



**Tulsa Community College
Regular Meeting of the Board of Regents
Thursday, November 19, 2020
Southeast Campus
VanTrease Performance Arts Center
10300 East 81st Street, Tulsa, OK
3:00 p.m.**

Attendees to the board meetings should enter through the Studio Theatre doors. To keep everyone safe, we ask that you wear a face mask when in the building. If you do not have a face mask, one will be provided to you. Some rows will not be available for seating to help adhere to social distancing guidelines, and audio amplification will be provided in the auditorium.

AGENDA

1. Call to Order

1.1 Open Meeting Compliance Statement

“Statement of Compliance with the Oklahoma Open Meeting Act
(Regular meeting scheduled November 19, 2020 at 3:00 p.m.)

This regular 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 August 2, 2019 noting campus location/address and on June 10, 2020 specifically noting room location at the Performing Arts Center for Education.

Notice of this meeting was also given at least twenty-four (24) hours in advance of the meeting by posting notice of the date, time, place, and agenda of the meeting at the principal office of the Tulsa Community College Board of Regents, located at 6111 East Skelly Drive, Tulsa, Oklahoma.

1.2 Roll Call

2. Old Business and Possible Discussion and Action

2.1 Recommendation for Approval of the Minutes for the Regular Meeting of the Tulsa Community College Board of Regents held on Thursday, September 17, 2020

Motion for Approval: _____

Second Motion for Approval: _____

2.2 Carry Over Items

3. Student Success Update and Possible Discussion

Introduction by Eunice Tarver, Provost and Associate Vice President of Diversity and Inclusion

3.1 TRIO SSS Program

Student, Tracy Moore, will speak to the Board of Regents about his experience in the TRIO SSS Program. Mr. Moore is a veteran, a transfer student from OJC, an African American male, and a non-traditional first-generation college student, husband and father. Mr. Moore has a 4.0 GPA and uses many TRIO SSS services, especially tutoring. He has been in the TRIO SSS program for over one year and is now a Sophomore with 36 earned credit hours.

4. Academic Affairs and Student Success Committee Report and Possible Discussion and Action

Presented by Regent Combs

4.1 Recommendation for Approval of Changes in Academic Programs

The Committee recommends approval of the following curriculum changes:

- Accounting AAS, Software Application Specialist Option – Suspend Program
- Accounting AAS, Accounting Specialist Option – Modify Program
- Accounting CER, Accounting Assistant Option – Delete Program Option
- Accounting CER, Accounting Software Application Specialist Option – Suspend Program
- Accounting Certificate, Accounting Specialist Option – Modify Program
- Accounting Certificate, Income Tax and Software Specialist Option – Modify Program

- Accounting Certificate, Payroll Administration Specialist Option – Suspend Program
- American Sign Language AA, ASL Studies Option – Modify Program
- American Sign Language AA, Services to the Deaf – Suspend Program
- American Sign Language AA, Deaf Education Option – Suspend Program
- Business Computer User Certificate – Suspend Program
- Cardiovascular AAS – Modify Program
- Child Development AS, Early Childhood Education NSU Transfer Option – Suspend Program
- Child Development AS, Family and Community Transfer Option – Modify Program
- Child Development Certificate, Certificate of Mastery – Modify Program
- Dental Hygiene AAS – Modify Program
- Engineering AS, Computer Engineering Option – Modify Program
- Health Information Technology AAS – Modify Program
- Health Information Technology Certificate, Coding and Reimbursement Specialist – Modify Program
- International Business AS – Delete Program
- Project Management Certificate – Suspend Program
- Medical Laboratory Technician AAS – Modify Program
- Medical Laboratory Technician Certificate (Phlebotomy) – Modify Program
- Child Development AS, Early Childhood Education OU Transfer Option – Modify Program
- Electronics Technology AAS, Biomedical Equipment Option – Modify Program
- Physical Therapy Assistant, AAS – Modify Program
- Information Technology AAS, Systems Support Technician – Modify Program
- Occupational Therapy Assistant AAS – Modify Program
- Pre-Education AA Elementary Education Option – Delete Program
- Respiratory Care AAS – Modify Program
- Sociology AA – Modify Program
- Nutritional Sciences – Modify Program
- Pre-Professional Health Sciences, Pre-Physical Therapy Option – Modify Program

[\(Attachment 4.1\)](#)

Motion for Approval from the Academic Affairs and Student Success Committee. No Second Needed.

