



Board of Trustees Meeting Agenda

11:00 a.m. | Friday, August 28, 2020

Meeting Held Via ZOOM (Information Below)

- I. Call to Order
- II. Approval June 25, 2020 Minutes and July 30, 2020 Meeting Notes
- III. Liaison Reports
 - A. College Senate
 - B. NCCCAP
 - C. CSEA
- IV. College Reports
 - A. Board Chair
 - i Board elections
 - B. Interim Vice President for Academic Affairs
 - i Resolution 2019-20 | Temp Appt. Instructor
 - ii Resolution 2019-20 | Temp Appt. Nursing Instructor
 - iii Resolution 2019-20 | Temp Appt. Coordinator of Dual Enrollment Initiatives
 - iv Resolution 2019-20 | Temp Appt. Instructor
 - v Resolution 2019-20 | Temp Appt. Science Instructor
 - vi Resolution 2019-20 | Temp Appt. Nursing Instructor
 - C. Vice President for Marketing & Enrollment Management
 - i Resolution 2019-20 | Temp Appt. Admissions Counselor / Men's Soccer Coach
 - ii Resolution 2019-20 | Temp Appt. Asst. Director of Financial Aid
 - iii Resolution 2019-20 | Temp Appt. Admissions Counselor
 - iv Resolution 2019-20 | Temp Appt. Assoc. Director of Recruitment for Adult Learners
 - D. Vice President for Administration & Fiscal Operations
 - i Financial Report | June 2020 & July 2020
 - ii Financial Forecast
 - E. President
 - i Resolution 2019-20 | Temp Appt. Asst. Director of Student Life
 - ii Resolution 2019-20 | Temp Appt. Academic Technology Coordinator
 - F. Representative Reports
 - i NCCC Association
 - ii NCCC Foundation
- V. Old Business
- VI. New Business
 - A. Board Meeting Schedule | 2020-2021
- VII. Public Comment*
- VIII. Executive Session
- IX. Adjourn

An Executive Session of the Board of Trustees may be called pursuant to Article 7 of the Public Officer's Law to discuss *the Medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal, or removal of a particular person or corporation and collective bargaining negotiations conducted pursuant to Article 14 of*

*the Civil Service Law. (Public Officers Law §105). * Public Comment: Visitors are requested to sign in before the beginning of the meeting. Provision is made at this point in the agenda for citizens of the community to make comments regarding any agenda item to be discussed at that meeting. Citizens will not be recognized at any other time. No person, not a member of the Board, shall speak for more than five (5) minutes. The minutes shall show that privilege of the floor was granted and shall include a brief statement of the subject matter presented.*

Topic: August BoT | Public Session

Time: Aug 28, 2020 11:00 AM Eastern Time

Join Zoom Meeting

<https://us02web.zoom.us/j/89082046136>

Meeting ID: 890 8204 6136

One tap mobile | +16465588656,,89082046136# US (New York)



Board of Trustees Meeting Minutes | June 25, 2020
Meeting Held Via Zoom Due to the COVID-19 Pandemic

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

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, Dianna Trummer.

Board Chair, Steve Reed, called the meeting to order at 11:01 a.m.

Meeting Minutes

Tim Burpoe moved to approve the May 25, 2020 meeting minutes as they were presented. Pete Suttmeier seconded the motion. The May 25, 2020 meeting minutes were approved unanimously. (8-0-0)

College Senate

No report.

NCCCAP

No report.

CSEA

No report.

Board Chair Report

Steve Reed reported:

- Two board members are slated to end their term next year. Members of the board will begin thinking about the recruitment of trustees and the potential for bringing on members that are younger. This will change the current make-up of the board to become a more diverse Board for the College.
- The overall process of succession of the Board to Board Leadership was discussed. There will be a vice chair position to consider. It would be in the boards interest to think and discuss changing leadership. They anticipate an open discussion for the July meeting when set to vote.

Interim Vice President for Academic Affairs

Sarah Maroun reported:

- There has been a lot of work on contingency planning for the movement of the College come Fall 2020. We are looking to become mostly remote and are currently working on scheduling and how to enhance the learning environment.
- The College is just a few weeks behind on the MSCHE Self-Study report; but the working groups are catching up and the goal is to have a draft by the end of August to share with the community. The College was given a new Middle States team chair, Dr. Kristy Bishop and our two self-study co-chairs and our president met with her earlier this month. A video conference with Dr. Bishop is scheduled for November 2020 to plan the team's visit in Spring 2021.

- The board discussed the Middle States Self-Study process and the concerns of the recent pandemic and the uncertainty of where the College stands.
- Sarah briefly explained the plans that surround the Northern Border Regional Commission grant application for water/wastewater operations. She noted that the application was led by Essex County's Anna Reynolds in partnership with several others. Members of the board agreed it is a good opportunity for the College.
- There was discussion about the future of offered summer free "continuing education courses". There is a desire to extend these free program sessions into the Fall and winter months.

Vice President for Marketing and Enrollment Management

Kyle Johnston highlighted his report:

- Current marketing changes are coming. Web traffic is a metric the College uses to see the success of the website. The Programs Page has been the biggest hit for the last week. It shows that spending on the advertising side has been effective. It will be continuously monitored.
- Admissions has been promoting Business Programs for the past 3 weeks; next is the promotion on Health Services and a scholarships campaign. It will be geared towards the Foundations Opportunities Scholarship. There are non-Traditional student needs to anticipate and that is the cohort for that scholarship. Funds will be rewarded in July.
- After the 4th of July there will be the final marketing push right up to the beginning of classes. Once the College has a look for what Fall 2020 will look like will really drive this particular campaign.
- The board discussed scholarship and program opportunities that Kyle touched upon.

Vice President for Administration/CFO:

Bob Farmer and Erik Harvey shared with the board the financial reports for May 2020, and the updated 5 year plan. He then updated the board on the current status of financials related to the upcoming budget year.

- Joe reported creating a new budget has been a challenging process and has been an improvement with including shared governance. The challenge is to determine the College's future revenue and enrollment numbers. He has been pleased with the many scenarios the financial team has worked through and thanked them for their hard work and dedication to the future success of the College.

Bob presented the 2020-21 budget highlights.

- 4% tuition increase
- FTE 885
- a 7% increase in health insurance
- 2.85% salary increase
- small decrease in state aid
- sponsor contributions are flat
- Started with the \$1,450,000 gap and are now looking at a balanced budget with a 30,000 contribution from the fund balance.
- Things could change as the year progresses and there are levers in place to offset any changes that could happen up to and including state aid reduction and enrollment reduction

The board discussed the highlights and other notes of interest regarding the proposed budget. There was discussion on the Cares Act as well. There was agreement that anything the College does now will impact the 2021-22 budget and they need to start focusing on that path now. The increase in tuition was debated and Erik shared a comparison with other Community Colleges in the SUNY system showing NCCC is right in the middle of the pack.

The board moved the following resolution:

Jerry Griffin made a motion that the North Country Community College Board of Trustees hereby approves the Operating Budget and Fee Schedule for the academic year beginning September 1, 2020 and ending August 31, 2021. Pete Suttmeier seconded the motion. The motion passed unanimously (8-0-0)

- Erik shared with the board the updated 5-year plan. It is more of a discussion piece than a road map because of the uncertainties we're currently facing. There is still no word on what the NYS aid percentage cut will be and are anticipating an answer soon. The board discussed the projections and related concerns over the next five years.

Mary Irene made a motion to approve the May financials as they were presented. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0).

President's Report:

Joe Keegan reported:

- Joe shared his appreciation to those of the College who will be leaving us over the summer including Bob Farmer, Mike Shepard, Dory Dustin, and student trustee Vondell Livingston. They will be greatly missed and wished the best.
- Joe expressed his empathy to those who have been affected by the recent happening of Black Lives Matter. He voiced that NCCC stands in solidarity with those affected and their supporters.
- Joe shared that in the spirit of SUNY Pride month; NCCC stands in solidarity with the members of the LGBTQ community and supporters.
- There is a positive increase in summer enrollment.
- Nursing pinning ceremonies were conducted on each campus on a drive-by setting. It was a memorable experience and the best that could be done during this pandemic. He voiced his appreciation to those involved in making the event a success.
- Joe highlighted the Stay Here-Go Far Campaign- SUNY Support continues for the Community Colleges.
- Joe spoke of the work done on the four (4) initiatives added to current strategic plan this past year. The fourth area, alumni relations, was the last to be addressed and it was tied to our 2020-21 Perkins Grant. Customer Service has been improved as well.
- Joe expressed his thanks again for everyone's work on the budget; specifically to Bob Farmer, Erik Harvey and Lisa Symonds who have all worked tirelessly on the project.
- Strategic Planning Session is slated for July 15th from 8:30am-12:30pm. The College is looking for members of the board to join us and a meeting invite will be going out to the Strategic Planning Team early next week. This new team will be made up of members of the College and the local communities.
- Regarding the 2020 restart: On June 6th, we submitted an executive summary of our reopening plan to SUNY. On June 22nd, we submitted a follow-up, more fleshed out version. The plan at this time is to continue a mostly online presence with face-to-face sessions in programs where it is most needed based on the learning outcomes and needed resources. The College continues to work in detail on the plan.
- The board discussed with Joe on the 5 year projections and potential possibilities for the College.

NCCC Foundation:

Diana Fortune reported:

- The Coburn Scholarships are advertised by the College and it is marketed to students. If there are still dollars available there are 6 students that may benefit.
- Student Emergency Fund had a second successful application from the Adirondack Foundation to the SUN FUND, giving the fund an increase of \$2,000. Diana is requesting SUNY to match the fund.

NCCC Association:

No report.

Old Business

None

New Business

Steve Reed spoke to the Board and members of the College present. He encouraged them to keep moving forward; the

College is not alone during this difficult time and though there are tough decisions that will need to be made in the future it will be done so while keeping the best interests of the College and its community in mind.

Public Comment

None

Executive Session

Tim Burpoe made the motion to enter Executive Session at 12:15 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*. Pete Suttmeier seconded the motion. The motion was passed unanimously (8-0-0). Joe Keegan was invited to join the meeting at 12:17p.m.

Tim Burpoe made a motion to adjourn executive session at 1:20 p.m. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0).

Board Composition

Tim Burpoe announced that this was his final meeting as her term expires on June 30th, 2020. He indicated he appreciated the opportunity to serve and wished the Board and the College well. He noted that given his other commitments, he was not able to stay on until a successor was appointed. The Board thanked Tim for his years of service and wished him well.

