



Board of Trustees Meeting Agenda

Date: January 27th, 2026

Time: 11:00 a.m.

Locations: Saranac Lake and Ticonderoga Campuses + Zoom

1. Call to Order
2. Approval | November 25th, 2025, 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 | Interim Vice President for Academic Affairs
 - o Resolutions | Appointments: Business and Nursing Instructors
 - c. Kyle Johnston | Vice President for Marketing & Enrollment
 - d. Erik Harvey | Interim Chief Financial Officer
 - o Financial: December 2025, January 2026
 - e. Jackie VanBrunt | Interim Associate Vice President of Student Affairs
 - f. Joe Keegan | President
 - o Resolution | Appointment: VP Academic Affairs
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.



**Interim VPAA Report to the
Board of Trustees
January 27, 2026**

Please find the following report from the Academic Area.

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

Spring 2026: Faculty returned to campus on Tuesday, January 20th with the first day of classes to begin on Monday, January 26th.

Artificial Intelligence (AI) Task Force: The AI Task Force organized a presentation and panel discussion on AI in the classroom, facilitated by two of the SUNY AI Fellows. We will continue to find training and support to improve AI literacy for faculty, staff, and students.

SUNY's Academic Momentum Campaign: NCCC faculty and staff are working on the Academic Momentum plan due to SUNY by 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.

Nursing Consortium: As part of the SUNY High Needs area initiatives, NCCC is partnering with SUNY Canton, SUNY Jefferson, and Clinton Community College to improve opportunities for nursing education throughout the North Country. The College's role is to work with other programs to share staffing resources where possible and coordinate with admissions offices to help fill open nursing slots across programs.

Middle States Commission on Higher Education:

- **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
Interim Vice President for Academic Affairs

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Interim VP of Academic Affairs recommends 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, pro-rated to \$29,144,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the temporary appointment of 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, pro-rated 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.

2025/26
MOTION:
ACTION:
Yeas:
Nays:
Abstentions:
DATE:



SARANAC LAKE . MALONE . TICONDEROGA

December 3, 2025

Ms. Stephanie Cassell
16 Lindsay Ave
Tupper Lake, NY 12986

Dear Ms. Cassell:

Pending approval by the North Country Community College Board of Trustees at their January 27, 2026, meeting, I am pleased to offer you a temporary, full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the Spring 2026 semester. Faculty members are expected to report on January 20, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 11 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$58,288. Your per-diem rate based on 164 days is \$355.41. As your temporary appointment commences with the spring semester, your salary will be pro-rated to \$29,144, which is based on 82 days within the spring semester.

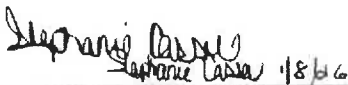
Professional staff members shall not be assigned to more than two campus locations without their consent. Your base campus is Saranac Lake. Your immediate supervisor is Tana Hare, Nursing Department Director and your area supervisor is Sarah Maroun, Interim Vice President for Academic Affairs.

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than December 19, 2025.

Sincerely,


Joe Keegan
President

cc: Personnel File / Payroll File


Stephanie Cassell 1/8/26

Employee Signature

Date

**STEPHANIE
CASSELL**

16 Lindsay Ave
Tupper Lake, NY 12986
Phone: (518) 524-9548

Email: stephanie12986@yahoo.com

Objective

Experienced nurse looking to bring clinical knowledge and leadership skills into a college teaching role, guiding and inspiring nursing students while supporting the growth and success of the program.

Education

- Northeastern University, Doctor of Nursing Practice (DNP), Expected Graduation Spring 2026
- Norwich University, MSN, June 2009
- Kaplan University, BSN, December 2006
- North Country Community College, ADN RN, May 2001
- North Country Community College, Licensed Practical Nurse Certificate, May 2000

Certifications

- PRI/Screen Certified
- Wound Care Certified – WCEI Certification Number: 8041524
- BLS (Basic Life Support)
- ACLS (Advanced Cardiovascular Life Support)
- PALS (Pediatric Advanced Life Support)
- NRP (Neonatal Resuscitation Certification)
- Dementia Practitioner

Experience

Adirondack Health

Patient Care Coordinator

August 2017 – Present

- Oversee patients and staff, monitor delivery of care, perform patient rounds, document care, and ensure progress toward outcomes.
- Intervene as needed, coordinate with departments to expedite procedures, maintain communication with review staff, and ensure adherence to hospital regulations.

North Country Community College

Adjunct Staff/Nursing Instructor

August 2015 – Present

- Teach and supervise LPN and RN students in various clinical environments.
- Lecture on Med/Surg and Nursing Psychology, fostering strong clinical judgment in students.

Mercy Living Center

Director of Nursing

September 2004 – March 2017

- Led 24/7 facility operations, staff supervision, and policy development.
- Chaired committees (Quality Assurance, Safety, Risk Management, Skin Care Team), collaborated on resident care, and achieved NYS survey compliance with no deficiencies in 2013.

Mercy Healthcare Center

MDS Coordinator

May 2004 – September 2004

- Managed MDS forms, Medicare certifications, admissions, and quality initiatives; participated in various committees and health survey preparations.

Mercy Healthcare Center

RN Evening Supervisor

May 2001 – May 2004

- Supervised evening staff ensured infection control and compliance, and provided direct resident care, including medication administration and emotional support.

Mercy Healthcare Center

LPN Evening Supervisor

May 2000 – May 2001

- Oversaw staff and work environment, managed documentation and care, administered medications, and supported residents and families.

Professional References:

Lisa Keegan

(518) 524-6735

Tana Hare

(518) 637-7436

Aleesha LaBounty

(518) 353-0684

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS the Interim VP of Academic Affairs recommends 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, pro-rated to \$26,273,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the temporary appointment of 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, pro-rated 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.

2025/26
MOTION:
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Nays:
Abstentions:
DATE:

Attorney Monika Lovewell

Cell/Text: (760) 989-1835 Email: LOVEWELLFIRTH@msn.com

EDUCATION

Juris Doctor: George Washington University Law School, Washington, D.C.
Bachelor of Arts: University of California, Berkeley (*History major, Philosophy minor*)

LICENSES & CERTIFICATIONS

CTFA *Certified Trust and Financial Advisor* 2014 – 2024 (retired)
LAW LICENSES New York 2009-2024 and Wisconsin 1990-2024 (retired)

TEACHING EXPERIENCE

1/2022 – Present **Adjunct Instructor for Business Law courses**
State University of New York (SUNY) Potsdam Campus
Business Administration Department
Designed and taught F2F and hybrid synchronous classes on campus
Author of fully online asynchronous course for program
Also taught at the Riverview Correctional Facility for SUNY Potsdam