4.2 Overview of Committee Meeting Topics

- Workforce Development Update

5. Personnel Report and Possible Discussion and Action

Presented by President Goodson

5.1 Introduction of Recently Appointed Staff

5.2 Consent Agenda (Attachment 5.2)

- Appointments of full-time faculty and full-time professional staff at a pay grade 18 and above made since the last meeting of the Board of Regents of Tulsa Community College.
- Resignations of full-time faculty and professional employees submitted since the last meeting of the Board of Regents of Tulsa Community College.
- Retirements of full-time faculty and professional employees submitted since the last meeting of the Board of Regents of Tulsa Community College

Motion for Approval: _____

Second Motion for Approval: _____

6. Facilities and Safety Committee Report and Possible Discussion

Presented by Regent McKamey

6.1 Overview of Committee Meeting Topics

- Major Projects Dashboard Update
- First Quarter FY21 College-wide Utilities Review Update
- Safety and Security: Continued COVID-19 Mitigation Update
- AIA Eastern Oklahoma Design Excellence Awards Nomination Update

7. Community Relations Committee Report and Possible Discussion

Presented by Regent Cornell

7.1 Overview of Committee Meeting Topics

- Legislative Update
- Tulsa's Future Campaign Update

8. **Finance, Risk and Audit Committee Report and Possible Discussion and Action**

Presented by Regent Cornell

8.1 Purchase Item Agreement Over \$50,000

8.1.1 Student Assessment

Authorization is requested to enter into a two-year agreement with ExamSoft Worldwide, Inc. (Dallas, TX) in the amount of \$54,628 to provide annual licensing for student assessment software. Annual software licensing is not subject to competitive bidding requirements. The software will be funded from general budget.

Motion for Approval from the Finance, Risk and Audit Committee. No Second Needed.

8.1.2 Telecommunications Upgrade

Authorization is requested to enter into an agreement with ISG Technology, LLC (Oklahoma City, OK) in the amount of \$332,052 to replace the existing Avaya telephone system with a Fortinet Voice over Internet Protocol (VoIP) system. The proposed system will provide advanced features not available in the legacy system, and will result in reduced annual operating costs. The system will be purchased under Oklahoma State Regents for Higher Education contract number C2020-2. The purchase will be funded from general budget.

Motion for Approval from the Finance, Risk and Audit Committee. No Second Needed.

8.2 Monthly Financial Report

8.2.1 Monthly Financial Report for October 2020

The Finance, Risk and Audit Committee recommends approval of the monthly financial report for October 2020 be approved as presented in the attachment.

Motion from the Finance, Risk and Audit Committee for Approval. No Second Needed.

[\(Attachment 8.2.1\)](#)

9. 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]

10. 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.

11. President's Report and Possible Discussion

Presented by President Goodson

11.1 Key Performance Indicators (KPI) Scorecard

An overview of the KPI Scorecard-November 2020, 2016-2020 Strategic Plan.

[\(Attachment 11.1\)](#)

11.2 Overview of President's Highlights

- Signing Ceremony Marks National Transfer Student Week
- TCC Holiday Card Designer Recognized
- TCC Employee Receives Award
- TCC Theatre Department Receives Awards
- Public Invited to TEDxTulsaCC as Event Pivots to Virtual
- TCC Announces Spring 2021 Start Date, Working to Offer More In-Person Classes
- Institute for Culturally Response Pedagogy
- Tulsa Sings! and Botanic Brass

11.3 President's Comments on Previous Agenda Items

12. 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.]

Motion for Approval to Recess: _____

Second Motion for Approval: _____

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

Motion for Approval to Reconvene: _____
Second Motion for Approval: _____

13. Adjournment

- 13.1 Next Meeting Date:

The next meeting of the Tulsa Community College Board of Regents will be on Thursday, January 21, 2021 with a 2:00 special meeting and a 3:00 regular meeting. The meeting will be held at the Southeast Campus Performing Arts Center for Education, 10300 E 81st Street, Tulsa, OK.

Note that any change in meeting location and format, if necessary, will be made within 10 business days of the meeting date.

