

**North Country Community College  
Interim CFO's Report to the Board of Trustees  
April 28, 2026**

Greetings,

As always, I hope this report finds you well.

In this month's report **I am seeking your feedback and/or approval of the following:**

- 1) the financial statements for the month ending February 28, 2026**
- 2) the financial statements for the month ending March 31, 2026**

I'm also sharing an updated financial forecast, a budget draft for your review and feedback, and a 5-year financial projection. Lastly, I'm providing a status of the Student Information System upgrade project.

**Financial Statements February 2026** *(for review and approval)*

- The \$605K increase in Cash is primarily related to grant funding the college received and has not disbursed, such as NYSWIMS, and the 8% increase in enrollment.
- The \$3.4 million increase in Accounts Receivable-Students is primarily related to an increase in enrollment, outstanding reimbursements from SUNY for the Reconnect program, as well as higher uncollectable accounts for the college and the Association. In the prior fiscal year, federal and state aid—including Direct Loans—was posted to student accounts in February. In the current fiscal year, that posting has not yet occurred. Accordingly, the year-over-year variance is attributable solely to timing, not to changes in aid volume or student eligibility.
- The \$143K increase in Due from the NCCC Foundation relates to the Malone and Ticonderoga campus bonds maturing so the Foundation is now sending more excess rent back to the college.
- The \$303K decrease in Due From Other Funds relates to the timing of entries between the restricted grant funds and the college's operating fund. The college's operating fund receives and outlays all the cash for the projects and books a "receivable" to those grants in the restricted fund.
- The \$2.2 million decrease in Due From Governments is primarily related to federal and state aid—including Direct Loans—posted to student accounts in February last year. The variance is also related to a higher number of outstanding DASNY reimbursement requests for construction closeouts in the prior year than the current year.
- The Payroll and Benefit Liabilities variance of \$240K is related to the prepayment of the March medical insurance premium in the prior year. The payment was not prepaid in the current year.
- The \$137K increase in Due to NCCC Foundation is related to the timing of the college transfers between the two entities.

## Financial Statements March 2026 (for review and approval)

- The \$1.1 million increase in Cash is primarily related to DASNY reimbursements, grant funding the college received and has not disbursed, such as NYSWIMS and SUNY Transformational, and the 8% increase in enrollment.
- The \$371K decrease in Due From Other Funds relates to the timing of entries between the restricted grant funds and the college's operating fund. The college's operating fund receives and outlays all the cash for the projects and books a "receivable" to those grants in the restricted fund.
- The \$208K increase in Due From Governments is related to a higher number of outstanding DASNY reimbursement requests in the current year than the prior year.
- The \$237K increase in Due to NCCC Association is related to the college no longer transferring cash to the Association for uncollected student accounts. As students pay down Association receivables, the college transfers those monies to the Association. In the past the college sent all the cash to the Association and assumed collection of the student auxiliary service receivable.

### 2025-26 April Financial Forecast

- Full Year Projected Enrollment

AAFTE	2025-26		2024-25	More (Less)		More (Less)	
	Forecast	Budget	Actual	vs. Budget		vs. 2024-25	
In-State	654	630	611	24	4%	43	7%
Out of State	59	45	44	14	31%	15	33%
<b>In/Out of State</b>	<b>713</b>	<b>675</b>	<b>655</b>	<b>38</b>	<b>6%</b>	<b>58</b>	<b>9%</b>
Concurrent Enrollment	257	205	220	52	26%	37	17%
<b>Core Operating</b>	<b>970</b>	<b>880</b>	<b>875</b>	<b>91</b>	<b>10%</b>	<b>95</b>	<b>11%</b>
Pell Prison Program	130	135	134	(6)	-4%	(4)	-3%
<b>Total AAFTE</b>	<b>1,100</b>	<b>1,015</b>	<b>1,009</b>	<b>85</b>	<b>8%</b>	<b>91</b>	<b>9%</b>

- Total AAFTE of 1,100 is 91 or 9% more than prior year and 85 or 8% more than budget.
- In state AAFTE of 654 is 43 or 7% more than prior year and 24 or 4% more than budget.
- Out-of-state AAFTE of 59 is 15 or 33% more than prior year and 14 or 31% more than budget.
- Total In/Out AAFTE of 713 is 58 or 9% more than prior year and 38 or 6% more than budget.
- Bridge AAFTE of 257 is 37 or 17% more than prior year and 52 or 26% more than budget.
- 2nd Chance Pell AAFTE of 130 is 4 or 3% less than prior year and 6 or 4% less than budget.
- Revenue full year projection - \$673K or 4% better than budget
  - Better than Budget*
  - \$267K – Chargebacks to other Counties are projected to be higher than budget. The college is servicing more in-state students outside of the Franklin and Essex sponsoring counties.
  - \$160K – Contributions and Other Income increases are due to the Foundation transferring unbudgeted capital donor monies to the college.
  - \$123K – Concurrent Enrollment (Bridge) revenue increases due to 26% projected more enrollment vs. budget. (*Impact: \$42K net of scholarship expenses*)
  - \$116K – Out of State tuition increases due to 31% more enrollment vs. budget.
  - \$90K – College and Course Fee increase due to 4% more in and out of state enrollment vs. budget.
  - \$50K – In-State revenue increases due to 4% projected more enrollment vs. budget.

*Worse than Budget*

- \$82K – Bad Debt reserve increases to hedge against recent payment trends. In hindsight, the budget did not carry enough bad debt provision.
- \$48K – Out of State tuition increases due to 31% more enrollment vs. budget.

- Expense full year projection – \$557K or 3% worse than budget

*Better than Budget*

- \$25K – Advertising is better than budget as the college leverages grant funding for Marketing.
- \$25K – Maintenance is better than budget as the college is not yet ready to do the repair work as part of the construction project in the Sparks Athletic Facility.
- \$22K – Institutional Scholarships are better than budget, even with increased enrollments, and is flat compared to prior year.
- \$9K – Other Benefits are better than budget due to less staff tuition waivers and lower worker compensation premiums.
- \$8K – Utilities are better than budget due to the budget having high provisions for anticipated fuel and electric price increases that were not all needed.

