



# 2

2021 ANNUAL REPORT

**MORE WAYS TO  
CHOOSE COMMUNITY**

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# MORE WAYS TO *choose community*

Last year, we introduced the theme “Choose Community” and opened with the statement that “the power of community has never been more important.” We highlighted the myriad of ways in which CCSNH colleagues across the System demonstrated intellect, creativity, and compassion as they responded to the pandemic, sustaining our core work as educators, supporting our students, and serving communities throughout the State of New Hampshire. In the year since we issued that report, a great deal has transpired, much has changed, but what remains constant is our belief in **the power of communities**.

For all of the challenges that our communities endured in the past year, CCSNH was still able to confer more than 2,300 degrees and certificates, with nearly 600 in urgently needed healthcare programs. In 2020, River Valley Community College reintroduced a one-year LPN certificate program in Claremont with plans to expand that program to Keene, Laconia, Lebanon, and Littleton, and potential to touch other regions of the State after that, fulfilling a vital role in patient care and creating a more inclusive pathway for future RNs. Similarly, Manchester Community College expanded its capacity to prepare Licensed Nursing Assistants, incorporating the opportunity to earn the additional Medication Nursing Assistant credential that is critical for meeting the needs of New Hampshire’s long-term care facilities. Nashua Community College worked with One Greater Nashua and the Nashua Department of Public Health to host COVID vaccine clinics at NCC, and to translate publications into Spanish and Portuguese to reach non-native English speakers across Nashua to help increase awareness about vaccines. Great Bay Community College partnered with VapoTherm, a New Hampshire-based company that makes respirators, to deliver training to new hires to support ramped up production in response to critical need during the pandemic. NHTI-Concord’s Community College was able to partner with Concord Hospital and the National Guard to become an Alternative Care Site for overflow COVID-19 patients, and Lakes Region Community College worked closely with healthcare partners including Concord Hospital’s Laconia and Franklin facilities to creatively address labor shortages, and so much more.

While we are proud of our work as educators for preparing our students to fulfill vital roles in communities throughout New Hampshire, we also want to take the opportunity to acknowledge and thank the many organizations, businesses, and individuals who supported our work, and more importantly, supported our students. A complete list would be overwhelming and a partial list would be a disservice to those not named, but we would be remiss not to express our gratitude for the extraordinary illustration of the power of communities reflected in the New Hampshire Charitable Foundation’s Class Gift Initiative. Through a partnership between the NHCF and the Foundation for New Hampshire Community Colleges, a \$1 million scholarship fund was created to allow every 2021 New Hampshire high school graduate the opportunity to take a free course through CCSNH. To date, nearly 1,200 students have benefited from this program, creating the opportunity to learn with us and lessening the barrier and the burden of cost.

Humbling moments throughout the State and throughout the year, but further confirmation that there has never been a better time to **Choose Community**.



*Mark Rubinstein*

Mark Rubinstein, Chancellor



*Katharine Shields*

Katharine Shields, Chair of the Board of Trustees

**MISSION**

The Community College System of New Hampshire's purpose is to provide residents with affordable, accessible education and training that align with the needs of New Hampshire's businesses and communities, delivered through an innovative, efficient, and collaborative system of colleges. CCSNH is dedicated to the educational, professional, and personal success of its students; a skilled workforce for our state's businesses; and a strong New Hampshire economy.

**VISION**

65 by 25: To maintain New Hampshire's positive economic indicators, including low unemployment and high per capita income, NH will need 65 percent of the adult population to have some education beyond high school. CCSNH is committed to achieving this vision by 2025.

**65 X 25 GOAL**

CCSNH led the way in developing New Hampshire's 65 by 25 goal, to have 65 percent of New Hampshire working-age adults with some postsecondary credential of economic value by 2025. This goal aligns with national research showing that by 2025, more than 65 percent of jobs in New Hampshire will require some postsecondary education. Several of the fastest growing and most successful segments of the labor market are served through a postsecondary certificate or two-year associate degree.

Since its introduction by CCSNH, the 65 by 25 goal has gained broad support from business, education and policymakers. Legislation in support of 65 by 25 was passed by the NH Legislature and signed by the Governor.



# MORE WAYS TO *choose community* MEANS MORE WAYS TO:

**Support students.** This year we provided even more help to students as they navigated educational pathways, identified career opportunities, balanced the many competing demands on their lives, and strove to build lives of purpose and fulfillment. One of our students said it best: “The connections that I made will last a lifetime, and I’m so appreciative of the support and opportunities that my school gave me.”

**Partner with employers.** Businesses across New Hampshire faced acute workforce needs this year, and the community colleges stepped up as never before. We worked with employers to create apprenticeships that blended on the job learning with related classroom or on-line instruction. We identified required skills and created short-term credential offerings to address them. We created flexible programs and delivery methods that allowed students to conveniently partner with area businesses to discover innovative new solutions and practices. And we incorporated new technologies and curriculum into our programs to ensure alignment with the workplace needs of today and tomorrow.

**Engage high school learners.** This year the community colleges extended college-level learning to more NH high school students by expanding our partnerships with Career and Technical Education centers, increasing participation in Early College and career exploration programs and activities, and providing more scholarships to high school graduates. By helping younger students understand the opportunities for college here in our state, we hope to continually build the Granite State’s skilled workforce and keep our talent local.

**Be a community partner.** NH’s community colleges worked with federal, state, and local public health officials to help mitigate the spread of COVID-19. We not only worked to keep our faculty, staff, and students healthy, but strove to be leaders within our community on the forefronts of cleanliness, safety, and awareness.

Community partners are also the many employers who hire our graduates, business leaders who are active on our advisory boards, healthcare providers who offer clinical sites for practical learning, industry professionals who become adjunct faculty, and businesses that rely on the Community College System of New Hampshire to educate and train their current and future workforce.

