



**Executive Committee**  
**CCSNH BOARD OF TRUSTEES**  
**Meeting of September 23, 2021**

**Present:** Trustee Kathy Bogle Shields (Chair), Trustee Paul Holloway (teleconference), Trustee Robert Baines, Trustee Edwin Smith, Trustee Alison Stebbins (teleconference), Trustee Tricia Lucas, Trustee Steve Rothenberg, Chancellor Mark Rubinstein

**Others Attending (videoconference):** Trustee Sharon Harris, Shannon Reid (CCSNH), Scott Fields (CCSNH), Tim Allison (CCSNH)

Chair Shields called the meeting to order at 1:03 pm in room 217 Grappone Hall, NHTI, Concord.

Approval of the Meeting 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 meetings on June 24, 2021 and June 30, 2021 as written.

Building Capacity to Meet System Goals

Chancellor Rubinstein expressed his appreciation for the work of the community colleges while noting the lack of synergy that would allow the colleges to do more as a system than can be done individually at the campus level.

A common playbook and set of data are needed to inform decision making and to promote a shared understanding of the data across the colleges. The community college system has experienced a 30% reduction in credit hours that mirrors the larger national trend, at a time when the state needs a more educated workforce. Without the relevant data, CCSNH is unable to determine where the gaps are and how this education is being delivered. Development of central capacity with respect to institutional research and shared understanding of data is necessary to building a common foundation.

Chancellor Rubinstein stated that every conversation feels like a negotiation between the system office and colleges, since it is unclear where authority lies. Each college is responsible for their budget, constraining system-wide decisions, making it more difficult for to demonstrate value and find efficiencies as a system.

Building infrastructure for database decision making will provide better workforce data that will help with the planning and development of workforce activities, build more capacity for marketplace data that will better inform programming, and ensure delivery of programs in areas of the workforce that the state needs CCSNH to help fill. Institutional research capacity is needed for both reporting and analytic work and to achieve efficiencies.

Discussion followed on the five strategic pillars the board adopted last April, the data needed to drive those forward, and the need to imbed and engage the college strategic plans, and the need to clearly outline financial impact.

**VOTE:** The Committee, on motion of Mr. Smith and seconded by Mr. Rothenberg, voted unanimously by roll call to recommend to the full board the endorsement of the proposed building capacity and system goals documents as revised.

Mr. Baines joined the meeting at 1:37 pm.



### Committee Chair Reports for Board Meeting Agenda

- Assets & Resources Committee: Trustee Edwin Smith will serve as the new committee chair. At the last meeting, the committee received updates on the compensation and classification study and the GBCC presidential search.
- Student Success Committee: The past two meetings have focused on discussion of four-year degrees.
- Finance Committee: At the next committee meeting, discussion will continue on presenting balanced budgets for FY23 and figuring out the best way to use reserves. Capital projects will begin to be booked as expenses on the P&L not as operating expenses. Originally CCSNH presented an operating loss of over \$3m for FY 22, and revised budgets have pared down the loss to \$1m.
- Audit Committee: Annual audits for FY21 and also FY20 uniform guidance audit, which was delayed due to covid, are in progress. The 2020 uniform guidance audit produced a finding of significant deficiency related to a unique set of circumstances identified at one of the colleges, and a corrective action has been filed. The committee has identified cybersecurity as an area with increasing risk that requires more attention.
- Governance Committee: The committee will present a slate of officers at the next board meeting, and the next board self-assessment will be administered at end of year. There are currently board vacancies in the healthcare, alumni, technology and public sectors, and the governor's office is amenable to CCSNH proposing candidates to fill those seats. The committee is considering asking the trustees for volunteer to serve on two committees.

### Legislative Update

Ms. Reid provided an update on the upcoming legislative session, for which 850 bills have been filed, many of which are related to vaccination requirements that CCSNH will follow. This will be busy session with more than 1000 bills in a non-budget year.

CCSNH has not requested any bills to be filed, but we are considering bills related to the dual and concurrent scholarship program.

The chancellor continues to meet with elected officials, recently meeting with the Senate Presidents regarding state priorities and opportunities for CCSNH to help state meet needs, especially in healthcare (including mental health providers), workforce, and housing. CCSNH continues to show how responsive we are to the state's needs.

CCSNH also continues to work with the federal delegation. Colleges are starting to hold legislative briefings. Bi-weekly newsletters are sent to legislators, and they will also receive the next annual report. Ms. Reid will provide information to trustees on future legislative events at the colleges.

### Other Business

Staffing to adequately cover gaps identified in risk management and compliance will likely be a matter that the Chancellor bring to the board in the near future.

Discussion followed regarding quorum issues, which will be helped when vacancies are filled and if more trustees volunteer to serve on two committees.

No further business was brought forward. The meeting was adjourned at 2:43 p.m.

Respectively Submitted,

Meghan Eckner  
Executive Assistant to the Chancellor and Board of Trustees