



**Tulsa Community College
Special Meeting of the Board of Regents**

MINUTES

The special meeting of the Board of Regents of Tulsa Community College was held on **April 21, 2022, at 8:30 a.m. at the Metro Campus.**

Board Members Present: Mitch Adwon, James Beavers, Paul Cornell, Samuel Combs, Caron Lawhorn, and Wesley Mitchell

Board Members Absent: William McKamey

Others Present: President Goodson
Executive Assistant for the Board
College Administrators
College Legal Counsel
Faculty
Staff

CALL TO ORDER

Chair Lawhorn called the meeting to order at 8:35 a.m.

President Goodson confirmed compliance with the Open Meetings Act.

ROLL CALL

The assistant called the roll and the meeting proceeded with a quorum.

APPROVAL OF THE MINUTES

A **motion** was made by Regent Adwon and seconded by Regent Cornell to approve the minutes for the special meeting of the Tulsa Community College Board of Regents held on Thursday, March 11, 2022 as presented. The Chair called for a vote. **Motion carried by unanimously voice vote.**

CARRYOVER ITEMS

There were no carryover items.

NOMINATING COMMITTEE APPOINTMENT

Presented by Regent Lawhorn, Chair

1. Nominating Committee Appointments

Regent McKamey was appointed as Chair of the Nominating Committee and Regent Mitchell will serve as a member. The Nominating Committee will recommend to the Board the Chair, Vice Chair, and Secretary for the TCC Board of Regents for Fiscal Year 2023 at the June meeting.

ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT

Presented by Regent Mitchell

1. Overview of Committee Meeting Topics

Regent Mitchell apprised the board of meeting topics discussed in the April committee meeting.

- An EDGE Program presentation was given.

PERSONNEL REPORT

Presented by President Goodson

1. Introductions of Recently Appointed Staff

There were no introductions.

2. Consent Agenda

The personnel consent agenda was submitted for approval.

- 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.
- Retirements of full-time faculty and full-time professional staff submitted since the last meeting of the Board of Regents of Tulsa Community College.
- Separations including resignations, terminations, deaths, and transition to disability status of full-time faculty and professional employees submitted since the last meeting of the Board of Regents of Tulsa Community College.

A **motion** was made by Regent Combs and seconded by Regent Beavers to approve the personnel consent agenda. The Chair called for a vote. **Motion carried unanimously by voice vote.**

(Attachment: [Consent Agenda](#))

FACILITIES & SAFETY COMMITTEE REPORT

Presented by Regent Adwon

1. Overview of Committee Meeting Topics

Regent Adwon apprised the board of meeting topics discussed in the April committee meeting.

- Long-term Facilities Planning

The 10-year Facilities Planning project has been underway since February. The team met with numerous college stakeholders and is onsite this week to complete the remaining campus site assessments. In an effort to gain additional feedback, a college-wide survey has been sent to all enrolled students, faculty, and staff with over 300 responses received so far, and an Open House is scheduled this afternoon for anyone to join. Space utilization data has been gathered and is currently going through a detailed review process. The Board will have an opportunity to meet the project team later today in a dedicated feedback session.

- Student Success Center Update

The Metro Campus Student Success Center reached substantial completion and has received all occupancy permits. The Success Center staff is scheduled to move-in on April 28. Permits for the exterior courtyard have been received and construction is expected to complete by June.

The Northeast Campus interior construction is ahead of schedule with a move-in now scheduled prior to the start of the Fall semester. The committee reviewed possible designs for the exterior building entrance which should be included within the existing budget.

- Major Projects Update

Designs are progressing for multiple phases of space improvement at the Metro, Southeast, and West campuses for the Nursing program. The parking lot resurfacing is wrapping up and the construction of a new computer lab funded by the TCC Foundation with 50 student workstations started at the

Northeast Campus. We expect to begin receiving our new air handler units over the summer with installations to be staggered throughout the Fall to avoid campus disruption.

- Facilities Dashboard

Michael Siftar, CTO and Associate Vice President of Administration, presented the dashboard.

- Construction on the student success centers is on track.
- The Northeast Campus Fabrication Lab is nearing completion.
- Awaiting air handlers. Expecting arrival around late summer.
- Solicitation for bids submitted for the exterior and interior doors. Interviews begin next week.
- Projects in yellow awaiting HEERF funding.
- Parking lot project near completion.
- Metro Campus waterproofing underway.

[\(Handout: Major Projects Dashboard\)](#)

COMMUNITY RELATIONS COMMITTEE REPORT

Presented by Regent Cornell

1. Overview of Committee Meeting Topics

Regent McKamey apprised the board of meeting topics discussed in the April committee meeting.

- Legislative Update
 - State:
 - School voucher bill failed.
 - Diploma – Nursing is no longer alive on the House floor.
 - Continuing to monitor Oklahoma’s Promise and any notice of claw back language.
 - Our AARPA request for the nursing program received full approval from the Legislative joint committee. Next step is full approval from the steering committee. After that, it will go to the Governor for approval. We are the only proposal being put forward from the Tulsa area.
 - Federal:
 - Senator James Inhofe is leaving the Senate.
 - Regent Cornell mentioned several additional relevant developments.

- Legal Update
 - New Title IX regulations proposals expected.
 - Changes to the Fair Labor Standards Act expected.
- Foundation Update
 - The Believe Campaign is underway and nearing goal.

FINANCE, RISK AND AUDIT COMMITTEE REPORT

Presented by Regent Cornell

1. Purchase Item Agreements over \$50,000

1.1 Cyber Security Services

Authorization was requested to enter an agreement with OculusIT (Summit, NJ) in the amount of **\$165,000** for three years of Security Operations Center services. This service will become part of the TCC Cyber Security program and will assist with data collection and alerting of potential security incidents. The purchase will be funded from the general budget.

Comments: Michael Siftar, CTO, explained that the service provides 24/7 monitoring and a more advanced alert system. The service is expected to improve cyber insurance scoring as well as state risk assessment.

Mandatory employee training occurs every other year. Phishing awareness training will also be provided.

A **motion** was made by the Finance, Risk & Audit Committee to approve the agreement for cyber security services. No second was needed. **Motion carried unanimously by voice vote.**

1.2 Roofing Repairs

Authorization was requested to contract with Harness Roofing, Inc. (Harrison, AR) in the amount of **\$149,275** for roofing repairs at the Southeast Campus. The project was awarded under the TIPS contract #21060302. The purchase will be funded from the general budget.

A **motion** was made by the Finance, Risk & Audit Committee to approve the contract for roofing repairs. No second was needed. **Motion carried unanimously by voice vote.**

1.3 Software Licensing

Authorization was requested to renew our licensing with Evisions, LLC (Irvine, CA) in the amount of **\$107,867** for three years. This software is used for document production within our Student Information System along with payment processing for Accounts Payable. The purchase will be funded from the general budget.

A **motion** was made by the Finance, Risk & Audit Committee to approve the agreement for software licensing. No second was needed. **Motion carried unanimously by voice vote.**

1.4 Software Licensing

Authorization was requested to enter an agreement with Pinnacle Business Systems, Inc (Edmond, OK) in the amount of **\$81,302** for licensing of Varonis data protection software. This software will become part of the TCC Cyber Security program and will ensure least privilege account access and data classification for hosted systems. The purchase will be under the terms of GSA Contract #GS-35F-05111T. The purchase will be funded from the general budget.

A **motion** was made by the Finance, Risk & Audit Committee to approve the agreement for software licensing. No second was needed. **Motion carried unanimously by voice vote.**

1.5 Software Maintenance

Authorization was requested to renew our Enterprise Support Services with Microsoft (Redmond, WA) in the amount of **\$58,669** for twelve months starting on June 1st 2022. This year's services agreement represents an increase of \$8,794 from the previous year due to a change in the coverage selected. The purchase will be funded from the general budget.

A **motion** was made by the Finance, Risk & Audit Committee to approve the renewal of software maintenance. No second was needed. **Motion carried unanimously by voice vote.**

1.6 Theatre Lighting

Authorization was requested to contract with Barbizon Lighting Company (Carrollton, TX) in the amount of **\$54,082** to replace stage lighting in the PACE theater at the Southeast Campus. The purchase is a sole source to be compatible with existing lighting. The theatre uses Electronic Theatre

Controls lighting and Barbizon is the only authorized distributor in this region. The project will be funded from grant budget.

A **motion** was made by the Finance, Risk & Audit Committee to approve the contract for theatre lighting. No second was needed. **Motion carried unanimously by voice vote.**

1.7 Video Surveillance Equipment

Authorization was requested to contract with Lighthouse Electric (Tulsa, OK) in the amount of **\$211,986** to replace network video recorders which are used to record video surveillance. The purchase was bid on TCC RFP-22009-BC, and will be funded from HEERF budget.

A **motion** was made by the Finance, Risk & Audit Committee to approve the contract for video surveillance equipment. No second was needed. **Motion carried unanimously by voice vote.**

Comments: Regent Cornell mentioned that Regent Combs recommended a discussion with an economic advisor and the Finance, Risk and Audit Committee.

2. **Monthly Financial Report for March 2022**

Chief Financial Officer, Mark McMullen, presented an overview of March revenues, expenses, cash and accounts receivables.

- Revenues: Tracking as forecasted.
- Expenditures: Tracking as forecasted.
- Cash: Local appropriations receipts are up compared to last year.
- HEERF: Dials will turn green as projects proceed.

The Finance, Risk & Audit Committee recommended approval of the monthly financial report for March 2022 as presented.

A **motion** was made by the Finance, Risk & Audit Committee to approve the monthly financial report for March 2022. No second was needed. **Motion carried unanimously by voice vote.**

(Attachment: [Financials March 2022](#))

(Handout: [Financial Dashboard for March 2022](#))

EXECUTIVE COMMITTEE REPORT

Presented by Regent Lawhorn, Chair

An overview was given for the presidential evaluation timeline in anticipation of the annual performance review in June. The process includes a few modifications to the documents, and the evaluation process will involve the entire Board. The Executive Committee approved the President's evaluation in previous years. President Goodson will provide a self-assessment. The Board will have meetings during the year prior to the next evaluation.

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]

There was none.

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.

Professor Kasty France spoke to the Board about the Second Chance Pell Program at Dick Conner Correctional Center where Professor France teaches classes. Professor France provided a handout summarizing reasons to expand and increase programming.

PRESIDENT'S REPORT

Presented by President Goodson and Nicole Burgin, Media Relations Manager

1. Overview of President's Highlights

Ms. Burgin highlighted the following taken from the President's Highlights.

- TCC's EDGE Named 2022 Bellwether Award Finalist
 - The team was present and acknowledged.
- TCC Debate & Forensics Wins State and National Tournaments
 - Coach and faculty members were present and acknowledged.
- TCC Student Selected for NASA's Jet Propulsion Laboratory
- Amazon Partners with Oklahoma Colleges to Pay Tuition for Workers
- TCC Northeast Campus Fuel Pantry Expands with Local Grant

(Handout: [President's Highlights](#))

3. President's Comments on Previous Agenda Items

President Goodson commented on the following:

- TCC Students Participate in Q&A with Henry Louis Gates, Jr.

STRATEGIC NARRATIVE AND COMMUNICATION FOR NEXT YEAR

Led by Dr. Leigh Goodson

A discussion regarding the broad themes, focus, and corresponding communication for the next academic year.

- The President had strategic feedback sessions during supervisors and budget owners (SABO) meetings during the fall semester.
- Open lines with the President will be reinstated at each campus. Open lines are typically held during every semester. At open lines, the President gives a short presentation and questions are accepted from the audience.
- Over the next year, TCC values will play a significant role.
- Referencing the message wheel handout, and facilitated by consultant Amy Polonchek, the TCC executive team discussed five areas of focus.
 - The central message is to acknowledge the evolving landscape of higher ed and focus on the future.
 - With the central focus in mind, the College will own and articulate impact on student success. The goal is to impact as many students as possible. The College will continue to assess potential strategies to increase enrollment.
 - The College will re-establish habits of a high-performing workplace.
 - The College will make decisions that balance student support and financial viability to strategically improve outcomes.
 - The College will adopt practices to improve student and employee retention.
 - Innovative concepts are anticipated.
 - One in particular includes Foundation-funded projects and small innovation grants.
 - Another is the Plus One virtual option program in Tulsa County, in which students to complete 31 hours prior to college. The State Regents waives tuition for 30 hours for junior and senior years. The student is responsible for one hour of tuition.

(Handout: [Strategic Plan and Message Wheel](#))

LONG-TERM FACILITIES PLANNING PROJECT GROUP DISCUSSION

Facilitated by DLR Group, GH2 Architects, and Michael Siftar, Associate Vice President of Administrative Operations and CTO

An overview of the college-wide long-term facilities planning project to date and feedback gathering from the Board.

The objective is to assess capacity of TCC facilities.

Mr. Siftar introduced representatives from GH2 Architects.

- A facilities plan will create a vision for the future that aligns with the strategic direction of the College; create a guide for development for the next ten year; establish a basis for informed decision-making; strengthen relationships within the campus and with the community; and provide a roadmap and tools for implementation.
- The team is currently assessing and collecting ideas from students, faculty and staff. The next phase will be planning concepts.
 - A survey was e-mailed to returning students, first year students, staff members of all classifications, and all faculty members. Nearly 700 responses have been received. Survey questions include demographics, experience and impressions of current space, desired amenities, and employ work modalities. Students receive incentives for participating in the survey.
- Project goals include:
 - Plan for post-pandemic campus experiences;
 - From incidental alternative learning to intentional space for online learning;
 - From passive, inactive classrooms to active technology-rich classrooms;
 - From workspace as a singular solution-private officing to redefined multi-purpose workspaces that support all tasks;
 - From standard instructional technology to plans for virtual and immersive learning.
 - Arrange for events, community, and partnerships;
 - From all space is “owned” to increasing shared space for better utilization;
 - From missing space types on campus that prevents new program to realizing underutilized space into flexible areas for new programs;
 - From variety of classroom sizes, some of which are not ideal, to increase the ‘sweet spot’ for classroom size;
 - From lack of activity on campus to consolidation to increase density and vibrancy.

- Create equity across space types and campuses;
 - From spaces that are inaccessible or inconvenient for those with mobility issues to moving toward a universal design;
 - From labs in a variety of conditions to standardizing and equalizing labs across all campuses;
 - From specialized programs spread across multiple campuses to consolidating programs and modernizing space to create efficiencies.
 - From programs without identity or sense of community to programs with branded community that aligns with pathways.
- Address deferred maintenance;
 - Finding ways to pair project goals with deferred maintenance.
- Support all students;
 - From lack of space that celebrates culture and heritage of campus users to spaces that encourage cultural celebrations and events.
 - From student gathering spaces that do not align with needs to community kitchens that encourage gathering and can support student events.
 - From barriers like counters that may feel imposing to creating more open and includes space.
 - From open technology that makes remote learning and working difficult to small booths that support a new hybrid reality.
- Introduce sustainability into planning;
 - From few opportunities to utilize the campus environment for applied learning to intentional campus as a living lab hub;
 - From unprogrammed open spaces to creating zones to better utilize outdoor space;
 - From infrastructure projects to setting forward-thinking goals around energy, water, carbon, and waste with implementation strategies.
- Arrange for community, events, and partnerships;
 - From lack of large indoor event space to creating indoor event space for 200-300 people;
 - From outdoor event spaces that are not protected from the sun and wind to intentional design for outdoor spaces to support comfort;
 - From finding spaces for donor opportunities to fit campus needs to identifying a variety of small-scale donor projects;
 - From community meeting space being outdated and undersized to open and multi-purpose spaces that support flexible use for interacting with community.

