

**Conversation with Retiring Trustee
J. Gregg Sanborn
1996-2007**

PHOTO	Scholarship Committee	1985-1995
	Foundation Trustee	1996-2007
	Nominating Committee (Chair 98 & 99)	1997- 1999
	Finance Committee	1999-2000
	Succession Planning Committee	2003-2007
	Audit Committee (Chair)	2004-2007
	Community Health Needs Task Force	2006-2007

Gregg Sanborn was involved with the Foundation for Seacoast Health since its inception. In 1985 he was instrumental in the design of the Foundation's Scholarship Program and continued to help select scholarship recipients for the next ten years. Gregg always found time to be involved with Foundation affairs which is remarkable given his busy role as Executive Assistant to the UNH President and now Executive Director of the UNH Alumni Association. The Board of Trustees and staff thank Gregg for his dedicated service to the Foundation and will miss his thoughtful and sage counsel.

The following summarizes an interview we conducted with retiring Trustee, J. Gregg Sanborn in March, 2007.

On Joining the Board of Trustees: After serving ten years on the Scholarship Committee, I found that joining the Board of Trustees changed my perspective. I needed to make a shift in thinking about the Foundation as a whole rather than focusing on one program. Two major reflections stand out for me during these eleven years – first, the creation of the Community Campus and secondly, the decline in the flexibility of the Foundation to continue to award large numbers of scholarships and grants. The combination of the cost of maintaining the Community Campus and the downturn of the economy necessitated some serious changes to the Foundation's grant making programs. I think consolidating the major programs that the Foundation supports in one location has added value by giving those services the opportunity to share resources and maximize their potential. On the other hand, the future Foundation Board of Trustees needs to be creative in its fiscal planning. I believe the Foundation continues to advocate for a high standard of health services through its financial support of worthy programs.

On the Community Campus: We made a conscious decision when we were building the Community Campus to take a low profile and not be as visible as the agencies we support. However, going forward, I believe the Foundation needs to be much more visible. Creating the Community Campus added tremendous value to the

community but created severe limitations on the Foundation's flexibility. The Trustees need to be more involved in promoting what the Foundation has been able to do over the years. If we are going to be able to continue to cover the debt service for the Community Campus and fund new initiatives, the Board needs to become involved in building the Foundation's endowment. I think it was a good decision to provide on-going support to a few agencies within the Campus; however, we always run the risk of creating a sense of entitlement when giving large amounts of money on an ongoing basis. Continued support to agencies like Families First, New Heights, and Community Child Care has been pivotal in their growth and allowed them to better serve the community.

On the Foundation's Scholarship Program: I feel the Scholarship Program has undergone the most dramatic change because of the Foundation's financial constraints. We have gone from awarding 50-60 scholarships a year to two – one graduate and one undergraduate. We need to rethink the financial need component that was added a few years ago. Given my experience and in my opinion, there is much too little merit-based scholarship aid available for students today. The Foundation's scholarship program was originally designed with merit being the highest priority. There are many students, both traditional and non-traditional (older residents pursuing a health-care career) who may not meet the federal-based financial need protocol. Yet, given the cost of education today, those individuals need assistance. I believe the Foundation's scholarships should be merit-based with a certain percentage of funding set aside for medical areas of shortage. Even though there is a higher likelihood that non-traditional students will stay in the area because most already have roots in the community, this should not be a requirement for consideration. I think it is important to have a mix of traditional and non-traditional, younger and older award recipients and for the Trustees to find a way to bring the scholarship program criteria and financial support back to its origins.

On the Foundation's Future: I can remember when we had a senior citizen committee and were talking about the next Campus development phase. We talked about the kinds of services and benefits that the Foundation would eventually provide to seniors. Regardless of limited flexibility in Foundation spending, it is becoming more and more evident that addressing health issues relating to the senior population still needs to be a future goal of the Foundation. While many seniors already reside in the Seacoast, communities are encouraging others to move here. Towns need to take a good look at the many 55 and older communities that are springing up, increasing the senior population. With the decrease in working families, there will be fewer who are able to support the needs of families, schools, and businesses while the demand and need for senior services will increase. The burden of support will expand far beyond the Foundation's capabilities.

On Leaving the Board of Trustees: The real benefit of serving on the Foundation Board of Trustees, besides the camaraderie, is the opportunity to make decisions in the best interest of the community. Understandably, today the emphasis is on oversight issues related to Portsmouth Regional Hospital and the Foundation's

investment and spending policy to maintain the purchasing power of its assets. However, it still is important for the Board to spend significant time learning about and discussing current health issues. Continually investigating the present and future health needs of the community and weaving this information into an enhanced new trustee orientation package is the way to go.