



Board of Trustees

COMMUNITY COLLEGE SYSTEM OF NH

Meeting of October 17, 2019

Present: Trustee Jeremy Hitchcock (Chair), Trustee Alison Stebbins (Treasurer, teleconference), Trustee Paul Holloway (Past Chair, teleconference), Trustee Jack Calhoun, Trustee Sharon Harris, Trustee Stephen Freeborn, Trustee Stephen Ellis, Trustee Tricia Lucas, Trustee Richard Killion, Trustee Edwin Smith, Trustee Cheryl Kahn, Trustee Richard Heath, Trustee John Stevens, Trustee Darrin Daniels, Trustee Steven Slovenski, Chancellor Ross Gittell, Christopher Way (NH Department of Business and Economic Affairs), President Susan Huard (MCC), President Lucille Jordan (NCC), President Larissa Baia (LRCC), President Gretchen Mullin-Sawicki (NHTI), President Charles Lloyd (WMCC), President Alfred Williams (RVCC), Interim President Cathryn Addy (GBCC)

Regrets: Trustee Kathy Bogle Shields (Vice Chair), Trustee Steve Rothenberg, Trustee Kim Trisciani (Secretary), Trustee Connie Roy-Czyzowski, Trustee Steven Hattamer, Trustee Kenneth Stanley, Governor Christopher Sununu, Commissioner Copadis (NH Department of Employment Security), Commissioner Frank Edelblut (Department of Education)

Others Presenting to the Board: Charles Ansell (CCSNH), Shannon Reid (CCSNH, teleconference), Jeanne Herrick (CCSNH), Tim Allison (CCSNH), Matt Moore (CCSNH)

Chair Hitchcock called the meeting to order at 10:00 a.m. in room 100/102 at White Mountains Community College in Berlin, NH. No conflicts of interest were expressed.

President Lloyd and WMCC Nursing faculty announced that the Nursing program has officially been accredited by ACEN, and the board congratulated the college and the Nursing program on this milestone achievement.

Consent Agenda

VOTE: The Board, on motion of Mr. Calhoun and seconded by Mr. Heath, voted unanimously by roll call to approve the following consent agenda items:

- Approval of the Agenda
- Approval of the July 18, 2019 and August 15, 2019 Meeting Minutes
- Advisory Board Nominations
 - MCC: Kristine Irwin, Connie Roy-Czyzowski
 - WMCC: David Backler, Heidi Barker, Kevin Carpenter, Janice Crawford, Carrie Gendreau, Julie King, Paul Pinkham

Welcome

Chair Hitchcock reviewed the agenda with the board, noting that the focus of the meeting will be student retention and enrollment initiatives in a period of changing demographics.

Chancellor Gittell thanked and recognized President Jordan and Nashua CC for hosting two successful events, the Walter Peterson Event in September and the Symposium in October. President Jordan



reported positive feedback from her college regarding the event's operation and content. President Huard, President Baia, and Mr. Freeborn noted the positive feedback they received regarding affinity group sessions and increased opportunities to network. Interim President Addy noted the timeliness of the keynote speakers in relation to the current strategic planning process, and President Lloyd stated that the event gave more traction to strategic planning at the colleges. President Mullin-Sawicki and Ms. Harris presented on affordable international study opportunities in Wales. Ms. Harris suggested all trustees attend Symposium and provided positive feedback on the Chancellor's Luncheon to recognize milestone anniversaries and Chancellor's Award winners.

Mr. Allison provided an update on the last Foundation board meeting, which focused on board recruitment. Board members also reviewed a report from Bank of America and discussed logo and branding updates.

Legislative Update

Ms. Reid provided an update on legislative affairs. An operating budget for FY20-21 has passed, funding CCSNH at the levels agreed to in June in the committee of conference budget and at the level CCSNH needed to be able to freeze tuition for AY2019 and AY2020. Ms. Reid thanked the board for their work and outreach to legislators, and the board recognized Shannon's efforts in securing this funding.

Ms. Reid provided an overview of the legislative bills being filed for 2020 session. Currently only the titles of the bills have been provided, and Ms. Reid will continue reviewing the list for bills that could be relevant to CCSNH, with more information to be released in early January. CCSNH is also participating in study committees to work with legislators on specific topics, such as public higher ed commission, focusing on enrollment trends, retention strategies, academic program trends, and interaction with business. Mr. Way stated that BEA is looking at workforce and housing matters, also noting that the job training fund has moved from BEA to DES.

65x25 Goal Review

Mr. Ansell provided an update on the identified CCSNH strategic goals as aligned with 65 by 25 and each goal's related KPIs. The five strategic goals for CCSNH are:

- Assuring clear, supportive pathways for students – from those matriculating from high school directly, to those coming to CCSNH as working adults – that lead to academic and career success in NH. This will be accomplished in partnership with industry, four-year universities, high schools, and other stakeholders.
- Strategically meeting enrollment needs for the state, addressing the unique needs of our differing communities. Meeting all needs throughout the state requires CCSNH to close equity gaps between metro areas and less densely populated parts of the state, where educational attainment and income levels are not nearly as high.
- Maintaining strong internal financial and facility controls and sustainability through sound budget, accounting, investment, and procurement operations
- Establishing CCSNH as an employer of choice
- Using data and technology to support attainment goals

Mr. Ellis highlighted the significant progress that has been made on strategic goal one, to “assure clear, supportive pathways for students to credentials that lead to academic and career success in NH, accomplished in partnerships with industry, four-year universities, and high schools.” Ms. Kahn noted the connection of strategic goals to the work and flow of the new committee structure implemented



this year. Mr. Killion suggested setting timetables and KPIs that show trend line performance over time—data points that can help trustees make important decisions, advocate with legislators, and otherwise be generally applicable to the functional work of trustees. The board also discussed the need for KPIs that indicate equity measures and that require transformative change in order for CCSNH to close half the gap from 53% to 65. Mr. Ansell asked trustees to continue sending feedback to him following the meeting.

