



COMMUNITY COLLEGE
system of New Hampshire

Overview (2-9)
HB1 and HB2 (10-16)
Appendices (17-32)

Senate Finance
April 27, 2021

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RSA 188-F:1

“The community college system of New Hampshire is hereby established and made a body politic and corporate, the main purpose of which shall be to provide a well-coordinated system of public community college education offering, as a primary mission, technical programs to prepare students for technical careers as well as general, professional, and transfer programs, and certificate and short term training programs which serve the needs of the state and the nation.”

CCSNH SUPPORTS NH RESIDENTS AND NH'S REGIONAL LABOR MARKETS

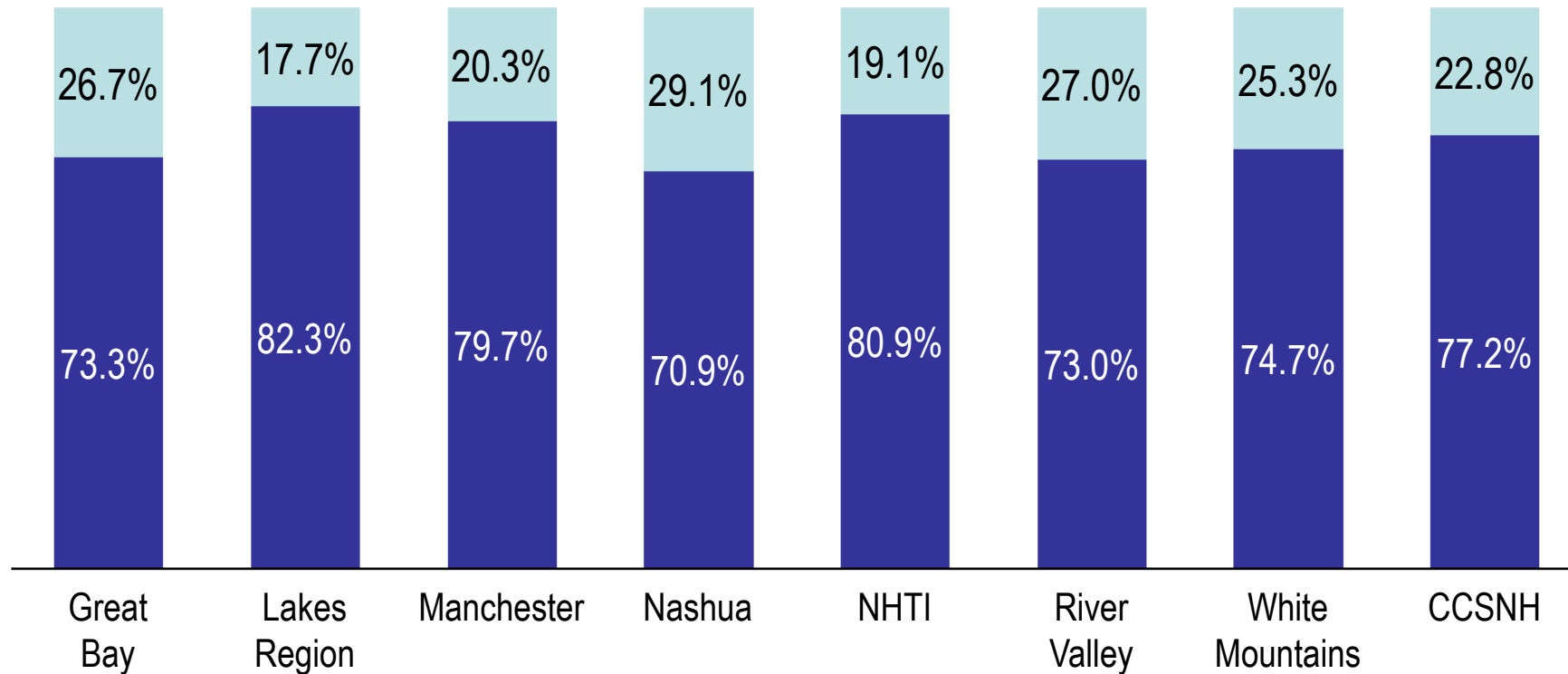


- **93% of our students are in-state and the vast majority remain in our NH workforce and communities.**
- Community colleges provide **local opportunities** for learners and **agility** to meet needs as they emerge
- **Responsive programming and delivery strategies.** Educational and career pathways include:
 - Associate degree and Certificate attainment
 - Customized training in partnership with local employers
 - Pathways from high schools/CTEs including low-cost dual-credit (Running Start/Early College)
 - Transfer pathways to 4-year institutions
- **Serving 26,000 students annually** including >8,000 high school students in dual and concurrent credit courses and students in non-credit programs



WITHIN ONE YEAR, MOST CCSNH GRADUATES ARE WORKING IN NH

Percent of CCSNH certificate and degree completers employed in New Hampshire



Employed in New Hampshire



Other = Transferred to continue education at baccalaureate level, self-employed, not employed, or employment status otherwise not captured in NHES database

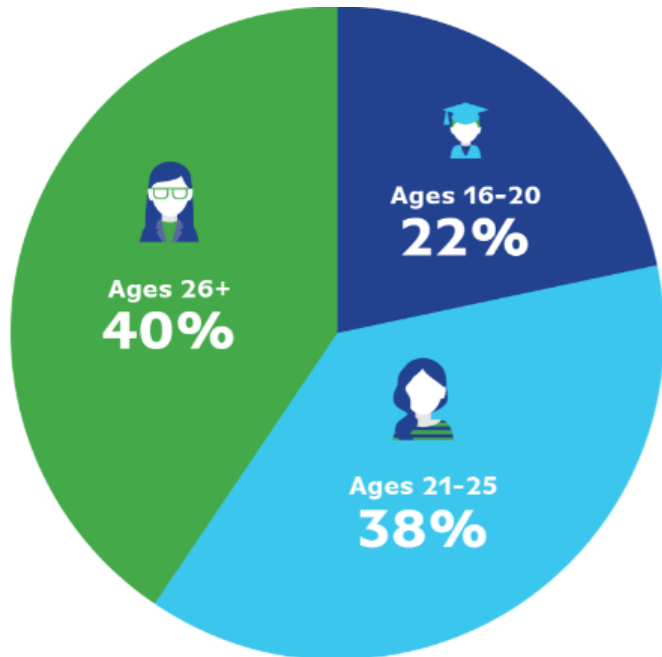


WHO WE SERVE

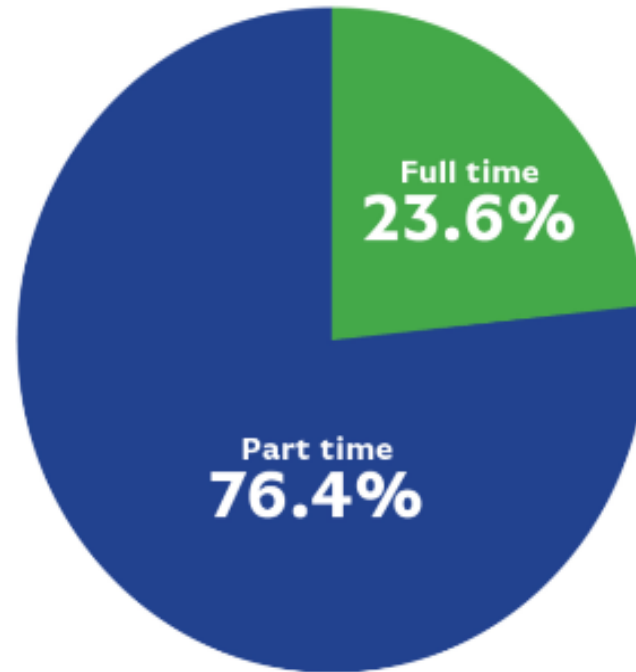


CCSNH Students by Age Range

Ages listed for the current academic year: Summer '20, Fall '20 and Spring '21. Does not include Running Start, Early College, eStart, non-credit or potential students from late start classes.



