

House Finance Division II

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CONTACTS:

Interim Chancellor Susan Huard sdhuard@ccsnh.edu , 230-3501

Government Affairs Liaison Shannon Reid sreid@ccsnh.edu , 230-3504 or 568-5599



A Single Mission for CCSNH, a Vision for the State of NH



CCSNH Mission

Our purpose is to provide residents with affordable, accessible education and training that aligns 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.

65 by 25 Vision

To maintain New Hampshire's positive economic indicators and in support of expanding economic opportunity NH will need 65 percent of adults with education beyond high school. CCSNH is committed to achieving this vision.

CCSNH helps individuals, communities and the state's economy in times of economic growth, and helps NH remain resilient during times of economic downturn, by adapting to the needs of the state and regions, including providing opportunities for NH residents to retrain and for businesses to recruit and employ in emerging fields.



CCSNH Supports Economic Resilience of the State and Communities and Residents

- **Campuses in every region of NH.** Local partnerships to meet regional needs and serve local populations
- **Support for the working and job-seeking population of NH. 93% of our students are in-state and remain in our NH workforce and communities.**
- **Responsive programming and delivery strategies.** Educational and career pathways include:
 - Associate degree and Certificate attainment
 - Customized training in partnership with local employers - short-term and stackable credentials, apprenticeships and bootcamps
 - Pathways from high schools/CTEs including low-cost dual-credit (Running Start/Early College)
 - Programs designed for transfer to USNH and other 4-year institutions
- **Agility** to meet needs as they emerge





“65 by 25” State Workforce Goal Underlies CCSNH Strategy and Planning









Why 65?

Approximately
**65% of jobs in NH
by 2025 will require
postsecondary
education**

—Georgetown U. Center on Education
and the Workforce

- NH has endorsed **65 by 25**, the goal that 65 percent of adults in New Hampshire will have some form of post-secondary education, from short-term credentials to advanced degrees, by 2025.
- Achieving this goal moves New Hampshire toward targets cited in national research and positions the state for a strong future economy.
- Failure to reach this goal will harm the state’s ability to retain, attract and grow business, and will have long-term effects on the economy and quality of life in the Granite State.

How CCSNH Supports NH and 65 by 25

<p>Keep more students in NH for college and career</p> 		<p>Build pathways that ensure residents at all stages of life have on-ramps to needed education and training</p> 	
<p>Increase opportunities for high school students to earn college credit</p> 	<p>Provide affordable college options for residents in all regions of NH</p> 	<p>Identify students' academic needs and support their pathway to success</p> 	
<p>Continue making gains in retention and graduation rates through "guided pathways" strategies</p> 	<p>Address structural unemployment and training for displaced workers</p> 	<p>Support NH business growth via a skilled, <u>local</u> workforce</p> 	

Pre-pandemic, CCSNH was:

- Graduating students in **high demand fields in NH**, such as nursing and other healthcare professions, skilled trades, information technology, advanced manufacturing, engineering technology, business, public protection, teaching, hospitality and more
- Creating new levels of organizational **efficiency and affordability**
- Evolving our program and course delivery **to meet changing labor market demand**
- Increasing the number of students in **dual-enrollment courses and transfer programs**, saving students thousands of dollars in college costs.
- Becoming more sophisticated in our **use of data**

In response to the pandemic, CCSNH is focusing on disrupted business sectors, asking questions like:

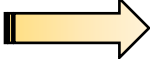


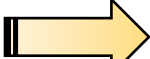

- **Who** needs to retrain?
- **What fields and skills** remain in-demand by NH employers?
- **What schedules and delivery modalities** best meet the needs of our students?
- **What supports** do students need? Technology, food, tele-health...
- How can CCSNH **most efficiently** deliver courses across NH?
- How can we **enhance partnerships with high schools** challenged by COVID-related limitations?

Post-pandemic, CCSNH will have:

- Increased focus on **in-demand, stackable and short-term credentials** that align with workforce needs
 - Even more **efficiency in sharing services and programs** across our institutions
 - Stronger **pathways for high school students** to college in NH and **transfer** to 4-yr schools
- **Greater affordability of course materials** through Open Educational Resources initiative (>\$750K saved last year)
 - Building **more pathways and synergies** with USNH

