



**DRAFT MINUTES:** Pending Approval of the Committee

**Executive Committee**  
CCSNH BOARD OF TRUSTEES  
Meeting of August 25, 2022

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

**Regrets:** Trustee Hollie Noveletsky

**Others Attending (teleconference):** Trustee Will Cunningham, Trustee John Stevens, CCSNH Chief Operations Officer Scott Fields, CCSNH Chief Advancement Officer Tim Allison

Chair Shields called the meeting to order at 10:02 am in 301 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 June 23, 2022 as written.

2022 Board Retreat

The chair provided an overview of the annual board retreat on July 21-22. The chair commended Nashua CC for hosting the two-day retreat, and she has received positive feedback on content and programming, especially with regards to the strategic plan session and the value of meeting in person and having time to get to know colleagues better.

Discussion followed regarding the time of year when the retreat was held, and the committee agreed the retreat should continue to be held in the winter.

Chancellor's Report

The chancellor provided an update on the NHTI presidential search, which is proceeding as planned, with final candidates scheduled to visit campus in September. Interim LRCC President Cate's leadership has stabilized the campus, and there is no active search for college president. The chancellor is meeting with stakeholders to develop a proposal for different approaches that can be taken on next steps for college leadership and the system's organization structure.

Chancellor Rubinstein provided an update on cost per credit. While cost per credit has been relatively stable, cost to deliver a credit continues to increase significantly as the programs that are more expensive to deliver experience higher enrollment and programs that historically contributed to revenue and were less expensive to deliver continue to decline in enrollment. Infrastructure that will provide consistency in institutional research and program review and analysis functions will allow CCSNH to better assess and understand enrollment trends and develop effective strategies. As enrollment revenue no longer covers the cost of delivering academic programs, the investment in our work by the State of New Hampshire is increasingly crucial. Discussion followed regarding the need to realize the potential of the Running Start program to bring more high school students to CCSNH colleges.

Background Checks

CCSNH is considering implementing background checks for all new hires. Ms. Sawyer will develop a policy regarding instituting background checks that will be brought to the board for approval.



### Vice Chancellor Position

Chancellor Rubinstein is currently discussing the goals of the proposed Vice Chancellor position with the presidents, with the goal to fill the position by the end of the calendar year.

### Apprenticeship Grant

The chancellor announced that CCSNH has received an apprenticeship grant for \$5.8m to build out the apprenticeship team and work.

### Legislative Update

The chancellor reported that CCSNH has received initial guidance on the biennial budget development process.

### Committee reports

- **Assets & Resources:** Mr. Smith reported that the committee received updates on unfunded liabilities, multi-factor authentication (MFA) implementation, current capital budget projects, the WMCC Littleton ATL building project, and the Keene property at their last meeting. The committee also reviewed a matrix of the objectives, actions, investments of the main areas of focus for the committee.
- **Finance:** Ms. Stebbins reported that the committee last discussed the Segal Group study on unfunded liabilities and the development of a revised reserve policy that will be presented to the committee by December. CCSNH has made significant progress in the area of procurement and strategic, coordinated, more proactive contract management. Enrollment is down 9%. The committee reviewed the balance sheet and accounts receivable. A joint meeting with the Assets & Resources Committee will be held in October for a presentation from Segal on unfunded liabilities.
- **Student Success:** The committee did not meet this month.
- **Audit Committee:** Ms. Lucas reported that the committee received updates from CCSNH on Clery compliance, credit card controls, and campus security issues. Mr. Stevens has identified concerns regarding the disparity of safety and security staffing levels and lack of access card control across the campuses. Discussion followed regarding the responsibility and approach of the board with respect to the issues raised by Mr. Stevens, and the need for the board to provide clarity on the expectations for CCSNH with respect to security and facilities. The presidents and system office will report back to the committee in October on outstanding concerns and gaps outlined in the security reports provided by Mr. Bishop. The committee thanked Mr. Stevens for raising his concerns to the board.
- **Governance Committee:** Ms. Shields reported that a priority for the Governance Committee is providing more opportunity for board education. In October the committee will vote on the slate of officers to bring forward for a vote at the full board meeting in November.

### Other Business

Mr. Baines attended and spoke at the 25<sup>th</sup> anniversary celebration for NCC President Jordan, and the committee thanked Mr. and Mrs. Holloway for their support of the event. Mr. Alison added that an announcement was made at the event regarding the establishment of an endowed fund for emergency student needs in President Jordan's honor. The foundation board will meet next in October, and President Lloyd will present the CCSNH strategic plan.

No further business was brought forward. The meeting was adjourned at 12:50 pm.

Respectively Submitted,

Meghan Eckner  
Chief of Staff & Executive Assistant to the Chancellor and Board of Trustees