Full time vs. part time



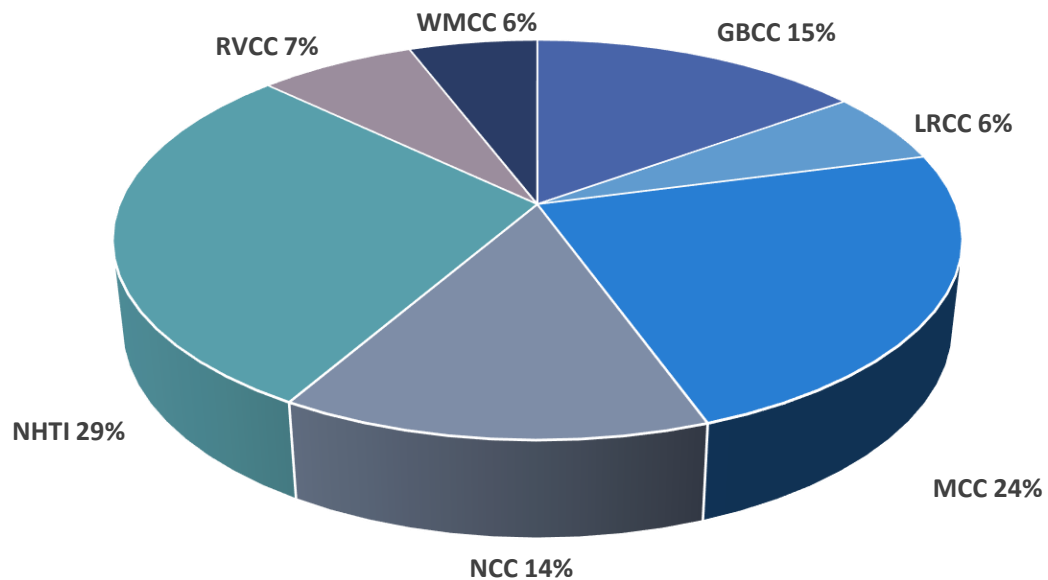
What are their needs:

- ✓ Education in their communities
- ✓ Links to local careers
- ✓ Accessible programs
- ✓ Exploration and on-ramps
- ✓ Academic support/preparation
- ✓ Economic and social mobility
- ✓ Education they can afford on family budgets
- ✓ Colleges they can attend while working

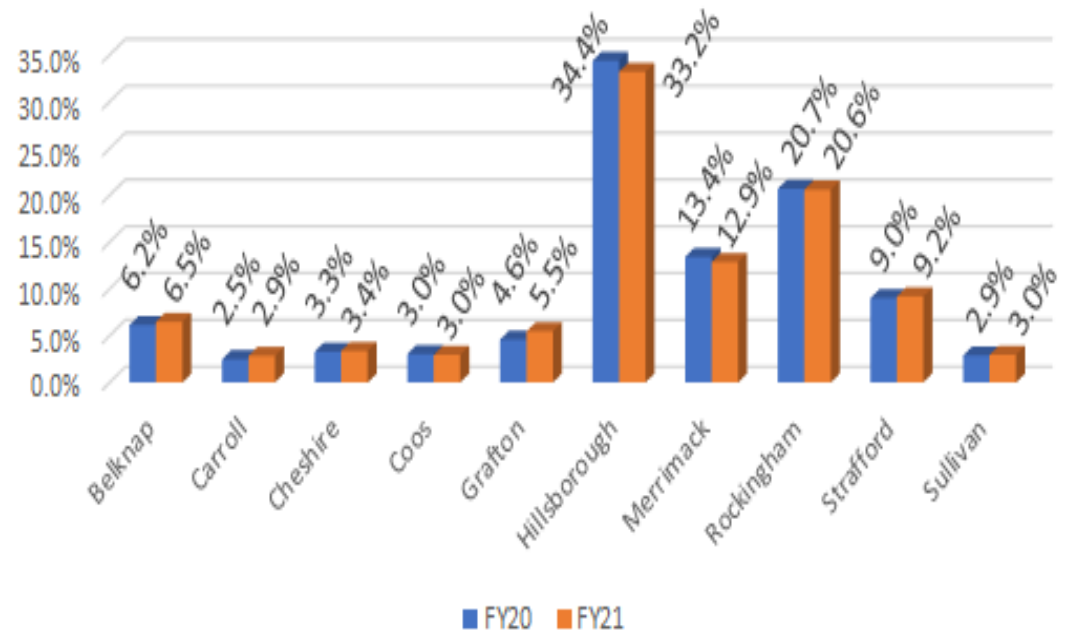
CCSNH offers career & technical programs in healthcare, STEM and advanced manufacturing, information technology, public protection and social services, industry and transportation, HVAC and welding, business, hospitality and communication sectors along with humanities and general studies programs that provide pathways to careers and a foundation for transfer.

GEOGRAPHIC DISTRIBUTION



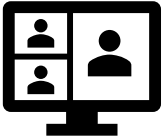


Enrollment by College FY20 (does not include Running Start or non-credit)



Percentage of Enrollment by County



CCSNH creates upward mobility for NH residents

	<p>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%*</p>
	<p>Out of all colleges in New Hampshire, CCSNH rural colleges (White Mountains CC and River Valley CC) show the greatest economic mobility</p>
	<p>CCSNH's associate degree graduates have lowest unemployment rates in region, well below the US average. Our graduates have highest median earnings in New England for CC grads, and lowest loan default rates, well below US average.</p>
	<p>CCSNH has New-England-region leading graduation rates for the community college sector, and enjoy high acceptance rate into 4-yr colleges, led by USNH and SNHU (over one in ten USNH graduates starts at CCSNH)</p>
	<p>Running Start course credits have transferred to over 200 colleges and universities</p>



FOUNDATION OF CCSNH OPERATIONS



“A WELL-COORDINATED SYSTEM” (RSA 188-F:1)

This statutory basis is the reality for CCSNH. The System office provides overall coordination and functions as a shared part of the seven colleges, providing centralized back-office support and housing single-source functions all colleges utilize (e.g., payroll, grant admin, audit, legal, IT, payroll, AR/AP, government affairs, etc). While the colleges are focused on their regions, the system is coordinated across NH.



SINGLE SHARED INFRASTRUCTURE

CCSNH is a single employer and legal entity. All employee classifications are in system-wide bargaining units. IT Infrastructure is single and centrally-managed. Benefits programs are system-wide. College access programs like Running Start and federal grants are centrally-supported.



SYSTEM GOVERNANCE AND PLANNING

NH statute specifically establishes CCNSH’s Board of Trustees to be drawn from industry sectors and stakeholder groups across NH essential to NH’s economy (healthcare, technology, trades, business & industry, law enforcement, career and technical education, community service etc). A system-wide leadership team plans together in areas such as academic programming, system-wide strategic planning and goals.

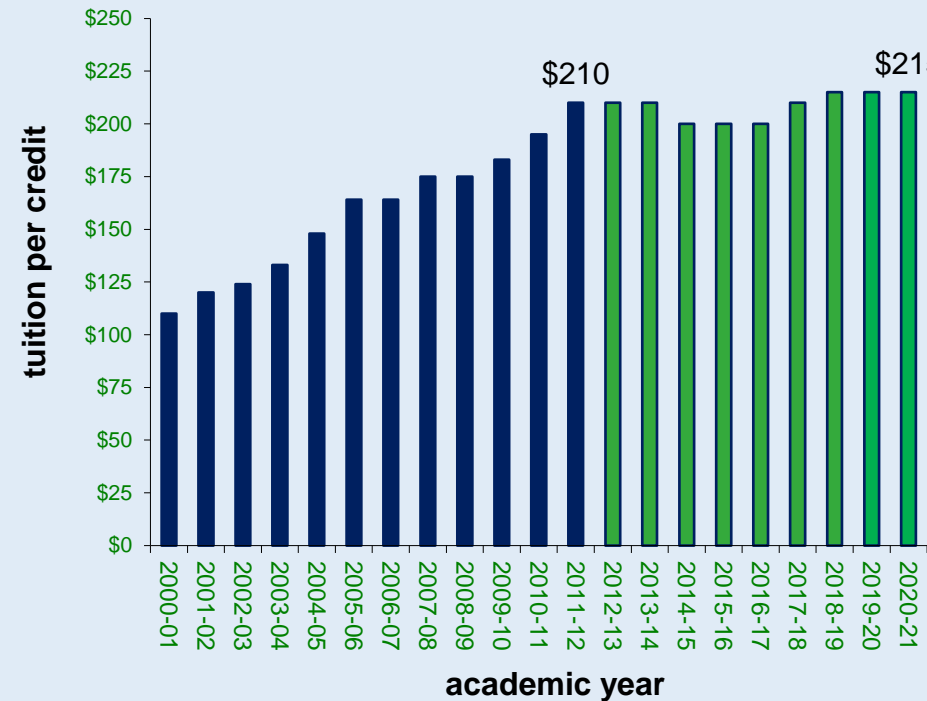


AFFORDABILITY

CCSNH focus is on decisions that will keep college affordable for NH families

- State support and managing our expenses has kept tuition increases since 2011 to 2% overall
- CCSNH provides food pantries, transportation assistance, “interview closets,” laptop loan programs in response to our students’ needs
- CCSNH has saved students nearly \$1M annually through no-cost or low-cost course materials (“OER” initiative)
- Prioritizing student aid with stimulus dollars
- Building a culture of philanthropy aimed at community college students and programs. 61% increase in fundraising 2017-2020

