



**Board of Trustees**  
COMMUNITY COLLEGE SYSTEM OF NH  
Meeting of April 23, 2020

**Present (teleconference):** Trustee Jeremy Hitchcock (Chair), Trustee Paul Holloway (Past Chair), Trustee Alison Stebbins (Treasurer), Trustee Edwin Smith (Secretary), Trustee Jack Calhoun, Trustee Steve Rothenberg, Trustee Sharon Harris, Trustee Stephen Freeborn, Trustee Tricia Lucas, Trustee Richard Killion, Trustee Cheryl Kahn, Trustee Darrin Daniels, Trustee Richard Heath, Trustee Megan Elwell, Trustee John Stevens, Trustee Steven Slovenski, Trustee Robert Baines, Trustee Jeff Cozzens, Trustee Kenneth Stanley, Trustee Stephen Ellis, Chancellor Ross Gittell, Christopher Way (NH Department of Business and Economic Affairs), President Brian Bicknell (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 Tiler Eaton, Trustee Steven Hattamer, Governor Christopher Sununu, Commissioner Copadis (NH Department of Employment Security), Commissioner Frank Edelblut (Department of Education)

**Others Presenting to the Board (teleconference):** Charles Ansell (CCSNH), Shannon Reid (CCSNH), Jeanne Herrick (CCSNH), Tim Allison (CCSNH), Matt Moore (CCSNH), Bernie Kennan (CCSNH), Alisa Kadenic-Newman (CCSNH), Dr. Susan Huard (CCSNH)

Chair Hitchcock called the meeting to order at 9:30 am and called the roll. Regarding the conduct of a telephonic meeting and counting all members toward the quorum requirement whether or not physically present in the meeting location, the Chair declared an emergency meeting in order to follow social distancing guidelines related to the current public health crisis, pursuant to RSA 91-A: 2 (III)(b). No conflicts of interest were expressed.

Consent Agenda

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

- Approval of the Agenda
- Approval of Meeting Minutes of April 3, 2020, March 19, 2020, March 13, 2020, January 16, 2020, and November 21, 2019
- Advisory Board Nominations
  - GBCC: Darci Knowles
- FY21 Fee Changes
- Mission Statements (annual approval)

Remote Instruction

Mr. Ansell provided an overview of the process of moving the colleges to fully remote instruction and mostly remote operations. Because the required academic technology was already in place at each college, CCSNH was able to focus on other areas to support, including struggling students and virtual tours to be able to continue admissions and recruitment efforts. Ms. Kadenic-Newman reported that



while everyone had access to the Canvas learning management system, CCSNH further supported the move to remote operations by ensuring employees access to Zoom videoconference software and by identifying faculty who require extra support with the transition. It is expected that following this period and the advancement of technology it has driven, CCSNH will begin offering more online and hybrid courses. Mr. Kennan reported that most system IT solutions were also already in place before the pandemic, and that a focus for IT has been ensuring employees could access Zoom and VPN solutions. These efforts have indicated that many employees are able to work from home effectively, which could be a source of significant cost savings for the system.

Mr. Stanley joined the meeting at 9:50 am.

The presidents presented on each of the following topics related to the transition of their colleges to remote instruction:

- The role of department chairs supporting full-time and adjunct faculty in their transition to online and providing outreach to students.
- Increased support for students with food and housing insecurity, including students who resided in campus housing.
- Training for student tutors on Canvas and Zoom during the spring break so that they could be available to support others following the transition.
- The use of different tools and virtual simulations to continue lab programs for nursing and dental students. Labs that could not be migrated and will have to be completed in the summer include welding, truck driving, non-destructive technology, electrical, and advanced manufacturing, and EMT programs.
- The assignment of remote liaisons in addition to faculty advisors to students to serve as additional support and collect information to improve services and student access to services during this time period.
- The development of protocols and clear communications across the colleges and system.

Discussion followed regarding the need for CCSNH to collect stakeholder information that can be used to improve this process going forward. Future improvements include continually converting paper-based processes to electronic, eliminating registration barriers, and boosting emergency grants. Mr. Freeborn noted the need for all faculty to be engaged and supported in the process of transitioning to online or hybrid models, and the opportunity to continue sharing resources among colleges, which has been made easier due to the increased use of technology. The board discussed working with students who are not functioning well in an online environment. The colleges are working individually with students to identify their needs so that they can best accommodate and support them.

Dr. Susan Huard joined the meeting at 10:40 am.

