

**BOARD OF TRUSTEES MEETING**  
**11:00 a.m. | Thursday, July 27, 2017**  
**Saranac Lake Campus**

**AGENDA**

- I. Call to Order
- II. Approval of June 22, 2017 minutes
- III. Liaison Reports
  - A. College Senate
  - B. NCCCAP
  - C. CSEA
- IV. College Reports
  - A. Board Chair
  - B. Vice President for Academic Affairs
    - 1. Resolution 2016/17- 94 | Program Director of Nursing
  - C. Dean of Admissions
    - 1. Resolution 2016/17- 88 | Interim Associate Director of Admissions – extension to December 2017
    - 2. Resolution 2016/17- 89 | Interim Assistant Director of Admissions – extension to December 2017
  - D. Interim Vice President for Administration & Fiscal Operations
    - 1. Financial Statements – June 2017
  - E. President
  - F. Representative Reports
    - 1. NCCC Association
    - 2. NCCC Foundation
- V. Old Business
- VI. New Business
  - A. 2017/18 Board officer elections
- VII. Public Comment\*
- VIII. Executive Session
- IX. Adjourn

An Executive Session of the Board of Trustees may be called pursuant to Article 7 of the Public Officer's Law to discuss *the Medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal, or removal of a particular person or corporation and collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law. (Public Officers Law §105).*

**\* Public Comment: Visitors are requested to sign in before the beginning of the meeting. Provision is made at this point in the agenda for citizens of the community to make comments regarding any agenda item to be discussed at that meeting. Citizens will not be recognized at any other time. No person, not a member of the Board, shall speak for more than five (5) minutes. The minutes shall show that privilege of the floor was granted and shall include a brief statement of the subject matter presented.**

**NORTH COUNTRY COMMUNITY COLLEGE  
BOARD OF TRUSTEES MINUTES  
Thursday, June 22nd, 2017 | Saranac Lake Campus**

**Board Members Present:** Stephen Reed, Tim Burpoe, Mary Kay Tulloch, Anne McDonald, Mark Moeller, Mary Irene Lee, Richard Suttmeier

**Excused:** Daniel Kelleher, Joe Costa, Jerry Griffin

**Others Present:** Dr. Steve Tyrell, Stacie Hurwitch, Bob Farmer, Chris Tacea, Joe Keegan, Sarah Kilby, Diana Fortune, Beth Quinn, Chad LaDue

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Tim Burpoe, Vice-Chair, called the meeting to order at 11:00 AM.

**Approval of Minutes**

Anne McDonald made a motion to approve the May 12<sup>th</sup> and June 1<sup>st</sup> 2017 minutes. Mary Irene Lee seconded the motion. The May 12<sup>th</sup> and June 1<sup>st</sup> minutes were approved unanimously (6-0-0).

**College Senate**

Sarah Kilby reported:

- Faculty are on summer break and will return August 23<sup>rd</sup>, 2017.
- Sarah is serving as the College Senate Chair for the 2017-2018 year.
- Once completed, the College Senate meeting schedule will be shared with the Board of Trustees so that they may attend.

**NCCCAP**

No report.

**CSEA**

No report.

**Board Chair Report**

Steve Reed reported:

- Election of officers for the Board of Trustees will be held during the July 2017 meeting.
- Attended the Assessing the Effectiveness of Shared Governance meeting on June 20<sup>th</sup> and looking forward to meeting with the College community on September 29<sup>th</sup> to expand the discussion.

**Interim Vice President for Academic Affairs**

Joe Keegan shared his report and highlighted:

- Summer enrollment this year is lower when compared to Summer 2016 but on par when compared to the numbers of 2015, however additional enrollment is expected. Second Chance Pell has shown enrollments of 143 for summer 2017.

- The search for Nursing Director is completed.
- Classroom furniture has been ordered for several classrooms across each of the three campuses. A thank you to Sarah Maroun for spearheading this effort and to all those who helped.
- Three Video Conference classrooms are being upgraded this summer: CL-012 (Saranac Lake), RH-107 (Malone), Ti-210 (Ticonderoga). Thank you to Scott Harwood and Rich Heath for their work in the planning and implementation of this project.
- Met with SUNY Potsdam team to further the discussion of a potential partnership.

*\*The following resolutions were acted upon by the board:*

Mark Moeller recommended Resolution **2016/17-73** that North Country Community College Board of Trustees hereby approves the initial term appointment of Elaine Taylor, to the full-time, nine-month, 164-day, exempt appointment as Art Instructor for a one year term effective with the start of the 2017/18 academic year, at an annual salary of \$38,425 and at Rank A5, Step 6A. Anne McDonald seconded the motion. The resolution was approved unanimously (6-0-0).

Mary Irene Lee recommended Resolution **2016/17-74** that North Country Community College Board of Trustees hereby approves the temporary appointment of Summer Dorr, to the full-time, nine-month, 164-day, exempt appointment as Humanities Instructor for a one year term effective with the 2017/2018 academic year, at an annual salary of \$37,450, and at Rank A5, Step 6. Pete Suttmeier seconded the motion. The resolution was approved unanimously (6-0-0).

Pete Suttmeier recommended Resolution **2016/17-75** that North Country Community College Board of Trustees hereby approves the temporary appointment of Deanne Smith, to the full-time, nine-month, 164-day, exempt appointment as Nursing Instructor for a one year term effective with the 2017/2018 academic year, at an annual salary of \$41,350, and at Rank A5, Step 8. Mark Moeller seconded the motion. The resolution was approved unanimously (6-0-0).

Anne McDonald recommended Resolution **2016/17-76** that North Country Community College Board of Trustees hereby approves the second temporary appointment of Jennifer Barrett, to the full-time, nine-month, 164-day, exempt appointment as Interim Director of the Massage Program for a one year term effective with the 2017/2018 academic year, at an annual salary of \$50,125, and at Rank A5, Step 13A. Mary Kay Tulloch seconded the motion. The resolution was approved unanimously (6-0-0).

Mary Irene Lee recommended Resolution **2016/17-77** that North Country Community College Board of Trustees hereby approves the second temporary appointment of Chad Czelusniak-Serviss, to the full-time, nine-month, 164-day, exempt appointment as Business / CIS Instructor for a one year term effective with the 2017/2018 academic year, at an annual salary of \$37,450, and at Rank A5, Step 6. Pete Suttmeier seconded the motion. The resolution was approved unanimously (6-0-0).

