

BOARD OF TRUSTEES MEETING
10:00 a.m. | Friday, September 29, 2017
Saranac Lake Campus
AGENDA

- I. Call to Order
- II. Approval of August 25th, 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 2017-18 | 01: Contract extension, Interim Associate Dean
 - 2. Resolution 2017-18 | 02: Contract extension, Interim Registrar
 - 3. Resolution 2017-18 | 03: Contract extension, Interim Program Director of Radiologic Technology
 - C. Dean of Admissions
 - 1. Resolution 2017-18 | 04: Contract extension, Interim Associate Director of Admissions
 - 2. Resolution 2017-19 | 05: Contract extension, Interim Assistant Director of Admissions
 - D. Interim Vice President for Administration & Fiscal Operations
 - 1. August 2017 Financial Statement
 - E. President
 - F. Representative Reports
 - 1. NCCC Association
 - 2. NCCC Foundation
- V. Old Business
- VI. New Business
 - A. NYCCT Conference – October 2017
 - B. Resolution 2017-18 | 06: Strategic Plan
- 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
Friday, August 25th, 2017 | Saranac Lake Campus**

Board Members Present: Stephen Reed, Anne McDonald, Mark Moeller, Richard Suttmeier, Daniel Kelleher, Mary Kay Tulloch, Jerry Griffin and Mary Irene Lee.

Excused: Tim Burpoe and Joe Costa.

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

Board Chair, Steve Reed, called the meeting to order at 11:11am.

Approval of Minutes

Anne McDonald made a motion to approve the July 27th minutes. Mary Irene Lee seconded the motion. The July 27th minutes were approved unanimously (8-0-0).

College Senate

Sarah Kilby reports she will send an update of the Senate schedule to the Board of Trustees soon.

CSEA

No report.

Board Chair Report

Steve Reed reported:

- On August 28th, he will be attending the Essex County Board meeting.
- The board is continuing work on the annual evaluation for the College President.
- Steve Reed is meeting regularly with the Shared Governance working group to design an agenda for the September 29th session. He will facilitate the meeting and encourages members of the board to participate.
- On September 21st, Steve Reed along with members of the board, will meet with the Middle States Review Team at NCCC.

NCCCAP

Chad LaDue reported:

- The faculty returned on Wednesday, August 23rd.
- The first NCCCAP meeting was held on August 24th

Interim Vice President for Academic Affairs

Joe Keegan shared his report and highlighted:

- Extends appreciation to all those who work behind the scenes in Academic Affairs.

- Over the past year, Faculty & Staff have worked hard on developing a comprehensive Academic Master Plan. He is pleased with the results; new classroom furniture, professional development commitments, institutional subscriptions are just a few key improvements that have already been implemented.
- The process for improving Shared Governance is underway.
- There have been meetings with Program Chairs this week; there are several academic programs to review that coincide with our current strategic plan.
- 2nd Chance Pell, a program to provide education to incarcerated individuals who are eligible for release within 5 years, is currently in its 3rd semester. The director of 2nd Chance Pell is Sarah Kilby.
- P-Tech, NCCC's Pathways in Technology program, will begin operations next week.

Dean of Admissions Report

Chris Tacea shared his report:

- Extends appreciation to Bob Farmer, Joe Keegan and Steve Tyrell for their support during his absence.
- Registration in Malone and Ticonderoga; without counting walk-ins, 61 students have signed up to come in.
- Current numbers show that July/August have brought in 97 admits, when compared to the 82 this time last year. A lot of hard work has been done and everyone is doing a fantastic job.
- Marketing updates are underway to reflect the positive changes of upcoming programs and events at NCCC.
- HESC (New York State Higher Education Services Corp.) will soon receive their report regarding eligibility for NCCC students to receive the new Excelsior Scholarship. Of the 60 who have been considered, 0 will receive the benefit due to their financial background, and receiving Pell/TAP coverage.
- Thanks are extended to Don Paulson and Scott Harwood for their work regarding new website ADA compliance concerns. Work is in progress to update certain NCCC webpages, both Don and Scott are doing a great job to help ensure NCCC is meeting the needs of visually impaired visitors to our website.

Interim Vice President for Administration/CFO:

Bob Farmer reviewed the June 2017 financial report.

- Bob recognized the facilities staff for their tremendous work in regards to the upgrades of the video conferencing rooms, dining renovation, classroom furniture, and adding energy efficient lighting in the pool area. The lights alone will produce a saving of at least 10K annually.
- Thanks were extended to Tara Smith and Ericka Moody for their hard work in setting up the new office software, and for their collaborative work in setting up and sending out retroactive checks (per the CBAs and the MC policy) to members of the College.

The board acted on the following resolution:

Mary Irene Lee recommended Resolution 2016-17|95 that the North Country Community College Board of Trustees hereby approves the change in job duties and title of Ericka Moody, to

a full-time, twelve month, 261-day, exempt management confidential appointment as Human Resources Associate, effective April 1, 2017, at the 2016/2017 pro-rated annual salary of \$47,500. Mark Moeller seconded the motion. The resolution was approved unanimously (8-0-0).

President's Report:

Dr. Tyrell shared his written report and highlighted:

- The amount of work members of the College has put forth this summer has been outstanding.
- On August 7th, the NCCCAP Agreement with the College was approved by the Essex County Board of Supervisors.
- The agreement between NCCC and NCCCAP was approved by Essex County on August 7th.
- The MOU between NCCC and SUNY Potsdam has been shared with the college community. There is a planned open forum on September 1st to discuss questions and concerns.
- The Middle States Monitoring Report will be shared with the college community this week prior to posting it on September 1st. The Middle States review team will be here on September 21st and 22nd.
- Thanks are extended to the Shared Governance working group who had pulled together a great session on August 23rd about difficult dialogues. Bruce Rowe did a wonderful job highlighting the issues to the College, and the breakout sessions were both informative and productive.
- On July 30th, the College hosted for the 3rd time, the Can-Am Rugby tournament finals. ESPN aired the event for three hours and it was great exposure for the College. The College will host Can-Am Rugby 2018 with plans to expand the event. A special thank you was extended to Chad LaDue and Jarred Dumont for their hard work in putting this together.
- The NCCC 17/18 Budget has been approved by Franklin County. When presented to Essex County on August 7th, there were several highlighted questions and concerns. Since then, the College has provide the county with requested data and information with regards to their return on investment from high school students. Questions regarding the School of Applied Technology and its current status had also been discussed. Essex County will hold a special board meeting on August 28th.

Concern was raised about what happens if the budget is not approved by the county. Dr. Tyrell explains that there are New York State regulations in place that addresses the process when a sponsoring county does not approve an annual budget.

Steve Reed honored continued discussion amongst the board and meeting attendees to fully explore the Faculty's position concerning the School of Applied Technology. It was made clear that the faculty saw the school to be a promising endeavor but felt the focus on finalizing an Academic Master Plan was an essential first step.

The board acted on the following resolution:

Anne McDonald recommended that Resolution 2016-17 | 96 be approved that the North Country Community College Board of Trustees hereby approves the interim appointment of Christopher Knight to the position of Interim Director of Communications as a management confidential, 12 month, exempt employee at \$50,000 annual salary effective September 4, 2017

for a three year term. Mark Moeller seconded the motion. The resolution was approved unanimously (8-0-0).

NCCC Foundation:

Diana Fortune reported:

- Thanks were extended to the generous anonymous donor for hosting the Welcome Back event at Casa del Sol. It was a successful and enjoyable evening.
- The Athletic Hall of Fame weekend will start at the Town Hall the evening of September 22nd. There will be an anticipated attendance of over 300 people to honor over 100 inductees into the NCCC Hall of Fame. The weekend will include a BBQ and soccer games on Saturday followed by a cocktail hour. On Sunday the excitement continues with the Alumni soccer games in the afternoon.
- The 50th anniversary banners have arrived and will be displayed in the towns of each of our three campuses.
- The collaboration between NCCC and Paul Smiths College for the Alumni Reunion in 2018 is going well.

NCCC Association:

Beth Quinn reported:

- American Dining Creations has officially started on the Saranac Lake Campus. The cafeteria has been completely renovated and looks fantastic. Both Facilities and IT have been instrumental in the success of this heavy lift.
- 95 of the 96 admits for the dorms have been completed.
- Renovations in the dorms are completed. There are now new mattresses in all rooms, old ones have been donated to summer camps allowing a zero disposal cost.
- There were sewer pump issues in 2 of the 3 buildings over the summer which are now rectified.
- Sales in the bookstore are off to a good start. The books for 2nd Chance Pell went out today.

Old Business:

None.

New Business:

None.

Public Comment:

None.

Executive Session

Anne McDonald made the motion to enter Executive Session at 12:34 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.*** Mary Irene Lee

seconded the motion. The motion was passed unanimously (8-0-0). Steve Tyrell was invited to join the meeting at 12:35 p.m.

Mark Moeller made a motion to adjourn executive session at 1:05PM. Anne McDonald seconded the motion. The motion were approved unanimously (8-0-0).

Adjourn

Mary Kay Tulloch made a motion to adjourn the meeting. Mary Irene Lee seconded the motion. The motion were approved unanimously (8-0-0). The Board meeting was adjourned at 1:06p.m.

Respectfully Submitted,

A handwritten signature in cursive script, appearing to read "Stacie G. Hurwitch".

Stacie G. Hurwitch
Assistant Secretary to the Board of Trustees

UNAPPROVED



Academic Affairs
North Country Community College
VPAA Report to the Board of Trustees
September 29th, 2017

Greetings to you all! These last few weeks have been just beautiful in the North Country. The semester is in full swing and off to a good start. Please find updates from our area below:

★ **Classroom Furniture and Technology Upgrades**

- The upgrades to the classrooms, including new desks, chairs, tables, instructional computers and the like have been received quite positively. Students who were with us last year, have been reporting much satisfaction and appreciation with and for the changes.

