



**Tulsa Community College
Regular Meeting of the Board of Regents
Thursday, November 17, 2016
West Campus, Room I-232
3:00 p.m.**

AGENDA

1. Call to Order
 - 1.1 Open Meeting Compliance Statement
 - 1.2 Roll Call
2. Old Business
 - 2.1 Recommendation for Approval of the Minutes for the Regular Meeting of the Tulsa Community College Board of Regents held on Thursday, October 20, 2016
 - 2.2 Recommendation for Approval of the Minutes for the Special Meeting of the Tulsa Community College Board of Regents held on Tuesday, November 8, 2016
 - 2.3 Carry Over Items
3. President's Informative Report and Possible Discussion on:
Presented by President Goodson
 - 3.1 TCC in the News
 - 3.2 Informative Report
4. Student Success Update and Possible Discussion on:
Presented by Dr. Jan Clayton, Sr. Student Affairs Officer
 - 4.1 Redesigning the Student Intake Process: A Pathways Priority
5. Highlighted Key Performance Indicators and Possible Discussion and Action on:
Presented by Lauren Brookey, Vice President of External Affairs
 - 5.1 KPI 19: Federal Grants Expended Annually

- 5.2 KPI 20: Foundation Total Assets
- 5.3 KPI 26: Percentage of TCC Website Users Who Visit Apply Page
- 5.4 KPI 27: Unaided Awareness of TCC among General Public
- 6. Academic Affairs and Student Success Committee Report and Possible Discussion and Action on:
Presented by Regent Ballenger
 - 6.1 Recommendation for Approval of Changes in Academic Programs
 - 6.2 Acceptance of the Academic Program Review Reports for 2016
([Attachment 6.2](#))
- 7. Community Relations and Workforce Development Committee Report
Presented by Regent Garber
- 8. Personnel Report and Possible Discussion and Action on:
Presented by President Goodson
 - 8.1 Information Items
 - 8.1.1 Introduction of Recently Appointed Staff
 - 8.2 Consent Agenda ([Attachment 8.2](#))
 - 8.2.1 Retirements of Professional Staff Members
 - 8.2.2 Resignation of Professional Staff Members
- 9. Facilities Committee Report and Possible Discussion & Action on:
Presented by Regent Combs
 - 9.1 Recommendation Regarding Remodel of the Career Placement and Student Success Center at Southeast Campus
- 10. Finance and Audit Committee Report and Possible Discussion and Action on:
Presented by Regent Cornell
 - 10.1 Purchase Item Agreements (>100k)
 - 10.2 Consent Agenda (Between \$50k and \$100k)
 - 10.3 Monthly Financial Report for October 2016 ([Attachment 10.3](#))
- 11. New Business
[Pursuant to Title 25 Oklahoma Statutes, Section 311(A)(9), "...any matter not known about or which could not have been reasonably foreseen prior to the time of posting." 24 hours prior to meeting]
- 12. Persons Who Desire to Come Before the Board

13. **Executive Session**
[Proposed vote to go into executive session Pursuant to Title 25 Oklahoma Statutes, Section 307(B)(4), for confidential communications between a public body and its attorneys concerning pending investigations, claims or actions.]
 - 13.1 **Confidential Report by College Legal Counsel Concerning Pending Litigation, Investigations and Claims.**
14. **Adjournment**
 - 14.1 **Next Meeting Date:**
The next regular meeting of the Tulsa Community College Board of Regents will be held on Thursday, December 15, 2016, 3:00 p.m., in Room 617 at Metro Campus, Tulsa, Oklahoma.

1. Call to Order

1.1 Open Meeting Compliance Statement

“Statement of Compliance with the Oklahoma Open Meeting Act
(Regularly scheduled meeting, November 17, 2016 at 3:00 pm)

This regularly scheduled meeting of the Tulsa Community College Board of Regents has been convened in accordance with the Oklahoma Open Meeting Act.

This meeting was preceded by advance notice of the date, time, and place, filed with the Oklahoma Secretary of State on December 15, 2015.

Notice of this meeting was also given at least twenty-four (24) hours in advance of the meeting by positing notice of the date, time, place, and agenda of the meeting at 2:00 p.m. on November 15, 2016 at the principal office of the Tulsa Community College Board of Regents, located at 6111 E. Skelly Drive, Tulsa, Oklahoma.

Leigh Goodson
President & CEO

1.2 Roll Call

	<u>Present</u>	<u>Absent</u>
Paul H. Cornell, Chair	_____	_____
Robin F. Ballenger, Vice Chair	_____	_____
Martin D. Garber, Jr., Secretary	_____	_____
Samuel Combs, Member	_____	_____
Caron A. Lawhorn, Member	_____	_____
Ronald S. Looney, Member	_____	_____
William R. McKamey, Member	_____	_____

2. Old Business

- 2.1 Recommendation for Approval of the Minutes for the Regular Meeting of the Tulsa Community College Board of Regents held on Thursday, October 20, 2016

MOTION FOR APPROVAL OF THE MINUTES – OCTOBER 20, 2016

MOTION:	
SECOND:	

<u>Totals</u>					<u>Motion Carried</u>	
YES		NO		Other	YES	NO
					<input type="checkbox"/>	<input type="checkbox"/>

- 2.2 Recommendation for Approval of the Minutes for the Special Meeting of the Tulsa Community College Board of Regents held on Tuesday, November 8, 2016

MOTION FOR APPROVAL OF THE MINUTES – NOVEMBER 8, 2016

MOTION:	
SECOND:	

<u>Totals</u>					<u>Motion Carried</u>	
YES		NO		Other	YES	NO
					<input type="checkbox"/>	<input type="checkbox"/>

- 2.3 Carry Over Items

**3. President’s Informative Report and Possible Discussion on:
*Presented by President Goodson***

- 3.1 TCC in the News
3.2 Informative Report

4. Student Success Update and Possible Discussion on:

Presented by Dr. Jan Clayton, Sr. Student Affairs Officer

4.1 Redesigning the Student Intake Process: A Pathways Priority

5. Highlighted Key Performance Indicators and Possible Discussion and Action on:

Presented by Lauren Brookey, Vice President of External Affairs

5.1 KPI 19: Federal Grants Expended Annually

5.2 KPI 20: Foundation Total Assets

5.3 KPI 26: Percentage of TCC Website Users Who Visit Apply Page

5.4 KPI 27: Unaided Awareness of TCC among General Public

6. Academic Affairs and Student Success Committee Report and Possible Discussion and Action on:

Presented by Regent Ballenger

6.1 Recommendation for Approval of Changes in Academic Programs

Program/Option Deletions/Suspensions:

- Engineering Technology, AAS, Process Technology option: Delete degree option.

