



**Finance Committee**  
**CCSNH BOARD OF TRUSTEES**  
**Meeting of December 19, 2019**

**Present:** Trustee Alison Stebbins (Chair), Trustee Paul Holloway, Trustee Edwin Smith, Trustee Tricia Lucas, Trustee Robert Baines, MCC President Susan Huard, WMCC President Charles Lloyd, COO Charles Ansell, CCSNH Controller John Harrington, CCSNH Director of Facilities Matt Moore, CCSNH Director of Financial Operations Kim Brent

**Others in Attendance:** Trustee Jeremy Hitchcock, NCC President Lucille Jordan, RVCC President Alfred Williams, NHTI President Gretchen Mullin-Sawicki, LRCC President Larissa Baia, LRCC CFO Marsha Bourdon, MCC CFO Kelly Chapman, NHTI Budget Officer Melanie Kirby, WMCC CBAO Scott Fields, MCC VPAA Brian Bicknell

Chair Stebbins called the meeting to order at 3:00 pm in room 136 MacRury Hall, NHTI, Concord, NH.

Approval of September 26, 2019 Minutes

**VOTE:** The Committee, on motion of Mr. Holloway and seconded by Ms. Lucas, voted unanimously to approve the minutes of the September 26, 2019 meeting as revised.

Approval of the NHTI Compass Group USA Contract

President Mullin-Sawicki presented the request from NHTI to extend the college's current Compass Group USA (Chartwell's) contract from June 30, 2020 to June 30, 2021, and to increase the contract by \$985,000. The vendor requested a contract extension to demonstrate new management initiatives in respect to service and food choice improvements.

**VOTE:** The Committee, on motion of Mr. Holloway and seconded by Mr. Smith, voted unanimously to approve the Compass Group USA contract amendments as presented.

Reserves

Ms. Stebbins and Mr. Ansell led a discussion on the draft reserves policy. The systems and colleges aspire for reserves to account for 15 percent of the operating budget, and discussion followed regarding the board policy 241 that mandates each college must maintain a reserve fund balance of at least five percent of operating revenues of the immediately preceding fiscal year. At the next meeting, each college will report on reserves and the committee will review a revised reserves policy proposal. Mr. Ansell will research reserves policies from AACC, NECHE and other community colleges from across the country.

The committee reviewed the system's outstanding debt in consolidated auxiliary funds.

Finalized metrics and policy will be brought to the full Board of Trustees as part of the committee's goal to educate all Board members on the budget and financial operations and controls of CCSNH.

Receivables and Collections



Ms. Brent provided an overview of financial operations and investments. CCSNH uses two banks, Citizen's for storing cash and Fidelity. The primary objective of CCSNH's investment management is to preserve principal and liquidity, with maximization of investment income without undue exposure to risk. Chancellor Gittell noted that the UNIQUE funds have been moved from the foundation to the system.

Regarding receivables, the bursar's office manages receivables on each campus, including billing, charges, and accepting payments. Ms. Brent reviewed how much money students owe by number of days past due, and she also provided an update on the number of accounts managed by ECSI, that CCSNH servicer that handles accounts six months are older.

Currently CCSNH is working on improving processes and policies between all campuses, creating a unified early intervention program, and creating new metrics for the Finance Committee, including a metric on open balances. CCSNH will continue providing updates on the status of these new efforts at future committee meetings.

The committee discussed the need for a consistent policy for each college regarding students in arrears. Financial leadership across the system were asked to draft a policy on students in arrears for the presidents to review and recommend to the finance committee.

#### Non-Public Session

**VOTE:** The Committee, on motion of Ms. Stebbins and seconded by Mr. Holloway, voted by roll call to conduct a non-public session according to the provisions in RSA 91-A:3, II (a), in order to discuss consideration of the acquisition, sale, or lease of real or personal property which, if discussed in public, would likely benefit a party or parties whose interests are adverse to those of the general community .

The Board entered non-public session at 4:12 pm and returned to public session at 4:40 pm. No votes were taken in the non-public session.

**VOTE:** The Board, on motion of Ms. Stebbins and seconded by Mr. Holloway voted by roll call to seal the minutes based upon RSA 91-A:3, III that divulgence of the information likely would render the proposed action ineffective.

#### Per-College Updates

- WMCC President Lloyd and Mr. Fields provided an update on the organization that currently runs the childcare center and their plans to close the operation on December 20th, at which point the property will be returned to the college. The college budgeted for a 5% decline in enrollment but enrollment decline was 2.4%. Running Start credits have increased. The college is working nursing students who are not persisting, and this has been an area of focus for the college.
- President Mullin-Sawicki reported that NHTI received an anonymous donation to build a new learning center. Running Start was up 7.5%, and the college is trending down on expenses for utilities. Challenges include the employee reduction and a deficit of \$600k that will require dipping into reserves. The college is developing a curriculum for BA degrees in radiation technology and radiation therapy, and it is partnering with UNH on international students.
- President Jordan reported that Running Start enrollment increased at Nashua CC despite the resignation of the college's Running Start Coordinator. The college received a donation to buy a



piece of equipment in precision manufacturing, and they hired another full-time enrollment specialist, using EAB and Navigate to support students.

- President Williams reported a loss of revenue at River Valley CC due to a decrease in enrollment, which was compensated for by the salaries of positions not yet filled. Enrollment at the college tracked higher in spring through the fall, with more new students in the fall, and retention of new students has improved.
- VPAA Brian Bicknell reported that retention from spring to fall has increased 4% at Manchester CC, and retention to spring will be known after the holidays. Total amount of new student applications has decreased, while Running Start credits sold increased 7.6%. Through the Perkins funds, the college was able to hire a full-time faculty position in HVAC for technology advanced certificates, better utilizing the new building. Noted challenges include the implementation of new technologies that put a strain on the workforce and a significant increase in mental health issues for students.
- President Baia noted a 24% increase in new students at Lakes Region CC. To retain students in high demand fields, the college built credentials into associate degree programs, so that students who leave early can leave with a credential.
- Mr. Clancy reported that Great Bay CC needed to adjust enrollment numbers down. Despite the delay in receiving a budget, the college kept spending down and projects that they will maintain budget targets for a full year. Mr. Clancy reported that Running Start enrollment increased at the college despite the resignation of the college's Running Start Coordinator. The annual Distinguished Leaders Event was not as successful a fundraising effort as in previous years, but it was successful in scholarship awarding.

No further business was stated. The committee meeting adjourned at 4:55 pm.

#### Follow-Up Items

- Next meeting
  - Report on reserves by college
  - Review of college balance sheets
  - Review/ approve updated reserves policy
  - Updates on space utilization and structured schedules
- Mr. Ansell will look into reserves policies from AACC, NECHE and other community colleges from across the country
- Financial leadership across the system asked to draft a policy on students in arrears for the presidents to review and recommend to the finance committee.
- Chancellor Gittell and Ms. Herrick to meet with owner of Stratham property.

Respectfully Submitted,

Meghan Eckner  
Executive Assistant to the Chancellor and Board of Trustees