

# COMMUNITY COLLEGE SYSTEM OF NEW HAMPSHIRE

## ANNUAL REPORT

2016



*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.

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Copies of the Annual Report can be obtained from the CCSNH Director of Communications, Community College System of NH, 26 College Drive, Concord, NH 03301, or by calling (603) 230-3504. Additional information at [www.ccsnh.edu](http://www.ccsnh.edu).

## COMMUNITY COLLEGE SYSTEM OF NH – 2016 HIGHLIGHTS, PRIORITIES AND KEY INITIATIVES

The Community College System of New Hampshire (CCSNH) is focused on:

- **Student success** in education and in the economy
- **Accessible and affordable** education
- **Economic alignment** with NH industry and employers
- **Data-driven and performance-based operations:** achieving measurable outcomes and using data to evaluate our performance
- **Dedication to innovation:** using new approaches to expand access and affordability, improve quality and achieve operational efficiencies
- **Commitment to system approach** which shares and leverages resources across the seven colleges

### **The 65 by 25 Goal Becomes NH Economic 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 post-secondary 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.

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.

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, 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 careers 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.

### **Dual Admission and Nursing “3+1” with USNH**

2016 saw a continuation of the Dual Admission program between CCSNH and USNH, which had been piloted in 2014 between Great Bay Community College and UNH and expanded in 2015 to encompass all seven NH community colleges and all four USNH institutions. The Dual Admission program enables students 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.

Data from the first year of system-wide implementation shows a healthy interest in the program, with 838 students demonstrating interest in the program and 179 signed dual admission agreements. This is in addition to students who transfer through a variety of other articulation agreements within specific disciplines, which preceded or are in addition to the new Dual Admission pathway.

	<b>INT.</b>	<b>UNH</b>	<b>UNH-M</b>	<b>PSU</b>	<b>GSC</b>	<b>KSC</b>
GBCC	299	109	7	14	5	5
WMCC	49	3	0	7	1	1
LRCC	147			4		
MCC	65	0	3	1	2	0
RVCC	69					
NHTI	81	3	1	4	0	2
NCC	128	1	5	0	0	1
<b>TOTALS</b>	<b>838</b>	<b>116</b>	<b>16</b>	<b>30</b>	<b>8</b>	<b>9</b>

In addition to the Dual Admission program described above, CCSNH and USNH have progressed in refining the “3+1” pathway for nursing education enabling associate degree RNs who graduate from one of NH’s community colleges to complete a bachelor of science in nursing affordably and seamlessly. Through this program, students who earn an associate degree in nursing from one of NH’s community colleges and become Registered Nurses can enroll in a bachelor of science in nursing program with the third year courses offered by the community college and the final year taken through Granite State College, but at the community college

tuition rate. This affordable and convenient program is designed to help healthcare employers in NH meet their workforce needs by enabling students to progress from the associate degree level to the baccalaureate level of nursing education.

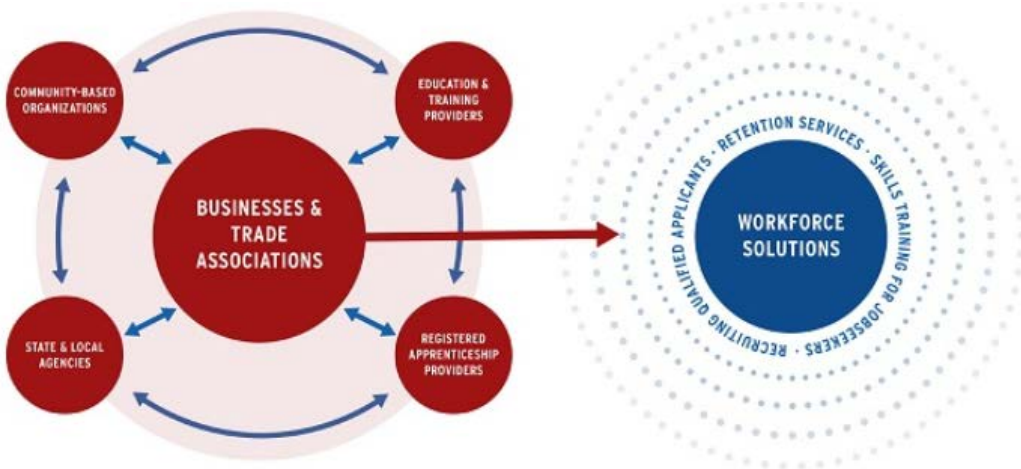
### **Continued Tuition Freeze**

Affordability is a key priority for NH's community colleges, and in 2016 CCSNH saw its fifth consecutive year with no increase in tuition rate. Tuition remained flat in 2012 and 2013, was reduced 5 percent in 2014, and remained at the reduced level in 2015 and 2016. CCSNH budget planning includes a continued focus on affordability with the goal of further tuition reduction if future levels of state support make a reduction possible.

