Richland
COMMUNITY COLLEGE

2024
ANNUAL REPORT

2024-2026 Strategic Plan Annual Report - Year 1

Richland Community College is pleased to present this progress report to meet the four goals in the *2024-2026 Strategic Plan:* teaching and learning, student success, partnerships, and operational sustainability. The Goal Co-Champions and Strategy Managers assured that work progressed on each Implementation Strategy according to the established timeline and that metric data is available. In this Annual Report, stakeholders updated assigned roles and data sources to maintain accuracy. In addition, The Co-Champions connected the "placeholder" for HLC recommendations in each Goal to a new or revised Implementation Strategy so that progress could be made in addressing these opportunities for improvement.

The Logistics Team appreciates the attention to detail evidenced in this Annual Report and invites comments at: **strategicplanning@richland.edu**

Roles and Responsibilities in the Strategic Plan

The Strategic Plan involves stakeholders across the College. Key roles in the plan include the following designations:

- **Goal Co-Champions** – Lead the Goal Teams in developing the Plan; through the three years of the Plan the Co-Champions are responsible for regular reporting to College Council and guiding the work outlined in the Implementation Strategies.
- **Strategy Managers** – Guide progress for Implementation Strategies, maintaining the data, and participating in the annual reporting. Strategy Managers are identified in the Plan by title, not by name, allowing for flexibility if employees move to other responsibilities in the College or leave.
- **Participants** – Faculty and staff participate in various Implementation Strategies based on their College responsibilities.

Participation in & Progress on Strategic Plan Implementation Strategies

The Higher Learning Commission (HLC) commented in its Final Report on March 10, 2024, that "The College has made significant strides to set metrics, collect data, and make improvements using strategic planning" (p. 45) since the submission of an Interim Report in 2021. In addition, "The development of the Strategic Plan as noted throughout the assurance argument demonstrates the College's extensive work to identify targets and metrics to measure improvement" (p. 46). This College-wide participation continued throughout 2024 as evidenced in an examination of sign-in sheets, meeting minutes, and surveys. As of November 14, 2024, 68% of full-time employees are documents to have engaged with at least one (1) Implementation Strategy. Targets have been set for 2025 to involve more employees.

Strategy Managers also reported on advancements in addressing Implementation Strategies. As of December 2024, 67% of the 2024 metrics have been met or exceeded. Those metrics set for 2025 and/or 2026 are not included in this calculation.

2024 Target Metrics (n=21)

- In Progress 33%
- Met or Exceeded Target 67%
- Not yet started - 0%
- In Progress
- Met or Exceeded Target

Full-Time Faculty and Staff
Strategic Plan Activity Engagement in 2024 (n=188)

- Not Yet Engaged 32%
- Documented Engagement 68%
- Documented Engagement
- Not Yet Engaged

Annual Timeline

The Richland Board of Trustees approved the 2024-2026 Strategic Plan in January 2024. To maintain consistency for progress and reporting, the Logistics Team will maintain the following timeline:

- The Logistics Team will present the Annual Report to the Board of Trustees in January 2025 and 2026; the final report will be presented in January 2027.
- Goal Co-Champions and Strategy Managers will begin or continue work throughout the calendar year.
- Goal Co-Champion and Strategy Managers will report to College Council in April and July.
- The Logistics Team will present updates at Convocation in August and January.

Strategic Plan Connections

The Goal Co-Champions, Strategy Managers, and the Logistics Team will assure that the Strategic Plan serves as the connection point for all other College Plans, including the Equity Plan (required by the State), the Retention, Persistence, and Completion Plan (emphasized by the HLC Peer Reviewers), and the Facilities/Technology Plan (also required by the State). Richland staff and faculty will have continued opportunities to learn about all these Plans.

