



## Board of Trustees Meeting Agenda

Date: February 24<sup>th</sup>, 2026

Time: 11:00 a.m.

Locations: Saranac Lake Campus & Zoom

1. Call to Order
2. Approval | January 27, 2026, Board Meeting Minutes
3. Liaison Reports
  - a. Chad LaDue | College Senate Chair
  - b. Ang Brice | NCCC Association of Professionals (NCCCAP) President
  - c. Dianna Trummer-Dudley | Civil Service Employee Association (CSEA) President
4. College Reports
  - a. R. Pete Suttmeier | Board of Trustees Chair
  - b. Sarah Maroun | Vice President for Academic Affairs
  - c. Kyle Johnston | Vice President for Marketing & Enrollment
  - d. Erik Harvey | Interim Chief Financial Officer
    - o Financials: November 2025, December, January 2026
  - e. Jackie VanBrunt | Interim Associate Vice President of Student Affairs
  - f. Joe Keegan | President
    - o Resolution | Camping and Use of Tents on Campus Policy
    - o Resolution | Freedom of Expression and Assembly Policy
5. Representative Reports
  - a. Rob Rathbun | NCCC Association Director
  - b. Erin Walkow | NCCC Foundation Director
6. Old Business
7. New Business
8. Public Comment
9. Executive Session
10. Adjourn

An Executive Session of the Board of Trustees may be called pursuant to Article 7 of the Public Officer's Law to discuss the Medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal, or removal of a particular person or corporation and collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law. (Public Officers Law §105).

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



## Board of Trustees Meeting Minutes

Tuesday, January 27, 2026 | 11:00am

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

Excused: Seth McGowan and Tommy Sloan.

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

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Board Chair, Pete Suttmeier called the meeting to order at 11:05 a.m. after quorum was met.

### Minutes

Linda Beers made the motion to accept the November 25, 2025, meeting minutes. Tricia Preston seconded the motion. November 25, 2025, meeting minutes were unanimously approved (6-0-0).

### College Senate Chair | Chad LaDue

- First senate meeting has been scheduled for 1:30pm on Friday, February 13<sup>th</sup>.
- Strategic and Long-Range Planning (SLRP) Committee continues to actively search for a chair of the committee. If not identified soon, Chad may volunteer to serve as chair of the committee for the remainder of the academic year. Though unclear, Chad's wondered if some individuals may be hesitant to step into the chair role due to the committee's past direction and associated concerns.

### NCCCAP President | Angela Brice

No report was presented

### CSEA President | Dianna Trummer

No report was presented

### Board Chair | Pete Suttmeier

- Set goal to increase participation and engagement for the upcoming Lobby Day on February 4<sup>th</sup>. He encouraged members of the Board to attend. Pete shared there will be a zoom meeting on Friday to prepare and train for the event.
- Board representation was identified for the College Senate Spring Meetings:
  - February 13<sup>th</sup> | 1:30pm – Pete
  - March 13 | 1:30pm – Tricia
  - April 10 | 1:30pm – Linda
  - May 8 | 1:30pm - David

### Interim Vice President for Academic Affairs | Sarah Maroun

- Nursing NCLEX results showed the annual pass rate average between all 3 campuses ranged from 88%-100%. These pass rates placed the program well above the statewide average.
  - Todd asked if this success is publicly promoted, noting strong outcomes across all seven programs are something to celebrate. Chris spoke about how news stories like these are shared on our online platforms (Website and Facebook) and sometimes in the local papers as well.
  - Todd gave kudos to all, from our students who passed to the folks behind the scenes who helped make it possible.
  - Linda shared that as the Board representative for our sponsor of Essex County, she will put forth a resolution to formally recognize and commend this wonderful achievement. Todd, the Board's representative for our sponsor of Franklin County will also prepare a similar resolution for Franklin County Legislature to consider.
- Pete inquired about the *Welcoming and Belonging* course offered by ANCA. Sarah shared that it is a non-credit community offered course hosted by the Saranac Lake Chamber and taught by ANCA. The course is designed for local business owners teaching best practices in creating a welcoming and inclusive space for all staff and their clients. NCCC involvement is that they are utilizing our D2L Learning Management System.

### *The Board moved to approve the following resolution:*

Linda Beers made a motion that the North Country Community College Board of Trustees hereby approves the temporary appointment of Stephanie Cassell, to the full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the SP 2026 semester, at an annual salary of \$58,288, prorated to \$29,144. This position is

currently funded in the 2025/26 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2025/26 academic year and will not be renewed. Todd LaPage seconded the motion. The motion was unanimously approved (6-0-0).

Tricia Preston made a motion that the North Country Community College Board of Trustees hereby approves the temporary appointment of Monika Lovewell, to the full-time, nine-month (164-day), exempt appointment as Business Instructor for the SP 2026 semester, at an annual salary of \$52,545, prorated to \$26,273. This position is currently funded in the 2025/26 operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2025/26 academic year and will not be renewed. David McNally seconded the motion. The motion was unanimously approved (6-0-0).

#### Vice President for Marketing and Enrollment Management | Kyle Johnston

- **Enrollment & Registration**

- Enrollment period for Spring 2026 incoming students will end this week.
- Planning is set and activities for Summer 2026 and Fall 2026 registration are gearing up
- The Fall 2026 marketing campaigns begin with Criminal Justice and Cyber-Security program campaigns will run in February, to be followed by others, including a Winter Carnival campaign.

- **EdSights: Bernie – Virtual Companion**

- Last week, the web version of Bernie (chatbot) was launched and is handling requests well.
- Some users are transitioning to requesting human support.
- Overall performance is going well; we are continuing to request feedback to build the knowledge base.
- Pete referenced Jackie's report on the virtual assistant:
- Showed high initial interest, followed by a dip in usage.
  - Jackie explained this was due to a late launch of Bernie; the end of the Fall 2025 semester.
- Ed Sights continued working over the break with student outreach and support.
- Kyle explained differences in how the two departments, Marketing/Enrollment and Student Affairs, are using the platform to reach students.

- Two weeks ago, Kyle's new Administrative Assistant, Susan Forrette, began her position and is off to a great start.

- Linda asked how folks are notified of campus closures and class cancellations. Chris explained the avenues we use for closures.

Interim Chief Financial Officer | Erik Harvey:

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

- Future Board meetings Plan:
  - February: Revenues and Impact Report
  - April: Begin the 2026-27 Draft Budget Presentation & Review Process.
- Pete asked about the expense projection as it relates to property and liability insurance. Erik voiced there have been no changes at this time though there could be in the future.
- Pete asked about chargebacks. Erik explained to the Board how the rates change based on the current budget. Brian Pelkey added that capturing chargebacks for students in the Second Chance Pell program also helped with additional revenue in that line.

Interim Associate Vice President of Student Affairs | Jackie VanBrunt:

- EdSights Engagement (Bernie Virtual Companion):
- Shared more information on graph spanning October 2025-January 2026:
  - 93% of students elected to opt-in to receive texts from Bernie.
  - 51% of students actively engaged and texted Bernie.
  - 1543 Texts were received since launch.
- New Student Orientations update. Due to some last minute schedule changes imposed by the weather, we are moving to a model that offers students grab and go resources.
- Shared Wellness Fair flyer and updated the Board on the upcoming event which is taking place on Wednesday, February 11<sup>th</sup> in Sparks. Currently there are over 20 community partners registered to have a table. This is free for students and open to the community.
- Announced that the College recently received a \$22K grant from the Gates Foundation for Student Emergency needs.
- Noted and apologized for typo in the Athletics portion of her written report. Assuring the Board that the Men's basketball team are indeed quite fun watch and talented to watch. Great group of talented men both on the court and in the classroom.
- Pete asked about opportunities for our non-traditional older students and first-generation younger students to interact. Student Affairs is exploring ways to connect these groups. Jackie noted that our online population are interested in networking options for distance learners. Linda and Jackie briefly discussed the value of these cohort models.