Adjourn

Tim Burpoe made a motion to adjourn the meeting. Pete Suttmeier seconded the motion. The motion was approved unanimously (8-0-0). The Board meeting was adjourned at 1:21 p.m.

Respectfully Submitted,



Stacie G. Hurwitch
Assistant Secretary to the Board of Trustees

DRAFT
Thursday, July 30, 2020
Motion:
Second:
Action:



Board of Trustees Meeting Notes | July 30, 2020
Meeting Held Via Zoom Due to the COVID-19 Pandemic

Board Members Present: Steve Reed, Pete Suttmeier, Mark Moeller, Dan Kelleher, Donna Wadsworth

Excused: Mary Irene Lee and Jerry Griffin

Others Present: Joe Keegan, Stacie Hurwitch, Sarah Maroun, Kyle Johnston, Erik Harvey, Lisa Symonds, Diana Fortune, Tara Smith, Chris Knight,

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

Steve Reed called the official meeting to a close since there is no quorum. He elected to hear reports instead and conduct the remaining business at the next meeting.

College Senate

Shir Filler reported:

No report

NCCCAP

Lee Susice reported:

No report

CSEA

No report.

Board Chair Report

Steve Reed reported:

Will hold on the elections of office until they meet quorum.

Interim Vice President for Academic Affairs

Sarah Maroun reported:

- No changes regarding Fall 2020 plan.
- Student support | IT technology Onboarding process - student outreach to each student is underway by the IT department.
- The College will order laptops for students to borrow.
- Middle States Self Study draft is projected for the College to review in early September 2020.
- P-Tech graduates had a nice ceremony in June to mark their success. Their first year at NCCC begins this Fall.
- Members spoke of the Middle States requirements and if there is anything the Board needs to do. A board evaluation was discussed as well as a Presidential evaluation for President Keegan's first year.
- Members spoke with Sarah about the outlook for our Fall students and their potential hurdles they'll face with technology. IT is working to address any issues now before the start of the semester.

Vice President for Marketing and Enrollment Management

Kyle Johnston highlighted his report:

- The last marketing effort for the enrollment cycle has begun. It's the largest of the year and the most important. The College has a lot more frequency now; pushing for applications and registrations.
- There are micro-campaigns occurring as well that focus on particular pool of students; this week it is College Bridge and Non-completer students over the past five years. Outreach will start today.
- July push for Human Services and Scholarships, campaigns will continue.
- There has been improvement to the College's website to make funding and paying for college easier. Just updated paying for college: <https://www.nccc.edu/paying-for-college/>
- Application processing is now occurring in one business day which is a huge improvement in customer service when compared to the past years.
- Members of the board discussed with Kyle the current numbers for Fall 2020.

Interim Chief Financial Officer:

Erik Harvey shared with the board the financial reports for June 2020, and the updated forecast. He then updated the board on the current status of financials related to the upcoming budget year. He highlighted the \$550,000 deficit, now considering an anticipated \$200,000 reduction in State Aid for the fourth quarter. This offset is due to summer revenue.

- Members of the board discussed what Erik had presented.

President's Report:

Joe Keegan reported:

- Thanks the board for their ongoing support through these challenging times.
- Thanks the Administrative team, and faculty/staff for their hard work to put the College in the position to get our students ready for Fall 2020.
- The President remarked on the improvements that Kyle mentioned regarding marketing/advertising of the College.
- Since the last meeting, the Fall 2020 plans were shared with the College community. This will be re-evaluated in the Fall for what to anticipate for Spring 2021.
- A few full-time and part-time staff have returned to campus and are following the safety protocols that have been put in place, in compliance with COVID-19 rules.
- He highlighted progress with budget presentations to the Board to our sponsoring counties. The College will meet them again soon to finalize the proposed 2020-21. He voiced appreciation for their unwavering support of the College.
- The President spoke of the work done so far on the new Strategic Plan. There is a solid framework and it will be summarized and shared with the College Community in the beginning weeks of the Fall semester. Work will continue on the plan in the Fall 2020. He thanks the Boards presence at those meetings. Members of the board discussed the progress with him and requested to see the notes when they become available.

NCCC Foundation:

No report

NCCC Association:

No report.

Old Business

None

New Business

None

Public Comment

None

Adjourn

The meeting ended at 1:00 p.m.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Stacie G. Hurwitch". The signature is written in a cursive, flowing style.

Stacie G. Hurwitch
Assistant Secretary to the Board of Trustees

DRAFT

Friday, August 28, 2020

Motion:

Second:

Action:

**Interim VPAA Report to the Board of Trustees
August 28, 2020**

Please find the following report from the Academic Area below.

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

- **Academic Planning**
 - **Fall Planning:** Fall 2020 courses will begin on August 31st, taught primarily via remote format. Exceptions include limited on-campus meetings for Allied Health courses and Field Methods in Environmental Science (field sessions). *For the first two weeks of classes no students will be on campus.*
 - **Student Technology Support for Remote Learning:** The IT Dept. began a technology onboarding process mid-July and will continue to contact new students to assure they are able to log-in to our systems effectively. They will also capture information regarding what technology needs students may have. With CARES Act funding, we purchased laptops to begin a laptop loaner program for students to address technology gaps.
 - **New Program Initiatives:**
 - **Water/Wastewater:** We learned on August 20th that NCCC received approximately \$90,000 in funding to develop a water/wastewater training program from the Northern Border Regional Commission.
 - **Workforce Development / Career Services:** We continue to meet bi-weekly with workforce development partners to identify areas of workforce needs and opportunities.
 - **St. Regis Mohawk Tribe:** Courses will not be held at Akwesasne this fall. We hope to offer limited tutoring by appointment at the Tribal Administration building.
- **Academic Programs: No recent updates**
- **Continuing Education:** The *North Country Live* sessions have seen increased attendance over the summer. Our most recent presentation saw 37 participants. We will continue the series into the fall and the focus will shift to topics related to the St. Regis Mohawk Tribe.
- **Middle States / Assessment of Student Learning:**
 - **Assessment:** The two College-wide Goals to be assessed for the 20-21 academic year include Social and Cultural Literacy and Scientific Literacy.
 - **MSCHE Self-Study: No new updates.**
 - The Steering Committee will meet again in early September. A working draft is in process.
 - **Team Chair for MSCHE Spring 2021 Visit:** Dr. Kristy Bishop will do a virtual visit during the first week of November 2020.
 - **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:** College Bridge registrations will be conducted remotely. Early communication with area guidance counselors indicates that we should see similar offerings as in past years.

- **Professional Development:** On July 29th, a three-hour professional development session for faculty focused on optimizing course design for online/remote teaching, including accessibility and assessment best practices. Informal idea-sharing sessions have continued throughout August. Faculty expressed an interest in continuing these sessions once the fall semester is underway.

★ **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. SUNY has offered all participating schools a “coach” to work with as we develop new and revised programs. We will gladly accept that opportunity. College Success Program sections have been added to the schedule for Fall 2020.
- **Second Chance PELL:** Classes will continue within the prison facilities for the Fall 2020 semester. We have limited offerings given the need to continue remote instruction. Strategies to keep students engaged include DVDs, a video-conference pilot program, and a texting service that allows students and faculty to communicate directly.
- **P-TECH Program** –We welcome our first cohort of freshman students at NCCC in the fall 2020 semester! At the request of FEH BOCES, high school juniors and seniors will integrate into our regularly scheduled courses for fall classes.
- **Quantway:** We will not be offering Quantway courses this fall semester. The Math Department will evaluate the continued interest/need to offer the course in the future.

Respectfully submitted,

Sarah Maroun
Interim Vice President for Academic Affairs

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the VP of Academic Affairs recommends the fourth temporary appointment of Summer Dorr, to the full-time, 164-day, exempt appointment as Instructor for a one year term for the 2020/21 academic year, at an annual salary of \$41,584.

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 fourth temporary appointment of Summer Dorr, to the full-time, 164-day, exempt appointment as Instructor for a one year term for the 2020/21 academic year, at an annual salary of \$41,584.

This position is currently funded in the 2020/21 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2020/21 academic year and will not be renewed.

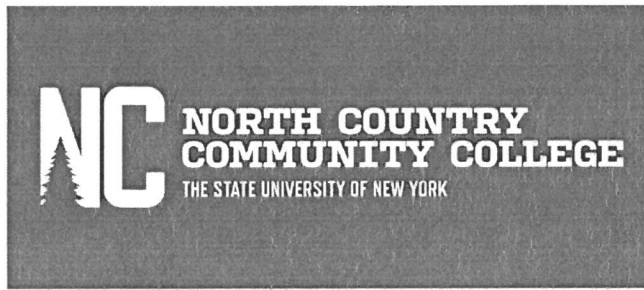
August 28th, 2020

2019-20

Motion:

Seconded:

Action:



SARANAC LAKE . MALONE . TICONDEROGA

August 11, 2020

Ms. Summer Dorr
80 Main Street, Apt B
Saranac Lake, NY 12983

Dear Ms. Dorr:

Pending approval by the North Country Community College Board of Trustees at their August 2020 meeting, I am pleased to offer you an temporary, full-time, nine-month (164 days) exempt appointment as Humanities Instructor for a one year term during the 2020-2021 academic year. As previously communicated with you, this will be your fourth consecutive temporary appointment. Faculty members are expected to report on August 24, 2020.

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 2019-2021 CBA, which is an annualized base salary of \$41,584. Your per-diem rate based on 164 days is \$253.56.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your direct supervisor/department chair is Bruce Rowe and your area supervisor is Sarah Maroun, Interim Vice President for Academic Affairs.

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than August 31, 2020.

Sincerely,

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

Joe Keegan,
President

cc: Personnel File / Payroll File

Employee Signature

Date

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the VP of Academic Affairs recommends the third temporary appointment of Mathew Fleming, to the full-time, 164-day, exempt appointment as Instructor for a one year term for the 2020/21 academic year, at an annual salary of \$44,263.

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 third temporary appointment of Mathew Fleming, to the full-time, 164-day, exempt appointment as Instructor for a one year term for the 2020/21 academic year, at an annual salary of \$44,263.

This position is currently funded in the 2020/21 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2020/21 academic year and will not be renewed.

