COMMUNITY COLLEGE SYSTEM OF NEW HAMPSHIRE

ANNUAL REPORT

2017

CCSNH Mission: Our purpose is to provide residents with affordable, accessible education and training that aligns with the needs of New Hampshire's businesses and communities, delivered through an innovative, efficient, and collaborative system of colleges. CCSNH is dedicated to the educational, professional, and personal success of its students; a skilled workforce for our state's businesses; and a strong New Hampshire economy.

NH RSA 188-F:11 Report.

II. The chancellor and the chairperson of the board of trustees of the community college system of New Hampshire shall issue a report annually which shall include updates on ongoing upgrades to the information technology systems used by the community college system of New Hampshire and an assessment of the overall operation of the community college system of New Hampshire including financial status, enrollment data, and program administration. Such report shall be completed by October 15 of each year. A copy of this report shall be delivered to the chairmen of the house education committee and senate education committee, the speaker of the house of representatives, president of the senate, the governor, the senate clerk, the house clerk, and the state library.

TABLE OF CONTENTS

The overall operation of the Community College System of New Hampshire

- Mission, Vision, Strategic Goals PAGE 3
- 2017 Highlights, Priorities and Key Initiatives PAGE 4
- Administration and Governance PAGE 9
- Budget, Tuition, Enrollment PAGE 11

Ongoing upgrades to information technology systems PAGE 16

Appendices

- Board Appointments & Committees
- System and College Leadership
- System Organizational Charts
- Program Grid, 2017-18 (not included in electronic version)

Copies of the Annual Report can be viewed and downloaded at
http://www.ccsnh.edu/AuditedFinancialStatements

Please direct questions to the CCSNH Director of Communications, Community College System of NH, 26 College Drive, Concord, NH 03301, or by emailing sreid@ccsnh.edu

MISSION, VISION, STRATEIC GOALS

CCSNH Mission Statement

Our purpose is to provide residents with affordable, accessible education and training that aligns with the needs of New Hampshire's businesses and communities, delivered through an innovative, efficient, and collaborative system of colleges. CCSNH is dedicated to the educational, professional, and personal success of its students; a skilled workforce for our state's businesses; and a strong New Hampshire economy.

Vision

65 by 25: To maintain New Hampshire's positive economic indicators, including low unemployment and high per capital income, NH will need 65 percent of adults with education beyond high school. CCSNH is committed to achieving this vision by 2025.

Strategic Goals

The Board of Trustees has approved the following strategic goals as a means to achieve our vision:

- Increase enrollment across NH's community colleges
- Foster an environment where CCSNH is an employer of choice and works to continuously improve employee engagement
- Improve CCSNH's net revenue and financial sustainability, as well as overall financial and budget processes
- Use technology to expand credit transfer and course sharing between colleges
- Address the unique needs of our rural colleges and communities
- Serve as a strong bridge for pathways from high schools and to 4-year institutions and employment with a focus on STEM and high demand careers
- Advance our data collection, analysis, and communication efforts to support our attainment goals

HIGHLIGHTS, PRIORITIES AND KEY INITIATIVES

New Hampshire's 65 by 25 Goal

In 2014, the CCSNH Board of Trustees developed the 65 by 25 goal. 65 by 25 is the goal of having 65 percent of New Hampshire working-age adults with some postsecondary credential by 2025. This aligns with national research showing that by 2025, more than 65 percent of jobs in NH will require postsecondary education. NH is presently at approximately 51 percent.

For CCSNH, essential components of meeting this goal include:

