Board of Trustees Meeting Agenda
Date: October 27, 2026
Time: 9:00 a.m.
Locations: Saranac Lake Campus & Zoom

1. Call to Order

2. Oath of Office | Student Trustee

3. Approval | August 2026, Board Meeting Minutes

4. 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

5. College Reports
   a. R. Pete Suttmeier | Board of Trustees Chair
   b. Sarah Maroun | Vice President Academic Affairs
      - Academic Area Restructuring
   c. Kyle Johnston | Vice President for Marketing & Enrollment
   d. Erik Harvey | Chief Financial Officer
   e. Jackie VanBrunt | Interim Associate Vice President of Student Affairs
      - Beau's Law Policy
   f. Joe Keegan | President
      - Resolution | Association Contract
      - Resolution | Adjunct Faculty Compensation
      - Resolution | 2024-2027 Strategic Plan

6. Representative Reports
   a. Amanda Tagliarino | NCCC Association Executive Director
   b. Erin Walkow | NCCC Foundation Director

7. Old Business

8. New Business

9. Public Comment

10. Executive Session

11. 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.

NORTH COUNTRY COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK

SARANAC LAKE | MALONE | TICONDEROGA

Oath of Office

I do solemnly swear that I will support the Constitution of the United States and the Constitution of the State of New York, and I will faithfully discharge the duties as a member of the ***Board of Trustees of North Country Community College*** according to the best of my ability.

And I do further solemnly swear that I have not directly or indirectly paid, offered or promised to pay, contributed or offered or promised to contribute, any money or other valuable thing as a consideration or reward for the giving or withholding a vote at the election if any at which I was elected or appointed to said office, and have not made any promise to influence the giving or withholding of any such vote.

Printed Name:

Signature:

Date:

Sworn and subscribed before me on this day:

Signature of Notarial Officer:

Affix notary seal/stamp here

Board of Trustees Meeting Minutes

Tuesday, August 25, | 11:00am

Board Members Present: Pete Suttmeier, Donna Wadsworth, David McNally, Tricia Preston, Seth McGowan, Jordanna Mallach, and Jessica Kemp

Excused: Todd LaPage, Linda Beers

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

Board Chair, Pete Suttmeier called the meeting to order at 11:00 a.m.

Oath of Office

Newly governor appointed Board members, Jessica Kemp and Jordanna Mallach read the Oath of Office. Members of the Board welcomed them.

Minutes

Tricia Preston made the motion to accept May 26, 2026, meeting minutes as it was presented in the Board packet. Seth McGowan seconded the motion. May 26, 2026, meeting minutes were unanimously approved (7-0-0). May 26, 2026, meeting minutes were unanimously approved (7-0-0).

The following talking points occurred prior to the final vote.

- Clarification on the temp appointments, and the direction of the Nursing program.
- Revisited May's report regarding SUNY Reconnect launch. At the point of the meeting, NCCC was still waiting for legislative approval. It was ready to go and launched the same day the approval came through.

- Kyle updated comments from the May meeting regarding shared marketing campaigns and what they entail. Kyle shared all programmatic campaigns, which include radio, social, and web advertising.
- David asked about the meetings of Essex/Franklin for the budget review. Erik shared they were successful. David noted he asked to be included in those meetings but was not notified. Erik apologized for the oversight.
- The board asked about the Spring Showcase, Jackie updated the board and shared planning will be held soon for the next one.
- Error in minutes: Stacie will update the wording on page 3 of the May minutes prior to posting.
- David asked for an update on the pool. Joe and Erik shared that the College received the pool study but there is no movement in terms of funding. Though the College applied to DASNY, no colleges were approved this time.

By vote, the May 26, 2026, meeting minutes were unanimously approved (8-0-0).

College Senate Chair | Chad LaDue

- Senate meetings will start soon.
- Majority of committee chairs have been selected.

NCCCAP President | Angela Brice

Shared the first meeting will occur later this week.

CSEA President | Dianna Trummer

No report

Board Chair | Pete Suttmeier

- Welcomed new members to the Board.
- Pete urged members of the Board to attend the annual NYCCT meeting in September. He shared that these conferences are informative and helpful. Pete, Jessica, Jordanna, David and Joe are slated to attend some or all the sessions.

Vice President for Academic Affairs | Sarah Maroun

- Welcomed Jess and Jordanna to the Board and voiced she is looking forward to working with them.
- Shared that gateway English and Math courses were changed this past year by the departments as

part of our student success efforts with ATD and AcMo. Specifically, remedial English and Math courses were removed, and a weekly hour-long lab was added to ENG 101 English Composition and the newly created MAT 104 Foundations of Algebra to support students with developmental needs. These changes will affect almost every student for Fall 2026 taking introductory courses. The humanities and math departments will monitor the changes to verify if students complete and plan to make changes if needed.

- Middle States Accreditation Update:
  - The self-study is underway. This puts in motion the start of a 3-year process.
  - There will be a visit from the Middle States liaison in November. Working groups and committees are being identified.
  - Joe shared the Board will be expected to be involved in each stage of the process. He will elaborate at a later time.
  - Changes to Upstate Correctional: Middle States must review a substantive change request for the college to offer degree programs in Spring 2027.
- Community Health Workers are in demand throughout the region. A training session occurred over the summer with plans for more to be offered in the future.
- David asked about the Sewage Treatment training. Sarah shared the next offer will launch on September 18th. David encouraged members to spread the word for members of the community to enroll.
- Sarah shared an update on the Prison Education Program per Pete's request. Middle States has approved our programs at Adirondack, Franklin and FCI Ray Brook. Members discussed how Bare Hill closure affected enrollments; there are currently 120 students between the 3 facilities and approximately 25 students voiced interest in the program at Upstate Correctional.
- Seth shared there has been a nationwide need for the student success in Math & English for the past decade. Members discussed with Sarah on information from NYSED on how to bridge the gap between high school and college completion.
  - Sarah has not heard of requirements changing within high schools and higher ed.
  - Additionally, Sarah shared that colleges and high schools seem to be starting their own initiatives to help their students.
  - NYS is attempting to make more direct changes, encouraging a funding stream with BOCES to work in conjunction with the course delivery, design, and assessments.
- David asked about the Rail trail Discovery Series. Sarah shared they were put together by Mindy Fredenburg, an Assistant Professor in our Science Department, to include the community. They were

successful and we anticipate offering more opportunities.

The board moved to approve the following resolutions:

Seth McGowan made the motion that the North Country Community College Board of Trustees hereby approves that the North Country Community College Board of Trustees hereby approves the temporary appointment of Lisa Keegan, to the full-time, nine-month (164-day), exempt appointment as Nursing Instructor for the 2026/27 academic year, at an annual salary of $57,860. This position is currently funded in the 2026/27operating budget. In accordance with the current NCCCAP agreement Article VII-Appointment and Promotions, this appointment will expire at the conclusion of the 2026/27 academic year and will not be renewed. Tricia Preston seconded the motion. The motion was unanimously approved (7-0-0).

<u>Vice President for Marketing and Enrollment Management | Kyle Johnston</u>

- Kyle reported Summer 26 has been busy and is considered the busiest season for marketing. However, most of the work starts in winter for the start of the following academic year.
- Kyle shared this year's marketing plan calendar is in development.
- Considering a relaunch of the "6-On-Us" scholarship. Data shows students who have participated tend to stay enrolled afterwards. He explained that the Foundation assists with fundraising.
- Kyle and the Board discussed micro-campaigns targeted for individual programs, particularly those that are underenrolled and could use a boost.
- Shared the newest View Book is in the printing process. They will be ready in time for travel season.
- Soon new videos will be created for the website. Such programs as Human Services and Business will be created, in addition to new animation videos.
- David inquired about marketing presence in the lower region of Essex County (Minerva, Newcomb, etc.), which he is not seeing.
    - Kyle explained that promotion and outreach is tough when there are no channels, radio and papers, to use. Kyle shared the college will do another round of direct mailing soon, which will go to 7-9K households. He went on to explain that digital campaigns do reach a lot of folks, but they need to be in that demographic to see it.
    - Joe said he will be visiting the Town Supervisor of Newcomb this week. Visits like this help to share information about the College that Town Supervisors can share with their constituents.
    - Pete added to the discussion with focus on programmatic campaign for Environmental Programs. Kyle explained that the college monitors web traffic for clicks, but applications are not as heavy as other programs.

- Joe added that while the percentage of enrollment has increased for Fall 2026, the numbers are still low on enrollment for environmental programs.
- When asked, Kyle confirmed with Jordanna that the College is represented at the Wild Center's annual Climate Summit. The student demographic at this event is younger and they tend to go directly to 4-year colleges for specific programs.
- Joe confirmed with David that the College does have pathways in place for students in the environmental sciences. He pointed out that a lot of interest in SUNY ESF Forest Ranger programs do not align well with Environmental Science programs.
- Sarah shared that the college has a good relationship with the DEC and SUNY ESF.
- Work is being done on an environmental science vocational track for Wastewater and more technical programs.
- Chris explained the benefits of the Rail Trail Discovery Program that was held over the summer. It's brand awareness of our faculty and brings community members in to share a great experience.