- TCC Campus Drivers
 - The Regents participated in dialogue about drivers for each campus:

	Metro	Northeast	Southeast	West
Presence in the community	-Parking -Transportation -Center for Creativity -Great visibility -Downtown density; urban	-Residential growth	-Great visibility	-Dual enrollment
Programs unique or important	-Healthcare programs; pre-transfer		-Nursing (simulation)	-Serves Sand Springs and rural Creek County
Partnerships emerging or aspirant	-Corporate partnerships -Business campus -Housing partnerships -Innovation district -Help with downtown business and residents -YMCA -College Park	-Transportation (aviation)	-Innovative district for Broken Arrow	-Opportunity to serve -High School access
Purpose for students, region, etc.		-Food security -Neighborhood anchor		

(Handout: [10-Year Facilities Plan](#))

MISSION METRICS AND KEY PERFORMANCE INDICATORS

Led by Dr. Leigh Goodson, Dr. Lindsay White, and Kirstin Krug

A discussion regarding key performance indicators (KPIs) and potential future KPI summaries for the Board.

Dr. White referenced the handout titled Mission Metrics and noted that scorecard data are produced annually.

- The 3-year Transfer Degree Conversion Rate is a metric the College continues to monitor to ensure TCC is building success through education. Dr. White discussed five-year targets for several categories including overall Student 6-year Success Rate, First-time Full-time 3-year Success Rate, and Fall-to-Fall Retention.
- Notable changes that Dr. White discussed included:
 - Annual Headcount in 2019-2020 included pre-Covid fall followed by a slight dip.
 - Fall-to-Fall retention is a constant focus and indicator. Programming and strategies are in place for impacted groups.
 - Employee Satisfaction data is collected by an every-other-year survey. The 2021 survey was conducted after the reorganization explaining the dip. The survey is a national benchmark survey across two and four years. The participation rate was significantly lower in 2021.
- Dr. White introduced Kirstin Krug, the new Director of Institutional Research, Reporting, and Analytics.
- Ms. Krug referenced the handout titled Mission Metrics and Key Performance Indicators Sample Annual Timeline.
 - The Institutional Research department disseminates numbers to the federal government, the State Regents, and accrediting agencies.
- Sample Annual Timeline
 - September: Present to the Board an enrollment dashboard for the current semester with previous year comparisons and credentials earned for the previous year. This will include fall-to-fall retention (all students and first-time entering students), fall headcount for the current semester by student type, and credentials earned by type.
 - November: Present to the Board an annual in-depth presentation and discussion on the mission metrics scorecard and an annual TCC factbook.
 - Will allow TCC the ability to share official numbers with key stakeholders and the TCC community.
 - Will create a shared vocabulary/data integrity and shared governance.
 - Will provide longevity in data points.
 - Will provide predictive analytics.
 - February: Present to the Board an enrollment dashboard for the current semester with previous year comparison. This will include fall-to-spring retention for all students and first-time entering students, spring headcount for the current semester by student type, and projected completion.
 - September or October; January or February; June: Present at the Academic Affairs and Student Success Committee enrollment updates. Material and metrics will vary with typically one enrollment deep-dive on demographic changes, and two brief updates on the current state of enrollment.

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 litigation, investigations, claims or actions.]

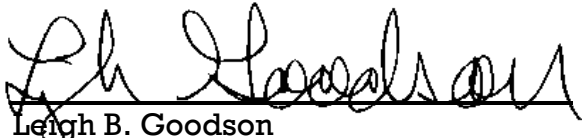
There was no Executive Session.


ADJOURNMENT

The next meeting of the Tulsa Community College Board of Regents is scheduled for Thursday, June 16, 2022 at 3:00 p.m. at the Metro Campus Boardroom, Academic Building, Room 617, 909 South Boston Avenue, Tulsa, OK.

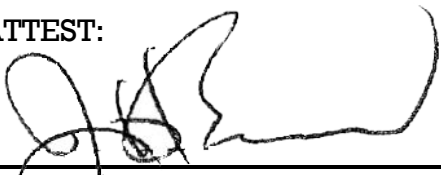
The meeting adjourned at 11:50 a.m.

Respectfully submitted,


Leigh B. Goodson
President & CEO


Caron Lawhorn, Chair
Board of Regents

ATTEST:


James Beavers, Secretary
Board of Regents



Campus Growth

MC Success Center

Estimated Completion: Spring 2022
Budget: \$2,900,000



NE Success Center

Estimated Completion: Fall 2022
Budget: \$3,350,000



NE Fab Lab

Estimated Completion: Spring 2022
Budget: \$250,000



NE Computer Lab Expansion

Estimated Completion: TBD
Budget: \$60,000



WC Library Think Tank

Estimated Completion: TBD
Budget: \$20,000



MC Relocate Nursing Phase I

Estimated Completion: TBD
Budget: TBD



SE Business and IT Remodel Phase I

Estimated Completion: TBD
Budget: TBD



WC Surgical Technology Program

Estimated Completion: TBD
Budget: TBD



Safety

Campus Wide Air Handlers

Estimated Completion: TBD
Budget: \$8,294,828



MC, NE and SE Exterior Doors and Access Controls

Estimated Completion: TBD
Budget: \$2,600,000



MC/NE Cameras and NVR's SE Data Closet

Estimated Completion: TBD
Budget: \$1,400,000



Interior Doors with Access Control MC/NE Door Upgrades and MC ADA Doors

Estimated Completion: TBD
Budget: \$1,200,000



Fire Panels

Estimated Completion: TBD
Budget: \$520,000



Exterior Speakers and Building Beacons

Estimated Completion: TBD
Budget: \$200,000



Digital Signage Portable Digital Exterior Signage

Estimated Completion: TBD
Budget: \$150,000



NE Horticulture Building Improvements

Estimated Completion: TBD
Budget: \$100,000



Emergency Management Software

Estimated Completion: TBD
Budget: \$80,000



Storm Shelter at Aviation

Estimated Completion: TBD
Budget: \$10,100





Deferred Maintenance

NE SE and WC Parking Lots

Estimated Completion: May 2022
Budget: \$1,581,978



MC VFD's (5) and Heat Exchangers (3)

Estimated Completion: TBD
Budget: \$250,000



SE Building 6 and 8 Roof Repair

Estimated Completion: TBD
Budget: \$150,000



WC Sidewalks Student Success Center to Student Union

Estimated Completion: TBD
Budget: \$100,000



MC Waterproofing

Estimated Completion: Sep 2022
Budget: \$595,131



Restroom Upgrades

Estimated Completion: TBD
Budget: \$250,000



SE 2nd Floor Walkway Window Waterproofing

Estimated Completion: TBD
Budget: \$140,000



SE Building 8 Rooftop Unit Replacement – 20%

Estimated Completion: TBD
Budget: \$90,000



MC Phillips Building Elevator Replacement

Estimated Completion: TBD
Budget: \$500,000



Classroom Upgrades

Estimated Completion: TBD
Budget: \$250,000



MC Heat Exchanger

Estimated Completion: May 2022
Budget: \$137,951



WC Breezeway HVAC Replacement

Estimated Completion: TBD
Budget: \$450,000



SE Building 9 Roof

Estimated Completion: TBD
Budget: \$220,000



NE 2nd Floor Flooring and Walkway Replacement

Estimated Completion: TBD
Budget: \$300,000

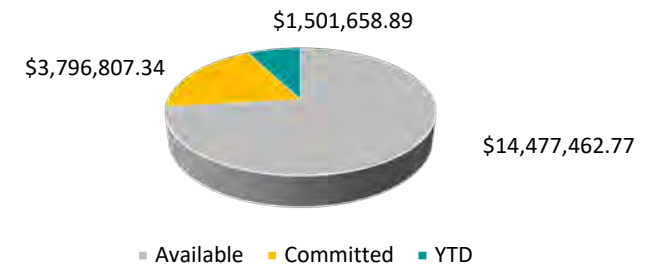


MC, NE, SE Window Replacement

Estimated Completion: TBD
Budget: \$100,000



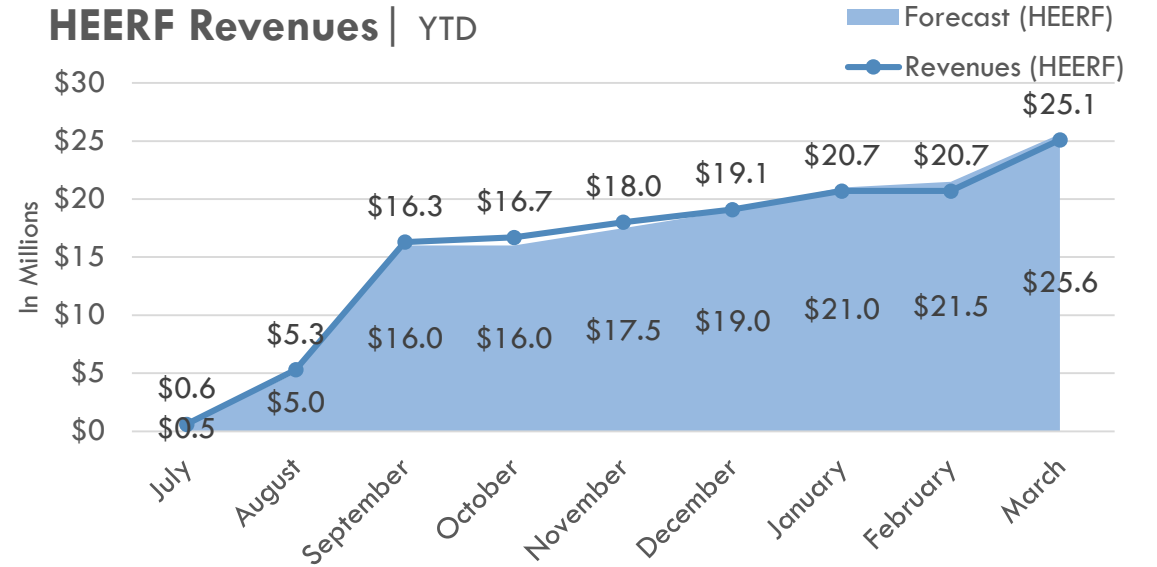
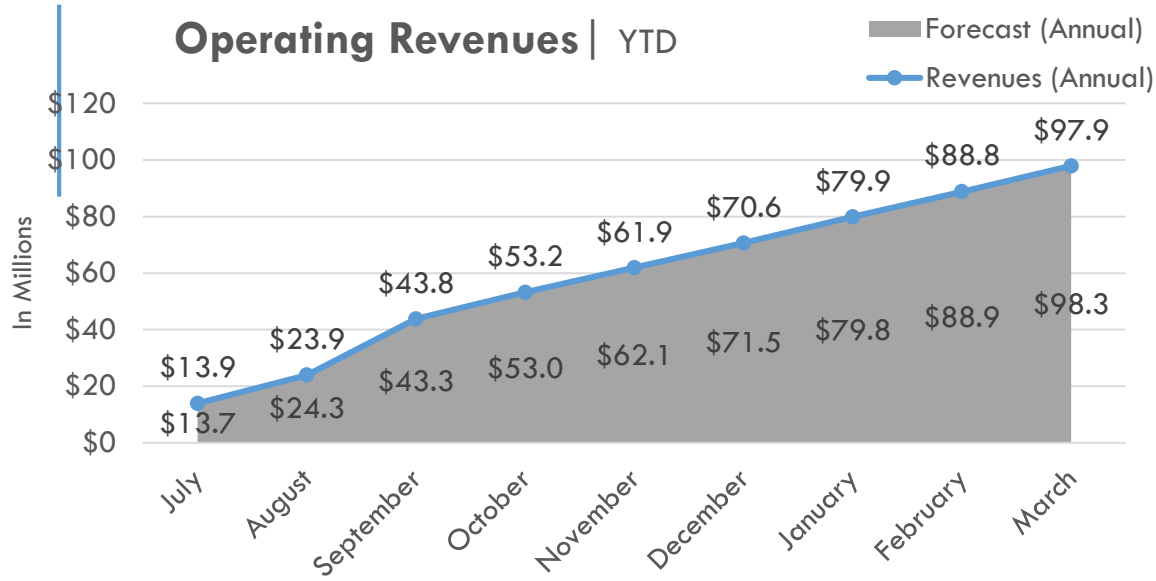
Deferred Maintenance*



