



Board of Trustees Meeting Agenda

Date: April 28th, 2026

Time: 11:00 a.m.

Locations: Saranac Lake Campus & Zoom

1. Call to Order
2. Approval | February 24, 2026, Board Meeting Minutes
3. Liaison Reports
 - a. Chad LaDue | College Senate Chair
 - b. Ang Brice | NCCC Association of Professionals (NCCCAP) President
 - c. Dianna Trummer-Dudley | Civil Service Employee Association (CSEA) President
4. College Reports
 - a. R. Pete Suttmeier | Board of Trustees Chair
 - b. Sarah Maroun | Vice President for Academic Affairs
 - o Resolutions | Appointment Letters
 - c. Kyle Johnston | Vice President for Marketing & Enrollment
 - d. Erik Harvey | Interim Chief Financial Officer
 - o First Review: Proposed 2026-2027 Budget
 - e. Jackie VanBrunt | Interim Associate Vice President of Student Affairs
 - f. Joe Keegan | President
 - o Resolution | Appointment - Chief Financial Officer
5. Representative Reports
 - a. Rob Rathbun | NCCC Association Director
 - b. Erin Walkow | NCCC Foundation Director
6. Old Business
7. New Business
 - a. Presentation | Regional Workforce Needs & Findings
8. Public Comment
9. Executive Session
10. 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.

Board of Trustees Meeting Minutes

Tuesday, February 24, 2026 | 11:00am

Board Members Present: Pete Suttmeier, Donna Wadsworth, Linda Beers, Todd LaPage, David McNally, and Tricia Preston.

Excused: Seth McGowan and Tommy Sloan.

Others Present: Joe Keegan, Stacie Hurwitch, Tara Evans, Sarah Maroun, Erik Harvey, Kyle Johnston, Jackie VanBrunt, Scott Harwood, Chris Knight, Erin Walkow, and Chad LaDue. Members of the College community joined as well.

Board Chair, Pete Suttmeier called the meeting to order at 11:04 a.m. after quorum was met.

Minutes

Linda Beers made the motion to accept the January 27, 2026, meeting minutes. Tricia Preston seconded the motion. January 27, 2026, meeting minutes were unanimously approved (6-0-0).

College Senate Chair | Chad LaDue

- Strategic and Long-Range Planning (SLRP) Committee secured a chair, Cammy Sheridan, Professor of Social Science, who will lead the committee for the remainder of the year.
- First SLRP meeting will be held in a few days which will include previous chairs, members of the Administrative Team, and members of the Senate Executive Committee.
- Discussion on encouraging more participation in shared governance. There has been a lot of turnover within the last several years and potentially, a feeling that there is a hesitation among newer employees questioning what they have to offer.
- Linda Beers observed that this pattern is not unique to the College and a tool she has seen used effectively is a nominating committee, which communicates confidence in a newer employee tapped for such service.

NCCCAP President | Angela Brice

Ang shared that all was well in NCCCAP and their next meeting was slated for March 6th, 2026.

CSEA President | Dianna Trummer

No report was presented

Board Chair | Pete Suttmeier

- Attended the last Senate meeting. Pete picked up on the “burn-out issue” that was briefly introduced in the meeting.
- Briefly discussed the SUNY’s University Faculty Senate’s Ethics and Institutional Integrity Committee paper *“Tissues Are for Students Only:” The Ethics of Faculty and Staff Burnout in the State University of New York* and his hope to discuss further.
- Encouraged fellow trustees to engage with the New York Community College Trustees, noting the increased value that he has placed on it. NYCCT’s next meeting is Friday, April 24th, 2026 at Dutchess CC in Poughkeepsie which Pete is planning on attending and encouraged others to do so as well.
- Encouraged fellow trustees to meet in person, where possible.

Vice President for Academic Affairs | Sarah Maroun

- Noted that the AI Task Force was hosting meetings where faculty can share how they are using AI in their instruction in both formal and informal sessions.
- One AI Task Force recommendation was to have discipline-specific guidance with SUNY AI fellows. That is planned for later this year.
- Pete Suttmeier asked whether students were involved in the AI discussions taking place in the AI Task Force. Sarah noted that they had not yet but observed that it was a good idea.
- Shared that the College is a partner in a Mother Cabrini Grant along with Adirondack Health, Iroquois Healthcare and FEH BOCES which will provide opportunities for high school juniors and seniors interested in healthcare pathways to take coursework at NCCC. The meeting this week is to discuss with school superintendents in the southern FEH districts (i.e., Lake Placid, Long Lake, Saranac Lake, and Tupper Lake).
- Linda Beers noted it seemed like the College was Adirondack Health-centric, as we have a number of initiatives and engagements with them. She wondered whether there was an opportunity for more parity with Elizabethtown and Ticonderoga- based hospitals. Sarah noted that we have good engagement with all three hospitals, but that E-town and Ti hospital clinical rotations have been a challenge by partly due to the size of the Ticonderoga nursing classes. Linda observed that there were clinical rotations available through a local Essex County Home Health Agency if that were of interest.

Vice President for Marketing and Enrollment Management | Kyle Johnston

- **Enrollment & Registration**

- Financial Aid processing will begin this week. This is earlier than previous years.
- On the marketing & publicity front, there was a lot of exposure for the College during the 2026 Saranac Lake Winter Carnival. Kyle shared that it was an opportunity for the College to engage with the community through sponsorship of the event and having our mascot on site to greet visitors.
- Current campaigns are Criminal Justice / Cyber Security and Digital Arts /Design. Will circle back to SUNY Reconnect in the next couple of months and the summer will be similar to previous years.
- Pete questioned the yield percentage being down to 50% of students accepted. Kyle explained that this is not an accurate representation and that it is actually up in several areas. The number of students who apply but do not actually enroll and those students on a waiting list for programs like Rad Tech are reflected in the percentage.

Interim Chief Financial Officer | Erik Harvey:

Let his report stand as it was shared in the packet.

- Financials:
 - November 2025 Financial Report - Linda Beers made the motion to accept the November 2025 Financial Report. Tricia Preston seconded the motion. November 2025 Financial Report was unanimously approved (6-0-0).
 - December 2025 Financial Report - Linda Beers made the motion to accept the December 2025 Financial Report. Tricia Preston seconded the motion. December 2025 Financial Report was unanimously approved (6-0-0).
 - January 2026 Financial Report - Linda Beers made the motion to accept the January 2026 Financial Report. Tricia Preston seconded the motion. January 2026 Financial Report was unanimously approved (6-0-0).

Interim Associate Vice President of Student Affairs | Jackie VanBrunt:

- Second annual Wellness Fair was held on February 11, 2026. Over 40 community partners signed up, however due to weather, not all attended. Around 150 students, staff, and community members attended. Looking ahead to next year, will work with the Carnival Committee so the Wellness Fair is on the carnival schedule. Shout out to Angela and her staff for a great success.

- Referrals for Betsy Doud, Student Health & Wellness Counselor have increased since December 2025. Betsy is busy with follow-ups and connections based on specific need. There is a wide array of needs, not just academic (mental, health, family, interpersonal). A large number of distance learners are struggling. As distance learners are spread across the county, Betsy is working with their local resources to provide connections.
- One item that came up during the Achieving the Dream Capacity Café, is the need for a more robust mentorship program for faculty and staff. This could assist with involvement shared governance.
- Shout out to Chad LaDue and the Men’s Basketball Team. Chad – finished 24-3, placing them at #1 seed for this weekend’s regional tournament at Genessee Community College. Should they progress to nationals, it will be held at Herkimer Community College.

President | Joe Keegan:

- Joe began by thanking the Board for their ongoing support of our students, faculty, staff and the College overall. Their involvement and support help make a difference in our continued success.
 - Congratulated the Men’s Basketball Team.
 - Acknowledged that Essex County had several tables at the Wellness Fair. Shout out to Angela and her team for a success.
 - Thanked Pete for attending the NYCCT advocacy day on February 4th, 2026 with him. Remarked that there was advocacy among various assembly members with widespread (verbal) support for community colleges. In addition to the Governor’s proposed budget for community colleges, we are asking for increased funding primarily for operational costs.
 - Spring 26 enrollment – with a collective effort, there has been a ~ 10% enrollment gain this year and the 7th consecutive semester of increased enrollment. Spring 26 was positively impacted by SUNY Reconnect. The Governor is recommending a nursing carve-out for 26-27, where if students have a prior degree, they are able to qualify for SUNY Reconnect if they are pursuing nursing.
 - Joe and Sarah are currently working with FEH BOCES, Paul Smith’s College, and Franklin County Economic Development on the county’s comprehensive economic development strategy. Both Essex and Franklin Counties are looking for the same outcomes in this area.
 - Greg Hart, Workforce Development Coordinator, completed his report, which will be shared with the Board. The administration will be engaging the campus community on his workforce development report prior to going public. This report focused on the workforce needs of area

businesses/constituents, specifically within the tech fields.

- Capital Projects
 - The pool study is still in progress.
 - Ideas from JMZ' feasibility study on a Learning Commons in the Saranac Lake Library has been shared with a small team.
 - The engineering firm that updated the structural assessment of College Hall has been contacted by the College for cost estimates of the recommended work.
- Resolutions:
 - *Camping and Use of Tents on Campus Policy*. - Linda Beers made the motion to accept the policy. Tricia Preston seconded the motion. Discussion on the roles of the College and local law enforcement – First step will be appropriate Administrative Team member, then contact with local law enforcement. *Camping and Use of Tents on Campus Policy* was unanimously approved (6-0-0).
 - *Freedom of Expression and Assembly Policy* - Linda Beers made the motion to accept the policy. Tricia Preston seconded the motion. Discussion as there was a thought the BoT had decided not to put this in writing. Joe explained that the previous discussion being referenced was for a “Campus Posting Policy” and that this is different. This policy sets guidelines for the “time, place, manner” of the demonstrations/gatherings. Pete questioned how this affects faculty expression. Joe and Sarah responded that freedom of expression is already listed in the Faculty Handbook under Academic Freedom. If there is a concern, it is addressed on a case-by-case basis. The *Freedom of Expression and Assembly Policy* was unanimously approved (6-0-0).

NCCC Association Director | Robert Rathbun

No report was presented.

NCCC Foundation Director | Erin Walkow

- The Foundation was able to secure a \$1,500 grant from the ADK Community Food Pantry for software used to track supplies for the College food pantry. There are several “asks” pending for scholarships related to ATD.
- Applications for scholarships will begin mid-April.

- The College is hosting the Adirondack Health Foundation’s *Rural Health Symposium* on March 20, 2026, in S-19. Joe Keegan will be a speaker.
- Next Foundation meeting is March 20, 2026.

Old Business

None

New Business

- Pete returned to issue of burnout raised earlier in the meeting. Sarah noted that the report was conducted by the state-operated campuses governance body, and community colleges were not included. However, there are similarities that she has heard from our faculty with disengagement and under-preparedness of students. On-line and hybrid on-line courses are the major culprits as there is an increased reliance on tech and having to learn that tech. She noted that during the time covered by the report, SUNY changed the Learning Management System and general education framework, and since then a bevy of SUNY initiatives are contributing to the feeling of burnout. Linda commented that employee appreciation goes a long way. Pete asked if we should survey the faculty about time commitments to meetings and committees. Joe suggested that we should reassess shared governance as this has not been done in a long time and fold a survey in, if warranted.
- David asked Kyle what accounted for the 300% increase in enrollment in Addictions Counseling. Kyle responded that it is SUNY Reconnect which offered free tuition and fees to students. It is also an on-line program which brought in a lot of students from outside the area. David also asked about international students, referencing our Carnival Princess. Chad responded that we have approximately 15 international student and that 90% of that are athletes.

Public Comment

None

Executive Session

Linda Beers made the motion to enter Executive Session at 12:25 p.m. in relation to collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or

corporation. Tricia Preston seconded the motion. The motion was passed unanimously (6-0-0). Joe Keegan was invited to attend the meeting at 12:25 p.m.

Adjourn

Linda Beers made the motion to adjourn the Executive Session at 1:32 p.m. and enter back into the public session. Tricia Preston seconded the motion. The motion was approved unanimously (6-0-0).

Adjourn

Linda Beers made a motion to adjourn the meeting. Tricia Preston seconded the motion. The motion was approved unanimously (6-0-0). The Board meeting was adjourned at 1:33 p.m.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read "Stacie G. Hurwitch".

Stacie G. Hurwitch

Assistant Secretary, NCCC Board of Trustees

Date: April 28th, 2026

Resolution: 2025-2026 | Pending

Motion:

Second:

Action: Pending (x-x-x)

Pending Witness:



**VPAA Report to the Board of
Trustees
April 28, 2026**

Please find the following report from the Academic Area.

★ **Academic Planning, Programs and Policies:**

Spring 2026: Graduation planning is underway as we move toward the end of the semester. Graduation will be on May 16th with Nursing Program pinning ceremonies on Wednesday, May 13th in Ticonderoga and Malone and May 14th in Saranac Lake. The College Awards Ceremony will take place on Friday, May 15th.

Activity Period 2.0: Reminder: The Fall 2026 schedule includes a break for most classes between 12:20-1:30 on Tuesdays and Thursdays. As noted in the Student Government Association resolution draft, students believe the break in the day will allow time for student activities, improve access to resources and college support services such as tutoring, club events, and faculty office hours.

SUNY's Academic Momentum Campaign/Achieving the Dream Initiative: The Achieving the Dream Core Team is working on completing the action plan due June 5th. The action plan helps identify specific objectives to move the college forward for the next few years. These plans will inform both the development of the new strategic plan and the Middle States Self-Study process.