Anne McDonald recommended Resolution **2016/17-78** that North Country Community College Board of Trustees hereby approves the third temporary appointment of Kent Egglefield, to the full-time, twelve-month, 221-day, exempt appointment as Women's Soccer and Lacrosse Coach and Athletic Program Assistant for a one year term effective with the 2017/2018 academic year, at an annual salary of \$45,211, and at Rank A6, Step 5. Mark Moeller seconded the motion. The resolution was approved unanimously (6-0-0).

Mark Moeller recommended Resolution **2016/17-79** that North Country Community College Board of Trustees hereby approves the second temporary appointment of Tana Hare, to the full-time, nine-month, 164-day, exempt appointment as Nursing Instructor for a one year term effective with the 2017/2018 academic year, at an annual salary of \$40,375, and at Rank A5, Step 7A. Pete Suttmeier seconded the motion. The resolution was approved unanimously (6-0-0).

Anne McDonald recommended Resolution **2016/17-80** that North Country Community College Board of Trustees hereby approves the second temporary appointment of Thomas McGrath, to the full-time, nine-month, 164-day, exempt appointment as LAC Coordinator and Social Science Instructor for a one year term effective with the 2017/2018 academic year, at an annual salary of \$37,450, and at Rank A5, Step 6. Pete Suttmeier seconded the motion. The resolution was approved unanimously (6-0-0).

Mary Irene Lee recommended Resolution **2016/17-81** that North Country Community College Board of Trustees hereby approves the temporary appointment of Susan Steen, to the full-time, nine-month, 164-day, exempt appointment as Science Instructor for a one year term effective with the 2017/2018 academic year, at an annual salary of \$37,450, and at Rank A5, Step 6. Mark Moeller seconded the motion. The resolution was approved unanimously (6-0-0).

Mark Moeller recommended Resolution **2016/17-93** that North Country Community College Board of Trustees hereby approves the second temporary appointment of Lisa Williams, to the full-time, nine-month, 164-day, exempt appointment as LAC Coordinator for a one year term effective with the 2017/2018 academic year, at an annual salary of \$37,450, and at Rank A5, Step 6. Anne McDonald seconded the motion. The resolution was approved unanimously (6-0-0).

Mary Irene Lee recommended Resolution **2016/17-82** that North Country Community College Board of Trustees hereby approves the promotion of Jerrad Dumont for promotion from Technical Specialist to Instructor effective September 1, 2017 at Rank A5, Step 5A at \$49,152.61 for 2017-2018. Pete Suttmeier seconded the motion. The resolution was approved unanimously (6-0-0).

Anne McDonald recommended Resolution **2016/17-83** that North Country Community College Board of Trustees hereby approves the promotion of Shir Filler for promotion from Associate

Professor to Professor effective September 1, 2017 at Rank A2, Step 14A at \$65,725 for 2017-2018. Mary Irene Lee seconded the motion. The resolution was approved unanimously (6-0-0).

Mary Kay Tulloch recommended Resolution **2016/17-84** that North Country Community College Board of Trustees hereby approves the promotion of Tina LaMour for promotion from Assistant Professor to Associate Professor effective September 1, 2017 at Rank A3, Step 7A at \$48,175 for 2017-2018. Mary Irene Lee seconded the motion. The resolution was approved unanimously (6-0-0).

Mark Moeller recommended Resolution **2016/17-85** that North Country Community College Board of Trustees hereby approves the promotion of Kelli Rodriguez for promotion from Instructor to Assistant Professor effective September 1, 2017 at Rank A4, Step 7A at \$44,275 for 2017-2018. Pete Suttmeier seconded the motion. The resolution was approved unanimously (6-0-0).

Anne McDonald recommended Resolution **2016/17-86** that North Country Community College Board of Trustees hereby approves the promotion of Allison Warner for promotion from Instructor to Assistant Professor effective September 1, 2017 at Rank A4, Step 7A at \$44,275 for 2017-2018. Mary Irene Lee seconded the motion. The resolution was approved unanimously (6-0-0).

#### **Dean of Admissions Report**

Chris Tacea shared his report and highlighted:

- Applications show that we're tracking upwards.
- Registration week starts June 26<sup>th</sup>; 279 have signed up to register between each of the three campuses. Last year's registration week was 305. Due to history, we anticipate a large number of walk-in's during the week.
- There are 3 applicants for the Excelsior Scholarship, of which 2 are eligible. July 21<sup>st</sup> is the state-wide closing day for applications to this scholarship. Admissions, Business Office and Registrar are working hard to develop a way to best serve this population.

*\*The following resolution was acted upon by the board:*

Anne McDonald recommended Resolution **2016/17-87** that North Country Community College Board of Trustees hereby approves the initial term appointment of Vincent Tunstall, to the full-time, twelve-month, 261-day, exempt appointment as Director of Financial Aid for a one year term effective May 23, 2017, at an annual salary of \$78,220.43 and at Rank A5, Step 12. Pete Suttmeier seconded the motion. The resolution was approved unanimously (6-0-0).

#### **Interim Vice President for Administration/CFO:**

Bob Farmer distributed and reviewed the April 2017 & May 2017 Financial Reports. Mark Moeller moved to accept the financial reports. Mary Irene Lee seconded the motion. The motion was approved unanimously (6-0-0).

*\*The following resolutions were acted upon by the board:*

Mary Irene Lee recommended Resolution **2016/17-90** that North Country Community College Board of Trustees hereby approves the initial term appointment of McCayla Quinn, to the full-time, twelve-month, 261-day, exempt appointment as Bursar for a one year term effective June 5, 2017, at an annual salary of \$40,980 and at Rank A6, Step 1. Pete Suttmeier seconded the motion. The resolution was approved unanimously (6-0-0).

Anne McDonald recommended Resolution **2016/17-91** that North Country Community College Board of Trustees hereby approves the title change for Tara Smith to accurately reflect her duties as the Director of Human Resources effective June 22, 2017. Mark Moeller seconded the motion. The resolution was approved unanimously (6-0-0).

**President's Report:**

Dr. Tyrell shared his written report and highlighted:

- On July 6<sup>th</sup> we will present to Franklin County the 2017/2018 Budget and the agreement between the College and NCCCAP.
- On June 21<sup>st</sup> we hosted a meeting with representatives of Franklin & Essex counties, NCCC stakeholders and members of the Board to discuss the 2017/2018 budget. We will continue these joint discussions regularly as it proved beneficial in how we can work together in the future to meet the needs of the College.
- NCCC has a rich history and an incredible story to tell our communities. We are working to find a way to share these with the public in the near future.

\* 11:51 – Board Chair, Steve Reed arrives for the meeting.