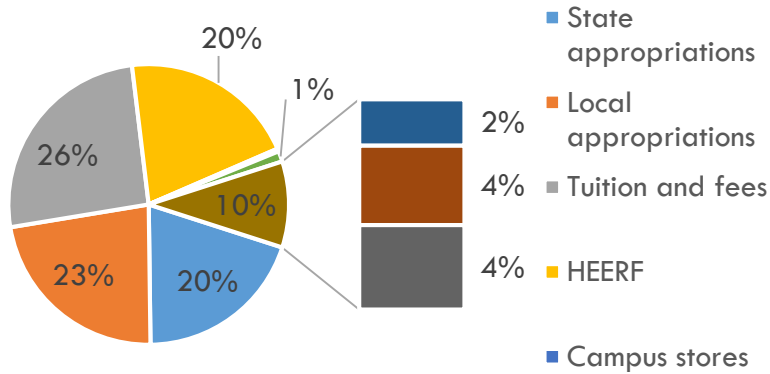
■ Available ■ Committed ■ YTD

* includes Safety Projects

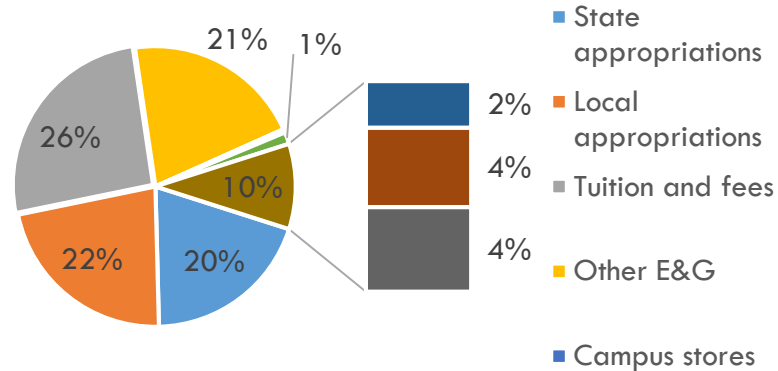
REVENUE DASHBOARD MARCH 2022



YTD Revenues by Type



YTD Forecasted Revenues by Type

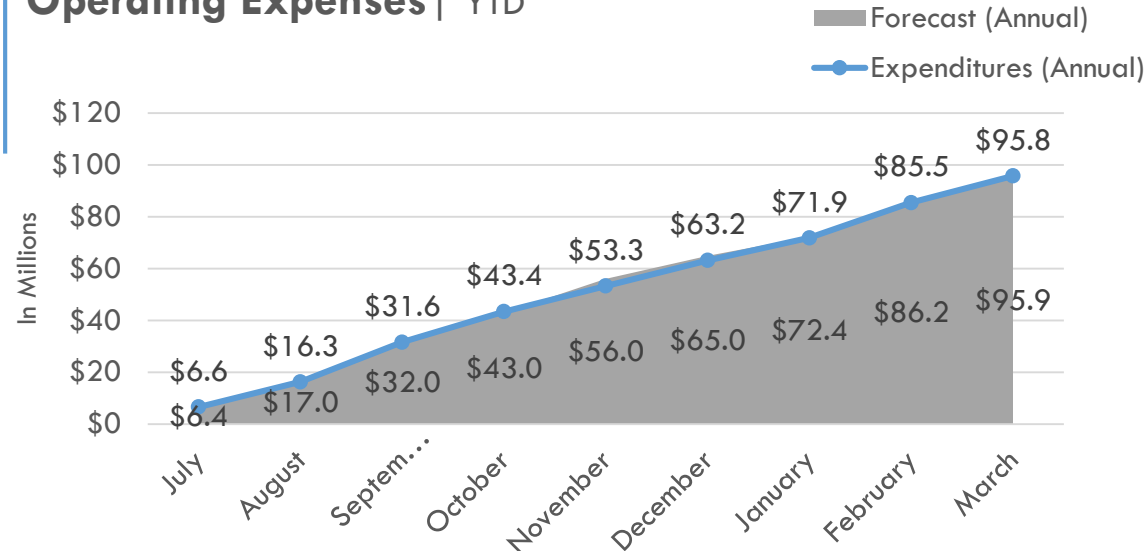


Revenues | Monthly Activity

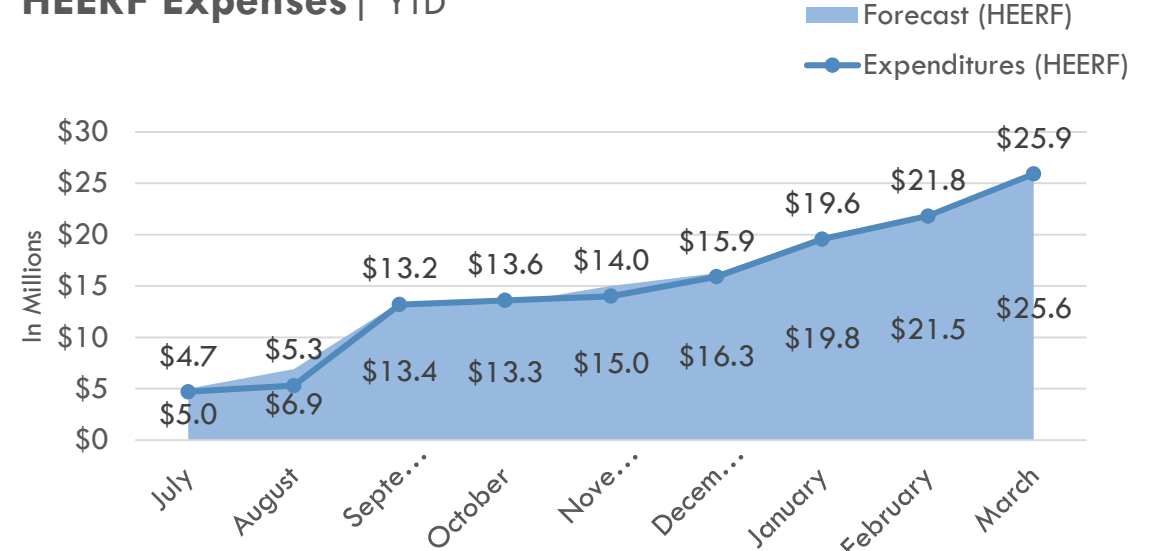
Revenues	Actual	Forecast	Variance
E&G	\$ 7.5	\$ 7.7	\$ (0.2)
HEERF	4.4	4.1	0.3
Auxiliary	0.4	0.5	(0.1)
Restricted	0.7	0.6	0.1
Capital	0.4	0.6	(0.2)
Total	\$ 13.4	\$ 13.5	\$ (0.1)

EXPENSE DASHBOARD MARCH 2022

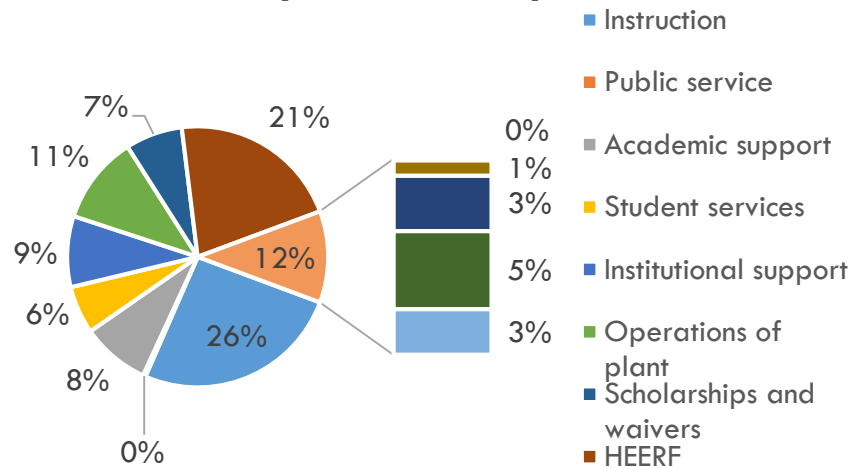
Operating Expenses | YTD



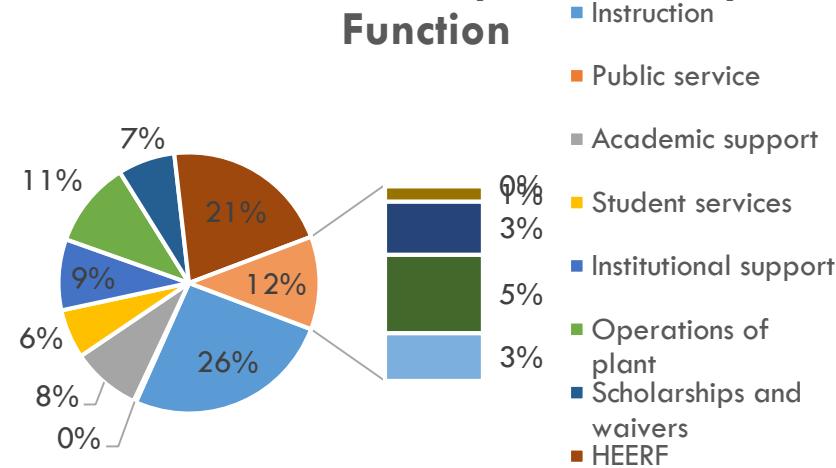
HEERF Expenses | YTD



YTD Expenditures by Function



YTD Forecasted Expenditures by Function

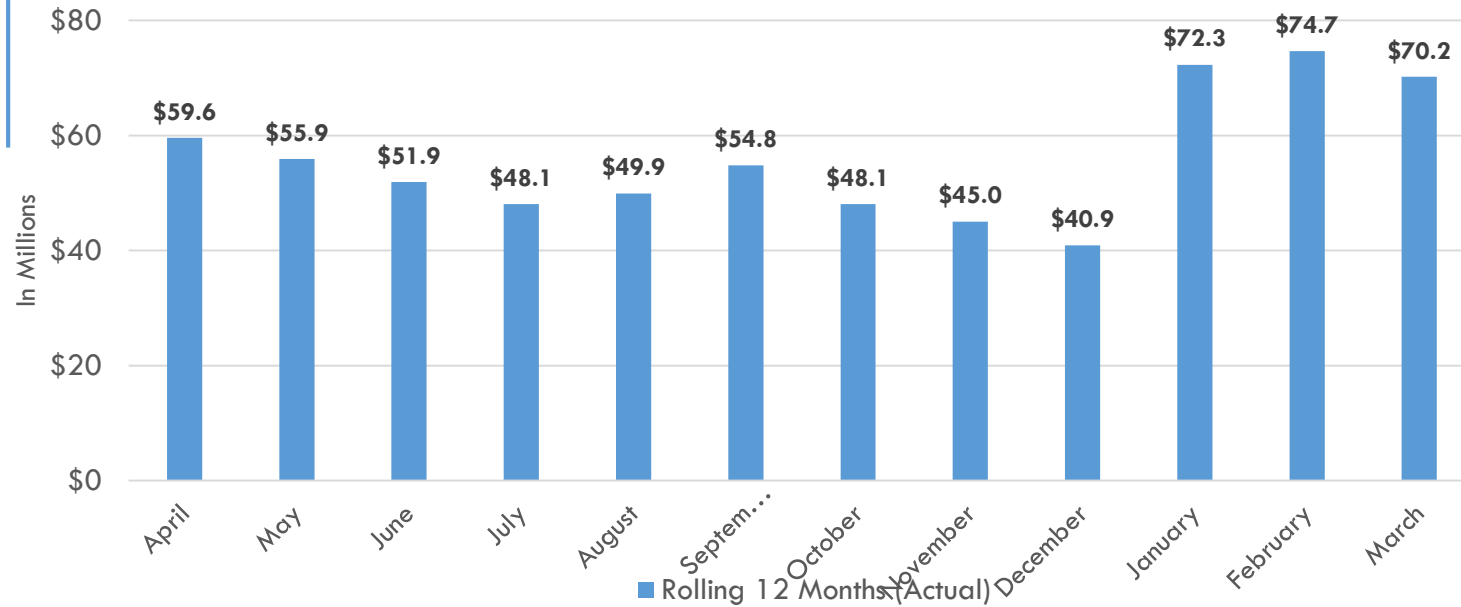


Expenditures | Monthly Activity

Expenditures	Actual	Forecast	Variance
E&G	\$ 8.2	\$ 7.7	\$ (0.5)
HEERF	4.7	4.1	(0.6)
Auxiliary	0.5	0.5	-
Restricted	0.7	0.9	0.2
Capital	0.3	0.6	0.3
Total	\$ 14.4	\$ 13.8	\$ (0.6)

CASH MANAGEMENT & AR DASHBOARD MARCH 2022

CASH | at end of month



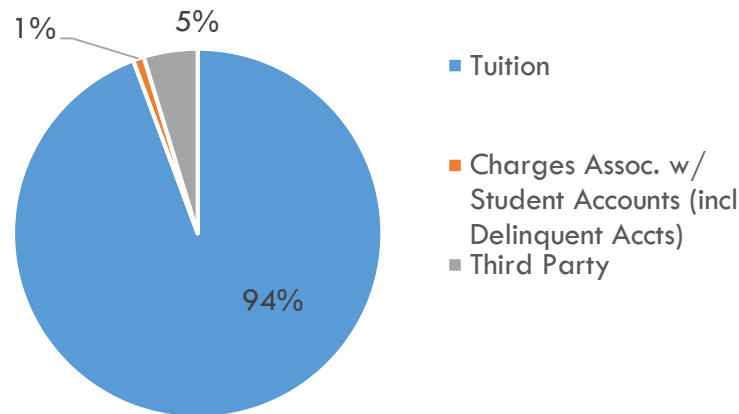
CASH BALANCE

E&G (290)	\$ 603,319
Construction (295)	\$ 1,724,924
Restricted (430)	\$ 43,073
Construction (483 & 475)	\$ 1,158,274
COVID Funds (490)	\$ 5,952,750
Auxiliary (706)	\$ 4,753,142
Clearing (750)	\$ 488,032
Local	\$ 52,211,234
Payroll (789)	\$ 3,227,203
Total	\$ 70,161,950

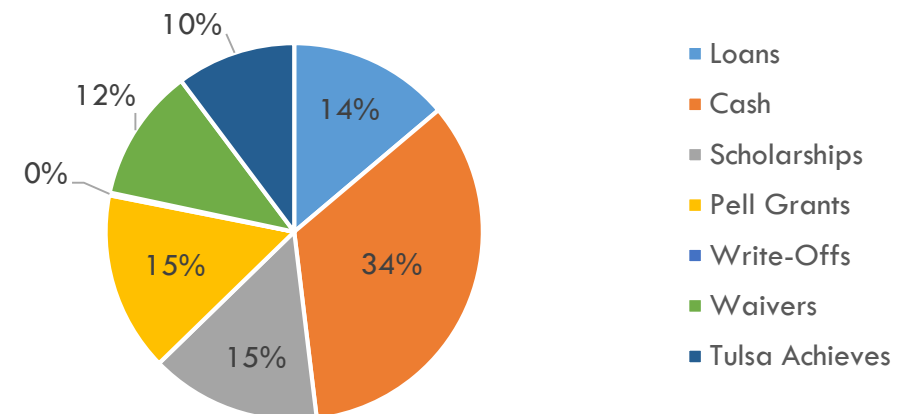
Cash Forecast 06/30/2022 \$55,000,000

Local Forecast 06/30/2022 \$40,000,000

Spring 2022 Student Charges by Type

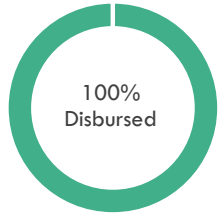


Spring 2022 Payments by Type



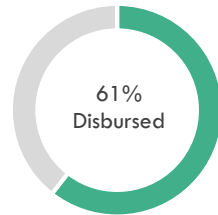
HIGHER EDUCATION EMERGENCY RELIEF FUND – (HEERF 2 & HEERF 3)

Student Grants (HEERF 2)



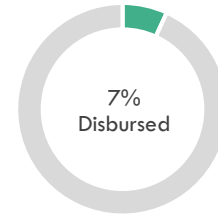
Budget: \$4,400,000
Disbursed: \$4,400,000

Student Grants (HEERF 3)



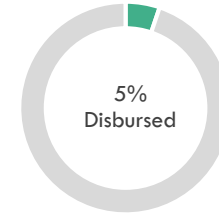
Budget: \$16,500,000
Disbursed: \$14,463,565

Safety & Security (Facilities)



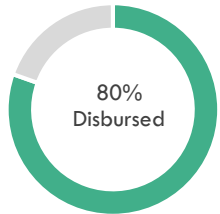
Budget: \$11,500,000
Disbursed: \$791,278

Student Technology



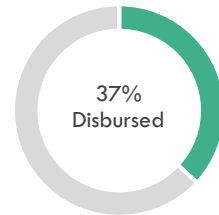
Budget: \$3,500,000
Disbursed: \$182,044

Workforce Technology



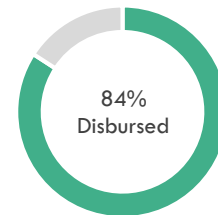
Budget: \$3,000,000
Disbursed: \$2,412,335

Need - Based Student Grants



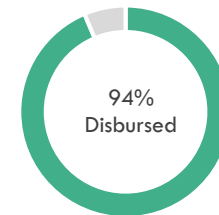
Budget: \$1,500,000
Disbursed: \$553,698

Equipment / Software



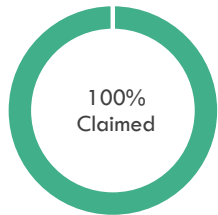
Budget: \$450,000
Disbursed: \$378,617

Financial Aid Consulting



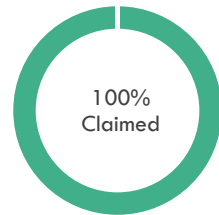
Budget: \$164,400
Disbursed: \$154,003

Student Debt Forgiveness



Estimated: \$6,606,389
Disbursed: \$6,606,389

Lost Revenue



Estimated: \$4,432,059
Claimed: \$4,432,059

TOTAL HEERF

Student Grants	\$ 22,400,000
Safety & Security	\$ 11,500,000
Student Technology	\$ 3,500,000
Workforce Technology	\$ 3,000,000
Equipment / Software	\$ 450,000
Financial Aid Consulting	\$ 164,400
Student Debt Forgiveness	\$ 6,603,389
Lost Revenue Claims	\$ 4,432,059
	\$ 52,049,848
Disbursed in FY21	\$ 4,068,421
Disbursed in FY22	\$ 25,873,508
Lost Revenue Claimed	\$ 4,432,059
Remaining	\$ 17,675,860

