



## Board of Trustees Meeting Agenda

11:00 a.m. | Thursday, May 30<sup>th</sup>, 2024

- I. Call to Order
- II. Approval April 26th, 2024 Minutes
- III. Liaison Reports
  - College Senate
  - NCCCAP
  - CSEA
- IV. College Reports
  - Board Chair
  - Interim Vice President for Academic Affairs
    - Resolution | AS Environmental Science Proposed Update
    - Resolution | AS Sports & Events Management Proposed Update
  - Vice President for Marketing & Enrollment Management
  - Interim Chief Financial Officer
    - April 2024 Financials
    - 2024-2025 Proposed Budget
  - President
    - 2020-2023 Strategic Plan Update
    - Resolution(s) | Faculty & Staff Promotions
- V. Representative Reports
  - NCCC Association
  - NCCC Foundation
- VI. Old Business
- VII. New Business
- VIII. Public Comment\*
- IX. Executive Session
- X. Adjourn

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

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



## Board of Trustees Meeting Minutes

Friday, April 26<sup>th</sup>, 2023 | 11:00am

Board Members Present: Pete Suttmeier, Todd LaPage, Donna Wadsworth, Linda Beers, Mary Irene Lee, Dan Kelleher, Seth McGowan, and Abby Martelle

Others Present: Joe Keegan, Stacie Hurwitch, Tara Evans, Erik Harvey, Kyle Johnston, Erin Walkow, Sarah Maroun, Chris Knight, Lee Susice, Allison Warner. Members of the College community joined as well.

---

Board Chair, Pete Suttmeier called the meeting to order at 10:58 a.m. after quorum was met.

### Minutes

Todd LaPage made the motion to accept the February 23<sup>rd</sup>, 2024, meeting minutes. Mary Irene Lee seconded the motion. The February 23<sup>rd</sup>, 2024, meeting minutes were unanimously (7-0-0).

### College Senate Chair | Allison Warner:

- Extended thanks to members Linda Beers and Dan Kelleher for attending the recent meetings.
- Shared Artificial Intelligence (AI) is increasing in prevalence in higher education. A committee is reviewing AI tools that can be used in the future.
- Expressed appreciation for Erik Harvey's transparent approach to presenting the proposed budget.
- Allison expanded on a previous conversation centering around supporting the needs of IT in relation to improving access to online platforms. She noted Joe created an internal department IT Steering Committee and will soon initiate an IT Advisory Board that will extend outside the department. She voiced that members of the Senate appreciate the hard work that the IT Team does to support the college community.

### NCCCAP President | Lee Susice:

- Annual employee evaluations are underway for members of NCCCAP. They look forward to seeing the outcome.
- Promotion reviews are underway and are anticipating a positive report soon.
- NCCCAP and the Administration are finalizing the Remote Work Policy. They are projecting it to be shared at the May meeting.

### CSEA President | Dianna Trummer:

- No report

### Board Chair Report | Pete Suttmeier:

- Reminded members of the board that there will be a tour of the nursing and science labs following this meeting.

Interim Vice President for Academic Affairs | Sarah Maroun:

- Report stands as it was written.
- Shared details about the upcoming events; Nurses Pinning for each campus, Student Awards and Commencement Ceremony.
- The Board shared appreciation for Sarah's reports as they are written.
- The Board discussed the future of the College Bridge Program regarding demographic changes across the North Country. Specifically, as K-12 enrollments decrease, there is anticipated to be a corresponding decrease in College Bridge enrollment.

*Board moved to approve the following resolutions:*

Seth McGowan made a motion to the floor that the North Country Community College Board of Trustees hereby approve NCCC to submit a request to *change the name of the Community Resident Aide Certificate to the Direct Support Professional Certificate* SUNY and NYSED. Mary Irene Lee seconded the motion. The motion was unanimously approved (7-0-0).

Seth McGowan made a motion to the floor that the North Country Community College Board of Trustees hereby *approve NCCC to submit a request for distance learning approval for the Direct Support Professional Certificate* to SUNY and NYSED. Mary Irene Lee seconded the motion. The motion was unanimously approved (7-0-0).

\*Dan Kelleher joined the meeting at 11:13 a.m. resulting in all board members in attendance.

- Members of the board discussed the benefits of adding micro-credentials to college offerings. There was a brief discussion of potentially adding a Teacher Aid program. Linda Beers added to the conversation by explaining the need for the formal education of Teacher Aid's in the college's sponsoring counties. Sarah shared the need was also addressed at the recent Human Services Board meeting and is being explored.
- Members of the board discussed revenue for each of the micro-credential levels, currently funded under College Bridge

Vice President for Marketing and Enrollment Management | Kyle Johnston:

- Recent on campus events such as the Dual Admissions program signing with SUNY Plattsburgh have been good exposure for the College.
- The Healthcare Symposium held on the Ticonderoga Campus was the first of its kind and was a huge success. In the future, this event will be replicated on other campuses.
- A Career Fair has been announced and will be held on the Ticonderoga campus soon.
- Dual Admissions signing with SUNY Plattsburgh occurred yesterday. It was attended by representatives of both colleges, and the press.
- Explore NCCC Day will be held next April 30<sup>th</sup>. The number of attendees expected is beyond expectation; to date the RSVP shows 170 students attending from 9 different high schools.
- There are 6 marketing campaigns active now with others in development which will be released soon.
- Kyle and Chris Knight shared with the board 2 of 10 animation videos that are now under circulation: *Applying for Financial Aid & Reviewing your FAFSA Submission*. These 10 visual how-to guides will assist students experiencing difficulties with certain processes when applying to college.
- Members of the board discussed the Plattsburgh partnership. Kyle shared they are already

working on enrollment for Fall 2024.

Interim CFO | Erik Harvey:

- Shared the proposed 2024-2025 Budget for consideration:
  - Highlighted touchpoints used in creating the draft budget with an anticipated uptick in enrollment for Fall 2024.
  - Estimates for the FTE count is 995, showing an 8% increase from the previous year.
    - New program offerings are bringing these numbers up.
  - The current P-Tech program agreement is sunsetting. Next steps are being explored.
  - Proposed salary increases in 2024-2025: with collective bargaining unit agreements, Management Confidential will get their salary/benefits again; these have been frozen since the 2022-2023 budget year.
- Shared with the Board the next steps in the approval process once the members of the Board votes in favor to move forward with the budget proposal.
- Members of the board discussed Erik's report as it was written and presented. They highlighted the need to find a way to fund a way financially support for IT; Grants will be explored.

*Board moved to approve the following resolutions:*

Seth McGowan made a motion from the floor that the North Country Community College Board of Trustees hereby *approves of the February 2024 and March 2024 financials as they were presented in the packet*. Todd LaPage seconded the motion. The motion was unanimously approved (8-0-0).

- Currently there is unrest at colleges throughout the country with protests. Board member Seth McGowan asked if there is anything by way of disruption in our college community. Sarah Maroun shared that college staff are on alert, but there are no concerns at this time.

President | Joe Keegan:

- Voiced appreciation for the good work and support that the College staff provides their students and each other.
- Thanks to Seth McGowan for the presentation to the college community and beyond in early March 2024 on the eclipse.
- Extends thanks to the members of the Board for their unwavering support of the College, its students, and staff; in addition to their outreach to local officials for the advocacy of increasing operating aid.
- Thanks were extended to Senate Chair Allison Warner for her admirable work with the College Senate and championing the value of Shared Governance these past 2 years.
- Thanks were extended to NCCCAP President, Lee Susice and his team for work on two proposals: Phased Retirement and the Remote Work Policy.
- Thanks to Mary Irene for attending the admissions event with SUNY Plattsburgh.
- The 2023-2024 budget advocacy at the state level has moved forward; last week the budget was approved, and the floor was maintained.
- Reported the draft of the Strategic Plan is anticipated to be shared with the College Senate at their next meeting on May 10<sup>th</sup>.
- The Office for Civil Rights Review will continue in early May when our reviewer will be onsite to perform the walk-throughs and meet with individuals.

- Capital investment options are being explored for planned upgrades to the Sparks Athletics Facility. JMZ Architects are exploring potential costs and options. More information will be shared as it becomes available.
- As the Second Chance Pell award experiment closes, the College is moving towards the Prison Education Program (PEP).

NCCC Association | Robert Rathbun:

No report.

NCCC Foundation Director | Erin Walkow:

- The NCCC Foundation was not selected as a recipient for this year's *Leaf Fund Grant* through the Town of Elba. This application was for assistance with upgrades to the Sparks Athletics Building.
- The Foundation received \$20,000 from the Adirondack Foundation Generous Acts program. These funds will help with non-credit pathways and supporting student scholarships.
- Updates on the *Opportunity Scholarship*:
  - The Cloudsplitter Foundation renewed their support by gifting \$7,599.
  - An individual renewed their commitment of \$10,000 for next year.
  - For the 2024-2025 Academic Year, the foundation has raised \$45,000.
- Work continues with Kyle on sustaining and expanding on the *6-On-Us Scholarship Program*.
- The Scholarship Application will remain open until May 31<sup>st</sup>. To date, the Foundation has received 36 applications. There is approximately \$50,000 in award monies to grant.
- Briefly updated the Board on the June 4<sup>th</sup> Education Summit.

Old Business

None

New Business

- Student Trustee Abby Martell shared students are excited about the upcoming commencement ceremonies.

Public Comment

None

Executive Session

Mary Irene Lee made the motion to enter Executive Session at 12:25 p.m. in relation to collective bargaining negotiations conducted pursuant to Article 14 of the Civil Service Law; and the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation. Linda Beers seconded the motion. The motion was passed unanimously (8-0-0). Joe Keegan was invited to attend the meeting at 12:25 p.m.