Reason: There is no longer demand for this program. There are no students with this option declared as their major.

- Aviation Sciences Technology, AAS, Aviation Maintenance option: Delete degree option.

Reason: This program was established for the cooperative alliance with Tulsa Tech. They taught the classes and we awarded students college credit through a co-enrollment process. Now that the co-enrollment opportunity is no longer available, it is time to delete the option. There are two students in the program who are on track to graduate this year.

Other Program/Option Requirement Changes:

- Engineering Technology, AAS, Geographic Information Systems (GIS) option and GIS Certificate: Require a “C” or better on all GIS courses in order to graduate.

Reason: The GIS advisory board has recommended that a student be required to earn a “C” or better in all GIS courses. They feel that students are not considered prepared for the workforce if they have not demonstrated minimal competency (defined as a “C” or 70% for this program) in student learning outcomes.

**MOTION FROM THE ACADEMIC AFFAIRS & STUDENT SUCCESS COMMITTEE FOR APPROVAL
NO SECOND NEEDED**

<u>Totals</u>					<u>Motion Carried</u>	
YES	NO	Other			YES	NO
					<input type="checkbox"/>	<input type="checkbox"/>

6.2 Acceptance of the Academic Program Review Reports for 2016

The Oklahoma State Regents for Higher Education policy states, “Each program review report must be submitted to the institutional governing board prior to submission to the State Regents...”

(Attachment 6.2: Program Review Reports for 2016)

**MOTION FROM THE ACADEMIC AFFAIRS & STUDENT SUCCESS COMMITTEE FOR APPROVAL
NO SECOND NEEDED**

<u>Totals</u>					<u>Motion Carried</u>	
YES	NO	Other			YES	NO
					<input type="checkbox"/>	<input type="checkbox"/>

7. Community Relations and Workforce Development Committee Report

Presented by Regent Garber

8. Personnel Report and Possible Discussion and Action on:

Presented by President Goodson

8.1 Information Items

8.1.1 Introduction of Recently Appointed Staff

8.2 Consent Agenda

8.2.1 Retirement of Professional Staff Members

Retirements of full-time faculty and professional employees submitted since the last meeting of the Board of Regents of Tulsa Community College.

8.2.2 Resignation of Professional Staff Members

Resignations of full-time faculty and professional employees submitted since the last meeting of the Board of Regents of Tulsa Community College.

(Attachment 8.2: Addendum for Personnel Consent Items)

MOTION FOR APPROVAL OF THE CONSENT AGENDA

MOTION:	
SECOND:	

<u>Totals</u>				<u>Motion Carried</u>			
YES		NO		Other		YES	NO
						<input type="checkbox"/>	<input type="checkbox"/>

9. Facilities Committee Report and Possible Discussion and Action on:
Presented by Regent Combs

9.1 Recommendation Regarding Remodel of the Career Placement and Student Success Center at Southeast Campus

On Tuesday, June 14, 2016 at 10 a.m., requests for qualifications were received from fourteen (14) architectural firms per request for qualifications for the remodel of the career placement and student success center at the Southeast Campus.

After careful consideration and evaluation of the qualifications, it is the recommendation of the Facilities Committee that the fee, not to exceed \$419,400.00, from GH2 Architects, LLC., 320 S Boston Ave, Ste 100, Tulsa, OK, 74103, be accepted.

It is further recommended that the College administration be authorized to proceed with a contract with GH2 Architects, LLC.

**MOTION FROM THE FACILITIES COMMITTEE FOR APPROVAL
NO SECOND NEEDED**

	<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Paul H. Cornell, Chair	_____	_____	_____
Robin F. Ballenger, Vice Chair	_____	_____	_____
Martin D. Garber, Jr., Secretary	_____	_____	_____
Samuel Combs, Member	_____	_____	_____
Caron A. Lawhorn, Member	_____	_____	_____
Ronald S. Looney, Member	_____	_____	_____
William R. McKamey, Member	_____	_____	_____

10. Finance and Audit Committee Report and Possible Discussion and Action on: *Presented by Regent Cornell*

- 10.1 Purchase Item Agreements (>\$100K): *No items*
- 10.2 Consent Agenda (Between \$50k and \$100k): *No items*
- 10.3 Monthly Financial Report

It is recommended by the Finance & Audit Committee that the monthly financial report for October 2016 be approved as presented.

(Attachment 10.3: Monthly Financial Report – October 2016)

**MOTION FROM THE FINANCE & AUDIT COMMITTEE FOR APPROVAL
NO SECOND NEEDED**

<u>Totals</u>					<u>Motion Carried</u>	
YES		NO		Other	YES	NO
					<input type="checkbox"/>	<input type="checkbox"/>

11. New Business

[Pursuant to Title 25 Oklahoma Statutes, Section 311(A)(9), "...any matter not known about or which could not have been reasonably foreseen prior to the time of posting." 24 hours prior to meeting]

12. Persons Who Desire to Come Before the Board

Any person who desires to come before the Board shall notify the board chair or his or her designee in writing or electronically at least twelve (12) hours before the meeting begins. The notification must advise the chair of the

nature and subject matter of their remarks and may be delivered to the president's office. All persons shall be limited to a presentation of not more than two minutes.

13. Executive Session

[Proposed vote to go into executive session Pursuant to Title 25 Oklahoma Statutes, Section 307(B)(4), for confidential communications between a public body and its attorneys concerning pending investigations, claims or actions.]

13.1 Confidential Report by College Legal Counsel Concerning Pending Litigation, Investigations and Claims.

MOTION FOR APPROVAL TO RECESS INTO EXECUTIVE SESSION

MOTION:	
SECOND:	

<u>Totals</u>					<u>Motion Carried</u>	
YES		NO		Other	YES	NO
					<input type="checkbox"/>	<input type="checkbox"/>

MOTION FOR APPROVAL TO RECONVENE INTO REGULAR MEETING

MOTION:	
SECOND:	

<u>Totals</u>					<u>Motion Carried</u>	
YES		NO		Other	YES	NO
					<input type="checkbox"/>	<input type="checkbox"/>

14. Adjournment

14.1 The next regular meeting of the Tulsa Community College Board of Regents will be held on Thursday, December 15, 2016, 3:00 p.m., in Room 617 at Metro Campus, Tulsa, Oklahoma.

