

Appendix C

Community College System of New Hampshire

Responsibilities of the Trustees, the Chancellor and the Colleges

The Community College System of New Hampshire (CCSNH) is a collaborative organization consisting of seven Colleges and a Chancellor's Office, governed by an appointed Board of Trustees, with the main purpose to provide a well-coordinated system of public community college education in New Hampshire. The Chancellor serves as the chief executive officer of the Community College System. The purpose of the Chancellor's Office is to facilitate communication and coordination throughout the System; to maintain, through its policies and procedures, consistency of academic standards, personnel practices, and business operations; and to ensure accountability to the Board of Trustees and the State. Because the Colleges need flexibility in order to meet the needs of their distinctive regions, the College Presidents shall have authority for and be responsible for the general administration and supervision of all campus based operations.

When the term "System" is used throughout this document, it means the collaborative and cooperative process used by the Trustees, the Chancellor's Office and the College Presidents to develop policies and procedures designed to achieve a well-coordinated system of public community college education.

When the term "Chancellor's Office" is used throughout this document, it means the Chancellor and those senior level managers at the Concord site who report directly to the Chancellor and have responsibility for aligning Board, System and College policy, and managing risk through sound business and personnel practices.

The following principles are intended to guide the CCSNH in developing the proper balance of centralized and decentralized, or shared responsibility.

- The delivery of instruction and student services is primarily a College responsibility.
- The development of new academic programs is a College responsibility but, in order to protect against unnecessary duplication among the Colleges, the final approval of all programs is the responsibility of the Chancellor's Office.
- The System is responsible for efforts to secure adequate State funding for operating and capital budgets, for recommending tuition levels, for ensuring reasonable funding equity among the Colleges. The Chancellor's Office provides general oversight and support, including internal audits, of each College's budget performance. The Colleges are

responsible for developing budgets consistent with their strategic plans and Trustee guidelines, and managing those budgets to ensure a positive year-end balance.

- The Trustees have legislative authority to “establish and collect tuition, room and board, and fees, and to set policies related to these and other charges...” Trustee policy has delegated the establishment of certain fees to the Chancellor’s Office and to the Colleges.
- Decisions on College expenditures, including those for personnel, which are consistent with Board and CCSNH policy and College resources, are primarily a College responsibility. The Chancellor’s Office has oversight to ensure compliance with Board and CCSNH policies.
- The System is responsible for developing policies regarding the purchase of consumables and other non-capital items. The Colleges have the authority to make these purchases consistent with CCSNH policies.
- While the CCSNH Capital Development Plan, including critical maintenance, is based upon needs and priorities established by each College, the final shape of the plan is a responsibility of the System, subject to approval by the Board of Trustees.
- Capital projects will be under the direction of the Chancellor’s Office, with strong input from the Colleges; critical maintenance and campus upgrade projects will be under the direction of each College with the support, when needed, of the Chancellor’s Office. Colleges are responsible for maintaining a running list of all such projects costing more than \$10,000, including the funding source.
- The System is responsible for developing personnel policies and classification systems and the Chancellor’s Office assists the Colleges in their resolution of personnel issues. The Colleges are responsible for determining the positions they require and for filling those positions within any established CCSNH policies and guidelines.
- While staff development is a joint responsibility of the System, the Chancellor’s Office has primary responsibility for identifying the CCSNH-wide training needs present at all Colleges and for developing programs to fulfill those needs.
- Colleges determine organizational structure to fulfill the mission and unique needs of their institutions and to ensure that the basic functions essential to efficient and effective operations are met. Significant restructuring of functional areas will be reviewed with the Chancellor’s Office to assure reasonable equity among the colleges and with the personnel classification system.
- College personnel report through their supervisors to the Presidents, who report to the Chancellor; Presidents are responsible for providing appropriate personnel to populate CCSNH-wide work groups.
- The System is responsible for developing policies and procedures to govern the hiring and performance evaluation process; implementing these processes is a College responsibility. Where appropriate, these policies and procedures will comply with the collective bargaining agreement.

- While individual Colleges are responsible for developing the data and information they need for decision-making, the System is responsible for ensuring consistency of key data elements required by the Board or external agencies in fulfillment of its oversight and policy making roles.
- The Chancellor's Office is responsible for providing coordinated banking, payroll, and benefits management, legal, and internal and external audit functions to enable the Colleges to operate independently and efficiently within established policies.
- The System is responsible for developing Information Technology policy, strategic plans and capital budgets with an emphasis on IT funding, data security, optimizing resources and automating business processes using IT standardization and best practices across the CCSNH.
- The System is responsible for coordination of the federal financial aid programs and the associated compliance requirements. The Colleges are responsible for the award and disbursement of financial aid to its students and the associated verification and reporting activities to ascertain compliance.
- The System is responsible for developing the overall marketing/advertising plan for the CCSNH to ensure a common look and feel and to optimize resources. The Colleges are responsible for the deployment of their marketing resources for publications, web site development, advertising and related activities, thus developing their unique branding within the System framework.
- Colleges are responsible for fundraising activities including annual fund appeals, grants and special projects. The CCSNH Foundation supports College efforts, conducts an annual state-wide recognition program, and may fund College or CCSNH projects as resources permit. The Foundation also receives and manages funds raised by the Colleges in accounts that are restricted for use for the College that raised the funds.

To enhance communication between the Chancellor's Office and the Presidents, this document shall be reviewed annually in June to ensure harmony between principle and practice.

(August 17, 2010)