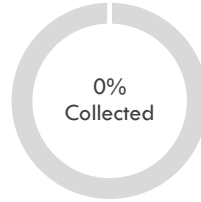
HIGHER EDUCATION EMERGENCY RELIEF FUND – LOST REVENUE SPENDING

Student Debt Forgiveness (Spring 2020 – Spring 2021)



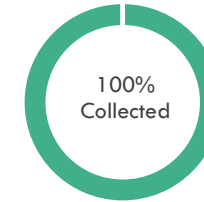
Estimated: \$4,182,954
Collected: \$4,182,954

Student Debt Forgiveness (Summer 2021 – Fall 2021)



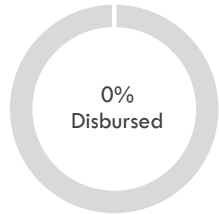
Estimated: \$2,423,435
Collected: \$0

Lost Revenue



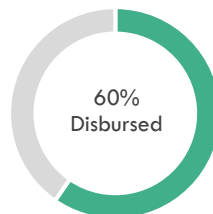
Estimated: \$4,432,059
Claimed: \$4,432,059

NEC Student Success Center



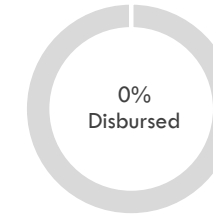
Total Project Estimate: \$3,350,000
HEERF Funding: \$1,830,000
Other Funding: \$1,520,000
Disbursed (HEERF): \$0

Metro Student Success Center



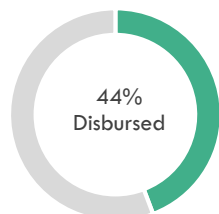
Total Project Estimate: \$2,900,000
HEERF Funding: \$720,000
Other Funding: \$2,180,000
Disbursed (HEERF): \$429,357

PACE Lighting + Equipment



Total Project Estimate: \$279,817
HEERF Funding: \$279,817
Other Funding: \$0
Disbursed (HEERF): \$0

NEC Fab Lab



Total Project Estimate: \$250,000
HEERF Funding: \$250,000
Other Funding: \$0
Disbursed (HEERF): \$110,576

Student Debt + Lost Revenue Spending Allocation

NEC Student Success Center	\$ 1,830,000
Metro Student Success Center	\$ 720,000
PACE Lighting + Equipment	\$ 279,817
FAB Lab Remodel	\$ 250,000

Allocated \$ 3,079,817

Funds Remaining \$ 7,958,631

Total \$ 11,038,448

TCC's EDGE Named 2022 Bellwether Award Finalist

Congratulations to everyone involved with EDGE: Earn a Degree, Graduate Early program for being selected as a 2022 Bellwether Award finalist. Dr. Angela Sivadon, Dr. Kristopher Copeland, Melissa Steadley, and Mary Cantrell attended the conference and presented. And a shout out to the other members of the Dual Credit team - Deleise Brewer, Julie Thompson, and Jenny Wang along with our Dual Credit faculty - for the job they do. Bellwether, compared to the Heisman Award because it is competitively judged and awarded by respected peers in leadership positions, represents trendsetting programs worthy of replication.



New Student Orientation Wins Another Award

TCC New Student Orientation Leaders attended the NODA Regional IV Conference during Spring Break with about 300 other folks from Arkansas, Kansas, Missouri, Oklahoma and Texas. Our group received the Innovative Orientation Program for their success with The Blue Zoom 2021, which is the second part of New Student Orientation.



TCC Debate & Forensics Wins State and National Tournaments

TCC Debate & Forensics earned second place in the nation among community colleges at the National Speech Championship. The group also placed 18th among the 50+ colleges and universities. Plus, novice competitor Tanya Crutcher was the Novice Showcase Champion and novice competitor Luna Solis placed 20th in After Dinner Speaking out of 48 competitors. At the Oklahoma Forensics Association State Tournament, TCC Debate & Forensics won State Champion Community College. Tanya Crutcher finished as state champion in Impromptu Speaking. Team members are Luna Solis, Jonica King, and Tanya Crutcher and their coach and TCC faculty member John Mikolajcik.



TCC Student Selected for NASA's Jet Propulsion Laboratory

TCC student Jesse Pavlik has been selected to participate at NASA's Jet Propulsion Laboratory this summer. She is the first intern since COVID and will be working on a project to measure gene expression as a chemical biomarker in extant life systems. Jesse is pictured with Mary Phillips, NASA Oklahoma Space Grant Affiliate Representative, and Neil Enis, Jesse's Microbiology instructor.



TCC Political Science Faculty Member Provides Perspective on Announcement Featured by KOTV

Following the announcement that U.S. Senator Jim Inhofe would resign, Assistant Professor Knox Brown provided historical perspective and insight into the political process.

TCC Student Selected as Newman Civic Fellow

Mar Shevchenko, a TCC student majoring in Electrical Engineering, has been named a 2022-2023 Newman Civic Fellow. Shevchenko is one of 173 students from 38 states and Mexico to be selected for the year-long program.



TCC Media Day Features NBC's Sheinelle Jones

Featured by KJRH

As part of TCC Media Day, Sheinelle Jones, NBC's "3rd Hour Today" co-host, shared her experiences in the industry as a reporter and anchor. She talked to TCC journalism students about working in Tulsa at a local TV station and working her way to the network. KJRH's Naomi Keitt served as a co-moderator.



Amazon Partners with Oklahoma Colleges to Pay Tuition for Workers

Featured by KJRH, Tulsa World, KOTV, KWTU, and FOX23

TCC is one of five colleges in Oklahoma partnering with Amazon to provide workers full tuition benefits. In January, 24 students enrolled for the Spring semester using these benefits. TCC anticipates that number climbing with the rollout of Amazon's program in March and as more Amazon employees learn about the benefits. There are 12,000 Amazon employees in the state.

TCC Hosts BluePrint, a Tulsa Achieves Scholarship Workshop

Featured by Tulsa World

This year, BluePrint returned to an in-person event hosted at the TCC Northeast Campus. It was wonderful to see several hundred high school seniors and their family members on campus to learn more about the Tulsa Achieves scholarship.



More Students in TCC's Nursing Program, as Healthcare Deals with Shortage

Featured by FOX23

In a story detailing the nursing shortage, our Nursing program was highlighted as we discussed the number of current students, which is back to pre-pandemic levels, as well as the number of graduates each year.

TCC Offers Training Programs for Growing Cannabis Industry

Featured by FOX23, KRMG, KTUL, KOTV, KFSM, KWTV, CC Daily, KNWA, KWGS, and *Tulsa World*

TCC launched specialized training for the expanding cannabis industry in Oklahoma, in partnership with Green Flower. This industry has seen unprecedented growth and there is a need to develop a workforce with cannabis specific skills. TCC is the first college in Oklahoma to offer cannabis training. There are three different certificate programs with an on-demand schedule, which means a student can start the program at any point. Each one cost \$750.

Area High Schools, TCC Partner to Expand Degree Access

Featured by *Tulsa World*

Featuring the partnership with five area high schools, *Tulsa World* did a story about the EDGE: Earn a Degree, Graduate Early program. Altogether, EDGE has about 190 students from across the Tulsa area participating where a student earns an associate degree at the same time they graduate high school, at no cost to the student or family. EDGE focuses on serving lower socioeconomic, first-generation underserved populations.



TCC Hosts Deaf and Hard of Hearing Summit

Featured by *Tulsa World*

The TCC Northeast Campus hosted a Deaf and Hard of Hearing Summit for potential students in March. Presented by TCC Accessibility Resources, the event was for area high school students to learn about the programs and services provided to students. Renca Dunn, a news reporter for *The Daily Moth* and nationally known advocate for the Deaf community, provided the keynote address. The event was made possible by the Vesta VanTrease Lectureship Foundation Fund.



TCC Class Provides Students with More Than Job Skills

Featured by KTUL and KOTV

Learning how to repair and refurbish bicycles is a teaching tool in the Manufacturing Maintenance course taught by Don Crall at TCC. Similar to a program he does at Union Public Schools, Crall collects donated bikes for the project. Students learn maintenance skills and then the bikes are given to students who need transportation. Crall says in the first semester students refurbished or repaired more than 20 bicycles.



TCC, OSU-Tulsa Expand College Park After Successful First Year

Featured by KOTV and *Tulsa World*

College Park, a partnership between TCC and OSU Tulsa, adds a second academic program. Psychology will join Business Administration beginning Fall 2022. College Park is also adding more scholarships for students.

TCC Students Participate in Q&A with Henry Louis Gates, Jr.

Featured by *Tulsa World*

TCC students took part in an informal question and answer session with Henry Louis Gates, Jr., prior to his Tulsa Town Hall lecture. Gates is a Harvard professor and host of the PBS television series *Finding Your Roots*, which tells guests about their ancestors' lives and histories.



TCC Northeast Campus Fuel Pantry Expands with Local Grant

Featured by FOX23, KRMG, KJRH, and KOTV

Thanks to a donation from the Osteopathic Founders Foundation, the Northeast Campus Fuel Pantry is now a 'Super Fuel Pantry' and offers food and other resources like baby supplies, small household items and other basic items. The expanded space will also have increased shelving and additional stock of canned entrées and protein items, such as canned tuna, canned chicken, and peanut butter.



Tulsa Higher Ed, Business Leaders to Convene with Consortium

Featured by *Tahlequah Daily Press* and *Tulsa World*

The Tulsa Higher Ed Consortium held a spring convening last week bringing together higher education and business leaders to collaborate and share innovative ideas for supporting Tulsa-area college and university students.

Tulsa Residency for Conductor Candidates, Upcoming Concert & Overture

Featured by *Tulsa World* and KTUL

This week marks the Tulsa residency and Saturday concert featuring Scott Seaton, the second finalist for Signature Symphony's artistic director. The schedule for the week has been designed for Seaton as well as Alejandro Gómez Guillén, who visited in February, to get out into the community. Each of them talked to classes at TCC, visited local high schools, met members of the community, and participated in interviews with local media. This Saturday's concert, postponed from January, features the music of the Beatles and classical composer Hector Berlioz. Signature Symphony also has its annual fundraiser, *Overture: Make Music With Us* on Saturday, May 7.

TCC Launches High School Plus One Across the State

Featured by FOX23 and Tulsa World

TCC launched a statewide dual credit program providing virtual college courses for eligible high school juniors and seniors. Student can complete 31 credit hours, or their first year of college, with High School Plus One. Enrollment is open now for Fall 2022 classes.



TCC Student & Alumni In The News:

Tyrance Billingsley II: Building Black Tech Street

Featured by Tulsa Kids

Tyrance Billingsley is profiled this month in *Tulsa Kids*. He talked about launching Black Tech Street, growing up in Tulsa and attending TCC, where he was president of the Student Government Association.

TCC Student Receives Eagle Scout Rank in Dual Ceremony

Featured by KRMG

Jason Chase, a TCC student, received Eagle Scout rank alongside his cousin in a rare dual ceremony in Broken Arrow recently.

TCC EDGE Student Awarded Prestigious Scholarship

Featured by KTUL

Keirsten Metcalf, an EDGE student from Union senior and cheerleader, was one of only 10 students in the country to receive a \$2,000 student-athlete scholarship from the National Society of High School Scholars. She will earn her associate degree in May as she graduates high school.

Former TCC Student Receives NIH Grant for Research

Featured by Cherokee Phoenix

Kristina Gabriel has been awarded a genetic research grant by the National Institutes of Health. Currently a Biology major at Fort Lewis College, she is a former TCC student who started taking classes at TCC in science and started plant genomic research as a non-traditional student.

TULSA COMMUNITY COLLEGE

10-YEAR FACILITIES PLAN

BOARD OF TRUSTEES | APRIL 21, 2022



TULSA COMMUNITY COLLEGE

AGENDA

1. **Project Introduction** (10 mins)
2. **Activity #1: Planning for Diverse Campus Populations** (15 mins)
3. **Activity #2: TCC Campus Drivers** (15 mins)

Additional information is included as an appendix to these slides.





10
mins

01

PROJECT INTRODUCTION



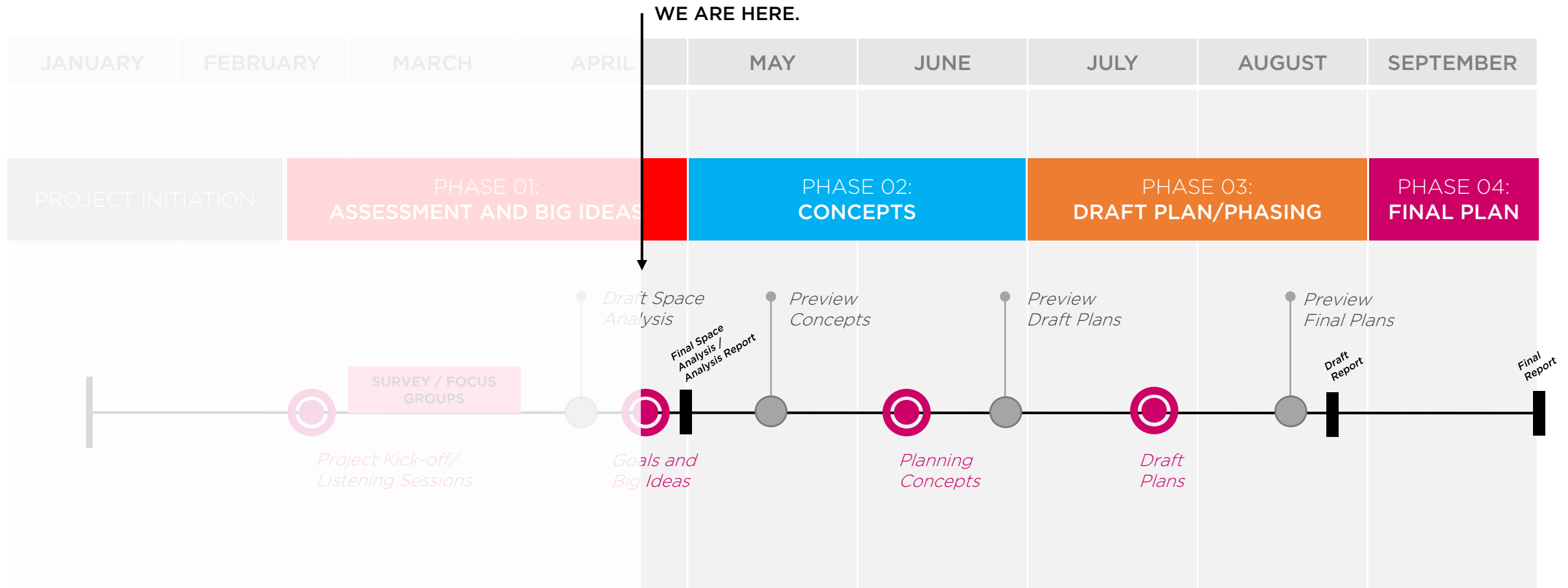
Why do a Facilities Plan?

- Create a **vision** for the future that aligns with the strategic direction of the College
- Create a **guide for development** over time
- Establish a basis for **informed decision-making** going forward
- **Strengthen relationships** within the campus and with the community
- **Provide a roadmap and tools** for implementation





Process and Schedule





Survey

Who gets the survey?

- Returning Students
- First Year Student
- Staff member (all classifications)
- Faculty member (full time)
- Faculty member (part time)

Question cover topics such as:

- Demographics
- Experience and impressions of current space
- Desired Amenities
- Work Modalities (Employees)

Incentives (Students)

- Two \$100 Amazon gift cards
- Six \$50 QT gift cards

TCC TULSA
COMMUNITY
COLLEGE

For more information
please get in touch with Nathan Kuntz at
nathan.kuntz@tulsacc.edu

**HELP SHAPE
TCC's FUTURE**

Help us plan for tomorrow by
completing the
10 - Year Facilities Plan Survey

Complete the survey for a chance to win a prize,
including two \$100 Amazon gift cards and six \$50 QT
gift cards.