1/2025 – Present **Adjunct Instructor for Business Law and Economics courses**
North Country Community College
Taught F2F courses for the *Prison Education Program* at the Federal Correctional Facility in Ray Brook, and at the NY State Bare Hill and Franklin Correctional Facilities in Malone

2014 – 2016 **Adjunct Instructor for Legal Studies B.A. Program**
State University of New York (SUNY) Canton Campus
Designed and taught fully online asynchronous classes

2011 – 2014 **Full-time Instructor for Legal Studies B.A. Program**
State University of New York (SUNY) Canton Campus
Designed and taught F2F and fully online asynchronous classes

1991 – 1995 **TEACHING BUSINESS: designed and taught business law, ethics, business communications, and other business and legal studies classes**
in multiple F2F formats for associates, bachelors, and MBA programs for the following colleges and universities in Wisconsin:

University of Wisconsin
Cardinal Stritch University
Milwaukee Area Technical College
Beloit, Alverno, Ripon, Carthage, Carroll, and Northland Colleges
Concordia, Lakeland, Marian, Ottawa, and Mount Mary Universities

PROFESSIONAL EXPERIENCE

- 11/2021 – 11/2023** **VP / Senior Trust Officer (Las Vegas, NV)**
City National Bank, N.A. (a division of *Royal Bank of Canada* aka “RBC”)
- Administered irrevocable and dynasty trusts for high-net worth clients
- 4/2019 – 11/2021** **SVP / Trust Officer and Department Manager (Trust & Brokerage)**
Croghan Colonial Bank (Ohio)
- Managed eight-person trust department and three-person *LPL Financial* brokerage team. Modernized administration and brokerage business models.
- 10/2018 – 4/2019** **VP / Senior Trust Advisor**
Comerica Bank & Trust, N.A. (Detroit, Michigan)
- Reviewed and interpreted incoming trust documentation from Comerica’s multi-state *Strategic Alliance Group* of financial advisors to identify and mitigate risk.
- 8/2016 – 10/2017** **SVP / Trust Officer & Department Manager**
Merchants Bank, N.A. (Minnesota and Wisconsin)
(resigned due to health issue)
- Managed eight-person trust department and created and conducted trust and estate planning training for department and bank personnel.
- 2/2014 – 6/2016** **VP / Senior Trust Administrator III**
Wells Fargo Bank, N.A. (Southern California)
- Administered multi-generational trusts and served as subject-matter expert for internal trust document interpretation for high-net worth clients and dynasty trusts
- 1994 – 2011** **Attorney & Managing Partner for *Law Offices of Lovewell & Firth***
Trust & Estate Planning Law Practice in Wisconsin
- Founded seminar-based trust & estate planning law practice. Sold practice with 2500+ clients
- 1990 – 1992** **Associate Attorney**
Foley & Lardner (1100+ attorney firm headquartered in Milwaukee, WI)



SARANAC LAKE . MALONE . TICONDEROGA

December 2, 2025

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

Dear Ms. Lovewell:

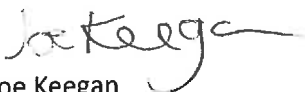
Pending approval by the North Country Community College Board of Trustees at their January 27, 2026, meeting, I am pleased to offer you a temporary, full-time, nine-month (164-day), exempt appointment as Business Instructor for the Spring 2026 semester. Faculty members are expected to report on January 20, 2026.

As a member of the North Country Community College Association of Professionals (NCCCAP) bargaining unit, your compensation and benefits are detailed in your collective bargaining agreement (CBA) between the College and NCCCAP. Should you accept this appointment, your pay grade for this appointment is Step 7 on Schedule C of the 2025-2028 CBA, which is an annualized base salary of \$52,545. Your per-diem rate based on 164 days is \$320.40. As your temporary appointment commences with the spring semester, your salary will be pro-rated to \$26,273, which is based on 82 days within the spring semester.

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

To acknowledge the terms of your appointment, please sign and return this Letter of Appointment no later than December 19, 2025.

Sincerely,


Joe Keegan
President

cc: Personnel File / Payroll File

Employee Signature

Date

**North Country Community College
Interim CFO's Report to the Board of Trustees
January 27, 2026**

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

In this month's report **I am seeking your feedback and/or approval of the following:**

- 1) the financial statements for the month ending November 30, 2025**
- 2) the financial statements for the month ending December 31, 2025**

There are no material changes to the November financial forecast. Spring enrollment is being positively impacted by the fall headwinds. In the February board meeting I'll update you on spring enrollment and the related revenue impact. In April I will share an updated financial forecast and 5-year projection. Lastly, I'm providing some departmental updates and the status of the Student Information System upgrade.

Financial Statements November 2025 *(for review and approval)*

- The \$760K increase in Cash is primarily related to North Country's cash outlay for the construction projects in the prior year for which North Country was still navigating through the reimbursement process. There is also grant funding the college received but has not expended, such as NYSWIMS.
- The \$398K increase in Accounts Receivable-Students is related to the increase in enrollment, as well as higher uncollectable accounts for the college and the Association. This amount also includes \$337K to be reimbursed by NYS/SUNY in December for the SUNY Reconnect program.
- The \$123K increase in Due from the NCCC Foundation relates to the Malone and Ticonderoga campus bonds maturing so the Foundation is now sending more excess rent back to the college.
- The \$354K 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.
- The Payroll and Benefit Liabilities variance of \$266K is related to the prepayment of the December medical insurance premium in the current year. The payment was not prepaid in the prior year.
- The \$109K increase in Due to NCCC Association is related to the timing of the college transferring Fall receipts earlier in the prior year. The college advanced monies to the Association to alleviate cash flow concerns in the prior year.
- The \$137K increase in Due to NCCC Foundation is related to the timing of the college transfers between the two entities.
- The \$479K variance in Due to Retirement is related to the ERS retirement invoice paid in November the prior year and not yet paid in the current year.

Financial Statements December 2025 *(for review and approval)*

- The \$1.87 million increase in Cash is related to North Country’s cash outlay for the construction projects in the prior year for which North Country was still navigating through the reimbursement process. The \$1 million 2nd Quarter NYS Base Aid payment was received in December in the current year and January in the prior year. There is also grant funding the college received but has not expended, such as NYSWIMS and SUNY Transformational.
- The \$108K increase in Accounts Receivable-Students is primarily related to an increase in enrollment, as well as higher uncollectable accounts for the college and the Association.
- The \$182K decrease in Due From Other Funds relates to the timing of entries between the restricted grant funds and the college’s operating fund. The college’s operating fund receives and outlays all the cash for the projects and books a “receivable” to those grants in the restricted fund.
- The \$464K 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.
- The Accounts Payable variance of \$107K is related to the timing of calendar year end payments.
- The \$108K decrease in Due to NCCC Association is related to the timing of the college transferring the final Fall receipts to the Association.