### **Key Workforce and Pathway Initiatives**

#### **Sector Partnership Initiative**

2015 saw the culmination of the 4-year grant period for CCSNH's statewide advanced manufacturing initiative, which resulted in new and enhanced programs at all seven community colleges developed in partnership with advanced manufacturing employers. CCSNH has moved swiftly to address ongoing workforce needs in key industry sectors. The Sector Partnership Initiative (SPI) is a partnership launched in 2016 with NH Works and other entities designed to develop industry-led efforts to meet workforce needs in manufacturing, hospitality, healthcare, and information technology.



As an industry-driven statewide initiative to help businesses in targeted industries address their workforce needs, SPI also helps workers prepare for and advance in careers in New Hampshire.

Through this innovative public/private collaboration, groups of businesses within each target industry participate in sector partnerships - formal collaborations where they will convene on a regular basis to identify shared hiring, training, and retention needs. Businesses will then work with a range of partners to develop training programs and other workforce services to address businesses' shared workforce needs.

SPI partners include community-based organizations, education and training providers such as career and technical education centers and community colleges, and registered apprenticeship providers.

### **Work-Based Learning and Apprenticeship Grant**

In 2016, CCSNH hosted a summit on Work-Based Learning to bring together industry, education and policy leaders to build new opportunities for students to gain real-world workplace experiences as a component of their learning pathway. Topics at the summit included strengthening work-based learning in NH high schools, building secondary to postsecondary pathways, showcasing college work-based learning programs, and creating opportunities for low-income youth through manufacturing partnerships.

In furtherance of its work-based learning efforts, CCSNH was awarded \$1.2 million from the US Department of Labor in 2016 to develop new apprenticeship opportunities for NH residents in the fields of manufacturing, healthcare and information technology. Funds will be used to work with NH employers to develop new apprenticeships, to market apprenticeship opportunities, and to provide tuition support for students.

### **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 3,243 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.

As an example, in 2016 Watts Water Technologies (Franklin, NH) was awarded a matching grant to enroll 23 incumbent machinists in the advanced manufacturing certificate program at Lakes Region Community College (LRCC). LRCC custom-designed program delivery for Watts to offer classes on-site before and after shifts. The



certificates earned by participants can “stack” into an associate degree for individuals wishing to continue their education. The training provided will enable Watts employees to up-skill and learn to operate new machinery, helping the company transition to more advanced processes at its NH facility.

## Running Start

CCSNH offers “early college” programs that enable students to earn college credit while still in high school. Early college 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.

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 7 high schools.

In 2016, CCSNH hit a milestone of offering Running Start courses in 100 high schools (the table below only goes through academic year 2015-16, the most recent year for which complete numbers have been compiled).

Running Start enrollment, State-wide<sup>1</sup>:

	Student Course Registrations	Participating High Schools
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

<sup>1</sup> Some numbers in this table differ from those previously reported, as data has been updated and verified.

## **e-Start**

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 251 enrollments for the 2015-16 Academic Year. In all, more than 1,800 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's high school students with the best opportunities to succeed. New for the 2016-17 academic year, the eStart program will offer an additional course in the Computer Programming sequence, enabling students to increase the number of credits they can earn in a Computer Programming or Software Development pathway. The eStart program is made accessible to as many students as possible through scholarships for eligible students and by offering some courses at 50% of the normal tuition rate.



## **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, foundation, and coordination with other agencies and institutions.

CCSNH is governed by a Board of Trustees. Except for the student 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 and Vice-Chancellor, the Commissioner of the NH Department of Resources and Economic Development, the Commissioner of the NH Department of Education, and the Commissioner of the NH Department of Employment Security.

