



Board of Trustees
COMMUNITY COLLEGE SYSTEM OF NH
Meeting of October 21, 2021

Present: Trustee Kathy Bogle Shields (Acting Chair), Trustee Robert Baines (Vice Chair), Trustee Paul Holloway (Past Chair, teleconference), Trustee Alison Stebbins (Treasurer, teleconference), Trustee Edwin Smith (Secretary), Trustee Steve Rothenberg, Trustee Stephen Ellis (teleconference), Trustee Jack Calhoun, Trustee Darrin Daniels, Trustee Sharon Harris, Trustee Tricia Lucas, Trustee Todd Emmons, Trustee Hollie Noveletsky, Trustee John Stevens, Trustee Steven Slovenski, Trustee Tiler Eaton, Trustee Kelly Pilotte, Trustee Loretta Blackwell (teleconference), 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), Chancellor Mark Rubinstein, Jonathan Melanson (Governor's Office), Marie-Helene Bailinson (NH Department of Employment Security)

Regrets: Trustee Bryant Abbott, Trustee Richard Heath, President Cathryn Addy (GBCC), Commissioner Frank Edelblut (Department of Education), Commissioner Taylor Caswell (NH Department of Business and Economic Affairs)

Others Presenting to the Board: Scott Fields (CCSNH), Shannon Reid (CCSNH), Becky Lewis (CCSNH), Matt Moore (CCSNH), Suzanne Wasileski (CCSNH), Mark Broth (Drummond Woodsum)

Chair Shields called the meeting to order at 9:15 am in 301 Grappone Hall at NHTI- Concord's Community College, Concord, NH. No conflicts of interest were expressed.

Consent Agenda

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

Welcome

Chair Shields welcomed Trustee Pilotte to her first full board meeting and announced that Trustee Cozzens resigned from the board. Ms. Noveletsky has accepted the position of Chair of the Governance Committee, and Mr. Smith has transitioned to Chair of Assets & Resources Committee.

System Updates

Chancellor Rubinstein thanked White Mountains CC and NHTI-Concord's CC for accommodating the change in location, a decision that was made based on the current spike in Covid-19 cases in the north country.

The chancellor recently met with internal constituent groups at each of the colleges, and he commended the colleges for the latest round of successful legislative events they have been hosting.

The keynote presentation the chancellor delivered to all CCSNH faculty and staff at the annual CCSNH symposium on October 12th provided an overview of enrollment challenges within the current landscape of higher education both regionally and nationally. The steady decline in credit activity at CCSNH over the past decade is reflective of broader trends in higher education across the country, pointing towards areas of increased opportunity—such as transfer pathways and alternative forms of credentials—that



make higher education increasingly more accessible and affordable for students who are already in the workforce.

Additional areas of focus for the chancellor include building capacity and developing structural solutions in the institutional research and the audit/ risk management/ compliance functions of the system. The board commended CCSNH system and college staff for their successful mitigation efforts related to fraudulent TargetX applications.

Ms. Noveletsky provided an update on the Great Bay CC presidential search. The candidate pool has been pared down to eight semi-finalists. Up to four final candidates will be invited for on-campus interviews in November, with a final decision expected to be made in December for a January start.

Mr. Rothenberg joined the meeting at 10:36 am.

Board Committee Updates

- **Governance Committee:** Mr. Baines reported that 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. Due to recent quorum challenges, the committee is considering asking trustees to volunteer to serve on two committees. Mr. Baines presented the slate of officers for the board to approve.

VOTE: The Board, on motion of Mr. Calhoun and seconded by Mr. Holloway, voted unanimously by roll call to approve the following slate of officers for 2021-2022, as recommended by the Governance Committee:

- Chair: Kathy Bogle Shields
 - Vice Chair: Robert Baines
 - Treasurer: Alison Stebbins
 - Secretary: Edwin Smith
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- **Student Success Committee:** Mr. Calhoun reported that the Student Success Committee invited legislators, including Representative Ford, to continue discussion on Representative Ford's proposal for CCSNH to offer four-year degrees. Ms. Reid is drafting a fiscal impact statement to submit to the LBA as legislators consider the proposal, which currently exists as an LSR.
 - **Assets & Resources Committee:** Per Mr. Smith, the compensation and classification study will be completed by the end of 2021. CCSNH will participate in the Great Colleges to Work For survey in 2022. CCSNH received funds for critical maintenance, which requires the hiring of construction managers to finish projects that must be completed within a short timeline.
 - **Audit Committee:** Ms. Lucas reported that the FY21 annual audit and the 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 the deficiency has been addressed. The committee has identified cybersecurity as an area with increasing risk that requires more attention. Ms. Lucas commended Ms. Hartshorn and Mr. Bishop for their work and diligence.
 - **Finance Committee:** Ms. Stebbins reported that CCSNH is in a stable financial position and the colleges are ensuring they are maximizing federal and state allocations. At the next meeting, the committee will discuss developing a strategy for using reserves for deferred maintenance and strategic projects. At future meetings the committee will also discuss executive-level key metrics



to develop for the board, budget and strategic goals for system office, and assumptions that will be used for the FY23 budget. Ms. Stebbins welcomed Mr. Emmons to the Finance Committee and thanked Mr. Smith for his service to the committee.

- **Executive Committee:** Ms. Shields reported that the executive committee has been focused on developing a framework and goals to build capacity that will allow CCSNH to move forward.

Building Capacity to Meet System Goals

Chancellor Rubinstein presented his proposal to build capacity for pursuing and achieving systemwide goals to best support the work of the seven colleges, including identifying areas where the system adds value, capturing efficiencies, and coordinating work that can advance the CCSNH mission.

The strategic planning process will guide the board and system in this work, which will also serve to add clarity to the relationship between the colleges and system. The chancellor has partnered presidents with members of system senior management to work together on the strategic pillars and identify areas of opportunity and synergy between colleges, regions, and the system. Dr. Susan Huard has agreed to co-lead this work alongside President Lloyd.

To build a common foundation, CCSNH must further develop central capacity with respect to institutional research and infrastructure for workforce data and marketplace data that will better inform programming and ensure delivery of programs in areas of the state where they are most needed. CCSNH must also reconsider budgeting and how resources are allocated to allow for enhanced collaboration and implementation of strategic initiatives across the colleges.

Discussion followed regarding enhancing collaboration with colleges in state's the university system.

VOTE: The Board, on motion of Mr. Smith and seconded by Mr. Calhoun, voted unanimously by roll call to endorse the building capacity and system goals proposals presented by the chancellor.

NHTI Strategic Plan

NHTI President Mullin-Sawicki provided an update on NHTI's strategic plan, which aligns with decision-making, the allocation of resources, and the current CCSNH strategic plan.

Achievements and progress made on goals are updated regularly and communicated across the campus throughout the year.

The strategic plan will be updated to incorporate the CCSNH strategic plan once it is finalized.

Mr. Broth joined the meeting at 11:30 am and left at 11:59 am.

Non-Public Session

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

The Board entered non-public session at 11:36 am and returned to public session at 12:07 pm. No votes were taken in the non-public session.



VOTE: The Board, on motion of Mr. Smith and seconded by Mr. Holloway, voted unanimously 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.

Other Business

No further business was brought forward. The meeting adjourned at 12:08 pm.

Respectfully Submitted,

Meghan Eckner
Executive Assistant to the Chancellor and Board of Trustees