

COMMUNITY COLLEGE SYSTEM OF NEW HAMPSHIRE

ANNUAL REPORT

October 2014



CCSNH Mission: Our purpose is to provide residents with affordable, accessible education and training that aligns with the needs of New Hampshire's businesses and communities, delivered through an innovative, efficient, and collaborative system of colleges. CCSNH is dedicated to the educational, professional, and personal success of its students; a skilled workforce for our state's businesses; and a strong New Hampshire economy.

NH RSA 188-F:11 Report.

II. The chancellor and the chairperson of the board of trustees of the community college system of New Hampshire shall issue a report annually which shall include updates on ongoing upgrades to the information technology systems used by the community college system of New Hampshire and an assessment of the overall operation of the community college system of New Hampshire including financial status, enrollment data, and program administration. Such report shall be completed by October 15 of each year. A copy of this report shall be delivered to the chairmen of the house education committee and senate education committee, the speaker of the house of representatives, president of the senate, the governor, the senate clerk, the house clerk, and the state library.

TABLE OF CONTENTS

The overall operation of the Community College System of New Hampshire	
2014 Highlights, Priorities and Key Initiatives	PAGE 3-5
Administration and Governance	PAGE 6-7
Budget & Enrollment	PAGE 8-11
Ongoing upgrades to information technology systems	PAGE 12-13
Appendices	PAGE 14-16
Board Appointments & Committees	
System and College Leadership	
Mission and Vision	
Program Grid, 2014-15 (not included in electronic version)	

Information or copies of the report can be obtained from the CCSNH Director of Communications, Community College System of NH, 26 College Drive, Concord, NH 03301, or by calling (603) 230-3504. Additional information at www.ccsnh.edu.

Community College System of New Hampshire – 2014 Highlights, Priorities and Key Initiatives

The Community College System of New Hampshire (CCSNH) is focused on:

- **Student success** in education and in the economy
- **Accessible and affordable** education
- **Economic alignment** with NH industry and employers
- **Data-driven and performance-based operations:** achieving measurable outcomes and using data to evaluate our performance
- **Dedication to innovation:** using new approaches to expand access and affordability, improve quality and achieve operational efficiencies
- **Commitment to system approach** which shares and leverages resources across the seven colleges

Strategic Planning and the 65 by 25 Goal

In 2014 the CCSNH Board of Trustees adopted the 65 by 25 goal. 65 by 25 is the goal of having 65 percent of New Hampshire adults with some post-secondary credential by 2025. This aligns with national research showing that by 2025, 65 percent of jobs in NH will require postsecondary education.

CCSNH is committed to working closely with industry and education partners to achieve this goal, and has established strategic initiatives in support of it. The strategic initiatives enable a system-wide focus on key priorities that will support attainment of the 65 by 25 goal.

An educated public has been one of the pillars of the New Hampshire Advantage, and the 65 by 25 goal seeks to ensure this remains the case for generations to come. With in-migration no longer a reliable source of well-educated residents, raising the percentage of our population with post-secondary degrees and credentials is increasingly important to the NH economy and to NH citizens. It is not just education for “education’s sake,” but the linkages between a more highly educated citizenry, economic prosperity, and better lives. Achieved through the attainment of specific objectives within the overall goal, 65 by 25 can help to ensure that New Hampshire remains a strong and high-performing state economically and that its residents have opportunities for economic advancement and a high quality of life.

Essential components of meeting this goal include:

- Improve college affordability in NH by reducing community college tuition
- Double the number of workforce-aligned degrees and certificates awarded by 2025, including doubling the number of STEM degrees awarded
- Increase the postsecondary matriculation rate from NH high schools
- Strengthen pathways between K-12, higher education sectors and NH employers
- Broaden access to courses, programs and educational pathways across New Hampshire so that students have more opportunities for postsecondary education and career training, by using innovation and technology
- Provide accessible opportunities for adults to retrain and upgrade skills
- Address the unique needs of rural colleges and the communities they serve
- Increase enrollment and completion rates

Tuition Reduction

Affordability is a key priority for NH's community colleges, and in 2014 CCSNH reduced tuition 5 percent to \$200/credit. This followed tuition freezes in 2012 and 2013. In all, CCSNH has frozen tuition in four of the past nine years and reduced it in one year. CCSNH budget planning includes a continued focus on affordability with the goal of further tuition reduction.