Retention

Mr. Ansell provided an update to the board regarding retention efforts, critical for the accomplishment of the first strategic goal, at the system and college levels. Students must graduate on-time, and one of the major leading indicators of this is term-to-term, particularly fall-to-fall, retention. Students that CCSNH retained from last Spring represent more than half of credit enrollment this Fall. Retention ties into completion/ enrollment, as revealed by the data that reveals the majority of spring CCSNH students either received an award or came back this Fall. Mr. Ansell and the presidents discussed best practices and student outreach regarding the one-third of students in the spring who neither received an award nor returned in the fall.

Mr. Ansell reviewed the most common reasons why students leave, which he stated is important information for the system and colleges to gather so that effective practices for combatting attrition can be developed and implemented.

Mr. Ansell reported that students who have greater challenges paying for college or who have other life obligations that reduce their course load often return at lower rates. Students who received Pell aid in the Fall were retained at a 19-percentage point higher rate than those without one. Mr. Way and President Baia discussed the impact of a lack of available affordable housing on retention. Discussion followed regarding strategies and initiatives the colleges are pursuing to support student retention, including emergency needs and small dollar debts that contribute to attrition and enrollment decline.

Mr. Ansell requested the board to send feedback to him on the retention items and KPIs that they would like to see going forward.

Committee Updates

Ms. Stebbins reported that the Finance Committee has added financial education for trustees to the committee's goals for the year. The Committee will begin to focus more on the balance sheet and college reserves, auxiliary expenses, and it expects that a recommendation on Rochester will be presented to the Board at the next board meeting.

Mr. Killion reported that the Governance Committee is charged with measuring efficiency and effectiveness of the board. The onboarding process will be updated to include a mentorship program and ongoing education, which will be further discussed in December. Mr. Killion reviewed the process the committee followed to produce a recommended slate of officers to present to the board for approval.

VOTE: The Board, on motion of Mr. Calhoun and seconded by Ms. Lucas, voted unanimously by roll call to approve the following slate of officers for 2019-2020, as recommended by the Governance Committee:



- Chair: Jeremy Hitchcock
- Vice Chair: Kathy Bogle Shields
- Treasurer: Alison Stebbins
- Secretary: Edwin Smith

Mr. Calhoun provided a report on behalf of the Student Success Committee, which has engaged in discussions surrounding increasing community college enrollment of Running Start students and President Huard's proposal for Spark Academy to co-locate and construct a building for their operation on the campus of Manchester CC. The committee supports the concept of co-location as proposed by President Huard, and the Assets and Resources Committee will next discuss the logistical complexities. Discussion followed regarding details of the proposed model and the need to develop a document that will organize the details needed for the proposal to be further explored, as well as the board process that should be followed as the proposal moves through the committees. Ms. Herrick asked that the board send feedback, questions, and concerns to her so that they can be addressed accordingly.

Mr. Freeborn left the meeting at 12:03 pm. The board meeting was paused for lunch and college tours at 12:23 pm, and trustees returned to the meeting at 1:11 pm.

Other Business

Chair Hitchcock and Chancellor Gittell provided an overview of the Chancellor's annual campus visits this Fall, at which they and the presidents discussed strategic planning with the campuses.

Non-Public Session I

VOTE: The Board, on motion of Mr. Smith and seconded by Mr. Calhoun, voted unanimously by roll call to conduct a non-public session according to the provisions in RSA 91-A:3, II(b), in order to discuss hiring of a public employee

The Board entered non-public session at 1:12 pm and returned to public session at 1:20 pm. Two votes were taken in the non-public session. Due to technical difficulties, Trustees Holloway and Stebbins, participating by teleconference, were disconnected from the meeting during the non-public session and were not able to return to the meeting.

VOTE: The Board, on motion of Chair Hitchcock and seconded by Mr. Calhoun, voted unanimously by roll call to seal the minutes, as divulgence of the information may affect adversely the reputation of persons other than CCSNH voting trustees, under RSA 91-A:3, III.

Executive Session

VOTE: The board, on motion of Mr. Smith and seconded by Ms. Harris, voted unanimously by roll call to conduct an executive session according to the provisions in RSA 91-A:2, I (a) to discuss strategy with respect to collective bargaining.

The Board entered executive session at 1:21 p.m. and returned to public session at 1:53 p.m. No votes were taken in the executive session.

VOTE: The Board, on motion of Mr. Smith and seconded by Mr. Heath, voted unanimously by roll call to seal the minutes, as divulgence of the information likely would render the proposed action ineffective, under RSA 91-A:3, III.



Other Business

Chair Hitchcock called a full meeting of the board on November 21, and agenda items will include the presidents' presentations on enrollment management and approval of the annual audit report.

Chair Hitchcock announced that the board retreat on January 16-17 will be held at the Mountain View Grand Resort.

Chair Hitchcock asked trustees to review the schedule of 2020 board and committee meeting dates, which Ms. Eckner will send to the board as calendar invites.

President Baia invited the board to attend a ribbon cutting ceremony next Thursday to celebrate the opening of the laboratory kitchen at Lakes Region CC.

No further business was brought forward. The meeting adjourned at 2:04 pm.

Respectfully Submitted,

Meghan Eckner
Executive Assistant to the Chancellor and Board of Trustees