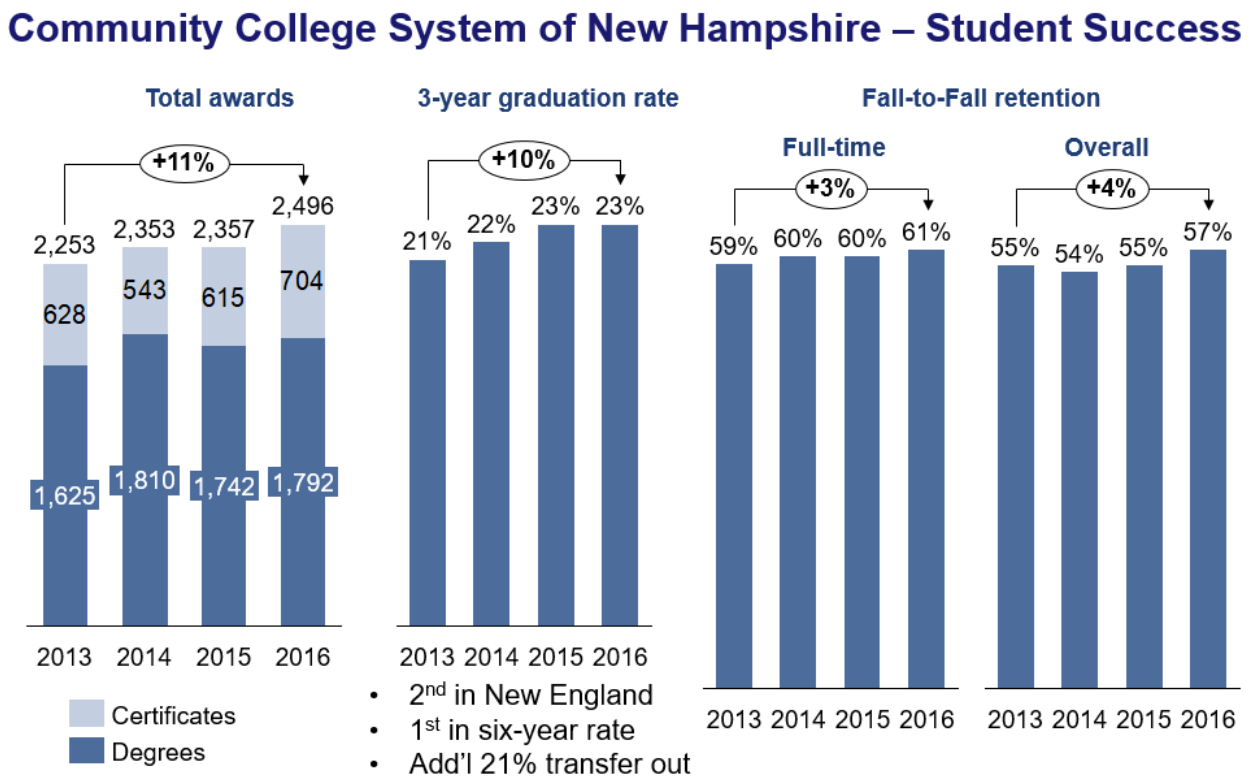
- Improve college affordability in NH by working with the State Legislature and Governor to reduce community college tuition
- Double the number of workforce-aligned degrees and certificates awarded by 2025, including doubling the number of STEM degrees awarded
- Increase the postsecondary matriculation rate from NH high schools
- Strengthen pathways between K-12, higher education sectors and NH employers
- Broaden access to courses, programs and educational pathways across New Hampshire by using innovation and technology so that students have more opportunities for postsecondary education and career training
- Provide accessible opportunities for adults to retrain and upgrade skills
- Address the unique needs of rural colleges and the communities they serve, which requires attention to sustainability in demographically dispersed areas of NH
- Increase enrollment and completion rates

In 2016, the 65 by 25 goal gained broad acceptance and support by business, education and policy-makers. The NH Coalition for Business and Education and the Business and Industry Association of NH have embraced this goal and are actively working to support it. A bill was passed in the NH Legislature in support of 65 by 25 and signed by the Governor. Education sectors including the NH Department of Education on behalf of K-12, CCSNH and the University System of NH are working together to enhance related initiatives and report progress on benchmarks.

In 2016, CCSNH added a particular focus on **student retention and completion** in support of 65 by 25. CCSNH is focusing on a "guided pathways" model which is designed to help students understand, pursue, and efficiently and affordably complete educational pathways that prepare them for career and transfer. CCSNH is particularly focused on careers in NH and transfer to our NH partners, including the University System of New Hampshire (USNH). In 2016, CCSNH joined the Complete College America (CCA) consortium of states actively working to improve persistence and completion, including through such strategies as co-requisite remediation, *15-to-Finish* and the *Purpose First* concept which helps students navigate to clear outcomes linked to skilled employment. CCA, *15 to Finish,* and *Purpose First* are national initiatives from which CCSNH receives support and expertise, and shares best practices with community college systems in other states.

In 2017, CCSNH maintained its focus on student success and progressed further on the strategies described above. Each college within CCSNH is moving forward to implement the strategies in ways that best align with the needs of their student body and region. Each college has seen gains in student success metrics (see appendix – "Student Success Metrics"). At each college, faculty and staff lead these efforts and the central office facilitates convenings that enable colleagues to share successes and work together on common efforts.

Along with our focus on student success, below are examples of metrics CCSNH tracks related to retention, completion and degree attainment.



CCSNH also tracks post-completion success metrics. For example, the share of students from bottom fifth of incomes as students who moved to top fifth as adults is among top 10% for community colleges in the country. CCSNH students also have lowest three-year loan default rate in New England.

Dual Admission with USNH

The Dual Admission program that was piloted by Great Bay Community College and UNH in 2014, and expanded across the two public systems in 2015, saw progress in 2017 through integrated efforts of the two systems to market the program and further refine the application and advising process.

The Dual Admission program enables students in certain programs, including liberal arts, to enroll at one of NH's seven community colleges and at the time of enrollment, sign an agreement allowing them to be dually admitted to UNH, Keene State, Plymouth State or Granite State College with a direct transition upon completion of an associate degree at the community college. Students receive advising to ensure appropriate course selection and have access to cultural and social activities at the destination institution. The Dual Admission program is in addition to numerous other transfer agreements that exist for specific programs such as nursing, business, engineering technology, and more.

New Workforce Initiatives

Apprenticeship Grant

In 2016, CCSNH was awarded a $1.2 million grant from the US Department of Labor to expand and promote registered apprenticeship in the fields of healthcare, advanced manufacturing, and information technology. Since that time, CCSNH has worked with nearly 50 employers across the state of New Hampshire developing new apprenticeships. Businesses currently implementing apprenticeship programs through this effort include LRG Healthcare in Laconia, Core Physicians in Exeter, Hypertherm in Lebanon, and Teleflex Medical in Jaffrey. These businesses have employed over 30 individuals and with the support of grant funds, apprentices have received tuition support for classroom instruction at the community college. Grant funds have also been used to develop a statewide marketing campaign that targets outreach to NH residents interested in participating in an apprenticeship. With an "earn while you learn" model where apprentices can receive wages for on-the-job training and classroom instruction, apprenticeship has proven to be a viable way for CCSNH to work alongside businesses in the development of a highly-skilled NH workforce.