Changes in Academic Programs November 2016

The Oklahoma State Regents for Higher Education require that each degree program be reviewed every five years. Faculty department chairs and program directors create a detailed report as prescribed by OSRHE policy and from that detailed report, an executive summary. Program reviews are due this year for the degrees listed below and the corresponding executive summaries are attached for TCC Board of Regents' review. These reports are informational only and no action is required on the part of the Board. Key strengths of each program are noted.

- **Air Traffic Control AAS**
 - New Aviation Center campus provides a state of the art training facility housing a \$1.2M air traffic control training simulator.
 - Approved by the FAA as an Air Traffic Collegiate Training Initiative program.

- **Biotechnology AS**
 - Program offers unique opportunities for students to take part in research through course-embedded research projects and internships with local institutions.
 - Biotechnology graduates have received a multitude of scholarships and awards because of the STEM education gained through the program.
 - Biotechnology students can seamlessly transfer to four-year universities due to articulation agreements with Oklahoma State University, Northeastern State University, and Oral Roberts University.

- **Pre-Pharmacy AS**
 - Per the National Student Clearinghouse, of the 176 students who graduated over the 5-year term of this review, 78 have gone on to seek additional education at a 4-year university or college of Pharmacy.
 - The job outlook through 2025 shows a 6.6% increase in the Tulsa 7-county area.

- **Pre-Nursing AS**
 - Over a five-year period, there were 804 graduates in this program, an average of 160 graduates per year.
 - Employment of nurses is projected to grow 16% from 2014-to 2024.
 - Most of the courses in this degree are General Education courses, transfer to higher educational institutions throughout the State and can be utilized in other pre-medical degree programs.

Program Review Executive Summary

<p>Institution Name: Tulsa Community College</p> <p>Program Name and State Regents Code: Pre-Pharmacy (244)</p> <p>Date of Review: October 2016 Recommended Date of Next Review: October 2021</p>	
<p>Centrality to Institutional Mission:</p> <p>The Pre-Pharmacy program is in line with the general TCC goals of graduating well rounded students who have achieved intellectually and also as well as stewards of civic duty. The rigorous program prepares the students to be critical thinkers, have good communication skills, and be active citizens. These goals have been achieved by the learning experiences that the students have been exposed to that involves engaged and active learning and service learning activities that foster creative and critical thinking across the various disciplines in the general education curriculum.</p>	
<p>Program Goals. The Pre-Pharmacy program will:</p> <ul style="list-style-type: none"> • Provide a liberal arts degree and appropriate academic preparation for students who plan to transfer to a doctoral program in Pharmacy. • Establish academic skills, rigor and habits commensurate to students pursuing advanced studies in Pharmacy. • Integrating academic rigor and active learning lab experiences with problem based learning. 	
<p>Program Objectives. The primary objective of the program is to prepare students to transfer to Doctor of Pharmacy program.</p>	
<p>Quality Indicators</p>	<ul style="list-style-type: none"> • Student Learning Outcomes are listed on the syllabi for each course. The students are able to clearly see what is expected of them and also what they would expect to achieve from the course. • Assessment is carried out for each course using various tools including exams, labs exercises, and engaged learning activities. These tools are used to obtain formative and summative assessment information that is used to guide any changes to make in the courses. • Both fulltime and adjunct faculty are vetted and qualified to teach their respective courses. Minimum requirement for teaching is a Master's degree. • Each academic term students evaluate the faculty teaching style, the textbooks, other materials, lab facilities and equipment. This gives the students a chance to provide feedback which is reviewed by both faculty and administration. The results are used to make any necessary adjustments and offer professional training opportunities. • All the lab sciences have facilities dedicated to their respective disciplines on all the four campuses, the Owasso Community campus and other satellite facilities. • The textbooks are reviewed periodically to ascertain that the material the students are learning is current and relevant to their needs. Supplementary material used is also periodically reviewed to reflect relevancy and student need.
<p>Productivity for Most Recent 5 Years</p>	<p>Number of Degrees: <u> 87 </u></p> <p>Number of Majors: <u> 885 </u></p>
<p>Other Quantitative Measures</p>	<ul style="list-style-type: none"> • The AS in Pre-Pharmacy requires 69 hours for graduation. • No courses are taught exclusively for the program; all courses meet general education requirements and other program requirements • This program is considered a 'no cost/low cost' program for this reason.

	<ul style="list-style-type: none"> The top two transfer institutions for Pre-Pharmacy majors are the University of Oklahoma and Southwestern Oklahoma State University.
Duplication and Demand	<ul style="list-style-type: none"> This program is intended for transfer to four-year universities and is not unnecessarily duplicative. Additionally, all major courses in the program may be used by students in other university transfer programs to satisfy general education requirements. The Oklahoma Long-Term Occupational Outlook, 2014 projected to 2024, shows a 6.7% increase in the number of Pharmacists statewide with average annual openings of 130. Service learning in the curriculum addresses needs in the community while helping students meet academic, social and civic learning goals. Time spent in service learning activities ranges from a three-hour field experience up to a commitment of forty hours at a local organization. Courses are offered in three formats; online, blended, and traditional on campus. Courses are offered in many lengths; 16, 14, 12, and 8 week sessions.
Effective Use of Resources	<ul style="list-style-type: none"> Campus labs included computer-interfacing equipment, desktop computers and internet connectivity. Annual planning and budgeting process ensures needed equipment, media, or library resources are purchased. Advising staff consult with administration and faculty regarding equivalency and transferability of courses. Faculty Department Chairs, Associate Deans, and Deans provide timely feedback to faculty, staff, administration, and community partners. Administrative staff is available on all campuses to assist full time faculty needs.
Strengths and Weaknesses	<p>Strengths:</p> <ul style="list-style-type: none"> Highly qualified and experienced faculty. Well-equipped science laboratories on all campuses. Physical classrooms include multimedia equipment. Supporting and qualified support staff. Math tutors available at all four campuses. Courses transfer to many in state institutions of higher education. <p>Weaknesses:</p> <ul style="list-style-type: none"> Few biology, physics, chemistry, anatomy tutors available. No formal articulation agreements with area universities although the degree will transfer to the Doctor of Pharmacy programs within the state. Lab equipment varies between campuses.
Recommendations	<ul style="list-style-type: none"> Chemistry faculty to meet to develop program level outcomes. Consult with the two state Pharmacy programs at SWOSU and OU to ensure that curriculum still align with their programs for a seamless transfer process.

