

Board of Trustees Meeting
11:00 a.m. | Friday, April 24, 2020
Access via Zoom noted below

- I. Call to Order
- II. Oath of Office
- III. Approval April 3, 2020 Minutes
- IV. Liaison Reports
 - A. College Senate
 - B. NCCCAP
 - C. CSEA
- V. College Reports
 - A. Board Chair
 - B. Interim Vice President for Academic Affairs
 - Resolution 2019/20 | #8 Certificate of Entrepreneurship
 - C. Vice President for Marketing & Enrollment Management
 - D. Vice President for Administration & Fiscal Operations
 - o Financial Reports | March 2020
 - o Financial Forecast | April 2020
 - o Draft 2020-2021 Budget
 - E. President
 - o Institutional Goals
 - o Draft 2020-2021 Budget, Continued
 - o COVID-19 Response and Projections
 - F. Representative Reports
 - o NCCC Association
 - o NCCC Foundation
- VI. Old Business
- VII. New Business
- VIII. Public Comment*
- IX. Executive Session
- X. Adjourn

An Executive Session of the Board of Trustees may be called pursuant to Article 7 of the Public Officer's Law to discuss ***the Medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal, or removal of a particular person or corporation and collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law. (Public Officers Law §105).**** Public Comment: Visitors are requested to sign in before the beginning of the meeting. Provision is made at this point in the agenda for citizens of the community to make comments regarding any agenda item to be discussed at that meeting. Citizens will not be recognized at any other time. No person, not a member of the Board, shall speak for more than five (5) minutes. The minutes shall show that privilege of the floor was granted and shall include a brief statement of the subject matter presented.

Topic: Board of Trustees | Public Access

Time: Apr 24, 2020 11:00 AM Eastern Time

Join Zoom Meeting

<https://zoom.us/j/96058182908> | Meeting ID: 960 5818 2908

Phone | +1-646-558-8656

North Country Community College

Oath of Office

I do solemnly affirm that I will support the Constitution of the United States and the Constitution of the State of New York, and that I will faithfully discharge the duties as a member of the **Board of Trustees of North Country Community College** according to the best of my ability. And I do further solemnly affirm that I have not directly or indirectly paid, offered or promised to pay, contributed or offered or promised to contribute, any money or other valuable thing as a consideration or reward for the giving or withholding a vote at the election if any at which I was elected or appointed to said office, and have not made any promise to influence the giving or withholding of any such vote.

Sign name here:

Type name as signed above.

Affirmed and subscribed to before me on this day:

month day year

Signature of Notarial Officer:

AFFIX NOTARY SEAL/STAMP HERE



Board of Trustees Meeting Minutes | April 3, 2020

Meeting Held Via Zoom Due to the COVID-19 Pandemic

Board Members Present: Steve Reed, Tim Burpoe, Pete Suttmeier, Jerry Griffin, Mark Moeller, Dan Kelleher, Mary Irene Lee, Donna Wadsworth.

Excused: Vondell Livingston.

Others Present: Joe Keegan, Stacie Hurwitch, Bob Farmer, Sarah Maroun, Chris Knight, Kyle Johnston, Lisa Symonds, Erik Harvey, Diana Fortune, Shir Filler, Lee Susice, Kim Duffey, Mary Ellen Chamberlain.

Board Chair, Steve Reed, called the meeting to order at 11:04 a.m.

Meeting Minutes

Mary Irene Lee moved to approve the January 2020 meeting minutes pending discussed change. Mark Moeller seconded the motion. The January 2020 meeting minutes were approved unanimously. (8-0-0).

College Senate

Shir Filler reported:

Next Senate meeting will be April 17th. Steve Reed will attend.

NCCCAP

Lee Susice reported:

Noted this new situation is a learning curve for all of us but they're making it work. Members of NCCCAP have a meeting this afternoon.

CSEA

No report.

Board Chair Report

Steve Reed reported:

Extended this thanks the entire College community for their hard work and dedication to keep the College in working order. The board has great gratitude for the flexibility of all employees and their creativity.

Steve met with Joe Keegan and Bob Farmer early this week regarding the budget.

Interim Vice President for Academic Affairs

Sarah Maroun reported:

- Extended thanks to her colleagues. There have been some steep learning curves but the staff has been incredible in navigating this new normal. They have moved 230 courses online in a two-week period. They are now all on Blackboard.
- Sarah referenced her report to the board and highlighted the work of the task force, timeline, classroom session designs and the exceptional work from the Information Technology staff.
- Team decided early on to call every student to make sure that they all had the resources and support they need to work online. Kyle will expand on this effort during his report. The same had been extended to the faculty.
- Chris Knight put together a wonderful Welcome Back video and posted it on opening day, Monday. The personal touch really helped. The board expressed their happiness with this creativity.
- Sarah also highlighted that a number of resources have been uploaded on multiple platforms for both faculty and students. Terry Kemp has been exceptionally helpful during this entire endeavor.
- First full faculty meeting on March 16 | they decided to meet twice a week via webinar to connect and share ideas. These additional meetings are not considered mandatory, they are optional.
- Looking forward; Selina LeMay-Klippel has led the charge in reaching out to the community in how the College can be a beacon of hope.
- The board briefly discussed Sarah's report.

Dean of Students & NCCC Association

- Kim Irland highlighted her report in the board packet.
- They have been communicating with students frequently to ensure they are secure and taken care of. Some students still have belongings in their dorms; the Association
- The Association Board has officially discouraged residents from returning to the dorms unless they had no other residence.
- The Association has terminated the contract with American Dining Creations. There is a temporary arrangement with Lake View Deli to feed our remaining dozen students.
- Housing and Meal plans will be credited on a prorated scale after the semester has been concluded.
- Student Life department has been focusing heavily on student wellness.
- Student Emergency Fund has been set up to help food insecurity and other student needs during this difficult time.

- Student Governments are continuing to meet virtually and finding ways of keeping students engaged.

Vice President for Marketing and Enrollment Management

Kyle Johnston highlighted his report:

- He spoke of the changes made with retention and recruitment efforts.
- Last week a check-in was done by phone with all students (roughly 700) to make sure they were ready to go. Most were in a technological aspect. IT was instrumental in getting them the webcams, laptops and other items to them.
- The biggest need the students' needs were more in line with homelessness, hunger, etc. A lot of resources were given to those students from Sarah and Kim to help make our students whole. It was a lot of triage last week.
- This week, on Wednesday, the questions have changed to how the students are doing in their classes and again helping with additional concerns.
- Faculty have reported to Admissions the students that are not participating or having trouble; they are trying to be creative in finding out the concerns those students are facing.
- Next week retention effort is to continue to find and help alleviate the pain points our students are going to face.
- For recruitment creativity has changed in how to find new students for Fall 2020. Outreach to local high schools and
- The College can now process Financial Aid online and turn-around time is one day.
- Setting up virtual visits next week will be offered to all interested students regardless of their standing (first year, athletes, veterans, etc). www.nccc.edu/visit
- Marketing has moved to being program specific using radio, website, news, digital access.
- Starting the push for summer, there are some slight changes but most of the offerings were online already.
- The board discussed these new changes and how the resources are being connected to those students in need. There are about 1-3 students a day in significant need.
- The future of enrollment will now change focus and the Admission team is starting to work on new initiatives. Kyle noted the new normal will likely produce a lull for a bit but anticipated an increase over the summer. He believes there will be Federal and State support in future programs; such as -scholarships for non-traditional students. The more we can tie federal/financial/scholarship aid is the best case in getting students a free ride in an education.

Vice President for Administration/CFO:

Bob Farmer shared with the board the financial reports for January and February 2020. He then updated the board on the current status of financials related to the upcoming budget year.

