

BOARD OF TRUSTEES REGULAR MEETING  
CLC 104 (West Classroom of Cessna Learning Center) 6:00 p.m.  
December 13, 2018

AGENDA

I. ROUTINE

- |   |        |           |
|---|--------|-----------|
| A. Call to Order  |        |           |
| B. Approval of Agenda   | Action |           |
| C. Welcome Guests   |        |           |
| D. Pledge of Allegiance   |        |           |
| E. Mission Statement – Independence Community College serves the best interests of students and the community by providing academic excellence while promoting cultural enrichment and economic development.                  |        |           |
| F. Vision Statement – To be a community college that provides an exceptional educational experience by cultivating intellect, encouraging creativity and enhancing character in a student and community centered environment. |        |           |
| G. Approval of November 8, 2018 meeting minutes.  | Action | Section 1 |

II. INSTITUTIONAL OPERATIONS

- |   |        |           |
|---|--------|-----------|
| A. Board Policy TRU-918 Non-Discrimination/Second Reading – Val DeFever   | Action | Section 2 |
| B. Board Policy TRU-919 Non-Retaliation/Second Reading – Val DeFever  | Action | Section 3 |
| C. Academic Update  | Report | Section 4 |
| <ul style="list-style-type: none"><li>• Culinary Art Program – Kara Wheeler</li><li>• Art Instructor Search – Kara Wheeler</li><li>• Online Classes – Jared Wheeler</li></ul>   |        |           |
| D. 2019-2020 Tuition and Fees/Room and Board Proposal   | Action | Section 5 |
| E. KACCT/COP December Meeting Update  | Report | Section 6 |
| F. Allow Payables   | Action | Section 7 |
| G. President's Update – Dan Barwick   | Report | Section 8 |
| <ul style="list-style-type: none"><li>• Accreditation Update</li><li>• Strategic Planning Progress Update</li><li>• December Quarterly Operational Plan Update</li><li>• Annual PTK Honors Luncheon/Topeka (Thursday, March 7, 2019)</li><li>• Practice Field Funding Update</li><li>• Dashboard Review</li></ul> |        |           |

III. CONSENT AGENDA

Action

- |   |            |
|---|------------|
| A. Financial Report (acknowledge receipt)               |            |
| B. Personnel Report (acknowledge receipt)               | Section 9  |
| C. Grant Progress Report                                | Section 10 |
| D. 2019 Upward Bound Summerfest Summer Educational Trip | Section 11 |
| E. Acoustic Shells Purchase                             | Section 12 |

The Annual Computer Science Program Review has been included in the Board Agenda packet for reference only and requires no action.

The Annual Administrative Office Assistant Program Review has been included in the Board Agenda packet for reference only and requires no action.

IV. EXECUTIVE SESSION – To discuss non-elected personnel in order to protect the privacy interests of the individuals to be discussed.

V. EXECUTIVE SESSION – For consultation with the College attorney which would be deemed privileged in the attorney-client relationship.

VI. ADJOURN

Action

## ***PUBLIC PARTICIPATION AT BOARD MEETING***

### Items on the Agenda

Members of the public wishing to appear before the Board concerning an item which is on the agenda must fill out one of the cards provided and present the card to the Board Clerk. There are three opportunities for public comment during regular meetings.

First, the public may comment on any item on the agenda during a period at the beginning of meetings, with a total comment period of ten minutes and individual comments limited to two minutes. This comment period may be extended by Board vote.

Second, prior to each Board vote, the public will be invited to speak directly to the issue being voted upon.

Third, any member of the public may make a lengthier presentation on agenda items, provided that a request for such a presentation is made in writing in advance of the meeting. Permission to make such presentations, and their length, is at the discretion of the Board Chair.

### Information to the Audience

The Board members receive the complete agenda along with background material that they study individually before action is taken at the meeting. Any member of the Board may remove items from the consent agenda at the time of the meeting.

### **Examples of Motions for Executive Session**

*Remember that a motion to move into executive session needs to state the subject, provide justification, and state a time and place for return to open session*

EXECUTIVE SESSION: Non-Elected Personnel

**Sample Subjects:** Employee job performance; employee evaluations; or annual review of probationary employees.

I move that we recess for an executive session for discussion of *(insert subject to be discussed)*, pursuant to the non-elected personnel exception, K.S.A. 75-4319(b)(1). Open Session will resume at *(insert time)* in CLC 104 of the Cessna Learning Center. Those invited to attend are: *(list attendees)*.

EXECUTIVE SESSION: Negotiations

**Sample Subject:** Faculty and Board proposals.

I move that we recess for an executive session for the purpose of discussing *(insert subject to be discussed)*, pursuant to the employer-employee negotiation exception, K.S.A. 75-4319(b)(3). Open Session will resume at *(insert time)* in CLC 104 of the Cessna Learning Center. Those invited to attend are: *(list attendees)*.

EXECUTIVE SESSION: Possible Acquisition of Real Estate

**Sample Subject:** For future expansion.

I move that we recess for an executive session for discussion of *(insert subject to be discussed)*, pursuant to the preliminary discussion on acquisition of real estate exception, K.S.A. 75-4319(b)(6). Open Session will resume at *(insert time)* in CLC 104 of the Cessna Learning Center. Those invited to attend are: *(list attendees)*.

EXECUTIVE SESSION: Attorney/Client Privilege.

**Sample Subjects:** Ongoing litigation; a settlement proposal; or a claim made against the College.

I move that we recess for an Executive Session for consultation with the College attorney regarding *(insert subject to be discussed)*, pursuant to the attorney/client privilege exception, K.S.A. 75-4319(b)(2). Open Session will resume at *(insert time)* in CLC 104 of the Cessna Learning Center. Those invited to attend are: *(list attendees)*.

BOARD OF TRUSTEES REGULAR MEETING  
CLC 104 (West Classroom of Cessna Learning Center) 6:00 p.m.  
November 8, 2018

MINUTES

**Members Present**

Val DeFever

Mike Wood

Terry Clark

Norman Chambers

Jana Shaver

Cynthia Sherwood joined the meeting at 6:05 p.m.

**Others Present**

Daniel Barwick, President

Kara Wheeler, Vice-President for Academic Affairs

Wendy Isle, Chief Business Officer

Beverly Harris, Executive Assistant/Board Clerk

Keli Tuschman, Vice-President for Operations

Brittany Thornton, Director of Enrollment and Retention Management

Eric Montgomery, Chief Information Officer

Taylor Crawshaw, Associate Dean for Tutoring and Accessibility Services

Jared Wheeler, Director of On-line

Jessica Morgan-Tate, Compliance Officer/Title IX

John Eubanks, Faculty Senate President

Ben Seel, Professor of Political Science

Jim Correll, Fab Lab Director

Kris Wech, Maintenance Director

**Guests**

Susan Scovel, Reporter

**I. ROUTINE**

- A. Call to Order – Val DeFever called the meeting to order at 6:00 p.m.
- B. Approval of Agenda – Dr. Barwick noted that Kara Wheeler, Vice-President for Academic Affairs, wished to pull item “D” 2019-2020 Academic Calendar” from the Consent Agenda due to a typing error. Kara Wheeler shared that the last day to withdraw during the Summer 2019 full-session of classes should be Wednesday, July 24<sup>th</sup>; and, the last day to withdraw for the Spring 2020 full session should be Friday, April 24<sup>th</sup>. On behalf of Cynthia Sherwood, Val DeFever pulled item “I” Surface Pro Tablet Purchase” from the Consent Agenda for further discussion. Mike Wood moved to approve the amended agenda with the two additional amendments. Terry Clark seconded the motion and the motion carried 5-0.
- C. Welcome Guests – Val DeFever welcomed the guests and provided an overview of options for public comment on items pertaining to the agenda.
- D. Pledge of Allegiance – Jim Correll led the group in recitation of the Pledge of Allegiance.
- E. Mission Statement – Jana Shaver read the College Mission Statement.
- F. Vision Statement – Mike Wood read the College Vision Statement.
- G. Approval of October 11, 2018 meeting minutes – Terry Clark moved to approve minutes of the October 11, 2018 meeting. Jana Shaver seconded the motion and the motion carried 5-0.

**II. INSTITUTIONAL OPERATIONS**

- A. Board Policy PSL-714 Concealed Carry/Second Reading – Val DeFever conducted the second reading of revisions to Board Policy PSL-714. Norman Chambers moved to adopt Board Policy PSL-714 as revised. Mike Wood seconded the motion and the motion carried 6-0.

- B. Board Policy STU-803 Student Grievance/Second Reading – Val DeFever conducted the second reading of revisions to Board Policy STU-803. Jana Shaver moved to adopt Board Policy STU-803 as revised. Terry Clark seconded the motion and the motion carried 6-0.

Civil Rights Audit Overview – Taylor Crawshaw provided an overview of the Civil Rights Audit scheduled in February 2019 and the creation of Board Policies TRU-918 Non-Discrimination, and TRU-919 Non-Retaliation. Jessica Morgan-Tate answered questions.

Board Policy TRU-918 Non-Discrimination/First Reading – Val DeFever read the first reading of TRU-918. The second reading will take place during the December meeting.

Board Policy TRU-919 Non-Retaliation/First Reading – Val DeFever read the first reading of TRU-919. The second reading will take place during the December meeting.

- C. Cessna Learning Center Name Change – Dr. Barwick shared that he spoke with the General Manager of Cessna regarding the potential building name change for the “Cessna Learning Center” and received no objections. Cynthia Sherwood moved to approve the building name to the “Center for Innovations and Entrepreneurship”. Norman Chambers seconded the motion and the motion carried 6-0.
- D. Allow Payables – Mike Wood moved to allow payables. Terry Clark seconded the motion and the motion carried 6-0.
- E. President’s Update – Dan Barwick provided an accreditation update and noted good progress was made; work on the summary report to the Higher Learning Commission will begin in January. Dr. Barwick noted that: the Strategic Planning Process Coordinator, Brooke Carroll, has been appointed by the Board of Trustees; Marg Yaroslaski, Angela Houston, and Breta Campus volunteered to form the Strategic Planning Process Committee; the Strategic Planning GAP Analysis Committees was created and will hold a kick-off meeting on November 13<sup>th</sup>; Listening Sessions have been scheduled in the ICC West Community Room on Wednesday, November 14 and Monday, November 26, as well as Tuesday, November 27, at the Cherryvale Community Center; Focus Group meetings will be held on campus (one in November and the other in December); surveys will begin distribution Monday; and facilitators have been identified. Dr. Barwick reminded the group that ICC hosts the Kansas Association of Community College Trustees and Council of Presidents December 2-3, 2018; those wishing to participate should respond to Beverly Harris. The Trustees were asked to earmark their calendars for the 6:00 p.m. December Graduation scheduled December 11, 2018 in the Inge Theatre. Dr. Barwick directed the Trustees to information included in the Agenda packets regarding the practice field funding update and turned the meeting over to Wendy Isle for an overview of the Financial Dashboard. Discussion followed about encouraging residency in the College-owned dorms; creation of a policy with guidelines establishing timelines and steps involved in turning student uncollectable accounts over to collection agencies; and, incorporation in the dashboard of the mandatory decreases implemented during the budget-planning cycle. Dr. Barwick reminded the group of the ribbon-cutting for the new turf practice field scheduled at noon on Friday. The President’s Update ended with Dr. Barwick’s acknowledgement and welcome to the newly appointed Foundation Director, Mandy Monroy.

- III. CONSENT AGENDA – Cynthia Sherwood initiated discussion of the Surface Pro Tablet Purchase pulled from the Consent Agenda and questioned why the purchase of \$15,743 was made in a year when substantial cuts were made during the budget planning cycle. Dr. Sherwood also questioned why the bid process for purchases in excess of \$10,000 was not implemented and Board approval received prior to the purchase. Eric Montgomery, Chief Information Officer, shared that the software being utilized received an upgrade that was not compatible with the current laptops; therefore, bids were let by PCM-G based upon the dollar amount identified for replacement. Following further discussion, Val DeFever reiterated Mr. Montgomery’s statement regarding the software upgrade and associated the scenario to the same process being utilized should identical circumstances effect computers operated by students. It was suggested that the Purchasing Policy be reviewed and updated for compatibility with state statutes.

Mike Wood moved to approve the Consent Agenda which included: receipt of the financial, personnel, and grant progress reports; revisions to the Procedures section of the Board Policy and Procedure Manual; payment to Dissinger Reed, LLC for student accident and sick insurance in the amount of \$16,000 for the Fall semester and \$16,000 for the Spring semester; approval of a 3-year agreement with FleetPool USA for replacement of three fleet vans including annual tag and registration fees; and, receipt of the 2019 Inge Festival Status Report and budget. The personnel report included employment of Rachel Weaver in the Vet Tech Instructor position at an annualized salary of \$41,400 plus College support toward employee participation in ICC’s group health insurance plan, and the separation of Jay Jones from the Assistant Athletic Trainer position. Terry Clark seconded the motion and the motion carried 6-0. Cynthia Sherwood moved to approve the 2019-2020 academic calendar as corrected. Jana Shaver seconded the motion and the motion carried 6-0. Norman Chambers moved to approve the purchase of seven Surface Pro tablets and accessories in the amount of \$15,743. Terry Clark seconded the motion and the motion carried 6-0.

- IV. EXECUTIVE SESSION – To discuss non-elected personnel in order to protect the privacy interests of the individuals to be discussed. This Executive Session was not necessary.
- V. EXECUTIVE SESSION – For consultation with the College attorney which would be deemed privileged in the attorney-client relationship. This Executive Session was not necessary.
- VI. ADJOURN – Jana Shaver moved that the meeting adjourn. Terry Clark seconded the motion and the motion carried 6-0. The meeting adjourned at 7:42 p.m.

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Beverly Harris  
Board Clerk

Independence Community College is committed to a policy of nondiscrimination on the basis of race, sex, national origin, religion, age, and disability in admissions, educational programs or activities, and employment, all as required by applicable laws and regulations under the Title VI Civil Rights Act of 1964, Title IX regulations of 1972, Section 5 of the Social Rehabilitation Act of 1973, and the Americans With Disabilities Act of 1990.

# Memo

To: Independence Community College Board of Trustees

From: Daniel W. Barwick, PhD  
President

Date: December 13, 2018

Re: Board Policy TRU – 918

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Board Policy provides for two readings of proposed policies prior to inclusion in the Board Policy Manual. The second reading of TRU – 918 Non-Discrimination is proposed as follows:

<b>CODE:</b>	<b>TRU – 918</b>
<b>SUBJECT:</b>	<b>Non-Discrimination</b>
<b>ADOPTED:</b>	<b>December 13, 2018</b>

Applicants for admission and employment, students, parents, employees, sources of referral of applicants for admission and employment and all unions or professional organizations holding negotiated agreements or professional agreements with the institution are hereby notified that this institution does not discriminate on the basis of race, religion, color, national origin, sex, gender identity, sexual orientation, age, tenure, disability or any other factors that cannot be lawfully considered in its programs and activities as required by all applicable laws and regulations, in admission or access to, or treatment or employment in its programs and activities.

# Memo

To: Independence Community College Board of Trustees

From: Daniel W. Barwick, PhD  
President

Date: December 13, 2018

Re: Board Policy TRU – 919

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Board Policy provides for two readings of proposed policies prior to inclusion in the Board Policy Manual. The second reading of TRU – 919 Non-Retaliation is proposed as follows:

<b>CODE:</b>	<b>TRU – 919</b>
<b>SUBJECT:</b>	<b>Non-Retaliation</b>
<b>ADOPTED:</b>	<b>December 13, 2018</b>

ICC policy prohibits retaliation for reporting or inquiring about alleged improper or wrongful activity and will not tolerate any form of retaliation for making a good faith report of potential college-related legal or policy violations. No person shall be adversely affected because they refused to carry out a directive which constitutes fraud or is a violation of local, state, federal or other applicable laws and regulations. Any attempted or actual retaliatory action under this policy will be subject to disciplinary action, up to and including termination of employment.

# Memo

To: Independence Community College Board of Trustees

From: Daniel W. Barwick, PhD  
President

Date: November 8, 2018

Re: Academic Update

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Kara Wheeler will provide an update of the Culinary Art Program and the Art Instructor Search. Jared Wheeler will present an update of Online Classes.



## 2019-20

### Tuition/Fee Proposal Summary

1. A projection of fixed costs was calculated based on an average of the last three years of fixed costs. For 2019-20, the projected fixed cost increase is \$318,008.
2. State statute requires additional publications for increases of the mil by the CPI (Consumer Price Index) of the previous calendar year, which will be 2018. The 2017 Total CPI calculation was 2.1%. The Total CPI as of October 2018 was 2.5%. Based on the 2018 CPI, the projected maximum mil increase, without additional publications, is \$121,300.00 or an additional new or outside revenue stream of \$121,300.00 will be needed.
3. ICC's contract with Great Western allows up to a 6% increase. Last year Great Western increased 2%. The CPI for food is 2.4%. Based on last year's 2% increase, an increase of 2019-20 meals will increase revenue \$27,753.00
4. ICC has not raised Housing rates for several years. Based on other Kansas Community College Rates, ICC has room for an increase and still remain competitive with Room and Board Rates. An increase of \$125 per semester for Captains Quarters and the Bricks during the Fall and Spring term and \$75 per Summers session will increase revenue \$49,800.
5. An increase to Fees of \$3/credit hour and the ICC Now Fee of \$5, results in a net revenue increase of \$70,856.
6. It is recommended that ICC add a \$13/credit hour book rental fee and eliminate the "free textbook with tuition" promotion. This fee would not be charged to high school students, would be charged to courses that use textbooks, and would be covered by any scholarship that includes "textbooks". The estimated net revenue for this fee would be \$54,414

#### Other data:

1. Why was tuition not increased? Total billing credits for 2017-18 were 21,859. Total scholarship credit hours were 15,594. Therefore raising tuition \$1, would gross \$21,859.00 revenue and increase scholarship expenses by \$15,593. Net revenue \$6,265.00



## KANSAS COMMUNITY COLLEGES TUITION AND REQUIRED FEES RATES, AY 17 - 19

Institution	Residency Status	TUITION				REQUIRED FEES				Room and Board-On-campus (AY 2019)
		AY 2017 Tuition per credit hour	AY 2018 Tuition per credit hour	AY 2019 Tuition per credit hour	Two-Year Percent Increase (Decrease)	AY 2017 Required Fees per credit hour	AY 2018 Required Fees per credit hour	AY 2019 Required Fees per credit hour	Two-Year Percent Increase (Decrease)	
ALLEN COMMUNITY COLLEGE	In-District	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$5,070
	Resident	60.00	60.00	60.00	0.0%	35.00	52.00	59.00	68.6%	
	Border state, non-resident	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Non-resident	60.00	60.00	60.00	0.0%	35.00	52.00	59.00	68.6%	
	Online	60.00	60.00	60.00	0.0%	50.00	62.00	64.00	28.0%	
	International	147.00	147.00	60.00	-59.2%	35.00	52.00	59.00	68.6%	
BARTON COMMUNITY COLLEGE	In-District	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$5,561
	Resident	72.00	72.00	74.00	2.8%	32.00	36.00	38.00	18.8%	
	Border state, non-resident	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Non-resident	103.00	72.00	74.00	-28.2%	32.00	36.00	38.00	18.8%	
	Online	150.00	150.00	150.00	0.0%	N/A	N/A	N/A	N/A	
	International	155.00	155.00	157.00	1.3%	32.00	36.00	38.00	18.8%	
BUTLER COMMUNITY COLLEGE	In-District (Butler County)	67.00	67.00	73.00	9.0%	24.00	31.00	33.00	37.5%	\$5,950
	Resident	78.00	78.00	84.00	7.7%	24.00	31.00	33.00	37.5%	
	Border state, non-resident	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Non-resident	138.00	138.00	144.00	4.3%	24.00	31.00	33.00	37.5%	
	Online*	67.00	67.00	73.00	9.0%	24.00	N/A	N/A	N/A	
	International	190.00	183.00	189.00	-0.5%	24.00	31.00	33.00	37.5%	
CLOUD COUNTY COMMUNITY COLLEGE	In-District (Cloud County)	69.00	71.00	71.00	2.9%	30.00	30.00	32.00	6.7%	\$5,900
	Resident	74.00	76.00	78.00	5.4%	30.00	30.00	32.00	6.7%	
	Border state, non-resident	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Non-resident	79.00	79.00	84.00	6.3%	30.00	30.00	32.00	6.7%	
	Online*	69.00	71.00	71.00	2.9%	55.00	55.00	57.00	3.6%	
	International	79.00	79.00	84.00	6.3%	30.00	30.00	32.00	6.7%	
COFFEYVILLE COMMUNITY COLLEGE	In-District	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$6,130
	Resident	35.00	35.00	35.00	0.0%	37.00	37.00	37.00	0.0%	
	Border state, non-resident (contiguous counties in OK, MO )	45.00	45.00	45.00	0.0%	37.00	37.00	37.00	0.0%	
	Non-resident	84.00	84.00	84.00	0.0%	37.00	37.00	37.00	0.0%	
	Online*	35.00	35.00	35.00	0.0%	72.00	72.00	72.00	0.0%	
	International	100.00	100.00	100.00	0.0%	99.00	99.00	99.00	0.0%	
COLBY COMMUNITY COLLEGE	In-District (Thomas County)	65.00	67.00	69.00	6.2%	40.00	43.00	44.00	10.0%	\$5,841
	Resident	70.00	72.00	74.00	5.7%	40.00	43.00	44.00	10.0%	
	Border state, non-resident (CO, NE, MO, OK, TX )	90.00	92.00	94.00	0.0%	40.00	43.00	44.00	10.0%	
	Non-resident	124.00	126.00	128.00	3.2%	40.00	43.00	44.00	10.0%	
	Online	74.00	77.00	83.50	12.8%	40.00	43.00	44.00	10.0%	
	International	150.00	152.00	154.00	2.7%	40.00	43.00	44.00	10.0%	
COWLEY COMMUNITY COLLEGE	In-District (Cowley County)	55.00	55.00	55.00	0.0%	34.00	40.00	45.00	32.4%	\$5,100
	Resident	65.00	65.00	65.00	0.0%	34.00	40.00	45.00	32.4%	
	Border state, non-resident (OK)	75.00	75.00	75.00	0.0%	34.00	40.00	45.00	32.4%	
	Non-resident	112.00	112.00	112.00	0.0%	34.00	40.00	45.00	32.4%	
	Online*	55.00	55.00	55.00	0.0%	59.00	65.00	65.00	10.2%	
	International	159.00	159.00	159.00	0.0%	34.00	40.00	45.00	32.4%	
DODGE CITY COMMUNITY COLLEGE	In-District (Ford County)	30.00	31.00	31.00	3.3%	40.00	40.00	40.00	0.0%	\$6,650
	Resident	47.00	49.00	49.00	4.3%	60.00	60.00	60.00	0.0%	
	Border state, non-resident (MO, CO, NE, NM, TX, OK, AZ, UT)	47.00	49.00	49.00	4.3%	60.00	60.00	60.00	0.0%	
	Non-resident	55.00	57.00	59.00	7.3%	60.00	60.00	62.00	3.3%	
	Online	135.00	135.00	135.00	0.0%	N/A	N/A	N/A	N/A	
	International	60.00	60.00	62.00	3.3%	65.00	65.00	67.00	3.1%	