**Support community organizations.** We’ve continued our nonprofit partnerships throughout the past year with internships at places such as the Granite United Way, Boys & Girls Clubs, and Drop-in Centers for Homeless Youth. Our students get hands-on education in a real-world environment, and our partners benefit from enthusiastic and committed entry-level workers. Nonprofit organizations go a long way in providing support, vibrancy, and collaboration in our communities. Our students have reported that these experiences not only reaffirm their commitment to their academic programs, but some have also continued working with their hosts after the internship ended.

**Get involved.** Students, faculty and staff participated in community events, stocked area food kitchens, and staffed vaccination clinics. College personnel serve on civic boards, within charitable organizations, and fill a host of other roles in our regions, demonstrating our deeply-held mission to Choose Community!

# Opportunity IN LOCATIONS ACROSS NH



# Opportunity **IN SEVEN ACADEMIC FOCUS AREAS**



## **HEALTH SCIENCES AND SERVICES**

Healthcare professionals are in high demand in hospitals, medical offices and a variety of other treatment settings. Health science and service programs offer a wide range of healthcare opportunities from patient care to medical office careers. Our programs prepare students for careers like nursing, healthcare administration, dental hygiene, paramedic emergency medicine, physical therapist assistant and more.



## **ARTS, HUMANITIES, COMMUNICATIONS AND DESIGN**

The arts and humanities form a foundation for an array of learning pathways and help students develop a broad understanding of their world and the ability to think critically and communicate effectively. Arts-related programs like graphic design and media technology combine creativity and tactical/technical skills to prepare students for a variety of professions in rapidly evolving fields.



## **BUSINESS**

Business programs offer real-world experience and leadership skills to start a successful career in today's professional environment. Our programs prepare students for career opportunities in management, sales, event planning, marketing and much more.



## **HOSPITALITY AND CULINARY**

New Hampshire's coastlines, lakes and mountains make the state a popular destination spot. Hospitality and culinary programs prepare students for professional attainment within the leisure services profession. Begin a career in hotel and restaurant administration, resort management, culinary arts and more, and be part of what attracts so many residents and tourists alike to our beautiful state.



## **SOCIAL, EDUCATIONAL AND BEHAVIORAL SCIENCES**

Social, educational and behavioral science fields cover a range of professions designed to help individuals and communities through social work, education, law enforcement and more. These programs serve a growing need for teachers and educational specialists, public safety and social service professionals.



## **STEM AND ADVANCED MANUFACTURING**

The STEM and advanced manufacturing fields encompass computer science and information technology, engineering technologies, life sciences and more. These programs prepare students for the modern-day high-tech environment, and offer a combination of design, production, technology, mathematics and problem-solving skills.



## **INDUSTRY AND TRANSPORTATION**

Skilled trades professions like civil engineering, electrical technology, HVAC and many more are among the most in-demand careers in New Hampshire. Professions like these, as well as automotive, marine and aviation technology, offer hands-on learning and attainment of an increasing array of technical skills that prepare students for rewarding professions.

# MORE WAYS TO BUILD NH'S workforce

## ApprenticeshipNH

Launched in 2017, ApprenticeshipNH has grown to serve seven sectors: healthcare, advanced manufacturing, information technology, construction and infrastructure, hospitality, biomedical technology and automotive technology. Its “earn while you learn” model enables apprentices to receive progressively higher wages for on-the-job training and tuition support for classroom instruction.

## ApprenticeshipNH-High School

In 2021, ApprenticeshipNH expanded through a federal grant to launch a new program designed specifically for high school students so they too can “earn while they learn.” With this focus on youth, the ApprenticeshipNH High School program (ApprenticeshipNH-HS) follows a pre-apprenticeship to Registered Apprenticeship model. It begins with work-based learning/pre-apprenticeship in 10th and 11th grade where students are introduced to careers and learn skills designed to prepare them to enter and succeed in a Registered Apprenticeship.

## Customized Workforce Training

CCSNH works with hundreds of employers across NH to build a skilled workforce through customized training and programs that align with the professional opportunities and needs in today's economy. CCSNH is uniquely able to create programs and curriculum quickly to meet needs as they emerge.

## Business Training Centers

Workforce development centers located at each college are designed to respond quickly to the changing needs of local businesses. The centers develop and offer non-credit courses and training for people who need to sharpen their existing skills, learn new ones or maintain professional licenses or certifications.

## WorkReadyNH

Created to meet the needs of NH employers for new hires with a strong foundation of workplace readiness and soft skills, WorkReadyNH has paved the way for thousands of adults returning to the workforce through its skill-building and certification programs.

## NH Job Training Grant Program

NH's community colleges continue to serve as a training provider for the NH Job Training Grant Program, which provides matching grants to employers to upgrade the skills of current employees. Training has included helping employees adapt to changing technologies, supporting career advancement and incorporating new skills and processes.

## HOW WE WORK WITH NH BUSINESSES



### Identify workforce needs

- Custom training
- Professional development
- Workplace skills
- Project management



### Leverage college resources

- Faculty expertise
- Evaluate credit & non-credit opportunities
- Specialized labs or equipment
- Professional advisory councils



### Choose modality

- Onsite at employer
- Onsite in the classroom
- Online (synchronous or asynchronous)
- Hybrid

# APPRENTICESHIP *spotlights*

## BAE Systems

In July 2021, ApprenticeshipNH and BAE Systems, located in Nashua, created a Precision Inspector Registered Apprenticeship program that includes 4,000 hours of paid on-the-job training and five weeks of full-time classroom instruction facilitated through NCC. Training topics include metrology, blueprint reading, geometric dimensioning and tolerance and visual inspection standards. Through this program, precision inspector apprentices will earn an hourly wage for time spent learning in the classroom and training on the job while BAE, one of NH's largest employers, is able to bolster its talent pipeline while providing education, employment opportunities and a potential career path to members of the community.

## International Institute of New England

The International Institute of New England, located in Manchester, creates opportunities for refugees and immigrants to succeed through resettlement, education and career advancement. Through a partnership with ApprenticeshipNH for LNA training and job placement services for refugees, the first *LNA for Success* Program cohort started in October and is an 18-week program combining English language learning, classroom instruction at MCC and hands-on healthcare experience for preparation of the NH Board of Nursing LNA licensing exam.

