COMMUNITY COLLEGE SYSTEM OF NEW HAMPSHIRE

ANNUAL REPORT

COMMUNITY COLLEGE
system of New Hampshire

NH RSA 188-F:11 Report.

II. The chancellor and the chairperson of the board of trustees of the community college system of New Hampshire shall issue a report annually which shall include updates on ongoing upgrades to the information technology systems used by the community college system of New Hampshire and an assessment of the overall operation of the community college system of New Hampshire including financial status, enrollment data, and program administration. Such report shall be completed by October 15 of each year. A copy of this report shall be delivered to the chairmen of the house education committee and senate education committee, the speaker of the house of representatives, president of the senate, the governor, the senate clerk, the house clerk, and the state library.

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Information or copies of the report can be obtained from the CCSNH Director of Communications, Community College System of NH, 26 College Drive, Concord, NH 03301, or by calling (603) 230-3504. Additional information at www.ccsnh.edu.

Community College System of New Hampshire – 2013 Highlights, Priorities and Key Initiatives

The Community College System of New Hampshire (CCSNH) is focused on:

- **Student success** in education and in the economy
- **Accessible and affordable** education
- **Economic alignment** with NH industry and employers
- **Data-driven and performance-based operations**: achieving measurable outcomes and using data to evaluate our performance
- **Dedication to innovation**: using new approaches to expand access and affordability, improve quality and achieve operational efficiencies
- **Commitment to system approach** which shares and leverages resources across the seven colleges

Strategic planning has been a key focus of the CCSNH Board of Trustees in 2013. Under the Board's leadership, CCSNH has identified the above priority areas and is actively engaged in specific initiatives related to these priorities.

Affordability is a key priority for NH's community colleges, and in 2013 the Board of Trustees froze tuition marking the fourth time in eight years tuition has not increased. At the same time CCSNH continued to develop new scholarship opportunities for students through fundraising and the creation of new endowed funds.

In 2013, CCNSH continued to work with advanced manufacturing employers across the state to develop and enhance programs at each of the seven community colleges. Supported by a federal grant through the US Department of Labor, Education and Training Administration, the community colleges have developed new curriculum and training pathways, updated labs and acquired state-of-the-art advanced manufacturing equipment, and engaged in outreach and promotion of advanced manufacturing career opportunities in New Hampshire. Through the advanced manufacturing initiative the WorkReadyNH program was expanded to all seven of the community colleges, providing skill-building and certification for essential workplace skills important to employers including critical thinking, problem-solving, applied mathematics, employer expectations, teamwork, communications and more.

CCSNH continued to strengthen STEM curriculum and pathways as part of its joint commitment with the University System of New Hampshire to increase the number of STEM graduates from NH public institutions. STEM programs at CCSNH colleges are focused on helping students gain the specific knowledge and skills they need to be successful in the STEM field of their choice. CCSNH works collaboratively with New Hampshire companies to customize the education and training incorporated into STEM degree and certificate programs. CCSNH colleges offer STEM programs in areas that range from automotive technology, health information technology and electronic engineering technology to mechanical design, information systems technology and biotechnology. STEM fields of study often include a crossover between STEM areas. The study of robotics, for example, includes mathematics, physics, design, and mechanical and electronic engineering.

As shown on page 10, online learning has been a significant growth area for CCSNH in recent years. While online learning broadens access to educational opportunities for students and leverages technology and innovation to offer access to a greater range of learning resources, CCSNH is also focused on ensuring the quality and integrity of the online learning experience. CCSNH's "high touch" online learning model incorporates strong advising and learning support components designed to support the success of students as online learners. With a plethora of online learning models available from massive open online courses (MOOCs) to hybrid models that combine classroom and distance learning components, CCSNH feels this "high touch" model is ideally suited

to enable students to take advantage of innovations in online learning while providing the structure and support many students need.