Strategic Plan Key Results – Logistics Team

2024-2026 Target Measures	2024 Milestones & Information	2024 Details
HLC recommendations in the Comprehensive Report will be compiled and identified where appropriate in the Strategic Plan.	Compiled list and circulated to Goal Co-Champions. New or revised Implementation Strategies are identified in this Annual Update and will be incorporated in the primary document for 2025.	
At least 80% of full-time employees will be engaged in at least one (1) Implementation Strategy in the Strategic Plan	2024—40% participation, identified through standardized sign-in sheets/meeting minutes/surveys	As of 11/14/24, 68% of full-time employees are documented to have engaged with at least one (1) Implementation Strategy.
At least 75% of full-time faculty will indicate "agree" or "strongly agree" with the statement: "I have a meaningful role in at least one Implementation Strategy in the Plan" measured in the annual Employee Engagement Survey. Baseline information in 2024 assessment administration.	2024 – Developed baseline and used the annual Assessment Survey for data collection.	The Culture of Assessment survey was administered in Fall 2024. 71.88% of full-time faculty who completed the survey (n=32) indicated they "have a meaningful role in at least one Implementation Strategy."

Goal 1:

Transform teaching and learning to improve academic excellence.

Goal Key Results

2024-2026 Target Measures	2024 Milestone(s) & Information
Faculty satisfaction with DEIB professional development rated at 75% or higher.	Data being collected for 2026.
Faculty participation in Information Literacy professional development at 80% or higher.	Data being collected for 2026.
Twenty Richland courses to include Canvas information literacy module as part of their course.	Data being collected for 2026.
Twenty Richland courses to include Canvas computer literacy module as part of their course. (Added for remainder of Plan)	Data being collected for 2026.

Goal 1: Continued

Implementation Strategy A	2024 Target Measure	2024 Results/Progress	2024 Details
Promote DEIB faculty professional development by offering four DEIB-focused sessions per year. (HLC recommendation)	50% of faculty have attended at least one DEIB session	Four sessions held in 2024. Events being planned for 2025.	Sessions Offered: 8/14 Convocation "Keeping It Real" 8/28 "Narratives" (goal to expand perceptions of students and relevant teaching practices) 10/1 & 11/18 Title IX training 10/27 "Equity Vs. Equality (goal to expand campus understanding of equity)

Implementation Strategy B	2024 Target Measure	2024 Results/Progress	2024 Details
Promote the importance of student information literacy by offering a minimum of two faculty development sessions in 2024.	Offer a minimum of two faculty development sessions.	Two faculty development sessions conducted 11/22 and 11/25, 2024.	Sessions Offered: Subject matter includes value information literacy, faculty information literacy toolbox, and an evergreen student Canvas module. 11/22 - Attendance 4 11/25 - Attendance 9
Information Literacy Module	Improve faculty understanding of information literacy impact on student success as measured by pre- and post-test surveys	Modules being developed for SP25.	Student pre- and post- test surveys included in Canvas module applicable spring 2025.

Goal 1: Continued

Implementation Strategy C	2024 Target Measure	2024 Results/Progress	2024 Details
Revise and offer the computer literacy course (CIS 101) and Canvas module to provide increased student access.	Canvas computer literacy module will be developed.	Student assignments have been developed, but development of faculty training is in progress. CIS 101 course is currently being updated.	Considering best ways to get the modules into Canvas courses.

Implementation Strategy D	2024 Target Measure	2024 Results/Progress	2024 Details
Revise the process for collecting & analyzing Cross-Disciplinary Outcomes data to utilize Canvas Outcomes. (HLC Recommendation)	Faculty will pilot the use of Canvas Outcomes for CDO data collection in FA24. The Information Literary CDO Rubric will be revised in 2024 for campus-wide artifact assessment via the Student Learning Outcomes Assessment Committee.	7 faculty (at least one from each division) piloted use of Canvas Outcomes for CDOs in FA24. After gathering feedback & analyzing data from the pilot, it was determined to move forward with the use of Canvas Outcomes for CDOs. Information/training resources on the use of Canvas Outcomes for CDOS was shared with deans to share with faculty. TLC & piloting faculty will serve as "champions" to aid in training other faculty members.	A spreadsheet is in the works on how to best present the data. Projected timeline: -SP25 - Faculty may choose to use Canvas Outcomes for CDOs -SU25 - use of Canvas Outcomes for CDOs will be mandatory

Goal 2:

Bolster and sustain an equitable environment that fosters student success and completion.