Program Review Executive Summary

<p>Institution Name: Tulsa Community College Program Name and State Regents Code: 263 Biotechnology AS List Any Options: N/A</p>	
<p>Date of Review: October, 2016 Recommended Date of Next Review: October 2021</p>	
<p>Centrality to Institutional Mission: This Biotechnology program aligns with Tulsa Community College's Strategies, <i>Learning Effectiveness and Student Success</i> and <i>Community Engagement</i>. Graduates leave the program with laboratory training, internship experience, scholarships, and oral presentation skills, all of which contribute to a successful future in STEM industry and/or education. Biotechnology graduates also engage the community by presenting their research at science conferences and participating in biotechnology outreach. Collaborative efforts between TCC Biotechnology and local research institutions foster community partnerships and create learning environments for all students and faculty involved.</p>	
<p>Program Goals: The student will be able to:</p> <ol style="list-style-type: none"> 1. Create an experiment using the scientific method 2. Analyze scientific publications 3. Utilize laboratory techniques employed in a molecular biology/biotechnology laboratory 4. Apply biochemical principles and processes to each level of biological organization 5. Identify examples of careers and job responsibilities associated with biotechnology 6. Communicate science effectively using written or oral presentation skills 7. Apply ethical practices and behaviors in the field of science 	
<p>Students who graduate from the Biotechnology Program:</p> <ol style="list-style-type: none"> 1. Are well prepared to enter and advance in the industry workforce 2. Successfully transfer to four-year institutions to continue their STEM education. 	
<p>Quality Indicators:</p>	<p>Quality indicators supporting TCC's Strategy, <i>Learning Effectiveness and Student Success</i> include:</p> <ul style="list-style-type: none"> • Biotechnology students are involved in scientific research at the undergraduate level, demonstrating that our program creates unique opportunities to foster STEM education and careers. Undergraduate research is implemented in the classroom. Additionally, research experience is gained through multiple internship opportunities. • Biotechnology students present research at local and national science venues. • Biotechnology labs and equipment are state of the art; our students leave with the knowledge and ability to utilize the most up-to-date biotechnology techniques and tools. • Biotechnology has defined program goals and student learning objectives for each of the courses. <p>Quality indicators supporting TCC's Strategy, <i>Organizational Development and Accountability</i> include:</p> <ul style="list-style-type: none"> • Faculty utilize assessment techniques to improve teaching. • Faculty keep current in their field by participating in professional development opportunities.

	<ul style="list-style-type: none"> • A grant from the National Institutes of Health provided public financial resources to support the biotechnology program. Biotechnology faculty continue to apply for grant funding to support the program (i.e. through OCAST) <p>Quality indicators supporting TCC's Strategy, <i>Community Engagement</i> include:</p> <ul style="list-style-type: none"> • Collaboration with local research institutions to provide internship opportunities for our students. • Continued efforts to seek workforce opportunities for our graduates. • Continued efforts to increase student recruitment through outreach activities.
Productivity for Most Recent 5 Years	<p>Number of Degrees: ____36____</p> <p>Number of Majors: __69__ (duplicated headcount)</p>
Other Quantitative Measures:	<p>The following have been generated for the five-year reporting period:</p> <ul style="list-style-type: none"> • 1548 total credit hours toward General Education credits • 432 total course enrollments for the major • 1451 total credit hours exclusively for the major
Duplication and Demand	<ul style="list-style-type: none"> • Tulsa Community College is the only community college in the state with an AS in Biotechnology. OCCC has an AAS in Biotechnology. • Transfer agreements with Northeastern State University, Oklahoma State University, and Oral Roberts University ensure a seamless transition to a four-year university. • The Tulsa Area Chamber of Commerce document, <i>Strengthening the Regional Workforce: Workforce Analysis and Education Alignment Strategy</i>, August 2014, lists Biotechnology as a target area for increasing connections between education and the workforce. • The Oklahoma Long-Term Occupational Outlook, 2014 and projected through 2024, shows a 7.3% increase in positions for Biological Technicians.
Effective Use of Resources	<ul style="list-style-type: none"> • In 2014-2015 there were 105 students (duplicated headcount) enrolled in 10 classes for an average class size of 10.5. These students generated 1050 billable hours for a total of \$115,888.50 in tuition and fees. • Tulsa County voter approval of "Vision 2025" provided funds to build TCC's Health Science and Biotechnology Learning Center. • Labs are equipped with state-of-the-art technology and students leave with the techniques to successfully pursue a STEM education and career. • Annual planning and budgeting is utilized to acquire resources necessary for the program. • Administration provides full support to the faculty and students. • TCC Advisement and Recruitment provides full support to the faculty and students.

<p>Strengths and Weaknesses</p>	<p><i>Strengths:</i></p> <ul style="list-style-type: none"> • Program offers unique opportunities for students to take part in research through course-embedded research projects and internships with local institutions. • Biotechnology students present scientific research at the local and national level. • Biotechnology graduates have received a multitude of scholarships and awards because of the STEM education gained through the program. • Faculty are well-qualified and continue to keep current in their field through professional development. • Faculty continue to seek grant opportunities to fund internships and collaborative research. • Biotechnology students can seamlessly transfer to four-year universities due to articulation agreements with Oklahoma State University, Northeastern State University, and Oral Roberts University. <p><i>Weaknesses:</i></p> <ul style="list-style-type: none"> • Low enrollment which is being addressed by a multitude of strategies. • Workforce development opportunities need to be increased.
<p>Recommendations</p>	<ul style="list-style-type: none"> • Continued administrative and staff support of recruitment activities. • Continued administrative support to develop workforce opportunities for the students.