★ **Academic Planning and Programs:**

- Relocating Programs
 - *AS Business: Sports Management* registration at Malone campus proposal has been moved out to program/department chairs for input and review.
 - *AAS Nursing* registration in Malone will be following suit shortly.
- New Program Proposals – being cued up for Fall 17
 - *AS Liberal Arts and Sciences – Math/ Science – Bio Track* proposal – The Science Dept approved it and has moved it to the Math Dept for their review.
 - *AA Liberal Arts and Sciences – Hum/Soc Science* program – add English advising track
 - adding a teacher education track to the *AA Liberal Arts –Humanities/ Social Sciences*
 - *Certificate in Entrepreneurship*
- *SUNY Potsdam Proposal:* We continue to meet with our colleagues at SUNY Potsdam on the proposal. The Open Forum on Sept 1st, 2017 with our campus community was helpful in drawing attention to some questions and concerns (e.g. # of students from our service area; # of students needing developmental English and Math; impact of recruitment efforts for program on our current recruitment efforts) which we addressed with SUNY Potsdam at our meeting on September 15th.
- *Academic Master Planning:* As the priorities from last year were largely addressed, we have begun to look towards this academic year. In addition to the program proposals noted above, there are three additional items that will have been identified thus far as candidates for the new plan. They include one item from last year's list (student access to the campus after-hours) as well as one administrative priority (completion of the alignment of our assessment of student learning outcomes with Middle States expectations). They are:
 - ★ **Improved student access to the College, college computers and other resources after instructional hours, including evenings and weekends.** *We will/have begun work with all three campuses on developing a plan relative to their community.*
 - ★ **Marketing of Academic Programs:** We will be working with Chris T and Chris K to explore how program-specific recruitment efforts can be strengthened during this upcoming year's recruitment cycle, developing a plan for future years to market programs with chair/faculty involvement to include determining the responsibility of chairs/faculty and providing training to faculty who will help recruit.
 - ★ **Complete alignment of assessment of student learning outcomes with Middle States standards.**

- * **Faculty/Staff Searches:** We have two full-time positions we will be looking to fill this year:
 - *Science Instructor*
 - *Women's Soccer/LAX Coach and Athletic Program Assistant*

- * **Grants and Experiments:** Here is a brief update on our grants:
 - *Second Chance:* Second Chance is underway at all our partner institutions. Many thanks to all those who have made this opportunity a possibility. Sarah Kilby (Second Chance Pell Director) and Marianne Goodfellow (Academic Coordinator at Bare Hill and Franklin Correctional) will be participating in a national (in Houston) and a statewide (at Columbia University) conference this fall on Second Chance Pell and inmate higher education programs respectively.
 - *P-TECH Programs* – The programs have started in new locations this fall:
 - PACE is now located at the Edwards-Knox Central School.
 - Northern Borders is now residing at FEH BOCES in Malone.
 - *PELL for High School Students:* No update.
 - *Career Services Coordinator:* We are continuing our efforts using 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**
 - Our efforts to demonstrate mature, systematic assessment of student learning linked to strategic planning and budgeting was a good start but didn't go far enough to meet the Middle State standards. I commend Sarah Maroun for her work over the last year to get us far down the path as well as the faculty and staff for their efforts in this area. We have made significant progress, but weren't able to close the gap in a single year. That said, for the remainder of the academic year, we will be putting our efforts to ensure that we do meet standards by the start of the 18-19 year.

Respectfully submitted,

Joe

NORTH COUNTRY COMMUNITY COLLEGE RESOLUTION

WHEREAS the temporary, full-time, 221-day, exempt appointment of Sarah Maroun, in the position of Interim Associate Dean of Academic Affairs terminates on August 31, 2017,

WHEREAS the Vice President for Academic Affairs recommends an extension for the temporary, full-time, 221-day, exempt appointment of Sarah Maroun to the position of Interim Associate Dean of Academic Affairs, at an annual salary of \$78,257 (at Step 39) through the 2017/2018 academic year,

WHEREAS the President hereby concurs in this recommendation,

WHEREAS the North Country Community College Association of Professionals (NCCCAP) bargaining unit concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that in concurrence with the NCCCAP bargaining unit, the North Country Community College Board of Trustees hereby approves the extension for the temporary, full-time, 221-day, exempt appointment of Sarah Maroun to the position of Interim Associate Dean of Academic Affairs, at an annual salary of \$78,257 (at Step 39) through the 2017/2018 academic year.

This position is currently funded in the 2017-2018 operating budget.

2017-18 | 01

September 29, 2017

Motion:

Seconded:

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



SARANAC LAKE . MALONE . TICONDEROGA

September 12, 2017

Sarah Maroun
PO Box 774
Lake Placid, NY 12946

Dear Sarah:

Pending approval by the North Country Community College Board of Trustees at their September 22, 2017 meeting, I am pleased to extend your temporary, full-time, 221-day exempt appointment as Interim Associate Dean for Academic Affairs for a one-year period for the 2017/2018 academic year. Joseph Keegan, Vice President of Academic Affairs, will be your direct supervisor.

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 position, your pay grade for this appointment is Step 39 on Schedule C of the 2015-2019 CBA, which is \$78,257 for the 2017/2018 academic year.

In the event that you or your supervisor determines you will no longer continue in this interim role, you will return to your previous appointment status as Associate Professor. In addition, you will return to your previous office location. You will return to a salary rate that reflects those accruals earned at your Associate Professor salary during the duration of your time as the Interim Associate Dean for Academic Affairs and that any calculated salary increase will be reflected in the payroll period following your return to the Associate Professor position.

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 September 20, 2017.

Sincerely,

Steven Tyrell, Ph.D.
President

cc: Personnel File

Employee Signature

Date

NORTH COUNTRY COMMUNITY COLLEGE RESOLUTION

WHEREAS Michelle St. Louis has held the temporary, full-time, 261-day, exempt appointment as Interim Registrar since January 2013,

WHEREAS the Vice President for Academic Affairs recommends an extension for the temporary, full-time, 261-day, exempt appointment of Michelle St. Louis to the position of Interim Registrar, at an annual salary of \$78,257 (at Step 39) through the 2017/2018 academic year,

WHEREAS the President hereby concurs in this recommendation,

WHEREAS the North Country Community College Association of Professionals (NCCCAP) bargaining unit concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that in concurrence with the NCCCAP bargaining unit, the North Country Community College Board of Trustees hereby approves the extension for the temporary, full-time, 261-day, exempt appointment of Michelle St. Louis to the position of Interim Registrar, at an annual salary of \$78,257 (at Step 39) through the 2017/2018 academic year.

This position is currently funded in the 2017-2018 operating budget.

2017-18 | 02

September 29, 2017

Motion:

Seconded:

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



SARANAC LAKE . MALONE . TICONDEROGA

September 12, 2017

Shelly St. Louis
11 Saranac Lane
Saranac Lake, NY 12983

Dear Shelly:

Pending approval by the North Country Community College Board of Trustees at their September 22, 2017 meeting, I am pleased to extend your temporary, full-time, 261-day exempt appointment as Interim Registrar for a one-year period for the 2017/2018 academic year. Joseph Keegan, Vice President of Academic Affairs, will be your direct supervisor.

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 position, your pay grade for this appointment is Step 33 on Schedule C of the 2015-2019 CBA, which is \$70,379 for the 2017/2018 academic year.

In the event that you or your supervisor determines you will no longer continue in this interim role, you will return to your previous appointment status as Assistant Registrar. You will return to a salary rate that reflects those accruals earned at your Assistant Registrar salary during the duration of your time as the Interim Registrar and that any calculated salary increase will be reflected in the payroll period following your return to the Assistant Registrar position.

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 September 20, 2017.

Sincerely,

Steven Tyrell, Ph.D.
President

cc: Personnel File

Employee Signature

Date

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the temporary, full-time, 164-day, exempt appointment of Becky LaDue, in the position of Interim Program Director for Radiologic Technology terminates on August 31, 2017,

WHEREAS the Vice President for Academic Affairs recommends an extension for the temporary, full-time, 164-day, exempt appointment of Becky LaDue to the position of Interim Program Director of Radiologic Technology, at an annual salary of \$54,622 (at Step 21) through the 2017/2018 academic year,

WHEREAS the President hereby concurs in this recommendation,

WHEREAS the North Country Community College Association of Professionals (NCCCAP) bargaining unit concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that in concurrence with the NCCCAP bargaining unit, the North Country Community College Board of Trustees hereby approves the extension for the temporary, full-time, 164-day, exempt appointment of Becky LaDue to the position of Interim Program Director of Radiologic Technology, at an annual salary of \$54,622 (at Step 21) through the 2017/2018 academic year.

This position is currently funded in the 2017-2018 operating budget.

2017-18 | 03

September 29, 2017

Motion:

Seconded:

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



SARANAC LAKE MALONE TICONDEROGA

September 12, 2017

Becky LaDue
29 Saranac Lane
Saranac Lake, NY 12983

Dear Becky:

Pending approval by the North Country Community College Board of Trustees at their September 22, 2017 meeting, I am pleased to extend your temporary, full-time, 164-day exempt appointment as Interim Program Director of Radiologic Technology for a one-year period for the 2017/2018 academic year. Joseph Keegan, Vice President of Academic Affairs, will be your direct supervisor.


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 position, your pay grade for this appointment is Step 21 on Schedule C of the 2015-2019 CBA, which is \$54,622 for the 2017/2018 academic year.

In the event that you or your supervisor determines you will no longer continue in this interim role, you will return to your previous appointment status as Assistant Professor. You will return to a salary rate that reflects those accruals earned at your Assistant Professor salary during the duration of your time as the Interim Program Director of Radiologic Technology and that any calculated salary increase will be reflected in the payroll period following your return to the Assistant Professor position.

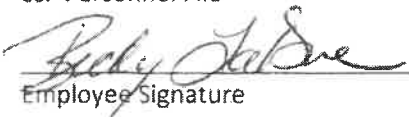
If you have any questions regarding this appointment or related questions regarding benefits, please contact your supervisor or the HR/Payroll department.

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than September 22, 2017.