2025-26 November/January Financial Forecast *(Does not include Spring 2026 enrollment)*

- Fall 2025 Enrollment

AAFTE	2025-26		2024-25	More (Less)		More (Less)	
	Actual	Budget	Actual	vs. Budget		vs. 2024-25	
In-State	321	307	300	13	4%	21	7%
Out of State	31	25	25	6	25%	6	25%
In/Out of State	352	332	325	19	6%	27	8%
Concurrent Enrollment	173	160	168	13	8%	5	3%
Core Operating	525	492	493	33	7%	32	7%
Pell Prison Program	41	37	37	4	11%	4	12%
Total AAFTE	567	530	530	37	7%	37	7%

- Total AAFTE of 567 was 37 or 7% more than both prior year and budget.
- In state AAFTE of 321 was 21 or 7% more than prior year and 13 or 4% more than budget.
- Out-of-state AAFTE of 31 was 6 or 25% more than both prior year and budget.
- Total In/Out AAFTE of 352 was 27 or 8% more than prior year and 19 or 6% more than budget.
- Bridge AAFTE of 173 was 5 or 3% more than prior year and 13 or 8% more than budget.
- 2nd Chance Pell AAFTE of 41 was 4 or 12% more 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	649	630	611	19	3%	38	6%
Out of State	50	45	44	5	12%	6	13%
In/Out of State	699	675	655	24	4%	44	7%
Concurrent Enrollment	225	205	220	21	10%	5	2%
Core Operating	925	880	875	45	5%	50	6%
Pell Prison Program	135	135	134	(0)	0%	1	1%
Total AAFTE	1,060	1,015	1,009	45	4%	51	5%

- Total AAFTE of 1,060 is 51 or 5% more than prior year and 45 or 4% more than budget.
 - In state AAFTE of 649 is 38 or 6% more than prior year and 19 or 3% more than budget.
 - Out-of-state AAFTE of 50 is 6 or 13% more than prior year and 5 or 12% more than budget.
 - Total In/Out AAFTE of 699 is 44 or 7% more than prior year and 24 or 4% more than budget.
 - Bridge AAFTE of 225 is 5 or 2% more than prior year and 21 or 10% more than budget.
 - 2nd Chance Pell AAFTE of 135 is 1 or 1% more than prior year and flat compared to budget.
- Revenue full year projection - \$193K or 1% better than budget
 - 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.
 - \$63K – In-State revenue increases due to 3% projected more enrollment vs. budget
 - \$49K – Concurrent Enrollment (Bridge) revenue increases due to 10% projected more enrollment vs. budget.
 - \$44K – Out of State tuition increases due to 12% more enrollment vs. budget.
 - \$39K – College and Course Fee increase due to 4% more in and out of state enrollment vs. budget.
 - Worse than Budget*
 - \$127K – Bad Debt reserve increases to hedge against recent payment trends. In hindsight, the budget did not carry enough bad debt provision.
 - Expense full year projection – \$138K or 1% worse than budget
 - Worse than Budget*
 - \$35K – Salaries and Payroll Taxes are worse than budget as a nursing position came off a grant earlier than anticipated and was not fully budgeted in operations. Savings related to delays in filling open positions will mitigate this some.
 - \$40K – Professional Services earmark to update the 2019 Saranac Lake Facility Master Plan.
 - \$32K - Scholarships are worse as Concurrent Enrollment (Bridge) is currently projected to be 10% more than budget thus will require more scholarships. Net revenue is +\$17K.
 - \$28K – Property and Liability Insurance will be worse than budget due to 15-19% increases in the package, auto, umbrella, and flood coverages. The premium increases are due to building and personal property inflationary valuation adjustments, a growing number of NYS school property losses exceeding \$1 million (plumbing, wind, fire), and the CAT weather frequency and severity continues to increase. Utica’s lowest increase to any client was 14%. In addition to the premium increases, deductibles were raised from \$10K to \$25K. Over the past year, the CFO has explored moving to a different broker, Arthur J. Gallagher & Co, who recently purchased AssuredPartners, and is the #3 insurance broker in the country, soon to be #2 with this acquisition. SUNY is also thinking about ways to help community colleges with insurance - more to come.
 - \$4K – Other Benefits is worse due to an adjustment to the Workers Compensation Insurance dividend provision and a small increase in premium.
 - The college is projected to operate 25-26 at a \$75K deficit. The fund balance is projected to finish August 31, 2026, at \$4.98 million or 30% of 25-26 net operating costs.

Important Note: The Bare Hill Correctional Facility in Malone, NY was slated for closure recently, which usually happens within 90-days of the notice. It is unknown currently what impact this closure will have on North Country’s prison program revenues. A very quick calculation indicates if all the Bare Hill students (33% of prison program total) were lost for SP26 and SU26, a worst-case scenario, it could be a loss of \$280K in revenue.

Department Updates

- 2026-27 Budget
 - Tuition and Fees for 2026-27 – approved 2% increase by Board of Trustees – 11/25/25
 - The annual Open Budget Forum - held 12/5/25.
 - Financial models and templates were developed and/or set up for use and distributed to budget coordinators – 12/12/25.
 - Budget planning sessions are scheduled with college leadership in January and early February.
 - Projected enrollment
 - Labor and Benefits
 - Non-personnel costs
 - Individual departments are working on their specific resource needs so they can inform the budget and tie the needs back to the strategic plan in February.
 - First draft of consolidated budget ready for shared governance review in March.
 - Budget presented to the Board of Trustees for feedback in April.
 - Budget presented to the Board of Trustees for approval in May.
 - Budget presented to the Counties in June, to be ready for July public hearing and voting.
 - The final budget is submitted to SUNY in August for NYS DOB approval in the fall.
- 2024-25 Financial Audit
 - The college audit is complete.
 - To be distributed to the NYS comptroller, SUNY, and the counties in January.
 - Single Audit will be filed in early February – due by 5/31/26
 - The NCCC Foundation audit is complete – FY2025 has commenced already.
 - The NCCC Association audit is complete.
 - Great job by all for another clean audit and completed on time!
- Subledger Calendar Year End Processing – Deadlines 1/31/26
 - Bursar's Office: Brenda Garver, and her team are working through the 1098T process. North Country's IT team is also engaged with her seeking out processing efficiencies. 1098Ts are sent to students and provide information about educational expenses that may qualify the student--or the student's parents or guardian if the student is a dependent--for education-related tax credits. On time and will be completed by 1/31.
 - Comptroller's Office: Brian Pelkey, is processing Accounts Payable 1099s to vendors. 1099s are statements sent to vendors/suppliers-paid more than \$600, but there are exceptions—so they can report the income on their tax return. On time and will be completed by 1/31.
 - Payroll and Benefits Offices: Stephanie Rose and Ericka Moody are processing W-2s and employee year end statements. As always, they wait for the financial system to be updated before properly processing. On time and will be completed by 1/31.
- Student Information System (SIS) Upgrade Status
 - Core Application Upgrade (CAMS to Thesis platform).
 - **Status:** 85% complete. On track
 - Progress & Activities
 - Production/Staging instance components tested and new portals in production.
 - All 2nd data conversion issues identified have been passed to the vendor and most have been resolved at this point.
 - Significant end-user training has been completed but not to the satisfaction of the users. The consensus is a session in February with everyone processing in the system and a knowledgeable Thesis resource virtually present would be very beneficial. They will be able to assist and suggest process changes or better ways to leverage the system.
 - 80 hours of user training is available and is planned for use in February pre-launch.
 - Risks
 - No risk of not making go-live.

