



Board of Trustees
COMMUNITY COLLEGE SYSTEM OF NH
Meeting of July 18, 2019

Present: Trustee Jeremy Hitchcock (Chair), Trustee Kathy Bogle Shields (Vice Chair), Trustee Paul Holloway (Past Chair), Trustee Steve Rothenberg, Trustee Jack Calhoun, Trustee Sharon Harris, Trustee Stephen Freeborn, Trustee Stephen Ellis, Trustee Tricia Lucas, Trustee Richard Killion, Trustee Edwin Smith, Trustee Cheryl Kahn, Trustee Richard Heath, Trustee John Stevens, Trustee Darrin Daniels, Trustee Steven Slovenski, Marie-Helene Bailinson (NH Department of Employment Security), Chancellor Ross Gittell, President Susan Huard (MCC), President Lucille Jordan (NCC), President Larissa Baia (LRCC), President Gretchen Mullin-Sawicki (NHTI), President Charles Lloyd (WMCC), President Alfred Williams (RVCC), President Pelema Morrice (GBCC)

Regrets: Trustee Alison Stebbins (Treasurer), Trustee Kim Trisciani (Secretary), Trustee Connie Roy-Cyzowski, Trustee Steven Hattamer, Trustee Katelyn Hazeltine, Commissioner Frank Edelblut (Department of Education), Christopher Way (NH Department of Business and Economic Affairs), Governor Christopher Sununu

Others Presenting to the Board: Charles Ansell (CCSNH), Shannon Reid (CCSNH), Jeanne Herrick (CCSNH), Tim Allison (CCSNH), Matt Moore (CCSNH), John Harrington (CCSNH)

Chair Hitchcock called the meeting to order at 10:00 a.m. in room 172 at River Valley Community College in Claremont, NH. No conflicts of interest were expressed.

Consent Agenda

VOTE: The Board, on motion of Mr. Calhoun and seconded by Mr. Holloway, voted unanimously to approve the following consent agenda items:

- Approval of the Agenda
- Approval of the April 11, 2019 and May 16, 2019 Meeting Minutes
- Approval of Past Committee Meeting Minutes
- Advisory Board Nominations
 - LRCC: Steve Geiger, Sean Brown
 - GBCC: Lisa DeStefano, Thomas Ferrini
 - RVCC: Reginald Greene, Catherine Bardier, W. Shelley Hadfield

Welcome

Chair Hitchcock reviewed with the board the agenda, restructured to include an additional session at the end of the meeting for presentations by the presidents, which he encouraged trustees to attend. The focus of the board meeting is the FY20 budget and review of the Chancellor's and Presidents' annual performance evaluations, which will be discussed in non-public session.

Chancellor Gittell thanked President Williams and River Valley CC for hosting the board meeting, and he and the board welcomed new NHTI President Mullin-Sawicki to her first meeting of the board.



Legislative Update

Ms. Reid provided an update on legislative affairs. The Governor vetoed the state budget, and a Continuing Resolution was passed to fund state government at FY19 levels through October 1, 2019 or until a budget is enacted, whichever occurs first. No date has been set for the parties to reconvene to work on a budget.

Budget

Mr. Smith, on behalf of the Finance Committee, presented the FY20 budget for the board's approval. CCSNH added \$3M in operating income at the close of FY19, and the debt coverage ratio at 1.47 has doubled since FY17. The budgets approved by the Finance Committee for FY20 are based on the state appropriation present in the budget that the Governor vetoed. The proposed budget freezes tuition, with an expectation to grow reserves and to continue to pay down debt. CCSNH may need to amend the budget if the appropriation changes once the budget is approved, potentially impacting tuition and fees. To prepare for the possibility of a decreased appropriation, the colleges are holding on major expenses. Mr. Smith thanked the colleges and CCSNH for providing clear, well-prepared budgets for the committee to review and to be able to make a recommendation to the board.

Ms. Shields requested that CCSNH provide more data that breaks out net tuition and fees, which Mr. Ansell will provide to the board following the meeting.

VOTE: The Board, on motion of Mr. Holloway and seconded by Mr. Calhoun, voted unanimously to approve the FY20 budget as presented.