# KANSAS COMMUNITY COLLEGES TUITION AND REQUIRED FEES RATES, AY 17 - 19

Institution	Residency Status	TUITION				REQUIRED FEES				Room and Board-On-campus (AY 2019)
		AY 2017 Tuition per credit hour	AY 2018 Tuition per credit hour	AY 2019 Tuition per credit hour	Two-Year Percent Increase (Decrease)	AY 2017 Required Fees per credit hour	AY 2018 Required Fees per credit hour	AY 2019 Required Fees per credit hour	Two-Year Percent Increase (Decrease)	
FORT SCOTT COMMUNITY COLLEGE	In-District (Bourbon County)	47.00	47.00	47.00	0.0%	47.00	47.00	49.00	4.3%	\$5,050
	Resident	50.00	50.00	62.00	24.0%	47.00	47.00	49.00	4.3%	
	Border state, non-resident (AR, CO, MO, NE, OK)	78.00	78.00	N/A	N/A	47.00	47.00	N/A	N/A	
	Non-resident	106.00	106.00	62.00	-41.5%	47.00	47.00	49.00	4.3%	
	Online*	47.00	47.00	47.00	0.0%	77.00	77.00	79.00	2.6%	
	International	128.00	128.00	128.00	0.0%	47.00	47.00	49.00	4.3%	
GARDEN CITY COMMUNITY COLLEGE	In-District	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$6,400
	Resident	57.00	61.00	61.00	7.0%	33.00	35.00	47.00	42.4%	
	Border state, non-resident (CO, MO, NE, NM, OK, TX)	71.00	75.00	75.00	5.6%	33.00	35.00	47.00	42.4%	
	Non-resident	76.00	80.00	80.00	5.3%	33.00	35.00	47.00	42.4%	
	Online	116.00	61.00	61.00	-47.4%	31.00	89.00	89.00	187.1%	
	International	94.00	98.00	98.00	4.3%	33.00	35.00	47.00	42.4%	
HIGHLAND COMMUNITY COLLEGE	In-District (Doniphan County)	55.00	56.00	56.00	1.8%	42.00	43.00	45.00	7.1%	\$6,066
	Resident	69.00	70.00	72.00	4.3%	42.00	43.00	45.00	7.1%	
	Border state, non-resident	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Non-resident	69.00	70.00	72.00	4.3%	42.00	43.00	45.00	7.1%	
	Online	78.00	79.00	81.00	3.8%	51.00	52.00	54.00	5.9%	
	International	264.00	265.00	267.00	1.1%	42.00	43.00	45.00	7.1%	
HUTCHINSON COMMUNITY COLLEGE	In-District (Reno County)	74.00	77.00	79.00	6.8%	19.00	19.00	21.00	10.5%	\$5,800
	Resident	84.00	87.00	89.00	6.0%	19.00	19.00	21.00	10.5%	
	Border state, non-resident	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Non-resident	115.00	118.00	120.00	4.3%	19.00	19.00	21.00	10.5%	
	Online*	74.00	77.00	79.00	6.8%	36.00	36.00	38.00	5.6%	
	International	124.00	127.00	129.00	4.0%	29.00	29.00	31.00	6.9%	
INDEPENDENCE COMMUNITY COLLEGE	In-District (Montgomery County)	53.50	54.00	54.00	0.9%	40.00	43.00	45.00	12.5%	\$7,530
	Resident	59.50	60.00	60.00	0.8%	40.00	43.00	45.00	12.5%	
	Border state, non-resident	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Non-resident	99.50	67.00	67.00	-32.7%	40.00	43.00	45.00	12.5%	
	Online*	53.50	54.00	54.00	0.9%	40.00	43.00	45.00	12.5%	
	International	151.00	151.00	151.00	0.0%	40.00	43.00	45.00	12.5%	
JOHNSON COUNTY COMMUNITY COLLEGE	In-District (Johnson County)	77.00	77.00	77.00	0.0%	16.00	16.00	16.00	0.0%	N/A
	Resident	94.00	94.00	94.00	0.0%	16.00	16.00	16.00	0.0%	
	Border state, non-resident (Zip codes 640xx and 641xx)	119.00	119.00	119.00	0.0%	16.00	16.00	16.00	0.0%	
	Non-resident	204.00	204.00	204.00	0.0%	16.00	16.00	16.00	0.0%	
	Online*	77.00	77.00	77.00	0.0%	16.00	16.00	16.00	0.0%	
	International	204.00	204.00	204.00	0.0%	16.00	16.00	16.00	0.0%	
KANSAS CITY KANSAS COMMUNITY COLLEGE	In-District	N/A	N/A	82.00	N/A	N/A	N/A	22.00	N/A	\$4,495
	Resident	86.00	86.00	88.00	2.3%	22.00	22.00	22.00	0.0%	
	Border state, non-resident (5 counties in Missouri)	111.00	111.00	113.00	1.8%	22.00	22.00	22.00	0.0%	
	Non-resident	246.00	246.00	195.00	-20.7%	22.00	22.00	22.00	0.0%	
	Online	86.00	86.00	88.00	2.3%	22.00	22.00	22.00	0.0%	
	International	246.00	246.00	195.00	-20.7%	22.00	22.00	22.00	0.0%	
LABETTE COMMUNITY COLLEGE	In-District	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Resident	49.00	52.00	54.00	10.2%	43.00	46.00	48.00	11.6%	
	Border state, non-resident (AR, MO, OK)	70.00	73.00	75.00	7.1%	43.00	46.00	48.00	11.6%	
	Non-resident	74.00	77.00	79.00	6.8%	43.00	46.00	48.00	11.6%	
	Online*	49.00	52.00	54.00	10.2%	73.00	76.00	78.00	6.8%	
	International	133.00	136.00	138.00	3.8%	43.00	46.00	48.00	11.6%	



## KANSAS COMMUNITY COLLEGES TUITION AND REQUIRED FEES RATES, AY 17 - 19

Institution	Residency Status	TUITION				REQUIRED FEES				Room and Board-On-campus (AY 2019)
		AY 2017 Tuition per credit hour	AY 2018 Tuition per credit hour	AY 2019 Tuition per credit hour	Two-Year Percent Increase (Decrease)	AY 2017 Required Fees per credit hour	AY 2018 Required Fees per credit hour	AY 2019 Required Fees per credit hour	Two-Year Percent Increase (Decrease)	
NEOSHO COUNTY COMMUNITY COLLEGE (Chanute Campus)	In-District (Neosho County)	67.00	70.00	73.00	9.0%	31.00	31.00	31.00	0.0%	\$6,200
	Resident	67.00	70.00	73.00	9.0%	43.00	45.00	45.00	4.7%	
	Border state, non-resident	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Non-resident	67.00	70.00	73.00	9.0%	65.00	67.00	67.00	3.1%	
	Online*	67.00	70.00	73.00	9.0%	56.00	56.00	56.00	0.0%	
	International	140.00	143.00	146.00	4.3%	47.00	49.00	49.00	4.3%	
PRATT COMMUNITY COLLEGE	In-District	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$5,755
	Resident	59.00	61.00	62.00	5.1%	42.00	45.00	47.00	11.9%	
	Border state, non-resident	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Non-resident	68.00	71.00	73.00	7.4%	42.00	45.00	47.00	11.9%	
	Online	106.00	90.00	88.00	-17.0%	41.00	45.00	47.00	14.6%	
	International	80.00	85.00	88.00	10.0%	42.00	45.00	47.00	11.9%	
SEWARD COUNTY COMMUNITY COLLEGE	In-District (Seward County)	55.00	60.00	63.00	14.5%	34.00	34.00	36.00	5.9%	\$5,010
	Resident	59.00	61.00	64.00	8.5%	34.00	34.00	36.00	5.9%	
	Border state, non-resident (CO, MO, NE, NM, OK, TX)	78.00	83.00	86.00	10.3%	34.00	34.00	36.00	5.9%	
	Non-resident	93.00	98.00	101.00	8.6%	34.00	34.00	36.00	5.9%	
	Online	103.00	108.00	111.00	7.8%	34.00	34.00	36.00	5.9%	
	International	93.00	98.00	101.00	8.6%	34.00	34.00	36.00	5.9%	

N/A - Not applicable

\* Institution charges the same tuition for online courses as "face-to-face" courses, based on residency status. Listed tuition reflects the in-district rate, if applicable, and resident rate if not.

Note: This schedule reflects only tuition and required fees, as reported by the institutions to the Kansas Board of Regents. Fees related to specific programs/courses can be accessed at the individual colleges.

Source: Community College Tuition and Fee Survey AY 19 and AY 18



## Tuition and Fees

<b><u>2019-20</u></b>		<b><u>2018-19</u></b>	
<b>Proposed Fall 2019</b>		<b>Effective Fall 2018</b>	
In-District**	Tuition \$54 Academic Fees \$48 Vocational Fees \$68 ICC Innovation Fee \$30 <i>Total \$132-\$152 per credit hour</i>	In-District**	Tuition \$54 Academic Fees \$45 Vocational Fees \$65 ICC Innovation Fee \$30 <i>Total \$129-\$149 per credit hour</i>
Out-of-District	Tuition \$60 Academic Fees \$48 Vocational Fees \$68 ICC Innovation Fee \$30 <i>Total \$138-\$158 per credit hour</i>	Out-of-District	Tuition \$60 Academic Fees \$45 Vocational Fees \$65 ICC Innovation Fee \$30 <i>Total \$135-\$155 per credit hour</i>
Border State Out-Of-State	Tuition \$67 Academic Fees \$48 Vocational Fees \$68 ICC Innovation Fee \$30 <i>Total \$145-\$165 per credit hour</i>	Border State Out-Of-State	Tuition \$67 Academic Fees \$45 Vocational Fees \$65 ICC Innovation Fee \$30 <i>Total \$142-\$162 per credit hour</i>
International	Tuition \$151 Academic Fees \$48 Vocational Fees \$68 ICC Innovation Fee \$30 <i>Total \$229-\$249 per credit hour</i>	International	Tuition \$151 Fees \$45 Vocational Fees \$65 ICC Innovation Fee \$30 <i>Total \$226-\$246 per credit hour</i>
<b>High School Students</b> Tuition based on residency ICC NOW Fee <i>*(No other fees apply)</i>	See Above \$65/credit hour*	<b>High School Students</b> Tuition based on residency ICC NOW Fee <i>*(No other fees apply)</i>	See Above \$60/credit hour*
<b><u>Other Costs &amp; Fees</u></b>		<b><u>Other Costs &amp; Fees</u></b>	
Book Rental Fee	\$13/credit hour	Housing	2450 or 3950/10-month lease
Housing	\$2750 or \$3500/10-month lease	<i>Captain Quarters or Villas</i>	<i>\$1225 or \$1975 per semester</i>
<i>Captain Quarters or Villas</i>	<i>\$1375 or \$1750 per semester</i>	Deposit (non-refundable)	\$200 per academic year
Deposit (non-refundable)	\$200 per academic year	Student Accident Insurance	\$50/term (Fall/Spring)
Student Accident Insurance	\$50/term (Fall/Spring)	Meals	\$1390 per semester
Meals	\$1418 per semester	Summer Housing	\$315 June    \$315 July
Summer Housing	\$400 June    \$400 July	Summer Meals (4 week)	\$620 June    \$620 July
Summer Meals (4 week)	\$620 June    \$620 July	Mid Semester Meals (8 week)	\$695 per semester
Mid Semester Meals (8 week)	\$709 per semester	Intersession/Weekly Meals	\$155 per week
Intersession/Weekly Meals	\$155 per week	Employee Meals	\$3.75 + tax/ Summer:\$3.60/meal
Employee Meals	\$3.85 + tax	Student Athlete Fee	\$50/term (Fall/Spring) \$25/term (Summer)
Student Athlete Fee	\$50/term (Fall/Spring) \$25/term (Summer)		
Payment Plan Fee	\$60 per term	Payment Plan Fee	\$60 per term
Airport Shuttle Fee	\$10 per trip	Airport Shuttle Fee	\$10 per trip
Graduation Fee (assessed upon awarding of degree/certificate)	\$30 per degree or certificate	Graduation Fee (assessed upon awarding of degree/certificate)	\$30 per degree or certificate
Bad Address Fee	\$10 per occurrence	Bad Address Fee	\$10 per occurrence
Denial Notification (Certified Letter)	\$20 per occurrence	Denial Notification (Certified Letter)	\$20 per occurrence
Return Payment Fee	\$30 per occurrence	Return Payment Fee	\$30 per occurrence
Collections Fee	19%	Collections Fee	19%
Administrative Fee	2%	Administrative Fee	2%
Student ID Replacement	\$10 per ID	Student ID Replacement	\$10 per ID

\*\*In District: Students residing in the ICC-tax district  
Independence, Cherryvale,Sycamore, Elk City

\*\*In District: Students residing in the ICC-tax district  
Independence, Cherryvale,Sycamore, Elk City

Approved by Board of Trustees 11/12/2017

Revised approved by Board of Trustees 7/12/2018

# Memo

To: Independence Community College Board of Trustees

From: Daniel W. Barwick, PhD  
President

Date: December 13, 2018

Re: KACCT/COP December Meeting Update

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An update of the quarterly meeting hosted at Independence Community College will be provided by participants.

# 2018-19 PROJECTED MONTHLY CASH FLOW

## INDEPENDENCE COMMUNITY COLLEGE

November 30, 2018

		July	August	September	October	November	December	January	February	March	April	May	June
<b>1. Cash On Hand</b>													
2017-18 ( Bank balances)		\$2,658,950.86	\$1,798,977.41	\$2,077,651.24	\$1,631,999.58	\$1,540,087.74	\$725,128.83	\$427,248.70	\$3,795,447.17	\$2,902,791.50	\$2,950,859.73	\$762,759.72	\$1,148,683.94
2018-19 (Bank Balances) as of 1st day of month		\$2,044,874.96	\$1,789,773.46	\$1,902,904.61	\$1,273,528.42	\$741,398.46	\$741,398.46	\$127,819.87	\$3,465,963.60	\$2,315,157.03	\$2,718,781.15	\$1,728,706.07	\$743,375.12
2018-19 Bank Balances (Bluffstone)													
<b>2. Cash Receipts</b>													
Monthly Cash Deposits							\$349,580.80	\$4,615,917.37	\$159,760.10	\$1,506,026.25	\$119,453.70	\$223,755.64	\$2,686,925.27
<b>3. Total Cash Receipts</b>		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$349,580.80	\$4,615,917.37	\$159,760.10	\$1,506,026.25	\$119,453.70	\$223,755.64	\$2,686,925.27
<b>4. Total Cash Available</b>		\$2,044,874.96	\$1,789,773.46	\$1,902,904.61	\$1,273,528.42	\$741,398.46	\$1,090,979.26	\$4,743,737.24	\$3,625,723.70	\$3,821,183.28	\$2,838,234.85	\$1,952,461.71	\$3,430,300.39
<b>5. Cash Paid Out</b>													
2017-18 Payables							\$189,352.85	\$504,520.44					
2018-19 Payables (Projected for future months)							\$186,239.44	\$687,407.99	\$762,761.28	\$541,252.78	\$479,915.87	\$487,402.62	\$303,682.66
Outstanding Checks							\$76,708.00						
Student Refunds							\$37,099.17	\$26,014.00	\$0.00	\$0.00	\$33,857.93	\$75,016.37	\$57,033.90
Payroll Expenses (Taxes, etc.)							\$663,112.78	\$564,351.65	\$547,805.39	\$561,149.35	\$595,754.98	\$646,667.60	\$574,646.02
Subtotal		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$963,159.39	\$1,277,773.64	\$1,310,566.67	\$1,102,402.13	\$1,109,528.78	\$1,209,086.59	\$935,362.58
<b>6. Total Cash Balance</b>													
End of Month Total Bank Balance		\$2,044,874.96	\$1,789,773.46	\$1,902,904.61	\$1,273,528.42	\$741,398.46	\$127,819.87	\$3,465,963.60	\$2,315,157.03	\$2,718,781.15	\$1,728,706.07	\$743,375.12	\$2,494,937.81
Less Reserve (Based on 8%) Funds 11, 12, 13							\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38
Less Reserve for Enbridge Valuation							\$1,022,043.00	\$1,022,043.00	\$1,022,043.00	\$1,022,043.00	\$1,022,043.00	\$1,022,043.00	\$1,022,043.00
<b>7. Total Unrestricted Available Balance</b>		\$2,044,874.96	\$1,789,773.46	\$1,902,904.61	\$1,273,528.42	\$741,398.46	-\$1,756,645.51	\$1,581,498.22	\$430,691.65	\$834,315.77	-\$155,759.31	-\$1,141,090.26	\$610,472.43

# 2019-20 PROJECTED MONTHLY CASH FLOW

## INDEPENDENCE COMMUNITY COLLEGE

November 30, 2018

		July	August	September	October	November	December	January	February	March	April	May	June
<b><u>1. Cash On Hand</u></b>													
2019-20 (Bank Balances) as of 1st day of month		\$2,494,937.81	\$1,784,977.02	\$2,046,084.59	\$2,466,644.14	\$1,659,159.24	\$939,787.07	\$532,027.18	\$3,987,505.44	\$2,829,036.90	\$3,224,999.05	\$2,227,262.00	\$1,234,269.08
2018-19 Bank Balances (Bluffstone)													
<b><u>2. Cash Receipts</u></b>													
Monthly Cash Deposits		\$201,446.53	\$1,430,857.68	\$1,637,520.91	\$375,095.99	\$346,708.73	\$380,077.00	\$4,640,515.90	\$184,358.63	\$1,530,624.78	\$144,052.23	\$248,354.17	\$2,686,928.27
<b><u>3. Total Cash Receipts</u></b>		\$201,446.53	\$1,430,857.68	\$1,637,520.91	\$375,095.99	\$346,708.73	\$380,077.00	\$4,640,515.90	\$184,358.63	\$1,530,624.78	\$144,052.23	\$248,354.17	\$2,686,928.27
<b><u>4. Total Cash Available</u></b>		\$2,696,384.34	\$3,215,834.70	\$3,683,605.50	\$2,841,740.13	\$2,005,867.97	\$1,319,864.07	\$5,172,543.08	\$4,171,864.07	\$4,359,661.68	\$3,369,051.28	\$2,475,616.17	\$3,921,197.35
<b><u>5. Cash Paid Out</u></b>													
2019-20 Payables (Projected for future months)		\$281,943.67	\$595,910.47	\$279,230.73	\$403,425.17	\$414,103.24	\$112,639.44	\$577,686.49	\$778,036.28	\$556,527.78	\$495,190.87	\$502,677.62	\$271,185.66
Student Refunds		\$27,758.97	\$21,227.48	\$358,899.36	\$219,108.65	\$55,935.45	\$37,099.17	\$26,014.00	\$0.00	\$0.00	\$33,857.93	\$75,016.37	\$57,033.90
Payroll Expenses (Taxes, etc.)		\$601,704.68	\$552,612.16	\$578,831.27	\$560,047.07	\$596,042.21	\$638,098.28	\$581,337.15	\$564,790.89	\$578,134.85	\$612,740.48	\$663,653.10	\$591,631.52
Subtotal		\$911,407.32	\$1,169,750.11	\$1,216,961.36	\$1,182,580.89	\$1,066,080.90	\$787,836.89	\$1,185,037.64	\$1,342,827.17	\$1,134,662.63	\$1,141,789.28	\$1,241,347.09	\$919,851.08
<b><u>6. Total Cash Balance</u></b>													
End of Month Total Bank Balance		\$1,784,977.02	\$2,046,084.59	\$2,466,644.14	\$1,659,159.24	\$939,787.07	\$532,027.18	\$3,987,505.44	\$2,829,036.90	\$3,224,999.05	\$2,227,262.00	\$1,234,269.08	\$3,001,346.27
Less Reserve (Based on 8%) Funds 11, 12, 13		\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38
Less Reserve for Enbridge Valuation		\$1,022,043.00	\$1,022,043.00	\$1,022,043.00	\$1,022,043.00	\$1,022,043.00	\$1,022,043.00	\$1,022,043.00	\$1,022,043.00	\$1,022,043.00	\$1,022,043.00	\$1,022,043.00	\$1,022,043.00
<b><u>8. Total Available Balance</u></b>		-\$99,488.36	\$161,619.21	\$582,178.76	-\$225,306.14	-\$944,678.31	-\$1,352,438.20	\$2,103,040.06	\$944,571.52	\$1,340,533.67	\$342,796.62	-\$650,196.30	\$1,116,880.89



## INDEPENDENCE COMMUNITY COLLEGE

2018-2019

Unaudited

## BudgetSummary-Revenue

For The Month End: 11/30/2018

	2018-19	2018-19	2018-19	Estimated
	Published	Operating	Current YTD	% Budget
	Budget	Budget	Revenue	Recorded
<b>General Fund (11)</b>				
<b>Student Revenue</b>				
Tuition	(\$1,191,212.00)	(\$1,191,212.00)	(\$702,865.00)	59.00%
Fees	(1,768,300.00)	(1,768,300.00)	(861,849.00)	48.74%
	(2,959,512.00)	(2,959,512.00)	(1,564,714.00)	52.87%
<b>Local Income</b>				
Real Estate Distribution	(5,462,550.00)	(5,462,550.00)	(248,680.48)	4.55%
Motor Vehicle	(531,717.00)	(531,717.00)	(262,638.14)	49.39%
Rec Vehicle/Watercraft	(9,311.00)	(9,311.00)	(3,689.80)	39.63%
Delinquent Taxes	(103,260.00)	(103,260.00)	(55,291.96)	53.55%
Other	0.00	0.00	(732.28)	0.00%
	(6,106,838.00)	(6,106,838.00)	(571,032.66)	9.35%
<b>State of Kansas</b>				
State Operating Grant	(1,410,162.00)	(1,410,162.00)	(705,081.00)	50.00%
State Grants and Contracts	0.00	0.00	0.00	0.00%
Technology Grant - other	(16,573.00)	(16,573.00)	0.00	0.00%
	(1,426,735.00)	(1,426,735.00)	(705,081.00)	49.42%
<b>Federal Income</b>				
Indirect Costs	(44,690.00)	(44,690.00)	(12,690.88)	28.40%
<b>Other</b>				
ICC Foundation	(60,000.00)	(60,000.00)	0.00	0.00%
Interest	(3,275.00)	(3,275.00)	(2,641.07)	80.64%
Sales Tax Payable	0.00	0.00	9,061.93	0.00%
Misc.	(20,000.00)	(20,000.00)	(11,109.54)	55.55%
Fees (non-course fees)	(18,465.00)	(18,465.00)	(4,938.48)	26.75%
	(101,740.00)	(101,740.00)	(9,627.16)	9.46%
<b>Transfers, Allowances and Carry-overs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total General Fund</b>	<b>(10,639,515.00)</b>	<b>(10,639,515.00)</b>	<b>(2,863,145.70)</b>	<b>26.91%</b>
<b>Postsecondary Technical Education (12)</b>				
<b>Student Revenue</b>				
Tuition	(346,923.00)	(346,923.00)	(67,596.00)	19.48%
Fees	(267,443.00)	(267,443.00)	(77,026.00)	28.80%
	(614,366.00)	(614,366.00)	(144,622.00)	23.54%
<b>Other</b>				
State of Kansas PTE	(553,446.00)	(553,446.00)	(292,140.00)	52.79%
State of Kansas SB155	(110,775.00)	(110,775.00)	0.00	0.00%
Cosmetology	(26,626.00)	(26,626.00)	(3,905.86)	14.67%
Other	(151,000.00)	(151,000.00)	0.00	0.00%
	(841,847.00)	(841,847.00)	(296,045.86)	35.17%
<b>Transfers, Allowances and Carry-overs</b>				
<b>Total Postsecondary Fund</b>	<b>(1,456,213.00)</b>	<b>(1,456,213.00)</b>	<b>(440,667.86)</b>	<b>30.26%</b>
<b>Adult Education/GED (13)</b>				
Other Income	(15,000.00)	(15,000.00)	0.00	0.00%
Non-mandatory Transfer	0.00	0.00	0.00	0.00%
	(15,000.00)	(15,000.00)	0.00	0.00%
<b>Total Funds, 11, 12, 13</b>	<b>(12,110,728.00)</b>	<b>(12,110,728.00)</b>	<b>(3,303,813.56)</b>	<b>27.28%</b>
<b>Auxiliary</b>				
<b>Bookstore</b>				
Sales	(596,601.00)	(596,601.00)	(92,221.32)	15.46%