CURRICULUM INFORMATIONAL ITEMS 2020-2021

Accounting AAS, Software Application Specialist Option	Suspend Program	This A.A.S. degree is being suspended to evaluate and determine if a second, separate A.A.S. degree in Accounting is needed. Industry trends, and discussions with community leaders will be part of this evaluation.
Accounting AAS, Accounting Specialist Option	Modify Program	The degree requirements are being changed to better prepare students for the workforce based on industry demands. Changed math requirement from MATH 1513 Pre Calculus to MATH 1483 Math Functions and their uses. Removed CSCI 2033 Excel and CSCI 2073 MS Office Added BUSN 1053 Introduction to Business and ACCT 2263 QuickBooks Pro Comprehensive Number of hours remained at 60.
Accounting CER, Accounting Assistant Option	Delete Program Option	This certificate is obsolete and is being deleted.
Accounting CER, Accounting Software Application Specialist Option	Suspend Program	Certificate is being suppressed and is being reviewed to determine if modifications should be made and offered at a later time.
Accounting Certificate, Accounting Specialist Option	Modify Program	Certificate is being revised to align industry demands as well to create a pathway for students to obtain an AAS in Accounting. Removed CSCI 2033 Excel and CSYS 2073 MS Office Changed hours from 30 to 24.
Accounting Certificate, Income Tax and Software Specialist Option	Modify Program	Certificate is being revised to align industry demands as well to create a pathway for students to obtain an AAS in Accounting. Removed CSCI 2033 Excel, CSYS 2073 MS Office, and ACCT 2433 Computerized Business Income Tax. Added ACCT 2243 Payroll Administration, ACCT 2263 QuickBooks Pro Comprehensive, and ACCT 2313 Intermediate Accounting I. Number of hours remained at 24.
Accounting Certificate, Payroll Administration Specialist Option	Suspend Program	Certificate is being suppressed and is being reviewed to determine if modifications should be made and offered at a later time.
American Sign Language AA, ASL Studies Option	Modify Program	Several local and state school with deaf programs are facing a shortage of Deaf Educators and ASL paraprofessionals to work with the Deaf and hard of hearing students. Oklahoma Department of Education have expressed their support toward our program to make changes to meet their needs to find qualified ASL paraprofessional for the Deaf Education programs. Removed: ART1113 Art Appreciation ENGL 2413 Introduction to Literature CSYS 1211 Introduction to Mac OS DGMD 2333 Digital Video Final Cut Pro GEOG1043 Into to Cultural Geography PHIL 2143 Into to Social and Political Philosophy Added: ASLE XXX3 Intro to Deaf Education ASLE XXX3 Visual Gesture Communication/Specialized Signs ASLE XXX3 Introduction to ASL Linguistics ASLE XXX3 ASL Literature ASLE XXX1 Fingerspelling and Numbers Number of hours will change from 60-61 to 60.
American Sign Language AA, Services to the Deaf Option	Suspend Program	ASLE Programs are being merged from three current degrees. (Services to the Deaf, Deaf Education and ASL Studies) into one degree, ASL Studies to make it more effective for the program to focus on one degree for the students. The three degrees are very similar and its cost and time efficient to make it into one degree.
American Sign Language AA, Deaf Education Option	Suspend Program	ASLE Programs are being merged from three current degrees. (Services to the Deaf, Deaf Education and ASL Studies) into one degree, ASL Studies to make it more effective for the program to focus on one degree for the students. The three degrees are very similar and its cost and time efficient to make it into one degree.