*Worse than Budget*

- \$294K – Salaries and Payroll Taxes are worse than budget primarily for early retirement incentives and increases in casual labor pools to support increased enrollments.
  - \$97K – Retirement, primarily ERS, is over budget as employer contributions were more than anticipated. Ericka and Brian will be looking into this for us.
  - \$80K – Scholarships are worse as Concurrent Enrollment (Bridge) is currently projected to be 26% more than budget thus will require more scholarships. Net revenue is \$42K.
  - \$45K – Professional Services earmark to update the 2019 Saranac Lake Facility Master Plan.
  - \$36K – Medical Insurance premiums are 1% over budget.
  - \$29K – Property and Liability Insurance will be worse than budget due to 15-19% increases in the package, auto, umbrella, and flood coverages. The premium increases are due to building and personal property inflationary valuation adjustments, a growing number of NYS school property losses exceeding \$1 million (plumbing, wind, fire), and the CAT weather frequency and severity continues to increase. Utica's lowest increase to any client was 14%. In addition to the premium increases, deductibles were raised from \$10K to \$25K. Over the past year, the CFO has explored moving to a different broker, Arthur J. Gallagher & Co, who recently purchased AssuredPartners, and is the #3 insurance broker in the country, soon to be #2 with this acquisition. SUNY is also thinking about ways to help community colleges with insurance - more to come.
  - \$13K – Equipment is worse than budget for unanticipated staff and student area computing replacements.
  - \$13K – Library and Instructional Supplies are worse primarily due to Second Chance Pell prison program related supplies costing more than anticipated.
  - \$12K – Miscellaneous expenses are worse primarily due to higher ecommerce transaction charges.
  - \$11K – Information Technology expenses are worse than budget primarily due to software and hardware maintenance escalations being higher than anticipated.
  - \$10K – Travel is worse than budget primarily for conferences the president is attending related to student retention initiatives, budget advocacy, etc.
  - \$5K – Office and General Supplies for staff were more than budget.
- The college is projected to operate 25-26 at a \$14K deficit. The fund balance is projected to finish August 31, 2026, at \$5 million or 30% of 25-26 net operating costs.

## 2026-27 Budget Draft

- Full Year Projected Enrollment

AAFTE	2026-27 Budget	2025-26 Forecast	More (Less) vs. 2025-26 Frctst	
In-State	679	654	24	4%
Out of State	57	59	(2)	-4%
<b>In/Out of State</b>	<b>735</b>	<b>713</b>	<b>22</b>	<b>3%</b>
Concurrent Enrollment	244	257	(13)	-5%
<b>Core Operating</b>	<b>980</b>	<b>970</b>	<b>10</b>	<b>1%</b>
Pell Prison Program	130	130	0	0%
<b>Total AAFTE</b>	<b>1,110</b>	<b>1,100</b>	<b>10</b>	<b>1%</b>

### *AAFTE for Initiatives Baked In:*

Initiatives - Budget 2026-27	Budget	FA26	SP27	SU27
Retention Initiatives	15.0	8.4	6.6	0.0
Mental Health Counselor	2.0	1.1	0.9	0.0
SUNY Recon AS Cybersecurity and Digital Forensics (	14.0	7.0	5.5	1.5
SUNY Recon Addiction Counseling	44.1	22.9	18.2	3.0
<b>Total Initiatives Budget 2026-27</b>	<b>75.0</b>	<b>39.3</b>	<b>31.2</b>	<b>4.5</b>

### *Opportunities*

- Persistence and retention rate increases for investments in the following:
  - Edsights
  - Achieving the Dream (ATD)
  - SUNY Academic Momentum (SUNYACMO)
  - ASAP
  - Mental Health Counselor on staff
- NYS Governor's proposal to renew "Free Community College for Adult Learners in High-Demand Fields" (SUNY Reconnect).
- Various grant funding opportunities to support workforce development offerings.
- SUNY data indicates that North Country has a 0.7% larger AAFTE market to draw from in sponsor area vs. 25-26.

### *Risks*

- The Bare Hill prison closure impacts on the SCP pool of applicants are not fully known.
- SUNY data indicates that North Country has a 5.6% smaller AAFTE market to draw from for concurrent enrollment vs. 25-26.

### *Enrollment full year projection*

- Total AAFTE of 1,110 is budgeted to be 10 or 1% more than the prior year.
- In state AAFTE of 679 is budgeted to be 24 or 4% more than the prior year.
- Out-of-state AAFTE of 57 is budgeted to be 2 or 4% less than the prior year.
- Total In/Out AAFTE of 735 is budgeted to be 22 or 3% more than the prior year.
- Bridge AAFTE of 244 is budgeted to be 13 or 5% less than the prior year.
- Prison Education Program AAFTE of 130 is budgeted to be flat compared to prior year.

- Revenue full year projection - \$284K or 2% better than 2025-26 forecast  
*Better than Budget*
  - \$214K – Tuition and Fees revenue increase due to assumed 3% higher in/out of state enrollment and a 2% tuition rate increase.
  - \$105K – New York State Aid is assumed to be higher due to the base aid FTE funding calculation method now exceeding the 100% floor funding method. North Country’s enrollment surpassing 1,100 AAFTE is the driver.
  - \$65K - Contributions and Other Income are better as more excess rent is provided back to the college by the Foundation. The Foundation is also gifting the college \$50K in 2026-27 to fund a portion of the Institutional Scholarship expense.

*Worse than Budget*

- \$100K – Sponsors Contribution is less because in 2025-26, the counties combined to make a one-time \$100K additional contribution to the college.

- Expense full year projection – \$463K or 3% worse than 2025-26 forecast

*Better than Forecast*

- \$45K – Professional Services decrease for one-time campus master plan update forecasted in 2025-26.
- \$19K – Bridge Scholarship expense decrease due to anticipated 5% decrease in enrollment.