The board is organized in to 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 regularly 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. At each college, department heads report to the Vice President of Academic Affairs. Service learning, clinical experiences, co-ops, and internships are often incorporated into the curriculum. Academic programs have program advisory boards to provide input on curriculum, employment needs, and industry trends.

Matters related to student life are overseen at each college by the Vice President of Student Affairs. Students can 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 post-secondary education and support student success. A central system Director of Financial Aid Programs and Compliance works with college financial aid offices to ensure our policies are standardized and our practices consistent system-wide. Internal auditing ensures program compliance and appropriate controls are in place.

Helping NH's incumbent workforce become and remain skilled and competitive is an important part of the community college 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.

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

## **BUDGET, TUITION AND ENROLLMENT**

### **Budget**

FY15 is the most recent year with audited financial statements. The CCSNH FY15 operating budget was comprised of the following major elements:

- State appropriations (actual): \$42,155,000
- Tuition, Fee revenue: \$68,128,857
- Other revenue, including federal: \$16,166,843

Audited financial statements are available through the CCSNH Chancellor's office.

### **Tuition**

Affordability is a key priority for NH's community colleges, and in 2016 CCSNH froze tuition at \$200/credit. This followed a tuition reduction in 2014 (from \$210/credit to \$200/credit) and tuition freezes in 2012 and 2013 and 2015. In all, CCSNH has frozen tuition in six of the past eleven years and reduced it in one year. CCSNH budget planning includes a continued focus on affordability with the goal of further tuition reduction if the level of state support makes a reduction possible.

Tuition for an in-state student taking a full-time course load of 15 credits per semester (30 per year) is \$6,000, plus applicable fees.

NH community college tuition costs in the last five years:

<b>Academic Year</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
<b>Per credit cost</b>	\$210	\$210	\$200	\$200	\$200
<b>Tuition, annual, 30 credits</b>	\$6,300	\$6,300	\$6,000	\$6,000	\$6,000

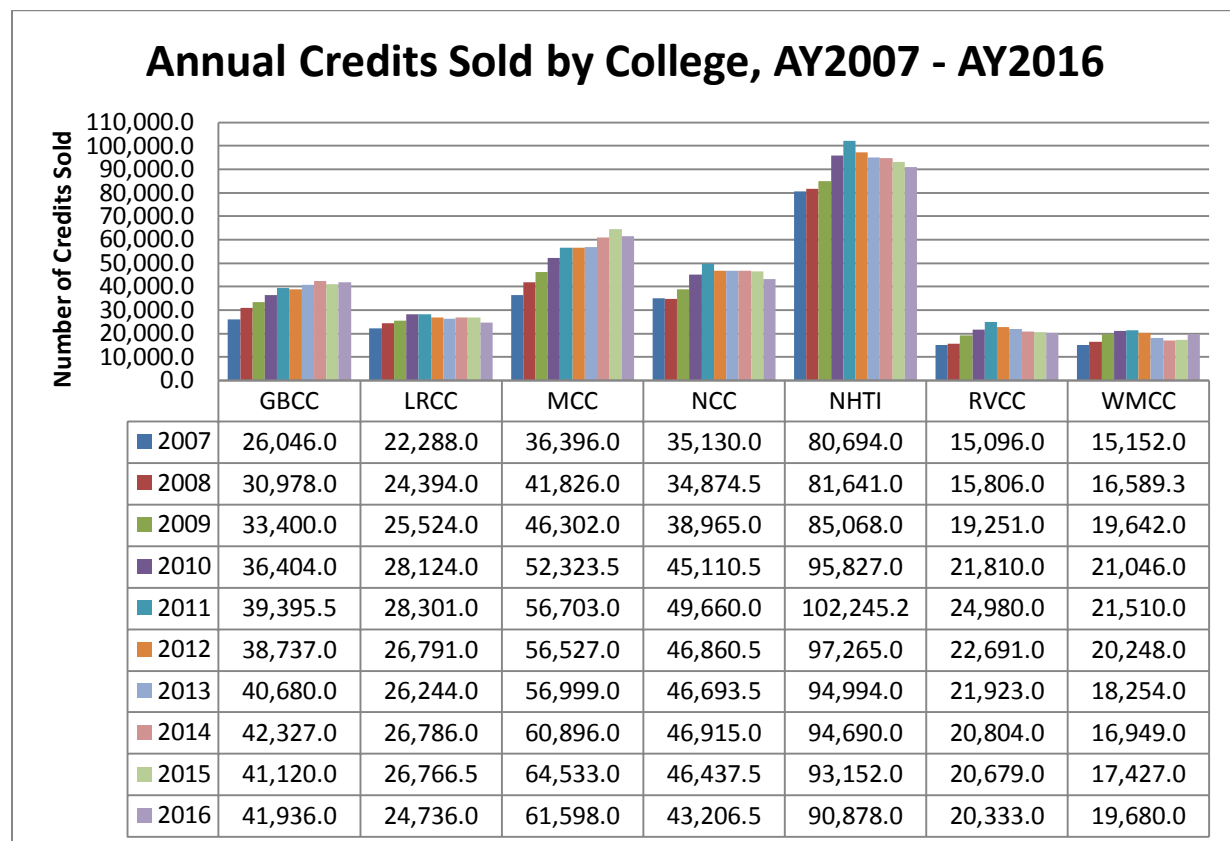
CCSNH distributed over \$69 million in financial aid during the 2015-2016 academic year through a combination of federal, institutional and private grants/scholarships; federal and private loans; the Unique Annual and Endowed scholarship programs; and scholarships from the Community Colleges of NH Foundation.