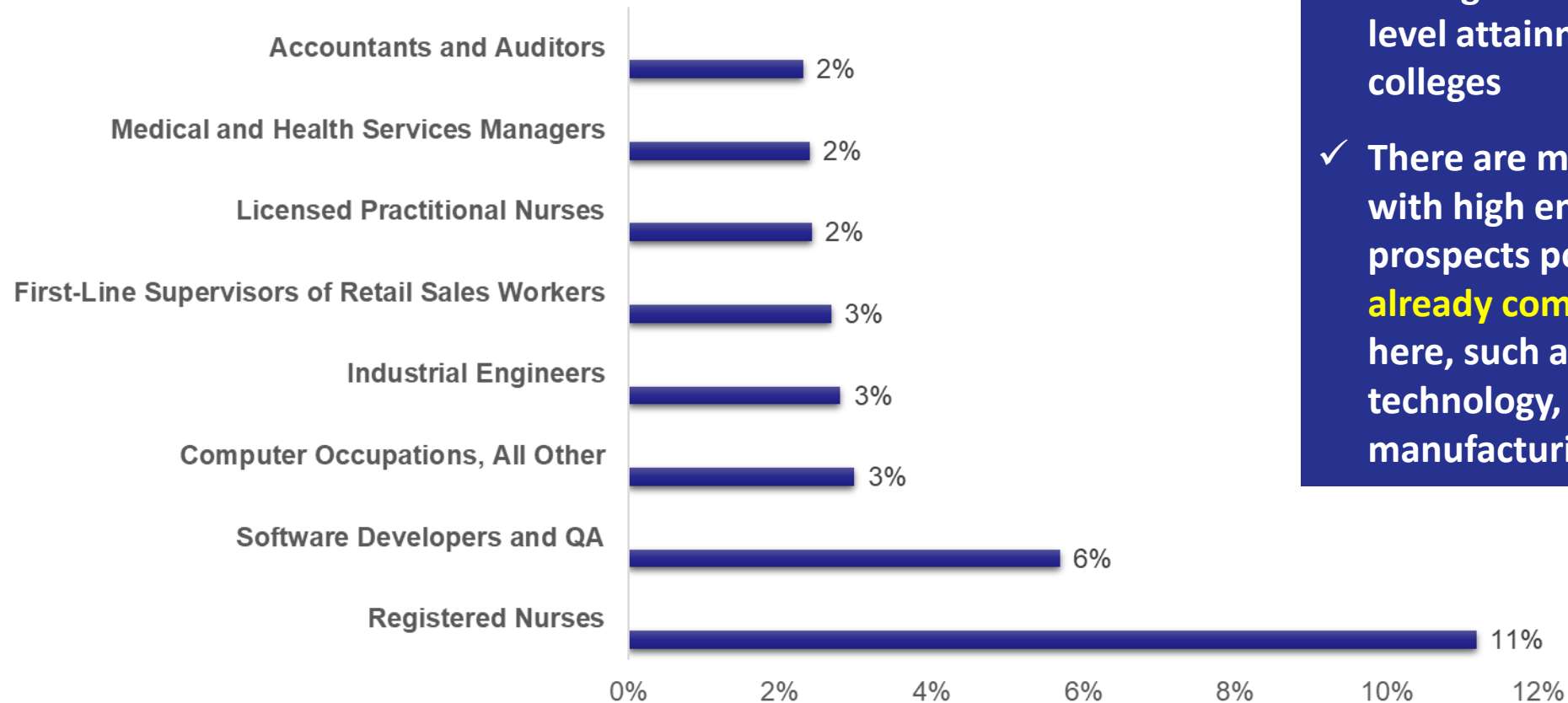
Being responsive in times of economic and workforce disruption, and this pandemic

CCSNH emphasizes access and affordability, and shapes offerings to meet the needs of NH's workforce, in order to:

- 1 Get people back to work  Our academic pathways are reverse-engineered from rapidly changing **employer needs**.
- 2 Train **healthcare workers** to meet urgent needs  Created new programs for LPN, LNA; maintaining strong programs for RN, respiratory therapy, medical assistant, radiography, phlebotomy, surgical technology, and more – **producing graduates the state needs**.
- 3 Help students graduate and enter the workforce  During the pandemic, **CCSNH prioritized aid to students**. >\$6M disbursed in emergency and tuition assistance; labs reconfigured to enable program completion.
- 4 Identify and meet community needs  Our colleges support **regional/county economies**, and are community hubs for services like meeting food insecurity.
- 5 Adapt quickly to new priorities  CCSNH incorporates **input from local business and community leaders**.