Goal Key Results

2024-2026 Target Measures	2024 Milestone(s) & Information
Increase in retention and completion by 5%.	Data collection underway to establish baseline for target metrics.
Increase in student satisfaction with campus support as evidenced by the Noel Levitz Student Satisfaction Inventory (baseline from 2024 administration).	The baseline will be established once the 2025 administration of Noel Levitz is completed.
Increase in number of students transition to Richland through Identified pathways by 10%.	Data collection methodology with relevant parameters being developed. New pathways from non-credit populations have been established.

Goal 2: Continued

Implementation Strategy A	2024 Target Measure	2024 Results/Progress	2024 Details
Boost course and program completion and retention. (HLC Recommendation)	Annual increase of students participating in New Student Orientation by 2% from previous academic year (baseline set in 2024).	NSO offered both in-person and online in all three semesters of 2024, setting a baseline for future years.	2024 totals: **Spring 2024** In-person: 35 Online: 48 Total: 83 **Summer 2024** In-person: 6 Online: 21 Total: 27 **Fall 2024** In-person: 97 Online: 76 Total: 173 **Totals for 2024** In-person: 138 Online: 145 Total: 283
	By 12/26 Implementation of tracking for participation and completion of First Year Experience (FYE) courses.	A tracking flow has been created for FYE.	No details for now, but the process has been established.
	By 12/26 improve course and program completion and retention in metrics consistent with Richland's Retention Plan.	The Retention Plan is in effect.	The Retention, Persistence, and Completion (RPC) committee has set 5 areas of concentration for the Retention Plan.

Goal 2: Continued

Implementation Strategy B	2024 Target Measure	2024 Results/Progress	2024 Details
Enhance the use of campus resources to support students	Identification of current resources and gaps in on-campus and virtual resources to support students and remove barriers, coordinating with Richland's Retention Committee.	Representatives of multiple student service areas have gathered to discuss ideas to support students.	Creation of interdepartmental "Services Workgroup" to document current resources and usage. The group identified gaps and "future state" goals.

Implementation Strategy C	2024 Target Measure	2024 Results/Progress	2024 Details
Ensure equitable outcomes for students.	Identification of "high non-completion courses" to determine potential equity gaps in completion, coordinating with Richland's Equity Plan.	The high non-completion courses have been identified through AIS and Institutional Effectiveness. A working group within RPC is working on this. Passport courses have been created for BIOL 101 students, BIOL 201 students, students entering Health Professions, and students on academic probation.	In Fall 2024, 19 students participated in PASS 120 (Empowering Your Academic Journey) and 48 students participated in PASS 350 (Being Successful in BIOL 101).

Goal 2: Continued

Implementation Strategy D	2024 Target Measure	2024 Results/Progress	2024 Details
Enhance student engagement in co-curricular activities for greater success. (HLC Recommendation)	Development of robust co-curricular calendar for student engagement in 2024.	The event calendar for cocurricular and extracurricular activities has been created.	24 events were added to the calendar for FA24.
	Annual increase of 2% in the number of students providing follow-up feedback in Student Engagement activities in AY 2023-2024.	The data are incomplete since they rely on events taking place later in Fall 2024, but there is progress.	As of this writing, there are 69 responses in Fall 2024, compared to 106 in all of Fall 2023. However, we are waiting on some later data. The Fall 2024 play Pipeline took place in mid-November (the week before this report), while the Fall 2023 play was in September.

