



**Executive Committee**  
**CCSNH BOARD OF TRUSTEES**  
**Meeting of November 19, 2021**

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

**Others Attending (teleconference):** CCSNH Chief Human Resources Officer Monica Bradley, CCSNH Chief Operating Officer Scott Fields, CCSNH Chief Advancement Officer Tim Allison

Chair Shields called the meeting to order at 10:04 a.m. 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 meeting on September 23, 2021 as written.

Shared Responsibilities

Chancellor Rubinstein led a conversation on shared responsibilities between the colleges and system office. There has been an ongoing dialogue, dating back at least ten years, about the appropriate equilibrium between the colleges and the system, with the accountability resting heavily on the colleges as individual entities. A structure and understanding of shared responsibilities that better incorporates current operational needs, demographic and financial trends, and board policy will support the acceleration of progress that needs to be made across the system. Discussion followed regarding the roles of increased institutional research and data systems in enhancing collaboration, and the committee agreed that this undertaking will be valuable in creating unity, building consensus, improving efficiency, and adding accountability. The strategic planning process is the next step for this effort, as presidents and members of the chancellor's senior leadership work together to develop and identify the key goals of the five strategic pillars.

Trustee Robert Baines joined the meeting at 10:15 am, and Trustee Tricia Lucas joined the meeting by teleconference at 11:05 am.

Committee Chair Reports

- **Assets & Resources Committee:** Mr. Smith reported that at its last meeting, the committee received updates on the Great Bay CC presidential search, the classification and compensation study, collective bargaining, and system office finance department staffing. CCSNH continues to review faculty and staff retirement and deferred maintenance.
- **Student Success Committee:** Mr. Rothenberg reported that the committee recently discussed workforce development; aided by a comprehensive presentation by Beth Doiron & Becky Lewis.
- **Finance Committee:** Ms. Stebbins reported that the committee continues to review the balance sheet and will discuss liabilities at the next meeting. The committee continued discussion on funding for deferred maintenance and the need for additional grant writing and compliance to support grant work.
- **Audit Committee:** Ms. Lucas reported that CCSNH received a clean audit, which the board will vote to accept at its next meeting. Discussion followed regarding the need to orient all trustees with the balance sheet.



- Governance Committee: Ms. Noveletsky reported that the committee continues to develop the board self-assessment tool that will be implemented in the spring. The committee also reviewed current board membership and vacancies and further discussed the committee goal of boosting board diversity.

#### Other Business

Discussion followed regarding compensation for college presidents. Analysis of market-competitive compensation for the GBCC presidency drew attention to distinctions that CCSNH has made that tend to over-emphasize campus size and undervalue the complexities and responsibilities that are consistent in the roles of each of the presidents. That approach has created inequitable compensation for several current CCSNH presidents that should be addressed in the near-term to ensure equity that aligns with the stated compensation philosophy.

Chair Shields announced that the Assets & Resources Committee will meet on January 20, replacing the board retreat that is being postponed to date later in the spring.

No further business was brought forward. The meeting was adjourned at 11:58 a.m.

Respectively Submitted,

Kristen Carlson  
Administrative Assistant