Electronic and Information Technology (EIT) Accessibility Plan: As we work toward compliance with the new regulations regarding accessible content for all, we will share some resources and guidelines for formatting documents to make them accessible as well as other content such as closed captioning for video. An accessibility course located in D2L Brightspace will provide additional guidance and expectations for how to create accessible content.

Advisory Board Meetings: On March 27th, the Business Department hosted an advisory board meeting for local employers, community agencies, and transfer colleges with the Human Services Advisory Board meeting following that on April 17th. Both meetings included robust conversation around current and future programming opportunities. The Massage Therapy meeting will take place on Friday, April 24th.

Student Showcase: Student Affairs is collaborating with faculty and staff to host a "Student Showcase" on April 29th. We look forward to viewing the student work on display.

Middle States Commission on Higher Education:

- **Self-Study Schedule:** Virtual Self-Study Institute sessions began on April 16th and continue through early May as we prepare for writing the self-study.

Second Chance Pell/Prison Education Program: The U.S. Department of Education continues to review the three NCCC submissions to convert the current Second Chance Pell programs at Franklin Correctional Facility, Adirondack Correctional Facility, and FCI Ray Brook to more permanent Prison Education Programs. We anticipate the review will be complete by early summer. As mentioned in the last Senate meeting, DOCCS and SUNY contacted NCCC to inquire about offering a program at Upstate Correctional Facility in Malone. On March 30th, we met with current instructors teaching in the correctional facilities to get feedback on their perspective on the proposal. From that conversation, we gleaned that there is support among that group for moving forward with offering courses at Upstate. The College remains open to additional input from the College community as we review the request.

Cybersecurity Conference: NCCC is partnering with SUNY Plattsburgh to host a regional cybersecurity conference. The conference focus includes trending cybersecurity considerations and recent threats regarding protection for area businesses, government organizations, educational institutions, and healthcare organizations. The conference takes place on May 8th at the Hotel Saranac with additional activities on the evening of May 7th and the morning of May 9th.

Workforce Development: On March 27th, the College hosted an open forum and Selina LeMay-Klippel presented on the workforce development initiatives underway and those planned for the future. The presentation included progress on developing pathways in the health and human services areas as well as the findings from the report on technology and technology-adjacent workforce opportunities in the North Country. The full 2025 Technology and Workforce Report was shared via the President's Office. Additionally, NCCC submitted a proposal to SUNY for further workforce development funds as we continue to look for ways to offer trainings for local employers and community members.

Non-Credit Course Offerings for Fall:

- **Advanced EMT Original/Refresher Training** (both credit and non-credit): Spring semester schedule
- **Pottery Classes:** April 6th-May 16th
- **Welcoming and Belonging Course through ANCA (Adirondack North Country Association):** Begins January 26th with rolling admissions throughout the year.
- **UpNCoding Cybersecurity Training--sponsored by SUNY Workforce Development Office:** February 10th-May 9th.

Respectfully submitted,

Sarah Maroun
Vice President for Academic Affairs

NC NORTH COUNTRY
COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK
BOARD OF TRUSTEES | RESOLUTION

WHEREAS the VP of Academic Affairs recommends the following faculty/staff for initial term appointments effective with the 2026/27 academic year:

Bretta LaFlame, Science Assistant Professor
Elena Lumby, Science Assistant Professor
Emma Atkinson, Nursing Clinical Coordinator
Laura Cunningham, Nursing Instructor
Ernest Hough, HUS/SS Instructor

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the following faculty/staff for initial term appointments effective with the 2026/27 academic year:

Bretta LaFlame, Science Assistant Professor
Elena Lumby, Science Assistant Professor
Emma Atkinson, Nursing Clinical Coordinator
Laura Cunningham, Nursing Instructor
Ernest Hough, HUS/SS Instructor

These positions are currently funded in the 2026/27 operating budget.

Date: April 28th, 2026
Resolution: 2025-2026 | Pending
Motion:
Second:
Action: Pending (x-x-x)
Witness: Pending



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Ms. Bretta LaFlame
133 Old Piercefield Rd
Tupper Lake, NY 12986

Dear Ms. LaFlame:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you an initial term, full-time, nine-month (164-day), exempt appointment as Biology Assistant Professor for the 2026-2027 academic year. Faculty members are expected to report on August 24, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 8 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$54,952. Your per-diem rate based on 164 days is \$335.07.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Malone. Your immediate supervisor will be the Science Department Chair. Your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan' with a stylized flourish at the end.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date

Bretta LaFlame

Resumé

133 Old Piercefield Rd,
Tupper Lake, NY, 12986
Mobile: +1 845 901 4199
bretta.laflame@gmail.com

EMPLOYMENT

- 2025-present** **Instructor**, North Country Community College, Malone, NY. Currently teaching a full-time load of hybrid in-person/online courses including a 4-credit laboratory course in anatomy and physiology (BIO 215) and two sections of 3-credit course in medical terminology (HEA 101).
- 2025** **Adjunct Instructor**, North Country Community College, Saranac Lake, NY.
Taught a 3-credit fully online course in medical terminology.
- 2024-2025** **Research Associate Scientist**, Trudeau Institute, Saranac Lake, NY.
Executed research contracts to investigate the efficacy of clients' experimental vaccines and therapeutics *in vitro* (mammalian cell culture) and *in vivo* (mouse models) in a BSL-2 laboratory.
- 2017 – 2023** **Graduate Teaching Assistant**, Cornell University College of Agriculture and Life Sciences, Ithaca, NY.
Served as a TA for 3 undergraduate courses over 5 semesters during graduate study: a 3-credit comparative physiology course (3 semesters) a 3-credit cell and developmental biology course (1 semester) and a 4-credit insect physiology course (1 semester). In the first two courses, I guided three sections of ~20 students through a 50-minute activity/discussion section each week. Some sections were in-person and others were conducted remotely. For the insect physiology course, I designed and taught hands-on activities for a weekly 3-hr lab section with an emphasis on molecular techniques.
- 2016 - 2017** **Research technician**, Immunity and Vector Competence Section, NIAID, Rockville, MD.
Supervisor: Dr. Carolina Barillas-Mury. Supported laboratory-wide research efforts by maintaining cultures of *Plasmodium falciparum* for artificial infection and by conducting routine assays (chiefly qPCR and ELISA). Coauthored a publication describing a natural *Wolbachia* infection in *An. gambiae* collected in Burkina Faso and its effects on *Plasmodium falciparum* infection.
- 2013 – 2015** **Interim Instructor**, Houghton University, Department of Biology, Houghton, NY.
Taught full-time as instructor of record for a general biology course (4-credit lab course introducing biochemistry, cell biology and genetics – 4 semesters), an

upper-level genetics course (4-credit lab course covering principles of inheritance, DNA structure/function, and modern genetic techniques – 2 semesters) and a general education course for non-majors (4-credit lab course covering principles of biological structure and function, chiefly as they pertain to human biology – 2 semesters). Developed my own curricula, materials, lab activities, and assessments for all courses.

- 2012** **Graduate Tutor**, Boston University School of Public Health, Boston, MA.
Tutored peers in biostatistics and public health law.
- 2008 – 2010** **Undergraduate Teaching Assistant**, Houghton University, Houghton, NY.
Supported instruction of general biology courses (2 semesters each of two 4-credit laboratory courses which collectively introduced biochemistry, cell biology, genetics, ecology, evolution, and population biology for biology majors) as well as a science honors program (a year-long program integrating instruction in biology, physics, chemistry and mathematics). Duties included preparing laboratory activities, answering student questions, and grading handouts.

EDUCATION

- 2017 - 2023** **Ph.D. in molecular physiology**, Cornell University, Ithaca, NY.
Advisor: Dr. Nicolas Buchon. Topics of research: systemic immunity in mosquitoes, stem cells in the mosquito gut. Created an RNAseq atlas of major tissues, gut regions, and sugar-fed versus blood-fed guts in the *Aedes aegypti* mosquito with an accompanying publication analyzing anatomical patterning of immune genes and temporal patterning of digestive transcripts in the blood-fed gut. Prepared a research manuscript examining and contrasting the *Ae. aegypti* and *Anopheles gambiae* transcriptional response to systemic infection with bacterial and fungal pathogens (bench work, data analysis, writing). Prepared a literature review exploring the interplay between mosquito microbiota and immunity. Contributed (conceptualization, bench work, writing) to a manuscript characterizing gut stem cell activity in *Ae. aegypti*, *Ae. albopictus*, *An. gambiae*, *An. stephensi*, and *Culex quinquefasciatus* following blood feeding and oral infection.
- 2010 – 2012** **M.P.H., international health concentration**, Boston University School of Public Health, Boston, MA.
- 2007 – 2010** **B.S. in biological sciences**, Houghton University, Houghton, NY. Graduated *summa cum laude*.



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Ms. Elena Lumby
615 Keeses Mill Rd
Paul Smiths, NY 12970

Dear Ms. Lumby:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you an initial term, full-time, nine-month (164-day), exempt appointment as Biology Assistant Professor for the 2026-2027 academic year. Faculty members are expected to report on August 24, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 8 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$54,952. Your per-diem rate based on 164 days is \$335.07.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate supervisor will be the Science Department Chair. Your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan' with a stylized flourish at the end.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date

Elena Lumby, DrPH, MPH, EMT-B

Public Health Professional | Faculty | Health Researcher

LinkedIn: <https://www.linkedin.com/in/elenalumby/>

Profile

Experienced public health professional with over 15 years of expertise in managing public health initiatives, program evaluation, and community health. Skilled in designing and assessing programs, engaging stakeholders, and translating data into actionable strategies to improve community well-being. Ten years of teaching experience at the graduate and community college level in public health and health sciences. Passionate about serving the Adirondacks and strengthening our local healthcare workforce.

Professional Experience

Adjunct Faculty at North Country Community College (2025-Present)

- Instructs one section of Human Biology 109 course, in person, per semester.

Grants & Administrative Coordinator at the Trudeau Institute, Inc. (2025-Present)

- Specialist in pre-award grant administration, from opportunity identification, proposal writing, to submission.
- Assists faculty scientists in identification of relevant federal, New York State, foundation, and non-profit funding opportunities.

Senior Research Associate at LTG Associates, Inc. (2018 – Present)

- Designed and implemented evaluations for public health programs, including initiatives focused on underserved populations in rural settings.
- Delivered technical assistance to local organizations to enhance evaluation capacity and program effectiveness.
- Developed tailored resources, including training materials, to address community-specific health challenges.

Health Officer of Harrietstown, New York (2024 – Present)

- Subject matter expert for town regarding public health issues and concerns, liaison between town and county health department

Researcher at American Institutes for Research (2014 – 2018)

- Conducted program evaluations focused on improving access to care and resource allocation.
- Facilitated workshops and stakeholder discussions to address pressing health concerns, including opioid use.

Adjunct Faculty at The George Washington University (2014 – 2018)

- Educated public health graduate students in public health data analysis, program planning, and evaluation methodologies.
- Guided students in applying public health principles to real-world challenges in community health.

Contact

Paul Smiths, New York
elena.lumby@gmail.com
518.319.7050

Key Skills

Teaching community college and graduate level courses on data, grant writing, evaluation, program planning, and health science

Program planning & evaluation

Stakeholder engagement & cross-sector collaboration

Data collection, analysis, & reporting

Technical assistance & capacity building

Development of training materials & resources

Facilitation of strategic planning & workshops

Wilderness emergency services

Education

Doctorate in Public Health

*George Washington Univ.
Washington, DC*

Master's in Public Health

*George Washington Univ.
Washington, DC*

Bachelor of Arts in Biology & East Asian Studies

*Bucknell University
Lewisburg, PA*

Selected Projects

COVID-19 Prevention Program Technical Assistance, National Association of County and City Health Officials

- Supported local health departments community organizations in evaluating COVID-19 prevention and vaccination initiatives with hard-to-reach communities.

“Talking Postpartum Depression” National Campaign for PPD Awareness, US Department of Health and Human Services

- Supported the creation of a [social marketing campaign](#) to increase reporting of postpartum depression symptoms by at-risk women to their healthcare providers.
 - Developed educational materials for patients, supporters, healthcare providers, and special populations
-

Curriculum Vitae

Elena Lumby, DrPH, MPH

Teaching

Adjunct Faculty, Health Sciences, Introduction to Human Biology, North Country Community College: Instructs intro level course on human biology, with an emphasis on anatomy and physiology for pre-health professionals. Dedicated to a positive classroom experience, and increased confidence for those with limited science background.

Faculty, Community Health Information Resources (CHIR), The Milken Institute of Public Health at The George Washington University: Instructed students, created practical application labs, and revised curriculum for CHIR, a 2-credit course that introduces master’s students to information resources (i.e. demographic, economic, health, environmental, etc.) and computer applications useful in planning and implementing community health programs. The selected resources and applications support community oriented primary care methods for defining and characterizing a community’s social and health characteristics, investigating a prioritized problem, developing programs and solutions, and sharing results.

Faculty, Health Education Program Planning, The Milken Institute of Public Health at The George Washington University, MPH@GWU Online Program: Instructed and collaborated with students to design and create proposals for evidence-based, community informed, theory driven public health programs. Utilized background in grant writing, review, and contract research to guide student in the creation of highly competitive proposals suitable for submission to funders.

Faculty, Practical Data Management & Analysis, The Milken Institute of Public Health at The George Washington University, MPH@GWU Online Program: Instructed and collaborated with students to understand principles of data analysis in public health, introduction to biostatistics, and use of SPSS statistical software.