Key Workforce Initiatives

AMPed-NH

In 2014, CCNSH continued to work with more than 100 advanced manufacturing employers across the state to strengthen and increase advanced manufacturing programs at each of the seven community colleges. Supported by a federal grant through the US Department of Labor, Education and Training Administration, the community colleges developed new curriculum and training pathways, updated labs, and acquired state-of-the-art advanced manufacturing equipment to train a skilled advanced manufacturing workforce.

Enrollment was up 13 percent in advanced manufacturing programs across the system in 2014 over 2013, and up 61 percent since 2010.

WorkReadyNH

The WorkReadyNH program provides assessment, skill-building, and credentialing in key workplace skills areas. WorkReadyNH helps the un- and under-employed gain the skills to successfully seek employment and build careers, and helps NH businesses by fostering a skilled workforce and strong job applicant pool.



WorkReadyNH was created in response to concerns expressed by NH employers that job applicants lacked foundational workplace and “soft skills,” making it difficult to fill jobs and impeding the economic advancement of job applicants. The program focuses on those areas employers identified as most critical to successful employment across a range of industries, including critical thinking, problem-solving, applied mathematics, employer expectations, teamwork, communications and more. Since its inception in 2011, WorkReadyNH has registered nearly 2000 participants in its skill-building and certification program.

Through the advanced manufacturing initiative the WorkReadyNH program was expanded in 2013 to all seven of the community colleges.

NH Job Training Grant Program

The community colleges are the designated preferred training provider under the NH Job Training Grant Program, which provides matching grants to NH employers seeking to upgrade the skills of their incumbent workforce. Community Colleges have worked with dozens of NH employers to strengthen the skill level of their incumbent workforce, help employees adapt to changing technology, support advancement, incorporate new skills and processes, and more.

STEM Programs

CCSNH continued its focus on STEM programs and pathways as part of its joint commitment with the University System of New Hampshire to increase the number of STEM graduates from NH's public institutions. CCSNH works collaboratively with New Hampshire companies to customize the education and training incorporated into STEM degree and certificate programs, and partners with

the University System of NH and private colleges to increase transfer opportunities for New Hampshire students.

The CCSNH Chancellor chairs the Governor's STEM Task Force, which brings together education and industry leaders to enhance STEM opportunities in New Hampshire.

New Collaborations with USNH

CCSNH and the University System of NH continue to work together to increase and strengthen pathways for students. In 2014, the systems initiated a dual admissions program between Great Bay Community College and UNH, offering seamless transfer, dual advising, and access to resources and events at both institutions. CCSNH and USNH are working to expand this program to all of their institutions. In addition, CCSNH and USNH developed new "3+1" pathway for nursing education enabling associate degree RNs and nursing students to complete a bachelor of science in nursing affordably and seamlessly. Through this program students who earn an associate degree in nursing and can enter the workforce as a registered nurse can enroll in a BNS completion program offered jointly by CSCNH and USNH institutions, with both years offered at community college tuition costs. CCSNH and USNH are working on replicating this transfer arrangement in other fields, beginning with STEM programs.

New in 2014 is the co-location of River Valley Community College and Granite State College at a location in downtown Claremont, NH, creating new and streamlined educational pathways.

Innovation Fund

2014 marked the second year of the Community College Innovation Fund of NH. The Innovation Fund was created in 2012 through private donations to foster innovative ideas within the State's network of community colleges. Proposals are evaluated by a panel of NH venture capitalists, entrepreneurs and business leaders. In addition to funding, recipients benefit from access to a group of experts organized to support the Innovation Fund efforts. Each project can serve as a pilot effort that can potentially be scaled up or shared to create broad impact across the system.