Sincerely,


Steven Tyrell, Ph.D.
President

cc: Personnel File


Employee Signature


Date

**Board of Trustees Report
9/20/2017
Office of Admissions**

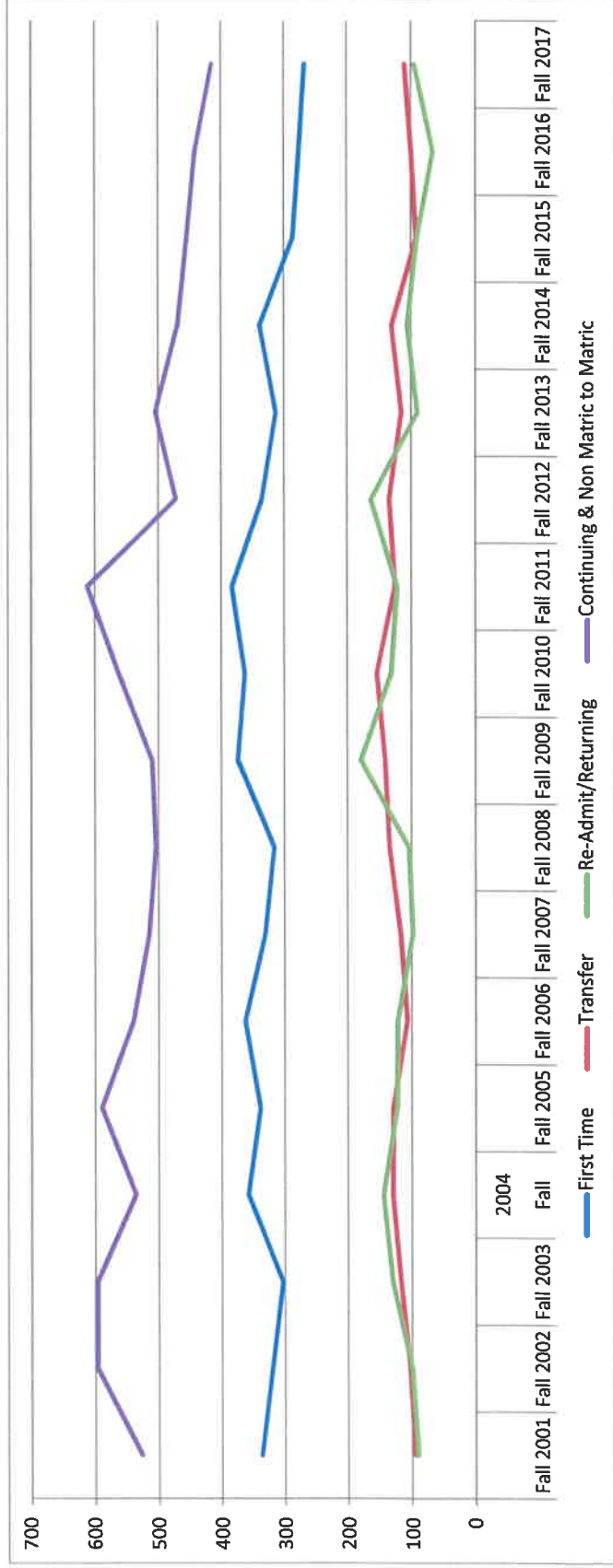
17 Year Headcount Trends by Enrollment Status - Fall

	Fall 2001	Fall 2002	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
First Time	337	320	303	358	339	363	331	316	374	363	383	336	313	339	286	276	267
Transfer	95	103	117	130	129	107	117	134	141	154	125	134	115	130	92	100	110
Re-Admit/Returning	90	100	130	144	123	122	98	104	179	131	122	163	90	106	91	66	95
Continuing & Non Matric to Matric	527	597	597	536	590	540	515	504	510	563	612	472	504	469	455	442	415
Unknown	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Matriculated	168	217	209	238	424	506	690	913	1007	1099	1251	1225	1084	957	959	1023	0*
Grand Total (All Students):	1217	1337	1357	1406	1605	1638	1751	1971	2211	2310	2493	2330	2106	2001	1883	1907	887

**Pre-Verification

* pending registration

** Please note: Fall 2017 - total 887 does not include Bridge.



Enrollment YTD:	<u>Fall 2017</u>	<u>Fall 2016</u>	<u>Fall 2015</u>	<u>16-17#/% Difference</u>	<u>15-17#/% Difference</u>
1st Time:	267	276	286	-9/3.3%	-19/-6.6%
Transfer:	110	100	92	10/10.0%	18/19.6%
Re-admit	95	66	91	29/43.9%	4/4.4%
Total New:	472	442	469	30/6.8%	3/.06%
Continuing & Return:	415	442	455	-27/-6.1%	-40/-8.8%
Application Breakouts YTD:	<u>Fall 2017</u>	<u>Fall 2016</u>	<u>Fall 2015</u>	<u>16-17#/% Difference</u>	<u>15-17#/% Difference</u>
Applications:	1864	1927	1882	-63/-3.3%	-18/-1.0%
Deposits:	448	533	472	-85/-15.9%	-24/-5.1%
Admits:	676	762	694	-86/-11.3%	-18/-2.6%
Incompletes:	293	342	233	-49/-14.3%	60/25.8%
New Student Registrations:					
Saranac Lake:	166	154	190	12/7.8%	-24/-12.6%
Ti:	41	81	41	-40/-49.4%	0/0.0%
Malone:	149	152	137	-3/-2.0%	12/8.8%
Nursing:	44				
Total:	400	387	368	13/3.4%	32/8.7%
Instant Admit Days:					
Saranac Lake:	42	35	24	7/20.0%	18/75.0%
Ti:	20	19	4	1/5.3%	16/400.0%
Malone:	35	32	21	3/9.4%	14/66.7%
Total:	97	82	49	15/18.3%	48/98.0%

Admissions Activities:

1. Fall travel started Sept. 15th
2. 65+ colleges confirmed/200 HS students already for SL College Fair in October 5th
3. Received new college view book from printer
4. Finalized with Potsdam Admissions our new partnership brochure
5. Renewed with AdWorkshop for marketing, TV, radio, newsprint, and social media

Financial Aid Report:

1. 17-18 packaging is being cleaned up for all students.
2. Excelsior Scholarship clean-up is in process.
3. Chris Steckmann has been selected by FAS and will start Sept. 25th
4. Lisa S and Scott M have been working closely on 16-17 Pell clean-up for FISAP
5. Thanks to Don Paulson & Scott Harwood for the heavy lift with reviewing future steps to make our college website ADA compliant

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 December 15, 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, through August 31, 2018,

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 through August 31, 2018.

This position is currently funded in the 2017-2018 operating budget.

2017-18 | 04

September 29, 2017

Motion:

Seconded:

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



SARANAC LAKE . MALONE . TICONDEROGA

September 20, 2017

Meredith Chapman
380 Wesvalley Road, Apt 2
Lake Placid, NY 12946

Dear Meredith:

Pending approval by the North Country Community College Board of Trustees at their September 22, 2017 meeting, I am pleased to extend your temporary, full-time, 221-day exempt appointment as Interim Associate Director of Admissions for the remainder of the 2017/2018 academic year. Chris Tacea, Dean of Admission, will be your direct supervisor.

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 position, your pay grade for this appointment is Step 29 on Schedule C of the 2015-2019 CBA, which is \$65,127 for the 2017/2018 academic year.

In the event that you or your supervisor determines you will no longer continue in this interim role, you will return to your previous appointment status as Assistant Director of Admissions. You will return to a salary rate that reflects those accruals earned at your Assistant Director of Admissions salary during the duration of your time as the Interim Associate Director of Admissions and that any calculated salary increase will be reflected in the payroll period following your return to the Assistant Director of Admissions position.

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 September 29, 2017.

Sincerely,

Steven Tyrell, Ph.D.
President

cc: Personnel File

Employee Signature

Date

**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 December 15, 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 through August 31, 2018.

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, through August 31, 2018.

This position is currently funded in the 2017-2018 operating budget.

2017-18 | 05

September 29, 2017

Motion:

Seconded:

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



SARANAC LAKE . MALONE . TICONDEROGA

September 20, 2017

Rachel Gebhardt
PO Box 302
Lake Placid, NY 12946

Dear Rachel:

Pending approval by the North Country Community College Board of Trustees at their September 22, 2017 meeting, I am pleased to extend your temporary, full-time, 221-day exempt appointment as Interim Assistant Director of Admissions for the remainder of the 2017/2018 academic year. Chris Tacea, Dean of Admission, will be your direct supervisor.

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 position, your pay grade for this appointment is Step 19 on Schedule C of the 2015-2019 CBA, which is \$51,996 for the 2017/2018 academic year.

In the event that you or your supervisor determines you will no longer continue in this interim role, you will return to your previous appointment status as Admissions Counselor. You will return to a salary rate that reflects those accruals earned at your Admissions Counselor salary during the duration of your time as the Interim Assistant Director of Admissions and that any calculated salary increase will be reflected in the payroll period following your return to the Admissions Counselor

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 September 29, 2017.

Sincerely,

Steven Tyrell, Ph.D.
President

cc: Personnel File

Employee Signature

Date

President's Report to the Board of Trustees

September 22, 2017

Dr. Steve Tyrell

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

Date:	With:	Location:
August 28 th	Essex County Board of Supervisors	Elizabethtown, NY
August 29 th	Retirees Breakfast	Saranac Lake, NY
September 1 st	Open Forum on SUNY Potsdam MOU	Video Conferenced to three campuses
September 14 th	CCBOA Exec Committee – NCCCAP Liaison Report	Albany, NY
September 15 th	Meeting with SUNY Potsdam Leadership Team on MOU	Saranac Lake, NY
September 19 th	Ticonderoga Area Chamber of Commerce	Ticonderoga, NY
September 19 th	Bureau of Educational and Cultural Affairs-Office of International Visitors – Ryan Moll	Saranac Lake, NY
September 21 st -22 nd	MSCHE Review Team Visit	Saranac Lake, NY
September 22 nd	Athletic Hall of Fame	Saranac Lake, NY
September 26 th	Retirees Breakfast	Saranac Lake, NY

- 2) **College 2017-18 Budget** – Scott Harwood reported last week that after the first week of classes, the College enrollment is still above our budget target enrollment of 975 FTEs. Sarah Maroun and faculty are currently registering regional high school students for our Bridge program classes. We will have a better sense of where we are with Fall enrollment after we finalize Bridge program registrations.
- 3) **SUNY Potsdam Initiative** – The open forum on September 1st was a great discussion on the many facets to consider with the proposed SUNY Potsdam initiative. We will be surveying prospective SUNY Potsdam students regarding their interest to participate in this proposed program. We have also had a few follow-up conversations regarding other staffing considerations that bear more conversations. There was also a clear interest to make sure the faculty leadership representing the three academic programs from the two colleges connects soon to discuss their thoughts and concerns. We also have learned that the College will need to apply to SUNY, State Ed and the Governor's Office for approval of a master plan amendment if we add a branch campus as a part of this initiative. There are other important points from the open forum that we will be following up with in the next week or so, but these are some of the highlights. The College met with the SUNY Potsdam leadership group on September 15th to continue review of the draft MOU. Upon sending an update on the MOU to the College community on September 21st, we have continued to receive feedback from the faculty on this initiative and the conversation continues.