Selected Project Work

★ *All projects reflect impactful work; stars indicate significant achievements and highlight unique stories*

Complex Program Design & Evaluation

★ **Deputy Project Director and Health Behavior Change Subject Matter Expert, Mom’s Mental Health Matters, Phase II: Increase Postpartum Depression Symptom Reporting, US Department of Health and Human Services:**

Supported the creation of a social marketing campaign aimed at increasing the reporting of postpartum depression symptoms by at-risk women to their providers. The six-year-long project included developing, fielding, and segmentation analysis of at-risk women; creating campaign videos and materials tailored to identified segments; and deploying the campaign. Provided project management support to the LTG Project Director by drafting monthly and annual reports, ensuring quality assurance of deliverables, and maintaining project timelines. Conducted cognitive testing of survey instruments, concept testing interviews for the focus population, and drafted educational materials for at-risk women, supporters, healthcare providers, and special populations. Final campaign materials available at: <https://www.womenshealth.gov/TalkingPPD>

★ **Qualitative Task Lead, Evaluation of Projects for Peace an International and Domestic Student Grant Program, Pew Charitable Trust:** Designed and fielded surveys and interviews with a small LTG core team to engage key stakeholders, administrators, and grant recipients, gaining insights into their experiences, needs, and aspirations for the program. Deliverables included interim report design, strategic collaboration with the program officer, final

report development, and the creation of a stakeholder briefing. The quality of work and recommendations led to a second year of funding to support the program's restructuring. Program overview available at: <https://www.middlebury.edu/projects-for-peace>

Qualitative Analyst, Evaluation of Strategies 2.0 Family Strengthening & Prevention Initiative in California, California Department of Social Services, Office of Child Abuse Prevention: Collaborated with a small LTG core team to assess the impact of innovative statewide interventions aimed at improving services for parents and families at risk of child abuse and neglect. The evaluation focused on shifting provider perspectives and enhancing the content of service interventions to strengthen families and communities. Provided facilitation and developmental planning support to key stakeholders in designing the project logic model and piloting strategies to test the effectiveness of the service mix and support approaches.

Qualitative Sub-Task Lead and Senior Research Associate, Assessment of the Implementation of the Cigarettes and Other Tobacco Products Act in India, Bloomberg Initiative to Reduce Tobacco Use: Supported the George Washington University team in conducting an impact analysis of the Cigarettes and Other Tobacco Products Act (COTPA) as a structural intervention to reduce tobacco use across seven states in India. The \$447,200 project focused on evaluating policy compliance and effectiveness. Responsibilities included leading the qualitative data component by designing an interview guide, submitting materials for IRB approval, coordinating with the field partner in India, conducting data analysis, and reporting findings. Additionally, analyzed data from Wave I and Wave II datasets, compiled policy compliance scores, and collaborated with the principal investigator to draft manuscripts. Served as a culturally competent liaison between George Washington University and the field partner in India to ensure seamless communication and project implementation. Publications available at: <https://doi.org/10.1093/ntr/ntv263> and <https://doi.org/10.5588/ijtld.15.0376>.

Technical Assistance

★ **Technical Assistance Provider, COVID Prevention Program Evaluation and Sustainability Technical Assistance to Refugee, Immigrant, and Migrant Serving Organizations, National Association of County and City Health Officials:** Member of Technical Assistance team providing tailored guidance and support to community-based organizations funded by the National Association of City and County Health Officials implementing COVID prevention and vaccination campaigns to refugee, immigrant, and migrant populations. Assisted groups with refining their evaluation plans, creating a theory of change, culturally appropriate data collection strategies, and approaches to data analysis. Created and conducted training on introduction to data visualization. Worked with teams to design and analyze key informant interviews. Year II findings on *Emerging Promising Practices* located here: <https://www.naccho.org/programs/community-health/rim#emerging-promising-practices>. Training recordings listed here: <https://www.naccho.org/programs/community-health/rim#resources-and-webinars>.

Quantitative Work

Lead Data Analyst, Public Deliberation of Medical Information Commons, National Human Genome Research Institute: Led the administration and analysis of a survey involving over one hundred Citizens Panel participants to assess their knowledge, perceptions, and attitudes toward the creation of a [Medical Information Commons](#). The project aimed to engage expert stakeholders and gather informed public input to guide policy decisions on effective governance for data sharing.

Researcher, Health Insurance Marketplace and Qualified Health Plan Data Analysis, Centers for Medicare & Medicaid Services: Led the quantitative analysis of a national dataset of qualified health plans purchased on health insurance marketplaces. Authored two white papers examining health insurance confidence as a mediator of information access and unexpected medical costs, and the impact of translation services on consumer satisfaction.

Design & Facilitation of Convenings

★ **Project Director, Community Opioid Workshops in Tennessee, Tennessee Department of Health:** Led AIR team to apply the Community Data Interpretation methodology at three regional workshops in rural Tennessee. Developed the CDI methodology and developed supporting collateral. CDI enables community members to gain a better understanding of their own data and fosters dialogue among policymakers and practitioners, from a range of systems, to design more effective solutions. Led a team of facilitators, data scientists, and public health professionals to prepare for, and conduct, the workshops.

Lead Facilitator, Symptoms of ESRD Patients Receiving In-Center Hemodialysis for the Development of Therapeutic Interventions: Stakeholder Convening, American Society of Nephrology: Brought together patients, providers, payers, and other key stakeholders to develop a research agenda addressing dialysis-associated symptoms prioritized by patients. Led the design of the convening, developed the facilitation guide, coordinated and

conducted facilitation sessions, and utilized thematic analysis of transcripts to produce a summative report. Findings from the convening have been published and are available at: <https://cjasn.asnjournals.org/content/14/1/150>

Consumer Usability (UX) Testing - Digital

★ **Qualitative Sub-Task Lead and Researcher, My Own Network, powered by AHRQ (MONAHRQ), Agency for Healthcare Research and Quality (AHRQ) and Pantheon Software:** Led consumer and provider testing of MONAHRQ, a website-generating software that facilitates local, customized public or private reporting. Responsibilities included developing the testing approach and protocols, conducting cognitive testing, leading the data analysis team, and overseeing the analysis and reporting processes. The project supported the development and dissemination of MONAHRQ, enabling consumers and healthcare professionals to compare quality ratings and costs for healthcare providers.

Consumer Usability (UX) Testing – Digital (Continued)

Qualitative Analyst, State Technical Assistance to Support the Development of an Enrollee Satisfaction Survey for Use in the Exchange Marketplace, Centers for Medicare & Medicaid Services: Conducted cognitive interviews and usability testing for state health insurance marketplaces and served as section lead for the development and writing of an Improvement Guide to help states interpret survey scores and identify evidence-based strategies for performance improvement. Supported the development of issue briefs and webinars to communicate survey findings and translate research into actionable practices. The project aimed to enhance consumer experiences by augmenting survey findings and providing tools for state-level improvements.

Consumer Usability (UX) Testing - Print

Qualitative Task Lead, Patient Experience Survey for Consumers of Home and Community-Based Services, Agency for Healthcare Research and Quality: Led the team and designed methods to test headings used in reporting survey findings for individuals receiving home- and community-based services. Developed and tailored data collection tools to accommodate individuals with severe mental illness, traumatic brain injury, cognitive impairments, and physical disabilities. Conducted interviews as part of a small data collection team to ensure accurate and inclusive results.

Qualitative Research Support and Research Associate, Research and Testing of Clinical Effectiveness Reports, AHRQ and the Baylor College of Medicine Eisenberg Center: Conducted cognitive testing of summary materials developed for clinicians and supported the project by writing and presenting findings to the client. The project aimed to assist the Eisenberg Center in conducting formative research and testing information products derived from systematic comparative effectiveness reviews.

Publications & Presentations

Peer-Reviewed Journal Articles

Flythe, J. E., Hilliard, T., **Lumby, E.**, Castillo, G., Orazi, J., Abdel-Rahman, E. M., ... & Wilkie, C. M. (2019). *Fostering Innovation in Symptom Management among Hemodialysis Patients: Paths Forward for Insomnia, Muscle Cramps, and Fatigue*. *Clinical Journal of the American Society of Nephrology*, 14(1), 150-160. Available at:

<https://cjasn.asnjournals.org/content/14/1/150>

Turner, M. M., Rimal, R. N., **Lumby, E.**, Cohen, J., Surette, A., Roundy, V. & Shah, V. (2016). *Compliance with tobacco control policies in India: an examination of facilitators and barriers*. *The International Journal of Tuberculosis and Lung Disease*, 20(3), 411-416. <https://doi.org/10.5588/ijtld.15.0376>

Mead, E.L., Rimal, R.N., Cohen, J.E., Turner, M., **Lumby, E.**, Feighery, E., & Shah, V. (2015). *A two-wave observational study of compliance with youth access and tobacco advertising provisions of the Cigarettes and Other Tobacco Products Act in India*. *Nicotine & Tobacco Research*. <https://doi.org/10.1093/ntr/ntv263>

Technical Reports

Crain, C., Tashima, N., & **Lumby, E.C.** (2023). *Scaling up COVID-19 Prevention and Mitigation Strategies with Refugee, Immigrant, and Migrant Communities (RIM), Lessons Learned*. Final report for the National Association of County and City Health Officials. Findings at: <https://www.naccho.org/programs/community-health/rim#emerging-promising-practices>.

Crain, C., Tashima, N., & **Lumby, E.C.** (2020). *Shooting for the Stars: Projects for Peace Phase I Program Evaluation*. Final report for The Pew Charitable Trusts and the Davis Family Fund. January 15, 2020.

Edelman, A.E., Corado, R., **Lumby, E.C.**, Gills, R., Elwell, J., Terry, J., & Emperador, D. (2015) *Access Denied: Washington DC Transgender Needs Assessment*. Washington DC Transgender Coalition. Available at: <https://dctranscoalition.files.wordpress.com/2015/11/dctc-access-denied-final.pdf>

Gilmore, D., **Lumby, E.**, Koester, L., Poon, A., & Eriksson, C. (2016). *Opportunities to Increase Preventive Services in Medicaid Managed Care Environments- A Toolkit for State Medicaid Agencies in Managed Care Environments*.

Wang, G., Gilmore, D., Koester, L., **Lumby, E.**, & Poon, A. (2016) *Respite Partnership Collaborative Innovation Project Evaluation: Final Report*. Available at: <https://www.issueLab.org/resources/26914/26914.pdf>

Wang, G., Koester, L., Gilmore, D., **Lumby, E.**, Farrar, B., Poon, A., & Fernando, R. (2015) *Respite Partnership Collaborative Innovation Project Evaluation: Year 2*. Available at: <https://www.issueLab.org/resource/respit-partnership-collaborative-rpc-innovation-project-evaluation-final-report.html>

American Institutes for Research Technical Assistance Team. (2015). *Consumer Usability Testing in Five State-Based Marketplaces: Key Challenges and Best Practice Recommendations*. Available at: <https://www.air.org/resource/report/consumer-usability-testing-five-state-based-marketplaces-key-challenges-and-best>

American Institutes for Research Technical Assistance Team. (2015). *Consumer Website Usability Assessments of Vermont Health Connect, Connect for Health Colorado, kynect, Hawaii Health Connector, Washington Healthplanfinder: Summary Results and Recommendations*. Five state-specific reports.

<https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/QualityInitiativesGenInfo/Downloads/Consumer-Usability-Testing-in-Five-State-based-Marketplaces.pdf>

Wang, G., Koester, L., Farrar, B., Manson, K., Gilmore, D., **Lumby, E.**, & Mathew, R. (2014) *Respite Partnership Collaborative Innovation Project Evaluation: Year 1*. Available at: <https://www.issueLab.org/resource/respit-partnership-collaborative-rpc-innovation-project-evaluation-report-1.html>

Farrar, B., Wang, G., Koester, L., Henry, M., Desai, A., Castillo, G., **Lumby, E.**, Hemmerich, I., Carman, K., & Gilmore, D. (2014). *Patients and providers speak: Early Care Experiences under the ACA*. Available at: <https://www.issueLab.org/resource/patients-and-providers-speak-early-care-experiences-under-the-aca.html>

Podium Presentations

Lumby, E.C. & Yi, L. (2018). *Is Not Having a Dentist a Risk Factor for Addiction? Variations in Dental Care Access and its Association with Prescription Pain Medication Misuse in Ohio*, National Network of Public Health Institutes Annual Conference, New Orleans, LA, May 14, 2018.

Poster Presentations

Lumby, E.C. & Yi, L. (2018). *Is Not Having a Dentist a Risk Factor for Addiction? Variations in Dental Care Access and its Association with Prescription Pain Medication Misuse in Ohio*, Academy Health, Seattle, WA, June 25, 2018.

Professional Associations & Community Involvement

- Training Officer, Search and Rescue of the Northern Adirondacks (SARNAK)
- Member, Society for Research Administrators, International
- Member, American Association for Public Opinion Research
- Member, New York Chapter of the American Association for Public Opinion Research
- Member, American Evaluation Association
- Member, American Radio Relay League
- Member, High Peaks Amateur Radio Club



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Ms. Emma Atkinson
1175 Oregon Plains Road
Onchiota, NY 12989

Dear Ms. Atkinson:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you an initial term, full-time, nine-month (164-day), exempt appointment as Clinical Coordinator for the 2026-2027 academic year. Faculty members are expected to report on August 24, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 11 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$59,313. Your per-diem rate based on 164 days is \$361.66.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate supervisor is the Nursing Program Director, and your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan' with a horizontal line extending to the right.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date

Emma Atkinson

1178 Oregon Plains Road, Onchiota, NY 12989 ▪ Cell: 518-354-3113▪

eatkinson@nccc.edu

Professional Summary

Enthusiastic RN with a dedicated work ethic; demonstrated nursing procedure competency throughout clinical experience in the inpatient hospital setting. Training and competency as charge nurse was completed through one year of Medical/Surgical nurse, and after one year of Maternity nursing; current position held. BSN graduate from the Chamberlain School of Nursing, certifications held in both Inpatient Obstetrics and Electronic Fetal Monitoring Certified through NCC. Passion for education and experience in teaching birth classes at Adirondack Medical Center, guiding NCCC (North Country Community College) students as the clinical coordinator and instructing in the Maternity clinical setting.