*Worse than Forecast*

- \$237K – Medical expense provision for unknown but anticipated 10% increase in premiums.
- \$73K – Facility Leases expense increase due to an annual 2% rent escalation for the Ticonderoga and Malone campuses leases with the Foundation.
- \$61K – Salaries and Payroll Taxes are worse due to various items including annual contractual raises, open positions in 25-26 anticipated to be filled for the full year in 26-27, temp to perm appointments, promotions, backfilled retirements, etc. All these increases are being masked by the prior year recognizing early retirement incentives.
- \$41K – Retirement increases for anticipated 5% ERS employer contribution rate increases.
- \$28K – Utilities increases to hedge against petroleum price increases.
- \$25K – Advertising expenses are assumed to be fully in operating. Recent years have leveraged grant funding to cover certain campaigns.
- \$22K – Institutional Scholarships are provisioned at the normal level in 2026-27 and were underspent in 2025-26.
- \$19K – Property and Liability insurance premiums are anticipated to increase again by 8%.
- \$7K – Library and Instructional Supplies increase for 3% inflation.
- \$7K – Information Technology increase for annual software and hardware maintenance renewal escalations.
- \$4K – Travel expense increase for 3% inflation.

The college is projected to operate 26-27 at a \$192K deficit. The fund balance is projected to finish August 31, 2027, at \$4.9 million or 28% of 26-27 net operating costs.

- 2026-27 Budget Remaining Milestones
  - Budget draft was reviewed and feedback was provided by shared governance in February/March.
  - Budget presented to the Board of Trustees for feedback in April – *we are here.*
  - Budget presented to the Board of Trustees for approval in May.
  - Budget presented to the Counties in June, to be ready for July public hearing and voting.
  - The final budget is submitted to SUNY in August for NYS DOB approval in the fall.

## 2025-30 5-Year Projections

- **Baseline Assumptions**

- In State 2025-26 includes fall enrollment and considers SUNY enrollment projection trends for 2026-30.
- Out of State enrollment gets back up to the average pre-pandemic level in 2025-30.
- Concurrent enrollment (bridge students) considers historic trends and SUNY enrollment projection trends 2026-30.
- The “new normal” Second Chance Pell prison program climbed back to 15 AAFTE less than the average pre-pandemic level in 2024-30.
- The college froze the tuition rate in 2020-24. Assumes 2% increase year over year 2024-27. (Every 1% increase = \$40K revenue). TAP maximum award of \$5,665 would be exceeded in 2027-28.
- County operating aid increased by \$200K in 2023-24; an additional 3% or \$77.4K in 2024-25; One-time additional \$100K in 2025-26. No future increases are considered in the projections.
- Base aid assumes the better of the 100% floor method or the FTE method. NYS base aid 100% floor is based on 2021-22 fiscal year which was 98% of 2020-21 fiscal year base aid. North Country assumes no future increase in FTE rate.
- Salaries include a ~\$190K (3%) increase per year for contractual labor increases.
- Benefits assume a 3% increase per year primarily for Health Insurance.
- Non-personnel costs assume a 1.5% increase per year to cover rent escalations and rising technology costs.
- The Second Chance Pell experiment is now moving to the formal Prison Education Program (PEP). NYS Governor has also approved TAP for incarcerated students. Risk: In 2025, the NYS Governor has approval to close up to 3 prisons.
- In July 2025, the NCCC Foundation bonds matured, and the Foundation now contributes an additional \$41.5K per month or \$500K per year to the college.
- Restricted funds through grants, additional state aid, and NCCC Foundation fundraising are available to invest in generating additional enrollment. They include 1) SUNY Reconnect, High Needs, Nursing Emergency, and Transformational Fund grants, 2) a Dept. of Labor grant, 3) a Perkins grant, and 4) additional scholarship monies for Direct Support Professionals Micro credential, the "opportunity" scholarship fund, and opioid settlement monies from NYS OASIS, Franklin, and Essex Counties to assist students in certain programs like chemical dependency.
- The Thesis Elements student information system (SIS) will upgrade/replace the CAMS SIS currently used. New subscription costs will be \$160,000/year + ~5% annual escalation. The current CAMS software cost is \$53K. Some software that manages virtual hardware will not be needed once the new environment is live and hosted by Thesis. The net annual increase in cost for the new SIS will be approx. \$100K. The capital implementation and years 1-2 operating costs are to be funded by a SUNY transformational grant. Year 3 and beyond fall on the college.

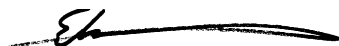
- **Fund Balance**

- On August 31, 2030, the fund balance is projected to be \$1.2 million or 6% of 29-30 Net Operating Costs.

## Student Information System (SIS) Upgrade Status

- Core Application Upgrade (CAMS to Thesis platform).
    - **Status:** 100% complete.
    - Progress & Activities
      - Ready for Go-Live
      - Significant end-user training has been completed but user training is important and continues to be available as needed pre-launch.
    - Risks
      - No risks.
  - Data Integrations
    - **Status:** 95% complete.
    - Progress & Activities
      - All integrations have been through end user integration testing and validation.
      - All are complete except the GL Interface - modifications are being made
    - Risks
      - No risks.
  - Reporting
    - **Status:** 90% complete. The vendor had resource allocation issues but recently engaged in development again.
    - Progress & Activities
      - SIRIS and other NYS reporting outputs are complete.
      - End User and Power User BI training will commence post go-live to support self-sufficient reporting and analysis when users can apply the knowledge.
    - Risks
      - Very low risk of not making go-live – The vendor will develop any reporting needed prior to go-live and users are ensuring they have their reports before.
  - Phase II
    - Enhancement requests are being logged alongside upgrade priorities for future evaluation and implementation.
      - Direct Registration Capability including College Bridge
      - Course schedule web facing
      - e.Billing Capability
      - 1098T Intuitive Output File for 3<sup>rd</sup> Party processing
      - Student IDs - storing and replicating across systems
      - Communications Strategy and Capability for registered students (Texting)
      - Thesis Elements SIS to Slate CRM Data Flow
      - Brightspace LMS to Thesis Elements SIS Data Flow
      - Additional Reporting Requests and Enhancements
      - Possible Guardian system replacement
      - Distance Learning capturing and reporting by student and campus, hybrid
      - Processes migrated back into the SIS that were previously moved out.
      - Student Life / Health Module
- New Go-Live Date Window is June 15 – July 10, 2026

