



Board of Trustees April Meeting Agenda

11:00 a.m. | Friday, April 3, 2020

Zoom Platform | Access Information Below

- I. Call to Order
- II. Approval January 2020 Minutes
- III. Liaison Reports
 - A. College Senate
 - B. NCCCAP
 - C. CSEA
- IV. College Reports
 - A. Board Chair
 - B. Interim Vice President for Academic Affairs
 - C. Vice President for Marketing & Enrollment Management
 - D. Vice President for Administration & Fiscal Operations
 - o Financial Reports | January 2020, February 2020 & March 2020 Forecast
 - E. Dean of Student Life
 - F. President
 - G. Representative Reports
 - o NCCC Association
 - o NCCC Foundation
- V. Old Business
- VI. New Business
- 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.

Topic: Public | NCCC Board Meeting

Time: Apr 3, 2020 10:30 AM Eastern Time

Join Zoom Meeting

<https://zoom.us/j/631732878> | Meeting ID: 631 732 878

Dial by your location: +1 646 558 8656 US



Board of Trustees Minutes | Friday, January 24, 2020 | Saranac Lake Campus

Board Members Present: Steve Reed, Pete Suttmeier, Jerry Griffin, Mark Moeller, Gerry Griffin, Dan Kelleher and Mary Irene Lee.

Excused: Vondell Livingston, Tim Burpoe

Others Present: Joe Keegan, Stacie Hurwitch, Bob Farmer, Sarah Maroun, Chris Knight, Kyle Johnston, Lisa Symonds, Erik Harvey, Diana Fortune, Shir Filler, David St. Germain.

Board Chair, Steve Reed, called the meeting to order at 11:00 a.m.

Meeting Minutes

Jerry Griffin moved to approve the November 2019 meeting minutes pending discussed change. Mark Moeller seconded the motion. The November 2019 meeting minutes were approved unanimously. (8-0-0).

College Senate

Shir Filler reported:

- The first Senate meeting occurred on Thursday, January 23, 2020. It was a successful start to the semester and members of the Senate request that the members of the Board of Trustees continue to attend when they are available. Steve Reed commented that there will be an assigned list given to Stacie Hurwitch by the end of the day. Stacie will share the schedule with Shir upon receipt.
- The College Senate approved several items of interest during the meeting, including:

NCCCAP

No report.

CSEA

No report.

Board Chair Report

Steve Reed reported:

- A meeting with our newest board member, Donna Wadsworth, occurred in Elizabethtown last week. Pete Suttmeier joined Steve and Donna for the meeting. Donna is looking forward to joining the team at the February 2020 meeting.
- By-laws continue to be a work in progress. An updated version will be shared electronically with members of the board soon.

Interim Vice President for Academic Affairs

Sarah Maroun reported:

- Three classes are running at Akwesasne with enrollments of 29 students across all three courses.
- New program submissions: 1) Early Childhood Ed/Childhood Ed Track submitted to SUNY on Dec. 31st
- AEMT certificate is on hold due to contractual breakdown with Mt. Lakes EMS. Pursuing course sponsorship through DOH

The board made a motion to approve the following resolution brought to the floor:

Mark Moeller recommended resolution 2019-20 | #5 that the North Country Board of Trustees hereby approves the AS Business Administration: Healthcare Administration Track. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0).

Vice President for Marketing and Enrollment Management

Kyle Johnston reported:

- Marketing for Winter Carnival has been successful and the College looks forward to sharing sponsorship of the event with other local business. Chris Knight shared with the board some creative marketing photographs that include both the mascots for Winter Carnival, Sara the Snowy Owl and NCCC St. Bernard (Bernie). There will be a custom made landing page on the NCCC website going live on Monday. www.nccc.edu/wintercarnival
- Express Enrollment attendance of 33 (30 of which registered)
- Current enrollment number of 711 with 19 still in the pipeline for spring 1 on 1 registrations.

Vice President for Administration/CFO:

Bob Farmer reported:

- 2019-2020 financials will show a \$530,000 deficit instead of \$330,000 as we are down about 20 FTE's from our adjusted target of 945 to 925. Members of the Administration are meeting weekly to discuss this deficit and looking for creative ways to help reduce it. The board discussed the financial position of the College and the potential for improvements.

- Jerry Griffin made a motion to approve the following financials as they were presented: August 2019, September 2019, October 2019, November 2019 and December 2019. Mark Moeller seconded the motion. The motion was approved unanimously (8-0-0)

President's Report:

Joe Keegan reported:

- A positive point of the 2019-2020 budget is the continuation of Second Chance Pell and the growth of the Akwesasne program. While there are notable challenges, the Administration has been meeting regularly to find creative and effective ways to close the gap and increase our FTE presence. Marketing initiatives have started rolling out from the Admissions department that have the potential to be fruitful in the near future.
- A resolution was brought to the floor requesting the Board of Trustees approve the Strategic Plan Update as it is presented. Mark Moeller moved to approve the Strategic Plan Update as it was presented to the Board on January 24, 2020. Mary Irene Lee seconded the motion. The motion approved (8-0-0).
- A resolution was brought to the floor requesting the Board of Trustees approve NCCC Mission, Vision, Values Update as it was presented. Jerry Griffin moved to approve the NCCC Mission, Vision, Values Update as it was presented to the board on January 24, 2020. Pete Suttmeier seconded the motion. The motion approved (8-0-0).
- The board was updated on the non-discrimination statement. It was briefly discussed among the members.

The Board voiced concern about ongoing enrollment challenges, understanding that all community college face similar issues. This was reinforced by a January 18, 2020 Times Union article entitled "Community Colleges Grapple with Crash".

In an ensuing discussion, the Board recommended:

- Exploration of adding a Men's Lacrosse Team as an enrollment strategy,
- Ensuring that we have a long-term enrollment strategy that is linked with budget planning.

Joe assured the Board that the links between enrollment, budget and planning are occurring and would be fleshed out more fully for the Board and the campus community in the near future. He also will reach out to Chad LaDue, our Athletic Director, regarding the feasibility to bring in a Men's Lacrosse Team.

NCCC Association:

- Joe Keegan reported that Shannon Warren regrets that she is missing today's meeting. She is attending a NYS Department of Health webinar on the Novel Coronavirus targeted for those serving in higher education. She will be reporting back the news to the President's office. She looks forward to attending the next board meeting in February 2020.

NCCC Foundation:

Diana Fortune reported:

- The board is invited to attend the College's annual Winter Carnival Alumni Reception on Saturday, February 8th from 11am-2pm at the Hotel Saranac. As in past years, Paul Smith's College Alumni will be joining in the festivities. All are encouraged to attend.
- Foundation Scholarship booklets for the Academic Year of 2020-2021 will be published and shared mid-February 2020.
- Diana thanked the Board for their continued generous support of the NCCC Foundation's annual fund appeal.

Old Business

None

New Business

None

Executive Session

Mark Moeller made the motion to enter Executive Session at 12:35p.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*. Pete Suttmeier seconded the motion. The motion was passed unanimously (8-0-0). Joe Keegan was invited to join the meeting at 12:35p.m.

Mark Moeller made a motion to adjourn executive session at 1:15p.m. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0).

Adjourn

Mark Moeller made a motion to adjourn the meeting. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0). The Board meeting was adjourned at 1:16p.m.

Respectfully Submitted,



Stacie G. Hurwitch

Assistant Secretary to the Board of Trustees

DRAFT

Friday, April 03, 2020

Motion:

Second:

Action:



**Interim VPAA Report to the Board of Trustees
April 3, 2020**

COVID-19 Response and Planning Summary for the Academic Area

Necessity is the mother of invention~

General Note of Gratitude:

Throughout the last three weeks, staff and faculty at the College have displayed their commitment to colleagues, students, and our community over and over again. The prevailing sentiment in meetings and online interactions has been one of consideration, concern, and an attitude of benevolence and productivity in the midst of turmoil and uncertainty. We are fortunate to work with a wonderful group of people across the College community.

Communication from Academic Affairs

March 9: Email to all faculty asking them to assess their preparedness to teach remotely, both from a training and equipment perspective. Worked with IT to procure cameras, microphones, and laptops to distribute to both full-time and adjunct faculty.

March 13: Webinar meeting for all department chairs and directors to discuss suspension of classes and planning for online instruction and communication plans.

March 16: All-faculty webinar meeting to discuss suspension of classes, concerns around online instruction, and the plan to commence classes online for March 30th. 38 faculty attended.

March 17: Advisement for faculty to gather items from their offices to plan to work from home. Closure of College public spaces such as the Learning Assistance Center and Libraries on all three campuses.

March 18: Letter to students regarding the transition to online learning—posted on the webpage along with links to Frequently Asked Questions, Resources for Online Learning, among other links to help students adapt to the new learning platform.

March 19: All-faculty webinar meeting to provide updates on decisions and the ongoing planning of the COVID-19 Task Force. 41 faculty attended.