#### COVID-19 Updates

The colleges and system are preparing their FY21 budgets, which require frequent revisiting, revisioning of assumptions, and preparation of different scenarios given the significant number of unknowns next year. Registration is down, which is expected given the new registration procedures that have been implemented. If enrollment does not meet expectations, reserves are available to help absorb major declines. Refunds for expenses related to COVID-19 have been tracked closely and are expected to be refunded from the CARES act. CCSNH must make a clear case to the state on the system's critical role in reversing the surge in unemployment.



The CARES Act will release three million dollars in federal student aid to CCSNH next week, and CCSNH will act to disburse these funds quickly, carefully, and in a compliant manner. CCSNH is awaiting further guidance on how institutional support from the CARES can be used. Ms. Reid provided an update on additional funding from GOFERR (The Governor's Office for Emergency Relief and Recovery), for which CCSNH will present both the immediate impact and needs of institutions as well as the longer-term opportunities and plans for CCSNH to participate in the state's economic recovery.

Mr. Allison announced the release of \$50,000 from the Trustee Initiative Fund to the colleges, to be used immediately as needed. The NH Charitable Foundation also just released \$40,000 to CCSNH.

Ms. Herrick reported on the temporary employment policies that needed to be implemented to account for work, FMLA and other legislation, and leave related to COVID-19. CCSNH faced resistance from employees who wanted to remain at work and some employees who wanted to leave work. Standards must be put into place as a plan is developed for returning to the workplace, so that a uniform way of approaching that process can be implemented consistently across the colleges.

Regarding commencement, the student feedback that colleges have collected indicates that students would prefer an on-campus commencement.

In summary, Chancellor Gittell noted that the critical components during this time period include communications that provide clarity on why CCSNH and the colleges are taking specific actions, compassion for the situations our students and employees find themselves in, and coordination and timeliness.

#### Committee Updates

- Governance Committee: Mr. Killion reported that the board will receive the board interest questionnaire survey at the July board meeting, in preparation for a vote on the slate of officers at the October board meeting vote. Mr. Killion encouraged all board members to reach out to him with ideas on areas the committee should be looking at, monitoring, and/or measuring. The committee will further explore new trustee mentor program improvements over the summer and trustee education and development in the fall.
- Assets and Resources Committee: Mr. Ansell reported that the committee has identified and developed a plan to measure progress on its three main areas of focus.
- Student Success Committee: Mr. Rothenberg reported that the major themes of committee meetings include developing guidelines, certificate/ licensure courses, and our strength in CCSNH's ability to pivot quickly, and marketing.
- Audit Committee: Ms. Lucas reported that a workplan has been developed for the fiscal year. Work has begun with the external auditor, and a new external auditor will be chosen for next year. The CCSNH Internal Audit manager is reviewing areas that need internal audits, and she reports back to audit committee on this work. The committee also welcomed Jason Bishop to his new role at CCSNH and on the committee.
- Finance Committee: Ms. Stebbins reported that the committee's priority is to be able to pivot as updates come in on where CCSNH is financially and the state's ability to fund CCSNH. Charles working closely with the presidents on this. The committee has engaged in good, productive discussion on reserves, resulting in modifications to the reserves policy.
- Executive Committee: Mr. Hitchcock provided an update on the work of the executive committee. Most committee activity is related to the searches for President of Manchester CC and Interim Chancellor. Annual review process for the chancellor's direct reports is currently



being coordinated with Susan and Ross, and the committee has discussed assembling a small group to focus on the COVID-19 impact.

#### Chancellor Transition Plan

Dr. Huard has been working closely with Chancellor Gittell and Chair Hitchcock in advance of her April 27<sup>th</sup> start date. Dr. Huard will fill the role of advisor to the Chancellor through May 18, at which point she will begin her tenure as Interim Chancellor and Ross will begin serving as advisor to the Chancellor. Priorities for the Chancellor include performance evaluation and goal setting for direct reports, COVID-19, and the GBCC presidential search.

Trustee Stanley left the meeting at 12:05 pm.

#### Search Updates

The searches for GBCC President and the Chancellor will begin over the summer.

A search committee for the Chief HR Officer was formed, and President Lloyd and Ms. Reid will serve as its co-chairs. A search timeline has been established, and the committee is currently narrowing down a pool of candidates who have submitted Spark Hire videos. This search and the classification study are priorities for Chancellor Gittell and Dr. Huard.

#### Other Business

- Trustee Stevens invited the board to attend this year's Halias Symposium, focusing on mental health first aid, on August 13 at UNH.
- The CCSNH Symposium will be held on August 21 at Great Bay CC, with plans to hold it remotely if needed.
- Chair Hitchcock thanked Mr. Stanley, whose term as a student trustee will end at the end of May for his service.

No further business was brought forward. The meeting adjourned at 12:28 pm.

Respectfully Submitted,

Meghan Eckner  
Executive Assistant to the Chancellor and Board of Trustees