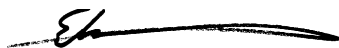
- Data Integrations
 - **Status:** 75% complete. The vendor had resource allocation issues but recently engaged in development.
 - Progress & Activities
 - All requirements provided to vendor, development & unit testing complete
 - All integrations are in end user integration testing and validation.
 - Risks
 - Low Risk of not making go-live - the vendor resources have been limited until January but are engaged now and end user validation is low risk.

- Reporting
 - **Status:** 75% complete. The vendor had resource allocation issues but recently engaged in development. North Country IT provided base SQL code to accelerate development.
 - Progress & Activities
 - All requirements provided to vendor including existing report SQL code.
 - Financial Aid report development in progress.
 - Most Bursar and Registrar reporting has been delivered to end users for validation of completeness and accuracy.
 - SIRIS and other NYS reporting outputs are complete.
 - End-user training pending for self-sufficient report development.
 - Risks
 - Low risk of not making go-live – even though end user validation is time consuming and report writing training has not commenced.

- Phase II
 - Enhancement requests are being logged alongside upgrade priorities for future evaluation and implementation.
 - Direct Registration Capability including College Bridge
 - Course schedule web facing
 - e.Billing Capability
 - 1098T Intuitive Output File for 3rd 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
 - 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.

- New Go-Live Date – March 14-22, 2026 (Spring Break)

Kind regards,



Erik Harvey
Interim CFO



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of November 30, 2025

SUBMITTED TO THE BOARD OF TRUSTEES

January 27, 2026

Presented by

ERIK HARVEY

Interim CFO

North Country Community College Balance Sheet NOVEMBER 30, 2025			
	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)
Assets			
Cash	\$ 4,196,892	\$ 3,436,947	\$ 759,945
Accounts Receivable-Students	1,547,786	1,149,316	398,471
Due From NCCC Association	27,847	29,983	(2,135)
Due From NCCC Foundation (Contributions)	1,245,435	1,122,850	122,585
Due From Other Funds	644,801	597,416	47,385
Due From Governments (State & Fed Fin Aid)	1,007,393	1,361,638	(354,245)
Prepaid Expenses	-	-	-
Total Assets	\$ 8,670,155	\$ 7,698,150	\$ 972,005
Liabilities			
Accounts Payable	\$ (6,056)	\$ 30,773	\$ (36,829)
Payroll & Benefits Liabilities	(194,493)	71,032	(265,525)
Due to NCCC Association (Room, Meals, Books)	218,252	109,088	109,164
Due to NCCC Foundation (Rent)	440,601	303,372	137,230
Due to Other Funds	40	520	(480)
Due to Retirement	448,775	(30,213)	478,988
Compensated Absences	610,159	575,247	34,913
Other Liabilities	356,919	323,570	33,349
Total Liabilities	\$ 1,874,198	\$ 1,383,388	\$ 490,810
Month End Equity	\$ 6,795,957	\$ 6,314,762	
Total Liabilities & Equity	\$ 8,670,155	\$ 7,698,150	
Fund Balance Summary			
Fund Balance as of 09/01/25	\$ 5,057,006		
Estimated 25-26 Surplus (Deficit)	\$ (75,093)		
Projected Fund Balance as of 09/01/26 ¹	\$ 4,981,913		
Projected Fund Balance as a % of NOC	30%		
¹ GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$11,687,528.			

North Country Community College Revenues & Expenditures NOVEMBER 30, 2025				
	Annual Budget	Year to Date Actual	Year to Date M (L)	% of Budget
Revenues				
Tuition & Fees	\$ 6,643,757	\$ 3,464,716	\$ (3,179,041)	52%
Sponsors' Contribution	2,757,400	632,900	(2,124,500)	23%
Chargebacks	818,340	473,004	(345,336)	58%
Out-of-State Tuition	371,520	248,368	(123,152)	67%
State Aid	3,944,375	1,083,133	(2,861,242)	27%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,873,391	469,250	(1,404,141)	25%
Total Revenues	\$ 16,408,783	\$ 6,371,371	\$ (10,037,412)	39%
Expenditures				
Salaries	\$ 7,869,801	\$ 2,038,820	\$ (5,830,981)	26%
Payroll Taxes	571,921	162,669	(409,252)	28%
Medical	2,348,414	566,162	(1,782,252)	24%
Retirement	746,928	236,696	(510,232)	32%
Other	214,070	67,045	(147,025)	31%
Equipment	30,000	16,039	(13,961)	53%
Facility Leases	1,718,141	431,274	(1,286,867)	25%
Utilities	422,900	50,264	(372,636)	12%
Maintenance	282,000	55,417	(226,583)	20%
Office & General Supplies	44,085	11,608	(32,477)	26%
Advertising	180,000	31,364	(148,636)	17%
Professional Services	141,290	59,710	(81,580)	42%
Information Technology	608,442	176,267	(432,175)	29%
Library & Instructional Supplies	122,575	30,262	(92,313)	25%
Scholarships	584,271	458,716	(125,556)	79%
Travel	97,790	30,100	(67,690)	31%
Property & Liability Ins.	195,579	120,313	(75,266)	62%
Miscellaneous	360,575	114,694	(245,881)	32%
Total Expenditures	\$ 16,538,783	\$ 4,657,420	\$ (11,881,363)	28%
Operating Surplus (Deficit)	\$ (130,000)	\$ 1,713,951	\$ 1,843,951	-1418%
Non-Operating Activity	-	25,000	25,000	NA
Total Fund Surplus (Deficit)	\$ (130,000)	\$ 1,738,951	\$ 1,868,951	-1438%