Adjourn

Mary Irene Lee made a motion to adjourn the meeting. Linda Beers seconded the motion. The motion was approved unanimously (7-0-0). The Board meeting was adjourned at 12:45 p.m.

Respectfully Submitted,



Stacie G. Hurwitch  
Assistant Secretary, NCCC Board of Trustees

Date: May 30<sup>th</sup>, 2024

Resolution #: 2023-24 | Pending

Motion:

Seconded:

Action: Pending (x-x-x)

Witness: Stacie G. Hurwitch, Asst. Secretary to the NCCC Board of Trustees



**Interim VPAA Report to the  
Board of Trustees**

**May 30, 2024**

Please find the following report from the Academic Area.

**Academic Planning, Programs and Policies:**

**Summer 2024:**

Summer classes began on May 28<sup>th</sup>. The seven week session run from May 28-July 5<sup>th</sup>, second session: July 8<sup>th</sup>-August 16<sup>th</sup>, and the ten-week session runs from May 28<sup>th</sup> -August 2<sup>nd</sup>.

**Fall 2024:**

Fall 2024 registration is underway for continuing and new students. Enrollment trends look similar to the previous year at this time.

**College Bridge Faculty Development Session:**

On April 23<sup>rd</sup> from 3:00-4:30 we hosted a virtual gathering for College Bridge instructors in our liberal arts programs. Thanks to all who participated in that event. We look forward to hosting more of these gatherings in the future to continue to connect faculty at NCCC with our College Bridge faculty.

**Student Photos:**

We have a draft student photo and ID policy that will move through the policy committee. In the interim, we do have information on how to upload a photo and obtain a student ID on the New Student Orientation page as well as in the New Student Orientation course. We will continue to promote and encourage all students to upload a photo into our systems as part of the onboarding process.

**Biotechnology Gathering:**

On May 1<sup>st</sup>, we attended a gathering at Trudeau Institute that focused on opportunities to expand and enhance the biotechnology industry in the North Country. We heard from Trudeau, Bionique, and Ampersand with regard to their current needs and hopes for sustainability and expansion as a biotechnology hub in the region. This expands on the work that we began with ANCA, Trudeau and Bionique a few years ago with a grant opportunity to develop and deliver a non-credit curriculum for their workforce needs.

**Dual Admission Agreement with SUNY Plattsburgh:**

We had a signing ceremony on April 23<sup>rd</sup> for the revised dual admission agreement with SUNY Plattsburgh. As part of that initiative, we have a gathering scheduled on June 13<sup>th</sup> for faculty from NCCC and Plattsburgh to discuss program and course content for those programs where there are alignments. We will be sending out invitations to faculty for that event in the next few days.

**Grant Application for Mother Cabrini Foundation:**

Erin Walkow completed a letter of intent for a scholarship application to the Mother Cabrini Foundation, which is an organization focused on supporting healthcare programs in New York State. The application requested scholarship funding for nursing students as that aligned most closely with the organization's mission. We hope to be invited to apply for the grant.

**Next Move NY:**

As part of a Regional Economic Development Council grant, NCCC submitted an application for funding to support Fort Drum soldiers and their families who are in the process of transitioning out of their military service. The College's role would be to align their experiences and competencies with our current educational pathways and eventually help them connect to jobs in the region.

**Scholarship Awards for Chemical Dependency Counseling:**

We have been working with the NYS Office of Addiction Services and Supports (OASAS) to complete the requisite paperwork for the scholarship. Once the paperwork and approvals are complete, those scholarships will be available for incoming students for Fall 2024.

**Non-Credit Offerings:**

**Pottery Classes:** May 7th-June 13th.

**UpNCoding Software Engineering Bootcamp:** June 4th-August 22nd

**Child Development Associate Certificate Training:** May 21st-August 13th

Respectfully submitted,

Sarah Maroun

Interim Vice President for Academic Affairs



## **NORTH COUNTRY COMMUNITY COLLEGE RESOLUTION**

- WHEREAS           The regional demand for flexible program offerings, and
- WHEREAS           input NCCC's Enrollment Department, and SUNY indicate need and interest among traditional and non-traditional students to pursue hybrid and online options in education, and
- WHEREAS           the Science faculty concur, and
- WHEREAS           the Curriculum Committee and College Senate have given approval to add a hybrid learning modality (up to 70% online) for students pursuing an AS Environmental Science degree and
- WHEREAS           the President has reviewed the proposal and endorses the recommendation;

NOW, THEREFORE, BE IT

- RESOLVED           that the North Country Community College Board of Trustees approves NCCC to submit a request to approve a hybrid learning modality for the AS Environmental Science degree to SUNY and NYSED.

####

MOTION:

SECOND:

ACTION:

Yeas:

Nays:

Abstentions:

DATE:

CC approved: 4.1.2024

Senate approved: 4.12.2024

BOT approved:

Revised

VPAA:

Effective

Date:

**NORTH COUNTRY COMMUNITY COLLEGE  
RESOLUTION**

- WHEREAS           The regional demand for online program offerings, and
- WHEREAS           input from regional employers, NCCC's Enrollment Department, and  
SUNY indicate need and interest among traditional and non-traditional  
students to pursue online options in education, and
- WHEREAS           the Sports and Events Management and Business faculty concur,  
and
- WHEREAS           the Curriculum Committee and College Senate have given  
approval to add a distance learning modality for students  
pursuing an AS Sports and Events Management degree  
and
- WHEREAS           the President has reviewed the proposal and endorses the  
recommendation;

NOW, THEREFORE, BE IT

- RESOLVED           that the North Country Community College Board of  
Trustees approves NCCC to submit a request for distance  
learning approval for the AS Sports and Events Management  
degree to SUNY and NYSED.

####

MOTION:

SECOND:

ACTION:

Yeas:

Nays:

Abstentions:

DATE:

CC approved: 5.6.2024

Senate approved: 5.10.2024

BOT approved:

Revised

VPAA:

Effective

Date:

**Vice President of Marketing & Enrollment**  
**Report to the Board of Trustees**  
**Created May 23, 2024**

**Enrollment and Financial Aid Updates:**



- **Major project updates:**
  - **SEM PLAN PROJECT:** This past month we received notice from SUNY that we were to be awarded \$20,000 for “Phase 2 SEM Plan Implementations.” Our first use of this new grant funding will be for a new version of a campaign that went quite well for us last year: Scholarships-4-Everyone. The scholarships have changed a bit for this year, and we have new ones to promote (mostly in the Human Services area) so this could not have come at a better time. Additionally, our MASH Camps are back again this year, and we will host cohorts of students on all three of our campuses in July!
  - **SLATE CRM (Customer Relationship Management):** No new updates.
  - **North Country Navigator:** We have now concluded our first year of the North Country Navigator program and we feel it was quite successful! Two weeks ago, we brought all of the mentors together to have a final meeting to unpack the year and get feedback on the work that was completed. Many ideas and thoughts for improvement were exchanged and we also brainstormed to create a list of data points that will need to be pulled together to fully assess the initiative. We will set up a meeting with the organization that helped to train all of our mentors at the end of June. We will then be able to start the planning for next year.
- **The Enrollment Team:** Application volume for the Fall semester continues to track ahead of previous years and the team has been working to convert as many of the students into registrants as possible. Two members of the team, Meredith and Rachel, have been busy registering the incoming students and those numbers are well ahead of last year. In effect, they’ve been able to get more students registered, sooner than past years – a good thing. Lastly, the “Explore NCCC Day” was quite successful bringing in over 160 high school age students from 9 area high schools. The day was very busy, and it had a great vibe. The planning committee and the faculty that helped with the sessions did exceptional work to make it a success! We’re already thinking about how we can do more of this type of event next year.
- **The Financial Aid Team:** About two weeks ago, we were able to start importing student ISIR information which is the first step in the financial aid awarding process. This past week Mary Ellen Chamberlain and Scott Harwood conducted their testing to make sure that everything was calculating properly as the process has changed greatly. As of today, everything appears to be working as it should so we have green-lighted processing and awarding to start on May 28<sup>th</sup>! This has been a long time coming and the improvements that they have made are very impressive! We’re in a much better position than before.



**Marketing and Web Updates:**



- Recent and currently running marketing campaigns include: Environmental Science and Wilderness Leadership, Software Engineering Bootcamp, Child Development Associate, and Summer Registration.
- Upcoming campaigns currently in development include: Business & Entrepreneurship Programs, Scholarships-4-Everyone, Gateway 2 Plattsburgh Dual Admissions, and a more generalized “Short-Term Offerings” campaign that’s also funded through the new SEM Phase II Grant.

- Our main animation and video projects are wrapping up for the year and we have started to tease them out to the general public. We will use shorter versions of three of the new program videos to create brand new streaming video service ads that'll replace what we currently have running on Disney+, HULU, and YouTube.