- As approved by the board last month, NCCC will have an Excelsior Scholarship College Fee to bridge the gap due to the tuition freeze that the Excelsior Scholarship mandates. While there have been calls of concern about this fee, several NCCC stakeholders maintain that it is not fair to increase tuition to those who are not receiving the scholarship benefit.
- There will be another meeting on Assessing the Effectiveness of Shared Governance on July 5<sup>th</sup>. Each entity will review the results of the survey and bring to the table what they feel shared governance means. They will also share with the members of the group what they feel they do well, what has been improved and what needs improvement within their respective areas and with each other.
- On July 24<sup>th</sup> the Strategic Planning work group will meet again to continue the important work of develop a strong achievable strategic plan for the College. Once the plan is completed, it will be shared with Essex and Franklin County and a joint meeting will follow to discuss the topic.
- Bills have been introduced in the NYS Senate & Assembly that requests community college presidents in SUNY propose a report which highlights alternate methods of funding the community college sector.

*\*The following resolution was acted upon by the board:*

Tim Burpoe recommended Resolution **2016/17-92** that North Country Community College Board of Trustees hereby approves the appointment of Joseph Keegan, to the full-time, management confidential, twelve month, 261-day, exempt appointment as Vice President of Academic Affairs effective June 12, 2017, and at an annual salary of \$115,000. Anne McDonald seconded the motion. The resolution was approved unanimously (7-0-0).

**NCCC Foundation:**

-Diana Fortune reported the Scholarship Committee is finishing up review of 68 applications. Students awarded scholarships will be notified in mid-July.

**NCCC Association:**

Beth Quin provides an update:

- American Dining Creations will be on site on Monday during registration day. Their official start is July 1<sup>st</sup>, 2017. Currently working on promotional brochures for the commuter plans. Floorplan layout was presented for the Saranac Lake campus, and the Malone site will be more simplified and shared in the future. Thanks extended to Steve Tyrell, Bob Farmer and Jim Brooks for their support and assistance with the negotiations.
- Robbie Woodward, the new Associate Director for the Association, will start on July 5<sup>th</sup>. There will be a formal announcement to the community next week.
- First summer group will arrive on Sunday, June 25<sup>th</sup>.
- All vending machines have been exchanged for new machines that have both coin and credit card options. These machines are commissioned based and sub-contracted out.
- Association is exploring camera options to upgrade their system to increase coverage and security.
- Outstanding balances from spring semester are down from \$73,000 to \$5,490. The Business Office and Admissions were instrumental in helping with this drop in outstanding balances.

**Old Business:**

None.

**New Business:**

None.

**Public Comment:**

None.

**Executive Session**

Mary Irene Lee made the motion to enter Executive Session at 12:17 p.m. in relation to ***collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation.*** Anne McDonald seconded the motion. The motion was passed unanimously (7-0-0). Steve Tyrell was invited in to join executive session at 12:18 p.m.

Pete Suttmeier made a motion to adjourn executive session at 1:23PM. Anne McDonald seconded the motion. The motion were approved unanimously (7-0-0).

Tim Burpoe made the motion to amend the 2017-18 Budget approved on May 12, 2017 whereas to rescind the request of \$50,000 increase of support from the two sponsoring counties. Seconded by Anne McDonald. Motions passed (7-0-0).

**Adjourn**

Mary Kay Tulloch made a motion to adjourn the meeting. Mary Irene Lee seconded the motion. The motion were approved unanimously (7-0-0). The Board meeting was adjourned at 2:07 p.m.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Stacie G. Hurwitch". The signature is written in a cursive, flowing style.

Stacie G. Hurwitch  
Assistant Secretary to the Board of Trustees

UNAPPROVED





**Academic Affairs**  
**North Country Community College**  
**VPAA Report to the Board of Trustees**  
**July 27<sup>th</sup>, 2017**

Greetings to you all! I hope you are enjoying the summer, despite it being so wet. Please find updates from Academic Affairs below:

**\* Summer 17 and Fall 17**

- **Summer 17** – Our second summer session is fully underway with no significant changes. As you saw last month, the on-campus enrollment was lower this year compared to the Summer 16 but on par with Summer 15. Second Chance Pell, on the other hand, has had much more robust registrations in the Summer 17 session than in spring.

	Summer 17 FTE	Summer 16 FTE	Summer 15 FTE
<b>On-campus</b>	18.7	24.80	20.9
	Summer 17 Headcount and Est FTE	Spring 17 Headcount and Est FTE	
<b>Second Chance</b>	143	109	
	54.7	40.9	

- **Fall 17** – Fall 17 registration continues apace which I am sure Chris will report on.

**\* Nursing**

**RN and LPN Admissions**

- The RN and LPN admissions process continues as we move students off the waitlist into programs where there has been movement. This will continue for the next several weeks as RN students learn about the LPN boards among other variables at play in finalizing the class.

**Nursing Director Search**

- We are presenting a resolution for the new Nursing Director to the Board today.

**Nursing Boards**

- Preliminary and anecdotal information from Chuck is that both our LPN and RN students have been reporting success in passing their boards thus far. A bit later in the summer, we will have the first firm data on that.

**\* Rad Tech**

**Rad Tech's AART Boards** – Our Rad Tech graduates all passed their ARRT national registry exam this year (18 out of 18) for a 100% pass rate! The Rad Tech faculty (Becky LaDue and Scott Stringer) and those that have instructed those students have all contributed to the students' success. Congratulations goes out to students and faculty alike.

**\* Classroom Design and Furniture**

- Classroom furniture upgrades have been ordered for several classrooms across the three campuses and are expected to be ready for the start of the fall semester.
- The video-conferencing upgrades have been taking place as well in CL-012, RH-107 and Ti-210.

