



Board of Trustees

COMMUNITY COLLEGE SYSTEM OF NH

Meeting of July 21, 2022

Present: Trustee Kathy Bogle Shields (Chair), Trustee Robert Baines (Vice Chair), Trustee Paul Holloway (Past Chair, teleconference), Trustee Edwin Smith (Secretary), Trustee Alison Stebbins (Treasurer, teleconference), Trustee Christopher Dodge, Trustee Stephen Ellis, Trustee Jack Calhoun, Trustee John Stevens, Trustee Sharon Harris, Trustee Todd Emmons, Trustee Steven Slovenski (teleconference), Trustee Will Cunningham, Trustee Heather Burwell, Trustee Donnalee Lozeau, Trustee Richard Ackerman, Trustee Greg Eastman (teleconference), President Alfred Williams (RVCC), President Cheryl Lesser (GBCC), President Charles Lloyd (WMCC), President Lucille Jordan (NCC), President Brian Bicknell (MCC), Interim President Patrick Cate (LRCC), Chancellor Mark Rubinstein, Stephen Appleby (Department of Education)

Regrets: Trustee Bryant Abbott, Trustee Hollie Noveletsky, Trustee Tiler Eaton, Trustee Darrin Daniels, Trustee Richard Heath, Trustee Tricia Lucas, Trustee Nick Toumpas, Jonathan Melanson (Governor's Office), Marie-Helene Bailinson (NH Department of Employment Security), Joseph Doiron (NH Department of Business and Economic Affairs)

Others Presenting to the Board: Steve Rothenberg, Scott Fields (CCSNH), Shannon Reid (CCSNH), Sara Sawyer (CCSNH), Jason Bishop (CCSNH), Ann-Marie Hartshorn (CCSNH), Tim Allison (CCSNH), Beth Doiron (CCSNH), Becky Lewis (CCSNH), Barbara Spada (CCSNH)

Chair Shields called the meeting to order at 9:11 a.m. in the Library at Nashua CC in Nashua, NH. No conflicts of interest were expressed.

The Chair welcomed new student trustees Mr. Cunningham (WMCC) and Ms. Burwell (GBCC), and Mr. Dodge, and she thanked President Jordan, Ms. Lucy Jenkins, and the

Overview Annual Performance Reviews

The Chancellor provided an overview of the annual performance review process for the senior leadership, and the need in the new year to develop measurable goals that are directional. Strategic plan should lend itself to the measures and prioritization that allows us to use performance review process more effectively.

Mr. Holloway noted how the merger exposed how thinly staffed the leadership team is, and Ms. Stebbins

FY23 Budget Approval

Ms. Stebbins presented the budget—level, close to breaking even. Incorporates inflation and swings in energy costs—more or less nbalanced budget, projecting 170k loss, do not anticipate dipping into reserves as in other years. College presidents and finance teams looked at enrollment projections and approached strategically with modifications. Commended the colleges.

Littleton Project

President Lloyd—project slated at \$5m pre-pandemic, had planned to set aside \$1.5m in reserve for escalation costs and construction, so that was earmarked. This week, found out that \$5m project is \$7.3



m. We're in a \$3m hole, \$1.5m planned for, but need to sign a contract to start Aug. 15—slide \$3m from reserve to operating so start spending. Have been setting money aside, bringing in lost revenue from covid funds, meaning only \$.5m extra.

Governance Committee Update

- Governance Committee: Chair Shields reported that the bi-annual self survey reported they are interested in getting more education and information—a priority for the board in the coming year. Please complete the annual self-interest questionnaire by August 12, which this year includes a set of questions on diversity.

Board Retreat: Opening Session

Chair Shields reviewed the retreat agenda and the goals of the retreat, including:

1. Develop a shared understanding of the higher ed landscape in NH: Shifting demographics, how NH communities are responding to these changes, the barriers that CCSNH students face, and the needs of the workforce
2. Develop a shared understanding of the world we live in: What we are trying to accomplish and how the work we do aligns with the needs of the communities we serve
3. Engage the CCSNH Strategic Plan 2022-2025
4. Spend some time together, get to know each other!

Chancellor Rubinstein presented on the state of the system, as was presented to the campuses this spring. The Chancellor proposes we reconsider our mission statement to reflect our commitment to high quality education and training. Enrollment, not including Running Start, is trending down/ is precipitous over the period of the last 5 years—key, bringing more Running Start students into CCSNH. Conferrals—goal not just providing educational opportunity, it is helping them be successful—weve become more successful at helping students be more successful—if look only at enrollment trend, don't see this—conferral trends shows otherwise and is critical to understanding who we are. Still need to figure out enrollment in non-credit programs, have not been giving attention to non-credit/ have data that will show us non-credit program activity across the system. The chancellor provided an update on presidential transitions at NHTI and LRCC and the planned implementation of the classification and compensation study, biennial budget requests for Biennial Budget Requests for Capital and Operating Support , and Ms. Reid presented the new ads that have come out of the Systemwide Integrated Marketing Initiative.