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



HB1

	FY20			FY21	FY22	FY23
	Operational Funds	One-Time Funds Earmarked - IT Needs	Total State Appropriation	Adjusted Authorized	House Approved Efficiency Budget	House Approved Efficiency Budget
Operational Budget Appropriation	\$54,055,000	\$3,200,000	\$57,255,000	\$55,360,000	\$56,000,000	\$56,000,000

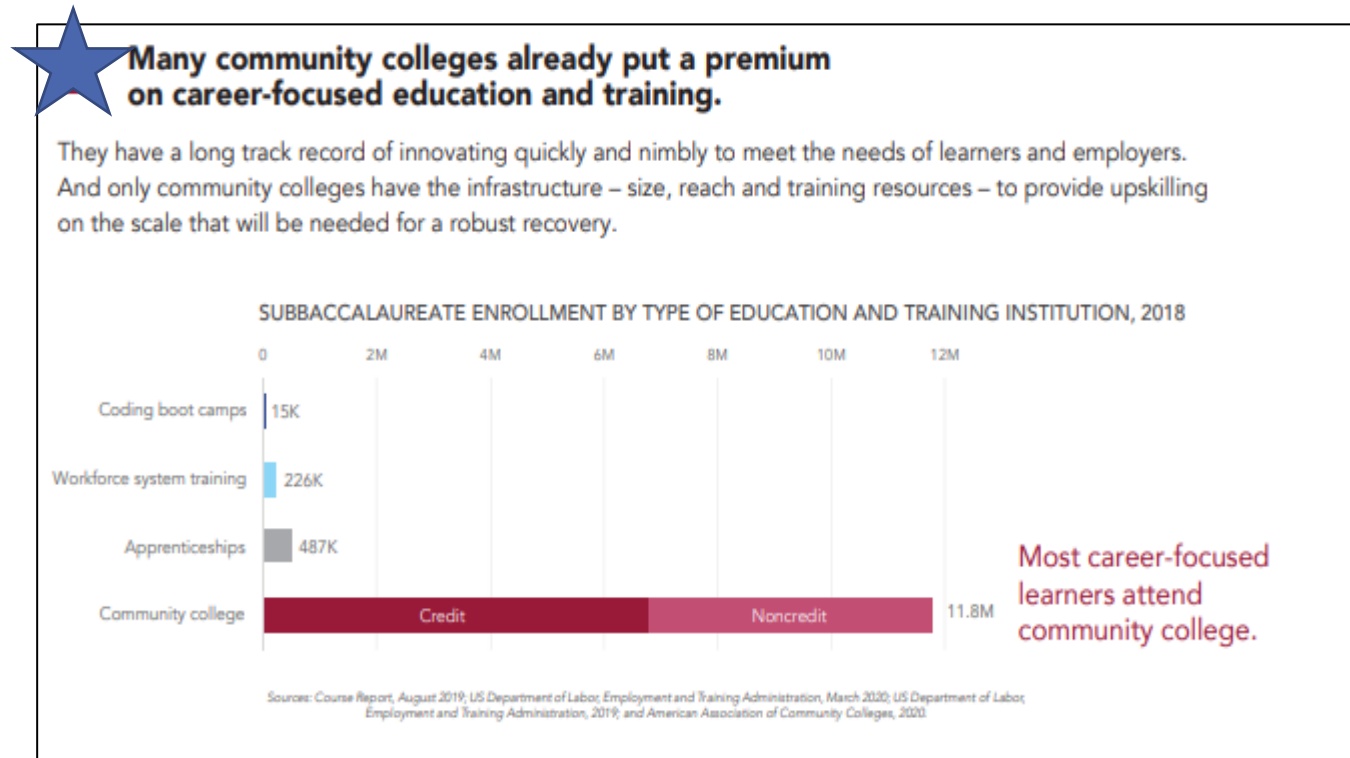
CCSNH will continue to work toward improving operational efficiencies through enhancing our shared services, lean operations, program sharing, and functional collaboration with USNH and NH DoE (shared procurement of commons systems and services and contracts).

HB 2 AND NAVIGATING CHANGE

CCSNH's approach over the past decade, seeing the demographic changes occurring in NH, has been to make continuous adjustments to flex with demand, focus our operational practices on financial sustainability and shared services within the organization, and invest in areas of need and growth (such as retention and completion strategies, credential attainment and re-skilling for adult learners). Our focus is to meet needs in the most cost-effective ways and to be nimble in responding to elasticity of enrollment, student demand and workforce opportunity.

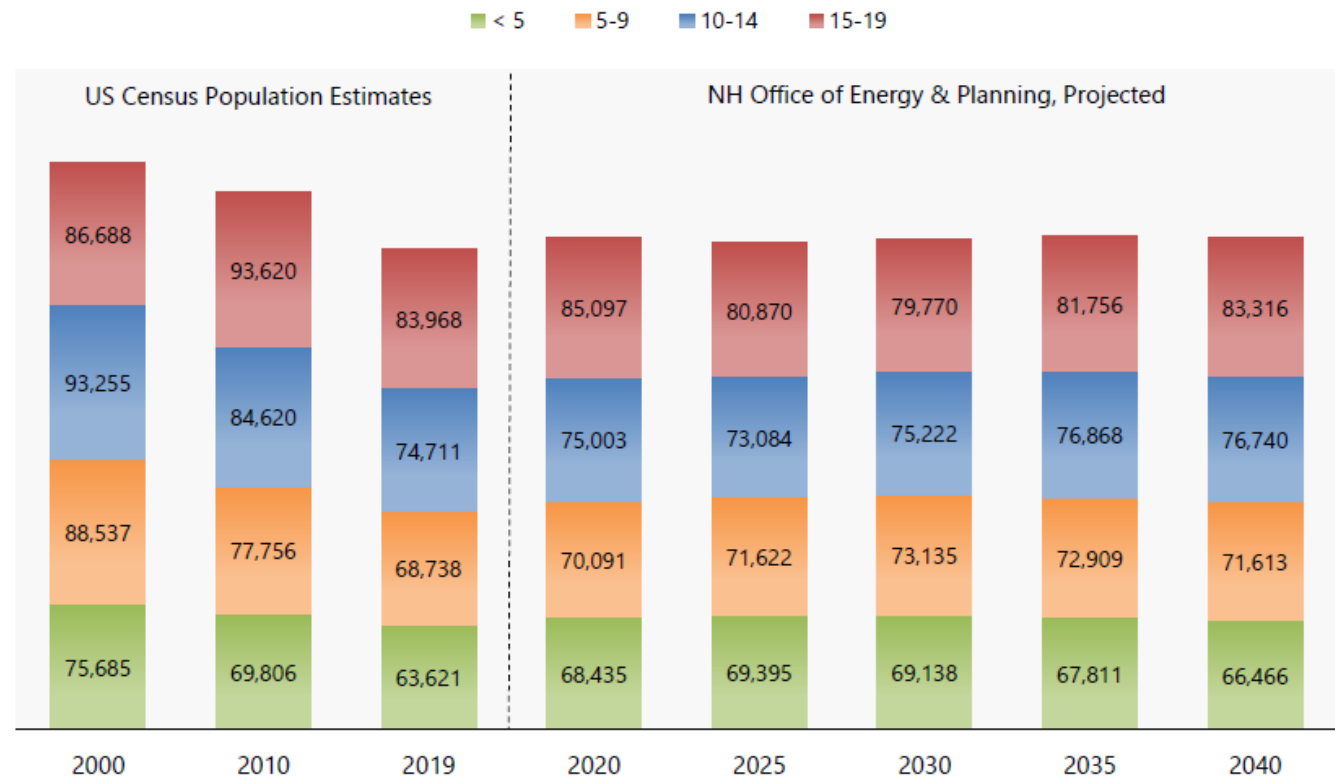
In his most recent book "The Agile College: How Institutions Successfully Navigate Demographic Changes," Nathan Grawe cites New Hampshire's Community College System's work over the past several years as an example of inter-institutional coordination designed to build efficiencies, preserving mission, access, and local economic impact while navigating demographic changes and strengthening student outcomes.

“As the nation rebuilds in the wake of the pandemic, millions of Americans will need fast, job-focused upskilling and reskilling before they can return to work. No institution is better positioned to take up the challenge – new demand for safety training, technical training, IT training and more – than the nation’s 1,100 two-year community and technical colleges.”