CCSNH continues to partner with the University System of NH and private colleges to increase transfer opportunities for New Hampshire students. Recent developments include the creation of a transfer agreement with the Peter T. Paul School of Business and Economics at UNH, as well as the co-location of Granite State College (part of the University System of NH) on two community college campuses, Nashua Community College and Great Bay Community College offering seamless continuation on-site from the associate degree to baccalaureate education.

Administration and Governance

The Community College System of NH is comprised of seven colleges, each accredited through the New England Association of Schools and Colleges, Commission on Institutions of Higher Education. The Chancellor serves as chief executive of the college system. The Chancellor's office is designed to ensure that CCSNH meets its statutory obligation to "operate as a well coordinated system of public community college education," providing centralized administration in the areas of strategic planning, budget, grants, financial aid compliance, legal services, communications, capital planning, human resources, internal audit, information technology, purchasing, payables and receivables, distance learning, foundation, and coordination with other agencies and institutions.

CCSNH is governed by a Board of Trustees. Except for the student members, Trustees are appointed by the Governor & Executive Council. By statute, the Trustees represent the areas of Business & Industry, Health Services, Labor, Law Enforcement, Technology, Education, Community Service, High School Career & Technical Directors, Students, Alumni, and the General Public. Additional ex-officio members include the Governor of the State of NH, the Presidents of each Community College, the CCSNH Chancellor and Vice-Chancellor, the Commissioner of the NH Department of Resources and Economic Development, the Commissioner of the NH Department of Education, and the Commissioner of the NH Department of Employment Security.

Each college is led by a President, with the support of a leadership team. Each college has an Advisory Committee comprised of individuals from the community, volunteers who represent employers, civic organizations, and the public. The Advisory Committee connects the college with its community and advises the president.

Academic programs are developed at the college level and approved through system leadership and the Board of Trustees. Programs are regularly reviewed for relevance, demand, and responsiveness to employment and industry needs. Academic programs are overseen by a department head, who is responsible for curriculum, program development, student advising, and supervision of department faculty. At each college, department heads report to the Vice President of Academic Affairs. Service learning, clinical experiences, co-ops, and internships are often incorporated into the curriculum. Most academic programs have a program advisory board to provide input on curriculum, employment needs, and industry trends.

Matters related to student life are overseen at each college by the Vice President of Student Affairs. Students can participate in campus governance through their Student Senate, and numerous clubs and organizations provide opportunities for students to develop skills and experience outside the classroom.

Enrollment management, which includes admissions, financial aid, student assessment, and registration, is a shared responsibility within each college, as various administrative offices work collaboratively to facilitate student entry into post-secondary education and support student success. A central system Director of Financial Aid Programs and Compliance works with college

financial aid offices to ensure our policies are standardized and our practices consistent system-wide. Internal auditing ensures program compliance and appropriate controls are in place.

Helping NH's incumbent workforce become and remain skilled and competitive is an important part of the community college mission. Each college includes a Business Training Center, with the mission of offering professional training to the regional workforce. Working closely with area employers, the Business Training Centers offer programs at the college or the workplace, and can customize training to meet the particular needs of businesses.