The board moved to approve the following resolutions:
Seth McGowan made the motion that the North Country Community College Board of Trustees hereby that the North Country Community College Board of Trustees hereby approves the temporary appointment of Lisa Symonds, to the full-time, twelve-month (221-day), exempt appointment as Assistant Director of Financial Aid, effective June 23, 2026, for the remainder of the 2025/26 academic year, at an annual salary of $52,545. 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. Tricia Preston seconded the motion. The motion was unanimously approved (7-0-0).

Jessica asked about Lisa's former role in Facilities. Joe shared that Brittany Cowen has moved in the position as the Admin Aide.

<u>Chief Financial Officer | Erik Harvey</u>:

- Shared that the 26-27 budget is with SUNY undergoing their approval process. He highlighted the budget margin and fund balance impact has not changed and he is working with SUNY on creating a better approval process.
- Members of the board discussed Erik's report as it was shared in the packet.

- Forecast stands from the May meeting.
- Provided an update on the Thesis Student Information System (SIS) project. Pointed out that while the new SIS has launched, there are some outstanding issues. They are in the process of being fixed. Scott has been an incredible support for our employees, and the success of the launch was predominately led by Scott.
- David asked for calendar updates for key events. Stacie will share with the Board through meeting invites.
- David inquired with Erik about his monthly reports regarding what appears to be operating deficit conflicts. Erik explained since forecasts are monthly each month will show movement. Erik clarified how to read the financial reports. Erik also shared the key points in understanding the life of the fund balance.

The board moved to approve the following resolutions:

Seth McGowan made the motion that the North Country Community College Board of Trustees hereby that the North Country Community College Board of Trustees hereby approves the initial term appointment of Kevin Symonds to the full-time, 221-day, exempt appointment as Programmer/Analyst for the 2026/2027 academic year, at an annual rate of $54,952. This position is currently funded in the 2026/27 operating budget. Tricia Preston seconded the motion. The motion was unanimously approved (7-0-0).

- David asked about Kevin Symond's certifications and how he obtained them.
- Jessica pointed out a salary number typo in Kevin's appointment letter to Kevin. Tara voiced the resolution is correct and she will correct the appointment letter.

Tricia Preston brought to the floor a motion that the North Country Community College Board of Trustees hereby that the North Country Community College Board of Trustees hereby approves the May 2026, June 2026, and July 2026 financials as they were presented. There were no objections to approving all three at once. seconded the motion. The motion was unanimously approved (7-0-0).

<u>Interim Associate Vice President of Student Affairs | Jackie VanBrunt:</u>

- Jackie welcomed the Board and noted it is nice to see new trustees.
- Highlighted another round of New Student Orientations (NSO) will be held later this week. There were 2 sessions in July; low numbers enrolled but the attendance rates were high (about 82%). Overall,

throughout August just under 200 students have registered. Expect to get more as we continue to grow the 1st Generation Student Initiative.

- SUNY developed program within the NSO which will extend support for 1st generation students.
- Information Technology and support events to prepare new students were held weekly throughout summer. The attendance was lower than anticipated. Looking into ways to increase attendance to get support prior to the start of semesters.
- Both Men's and Women's soccer teams are full.
- Testing of the portable EKG devices all went well. Three are in the Sparks Facility and readily accessible.
- Update on Bernie, the college's chat-bot through EdSights. Overall student satisfaction scored 69%, which is 30% higher than the national average of community colleges.
- Jackie explained the SUNY Advancing Success in Associate Pathways (ASAP) program. She will share more information soon. She is working with Chris to create a press release to highlight the program.

<u>President | Joe Keegan:</u>

- Extended a warm welcome back and welcomed our new Board members Jessica and Jordanna. He is delighted we have full Board of Trustees and that they are joining us. It's the first time in nearly a decade since we've had a full Board. Ang is currently working to find us a student willing to join the Board as well.
    - Both Pete and Donna's appointments have expired, and they have agreed to be reappointed. Both sponsoring counties of Essex and Franklin have been notified, and we are waiting for their approval.
- Added to Sarah's comments regarding Middle States Self-Study. He stressed the importance of engagement by members of the board.
- Invited the Board to join us at the Employee Celebration family event being held on Friday at Mount Pisgah.
- Asked the board to consider an annual review and individual signing of the Conflict-of-Interest Policy. Copies will be shared at the end of the meeting.
- Members of the Board discussed the 2026-2027 Meeting Schedule. They would like to see the option of potentially starting the Tuesday meetings earlier, at 9:00am. Stacie will put together a proposed schedule and share it for the Board to review. The next meeting will be sometime in October.
- Joe confirmed he will be joining members of the Board at the annual NYCCT Conference in Saratoga next month.

- Expanded on the previous update regarding fall Enrollment numbers. We are trending down slightly going into the start of the academic year. As of Monday, August 24th we were down approximately 4% when compared to this time last year. Last year, the SUNY Reconnect initiative created a big push that reflected the increase in enrollment for Fall 2025.
    - The Liberal Arts programs continue to lose traction at NCCC and throughout the country.
    - Over two-thirds of our current students are enrolled in career track programs.
    - Increasing enrollment remains a consistent focus, reviewing multiple ways to bring in students and how to support them.
    - The college will continue to enroll students in the next two weeks. Joe clarified for Jordanna how the college tracks enrollment numbers and applications.
    - Seth inquired about whether the college knew why the numbers are lower. Joe shared we canvass the students and review their responses. Often, it's because they withdraw due to financial concerns, beyond what we can offer through scholarships.
- Started the process of updating the strategic plan. The current one is slated to expire in 2027. The focus is to lay out new goals for the next 3 years. Joe will share more information as it becomes available.
- Joe updated the progress of grants and capital projects.
    - The new vestibule for Sparks Athletics is now complete.
    - JMZ completed the Learning Commons Feasibility Study. We're awaiting a report for the potential grant.
    - JMZ is working on the Rail Trail Feasibility study that would a new building.
    - Planning is almost complete and the college anticipates tearing down the old radio station on the Saranac Lake campus.
        - David asked about the station. Joe shared the history of the locally owned WNBZ station. In 2017, one of our county sponsors, Essex County, added the building and property to the college in 2017. We are currently awaiting a quote to demolish the site due to asbestos and other areas of safety concerns.
- David revisited the topic of the college's pool. Erik explained the financials needed to update and repair the pool. Currently $200k is what is set aside for funding, but the assessment is $500K is needed for mechanicals alone.
        - Jordanna shared her perspective as the Town Supervisor, the need for swimming lessons is massive. When asked about cost, Chad shared the college provides free swim lessons through a grant, approximately 215 kids in our community receive free lessons each semester.

- The board discussed the financial impact of pool use. Currently, there is no cost to us for lifeguards and instructors, but the college is not yielding any financial return. The College did receive the state's SWIMS (NY Statewide Investment in More Swimming) Grant. Prior to the grant, the College had ½ as many attendees when people were charged.
- Tricia inquired about the Ironman Grant. Chad shared the College applied for this grant but were denied this round.
- It was noted that the College previously received 10k for LEAF Grant. Courses are being offered by the college for students (WSI, Lifeguarding – wilderness rec programs – 12-15 students take the lifeguarding class).
- Members of the board asked about Deb Fox and if she offers lifeguarding course. Chad shared the College has someone else to provide it; spoke of shortage of lifeguards throughout both counties. Spring 4-5 lifeguard training for certification.
- Seth clarified swimming lessons for local community are reaching 215 kids per semester. When paying customers came it was about 100 enrolled per semester. Chad explained that Jerrad works with the school districts to help with scheduling so we can accommodate so many students.
- Erin shared Saranac Lake Fire Department's diving team uses the pool for training.
- Tricia asked if the college can we do a pool-specific appeal letter to community organizations.
- Jordanna shared there is a group interested in forming a competitive swim team.
- Members discussed the overall use of the pool. Tricia said she is available to help seek funding opportunities.

<u>NCCC Association Director | Amanda Tagliano</u>

- Pete welcomed Amanda and introduced her to the Board.
- Amanda shared 98 students have been placed in the dorms (6 beds remaining)
- Current revenue numbers:
  - Dorms = $340,750
  - Meal Plan = $220K
  - College store = $55K
- Amanda shared she is excited about the opportunities ahead. Only 3 weeks into the position and she is looking for ways to better support our students and college community.
- David asked about full-time student population numbers, 25% of what is on Saranac campus.
- David asked about the meal plan availability to the college community. She shared it is available to

anyone, with a variety of options.

- Jordanna asked if the association does meal bucks for students to use in town businesses? Amanda is working to establish relationships with local businesses to offer a similar plan to Bobcat Bucks'.