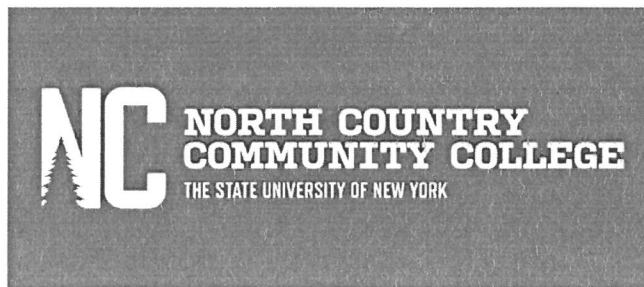
August 28th, 2020

2019-20

Motion:

Seconded:

Action:



SARANAC LAKE . MALONE . TICONDEROGA

August 11, 2020

Mr. Mathew Fleming
20 Mulfur Road
Saranac Lake, NY 12983

Dear Mr. Fleming:

Pending approval by the North Country Community College Board of Trustees at their August 2020 meeting, I am pleased to offer you an temporary, full-time, nine-month (164 days) exempt appointment as Nursing Instructor for a one year term during the 2020-2021 academic year. This will be your third consecutive temporary appointment. Faculty members are expected to report on August 24, 2020.

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 10 on Schedule C of the 2019-2021 CBA, which is an annualized base salary of \$44,263. Your per-diem rate based on 164 days is \$269.90.

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

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than August 31, 2020.

Sincerely,

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

Joe Keegan,
President

cc: Personnel File / Payroll File

Employee Signature

Date

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the VP of Academic Affairs recommends the temporary appointment of Luke Hudak, to the full-time, 190 day, exempt appointment as Coordinator of Dual Enrollment Initiatives for the 2020/21 academic year at an annual salary of \$46,941,

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 Luke Hudak, to the full-time, 190 day, exempt appointment as Coordinator of Dual Enrollment Initiatives for the 2020/21 academic year at an annual salary of \$46,941.

This position is budgeted for the 2020/21 academic year. 50% of salary and benefits will be grant funded. The remainder will be hard funds.

In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2020/21 academic year and will not be renewed.

August 28th, 2020

2019-20

Motion:

Seconded:

Action:



SARANAC LAKE . MALONE . TICONDEROGA

August 11, 2020

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 August 2020 meeting, I am pleased to offer you a temporary, full-time, 190-day exempt appointment as Coordinator of Dual Enrollment Initiatives for a one year term during the 2020-2021 academic year. Salary and benefits will be 50% grant funded. In addition, you will have a direct report located at Northern P-Tech.

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 12 on Schedule C of the 2019-2021 CBA, which is an annualized base salary of \$46,941.

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

In the event that duties under the P-TECH program are no longer grant funded, you will no longer continue in the role.

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than August 31, 2020.

Sincerely,

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

Joe Keegan,
President

cc: Personnel File / Payroll File

Employee Signature

Date

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the VP of Academic Affairs recommends the third temporary appointment of Marcus Painter, to the full-time, 164-day, exempt appointment as Instructor for a one year term for the 2020/21 academic year, at an annual salary of \$40,244.

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 third temporary appointment of Marcus Painter, to the full-time, 164-day, exempt appointment as Instructor for a one year term for the 2020/21 academic year, at an annual salary of \$40,244.

This position is currently funded in the 2020/21 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2020/21 academic year and will not be renewed.

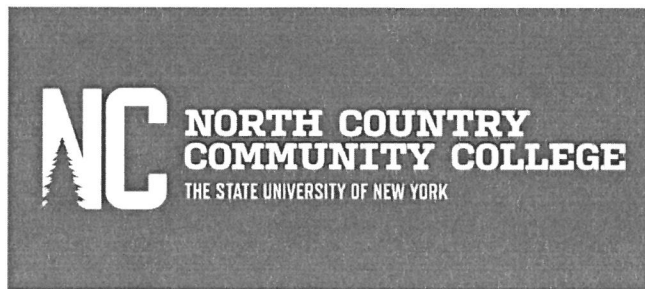
August 28th, 2020

2019-20

Motion:

Seconded:

Action:



SARANAC LAKE . MALONE . TICONDEROGA

August 11, 2020

Mr. Marcus Painter
240 McComb St, Apt 2
Saranac Lake, NY 12983

Dear Mr. Painter:

Pending approval by the North Country Community College Board of Trustees at their August 2020 meeting, I am pleased to offer you an temporary, full-time, nine-month (164 days) exempt appointment as Math Instructor for a one year term during the 2020-2021 academic year. This will be your third consecutive temporary appointment. Faculty members are expected to report on August 24, 2020.

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 2019-2021 CBA, which is an annualized base salary of \$40,244. Your per-diem rate based on 164 days is \$245.39.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your direct supervisor/department chair is Allison Warner, and your area supervisor is Sarah Maroun, Interim Vice President for Academic Affairs.

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than August 31, 2020.

Sincerely,

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

Joe Keegan,
President

cc: Personnel File / Payroll File

Employee Signature

Date

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Interim VP of Academic Affairs recommends the second temporary appointment of Jamie Strough, to the full-time, 164-day, exempt appointment as Science Instructor for the 2020/21 academic year at an annual salary of \$42,923.

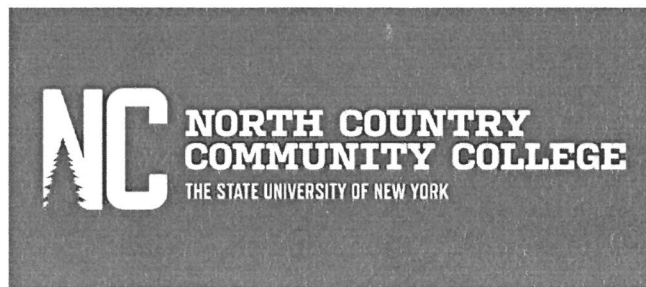
WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the second temporary appointment of Jamie Strough, to the full-time, 164-day, exempt appointment as Science Instructor for the 2020/21 academic year at an annual salary of \$42,923.

This position is currently funded in the 2020/21 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2020/21 academic year and will not be renewed.

2019/20
MOTION:
ACTION:
Yeas:
Nays:
Abstentions:
DATE:



SARANAC LAKE . MALONE . TICONDEROGA

August 11, 2020

Ms. Jamie Strough
22 Broadway, Apt H
Saranac Lake, NY 12983

Dear Ms. Strough:

Pending approval by the North Country Community College Board of Trustees at their August 2020 meeting, I am pleased to offer you an temporary, full-time, nine-month (164 days) exempt appointment as Science Instructor for a one year term during the 2020-2021 academic year. This will be your second consecutive temporary appointment. Faculty members are expected to report on August 24, 2020.

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 9 on Schedule C of the 2019-2021 CBA, which is an annualized base salary of \$42,923. Your per-diem rate based on 164 days is \$261.73.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your direct supervisor/department chair is Rich Martin, and your area supervisor is Sarah Maroun, Interim Vice President for Academic Affairs.

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than August 31, 2020.

Sincerely,

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

Joe Keegan,
President

cc: Personnel File / Payroll File

Employee Signature

Date

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Interim VP of Academic Affairs recommends the second temporary appointment of Sarah Updegraff, to the full-time, 164-day, exempt appointment as Nursing Instructor for the 2020/21 academic year at an annual salary of \$46,941.

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 second temporary appointment of Sarah Updegraff, to the full-time, 164-day, exempt appointment as Nursing Instructor for the 2020/21 academic year at an annual salary of \$46,941.

This position is currently funded in the 2020/21 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2020/21 academic year and will not be renewed.

August 28th, 2020

2019-20

Motion:

Seconded:

Action:



SARANAC LAKE . MALONE . TICONDEROGA

August 11, 2020

Ms. Sarah Updegraff
455 Forest Hill
Saranac Lake, NY 12983

Dear Ms. Updegraff:

Pending approval by the North Country Community College Board of Trustees at their August 2020 meeting, I am pleased to offer you an temporary, full-time, nine-month (164 days) exempt appointment as Nursing Instructor for a one year term during the 2020-2021 academic year. This will be your second consecutive temporary appointment. Faculty members are expected to report on August 24, 2020.

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 12 on Schedule C of the 2019-2021 CBA, which is an annualized base salary of \$46,941. Your per-diem rate based on 164 days is \$286.23.

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

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than August 31, 2020.

Sincerely,

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

Joe Keegan,
President

cc: Personnel File / Payroll File

Employee Signature

Date

Vice President - Marketing and Enrollment

Report to the Board of Trustees

Created August 23, 2020

Admissions and Financial Aid Team Updates:

- Our attention is still pointed towards students already in our enrollment pipeline guiding them through the application process and on to registration. We continue to call/email/text all prospects, incomplete applicants, accepted/unconfirmed and accepted/confirmed/unregistered students. Most recently, we've been driving applications by deploying micro-campaigns targeted at our College Bridge students and stop-out (non-completer) students from the past 3 years. Our goal has been to encourage both groups to return to us where we can support them in completing their degrees. Finally, a few weeks ago we launched the final major campaign of the year which can be found at www.nccc.edu/fall. As an add-on to this campaign, we ran "Last Chance 2 Enroll" events virtually on August 25th and 26th. The number of students signing-up for these events was pretty good so we have chosen to extend this campaign to September 1. Our enrollment projection for fall has improved quite a bit over the last month showing that we will be down 8-10% instead of the 22-24% decline that we were trending towards early summer. We'll continue to squeeze the enrollment pipeline to ensure this number is as strong as it can be.
- The first half of the summer for Financial Aid was geared towards getting all new and continuing students awarded through our new portal environment. We were able to move to more of an on-going (flow) process for awarding as soon as awarding was caught up and this is what we will continue to do in the future. Students that are submitting FAFSA's and are returning documents to us are now getting processed within 1 business day. Additionally, the Admissions Team has taken on the role of reaching out to students in the financial aid pipeline just like they do for students in the application pipeline. This will lead us to greater consistency and will help with the relationship building that we seek with our incoming students. Mary Ellen has now shifted gears to lead the awarding process for our institutional scholarships. We have created awarding criteria and processes for the new NCCC Foundation Opportunity and SUNY Pathway Scholar scholarships most recently.