- He highlighted the current forecast
- 437K deficit (910fte) - wild card, not sure what is going to happen to Second Chance Pell over the summer. It will increase deficit to 600K if 2nd Chance Pell doesn't continue over the summer.
- Under in expenses by 200K - this makes up how the College got to the 437K deficit

- The fund balance is estimated to be \$4.1 million at the end of August 2020 given the projected deficit.
- Bob noted how COVID-19 has financially impacted the College. To date the College has spent \$10,000 to get students and faculty where they need to be so they can go fully online. Seeing some savings in travel expenses. He shared the earlier sentiments on how exceptional the IT Department has been.
- There is work to do on the 20-21 budget - Bob shared his analysis with the board with the FTE of 875. This assumes a 4% tuition increase, the same as previous years. One way to close the gap is to create the 4%.
- State has reported that they will not be increasing the state aid rate and removed the floor to stabilize the state aid. At this point for 20-21 it does not have significant impact but could in future years.
- Lisa and Eric have been working with the College departments and managed to find \$170K in budget cuts. At this time, there is no reduction in staff to obtain these

* Tim Burpoe made the motion to accept the financial reports as they were presented. Mary Irene Lee seconded the motion. The motion was approved unanimously (7-0-0)

President's Report

Joe Keegan reported:

- The efforts of the College faculty and staff during this difficult time has been herculean. He is extremely grateful for all the work that everyone has done to keep the College moving forward in creative ways.
- The calling campaigns have been instrumental in the success and support of our students and faculty.
- The financial team has been wonderful in finding ways to get us through this.
- The College formed a COVID-19 Task Force that has been instrumental in getting the emergency response plan live and running continuously. At the beginning they met twice daily, then after three weeks it went to once daily. Beginning next week, they will meet twice a week; and additionally as needed.
- Chris Knight created a COVID-19 resource page to the website. Kim Irland has done the same for our students.
- The College is doing everything they can to keep the employees whole through the rest of the semester. We anticipate that some colleagues may have some emergency needs as well.
- As the College of Essex and Franklin counties it is our responsibility to be helpful to our communities. The College has been helping locally by donating supplies, incubators and beds to the public health agencies that have then been distributed to area hospitals.
- The College is working to help with workforce development. Regional workforce counties, NYS Department of Labor have combined a roundtable with NCCC and will be meet regularly.
- The faculty continues to work with our students with enrollment for Fall 2020 - to day 1XX students have enrolled.
- Joe Keegan read a moving letter from a NCCC Student on their appreciation to the College community.

- There was a College Town Hall last Wednesday for employees to gather. It will be occurring every other week to keep the opportunity to keep connected.
- The Foundation Board generously approved 100K opportunity scholarship to focus on non-traditional students looking to re-career or improve their position.
- The board discussed future plans on getting PN/ADN students into hospitals. Sandra Gothard explained the position of current students and the position of NYS Ed. They will be able to practice at the top of their current license, not what they are working towards. The current hurdle is testing has been closed; they are expected to open again in a few weeks. The same holds true on Radiological Technology students. The board extended their support in moving students forward in completion if needed.
- Joe expanded the discussion of Bob's report regarding the 20-21 budget. While right now there are uncertainties of the budget once we are out of the Pandemic, the College continues to be creative and inventive in ways to save and make money. The College Administrative Team is working on creating contingency plans and made the following recommendations:
 1. Recommend that we freeze salaries for administrative staff for 20-21
 2. Restrict non-essential travel across the College until further notice
 3. Develop a plan to look at all other areas of savings possible. This will include a review of our current operations for additional savings and may require restructuring/loss of some positions, as well as other budget reductions across the board
 4. Reinstitute Early Retirement Incentive for this year
 5. Create an advisory council with shared governance representation to review and help shape budget balancing plan identified in #3.
 6. Request that the Board approve, with limits a fund balance draw over next couple of years as the College works through the various challenges and get right sized ~300K/annually
- The board discussed 2nd Chance Pell and other budget related items.

NCCC Foundation

Diana Fortune reported:

The Foundation board was pleased to help the College with the new scholarship.

Old Business

None

New Business

None

Executive Session

Pete Suttmeier made the motion to enter Executive Session at 12:31 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.* Tim Burpoe seconded the motion. The motion was passed unanimously (7-0-0). Joe Keegan and Bob Farmer were invited to join the meeting at 12:32p.m.

Pete Suttmeier made a motion to adjourn executive session at 1:20 p.m. Tim Burpoe seconded the motion. The motion was approved unanimously (7-0-0).

Adjourn

Pete Suttmeier made a motion to adjourn the meeting. Tim Burpoe seconded the motion. The motion was approved unanimously (7-0-0). The Board meeting was adjourned at 1:21 p.m.

Respectfully Submitted,



Stacie G. Hurwitch

Assistant Secretary to the Board of Trustees

DRAFT

Friday, April 24, 2020

Motion:

Second:

Action:

**Interim VPAA Report to the Board of Trustees
April 24, 2020**

Please find the following report from the Academic Area below.

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

- **Academic Planning**
 - **Summer Courses:** With a few exceptions, summer courses will be offered in an online format.
 - **Contingency Planning:** We are continuing the planning efforts in anticipation of three major options for Fall 2020 classes: 1) resume traditional classes as scheduled, 2) low-residency/hybrid options, and 3) fully online classes. Budget considerations for the academic area will be aligned with each plan.
 - **New Program Initiatives:**
 - **Water/Wastewater:** Meetings with Essex County Community Resources Director, Anna Reynolds, continue as we pursue a grant for water/wastewater treatment training.
 - **Workforce Development / Career Services:** We have set up bi-weekly meetings with regional workforce development partners to see how NCCC can help community members during and after the current COVID-19 crisis. Additionally, Selina LeMay-Klippel is leading efforts to develop online training materials for community members who may have lost jobs, businesses, or are in transition.
 - **St. Regis Mohawk Tribe:** As with all NCCC courses, Akwesasne offerings will continue in an online format for the remainder of the semester. We have scheduled three courses for the Fall 2020 semester. Contingency planning is in the works as we determine the delivery method for fall courses.
- **Academic Programs: No recent updates**
 - **AA Lib Arts and Sciences – Hum/Soc Science – Early Childhood/Childhood Teacher Ed Track:** Approved by SUNY in February and just recently approved as of Monday, April 13, 2020 by New York State Education Department. We are working with the enrollment team to begin marketing the program.
 - **AS Business Administration—Health Care Management Track:** Submitted to SUNY for review.
 - **Advanced EMT Certificate:** No new updates. Mountain Lakes EMS has declined NCCC's request to renew a 2-year contract into 2020-2022. We are pursuing EMS course sponsorship status through the NYS Dept. of Health to allow us to continue to run EMT/AEMT courses. If we are successful, we will resubmit the certificate proposal to NYS Education Dept.
- **Continuing Education:** No new updates. We hope to resume classes as social distancing protocols are relaxed. In the meantime, we are promoting some online offerings that may be appealing to community members who are looking to re-train or take advantage of gaining some skills in new areas.
- **Middle States/ Assessment of Student Learning:**
 - **Program Review:** Three program reviews are underway this upcoming academic year: *AAS Radiologic Technology*, *AAS Chemical Dependency Counseling*, and *AAS Human Services*. Rad Tech has completed the internal and external review. They are working with Academic Affairs to look at the external review committee's recommendations. The Chemical Dependency and Human