65x25 Update

Mr. Fields presented an update on 65x25. Discussion followed regarding the need to coordinate with other agencies and organizations to determine how 65x25 is progressing, and the reasons to continue—politically connected, dovetails with our mission nicely. Need more buy-in/ coordination with 65x25 partners across the state

Goals and KPIS- Assure pathways lead to academic and career success in NH

Maintain economic and transfer value of all CCSNH academic programs

KPIs: Median earnings, transfer post-completion



Continuously advance the vibrancy of teaching and learning, and of classroom experience, and support students on pathways relevant to meet academic goals

KPIs: Grad rates (FT / PT), total graduates, avg. credits earned, success in gatekeeper Math / English

2. Strategically meet enrollment needs for the state, including addressing the unique needs of our differing communities

Improve rates at which adult residents of NH advance in higher education

KPIs: Total enrollment, fall-to-fall retention, age 25+ enrollment

Improve rates at which high school students matriculate / stay in NH

KPIs: Total enrollment, fall-to-fall retention, Matriculation rates from NH HS's

This slide outlines definitions of our two goals and the associated KPIs, some of which are highlighted on the next slide.

We also monitor a set of financial KPIs that are the fiscal output of our mission driven goals on this slide.

Impact of COVID:

Current unemployment is 3.9% through Dec 2020 down from 17% in April and about 1.3% higher than pre-pandemic numbers, rough 50k fewer employed residents

AY2020

Total awards declined for a number of reasons including students needing to take incompletes, stop outs,

Even though we did graduate students at a New England leading 33%

Average credits earned stayed within our targeted goal

FTEs declined by -4.5%

Most financial metrics came in better than goal during 2020; especially the following:

Reserves Ratio 30.64%

Debt Coverage 2.54

Liquidity Ratio 3.64

Payroll/Revenue 73.11%

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- We have multiple avenues that can be followed to achieve our goals.
- A key component of this is figuring out how to capture a larger piece of the population that does not move onto a college program (46% have some college).



- Two examples are Hillsborough and Coos counties...data at Employment Security indicate that roughly 50% of the population in those communities do not have college level credentials.
- Increased focus on **in-demand, stackable and short-term credentials (that are 6 – 20 weeks)**
- that align with emerging workforce needs and lead to **meaningful employment opportunities with higher pay** and opens door career advancement
- Develop better **efficiencies in sharing courses and programs** across NH allowing students to complete their degrees faster
- Stronger **pathways for high school students** to college in NH
- Maintain our mission driven goal of offering an education that is **affordable and accessible**

Nashua CC Presentation

President Jordan provided a history of the college and the many ways the campus has transformed to improve the student experience and aid in student success efforts since its inception.

Mr. Emmons joined the meeting at 11:45 am.

VOTES

- Accept FY23 budget as recommended by the Finance Committee, keeping tuition rates flat—moved by Mr. Baines and seconded by Mr. Smith—all approved
- Motion take 3m into operating because construction starts next month, replace a large chunk through economic relief funding/ covid relief funds/ fundraising/ financing—allocate to college \$3m from reserves to spend on construction. Motion to authorize designation of \$3m from reserve for use to initial project budget. Motion by Mr. Smith, seconded by Ms. Stebbins—all in favor

Other Business

No further business was brought forward. The meeting adjourned at 12:00 pm.

Respectfully Submitted,

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



Understanding the Landscape

Professor Ken Johnson (UNH Carsey School)

- Growth through migration
- Rate of turnover of population very high
- People who move to NH tend to be better educated than the population that's here, also lose some, but tends to be a gain
- Only 1/3 of NH residents were born here
- Age-specific net migration-

SEE RECORDINGS

Did you learn anything new today

- Sobering that a lot of organizations are students who dissipate or go away all together—will make life a lot more difficult for our student population
- 65x25 eye-opening—statistic about those who don't go on to get a badge/ certificate or some form of higher ed was eye opening
 - State of state of NH we really need to focus more on ed, especially given demographics
- Demographics—need to market ourselves as the hub of potential training for “degree after care”??? can put positive spin on that—will be a lot of career opps for that segment
- Issue of transportation
- Will—some of the things are less of a surprise ot me than it seems to be for you
- Heather—interesting to see shifting demographics, but seeing the numers was interesting—stories of POC in our state is shocking
- It's a relief to hear that people are working on the barriers
- Early interactions with students on their career paths, in terms of shaping their thoughts on what they could be—could be a critical part on how we move forward
- Conversation and presentations—all validated how we are the only ones who can do this

What do we need to learn more about

- Jack—need for us to become even more collaboratively focused, more strategically, make this a major part of our culture in some sense—learn some more about what we are already doing and what we could be doing, what are our gaps
- Demographic—validates a lot of what we thoughts, our missions and what we do are going to be more important over the next decade than ever before; and it's going to be a challenge, poverty levels need our social mobility we offer
 - 65x25—still have a lot of work to do, how are we counting things, # students who graduate and don't go to college, access is our game—if we can get that right it will change everything
 - Need staretgy to go at that 40%, but also the percentage of kids who drop out of high school because their education isn't relevant to them, that's an opp for us to see how we can enengage with the public ed school systems in the region to bring relevant hands on experience
- What is trad v. non-trad
 - Students are non-trad by more than just age—they are the norm, they are not the exception, and they've been the norm for the greater part of 2 decades



- dichotomy

July 22

- Chancellor Rubinstein provided an overview of the topics covered yesterday
- President Lloyd provided an overview of the timeline and process of strategic planning





COMMUNITY COLLEGE
system of New Hampshire