TCC TULSA
COMMUNITY
COLLEGE

For more information
please get in touch with Nathan Kuntz at
nathan.kuntz@tulsacc.edu

**HELP SHAPE
TCC's FUTURE**

Help us plan for tomorrow by
completing the
10 - Year Facilities Plan Survey



Hitting the Streets

Open House

Metro Campus

MP 110 – Auditorium

April 21, 2022 from 1:30 - 3:30

Join by Zoom Meeting

Meeting ID: 973 4964 4627

Password: Facilities

Tabling

Southeast Campus

Building 8 / Student Success Center

April 21, 2022 from 12:00 - 1:30



WE WANT YOUR INPUT!

SHARE YOUR IDEAS ABOUT THE FUTURE OF TCC CAMPUSES

APRIL 21, 2022 1:30-3:30PM CST

**LOCATION: METRO CAMPUS
MP 110 AUDITORIUM**

**JOIN BY ZOOM MEETING
MEETING ID: 973 4964 4627
PASSWORD: FACILITIES**

OPEN HOUSE



**TULSA
COMMUNITY
COLLEGE**



**COMPLETE THE
SURVEY!**



02

PROJECT GOALS AND DRIVERS



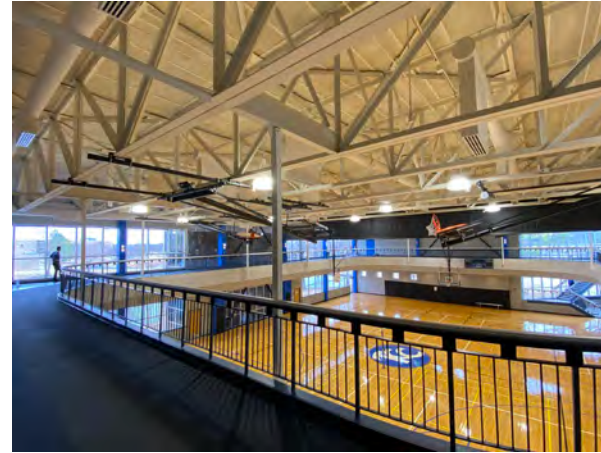
You have so many great spaces...



Southeast Campus "The Loft"



Southeast Campus "The Loft"



Fitness Centers at each campus



Updated lab spaces



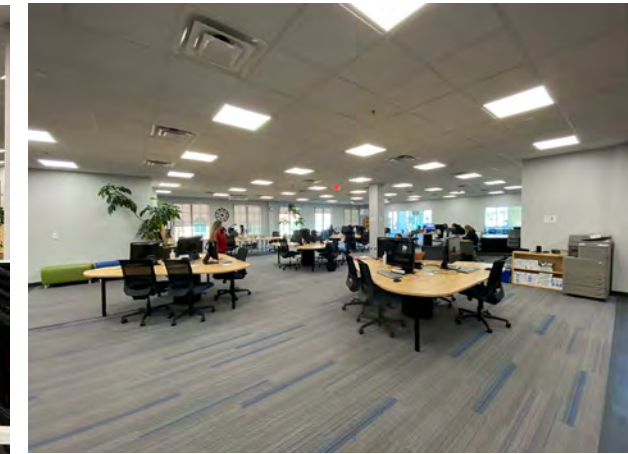
Math + Science Community



West Campus Student Services



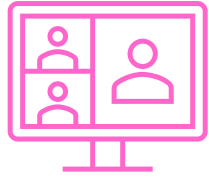
West Campus Student Services



Consolidated Tutoring



Project Goals



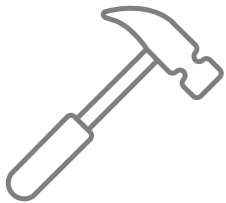
Plan for post-pandemic campus experiences.



Arrange for events, community, and partnerships.



Create equity across space types and campuses.



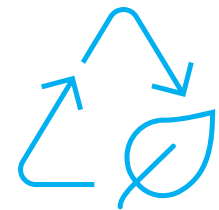
Address deferred maintenance.



Support all students.



Improve space utilization.



Introduce sustainability into planning.



03

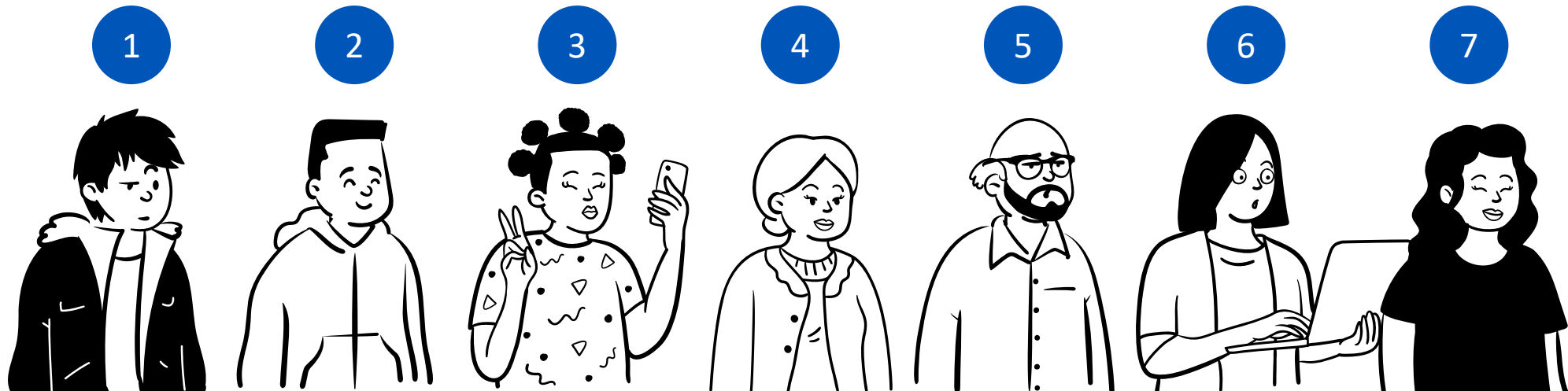
**LET'S GET
TO WORK**



Activity #1: Planning for Diverse Campus Populations

Select your avatar - putting yourself in someone else's shoes

1. A 19-year old TCC student
2. A 30-year old prospective student
3. A 16-year old HS junior
4. A retired community member
5. A current TCC faculty member
6. A potential TCC staff member
7. A TCC Alumnus

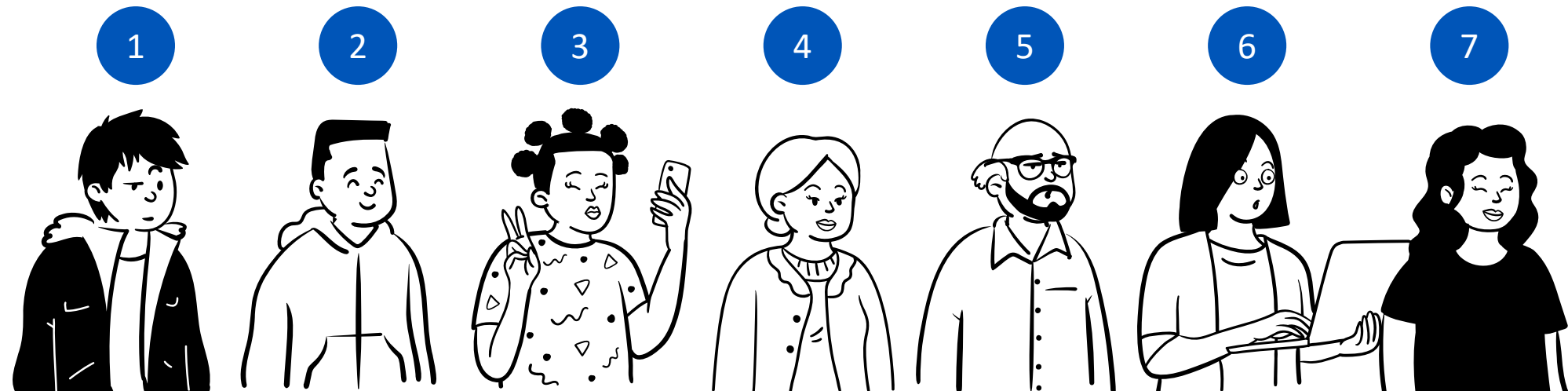




Activity #1: Planning for Diverse Campus Populations

For your persona, let's discuss the following questions:

1. "What brings me to the campus?"
2. "What is important for my first impression?"
3. "How might I feel connected and welcome"?





Activity #2: TCC Campus Drivers

For each campus, what are the drivers?

	Metro	Northeast	Southeast	West
Presence (in the community)				
Programs (unique or important)				
Partnerships (emerging or aspirant)				
Purpose (for students, region, etc.)				



GH2 ARCHITECTS
Design. Service. Solutions.

 **DLR Group**



**TULSA
COMMUNITY
COLLEGE**

TULSA COMMUNITY COLLEGE

10-YEAR FACILITIES PLAN

ADDITIONAL INFORMATION FOR REVIEW





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**ADDITIONAL
INFORMATION**

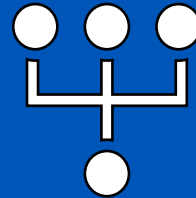


Master Plan Opportunities

WE UNDERSTAND TULSA COMMUNITY COLLEGE REQUIRES A 10-YEAR PLAN THAT:



Captures your long-term vision, aligned with your strategic plan and higher education best practices – for highest and best land and building use.



Identifies evolving space needs due to changes in demographics, academic programs, and deferred maintenance.



Offers “Big Ideas,” flexibility, “future-proofing,” and tools for accountability so the plan stays current.



Who we've met with...

Greg Stone (AVP for Academic & Campus Operations), **Pete Selden** (VP for Workforce Development), and **Keidron Dotson** (AVP Student Success & Campus Operations)

Kari Shults (VP for Advancement & President of TCC Foundation)

Kristopher Copeland (Associate Vice President of Academic Affairs) and **Jenny Fields** (Dean of Health Sciences)

Leigh Goodson (President And CEO), **Lindsay White** (Chief Strategy Officer) and **Sean Weins** (Vice President Admin and COO)

Annina Collier (Dean of Center for Creativity)

Metro Campus meeting with Administrative Operations leadership team

West Campus Veterinary Tech Program and Campus Tour

Riverside Aviation Center tour with **Julie Porterfield** (Dean of Science and Aeronautics)

Facilities and Safety Committee

Eileen Kenney (Associate Vice President of Enrollment & Retention)

Eunice Tarver (VP Student Success & Equity)

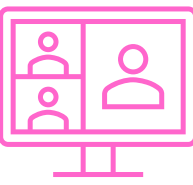
Angela Sivadon (Senior Vice President and Chief Academic Officer)

plus... more to come!

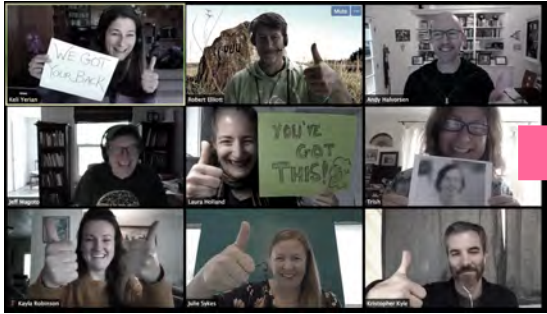


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**PROJECT
GOALS AND
DRIVERS**



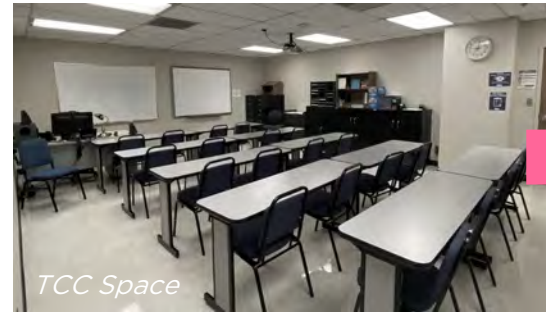
Plan for post-pandemic campus experiences...



Incidental alternative learning



Intentional space for online learning



Passive, inactive classrooms



Active and technology-rich classrooms



Workspace is a singular solution - private officing



Redefined multi-purpose workspaces that support all tasks



Standard instructional technology



Plan for virtual and immersive technology



Improve space utilization...



All space is "owned"



Increase shared space for better utilization



Missing space types on campus prevent new programs



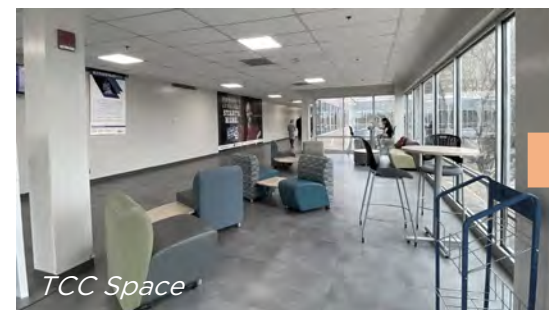
Realize underutilized space into flexible areas for new programs



Variety of classrooms sizes, some are not ideal



Increase the 'sweet spot' for classroom size



Lack of activity on campus



Consolidation to increase density and vibrancy



Create equity across space types and campuses...



Spaces that are inaccessible or inconvenient for those with mobility issues



Moving toward Universal Design



Labs are in a variety of conditions



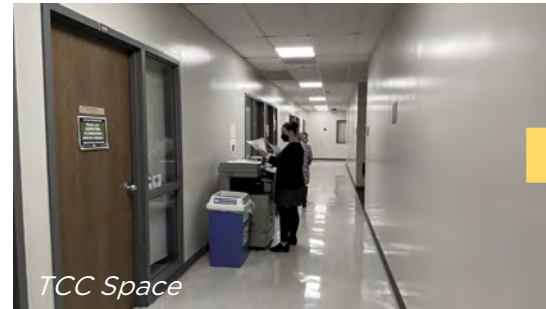
Standardize and equalize labs across all campuses



Specialized programs are spread across multiple campuses



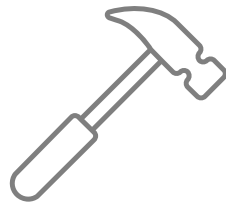
Consolidate programs and modernize space to create efficiencies



Not all programs have an identity or sense of community



Each programs has a branded community that aligns with pathways



Address deferred maintenance...

