

## Great Bay Community College

320 Corporate Drive

Portsmouth, NH

October 15, 2021



### Progress Report

Great Bay Community College has been asked to report to the Commission on two items stemming from its Progress Report in October 2020 that followed its accreditation visit in 2018. Those two items are as follows:

- achieving its financial, enrollment, and retention goals for its Advanced Technology and Academic Center in Rochester, NH as well as the status and plans concerning future occupancy of the presently leased facility;
- hiring a permanent president and maintaining stable leadership and assuring the effectiveness of its governance structures

## Table of Contents

<b>Introduction</b> .....	<b>3</b>
<b>Institutional Overview</b> .....	<b>3</b>
<b>Report Areas of Focus</b> .....	<b>4</b>
<b>Rochester Campus (formerly The Advanced Technology and Academic Center)</b> .....	<b>4-6</b>
<b>Presidential Search Status</b> .....	<b>6-7</b>
<b>Conclusion</b> .....	<b>7</b>
<b>Appendices:</b>	
<b>One: Rochester Campus Budget – FY 2021; FY 2022; 2023 Forecast</b> .....	<b>8</b>
<b>Two: Presidential Search Timeline Fall 2021</b> .....	<b>9</b>

## **Introduction**

An initial Progress Report was submitted to the Commission in October of 2020. Based on recommendations by the Commission, this second Progress Report is being submitted to address two areas: achieving its financial, enrollment, and retention goals for its Advanced Technology and Academic Center in Rochester, NH as well as the status and plans concerning future occupancy of the presently leased facility; hiring a permanent president and maintaining stable leadership and assuring the effectiveness of its governance structures. This report was developed by Dr. Cathryn Addy, the Interim President, and Lisa McCurley, the Vice President of Academic Affairs, and with assistance from Tom Andruskevich, Chief Accounting Officer. Minutes from various committee meetings were examined and written documents that had been filed addressing any of the two topic areas were reexamined.

## **Institutional Overview**

What is now Great Bay Community College, so named in 2008, began as a state trade school in 1945. From that beginning, the college evolved into various versions of a state trade and technical school and then a technical community college, first accredited by NEASC in 1975. In 1995, it became the New Hampshire Community Technical College Manchester/Stratham. By 2008, it had become Great Bay Community College, one of the seven colleges in the newly formed Community College System of New Hampshire.

Great Bay offers 63 Associate degree and certificate programs and maintains a robust Business and Industry Training division serving local employers and their employees seeking new skills. The College has two sites: its main campus in Portsmouth on the former Pease Air Force base, and a smaller site in Rochester that houses technical programs not found on the Portsmouth campus. According to the IPEDS data: Fall Enrollment Summary, the total headcount in credit courses was 1,565 for 20-21 and 1,636 for 21-22. The increase for fall 2021 is coming from new, part-time students while the number of full-time students remains the same. Growth opportunities in the current environment are limited, but the College does anticipate some emerging training needs at the Portsmouth Naval Shipyard as well as various industries located close to the College's main campus. GBCC is also participating in some system-wide initiatives to develop micro-credentials, including badging, and to contribute to state-wide economic development efforts. Its traditional Liberal Arts transfer programs remain strong, with the majority of transfer students choosing the University of New Hampshire, located only ten miles from the Great Bay Portsmouth campus.

## **Areas of Focus**

Two specific areas of focus were identified in Commission's letter dated February 8, 2021, as important to be addressed in 2021:

1. achieving its financial, enrollment, and retention goals for its Advanced Technology and Academic Center in Rochester, NH as well as the status and plans concerning future occupancy of the presently leased facility;
2. hiring a permanent president and maintaining stable leadership and assuring the effectiveness of its governance structures

Each topic is addressed separately and specific documents related to each topic are included in the appendix at the end of the report.

### **Rochester Campus: formerly The Advanced Technology and Academic Center**

The Rochester facility and organizational structure have undergone significant changes in the last eighteen months. We believe that the changes that we have made, as well as the ones planned, will result in continued growth and stability in the Rochester area. In addition, the Rochester campus is now considered a satellite campus of Great Bay and not referred to any longer as The Advanced Technology and Academic Center, a title given to it at its inception when it was a TAACT grant-funded initiative. When that grant ended in 2018, there was much discussion about what the future of the Rochester site would/could/should be. Admittedly, it took until the fall of 2019 to embark on a serious strategic plan for Rochester. However, since that time, a great deal of effort and thought has gone into envisioning its future and weaving it into the identity of the entire college.