**\* Academic Planning and Programs:**

- Update: Over the past few weeks, we have had the following activity with SUNY:
  - Program Announcements to SUNY:
    - *AS Business: Sports Management*
    - *AAS Nursing* registration in Malone, moving away from video-conference
  - New Program Proposals – being cued up for Fall 17
    - *AS Liberal Arts and Sciences – Math/Science* program – adding a biology advising track
    - *AA Liberal Arts and Sciences – Hum/Soc Science* program – add an English advising track
    - adding a teacher education track to the *AA Liberal Arts –Humanities/ Social Sciences*
    - *Certificate in Entrepreneurship*
  - Program Changes:
    - Title change of *AAS Community Mental Health* to *AAS Human Services* on the Malone campus.
    - Credit change for *Community Residence Aide Certificate* from 35 to 31 (all campuses).
- *Academic Master Planning*: No changes since last meeting with exception of #7 and #9

Rank	Faculty Priorities	Status
1	Increase adjunct pay	Proposed \$50.00/credit increase is in the 17-18 budget.
2	Inventory our current technology and plan accordingly.	Continues in collaboration with IT and facilities. Scott and crew have upgraded and planned for new needs in classroom technology including computer lab updates in Malone and SL and faculty computers and VC upgrades.
3	Upgrade classroom furniture	New classroom in SL Library; upgrade of Ti classroom; New furniture ordered for multiple classrooms across the three campuses.
4	Increase investment in professional development opportunities	Increased 17-18 budget; Application for SUNY grant funds to support year-long diversity and inclusion professional development series in 17-18. Faculty request for additional funding.
5	Investing in the Bridge program and strengthening our partnerships with high schools	No update.
6	Improve access to libraries and the college after hours.	No update.
7*	Invest in career services	<i>Applied for Perkins funding to help support a 2<sup>nd</sup> year of a Career Services Coordinator position.</i>
8	Revitalize campus-based advisory boards to provide input to academic affairs as to where academic programming can best serve workforce needs.	No update.
9*	Strengthen existing assessment practices including the assessment of Institutional Learning Outcomes and tie them to the larger strategic plan.	The assessment of ILOs using Moodlerooms as a means to capture those assessments took place in Spring 17. <i>We are drafting our Middle States Monitoring Report on assessment.</i>
*	<i>Indicates change since last report.</i>	

- *SUNY Potsdam Meeting:* We continue to meet with our colleagues at SUNY Potsdam on anticipated needs for teaching and office space, academic coordination, tutoring, Registrar office functions, library access and the like. This includes mocking up a two-year schedule by program.
- ★ **Faculty Matters:**
- **Faculty Development:** Two items of note over the last month:
    - Terry Kemp, a long time adjunct faculty member in our Math Department and LAC tutor is traveling to California for further training on Quantway.
    - Tina LaMour (Art) and Kelli Rodriguez (Social Sciences) are participating in a week-long Project-based Learning (PBL) conference with our P-TECH colleagues at month's end.
  - **Faculty/Staff Searches:** We have two temporary full-time positions we are looking to fill before the start of the semester:
    - *Business Instructor in Second Chance Pell*
    - *Math Instructor – SL campus*
- ★ **Grants and Experiments:** Here is a brief update on our grants:
- *Second Chance:* The second summer session is underway at all four locations. Sarah Kilby is now directing the program and we have hired two full-time coordinators, Dr. Marianne Goodfellow and Mr. J. Daniel Snyder, serving the northern and southern ends respectively. They are actively recruiting and onboarding new students for the Fall 17 semester which starts on August 30<sup>th</sup>.
  - *P-TECH Programs –* No rest for P-TECH. The program went from the end of the school year to their summer programs for new and returning students (PACE – week of July 10<sup>th</sup> and Northern Borders – week of July 17<sup>th</sup>). Both programs will have new homes in the fall:
    - PACE is moving from the SW Tech Center of St. Lawrence-Lewis BOCES in Fowler to Edwards-Knox Central School.
    - Northern Borders is moving from Franklin Academy to FEH BOCES in Malone.
  - *PELL for High School Students:* No update.
  - *Career Services Coordinator:* We have completed the grant year and our Workforce Development efforts. While there was not additional funding through SUNY this year, we are looking to continue our efforts and use Perkins funding to help support it.
  - *Perkins:* The application was completed mid-July and a request for funding to support Career Services Coordinator was included.
- ★ **Middle States**
- Planning efforts continue to demonstrate mature, systematic assessment linked to strategic planning and budgeting as noted above.

Respectfully submitted,

Joe

## NORTH COUNTRY COMMUNITY COLLEGE RESOLUTION

WHEREAS the Vice President for Academic Affairs recommends the initial term appointment of Sandra Gothard, to the full-time, nine-month, 164-day, exempt appointment as Nursing Program Director for a one year term effective with the start of the 2017/18 academic year, at an annual salary of \$64,750 and at Rank A5, Step 20.

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the initial term appointment of Sandra Gothard, to the full-time, nine-month, 164-day, exempt appointment as Nursing Program Director for a one year term effective with the start of the 2017/18 academic year, at an annual salary of \$64,750 and at Rank A5, Step 20.

This position is currently funded in the 2017/18 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2017/18 academic year and will not be renewed.

2016-17 | 94  
JULY 27, 2017

Motion:

Seconded:

Motion approved: (0-0-0)



LAFABIAZ I AKI MAI ONI TR OINDERSIYA

June 19, 2017

Ms. Sandra Gothard  
60 Arden Circle  
Loon Lake, NY 12989

Dear Ms. Gothard:

Pending approval by the North Country Community College Board of Trustees at their July 2017 meeting, I am pleased to offer you an initial term, full-time, nine-month (164 days) exempt appointment as Nursing Program Director for a one year term during the 2017-2018 academic year. Faculty members are expected to report on August 21, 2017. Your area supervisor will be Joe Keegan, Vice President for Academic Affairs.


As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Rank A5 Step 20 on Schedule C of the 2010-2015 CBA, which is \$64,750. Your per-diem rate based on 164 days is \$394.82.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake.

If you have any questions regarding this appointment or related questions regarding benefits, please contact your supervisor or the HR/Payroll department.

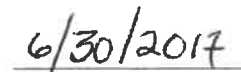
To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than July 7, 2017.

Sincerely,

  
Steven Tyrell, Ph.D.  
President

cc: Personnel File

  
Employee Signature

  
Date

RECEIVED

JUN 27 2017

ACADEMIC AFFAIRS

**Confidential Resume of  
Sandra Ellis Gothard, MSN, RN, CNOR, NEA-BC**

60 Arden Circle, Loon Lake, NY 12989  
Cell (607) 422-8596  
Phone (518) 891-4518  
Sandra.gothard@gmail.com

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**EDUCATION**

<b>Doctor of Nursing Practice</b> Executive Leadership <i>Abilene Christian University, Abilene, TX</i>	Current
<b>Master's Degree in the Science of Nursing</b> Health Care Administration, Cum Laude <i>Norwich University, Northfield, VT</i>	2010
<b>Bachelor's Degree in the Science of Nursing</b> <i>Jacksonville University, Jacksonville, FL</i>	2008
<b>Wharton Healthcare Management Nursing Leaders Program</b> <i>University of Pennsylvania, the Wharton School and the Leonard Davis Institute of Health Economics</i>	2005
<b>Diploma in Nursing</b> <i>Wesley-Passavant School of Nursing, Northwestern University Chicago, IL</i>	1975

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**EXECUTIVE PROFILE**

Visionary leader committed to cost effective management of resources and quality performance. Skilled in establishing strategic and mutually beneficial partnerships and relationships with physicians, community members, vendors, and service providers. Serve as a catalyst for positive change and provide leadership based on a flat organizational philosophy and a customer centered focus as the top priority.