- Services reviews will continue in a remote format.
- **Assessment:** Assessment activities across academic departments continue for the Spring 2020 semester. We have also enhanced our reporting ability by signing on to an additional module within Blackboard. Terry Kemp and I have been working through the setup since mid-January. Adjustments to the assessment process may need to be made for the Spring 2020 semester. **Middle States has not relaxed its requirements for assessment but suggested focusing on essential elements for this semester if departments are not able to maintain current plans.**
 - **MSCHE Self-Study:**
 - Working groups continue to meet along with bi-weekly Steering Committee meetings. A number of working groups have submitted requests for evidence as well as identified any areas in which we will need to address prior to the end of the academic year. We tentatively scheduled a draft writing day for team co-chairs for April 24th; however, we will be re-evaluating that plan given the disruption in the semester. The Steering Committee met on April 14th to discuss status updates and next steps.
 - **Team Chair for March 2021 Visit: No new updates.** We learned that Dr. Cheryl Lesser will be the Team Chair for the Middle States visit in March of 2021. Dr. Lesser is currently Vice President for Academics at Luzerne County Community College in Nanticoke, Pennsylvania and prior to that, VP for Academics at Clinton Community College. We have not heard any updates from Middle States, so we are planning on a March 2021 visit in the absence of any updates.
 - **NCCC Student Survey:** One of the next steps for gathering student feedback is to administer a survey covering various aspects of the College. Kim Irland and I designed a home-grown survey that incorporates questions from both the SUNY Student Opinion Survey and the CCSSE (Community College Survey of Student Engagement Survey). We recently presented the questions to the Middle States Steering Committee and will also move it out to other committees across the College for input prior to distributing to students.
 - **Reminder of Revised Institutional Priorities:**
 - Maintaining a culture of assessment that supports excellence in education and guides the College's daily operations and strategic planning
 - Expanding community engagement through partnerships and enhancing community integration
 - Improving financial sustainability through increasing enrollment and retention
 - **College Bridge:** Spring enrollments are complete and we are looking ahead to next fall's course list. We are working with FEH BOCES to consider options for an additional New Visions program. Plans for the upcoming New Visions Applied Engineering program at CV-TEC are moving quickly and there are a number of interested students. A prospective student day was scheduled to be held on March 17th at the CV-TEC campus in Plattsburgh, but that was canceled due to the COVID-19 restrictions. We have requested Academic Continuity plans from all area districts for the dual enrollment offerings through NCCC. Districts were required to submit these to the New York State Education Dept., so we are only requesting that they pass those plans along to us as well. Luke Hudak is beginning a weekly communication to our secondary school partners to help provide resources for online instruction and maintain continuity in

course offerings. Additionally, FEH BOCES is moving forward with a New Visions Education program that would be offered to high school seniors who would like to move into the education field. We are working with FEH BOCES administrators to plan dual enrollment courses that would allow students to accelerate completion of NCCC's Early Childhood/Childhood Education track within the AA Liberal Arts degree.

- **Academic Policies:** As we move into the Spring Semester, faculty may want to revisit our Academic Integrity and Classroom Conduct policies. The Final Dismissal Policy is under review in the Academic Policy and Standards Committee. Currently, if a student has a final dismissal, they can never return to North Country. We are considering a revision. We are not changing our policies but advising faculty to consider flexibility for students within our current policies for the remainder of the Spring 2020 semester. These considerations include opting in to a pass/fail grade (on a limited basis and with careful advisement) as well as offering an Incomplete grade where applicable. **For the Spring 2020 semester only**, we have suggested extending the pass/fail option so students could opt for pass/fail until June 1 (and reverse an earlier decision until then), and we have also suggested allowing for the pass/fail option for up to two courses within this semester. A revised draft has been submitted to the Senate with this report.

★ Grants and Experiments:

Here is a brief update on our grants:

- **Strong Start to Finish Grant:** Improving retention and student success through various efforts continues throughout this academic year. The committee working on a first-year program and retention efforts continues its work for the Spring semester. SUNY has offered all participating schools a “coach” to work with as we develop new and revised programs. We will gladly accept that opportunity.
- **Second Chance PELL:** Classes continue at FCI, Bare Hill, and Franklin Correctional Facilities. The most recent graduation occurred at FCI on January 10, 2020. At this time, we are creating assignments and packets for students and relying on prison facilities staff to coordinate the receipt and transfer of all course materials. This is a tremendous workload for all involved with Second Chance Pell. Dan, Marianne, and Sarah have done everything possible to maintain continuity of our prison programs during very difficult circumstances. We are awaiting further guidance from the US Dept. of Education regarding the possibility of continuing courses in a correspondence format. Current Second Chance PELL guidelines only award partial PELL for correspondence courses. The US Dept. of Education is evaluating this policy. We have not heard about any updated in policies at this time.
- **P-TECH Program** – Current enrollment across four cohorts is at 52 students with 24 in the freshmen cohort. A newly added a Criminal Justice pathway has generated a lot of interest. The PTECH program is continuing in accordance with the FEH BOCES Academic Continuity plan through distance learning.
- **Quantway:** We extended our Quantway grant funding through June 2020. We will continue to offer Quantway courses as schedules and enrollments allow.

Respectfully submitted,

Sarah Maroun
Interim Vice President for Academic Affairs

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the North Country regional economy relies heavily on small business growth and development, and

WHEREAS NCCC is prepared to offer a certificate program in entrepreneurship with limited costs/impact on existing programs, and

WHEREAS doing so creates an opportunity for students to develop entrepreneurial skills to create a new business or improve an existing business, and

WHEREAS the Business Department and the Vice President of Academic Affairs concur, and

WHEREAS the Curriculum Committee and College Senate have given approval for NCCC to offer a Certificate in Entrepreneurship, and

WHEREAS the President has reviewed the proposal and endorses the recommendation;

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees approves the submission of a program proposal to SUNY and NYSED for NCCC to offer a Certificate in Entrepreneurship program.

####

MOTION:

SECOND:

ACTION:

Yeas:

Nays:

Abstentions:

DATE:

**CERTIFICATE: ENTREPRENEURSHIP
(HEGIS 5004.00)**

I. SEMESTER I (15 credits)	CREDITS	SEMESTER	GRADE
A. BUS 154 Small Business Accounting	3		
B. BUS 203 Business Law I	3		
C. BUS 211 Human Resource Management	3		
D. CIS 130 Productivity Computing	3		
E. ENG101 English Composition I	3		

II. SEMESTER II (15 credits)	CREDITS	SEMESTER	GRADE
A. BUS 110 Quantitative Business Skills	3		
B. BUS 212 Marketing Principles	3		
C. BUS 215 Small Business Management	3		
D. BUS 220 Business Communications	3		
E. Elective General Elective (related to career goals where possible)	3		

MINIMUM TOTAL CREDITS 30

Vice President - Marketing and Enrollment

Report to the Board of Trustees

Created April 20, 2020

Admissions and Financial Aid Team Updates:

- Completed the Current Student Week 1 and 2 Check-Ins: This was the first large-scale communications project by the College and it went fairly well. Week one the main focus was to ascertain whether students were in-tune with our communications leading into the last stretch of spring semester and we were seeking to find out if they were setup technologically speaking for the move to 100% online. Week 2 outreach started towards the end of the first week students were back. This was a follow-up to see how they were doing in their classes and we wanted to make sure they were still in communication with us (now, mainly instructors) and, also double-checked that they weren't having any issues with their technology. We were also able to encourage them to start working towards the future by getting registered for summer/fall and filing for 20-21 financial aid.
- The Admissions and Financial Aid teams have now pivoted back over to new incoming students for the next two weeks. The current campaigns are geared towards the students in an "incomplete" status where we're working to guide them through towards acceptance. The first round concluded at the end of last week and it led to an influx of student documents to process this week. We are kicking off another round later this week in an attempt to get as many accepted before their registration window opens at the end of the month. (Please see the "Application Pipeline" report on page 2)
- Both teams have also been working hard to created new virtual visit sessions where we can connect with students through a web meeting format. We started with well-attended (5-10 attendee) general information sessions and have now started developing more-specific financial aid and individual program sessions. We've been very happy with the attendance so we've upped our offerings to 3 to 4 per week and will start branding these events as "North Country Live". Students can sign up for sessions at nccc.edu/visit. Additionally, we have signed-on with SUNY to host virtual college fairs with the first happening this week. As of today, there are over 30 students signed up for our first fair.
- Financial Aid worked with the IT Department to deploy the new student portal two weeks ago. Last week we began awarding, sending notice and contacting all students that were in the financial aid pipeline. Through these first two weeks we have learned a lot from our follow-ups with students and have started making adjustments within the portal (and notifications) to make them more student friendly. (Please see the "Financial Aid Packaging" report on page 2)

Marketing and Web Team Updates:

- Recently we started work on a modified marketing plan to push summer semester. Previously the plan was to push summer, fall and RSVP's for registration events but that is no longer feasible. This new ad plan will run right up until the start of summer session. We are creating a new landing page that showcases the summer offerings and it will tie back to the campaign landing page which is being built at nccc.edu/summer.
- Strategic Enrollment Management plans are either complete or in the works for Business, Human Services, Massage Therapy, Criminal Justice and Wilderness Recreation Leadership. The new program landing pages can now be found at our new nccc.edu/programs page which is a new iteration of the previous nccc.edu/degrees page. I encourage you to take-a-look and the before and after when you find the time. Chris Knight and Don Paulson have done a tremendous job strengthening our overall web presence.

