

COMMUNITY COLLEGE SYSTEM OF NEW HAMPSHIRE

Section: BOT 200 – Board Operation/ Administration	Date Approved: December 20, 2007 Effective Date: January 1, 2008 Amended Date: April 6, 2017
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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 Legal Affair

221 Legal Affairs

1. Trustee Authority

1.1 The Board of Trustees, under [RSA 188-F:6](#), has authority to manage the operation and affairs of the Community College System and its component institutions. That authority includes the power to manage the legal affairs of the Community College System.

2. Delegation of Authority

2.1 The Board of Trustees delegates to the Chancellor the authority to administer the legal affairs of the Community College System consistent with these Board of Trustees policies and to promulgate, through the System Leadership Team, such further Community College System

policies as may be appropriate to protect the legal interests of the Community College System and its component institutions.

2.2 The Board of Trustees further delegates to the Chancellor the authority to appoint, with the approval of the Board of Trustees, a General Counsel who shall have the responsibilities and authority described in this Board of Trustees policy along with such other responsibilities and authority as the Chancellor may assign.

3. Legal Advice, Counsel, and Representation

3.1 The General Counsel shall be responsible for the provision of all legal advice, counsel, and representation for all matters involving the Community College System or any of its component institutions and all matters within the official responsibilities of any officer or employee of the Community College System or its component institutions.

3.2 The General Counsel's client shall be the Community College System of New Hampshire, including its Board of Trustees and component institutions, and his or her professional responsibilities shall run to that enterprise. The Chair of the Board (or delegate), and the General Counsel shall work together to assist, enable and maintain timely and effective communications between the Board and General Counsel on the legal affairs of the Community College System of New Hampshire.

4. Retention of Outside Counsel

4.1 The General Counsel, in consultation with the Chancellor is authorized to hire outside counsel when appropriate to protect the legal interests of the Community College System or any of its component institutions. The Chair of the Board, the Executive Committee, and any other authorized Trustee may retain outside counsel under appropriate circumstances. No other officer or employee is authorized to retain outside legal counsel for any official purpose.

4.2 Unless otherwise directed by the Board of Trustees, all contact with outside counsel shall be under the auspices and at the direction of the General Counsel. Unless otherwise directed by the Board of Trustees, all bills from outside legal counsel shall be reviewed and, if appropriate, approved by General Counsel before being paid.

5. Settlement and Appeal of Claims

5.1 The Chancellor, in consultation with the General Counsel and the chief executive officer of any affected component institution, is authorized to settle any claim involving the Community College System or any of its

component institutions provided the amount of the settlement does not exceed \$100,000 and no issues of significant interest to the Board of Trustees are involved.

5.2 The Chancellor, in consultation with the General Counsel and the chief executive officer of any affected component institution, and with the approval of the Board of Trustees' Chair, is authorized to settle any claim involving the Community College System or any of its component institutions provided the amount of the settlement does not exceed \$250,000.

5.3 The Board of Trustees' approval shall be required for the settlement of any claims where the amount of the settlement exceeds \$250,000.

5.4 The appeal of any claim, regardless of amount of money or significance of issues involved, to the New Hampshire Supreme Court, any federal Circuit Court of Appeals, or the United States Supreme Court shall be taken only with the approval of the Board of Trustees.

6. Periodic Reports

6.1 At least twice every year, and at such other times as the Chancellor may direct, the General Counsel shall provide a written report to the Chancellor describing the status of all litigation and other significant claims pending against the Community College System or any of its component institutions. The Chancellor shall forward such reports to the members of the Board of Trustees.

222 Defense and Indemnification of Trustees, Officers and Employees

1. In General

1.1 Any trustee, officer, or employee of the Community College System of New Hampshire or any of its component institutions shall be entitled to defense and indemnification of legal claims made against them in their individual capacity provided the claims arose as a result of actions which were both (a) within the scope of the individual's official duties, and (b) neither wanton nor reckless.

2. Determination of Eligibility

2.1 The Chancellor, in consultation with the General Counsel, shall determine whether an officer or employee sued in his or her individual capacity shall be entitled to defense and indemnification under the standard set forth in subsection 1.1 of this policy.

2.2 The Board of Trustees' Chair, in consultation with the General Counsel, shall determine whether the Chancellor or a member of the Board of Trustees sued in his or her individual capacity shall be entitled to defense and indemnification under this policy.

2.3 Any trustee, officer, or employee may appeal to the Board of Trustees a decision denying him or her defense and indemnification under this policy. The Board of Trustees' decision shall be final.

223 Conflict of Interest

1. 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.

2. 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.

3. Individual Conflict of Interest Policy/Disclosure

This policy is adopted in accordance with, and to effectuate, Board of Trustee Policy 120, Article VI and Board of Trustee Policy 220 governing conflicts of interest and should be read to incorporate the requirements of those Board policies.