In October of 2011, CCSNH initiated the **WorkReadyNH** program, providing assessment, skill-building, and credentialing in key workplace skills areas. WorkReady NH helps the un- and under-employed gain the skills to successfully seek employment and build careers, and helps NH businesses by fostering a skilled workforce and strong job applicant pool.
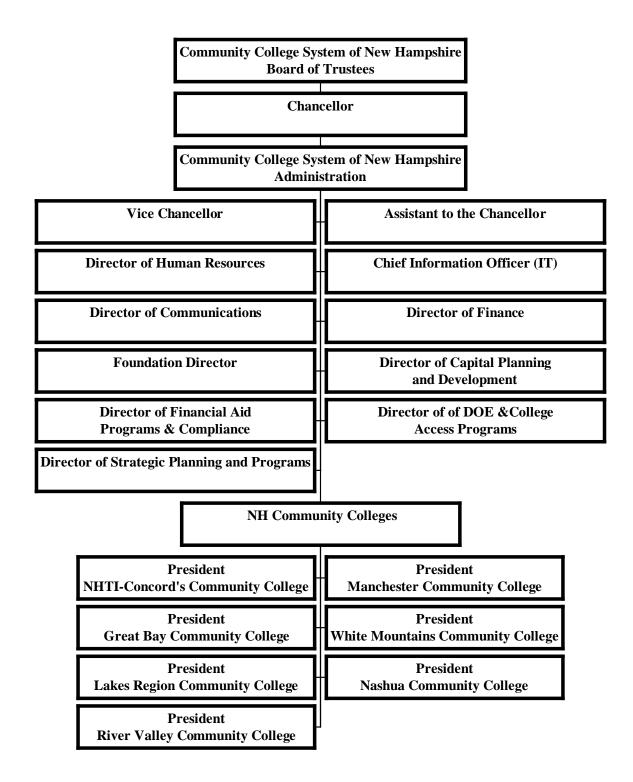
WorkReadyNH was created in response to employer feedback about the skills of job applicants and the entering workforce, and it focuses on those areas employers identified as most critical to successful employment across a range of industries. Since its inception in 2011, WorkReadyNH has registered nearly 1,500 participants in its skill-building and certification program.

The community colleges are designated as the preferred training provider under the **NH Job Training Grant Program**, which provides matching grants for incumbent workforce training designed to maintain a competitive workforce and help NH businesses thrive. Community Colleges have worked with dozens of NH employers to strengthen the skill level of their incumbent workforce, help employees adapt to changing technology, support advancement, incorporate new skills and processes, and more.

Organizational Structure: The following is an organizational chart of system-level administrators and college presidents.

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│  Community College System of New Hampshire │
│           Board of Trustees               │
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┌─────────────────────────────────────────┐
│               Chancellor                  │
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│  Community College System of New Hampshire │
│             Administration                │
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Vice Chancellor	Assistant to the Chancellor
Director of Human Resources	Chief Information Officer (IT)
Director of Communications	Director of Finance
Foundation Director	Director of Capital Planning and Development
Director of Financial Aid Programs & Compliance	Director of of DOE &College Access Programs
Director of Strategic Planning and Programs	

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│          NH Community Colleges            │
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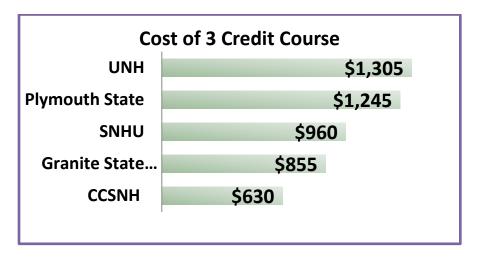|	
President NHTI-Concord's Community College	President Manchester Community College
President Great Bay Community College	President White Mountains Community College
President Lakes Region Community College	President Nashua Community College
President River Valley Community College	

Budget and Enrollment

Budget:

The CCSNH FY13 operating budget was comprised of the following major elements:

- State appropriation (actual): $31,358,244
- Tuition, Fee and Other revenue: $71,733,320
- Federal: $3,156,425

FY14 figures and projections:

- State appropriation: $40,000,000
- Tuition, Fee and Other Revenue (projected): $75,000,000
- Federal: $15,000,000 est

Tuition: For the second consecutive year, CCSNH froze tuition at $210/credit for the 2013-14 academic year (in-state), marking the fourth time in eight years that tuition at the community colleges has been frozen. Tuition for an in-state student taking a minimum full-time course load of 12 credits per semester (24 per year) equals $5,040; tuition for a course load of 15 credits per semester (30 per year) equals $6,300, plus applicable fees.