Proposals funded through the Innovation Fund for 2014 include projects to:

- Establish a new industry-driven certificate program in applied data analytics, focused on health care and manufacturing for small and medium-sized companies.
- Promote an accelerated pathway for high school students to enroll in an advanced manufacturing program that confers 12 college credits.
- Improve retention in engineering science programs through the creation of a college success course that integrates STEM career exposure and applied skill-sets early on in a student's experience.
- Create a software developer training program in partnership with industry
- Use web-based learning modules to improve math preparedness of incoming college students
- Develop a more authentic and enriched learning experience for online and evening early childhood education students by incorporating instructional tools and resources typically available to day students with access to child care settings
- Enhance cross-campus collaboration in the delivery of STEM (science, technology, engineering and math) courses and broaden access to these courses.
- Develop an online/hybrid lab science course that can be shared throughout the community college system.

- Use a mentoring approach for faculty engaged in online teaching and technology integration to enhance the quality and creativity of online courses available throughout the community college system.
- Enhance remote access to curriculum and courses to support learners in rural areas.

Administration and Governance

The Community College System of NH is comprised of seven colleges, each accredited through the New England Association of Schools and Colleges, Commission on Institutions of Higher Education. The Chancellor serves as chief executive of the college system. The Chancellor's office is designed to ensure that CCSNH meets its statutory obligation to "operate as a well-coordinated system of public community college education," providing centralized administration in the areas of strategic planning, budget, grants, financial aid compliance, legal services, risk management, communications, capital planning, human resources, internal audit, information technology, purchasing, payables and receivables, distance learning, foundation, and coordination with other agencies and institutions.

CCSNH is governed by a Board of Trustees. Except for the student members, Trustees are appointed by the Governor & Executive Council. By statute, the Trustees represent the areas of Business & Industry, Health Services, Labor, Law Enforcement, Technology, Education, Community Service, High School Career & Technical Directors, Students, Alumni, and the General Public. Additional ex-officio members include the Governor of the State of NH, the Presidents of each Community College, the CCSNH Chancellor and Vice-Chancellor, the Commissioner of the NH Department of Resources and Economic Development, the Commissioner of the NH Department of Education, and the Commissioner of the NH Department of Employment Security.

Each college is led by a President, with the support of a leadership team. Each college has an Advisory Committee comprised of individuals from the community, volunteers who represent employers, civic organizations, and the public. The Advisory Committee connects the college with its community and advises the president.

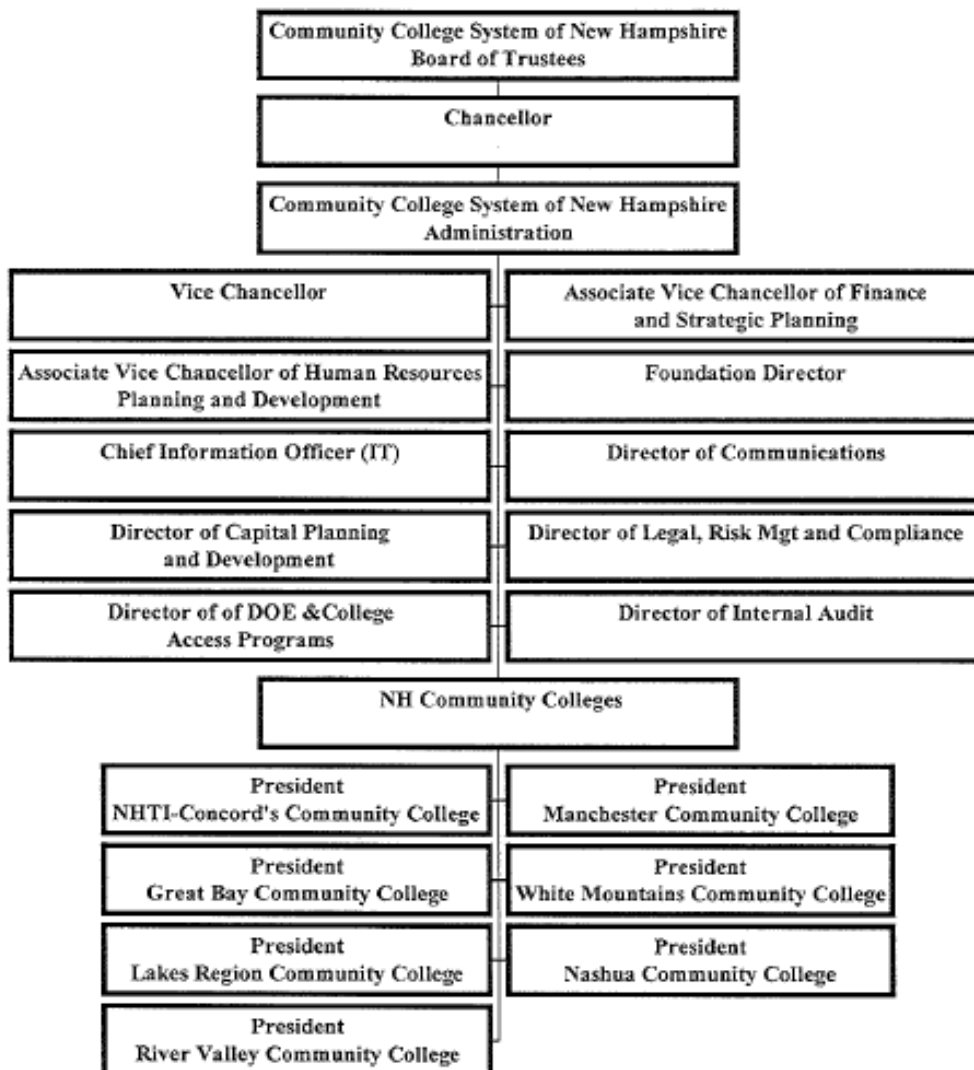
Academic programs are developed at the college level and approved through system leadership and the Board of Trustees. Programs are regularly reviewed for relevance, demand, and responsiveness to employment and industry needs. Academic programs are overseen by a department head, who is responsible for curriculum, program development, student advising, and supervision of department faculty. At each college, department heads report to the Vice President of Academic Affairs. Service learning, clinical experiences, co-ops, and internships are often incorporated into the curriculum. Academic programs have program advisory boards to provide input on curriculum, employment needs, and industry trends.