March 24: Faculty meeting. As per the March 19th meeting, we agreed to meet twice per week at the request of the faculty. 42 faculty attended the first of these during Spring Break.

March 24: Second letter to students outlining more support and inclusion of SUNY resources that were made available as of March 23.

March 26: Faculty meeting: 44 faculty attended during Spring Break.

After March 30th: Faculty meetings twice per week (Tuesday and Friday) to connect with other faculty and share ideas, concerns, and observations.

Continuity of Academic Programs/Classes

March 16-March 29: Suspension of all Classes through Spring Break

March 30: Classes Resume

- **On Campus Classes and Akwesasne:** Continuation of classes in an online format for the remainder of the semester. Over 300 courses were moved to an online format between March 12 and March 30. Blackboard Learn remains the primary form of content delivery as our learning management system. All courses with the exception of Second Chance PELL and dual enrollment courses have Blackboard course shells for faculty to develop.
- **Second Chance PELL:** Second Chance PELL will commence on March 30th via correspondence courses. FCI has requested that documents are emailed to their education staff for distribution to

students. At Bare Hill and Franklin facilities, we have distributed packets for students. That will continue for now; however, current PELL regulations restrict PELL funding for correspondence courses. As of Friday, March 27th, the U.S. Department of Education is evaluating those restrictions. We are hopeful that this reconsideration will open up funding for correspondence courses for the duration of the COVID-19 crisis.

- **Dual Enrollment Programs:** Dual enrollment courses will continue in an online format as per each district's academic continuity plans. We have requested that each component district send us the academic continuity plans that they submitted to the New York State Education Department. This will help us document how each district is handling the transition to online courses.
- **Technology:** The IT Department has worked tirelessly to make sure that faculty and students have the equipment they need to continue classes remotely. Many thanks extended to Scott Harwood and his dept. They have distributed a number of cameras, microphones, and laptops, mostly to faculty. We have an application to SUNY for laptops to loan to students for the remainder of this year and moving forward to establish a laptop loaner program.
- **Calling Campaigns:** Beginning March 25th, we have staff calling all faculty and students to document their short-term and long-term anticipated needs, as well as any concerns/questions they may have. We will continue the student calling campaign through the end of the semester with students receiving calls every 10-14 days. As of Saturday, March 28th, we called 354 students with 156 of them answering the phone. Top three concerns were: 1) not feeling confident in their ability to learn in an online format, 2) spotty or poor bandwidth for internet service, and 3) not having the time/space to do work at home with children home from school. We are working on how to help with the first two, the third issue is more difficult to address. Many thanks to Kyle Johnston and Shelly St. Louis for organizing this effort and setting up a system to allow us to track responses and progress. Also, many thanks to the staff members who have pitched in to help with this effort.

Professional Development

March 9-13: The IT Dept. offered continuous professional development for faculty and Terry Kemp met with multiple faculty to facilitate Blackboard Training.

March 16: More robust webpage resources for both faculty and students around online resources, online learning, and quick links to important information.

Blackboard Faculty Resources Repository: Terry Kemp created a robust repository of instructional resources within our Blackboard learning platform. While many of the resources address Blackboard features, there are also resources regarding best practices for online pedagogies and unique online teaching strategies. Terry has been working day and night to support faculty professional development needs. Additionally, faculty who are proficient at teaching in an online format have offered support for their colleagues who are new to this modality. It's been an honor to work with the faculty and staff through all of this. The support and willingness to go above and beyond the call of duty has been overwhelming.

Website Resources for Faculty: In addition to the faculty resources available in Blackboard, we have set up a webpage with links to faculty resources, including the SUNY online teaching support systems.

Faculty Discussions: Throughout the remainder of the semester, the faculty will have an opportunity to meet twice per week to discuss and share strategies, concerns, and observations.

Additionally, please find the following report from the Academic Area below.

★ Academic Planning, Programs and Policies:

- *Academic Planning*
 - All courses have been moved to online learning for the remainder of the Spring 2020

- semester. A few courses had to be canceled, but very few.**
- ***New Program Initiatives:***
 - **Water/Wastewater:** On March Selina LeMay Klippel and I met with representatives from Essex County, including Anna Reynolds, who is the Director of the Community Resources Office. Following that meeting, Joe, Selina, and I had a conference call with New York Water Environment Association (NYWEA), the organization that certifies water and wastewater treatment operators. Anna Reynolds is helping us explore a grant opportunity to help fund wastewater operator training as a continuing education offering.
 - ***Workforce Development / Career Services:*** We will meet with regional workforce development partners this week to see how NCCC can help community members during and after the current COVID-19 crisis.
 - ***St. Regis Mohawk Tribe:*** As with all NCCC courses, Akwesasne offerings will continue in an online format for the remainder of the semester. We have scheduled three courses for the Fall 2020 semester.
 - ***Academic Programs: No recent updates***
 - ***AA Lib Arts and Sciences – Hum/Soc Science – Early Childhood/Childhood Teacher Ed Track:*** Approved by SUNY in February and now at New York State Education Department for final approval.
 - ***AS Business Administration—Health Care Management Track:*** Submitted to SUNY for review.
 - ***Advanced EMT Certificate:*** No new updates. Mountain Lakes EMS has declined NCCC’s request to renew a 2-year contract into 2020-2022. We are pursuing EMS course sponsorship status through the NYS Dept. of Health to allow us to continue to run EMT/AEMT courses. If we are successful, we will resubmit the certificate proposal to NYS Education Dept.
 - ***Continuing Education: Unfortunately, all face-to-face continuing education courses were canceled for the remainder of the semester.***
 - ***Swim Lessons and Water Aerobics:*** **Canceled.** Swim lessons continue to be popular. Evening sessions on Monday and Thursday evenings are almost completely filled.
 - ***Pottery:*** **Canceled.** Pottery classes will continue for the Spring semester.
 - ***Middle States / Assessment of Student Learning:***
 - **Program Review:** Three program reviews are underway this upcoming academic year: *AAS Radiologic Technology, AAS Chemical Dependency Counseling, and AAS Human Services.* Rad Tech has completed the internal and external review. They are working with Academic Affairs to look at the external review committee’s recommendations.
 - **Assessment:** Assessment activities across academic departments continue for the Spring 2020 semester. We have also enhanced our reporting ability by signing on to an additional module within Blackboard. Terry Kemp and I have been working through the setup since mid-January.
 - **MSCHE Self-Study:**
 - Working groups continue to meet along with bi-weekly Steering Committee meetings. A number of working groups have submitted requests for evidence as well as identified any areas in which we will need to address prior to the end of the academic year. We tentatively scheduled a draft writing day for team co-chairs for April 24th; however, we will be re-evaluating that plan given the disruption in the semester.

- **Team Chair for March 2021 Visit:** We learned that Dr. Cheryl Lesser will be the Team Chair for the Middle States visit in March of 2021. Dr. Lesser is currently Vice President for Academics at Luzerne County Community College in Nanticoke, Pennsylvania and prior to that, VP for Academics at Clinton Community College. We have not heard any updates from Middle States, so we are planning on a March 2021 visit in the absence of any updates.
- **Reminder of Revised Institutional Priorities:**
 - Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning
 - Expanding community engagement through partnerships and enhancing community integration
 - Improving financial sustainability through increasing enrollment and retention
- **College Bridge:** Spring enrollments are complete and we are looking ahead to next fall's course list. We are working with FEH BOCES to consider options for an additional New Visions program. Plans for the upcoming New Visions Applied Engineering program at CV-TEC are moving quickly and there are a number of interested students. A prospective student day was scheduled to be held on March 17th at the CV-TEC campus in Plattsburgh, but that was canceled due to the COVID-19 restrictions. We have requested Academic Continuity plans from all area districts for the dual enrollment offerings through NCCC. Districts were required to submit these to the New York State Education Dept., so we are only requesting that they pass those plans along to us as well. Luke Hudak is beginning a weekly communication to our secondary school partners to help provide resources for online instruction and maintain continuity in course offerings.
- **Professional Development:** The last two weeks have been a flurry of professional development in the way of learning and optimizing use of our existing and new technologies. We began a slow transition to Blackboard Learn for our course management system and about 60-65% of our adjunct and full-time faculty were using it regularly. Over the last two weeks, we now have 100% of our faculty using that system and the multitude of options available. Within the Blackboard system is a robust space for faculty resources regarding online learning and using technological options to enhance instruction.
- **Academic Policies:** No new updates. As we move into the Spring Semester, faculty may want to revisit our Academic Integrity and Classroom Conduct policies. The Final Dismissal Policy is under review in the Academic Policy and Standards Committee. Currently, if a student has a final dismissal, they can never return to North Country. We are considering a revision. We are not changing our policies, but advising faculty to consider flexibility for students within our current policies for the remainder of the Spring 2020 semester. These considerations include opting in to a pass/fail grade (on a limited basis and with careful advisement) as well as offering an Incomplete grade where applicable.