Cost of 3 Credit Course

College	Cost
UNH	$1,305
Plymouth State	$1,245
SNHU	$960
Granite State…	$855
CCSNH	$630

Costs are based on Fall 2013 information available online
SNHU cost is for continuing education program for NH residents
UNH cost is for continuing education program for NH residents
Most UNH courses are 4 credits at $1600

For the 2013-14 academic year, the New England Regional Student Program tuition rate is $315 per credit, and out-of-state student tuition is $478 per credit.
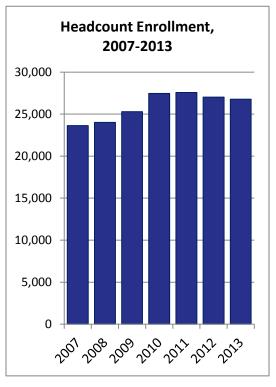
CCSNH distributed over $77.5 million in financial aid during the 2012-13 academic year through a combination of federal and state loans and grants, the Unique program, and scholarships from the Community Colleges of NH Foundation.

Enrollment

CCSNH enrollment roughly doubled in the decade between 2000 and 2010, as the colleges evolved into comprehensive community colleges with a wide array of programs and services, attracting students seeking the first two years of a baccalaureate degree as well as learners of all ages seeking postsecondary education and training opportunities in a challenging economy.
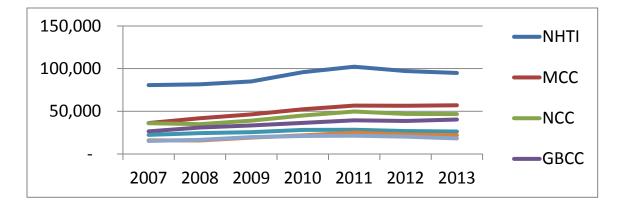
Recent enrollment trends:
- System-wide there has been 15% growth in student enrollment and 30% growth in credits taken since 2007
- Credits taken per student declined in 2011-12 after a tuition increase.
- In general, all colleges showed strong enrollment growth in 2009 and 2010 with a decline in the rate of growth in 2011 and a decline in 2012-13.
- Enrollment trends of the most recent two years are consistent with the community college national trend. CCSNH, like community colleges across the nation, has seen slight decreases in enrollment but is currently serving historically high numbers of students compared to a decade ago.

Headcount Enrollment, 2007-2013

Counting all types of enrollment (credit, non-credit, dual HS/college enrollment, workforce training), CCSNH serves more than 27,000 students each year.
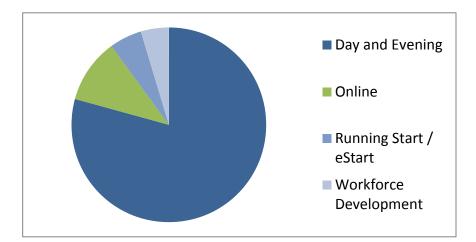
2007-13 Credits Sold Trends by College

Increasing access to postsecondary education through the NH community colleges is key to NH's economic health and competitiveness. The Lumina Foundation estimates that to sustain NH's current level of economic strength, we must increase the percentage of NH residents with post-secondary education from the current 46% to 64%. Increasing the utilization of NH's community colleges, with access throughout NH, affordability relative to other post-secondary options, and

programs aligned with economic needs and opportunities, is an efficient and effective strategy to achieve this benchmark.
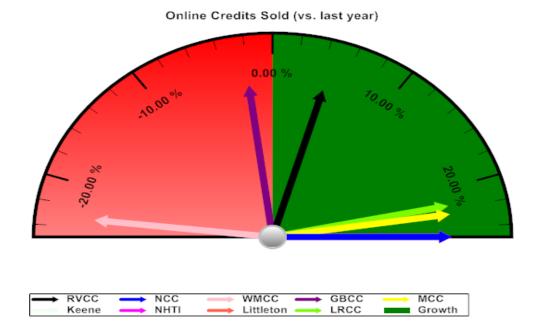
Enrollment by division, 2013

Online enrollment

Online enrollment is a growth area for CCSNH. Online represented 11% of all CCSNH course enrollments in 2013, up from 9% in 2012. System-wide, online course enrollments were up +14% in 2013, despite overall course enrollments falling by -1%.