Fiduciary Responsibility: Members of the Board of Trustees and Executive Officers of the Community College System of New Hampshire (CCSNH) serve the public trust and have a clear obligation to fulfill their responsibilities in a manner consistent with this fact. All decisions of the Board of Trustees and Executive Officers are to be made solely on the basis of a desire to promote the best in CCSNH and the public good. CCSNH's integrity must be protected and advanced at all times.

An effective board and administration cannot consist of individuals entirely free from at least perceived conflicts of interest. Although most potential conflicts are and will be deemed to be inconsequential, it is everyone's responsibility to ensure that the Board of Trustees is made aware of situations that involve personal, familiar, or business relationships that could present a conflict of interest for an individual Trustee.

Therefore, the Board of Trustees requires that each Trustee and Executive Officer review this policy annually and disclose any possible personal, familial or business relationships that reasonably could give rise to a conflict involving CCSNH and to acknowledge by his or her signature that he or she is in accordance with the spirit and letter of this policy. The term "Executive Officer" includes the Chancellor, Vice Chancellor, Presidents and members of the senior administration with authority to commit resources or contractually bind the CCSNH. A Conflict of Interest Statement shall be submitted to the Board Chair annually by each Trustee and Executive Officer.

Disclosure: Each Trustee prior to taking a position on the Board, all Executive Officers and all present Trustees appointed prior to this policy, shall submit in writing to the Board Chair or the Board Chair's designee a list of all businesses or other organizations in which the Trustee or Executive Officer has a substantial relationship. A substantial relationship is one in which the Trustee or Executive Officer is an officer, director, trustee, member, owner, employee, or shareholder of more than 5 percent of the voting stock or a controlling interest of an entity that does business with CCSNH or otherwise could be construed to potentially affect his or her independent unbiased judgment and/or influence his or her decision

making authority or responsibility. This information shall also be provided annually for members of Trustees' and Executive Officers' immediate families. Immediate family includes a spouse, parent, sibling, or child. Other relatives should be included only if the relative resides in the same household as the Trustee or Executive Officer. If you are uncertain as to whether a particular relationship is of a nature that should be disclosed, the Chairman of the Board of Trustees and/or the Chancellor should be consulted. They, in turn, may consult with legal counsel, the Executive Committee or the Board of Trustees in executive session. Such information, including information provided on the Conflict of Interest Statement, shall be held in confidence except when, after consultation with you, CCSNH's best interests would be served by disclosure. Disclosure shall be limited to the determination that a conflict of interest was determined to exist and the basis for that determination.

Restraint on Participation: The Board Chair or designee shall become familiar with the statements of all Trustees in order to guide the conduct of the business of the board should possible transactions involving Trustees arise.

Should any item come before the Board of Trustees that might result in a Trustee or Executive Officer having or appearing to have a conflict of interest, whether disclosed by his or her annual written statement or not, the Trustee or Executive Officer shall make his/her personal interest known to the Board as soon as he/she recognizes a possible conflict and shall observe the following process, to comply with the provisions of New Hampshire RSA 7:19-a, the provisions of which are incorporated herein.

Trustees or Executive Officers who have declared or been found to have a conflict of interest, after answering any questions regarding the potential conflict that might be asked of him or her, shall withdraw from the meeting room for so long as the matter shall continue under discussion, shall refrain from participating in consideration of proposed transactions, and shall not vote, or be present at the time of vote.

COMMUNITY COLLEGE SYSTEM OF NEW HAMPSHIRE

Conflict of Interest Statement

Name: _____

Please Print

I acknowledge that I, a member of the Board of Trustees or Executive Officer of the Community College System of New Hampshire, have reviewed the Board of Trustee Policy Governing Conflicts of Interest before signing this statement. I hereby disclose information on all associations (all business and charitable organizations) in which I have a direct financial interest (as an owner, proprietor, partner, shareholder, employee, officer, a director or trustee thereof) or an indirect financial interest; I understand an indirect interest arises where such an association involves a person or entity of which a member of my immediate family is such an owner, proprietor, partner, shareholder, employee, officer, a director or trustee. (Feel free to attach additional sheets.)

1. Are you aware of any relationships with CCSNH between yourself or a member of your family as defined by the letter or spirit of the CCSNH Conflict of Interest Policy that may represent a conflict of interest?

_____ Yes

_____ No

If yes, please list below and elaborate such relationships and the details of actual or potential financial benefit as you can best estimate.

2. Did you or a member of your family knowingly receive, during the past 12 months, any gifts or loans from any source from which CCSNH buys goods or services or otherwise has significant business dealings?

_____ Yes

_____ No

If yes, please list below such loans or gifts, their source and their approximate value.

I also understand that I have an ongoing obligation to disclose any other situation from which a possible conflict of interest might arise in the future.

