

# 22

**STUDENT SUCCESS THAT DRIVES THE STATE'S SUCCESS**

# TABLE OF CONTENTS

Welcome Letter .....	2
Mission and Vision .....	3
Locations .....	4
Academic Focus Areas .....	5
Healthcare Spotlight .....	6
Workforce Initiatives .....	7
Opportunities for High School Students .....	9
The Foundation for NH Community Colleges .....	11
Strategic Plan .....	13
College Profiles	
GBCC .....	15
LRCC .....	17
MCC .....	19
NCC .....	21
NHTI .....	23
RVCC .....	25
WMCC .....	27
Spotlights .....	29
Tuition/Enrollment/IT .....	31
Financials and Audit .....	32
Administration and Governance .....	33
Data Methodology .....	34



# THE MISSION OF THE COMMUNITY COLLEGE SYSTEM OF NEW HAMPSHIRE

*Our purpose is to provide residents with affordable, accessible, high quality 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.*

Or to paraphrase, we create pathways for students that align with the opportunities and needs of New Hampshire.

Fewer words, but a lot of meaning and a lot of impact, made visible every day in classrooms, labs, studios and other learning spaces across CCSNH's seven colleges as well as in hundreds of New Hampshire high schools through our Running Start program, and just as importantly, in thousands of workplaces and job sites throughout the Granite State.

This past spring, CCSNH held Commencements in Berlin, Claremont, Concord, Laconia, Manchester, Nashua, and Portsmouth. We were able to witness the results of hard work and talent converging with opportunity, and to share in the realization of the dreams and aspirations of our students and their families. Motivated students, brought together with the expertise and support of our faculty and staff, produced the next wave of graduates who will take their places in New Hampshire's workforce, and as citizens and leaders in New Hampshire's communities.

That group of more than 2,200 graduates included accountants, automotive technicians and welders. It included early childhood educators, electrical line workers and engineering technologists, along with graduates who studied to work in Precision Manufacturing, in Robotics, and in scores of other fields that are integral to the vitality of New Hampshire's economy. Of particular note, this graduating class also includes 280 graduates of our Nursing programs who are already contributing to our health and wellbeing. In fact, since 2010, CCSNH has graduated more than 3,500 students from our Nursing programs, who are among more than 8,500 CCSNH alumni whose academic paths, and the credentials they have earned, allow them to support New Hampshire's healthcare workforce in delivering care to those who reside in the Granite State.

Over the same period of time, we have also conferred more than 1,500 degrees and certificates in Education, including more than 1,000 in Early Childhood Education. We have also prepared more than 1,000 students to enter the workforce through various engineering, advanced manufacturing and robotics programs, a like number who have been certified for careers as welders, and another 800 who were trained as automotive technicians. Coupled with more than 3,000 graduates of our Liberal Arts transfer programs and more than 2,000 in various Business programs, CCSNH continues to make good on our commitment to serve the State of New Hampshire by building bridges that allow New Hampshire's students to contribute to the state's economic, cultural and civic vitality.

If there is one image that captures our mission, it might be this one from the 2022 Commencement at Nashua Community College, when a student—who had earned her degree in Nursing—was unexpectedly joined by her young son as she approached the stage to receive her diploma from President Lucille Jordan. We know that she is well prepared by her education to make critical contributions to the state's healthcare workforce and to the wellbeing of the people she will serve as a nurse. In this particular instance, we can also anticipate that the example she has set, through her motivation, her abilities, and her achievement will make a difference that will echo into the future for her family and for the State of New Hampshire.



This is the mission of the Community College System of New Hampshire, reinforced by our Board of Trustees at every opportunity, delivered through the good work of CCSNH's faculty and staff, and made possible by the commitment of funding and faith that the State of New Hampshire and its citizens place in our work.

With sincere best wishes,



*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, high-quality 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.

# VISION

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.



# LOCATIONS

ACROSS NH





# 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 in 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.

# HEALTHCARE

## SPOTLIGHT

No employment sector garnered as much attention in 2022 as healthcare. The stresses of the pandemic exacerbated challenges that already existed in the healthcare workforce, pushing people and providers to new levels of strain with impacts being felt across the state by employees, organizations, communities and patients.

New Hampshire's community colleges play a dominant role educating the state's workforce, and our ability to address the needs within the healthcare system was never more essential than this year. Even before the pandemic, CCSNH statistics tell an important tale.

CCSNH programs in Nursing, Paramedic Emergency Medicine, Medical Lab Technician, Respiratory Therapy, Physical Therapist Assistant and more have produced skilled graduates in every community. These individuals provide essential workforce services across New Hampshire by delivering care to those who reside in and visit the Granite State.

Over the past three years, CCSNH expanded Licensed Practical Nursing (LPN) programs to several campuses, which created a new pathway to meet critical needs in long-term care facilities and other healthcare organizations.

CCSNH also strengthened New Hampshire's healthcare workforce by creating several new "earn while you learn" Registered Apprenticeship programs in Licensed Practical Nursing, Licensed Nursing Assistant (LNA), Home Health Aide, and Medical Assistant. These programs work directly with partners across the state such as Littleton Regional Healthcare, Concord Hospital/Concord and Laconia, Catholic Medical Center, Hillsborough County Nursing Home, Country Village Center in Lancaster, The Morrison Skilled Nursing Facility, Androscoggin Valley Hospital, Weeks Medical Center, Coos County Family Health Services, Senior Helpers of the Greater Seacoast, Core Physicians, Soluton Health, Edgewood Centre, Dartmouth Health and Golden View Health Care Center, and building from existing partnerships formed before the pandemic with Exeter Hospital and the Elliot Hospital.

***New Hampshire's community colleges are the largest provider of Nursing graduates in the state.***



In the last decade CCSNH graduated:

**3,400+**

students from our Nursing programs, primarily at the RN level of nursing care

**500+**

Medical Assistants

**440+**

Radiologic Technicians

**650+**

Dental Hygienists and Dental Assistants



# MORE WAYS TO BUILD

## Healthcare

Manchester Community College is working with Catholic Medical Center and Elliot Health Systems to combat the workforce shortage through a partnership with ApprenticeshipNH, Southern New Hampshire Services and the International Institute of New England. The LNA for Success program creates education pathways through English as a Second Language (ESL), LNA and Work Readiness Skills courses.

## Communications

NHTI-Concord's Community College partnered with Grappone Automotive Group to improve employees' internal and external communications skills to enhance operations and customer service. The results: staff improved interpersonal communications, increased their awareness of personal biases impacting communications with others and increased awareness of non-verbal cues.

## Leadership

White Mountains Community College partnered with Genfoot, a Littleton company that manufactures rubber and sewn boots, to build employees' leadership skills and internal mobility through a tiered professional development program. Courses helped employees embody the values and behaviors of effective management, and strengthen skills in design, problem-solving, and project management.

