



# Presidential Search 2025 Position Prospectus



## The Search

Nashua Community College (NCC), one of seven public colleges in the Community College System of New Hampshire (CCSNH), seeks an innovative, dedicated, and student-centered leader to serve as its next President. The President serves to foster meaningful community engagement and ensures the College provides quality, academically rigorous, higher education programs focused on the diverse needs of students and the community. The next President will work effectively and collaboratively with the CCSNH Chancellor, Board of Trustees, and the Presidents of the state's other community colleges to meet the evolving needs for high-quality postsecondary education aligned with local and statewide opportunities and contribute to collaborative strategies to capitalize on synergies and achieve systemwide efficiencies. This President will join NCC's intentional investment in programming and service to bring lasting value to the community and region.







## About Nashua Community College

Nashua Community College in New Hampshire is a public, two-year college located in Nashua, the second largest city in the state. NCC was founded as New Hampshire Vocational Technical College in 1970 and has grown to offer more than 30 associate degrees and 20 certificate programs covering careers in business, industry and transportation, health sciences and services, STEM, social services, and liberal arts emphasizing career-focused

education that prepares students for immediate employment or transfer to four-year institutions. The College facilitates seamless credit transfers through agreements with many colleges and universities, supporting students in continuing their education beyond NCC. Additionally, NCC provides opportunities for adult learners and professionals through continuing education programs, workforce development initiatives, and non-credit courses.



NCC's campus features modern facilities including technology-rich classrooms, labs, a library, student center, and recreational spaces. Specialized facilities such as science and technical labs, including the recently renovated STEM Center, cater to specific program needs, enhancing the learning environment for students. The College offers comprehensive support services including academic advising, tutoring, counseling, and career services, aimed at ensuring student success both academically and professionally. Student life is enriched through diverse clubs, organizations, and events that contribute to a vibrant campus community. With competitive tuition rates for in-state and out-of-state students, NCC prioritizes affordability, further supported by financial aid opportunities including scholarships, grants, and loans.



NCC actively engages with the local community through partnerships with businesses, organizations, and community initiatives, benefiting both students and community members. The College maintains strong connections with regional employers, facilitating internship placements and job opportunities for students. Accredited by the New England Commission of Higher Education (NECHE), NCC upholds rigorous academic standards, supported by a faculty of experienced educators and professionals dedicated to teaching and mentoring students. The next 10-year NECHE visit will be in Spring 2028. Additionally, NCC holds specialized accreditations in Aviation Technology, Automotive Technology, Business Administration, Electronic Engineering Technology, and Nursing programs.

With an annual operating budget of about \$14 million, NCC serves approximately 1,300 students annually through 30 degree programs, 20 certificate programs, and numerous workforce development, micro-credential, and customized training programs, as well as Early College. NCC employs 123 adjunct faculty, 27 full-time faculty, and 70 staff.



# NCC at a Glance



## Enrollment

Academic Year Fall 2023 had 1,292 students, 73% part-time and 27% full-time.

## Running Start [NKA Early College]

In Fall 2023, 1,110 high school students from 27 area schools enrolled in at least one of 44 courses.

## Gender

54% female/45% male

## Age

Average age is 25, and ranges from 14 to 70 years with 66% of students under 25 years.

## Ethnicity

60% white, 21% Hispanic, 5% Asian, and 6% African American.

## Residence

94% live in New Hampshire with 74% coming from Greater Nashua.

## Courses

242 classes offered in Fall 2023 with 21% online (43% of students enrolled in one or more online classes).

## Class Size

Average class size is 13 students; 81% of the classes have fewer than 20 students.

## Faculty

Classes taught by 27 full-time and 123 adjunct faculty.







## History

Since 1970, Nashua Community College has served the Greater Nashua community by preparing students for success in the workforce and for transfer to top educational institutions around the country to pursue their bachelor's degrees and beyond. For more than 50 years, NCC has kept pace with student and economic demands to now offer 50+ associate degree, certificate, and career training pathways.

In 1976, the College expanded facilities to include a separate automotive building. A \$3.6 million addition to the main building was completed in June 1986. This addition featured an expanded science area; general classrooms; a hydraulics, pneumatics, and robotics laboratory; a photography laboratory and studio; microcomputer laboratories; and an expanded cafeteria. In 1990, renovations were completed to accommodate a new program in Aviation Technology (Airframe and Powerplant). To

address regional employment demands, the College implemented new programs such as Human Services, Early Childhood Education, and Computer Science.