President | Joe Keegan:

- Joe began by thanking the Board for their ongoing support of our students, faculty, staff and the College overall. Their involvement and support help make a difference in our continued success.
- **Achieving the Dream | Capacity Café:**
  - Joe thanked Linda for joining us virtually.
  - The goal of the 3-hour event was to identify where the College can build to better support students. The focus was on four specific areas:
    - Disciplined Implementation
    - Organizational Agility
    - Data Empowerment
    - Digital Transformation
  - Total attendance across all three campuses, in person and on Zoom: ~60 members from the faculty and staff.
  - We received a lot of great feedback from attendees (faculty and staff). Overall, we heard a majority shared they have been looking for regaining some in-person opportunities.
  - We learned COVID isolation was much more impactful than we thought and to some degree we are still in recovery. We are brainstorming ways to come out of it and better serve our students.
  - Linda gave kudos to Kyle on how he facilitated his group, *Digital Transformation*. She explained how some attendees voiced they are still resistant to technology.
  - Joe shared that our ATD Coaches, Dr. Paula Pitcher and Kara Monroe, and will be back on campus late spring to continue working on assisting us in developing a plan for us to complete later this semester.
  - Sarah shared the Café was an invaluable experience that visited topics that have not been explored, generating new ideas in a short amount of time.
  - Chad shared it was great to see so many people involved in these discussions, and suggested focus should be on one or two topics instead of four if the time frame was to be for 3 hours.
- Jessica Kemp's nomination to join the board has moved to Governor Hochul's office for review. We're hopeful a decision will be made soon.
- **Update for Community Colleges:** Fall 2025 ended better for community colleges.
  - Senate Bill S4685 was recently vetoed by Governor Hochul.
  - SUNY Administration pulled back from their plans related to appointments and contracts for Community College President's leaving that power with local Boards of Trustees.
  - Governor's budget proposal plans for expansion of ASAP (Advancing Success in Associate Pathways) model for students and capital funding requests from SUNY's community colleges.
  - Upcoming Advocacy Day in Albany will be on February 4<sup>th</sup>.

- Kudo to Kyle and his team, as well as our faculty and staff, for a great start to the semester with their ongoing efforts in welcoming our students and getting them ready for success.
- **Capital Project & Facilities Update:**
  - Pool renovation study by MACH Architecture is almost complete.
    - David asked about the timeline delay. Joe explained it had to be pushed out because of the need for a leak detection agency to inspect the pool.
  - The bid for the Vestibule Projects for Sparks has been signed. The work will begin following the May Commencement event.
  - JMZ Architect is working to complete the Library Learning Commons Study and Design.
  - The College was awarded a grant from the Northern Border Regional Commission to conduct a feasibility study for a building by the Rail Trail.
  - The winter storm in our region yesterday wreaked some havoc including frozen pipes on our Saranac Lake campus. The Ti campus experienced an unrelated leak in our 2<sup>nd</sup> floor men's bathroom. Our facilities team are working to make necessary repairs.

NCCC Association Director | Robert Rathbun

No report was presented.

NCCC Foundation Director | Erin Walkow

- Erin began by extending gratitude to Tricia for attending the Foundation Board meeting in December 2025, filling in for Pete who was away.
- The Foundation ended 2025 with over \$410K raised, which included \$300K in restricted funds.
- The Foundation recently committed \$50K for the 2026-27 Opportunity Scholarship. Erin was happy to report she is already receiving donations in support.
- Recently submitted grant application to the Cloudsplitter Foundation requesting support of Achieving the Dream. A similar grant application request will go out to the Adirondack Community Foundation next week. These funds will help cover the annual fee and travel costs for event attendance.
- **Student Emergency Funds Update**
  - Currently working with Jackie, Ang and others to create a streamlined approach in the application and award process. The goal is to shorten the review timeline, minimizing the wait time for our students in need.
  - In addition to Jackie's note about the Gates Foundation, a donor committed \$20K this year to the fund. doubling their contribution from last year.

- Erin shared she will begin the process of soliciting donations for the annual named scholarships. Noting in previous years, the Foundation had been awarded over \$50K annually, supporting over 120 students.
- David shared that he has not yet received the annual appeal letter. Ering noted she will be sending it to the Board shortly.

#### Old Business

None

#### New Business

None

#### Public Comment

None

#### Executive Session

Linda Beers made the motion to enter Executive Session at 12:00 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. Todd LaPage seconded the motion. The motion was passed unanimously (6-0-0). Joe Keegan was invited to attend the meeting at 12:01 p.m.

#### Adjourn

Trisha Preston made the motion to adjourn the Executive Session at 12:35 p.m. and enter back into the public session. Todd LaPage seconded the motion. The motion was approved unanimously (6-0-0).

Linda Beers made a motion that the North Country Community College Board of Trustees hereby approves the appointment of Sarah Maroun to the full-time, 12-month, exempt appointment of VP of Academic Affairs, effective immediately, at an annual salary of \$141,150. This position is currently funded in the 2025/26 operating budget. Todd LaPage seconded the motion. The motion was unanimously approved (6-0-0).

#### Adjourn

Trisha Preston made a motion to adjourn the meeting. Todd LaPage seconded the motion. The motion was

approved unanimously (6-0-0). The Board meeting was adjourned at 12:40 p.m.

Respectfully Submitted,



Stacie G. Hurwitch

Assistant Secretary, NCCC Board of Trustees

Date: February 24<sup>th</sup>, 2025

Resolution: 2025-2026 | Pending

Motion:

Second:

Action: Pending (x-x-x)

Pending Witness:



**VPAA Report to the Board of  
Trustees  
February 24, 2026**

Please find the following report from the Academic Area.

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

**Spring 2026:** The Spring semester was scheduled to begin on Monday, January 26th; however, Mother Nature had other plans and our first day was a snow day. Classes resumed on Tuesday, January 27th, and we have had a strong start to the semester.

**AI Sharing Sessions:** The AI Task Force is facilitating faculty sharing sessions this semester to help connect faculty who are experimenting with AI in their classes.

**SUNY's Academic Momentum Campaign/Achieving the Dream Initiative:** NCCC faculty and staff worked on the Academic Momentum plan, which was submitted to SUNY on February 5th. Key goals in the plan include increasing the number of students who complete gateway courses in English and Math by the end of their first year, increasing the number of completed FAFSA applications for new and continuing students, and improving retention and graduation rates overall. We also hosted a "capacity cafe" to discuss the results of an all-college survey administered in September. These initial discussions will inform next steps in the College's planning process for improving student success outcomes.

**Electronic and Information Technology (EIT) Accessibility Plan:** The College is responsible for maintaining a plan to assure that all college materials, both internal and external resources, meet standards for accessibility. The requirements for these standards will change in June of 2026. As we prepare for these changes, we have an EIT group that is tracking the changes and developing a training plan to make sure we are in compliance with the new requirements.

**Dual Enrollment Healthcare Pathway Grant:** The College is working with FEH BOCES, Adirondack Health, and Iroquois Healthcare Association on establishing early pathways for high school students who are interested in healthcare careers. This is part of a Mother Cabrini grant obtained by the Iroquois Healthcare Association. The project plan includes providing career-focused activities and opportunities with Adirondack Health, coursework to prepare for healthcare-related degree programs, and professional skills related to career expectations.

**Middle States Commission on Higher Education:**

- **Substantive Change Verification Visits:** On January 30th, the Commission acted to affirm that the information provided in the Substantive Change Application was verified by four site visits at the correctional facilities in which we offer degree programs. Since those visits, Bare Hill Correctional Facility announced its anticipated closure. Second Chance Pell staff helped assure that some of our students were transferred to Adirondack or Franklin Correctional facilities to continue their studies with North Country.
- **Self-Study Schedule:** We are also expecting an invitation to the Self-Study Institute in the Spring 2026 semester to prepare for the 2028 Self-Study Review.