Goal 2: Continued

Implementation Strategy E	2024 Target Measure	2024 Results/Progress	2024 Details
Grow enrollment through new and updated pathways.	Annual increases of 2% of Heartland Technical Academy graduates enrolling in Richland courses the following fall semester in Fall 2024.	This is an area that needs to be looked at. The percentage decreased in 2024. New full-time faculty were hired in Engineering Technology (Electronics) and Welding in Fall 2024. The return to staffing stability can be helpful in developing rapport with HTA students and encouraging their continued education upon graduation.	Going back to 2020: 2020: 123 HTA graduates; 40 enrolled at Richland in FA20 (32.52%) 2021: 122 HTA graduates; 38 enrolled at Richland in FA21 (31.15%) 2022: 198 HTA graduates; 49 enrolled at Richland in FA22 (24.75%) 2023: 159 HTA graduates; 40 enrolled at Richland in FA23 (25.16%) 2024: 119 HTA graduates; 22 enrolled at Richland in FA24 (18.49%)
	By 12/2026 create two (2) new Adult Education bridge programs created to link to credit-bearing programs.	One (1) Adult Ed bridge program developed in 2024 connecting Adult Ed students to Diesel Technology.	Six (6) students participated in the Adult Ed bridge to Diesel. All six received Diesel certificates and four (4) also completed their GED. The two (2) students who have not completed their GED are still in the GED program.
	By 12/2026 create two (2) new EnRich bridge programs to link to credit-bearing programs.	One (1) EnRich bridge program developed in 2024	A bridge program was developed through CEJA to train individuals to earn EV Hybrid and HVAC certifications.

Goal 2: Continued

Implementation Strategy F	2024 Target Measure	2024 Results/Progress	2024 Details
Develop and offer Essential Skills/Trauma Informed Training for students.	By 12/2026 50% of all Richland students receive ES/TI training.		

Implementation Strategy G	2024 Target Measure	2024 Results/Progress	2024 Details
Develop and implement a strategy to address a recommendation from the Higher Learning Commission's Comprehensive Review.	Implementation Strategy A covers this (above).		

Goal 3:

Identify and cultivate partnerships to meet the needs of District communities.

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Goal Key Results

2024-2026 Target Measures	2024 Milestone(s) & Information
Creation of a systematic process to identify the needs of employers and community-based organizations to enhance job placements and provide student support.	The implementation of Jenzabar One will allow for a systematic process of identifying, tracking and coordinating efforts across the college. Jenzabar One will be implemented in 2026. SM: Jenzabar One Team The campus realignment strategy to uncouple credit and non-credit will develop a more organized approach to meet employer and community needs. Campus realignment will go into effect January 2025. SM: John Oliver & April Ingram
Implementation of a CRM to track students from contact to job placement/transition to 4-year college/university.	The implementation of Jenzabar will allow tracking students from qualification to placement. One Jenzabar One will be implemented in 2026.
Integration of Essential Skills/Trauma Informed Training for internal and external stakeholders.	Data collection underway.

Goal 3: Continued

Implementation Strategy A	2024 Target Measure	2024 Results/Progress	2024 Details
Connect with local employers to identify skill gaps and provide training opportunities.	By 12/2024 connect with 5-8 local employers from at least four different sectors.	Worked with Mueller, ADM. AGCO, Voelstapine Nortrak to establish a FAME Chapter. Met with Primient to identify training needs Met with Austin Industrial for Diesal Mechanic. Training began fall 2024 semester.	SM: Courtney Carson
	By 12/2025, develop Memorandum of Understanding with 10 employers to formalize partnerships and enhance grant applications.	Good Jobs Challenge Grants – received letters of commitment Primient, ADM, Mueller, IMEC, IMA, AGCO, EDC, IBRL.	SM: Courtney Carson & Paul Lidy
	By 12/2026, track job placement for all individuals placed with identified employers (know where 75% of recent graduates are working/attending school).	Currently tracking students through all Healthcare Pathways on excel. Exploring better options for tracking until Jenzabar One is available.	SM: Ashley Hall

Goal 3: Continued

Implementation Strategy B	2024 Target Measure	2024 Results/Progress	2024 Details
Deliver Essential Skills/Trauma Informed Training to internal and external stakeholders.	By 12/2026 provide training to 50% of all Richland students.	Not yet Reached	
	By 12/2026 provide training to 50% of all Richland employees.	Not yet Reached	
	By 12/2026 provide training to 10% of all Grade 5-12 students in the District.	Completed	EnRich SEE Conference -- 400 seniors EnRich: Building Pathways for Tomorrow -- 300 juniors and seniors, as well as 103 students from Robertson Charter Middle School Essential skills services to 50 seniors at MacArthur High School, exceeding the 10% target set for this initiative.
	By 12/2026 provide training to 50% of identified partners to ensure better transition for student placement.	Not yet Reached	