## Smiths Medical

Smiths Medical, a supplier of specialized medical devices and equipment, partnered with ApprenticeshipNH to create a workforce program for machine operators at its Keene facility. The comprehensive training program provides the opportunity to advance into roles as industrial systems technicians. The first cohort began in January following the "earn while you learn" model of ApprenticeshipNH with the academic portion through NCC and Keene State College and 4,000 hours of hands-on equipment maintenance training. The training aligns with a newer field often referred to as mechatronics, which focuses on automation and includes mechanical engineering and some electrical engineering skills.



### Implement programs

- Short-term training
- Competency-based learning
- Apprenticeship
- Regular class participation
- Multi-course progression



### Track and share results

#### Employees:

- Learn new skills and advance
- Earn badges, certificates, credentials, credits towards a degree

# MORE WAYS TO *accelerate your education*

CCSNH offers several ways for high school students to earn college credit. Families can save thousands of dollars while students accelerate their pathway to a college degree and career.

## Running Start

Launched in 1999 with seven high schools, Running Start now has participants from nearly every New Hampshire high school. Over the past 10 years, students have taken nearly 70,000 Running Start college courses in their high schools for dual credit. Each course costs \$150, just a fraction of the cost for courses taken in college.

## eStart

Through CCSNH's partnership with the Virtual Learning Academy Charter School (VLACS) 699 NH high school students enrolled in 2020-21 online college courses for dual credit. The number more than doubled from 2019-20 due to the move to online learning overall and in many high schools during the school year.

## Early College

Early college brings high school students directly onto a community college campus to take courses at a discounted rate, giving them a head start on college coursework and degree attainment in a college environment.

## Dual and Concurrent STEM Scholarship Program

This program pays the tuition for eligible high school students in grades 10-12 to take two STEM/CTE (career and technical education) courses per year for dual credit through one of CCSNH's dual and concurrent enrollment programs. This opportunity puts students on a pathway to high-demand careers in the Granite State.

**70k+** students served

**100+** participating high schools

## COMPANY SPOTLIGHT: US FOODS

In 2020, US Foods Boston Division and ApprenticeshipNH created a Diesel Mechanic Apprenticeship Program to fill the need for qualified candidates for this role. The program created a career pathway that aligned with the job requirements while allowing US Foods the opportunity to develop talent from its current associate pool. During program development, there was a challenge to find a local school that offered the required theory course and WMCC stepped up by creating a new virtual diesel mechanic theory class. The program helped US Foods develop a talent bench that will be used for future employment needs.





*DID YOU KNOW:*

**80+ business advisory groups across the seven colleges tap ~ 600 industry leaders to provide advice and insight on college programs.**

**From 2019-2021, all seven colleges worked with 332 employers. 7,000+ NH residents participated in these programs.**

**ROCHELLE'S STORY**

Seventeen-year-old Rochelle Eastman fast tracked her education and found a way to maximize earning academic credits. While enrolled at Littleton High School, Rochelle leveraged dual enrollment programs with White Mountains Community College (WMCC) beginning when she was only 15, to earn enough credits for an associate degree and open educational pathways for her future. By enrolling in Running Start, eStart, and Early College programs, she earned high school and college credit simultaneously and was awarded dual degrees – a high school diploma and an associate degree in health science – on the day of her high school graduation.

Rochelle's WMCC credits put her halfway towards a bachelor of science degree in biological science. Rochelle plans to continue her education to earn a master's degree when she will once again be a step ahead of her peers. She is eager and ready for her educational journey and even though she graduated from WMCC several months ago, she was invited back to speak with future high school students about her story to encourage more down this path.





**THE FOUNDATION**  
for New Hampshire Community Colleges

GIVE OPPORTUNITY

# The gift of education

**1,200+** NH high school grads enrolled with free class



Earlier this year, our Foundation partnered with the New Hampshire Charitable Foundation to commit \$1 million to help students on educational pathways across the state.

The initiative, known as the Gift to the Class of 2021, empowered more than 1,200 New Hampshire high school seniors to enroll in our community colleges this fall. The pandemic curtailed many students' educational plans and aspirations — but the class gift helped young people get back on track. The gift provided one three-credit course to 2021 graduates of any NH high school.

We will assess and measure the impact of this initiative, which will help inform strategies for the coming year.

**\$6M**

total assets under management

**130**

scholarship funds working in support of the colleges

**\$579K**

awarded in scholarships

**1090**

students benefitting from direct financial support

*"I lost my mother when I was 15 to cancer. She was only 37. This changed my entire life, as you can imagine. I never left her side when she was sick, which meant I spent much of my time in the hospital, cancer center and hospice facility. That is when I fell in love with nursing. Since her passing, I have attained my LNA and EMT licenses. I will graduate from the Great Bay Community College nursing program in May 2022. It has been a long journey and I am so ready to accomplish this huge goal in life!"*



- Katie C.  
Exeter Area Scholarship Fund recipient

*"As someone who grew up in the foster system, I don't have a lot. Giving me this free course is a really big help and I really appreciate it. It motivated me to enroll at Manchester Community College and start a path to a career. After two years here, I'm going to transfer to a university and get another two years in for psychology, and then I'm going to go back for two more years for social work. I want to be a therapist and social worker."*



- Savahna B.  
Londonderry High School graduate

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Over the past year, we have witnessed and been part of many large and small shifts in our daily lives – some temporary and others possibly more long term. In higher education, I have been inspired by how nimbly our students, faculty and staff met the challenges of these shifts – including learning and teaching remotely. I have also been inspired by the internal and external support to keep everyone safe, healthy and on an educational pathway.

The Foundation has been in a solid position to play a role in these efforts. We partnered with college leadership to launch an inaugural annual appeal. Your support combined with new Fund activity helped us raise over \$1M for the first time in our history. This generosity enabled us to provide scholarships to 590 more students than the year prior and increase financial support by nearly 11%.

The "Gift to the Class of 2021" was coupled with many other local efforts, including emergency aid, food drives, counseling, and advising. These examples help demonstrate our commitment to "give opportunity" to all individuals who physically and virtually walk through the doors at our seven community colleges.