## Hospitality

Through CCSNH's ApprenticeshipNH program, Great Bay Community College and Wentworth by the Sea Hotel partnered to create a Restaurant Cook Registered Apprenticeship program. The program

combined on-the-job training with hospitality courses at GBCC in an "earn while you learn" model, enabling students to begin a new career and earn wages while learning and building in-demand skills.

## Teamwork

Nashua Community College partnered with MegaFood to reduce communication barriers among employees who speak different languages. Through functional English training provided by NCC, MegaFood employees became better at communicating with one another at the worksite. MegaFood has experienced production increases along with boosted morale due to improvements in employees' ability to work together and communicate.

## Advanced Manufacturing

Lakes Region Community College partnered with Watts Water Technologies in Franklin to develop a custom "CNC Basics" training program for employees interested in advanced manufacturing. The program covered the fundamentals of how to run a CNC machine with practice in metrology, blueprint reading, and machine tool math. Employees taking this course are now eligible to apply for operator positions at Watts.

## Life Skills

River Valley Community College partnered with the Sullivan County Department of Corrections to provide short-term training to help returning citizens obtain employment upon release. The 30-hour training included business and career fundamentals along with math for manufacturing. Among the most productive components of the program was the opportunity to interview with potential employers on the final day of the session. RVCC's program complements services provided through the Transitional Re-Entry and Inmate Life Skills program.

## 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



# NH'S WORKFORCE

## 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 high-quality programs and curriculum quickly to meet needs as they emerge.

## Workforce 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.

## Apprenticeship NH

Launched in 2017, ApprenticeshipNH has grown to serve several sectors including healthcare, advanced manufacturing, information technology, construction and infrastructure, hospitality, biomedical technology and automotive technology. Supported with federal funds, the "earn while you learn" model enables apprentices to receive progressively higher wages for on-the-job training and tuition support for classroom instruction. The ApprenticeshipNH High School program, with a focus on youth, follows a pre-apprenticeship to Registered Apprenticeship model. It begins with work-based learning/pre-apprenticeship to introduce students to careers and prepare them to enter and succeed in a Registered Apprenticeship.

## 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.

## Work Invest

NH's community colleges continue to serve as a training provider for NH's Work Invest 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.

*In August, CCSNH was awarded \$5.8 million by the U.S. Department of Labor through the Apprenticeship Building America grant to extend ApprenticeshipNH. The funding will support the expansion of Registered Apprenticeship programs in critical occupations across the state.*



### 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

# OPPORTUNITIES FOR HIGH SCHOOL STUDENTS

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. In the 2021-22 academic year, nearly 7,000 students enrolled in college courses offered through Running Start, with over 12,000 enrollments, representing a 12 percent increase from the 2020-2021 academic year. Each course offered through the Running Start program costs \$150, just a fraction of the cost of courses taken in college.

## eStart

eStart enables high school students to take community college courses for dual high school and college credit with the convenience of remote learning. Courses are 100% online and cost just \$150. Through CCSNH's partnership with the Virtual Learning Academy Charter School, 326 NH high school students enrolled in online eStart courses for 2021-22 for dual credit, totaling 693 course enrollments.

## 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. Over 1,300 students have participated in Early College courses over the past three years, with nearly 500 students participating in 2022.

## Dual and Concurrent STEM Scholarships

This program pays the tuition for eligible high school students in grades 10-12 to take two STEM/ career and technical education (CTE) 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 at no cost to their families.



In early 2022, ApprenticeshipNH and River Valley Community College (RVCC) partnered with Dartmouth Health's Dartmouth Hitchcock Medical Center (DHMC) to create an innovative pre-apprenticeship program for high school students interested in healthcare careers. The program prepared students for entry into the medical assistant, pharmacy technician and surgical technologist Registered Apprenticeship programs of Dartmouth Health's Dartmouth Hitchcock Workforce Readiness Institute. The 14-week program offered high school seniors the chance to explore healthcare careers using ApprenticeshipNH's "earn while you learn" model with classroom instruction at RVCC and paid on-the-job learning as healthcare operations support assistants at DHMC in Lebanon. Pre-apprenticeship programs pave the way for participants to enroll in Registered Apprenticeship programs, where they can continue to learn and develop job skills through on-the-job training under the guidance of mentors.



# SUMMER ENRICHMENT PROGRAMS

New Hampshire's community colleges offered a variety of programs for entering students and those still in middle and high school to help address disruptions caused by the pandemic and provide a pathway to college.

**GBCC** held its Soar to Success program for graduating high school students planning to attend or considering Great Bay. The week long program, designed to prepare students for college success, included instruction to boost reading, writing and math skills as well as opportunities to explore the campus, learn about activities, clubs, athletics, and meet faculty, staff and fellow students.

**LRCC** hosted Girls Inc. of Manchester in the college's state-of-the-art auto tech facility. Girls from 11-16 visited stations throughout the shop to engage in interactive tutorials on changing tires, wiper blades, headlight bulbs, and checking tire tread.

**MCC** and GEAR UP hosted 25 Manchester School District 10th and 11th-grade students for three weeks, introducing them to academic disciplines, including Humanities, Graphic Design and HVAC. Sessions included an introduction to student life led by MCC students, mental health activities presented by counselors from Amoskeag Health, and public speaking workshops facilitated by Manchester School District teachers.

**NCC** debuted a youth enrichment summer camp this year, with sessions geared toward attendees aged 10-18, including Automotive Maintenance, Kids Cooking Academy, JavaScript Game Design, and CSI: Forensics.

**NHTI** hosted a high school girls' Volleyball Jamboree to help raise awareness and participation in NHTI's Women's Volleyball program and to encourage high school students to explore NHTI for its resources, athletics, and academic programs.

**RVCC** hosted a summer camp for young entrepreneurs. High school students started with a business idea and worked with local entrepreneurs and business champions to bring it forward, developing key skills for future success.

**WMCC** hosted a week-long Veterinary Science Camp at the North Conway Academic Center for middle and high school students; a Culinary Camp for middle schoolers at the Berlin campus; and two Safe Sitter courses for 6th grade and above.