NCCC Foundation Director | Erin Walkow:

- Erin shared her excitement in working with Amanda to identify ways to support the Foundation, the Association, and whole college community.
- Erin welcomed Jordanna and Jessica to the Board.
- Tricia asked if Erin had worked with the Uhlein Foundation. Erin said it is something she's looking into
- When asked by David, Erin shared that the 2025 end of year appeal brought in up to $15K.
- Jordanna asked about big gifts the Foundation is receiving and how many people are contributing. Erin shared there are up to 100 donors, a significant increase over the past 5 years. There has been significant growth in donations and consistent donors but room for more.
- Jordanna recommended we explore ways to obtain donations from community members who access opportunities with the college.
- David asked about an alumni list and his interest in using it more for advocacy than fundraising. Erin explained that obtaining an accurate list is hard and not a lucrative endeavor. Seth shared based on his experience in education, alumni lists are difficult to get and maintain. Erin works with organizations to get updated information, but the efforts are not sustainable and wholly accurate.
- David asked if the Foundation was able to provide funds for pool repairs. Erik shared that $200K is already allocated for pool repairs. We will invest those dollars in the necessary repairs once we receive a full-scope study. Most of the recent study focused on the pool's mechanicals.

Old Business

None

New Business

None

Public Comment

None

Executive Session

Trisha Preston made the motion to enter Executive Session at 12:30 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. Seth McGowan seconded the motion. The motion was passed unanimously (7-0-0). Joe Keegan was invited to attend the meeting at 12:30 p.m.

David McNally made the motion to leave Executive Session at 1:05 pm, and Seth McGowan seconded it. The motion passed unanimously.

David McNally made the motion to enter Public Session at 1:06 pm, and Seth McGowan seconded it. The motion passed unanimously.

Joe presented the following candidates for promotion in rank:

Faculty/Staff Applicant	Position	Recommend Promotion From and To
Angela Brice	Assistant Director of Student Life	A5 to A4 (1st level of promotion)
Rachel Zurschmit	Assistant Director of Admissions	A5 to A4 (1st level of promotion)
Terry Kemp	Academic Technology Coordinator	A5 to A4 (1st level of promotion)
Sean LaPlante	Instructor of Mathematics	Instructor to Assistant Professor (1st level of promotion)
Becky LaDue	Associate Professor and Program Director of Radiologic Technology	Associate Professor to Professor (3rd level of promotion)

Seth McGowan made the motion to accept the candidates for promotion and Trisha Preston seconded it. The motion passed 6 (supporting) – 0 (not supporting) – 1 (abstaining).

Adjourn

Tricia Preston made a motion to adjourn the meeting. Seth McGowan seconded the motion. The motion was approved unanimously (7-0-0). The Board meeting was adjourned at 1:15 p.m.

Respectfully Submitted,



Stacie G. Hurwitch

Assistant Secretary, NCCC Board of Trustees

Date: October, 2026

Resolution: 2026-2027 | Pending

Motion:

Seconded:

Action: Pending (x-x-x)

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

VPAA Report to the Board of Trustees
October 27, 2026

Please find the following report from the Academic Area.

✶ Academic Planning, Programs and Policies:

Fall 2026: We have reached the midterm point in the semester, with the first quarter ending on October 23rd and the second quarter beginning October 26th. Outreach to students who need support is underway through the Learning Assistance Centers and our Student Success Coaches.

Spring 2026: The Spring 2027 schedule is out for public review and priority registration for continuing students begins on November 2, 2026. Advisors will meet with students to review current progress and choose courses for next semester.

SUNY's Academic Momentum Campaign/Achieving the Dream Initiative: The Achieving the Dream group continues to meet every other Friday. The focus for the fall semester includes looking at student persistence throughout the first semester and into the second semester. All are welcome to attend those meetings to provide input and feedback. In addition to facilitating the course redesign project (English and Math requirements), the academic area reviewing course design and program course sequences as part of our efforts to support students' academic journey and improve retention and success rates.

Faculty Professional Development: At the October 20th faculty meeting, Dr. Elizabeth Stein presented on Universal Design for Learning (UDL) concepts in an introductory session to explore more accessible course design and course facilitation. This educational philosophy focuses on identifying barriers and providing scaffolding for students who may have barriers that prevent them from performing in their courses. Dr. Stein will be available as a consultant for faculty who wish to explore ways to revise their course designs, both online and in the classroom. Additionally, the Director of the Prison Education Program, Sarah Kilby and two faculty members attended the SUNY Office of Higher Education's Teaching in Prison conference from October 19-21 at SUNY Ulster.

SUNY Seamless Transfer Initiative: SUNY continues to bring campuses together to improve transfer processes and opportunities for students across the system. As part of this initiative, NCCC will need to review grading policies during the 26-27 academic year as described in the guidelines to review Equitable Grading Policy (see attached guidelines from SUNY).

Academic Division Restructure: For the last year, we have discussed reorganizing academic departments into larger divisions. The intent is to provide more continuity across programs, develop more cohesive scheduling, and consistency in hiring, onboarding, and oversight. For the last three or four years, there have been suggestions among the faculty that more support is needed across the academic area. In 2022, we presented a proposal to the Academic Chair/Director group, and that the time, the group was not in favor of the proposal. Since that time, further discussions indicated support to revisit the proposal. We did so in the Fall 2025 semester and asked for input from chairs and directors as well as the faculty. A revised draft was sent to NCCCAP in June of 2026 for additional feedback and review. On October 1, 2026, we received word that the NCCCAP membership voted on the proposal in support of moving forward. Next steps include presenting the proposal to the Board of Trustees for discussion and review.

New York State Education Department Nursing Site Visit: As part of the nursing accreditation process, representatives from the New York State Department of Education, Office of the Professions, will be visiting all three campuses and a clinical site on November 11-13th. Members of the campus community will be included in a series of meetings over those three days. Many thanks everyone who is participating in that process.

Dual Enrollment: NCCC facilitated two additional professional development sessions for dual enrollment faculty on October 1st at the Adirondack Educational Center. Between the August and October sessions, 55 faculty attended. Plans for future sessions include connecting dual enrollment faculty with NCCC faculty for discipline-specific discussions.

Middle States Commission on Higher Education (MSCHE):

- **Self-Study Schedule:** The MSCHE on-campus liaison visit will take place on January 21, 2027. Prior to that, we will meet as a Steering Committee to review the draft of the Self-Study Design and plan the process for gathering evidence for the Working Groups.

Prison Education Program (PEP):

- We are still waiting on approval from MSCHE to add Upstate Correctional Facility as an additional Prison Education Program location. This is the first step needed to apply to the U.S. Department of Education for PELL eligibility. Notification will be provided by November 1st. If approved, we can move forward with the application to the U.S. Department of Education.

Workforce Development and Community Education:

- **Community Health Worker Training:** The next cohort begins on October 12th and runs through December 14th.
- **Basic Operator Training--Wastewater:** We are offering a new cohort of wastewater operator training that began on September 14th,. The training will run through November 7th.
- **Professional Skills for Workplace Success:** This is an online course that runs from September 21st-November 9th. We are offering the course to Essex and Franklin county employees at no charge.
- **Pottery Classes:** We have four non-credit pottery classes this semester. Session 1 is running from September 15th-October 22nd on Tuesdays and Thursdays and Session II runs from September 14th-October 26th on Mondays and Wednesdays. Both courses meet from 5:30-8:30 pm. Session III includes both a beginner/intermediate and an advanced course that will begin on October 27th- December 8th. The beginner/intermediate course will meet on Mondays and Wednesdays and the advanced course will meet on Tuesdays and Thursdays. Both courses will meet from 5:30-8:30 pm.
- **Emergency Medical Technician:** We are offering a credit/non-credit EMT course in Malone and Saranac Lake for the fall semester.
- **Welcoming and Belonging:** In conjunction with the Adirondack North Country Association (ANCA), we are offering a Welcoming and Belonging course for area businesses and community groups. The course provides knowledge and skills related to best practices for creating inclusive and welcoming spaces for staff and clientele. The course began on August 31st and will run until December 17th.

Respectfully submitted,

Sarah Maroun
Vice President for Academic Affairs

NORTH COUNTRY COMMUNITY COLLEGE
RESOLUTION

WHEREAS the United States Department of Education and the National Council for the State Authorization and Reciprocity Agreements (NC-SARA) require an Institutional Student Location Policy; and

WHEREAS the College offers online courses and online degree programs to students who may reside outside of New York State; and

WHEREAS current NCCC students may relocate to another state and choose to remain in courses at NCCC; and

NOW, THEREFORE, BE IT

RESOLVED that the North Country Community College Board of Trustees hereby supports the adoption of NCCC's Institutional Student Location Policy to assure compliance with the U.S. Department of Education and NC-SARA's requirements.

MOTION:
ACTION:
Yeas:
Nays:
Abstentions:
DATE:

NORTH COUNTRY COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK

SARANAC LAKE | MALONE | TICONDEROGA

NCCC Board of Trustees Approved Procedure

POLICY: Institutional Location Policy
DRAFTED: September 2026
ADOPTED:
REVIEWED:

I. POLICY STATEMENT

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

II. POLICY AND PURPOSE

In order to assure compliance with federal regulations on state authorization in accordance with 34 CFR § 600.9(c)(2) and professional licensure disclosure requirements of 34 CFR §668.43(a)(5)(v), 668.43(c), North Country Community College must determine the primary physical location of students enrolled in licensure programs. The following procedures will assure that the College meets these requirements.

