

## 2011 Economic Forecast >



## < New Hampshire Colleges & Universities



Campus Compact *for New Hampshire*

COMMITMENT THROUGH  
COLLABORATION

NEW HAMPSHIRE  
COLLEGE  
& UNIVERSITY  
COUNCIL

*"The best way to predict the  
future is to create it."*

*- Peter Drucker*



# HIGHER EDUCATION

BY PAUL LEBLANC, PhD.

**PAUL LEBLANC** is the 2010-2012 Chair of the Board of Directors for the New Hampshire College & University Council and Campus Compact for New Hampshire, and is President of Southern New Hampshire University.

## HIGHER EDUCATION FORECAST

Colleges and universities in New Hampshire, and across the nation, are being asked to do more with less. Expectations are for institutions to graduate more students, train a more competitive workforce, and open their doors to those who haven't always had clear access to higher education. As New Hampshire becomes more diverse - culturally, ethnically, and linguistically - institutions are being asked to respond to these complex and sometimes daunting challenges.

President Obama wants the United States to once again have the highest proportion of college graduates in the world in order to effectively compete in the global economy. If we are to come even close to meeting this goal higher education will need to find innovative models to effectively educate students. This means, at the very least, leveraging technology in new ways, rethinking academic programs, fine tuning graduation requirements, and finding new ways of doing business. New Hampshire institutions are doing all of the above and more - from expanding online educational offerings, to offering three year baccalaureate degree programs, to exploring ways of monetizing campus research. Expect to see more creativity in the years ahead.

## CONVERGING FORCES

New Hampshire is confronting several converging economic and demographic forces. While we continue to lead the region in economic growth, our economy is expanding slowly and our population is rapidly aging. In response, New Hampshire colleges and universities are developing stronger partnerships with businesses and better addressing workforce needs. An educated citizenry is unquestionably at the foundation of our state's future economic growth and job creation. Through internships, experiential learning and service opportunities (i.e. AmeriCorps), students and businesses are interacting in new ways.

Postsecondary enrollments have strongly grown this past year, especially as students recognized the need to be better prepared for the 21<sup>st</sup> century workplace. Enrollment increases are expected to continue. However, the cost of education is coming under increasing scrutiny and, in order to remain financially viable, higher education institutions are exploring various cost-cutting and innovative measures. Doing business as usual simply won't work long term.

## EDUCATIONAL ATTAINMENT AND COST

It is widely recognized that postsecondary education is necessary for the continued economic prosperity of any state. A high school diploma no longer represents the vehicle to

economic prosperity it once did. By almost any measure, New Hampshire ranks high in educational attainment. Since 2000, our ranking as a highly educated state has risen from 9<sup>th</sup> to 7<sup>th</sup>. As more students pursue higher education degrees our state ranking will continue to improve.

However, costs are a limiting factor for many and the debt load of New Hampshire students should concern us all. A recent study reports the average student in New Hampshire graduates nearly \$30,000 in debt, the highest rate in the nation. While a cost benefit analysis indicates that acquiring debt for your education is, in most instances, an excellent investment, loans do entail an element of risk that deters students, especially those from low-income families.

## NEW HAMPSHIRE SCHOLARS

One of the best ways to increase a state's college graduation rate is to decrease its high school dropout rate and the number of students unprepared for college level work. Working with high schools, the New Hampshire College & University Council and Campus Compact for New Hampshire are encouraging students to pursue a rigorous academic program in high school. The New Hampshire Scholars Initiative is having great success in signing on school districts and partnering high schools with local business mentors. NH Scholars results to-date are impressive. Students are taking more math and science classes and needing fewer remedial courses in college. By 2015 our goal is to have every public high school signed on as a New Hampshire Scholar school.

## HIGHER EDUCATION IS AN ECONOMIC ENGINE

New Hampshire's higher education sector has a nearly \$5 billion annual economic impact on the state's economy. Despite the recent downturn, institutions continue to invest in their campuses with over \$227 million in capital expenditures last year alone. While building construction will likely remain level this year, providing additional dollars in need based scholarship aid will continue to be an institutional priority.

Last year, hiring freezes and reductions in workforce occurred on many campuses. With increased enrollments, 2011 will likely see a slight reversal of downsizing trends and modest increases in employment. With over 17,000 full and part-time employees, higher education remains a major employer in our state.

While the year ahead promises to be challenging, higher education is well positioned to meet our state's workforce, educational, and civic engagement needs.

# ANTIOCH UNIVERSITY NEW ENGLAND



## Economic Outlook 2011

David Caruso, President

Antioch University New England continues to attract talented and committed students from across the country and increasingly, the globe. While the recent economic downturn has prevented some adults from pursuing graduate education, Antioch University New England's enrollments have remained stable. AUNE's profession-oriented graduate and certificate programs in education, environmental studies, management, and psychology prepare students for advancement and leadership. AUNE continuously reviews existing programs and designs new programs to meet the needs of graduates entering many fields. An example is AUNE's new Sustainable Development and Climate Change concentration, which has just been approved for affiliation as a Professional Science Master's (PSM) degree program by the Council of Graduate Schools. PSM programs meet a demand in the workplace for leaders in a wide range of science-related fields.