WorkReadyNH

CCSNH continues to offer the WorkReadyNH program, which provides assessment, skill-building, and credentialing in key workplace skill areas. WorkReadyNH helps the un- and under-employed gain the skills to successfully seek employment and build careers, and helps NH businesses by fostering a skilled workforce and strong job applicant pool.

WorkReadyNH was created in response to concerns expressed by NH employers that job applicants lacked foundational workplace and "soft skills," making it difficult to fill jobs and impeding the economic advancement of job applicants. The program focuses on those areas employers identified as most critical to successful employment across a range of industries, including critical thinking, problem-solving, applied mathematics, employer expectations, teamwork, communications and more. Since its inception in 2011, WorkReadyNH has registered nearly 4,000 participants in its skill-building and certification program.

NH Job Training Grant Program

The community colleges continue to be the designated preferred training provider under the NH Job Training Grant Program, which provides matching grants to NH employers seeking to upgrade the skills of their incumbent workforce. Community colleges have worked with dozens of NH employers to strengthen the skill level of their incumbent workforce, help employees adapt to changing technology, support advancement, incorporate new skills and processes, and more.

Dual and Concurrent Enrollment Programs

Running Start

CCSNH offers dual and concurrent enrollment programs that enable students to earn college credit while still in high school. These programs can save families thousands of dollars on college costs and speed time to completion, as well as give high school juniors and seniors experience with college-level work and put them on a pathway toward a postsecondary credential.

Running Start, CCSNH's longest-standing early college program, enables NH high school students to take community college courses in their high school for dual HS/college credit. Each course costs $150, just a fraction of the cost for courses taken once in college. Running Start enrollment has grown nearly every year since CCSNH created it in 1999 with a pilot group of seven high schools.

Running Start enrollment state-wide[1]:

	Student Course Registrations	Participating High Schools
Academic Year 2016-2017	7,545	98
Academic Year 2015-2016	7,501	99
Academic Year 2014-2015	6,915	95
Academic Year 2013-2014	6,199	93
Academic Year 2012-2013	5,573	97
Academic Year 2011-2012	5,308	90
Academic Year 2010-2011	5,407	89
Academic Year 2009-2010	4,980	81
Academic Year 2008-2009	4,685	72
Academic Year 2007-2008	4,302	71

[1] *Some numbers in this table differ from those previously reported, as data has been updated and verified.*

eStart

CCSNH continues to offer courses through eStart, a program created in partnership with the Virtual Learning Academy Charter School (VLACS) in Exeter, NH. eStart is a dual credit program that affords NH high school students the opportunity to take 100% online college courses through the CCSNH, simultaneously earning both high school and college credit.

Since its inception in 2008, the eStart program has grown in both course offerings and student enrollments, with 276 enrollments for the 2016-17 Academic Year. In all, more than 2,000 students have taken advantage of the program to date.

The eStart program coordinator communicates with industry professionals to better understand workforce needs in order to provide NH high school students with the best opportunities to succeed. **New for the 2017-18 academic year**, the eStart program will offer a Children's Literature course, enabling students to increase the number of credits they can earn in an Early Childhood Education pathway. The eStart program is also offering an extended year College Composition course which provides students with an alternative scheduling option to meet their educational needs. This adds to computer programming courses added in 2016 to start students on a software development pathway.

Early College

In 2016-17, CCSNH piloted a new way for high school students to earn concurrent college credit, through an "early college" model. Early college brings high school students directly onto a community college campus for courses taken at a discount. It confers many of the same benefits of Running Start and eStart – giving high school students a head start on college coursework, exposing them to college-level work and expectations, strengthening their postsecondary aspirations, and enabling them to earn college credits more affordably.

For the upcoming academic year, CCSNH will move beyond the pilot stage and focus on establishing greater consistency across the system in how early college courses are offered and managed.

Governor's Scholarship Program for Dual and Concurrent Enrollment STEM Courses

New in the 2017-18 academic year is a scholarship program for NH high school students taking dual and concurrent enrollment course in STEM or STEM-related fields through NH's community colleges. Passed in the FY2018-19 state budget, the program reimburses 11th and 12th grade students for up to two courses taken through CCSNH's Running Start or Early College programs. We look forward to reporting on utilization of this funding and hope to see growth over time in the number of STEM and STEM-related concurrent enrollment courses taken by NH high school students, placing them on a pathway to high-demand careers in the Granite State.

ADMINISTRATION AND GOVERNANCE

The Community College System of NH is comprised of seven colleges, each accredited through the New England Association of Schools and Colleges, Commission on Institutions of Higher Education. The Chancellor serves as chief executive of the college system. The Chancellor's office is designed to ensure that CCSNH meets its statutory obligation to "operate as a well-coordinated system of public community college education" providing centralized administration in the areas of strategic planning, budget, grants, financial aid compliance, legal services, risk management, government relations, capital planning, human resources, internal audit, information technology, purchasing, payables and receivables, distance learning, student learning management system administration, Foundation, and coordination with other agencies and institutions.