# GIVING DRIVES

## STUDENT SUCCESS

**THE FOUNDATION**  
for New Hampshire Community Colleges

GIVE OPPORTUNITY



*"Our goal in making this gift is to inspire and support men and women across New Hampshire seeking affordable, flexible education and connecting them to local careers. We recognized that working through the Foundation was the best way we could accomplish this. It's not about us; it's about the students and the future of our state."*

*- Paul and Anna Grace Holloway upon donating \$1 million to endow a scholarship fund at The Foundation.*

### FOUNDATION BOARD OF DIRECTORS

Judy Burrows, Pembroke  
Kathleen Cook, Vice Chair, Manchester  
Andrew Cunningham, Secretary, Etna  
Dr. Diane Davis, Canterbury  
Dwight Davis, Newfields  
Stephen Ellis, Pittsburg  
Paulette Faggiano, Manchester

Paul Holloway, Rye  
Lucille Jordan, Nashua Community College, Ex-Officio  
Dr. Edward MacKay, Chair, Durham  
Michael O'Rourke, Hollis  
Dr. Mark Rubinstein, CCSNH Chancellor, Ex-Officio  
Rob Taylor, Treasurer, Meriden  
Alfred Williams IV, River Valley Community College, Ex-Officio



**\$6.3M**total assets under  
management**130**scholarship funds working  
in support of the colleges**\$1.3M**awarded in  
scholarships**1709**students benefiting from  
direct financial support

*"I am a 32-year-old, nontraditional student going back to school after over a decade to change careers. I am working towards an associate degree in Automotive Technology and becoming a fully certified Ford automotive technician...this scholarship will significantly decrease my financial burden, allow me to focus on my studies, and improve the quality of my life. I am now even more motivated to do as well as possible in school and training."*

– Tyler B.



*"Thank you very much for this opportunity to further my education in welding with the generous support from the Quentin C. Walsh Memorial and Lombard scholarship funds. I am very grateful and plan to use these resources to further my life skills and future career. As someone who does not have many resources, you are helping me build my life and future into something I can be proud of and extremely enthusiastic about."*

– Cailin Z.

## The Foundation achieved a record level of financial contributions this past academic year. Together, we reached heights that were unimaginable a few short years ago.

Philanthropy transforms the student experience across our seven colleges by providing scholarship and program support directly to our students.

### Highlights Include:

A transformational investment of \$1 million from Anna Grace and Paul Holloway helped establish the single largest endowed scholarship fund in our history. The Holloways' gift recognizes the important role that CCSNH will continue to serve in nurturing talent and in building bridges for New Hampshire's future.

Several new corporate partnerships were formed. Companies like Accurate Air partnered with Manchester Community College to establish a scholarship fund for HVAC students and the owners of Weare Animal Hospital established a fund for students enrolled in Great Bay Community College's Vet Tech program.

The New Hampshire Charitable Foundation (NHCF) received a bequest from Roderick H. Blackburn to support White Mountains Community College (WMCC) students pursuing careers in nursing. The Foundation for NH Community Colleges will work with WMCC to distribute scholarships annually to students enrolled in the Licensed Nursing Assistant (LNA) and Nursing programs. This follows a major commitment by NHCF to fund one free course at any of New Hampshire's community colleges for every student who graduated high school in 2021, a year highly impacted by COVID-19.

Your philanthropy helps our students focus on achieving their college degree, leading to brighter futures for their families and stronger New Hampshire communities.

On behalf of the Foundation Board, CCSNH Trustees and the seven community colleges, thank you for giving opportunity to our students. We appreciate your commitment and partnership in this critical work.



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

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

# STRATEGIC PLAN 2023 - 2026

This three-year strategic plan was developed through a collaborative process across the seven colleges, the CCSNH Board of Trustees, The Foundation for New Hampshire Community Colleges, and external advisors.

## Guiding Principles

The strategic plan shall:

- A. Provide strategic direction for the colleges, The Foundation, and system office
- B. Prioritize innovation and areas for increased collaboration as a system of coordinated colleges
- C. Use data to guide and inform decision-making, improve the student experience, and guide future planning
- D. Complement and align with individual college strategic plans
- E. Highlight and embrace the importance of partnering with internal and external stakeholders

Through this process, five pillars were established. Each pillar has a symbiotic relationship with one another, and progress on each necessitates an integrated process through working groups and ongoing collaboration. This is a summary of the full plan. The complete plan can be found at [strategicplan.ccsnh.edu](https://strategicplan.ccsnh.edu)





## Pillar I: Student Success

Student success that drives the state's success is at the core of our mission. Today's students attend community college for a myriad of reasons that are connected to current and future academic, personal, and professional goals. Indicators of student success must reflect the diversity of needs and purposes characteristic of our students, including the attainment of degrees, certificates, badges, and creating pathways to employment and transfer options to four-year institutions. Facilitating student success requires us to break down barriers so students are fully engaged and actively encouraged to leverage new, innovative opportunities and experiences to achieve their goals.

## Pillar II: Employer of Choice

Given our role as a state-wide employer serving the citizens, businesses, and communities of New Hampshire, CCSNH strives to be an employer of choice that embraces professional work cultures and environments that attract and retain highly skilled, talented, and engaged employees and encompasses a workforce that reflects the people we serve. CCSNH seeks to understand what our employees value in their career, what motivates them to continue working in public higher education, and what we can do to better support their employment. Through thoughtful creation and implementation of best practices, employees are empowered to make decisions and take responsibility for how they do their jobs.

## Pillar III: Diversity, Equity, Inclusion and Belonging

Given our role as educators and employers across the state, CCSNH is committed to understanding, celebrating, and effectively fostering an inclusive environment for our community. The advancement of diversity, equity, inclusion, and belonging efforts is essential for the efficacy of our organization, and for the success and well-being of our employees and the individuals that we serve in fulfillment of our mission. It is also integral to CCSNH's mission to provide affordable, accessible, high-quality education to all residents of the State of New Hampshire.

## Pillar IV: Workforce Development

CCSNH plays a dominant role in educating New Hampshire's workforce. CCSNH and our colleges are well-connected to employers within their communities, with mechanisms and partnerships that help academic programs stay connected with industry across the state. As workforce needs continue to evolve, so too will the curriculum and programmatic offerings that we provide and make available in convenient and flexible ways. Additionally, with more of the workforce no longer place-based, we need to consider how we can provide training opportunities that serve the growing remote work culture.

## Pillar V: Financial Sustainability and Stewardship

CCSNH plays a vital role providing opportunities for New Hampshire residents and strengthening communities, the workforce, and the state; therefore, it is essential that we operate on a strong financial footing. Maintaining financial stability in a changing environment and being good, responsible stewards of resources requires proactive planning. Shifts in student needs, learning modalities, demographics, and economics all play into the financial health and sustainability of our organization. Having the proper mix of resources, effective financial strategies, and a commitment to innovation is essential to support our mission.



Great Bay  
Community College

GREATBAY.EDU

# GREAT BAY

## community college



**PRESIDENT:**  
**DR. CHERYL LESSER**

Offering a wide array of opportunities to learners of all ages, Great Bay Community College (GBCC) serves New Hampshire's Seacoast region from a main campus on the Pease Tradeport in Portsmouth and an academic center in Rochester.