Matters related to student life are overseen at each college by the Vice President of Student Affairs. Students can participate in campus governance through their Student Senate, and numerous clubs and organizations provide opportunities for students to develop skills and experience outside the classroom.

Enrollment management, which includes admissions, financial aid, student assessment, and registration, is a shared responsibility within each college, as various administrative offices work collaboratively to facilitate student entry into post-secondary education and support student success. A central system Director of Financial Aid Programs and Compliance works with college financial aid offices to ensure our policies are standardized and our practices consistent system-wide. Internal auditing ensures program compliance and appropriate controls are in place.

Helping NH's incumbent workforce become and remain skilled and competitive is an important part of the community college mission. Each college includes a Business Training Center, with the mission of offering professional training to the regional workforce. Working closely with area employers, the Business Training Centers offer programs at the college or the workplace, and can customize training to meet the particular needs of businesses.

Organizational Structure: The following is an organizational chart of system-level administrators and college presidents.



Budget, Tuition and Enrollment

Budget:

FY13 is the most recent year with audited financial statements. The CCSNH FY13 operating budget was comprised of the following major elements:

- State appropriations (actual): \$31,544,352
- Tuition, Fee revenue: \$70,368,968
- Other revenue, including federal: \$12,377,514

Tuition: After two consecutive years of tuition freezes, CCSNH reduced tuition for the 2014-15 academic year by 5 percent to \$200/credit. The reduction was achieved with the support of the Governor and NH Legislature and aligns with CCSNH's priority of improving college affordability in NH. Tuition for an in-state student taking a minimum full-time course load of 12 credits per semester (24 per year) is \$4,800; tuition for a course load of 15 credits per semester (30 per year) is \$6,300, plus applicable fees.

NH community college tuition costs in the last five years:

Academic Year	2010-11	2011-12	2012-13	2013-14	2014-15
Per credit cost	\$195	\$210	\$210	\$210	\$200
Tuition, annual, 24 credits (minimum full-time)	\$4,680	\$5,040	\$5,040	\$5,040	\$4,800
Tuition, annual, 30 credits	\$5,850	\$6,300	\$6,300	\$6,300	\$6,000

CCSNH distributed over \$77.5 million in financial aid during the 2013-14 academic year through a combination of federal and state loans and grants, the Unique program, and scholarships from the Community Colleges of NH Foundation.