### Spring 2024 UpNCoding Bootcamp Mockups

<div data-bbox="338 660 379 716"></div> <div data-bbox="399 660 649 730"> <b>North Country Community College</b>            Sponsored ·  </div> <div data-bbox="694 678 769 712"> </div> <p>Looking for a new career in the exciting world of software engineering? Get started with North Country's full-stack training partnership with the industry professionals at UpNCoding. Five \$2,000 scholarships have now been made available and you only need to register to be eligible!</p>  <div data-bbox="331 1433 569 1512"> <a href="https://nccc.edu">nccc.edu</a>  <b>Scholarships Available!</b>            Get Started Today         </div> <div data-bbox="639 1458 758 1480"> <a href="#">Learn more</a> </div>	<div data-bbox="820 660 861 716"></div> <div data-bbox="880 660 1137 730"> <b>North Country Community College</b>            Sponsored ·  </div> <div data-bbox="1181 678 1256 712"> </div> <p>The software engineering industry is growing rapidly! Don't miss out on the opportunity to register now for the North Country and UpNCoding software engineering bootcamp. The first five students that register will receive our new \$2,000 scholarship!</p>  <div data-bbox="813 1422 1074 1500"> <a href="https://nccc.edu">nccc.edu</a>  <b>\$2,000 scholarships now available!</b> </div> <div data-bbox="1129 1451 1248 1473"> <a href="#">Learn more</a> </div>
--	---

<p><b>NC</b> North Country Community College Sponsored · 🌐</p> <p>College can be more affordable than you think! At North Country, we have more scholarship and grant funding available to students than ever before. Apply for the 6 on Us, Opportunity, Human &amp; Emergency Services, and NCCC Foundation Scholarships TODAY!</p>  <p><b>NC</b> NORTH COUNTRY COMMUNITY COLLEGE THE STATE UNIVERSITY OF NEW YORK</p> <p>nccc.edu <b>Scholarships 4 Everyone</b> Apply for Funding Today</p> <p><a href="#">Learn more</a></p>	<p><b>NC</b> North Country Community College Sponsored · 🌐</p> <p>At North Country, we're dedicated to offering a quality education for less and our team is poised to help you navigate all of the funding and scholarship sources available to students. Check out all of these funding sources TODAY!</p>  <p><b>NC</b> NORTH COUNTRY COMMUNITY COLLEGE THE STATE UNIVERSITY OF NEW YORK</p> <p>nccc.edu <b>Opportunities Await</b> Scholarships 4 Everyone</p> <p><a href="#">Learn more</a></p>
---	--

<p><b>NC</b> North Country Community College Sponsored · 🌐</p> <p>Want to work within the ever-changing landscape of the business world? Do you dream about building your business? Check-out North Country's full suite of business-related degrees and certificates today!</p>  <p><b>NC</b> NORTH COUNTRY COMMUNITY COLLEGE THE STATE UNIVERSITY OF NEW YORK</p> <p>nccc.edu <b>YOUR success is OUR business!</b></p> <p><a href="#">Learn more</a></p>	<p><b>NC</b> North Country Community College Sponsored · 🌐</p> <p>Check out North Country's full suite of business-related program offerings including Business Administration, Healthcare Administration, Sports and Events Management, Entrepreneurship Management and the Entrepreneurship certificate today!</p>  <p><b>NC</b> NORTH COUNTRY COMMUNITY COLLEGE THE STATE UNIVERSITY OF NEW YORK</p> <p>nccc.edu <b>YOUR success is OUR business!</b></p> <p><a href="#">Learn more</a></p>
---	--





# MASH CAMP 2024

Learn about multiple careers in healthcare including educational and skill requirements and job duties from current healthcare professionals.

Participate in hands-on healthcare related activities.

## Questions?

Contact Bryn Donovan, Program  
Manager:  
[bryn@nahecnet.org](mailto:bryn@nahecnet.org)



## Dates and Locations:

**Clinton Community  
College,  
Plattsburgh, NY**

June 26th, 8 am - 4 pm  
June 27th, 8 am - 12 pm

**North Country  
Community College,  
Saranac Lake, NY**

July 16th, 8 am - 4 pm  
July 17th, 8 am - 12 pm

**North Country  
Community College,  
Malone, NY**

July 9th, 8 am-4 pm  
July 10th, 8 am-12 pm

**Clarkson University, Lewis  
School of Health Science,  
Potsdam, NY**

August 8th,  
8 am - 4 pm

**Apply Here  
by June 13th**



## Our 2024 MASH Camp Sponsors



**Mother Cabrini  
HEALTH FOUNDATION™**

Proudly supported in part by Adirondack Health Institute by a grant  
from the Mother Cabrini Health Foundation

This project is supported in part by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) under Grant number U77HP06458, as well as in part by the NYS Department of Health under project title New York State Area Health Education Center System. The information or content and conclusions are those of the author and should not be construed as the official position or policy of, nor should any endorsements be inferred by HRSA, HHS or the NYS or U.S. Governments.





# MASH CAMP JULY 2024

Learn about multiple careers in healthcare including educational and skill requirements and job duties from current healthcare professionals.

Participate in many hands-on healthcare related activities.

Applications due by  
Friday,  
July 5, 2024



## Dates and Locations:

**Tuesday, July 16, 2024**

Albany College of Pharmacy and  
Health Sciences  
Albany, NY

**Friday, July 19, 2024**

Glens Falls Hospital  
Glens Falls, NY

**Tuesday, July 23, 2024**

Fulton Montgomery Community  
College  
Johnstown, NY

**Thursday, July 25, 2024**

North Country Community College  
Ticonderoga Campus,  
Ticonderoga, NY

MASH Camp applications and additional details can be found on our website: [www.hmahec.org](http://www.hmahec.org)

Questions? Contact Adrienne Cross, Pipeline Coordinator:  
518.867.8831 or [across@hmahec.org](mailto:across@hmahec.org)

## Our 2024 MASH Camp Sponsors



Made possible in part by a Lend-A-Hand  
Grant from the Adirondack Trust  
Community Fund



Proudly supported in part by Adirondack Health Institute by a grant from the  
Mother Cabrini Health Foundation



**North Country Community College  
Interim CFO's Report to the Board of Trustees  
May 30, 2024**

Greetings,

As always, I hope this report finds you well. In this month's report **I am seeking your approval of 1) the financial statements for the month ending April 30, 2024, and 2) the college's fiscal 2024-25 Operating and Capital Budget.** I am also sharing an updated 5-year financial projection including the latest 23-24 forecast and 24-25 budget.

**Financial Statements April 2024** *(for review and approval)*

- The \$1.7 million decrease in Cash is primarily related to North Country's cash outlay for the construction projects for which North Country is still navigating through the reimbursement process.
- The \$1.3 million increase in Due From Other Funds relates to the timing of entries between the restricted grant funds and the college's operating fund. In this case, the amount relates to the construction projects, and the offset is the cash decrease as monies the college seeks reimbursement for are held in this receivable until reimbursement occurs.
- The \$238K increase in Payroll and Benefit Liabilities is primarily related to the May Health Insurance Premium being paid a month earlier last year and it was not paid until May in 2023-24.
- The \$175K decrease in Due to the Association is related to a conscious effort by the college to transfer the Association receipts sooner in Spring '24 to alleviate cash flow challenges the Association was experiencing.

**2023-24 Forecast**

- Enrollment full year projection with prelim SU24 included.  
*Notes*
  - Initiatives are projected to exceed budget with the Early Childhood Education pathway, ADN program expansion, EMT program, Healthcare Administration track, and the Direct Support Professionals micro credential leading the way.
  - Non-initiative in state enrollment is projected to grow by 7%, breaking a decade long trend of declining in state enrollment.
  - Summer 24 exceeded expectations and prior year due to generally higher demand than usual, the ADN program expansion, and the Direct Support Professionals micro credential.
  - The Second Chance Pell prison program performed below expectations due to challenges in gaining access to students which is an unpredictable and inherent risk to the revenue stream of this program.

### *Comparisons*

- Total AAFTE of 960 is 55 or 6% more than prior year and 8 or 1% more than budget.
- In state (including initiatives) AAFTE of 557 is 76 or 16% more than prior year and 56 or 11% more than budget.
- Out of state AAFTE of 39 is 7 or 15% less than prior year and 11 or 22% less than budget.
- Total In/Out AAFTE of 596 is 69 or 13% more than prior year and 45 or 8% more than budget.
- Bridge AAFTE of 243 is 3 or 1% more than prior year but 7 or 3% less than budget.
- 2nd Chance Pell AAFTE of 121 is 17 or 12% less than prior year and 29 or 19% less than budget.

- Revenue full year projection - \$505K or 3% better than budget

#### *Better than Budget*

- \$555K – In State tuition increase due to 11% projected more enrollment vs. budget. Also included are non-credit revenues for EMT/AEMT and Up and Coding offerings that exceeded budget by \$110K.
- \$163K – Contributions and Other Income are better due to Insurance Recoveries for flooding claims in the Saranac Lake Mulholland building, and higher than expected Interest Income from leveraging the money market interest rates on checking account funds.
- \$52K – Chargebacks to other counties for 2<sup>nd</sup> Chance Pell were \$125K better vs. budget. 22-23 was the first year the college billed out for incarcerated students and the actual experience exceeded what was conservatively budgeted for 23-24. This is offset by normal operating chargebacks to other counties being less than budget by \$73K.
- \$39K – College and Course Fees are better than budget due to 8% projected more in and out of state enrollment vs. budget.

#### *Worse than Budget*

- \$182K – 2<sup>nd</sup> Chance Pell revenue reduction due to 19% projected less enrollment vs. budget.
- \$116K – Out of State tuition reduction due to 22% projected less enrollment vs. budget.
- \$5K – Concurrent Enrollment (Bridge) revenue reduction due to 3% projected less enrollment vs. budget.

- Expense full year projection – \$358K or 2% worse than budget

#### *Better than Budget*

- \$120K - Utilities expenses are better than budget, because of less volume consumed due to the warmer winter climate this year and some modest unit price reductions.
- \$17K – Library and Instructional Supplies are slightly better than budget largely due to a reduction in the Electronic Reference library cost.
- \$15K – Miscellaneous expenses are slightly better than budget due to less supplies needed in the 2<sup>nd</sup> Chance Pell prison program due to lower than expected enrollment.
- \$14K - Medical premiums are slightly better than budget due to employee election changes.