CCSNH offers programs in job sectors in continued present demand in NH

Top job postings for New Hampshire *during the pandemic*



- ✓ **All of these roles** can be entered through associate or certificate level attainment at CCSNH colleges
- ✓ There are many more programs with high employment prospects post-pandemic, and **already coming back**, not listed here, such as automotive technology, advanced manufacturing, and HVAC



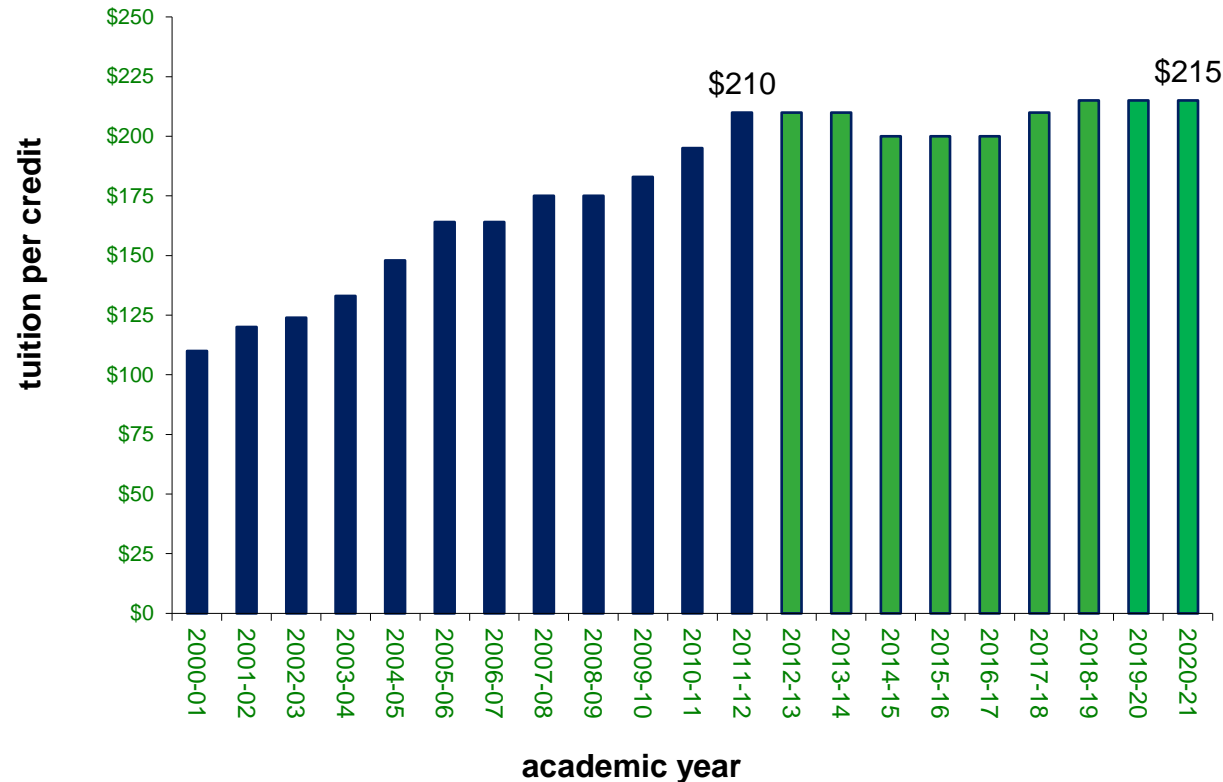
What does it mean to provide nimble and responsive programming? Includes:

- Asking:
 - What are the skills & credentials our students/graduates need to achieve success in employment?
 - What may no longer be as useful that should be phased out or changed?
 - Should a program be moved, combined, changed in other ways?
 - How can partnerships with employers continue to play a role in ensuring relevance and workforce pathways?
- Creating new offerings to meet changing demand:
 - Launching new credit or non-credit options, matching locations to specific workforce needs, and offering optimal timeframes/delivery modalities
 - Some examples:
 - Created LPN program in 2019 which will “move” around the state to meet regional demand
 - Created microelectronics and coding 8-week bootcamps to meet southern-tier employers’ hiring needs
 - Other recent programs created include medical assisting apprenticeship programs, nursing concentration in gerontology, computed tomography, line worker (in partnership with Eversource), motorcycle repair technology (in partnership with Seacoast Harley Davidson), and more



Maintaining Affordability

CCSNH Tuition, AY2000-2020 (per credit)
Last decade has seen a strong focus on affordability



CCSNH offers lowest college tuition in NH...