III. PROCEDURES

1. A student's location is determined at the time of application or enrollment using the student's physical address of residence.
2. Students are responsible for notifying NCCC of any change in their physical address through the College's change of address process. If a student enrolled in a licensure program moves to another state and submits a change of address form, the College will notify them within 14 days that it cannot guarantee the program will meet their state's licensure requirements. The College will direct them to the NCCC website page with links to each state's licensure board website.
3. The College shall maintain location records to remain in compliance with the requirements outlined above.

IV. DEFINITIONS:

1. **Student Location:** Student location is the state in which the student physically resides when they enroll at the college.
2. **Licensure Programs:** Programs that lead to certification or professional licensures registered with NYSED.

NORTH COUNTRY COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK

Vice President of Marketing & Enrollment

Report to the Board of Trustees

Created October 22nd, 2026

Project, Enrollment, Financial Aid, and Marketing Updates:

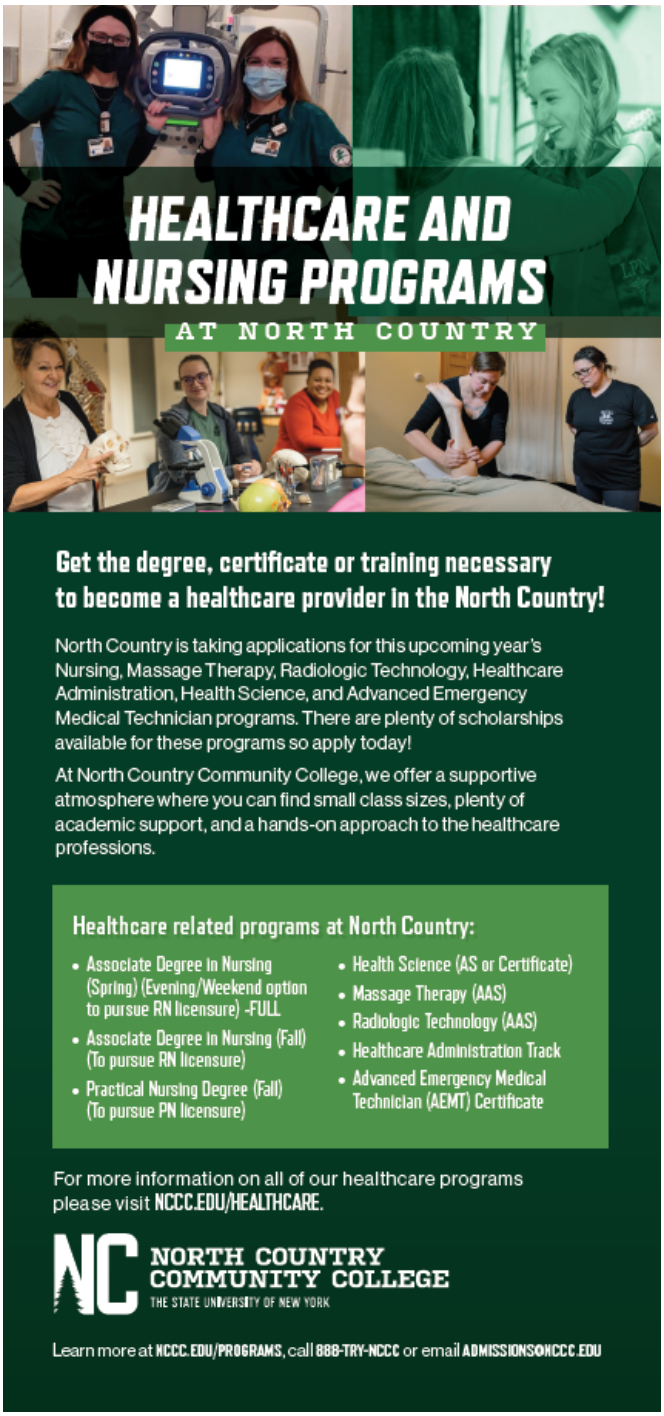
- **Major project updates:**
  - **SUNY PROJECTS:** SUNY Reconnect was recently granted a significant criteria change for students. Now, students WITH prior degrees are eligible for the program which opens this opportunity up to an entirely different market. We have recently sent out roughly 7000 postcard mailers throughout our region showcasing SUNY Reconnect along with the rest of our largest scholarship programs.
  - **SLATE CRM (Customer Relationship Management):** As part of our recent Department of Education Office of Civil Rights website accessibility work, we undertook a new project to move more of our forms over to our Slate instance. Significant work was completed to both refresh the look of our forms template and to ensure form accessibility and compliance. Once approved, the new template was extended to all other forms across our website including the college application and application portal.
  - **EdSights Retain/Admit/Web Chat & Text Support Implementation:** The communications plans for both the Admit and Retain sides of the EdSights product are in full swing. We've taken the plan from last year and have supplemented it with further outreach to contact students at key points during their enrollment and current student journeys. New functionality was recently rolled out that gives us more user control and provides a much better calendar view of all that is planned for students.
- **Enrollment Team:** The Admissions Office hosted our own college fair in early October and saw a nice rebound from last year's low numbers. The total number of attendees and high schools participating rose fairly significantly which was encouraging to see. Attracting regional high schools (and filling busses that we pay for) has been increasingly difficult the last 3 years. Additionally, the team has been traveling throughout the state since late September attending college fairs, providing high school visits, and conducting presentations during OpInforums for high school counselors.
- **Financial Aid Team:** The Financial Aid Office has been very busy working alongside the Registrar's Office and our Institutional Research folks to complete our Financial Value Transparency/Gainful Employment regulation reporting to the Department of Education. The DOE created this process to assess the degree to which programs at colleges are leading to future gainful employment for students.

Marketing and Web Updates:

- Our small web team has been working along with a few other departments at the college to address long-standing accessibility concerns across our website. We've made significant improvements to the site as a whole in recent years but the compliance needs have ratcheted up significantly since the site was first built in 2018. This past week the DOE OCR division assessed our site after many months of improvements were made and determined that we are now back in compliance. The fixes that were made/devised during this process with the OCR are now being applied across our site(s) and we are determined to be fully compliant by April 2027 when the new regulations kick in.

NORTH COUNTRY COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK

- Upcoming Campaigns: Our programmatic advertising will feature our Healthcare and Nursing programs in November/December and our Transfer Programs in December/January. Additionally, we will launch our Spring Registration, SUNY Reconnect, Scholsrships-4-Everyone, and Short-Term-Offerings campaigns in December/January.



NORTH COUNTRY COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK

Program Specific Mockups - Healthcare & Nursing

Newsfeed Ads





NORTH COUNTRY COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK



SUNY RECONNECT

Thanks to SUNY Reconnect and the Opportunity Promise Scholarship Program, eligible adult learners (New York State residents age 25-55 who have not already completed a college degree) can earn a tuition-free degree at North Country Community College in 7 high-demand degree programs. SUNY Reconnect covers tuition, fees, books, and supplies for eligible students.

ADDICTION PROFESSIONALS SCHOLARSHIP PROGRAM

Full tuition paid scholarships are now available for the Addictions Counseling program! North Country Community College has partnered with the Office of Addiction Services and Supports (OASAS) to provide the Addiction Professionals Scholarship Program (APSP). The APSP, is an OASAS initiative funded by the Opioid Settlement Fund. It covers the cost of tuition, fees, textbooks, and Credentialed Alcoholism and Substance Abuse Counselor (CASAC) application and exam fees. Eligible candidates will also be offered a paid internship with a participating employer.

ESSEX AND FRANKLIN SCHOLARS AWARDS

For first-time-in-college students who graduated from high schools within Essex or Franklin counties and still reside within the counties. Students must graduate high school with an 85% cumulative average and have a New York State Regents Diploma with Advanced Designation. This award covers up to the full cost of tuition for four semesters of study. This scholarship is automatically awarded to accepted students who meet the criteria and have submitted their FAFSA and TAP financial aid applications.

NCCC OPPORTUNITY SCHOLARSHIP

For full-time and part-time degree-seeking students that do not qualify for the Addiction Professionals, SUNY Reconnect, Essex/Franklin Scholars Award or Hodson scholarship programs. Students will receive added support from their assigned student success coach.

IF YOU HAVE QUESTIONS, SIMPLY
EMAIL **ADMISSIONS@NCCC.EDU**
OR GIVE US A CALL AT **888-TRY-NCCC!**

NCCC.EDU/SCHOLARSHIPS

NORTH COUNTRY COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK

Events

New Event | New Template

Search Events...