North Country Community College

Sponsored by Franklin and Essex Counties

OPERATING FUND FINANCIAL REPORT

As of December 31, 2025

SUBMITTED TO THE BOARD OF TRUSTEES

January 27, 2026

Presented by

ERIK HARVEY

Interim CFO

North Country Community College			
Balance Sheet			
DECEMBER 31, 2025			
	Current Year <u>Actual</u>	Prior Year <u>Actual</u>	Current Year <u>Inc (Dec)</u>
Assets			
Cash	\$ 4,528,625	\$ 2,653,691	\$ 1,874,935
Accounts Receivable-Students	1,083,742	975,652	108,091
Due From NCCC Association	27,485	42,827	(15,342)
Due From NCCC Foundation (Contributions)	928,449	880,560	47,890
Due From Other Funds	426,496	608,568	(182,072)
Due From Governments (State & Fed Fin Aid)	863,374	1,327,584	(464,210)
Prepaid Expenses	-	-	-
Total Assets	\$ 7,858,172	\$ 6,488,881	\$ 1,369,291
Liabilities			
Accounts Payable	\$ 101,892	\$ (5,396)	\$ 107,287
Payroll & Benefits Liabilities	(210,401)	(159,203)	(51,198)
Due to NCCC Association (Room, Meals, Books)	726	109,548	(108,822)
Due to NCCC Foundation (Rent)	144,353	98,678	45,675
Due to Other Funds	40	520	(480)
Due to Retirement	43,788	9,483	34,304
Compensated Absences	610,159	575,247	34,913
Other Liabilities	356,919	324,010	32,909
Total Liabilities	\$ 1,047,476	\$ 952,887	\$ 94,589
Month End Equity	\$ 6,810,696	\$ 5,535,994	
Total Liabilities & Equity	\$ 7,858,172	\$ 6,488,881	
Fund Balance Summary			
Fund Balance as of 09/01/25	\$ 5,057,006		
Estimated 25-26 Surplus (Deficit)	\$ (75,093)		
Projected Fund Balance as of 09/01/26 ¹	\$ 4,981,913		
Projected Fund Balance as a % of NOC	30%		
¹ GAS 75 is an accounting and financial reporting provision requiring government employers to measure and report "Other Post-Employment Benefits". Currently, NCCC would be responsible for \$11,687,528.			

North Country Community College				
Revenues & Expenditures				
DECEMBER 31, 2025				
	Annual <u>Budget</u>	Year to Date <u>Actual</u>	Year to Date <u>M (L)</u>	% of <u>Budget</u>
Revenues				
Tuition & Fees	\$ 6,643,757	\$ 3,489,102	\$ (3,154,655)	53%
Sponsors' Contribution	2,757,400	822,900	(1,934,500)	30%
Chargebacks	818,340	473,004	(345,336)	58%
Out-of-State Tuition	371,520	248,368	(123,152)	67%
State Aid	3,944,375	2,049,789	(1,894,586)	52%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,873,391	633,186	(1,240,205)	34%
Total Revenues	\$ 16,408,783	\$ 7,716,349	\$ (8,692,434)	47%
Expenditures				
Salaries	\$ 7,869,801	\$ 2,641,922	\$ (5,227,879)	34%
Payroll Taxes	571,921	206,405	(365,516)	36%
Medical	2,348,414	769,871	(1,578,543)	33%
Retirement	746,928	296,421	(450,507)	40%
Other	214,070	80,006	(134,064)	37%
Equipment	30,000	19,138	(10,862)	64%
Facility Leases	1,718,141	575,032	(1,143,108)	33%
Utilities	422,900	95,042	(327,858)	22%
Maintenance	282,000	73,718	(208,282)	26%
Office & General Supplies	44,085	17,748	(26,337)	40%
Advertising	180,000	42,662	(137,338)	24%
Professional Services	141,290	62,861	(78,429)	44%
Information Technology	608,442	307,287	(301,155)	51%
Library & Instructional Supplies	122,575	53,899	(68,676)	44%
Scholarships	584,271	458,534	(125,738)	78%
Travel	97,790	43,110	(54,680)	44%
Property & Liability Ins.	195,579	120,313	(75,266)	62%
Miscellaneous	360,575	132,023	(228,552)	37%
Total Expenditures	\$ 16,538,783	\$ 5,995,992	\$ (10,542,790)	36%
Operating Surplus (Deficit)	\$ (130,000)	\$ 1,720,357	\$ 1,850,357	-1423%
Non-Operating Activity	-	33,333	33,333	NA
Total Fund Surplus (Deficit)	\$ (130,000)	\$ 1,753,690	\$ 1,883,690	-1449%



North Country Community College

Sponsored by Franklin and Essex Counties

25-26 JANUARY OPERATING FORECAST

SUBMITTED TO THE BOARD OF TRUSTEES

January 27, 2026

Presented by
ERIK HARVEY
Interim CFO

2025-26 January Forecast
For the year ending August 31, 2026

AAFTE	Forecast	Budget	More (Less) vs. Budget	
In-State	649	630	19	3%
Out of State	50	45	5	12%
In/Out of State	699	675	24	4%
Concurrent Enrollment	225	205	21	10%
Core Operating	925	880	45	5%
Pell Prison Program	135	135	(0)	0%
Total AAFTE	1,060	1,015	45	4%

Unrestricted Fund (in thousands)	Forecast	Budget	More (Less) vs. Budget	
Revenues				
Tuition	\$ 6,060	\$ 5,905	\$ 155	3%
Fees	1,242	1,203	39	3%
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%
Total Revenues	16,602	16,409	193	1%
Expenditures				
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	617	584	32	6%
Travel	98	98	-	0%
Property & Liability Ins.	224	196	28	14%
Miscellaneous	361	361	-	0%
Total Expenditures	16,677	16,539	138	1%
Subtotal Surplus / (Deficit)	\$ (75)	\$ (130)	\$ 55	42%
Non-Operating	-	-	-	NA
Unrestricted Fund Surplus / (Deficit)	\$ (75)	\$ (130)	\$ 55	-42%



Student Affairs

January 2026 BOT Report

Athletics:

- **Men's Basketball** Shout out to Jerrad Dumont and his men's team, who are currently sporting a 14-1 record and ranked #7 nationally. If you haven't caught them in action yet, I encourage you to do so – they're not fun and talented to watch, but they're also a great group of young men both on and off the court. Two more home games are scheduled in February before conference play begins at home on February 14th at 3pm Hope to see you in Sparks!
- **Women's Basketball** The Lady Saints currently hold a 6-9 record after opening the spring semester, winning three out of four games in January. Along with the men's team, our Lady Saints square off at home against MVCC on February 3 and HVCC on February 5. Let's GO SAINTS!!!

SUNY Funding Updates:

- We received a \$15,000 grant to enhance our students' basic needs support. This funding will help us meet increased demand for food and basic needs assistance while expanding access across all three campuses. Specifically, we will purchase storage cabinets, discreet lockers to ensure privacy during pick-up, and refrigeration units for perishable items at each campus location.
- We received a \$22,000 grant through the Gates Foundation to augment our student Emergency Funds. SUNY selected us as one of ten community colleges (out of 30 in the system) to participate in this initiative, which provides funding for students in financial crisis who are working to complete their degrees. As part of this grant, we're collaborating with the other selected colleges to share best practices and refine our processes. We are currently reviewing our emergency funding application and procedures to ensure we're awarding funds in an equitable and barrier-free manner that appropriately serves students in need.