# 60+ DEGREE AND CERTIFICATE PROGRAMS

## 2022 ACCOMPLISHMENTS INCLUDE:

Hosted a "Soar to Success" program for area students who graduated from high school during the pandemic to help address learning loss.

Created a training program for full-time and adjunct faculty to develop expertise in the "hyflex" classroom, which supports students through on-site and remote learning. Hyflex course delivery accommodates students' needs and life circumstances and creates more equitable access to course content and instruction.

Expanded an exciting partnership with Gather, the Seacoast's largest support organization addressing food insecurity, to allow the use of GBCC's commercial kitchen for community food preparation and to provide meals for students.

## Fast Facts

Enrollment

2,032

Avg Age

25



### Highest-Enrolled Degree Programs



Liberal Arts  
Business Administration  
Psychology  
Nursing  
Veterinary Technology

### Highest-Enrolled Certificate Programs



Welding Technology  
Early Childhood Education  
Computer Numeric Control  
Accounting  
Information Systems Technology

### Top 5 Sending High Schools



Dover High School  
Spaulding High School  
Exeter High School  
Portsmouth High School  
Winnacunnet High School

### Ethnicity



White . . . . .	80.3%
Hispanic/Latinx . . . . .	5.3%
Unknown . . . . .	4.5%
Black/African American . . . . .	2.6%
Two or More . . . . .	3.6%
Asian . . . . .	3.1%
American Indian/Alaska Native . . . . .	0.4%
Pacific Islander/Hawaiian Native . . . . .	0.2%

**Female: 60%    Male: 39%**





LRCC.EDU

# LAKE REGION

## community college



**PRESIDENT:**  
**PATRICK CATE (INTERIM)**

From its campus in Laconia, Lakes Region Community College (LRCC) focuses its offerings on meeting the needs of students seeking quality educational opportunities that impact the region's economic development and the strength of its communities.



35+

## DEGREE AND CERTIFICATE PROGRAMS

### 2022 ACCOMPLISHMENTS INCLUDE:

Created a new Paramedic certificate to complement LRCC's exemplary Fire Science degree program after convening a task force of paramedic and fire professionals to address workforce needs and the shortage of certified paramedics in NH.

Enhanced its "community cupboard" to serve students and the greater community with free food and other essentials.

Introduced a free-to-students summer bridge program that assisted area high school graduates heading into college who needed support in core courses such as Math and English and strengthened their general college readiness.

## Fast Facts

Enrollment

788

Avg Age

26



### Highest-Enrolled Degree Programs



Liberal Arts  
General Studies  
Fire Studies  
Business Management  
Nursing

### Highest-Enrolled Certificate Programs



Associate Teacher  
Business Management  
Culinary Arts  
Electrical Systems Installation and Maintenance  
Advanced Manufacturing

### Top 5 Sending High Schools



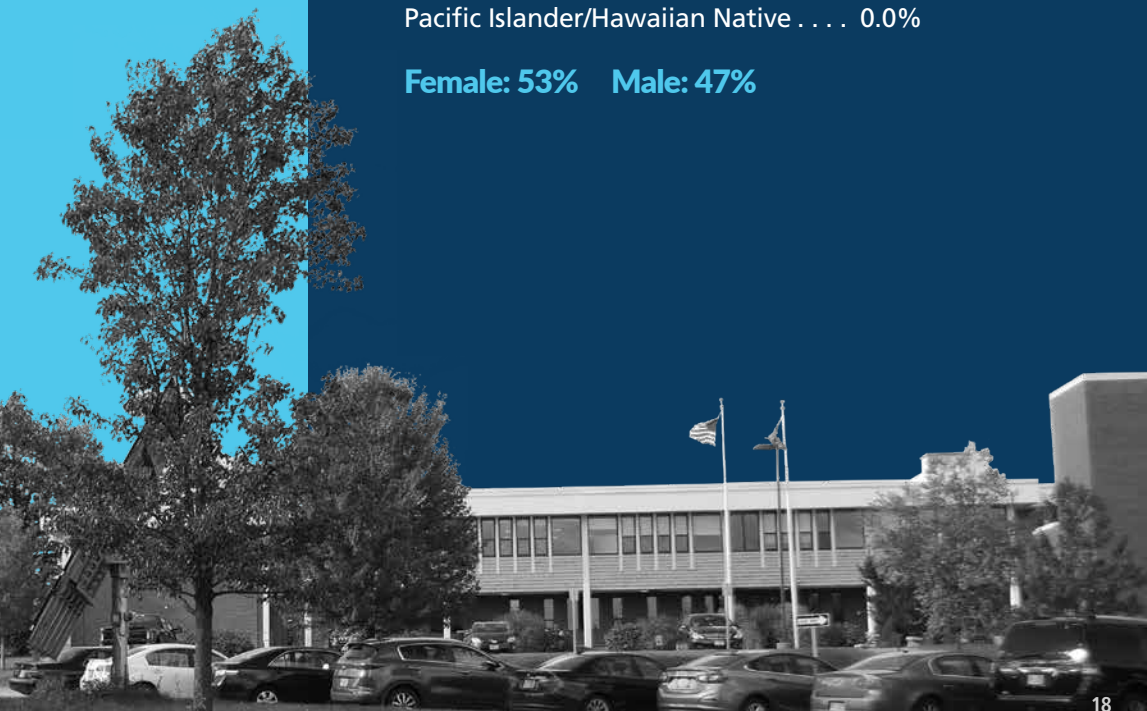
Laconia High School  
Gilford Middle High School  
Belmont High School  
Plymouth Regional High School  
Newfound Regional High School

### Ethnicity



White . . . . .	84.3%
Hispanic/Latinx . . . . .	3.2%
Unknown . . . . .	8.0%
Black/African American . . . . .	0.6%
Two or More . . . . .	2.8%
Asian . . . . .	0.6%
American Indian/Alaska Native . . . . .	0.5%
Pacific Islander/Hawaiian Native . . . . .	0.0%

Female: 53%    Male: 47%





MCCNH.EDU

# MANCHESTER

## community college



**PRESIDENT:**  
**DR. BRIAN BICKNELL**

Serving New Hampshire's largest city and the surrounding regions, Manchester Community College (MCC) offers learning opportunities to an increasingly diverse group of students.





# 70+ **DEGREE AND CERTIFICATE PROGRAMS**

## 2022 ACCOMPLISHMENTS INCLUDE:

Bolstered employer participation in its Workforce Development Center healthcare programs to provide more educational pathways for individuals choosing healthcare careers.

Formed a partnership with the International Institute of New England to train LNAs while incorporating English Language Learning with targeted healthcare vocabulary to broaden and diversify the LNA workforce in the region.