Mr. Calhoun commended CCSNH on progress made on shared service initiatives.

Updates from the Chancellor

Chancellor Gittell provided an update on the HR leadership transition. He is working closely with Ms. Herrick to manage HR matters in the interim period. The presidents and HR Directors have been engaged regarding the transition, and they will participate in a session at the presidents retreat in August that will focus on next steps for HR leadership at CCSNH.

Shared Services

Regarding progress on shared services, Chancellor Gittell reviewed progress made on areas of shared services as introduced at the board retreat in January. President Williams reported that financial aid efforts will focus on compliance and reorganization that enhances compliance across the system.

President Lloyd discussed enrollment management efforts that are given priority based on their likelihood of being completed and their ability to be implemented by the campuses. Campuses are continuing their work implementing the customer relationship management (CRM) technology tool for student recruitment and admissions.

President Huard, President Baia, and Mr. Freeborn discussed progress on the online learning and distance education initiative, noting the high engagement of faculty within the work group. Essential to the success of this initiative is increased faculty interest and buy-in.



Other Initiatives

President Jordan reported that all English courses at Nashua CC have been converted to OER (open educational resources). Ms. Eckner thanked Trustees for the financial support of the OER initiative via the trustee initiative fund, which made it possible for CCSNH to provide valuable professional development to OER leaders at each of the campuses.

Ms. Reid provided an update on the New Hampshire Career Academy and discussed the need for CCSNH to partner closely with charter schools.

Chancellor Gittell thanked President Huard for her leadership in the area of nursing and healthcare workforce development. There is critical need in the state for RNs and for LPNs, and President Huard is working closely with President Rubenstein of Granite State College to ensure the colleges are prepared to accommodate that need. Mr. Holloway noted the importance of industry investment in building the healthcare workforce, as successfully modeled by the auto dealers' partnership with the community colleges to develop the automotive workforce.

Mr. Allison provided an update on fundraising efforts and the Foundation, which recently held a board meeting in June. In order to be able to manage philanthropy and better facilitate giving to the colleges, foundation staff are reviewing existing funds that can be combined or liquidated to have the largest impact. Mr. Alison invited trustees to the next Walter Peterson event on September 19.

Committee Updates

Ms. Shields reported that the Assets and Resources Committee reviewed master planning and the employee engagement survey, and the committee will next discuss the master planning framework related to strategy and HR communications.

The Audit Committee will meet next on July 25.

In addition to its work on the budget presented to the board at this meeting, Mr. Smith reported that the Finance Committee continues its work on the focus areas of shared services, auxiliaries, and structured schedules. Auxiliary expenses represent 5% of expenses for the system, which the colleges have made significant progress in addressing. President Baia discussed progress made by the college on the housing agreement that will help to further reduce expenses.

Mr. Hitchcock reported that the Student Success Committee is evaluating their work plan for the year and is focusing on increasing engagement and success of students who need the most support in changing their trajectories. Mr. Calhoun noted that while Running Start has an overall high enrollment, it is not clear that the program is leading to increased enrollment in community colleges or is reaching students coming from a lower socioeconomic background.

On behalf of the Governance Committee, Mr. Killion reviewed the process for approving a new slate of board officers at the October board meeting, and he requested that trustees complete and submit the self-interest questionnaire form that will be sent to voting trustees in the next week. Regarding trustee appointments and vacancies, Chair Hitchcock announced that Mr. Stevens, Mr. Calhoun, and Ms. Stebbins were recently re-appointed to the board.



College Strategic Plan Updates

President Baia presented updates on the goals outlined in the strategic plan for Lakes Region CC, including increasing enrollment; building relationships with the community; improving revenue and sustainability; enhancing the quality of academic programs; improving and enhancing the student experience; and creating an environment of collaborative planning, effective communication, and operational transparency.

President Jordan provided an update on the Nashua CC's strategic plan goals regarding engagement and success, enrollment and sustainability, diversity and inclusion, and efficiency and effectiveness.