Marketing and Web Team Updates:

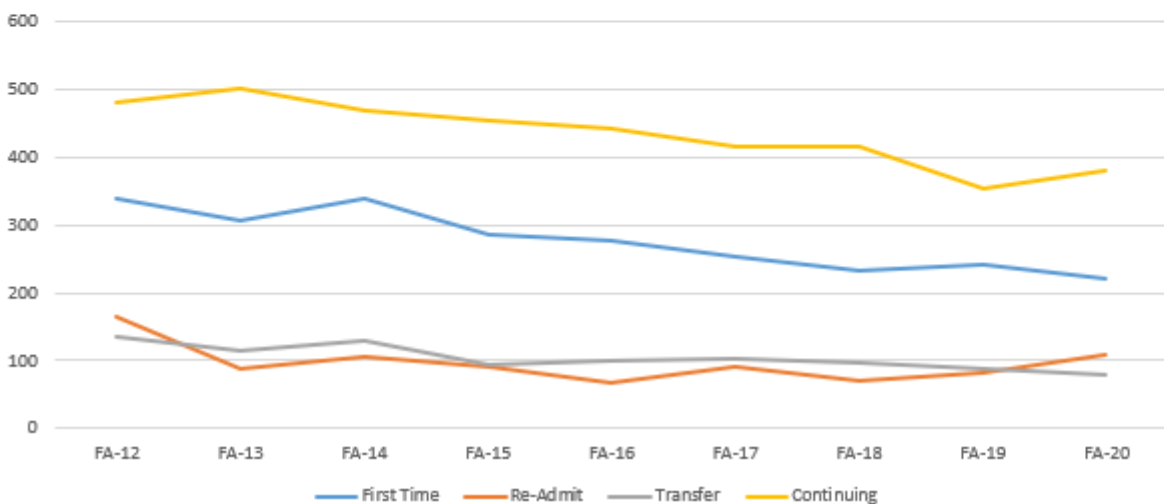
- Our program specific campaigns ran throughout the spring and summer but have now wrapped up with the kick-off of the final fall campaign about three weeks ago. We recently saw that the fall campaign landing page (www.nccc.edu/fall) spring-boarded to become the most frequently hit page on our website within 5 days. The first week and second weeks of advertising generated over 1000 visits to the fall landing page which was a good indicator for us. Last week we supplemented this final campaign by adding in the information and RSVP process for the Last Chance 2 Enroll events which is our last effort to bring in this year's fall class.
- We've been helping out with further development of the North Country Live: Summer Series initiative (www.nccc.edu/live) where our college provides enrichment opportunities to members of our communities and beyond. The August Series has gained more traction for us so we are now in discussions to plan out a Fall Series. We will have more information and a schedule to share by the first part of September.

Application Pipeline (Fall)

Report Date: 8/24/2020	Final at verificati	Final at verificati	Final at verificati	Final at verificati	Final at verificati	Final at verificato	Final at verificati	Final at verificati	Final at verificati	*unverified data	Prior year
	FA-12	FA-13	FA-14	FA-15	FA-16	FA-17	FA-18	FA-19	FA-20	YTD	YTD
	FA-12	FA-13	FA-14	FA-15	FA-16	FA-17	FA-18	FA-19	FA-20	FA-20	FA-19
First Time	338	306	339	285	276	254	234	241	222	222	235
Re-Admit	166	89	106	91	67	90	71	83	109	109	71
Transfer	136	115	130	93	100	104	97	88	78	78	97
Continuing	482	501	469	455	442	416	417	355	381	381	419
Total:	1122	1011	1044	924	885	864	819	767	790	790	822

*30 pre-semester drops likely

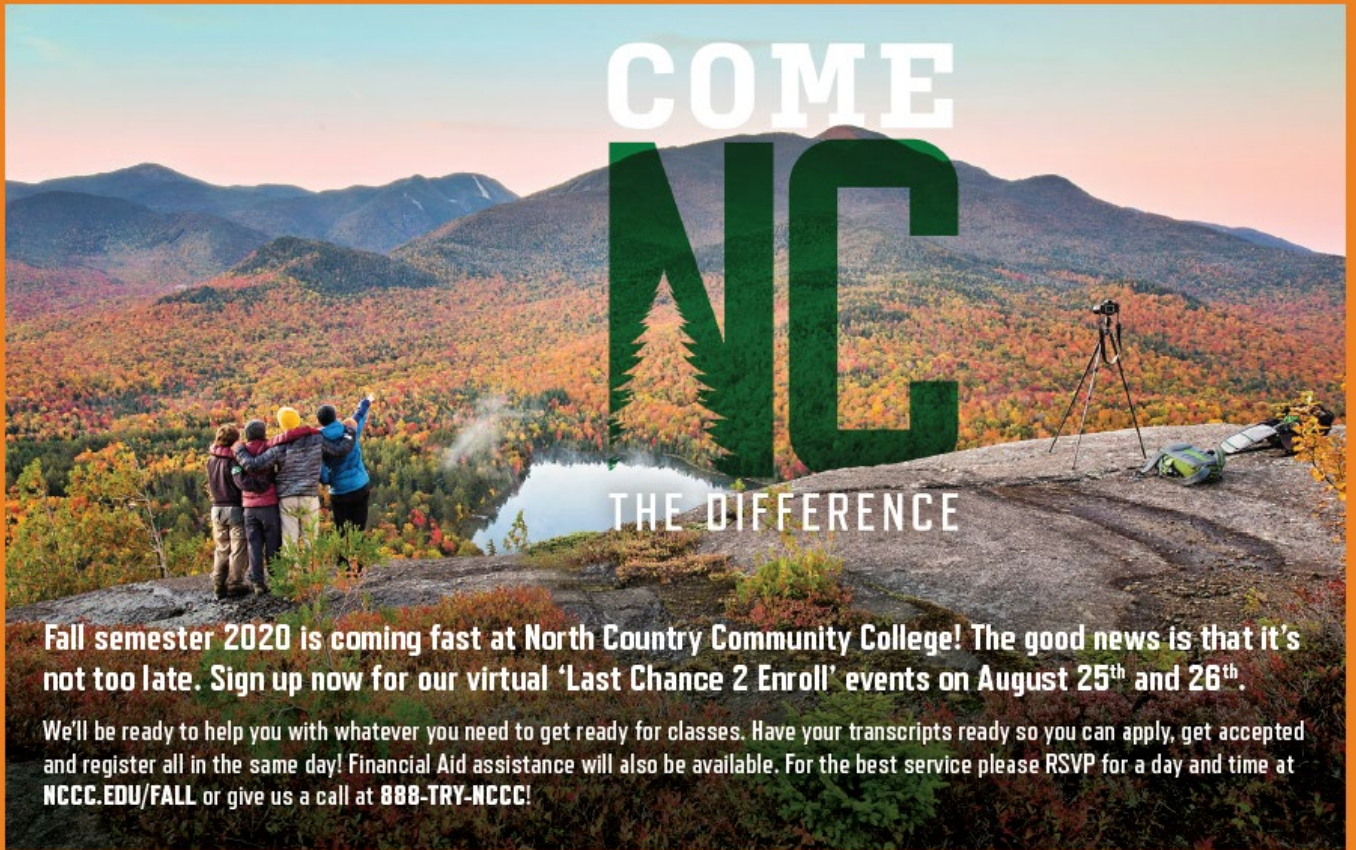
Students by Enrollment Status - Historical vs YTD



Financial Aid Packaging (Fall)

INCOMING	Fin Aid Offers Sent	Fin Aid Offers Accepted	FAFSA Incomplete (unable)	
Fall 2020	377	157	17	8/21/2020
Fall 2019	407	183	10	8/21/2019
Fall 2018	384	153	Unknown	8/21/2019

RETURNING	Fin Aid Offers Sent	Fin Aid Offers Accepted	FAFSA Incomplete (unable)	
Fall 2020	355	217	38	8/21/2020
Fall 2019	331	200		8/21/2019
Fall 2018	322	98	Unknown	8/21/2018



Fall semester 2020 is coming fast at North Country Community College! The good news is that it's not too late. Sign up now for our virtual 'Last Chance 2 Enroll' events on August 25th and 26th.

We'll be ready to help you with whatever you need to get ready for classes. Have your transcripts ready so you can apply, get accepted and register all in the same day! Financial Aid assistance will also be available. For the best service please RSVP for a day and time at [NCCC.EDU/FALL](https://nccc.edu/fall) or give us a call at 888-TRY-NCCC!



To get a head start:

- APPLY to the college at [NCCC.EDU/APPLY](https://nccc.edu/apply)
- SUBMIT your FAFSA at [NCCC.EDU/PAYING-FOR-COLLEGE](https://nccc.edu/paying-for-college)

If you have any questions, give us a call at 888-TRY-NCCC or email ADMISSIONS@NCCC.EDU.

We're looking forward to working with you!



VETERAN OPPORTUNITIES

When you stepped up to serve your country, you put your nation's needs before your own. Now, it's time for you to take your hard-earned skills and life experiences and put them to work for yourself.

The values the military instills in its service members of hard work, time management, finishing the job, and teamwork all translate well into the classroom. You've got what it takes to be a North Country student.

VETERAN OPPORTUNITIES

» A VETERAN-FRIENDLY COLLEGE

North Country Community College offers a variety of associate's and certificate programs designed to prepare veterans for their chosen career. With three campus locations and online options, a North Country education is accessible, achievable, and affordable. Check out all of our program offerings at [NCCC.EDU/PROGRAMS](https://nccc.edu/programs).

Figuring out how to pay for college is an important part of the enrollment process and we understand it can leave you with many questions. Fortunately, at North Country, we have dedicated professionals available to help you explore the various federal and state grant programs, foundational and institutional scholarships, and additional funding opportunities through the VA, such as the GI Bill®.

Applying to North Country is easy, and it's free! Just visit [NCCC.EDU/APPLY](https://nccc.edu/apply) and complete your application. Submit your high school or GED transcript and you're well on your way to becoming a North Country student. We'll reach out to you directly if there's anything else needed to get you squared away.

Over the years, hundreds of veterans and their dependents have received their college education with us. We are proud that these veterans have become alumni of North Country Community College and hope you will join our family, too.

For enrollment and funding resources information please contact Amy Tuthill at ATUTHILL@NCCC.EDU or call 618-891-2915, ext. 1282.



"The staff at NCCC have done a phenomenal job for me personally. My professors were flexible and genuinely concerned for my welfare during the COVID-19 crisis. The veteran coordinator consistently reached out to make sure that any issues I may have were addressed in a timely manner. I could not be happier with the choice I made in attending NCCC for my first college experience."

— Daniel LaPierre

A.A.S. Chemical Dependency Counseling,
U.S. Navy (16 years)

2020

NC

FALL

REGISTER NOW FOR

FALL
CLASSES

COME
NC
THE DIFFERENCE

FALL 2020

Fall semester 2020 is coming fast at North Country Community College! The good news is that it's not too late.