Program Review Executive Summary

<p>Institution Name: Tulsa Community College</p> <p>Program Name and State Regents Code: Pre-Nursing (266)</p> <p>Date of Review: October 3, 2016 Recommended Date of Next Review: October 3, 2021</p>	
<p>Centrality to Institutional Mission: The mission of Tulsa Community College is to create intellectual achievement, creative energy, and responsible citizenship of its students. The pre-nursing program provides a holistic approach to the education of TCC students through a character building liberal arts education. Active and service learning experiences are embedded within the general education curriculum exposing students to creative and critical thinking opportunities as well as service to the community.</p>	
<p>Program Goals. The Pre-Nursing program will:</p> <ul style="list-style-type: none"> • Prepare students for advanced studies in nursing health care. • Establish academic skills and habits of mind needed to enter most nursing programs. • Integrate innovative lab experiences and problem based learning into core science curriculum to prepare students for academic rigor of nursing school. • Provide student support services from the nursing program while students are enrolled in preparatory coursework. <p>Program Objectives. The pre-nursing program has no “formal” current learning outcomes. As a part of Guided Pathways project, a team of Life Sciences professors are evaluating the Pre-Nursing AS degree and are currently working on creating program outcomes.</p>	
<p>Quality Indicators</p>	<ul style="list-style-type: none"> • Student learning outcomes are developed for each course and are listed in each syllabus. Course level assessment of outcomes occurs through authentic embedded exercises. • Academic programs require Master’s degree or above in appropriate area of study. Faculty undergo professional development each year, and often present at local, regional and national meetings. Internet based faculty resource site allows for sharing of effective pedagogy across campuses. • State of the art labs and equipment are used at all four campuses. Library services on each campus provide a variety of study/work environments for students and faculty. Library collections provide students with cultural, informational, educational and recreational materials that support the curriculum. • All classrooms and labs are equipped with instructional technology, equipment, and electronic media. Textbooks are available in library and study centers free of charge. • Alumni surveys offer data on dimensions directly and indirectly related to the educational experience at TCC. Close partnership with School of Health Sciences allows faculty to adapt pedagogy to align with changes in nursing education.
<p>Productivity for Most Recent 5 Years</p>	<p>Number of Degrees: <u> 804 </u></p> <p>Number of Majors: <u> 3813 </u></p>

<p>Other Quantitative Measures</p>	<ul style="list-style-type: none"> • The AS in Pre-Nursing requires 60 credit hours. • No courses are taught exclusively for the program; all courses meet general education requirements and other program requirements • This program is considered a 'no cost/low cost' program for this reason. • Faculty roster too large as it spans across many Gen Ed courses. • Credits generated per graduate per subject for five-year reporting period is 48,240 with 24,120 credits earned in STEM courses. • Employment of nurses is projected to grow 16 percent from 2014 to 2024, much faster than the average for all occupations. • The top three transfer institutions for Pre-Nursing majors are the University of Oklahoma, Rogers State University, and Northeastern State University, respectively.
<p>Duplication and Demand</p>	<ul style="list-style-type: none"> • This program is intended for transfer to four-year universities and is not unnecessarily duplicative. Additionally, all major courses in the program may be used by students in other university transfer programs to satisfy general education requirements. • Evidence of demand is noted in credit hour production, majors, and graduates, as well as in continued growth in STEM and health science related jobs and careers. • Service learning addresses needs in the community while helping students meet academic, social and civic learning goals. Time spent in service learning activities ranges from a three-hour field experience up to a commitment of forty hours at a local organization. • Courses are offered in three formats; online, blended, and traditional on campus. Courses are offered in many lengths; 16, 14, 12, and 8 week sessions.
<p>Effective Use of Resources</p>	<ul style="list-style-type: none"> • Campus labs included computer-interfacing equipment, desktop computers and internet connectivity. • Annual planning and budgeting process ensures needed equipment, media, or library resources are purchased. • Advising staff consult with administration and faculty regarding equivalency and transferability of courses. • Faculty Department Chairs, Associate Deans, and Deans provide timely feedback to faculty, staff, administration, and community partners. • Administrative staff is available on all campuses to assist full time faculty needs.

<p>Strengths and Weaknesses</p>	<p><i>Strengths:</i></p> <ul style="list-style-type: none"> • Highly qualified and experienced faculty. • Well-equipped science laboratories on all campuses. • Physical classrooms include multimedia equipment. • Supporting and qualified support staff. • Math tutors available at all four campuses. • Courses transfer to many in state institutions of higher education. <p><i>Weaknesses:</i></p> <ul style="list-style-type: none"> • Few biology, physics, chemistry, anatomy tutors available. • No articulation agreements with area universities. • Lab equipment varies between campuses.
<p>Recommendations</p>	<ul style="list-style-type: none"> • Employment of science tutors at all campuses to parallel the current level of assistance given to the math students. • Investment of funds to equip labs with 75% similarity in equipment across college.

Program Review Executive Summary

<p>Institution Name: Tulsa Community College</p> <p>Program Name and State Regents Code: Air Traffic Control AAS (280)</p> <p>List Any Options: N/A</p> <p>Date of Review: October 2016 Recommended Date of Next Review: October 2021</p>	
<p>Centrality to Institutional Mission: In direct support of the centrality to the institution's mission, the Aviation Center at Tulsa Community College is dedicated to an academic environment where learning is applied through critical thinking. Our mission is to educate with a strong emphasis on safety and professionalism, utilizing advanced technology to elevate our students in their aviation career in Air Traffic Control.</p>	
<p>Program Objectives and Goals: The program objective is to prepare students with the necessary skills, knowledge, and training in air traffic control procedures in order to successfully graduate from Tulsa Community College.</p> <p>The program goal is to prepare graduates to successfully complete training at the FAA Mike Monroney Aeronautical Center. Applicants seeking employment positions as FAA air traffic controllers in the National Airspace System must successfully complete all training criteria administered by the FAA Mike Monroney Aeronautical Center.</p> <p>Aviation Center Program Objectives and Goals:</p> <ol style="list-style-type: none"> 1. Develop a critical thinking graduate of the Aviation Center. 2. Foster an application level of learning as defined within Bloom's Taxonomy. 3. Create an awareness of safety and professionalism as it relates to aerospace career fields. 4. Meet or exceed published FAA minimums and standards associated within aviation career fields. 5. Maintain standards of professionalism through professional development, commitment to training and safety, and excellence in our dedication to the success of our graduating students. 	
<p>Quality Indicators:</p>	<p>Student learning outcomes are measured against external approved FAA curriculum and published FAA test standards. Internal student learning outcomes are defined through written tests and practical-based training scenarios within the ATC training lab simulation. The program maintains compliance with published external regulations in order to meet FAA guidance criteria and be established as a recognized Air Traffic Collegiate Training Initiative program for air traffic controllers.</p> <p>Faculty quality criteria are assessed on an annual basis through the college performance appraisal process, as well as, student course evaluations. These processes are structured to support TCC's commitment to providing effective teaching skills in order to foster quality in a student learning academic environment.</p> <p>Effective learning environments are created through TCC's investment of a new Aviation Center Campus. This state of the art training facility houses a \$1.2M air traffic control training simulator, where students may immerse themselves within a training environment in order to transfer learned knowledge to a level of application within a simulated environment. The Aviation Center utilizes technologically advanced aircraft for flight training, as well as, an advanced full motion flight-training simulator with access to a Boeing 767 flight-training device.</p>
<p>Productivity for Most Recent 5 Years</p>	<p>Number of Degrees: 130</p> <p>Number of Majors: 249</p>