- Focus on affordability has kept tuition increase over last 9 years to **2%** compared to **20%** in the rest of New England.
- Annual Full-Time Tuition (in-state): \$6,450

...but still well above the national average. It is critical to remain affordable

Support to CCSNH enables us to keep tuition low, which enables students to enroll, which, in turn, leads to economic benefits for those hardest hit by the pandemic and attendant economic fallout.

Tuition discipline has paid off

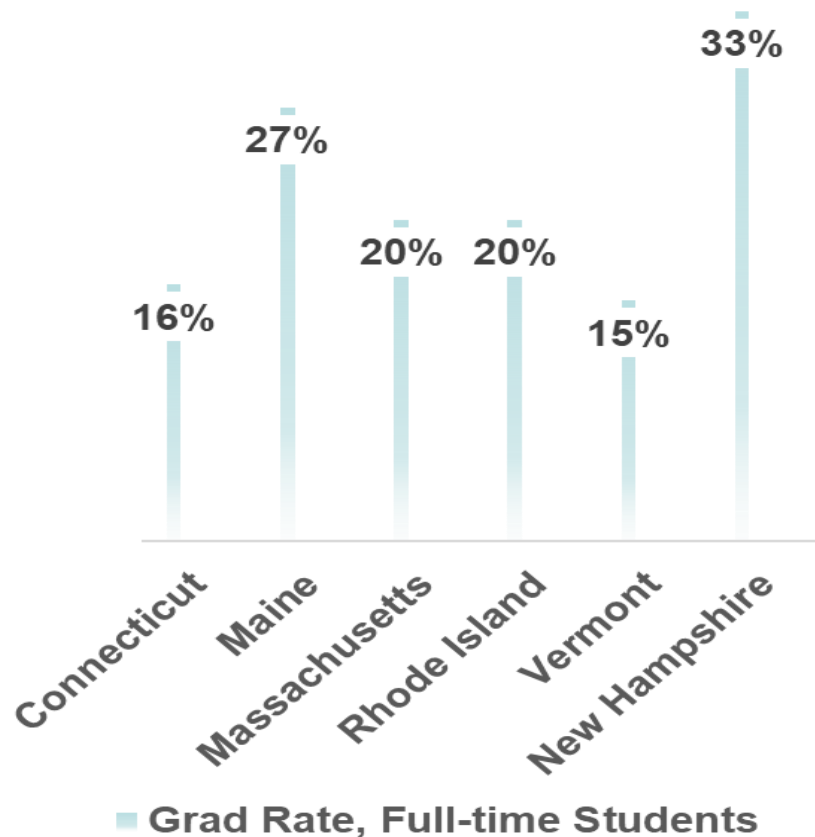
Some other colleges throughout the region and country have “caught up” to CCSNH costs. **Over time this competitive advantage, coupled with strong employer engagement and transfer partnerships, can reduce the export of college-going students and help NH’s workforce.**

CCSNH creates upward mobility

- CCSNH has the **highest rate among all types of colleges & universities in NH** in the share of students who moved up two or more economic quintiles from their parents' quintile by age 30, at 16%.
 - CCSNH rural colleges (White Mountains CC and River Valley CC) show the greatest economic mobility of all colleges in NH.
- Our graduates have **lowest unemployment rates** in region, well below US average.
- High acceptance rate of CCSNH grads to USNH, SNHU and other 4-yr colleges
 - Over one in ten USNH graduates starts at CCSNH.
- Running Start course credits have transferred to over **200 colleges and universities**.

CCSNH is the regional leader in graduation rate

Latest CC grad rate data from US DoE



- **CCSNH has New-England-region leading graduation rates for the community college sector** at 3-year, 6-year and 8-year levels, and is 20 percent higher than the national average.
- White Mountains CC has one of the highest graduation rate in entire country (no other NE community college is close)
- **CCSNH's graduation rate has grown ten percentage points in the last five years**, and we expect current retention strategies to continue fueling improvement on these outcomes.



CCSNH's unique local positioning enables us to partner with employers across NH – examples in the following slides