- 4) **Shared Governance Session** – Scheduled from 1-4PM, on Friday, September 29th; the College is encouraging all employees attend from the three campuses. An email message with the details will be shared with the College community shortly as there are some homework assignments for each of us to complete in preparation of the session on the 29th. For one, if you look at the College’s monitoring report posted on the Portal, you can review the section on shared governance and read the results of the AAUP survey we conducted in spring 2017. Both are important reads prior to the 29th! An invitation was sent to all employees on September 22nd.
- 5) **Strategic Plan Update** – We held a meeting with College employees on August 23rd to review the draft 5 of the 2017-2020 strategic plan and a draft of measurable outcomes. Based upon the feedback from the participants in the session, there were a few items participants asked the College to consider as additions to the current set of action items. Those additions included (a) completing a cost-benefit analysis of the merit of funding day care for our students, (b) complete an analysis of college affordability for our students to determine how could we make it more affordable, (c) review the merit of students offered additional night classes and/or weekend class offerings, and (d) establishment of the campus advisory boards where we have faculty conversing with regional leaders (whether business, legislative and/or municipal) and where one of the topics might be workforce development. Middle States would like to see us finalize our strategic plan as soon as possible and this point will be a topic of conversation at the September 29th meeting of the Board of Trustees.
- 6) **Monitoring Report’s Review Team Visit – September 21st and 22nd**. – Middle States had a review team at the Saranac Lake campus on Thursday, September 21st where they met with a number of constituency groups to discuss elements of the monitoring report the College filed on September 1st. The review team provided an oral report to the College community on September 22nd. As a brief summary, they indicated the College has met the standard related to financial sustainability and governance. They also indicated that in absence of a finalized strategic plan, we have not met this standard. Additionally it was indicated we have not met the standard related to assessment of student learning outcomes.

Please know that although the comments shared today may not have been all what our community hoped to hear; it was evident that our College community has accomplished much in this past year and will make great strides in the area of assessment in recent years. The review team’s comments today were not a complaint of what has been accomplished to date and more of drawing a line in the sand of what MSCHE expects of all institutions today. Joe, Sarah and the faculty have put a great foundation in place for assessment and the College is ready to take the next step in how we organized our future assessment efforts. There is a timeline that was shared with the College today where we will be able to review the team’s written report and then have a comment period beginning September 29th and concluding October 16th. More information will follow at the September 29th meeting of the Board of Trustees.

- 7) **Accessibility Compliance for College Website** – The College discovered recently that several of its webpages are not in compliance with changes in the federal law related to accessibility requirements. Our thanks to Scott Harwood and Don Paulson for completing a quick audit of compliance requirements and for initiating a plan to ensure our web pages are accessibility

friendly in the future. The major findings included the ability for text readers to easily navigate pages, some concerns regarding contrast ratios and the over-use of PDF in the current webpage formats. In the fall semester, Don will be guiding content managers and the rest of us through the compliance corrections, so bear with all of us as we make sure our web sites are easier for the visually challenged; another important step toward supporting our students and the rest of the College community.

- 8) **Administrator on Call** – As you probably noted with Kim Irland’s email message; the College has implemented an on-call program that runs 24 hours, and 7 days a week. The program was designed to support employees who find themselves in a difficult and/or emergency situation inside or outside of the classroom and they are not sure who to contact for assistance. Participants in the program completed emergency response training over the spring semester and summer and are prepared to assist you in these difficult situations. The following staff members will be serving as administrator on call – Joe Keegan, Bob Framer, Stacie Hurwitch, Chris Tacea, Kim Irland and I. In addition, Kim Irland and others updated the emergency contact information in classrooms and have included an emergency booklet on how best to respond to various emergencies. I wish to thank Kim, Mike Saulpaugh, the Campus Safety Committee, and the staff who led in the establishment of this new on-call program and with updating our emergency procedures.

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the College community drafted a new strategic plan over the course of the 2016-17 year, and

WHEREAS the new plan was developed with broad participation from the College community in an effort to promote a collective ownership for moving the College forward and whereas measurable outcomes were developed for each action item during the summer of 2017, and

WHEREAS draft 5 of the plan shared with the College community in August 2017 represents a comprehensive strategic plan for 2017-2020; and where any final edits proposed by President's Council and endorsed by the College Senate in October 2017 would be accepted by the Board of Trustees at this time,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves draft #5 of the North Country Community College Strategic Plan and with any final endorsements or approved edits by the College Senate as the official 2017-2020 strategic plan for the College.

2017-18 | 06

September 29, 2017

Motion:

Seconded:

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

Strategic Plan 2017-20 Summary

Draft 5

July 24, 2017

- A. At North Country Community College, we are focused on assuring all of our students leave with six essential attributes (College-wide Goals for Student Learning) that will stand them in good stead throughout their lifetime.

The 2017-2020 Strategic Plan sets forth six strategic initiatives focused on student success. Student success can be defined in a variety of ways; however, for the College, we measure student success in how our students achieve critical knowledge competencies and skills as defined in our six College-wide Learning Goals:

In 2010, faculty and staff identified the following competencies that are important for all students to attain. NCCC has a program of Assessment-Driven Knowledge to determine how successful we have been in cultivating these competencies in our students and to help us continuously improve the learning process.

1. Critical, Constructive, & Creative Thinking

Students meeting this goal will demonstrate the following:

- a. *Ability to develop well-reasoned arguments*
- b. *Ability to evaluate arguments*
- c. *Analytical and problem solving skills*
- d. *Intuitive and imaginative processes*

2. Scientific Literacy

Students meeting this goal will demonstrate the following:

- a. *Some knowledge of established scientific principles*
- b. *Ability to apply the scientific method*

3. Mathematical Competency

Students meeting this goal will demonstrate the following:

- a. *Ability to use math skills to solve basic problems*
- b. *Financial literacy*

4. Social and Cultural Literacy

Students meeting this goal will demonstrate the following:

- a. *Knowledge, skills, and attitudes essential for communicating and cooperating effectively with people of diverse backgrounds*
- b. *Awareness of one's own culture in comparison with other cultures and communities, within the United States and globally*
- c. *Civic responsibility and leadership*

5. Communication

Students meeting this goal will demonstrate the following:

- a. *Ability to write in standardized English*
- b. *Ability to speak effectively*
- c. *Ability to listen effectively*

6. Information Literacy

Students meeting this goal will demonstrate the following:

- a. *Ability to gather, analyze, and use information in various forms to accomplish a specific purpose*
- b. *Technological fluency and understanding of the limits of technology*

B. Together, The College community (Board of Trustees, faculty, staff, student leaders and community wide stakeholders) have identified six Strategic Priorities that are critical to advancing the College and that reaffirms our commitment to support these College Learning Goals.

1. **Reaffirming our Excellence in Teaching by Committing New Resources to Support the Learning Environment**
2. **Development of New Academic Programs to Support the North Country Region**
3. **Maximizing Access and Completion for Students**
4. **Ensure Financial Sustainability**
5. **Leveraging Institutional Strengths to Promote A Positive and Visionary Institutional Climate and Culture**
6. **Enhancing Student Life**

C. In fulfilling these six Strategic Priorities, we are committed to the following:

1. **Reaffirming our Excellence in Teaching by Committing New Resources to Support the Learning Environment**
 - a. Increasing adjunct pay.
 - b. Critical improvements in instructional support technology.
 - c. Improving the physical environment of classrooms at the three campuses.
 - d. Increasing the accessibility of degree program information for faculty and department chairs to include current student demographics and performance outcomes to inform program review and curricular changes.
 - e. Leveraging a new learning management system (Moodlerooms) to help improve the systematic tracking of student learning outcomes, linking course, program, and institutional-level goals.
2. **Development of New Academic Programs to Support the North Country Region**
 - a. Establishing new academic programs that support the educational and workforce needs of the North Country Region.
 - b. Creation of campus advisory boards that bring employers and workforce investment boards and faculty together to assess the workforce and educational needs.
3. **Maintaining Student Access and Completion**

- a. Establish partnerships with area colleges that increase access to a higher education credential.
- b. Increase scholarship opportunities for residents of sponsoring counties and for non-traditional students.
- c. Expand current partnerships with area high schools to support incoming student transition to College.

4. Ensure Financial Sustainability

- a. Continue with institutional planning efforts in regard to aligning enrollment targets with projected budget needs in future years.
- b. Leverage College reserves to further enhance its fiscal position.
- c. Obtain a bond match from the sponsoring counties to revitalize the Saranac Lake campus.

5. Leveraging Institutional Strengths to Promote Institutional Climate and Culture

- a. Carefully codify the roles, jurisdictions and responsibilities of governing boards, administration, collective bargaining units, student governments and the Board of Trustees in the context of transparency in communication and institutional decision-making.
- b. Regularly assess the effectiveness of shared governance and within the context of building trust and open communication between all stakeholders in the shared governance process.

6. Enhancing Student Life

- a. Improve the quality of student life programs with the level and quality of student engagement as the yardstick to determine the success of student life programs.

D. Our **Work Plans** developed in 2016-17 are derived from these Strategic Priorities and are reviewed and adjusted on a continuing basis (detailed plans available). These Work Plans have allowed us to work collaboratively to create specific action items that will lead us to realizing our Strategic Priorities.

E. Examples of **Recent Accomplishments** and continuing initiatives that have been realized through our collaborative efforts include:

1. Development and implementation of the 2nd Chance Pell Program.
2. Installation of new “flipped” classroom in Ticonderoga.
3. Plans to significantly upgrade video conferencing this summer.