I certify that the foregoing information is true and complete to the best of my knowledge.

Signature: _____

Date: _____

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

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 serves as the Chief Academic and Student Affairs Officer, overseeing all academic and student affairs functions within the Community College System while assuring alignment with CCSNH’s mission, vision and strategic plan. The Vice-Chancellor also provides executive oversight of the operational areas of enrollment management including financial aid and scholarships, grants and gift fund administration, technology, legal, risk management, audit and compliance.

The Vice-Chancellor works under the direction of the Chancellor, and acts on behalf of the Chancellor in his/her absence. He/she serves as an ex-officio member of the Board of Trustees and an integral member of the System Leadership Team.

Accountabilities:

- Serves as a trusted advisor to the Chancellor, Board of Trustees, College Presidents and other CCS administrators on strategic, organizational, and planning issues that impact the academic and student affairs programs, policies, and services and administrative operations of the CCSNH.
- Provides direction to the college’s academic programs. Ensures academic quality and integrity of academic programs and curriculum and that the system meets the current and emerging needs of the students and the business community.
- Guides effective enrollment management strategies for all the community colleges towards expanded recruitment reach and sustained enrollment growth.
- Provides leadership and supervision to admissions, marketing, financial aid, scholarship programs, grants and gift fund administration, and fundraising.
- Oversees the operational areas of Compliance, Information Technology, Legal, and Risk Management, and Library Services.

- Works collaboratively with the college and system administrators and personnel to ensure the seamless integration of academic and administrative policies, procedures, outcomes across the System.
- Facilitates a number of System Teams including Vice Presidents of Academic Affairs, Vice Presidents of Student Affairs Team, Running Start Coordinators, and the Distance Learning Committee. Keeps the College Presidents informed about activities and courses of actions related to these assigned areas.
- Reviews current operational processes and procedures and helps to guide long-term planning within the scope of the CCSNH's mission, vision and emerging strategic plan. Helps to assure that sufficient short and long term operations and capital financial resources are available and used appropriately to further the mission of the CCSNH. Facilitates a culture of continuous improvement and transparency.
- 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, workforce development and job training.
- Creates opportunities that foster innovative and alternative teaching and learning methods.
- Reviews and evaluates existing academic programs and recommends expansion or retention. Assesses the need for and evaluates new program proposals.
- 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:

Master's degree (earned Doctorate preferred) with at least ten years overseeing academic programs and/or services. Excellent analytical, organizational, project management, problem-solving, verbal and written

communication/presentation skills, along with a high level of diplomacy and discretion. Proven effectiveness in a consultative role to senior leadership and ability to develop strong, collaborative relationships with a diverse group of internal and external constituents. High level of leadership, management, and supervisory skills, including the ability to build and lead a cohesive team, as well as assessing and leading administrative and operational processes and procedures. 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 Evaluations

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

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/Vice-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. Election to Trustee Emeritus status shall be by majority vote of the Board of Trustees upon nomination by the Executive Committee. A Trustee Emeritus shall not be counted as a member of the Board and shall not be a voting member of the Board. Emeritus status may be revoked at any time by a majority vote of the Board of Trustees.

262 President/Chancellor/Vice-Chancellor Emeritus

The Board of Trustees has established the category of President, Chancellor or Vice-Chancellor Emeritus to honor and acknowledge distinguished service by a President, Chancellor or Vice-Chancellor to the CCSNH. A President, Chancellor or Vice-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. Emeritus status may be revoked at any time by a majority vote of the Board of Trustees.

270 Honors and Awards

271 Honorary Degrees

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

271.1 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.

271.2 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.

271.3 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.

271.4 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.

271.5 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.

272 Walter R. Peterson Award

The Walter R Peterson Award recognizes individuals whose contribution to higher education best exemplifies Walter Peterson's values of public service and devotion to higher education. The award will be made annually by the Community College System of New Hampshire. Each year an event to announce and recognize the award winner will be hosted by one of the CCSNH colleges. The event will rotate among the colleges starting with Great Bay Community College which has been involved with the initiation of the award.

Walter Peterson was born and educated in New Hampshire. He served four terms in the New Hampshire legislature and was elected Governor in 1968. He served as president of Franklin Pierce College for twenty years, as interim president of the University of New Hampshire and interim commissioner of New Hampshire Community Technical Colleges. He served both institutions as a member of their board of trustees. He served on many regional and national boards of higher education and received numerous awards for his work in higher education.

Walter Peterson had a clear vision of the relationship between education, the state and its people. He recognized the importance of access and affordability to a quality higher education for ALL of New Hampshire's residents and he knew that a well trained and educated work force served the best interests and future of New Hampshire. He was passionate about the strength of people working together as a greater force than working as individuals. With character as tough as New Hampshire granite, Walter Peterson was an extraordinary public servant of higher education.

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 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

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Revised 5/7/12

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