- NH Ball Bearing, Astro Division (Laconia) - CNC Operator Boot Camp trainings and apprenticeships; leadership training
- Eastern Millwrights (Northern NH) – welding technology
- Titeflex, GE, Scotia Technology, Axenics (Manchester area) – Tube formation
- Teleflex Medical (Jaffrey) – machine tool maintenance, OSHA requirements, blueprint specs
- New England Wire (Littleton) – CNC machining training
- Hospitals across NH – for LNAs, LPNs, RNs, medical assisting, other healthcare fields; building training cohorts among smaller regional hospitals such as Littleton Reg. Healthcare, Weeks Medical Center and Androscoggin Valley Hospital too small to field individual training cohorts
- Albany/Safran Aerospace (Rochester) – advanced composites, non-destructive testing
- Common Man family of restaurants (Statewide) – internship sites for culinary & restaurant management students
- Chinburg Builders (Seacoast) – leadership and corporate growth
- Cottage Hospital (Woodsville) – specialized geriatric nursing care training
- Hitchiner (Milford) – robotics & mechatronics training
- Rapid Manufacturing and Omni Components (Nashua area) – Advanced Manufacturing/CNC training
- Lonza Biologics (Portsmouth) – customized biotech curriculum and employment pathways
- Fidelity – training for entry-level positions in IT and customer service
- Ruger (Newport) – advanced and specialized machine tooling
- Whelan Engineering (Charlestown) – professional skills
- NE Delta Dental (Concord) – specialized customer service related to dental services
- Seacoast Harley-Davidson (Hampton) – motorcycle technician training in classroom built by the employer on-site
- Eptam Plastics (Northfield) – advanced manufacturing
- New England Wire, Genfoot America, Burndy, Rotobec (Northern NH) – CNC machining, 3D modeling, CAM
- Globe Manufacturing (Pittsfield)
- Specialized IT certificates (CISCO, Facebook, Microsoft)











Additional recent industry partnership examples

- Senior Helpers (Stratham) – Licensed Nursing Assistant (LNA) registered apprenticeship program
- Amphenol Printed Circuits, Inc. (Nashua) - customized machine mechanic registered apprenticeship program
- Palmer and Sicard (Epping) – HVAC registered apprenticeship program with HVAC associate degree
- Dowling Inc. (Portsmouth) – HVAC registered apprenticeship program with HVAC associate degree
- Merchants Fleet Management (Hooksett) – Microsoft Excel Skills Training
- NHSaves Utilities, Eversource, Liberty Utilities, NH Electric Co-op & Unitil (statewide) – Building Operator Certification program and other energy efficiency trainings
- GM Automotive Service Technician Apprenticeship Program
- Toyota Technical Education Network (T-TEN, statewide with NHADA)
- LRGH (Laconia and area) – medical assistant apprenticeships and other partnerships
- Pike Industries (Belmont) – Microsoft Excel and PowerPoint training series
- City of Lebanon, Lebanon - MS Office 365 training
- Freudenberg-NOK (Bristol, Northfield and Ashland) – manufacturing maintenance mechanic apprenticeship
- Mercury Marine (statewide and regional) – marine engines and systems training series
- NH Rural Renewables program (statewide) – grant-funded no-cost energy efficiency, solar and wood heat technical assistance to NH rural small businesses
- Cheshire Medical Center (Keene) - Nursing Assistant Training
- Cedarcrest Center for Children with Disabilities (Keene) – leadership and management training
- GEOKON (Lebanon) - leadership training
- Tecomet Manufacturing (Manchester) – customized Machine Operator registered apprenticeship program
- Catholic Medical Center (Manchester) – Licensed Nursing Assistant (LNA) and Medical Assistant (MA) registered apprenticeship programs
- Benchmark Senior Living (New Hampshire LTC Facilities) – Licensed Nursing Assistant (LNA) and Medication Nursing Assistant (MNA) training via NH Job Training Fund Grants
- Airex Corporation (Somersworth) – IPC J-STD Soldering Certification classes



Some deeper examples of how CCSNH works with a wide array of employers and creates partnerships that help meet community needs

	<p>Protolabs, a Nashua-based digital manufacturer of custom prototypes, partners with Nashua CC to train students and incumbent employees on process-specific equipment, enabling the company to grow into new markets.</p>
	<p>Dartmouth-Hitchcock Medical Center partners with River Valley CC to create a pipeline of LNAs, enabling DHMC to open and staff a new facility in Lebanon, NH.</p>
	<p>NHTI Dental clinic at Merrimack Valley High School – dental students progressing toward degree attainment provide cleaning and preventative treatment for underserved children at their high school, enabling families to ensure quality dental care for their children.</p>
	<p>Eversource partners with Manchester CC to create a line worker training program, creating a career pipeline into this critical industry.</p>
	<p><i>Under His Wings</i> Preschool in Gilford, NH partners with Lakes Region CC to enable the center to grow and increase childcare capacity for area families.</p>
	<p>Teledyne DGO partners with Great Bay CC for training in electromechanical cable assemblers and fiber optics workers, to support the company’s expansion through “Earn-While-You-Learn” Registered Apprenticeship model.</p>
	<p>Milton Cat partners with White Mountains CC to train students in diesel heavy equipment to support the construction and transportation needs in the state.</p>
	<p>CCSNH has statewide partnerships with local auto dealers that include strong co-op programs for students, scholarships, curriculum infused by industry representatives and job placements for graduates of auto tech programs, enabling this active sector to maintain a skilled workforce.</p>