Other Quantitative Measures:	<ul style="list-style-type: none"> Total credit hours generated in the Air Traffic Control major over the past five years is 5,706. There are two full-time faculty in the program: Gary Wescott who is an FAA certified Air Traffic Controller and has a BS from Langston University and Terry Daniel who is also an FAA certified Air Traffic Controller with 25 years ATC experience with the FAA and Air Force. He has 7 years teaching experience at the FAA/ATC Academy.
Duplication and Demand	<ul style="list-style-type: none"> The air traffic control program at TCC is not duplicated by any other two-year degree granting institution within the state of Oklahoma. The University of Oklahoma has a four-year degree program in air traffic control. TCC provides an established ATC program for student training recognized by the FAA as a AT-CTI program.
Effective Use of Resources	<ul style="list-style-type: none"> In 2014-2015 there were 234 students (duplicated headcount) enrolled in 26 classes for an average class size of 9 students. These students generated 806 billable hours for a total of \$97,310 in tuition and fees, including a special Air Traffic Control fee of \$75.00 per course.
Strengths and Weaknesses	<p>Strengths:</p> <ul style="list-style-type: none"> New Aviation Center Campus State of the art training facility houses a \$1.2M air traffic control training simulator Approved by the FAA as an Air Traffic Collegiate Training Initiative program Qualified instructors with previous experience as FAA Air Traffic Controllers <p>Weaknesses:</p> <ul style="list-style-type: none"> Program assessment reviews indicate need for enroute training curriculum as the FAA is indicating an increased hiring demand for enroute controller positions. Thus, the program is pursuing measures to restructure current course curriculum to enroute training content. The FAA restructured their standardized test content for admission into the FAA Academy therefore, development of new course curriculum for training on the new standardized test for the FAA Air Traffic Assessment test is required in the ATC Career Prep course.
Recommendations	<ul style="list-style-type: none"> Develop a comprehensive marketing plan to market the demand for current hiring projections within the Air Traffic Control system. Work with the FAA College of Excellence program for advancement of best practices procedures within the National Airspace System. Complete manufacture program updates for ATC simulators. This process provides updated hardware and enhanced graphical data for ATC simulation. Install and incorporate voice automated software for ATC student training which is provided as a part of the simulator upgrades.

ADDENDUM FOR PERSONNEL CONSENT ITEMS:

Items listed under Personnel Consent Items will be approved by one motion without discussion. If discussion on an item is desired, the item will be removed from the "Consent Agenda" and considered separately at the request of a Board member.

RETIREMENT:

Christine Myers-Baker, Associate Professor Humanities, Southeast Campus

Date: January 1, 2017

RESIGNATION:

Donald R. Tredway, Assistant Professor, Biology Section, Science & Math Southwest

Date: January 1, 2017

TULSA COMMUNITY COLLEGE
FINANCIAL REPORT
MONTH ENDING OCTOBER 2016

TULSA COMMUNITY COLLEGE

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TULSA COMMUNITY COLLEGE
STATEMENT OF REVENUE AND EXPENDITURES COMPARISON
FOR THE PERIOD ENDING OCTOBER 31, 2016 AND OCTOBER 31, 2015

	OCTOBER FY17			OCTOBER FY16			\$ Change	Percent Change
	Budget	Year to date	Percent of Budget	Budget	Year to date	Percent of Budget		
Revenue								
Education & General								
State Appropriations	\$ 30,408,023	\$ 11,045,311	36.3%	\$ 36,600,023	\$ 10,428,899	28.5%	\$ 616,412	5.9%
Revolving Fund	2,336,458	1,278,516	54.7%	2,839,046	1,489,797	52.5%	(211,281)	-14.2%
Resident Tuition	28,523,326	15,025,092	52.7%	27,636,535	15,411,422	55.8%	(386,330)	-2.5%
Non-Resident Tuition	2,467,093	1,389,523	56.3%	2,578,634	1,239,046	48.1%	150,476	12.1%
Student Fees	5,634,788	3,007,146	53.4%	6,180,408	3,347,474	54.2%	(340,328)	-10.2%
Local Appropriations	39,167,963	8,500,000	21.7%	37,683,613	8,500,000	22.6%	0	0.0%
Total	\$ 108,537,651	\$ 40,245,587	37.1%	\$ 113,518,259	\$ 40,416,637	35.6%	\$ (171,050)	-0.4%
Auxiliary Enterprises								
Campus Store	\$ 6,500,000	\$ 3,518,286	54.1%	\$ 8,816,213	\$ 3,652,568	41.4%	\$ (134,283)	-3.7%
Student Activities	2,035,500	1,126,915	55.4%	2,471,419	1,231,737	49.8%	(104,822)	-8.5%
Other Auxiliary Enterprises	8,464,500	1,791,157	21.2%	7,745,885	2,061,815	26.6%	(270,658)	-13.1%
Total	\$ 17,000,000	\$ 6,436,358	37.9%	\$ 19,033,517	\$ 6,946,120	36.5%	\$ (509,762)	-7.3%
Restricted								
Institutional Grants	\$ 4,576,625	\$ 1,692,464	37.0%	\$ 7,732,911	\$ 2,487,562	32.2%	\$ (795,098)	-32.0%
State Student Grants	2,277,003	2,043,060	89.7%	4,392,014	1,733,265	39.5%	309,794	17.9%
Total	\$ 6,853,628	\$ 3,735,523	54.5%	\$ 12,124,925	\$ 4,220,827	34.8%	\$ (485,304)	-11.5%
TOTAL REVENUE	\$132,391,279	\$50,417,469	38.1%	\$144,676,701	\$51,583,585	35.7%	\$ (1,166,116)	-2.3%
Expenditures								
Education & General								
Instruction	\$ 44,743,446	\$ 11,690,387	26.1%	\$ 47,642,238	\$ 11,834,208	24.8%	\$ (143,821)	-1.2%
Public Service	687,735	35,614	5.2%	544,020	43,038	7.9%	(7,423)	-17.2%
Academic Support	19,888,729	4,462,244	22.4%	20,099,642	6,208,721	30.9%	(1,746,477)	-28.1%
Student Services	8,359,380	3,052,870	36.5%	9,029,409	2,635,787	29.2%	417,083	15.8%
Institutional Support	13,073,440	4,436,573	33.9%	14,079,500	4,925,591	35.0%	(489,018)	-9.9%
Operation/ Maintenance of Plant	16,128,554	4,220,597	26.2%	16,307,411	5,435,839	33.3%	(1,215,242)	-22.4%
Tuition Waivers	3,544,500	1,681,371	47.4%	3,375,756	1,647,414	48.8%	33,957	2.1%
Scholarships	4,350,000	2,026,297	46.6%	4,145,100	1,946,244	47.0%	80,052	4.1%
Total	\$ 110,775,784	\$ 31,605,954	28.5%	\$ 115,223,076	\$ 34,676,843	30.1%	\$ (3,070,889)	-8.9%
Auxiliary Enterprises								
Campus Store	\$ 6,355,000	\$ 2,796,157	44.0%	\$ 7,241,877	\$ 3,439,701	47.5%	\$ (643,544)	-18.7%
Student Activities	2,385,500	617,851	25.9%	2,439,017	726,176	29.8%	(108,325)	-14.9%
Other Auxiliary Enterprises	8,626,500	928,989	10.8%	7,736,844	1,038,635	13.4%	(109,646)	-10.6%
Total	\$ 17,367,000	\$ 4,342,997	25.0%	\$ 17,417,738	\$ 5,204,511	29.9%	\$ (861,514)	-16.6%
Restricted								
Institutional Grants	\$ 4,576,625	\$ 1,723,324	37.7%	\$ 7,732,911	\$ 2,480,435	32.1%	\$ (757,111)	-30.5%
State Student Grants	2,277,003	1,857,212	81.6%	4,392,014	1,761,644	40.1%	95,568	5.4%
Total	\$ 6,853,628	\$ 3,580,537	52.2%	\$ 12,124,925	\$ 4,242,079	35.0%	\$ (661,542)	-15.6%
TOTAL EXPENDITURES	\$ 134,996,412	\$ 39,529,487	29.3%	\$ 144,765,739	\$ 44,123,433	30.5%	\$ (4,593,946)	-10.4%