The dashboard below shows point-in-time comparisons of online credits sold, comparing October 2013 to October 2012.

Running Start: Running Start is a program that enables NH high school students to take community college courses in their high school for dual HS/college credit. Each course costs $150, enabling students and their families to save on college costs and shorten time to college completion.

CCSNH continued to see increases this year in the number of Running Start course registrations.

Running Start enrollment, State-wide:

	Student Course Registrations	Participating High Schools
Academic Year 2012-2013	5,601	91
Academic Year 2011-2012	5,308	92
Academic Year 2010-2011	5,407	89
Academic Year 2009-2010	4,961	81
Academic Year 2008-2009	4,703	72
Academic Year 2007-2008	4,302	71

e-Start

The "eStart" program, created by CCSNH in 2008, continues to grow in enrollment and scope of offerings. eStart is a partnership with the Virtual Learning Academy Charter School (VLACS), in Exeter, NH. Through eStart, NH high school students can take 100% online courses for concurrent high school and college credit. The program is open to students in public and private high schools and to those who are home schooled. The cost to students is $150 per course.   Enrollment in the eStart program continues to increase along with the number of courses offered across the state.

In the Fall of 2013, CCSNH and VLACS created a **computer programming certificate program** that can be earned in less than two years as a dual enrollment program by high school students taking eStart courses fully online.

Ongoing upgrades to the information technology systems used by the Community College System of New Hampshire

In 2013, CCSNH has continued to build upon existing IT infrastructure development while enhancing services and further refining the role of technology across the seven colleges. We continue to make progress in the following areas:

Institutional Research, Planning, Policies and service to students:
- IT has been developing various reports used to monitor daily student enrollment trends and to support data informed decision making. In addition to the reports, a set of dashboards is emailed daily to key Chancellor's Office and college personnel, allowing trends to be quickly identified.
- Using IBM's Cognos reporting tool we have developed a set of standard reports which are available for all CCSNH faculty and staff to review on our Intranet site. We have also adopted another reporting tool called Veera (from Rapid Insight, a NH company). Veera has the ability to pull data from any source (spreadsheets and other databases, etc.) to produce reports. The new CCSNH dashboards were developed using Rapid Insight's Veera.
- As part of a larger strategic initiative related to credit transfer and course sharing, CCSNH IT is developing the supporting infrastructure that will allow students to easily sign up for online courses through a branded clearinghouse web page. A percentage of the online courses will be grade as well as credit transferable amongst the CCSNH colleges. The student will also be able to see a "System" transcript of all courses the student has completed at the CCSNH colleges. This is a step toward greater leveraging of courses system-wide to broaden access to educational opportunities for NH students.
- The college libraries have started a project to move to The Library Corp. (TLC) hosted system solution. One project objective is to have all seven of the college libraries hosted by TLC which includes access to their latest version of software and services. Another project objective is to do away with hand entry of student data into the TLC system and use automated uploads of student data from Banner. The student account will be automatically created and ready to be used when the student arrives at the Library front desk – improving customer service to the student.
- All student email accounts have been migrated to Microsoft's Cloud services (Microsoft 365). In early October 2013 Office 365 features was added to the student's online account. With Office 365 students will be able to access online versions of Word, Excel PowerPoint, the Lync conferencing tool and file storage at no cost to the student or to the CCSNH.

Ellucian Banner (Student Information and Enterprise Resource Planning System):
- The Credit Transfer and Course Sharing Initiative will require a modified use of Banner Flexible Registration. Flexible Registration provides an "Amazon like" registration process for CCSNH students who will be registering for online courses through the branded clearinghouse web page.