Application Pipeline (Fall)

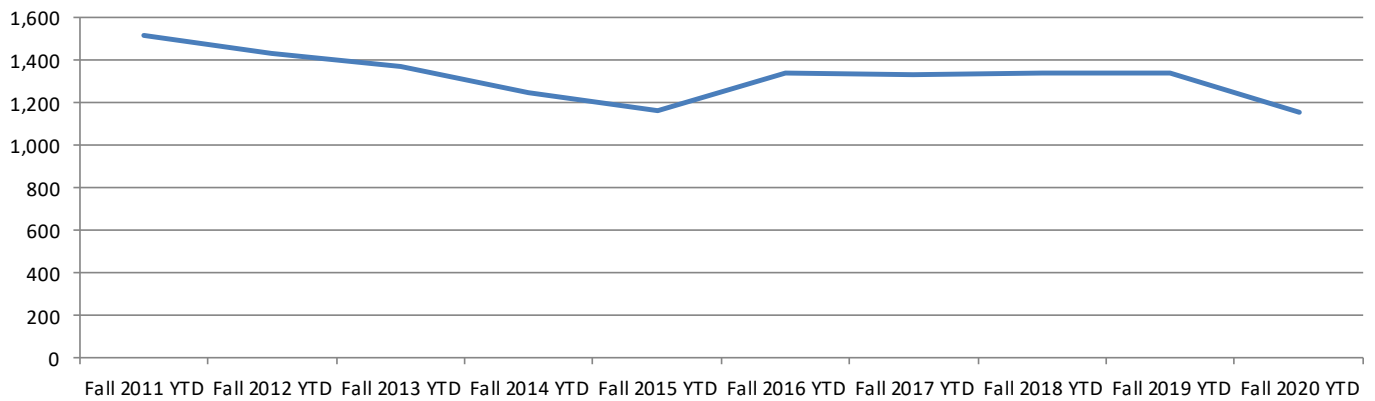
Current Year: 2020

Data Date: 4/20/2020 *Rough estimate based on available data in CAMS

	Fall 2011 YTD	Fall 2012 YTD	Fall 2013 YTD	Fall 2014 YTD	Fall 2015 YTD	Fall 2016 YTD	Fall 2017 YTD	Fall 2018 YTD	Fall 2019 YTD	Fall 2020 YTD	Fall 2011 Final	Fall 2012 Final	Fall 2013 Final	Fall 2015 Final	Fall 2015 Final	Fall 2016 Final	Fall 2017 Final	Fall 2018 Final	Fall 2019 Final
Fall Applications (YTD)	1,514	1,430	1,368	1,246	1,166	1,342	1,335	1,342	1,342	1,154	1,843	1,740	1,673	1,921	1,882	1,927	1,898	1,802	1,713
Deposits	389	423	315	206	163	201	215	180	180	69	449	479	351	481	472	533	451	405	390
Admits	559	568	589	622	491	516	491	393	393	421	696	653	771	797	694	762	724	522	572
Wait List (Nursing, RAD)	26	4	24	70	85	64	52	77	77	17	27	4	24	38	63	39	59	17	49
Other Application Status	61	237	68	30	0	0	0	0	0	0	16	253	32	3	1	3	0	0	0
Received Applications	1	4	6	28	22	43	17	37	37	0	2	4	9	1	24	7	4	8	12
Incomplete Application	67	80	280	279	393	408	415	627	627	501	170	217	390	14	233	342	322	597	367
Application Withdrawn	106	98	65	9	10	16	25	24	24	43	131	109	76	581	181	68	74	237	321
Inactive Application	0	0	0	0	0	90	117	1	1	0	0	0	0	0	0	167	260	12	1
Application Rejected	305	16	21	2	2	4	3	3	3	0	352	21	20	6	214	6	4	4	1
Registered First Time, Transfer	0	0	0	0	0	0	0	0	0	103	628	640	510	575	469	443	456	426	412

**286 are continuing students*

Fall Applications (YTD)



Financial Aid Packaging (Fall)

INCOMING	Fin Aid Offers Sent	Fin Aid Offers Accepted	FAFSA Incomplete (unable)	
Fall 2020	164 + 39 = 203		28	4/20/2020
Fall 2019	190	5	28	4/18/2019
Fall 2018	178 (22 PTP)	3	38	4/18/2018

OPTION A



OPTION B



OPTION C



COME
NC

THE DIFFERENCE

Where there is passion,
there is pursuit.

A call to reach higher. Our programs feed your passion, opening doors to new careers you never thought possible. From helping someone heal their body, to helping someone lead a better life. From spending your days in the wilderness, to spending your days helping others. Discover where North Country Community College can take you.

OFFERING DEGREES/CERTIFICATES IN:

- Wilderness Recreation Leadership
- Massage Therapy
- Business Programs
- Human Service Programs
- Criminal Justice
- And more! Visit NCCC.EDU/PROGRAMS



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of March 31, 2020

SUBMITTED TO THE BOARD OF TRUSTEES

April 24, 2020

ROBERT FARMER

Vice President of Administration, CFO

**North Country Community College
Balance Sheet
MARCH 31, 2020**

	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 2,415,483	\$ 5,166,571	\$ (2,751,089)
Accounts Receivable-Students	341,283	139,680	201,603
Due From NCCC Association	210,630	40,175	170,455
Due From NCCC Foundation (Contributions)	680,049	963,318	(283,269)
Due From Other Funds	360,257	385,871	(25,614)
Due From Governments (State & Fed Fin Aid)	3,934,691	2,234,429	1,700,263
Prepaid Expenses	25,172	(509)	25,681
Total Assets	\$ 7,967,564	\$ 8,929,535	\$ (961,970)
Liabilities			
Accounts Payable	\$ 6,778	\$ 71,666	\$ (64,887)
Payroll & Benefits Liabilities	6,031	25,742	(19,711)
Due to NCCC Association (Room, Meals, Books)	548,068	454,329	93,739
Due to NCCC Foundation (Rent)	159,865	504,154	(344,289)
Due to Other Funds	120	20	100
Due to Retirement	261,363	165,295	96,068
Compensated Absences	256,362	249,943	6,418
Other Liabilities	476,695	368,659	108,036
Total Liabilities	\$ 1,715,283	\$ 1,839,808	\$ (124,526)
Month End Equity	\$ 6,252,282	\$ 7,089,727	
Total Liabilities & Equity	\$ 7,967,564	\$ 8,929,535	
Fund Balance Summary			
Fund Balance as of 09/01/19	\$ 4,620,020		
Estimated 19-20 Surplus (Deficit)	\$ (419,832)		
Projected Fund Balance as of 09/01/20 ¹	\$ 4,200,188		
¹ GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$15,856,548.			

