

COMMUNITY COLLEGE SYSTEM OF NEW HAMPSHIRE

ANNUAL REPORT

2015



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.

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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 – 2015 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, the 65 by 25 Goal and Student Success Initiatives

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.

In 2015 CCSNH has continued to make progress on a series of strategic initiatives designed to reach 65 by 25. The University System of NH is a key partner in our efforts and both systems are working together to strengthen transfer pathways for students. The 65 by 25 goal has also been endorsed by the NH Coalition for Business and Education, and a bill pending for the 2016 legislative session (HCR 12) would bring state recognition to this goal.

As noted in CCSNH's 2014 Annual Report, an educated public has been one of the pillars of the New Hampshire Advantage. 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 working with the State Legislature and Governor to reduce 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, which requires attention to sustainability in demographically dispersed areas of NH

- Increase enrollment and completion rates

In 2015, CCSNH added a particular focus on **student retention and completion** in support of the above strategic goals. While completion rates at NH's community colleges are at or above the national average, we recognize the need to strengthen completion and retention. CCSNH is focusing on a "guided pathways" model which is designed to help students understand, pursue and efficiently and affordably complete educational pathways that prepare them for careers and transfer. CCSNH is particularly focused on careers in NH and transfer to our NH partners, including the University System of New Hampshire (USNH).

Dual Admission

2015 saw the expansion statewide of a Dual Admission program between CCSNH and USNH, which had been piloted in 2014 between Great Bay Community College and UNH. The Dual Admission program enables students to enroll at one of NH's seven community colleges and at the time of enrollment, sign an agreement allowing them to be dually admitted to UNH, Keene State, Plymouth State or Granite State College with a direct transition upon completion of an associate degree at the community college. Students will receive advising to ensure appropriate course selection and have access to cultural and social activities at the destination institution. The Dual Admission program is generally designed for liberal arts majors in USNH schools. Admission to certain majors is dependent upon meeting major specific GPA and course requirements.

Tuition Reduction

Affordability is a key priority for NH's community colleges, and in 2015 CCSNH froze tuition at \$200/credit. This followed a tuition reduction in 2014 (from \$210/credit to \$200/credit) and tuition freezes in 2012 and 2013. In all, CCSNH has frozen tuition in five of the past ten years and reduced it in one year. CCSNH budget planning includes a continued focus on affordability with the goal of further tuition reduction if the level of state support makes a reduction possible.

Shared Course Registration System

In 2015 CCSNH substantially completed a key student registration initiative which enables students from across the state to register for courses from any community college seamlessly and have course grades reflected on a common transcript. The benefits of this initiative are at least two-fold. One, it broadens access to courses for students in all regions of the state, supporting shortened time to completion and a more streamlined academic pathway. Second, it positions CCSNH to reduce duplication of courses across our seven colleges and more efficiently offer courses. This work will be augmented by the implementation of other online resources that will strengthen student advising and mobile access to resources and student services.

Key Workforce Initiatives

AMPed-NH



2015 saw the completion of the grant period for CCSNH's statewide advanced manufacturing grant through the US Department of Labor Trade Adjustment Assistance – Community College and Career Training grant program (TAACCCT). With the support of the grant CCSNH created or enhanced advanced manufacturing program at all seven of its colleges and increased enrollment in related degree and certificate programs by 61 percent. CCSNH worked with more than 100 advanced manufacturing employers across the state to develop programs and curriculum and create pathways for students to skilled employment. Program fields include advanced composites manufacturing, advanced machine tool technology, electronic engineering technology, manufacturing processes, computer-aided design, precision

manufacturing, electro-mechanical technology, advanced and precision welding, mechatronics and robotics.

WorkReadyNH

CCSNH continues to offer the WorkReadyNH program, which provides assessment, skill-building, and credentialing in key workplace skill 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 2604 participants in its skill-building and certification program.

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.

