I. Call to Order

The meeting was called to order at 9:32 a.m. at Manchester Community College, 1066 Front St., Manchester, NH.

Chair Holloway introduced and welcomed new Trustees Susan Siegel and Adam Moy.

II. Review of the Agenda

Not addressed.

III. Adoption of Minutes

VOTE: The Board, on motion of Mr. Heath, seconded by Ms. Mahar, voted unanimously to approve the minutes of the October 3 and October 18, 2013 meetings as presented.
IV  Strategic Planning: Update and Discussion

Chancellor Gittell updated the Board on each of the strategic plan initiatives. Written report was circulated and explained.

President Kilchenstein added information on the STEM initiative. In January, a summit is scheduled for faculty from both CCSNH and USNH.

V. LRCC Advisory Committee Nomination

Dr. Kalicki noted that Mr. Alex Ray is the owner and founder of The Common Man Family of restaurants and is very enthusiastic about serving on the Advisory Committee.

President Arvelo submitted a late submission asking the approval of Amy Danieli Monk on the Great Bay CC Advisory Committee replacing Susan Siegel. Trustee Siegel strongly endorsed this nomination.

VOTE: The Board, on motion of Mr. Paquette, seconded by Ms. Roy-Czyzowski, voted unanimously to approve the nomination of Alex Ray to the Lakes Region Community College Advisory Committee and Amy Danieli Monk to the Great Bay CC advisory committee for a term ending June 30, 2016.

COLLEGE PRESENTATION

President Susan Huard welcomed the Board to Manchester Community College. She began by sharing the list of all the college construction projects over the past two years. She introduced college personnel.

Leslie Paul spoke about civic engagement and community outreach partnership programs.

Andrea O’Brien, Small Business Development Center Business Advisor, spoke about the very positive partnership with MCC work study students as well as interns and shared some of their successful projects.

HVAC senior students Michael Whitney and Ryan Paradis spoke about the Liberty House, which is a transitional living facility for veterans and an HVAC Club volunteer project. They did an analysis of the building’s heating needs, addressed some issues and will continue on larger projects to cut the facility’s fuel costs.

President Huard added that after a nearly 30 year hiatus, the building construction students are building a home under an agreement (three years in the making) with a
private developer, Steve Duffley. This week brought good media coverage in the Union Leader and on WMUR and WGIR about the project. The students have raised the second floor and the roof is not far behind.

VI. Reports from Standing Committees

A. Governance Committee

Trustee Roy-Czyzowski reported on the October 28, 2013 meeting. Many standing committees have submitted by-law changes or are in process. We anticipate a trustee nomination by the governor at the end of the month.

The high school initiative is going very well. She acknowledged Beth Doiron for her leadership on this project. One suggestion heard was to find funding to assist high schools to transport students for campus visits.

The Trustee retreat is scheduled for February 6 and 7, 2014 at NE Delta Dental. To date, Barbara Brittingham, President of NEASC, CIHE will be the keynote. More agenda ideas are welcomed; email Ms. Roy-Czyzowski.

The next meeting has not been scheduled.

B. Personnel Committee

Trustee Trisciani reported on the December 2, 2013 meeting which will be discussed further today in non-public session.

The next meeting is scheduled for March 3, 2014.

C. Facilities Committee

Trustee Heath reported on the November 20, 2013 meeting.

There are a large number projects in process across the system. Ten contracts will be addressed at a meeting scheduled this afternoon.

Stratham property update: Mr. Rioux met with Greg Sancoff on December 10 at the site, along with his facilities manager. They are excited about the move and as of this date, the January closing date is on schedule. He also attended the Stratham Board of Selectmen meeting.
Dr. Gittell added that he also meet with Mr. Sancoff and saw the inside of the GHOST craft. They also discussed training that will be provided by GBCC. They anticipate hiring over 200 employees. This is a great example of economic development. Thanks were expressed to Mr. Rioux for his persistence and work on this project.

The Fire Marshall has completed visits to all our campuses. Mr. Moore will be meeting with him on Tuesday. We will address all the critical issues now and add others in the next biennium.

Chair Holloway shared background information about Mr. Sancoff and this project.

The next meeting is scheduled for January 14, 2014.

D. Finance Committee

Trustee Densmore reported on the November 20, 2013 meeting.

He referenced the meeting minutes. A contract with Saltwater Creative LLC was amended as well as a second contract with Saltwater approved for the TAACCCT grant.

The unrestricted fund report was reviewed. Colleges with revenue shortfalls will make adjustments to expenses to meet budget projections. Future reporting will include a semester to semester (three times a year) comparison to the previous year.

As mentioned by Mr. Heath, this committee will meet jointly to address ten contracts. We have initiated this joint meeting of the two committees to address contracts between regular meetings of each committee and will be convened after regular Board meetings as needed.