## 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 of all ages seeking postsecondary education and training opportunities.

CCSNH continues to serve historically high numbers of students, even as the rates of enrollment growth the colleges experienced from 2001-2011 have abated as the nation and NH have emerged from recession. Counting all types of enrollment (credit, non-credit, dual high school/ college enrollment, workforce training), CCSNH serves more than 28,000 students each year.

For budgeting purposes 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. Only by working together can NH have a workforce that supports job growth and economic growth in the state.



**Online enrollment**

Online learning continues to be a significant growth area for CCSNH. While online learning broadens access to educational opportunities for students and leverages technology and innovation to offer access to a greater range of learning resources, CCSNH is also focused on ensuring the quality and integrity of the online learning experience. CCSNH's "high touch" online learning model incorporates strong advising and learning support components designed to support the success of students as online learners.

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

In 2016, 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 continued development of a new more comprehensive Data Warehouse for institutional research purposes.
- CCSNH IT is in the process of implementing recommendations identified by the IT Risk Assessment in 2015.

### **Ellucian Banner (Student Information and Enterprise Resource Planning System):**

- Completed the implementation of a new student self-service degree auditing tool called Degree Works.
- Began the implementation of mobile connectivity software which will allow students to access Banner Student Information accounts using a mobile device.
- Began the implementation of Banner Document Management which is a Document Imaging tool allowing more efficient and effective information management of materials in electronic form.

### **Hardware and Software Infrastructure:**

- A new security card system was implemented at our primary data center at UNH.
- In order to reduce some operational costs, CCSNH moved to a new helpdesk ticketing system over the summer.
- CCSNH Faculty and Staff email accounts were migrated to Office 365. Students have been on Office 365 for a few years, so in another effort to reduce hardware/maintenance costs Faculty and Staff were migrated over the summer semester.

### **Internet/Networking/Telecommunications:**

- CCSNH upgraded all of the colleges' firewalls to enhance our network protection from the more sophisticated threats circling the network world (upgrade the Firmware and IPS)

## APPENDICES

Board Appointments & Committees

System and College Leadership

Mission and Vision Statement

Organizational Charts

Program Grid, 2016-17 (*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
Claudette Mahar, Immediate Past Chair	Health Services
Katharine Bogle Shields, Vice Chair	Public
Kim Trisciani, Secretary	Labor
Robert Duhaime, Treasurer	Public
Brad Bishop	Students
John Calhoun	Public
Allen Damren	Business & Industry
Stephen Ellis	Public
Lacey Fehrenbach	Student
Stephen Guyer	Public
Sharon Harris	Public
Richard Heath	Public
Jeremy Hitchcock	Technology
Cheryl Kahn	Education
Pamela Laflamme	Business& Industry
Tricia Lucas	Community Service
David Paquette	Labor
Steve Rothenberg	Career and Technical Education
Angela Roussel-Roberge	Alumni
Connie Roy-Czyzowski	Public
Alison Stebbins	Business & Industry
John Stevens	Law Enforcement