Collaborations with USNH

In addition to the Dual Admission program described above, CCSNH and the University System of NH have moved forward with a “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 CCSNH Plymouth State University and Granite State College, with both completion years offered at community college tuition costs.

Innovation Fund

2015 marked the third 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 2015 include projects to:

- Establish a computer numeric control (CNC) skills competition with teams composed of middle school, high school, and community college advanced manufacturing students. This will provide an opportunity for younger students to be introduced to manufacturing opportunities and for community college students to mentor and reinforce their own technical training.
- Develop a college robotics competition (VEX U) for CCSNH and USNH students.
- Create short instructional training videos for advanced composites manufacturing to introduce and reinforce skills in basic tool use and other advanced techniques specific to advanced composite manufacturing.
- Develop a "STEM Roadshow" comprised of promotional and educational resources from different STEM disciplines, which can be used with varying ages and in different settings to strengthen pathways from K-12 schools.
- Design, produce, and implement animated virtual laboratory modules for courses in the Medical Laboratory Technician program.
- Create a one week summer STEM camp for local high school students to aid in recruiting high school juniors and seniors and provide hands-on learning experiences and introduce students to the community colleges.
- Create a Technology camp for high school and middle school children, particularly girls, to introduce campers to programming, web design, database and network management. There will be a focus on making STEM careers more appealing to women.
- Partner with the Big Brothers Big Sisters organization to create a "Student For A Day" event that will include sampling campus activities.

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, government relations, 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 and Executive Council. By statute, the Trustees represent the areas of Business and Industry, Health Services, Labor, Law Enforcement, Technology, Education, Community Service, High School Career and 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.

The board is organized in to nine standing committees: Executive; Academic, Student Affairs and Workforce Development; Audit; Facilities and Capital Budget; Finance; Governance; Marketing; Personnel; and Safety and Risk Management.

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. College advisory board members also sit on committees of the CCSNH board of trustees, to assist in connecting the board with the needs and operations of the local institutions.

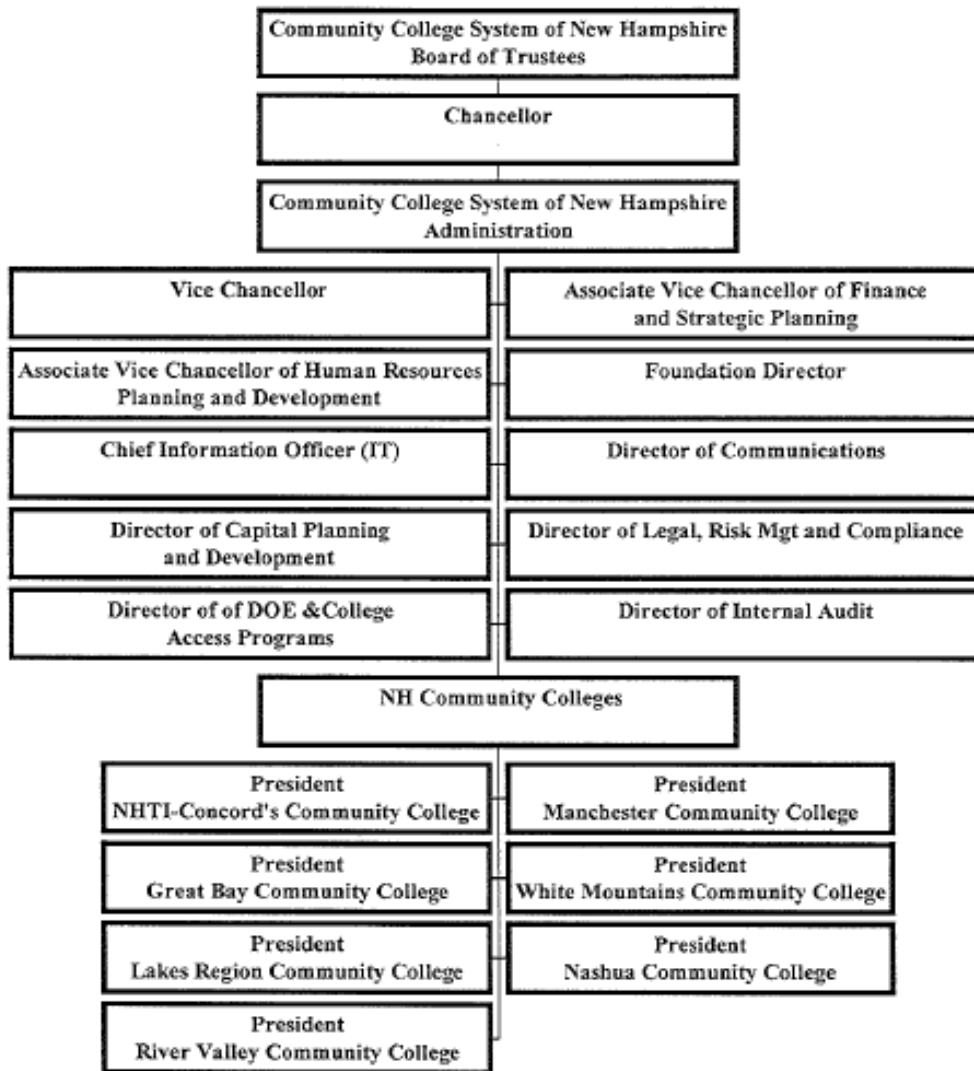
Academic programs are developed at the college level and approved through system leadership and the Board of Trustees. Programs are regularly reviewed for relevance, demand, and responsiveness to employment and industry needs. Academic programs are overseen by a department head, who is responsible for curriculum, program development, 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. CCSNH recognizes the availability of student life activities as an important component of student retention and completion, as well as helping to prepare students to be contributing members of their communities and state upon graduation.