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**SKILL HIGHLIGHTS**

- Project Management
  - Team Building
  - Quality Improvement
  - Staff Development
  - Strategic Planning
  - Change Management
- 

**CAREER PROGRESSION**

<b>Population Health Lead</b> <i>Adirondack Health, Saranac Lake, NY</i> <i>Coordinating Delivery System Reform Incentive Payment (DSRIP) programs supporting the Medicaid population, aligned with CMS and NYS DOH initiatives. Responsibility includes strategic, systematic, systemic, and sustainable planning around transition from fee-for-service, disease focused medical model to the implementation of value based care with providers, hospital, and community based partners to expand the role of health to include constructs that define health such as social determinates and quality of life.</i>	2016 to Present
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**Network Director Perioperative Services and Anesthesia**

2012 – 2016

*Bassett Medical Center, Bassett Healthcare Network, Cooperstown, NY*

*Bassett Healthcare Network is an integrated health care system that provides services to an eight county region covering 5,600 square miles in central New York. The organization includes six corporately affiliated hospitals, as well as skilled nursing facilities, community and school-based health centers, and health partners in related fields. Bassett Medical Center is a 180 bed full-service acute care teaching hospital, affiliation with Columbia University College of Physicians and Surgeons with a Columbia P & S medical school on campus, Level II trauma, 53 FTE Interns and Residents, member of COTH. Main campus offers 11 ORs along with Endoscopy procedure rooms, 10,000+ surgery and procedures annually at the main campus, 44,000 total patient days. Level III Medical Home, ACO, and DSRIP PPS serving Delaware, Herkimer, Madison, Otsego, and Schoharie counties.*

- Responsibility: OR, PAT, PACU, ASU, OPCU, GI Procedure, Ambulatory Surgery Center, Network affiliates, and Central Sterile Processing 200 FTE, 11 direct reports
- Spearheaded renovation of Central Sterile Processing with revision of operational work-flows
- Developed block scheduling in OR
- Advisor and key participant in successful EPIC EMR implementation for division and regional sites
- Decreased contract agency use by \$1M in OR with new-graduate RN education program through Association of Perioperative Nursing curriculum
- Develop education program in conjunction with local college for grant funded internship in Perioperative specialty
- Re-organized Pre-Admission Testing division for standardized onboarding of all surgical, CVI, GI patients
- Led Early Recovery Pathway for Colon-rectal surgery program reducing LOS to 3 days
- Advised LEAN methodology for Turn Around Time improvement project
- Collaborated with Materiel Management on inventory reduction and revenue capture improvement
- Co-sponsored interprofessional pharmacy and nursing research with IPRO to facilitate standardization of anti-coagulation therapy for surgical patients as a nation-wide safety and quality initiative.
- Co-chair for Nursing Research and IRB member
- Co-sponsor for EBP Clinical Awards through Center for Nursing - Foundation of NYS Nurses, Catherine A Welch Center for Nursing Research, and NYU Rory Meyers College of Nursing

**Adjunct Professor**

2010-2012

*State University of New York Plattsburgh, Plattsburgh,, NY*

- Department of Nursing and Nutrition
- Assessment laboratory and classroom instruction for Foundations of Nursing and Med-Surgical Nursing for 1<sup>st</sup> and 2<sup>nd</sup> year nursing students
- Simulation Laboratory for 4<sup>th</sup> year students
- Leadership and Management online instruction for the RN to BSN student

**Owner/Manager***Weight Management, Inc., Saranac Lake, NY*

2007-2012

- Health education and project facilitator supporting the Center of Excellence Bariatric Surgery Program with medical weight management at Adirondack Health

**Associate Vice President Perioperative Services**

2004-2007

*University of Vermont Health Network,**Champlain Valley Physicians Hospital and Medical Center, Plattsburgh, NY*

- Spearheaded \$33M surgical expansion – on budget and early delivery
- Co-Developed and implemented cardiac surgery program in conjunction with Albany Medical Center
- Implemented RNFA program

**Director Perioperative Services***Adirondack Health, Saranac Lake, NY*

2000-2004

- Supported and obtained Bariatric Center of Excellence
- Developed and maintained clinical plans for bariatric population through surgical pathway
- Opened new OR, ASU, and Endoscopy

- Developed Pre-admission Testing department

#### **Clinical Leader Cardiothoracic Services**

*Advocate Health Systems, Downers Grove, IL*

1986-1993

- Developed cardiac surgery program in conjunction with Loyola University, Maywood, IL

#### **Perioperative Staff Nurse**

1975-1982

*Valley West General Hospital, San Jose, CA*

*St. Barnabas Medical Center, Parsippany, NJ*

*Reconstructive, Aesthetic and Cosmetic Surgery, San Francisco, CA*

*California Presbyterian Pacific Medical Center, San Francisco, CA*

*Northwestern University Medical Center, Chicago, IL*

#### **PROFESSIONAL MEMBERSHIP**

Association of Operating Room Nurses, Inc., Certified

1975 -Present

ANCC – Board Certified Executive, Advanced

2015 - Present

New York State Organization of Nurse Executives

2000 - Present

American College of Healthcare Executives- Affiliate

2008 - 2015

Sigma Theta Tau, Gamma Delta Chapter

2010 - Present

#### **COMMUNITY ORGANIZATIONS**

Saranac Lake Chamber of Commerce Board Member

2010-2012

North Country Healthy Heart Network Board Member

2011-2012

Rotary International, Saranac Lake & Cooperstown, NY

2011-Present

American Heart Association, Go Red for Women

2005-Present

#### **PRESENTATIONS**

- December 2013. *Hope Transpiring: Hermeneutic Phenomenology*. Nursing Grand Rounds, Bassett Medical Center, Cooperstown, NY.
- December 2011. *Obesity Causes and Treatment*. CVPH Grand Rounds, Plattsburgh, NY.
- August 2011 Iroquois Human Resources, Uihlein Living Center, Lake Placid, NY
- February 2010. *Successful Weight Loss is a Team Approach*. New York State Council of PeriOperative Nurses AORN of Eastern New York Chapter 3302.
- November 2009. *Maximum Weight Control in the 21<sup>st</sup> Century*. Medical Society Franklin/Essex
- June 2009. *Obesity Causes and Treatments*. Kiwanis International.
- July 2008. *Weight Loss Medicine and Surgery*. NYSPANNA Annual Conference.
- October 2008. *Management of Weight for Providers*. HANYS Rural Initiative Conference

#### **MANUSCRIPTS / Articles**

Baldwin, R., **Gothard, S. E.**, Hellenthal, N. J. (2014). Conversion from a first-come OR scheduling system to a blocked time OR scheduling system: Methodology and outcomes. *OR Manager*

Hewner, S., **Gothard, S. E.**, & Johnson, B. J. (2012). Aligning population-based care management with chronic disease complexity. *Medicare & Medicaid Research Review Data Brief*.