**Non-Credit Course Offerings for Fall:**

- **Advanced EMT Original/Refresher Training** (both credit and non-credit): Spring semester schedule
- **Pottery Classes:** January 5th -February 11th; February 16th-March 25th; April 6th-May 16th
- **Welcoming and Belonging Course through ANCA (Adirondack North Country Association):** Begins January 26th with rolling admissions throughout the year.
- **UpNCoding Cybersecurity Training--sponsored by SUNY Workforce Development Office:** February 10th-May 9th

Respectfully submitted,

Sarah Maroun  
Vice President for Academic Affairs

**Vice President of Marketing & Enrollment**  
**Report to the Board of Trustees**  
**Created February 19, 2026**

**Project, Enrollment, Financial Aid, and Marketing Updates:**

- **Major project updates:**
  - **SEM PLAN & SUNY PROJECTS:** SEM Plan work has recently picked back up as it was sidelined for other more pressing projects. Goal area teams will be brought together in March to start to flesh out their strategies and tactics further as many of the initiatives within the plan are already in the works or will be launched over the summer. We plan to share the first draft of the plan with the college community towards the end of April.
  - **SLATE CRM (Customer Relationship Management):** No Updates.
  - **EdSights Retention/Enrollment/Web Chat & Text Support Implementation:** We recently launched our web chat bot version of Bernie across our entire website. We are about a month in at this point and it has been getting a lot of usage. See more information below regarding the most frequently asked questions from students!
- **Admissions/Enrollment Team:** The Admissions Office has shifted gears with all eyes now focused on summer session and fall semester. They have been planning enrollment events/visits that we will hold as well as the spring travel assignments. We are back to having a full office so we will be able to cover a few more events than we were able to last spring. Additionally, they are working to convert as many students as possible to “confirmed status” in preparation for April’s registration opening.
- **Financial Aid Team:** The Financial Aid Office has been working with our IT department to complete all of the setup necessary to begin processing and awarding Fall 2026 financial aid. It is coming together nicely, and we will hopefully begin to award this upcoming week! Additionally, a financial aid specific Thesis Elements training was conducted this past week where we invited other departments in to see how it all works. Financial Aid is a very heavy area for processing so additional trainings will be scheduled in the coming months.

**Marketing and Web Updates:**

- The programmatic campaign series is currently featuring our Criminal Justice and Cybersecurity programs campaigns that’ll run through the end of February.
- We are currently working on the upcoming Digital Arts, Advertising and Design campaign that will run throughout the month of March.

## The top questions students are asking

How do I access the student portal/what is my school portal username?

Where can I find out if the campus is closed due to unforeseen circumstances (e.g storm, weather)?

Do you offer a nursing program?

How do I apply?

What majors and programs do you offer?

How can I make a payment?

When do D2L/Brightspace course shells open for the upcoming term?

How do I register for classes?

How can I buy merch and books? Where can I buy merch and books?

Do you offer a medical program?

## What topics are students asking about most?



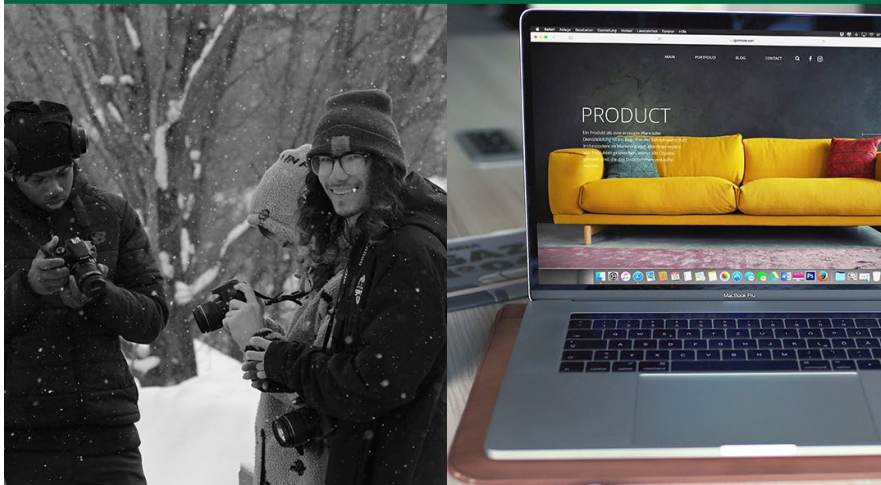


Program Specific Mockups - Digital Arts, Advertising & Design

<p><b>NC</b> North Country Community College Ad · 🌐</p> <p>Calling all digital art and design fans! North Country's Digital Arts, Advertising &amp; Design programs are gateways to exciting careers in fields such as animation, publication creation and character/game design!</p> <p><b>DIGITAL ARTS, ADVERTISING &amp; DESIGN</b></p> <p>nccc.edu <b>Fuel Your Design Passion</b> Reach Higher at NCCC</p> <p><a href="#">Learn more</a></p>	<p><b>NC</b> North Country Community College Ad · 🌐</p> <p>Get hands-on graphic design experience in the Digital Arts, Advertising &amp; Design programs at North Country while pursuing your degree or preparation for transfer to a four-year college.</p> <p><b>DIGITAL ARTS, ADVERTISING &amp; DESIGN</b></p> <p>nccc.edu <b>Fuel Your Creative Passion</b> Explore the Digital Arts</p> <p><a href="#">Learn more</a></p>
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**DIGITAL ARTS, ADVERTISING  
& DESIGN**



[EXPLORE OUR DEGREES](#)

## 2026 Spring Application Volume

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### Application Categories - YTD

Metric	Spring 2026	Spring 2025 Applications	Spring 2024 Applications	Spring 2023 Applications	Spring 2022 Applications
Spring Applications (all types)	590	453	434	321	273
SUNY Applications (Spring)	92	11	21	6	
Incomplete Applications	102				
Decided	347	309	303	218	172
Withdrawn Applications	138				

### Admissions Decisions - YTD

Metric	Spring 2026	Spring 2025 Applications	Spring 2024 Applications	Spring 2023 Applications	Spring 2022 Applications
Decided Applications (total)	347	309	303	218	172
Decided SUNY Applications	27	4	5	1	
Accepted Applicants	344	308	302	215	171
Denial	3	1	1	3	1

### Yield (Intent to Enroll) - YTD

Metric	Spring 2026	Spring 2025 Applications	Spring 2024 Applications	Spring 2023 Applications	Spring 2022 Applications
Admitted: Confirmed Intent to Enroll	247	242	226	182	133
Admitted: Confirmed SUNY Apps	12	1		1	
Admitted: Declined Enrollment	18	16	17	16	14
Admitted: Declined Enrollment SUNY...	3		1		
MELT- Withdrawn AFTER Confirm					

## Spring 2026 New Student Registration/Scheduling Stats (Full Drops/Withdrawn Removed)

<b>Metric</b>	<b>All SP26</b>	<b>First Time</b>	<b>Transfer</b>	<b>Re-Admit/Continuing</b>
Totals	188	32	93	63
Saranac Lake	40	4	16	20
Malone	44	8	21	15
Ticonderoga	18	2	6	10
Online/DL	86	18	50	18

## Spring 2026 New Student Registration Queue

<b>Metric</b>	<b>All SP26</b>	<b>First Time</b>	<b>Transfer</b>	<b>Re-Admit/Continuing</b>
Totals				
Saranac Lake				
Malone				
Ticonderoga				
Online/DL				

## 2026 Fall Application Volume

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### Application Categories - YTD

Metric	Fall 2026 Applications	Fall 2025 Applications	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Fall Applications	1126	1004	1002	779	700
Fall SUNY Applications	320	167	136	75	
Incomplete Applications	431				
Decided	549	505	460	380	304
Withdrawn Applications	13				

### Admissions Decisions - YTD

Metric	Fall 2026 Applications	Fall 2025 Applications	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Decided Applications	549	505	460	380	304
Decided SUNY Applications	216	146	105	63	
Accepted Applicants	549	504	460	380	304
Denial		1	2		

### Yield (Intent to Enroll) [this section still needs updates - RGZ]

Metric	Fall 2026 Applications	Fall 2025 Applications	Fall 2024 Applications	Fall 2023 Applications	Fall 2022 Applications
Admitted: Confirmed Intent to Enroll	136	83	93	103	87
FirstTime/Transfer/ReAdmit: Confirm...	111	64	81	81	64
Current/Continuing: Confirmed Inten...	25	19	12	22	23
Admitted: Confirmed SUNY Apps	6	6	4	4	
Admitted: Declined Enrollment	4	7	7	4	6
Admitted: Declined Enrollment SUNY...	1	1	2	1	
MELT- Withdrawn AFTER Confirm		50	28	36	40

**North Country Community College  
Interim CFO's Report to the Board of Trustees  
February 24, 2026**

Greetings,  
As always, I hope this report finds you well.