Campus Activities & Engagement:

- **January 2026 NSOs & Tech Sessions:** New and incoming students attended New Student Orientation and received tech assistance either virtually or in person for the Spring 2026 semester. Virtual NSO sessions took place at 7pm on January 21, 22, and 29. Additionally, each campus hosted in-person drop-in sessions from 11:30am-1pm where snacks were provided and key offices were available to help new students feel connected, prepared, and welcome for the semester. Our Student Success Coaches also held open support hours from 1-3pm on each campus to assist students with technical issues, financial aid questions, or other retention and persistence concerns.
- **2nd Annual Health & Wellness Fair** is scheduled for Wednesday, February 11 from 2-5pm in Sparks. We currently have about 20 community partners committed to participating and have room for many more. This event is free and open to our students as well as the community.
- **EdSights (Bernie virtual companion) Engagement Update October 2025 - January 2026:**

93% Opt-In

93% of students on the platform are opted into receiving texts from Bernie 🐼

51% Engagement

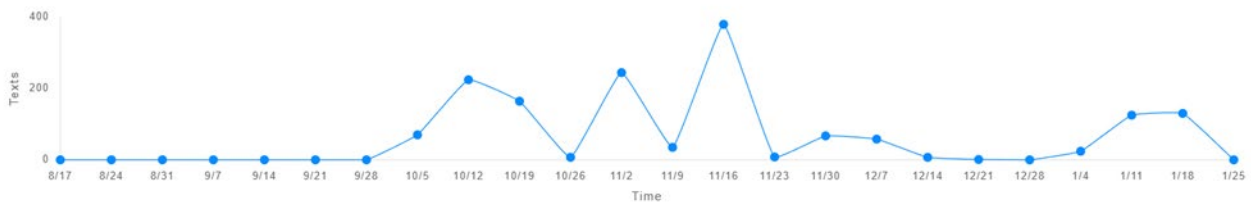
51% of students are actively engaged and texting Bernie 🐼

1543 Texts Received

1543 student texts received in the last 12 months or since launching 📩

Engagement over Time

The number of student texts received over the last 12 months or since launching.



**North Country Community College
President's Report to the Board of Trustees
Tuesday, January 27th, 2026**

Greetings to you all,

...and Happy New Year! I hope the holiday season was enjoyable for you and yours! It is hard to believe that the start of the new semester is already upon us.

Since the Board's last meeting, there has been plenty of activity. We completed the Fall 2025 semester and graduated our 2nd cohort from the hybrid nursing program. The Bare Hill facility, part of our 2nd Chance program, was closed, though some of the students were transferred to other facilities and remain enrolled. The Governor has announced her budget priorities for the upcoming year and community colleges fared well, though there remains work to be done.

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

Joe

★ **Board Matters**

- *Board Appointments:*
 - *Governor's:* We have two (2) vacancies and are exploring several potential candidates for those positions. We recently advanced Jessica Kemp's nomination to the Governor's office for consideration.
- *New York Community College Trustees (NYCCT):*
 - NYCCT's advocacy priorities for 26-27 include retaining the floor funding, establishing the "floor + COLA" as a new funding model, increasing investments in nursing, and continuation of SUNY Reconnect. They will be participating in an advocacy day on February 4th in Albany.
 - *S.4685-B:* Governor Hochul vetoed the bill in late December, a move that owed much to a coalition of trustees, students, presidents and others who advocated for such action. The bill, which sought to require SUNY Community Colleges include a faculty or staff member on the board of trustees was fraught with complications, the least of which was a host of conflict of interests. A note of gratitude to the Governor was sent by NYCCT.
 - *Presidential Selection, Evaluation and Contracts:* In late December, SUNY BOT approved a resolution that substantially revised the regulations originally proposed in November 2024 and the final regulations preserve considerable local board authority over presidential searches and contracts.

Summary of the Changes:

- What was removed from the presidential search process:

1. *Chancellor Interview Requirement*: The mandate that local boards submit three presidential finalists for Chancellor interviews was eliminated
 2. *Contract Review and Approval*: The Chancellor's authority to review and approve initial presidential contracts and any subsequent amendments or extensions was removed
- What remains—formalizing temporary leadership protocols:
1. *Administrator-in-Charge*: Local boards can directly appoint an administrator-in-charge for up to one year without SUNY Board approval
 2. *Extensions*: SUNY Board may grant multiple 6-month extensions upon Chancellor's recommendation

★ **Budgeting and Planning**

- **26-27 Budget**: At your November 25th, 2025 meeting you established the 26-27 tuition and fees schedule which included a 2% increase in tuition, amounting to \$108/annually or \$54/semester. For students receiving NYS TAP, that award will cover the cost increase.

On Friday, December 5th, Erik Harvey held his annual open forum on the budget in collaboration with Kyle Johnston, who shared his 24-25 Marketing and Enrollment Report. Erik has been working on the development of the 26-27 budget, which we expect to have later in the spring.

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 the Advancing Success in Associate Pathways (ASAP) program, that if funded, we intend to apply to participate in.

Missing is an increase in operational aid for community colleges, which we expect to ask the legislature to add for us.

- **County Governing Boards**: Both sponsoring counties witnessed a change in county leadership. In Essex County, the new slate of county leaders include:
 - Chairman, Steve McNally (Minerva)
 - Vice Chairman, Matt Brassard (Moriah)
 - Finance Committee Chair, Ike Tyler (Westport)

Meanwhile, in Franklin County, the new makeup of the county leadership is:

- Chairman, Gregory Janisewski (District 2)
- Vice Chairman, Dan Dabiew (District 5)
- Economic Development Chair, Andrea Dumas (District 3)

Since the election, I have reached out to legislators and supervisors, new and re-elected, and look forward to meeting with them during the upcoming months.

★ **Federal Items:**

- **Federal Advocacy:** no updates to report. Planning for a February 2026 advocacy day in DC is underway with SUNY.
- **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 that directly impact our students or our operations. Sarah Maroun, our VPAA, submitted our proposal to transition from Second Chance Pell to the permanent Prison Education Program, in late December.

★ **Enrollment**

- **Spring 2026 Enrollment:** Overall, both application and registration numbers continue to be strong for the Spring 2026 semester. SUNY Reconnect continues to have 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.

As of Monday, January 19th, 2026, there are increases in the number of applications received and the number of students registered for classes.