4. Selection of new classroom chairs and tables at three campuses.
5. Installation of back-up generator system for the Saranac Lake campus.
6. Installation on new heating system for Sparks Athletic Facility.
7. Advancing the 2+2 program between NCCC and Paul Smiths College.
8. Implementation of the Shared Governance survey for the purpose of promoting continuous improvement of shared governance.
9. Board of Trustees' attendance at College Senate.
10. College developed and launched Diversity and Inclusion Plan.
11. Formation of an Academic Assessment Advisory Board.
12. Reallocation of the Assistant Dean for Institutional Research position to support an increased focus on the further development and maintenance of the College's organized and systematic approach to assessment (including student learning outcomes, institutional goals and academic and non-academic program assessment).

North Country Community College

2017-2020 Strategic Plan

Strategic Priority 1: Reaffirming our Excellence in Teaching by Committing New Resources to Support the Learning Environment. *Our small classroom culture supports a central strength of our learning environment – the ability for teaching faculty to readily connect to students. The academic master plan identifies the commitment of new resources that will support teaching faculty with maintaining a high level of engagement with our students; and where we continue to support and challenge individual students to achieve their learning and career aspirational goals.*

As a result of academic master planning activities in 2016-17, this initiative will be met when:

- a. Adjunct pay is increased annually as part of the budget planning process.
- b. Information technology continues to make key improvements to support instruction that include but is not limited to:
 - i. Advancing new instructional support technology to enhance classroom instruction by:
 1. Continuing to support for the Moodlerooms platform to advance the on-line experience for students and faculty.
 2. Advancing the 2017 plan for video-conferencing on the three campuses where student-faculty evaluations regarding instruction denote a significant improvement in the video-conferencing experience by summer 2018.
 3. In conjunction with Academic Affairs, assessing the instructional support needs (software and hardware) needs of the graphics arts programs to ensure an on-going quality graphic arts experience for students.

- c. Replacement of all classroom tables and chairs on all three campuses.
- d. A professional development program is formally established by Academic Affairs and funded by the College to support growth and development of teaching and non-teaching professionals and that directly support augmenting instructional quality.
- e. Academic departments are able to access degree program information through both “real-time” reporting structures and through an enhanced data repository.
- f. Academic departments can track student learning outcomes assessment work between course-level work and how they are linked to review of academic programs and assessment of broader institutional learning goals.

Strategic Priority 2: Development of New Academic Programs to Support the North Country Region:

The completion of an academic master plan also identifies new academic programs that will support critical educational and career needs for residents of the North Country. These new academic programs will also maintain our on-going commitment to deliver high quality instruction that is both sustainable and cost-effective.

As a result of the academic master planning activity during 2016-17 and through conversations with various academic department heads, this initiative will be met when:

- a. The following academic programs are established:
 - i. A teacher education program by fall 2018.
 - ii. A biological science track by fall 2018.
 - iii. The addition of a sports and events management program at the Malone campus by fall 2018: A certificate in entrepreneurship that is targeted toward high school graduates of cosmetology by fall 2018
 - iv. Explore continuation of the 2nd Chance Pell program in the event the federal government opts to discontinue this important educational program.
 - v. The establishment of three academic programs at a new instructional site located on the SUNY Potsdam campus by fall 2018.
- b. The College will establish an advisory board at each campus location whose purpose is to engage local and regional representatives on emerging demands in workforce needs in the region so that the College can determine if it can provide academic offerings to support those needs. The advisory boards will be comprised of local employers, workforce investment board representatives and from the College, largely represented by faculty.

Strategic Priority 3 – Maximizing Access and Completion for Students: A comprehensive enrollment management plan will be completed that (a) will expand North County residents access to both an associates and baccalaureate experience without having to leave the region; and (b) increase the number of students attending colleges in the North Country from outside of the region; and (c) increase the completion rate of students so that they can accelerate their pursuit of a baccalaureate degree or their entrance into the regional workforce. Please note that recruitment strategies are also tied to academic program development and to the five year financial plan. The five year financial plan

forecasts future year enrollments and creates budget enrollment targets¹ for the College to achieve in 2017-18, 2018-19, 2019-20 and 2020-21.

This initiative will be met when:

- a. The following student recruitment initiatives are established:
 - i. With the implementation of the “value-added” 2+2 agreement between NCCC and Paul Smiths College that allows NCCC graduates to complete a private college baccalaureate degree at a competitive market rate; work with Paul Smiths College in co-marketing this new initiative within the local and regional markets where NCCC currently recruits.
 - ii. The Essex and Franklin Scholarship program is revised to allow more high performing high school graduates in the region to access the scholarship.
 - iii. With the establishment of academic offerings located at the SUNY Potsdam campus; work with SUNY Potsdam in advancing the NCCC brand in SUNY Potsdam markets beyond NCCC’s current reach.
 - iv. Leveraging scholarship dollars to increase non-traditional age student enrollment.
 - v. Implementing additional recruitment strategies targeted to deter recent declining enrollment at the Malone campus.
 - vi. Assess current marketing efforts (web, print, cable, radio, face-to-face) to ascertain where the College needs to augment marketing efforts to support other recruitment initiatives while also sustaining current impact on regional market.
 - vii. In conjunction with Athletics, explore the recruitment initiative of adding another intercollegiate team that yields additional FTEs to the annual operating budget and address the physical plant challenge associated with intercollegiate sport expansion.
 - viii. Through the implementation of key action items denoted in the College’s 2016 SUNY Excels report, increase overall under-represented student enrollment by 3%.
 - ix. Establish formal faculty liaisons with local high schools to insure alignment with learning outcomes and goals and to assist in improving the transition between high school and college.
- b. The following student retention actions are established:
 - i. The College determines why our high rates for one year retention/persistence are not represented in our completion rates and through this analysis forward recommendations to key institutional stakeholders on how to increase completion rates for various identified “at-risk” student cohorts by 5% with the fall 2019 incoming class cohort.

¹ See Budget Enrollment Targets attachment for additional details. Excluding the 2nd Chance Prison Program enrollments, the College needs to achieve the following budget enrollment targets: **for 2017-18 = 993, for 2018-19 = 1,016, for 2019-20 = 998 and for 2020-21 = 1,047.**

- ii. Improve the quality of food service at the Saranac Lake campus and install a quality food service program at the Malone campus.
- iii. Through the implementation of key action items denoted in the 2016 Diversity and Inclusion Plan; increase overall under-represented student enrollment by 3%.
- iv. The implementation of the Carnegie supported Quantway program with the desire to increase student completion rates in development math course.

Strategic Priority 4 – Ensure Financial Sustainability: The College community will continue to manage institutional resources so that it remains as a viable, vibrant institution of higher learning. The annual review and updating of an institutional five-year financial plan is critical for ensuring financial sustainability, for advancing our strategic priorities and for protecting the quality way of life we value for faculty, staff and the students we serve. The creation of a fund balance plan and the management of the fund balance in a manner that ensures the institution is well-positioned to meet the financial challenges of any future enrollment deviations and are practices that are reflective of good stewardship.

This initiative will be met when:

- a. There is a greater diversification of funding streams, program offerings and initiatives (i.e., SUNY Potsdam initiative, 2nd Chance Pell program, partnerships with Paul Smith College, increased sponsoring county support).
- b. An updated five year financial plan is presented to the College and the Board in spring 2017 and updated annually thereafter.
- c. The annual budget enrollment target (combination of incoming class and returning students) is set 3 months prior to the commencement of the fall recruiting season for the following year’s incoming first year class and is subsequently updated quarterly in an effort to match the budget enrollment target to maintaining a balanced budget each year for the next four years.
- d. A fund balance plan is developed by the College that addresses:
 - i. The percentage of the fund balance identified as reserved first most to offset potential future shortfalls in operating budget revenues, and;
 - ii. The percentage above 4,c,i., that the College will annually commit to invest as a means to generate revenue to augment annual operating budget revenues and an approved investment policy is created to support this effort, and;
 - iii. The percentage above 4,c,ii. That the College will annually commit to additional one-time expenditures tied to strategic initiatives, capital projects and/or equipment replacement.
- e. An annual capital projects plan for physical plant improvements is developed by Administration and is aligned to support strategic action items and critical maintenance needs.

- f. The sponsoring counties or other authorized revenue source (i.e. private donations, related entities donations) provide the match funding required to advance the 2010 master plan and those amendments recommended by the faculty and administration in fall 2015.
- g. Further implementation of the College's organized, systematic process for assessing student learning, and where student learning outcomes assessment, and institutional and program assessment activities continue to inform teaching, learning, budget and planning.

Strategic Priority 5 – Leveraging Institutional Strengths to Promote Institutional Climate and Culture: The College prides itself in the level of strong engagement faculty have with students and each other. Small college culture creates a passion for teaching and learning that transcends into our work in shared governance and institutional decision-making, sometimes with and without intended outcomes. As our shared governance structures and best practices regarding institutional decision-making continue to grow and evolve, it is imperative that we foster an institutional climate that promotes trust and open communication. Institutional decision-making will work best through clearly delineated decision-making and communication practices, through the evaluation of the effectiveness of shared governance and the periodic assessment of institutional climate that measures trust and open communication with and among all institutional stakeholders.

This initiative will be met when:

- a. A college-wide document is created that delineates specific roles, jurisdictions, and responsibilities for governance bodies, administration, collective bargaining units (CBUs), etc. with annual review;
- b. A cross-functional flow chart and reporting document that formally reflects the co-responsibilities, reporting structure and information, hierarchy, and assessment of the BOT, administration, Senate, CBUs, Foundation, Association, and various campus groups and committees, including Campus Safety, Calendar, SGA, and ad hoc committees and task forces (e.g. the diversity task force) is created and circulated widely (including inclusion on the College's intranet, the faculty handbook and the adjunct faculty handout);
- c. A college-wide assessment of shared governance is completed via a survey and the results of the survey assists in informing various governance stakeholders how to improve shared governance.
- d. A college-wide assessment on institutional climate is completed every two years and that assesses the level of trust and open communication amongst members of the College community and stakeholder groups noted in 5.b.

Strategic Priority 6 – Enhancing Student Life: Student success is at the center of all the work we do with students inside and outside of the classroom. As a small community of scholars and learners, the lines between the classroom and elsewhere is sometimes more blurred than distinct and largely in places where it enhances the learning environment for students. As we continue to leverage the strength of student-faculty engagement in the classroom, we also look to strengthen student engagement and community building efforts outside the classroom and throughout all aspects of

student life programs, services and opportunities. Through (a) regular assessment and audit of student life programs, services, practices and policies, and (b) the implementation of a comprehensive marketing plan for fostering increased student engagement, Student Life staff and their student leader partners, faculty and staff will improve the out-of-the-classroom experience for all students.

