



Community College System of New Hampshire Board of Trustees

Thursday, April 20, 2023

Great Bay Community College - 320 Corporate Drive, Portsmouth, NH 03801

Present: Chair Katharine Bogle Shields, Trustee Alison Stebbins, Trustee Christopher Dodge, Trustee Donnalee M. Lozeau, Trustee Edwin Smith, Trustee Gregory Eastman, Trustee Heather Burwell, Trustee John C. Calhoun, Trustee John Stevens, Trustee Kimberly Eckenrode, Trustee Marie-Helene Bailinson, Trustee Nick Toumpas, Trustee Richard Ackerman, Trustee Robert Baines, Trustee Sharon Harris, Trustee Stephen Appleby, Trustee Stephen J. Ellis, Trustee Todd Emmons, Trustee Tricia H. Lucas, Trustee Will Cunningham, Chancellor Mark Rubinstein, GBCC President Cheryl Lesser, LRCC Interim President Patrick Cate, MCC President Brian Bicknell, NCC President Lucille Jordan, NHTI President Patrick Tompkins, RVCC President Alfred Williams IV, WMCC President Charles Lloyd

Regrets: Trustee Darrin Daniels, Trustee Richard Heath, Trustee Steven Slovenski, Trustee Tiler Eaton, Trustee Deanna Jurius, Trustee Joseph Doiron, Trustee Taylor Caswell

Guests: Director Ann-Marie Hartshorn, Chief Information Officer Barbara Spada, Director, Beth Doiron, Director Jason Bishop, Director Matt Moore, Chief Operating Officer Scott Fields, Executive Director Shannon Reid, Executive Director Tim Allison, WMCC Vice President of Academic Affairs Kristen Miller, Mr. Robert Smalley of BerryDunn, Ms. Katharine Balukas of BerryDunn

Meeting Minutes

Chair Shields called the meeting to order at 9:11am. She opened the meeting with a remembrance about Paul Holloway and his connection to Great Bay Community College. Since there were new Trustees present, she had all the Trustees and System Office staff introduce themselves.

Chair Shields asked if there were any conflicts of interest based on the agenda presented, there were none expressed.

Topic: Consent Agenda

- Approval of the Agenda
- Approval of January 19, 2023, Meeting Minutes
- Approval of College Advisory Board Nominations: MCC-Damond Ford, MCC- Oscany Rodriguez-DeJesus, MCC-Rebecca Marden, NCC-Kameo Chasse, and RVCC-Ashely Greenfield Romeo

Discussion: There were no changes to the consent agenda and no items required further discussion.

Motion: Trustee Baines motioned to accept the consent agenda as is, Trustee Harris seconded the motion.

Vote: Motion passed unanimously.

Topic: BerryDunn Financial Audit Report (Trustee Lucas)

Discussion: Trustee Lucas introduced Mr. Robert Smalley of BerryDunn and Ms. Katharine Balukas of BerryDunn who were brought in to present the audited Fiscal Year (FY) 2022 Financial Statement



and Uniform Guidance to the Board.

Director Hartshorn went over how the error that prompted the need to re-state CCSNH's unfunded liability in the financial statement was found. While going through the list of retirees to project the unfunded liability it was realized that CCSNH was being held responsible for funding retirees that should have been funded by the State of NH based upon the agreement made during the separation process. All retirees prior to 07/01/2011 were supposed to be the responsibility of the State of NH, all retirees after that date were to be the responsibility of CCSNH.

BerryDunn's Mr. Smalley and Ms. Balukas went into greater detail about the specific accounting error and noted that the agreement regarding the State of NH being responsible for retirees prior to 07/01/2011 has been included as a footnote in the report. Mr. Smalley noted that it is remarkable that this error was found, and because of that they were able to reduce the unfunded liability by approximately \$25,000,000.

Ms. Balukas went over CCSNH's net position change based on the correction of this error; the net position is now improved. She also let the Board know that they are issuing an unmodified or clean audit with no significant audit adjustments, and there were no internal control issues found at this time. Trustee Calhoun wanted to recognize the management team for this accomplishment, noting that the clean audit is a tribute to their hard work. The Board also wanted to recognize the CCSNH Finance team members for finding this error and Director Hartshorn for getting it corrected.

Motion: Trustee Stebbins motioned to accept the FY 2022 Audited Financial Statement and Uniform Guidance Audits as presented, Trustee Eastman seconded the motion.

Vote: Motion passed unanimously.

Topic: Board Committee Updates

Assets & Resources Committee: COO Fields gave an update on the CCSNH/University System of New Hampshire (USNH) dual request for funding to update the HVAC systems throughout both systems. This request was made through the Governor's Office for Emergency Relief and Recovery (GOFERR). Originally, they requested \$35mm, but were asked to pare down the request to \$20mm.