#### *Worse than Budget*

- \$237K - Salaries and Payroll Taxes are more than budget primarily due to a budgeted savings in Adjunct and Overload salaries that did not come to fruition and the need for more Adjunct, Overload, and Part Time staffing to support increased enrollment and fill in for open positions in Nursing. This increase of \$330K is offset some by \$108K in regular salary savings for positions that were open waiting to be backfilled in Nursing, Facilities, and Student Life, as well as Enrollment Department savings for an employee retirement.
- \$89K – Information Technology is worse than budget due to unexpected software licensing and maintenance escalations as well as all the new hardware maintenance costs coming online after the COVID era networking and computing upgrades. These upgrades were a complete overhaul of the phone, safety, and networking systems at all locations.

- \$67K – Building Maintenance is worse than budget due to water damage in Claremont Hall for which insurance would not cover. There were other smaller needs during the construction project as well.
- \$41K – Equipment is worse than budget due to the college raising the threshold for capital expenses, thus items under \$5K are now considered equipment in operating expenses and not capital purchases that get transferred to the plant fund.
- \$26K – Travel is worse than budget as the college gets back to moving between campuses more in line with pre-pandemic habits.
- \$19K – Institutional Scholarships are better than budget by \$47K due to the PTECH program sunsetting. This savings was offset by concurrent enrollment (bridge) scholarships that are \$66K worse than budget due to a flaw in the budget model projecting an increase in course rate from \$60/course to \$75/course.
- \$15K – Property and Liability Insurance is worse than budget, primarily due to an unexpected 10% increase in premium for property revaluations and deductibles for claims made by the college.
- \$13K – Professional Services are running slightly worse than budget due to EMT/AEMT trainers that were unknown when the budget was approved.
- \$12K - Retirement expenses are running slightly worse than budget.
- \$8K – Office and General Supplies are running slightly worse than budget due to postage costs.
- The college is operating 23-24 at a \$344K deficit and the fund balance is projected to finish August 31, 2024, at \$5.2 million or 34% of 23-24 net operating costs.

#### **2024-25 Budget** *(for review and approval)*

- Enrollment full year projection
  - Total AAFTE of 1,005 is projected to be 46 or 5% more than prior year.
  - In state (including initiatives) AAFTE of 595 is projected to be 38 or 7% more than prior year.
  - Out of state AAFTE of 40 is projected to be 1 or 2% more than prior year.
  - Total In/Out AAFTE of 634 is projected to be 38 or 7% more than prior year.
  - Bridge AAFTE of 245 is projected to be 3 or 1% more than prior year.
  - 2nd Chance Pell AAFTE of 125 is projected to be 4 or 4% more than prior year.
- Revenue full year projection - \$497K or 3% better than prior year  
*Better than Prior Year*
  - \$303K – Tuition increases due to a 7% increase of in and out of state enrollments, modest increases in Bridge and Second Chance Pell enrollments, and a 2% tuition rate increase.
  - \$149K – College and Course Fees increase due to 7% projected more in and out of state enrollment.
  - \$38K – Contributions to the College increase as the Foundation bonds mature in June 2025. July and August savings of \$85K are assumed to be donated to the college. The increase also includes \$33K in excess rent payments due to the annual 2% campus lease payment increase. These increases in revenue vs. prior year are offset by insurance recoveries in the prior year that were one time and won't happen again in 24-25.
  - \$6K – NYS Rental Aid increase for the increase in the college's campus lease agreements with the Foundation.

- Expense full year projection – \$614K or 4% worse than prior year
  - Better than Prior Year*
    - \$87K – Building Maintenance due to not having one-time expenses incurred in 23-24 for water damage in Claremont Hall that insurance would not cover. The college has also made significant upgrades to the facilities with plans for more upgrades soon, which has reduced the need for so much repair work.
    - \$18K – Equipment expense is better as staff desktop computing equipment has all been upgraded now eliminating the need for replacement purchases at this time.
    - \$7K – Professional Services are better than prior year due to the actuarial post-retirement revaluation only being needed every two years.
  - Worse than Prior Year*
    - \$354K – Salaries due to contractual raises, 24-25 planned backfilling of positions not being on staff full year in 23-24, and Management Confidential staff not taking 23-24 raises for which they are in 24-25.
    - \$132K – Fringe benefits due to an anticipated 5% increase in medical premiums, a 1% increase in retirement costs, and payroll taxes related to the increase in salaries.
    - \$70K – Information Technology increases due to escalations in software licensing, the Slate CRM subscription costs increasing due to a higher application processing volume, and a provision for consulting monies that will allow the IT team to leverage vendor resources more than they have traditionally to accelerate issue resolution.
    - \$67K – Utility costs as they are assumed to be more in line with 21-22 and 22-23 as opposed to 23-24 where the college is projected to save \$75K due to a mild winter.
    - \$33K – Facility Rental due to an annual increase of 2% related to the campus leases with the NCCC Foundation. You can see this coming back to the college in contributions revenue.
    - \$29K – Property and Liability Insurance increases due to the college's claims experience rate increasing over the past 3-5 years for litigation and auto accidents. Cyber insurance premiums are also increasing as the risk in this area continues to increase. Lastly, the college was required to add \$12K in additional insurance to comply with the Direct Support Professionals Micro credential contract with OPWDD.
    - \$18K – Library and Instructional Supplies increases as we see this trending back upward post COVID. Some budget coordinators can see greater need and requested the college provision more in 24-25.
    - \$9K – Non-instructional travel increases requested for conferences and increased travel between campuses.
- The college projects to operate 24-25 at a \$462K deficit and the fund balance is projected to finish August 31, 2025, at \$4.8 million or 30% of 24-25 net operating costs.
- Next Steps:
  - Seek NCCC Board of Trustee approval – May 30, 2024
  - Seek Counties approval – June
  - Submit to SUNY and NYS – July

## 2024-29 5-Year Projections

- **Baseline Assumptions**

- In State enrollment for 2024-25 assumes a 5% increase based on FA24 key indicators and considers SUNY enrollment projection trends for 2025-29.
- Out of State enrollment assumes 10 AAFTE less than the average pre-pandemic level in 2023-29.
- Concurrent enrollment (bridge students) considers historic trends and SUNY enrollment projection trends 2025-29.
- The Second Chance Pell prison program is assumed to climb back to 10 AAFTE less than the average pre-pandemic level in 2027-29.
- The college froze the tuition rate in 2020-24. Assumes 2% Increase year over year 2024-29. (Every 1% increase = \$30K revenue).
- County operating aid increased by \$200K in 2023-24 and is assumed to remain at 2023-24 level in 2024-29.
- NYS Base aid assumes the 100% floor rule 2022-29. NYS base aid 100% floor is based on 2021-22 fiscal year which was 98% of 2020-21 fiscal year base aid. This analysis assumes the 100% Floor with no future increases.
- Salaries include a \$190K increase per year for contractual labor increases.
- Benefits assume a 3% increase per year primarily for Health Insurance.
- Non-personnel costs assume a 1.5% increase per year to cover rent escalations and rising technology costs.
- Starting in July 2025, the NCCC Foundation bonds will mature, and the Foundation could potentially contribute an additional \$41.5K per month or \$500K per year to the college. This is reflected in the projections.
- Restricted funds from grants, additional state aid, and NCCC Foundation fundraising monies are available to invest in generating additional enrollment. They include 1) SUNY High Needs, Nursing Emergency, and Transformational Fund grants, 2) a Dept. of Labor grant, 3) a Perkins grant, and 4) additional scholarship monies for the "6 on us" promotion, Direct Support Professionals Micro credential, the "opportunity" scholarship fund, and opioid settlement monies from NYS OASIS, Franklin and Essex Counties to assist students in certain programs like chemical dependency.

- **New Initiatives**

- Initiatives are assumed to be In-State students and replace declined In State enrollment.
- New initiatives are projected to yield \$3.1 million in revenue over the next five years 2024-29.

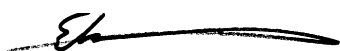
- **Expense Reductions**

- Currently the college has identified \$423K in savings per year or \$2.1 million over the next five years 2024-29. This is mostly attributed to staff attrition, and not backfilling vacated positions.

- **Fund Balance**

- On August 31, 2029, the fund balance is projected to be \$2.3 million or 14% of 28-29 Net Operating Costs.

Kind regards,



Erik Harvey  
Interim CFO



## North Country Community College

Sponsored by Franklin and Essex Counties

### **OPERATING FUND FINANCIAL REPORT**

**As of April 30, 2024**

SUBMITTED TO THE BOARD OF TRUSTEES

May 30, 2024

Presented by

ERIK HARVEY

Interim CFO



North Country Community College Balance Sheet APRIL 30, 2024			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
<b>Assets</b>			
Cash	\$ 4,107,719	\$ 5,851,115	\$ (1,743,397)
Accounts Receivable-Students	1,004,978	943,175	61,803
Due From NCCC Association	12,733	58,873	(46,139)
Due From NCCC Foundation (Contributions)	1,000,717	927,354	73,363
Due From Other Funds	1,706,937	366,323	1,340,614
Due From Governments (State & Fed Fin Aid)	435,883	474,154	(38,271)
Prepaid Expenses	6,062	113,374	(107,312)
<b>Total Assets</b>	<b>\$ 8,275,029</b>	<b>\$ 8,734,367</b>	<b>\$ (459,338)</b>
<b>Liabilities</b>			
Accounts Payable	\$ (3,103)	\$ 52,143	\$ (55,246)
Payroll & Benefits Liabilities	43,971	(194,308)	238,279
Due to NCCC Association (Room, Meals, Books)	2,085	176,774	(174,689)
Due to NCCC Foundation (Rent)	195,522	190,903	4,619
Due to Other Funds	60	80	(20)
Due to Retirement	200,171	226,174	(26,003)
Compensated Absences	288,738	276,895	11,843
Other Liabilities	325,088	315,643	9,445
<b>Total Liabilities</b>	<b>\$ 1,052,533</b>	<b>\$ 1,044,303</b>	<b>\$ 8,230</b>
<b>Month End Equity</b>	<b>\$ 7,222,496</b>	<b>\$ 7,690,064</b>	
<b>Total Liabilities &amp; Equity</b>	<b>\$ 8,275,029</b>	<b>\$ 8,734,367</b>	
<b>Fund Balance Summary</b>			
Prelim Fund Balance as of 09/01/23	\$ 5,582,811		
Estimated 23-24 Surplus (Deficit)	\$ (344,381)		
Projected Fund Balance as of 09/01/24 <sup>1</sup>	\$ 5,238,431		
Projected Fund Balance as a % of NOC	35%		
<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 \$13,839,021.			