Non-mandatory Transfer	(4,361.00)	(4,361.00)	0.00	0.00%
	(600,962.00)	(600,962.00)	(92,221.32)	15.35%
<b>Meals</b>				
Student Sources	(904,000.00)	(904,000.00)	(585,996.00)	64.82%
Other Sources	(13,895.00)	(13,895.00)	(4,434.84)	31.92%
Non-mandatory Transfer				
	(917,895.00)	(917,895.00)	(590,430.84)	64.32%
<b>Dorms</b>				
Student Sources	0.00	0.00	(50,000.00)	0.00%
Student Sources- Dorms/Bluffstone	(760,040.00)	(760,040.00)	(114,725.00)	15.09%
Student Accident Insurance	0.00	0.00	(3,415.00)	0.00%
Non-mandatory Transfer	0.00	0.00	0.00	0.00%
	(760,040.00)	(760,040.00)	(168,140.00)	22.12%
<b>Inge Center/Festival</b>				
Inge Center	(20,000.00)	(20,000.00)	(749.00)	3.75%
Inge Festival	(81,800.00)	(81,800.00)	(7,856.00)	9.60%
Non-Mandatory Transfer	0.00	0.00	0.00	0.00%
	(101,800.00)	(101,800.00)	(8,605.00)	8.45%
<b>Transfers, Allowances and Carry-overs</b>	<b>(4,361.00)</b>	<b>(4,361.00)</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Auxiliary</b>	<b>(2,385,058.00)</b>	<b>(2,385,058.00)</b>	<b>(859,397.16)</b>	<b>36.03%</b>
<b>ICC Foundation</b>				
Scholarship Support	0.00	0.00	(83,515.00)	0.00%
<b>Total ICCFoundation</b>	<b>0.00</b>	<b>0.00</b>	<b>(83,515.00)</b>	<b>0.00%</b>
<b>Plant Funds</b>				
<b>West Main</b>				
Capital Outlay	0.00	0.00	(15,217.43)	0.00%
Foundation Support	0.00	0.00	0.00	0.00%
<b>Total Plant Funds</b>	<b>0.00</b>	<b>0.00</b>	<b>(15,217.43)</b>	<b>0.00%</b>
<b>Federally Funded Programs</b>				
Upward Bound	0.00	0.00	(157,041.87)	0.00%
Student Support Services	0.00	0.00	(102,423.77)	0.00%
Carl Perkins	0.00	0.00	(3,687.70)	0.00%
<b>Total Federally Funded Programs</b>	<b>0.00</b>	<b>0.00</b>	<b>(263,153.34)</b>	<b>0.00%</b>
<b>Total College Operations</b>	<b>(14,495,786.00)</b>	<b>(14,495,786.00)</b>	<b>(4,525,096.49)</b>	<b>31.22%</b>

**INDEPENDENCE COMMUNITY COLLEGE**

**2018-2019**

**Unaudited**

**Budget Summary-Expenditures**

**For Month End:11/30/2018**

	2018-19	2018-19	2018-19	Estimated
	Published	Operating	Current YTD	% Budget
	Budget	Budget	Expenses	Recorded
<b>General Fund (11)</b>				
<b>Academic Instruction</b>				
11-1100 General Instruction	\$292,564.00	\$292,564.00	\$5,384.40	1.84%
11-1140 Online Instruction	29,134.00	29,134.00	207.04	0.71%
11-1141 Health & Wellness	0.00	0.00	10,030.21	0.00%
11-1150 Theatre	234,135.00	234,135.00	85,121.48	36.36%
11-1151 Music	176,197.00	176,197.00	77,850.49	44.18%
11-1152 Foreign Language	0.00	0.00	0.00	0.00%
11-1154 English	232,447.00	232,447.00	139,153.97	59.86%
11-1155 Art	3,000.00	3,000.00	888.12	29.60%
11-1156 Communications/Journalism	72,393.00	72,393.00	38,946.03	53.80%
11-1160 Workforce Development	2,700.00	2,700.00	3,056.23	113.19%
11-1161 Community Education	0.00	0.00	0.00	0.00%
11-1173 Social Sciences	266,271.00	266,271.00	170,468.02	64.02%
11-1174 Physical Science	70,487.00	70,487.00	30,387.03	43.11%
11-1175 Chemistry	83,965.00	83,965.00	29,178.08	34.75%
11-1176 Biology	148,625.00	148,625.00	56,067.55	37.72%
11-1177 Math	191,325.00	191,325.00	76,098.53	39.77%
11-1187 Accounting	60,344.00	60,344.00	26,445.99	43.83%
11-1188 Business	0.00	0.00	4,969.52	0.00%
11-1223 Fab Lab/Entrepreneur	181,889.00	181,889.00	68,165.85	37.48%
Total Academic Instruction	2,045,476.00	2,045,476.00	822,418.54	40.21%
<b>Academic Support</b>				
11-4100 Library	96,445.00	96,445.00	35,480.17	36.79%
11-4200 Academic Affairs	271,579.00	271,579.00	93,740.65	34.52%
11-4210 Online Administration	65,225.00	65,225.00	23,311.03	35.74%
11-4220 ICC West	54,169.00	54,169.00	25,270.86	46.65%
11-4230 Academic Advising	0.00	0.00	0.00	0.00%
11-4240 Online Administration	1,500.00	1,500.00	100.00	6.67%
11-4250 Tutoring	21,530.00	21,530.00	9,949.91	46.21%
Total Academic Support	510,448.00	510,448.00	187,852.62	36.80%
<b>Total Instruction</b>	<b>2,555,924.00</b>	<b>2,555,924.00</b>	<b>1,010,271.16</b>	<b>39.53%</b>

*Postsecondary Technical Education (see detail below)*

**Student Services**

11-5200 Financial Aid	161,202.00	161,202.00	53,661.32	33.29%
11-5300 Admissions	178,922.00	178,922.00	60,668.32	33.91%
11-5310 Navigators	259,647.00	259,647.00	117,215.24	45.14%
11-5400 Registrar	54,079.00	54,079.00	23,278.29	43.04%
11-5500 Athletic Administration	395,730.00	395,730.00	215,163.73	54.37%
11-5510 Football	394,441.00	394,441.00	180,573.16	45.78%
11-5520 Men's Basketball	147,002.00	147,002.00	63,259.77	43.03%
11-5530 Volleyball	97,183.00	97,183.00	49,928.15	51.38%
11-5540 Women's Basketball	128,987.00	128,987.00	51,661.44	40.05%
11-5560 Softball	105,652.00	105,652.00	35,919.09	34.00%
11-5580 Baseball	0.00	0.00	0.00	0.00%
11-5590 Cheer & Dance	99,444.00	99,444.00	46,850.00	47.11%
11-5595 Athletic Training	124,129.00	124,129.00	55,762.99	44.92%
11-5600 ICC NOW	16,726.00	16,726.00	6,168.64	36.88%
11-5700 Student Life	84,132.00	84,132.00	30,938.08	36.77%

Total Student Services	2,247,276.00	2,247,276.00	991,048.22	44.10%
<b>Institutional Support</b>				
11-6000 Board of Trustees	21,025.00	21,025.00	20,416.88	97.11%
11-6100 President's Office	274,495.00	274,495.00	96,092.08	35.01%
11-6110 Human Resources	162,358.00	162,358.00	66,112.51	40.72%
11-6200 Financial Services	286,181.00	286,181.00	129,184.11	45.14%
11-6300 Public Relations - Marketing	151,445.00	151,445.00	47,537.96	31.39%
11-6310 Recruiting-International	4,500.00	4,500.00	2,961.28	65.81%
11-6420 Institutional Research	79,992.00	79,992.00	31,443.50	39.31%
11-6500 Institutional Support	1,778,172.00	1,778,172.00	433,450.05	24.38%
11-6510 Compliance	77,960.00	77,960.00	25,811.00	33.11%
11-6600 Computing Department	386,525.00	386,525.00	138,251.51	35.77%
11-8900 Grant Writing	0.00	0.00	0.00	0.00%
Total Insitutional Support	3,222,653.00	3,222,653.00	991,260.88	30.76%
<b>Scholarships</b>				
11-8100 Scholarships	1,039,941.00	1,039,941.00	543,294.68	52.24%
Total Scholarships	1,039,941.00	1,039,941.00	543,294.68	52.24%
<b>Transfers</b>				
11-9200 Transfers and Carryovers	383,162.00	383,162.00	0.00	0.00%
<b>Operations and Maintenance</b>				
11-7100 Repairs & Maintenance	495,090.00	495,090.00	199,802.09	40.36%
11-7200 Transportation	150,100.00	150,100.00	53,749.37	35.81%
11-7300 Grounds-Security	48,500.00	48,500.00	13,274.25	27.37%
11-7500 Campus Improvements	519,669.00	519,669.00	126,065.39	24.26%
Total Operations and Maintenance	1,213,359.00	1,213,359.00	392,891.10	32.38%
<b>Transfer PTE Indirect Costs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Fund 11 (does not include PTEamount above)</b>	<b>10,662,315.00</b>	<b>10,662,315.00</b>	<b>3,928,766.04</b>	<b>36.85%</b>
<b>Postsecondary Technical Education (12)</b>				
Indirect Costs	0.00	0.00	0.00	0.00%
12-1200 General Instruction	13,766.00	13,766.00	0.00	0.00%
12-1220 Vet Tech	232,207.00	232,207.00	57,147.26	24.61%
12-1221 Culinary	35,095.00	35,095.00	325.00	0.93%
12-1222 Automotive Technology				
12-1268 Engineering	0.00	0.00	0.00	0.00%
12-1272 Administrative Office Management				
12-1273 Cosmetology	183,788.00	183,788.00	71,522.86	38.92%
12-1274 Early Childhood Development	0.00	0.00	11,185.67	0.00%
12-1276 Mid-Management/Economics	0.00	0.00	0.00	0.00%
12-1277 Micro Computers	195,224.00	195,224.00	78,515.16	40.22%
12-1287 EMT	85,023.00	85,023.00	36,542.24	42.98%
12-1288 Allied Health/Long Term Care	74,293.00	74,293.00	33,704.10	45.37%
<b>Total Fund 12</b>	<b>819,396.00</b>	<b>819,396.00</b>	<b>288,942.29</b>	<b>35.26%</b>
<b>Adult Education</b>				
<b>Fund 13</b>				
13-1301 ABE/GED	50,320.00	50,320.00	0.00	0.00%
<b>Total Fund 13</b>	<b>50,320.00</b>	<b>50,320.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Funds 11, 12 and 13</b>	<b>11,532,031.00</b>	<b>11,532,031.00</b>	<b>4,217,708.33</b>	<b>36.57%</b>
<b>Auxiliary</b>				
16-9300 Bookstore	786,488.00	786,488.00	204,391.18	25.99%
16-9500 Dorms	652,760.00	652,760.00	84,387.56	12.93%
17-9500 Dorms-Bluffstone	456,865.00	456,865.00	119,581.36	26.17%
16-9600 Meals	788,501.00	788,501.00	279,345.07	35.43%
34-1100 Inge Center	20,000.00	20,000.00	2,149.35	10.75%
34-1200 Inge Festival	255,714.00	255,714.00	58,416.33	22.84%
48-4800 Technology	54,800.00	54,800.00	0.00	0.00%

48-4800 Student Athlete Fee	25,000.00	25,000.00	0.00	0.00%
<b>Total Auxiliary</b>	<b>3,015,128.00</b>	<b>3,015,128.00</b>	<b>748,270.85</b>	<b>24.82%</b>
<b>Plant Funds</b>				
61-1271 Capital Outlay, Culinary Program	0.00	0.00	0.00	0.00%
61-9900 Capital Outlay, ICC West payment	0.00	0.00	0.00	0.00%
<b>Total Plant Funds</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Foundation</b>				
36-6120 Foundation Expenses	0.00	0.00	22,244.73	0.00%
36-8100 Foundation Scholarships	0.00	0.00	81,722.00	0.00%
<b>Total Foundation</b>	<b>0.00</b>	<b>0.00</b>	<b>103,966.73</b>	<b>0.00%</b>
<b>Federally Funded Programs</b>				
31-8500 Upward Bound	0.00	0.00	127,095.38	0.00%
32-8300 Student Support Services	0.00	0.00	144,684.27	0.00%
39-1269 Carl Perkins	0.00	0.00	0.00	0.00%
<b>Total Federally Funded Programs</b>	<b>0.00</b>	<b>0.00</b>	<b>271,779.65</b>	<b>0.00%</b>
<b>Total College Operations</b>	<b>14,547,159.00</b>	<b>14,547,159.00</b>	<b>5,341,725.56</b>	<b>36.72%</b>

## Independence Community College Account Summary

As of November 30, 2018

<u>Account Number</u>	<u>Account Type</u>	<u>Account Title</u>	<u>Interest Rate</u>	<u>Balance</u>	
xxx213	Checking	Petty Cash	na	\$1,000.00	
xxx248	Checking	Accts Payable	na	\$73,761.77	
xxx264	Checking	Credit Card	na	\$3,268.90	
xxx620	Checking	Federal Funds	na	\$1,000.00	
xxx976	Checking	ICC Payroll	na	\$1.00	
xxx826	Money Market		0.55%	\$63.62	
xxx396	Money Market	Reserve	0.55%	\$662,303.17	
xxx440	Savings	Restricted	0.25%	\$0.00	Closed
				<b>\$741,398.46</b>	

Securities Pledged	Amount	Market Value	Maturity Date
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**\$0.00**

Letters of Credit	Amount	Expiration Date
FHLB #50508	\$3,000,000.00	12/28/18

**\$3,000,000.00**

Guaranty Bonds	Amount	Origination Date
	\$0.00	
	<b>\$0.00</b>	

Total Pledged	<b>\$3,000,000.00</b>
FDIC Insurance	<b>\$250,000.00</b>
Total Coverage	<b>\$3,250,000.00</b>
Overage/Shortage	<b>\$2,508,601.54</b>

## Independence Community College

### Accounts Payable Ending November 30 , 2018

CheckNumber	VendorName	Description	TRXDATE	Amount	Account
0006974	Smith, Joanne	Marketing Support	11/1/2018	\$2,137.50	11-6300-661-000
0006975	Cable One, Inc.	Student Union Cable TV monthly cost	11/1/2018	\$135.85	11-6500-636-000
0006976	Sandbagger Golf Cars	6 replacement golf cart batteries for maintenance/groundskeeper	11/1/2018	\$813.30	11-7300-850-000
0006977	Sound Ideas (Thomas Posch)	Imprinted Wristbands	11/1/2018	\$1,350.00	11-6300-615-000
0006978	Express Services, Inc.	Accounts Receivable Temp Position	11/1/2018	\$755.20	11-6200-646-000
0006979	Heckman & Associates	3.5 hours prepare code footprint update for field house	11/1/2018	\$437.50	11-7100-725-000
0006980	AT&T	Main campus phone/fax service	11/1/2018	\$255.15	11-6500-631-000
0006980	AT&T	Maintenance and Dorms phone/fax service	11/1/2018	\$2,976.07	11-6500-631-000
0006981	Fastenal	case cut gloves; batteries;box cutter	11/1/2018	\$57.82	11-7100-719-000
0006981	Fastenal	24-double a batteries; 24 D Batteries for soap dispensers and clocks	11/1/2018	\$18.82	11-7100-825-000
0006982	Newton's True Value	exterior electrical box cover damaged during lightening storm	11/1/2018	\$16.48	11-7300-649-000
0006983	Firex, Inc	kitchen bi annual wet chemical fire system inspection and repairs	11/1/2018	\$299.50	16-9600-661-000
0006984	Trane U.S., Inc.	fine arts condensor fan repair	11/1/2018	\$1,797.75	11-7100-824-000
0006985	Indy Print Services	Okay to Pay Stamps/ other misc office supplies	11/1/2018	\$236.73	11-4220-701-000
0006985	Indy Print Services	Black and Color Clicks	11/1/2018	\$2,594.59	11-6500-646-000
0006985	Indy Print Services	Managed services monthly fee	11/1/2018	\$1,500.00	11-6500-646-000
0006986	O'Reilly Auto Parts	replace key with toggle switch (key broke/no replacement)	11/1/2018	\$8.99	11-7100-708-000
0006986	O'Reilly Auto Parts	3 fuel filters for mowers	11/1/2018	\$14.67	11-7300-850-000
0006986	O'Reilly Auto Parts	3 fuel filters for mowers	11/1/2018	\$1.04	11-7300-850-000
0006987	Kopco, Inc.	2018 Football media guide	11/1/2018	\$480.00	11-6300-615-000
0006987	Kopco, Inc.	Recruitment Flyer	11/1/2018	\$70.00	11-6300-615-000
0006988	Atmos Energy	Admissions Bldg monthly gas bill	11/1/2018	\$103.90	11-6500-633-000
0006988	Atmos Energy	ICC West monthly gas bill	11/1/2018	\$162.10	11-6500-633-000
0006989	Agosto, Carrie	STEM camp Oct contract Agosto	11/1/2018	\$320.00	37-1223-661-002
0006990	Charter, Shelly L.	Contract Charter Oct STEM	11/1/2018	\$150.00	37-1223-661-002
0006991	Hugo's Industrial Supply, Inc	Netflix Merchandise Account - resale items	11/1/2018	\$706.74	11-7100-708-000
0006991	Hugo's Industrial Supply, Inc	Netflix Merchandise Account - resale items	11/1/2018	\$636.54	11-7100-708-000
0006992	Westar Energy	ICC West monthly electricity bill	11/1/2018	\$2,060.92	11-6500-635-000
0006992	Westar Energy	ICC West Sign monthly cost	11/1/2018	\$66.45	11-6500-635-000
0006993	Locke Supply Co.	flexible return duct material for ICC West Cosmetology	11/1/2018	\$160.80	11-7100-649-000
0006993	Locke Supply Co.	flexible return duct material for ICC West Cosmetology	11/1/2018	\$265.59	11-7100-725-000
0006993	Locke Supply Co.	flexible return duct material for ICC West Cosmetology	11/1/2018	\$206.57	11-7500-820-000
0006993	Locke Supply Co.	flexible return duct material for ICC West Cosmetology	11/1/2018	\$430.08	11-7500-820-000

0006993	Locke Supply Co.	flexible return duct material for ICC West Cosmetology	11/1/2018	\$136.81 11-7500-820-000
0006994	Lee's Cooling & Heating, Inc.	ICC West RTU #2 check, reset fues on transformer	11/1/2018	\$75.00 11-7100-824-000
0006994	Lee's Cooling & Heating, Inc.	ICC West RTU #2 check, reset fues on transformer	11/1/2018	\$710.75 11-7100-824-000
0006994	Lee's Cooling & Heating, Inc.	ICC West RTU #2 check, reset fues on transformer	11/1/2018	\$616.11 11-7100-824-000
0006995	MV Sport	Invoice50732650;replacesPO3805	11/1/2018	\$360.99 16-9300-742-000
0006996	Ane Maes Coffee And Sandwich Shop	STEM camp Oct 2018 lunch	11/1/2018	\$358.30 37-1223-602-002
0006997	Shanks Oil Company LLC	521 gallons unleaded fuel; 96.6 gallons ethanol free fuel	11/1/2018	\$1,561.36 11-7200-721-000
0006997	Shanks Oil Company LLC	37 gallons ethanol free; 58.5 gallons regular unleaded	11/1/2018	\$1,583.07 11-7200-721-000
0006998	Great Western Dining Service , Inc.	SF2018 - Dinner / Dance	11/1/2018	\$416.88 31-8501-600-000
0006999	Henderson, Jim	Reimbursement for Choir Costume	11/1/2018	\$38.63 11-1151-696-000
0007000	ICC Student	Student Financial Aid Refund	11/1/2018	\$368.31 11-0000-203-000
0007001	ICC Student	Student Financial Aid Refund	11/1/2018	\$63.00 11-0000-203-000
0007002	ICC Student	Student Financial Aid Refund	11/1/2018	\$129.60 11-0000-203-000
0007003	ICC Student	Student Financial Aid Refund	11/1/2018	\$180.00 11-0000-203-000
0007004	ICC Student	Student Financial Aid Refund	11/1/2018	\$201.00 11-0000-203-000
0007005	ICC Student	Student Financial Aid Refund	11/1/2018	\$426.00 11-0000-203-000
0007006	ICC Student	Student Financial Aid Refund	11/1/2018	\$500.00 11-0000-203-000
0007007	ICC Student	Student Financial Aid Refund	11/1/2018	\$1,601.14 11-0000-203-000
0007008	ICC Student	Student Financial Aid Refund	11/1/2018	\$310.76 11-0000-203-000
0007009	ICC Student	Student Financial Aid Refund	11/1/2018	\$226.17 11-0000-203-000
0007010	ICC Student	Student Financial Aid Refund	11/1/2018	\$360.50 11-0000-203-000
0007011	ICC Student	Student Financial Aid Refund	11/1/2018	\$266.00 11-0000-203-000
0007012	ICC Student Housing	ICC Student	11/1/2018	\$903.00 11-0000-203-000
0007012	ICC Student Housing	ICC Student	11/1/2018	\$121.50 11-0000-203-000
0007012	ICC Student Housing	ICC Student	11/1/2018	\$69.00 11-0000-203-000
0007013	Bluffstone: The Villas at Independence LLC	ICC Student	11/1/2018	\$990.00 11-0000-203-000
0007013	Bluffstone: The Villas at Independence LLC	ICC Student	11/1/2018	\$780.00 11-0000-203-000
0007013	Bluffstone: The Villas at Independence LLC	ICC Student	11/1/2018	\$1,005.00 11-0000-203-000
0007013	Bluffstone: The Villas at Independence LLC	ICC Student	11/1/2018	\$290.00 11-0000-203-000
0007014	ICC Student	Student Financial Aid Refund	11/1/2018	\$1,667.00 11-0000-203-000
0007015	Grayson College	WBB - fee to assist w/ officials cost	11/2/2018	\$200.00 11-5540-606-000
0007016	Pepsi Bottling Group, LLC	Pop for Concession Stand	11/6/2018	\$350.30 71-5500-285-002
0007017	Montgomery County Sheriff	3- Reserve officers security for 9/22/2018 football game	11/6/2018	\$270.00 11-7300-724-000
0007017	Montgomery County Sheriff	4-Reserve officers 9/15/2018 Football Game	11/6/2018	\$360.00 11-7300-724-000
0007018	Hibu, Inc.	Yellow Pages	11/6/2018	\$63.53 11-6300-615-000
0007020	Kryterion, Inc.	Testing fees for nine C.N.A. students - July Testing	11/6/2018	\$162.00 71-1288-285-001
0007021	INTERNAL REVENUE SERVICE	941X duplicate form fee for the IRS	11/6/2018	\$50.00 99-0000-597-000