Students in all thirteen master's degree programs and three doctoral programs must complete as many as 600 hours of practical experience related to their fields. This academic orientation requires that AUNE faculty and students work closely with a substantial number of business leaders and organizations to prepare our graduates to address

our community's more critical needs. For example, AUNE's MBA in Sustainability (a Green MBA) features a forward-thinking business curriculum that focuses on the Triple Bottom Line – people, planet, and profit. Along with typical MBA courses, students study environmental science, leadership, finance, economics, team development, and marketing. AUNE students undertake consulting projects with area businesses to identify and solve sustainability challenges. The current Green MBA cohort is working with the Cheshire County government to explore ways to develop new economic uses for the county farm, the former location of the county jail.

In 2011, AUNE will continue to deliver high quality, professional graduate programs that transform students' lives and positively impact the communities in which they work. Please contact us if you are interested in developing a partnership with Antioch University New England. We look forward to hearing from you.

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# CHESTER COLLEGE of NEW ENGLAND



## Economic Outlook 2011

Robert Baines, President

Chester College of New England is a small liberal arts college in southern New Hampshire with a strong focus on the creative liberal arts. We produce graduates who are well prepared to compete in the global economy. 2010 has been a year of dynamic change at Chester College, and we expect to see strong growth in both the quality and number of incoming freshmen for 2011. The enhanced marketing of the College is based on a new, robust, and comprehensive strategic plan that brands the College as "The Creative Liberal Arts College for Artists, Writers, and Thinkers."

As an example of our efforts to strengthen our relationships with the business community, the College hosted a meeting of the New Hampshire Usability Professionals Association (NHUPA). NHUPA is a professional organization comprised of software programmers, graphic designers, user experience experts, and information architects. Autodesk, a major software company in the design industry, is one of the participating companies. A primary purpose of the group is to build a network of professionals, interns, and prospective members,

and to match job opportunities with qualified professionals about how to get their careers started.

We have also partnered with the Amoskeag Business Incubator in Manchester. This collaboration provided opportunities for our writing, photo, video, and graphic design students to help small companies with various projects. Our students also engage in internships with many local businesses who help us ensure that they participate in "real world" experiences that enhance our curriculum.

Chester College of New England, founded in 1965, seeks to enhance the economic activity of southern New Hampshire and we are committed to actively develop additional business partnerships. We encourage your company to collaborate with our College for a bright future for New Hampshire.

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### Economic Outlook 2011

Thomas C. Galligan Jr., President

Colby-Sawyer College, *a comprehensive college that integrates the liberal arts and sciences with professional preparation*, has met our student enrollment goals for 2010 and so far has exceeded expectations for applications in 2011. The college stepped up efforts to make our community more diverse and inclusive and has seen significant growth in the last several years in the diversity of our student population, both domestically and internationally, with even stronger interest from prospective international students expected for 2011. In support of students whose families are struggling in the economic downturn, Colby-Sawyer continues to provide substantial financial aid and scholarship support.

In response to growing student and faculty interest, Colby-Sawyer expanded its academic programs last fall with Bachelor of Arts degrees in Philosophy and Sociology and minors in Chemistry and International Studies. The college has also created some new opportunities for students to study, conduct research and gain internship experience in the U.S. and abroad through new partnerships with the Washington Internship Institute and the School of Field Studies.

In New Hampshire, Colby-Sawyer has strengthened an ongoing partnership between its Nursing Program and Dartmouth-Hitchcock Medical Center. The Nursing Program now serves as the undergraduate nursing education program for the medical center, which provides our student nurses with vital experience in the profession through clinical internships and preceptorships. This close relationship has allowed the college to hire some of the medical center's nurses to teach our student nurses part-time, and in turn, the medical center employs a significant number of our highly skilled and well-trained nursing graduates each year.

In the future, Colby-Sawyer College will continue to work with local, state and regional businesses and non-profit organizations in mutually beneficial partnerships. Our wide-ranging partnerships enable our students to gain experience working in their fields while providing the businesses and organizations with their fresh ideas, ingenuity, dynamic skill sets and an enthusiastic commitment to making a difference in the community and the world.

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### Economic Outlook 2011

Jim Yong Kim, President

During 2010, Dartmouth College continued its intensive efforts to address the financial challenges created by the economic downturn while at the same time maintaining focus on expanding opportunities for students and recruiting new faculty to the campus. We saw a record number of applicants for the class of 2015, and remain committed to maintaining a need-blind admissions policy. Dartmouth has responded to the financial pressure felt by our student's families by continuing a free tuition policy and no loan expectations for students with family incomes of \$75,000 per year or less.

Dartmouth has also responded to the many changes on the national landscape. Due to the generosity of an anonymous donor, a new program – including a new Master's degree – has been launched: The Dartmouth Center for the Science of Health Care Delivery. The intent of this new Center is to help make health care delivery more efficient and cost effective.