A DEMOGRAPHIC LOOK AHEAD

NH Population Under Age 20, Estimated and Projected



Source: US Census Bureau, June-19; NH Office of Strategic Initiatives, State Data Center, Population Projections, Sept-16
Prepared by: Economic & Labor Market Information Bureau, NHES

OBSERVATIONS

CCSNH has a distinct mission. Its structure and operations were designed and have evolved to support that mission

- The mission to meet local needs, ensure NH residents in all regions of NH have access to affordable and high-quality career programs and can develop a strong foundation for transfer success, and build pathways to meet regional labor market needs.
- CCSNH's trustees are drawn from industry sectors key to NH's economy (business & industry, healthcare, the trades/labor, technology, law enforcement, community service, career & technical education), keeping the system focused on NH
- CCSNH operates as a system, while each college addresses local circumstances, populations, and regional employment needs
- The student makeup at each community college is a distinct population with particular needs, not a smaller version of the population of a four-year residential college
- CCSNH has been aware of and developing strategies in response to demographic shifts, can flex its offerings and labor force, and has implemented nation-leading initiatives for student success
- CCSNH has been making adjustments in its budget practices to maintain fiscal health, rather than finding itself at crisis points

USNH institutions operate with very different organizational structure, cost structure and conditions that are not typically part of the community college context

- E.g., managing living communities for thousands of 18-22 year-old students, tenured faculty, tuition discounting and selective admissions, large auxiliary operations and athletics, graduate schools, funding of a research mission, police forces, managing different liability environments...

CCSNH and USNH are public systems but not state-run systems. HB2 proposed a state mandate to merge. The proposed study commission acknowledges numerous important managerial and operational questions. Findings may lead in other directions.

All parties have an interest in ensuring that CCSNH and USNH work well together and are very strong transfer partners for one another, in particular systems that encourage, facilitate and strongly support pathways for students



HB2 APPROACHES

Governor's HB2 Proposal

- Immediately dissolve both boards
- Create a new board comprised of 15 G&C appointees: 5 previous USNH trustees, 5 previous CCSNH trustees, 5 new non-affiliated appointees, and 8 voting ex-officio trustees (state commissioners and legislators)
- Merge both systems under new board
- New board runs combined system and determines future changes

CCSNH has significant concerns with this approach. Merging has not worked well in many other states, and this approach makes a major change while leaving numerous questions unanswered.

House-Passed Language

- Fully replaced "as introduced" language in HB2
- Creates study commission of 4 CCSNH and 4 USNH members plus 3 Governor's appointees
- Commission assesses potential merger, including addressing >30 questions raised in Education Committee subcommittee report, and recommends legislation if deemed advisable, by Jan. 1, 2022
- Commission sunsets Aug. 1, 2022
- \$1.5M appropriated for external consultants

CCSNH appreciates the recognition of complexities and of differences in mission, and holding off on changes until questions can be explored.

Alternative model

Some states, including Maine, established an ongoing Higher Education Coordinating Council for the public systems. Such an entity comprised of leaders of both systems could be accountable for:

1. Building and enhancing clear student transfer pathways, with required progress/milestones to meet
2. Developing operating and capital budget requests that are complementary, not competitive
3. Deepening present work on synergies such as procurement, contracts, IT, real estate etc.
4. Coordinating in other areas of planning and service, such as state business attraction efforts
5. Reporting regularly to the Public Higher Education Study Committee established in RSA 187-A:28-a, and to the Governor.

In a state with similar demographic trends, this approach honors the systems' differing missions, student needs, local impacts, and operating structures while creating a formal vehicle for accountability and collaboration.



HB2 – OTHER CCSNH PROVISIONS

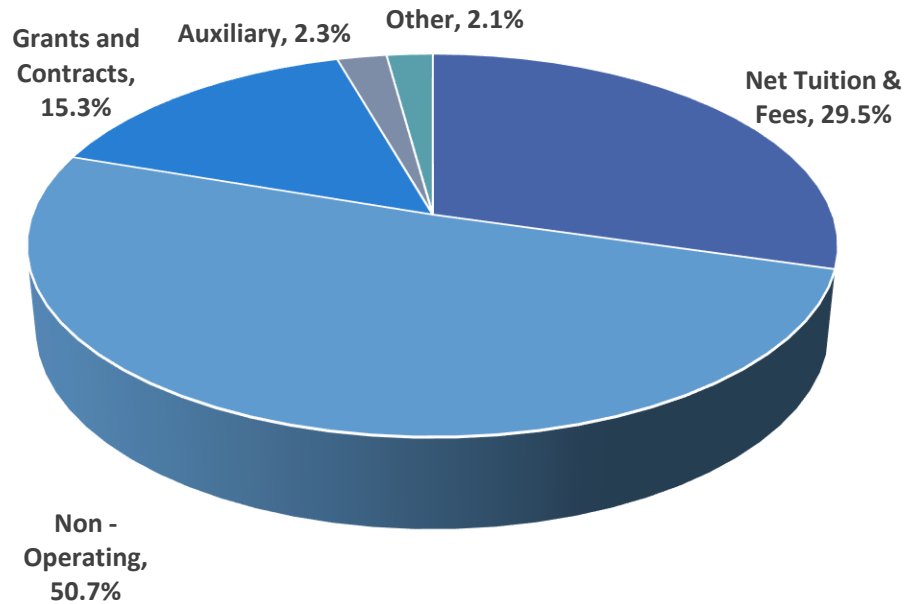
- The House-passed HB2 transferred the Dual and Concurrent STEM scholarship program to CCSNH from DoE (at DoE's request), and funded it to meet projected demand (\$1.5M per year, or approximately 9,000 course enrollments)
- CCSNH requests addition of *"Such funds shall be non-lapsing"* which would help manage projected vs. actual enrollment
- In the event demand from the local school districts/students exceeds the amount appropriated, recommend adding language *"in the event charges against this program exceed appropriated funds, the community college system shall request the joint legislative fiscal committee to appropriate additional funds."*

Appendix A

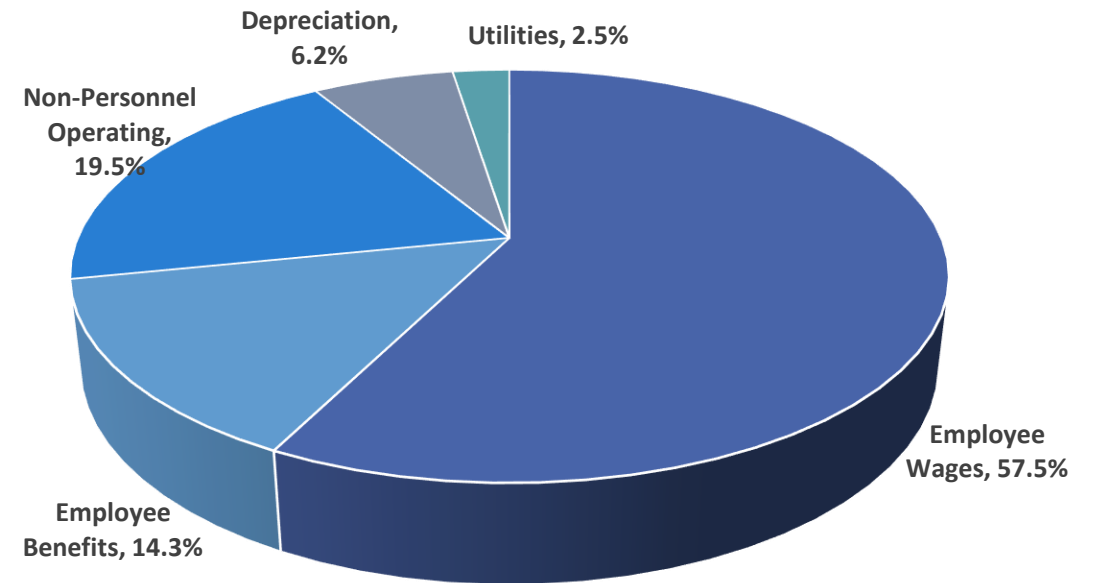
Budget Overview, Expense reduction measures aimed at maintaining
fiscal sustainability and affordability