0007022	ICC Student	Student Financial Aid Refund	11/6/2018	\$568.95 11-0000-203-000
0007023	ICC Student	Student Financial Aid Refund	11/6/2018	\$84.00 11-0000-203-000
0007024	ICC Student	Student Financial Aid Refund	11/6/2018	\$1,022.72 11-0000-203-000
0007025	ICC Student	Student Financial Aid Refund	11/6/2018	\$338.66 11-0000-203-000
0007026	ICC Student	Student Financial Aid Refund	11/6/2018	\$3,204.54 11-0000-203-000
0007027	ICC Student	Student Financial Aid Refund	11/6/2018	\$383.38 11-0000-203-000
0007028	ICC Student	Student Financial Aid Refund	11/6/2018	\$1,091.00 11-0000-203-000
0007029	ICC Student	Student Financial Aid Refund	11/6/2018	\$753.05 11-0000-203-000
0007030	ICC Student	Student Financial Aid Refund	11/6/2018	\$628.87 11-0000-203-000
0007031	ICC Student	Student Financial Aid Refund	11/6/2018	\$1,099.12 11-0000-203-000
0007032	ICC Student	Student Financial Aid Refund	11/6/2018	\$40.00 11-0000-203-000
0007033	ICC Student	Student Financial Aid Refund	11/6/2018	\$41.00 11-0000-203-000
0007034	ICC Student	Student Financial Aid Refund	11/6/2018	\$847.17 11-0000-203-000
0007035	ICC Student	Student Financial Aid Refund	11/6/2018	\$706.14 11-0000-203-000
0007036	ICC Student	Student Financial Aid Refund	11/6/2018	\$1,313.97 11-0000-203-000
0007037	ICC Student	Student Financial Aid Refund	11/6/2018	\$554.00 11-0000-203-000
0007038	ICC Student	Student Financial Aid Refund	11/6/2018	\$600.02 11-0000-203-000
0007039	ICC Student	Student Financial Aid Refund	11/6/2018	\$1,073.00 11-0000-203-000
0007040	ICC Student	Student Financial Aid Refund	11/6/2018	\$180.00 11-0000-203-000
0007041	ICC Student	Student Financial Aid Refund	11/6/2018	\$279.13 11-0000-203-000
0007042	ICC Student	Student Financial Aid Refund	11/6/2018	\$216.00 11-0000-203-000
0007043	ICC Student	Student Financial Aid Refund	11/6/2018	\$706.00 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$533.00 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$1,225.00 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$1,425.00 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$1,257.14 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$932.17 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$515.00 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$683.00 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$1,226.88 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$1,755.37 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$858.00 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$1,116.03 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$1,225.00 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$1,425.00 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$436.00 11-0000-203-000
0007044	ICC Student Housing	ICC Student	11/6/2018	\$752.00 11-0000-203-000

0007045	Bluffstone: The Villas at Independence LLC	ICC Student	11/6/2018	\$81.41 11-0000-203-000
0007045	Bluffstone: The Villas at Independence LLC	ICC Student	11/6/2018	\$1,758.00 11-0000-203-000
0007045	Bluffstone: The Villas at Independence LLC	ICC Student	11/6/2018	\$1,025.86 11-0000-203-000
0007045	Bluffstone: The Villas at Independence LLC	ICC Student	11/6/2018	\$1,975.00 11-0000-203-000
0007045	Bluffstone: The Villas at Independence LLC	ICC Student	11/6/2018	\$1,789.00 11-0000-203-000
0007045	Bluffstone: The Villas at Independence LLC	ICC Student	11/6/2018	\$1,275.00 11-0000-203-000
0007045	Bluffstone: The Villas at Independence LLC	ICC Student	11/6/2018	\$997.14 11-0000-203-000
0007045	Bluffstone: The Villas at Independence LLC	ICC Student	11/6/2018	\$902.00 11-0000-203-000
0007045	Bluffstone: The Villas at Independence LLC	ICC Student	11/6/2018	\$2,117.97 11-0000-203-000
0007046	Ortiz, Julianne	Volleyball - line judge for Butler, Dodge & Pratt	11/8/2018	\$105.00 11-5530-601-000
0007047	Albanese Confectionery Group	Candy for Resale	11/8/2018	\$182.05 16-9300-740-000
0007048	City Of Independence	admin building water/sewer monthly cost	11/8/2018	\$119.14 11-6500-632-000
0007048	City Of Independence	cessna bldg water/sewer monthly cost	11/8/2018	\$94.04 11-6500-632-000
0007048	City Of Independence	ICC West Water monthly cost	11/8/2018	\$146.00 11-6500-632-000
0007048	City Of Independence	main campus sewer/water monthly cost	11/8/2018	\$2,282.20 11-6500-632-000
0007048	City Of Independence	practice field water/sewer monthly cost	11/8/2018	\$21.54 11-6500-632-000
0007048	City Of Independence	practice field 2 water/sewer monthly cost	11/8/2018	\$21.55 11-6500-632-000
0007048	City Of Independence	ICC West Trash monthly cost	11/8/2018	\$200.00 11-6500-679-000
0007049	Studebaker Refrigeration, Inc	Ice Machine- N and S end Gym monthly rent	11/8/2018	\$150.00 11-6500-646-000
0007049	Studebaker Refrigeration, Inc	Ice Machine Kitchen monthly rent	11/8/2018	\$150.00 16-9600-643-000
0007050	CPR Pest Management, Inc	Pest control student union cafeteria	11/8/2018	\$195.00 16-9600-661-000
0007051	CI Sport	Beanie Stocking Caps for Resale	11/8/2018	\$412.06 16-9300-740-000
0007051	CI Sport	Beanie Stocking Caps for Resale	11/8/2018	\$318.80 16-9300-742-000
0007051	CI Sport	Beanie Stocking Caps for Resale	11/8/2018	\$1,748.88 16-9300-742-000
0007052	Jarred, Gilmore & Phillips, PA	Annual Audit	11/8/2018	\$12,500.00 11-6200-663-000
0007053	Express Services, Inc.	Accounts Receivable Temp Position	11/8/2018	\$755.20 11-6200-646-000
0007054	Toyota Financial Services	Fleet vehicle monthly rent	11/8/2018	\$363.95 11-7200-645-000
0007054	Toyota Financial Services	Fleet vehicle monthly rent	11/8/2018	\$621.76 11-7200-645-000
0007055	Master's Leasing & Rentals	32 Passenger Bus	11/8/2018	\$1,794.00 11-7200-645-000
0007056	Unitas Global Kansas City, Inc	Unitas Global Backups	11/8/2018	\$2,416.21 11-6600-646-000
0007057	Montgomery County Sheriff	3- Reserve officers security for 9/22/2018 football game	11/8/2018	\$450.00 11-7300-724-000
0007058	Williams, Malinda	STEM camp Oct contract Williams	11/8/2018	\$240.00 37-1223-661-002
0007059	Hugo's Industrial Supply, Inc	Netflix Merchandise Account - shipping/handling for sale items	11/8/2018	\$29.44 16-9300-742-001
0007060	Independence Daily Reporter	Neewollah Section	11/8/2018	\$199.00 11-6300-615-000
0007060	Independence Daily Reporter	PigSkin pick 10 football	11/8/2018	\$25.00 11-6300-615-000
0007060	Independence Daily Reporter	PigSkin pick 10 football	11/8/2018	\$25.00 11-6300-615-000
0007060	Independence Daily Reporter	PigSkin pick 10 football	11/8/2018	\$25.00 11-6300-615-000

0007060	Independence Daily Reporter	PigSkin pick 10 football	11/8/2018	\$25.00 11-6300-615-000
0007060	Independence Daily Reporter	Volleyball Sig page	11/8/2018	\$25.00 11-6300-615-000
0007061	Nelnet	Nelnet monthly maintenance fee	11/8/2018	\$779.55 11-6500-695-000
0007062	Westar Energy	Cessna Bldg monthly elecricity bill	11/8/2018	\$901.35 11-6500-635-000
0007063	Decker Construction	Decker payment/Building construction through Sept 30	11/8/2018	\$94,882.98 37-1223-820-001
0007064	Republic Services #376	Admin Fee and Fuel	11/8/2018	\$597.78 11-6500-679-000
0007064	Republic Services #376	Sanitation Services- Fine Arts	11/8/2018	\$111.03 11-6500-679-000
0007064	Republic Services #376	Sanitation Services S. of Main	11/8/2018	\$222.12 11-6500-679-000
0007064	Republic Services #376	Sanitatio Services Cessna bl	11/8/2018	\$333.15 11-6500-679-000
0007064	Republic Services #376	Sanitation Services Dorms	11/8/2018	\$111.03 16-9500-679-000
0007064	Republic Services #376	Sanitation Services- Dorms	11/8/2018	\$612.85 16-9500-679-000
0007064	Republic Services #376	Sanitation Services- Cafeteria	11/8/2018	\$444.19 16-9600-679-000
0007065	Woods Lumber of Independence, Ks. INC	Woods Lumber - Parts for new Fab Lab	11/8/2018	\$10.17 11-6600-850-000
0007065	Woods Lumber of Independence, Ks. INC	Woods Lumber - Parts for new Fab Lab	11/8/2018	\$44.76 11-6600-850-000
0007065	Woods Lumber of Independence, Ks. INC	Woods Lumber - Parts for new Fab Lab	11/8/2018	\$24.98 11-6600-850-000
0007065	Woods Lumber of Independence, Ks. INC	Woods Lumber - Parts for new Fab Lab	11/8/2018	\$5.06 11-6600-850-000
0007066	Xerox Corporation	Monthly Copy Machine Rent	11/8/2018	\$199.65 11-6500-646-000
0007066	Xerox Corporation	Monthly Copy Machine Rent	11/8/2018	\$232.45 11-6500-646-000
0007066	Xerox Corporation	Monthly Copy Machine Rent	11/8/2018	\$319.78 11-6500-646-000
0007066	Xerox Corporation	Monthly Copy Machine Rent	11/8/2018	\$247.53 11-6500-646-000
0007066	Xerox Corporation	Monthly Copy Machine Rent	11/8/2018	\$190.35 11-6500-646-000
0007066	Xerox Corporation	Monthly Copy Machine Rent	11/8/2018	\$285.08 11-6500-646-000
0007066	Xerox Corporation	Monthly Copy Machine Rent	11/8/2018	\$246.95 11-6500-646-000
0007066	Xerox Corporation	Monthly Copy Machine Rent	11/8/2018	\$38.96 11-6500-646-000
0007066	Xerox Corporation	Monthly Copy Machine Rent	11/8/2018	\$1,164.48 11-6500-646-000
0007067	Great Western Dining Service , Inc.	Athletic Dept. - concession stand supplies (popcorn)	11/8/2018	\$35.00 71-5500-285-002
0007070	Tunstall, Melissa Rae	Volleyball - line judge for Indy vs. Pratt	11/8/2018	\$35.00 11-5530-601-000
0007071	Ojeda, Steward David	Volleyball - line judge for Butler and Dodge	11/8/2018	\$70.00 11-5530-601-000
0007072	Bluffstone: The Villas at Independence LLC	ICC Student	11/12/2018	\$990.00 11-0000-203-000
0007073	Magnolia Health & Home	UB Fundraiser (1/2 of \$3538.00)	11/12/2018	\$1,769.00 71-8500-285-000
0007074	Cable One, Inc.	ICC West Cable TV monthly cost	11/14/2018	\$200.37 11-6500-636-000
0007075	PCMG, INC.	smart buy quick release	11/14/2018	\$15,743.00 11-6600-850-000
0007076	Express Services, Inc.	Accounts Receivable Temp Position	11/14/2018	\$755.20 11-6200-646-000
0007077	TouchTone Communications	phone services	11/14/2018	\$106.60 11-6500-631-000
0007078	Newton's True Value	flex shot, flex glue and flex tape to repair roof flashings at ICC West	11/14/2018	\$41.97 11-7100-825-000
0007078	Newton's True Value	flex shot, flex glue and flex tape to repair roof flashings at ICC West	11/14/2018	\$89.94 11-7200-647-000
0007079	IMA Insurance, Inc	comm. auto. 6 of 8 monthly insurance installment	11/14/2018	\$2,738.74 11-6500-622-000

0007079	IMA Insurance, Inc	comm. pkg. 6 of 8 monthly insurance installment	11/14/2018	\$825.38 11-6500-622-000
0007079	IMA Insurance, Inc	comm. umbrella excess 6 of 8 monthly insurance installment	11/14/2018	\$312.68 11-6500-622-000
0007079	IMA Insurance, Inc	edu. legal. liab. 6 of 8	11/14/2018	\$928.12 11-6500-622-000
0007080	D & A Electrical Systems LLC	Oct, Nov, Dec Fire Alarm monitoring Admin, CLC and Student Union	11/14/2018	\$283.50 11-7100-661-000
0007081	Ellucian Company, L.P.	managed services ending Decemb	11/14/2018	\$4,058.00 11-6600-646-000
0007082	Farmer Bros. Co.	Product for Cappicino machine	11/14/2018	\$215.73 16-9300-740-000
0007083	Emert Chub Reynolds, LLC	legal Services for october	11/14/2018	\$1,027.25 11-6000-662-000
0007084	Fedex	Shipping charges	11/14/2018	\$27.00 11-6500-611-000
0007085	Montgomery County Action Council	MCAC 4th Quarter Board Mtg	11/14/2018	\$25.00 11-4220-626-000
0007086	Dissinger Reed, LLC	Student Accident Insurance	11/14/2018	\$700.00 11-5500-622-000
0007086	Dissinger Reed, LLC	Student Accident Insurance	11/14/2018	\$15,300.00 71-5700-285-002
0007087	Houck, Michael J.	8 golf cart tires purchased from Individual (Baxter Springs)	11/14/2018	\$40.00 11-7300-850-000
0007087	Houck, Michael J.	set of 4 golf cart replacement tires for groundskeeper	11/14/2018	\$40.00 11-7300-850-000
0007088	Potter Manufacturing Company	Window Decals for Resale	11/14/2018	\$302.52 16-9300-740-000
0007089	Twister Design Company	Logo Cutting Boards for Resale	11/14/2018	\$78.00 16-9300-740-000
0007090	Hugo's Industrial Supply, Inc	lg trash;med trash;4-soap;4-urinal screen;2-porko scrub	11/14/2018	\$345.34 11-7100-708-000
0007090	Hugo's Industrial Supply, Inc	lg trash;small trash; 4-soap;4-urinal screen;2 porko scrub pads	11/14/2018	\$335.85 11-7100-708-000
0007090	Hugo's Industrial Supply, Inc	Netflix Merchandise Account - shipping/handling for sale items	11/14/2018	\$965.67 11-7100-708-000
0007090	Hugo's Industrial Supply, Inc	Netflix Merchandise Account - shipping/handling for sale items	11/14/2018	\$646.32 11-7100-708-000
0007091	Westar Energy	4000 Rd monthly electicity bill	11/14/2018	\$87.72 11-6500-635-000
0007091	Westar Energy	Main Campus monthly electricity bill	11/14/2018	\$10,166.62 11-6500-635-000
0007091	Westar Energy	Brick A monthly electricity bill	11/14/2018	\$188.45 16-9500-635-000
0007091	Westar Energy	Brick B monthly electricity bill	11/14/2018	\$182.45 16-9500-635-000
0007091	Westar Energy	Brick C monthly electricity bill	11/14/2018	\$137.95 16-9500-635-000
0007091	Westar Energy	Brick D monthly electricity bill	11/14/2018	\$118.36 16-9500-635-000
0007091	Westar Energy	Captains Quarters monthly electricity bill	11/14/2018	\$3,833.94 16-9500-635-000
0007092	Locke Supply Co.	flexible return duct material for ICC West Cosmetology	11/14/2018	\$114.12 11-7100-824-000
0007092	Locke Supply Co.	2 ADA Lavatory Faucets Academic Building	11/14/2018	\$61.10 11-7500-820-000
0007093	Pitney Bowes	purchase power	11/14/2018	\$1,340.10 11-6500-646-000
0007094	Quality Automotive of Independence/Toyota	replace 1-trailer tire due to blowout	11/14/2018	\$56.70 11-7200-647-000
0007095	Shanks Oil Company LLC	68.1 gallons ethanol free fuel	11/14/2018	\$195.38 11-7200-721-000
0007096	Woods Lumber of Independence, Ks. INC	10"landscape spikes to re0secure speed bumps maintenance lot	11/14/2018	\$20.00 11-7300-649-000
0007096	Woods Lumber of Independence, Ks. INC	10"landscape spikes to re0secure speed bumps maintenance lot	11/14/2018	\$17.90 11-7300-649-000
0007097	Petrucka, Page	Mileage Reimbursement	11/14/2018	\$30.24 11-1150-601-000
0007099	Smith, Joanne	Marketing Support	11/15/2018	\$1,225.00 11-6300-661-000
0007100	ICC Student	UB student stipend	11/29/2018	\$85.00 31-8502-540-000
0007101	ICC Student	UB student stipend	11/29/2018	\$115.00 31-8502-540-000

0007102	ICC Student	UB Student Stipend	11/29/2018	\$90.00 31-8502-540-000
0007103	ICC Student	UB Student Stipend	11/29/2018	\$20.00 31-8502-540-000
0007104	ICC Student	UB Student Stipend	11/29/2018	\$5.00 31-8502-540-000
0007105	ICC Student	UB student stipend	11/29/2018	\$110.00 31-8502-540-000
0007106	ICC Student	UB student stipend	11/29/2018	\$110.00 31-8502-540-000
0007107	ICC Student	UB student stipend	11/29/2018	\$79.00 31-8502-540-000
0007108	ICC Student	UB Student Stipend	11/29/2018	\$85.00 31-8502-540-000
0007109	ICC Student	UB student stipend	11/29/2018	\$115.00 31-8502-540-000
0007110	ICC Student	UB student stipend	11/29/2018	\$55.00 31-8502-540-000
0007111	ICC Student	UB Student Stipend	11/29/2018	\$120.00 31-8502-540-000
0007112	ICC Student	UB student stipend	11/29/2018	\$120.00 31-8502-540-000
0007113	ICC Student	UB Student Stipend	11/29/2018	\$45.00 31-8502-540-000
0007114	ICC Student	UB Student Stipend	11/29/2018	\$115.00 31-8502-540-000
0007115	ICC Student	UB student stipend	11/29/2018	\$10.00 31-8502-540-000
0007116	ICC Student	UB student stipend	11/29/2018	\$60.00 31-8502-540-000
0007117	ICC Student	UB student stipend	11/29/2018	\$110.00 31-8502-540-000
0007118	ICC Student	UB Student Stipend	11/29/2018	\$20.00 31-8502-540-000
0007119	ICC Student	UB Student Stipend	11/29/2018	\$55.00 31-8502-540-000
0007120	ICC Student	UB Student Stipend	11/29/2018	\$80.00 31-8502-540-000
0007121	ICC Student	UB Student Stipend	11/29/2018	\$45.00 31-8502-540-000
0007122	ICC Student	UB student stipend	11/29/2018	\$120.00 31-8502-540-000
0007123	ICC Student	UB student stipend	11/29/2018	\$110.00 31-8502-540-000
0007124	ICC Student	UB student stipend	11/29/2018	\$120.00 31-8502-540-000
0007125	ICC Student	UB Student Stipend	11/29/2018	\$115.00 31-8502-540-000
0007126	ICC Student	UB student stipend	11/29/2018	\$119.00 31-8502-540-000
0007127	ICC Student	UB student stipend	11/29/2018	\$60.00 31-8502-540-000
0007128	ICC Student	UB student stipend	11/29/2018	\$55.00 31-8502-540-000
0007129	ICC Student	UB student stipend	11/29/2018	\$110.00 31-8502-540-000
0007130	ICC Student	UB Student Stipend	11/29/2018	\$120.00 31-8502-540-000
0007131	ICC Student	UB Student Stipend	11/29/2018	\$70.00 31-8502-540-000
0007132	ICC Student	UB Student Stipend	11/29/2018	\$120.00 31-8502-540-000
0007133	ICC Student	UB Student Stipend	11/29/2018	\$120.00 31-8502-540-000
0007134	ICC Student	UB Student Stipend	11/29/2018	\$75.00 31-8502-540-000
0007135	ICC Student	UB student stipend	11/29/2018	\$119.00 31-8502-540-000
0007136	ICC Student	UB Student Stipend	11/29/2018	\$120.00 31-8502-540-000
0007137	ICC Student	UB student stipend	11/29/2018	\$20.00 31-8502-540-000
0007138	ICC Student	UB Student Stipend	11/29/2018	\$114.00 31-8502-540-000

0007139	ICC Student	UB student stipend	11/29/2018	\$85.00 31-8502-540-000
0007140	ICC Student	UB student stipend	11/29/2018	\$35.00 31-8502-540-000
0007141	ICC Student	UB student stipend	11/29/2018	\$105.00 31-8502-540-000
0007142	ICC Student	UB Student Stipend	11/29/2018	\$119.00 31-8502-540-000
0007143	ICC Student	UB Student Stipend	11/29/2018	\$35.00 31-8502-540-000
0007144	ICC Student	UB Student Stipend	11/29/2018	\$35.00 31-8502-540-000
0007145	ICC Student	UB student stipend	11/29/2018	\$35.00 31-8502-540-000
0007146	ICC Student	UB student stipend	11/29/2018	\$15.00 31-8502-540-000
0007147	INDEPENDENCE COMMUNITY COLLEGE	UB Stipend Repayment	11/29/2018	\$95.00 31-8502-540-000
0007148	ICC Student	UB Student Stipends	11/29/2018	\$45.00 31-8502-540-000
0007149	ICC Student	UB Student Stipends	11/29/2018	\$110.00 31-8502-540-000
0007150	ICC Student	UB student stipend	11/29/2018	\$45.00 31-8502-540-000
0007151	Smith, Joanne	Marketing Support	11/29/2018	\$1,025.00 11-6300-661-000
0007151	Smith, Joanne	Quarterly pay Verison project Management	11/29/2018	\$3,950.00 37-1223-661-002
0007152	Cable One, Inc.	ICC West Internet monthly cost	11/29/2018	\$900.00 11-6500-636-000
0007152	Cable One, Inc.	main campus internet monthly cost	11/29/2018	\$2,250.00 11-6500-636-000
0007152	Cable One, Inc.	Student Union- Cable TV monthly cost	11/29/2018	\$135.85 11-6500-636-000
0007153	Toyota Financial Services	Fleet vehicle monthly rent	11/29/2018	\$528.69 11-7200-645-000
0007153	Toyota Financial Services	Fleet vehicle monthly rent	11/29/2018	\$375.89 11-7200-645-000
0007153	Toyota Financial Services	Fleet vehicle monthly rent	11/29/2018	\$543.00 11-7200-645-000
0007153	Toyota Financial Services	Fleet vehicle monthly rent	11/29/2018	\$543.00 11-7200-645-000
0007154	Security Equipment Supply, Inc	Equipment to go with RFID	11/29/2018	\$549.64 71-1223-285-000
0007155	Atmos Energy	academic bldg monthly gas bill	11/29/2018	\$1,173.22 11-6500-633-000
0007155	Atmos Energy	admissions monthly gas bill	11/29/2018	\$205.50 11-6500-633-000
0007155	Atmos Energy	Cessna Bldg monthly gas bill	11/29/2018	\$128.90 11-6500-633-000
0007155	Atmos Energy	field house monthly gas bill	11/29/2018	\$774.67 11-6500-633-000
0007155	Atmos Energy	fine arts bldg monthly gas bill	11/29/2018	\$690.90 11-6500-633-000
0007155	Atmos Energy	maintenance bldg monthly gas bill	11/29/2018	\$82.86 11-6500-633-000
0007155	Atmos Energy	student union bldg monthly gas bill	11/29/2018	\$808.83 11-6500-633-000
0007156	KJCCC	Athletic Dept. - Basketball officials	11/29/2018	\$14,007.00 11-5500-626-000
0007157	Mont Co Treasurer	registration for Dr. Barwick Lease Car	11/29/2018	\$566.09 11-7200-645-000
0007160	INDEPENDENCE COMMUNITY COLLEGE	Tutor Salary August	11/29/2018	\$272.00 32-8304-545-000
0007160	INDEPENDENCE COMMUNITY COLLEGE	Tutor Salary for October	11/29/2018	\$1,668.40 32-8304-545-000
0007160	INDEPENDENCE COMMUNITY COLLEGE	Tutor Salary for September	11/29/2018	\$1,010.00 32-8304-545-000
0007161	ICC Student	Student Financial Aid Refund	11/30/2018	\$312.43 11-0000-203-000
0007162	ICC Student	Student Financial Aid Refund	11/30/2018	\$259.69 11-0000-203-000
0007164	Security Bank of Kansas City	IT COP Semi-annual interest payment	11/30/2018	\$10,199.53 11-7500-820-001