We are in the business of building a culture of philanthropy for one reason only; creating access for our students. I wish you could read the handwritten notes and emails we receive weekly from our scholarship recipients. They tell stories of perseverance and gratitude, much like Katie and Savahna's stories referenced on this page.

On behalf of our Foundation Board, CCSNH Trustees and our seven community colleges, thank you for giving opportunity to students across New Hampshire.



**Tim Allison,**  
**Executive Director**  
 tallison@ccsnh.edu  
 603.230.3520

Explore giving at: [GiveNHCC.org](https://GiveNHCC.org)



Great Bay  
Community College

# GREAT BAY

## *Community College*

Great Bay Community College serves New Hampshire's Seacoast region from a main campus in Portsmouth, on the Pease Tradeport, and an academic center in Rochester. GBCC offers more than 50 associate degree and certificate programs that serve a wide range of in-demand career paths and prepare students for transfer.



**PRESIDENT: DR. CATHRYN ADDY**

**➤ [GREATBAY.EDU](https://www.greatbay.edu)**

Offering a wide array of opportunities to learners of all ages and aspirations, GBCC is proud to serve its region and support a strong NH economy.

GBCC is among the largest transfer partners for the University of New Hampshire (UNH), sending several hundred students annually to UNH and other institutions at the baccalaureate level. By launching new partnerships with area companies and high schools, GBCC aims to meet the hiring needs of local businesses and create career pathways for students.

GBCC has long been a key partner for area hospitals, training students in nursing, surgical technology, medical office administration and other allied health professions. The college's location on the Pease Tradeport enables strong partnerships with neighbors including Lonza Biologics, Amadeus, Teledyne and others.

The College's state-of-the art Rochester campus offers technical certificate programs and recently launched new short-term manufacturing courses to serve the industrial and manufacturing sector and arm employees with directly applicable, in-demand skills.

The Business and Training Center at GBCC also offers in-demand workforce skills training through professional development programs, self-paced online courses and technical skills training options. Working in partnership with businesses, the BTC provides corporate training programs to meet specific employer needs that shorten onboarding time, elevate productivity, and help companies meet compliance and safety regulations and fill skills gaps.

GBCC has also recently expanded initiatives to serve students in need. A plan to reduce food insecurity was launched this year to include a new curbside food pantry in partnership with local agencies and companies and through financial support from the college's Student Government Association and the Foundation for New Hampshire Community Colleges.

**50+** **DEGREE AND CERTIFICATE PROGRAMS**

**Enrollment**  
**2,094**

**Avg Age**  
**25**



**Highest-enrolled Degree Programs**

- Liberal Arts
- Business Administration
- Nursing
- Psychology
- Veterinary Technology



**Highest-enrolled Certificate Programs**

- Welding
- Accounting
- Early Childhood Education
- Massage Therapy
- Computer Numeric Control



**Top 5 Sending High Schools**

- Dover
- Exeter
- Spaulding
- Portsmouth
- Winnacunnet



**Ethnicity**

White . . . . .	81.1%
Hispanic/Latinx . . . . .	5.5%
Unknown . . . . .	4.6%
Two or More . . . . .	4.1%
Asian . . . . .	2.5%
Black/African American . . . . .	1.7%
American Indian/Alaska Native . . . . .	0.3%
Pacific Islander/Hawaiian Native . . . . .	0.2%

**Female: 61%**      **Male: 37%**



LAKES  
REGION  
COMMUNITY  
COLLEGE

# LAKES REGION *Community College*

Located in the Lakes Region of New Hampshire, Lakes Region Community College is surrounded by the natural beauty of mountains, lakes, and picturesque New England towns. This beautiful area serves as a backdrop for a robust tourism industry as well as a strong manufacturing sector. Working closely with area employers, LRCC focuses its offerings on meeting the needs of students seeking educational and career advancement and on the needs and opportunities of the regional workforce.



**PRESIDENT: DR. LARISSA R. BAÍA**

**➤ [LRCC.EDU](https://www.lrcc.edu)**

With distinctive programs like marine technology, fire science, automotive (GM and Toyota), and culinary arts, alongside an array of programs in allied health, business, industrial technologies, liberal arts, and other disciplines, LRCC offers programs to a wide variety of traditional-age and adult students. Additionally, transfer agreements with a variety of regional four-year colleges allow students to receive their associate degree at an affordable community college, and earn a Bachelor's at a four-year school.

LRCC has made significant enhancements to its facilities over the years to accommodate the needs of its students and employers. This includes a state-of-the-art automotive technology building, a health and science building, student apartments to accommodate students from outside the commuting area who seek access to LRCC's distinctive programs and wish to take advantage of the college life that comes with residential living, and LRCC's latest project, the Hospitality Renovation Project, which was completed in the summer of 2021, boasting two laboratory kitchens and a teaching restaurant for LRCC's culinary, pastry, and hotel and restaurant operations programs.

Most recently and in response to the pandemic, LRCC piloted its first ever flex-classes, a curricular innovation allowing students to choose whether to attend a specific class in person or remotely on any given day, or to participate in the class 100% online. This new model has seen positive results with increased participation, engagement, and on-time completion.

LRCC is known for its personalized approach to education. That approach depends upon strong collaborations between local employers and the LRCC community. The result of those collaborations are innovative curricula and partnerships that prepare students to enter the workforce or advance in their careers.

LRCC is pleased to be a vital partner in the educational and economic landscape of the Lakes Region and to play a role in the success of hundreds of students each year.