COO Fields discussed the growing partnership with the USNH. CCSNH has partnered with USNH to leverage their procurement power. The procurement officers from each system are meeting bi-weekly looking for more ways to save. Chair Shields thanked Trustee Stebbins for starting the Synergies project that started building these relationships.

COO Fields gave an update on potential litigation at LRCC related to the construction on Turner Building, noting that they are waiting on the final deposition before moving onto mediation.

There was an update on the RFP process for obtaining software that will allow the system to better track their mechanical systems and other components of infrastructure. Concurrently there is an RFP to have someone come in and evaluate the current physical plant. Once all the information is consolidated into the appropriate software, they will be able to better predict when things will need to be updated and when maintenance will be due.

Trustee Stebbins asked if any additional capital projects were projected to run over. Due to inflation and the fact that estimates are approximately four years old all projects are currently running over since they were built on estimates that are now outdated. The hope is that GOFERR funds will be coming in to offset some of the additional costs.

CIO Spada gave an update on the systemwide IT project. As of now all college IT departments report to CIO Spada, however, they are still very much dedicated to their respective campuses.

The final updates from the Assets and Resources Committee were from Human Resources. CCSNH is now a registered employer in all New England states; all three collective bargaining agreements are currently under negotiations; and they are transitioning to a new iteration of ADP for time and payroll management because the one currently being used is being eliminated by ADP.

Finance Committee:

Motion: Trustee Calhoun motioned on recommendation of the Finance Committee, to approve the transference of \$10,000,000 from College and System Office reserves, into a new investment account for the sole purpose of subsidizing the unfunded liability related to retiree health insurance portion of CCSNH's Other Post-Employment Benefits (OPEB). Trustee Lozeau seconded the motion and there was further discussion.

Vote: Motion passed unanimously.

Discussion: This motion comes after looking into what the potential OPEB liability for retiree health care costs would look like in 10 years. Today it is approximately \$1.6-1.7mm, but in about 10 years that cost will elevate significantly. The Finance Committee is making the recommendation to put \$10,000,000 into a specific investment fund through Fidelity to allow it to grow so when the increased liability is a reality the investment fund will help to offset the drastic increase.

There was a question as to how else this issue could be solved, and while it would be the responsibility of the future board, it would directly affect the colleges' budgets. Another question was raised as to whether the Finance Committee was looking into other future challenges. The Finance Committee has started looking at them, and the next area of investigation is deferred maintenance. That will be a little more complicated because at the same time the Board needs to look at the allocation formula for disbursing state funds to each college.

Trustee Lozeau said that as a newer Trustee, the OPEB unfunded liability was a concern for her, so she appreciates the motion made.

Audit Committee: No update at this time.

Governance Committee: Chair Shields told the Board the Governance Committee will discuss the review of Board policies and bylaws at the next meeting. She also noted that she is collecting feedback about the new meeting structure to improve the next meeting.

Executive Committee: Chair Shields noted that most of the topics had been covered in previous committee updates. The Executive Committee received a positive update from Executive Director Reid regarding the state budget process.

Executive Director Reid shared with the Board that the budget passed by the House included the following:

- HB1 included a base increase of 3%, sufficient funds to freeze tuition for the next biennium, and funds to support early childhood education programs.
- HB2 included funds to expand dual and concurrent enrollment programs, a Promise Program, funds for Workforce Development, and funds to revive the Math Learning Communities program.
- HB25 included \$3.425mm for critical maintenance, \$1.2mm for IT infrastructure, and \$1.5mm for Nashua Community Colleges Respiratory Therapy program.

Executive Director Reid shared a brief update on SB104, an online gaming bill that would direct a portion of funds into a scholarship program for the CCSNH. It passed the Senate and is now with the House Ways and Means Committee. She also gave an update on congressionally directed funding requests that were approved and that we are planning to request for the next cycle.

Trustee Baines noted that CCSNH is in this positive position with legislators because of Executive Director Reid and her work to build those relationships, as well as the work of the Presidents getting out into the community and building relationships; they should all be commended for their hard work.

Student Success Committee: Trustee Calhoun noted they had no issues for vote today.

Topic: Great Bay Community College Presentation: "This is What Community Looks Like: Building Community Through Partnerships, Student Support, and Student Connections"

President Lesser started the presentation by giving a brief overview and introducing some of her staff members and students who would be doing the presentation.

Director of Admissions Steven Gorman, Academic and Community Support Coordinator Kristen Altamar, and College Navigator Kate Haley Webb presented on the partnership with the Portsmouth Housing Authority (PHA). They described the interactions they have had and shared one student's story.

Director of Student Life Brittney Mulkigian presented about the Gather program. Another community partnership program where Gather uses the commercial kitchen on their campus and in turn provides 10% of what they make as free meals for students.