Kind regards,



Erik Harvey  
Interim CFO



North Country Community College

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**

**As of February 28, 2026**

SUBMITTED TO THE BOARD OF TRUSTEES

April 28, 2026

Presented by

ERIK HARVEY

Interim CFO

North Country Community College Balance Sheet FEBRUARY 28, 2026			
	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)
<b>Assets</b>			
Cash	\$ 3,824,231	\$ 3,219,041	\$ 605,190
Accounts Receivable-Students	3,750,446	387,482	3,362,964
Due From NCCC Association	30,088	29,915	173
Due From NCCC Foundation (Contributions)	1,263,403	1,120,139	143,264
Due From Other Funds	639,402	942,508	(303,106)
Due From Governments (State & Fed Fin Aid)	861,490	3,031,349	(2,169,858)
Prepaid Expenses	16,964	-	16,964
<b>Total Assets</b>	<b>\$ 10,386,024</b>	<b>\$ 8,730,434</b>	<b>\$ 1,655,590</b>
<b>Liabilities</b>			
Accounts Payable	\$ (6,103)	\$ 3,129	\$ (9,232)
Payroll & Benefits Liabilities	41,447	(198,555)	240,002
Due to NCCC Association (Room, Meals, Books)	628,143	575,327	52,816
Due to NCCC Foundation (Rent)	439,833	302,244	137,589
Due to Other Funds	560	1,560	(1,000)
Due to Retirement	140,858	87,644	53,214
Compensated Absences	610,159	575,247	34,913
Other Liabilities	357,849	324,635	33,214
<b>Total Liabilities</b>	<b>\$ 2,212,747</b>	<b>\$ 1,671,231</b>	<b>\$ 541,516</b>
<b>Month End Equity</b>	<b>\$ 8,173,277</b>	<b>\$ 7,059,203</b>	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 10,386,024</b>	<b>\$ 8,730,434</b>	
<b>Fund Balance Summary</b>			
Fund Balance as of 09/01/25	\$ 5,057,006		
Estimated 25-26 Surplus (Deficit)	\$ 24,504		
Projected Fund Balance as of 09/01/26 <sup>1</sup>	\$ 5,081,509		
Projected Fund Balance as a % of NOC	31%		
<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$11,687,528.			

North Country Community College Revenues & Expenditures FEBRUARY 28, 2026				
	Annual Budget	Year to Date Actual	Year to Date M (L)	% of Budget
<b>Revenues</b>				
Tuition & Fees	\$ 6,643,757	\$ 5,744,450	\$ (899,307)	86%
Sponsors' Contribution	2,757,400	1,294,025	(1,463,375)	47%
Chargebacks	818,340	487,266	(331,074)	60%
Out-of-State Tuition	371,520	462,338	90,818	124%
State Aid	3,944,375	2,049,789	(1,894,586)	52%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,873,391	964,766	(908,625)	51%
<b>Total Revenues</b>	<b>\$ 16,408,783</b>	<b>\$ 11,002,634</b>	<b>\$ (5,406,149)</b>	<b>67%</b>
<b>Expenditures</b>				
Salaries	\$ 7,869,801	\$ 3,800,406	\$ (4,069,395)	48%
Payroll Taxes	571,921	289,129	(282,792)	51%
Medical	2,348,414	1,166,916	(1,181,498)	50%
Retirement	746,928	413,964	(332,964)	55%
Other	214,070	114,951	(99,120)	54%
Equipment	30,000	25,873	(4,127)	86%
Facility Leases	1,718,141	862,548	(855,592)	50%
Utilities	422,900	210,812	(212,088)	50%
Maintenance	282,000	111,412	(170,588)	40%
Office & General Supplies	44,085	26,638	(17,447)	60%
Advertising	180,000	77,411	(102,589)	43%
Professional Services	141,290	92,491	(48,799)	65%
Information Technology	608,442	379,412	(229,030)	62%
Library & Instructional Supplies	122,575	82,782	(39,793)	68%
Scholarships	584,271	460,547	(123,725)	79%
Travel	97,790	61,292	(36,498)	63%
Property & Liability Ins.	195,579	170,128	(25,451)	87%
Miscellaneous	360,575	217,811	(142,764)	60%
<b>Total Expenditures</b>	<b>\$ 16,538,783</b>	<b>\$ 8,564,523</b>	<b>\$ (7,974,260)</b>	<b>52%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (130,000)</b>	<b>\$ 2,438,111</b>	<b>\$ 2,568,111</b>	<b>-1975%</b>
Non-Operating Activity	-	678,160	678,160	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (130,000)</b>	<b>\$ 3,116,271</b>	<b>\$ 3,246,271</b>	<b>-2497%</b>



North Country Community College

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**

**As of March 31, 2026**

SUBMITTED TO THE BOARD OF TRUSTEES

April 28, 2026

Presented by  
ERIK HARVEY  
Interim CFO

<b>North Country Community College Balance Sheet MARCH 31, 2026</b>			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
<b>Assets</b>			
Cash	\$ 6,214,342	\$ 5,132,527	\$ 1,081,815
Accounts Receivable-Students	1,327,288	1,228,641	98,646
Due From NCCC Association	44,076	43,187	889
Due From NCCC Foundation (Contributions)	902,799	876,914	25,885
Due From Other Funds	401,038	771,769	(370,731)
Due From Governments (State & Fed Fin Aid)	1,122,247	914,176	208,071
Prepaid Expenses	23,497	-	23,497
<b>Total Assets</b>	<b>\$ 10,035,287</b>	<b>\$ 8,967,213</b>	<b>\$ 1,068,074</b>
<b>Liabilities</b>			
Accounts Payable	\$ (6,099)	\$ (5,710)	\$ (389)
Payroll & Benefits Liabilities	(210,425)	(199,292)	(11,132)
Due to NCCC Association (Room, Meals, Books)	229,293	(7,823)	237,116
Due to NCCC Foundation (Rent)	144,235	98,557	45,678
Due to Other Funds	1,060	60	1,000
Due to Retirement	210,981	184,482	26,499
Compensated Absences	610,159	575,247	34,913
Other Liabilities	396,029	358,925	37,104
<b>Total Liabilities</b>	<b>\$ 1,375,234</b>	<b>\$ 1,004,446</b>	<b>\$ 370,788</b>
<b>Month End Equity</b>	<b>\$ 8,660,053</b>	<b>\$ 7,962,767</b>	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 10,035,287</b>	<b>\$ 8,967,213</b>	
<b>Fund Balance Summary</b>			
Fund Balance as of 09/01/25	\$ 5,057,006		
Estimated 25-26 Surplus (Deficit)	\$ (13,514)		
Projected Fund Balance as of 09/01/26 <sup>1</sup>	\$ 5,043,492		
Projected Fund Balance as a % of NOC	30%		
<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$11,687,528.			