CCSNH is governed by a Board of Trustees. Except for the student and employee members, Trustees are appointed by the Governor and Executive Council. By statute, the Trustees are nominated from the areas of Business and Industry, Health Services, Labor within the mechanical trades, Law Enforcement, Technology, Education, Community Service, High School Career and Technical Directors, Students, Alumni, CCSNH Employees and the General Public. Additional ex-officio members include the Governor of the State of NH, the Presidents of each Community College, the CCSNH Chancellor, the Commissioner of the NH Department of Business and Economic Affairs, the Commissioner of the NH Department of Education, and the Commissioner of the NH Department of Employment Security.

The Board is organized into nine standing committees: Executive; Academic, Student Affairs and Workforce Development; Audit; Facilities and Capital Budget; Finance; Governance; Marketing; Personnel; and Safety and Risk Management.

Each college is led by a president with the support of a leadership team. Each college has an advisory committee comprised of individuals from the community, volunteers who represent employers, civic organizations, and the public. The advisory committee connects the college with its community and advises the president. College Advisory Board members also sit on committees of the CCSNH Board of Trustees, to assist in connecting the Board with the needs and operations of the local institutions.

Academic programs are developed at the college level and approved through system leadership and the Board of Trustees. Programs are reviewed for relevance, demand, and responsiveness to employment and industry needs. Academic programs are overseen by a department head who is responsible for curriculum, program development, and supervision of department faculty. Service learning, clinical experiences, co-ops, and internships are often incorporated into the curriculum. Most programs have Program Advisory Boards to provide input on curriculum, employment needs, and industry trends.

Each college offers student co-curricular and extra-curricular programming to enable students to have a well-rounded college experience. Students participate in campus governance through their Student Senate, and numerous clubs and organizations provide opportunities for students to develop skills and experience outside the classroom. CCSNH recognizes the availability of student life activities as an important component of student retention and completion, as well as helping to prepare students to be contributing members of their communities and state upon graduation.

Enrollment management, which includes admissions, financial aid, student assessment, and registration, is a shared responsibility within each college as various administrative offices work

collaboratively to facilitate student entry into postsecondary education and support student success.

Helping NH's incumbent workforce become and remain skilled and competitive is an important part of the CCSNH mission. Each college includes a Business Training Center, with the mission of offering professional training to the regional workforce. Working closely with area employers, the Business Training Centers offer programs at the college or the workplace, and can customize training to meet the particular needs of businesses.

Internal auditing ensures program compliance and appropriate controls are in place and works through the results of external audits to address issues raised. CCSNH's 2016 financial audit, conducted by the accounting firm Berry Dunn, found no material weaknesses in financial controls. In addition to annual financial audits, the internal auditor's work will include monitoring progress addressing the recent performance audit conducted by the Legislative Budget Assistant of the NH Legislature.

Organizational Structure: See system-level organizational charts in the appendix.
Note: Positions may be vacant at any given time.

BUDGET, TUITION AND ENROLLMENT

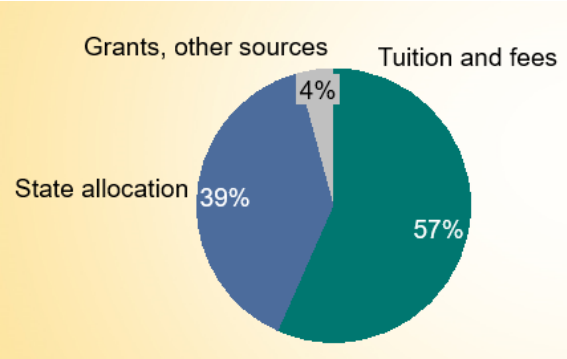
Budget

Validated comprehensive budget data can be found in CCSNH's audited financial statements. Statements from the past several years, including the most recent audited financial statement for FY16, can be accessed at this link:
http://www.ccsnh.edu/AuditedFinancialStatements

Below is a narrative of highlights from CCSNH's operating budget, excerpted from the FY16 audited financial statement:
The majority of CCSNH's revenues come from tuition and fees, which decreased in 2016 and 2015 as compared to the year ended June 30, 2014 due to decreased tuition price per credit in 2016 and no growth in the number of credits sold since 2011. Other revenue includes grants and contracts and other auxiliary enterprises. Driven by grant activity, other revenue decreased in 2016 by $1,271,370 and increased by $2,584,174 in 2015. Specifically, the U.S. Department of Labor HIB Job Training Grant and U.S. Department of Labor Trade Adjustment Act – Community College Career and Training programs were in their final years at the campuses for 2016 and will be finished in 2017. Overall, total operating revenue was down in 2016 by $3,494,174 and up in 2015 by $1,230,126.

Like many institutions of higher education, CCSNH is a labor-intensive organization, and operating expenses are primarily composed of employee compensation and benefits. These expenses were up in 2015 by $2,758,463 but were down in 2016 by $5,147,051 due to decreases in the workforce in relation to lower credits sold and the decrease in grant-funded positions.

Other operating expenses increased by $1,249,829 in 2016 due to increases in small equipment spending, off-site rental facilities for student housing at Lakes Region Community College, and software license and maintenance fees. Other operating expenses were down $2,407,452 in 2015 due to lower utility costs, decreased supply and small equipment spending, and less maintenance and repair expenses.



CCSNH is highly tuition-dependent, with tuition and fee revenue at 57% of total operating funds.