★ Grants and Experiments:

Here is a brief update on our grants:

- **Strong Start to Finish Grant:** Improving retention and student success through various efforts continues throughout this academic year. The committee working on a first-year program



- and retention efforts continues its work for the Spring semester. SUNY has offered all participating schools a “coach” to work with as we develop new and revised programs. We will gladly accept that opportunity.
- **Second Chance PELL:** Classes continue at FCI, Bare Hill, and Franklin Correctional Facilities. The most recent graduation occurred at FCI on January 10, 2020. At this time, we are creating assignments and packets for students and relying on prison facilities staff to coordinate the receipt and transfer of all course materials. We are awaiting further guidance from the US Dept. of Education regarding the possibility of continuing courses in a correspondence format. Current Second Chance PELL guidelines only award partial PELL for correspondence courses. The US Dept. of Education is evaluating this policy. We hope for an official recommendation this week.
 - **P-TECH Program** – Current enrollment across four cohorts is at 52 students with 24 in the freshmen cohort. A newly added a Criminal Justice pathway has generated a lot of interest. The PTECH program is continuing in accordance with the FEH BOCES Academic Continuity plan through distance learning.
 - **Quantway:** We extended our Quantway grant funding through June 2020. We will continue to offer Quantway courses as schedules and enrollments allow.

Respectfully submitted,

Sarah Maroun
Interim Vice President for Academic Affairs

Vice President - Marketing and Enrollment

Report to the Board of Trustees

Created March 30, 2020

This month started with our promotions surrounding the Winter Carnival celebration (which was amazing). We were a main sponsor and had a pretty good presence in the parade as well as the program. Now our attention has turned towards summer and fall semesters and the efforts needed to promote them.

Enrollment Team Updates:

- The Enrollment Team continues to add to the recruiting plan for spring semester. Attached you'll find the most up-to-date list of visits and fairs. In addition to this, we have many local high schools where we're "on-call" and have committed to visiting whenever they identify students with interest in North Country.
- The Marketing and Enrollment division of the college will be getting re-organized to give us the best chance at reaching our goals. Highlights will be more centralized customer service and processing across the college focused on giving students a much better overall experience. The new reporting structure is almost complete and will be rolled out the first week of March.
- Attached you'll find a few reports that we have been working on that are designed to be shared a bit more widely. My belief is that a shared awareness of current enrollment numbers across the college keeps this work top-of-mind for employees.
- Financial Aid has been working daily with Scott in the IT department to update our student information system (CAMS) to begin Fall processing. Fall financial aid has typically been awarded starting in April every year. We are starting this process two months earlier which will give us a competitive advantage over other schools. Getting award notices out earlier will help students make their decisions earlier.
- We just received notification from the Department of Education that our overall default rate has dropped from 19.2% to 15.1% which will certainly help our cause. This is very good for us and our students.

Marketing and Web Team Updates:

- We recently created a brand-new marketing campaign centered around Winter Carnival. This event brought us a captive audience for two weeks enabling us to get our name out there. This was simply designed to be an awareness campaign to grab peoples' attention and create impressions. We signed on as one of the main sponsors for the carnival so we were a large part of the event program as well as the organizers' own promotional activities. We supplemented the event promotion with our own targeted campaigns to serve online and social media ads to attendees. All ads pushed people towards a new campaign landing page created at www.nccc.edu/carnival. The campaign report is complete if you'd like to take a look.
- We're continuing work on the Strategic Enrollment Management plans for Business, Human Services, Massage Therapy, Criminal Justice and Wilderness Recreation Leadership. We're finalizing the new program marketing piece for Wilderness Recreation Leadership that is the template for all other programs. Currently we have 12 marketing sheets on the schedule for completion this semester. Attached you will find the recently finalized promotional piece for the 2+2 program with Paul Smith's College as an example.

Spring Outreach (Recruiting Schedule)

Date	Event	Location	Time	Cost	Rep
1/17/2020	OCM BOCES College Fair	OCM Boces	8:30 AM-2 PM	\$35	Chapman
3/4/2020	ADE Job Fair	NCCC-Sparks	12-4 PM	\$0	Clayton
3/11/2020	SUNY School Counselor Forum	SUNY Welcome Center NYC			Chapman
3/17/2020	CASDA HVCC Regional College Fair	HVCC	9-11:20 AM; 6-8 PM	\$150	Romeo
3/18/2019	Gateways to Careers	SUNY Canton	8 AM- noon	\$0	Zurschmit
3/18/2020	Jefferson-Lewis BOCES College Fair	JL BOCES	6-8 PM	\$0	Zurschmit
3/19/2020	Akwesasne Information Table	Akwesasne	11:00 am-3:00 pm	\$0	Tuthill
3/25/2020	College 101 @ Clinton CC	Clinton CC	9 AM- noon	\$75	Chapman
3/26/2020	Plattsburgh HS CFES Fair	Plattsburgh HS Gym	9-11 AM	\$0	Chapman
3/29/2020	SUNY College Fair (Albany)	Ualb			Romeo
3/30/2020	CASDA Bethlehem High School	Bethlehem HS	6:30-8 PM	\$65	Romeo
3/31/2020	CASDA Green Tech High Charter School	Green Tech HS	11:30 AM-1:15 PM	\$15	Romeo
4/1/2020	CASDA Albany City School District	Albany HS	10:15-11:45 AM	\$15	Romeo
4/1/2020	Herkimer County College Day	Herkimer CCC	9-11:30 AM	\$50	Gebhardt
4/6/2020	Champlain Valley College Fair	CVU High School	11:30 AM-1:30 PM	\$50	Clayton
4/6/2020	Northeast Kingdom College Night	Northern Vermont U	6:30-8 PM	\$75	Clayton
4/7/2020	Norwich University Fair	Norwich University	9:30-11:30 AM	\$50	Clayton
4/8/2020	Rutland Area Fair	Castleton University	9-11 AM	\$50	Clayton
4/9/2020	Akwesasne Information Table	Akwesasne	11:00 am-3:00 pm	\$0	Tuthill
4/9/2020	Corinth High School Fair	Corinth	10:45 AM- 2 PM	\$0	Romeo
4/21/2020	Akwesasne Information Table	Akwesasne	11:00 am-3:00 pm	\$0	Tuthill
4/22/2020	OsCCA College & Career Fair	SUNY Oswego	6:30-8 PM	\$65	Zurschmit
4/29/2020	Essex County Community Day & Job Fair	Moriah Central School	TBD		Johnston/Chapman
4/29/2020	Fort Drum Education Fair	Fort Drum	2:00-7:00 pm	\$0	Tuthill
4/30/2020	VA Medical Center	Syracuse	11:00 am-2:00 pm	\$0	Tuthill
4/30/2020	Adirondack School Counselors Assoc Fair	SUNY Adirondack	8:30 AM- 1:30 PM	\$75	Romeo
5/4/2020	SL Chamber, BOCES, SLCS & NCCC Job Expo	NCCC-Sparks	9AM-12PM	\$0	Johnston
5/7/2020	North Country Chamber of Commerce-Busin	SUNY Plattsburgh	10:00 am-4:30 pm	\$550	Tuthill
5/8/2020	FAHS Career Day	FAHS	8:45-11 AM	\$0	Chapman
5/20/2020	2020 Career Connect Showcase	Clinton CC	9 AM-1:30 PM		Chapman

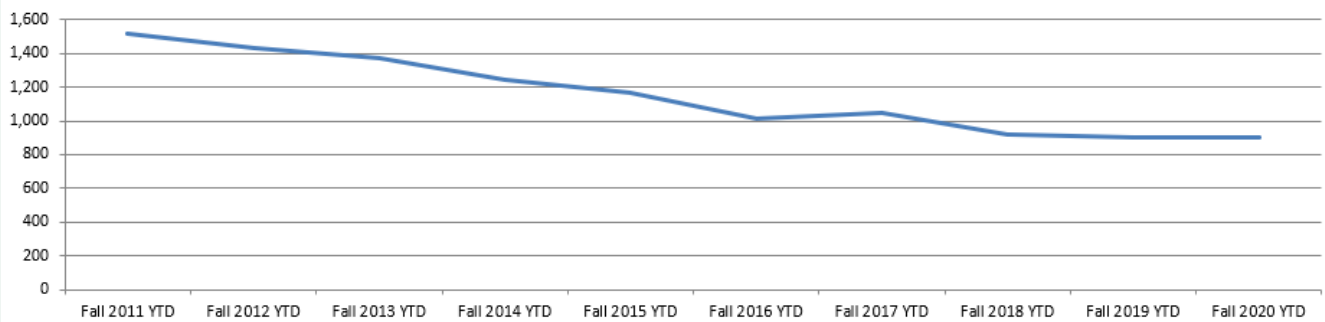
*Additionally, we are scheduling in visits for special populations including: Essex County Office, SUNY Empire, Homeward Bound, Fort Drum, VA VOC Rehab, OneWorkSource, RAMP-Coryer, NYSEF and the regional home school network.