Goals of CCSNH's Original FY22-23 Budget Request

- Maintain public support for CCSNH's public, NH-focused mission.
 - State support comprises 48% of CCSNH's operating revenue, with tuition and fees funding 49%. Those two revenue sources are how CCSNH operates.
 - National scan of community colleges shows typical ratio is about and 2/3 public support and 1/3 tuition and fees.
 - CCSNH relies on tuition revenue at 16% more than the national average
- Support the critical, ongoing work within the community colleges, and with this request CCSNH commits to:
 - Keep tuition stable
 - Focus on programs in important and emerging areas in demand in NH
 - Partner with employers to meet skilled workforce needs in all regions of NH
 - Work with high schools/CTEs to enroll NH students in dual credit and accelerated pathways
 - Increase the seamless transfer pathways to USNH and other 4-year colleges and universities
 - Attract more NH high school grads to stay in-state, and attract adults back to complete a credential of economic value
 - Provide appropriate student support to make even more gains in retention and graduation rates
 - Maintain lean operations and continually work toward operational, system-wide efficiencies
 - Innovate to meet changing needs
 - Maintain opportunities in all regions of NH, increasingly through cost-effective program sharing between institutions

Original Budget Request

	FY 2020			FY 2021	FY 2022			FY2023
	OPERATIONAL FUNDS	ONE-TIME FUNDS IN FY20 EARMARKED TO IT NEEDS	TOTAL STATE APPROPRIATION FOR FY20	TOTAL STATE APPROPRIATION FOR FY21	EFFICIENCY BUDGET REQUEST	ONE-TIME FUNDS REQUESTED	REQUEST	EFFICIENCY BUDGET REQUEST
Operational Budget Appropriation	\$ 54,055,000	\$ 3,200,000	\$ 57,255,000	\$ 55,360,000	\$ 60,671,365	\$ 2,460,000	\$ 63,131,365	\$ 64,852,357
General Funds	\$ 54,055,000	\$ 3,200,000	\$ 57,225,000	\$ 55,360,000	\$ 60,671,365	\$ 2,460,000	\$ 63,131,365	\$ 64,852,357

Efficiency Budget Request:	Additional Prioritized Needs/One-Time Funds:
Maintenance of available services*	<p>“Workforce HQ” - \$460,000 over biennium</p> <p>NH Pathways Accelerator - \$2M over biennium.</p> <p>Subsequent to initial budget submission, CCSNH also proposed \$4M for tuition grants to help students complete educational pathways.</p>

*Based on CCSNH projections of state support needed to maintain services, alongside revenue from enrollment. Enrollment trends and staffing needs are unpredictable. CCSNH manages changes in enrollment, enrollment-based revenue, and other shifts by continually aligning resources with operational needs.

Amount was arrived at based on current expense/personnel cost projections and 2% inflation on non-personnel expenses, but is not tied to specific future staffing arrangements.

CCSNH works to **enhance structural efficiencies through shared services, lean operations and program sharing**, and through functional collaborations with USNH (shared procurement of common systems, services and contracts, and other forms of academic and back-office collaboration).

Governor's Budget

Acct Unit	Record Type	Class	FY20 Actual	FY21 Adj Auth	FY22 Gov Recommend	FY23 Gov Recommend
33590000-NH COLLEGE & UNIVERSITY SYSTEM	Expense	084-University System of NH Fundin	94,500,000	88,500,000	84,000,000	0
33590000-NH COLLEGE & UNIVERSITY SYSTEM	Expense	635-CCSNH of New Hampshire Funding	57,255,000	55,360,000	56,000,000	0
33590000-NH COLLEGE & UNIVERSITY SYSTEM	Expense	666-NH College & University Funding	0	0	0	138,000,000
33590000-NH COLLEGE & UNIVERSITY SYSTEM	Funding	00S-General Fund	(151,755,000)	(143,860,000)	(140,000,000)	(138,000,000)

APPENDIX: Slides from Brian Gottlob Presentation, Nov 2020, on Current State of NH Labor Market