0007166	Great Western Dining Service , Inc.	employee meal charges	11/30/2018	\$88.55 16-9600-602-000
0007166	Great Western Dining Service , Inc.	Employee Meals	11/30/2018	\$155.50 16-9600-602-000
0007166	Great Western Dining Service , Inc.	Employee Meals 10/24/18	11/30/2018	\$173.25 16-9600-602-000
0007166	Great Western Dining Service , Inc.	Employee Meals 11/07/2018	11/30/2018	\$169.40 16-9600-602-000
0007166	Great Western Dining Service , Inc.	meal plan coa/stu 10242018	11/30/2018	\$18,672.57 16-9600-602-000
0007166	Great Western Dining Service , Inc.	meal plan st/coa 10312018	11/30/2018	\$18,672.57 16-9600-602-000
0007166	Great Western Dining Service , Inc.	Meal Plan Stu/Coa 11072018	11/30/2018	\$18,672.57 16-9600-602-000
0007166	Great Western Dining Service , Inc.	Meal Plan/Students and coaches	11/30/2018	\$18,672.57 16-9600-602-000
0007166	Great Western Dining Service , Inc.	Student Meal Charges 10/17/18	11/30/2018	\$121.94 16-9600-602-000
0007166	Great Western Dining Service , Inc.	student meal charges 10242018	11/30/2018	\$103.32 16-9600-602-000
0007166	Great Western Dining Service , Inc.	student meals 11/07/2018	11/30/2018	\$11.70 16-9600-602-000
EFT000000001167	ICC Student	Student Financial Aid Refund	11/1/2018	\$405.00 11-0000-203-000
EFT000000001168	ICC Student	Student Financial Aid Refund	11/1/2018	\$314.00 11-0000-203-000
EFT000000001169	ICC Student	Student Financial Aid Refund	11/6/2018	\$799.97 11-0000-203-000
EFT000000001170	ICC Student	Student Financial Aid Refund	11/6/2018	\$1,102.00 11-0000-203-000
EFT000000001171	ICC Student	Student Financial Aid Refund	11/6/2018	\$3,088.24 11-0000-203-000
EFT000000001172	ICC Student	Student Financial Aid Refund	11/6/2018	\$205.00 11-0000-203-000
EFT000000001173	ICC Student	Student Financial Aid Refund	11/6/2018	\$398.60 11-0000-203-000
EFT000000001174	ICC Student	Student Financial Aid Refund	11/6/2018	\$1,497.00 11-0000-203-000
EFT000000001175	ICC Student	Student Financial Aid Refund	11/6/2018	\$2,087.00 11-0000-203-000
EFT000000001176	United Parcel Service	October UPS Bill	11/7/2018	\$135.00 11-6500-611-000
EFT000000001178	Kansas Department of Revenue-Sales Tax	County Sales Tax OCT 2018	11/16/2018	\$351.58 11-0100-216-000
EFT000000001178	Kansas Department of Revenue-Sales Tax	Sales Tax- City OCT 2018	11/16/2018	\$713.05 11-0100-217-000
EFT000000001179	Harland Clark	Harland Clarke Chk Order	11/7/2018	\$183.52 11-6200-701-000
EFT000000001180	Academic Office Credit Card	Office Chair Purchase	11/5/2018	\$219.99 11-1150-700-000
EFT000000001180	Academic Office Credit Card	Postage Expense to mail outside of the US	11/5/2018	\$90.00 11-4200-717-000
EFT000000001180	Academic Office Credit Card	Postage Expense to mail outside of the US	11/5/2018	\$63.95 11-5400-613-000
EFT000000001181	McCormick, Amanda Purchase Card	Needles/Sutures for Vet Tech	11/5/2018	\$178.23 12-1220-700-000
EFT000000001181	McCormick, Amanda Purchase Card	Anesthetic for Vet Tech	11/5/2018	\$19.60 12-1220-700-000
EFT000000001181	McCormick, Amanda Purchase Card	Bandages/Medication for Vet tech	11/5/2018	\$36.51 12-1220-700-000
EFT000000001181	McCormick, Amanda Purchase Card	12mm Endotracheal Tube	11/5/2018	\$9.45 12-1220-700-000
EFT000000001181	McCormick, Amanda Purchase Card	AnaSed anesth. 50ml bottle	11/5/2018	\$18.27 12-1220-700-000
EFT000000001181	McCormick, Amanda Purchase Card	Eaze Off Bandage Remover 50ml	11/5/2018	\$29.82 12-1220-700-000
EFT000000001182	Hucke, Andrea Purchase Card	Admissions - admissions conference meal	11/5/2018	\$15.83 11-5300-602-000
EFT000000001182	Hucke, Andrea Purchase Card	Admissions - high school tour	11/5/2018	\$61.48 11-5300-617-000
EFT000000001182	Hucke, Andrea Purchase Card	Admissions - admissions office supplies	11/5/2018	\$10.59 11-5300-701-000
EFT000000001182	Hucke, Andrea Purchase Card	Admissions - student ID cards for admissions	11/5/2018	\$200.95 11-5300-701-000

EFT000000001182	Hucke, Andrea Purchase Card	Admissions - hotel for south american recruiting trip	11/5/2018	\$555.09 11-6310-601-000
EFT000000001182	Hucke, Andrea Purchase Card	Admissions - International student dinner	11/5/2018	\$187.11 11-6310-601-000
EFT000000001182	Hucke, Andrea Purchase Card	Admissions - international flag day flag	11/5/2018	\$6.88 11-6310-660-000
EFT000000001182	Hucke, Andrea Purchase Card	Admissions - International flag day flags	11/5/2018	\$193.24 11-6310-660-000
EFT000000001182	Hucke, Andrea Purchase Card	Admissions - international flag day flags	11/5/2018	\$6.99 11-6310-660-000
EFT000000001182	Hucke, Andrea Purchase Card	Admissions - international flag day flags	11/5/2018	\$7.95 11-6310-660-000
EFT000000001182	Hucke, Andrea Purchase Card	Admissions - gas fir adnussuins cinference	11/5/2018	\$33.53 11-7200-721-000
EFT000000001182	Hucke, Andrea Purchase Card	Admissions - pirate pantry	11/5/2018	\$61.32 71-5300-285-002
EFT000000001182	Hucke, Andrea Purchase Card	Admissions - pirate pantry	11/5/2018	\$200.33 71-5300-285-002
EFT000000001182	Hucke, Andrea Purchase Card	Admissions - pirate pantry	11/5/2018	\$70.44 71-5300-285-002
EFT000000001183	Houston, Angela Credit Card	staff lunch - deliver fundriaser to all schools	11/5/2018	\$60.00 31-8502-601-000
EFT000000001184	Dutton, Ann Credit Card	Vet tech lab supplies and medication	11/5/2018	\$1,240.00 12-1220-700-000
EFT000000001184	Dutton, Ann Credit Card	Vet tech lab supplies and medication	11/5/2018	\$105.86 12-1220-700-000
EFT000000001184	Dutton, Ann Credit Card	Vet tech lab supplies and medication	11/5/2018	\$59.22 12-1220-700-000
EFT000000001184	Dutton, Ann Credit Card	Vet tech lab supplies and medication	11/5/2018	\$55.84 12-1220-700-000
EFT000000001185	Harris, Beverly Credit Card	Stamps/postage meter replacement part ordered	11/5/2018	\$51.21 11-6500-611-000
EFT000000001186	Campus, Breta Credit Card	Gas for the Van	11/5/2018	\$12.05 11-7200-721-000
EFT000000001186	Campus, Breta Credit Card	Daylight Donuts breafast for KSU Visit	11/5/2018	\$11.10 32-8304-601-000
EFT000000001186	Campus, Breta Credit Card	Lunch for KSU Visit	11/5/2018	\$39.30 32-8304-601-000
EFT000000001186	Campus, Breta Credit Card	Lunch for KSU Visit	11/5/2018	\$28.00 32-8304-601-000
EFT000000001186	Campus, Breta Credit Card	Daylight Donuts	11/5/2018	\$6.70 32-8304-606-000
EFT000000001186	Campus, Breta Credit Card	Lunch for Students on Wichita State Visit	11/5/2018	\$41.25 32-8304-606-000
EFT000000001186	Campus, Breta Credit Card	STUDENT MEAL TRAVEL	11/5/2018	\$10.27 32-8304-606-000
EFT000000001186	Campus, Breta Credit Card	STUDENT MEALS	11/5/2018	\$5.00 32-8304-606-000
EFT000000001187	Thorton, Brittany Credit Card	Admissions - recruiting supplies for campus visits	11/5/2018	\$18.92 11-5300-617-000
EFT000000001187	Thorton, Brittany Credit Card	Admissions - recruiting supplies for campus visits	11/5/2018	\$24.56 11-5300-617-000
EFT000000001188	Peterson, Bruce Purchase Card	Replaces PO4076	11/5/2018	\$18.00 11-6310-701-000
EFT000000001188	Peterson, Bruce Purchase Card	r/t Mary Sue Price inge reading	11/5/2018	\$306.10 34-1100-601-000
EFT000000001188	Peterson, Bruce Purchase Card	Mailing Inge material priority	11/5/2018	\$9.90 34-1100-611-000
EFT000000001188	Peterson, Bruce Purchase Card	Hannah Hoven meeting with Honoree, flight	11/5/2018	\$307.39 34-1200-601-000
EFT000000001188	Peterson, Bruce Purchase Card	Hoven tinge tribute travel seat fee	11/5/2018	\$11.00 34-1200-601-000
EFT000000001189	Westerhold, Cody Credit Card	Student - registration fee for stunt event	11/5/2018	\$28.00 11-5590-606-000
EFT000000001189	Westerhold, Cody Credit Card	Stunt - meal for team event (Indy vs. Butler)	11/5/2018	\$135.49 11-5590-606-000
EFT000000001189	Westerhold, Cody Credit Card	Stunt - registration feel for stunt event	11/5/2018	\$253.00 11-5590-606-000
EFT000000001190	Barwick, Dan Credit Card	Uber/ NACCE Conference- Texas. Dr. Barwick	11/5/2018	\$21.08 11-6100-601-000
EFT000000001190	Barwick, Dan Credit Card	Tip/NACCE Conference-Texas	11/5/2018	\$2.00 11-6100-601-000
EFT000000001190	Barwick, Dan Credit Card	Cake and serviceware/Faculty Senate	11/5/2018	\$44.52 11-6100-602-000



EFT000000001190	Barwick, Dan Credit Card	Meal	11/5/2018	\$9.34 11-6100-602-000
EFT000000001190	Barwick, Dan Credit Card	Meal/Barwick, Haynes, Correll, Ashford, Schaid	11/5/2018	\$93.70 11-6100-602-000
EFT000000001190	Barwick, Dan Credit Card	Meal/Barwick, L. Markiewicz and wife	11/5/2018	\$87.22 11-6100-602-000
EFT000000001190	Barwick, Dan Credit Card	Meal/Footbal Media Booth Staff	11/5/2018	\$35.02 11-6100-602-000
EFT000000001190	Barwick, Dan Credit Card	Meal/KBOR Topeka	11/5/2018	\$23.86 11-6100-602-000
EFT000000001190	Barwick, Dan Credit Card	Meal/NACCE Conference-Texas	11/5/2018	\$6.93 11-6100-602-000
EFT000000001190	Barwick, Dan Credit Card	Advertising	11/5/2018	\$47.64 11-6100-693-000
EFT000000001190	Barwick, Dan Credit Card	Fee for sponsoring ICC alum	11/5/2018	\$2.50 11-6100-693-000
EFT000000001190	Barwick, Dan Credit Card	Monthly Charge	11/5/2018	\$126.16 11-6100-693-000
EFT000000001190	Barwick, Dan Credit Card	Monthly Charge	11/5/2018	\$49.00 11-6100-693-000
EFT000000001190	Barwick, Dan Credit Card	Monthly Subscription	11/5/2018	\$20.00 11-6100-693-000
EFT000000001190	Barwick, Dan Credit Card	Sponsor ICC alum	11/5/2018	\$25.00 11-6100-693-000
EFT000000001190	Barwick, Dan Credit Card	Cables	11/5/2018	\$37.21 11-6100-701-000
EFT000000001190	Barwick, Dan Credit Card	Fuel	11/5/2018	\$39.87 11-7200-721-000
EFT000000001190	Barwick, Dan Credit Card	Fuel	11/5/2018	\$29.19 11-7200-721-000
EFT000000001190	Barwick, Dan Credit Card	Fuel	11/5/2018	\$36.30 11-7200-721-000
EFT000000001191	Peña, Daniella Credit Card	Fuel for Travel to games	11/5/2018	\$779.70 11-5530-601-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - fuel for team event (Barton)	11/5/2018	\$40.26 11-5530-601-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - fuel for team event (Dodge City)	11/5/2018	\$104.75 11-5530-601-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - fuel for team event (Garden City)	11/5/2018	\$50.35 11-5530-601-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - fuel for team event (Garden City)	11/5/2018	\$54.82 11-5530-601-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - fuel for team event (Hesston)	11/5/2018	\$47.71 11-5530-601-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - Lodging for team event (Dodge City)	11/5/2018	\$515.51 11-5530-606-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - lodging for team event (Garden City)	11/5/2018	\$1,127.35 11-5530-606-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - lodging for team event (Pratt, KS)	11/5/2018	\$674.85 11-5530-606-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - team meal for event (Arkansas City)	11/5/2018	\$139.38 11-5530-606-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - team meal for event (Dodge City)	11/5/2018	\$142.10 11-5530-606-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - team meal for event (Dodge City)	11/5/2018	\$111.38 11-5530-606-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - team meal for event (Dodge City)	11/5/2018	\$232.41 11-5530-606-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - team meal for event (El Dorado)	11/5/2018	\$118.37 11-5530-606-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - team meal for event (Garden City)	11/5/2018	\$160.85 11-5530-606-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - team meal for event (Hesston)	11/5/2018	\$178.59 11-5530-606-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - team meal for event (Ottawa)	11/5/2018	\$133.90 11-5530-606-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - team meal for event (Pratt)	11/5/2018	\$159.35 11-5530-606-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - team meal for event (Seward)	11/5/2018	\$207.36 11-5530-606-000
EFT000000001191	Peña, Daniella Credit Card	Volleyball - athletic gear/supplies	11/5/2018	\$331.50 11-5530-699-000
EFT000000001192	Packard, Dillon Credit Card	Admissions - fuel for recruiting trip	11/5/2018	\$25.00 11-5300-601-000

EFT000000001192	Packard, Dillon Credit Card	Admissions - lodging for recruiting	11/5/2018	\$109.65 11-5300-601-000
EFT000000001192	Packard, Dillon Credit Card	Admissions - lodging for recruiting	11/5/2018	\$105.29 11-5300-601-000
EFT000000001192	Packard, Dillon Credit Card	Admissios - fuel for recruiting trip	11/5/2018	\$35.00 11-5300-601-000
EFT000000001192	Packard, Dillon Credit Card	Admissios - lodging for recruiting	11/5/2018	\$113.83 11-5300-601-000
EFT000000001192	Packard, Dillon Credit Card	Admissions - meal for recruiting	11/5/2018	\$10.88 11-5300-602-000
EFT000000001192	Packard, Dillon Credit Card	Admissions - meal for recruiting	11/5/2018	\$6.54 11-5300-602-000
EFT000000001192	Packard, Dillon Credit Card	Admissions - meal for recruiting	11/5/2018	\$16.13 11-5300-602-000
EFT000000001192	Packard, Dillon Credit Card	Admissions - recruiting meal	11/5/2018	\$8.93 11-5300-602-000
EFT000000001192	Packard, Dillon Credit Card	Admissions - recruitng meal	11/5/2018	\$10.95 11-5300-602-000
EFT000000001192	Packard, Dillon Credit Card	Admissions - meal for recruiting trip	11/5/2018	\$6.73 11-5300-617-000
EFT000000001192	Packard, Dillon Credit Card	Admissions - meal for recruiting trip	11/5/2018	\$9.42 11-5300-617-000
EFT000000001192	Packard, Dillon Credit Card	Admissions - recruiting supplies	11/5/2018	\$13.35 11-5300-617-000
EFT000000001192	Packard, Dillon Credit Card	Admissions - recruiting visit	11/5/2018	\$95.76 11-5300-617-000
EFT000000001192	Packard, Dillon Credit Card	Admissions - registration fee for conference	11/5/2018	\$150.00 11-5300-711-000
EFT000000001193	Wolfe, Erick Credit Card	Registration fee for KS requitment event	11/5/2018	\$330.00 11-1150-604-000
EFT000000001193	Wolfe, Erick Credit Card	supplies and props for shows	11/5/2018	\$63.23 11-1150-695-000
EFT000000001194	Fab Lab Credit Card	STEM camp supplies	11/5/2018	\$90.16 11-1223-701-000
EFT000000001194	Fab Lab Credit Card	food for Sept 2018 STEM Saturday	11/5/2018	\$216.94 37-1223-602-002
EFT000000001194	Fab Lab Credit Card	STEM supplies Saturday Oct 2018	11/5/2018	\$10.66 37-1223-700-002
EFT000000001195	Chapman, Gayle J. Credit Card	staff lunch - FAFSA conf - PSU	11/5/2018	\$33.91 31-8502-601-000
EFT000000001195	Chapman, Gayle J. Credit Card	supplies for Sept Sat seminar & wagon	11/5/2018	\$25.20 31-8502-701-000
EFT000000001195	Chapman, Gayle J. Credit Card	Karaoke machine & batteries	11/5/2018	\$211.64 31-8502-719-000
EFT000000001195	Chapman, Gayle J. Credit Card	supplies for Sept Sat seminar & wagon	11/5/2018	\$117.31 31-8502-719-000
EFT000000001196	ICC Marketing c/o Keli Tuschman	4over- recruitment materials	11/5/2018	\$320.58 11-6300-615-000
EFT000000001196	ICC Marketing c/o Keli Tuschman	Constant Contact= Marketing	11/5/2018	\$95.00 11-6300-615-000
EFT000000001197	Gillum, Jaicey Linn Credit Card	Units purchased for IHS students taking OSHA 10 course	11/5/2018	\$1,300.00 11-1160-700-000
EFT000000001197	Gillum, Jaicey Linn Credit Card	Donuts for meeting with admin team at Neodesha HS	11/5/2018	\$7.34 11-5600-602-000
EFT000000001198	Brown, Jason Credit Card	Football - team meal in El Dorado	11/5/2018	\$506.55 11-5510-606-000
EFT000000001198	Brown, Jason Credit Card	Football - fuel for KU speaking engagement	11/5/2018	\$32.43 11-5510-617-000
EFT000000001198	Brown, Jason Credit Card	Football - fuel for recruiting	11/5/2018	\$20.00 11-5510-617-000
EFT000000001198	Brown, Jason Credit Card	Football - KU speaking engagement	11/5/2018	\$100.96 11-5510-617-000
EFT000000001198	Brown, Jason Credit Card	Football - athletic supplies	11/5/2018	\$33.60 11-5510-698-000
EFT000000001198	Brown, Jason Credit Card	Football - computer supplies	11/5/2018	\$44.23 11-5510-698-000
EFT000000001198	Brown, Jason Credit Card	Football - computer supplies	11/5/2018	\$254.82 11-5510-698-000
EFT000000001198	Brown, Jason Credit Card	Football - laundry supplies	11/5/2018	\$35.41 11-5510-698-000
EFT000000001198	Brown, Jason Credit Card	Football - office supplies	11/5/2018	\$19.25 11-5510-698-000
EFT000000001198	Brown, Jason Credit Card	Football - paint for practice field	11/5/2018	\$304.56 11-5510-698-000

EFT000000001198	Brown, Jason Credit Card	Football - supplies	11/5/2018	\$62.44 11-5510-698-000
EFT000000001198	Brown, Jason Credit Card	Football - supplies	11/5/2018	\$127.76 11-5510-698-000
EFT000000001198	Brown, Jason Credit Card	Football - supplies	11/5/2018	\$17.99 11-5510-698-000
EFT000000001198	Brown, Jason Credit Card	Football - supplies	11/5/2018	\$13.84 11-5510-698-000
EFT000000001198	Brown, Jason Credit Card	Football - supplies	11/5/2018	\$31.89 11-5510-698-000
EFT000000001198	Brown, Jason Credit Card	Football - supplies	11/5/2018	\$5.79 11-5510-698-000
EFT000000001198	Brown, Jason Credit Card	Football - airfare for D. Portz athletic support	11/5/2018	\$124.00 71-5500-285-000
EFT000000001198	Brown, Jason Credit Card	Football - airfare for D. Portz caoching support	11/5/2018	\$162.80 71-5500-285-000
EFT000000001198	Brown, Jason Credit Card	Football - airfare for D. Portz coaching fupport	11/5/2018	\$271.80 71-5500-285-000
EFT000000001198	Brown, Jason Credit Card	Football - airfare for D. Portz coaching support	11/5/2018	\$346.80 71-5500-285-000
EFT000000001198	Brown, Jason Credit Card	Football - airfare for D. Portz coaching support	11/5/2018	\$224.80 71-5500-285-000
EFT000000001198	Brown, Jason Credit Card	Football - airfare for D. Portz coaching support	11/5/2018	\$174.81 71-5500-285-000
EFT000000001198	Brown, Jason Credit Card	Football - airfare for D. Portz coaching support	11/5/2018	\$105.00 71-5500-285-000
EFT000000001198	Brown, Jason Credit Card	Football - airfare for D. Portz coaching support	11/5/2018	\$211.80 71-5500-285-000
EFT000000001198	Brown, Jason Credit Card	Football - airfare for D. Portz coaching support	11/5/2018	\$271.80 71-5500-285-000
EFT000000001198	Brown, Jason Credit Card	Football - airfare insurance	11/5/2018	\$21.88 71-5500-285-000
EFT000000001198	Brown, Jason Credit Card	Football - airfare insurance	11/5/2018	\$21.88 71-5500-285-000
EFT000000001198	Brown, Jason Credit Card	Football - airfare insurance	11/5/2018	\$14.95 71-5500-285-000
EFT000000001198	Brown, Jason Credit Card	Football - loud speaker	11/5/2018	\$880.98 71-5500-285-000
EFT000000001199	Correll, Jim Credit Card	Community boot camp supplies	11/5/2018	\$35.98 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	Community boot camp supplies	11/5/2018	\$127.83 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	Community boot camp supplies	11/5/2018	\$85.47 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	Community boot camp supplies	11/5/2018	\$57.85 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	Food for community boot camp	11/5/2018	\$72.50 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	food for mindset class	11/5/2018	\$57.87 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	Postage	11/5/2018	\$16.70 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	Registration/NACCE/Barwick, Correll, Haynes, Smith, Schaid	11/5/2018	\$3,745.00 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	marble paint set	11/5/2018	\$15.66 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	marble paint set	11/5/2018	\$4.79 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	marble paint set	11/5/2018	\$11.00 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	marble paint set	11/5/2018	\$4.99 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	marble paint set	11/5/2018	\$149.94 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	marble paint set	11/5/2018	\$116.94 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	marble paint set	11/5/2018	\$154.00 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	marble paint set	11/5/2018	\$49.43 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	U post	11/5/2018	\$13.96 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	Banner supplies/photo paper	11/5/2018	\$478.66 11-1223-701-000