The next meeting is scheduled for January 14, 2014.

E. Audit Committee

Ms. Shields reported on the October 16, 2013 meeting

The payroll audit was reviewed. A list of all project/audit recommendations was developed for six month follow up.

Next meeting will include the review of the grants management report. We also anticipate receiving the BerryDunn report.
The next meeting is scheduled for January 22, 2014.

F. Academic and Student Affairs

Dr. Gittell reported for Mr. Hitchcock that no meeting was held. The next scheduled meeting is December 19, 2013. The by-laws have been reviewed and changes submitted to the Governance Committee.

This past week, an academic affairs strategic planning meeting was held, facilitated by Ms. Van Ostern and including all VPAA and Associate VPAA. They will develop an academic vision statement, mission of academic affairs and identify the top 5 areas they will address this coming year.

The upcoming meeting agenda will include the approval of one program from NHTI (AS in Mathematics). After approval, it will come before the Board.

G. Executive Committee

Mr. Holloway reported on the November 20, 2013 meeting. The capital budget request development process was discussed. The proposed budget will now go through the process of being reviewed by the Facilities and Finance Committees and then to the full board in February.

VII. Other Reports

A. Chairperson’s Report

Chair Holloway reported as follows:

He referred to a number of recent newspaper articles regarding community colleges.

A letter has been sent to Virginia Barry regarding support for joint initiatives and establishing consistent standards for K-12 that align with college and career readiness.

NCC continues to work with the NH Department of Safety to certify state inspections, and has incorporated this skill area into its automotive program curriculum. He praised the partnership and the efforts at the college level to sustain it. The DOS commissioner is a strong supporter of this partnership.

A NEASC letter regarding White Mountains CC has been received.
The Chancellor’s article, *The Two New Hampshire’s*, was acknowledged.

He gave an update on the health condition of Mr. Halias.

**B. Chancellor’s Report**

Chancellor Gittell reported as follows:

A meeting with MCC faculty and staff will be held this afternoon. This concludes meetings at all seven colleges this year. There has been good interaction and conversation, with a focus on strategic planning. He looks forward to these dialogues continuing.

Performance reviews of all direct reports including presidents will be completed by year-end. In January follow-up meetings will be held to discuss goals for 2014 and align performance measurements with strategic planning.

Chancellor Gittell updated the board on initiatives with USNH. A meeting with the USNH board chair and chancellor was held recently and focused on several issues including dual admission, joint finance initiatives, and joint advocacy for higher education. On March 24, there will be a gathering of current and former CCSNH and USNH trustees. The Chair urged CCSNH trustees to attend and described this event as a means to develop a communication vehicle for advocates of higher education who represent broad geographic and experiential backgrounds.

The Walter Peterson event honoring US Sen. Jeanne Shaheen went very well. The presentations by students/alumni of White mountains CC were excellent.

The Foundation will engage in strategic planning to determine priorities and future directions.

He acknowledged and thanked NHTI president Lynn Kilchenstein for all her contributions over many years at NHTI.

A search for the next president of NHTI will be launched in January, co-chaired by Susan Huard and Jeremy Hitchcock.

**C. Foundation Report**

Ms. Mahar acknowledged the White Mountains CC Walter Peterson fund raising event honoring Senator Shaheen. President Eneguess added that over 100 attended and raised $75,000. The entire campus participated in this event – welding students made
logos, excellent presentations by students etc. Having an event off campus was a first
and Omni has expressed their continued partnership with WMCC culinary students.

Trustee Mahar reported as follows:

<table>
<thead>
<tr>
<th>Account Value</th>
<th>As of November 30, 2012</th>
<th>As November 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$10,401,374.51</td>
<td>$12,600,048.57</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Account Activity</th>
<th>November activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deposits</td>
<td>$160,292</td>
</tr>
<tr>
<td>Disbursements</td>
<td>$17,423</td>
</tr>
</tbody>
</table>

Between October and November, we added two new scholarship funds.

Next Foundation Board Meeting: January 13, 2013

We are working on the Foundation’s Strategic Plan and are planning to have convene a
group of Board members (Both Foundation Board and Board of Trustees), and
Presidents after the February SLT meeting on February 18 to conduct a new SWOT
analysis to be followed by a meeting to review goals and initiatives and to prioritize. An
email will be sent out requesting the Presidents’ participation. Presidents’ participation
is crucial to having a plan that works for the colleges.

We just mailed out our end-of-year appeal and we are looking forward to 100%
participation of both the Foundation Board and the Board of Trustees.

D. Safety and Risk Management Ad Hoc Committee Report

A meeting was held on October 28, 2013. Minutes were included in the agenda packet.