### *EX-OFFICIO MEMBERS*

Governor, State of NH  
CCSNH Chancellor and Vice Chancellor  
College Presidents  
Commissioner, NH Department of Employment Security  
Commissioner, NH Department of Education  
Commissioner, NH Department of Resources and Economic Development

## **STANDING COMMITTEES OF THE BOARD**

### **Committee (Current Chair)**

Executive (P. Holloway)  
Academic, Student Affairs and Workforce Development (J. Hitchcock)  
Audit (K. Shields)  
Facilities and Capital Budget (R. Heath)  
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. Scott Kalicki, 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

Matt Wood, President, White Mountains Community College

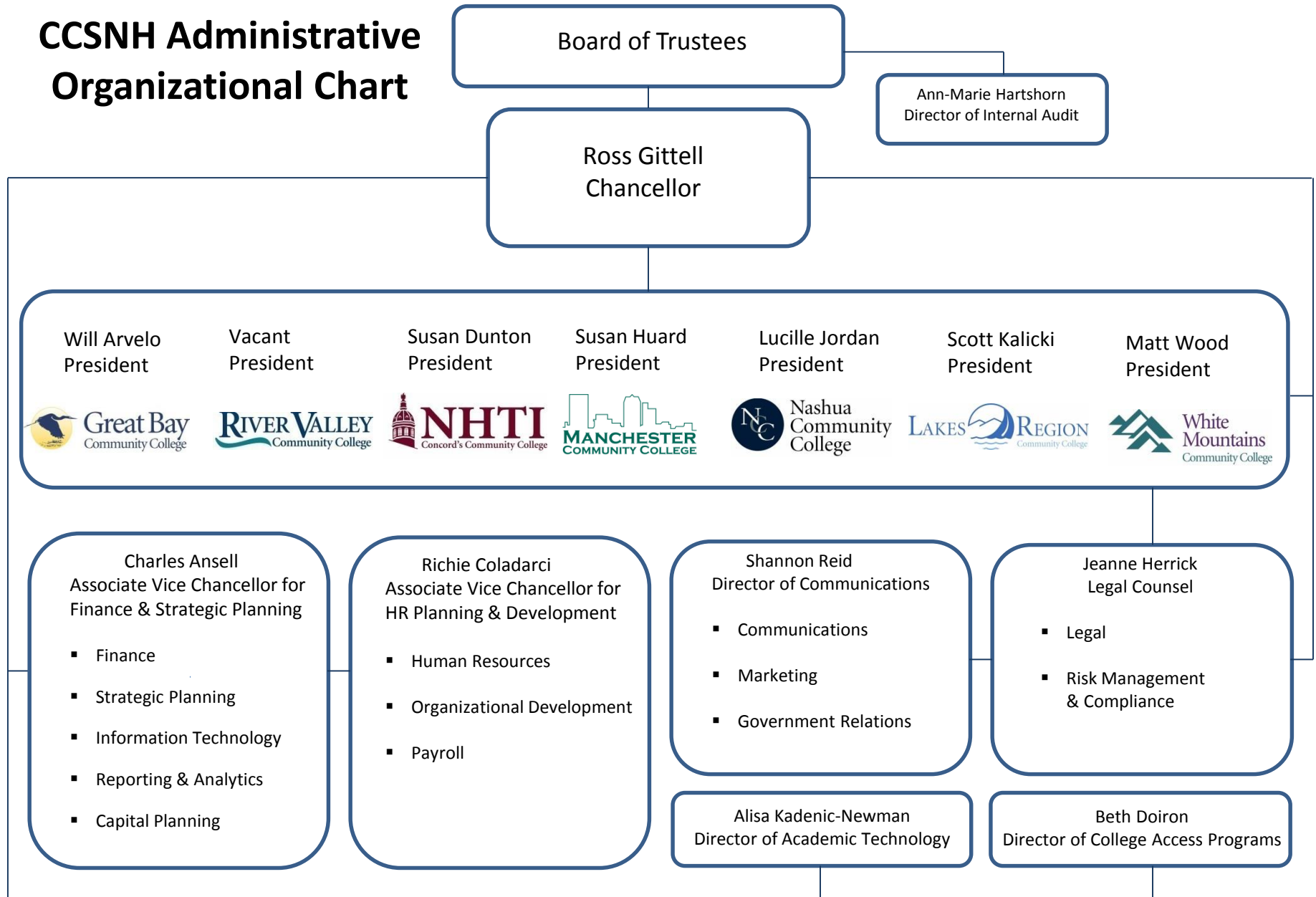
***Mission Statement***

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.