West Campus

Deferred Maintenance

<p>HVAC upgrades Replace end of life Air Handler Units; Packwork repair; new Home Hood; Replace Variable Frequency Drives; New fan coil units; Replace Exhaust Fans; Replace fan power missing boxes; inspect and replace valves Est. Budget \$2,383,000</p>	<p>Roof repairs Replace membrane roof Est. Budget \$670,000</p>	<p>Exterior building repairs Waterproofing; new cast basins; brick repair; new window trim and paint Est. Budget \$231,000</p>	<p>Physical Plant upgrades Replace 2 boilers; replace Cooling Plant and Evaporator Exchangers; Electrical upgrades; new Expansion Tank Est. Budget \$725,000</p>	<p>Electrical upgrades Expand emergency generator coverage; replace Science & Math (both building) automatic transfer switch; replace CDC centrifuge and secondary transformer; Est. Budget \$154,000</p>	<p>Interior Lighting LED lighting conversion campus-wide Est. Budget \$460,000</p>
<p>Campus bathrooms Renovate twenty-three restrooms with new fixtures and replace five hot water heaters Est. Budget \$949,000</p>	<p>Fitness Center HVAC Replace 150 ton chiller; replace heat exchangers; replace one Variable Frequency Drives and two exhaust fans Est. Budget \$514,000</p>	<p>Interior ceiling Replace drop ceiling tiles Est. Budget \$465,000</p>	<p>Classroom improvements Improve classroom layout; replace furniture and technology Est. Budget \$545,000</p>	<p>Building catwalks Add HVAC and heating for catwalks; connecting each building Est. Budget \$403,000</p>	<p>Air conditioning replacements Replace 150 ton chiller and cooling plant and frame exchanger in Science & Math South; upgrade for CDC Est. Budget \$295,000</p>
<p>Vet Tech heating & cooling Replace two boilers; replace four water pumps Est. Budget \$635,000</p>	<p>Flooring Replace worn flooring Est. Budget \$198,000</p>	<p>Student Union air conditioning Replace two rooftop AC units Est. Budget \$400,000</p>	<p>Interior paint interior painting Est. Budget \$756,000</p>	<p>Exterior doors Replace exterior doors Est. Budget \$100,000</p>	<p>Vet Tech road Replace road behind Vet Tech Center Est. Budget \$381,000</p>

Deferred Maintenance Budget: \$9,854,000

Southeast Campus

Deferred Maintenance

<p>HVAC upgrades Replace end of life Air Handler Units Est. Budget \$1,054,000</p>	<p>Roof repairs Replace Building 6 and Building 8 membrane roof Est. Budget \$804,000</p>	<p>Plumbing Replace Building 8 restroom floor drain Est. Budget \$769,000</p>	<p>Building 5 and 6 HVAC Replace six hot water pumps (Pumps A and B) & Gasco; Replace two cooling expansion tanks; new cooling plate and frame heat exchanger; Replace hot/cold circulating pumps and fan coil units Est. Budget \$329,000</p>	<p>Building 8 HVAC Replace 12 Variable Frequency Drives in Building 8 Est. Budget \$75,000</p>	<p>Exterior building repairs Waterproofing and guttering systems Est. Budget \$125,000</p>	<p>Building 5 electrical Replace Building 5 transformers Est. Budget \$60,000</p>
<p>Classroom Improvements Improve classroom layout; replace furniture and technology Est. Budget \$970,000</p>	<p>HVAC controls Install Building 5 automatic controls from Plant 1 Est. Budget \$1,500,000</p>	<p>Exterior windows Replace end of life building windows and skylights Est. Budget \$1,384,000</p>	<p>Foundation repair Remediate Building 6 foundation Est. Budget \$186,000</p>	<p>Campus bathrooms Renovate thirty restrooms with new fixtures Est. Budget \$2,150,000</p>	<p>Interior lighting LED lighting conversion campus-wide Est. Budget \$750,000</p>	<p>Flooring Replace worn flooring Est. Budget \$1,318,000</p>
<p>Interior ceiling Replace drop ceiling tiles Est. Budget \$847,000</p>	<p>Building 6 air conditioning Replace three 500 ton chillers and five chilled water pumps Est. Budget \$4,799,000</p>	<p>Landscaping Outdoor pond remediation Est. Budget \$600,000</p>	<p>Building 4 and 7 electrical Increase distribution circuit breaker panels Est. Budget \$128,000</p>	<p>Building 6 auditorium Replace 7% of job wall and add backup electrical distribution Est. Budget \$79,000</p>	<p>Interior paint interior painting Est. Budget \$443,000</p>	<p>Exterior and interior doors Replace worn exterior and interior doors Est. Budget \$791,000</p>

Deferred Maintenance Budget: \$18,600,000

Northeast Campus

Deferred Maintenance

<p>HVAC upgrades Replace end of life Air Handler Units Est. Budget \$7,200,000</p>	<p>Exterior/interior Hydraulic Repairs Replacement of decaying 4 pipe system Est. Budget \$2,829,000</p>	<p>Exterior building repairs Waterproofing with new windows and caulking Est. Budget \$250,000</p>	<p>Pumps, Motors & Controls Replacement of pumps, motors, expansion tanks, and controllers Est. Budget \$144,000</p>	<p>Electrical Distribution Panels Replace existing panels for higher density Est. Budget \$800,000</p>	<p>Flooring Replace life in Academic Building Est. Budget \$550,000</p>
<p>Campus bathrooms Renovate eighteen restrooms with new fixtures Est. Budget \$900,000</p>	<p>Classroom Improvements Improve classroom layout; replace furniture and technology Est. Budget \$855,000</p>	<p>Interior Lighting LED lighting conversion campus-wide Est. Budget \$500,000</p>	<p>Engineering Tech Fabrication Lab HVAC, code improvements, and classroom upgrades Est. Budget \$250,000</p>	<p>NEC Large Auditorium Remodel for improved functionality Est. Budget \$600,000</p>	<p>Agriculture Building Repair and rehabilitation of the Agriculture Building Est. Budget \$800,000</p>
<p>Student Common Areas Replace furniture and improve interior aesthetic including new signage Est. Budget \$250,000</p>	<div style="background-color: #0056b3; color: white; padding: 10px; text-align: center;"> <p>Growth Initiatives</p> </div>		<p>Early College High Program Revisit five Building classrooms for new early college program Est. Budget \$300,000</p>	<p>Early College Entrance Façade New entrance façade Est. Budget \$600,000</p>	<p>Science Laboratory Square Remodel Upgrade Physics, Biology, & Chemistry Labs Est. Budget \$2,700,000</p>

Deferred Maintenance Budget: \$13,128,000

Metro Campus

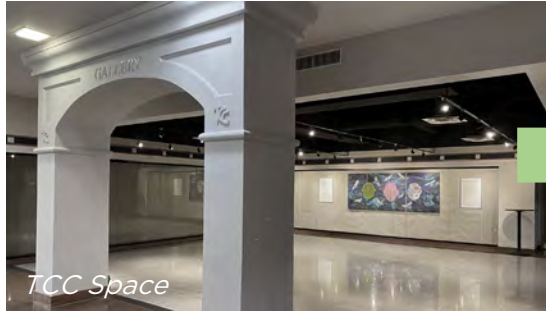
Deferred Maintenance

<p>HVAC upgrades Replace end of life Air Handler Units Est. Budget \$2,689,000</p>	<p>Academic Building ductwork Replace ductwork and return air; Replace Variable Air Volume control boxes; New Variable Frequency Drives; New supply and exhaust air fans Est. Budget \$1,510,000</p>	<p>Student Union electrical repairs Replace electrical wiring and main electrical switchgear panel Est. Budget \$445,000</p>	<p>Exterior building repairs Academic Building brick repair and waterproofing Est. Budget \$5,179,000</p>	<p>Phillips & Academic Building HVAC Replace two Variable Frequency Drives and three heat exchangers Est. Budget \$242,000</p>	<p>Academic Building plumbing Replace Academic Building water supply piping and waste water drainage lines Est. Budget \$4,204,999</p>
<p>Student Union plumbing Replace Student Union water supply piping and waste water drainage lines along with three hot water heaters Est. Budget \$1,262,000</p>	<p>Classroom improvements Improve classroom layout; replace furniture and technology Est. Budget \$1,790,000</p>	<p>Elevator replacement Replace six Academic Building and two Phillips Building elevators Est. Budget \$1,300,000</p>	<p>CAC air conditioning Replace two Chillers, two Cooling Towers and five MRV light units Est. Budget \$1,722,000</p>	<p>Campus bathrooms Renovate fifteen restrooms with new fixtures Est. Budget \$786,000</p>	<p>Interior lighting LED lighting conversion campus-wide Est. Budget \$600,000</p>
<p>Flooring Replace worn Academic Building and CAC flooring Est. Budget \$648,000</p>	<p>Interior ceiling Replace drop ceiling tiles Est. Budget \$371,000</p>	<p>Student Union air conditioning Replace two rooftop AC units Est. Budget \$400,000</p>	<p>Interior paint interior painting Est. Budget \$1,033,000</p>	<p>Interior doors Replace worn interior doors Est. Budget \$250,000</p>	

Deferred Maintenance Budget: \$21,631,000



Support all students...



Lack of space that celebrates culture and heritage of campus users



Spaces that encourage cultural celebrations and events



Student gathering spaces don't align with needs



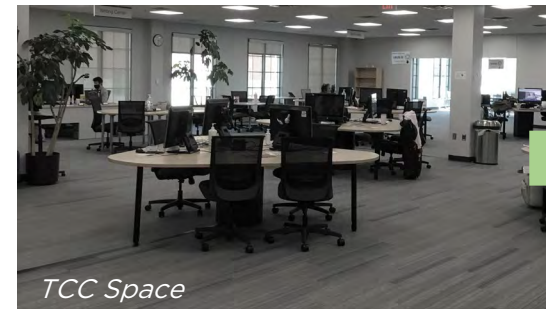
Community kitchens encourage gathering and can support student events



Barriers like counters can feel imposing



Create more open and inclusive space



Technology is open, making remote learning and working difficult



Small booths support a new hybrid reality



Introduce sustainability into planning...



Few opportunities to utilize the campus environment for applied learning



Intentional campus as a living lab hubs



Unprogrammed open spaces



Create zones to better utilize outdoor space



Infrastructure projects



Setting forward-thinking goals around energy, water, carbon, and waste with implementation strategies



Arrange for community, events, and partnerships



TCC Space

Lack of large indoor event space



Create indoor event space for 200-300 people



TCC Space

Outdoor event spaces aren't protected from sun and wind



Intentional design for outdoor spaces to support comfort



TCC Space

Find spaces for donor opportunities to fit campus needs



Identify a variety of small-scale donor projects



TCC Space

Community meeting space is outdated and undersized



Open and multi-purpose spaces that support flexible use for interacting with community

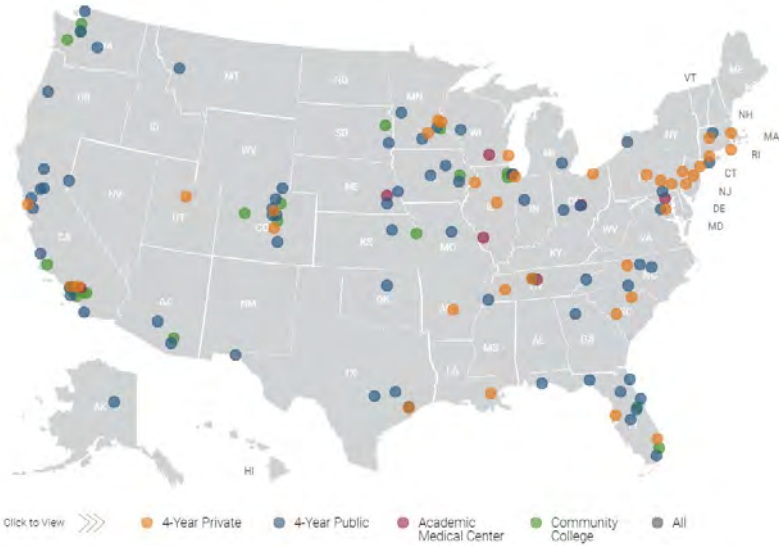


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**HIGHER
EDUCATION
TRENDS**



Evolution of Campus, National Research



200+
INSTITUTIONS

300+
INTERVIEWS

5 million
STUDENTS
REPRESENTED





Instructional Modalities

Live
SYNCHRONOUS

On Demand
ASYNCHRONOUS

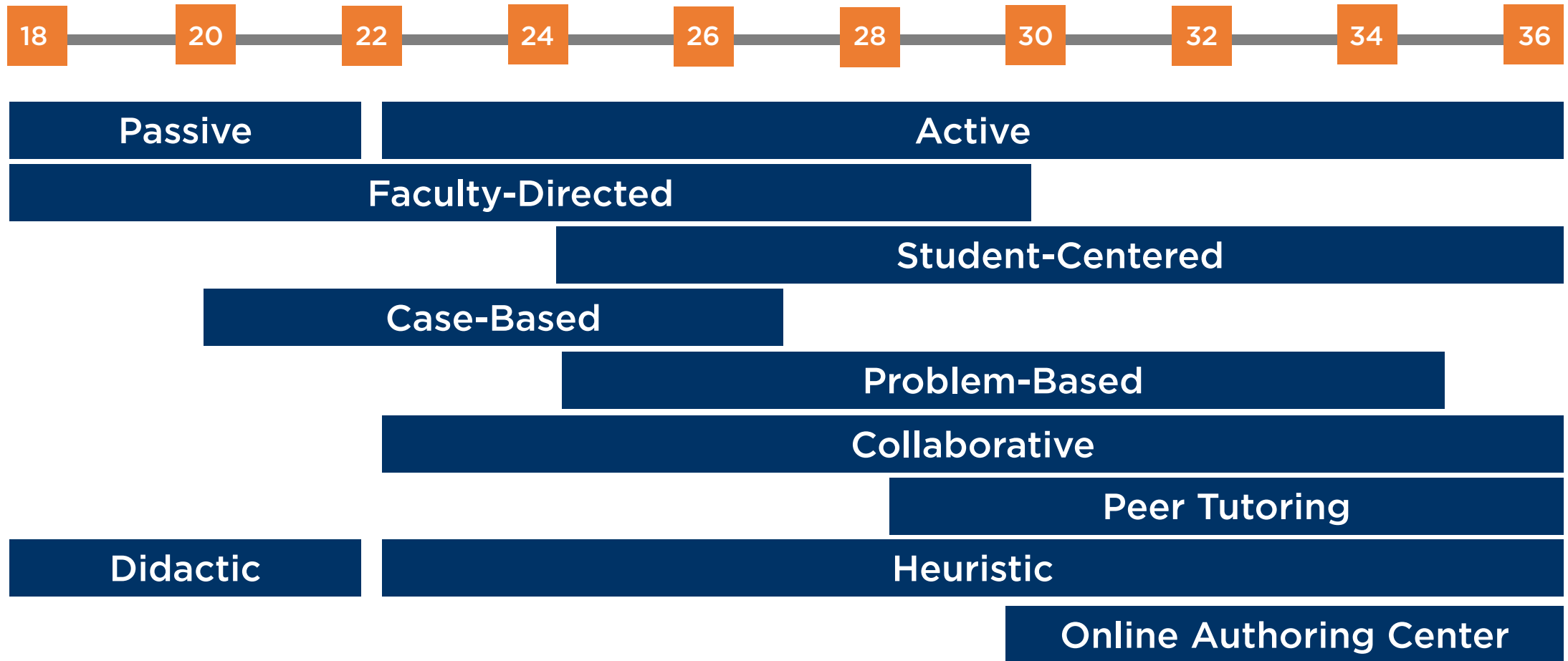


Face to Face	Live Online	Coaching	Collaboration & Community	Multimedia	Web-Based Learning	Performance Support
Physical Classroom	Virtual Classroom	Tutoring	Social Media	Video Streaming	Self-paced Tutorials	Knowledge Management
Field Trips	Webinar	Mentoring	Blog	Podcasts	Simulation	Workflow Automation
Laboratory	Live Video	Advisors	Chat / DM	Distance Learning	Games	Performance Support
	On-Screen Share	Office Hours	Teams		Cloud-Based File Sharing	Learning Management



Modalities + Metrics

ASF/PER SEAT-STATION





Work Space

Today's **Workers**



NESTERS

need a dedicated “home-base;” production-focused, a team resource, in the office 4+ days/week



NOMADS

highly-mobile, work across locations / sites, travel, in the office 1-2 days per/week



REMOTE

role supports full-time telework; role supports work anywhere, virtual collaboration