Application Pipeline (Fall)

Current Year: 2020																			
Data Date: 2/18/2020 *Rough estimate based on available data in CAMS																			
	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2011	Fall 2012	Fall 2013	Fall 2015	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	Final	Final	Final	Final	Final	Final	Final	Final	Final
Fall Applications (YTD)	1,514	1,430	1,368	1,246	1,166	1,011	1,050	921	905	902	1,843	1,740	1,673	1,921	1,882	1,927	1,898	1,802	1,713
Deposits	389	423	315	206	163	13	30	10	11	71	449	479	351	481	472	533	451	405	390
Admits	559	568	589	622	491	326	501	142	307	348	696	653	771	797	694	762	724	522	572
Wait List (Nursing, RAD)	26	4	24	70	85	6	44	0	0	15	27	4	24	38	63	39	59	17	49
Other Application Status	61	237	68	30	0	0	0	0	0	0	16	253	32	3	1	3	0	0	0
Received Applications Pending Review	1	4	6	28	22	12	15	14	18	23	2	4	9	1	24	7	4	8	12
Incomplete Applications	67	80	280	279	393	602	454	752	563	435	170	217	390	14	233	342	322	597	367
Application Withdrawn	106	98	65	9	10	4	6	3	0	10	131	109	76	581	181	68	74	237	321
Inactive Application	0	0	0	0	0	46	0	0	0	0	0	0	0	0	0	167	260	12	1
Application Rejected	305	16	21	2	2	2	0	0	6	0	352	21	20	6	214	6	4	4	1
Registered First Time, Transfer and Readmit	0	0	0	0	0	0	0	0	0	0	628	640	510	575	469	443	456	426	412

*190 are continuing students

Fall Applications (YTD)

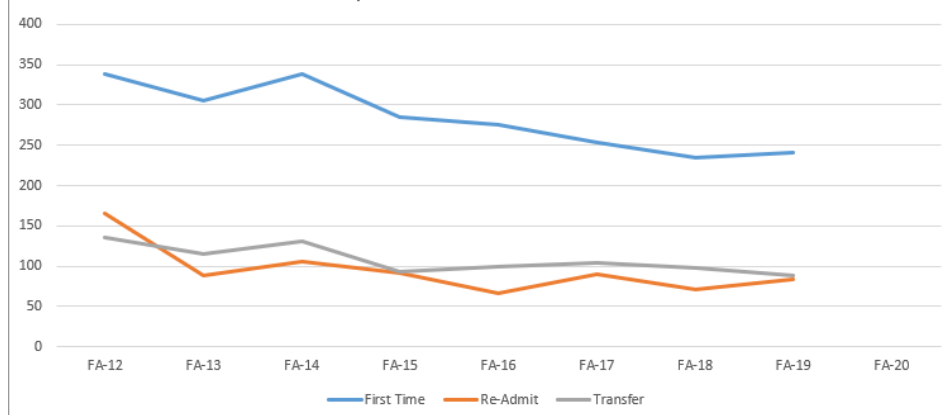


Enrollment by Student Type (Fall)

Report Date: 02/18/2020	Final at verificatio	Final at verificatio	Final at verificatio	Final at verificatio	Final at verificatio	Final at verificatio	Final at verificatio	Final at verificatio	Final at verificatio	YTD
	FA-12	FA-13	FA-14	FA-15	FA-16	FA-17	FA-18	FA-19	FA-20	FA-20
First Time	338	306	339	285	276	254	234	241		
Re-Admit	166	89	106	91	67	90	71	83		
Transfer	136	115	130	93	100	104	97	88		
Continuing	482	501	469	455	442	416	417	355		315
Total:	1122	1011	1044	924	885	864	819	767		315

*30 drops li

Students by Enrollment Status - Historical vs YTD



APRIL SUPPLEMENT

Retention Efforts:

- Continuing Student Week 1 Check-In: This was the first large-scale communications project by the college and it went fairly well. Surprisingly we found that students were in-tune with the emails that have been coming out of the President's Office and they are set-up pretty well technologically speaking. Students with very specific needs were referred out to specialists. Some of the results can be seen on page 6.
- Continuing Student Week 2 Check-In: We learned a lot from the first campaign and the responses from students. We will change-up the plan a little bit for the second week of calls/emails/texts to focus on their first few days of online classes. We'll have a stronger focus on the support services available to them. We are moving towards more of a case management style of support which I did not believe we would be able to employ until next year. Multiple departments have stepped-up to make this happen and now we will be able to take the next stride which is specialization.

Recruitment Efforts:

- Regional High School/BOCES Outreach: We created a plan and reached out to all of our partners in secondary education. The focus was assuring them that our virtual doors are still open and we are here to help them and their students with their needs.
- Regional Business/Industry/Government Outreach: We have been reaching out to our referral sources to let them know we're still available to work with them 1-on-1, virtually. We're also organizing a larger-scale meeting with them this week to discuss what needs will arise out of the current recession.
- Prospective Student Outreach: All prospective students have been notified that we are back up-to-speed with our processing services. We've communicated to them the ways in which they can still work with us.
- Virtual Visit Development: We are currently getting technology and training in place for us to do all of our recruiting virtually. We will be opening up sessions to prospective students and their influencers in the next week. We will focus on providing webinar style general, financial aid, campus, program, athletic and student-life/housing focused sessions. I've already been warming faculty up to the idea and we will be doing a call-out for their assistance later this week.
- Stream-Lined Remote Processing: Processing for both Admissions and Financial Aid are now 100% remote. Admissions turnaround time on submitted applications is 1 business day. (Financial Aid will be there shortly)

Application Pipeline (Fall)

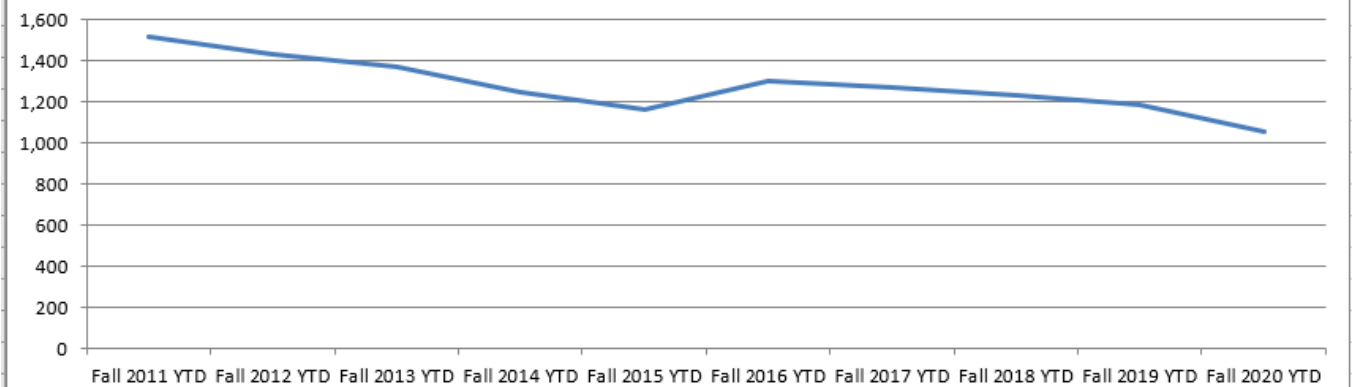
Current Year: 2020

Data Date: 3/30/2020 *Rough estimate based on available data in CAMS

	Fall 2011 YTD	Fall 2012 YTD	Fall 2013 YTD	Fall 2014 YTD	Fall 2015 YTD	Fall 2016 YTD	Fall 2017 YTD	Fall 2018 YTD	Fall 2019 YTD	Fall 2020 YTD	Fall 2011 Final	Fall 2012 Final	Fall 2013 Final	Fall 2015 Final	Fall 2016 Final	Fall 2017 Final	Fall 2018 Final	Fall 2019 Final	
Fall Applications (YTD)	1,514	1,430	1,368	1,246	1,166	1,298	1,269	1,228	1,187	1,052	1,843	1,740	1,673	1,921	1,882	1,927	1,898	1,802	1,713
Deposits	389	423	315	206	163	157	162	126	123	118	449	479	351	481	472	533	451	405	390
Admits	559	568	589	622	491	521	522	406	418	412	696	653	771	797	694	762	724	522	572
Wait List (Nursing, RAD)	26	4	24	70	85	64	47	76	62	20	27	4	24	38	63	39	59	17	49
Other Application Status	61	237	68	30	0	0	0	0	0	0	16	253	32	3	1	3	0	0	0
Received Applications From	1	4	6	28	22	50	19	26	29	20	2	4	9	1	24	7	4	8	12
Incomplete Application	67	80	280	279	393	413	491	576	543	458	170	217	390	14	233	342	322	597	367
Application Withdrawn	106	98	65	9	10	14	18	14	10	24	131	109	76	581	181	68	74	237	321
Inactive Application	0	0	0	0	0	76	7	1	1	0	0	0	0	0	0	167	260	12	1
Application Rejected	305	16	21	2	2	3	3	3	1	0	352	21	20	6	214	6	4	4	1