EFT000000001199	Correll, Jim Credit Card	cable tie	11/5/2018	\$18.51 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	Food for cloud visit	11/5/2018	\$54.20 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	Refurbished M2 3D printer/PLA filament	11/5/2018	\$335.00 11-1223-701-000
EFT000000001199	Correll, Jim Credit Card	marble paint set	11/5/2018	\$608.09 71-1223-285-003
EFT000000001199	Correll, Jim Credit Card	marble paint set	11/5/2018	\$287.97 71-1223-285-003
EFT000000001200	Henderson, Jim Credit Card	choral music	11/5/2018	\$88.99 11-1151-700-000
EFT000000001201	Wheeler, Kara Credit Card	KCIA/KBOR MEETINGS IN TOPEKA	11/5/2018	\$168.28 11-4200-601-000
EFT000000001201	Wheeler, Kara Credit Card	Meal during KCIA	11/5/2018	\$7.08 11-4200-602-000
EFT000000001201	Wheeler, Kara Credit Card	Meal during KCIA	11/5/2018	\$14.00 11-4200-602-000
EFT000000001201	Wheeler, Kara Credit Card	Amazon Prime year membership	11/5/2018	\$59.00 11-4200-701-000
EFT000000001201	Wheeler, Kara Credit Card	Assessment Book for Assessment Committee	11/5/2018	\$20.65 11-6420-707-000
EFT000000001202	Harris, Kiyoshi Purchase Card	Football - supplies for office (bond paper)	11/5/2018	\$47.04 11-5510-698-000
EFT000000001204	Allison, Laura Credit Card	Postage	11/5/2018	\$6.70 11-5200-611-000
EFT000000001205	Crane, Leslie Credit Card	WBB - score books for basketball games	11/5/2018	\$29.95 11-5540-698-000
EFT000000001206	Byrd, Mallory Credit Card	food for 25 people	11/5/2018	\$78.30 12-1288-602-000
EFT000000001206	Byrd, Mallory Credit Card	scrubs for students	11/5/2018	\$179.59 71-1288-285-000
EFT000000001206	Byrd, Mallory Credit Card	TB and needles	11/5/2018	\$355.71 71-1288-285-000
EFT000000001207	Ashford, Melissa Credit Card	Laura and Melissa Dinner 10/7	11/5/2018	\$16.07 11-1223-601-000
EFT000000001207	Ashford, Melissa Credit Card	Laura and Melissa Lunch 10/7	11/5/2018	\$23.79 11-1223-601-000
EFT000000001207	Ashford, Melissa Credit Card	Parking during NACCE	11/5/2018	\$40.00 11-1223-601-000
EFT000000001207	Ashford, Melissa Credit Card	supplies for fab lab - trays	11/5/2018	\$17.00 11-1223-701-000
EFT000000001207	Ashford, Melissa Credit Card	Supplies for Microcontroller and Project Managment	11/5/2018	\$74.00 12-1277-700-000
EFT000000001207	Ashford, Melissa Credit Card	Supplies for microcontrollers and Project Mgmt	11/5/2018	\$49.34 12-1277-700-000
EFT000000001209	Petrucka, Page CC	Food for all day tech rehearsal	11/5/2018	\$50.32 11-1150-602-000
EFT000000001209	Petrucka, Page CC	Food for all day tech rehearsal	11/5/2018	\$14.67 11-1150-602-000
EFT000000001209	Petrucka, Page CC	Stationary, steak props, serving dishes for show	11/5/2018	\$118.27 11-1150-695-000
EFT000000001209	Petrucka, Page CC	3 raincoats for show	11/5/2018	\$82.57 11-1150-696-000
EFT000000001209	Petrucka, Page CC	Third Raincoat (only 2 were shipped on previous entry)	11/5/2018	\$25.99 11-1150-696-000
EFT000000001210	Martin, Raechal Credit Card	Athletic Training - meal for football event	11/5/2018	\$10.11 11-5510-606-000
EFT000000001210	Martin, Raechal Credit Card	Athletic training - water for football team/event	11/5/2018	\$6.44 11-5510-606-000
EFT000000001210	Martin, Raechal Credit Card	Athletic training - student meal after dr. appt.	11/5/2018	\$8.08 11-5595-601-000
EFT000000001210	Martin, Raechal Credit Card	Athletic training - athletic supplies	11/5/2018	\$107.40 11-5595-698-000
EFT000000001210	Martin, Raechal Credit Card	Athletic training - athletic supplies	11/5/2018	\$542.13 11-5595-698-000
EFT000000001210	Martin, Raechal Credit Card	Athletic training - athletic supplies	11/5/2018	\$2,751.39 11-5595-698-000
EFT000000001210	Martin, Raechal Credit Card	Athletic training - concussion software	11/5/2018	\$655.00 11-5595-698-000
EFT000000001210	Martin, Raechal Credit Card	Athletic training - student RX	11/5/2018	\$22.81 11-5595-698-000
EFT000000001210	Martin, Raechal Credit Card	Athletic Training - Student RX	11/5/2018	\$19.79 11-5595-698-000

EFT000000001210	Martin, Raechal Credit Card	Athletic Training - student RX	11/5/2018	\$19.69 11-5595-698-000
EFT000000001210	Martin, Raechal Credit Card	Athletic Training - Student RX	11/5/2018	\$15.56 11-5595-698-000
EFT000000001210	Martin, Raechal Credit Card	Athletici Training - student RX	11/5/2018	\$1.87 11-5595-698-000
EFT000000001211	Peitz, Rebeka Credit Card	Workforce Innovation conference Registration for R. Peitz	11/5/2018	\$100.00 11-4220-626-000
EFT000000001211	Peitz, Rebeka Credit Card	Workforce Innovation conference Registration for R. Peitz	11/5/2018	\$100.00 11-5600-626-000
EFT000000001211	Peitz, Rebeka Credit Card	Candy for participation in Zooloween	11/5/2018	\$66.98 11-6300-615-000
EFT000000001212	Allen, Samantha Credit Card	Seed Purchased for Softball Field	11/5/2018	\$310.00 11-5560-698-000
EFT000000001212	Allen, Samantha Credit Card	Seed Purchased for Softball Field	11/5/2018	\$310.00 11-7300-649-002
EFT000000001212	Allen, Samantha Credit Card	Softball - concession supplies (Football event)	11/5/2018	\$416.71 71-5500-285-002
EFT000000001212	Allen, Samantha Credit Card	Softball - concession supplies (Football event)	11/5/2018	\$196.17 71-5500-285-002
EFT000000001212	Allen, Samantha Credit Card	Softball - supplies for concessions (Football event)	11/5/2018	\$63.67 71-5500-285-002
EFT000000001212	Allen, Samantha Credit Card	Softball - athletic gear for softball team	11/5/2018	\$2,849.59 71-5560-285-000
EFT000000001212	Allen, Samantha Credit Card	Softball - team meal	11/5/2018	\$145.89 71-5560-285-000
EFT000000001213	Finton, Sara Purchase Card	SK - Flight to Milwaukee COA conference	11/5/2018	\$483.64 31-8502-601-000
EFT000000001213	Finton, Sara Purchase Card	membership for Sara to attend conference	11/5/2018	\$82.50 31-8502-626-000
EFT000000001213	Finton, Sara Purchase Card	Nov 11 - 14 Conference	11/5/2018	\$595.00 31-8502-626-000
EFT000000001214	Owens, Sarah Credit Card	Books for Elem. Ed/Sec. Ed (Amazon order)	11/5/2018	\$343.96 11-4100-703-000
EFT000000001214	Owens, Sarah Credit Card	items for archival/library supplies	11/5/2018	\$609.08 71-4100-285-000
EFT000000001214	Owens, Sarah Credit Card	AMAZON- delayed ship PO 3286	11/5/2018	\$21.09 71-4100-285-011
EFT000000001214	Owens, Sarah Credit Card	gas rec. Casey's	11/5/2018	\$62.99 71-5700-285-013
EFT000000001214	Owens, Sarah Credit Card	ROD 6 rec	11/5/2018	\$53.00 71-5700-285-013
EFT000000001215	Geldenhuis, Tammie Credit Card	Athletic Dept. - livestream service	11/5/2018	\$40.01 11-5500-646-000
EFT000000001215	Geldenhuis, Tammie Credit Card	Athletic Dept. - Membership dues	11/5/2018	\$97.93 11-5500-646-000
EFT000000001215	Geldenhuis, Tammie Credit Card	Athletic Dept. - Membership dues	11/5/2018	\$169.33 11-5500-646-000
EFT000000001215	Geldenhuis, Tammie Credit Card	Athletic Dept. - NJCAA Membership dues	11/5/2018	\$2,858.05 11-5500-646-000
EFT000000001215	Geldenhuis, Tammie Credit Card	Athletic Dept. - charter travel for football to El Dorado	11/5/2018	\$1,989.00 11-5510-606-000
EFT000000001215	Geldenhuis, Tammie Credit Card	Athletic Dept. - last chance u merchandise	11/5/2018	\$7,986.20 16-9300-742-001
EFT000000001215	Geldenhuis, Tammie Credit Card	Athletic Dept. - Last Chance U resale items	11/5/2018	\$508.15 16-9300-742-001
EFT000000001215	Geldenhuis, Tammie Credit Card	Athletic Dept. - Merchandise for Last Chance U	11/5/2018	\$283.20 16-9300-742-001
EFT000000001215	Geldenhuis, Tammie Credit Card	Athletic Dept. - shipping/handling for resale items	11/5/2018	\$35.67 16-9300-742-001
EFT000000001215	Geldenhuis, Tammie Credit Card	Athletic Dept. - shipping/handling for resale items	11/5/2018	\$15.20 16-9300-742-001
EFT000000001215	Geldenhuis, Tammie Credit Card	Athletic Dept. - meal for El Dorado (f/ball event)	11/5/2018	\$118.19 71-5500-285-000
EFT000000001215	Geldenhuis, Tammie Credit Card	Athletic Dept. - meal w/ contractors	11/5/2018	\$95.15 71-5500-285-000
EFT000000001215	Geldenhuis, Tammie Credit Card	Athletic Dept. - concessions	11/5/2018	\$180.00 71-5500-285-002
EFT000000001215	Geldenhuis, Tammie Credit Card	Athletic Dept. - concessions for F-ball	11/5/2018	\$180.00 71-5500-285-002
EFT000000001216	Manning, Sue Credit Card	cpr cards and face shields	11/5/2018	\$202.81 12-1287-700-000
EFT000000001216	Manning, Sue Credit Card	iv supplies for AEMT class	11/5/2018	\$864.06 12-1287-700-000

EFT000000001217	Floyd, Taylor Credit Card	Student Life - supplies for football event	11/5/2018	\$8.23 71-5500-285-000
EFT000000001217	Floyd, Taylor Credit Card	Student Life - supplies for football event	11/5/2018	\$68.83 71-5500-285-001
EFT000000001217	Floyd, Taylor Credit Card	Student Life - supplies for name badges/lanyards, etc... (Football event)	11/5/2018	\$23.22 71-5500-285-001
EFT000000001217	Floyd, Taylor Credit Card	Student Life - supplies for concession stand (Football event)	11/5/2018	\$68.40 71-5500-285-002
EFT000000001217	Floyd, Taylor Credit Card	Student Life - supplies for concession stand (football event)	11/5/2018	\$228.56 71-5500-285-002
EFT000000001218	Vestal, Teresa Credit Card	Fuel for Travel	11/5/2018	\$36.01 16-9300-601-000
EFT000000001218	Vestal, Teresa Credit Card	Meal for travel	11/5/2018	\$3.75 16-9300-601-000
EFT000000001218	Vestal, Teresa Credit Card	Rooms for Confereence	11/5/2018	\$340.30 16-9300-601-000
EFT000000001218	Vestal, Teresa Credit Card	Monthly Web Site Fees	11/5/2018	\$45.00 16-9300-646-000
EFT000000001218	Vestal, Teresa Credit Card	food and drinks for resale	11/5/2018	\$138.95 16-9300-740-000
EFT000000001218	Vestal, Teresa Credit Card	Scrubs for CNA Classes	11/5/2018	\$569.23 16-9300-740-000
EFT000000001219	Haynes, Timothy Credit Card	Community Boot Camp	11/5/2018	\$35.96 11-1223-701-000
EFT000000001219	Haynes, Timothy Credit Card	Community Boot Camp	11/5/2018	\$41.92 11-1223-701-000
EFT000000001219	Haynes, Timothy Credit Card	Community Boot Camp	11/5/2018	\$31.18 11-1223-701-000
EFT000000001219	Haynes, Timothy Credit Card	supplies for guitar building class	11/5/2018	\$32.94 11-1223-701-000
EFT000000001220	Lawrence, Tonda Credit Card	redken color, bleach, developer	11/5/2018	\$161.54 12-0100-485-000
EFT000000001220	Lawrence, Tonda Credit Card	4 pizzas 1 cookie for advisory board meeting on 10/8/2018	11/5/2018	\$56.72 12-1273-602-000
EFT000000001220	Lawrence, Tonda Credit Card	shears,hair supplies, general salon supplies	11/5/2018	\$3,312.02 12-1273-700-000
EFT000000001220	Lawrence, Tonda Credit Card	cotton balls, h2o, make up wipes, bandages,	11/5/2018	\$72.35 12-1273-700-000
EFT000000001220	Lawrence, Tonda Credit Card	art supplies for cosmetology window	11/5/2018	\$13.81 12-1273-701-000
EFT000000001220	Lawrence, Tonda Credit Card	lights for facial machines	11/5/2018	\$21.88 12-1273-850-000
EFT000000001221	Turner, Tony Credit Card	Fuel for Travel to games	11/5/2018	\$58.00 11-5520-606-000
EFT000000001221	Turner, Tony Credit Card	MBB - event lodging	11/5/2018	\$55.00 11-5520-606-000
EFT000000001221	Turner, Tony Credit Card	MBB - event lodging	11/5/2018	\$56.00 11-5520-606-000
EFT000000001221	Turner, Tony Credit Card	MBB - event lodging	11/5/2018	\$91.88 11-5520-606-000
EFT000000001221	Turner, Tony Credit Card	MBB - event lodging	11/5/2018	\$91.88 11-5520-606-000
EFT000000001221	Turner, Tony Credit Card	MBB - event lodging	11/5/2018	\$91.88 11-5520-606-000
EFT000000001221	Turner, Tony Credit Card	MBB - event lodging	11/5/2018	\$136.85 11-5520-606-000
EFT000000001221	Turner, Tony Credit Card	MBB - event lodging	11/5/2018	\$91.88 11-5520-606-000
EFT000000001221	Turner, Tony Credit Card	MBB - event lodging	11/5/2018	\$91.88 11-5520-606-000
EFT000000001221	Turner, Tony Credit Card	MBB - fuel for event travel	11/5/2018	\$56.00 11-5520-606-000
EFT000000001221	Turner, Tony Credit Card	MBB - team meal	11/5/2018	\$172.00 11-5520-606-000
EFT000000001221	Turner, Tony Credit Card	MBB - team meal	11/5/2018	\$101.32 11-5520-606-000
EFT000000001221	Turner, Tony Credit Card	MBB - airfair for recruit visit	11/5/2018	\$339.20 11-5520-617-000
EFT000000001221	Turner, Tony Credit Card	MBB - travel insurance	11/5/2018	\$17.00 11-5520-617-000
EFT000000001221	Turner, Tony Credit Card	MBB - athletic gear	11/5/2018	\$673.39 11-5520-698-000
EFT000000001221	Turner, Tony Credit Card	MBB - athletic gear	11/5/2018	\$1,085.67 11-5520-698-000

EFT000000001221	Turner, Tony Credit Card	MBB - athletic supplies	11/5/2018	\$70.48	11-5520-698-000
EFT000000001221	Turner, Tony Credit Card	MBB - athletic supplies	11/5/2018	\$49.44	11-5520-698-000
EFT000000001222	Isle, Wendy Credit Card	11 Facebook marketing ads	11/5/2018	\$226.24	11-6300-615-000
EFT000000001222	Isle, Wendy Credit Card	Employee MVR	11/5/2018	\$27.40	11-7200-681-000
EFT000000001222	Isle, Wendy Credit Card	Employee MVR	11/5/2018	\$68.50	11-7200-681-000
EFT000000001222	Isle, Wendy Credit Card	Updated employee MVR	11/5/2018	\$13.70	11-7200-681-000
EFT000000001223	Wech, Kris Purchase Card	Orschelns replaces PO 4246	11/5/2018	\$3.83	11-7300-649-000
EFT000000001223	Wech, Kris Purchase Card	Orschelns replaces po 4246	11/5/2018	\$7.96	11-7300-719-000
EFT000000001224	Bertie, Brett Purchase Card	Replace PO 4114	11/5/2018	\$233.77	11-6600-850-000
EFT000000001224	Bertie, Brett Purchase Card	Cable adapters for Football	11/5/2018	\$179.74	11-6600-850-000
EFT000000001224	Bertie, Brett Purchase Card	Office 365	11/5/2018	\$372.30	11-6600-852-000
EFT000000001224	Bertie, Brett Purchase Card	Office 365 Advanced Threat Protection	11/5/2018	\$1.40	11-6600-852-000
EFT000000001225	Tuschman, Keli Credit Card	Higher Ed Jobs	11/5/2018	\$2,135.00	11-6110-615-000
EFT000000001225	Tuschman, Keli Credit Card	Adobe Creative Cloud	11/5/2018	\$383.27	11-6300-661-000
EFT000000001226	Morgan-Tate, Jessica Credit Card	No Receipt, Refund next CC statement? Fee charged with cancelled rooms.	11/5/2018	\$14.99	11-6510-601-000
EFT000000001226	Morgan-Tate, Jessica Credit Card	Food for Morgan-Tate & Crawshaw to attend conference	11/5/2018	\$27.79	11-6510-602-000
EFT000000001226	Morgan-Tate, Jessica Credit Card	Heartland Campus Safety Registration for three persons	11/5/2018	\$525.00	11-6510-626-000
EFT000000001227	Kippenberger, Kris Credit Card	4 Replacement Trash Cans for vans	11/5/2018	\$4.96	11-7100-708-000
EFT000000001227	Kippenberger, Kris Credit Card	4 Replacement Trash Cans for vans	11/5/2018	\$20.55	11-7100-719-000
EFT000000001227	Kippenberger, Kris Credit Card	jumbo glue boards for rodents/pests	11/5/2018	\$59.25	11-7100-824-000
EFT000000001227	Kippenberger, Kris Credit Card	4 replacement tires and wheels for maintenance golf cart	11/5/2018	\$93.68	11-7100-850-000
EFT000000001227	Kippenberger, Kris Credit Card	Updated MVR	11/5/2018	\$13.70	11-7200-681-000
EFT000000001227	Kippenberger, Kris Credit Card	5 jumbo glue boards for mice, snakes, rodents ICC West	11/5/2018	\$137.98	11-7200-702-000
EFT000000001227	Kippenberger, Kris Credit Card	4-replacement trash cans for vans 6, 7, 9 & 11	11/5/2018	\$11.88	11-7200-719-000
EFT000000001227	Kippenberger, Kris Credit Card	wash 1 fleet car	11/5/2018	\$5.00	11-7200-719-000
EFT000000001227	Kippenberger, Kris Credit Card	4 Replacement Trash Cans for vans	11/5/2018	\$7.96	11-7300-719-000
EFT000000001227	Kippenberger, Kris Credit Card	Parking Violation Stickers	11/5/2018	\$48.78	11-7300-719-000
EFT000000001227	Kippenberger, Kris Credit Card	1200 ft marine line for flag international flag poles (replace lines)	11/5/2018	\$78.95	11-7300-719-000
EFT000000001227	Kippenberger, Kris Credit Card	First Aid Kit	11/5/2018	\$150.00	11-7300-850-000
EFT000000001227	Kippenberger, Kris Credit Card	Replacement line for flag for International Flag Day	11/5/2018	\$1,899.00	16-9600-875-000
EFT000000001227	Kippenberger, Kris Credit Card	freight charges for booster for kitchen dish washer	11/5/2018	\$55.00	16-9600-875-000

**Total Accounts Payable**

**\$479,577.56**

# Memo

To: Independence Community College Board of Trustees

From: Daniel W. Barwick, PhD  
President

Date: December 13, 2018

Re: President's Report

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As always, I will report on items that I think the Board needs to know about, needs to be stated publicly, or for which I need feedback from the Board. For the month of December, those items will include:

Accreditation Update

Strategic Planning Progress Update

December Quarterly Operational Plan Update

Annual PTK Honors Luncheon/Topeka (Thursday, February 21, 2019)