<b>North Country Community College Revenues &amp; Expenditures MARCH 31, 2026</b>				
	Annual <u>Budget</u>	Year to Date <u>Actual</u>	Year to Date <u>M (L)</u>	% of <u>Budget</u>
<b>Revenues</b>				
Tuition & Fees	\$ 6,643,757	\$ 5,866,667	\$ (777,090)	88%
Sponsors' Contribution	2,757,400	1,515,475	(1,241,925)	55%
Chargebacks	818,340	951,576	133,236	116%
Out-of-State Tuition	371,520	464,238	92,718	125%
State Aid	3,944,375	3,054,588	(889,787)	77%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,873,391	1,134,278	(739,113)	61%
<b>Total Revenues</b>	<b>\$ 16,408,783</b>	<b>\$ 12,986,822</b>	<b>\$ (3,421,961)</b>	<b>79%</b>
<b>Expenditures</b>				
Salaries	\$ 7,869,801	\$ 4,483,551	\$ (3,386,251)	57%
Payroll Taxes	571,921	337,928	(233,993)	59%
Medical	2,348,414	1,383,369	(965,045)	59%
Retirement	746,928	493,594	(253,334)	66%
Other	214,070	132,579	(81,491)	62%
Equipment	30,000	25,873	(4,127)	86%
Facility Leases	1,718,141	1,006,307	(711,834)	59%
Utilities	422,900	258,130	(164,770)	61%
Maintenance	282,000	152,401	(129,599)	54%
Office & General Supplies	44,085	31,412	(12,673)	71%
Advertising	180,000	82,909	(97,091)	46%
Professional Services	141,290	102,377	(38,913)	72%
Information Technology	608,442	387,099	(221,343)	64%
Library & Instructional Supplies	122,575	91,602	(30,973)	75%
Scholarships	584,271	635,074	50,803	109%
Travel	97,790	65,890	(31,900)	67%
Property & Liability Ins.	195,579	170,128	(25,451)	87%
Miscellaneous	360,575	230,046	(130,529)	64%
<b>Total Expenditures</b>	<b>\$ 16,538,783</b>	<b>\$ 10,070,269</b>	<b>\$ (6,468,514)</b>	<b>61%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (130,000)</b>	<b>\$ 2,916,553</b>	<b>\$ 3,046,553</b>	<b>-2343%</b>
Non-Operating Activity	-	686,494	686,494	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (130,000)</b>	<b>\$ 3,603,046</b>	<b>\$ 3,733,047</b>	<b>-2872%</b>



## North Country Community College

Sponsored by Franklin and Essex Counties

### **25-26 APRIL OPERATING FORECAST**

SUBMITTED TO THE BOARD OF TRUSTEES

April 28, 2026

Presented by  
ERIK HARVEY  
Interim CFO

**2025-26 April Forecast**  
For the year ending August 31, 2026

<b>AAFTE</b>	<b>Forecast</b>	<b>Budget</b>	<b>More (Less) vs. Budget</b>	
In-State	654	630	24	4%
Out of State	59	45	14	31%
<b>In/Out of State</b>	<b>713</b>	<b>675</b>	<b>38</b>	<b>6%</b>
Concurrent Enrollment	257	205	52	26%
<b>Core Operating</b>	<b>970</b>	<b>880</b>	<b>91</b>	<b>10%</b>
Pell Prison Program	130	135	(6)	-4%
<b>Total AAFTE</b>	<b>1,100</b>	<b>1,015</b>	<b>85</b>	<b>8%</b>

<b>Unrestricted Fund (in thousands)</b>	<b>Forecast</b>	<b>Budget</b>	<b>More (Less) vs. Budget</b>	
<b>Revenues</b>				
Tuition	\$ 6,144	\$ 5,905	\$ 239	4%
Fees	1,293	1,203	90	7%
Sponsor's Contribution	2,757	2,757	-	0%
Chargebacks to Other Counties	1,085	818	267	33%
State Aid	3,944	3,944	-	0%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions & Other Income	2,033	1,873	160	9%
Reserve for Bad Debt	(175)	(93)	(82)	87%
<b>Total Revenues</b>	<b>17,082</b>	<b>16,409</b>	<b>673</b>	<b>4%</b>
<b>Expenditures</b>				
Salaries	8,143	7,870	273	3%
Payroll Taxes	623	602	21	3%
Medical	2,443	2,407	36	1%
Retirement	866	769	97	13%
Other	94	103	(9)	-9%
Equipment	43	30	13	43%
Facility Leases	1,717	1,718	(1)	0%
Utilities	415	423	(8)	-2%
Maintenance	257	282	(25)	-9%
Office & General Supplies	52	46	5	12%
Advertising	155	180	(25)	-14%
Professional Services	186	141	45	32%
Information Technology	619	608	11	2%
Library & Instructional Supplies	286	273	13	5%
Scholarships	643	584	59	10%
Travel	125	115	10	9%
Property & Liability Ins.	225	196	29	15%
Miscellaneous	203	191	12	6%
<b>Total Expenditures</b>	<b>17,096</b>	<b>16,539</b>	<b>557</b>	<b>3%</b>
<b>Subtotal Surplus / (Deficit)</b>	<b>\$ (14)</b>	<b>\$ (130)</b>	<b>\$ 116</b>	<b>90%</b>