**TULSA COMMUNITY COLLEGE
EXPENDITURE SUMMARY BY CATEGORY
FOR THE PERIOD ENDING OCTOBER 31, 2016 AND OCTOBER 31, 2015**

	OCTOBER FY17			OCTOBER FY16			\$ Change	Percent Change
	Budget	Year to date	Percent of Budget	Budget	Year to date	Percent of Budget		
<u>EDUCATION AND GENERAL</u>								
Salaries & Wages								
Faculty	\$ 17,550,232	\$ 4,336,121	24.7%	\$ 18,288,189	\$ 4,402,589	24.1%	\$ (66,468)	-1.5%
Adjunct Faculty	11,700,000	3,095,047	26.5%	12,893,590	3,285,323	25.5%	(190,276)	-5.8%
Professional	12,405,669	3,465,772	27.9%	11,599,149	3,842,522	33.1%	(376,750)	-9.8%
Classified Exempt	4,158,105	1,088,703	26.2%	4,479,153	1,361,935	30.4%	(273,232)	-20.1%
Classified Hourly	13,316,054	3,711,284	27.9%	14,440,059	3,916,845	27.1%	(205,561)	-5.2%
TOTAL	\$ 59,130,060	\$ 15,696,927	26.5%	\$ 61,700,140	\$ 16,809,213	27.2%	\$ (1,112,287)	-6.6%
Staff Benefits	\$ 21,569,019	\$ 5,976,182	27.7%	\$ 22,047,079	\$ 6,451,348	29.3%	(475,167)	-7.4%
Professional Services	2,835,900	625,175	22.0%	3,522,742	794,838	22.6%	(169,663)	-21.3%
Operating Services	14,527,578	4,558,586	31.4%	16,759,682	5,027,449	30.0%	(468,863)	-9.3%
Travel	452,420	97,073	21.5%	750,533	190,424	25.4%	(93,350)	-49.0%
Utilities	1,908,500	562,708	29.5%	2,015,900	619,277	30.7%	(56,569)	-9.1%
Tuition Waivers	3,544,500	1,681,371	47.4%	3,375,756	1,647,414	48.8%	33,957	2.1%
Scholarships	4,350,000	2,026,297	46.6%	4,145,100	1,946,244	47.0%	80,052	4.1%
Furniture & Equipment	2,457,807	381,636	15.5%	906,144	1,190,634	131.4%	(808,998)	-67.9%
TOTAL	\$ 110,775,784	\$ 31,605,954	28.5%	\$ 115,223,076	\$ 34,676,843	30.1%	\$ (3,070,889)	-8.9%