CCSNH seeks operational efficiencies through the use of shared services for all seven colleges. About half of shared service costs go towards information technology – hardware, software, systems, and personnel providing service to all seven colleges so they do not each have to purchase their own. Applications include licenses for our single student information system, our single learning management system, and our single shared licensing contracts with various software and hardware vendors, including for networking and security. Other shared services include HR, in areas such as payroll and benefits processing, as well as labor management; legal and risk management, including the services of one in-house legal counsel; and finance, for the central functioning of accounts payable, grants compliance, financial audit and reporting.

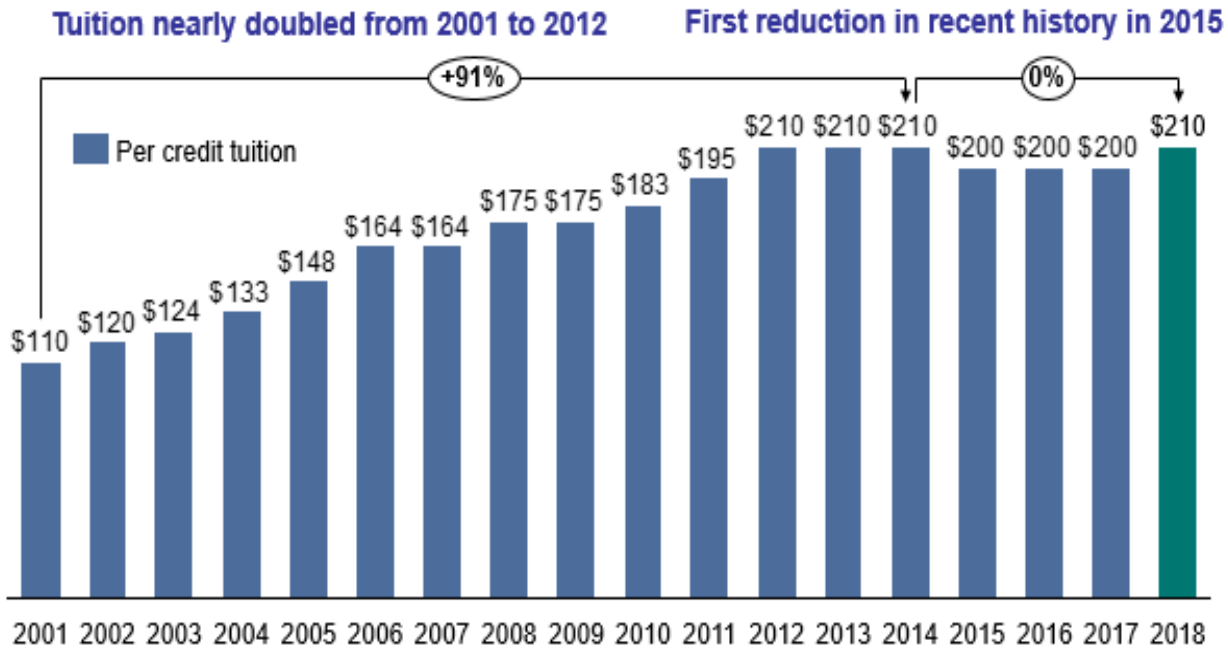
CCSNH continues its efforts towards greater long-term financial sustainability. All colleges pay close attention to five key performance indicators: credits sold, income, percent revenues from tuition, reserves over operating budget, and reserves over debt.

Incentivizing Financial Sustainability starts with KPI's that *emphasize financial sustainability*.

	Rationale
Credits sold	Strong measure for revenue generation
Income	Emphasizes expenses as much as revenue
% revenues from tuition	Measures reliance on tuition vs. fundraising, grants, state. The idea is for this percentage to decrease.
Reserves / Operating	Ratio of ending net position to operating to ascertain ability to withstand enrollment and state fluctuation
Reserves / Debt	Ratio of ending net position to outstanding debt to help measure leverage.

Tuition

Since 2012, CCSNH has made it a priority to stabilize tuition, recognizing that the price trajectory of the prior decade was unsustainable for NH students and families and contrary to the Community College mission. As a result of these efforts, in-state tuition today is at the same level it was in 2012.



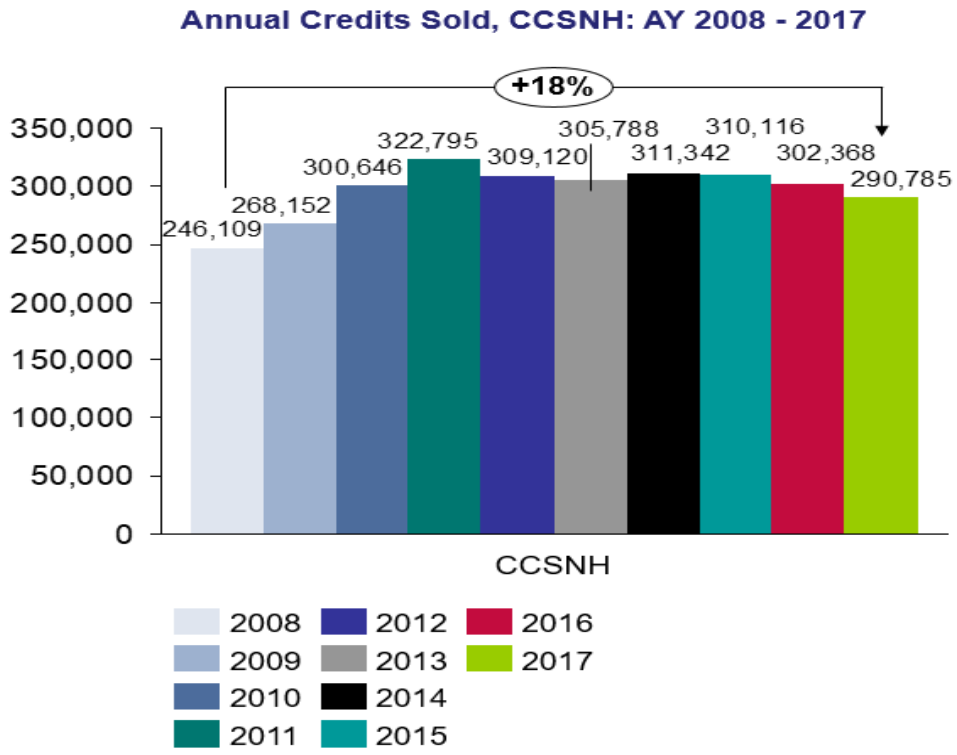
Tuition for an in-state student taking a full-time course load of 15 credits per semester (30 per year) is $6,300, plus applicable fees.