FY20 - \$107M Operating Budget

FY20 Revenue Breakdown

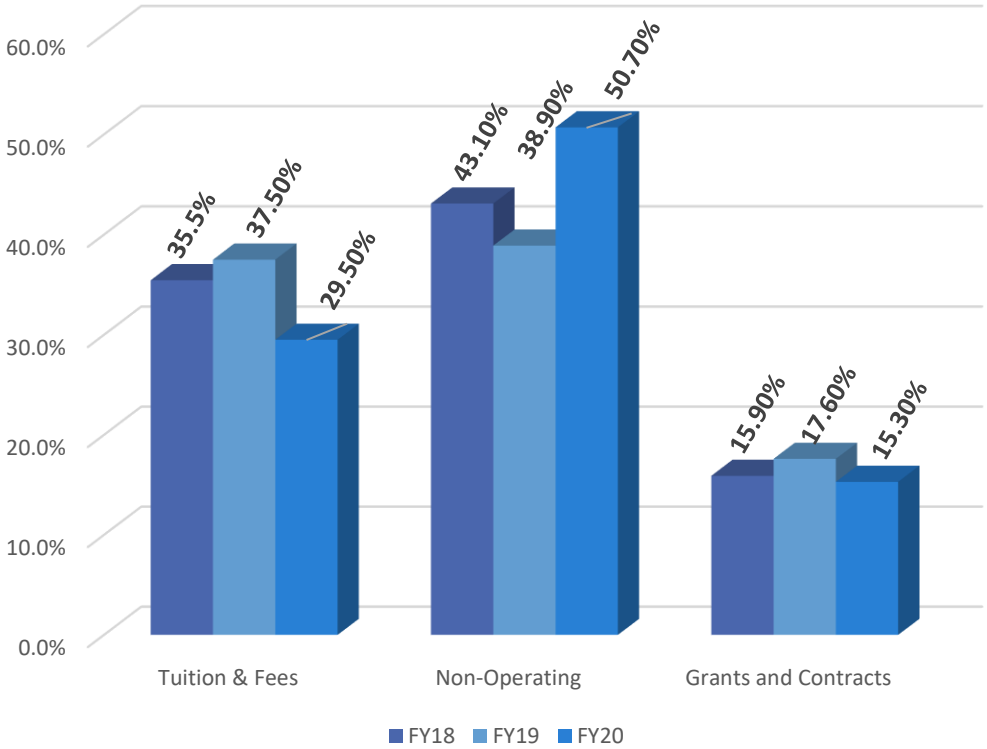


FY20 Expense by Category

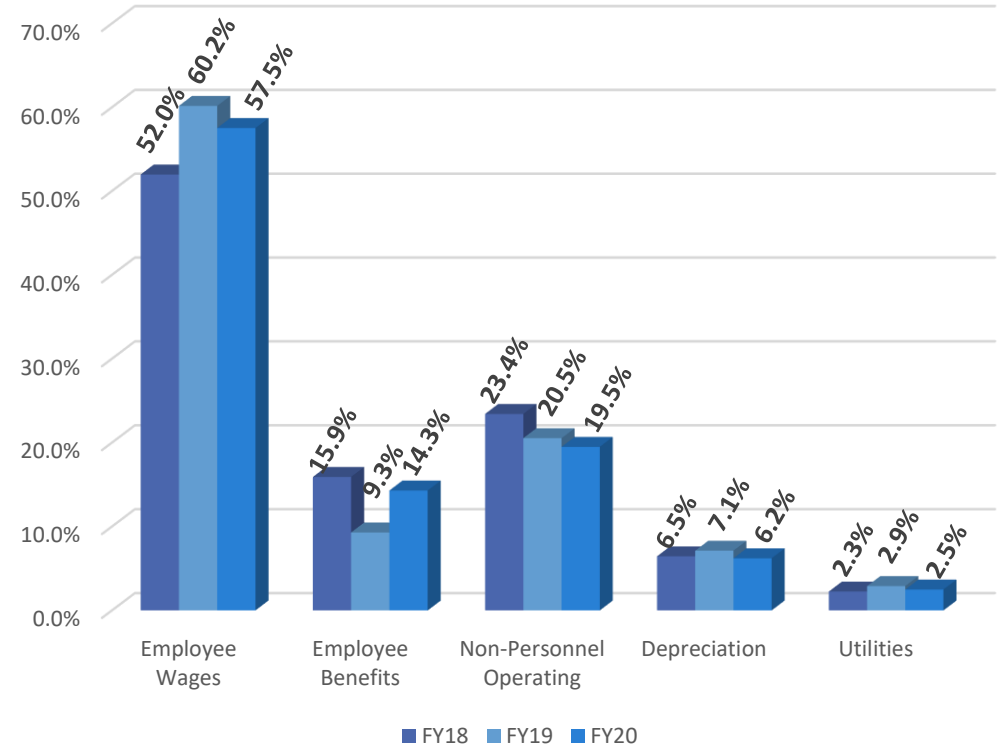




Revenue by Category FY18 - FY20

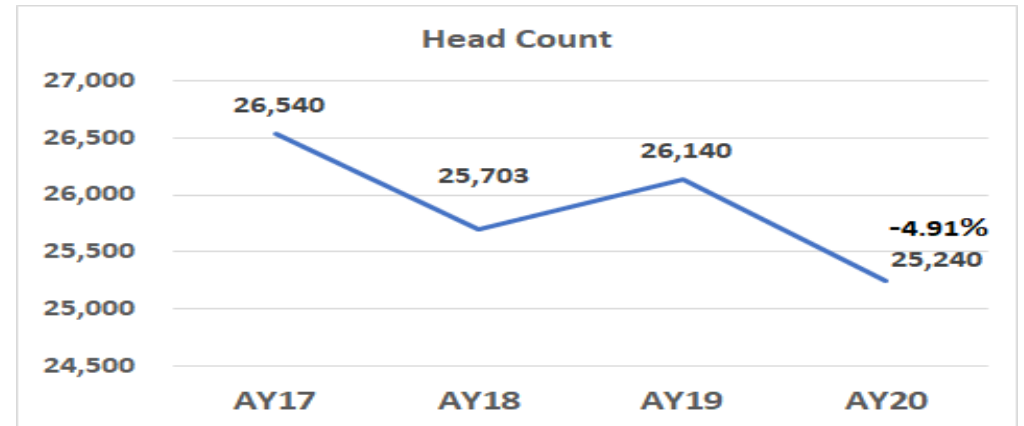
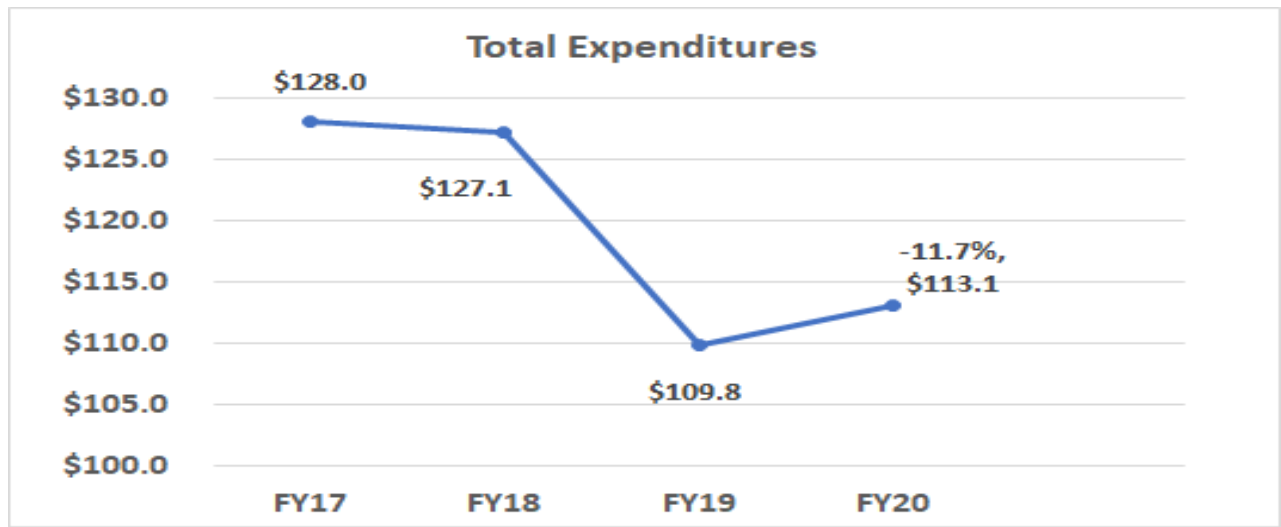
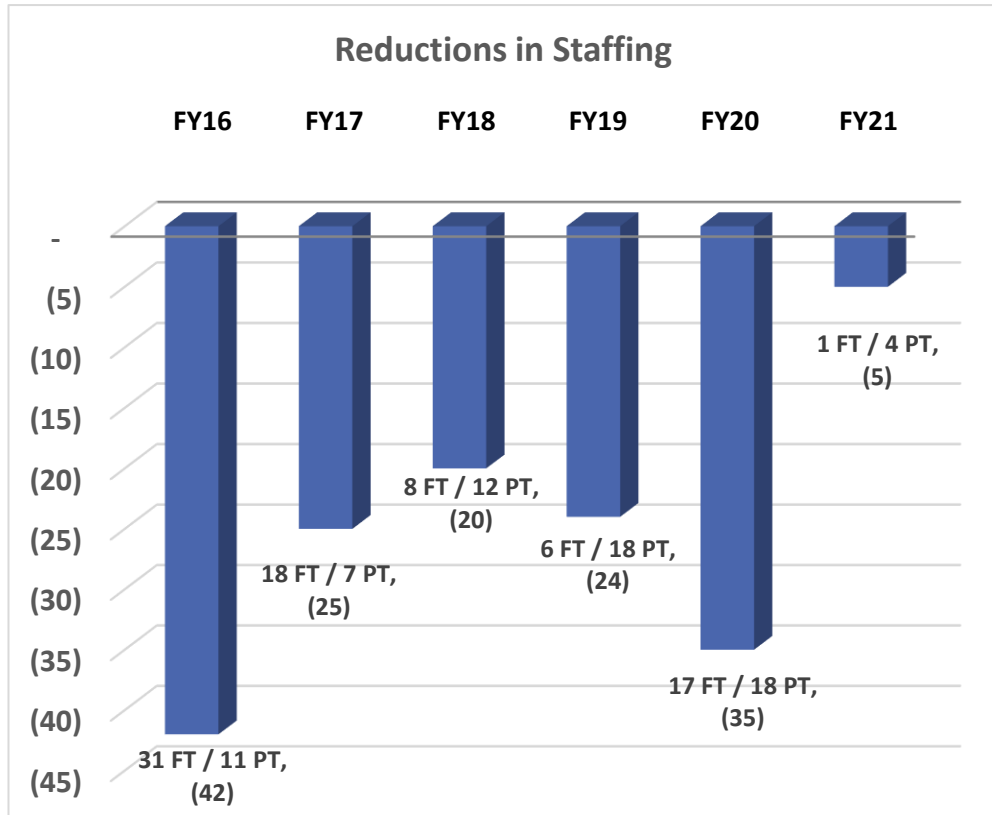