E. Marketing Ad Hoc Committee

Trustee Palestino reported on the December 2, 2013 meeting and presented the
committee’s final report. She highlighted the expectations of the committee. She then
recapped the recommendations cited in the report as follows:
1. It is recommended that we promote "New Hampshire’s Community Colleges" throughout system marketing, rather than “the Community College System of New Hampshire”. This way, we are promoting the individual colleges, albeit collectively, rather than a system which is an administrative construct and has less meaning to students. We believe there is strength in a public understanding that each college is part of a system or network of community colleges in New Hampshire; therefore, we would recommend that the colleges consider always acknowledging that they are a part of such a network/system in their marketing. We are not recommending a change to the formal name or logo, however.
   o It is suggested that this be implemented by Q1 of 2014

2. It is recommended that a tag line be developed based on research and as part of an overall messaging strategy.
   o Estimated completion time is Q2 of 2014

3. We recommend that the System Director of Communications use the results of the surveys, and working with our marketing firm develop a brand platform and statewide marketing campaign (including the tagline)

4. We suggest a distinction be made between the colleges and the system in terms of marketing. The colleges’ primary responsibility is marketing while the System’s is informing. The Colleges are doing very well at strengthening their individual brand for enrollment purposes. This momentum should not be disrupted. The System is well-positioned to promote messages such as the value of a community college education, economic data that supports same, and CCSNH initiatives that will benefit students and the State. Furthermore, it is important to remember that good marketing informs and good information markets. Therefore, this distinction will be complementary.

5. The committee supports the development of a system wide marketing calendar that identifies major advertising times and admissions events at all the colleges. This enables the system to identify calendar gaps, precondition in advance of enrollment marketing, plan statewide advertising during those gap times as well as better coordination overall.

6. The committee supports adding a legislative calendar to the above calendar as well. This will show the legislative cycle and timetable.

7. As a part of new Trustee orientation, we recommend there be a specific section that includes what role they play as ambassadors. This can include a listing of types of events such as civic and business organization events which they can attend and participate in as a representative of CCSNH. Additionally, we
recommend for trustees the development of a wallet size card with fast facts for easy reference.

8. We recommend that this committee continue as the Ad hoc Marketing Committee in order to assess and review progress related to the above recommendations. We will continue to look at:

   o To what extent are we achieving our economies of scale in terms of media buying and opportunities for comped advertising?
   o The ongoing metrics generated from the Granite State survey to determine change in awareness and perception over time.
   o The effectiveness and utilization of our advertising firm of record. What is the role of the firm and its relationship to system-wide marketing?
   o Coding marketing expenditures – are we working with finance officers to ensure that expenditures are being coded consistently so they can be analyzed accurately?

Chair Holloway requested the ad hoc committee continue meeting. The thanked the committee for this report.

Mike Power acknowledged the value of this report. He asked about how we evaluate the marketing companies we hire.

Trustee Calhoun added that he is very impressed with the college marketing team. There is a challenge in coding marketing expenses.

VIII Other

Upon reconvening in public session, the following vote was taken.

VOTE: The Board, on motion of Ms. Trisciani, seconded by Mr. Calhoun, voted unanimously, pursuant to RSA 188-F:7, IV, “Membership in the retirement system shall be optional for position within the community college system of New Hampshire for which participation was optional as of June 30, 2007, and for such other positions within the community college system of New Hampshire as may be designated by the board of trustees,” to approve the following actions:

1. Maintain a defined contribution plan (403(b)) for full-time executive officers and non-covered/confidential personnel hired on or after January 1, 2014. Exceptions to participation in the 403(b) plan shall be those persons hired by CCSNH on or after January 1, 2014 who are enrolled and actively participating in the NH Retirement System at the time of appointment.
The contribution rates shall be established as follows:

CCSNH (employer): 7% of employee’s gross wages
Employee: 5% of employee’s gross wages

2. As a component to the 403(b) retirement savings plan, CCSNH will maintain a retirement health savings plan for full-time executive officers and non-covered/confidential personnel, who are actively participating in the CCSNH 403(b) retirement plan. This plan shall be administered through Emeriti Retirement Health Solutions and the contribution rates shall be established as follows:

CCSNH (employer): 1% of employee’s gross wages
Employee: Contributions optional

VOTE: The Board, on motion of Ms Trisciani, seconded by Ms. Roy-Czyzowski, voted unanimously, pursuant to RSA 188-F:6, II(d), to appoint and fix the compensation and duties of such other community college system of New Hampshire Administrators as are needed to provide a well-coordinated system of public higher education as follows:

1. Approve the increase of the CCSNH Wage Schedule for Administrative Officers & Professional Staff Exempt from the Collective Bargaining Process (CE1) by 3% effective December 27, 2013. All administrative officers and professional staff positions are exempt (salaried) and assigned to a salary range that has a minimum, quartile, midpoint, 3rd quartile, and maximum.