2010 also saw Dartmouth continue its efforts to help fledgling companies, created by ideas from both academic researchers and

students, become established and create jobs and economic growth in the Upper Valley and beyond. Through the Dartmouth Entrepreneurial Network and its relationship with the Dartmouth Regional Technology Center (DRTC), new businesses continue to be given the advice and resources they need to become established and grow. In fact, in 2010, the DRTC received a federal grant to almost double its 32,500 square foot facility to help meet the high demand for lab and business incubator space. The new addition will be a regional economic driver, attracting new businesses designed to commercialize technology-based innovations in precision technology, biotech, biomedical, environmental and life sciences.

If you would like to speak to us about any of these initiatives, please contact my office:

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**Economic Outlook 2011**

James F. Birge, President

Franklin Pierce University, one of the top employers in the Monadnock region, continues to maintain stable employment levels during these difficult economic conditions. Our focus has been and continues to be on our student enrollment and retention efforts and we expect to see continued success into next year.

The University received a \$536,640 grant from the U.S. Department of Health and Human Services to help fund our Master of Physician Assistant Studies program serving the rural and underserved communities of New Hampshire and Vermont. We will collaborate with the Bi-State Primary Care Association and the New Hampshire and Vermont Area Health Education Centers to create links to community partners willing to provide outstanding clinical experience for our students.

We will launch a unique study abroad program in fall 2011, the Pierce Walk on the Camino. Approximately 15 students will participate in this one semester, long-distance walk through southern France and across northern Spain to Santiago de Compostela.

We continue to invest in our students by providing over \$18 million in

scholarship and grant aid and froze our traditional undergraduate tuition for the 2010 – 2011 year, easing the financial burden many of our families are facing during these economically challenging times.

Franklin Pierce University is always developing and expanding our relationships with business partners. The Fitzwater Center for Communications partnered with the Monadnock Ledger Transcript to co-sponsor “The Monadnock Debates” this past election season. Our Small Business Advisory Group (SBA), Students in Free Enterprise (SIFE) group and marketing students and their professors participate in problem-solving activities, such as development of a business plan for local nonprofit The Cathedral of the Pines.

Franklin Pierce University welcomes opportunities for partnerships with businesses and encourages conversations and inquiries about developing these mutually beneficial relationships.

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**Economic Outlook 2011**

Todd J. Leach, President

Granite State College continues its long-standing commitment and mission to serve adults and working professionals across the state of New Hampshire. And, in the face of recent challenging economic times, that mission inspires us to become even more flexible, accessible and innovative in our student-centered services and programmatic and degree offerings. From providing credit for prior learning and work experience to offering a host of online classes, our team has been keenly focused on meeting the dynamic needs of our adult students. Some of these adults may be grappling with unemployment or looking to shore-up their job skills to retain their positions, while others are simply seeking higher education opportunities that allow them to support their families and be successful employees and community members. Whatever the circumstances, Granite State College continues to be an accessible, flexible and innovative option for quality adult higher education.

Granite State College, in its service to and support of adult learners, is deeply immersed in the communities it serves. GSC has forged a partnership with the community of North Conway, joining forces with the Mt. Washington Valley Economic Council to co-locate and

collaborate. Together, we have offered free Business Boot camps, designed to deliver professional development and skills training to area workers. This innovative model is now being pioneered in the City of Franklin – a community Granite State College doesn’t have a physical presence in, but one in need of higher education resources. In a partnership with the City of Franklin, Granite State College is conducting a Needs Assessment of the local business community’s perceived professional development needs and will develop free Business Boot camps designed to deliver the skills and training deemed necessary. This community-centered approach is what drives our mission to provide access, flexibility and innovation to adult learners across the state.

Granite State College frequently works with business owners and employers throughout New Hampshire to provide both degree and professional development training, both on-site at local businesses or within the Business Bootcamp framework. For more information or to have a conversation about creating a dynamic partnership with Granite State College, please contact us.

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**Great Bay  
Community College**



**Economic Outlook 2011**

Wildolfo Arvelo, President

Great Bay Community College continues to serve growing numbers of businesses and residents in Southern New Hampshire, Maine and Massachusetts. The College has seen a growth rate in the double digits in recent years and an increase of nearly 50% since 2005. Programs are offered in Computer Technologies and Information System Technologies, Business, and Hospitality as well as the Liberal Arts. Allied Health programs include Nursing, Surgical Technology, Veterinary Technology and Massage Therapy. New applied learning programs include a Liberal Arts Science elective: Natural Resources Stewardship. Developed in partnership with the UNH-Cooperative Extension Natural Resources Stewards Program (NH NRSP), the elective is intended as the cornerstone of a future Sustainability Landscaping certificate program.

Transfer opportunities continue to expand with the number of students transferring reaching a record high in 2010. Designed in collaboration with the College of Engineering and Physical Science (CEPS) at the University of New Hampshire, the new Liberal Arts/Engineering Transfer program provides a foundation in math and sciences with the

purpose of building a track towards an Engineering Baccalaureate Degree.

The Business and Training Center (BTC) at Great Bay partners with area businesses to offer programs designed to upgrade employee skills, advance leadership and management capabilities and support ever-changing job initiatives. Their offerings have expanded to accommodate the needs of smaller companies. Technical training in addition to training in supervisory and leadership skills is now being offered. Recent collaborations have included training for Radiation Safety and Consulting Services and Phase II. The BTC continues to work with regional businesses to leverage the NH Job Training Fund Grant and is also looking towards being one of four community colleges statewide to host a Work Readiness Program focusing on building “work readiness” skills.