Enrollment

Counting all types of enrollment (credit, non-credit, dual high school/college enrollment, workforce training), CCSNH serves more than 27,000 students each year.

CCSNH enrollment roughly doubled in the decade between 2000 and 2010, as the colleges evolved into comprehensive community colleges with a wide array of programs and services, attracting students seeking the first two years of a baccalaureate degree as well as learners of all ages seeking postsecondary education and training opportunities.

In 2014 CCSNH continues to enroll students at historically high numbers system-wide. While nationally, community college enrollment has declined as the nation slowly emerges from the recent economic recession, in the fall of 2014 CCSNH credits sold increased overall by 1 percent and the student headcount by 4 percent from the prior fall semester.

Online enrollment

Online learning continues to be a significant growth area for CCSNH as it has in recent years. While online learning broadens access to educational opportunities for students and leverages technology and innovation to offer access to a greater range of learning resources, CCSNH is also focused on ensuring the quality and integrity of the online learning experience. CCSNH's "high touch" online learning model incorporates strong advising and learning support components designed to support the success of students as online learners. Online enrollment presently represents 11% of all credits sold.

Running Start

Running Start is a program that enables NH high school students to take community college courses in their high school for dual HS/college credit. Each course costs \$150, enabling students and their families to save on college costs and shorten time to college completion.

CCSNH continued to see increases this year in the number of Running Start course registrations as well as in the number of partner high schools.

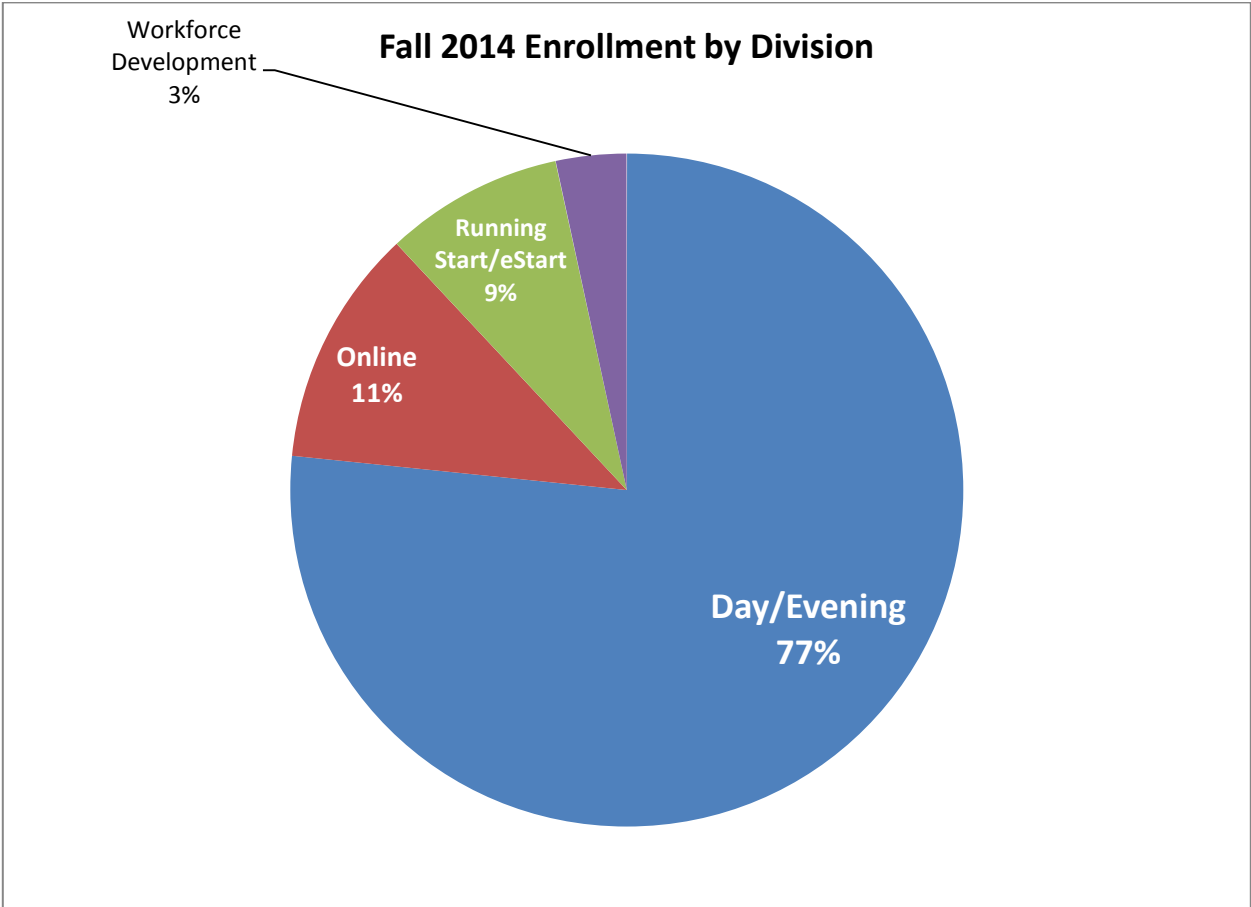
Running Start enrollment, State-wide:

	Student Course Registrations	Participating High Schools
Academic Year 2013-2014	6,199	93
Academic Year 2012-2013	5,601	91
Academic Year 2011-2012	5,308	92
Academic Year 2010-2011	5,407	89
Academic Year 2009-2010	4,961	81
Academic Year 2008-2009	4,703	72
Academic Year 2007-2008	4,302	71

e-Start

The "eStart" program, offered in partnership with the Virtual Learning Academy Charter School (VLACS), in Exeter, NH, is a dual credit program that affords NH high school students the opportunity to take 100% online college courses through the CCSNH, while simultaneously earning both high school and college credit. Since its inception in 2008 the eStart program has grown in both course offerings and student enrollments, with the current Fall 2014 semester seeing a 27.7% increase in enrollments over the previous fall semester.

This year, in an effort to assist students who would not otherwise be able to take a course without financial assistance, partial scholarships are offered for eligible students, further increasing the accessibility of the program. eStart continues to strive meet the needs of NH's high school students by offering new hybrid co-teaching online programming courses this year for the Fall 2014 and Spring 2015 semesters to Kennett High school students, a pilot model that CCSNH hopes to expand to other high schools in the coming years.



Ongoing upgrades to the information technology systems used by the Community College System of New Hampshire

In 2014, CCSNH has continued to build upon existing IT infrastructure development while enhancing services and further refining the role of technology across the seven colleges. We continue to make progress in the following areas:

Institutional Research, Planning, Policies and Service to Students:

- CCSNH continues to develop its reporting capabilities through a focus on Institutional Research and Information Technology. For example, using Rapid Insight's Veera product a set of dashboards are generated regularly which provide a visual snapshot of real-time enrollment data to aid leadership in planning and operations. We have also developed other reports for other offices across the CCSNH which support and align their daily work with our strategic initiatives.
- CCSNH developed an enhanced job seeker resource for CCSNH students that includes a statewide job posting board and career development resources. The consortium job board can be used by CCSNH students and non-students and is a place where businesses can post their job opportunities.
- Completed the CCSNH online course clearinghouse website which allows the students to review, select, register and pay online for any online course offered at the CCSNH Colleges. Also, 30 courses were designated as "Easy Transfer" which meant these courses were pre-approved as transfer eligible to any CCSNH College. This is a step towards pre-approving more courses for CCSNH transfer eligibility which will be less confusing and provide better service to our students.
- Implemented a 24/7/365 IT helpdesk support service for CCSNH students and faculty. The lack of afterhours support has been a problem for students and faculty, especially for online courses. Outsourcing these services is a cost-effective way to meet student and faculty needs for learning a technology support.
- Establish a contract for eDesign quality assessments of online courses using industry standard metrics. The quality assessments will be used to assist faculty in the design of their online courses and is meant to provide a better online experience for CCSNH students.

Ellucian Banner (Student Information and Enterprise Resource Planning System):

- Entered into a multi-year contract with Ellucian to purchase software licenses and consulting for the development of a "shared student environment" and one database for all Colleges (called the Student Banner Revitalization Project or SBR). Included in this project will be a new student self-service degree auditing tool called Degree Works, mobile connectivity software which will allow the student to access their Banner Student Information account using their phone and document imaging software tools.