Enrollment

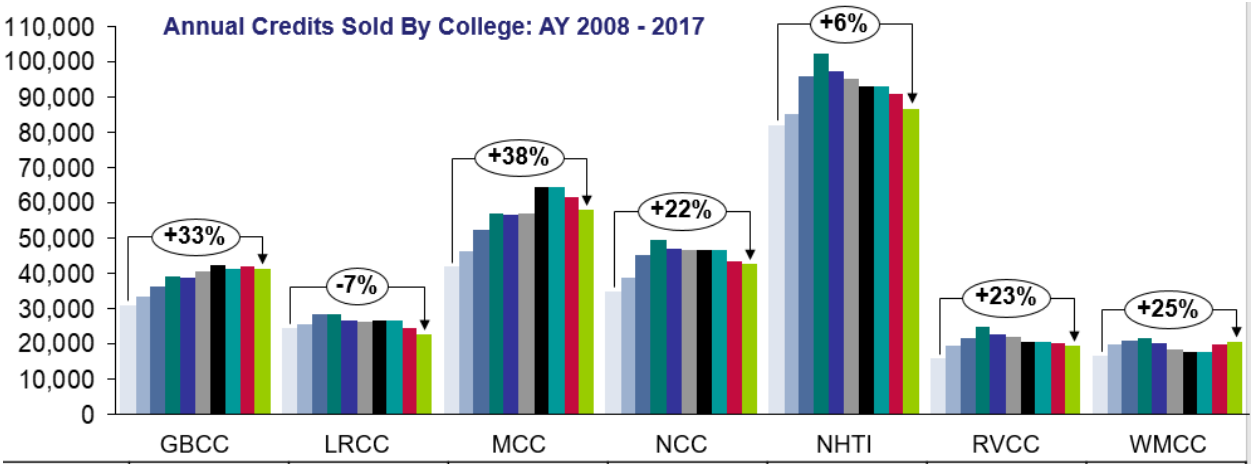
CCSNH's enrollment roughly doubled in the decade between 2000 and 2010, as the colleges evolved into comprehensive community colleges with a wide array of programs and services, attracting students seeking the first two years of a baccalaureate degree as well as learners seeking postsecondary education and training opportunities. During the recession years of 2008-2011, enrollment at community colleges (in NH and across the country) spiked as individuals out of work or facing economic dislocation entered education programs or sought opportunities to retrain. As the nation and NH have emerged from recession, and with NH having one of the lowest unemployment rates in the nation, enrollment has declined from its 2011 peak.

CCSNH continues to serve historically high numbers of students relative to a decade ago, even with the recent declines. Counting all types of enrollment (credit, non-credit, dual high school/college enrollment, workforce training), CCSNH serves approximately 28,000 students each year.

One of the leading ways in which CCSNH measures enrollment is in the number of credits sold. The chart below shows credits sold data since 2007. Decreases since 2011 can be attributed to fewer students graduating from NH high schools and NH's emergence from recession. NH's low unemployment rate, while a positive economic indicator, belies the fact that many high-skill jobs in NH are going unfilled because of a lack of alignment of the professional skills of NH's population with employment needs. NH's community colleges are working to address this challenge by building and promoting education pathways that lead to highly skilled jobs in NH, in partnership with NH employers.



Annual Credits Sold by College: AY 2008 - 2017



	GBCC	LRCC	MCC	NCC	NHTI	RVCC	WMCC
2008	30,978	24,394	41,826	34,875	81,641	15,806	16,589
2009	33,400	25,524	46,302	38,965	85,068	19,251	19,642
2010	36,404	28,124	52,324	45,111	95,827	21,810	21,046
2011	39,396	28,301	56,703	49,660	102,245	24,980	21,510
2012	38,737	26,791	56,527	46,861	97,265	22,691	20,248
2013	40,680	26,244	56,999	46,694	94,994	21,923	18,254
2014	42,327	26,786	60,896	46,915	94,690	20,804	16,949
2015	41,120	26,767	64,533	46,438	93,152	20,679	17,427
2016	41,936	24,736	61,598	43,207	90,878	20,333	19,680
2017	41,236	22,684	57,785	42,450	86,457	19,480	20,693