Physical Plant alterations that were completed in 2020 include the development of a beautiful welding lab with fourteen portable welding stations and an instructor demonstration station with recording and viewing capabilities on a large screen monitor. We now do not have to rely on external educational sites to provide space for welding training and have seen a corresponding increase in our enrollment. We are presently running 3 cohorts, all fully enrolled. We also have an agreement with the Running Start program, a dual enrollment opportunity for high school students to take college courses, to offer the first welding course in our Welding certificate program at the technical high school in Rochester so that the students can then enter the second level welding course by coming to Great Bay. Furthermore, as a result of additional partnerships with local manufacturers and with the growing investment in the capacity of the Naval shipyard, and the preparation taking place to support a proposed offshore wind energy project, we believe that we will be in a position to add even more welding students.

We have been able to reconfigure the former Advanced Manufacturing Technology labs as demand in that area has subsided, but we still have some space that can be reconfigured either to expand the welding lab or for another programmatic purpose. In addition, we continue to offer training in Non-Destructive Technology, which the Naval shipyard is working into their certifications for their various levels of employment and compensation.

Another opportunity is, at this time, just in the thinking stages, but we are considering either moving, or significantly adding to, our Fine and Applied Arts program by offering specific types of courses, both for credit and non-credit, in sculpture, ceramics, and jewelry making as well as any other concentration in that program that generates interest. Rochester is a very art-conscious community and we believe that there will be a lot of support for artistic training, exhibitions, and even creating a worker/maker space in our facility. We have just hired a new Fine Arts and Digital Media faculty member who has many ideas that are still in the early discussion phase, but he is very experienced and enthusiastic about the possibilities. There should be some new programming there by Fall of 2022, if not sooner.

Another major initiative taking place in Rochester is the addition of an Esports lab/arena to support the Esports team that was established in 2020. The team is based on the Rochester campus and is attracting a new generation of gamers who are excited about competing with other sanctioned teams from our sister schools as well as those from around the nation. It is also probable that an academic program related to the gaming industry will be created; that is a discussion that will be developing over the next several months.

Organizationally, some other changes have been made in Rochester that are working well. There are presently 3.5 FTE personnel assigned to that campus, as opposed to the 5 FTE who were assigned there originally. The lease costs were also reduced in 2019 in an agreement with the landlord and included a purchase option that would be considered in 2024. By that time, the College should definitely be able to determine the long-term viability of a campus in Rochester, either at its current location or somewhere else. We also anticipate continued growth in revenue as our relationship with the shipyard continues to expand, so that by FY23, the Rochester campus will be fully integrated financially into the Great Bay operating budget rather than being accounted for solely as a separate and distinct entity (please see Appendix One). We consider Rochester an important asset for us with available space to install additional programs, to provide more in-class opportunities for students residing in that area, and to be an important learning center for all our stakeholders in the Rochester area.

It would be naïve to ignore the impact of COVID on everything the College has been doing and planning. The overall financial health of the institution impacts decisions about Rochester as well as every other operation. Other than the forementioned growth in our Welding program, our enrollment growth at the Rochester campus has not been as strong as desired. We believe this is directly related to the inherent conflict between the nature of our programming in Rochester, which has relied on work in a lab setting, and the necessity of offering more course work remotely for all of 2020-2021 due to the pandemic. However, we do remain optimistic about the post-

COVID future for Great Bay in that area. We also now have an opportunity to build on the strengths of remote learning that will provide more access for Rochester residents to take courses previously only offered in person in Portsmouth. Rochester is not that far away in terms of mileage, but it is sometimes very distant psychologically for students who may be apprehensive, or simply do not have the time to travel due to their own personal circumstances. With a stronger combination of remote learning, coupled with the hands-on opportunities there, we think we have a better educational balance that will result in continued growth.

### **Presidential Search Status**

The original plan to launch a search for a permanent president in the spring of 2020 also was upended by the COVID pandemic. The College switched to a completely remote mode of operating in March of 2020, which made the prospect of completing a comprehensive presidential search very complicated. Thus, the Board of Trustees asked the interim president to remain in place until such time as a search reasonably could be done.

Although the College remained almost entirely remote in operation for the rest of 2020, by the spring of 2021, it did seem possible to conduct a comprehensive, national search. That process was handled entirely by the Board of Trustees and the College. Candidates were solicited and screened by a representative college-wide search committee. There were fifty-seven qualified applicants. Twelve of these qualified applicants were invited to participate in a virtual, recorded interview for the Search Committee and ultimately five candidate finalists were invited to campus to be interviewed by the entire College community (who could participate in the interviews either in-person or remotely). Feedback from the College community was reviewed and considered by the search committee. The search committee ultimately referred three candidates to the Board of Trustees but not without a level of apprehension about whether or not the right candidate had been identified. The Board and Chancellor were equally apprehensive and the search was terminated without anyone being selected.