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. Note: Positions may be vacant at any given time.



Budget, Tuition and Enrollment

Budget:

FY14 is the most recent year with audited financial statements. The CCSNH FY14 operating budget was comprised of the following major elements:

- State appropriations (actual): \$40,000,000
- Tuition, Fee revenue: \$69,482,905
- Other revenue, including federal: \$13,582,669

Audited financial statements are available through the CCSNH Chancellor's office.

Tuition: Affordability is a key priority for NH's community colleges, and in 2015 CCSNH froze tuition at \$200/credit. This followed a tuition reduction in 2014 (from \$210/credit to \$200/credit) and tuition freezes in 2012 and 2013. In all, CCSNH has frozen tuition in five of the past ten years and reduced it in one year. CCSNH budget planning includes a continued focus on affordability with the goal of further tuition reduction if the level of state support makes a reduction possible.

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 \$6,000, plus applicable fees.

NH community college tuition costs in the last five years:

Academic Year	2011-12	2012-13	2013-14	2014-15	2015-16
Per credit cost	\$210	\$210	\$210	\$200	\$200
Tuition, annual, 24 credits (minimum full-time)	\$5,040	\$5,040	\$5,040	\$4,800	\$4,800
Tuition, annual, 30 credits	\$6,300	\$6,300	\$6,300	\$6,000	\$6,000