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**Hellenic American University**  
The American University in Greece



**Economic Outlook 2011**

Christos Spirou, President

Hellenic American University is a New Hampshire-chartered institution of higher education that offers an American education that includes undergraduate, master and doctoral degrees at its main campus in Athens, Greece. The financial crisis which has gripped this Mediterranean nation is still unfolding, but signs of economic stabilization are both emerging and encouraging.

The second commencement of Hellenic American University was held on October 16, 2010. The class included 83 graduates completing requirements for their degrees. Academic offerings at HAU are diverse and include an MBA and Professional MBA; bachelor’s degrees in business, information technology, psychology, music, and English language and literature; master’s degrees in information technology and applied linguistics (English Language Teaching, Testing, and Translation); and a PhD in Applied Linguistics.

Similar to the experience of our colleague institutions, we are seeking ways to assist students in being able to afford their higher education experience. Our young and ambitious University has begun in earnest the creation of partnerships with U.S. institutions of higher learning

for innovative Institutes, as well as Study Abroad and Faculty and Student Exchange Programs. At the forefront of HAU’s linkages with New Hampshire institutions of higher education has been a Study Abroad partnership with Franklin Pierce University. This year, FPU is sending two groups of students to Athens under the auspices of HAU. These students take thematically relevant courses within the Franklin Pierce curriculum, as well as a popular experiential course offered by our University, “Athens Across the Ages”. The University is now in the process of establishing a partnership with the New Hampshire College & University Council, Campus Compact for New Hampshire and the New Hampshire Institute of Art, as well as several prominent universities external to the Granite State.

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**Economic Outlook 2011**

Helen Giles-Gee, President

As the state’s public liberal arts institution, Keene State College has a mandate to serve the interests of the people of New Hampshire. In the wake of the most severe economic downturn since the Great Depression, and despite ongoing fiscal uncertainty, the college is redoubling efforts to meet the expanding needs of students and communities. In response to a decline in the average income of Keene State students—90 percent of students qualify for Pell grants and the average income of in-state student aid filers is the lowest since 2007-2008— the college has increased by 27 percent the budgetary allocation for institutional financial aid. The college is also accommodating more students, enrolling a record total of 5,738 students in fall 2010 and welcoming a freshman class of which 44 percent are the first in their family to attend college. Additionally, Keene State is cutting costs and realigning expenses for greater efficiency. The college’s commitment to value at a low cost has won national recognition with *U.S. News & World Report* ranking it as one of the top schools in the North and one of thirty colleges that offer small classes on an affordable budget.

Collaboration with business is central to Keene State’s strategy for navigating today’s difficult economic environment. One of the college’s signature initiatives is the Regional Center for Advanced Manufacturing, a partnership between the Greater Keene Chamber of Commerce, Keene School District, Keene State College, and River Valley Community College that will nurture a talent supply chain for the advanced manufacturing industry.

Keene State College is proud of its success, forging public-private partnerships to advance the interests of New Hampshire.

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**Economic Outlook 2011**

Mark Edelstein, President

Over the past decade, Lakes Region Community College (LRCC) has worked to build stronger partnerships with its community and to enhance its reputation as a comprehensive community college, committed to a supportive, student-centered approach to education. In addition to LRCC’s long-standing and highly-regarded programs in Fire Science, Marine Technology, Graphic Design, Automotive and Electrical Systems, the College has developed a strong Liberal Arts program for students interested in transferring to a four-year college or university. LRCC has also created new programs such as Energy Services and Technology, Culinary, and Media Arts to meet both current and emerging community and business needs. Our Nursing program, developed with the strong support of LRGHealthcare, continues to expand and has added a Paramedic to RN option. Other health related programs are also a growth area, partly due to the shifting demographics of the Lakes Region. Beginning January 2011, LRCC will be offering a Massage Therapy program to meet growing demands in the Lakes Region and beyond.

In ten years, LRCC enrollments have grown by more than 50%, with an annual student headcount now of over 3,000. Relationships with the private sector have never been stronger. The recent increases in enrollment may be partly a result of the weak economy and job market, but also reflects the strong perception that our programs lead to quality employment and new career opportunities. LRCC’s extensive involvement in economic planning and development activities within the Lakes Region has ensured its responsiveness to the changing needs of the area’s economy. Rising costs and limitations on state support will challenge the College’s ability to maintain affordable access, but our financial aid capacity is also increasing significantly each year.

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**MCPHS**  
MASSACHUSETTS COLLEGE of PHARMACY and HEALTH SCIENCES



**Economic Outlook 2011**

Seth Wall, Executive Director, Manchester Campus

Massachusetts College of Pharmacy and Health Sciences-Manchester has wrapped up a very busy 2010, and I would like to share with you the exciting growth happening on Elm St. Two years ago, we advanced our commitment to the growth of the campus with the addition of the Annex. This new student-friendly center has added 6,000 square feet of valuable space and offers two classrooms, student study rooms, multi-use conference rooms, a student lounge and a student government center.