Partnered with Catholic Medical Center and the Elliot to train Medical Assistants, Patient Service Representatives and LNAs, including hosting a joint job fair at the college. This has set the stage for CCSNH to be a provider of choice for allied health classes for Manchester hospitals with the addition of pharmacy, surgical technology and medical laboratory employee trainings.

## Fast Facts

Enrollment

**2,983**

Avg Age

**26**



### Highest-Enrolled Degree Programs



Health Science  
Liberal Arts  
Nursing  
Behavioral Science  
Business Studies

### Highest-Enrolled Certificate Programs



Medical Coding  
Electrical Lineworker  
Electrical Technology  
Welding Technology  
Phlebotomy

### Top 5 Sending High Schools



Pinkerton Academy  
Manchester Central High School  
Manchester Memorial High School  
Manchester High School West  
Londonderry High School

### Ethnicity



White . . . . .	69.1%
Hispanic/Latinx . . . . .	9.7%
Unknown . . . . .	7.9%
Black/African American . . . . .	5.9%
Two or More . . . . .	4.1%
Asian . . . . .	3.0%
American Indian/Alaska Native . . . . .	0.3%
Pacific Islander/Hawaiian Native . . . . .	0.1%

**Female: 54%    Male: 41%**





# NASHUA

## community college



**PRESIDENT:**  
**LUCILLE JORDAN**

Deeply ingrained into the business and civic life of its community, Nashua Community College (NCC) continues to provide opportunities for students across an array of academic, professional and student support initiatives.





# 50+ **DEGREE AND CERTIFICATE PROGRAMS**

## 2022 ACCOMPLISHMENTS INCLUDE:

Collaborated with Mazda to create and launch a new pathway in the Automotive Technology program, providing students with an additional avenue to career attainment in what has become an increasingly high-tech field with soaring job prospects.

Built upon the successful Microelectronics boot camp as an entry point for students seeking a career in this high-demand industry sector, with job placement rates of 95 percent.

Expanded its campus food pantry by partnering with the United Way of Greater Nashua, which has helped increase the volume of donations to keep up with student need.

## Fast Facts

Enrollment

**1,644**

Avg Age

**25**



### Highest-Enrolled Degree Programs



General Studies - Health  
Business Administration - Management  
Psychology  
Liberal Arts  
General Studies

### Highest-Enrolled Certificate Programs



Early Childhood Education Lead Teacher  
Small Business Management  
Accounting I  
Machine Tool Technician CNC Programing  
Cybersecurity Networking

### Top 5 Sending High Schools



Nashua High School North  
Nashua High School South  
Alvirne High School  
Merrimack High School  
Hollis/Brookline High School

### Ethnicity



White . . . . .	64.7%
Hispanic/Latinx . . . . .	19.8%
Unknown . . . . .	4.0%
Black/African American . . . . .	3.8%
Two or More . . . . .	5.4%
Asian . . . . .	2.2%
American Indian/Alaska Native . . . . .	0.1%
Pacific Islander/Hawaiian Native . . . . .	0.1%

**Female: 55%    Male: 45%**





# NHTI-CONCORD'S

## community college



**PRESIDENT:**  
**DR. MARK RUBINSTEIN (INTERIM)**

Located in New Hampshire's capital of Concord, NHTI sits on 240 acres of fields and woods with frontage on the Merrimack River and offers residence halls and athletics alongside outstanding learning opportunities.



80+

## DEGREE AND CERTIFICATE PROGRAMS

### 2022 ACCOMPLISHMENTS INCLUDE:

Created a new Medical Assistant Registered Apprenticeship program with Concord Hospital to provide students with a pathway to enter and progress within the healthcare profession while building a pipeline of skilled workers to fill critical positions. The apprenticeship pathway provides the opportunity for apprentices to receive paid tuition, develop new skills, earn a wage and start a new career.

Enhanced support services to students by implementing several new initiatives, including weekly virtual Allied Health Pathway advising sessions for prospective students and their families; evening Adult Learner Workshops on financial aid, career exploration and technology; and new student mentors to serve as "Lynx Navigators" to help students transition back to campus after the pandemic.

Implemented a new texting platform to increase student engagement by using a "bot" called Leroy the Lynx, who responds to student questions and enhances communication on student needs and academic progress.

## Fast Facts

Enrollment

3,627

Avg Age

26



### Highest-Enrolled Degree Programs



General Studies  
Liberal Arts  
Business Administration  
Nursing  
Radiologic Technology

### Highest-Enrolled Certificate Programs



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

### Top 5 Sending High Schools



Concord High School  
Pinkerton Academy  
Merrimack Valley High School  
Pembroke Academy  
Manchester Memorial High School

### Ethnicity



White . . . . .	76.7%
Hispanic/Latinx . . . . .	5.9%
Unknown . . . . .	7.9%
Black/African American . . . . .	3.9%
Two or More . . . . .	3.3%
Asian . . . . .	1.9%
American Indian/Alaska Native . . . . .	0.4%
Pacific Islander/Hawaiian Native . . . . .	0.0%

**Female: 65%    Male: 34%**

# RIVER VALLEY

## community college



**PRESIDENT:**  
**ALFRED WILLIAMS IV**

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



35+

## DEGREE AND CERTIFICATE PROGRAMS

### 2022 ACCOMPLISHMENTS INCLUDE:

Expanded the Licensed Practical Nursing (LPN) program from its initial locations of Keene and Lebanon to Laconia in 2021, followed by a fourth location in the North Country in 2022, with plans to further expand to Manchester in January 2023. The program's goal is to graduate more than 100 LPNs each year to meet critical needs in healthcare facilities in New Hampshire.

Launched a Healthcare Pre-apprenticeship program in partnership with Dartmouth Hitchcock Medical Center and ApprenticeshipNH for high school students aged 17 and older. This 14-week program blends classroom instruction with on-the-job training, and thanks to grant funding, is free to participants. The program prepares high school students to enter Surgical Technology, Medical Assistant, or Pharmacy Technician fields at DHMC.