In this month's report **I am seeking your feedback and approval of the financial statements for the month ending January 31, 2026**

There are no material changes to operating expenses shared in the November financial forecast. Spring enrollment is being positively impacted by the fall headwinds and below I update you on spring enrollment and the related revenue impact. In April I will share February and March financials, a 2026-27 preliminary budget, and an updated financial forecast and 5-year projection.

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

- The \$506K increase in Cash is primarily related to grant funding the college received but has not expended, such as NYSWIMS, and the 10% increase in enrollment.
- The \$495K increase in Accounts Receivable-Students is primarily related to the 10% increase in enrollment, as well as higher uncollectable accounts for the college and the Association.
- The \$280K decrease in Due From Governments is related to a higher number of outstanding DASNY reimbursement requests for construction closeouts in the prior year than the current year.

**2025-26 February Financial Forecast**

- Spring 2026 Enrollment *(verified 3 weeks in)*

AAFFE	2025-26		2024-25 Actual	More (Less) vs. Budget		More (Less) vs. 2024-25	
	Actual	Budget					
In-State	281	278	262	3	1%	20	8%
Out of State	27	19	19	8	39%	8	42%
<b>In/Out of State</b>	<b>308</b>	<b>297</b>	<b>280</b>	<b>11</b>	<b>4%</b>	<b>28</b>	<b>10%</b>
Concurrent Enrollment	38	45	52	(7)	-15%	(14)	-27%
<b>Core Operating</b>	<b>346</b>	<b>342</b>	<b>332</b>	<b>4</b>	<b>1%</b>	<b>14</b>	<b>4%</b>
Pell Prison Program	47	52	52	(5)	-9%	(5)	-9%
<b>Total AAFTE</b>	<b>393</b>	<b>394</b>	<b>384</b>	<b>(1)</b>	<b>0%</b>	<b>9</b>	<b>2%</b>

- Total AAFTE of 393 was 9 or 2% more than prior year but 1 or 0.2% less than budget.
- In state AAFTE of 281 was 20 or 8% more than prior year and 3 or 1% more than budget.
- Out-of-state AAFTE of 27 was 8 or 39-42% more than both prior year and budget.
- Total In/Out AAFTE of 308 was 28 or 10% more than prior year and 11 or 4% more than budget.
- Bridge AAFTE of 38 was 14 or 27% less than prior year and 7 or 15% less than budget.
- 2nd Chance Pell AAFTE of 47 was 5 or 9% less than prior year and budget.

- Full Year Projected Enrollment

AAFTE	2025-26		2024-25	More (Less)		More (Less)	
	Actual	Budget	Actual	vs. Budget		vs. 2024-25	
In-State	653	630	611	23	4%	42	7%
Out of State	59	45	44	14	31%	15	33%
<b>In/Out of State</b>	<b>712</b>	<b>675</b>	<b>655</b>	<b>37</b>	<b>6%</b>	<b>57</b>	<b>9%</b>
Concurrent Enrollment	257	205	220	52	26%	37	17%
<b>Core Operating</b>	<b>969</b>	<b>880</b>	<b>875</b>	<b>90</b>	<b>10%</b>	<b>94</b>	<b>11%</b>
Pell Prison Program	130	135	134	(5)	-4%	(4)	-3%
<b>Total AAFTE</b>	<b>1,100</b>	<b>1,015</b>	<b>1,009</b>	<b>85</b>	<b>8%</b>	<b>90</b>	<b>9%</b>

- Total AAFTE of 1,100 is 90 or 9% more than prior year and 85 or 8% more than budget.
- In state AAFTE of 653 is 42 or 7% more than prior year and 23 or 4% more than budget.
- Out-of-state AAFTE of 59 is 15 or 33% more than prior year and 14 or 31% more than budget.
- Total In/Out AAFTE of 712 is 57 or 9% more than prior year and 37 or 6% more than budget.
- Bridge AAFTE of 257 is 37 or 17% more than prior year and 52 or 26% more than budget.
- 2nd Chance Pell AAFTE of 130 is 4 or 3% less than prior year and 5 or 4% less than budget.

- Full Year Revenue Impact with Spring Enrollment - \$341K or 2% better than budget
  - \$127K – Chargebacks to other Counties are projected to be higher than budget. The college is servicing more in-state students outside of the Franklin and Essex sponsoring counties. This is offset by Bad Debt reserve increases to hedge against recent payment trends. In hindsight, the budget did not carry enough bad debt provision.
  - \$123K – Concurrent Enrollment (Bridge) revenue increases due to 26% projected more enrollment vs. budget. This is partially offset by \$48K in additional Bridge scholarships needed.
  - \$116K – Out of State tuition increases due to 31% more enrollment vs. budget.
  - \$86K – In-State revenue increases due to 4% projected more enrollment vs. budget
  - \$59K – College and Course Fee increase due to 4% more in/out of state enrollment vs. budget.
  - (\$42K) – Second Chance Pell Program worse than budget as enrollment is 4% less than budget.
- The college is projected to operate 25-26 at a \$25K surplus. The fund balance is projected to finish August 31, 2026, at \$5.1 million or 31% of 25-26 net operating costs.

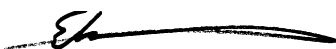
**Important Note:** The Bare Hill Correctional Facility in Malone, NY was closed recently. Special thanks to Sarah Kilby who advocated for the incarcerated students who were in this program to be moved to other facilities in the Malone area so they could continue their studies with North Country. The initial closure has had minimal impact so far on the program’s anticipated revenues in 2025-26. Going forward, the college is still uncertain what effect this change will have on the applicant pool.

### Department Updates

- 2026-27 Budget is on time and progressing well through the process.
- 2024-25 Financial Audit is complete
  - Annual report has been distributed to stakeholders.
  - Federal Audit Clearing House (FAC) single audit was filed 2/13 (due 5/31).
  - FSA EZ Audit filed 2/19 (due 5/31).
- Subledger Calendar Year End Processing – all completed successfully (due 1/31)

- Student Information System (SIS) Upgrade Status
  - Core Application Upgrade (CAMS to Thesis platform).
    - **Status:** 100% complete.
      - Unlimited user training hours are available. The college is scheduling another round of end user training and has commenced business intelligence training on Power BI.
  - Data Integrations
    - **Status:** 65% complete. The vendor is actively engaged in development.
    - Progress & Activities
      - All requirements provided to vendor, development & unit testing complete
      - All integrations are in end user integration testing and validation – coding adjustments and corrections are being made to meet requirements.
    - Risks
      - Low risk of not making go-live
  - Reporting
    - **Status:** 75% complete. The vendor is actively engaged in development.
    - Progress & Activities
      - All requirements provided to vendor including existing report SQL code.
      - Financial Aid report development progressing.
      - Most Bursar and Registrar reporting has been delivered to end users, tested, and signed off. Current open items are being addressed.
      - SIRIS and other NYS reporting outputs are complete.
      - Basic end-user training commenced for self-sufficient report development.
      - Advanced training will commence later when it makes most sense.
    - Risks
      - Low risk of not making go-live
  - Phase II
    - Enhancements:
      - Direct Registration Capability including College Bridge
      - Course schedule web facing
      - e.Billing Capability
      - 1098T Intuitive Output File for 3<sup>rd</sup> Party processing
      - Student IDs - storing and replicating across systems
      - Communications Strategy and Capability for registered students (Texting)
      - Thesis Elements SIS to Slate CRM Data Flow
      - Brightspace LMS to Thesis Elements SIS Data Flow
      - Administration Reporting and Analytics
      - Faculty Specific Reporting
      - Additional Reporting Requests and Enhancements
      - Possible Guardian system replacement
      - Distance Learning capturing and reporting by student and campus, hybrid
      - Processes migrated back into the SIS that were previously moved out.
  - Go-Live Date – March 14-22, 2026 (Spring Break) **\*\*Will be revisited March 2, 2026\*\***