Finally, four Great Bay Community College (GBCC) students discussed their journeys, and how GBCC has impacted their lives. Timothy Warokka, an international student from Indonesia, is heavily involved in student organizations and works as a tutor. He has developed leadership skills through those organizations and experiences. Val Connolly is a first-year student who is looking to promote student civic engagement and sustainable practice awareness and is the President of the Student Government. Elsa LeBlanc moved to the United States from France two years ago to pursue a Legal Studies degree at GBCC and is part of GBCC's International Club that works to raise awareness and fundraises for disaster relief. The final student to speak was Volodymyr Lysianskyi who spoke about the leadership retreat that was held last September and how that helped build connections within the college. He went on to thank the Board for doing all the work

they do for no pay!

The Board members were able to ask questions and speak with the students. They asked the students about how and why they chose GBCC, and all the answers pointed back to President Lesser's theme of building community.

Topic: Update CCSNH Strategic Plan Pillar I: Student Success

Discussion: President Lloyd explained the purpose of the Strategic Plan Pillar updates that will occur at each Board meeting moving forward, and how the information for the pillars is being tracked. President Lloyd also let the Board know that they are working on a proposal to dissolve the Diversity, Equity, Inclusion, and Belonging (DEIB) pillar by infusing it more prominently into the other 4 pillars of the plan.

President Cate and COO Fields described how the Pillar I team is creating the framework for how they will be measuring student success at a system level and went over the dashboard they are working on. They are looking at ways to break down data that is easier to understand.

Trustee Calhoun asked if there was a way to note regionally relevant information in the pillar data. The team is going to investigate how that would work. Trustee Lozeau mentioned that there are people on the staff with connections to agencies that might be able to make this work smoother.

Topic: Chancellor's Update

Course Access Project: Chancellor Rubinstein let the Board know that they will not meet the original goal of having 5 shared courses ready by the fall semester, however, they will have 2. The Vice Presidents of Academic Affairs are working with CIO Spada and President Jordan to work out some of the bugs they have found along the way. The main issue has been differing operational practices.

Vice Chancellor's Position: The objective of this position is to strengthen collaborative efforts that support student success. Chancellor Rubinstein reminded the Board that this is not a new position, it has been vacant for a long time, and by statute is still a non-voting member of the Board of Trustees and a Senior Leadership Team member. The goal is to identify a candidate by June.

Promise Program: The Promise Program is currently funded in HB2 at \$3mm per year for the biennium. The bill has passed the House and is now with the Senate. He also explained that our message to the Legislature in this budget cycle is that we have benefited from a strong partnership between the State and CCSNH cares about NH and can provide opportunities to NH residents.

Possible White Mountains Community College (WMCC) Childcare Center: President Lloyd discussed a potential opportunity to partner with the Boys and Girls Club of Central New Hampshire to bring a childcare center onto the WMCC campus. They are looking to use the Diesel Program wing, which has a separate entrance, since the program is moving to Littleton.

Trustee Lozeau mentioned Head Start, and the desire for that program to partner with Community Colleges nationally to get a Head Start program on all campuses. This led to a deeper discussion about partnerships and potential partnerships in the state. Chair Shields noted that Head Start

tends to be a more sustainable program because of the funding sources and would like to see this opportunity be explored more.

Trustee Stebbins noted that legal should review all agreements to ensure that costs are not falling back onto the campus.

Action Item: During this conversation, a lack of common policies and practices throughout the system was mentioned a couple of times. Chair Shields stressed to the Chancellor that the Trustees are all in agreement and they want to see that changed. There should be common policies and practices throughout the system to avoid delaying much needed progress to ensure sustainability. She asked the Chancellor and Presidents to start picking best practices among the campuses and move forward with standardizing policies and processes. The Chancellor agreed to report back regularly on the traction of this project.

State Appropriation: Chancellor Rubinstein presented the history of the state appropriation throughout the system and how it was allocated to each of the campuses. The state appropriation allocation is one of the most important decisions the Board makes, and it appears that the topic needs to be revisited. The current model inversely correlates changes in the share of state appropriation to the share of enrollment and does not appear to be equitable for all colleges or optimal for our system. Chancellor Rubinstein suggested starting with the principles of how the funding should be allocated before attempting to focus on an equation.

Trustee Stebbins suggested that the System work with a consultant and give them the values or principles then let them work on the calculation. It was also suggested that the Senior Leadership Team (SLT) look at the allocation formula as well. Chancellor Rubinstein noted that the SLT will be working on this, and while it is too late to make changes to this for the FY24 budget cycle, the Presidents have agreed to set aside 1% of the FY24 state "core" appropriation (approximately \$600,000) for reallocation in FY24 to assist with moving in the right direction.

Trustee Baines reminded the Trustees that Commencement season is fast approaching, and attending commencement is one of the most important responsibilities of a Trustee. It is also one of the most rewarding parts of being a Trustee. He encouraged everyone to attend wherever they could.

No new business was brought forth, meeting adjourned at 12:28pm.

Respectfully submitted,

Cassandra A. Hoefs
Executive Assistant to the Chancellor and the Board of Trustees