Hardware and Software Infrastructure:
- CCSNH is working with UNH on a Disaster Recovery/Business Continuity plan which involves leasing space in the UNH data center to house some or all of our servers. Our plan is to begin migration of our servers to the UNH location by spring of 2014.
- We have been using the CommVault backup software to offer college data backups across our data network, providing the colleges with a backup solution for off-site backups and business continuity. We are expanding CommVault's use to include data backups of Chancellor's Office staff CCSNH assigned computers.

Internet/Networking/Telecommunications:
- All the CCSNH colleges are prepared to become network "nodes" on the UNH- led ConnectNH funded by the Broadband Technology Opportunities Program (BTOP). The network should go live as of January 2014 with testing occurring this fall. The

Chancellor's office and the colleges will have at least a threefold increase in overall bandwidth at the same cost we are paying our current vendor.

- Voice over IP phone system installation has been completed across the CCSNH. We have transitioned our voice lines to FairPoint directly with savings on our calling costs. Internal CCSNH calls between the colleges and the Chancellor's Office can now use our existing data network with zero calling costs.
- We have begun to revitalize the video conferencing (VC) abilities between the Chancellor's Office and the colleges. We plan on using some PC based technologies for one-to-one VC and more robust technologies for larger VCs.

Marketing and Recruitment Using IT:
- The CCSNH webpages have been completed revised using Drupal as the Content Management system.
- In addition to the work on web pages above we have also started work to revamp our Intranet webpages (SysNet), develop a mobile application for the main CCSNH website and developing the branded clearinghouse web pages for the Credit Transfer and Course Sharing Initiative.

Board Appointments & Committees
System and College Leadership
Mission and Vision Statement
Program Grid, 2013-14 (not included in electronic version)

Board Membership and Board Committees

COMMUNITY COLLEGE SYSTEM BOARD OF TRUSTEES (VOTING MEMBERS)

Paul J. Holloway, Chair	Business & Industry
Claudette Mahar, Immediate Past Chair	Health Services
Katharine Bogle Shields, Vice Chair	Public
Kim Trisciani, Secretary	Labor
Ned Densmore, Treasurer	Public
John Calhoun	Public
Allen Damren	Business & Industry
Robert Duhaime	Public
Stephen Guyer	Career & Technical Center Directors
Nicholas Halias	Law Enforcement
Richard Heath	Public
Jeremy Hitchcock	Technology
Tricia Lucas	Community Service
Madeline Maiorano	Student
Kristie Palestino	Public
David Paquette	Labor
Rafael Rojas, Jr.	Education
Angela Roussel-Roberge	Alumni
Connie Roy-Czyzowski	Public
Susan Siegel	Business & Industry
Alison Stebbins	Business & Industry
Ann Torr	Public
Vacant	Student

STANDING COMMITTEES

Executive Committee

Academic and Student Affairs Committee

Facilities & Capital Budget Committee

Finance Committee

Governance Committee

Personnel Committee

Audit Committee

CCSNH Leadership:

Dr. Ross Gittell, Chancellor
Ron Rioux, Vice-Chancellor

College Leadership:

Wildolfo Arvelo, President, Great Bay Community College
Dr. Scott Kalicki, President, Lakes Region Community College
Dr. Susan Huard, President, Manchester Community College
Lucille Jordan, President, Nashua Community College
Lynn Kilchenstein, President, NHTI, Concord's Community College
Dr. Alicia Harvey Smith, President, River Valley Community College
Katharine Eneguess, President, White Mountains Community College

Mission Statement

The Community College System of New Hampshire will provide comprehensive, market-driven, accessible, quality programs of higher education and services that respond to the needs of students, businesses and communities.

Vision Statement

The Community College System of New Hampshire will be a key access point for the broad spectrum of New Hampshire learners providing evolving programs responsive to regional and state social and economic needs. We will be a key community resource woven into New Hampshire's quality of life, providing a seamless pathway of lifelong learning and career development.