



Executive Committee
CCSNH BOARD OF TRUSTEES
Meeting of February 24, 2022

Present: Trustee Kathy Bogle Shields (Chair), Trustee Paul Holloway (teleconference), Trustee Alison Stebbins (teleconference), Trustee Edwin Smith, Trustee Hollie Noveletsky, Trustee Steve Rothenberg (teleconference), Trustee Robert Baines, Trustee Tricia Lucas, Chancellor Mark Rubinstein

Others Attending (teleconference): MCC President Brian Bicknell, CCSNH Chief Operating Officer Scott Fields, CCSNH Chief Advancement Officer Tim Allison, CCSNH Executive Director of Government Affairs and Communications Shannon Reid

Chair Shields called the meeting to order at 10:03 a.m. in room 301 Grappone Hall, NHTI, Concord.

The chair will organize a meeting for committee chairs in March to revisit the flow and process of matters presented to the board through the committees. Trustees Calhoun, Emmons, and the Chancellor will begin researching tools and process to manage the annual chancellor performance evaluation.

Approval of the Meeting Minutes

VOTE: The Committee, on motion of Ms. Noveletsky and seconded by Ms. Lucas, voted unanimously by roll call to approve the minutes of the meeting on November 19, 2021 as written.

Legislative Update

Ms. Reid provided an update on the legislative bills that CCSNH is following, including bills related to vaccines and masks mandate, "Divisive Concepts," citizenship tests, and community college bachelor's degrees.

Mr. Rothenberg left the meeting at 10:15 am and returned at 10:55 am.

Chancellor's Update

The Chancellor provided an update on the areas of finance, data, and the organization.

With help from key members of the system's finance and IT teams, Chancellor Rubinstein has determined that the cost to deliver a credit in FY21 was \$239.80, including faculty payroll and direct expenses of academic departments to support instruction and enrollment-related revenue (tuition, fees, and program-generated revenue) and not including the state appropriation. Continued decline in credit activity over the past ten years has led to increasing cost per credit and decreasing net revenue, pointing to the need for CCSNH to identify additional support from the state or other ways to reduce expenses. Additional research is needed to better understand the variation of cost per credit across programs, as the academic portfolio at CCSNH colleges is increasingly concentrated in the most expensive course offerings, which is also an area where there is less competition.

Discussion followed regarding efficiencies that can be captured by developing a better understanding of the cost differences between CCSNH programs that are seemingly similar. The committee expressed interest in cost per credit that includes both instructional and overhead expenses, and committee members noted a need to ensure that this effort ties back to learning outcomes, in addition to identifying efficiencies.

Institutional research (IR) capacity at CCSNH has been lost as a result of decreased staffing due to enrollment decline, and the system will add two IR positions to resolve this deficiency.



The chancellor provided an update on the classification and compensation study, the results of which indicate that most covered positions at CCSNH are not far off market. The consulting firm will build in regional positions, ensuring opportunity for roles that serve multiple campuses but are not necessarily system-wide. For positions that are below the proposed structure, CCSNH will approach the board again via the Assets & Resources and Finance Committees before requesting final approval by the full board.

With respect to collective bargaining, CCSNH will begin negotiating with all three unions starting this spring.

Regarding key positions in the system office and the structure of the system finance team: CCSNH looks to fill position in IR and grants, the new Chief Information Officer (CIO) will start in March, and the funds earmarked for the Chief Human Resources Office position will be repurposed for another leadership position to-be-determined.

Mr. Holloway left the meeting at 10:30 am.

Committee Chair Reports

- Assets & Resources Committee: Mr. Smith reported that the committee will focus on the Employer of Choice pillar in the strategic plan. The committee approved the capital budget, received an update on collective bargaining, and discussed unfunded liabilities.
- Student Success Committee: Mr. Rothenberg reported that the committee met with representatives of the NH Department of Education's Career Academy charter school initiative, who propose further investment in the program. Ms. Doiron presented on current K-12 pathway initiatives, and representatives from NHLI (NH Learning Initiative) presented on the Gates grant application to seed a 13th year model that would include a significant collaboration across sectors and industries to develop pathways for NH students.
- Finance Committee: Ms. Stebbins reported that the finance committee reviewed unfunded liabilities and the master planning process, approved the capital budget, and will oversee the financial sustainability strategic pillar.
- Audit Committee: Ms. Lucas reported that as the CCSNH contract with the current audit firm of BerryDunn is expiring, at their last meeting, the committee interviewed three audit firms who responded to the RFP. Following the interviews, the committee voted to move forward with BerryDunn.
- Governance Committee: Ms. Noveletsky reported that the committee approved the board membership diversity survey that will be included in the annual self-interest questionnaire. Self-assessment has been developed and will be distributed this spring. The committee reviewed the demographics of the board, developing a more formal structure for recruiting new board members based on region and expertise. The committee will prioritize reaching out to diverse communities to fill vacancies on the board, and any recommendations can be sent to the governance committee. There are currently two vacancies on the board in the health and alum sectors.

President Bicknell left the meeting at 11:45 am.

Non-Public Session

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



The Committee entered non-public session at 11:47 am and returned to public session at 12:25 pm. No vote was taken in the non-public session.

VOTE: The Committee, on motion of Mr. Smith and seconded by Ms. Noveletsky, voted unanimously by roll call to seal the minutes, as divulgence of the information may affect adversely the reputation of persons other than CCSNH voting trustees, under RSA 91-A:3, III.

Other Business

Ms. Reid provided an update on marketing and reported that the Governor is considering action on the citizenship test bill.

No further business was brought forward. The meeting was adjourned at 12:27 pm.

Respectively Submitted,

Meghan Eckner
Executive Assistant to the Chancellor and Board of Trustees