Expense by Category FY18 - FY20



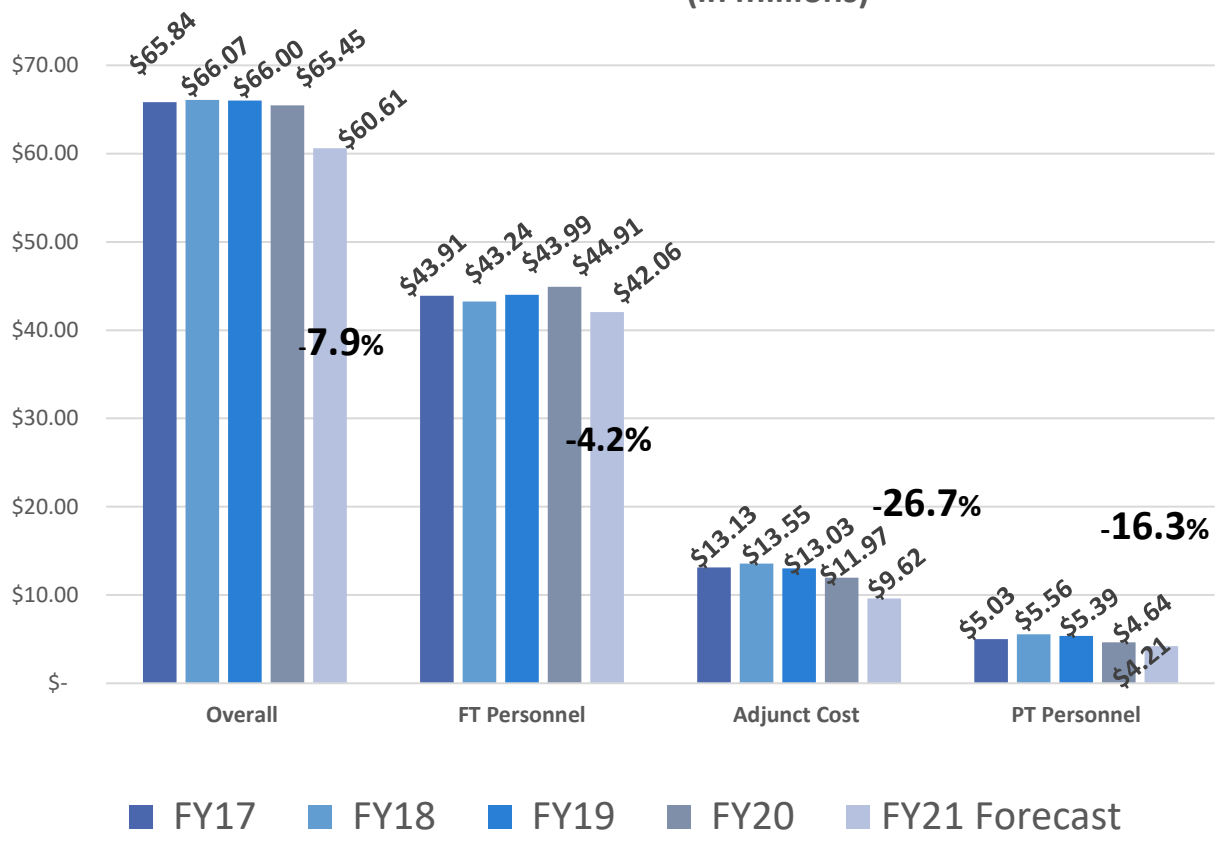


CCSNH FLEXES EXPENSES AS DEMAND SHIFTS

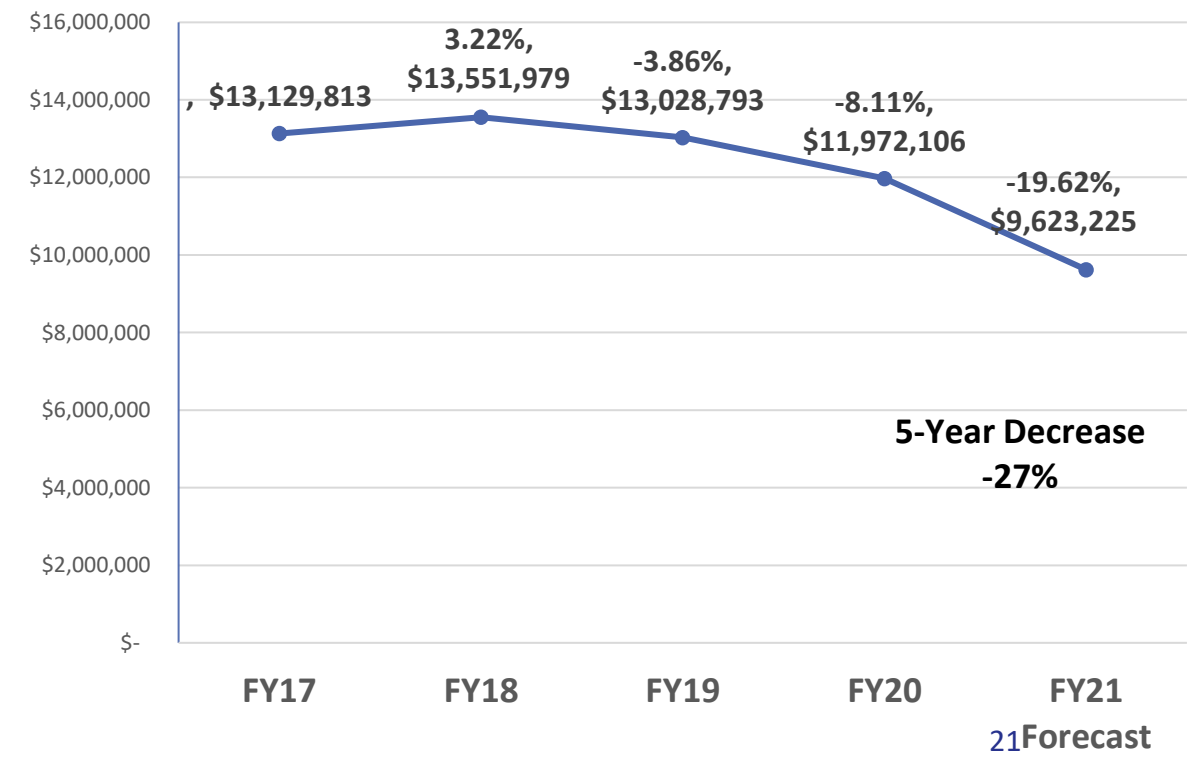




Personnel Expense Trends (in millions)