TULSA COMMUNITY COLLEGE
EXPENDITURE SUMMARY BY CATEGORY
FOR THE PERIOD ENDING OCTOBER 31, 2016 AND OCTOBER 31, 2015

	OCTOBER FY17			OCTOBER FY16			\$ Change	Percent Change
	Budget	Year to date	Percent of Budget	Budget	Year to date	Percent of Budget		
<u>CAMPUS STORE</u>								
Salaries & Wages								
Professional & Classified Exempt	\$ 258,122	\$ 93,001	36.0%	\$ 306,629	\$ 110,212	35.9%	\$ (17,212)	-15.6%
Classified Hourly	447,291	174,078	38.9%	599,206	157,908	26.4%	16,170	10.2%
Total Salaries & Wages	\$ 705,413	\$ 267,078	37.9%	\$ 905,835	\$ 268,120	29.6%	\$ (1,042)	-0.4%
Staff Benefits	\$ 224,587	\$ 74,229	33.1%	\$ 320,542	\$ 83,685	26.1%	\$ (9,456)	-11.3%
Professional Services	-	-	0.0%	-	4,464	0.0%	(4,464)	-100.0%
Operating Services	590,000	15,493	2.6%	180,500	22,098	12.2%	(6,605)	-29.9%
Travel	5,000	512	10.2%	15,000	328	2.2%	184	56.0%
Utilities	85,000	7,650	9.0%	40,000	8,601	21.5%	(951)	-11.1%
Items for Resale - Campus Store	4,745,000	2,431,195	51.2%	5,780,000	3,052,404	52.8%	(621,209)	-20.4%
Furniture & Equipment	-	-	0.0%	-	-	0.0%	-	0.0%
TOTAL	\$ 6,355,000	\$ 2,796,157	44.0%	\$ 7,241,877	\$ 3,439,701	47.5%	\$ (643,544)	-18.7%
<u>STUDENT ACTIVITIES</u>								
Salaries & Wages								
Professional	\$ 613,385	\$ 158,457	25.8%	\$ 564,340	\$ 189,213	33.5%	\$ (30,756)	-16.3%
Classified Hourly	686,230	145,029	21.1%	808,166	187,669	23.2%	(42,641)	-22.7%
Total Salaries & Wages	\$ 1,299,615	\$ 303,486	23.4%	\$ 1,372,506	\$ 376,882	27.5%	\$ (73,396)	-19.5%
Staff Benefits	\$ 520,385	\$ 118,991	22.9%	\$ 396,565	\$ 152,101	38.4%	\$ (33,109)	-21.8%
Professional Services	46,181	3,293	7.1%	39,260	6,179	15.7%	(2,886)	-46.7%
Operating Services	369,319	149,908	40.6%	435,766	151,675	34.8%	(1,767)	-1.2%
Travel	40,000	6,032	15.1%	104,920	13,288	12.7%	(7,256)	-54.6%
Furniture & Equipment	10,000	10,367	103.7%	-	11,547	0.0%	(1,181)	-10.2%
Items for Resale	100,000	25,774	25.8%	90,000	14,504	16.1%	11,270	77.7%
TOTAL	\$ 2,385,500	\$ 617,851	25.9%	\$ 2,439,017	\$ 726,176	29.8%	\$ (108,325)	-14.9%
<u>OTHER AUXILIARY ENTERPRISES</u>								
Salaries & Wages								
Professional	\$ 120,789	\$ 45,238	37.5%	\$ 82,000	\$ 45,238	55.2%	\$ -	0.0%
Adjunct Faculty	188,132	58,137	30.9%	146,713	83,630	57.0%	(25,493)	-30.5%
Classified Hourly	304,705	59,845	19.6%	320,000	77,457	24.2%	(17,611)	-22.7%
Total Salaries & Wages	\$ 613,626	\$ 163,220	26.6%	\$ 548,713	\$ 206,325	37.6%	\$ (43,105)	-20.9%
Staff Benefits	\$ 98,374	\$ 30,928	31.4%	\$ 65,613	\$ 34,054	51.9%	\$ (3,126)	-9.2%
Professional Services	447,082	124,443	27.8%	398,000	123,515	31.0%	928	0.8%
Operating Services	4,813,558	386,654	8.0%	3,847,418	425,515	11.1%	(38,861)	-9.1%
Travel	-	12,713	0.0%	-	10,109	0.0%	2,604	25.8%
Utilities	750,000	206,550	27.5%	870,000	232,229	26.7%	(25,679)	-11.1%
Scholarship & Refunds	-	3,000	0.0%	-	-	0.0%	3,000	100.0%
Bond Principal and Expense	1,800,000	-	0.0%	2,000,000	-	0.0%	-	0.0%
Furniture & Equipment	100,000	970	1.0%	-	6,157	0.0%	(5,187)	-84.2%
Items for Resale	3,860	513	13.3%	7,100	731	10.3%	(219)	-29.9%
TOTAL	\$ 8,626,500	\$ 928,989	10.8%	\$ 7,736,844	\$ 1,038,635	13.4%	\$ (109,645)	-10.6%

TULSA COMMUNITY COLLEGE-CAMPUS STORE
STATEMENT OF REVENUE, EXPENDITURES AND CAMPUS STORE EQUITY
FOR THE THREE MONTHS ENDING OCTOBER 31, 2016 AND OCTOBER 31, 2015

	OCT FY17		OCT FY16		Increase/ (Decrease)	Percent Change
	Current Year	Percent of Sales	Prior Year	Percent of Sales		
Income From Sales						
Sales (From 07-01-16 To 10-31-16)						
Textbooks, Supplies, and Soft Goods	\$ 3,385,848		\$ 3,638,554		\$ (252,706)	-6.9%
Total Sales	3,385,848	100.0%	3,638,554	100.0%	(252,706)	-6.9%
Less: Cost of Goods Sold	2,577,782	76.1%	2,777,716	76.3%	(199,934)	-7.2%
Gross Income/(Loss) on Sales	808,066	23.9%	860,838	23.7%	(52,772)	-6.1%
Operating Expenses						
Selling Expenses	267,078	7.9%	268,120	7.4%	(1,042)	-0.4%
Total Selling Expense	267,078	7.9%	268,120	7.4%	(1,042)	-0.4%
Administrative Expenses						
Personnel Benefits	74,229	2.2%	83,685	2.3%	(9,456)	-11.3%
Travel	512	0.0%	328	0.0%	184	56.0%
Operating Expense	22,170	0.7%	35,163	1.0%	(12,993)	-37.0%
Total Administrative Expense	96,911	2.9%	119,176	3.3%	(22,265)	-18.7%
Total Selling and Administrative Expense	363,989	10.8%	387,296	10.6%	(23,307)	-6.0%
Net Selling Income/(Loss)	444,077	13.1%	473,541	13.0%	(29,464)	-6.2%
Other Income/(Loss)						
Commission Income	34,793	1.0%	17,544	0.5%	17,249	98.3%
Other Expense	-	0.0%	-	0.0%	-	0.0%
Net Income/(Loss)	34,793	1.0%	17,544	0.5%	17,249	98.3%
Net Income/(Loss)	\$ 478,870	14.1%	\$ 491,085	13.5%	(12,215)	-2.5%
Equity Balance July 1, 2016	6,606,607		6,734,225		(127,618)	-1.9%
Equity Balance October 31, 2016	\$ 7,085,477		\$ 7,225,310		(139,833)	-1.9%
Inventory July 1, 2016	\$ 1,751,939	\$ 1,644,716	\$ 107,223	6.5%		
Purchases						
Textbooks, Supplies, and Soft Goods	2,828,261	3,137,013	(308,752)	-9.8%		
Total Purchases	2,828,261	3,137,013	(308,752)	-9.8%		
Freight-In	52,179	35,344	16,835			
	2,880,440	3,172,358	(291,918)	-9.2%		
Cost of Goods Available for Sale	4,632,379	4,817,074	(184,695)	-3.8%		
Deduct Inventory October 31, 2016	2,054,597	2,039,358	15,239	0.7%		
Cost of Goods Sold	\$ 2,577,782	\$ 2,777,716	(199,934)	-7.2%		