Join us for our virtual, "Last Chance 2 Enroll"
events: **August 25th and 26th**

We'll be ready to help you with whatever you need to get ready for classes. Have your transcripts ready so you can apply, get accepted and register all in the same day! Financial Aid assistance will also be available. For the best service please RSVP for a day and time at [NCCC.EDU/FALL](https://nccc.edu/fall) or give us a call at **888-TRY-NCCC!**

HOME > FALL 2020



- [Ask a Question](#)
- [Degrees and Programs](#)
- [Fall 2020 Plan](#)
- [Paying for College](#)
- [Scholarship Opportunities](#)
- [Virtual Orientation](#)
- [Student Consumer Information](#)

LAST CHANCE 2 ENROLL

Apply	Paying for College	PROGRAMS
REGISTER	REQUEST	SCHOLARSHIPS

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Director of Athletics and the VP of Marketing and Enrollment recommends the third temporary appointment of David Clayton, to the full-time, 221-day, exempt appointment as Admissions Counselor/Men's Soccer Coach, for a one year term for the 2020/21 academic year, at an annual salary of \$45,602.

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 third temporary appointment of David Clayton, to the full-time, 221-day, exempt appointment as Admissions Counselor/Men's Soccer Coach, for a one year term for the 2020/21 academic year, at an annual salary of \$45,602.

This position is currently funded in the 2020/21 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2020/21 academic year and will not be renewed.

August 28th, 2020

2019-20

Motion:

Seconded:

Action:



SARANAC LAKE . MALONE . TICONDEROGA

August 4, 2020

Mr. David Clayton
PO Box 195
Clark Mills, NY 13321

Dear Mr. Clayton:

Pending approval by the North Country Community College Board of Trustees at their August 2020 meeting, I am pleased to offer you a temporary, full-time, twelve-month (221 days) exempt appointment as Admissions Counselor / Men's Soccer Coach for a one-year period during the 2020-2021 academic 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 11 on Schedule C of the 2019-2021 CBA, which is an annualized salary of \$45,602.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your direct supervisors are Amy Tuthill, Associate Director of Adult Learners, and Chad Ladue, Athletics Director.

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than August 31, 2020.

Sincerely,

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

Joe Keegan,
President

cc: Personnel File / Payroll File

Employee Signature

Date

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Director of Financial Aid recommends the fourth temporary appointment of Randolph S. Mitchell, to the full-time, 221-day, exempt appointment as Assistant Director of Financial Aid, for a one year term for the 2020/21 academic year, at an annual salary of \$53,639.

WHEREAS the VP of Marketing and Enrollment 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 fourth temporary appointment of Randolph S. Mitchell, to the full-time, 221-day, exempt appointment as Assistant Director of Financial Aid, for a one year term for the 2020/21 academic year, at an annual salary of \$53,639.

This position is currently funded in the 2020/21 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2020/21 academic year and will not be renewed.

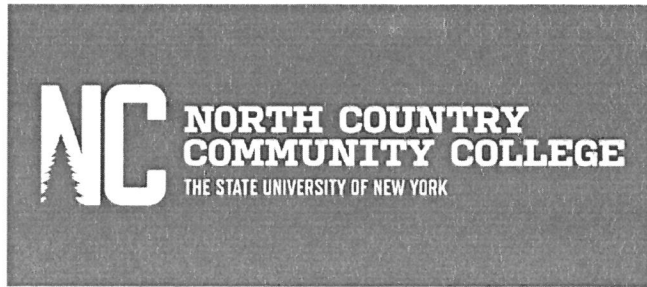
August 28th, 2020

2019-20

Motion:

Seconded:

Action:



SARANAC LAKE . MALONE . TICONDEROGA

August 11, 2020

Mr. Randolph S. Mitchell
117 County Route 10
North Bangor, NY 12966

Dear Mr. Mitchell:

Pending approval by the North Country Community College Board of Trustees at their August 2020 meeting, I am pleased to offer you a temporary, full-time, twelve-month (221 days) exempt appointment as Assistant Director of Financial Aid, for a one year term during the 2020-2021 academic year. As previously communicated with you, this will be your fourth 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 17 on Schedule C of the 2019-2021 CBA, which is an annualized base salary of \$53,639.

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

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Malone. Your direct supervisor will be Mary Ellen Chamberlain, Director of Financial Aid, and your area supervisor is Kyle Johnston, VP of Marketing and Enrollment.

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than August 31, 2020.

Sincerely,

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

Joe Keegan,
President

cc: Personnel File / Payroll File

Employee Signature

Date

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the VP of Marketing and Enrollment recommends the third temporary appointment of Maryssa Romeo, to the full-time, 221-day, exempt appointment as Admissions Counselor for a one year term for the 2020/21 academic year, at an annual salary of \$40,244.

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 third temporary appointment of Maryssa Romeo, to the full-time, 221-day, exempt appointment as Admissions Counselor for a one year term for the 2020/21 academic year, at an annual salary of \$40,244.

This position is currently funded in the 2020/21 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2020/21 academic year and will not be renewed.

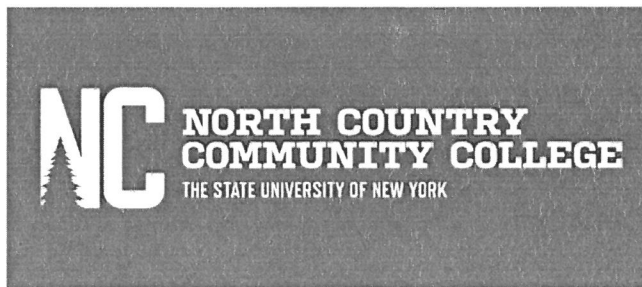
August 28th, 2020

2019-20

Motion:

Seconded:

Action:



SARANAC LAKE . MALONE . TICONDEROGA

August 11, 2020

Ms. Maryssa Romeo
18 Park Ave, Apt 1
Saranac Lake, NY 12983

Dear Ms. Romeo:

Pending approval by the North Country Community College Board of Trustees at their August 2020 meeting, I am pleased to offer you a temporary, full-time, twelve-month (221 days) exempt appointment as Admissions Counselor for a one-year period during the 2020-2021 academic 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 2019-2021 CBA, which is an annualized salary of \$40,244.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your direct supervisor is Amy Tuthill, Associate Director of Adult Learners, and your area supervisor is Kyle Johnston, VP of Marketing and Enrollment.

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than August 31, 2020.

Sincerely,

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

Joe Keegan,
President

cc: Personnel File / Payroll File

Employee Signature

Date

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the VP of Marketing and Enrollment recommends the third temporary appointment of Amy Tuthill to the full time, twelve-month exempt position as Associate Director of Recruitment for Adult Learners, for the 2020/21 academic year at an annual salary of \$56,318,

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 third temporary appointment of Amy Tuthill to the full time, twelve-month exempt position as Associate Director of Recruitment for Adult Learners, for the 2020/21 academic year at an annual salary of \$56,318.

This position is currently funded in the 2020/21 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2020/21 academic year and will not be renewed.

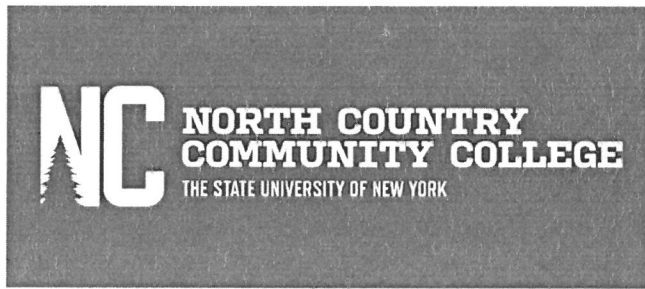
August 28th, 2020

2019-20

Motion:

Seconded:

Action:



SARANAC LAKE . MALONE . TICONDEROGA

August 11, 2020

Ms. Amy Tuthill
8030 State Route 3
Vermontville, NY 12989

Dear Ms. Tuthill:

Pending approval by the North Country Community College Board of Trustees at their August 2020 meeting, I am pleased to offer you a temporary, full-time, twelve-month (261 days) exempt appointment as Associate Director of Recruitment for Adult Learners for a one-year period during the 2020-2021 academic 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 19 on Schedule C of the 2019-2021 CBA, which is an annualized salary of \$56,318.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your area supervisor is Kyle Johnston, VP of Marketing and Enrollment.

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than August 31, 2020.