Practice Field Funding Update

Dashboard Review



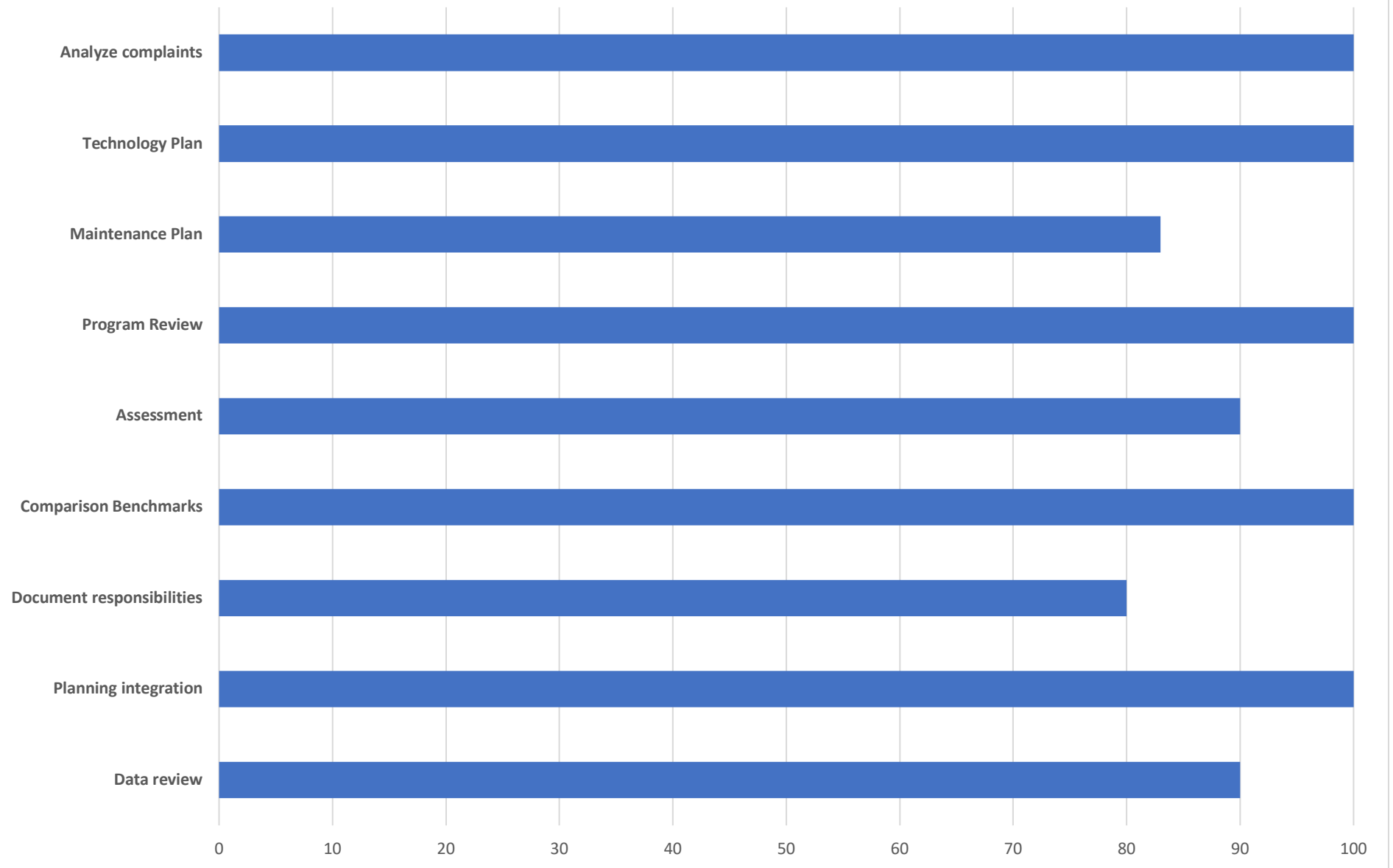
	A	B	C	D
1	Higher Learning Commission Accreditation Worksheet			
2	<b>Requirement</b>	<b>Tasks</b>	<b>Status</b>	
3	1. "Development and implementation of an institutional plan for systematic review of data connected with institutional complaints; especially student complaints. The plan should include a process that ensures oversight by knowledgeable persons of the analysis of trends associated with complaints; especially those connected to Title I compliance and student complaints."	a. The Student Satisfaction and Complaints Review Committee was formed and held its first meeting in October. Membership is comprised of: Compliance Officer; VP for Student Affairs; Student Activities Director, IT, Admissions, VP for Academic Affairs; Faculty; Financial Aid; Athletics; Student Support Services; and, 2-3 students.	Complete	
4		b. Student Affairs and Compliance are developing new handbook procedures for complaints.	Complete	
5		c. Dining Hall action plan to be reviewed by Board in January.	Complete	
6		d. Maxient software purchased and goes live January 11, training during In-Service.	Complete	
7		e. Marketing campaign planned to promote the use of the Maxient software.	Complete	
8		f. Title IX Coordinator appointed.	Complete	
9		g. Comprehensive review of current Title IX processes and procedures.	Complete	
10		h. Title IX overview training for all employees held at January In-Service.	Complete	
11		i. All dorm residents receive general Title IX policy training.	Complete/Ongoing	
12		j. All athletes receive gender-specific Title IX training.	Complete/Ongoing	
13		k. Additional Title IX training included in College Success course and other student activities.	Complete/Ongoing	
14	<b>Requirement</b>	<b>Tasks</b>	<b>Status</b>	
15	2. "Development and implementation of a technology plan that aligns with strategic objectives and budgetary plans. The plan must assure that security policies regarding the onboarding and off-boarding of employees is included in policies and procedures and that the process for determining access to secure institutional data and the network is clear and assures that only employees with a need to know and/or input responsibilities have access."	a. Technology Plan drafted, to be reviewed by Technology Committee by April 1.	Complete	
16		b. Revisions to Technology Committee presented and approved by Council of Chairs and President's Office, revisions included in February Board packet for final approval. Complete mission and membership change for Technology Committee with the primary purpose of guiding Technology Plan development.	Complete	
17		c. Technology Plan reviewed and approved by Board of Trustees	Complete	
18	<b>Requirement</b>	<b>Tasks</b>	<b>Status</b>	
19	3. "Development of a long-range institutional plan to fully address deferred maintenance of facilities; inclusive of projected timelines, resources needed, and possible funding. The plan should include prioritization policies and procedures to assure that issues directly connected to impacts on student learning and safety are prioritized."	a. Update 5-year Maintenance Plan by March 1.	Complete	

	A	B	C	D
20		b. Deferred maintenance items will be separated or identified in the Maintenance Plan. Complete		
21		c. Academic Building Committee has finalized priorities list; quotes being gathered now. Budget is being revised for 2018-2019 fiscal year. Complete		
22		d. Facilities Plan includes 5-year plan to upgrade fire safety. Complete		
23		e. Ad hoc Committee currently reviewing Facilities accessibility to meet federal ADA requirements. Complete - priority list created		
24		f. KBOR Civil rights/ADA audit completed	In progress; report due to KBOR December 13.	
25	<b>Requirement</b>	<b>Tasks</b>	<b>Status</b>	
26	4. "The plan for program review has been fully implemented and institutionalized according to the proposed plan. The College should provide evidence that results from program reviews have been incorporated into budget and strategic plans and have been used for improvement of courses, programs, and the larger institution."	a. Program Review Manual complete and approved by Board. Complete		
27		b. Program Review Standing Committee formed. Complete		
28		c. 28 Programs completing annual Program Review. Complete		
29		d. 13 Programs completing cumulative Program Review. Complete		
30		e. Deadline for Review completion is March 1, 2018 to allow for budget consideration and annual Strategic Plan Review. Complete		
31	<b>Requirement</b>	<b>Tasks</b>	<b>Status</b>	
32	5. "Existence of a culture of using data from student learning in curricular and co-curricular programs, as evidenced by at least one to two years of using data for improvement of programs from program assessment processes and related data, and evidence of using data collected from co-curricular programs to improve student experiences and activities."	a. Program Review includes analysis of student learning data and setting new goals. Complete		
33		b. Board now reviews both annual and cumulative Program Reviews. Complete		
34		c. Assessment training sessions for new faculty. Complete/Ongoing		
35		d. Faculty will meet weekly to identify immediate academic assessment tasks. Complete/Ongoing		
36		e. Due to inadequate progress on academic assessment work, VPAA has assumed leadership of that area. Complete		
37				
38		f. Assessment Committee: The 2014-2016 Institutional Assessment Plan Survey has been completed, with 69 employees responding to survey questions. Complete		
39		g. 2017-2018 is what is considered a "Reflection Year"; what worked/what did not work/what improvements can be made? As a result, the Assessment Plan is under revision for a new plan that begins in the fall. Complete		
40		h. This semester and next, assessment of co-curricular groups will commence. In progress		
41	<b>Requirement</b>	<b>Tasks</b>	<b>Status</b>	

	A	B	C	D
42	6. "Identification of appropriate comparison benchmarks and institutional targets for persistence, completion, retention, and graduation in all programs and at the overall institutional level, which are appropriate for the College based on its mission, values, and characteristics"	a. Retention and Completion Report submitted to HLC December 2017, goals set	Complete	
43		b. Strategic Plan Annual Review now includes specific sections on retention, completion, and graduation rates, goals set.	Complete	
44		c. The Navigator Program has been created and will work with students from Admission to Graduation; students will be guided throughout their time at ICC will implementation of this intrusive and interactive advising program.	Ongoing	
45		d. ICC's retention data from Fall 2015 to Fall 2016, and from Fall 2016 to Fall 2017, has been compared to the retention rate for all community colleges and for the retention rate for southeast Kansas community colleges which are posted by the Kansas Board of Regents. A 2-year comparison has also been made through information provided by the National Student Clearinghouse Research Center regarding first-year persistence and retention for students who started college in 2-year public institutions.	Complete/Benchmarks have been determined, trends identified, and goals set as a result of these comparisons. The overall retention goal set for the Navigator Program is an increase from 28.99 percent to 31 percent from Fall 2017 to Fall 2018.	
46		e. The Assistant Director for Enrollment and Retention Management is tracking all students who did not return and will set goals for retaining those who did return and recruiting additional students.	Complete	
47		f. Program reviews will determine prioritization; annual reviews are due this week and cumulative reviews are due in two weeks.	Complete	
48		g. Navigators are visiting with faculty members and goals are being set for each program; target goals will be set by March 1, 2018 to drive the budget and tie to the Strategic Plan. Budget ties will identify where marketing, recruiting, personnel, and other monies should focus.	Complete	
49		h. Faculty members have committed to specific dates for goal setting.	Complete	
50	<b>Requirement</b>	<b>Tasks</b>	<b>Status</b>	
51	7. "Development and documentation of decision-making responsibilities and processes across campus constituencies, including students, faculty, and staff. The College should clearly delineate final decision responsibilities above simple participation in input of information."	a. Compliance Officer reviewing processes for accuracy and completeness.	In progress/On-going. 1/3 reviewed each year.	
52		b. Compliance Officer charged with creating a college-wide document depicting flow charts which clarify decision-making responsibilities.	Partially complete	
53		c. Student Government President placed on Cabinet.	Complete	
54		d. Faculty have completed first draft of policies for Faculty Senate.	Complete	

	A	B	C	D
55		e. Final draft of policies for Faculty Senate completed by faculty and administration, approved by board	Complete	
56		f. Individual areas complete process documentation	Partially complete; spring break set as deadline	
57	<b>Requirement</b>	<b>Tasks</b>	<b>Status</b>	
58	8. "Development of a clear, well-documented process for the systematic integration of campus planning, with intentional processes and connections between all planning documents on campus, that is inclusive of the results of assessment of student learning."	a. Strategic Plan Annual Review now completed prior to budget development.	Complete	
59		b. Departments conduct information sessions about current year budget	Complete	
60		c. Program Review completed prior to budget development.	Complete	
61	<b>Requirement</b>	<b>Tasks</b>	<b>Status</b>	
62	9. "Development of a systematic process of regular review of institutional data with clear processes for collection and review of data, and improvement of considerations based on the results of data review that is in-line with institutional benchmarks and targets. The College should provide evidence of long-range planning with trending data used to project plans and targets for three to five years forward. The College must provide evidence of at least one year of improvements based on this regular review of data analysis."	a. New process for collecting feedback from all constituencies with quarterly review of data received from Maxient.	Complete for this quarter-ongoing on a quarterly basis through January 2019: July 2018; October 2018; and, January 2019.	
63		b. Strategic Plan Annual Review now includes specific sections on retention, completion, and graduation rates, goals set.	Complete	
64		c. Technology Plan draft extends plan three additional years; Maintenance Plan extended two additional years.	Complete	
65		d. Assessment plan being updated now to extend it the length of the Assessment Academy.	Complete	
66		e. A column has been added to the budget sheet of each program which provides documentation of budget encumbrances and expenditures resulting from review and analysis of assessment data and planning purposes.	Complete	
67		f. Operational plans are expanded to include all areas of the college, including Ing Center, Fab Lab, and all Standing Committees.	Complete	
68		g. Review of operational plan progress expanded beyond Board of Trustees to include regular reviews at President's Cabinet	Complete	
69		h. Strategic Plan Coordinator appointed	Complete	
70		i. Strategic Plan Process Committee formed	Complete	
71		j. Strategic Plan Gap Analysis Committee formed	Complete	
72		k. Focus groups scheduled	Complete	
73		l. Focus groups facilitators appointed	Complete	
74		m. Community Survey administered	Partially complete	
75		n. Focus Groups held	Partially complete	
76		o. Work Groups Formed	Partially complete	

## Accreditation Progress



Independence Community College  
Operational Plan  
Quarterly Review  
December 13, 2018

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## Operational Plan for President's Office

**Objective 1:** *The President's Office will improve the College's relationship with the community. (Board Goal: #3/Strategic Plan Area: Service Excellence and Support Excellence)*

### Strategies:

1. Determine baseline community participation in 2018 Inge Festival, measured by dollar support, volunteer participation, and local attendance, show improvement for 2019 in each category.
2. Create 5-year Strategic Plan for Festival.
3. Emphasize those aspects of the Facilities Master Plan which are most likely to see public use.
4. Increase community access to, and publication of, Board meeting materials.
5. Include formal public comment period following adoption of Strategic Plan.

### Measurement:

Measure 1:	Review of 2018 Inge Festival spreadsheets identifies participation and attendance levels, as well as dollar support. Improvement goals are set for each category.
Measure 1 Results:	Q1: Inge Festival 2018 spreadsheets were inconclusively designed and presented; however, the Interim Artistic Director Hannah Joyce-Hoven provided a draft budget for the 2019 Inge Festival, as well as a status report at the November Board of Trustees meeting on progress made toward implementation of the 2019 Inge Festival.
Measure 2:	Leadership for Inge Festival Strategic Planning initiative is identified. All-inclusive strategy is utilized to compile input for development of 5-year plan.
Measure 2 Results:	Q1: Recruitment of Strategic Planning group members has begun.
Measure 3:	Facilities Master Plan is scrutinized and incomplete projects are begun and/or completed.
Measure 3 Results:	Q1: With the exception of ADA and safety improvements, no projects are planned for the fall semester. This task will be completed in the early spring following the KBOR Civil Rights audit.
Measure 4:	Board of Trustees documents and meeting materials are posted on College website for community accessibility.
Measure 4 Results:	Q1: Board meeting agendas with all backup documentation are posted on the College website for public accessibility. Once approved, the Board meeting minutes are also posted. The entire website is being reviewed for accuracy and usability. In addition, a specific Strategic Planning informational page and separate Accreditation documents page are being created.
Measure 5:	Public comment period following adoption of Strategic Plan is held.
Measure 5 Results:	Q1: The Strategic Planning process is in full swing. The Process Committee was formed by College volunteers Marg Yaroslaski, Breta Campus, and Angela Houston; the committee recommendation was presented during the November 8, 2018 Board of Trustees meeting. Brooke Carroll accepted the Strategic Plan Process Coordinator position. The GAP Analysis Committee was formed with two Trustees, two College employees, two ICC faculty members, three members from the local community, the Committee Coordinator, and Dr. Barwick as an ex-officio; a kick-off meeting was held November 13, 2018. Lisa Wilson, Joslyn Kusiak, Linda Ritter, Angela



	Houston, Marg Yaroslaski, and Breta Campus were selected as facilitators for the community listening sessions. Three community listening sessions were scheduled during the month of November; two in Independence, and one in Cherryvale. An electronic survey was administered to ICC students. Cody Westerhold, Anita Chappuie, Page Petrucka, and Taylor Crawshaw were also identified as facilitators for campus listening sessions.
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**Responsibilities:**

President provides guidance for all strategies in Objective 1

**Objective 2: *The President's Office will enhance programs through innovation to improve the overall student experience. (Board Goal #4/Strategic Plan Area: Support Excellence and Service Excellence)***

**Strategies:**

1. Operational Plans for each area that serves students should adopt a specific weak CSSE or Noel Levitz measure or measures that the area's activities influence.
2. Prioritize ADA improvements to existing facilities according to ADA Plan.

**Measurement:**

Measure 1:	Student satisfaction measures identified in the CSSE, Noel Levitz, or other measures utilized in respective areas, reflect improvement.
Measure 1 Results:	Q1: Areas across campus have identified specific weak CSSE or Noel Levitz measures for improvement goals.
Measure 2:	The ADA Plan was developed during the spring 2018 semester and included in the Strategic Plan. Prioritize work on those areas for which ICC is out of compliance and could face repercussion if not remedied.
Measure 2 Results:	Q1: Restroom signage in all campus buildings is being updated to match accessibility levels and, signage in campus parking lots is being modified to meet requirements of 60 inches above ground level. Parking areas have been repainted and dimensions have been adjusted to meet accessibility requirements. Training sessions have been held during In-Services. Campus will undergo a KBOR Civil Rights Audit in spring 2019 which will require re-prioritization.

**Responsibilities:**

1. The President will ensure Operational Plans are developed accordingly
2. Compliance/Title IX Officer, Associate Dean for Tutoring and Accessibility Services, and Maintenance Director will review improvements for compliance as work is completed

**Objective 3: *The President's office will identify and address accreditation requirements identified as deficiencies. (Board Goal: #5/Strategic Plan Area: Academic Excellence, Service Excellence, and Support Excellence)***

**Strategies:**

1. Meet or exceed needs identified by HLC.
2. Ensure campus-wide training in new accreditation pathway.
3. Meet any critical needs identified by 2017 Vet Tech Accreditation.
4. Prioritize needs identified by 2017 Cosmetology site inspection.

**Measurement:**

Measure 1:	Operational Plans include specific strategies and progress toward meeting needs identified by the HLC is monitored through Cabinet meetings and shared through Staff Announcements.
Measure 1 Results:	Q1: Progress is shared through Cabinet meetings and distributed campus-wide through the daily e-mail compilation. Monthly accreditation updates are shared campus-wide, included in the President's Report section of the Board meeting, provided to local media and to HLC, and provided as a portion of the electronic Board meeting agendas which are posted on the College website.
Measure 2:	Campus-wide training in the new accreditation pathway is monitored.
Measure 2 Results:	Q1: Campus-wide training has taken place during College In-Service sessions.
Measure 3:	Vet Tech accreditation critical needs are met.
Measure 3 Results:	Q1: Maintenance and custodial staff have conducted repairs on flooring issues noted in the Vet Tech accreditation report. A Vet Tech Director has been employed to meet staffing requirements, and an individual has been employed to fill the Vet Tech Instructor position. Full accreditation has been reinstated; however, the deadline for meeting the pass rate requirement has been extended until 2020.
Measure 4:	Cosmetology site inspection needs are prioritized.
Measure 4 Results:	Q1: The Cosmetology area was cited for cleanliness; therefore, the area received a fresh coat of paint, three ducted air returns were installed, a de-humidifier was purchased and installed, and approximately 50% of the floor tiles will be replaced over the Christmas break.

**Responsibilities:**

1. President works with Division heads to assure that all areas understand their role in satisfying deficiencies and that all initiatives are properly resourced.
2. President, Vice-President for Academic Affairs, and the Assessment Committee ensure that campus-wide training is conducted.
3. President, Vice-President for Academic Affairs, and the Technical Program Division Chair ensure needs are met and addressed accordingly.
4. President, Vice-President for Academic Affairs, and Technical Program Division Chair ensure needs are prioritized and addressed accordingly.

**Objective 4: *The President's Office will improve College financial structures. (Board Goal: #6/Strategic Plan Area: Support Excellence)***

**Strategies:**

1. Work with the ICC Foundation to increase private support for scholarships by 25% over 2016-2017 levels.
2. Create a simple unrestricted quasi-endowment fund, to be created with the current Capital Reserve account and any other available funds, for the primary but not exclusive purpose of funding capital projects in perpetuity.
3. Begin planning/feasibility phase for Centennial Capital Campaign.

**Measurement:**

Measure 1:	For 2018-2019 fiscal year, the year should conclude with an appeal plan and allocation in place for the 2019-2020 fiscal year.
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Measure 1 Results:	Q1: The Foundation Director was vacant for several months; however a new Director has been identified and will commence employment in December.
Measure 2:	Unrestricted quasi-endowment fund is created with current Capital Reserve and other available funds for funding capital projects in perpetuity.
Measure 2 Results:	Q1: This process has not begun.
Measure 3:	Monitoring of planning/feasibility phase shows progress.
Measure 3 Results:	Q1: This process has not begun.

**Responsibilities:**

1. President will work with ICC Foundation on annual scholarship appeal and allocation plan
2. President, together with legal counsel, will produce unrestricted funding structure recommendations
3. President will collaborate with the ICC Foundation and the Marketing/Public Relations area

**Objective 5: *The President's Office will improve College financial efficiencies. (Board Goal: #7/Strategic Plan Area: Support Excellence)***

**Strategies:**

1. Some portion of academic scholarship dollars be devoted to the recruitment of residential students, separate from athletics and targeted toward academic programs in which residential enrollment growth is specifically desirable. That portion should be designed to produce residential enrollment growth of 10% per year in ICC-owned dorms. Residential enrollment should increase to full dorm capacity with the goal of an increase of 10% per year.
2. Develop a completely new emphasis on online, in which online becomes its own virtual campus. The Director of Online should report directly to the President and should be a member of the President's Cabinet, and should be tasked with and evaluated on his/her success in reaching a minimum target of 25 new, unduplicated students in the fall semester of 2018 and a minimum target of an additional 25 new, unduplicated students in the spring semester of 2019.
3. Led by the Online division, the College should research and produce a recommendation to the Board for the use of marginal cost pricing for students outside of our service area.
4. Reflect the 2017-2018 revenue decrease accurately in the 2018-2019 balanced budget, and do the same for any anticipated revenue decrease in the 2018-2019 budget.

**Measurement:**

Measure 1:	President collaborates to ensure that some portion of academic scholarship dollars is devoted toward recruitment of residential students and enrollment growth in specific academic programs which are separate from athletics. Residential enrollment reaches full dorm capacity with an increase of 10% per year.
Measure 1 Results:	Q1: A process was developed for ensuring a portion of academic scholarship dollars is devoted toward recruitment of residential students and enrollment growth in specific academic programs which are separate from athletics. The President is collaborating with Bluffstone administrators and staff toward increased enrollment growth and greater dorm occupancy.
Measure 2:	Director of On-line position description, with emphasis on on-line becoming its own virtual campus, is developed. On-line Director position is filled. On-line Director is added to President's Cabinet.
Measure 2 Results:	Q1: The On-line Director position description was developed and the position was subsequently filled. The On-line Director was also added to the President's Cabinet. Two 8-week modules of the online Early Childhood

	Education course will start each semester. The online Certificate and Associate degree in Criminal Justice Programs will also launch; Chief of Police Harrison, and Judge Gettler, will provide instruction and Wichita State University (WSU) is partnering to accept all ICC online credits for students continuing pursuit of a Bachelor degree in Criminal Justice at WSU. Amanda McCormick and Kara Wheeler have been working with Jared toward on-line Pre-Vet and Vet Tech Programs.
Measure 3:	Marginal cost pricing for students outside of our service area is developed and implemented.
Measure 3 Results:	Q1: This process has not begun.
Measure 4:	The 2017-2018 revenue decrease is accurately reflected in the 2018-2019 balanced budget.
Measure 4 Results:	Q1: The 2017-2018 revenue decrease has been accurately reflected in the 2018-2019 balanced budget. 2018-2019 and 2019-2010 Cash Flow Projections were presented during the November 8, 2018 Board meeting. A Dashboard has been created to continually update the Board of Trustees and the public on the College's financial status; the Dashboard will be included in the monthly Board Agenda packets and will post to the College website for community accessibility/reference.

**Responsibilities:**

1. President collaborates with Enrollment Director, Navigators, and the Scholarship Committee
2. Director of On-line grows enrollment, working together with Marketing
3. Director of Online and College research marginal cost pricing
4. Chief Business Officer reflects revenue decreases accurately in the balanced budget

**Objective 6: *The President's Office will systemize an approach to the remaining projects in the Facilities Master Plan. (Board Goal: #8/Strategic Plan Area: Service Excellence and Support Excellence)***

**Strategies:**

1. Using multiple measurement tools, survey the campus regarding priorities.
2. Edit the Facilities Master Plan to remove finished projects, incorporate the ADA plan and include any new necessary projects.
3. Implement edited plan with the goals of: implementing an appropriate portion of the ADA plan, an appropriate portion of structural needs, and part or all of a prioritized capital project in the revised plan.
4. Prioritize structural improvements to main Academic Building.
5. Incorporate the five-year Technology Plan by reference into the Facilities Master Plan.

