

COMMUNITY COLLEGE SYSTEM OF NEW HAMPSHIRE

Section: BOT 200 – Board Operation/ Administration	Date Approved: December 20, 2007 Effective Date: January 1, 2008 Amended Date:
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210 Expectations of Board Members

Appointment to the Board of Trustees of the Community College System of New Hampshire is an honor that carries with it a number of responsibilities. Board members shall fulfill the following responsibilities and expectations which have been accepted as standards of good practice.

Loyalty to CCSNH and its Mission:

- Review and adopt the Mission Statement for CCSNH.
- Govern in a manner that advances the Mission of the CCSNH
- Always remember that the CCSNH exists solely to serve the educational needs of the students.
- Be a good will ambassador of the CCSNH and assist in enhancing its public standing.
- Always place the interests of the CCSNH above the interests of any individual.

Be Informed, Care and Participate:

- Attend and actively participate in Board and committee meetings.
- Become informed on matters that affect the CCSNH.
- Question any matter for clarity and understanding.
- Mentor and learn from fellow Board members.
- Participate in CCSNH sponsored events.
- Support fund raising initiatives as you are able.

Provide Financial Oversight:

- Participate in the review and approval of annual operating and capital budgets.

- Understand the significant financial decisions made for the benefit to the CCSNH.
- Monitor the financial performance of the CCSNH.

Govern with Openness and Integrity:

- Insist on transparency and openness on all matters that come before the Board.
- Avoid any impropriety or conflict of interest that could injure System's standing in the community.
- Encourage open and honest debate and treat colleagues with civility and respect.
- Hold management and fellow Board members accountable for meeting their responsibilities to the CCSNH.
- Respect the confidentiality of information received by you as a Board member.
- Comply with the requirements for the ethical behavior of Board Members as defined in New Hampshire statutes (RSA 21G:21-35; RSA 15 A&B; and RSA 640).

Respect and Trust Management:

- Hire a well-qualified and competent Chancellor and Presidents and assess their performance.
- Rely on the management team to support your work as a Board member.
- Work with management to develop a strategic plan for the System's future.
- Support the work of the management team and treat them with civility and respect.

220 Conflict of Interest

221 Duty to Disclose and Voting Requirements

Any possible conflict of interest on the part of any member of the Board or officer of the System, shall be disclosed in writing to the Board and made a matter of record through an annual procedure and also when the interest involves a specific issue or transaction before the Board. Where the transaction involving a Board member or officer exceeds five hundred dollars (\$500) but is less than five thousand dollars (\$5,000) in a fiscal year, a two thirds vote of all disinterested Trustees, and the absence of any interested Trustee, approving the transaction is required. Where the transaction involved exceeds five thousand dollars (\$5,000) in a fiscal year, then a two thirds vote of all disinterested Trustees, and the absence of any interested Trustee, approving the transaction and publication

of a legal notice in the required newspaper is required, together with written notice to the Trustees of Charitable Trust, Attorney General's Office. The minutes of the meeting shall reflect that a disclosure was made; that the interested Trustee and all other Trustees with a pecuniary transaction with the System during the fiscal year were absent during both the discussion and the voting on the transaction; and the actual vote itself. Every new member of the Board will be advised of this provision upon entering the duties of his or her office, and shall sign a statement of acknowledgement, understanding and agreement to this policy.

222 Other Statutory Requirements

The Board will comply with all requirements of New Hampshire laws dealing with pecuniary benefit transactions (RSA 7:19, II and 292:6-a) and all such laws are incorporated in full into and made a part of this Article. These requirements include, but are not limited to, (1) absolute prohibition of any loans to any Trustee or officer of the System; and (2) prohibition of any sale or lease (for a term greater than five years) or conveyance of real estate from a Trustee or officer without the prior approval of the probate court. These requirements extend to both direct and indirect financial interest, as defined by statutes.

230 Chancellor

State Law (RSA 188-F:6 III a) provides that the Board of Trustees shall "appoint and fix the compensation of a Chancellor of the CCSNH who shall serve as the chief executive officer of the CCSNH, as Community College System's primary liaison with the general court and other elements of the State government, and as chief spokesperson for the CCS. The Chancellor shall be qualified by education and experience and shall serve at the pleasure of the Board."

231 Job Description

The Chancellor serves as the Chief Executive Officer responsible for the overall administration and performance of the Community College System of New Hampshire, which consists of seven colleges and serves 25,000 learners annually. The Chancellor is appointed by and serves at the pleasure of the CCSNH Board of Trustees. The broad expectations for this position include the ability to think and act strategically, manage to agreed outcomes, attend to academic quality and accreditation standards, manage finances and personnel with care and integrity, effectively represent CCSNH in public, political and professional arenas, and act with confidence, balance and a healthy sense of humor.