As recently as the holiday break, the campus underwent a significant transformation. The third floor classroom was enlarged to accommodate increased enrollment of 70 Physician Assistant Studies students during the spring semester. Existing distance education equipment was modified to function within the additional class space. In the Annex, one classroom was enlarged to provide space for increased Nursing enrollment, while another now has distance education equipment, linking it to the Boston and Worcester campuses.

At a time when the economy is experiencing unprecedented challenges, our College has never been stronger. Standard and Poor’s validated this position recently by upgrading its rating on our bonds to the “A” category. This upgrade reflects S&P’s view of the College’s consistently strong annual operating performance and strong student demand in numerous health care disciplines.

In October, *US News & World Report* echoed the sentiment, naming MCPHS the top college in the nation for graduating students who ultimately pay back their loans on schedule. The ability of MCPHS graduates to repay their loans on schedule is due to the high paying jobs that they secure upon entering the health care industry. With the passing of national health care reform, pharmacists, nurses, nurse practitioners, physician assistants and many other professionals will form the critical first line of care. Thanks to clinical affiliations with New Hampshire’s premier hospitals and health care institutions, MCPHS stands ready to help meet that demand.

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**Economic Outlook 2011**

Susan Huard, President

As Manchester Community College marks its 65th year, we face the challenges and opportunities created by record enrollments – more than 40% growth in five years, with double digit increases over the past several semesters. Enrollment increases are reflected across all demographics and academic programs, as traditional students and their parents realize the economic benefits of transferring an MCC associate degree to a four-year school, and adult learners seek retraining and/or skills advancement.

As students seek career training in technical areas, several of MCC’s programs are at capacity; we plan to expand and upgrade our welding, automotive and computer science labs in 2011 to meet current and projected industry demand. These programs lead to good jobs; despite the economy, all of our 2010 welding graduates seeking employment were hired, and at least one was in the fortunate position of choosing between two well-paying positions with full benefits.

While the business community remains cautious about spending, our Workforce Development Center (WDC) sees increased activity through the state’s Job Training Grant, as companies take advantage

of the grant’s 50/50 match to improve the skill sets of existing employees. Stonyfield Farm recently received \$100,000 for training in ESL, computer and soft-skills training; MCC is the primary training provider, with courses both at Stonyfield and at MCC. Small family businesses are also taking advantage of the grant to move into new markets. MCC is now delivering a specialized certificate program at Daigle Plumbing & Heating which will allow the company to meet changing market demands, retain their current employees, and grow the business as the economic conditions improve. At the same time, the training provides these technicians with portable skills that enhance their earnings potential and employability.

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**Nashua  
Community  
College**



**Economic Outlook 2011**

Lucille Jordan, President

Nashua Community College experienced unprecedented enrollment numbers in 2010 and projects continued growth in 2011. Our recently constructed 48,000 sq ft. Health Sciences and Humanities building is filled to capacity and houses a state-of-the-art Nursing simulation laboratory and classroom space. To respond to an increasing population of high-achieving students, we established an Honors program for those with a passion for learning. By delivering university-quality programs, we are educating and preparing tomorrow's workforce.

NCC values its role as a solution and economic engine to help lead economic recovery. Thus, we've expanded and strengthened our business partnerships to pool ever-diminishing resources. This past year, the Honda and Acura dealers in New Hampshire identified a need to provide affordable and accessible training to their employed technicians to maintain their certification with American Honda. Dealers were forced to send their employees out-of-state to attain additional training, resulting in a loss of profit and productivity. Nashua Community College sought approval by American Honda to

meet this training demand. In January, the college will be one of two pilot programs in the United States to offer training outside the confines of Honda-owned training facilities. This program will reduce training costs and workflow disruptions for NH dealers.

Today's business climate requires employers to rethink how employees, including mid- and upper-level management, ensure competitive success. At Nashua Community College, we can help you maintain your competitive edge through cost-effective and customized training services.

To learn how NCC's Workforce Development Center can help your business thrive, please contact us.

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**New England  
College**



**Economic Outlook 2011**

Michele Perkins, President

New England College's total enrollment has more than doubled over the last ten years and the growth of the School of Graduate and Professional Studies continues to exceed projections despite an economy that shows few signs of recovery. Our innovative programs attract talented and diverse students from across the globe, allowing students to pursue their career ambitions through a dynamic and challenging educational experience that incorporates the liberal arts with engaged and experiential learning throughout the curricula.

Over the past several years, NEC has realized significant growth in its financial resources, which, combined with a recent burgeoning of charitable giving, paves the way for an exciting future. The next several years will see major developments on campus as NEC prepares to embark on the most dramatic decade of change in its history.

This year has been a year of planning. NEC has simultaneously developed three ambitious projects: a new strategic plan, a master facilities plan, and a capital campaign readiness plan. These three interwoven initiatives will provide a foundation from which NEC can advance scholarship in the sciences, arts, education, business, and

humanities, and provide our students with quality academic, athletic, and public spaces.

Of the many college-business relationships New England College has pursued in the past few years, the most robust has been with the northeast's flagship healthcare organizations. Creating opportunities for aspiring master's degree candidates to demonstrate leadership skills not only ensures a qualified and dedicated workforce, but secures a prominent place for the state in the delivery of superior healthcare services. One of the most recent examples of NEC's collaboration with the business community is the delivery of onsite education to employees of NorDx in Scarborough, Maine. NorDx is an independent clinical laboratory affiliated with Maine Medical Center that combines high-tech laboratory services and industry expertise.