Business Computer User Certificate	Suspend Program	The Business Computer User Certificate is comprised of two 3-credit hour courses that can be better served as a 'local certificate' or certificate of achievement.
Cardiovascular AAS	Modify Program	Changing the application deadline from February 1st to March 15th.
Child Development AS, Early Childhood Education NSU transfer option	Suspend Program	A new transfer degree will be implemented that will incorporate this degree, as well as all teacher certification track transfer degrees. This will result in one transfer degree instead of three separate degrees. The new degree will allow students currently enrolled on this degree to continue moving forward with no need for a teach-out or loss of coursework.
Child Development AS, Family and Community Transfer Option	Modify Program	Changes have been made to better align with university requirements. These changes allow for wider selection of courses to meet general education requirements. Changing the name of the program title to Non-Teacher Certification Transfer Option.
Child Development Certificate, Certificate of Mastery	Modify Program	Adding MATH 2423 Math Concepts for Educators as an elective option. Certificate remains at 18 hours.
Dental Hygiene AAS	Modify Program	DHYG 1384 will change from 4 hours to 2 hours which then changes the program from 84 hours to 82 hours.
Engineering AS, Computer Engineering Option	Modify Program	Removing CSCI 1901 Beginning Unix from the degree requirements. Credit hours will drop to 66 from 67.
Health Information Technology AAS	Modify Program	<p>All of the curriculum changes are being made to meet new CAHIIM accreditation standards and competencies and PCAP requirements for the Coding Certificate Program. National association (AHIMA) and accrediting agencies (CAHIIM & PCAP) are requiring an increased focus on data management/analytics and coding, reimbursement and revenue cycle management within the curriculum.</p> <p>Removed HITC 1131 Healthcare Delivery Systems & Trends (content incorporated to Health Information Management), HITC 2121 Physician Billing & Reimbursement (content incorporated into HITC 2133 Reimbursement Systems & a new course HITC 2222 CPT & HCPCS Coding), HITC 2411 Professional Practice Experience II (PPE II) (content incorporated into HITC 1412 Professional Practice Experience I).</p> <p>Added two new HITC courses as follows: HITC 2222 CPT and HCPCS Coding II & Physician Billing - more time needed to cover information presented in HITC 1333 CPT and HCPCS Coding I, plus the addition of content from deleted course HITC 2121 Physician Billing & Reimbursement, HITC 2231 Revenue Cycle Management - More time needed to focus on revenue cycle processes, plus addition of course material from HITC 2121 Physician Billing & Reimbursement into HITC 2133 Reimbursement Systems removed additional teaching time previously devoted to the revenue cycle.</p> <p>Decreased Credit Hours: HITC 1363 Classification Systems, Terminologies and Coding I, now HITC 1362 (1 hour lecture, 2 hour lab), HITC 1223 Electronic Health Record Systems, now HITC 1222 (1 hour lecture, 2 hour lab) - Added lab as students need application time to work with EHR and other HIM software, HITC 2342 Professional Practice Experience III - Coding, now HITC 2341 (64 clinical hours) - Revenue cycle activities moved to new course Revenue Cycle Management.</p> <p>Total Credit Hours remained the same.</p>

Health Information Technology Certificate, Coding and Reimbursement Specialist	Modify Program	<p>All of the curriculum changes are being made to meet new CAHIIM accreditation standards and competencies and/or PCAP requirements for the Coding Certificate Program.</p> <p>Our national association (AHIMA) and accrediting agencies (CAHIIM & PCAP) are requiring an increased focus on data management/analytics and coding, reimbursement and revenue cycle management within the curriculum.</p> <p>Deleted the following courses: HITC 1131 Health Care Delivery Systems & Trends (content incorporated into HITC 1113 Introduction to Health Information Management), HITC 2121 Physician Billing & Reimbursement (content incorporated into HITC 2133 Reimbursement Systems & a new course HITC 2222 CPT & HCPCS Coding II & Physician Billing)</p> <p>Added two HITC courses as follows: HITC 2222 CPT & HCPCS Coding II & Physician Billing - more time needed to cover information presented in HITC 1333 CPT and HCPCS Coding I, plus the addition of content from deleted course HITC 2121 Physician Billing & Reimbursement, HITC 2231 Revenue Cycle Management - More time needed to focus on revenue cycle processes, plus addition of course material from HITC 2121 Physician Billing & Reimbursement into HITC 2133 Reimbursement Systems removed additional teaching time previously devoted to the revenue cycle.</p> <p>Certificate hours dropped to 39 hours from 40.</p>
International Business, AS	Delete Program	<p>The few specialized course requirements for this degree do not adequately distinguish it from AS Business Administration, as demonstrated by persistently low enrollments. Articulation to transfer partner institutions in International Business will be achieved through the AS Business Administration path of study.</p>
Project Management Certificate	Suspend Program	<p>This for-credit certificate comprised of three 3-credit hour courses is best suited to Continuing Education (CE) students working toward Project Management Professional (PMP) designation. As such, this certificate will be suspended while efforts are made to develop a PMP curriculum within CE.</p>
Medical Laboratory Technician AAS	Modify Program	<p>Combined some labs that fit better together (Chemistry/Immunochemistry). And our reduction in clinical hours was to closely fit the Carnegie units for clinical credit hours. We moved that hour into the lab as we were short on time with that. We also determined that a Professionalism and Communication course was necessary due to discussions with clinical partners. So we divided the MDLT 2002 into two classes, one for skills and the other professionalism. This way we can also add the professionalism course into Phlebotomy Certification.</p> <p>No change in overall hours.</p>
Medical Laboratory Technician Certificate (Phlebotomy)	Modify Program	<p>Feedback from advisory committee and from clinical hospital sites; they are asking for more soft skills (communication, ethics, professionalism). It was been on our radar for a long time to make a course for this purpose only instead of cramming it into MDLT 1203.</p> <p>Certificate will go from 5 credit hours to 6 credit hours.</p>
Child Development AS, Early Childhood Education OU transfer option	Modify Program	<p>This degree was created to consolidate three transfer degrees into one. All previous degrees served students transferring to teacher certification programs. This program will serve all students, regardless of the university to which they are transferring. The program will help students satisfy the 4x12 required for education majors as well as leave some room to choose CHLD classes and foreign language based on transfer partner. This will also change the name to Child Development AS, Teacher Certification Transfer Option</p> <p>The degree will change from 63 hours to 60-63 hours.</p>
Electronics Technology AAS, Biomedical Equipment Option	Modify Program	<p>Business and IT is suppressing the ITCV 2023 Wireless Networking class. As a result this program will remove the requirement and the content will be met elsewhere.</p> <p>The degree will move from 64-66 to 61-63 required credit hours.</p>
Physical Therapist Assistant, AAS	Modify Program	<p>One course is changing to from 2 hour to 1 hour. This changes the program from 67 hours to 66 hours.</p>