Registered First Time, Transfer	0	0	0	0	0	0	0	0	0	0	628	640	510	575	469	443	456	426	412
											*249 are continuing students								

Fall Applications (YTD)



3. Call result:

[More Details](#)

● Student answered	224
● Left voicemail	254
● No answer - no voicemail	93
● Call was blocked	5



4. Best way to contact:

[More Details](#)

228

Responses

Latest Responses
"Phone 518-651-9153"
"Email/Phone "

5. Have you been receiving emails from President Keegan and Chris Knight?

[More Details](#)

● Yes	205
● No, I haven't been checking th...	1
● No, I haven't been receiving th...	7



6. Do you have reliable internet access at home?

[More Details](#)

● Yes	213
● No	7



7. Do you have the equipment you need to continue your classes remotely?

[More Details](#)

● Laptop/tablet	210
● Microphone	155
● Webcam	157



North Country Community College

Board Meeting – April 3, 2020

Finance Report

Financial Forecast for 19-20

- Our forecast for the year is a \$437,000 deficit based on a projection of 910 FTE’s. This deficit is lower than previous predictions as we have forecasted approximately \$100,000 in additional tuition revenue from part-time students. The potential loss of summer prison program revenue could increase this deficit.
- We have spent \$7,500 to date on equipment related to the virus outbreak, mainly laptops and software, to transition from in-class to online classes. We also estimate that we could refund up to \$15,000 in class fees for fourth quarter courses. However, we anticipate savings in travel expenses and perhaps some smaller gains in part-time salaries that could offset these expenses.
- Our IT department has done an incredible job in response to this crisis transitioning our staff and students to remote learning. I can’t say enough about the job that Scott Harwood and his team has done. Additionally, the Facilities staff has responded equally as well keeping up with all of the cleaning and maintenance issues throughout this crisis.

Budget 20-21

- Work continues on the 20-21 budget. At this point we are projecting 875 FTE’s and without any budget cuts we started with a deficit of \$1,450,000. I will outline below what steps we have taken to close this gap. This budget deficit includes the assumption that NYS will eliminate the \$100 increase to our state aid rate.

Initial Deficit	\$ 1,450,000
Budget cuts	- \$ 170,000
Foundation Contribution	- <u>\$ 100,000</u> - additional contribution for scholarships

Adjusted Deficit \$ 1,180,000

Other measures not yet implemented \$ 400,000

Adjusted Deficit \$ 780,000



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of January 31, 2020

SUBMITTED TO THE BOARD OF TRUSTEES

February 28, 2020

ROBERT FARMER

Vice President of Administration, CFO

EH 2.20.20

North Country Community College Balance Sheet JANUARY 31, 2020			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 4,093,812	\$ 3,951,143	\$ 142,668
Accounts Receivable-Students	3,171,293	2,801,816	369,477
Due From NCCC Association	163,094	47,113	115,981
Due From NCCC Foundation (Contributions)	1,004,257	776,084	228,173
Due From Other Funds	66,438	272,125	(205,687)
Due From Governments (State & Fed Fin Aid)	469,849	352,290	117,559
Prepaid Expenses	25,172	(24,209)	49,381
Total Assets	\$ 8,993,914	\$ 8,176,362	\$ 817,552
Liabilities			
Accounts Payable	\$ 1,232	\$ 168,719	\$ (167,487)
Payroll & Benefits Liabilities	117,829	(48,443)	166,273
Due to NCCC Association (Room, Meals, Books)	444,605	324,232	120,373
Due to NCCC Foundation (Rent)	488,394	350,150	138,244
Due to Other Funds	60	-	60
Due to Retirement	196,130	65,789	130,341
Compensated Absences	256,362	249,943	6,418
Other Liabilities	451,639	342,297	109,342
Total Liabilities	\$ 1,956,252	\$ 1,452,686	\$ 503,565
Month End Equity	\$ 7,037,663	\$ 6,723,676	
Total Liabilities & Equity	\$ 8,993,914	\$ 8,176,362	
Fund Balance Summary			
Fund Balance as of 09/01/19	\$ 4,620,020		
Estimated 19-20 Surplus (Deficit)	\$ (525,125)		
Projected Fund Balance as of 09/01/20 ¹	\$ 4,094,895		
¹ 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 \$15,856,548.			

North Country Community College Revenues & Expenditures JANUARY 31, 2020				
	Annual <u>Budget</u>	YTD <u>Actual</u>	18-19 Actual <u>M (L)</u>	% of <u>Budget</u>
Revenues				
Tuition & Fees	\$ 5,948,711	\$ 5,361,481	\$ (587,230)	90%
Sponsors' Contribution	2,380,000	961,667	(1,418,333)	40%
Chargebacks	713,800	315,750	(398,050)	44%
Out-of-State Tuition	837,905	819,609	(18,296)	98%
State Aid	4,184,755	1,177,689	(3,007,066)	28%
Contributions	1,098,500	449,352	(649,148)	41%
Total Revenues	\$ 15,163,671	\$ 9,085,548	\$ (6,078,123)	60%
Expenditures				
Salaries	\$ 7,510,437	\$ 3,218,056	\$ 4,292,381	43%
Payroll Taxes	574,548	231,901	342,647	40%
Medical	2,062,677	796,857	1,265,820	39%
Retirement	646,507	266,850	379,657	41%
Other	150,276	105,043	45,233	70%
Equipment	84,075	31,285	52,790	37%
Facility Leases	1,455,130	605,158	849,972	42%
Utilities	295,750	131,213	164,537	44%
Maintenance	207,650	90,269	117,381	43%
Office & General Supplies	88,027	23,303	64,724	26%
Advertising	172,950	54,510	118,440	32%
Professional Services	101,400	37,450	63,950	37%
Information Technology	353,170	193,699	159,471	55%
Library & Instructional Supplies	196,923	156,164	40,759	79%
Scholarships	515,000	314,659	200,341	61%
Travel	169,770	56,881	112,889	34%
Property & Liability Ins.	140,000	70,717	69,283	51%
Miscellaneous	430,005	183,532	246,473	43%
Total Expenditures	\$ 15,154,295	\$ 6,567,546	\$ 8,586,749	43%
Operating Surplus (Deficit)	\$ 9,376	\$ 2,518,002	\$ 2,508,626	26755%
Non-Operating Activity	-	(566)	(566)	NA
Total Fund Surplus (Deficit)	\$ 9,376	\$ 2,517,436	\$ 2,508,060	26749%



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of February 29, 2020

SUBMITTED TO THE BOARD OF TRUSTEES

April 3, 2020

ROBERT FARMER

Vice President of Administration, CFO

EH 3.28.20

**North Country Community College
Balance Sheet
FEBRUARY 29, 2020**

	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 3,440,706	\$ 4,853,035	\$ (1,412,329)
Accounts Receivable-Students	3,141,623	507,845	2,633,778
Due From NCCC Association	188,891	45,707	143,184
Due From NCCC Foundation (Contributions)	678,799	877,237	(198,438)
Due From Other Funds	295,837	313,798	(17,961)
Due From Governments (State & Fed Fin Aid)	363,469	1,748,210	(1,384,741)
Prepaid Expenses	25,172	(24,209)	49,381
Total Assets	\$ 8,134,497	\$ 8,321,623	\$ (187,126)
Liabilities			
Accounts Payable	\$ 2,354	\$ 138,754	\$ (136,401)
Payroll & Benefits Liabilities	23,851	23,367	485
Due to NCCC Association (Room, Meals, Books)	542,407	454,554	87,853
Due to NCCC Foundation (Rent)	82,592	427,364	(344,772)
Due to Other Funds	60	20	40
Due to Retirement	132,223	94,993	37,230
Compensated Absences	256,362	249,943	6,418
Other Liabilities	451,379	342,080	109,299
Total Liabilities	\$ 1,491,229	\$ 1,731,075	\$ (239,846)
Month End Equity	\$ 6,643,268	\$ 6,590,547	
Total Liabilities & Equity	\$ 8,134,497	\$ 8,321,623	
Fund Balance Summary			
Fund Balance as of 09/01/19	\$ 4,620,020		
Estimated 19-20 Surplus (Deficit)	\$ (436,823)		
Projected Fund Balance as of 09/01/20 ¹	\$ 4,183,197		

¹ 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 \$15,856,548.