North Country Community College  
Sponsored by Franklin and Essex Counties

**26-27 OPERATING BUDGET - DRAFT**  
**26-27 CAPITAL BUDGET - DRAFT**

SUBMITTED TO NORTH COUNTRY COMMUNITY COLLEGE BOARD OF TRUSTEES  
April 28, 2026

Presented by  
ERIK HARVEY  
Interim CFO

**DRAFT 2026-27 BUDGET PRESENTATION DRAFT**  
**2026-27 OPERATING BUDGET**

	2026-27 Budget	2025-26 Forecast	2025-26 Budget	26-27 More (Less) vs. 25-26 Forecast	
<b>REVENUES</b>					
Tuition - In-State	\$ 5,125,309	\$ 4,878,190	\$ 4,959,360	\$ 247,119	5%
Tuition - Out-of-State	478,320	487,104	371,520	(8,784)	-2%
Tuition - Concurrent Enrollment	573,441	603,907	481,077	(30,466)	-5%
College and Course Fees	1,299,131	1,292,957	1,203,320	6,174	0%
Sponsors' Contribution	2,657,400	2,757,400	2,757,400	(100,000)	-4%
Chargebacks	1,085,000	1,085,000	818,340	-	0%
State Aid	4,049,550	3,944,375	3,944,375	105,176	3%
HEERF Revenue Loss Claims	-	-	-	-	0%
Contributions & Other Income	2,098,176	2,033,141	1,873,391	65,035	3%
<b>Total Revenues</b>	<b>17,366,326</b>	<b>17,082,073</b>	<b>16,408,783</b>	<b>284,253</b>	<b>2%</b>
<b>EXPENDITURES</b>					
Salaries	8,199,003	8,142,647	7,869,801	56,356	1%
Benefits					
Payroll Taxes	627,224	622,912	602,040	4,311	1%
Medical	2,679,930	2,442,930	2,407,200	237,000	10%
Retirement	907,000	866,000	768,700	41,000	5%
Other	94,185	94,062	103,394	123	0%
<b>Total Benefits</b>	<b>4,308,338</b>	<b>4,025,904</b>	<b>3,881,333</b>	<b>282,434</b>	<b>7%</b>
Equipment	42,631	42,828	30,000	(197)	0%
Contractual					
Rental	1,790,676	1,717,391	1,718,141	73,285	4%
Utilities	442,900	415,400	422,900	27,500	7%
Maintenance	259,900	257,400	282,000	2,500	1%
Office & General Supplies	53,133	51,585	46,185	1,548	3%
Advertising	180,000	155,000	180,000	25,000	16%
Professional Services	141,000	186,257	141,290	(45,257)	-24%
Information Technology	625,942	619,442	608,442	6,500	1%
Library and Instructional Supplies	294,135	286,420	273,075	7,715	3%
Scholarships	275,000	253,473	275,000	21,527	8%
Scholarships - Concurrent Enrollment	370,449	389,494	309,271	(19,045)	-5%
Travel	128,687	124,550	114,540	4,137	3%
Property & Liability Insurance	243,499	224,741	195,579	18,757	8%
Miscellaneous	203,055	203,055	191,225	-	0%
<b>Total Contractual</b>	<b>5,008,374</b>	<b>4,884,208</b>	<b>4,757,648</b>	<b>124,166</b>	<b>3%</b>
<b>Total Expenditures</b>	<b>17,558,347</b>	<b>17,095,588</b>	<b>16,538,783</b>	<b>462,759</b>	<b>3%</b>
Transfer from Fund Balance	192,020	13,514	130,000	178,506	-
<b>Surplus / (Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**DRAFT 2026-27 BUDGET PRESENTATION DRAFT**  
**2026-27 CAPITAL BUDGET**

	<b>2026-27 Budget</b>
<b>REVENUES</b>	
DASNY State Approved Match	\$ 191,500
County Appropriations	100,000
County Chargeback Revenues	60,000
Sublease Income	31,500
Total Revenues	\$ 383,000
 <b>PROJECTS</b>	
Critical Infrastructure and Maintenance Upgrades	\$ 383,000
Total Project Expenditures	\$ 383,000
<b>Net Surplus/(Deficit)</b>	<b>\$ -</b>

The specific projects the funding will be allocated to will be identified through the capital planning process the college is undertaking.

New in 2026-27, the college will use its Sublease proceeds with the local Daycare in River Street Hall as capital investment monies and leverage the Higher Education Capital Matching Grant Program administered by DASNY with 100% matching funds.

## North Country Community College

### 5-Year Financial Projection

For the 5 years ending August 31, 2030

	Actual	Forecast	Projected			
	24-25	25-26	26-27	27-28	28-29	29-30
<b>AAFTE Students</b>						
In-State	611	654	679	666	657	672
Out-of-State	44	59	57	55	55	55
<b>Subtotal In/Out-of-State</b>	<b>655</b>	<b>713</b>	<b>735</b>	<b>721</b>	<b>712</b>	<b>727</b>
Concurrent Enrollment (bridge)	220	257	244	236	234	271
<b>Subtotal Core Operating</b>	<b>875</b>	<b>970</b>	<b>980</b>	<b>958</b>	<b>946</b>	<b>998</b>
Pell Program	134	130	130	125	125	125
<b>Total AAFTE Students</b>	<b>1,009</b>	<b>1,100</b>	<b>1,110</b>	<b>1,083</b>	<b>1,071</b>	<b>1,123</b>
<b>Unrestricted Fund (in thousands)</b>						
Revenues	\$ 16,028	\$ 17,082	\$ 17,366	\$ 17,116	\$ 17,006	\$ 17,204
Expenses	15,878	17,096	17,558	17,905	18,324	18,755
<b>Operating Surplus (Deficit)</b>	<b>150</b>	<b>(14)</b>	<b>(192)</b>	<b>(789)</b>	<b>(1,318)</b>	<b>(1,551)</b>
Non-Operating	(71)	-	-	-	-	-
<b>Unrestricted Fund Surplus (Deficit)</b>	<b>\$ 78</b>	<b>\$ (14)</b>	<b>\$ (192)</b>	<b>\$ (789)</b>	<b>\$ (1,318)</b>	<b>\$ (1,551)</b>
In-State AAFTE to Breakeven	(11)	2	26	106	177	209
<b>Fund Balance Beginning 9/1</b>	<b>\$ 5,261</b>	<b>\$ 5,057</b>	<b>\$ 5,043</b>	<b>\$ 4,851</b>	<b>\$ 4,063</b>	<b>\$ 2,744</b>
GASB 101 Adjustment	(282)	-	-	-	-	-
Changes to Net Position	78	(14)	(192)	(789)	(1,318)	(1,551)
<b>Fund Balance Ending 8/31</b>	<b>\$ 5,057</b>	<b>\$ 5,043</b>	<b>\$ 4,851</b>	<b>\$ 4,063</b>	<b>\$ 2,744</b>	<b>\$ 1,193</b>
<b>Fund Balance NOC %</b>	<b>31.8%</b>	<b>29.5%</b>	<b>27.6%</b>	<b>22.7%</b>	<b>15.0%</b>	<b>6.4%</b>