Information Technology AAS, Systems Support Technician	Modify Program	<p>The Information Technology A.A.S., Networking and Cloud Computing Option has been suppressed. ITCV 2023 Wireless Networking and ITCV 2293 Cloud Computing will also be suppressed. These courses are being replaced with two currently offered courses that are best suited for the Information Technology A.A.S., Systems Support Technician Option.</p> <p>Remove ITCV 2023 Wireless Networking and Replace with CSCI 2473 C Language. Remove ITCV 2293 Cloud Computing and Replace with CSCI 2163 Windows Operating Systems.</p> <p>The number of hours remain the same.</p>
Occupational Therapy Assistant AAS	Modify Program	Changed OCTA 1203 to part of the curriculum instead of a pre req to program.
Pre-Education AA Elementary Education Option	Delete Program	A new transfer degree will be implemented that will incorporate this degree, as well as all teacher certification track transfer degrees. This will result in one transfer degree instead of three separate degrees. The new degree will allow students currently enrolled on this degree to continue moving forward with no need for a teach-out or loss of coursework.
Respiratory Care AAS	Modify Program	<p>These changes will allow the student to have more hands on time with equipment in the laboratory setting to improve low scores 80-84% in 3 or more areas from the last two national board exams. We are required to have test scores above 85%.The student will also be more prepared before going to the intensive care unit at the clinical sites. Due to the Covid pandemic we have lost the ability to have hands on time during lecture classes. These changes are vital to our continue growth in the students understanding of how, why and when to use equipment and improve strategies to assist the patient in their disease state. These changes should improve overall test scores on the national board exams and allow us to produce a more qualified applicant to enter the work force.</p> <p>Added: MATH 1513, 1 credit hour lab to RESP 1242 and created RESP 1243 Respiratory Care Patient Assessment to make a lecture lab course. Added RESP 2301 Clinical Lab Simulation. Removed:1232 Applied Sciences for Respiratory Care.</p> <p>The number of hours remain the same.</p>
Sociology AA	Modify Program	<p>Reduced Sociology requirements from 18 to 12 hours and raised the controlled electives to 12 hours. This was done to be able to create more transfer agreements because of transfer partner requirements.</p> <p>The number of hours remain the same.</p>
Nutritional Sciences	Modify Program	<p>Changed Recommended Electives to controlled electives to help with Course Program of Study.</p> <p>The number of hours remain the same.</p>
Pre Professional Health Sciences , Pre Physical Therapy Option	Modify Program	<p>Changed Recommended Electives to controlled electives to help with Course Program of Study.</p> <p>The number of hours remain the same.</p>

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.