Goal 3: Continued

Implementation Strategy C	2024 Target Measure	2024 Results/Progress	2024 Details
Promote training opportunities with internal and external communities to better connect with and inform the District.	By 12/2024 redesign and maintain the Richland website with a distinct focus on workforce training.	Deliver new website in January 2025.	
	By 12/2024 complete rack cards for all program areas.	80% of rack cards are complete for all programs.	
	By 12/2024 run a minimum of 2 targeted workforce campaigns.	Currently running a CEJA recruitment campaign and "Empower" campaign featuring both academic and workforce students. Truck wraps & wall graphics to promote workforce in progress.	

Implementation Strategy D	2024 Target Measure	2024 Results/Progress	2024 Details
Implement a single Customer Relationship Management (CRM) system to track communications and touchpoints with potential students and corporate training customers across all areas of the College. (HLC recommendation for Goal 2)	By 1/1/2026—New CRM software is operating in production.	In process as part of the Jenzabar One conversion.	
	By 6/2025 EnRich is using the new CRM to track 50% of potential leads.	EnRich currently going through training on Salesforce.	

Goal 3: Continued

Implementation Strategy E	2024 Target Measure	2024 Results/Progress	2024 Details
Deliver data-informed, innovative programs and services that align with the rapidly changing workforce.	By 12/2024 develop conceptual framework for 2 new programs to present to local employers and other potential training partners.	Good Jobs – training program to support expansion of Bioprocessing. Implementation of FAME Chapter	

Implementation Strategy F	2024 Target Measure	2024 Results/Progress	2024 Details
Expand the impact of the Minority Mentor Protégé Program.	By 12/2026, grow MMPP by 50% to focus on small business owners/ owner operators.	Completed	The College was selected to receive the CEJA Contractor Incubator grant to expand MMPP with a focus on clean energy entrepreneurs. Final negotiation of the grant will occur in the coming months and we anticipate receiving funds in FY26. Expanded program from 10 participants to 20 per class.
	By 12/2026, increase partnerships with 10 governmental and local entities that can support MMPP.	Completed	Expanded partnerships to 12 government and local entities.
	By 12/2026, connect with 10 local employers to create partnerships with MMPP.	Completed	

Goal 3: Continued

Implementation Strategy G	2024 Target Measure	2024 Results/Progress	2024 Details
Create partnerships to address students experiencing barriers to basic needs resources and support.	By 12/2025, develop partnerships with 10 community-based organizations to meet identified student barriers.	Heritage/IRIS, Growing Strong, DOVE, Homeward Bound	Creation of interdepartmental Services Workgroup.
	By 12/2025, develop Memorandum of Understanding with five (5) community-based organizations to formalize partnerships.	Will occur in 2025 with the placement of the Student Resources Navigator.	
	By 12/2025, hire a Student Resources Navigator to connect student needs with community resources.	On target for January 2025 hiring.	

Implementation Strategy H	2024 Target Measure	2024 Results/Progress	2024 Details
See implementation Strategy D			

Goal 4:

Enhance operational sustainability to meet stakeholder needs.

Subgoal A Key Results – To improve financial policies and procedures to ensure the continued availability of a long-term funding reserve

2024-2026 Target Measures	2024 Milestone(s) & Information
Creation and Board acknowledgment of a defined strategy to maintain fund balance reserves	Work slated for 25/26
Creation and Administration acceptance of a strategy to effectively shield institutional fund balances from grant funding shortfalls.	Work slated for 25/26
Inclusion of funding for new initiatives, which align with the Mission and Vision of the institution, in the annual budget.	Milestone met: some initiatives included in FY25 budget