Kind regards,



Erik Harvey  
Interim CFO



North Country Community College

Sponsored by Franklin and Essex Counties

**OPERATING FUND FINANCIAL REPORT**

**As of January 31, 2026**

SUBMITTED TO THE BOARD OF TRUSTEES

February 24, 2026

Presented by

ERIK HARVEY

Interim CFO

<b>North Country Community College</b>			
<b>Balance Sheet</b>			
<b>JANUARY 31, 2026</b>			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
<b>Assets</b>			
Cash	\$ 3,877,108	\$ 3,371,103	\$ 506,005
Accounts Receivable-Students	3,830,727	3,335,174	495,554
Due From NCCC Association	16,113	29,334	(13,221)
Due From NCCC Foundation (Contributions)	1,109,101	1,018,802	90,299
Due From Other Funds	597,612	689,589	(91,977)
Due From Governments (State & Fed Fin Aid)	869,549	1,150,018	(280,469)
Prepaid Expenses	1,235	-	1,235
<b>Total Assets</b>	<b>\$ 10,301,445</b>	<b>\$ 9,594,019</b>	<b>\$ 707,425</b>
<b>Liabilities</b>			
Accounts Payable	\$ (6,576)	\$ (42,294)	\$ 35,718
Payroll & Benefits Liabilities	(216,618)	(201,526)	(15,091)
Due to NCCC Association (Room, Meals, Books)	583,431	631,019	(47,588)
Due to NCCC Foundation (Rent)	295,895	203,930	91,965
Due to Other Funds	560	520	40
Due to Retirement	87,247	40,077	47,170
Compensated Absences	610,159	575,247	34,913
Other Liabilities	356,849	324,010	32,839
<b>Total Liabilities</b>	<b>\$ 1,710,948</b>	<b>\$ 1,530,983</b>	<b>\$ 179,965</b>
<b>Month End Equity</b>	<b>\$ 8,590,497</b>	<b>\$ 8,063,037</b>	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 10,301,445</b>	<b>\$ 9,594,019</b>	
<b>Fund Balance Summary</b>			
Fund Balance as of 09/01/25	\$ 5,057,006		
Estimated 25-26 Surplus (Deficit)	\$ 24,504		
Projected Fund Balance as of 09/01/26 <sup>1</sup>	\$ 5,081,509		
Projected Fund Balance as a % of NOC	31%		
<sup>1</sup> GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$11,687,528.			

<b>North Country Community College</b>				
<b>Revenues &amp; Expenditures</b>				
<b>JANUARY 31, 2026</b>				
	Annual <u>Budget</u>	Year to Date <u>Actual</u>	Year to Date <u>M (L)</u>	% of <u>Budget</u>
<b>Revenues</b>				
Tuition & Fees	\$ 6,643,757	\$ 5,833,015	\$ (810,742)	88%
Sponsors' Contribution	2,757,400	1,044,350	(1,713,050)	38%
Chargebacks	818,340	473,004	(345,336)	58%
Out-of-State Tuition	371,520	455,800	84,280	123%
State Aid	3,944,375	2,049,789	(1,894,586)	52%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,873,391	808,661	(1,064,730)	43%
<b>Total Revenues</b>	<b>\$ 16,408,783</b>	<b>\$ 10,664,619</b>	<b>\$ (5,744,164)</b>	<b>65%</b>
<b>Expenditures</b>				
Salaries	\$ 7,869,801	\$ 3,181,428	\$ (4,688,373)	40%
Payroll Taxes	571,921	245,452	(326,469)	43%
Medical	2,348,414	975,341	(1,373,073)	42%
Retirement	746,928	352,304	(394,624)	47%
Other	214,070	97,291	(116,779)	45%
Equipment	30,000	22,055	(7,945)	74%
Facility Leases	1,718,141	718,790	(999,350)	42%
Utilities	422,900	160,330	(262,570)	38%
Maintenance	282,000	89,468	(192,532)	32%
Office & General Supplies	44,085	20,509	(23,576)	47%
Advertising	180,000	46,614	(133,386)	26%
Professional Services	141,290	66,295	(74,995)	47%
Information Technology	608,442	358,094	(250,348)	59%
Library & Instructional Supplies	122,575	67,357	(55,218)	55%
Scholarships	584,271	458,240	(126,032)	78%
Travel	97,790	47,542	(50,248)	49%
Property & Liability Ins.	195,579	120,323	(75,256)	62%
Miscellaneous	360,575	145,362	(215,213)	40%
<b>Total Expenditures</b>	<b>\$ 16,538,783</b>	<b>\$ 7,172,795</b>	<b>\$ (9,365,988)</b>	<b>43%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (130,000)</b>	<b>\$ 3,491,824</b>	<b>\$ 3,621,824</b>	<b>-2786%</b>
Non-Operating Activity	-	41,667	41,667	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (130,000)</b>	<b>\$ 3,533,491</b>	<b>\$ 3,663,491</b>	<b>-2818%</b>



North Country Community College

Sponsored by Franklin and Essex Counties

**25-26 FEBRUARY OPERATING FORECAST**

SUBMITTED TO THE BOARD OF TRUSTEES

February 24, 2026

Presented by  
ERIK HARVEY  
Interim CFO

## 2025-26 February Forecast

For the year ending August 31, 2026

<b>AAFTE</b>	<b>Forecast</b>	<b>Budget</b>	<b>More (Less) vs. Budget</b>	
In-State	653	630	23	4%
Out of State	59	45	14	31%
<b>In/Out of State</b>	<b>712</b>	<b>675</b>	<b>37</b>	<b>6%</b>
Concurrent Enrollment	257	205	52	26%
<b>Core Operating</b>	<b>969</b>	<b>880</b>	<b>90</b>	<b>10%</b>
Pell Prison Program	130	135	(5)	-4%
<b>Total AAFTE</b>	<b>1,100</b>	<b>1,015</b>	<b>85</b>	<b>8%</b>

<b>Unrestricted Fund (in thousands)</b>	<b>Forecast</b>	<b>Budget</b>	<b>More (Less) vs. Budget</b>	
<b>Revenues</b>				
Tuition	\$ 6,187	\$ 5,905	\$ 282	5%
Fees	1,262	1,203	59	5%
Sponsor's Contribution	2,757	2,757	-	0%
Chargebacks to Other Counties	945	818	127	15%
State Aid	3,944	3,944	-	0%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions & Other Income	1,873	1,873	-	0%
Reserve for Bad Debt	(220)	(93)	(127)	136%
<b>Total Revenues</b>	<b>16,750</b>	<b>16,409</b>	<b>341</b>	<b>2%</b>
<b>Expenditures</b>				
Salaries	7,902	7,870	32	0%
Payroll Taxes	574	572	2	0%
Medical	2,348	2,348	-	0%
Retirement	747	747	-	0%
Other	218	214	4	2%
Equipment	30	30	-	0%
Facility Leases	1,718	1,718	-	0%
Utilities	423	423	-	0%
Maintenance	282	282	-	0%
Office & General Supplies	44	44	-	0%
Advertising	180	180	-	0%
Professional Services	181	141	40	28%
Information Technology	608	608	-	0%
Library & Instructional Supplies	123	123	-	0%
Scholarships	664	584	80	14%
Travel	98	98	-	0%
Property & Liability Ins.	224	196	28	14%
Miscellaneous	361	361	-	0%
<b>Total Expenditures</b>	<b>16,725</b>	<b>16,539</b>	<b>186</b>	<b>1%</b>
<b>Subtotal Surplus / (Deficit)</b>	<b>\$ 25</b>	<b>\$ (130)</b>	<b>\$ 155</b>	<b>119%</b>
Non-Operating	-	-	-	NA
<b>Unrestricted Fund Surplus / (Deficit)</b>	<b>\$ 25</b>	<b>\$ (130)</b>	<b>\$ 155</b>	<b>-119%</b>