#### Assumptions:

FTE's	In State 2025-26 includes fall enrollment and considers SUNY enrollment projection trends for 2026-30. Out-of-State is back to average pre-pandemic levels in 2025-30. Concurrent enrollment (bridge students) considers historic trends and SUNY enrollment projection trends 2026-30. The Second Chance Pell prison program has climbed back to 15 AAFTE less than average pre-pandemic levels in 2024-30. This appears to be the "new normal".
Tuition	The college froze the tuition rate in 2020-24. Assumes 2% increase year over year 2024-27. (Every 1% increase = \$40K revenue). TAP maximum award of \$5,665 would be exceeded in 2027-28.
Fees	Assumes same rates, proportionate to AAFTEs.
County Aid	Aid increased by \$200K in 2023-24; an additional 3% or \$77.4K in 2024-25; One-time additional \$100K in 2025-26.
State Aid	Base aid assumes the better of the 100% floor method or the FTE method. NYS base aid 100% floor is based on 2021-22 fiscal year which was 98% of 2020-21 fiscal year base aid. North Country assumes no future increase in FTE rate.
Salaries	Rental aid increases 2% each year to correspond with 2% rent increase to NCCC Foundation. \$190K (3%) increase per year for contractual labor increases.
Benefits	3% increase per year, primarily for Health Insurance.
Non-Personnel	1.5% increase per year to cover rent rate escalations and rising technology costs.
Prison Program	The experiment is now moving to the formal Prison Education Program (PEP). NYS Governor also approved TAP for incarcerated students. In 2025 the NYS governor has the approval to close up to 3 prisons.
Donations	Included above in July 2025, the NCCC Foundation bonds matured and the Foundation now contributes an additional \$41.5K per month or \$500K per year to the college.
New Enrollment	Restricted funds through grants, additional state aid, and NCCC Foundation fundraising are available to invest in generating additional enrollment. They include 1) SUNY Reconnect, High Needs, Nursing Emergency, and Transformational Fund grants, 2) a Dept. of Labor grant, 3) a Perkins grant, and 4) additional scholarship monies for Direct Support Professionals Micro credential, the "opportunity" scholarship fund, and opioid settlement monies from NYS OASIS, Franklin, and Essex Counties to assist students in certain programs like chemical dependency.
Thesis Elements	The Thesis Elements student information system (SIS) will upgrade/replace the CAMS SIS currently used. New subscription costs will be \$160,000/year + ~5% annual escalation. Current CAMS software cost is \$53K. Some software that manages virtual hardware will not be needed once the new environment is live and hosted by Thesis. The net annual increase in cost for the new SIS will be ~\$100K. The capital implementation and years 1-2 operating costs are to be funded by a SUNY transformational grant. Year 3 and beyond fall on the college.

**North Country Community College**  
**5-Year Financial Projection**

	Actual										Forecast	Projected			
	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30
<b>AAFTE Students</b>															
In-State	773	694	711	655	575	577	493	481	565	611	654	679	666	657	672
Out-of-State	57	52	46	44	73	31	39	46	40	44	59	57	55	55	55
<b>Subtotal In/Out-of-State</b>	<b>830</b>	<b>746</b>	<b>757</b>	<b>699</b>	<b>649</b>	<b>609</b>	<b>533</b>	<b>527</b>	<b>605</b>	<b>655</b>	<b>713</b>	<b>735</b>	<b>721</b>	<b>712</b>	<b>727</b>
Concurrent Enrollment (bridge)	214	248	257	255	250	234	240	239	248	220	257	244	236	234	271
<b>Subtotal Core Operating</b>	<b>1,044</b>	<b>994</b>	<b>1,014</b>	<b>954</b>	<b>898</b>	<b>843</b>	<b>772</b>	<b>766</b>	<b>853</b>	<b>875</b>	<b>970</b>	<b>980</b>	<b>958</b>	<b>946</b>	<b>998</b>
Pell Program	-	96	173	151	146	133	104	138	130	134	130	130	125	125	125
<b>Total</b>	<b>1,044</b>	<b>1,090</b>	<b>1,187</b>	<b>1,105</b>	<b>1,044</b>	<b>976</b>	<b>876</b>	<b>904</b>	<b>982</b>	<b>1,009</b>	<b>1,100</b>	<b>1,110</b>	<b>1,083</b>	<b>1,071</b>	<b>1,123</b>