Sincerely,

Joe Keegan,
President

cc: Personnel File / Payroll File

Employee Signature

Date



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of June 30, 2020

SUBMITTED TO THE BOARD OF TRUSTEES

July 30, 2020

ERIK HARVEY

Interim CFO

EH 7.11.20

**North Country Community College
Balance Sheet
JUNE 30, 2020**

	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 3,711,659	\$ 5,377,751	\$ (1,666,092)
Accounts Receivable-Students	253,201	(162,952)	416,153
Due From NCCC Association	259,002	65,681	193,320
Due From NCCC Foundation (Contributions)	887,534	1,223,802	(336,268)
Due From Other Funds	434,435	584,778	(150,344)
Due From Governments (State & Fed Fin Aid)	629,181	558,231	70,950
Prepaid Expenses	51,848	121,037	(69,190)
Total Assets	\$ 6,226,859	\$ 7,768,329	\$ (1,541,470)
Liabilities			
Accounts Payable	\$ 6,391	\$ 216,185	\$ (209,795)
Payroll & Benefits Liabilities	54,771	83,985	(29,214)
Due to NCCC Association (Room, Meals, Books)	6,944	456,439	(449,495)
Due to NCCC Foundation (Rent)	314,626	737,613	(422,987)
Due to Other Funds	120	20	100
Due to Retirement	396,272	276,682	119,590
Compensated Absences	256,362	249,943	6,418
Other Liabilities	301,990	369,201	(67,211)
Total Liabilities	\$ 1,337,475	\$ 2,390,068	\$ (1,052,593)
Month End Equity	\$ 4,889,384	\$ 5,378,261	
Total Liabilities & Equity	\$ 6,226,859	\$ 7,768,329	
Fund Balance Summary			
Fund Balance as of 09/01/19	\$ 4,620,020		
Estimated 19-20 Surplus (Deficit)	\$ (550,000)		
Projected Fund Balance as of 09/01/20 ¹	\$ 4,070,019		
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
JUNE 30, 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	\$ 5,809,999	\$ (138,713)	98%
Sponsors' Contribution	2,380,000	1,772,500	(607,500)	74%
Chargebacks	713,800	598,983	(114,817)	84%
Out-of-State Tuition	837,905	844,559	6,654	101%
State Aid	4,184,755	3,157,049	(1,027,707)	75%
Contributions	1,098,500	893,693	(204,807)	81%
Total Revenues	\$ 15,163,671	\$ 13,076,782	\$ (2,086,889)	86%
Expenditures				
Salaries	\$ 7,510,437	\$ 6,179,639	\$ 1,330,797	82%
Payroll Taxes	574,548	439,207	135,341	76%
Medical	2,062,677	1,899,338	163,339	92%
Retirement	646,507	621,973	24,534	96%
Other	150,276	202,859	(52,583)	135%
Equipment	84,075	20,349	63,726	24%
Facility Leases	1,455,130	1,080,969	374,161	74%
Utilities	295,750	238,040	57,710	80%
Maintenance	207,650	143,326	64,324	69%
Office & General Supplies	88,027	45,442	42,585	52%
Advertising	172,950	123,790	49,160	72%
Professional Services	101,400	74,362	27,038	73%
Information Technology	353,170	334,602	18,568	95%
Library & Instructional Supplies	196,923	190,854	6,069	97%
Scholarships	515,000	586,817	(71,817)	114%
Travel	169,770	60,612	109,158	36%
Property & Liability Ins.	140,000	141,175	(1,175)	101%
Miscellaneous	430,005	320,191	109,814	74%
Total Expenditures	\$ 15,154,295	\$ 12,703,546	\$ 2,450,749	84%
Operating Surplus (Deficit)	\$ 9,376	\$ 373,236	\$ 363,860	3881%
Non-Operating Activity	-	16,369	16,369	NA
Total Fund Surplus (Deficit)	\$ 9,376	\$ 389,605	\$ 380,229	4055%



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of July 31, 2020

SUBMITTED TO THE BOARD OF TRUSTEES

August 28, 2020

ERIK HARVEY

Interim CFO

EH 7.11.20

North Country Community College Balance Sheet JULY 31, 2020			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 2,863,617	\$ 5,042,380	\$ (2,178,763)
Accounts Receivable-Students	(76,496)	(434,884)	358,387
Due From NCCC Association	271,948	72,488	199,460
Due From NCCC Foundation (Contributions)	890,053	1,309,928	(419,875)
Due From Other Funds	432,757	618,733	(185,976)
Due From Governments (State & Fed Fin Aid)	921,236	779,108	142,128
Prepaid Expenses	93,166	210,509	(117,343)
Total Assets	\$ 5,396,281	\$ 7,598,262	\$ (2,201,982)
Liabilities			
Accounts Payable	\$ (8,477)	\$ 719,215	\$ (727,692)
Payroll & Benefits Liabilities	41,511	39,197	2,314
Due to NCCC Association (Room, Meals, Books)	4,680	-	4,680
Due to NCCC Foundation (Rent)	489,587	814,203	(324,615)
Due to Other Funds	120	20	100
Due to Retirement	451,865	312,525	139,340
Compensated Absences	256,362	249,943	6,418
Other Liabilities	303,935	299,417	4,518
Total Liabilities	\$ 1,539,583	\$ 2,434,520	\$ (894,937)
Month End Equity	\$ 3,856,698	\$ 5,163,743	
Total Liabilities & Equity	\$ 5,396,281	\$ 7,598,262	
Fund Balance Summary			
Fund Balance as of 09/01/19	\$ 4,620,020		
Estimated 19-20 Surplus (Deficit)	\$ (550,000)		
Projected Fund Balance as of 09/01/20 ¹	\$ 4,070,020		
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 JULY 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	\$ 5,813,372	\$ (135,339)	98%
Sponsors' Contribution	2,380,000	2,177,500	(202,500)	91%
Chargebacks	713,800	632,958	(80,842)	89%
Out-of-State Tuition	837,905	842,561	4,656	101%
State Aid	4,184,755	3,157,049	(1,027,707)	75%
Contributions	1,098,500	971,402	(127,098)	88%
Total Revenues	\$ 15,163,671	\$ 13,594,842	\$ (1,568,829)	90%
Expenditures				
Salaries	\$ 7,510,437	\$ 6,924,229	\$ 586,208	92%
Payroll Taxes	574,548	489,639	84,910	85%
Medical	2,062,677	1,921,421	141,257	93%
Retirement	646,507	693,892	(47,385)	107%
Other	150,276	227,391	(77,115)	151%
Equipment	84,075	21,513	62,562	26%
Facility Leases	1,455,130	1,338,651	116,479	92%
Utilities	295,750	244,617	51,133	83%
Maintenance	207,650	152,125	55,525	73%
Office & General Supplies	88,027	52,357	35,670	59%
Advertising	172,950	128,882	44,068	75%
Professional Services	101,400	84,462	16,938	83%
Information Technology	353,170	346,421	6,749	98%
Library & Instructional Supplies	196,923	194,449	2,474	99%
Scholarships	515,000	586,817	(71,817)	114%
Travel	169,770	61,354	108,416	36%
Property & Liability Ins.	140,000	141,175	(1,175)	101%
Miscellaneous	430,005	366,778	63,227	85%
Total Expenditures	\$ 15,154,295	\$ 13,976,170	\$ 1,178,125	92%
Operating Surplus (Deficit)	\$ 9,376	\$ (381,328)	\$ (390,704)	-4167%
Non-Operating Activity	-	24,702	24,702	NA
Total Fund Surplus (Deficit)	\$ 9,376	\$ (356,626)	\$ (366,002)	-3904%

North Country Community College

August Forecast

For the year ending August 31, 2020

FTE	Budget	Forecast	More (Less) vs. Budget	
In-State	710	599	(111)	-19%
Out of State	70	73	3	5%
Concurrent Enrollment	245	256	11	4%
Core Operating FTE	1,025	928	(97)	-10%
Pell Prison Program	155	146	(9)	-6%
Total FTE	1,180	1,074	(107)	-10%

Unrestricted Fund (in thousands)	Budget	Forecast	More (Less) vs. Budget	
Revenues				
Tuition	\$ 5,740	\$ 5,322	\$ (417)	-7%
Fees	1,337	1,321	(16)	-1%
Sponsor's Contribution	2,380	2,380	-	0%
Chargebacks to Other Counties	625	638	13	2%
State Aid	4,185	3,949	(236)	-6%
Contributions & Other Income	1,099	1,053	(46)	-4%
Reserve for Bad Debt	(201)	(305)	(104)	52%
Total Revenues	15,164	14,357	(806)	-5%
Expenditures				
Salaries	7,510	7,530	19	0%
Payroll Taxes	549	525	(23)	-4%
Medical	2,063	1,910	(153)	-7%
Retirement	647	750	104	16%
Other	176	237	60	34%
Equipment	84	22	(62)	-74%
Facility Leases	1,455	1,455	-	0%
Utilities	296	252	(44)	-15%
Maintenance	208	167	(41)	-20%
Office & General Supplies	88	62	(26)	-29%
Advertising	173	173	-	0%
Professional Services	101	105	4	4%
Information Technology	353	356	3	1%
Library & Instructional Supplies	197	196	(0)	0%
Scholarships	515	587	72	14%
Travel	170	62	(108)	-64%
Property & Liability Ins.	140	141	1	1%
Miscellaneous	430	376	(54)	-12%
Total Expenditures	15,154	14,907	(247)	-2%
Unrestricted Fund Surplus / (Deficit)	\$ 9	\$ (550)	\$ (559)	5966%

**North Country Community College
President's Report to the Board of Trustees
August 28th, 2020**

Greetings to you all,

I hope this finds you and yours doing well. In what seems like a blink of an eye, summer break has come to a halt and the 20-21 academic year is upon us. The faculty and other professional staff members returned this past Monday (virtually) and classes begin this next Monday (again virtually).

Since we last met, there has been several items of consequence that has taken place: summer school wrapped up, we learned that our Second Chance Pell funding was granted for the next year, our 20-21 budget was passed by the counties, we received a North Border Regional Commission grant, SUNY appointed a new chancellor, and we are in the final stretches of landing the Fall 2020 class! On top of all that, we have been finalizing the rolling out of our reopening plan. In every case, the credit goes to the talented and dedicated group of employees who make the College what it is. They are a special group of folks.

With all that in mind, please find updates from our area below.

Respectfully yours,

Joe

★ **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
30 July 20	NY Community College Association of Presidents	Zoom
31 July 20	Meeting with Jon Strauss, PSC President	Phone
31 July 20	Water/Wastewater Grant Meeting	Keene, NY
03 Aug 20	Meeting w/ Congresswoman Stefanik	Phone
04 Aug 20	Campus Reopening Discussion	Teams
04 Aug 20	NCCC-Workforce Development Partners	Zoom
04 Aug 20	SL Chamber Re Reopening Plan	Teams
06 Aug 20	NCCC Retiree Breakfast	Zoom
06 Aug 20	Meeting with Josh Dann, SLHS Principal	Phone
06 Aug 20	NY Community College Association of Presidents	Zoom
07 Aug 20	COVID-19 Check-in w/ SUNY Chancellor	Zoom

08 Aug 20	Meeting with NCCCAP Exec Team	Teams
10 Aug 20	Essex County Public Hearing on 20-21 Budget	Elizabethtown
11 Aug 20	SL Chamber Welcome and Reopening	Zoom
12 Aug 20	NY Community College Association of Presidents	Zoom
13 Aug 20	Franklin County Public Hearing on 20-21 Budget	Malone
13 Aug 20	NY Community College Association of Presidents	Zoom
18 Aug 20	Campus Reopening Discussion	Teams
18 Aug 20	NCCC-Workforce Development Partners	Zoom
19 Aug 20	NCCC-Clinton CC Meeting	Zoom
20 Aug 20	NY Community College Association of Presidents	Zoom
21 Aug 20	Meeting with Senator Schumer	NCCC SL campus
25 Aug 20	Public Institution Funding Webinar	Zoom

★ **COVID-19 Task Force and Reopening**

The Task Force continued to meeting in planning our reopening. Since the last Board meeting, we sent along an update to SUNY regarding adding screening for campus community members who have recently traveled out-of-state. Over the next couple of weeks, we will continue to refine our plan as it is placed in operation and soon enough turn our attention to planning for Spring 2021.