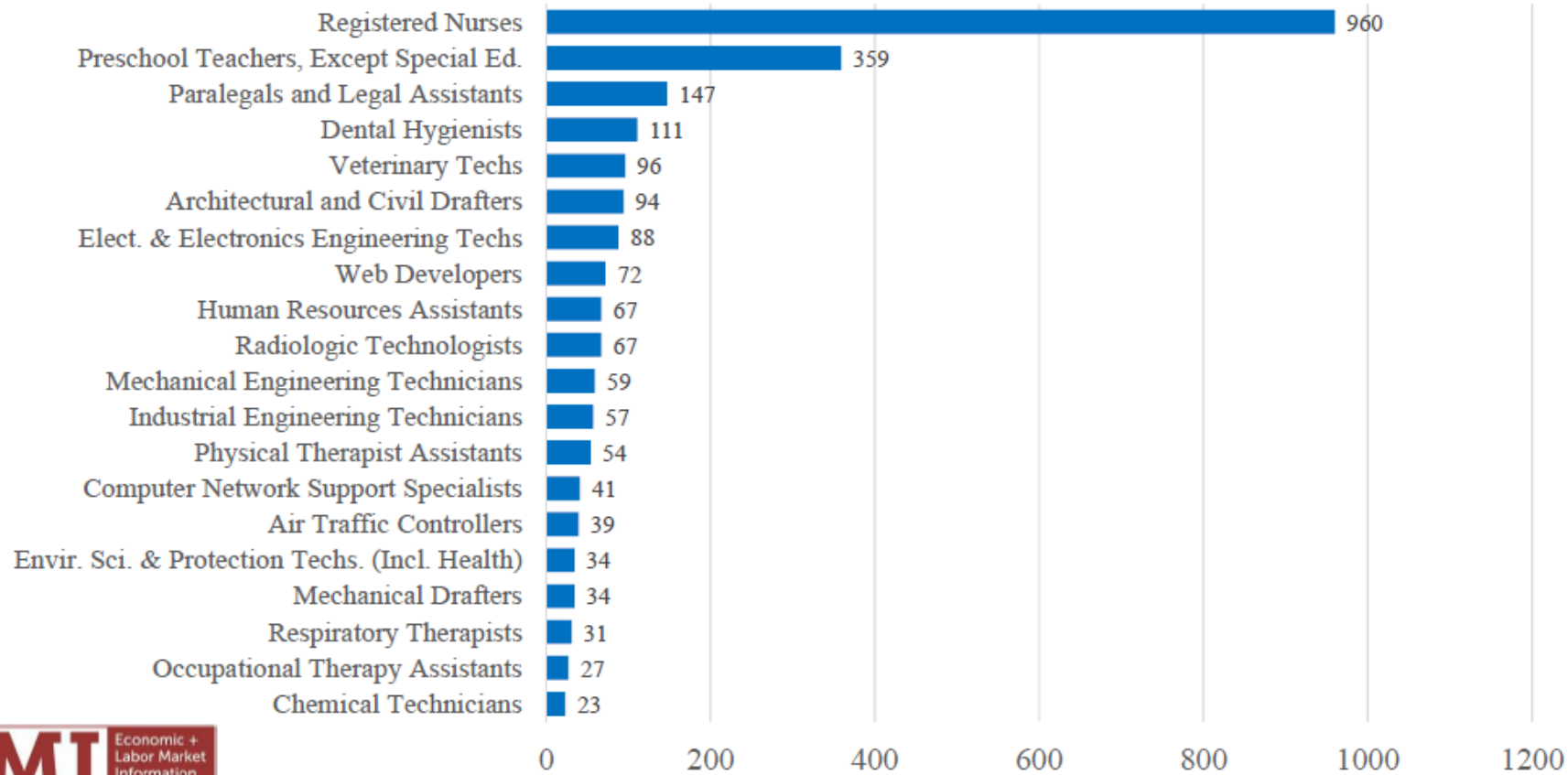
B. Gottlob, Economic & Labor Market Information Bureau, NH Employment
Security

Creating Jobs is Not NH's Greatest Economic Challenge - Jobs Will Be Available and Unemployment Relatively Low Even With Slower Economic Growth Because of Very Slow Labor Force Growth and the Need to Replace Workers.