**North Country Community College
Revenues & Expenditures
MARCH 31, 2020**

	Annual <u>Budget</u>	YTD <u>Actual</u>	19-20 Actual <u>M (L)</u>	% of <u>Budget</u>
Revenues				
Tuition & Fees	\$ 5,948,711	\$ 5,356,689	\$ (592,022)	90%
Sponsors' Contribution	2,380,000	1,386,667	(993,333)	58%
Chargebacks	713,800	596,659	(117,141)	84%
Out-of-State Tuition	837,905	822,603	(15,302)	98%
State Aid	4,184,755	2,167,361	(2,017,395)	52%
Contributions	1,098,500	619,762	(478,738)	56%
Total Revenues	\$ 15,163,671	\$ 10,949,740	\$ (4,213,931)	72%
Expenditures				
Salaries	\$ 7,510,437	\$ 4,440,394	\$ 3,070,043	59%
Payroll Taxes	574,548	318,544	256,004	55%
Medical	2,062,677	1,102,096	960,581	53%
Retirement	646,507	395,068	251,439	61%
Other	150,276	131,646	18,629	88%
Equipment	84,075	18,428	65,647	22%
Facility Leases	1,455,130	843,432	611,698	58%
Utilities	295,750	198,622	97,128	67%
Maintenance	207,650	115,580	92,070	56%
Office & General Supplies	88,027	33,675	54,352	38%
Advertising	172,950	74,566	98,384	43%
Professional Services	101,400	59,681	41,719	59%
Information Technology	353,170	222,694	130,476	63%
Library & Instructional Supplies	196,923	179,977	16,946	91%
Scholarships	515,000	593,034	(78,034)	115%
Travel	169,770	64,337	105,433	38%
Property & Liability Ins.	140,000	102,526	37,474	73%
Miscellaneous	430,005	272,434	157,571	63%
Total Expenditures	\$ 15,154,295	\$ 9,166,735	\$ 5,987,560	60%
Operating Surplus (Deficit)	\$ 9,376	\$ 1,783,006	\$ 1,773,629	18916%
Non-Operating Activity	-	(3,961)	(3,961)	NA
Total Fund Surplus (Deficit)	\$ 9,376	\$ 1,779,044	\$ 1,769,668	18874%

North Country Community College

April Forecast

For the year ending August 31, 2020

	Budget	Forecast	Forecast More (Less) vs. Budget	
FTE				
In-State	710	586	(125)	-21.3%
Out of State	70	71	1	1.8%
Bridge	245	253	8	3.2%
Core Operating FTE	1,025	910	(115)	-12.6%
Prison	155	165	10	6.1%
Total FTE	1,180	1,075	(105)	-9.8%
Core Operations				
Revenues				
In-State Tuition	\$ 3,826,703	\$ 3,320,493	\$ (506,210)	-13.2%
Out-of-State Tuition	837,905	827,603	(10,302)	-1.2%
Fees	1,336,500	1,249,026	(87,474)	-6.5%
Sponsor's Contribution	2,380,000	2,380,000	-	0.0%
Chargebacks to Other Counties	713,800	625,000	(88,800)	-12.4%
State Aid	3,751,071	3,751,071	-	0.0%
Contributions & Other Income	1,098,500	1,053,500	(45,000)	-4.1%
Reserve for Bad Debt	(192,008)	(100,000)	92,008	-47.9%
Total Revenues	13,752,471	13,106,693	(645,778)	-4.7%
Expenditures				
Salaries	7,170,437	7,105,437	(65,000)	-0.9%
Payroll Taxes	548,538	538,467	(10,071)	-1.8%
Medical	2,062,677	2,062,677	-	0.0%
Retirement	646,507	706,507	60,000	9.3%
Other	91,286	112,869	21,583	23.6%
Equipment	82,075	40,000	(42,075)	-51.3%
Facility Leases	1,455,130	1,455,130	-	0.0%
Utilities	295,750	270,750	(25,000)	-8.5%
Maintenance	207,650	167,650	(40,000)	-19.3%
Office & General Supplies	88,027	78,027	(10,000)	-11.4%
Advertising	172,950	172,950	-	0.0%
Professional Services	101,400	101,400	-	0.0%
Information Technology	353,170	303,170	(50,000)	-14.2%
Library & Instructional Supplies	196,923	196,923	0	0.0%
Scholarships	515,000	515,000	-	0.0%
Travel	169,770	87,770	(82,000)	-48.3%
Property & Liability Ins.	140,000	144,336	4,336	3.1%
Miscellaneous	195,805	191,805	(4,000)	-2.0%
Total Expenditures	14,493,095	14,250,867	(242,227)	-1.7%
Core Surplus / (Deficit)	(740,624)	(1,144,175)	(403,551)	-54.5%
2nd Chance Pell				
Revenues				
Tuition & Fees	1,075,000	1,115,730	40,730	3.8%
State Aid	433,684	433,684	-	0.0%
Reserve for Bad Debt	(97,484)	(97,484)	-	0.0%
Total Revenues	1,411,200	1,451,930	40,730	2.9%
Expenditures				
Salaries	340,000	410,000	70,000	20.6%
Benefits	85,000	89,000	4,000	4.7%
Equipment	2,000	-	(2,000)	-100.0%
Contractual	234,200	228,313	(5,887)	-2.5%
Total Expenditures	661,200	727,313	66,113	10.0%
Pell Surplus (Deficit)	750,000	724,617	(25,383)	-3.4%
Operating Surplus (Deficit):	\$ 9,376	\$ (419,558)	\$ (428,934)	4575%

**North Country Community College
President's Report to the Board of Trustees
April 24th, 2020**

Greetings to you all,

I hope this finds you and yours safe and healthy. While it has been only three (3) weeks since our last meeting, in many senses it seems like much more. All at once, time seems to both flow by and stand still. While the *COVID-19* pandemic appears to have peaked in the state, it remains to be seen whether we will experience a surge locally. Gratefully, our North Country CC community has fared well thus far through the crisis, with relatively few of our family and friends contracting the illness and, fewer still among our students, faculty and staff.

Academically and operationally, we seem to have found our way with this new normal. Our students are learning, our faculty are teaching, our support staff are providing needed supports, and our other operations are ongoing. During this time, we have learned much about ourselves...have learned new ways of working...found efficiencies and improvements in some of our tasks...and discovered how much we miss the face-to-face interaction with our students and our colleagues.

I am so grateful to our campus community for the ways, great and small, that they have responded to this crisis. Guided by our values, they have been outstanding in their attention to our students and their needs, their colleagues and their needs, and our communities and their needs. The selflessness with which our college community has acted is beyond admirable.

While the disease may have ebbed and is now flowing away, what is left in its wake is a lot of uncertainty. It is in this new environment that we find ourselves planning for the future. We look forward to seeing you at your next meeting as we collectively work together to advance the College in this uncertain times.

Respectfully yours,

Joe

New Items related to COVID-19

★ COVID-19 Response and Task Force

Given that much of the work involved with preparing for and responding to the crisis is now behind us, the Task Force is now turning its attention to contingency plans for the Fall 2020 semester. Taking our guidance from SUNY and others, we are exploring three potential patterns of working: 1) return to our pre-COVID-19 from, 2) a low residency model (hybrid), and, 3) a fully online semester. Many thanks to this group for their work in helping us think through, plan and implement the many actions that were required to move rapidly to a fully online and remote working position!

★ Communication with Students and Campus Community

We have continued to strive to make our communications with the campus community as thorough and inclusive as possible. We have been hosting weekly Town Halls with both students and staff, have worked to keep all parties up to speed on the changing conditions that emerged during the crisis and have used several outlets to get the message out and keep people informed and connected.

Our point person has been Chris Knight, our Director of Communications. Some highlights include:

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

Chris has also created a newsletter style document, affectionately dubbed “*The Connector*”, after the most recognizable building on the SL campus, which we hope will serve as a hub of communication for our students. The 4th issue was distributed to students last evening.

★ Impact on Students, Faculty and Staff

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

We continue to work with the Association on how to provide compensation in the form of credits and/or refunds for expenses that students will no longer be able to benefit from, such as our residence halls and food service. We are awaiting further guidance from SUNY and the US Department of Education on how we can use the 1.1 million in funding that has been identified for the College from the CARES Act to support students impacted by the pandemic.

★ Partnerships with Regional and Local Health Care Partners

The College has collaborated with our county public health and local hospitals throughout the crisis that has included lending College hospital beds to area hospitals (Adirondack Health, Elizabethtown Community Hospital), an offer to use the Association dorms as

quarantine/isolation sites, and providing personal protective equipment from our Nursing and Science labs. Many thanks to all for their help and generosity.

★ **SUNY Support**

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

★ **Opportunities**

We have continued to keep one eye on the future and how we can be helpful to our communities. Two ways that we have been doing so are: 1) bi-weekly meetings with our regional workforce partners to find ways the College can help those who are finding themselves suddenly out-of-work and provide support and programs that can help sustain our communities, and, 2) exploration by our faculty and staff in non-credit offerings that can help those community members impacted by the pandemic.