This initiative will be met when:

- a. The Student Life office completes an audit of all student life programs, policies, practices and services to determine how student engagement and community building efforts can be increased for students and other members of the College and local communities.
- b. A comprehensive marketing strategy is implemented for student life programs and services and as a means to increase student engagement (including student activities, crisis intervention, student leadership and government, civic engagement, and community building programs on and off-campus).
- c. The College (and its two related entities, the Association and the Foundation) continue to enact physical plant improvements to promote student life and student engagement.

Five Year Financial Plan

4-09-2017	In-State	725	In-State	730	In-State	705	In-State	685	In-State	670
	Bridge	120	Bridge	190	Bridge	190	Bridge	190	Bridge	185
	Out of State	55	Out of State	55	Out of State	55	Out of State	50	Out of State	45
	Prison	120	Prison	180	Prison	125	Prison	0	Prison	0
	900	1020	975	1155	950	1075	925	925	900	900

	16 - 17		17 - 18		18 - 19		19 - 20		20 - 21		
Tuition & Fees	Rate	Revenue	Rate	Revenue	Rate	Revenue	Rate	Revenue	Rate	Revenue	
Tuition - In State	\$ 4,600.00	\$ 3,335,000.00	\$ 4,692.00	\$ 3,425,160.00	\$ 4,785.84	\$ 3,374,017.20	\$ 4,881.56	\$ 3,343,866.41	\$ 4,979.19	\$ 3,336,055.92	
Tuition - Bridge Students	\$ 600.00	\$ 72,000.00	\$ 600.00	\$ 114,000.00	\$ 600.00	\$ 114,000.00	\$ 600.00	\$ 114,000.00	\$ 600.00	\$ 111,000.00	
Tuition - Out of State	\$ 10,850.00	\$ 596,750.00	\$ 11,067.00	\$ 608,685.00	\$ 11,286.34	\$ 620,858.70	\$ 11,514.11	\$ 575,705.34	\$ 11,744.39	\$ 525,467.50	
Tuition - Prison Program				\$ 1,046,700.00	\$ -	\$ 1,046,700.00	\$ -	\$ -	\$ -	\$ -	
College & Course Fees		\$ 994,500.00		\$ 975,000.00		\$ 975,000.00		\$ 975,000.00		\$ 975,000.00	
Other Fees		\$ 135,000.00		\$ 160,500.00		\$ 125,000.00		\$ 135,000.00		\$ 135,000.00	
Bad Debt		\$ (100,000.00)		\$ (125,000.00)		\$ (125,000.00)		\$ (125,000.00)		\$ (125,000.00)	
Total - Tuition & Fees		\$ 5,033,250.00		\$ 6,205,945.00		\$ 6,140,575.90		\$ 5,018,571.75		\$ 4,960,553.42	
State Aid											
State Aid Per Student	1,657.00	\$ 2,497.00	\$ 2,931,639.00	\$ 2,747.00	\$ 2,506,326.00	\$ 2,797.00	\$ 3,230,535.00	\$ 2,847.00	\$ 3,191,467.00	\$ 2,897.00	\$ 2,943,959.00
State Aid - Prison			\$ 2,747.00	\$ 410,050.00	\$ 2,797.00		\$ 2,847.00		\$ 2,897.00		
State Rental Aid		\$ 571,043.00		\$ 571,000.00		\$ 571,043.00		\$ 571,043.00		\$ 571,000.00	
Aid to Small Colleges		\$ 188,000.00		\$ 188,000.00		\$ 188,000.00		\$ 188,000.00		\$ 188,000.00	
Miscellaneous Aid		\$ 38,000.00		\$ 38,000.00		\$ 38,000.00		\$ 38,000.00		\$ 38,000.00	
Total State Aid		\$ 3,757,682.00		\$ 4,116,376.00		\$ 4,027,578.00		\$ 3,988,530.00		\$ 3,743,959.00	
County Aid											
Franklin - Essex Sponsorship		\$ 2,480,000.00		\$ 2,580,000.00		\$ 2,618,700.00		\$ 2,657,580.50		\$ 2,697,850.21	
County Chargebacks	180.00	\$ 3,460.00	\$ 622,500.00	\$ 682,500.00	\$ 682,500.00	\$ 682,500.00	\$ 682,500.00	\$ 682,500.00	\$ 682,500.00		
Total County Aid		\$ 3,002,500.00		\$ 3,262,500.00		\$ 3,301,200.00		\$ 3,340,080.50		\$ 3,380,350.21	
Other Revenue											
Contributions		\$ 856,950.00		\$ 861,950.00		\$ 856,950.00		\$ 856,950.00		\$ 861,950.00	
Interest & Earnings		\$ 1,000.00		\$ 20,000.00		\$ 45,000.00		\$ 55,000.00		\$ 65,000.00	
Rental of Real Property		\$ 31,500.00		\$ 31,500.00		\$ 32,500.00		\$ 33,500.00		\$ 33,500.00	
Forfeiture of Deposits		\$ 8,000.00		\$ 8,000.00		\$ 8,000.00		\$ 8,000.00		\$ 8,000.00	
Miscellaneous		\$ 50,000.00		\$ 50,000.00		\$ 50,000.00		\$ 50,000.00		\$ 50,000.00	
Total Other Revenue		\$ 947,450.00		\$ 991,450.00		\$ 992,450.00		\$ 1,003,450.00		\$ 1,038,450.00	
Total Estimated Revenue		\$ 12,871,182.00		\$ 14,575,371.00		\$ 14,468,803.90		\$ 13,351,032.25		\$ 13,223,312.63	
Salary Expense		\$ 6,055,341.00		\$ 7,098,337.00		\$ 7,282,893.76		\$ 6,988,449.00		\$ 7,170,146.67	
Benefits Expense		\$ 2,756,403.00		\$ 2,799,412.00		\$ 2,855,400.24		\$ 2,719,840.65		\$ 2,801,435.87	
OTPS Expense		\$ 4,057,715.00		\$ 4,620,562.00		\$ 4,666,707.02		\$ 4,247,748.23		\$ 4,375,189.68	
Total Expense		\$ 12,869,459.00		\$ 14,518,311.00		\$ 14,805,001.02		\$ 13,956,037.88		\$ 14,346,765.22	
Net Surplus (Deficit)		\$ 1,523.00		\$ 57,220.00		\$ (346,197.12)		\$ (605,005.63)		\$ (1,223,452.59)	
Net Surplus / (Deficit) without Prison Program				\$ (348,880.00)		\$ (546,197.12)		\$ (605,005.63)		\$ (1,223,452.59)	
Number of FTE's needed to breakeven				\$ 17.94		\$ 66.17		\$ 72.89		\$ 147.40	

**Budget Enrollment Targets (Next Four Years) & Strategic Action Items that will also Close Gap on FTE
Projected Shortfalls over Next Four Years**

(See 5 Year Financial Plan for additional information)

Assumption remains that the 2nd Chance Prison Program is not included in Budget Projections for 2019-20 and 2020-21.

	2017-18	2018-19	2019-20	2020-21
Projected FTEs (5 YR Fin Plan)	975	950	925	900
FTEs Needed to Achieve Budget (5 YR Fin Plan)	18	66	73	147
Annual Budget Enrollment Target	993	1016	998	1047

Strategic Action Items that Support Acquiring Additional FTEs Needed	2017-18	2018-19	2019-20	2020-21
Reach out to BOCES with CRJ and HUM SERV faculty in May/June 2017	6			
Reach out to Franklin County High Schools in May and June (Assembly programs) with CRJ and HS faculty	6			
CRJ reach out to SW Tech (St. Lawrence County)	6			
Biology Track Added (SL and ML)		5	5	5
Teacher Ed program Added (SL, ML & Ti?)		10	20	20
Sports & Events Mgt in Malone Added		5	5	5
Certificate in Entrepreneurship tied to cosmetology (BOCES) Added		5	5	5
SUNY Potsdam (CRJ, IND Studies, Business....) Initiative?		60	60	80
New Athletic Team Added ???		0	0	0
Strategic Action Items Totals for Each Year	18	85	95	115
Shortfall to Achieve Budget	0	-19	-22	32

Draft 5 – Measurable Outcomes for 2017-2020 Strategic Plans’ Action Items

July 24, 2017

Strategic Priorities & Action Items	Measurable Outcomes
<p>Strategic Priority 1: Reaffirming our Excellence in Teaching by Committing New Resources to Support the Learning Environment. Our small classroom culture supports a central strength of our learning environment – the ability for teaching faculty to readily connect to students. The academic master plan identifies the commitment of new resources that will support teaching faculty with maintaining a high level of engagement with our students; and where we continue to support and challenge individual students to achieve their learning and career aspirational goals. As a result of academic master planning activities in 2016-17, this initiative will be met when:</p>	
<p>a. Adjunct pay is increased annually as part of the budget planning process.</p>	<ul style="list-style-type: none"> - Increase in higher credentialled adjuncts - Reduced turnover of adjuncts - Satisfaction of adjunct instructors
<p>b. Information technology continues to make key improvements to support instruction that include but is not limited to:</p>	
<p>1. Continuing to support for the Moodlerooms platform to advance the on-line experience for students and faculty.</p>	<ul style="list-style-type: none"> - Faculty and students evaluate satisfaction of Moodlerooms (compare to surveys from former on-line platform –Likert scale instrument). - Increased utilization of Moodlerooms over a specified period of time (3,500 users as of May 2017).
<p>2. Advancing the 2017 plan for video-conferencing on the three campuses where student-faculty evaluations regarding instruction denote a significant improvement in the video-conferencing experience by summer 2018.</p>	<ul style="list-style-type: none"> - Faculty and student evaluate new technology installed in summer 2017 and compare to prior responses (using older equipment) (Likert scale instrument).
<p>3. In conjunction with Academic Affairs, assessing the instructional support needs (software and hardware) needs of the graphics arts programs to ensure an on-going quality graphic arts experience for students.</p>	<ul style="list-style-type: none"> - Faculty and student evaluate new technology installed in summer 2017 and compare to prior responses (using older equipment –Likert scale instrument).
<p>c. Replacement of all classroom tables and chairs on all three campuses.</p>	<ul style="list-style-type: none"> - Survey students upon installation of classroom equipment – does the new equipment contribute to a better learning environment for students?
<p>d. A professional development program is formally established by Academic Affairs and funded by the College to support growth and development of teaching and non-teaching professionals and that directly support augmenting instructional quality.</p>	<ul style="list-style-type: none"> - Increase number of professional development activities. - Increase \$\$ for professional development compared to 2014-15. - Increased satisfaction by faculty in how to access professional development opportunities