**North Country Community College
Revenues & Expenditures
FEBRUARY 29, 2020**

	Annual <u>Budget</u>	YTD <u>Actual</u>	18-19 Actual <u>M (L)</u>	% of <u>Budget</u>
Revenues				
Tuition & Fees	\$ 5,948,711	\$ 5,372,610	\$ (576,101)	90%
Sponsors' Contribution	2,380,000	1,164,167	(1,215,833)	49%
Chargebacks	713,800	322,612	(391,188)	45%
Out-of-State Tuition	837,905	821,106	(16,799)	98%
State Aid	4,184,755	2,167,378	(2,017,377)	52%
Contributions	1,098,500	533,921	(564,579)	49%
Total Revenues	\$ 15,163,671	\$ 10,381,793	\$ (4,781,878)	68%
Expenditures				
Salaries	\$ 7,510,437	\$ 3,802,309	\$ 3,708,128	51%
Payroll Taxes	574,548	273,823	300,726	48%
Medical	2,062,677	948,159	1,114,518	46%
Retirement	646,507	344,641	301,866	53%
Other	150,276	124,678	25,598	83%
Equipment	84,075	15,412	68,663	18%
Facility Leases	1,455,130	724,509	730,621	50%
Utilities	295,750	165,228	130,522	56%
Maintenance	207,650	102,899	104,751	50%
Office & General Supplies	88,027	27,896	60,131	32%
Advertising	172,950	64,595	108,355	37%
Professional Services	101,400	36,810	64,590	36%
Information Technology	353,170	189,863	163,307	54%
Library & Instructional Supplies	196,923	170,576	26,347	87%
Scholarships	515,000	314,956	200,044	61%
Travel	169,770	46,725	123,045	28%
Property & Liability Ins.	140,000	102,526	37,474	73%
Miscellaneous	430,005	197,319	232,686	46%
Total Expenditures	\$ 15,154,295	\$ 7,652,925	\$ 7,501,369	51%
Operating Surplus (Deficit)	\$ 9,376	\$ 2,728,867	\$ 2,719,491	29004%
Non-Operating Activity	-	(12,020)	(12,020)	NA
Total Fund Surplus (Deficit)	\$ 9,376	\$ 2,716,847	\$ 2,707,471	28876%

North Country Community College

March Forecast

For the year ending August 31, 2020

	Budget	Forecast	Forecast More (Less) vs. Budget	
FTE				
In-State	710	586	(125)	-21.3%
Out of State	70	71	1	1.8%
Bridge	245	253	8	3.2%
Core Operating FTE	1,025	910	(115)	-12.6%
Prison	155	165	10	6.1%
Total FTE	1,180	1,075	(105)	-9.8%
Core Operations				
Revenues				
In-State Tuition	\$ 3,826,703	\$ 3,325,007	\$ (501,696)	-13.1%
Out-of-State Tuition	837,905	826,106	(11,799)	-1.4%
Fees	1,336,500	1,277,326	(59,174)	-4.4%
Sponsor's Contribution	2,380,000	2,380,000	-	0.0%
Chargebacks to Other Counties	713,800	625,000	(88,800)	-12.4%
State Aid	3,751,071	3,751,071	-	0.0%
Contributions & Other Income	1,098,500	1,053,500	(45,000)	-4.1%
Reserve for Bad Debt	(192,008)	(100,000)	92,008	-47.9%
Total Revenues	13,752,471	13,138,009	(614,462)	-4.5%
Expenditures				
Salaries	7,170,437	7,105,437	(65,000)	-0.9%
Payroll Taxes	548,538	540,169	(8,369)	-1.5%
Medical	2,062,677	2,062,677	-	0.0%
Retirement	646,507	706,507	60,000	9.3%
Other	91,286	115,103	23,817	26.1%
Equipment	82,075	40,000	(42,075)	-51.3%
Facility Leases	1,455,130	1,455,130	-	0.0%
Utilities	295,750	295,750	-	0.0%
Maintenance	207,650	167,650	(40,000)	-19.3%
Office & General Supplies	88,027	78,027	(10,000)	-11.4%
Advertising	172,950	172,950	-	0.0%
Professional Services	101,400	101,400	-	0.0%
Information Technology	353,170	303,170	(50,000)	-14.2%
Library & Instructional Supplies	196,923	195,576	(1,347)	-0.7%
Scholarships	515,000	515,000	-	0.0%
Travel	169,770	106,725	(63,045)	-37.1%
Property & Liability Ins.	140,000	144,336	4,336	3.1%
Miscellaneous	195,805	192,225	(3,580)	-1.8%
Total Expenditures	14,493,095	14,297,833	(195,262)	-1.3%
Core Surplus / (Deficit)	(740,624)	(1,159,823)	(419,199)	-56.6%
2nd Chance Pell				
Revenues				
Tuition & Fees	1,075,000	1,152,000	77,000	7.2%
State Aid	433,684	433,684	-	0.0%
Reserve for Bad Debt	(97,484)	(97,484)	-	0.0%
Total Revenues	1,411,200	1,488,200	77,000	5.5%
Expenditures				
Salaries	340,000	440,000	100,000	29.4%
Benefits	85,000	89,000	4,000	4.7%
Equipment	2,000	2,000	-	0.0%
Contractual	234,200	234,200	-	0.0%
Total Expenditures	661,200	765,200	104,000	15.7%
Pell Surplus (Deficit)	750,000	723,000	(27,000)	-3.6%
Operating Surplus (Deficit):	\$ 9,376	\$ (436,823)	\$ (446,199)	4759%

student life

INVITING STUDENTS TO BELONG.
WWW.NCCC.EDU/STUDENT-LIFE

MARCH 2020 Board of Trustees Report

ANGELA BRICE – ASSISTANT DIRECTOR OF STUDENT LIFE

KATHY GOODROW – OFFICE ASSISTANT

KIM IRLAND – DEAN OF STUDENT LIFE

BRUCE KELLY – COORDINATOR OF STUDENT LIFE (MALONE CAMPUS)

MICHELE PEARSALL – COORDINATOR OF WELLNESS & STUDENT SUPPORT (TI CAMPUS)

CURT PICKERING – SECURITY GUARD, MALONE

MIKE PLOOF – SECURITY GUARD, SARANAC LAKE

Greetings! Below you will see updates arranged by our student learning objectives: *personal growth, future planning, leadership development, wellness, inclusion, and academic success.*

Personal Growth & Inclusion

Exploring new case management software for Fall 2020

SUNY Student Conduct Institute online training in progress

Preferred Name Change Request process and policy under development

Wellness

Counseling Partners webpage updated to include tele-counseling, NYS emotional support hotline, and national support options

Student wellness initiatives under development on Blackboard for remote support

Developing a single application and web landing page for Emergency Funds for students in with food insecurity and other basic needs

Leadership Development

SGAs and SGA advisors have decided to continue to provide virtual student engagement programming and fund food insecurity needs through student activity fees this spring. No financial adjustments to student activities fees.

SGA elections have been postponed until the fall 2020 semester

The Saranac Lake SGA is continuing to meet virtually

Future Planning & Academic Success

New Student Orientation online under development in Blackboard

Updates coming to Career development website and resources

**North Country Community College
President's Report to the Board of Trustees
April 3rd, 2020**

Greetings to you all,

I hope this finds you all and yours safe and healthy. Without belaboring what we all know from experience, it has been quite a few weeks for humanity. Our hearts grieve for all those whose lives have been touched and lost as well as the emotional, physical and financial toll the coronavirus crisis has exacted. Our small community has not gone unscathed and we anticipate that, like others, we will experience further losses before the virus abates.

On a positive note, the Board has much to take comfort in in regards to the incredible performance of the North Country Community College faculty and staff. From the early days of the crisis, our employees have been extraordinary in their planning for and response to the coronavirus spread. A COVID-19 Task Force was convened in early March and has met near daily since to address the various contingencies that arose each day. We sought and received guidance from the Governor's Office, from SUNY and from our area regional health partners. Personal preventative measures were taken early on and were expanded to include strict social distancing practices shortly thereafter. Those led us to shutter the campuses, expand spring break by a week, move to a fully online delivery of courses for the remainder of the year, move most employees to work remotely and suspend our in-person end-of-the-year ceremonies.

Much of the last two weeks was dedicated to preparing for the resumption of classes on March 30th and ensuring that our students, our faculty and our staff were equipped to learn, teach and work in a remote medium. At each turn, our faculty and staff pitched into help. During Spring Break, non-compulsory meetings of the faculty saw over 40 faculty and staff in attendance (virtually), our staff learned new skills, conducted a phone campaign to our students and faculty to check-in on them and their readiness, and, determine any needs they have, and countless other acts of kindness and good will. As a community partner, we lent our Nursing lab beds to Adirondack Health and Elizabethtown Community Hospital as they prepared for an anticipated surge in COVID-19 related admissions. Personal protective gear from both our Nursing and Science Departments have been pledged to the counties when they need it and, in some cases, already distributed to them. Our Association assisted students in their return home, some to far flung places including Australia, England and Vancouver, they offered their dorms to Essex County Public Health in the event they were need for quarantine or isolation and they continued to house some 13 students over break.