Updates since April 3rd, 2020 Board Meeting

★ **Campus and External Relations**

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

Date	With	Location
03 April 20	NY Community College Association of Presidents	Zoom
07 April 20	Student Town Hall	Blackboard
07 April 20	COVID-19 Check-in w/ SUNY Chancellor Johnson	Web-Ex
08 April 20	Faculty/Staff Town Hall	Blackboard
09 April 20	COVID-19 Check-in w/ SUNY Chancellor Johnson	Web-Ex
10 April 20	Regional Meeting: Presidents and Provosts	Zoom
10 April 20	SUNY Workforce Development Meeting	Zoom
14 April 20	NCCC-Workforce Partners: COVID-19 and Beyond	Zoom
14 April 20	Student Town Hall	Blackboard
14 April 20	COVID-19 Check-in w/ SUNY Chancellor Johnson	Web-Ex
15 April 20	Faculty/Staff Town Hall	Blackboard
16 April 20	North Country Chamber Webinar – Tele-Town Hall with County Leaders	Virtual
16 April 20	SUNY Emergency Preparedness Webinar	Zoom
07 April 20	COVID-19 Check-in w/ SUNY Chancellor Johnson	Web-Ex
17 April 20	Long Range and Strategic Planning Committee	MS Teams
17 April 20	College Senate Meeting	Blackboard
20 April 20	NY Community College Association of Presidents	Zoom
21 April 20	COVID-19 Check-in w/ SUNY Chancellor Johnson	Web-Ex
21 April 20	Student Town Hall	Blackboard
23 April 20	COVID-19 Check-in w/ SUNY Chancellor Johnson	Web-Ex

★ **Administrative Updates**

No updates to report.

★ **19-20 College Budget**

Our 19-20 Budget projections are now suggesting that if Summer 20 registration holds, we will land at 912 FTEs. As you will hear from Bob Farmer, our CFO/VP for Administration, some uncertainties remain about Second Chance Pell for Summer 20 as the requirements of the program requires face-to-face (or synchronous use of technology), which is interrupted now by the pandemic. We have a team working with our institutional partners on this.

★ **20-21 College Budget**

We have been working on the 20-21 budget, which has become more challenging in the wake of the COVID-19 crisis. Our intention is to share a broad outline of the budget as it stands today, including the many uncertainties that we find ourselves having to navigate as we finalize it. As you know, New York State did not fund the floor, nor did we get an FTE increase for next year and we are being advised to plan for a 4th quarter drop in funding in this budget year as well as in the next.

Prior to presenting this draft of the budget, we shared it with PC, LRSPC and the College Senate and will do so again with an updated version over the next couple of weeks. Our goal is to have our final draft for the Senate at its next meeting and to the Board later in May 20.

Simultaneously, we are working on making the College and our operations sustainable beyond 20-21. Given our deficit from last year, our projected deficit from this year, and the uncertainties going forward, we must take some difficult steps to bring our spending in line with our revenues. This work will then prepare the groundwork for our next strategic plan, which we will undertake this summer.

★ **College Senate**

The College Senate meets again in mid-May.

★ **Strategic Plan**

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

- *Customer Service: Institution-wide student-focused customer service retooling* - this has been continuing through student outreach campaigns, virtual recruitment sessions, virtual financial aid sessions, and soon, virtual program sessions with prospective students. creation of tools and communiques to support students, employees and the public on changing conditions impacting them.
- *Foundation and Scholarships: increase annual fund for scholarships.* – As noted last time, the Foundation Board graciously committed to funding up to \$100,000 in an *Opportunity Scholarship* for the 20-21 year.

The other two are:

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

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

★ **Mission, Vision, and Values**

No updates. After the Board approved the updates at the January 24th, 2020 meeting, President's Council met regarding how best to roll them out. It was recommended that we hold on a wide release until we have completed the work updating our *institutional goals*. Once that is done, we can broadly release them in tandem.

★ **Institutional Goals**

The revisions to the *institutional goals* that came out of the campus-wide meeting on December 13th, 2019 were moved to PC for review and approved at our Feb 12, 20 meeting and moved to the Senate for their review. They were approved by the College Senate at their April 17, 2020 meeting and are attached here for your review, and we hope, approval.

★ **Policy Development and Employee Handbook**

Recently, two policies (Campus Access and Video Surveillance) have moved their way through the new process of review and we expect them to make their way to the Senate and possibly the Board for next month's meeting

Our HR Director, Tara Smith, has completed the draft of an Employee Handbook. We expect that to make its way through our shared governance process and onto the Senate as well.

★ **Middle States/SUNY/NYSED**

Self-Study

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

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

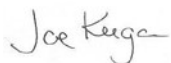
From our self-study, our institutional priorities informing our work are:

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

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

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

Respectfully yours,



Joe Keegan
President
North Country Community College

Institutional Goals

April 17, 2020

Background

As part of our Middle States self-study, we began the process of self-reflection on our mission, vision and values. Groups working on various standards asked what our institutional goals were and how they related to our mission and strategic plan. This gap in readily being able to identify those goals and how they were connected to our mission and planning was telling and was one of the first fruits of the self-study. The confusion is understandable given that over the last several years, the College has had a number of permutations of those goals including:

- Thirteen (13) institutional goals in 2003-2004
- Seven (7) strategic directions and goals under from 2010-present
- Eight (8) strategic directions as part of SUNY Excels in 2015
- Six (6) strategic directions guiding our 2017-20 Strategic Plan.

During the 2019-20 academic year, we worked with our campus community in revisiting, reviewing, and revising those institutional goals. The process was an inclusive one, engaging our shared governance system (President's Council, College-wide Open Forum, College Senate) along the way.

Proposed Institutional Goals (2019-20)

In reviewing the history of our institutional goals from 2003, as well as the seven strategic directions from 2010-11 and, the six strategic directions of the 2017-2020 Strategic Plan, there was a sense that many of these continue to be goals towards which the College aspires. However, a restructuring of them was recommended to help the campus community to be clear about a) what they are, and, b) assess how well we are doing towards achieving. In the end, we settled on four (4) institutional goals which were both relevant for our work today and incorporated the content and spirit of the prior ones. In each case, the goal has two action statements: the first is operational/foundational and the second is strategic/enhancements.

Making Sense of It All

In another document, (North Country CC Institutional Goals Update and Summary), we more thoroughly map out how our previous goals were, in fact, used as guides for our mission and planning, though under a different name. We also hope that the proposed synthesis of these into a more manageable group of four goals will be helpful as we move forward with our planning.

**Proposed Institutional Goals
Spring 2020**

<i>Proposed Institutional Goals</i>	<i>Operational/Foundational Actions</i>	<i>Strategic/Enhancement Actions</i>
1. Provide a meaningful and engaging education that prepares students for transfer or career opportunities.	Academic programs that support student aspirations and the needs of North Country Region. Instruction that helps foster critical and creative thinking.	Promoting and supporting excellence in teaching by maintaining a culture of assessment that supports and guides the College's daily operations and strategic planning.
2. Create and nurture a supportive environment that welcomes diversity and difference and focuses on student success and growth.	Providing comprehensive and innovative academic and support services. Facilitating programs and initiatives that support and celebrate diversity in its broadest sense.	Providing supports to improve student success and completion. Enriching the experience of students in every setting of the college: academics, athletics, and student life.
3. Act as a strong and valued partner in the communities we serve.	Engaging community members to improve programs and services.	Supporting community workforce needs through professional and workforce development offerings.
4. Ensure the financial sustainability of the institution through strengthening enrollment and maximizing use of resources.	Strengthening enrollment through improved recruitment and retention of students. Being good stewards of our resources, through effective, data-driven planning and budgeting processes.	Conducting continuous assessment and quality improvement.