New England College continues to seek rewarding and entrepreneurial relationships with leaders in non-profit, private, and government enterprises.

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**Economic Outlook 2011**

Roger Williams, President

The New Hampshire Institute of Art has continued to experience positive enrollment in 2010. It is anticipated that the Institute will also meet or exceed projections for fall 2011. The New Hampshire Institute of Art continues to provide a vital and colorful cultural impact to the City of Manchester. In particular, the downtown and local businesses are the direct recipient of the lively hallmark of Institute students sharing the urban places and spaces in the immediate vicinity of the downtown campus.

The Institute actively focuses on contributing to the local cultural and environmental scene with the talents of its faculty and students. Recently, the Institute has partnered with Intown Manchester to design street banners that will line the major downtown streets – Elm, Hanover, and Commercial – through 2011. Intown Manchester is an organization contracted by the City of Manchester to operate a Business Improvement District (BID). Students in the Institute’s Illustration program will design the banners, which will be sponsored by local businesses.

The Institute continues to develop and strengthen its academic offerings as well as its human and physical resources. As we continue to expand, you will see a growing emphasis on engagement with local businesses and other outreach opportunities. The Institute actively seeks to embrace partnerships, real-life experiential activities and events for its art students.

The New Hampshire Institute of Art welcomes and encourages connections to and partnerships with local businesses, organizations and entrepreneurs. Please contact our Development Office with your ideas or for more information.

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**Economic Outlook 2011**

Lynn Kilchenstein, President

Students come to NHTI-Concord’s Community College for an affordable high-quality education, to attain marketable work skills, and to enjoy the full-campus experience.

NHTI experienced a dramatic 70% increase in enrollment over the past decade. Enrollment increased 14% in fall 2009 and another 10% in fall 2010. We anticipate that the current economic climate will result in continued growth as students are motivated to search out value from their investment in higher education.

Traditional students increasingly recognize the benefits of attending a community college and continuing their education at four-year institutions. Mature learners find opportunities at NHTI to complete 1- and 2-year programs that allow them to directly enter the workforce, to change careers, or to sharpen their skills to stand out in the job market. The College continues to seek innovative ways to meet the needs of the business community. We are partnering with Manchester Boston Regional Airport to provide Homeland Security education to students working as Transportation Security Officers. NHTI provides customized training in everything from customer service to frontline management to prominent employers such as

Northeast Delta Dental.

NHTI continues to respond to student needs. Construction of the silver LEED-certified 34,000-sq.-ft. Beverly D. Grappone Hall in 2009 and re-opening of MacRury Hall in 2010 following a \$3.5 million renovation project completed a three-phase plan to expand, enhance and modernize the College’s allied health programs. The College envisions enhancing on-campus classroom, laboratory and student services space.

We are the only community college in New Hampshire with on-campus residence halls. NHTI also offers highly competitive intercollegiate athletic programs, dozens of student clubs and organizations, in-service learning and community outreach opportunities, and a new student center. NHTI serves 4,500 students with 63 academic programs in accounting, business, computers, criminal justice, education, engineering technologies, human services, liberal arts and more.

Students increasingly recognize that NHTI empowers them to “start here . . . go anywhere.”

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**Economic Outlook 2011**

Sara Jayne Steen, President

Despite these challenging times, Plymouth State University continues to attract new students with rigorous and engaging academic programs, and to grow rewarding partnerships with organizations and businesses in New Hampshire and throughout the region. More than 7,500 students are working toward undergraduate and graduate degrees at the campus in Plymouth, in classrooms across New Hampshire, and online . PSU’s 140-year-old roots as an institution of higher learning continues to grow deep and wide. Plymouth State alumni are skilled teachers, innovative business professionals, dedicated coaches, pioneering scientists, creative artists, and more — enlightened citizens who are concerned and involved community members.

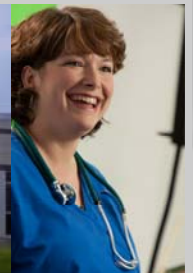
In summer 2010, PSU completed construction of the first phase of its Active Living, Learning, and Wellness (ALLWell ) Center. This energy-efficient facility, constructed to LEED Silver standards, includes the Eugene and Joan Savage Welcome Center and the Hanaway Rink. Not only does it provide a much-appreciated “home ice” venue for PSU men’s and women’s varsity hockey teams, but it

is also a major new attraction in the region. An alliance with local businesses and community groups, led by the University through the Plymouth Regional Chamber of Commerce, has the power to transform the Plymouth community into a destination for visitors to New Hampshire’s Lakes Region, the White Mountains, and the Great North Woods. A new chamber tourism committee will leverage the PSU Welcome Center as an attractive hub for visitor-friendly information that can boost the region’s reputation as a culturally and recreationally rich destination.

Plymouth State University’s mission has a special focus on the Lakes Region and North Country. Through its excellent facilities and programs and with the dedicated commitment of its faculty and staff, PSU is improving the quality of life in New Hampshire. Contact us for more information about PSU’s business outreach activities.