North Country Community College Revenues & Expenditures APRIL 30, 2024				
	Annual <u>Budget</u>	YTD <u>Actual</u>	22-23 Actual <u>M (L)</u>	% of <u>Budget</u>
<b>Revenues</b>				
Tuition & Fees	\$ 5,436,230	\$ 5,370,886	\$ (65,344)	99%
Sponsors' Contribution	2,580,000	1,695,000	(885,000)	66%
Chargebacks	822,700	727,547	(95,153)	88%
Out-of-State Tuition	396,000	267,630	(128,370)	68%
State Aid	3,939,811	2,974,444	(965,367)	75%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,290,809	1,022,732	(268,078)	79%
<b>Total Revenues</b>	<b>\$ 14,465,550</b>	<b>\$ 12,058,239</b>	<b>\$ (2,407,311)</b>	<b>83%</b>
<b>Expenditures</b>				
Salaries	\$ 7,048,865	\$ 4,772,294	\$ (2,276,571)	68%
Payroll Taxes	539,238	345,945	(193,293)	64%
Medical	2,151,103	1,420,449	(730,654)	66%
Retirement	660,770	443,734	(217,036)	67%
Other	105,518	111,781	6,263	106%
Equipment	22,000	50,096	28,096	228%
Facility Leases	1,651,476	1,104,163	(547,313)	67%
Utilities	465,750	277,902	(187,848)	60%
Maintenance	189,175	192,527	3,352	102%
Office & General Supplies	44,700	32,725	(11,975)	73%
Advertising	179,000	81,479	(97,521)	46%
Professional Services	126,150	84,459	(41,691)	67%
Information Technology	503,900	501,088	(2,812)	99%
Library & Instructional Supplies	299,100	84,728	(214,372)	28%
Scholarships	581,644	594,024	12,380	102%
Travel	55,000	47,741	(7,259)	87%
Property & Liability Ins.	164,007	134,717	(29,290)	82%
Miscellaneous	169,075	205,367	36,292	121%
<b>Total Expenditures</b>	<b>\$ 14,956,472</b>	<b>\$ 10,485,220</b>	<b>\$ (4,471,252)</b>	<b>70%</b>
<b>Operating Surplus (Deficit)</b>	<b>\$ (490,922)</b>	<b>\$ 1,573,019</b>	<b>\$ 2,063,941</b>	<b>-420%</b>
Non-Operating Activity	-	66,667	66,667	NA
<b>Total Fund Surplus (Deficit)</b>	<b>\$ (490,922)</b>	<b>\$ 1,639,685</b>	<b>\$ 2,130,608</b>	<b>-434%</b>





## North Country Community College

Sponsored by Franklin and Essex Counties

### **23-24 MAY OPERATING FORECAST**

SUBMITTED TO THE BOARD OF TRUSTEES

May 30, 2024

Presented by  
ERIK HARVEY  
Interim CFO

**2023-24 May Forecast**  
For the year ending August 31, 2024

FTE	Budget	Forecast	More (Less) vs. Budget	
In-State	423	475	52	12%
Initiatives	78	82	4	5%
Out of State	50	39	(11)	-22%
<b>In/Out of State FTE</b>	<b>551</b>	<b>596</b>	<b>45</b>	<b>8%</b>
Concurrent Enrollment	250	243	(7)	-3%
<b>Core Operating FTE</b>	<b>801</b>	<b>839</b>	<b>37</b>	<b>5%</b>
Pell Prison Program	150	121	(29)	-19%
<b>Total FTE</b>	<b>951</b>	<b>960</b>	<b>8</b>	<b>1%</b>

Unrestricted Fund (in thousands)	Budget	Forecast	More (Less) vs. Budget	
Revenues				
Tuition	\$ 4,976	\$ 5,228	\$ 253	5%
Fees	1,004	1,043	39	4%
Sponsor's Contribution	2,580	2,580	-	0%
Chargebacks to Other Counties	823	875	52	6%
State Aid	3,940	3,940	-	0%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions & Other Income	1,291	1,454	163	13%
Reserve for Bad Debt	(148)	(150)	(2)	2%
Total Revenues	14,466	14,970	505	3%
Expenditures				
Salaries	7,049	7,270	222	3%
Payroll Taxes	511	526	15	3%
Medical	2,118	2,104	(14)	-1%
Retirement	641	653	12	2%
Other	187	187	(1)	0%
Equipment	22	63	41	189%
Facility Leases	1,651	1,651	-	0%
Utilities	466	346	(120)	-26%
Maintenance	189	256	67	36%
Office & General Supplies	43	51	8	18%
Advertising	179	178	(1)	-1%
Professional Services	126	139	13	10%
Information Technology	504	593	89	18%
Library & Instructional Supplies	155	138	(17)	-11%
Scholarships	582	600	19	3%
Travel	45	71	26	58%
Property & Liability Ins.	164	179	15	9%
Miscellaneous	325	309	(15)	-5%
Total Expenditures	14,956	15,315	358	2%
Unrestricted Fund Surplus / (Deficit)	\$ (491)	\$ (344)	\$ 147	30%
Non-Operating	-	-	-	NA
Total Fund Surplus (Deficit):	\$ (491)	\$ (344)	\$ 147	-30%



## North Country Community College

Sponsored by Franklin and Essex Counties

**24-25 BUDGET EXECUTIVE SUMMARY**

**24-25 OPERATING BUDGET**

**24-25 CAPITAL BUDGET**

**NOTATIONS**

SUBMITTED TO THE BOARD OF TRUSTEES

May 30, 2024

Presented by  
ERIK HARVEY  
Interim CFO

## 2024-25 BUDGET EXECUTIVE SUMMARY

North Country Community College presents a \$15,928,685 budget to support operations and a \$300,000 capital budget for the 24-25 academic year.

Total enrollment is assumed to be 1,005 AAFTE, which is 46 or 5% more than 23-24. Core enrollment makes up 880 AAFTE with the Second Chance Pell prison program adding another 125 AAFTE.

NCCC is anticipating In and Out of state enrollment of 634 AAFTE to be 38 or 7% more than 23-24. The first assumption is that out of state enrollment will be flat compared to the previous year. The second assumption is an increase of non-initiative in state enrollment by 5% Fall 24 vs. Fall 23. Lastly, conservative assumptions around continued expansion are layered on top. The expansion is related to several initiatives with the following leading the way, 1) the Nursing program expansion that started in January 2024, 4) the AA Liberal Arts – Early Childhood Education pathway, 3) the workforce development grant funded investments coming online, 4) the PN/ADN program back to pre-pandemic levels, and 5) the Direct Support Professionals micro credential. The Fall 24 semester is still 12+ weeks away. Incoming registrations are currently level with Fall 23 at this same point in time in late May. Confirmed applications with intent to enroll for Fall 24 are up by 21% vs. Fall 23. The delay in financial aid processing due to government-imposed changes to the process is suspected in delaying application conversion to registration. The College Bridge and Second Chance Pell prison programs are assumed to be slightly better than prior year. The college won't have any indication of how they are performing until late summer.

There are several pockets of restricted funds from grants, additional state aid, and NCCC Foundation fundraising that are available to invest in generating additional enrollment. These funds should help in attaining the projected 7% increase in 24-25 core enrollment, particularly around workforce development. The funds include 1) SUNY High Needs, Nursing Emergency, and Transformational Fund grants, 2) a Dept. of Labor grant, 3) a Perkins grant, and 4) additional scholarship monies for the "6 on us" promotion, Direct Support Professionals micro credential, the "opportunity" scholarship fund, and opioid settlement monies from NYS OASIS, Franklin and Essex Counties to assist students in certain programs like chemical dependency.

The 24-25 budget reflects a \$497K or 3% revenue increase and a \$614K or 4% increase in spending over the 23-24 forecast thus generating a neutral budget after transferring \$462K from the unrestricted fund balance.

The increase in revenue vs. 23-24 is primarily related to Tuition and Fees due to a projected 7% increase in core enrollments, modest increases in Bridge and Second Chance Pell enrollments, and a 2% tuition rate increase. For the first time in 4 years, the college approved a tuition rate increase.