As a reminder, for the Fall 2020 semester we are now planning for:

- instruction to take place in a mostly online model with face-to-face instruction for those few programs where course-level/program-level learning outcomes are best served in that format,
- instructional supports to be delivered in both online and modified face-to-face meetings,
- no residence hall operations or residential students,
- no athletics.

For the first two weeks of the semester, all interaction with students is expected to occur remotely. Starting week three (3), we will begin to have some students on campus including those in classes where face-to-face instruction will occur and by appointment with those delivering academic supports and administrative offices.

CARES Act Funding

Our planning around the Coronavirus Aid, Relief and Economic Security (CARES) Act, which provided some 1.1 million in funding to the College, has continued. A minimum of 50% to be used for students impacted by the pandemic and a maximum of 50% able to be used by the institution. Here is an update:

- *Student funding:* Our dispersal of funds for students have begun.
- *Institutional funding:* Our planning of the *institutional* portion is being finalized and was approved by SUNY. The funding will be used to help offset the refunds we made to students for the Spring 2020 semester, costs associated with conversion to a fully online setting in March 2020, a student laptop program and Summer 2020 professional development series and support for faculty to ready for the fall semester.

★ **SUNY Chancellor**

On Friday, August 21st, the SUNY Board of Trustees appointed Dr. Jim Malatras, as Chancellor. Dr. Malatras had previously served Chancellor Zimpher and, most recently, was the President of SUNY Empire.

★ **Opportunities and Partnerships**

The College was awarded a **Northern Border Regional Commission grant** to assist with the development of training for water and wastewater operators. The \$90,000 grant was a direct outgrowth of our community partnerships, with the idea first being presented at a SL campus advisory board in Spring 2019. Many thanks to all who help and to Senator Schumer, Senator Gillibrand and Representative Stefanik for supporting our application. Additionally, we are grateful that Senator Schumer paid a visit to our SL campus last week to share the good news and meet with area political leaders and college representatives.

Our bi-weekly meetings with our regional workforce partners continue and some ideas about how best to continue to serve those finding themselves out-of-work and provide support and find programs that can help sustain our communities, are beginning to take shape. We hope to have some more concrete recommendations in the near future.

Finally, North Country Live, a free weekly series via Zoom on a variety of themes include wellness, personal finance and history, both local and beyond continues through August 27th. This last month's theme has been on Black History in the Adirondacks and was presented in partnership with the Adirondack Diversity Initiative. Here is a link: <https://www.nccc.edu/live/>.

★ **Administrative Updates**

None to report.

★ **19-20 College Budget**

As you will see in Erik's report, our forecast is for a \$550,000 deficit for the year. As was noted last month, one silver lining is that some of the CARES Act funding will be able to be used to blunt some of this loss. We are expecting that our 4th quarter payment will be deferred until late summer/early fall.

★ **20-21 College Budget**

Our Essex County and Franklin County sponsors supported our 20-21 budget and we are grateful to them for doing so. The budget has been sent to SUNY and will be taken up the SUNY Board of Trustees in September.

As we reported last month, we have yet to hear what the reduction of NYS FTE aid will be for the 20-21 year though all signals continue to point towards a 20% reduction.

NYS 20-21 Base Aid	\$ 3,260,643		
Reduction 10%	\$ 2,934,579	\$	(326,064)
20%	\$ 2,608,485	\$	(652,158)
30%	\$ 2,282,450	\$	(978,193)

We have continued to find ways to help reduce costs and manage the budget and this will go on as we move into the year. Without some drastic changes in our revenues, we expect that it will include further reduction of our staff. That can come in many forms including holding on replacements, workload reductions/ furlough, and our least desirable option, retrenchment of positions/programs. Wherever possible, we want to protect our core operations as an institution of higher education.

Relatedly, we began our 2020-23 Strategic Planning will resume this week with the arrival of the faculty back on campus. Managing and effective planning of our finances is will be both a backdrop to and an essential element of that planning.

★ **Strategic Plan**

Our summer retreat on Strategic Planning was much appreciated. I have shared with the Board the notes from the meeting and have included them for you here as well. I expect to have more to report to you at the Board meeting on Friday, August 28th.

★ **Middle States/SUNY/NYSED**

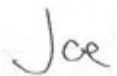
Self-Study

No update other than the fact that groups continue to work on their self-study tasks as planned. Our visit with our Team Chair, Dr. Kristy Bishop, Vice President for Academic Affairs at Westmoreland Community College in Pennsylvania is planned for early November 2020.

Annual Institutional Update (AIU)

We completed our annual institutional update to Middle States last week.

That's all for now. Thank you for your ongoing support of the College and our work. We all very much appreciate it.



Joe Keegan
President

**2020-23 Strategic Planning
Workgroup Session I Summary
July 29th, 2020**

Overview

The 2020-23 Strategic Planning Workgroup held its second meeting on Wednesday, July 29th, 2020 to continue the work of framing up the broad features of our new strategic plan using the priorities and strategies identified at the last session. Our objective was to frame up a plan for the College community which will help advance the College and help us to become a better, more sustainable version of our self.

During this session, it was recommended that rather than add new priorities, we use the ones our campus community identified during the 19-20 year (see below) and focus on the actions/tactics/steps that we would take to implement them. The savvy reader will recognize these as our “institutional priorities” which are weaved through and part of the backdrop of our self-study. For this document’s purposes, they are being referred to as “overarching strategies”.

Overarching Strategies

- *Sustaining a culture of assessment through improving institutional planning and processes,*
- *Enhancing community engagement through partnerships, and*
- *Improving sustainability through increasing enrollment and linked to financial sustainability.*

In a related fashion, it was recommended that we look to simplify and use language that adds understanding rather than confusion to the plan and its elements, so that members of the college community who have not been a part of the plan development (as well as some of us who have been) are easily able to grasp what the plan is and how their work fits into it. Linked to that was the idea of including a glossary in the plan. The workgroup liked the idea and proposed the following way of simplifying language and a start on a glossary:

- *Strategies:* are the means by which we deliver on our mission through operations; operations are about doing things right, strategies are about *the right things to do* (Source: <https://www.insidehighered.com/views/2019/02/14/colleges-need-rethink-strategic-planning-opinion>)
- *Overarching Strategies:* they are the “Why?” of the plan; those strategies that are most critical and are the means by which we carry out our mission,
- *Strategic Priorities:* these are the “What?” of the plan; elements underneath the overarching strategies that are most important and under which action can be taken,
- *Strategic Actions/Tactics/Steps:* they are the “How?” of the plan; the steps that put action behind the priorities

The remaining two, are pretty straightforward:

- *When:* identifies along a timeline when the actions/tactics/steps (the how) will be taken, according to those that can be accomplished within year 1, 2, or 3, and
- *Who:* identifies which area/persons are responsible for actions/tactics/steps.

The remainder of the session involved the revisiting the breakout groups to further identify the priorities and steps (the what and the how) and then report out to the larger group.

Next Steps

Our next steps include refining the summary of our sessions when we meet again during opening week (see table below), and introducing our work to the College community including the College Senate and the Board of Trustees during opening week. From there, administrative units of the College will review and identify how they can align their operations, goals and priorities with this plan. This will be done during the month of September and that information will be brought back to the workgroup for review and incorporation into the plan in late September/early October.

As we move through the process and the planning, it would be helpful to check our work by asking ourselves a few simple questions:

- Does this help advance the College?
- Are these our highest priorities?
- Do the strategies align with our mission?
- Are they the right things to do at this time?

After all, the strategic plan is not an end in and of itself; rather it is the roadmap that helps give us directions for becoming a better, more sustainable version of ourselves.

North Country CC Mission

NCCC provides open access to high quality academic programs that prepare students for transfer and career success. The College contributes significantly to the enrichment of our communities by cultivating an educated citizenry, a skilled workforce, and opportunities for lifelong learning.

North Country CC Institutional Priorities

1. Sustaining a culture of assessment through improving institutional planning and process
2. Enhancing community engagement through partnerships
3. Improving sustainability through increasing enrollment and linked to financial sustainability

North Country CC Institutional Goals

1. Provide a meaningful and engaging education that prepares students for transfer or career opportunities.
2. Create and nurture a supportive environment that welcomes diversity and difference and focuses on student success and growth.
3. Act as a strong and valued partner in the communities we serve.
4. Ensure the financial sustainability of the institution through strengthening enrollment and maximizing use of resources.

2017-20 Strategic Plan Areas:

1. Excellence in Teaching
2. New Academic Programs
3. Enrollment: Monitoring Student Success
4. Facilities: Financial Sustainability
5. Campus Climate and Culture
6. Enhancing Student life

2019-20 Strategic Plan Updates – Deferred

1. Child-care: explore operating day-care center on campus or similar opportunities for affordable, high-quality day-care options for students
2. New Athletic Programs
3. Strengthen faculty and staff connections with students: clubs, other forms of interaction

Why? (Overarching Strategies)	What? (Strategic Priority)	How? (Actions/Tactics) Year 1	How? (Actions/Tactics) Year 2	Who?
<p>Sustaining a culture of assessment through improving institutional planning and process</p>	<p>New Academic Programs (Academic Master Plan)</p>	<p>Layout current directions and identify new areas for exploration</p> <p>Evaluate AOS degrees and fit for our mission, our region and our identity</p>	<p>Assign to workgroup</p>	
	<p>Analysis and Realignment of Current Programs (Academic Master Plan)</p>	<p>Create an alternate/standardized metric for economic analysis of programs to identify ways to maximize resources and align revenue/expenditures (possible start is revenue generated, links to mission, and value added to counties)</p> <p>Data-driven decisions, need for weekly IR reporting (dashboards to measure), changing the process to be more nimble</p> <p>Identify loss-leaders, and profit makers and focus on those that are stable/growing</p> <p>Evaluate whether mission-critical</p>	<p>Increase enrollment capacity of selective programs</p> <p>Reinvest in health careers and health science programs</p> <p>Deactivate under-enrolled programs</p> <p>Adjust faculty/staff size relative to programs</p> <p>Create greater flexibility in faculty and staff position descriptions to allow for flex into new areas (e.g. faculty into recruitment roles)</p>	