** updated following Dec 13, 19 Open Forum; approved by PC; approved by College Senate on April 17, 2020*

NCCC Institutional Goals (2003-04)

1. The College will provide post-secondary educational opportunities and related services to residents of Essex and Franklin counties and to others who can benefit from them.
2. The College will provide appropriate sites and outreach services at a variety of locations to residents who cannot attend the Saranac Lake Campus. The College will ensure that all such sites provide equal quality instruction, access to services appropriate to the nature of the sites, and consistency of programs offered at more than one site.
3. The College will provide full and part-time admissions to appropriate programs to anyone with a high school or equivalent diploma or who is 18 years or older.
4. The College will provide degree and certificate programs that enable students to continue their education at other post-secondary institutions, to find gainful employment, or to enhance occupational skills.
5. The College will use and improve instructional techniques that accommodate student differences in learning rate and style, aptitude, and background.
6. The College will provide continuing education and community service programs by offering credit and non-credit courses, events, and activities.
7. The College will provide services that enable students to clarify their current and future educational, vocational, personal, and social goals.
8. The College will provide a variety of social, cultural, health, and recreational programs to enhance the development of its students.
9. The College will promote a cooperative environment where all members of the College community have the opportunity to influence the operation of the institution.
10. The College will assist in the professional development of faculty, staff, and administrators to provide services appropriate to its students and community.
11. The College will provide physical facilities appropriate to its mission and the nature of its service area.
12. The College will operate in an efficient and accountable manner using innovations in affordable technology to gather, retrieve, and disseminate information required for effective decision-making.
13. The College will continually review, evaluate, and update its mission statement, goals, objectives, programs, and master plan to assess its future directions.

These were also the institutional goals that the College was embracing in 2009-10 and when our last self-study was being conducted.

2010-11 to Present Seven Strategic Directions

Prior to our last Middle States Self-Study, the College underwent a process whereby it renewed its mission, vision and values and identified what became the Seven Strategic Directions and Goals. Those have been included in each catalog since that time, including the 2019-20 Catalog, and have helped guide decision-making over the years. They also helped to inform the 2017-2020 Strategic Plan. They are:

- **Direction I: Workforce & Economic Development/Community Prosperity**
 - Offer educational opportunities that focus on employment needs and prepare individuals to be competitive in the workforce
 - Seek input from community employers for course and program development
 - Provide opportunity for dialogue with citizens of the community
- **Direction II: PK-16: Seamless Transition**
 - Continue and expand current partnerships with local school districts
 - Expand and develop opportunities for interactions between college faculty, college staff, teachers, parents and administrators of local high school districts
 - Create seamless pathways for higher education
- **Direction III: Global & Cultural Awareness**
 - Convey breadth of cultural richness in the world to the college community
 - Provide students with work skills enabling them to succeed in global economic environment
 - Explore opportunities for programs to bring students in touch with other cultures
- **Direction IV: Infrastructure: Technology & Facilities**
 - Manage resources effectively
 - Ensure quality and appropriate technology for the college
 - Provide an environment that supports students' and staff success
- **Direction V: Student Success: Access/Excellence/Effectiveness**
 - Ensure quality learning environments
 - Provide pedagogies to enhance student learning
 - Create mechanisms to measure student success
- **Direction VI: Sustainability**
 - Provide an environment for community enrichment
 - Marshal and maximize resources to achieve efficiencies and sustainability
- **Direction VII: One College**
 - Recognize and support needs of staff
 - Create an environment that is equitable among campuses

2015 SUNY Excels Narrative - Strategic Directions/Goals

In 2015, as part of the SUNY Excels program, the College identified eight (8) strategic directions which align with College goals. These eventually became our six (6) strategic directions in the 2017-20 Strategic Plan. Those which were omitted are highlighted below. Two additional directions (New Academic Programs, and, Campus Climate and Culture) were added as part of the 2017-20 Strategic Plan.

1. Implementing Effective Enrollment Management Strategies,
2. Creating Best Practices for Insuring Financial Sustainability,
3. Improving Facilities Infrastructure & Technology,
4. Enhancing Student Learning In & Outside the Classroom,
5. Promoting Student Life Opportunities,
6. Maximizing Employee Services,
7. Facilitating Economic & Workforce Development in the Region, and
8. Expanding Institutional Advancement.

2017-2020 Strategic Plan Directions

The 2017-2020 Strategic Plan was organized around these six strategic directions, which were informed by the SUNY Excels proposal as well as the 2010-11 Seven Strategic Directions (see above). These six (6) strategic directions are the operative ones today, and the additions to the strategic plan that were identified during the Opening Week of the 2019-2020 academic year, align with these with one exception...what we termed the “wild care”, an idea that is strategic but may not neatly fit into either of these categories.

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

Table 1

<i>Strategic Directions in 2019-20 Catalog</i>	<i>Strategic Directions in 2017-20 Strategic Plan</i>
Dir I: Economic Development/ Community Prosperity	Reaffirm Excellence in Teaching – New resources to Support Learning Environment
Dir II: PK-16: Seamless Transition	New Academic Programs
Dir III: Global & Cultural Awareness	Maximizing Access and Completion for Students
Dir IV: Infrastructure: Technology & Facilities	Enhancing Financial Sustainability
Dir V: Student Success: Access/ Excellence/Effectiveness	Campus Climate and Culture
Dir VI: Sustainability	Enhancing Student Life
Dir VII: One College	

Table 2

<i>Strategic Directions in 2019-20 Catalog</i>	<i>2017-20 Strategic Plan Links</i>
Dir I: Workforce & Economic Development/ Community Prosperity	<ul style="list-style-type: none"> • New Academic Programs • Maximizing Access and Completion for Students
Dir II: PK-16: Seamless Transition	<ul style="list-style-type: none"> • Maximizing Access and Completion for Students
Dir III: Global & Cultural Awareness	
Dir IV: Infrastructure: Technology & Facilities	<ul style="list-style-type: none"> • Reaffirm Excellence in Teaching – New resources to Support Learning Environment • Enhancing Financial Sustainability • Enhancing Student Life • Campus Climate and Culture
Dir V: Student Success: Access/ Excellence/Effectiveness	<ul style="list-style-type: none"> • Reaffirm Excellence in Teaching – New resources to Support Learning Environment • Enhancing Financial Sustainability • Enhancing Student Life • Campus Climate and Culture
Dir VI: Sustainability	<ul style="list-style-type: none"> • New Academic Programs • Enhancing Financial Sustainability
Dir VII: One College	<ul style="list-style-type: none"> • Reaffirm Excellence in Teaching – New resources to Support • Campus Climate and Culture

Table 3

<p><i>Strategic Directions in 2019-20 Catalog</i></p>	<p><i>2017-20 Strategic Plan Links</i></p>	<p><i>Current Mission Alignment</i> North Country Community College provides an exceptional learning and community building experience for all who seek it, challenging and supporting all individuals in their educational and personal growth.</p>	<p><i>New Mission Alignment</i> North Country Community College provides open access to high quality academic programs that prepare students for transfer and career opportunities. The College contributes significantly to the enrichment of our communities by preparing an educated citizenry and a skilled workforce.</p>
<p>Dir I: Workforce & Economic Development/ Community Prosperity</p>	<ul style="list-style-type: none"> • New Academic Programs • Maximizing Access and Completion for Students 	<ul style="list-style-type: none"> • exceptional learning and community building experience • challenging and supporting all individuals in their educational and personal growth. 	<ul style="list-style-type: none"> • <i>open access to high quality academic programs that prepare students for transfer and career opportunities.</i> • <i>development of our communities by preparing an educated citizenry and a skilled workforce</i>
<p>Dir II: PK-16: Seamless Transition</p>	<ul style="list-style-type: none"> • Maximizing Access and Completion for Students 	<ul style="list-style-type: none"> • exceptional learning and community building experience • challenging and supporting all individuals in their educational and personal growth. 	<ul style="list-style-type: none"> • <i>open access to high quality academic programs that prepare students for transfer and career opportunities.</i> • <i>development of our communities by preparing an educated citizenry and a skilled workforce</i>
<p>Dir III: Global & Cultural Awareness</p>		<ul style="list-style-type: none"> • exceptional learning and community building experience • challenging and supporting all individuals in their educational and personal growth. 	<ul style="list-style-type: none"> • <i>open access to high quality academic programs that prepare students for transfer and career opportunities.</i> • <i>development of our communities by preparing an educated citizenry and a skilled workforce</i>
<p>Dir IV: Infrastructure: Technology & Facilities</p>	<ul style="list-style-type: none"> • Reaffirm Excellence in Teaching – New resources to Support Learning Environment • Enhancing Financial Sustainability • Enhancing Student Life • Campus Climate and Culture 	<ul style="list-style-type: none"> • exceptional learning and community building experience 	<ul style="list-style-type: none"> • <i>open access to high quality academic programs that prepare students for transfer and career opportunities.</i>
<p>Dir V: Student Success: Access/ Excellence/ Effectiveness</p>	<ul style="list-style-type: none"> • Reaffirm Excellence in Teaching – New resources to Support Learning Environment • Enhancing Financial Sustainability • Enhancing Student Life • Campus Climate and Culture 	<ul style="list-style-type: none"> • exceptional learning and community building experience • challenging and supporting all individuals in their educational and personal growth. 	<ul style="list-style-type: none"> • <i>open access to high quality academic programs that prepare students for transfer and career opportunities.</i> • <i>development of our communities by preparing an educated citizenry and a skilled workforce</i>