## Fast Facts

Enrollment

1,027

Avg Age

29



### Highest-Enrolled Degree Programs



Liberal Arts  
Nursing  
Early Childhood Education  
Business Management  
Social Services

### Highest-Enrolled Certificate Programs



Healthcare Applications  
Practical Nursing  
Massage Therapy  
Phlebotomy  
Advanced Machine Tool Technology

### Top 5 Sending High Schools



Keene High School  
Stevens High School  
Lebanon High School  
Fall Mountain Reg High School  
Newport Middle High School

### Ethnicity



White . . . . .	81.2%
Hispanic/Latinx . . . . .	4.9%
Unknown . . . . .	4.9%
Black/African American . . . . .	2.4%
Two or More . . . . .	4.2%
Asian . . . . .	2.1%
American Indian/Alaska Native . . . . .	0.3%
Pacific Islander/Hawaiian Native . . . . .	0.0%

**Female: 77%    Male: 23%**





# WHITE MOUNTAINS

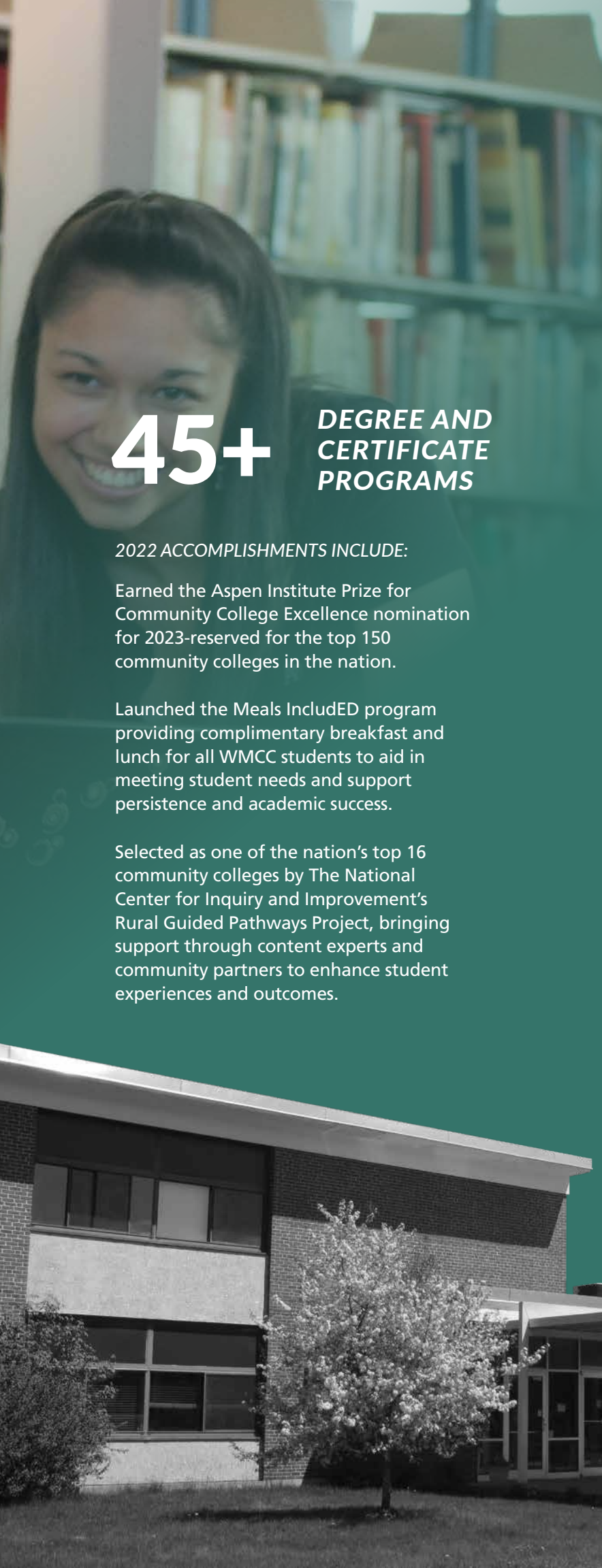
## community college



**PRESIDENT:**  
**DR. CHARLES LLOYD**

Serving the North Country 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.





45+

**DEGREE AND  
CERTIFICATE  
PROGRAMS**

**2022 ACCOMPLISHMENTS INCLUDE:**

Earned the Aspen Institute Prize for Community College Excellence nomination for 2023-reserved for the top 150 community colleges in the nation.

Launched the Meals IncludedED program providing complimentary breakfast and lunch for all WMCC students to aid in meeting student needs and support persistence and academic success.

Selected as one of the nation's top 16 community colleges by The National Center for Inquiry and Improvement's Rural Guided Pathways Project, bringing support through content experts and community partners to enhance student experiences and outcomes.

## Fast Facts

Enrollment

759

Avg Age

28



### Highest-Enrolled Degree Programs



Health Science  
Nursing  
Liberal Arts  
Business Administration  
Diesel Heavy Equipment

### Highest-Enrolled Certificate Programs



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

### Top 5 Sending High Schools



Berlin Senior High School  
White Mountain Regional High  
Kennett High School  
Littleton High School  
GED/HiSET

### Ethnicity



White . . . . .	87.6%
Hispanic/Latinx . . . . .	3.8%
Unknown . . . . .	3.6%
Black/African American . . . . .	0.8%
Two or More . . . . .	3.0%
Asian . . . . .	0.4%
American Indian/Alaska Native . . . . .	0.7%
Pacific Islander/Hawaiian Native . . . . .	0.1%

**Female: 65%    Male: 35%**

## ALUMNI SPOTLIGHTS



Higher Education can be life-changing. Nashua Community College alumna Jolene Melanson was finally given the chance to follow her dream of working in coding when an opportunity became available through COVID relief funds. Seeking to move beyond a fast-food job, Jolene became one of the first students in the Front-End Coding Boot Camp program, an 18-week part-time career training course available 100 percent online through a partnership with Promineo Tech. After completing the course, she enrolled in the Back-End Coding Boot Camp, supported by scholarships, enabling her to become a Full-Stack Coding graduate. Jolene's drive and commitment made an impression on Promineo Tech where she has been promoted multiple times and now works as a Back End, Front End Mentor and Grader.



NHTI propelled Steven Aiken to a career as a leader in the financial services industry in New Hampshire. While attending NHTI, Steven enjoyed a balance of guidance and independence that enabled him to venture beyond his comfort zone. The personal connections he made helped him harness and apply his drive to succeed. After completing an associate degree in Business Management, Steven earned a bachelor's degree in Finance and Financial Management Services from Franklin Pierce University. Soon after, he began a career as a financial advisor and today is an Investment Advisor with Commonwealth Financial Network in Meredith, NH. Steven credits NHTI with giving him the tools for a lifetime of success.

## PHILANTHROPIC SPOTLIGHTS



The Mullin family established an endowed scholarship at Manchester Community College to honor their son's legacy. The Scott M. Mullin Memorial Scholarship Fund supports students enrolled in the Powersports program who aspire to work in the motorsports industry. The Mullin family was instrumental in developing the certificate program that prepares students to be highly skilled, work-ready technicians. Scott's education inside and outside the classroom helped him to become an industry expert as well as an accomplished racer, a lifelong motorcycle enthusiast and a pillar of the motorcycle racing community.



Milton CAT, a heavy equipment machine and engine distributor, has pledged \$200,000 to support the expansion of White Mountains Community College's academic center in Littleton. As one of the largest donations in the college's history, the funds propelled the Build Community Littleton Expansion project forward through support for construction, equipment, infrastructure and program development. The expansion will help the college meet current and future workforce needs in the North Country by growing high-demand programs, improving access, increasing regional recruitment, and deepening community integration. Milton CAT is a longtime supporter of the college's Diesel Heavy Equipment Technology program, donating safety gear and equipment for hands-on learning while also supporting students with internships, co-ops, scholarships, and jobs after graduation.