President Huard updated the board on Manchester CC's five strategic initiatives, as first introduced in 2016. Within the current strategic plan, the college is focusing on prioritizing student progress, maximizing faculty and staff success, fostering college-wide communication, strengthening community partnerships, and stimulating innovation and growth. President Huard noted that diversity at the college has increased from seven percent to twenty percent, which is critical to attracting more students in the community.

Since his start in August at Great Bay CC, President Morrice completed a NECHE visit that highlighted the need for the college to focus on strategic planning, a plan for Rochester, a governance model, and assessment. Following his listening tour in the fall and incorporating input from the community, President Morrice restructured the college's leadership team, which has been focusing on developing a new strategic plan for the college with optimal buy-in from the college. In Fall 2019, the college will finalize strategies based on recommendations from the strategic planning subcommittee, and a final strategic plan will be presented in Spring 2020.

President Mullin-Sawicki reviewed NHTI's past and new strategic plans, highlighting the opportunity for her as a new president to connect with and include all of the college's different constituents while building the college's new strategic plan for 2020-2025. President Mullin-Sawicki noted the need to align the college's plan to the CCSNH strategic plan and to the nine NECHE accrediting standards; and the need to align the college's budget to strategic priorities. Strategic goals and objectives will be developed around the four key areas of student success, workforce development, institutional effectiveness and sustainability; and inclusion, social justice, and respect. President Mullin-Sawicki expects the plan to be finalized and rolled out in May 2020.

President Williams updated the board on River Valley CC's 2018-2021 strategic plan. The college has worked to align the college's plan to the CCSNH strategic plan, developed to have the flexibility and ability to adapt to demographic and financial shifts in higher education while maintaining a focus on successful student outcomes. In its strategic plan, the college identified the initiatives of financial stewardship; student success; teaching and learning; operational and technological efficiency; community, business, and industry partnerships; and faculty and staff development.

President Lloyd provided an overview of the process of the 2018-2023 strategic plan for White Mountains CC. The college's strategic plan contains five pillars that serve as guiding principles: expanding access to higher education, strengthening pathways for student success, clarifying and increasing internal and external communications, sustainability, and staying connected and contributing to the community.

Discussion followed regarding the similarities and differences among the college's strategic plans.



Other Business

Chair Hitchcock encouraged trustees to review the college advisory board minutes, provided to enhance the board's connection to the college advisory boards.

Non-Public Session I

VOTE: The Board, on motion of Ms. Shields and seconded by Mr. Smith, voted unanimously to conduct a non-public session according to the provisions in RSA 91-A:3, II(d), in order to discuss consideration of the acquisition, sale, or lease of real or personal property which, if discussed in public, would likely benefit a party or parties whose interests are adverse to those of the general community.

The Board entered non-public session at 2:13 pm and returned to public session at 2:31 pm. No votes were taken in the non-public session.

VOTE: The Board, on motion of Mr. Calhoun and seconded by Mr. Holloway, voted by roll call to seal the minutes, as divulgence of the information presented would render the proposed action ineffective, under RSA 91-A:3, III.

Executive Session

VOTE: The board, on motion of Mr. Smith and seconded by Mr. Holloway, voted unanimously by roll call to conduct an executive session according to the provisions in RSA 91-A:2, I (a) to discuss strategy with respect to collective bargaining.

The Board entered executive session at 2:32 p.m. and returned to public session at 2:44 p.m. No votes were taken in the executive session. Mr. Holloway left the meeting at 2:44 p.m.

Non-Public Session II

VOTE: The Board, on motion of Ms. Shields and seconded by Mr. Calhoun, voted unanimously by roll call to conduct a non-public session according to the provisions in RSA 91-A: 3, II (a), in order to discuss personnel matters.

The Board entered non-public session at 2:45 p.m. and returned to public session at 3:54 pm. No votes were taken in the non-public session.

VOTE: The Board, on motion of Mr. Ellis and seconded by Mr. Calhoun, voted by roll call to seal the minutes based upon RSA 91- A : 3, III, in that divulgence of the information may affect adversely the reputation of persons other than CCSNH voting trustees.

No further business was brought forward. The meeting adjourned at 3:55 pm.

Respectfully Submitted,

Meghan Eckner
Executive Assistant to the Chancellor and Board of Trustees