Funds were approved in Spring 1999 to build a new library and to upgrade science laboratories. The Walter R. Peterson Library opened in December 2000. In 2001, the Claremont Nursing Program was brought as a satellite to the Nashua Campus. The College received accreditation through the Commission on Institutions of Higher Education in 2002. Renovations to the main building and to the automotive building were undertaken in 2004 and 2005. In 2004, the Speech Language Pathology Assistant Program was added to address regional employment demands, and in 2005, the College was chosen to be the site for the Honda PACT Program. That same year, a bond was approved to build a Wellness Center.

The New Hampshire Board of Nursing gave approval to the Nashua Nursing Program in 2006, and the program received National League of Nursing initial accreditation in 2007. Ground was broken in April 2007 for the Wellness Center. In 2007, the New Hampshire Legislature approved money to plan a new health and science academic building. In January 2008, the New Hampshire Legislature approved a name change to Nashua Community College. The Wellness Center opened in Fall 2008. In June 2009, the New Hampshire Legislature approved capital improvement funds to construct a new health, sciences, and humanities academic building which opened Fall 2010. In July 2011, the HSH building was named Judd Gregg Hall to honor the U.S. Senator's devotion to education reform in New Hampshire. A \$2 million, 17,000-square-foot addition to the automotive facility was completed in fall of 2012. This expansion was paid for by State Capital funds. The Advanced Machine Tool laboratory renovation was completed in January 2013. This \$1.6 million project was funded by the U.S. Department of Labor, Employment and Training administration TAACCCT grant. In 2016, a second TAACCCT grant of \$2.5 million enabled the College to expand the lab by an additional 3,000 square feet, further enhancing the students' abilities to compete for future careers in manufacturing-related industries.



In 2018, Nashua Community College and Community College System of New Hampshire leadership announced that the main building will be renamed “Bernie Streeter Hall” in honor of former Executive Councilor and Mayor of Nashua, Bernie Streeter. The College began renovations on the second and third floors of Streeter Hall in 2022, which will house new student collaboration spaces, updated Electronics Engineering Technology lab, and additional STEM classrooms and lab space. Also in 2022, Nashua Community College launched a new Automotive Technology-Mazda Pathway program to train future Mazda technicians. In 2023, the College added a Public Health and Informatics Technology pathway in Health Sciences, as well as new career training programs in Precision Manufacturing and soldering. This academic year the College will debut new programs in Aviation including Airport Management, Air Traffic Control, as well as Nutrition and Wellness in the Health Sciences Department.



Throughout its history, Nashua Community College has continually assessed its academic programs and instructional facilities in order to provide quality higher education programs focused on the diverse needs of students and the community.



# Mission, Vision, and Values

## Mission

NCC is driven by student success and accessibility. The College cultivates student achievement by providing quality educational opportunities in a robust learning environment that fosters inclusiveness and belonging.

## Vision

Nashua Community College will continue to be the preferred provider of two-year, post-secondary education in the Nashua Region and evolve with the educational needs for lifelong learning.

## Core Values

The College community endeavors to guide and inspire a mindset of success in our students. Our core values help students to:

- Commit to the successful completion of a program at NCC
- Communicate effectively in writing and speaking
- Collaborate with others in group projects
- Create new ideas and works
- Challenge themselves to ask questions and to think critically

The College fulfills its mission as determined by the extent to which the institution:

- Engages in programs and activities that expand access to higher education for all members of the community
- Provides students with a full range of student development and academic support services
- Offers students the opportunity to contribute to the well-being of others through service learning and volunteerism
- Prepares individuals for employment in a variety of careers in business, the health sciences, and public service
- Serves as an entry-point for bachelor degree programs by providing the first two years of a four-year program
- Provides economic development and continuing education activities to meet the needs of business, industry, and government
- Collaborates with visual and performing arts organizations in the community to elevate the human spirit.



# Institutional Learning Outcomes

## Commit

Upon completion of their coursework at NCC, students will be able to:

- Articulate their devotion to the achievement of intellectual growth.
- Exhibit dedication to obtaining the essential skills required in today's workforce.
- Develop strategies for planning and carry out processes to accomplish tasks.

## Communicate

Upon completion of their coursework at NCC, students will be able to:

- Write clearly using language that effectively communicates meaning to readers.
- Orally present information using appropriate voice, mannerisms, and expressiveness.
- Consider diversity of audience, situation, and context when communicating.

## Collaborate

Upon completion of their coursework at NCC, students will be able to:

- Effectively work in diverse teams and be capable of recognizing and considering multiple perspectives of thought.
- Demonstrate professional conduct while interacting with others at the College, workplace, or community.