APPOINTMENT:

Bethany Weaver, Assistant Controller – Foundation Finance
Comptroller & CFO
Conference Center
November 2, 2020

RETIREMENTS:

Tambra Xan Black, Executive Director Regional Stem Alliance
Science & Math
Southeast Campus
April 1, 2021

Randy Harvey, Assistant Professor, Accounting
Business & Information Technology
Northeast Campus
March 1, 2021

Linda Joyce, Assistant Professor/Coordinator, Math
Science & Math
Southeast Campus
July 1, 2021

Mitchell Ober, Assistant Professor, Accounting
Business & Information Technology
Metro Campus
August 1, 2021

Sandra Rana, Assistant Professor, Political Science
Liberal Arts & Communications
Northeast Campus
August 1, 2021

Sandra Smith, Associate Professor, Health Information Technology
Allied Health
Metro Campus
January 1, 2021

Kathy Stotts, Assistant Professor, Allied Health
Allied Health
Metro Campus
August 1, 2021

Shiranjini Threadgill, Assistant Professor, Mathematics
Science & Mathematics
Northeast Campus
January 1, 2021

RESIGNATION:

Kristi Brown, Assistant Controller
Comptroller and CFO
Conference Center
September 25, 2020

TULSA COMMUNITY COLLEGE
FINANCIAL REPORT
MONTH ENDING OCTOBER 2020

**TULSA COMMUNITY COLLEGE
EXPENDITURE SUMMARY BY CATEGORY
FOR THE PERIOD ENDING OCTOBER 31, 2020 AND OCTOBER 31, 2019**

	OCTOBER FY21			OCTOBER FY20			\$ Change	Percent Change
	Budget	Year to date	Percent of Budget	Budget	Year to date	Percent of Budget		
EDUCATION AND GENERAL								
Salaries & Wages								
Faculty	\$ 19,272,076	\$ 4,802,041	24.9%	\$ 19,704,985	\$ 4,753,862	24.1%	\$ 48,179	1.0%
Adjunct Faculty	10,100,000	3,445,375	34.1%	10,100,000	3,155,819	31.2%	289,556	9.2%
Professional	12,533,836	3,974,151	31.7%	11,847,285	3,806,648	32.1%	167,504	4.4%
Classified Exempt	3,258,316	1,009,246	31.0%	5,315,122	984,260	18.5%	24,986	2.5%
Classified Hourly	16,551,705	4,826,831	29.2%	16,831,220	4,683,678	27.8%	143,153	3.1%
TOTAL	\$ 61,715,933	\$ 18,057,645	29.3%	\$ 63,798,612	\$ 17,384,266	27.2%	\$ 673,379	3.9%
Staff Benefits	\$ 24,187,667	\$ 7,437,372	30.7%	\$ 23,074,448	\$ 6,805,060	29.5%	632,311	9.3%
Professional Services	2,474,350	823,503	33.3%	2,783,700	924,344	33.2%	(100,841)	-10.9%
Operating Services	15,830,539	4,826,354	30.5%	17,107,400	6,068,696	35.5%	(1,242,342)	-20.5%
Travel	567,950	9,797	1.7%	586,400	136,714	23.3%	(126,917)	-92.8%
Utilities	1,700,000	357,435	21.0%	1,700,000	505,538	29.7%	(148,103)	-29.3%
Tuition Waivers	4,400,000	2,161,487	49.1%	4,400,000	2,092,837	47.6%	68,650	3.3%
Scholarships	10,381,411	5,964,922	57.5%	5,100,000	2,186,455	42.9%	3,778,467	172.8%
Furniture & Equipment	1,379,660	1,143,294	82.9%	875,000	753,684	86.1%	389,609	51.7%
TOTAL	\$ 122,637,510	\$ 40,781,809	33.3%	\$ 119,425,560	\$ 36,857,596	30.9%	\$ 3,924,213	10.6%
CAMPUS STORE								
Bond Principal and Expense	131,000	63,391	48.4%	131,250	54,684	41.7%	8,707	15.9%
TOTAL	\$ 131,000	\$ 63,391	48.4%	\$ 131,250	\$ 54,684	41.7%	\$ 8,707	15.9%
STUDENT ACTIVITIES								
Salaries & Wages								
Professional	\$ 280,000	\$ 92,403	33.0%	\$ 241,000	\$ 92,284	38.3%	\$ 119	0.1%
Classified Hourly	1,100,000	288,519	26.2%	1,150,000	297,240	25.8%	(8,721)	-2.9%
Total Salaries & Wages	\$ 1,380,000	\$ 380,922	27.6%	\$ 1,391,000	\$ 389,524	28.0%	\$ (8,602)	-2.2%
Staff Benefits	\$ 575,000	\$ 160,553	27.9%	\$ 592,000	\$ 155,607	26.3%	\$ 4,946	3.2%
Professional Services	150,000	83,953	56.0%	85,000	100,363	118.1%	(16,410)	-16.4%
Operating Services	525,000	94,284	18.0%	545,000	197,832	36.3%	(103,548)	-52.3%
Travel	50,000	(340)	-0.7%	70,000	7,247	10.4%	(7,587)	-104.7%
Furniture & Equipment	1,195,000	5,950	0.5%	1,780,000	100,918	5.7%	(94,968)	-94.1%
Items for Resale	-	-	0.0%	50,000	-	0.0%	-	0.0%
TOTAL	\$ 3,875,000	\$ 725,322	18.7%	\$ 4,513,000	\$ 951,492	21.1%	\$ (226,170)	-23.8%
OTHER AUXILIARY ENTERPRISES								
Salaries & Wages								
Professional	\$ 125,000	\$ 40,769	32.6%	\$ 70,000	\$ 11,461	16.4%	\$ 29,309	255.7%
Adjunct Faculty	300,000	49,564	16.5%	200,000	109,287	54.6%	(59,722)	-54.6%
Classified Hourly	275,000	36,789	13.4%	300,000	62,380	20.8%	(25,591)	-41.0%
Total Salaries & Wages	\$ 700,000	\$ 127,123	18.2%	\$ 570,000	\$ 183,127	32.1%	\$ (56,004)	-30.6%
Staff Benefits	\$ 125,000	\$ 32,151	25.7%	\$ 100,000	\$ 21,556	21.6%	\$ 10,595	49.1%
Professional Services	550,000	30,893	5.6%	500,000	342,568	68.5%	(311,675)	-91.0%
Operating Services	2,300,000	300,993	13.1%	2,500,000	797,166	31.9%	(496,173)	-62.2%
Travel	60,000	190	0.3%	100,000	17,657	17.7%	(17,467)	-98.9%
Utilities	650,000	141,819	21.8%	650,000	204,346	31.4%	(62,526)	-30.6%
Scholarship & Refunds	40,000	506	1.3%	10,000	5,670	56.7%	(5,164)	-91.1%
Bond Principal and Expense	969,000	54,405	5.6%	1,115,000	54,684	4.9%	(279)	-0.5%
Furniture & Equipment	1,479,500	6,863	0.5%	2,764,750	92,754	3.4%	(85,892)	-92.6%
Items for Resale	-	-	0.0%	1,000	-	0.0%	-	0.0%
TOTAL	\$ 6,873,500	\$ 694,942	10.1%	\$ 8,310,750	\$ 1,719,528	20.7%	\$ (1,024,586)	-59.6%
CAPITAL								
Construction - State (295)	\$ 1,400,000	\$ 493,550	35.3%	\$ 2,075,000	\$ 393,332	19.0%	\$ 100,218	25.5%
Construction - Non State (483)	6,000,000	967,519	16.1%	13,000,000	3,949,953	30.4%	(2,982,434)	-75.5%
TOTAL	\$ 7,400,000	\$ 1,461,068	19.7%	\$ 15,075,000	\$ 4,343,285	28.8%	\$ (2,882,216)	-66.4%

