



**Finance Committee**  
CCSNH BOARD OF TRUSTEES  
Meeting of September 17, 2021

**Present:** Trustee Alison Stebbins (Chair), Trustee Edwin Smith, Trustee Paul Holloway (*teleconference*), Trustee Tricia Lucas, Trustee Robert Baines, MCC President Brian Bicknell, WMCC President Charles Lloyd, CCSNH Chief Operating Officer Scott Fields, CCSNH Controller John Harrington (*teleconference*), CCSNH Director of Facilities Matt Moore (*teleconference*)

**Others in Attendance (teleconference):** NCC President Lucille Jordan, RVCC President Alfred Williams, NHTI President Gretchen Mullin-Sawicki, LRCC President Larissa Baia, GBCC President Cathryn Addy, LRCC CFO Marsha Bourdon, NHTI Budget Officer Melanie Kirby, RVCC CFO Michelle Lockwood, NCC BAO Laurie Berna, GBCC Chief Accounting Officer Tom Andruskevich; CCSNH Chief Advancement Officer Tim Allison, Chancellor Mark Rubinstein, Steve Fader (CCSNH), CCSNH Interim CHRO Monica Bradley, MCC Business Affairs Officer Kelly Marr, CCSNH Executive Director of Government Affairs and Communications Shannon Reid,

Chair Stebbins called the meeting to order at 12:02 pm in 301 Grappone Hall, NHTI, Concord, NH.

Approval of June 17, 2021 Minutes

**VOTE:** The Committee, on motion of Mr. Baines and seconded by Mr. Smith, voted unanimously by roll call to approve the minutes of the June 17, 2021 meeting as revised.

FY22 Budget

The approved FY22 budget conservatively planned for a nominal increase to the net tuition and fees revenue line. However, the year-to-date enrollment projections indicate a continuing downward trend from last year. Similar to the broader community college sector across the country, CCSNH continues to face enrollment challenges this fall, which could potentially produce a rolling impact on spring enrollment. In an effort to minimize any further declines in revenue, the Colleges have started looking to capture areas of savings throughout their operations in addition to developing additional non-credit offerings.

At the last committee meeting in June, some of the Colleges requested the use of cash reserves to fund specific one-time projects in FY22. These reserve-funded projects, totaling \$3,009,159, have been accounted for outside of the normal operating budgets to ensure a clear picture of the Colleges' FY22 operational forecasts.

Federal and State Stimulus Funding Update

Spending plans for funds from the federal stimulus programs have been developed for each College. The current Higher Education Emergency Relief Fund (HEERF) agreement is set to expire on May 12, 2022, which necessitates that CCSNH file an extension with the Department of Education to allow for ongoing expenses associated with larger HEERF-funded projects to be completed and for processing draw-downs of lost revenue.



Mr. Fields provided an update on student aid, most of which will be disbursed to qualified, registered students after the student census (add/drop) is completed by October.

#### State Funded ARP Stimulus (GOFERR)

CCSNH is developing a plan to request additional federal funding from the State of New Hampshire's American Rescue Plan (ARP) Fund. These funds are focused on local economies (including job training/education), public health (HVAC), water and sewer projects, and local infrastructures, and the CCSNH request will include:

- Funding for student scholarships and wrap-around services for high demand occupations
- Additional HVAC improvements
- Support of our Badgr platform (micro-credential system)
- Sewer/Water projects at MCC & NHTI
- Continued support of mental health services
- Littleton expansion

CCSNH will identify projects that can utilize these federal funds rather than reserves. An update will be provided at the next scheduled meeting.

#### College-wide Themes (Opportunities/Challenges)

As the pandemic persists, CCSNH is experiencing some of the same themes as in FY21, similar to the 2-year college sector across the country. The committee discussed the challenges and opportunities the colleges are experiencing. Controlling costs on individual campuses, the New Hampshire Charitable Foundation Class Gift, and residency rates continue to be significant factors. President Williams provided an update on the Keene property, and President Jordan noted that lab costs will also increase.