Hewner, S., **Gothard, S. E.** (2011). Comparative effectiveness of care transitions management in reducing hospitalization rates in chronically ill Medicare, Medicaid, and Private Populations. National Institute of Nursing Research Summit, Bethesda, MD.

Dickerson, S. S., Sabbah, E. A., **Gothard, S. E.**, Zeigler, P., Chen, H., Steinbrenner, L. M., & Dean, G. (2013). Experiences of patients with advanced lung cancer: Contending with sleep/wake disturbances while enacting hope for optimal treatment outcomes.

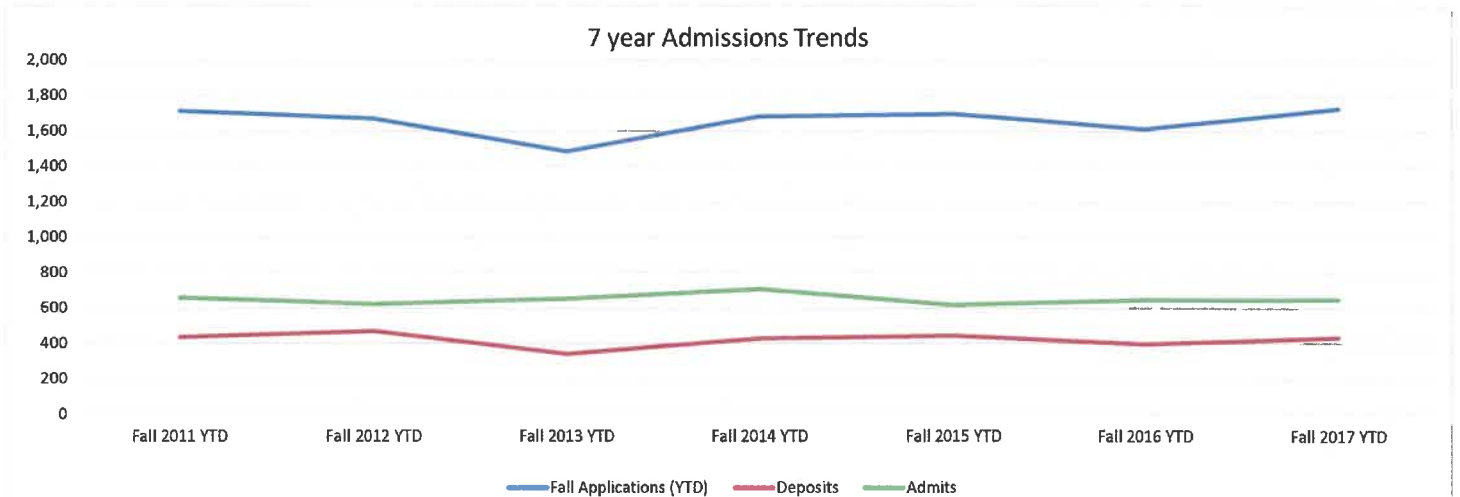


**Board of Trustees Report**  
**7/18/2017**  
Office of Admissions  
Chris Tacea

**Current Year: 2017**

**Data Date: 7/18/2017 \*Rough estimate based on available data in CAMS**

	Fall 2011 YTD	Fall 2012 YTD	Fall 2013 YTD	Fall 2014 YTD	Fall 2015 YTD	Fall 2016 YTD	Fall 2017 YTD	Fall 2011 Final	Fall 2012 Final	Fall 2013 Final	Fall 2015 Final	Fall 2015 Final	Fall 2016 Final
<b>Fall Applications (YTD)</b>	1,714	1,671	1,485	1,683	1,697	1,613	1,728	1,843	1,740	1,673	1,921	1,882	1,927
Deposits	435	469	340	428	444	396	434	449	479	351	481	472	533
Admits	659	623	652	707	617	646	648	696	653	771	797	694	762
Wait List (Nursing, RAD)	26	3	24	51	66	62	54	27	4	24	38	63	39
Other Application Status	0	253	32	4	0	0	0	16	253	32	3	1	3
Received Applications Pending Review	1	4	6	10	8	17	22	2	4	9	1	24	7
Incomplete Applications	127	190	335	142	392	325	293	170	217	390	14	233	342
Application Withdrawn	124	110	74	337	163	44	43	131	109	76	581	181	68
Inactive Application	0	0	0	0	0	121	231	0	0	0	0	0	167
Application Rejected	342	19	22	4	7	2	3	352	21	20	6	214	6
<b>Registered First Time, Transfer and Readmit</b>	0	0	0	0	0	0	0	628	640	510	575	469	443



<b>Breakouts YTD:</b>	<u>Fall 2017</u>	<u>Fall 2016</u>	<u>Fall 2015</u>	<u>16-17#/% Difference</u>	<u>15-17#/% Difference</u>
Applications:	1728	1613	1697	115/7.1%	31/1.8%
Deposits:	434	396	444	38/9.6%	-10/-2.3%
Admits:	648	646	617	2/0.3%	31/5.0%
Incompletes:	293	325	392	-32/-9.8%	-99/-25.3%

**New Student Registrations for June:**

	Fall 2017	Fall 2016	Fall 2015	16-17#/% Difference	15-17#/% Difference
Saranac Lake:	134	123	165	11/8.9%	-31/-18.8%
Ti:	32	62	32	-30/-48.4%	0/0.0%
Malone:	126	120	115	6/5.0%	11/9.6%
Nursing:	44				
<b>Total:</b>	<b>336</b>	<b>305</b>	<b>312</b>	<b>31/10.2%</b>	<b>24/7.7%</b>

**Instant Admit Days:**

Saranac Lake:	24	35	24	-11/-31.4%	0/0.0%
Ti:	Aug.	Aug.	4		
Malone:	16	29	21	-13/-44.8%	-5/-23.8%
Total:	40	64	49	-24/-37.5%	-9/-18.4%

**Admissions Activities:**

1. Summer hours and application processing.
2. Nursing & LPN waitlist offerings.
3. Second chance PELL fall application is now open.
4. Attended 4th meeting w/Potsdam and have a scheduled walk through at Potsdam.
5. Instant Admit Days are in full swing.