## Create

Upon completion of their coursework at NCC, students will be able to:

- Effectively employ 21st-century technology to collect and analyze information for academic or intellectual pursuits.
- Recognize and apply appropriate problem-solving techniques to draw rational conclusions based on evidence.
- Utilize quantitative analysis when determining the solutions to problems and developing new ideas.
- Demonstrate creativity and ingenuity when completing tasks.

## Challenge

Upon completion of coursework at NCC, a student will be able to:

- Demonstrate intellectual curiosity and feel empowered to experiment, test theories, and investigate solutions to problems.
- Demonstrate awareness of societal issues and describe the importance of participation in civic life.
- Articulate the importance of life-long learning and express a desire for continued intellectual growth beyond NCC



## The System

### Community College System of New Hampshire (CCSNH)

The College is part of the Community College System of New Hampshire, which is composed of seven community colleges. CCSNH is led by a Board of Trustees, the Chancellor of the System, and the presidents of the seven community colleges that comprise the System. CCSNH offers more than 250 associate degree programs, short-term certificate programs, and specialized training opportunities. Each college is served by its own president and has its own college advisory board, although governance authority is vested solely in the CCSNH

Board of Trustees. CCSNH is a vital civic and economic engine for the state of New Hampshire with an operating budget of approximately \$120 million. Through its seven independent colleges and their affiliated academic centers, CCSNH provides educational access and opportunity for roughly 25,000 learners annually throughout the state and has a current full-time equivalent enrollment of approximately 12,900 students. System colleges employ approximately 1,900 full- and part-time faculty and staff.



# The Location

The State of New Hampshire encompasses diverse geography stretching from the White Mountains and the Canadian border in the North to the suburbs of Boston in the South, and it enjoys four distinct seasons. Bordered on the east and west by Maine and Vermont, respectively, the state has a sizable rural population as well as small but cosmopolitan cities such as Manchester, Nashua, Portsmouth, and Concord. The state is home to approximately 1.3 million residents. New Hampshire is notable for its strong civic culture, as well as the high quality of life it affords its citizens. The state is routinely ranked as the "most livable state" in the country, owing to its impressive natural beauty, various recreational and cultural opportunities, and other quality-of-life indicators such as low crime and negligible traffic. The state has a strong culture of independence exemplified by the official motto, "Live free or die." The state levies no personal income tax or general sales tax.



The state also holds a special place in the national and international consciousness for its quadrennial "first in the nation" presidential primary. New Hampshire residents take their civic responsibility seriously, and the level of engagement is impressive. The citizenry prides itself on being both broadminded and practical. The size of the state along with the culture creates an environment that is uncommon in the United States. Citizens are on a first-name basis with their elected officials and civic leaders. State-wide offices, including the governorship, are contested every two years. The bicameral legislative body, called the General Court, consists of the House of Representatives and the Senate. The House of Representatives is the third-largest legislative body in the English-speaking world, with 400 members. The Senate has 24 members. New Hampshire is a state that both enables and demands a high level of personal engagement of its civic leaders.







## City of Nashua

Nashua, New Hampshire has a population of approximately 90,000 residents, making it the second-largest city in the state. Nashua is a charming city known for its natural beauty, historic charm, and convenient access to both outdoor recreation and urban amenities. Nestled at the confluence of the Merrimack and Nashua Rivers, the city offers scenic views, particularly at the nearby Greeley Park, which features trails, ponds, and open spaces for outdoor activities. With easy access to hiking, boating, and fishing in the 325-acre Mine Falls Park; mountain hiking in the nearby Monadnock Region, biking the Nashua River Rail Trail, and winter sports in the White Mountains, Nashua is an ideal base for exploring New England. The city is

also known for its vibrant downtown, which boasts a blend of shops, restaurants, and cultural attractions including the Nashua Historical Society and the Nashua Performing Arts Center. Nashua has access to major highways and is just a short drive from Boston and Manchester, making it a great location for close-knit community and access to urban conveniences. Nashua Airport, a highly active General Aviation Airport, offers charter, corporate, military, and recreational flights as well as flight training opportunities. Manchester-Boston Regional Airport provides commercial air service to the region. For more information on Nashua and the local area, visit: <https://www.nashuanh.gov>





## The Position

The President of NCC plays a prominent, visible leadership role within the College and throughout the community. Reporting to the Chancellor of CCSNH, the President oversees the College's academic programs and services and operations including budget preparation, fiscal control, facilities operation and maintenance, and human resources management and serves as both a member of the CCSNH system leadership team and an ex officio member of the CCSNH Board of Trustees. The President will be collaborative and inspire faculty, students, and staff to work together to achieve instructional and operational excellence. The next President will be an empathetic and decisive leader, capable of making informed decisions about complex issues incorporating data, evidence, and input from the many stakeholders of the NCC and CCSNH communities.