# Student Affairs

## February 2026 BOT Report

### Athletics:

- **Men's Basketball** (23-3) suffered a loss to Herkimer last Wednesday but should finish the regular season strong this Saturday at home versus Clinton CC. The team then competes in the Region III Championship at Genesee CC, February 27-March 1. Let's Go SAINTS!!
- **Women's Basketball** Women's Basketball completed their season with a 9-14 record, closing out with a home game against Herkimer last Wednesday. We're proud of the team's hard work this season and look forward to next year!

### Campus Activities & Engagement:

- **2nd Annual Health & Wellness Fair** was held on Wednesday, February 11 from 2–5pm in Sparks. We doubled the number of community partners who tabled from last year and had approximately 150 attendees. Looking ahead to next year, we're hoping to get on the official Winter Carnival schedule to increase awareness of the fair.
- Student Success Coaches **Emma Lane and Portia Burke** are taking **Coaching Strategies for Student Success** courses through SUNY's Center for Professional Development. Successful completion in these 18-week asynchronous and synchronous courses will result in a SUNY CPD Certification.
- In collaboration with Assistant Director of Student Life **Ang Brice**, Student Success Coaches have been planning student activities and workshops. Along with Student Success Fairs during the first two weeks of classes, "Cents & Sensibility," a financial literacy and awareness workshop, was held on all three campuses with more events planned for this spring. **SSC Nate Eury** also conducted resume workshops for ENV 113 students and Rad Tech students.
- In collaboration with Admissions/Enrollment, SSCs are planning career fairs and campus visit programs for high school students this spring.
- In January, Campus Coordinator, **Bruce Kelly**, coordinated and submitted two NCCC student nominations for the SUNY Chancellor's Award for Student Excellence.
- On February 18<sup>th</sup>, Jackie VanBrunt, was one of three presenters at a SUNY Community of Practice for **From Visibility to Belonging: Highlights from First Gen Celebrations**
- Health & Wellness Counselor, **Betsy Doud**, reported the following for December - February:
  - New referrals: seven
  - Follow-up appointments: 46
  - Examples of student needs: **Health related:** Therapy services for anxiety and anger management; psychiatry and medication management; safety and self-care planning. **Academic success related:** Balancing school and life responsibilities; time management and organization. **Basic needs:** Food insecurity and financial support. **Soft skills:** Communication and self-advocacy with peers and professors. **Connectedness and belonging:** Addressing loneliness and building social connections.
- **Bernie** reported the following in February:

**What topics are students asking about most?**



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

**North Country Community College  
President's Report to the Board of Trustees  
Tuesday, February 24<sup>th</sup>, 2026**

Greetings to you all,

Yesterday marked the start of the 5<sup>th</sup> week of the Spring 2026 semester. At week's end, the faculty will be submitting progress reports on student performance thus far, which will give us an opportunity to further engage those who are struggling and missing the mark.

We started the term with an increase in our student enrollment compared to last year and it is our 7<sup>th</sup> consecutive semester of positive enrollment growth. Enrollment, which includes recruitment, admission and retention, is the result of the concerted efforts of many, which I am grateful for. While we saw higher rates of student dropping courses in the first three weeks of classes than previously, we are maintaining a nearly 10% increase over Spring 2026.

An important part of our efforts this year is our engagement with *Achieving the Dream*. Since our Capacity Café at the start of the semester, we have been digging into the work and homing in our action plan. The time together provides opportunities for rich conversations and will help inform the action plan we develop to improve opportunities for student success!

Looking forward to seeing you at your Board meeting!

Joe

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★ **Board Matters**

- *Board Appointments:*
  - *Governor's:* No updates.
- *New York Community College Trustees (NYCCT):*
  - On February 4<sup>th</sup>, our Board Chair, Pete Suttmeier and I joined a group of trustees, presidents, student leaders and SUNY colleagues to advocate for additional investments in community colleges with members of the Assembly, Senate, and Governor's Office, seeking to build upon the Governor's proposal.
  - The Governor's proposal was quite good for community colleges, retaining the floor funding and continuing and expanding SUNY Reconnect and ASAP. NYCCT is supportive of those priorities and requested an additional \$8M in operational support, restoration of EOP funding and additional investments in nursing. NYCCT hosted a legislative reception later that day where further advocacy opportunities were available.

## \* **Budgeting and Planning**

- **26-27 Budget:** Following the December 5<sup>th</sup> open forum, Erik Harvey has been working on the development of the 26-27 budget, which we expect to have later in the spring.
  
- As noted above, Governor Hochul released her budget priorities, which included a few items that are positive for community colleges:
  - Retaining 100% of floor funding,
  - Continuation of SUNY Reconnect to include expansion of eligible programs, and
  - Expansion of Advancing Success in Associate Pathways (ASAP). The College is preparing an application for consideration for this 3<sup>rd</sup> cohort of ASAP institutions, provided the funding is made available through the budget.
  - Missing is an increase in operational aid for community colleges, which we are asking the legislature to add for us.
  
- **Counties**
  - NCCC, in collaboration with FEH-BOCES, Paul Smith's College, and Franklin County's Economic Development Corp, the College has been helping the county respond to the Franklin County Comprehensive Economic Development Strategy (CEDS) plan which was completed in Fall 2025. Specifically, we have been exploring our role and opportunities for further collaboration in response to the plans:
    - Goal 1:**  
*Connect students and young adults to local employers with in-demand career pathways that support long-term careers in Franklin County.*
  
    - Strategy 1.A:**  
*Elevate the career pathways into healthcare, trades, professional careers, or agriculture.*

We expect that to be ongoing in some capacity for a number of months.

## \* **Federal Items:**

- **Federal Advocacy:** Trustees, presidents and students from a number of SUNY Community Colleges were in DC earlier this month to advocate. While NCCC did not attend this time, our trip in Fall 2025 revealed much support for our sector and mission.
- **FY 2026 Budget:** No updates. Federal cuts are expected to result in NYS receiving a \$750M reduction in this year's budget (through March 31, 26) and a \$3B reduction for the following year. We will continue to keep an eye on this and how it might impact us.
- **US Department of Education (DOE):** No updates.

## \* **Enrollment**

- **Spring 2026 Enrollment:** Overall, both application and registration numbers were strong for the Spring 2026 semester. SUNY Reconnect had a positive impact on our enrollment as does the availability of a host of scholarship opportunities, many the result of philanthropic giving of members

of our community. Below is our post-verification numbers overall and in programs which showed overall gains. We expect more movement in these figures as final verification numbers and additional 2<sup>nd</sup> quarter registrations are added in.

<b>Core Enrollment – Post-verification</b> <i>Date: 021926</i>	<b>Spring 2026</b>	<b>Spring 2025</b>	<b># Change</b>	<b>% Change</b>
Registrations	807	713	81	9.9%
<b>Program Gains</b>				
AAS Addictions Counseling*	90	17	80	
AS Cybersecurity and Digital Forensics*	25	11	14	
AAS Digital Arts and Design	10	4	6	
AAS Massage Therapy	18	14	4	
AAS Radiologic Technology*	34	28	6	
AS Health Sciences*	142	137	5	
AS Sports and Events	30	19	11	
Practical Nursing	64	52	12	
* <i>SUNY Reconnect eligible program</i>				

★ **Other Items of Interest**

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

- Dr. Paula Pitcher, one of our ATD coaches returned to campus on Friday, January 23<sup>rd</sup>, 2026, to share the results of the ICAT that folks took earlier this year and help us take the next steps towards development of our plan. On February 6<sup>th</sup>, Dr. Pitcher and Dr. Monroe joined the NCCC ATD Core Team to review the Capacity Café results and begin the next steps towards creating our action plan.
- We are sending a team to the ATD Dream Conference in early March to strengthen our efforts related to this work.