The Chancellor, in consultation with the Board of Trustees, develops and implements the overall strategic direction of the System to assure

accessible, cost effective, high quality educational programs and services. He/She oversees the Presidents of the seven colleges in the system, as well as the system office staff, to ensure the continued success and advancement of the organization across all major functional areas. The Chancellor is the chief spokesperson for CCSNH.

Accountabilities:

- Provides leadership to establish the environment, resources, and strategies required to fulfill the mission and goals of CCSNH.
- Directs, coordinates, monitors, and resolves issues arising from the System's major functional areas and activities.
- Serves as the primary liaison with the NH Legislature and other elements of state government.
- Directs the preparation of reports to the NH Legislature, Executive branch, and other entities as may be required by law or determined to serve the interests of CCSNH.
- Directs the development and presentation of operating and capital budget proposals to the Board of Trustees; oversees legislative advocacy for the operating and capital budgets as well as for legislative policy initiatives approved by the Board of Trustees.
- Ensures the operation of the System within approved budget guidelines.
- Generates public, corporate, and political support as the spokesperson for the Community College System of New Hampshire; acts as 'ambassador' of the System to all of its constituencies.
- Maintains relationships within the business community to ensure that course offerings are effectively aligned with employment and economic trends in New Hampshire.
- Delivers an annual report card to stakeholders on achievement of one year, and progress towards five year, objectives.
- Establishes and maintains relationships with other New Hampshire college and universities, coordinating efforts in a balanced manner to achieve mutual goals.
- Supports the Board of Trustees as requested in contract negotiations, disputes, and potential or actual litigation.
- Facilitates shared governance and promotes a collaborative environment.

- Develops and maintains the CCSNH organizational structure to support the organization's growth and development, and maintains an organizational environment which fosters a high level of employee performance and morale.
- Interacts with staff, coworkers and management in positive, supportive, and cooperative ways and exercises good judgment in the performance of duties.
- Acts to maintain safe and secure environments for students, employees, and visitors.
- Directs the preparation of reports to the Board of Trustees as may be required. These may include annual reports on the planning for and progress toward strategic goals, as well as periodic updates on operational matters.
- Directs the preparation of presentations and other materials to support Trustees in their work advocating for the System.
- Keeps abreast of trends and developments impacting the System's current and future operations.
- Participates on the Community Colleges of New Hampshire Foundation Board of Directors.
- Administers the System in accordance with State and Federal laws and regulations.

Minimum Qualifications:

Earned Doctorate preferred. Individuals with extensive business leadership experience and an advanced degree in the business field may also be considered.

Must have at least five years experience as a progressively responsible and effective leader, administrator, and fiscal manager with a demonstrated record of innovative and collaborative leadership, vision setting and achievement, strategic planning, policy setting, and technical competency.

Some experience and background in a unionized environment preferred.

Must demonstrate experience, commitment, and competency in the field of higher education or other complex organizational environments.

Experience working within a multi-campus system and experience working with transfer issues is desirable.

Desired Characteristics:

An individual with high ethical standards.

A dynamic, entrepreneurial leader with the demonstrated ability to develop strategic goals and translate vision into action.

A skilled manager with experience strengthening the operational infrastructure essential to the smooth and effective operation of the college system.

An individual who employs a collaborative leadership style, yet is comfortable exercising executive authority and demanding accountability.

A leader who will be visible at the colleges within the system, and who understands the value of informed and engaged employees.

An individual who is collegial, builds trust, encourages creativity, is optimistic and positive, and perseveres in the face of challenges.

An individual who is skilled in outreach and cultivating relationships that support the advancement of the system, who is comfortable and effective as the spokesperson for the system, who can articulate a vision, educate and energize an audience, and be persuasive.

A politically astute individual with a history of successful legislative advocacy.

An individual who understands the needs of the business community, and who has the ability to engage the participation of external stakeholders.

An excellent communicator with the ability to work with diverse constituencies.

An individual who understands the impact of changing technology on higher education

232 Performance Evaluation

By August 1 of each year, the Chancellor of the CCSNH will develop a management letter detailing the accomplishments of the past year and strategies for the coming year that will enable the System to accomplish the strategic goals as established by the CCSNH Board of Trustees. It will also address the performance of administrative responsibilities as detailed in the Chancellor's job description. This management letter will be provided to the Executive Committee of the Board of Trustees who will be responsible for evaluating annually the performance of the Chancellor.