Work Space

Title to **Task**



**HARD
FOCUS**



**SOFT
FOCUS**



COLLABORATE



SOCIALIZE



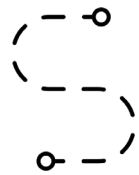
LEARN



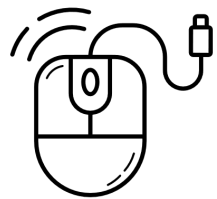
RESTORE



CIRCULATE



**Shift in Thinking
About Space**



“Activity-based”

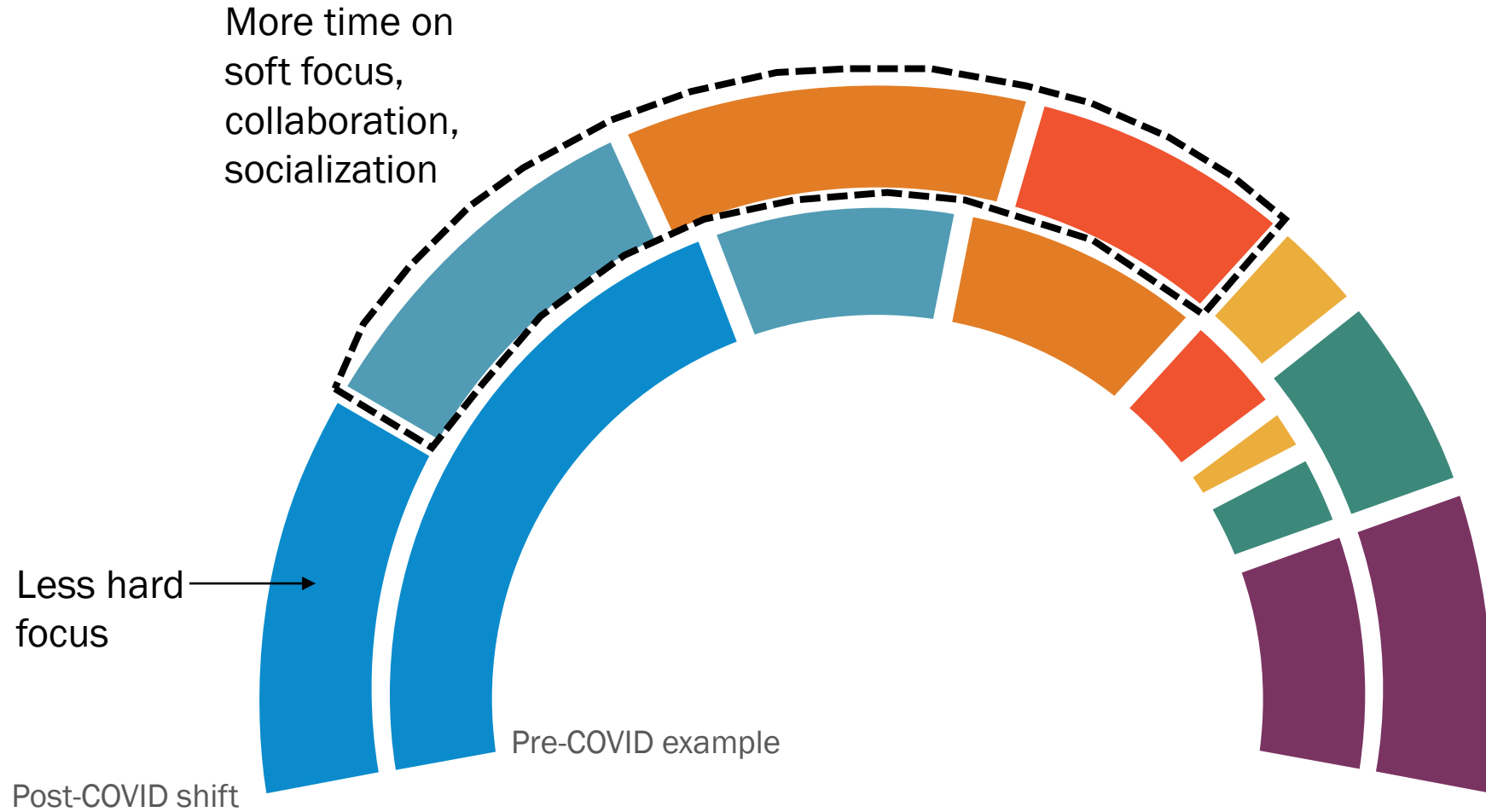


Starts with Policy



Work Space

In the office **Tasks**



HARD FOCUS

SOFT FOCUS

COLLABORATE

SOCIALIZE

LEARN

RESTORE

CIRCULATE



Student Space

- **Your campus is your brand**
- Student engagement space is critical
- HyFlex student space is critical
- Outside is IN!





Emerging Space Types



Academic "Living Rooms"



Private Spaces for Students



Outdoor Spaces for Staff



Curb parking needs by telecommuting



Lecture to Active Learning



Spaces for Digital Interaction



Staff Suites (multi-purpose)



Hybrid Student Services



Prioritize wellness investments



More study spaces on-campus



IAQ and Cleanliness



Outdoor Classrooms



Mission Metrics and Key Performance Indicators
Board of Regents Retreat Discussion
April 2022

Review of Mission Metric Scorecard:

- Overview of scorecard content
- Notable changes

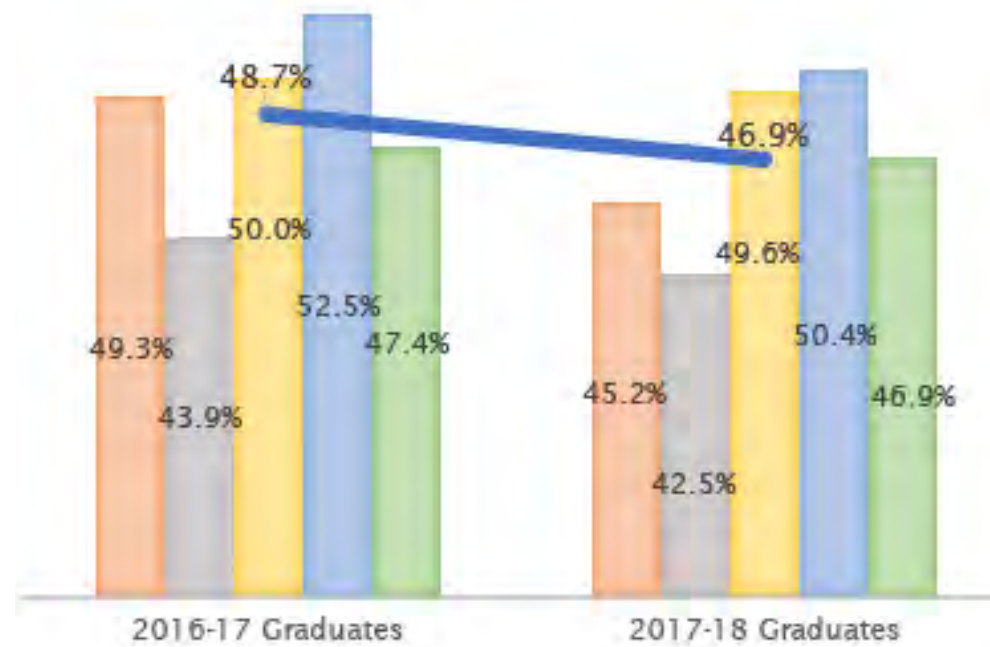
Sample Annual Timeline:

Month	Location	Description	Material/Metrics
September	Board Meeting	Enrollment dashboard for current semester (with previous year comparison data); credentials earned for previous year	<ul style="list-style-type: none"> • Fall-to-fall retention (all students and first-time entering) • Fall headcount for current semester (by student type) • Credentials earned (by type)
November	Board Meeting	Annual in-depth presentation/discussion	<ul style="list-style-type: none"> • Mission Metrics Scorecard • TCC Factbook
February	Board Meeting	Enrollment dashboard for current semester (with previous year comparison data)	<ul style="list-style-type: none"> • Fall-to-spring retention (all students and first-time entering) • Spring headcount for current semester (by student type) • Projected completion
Sept or Oct; Jan or Feb; June	Academic Affairs and Student Success Board Committee	Enrollment updates	<ul style="list-style-type: none"> • Will vary; typically one enrollment deep dive on demographic changes, etc., and two brief updates on the current state of enrollment



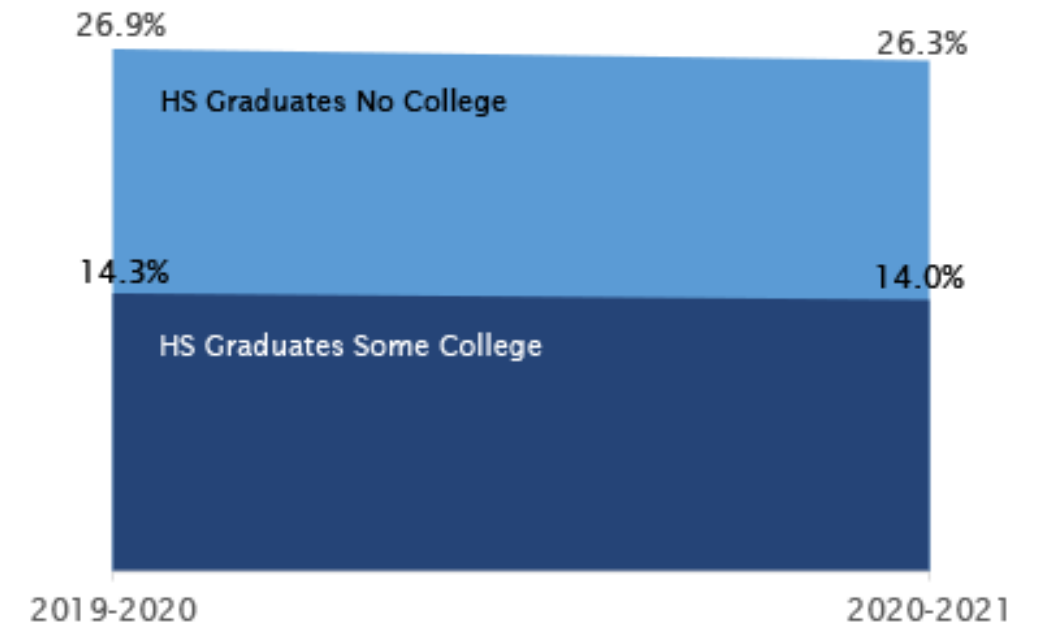
MISSION METRICS

3-YEAR TRANSFER DEGREE CONVERSION RATE



5-year target: Monitor

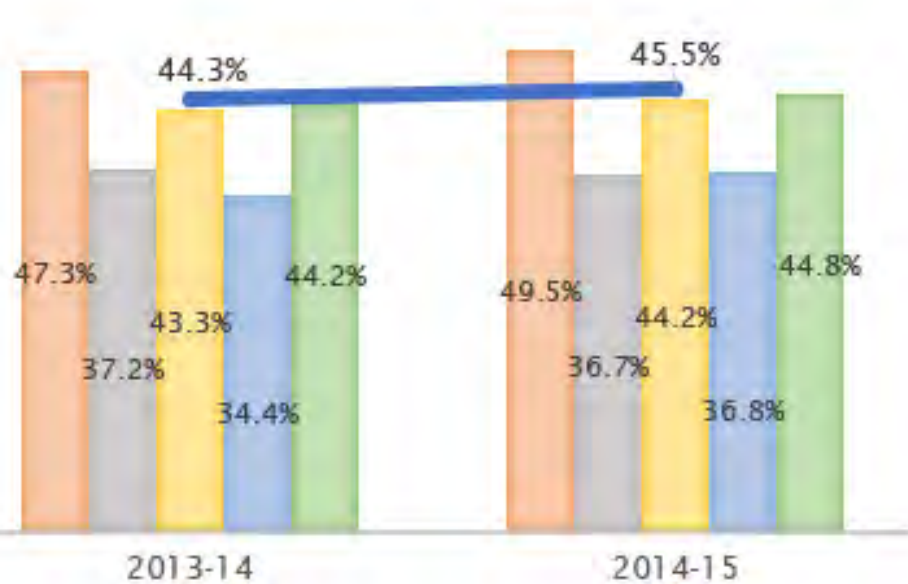
TARGET MARKET ENROLLMENT RATE



5-year target: Monitor

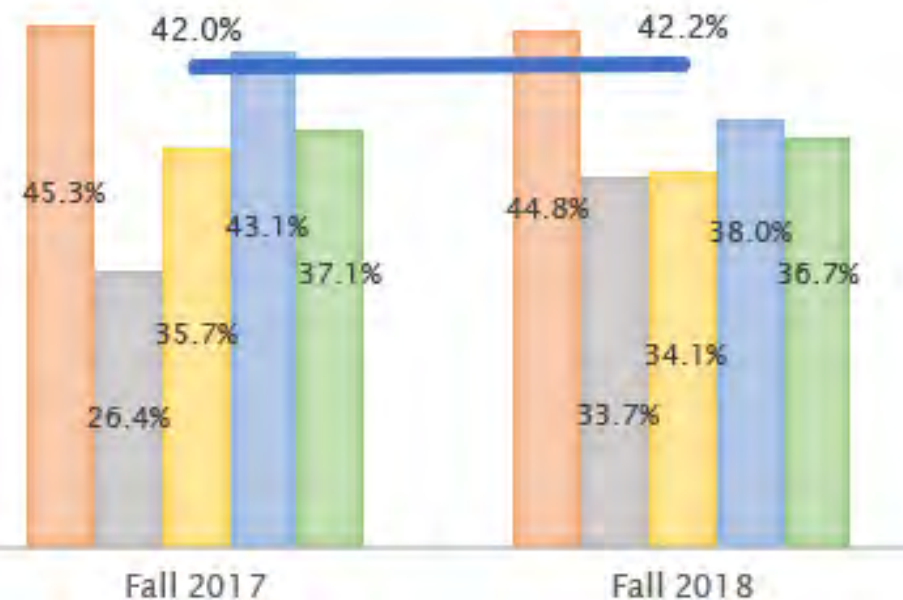
■ White
 ■ Black or African American
 ■ American Indian or Alaska Native
 ■ Hispanic or Latinx
 ■ Two or More
 Bars are in same order (left to right, or bottom to top) as the legend in graphs disaggregated by race/ethnicity.