At the same time Great Bay was searching for a president, the Community College System of New Hampshire (CCSNH) was searching for a new Chancellor to replace Dr. Ross Gittell, who had resigned in the spring of 2020. A search firm was employed to handle that search, which concluded successfully in the spring of 2021. The Board then decided, when resuming planning for the Great Bay Presidential Search, to employ that same search firm rather than rely on the Board and College to manage the process as had been done the first time.

At this writing, the firm has screened all the applicants and turned those names over to the College/Board search committee for their input before agreeing on approximately ten candidates who will be interviewed by the committee at the end of October. At least three candidates will then be brought forward for more extensive campus interviews as well as meetings with the Board and the Chancellor. The expectation is that a successful candidate will be identified by the

middle of November, and it is hoped that the person will be able to assume the presidency by January 1, 2022. Please refer to Appendix Two for the full Presidential Search Timeline.

It has been difficult for the College to struggle through this prolonged process, first interrupted by a pandemic and then sidetracked by not finding the “right” person. However, there has been some stability nonetheless: the Interim President will have been in place for two and a half years, which is longer than the term of the previous permanent President; the leadership team working with the President has remained relatively stable; everyone’s energy has gone into figuring out how to continue to serve and educate Great Bay students so that differences in opinions about other less important issues have waned (there has been a common enemy, so to speak, and it has been COVID); there has been some funding to help support the teaching and learning priorities; the Great Bay reputation in the community remains very positive. Planning is underway to ensure the sustainability of the college so that when the permanent President does take office there should not be any crises waiting in the wings, and for the most part, everyone is positive about the gentle return to campus that all have hoped would happen very soon.

The current governance structure, which includes a senior leadership team, the representative President’s Cabinet, Faculty Forum, Staff Forum, regular All College meetings and various ad hoc as well as permanent committees, remains in place and active. Great Bay is well represented on all system wide committees as well. A strategic planning structure is in place to work on the specific issues that need to be addressed immediately as well as for the long term.

## **Conclusion**

There are definite challenges ahead fiscally for Great Bay, and all of higher education, for that matter. However, at this point it does feel as though everyone is pulling together in the same direction, eager to get back to what feels familiar, but also eager to embrace the lessons learned about what we are doing better as a result of what we have been through. The Rochester campus is not being viewed as a burden but rather as an opportunity to do more programming that could not be accommodated on the Portsmouth campus. There is also optimism about the possibility of a strong leader coming in to guide the college through the crucial years yet to come. The College remains strong and has a very bright future.

**APPENDIX ONE**

**ROCHESTER CAMPUS BUDGET**

<b>FY21 Budget</b>		<b>FY22 Budget</b>		<b>FY23 Forecast</b>	
Tuition and Fees	249,711	Tuition and Fees	300,000	Tuition and Fees	534,000
State Allocation	230,899	State Allocation	314,104	State Allocation	532,481
Other Revenue	12,900	Other Revenue	0	Other Revenue	0
Total Rev	493,510	Total Rev	614,104	Total Rev	1,066,481
Payroll	383,899	Payroll	385,775	Payroll	458,775
Lease	247,348	Lease	207,584	Lease	219,584
Shared expenses	52,702	Shared expenses	66,790	Shared expenses	113,226
Welding Lab buildout	300,605				
Other expenses	177,215	Other expenses	197,764	Other expenses	232,764
Total expense	1,161,769	Total expense	857,913	Total expense	1,024,349
Net	(668,259)	Net	(243,809)	Net	42,132



## APPENDIX TWO

### **PRESIDENTIAL SEARCH TIMELINE FALL 2021**

#### **June**

- The college retains executive search firm RPA Inc. to guide the work of the Search Committee
- The search firm begins to conduct virtual stakeholder meetings

#### **July**

- Presidential Search Committee members receive appointments and charge from CCSNH Chancellor Dr. Susan Huard
- The Search Committee and search firm develop a position prospectus and advertisement
- The search firm and college begin advertising of and networking for the position

#### **August**

- The search firm actively networks and recruits during a six-week period

#### **September**

- The Search Committee begins review of candidates

#### **October**

- The Search Committee selects candidates for virtual Search Committee interviews
- The Search Committee conducts virtual Search Committee interviews Oct. 23 and 24
- The Search Committee selects candidates for on-site (if permitted) or virtual constituent interviews

#### **November**

- The Search Committee oversees on-site (if permitted) or virtual constituent interviews
- The Search Committee recommends candidates to CCSNH Chancellor