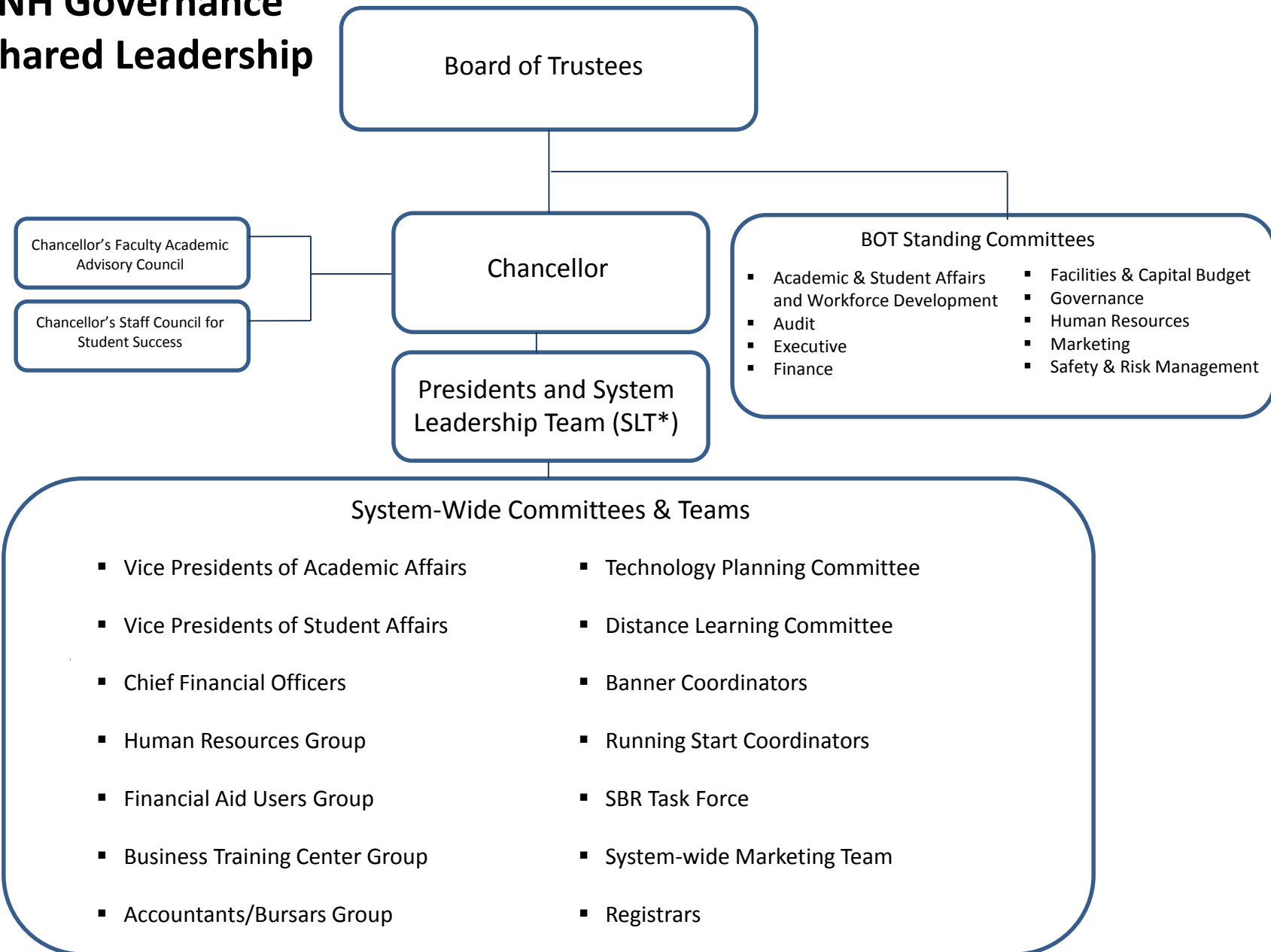
**Vision**

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

# 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.

## 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' VPAs 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.