The President will empower employees and foster a culture that embraces collaboration, trust, and respect by drawing upon the strong institutional history at NCC. The President, along with the Nashua Community College Advisory Board, will continue to hone the strategic vision for NCC by actively listening to and involving students, faculty, staff, and other stakeholders. The President will also work with faculty and staff to identify and actualize opportunities for program development through transparent, data-driven, and market-oriented review to be responsive to evolving needs and to diversify the College's revenues. Strengthening enrollment management and retention, the President will ensure the quality of service and information provided to students enhances their opportunities for academic and career success.



The President will promote a strong sense of community and campus life by being visible and engaging with students, faculty, staff, and other stakeholders. The President will also support faculty and staff engagement with students. The President will support processes to identify, collect, analyze, and apply information and data for decision-making with a consistent focus on student and institutional outcomes, federal and state laws, and CCSNH policies, ensuring compliance with accreditation standards. As an external advocate, the President will work to raise the profile and visibility of NCC as a comprehensive community college in Nashua and the broader community, strengthening the College's presence as an integral and accessible community resource. As part of this work, the President will develop appropriate coalitions, promote community college higher education, engage in community and statewide educational finance and policy debates, and build strong working relationships and partnerships with government, businesses, industry, K-12, the military, and other educational institutions and organizations.



The President will develop and steward NCC's operating budget and secure funding from a diversified range of sources to support clearly identified priorities and assure institutional sustainability. To successfully manage the College's finances, the President will work closely with the CCSNH System office and the Board of Trustees to ensure that NCC is prepared for the future. Additionally, the President will work in consultation with the System Office and the Board of Trustees, with elected and appointed public officials in a wide variety of public bodies at the city and state levels, including the executive branch and the legislature, to effectively advocate for CCSNH. In addition, the President will work with the Foundation for New Hampshire Community Colleges to raise money through philanthropic donations and to generate corporate sponsorships through partnerships with the area's businesses, industries, and public-sector enterprises. The President, along with the Foundation, will also build a culture of philanthropic support among NCC alumni and the community.





# Qualifications

- The President of Nashua Community College must be an exemplary leader with high ethical standards and a steadfast dedication to excellence through openness, transparency, and community.
- Qualified applicants will demonstrate a record of increasingly responsible administrative experience and achievement through leadership in an accredited college, college district, or comparable business or institution.
- Deep commitment to the mission of community colleges and serving as a catalyst for innovation and collaboration are vital.
- Candidates should have a track record of success in outreach and relationship cultivation, internal management, strategic planning, finance, and administration.
- Experience working in large, complex organizations is a strong asset.
- A keen understanding of budgets and an ability to clearly communicate decisions to the campus is particularly important.
- The successful candidate will be a skilled manager of people and resources, exhibiting resilience and flexibility in navigating strategy and implementing change.
- Known for authenticity, transparency, and building trust, the President fosters creativity, innovation, and positivity.
- The successful candidate will have a demonstrated understanding of and commitment to supporting college access and success for students from a wide range of backgrounds.
- A history of direct work with elected and appointed public officials in a wide variety of public bodies, including some experience with the executives and the legislature at the city or state level will be advantageous.
- Experience with or knowledge of collective bargaining is desirable.
- Additionally, the ideal candidate will have experience within a multi-campus college system and familiarity with transfer issues.
- A master's degree from an accredited institution is required; an earned terminal degree is preferred.





## Applications

Interested candidates should submit only a cover letter and resume to RPA Inc. at [NCCpresident@rpainc.org](mailto:NCCpresident@rpainc.org).

For a confidential discussion about this opportunity or to make a nomination, please email Kendra Mozug, Search Consultant, or Dana John Cohick, President, at the email address listed above. The review of applications will begin **March 21, 2025**.

*CCSNH shall provide equal opportunity to employees and applicants for employment without regard to race, color, religion, national origin, age, sex, disability, genetic information, veteran status, marital status, sexual orientation, political affiliation, or lawful political activity. Services provided by NCC are compliant with Title II of the Americans With Disabilities Act. Individuals who need auxiliary aids for effective communication in services are invited to make their needs and preferences known to us. Contact HR at 603-230-4002 for special assistance with all employment related topics. TDD Access: Relay NH 800-735-2964.*