I could go on but I will let a student tell you their experience of the last few weeks:

"I am continuously impressed with the outreach of NCCC. Even before this all started. Now more than ever, I truly think that efforts to see students succeed is being given by all staff. I am truly grateful for all of you. It helps to know that you all care and love what you do. For those fleeting moments of wanting to throw the towel in, it is in my head... "How could I let you all down?" It is imperative that I, as a student match your staffs 110%.... So, thank you to the Staff of NCCC for keeping in touch, being flexible, and keeping us positive. I am so GRATEFUL!" ~

New Items related to COVID-19

★ COVID-19 Response and Task Force

A broad-based, representative group of College staff and faculty was empaneled in early March to help prepare the College community and operations for what became the COVID-19 pandemic. This group charged itself with planning, assigning, communicating and taking responsibility for executing a host of actions in response to rapidly changing circumstances and conditions. The guiding principle in our decision-making was ensuring the safety and health of our community. Throughout, we have been conservative with our approach and sought to honor our commitment to shared governance in the decisions we made by engaging President's Council on at least two occasions, holding a community open forum for students and staff, and communicating widely and often.

★ Communication with Students and Campus Community

Throughout the crisis, we have aimed to be as inclusive as possible with our communications to the campus community. Those on the task force, who were steeped in the information and changing conditions, were afforded more information, which can help with the uncertainty that can arise in situations such as this. We wanted our students, faculty and staff to have that same level of information in a timely fashion and thus created/ utilized several outlets to get the message out.

Our point person has been Chris Knight, our Director of Communications, who has had his hand (or pen) in virtually every communicate to our community and beyond. Some highlights include:

- COVID-19 Webpage <https://nccc.edu/coronavirus-response/index.html>
- Academic Affairs Webpage (w/ Sarah Maroun) <https://nccc.edu/office-of-academic-affairs/index.html>
- Messages to Students, Faculty and Staff (both written and video)
- Press Releases

Chris has also been working on a newsletter style document, tentatively named "The Connector", after the most recognizable building on the SL campus, which we hope will serve as a hub of communication for our students.

★ Impact on Students, Faculty and Staff

In what has been a trying set of circumstances, the campus community has been outstanding in their support of our students and their colleagues. Assistance in a variety of forms, from personal outreach to our website, has been done with an eye towards helping mitigate the impact of the crisis for our students and employees. Resources, including tele-mental health (<https://nccc.edu/counseling/counseling.html>), basic needs, (<https://nccc.edu/coronavirus-response/Community%20Resources-%20Adirondack%20Region%20.pdf>) and online learning supports (<https://nccc.edu/online-learning/index.html>) have been created and updated.

Additionally, one area that the College and the Association are collectively working on is how to provide compensation in the form of credits and/or refunds for expenses that students will no longer be able to benefit from, such as our residence halls and food service. SUNY and the US Department of Education have both provided guidance for us on this front.

★ Partnerships with Regional and Local Health Care Partners

The College has been in contact and collaborated with our county public health and local hospitals. Early on, that involved their guidance to us on establishing personal prevention

measures and social distancing recommendations. Later, it has included lending College hospital beds to area hospitals (Adirondack Health, Elizabethtown Community Hospital), an offer to use the Association dorms as quarantine/isolation sites, and, giving (or committing to when needed) the personal protective equipment from our Nursing and Science labs. Many thanks to all for their help and generosity.

★ **SUNY Support**

SUNY, led by Chancellor Johnson and her senior leadership team, have been outstanding in their response to and support of our efforts. The Chancellor has held daily meetings with the Presidents sharing guidance, fielding questions and offering support. Her senior leadership team has done the same in their respective areas including the Chief Academic Officers, Business Officers, Chief Information Officers, Public Information Officers and Student Life.

★ **Opportunities**

Throughout this period of time, while most of our energy has gone to responding to immediate needs, we have had one eye on the future and how we can be helpful to our communities. Recently, we reached out to our regional workforce partners to help us think through how the College can help those who are finding themselves suddenly out-of-work, as well as provide support/programs that could help sustain our communities. We have a meeting slated for Wednesday, April 1st.

The recent unemployment projections, particularly to the tourism industry and those businesses that support it, the potential gaps in workforce created by a possible loss/delay in issuing J1 visas when the tourism industry rebounds, the heightened demand for healthcare workers, and the potential demand by community members for occupations that are seen as more stable, all point to needs that exist or will so in the future. Where the College can help, we would like to and trust that our partners can help us in figure out how best to do so.

★ **Student Life**

Our Dean of Student Life, Kim Irland, has provided a report for the Board. In addition to the many engagement strategies that are in process, we are planning a Town Hall with our students next week where we have an opportunity to interact with them directly.

Updates since February 20th, 2020 Board Meeting

★ Campus and External Relations

Here are some highlights of events, contacts and interactions that I have participated in over the last few weeks:

Date	With	Location
18 Feb 2020	Cam Moody, Can/Am Rugby President	Saranac Lake, NY
18 Feb 2020	Review NCCC Association Contact	Saranac Lake, NY
21 Feb 2020	NCCCAP Evaluations' Task Force	Malone, NY
25 Feb 2020	Foundation Board Meeting	Saranac Lake, NY
25 Feb 2020	Diane Chase, SL Volunteer Hosp Assoc Scholarship	Saranac Lake, NY
26 Feb 2020	Joe Pete Wilson, Supervisor, Town of Keene	Keene, NY
26 Feb 2020	Noel Merrihew, Supervisor, Town of Elizabethtown	Elizabethtown, NY
27 Feb 2020	NCCC Retiree Breakfast	Saranac Lake, NY
27 Feb 2020	Coronavirus Discussion	Saranac Lake, NY
02 Mar 2020	Anthony Hayden, NYS DOL	Saranac Lake, NY
03 Mar 2020	Patty Cerro-Reehil, NYWEA re: Water/Wastewater	Saranac Lake, NY
03 Mar 202	Susan Day Fuller, President, Fuller Communications	Malone, NY
04 Mar 2020	Hannah Hannaford, SL Rotary Club	Saranac Lake, NY
05 Mar 2020	COVID-19 Discussion with Students and Planning	Saranac Lake, NY
06 Mar 2020	Massage Therapy Advisory Board Meeting	Saranac Lake, NY
06 Mar 2020	Association Board Meeting	Saranac Lake, NY
07 Mar 2020	COVID-19 Task Force Meetings; SUNY Meetings with Presidents; other related meetings	Saranac Lake, NY
12 Mar 2020	COVID-19 Town Hall	Saranac Lake, NY
16 Mar 2020	Tom Gais, SUNY, Second Chance Pell	Saranac Lake, NY
19 Mar 2020	Foundation Special Meeting	Saranac Lake, NY

★ Administrative Updates

As with virtually every area of the College, most of our energies these last few weeks has been responding to and planning for the COVID-19 crisis. In terms of personnel, planning for the departure of our CFO and VP for Administration, Bob Farmer, was disrupted by the COVID-19 crisis. That will resume in the near future. More broadly, we have moved most of our staff into remote-work settings and have worked to keep everyone doing meaningful work.

★ Board Composition

No updates to report on the Governor's appointments.

★ Strategic Plan

Three of the four (4) new strategic actions to our strategic plan (2017-20) have been getting much of the attention thus far. Those are:

- *Customer Service: Institution-wide student-focused customer service retooling* - this has been occurring through mini-trainings of employees across the College in use of new institutional tools (MS Teams); creation of teams of employees to conduct outreach to students and faculty to assess readiness to move to online teaching and learning; creation of tools and communiques to support students, employees and the public on changing conditions impacting them. These will all be helpful in laying the groundwork for expansion of these efforts.

- *Foundation and Scholarships: increase annual fund for scholarships.* – The Foundation Board graciously committed to funding up to \$1 million in a new *Opportunity Scholarship* for the 20-21 year. Please see the details below.

The other two are:

- Develop alumni network and communication to help fundraise and support the institution.
- Institutional Research metrics/dashboards: create, curate, resource and maintain most important IR metrics

Later this semester, we will begin planning for a Summer 2020 Strategic Plan retreat to develop the next iteration of our strategic plan, linked to enrollment, budget, institutional goals and our institutional priorities.

★ **Mission, Vision, and Values**

No updates. After the Board approved the updates at the January 24th, 2020 meeting, President's Council met regarding how best to roll them out. It was recommended that we hold on a wide release until we have completed the work updating our *institutional goals*. Once that is done, we can broadly release them in tandem. The only exceptions are locations where updating the MVV are stand-alone such as on the website. Chris Knight is leading those efforts for us.

★ **Institutional Goals**

The revisions to the *institutional goals* that came out of the campus-wide meeting on December 13th, 2019 were moved to PC for review and approved at our Feb 12, 20 meeting and moved to the Senate for their review. The March 13, 20 Senate meeting was cancelled because of COVID-19 and these will, we hope, be taken up at the April 17, 20 Senate meeting.