<p>e. Academic departments are able to access degree program information through both “real-time” reporting structures and through an enhanced data repository.</p>	<ul style="list-style-type: none"> - As a result of additional training on how to access student data, faculty report higher satisfaction in (a) wait time to receive a report and/or (b) ability to create own report. - All institutional users are storing all assessment data in central repository for the College.
<p>f. Academic departments can track student learning outcomes assessment work between course-level work and how they are linked to review of academic programs and assessment of broader institutional learning goals.</p>	<ul style="list-style-type: none"> - Through on-going training and expanded institutional support, there is clear evidence that student learning outcomes assessment at the course level is linked to the academic program level (where appropriate) and to the larger institutional learning goals (where appropriate) and this linkage is developed in a manner where it is evident it is sustainable.
<p>Strategic Priority 2: Development of New Academic Programs to Support the North Country Region: The completion of an academic master plan also identifies new academic programs that will support critical educational and career needs for residents of the North Country. These new academic programs will also maintain our on-going commitment to deliver high quality instruction that is both sustainable and cost-effective. As a result of the academic master planning activity during 2016-17 and through conversations with various academic department heads, this initiative will be met when:</p>	
<p>a. The following academic programs are established:</p>	
<p>i. A teacher education program by fall 2018.</p> <ul style="list-style-type: none"> - The new academic program is delivered to SUNY by December 1, 2017. - The enrollment in this program increases the overall budget enrollment target by a minimum of 10 FTEs in fall 2018; and a minimum of 20 FTEs in fall 2019 and sustained thereafter. - X% of students completes the new program in 3 years. - X% of NCCC graduates in new program complete baccalaureate degree (as of six years of entering new program at NCCC). 	
<p>ii. A biological science track by fall 2018.</p> <ul style="list-style-type: none"> - The new academic program is delivered to SUNY by December 1, 2017. - The enrollment in this program increases the overall budget enrollment target by a minimum of 5 FTEs in fall 2018; and sustained at minimum of 5 FTEs 	

	<ul style="list-style-type: none"> - thereafter. - X% of students completes the new program in 3 years. - X% of NCCC graduates in new program complete baccalaureate degree (as of six years of entering new program at NCCC).
<p>iii. The addition of a sports and events management program at the Malone campus by fall 2018. A certificate in entrepreneurship that is targeted toward high school graduates of cosmetology by fall 2018</p>	<ul style="list-style-type: none"> - The new academic program is delivered to SUNY by December 1, 2017. - The enrollment in this program increases the overall budget enrollment target by a minimum of 5 FTEs in fall 2018; and a minimum of 5 FTEs sustained thereafter. - X% of students completes the new program in 3 years. - X% of NCCC graduates in new program complete baccalaureate degree (as of six years of entering new program at NCCC).
<p>iv. Explore continuation of the 2nd Chance Pell program in the event the federal government opts to discontinue this important educational program.</p>	<ul style="list-style-type: none"> - The College works with SUNY and the Department of Corrections to successfully solicit state and private funding beyond the conclusion of this federal grant program.
<p>v. The establishment of three academic programs at a new instructional site located on the SUNY Potsdam campus by fall 2018.</p>	<ul style="list-style-type: none"> - The College files the appropriate documentation associated with a new "branch" campus with SUNY and accreditation bodies by December 1, 2017 - The enrollment in these three programs increases the overall budget enrollment target by a minimum of 60 FTEs in fall 2018; and a minimum of 60 FTEs in fall 2019, and minimum of 80 in fall 2020 and sustained thereafter. - X% of students completes the new programs in 3 years. - X% of NCCC graduates in new program also complete baccalaureate degree at SUNY Potsdam (as of six years of entering new program at NCCC).
<p>b. The College will establish an advisory board at each campus location whose</p>	<ul style="list-style-type: none"> - Advisory boards will meet twice a year in 2017-18

<p>purpose is to engage local and regional representatives on emerging demands in workforce needs in the region so that the College can determine if it can provide academic offerings to support those needs. The advisory boards will be comprised of local employers, workforce investment board representatives and from the College, largely represented by faculty.</p>	<ul style="list-style-type: none"> - Assess how meetings impacted on College's decisions related to academic program development & enrollment. - Measure how these sessions improved how the College is perceived in the region.
<p>Strategic Priority 3 – Maximizing Access and Completion for Students: A comprehensive enrollment management plan will be completed that (a) will expand North County residents access to both an associates and baccalaureate experience without having to leave the region; and (b) increase the number of students attending colleges in the North Country from outside of the region; and (c) increase the completion rate of students so that they can accelerate their pursuit of a baccalaureate degree or their entrance into the regional workforce. Please note that recruitment strategies are also tied to academic program development and to the five year financial plan. The five year financial plan forecasts future year enrollments and creates budget enrollment targets¹ for the College to achieve in 2017-18, 2018-19, 2019-20 and 2020-21. This initiative will be meet when:</p>	
<p>a. The following student recruitment initiatives are established:</p>	
<p>i. With the implementation of the “value-added” 2+2 agreement between NCCC and Paul Smiths College that allows NCCC graduates to complete a private college baccalaureate degree at a competitive market rate; work with Paul Smiths College in co-marketing this new initiative within the local and regional markets where NCCC currently recruits.</p>	<ul style="list-style-type: none"> - Annually track the number of NCCC alumni attending Paul Smiths College - Measure the completion rate of these grads at Paul Smith College. - At least two relational stories will annually be placed in the media promoting this new partnership as it benefits NCCC grads.
<p>ii. The Essex and Franklin Scholarship program is revised to allow more high performing high school graduates in the region to access the scholarship.</p>	<ul style="list-style-type: none"> - “High performing” being defined as an 85 HSGPA or higher and passing scores on all 5 regents (RCTS); the number of recipients will increase by 10% in 2018-19. - X% of scholarship recipients will complete and by 10% of a higher percentage than the rest of the incoming cohort.
<p>iii. With the establishment of academic offerings located at the SUNY Potsdam campus; work with SUNY Potsdam in advancing the NCCC brand in SUNY Potsdam markets beyond NCCC's current reach.</p>	<ul style="list-style-type: none"> - Beyond the establishment of this new campus in Fall 2018, by Fall 2020, NCCC will see an additional 100 applications to NCCC from the five boroughs of NYC and Long Island and any other area where SUNY

¹ See Budget Enrollment Targets attachment for additional details. Excluding the 2nd Chance Prison Program enrollments, the College needs to achieve the following budget enrollment targets: **for 2017-18 = 993, for 2018-19 = 1,016, for 2019-20 = 998 and for 2020-21 = 1,047.**

	Potsdam and NCCC are co-marketing this partnership.
<p>iv. Leveraging scholarship dollars to increase non-traditional age student enrollment.</p>	<ul style="list-style-type: none"> - Recognizing “non-traditional” students is broadly defined; target scholarship dollars to increase the number of non-traditional students by 20 in 2018-19 and by 30 in 2019-20 compared to the 2017-18 population.
<p>v. Implementing additional recruitment strategies targeted to deter recent declining enrollment at the Malone campus.</p>	<ul style="list-style-type: none"> - Increase the number of full-time faculty, adjuncts (and where appropriate retirees/alumni) recruiting in the area high schools, BOCES programs and other recruitment sites as a means to raise enrollment in those academic programs in decline. - The result of this effort is that Malone campus’s enrollment tends (whether increasing, flat or decline) mirrors the same percentage as the Saranac Lake campus by Fall 2019 and not remain disproportionate as it is in 2017-18.
<p>vi. Assess current marketing efforts (web, print, cable, radio, face-to-face) to ascertain where the College needs to augment marketing efforts to support other recruitment initiatives while also sustaining current impact on regional market.</p>	<ul style="list-style-type: none"> - Using ongoing market analytics that are available; continue to increase the “click-thru” rates, “separation messages” and “strikes per message” into programs targeted for marketing through social media. - Utilizing “geo-fencing” and other noted media marketing strategies, set new targets for increased applications in under-enrolled programs for Fall 2018 and Fall 2019 or to increase enrollment in specific student populations.
<p>vii. In conjunction with Athletics, explore the recruitment initiative of adding another intercollegiate team that yields additional FTEs to the annual operating budget and address the physical plant challenge associated with intercollegiate sport expansion.</p>	<ul style="list-style-type: none"> - Update the 2013-14 financial plan related to adding men’s lacrosse; and weigh how additional revenue generated can assist in securing the necessary facilities to offer this (and perhaps future) intercollegiate sports. Plan will be updated in fall 2017. - Update the 2015 facilities estimates to add locker room facilities for athletics (in fall 2017).
<p>viii. Through the implementation of key action items denoted in the College’s</p>	<ul style="list-style-type: none"> - The student population of under-represented

<p>2016 SUNY Excels report, increase overall under-represented student - enrollment by 3%.</p>	<p>minorities will increase 3% (from 5.9% in 2014 to 8.9% in Fall 2018).</p>
<p>ix. Establish formal faculty liaisons with local high schools to insure alignment with learning outcomes and goals and to assist in improving the transition between high school and college.</p>	<ul style="list-style-type: none"> - With the implementation of this new initiative, the number of students attending NCCC from our sponsoring counties will increase by 10 in Fall 2018 and by 20 in Fall 2019 (compared to Fall 2016 incoming class data).
<p>b. The following student retention actions are established:</p> <p>i. The College determines why our high rates for one year retention/persistence are not represented in our completion rates and through this analysis forward recommendations to key institutional stakeholders on how to increase completion rates for various identified “at-risk” student cohorts by 5% with the fall 2019 incoming class cohort.</p> <p>ii. Improve the quality of food service at the Saranac Lake campus and install a quality food service program at the Malone campus.</p>	<ul style="list-style-type: none"> - Following the completion of this analysis and the identification of strategies to assist with increasing retention of ‘at-risk’ populations, the annual retention rate of the incoming Fall 2019 class will be 5% higher than the Fall 2016 incoming class. - During the Spring 2018 semester, students will be surveyed again to rate the food service in Saranac Lake and the survey results will be markedly improved to the survey administered in spring 2016. - Students and other patrons will also be surveyed in spring 2018 to rate the new food service in Malone for various elements of customer satisfaction.
<p>iii. Through the implementation of key action items denoted in the 2016 Diversity and Inclusion Plan; increase overall under-represented student enrollment by 3%.</p>	<ul style="list-style-type: none"> - Through the implementation of key action items denoted in the 2016 Diversity and Inclusion Plan; increase overall under-represented student enrollment by 3%.
<p>iv. The implementation of the Carnegie supported Quantway program with the desire to increase student completion rates in developmental math course.</p>	<ul style="list-style-type: none"> - A higher percentage of students completing the Quantway course will enter into College-level math than those who complete the current developmental math course sequence. - A higher percentage of students who complete the Quantway program will complete their associate degree than those in the current developmental math course sequence.