Goal 4, Sub-Goal A: Continued

Implementation Strategies	2024 Target Measure	2024 Results/Progress	2024 Details
Create a fund balance reserve procedure	By 12/2026, create a written fund balance reserve procedure	Work slated for 25/26	
Receive Board acknowledgment and approval of a fund balance reserve procedure	Results of an affirmative Board motion acknowledging the intention to adhere to the fund balance reserve procedure.	Work slated for 25/26	
Ensure staffing levels are safely scoped with the budget. Ensure staffing levels are safely scoped with the budget.	Determine the percentage of Fund 01 & Fund 01 budgets that can be allocated to personnel without negatively impacting institutional operations.	Work slated for 25/26	
	Develop a procedural rule requiring Cabinet review if any Fund 01 or Fund 02 Is budgeted at a higher percentage than what is designated as "safe."	Work slated for 25/26	
Enhance spending controls for grant-funded dollars to ensure that grand-funded expenses will consistently be tracked and reporting for reimbursement prior to the end of the grant reporting period.	Create and implement a tracking procedure to monitor encumbered grant funds to ensure invoices are received and paid within the grant reporting period.	Work slated for 25/26	
	Create and implement procedures to disallow the official or unofficial encumbrance of grant funds within a defined span of time prior to the close of the reporting period.	Work slated for 25/26	

Goal 4, Sub-Goal A: Continued

Implementation Strategies	2024 Target Measure	2024 Results/Progress	2024 Details
Integrate robust risk analysis into the grant application process.	Create a written procedure requiring that the Grant Department consults with the Business Office to identify, quantify, and approve of potential long-term financial risks associated with any rant application prior to the College applying to a granting agency.	Work slated for 25/26	
Train budget managers to include new initiatives in the annual budget.	Provide annual training on new initiative planning prior to the start of the budget cycle.	Met/ongoing	In-person training & forms provided in 2024 (artifact uploaded to Teams)
Continually budget a strategic reserve of funds to be utilized for new initiatives that appear mid-year.	By 12/2024, allocate a strategic reserve of no less than $30,000 to be applied to new initiatives that appear during the fiscal year.	Met/ongoing	Funding budgeted (artifact uploaded to Teams)
Review purchasing procedures to ensure compatibility with grant-funded activities.	Update purchasing procedures.	In progress	Timeline reset to 2025 due to personnel changes

Goal 4:

Enhance operational sustainability to meet stakeholder needs.

Subgoal B Key Results – To support the evolving needs of the institution.

2024-2026 Target Measures	2024 Milestone(s) & Information
Implement a modern student information system and related tools.	In progress; project is on track for completion in 2025
Enhance cybersecurity systems and controls across the institution.	In progress; Cisco ISE & Malwarebytes Nebula fully deployed; additional enhancements pipelined for deployment
Streamline the storage and delivery of procedure and process information for students, employees, and the public.	In progress; planned completion in 2025

Goal 4, Sub-Goal B: Continued

Implementation Strategies	2024 Target Measure	2024 Results/Progress	2024 Details
Identify Board-approved commitment to expend funding for student information system upgrades.	By 12/2024, the Board approved annual budget includes specific funding needed for the SIS implementation (specific amount to be determined based on vendor utilized).	Completed	Budget approved (artifact uploaded to Teams)
Implement Core Student Information System/Enterprise resource Planning SIS/ERP) modules.	By 6/30/2026, Jenzabar One Student, Finances, Financial Aid, and Human Resources modules operating in production.	In progress	Implementation work is on track (artifact uploaded to Teams)
Analyze and remove ancillary systems that are identified as duplicate functionality in the new SIS/ERP.	By 6/30/2026, 100% of software ancillary software usage reviewed. By 12/2024, finalize decisions on continuing supporting ancillary software packages.	In progress; slowed	Other IT priorities delayed some work; research & recommendations delayed by 6 months
Disjoin Foundation financial processes from the College's financial management system.	By 6/30/2025, transition the Foundations accounts payable, accounts receivable, and general ledger management functionality to a different account software system.	Completed	Blackbaud Financial Edge fully implemented
Engage in a Payment Card (PCI) compliance review every 5 years.	By 12/2025, complete a PCI-DSS compliance review.	Scheduled for 2025	
The level of cyber-hygiene among students and staff.	Annually—perform 1 (one) artificial phishing campaign to raise cybersecurity awareness.	In progress	Campaign queued for 2025
	Annually, provide remedial training to any employees who are duped by the yearly phishing campaign.	In progress	Reliant on campaign results