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**Economic Outlook 2011**

Steven Budd, President

River Valley Community College continues to plan for double digit enrollment increases during the next biennium. A confluence of factors support this projection including: 1) the curriculum, which is largely comprised of career programs in fields with high employment demand and 2) our expansion in Cheshire County where there is considerable pent-up demand for community college programs. The expansion of credit sales to business and industry is a third factor in this “perfect storm” of factors that have driven high enrollment each year since 2008. While we expect an improving economy to diminish unemployment as a cause for high enrollment, we do expect expanding markets to continue to make River Valley the college of choice for new and prospective students.

Workforce development through business and industry outreach is a hallmark of River Valley Community College and we expect to continue to grow those programs that support regional manufacturers. Our company-based machine tool technology program with Hypertherm continues to expand, particularly as we

train employees from other regional companies within Hypertherm’s facility. A major expectation for 2011 is to offer the accelerated machine tool technology program in Keene which will make this high demand program available to employers throughout the Monadnock region. River Valley is now partnering with the Greater Keene Chamber of Commerce, Keene State College and the Keene public schools in creating a “Regional Center for Advanced Manufacturing” (RCAM) to offer a continuum of career education programs in a coordinated and seamless approach to meeting employer need at all levels.

River Valley is committed to economic development by ensuring a job ready workforce for both existing industries and potential industries seeking to locate or remain in New Hampshire. Toward this end River Valley stands ready to partner and collaborate with any organization seeking workforce solutions.

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**Economic Outlook 2011**

William J. Farrell, President

Rivier College has weathered the recent economic storm well. Competitive tuition and financial aid packages lead to undergraduate and graduate enrollments that exceeded expectations for fall 2010. With tuition among the lowest of private colleges in New England and a conservative approach to budgeting, the College was able to maintain its operations at pre-recession levels. The Department of Education noted Rivier’s continued financial strength, awarding the college the highest financial strength rating available.

To continue to provide a high-value education to students at the bachelor’s, master’s and doctoral levels, Rivier College has invested in facilities in recent years, selecting local contractors to help support the region’s economy. Recent capital projects include an addition to the library, renovations to two residence halls, the addition of an artificial turf athletic field, and an expansion of the athletic facility.

During the past academic year, Rivier created partnerships with numerous businesses, schools, and healthcare facilities to bring the College’s quality programs offsite. One such program, a partnership with Saints Memorial Medical Center in Lowell, Mass., allowed licensed practical nurses to advance their careers by becoming registered nurses. The college looks forward to continuing this partnership through its fully online RN to B.S. program for registered nurses seeking a bachelor’s degree.

Rivier’s faculty and staff look forward to engaging community leaders in conversations about how to best provide quality value-added post-secondary programs that meet the needs of our region’s businesses.

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**Economic Outlook 2011**

Fr. Jonathan P. DeFelice, O.S.B., President

As the economic crisis was unfolding, Saint Anselm College was preparing its new strategic plan, *Vision 2015, Looking Within - Reaching Beyond*. The plan outlines an approach that stays true to the college’s mission as a Benedictine, Catholic institution of higher learning, while providing for innovation and expansion of our programs. One such expansion is the R.N. to B.S.N. program that, building on the excellence of our Department of Nursing, will allow registered nurses with associate’s degrees to earn a bachelor’s degree in nursing through a hybrid course of online and on campus learning.

The strategic plan also calls for expanding Saint Anselm’s long tradition of enriching the educational experience of its students through partnerships with businesses. While businesses have opened opportunities for students, the College has provided for many years of expert internship assistance in businesses from ECCO USA to Merrill Lynch, from Hedge Solutions to WMUR, from the NH Department of Tourism and Travel to Amoskeag Beverages. These experiences not only provide an opportunity for students to experience the work environment in New Hampshire,

but provide the businesses with a pipeline of talented future employees.

Saint Anselm is working to enhance existing partnerships and create new ones not only to enrich the education of its students. The college also wants to enhance the social, cultural, economic and political life of Manchester, New Hampshire and beyond, as well as extend Saint Anselm’s involvement in service, research, human, and intellectual development.

The Center for Experiential Learning was established to provide a coordinated approach to the college’s partnerships. It is reaching out to firms in the Manchester area and elsewhere to establish arrangements that will match the talents and ambitions of Saint Anselm students with the requirements of companies in a manner that will be mutually beneficial.

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**Economic Outlook 2011**

Paul LeBlanc, President

Southern New Hampshire University experienced strong enrollment growth in 2010 and expects similar growth in 2011, especially with our online programs. We are expanding our mill yard online center by over 10,000 sq feet and will hire 80 new staff this year and next. Responding to the financial pressures felt by families, we increased our scholarship budget to \$20m and froze undergraduate tuition in the day program. Those actions and other innovative cost-savings earned us the honor of being named a Gates Foundation “Beating the Odds” school. By next September we will have students enrolled in our new College Unbound program, an experiential learning model that shifts the emphasis to “on-site” education and training for students, supplemented by classroom work when needed, and tightly integrated with local businesses.