**25** DEGREE AND CERTIFICATE PROGRAMS

**Enrollment**

**786**

**Avg Age**

**26**



**Highest-enrolled Degree Programs**

- General Studies
- Liberal Arts
- Fire Science
- Nursing
- Business Management



**Highest-enrolled Certificate Programs**

- Business Management
- Electrical System Installation Maintenance
- Advanced Manufacturing
- Electrical Power and Control Technologies
- Marine Technology



**Top 5 Sending High Schools**

- Laconia
- Gilford
- Belmont
- Plymouth
- GED/HiSET



**Ethnicity**

White . . . . .	83.5%
Unknown . . . . .	8.0%
Hispanic/Latinx . . . . .	3.3%
Two or More . . . . .	2.5%
Black/African American . . . . .	1.5%
Asian . . . . .	0.8%
American Indian/Alaska Native . . . . .	0.4%

**Female: 58%    Male: 42%**



# MANCHESTER *Community College*

Manchester Community College (MCC) works closely with industry and educational partners in the Greater Manchester community to fulfill the college's mission "to promote and foster the intellectual, cultural and economic vibrancy of our region."



**PRESIDENT: DR. BRIAN BICKNELL**

**➤ [MCC.EDU](https://mcc.edu)**

Industry partners – whether health care organizations that host clinical practicums for Nursing students or automotive dealers and HVAC companies that provide curriculum guidance and internships – contribute to the success of an MCC education. Hundreds of graduates every year have the hands-on skills and education to launch their careers with little or no debt. A majority of grads stay in New Hampshire and fulfill workforce needs in their local community.

MCC has been building on its educational K-12 connections for years, most recently, nurturing a partnership with GEAR UP Manchester to host summer programs for high school students on MCC’s campus – introducing younger students to college and a future that includes higher education in New Hampshire.

Founded in 1945 as a trade school for returning veterans, MCC is one of the oldest community colleges in the Granite State. Founding programs included automotive, machine and tool design, electronics and welding. MCC continues to grow in response to changing community needs. Newer technical programs include robotics, HVAC and advanced manufacturing. The business program is increasingly popular and through revised scheduling has become highly accessible to working adults. MCC’s behavioral health certificates and degrees appeal to students who want to work with individuals battling substance misuse. Computer science programs have expanded to include cloud services IT and cybersecurity investigations. Essential to the well-being of our communities, MCC’s Nursing program is consistently ranked as one of the top programs in all of New Hampshire, with high NCLEX pass rates.

While many graduates head directly into the workforce into skilled professions, MCC is a comprehensive community college and a majority of students study liberal arts and science, with plans to transfer to a four-year university.

MCC is proud of its history of remaining responsive to New Hampshire’s needs and accessible to its population.

**Enrollment**  
**3,163**

**Avg Age**  
**26**



**Highest-enrolled Degree Programs**

- Health Science
- Liberal Arts
- Nursing
- Business Studies
- Behavioral Science



**Highest-enrolled Certificate Programs**

- Medical Coding
- Electrical Lineworker
- Welding
- Electrical Technology
- Phlebotomy



**Top 5 Sending High Schools**

- Pinkerton Academy
- Manchester Memorial
- Manchester Central
- GED/HiSET
- Manchester West



**Ethnicity**

White . . . . .	73.6%
Hispanic/Latinx. . . . .	8.9%
Unknown . . . . .	6.6%
Black/African American. . . . .	4.7%
Two or More . . . . .	3.3%
Asian . . . . .	2.5%
American Indian/Alaska Native . . . . .	0.3%
Pacific Islander/Hawaiian Native . . . . .	0.1%

**Female: 59%**      **Male: 40%**

**65+** **DEGREE AND CERTIFICATE PROGRAMS**



# NASHUA

*Community College*

Nashua Community College (NCC) continued to safely deliver degree, certificate, and career training programs throughout the pandemic. While challenging, the health climate facilitated a renewed dedication to flexibility at NCC as students balanced evolving work and family responsibilities.



**PRESIDENT: LUCILLE JORDAN**

**➤ [NASHUACC.EDU](https://www.nashuacc.edu)**

NCC has more than 50 associate degree, certificate, and workforce development programs. To meet student need for more flexibility, NCC launched new fully remote programs, increased the availability of hybrid schedules, and debuted new synchronous online classes alongside self-paced asynchronous online classes. One of the new fully remote programs is the 26-week big data developer training, introduced in fall 2021. Big data developer trains students for entry-level work as data engineers. The data analytics certificate is also now 100 percent online.

A new position, the Career and Technical Education Pathways Director, oversees the collaboration between noncredit training and for-credit certificate and degree programs, and monitors how both tracks complement student need and economic demands. While the college has offered many career training, degree, and certificate pathways conducive to student success, the new position will work to stack relevant training into certificate and degree pathways. This will help students start with fast-paced training to earn experience that can be leveraged into immediate work. Then once employed, they can leverage that training as credits toward certificate and degree programs. With flexible night, weekend, online and hybrid schedules, working students can continue progressing through a pathway while earning a paycheck.

College advisory boards comprising local business and community leaders guide program development and facilitate internship and career connections with students. Internships are built into college programs to provide first-hand experience for students.

To aid student success, the college also addresses non-academic student needs. NCC continues to offer a donation-based "Dress for Success" closet with professional clothes for internship and job interviews. The student food pantry also expanded and now includes hygiene products.

Staff and faculty participate in ongoing Student Support and Student CARE work team meetings to keep students' wellbeing a top priority.

**Enrollment**  
**1,742**

**Avg Age**  
**25**



**Highest-enrolled Degree Programs**

- General Studies-Health
- Liberal Arts
- Business Admin-Management
- Psychology
- Biological Science



**Highest-enrolled Certificate Programs**

- Machine Tool Tech CNC
- Data Analytics
- Sign Language
- Computer Networking
- Cybersecurity Networking



**Top 5 Sending High Schools**

- Nashua North
- Nashua South
- Merrimack
- Alvirne
- Miscellaneous High Schools



**Ethnicity**

White . . . . .	70.2%
Hispanic/Latinx . . . . .	16.0%
Unknown . . . . .	6.0%
Two or More . . . . .	5.2%
Black/African American . . . . .	3.2%
Asian . . . . .	2.2%
American Indian/Alaska Native . . . . .	0.2%
Pacific Islander/Hawaiian Native . . . . .	0.1%

**Female: 54%      Male: 46%**

**50+** **DEGREE AND CERTIFICATE PROGRAMS**



# NHTI-CONCORD'S *Community College*

NHTI was opened in 1965 under the name New Hampshire Technical Institute, with three engineering technology programs. Today, NHTI - Concord's Community College has grown into a comprehensive community college with 90+ academic programs and a full campus life that includes residence halls, student clubs, athletics, cultural events, and more.