The college is still operating under caution. Although most of the pandemic related uncertainty has alleviated, sentiment towards higher education remains low and creates a barrier to enrollment rebound. The budget assumes very little discretionary spending. It does include contractual raises and reinstates raises for management confidential staff that elected to not take them in 23-24. Staff departures due to attrition are not being backfilled; where backfills are occurring, the administration team is analyzing the need carefully and related cost reduction actions are being explored. The college budget continues to run at a deficit but avoids an institution wide reduction in force or cutting of NCCC's biggest asset, its people. Provisions have been made in the budget for 1) rising health insurance premiums, 2) technology costs as

North Country continues to invest in technology to increase processing efficiencies and better serve its students and employees, and 3) energy costs that decreased in 23-24 due to a mild winter were restored in the 24-25 budget.

The unrestricted fund balance is projected to end August 31, 2025, at \$4.8 million, or 30% of total unrestricted net operating costs (NOC). For perspective, SUNY recommends a fund balance NOC of 15%, which the college stakeholders all feel is too low of a threshold. North Country, like many other community colleges, used its fund balance to preserve and/or enhance its intellectual property and people during the pandemic, and continues to while it transforms and adapts in delivering on its mission for the counties and its citizens.

**2024-25 BUDGET**  
**24-25 OPERATING BUDGET**

	2024-25 Budget	2023-24 Forecast	2023-24 Budget	24-25 More (Less) vs. 23-24 Forecast	
REVENUES					
Tuition - In-State	\$ 4,503,292	\$4,247,926	\$3,876,870	\$ 255,366	6%
Tuition - Out-of-State	320,285	280,330	396,000	39,955	14%
Tuition - Concurrent Enrollment	557,898	549,959	555,000	7,939	1%
College and Course Fees	1,192,074	1,043,375	1,004,360	148,699	14%
Sponsors' Contribution	2,580,000	2,580,000	2,580,000	-	0%
Chargebacks	875,000	875,000	822,700	-	0%
State Aid	3,946,250	3,939,811	3,939,811	6,439	0%
HEERF Revenue Loss Claims	-	-	-	-	#####
Contributions & Other Income	1,492,101	1,453,809	1,290,809	38,292	3%
Total Revenues	15,466,899	14,970,210	14,465,550	496,689	3%
EXPENDITURES					
Salaries	7,624,059	7,270,461	7,048,865	353,598	5%
Benefits					
Payroll Taxes	583,241	556,190	539,238	27,050	5%
Medical	2,245,580	2,148,418	2,151,103	97,162	5%
Retirement	677,100	671,195	660,770	5,905	1%
Other	95,453	93,374	105,518	2,080	2%
Total Benefits	3,601,374	3,469,177	3,456,629	132,197	4%
Equipment	45,000	63,495	22,000	(18,495)	-29%
Contractual					
Rental	1,684,726	1,651,476	1,651,476	33,250	2%
Utilities	412,850	346,000	465,750	66,850	19%
Maintenance	168,900	256,325	189,175	(87,425)	-34%
Office & General Supplies	54,125	53,075	44,700	1,050	2%
Advertising	180,000	177,500	179,000	2,500	1%
Professional Services	131,300	138,795	126,150	(7,495)	-5%
Information Technology	663,000	593,000	503,900	70,000	12%
Library and Instructional Supplies	280,650	262,590	299,100	18,060	7%
Scholarships	221,000	220,560	268,000	440	0%
Scholarships - Concurrent Enrollment	384,207	379,930	313,644	4,277	1%
Travel	93,275	84,005	55,000	9,270	11%
Property & Liability Insurance	207,694	178,745	164,007	28,949	16%
Miscellaneous	176,525	169,457	169,075	7,068	4%
Total Contractual	4,658,252	4,511,458	4,428,978	146,794	3%
Total Expenditures	15,928,685	15,314,591	14,956,472	614,094	4%
Transfer from Fund Balance	461,786	344,381	490,922	117,405	-
Surplus / (Deficit)	\$ -	\$ -	\$ -	\$ -	0%

**2024-25 BUDGET**  
**24-25 CAPITAL BUDGET**

	<b>2024-25 Budget</b>
<b>REVENUES</b>	
DASNY State Approved Match	\$ 150,000
County Appropriations	100,000
County Chargeback Revenues	50,000
Total Revenues	\$ 300,000
<b>PROJECTS</b>	
Critical Infrastructure and Maintenance Upgrades	\$ 300,000
Total Project Expenditures	\$ 300,000
<b>Net Surplus/(Deficit)</b>	<b>\$ -</b>

This is the standard annual critical maintenance capital budget funded 50% by the counties of Essex and Franklin and 50% by the Dormitory Authority Of The State Of New York (DASNY) using the state approved capital matching program. The specific projects the funding will be allocated to will be identified and prioritized through the capital planning process the college is undertaking. Of course, should these funds be needed for unanticipated emergencies, they would be appropriated to those projects immediately.

Last summer and fall North Country completed three capital projects related to Nursing lab upgrades (at all campuses), Science lab upgrades (Malone and Saranac Lake campuses), and HVAC upgrades. Included in those projects were lavatory and vestibule entrance upgrades as well on the Saranac Lake campus. More funding became available to continue work on the Nursing buildings, as well as address safety concerns and improve an aging Sparks Athletic Facility. Once the scope of these projects is defined, the college can reassess the master plan, what has not been upgraded, and plan capital needs going forward.

## 2024-25 BUDGET NOTATIONS

### BUDGET OPPORTUNITIES

NYS Budget items passed to support community colleges and their students.

- Base aid floor funding at the 21-22 amount.
- Continuing expansion of the Tuition Assistance Program (TAP) for part-time students.
- Continuing the ability for incarcerated individuals to receive TAP.
- North Country's request for a \$1.2 million DASNY match for further Nursing and Athletic Facility improvements on the heels of a generational construction and technical infrastructure upgrade.
- \$8 million in Community College non-recurring direct operating support. Allocation method by college and spending guidelines are still undetermined.

Additional new initiatives on the horizon, not considered in the budget.

- Surgical Tech with Mohawk Valley Community College.

Should the college exceed in state enrollment expectations in the fall, here is the impact:

- \$30K increase in revenue for an additional 1% in-state enrollment increase FA24 vs FA23.
- \$95K increase in revenue for an additional 3% in-state enrollment increase FA24 vs FA23.
- \$160K increase in revenue for an additional 5% in-state enrollment increase FA24 vs FA23.

### BUDGET RISKS

#### Revenue

- Student sentiment towards college education being expensive and not value added still exists.
- The NYS Base Aid floor funding model is at risk of being reverted to the FTE method and provides the college with \$300K in additional NYS aid.
- The 2nd Chance Pell prison program enrollment carries risk due to 1) Governor Hochul's approval to close up to 5 prisons, 2) access to incarcerated students is increasingly difficult at FCI Ray Brook due to lockdowns, and 3) a new policy that incarcerated individuals can transfer to facilities closer to home.

#### Expense

- Health Insurance premium costs have risen 20% since 2021-22 with no end in sight.
- Information Technology demands continue to increase across the college as well as hardware and software support costs. An ageing Student Information System will have to be replaced in the next 3-5 years at a significant up-front and on-going cost.



# NORTH COUNTRY COMMUNITY COLLEGE

## BUDGET RESOLUTION

WHEREAS The proposed 2024-2025 Budget was shared with and reviewed by the President's Council, Long Range and Strategic Planning Committee, and the College Senate;

WHEREAS The College President concurs with the recommendations of the proposed 2024-2025 budget and requests final action by NCCC Board of Trustees;

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the attached Operating Budget in the amount of \$15,928,685 and Capital Budget in the amount of \$300,000 for the academic year beginning September 1, 2024, and ending August 31, 2025.

2023-24 | #

May 30, 2024

Motion:

Seconded:

Action:

**PENDING CERTIFICATION:** This is to certify that I, Stacie G. Hurwitch, that undersigned Assistant Secretary to the North Country Community College Board of Trustees, have compared the resolution with the original documents presented on this day, XXX and at the same is correct and true. IN WITNESS WHEREOF, I have hereunto set my hand this XXX.



Stacie G. Hurwitch

Asst. Secretary | Board of Trustees



North Country Community College  
5-Year Financial Projection

	Actual								Forecast	Projected				
	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29
<b>AAFTF Students</b>														
In-State	773	694	711	655	575	577	493	443	475	475	487	487	483	483
Initiatives	-	-	-	-	-	-	-	38	82	120	114	108	108	108
Out-of-State	57	52	46	44	73	31	39	46	39	40	40	40	40	40
Subtotal In/Out-of-State	830	746	757	699	649	609	533	527	596	634	641	635	631	631
Bridge	214	248	257	255	250	234	240	239	243	245	260	242	235	247
Subtotal Core Operating	1,044	994	1,014	954	898	843	772	766	839	880	900	877	866	877
Pell Program	-	96	173	151	146	133	104	138	121	125	130	135	140	140
Total	1,044	1,090	1,187	1,105	1,044	976	876	904	960	1,005	1,030	1,012	1,006	1,017