## FACULTY SPOTLIGHT



River Valley Community College's Eileen Glover, Department Chair for Allied Health programs, is leading the way in fostering a new generation of nurses. Eileen found her calling as a nursing student. She initially earned an associate degree and began work as a psychiatric nurse before earning a master's in Nursing Education and a doctorate in Executive Leadership. Eileen managed a hospital clinical education department, overseeing roughly 800 direct care professionals. She found her way back to River Valley Community College in a position charged with using start-up funding appropriated by the State to create a Licensed Practical Nurse (LPN) program to meet NH's healthcare workforce needs. The program was designed to expand to multiple campuses in a program-sharing model that helps to keep administrative costs down. Since its launch, the LPN program has been offered at the community colleges in Keene, Laconia, Lebanon, and Littleton and will soon expand to campuses in southern New Hampshire.

## WORKFORCE SPOTLIGHTS



Great Bay Community College partnered with the Portsmouth Naval Shipyard to provide training to Shipyard employees on conflict management, effective communication skills and workplace civility. With funding from an American Association of Community Colleges grant, the Shipyard enrolled employees from its Trades Apprentice and Worker Skills Progression program in a series of eight-day sessions through CCSNH's WorkReadyNH program, where they learned about team building, conflict resolution, collaboration and public speaking. Shipyard employees learned skills to help foster a conflict-free work environment with positive relationships and respectful behavior among employees and also participated in mock interviews. Over 18 months of online and in-person classes, 329 Shipyard employees completed the program.



Lakes Region Community College worked with three New England-based construction, asphalt and paving companies to provide workforce training to their incumbent workforce. Belmont-based Pike Industries is a construction company with multiple locations throughout New Hampshire, Maine and Vermont and works with two affiliate paving services companies, Tilcon and PJ Keating. These subsidiaries produce materials for the construction and transportation industries and teamed up to fill a need for professional development for their employees. LRCC developed curriculum and tailored instruction to match their needs with training focused on essential workplace skills, customer service, and technology training.



**93%**

*of CCSNH  
students  
are NH  
residents*

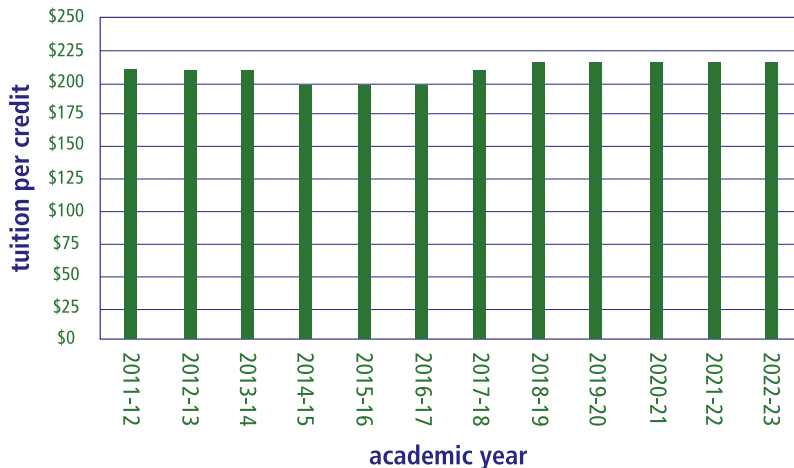
**21K**

*Counting all types  
of enrollment,  
CCSNH served  
21,000 students*

**Since 2012, tuition at NH's  
community colleges has  
increased by only 2%.**

In 2022, CCSNH maintained the tuition freeze in effect since 2019, holding tuition at \$215/credit. CCSNH has prioritized tuition discipline in order to preserve access and opportunity for students across New Hampshire.

**CCSNH TUITION AY2011-2023**  
(per credit cost)



Notable in 2022 was the impact of Higher Education Emergency Relief Funds (HEEERF) on CCSNH revenues and expenditures. CCSNH was the pass-through entity for nearly \$10M in federal emergency relief funding for students to help them meet basic needs. CCSNH benefited from federal institutional grants that supported the conversion of classrooms and labs to meet COVID safety protocols, to purchase PPE and related supplies, and to offset revenue loss related to temporary campus closures and curtailment of certain types of services over the course of the pandemic.

Personnel costs comprise the majority of CCSNH expenditures. Non-personnel expenditures increased chiefly as a result of federal COVID relief funds used to support online/hybrid learning and additional safety measures.



## INFORMATION TECHNOLOGY UPDATE

In 2022, CCSNH's information technology priorities were to meet academic and student service needs and focus on security and efficiency. Specific areas of focus included:

- Implementation of multi-factor authentication to protect student data and organizational resources
- Establishing email filtering to reduce spam and phishing attempts
- Further development of third-party application management practices and policies
- Analysis of data needs and associated system modifications

- Continued assessment of changes, both regulatory and enhancements, for student and financial aid modules within the primary resource planning and student information system
- Continued development of the customer relationship management (CRM) system components

In addition to efforts currently in flight, CCSNH is assessing greater utilization of cloud services to support applications and functionality.



# STATEMENTS OF REVENUES, EXPENSES AND CHANGES

CCSNH's most recent comprehensive audit of its financial statements was conducted by BerryDunn for the fiscal year ending June 30, 2021. Below is a summary of the statements of revenues, expenses and changes in net position.