Indicator	Key Performance Indicator	2015 Base line	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2020 Target	G1: Academic Quality	G2: Student-Centered Service	G3: Performance-Based Culture	G4: Employee Development	G5: Resources	G6: Community Partnerships	G7: Marketing
Priority 1: Learning Effectiveness and Student Success															
1	Annual Degrees and Certificates Awarded	2,560	2,300	2,327	2,575	2,781	2,803	2,964	X	X	X			X	
2	Fall-to-Fall Retention Rate (Full-Time)	58.7%	60.4%	62.1%	57.0%	62.1%	60.2%	65%	X	X	X				
3	Fall-to-Fall Retention Rate for Underrepresented Minority Students (Full-Time)	54.4%	55.7%	62.5%	58.6%	60.0%	58.6%	65%	X	X	X				
4	Three-Year Graduation Rate (Full-Time)	15.8%	15.8%	15.7%	18.7%	19.3%	23.2%	24%	X	X	X				
5	Three-Year Graduation Rate for Underrepresented Minority Students (Full-Time)	12.7%	13.1%	12.0%	15.1%	16.4%	18.8%	24%	X	X	X				
6	Three-Year Success Rate (University Transfer and/or Graduation; Full-Time)	33.9%	35.5%	34.3%	35.9%	36.0%	42.0%	50%	X	X	X			X	
7	Three-Year Success Rate for Underrepresented Minority Students (University Transfer and/or Graduation; Full-Time)	27.1%	29.3%	28.1%	28.1%	30.7%	35.7%	50%	X	X	X			X	
8	Overall Licensure and Certification Pass Rate	89.0%	87.7%	91.3%	90.3%	89.0%	83.9%	90%	X		X			X	
9	Percentage of Enrolled Students Seen in Advising	75.0%	76.4%	75.5%	79.5%	83.0%	85.4%	95%		X					
10	Student-to-Advisor Ratio	1,044 to 1	718 to 1	530 to 1	302 to 1	300 to 1	313 to 1	300 to 1		X			X		
11	Percentage of First-Time Degree/Certificate-Seeking Developmental Education Students who Complete Developmental Requirements within One Year	22.8%	22.8%	19.4%	20.4%	33.1%	26.7%	50%	X	X					
12	Percentage of First-Time Full-Time Degree/Certificate-Seeking Students who Earn 24 Credit Hours within One Year	27.0%	30.1%	31.7%	41.3%	36.4%	35.0%	40%	X	X					
13	Yield Rate (% of those Admitted who Enrolled)	44.7%	44.0%	43.5%	43.7%	46.9%	47.6%	50%		X	X			X	
Priority 2: Organizational Development and Accountability															
14	Percentage of Full-Time Employees with Performance Appraisals and Goals using Improved Appraisal Form	82.0%	99.0%	90.0%	90.0%	90.0%	Not Conducted	100%			X	X			
15	Ratio of Full-Time Staff Employees of Color / Regional Population Value	0.99 to 1	0.98 to 1	1.01 to 1	1.19 to 1	1.06 to 1	1.22 to 1	1 to 1				X			
16	Ratio of Full-Time Faculty of Color / National Qualified Population Value	0.79 to 1	0.88 to 1	0.87 to 1	1.12 to 1	0.94 to 1	1.14 to 1	1 to 1				X			
17	HLC Total Composite Financial Indicator Score	1.08	0.39	2.26	3.58	5.18	2.89	2.00					X		
18	Instructional Expenses as a Percentage of Total Expenditures	49%	52%	52%	52%	49%	44%*	49%	X			X	X		