**PRESIDENT: DR. GRETCHEN MULLIN-SAWICKI**

**➤ [NHTI.EDU](https://www.nhti.edu)**

NHTI is located in New Hampshire's capital of Concord. The campus is on 240 acres of fields and woods with frontage on the Merrimack River. NHTI serves nearly 4,000 students in traditional college programs and another 1,000 in dual credit and/or customized workforce training programs.

NHTI's motto of "You Belong Here" reflects the range of opportunities enjoyed by students and graduates and the sense of community we strive to foster for all who attend. Students earn degrees or certificates that prepare them for in-demand, high-skill employment and can choose to continue their education at the baccalaureate level through numerous transfer agreements with renowned universities.

Programs unique in the state, such as dental assisting and radiologic technology, meet specific workforce needs. We also offer degrees in Information technology, business, education, social services, STEM fields, and more. The college has responded to emerging needs by creating new programs such as the addiction counseling and computed tomography certificates.

Although 90%+ of our students come from New Hampshire, NHTI serves students from more than 40 countries. Throughout its history NHTI has evolved to meet the needs of its community, region and state while remaining true to the core traditions of educational excellence and student support.

**Enrollment**

**3,847**

**Avg Age**

**26**



**Highest-enrolled Degree Programs**

- General Studies
- Liberal Arts
- Business Administration
- Nursing
- Criminal Justice



**Highest-enrolled Certificate Programs**

- Medical Coding
- Diagnostic Medical Sonography
- Early Childhood Education
- Teacher Education Conversion
- Dental Assisting



**Top 5 Sending High Schools**

- Concord
- Pinkerton
- Merrimack Valley
- Pembroke
- Manchester Memorial



**Ethnicity**

White . . . . .	78.3%
Unknown . . . . .	7.8%
Hispanic/Latinx . . . . .	5.2%
Black/African American . . . . .	3.8%
Two or More . . . . .	2.9%
Asian . . . . .	1.6%
American Indian/Alaska Native . . . . .	0.3%
Pacific Islander/Hawaiian Native . . . . .	0.1%

**90+** **DEGREE AND CERTIFICATE PROGRAMS**

**Female: 65%      Male: 35%**

RIVER VALLEY  
Community College

# RIVER VALLEY

## Community College

River Valley Community College (RVCC) serves western New Hampshire, from a main campus in Claremont and academic centers in Keene and Lebanon.



**PRESIDENT: ALFRED WILLIAMS IV**

**➤ [RIVERVALLEY.EDU](https://www.rivervalley.edu)**

RVCC serves a diverse population of students who seek affordable opportunities for educational and economic advancement. RVCC offers pathways to in-demand, high-skill careers and a strong foundation for transfer to a four-year college or university. The Keene academic center is located on the campus of Keene State College, highlighting an innovative partnership in the Monadnock region that supports unique educational collaborations and seamless transfer for RVCC students seeking baccalaureate education upon completing an associate degree at RVCC.

The college offers signature programs in the allied health field that align with workforce needs in the region and state. Several of these, like respiratory therapy, medical lab technician and physical therapist assistant are the only programs of their kind in New Hampshire. RVCC has expanded its licensed practical nurse (LPN) program to include Laconia and Littleton, in addition to Lebanon and Keene to meet acute staffing needs of health care facilities in the region.

Faculty and staff at RVCC take pride in being student-centered, and in offering a high-quality education in a supportive environment that enables students to thrive. The college is attentive to educational excellence and to the non-instructional needs of its student population, providing services that support retention, completion, and post-graduate success.

RVCC is proud to be part of students' educational journey, helping thousands of area learners realize college and career goals and serving as an essential resource for western New Hampshire.

**Enrollment**  
**1,016**

**Avg Age**  
**29**



**Highest-enrolled Degree Programs**

- Liberal Arts
- Nursing
- Business Management
- Early Childhood Education
- Physical Therapist Assistant



**Highest-enrolled Certificate Programs**

- Healthcare Applications
- Practical Nursing
- Massage Therapy
- Advanced Machine Tool Technology
- Medical Assistant



**Top 5 Sending High Schools**

- Keene
- Stevens
- Fall Mountain Regional
- Lebanon
- GED/HiSET



**Ethnicity**

White . . . . .	79.7%
Unknown . . . . .	9.1%
Hispanic/Latinx . . . . .	3.4%
Black/African American . . . . .	2.6%
Two or More . . . . .	2.6%
Asian . . . . .	2.3%
American Indian/Alaska Native . . . . .	0.3%

**30+** **DEGREE AND CERTIFICATE PROGRAMS**

**Female: 78%**      **Male: 22%**



White  
Mountains  
Community College

# WHITE MOUNTAINS *Community College*

Serving northern NH with a main campus in Berlin and academic centers in Littleton and North Conway, White Mountains Community College (WMCC) is a key educational resource for a vast geographic region in New Hampshire. Established 55 years ago, WMCC's priorities of offering high-quality education and helping students reach their educational and professional goals remain the college's primary focus.



**PRESIDENT: DR. CHARLES LLOYD**

**➤ [WMCC.EDU](https://www.wmcc.edu)**

WMCC enjoys partnerships with employers that create pathways for students to high-demand jobs in fields as diverse as veterinary assisting, nursing and allied health, welding and diesel heavy equipment technology. WMCC is an important partner in meeting healthcare workforce needs in the region, and recently launched a medical assistant apprenticeship program at Memorial Hospital and a licensed practical nurse certificate program in partnership with River Valley Community College. WMCC is renowned for its culinary programs which have enjoyed partnerships with grand hotels and resorts across New Hampshire.

As part of the college's growth, Littleton's academic center is undergoing an expansion that will create a technology hub – a living lab - to meet current and future workforce needs through the growth of high-demand programs, improved access, increased regional recruitment and increased community integration. This expansion is expected to be completed in the spring of 2023.