October 2026

month | week | day | today

Sun	Mon	Tue	Wed	Thu	Fri	Sat
27	28	29	30	1	2	3
	North Country Swing					10:00am 45th Oktoberfest Malone, NY
	9:00am JLACD Higher Ed Day Watertown, NY #7	9:00am OFA Higher Ed Day Ogdensburg, NY #26	8:00am Salmon River Education Day Fort Covington, NY	8:00am SUNY Optinform Oswego Oswego, NY	10:00am Crown Point College Fair Crown Point, NY #1	
	5:30pm JLACD Higher Ed Night Watertown, NY	5:00pm Northern Zone College Fair at SUNY... Potsdam, NY	8:30am TH-County Counselors Association F... Johnstown, NY	9:00am 2026 NCCC Fair: Reps Saranac Lake, NY #48		
	6:30pm CASDA Schenectady HS Fair Schenectady, NY	6:00pm CVTEC Mineville Family Night Mineville, NY	9:30am SUNY Plattsburgh Higher Ed Day Plattsburgh, NY #8	9:00am NCCC College Fair Saranac Lake, NY #7		
		6:30pm CASDA Saratoga HS Fair Saratoga Springs, NY	6:00pm SUNY Plattsburgh Higher Ed Night Plattsburgh, NY	10:00am CASDA Amsterdam HS Fair Amsterdam, NY		
			6:30pm CASDA Bethlehem HS Fair Delmar, NY	5:00pm SLL BOCES Southwest Tech Open H... Gouverneur, NY		
				5:30pm AOK School Counselors Assoc Colle... Queensbury, NY #1		
4	5	6	7	8	9	10
	6:00pm SUNY Syracuse College Fair Evenin... Syracuse, NY	9:30am SUNY Syracuse College Fair Day Pro... Syracuse, NY #19 (18)	8:00am NIEA (National Indian Education Association) Conference			
		6:30pm CNS High School College Fair Clinton, NY	8:00am Burnt Hills/Ballston Lake HS Fair Burnt Hills, NY	10:30am Madison County College Fair Oneida, NY	10:00am NCCC Fall Preview Day Saranac Lake, NY #2 (2)	
		6:30pm MVCA College Night Utica, NY #2	9:00am Ballston Spa Mini Fair Ballston Spa, NY		1:00pm NCCC Fall Preview Day Saranac Lake, NY #1 (1)	
			12:30pm WVS College Fair Verona, NY			
			6:30pm RFA College Night Rome, NY			
11	12	13	14	15	16	17
	NCCC Closed - Fall Break	8:30am SP HSV - Edwards-Knox Hermon, NY #1	9:00am HG Sackett BOCES College Day Glenfield, NY	8:00am SUNY Optinform Schenectady Schenectady, NY	8:00am SUNY Optinform FIT New York, NY	
		10:00am SP HSV - SWT BOCES Gouverneur, NY	5:00pm Northwest Tech Fall Open House Ogdensburg, NY	10:00am Fort Drum Education Day Fort Drum, NY	9:45am SP HSV - OFA Ogdensburg, NY #1	
		11:00am SP HSV - Gouverneur Gouverneur, NY #1			11:15am SP HSV - Morristown Morristown, NY	
					1:00pm SP HSV - Hammond Hammond, NY	
18	19	20	21	22	23	24
		10:00am TCI Day/Night College Fairs Dryden, NY	9:00am SUNY New York City Fair New York, NY	8:00am Twin Tiers College Fair Corning, NY	9:00am Fair Haven College Fair Fair Haven, VT	
		11:00am SUNY New York City Fair New York, NY		9:00am Adirondack Youth Climate Summit Tupper Lake, NY		
				10:30am SP HSV - Heuvelton Heuvelton, NY		
				11:15am SP HSV - Canton Canton, NY		
				12:30pm SP HSV - Madrid-Waddington Madrid, NY		
				6:00pm Cayuga Counselors Association Coll... Auburn, NY		
25	26	27	28	29	30	31
	8:30am SP HSV - Seaway BOCES Norwood, NY	7:45am SP HSV - Norwood-Norfolk Norwood, NY	8:30am HFM BOCES Fair Johnstown, NY	10:15am SP HSV - Northern Adirondack Ellenburg Center, NY		
	1:00pm SP HSV - Salmon River Central Fort Covington, NY	11:00am SP HSV - Massena Central Massena, NY	8:45am SP HSV - Colton-Pierrepont Colton, NY			
			9:45am SP HSV - Parishville Parishville, NY			
			10:45am SP HSV - Potsdam Central Potsdam, NY			
			12:00pm SP HSV - St. Lawrence Central Brasher Falls, NY			
1	2	3	4	5	6	7

NORTH COUNTRY COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK

slate

2027 Spring Application Volume

Folder	2027 Reports
Current as of	10/22/2026 at 02:13:37 PM ET
Status	Completed successfully.

Application Categories - YTD

Metric	Spring 2027 Applications	Spring 2026 Applications	Spring 2025 Applications	Spring 2024 Applications	Spring 2023 Applications	Spring 2022 Applications
Spring Applications	253	265	198	194	102	62
Spring SUNY Applications	21	36	1	9		
Incomplete Applications	98					
Decided	141	152	120	91	28	28
Withdrawn Applications	10					

Admissions Decisions - YTD

Metric	Spring 2027 Applications	Spring 2026 Applications	Spring 2025 Applications	Spring 2024 Applications	Spring 2023 Applications	Spring 2022 Applications
Decided Applications	141	152	120	91	28	28
Decided SUNY Applications	5	5				
Accepted Applicants	141	151	119	87	28	28
Denial						

Yield (Intent to Enroll)

Metric	Spring 2027 Applications	Spring 2026 Applications	Spring 2025 Applications	Spring 2024 Applications	Spring 2023 Applications	Spring 2022 Applications
Admitted: Confirmed Intent to ...	67	91	70	45	11	10
FirstTime/Transfer/ReAdmit: C...	60	77	63	43	11	10
Current/Continuing: Confirmed...	7	14	7	2		
Admitted: Confirmed SUNY Apps	2	1				
Admitted: Declined Enrollment		4	2			1

NORTH COUNTRY COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK

SARANAC LAKE | MALONE | TICONDEROGA

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

Greetings,
As always, I hope this report finds you well. In this month's report I'm just providing a preliminary view of the 2025-26 fiscal year end operating performance, an update on fall enrollment and related revenue impacts, a few status updates, and a preview of what you can expect at the November meeting.

Preliminary 2025-26

- AAFTE Enrollment

	2025-26		2024-25	More (Less)		More (Less)	
AAFTE	**Actual**	**Budget**	**Actual**	**vs. Budget**		**vs. 2024-25**	
In-State	654	630	611	24	4%	43	7%
Out of State	60	45	44	15	33%	16	35%
In/Out of State	**714**	**675**	**655**	**39**	**6%**	**59**	**9%**
Concurrent Enrollment	262	205	220	58	28%	42	19%
Core Operating	**977**	**880**	**875**	**97**	**11%**	**102**	**12%**
Pell Prison Program	128	135	134	(7)	-5%	(6)	-4%
Total AAFTE	**1,105**	**1,015**	**1,009**	**90**	**9%**	**96**	**10%**

- Total AAFTE of 1105 was 96 or 10% more than prior year and 90 or 9% more than budget.
- In state AAFTE of 654 was 43 or 7% more than prior year and 24 or 4% more than budget.
- Out-of-state AAFTE of 60 was 16 or 35% more than prior year and 15 or 33% more than budget.
- Total In/Out AAFTE of 714 was 59 or 9% more than prior year and 39 or 6% more than budget.
- Bridge AAFTE of 262 was 42 or 19% more than prior year and 58 or 28% more than budget.
- 2nd Chance Pell AAFTE of 128 was 6 or 4% less than prior year and 7 or 5% less than budget.

- Unrestricted Operating Preliminary Results
  - Revenue of $17.4 million was $1 million or 6% more than Budget and $1.4 million or 9% better than prior year.
  - Expense of $17.2 million was $709K or 4% worse than budget and $1.4 million or 9% worse than prior year.
  - Non-operating capitalized costs make up the balance of the variance.
  - North Country ended 2025-26 preliminarily with a $60K deficit vs. a budgeted deficit of $130K. The fund balance as of August 31, 2026, was $5 million or 29% of 25-26 net operating costs.

Fall 2026 Enrollment and Full Year Revenue Impact

Fall 2027

AAFTE	2026-27 Actual	2026-27 Budget	2025-26 Actual	More (Less) vs. Budget		More (Less) vs. 2025-26	
In-State	308	335	319	(27)	-8%	(11)	-4%
Out of State	23	29	31	(6)	-21%	(8)	-26%
In/Out of State	**331**	**364**	**350**	**(33)**	**-9%**	**(19)**	**-5%**
Concurrent Enrollment	233	203	214	30	15%	19	9%
Core Operating	**564**	**567**	**564**	**(3)**	**-1%**	**(0)**	**0%**
Pell Prison Program	44	32	41	12	36%	2	5%
Total AAFTE	**607**	**599**	**605**	**8**	**1%**	**2**	**0%**

- Total AAFTE of 607 was 2 or 0.3% more than prior year and 8 or 1% more than budget.
- In state AAFTE of 308 was 11 or 4% less than prior year and 27 or 8% less than budget.
- Out-of-state AAFTE of 23 was 8 or 26% less than prior year and 6 or 21% less than budget.
- Total In/Out AAFTE of 331 was 19 or 5% less than prior year and 33 or 9% less than budget.
- Bridge AAFTE of 233 was 19 or 9% more than prior year and 30 or 15% more than budget.
- 2nd Chance Pell AAFTE of 44 was 2 or 5% more than prior year and 12 or 36% more than budget.