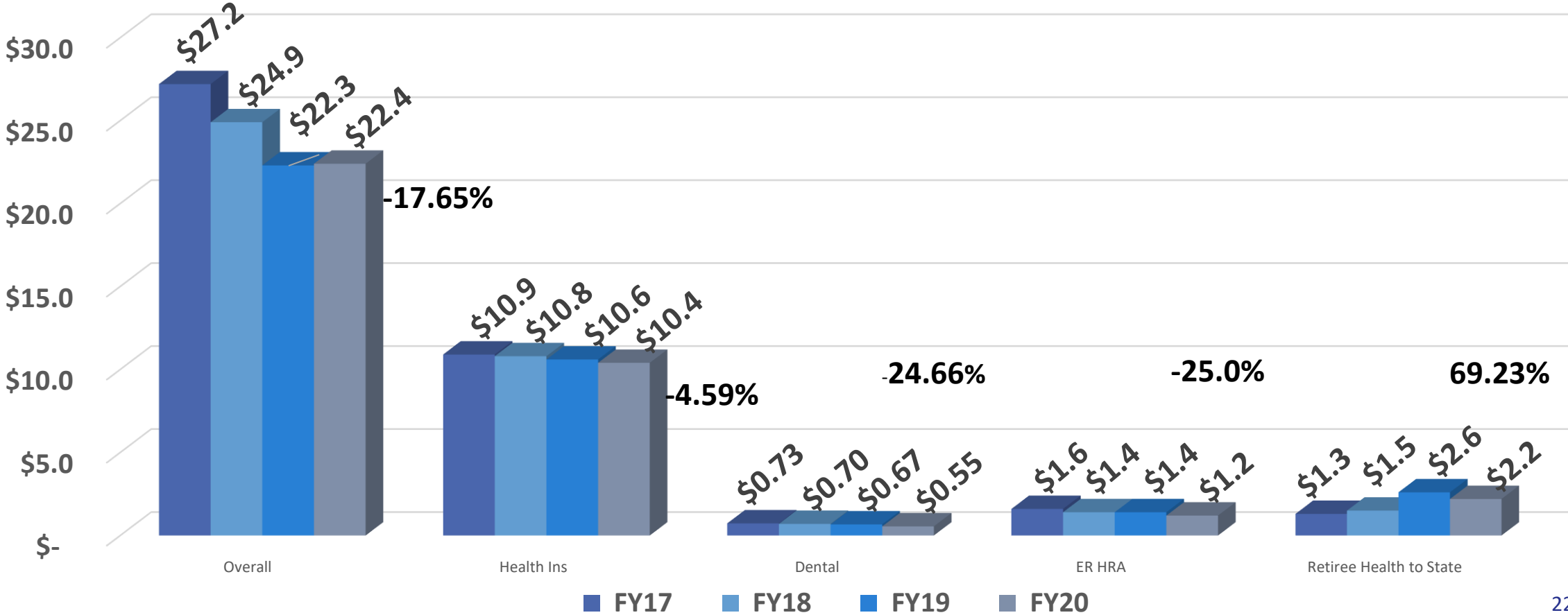


Adjunct Expense Trend





Benefits Expenses



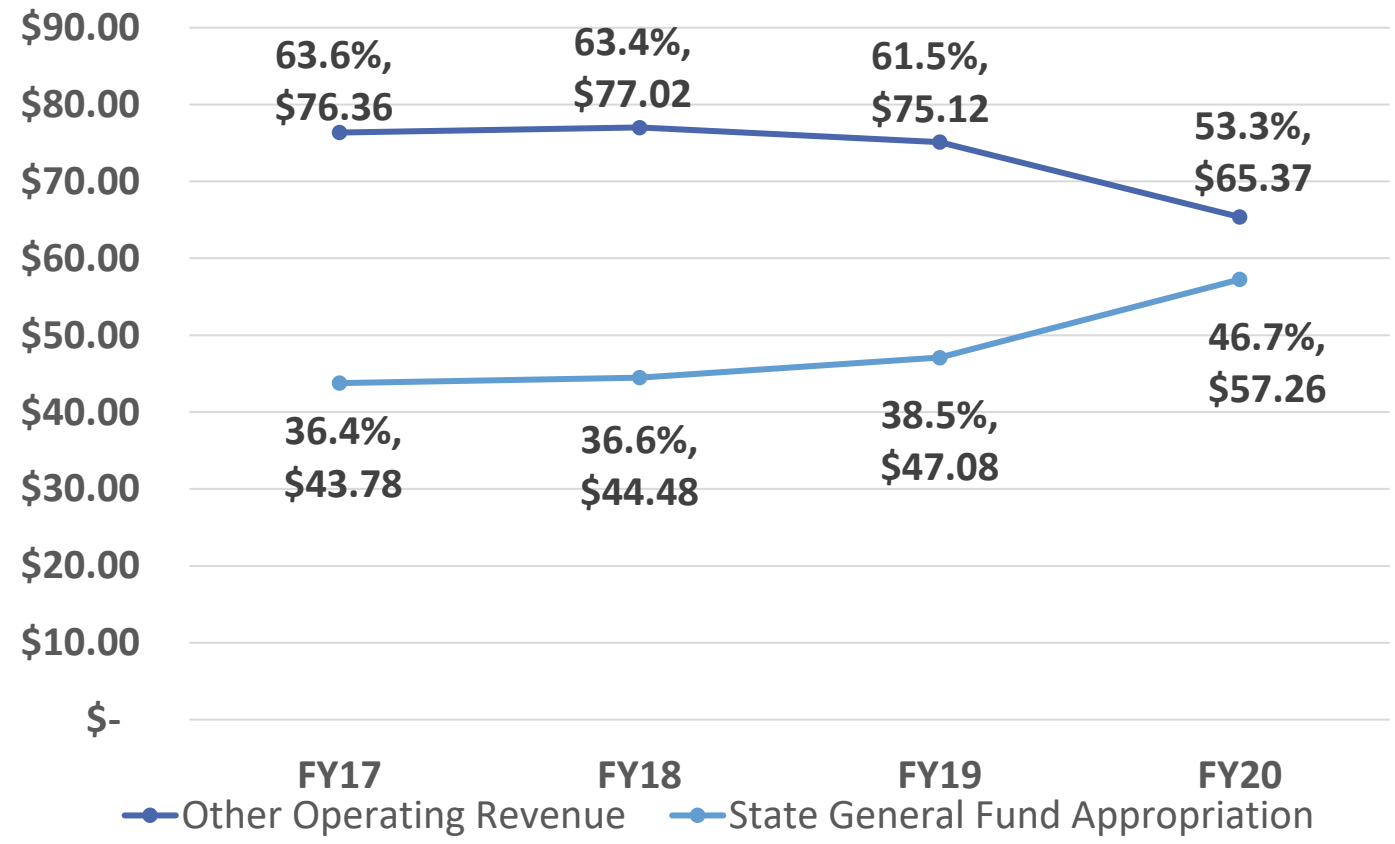


- As our other lines of revenue (tuition and fees) have declined CCSNH has moved more towards national funding mix averages

- National averages are 67% state/local and 33% "other" (tuition & fee)

- CCSNH In FY20 was 46.7% state and 53.3% "other" (tuition & fees)

Revenue Trends (in millions)



Convergence of these lines reflects enrollment trend post-recession but also the legislature's support for tuition stability as tuition rate remained near constant

Appendix B

Examples of Recent Business Partnerships

CCSNH's unique local positioning enables us to partner with employers across NH, customizing programs to meet specific regional and local labor market needs – examples in the following slides

- **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 enter new markets.
- **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.
- **Palmer and Sicard** (Epping) – HVAC registered apprenticeship program with HVAC associate degree
- NHTI Dental clinic at **Merrimack Valley High School** – dental students progressing toward degree attainment provided cleaning and preventative treatment for underserved children, enabling families to ensure quality dental care for their children.
- **Eversource**/Manchester CC created a line worker training program, creating a career pipeline into this critical industry.
- **Under His Wings Preschool** (Gilford) partners with Lakes Region CC to train new staff and increase childcare capacity for area families.
- **GEOKON** (Lebanon) - leadership training
- **Hitchiner** (Milford) – robotics & mechatronics training
- **Teledyne DGO** partners with Great Bay CC for training electromechanical cable assemblers and fiber optics workers to support the company’s expansion through “Earn-While-You-Learn” Registered Apprenticeship model.
- **Milton Cat** partners with White Mountains CC to train students in diesel heavy equipment to support the construction and transportation needs in the state.
- **NH Auto Dealers Association**: partnerships with local dealers that include co-op programs, scholarships, curriculum support; enabling this active sector to maintain a skilled workforce.
- **Teleflex Medical** (Jaffrey) – machine tool maintenance, OSHA requirements, blueprint specs
- **Catholic Medical Center** (Manchester) – Licensed Nursing Assistant (LNA) and Medical Assistant (MA) registered apprenticeship programs
- **Mercury Marine** (statewide and regional) – marine engines and systems training series

- **NH Ball Bearing**, Astro Division (Laconia) - CNC Operator Boot Camp trainings and apprenticeships; leadership training
- **Eastern Millwrights** (Northern NH) – welding technology with WMCC
- **Titeflex, GE, Scotia Technology, Axenics** (Manchester area) – Tube formation
- **New England Wire** (Littleton) – CNC machining training with WMCC
- 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 (GBCC)
- **Common Man family of restaurants** (Statewide) – internship sites for culinary & restaurant management students
- **Chinburg Builders** (Seacoast) – leadership and corporate growth (GBCC)
- **Cottage Hospital** (Woodsville) – specialized geriatric nursing care training (WMCC)
- **Rapid Manufacturing and Omni Components** (Nashua area) – Advanced Manufacturing/CNC training (NCC)
- **Lonza Biologics** (Portsmouth) – customized biotech curriculum and employment pathways (GBCC)
- **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 (NHTI)
- **Seacoast Harley-Davidson** (Hampton) – motorcycle technician training in classroom built by the employer on-site (GBCC)
- **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)