Work History

Nursing Program Clinical Coordinator (1/2024-Present)

North Country Community College

Supervisor: Tana Hare

Responsible for organizing clinical site placements for students in the PN (Practical Nursing) and ADN (Associate Degree in Nursing) programs through NCCC by tracking affiliation agreements, hiring clinical staff, collaborating with current clinical staff, performing site evaluations, and assigning placement each school semester. Position includes tasks collaborating and assisting the program director in maintaining nursing program clinical outcomes, team building among clinical staff and affiliates sites, and support for integrating clinical tracking programs for students.

Clinical Instructor (8/2022-Present)

North Country Community College

Supervisor: Tana Hare

Responsible for providing clinical instruction to nursing students in the Maternity setting at Adirondack Medical Center. Assisted students in developing hands on skills relevant to current evidence-based practice in the subject area. Supervised clinical assignments made to students, guiding the learning and critical thinking process.

Registered Nurse in the Maternity Unit (10/2018-Present)

Adirondack Medical Center-Saranac Lake

Supervisor- Samantha Sheldon

Position in the labor, delivery, recovery, and post-partum unit in the hospital care for patients through pregnancy, during labor, delivery, and post-partum. Care also is provided to patients after routine gynecological procedures, surgical overflow, antepartum, and in the newborn nursery. Technical skills required for completing complex interventions in perinatal patient care, with practice in preparedness for emergencies and routine procedures. Competent and able to act as charge nurse if needed for a shift, completing equipment checks, coordinating patient care for the shift, and the ability to act as a trained OB triage nurse.

Substitute School Nurse (1/2018-3/2020)

Saranac Lake School District

Position as a fill in when needed by the district school nurses, carrying out nursing functions in their absence, while keeping record of the day's events. Responsible for caring for students needs when they report to the nurse's office, administering medications, calling parents if needed, while providing support for the kids/adolescents throughout their school day.

Registered Nurse on Medical/Surgical Floor (6/2017-10/2018)

Adirondack Medical Center-Saranac Lake

Supervisor: Dave Mader

Reason for Leaving: Interhospital transfer to different unit

Position on the medical and surgical floors in the hospital caring for patients of all ages and backgrounds. Responsible for carrying out compassionate patient centered care, communicating across disciplines to coordinate care, and performing technical skills required for floor nursing. In charge of completing nursing interventions appropriate to patient's care plans, and carrying out ordered interventions by health care providers, throughout the course of the shift. Competent and trained to act as charge nurse as needed for shifts, becoming a resource and coordinator for events that may happen during a shift.

Education

Chamberland College of Nursing

Bachelors in Nursing

7/2018-2/2020

GPA: 3.40

SUNY Plattsburgh

Bachelors in Nursing

2017-2018

GPA: 3.91

North Country Community College

A.A.S. Nursing Program

2016-2017

Graduated: May 2017

GPA: 3.61

North Country Community College

Licensed Practical Nursing Certificate

2015-2016

Graduated: 2016

GPA: 3.67

Saranac Lake High School

Advanced Regents High School Diploma

Graduated: 2013

Certifications

Neonatal Resuscitation Instructor Certification 2025

RNC- Inpatient Obstetrics, NCC 2025

C-EFM Electronic Fetal Monitoring, NCC 2023

Pediatric Advanced Life Support Certification 2024

Advanced Cardiac Life Support Certification 2025

S.T.A.B.L.E Neonatal Care Certified 2024

Registered Nurse through NYS 2025

Certified Rape Crisis Counselor 2017

Licensed Practical Nurse Through NYS 2016

Awards

2020 Meghan E. Handler Excellence in Nursing Award through Adirondack Medical Center

NCCC
Fall 2015 President's List
Spring 2015 President's List
Fall 2016 Vice President's List

SUNY Plattsburgh
Fall 2017 Dean's List
Spring 2018 Dean's List

Professional Organizations

Phi Theta Kappa Two Year College Honor Society
Lambda Alpha Anthropological Honor Society
Association of Women's Health, Obstetrics and Neonatal Nursing Member

References

Laura Cunningham
NCCC Nursing Instructor
518-637-4712
lcunningham@nccc.edu

Stephanie Cassell
NCCC Nursing Instructor-Current Interim Nursing Director
518-524-9548
scassell@nccc.edu



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Ms. Laura Cunningham
217 Kiwassa Rd
Saranac Lake, NY 12983

Dear Ms. Cunningham:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you an initial term, full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the 2026-2027 academic year. Faculty are expected to report to campus on August 24, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 11 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$59,313. Your per-diem rate based on 164 days is \$361.66.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate supervisor is the Nursing Program Director, and your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan'.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date

Laura Herd Cunningham
217 Kiwassa Rd. Saranac Lake, NY 12983
lcunningham@nccc.edu
518-637-4712

EDUCATION

Current Enrollment MSN Ed.

Projected completion date of 5/2027 from Empire State University, Saratoga Springs, NY

9/2017-12/2020 BSN

Completion of BSN program at Empire State University, Saratoga Springs, NY

5/2015 AAS in Nursing

Completion of two-year Registered Nurse program at North Country Community College in Saranac Lake, NY

5/2010 LPN

Completion of the Licensed Practical Nurse program at North Country Community College in Saranac Lake, NY

CURRENT POSITION

North Country Community College, Saranac Lake NY

- Nursing Instructor (**2023-current**)
- Nursing Program Adjunct Clinical and Nursing Lab Instructor (**2018-2023**)
- LAC Nursing Program Tutor (**2019-2020**)

Courses Taught

- NUR 101 Fundamentals of Nursing (7cr.)
- NUR 102 Introduction to Nursing Pharmacology (1cr.)
- NUR 106 Nursing II (4cr.)
- NUR 108 Nursing Pharmacology II (2cr.)
- NUR 202 Psychiatric and Mental Health Nursing (5cr.)
- NUR 206 Nursing Management on Transition into Practice (1cr.)

College Governance & Involvement

- Senate full-time faculty representative (**2024-present**)
- Campus and Student Life Committee (**2024-present**)
- Chair of NCCCAP Social Club (**2025-present**)
- Nursing Instructor Search Committee member **2025**
- Saranac Lake Nursing Club advisor (**2023-present**)

Community Involvement

- Music on the Green concert series coordinator, Village of Saranac Lake (2020-present)
- Saranac Lake Pride Festival NCCC representative (6/2025)
- Nursing Club community bake sale (4/2025)
- Saranac Lake Downtown Advisory Board, Village of Saranac Lake (2020-2022)

RELATED EMPLOYMENT HISTORY

6/2015-2023 RN

***Adirondack Health
Saranac Lake, NY***

- Medical-Surgical department supervisor, Patient Care Coordinator
- Secretary of the Innovation and Technology shared governance council
- Diabetes Self-Management community education team
- Charge Nurse training course educator
- Nursing preceptor
- Bedside nurse cross-trained to several units to include adult psychiatric, oncology, interventional pain management, endoscopy, perioperative and medical-surgical

7/2013-2015 LPN

***Mountain Medical Urgent Care
Lake Placid, NY***

- Patient intake and data collection
- Dermatological and minor surgery assistant
- Phlebotomy
- New York State Immunization Information System (NYSIIS) user
- I-STOP/Prescription monitoring program (PMP) user

9/2010-6/2013 LPN

***CNY Family Care
East Syracuse, NY***

- Patient intake and data collection
- Triage nurse responsible for assessing patient needs, communication between patients and primary care providers, outsourcing appropriate information to various other providers

AWARDS & ACHIEVEMENTS

- **Adirondack Health Nursing Nightingale Award** May 2021
- **Adirondack Health Clinical Ladder III** January 2021
- **Sigma Theta Tau International Honor Society of Nursing** June 6, 2020
- **SUNY ESC Dean's list** spring and summer 2020 terms
- **Associate Degree Nursing Award for Excellence** for RN students who routinely demonstrate leadership and communication skills and academic achievement; North Country Community College, May 2015
- **The Patricia A. Fuller Memorial Award** for practical nursing students from the Saranac Lake site demonstrating the highest clinical excellence; North Country Community College, May 2010

PROFESSIONAL REFERENCES

Stephanie Cassell, MSN

Nursing Instructor, North Country Community College

Nursing Supervisor, Adirondack Health

scassell@nccc.edu

518-524-9548

Laura Hooker, RN

Registered Nurse, Adirondack Health

Chair of Innovation and Technology Council

laurahooker@gmail.com

518-524-5526

Jimmy Williams

Mayor, Village of Saranac Lake, NY

mayorwilliams@saranaclakeny.gov

(949) 275-8916

Additional references provided upon request.



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Mr. Ernest Hough
29 Main Street
Bloomingdale, NY 12913

Dear Mr. Hough:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you an initial term, full-time, nine-month (164-day), exempt appointment as Social Sciences/Human Services Instructor for the 2026-2027 academic year. Faculty members are expected to report on August 24, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 8 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$54,952. Your per-diem rate based on 164 days is \$335.07.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate supervisors are Kathleen Dowd-Maloney, Human Services Department Chair, and Kelli Beck, Social Science Department Chair. Your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan'.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date

Ernest Hough

29 Main Street, Bloomingdale, NY 12913
(518)332-0226 | ernesthough@gmail.com

***Objective-Secure Full Time Human Services/Social Sciences Instructor
Position***

Education:

Capella University-

-Master of Public Administration

SUNY Plattsburgh-

-Bachelor of Science in Social Work, with a minor in Psychology

North Country Community College-

-AAS in Chemical Dependency Counseling

Professional Experience:

Full time faculty-NCCC -January 2023-Present

-Instruct courses in Human Services, Psychology and Sociology: Intro. To Human Services, Human Service Delivery, Group Counseling Skills, Basic Counseling Skills, Substance Abuse Prevention, Intro. to Social Welfare, Intro to Psychology, Psychology of Personal Growth, Psychology of Leadership, Intro. to Sociology, Sociology of Addiction, Sociology of Diversity.

-Advise students on course registration, transfers, and career paths.

-Teach in Second Chance Pell program at FCI Ray Brook

Adjunct Instructor-NCCCC-2017-2023

-Instruct courses in Human Services, Psychology and Sociology:

- Teach in Second Chance Pell program at FCI Ray Brook

Samaritan House Homeless Shelter Program Director- Saranac Lake, NY

2/1/17-12/31/2022-Responsible for supervising and assisting homeless individuals to find permanent shelter, employment, and securing benefits.

Lakeside House, Inc.-Saranac Lake, NY

7/6/03- 2/1/17-Resident Counselor-Design and implement service plans for 2 residents, run groups for 10 residents, and dispense various medications. Supported Housing Coordinator-

Responsible for assisting in the placement and successful transitioning of adults with chronic and persistent mental illness, and or substance abuse issues, into independent living.

Leadership & College Involvement:

- FCCC Representative
- Full time Faculty Representative to the Senate
- Curriculum Committee
- Faculty & Staff Recognition Committee
- Veterans Club Advisor

Leadership & Community Involvement

- Executive Committee of the Essex County Community Services Board (2024-Present)
- Member of the Alcohol Substance Abuse Subcommittee in Essex County (2024-Present)
- Member and Advisor to the Adirondack Bridges to Empowerment Program (2021-Present)
- Board member of the Saranac Lake Learn to Skate Program (2024-Present-)
- Board member of the Tri-Lakes Center for Independent Living (In progress)



BOARD OF TRUSTEES | RESOLUTION

WHEREAS the VP of Academic Affairs and the Assistant Dean of IR & Support recommend the following faculty/staff for renewal of temporary appointments effective with the 2026/27 academic/fiscal year:

Anita Baitinger, Nursing Instructor
Chelsea Drake, Nursing Instructor
Luke Hudak, Dual Enrollment Coordinator
Monika Lovewell, Business Instructor
Christine Newcomb, Human Services Instructor
Courtney Roy, Nursing Instructor
Kevin Symonds, Programmer/Analyst

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the following faculty/staff for renewal of temporary appointments effective with the 2026/27 academic year:

Anita Baitinger, Nursing Instructor
Chelsea Drake, Nursing Instructor
Luke Hudak, Dual Enrollment Coordinator
Monika Lovewell, Business Instructor
Christine Newcomb, Human Services Instructor
Courtney Roy, Nursing Instructor
Kevin Symonds, Programmer/Analyst

These positions are currently funded in the 2026/27 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, these appointments will expire at the conclusion of the 2026/27 academic year and will not be renewed.