Our Challenge is Matching Available Labor Supply to Demand

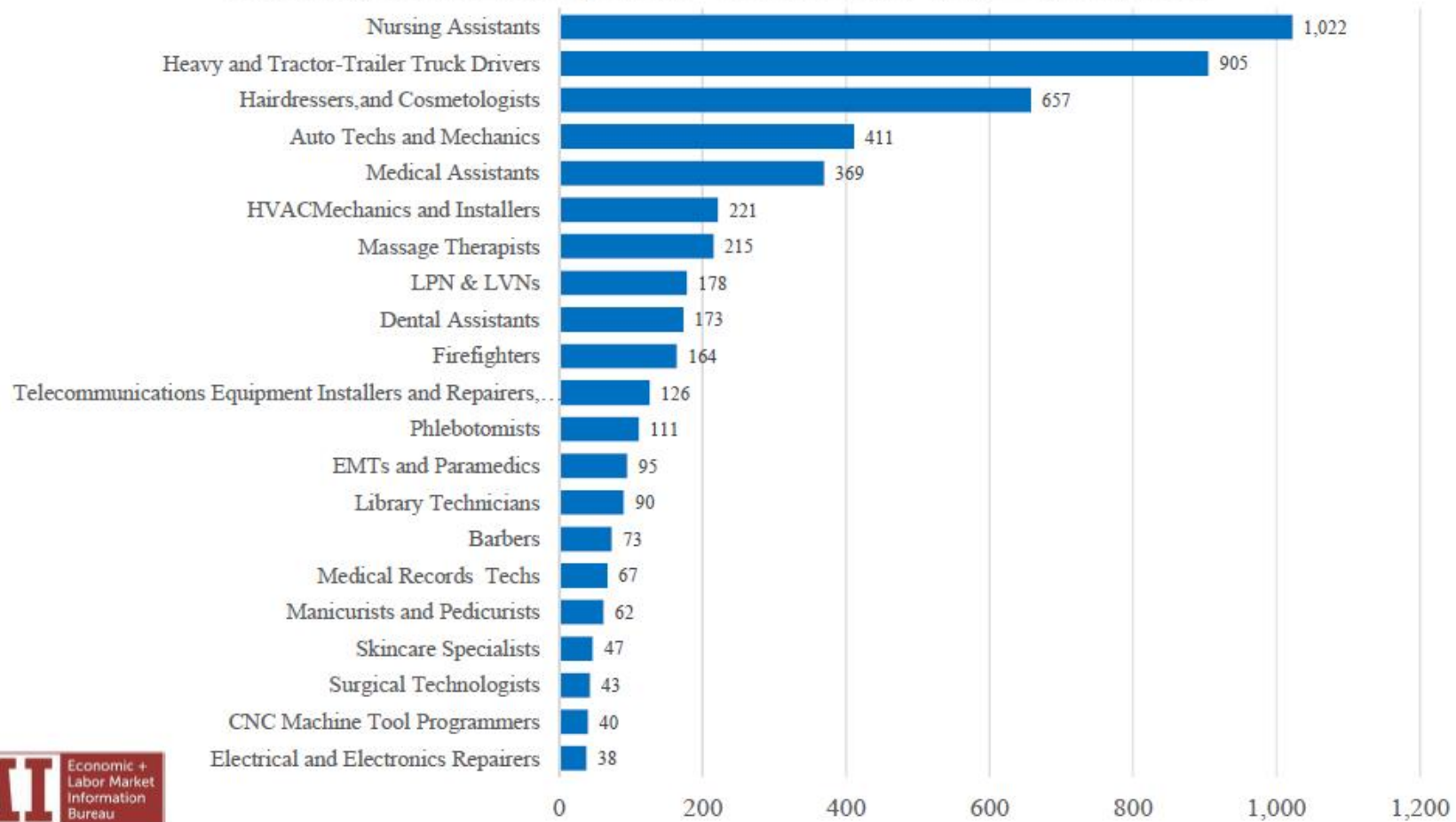
CCSNH Programs Target Well Many Occupations in Demand That Require an Associate's Degree

Most Projected Annual Openings for Associate's Degree (2,679)



There are Greater Training Opportunities in Non-Degree Postsecondary Training

Most Projected Annual Openings – Postsecondary Non-Degree (5,387)



Community Colleges are Uniquely Qualified to Play a Larger Role
in Helping NH Address the Demographic and Labor Force Challenges its Economy Faces

- Community colleges are the country's largest provider of training
- Community colleges are the most accessible and affordable option for students
- Community colleges work with employers to design skill programs that are directly responsive to market demands
- Given their scale, their ability to adapt offerings to local market needs, and their ongoing engagement with non-baccalaureate adults, community colleges must play a larger role in providing skills and training to NH workers in order to overcome the challenges of slow labor force growth and labor market polarization