Core Enrollment <i>Date: 011926</i>	Spring 2026	Spring 2025	# Change	% Change
Applications	573	436	137	31%
Registrations	763	726	37	5%

★ **Other Items of Interest**

- **Campus Safety:**
 - **Presentations and Planning**
 - The Emergency Guide has been updated and is available at [this link](#).
- **Achieving the Dream (ATD) Consortium:**
 - Dr. Paula Pitcher, one of our ATD coaches returned on Friday, January 23rd, 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. They were also quite helpful in assisting us in mapping out our SUNY Academic Momentum plan and using those efforts to inform our ATD work. We are planning on 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)

Goal	Progress/Update Highlights
<i>Develop a Liberal Arts Advisory Board to advise departments on how to align liberal arts curriculum to</i>	1. A small group met in Fall 24 to review as an advisory board does not seem to be the means to achieve

<i>strengthen students' transfer and career success.</i>	what is hoped for, which is more enrollment.
<i>Establish a comprehensive program to address academic use of Artificial Intelligence (AI).</i>	<ol style="list-style-type: none"> 1. An AI Leadership Group continues to meet Fall 25. 2. The administration is exploring a professional development opportunity for the faculty with Todd McLees, of HumanSkills AI. 3. Sarah Maroun, working with our AI Task Force, hosted two SUNY AI Fellows at the opening week faculty meeting on January 21st, for a presentation on using AI in our coursework.

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

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

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

Goal	Progress/Update Highlights
<i>Develop a comprehensive Continuing Education Department that can respond to evolving community needs with non-credit programming and accessible facilities.</i>	<ol style="list-style-type: none"> 1. Assessment of regional workforce needs in the health and human services pathways and mapping them to specific offerings/pathways continues. 2. The tech-focused workforce consultant is finalizing his findings of the environmental scan of regional workforce needs. 3. Internal discussion resumed in Fall 2025 to identify scope of interest and need and ability to fund a position to lead our efforts.
<i>Expand and, where needed, establish our relationships with DOCCS, BOP and County Jails by August 2027.</i>	<ol style="list-style-type: none"> 1. The Prison Education Program (PEP) application was submitted in late December 2025. 2. On November 18, the College learned that NYS was closing Bare Hill by March 2026. 3. A small group from NCCC met with the Education Supervisor from Upstate CF to explore their interest in our locating a program there.
<i>Explore and implement microcredential opportunities to</i>	<ol style="list-style-type: none"> 1. <i>HUS 113 Crisis Intervention</i>, a new course and microcredential launched

<i>better serve students and employers.</i>	Fall 2025. 2. The workforce coordinator and workforce consultant are exploring additional microcredential needs/ interests as part of their efforts.
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- **Sustainability:** *Ensure the financial sustainability of the institution through strengthening enrollment and maximizing use of resources.*

Goal	Progress/Update Highlights
<i>Implement a new department level review process using clearly defined guidelines and self-assessment evaluations so employees and department heads can more competently evaluate institutional effectiveness and alignment with strategic plan.</i>	1. The President’s Office, Foundation, and Records Office completed the process during the Spring 2025 semester. 2. A new round of offices will undertake their review this academic year.
<i>Increase non-student revenue streams by 5% annually by August 2026 to support the College mission.</i>	1. Receipt of two new endowed scholarships (\$50K each) in 2025 2. A new Foundation Advancement plan/strategy was approved by the Foundation. 3. The Foundation annual appeal will be distributed later this month.

□ **Grants and Opportunities**

- *Perkins:* Every other year, the college undertakes 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. That process is underway with our final assessment due to NYSED in March 2026.
- Betsy Penrose, our Grant Writer, was active in canvassing grant opportunities and, where there is a good fit, writing grants. In this latter category, Betsy has
 - received approval for a grant with the Northern Borders 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,
 - completed a grant application to DASNY for funding to support capital upgrade needs for the Sparks pool. Essex County submitted it on our behalf,
 - completed a grant to support diversification of the nursing profession in rural areas,
 - completed a grant to establish a *crisis intervention training program* for direct support professionals in the region, and
 - completed a community policing grant, in concert with the Saranac Lake Police Department, which would provide additional campus safety resources for the College.

While these last two were not funded, our relationship with the providers and with the SLPD was strengthened through the process.

□ **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. The cutover is expected to take place in March 2026.

□ **Facilities**

Since the Board's November meeting, our Facilities staff have been busy responding to wintry conditions. In addition to the day-to-day tasks, the Facilities Department has been planning for:

- replacement of the Sparks front vestibule. The College accepted a proposal for the work and construction is expected to begin in early April 2026,
- demolition of the former radio station on the Saranac Lake campus, and
- assessments of the College pool and College Hall. We expect the pool assessment to be completed sometime in December.

Planning for additional capital upgrades to the *Sparks Athletic Complex* beyond the pool and the vestibules and doors (including updates to the plumbing and electrical infrastructure, restrooms, locker rooms and showers) are tied to those assessments mentioned.

JMZ has begun conducting a feasibility and design study of the Saranac Lake library to establish a learning commons, co-locating the Learning Assistance Center and other student support services in the library. Karin Green of JMZ is expected to visit campus on Thursday, December 11th as part of the study.

We are also working with JMZ regarding the feasibility study for a new building along the rail trail that would house some combination of science, art and wilderness recreation leadership courses/programs, as well as providing some space for community engagement.

□ **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*: NCCC sent a team to a regional planning session in early December with our draft Academic Momentum (AcMo for

short) plan. The visit from our ATD coaches helped prepare us for the AcMo plan as our teams developed proposals for the following within the plan:

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

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

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

Between now and February 5th, 2026 we will be working to finalize and submit the plan.

- *Student Emergency Aid:* Through generous support from the Gates Foundation, NCCC was one of ten community colleges to receive \$22,000 over 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:** In addition to the state's development of a statewide dual enrollment policy that they were charged with as an outcome of the 2025-2026 NYS Budget, they are also rolling out the new [Portrait of Graduate](#).
- **Personnel:** During the Fall 2025 semester, an internal search for a permanent Vice President for Academic Affairs led to the recommendation of Sarah Maroun for that position. Today, I recommend Sarah to you for your consideration to fill that role.

That's all for now. Gratefully yours,

Joe

Joe Keegan
President

**NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION**

WHEREAS Sarah Maroun holds the position of Interim VP of Academic Affairs,

WHEREAS the VP of Academic Affairs Internal Search Committee recommends the appointment of Sarah Maroun to the full-time, 12-month, exempt appointment of VP of Academic Affairs,

WHEREAS the President hereby concurs in this recommendation,

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby approves the temporary appointment of 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.

2025/26
MOTION:
ACTION:
Yeas:
Nays:
Abstentions:
DATE:

Sarah Maroun

P. O. Box 774

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EDUCATION

M.A., English. August, 2007. Bread Loaf School of English, Middlebury College, Middlebury, VT.

B.A., English. Magna Cum Laude, 1995. Middlebury College, Middlebury, VT.
Minors: Secondary Education/ American History.