OVERALL STUDENT 6-YEAR SUCCESS RATE



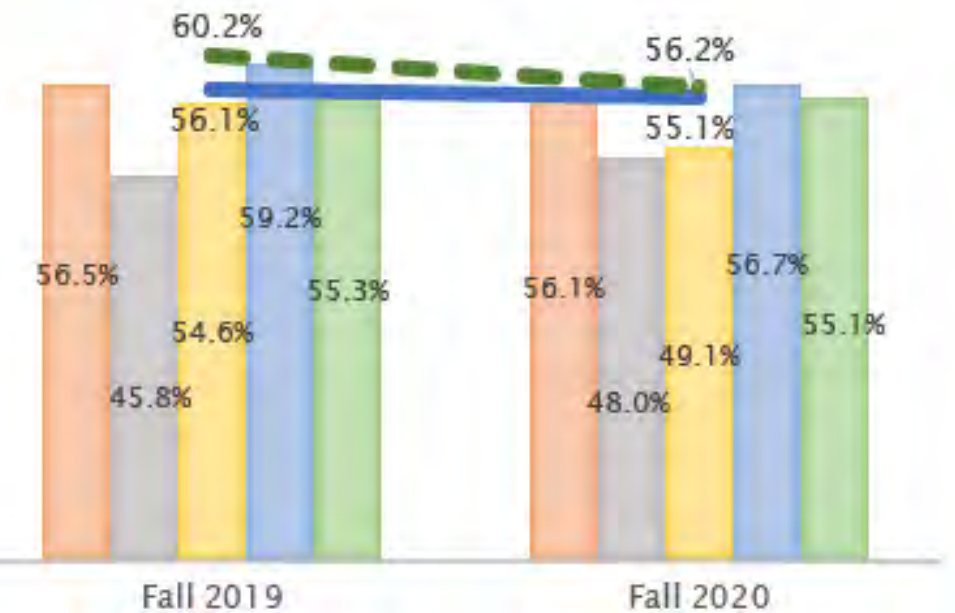
5-year target: 52%

FIRST-TIME FULL-TIME 3-YEAR SUCCESS RATE



5-year target: 50%

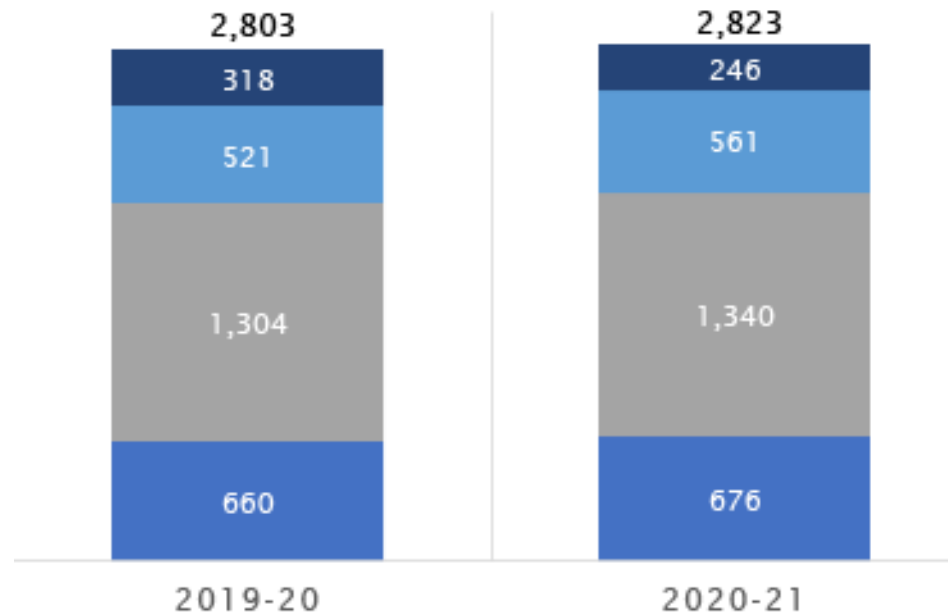
FALL-TO-FALL RETENTION



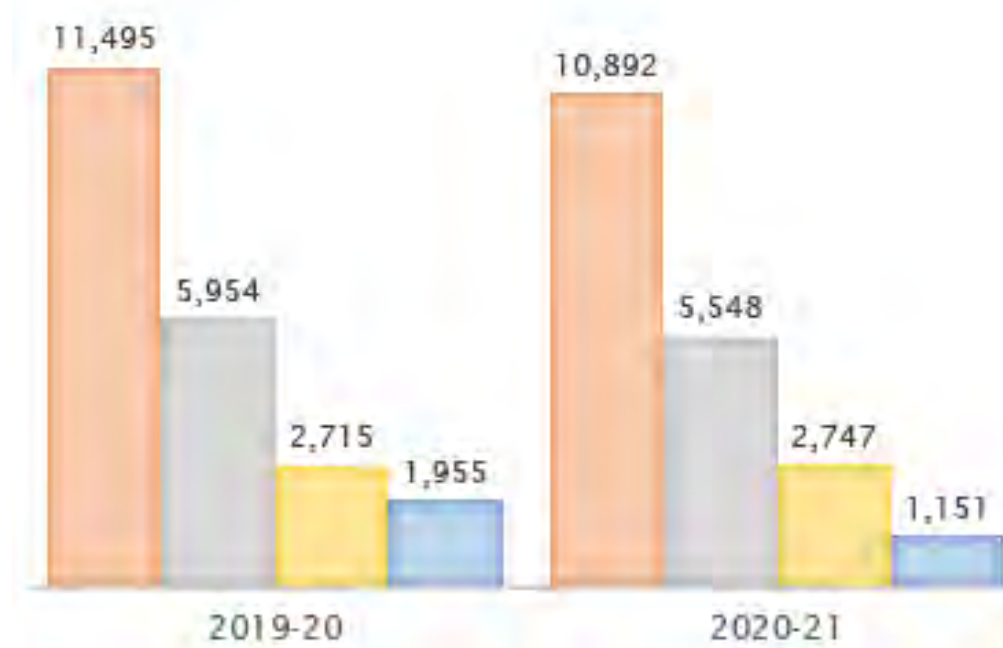
5-year target: 7% increase

— All Degree-seeking Students
- - - First-time Full-time IPEDS Cohort

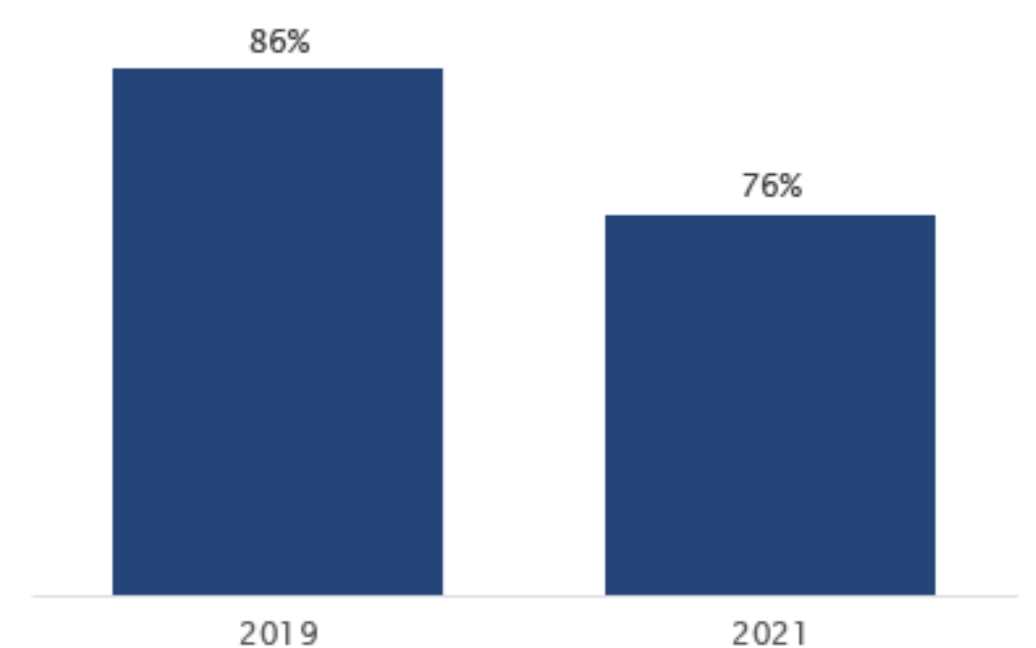
MISSION METRICS

CREDENTIALS EARNED


5-year target: 3,025

ANNUAL HEADCOUNT


5-year target: 3% increase

EMPLOYEE SATISFACTION


5-year target: 90%

■ Associate of Arts (AA)
 ■ Associate of Science (AS)
 ■ Associate of Applied Science (AAS)
 ■ Certificate
 Categories from bottom to top in Credentials Earned graph.

■ Transfer Majors
 ■ Workforce Majors
 ■ Concurrent
 ■ Continuing Education

Other Metrics We Monitor
Baseline: 2019-2020
Year 1: 2020-21

Annual Headcount	22,569	21,523
First-Time-to-TCC AA/AS Transfer Rate (6-year)	2013-14 New to TCC 39.2%	2014-15 New to TCC 37.5%
First-Time-to-TCC Graduation Rate (6-year)	2013-14 New to TCC 16.9%	2014-15 New to TCC 17.3%
Completion of 30 Hours in First Year (Fall First-Time Entering Cohorts)	11.8%	12.1%
Completion of College-level English and Math in First Year (Fall First-Time Entering Cohorts)	22.1%	20.1%
Credits to Credential (First-time Entering Students Only)	88.8 hours	88.0 hours
Successful Course Completion	78.5%	81.9%
Percentage of Students of Color vs Community Population Value	46.0% vs. 43.3%	46.3% vs. 43.3%
Percentage of Students of Color vs Staff	46.0% vs. 31.0%	46.3% vs. 27.2%
Percentage of Students of Color vs Full-time Faculty	46.0% vs. 23.0%	46.3% vs. 22.5%
Current Public Opinion	97%	Not Available

EXPLANATION OF METRICS

3-Year Transfer Degree Conversion Rate*	This measures the percentage of transfer bound (AA or AS) students that complete a Bachelor’s degree at any institution in the National Student Clearinghouse database within three years of TCC graduation year.
Target Market Enrollment Rate*	This measures the percentage of students aged 18-44 enrolled at TCC compared to local population of 18-44 year olds without a college credential. Note: Local population is all of Tulsa county and parts of Creek and Osage counties due to data accessibility of the PUMS microdata. PUMS 2019 data was used for 2020-21 comparisons due to data availability.
Overall Student 6-year Success Rate	This measures the percentage of first-time-to-TCC degree-seeking students (including concurrent) that graduate from TCC within six years of starting at TCC combined with those that transfer to a four-year institution within the same time frame. Includes full and part-time students.
First-Time Full-Time 3-Year Success Rate	This measures the percentage of first-time full-time degree seeking students (includes formerly concurrent) that graduate from TCC within three years of starting combined with those that transfer to a four-year institution within the same time frame.
Fall-to-Fall Retention	This measures the percentage of all degree-seeking students (including concurrent) that return to continue studies the following fall semester. Students who enroll at another college or university or graduate from TCC are excluded. The additional trend line denotes first-time full-time fall-to-fall retention rate (IPEDS cohort).
Credentials Earned	This measure includes the total number of AA, AS, and AAS degrees and certificates earned by all students. This denotes the semesters included in data submitted to the state (summer, fall, and spring semesters).
Annual Headcount	This measures unduplicated (counting each student only once) annual headcount. This measure is broken out by primary major for students who are considered transfer majors (AA or AS) and workforce majors (AAS or certificates), and students who are concurrent. The fourth bar represents unduplicated enrollment in continuing education. This may include students also enrolled in for-credit programs. Overall unduplicated for-credit headcount is provided in the table on page 2. This denotes the semesters included in data submitted to the state (summer, fall, and spring semesters).
Employee Satisfaction	This measures the percentage of employees that are satisfied or very satisfied working at TCC as reported by all (including full and part-time) that complete the PACE Climate survey. This measure is available typically every two years.

* Metrics we monitor: These are metrics we monitor rather than set targets for to determine if we are working towards our vision of an educated, employed, and thriving community.

EXPLANATION OF METRICS

First-Time-to-TCC AA/AS Transfer Rate (6-year)*	This measures the unduplicated percentage of all first-time-to-TCC degree-seeking AA/AS students that transfer to a four-year institution within six years of starting at TCC. Certificates and AAS degrees are not included as they are typically not designed to transfer.
First-Time-to-TCC Graduation Rate (6-year)*	This measures the unduplicated percentage of all first-time-to-TCC degree-seeking students that graduate with an AA, AS, AAS, or certificate within six years.
Completion of 30 Hours in the First Year*	This measures the percentage of first-time entering degree-seeking students (both full and part-time) that complete 30 credit hours (including developmental and college-level) in their first year (this is a state level Early Momentum Metric). Note that this measure includes the summer (for summer starters), fall, spring, and summer of their first academic year. This measure includes only first-time entering as it directly relates to one of our strategic initiatives.
Completion of College-level Math and English in First Year*	This measures the percentage of first-time entering degree-seeking students (both full and part-time) that complete college-level Math and English requirements by the end of their first year (this is a state level Early Momentum Metric). Note that this measure includes the summer (for summer starters), fall, spring, and summer of their first academic year. This measure includes only first-time entering as it directly relates to one of our strategic initiatives.
Credits to Credential*	This measures the number of credit hours attempted before a first-time entering student completes their first AA, AS, or AAS degree.
Successful Course Completion*	This measures the percentage of credit hours successfully completed by students in any class, including concurrent students. This measure excludes those auditing a course and those who are administratively withdrawn due to no attendance at the start of the term. For developmental education, C or better is successful; for other courses, D or better is considered successful; Audits or WNs are removed.
Percentage of Students of Color versus Community Population Value*	This measures the percentage of students of color (individuals indicating race and ethnicity besides white only in the unduplicated annual headcount) versus the percentage of the Tulsa County PUMA (which includes all of Tulsa County, plus southeast Osage county, and northeast Creek county) population value (ages 18-44).
Percentage of Students of Color versus Staff*	This measures the percentage of students of color (individuals indicating race and ethnicity besides white only) versus the percentage of full-time staff (including all senior administration) of color.
Percentage of Students of Color versus Full-time Faculty*	This measures the percentage of students of color (individuals indicating race and ethnicity besides white only) versus the percentage of full-time faculty of color.
Current Public Opinion*	This measures the percentage of respondents that report a positive or very positive opinion of TCC as reported by the general public (that is at least somewhat familiar with TCC). This measure will be available approximately every two years.

* Metrics we monitor: These are metrics we monitor rather than set targets for to determine if we are working towards our vision of an educated, employed, and thriving community.



YOU BELONG HERE

- A. Adopt practices that focus on individual needs and emotional well-being of students and employees.
- B. Ensure students, employees, and community members see themselves reflected at TCC.
- C. Increase targeted outreach and recruitment to growing student populations and those underserved by TCC.
- D. Remove barriers that prevent students from applying, enrolling, and attending class.
- E. Reimagine online and physical spaces as safe, modern, accessible, and accommodating.



EVERYONE CAN LEARN

- A. Help current and prospective students identify goals early on and develop a clear path to success.
- B. Engage in equity-minded practices that eliminate achievement gaps.
- C. Provide personalized service to connect students with resources, tools, technology, and programs.
- D. Retain students along their pathways with continuous engagement.
- E. Engage employees in proactive, intentional learning experiences targeting the needs of the individual and the institution.
- F. Adapt scheduling practices and delivery methods to meet students' needs.



COMMUNITY IS OUR MIDDLE NAME

- A. Tell our story to increase awareness, value, and perception of TCC and higher education.
- B. Develop practices to increase environmental sustainability.
- C. Celebrate successes, foster community, and build morale to reinforce winning behaviors.
- D. Be proactive and responsive in addressing the needs of those you serve.
- E. Continually assess, prioritize, and leverage community engagement efforts that build success through education.



QUALITY EDUCATION IS AFFORDABLE

- A. Design programs to fulfill current employment and workforce needs.
- B. Facilitate bachelor's degree attainment through redesign of the transfer experience.
- C. Ensure students are learning by incorporating practical, relevant concepts and supplementary learning experiences, inside and outside the classroom.
- D. Engage students through the use of high impact practices.
- E. Make decisions that maximize financial responsibility and value to students.



EXCELLENCE IS OUR CULTURE

- A. Deliver an excellent and consistent student experience through employee collaboration.
- B. Develop competencies and provide professional development to maximize individual potential and career opportunities.
- C. Engage in meaningful and accessible knowledge-sharing and communication.
- D. Simplify, improve, and document processes with the end user in mind.
- E. Practice continuous improvement and forward-thinking guided by best practices, policy, data, and innovation.