2. Approve the increase of the CCSNH Wage Schedule for Operating Staff Exempt from the Collective Bargaining Process (CH1) by 3% effective December 27, 2013. All operating staff positions are non-exempt (hourly) and assigned to a salary grade that has steps for annual increments.

3. In accordance with CCSNH BOT Policy, HR 343 and the BOT Vote of October 6, 2010, authorize the Chancellor to establish the classification assignments and salary grades and to fix the total compensation with the established pay ranges for CCSNH administrative officers, professional staff, and operating staff exempt from the collective bargaining process.

As authorized by the CCSNH BOT on October 4, 2012, to continue with the process to transition salaries for personnel exempt from the collective bargaining process to market median for comparable positions based on following guidelines:
a. Based on performance the salaries for exempt staff may be adjusted up to the market median or the Chancellor may approve a salary increase of up to 3% for those employees whose current salary is at or above the market median. Such performance based salary adjustments shall be effective December 27, 2013.
b. All market median salary adjustments shall be capped/limited to 25% of the employee’s current salary.
c. Salary adjustments shall be made consistent with established wage schedules.

IX. Chancellor, Vice-Chancellor and presidents Compensation

VOTE: The Board, on motion of Ms. Trisciani, seconded by Mr. Damren, pursuant to RSA 188-F:6, III(a-c), fix the compensation of the chancellor, vice-chancellor, and president of each Community College System of New Hampshire college, who shall be qualified by education and experience and shall serve at the pleasure of the board as follows:

1. Approve the increase of the CCSNH Executive Officers Wage Schedule by 3% effective December 27, 2013. All executive officer positions are classified and assigned to a salary range that shall have a minimum, quartile, midpoint, 3rd quartile, and maximum.

2. Approve a market salary adjustment and fix the compensation for each CCSNH Executive Officer effective December 27, 2013 as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Gross Annual Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>R. Gittell</td>
<td>Chancellor of the CCSNH</td>
<td>$258,008.00</td>
</tr>
<tr>
<td>R. Rioux</td>
<td>Vice-Chancellor of the CCSNH</td>
<td>$163,669.00</td>
</tr>
<tr>
<td>W. Arvelo</td>
<td>President, City College (Great Bay CC)</td>
<td>$151,760.00</td>
</tr>
<tr>
<td>S. Huard</td>
<td>President, City College (Manchester CC)</td>
<td>$151,760.00</td>
</tr>
<tr>
<td>L. Jordan</td>
<td>President, City College (Nashua CC)</td>
<td>$151,760.00</td>
</tr>
<tr>
<td>K. Eneguess</td>
<td>President, Regional College (White Mountains CC)</td>
<td>$138,102.00</td>
</tr>
<tr>
<td>S. Kalicki</td>
<td>President, Regional College (Lakes Region CC)</td>
<td>$138,102.00</td>
</tr>
<tr>
<td>A. Harvey-Smith</td>
<td>President, Regional College (River Valley CC)</td>
<td>$138,102.00</td>
</tr>
</tbody>
</table>
X. Non-Public Session

VOTE: The Board, on motion of Ms. Trisciani, seconded by Ms. Paquette, voted unanimously, by roll call vote, resolved to conduct a non-public session for the purpose of discussing personnel and compensation matters and noting that such a non-public session is authorized by RSA 91-A:3, II a. and the Board's executive and deliberative privileges. Each member recorded his or her vote on the motion, which passed by the unanimous vote of all members present.

The meeting moved into non-public session at 11:45 a.m.

The meeting moved into regular session at 1:34 p.m.

Upon reconvening in public session, it was noted by the Chair that no votes were taken in non-public session.

NEXT MEETING: January 10, 2014 at NE Delta Dental, Concord, NH.

The meeting adjourned at 1:37 p.m.

Respectfully submitted,

Marie Anne Mills
Assistant to the Chancellor
COMMUNITY COLLEGE SYSTEM OF NEW HAMPSHIRE
BOARD OF TRUSTEES
December 12, 2013
Non-Public Session


Also in attendance: Sara Sawyer

The non-public session was called to order at 11:55 a.m.

Discussion followed on personnel/compensation issues.

At 1:00, Presidents Arvelo, Eneguess, Harvey-Smith, Huard, Kilchenstein, Ms. Wheeler and Ms. Sawyer were excused.

Discussion followed on personnel issues.

At 1:28, Chancellor Gittell was excused

Discussion followed on personnel issue.

The non-public session adjourned at 1:34 p.m.

Respectfully submitted,

Marie Anne Mills
Assistant to the Chancellor