Date: April 28th, 2026
Resolution: 2025-2026 | Pending
Motion:
Second:
Action: Pending (x-x-x)
Witness: Pending



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Ms. Anita Baitinger
5 Fairview Street
South Glens Falls, NY 12803

Dear Ms. Baitinger:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you a temporary, full-time, nine-month (164-day), exempt appointment as Nursing Instructor for a one-year term during the 2026-2027 academic year. This will be your second consecutive temporary appointment. Faculty are expected to report on August 24, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 8 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$54,952. Your per-diem rate based on 164 days is \$335.07.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Ticonderoga. Your immediate supervisor is the Nursing Program Director, and your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in black ink that reads 'Joe Keegan'.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Ms. Chelsea Drake
84 Wall Street
Mineville, NY 12956

Dear Ms. Drake:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you a temporary, full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the 2026-2027 academic year. This will be your third consecutive temporary appointment. Faculty are expected to report to campus on August 24, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 7 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$53,498. Your per-diem rate based on 164 days is \$326.21.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Ticonderoga. Your immediate supervisor is the Nursing Program Director, and your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan' with a horizontal line extending to the right.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Mr. Luke Hudak
39 Nash St
Lake Placid, NY 12946

Dear Mr. Hudak:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you a temporary, full-time, 164-day exempt appointment as Coordinator of Dual Enrollment Initiatives for a one-year term during the 2026-2027 academic year. A portion of your salary and benefits will be grant-funded.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 7 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$53,498. Your per-diem rate based on 164 days is \$326.21.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate/area supervisor is Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan'.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Ms. Monika Lovewell
PO Box 131
Dickinson Center, NY 12930

Dear Ms. Lovewell:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you a temporary, full-time, nine-month (164-day), exempt appointment as Business Instructor for a one-year term during the 2026-2027 academic year semester. This will be your second consecutive temporary appointment. Faculty members are expected to report on August 24, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 8 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$54,952. Your per-diem rate based on 164 days is \$335.07.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Malone. Your immediate supervisor/Dept Chair is Robin McGrath, Instructor, and area supervisor Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan' with a horizontal line extending to the right.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Ms. Christine Newcomb
214 Algonquin Ave
Lake Placid, NY 12946

Dear Ms. Newcomb:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you a temporary, full-time, nine-month (164-day), exempt appointment as Human Services Instructor for the 2026-2027 academic year. This will be your second consecutive temporary appointment. Faculty members are expected to report on August 24, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 6 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$52,044. Your per-diem rate based on 164 days is \$317.34.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate supervisor is Kathleen Dowd-Maloney, Human Services Department Chair. Your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan' with a horizontal line extending to the right.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Ms. Courtney Roy
44 Union Falls Rd
AuSable Forks, NY 12912

Dear Ms. Roy:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you a temporary, full-time, nine-month (164-day), exempt appointment as Nursing Instructor for a one-year term during the 2026-2027 academic year. This will be your third consecutive temporary appointment. Faculty members are expected to report on August 24, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 8 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$54,952. Your per-diem rate based on 164 days is \$335.07.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Malone. Your immediate supervisor is the Nursing Program Director. Your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan'.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Mr. Kevin Symonds, Jr.
38 Cantwell Way, Apt 1
Saranac Lake, NY 12983

Dear Mr. Symonds:

Pending approval at the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you a temporary, full-time, twelve-month (221-day) exempt appointment as Programmer/Analyst, for a one-year term during the 2026-2027 fiscal year. This will be your third consecutive temporary appointment.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 7 on Schedule C of the 2025-2028 CBA, which is an annualized salary of \$53,498. Your per-diem based on 221 days is \$242.07.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate supervisor is Scott Harwood, Assistant Dean for Institutional Research and Support, and your area supervisor is Joe Keegan, College President.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan'.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date

NC NORTH COUNTRY
COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK
BOARD OF TRUSTEES | RESOLUTION

WHEREAS the Interim AVP and the Assistant Dean of IR & Support recommend the following staff for Continuing Appointment:

Angela Brice, Assistant Director of Student Affairs
Terrance Kemp, Academic Technology Coordinator

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the following staff for continuing appointments effective with the 2026/27 fiscal year:

Angela Brice, Assistant Director of Student Affairs
Terrance Kemp, Academic Technology Coordinator

These positions are currently funded in the 2026/27 operating budget.

Date: April 28th, 2026
Resolution: 2025-2026 | Pending
Motion:
Second:
Action: Pending (x-x-x)
Witness: Pending



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Ms. Angela Brice
5605 Sutton Rd
Avon, NY 14414

Dear Ms. Brice:

Congratulations! Pending approval by the Board of Trustees at their April 28, 2026, meeting, I am pleased to confirm your full-time, 221-day, exempt continuing appointment as Assistant Director for Student Life for the 2026-2027 academic year.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this position, your pay grade for this appointment is Step 15 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$65,129. Your per-diem rate based on 221 days is \$294.70.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate/area supervisor is Jackie VanBrunt, Interim AVP of Student Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan' with a horizontal line extending to the right.

Joe Keegan,
President

cc: Personnel File / Payroll File

Employee Signature

Date



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Mr. Terrence Kemp
50 Shepard Ave
Saranac Lake, NY

Dear Mr. Kemp:

Congratulations! Pending approval by the Board of Trustees at their April 28, 2026, meeting, I am pleased to confirm your full-time, 221-day, exempt continuing appointment as Academic Technology Coordinator for the 2026-2027 academic year.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this position, your pay grade for this appointment is Step 24 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$78,211. Your per-diem rate based on 221 days is \$353.90.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate supervisor is Scott Harwood, Assistant Dean of Institutional Research and Support, and your area supervisor is Erik Harvey, CFO.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan' with a horizontal line extending to the right.

Joe Keegan,
President

cc: Personnel File / Payroll File

Employee Signature

Date

NC NORTH COUNTRY
COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK
BOARD OF TRUSTEES | RESOLUTION

WHEREAS the VP of Academic Affairs hereby recommends the temporary appointment of Betsy Davison, to the full-time, twelve-month (221-day), exempt appointment as Library Director for the remainder of the 2025/26 fiscal year, effective May 4, 2026, at an annual salary of \$66,904,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the temporary appointment of Betsy Davison, to the full-time, twelve-month (221-day), exempt appointment as Library Director for the remainder of the 2025/26 fiscal year, effective May 4, 2026, at an annual salary of \$66,904.

This position is currently funded in the 2025/26 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2025/26 academic year and will not be renewed.

Date: April 28th, 2026
Resolution: 2025-2026 | Pending
Motion:
Second:
Action: Pending (x-x-x)
Witness: Pending



SARANAC LAKE . MALONE . TICONDEROGA

April 22, 2026

Ms. Betsy Davison
35 Trudeau Rd
Saranac Lake, NY 12983

Dear Ms. Davison:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you a temporary, full-time, 221-day, exempt appointment as Library Director for the remainder of the 2025-2026 fiscal year, effective Monday, May 4, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 17 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$66,904. Please note that this will be pro-rated through the end of the 2025-2026 fiscal year. Your per-diem rate based on 221 days is \$302.73.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate/area supervisor is Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than April 24, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan' with a long horizontal flourish extending to the right.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date

Betsy Davison

Experienced library leader dedicated to enhancing student engagement, access, and academic success across diverse learning environments. Background includes academic, public, school, and medical librarianship, along with executive operations management experience. Skilled in building collaborative partnerships, providing instructional support, and aligning library services with community needs to create a welcoming, inclusive learning space.

35 Trudeau Road
Saranac Lake, NY 12945
(607) 423-5136
betsdav@gmail.com

EXPERIENCE

Office and Operations Manager, Black Mountain Architecture — Saranac Lake, NY

March 2024 - Present

- Oversee daily operations of a small professional firm, supporting leadership and project teams.
- Partner with firm leadership in strategic planning, goal setting, and business vision.
- Manage full-cycle bookkeeping, including budgeting, financial reporting, accounts payable/receivable, and payroll coordination
- Oversee human resources functions, including recruitment, onboarding, benefits coordination, employee review process, and personnel policy development.
- Coordinate with IT consultants to ensure software and technology upgrades.
- Supports sales and client development efforts, including proposal preparation, contract coordination, and customer relationship management.

School Library Media Specialist

Homer Central High School — Homer, NY

July 2018 - August 2020

Cortland Jr. Sr. High School — Cortland, NY

July 2017 - July 2018

July 2005 - January 2007

- Managed the daily operation of the high school Library Media Center.
- Coordinated online and on-ground information services for students and staff at the high school library.
- Managed efficient operations by keeping materials properly coded, classified, and cataloged for ease of use.
- Led instructional classes, tours, and workshops on electronic resources and library research tools.
- Supported students and staff by teaching individuals how to use computerized databases and other basic computer skills.
- Handled student and staff information and material requests.
- Promoted library services and programs through flyers, banners, library newsletters, and press releases.
- Kept the library operating within budget limitations.

SKILLS

Customer Service and
Communication

Curriculum Collaboration

Outreach and Programming

Community Partnerships

Strategic Planning

Budget Development and
Oversight

Bookkeeping & Financial
Reporting

Computer and Technology
Proficiency

Organization

Task Prioritization

Positive Attitude and Outlook

Reference Librarian - Part-Time

Suny Cortland Memorial Library - Cortland, NY

August 2015 - August 2016

- Delivered research and reference services to students and faculty
- Participated in collection development
- Provided early childhood programming for on-campus childcare center

Youth Services Librarian

Cortland Free Library — *Cortland, NY*

September 2010 - October 2014

- Maintained a robust catalog of fiction, non-fiction, and reference materials, coordinating repairs or replacements for damaged materials.
- Helped the Library Director make relevant operational decisions by preparing statistical reports.
- Assisted patrons using online and physical library resources.
- Supported library patrons by teaching individuals how to use computerized databases and other basic computer skills.
- Managed efficient operations by keeping materials properly coded, classified, and cataloged for ease of use.
- Managed print and digital resource acquisition process.
- Promoted library services and programs through flyers, banners, library newsletter, and press releases.
- Brought in new library visitors as public face of library at community events and with local media.
- Reviewed and evaluated materials using book reviews, catalogs and current holdings to select and order print, audio-visual and electronic resources.
- Answered reference questions successfully using standard materials and online resources.
- Handled library user information and material requests.
- Managed community events and engagement strategies, including children's story hours.
- Applied for and received grant and community funding.

Medical Librarian

Samaritan Health Sciences Library — *Watertown, NY*

July 2007 - February 2008

- Provided evidence-based research support to clinical staff
- Performed literature searches to create annotated bibliographies

CERTIFICATES

Public School Teacher Professional Certificate

Library Media Specialist – New York State

EDUCATION

University at Buffalo State University of New York, Buffalo, NY — M.A. Information and Library Sciences

MAY 2005

Information and Library Science studies with a focus on School Media.

Geneseo State University at New York, Geneseo, NY — B.A.

MAY 2004

Major in History and member of the Varsity Women's Lacrosse Team

NC NORTH COUNTRY
COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK
BOARD OF TRUSTEES | RESOLUTION

WHEREAS the Chair of the Humanities Department recommends the temporary appointment of Jennifer Cantwell, to the full-time, nine-month (164-day), exempt appointment as English Instructor for the 2026/27 academic year, at an annual salary of \$50,591,

WHEREAS the VP of Academic Affairs hereby concurs in this recommendation,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the temporary appointment of Jennifer Cantwell, to the full-time, nine-month (164-day), exempt appointment as English Instructor for the 2026/27 academic year, at an annual salary of \$50,591.

This position is currently funded in the 2026/27 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2026/27 academic year and will not be renewed.

Date: April 28th, 2026
Resolution: 2025-2026 | Pending
Motion:
Second:
Action: Pending (x-x-x)
Witness: Pending



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Ms. Jennifer Cantwell
1096 Bonnie View Rd
Wilmington, NY 12997

Dear Ms. Cantwell:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you a temporary, full-time, nine-month (164-day), exempt appointment as English Instructor for the 2026-2027 academic year. Faculty members are expected to report on August 24, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 5 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$50,591. Your per-diem rate based on 164 days is \$308.48.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate supervisor is Shir Filler, Humanities Department Chair. Your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan'.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date

Jennifer Cantwell

PROFILE

Dedicated instructor with over 25 years of teaching experience in a wide variety of academic settings. Nine of those years spent as an adjunct Humanities instructor at North Country Community College. Caring and proficient at developing meaningful, engaging lessons. Consistent and disciplined instruction provided to guide students in attaining skills for success in college and beyond.

MILITARY SERVICE

U.S. Air Force, 8 years

AWARDS

Chancellor's Award for Excellence in Adjunct Teaching May 2024

REFERENCES

- Upon request

EXPERIENCE

Adjunct Instructor North Country Community College Saranac Lake, NY

- Develop and teach in-person and online English courses through D2L Brightspace
- Develop Humanities syllabi, schedules, and weekly lessons in accordance with course outline requirements
- Lecture on crucial components of effective writing, critical reading and thinking, and effective writing skills.
- Manage classroom dynamics and interactions to support healthy conversations between students
- Assess student skill levels and tailor lessons to their needs

NCCC Retention Specialist

- Communicate with students who have academic holds about their plans to improve
- Coordinate with academic advisors about their students' plans
- Assist students by connecting them with staff and available resources
- Make student referrals to appropriate services upon request

Learning Assistance Center Tutor

- Assist students with organizing, mindset, and studying skills
- Proofread essays and research papers across all disciplines
- Proctor examinations by facilitating space, timing, and reading as needed

EDUCATION

- Master of Science in Education, SUNY at Plattsburgh
- Bachelor of Arts, English and Education, SUNY at Potsdam

CERTIFICATION

- NY State Permanent Certification in Elementary Education and Secondary English

LEADERSHIP

NCCC Student Retention and Completion Committee – Sept 2023 to Present
NCCC Senate Adjunct Representative June 2022 to May 2024
Whiteface Community United Methodist Church Staff-Parish Relations Council Chair January 2020 to Present

NC NORTH COUNTRY
COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK
BOARD OF TRUSTEES | RESOLUTION

WHEREAS the Chair of the Mathematics Department recommends the temporary appointment of Lisa McDowall, to the full-time, nine-month (164-day), exempt appointment as Math Instructor for the 2026/27 academic year, at an annual salary of \$50,591,

WHEREAS the VP of Academic Affairs hereby concurs in this recommendation,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the temporary appointment of Lisa McDowall, to the full-time, nine-month (164-day), exempt appointment as Math Instructor for the 2026/27 academic year, at an annual salary of \$50,591.

This position is currently funded in the 2026/27 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2026/27 academic year and will not be renewed.