Why? (Overarching Strategies)	What? (Strategic Priority)	How? (Actions/Tactics) Year 1	How? (Actions/Tactics) Year 2	Who?
<p>Sustaining a culture of assessment through improving institutional planning and process</p>		Evaluate costs per: student/program/campus		
		Follow up with identified programs and how to move forward with timelines		
		Identify more specific ways to market current programs in our local communities.		
		Consolidate programs. ex. Computer graphics on two campuses to one.		
		Work to increase clinical capacity and training opportunities		
<p>Enhancing community engagement through partnerships</p>	<p>Regional partnerships with area colleges</p>	Better resource and increase access to institutional research data	Use outside data to determine student interest in programs and in-demand career paths	
		Use data for decision making in assessment of programs, program review, grant applications, marketing and enrollment efforts		
		Identify Spring 20 and Fall 20 learnings and apply accordingly	Implement where demand, interest and capacity to deliver intersect	
		Set up initial meetings		Admin initially
		"Sell" our expertise to other colleges. Perhaps there are partnerships that want our programs to grow theirs.		<ul style="list-style-type: none"> - Invite 4-year schools to our campus (on campus BA degrees though other schools)
		<p>New program collaborations</p> <ul style="list-style-type: none"> - Surg Tech with Clinton - Cybersecurity w/ Herkimer 		

Why? (Overarching Strategies)	What? (Strategic Priority)	How? (Actions/Tactics) Year 1	How? (Actions/Tactics) Year 2	Who?
Enhancing community engagement through partnerships		Assess success of current articulation/2+2 agreements Expand 2+2 and articulation agreements	Establish regional college consortiums with opportunities for shared services and cross-institutional enrollment	Explore merger possibilities (e.g. Clinton CC) if consortium agreements and shared services bear fruit
	Continuing Ed/ Workforce Development Agencies:	Identify areas on which to focus based on data analysis from DOL and interest in our communities with potential students. Establish point person to lead	BUS (modular components that add up to credits)	Admin/Chairs - Identify courses that are easily modularized - Align credits with industry standards
			Childcare (early childhood credentials, teacher assistant)	Admin/Chairs - Align credits with industry standards
			WRL	
			Green Technologies	
	Increase partnerships with area employers around their business needs (e.g. IP, St. Joe's, Mtn Lakes, Elderwood)	Tailor needs of business and creating courses/programs to meet those needs. Press releases showing our collaboration.		
		Scholarships for high school student to take programs on our campus	Grow childhood education opportunities that support young people	
	Expand programs like New Visions			

Why? (Overarching Strategies)	What? (Strategic Priority)	How? (Actions/Tactics) Year 1	How? (Actions/Tactics) Year 2	Who?
Enhancing community engagement through partnerships	K-12 Partnerships	One-year honors program (in addition to tuition scholarship, create academic programming to enhance their experience)		
		Aggressive look at dual-enrollment and articulation agreements		
		Showcase students/graduates as role models to young		
	County-wide partnerships	Convene major stakeholder meetings within counties and communities to find common directions/projects		
		Discover clubs/groups we might target or market to		
	Invest in Alumni Affairs	Use alumni to engage in community network: incl. development of business partnerships and k-12 partnerships	- Continued integration into marketing. - Creation of alumni mentorship.	
Improving sustainability through increasing enrollment and linked to financial sustainability	New Academic Programs	See above		
	Keeping College open and operating	Right-size – Assess: <ul style="list-style-type: none"> - Sustainability through self-evaluation (free) – look at strengths, weaknesses and gaps - that employee (faculty and staff) size matches instructional, operational and strategic needs - opportunities to combine services (e.g. library, LAC) in line with accreditation/ NYSED requirements 	reorg departments and personnel around operations create greater flexibility in positions to flex faculty and staff into needed areas (e.g. faculty into recruitment roles)	

Why? (Overarching Strategies)	What? (Strategic Priority)	How? (Actions/Tactics) Year 1	How? (Actions/Tactics) Year 2	Who?
Improving sustainability through increasing enrollment and linked to financial sustainability		community/county needs and respond - opportunities for shared IT services with SUNY/county- possibly path to create revenue stream - explore full-time to part-time opportunities - cross-training of front line, customer services related options - evaluate manual tasks that could be successfully automated - Create standard operating procedures manuals for each functional area so that anyone could fill need		
	Program Analysis	(See above under Academic Master Plan)		
		Develop and deliver more specific and aggressive workforce development programming		
		Enrollment Analysis – establish workgroup to look at tuition and related costs as possible block to enrollment (scholarships too)		
	Invest in a grant writer	goal to bring in over salary, benefit, overhead stretch goal to find sustainable grant to provide offset costs year one	year two to provide revenue, year three sustainable growth after grant sunsets.	

Why? (Overarching Strategies)	What? (Strategic Priority)	How? (Actions/Tactics) Year 1	How? (Actions/Tactics) Year 2	Who?
Improving sustainability through increasing enrollment and linked to financial sustainability	Assess Ti campus sustainability	Assess costs to operate Explore alternate use of space (sharing w/ county or others)		
	Focus on programs that are stable/ growing	Evaluate cost/benefit of programs Reorganize staffing to better align with our size Explore regional higher ed partnerships (consortiums, transfer opportunities, dual registration with other CCs)	Certificate programs: align in-demand trades with quickly completed certificates Reimagining use of our space/campuses	
	Build upon our greatest asset, our employees –	Restructure/reorganize to allow for strengths to be used across areas as needs arise		
Wild Card	Leverage strengths of current faculty/staff	Experts in more than one field? Leverage passions that aren't in a job description.		
	Community partnership and engagement	Focus on green tech/ sustainability	Establish a community garden(s)	engage community (adults, youth, service groups) in the college's science and environmental programs and initiatives
	Develop a Diversity, Equity and Inclusion Priority			
	Serve as <i>community hub</i> for education, workforce development/training, community education, social activities and economic development, for new initiatives and partnerships.			

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Dean of Student Life recommends the fourth temporary appointment of Angela Brice, to the full-time, 221-day, exempt appointment as Assistant Director of Student Life, for a one year term for the 2020/21 academic year, at an annual salary of \$49,620.

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 fourth temporary appointment of Angela Brice, to the full-time, 221-day, exempt appointment as Assistant Director of Student Life, for a one year term for the 2020/21 academic year, at an annual salary of \$49,620.

This position is currently funded in the 2020/21 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2020/21 academic year and will not be renewed.

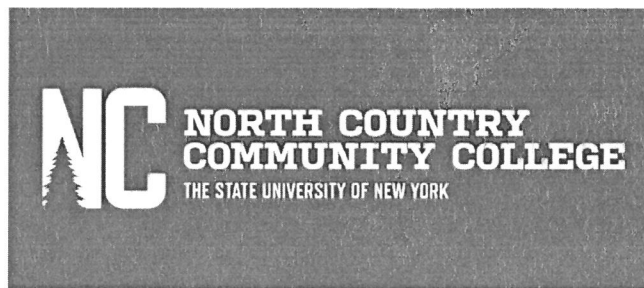
August 28th, 2020

2019-20

Motion:

Seconded:

Action:



SARANAC LAKE . MALONE . TICONDEROGA

August 4, 2020

Ms. Angela Brice
5605 Sutton Road
Avon, NY 14414

Dear Ms. Brice:

Pending approval by the North Country Community College Board of Trustees at their August 2020 meeting, I am pleased to offer you a temporary, full-time, 221-day exempt appointment as Interim Assistant Director of Student Life for a one-year period for the 2020-2021 academic year. Per communications with you earlier and as agreed to by your union, this will be your fourth consecutive temporary appointment. Kim Irland, Dean of Student Life, will be your direct supervisor.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this position, your pay grade for this appointment is Step 14 on Schedule C of the 2019-2021 CBA, which is an annualized base salary of \$49,620.

Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake.

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

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than August 31, 2020.

Sincerely,


Joe Keegan,
President

cc: Personnel File / Payroll File

Employee Signature

Date

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Assistant Dean of Institutional Research and Support recommends the third temporary appointment of Terrance Kemp to the full time, twelve-month exempt position as Academic Technology Coordinator, for the 2020/21 academic year at an annual salary of \$61,676,

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 third temporary appointment of Terrance Kemp to the full time, twelve-month exempt position as Academic Technology Coordinator, for the 2020/21 academic year at an annual salary of \$61,676,

This position is currently funded in the 2020/21 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2020/21 academic year and will not be renewed.

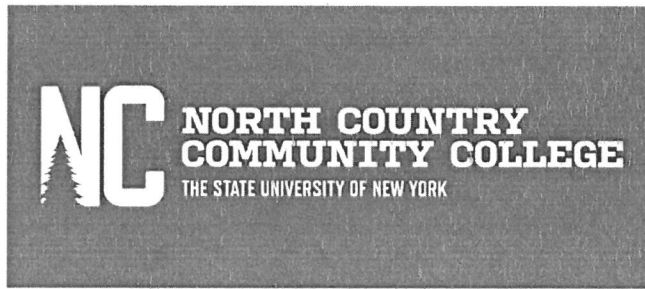
August 28th, 2020

2019-20

Motion:

Seconded:

Action:



SARANAC LAKE . MALONE . TICONDEROGA

August 11, 2020

Mr. Terrance Kemp
50 Shepard Ave
Saranac Lake, NY 12983

Dear Mr. Kemp:

Pending approval by the North Country Community College Board of Trustees at their August 2020 meeting, I am pleased to offer you a temporary, full-time, twelve-month (261 days) exempt appointment as Academic Technology Coordinator for a one year term during the 2020-2021 academic 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 23 on Schedule C of the 2019-2021 CBA, which is an annualized base salary of \$61,676.

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

To acknowledge the terms of your appointment, sign and return this Letter of Appointment no later than August 31, 2020.

Sincerely,

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

Joe Keegan,
President

cc: Personnel File / Payroll File

Employee Signature

Date



Board of Trustees

2020-2021 Meeting Schedule

Friday, September 25, 2020 | 11:00 am

Friday, October 30, 2020 | 11:00 am

Friday, November 20, 2020 | 11:00 am

Friday, December 18, 2019 | 11:00am [Pending]

Friday, January 29, 2021 | 11:00 am

Friday, February 26, 2021 | 11:00 am

Friday, March 26, 2021 | 11:00 am * Spring break

Friday, April 30, 2021 | 11:00 am

Friday, May 14, 2021 | 11:00 am

Thursday, June 24, 2021 | 11:00 am – Summer

Thursday, July 29, 2021 | 11:00 am – Summer

Friday, August 27, 2021 | 11:00 am

Unless otherwise noted, all meetings will be held through the Zoom platform. Links can be found every month on College's website | <https://www.nccc.edu/board-of-trustees/index.html>