- **Senior Helpers** (Stratham) – Licensed Nursing Assistant (LNA) registered apprenticeship program (GBCC)
- **Amphenol Printed Circuits, Inc.** (Nashua) - customized machine mechanic registered apprenticeship program
- **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
- **Freudenberg-NOK** (Bristol, Northfield and Ashland) – manufacturing maintenance mechanic apprenticeship
- **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
- **Tecomet Manufacturing** (Manchester) – customized Machine Operator registered apprenticeship program
- **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
- **City of Lebanon** - MS Office 365 training

Appendix C

Slides from Brian Gottlob Presentation, November 2020,
on Current State of NH Labor Market

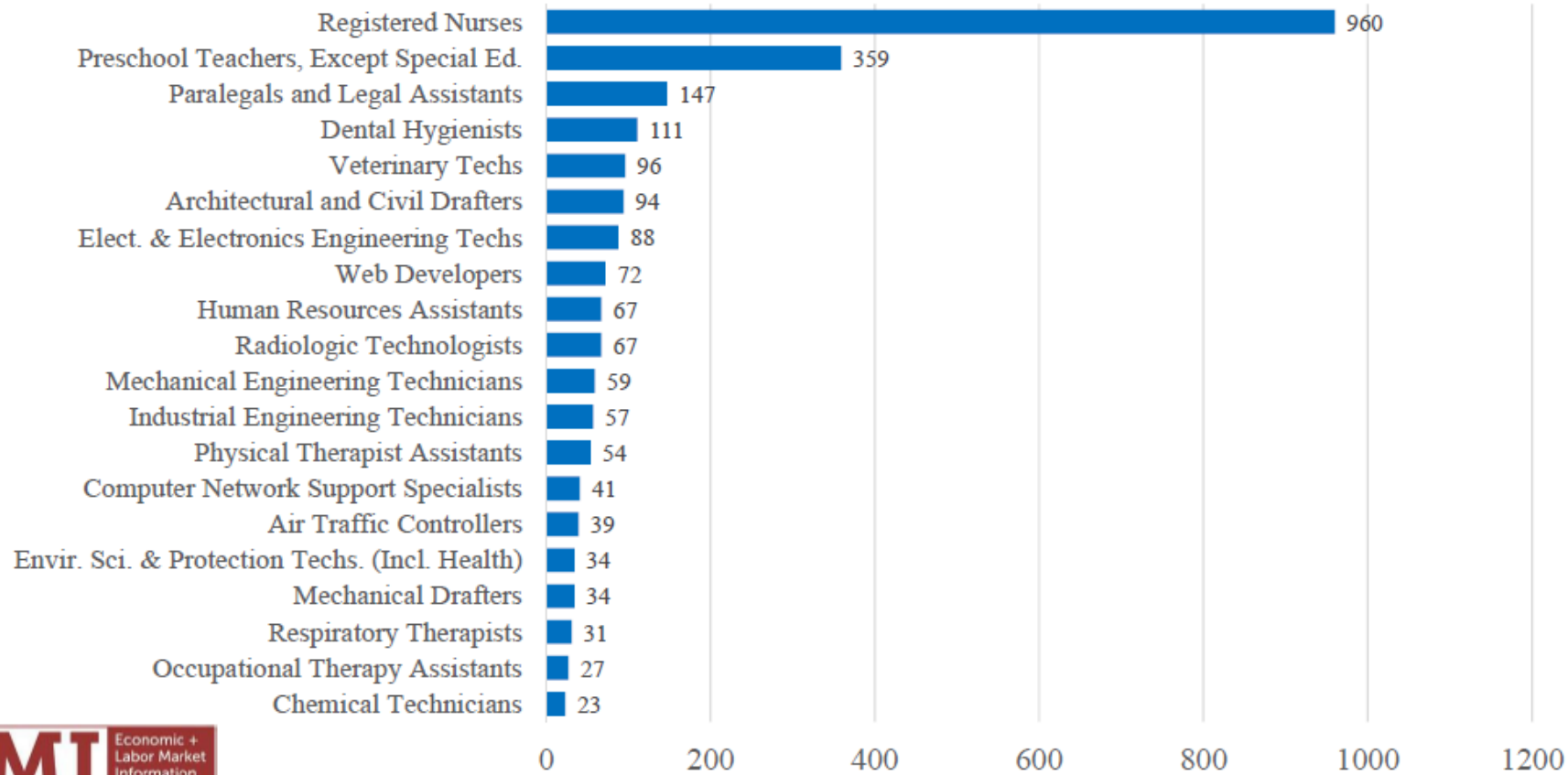
B. Gottlob, Economic & Labor Market Information Bureau, NH Employment Security

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

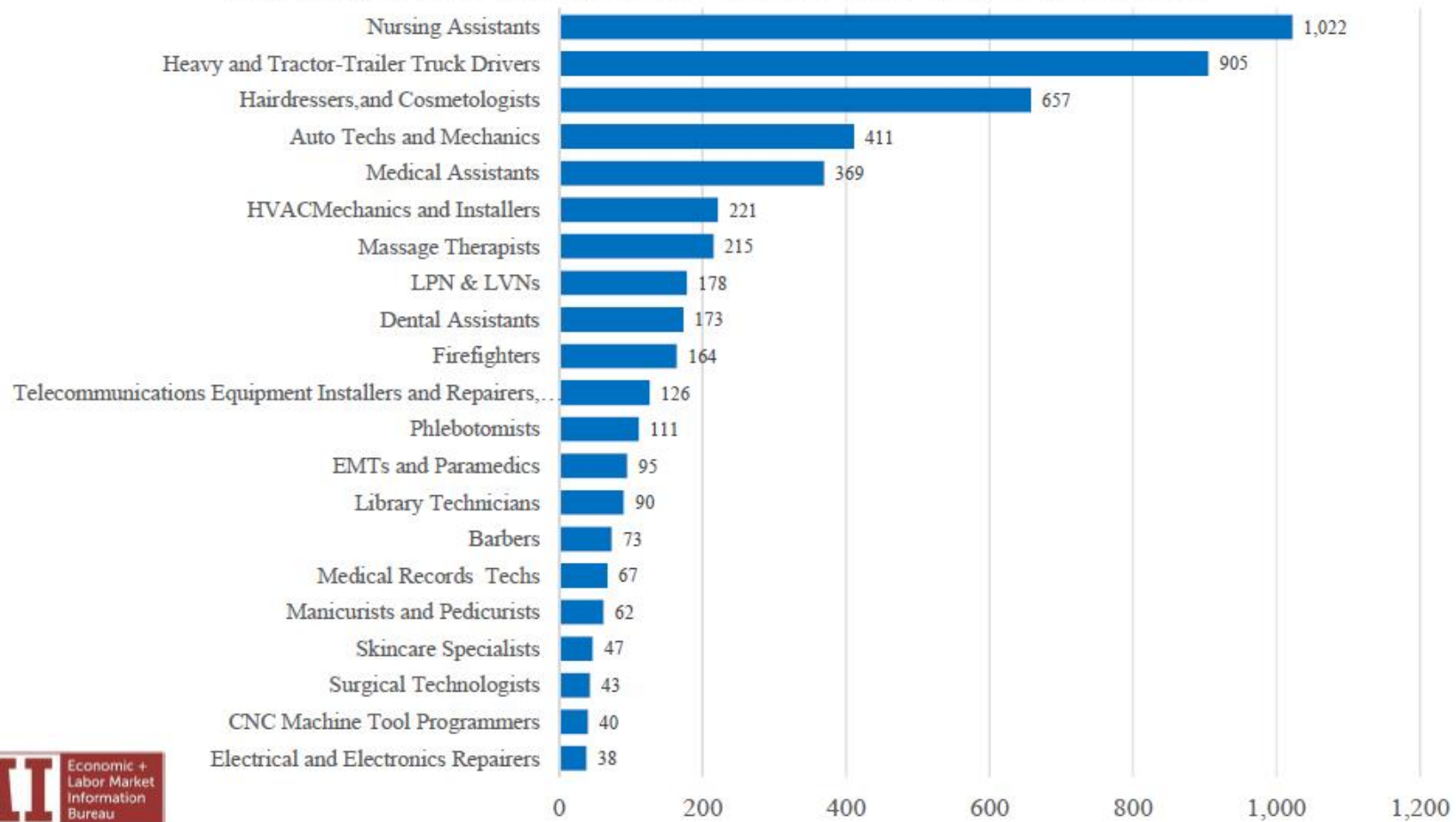
CCSNH Programs Target Well Many Occupations in Demand That Require an Associate's Degree

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