Date: April 28th, 2026
Resolution: 2025-2026 | Pending
Motion:
Second:
Action: Pending (x-x-x)
Witness: Pending



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Ms. Lisa McDowall
6 Pine St
North Arlington, NJ 07031

Dear Ms. McDowall:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you a temporary, full-time, nine-month (164-day), exempt appointment as Mathematics Instructor for the 2026-2027 academic year. Faculty members are expected to report on August 24, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 5 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$50,591. Your per-diem rate based on 164 days is \$308.48.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate supervisor is Allison Warner, Mathematics Department Chair. Your area supervisor is Sarah Maroun, Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 29, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan'.

Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date

Lisa M. McDowall
6 Pine Street
North Arlington, NJ 07031
(908)399-2754

OBJECTIVE: To encourage every pupil to reach their maximum potential. To nurture each student's individual learning style. To allow each child to gain the confidence that will assist in their growth academically, emotionally and socially.

SKILLS AND HIGHLIGHTS:

- Taught Algebra I, Algebra II, Honors Algebra I, Geometry, Geometry Honors, Precalculus.
- Algebra I students showed substantial improvement on State Test 2024
- Mentored a new teacher 2024-2025 school year at the request of administration
- Worked after school to help students pass the Accuplacer Test to graduate and had 100% success rate
- Passed Mathematics Praxis test 5165 with a score of 170
- 2023-2024 School Year: Increased schools Algebra 1 test scores significantly and was requested to teach all freshmen for the 2025-2026 school year as our school is a Title II school and we will lose our funding if we do not continue to raise scores.
- 2023 All my Algebra students in grade 8 passed the State Test except one.
- 2021 100% of Algebra students passed the State test, 52% of 8th graders Exceeded or Met Expectations on State Test
- Proficient in Desmos interactive Math website
- During online learning, March 16th 2020 to present , I immediately implemented an online platform, Nearpod, to purposefully educate my students. Administration was so impressed with Nearpod that they asked me to present three professional development training sessions for my colleagues.
- mSGP scores from 2013-2016 MLVRCS respectively 3.7, 3.6, 3.7, 3.3
- mSGP scores for 2017, 2019 NPS respectively 3.4, 3.5
- Capable of teaching students at various grade levels in the same class.

- Proficient in SmartBoard, IReady, Nearpod, Study Island, Google Classroom, Docs, Sheets, Slides, Forms, Microsoft Word and Excel
- First year at MLVRCS increased scores 41% for 7th grade with 79% passing the mathematics section of NJASK.
- The following three years at MLVRCS my student passing percentage for NJASK were 89%, 85%, 96% respectively. This included my special education and English Language Learners, ELL.
- First year with Newark Public Schools I was assigned to teach the lowest performing students. Eighty percent of my students met their growth goal by January and doubled the PARCC passing rate from the previous year.
- Second year with Newark Public Schools I was asked to take on the 8th grade which had a 15% passing rate the previous year. Twenty-nine percent of my 8th graders passed the PARCC that year.
- Third year with Newark Public Schools I was assigned a 7th grade position at Dr. William Horton Elementary where the 7th grade mSGP score for the previous year was a 2.1. None of the students approached, met or exceeded expectations on the NJSLA. The following year I scored a 3.5 mSGP and 7th grade overall had the highest mSGP of all grades. The 7th grade NJSLA scores improved dramatically with 21% approaching and 12% meeting or exceeding expectations.

EMPLOYMENT HISTORY:

- | | |
|----------------|---|
| 2/2023-Present | Elmwood Park Memorial High School <ul style="list-style-type: none"> ● Algebra 1 ● Algebra 2 ● Algebra Honors ● Geometry 1 ● Geometry Honors ● Pre Calculus |
| 9/2021-2/2023 | Woodland Park Public Schools, NJ <ul style="list-style-type: none"> ● 8th Grade Algebra I class ● 8th Grade Math class ● Track Coach ● Chess Coach |
| 8/2016- 6/2021 | Newark Public Schools, Newark, NJ <ul style="list-style-type: none"> ● Math Teacher Grades 5-8 ● Girls on the Run Coach- Voluntary coaching position that met twice a week. The program is designed to strengthen confidence in |

young girls while fostering empathy and care for others while preparing for a 5K. 2019 school year.

- Chess Coach 2016 and 2017 school years

8/2010 to 6/2016 Maria L. Varisco Rogers Charter School, Newark NJ

- Math Teacher Grades 6-8
- Assistant Cross-Country Coach 2014 school year

9/2007 to 6/2009 Haskell Elementary, Haskell, NJ

- Taught 4th grade BSI, 6th, 7th and 8th grade math
- Prepared lesson plans, thematic units and activities
- Created interdisciplinary lessons
- Provided weekly open ended questions in preparation for State testing
- Managed a Classroom Economy
- Successfully implemented classroom management procedures

EDUCATION:

- B.A. in Business Administration, University of Washington, Seattle, WA
- Teacher Certification, Alternate Route, Passaic Community College, Patterson, NJ
- Masters in Urban Education at NJCU, Jersey City, NJ
- Masters of Science in Teaching and Learning Mathematics, New Jersey Center for Teaching and Learning
- K-12 Math Certification

Vice President of Marketing & Enrollment
Report to the Board of Trustees
Created April 22nd, 2026

Project, Enrollment, Financial Aid, and Marketing Updates:

- **Major project updates:**
 - **SEM PLAN & SUNY PROJECTS:** Recently I attended the “SUNY Reconnect Summit” that featured marketing, enrollment, student affairs, and financial aid folks from SUNY. The program will be extended into the 2026-2027 school year, but details are pending as we await legislative approval. In the meantime, we have started to put together our marketing and recruitment plans for this round and have also petitioned to have additional programs approved (unfortunately, they all were declined last week because they didn’t fit the project’s parameters).
 - **SLATE CRM (Customer Relationship Management):** No Updates.
 - **EdSights Retain/Admit/Web Chat & Text Support Implementation:** This past month we launched the “Admit” side of our EdSights platform to better-engage with our students that are in the enrollment pipeline. Students are regularly receiving introduction messages encouraging them to interact with Bernie with any questions that they have. Much like the “Retain” side of the platform, there will be additional messaging from time-to-time gauging their overall interest in the college and also to uncover obstacles that we can help out with.
- **Admissions/Enrollment Team:** The Enrollment Team has been out on the road this past month covering Spring college fairs and high school visits. In between events, they have been working to convert our applicants into enrolled students and have also been helping out with the mapping project that we’ve been undertaking through Achieving The Dream. Lastly, they have been putting the final plans together for this summer’s MASH Camps that will take place on each of our campuses.
- **Financial Aid Team:** We’re proud to report that Financial Aid processing began at the end of February this year and students began receiving their awards in early March, which is about two months earlier than a typical year. The FA Office and IT Department worked very closely to complete the setup necessary to make this happen. We might even be able to shave off a few more weeks on this next year as we migrate all student records and processing over to Thesis Elements. This improvement will help students in their decision making processes.

Marketing and Web Updates:

- The programmatic campaign series is currently featuring our Business-related programs and will run through the end of April. In May, we will pivot to promos featuring our Environmental programs.
- We are currently working on the next round of SUNY Reconnect which will run mid-May through July.
- Lastly, this week we began two video projects that will provide new video assets for our Transfer and Digital Arts program areas. These videos will be used for degree program landing pages, streaming services, social media advertising, and YouTube.

NC NORTH COUNTRY COMMUNITY COLLEGE THE STATE UNIVERSITY OF NEW YORK + **SUNY RECONNECT**



FREE COLLEGE FOR ADULTS AGES 25-55
THANKS TO SUNY RECONNECT, ELIGIBLE ADULT LEARNERS CAN EARN A TUITION-FREE DEGREE AT NORTH COUNTRY COMMUNITY COLLEGE.

If you're a New York State resident between the ages of 25 and 55 and don't have a college degree, this is your moment. Simply apply to the college and start the financial aid process to get started!

YOU CAN EARN A FREE ASSOCIATE'S DEGREE IN ONE OF THESE HIGH-DEMAND FIELDS:

- Addictions Counseling
- Cybersecurity and Digital Forensics
- Environmental Science
- Environmental Studies
- Health Sciences
- Associate Degree Nursing
- Radiologic Technology

SUNY Reconnect covers tuition, fees, books, and supplies — and North Country Community College offers the flexible programming and support to help you succeed. At NCCC, you'll find flexible online and on-campus classes, dedicated advising, and campus communities that support adult learners every step of the way!

LEARN MORE AT [NCCC.EDU/RECONNECT](https://nccc.edu/reconnect)
CALL 888-TRY-NCCC
EMAIL ADMISSIONS@NCCC.EDU




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📖 Adult learners ages 25-55: Your chance to earn your first college degree for FREE is here! Tuition, fees, books, and supplies are all covered. Just check out the list of eligible programs, apply to the college, and start the financial aid process to get started this spring at NCCC!



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Tuition, fees, books & supplies covered

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📖 Adult learners ages 25-55: Your chance to earn your first college degree for FREE is here! Tuition, fees, books, and supplies are all covered. Just check out the list of eligible programs, apply to the college, and start the financial aid process to get started this spring at NCCC!



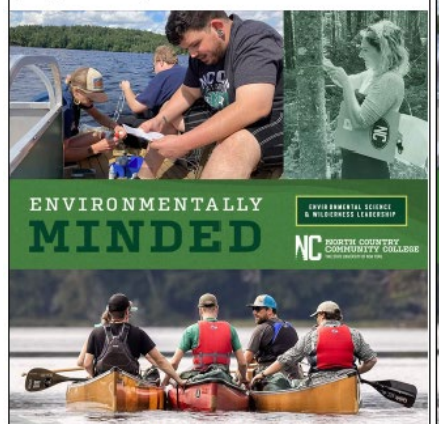
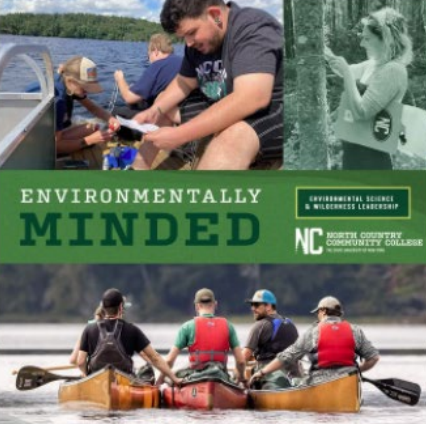
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Tuition, fees, books & supplies covered

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<p>NC North Country Community College Ad · 🌐</p> <p>Want to work within the ever-changing landscape of the business world? Do you dream about building your own business? Check-out North Country's full suite of business-related degrees and certificates today!</p>  <p>nccc.edu YOUR success is OUR business!</p> <p>Learn more</p>	<p>NC North Country Community College Sponsored · 🌐</p> <p>Check out North Country's full suite of business-related program offerings including Business Administration, Healthcare Administration, Sports and Events Management, Entrepreneurship Management and the Entrepreneurship certificate today!</p>  <p>nccc.edu YOUR success is OUR business!</p> <p>Learn more</p>
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Program Specific Mockups - Environmental Programs

<p>NC North Country Community College Sponsored · 🌐</p> <p>Are you passionate about the environment? Are you concerned about resource management issues and climate change? Explore North Country's Environmental Science, Environmental Studies, and Wilderness Recreation Leadership programs today!</p>  <p>nccc.edu Environmental Programs</p> <p>Learn more</p>	<p>NC North Country Community College Sponsored · 🌐</p> <p>North Country's Environmental Science, Environmental Studies, and Wilderness Recreation Leadership programs tackle global issues through the unique lens of the Adirondack Park.</p>  <p>nccc.edu Wilderness Leadership</p> <p>Learn more</p>
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2026 Fall Application Volume

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Application Categories - YTD

Metric	Fall 2026 Applications	Fall 2025 Applications	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Fall Applications	1519	1474	1509	1091	973
Fall SUNY Applications	362	180	147	77	
Incomplete Applications	446				
Decided	883	814	763	606	492
Withdrawn Applications	101				

Admissions Decisions - YTD

Metric	Fall 2026 Applications	Fall 2025 Applications	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Decided Applications	883	814	763	606	492
Decided SUNY Applications	273	161	122	70	
Accepted Applicants	879	812	761	605	495
Denial	4	2	2	1	2

Yield (Intent to Enroll)

Metric	Fall 2026 Applications	Fall 2025 Applications	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Admitted: Confirmed Intent to Enroll	352	314	284	261	245
FirstTime/Transfer/ReAdmit: Confirm...	310	280	262	219	199
Current/Continuing: Confirmed Inten...	42	34	22	42	46
Admitted: Confirmed SUNY Apps	16	12	10	6	
Admitted: Declined Enrollment	43	53	47	23	21
Admitted: Declined Enrollment SUNY...	17	29	4	5	
MELT- Withdrawn AFTER Confirm		98	69	68	76



Student Affairs

April 2026 BOT Report

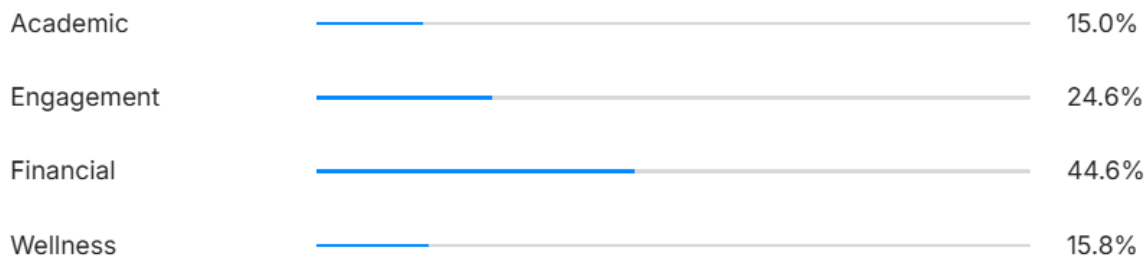
Athletics:

- We are excited to announce the hiring of Brynne Gilmore, NCCC Class of 2022 Radiologic Technology program as the next head coach of our women’s basketball program. Coach Gilmore has been a part of the Saints family since she played for Coach Dumont during the 21-22 season, when the team finished with a 22-5 overall record and 5th in the NJCAA National Tournament. Following her playing career, she transitioned to an assisting coaching role and has remained a dedicated member of our team ever since. Let’s Go Saints!!
- Coaches have been recruiting for all sports and teams should have full rosters for Fall 2026
- **Chad LaDue**, Director of Athletics reports that he is finalizing the team schedules for the 2026-2027 seasons and he is prepared to present the Athletics budget to the Association at the May meeting
- CPR and Lifeguarding classes are being offered in Sparks in late May

Campus Engagement & Student Life:

- We partnered with SLPD, to offer two presentations in April: [VOID raises awareness of the dangers of illicit fentanyl](#).
- Many thanks to **Bruce Kelly** and the faculty/staff who nominated **Mike Campell and Tommy Peterson** for the 2026 Chancellor’s Award for Student Excellence! Mike and Tommy were recognized by SUNY at an awards ceremony in Albany on **April 27th**
- **April 29th**: First Annual Spring Student Showcase! The following programs have indicated students will be showcasing their skills in various formats: Massage Therapy, Rad Tech, WRL, Nursing, Environmental Science and more! All are welcome in the Connector between 11:30-1:30. Thanks to the SGA for providing a mac-n-cheese bar as well!
- **New Student Orientation (NSO)** Dates are posted on the website and [here](#). We continue to redesign our orientations to make them more student-engaged and responsive to new student needs for belonging and engagement, while also demystifying the college experience for incoming students and their families
- Student Health & Wellness Counselor, **Betsy Doud**, has been building professional partnerships for students including: With Women Wellness for clinical therapy services, Dr. Henry Cloud (bestselling author on leadership and boundaries); Somatics education and practice with David McDougal; SUNY Office of Higher Education in Prison (OHEP) to develop support groups/care management for formerly incarcerated students and Meditation Time with Eric Bomyea (Tupper Lake). Collaborating with faculty and staff for Outing/Outdoors Club; Virtual Community Club; and hosting interest meetings for student clubs with a targeted start date of Fall,
- **Bernie (EdSights Retain)** reported the following during the month of **March**:

Risk Driver ?



Respectfully submitted, *Jackie VanBrunt, Interim Associate Vice President of Student Affairs, Chief Diversity Officer & Title IX Coordinator*

**North Country Community College
President's Report to the Board of Trustees
Tuesday, April 28th, 2026**

Greetings to you all,

...on this late April morning. We are in the final days of the spring semester. The faculty are wrapping up their lessons, and students are completing assignments and preparing for finals. In short order, our end of the year celebrations of student success (i.e., nursing pinnings, student awards ceremony, and commencement). Our facilities team has been readying the campus for those events, while other offices have turned their attention to summer session and the fall semester as both will arrive soon.

Since the Board's last meeting, we had two students selected for the Chancellor's Award for Student Excellence, hosted Chancellor King, held a number of program advisory boards, and have been engaged in our student success efforts with Achieving the Dream. Members of our team have been exploring grant opportunities while still others are preparing for new opportunities to better support students.

At your meeting, Erik Harvey, our CFO, will be presenting a first draft of the budget for your review. The budget has been reviewed by President's Council, Long Range and Strategic Planning Committee, and the College Senate. In addition, Selina LeMay-Klippel, who has been leading our workforce efforts in the health and human services area, will be presenting a summary of her efforts and those of Greg Hart, who completed an environmental scan of the tech and tech adjacent workforce needs.

That's all for now. I am looking forward to seeing you at the Board meeting,

Joe

★ **Board Matters**

- *Board Appointments:*
 - *Governor's:* No updates.
- *New York Community College Trustees (NYCCT):*
 - NYCCT made a final advocacy push to the Governor and Legislature to preserve recent investments in community colleges including the funding floor, SUNY Reconnect, ASAP and two \$8M increases, and to request additional support for our operations. Like others, I made our case with the leadership and our state elected officials, and our Student Government Association lent their voice to this advocacy effort as well.
 - A bill to add an 11th member to community college boards' of trustees has been reintroduced in the Senate. NYCCT's lobbyist is planning how to respond.

- NYCCT held their spring convening last Friday, April 24th in Hyde Park, NY with Dutchess CC serving as the host. Our Board Chair, Pete Suttmeier and fellow board member, David McNally, joined the group.

★ **Budgeting and Planning**

- **26-27 Budget:** Erik Harvey has been working on the development of the 26-27 budget, a draft of which he will present to the board today. Earlier in the semester, he presented a draft President’s Council, Long Range and Strategic Planning Committee, and the Senate. Over the next month, we will finalize the budget proposal and expect to have a final budget for your consideration at your May 26, 2026 meeting.
- As you know, the state budget is several weeks late. Governor Hochul and the Legislature have been generous with their support of community colleges, and we are cautiously optimistic that when the budget is finalized, our sector will fare reasonably well. Some items we are watching include:
 - Retaining 100% of floor funding,
 - Continuation of *SUNY Reconnect* to include expansion of eligible programs,
 - Expansion of *Advancing Success in Associate Pathways (ASAP)*. The College has applied to be part of this 3rd cohort of ASAP institutions, provided the funding is made available through the budget, and
 - An operational increase.
- **County Governing Boards:**
 - Over the last couple of weeks, I met with both the Essex County Board of Supervisors and Franklin County Legislature to provide updates on the College and answer any questions.
 - The Chair of the Essex County Board of Supervisors, Steve McNally, and Franklin County Legislator for District 7, Joe Shoemaker, joined us for the visit with Chancellor King last month.

★ **Federal Items:**

- **Federal Advocacy:** The community college sector, led by trustees and presidents, are continuing to explore opportunities for federal advocacy. SUNY has been helpful with those efforts.
- **Title III Strengthening Institutions Program:** Earlier this month, we learned we were eligible to apply for a Title III grant and will be exploring this opportunity with Betsy Penrose, our grant writer, who will lead our efforts.
- **US Department of Education (DOE):** No updates.

★ **Enrollment**

- **Summer and Fall 2026 Enrollment:** Registration for Summer and Fall 2026 is underway. The two-week period of Priority Registration for Continuing Students ended on April 10th. We are currently down 4% in registered students (n = 11 students) and looking at opportunities to help more enroll. Fall 2026 application numbers show about a 2% increase over last year, while those who have indicated they plan to enroll (aka “decided” at up 8%. These early indicators are welcome, but much can change between now and the start of the new academic year.

	% Change Fa26 to Fa25	Fall 26	Fall 25	Fall 24	Fall 23	Fall 22
Metric (April 20, 2026)						
Fall Applications (total)	2%	1491	1459	1499	1083	962
SUNY Applications (Fall)	98%	356	180	146	77	
Incomplete Applications	-14%	438	507			
Decided	8%	867	805	761	599	487
Admitted: Confirmed Intent to Enroll	8%	334	308	272	255	242
Admitted: Confirmed SUNY Apps	25%	15	12	10	6	

Given our Academic Momentum (AcMo) plan metrics, which includes increasing the number of students earning 30 credits in their first year, summer enrollment may benefit. Relatedly, we have been hearing that adult learners like the idea of continuing to take classes in the summer semester, which aligns nicely with both AcMo and SUNY Reconnect.

★ **Other Items of Interest**

□ **Achieving the Dream (ATD) Consortium:**

- As part of our work with ATD, our Core Team has been *mapping the student journey from inquiry through the conclusion of the 1st semester*, identifying our strengths and where we are missing the mark in supporting students. Colleagues from Admissions, Business Office, Financial Aid, Records Office and Student Life recently joined us to share their experience and insights. Jackie VanBrunt has been leading our efforts in engaging students for their perspective on the map. This, along with what we learned through administering the Institutional Capacity Assessment Tool (ICAT) will help us determine where to put our energies in our ATD action plan that will guide us over the next couple of years.
- In speaking with the Personnel Committee, it was suggested that we provide the Board with a more detailed presentation on ATD and our work with them, which we will do, perhaps at your May 2026 meeting.

□ **Strategic Plan Update**

- *2024-2027*: Action related to the four (4) strategic priorities is underway. Some highlights include:
 - **Pathways:** (Provide a meaningful and engaging education that prepares students for transfer or career opportunities)

Goal	Progress/Update Highlights
<i>Develop a Liberal Arts Advisory Board to advise departments on how to align liberal arts curriculum to strengthen students' transfer and career success.</i>	1. A small group met in Spring 26 to revisit this goal and explore options available to us. We chose not to go the way of an advisory board as it does not seem to be the means to achieve what is hoped for, which is more enrollment.
<i>Establish a comprehensive program to address academic use of Artificial Intelligence (AI).</i>	1. An AI Leadership Group continues to meet through Spring 2026.

- **Student Experience:** *Create and nurture a supportive environment that welcomes diversity and difference and focuses on student success and growth.*

Goal	Progress/Update Highlights
<i>Ensure that the College is fully accessible in our facilities, technology, instruction, and programming.</i>	<ol style="list-style-type: none"> 1. Facilities have been addressing findings in the OCR report, including establishing accessible parking spaces, creating accessible counters, and the like. 2. While not a goal in our initial strategic plan, student success efforts have become front and center in our work, from ATD, to SUNY Academic Momentum, to Student Success Coaches, to the Accelerated Study in Associates Programs (ASAP) program, and the Transition to the Thesis Elements.

- **Partnerships:** *Act as a strong and valued partner in the communities we serve.*

Goal	Progress/Update Highlights
<i>Develop a comprehensive Continuing Education Department that can respond to evolving community needs with non-credit programming and accessible facilities.</i>	<ol style="list-style-type: none"> 1. Assessment of regional workforce needs in health & human services pathways, mapping them to specific offerings/pathways continues. 2. The tech-focused workforce report was shared late last month, Selina LeMay-Klippel highlighted her work in health and human services workforce development and she and Sarah Maroun shared the major findings of the tech workforce report in an open forum on March 27th. 3. Selina will be sharing a similar presentation with the Board today.
<i>Expand and, where needed, establish our relationships with DOCCS, BOP and County Jails by August 2027.</i>	<ol style="list-style-type: none"> 1. The Prison Education Program (PEP) application was submitted in late December 2025 and our substantive change requests for the three facilities were approved in Spring 2026 by Middle States. 2. Sarah Kilby and Sarah Maroun met with faculty teaching in Second Chance Pell late last week to explore adding Upstate CF to our Prison Education Programs. Overall, folks are supportive of moving forward and the process of exploring next steps is underway.
<i>Explore and implement micro-credential opportunities to better serve students and employers.</i>	<ol style="list-style-type: none"> 1. <i>HUS 113 Crisis Intervention</i>, a new course and microcredential launched Fall 2025.

	<p>2. <i>Career and Technical Education (CTE) program advisory boards</i> have included exploration of microcredential/apprenticeship needs as part of the agenda.</p> <p>3. The workforce coordinator and workforce consultant are exploring additional microcredential needs/interests as well. Some will be shared with the Board at your meeting today.</p>
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- **Sustainability:** *Ensure the financial sustainability of the institution through strengthening enrollment and maximizing use of resources.*

Goal	Progress/Update Highlights
<i>Implement a new department level review process using clearly defined guidelines and self-assessment evaluations so employees and department heads can more competently evaluate institutional effectiveness and alignment with strategic plan.</i>	1. Athletics, Facilities and Grounds, HR, and Student Life, among others, are undertaking their review this 25-26 academic year.
<i>Increase non-student revenue streams by 5% annually by August 2026 to support the College mission.</i>	1. The Foundation received two generous gifts totaling \$40K to support the work with ATD and continues prospecting and canvassing potential supporters of our students and the College.

□ **Grants and Opportunities**

- *Perkins:* Our biennial Community Local Needs Assessment (CLNA) was submitted last month. The CLNA explores labor market needs in our region, identifying the career and technical education (CTE) programs that align with those needs, noting gaps in programming or performance of students within those areas, and identifying how Perkins funding can help address the needs identified. The 26-27 Perkins Grant will be due early June 2026.
- Betsy Penrose, our Grant Writer, has returned and is actively engaging in planning related to a Title III Strengthening Institutions Program grant application. In addition,
 - Our application to DASNY to support capital upgrade needs for the Sparks pool was not selected for funding.
 - We have submitted a request to the Northern Border Regional Commission for permission to use JMZ Architects and Planners as a sole source provider for a *feasibility study* to construct a new building in Saranac Lake near the rail trail to support wilderness recreation leadership, environmental science and art courses/needs. If that request is not granted, we will put it out to bid.

❑ **Information Technology (IT)**

- *Thesis Elements*: The process to convert the College’s student information system (SIS), from our existing system, *CAMS*, to *Thesis Elements*, is well underway. The cutover is expected to occur before July 4th, 2026.
- *Cybersecurity*: the College, like other institutions of higher education, has seen a significant increase in cybersecurity threats, from spoofing, spam, and related malfeasance. Scott and team have been doing yeomans’ work to help keep our operations secure. Regretfully, this will only need to continue.

Facilities: As winter turns to spring, our Facilities staff have begun the long clean-up from winter and are preparing the campuses for end of the year ceremonies. They have been working on the Office for Civil Rights findings, making corrections/modifications along the way.