At SNHU we have a strong tradition of working with businesses, both locally and globally. Sometimes that means reaching out to help an organization with specific needs. For example, this year, Marketing students and their professor have been working with Dunkin Donuts to develop a marketing plan to test the idea of

artisanal breads, allowing the company to use its ovens during their idle hours and expanding their product line.

Sometimes that means providing opportunities to local companies. Last year alone we completed more than \$20m in new construction and millions of dollars more in renovations. That work brought business to scores of local companies, kept hundreds of workers employed, and created new jobs on campus.

We are actively seeking additional business partnerships and encourage your inquiry about how SNHU might work with your company.

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**Economic Outlook 2011**

Mark Huddleston, President

The University of New Hampshire launched several new initiatives in 2010, including an affiliation with Franklin Pierce Law Center to form the UNH School of Law and a \$44 million federal grant to expand broadband statewide.

UNH educates some 14,000 students and supports a world-class research program. It provides competitive compensation for 3,000 faculty and staff and is the steward for more than 6 million square feet of facilities and infrastructure. Balancing UNH’s commitment to affordability and quality is an enduring issue and one compounded by the economy. UNH has increased its financial aid for NH students by 47% since 2009. We are continuing to enhance the amount and variety of revenue streams to help “bend the curve” of the cost to attend UNH. Examples include the development of a January term, and investments in technology transfer and research programs.

UNH contributes \$1.3 billion to the gross state product – 2.5% of the state’s \$51 billion GSP – and our alumni contribute an estimated \$562 million annually to a skilled New Hampshire workforce. We

have redoubled our efforts to fuel the state’s knowledge economy with the Green Launching Pad, bringing green technologies to the marketplace and supporting green economy jobs. We also helped start the NH Innovation Commercialization Center, dedicated to accelerating the development of early-stage high technology startups and to the commercialization of UNH intellectual capital.

UNH has partnerships with a multitude of companies throughout the state. Hire our best and brightest, collaborate on research, develop internships, and access our executive education offerings. Do business with UNH.

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**Economic Outlook 2011**

Sally Ward, Interim Dean

Today’s students are taking a closer look at the value of higher education. Record degree student enrollments at the University of New Hampshire at Manchester in 2010, the highest in the college’s history, suggest that students have found UNH’s urban campus to be a good investment. The Manchester millyard campus was the college of choice for students under 25 who make up 73% of the student body. The campus has responded to students’ financial needs by nearly doubling financial aid awarded since 2008 and continuing to expand articulation agreements with NH’s two-year community colleges. This has created an affordable, world-class academic experience for NH’s college students.

For more than 25 years, UNH Manchester has embraced innovation in course delivery, quality programming, and community engagement to meet the academic goals and expectations of students and the employers who hire them after graduation. In addition to degree and enrichment programs, ESL programs prepare the region’s underrepresented groups for college success. Nearly 10% of UNH Manchester’s students came from underrepresented groups reflecting the success of these programs and other

community engagement activities.

The college also partners with the public and private sector organizations to support work force development. UNH Manchester’s professional degree programs and vibrant internships provide all students with real-world experiences grounded in academic excellence that is valued by area employers. UNH Manchester received funding from the National Science Foundation’s Scholarships in Science, Technology, Engineering, and Mathematics (STEM) program in 2010. The five-year grant funds scholarships for qualified UNH Manchester students to gain the skills in engineering, science, and math needed by business and industry in New Hampshire.

College and community partnerships support educational access, foster innovation, and serve as a catalyst for community development and economic vitality and growth. For more information, contact UNH Manchester.

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**Economic Outlook 2011**

Katharine Eneguess, President

White Mountains Community College has continued to experience steady growth, a pattern that has seen enrollments double in the last ten years. The economic downturn has brought further challenges to the North Country, and WMCC has faced the challenge of responding to increased demand while in a time of reduced revenues. Our commitment is to a student-centered approach that prepares our regional workforce to meet the current and future demands of business and industry. To accomplish this, WMCC plays an active role as a participant in economic development, partnering with a variety of institutions and agencies to ensure high quality workforce development is the norm both when and where it is needed. Our 20 associate degrees, 23 certificate programs and professional certificates and training programs, now more than ever, have played a vital role in the economic recovery we all anticipate.

Business and Industry play a vital role in the development and continued growth of all of our degrees and programs. Advisory boards ensure that curriculum reflects not only the best practice as exercised by industry, but that students have opportunities to engage in experiential learning at the worksite. Our partnerships are

not limited to academic programs. In 2010, WMCC has led the effort to prepare the local workforce for employment, and local businesses for sales and contracting opportunities, at FCI-Berlin, the new Federal prison scheduled for a 2011 opening. This work has seen a close collaboration with the Federal Bureau of Prisons, with the support of many local and state agencies. Services to businesses and potential job-seekers have been offered at no cost, and are ongoing.

Our Business Training Center provides workforce training for new, incumbent, and potential employees in local business and industry. Customized training that is tightly focused on the needs of the company can be provided on a schedule and at a location that best serves the needs of that company. From Route 25 to the Canadian border, WMCC stands ready to assist our business and industry partners, including assistance with the New Hampshire Job Training Fund, a remarkable resource to offset training costs.

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