		COMMUNITY COLLEGE SYSTEM OF NH		THE FOUNDATION	
		2021	2020	2021	2020
OPERATING REVENUES	Tuition and fees	54,764,389	61,535,846	-	-
	Less scholarships	(26,073,229)	(22,377,928)	-	-
	Net tuition and fees	28,691,160	39,157,918	-	-
	Grants and contracts	16,750,221	20,321,085	-	-
	Contributions	-	-	1,071,014	981,333
	Other auxiliary enterprises	1,544,707	3,053,064	-	-
	Other operating revenue	2,058,656	2,834,869	-	-
	Total operating revenue	49,044,744	65,366,936	1,071,014	981,333
OPERATING EXPENSES	Employee compensation and benefits	86,503,583	81,714,133	-	-
	Other operating expenses	25,349,227	22,174,985	1,067,598	1,049,347
	Utilities	2,646,734	2,834,636	-	-
	Depreciation	7,609,357	7,065,028	-	-
	Total operating expenses	122,108,901	113,788,782	1,067,598	1,049,347
	Operating loss	(73,064,157)	(48,421,846)	3,416	(68,014)
NON-OPERATING REVENUES (EXPENSES)	State appropriations - operating	55,360,000	57,255,000	-	-
	COVID-19 Funding	24,256,194	5,435,377	-	-
	Investment return used for operations	824,199	1,133,885	150,381	130,360
	Investment return excluding amount used for operations	6,364,366	150,565	1,259,399	(37,992)
	Interest expense on capital debt	(514,614)	(598,632)	-	-
	Nonoperating revenues and other changes, net	86,290,145	63,376,195	1,409,780	92,368
	(Loss) income before other changes in net position	13,225,988	14,954,349	1,413,196	24,354
OTHER CHANGES IN NET POSITION	State appropriations - capital	1,940,544	2,063,720	-	-
	Capital grants and contracts	885,666	176,133	-	-
	Non-expendable contributions	653,374	1,715,005	172,979	162,213
	Total other changes in net position	3,479,584	3,954,858	172,979	162,213
	Increase in net position	16,705,572	18,909,207	1,586,175	186,567
NET POSITION (DEFICIT), BEGINNING OF YEAR		(34,092,573)	(53,001,780)	4,422,590	4,236,023
NET POSITION (DEFICIT), END OF YEAR		(17,387,001)	(34,092,573)	6,008,765	4,422,590



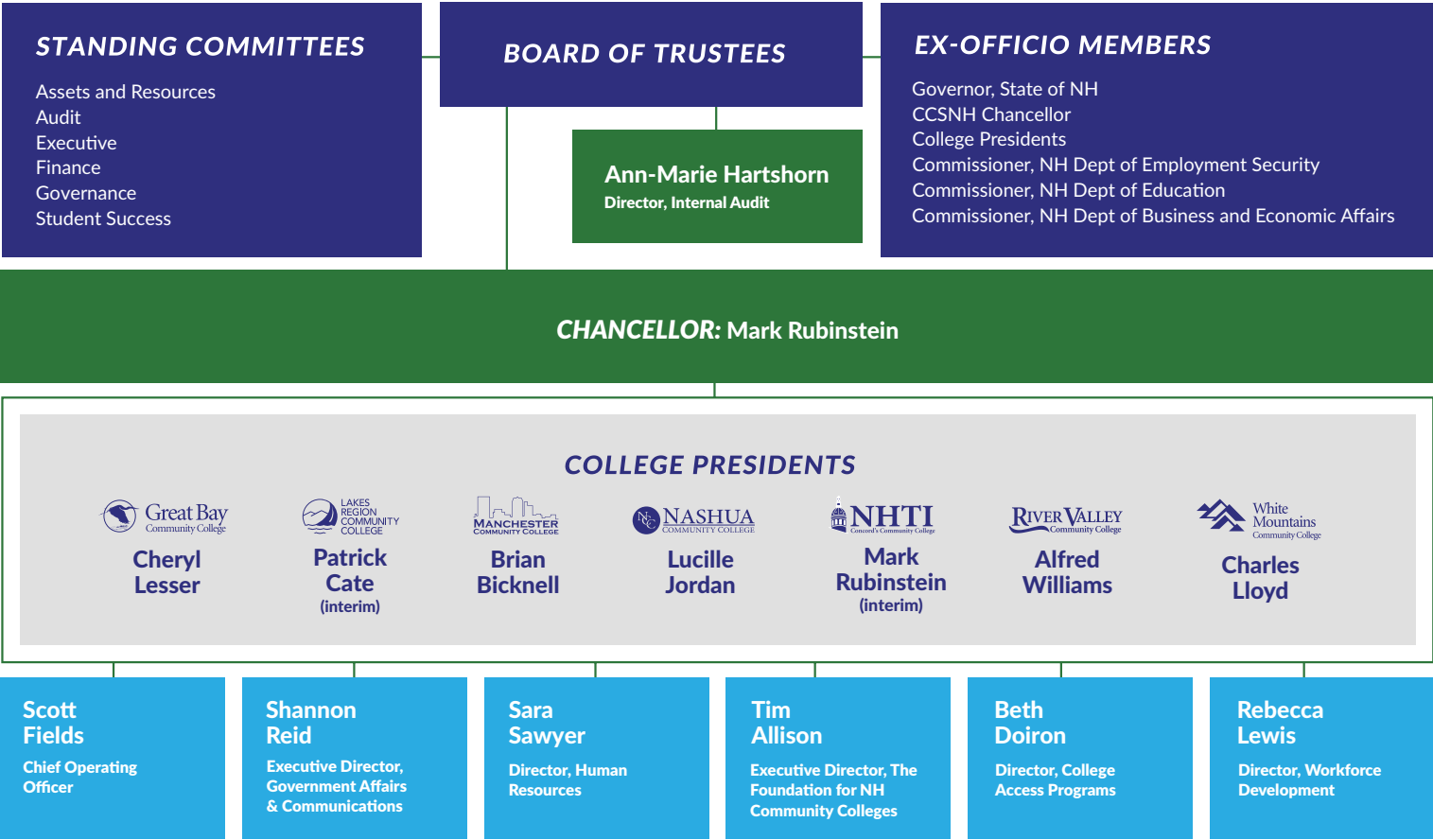
The complete audit can be found online at: [CCSNH.edu/about-ccsnh/financials-and-reports](https://ccsnh.edu/about-ccsnh/financials-and-reports)

# BOARD OF TRUSTEES

Chair ----- Katharine Bogle Shields, Canterbury, Public  
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 Nick Toumpas ----- Rye, Healthcare  
 Heather Burwell ----- Newmarket, Student, GBCC  
 Will Cunningham ----- Twin Mountain, Student, WMCC



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 skills 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

For the purposes of this report, an “enrolled student” is an individual taking credit-bearing academic courses at a CCSNH college during Fall 2021 (202210), Spring 2022 (202220), and/or Summer 2022 (202230). Students taking online and hybrid courses are included. Early College students are included, but high school students participating through the Running Start and eStart programs are excluded. Non-credit continuing education courses are excluded. An “enrolled student” may or may not be matriculated into an academic program at the college.

“Enrollment” for a specific college counts each such student once at each college, even if the student took courses during multiple semesters at the same 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, 2022 and rounded to the nearest whole number.

“Most Highly 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.

“Most Highly 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 5 Feeder 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. This information is drawn from paperwork that the student submitted upon applying for admission to the college.

“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 their gender or describing themselves as being in another gender category.

“Ethnicity” is self-reported by the student. Students declining to report their ethnicity are included in “% Unknown,” along with students from whom that information was not collected. When values do not add up to 100% exactly, this is due to rounding.



## **CHOOSE COMMUNITY**

**To Give Opportunity,  
please visit [GiveNHCC.org](http://GiveNHCC.org) today!**

**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/](http://ccsnh.edu/about-ccsnh/financials-and-reports/)

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