□ **Strategic Plan Update**

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

<b>Goal</b>	<b>Progress/Update Highlights</b>
<i>Develop a Liberal Arts Advisory Board to advise departments on how to align liberal arts curriculum to strengthen students' transfer and career success.</i>	<ol style="list-style-type: none"> <li>1. A small group met in Fall 24 to review as an advisory board does not seem to be the means to achieve what is hoped for, which is more enrollment.</li> </ol>
<i>Establish a comprehensive program to address academic use of Artificial Intelligence (AI).</i>	<ol style="list-style-type: none"> <li>1. An AI Leadership Group continues to meet Fall 25.</li> <li>2. The administration is exploring a professional development opportunity for the faculty with Todd McLees, of HumanSkills AI.</li> <li>3. Sarah Maroun, working with our AI Task Force, hosted two SUNY AI Fellows at the opening week faculty meeting on January 21<sup>st</sup>, for a</li> </ol>

	<p>presentation on using AI in our coursework.</p> <p>4. Shir Filler convened an AI Sharing Session earlier in the month, with faculty colleagues sharing resources and ideas on using AI ethically and responsibly.</p>
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- **Student Experience:** *Create and nurture a supportive environment that welcomes diversity and difference and focuses on student success and growth.*

Goal	Progress/Update Highlights
<i>Ensure that the College is fully accessible in our facilities, technology, instruction, and programming.</i>	<ol style="list-style-type: none"> <li>1. Facilities have been addressing findings in the OCR report, including establishing accessible parking spaces, creating accessible counters, and the like.</li> </ol>

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

Goal	Progress/Update Highlights
<i>Develop a comprehensive Continuing Education Department that can respond to evolving community needs with non-credit programming and accessible facilities.</i>	<ol style="list-style-type: none"> <li>1. Assessment of regional workforce needs in the health and human services pathways and mapping them to specific offerings/pathways continues.</li> <li>2. The tech-focused workforce report is completed and will be shared with the Board within days, if not by your meeting.</li> <li>3. Internal discussion resumed in Fall 2025 to identify scope of interest and need and ability to fund a position to lead our efforts.</li> </ol>
<i>Expand and, where needed, establish our relationships with DOCCS, BOP and County Jails by August 2027.</i>	<ol style="list-style-type: none"> <li>1. The Prison Education Program (PEP) application was submitted in late December 2025.</li> <li>2. On November 18, the College learned that NYS was closing Bare Hill by March 2026.</li> <li>3. A small group from NCCC met with the Education Supervisor from Upstate CF to explore their interest in our locating a program there.</li> </ol>
<i>Explore and implement microcredential opportunities to better serve students and employers.</i>	<ol style="list-style-type: none"> <li>1. <i>HUS 113 Crisis Intervention</i>, a new course and microcredential launched Fall 2025.</li> <li>2. The workforce coordinator and workforce consultant are exploring additional microcredential needs/interests as part of their efforts.</li> </ol>

- **Sustainability:** *Ensure the financial sustainability of the institution through strengthening enrollment and maximizing use of resources.*

Goal	Progress/Update Highlights
<i>Implement a new department level review process using clearly defined guidelines and self-assessment evaluations so employees and department heads can more competently evaluate institutional effectiveness and alignment with strategic plan.</i>	<ol style="list-style-type: none"> <li>1. The President’s Office, Foundation, and Records Office completed the process during the Spring 2025 semester.</li> <li>2. A new round of offices will undertake their review this academic year.</li> </ol>
<i>Increase non-student revenue streams by 5% annually by August 2026 to support the College mission.</i>	<ol style="list-style-type: none"> <li>1. In 2025, the Foundation raised ~\$412K or 41% more than 2024.</li> <li>2. A new Foundation Advancement plan/strategy was approved by the Foundation.</li> <li>3. The Foundation continues its working of prospecting and canvassing potential supporters of our students and the College.</li> </ol>

□ **Grants and Opportunities**

- *Perkins:* We are completing a Community Local Needs Assessment (CLNA) exploring labor market needs in our region, identifying the career and technical education (CTE) programs that align with those needs, noting gaps in programming or performance of students within those areas, and developing a plan for how Perkins funding can help address the needs identified. Our final assessment is due to NYSED in March 2026.
- Betsy Penrose, our Grant Writer, is expected to return in April to continue her work with us. In the meantime,
  - we are in the preliminary stages of work related to the award from the Northern Border Regional Commission for a *feasibility study* to construct a new building in Saranac Lake near the rail trail to support wilderness recreation leadership, environmental science and art courses/needs, and
  - awaiting outcomes on a grant application to DASNY to support capital upgrade needs for the Sparks pool.

□ **Information Technology (IT)**

- *Thesis Elements:* The process to convert the College’s student information system (SIS), from our existing system, CAMS, to *Thesis Elements*, is well underway. Scott Harwood and Erik Harvey have been ably leading this effort on behalf of the College and holding regular steering committee meetings with updates on the progress.

□ **Facilities**

Our Facilities staff have been busy responding to wintry conditions, which were amplified due to the long cold snap in January and February. In addition to the day-to-day tasks, the Facilities Department responded to a number of heat/boiler related needs in several buildings including Sparks, River Street, and Clermont.

## Capital and Other Projects

Project	Scope of Work	Anticipated Timeline	Next Steps
Sparks Front Vestibule	Tear down and replacement – new doors (interior and exterior), lighting, heating units and accessibility	May 2026-August 2026	Submittals and staging of work being reviewed by JMZ Architects
SL Library Learning Commons	JMZ is conducting a feasibility and design study to co-locate LAC in Library	Underway with final report later in Spring 2026.	Awaiting final report with recommendations.
Sparks Pool	Assessment/study	Wrapping up – delayed due to leak detection study add on	Awaiting final report
Sparks	Scoping study on pool repairs, HVAC upgrades, plumbing and electrical infrastructure, restrooms, locker rooms and showers	TBD	Awaiting pool study results to determine funding needs/ resources.
College Hall	Structural Assessment	Completed in December 2025	Requested more information from engineers on cost-estimations and timeline for construction.
SL Rail Trail Building Feasibility Study	Feasibility study for a building along the rail trail to house science, art and wilderness rec leadership courses/ programs, and community space.	TBD	Awaiting clarification from NBRC on need for RFP.
Radio Station	Demolition	TBD	Determining contractor to conduct asbestos remediation

### □ Middle States:

- We will be participating in a *self-study institute* in Spring 2026 as we prepare for our next self-study in 2028-2029.

### □ NCCCAP:

- *No updates to report.*

### □ CSEA:

- *No updates to report.*

□ **SUNY:**

- *Academic Momentum Campaign:* Our Academic Momentum (AcMo) plan was submitted on February 5<sup>th</sup>, 2026. The visit from our ATD coaches helped us prepare the AcMo plan as our teams developed proposals for the following within the plan:
  - FAFSA completion rate
  - Gateway course completion rate for English;
  - Gateway course completion rate for math;
  - 30+ Credits earned in 1<sup>st</sup> year;

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

- Fall-to-Fall retention rate;
  - 100% graduation rate; and
  - 150% graduation rate.
- *Student Emergency Aid:* Through generous support from the Gates Foundation, NCCC was one of ten community colleges to receive \$10,000 for each of the next two years to support student's emergency needs that could derail their academic progress. We are grateful to Chancellor King and his team as well as the Gates Foundation for their support.