#### Investment Update

Mr. Fields provided an update on the performance of the new investment strategy, which is outperforming the last portfolio by a significant rate.

#### College Budgets & FY22 Budget Proposal

CCSNH's minimal increase in revenue and decrease in credits sold are in line with FY22 budget projections.

#### Individual College Reports

- System Office: CCSNH will develop a strategic plan for the system office that will define its needs.
- Great Bay CC: Tuition and fee revenue is stronger than budgeted due to new student population, and admissions staff credit Target X for improving communications with prospective students. The college implemented a comprehensive and effective on-line schedule, and the welding program continues to grow. New leadership in admissions has resulted in an increase in re-admit student population; and overall, the non-traditional student population has outperformed the under 25 group. Payroll savings, the increase in credit revenue, and the decrease in expenses cut the college's operating deficit by \$550k.
- Lakes Region CC: The college is up 3% in headcount and looking towards non-credit workforce development programs to boost revenue in the fall term. Regarding its housing budget, LRCC will meet its target for residency for the fall semester. The largest part of the college's deficit is due to the required repairs of the health and science building, which reserves will help to offset. Other major expenses include renovation of the library and conference room spaces. Federal pandemic funding was used to upgrade technology in the classrooms. LRCC will continue to prioritize resources and make adjustments as needed for future forecasts.



- Manchester CC: The college reported that enrollment is down in health science, early childhood education, and non-matriculated student populations and will adjust the budget to reflect these decreases. The college will have to increase promotion of the nursing program, which is a serious issue for college and for the state. Discussion followed regarding an upcoming meeting with the healthcare sector partner initiative on this matter, and stackable credentials as a critical next step in the long-term plan to accelerate workforce development. The students who did not return to MCC reported that they transferred to another college or their personal or financial situations have impacted their ability to continue. Non-credit revenue has increased, including the advanced technology and HVAC programs, where focused promotional marketing has made a difference. Manchester CC continues to be in a strong position for reserves.
- Nashua CC: The college reported a significant decrease in credit for males, as many potential manufacturing students are instead going right into field. Non-credit and workforce development are increasing and making up for the loss on credit side. All programs except for nursing will now be auto-accept and students will enter co-requisite. The aviation program is paused. The state appropriation for NCC is moving forward, as well as a new partnership with Mazda dealers. The Wellness Center bond has decreased. The college reduced operating loss and is in a strong reserve position.
- NHTI: Enrollment is down 4% and credits sold is down 6%. Each department is developing student retention plans and the college will build more flexible schedules for part-time students. By controlling expenses and not filling positions, NHTI is able to present a balanced budget for this fiscal year, and the college was able to recoup \$5m in lost revenue.
- River Valley CC: The college presented a flat budget, achieved by delaying hirings and positive enrollment projections. Credits sold is flat, but higher than expected headcount and retention rates should have a positive impact on spring enrollment.
- White Mountains CC: The college projects a flat budget through managing expenses and vacancies, including a deficit of \$940k and enrollment that is down 5% from the budget. The LPN program partnership with RVCC will help among other initiatives underway.

Discussion followed regarding presenting balanced budgets (that do not include capital expenditures) for FY23 while also investing in the future with the guidance of strategic plans and using reserves for strategic projects. This discussion will be continued at the next meeting.

#### Follow-Up Items for Future Meetings

- Update on State Funded ARP Stimulus (GOFERR)
- Review a strategic plan for the Chancellor's office budget
- Using reserves for strategic investments
- Look at balance sheet twice/ year (reserves, assets, accounts receivable, high level overview of grants)
- Need to look at deferred maintenance/ critical maintenance
- Need to develop executive metrics

#### Other Business

No further business was stated. The committee meeting adjourned at 1:51 pm.

Respectfully Submitted,

Meghan Eckner  
Executive Assistant to the Chancellor and Board of Trustees