Full Year Projection 2026-27

AAFTE	2026-27 Forecast	2026-27 Budget	2025-26 Prelim	More (Less) vs. Budget		More (Less) vs. 2025-26	
In-State	625	680	654	(55)	-8%	(29)	-4%
Out of State	44	55	60	(11)	-20%	(16)	-27%
In/Out of State	**669**	**735**	**714**	**(66)**	**-9%**	**(45)**	**-6%**
Concurrent Enrollment	287	250	262	37	15%	24	9%
Core Operating	**955**	**985**	**977**	**(30)**	**-3%**	**(21)**	**-2%**
Pell Prison Program	135	130	128	5	4%	6	5%
Total AAFTE	**1,090**	**1,115**	**1,105**	**(25)**	**-2%**	**(15)**	**-1%**

- Total AAFTE of 1,090 is 15 or 1% less than prior year and 25 or 2% less than budget.
- In state AAFTE of 625 is 29 or 4% less than prior year and 55 or 8% less than budget.
- Out-of-state AAFTE of 44 is 16 or 27% less than prior year and 11 or 20% less than budget.
- Total In/Out AAFTE of 669 is 45 or 6% less than prior year and 66 or 9% less than budget.
- Bridge AAFTE of 287 is 24 or 9% more than prior year and 37 or 15% more than budget.
- 2nd Chance Pell AAFTE of 135 is 6 or 5% more than prior year and 5 or 4% more than budget.

Full Year Revenue Impact 2026-27

$450K is the full year projected reduction of revenue due to the fall enrollment performance. The decline in enrollment seems to be related to intake as opposed to recurring students, signaling the retention investments and efforts of the college are having a positive impact. The college is analyzing why such a shortfall occurred with new students.

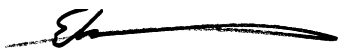
Status Updates

- Boulrice & Wood CPAs, PC is performing financial audit fieldwork on-site October 26-30.
  - No new GASB pronouncements this year.
  - The audit has been going well and is on schedule. We have a great team here.
  - The trial balance was locked on 10/23/2026.
- SUNY Annual Report draft is already in process – Due by 12/31
- Tuition rates for 2027-28 are working through shared governance.
  - A 2% tuition increase for 27-28 is being discussed.
  - The TAP max award needs consideration as a 2% increase would exceed TAP max.
  - New fee for the Association to help cover Athletic expenses as other colleges do.
- Postproduction Support of Thesis Elements
  - The environment is operating well and is scaled appropriately albeit with some bugs.
  - The vendor has shifted out of "hyper care" and into standard support.
  - Users are gaining more confidence in processing and reporting each day.
  - Data hygiene continues to be a challenge that existed before the conversion.
  - Power BI reporting training is available to decentralize reporting to the users for empowerment and efficiency. Users are trying to free up to take advantage.
  - There were challenges with the new student, and faculty portals. North Country had customized the older hosted portals and cannot do so in the new Software as a Service (SaaS) environment. The college is seeking solutions with new ways to process and share info. The faculty portal has an email issue that has been elevated to a "showstopper: priority level with the vendor.
  - Phase II Enhancements are still on hold pending further system stabilization and user availability. Prioritization of these items will commence soon.

November Meeting Preview

- Student Information System and General IT/IR status update
- 2026-27 Tuition Rate review and feedback/approval.
  - Administrative Team recommended 2% increase to tuition – 10/19
  - President's Council recommended 2% increase to tuition – 10/20
  - *Long Range Strategic Planning review and recommendation – 11/6*
  - *College Senate review and recommendation – 11/13*
  - *President determines recommendation to the board*
  - *College Board of Trustees review and approval – 11/24*
- 2025-26 Year End Summary w/Variance Analysis
- August, September and October 2026 financials for review and approval.
- 2026-27 Forecast with fall enrollment considered.
- 5-year financial projection.
- ATD Action Item Update: Building a "Minimum Viable" Data Infrastructure

Kind regards,



Erik Harvey
Chief Financial Officer

NORTH COUNTRY COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK

North Country Community College

Sponsored by Franklin and Essex Counties

PRELIMINARY OPERATING FUND FINANCIAL REPORT
As of August 31, 2026

SUBMITTED TO THE BOARD OF TRUSTEES
October 27, 2026

Presented by
ERIK HARVEY
Chief Financial Officer

North Country Community College
Balance Sheet - Preliminary
AUGUST 31, 2026

	Current Year Actual	Prior Year Actual	Current Year Inc (Dec)
Assets			
Cash	$ 4,443,934	$ 3,490,839	$ 953,095
Accounts Receivable-Students	937,737	784,015	153,722
Due From NCCC Association	31,267	44,804	(13,537)
Due From NCCC Foundation (Contributions)	1,206,319	1,187,748	18,571
Due From Other Funds	600,755	686,170	(85,415)
Due From Governments (State & Fed Fin Aid)	387,566	1,307,025	(919,459)
Prepaid Expenses	495,459	412,655	82,805
Total Assets	$ 8,103,036	$ 7,913,255	$ 189,781
Liabilities			
Accounts Payable	$ 77,872	$ 175,158	$ (97,286)
Payroll & Benefits Liabilities	43,821	33,154	10,667
Due to NCCC Association (Room, Meals, Books)	60,595	8,378	52,217
Due to NCCC Foundation (Rent)	445,687	434,232	11,455
Due to Other Funds	-	-	-
Due to Retirement	646,899	477,578	169,321
Compensated Absences	837,830	811,235	26,595
Other Liabilities	992,932	916,514	76,418
Total Liabilities	$ 3,105,635	$ 2,856,249	$ 249,387
Month End Equity	$ 4,997,401	$ 5,057,006	
Total Liabilities & Equity	$ 8,103,036	$ 7,913,255	

Fund Balance Summary	
Fund Balance as of 09/01/25	$ 5,057,006
25-26 Surplus (Deficit)	$ (59,606)
Fund Balance as of 09/01/26 [1]	$ 4,997,400
Fund Balance as a % of NOC	29%

[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 - Preliminary
AUGUST 31, 2026

	Annual Budget	Year to Date Actual	Year to Date M (L)	% of Budget
Revenues				
Tuition & Fees	$ 6,643,757	$ 6,903,941	$ 260,184	104%
Sponsors' Contribution	2,757,400	2,657,400	(100,000)	96%
Chargebacks	818,340	1,097,852	279,512	134%
Out-of-State Tuition	371,520	503,800	132,280	136%
State Aid	3,944,375	3,944,376	1	100%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions	1,873,391	2,311,772	438,381	123%
Total Revenues	$ 16,408,783	$ 17,419,141	$ 1,010,358	106%
Expenditures				
Salaries	$ 7,869,801	$ 8,226,196	$ 356,395	105%
Payroll Taxes	602,040	603,304	1,264	100%
Medical	2,407,200	2,454,631	47,431	102%
Retirement	768,700	887,960	119,260	116%
Other	103,394	89,343	(14,051)	86%
Equipment	30,000	47,741	17,741	159%
Facility Leases	1,718,141	1,738,660	20,519	101%
Utilities	422,900	475,643	52,743	112%
Maintenance	282,000	297,774	15,774	106%
Office & General Supplies	46,185	57,233	11,048	124%
Advertising	180,000	162,615	(17,385)	90%
Professional Services	141,290	140,717	(573)	100%
Information Technology	608,442	541,456	(66,986)	89%
Library & Instructional Supplies	273,075	284,538	11,463	104%
Scholarships	584,271	671,054	86,783	115%
Travel	114,540	127,804	13,264	112%
Property & Liability Ins.	195,579	224,229	28,649	115%
Miscellaneous	191,225	216,812	25,588	113%
Total Expenditures	$ 16,538,783	$ 17,247,709	$ 708,926	104%
Operating Surplus (Deficit)	$ (130,000)	$ 171,432	$ 301,432	-232%
Non-Operating Activity	-	(231,038)	(231,038)	NA
Total Fund Surplus (Deficit)	$ (130,000)	$ (59,606)	$ 70,395	-54%

NORTH COUNTRY COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK

North Country Community College

Sponsored by Franklin and Essex Counties

25-26 AUGUST PRELIMINARY OPERATING STATEMENT

SUBMITTED TO THE BOARD OF TRUSTEES
October 27, 2026

Presented by
ERIK HARVEY
Chief Financial Officer

2025-26 Preliminary Actual

For the year ending August 31, 2026

AAFTE	Prelim	Budget	More (Less) vs. Budget	
In-State	654	630	24	4%
Out of State	60	45	15	33%
In/Out of State	**714**	**675**	**39**	**6%**
Concurrent Enrollment	262	205	58	28%
Core Operating	**977**	**880**	**97**	**11%**
Pell Prison Program	128	135	(7)	-5%
Total AAFTE	**1,105**	**1,015**	**90**	**9%**