□ **NYSED:** No updates.

□ **POLICIES:**

- We are presenting two (2) policies for your consideration today:
- *Camping and Use of Tents on Campus Policy, and*
  - *Freedom of Expression and Assembly*

That's all for now. Gratefully yours,

*Joe*

Joe Keegan  
President

**NCCC Board of Trustees Approved Policy**

**POLICY:** Camping and Use of Tents on Campus

**DRAFTED:** August 2024

**ADOPTED:** TBD

North Country Community College, sponsored by Essex County and Franklin County, is part of the State University of New York (SUNY) system. The establishment of policies is the responsibility of the North Country Community College Board of Trustees, while assisting in the application and compliance with those policies is the responsibility of the College administration. We maintain and affirm that the most equitable and fair policies are those that involve shared governance, and we are committed to engaging the College community in the development/modification of established policies wherever possible. This policy follows that process.

**I. POLICY STATEMENT**

North Country Community College is committed to maintaining a clean, aesthetically pleasing, healthy, hygienic and safe work, educational, and living environment in order to effectively carry out its educational mission.

**II. SCOPE**

This policy is applicable to all North Country Community College students and staff.

**III. DEFINITIONS**

*Prohibition of Camping:*

- At indoor or outdoor locations, the establishment of, or evidence of an attempt to establish, or maintenance of any temporary or permanent living quarters at any location on College property other than in living quarters in residence halls and living quarters in apartments, or other College-affiliated housing is prohibited. This includes the establishment of any indoor and/or outdoor encampment erected in connection with any assembly of individuals pursuant to North Country Community College policies;
- Sleeping overnight in or under any parked vehicle on College property; or
- Establishing or maintaining indoors or outdoors, or in or under, any structure not designated for human occupancy, at any time during the day or night, or a temporary or permanent place for cooking, storing of personal belongings, or sleeping by setting up any bedding, sleeping bag, mattress, tent, hammock or other sleeping equipment, or by setting up any cooking equipment that has not been previously approved in writing by the Facilities and Grounds Department of the College.

*Campus or Campuses* is any College owned, leased, licensed or operated space, facility, property, grounds or building.

*College* refers to North Country Community College.

*Tent* is any and all structures, enclosure or shelter constructed of any material, including but not limited to fabric or pliable materials supported by any manner.

#### **IV. POLICY**

A. Camping is prohibited on North County Community College campuses.

B. Exceptions

1. Actions that constitute “camping” as defined above may be allowed with prior, written permission in the following limited circumstances:
  - a. With the advance written approval of the Associate Vice President for Student Affairs (AVPSA) following the appropriate campus procedures below
  - b. In extraordinary circumstances, such as times of natural disaster, when approved in writing in advance by the College President or their designee.

C. Enforcement and Compliance

1. The Associate Vice President for Student Affairs (AVPSA) office is responsible for addressing non-compliance with this policy by all persons and may address violations of this policy that constitute criminal trespass or any other violation of law.
2. Students may be referred for discipline for alleged violation of this Policy as applicable under the Student Code of Conduct.

D. This Policy shall be effective immediately upon approval.

#### **V. RELATED DOCUMENTS**

A. Regulations:

- 8 NYCRR Part 535
- Fire Code of New York State, 2015

B. SUNY Policies:

- 3653 – Rules for the Maintenance of Public Order
- 5607 – Commercial Use Policy
- 5603 – Use of Facilities by Non-Commercial Organizations

*Approved by President’s Council: November 20, 2024*

*Approved by NCCC College Senate: December 13, 2024*

*Presented to NCCC Board of Trustees: February 24, 2026*

**NCCC Board of Trustees Approved Policy**

**POLICY:** Freedom of Expression and Assembly

**DRAFTED:** August 2024

**ADOPTED:** TBD

North Country Community College, sponsored by Essex County and Franklin County, is part of the State University of New York (SUNY) system. The establishment of policies is the responsibility of the North Country Community College Board of Trustees, while assisting in the application and compliance with those policies is the responsibility of the College administration. We maintain and affirm that the most equitable and fair policies are those that involve shared governance, and we are committed to engaging the College community in the development/modification of established policies wherever possible. This policy follows that process.

**I. POLICY STATEMENT**

The State University of New York (SUNY) respects and fully supports the rights of free speech guaranteed by the constitutions of the United States and the State of New York. SUNY values the free expression of ideas and supports individuals' right to assemble.

North Country Community College promulgates this policy to provide meaningful opportunities for members of our community to express their views and to ensure that the time, place, and manner of such expression does not interfere with the safety and security of our campus community or disrupt the regular operations of the campus.

**II. SCOPE**

This content-neutral policy is applicable to all North County Community College students.

**III. POLICY**

North County Community College students are guaranteed the rights of free inquiry and expression. Subject to applicable content-neutral policy, students are guaranteed the right to hold public meetings and engage in peaceful and orderly assemblies, including, but not limited to, protests, demonstrations, rallies, vigils, marches, and picketing, at and upon designated public areas of campus grounds.

North County Community College designates the following as public areas for the purpose of peaceful and orderly assemblies:

- Saranac Lake campus: the Sparks Athletic Field when athletic contests/practices are not taking place. An alternate location is the parking area between Clermont and Sparks on Dorchester Avenue.

- Malone campus: the grassy field between Ballard Mill and Reshetkina Hall parking lots.
- Ticonderoga campus: the grassy area west of the building facing downtown.

North County Community College will not interfere with orderly assemblies on the designated public areas of campus grounds, unless participants engage in any of the following:

1. Conduct that prevents the orderly administration of college business, classes, lectures, meetings, interviews, ceremonies, and other campus events or operations;
2. Conduct that obstructs the free movement of vehicles or of persons, including, but not limited to in any building or facility, inclusive of blocking hallways and doors;
3. Engage in conduct that could foreseeably cause injury or damage to persons or property;
4. Operation of audio amplification equipment in a manner that conflicts with normal College operations or that is deemed injurious to health and safety, or that is in violation of town, village, or state ordinances;
5. Constructing or erecting structures, whether or not they are anchored, inclusive of screens and/or objects requiring penetration of concrete or existing lawn areas, or camping on College grounds without authorization from the Superintendent for Facilities and Grounds, and indoor or outdoor encampment as is generally prohibited (see campus policies on tents/camping);
6. Possession and/or ignition of an open flame of any type, including, but not limited to, torches;
7. Assemblies lasting more than one day, duration not to exceed 12 hours in a one-day period, and all assemblies between the hours of 8:00 pm and 8:00 am are prohibited;
8. Activities that violate the provisions of SUNY Policy 3653, Rules for the Maintenance of Public Order; and
9. Activities that violate the provisions of any other applicable campus policy.

In addition, the following activities are strictly prohibited:

1. Entry into any private office of an administrative officer, member of the faculty, or staff member, or entry into any other college area that is not authorized, without prior permission;
2. Occupation of a building after it is normally closed; and
3. Obstruction of any roadways running through or adjoining the College's campus grounds.

All individuals participating in protests and demonstrations on College campus grounds are required to provide a form of College issued or government issued identification upon request from a College or law enforcement official.

North County Community College takes compliance with this policy very seriously. Students should expect that violations of this policy will result in disciplinary action under the College's Student Code of Conduct, up to and including interim suspension, suspension, and expulsion.

## **PROCEDURES**

North County Community College respects and supports students' efforts to exercise their rights to free speech and assembly. The Office of Student Affairs is designated to provide the appropriate support for the successful implementation of these events. Following College procedure will ensure a safe and effective assembly activity. The College will make every effort to respond affirmatively to all requests to engage in assembly activity. However, content-neutral consideration must be given to the time, place, and manner of the assembly activity to ensure the health and safety of the participants and the noninterference with authorized College business, activities, or events.

*Approved by President's Council: November 20, 2024*

*Approved by NCCC College Senate: December 13, 2024*

*Presented to NCCC Board of Trustees: February 24, 2026*