WMCC also focuses on providing an affordable, local first two years of a transfer pathway enabling area students to pursue postsecondary education close to home while exploring options for continuing their education beyond the associate degree.

Given the rural nature of WMCC's service area, the college has worked hard to expand access to North Country residents through dual enrollment offerings for high school students and online and hybrid course delivery methods that minimize travel required to complete a program.

WMCC is proud of its history of service within its region helping hundreds of students every year achieve their educational and career goals and is a regional leader in the upward economic mobility of its graduates.

**Enrollment**

**840**

**Avg Age**

**27**



**Highest-enrolled Degree Programs**

- Health Science
- Nursing
- Liberal Arts
- Human Services
- Teacher Education



**Highest-enrolled Certificate Programs**

- Advanced Welding Technology
- Pipe Welding
- Driver Education Instructor
- Commercial Driver Training
- Medical Assistant



**Top 5 Sending High Schools**

- Berlin
- White Mountain Regional
- Kennett
- GED/HiSET
- Littleton



**Ethnicity**

White	88.1%
Unknown	5.7%
Two or More	2.8%
Hispanic/Latinx	2.2%
Black/African American	0.7%
Asian	0.2%
American Indian/Alaska Native	0.3%

**Female: 66%    Male: 34%**

**75+** **DEGREE AND CERTIFICATE PROGRAMS**

Since 2012, tuition has only increased by 2%.

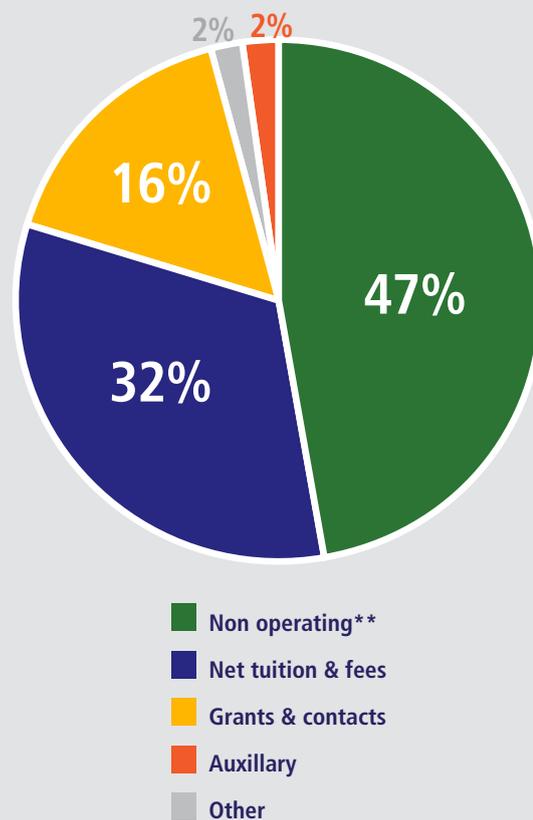
## TUITION

CCSNH has made it a priority to stabilize tuition to help maintain affordability and support the 65 by 25 vision. Since 2012, tuition has only increased 2 percent. This compares to an increase of nearly 20 percent across community colleges in other New England states. In 2021, CCSNH committed to freeze tuition for the 2021-22 academic year continuing its commitment to affordability and access for students across New Hampshire.

Community colleges across the country saw COVID-related enrollment decreases in 2021, as disruptions in household incomes, childcare, and other factors affected many students.

Counting all types of enrollment, CCSNH serves nearly 22,000 students per year.

FY20 AUDITED REVENUE\*



\*Does not include federal COVID relief funds received in FY20

\*\*Non-operating (Includes state appropriation, capital grants and contracts, investment income, interest expense from capital debt (bonds), and nonexpendable contributions)



## INFORMATION TECHNOLOGY UPDATE

In 2021 CCSNH continued its adoption of technologies designed to enhance student outcomes by bolstering resources geared toward improving student services, access, and functionality. Many of the projects started in 2020 were further developed in 2021.

To improve connectivity at our Colleges and Academic Centers, work was completed in two distinct areas:

1. Creating new point-to-point connections at Academic Centers to provide students with more reliable internet service at our physical locations.
2. Completion of a year-long WiFi project dedicated to improving wireless access

CCSNH is strengthening its front-end infrastructure by deploying new Firewall technology to further secure datacenters and networks against cyber attacks.

CCSNH continues to provide wrap-around services to students by implementing just-in-time 24/7 support. These efforts include further integration of system-wide platforms (e.g. Learning Management System, video management systems to stream faculty lectures, remote proctoring platforms, electronic course evaluations, and synchronous/asynchronous delivery of courses).

# STATEMENTS OF REVENUES, EXPENSES AND CHANGES

CCSNH's most recent comprehensive audit of its financial statements was conducted by BerryDunn for the fiscal year ended June 30, 2020. Below is a summary of the statements of revenues, expenses and changes in net position.