240 The Vice Chancellor

State law (RSA 188-F:III b) provides that the Board of Trustees shall “approve the nomination by the Chancellor, and fix the compensation of a Vice-Chancellor who shall be qualified by education and experience and who shall serve at the pleasure of the Chancellor.”

241 Job Description

The Vice-Chancellor works under the direction of the Chancellor. He/she assists in the administration of the System, ensuring that the Community College System achieves its mission to provide students the highest possible level of technical, academic, and professional preparation so that they may enter directly into the workforce and advance in their chosen career, while preparing them for continuous education and career mobility.

Distinguishing Characteristics

The Vice-Chancellor serves as the System’s chief academic officer, responsible for encouraging and engaging in program development, implementation, and review, making full use of technology and alternative learning methods. Identifies and develops grant opportunities as well as foundational support. He/she works to ensure that academic policies are consistent throughout the system and foster student success. The Vice-Chancellor is accountable for ensuring that the system meets the current and emerging needs of the business community. Upon the absence of the Chancellor, the Vice-Chancellor acts on his/her behalf. The Vice-Chancellor assists the Chancellor in coordinating programs and services with other federal, state and local entities.

Examples of Work:

- Acts on behalf of the Chancellor in his/her absence.
- Participates as a full member of the System Leadership Team.
- Sponsors a number of System Teams including Vice Presidents of Academic Affairs, Vice Presidents of Student Affairs Team, Running Start Coordinators, and others.
- Identifies opportunities for program development and assists in the development of those programs.

- Meets with key business leaders in the state to determine their needs and concerns.
- Represents the System (as assigned by the Chancellor) on inter-agency statewide teams such as school-to-work, welfare reform, and workforce development.
- Creates opportunities that foster innovative and alternative teaching and learning methods.
- Supervises the grant development officer and directs his/her activity.
- Supervises the System Distance Learning office and its personnel.
- Supervises the System Auditor.
- Supervises the System Perkins Grant Manager.
- Reviews and evaluates existing programs and recommends expansion or retention.
- Reviews and evaluates new program proposals and recommends adoption or rejection.
- Serves on the Transfer Team with the University System of New Hampshire, leading the effort to improve the transfer opportunities of the Community College System students.
- Creates and utilizes appropriate data to understand the program performance of each college and recommends appropriate action.
- Works with the State Department of Education to ensure smooth transition and pathways for secondary students into the Community College System.

Qualifications:

The person must have a masters degree in a relevant field (although a doctorate is preferred) with at least seven years of experience in education, business and/or training. The Chancellor and Board of Trustees may consider additional or alternative experience and/or education as it considers appropriate in filling the position.

242 Performance Evaluation

By August 1 of each year, the Vice-Chancellor will develop a management letter detailing accomplishments of the past year and strategies for the coming year that will enable the System to accomplish the strategic goals as established by the CCSNH Board of Trustees. It will also address the performance of administrative responsibilities as detailed in the Vice-Chancellor job description. This management letter will be provided to the Chancellor who will be responsible for evaluating annually the performance of the Vice-Chancellor. The Chancellor will meet with the Vice-Chancellor to discuss the management letter and present a summary report to the Executive Committee of the Board of Trustees.

250 The Presidents

State Law (RSA 188-F:6 III c) provides that the Board of Trustees “shall approve the nomination by the Chancellor, and fix the compensation of a President of each CCSNH college, who shall be the chief academic and administrative officer of his or her institution. The President, who shall report to the Chancellor, shall be the chief executive officer of his or her college, and shall have the authority for and be responsible for the general administration and supervision of all operations of that college, and shall have such other duties as the Board of Trustees may determine. The President shall be qualified by education and experience and shall serve at the pleasure of the Board.”

251 Job Description

The President serves at the pleasure of the Board of Trustees.

The President demonstrates leadership and management skills that include vision setting, establishing and achieving strategic goals, developing partnerships with business, communities and government, managing fiscal and budgetary matters, fund development and working effectively with faculty, staff, students, and alumni.

Accountabilities:

- Responsible for giving leadership to the overall management and operation of the college including budget preparation, fiscal control, the physical plant and personnel.
- Administers the laws, rules, and policies of the federal and state governments and the policies of the Board of Trustees.