**Financial Aid Report:**

1. Vincent Tunstall is now on campus and starting to learn NCCC and the region.
2. 17-18 packaging is continuous for all admitted students and continue & returning students.
3. Implementation of PowerFaid has re-started for FA team.
4. Communication has been sent to all students in regards the process of the new Excelsior Scholarship.
5. Students who HESC identified for Excelsior is 36
5. Website updated and office is trained and ready to service students in regards to the application window of 6/7 to 7/21 Excelsior Scholarship.

**PSA:**

Friendly reminder that weekly admission numbers, the enrollment action plan, high school/community college data/webinars, staff travel, and other useful enrollment resources are on Faculty SharePoint under the folder of Admissions.

## NORTH COUNTRY COMMUNITY COLLEGE RESOLUTION

WHEREAS the temporary, full-time, 221-day, exempt appointment of Meredith Chapman, in the position of Interim Associate Director of Admissions terminates on August 31, 2017,

WHEREAS the Dean of Admissions recommends an extension for the temporary, full-time, 221-day, exempt appointment of Meredith Chapman to the position of Interim Associate Director of Admissions, at an annual salary of \$62,291.00 (Base salary 164 day - \$46,225.00; 221 day - \$62,291.00) at Rank A3 Step 6A through December 15, 2017,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the extension for the temporary, full-time, 221-day, exempt appointment of Meredith Chapman to the position of Interim Associate Director of Admissions, at an annual salary of \$62,291.00 (Base salary 164 day - \$46,225.00; 221 day - \$62,291.00) at Rank A3 Step 6A through December 15, 2017. This position is currently funded in the 2017-2018 operating budget.

2016-17 | 88

JULY 27, 2017

Motion:

Seconded:

Motion approved/denied: (0-0-0)

## NORTH COUNTRY COMMUNITY COLLEGE RESOLUTION

WHEREAS the temporary, full-time, 221-day, exempt appointment of Rachel Gebhardt, in the position of Interim Assistant Director of Admissions terminates on August 31, 2017,

WHEREAS the Dean of Admissions recommends an extension for the temporary, full-time, 221-day, exempt appointment of Rachel Gebhardt to the position of Interim Assistant Director of Admissions, at an annual salary of \$49,152.00 (Base salary 164 day - \$36,475.00; 221 day - \$49,152.00) at Rank A4 Step 3A through December 15, 2017

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the extension for the temporary, full-time, 221-day, exempt appointment of Rachel Gebhardt to the position of Interim Assistant Director of Admissions, at an annual salary of \$49,152.00 (Base salary 164 day - \$36,475.00; 221 day - \$49,152.00) at Rank A4 Step 3A through December 15, 2017. This position is currently funded in the 2017-2018 operating budget.

2016-17 | 89

JULY 27, 2017

Motion:

Seconded:

Motion approved/denied: (0-0-0)



**NORTH COUNTRY COMMUNITY COLLEGE**

**Board of Trustees June 2017 Financial Report**

**North Country Community College**  
**Revenues & Expenditures**  
**JUNE 30, 2017**

	Annual Budget	Actual YTD	Budget YTD	Budget Var YTD
<b>Revenues</b>				
Tuition & Fees	\$ 4,436,500	\$ 4,885,373	\$ 4,436,500	\$ 448,873
Sponsors' Contribution	\$ 2,480,000	\$ 2,062,500	\$ 2,066,667	\$ (4,167)
Chargebacks	\$ 622,800	\$ 914,097	\$ 596,800	\$ 317,297
Out-of-State Tuition	\$ 596,750	\$ 509,189	\$ 596,750	\$ (87,561)
State Aid	\$ 3,787,682	\$ 3,609,998	\$ 3,787,682	\$ (177,684)
Offset To Expense	\$ -	\$ -	\$ -	\$ -
Contributions	\$ 947,450	\$ 822,753	\$ 789,542	\$ 33,211
<b>Total Revenues</b>	<b>\$ 12,871,182</b>	<b>\$ 12,803,910</b>	<b>\$ 12,273,940</b>	<b>\$ 529,970</b>
<b>Expenditures</b>				
Salaries	\$ 6,055,541	\$ 5,312,902	\$ 5,123,919	\$ 188,983
Payroll Taxes	\$ 460,281	\$ 379,747	\$ 389,469	\$ (9,722)
Medical	\$ 1,547,849	\$ 1,449,536	\$ 1,309,718	\$ 139,818
Retirement	\$ 570,716	\$ 578,000	\$ 482,914	\$ 95,086
Other	\$ 177,557	\$ 139,538	\$ 150,241	\$ (10,703)
Equipment	\$ 53,165	\$ 63,056	\$ 44,986	\$ 18,070
Facility Leases	\$ 1,456,200	\$ 1,198,819	\$ 1,232,169	\$ (33,350)
Utilities	\$ 510,300	\$ 304,680	\$ 431,792	\$ (127,112)
Maintenance	\$ 253,310	\$ 117,857	\$ 214,339	\$ (96,482)
Office & General Supplies	\$ 103,156	\$ 38,033	\$ 87,286	\$ (49,253)
Advertising	\$ 214,675	\$ 98,638	\$ 181,648	\$ (83,010)
Professional Services	\$ 198,530	\$ 180,970	\$ 167,987	\$ 12,983
Information Technology	\$ 154,162	\$ 162,085	\$ 130,445	\$ 31,640
Library & Instructional Supplies	\$ 228,255	\$ 202,958	\$ 193,139	\$ 9,819
Scholarships	\$ 340,000	\$ 298,682	\$ 287,692	\$ 10,990
Travel	\$ 184,075	\$ 135,059	\$ 155,756	\$ (20,697)
Property & Liability Ins.	\$ 145,000	\$ 148,761	\$ 122,692	\$ 26,069
Miscellaneous	\$ 216,887	\$ 114,194	\$ 183,520	\$ (69,326)
<b>Total Expenditures</b>	<b>\$ 12,869,659</b>	<b>\$ 10,923,515</b>	<b>\$ 10,889,711</b>	<b>\$ 33,804</b>
<b>Surplus / (Deficit)</b>	<b>\$ 1,523</b>	<b>\$ 1,880,395</b>	<b>\$ 1,384,229</b>	<b>\$ 496,166</b>

Board of Trustees  
June 2017 Financial Explanation of Variances

REVENUES:

- 1) **Tuition & Fees** – In Tuition & Fees the College is above budget \$448,873 for the reason that our estimated year end FTE number of 1,022 is higher than the budgeted 900 FTEs.
- 2) **Chargebacks** – The College is over budget \$317,297 in Chargebacks since the budgeted amount of \$622,800 is based off of a FTE rate of \$3,460, when the actual chargeback rate is \$4,280.