Strategic Priority 4 – Ensure Financial Sustainability: The College community will continue to manage institutional resources so that it remains as a viable, vibrant institution of higher learning. The annual review and updating of an institutional five-year financial plan is critical for ensuring financial sustainability, for advancing our strategic priorities and for protecting the quality way of life we value for faculty, staff and

<p>the students we serve. The creation of a fund balance plan and the management of the fund balance in a manner that ensures the institution is well-positioned to meet the financial challenges of any future enrollment deviations and are practices that are reflective of good stewardship. This initiative will be meet when:</p>	
<p>a. There is a greater diversification of funding streams, program offerings and initiatives (i.e., SUNY Potsdam initiative, 2nd Chance Pell program, partnerships with Paul Smith College, increased sponsoring county support).</p>	<ul style="list-style-type: none"> - A report representing the level of current diversification (for 2016-17) by funding sources, academic offerings, collegiate partnerships and other variables will be developed by October 1, 2017. - An analysis of diversification where it is evident such activities directly or indirectly created a more financially sustainable dynamic (i.e., balanced budget, low use of fund balance, stabilized or increased enrollment, higher retention and completion rates) for the institution than what existed in 2015-16
<p>b. An updated five year financial plan is presented to the College and the Board in spring 2017 and updated annually thereafter.</p>	<ul style="list-style-type: none"> - The annually updated financial plan reflects current enrollment and budget information and continues to adjust future year's "budget enrollment targets" to achieve balanced operating budgets.
<p>c. The annual budget enrollment target (combination of incoming class and returning students) is set 3 months prior to the commencement of the fall recruiting season for the following year's incoming first year class and is subsequently updated quarterly in an effort to match the budget enrollment target to maintaining a balanced budget each year for the next four years.</p>	<ul style="list-style-type: none"> - Ideally set in August of the preceding calendar year of an academic year (i.e., August 2017 for the 18-19 fiscal year), the annual budget enrollment target and an updated five year financial plan is determined using a combination of revenue and expenditure variables (i.e., current year retention rates, projected regional high school graduation numbers, expenditure forecasts for the upcoming years, State funding formula, and others).
<p>d. A fund balance plan is developed by the College that addresses:</p>	
<p>i. The percentage of the fund balance identified as reserved first most to offset potential future shortfalls in operating budget revenues, and;</p>	<ul style="list-style-type: none"> - The "budget shortfall" value will be equal or greater than 16.5% of the operating budget and the calculated value is updated annually.
<p>ii. The percentage above Priority 4,d,i., that the College will annually commit to invest as a means to generate revenue to augment annual operating budget revenues and an approved investment policy is created to support this effort, and;</p>	<ul style="list-style-type: none"> - The investment policy will be set by the administration and the Board of Trustees in Fall 2017.
<p>iii. The percentage above 4,c,ii. That the College will annually commit to</p>	<ul style="list-style-type: none"> - The administration will identify a calculated threshold

<p>additional one-time expenditures tied to strategic initiatives, capital projects and/or equipment replacement.</p>	<p>in the fund balance; once exceeded that the College can use to support identified one-time, non-recurring expenditures to support strategic initiatives, capital projects and/or equipment replacement. This \$\$ value will be established annually.</p>
<p>e. An annual capital projects plan for physical plant improvements is developed by Administration and is aligned to support strategic action items and critical maintenance needs.</p>	<ul style="list-style-type: none"> - The administration will develop an annual capital plan for review by the College community and the Board of Trustees that outlines current year's projected expenditures and cost estimates for those projects held over into future years.
<p>f. The sponsoring counties or other authorized revenue source (i.e. private donations, related entities donations) provide the match funding required advancing the 2010 master plan and those amendments recommended by the faculty and administration in fall 2015.</p>	<ul style="list-style-type: none"> - Obtain significant capital funding (above 9 million) to upgrade the Saranac Lake campus and to support infrastructure improvements, improve the "curb appeal" of the campus (aesthetics); assist in improving College community's feeling about the look of the College and enhance instructional support and student life programs and services with capital funds.
<p>g. Further implementation of the College's organized, systematic process for assessing student learning, and where student learning outcomes assessment, and institutional and program assessment activities continue to inform teaching, learning, budget and planning.</p>	<ul style="list-style-type: none"> - The Associate Dean for Institutional Research and the Executive Assistant to the President will work with the Assessment Advisory Council in academic affairs and members of President's Council to report each semester our progress with how all assessment outcome (including student learning) activities are informing various institutional stakeholders on how (a) we can improve teaching, and learning, (b) these data sets influence the allocation of future resources, and (c) these data sets affects future institutional planning.
<p>Strategic Priority 5 – Leveraging Institutional Strengths to Promote Institutional Climate and Culture: The College prides itself in the level of strong engagement faculty have with students and each other. Small college culture creates a passion for teaching and learning that transcends into our work in shared governance and institutional decision-making, sometimes with and without intended outcomes. As our shared governance structures and best practices regarding institutional decision-making continue to grow and evolve, it is imperative that we foster an institutional climate that promotes trust and open communication. Institutional decision-making will work best through clearly delineated decision-making and communication practices, through the evaluation of the effectiveness of shared governance and the periodic</p>	

assessment of institutional climate that measures trust and open communication with and among all institutional stakeholders.	
This initiative will be meet when:	<ul style="list-style-type: none"> - A survey of College employees will indicate that a majority of employees report they are informed on the roles, responsibilities and jurisdictions of all identified stakeholder groups associated with shared governance at the College. - A survey of College employees will indicate that a majority of employees report they are informed on the decision-making and communication processes various stakeholder groups follow in fulfilling our commitment to shared governance. - The AAUP survey was administered in May 2017; results of the survey and next steps will be shared with the College community in September 2017 and thereafter, the working group on shared governance will continue to monitor the implementation of next steps identified by the working group in fall 2017. - The survey will be administered in the 2018-19 academic year.
<p>a. A college-wide document is created that delineates specific roles, jurisdictions, and responsibilities for governance bodies, administration, collective bargaining units (CBUs), etc. with annual review;</p> <p>b. A cross-functional flow chart and reporting document that formally reflects the co-responsibilities, reporting structure and information, hierarchy, and assessment of the BOT, administration, Senate, CBUs, Foundation, Association, and various campus groups and committees, including Campus Safety, Calendar, SGA, and ad hoc committees and task forces (e.g. the diversity task force) is created and circulated widely (including inclusion on the College's intranet, the faculty handbook and the adjunct faculty handout;</p> <p>c. A college-wide assessment of shared governance is completed via a survey and the results of the survey assists in informing various governance stakeholders how to improve shared governance.</p>	<ul style="list-style-type: none"> - The survey will be administered in the 2018-19 academic year.
<p>d. A college-wide assessment on institutional climate is completed every two years and that assesses the level of trust and open communication amongst members of the College community and stakeholder groups.</p> <p>Strategic Priority 6 – Enhancing Student Life: Student success is at the center of all the work we do with students inside and outside of the classroom. As a small community of scholars and learners, the lines between the classroom and elsewhere is sometimes more blurred than distinct and largely in places where it enhances the learning environment for students. As we continue to leverage the strength of student-faculty engagement in the classroom, we also look to strengthen student engagement and community building efforts outside the classroom and throughout all aspects of student life programs, services and opportunities. Through (a) regular assessment and audit of student life programs, services, practices and policies, and (b) the implementation of a comprehensive marketing plan for fostering increased student engagement, Student Life staff and their student leader partners, faculty and staff will improve the out-of-the-classroom experience for all students.</p>	<ul style="list-style-type: none"> - The survey will be administered in the 2018-19 academic year.
This initiative will be meet when:	<ul style="list-style-type: none"> - PRESENCE software will be used to create baseline data on student engagement in 2017-18. - Maxient software will be used to create baseline data
<p>a. The Student Life office completes an audit of all student life programs, policies, practices and services to determine how student engagement and community building efforts can be increased for students and other</p>	<ul style="list-style-type: none"> - PRESENCE software will be used to create baseline data on student engagement in 2017-18. - Maxient software will be used to create baseline data

<p>members of the College and local communities.</p>	<ul style="list-style-type: none"> - on student conduct related matters. - Complete a comprehensive audit of all student life programs, services, processes to ensure they are operating at the profession's standards (i.e. Council for the Advancement of Standards; NASPA/ACPA Professional Competencies) by Fall 2019. - In 2018-19, A series of metrics will be developed through the above three items to support multiple measures for gauging the success of student life.
<p>b. A comprehensive marketing strategy is implemented for student life programs and services and as a means to increase student engagement (including student activities, crisis intervention, student leadership and government, civic engagement, and community building programs on and off-campus).</p>	<ul style="list-style-type: none"> - In conjunction with the Dean of Admissions and the Director of Communications, develop a comprehensive marketing plan that results increased student engagement across all spectrums in student life and civic engagement and are mapped towards supporting those metrics developed in 6a (third item).
<p>c. The College (and its two related entities, the Association and the Foundation) continues to enact physical plant improvements to promote student life and student engagement.</p>	<ul style="list-style-type: none"> - The strategic plans of the Foundation and the Association will identify steps taken to continue to promote physical plant improvements that also support augmenting the student life experience at all NCCC campuses.