Unrestricted Fund *(in thousands)*	Forecast	Budget	More (Less) vs. Budget	
Revenues				
Tuition	$ 6,260	$ 5,905	$ 355	6%
Fees	1,355	1,203	152	13%
Sponsor's Contribution	2,657	2,757	(100)	-4%
Chargebacks to Other Counties	1,098	818	280	34%
State Aid	3,944	3,944	0	0%
HEERF Revenue Loss Claims	-	-	-	NA
Contributions & Other Income	2,312	1,873	438	23%
Reserve for Bad Debt	(208)	(93)	(114)	122%
Total Revenues	**17,419**	**16,409**	**1,010**	**6%**
Expenditures				
Salaries	8,226	7,870	356	5%
Payroll Taxes	603	602	1	0%
Medical	2,455	2,407	47	2%
Retirement	888	769	119	16%
Other	89	103	(14)	-14%
Equipment	48	30	18	59%
Facility Leases	1,739	1,718	21	1%
Utilities	476	423	53	12%
Maintenance	298	282	16	6%
Office & General Supplies	57	46	11	24%
Advertising	163	180	(17)	-10%
Professional Services	141	141	(1)	0%
Information Technology	541	608	(67)	-11%
Library & Instructional Supplies	285	273	11	4%
Scholarships	671	584	87	15%
Travel	128	115	13	12%
Property & Liability Ins.	224	196	29	15%
Miscellaneous	217	191	26	13%
Total Expenditures	**17,248**	**16,539**	**709**	**4%**
Subtotal Surplus / (Deficit)	**$ 171**	**$ (130)**	**$ 301**	**232%**
Non-Operating	(231)	-	(231)	NA
Unrestricted Fund Surplus / (Deficit)	**$ (60)**	**$ (130)**	**$ 70**	**-54%**

NORTH COUNTRY COMMUNITY COLLEGE
THE STATE UNIVERSITY OF NEW YORK

SARANAC LAKE | MALONE | TICONDEROGA

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

Greetings to you all,

…as we enter the 9th week of the semester. The midterm period is behind us, and in short order our continuing students will be registering for Spring 2027. A wise person once observed that time waits for no one, and how true that is.

We welcome Lauren Chrisman, a 2nd year student in our Criminal Justice program, who was recently selected by our students to serve as their Student Trustee. Lauren will be joining the Board at today's meeting.

Above and beyond the many and varied activities involved with teaching and learning, we have several new initiatives underway. These include:

- Year 1 of our Student Success Plan and the Academic Momentum plan,
- The establishment of the steering committees and working groups for our Middle States Self-Study, and
- The update to our 2024-2027 Strategic Plan, which begins with a review of our Mission, Vision, and Values.

Similarly, there is much activity going on in the facilities realm. These include:

- the pending demolition of the former WNBZ radio station, which Essex County added to the College's campus footprint several years ago,
- the start of a Northern Borders funded feasibility study to explore the option of a new building near the rail trail, and
- a heat and building envelope assessment of five (5) buildings on the SL campus: McCormick Hall (classroom building), Mulholland Hall (science building), the Connector, Sparks (gym), and Clermont Hall (nursing).

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

Joe

- **Board Matters**
  - *Board Schedule*
    - Starting with today's meeting, the Board will convene at 9:00 am for its regularly scheduled meetings.
  - *Board Appointments:*
    - *Governor's:* The Governor's appointments have been filled. No updates.
    - *County:* Franklin County appointed Dr. Pete Suttmeier to a new 7-year term through June 30, 2033, and Essex County is poised to reappoint Donna Wadsworth to a new 7-year term. Her nomination was approved by the

Finance Committee on Monday, October 20th and expected to go to the Board early next month.
    - *Student:* NCCC students elected Lauren Chrisman, a 2nd year student in the AAS Criminal Justice program to serve as their student trustee this year. Lauren will be joining the Board today. i
- *New York Community College Trustees (NYCCT):*
    - NYCCT held their annual conference last month. Several trustees from NCCC were in attendance including Pete Suttmeier, David McNally, Jordanna Mallach and Jessica Kemp.
- *Association of Community College Trustees (ACCT)*
    - ACCT is *"…a non-profit educational organization of governing boards, representing more than 6,500 elected and appointed trustees who serve on over 500 governing boards of community, technical, and junior colleges in the United States and beyond"*. Their mission is *"To foster the principles and practices of exemplary governance while promoting high quality and affordable higher education, cutting-edge workforce and development training, student success, and the opportunity for all individuals to achieve economic self-sufficiency and security."*
    - Board members have expressed interest in joining ACCT and participating in their annual meetings and conferences to strengthen board engagement and education. For colleges of our size, the annual fee is $$3,868.

Budgeting and Planning

- **26-27 Budget**: The 26-27 College Budget was approved by SUNY last month. Through the good work of our community, the support of our county sponsors, and increased investments by NYS, we are looking at an annual operating deficit of $197,000, which we will continue to work on to bring it into balance.

- **27-28 Budget:** The process for developing next year's budget is underway, starting with the establishment of tuition and fees. Erik Harvey has begun that work, presenting a recommended 2% increase in tuition to President' Council. From there, he will present it to the College Senate's Long Range and Strategic Planning Committee, followed by the College Senate itself. We expect to have a recommendation to you at your November 2027 meeting.

- **Adjunct Faculty Compensation:** Our administrative team is proposing a $25.00 increase in the per credit compensation for our adjunct faculty retroactive to the start of the 26-27 academic year. The current rates are presented in the table below next to the proposed new rates. It is expected to cost ~$10,000. As the Board knows, we have a talented and committed group of adjunct faculty members who help make the College the institution that it is.

	24-25 Rates	25-26 Rates	Proposed 26-27 Rates
Adjunct I	$600/cr	$650/cr	$675/cr
Adjunct II	$750/cr	$800/cr	$825/cr

- **County Governing Boards:**
  - We hosted the Franklin County Legislature at the Saranac Lake campus in late September. The legislators who were accompanied by the County Manager and Deputy Manager toured the campus, met with students and faculty, and had a roundtable discussion over lunch. Many thanks to our Board Chair, Pete Suttmeier, who joined us for the event.

- **NYS State Government:**
  - In late September 2026, Assemblyman Michael Cashman visited the College and me with members of our administrative team and Board Chair, Dr. Pete Suttemeier. The Assemblyman is expected to be back on campus for a gathering with our 1st Generation students on November 9th.

Federal Items:

- **Federal Advocacy:** The New York Community College Association of Presidents (NYCCAP) have engaged The Quider Group to provide federal advocacy on Capitol Hill for the 2026-2027 year. Services will include a Washington DC Fly-in to include meetings with federal agencies, administrative representatives, and members of Congress, monthly updates on items pertinent to community colleges, and participation in NYCCAP's annual retreat.

- **Title III Strengthening Institutions Program:** Earlier this month, we learned that our application was *not* selected for an award, missing the cut off by two points. When reviewing the comments, we discovered what we believe was an error in scoring that, if corrected, would have made our application eligible. We have notified the USDOE and are awaiting follow-up.

Enrollment

- **Fall 2026 Enrollment:** As of Monday, Sept 21, after the three-week verification period for the Fall 2026 semester, we were roughly 5% off from last year's enrollment figures but remain ahead compared to Fall 2024. As we unpack the Fall 2026 enrollment pattern, we hope to learn more about where we lost ground, and where we gained it. Preliminary reviews suggest improved retention figures but softer *new*, *returning* and *transfer* student registrations than the previous year.

Date: 092126 Post-Verification	Fall 24 HC	Fall 25 HC	Fall 26 HC	Fall 24 FTE	Fall 25 FTE	Fall 26 FTE
Core Matriculated	723	801	760	302.4	337.2	318.4
Core Matriculated and Non-Matriculated	751	821	783	307.6	340.3	322.8

- **Spring 2027 Enrollment:** As of Wednesday, October 21st, our applications for the Spring 2027 semester are down slightly, as are those who have decided and confirmed their intent to enroll (see table below). The expansion of SUNY Reconnect allowing any student with a prior degree to be eligible to participate is hoped to be attractive to more adult students seeking to re-career or upskill.

10/21/26	Change	Spring 27	Spring 26	Spring 25

Applications	-9	246	255	195
Decided	-26	123	149	120
Confirmed Intent to Enroll	-27	63	90	66

✶ Other Items of Interest

☐ Achieving the Dream (ATD) Plan

- Our Student Success Action Plan, which incorporates the work done by the College community with ATD and for SUNY Academic Momentum, is fully in swing. I have attached the eight action items that we are working on this year to this report.
- Later this week on Thursday, October 29th and Friday, October 30th, Dr. Paula Pitcher and Dr. Kara Monroe will be joining us for an on-campus coaching visit to check in on our plan and provide some support to help strengthen our student success work.
- Many thanks to all those in our college community who have been involved in these efforts!