EXPENDITURES:

- 1) **Salaries** – Salaries are over budget due to unbudgeted full-time salaries in the amount of \$124,000. Furthermore, adjunct & overload salaries are over budget.
- 2) **Information Technology** – Information Technology expenses are over budget as new laptops were needed for the new library classroom and the C-07 classroom. All other IT expenses attributed to the College being over budget in this category were for other IT upgrades in the classrooms (projectors, podiums, PCs, etc.). At this time, New York State does not consider them to be capital.

**North Country Community College**  
**Balance Sheet**  
**JUNE 30, 2017**

		Balance JUNE 30, 2017
<b>Assets</b>		
Cash	\$	4,022,719
Accounts Receivable	\$	723,658
Due From NCCC Association	\$	59,394
Due From NCCC Foundation	\$	415,743
Due From Other Funds	\$	180,640
Due From Governments	\$	2,151,070
Prepaid Expenses	\$	433,813
<b>Total Assets</b>	<b>\$</b>	<b>7,987,037</b>
<b>Liabilities</b>		
Accounts Payable	\$	200,885
Payroll & Benefits Liabilities	\$	56,994
Due to NCCC Association	\$	641,523
Due to NCCC Foundation	\$	357,334
Due to Other Funds	\$	378,516
Due to Retirement	\$	(26,818)
Compensated Absences	\$	258,987
Other Liabilities	\$	76,834
<b>Total Liabilities</b>	<b>\$</b>	<b>1,944,255</b>
<b>Fund Balance</b>	<b>\$</b>	<b>5,983,900</b>
<b>Total Liabilities &amp; Fund Balance</b>	<b>\$</b>	<b>7,928,155</b>
<b>Fund Balance Summary</b>		
Fund Balance as of 9/1/16	\$	4,103,505
YTD Results	\$	1,880,395
Fund Balance as of 06/30/17	\$	5,983,900

\* Previous Board of Trustees financial reports included a line item for "Other Post-Employment Benefits" that reflected our liability under GASB-45. Currently, NCCC would be responsible for \$4,014,424. It was taken out of the report as it does not affect the operations of the college and was not accurately illustrating the activity on the fund balance.



## President's Report to the Board of Trustees

July 19, 2017

Dr. Steve Tyrell

- 1) **Campus and External Relations:** community sessions attended, presentations made, and “meet and greets” completed listed below.

<b>Date:</b>	<b>With:</b>	<b>Location:</b>
June 29 <sup>th</sup>	Adirondack Economic Development Council's Board meeting	Saranac Lake, NY
July 6 <sup>th</sup>	NCCC presents 2017-18 budget and NCCCAP-College CBA to Franklin County Legislature	Malone, NY
July 11 <sup>th</sup>	SUNY Potsdam Initiative Work Session	Saranac Lake, NY
July 12 <sup>th</sup>	Presidents' meeting between SUNY Canton and SUNY Potsdam and NCCC	Canton, NY
July 13 <sup>th</sup>	2017-18 Community College Advocacy Planning Session with NYCAPP, NYCCT, and FCCC leadership	Conference call
July 17 <sup>th</sup>	NCCC presents 2017-18 budget and NCCCAP-College CBA to Essex County Board of Supervisors	Elizabethtown, NY
July 20 <sup>th</sup>	NCCC Budget –Public Hearing – Franklin County	Malone, NY
July 20 <sup>th</sup>	SUNY Potsdam Initiative Work Session	Potsdam, NY
July 21 <sup>st</sup>	Adirondack Health Golf Tournament	Lake Placid, NY
July 24 <sup>th</sup>	Open House – Malone Village Offices	Malone, NY
July 25 <sup>th</sup>	Retirees' Breakfast	Saranac Lake, NY

- 2) **College 2017-18 Budget** – The College presented its' 2017-18 budget to Franklin County in early July and a public hearing has been set for July 20th. The College made a similar presentation to the Essex County Board of Supervisors on July 17th and a public hearing is set for August 7<sup>th</sup>. The College also provided enrollment and budget materials to both counties regarding the return on investment for the two sponsoring counties.
- 3) **2015-19 NCCCAP- College Collective Bargaining Agreement** – Franklin County has approved the collective bargaining agreement (CBA) between the College and NCCCAP. The Essex Board of Supervisors will vote on the CBA at the August 7<sup>th</sup> meeting of the Board of Supervisors.
- 4) **College Railroad Corridor** – No update at this time.
- 5) **Excelsior Scholarship** – The College has processed request for 36 students as of July 12<sup>th</sup>, 5 applicants were new students and the rest were returning students. The deadline for students to apply to HESC is July 21<sup>st</sup>.

- 6) **SUNY Potsdam Initiative** – Senior leadership teams from both colleges have met five times over the past three months to map out many of the details critical to launching a NCCC academic program initiative with SUNY Potsdam campus for Fall 2018. The first draft of an MOU has been developed – the MOU once near its final stage will be shared with faculty and staff in August 2017.
- 7) **Assessing the Effectiveness of Shared Governance** – The working group will have met three times by the time the Board of Trustees convene in July. At the second meeting, Shir Filler offered to develop the first draft of the working group's report. The third meeting will occur on July 26<sup>th</sup>.
- 8) **Strategic Plan Update** – A work group on reviewing draft 4 of the strategic plan will meet on July 24<sup>th</sup> and will include members of last summer's strategic planning group, the new executive committee of the College Senate, and 2016-17 working groups' leads. As noted last month, an all campus meeting will be held during welcome back week in August to collect additional feedback.
- 9) **Middle States - Drafting the September 1<sup>st</sup> Monitoring Report** – Item 7) and 8) of this report represent two of the four items the College will address in its monitoring report to Middle States. We will have drafts of these sections and the other two (fiscal stability and assessment) to the editing group in July.
- 10) **Community College Advocacy** – NYCCAP, NYCCT, and FCCC have formed a work group to create a budget advocacy strategy for community colleges. The group would like an advocacy plan presented to the three organizations for their review and consideration by September 1<sup>st</sup>. Thereafter, the plan would outline how the community college sector sustains an annual year-long advocacy effort to promote support for SUNY community colleges and this plan would need to get underway by mid-September, 2017.