ONGOING UPGRADES TO THE INFORMATION TECHNOLOGY SYSTEMS USED BY THE COMMUNITY COLLEGE SYSTEM OF NEW HAMPSHIRE

In 2017, CCSNH continued to build upon the existing IT infrastructure development while enhancing services and further refining the role of technology across the seven colleges. We continue to make progress in the following areas:

Institutional Research, Planning, Policies and Service to Students:

- CCSNH has written a new Information Security Policy and Acceptable Use Policy
- CCSNH has continued to build out a more comprehensive Data Warehouse for institutional research purposes
- CCSNH IT completed the implementation of 70% of the recommendations identified by the IT Risk Assessment in 2015
- CCSNH contracted with Berry Dunn for an IT Organizational Assessment and we have developed a project plan to implement the high priority recommendations from that Assessment

Hardware and Software Infrastructure:
(Student Information and Enterprise Resource Planning System):

- Completed the implementation of Banner Document Management, which is a Document Imaging tool allowing more efficient and effective information management of materials in electronic form
- Completed the implementation of mobile connectivity software, which will allow students to access Banner Student Information accounts using a mobile device
- Completed integration with National Student Clearinghouse for Enrollment Verifications
- Completed integration with NH Department of Employment Security for Wage match research on CCSNH graduates
- Initiated a migration of our Enterprise Resource Planning System from our Oracle Database Appliance servers to the Oracle Cloud Infrastructure
- Upgraded campus physical servers to utilize virtualization technology and benefits

Internet/Networking/Telecommunications:

- Upgraded firewalls and increased the bandwidth for all CCSNH locations
- Upgraded wireless access points to enhance accessibility and increase wireless security
- Upgraded NHTI's network infrastructure

APPENDICES

Board Appointments & Committees
System and College Leadership
Organizational Charts
Program Grid, 2017-18 *(not included in electronic version – view online at http://www.ccsnh.edu/academics/programs)*

Board Membership and Board Committees

COMMUNITY COLLEGE SYSTEM BOARD OF TRUSTEES (VOTING MEMBERS)

Paul J. Holloway, Chair	Business & Industry
Robert Duhaime, Treasurer	Health Services
Katharine Bogle Shields, Vice Chair	Public
Kim Trisciani, Secretary	Labor
Natalie Baker	Students
John Calhoun	Public
Rebecca Clerkin	CCSNH Employees
Allen Damren	Business & Industry
Stephen Ellis	Public
Lacey Fehrenbach	Student
Stephen Guyer	Public
Sharon Harris	Public
Richard Heath	Alumni
Jeremy Hitchcock	Technology
Cheryl Kahn	Education
Tricia Lucas	Community Service
Krishna Mangipudi	Public
Steve Rothenberg	Career and Technical Education
Connie Roy-Czyzowski	Public
Steven Slovenski	Public
Edwin Smith	Business & Industry
Alison Stebbins	Business & Industry
John Stevens	Law Enforcement
Vacant	Labor
Vacant	Students

EX-OFFICIO MEMBERS

Governor, State of NH
CCSNH Chancellor
College Presidents
Commissioner, NH Department of Employment Security
Commissioner, NH Department of Education
Commissioner, NH Department of Business and Economic Affairs

STANDING COMMITTEES OF THE BOARD

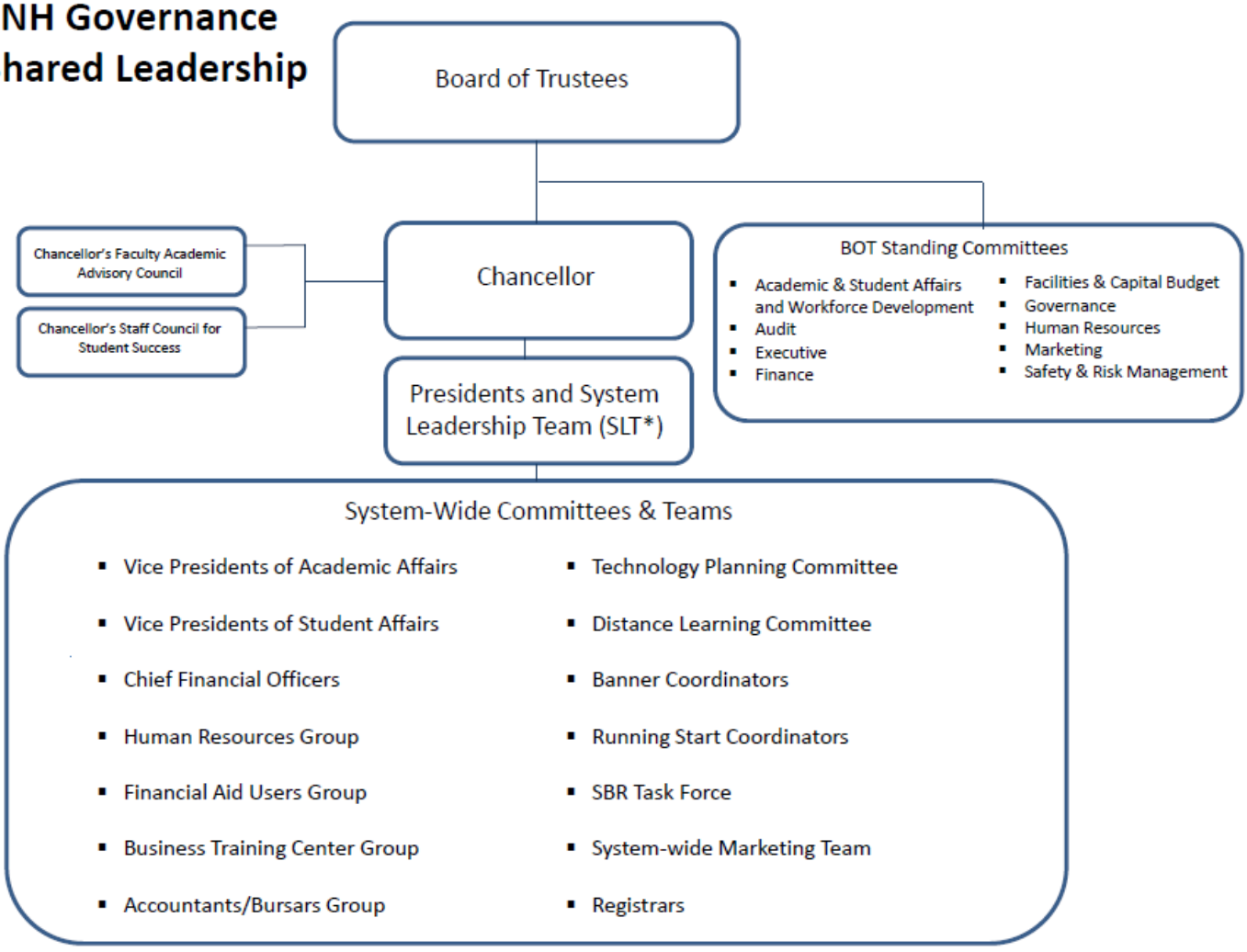
Committee (Current Chair)
Executive (P. Holloway)
Academic, Student Affairs and Workforce Development (J. Hitchcock)
Audit (A. Damren)
Facilities and Capital Budget (K. Shields)
Finance (R. Duhaime)
Governance (C. Roy-Czyzowski)
Marketing (J. Calhoun)
Personnel (K. Trisciani)
Safety and Risk Management (J. Stevens)