★ **Policy Development and Employee Handbook**

No updates. As part of our efforts and strengthening our internal operations, a number of folks have been working on the creation/updating of policies ranging from campus access to the use of video cameras as part of campus safety. President's Council, minus the administration, which is broadly representative of the campus community, is serving as the first line of review for policies that impact the entire College community. The first policy review, Video Surveillance Policy, occurred on Friday, February 21st, 2020. Once PC has completed its review, the policy will then be shared with the Senate for review and consideration ensuring robust input from our shared governance system.

Related to this, our HR Director, Tara Smith, has completed the draft of an Employee Handbook, a project which she led. The Handbook was shared with the administration and is now with President's Council (which includes our collective bargaining unit presidents) and then the Senate. As with the aforementioned policies, as it becomes more fully developed, we will bring it with the Board for your review and, we hope, adoption.

★ **Middle States/SUNY/NYSED Self-Study**

The self-study continues but, like so many other things, the flow of work on it has been interrupted by the crisis. Middle States has been in communication about general operations and accreditation. We expect that at some point, they will have the ability to guide Colleges who are in self-study about any changes that may have emerged from the crisis.

As a reminder, our Self-Study Chair is Dr. Cheryl Lesser, formerly the VPAA of Clinton Community College and now serving a similar role in Pennsylvania. Dr. Lesser has a good understanding of community colleges, SUNY and the North Country and we look forward to her leading our self-study.

From our self-study, our institutional priorities informing our work are:

- *Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning*
- *Expanding community engagement through partnerships and enhancing community integration*
- *Improving financial sustainability through increasing enrollment and retention.*

Clearly this crisis has helped up with the first two, if not all three as noted above.

Budget Advocacy

SUNY continues its budget advocacy, as do we. However, given the extent of the crisis and its impact on an already cash-strapped NYS, we are down-grading our expectations on any FTE increase or restoration of the floor funding.

★ **Enrollment:**

I will defer to our VP for Marketing and Enrollment, Kyle Johnston, and his report on any enrollment updates. We are working on a number of fronts to increase our Summer 2020 enrollment and bring in a solid Fall 2020 class, particularly in this new remote environment.

★ **19-20 College Budget**

I will defer to our VP for Administration and CFO, Bob Farmer, for the current status of our budget and financials. In brief, our 19-20 Budget projections are now suggesting that we are now tracking towards 905 FTEs. This will increase the deficit and has implications for our 20-21 budgeting.

There are some concerns, too, about Second Chance Pell particularly as the requirements of the program requires face-to-face (or synchronous use of technology), which is interrupted now by the pandemic. We have a team working with our institutional partners on this.

★ **20-21 College Budget**

No update currently.

An open forum on the budget was held on Wednesday, February 12th, 2020. We have built the budget on a 925 FTE count and our first pass shows us with a \$900,000 deficit. We are evaluating the budget ask, looking for areas to reduce the deficit and have shared with the campus community our openness to ideas on how to do that.

★ **Campus Safety**

No update.

A draft update on our Security Camera/Video Surveillance Policy was reviewed by President's Council. Adoption of it the policy and procedures will be an important addition to our campus safety efforts going forward.

★ **Staff Appointments**

There is nothing to report at this time.

★ **Other**

No update. We will want to follow-up with the Board on this request from last month.

Administrative Reporting: Since our last meeting, Dan Kelleher reached out with a request to modify some of the reporting that we are doing, including the following. As noted earlier, anyway we can improve reporting for the Board so that you are better informed we are prepared to do.

- Financial Reports:
 - When a major new challenge regarding budget and/or fiscal operations arises, where possible, please send this info to the board prior to board meetings. Doing so, allows the Board to avoid being surprised at the meeting and be prepared for substantive discussion.
 - Return to monthly financial reports that provide YTD budget to YTD actual comparisons as opposed the YTD actual vs % of budget? This would let us better evaluate how we're doing in projecting and managing cash flow.
- Enrollment Reports:
 - Return to the pipeline report which provide the Board with information regarding the timing of admits, enrollments, etc.

Additionally, there was a request for

- a presentation regarding how the administration is projecting for 20-21 enrollment and how that informs the 20-21 budget.
- enrollment activities to boost enrollment for Fall 2020.

That is all for now I look forward to seeing you at your meeting.

Respectfully yours,



Joe Keegan
President
North Country Community College

**Proposal for consideration by NCCC Foundation Board of Directors:
Scholarship Underwriting of \$100,000 for academic year 2020-21**

NCCC Foundation Opportunity Scholarship

Purpose: To enhance enrollment and provide support to those who may not otherwise be able to attend NCCC.

1. Who would be eligible:

- a. Any matriculated* individual enrolling at North Country Community College for the 2020-2021 year for 6 or more credits per semester
- b. Restricted to Essex County and Franklin County students
- c. Preference given to *new, non-traditional** students

Note: To impact NCCC enrollment numbers for fall, this is designed for new, non-traditional students coming in. This means “new” to us and not “new” to college in general. If they attended college in the past they would still be considered.

2. When scholarship would be available:

- a. Fall and/or Spring semesters during the 2020-2021 year

3. What criteria must be met:

- a. *Opportunity Scholarships* of \$1000/year per student for full time enrollment, and \$500/year for part-time enrollment.
- b. Available after any federal or state financial aid up to the cost of attendance.
- c. Must apply to tuition and fees.
- d. Not available in conjunction with any other institutional* scholarship or grant
- e. To be eligible the student must file the Federal Application for Free Student Aid that demonstrates financial need.
- f. Scholarships will be awarded on a first-come, first-served basis.
- g. A non-renewable scholarship for the 2020-2021 Academic Year only.

4. Administration of the *Opportunity Scholarship*:

- a. NCCC Financial Aid Department would:
 - i. administer the scholarship
 - ii. award the scholarship
 - iii. account for the funding awarded by semester
- b. NCCC Enrollment and Marketing Department would:
 - i. notify students of the Opportunity Scholarship
 - ii. track impact of scholarship for the Foundation and report each semester as follows:
 - The total number of students that benefit
 - The number of students that persist to the next term and, long-term, measure the number of these students who graduate

Additional Impact:

This scholarship could be seen as balancing the existing Hodson (institutional) Scholarship which applies to only to individuals outside of Essex and Franklin Counties and incentivizes those residing in our service area.

***Definitions:**

Matriculated student: Matriculated status is assigned to those students who have been accepted by the College into a degree or certificate program. A Full-Time student is enrolled in 12 or more credit hours per semester. A Part-Time student is enrolled for fewer than 12 credit hours per semester. *Note: This requirement is in the students' best interest. They do need to be degree seeking students in order to qualify for any other type of financial aid (which most students need to offset their costs). If they are simply exploring and "undecided" about program choice, we would put them in our more general AA Degree program until they find their pathway. Once they find their path we would simply do a change of major with them.*

Non-traditional student: Any student 24 years of age or older

Institutional scholarship: An NCCC tuition discount

Note: *As this is a new scholarship opportunity, there may be some changes made to better serve students in the spirit of the program. Throughout the year, we will provide the Foundation with updates on how it is operating. All scholarship money will be awarded, anything left from fall semester will go to new students entering for Spring semester.*

Submitted March 13, 2020 by Joe Keegan/ Kyle Johnston/ Diana Fortune

NCCC Foundation
Report to NCCC Board of Trustees
March 30, 2020

Opportunity Scholarship for NCCC Students

On February 25, 2020, the NCCC Foundation Board of Directors voted to provide \$100,000 for an “Opportunity Scholarship 2020-2021” to support new, non-traditional students enrolling at NCCC for 6 credits or more in the upcoming academic year. The NCCC Foundation is pleased to be able to support the college and our students in this way.

Student Awards for Excellence Program

While the Student Awards for Excellence Program will not be the usual ceremony, the students will still be honored and recognized for outstanding achievements and securing underwriting for the awards will continue throughout April. Award letters or checks and certificates will be mailed to students at the end of the spring semester.

North Country Community College Association BOT Meeting

Action Steps

FEBRUARY 27

Association created care packages for each residence hall suite which supplied students with Lysol, cleaning spray, gloves, hand sanitizer, and paper towels.

MARCH 19

Sent email to students highly discouraging their return to the residence halls after Spring Break in an effort to reduce campus density.

MARCH 20

Consulted with our attorney regarding the American Dining Creations contract and our ability to no longer be able to fulfill under a Force Majeure – In motion

As of March 30

Currently 13 students remain in housing and will have meals provided through LakeView Dining for the remainder of the Spring semester.

In Progress

Refunds/Credits

Students (not living currently in housing) will receive a pro-rated financial adjustment for both their housing and meal plans.

Meal Plan

Current contract through American Dining Creation is being handled through legal. Awaiting guidance from legal.

Quarantine/Isolation

Should student(s) become infected with COVID-19 we will isolate/quarantine suites and contact Adirondack Health for further guidance.

Storage

A storage unit has been provided to help students who may not be able to carry all items home.