<i>Strategic Directions in 2019-20 Catalog</i>	<i>2017-20 Strategic Plan Links</i>	<i>Current Mission Alignment</i> North Country Community College provides an exceptional learning and community building experience for all who seek it, challenging and supporting all individuals in their educational and personal growth.	<i>New Mission Alignment</i> <i>North Country Community College provides open access to high quality academic programs that prepare students for transfer and career opportunities. The College contributes significantly to the enrichment of our communities by preparing an educated citizenry and a skilled workforce.</i>
Dir VI: Sustainability	<ul style="list-style-type: none"> • New Academic Programs • Enhancing Financial Sustainability 	<ul style="list-style-type: none"> • exceptional learning and community building experience 	<ul style="list-style-type: none"> • <i>open access to high quality academic programs that prepare students for transfer and career opportunities.</i> • <i>development of our communities by preparing an educated citizenry and a skilled workforce</i>
Dir VII: One College	<ul style="list-style-type: none"> • Reaffirm Excellence in Teaching – New resources to Support • Campus Climate and Culture 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

Table 4: Proposed Institutional Goals 2.0 (following Dec 13, 19 Open Forum; approved by PC; approved by College Senate on April 17, 2020)

<i>Proposed Institutional Goals</i>	<i>Operational/Foundational Actions</i>	<i>Strategic/Enhancement Actions</i>
1. Provide a meaningful and engaging education that prepares students for transfer or career opportunities.	Academic programs that support student aspirations and the needs of North Country Region. Instruction that helps foster critical and creative thinking.	Promoting and supporting excellence in teaching by maintaining a culture of assessment that supports and guides the College's daily operations and strategic planning.
2. Create and nurture a supportive environment that welcomes diversity and difference and focuses on student success and growth.	Providing comprehensive and innovative academic and support services. Facilitating programs and initiatives that support and celebrate diversity in its broadest sense.	Providing supports to improve student success and completion. Enriching the experience of students in every setting of the college: academics, athletics, and student life.
3. Act as a strong and valued partner in the communities we serve.	Engaging community members to improve programs and services.	Supporting community workforce needs through professional and workforce development offerings.
4. Ensure the financial sustainability of the institution through strengthening enrollment and maximizing use of resources.	Strengthening enrollment through improved recruitment and retention of students. Being good stewards of our resources, through effective, data-driven planning and budgeting processes.	Conducting continuous assessment and quality improvement.

North Country Community College Association BOT Meeting

Action Steps

As of April 15th

Students that are currently in housing have been provided face masks to help prevent the spread of CoVid-19.

MARCH 19

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

As of April 17th

Currently 10 students remain in housing and continuously have meals provided through LakeView Dining for the remainder of the Spring semester.

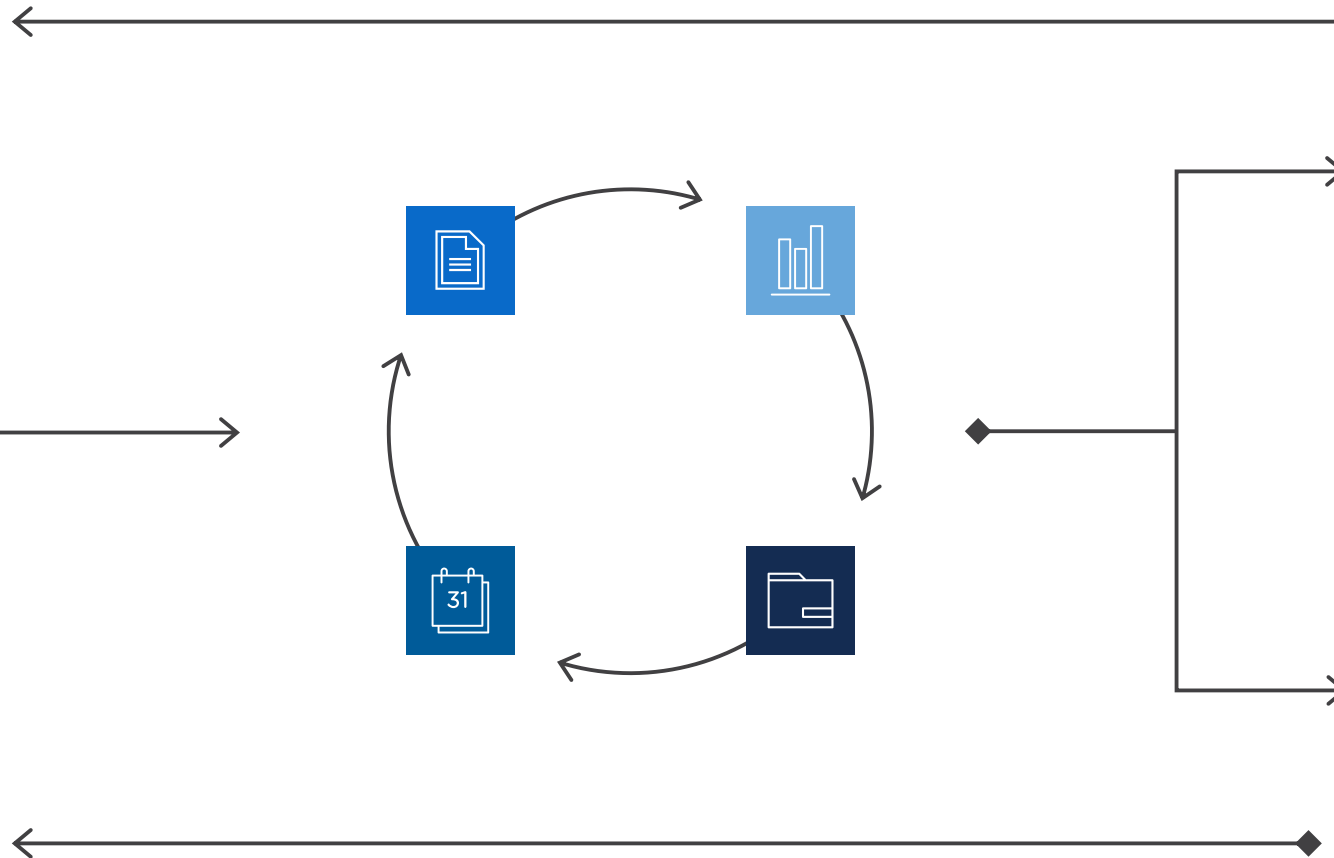
In Progress

Refunds/Credits

Financial adjustments for students not living in housing will be applied to their account at the end of the Spring semester.

Meal Plan

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



NCCC Foundation
Report to NCCC Board of Trustees
April 21, 2020

NCCC Student and Employee COVID-19 Assistance Initiative

The NCCC Foundation wishes to thank the Adirondack Foundation for a \$2000 grant from their Special and Urgent Needs Fund. This underwriting is for support of NCCC's **Student and Employee COVID-19 Assistance Initiative**. Our thanks to Lisa Symonds, Kim Irland and Tara Smith for administering this critical needs assistance program for the college. Donations may be made to the NCCC Foundation for additional support of this important initiative.