Capital and Other Projects

Project	Scope of Work	Anticipated Timeline	Next Steps
Sparks Front Vestibule	Tear down and replacement – new doors (interior and exterior), lighting, heating units and accessibility	May 2026-August 2026	Submittals and staging of work are being reviewed by JMZ Architects. We expect construction to begin shortly after commencement.
SL Library Learning Commons	JMZ is conducting a feasibility and design study to co-locate LAC in Library	Underway with final report later in Spring 2026.	JMZ shared an updated proposal which we will review prior to the Board’s meeting.
Sparks Pool	Assessment/study	Wrapping up –delay due to leak detection study add on	A draft final report received in March is under review.
Sparks	Scoping study on pool repairs, plumbing, electrical and HVAC infrastructure, and upgrades to locker rooms, rest rooms, and showers,	TBD	Preliminary pool study has been completed and we are awaiting final pool study results to determine funding needs/resources.
College Hall	Structural Assessment	Completed in December 2025	A scoping proposal based on the structural assessment is being reviewed by the administration. Once we determine the scope of the project and the budget available, we will be requesting the engineering firm to provide us with plans and cost estimates to go out to bid.

Project	Scope of Work	Anticipated Timeline	Next Steps
SL Rail Trail Building Feasibility Study	Feasibility study for a building along the rail trail to house science, art and wilderness rec leadership courses/ programs, and community space.	TBD	Letter sent to Northern Border Regional Commission requesting to use sole source architect firm. If not granted, we are prepared to put it out to bid.
Boiler Project	Boilers in two buildings at Malone campus and in College, McCormick and Mulholland Halls at the Saranac Lake campus are being proposed to be replaced with more energy efficient and less costly propane boilers	TBD	A scoping study has been drafted and reviewed by the administrative team. The next steps are to secure a heat engineer to scope the building energy needs and determine appropriate sizing of new boilers and estimates for replacement.
Radio Station	Demolition	TBD	Determining contractor to conduct asbestos remediation

□ **Middle States Commission on Higher Education (aka MSCHE aka Middle States):**

- Middle States, our regional accreditor, requires periodic self-study, whereby the College reflects upon its performance vis-à-vis seven (7) standards, followed up by a peer review and review team visit to campus. The self-study process occurs every eight years and we are scheduled to complete self-study and have a review team on campus in Spring 2028.
- Members of our administrative team have begun participating in a *self-study institute* which will run over the next several weeks. This is the official kickoff of our next self-study.
- It will be important for the Board to become familiar with the standards which we will assist you in doing.

□ **NCCCAP:**

- An Early Retirement Incentive (ERI) was offered to members of NCCCAP with at least 15 years of service to the College and 50 years or older. Eligible and interested employees are to submit their letter of intent by May 1, 2026, with a retirement date no later than August 31, 2026.

□ **CSEA:**

- A similar ERI was offered to CSEA.

□ **SUNY:**

- *Academic Momentum Campaign:* Our Academic Momentum (AcMo) plan was submitted on February 5th, 2026. The visit from our ATD coaches

helped us prepare the AcMo plan as our teams developed proposals for the following within the plan:

- FAFSA completion rate
- Gateway course completion rate for English;
- Gateway course completion rate for math;
- 30+ Credits earned in 1st year;

If successful with those efforts, the following lagging indicators will also meet the targets set for us:

- Fall-to-Fall retention rate;
- 100% graduation rate; and
- 150% graduation rate.

□ **SUNY:**

- Chancellor King and members of his team, including the Vice Chancellor for Community Colleges, Valerie Dent, visited our Saranac Lake campus on Tuesday, March 31st. Participants included two SUNY Reconnect students, members of our faculty and staff, county officials, workforce partners and Pete Suttmeier and Linda Beers from our Board of Trustees.

□ **NYSED:** NYSED notified us of two items of importance:

- Effective Fall 2026, a state-wide dual-enrollment policy takes effect that will require area high schools to work with their college partners in establishing a common set of expectations. The partnerships that we have established and maintained over the years bode well for meeting those requirements.
- Recertification of our Practical Nursing Certificate program will occur Fall 2026, which will include a site visit from NYSED's Office of the Professions.

□ **Personnel:** During the Spring 2026 semester, an internal search for a permanent Chief Financial Officer (CFO) led to the recommendation of Erik Harvey for that position. Today, I recommend Erik to you for your consideration to permanently fill that role.

That's all for now. Gratefully yours,

Joe

Joe Keegan
President

NC NORTH COUNTRY
COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK
BOARD OF TRUSTEES | RESOLUTION

WHEREAS Erik Harvey holds the position of Interim CFO,

WHEREAS the CFO Internal Search Committee recommends the appointment of Erik Harvey to the full-time, 12-month, exempt appointment of CFO,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the temporary appointment of Erik Harvey to the full-time, 12-month, exempt appointment of CFO, effective April 20, 2026, at an annual salary of \$125,000.

This position is currently funded in the 2025/26 operating budget.

Date: April 28th, 2026
Resolution: 2025-2026 | Pending
Motion:
Second:
Action: Pending (x-x-x)
Witness: Pending



SARANAC LAKE . MALONE . TICONDEROGA

April 21, 2026

Mr. Erik Harvey
152 McIntyre St
Saranac Lake, NY 12983

Dear Mr. Harvey:

Pending approval by the North Country Community College Board of Trustees at their April 28, 2026, meeting, I am pleased to offer you a full-time, exempt appointment as Chief Financial Officer, effective April 20, 2026. Your immediate/area supervisor is Joe Keegan, NCCC President.

Your annualized salary will be \$125,000. This amount will be pro-rated throughout the remainder of the 2025-26 fiscal year. You will retain all benefits available to you while previously serving in your interim role.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than May 1, 2026.

Sincerely,

A handwritten signature in blue ink that reads 'Joe Keegan' followed by a horizontal line.

Joe Keegan
President

cc: Personnel / Payroll File

Employee Signature

Date

ERIK HARVEY

E-mail: erik.harvey44@outlook.com • Voice: (518) 524-3423 • 152 McIntyre Street • Saranac Lake, NY 12983 • [LinkedIn](#)

PROFESSIONAL PROFILE

Strategic and results-driven Chief Financial Officer with 27+ years of progressive leadership in finance, accounting, technology, and operational strategy across higher education and the private sector. Proven ability to stabilize complex environments, modernize systems, and lead cross-functional teams through transformation. Currently overseeing Finance, Information Technology, and Institutional Research, delivering audit excellence, driving enterprise modernization, and strengthening institutional planning and data governance. Recognized for bridging financial acumen with technological insight, fostering accountability, and building high-performing teams that support long-term institutional resilience.

CORE COMPETENCIES

Financial Leadership: Budget Development & Management • Forecasting • Audit & Compliance • Financial Reporting • Long-Range Planning • Internal Controls • Accreditation-Aligned Resource Planning

Operational Excellence: Process Modernization • Workflow Optimization • Organizational Restructuring • Cross-Functional Collaboration • Change Management

Technology & Systems Oversight: Enterprise System Modernization (CRM/ERP/SIS/GL) • IT Governance • Data Ownership & Accountability • Cybersecurity Risk Awareness • Reporting Strategy & User Empowerment

Institutional Research & Data Governance: External Reporting • Data Integrity • Decision-Support Analytics • Reporting Cadence • Compliance & Accreditation Support

Executive Leadership: Strategic Planning • Team Development • Crisis Stabilization • Stakeholder Communication • Board Engagement

PROFESSIONAL EXPERIENCE

NORTH COUNTRY COMMUNITY COLLEGE (NCCC) – URL: [North Country Community College](#) - Saranac Lake, NY

Comptroller 2018 to 2020 / **Chief Financial Officer (Interim)** 2020 to Present

Executive oversight added: Information Technology & Institutional Research 2024–Present

Leading the institution's financial strategy, budgeting, audit, compliance, enterprise systems, and data governance functions. Oversee Finance, Information Technology, and Institutional Research, providing cross-functional leadership during a period of significant operational strain, modernization, and cultural transition. Serve as a stabilizing force and strategic advisor to the Administrative Team, President, and Board of Trustees.

Selected Accomplishments:

Financial Leadership & Audit Excellence

- Earned explicit written praise in annual audit letters and consistent verbal commendations for exceptional preparedness, documentation quality, and the smooth execution of fieldwork.

- Maintained a flawless audit record, strengthening institutional credibility and demonstrating strong internal controls and financial stewardship.
- Implemented a monthly forecasting process and quarterly five-year projections presented to the Board, enhancing long-range planning and transparency.
- Improved the monthly closing process, enabling timely, accurate operating statements for Board review.
- Rebuilt the Business Office into a high-performing team by transitioning out low-value roles and recruiting stronger, more capable staff.

Budget Modernization & Accreditation Alignment

- Integrated the annual budget process with institutional strategy, directly addressing Middle States expectations for planning, assessment, and resource alignment.
- Established a transparent, participatory budgeting model that engages all departments and strengthens shared governance.
- Reduced accreditation risk by tying financial planning to institutional priorities and measurable outcomes.

IT Leadership, Culture Change & Systems Modernization

- Provided executive-level “air support” for IT during periods of intense scrutiny, countering misinformation, stabilizing morale, and restoring institutional confidence.
- Shifting IT from a control-centric bottleneck to a decentralized, user-empowered model, restoring functional ownership of data and reducing internal-control risk.
- Eliminated the long-standing practice of IT staff entering or updating student information, clarifying functional responsibilities and improving accountability.
- Led the institution through 85% completion of a 27-year-overdue SIS replacement, stabilizing operations and preparing for Phase II workflow and reporting enhancements.
- Overseeing the roadmap for a more intuitive CRM-to-SIS integration, addressing user frustration while ensuring long-term automation and data accuracy.

Operational Efficiency & Workload Reduction

- Reduced chronic AR overtime (175–200 hours annually) by championing process redesign and outsourcing the student refund process to a SUNY partner.
- Implemented a high-volume outsourced refund automation process (400 refunds per semester), improving compliance, timeliness, and student satisfaction.
- Institutional Research & Data Governance
- Assumed executive oversight of Institutional Research, striving for timely reporting, data integrity, and compliance during organizational transition.
- Initiated development of structured project plans for IR external reporting, laying the foundation for predictable, compliant, and timely submissions.
- Advanced a campus-wide shift toward decentralized reporting, enabling users to validate pre-built reports and preparing them for self-sufficient report design and development.

AMERICAN MANAGEMENT ASSOCIATION (AMA) – URL: [American Management Association](https://www.ama-assn.org/) - Saranac Lake, NY

Staff Accountant, 1996 to 2003 / **Manager, Finance**, 2003 to 2010 / **Division Controller, Finance**, 2010 to 2018

Progressively promoted through increasing levels of financial, analytical, and operational responsibility within a global professional development organization. Served as the senior financial leader for the core operating division, overseeing accounting, planning, reporting, and business intelligence functions supporting \$25M in annual expenditures. Partnered closely with Internal Audit, IT, and senior leadership to modernize systems, strengthen controls, and improve decision-support capabilities.

Selected Accomplishments:

Financial Leadership & Operational Support

- Directed financial reporting, budgeting, forecasting, and analysis for multiple business units, ensuring timely, accurate, and actionable information for senior management.
- Provided financial leadership to the Publication division, Management Consulting arm, IT, and other service units, supporting operational planning and cost management across a complex organizational structure.
- Distributed key performance metrics and executive dashboards that informed strategic decisions and highlighted shifts in product performance and customer behavior.

Business Intelligence & Reporting Modernization

- Served as Finance's subject matter expert on business intelligence, leading the design and development of Power BI dashboards that enhanced visibility into revenue trends, product profitability, and operational performance.
- Built and maintained a SharePoint-based financial information hub, improving access to reports, documentation, and analytical tools across the organization.
- Developed sales trending models and forecasting tools that improved revenue predictability and supported strategic planning.

Systems Implementation & Process Improvement

- Successfully managed the corporate project to migrate from Oracle Financials to Microsoft Dynamics GP and CRM, ensuring continuity of operations and improved reporting capabilities.
- Led the development of product-level profitability reporting and the technical infrastructure required to support it.
- Designed and implemented a product-level accrual accounting system that improved monthly costing accuracy and efficiency.
- Contributed to business process reengineering initiatives that reduced expenditures in Customer Service and Product Fulfillment.

Audit, Compliance & Recognition

- Partnered with the Vice President of Finance in executing the annual audit plan, strengthening internal controls and organizational compliance.
- Managed an internal audit project that brought the entire organization into compliance with record retention policies.
- Recognized with multiple Achievement and Manager's Awards for system conversions, process improvements, and executive-level presentation support.

EDUCATION AND PROFESSIONAL DEVELOPMENT

B.S., Accounting

State University of New York at Plattsburgh (AACSB Accredited)

- AMA's 5-day MBA Workshop
- AMA's Management Course
- Strategies for Developing Effective Presentation Skills
- Information Systems Project Management
- Situational Leadership® II Workshop
- Responding to Conflict: Strategies for Improved Communication
- Oracle Financials
- SAS BusinessObjects (includes Crystal Reports)
- Intro to SQL and PL/SQL

COMMUNITY LEADERSHIP AND VOLUNTEER SERVICE

Financial Advisor

Little Learners at Doug's Place (2014 – Present)

Provide financial guidance and oversight to a community early-learning organization

Treasurer

Saranac Lake Youth Baseball and Softball Association (2017 – Present)

Manage budgeting, reporting, and financial stewardship for a multi-team youth sports organization.

Assistant Coach

Saranac Lake Youth Baseball and Softball Association / Saranac Lake Mudcats Travel Baseball Team (2014 – 2025)

Saranac Lake Pee Wee Hockey Association (2014 – 2022)

Adirondack Football League (2015 – 2019)

Supported youth development through coaching roles across baseball, hockey, and football.