- Maintains compliance with standards of all appropriate accrediting institutions.
- Facilitates access to postsecondary education.
- Develops transfer relationships with other institutions of higher education.
- Provides leadership in regional economic and workforce development.
- Establishes partnerships with the K-12 system, public and private higher education, regional businesses and the local community to assist the college in achieving its mission.
- Provides direction and leads regional fundraising programs.
- Advocates for participatory governance and collaborative decision making and demonstrates a commitment to the teaching and learning process.
- Serves on the System Leadership Team, Board of Trustees and Foundation Board.

Preferred Qualifications: A master's degree (although a doctorate is preferred) with a record of increasingly responsible administrative experience and demonstrated achievement through leadership in an accredited college, college district, or comparable business or institution is required. Additional requirements include experience that demonstrates strong management, marketing, human resources, communication, and finance skills as well as knowledge and understanding of the community technical college educational mission.

252 Performance Evaluation

By August 1 of each year, the CCSNH Presidents will develop a management letter detailing accomplishments of the past year and strategies for the coming year that will enable the System to accomplish the strategic goals as established by the CCSNH Board of Trustees. It will also address the performance of administrative responsibilities as detailed in the Presidents job description. This management letter will be provided to the Chancellor who will be responsible for evaluating annually the performance of the Presidents. The Chancellor will meet with Presidents to discuss

the management letter and present a summary report to the Executive Committee of the Board of Trustees.

260 Emeritus Status

The Board of Trustees has exclusive authority to confer Trustee Emeritus and President/Chancellor Emeritus.

261 Trustee Emeritus

The Board of Trustees has established the category of Trustee Emeritus to honor and acknowledge distinguished service by a Trustee to the CCSNH at large and to enable the Board to benefit from the continuing involvement of valued individuals in the Board's activities and decision-making. Election to Trustee Emeritus status shall be by majority vote of the Board of Trustees upon nomination by the Executive Committee.

Trustee Emeriti shall be entitled to receive the schedule of Board meetings, to attend and speak at all public meetings, to request minutes of meetings of the Board, and to serve on special committee assignments upon invitation of the Board Chairperson. A Trustee Emeritus shall not be counted as a member of the Board and shall not be a voting member of the Board.

262 President/Chancellor Emeritus

The Board of Trustees has established the category of President or Chancellor Emeritus to honor and acknowledge distinguished service by a President or Chancellor to the CCSNH.

A President or Chancellor becomes eligible for nomination for emeritus status upon leaving the service of the System. Election to emeritus status shall be by a majority vote of the Board of Trustees upon nomination of the Executive Committee.

The Board of Trustees may extend certain defined non financial perquisites to a President or Chancellor emeritus at its sole discretion.

270 Honorary Degrees

The Board of Trustees has exclusive authority to confer honorary degrees at the New Hampshire Community Colleges.

271 Conferral of an honorary degree is the highest and most fitting honor the Board of Trustees can bestow to indicate the esteem in which an individual is held and the recognition which should be directed towards an individual. It is, therefore, fitting and proper that the Presidents, in cooperation with awards committees, recommend to the Board of Trustees the names of individuals deserving of recognition in the following areas:

- Outstanding citizens of the state who bring honor, prestige and recognition to the state. Consideration of the award of honorary degrees to outstanding citizens of New Hampshire should be made on an annual basis.
- Outstanding alumni of the Colleges, whether residing in the state, out of the state, or out of the country.
- Outstanding living benefactors of the Colleges should be recognized, whether their contribution be in service or otherwise. Consideration should be given to former members of the Community Colleges System family (board members, faculty and staff) in considering potential degree recipients in this category.
- Honorary campus guests of national and/or international importance. Such recognition must be in the context of the individual's personal contribution and involvement with the institution at which the honor is to be conferred.

272 Persons serving in a political office representing any part of the State of New Hampshire and persons serving on a board or in an administrative capacity which has responsibility for the policies and/or operational functions of any part of the CCSNH shall not be eligible for conferral of an honorary degree until such time as they no longer hold political office or serve in a board or administrative capacity.

273 Presidents and awards committees should work diligently to nominate eminently qualified individuals from among the categories specified above. Quality, rather than quantity, of individuals to be honored is the guiding principle.

- Each College is authorized to award two (2) honorary degrees each year.
- These guidelines are intended to provide an upper limit on the number of degrees to be conferred in an academic year.

Nominations should not be made simply to achieve the numbers provided in these guidelines.

- 274 Recommendations for the conferral of honorary degrees shall be developed by local campus Presidents and committees. The nomination, with an appropriate written supporting document (with sufficient detailed information about each individual as to convincingly demonstrate that individual's qualifications for such recognition) shall be forwarded to the Chancellor for presentation to the Board of Trustees.
- 275 The names of individual nominees shall be held in strict confidence at each stage of the nominating process. Announcement of the individual's names shall be made public by the campus President only upon completion of all necessary approvals and arrangements.