Hardware and Software Infrastructure:

- CCSNH has entered into an agreement with UNH on a Disaster Recovery/Business Continuity plan which provides leasing space and services in the UNH data center to house the CCSNH primary servers.
- Developing a new set of Intranet webpages to enhance internal communications with all CCSNH faculty and staff. The go live date for these web pages is the fall of 2014.

Internet/Networking/Telecommunications:

- Converted from FairPoint data lines to the UNH ConnectNH system for all CCSNH Internet/wide area network services. ConnectNH was funded by the Broadband Technology Opportunities Program grant (BTOP). This project provides the CCSNH with at least a threefold increase in Internet bandwidth at slightly less cost than we were paying our current vendor.

Marketing and Recruitment Using IT:

- Dartmouth, Signal Vines, CCSNH Admissions Offices and IT worked on a grant-funded communications project which contacted accepted students via text message to remind them of important registration dates, etc. The intent of this project was to facilitate student enrollment using technology the student is familiar with.
- Included in the Student Banner Revitalization project were some Business Process Modeling (BPM) sessions held with various CCSNH departments. The BPM sessions held with the Recruiting and Admissions staff resulted in Roadmaps to improve the application process, increased communications with applicants/accepted students and better tracking/reporting capabilities. Over the coming months the Roadmap will guide the work to be completed in this area as part of the Student Banner Revitalization project.
- Developed a set of webpages for the Governor's STEM Task Force. The CCSNH Chancellor leads this task force which is looking at ways to increase student enrollment in the STEM (science, technology, engineering and math) areas.

APPENDICES

Board Appointments & Committees
System and College Leadership
Mission and Vision Statement
Program Grid, 2014-15 (not included in electronic version)

Board Membership and Board Committees

COMMUNITY COLLEGE SYSTEM BOARD OF TRUSTEES (VOTING MEMBERS)

Paul J. Holloway, Chair	Business & Industry
Claudette Mahar, Immediate Past Chair	Health Services
Katharine Bogle Shields, Vice Chair	Public
Kim Trisciani, Secretary	Labor
Ned Densmore, Treasurer	Public
John Calhoun	Public
Allen Damren	Business & Industry
Robert Duhaime	Public
Stephen Ellis	Public
Mikhala Eule	Student
Stephen Guyer	Public
Richard Heath	Public
Jeremy Hitchcock	Technology
Tricia Lucas	Community Service
Adam Moy	Student
Kristie Palestino	Public
David Paquette	Labor
Rafael Rojas, Jr.	Education
Steve Rothenberg	Career and Technical Education
Angela Roussel-Roberge	Alumni
Connie Roy-Czyzowski	Public
Susan Siegel	Business & Industry
Alison Stebbins	Business & Industry
John Stevens	Law Enforcement

STANDING COMMITTEES

Executive

Academic and Student Affairs

Facilities & Capital Budget

Finance Committee

Governance

Personnel

Audit

Marketing

CCSNH Leadership:

Dr. Ross Gittell, Chancellor

Ron Rioux, Vice-Chancellor

College Leadership:

Dr. Wildolfo Arvelo, President, Great Bay Community College

Dr. Scott Kalicki, President, Lakes Region Community College

Dr. Susan Huard, President, Manchester Community College

Lucille Jordan, President, Nashua Community College

Dr. Susan Dunton, President, NHTI, Concord's Community College

Dr. Alicia Harvey Smith, President, River Valley Community College

Matt Wood (interim), President, White Mountains Community College

Mission Statement

Our purpose is to provide residents with affordable, accessible education and training that aligns with the needs of New Hampshire's businesses and communities, delivered through an innovative, efficient, and collaborative system of colleges. CCSNH is dedicated to the educational, professional, and personal success of its students; a skilled workforce for our state's businesses; and a strong New Hampshire economy.

Vision

65 by 25: To maintain New Hampshire's positive economic indicators, including low unemployment and high per capital income, NH will need 65 percent of adults with education beyond high school. CCSNH is committed to achieving this vision by 2025