Certified Secondary Education Teacher. English/History. State of Vermont. 1995-2003.

Professional Education Experience

Interim Vice President for Academic Affairs: 2019-Present. North Country Community College. Saranac Lake, NY.

Currently supervise all academic areas across the College, including academic departments, Records Office, Learning Assistance Center, prison education programs, dual enrollment programs, workforce development, and continuing education. Responsible for facilitating SUNY and New York State Education Department approvals of new degree programs, certificates, and microcredentials. Serve as the accreditation liaison officer for Middle States Commission on Higher Education and previously served as co-chair for the College's most recent accreditation visit that resulted in reaccreditation for eight years without the need for follow-up reports. Manage the Academic Affairs budget of approximately \$6 million, including the facilitation and management of multiple grants at the community, state, and federal levels.

Associate Dean for Academic Affairs: 2014-2019. North Country Community College. Saranac Lake, NY.

Coordinated academic assessment and program reviews across all disciplines, facilitated the transition through two learning management systems, Moodle rooms and Blackboard, coordinated dual enrollment programs across thirty instructional sites, led accreditation efforts through two follow-up visits, and managed efforts to improve retention for students in academic jeopardy.

Humanities Coordinator: 2008-2014. North Country Community College. Saranac Lake, NY

Coordinated all aspects of the Humanities Department including: hiring and supervising adjunct faculty; scheduling and selecting texts for over fifty courses per semester in various disciplines including Drama, English, Humanities, Music, Philosophy, French, and Spanish; developing and managing departmental budgets; working with local high school instructors who teach Bridge courses; organizing assessment for learning outcomes in various disciplines; and addressing student and/or faculty complaints within the department.

English and Humanities Instructor: 2003-2014. North Country Community College. Saranac Lake, NY.

Taught various levels of English Composition and literature courses, as well as Humanities courses including Native American Culture, World Mythology, Film, and Women's Studies, both in the classroom and through distance learning. Developed syllabi, revise course outlines, advise students, serve on various college committees.

Writing Center, Learning Assistance Center Tutor: 2006-2007. North Country Community College. Saranac Lake, NY.

Tutored students to help them improve their writing, revision, and editing skills. Taught and developed classroom workshops on plagiarism, study skills, and organizational skills, as well as 'Munch 'n Crunch' workshops on documentation and punctuation.

Full-time English Instructor: 2002-2003. Paul Smith's College. Paul Smiths, NY.

Taught English Composition I and II.

Adjunct English Instructor: 2002. North Country Community College. Saranac Lake, NY

Taught English Composition I. Committee and Special Project Work

Committee Work at North Country Community College: 2003-2014. Curriculum Committee;

Assessment Committee; Governance Committee; Advisement Committee; College Statement on Academic Integrity; Difficult Dialogues Grant Committee; Take Back the Night Committee; NCCCAP Scholarship Committee (Professional Union); NCCCAP (Professional Union) Professional Leave Committee; College Senate; CFES Representative; Advisor for Outdoor Club.

Professional Development Activities/Conferences

SUNY Chief Academic Officers. 2019-Present. Member of SUNY Chief Academic Officers group.

Panel Presenter, Adirondack Community Foundation Donors Meeting. October 2025.

Panel Presenter, North Country Climate-Ready Workforce Roundtable. October 2025.

Advisory Steering Committee Member, Adirondack Innovation Initiative (A2I). May 2025-Present.

Adirondack Community Foundation Grant Conference. May 2025.

Achieving the Dream Conference. 2025; March/June.

Steering Committee Member, SUNY HEALTHCARES Consortium Department of Labor Grant.
2022-Present.

Panel Presenter, Lake Champlain-Lake George Regional Planning Commission. September 2022.

Middle States Commission on Higher Education. 2017, 2018, 2019; Annual Conferences. 2018; Self-Study Institute.

SUNY Strong Start to Finish. 2017-2019.

Quantway/Statway Conference. 2017. Carnegie Institute.

Al KaFaat University. 2014. Represented SUNY in Beirut, Lebanon to organize assessment efforts for accreditation.

College Governance Leaders Conference. September 2012; September 2013. SUNY Voices Conference for SUNY Community College Governance Leaders.

Outdoor Writers' Conference. September 2013. Conference for Outdoor Writers. National Outdoor Writers' Association.

Freedom Network USA. March 2011. Conference for Educators/Advocates. Freedom Network.

Slavery in New York? Slavery Today?. December 2010. Conference for Educators. John Brown Lives!

College for Every Student Conference. January 2010; January 2011. Regional Conference.

Rethinking Schools Conference. April 2009. SUNY Plattsburgh.

Assessment Conference. February 2007. SUNY Campus Based Assessment Panel.

Plagiarism Conference. April 2006. SUNY Council on Writing.

Successful Teaching Conference. October 2004. Institute for Community College Development.

Additional Professional Experience

Licensed Wilderness First Responder. (WFR). May 2009-Present.

Licensed Emergency Medical Technician. (EMT). State of Utah. 1997-2004.

EMT, Ski Patroller, Snow Safety Analyst, Backcountry Skiing Guide. October-April, 1996-2002.

Solitude Ski Patrol, Solitude Mountain Resort, Brighton, Utah. Duties included responding to medical emergencies, educating the public and resort employees about safe practices, and mitigating avalanche hazards using explosives.

Outdoor Skills Instructor, EMT, Trip Leader. May-August, 2000-2001.

Camp Tuttle—outdoor camp for children. Brighton, Utah. Duties included responding to medical emergencies, supervising staff, and leading hiking, mountain biking, rafting, and week-long camping trips.

Related Undergraduate Experience

Student Teacher. 1995. Middlebury Union High School, Middlebury, VT.

Teaching Assistant. 1994. Middlebury College, VT.

Participated in and led collaborative group work, led class discussions, responded to student writing, and individually tutored students in a freshman seminar.

Peer Writing Tutor. 1994-1995. Middlebury College, VT.

On-call writing tutor for Middlebury campus in teacher education, American literature, history, and English courses.

Teaching Assistant at High School. 1993. Middlebury Union High School. Middlebury, VT.

Observed, assisted, and taught a 10th-grade writing class.

Teaching Internship at High School. January 1994. Middlebury Union High School.

Assisted in developing and executing lesson plans. Supervised and assisted with research projects, group work, and mid-term exams. Assisted a special needs/ IEP student.

Community Service

Adirondack Teacher Center. Board Member. 2023-Present

Tri-Lakes Humane Society. Volunteer. 2024-Present

Perkins Advisory Boards. FEH BOCES. 2021-Present

Grant Committee Member. 2006-2007. Arts Council of the Northern Adirondacks.

Volunteer Trail Worker. May-October 2002-2003. NYSDEC. High Peaks Region.

Volunteer Backcountry Rescuer. 1997-2002. Wasatch Backcountry Rescue.