CCSNH Leadership:
Dr. Ross Gittell, Chancellor

College Leadership:
Dr. Wildolfo Arvelo, President, Great Bay Community College
Dr. Larissa Ruiz Baia, interim President, Lakes Region Community College
Dr. Susan Huard, President, Manchester Community College
Lucille Jordan, President, Nashua Community College
Dr. Susan Dunton, President, NHTI, Concord's Community College
(Vacant), River Valley Community College
Dr. Charles Lloyd, interim President, White Mountains Community College

CCSNH Administrative Organizational Chart

CCSNH Governance and Shared Leadership



*With the Chancellor and the Presidents, the SLT is comprised of the Associate Vice Chancellors and Chancellor's senior office staff.

09/16

System-Wide Committees & Teams

- Chancellor's Faculty Academic Advisory Council
  Provides direct input to the Chancellor and to the Board of Trustees on system-wide faculty issues. Comprised of faculty representatives from each college, Chancellor, and a member of the BOT.
- Chancellor's Staff Council for Student Success
  Provides direct input to the Chancellor and to the Board of Trustees on matters of student support and student success. Comprised of staff representatives from each college and the System Office, Chancellor, and a member of the BOT.
- Vice Presidents of Academic Affairs
  Confers on matters related to academic instruction, programs, and services at the colleges and makes recommendations on related policies and procedures. Comprised of the colleges' VPAAs and facilitated by two Presidents.
- Vice Presidents of Student Affairs
  Confers on student matters within the colleges and makes recommendations on related policies and procedures. Comprised of the colleges' VPSAs and facilitated by two Presidents.
- Chief Financial Officers
  Discusses system-wide and college budgeting, accounting, and other financial matters. Comprised of the colleges' Business Affairs Officers/CFOs and System Finance staff.
- Human Resources Group
  Facilitates conversation about human resource programs, compliance, and best practices. Comprised of the colleges' HR staff, System HR staff, and payroll.
- Financial Aid Users Group
  Discusses financial aid issues, compliance and best practices. Comprised of college and System financial aid staff.
- Business Training Center Group
  Meets regarding strategy and best practices for industry engagement, partnership, and service. Comprised of business training center and workforce development staff at the colleges and the System office.
- Accountants/Bursars Group
  Discusses accounting and financial operations policies and best practices. Comprised of colleges' accountants and bursars.
- Technology Planning Committee
  Facilitates the flow of technology planning and deployment. Comprised of System IT staff and college IT staff.
- Distance Learning Committee
  Discusses best practices as related to the delivery of distance learning education. Comprised of college and System staff focused on academic technology.
- Banner Coordinators
  Collaborates on database updates, planning, and solutions. Comprised of college Banner coordinators and System staff.
- Running Start Coordinators
  Resolves common issues related to the delivery of the Running Start program and ensures the quality, integrity and timely delivery of the courses. Comprised on college Running Start coordinators and System staff.
- SBR Task Force
  Confers on matters related to the shared Banner database. Comprised of representatives across colleges/functional areas.
- System-wide Marketing Team
  Reviews marketing activities and suggest directions and priorities for future activities. Comprised of System staff and campus marketing directors or those performing related responsibilities at the colleges.
- Registrars
  Discusses common issues among the colleges and shares best practices. Comprised of colleges' Registrars and System staff.