in thousands

Unrestricted Fund

<b>Revenue</b>														
Student Tuition and Fees	\$ 5,436	\$ 5,947	\$ 6,601	\$ 6,085	\$ 6,537	\$ 6,380	\$ 5,375	\$ 5,726	\$ 6,122	\$ 6,574	\$ 6,765	\$ 6,808	\$ 6,885	\$ 6,997
State Aids	3,877	3,728	3,897	4,245	4,138	3,846	4,076	4,005	3,940	3,946	3,946	3,946	3,946	3,946
County Aids	3,071	3,301	2,962	3,017	3,019	3,159	3,045	3,385	3,455	3,455	3,455	3,455	3,455	3,455
HEERF Revenue Loss Claims	-	-	-	-	-	552	1,556	509	-	-	-	-	-	-
Contributions Other Income	983	1,067	1,076	1,153	1,090	1,229	1,085	1,273	1,454	1,492	1,916	1,926	1,961	1,971
Total Revenues	13,367	14,043	14,536	14,500	14,784	15,165	15,137	14,898	14,970	15,467	16,083	16,135	16,247	16,370
<b>Expense</b>														
Salaries	6,003	6,221	6,748	7,159	7,532	6,652	6,975	7,393	7,270	7,624	7,800	7,990	8,180	8,370
Benefits	2,787	2,807	3,086	3,256	3,365	3,152	3,210	3,371	3,469	3,601	3,695	3,803	3,915	4,030
Contractual	3,632	4,012	4,446	4,454	4,019	3,943	4,332	4,525	4,575	4,703	4,768	4,837	4,907	4,979
Total Expenses	12,422	13,040	14,279	14,870	14,916	13,747	14,516	15,289	15,315	15,929	16,262	16,630	17,002	17,378
Operating Surplus (Deficit)	945	1,003	257	(370)	(133)	1,419	621	(391)	(344)	(462)	(179)	(494)	(755)	(1,008)
Non-Operating	(84)	(44)	(336)	6	(204)	(101)	(51)	(196)	-	-	-	-	-	-
Unrestricted Fund Surplus (Deficit)	\$ 861	\$ 959	\$ (79)	\$ (363)	\$ (336)	\$ 1,318	\$ 569	\$ (587)	\$ (344)	\$ (462)	\$ (179)	\$ (494)	\$ (755)	\$ (1,008)
<b>Fund Balance Beginning 9/1</b>														
Changes to Net Position	861	959	(79)	(363)	(336)	1,318	569	(587)	(344)	(462)	(179)	(494)	(755)	(1,008)
Fund Balance Ending 8/31	\$ 4,104	\$ 5,063	\$ 4,983	\$ 4,620	\$ 4,284	\$ 5,601	\$ 6,170	\$ 5,583	\$ 5,239	\$ 4,777	\$ 4,598	\$ 4,103	\$ 3,349	\$ 2,341
Fund Balance NOC %	33.0%	38.8%	34.9%	31.1%	28.7%	40.7%	42.5%	36.5%	34.2%	30.0%	28.3%	24.7%	19.7%	13.5%

Assumptions:

FTE's	In State 2024-25 assumes a 5% increase based on FA24 key indicators and considers SUNY enrollment projection trends for 2025-29. Initiatives are assumed to be In State students and replace declined In State enrollment. Out-of-State gets back up to 10 AAFTE less than average pre-pandemic levels in 2023-29. Concurrent enrollment (bridge students) considers historic trends and SUNY enrollment projection trends 2025-29. The Second Chance Pell prison program is assumed to climb back to 10 AAFTE less than average pre-pandemic levels 2027-29. Maintained same tuition rate level 2020-24. Assumes 2% Increase year over year 2024-29. (Every 1% increase = \$30K revenue). Assumes same rates as 2020-21, proportionate to AAFTEs. Operating aid increased by \$200K in 2023-24. Assumed to remain at 2023-24 level in 2024-29. Base aid assumes the 100% floor rule 2022-29. NYS base aid 100% floor is based on 2021-22 fiscal year which was 98% of 2020-21 fiscal year base aid. North Country assumes the 100% Floor with no future increases. Rental aid increases 2% each year to correspond with 2% rent increase to NCCC Foundation.
Tuition	
Fees	
County Aid	
State Aid	
Salaries	\$190K increase per year for contractual labor increases.
Benefits	3% increase per year, primarily for Health Insurance.
Non-Personnel	1.5% increase per year to cover rent rate escalations and rising technology costs.
Prison Program	The experiment is now moving to the formal Prison Education Program. NYS Governor also approved TAP for incarcerated students.
Donations	Included above and starting in July 2025, the NCCC Foundation bonds will mature and the Foundation could potentially contribute an additional \$41.5K per month or \$500K per year to the college.
New Enrollment	Restricted funds through grants, additional state aid, or Foundation fundraising that are available to invest in generating additional enrollment include 1) SUNY high needs, nursing emergency, and transformational grants, 2) a Dept. of Labor grant, 3) a Perkins grant, and 4) additional scholarship monies for the "6 on us" promotion, Direct Support Professionals Micro credential, the "opportunity" scholarship fund, and opioid settlement monies from NYS OASIS, Franklin, and Essex Counties to assist students in certain programs like chemical dependency.

## North Country Community College

### 5-Year Financial Projection

For the five years ending August 31, 2029

	Actual	Forecast	Projected				
	22-23	23-24	24-25	25-26	26-27	27-28	28-29
<b>AAFTE Students</b>							
In-State	443	475	475	487	487	483	483
Initiatives	38	82	120	114	108	108	108
Out-of-State	46	39	40	40	40	40	40
<b>Subtotal In/Out-of-State</b>	<b>527</b>	<b>596</b>	<b>634</b>	<b>641</b>	<b>635</b>	<b>631</b>	<b>631</b>
Concurrent Enrollment (bridge)	239	243	245	260	242	235	247
<b>Subtotal Core Operating</b>	<b>766</b>	<b>839</b>	<b>880</b>	<b>900</b>	<b>877</b>	<b>866</b>	<b>877</b>
Pell Program	138	121	125	130	135	140	140
<b>Total AAFTE</b>	<b>904</b>	<b>960</b>	<b>1,005</b>	<b>1,030</b>	<b>1,012</b>	<b>1,006</b>	<b>1,017</b>

in thousands

#### Unrestricted Fund

##### Revenue

Operating Revenue	14,699	14,536	14,819	15,455	15,529	15,628	15,739
New Initiatives Tuition	199	434	648	628	607	619	631
<b>Total Revenue</b>	<b>\$ 14,898</b>	<b>\$ 14,970</b>	<b>\$ 15,467</b>	<b>\$ 16,083</b>	<b>\$ 16,135</b>	<b>\$ 16,247</b>	<b>\$ 16,370</b>

##### Expense

Operating Expense	15,289	15,819	16,351	16,685	17,052	17,424	17,800
Expense Reductions	-	(504)	(423)	(423)	(423)	(423)	(423)
<b>Total Expense</b>	<b>15,289</b>	<b>15,315</b>	<b>15,929</b>	<b>16,262</b>	<b>16,630</b>	<b>17,002</b>	<b>17,378</b>

##### Operating Surplus (Deficit)

Non-Operating	(196)	-	-	-	-	-	-
<b>Unrestricted Fund Surplus (Deficit)</b>	<b>\$ (587)</b>	<b>\$ (344)</b>	<b>\$ (462)</b>	<b>\$ (179)</b>	<b>\$ (494)</b>	<b>\$ (755)</b>	<b>\$ (1,008)</b>

##### Fund Balance Beginning 9/1

Changes to Net Position	(587)	(344)	(462)	(179)	(494)	(755)	(1,008)
-------------------------	-------	-------	-------	-------	-------	-------	---------

##### Fund Balance Ending 8/31

<b>Fund Balance NOC %</b>	<b>36.5%</b>	<b>34.2%</b>	<b>30.0%</b>	<b>28.3%</b>	<b>24.7%</b>	<b>19.7%</b>	<b>13.5%</b>
---------------------------	--------------	--------------	--------------	--------------	--------------	--------------	--------------

#### AAFTE Projections

Initiatives	22-23	23-24	24-25	25-26	26-27	27-28	28-29
ADN Program Expansion	-	23	24	24	24	24	24
AA Lib Arts – Early Childhood Ed pathway	21	25	20	20	20	20	20
Workforce Development Office	-	-	11	14	14	14	14
PN/ADN program back to pre-pandemic levels	3	(7)	10	10	10	10	10
AS Cybersecurity and Digital Forensics (SL)	-	3	8	8	8	8	8
Akwesasne student population increase	-	-	7	7	7	7	7
AS Business: Healthcare Administration track	4	11	7	7	7	7	7
AAS Surgical Tech with MVCC	-	-	6	-	-	-	-
Direct Support Professionals Microcredential	-	10	6	6	-	-	-
Teaching Assistant Certificate	0	10	5	5	5	5	5
Entrepreneurship Certificate	5	2	4	5	5	5	5
AEMT   EMT certification programs	0	3	3	3	3	3	3
Digital Design and Advertising Certificate	-	0	3	3	3	3	3
Rad-Tech program back to pre-pandemic levels	3	2	2	2	2	2	2
<b>Total Projected Initiative AAFTE</b>	<b>38</b>	<b>82</b>	<b>116</b>	<b>114</b>	<b>108</b>	<b>108</b>	<b>108</b>

In-State Tuition (Per AAFTE)	\$ 5,280	\$ 5,280	\$ 5,400	\$ 5,508	\$ 5,618	\$ 5,731	\$ 5,845
College and Course Fees (Per AAFTE)	\$ 1,910	\$ 1,822	\$ 1,879	\$ 1,877	\$ 1,879	\$ 1,880	\$ 1,880
Operating Chargeback Rate (Per AAFTE)	\$ 5,010	\$ 4,330	\$ 4,330	\$ 4,330	\$ 4,330	\$ 4,330	\$ 4,330
Tuition Increase	0%	0%	2%	2%	2%	2%	2%
Second Chance Pell Chargebacks	\$ 120,240	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
Non-Credit Revenue (no AAFTE Associated)	\$ 43,575	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000

**North Country Community College  
President's Report to the Board of Trustees  
May 30, 2024**

Greetings to you all,

...on this last Friday in May. I hope this finds you well and enjoying all that the season has to offer. With Memorial Day weekend behind us, it might be safe for the gardeners to put in their frost-sensitive plants and for the paddlers to get out onto waters without risking hypothermia should they get wet.