*in thousands*

**Unrestricted Fund**

<b>Revenue</b>															
Student Tuition and Fees	\$ 5,436	\$ 5,947	\$ 6,601	\$ 6,085	\$ 6,537	\$ 6,380	\$ 5,375	\$ 5,726	\$ 6,180	\$ 6,855	\$ 7,262	\$ 7,476	\$ 7,345	\$ 7,271	\$ 7,469
State Aids	3,877	3,728	3,897	4,245	4,138	3,846	4,076	4,005	3,940	3,946	3,944	4,050	4,079	4,033	3,996
County Aids	3,071	3,301	2,962	3,017	3,019	3,159	3,045	3,385	3,443	3,611	3,842	3,742	3,792	3,792	3,792
HEERF Revenue Loss Claims	-	-	-	-	-	552	1,556	509	-	-	-	-	-	-	-
Contributions and Other Income	983	1,067	1,076	1,153	1,090	1,229	1,085	1,273	1,725	1,565	2,033	2,098	1,899	1,910	1,946
<b>Total Revenues</b>	<b>13,367</b>	<b>14,043</b>	<b>14,536</b>	<b>14,500</b>	<b>14,784</b>	<b>15,165</b>	<b>15,137</b>	<b>14,898</b>	<b>15,288</b>	<b>16,028</b>	<b>17,082</b>	<b>17,366</b>	<b>17,116</b>	<b>17,006</b>	<b>17,204</b>
<b>Expense</b>															
Salaries	6,003	6,221	6,748	7,159	7,532	6,652	6,975	7,393	7,354	7,582	8,143	8,199	8,343	8,550	8,764
Benefits	2,787	2,807	3,086	3,256	3,365	3,152	3,210	3,371	3,496	3,763	4,026	4,308	4,379	4,508	4,640
Contractual	3,632	4,012	4,446	4,454	4,019	3,943	4,332	4,525	4,478	4,533	4,927	5,051	5,183	5,266	5,351
<b>Total Expenses</b>	<b>12,422</b>	<b>13,040</b>	<b>14,279</b>	<b>14,870</b>	<b>14,916</b>	<b>13,747</b>	<b>14,516</b>	<b>15,289</b>	<b>15,328</b>	<b>15,878</b>	<b>17,096</b>	<b>17,558</b>	<b>17,905</b>	<b>18,324</b>	<b>18,755</b>
<b>Operating Surplus (Deficit)</b>	<b>945</b>	<b>1,003</b>	<b>257</b>	<b>(370)</b>	<b>(133)</b>	<b>1,419</b>	<b>621</b>	<b>(391)</b>	<b>(40)</b>	<b>150</b>	<b>(14)</b>	<b>(192)</b>	<b>(789)</b>	<b>(1,318)</b>	<b>(1,551)</b>
Non-Operating	(84)	(44)	(336)	6	(204)	(101)	(51)	(196)	(282)	(71)	-	-	-	-	-
<b>Unrestricted Fund Surplus (Deficit)</b>	<b>\$ 861</b>	<b>\$ 959</b>	<b>\$ (79)</b>	<b>\$ (363)</b>	<b>\$ (336)</b>	<b>\$ 1,318</b>	<b>\$ 569</b>	<b>\$ (587)</b>	<b>\$ (322)</b>	<b>\$ 78</b>	<b>\$ (14)</b>	<b>\$ (192)</b>	<b>\$ (789)</b>	<b>\$ (1,318)</b>	<b>\$ (1,551)</b>
<b>Fund Balance Beginning 9/1</b>	<b>\$ 3,242</b>	<b>\$ 4,104</b>	<b>\$ 5,063</b>	<b>\$ 4,983</b>	<b>\$ 4,620</b>	<b>\$ 4,284</b>	<b>\$ 5,601</b>	<b>\$ 6,170</b>	<b>\$ 5,583</b>	<b>\$ 5,261</b>	<b>\$ 5,057</b>	<b>\$ 5,043</b>	<b>\$ 4,851</b>	<b>\$ 4,063</b>	<b>\$ 2,744</b>
GASB 101 Adjustment	-	-	-	-	-	-	-	-	-	(282)	-	-	-	-	-
Changes to Net Position	861	959	(79)	(363)	(336)	1,318	569	(587)	(322)	78	(14)	(192)	(789)	(1,318)	(1,551)
<b>Fund Balance Ending 8/31</b>	<b>\$ 4,104</b>	<b>\$ 5,063</b>	<b>\$ 4,983</b>	<b>\$ 4,620</b>	<b>\$ 4,284</b>	<b>\$ 5,601</b>	<b>\$ 6,170</b>	<b>\$ 5,583</b>	<b>\$ 5,261</b>	<b>\$ 5,057</b>	<b>\$ 5,043</b>	<b>\$ 4,851</b>	<b>\$ 4,063</b>	<b>\$ 2,744</b>	<b>\$ 1,193</b>
<b>Fund Balance NOC %</b>	<b>33.0%</b>	<b>38.8%</b>	<b>34.9%</b>	<b>31.1%</b>	<b>28.7%</b>	<b>40.7%</b>	<b>42.5%</b>	<b>36.5%</b>	<b>34.3%</b>	<b>31.8%</b>	<b>29.5%</b>	<b>27.6%</b>	<b>22.7%</b>	<b>15.0%</b>	<b>6.4%</b>

COVID-19 Pandemic

**Assumptions:**

- FTE's**  
In State 2025-26 includes fall enrollment and considers SUNY enrollment projection trends for 2026-30.  
Out-of-State is back to average pre-pandemic levels in 2025-30.  
Concurrent enrollment (bridge students) considers historic trends and SUNY enrollment projection trends 2026-30.  
The Second Chance Pell prison program has climbed back to 15 AAFTE less than average pre-pandemic levels in 2024-30. This appears to be the "new normal".
- Tuition**  
The college froze the tuition rate in 2020-24. Assumes 2% increase year over year 2024-27. (Every 1% increase = \$40K revenue). TAP maximum award of \$5,665 would be exceeded in 2027-28.
- Fees**  
Assumes same rates, proportionate to AAFTEs.
- County Aid**  
Aid increased by \$200K in 2023-24; an additional 3% or \$77.4K in 2024-25; One-time additional \$100K in 2025-26.
- State Aid**  
Base aid assumes the better of the 100% floor method or the FTE method. NYS base aid 100% floor is based on 2021-22 fiscal year which was 98% of 2020-21 fiscal year base aid. North Country assumes no future increase in FTE rate.  
Rental aid increases 2% each year to correspond with 2% rent increase to NCCC Foundation.
- Salaries**  
\$190K (3%) increase per year for contractual labor increases.
- Benefits**  
3% increase per year, primarily for Health Insurance.
- Non-Personnel**  
1.5% increase per year to cover rent rate escalations and rising technology costs.
- Prison Program**  
The experiment is now moving to the formal Prison Education Program (PEP). NYS Governor also approved TAP for incarcerated students. In 2025 the NYS governor has the approval to close up to 3 prisons.
- Donations**  
Included above in July 2025, the NCCC Foundation bonds matured and the Foundation now contributes an additional \$41.5K per month or \$500K per year to the college.
- New Enrollment**  
Restricted funds through grants, additional state aid, and NCCC Foundation fundraising are available to invest in generating additional enrollment. They include 1) SUNY Reconnect, High Needs, Nursing Emergency, and Transformational Fund grants, 2) a Dept. of Labor grant, 3) a Perkins grant, and 4) additional scholarship monies for Direct Support Professionals Micro credential, the "opportunity" scholarship fund, and opioid settlement monies from NYS OASIS, Franklin, and Essex Counties to assist students in certain programs like chemical dependency.
- Thesis Elements Software**  
The Thesis Elements student information system (SIS) will upgrade/replace the CAMS SIS currently used. New subscription costs will be \$160,000/year + ~5% annual escalation. Current CAMS software cost is \$53K. Some software that manages virtual hardware will not be needed once the new environment is live and hosted by Thesis. The net annual increase in cost for the new SIS will be ~\$100K. The capital implementation and years 1-2 operating costs are to be funded by a SUNY transformational grant. Year 3 and beyond fall on the college.