Goal 4, Sub-Goal B: Continued

Implementation Strategies	2024 Target Measure	2024 Results/Progress	2024 Details
	Beginning in 1/2024, communicate at least 1 (one) cyber-hygiene "best practices" tip to students and employees each month.		
Implement structured cybersecurity self-analysis process.	Annually, review Richland's cybersecurity process against the NIST cybersecurity framework and take appropriate steps to remediate deviations.	Delayed	Delayed by other IT priorities; planned implementation in Jan 2025
Develop a structured handbook for College employees. (HLC recommendation)	By 12/2025 create a digital employee handbook to reference commonly needed information, policies, and procedures for faculty and staff in a centralized location.	Scheduled for 2025	
Centralize interdepartmental and public-facing procedure documentation in a central location.	By 12/2026 migrate the official storage location for 95% of interdepartmental and public-facing procedures to a centralized, internet-accessible location.	In progress	Rebuilding the policy.richland.edu website

Goal 4:

Enhance operational sustainability to meet stakeholder needs.

Subgoal C Key Results – To formalize or improve upon policies and procedures that guide Richland's operational sustainability initiatives.

2024-2026 Target Measures	2024 Milestone(s) & Information
Increase the use of energy-saving materials and technologies in campus facilities.	In progress; will continue through 2026
Invest in technologies that promote environmental sustainability among students, employees, and the community.	In progress; will continue through 2026
Maintain policies and procedures that best support the institution's values of Diversity, Equity, Inclusion, and Belonging.	In progress; proposed policies and procedures scheduled to go to the Board in 2025

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Goal 4, Sub-Goal C: Continued

Implementation Strategies	2024 Target Measure	2024 Results/Progress	2024 Details
Expand the use of energy-saving "smart" lighting across campus.	Install automatic lighting dimmers and smart sensors in 5% of the campus. Increase the use of natural lighting sources in 5% of the campus.	Planned	Enhancements planned during upcoming remodel
Replace legacy lighting systems.	Annually, replace 10% of remaining fluorescent tube fixtures and bulbs in College buildings.	In progress	Bulb replacements ongoing; fixture replacement funds allocated for FY26 (artifact uploaded to Teams)
Replace legacy Heating, Ventilation, and Air Conditioning (HVA) system components.	Replace pneumatics temperature control hardware in one (1) centralized air handling unit.	Scheduled	Replacement funds allocated for FY26 (artifact uploaded to Teams)
Enhance campus spaces with environmentally sustainable products.	Install solar-powered searing in exterior student spaces.	Researching	Purchases planned to coincide with next phase of campus remodeling
Encourage the use of sustainable communication methods.	Install a centralized digital signage system to encourage the use of printer paper flyers.	Researching	Delayed by other IT priorities; planned rollout in 2025
Discourage the use of "energy hogs" on campus.	Review all building automation management system setbacks on a biannual basis to minimize HVAC system energy waste.	Ongoing	Next review cycle scheduled for January 2025
	Review IT system policies annually to minimize the carbon footprint of computing systems on campus.	Ongoing	Next review cycle planned for July 2025

Goal 4, Sub-Goal C: Continued

Implementation Strategies	2024 Target Measure	2024 Results/Progress	2024 Details
Encourage adoption of electric vehicles.	Install an electric vehicle charging station on campus. Integrate curriculum regarding electric vehicles into the automotive program.	Ongoing	Automotive program adoption complete; options for a public EV charging station are currently being researched
Investigate and potentially implement alternative energy systems on campus.	Review one (1) 1 potential alternative energy source per year (solar, wind, geothermal, etc.) and determine if there is a cost-benefit to be gained by implementing this type of technology on campus. If there is a benefit, investigate and potentially implement the technology to defray traditional energy expenses.	Ongoing	Research is ongoing; data is being gathered from local projects to determine cost effectiveness
Review Board policies to update as needed to remove bias.	Review one section of the Board Policy Manual per year to recommend changes as needed to the Board.	Ongoing	Staff working within the policy review cycles to recommend changes to remove bias