Commencement has come and gone. Many thanks to Pete Suttmeier and Mary Irene Lee, for joining us on the dais and helping hand out diplomas, and to Pete and Abby Martelle for their respective addresses to the graduating class. Both captured the moment and the attention of our graduates nicely.

As we say goodbye to our graduates, we are also bidding adieu to one (1) of our colleagues, Lori Bennett, Clinical Coordinator in Nursing, as she departs for the sunny shores of retirement. At Commencement, we also recognized five (5) members of our community with SUNY Chancellor's Award Winners. They are:

- Allison Warner, Chancellor's Award Winner for Excellence in Faculty Services
- Kathleen Dowd-Maloney, Chancellor's Award Winner for Excellence in Teaching
- Terry Kemp, Chancellor's Award Winner for Excellence in Professional Service
- Kevin Bisonette, Chancellor's Award Winner for Excellence in Classified Service
- Jenn Cantwell, Chancellor's Award Winner for Excellence in Adjunct Teaching

Late last week, I joined many within the SUNY system at Chancellor King's State of the University Address in Albany. The Chancellor is quite bullish on the SUNY system prospects and I share his optimism for North Country CC. If recent history can help predict the future, this past year has us well-positioned to continue to deliver on the mission of the college for the good of students, families and communities. Thank you for being an integral part of it!

That's all for now. I look forward to seeing you at the meeting.

Joe

---

★ **Board Matters**

Updates for you include:

- *Board Appointments:*
  - *County:* No updates. Our county appointments are filled.
  - *Student:* Abby Martelle will be completing her term through June 30<sup>th</sup>, 2024. The student body elected Shia Bright, an AS Environmental Sciences

student and Student Government Association officer, as their trustee for the 2024-2025 year. We expect to have Shia join the Board meeting in May and June to meet you and orient to the role before her term starts on July 1<sup>st</sup>.

- *Governor's*: While in Albany, I was able to connect with one of Governor Hochul staff members focused on education. She offered to assist with advancing our two nominees, Josh Dann and David McNally, which I sent to her late last week.

Other updates include:

- *New York Community College Trustees (NYCCT)*: no updates.

### ★ **Budgeting and Planning**

- **24-25 Budget**: Following the Board's last meeting, when Erik Harvey shared a draft of the 24-25 budget with you, he then shared it with the College Senate at their May 10<sup>th</sup>, 2024 meeting, finalizing the shared governance process related to the budget. Since then, he has been fine-tuning the budget and will be presenting what we hope is a final draft to you today.
- **24-25 Budget Advocacy**: The NYS FY 2025 Budget passed in mid-April. Of particular interest to community colleges is the NYS FY 2025 Budget:
  - retains the funding floor, and
  - adds \$8M for operating services and expenses pursuant to a plan approved by the Director of the Budget.

While we don't know the exact details of the additional \$8M, we are assuming they will emerge in the coming weeks and will share them then.

### ★ **Enrollment**

- **Fall 2024 Enrollment: is underway**. The key elements include:
  - *Overall*: While these are early days, as of last week, we are flat to Fall 2023, with 370 students registered thus far compared to 367 last year. Over the next few weeks, our ADN class (the degree preparing for RN licensure) will be enrolled, which will bump those figures up. During that same time, several marketing pushes will be continued/undertaken designed to help boost enrollment.

### ★ **Other Items of Interest**

- **Campus Safety**: Stacie Hurwitch has been leading efforts with the NYS Police and the Saranac Lake Village Police Department on campus safety training. Prior to commencement, Stacie led the admin team through a tabletop exercise related to potential disruptions of the end-of-the-year ceremony. A member of the NYS Police attended and served as a resource. We are planning on additional training to take place over the summer and again this fall when the faculty and staff return.
- **Office of Civil Rights Review**: The interview portion of our Office of Civil Rights review occurred in mid-March, with two days of interviews with members of our faculty and staff. Last week, the assessment of our physical plant took place on all three campuses and at Akwesasne where we have an instruction site. We will be receiving a report with recommended areas for improvement which I will share once completed. Many thanks to Rick Heath, our Superintendent of Buildings and Grounds, who was instrumental in the review.

- **Student Affairs:** The Associate Vice President (AVP) for Student Affairs position is being searched. Our plans are to have someone in position to join us for the Fall 2024 semester.

The Student Affairs team (Athletics and Student Life) had a successful semester, concluding with the end of the year activities. A new intramural initiative was launched in Spring 2024, the SGA sponsored end-of-the-year events (e.g. Whitewater Rafting), Student Life held SGA and Student Trustee elections and helped with the Student Awards Ceremony.

- **Strategic Plan Update**

- *2024-2027:* The update to the strategic plan was approved by the Senate at their May 10, 2024 meeting. Prior to that, the updated plan was shared with the Senate's Long Range and Strategic Planning Committee, President's Council and presented to the college community in a college-wide meeting. Today, we are presenting it to the Board for your consideration.
- *June 4<sup>th</sup>, 2024 Strategic Dialogue:* The College and Foundation are hosting a strategic dialogue to discuss the state of higher education in the region and better understand how the College can serve the region's needs and remain vibrant and viable. In the words of our Board Chair, Pete Suttmeier, "...*this "summit" of our stakeholders will contribute to the kinds of new thinking, "inside" and "outside the box," needed to guide the College going forward in ways that will further enhance the value of NCCC in confronting the challenges and opportunities facing our region.*" You are invited to join us that day for what we hope will be a thoughtful discussion.

- **Grants and Opportunities**

- *Perkins:* We learned earlier this month that our Perkins allocation for 2024-2025 is \$173,057. We will be completing an application for that funding which is due in late June.
- *Congressionally Directed Spending:* The College once again submitted a grant to complement the completed science lab renovations, with a \$115,000 request for new equipment to support science instruction.
- *Next Move NY:* the College submitted an intent-to-propose to the Regional Economic Development Council (REDC) to address employment and community gaps across the North Country region as outlined in the *Next Move NY* project. *Next Move NY* is focused on transitioning soldiers and spouses at Ft. Drum and retaining them in the North Country. In our submission, we proposed to establish pathways to the College and eventually a pathway to employment that a) aligns with the career interests of transitioning soldiers and spouses, b) leverages prior learning and experience gained while in military service, c) wraps support as these individuals decide to and eventually set up roots at one of our three campus locations and d) establishes and supports paid apprenticeships/internships in their career field with local partners, with a goal of linking them with employment opportunities post-graduation.
- *Office for People with Developmental Disabilities (OPWDD):* later today, we'll be hosting the Commissioner of OPWDD for a signing ceremony for the Direct Support Professional (DSP) Microcredential which the College

put into place this fall. Enrollment in the program exceeded expectations which was encouraging for the College and the field. Following the ceremony, the College will be hosting OPWDD as they hold a listening session for public.

- ❑ **Campus Advisory Boards:** given the Community Leaders Day in Fall 2023 and the “educational summit” planned for June 2024, we opted to not hold the campus advisory boards this year. We will look to resume them in the next academic year.
- ❑ **Information Technology (IT):** Last month, I reported that an IT Steering Committee was formed in the wake of a recommendation from the Senate related to forming an IT Task Force. The committee has been helping support Scott Harwood and the IT team’s efforts, including cataloging known issues, triaging them, and determining what can be addressed within our budget. The Steering Committee will help Scott with prioritization, including financial considerations, as he and his team continue their good work.
- ❑ **Facilities:** The Facilities staff readied the campuses for end-of-the-year events and celebrations and have now turned their attention to summer projects. In addition, planning is underway for capital upgrades to the *Sparks Athletic Complex* and *Clermont Hall*, leveraging capital funding from the Foundation, private donors, and a HRSA match from the funding we received for the nursing lab upgrades. As Erik will note, the DASNY match for Clermont was approved in the FY 2025 budget.
- ❑ **NCCCAP:** This semester, we have worked with NCCCAP on two proposals: a Phased Retirement proposal that the Board approved at its last meeting, and a Remote Work policy. This latter policy was not supported by the membership and will not be brought to you as anticipated.

*Promotions:* last year, we held on accepting promotion applications as part of a budget-reduction strategy. This year, we are presenting eight (8) members of our faculty and professional staff for promotional consideration by the board. They are:

- Dr. Kim Duffey, Associate Professor to Professor of Business
  - Dr. Kelli Rodriguez, Associate Professor to Professor of Social Science
  - Allison Warner, Associate Professor to Professor of Mathematics
  - Chad LaDue, Associate Professor to Professor of Athletics
  - Renee Poirier, Assistant Professor to Associate Professor of Social Science
  - Sarah Shoemaker, Assistant Professor to Associate Professor of Science
  - Jimmy Cunningham, Assistant Professor to Associate Professor of Wilderness Recreation Leadership
  - Jamie Strough, Instructor to Assistant Professor of Science
- ❑ **CSEA:** similarly, we discussed the possibility of a Phased Retirement with CSEA. They have expressed interest, and the administration will work with CSEA to explore it further.



- ❑ **Middle States:** There are no updates.
- ❑ **SUNY: Transformational Initiatives:** Three searches are underway:
  - *Grant Manager*
  - *Academic and Career Advisors*
  - *Workforce Development Coordinator (tech focus)*
- ❑ **NYSED:** Other than the Office of Civil Rights (OCR) review that NYSED is undertaking, there are no updates.
- ❑ **Second Chance Pell to Prison Education Program:** Sarah Kilby continues to work on the PEP application. Late last week, the agreements with NYS DOCCS were approved. Work on a similar agreement with the US Bureau of Prisons continues.

That's all for now. Gratefully yours,



Joe Keegan  
President  
North Country Community