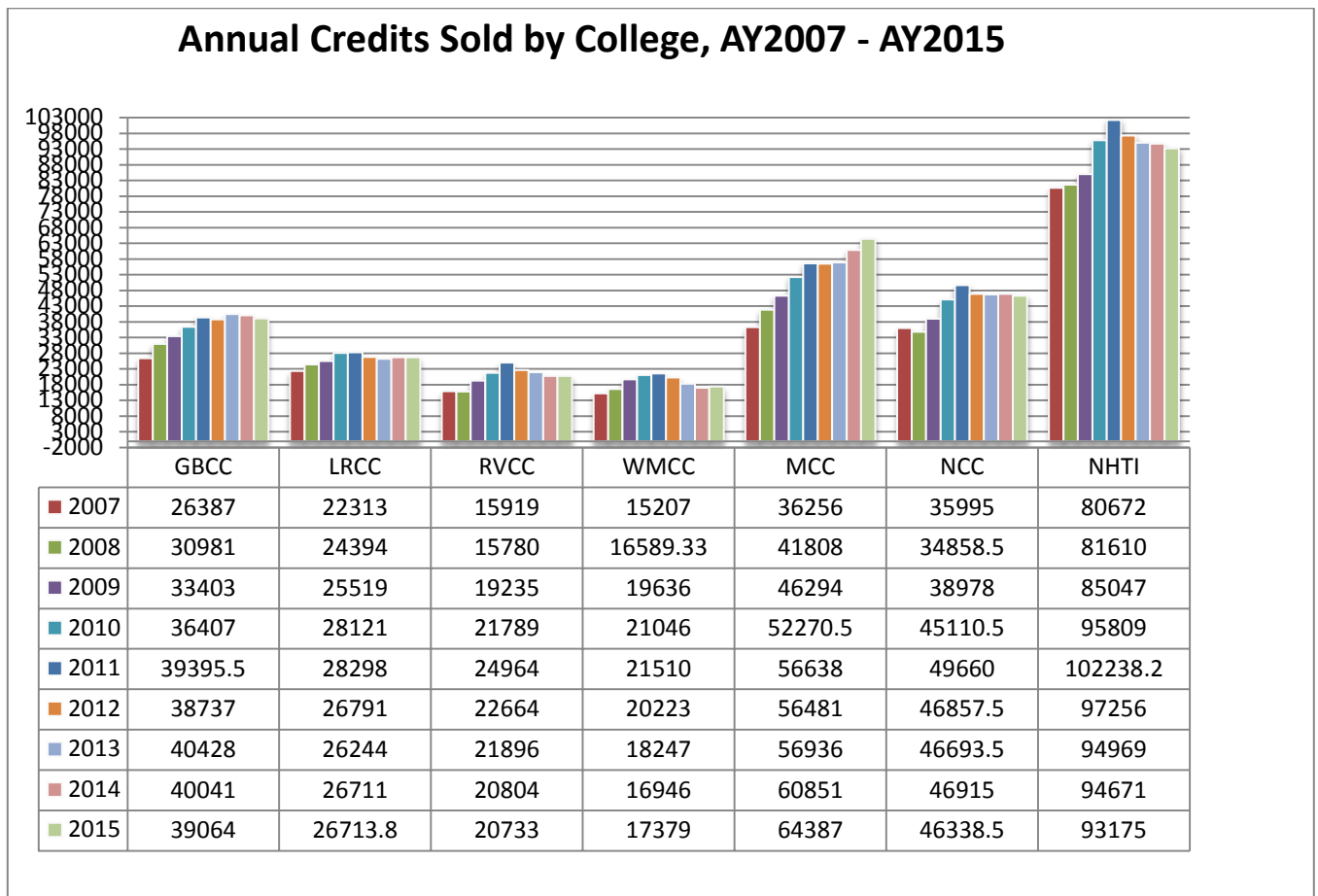
CCSNH distributed over \$75 million in financial aid during the 2014-2015 academic year through a combination of federal, institutional and private grants/scholarships; federal and private loans; the Unique Annual and Endowed scholarship programs; and scholarships from the Community Colleges of NH Foundation.

Enrollment

CCSNH's 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.

CCSNH continues to serve historically high numbers of students, even as the rates of enrollment growth the colleges experienced from 2001-2011 have abated as the nation and NH have emerged from recession. Counting all types of enrollment (credit, non-credit, dual high school/college enrollment, workforce training), CCSNH serves more than 27,000 students each year.