		COMMUNITY COLLEGE SYSTEM OF NH		THE FOUNDATION	
		2020	2019	2019	2019
OPERATING REVENUES	Tuition and fees	61,535,846	66,762,886	-	-
	Less scholarships	(22,377,928)	(20,727,002)	-	-
	Net tuition and fees	39,157,917	46,035,884	-	-
	Grants and contracts	20,321,085	21,667,550	-	-
	Contributions	-	-	981,333	833,198
	Other auxiliary enterprises	3,053,064	3,708,269	-	-
	Other operating revenue	2,834,869	3,705,064	-	-
	Total operating revenue	65,366,935	75,116,767	981,333	833,198
OPERATING EXPENSES	Employee compensation and benefits	81,714,133	76,277,455	-	-
	Other operating expenses	22,174,984	22,549,198	1,049,347	905,570
	Utilities	2,834,636	3,187,750	-	-
	Depreciation	7,065,028	7,822,055	-	-
	Total operating expenses	113,788,781	109,836,458	1,049,347	905,570
	Operating loss	(48,421,846)	(34,719,691)	(68,014)	(72,372)
NON-OPERATING REVENUES (EXPENSES)	State appropriations - operating	57,255,000	47,075,000	-	-
	Federal non-operating revenue	5,435,377	-	-	-
	Investment return used for operations	1,133,885	1,175,423	130,360	116,692
	Investment return excluding amount used for operations	150,565	253,549	37,992	25,405
	Interest expense on capital debt	(598,632)	(696,700)	-	-
	Nonoperating revenues net	63,376,195	47,807,272	92,368	142,097
	(Loss) income before other changes in net position	14,954,349	13,087,581	24,354	69,725
OTHER CHANGES IN NET POSITION	State appropriations - capital	2,063,720	5,273,026	-	-
	Capital grants and contracts	176,133	194,813	-	-
	Non-expendable contributions	1,715,005	1,905,543	162,213	10,507
	Total other changes in net position	3,954,857	7,373,382	162,213	10,507
	Increase in net position	18,909,207	20,460,963	186,567	80,232
NET POSITION, BEGINNING OF YEAR, AS PREVIOUSLY STATED		(53,001,780)	(73,462,743)	4,236,023	4,155,791
NET POSITION, END OF YEAR		(34,092,573)	(53,001,780)	4,422,590	4,236,023

## BOARD OF TRUSTEES

**CHAIR** Katharine Bogle Shields, Canterbury, Public  
**PAST CHAIR** Paul J. Holloway, Rye, Business & Industry  
**VICE CHAIR** Robert Baines, Manchester, Public  
**TREASURER** Alison Stebbins, New Castle, Business & Industry  
**SECRETARY** Edwin Smith, Hinsdale, Business & Industry

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 John Stevens Gilford, Law Enforcement  
 Tiler Eaton Nottingham, Labor  
 Loretta Blackwell Student, RVCC  
 Kelly Pilotte Student, NHTI

## STANDING COMMITTEES

Assets and Resources  
 Audit  
 Executive  
 Finance  
 Governance  
 Student Success

## EX-OFFICIO MEMBERS

Governor, State of NH  
 CCSNH Chancellor  
 College Presidents  
 Commissioner, NH Dept of Employment Security  
 Commissioner, NH Dept of Education  
 Commissioner, NH Dept of Business and Economic Affairs

**Ann-Marie Hartshorn**  
 Director, Internal Audit

## CHANCELLOR: Mark Rubinstein

### COLLEGE PRESIDENTS



**Cathryn Addy**



**Larissa Ruiz-Baía**



**Brian Bicknell**



**Lucille Jordan**



**Gretchen Mullin-Sawicki**



**Alfred Williams**



**Charles Lloyd**

**Scott Fields**

Chief Operating Officer

**Shannon Reid**

Executive Director, Government Affairs & Communications

**Monica Bradley**

Interim Chief Human Resources Officer

**Rebecca Lewis**

Director, Workforce Development

**Tim Allison**

Executive Director, The Foundation for NH Community Colleges

**Meghan Eckner**

Chief of Staff, Executive Assistant to the Chancellor & Board of Trustees

**Beth Doiron**

Director, College Access Programs

NH's seven community colleges are accredited through the New England Commission on 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."

CCSNH is governed by a Board of Trustees appointed by the Governor and Council. By statute, Trustees are nominated from the areas of business and industry, health services, labor, law enforcement, technology, education, community service, high school career and technical directors, students, alumni, CCSNH employees and the general public. Several state officials are ex-officio members.

A president leads each college. Academic programs are regularly reviewed for relevance, demand and responsiveness to industry needs. Nearly all programs have industry advisory boards that include regional employers to provide input on curriculum, employment

needs, industry trends and create additional community connections. Work-based learning is often incorporated into academic programs.

Helping New Hampshire's incumbent workforce remain skilled and competitive is an important part of CCSNH's mission. Each college has a Business Training Center, which offers 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 business needs.

Each college offers extra-curricular programming to ensure a well-rounded college experience. Students participate in campus governance through their Student Senate, and numerous clubs and organizations provide opportunities to develop outside the classroom. CCSNH recognizes the availability of student life activities as an important component in preparing graduates to be contributing members of their communities and state.



## DATA METHODOLOGY

"Enrollment" for a specific college counts each such student only once at each college. Students taking courses at multiple colleges are counted once at each college.

"Age" is calculated based on the date of birth, as of January 1, 2020.

"Highest-Enrolled Degree Programs" include all Associate degree programs (AA, AS, AAS). Programs with the largest number matriculated students are listed in rank order, with most highly enrolled program listed first. For students enrolled in more than one program (such as double majors), the student is counted in each program.

"Highest-Enrolled Certificate Programs" include both the certificate and professional certificate programs. Programs with the largest number of matriculated students are listed in rank order, with the most highly enrolled program listed first. Students enrolled in more than one program are counted in each program.

"Top Five High Schools" are the high schools with the largest number of graduates enrolled at the college, listed here in rank order with the largest first. For purposes of ranking, the GED and HiSET categories are combined, treated here as one "high school." Both recent high school graduates and adult learners are included in these counts. Information is drawn from documentation that the student submitted upon applying for admission.

"Gender" is self-reported by the student. When "% Female" and "% Male" sum to less than 100%, this is due either to rounding, or to the remaining students declining to report gender or describing themselves as being in another gender category.

"Ethnicity" is self-reported by the student. Only categories containing at least 1% of students at the college are listed. Students declining to report ethnicity are included in "% Unknown," along with students from whom that information was not collected. When values do not add up to 100%, this is due to rounding.





  
**COMMUNITY COLLEGE**  
system of New Hampshire

**Please direct questions to:**

Shannon Reid, Communications Office | 603.230.3504 | [sreid@ccsnh.edu](mailto:sreid@ccsnh.edu)

*This annual report can also be viewed and downloaded at [ccsnh.edu/about-ccsnh/financials-and-reports/](https://ccsnh.edu/about-ccsnh/financials-and-reports/)*

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[CCSNH.edu](https://CCSNH.edu)

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