* The difference is due to change in categorization of expenses, not due to significant changes in spending in these areas.

Indicator	Key Performance Indicator	2015 Baseline	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2020 Target	G1: Academic Quality	G2: Student-Centered Service	G3: Performance-Based Culture	G4: Employee Development	G5: Resources	G6: Community Partnerships	G7: Marketing
19	Utilities Cost Per Square Foot	\$1.53	\$1.45	\$1.33	\$1.32	\$1.35	\$1.27	\$1.37					X		
20	Gas and Electric Energy Use Intensity (kBtu/sq ft, or thousand British Thermal Units/Square Feet)	109 kBtu/sq ft	99 kBtu/sq ft	83.7 kBtu/sq ft	80.1 kBtu/sq ft	82.8 kBtu/sq ft	75.9 kBtu/sq ft	90 kBtu/sq ft					X		
Priority 3: Community Engagement															
21	Federal Grants Expended Annually	\$6,413,049	\$6,088,230	\$4,217,454	\$3,542,649	\$2,761,224	\$3,518,079	\$6,500,000					X		
22	Foundation Total Assets	\$9,820,190	\$9,580,371	\$10,394,559	\$18,996,409	\$25,385,039	\$25,433,453	\$15,000,000					X		X
23	Number of Memorandum of Understanding (MOU) Agreements with Local Businesses	0	22	30	37	48	56	40						X	
24	Percentage of Students in Workforce Majors (AAS/Cert; Fall Semester)	34%	32%	33%	34%	35%	35%	40%						X	
25	Service Area Market Share**	25.6%	24.6%	26.4%	26.0%	25.8%	24.1%	25%			X			X	
26	Ratio of Students of Color / Population Value	1.11 to 1	1.15 to 1	1.09 to 1	1.11 to 1	1.20 to 1	1.22 to 1	1.20 to 1						X	
27	Percentage of AA/AS Majors with Articulation Agreements with University Partners	70%	73%	71%	77%	79%	80%	100%						X	
28	Percentage of TCC Website Users who Visit Apply Page	6.9%	11.5%	16.6%	20.0%	17%	21.8%	15%						X	X
29	Unaided Awareness of TCC among General Public	16%	Not Available	17%	Not Available	Not Available	Not Available	20%							X

** All reported years have been updated to reflect removal of specific high schools that fell within some of the counties we serve but outside of our defined service area.