☐ Strategic Plan Update

Our 2024-2027 Strategic Plan is sunsetting at the end of this academic year, and we will need to draft an updated plan by year's end. Last spring, we proposed three additional goals to the current plan that align with our strategic actions over the last year and shared those with the College Senate's Long Range and Strategic Planning Committee (LRSPC). They approved them earlier this fall and presented them to the College Senate with a recommendation that we develop a new strategic initiative focused on DEI in the 2027-2030 plan. The College Senate approved them at their October 16th, 2026, meeting. I now present them to you and propose you adopt them as part of the 2024-2027 Strategic Plan initiatives. They are highlighted in yellow below.

- **Pathways:** (Provide a meaningful and engaging education that prepares students for transfer or career opportunities)

Goal	Progress/Update Highlights
Develop a Liberal Arts Advisory Board to advise departments on how to align liberal arts curriculum to strengthen students' transfer and career success.	1. No update, though some discussion about exploring ways to add meaningful applied learning experiences into the major have been underway.
Establish a comprehensive program to address academic use of Artificial Intelligence (AI).	1. This has been a more challenging goal to accomplish than we thought at the outset of the plan. 2. We are drafting an AI Policy which provides some guidelines and guardrails to AI use, academically and institutionally.
Successfully implement Academic Momentum strategies leading to improved persistence, retention and completion rates.	1. Requesting the Board support adding this to the current plan.

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

Goal	Progress/Update Highlights
Ensure that the College is fully accessible in our facilities, technology, instruction, and programming.	1. Facilities have been addressing findings in the OCR report, including establishing accessible parking spaces, creating accessible counters, and the like. 2. Tara Evans, our HR Director, has developed a set of OCR Grievance Procedures which were part of our improvement plan and were presented to the Admin Team for their review. These are expected to be adopted soon.
Develop and execute a student success action plan leading to improved student outcomes	1. Requesting the Board support adding this to the current plan.
Develop and execute a student success action plan leading to improved student outcomes	1. Requesting the Board support adding this to the current plan.

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

Goal	Progress/Update Highlights
Develop a comprehensive Continuing Education Department that can respond to evolving community needs with non-credit programming and accessible facilities.	1. The College launched a Community Health Worker program this summer. The second round began on October 12th. 2. Basic EMT courses are running this fall in Malone and SL, and Basic Wastewater Operator course began on September 18, 2026. 3. Non-credit Pottery classes are running in SL in Fall 2026.
Expand and, where needed, establish our relationships with DOCCS, BOP and County Jails by August 2027.	1. An agreement to expand offerings at Upstate CF was finalized this summer and the first courses are underway with support from SUNY for non-tuition-related costs. 2. We applied to add Upstate CF to our list of approved institutions to offer the full Prison Education Program with MSCHE and expect that to be acted upon next month.
Explore and implement microcredential opportunities to better serve students and employers.	1. The *Direct Support Professional (DSP)* microcredentials continue to be offered, though the enrollment in them has slowed since inception. 2. *HUS 113 Crisis Intervention* launched Fall 2025 and will be offered again in Fall 2026.

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

Goal	Progress/Update Highlights
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.	1. Athletics, Facilities and Grounds, HR, Business, and Student Life, among others, are completing their review this 25-26 academic year.
Increase non-student revenue streams by 5% annually by August 2026 to support the College mission.	1. The Foundation received several notable gifts over the summer, including $100,000 in mission support, $50,000 endowed funds along with $10,000 start up for a laptop loaner program, and $20,000 for faculty professional development.

☐ Grants and Opportunities

- *Perkins:* We are awaiting final review of our Perkins Grant. This year's grant, if approved, will allow for the purchase of a new clinical software system for nursing, improve accessibility for instruction-related videos, and help support our Student Success Coaches.
- Betsy Penrose submitted a *Title III Strengthening Institutions Program* grant application on behalf of the College earlier this summer. As noted above, when reviewing the comments, we discovered what we believe was an error in scoring that, if corrected, would have made our application eligible. We have notified the USDOE and are awaiting follow-up.
- *Northern Border Regional Commission:* JMZ Architects and Planners launched the *feasibility study* to construct a new building in Saranac Lake near the rail trail to support wilderness recreation, environmental science and art courses/needs on Thursday, October 21, 2026.

☐ Facilities, Capital and Other Projects

Many thanks to our Facilities staff in keeping our campuses operating, including readying them for winter, creating two new quiet testing rooms on the Malone campus, and carrying out the updates to be in compliance with OCR. Here are some highlights of larger capital projects underway and/or planned:

Project	Scope of Work	Anticipated Timeline	Next Steps
Sparks Front Vestibule	Complete except for two (2) exterior lights.	Oct 30, 2026	Install lights once they arrive on site.
SL Library Learning Commons	JMZ conducted a feasibility and design study to co-locate LAC in Library.	Nov 30, 2026	Title III application review had a calculation error. We have notified USDOE and are awaiting a response.
Sparks Pool	Assessment/study	Nov 30, 2026	The report has been reviewed with the

Project	Scope of Work	Anticipated Timeline	Next Steps
			architects, and we are considering options.
Sparks	Scoping study on pool repairs, plumbing, electrical, HVAC infrastructure, upgrades to locker rooms, rest rooms, and showers.	TBD	We are reviewing the pool study results to determine funding needs/resources. Estimates for upgrading the mechanical room are $560,000 and over $4M for a full upgrade of the pool and locker rooms.
College Hall	Structural Assessment	Completed in December 2025	A scoping proposal based on the structural assessment identified needs. Once the full scope and budget are determined we will be requesting the engineering firm to provide us with plans/cost estimates to go out to bid.
SL Rail Trail Building Feasibility Study	Feasibility study for a building along the rail trail to house science, art and wilderness rec leadership courses/ programs, and community space.	TBD	JMZ Architects and Planners modified their proposal based on our feedback. The project kicked off on Thursday, October 22nd.
Boiler Project (SL Campus – McCormick, Mulholland; ML Campus – Ballard and Reshetkina)	Boilers being proposed to be replaced with more energy efficient and less costly propane boilers. Work will begin with the SL campus.	TBD	AES Northeast proposal was accepted and piggybacked off of an Essex County contract. They will conduct a heating assessment of Clermont, Mulholland, and McCormick Halls to determine energy needs and the appropriate sizing of new boilers and estimates for replacement.
Radio Station	Demolition	Nov 30, 2026	The Radio Station and associated buildings were demolished and the site graded late last week.

- **Middle States Commission on Higher Education (aka MSCHE aka Middle States):**
  - Middle States, our regional accreditor, requires periodic self-study, whereby the College reflects upon its performance vis-à-vis seven (7) standards, followed up by a peer review and review team visit to campus. The self-study process occurs every eight years and we are scheduled to complete self-study and have a review team on campus in Spring 2029.

- We have a new VP Liaison at Middle States, Michael Sachs, JD, who joins the Middle States team bringing wealth of accreditation experience.
- We have been developing our steering committee and self-study design. It will be important for the Board to become familiar with the standards and the accreditation process if you are not already.

- **Association**
  - NCCC-Association Contract (2026-2030)
    The Association and College are looking to update their contract. Both parties worked together on it and are in support of it. Our attorney, Jim Brooks, has also been involved and has reviewed it and has no concerns.

- **NCCCAP:**
  - No updates

- **CSEA:**
  - No updates.

- **SUNY:**
  - *Advancing Success in Associates Pathways (ASAP):* the program launched this Fall 2026 semester, and we have over 100 students enrolled in the program. This student success effort, which provides funding and intensive support, is funded by the Governor and Legislator and has proved to be effective in retention and completion outcomes for students in the program.
  - Dr. Jennifer Bashant, SUNY's Director of ASAP/ACE, visited NCCC last month to formally launch the program.

- **NYSED:**
  - Recertification of our Practical Nursing Certificate (PN) and Associates Degree in Nursing (ADN) program takes place November 11-13, 2026. It will include a site visit from NYSED's Office of the Professions' team.

That's all for now. Gratefully yours,



Joe Keegan
President

North County Community College
Student Success Action Plan
Fall 2026

ATD Action Items 26-27
Complete Student Journey Map (SJM) leakage chart from inquiry to end of 1st semester, identify priority leaks to address, and update annually.
Identify students at-risk of no-showing in week 1 who have not signed into D2L, email, portal, and other digital tools.
Ensure all programs: 1) have core courses available in 1st semester, and 2) program worksheets/advising sequences are current and reflect that.
Gateway English and Math Redesign and assess redesign impact after fall and spring semesters
Complete Student Journey Map (SJM) through completion/ graduation to identify additional leaks.
Inventory communications sent to students (including non-matric) & create communications plan that reduces coms and prioritizes action by students.
Increase referral to and use of Learning Assistance Center resources by students and faculty.
Establish a cross-functional design group to propose "minimum viable" data infrastructure: shared glossary, short list of institutionally endorsed student success metrics, and shared data foundation.

Key: Pink = in progress; Green = new for Fall 2026