280 Naming of Facilities and Rooms or Areas within Facilities

The Board of Trustees has exclusive authority to name buildings/additions of the Community College System.

281 Naming of Buildings/Additions

Naming shall mean the official commitment of a building or addition to henceforth bear the name of a person(s) whose contributions to the System have been substantial. There shall be no prescribed time limit relative to the naming of buildings or additions. Naming shall be according to the following selection criteria. The person(s):

- Shall have made a major and consistent contribution to the college/system.
- Shall be a person(s) widely recognized for qualities of integrity and leadership.
- May be either living or deceased.

Naming of buildings and additions shall be proposed by the President, and, with the appropriate documentation, be submitted to the Chancellor. The Chancellor will submit the proposed name to the Facilities Committee for approval and recommendation to the full Board for final approval.

The College will be responsible for planning and conducting dedication ceremonies subject to applicable state law. These plans

must be submitted to the Chancellor for approval 60 days in advance of the event. Individuals involved in the ceremony shall include the named individual and/or his or her family members, members of the Board of Trustees, the Chancellor, campus President(s) and others directly involved with that facility.

282 Naming of Rooms or Areas within Facilities:

Naming of rooms or other areas within facilities shall be proposed by the President, and, with the appropriate documentation, be submitted to the Chancellor for final approval.

The College will be responsible for planning and conducting dedication ceremonies.

283 Policy on Ceremonies for Ground Breaking and Dedication

The individual colleges will be responsible for planning and conducting the ceremonies for ground breaking and dedication subject to applicable state law. These plans must be submitted to the Chancellor and to the Board of Trustees for approval 60 days in advance of the event.

- Ground Breaking shall mean the ground breaking ceremony arranged in the earliest phase of construction to recognize the fact that a new building is being added to one campus of the System. The ground breaking ceremony shall be designed to provide visibility for the General Court, Executive branch of government, architects, Department of Public Works and/or other persons or agencies instrumental in bringing a capital construction plan to fruition.
- The Dedication ceremony shall be arranged within one year of the completion of the building as a public announcement that the building is ready. Individuals involved in the ceremony must be related predominantly to the field of education. The building or addition may or may not be "Named" at this time.

290 Advisory Committees

State law (RSA 188-F:6, XVII) provides the authority for the Board of Trustees to “appoint or identify college or program advisory committees to advise the community colleges with respect to strategic direction, general, professional, career and training policies and programs and their modification to meet the needs of the state’s economy and the changing job market.”

291 College Advisory Committees

An Advisory Committee shall be established at each campus of the Colleges for the purpose of advising the President on the operation and development of the institution.

- The committee shall consist of not less than five nor more than twenty members appointed by the President of the College, subject to the approval of the Board of Trustees. The President shall serve as an ex-official member of the committee. The committee shall organize and elect its own chairperson.
- The term of office for each member shall be for three years provided that for the first appointments, 1/3 shall be appointed for terms of one year, 1/3 shall be appointed for terms of two years and 1/3 shall be appointed for terms of three years. Vacancies shall be filled by appointments made by the President subject to the approval of the Board of Trustees, for the unexpired term of any member and the members shall serve until their successors are appointed.
- Regular attendance is expected, and a member shall withdraw if he/she fails to attend two consecutive meetings of the committee unless excused for good reason.
- The Advisory Committee may participate in the following functions:
 - Provide communication between the College and the area served.
 - Advise in the implementation of a public relations program.
 - Make recommendations regarding facilities.
 - Aid in a continuous review of the content and organization of instructional programs in keeping with the postsecondary educational needs of the area or state.
 - Advise in long-term planning for programs and facilities.
 - Advise in the planning of a student placement program.
 - Assist with a continuous appraisal of occupational opportunities.
 - Advise in the planning of development and financial support initiatives.

- Support state and federal legislation appropriate and consistent with the goals of the Community College System.
 - Assist in the identification of needed research.
 - Advise in other matters as requested by the President or the Board of Trustees.
- Meetings shall be held at the call of the advisory committee chairperson and the College President but not less frequently than twice a semester.
- The members of the committees shall receive no compensation.
- Committee recommendations requiring approval by the Board of Trustees shall be referred to the Chancellor of the through the College President.

292 Other College Advisory Committees

The President may appoint craft or program advisory committees for the purpose of in-depth advisement within a specific program. Meetings will be called by the President or designee.

12/14/07