For budgeting purposes one of the leading ways in which CCSNH measures enrollment is in the number of credits sold. The chart below shows credits sold data since 2007. Decreases since 2011 can be attributed, in part, to fewer students graduating from NH high schools and NH's emergence from recession. NH's low unemployment rate, while a positive economic indicator, belies the fact that many high-skill jobs in NH are going unfilled because of a lack of alignment of the professional skills of NH's population with employment needs. NH's community colleges are working to address this challenge by building and promoting education pathways that lead to highly skilled jobs in NH, in partnership with NH employers. Only by working together can NH have a workforce that supports job growth and economic growth in the state.



Online enrollment

Online learning continues to be a significant growth area for CCSNH. 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.

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 2014-2015	6,915	106
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, 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 233 enrollments for the 2015 Academic Year and more than 1,600 students taking advantage of the program to date.

The eStart program coordinator communicates with industry professionals to better understand workforce needs in order to provide NH's high school students with the best opportunities to succeed. New for the 2015-16 academic year, the eStart program is offering courses in Early Childhood Education and Computer Programming which students can utilize as affordable pathways to certification/degrees in each respective field. The eStart program is made accessible to as many students as possible by including partial scholarships for eligible students and offering the some courses at 50% of the normal tuition rate.

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

In 2015, 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:

- Completed the CCSNH Banner Revitalization project which allows students to review, select, register and pay online for any online course offered at the CCSNH Colleges.
- CCSNH has begun building a new more comprehensive Data Warehouse for institutional research purposes.
- CCSNH IT took part in an IT Risk Assessment and looks forward to implementing the recommendations identified in the process.

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

- Completed the technical implementation of our new Shared Student Information System. This new system allows students to review, select, register and pay online for any online course offered at the CCSNH Colleges. This implementation also allows for additional cross collaboration between all of the CCSNH colleges which will strengthen the student experience and enable efficiencies.
- We have begun the implementation of a new student self-service degree auditing tool called Degree Works.
- We have begun the implementation of mobile connectivity software which will allow students to access Banner Student Information accounts using a mobile phone.

Hardware and Software Infrastructure:

- CCSNH began the implementation of a new server infrastructure to support the suite of Ellucian Banner products now licensed by CCSNH. This allowed for a strengthening of security and improved performance of Banner servers.
- CCSNH is in the process of moving all of its primary equipment to a UNH data center which will become CCSNH's primary data center.
- CCSNH completed the development of a new self-service portal
- CCSNH implemented a new Identity Management solution for faculty, staff and students

Internet/Networking/Telecommunications:

- CCSNH acquired new wireless technology that it is currently rolling out to the colleges in an effort to meet the demands of improved access.

APPENDICES

**Board Appointments & Committees
System and College Leadership
Mission and Vision Statement
Program Grid, 2015-16 (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
Robert Duhaime, Treasurer	Public
John Calhoun	Public
Allen Damren	Business & Industry
Ned Densmore	Public
Stephen Ellis	Public
Nick Evans	Student
Stephen Guyer	Public
Richard Heath	Public
Jeremy Hitchcock	Technology
Tricia Lucas	Community Service
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
Nathan Wells	Student

EX-OFFICIO MEMBERS

College Presidents
Governor, State of NH
Commissioner, NH Department of Employment Security
Commissioner, NH Department of Education
Commissioner, NH Department of Resources and Economic Development

STANDING COMMITTEES OF THE BOARD

Committee (Current Chair)

Executive (P. Holloway)
Academic, Student Affairs and Workforce Development (J. Hitchcock)
Audit (K. Shields)
Facilities and Capital Budget (R. Heath)
Finance (R. Duhaime)
Governance (C. Roy-Czyzowski)
Marketing (J. Calhoun)
Personnel (K. Trisciani)
Safety and Risk Management (J. Stevens)

CCSNH Leadership:

Dr. Ross Gittell, 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, 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 capita income, NH will need 65 percent of adults with education beyond high school. CCSNH is committed to achieving this vision by 2025