**Measurement:**

Measure 1:	Multiple measurement tools are utilized for campus survey of Facilities Master Plan priorities.
Measure 1 Results:	Q1: This process has not begun.
Measure 2:	Facilities Master Plan is edited and the ADA plan is incorporated.
Measure 2 Results:	Q1: Although the Facilities Master Plan has not been edited, the ADA plan has been incorporated within the plan.
Measure 3:	Revised Facilities Master Plan is implemented.
Measure 3 Results:	Q1: This process has not begun.

Measure 4:	Structural improvement to Academic Building is prioritized.
Measure 4 Results:	Q1: This process has not begun.
Measure 5:	Reference to the five-year Technology Plan is incorporated in the Facilities Master Plan.
Measure 5 Results:	Q1: The five-year Technology Plan has been incorporated in the Facilities Master Plan.

**Responsibilities:**

1. President will develop a campus survey with assistance from Marketing/Public Relations and the Director of Institutional Research
2. President will edit Facilities Master Plan and incorporate the ADA plan
3. President, Board of Trustees, and Maintenance Director will prioritize structural improvements

**Objective 7: *The President's Office will provide oversight for development of a new 5-year Strategic Plan. (Board Goal: #9/Strategic Plan Area: Support Excellence)***

**Strategies:**

1. Environmental scan completed by Office of Institutional Research.
2. Create Strategic Planning Work Group with representation from the Board of Trustees, Community, Employees, and Students.
3. Identify aspirational peer for use as model (structure, not content).
4. Conduct internal and external draft review/comment sessions.

**Measurement:**

Measure 1:	President and the Office of Institutional Research will develop questions for an environmental scan. Director of Institutional Research completes scan.
Measure 1 Results:	Q1: The President and the Director of Institutional Research collaborated with the Strategic Planning Process and GAP Analysis Committees in development of an environmental scan. A trial session was held during the November 13, 2018 President's Cabinet meeting; a few revisions were implemented and the scan was subsequently distributed to ICC students through the daily e-mail notification. The scan will also be administered to all staff and members in the surrounding communities. The same environmental scan will be administered to all groups for consistency when tracking trends and occurrences internally, as well as external factors beyond our control.
Measure 2:	Strategic Planning Work Group is created.
Measure 2 Results:	Q1: The Strategic Planning Process Committee was formed by College volunteers Marg Yaroslaski, Breta Campus, and Angela Houston; the committee recommendation was presented during the November 8, 2018 Board of Trustees meeting. Brooke Carroll accepted the Strategic Plan Process Coordinator position. The GAP Analysis Committee was formed with two Trustees, two College employees, two ICC faculty members, three members from the local community, the Committee Coordinator, and Dr. Barwick as an ex-officio; a kick-off meeting was held November 13, 2018. Lisa Wilson, Joslyn Kusiak, Linda Ritter, Angela Houston, Marg Yaroslaski, and Breta Campus were selected as facilitators for the community listening sessions. Three community listening sessions were scheduled during the month of November; two in Independence, and one in Cherryvale. An electronic survey was administered to ICC students. Cody Westerhold, Anita

	Chappuie, Page Petrucka, and Taylor Crawshaw were also identified as facilitators for campus listening sessions.
Measure 3:	Aspirational peer is identified.
Measure 3 Results:	Q1: This process has not begun.
Measure 4:	Draft review/comment sessions are conducted internally and externally. This process should be inclusive of all relevant constituencies. Post Strategic Plan adoption, survey participants to determine opinion of process.
Measure 4 Results:	Q1: Strategic Planning Process work is ongoing.

**Responsibilities:**

1. President will work with Director of Institutional Research to develop scan
2. President will encourage representation from the Board of Trustees, community, employees, and students
3. President and Board of Trustees will identify aspirational peer
4. President will hold Open Forum sessions for review and comment

## Operational Plan for Academic Affairs

**Objective 1:** *Academic Affairs will increase the percentage of students employed in a related field and/or continuing their education within one year of successfully completing any Program. (Strategic Plan Area: Academic Excellence, Support Excellence)*

### Strategies:

CTE Faculty will work with IR and with the Registrar's office to track students after they have left ICC to ensure we have accurate reporting to the Kansas Board of Regents (KBOR).

### Measurement:

Measure 1:	<p>This goal is one of our Key Performance Indicators for KBOR. The denominator is the total number of students on the Follow-Up File provided by the college from KBOR. These students represent all graduates of ICC's career and tech ed. certificates and AAS programs. The numerator are the students who are working in their related field, and/or continuing their education.</p> <p>2012-13: 52% (146/280)          2013-14: 39% (90/229)          2014-15: 66% (11/169)          Baseline: 51% (347/678)          We have set a target of 51% for the upcoming year.</p>
Measure 1 Results:	<p>Q1: We do not report this information to KBOR until the spring, so right now we are completing our regular reports to KBOR for enrollment which will assist in this effort moving forward.</p>

**Objective 2:** *Academic Affairs will increase the completion percentage of students who complete English Comp I with at least a grade of "C" after completing a developmental English course. (Strategic Plan Area: Academic Excellence)*

### Strategies:

1. English faculty will continue to work as a team to ensure grading/expectations are equal across all courses taught at the developmental and English Comp I level through rubrics.
2. English faculty will identify what areas need to be improved based on data received from common assessments in both developmental and English Comp I courses.

### Measurement:

Measure 1:	<p>This goal is one of our Key Performance Indicators for KBOR. Our data set for this measure is:</p> <p>2012: 76% (22/29)          2013: 79% (33/42)          2014: 75% (9/12)          Baseline: 77% (64/83)</p>
	<p>Q1: We are currently finishing the fall semester in which students will be tracked from who have started in Comp Prep. We currently have 37 students enrolled in Comp Prep for the fall semester.</p>



This data is comprised by using the following table:

	A	B	C	D	E	F	G
<i>Fall of</i>	# Enrolled in Comp Prep	# Successful in Comp Prep	% Loss from Column A	# Enroll in Comp I by end of next AY	% Loss from Column A	# Successful in Comp I	Success Rate (Column F/Column A)
2010	77	53	31%	44	57%	37	48%
2011	75	46	39%	36	52%	30	40%
2012	69	34	51%	29	58%	22	32%
2013	75	57	24%	42	44%	33	44%
2014	40	17	57%	12	70%	9	23%

The numerator is column “F”, which is the number of students who successfully completed English Comp I with an A, B, or C. The denominator is column “D” which is the total number of students who successfully passed Comp Prep and enrolled in Comp I by the end of the next annual year. This data is pulled from the National Community College Benchmarking Project. Our goal for 2017-18 is to have 80% of students meet this target.

**Objective 3: *Instructors will interact with their students outside of the classroom. (Board Goal #3/Strategic Plan Area: Academic Excellence, Support Excellence)***

**Strategies:**

Faculty will work to engage with students outside of their normal class times and office hours to maintain or improve our scores on the CCSSE. Specific activities that will be focused on are Living Room Conversations that have been organized by Taylor Crawshaw and Sarah Owen, and intramural activities or clubs that have been organized by different individuals/groups on campus.

**Measurement:**

Measure 1:	Our target is to have 10 faculty participate in or lead a Living Room Conversation during the 2018-19 school year, and have 15 different faculty participate in intramurals/clubs during the same time frame.
Measure 1 Results:	Q1: So far we have had 2 faculty participate in Living Room Conversations, and 5 have emailed me with their extra-curricular activities with students outside of class time.
Measure 2:	Our target for the CCSSE data is to maintain or improve upon the 2017 benchmark result of 52.8 on the measure “Student-Faculty Interaction”.
Measure 2 Results:	Q1: The CCSSE will be completed in the spring semester.



## Operational Plan for Technical Education and Community Outreach

**Objective 1: Partner with Southeast Kansas Works to discuss the possibility of implementing new apprenticeship program. (Board Goal #2 and #3/Strategic Plan Area: Academic Excellence, Service Excellence, and Support Excellence)**

### Strategies:

1. Meeting with Apprenticeship Program representative to be able to provide information to local businesses.
2. Contact service area Chambers of Commerce to notify them of the possible Apprenticeship Program opportunities.
3. Create five partnerships per year.
4. Update local businesses on the opportunity for the business partner scholarship.

### Measurement:

Measure 1:	Provide notes from meeting with apprenticeship representatives.
Measure 1 Results:	Q1: The Allied Health advisory board met with Charity from the registered apprenticeship program. We discussed the possibilities of apprenticeship opportunities and how businesses could work with KansasWorks to create them. This will be an ongoing project.
Measure 2:	Will update quarterly with number of partnerships that have been created with the Apprenticeship Programs.
Measure 2 Results:	Q1: As of right now, there have been no partnerships created for the apprenticeship program. Updates will be sent Q2 on any partnerships that have been established.

**Objective 2: ICC Tech Education will implement and/or revitalize improvements in two programs. (Board Goal #2/Strategic Plan Area: Academic Excellence and Service Excellence)**

### Strategies:

1. Jaicey will be working closely with high school instructors, administration, and an outside consultant to realign our existing programs to better match the high school programs.
2. Rebekah will be working to build partnerships/relationships with local businesses to help students with job placement after program completion.

### Measurement:

Measure 1:	By Fall 2019 the changes to the Welding and Early Childhood Education Programs will be redesigned and enrollment will be increased.
Measure 1 Results:	Q1: The welding program has been established and will be starting mid spring semester. We will be able to enroll 10 students in the welding program; this will be all new enrollment. Early Childhood Education is an ongoing program and results will be reported Q2.
Measure 2:	Will be updating every quarter on program progress.
Measure 2 Results:	Q1: We will continue to be updating every quarter on program processes.

**Objective 3: Create advisory boards for new technical programs and current programs that are lacking an advisory board. (Board Goal #2 and Board Goal #3/Strategic Plan Area: Academic Excellence, Service Excellence, and Support Excellence)**

**Strategies:**

1. Reaching out to community businesses to gain strategic advice on how to structure programs and make our students employable after graduation.
2. Speak to local business owners on how to bridge the gap between graduation and employment.
3. Reach out to service area Chambers of Commerce to establish advisory boards.

**Measurement:**

Measure 1:	Update quarterly with notes from Chamber meetings.
Measure 1 Results:	Q1: We have attended first Friday meetings and recently the Montgomery County Action Council board meeting. We will be working with the Montgomery County Action Council on the Talent Turnaround Program to provide training opportunities to potential employees for employers. We will be working with local industries to find what training they are looking for in future employees.
Measure 2:	Provide quarterly meeting updaters from established advisory boards.
Measure 2 Results:	Q1: This semester we met with the Early Childhood Education advisory board and the Allied Health advisory board to go over the changes that were being made in the programs. At the Early Childhood Education meeting we discussed what changes needed to be made to the certificate and the degree programs to make students more employable.

**Objective 4: *Build the community links programs that ICC offers by at least one program per year (Board Goal #3; Improve the college's relationship with the community; Implement at least one program per year designed to reach out to the non-credit needs and desires of our community members on the 45-64 age group/Strategic Plan area: Service Excellence)***

**Strategies:**

1. Poll the community and see what programs the 45-64-year age group would be most interested in seeing.
2. Target marketing to the 45-64 year age group to ensure they are aware of the course offerings for the semester.

Measure 1:	Results of community poll to see what programs the 45-64 year age group are interested in taking.
Measure 1 Results:	Q1: Progress on this measure will be communicated Q2.
Measure 2:	Provide updates on what programs are being offered to reach targeted age group.
Measure 2 Results:	Q1: Progress on this measure will be communicated Q2.

## Operational Plan for ICC Online Programs

**Objective 1: *ICC Online increases institutional effectiveness through annual departmental review. (Board Goal #3/Strategic Plan Area: Academic Excellence and Service Excellence)***

**Strategies:**

1. The Associate Dean of Online will meet with the Online Advisory Committee a minimum of once a month to continually update the online manual.
2. The Online Advisory Committee will reevaluate the outcomes and goals for annual data collection.

**Measurement:**

Measure 1:	Online Advisory Committee meeting minutes will be recorded and kept by a rotating member of the Online Advisory Committee, who will post the minutes on sharepoint. Due Date: Input into sharepoint by the last Friday of each month during starting September, 2018.
Measure 1 Results:	Q1: The OAC is being formulated. Many potential members adjusted their committee responsibilities at the onset of a new semester. Additionally the prospect of partnering with LPFS has postponed the necessity for an OAC. Functionally, the President's Cabinet is serving as such during the conversations regarding LPFS.

**Objective 2: *ICC Online increases institutional value through employee performance review processes. (Strategic Plan Area: Academic Excellence and Support Excellence)***

**Strategies:**

1. In conjunction with the Vice President of Academic Affairs, the Director of Online Learning will evaluate all online courses. This evaluation will include:
  - a. Student Satisfaction
  - b. Adherence to course objectives
  - c. Functionality
2. The evaluations will be presented to the OAC.
3. The OAC, VPAA, and DOL will determine whether invitations should be extended to existing online instructors or recruit additional instructors.

**Measurement:**

Measure 1:	Evaluations will be completed by 12/11/18.
Measure 1 Results:	Q1: The Semester is as of yet unfinished.

**Objective 3: *ICC Online increases course and program offerings to increase online enrollment (Board Goal #1, #2, and #3/Strategic Plan Area: Academic Excellence, Service Excellence, and Support Excellence)***

**Strategies:**

1. The DOL and OAC will develop new program offerings in the following areas:
  - a. Early Childhood Education
  - b. Criminal Justice

\*These programs will offer both terminal and transferable options.
2. All online courses will adjust to a modular format in which courses are completed in eight-week sessions.

3. The DOL and OAC will develop partnerships with local school districts, correctional facilities, law-enforcement groups, and military personnel with the intention of creating direct pipelines for enrollment.
4. Online enrollees will be paired with a specific navigator.

**Measurement:**

Measure 1:	The DOL is finalizing program requirements in both ECE and CJ in conjunction with the VPAA, ICC Now coordinator and online navigator. The DOL is working toward articulation agreements.
Measure 1 Results:	Q1: ECE pilot program launches 1/17/19. CJ launches 3/14/19.
Measure 2:	The modular model has been communicated to the Board of Trustees, Navigators, and VPAA.
Measure 2 Results:	Q1: Presentations have been made to the aforementioned group.
Measure 3:	The DOL is in conversation with the local police chief regarding officers entering the CJ program. Financial aid issues for members of the correctional community is being addressed by the ICC financial aid department.
Measure 3 Results:	Q1: The correctional community remains difficult to navigate in regard to financial matters. The DOL has met regularly with Jerry Harrison and has Mr. Harrison prepared to lead the CJ program and serve as point instructor.
Measure 4:	Rebekah Peitz will serve as the online navigator.
Measure 4 Results:	Q1: Bekah is the very best and the DOL will fight anyone who says otherwise. That may not be true, but she is serving as the navigator for online students.

\*\*The FTE increase goal for ICC online is an additional twenty-five students at the beginning of the Spring 2019 semester; a further twenty-five added by Fall 2019.

## Operational Plan for Tutoring Services

***Objective 1: Tutoring services increases program quality through the creation of clearly defined policies, procedures, learning outcomes, and mission/vision statements. (Board Goal or Strategic Plan Area: Innovation and Service Excellence, HLC Criterion 5.A 3)***

### Strategy:

The Tutoring Center maintains a policy and procedures manual that is updated annually. Peer tutors meet learning outcomes set forth in College Reading and Learning Association tutor training program criteria. The current mission statement reads as follows, “The Independence Community College Tutoring Center serves all ICC students by supporting and enhancing classroom learning”.

### Measurement:

Measure 1:	Maintaining CRLA Certification for Tutor Training Program – logging all tutor contacts weekly, distributing tutor contact sheets to faculty daily, updating tutor training program in July/August.
Measure 1 Results:	Q1: CRLA certification is maintained until September 2019. Tutor contacts are logged on a regular basis and distributed to faculty daily. The tutor training program was updated to include additional information for assisting students with disabilities.

### Responsibility:

Associate Dean for Academic Support Services; Annually

***Objective 2: Tutoring services supports student learning in the classroom through student participation in tutoring services (Board Goal or Strategic Plan Area: Support Excellence, Retention Goals)***

### Strategy:

Invite College Success classes to tutoring center and visit developmental education courses. Provide information and communicate with coaching staff regarding study hall and tutoring sessions. Provide copy of Tutoring Center Contact sheets to appropriate faculty members for review, offer one “Late Night Tutoring” session per month (increased hours), offer student outreach services in form of “Living Room Conversations” and monthly seminars.

### Measurement:

Measure 1:	Visit a minimum of 10 classrooms during the months of August and September to promote Tutoring Center.
Measure 1 Results:	Q1: Promoted the Tutoring Center to 14 classes, Late Night Tutoring has been held September and October. November was skipped with the plan to offer two sessions in December. 15 Living Room Conversations have been held during the semester. Seminars over Note-taking, Memory and Visualization were also held.
Measure 2:	Maintain CCSSE mean score of .96 on question 12.1 D “How often have you used the following services during the current academic year – peer or other tutoring?”
Measure 2 Results:	Q1: Measure will be evaluated with CCSSE report.
Measure 3:	Maintain CCSSE mean score of 1.37 on question 12.2 D, “How satisfied are you with the following services -peer or other tutoring”.
Measure 3 Results:	Q1: Measure will be evaluated with CCSSE report.

### Responsibility:

Associate Dean for Academic Support Services

## Board Goal or Strategic Plan Area: Support Excellence

**Objective 3: Tutoring services increases effective program quality through effective tutor training (Board Goal or Strategic Plan Area: Support Excellence, HLC Criterion 5.A 4)****Strategy:**

The ICC Tutoring Center has been granted certification of its Level I and Level II Tutor Training Program from The College Reading and Learning Association (CRLA.) Recertification occurs every 5 years and recertification information for Level I and Level II will be submitted in 2019 by the Associate Dean for Tutoring and Accessibility.

**Measurement:**

Measure 1:	CRLA Certification Process; Peer tutors will score 60/80 or better on supervisor evaluation.
Measure 1 Results:	Q1: 10/10 peer tutors scored 60/80 or better on the Fall supervisor evaluation.

**Responsibility:**

Level I and Level II peer tutor training is conducted by the Associate Dean for Academic Support Services in collaboration with any other departments (library.) Supervisor evaluations for peer tutors are also conducted by the Associate Dean for Tutoring and Accessibility in October and April.

**Objective 4: Tutoring Services practices effective management of departmental resources (Board Goal or Strategic Plan Area: Service Excellence)****Strategy:**

The Tutoring Center will maintain an Excel budgeting sheet for tutor salaries and utilize practices and approaches that are fiscally responsible, including tying expenses to operational plan.

**Measurement:**

Measure 1:	Remaining within budget.
Measure 1 Results:	Q1: The Tutoring Center is on track to spend roughly half of the allocated budget for salaries by December payroll.

**Responsibility:**

Associate Dean for Tutoring and Accessibility; Annually

**Objective 5: Tutoring Services increases institutional effectiveness through annual departmental review (Board Goal or Strategic Plan Area: Service Excellence)**

**Strategy:** Complete Departmental Review by April of 2019

**Measurement:**

Measure 1:	Departmental Review is completed on an annual basis and utilized to collect and present data.
Measure 1 Results:	Q1: Departmental review will be completed in April. Technology needs (electronic sign in system) continue to be an area of weakness.

**Responsibility:** Associate Dean for Tutoring and Accessibility

**Objective 6: Tutoring services increases institutional efficiency through employee performance review processes (Board Goal or Strategic Plan Area: Service Excellence, HLC Criterion 5.A 4)****Strategy:**

Peer tutors must meet certain criteria to be eligible for hire: A or B in subject desired to tutor, interview with Associate Dean for Tutoring and Accessibility and Director of Student Support Services and two

teacher recommendations. Peer tutor performance is evaluated each semester through a self-evaluation and supervisor evaluation at mid-semester and a self-evaluation and supervisor evaluation at the end of each semester. The Associate Dean for Tutoring and Accessibility will participate in annual employee review and professional development planning.

**Measurement:**

Measure 1:	College Reading and Learning Association requires evaluation of peer tutors to be performed each semester – All peer tutors will score 60/80 on supervisor evaluation.
Measure 1 Results:	Q1: 10/10 peer tutors scored 60/80 or higher on supervisor evaluations.

**Responsibility:**

The Associate Dean is responsible for evaluation of peer tutors. The department of Human Resources and ICC President is responsible for the evaluation of the Associate Dean for Tutoring and Accessibility.

## Operational Plan for Library Resources

**Objective 1: *Provide a service-oriented center library that centers on learning and creativity in a secure and welcoming environment. (Strategic Plan Area: Service Excellence)***

### Strategies:

1. Through student workers and staff coverage maintain desk and assistance coverage 90% of the time.
2. Provide 1 creative and/or 1 educational program per month.
3. Monitoring of feedback through survey, suggestion box and Maxient.

### Measurement:

Measure 1:	Report on program and attendance to programs each month
Measure 1 Results:	Q1: Held detergent making session for about 10 student in conjunction with tutoring center. Halloween game day for about 40 students with edible insects throughout the afternoon.
Measure 2:	Noel-Levitz/CCSSE <ul style="list-style-type: none"> <li>• Noel-Levitz- Decrease the performance gap for question #26 by .05. (Strategic Goal 3)</li> <li>• Decrease the CCSSE performance gap for question 12K by .05</li> </ul>
Measure 2 Results:	Q1: The survey will be done in the spring.
Measure 3:	Hold Staff training during September and create staff notebooks with training materials.
Measure 3 Results:	Q1: New work study was trained and training updated. This work study resigned and we are in the process of training a new student. Part-time assistant is trained in basic duties and new archive and catalog duties are being added.
Measure 4:	Survey students and faculty in March about effectiveness of library as well as monitoring feedback through suggestion box and Maxient.
Measure 4 Results:	Q1: Will be done in March.

### Responsibilities:

1. Director of Library Services (training and implementation)
2. Other library staff (Implementation of services)

**Objective 2: *Encourage lifelong learning and information literacy through quality instruction, reference consultation, and patron service to both on and off-campus students. (Strategic Plan Area: Academic Excellence)***

### Strategies:

1. Provide formal library/information instruction to classes brought to the library by professors. The College Success classes are the core classes for library instruction.
2. Increase online resources for instructors, students, and faculty through website and Canvas.

### Measurement:

Measure 1:	Redesign library website to make it more user friendly and provide video tutorials on all database services.
Measure 1 Results:	Q1: Update has begun with moving databases off of Libguide pages so that we do not have to pay that subscription and a new database page has been created.
Measure 2:	Noel-Levitz/CCSSE



	<ul style="list-style-type: none"> <li>Noel-Levitz- decrease the performance gap by .05 for question #14. (Strategic Goal 3)</li> <li>Decrease the CCSSE performance gap for question 12K by .05.</li> </ul>
Measure 2 Results:	Q1: The survey will be done in the spring.
Measure 3:	Design online research tutorials for online courses.
Measure 3 Results:	Q1: This has not been started due to time constraints.
Measure 4:	Director or Staff will interact with 100% of college success classes and 85% of English classes each semester for the 2018-2019 academic year.
Measure 4 Results:	Q1: All college success courses came for an orientation and about half utilized the library for the career research assignment. We have also met with the Comp 2 classes for research assistance as well as the speech classes, pre-comp classes, and many of the government and history students have received individual assistance on the book review assignment.
Measure 5:	Meet quarterly with instructors using OER material and begin to formulate policy and procedure manual to be in rough draft from by June 2019.
Measure 5 Results:	Q1: We will meet during in-service to assess how the first semester went. OER site is being added to the library resources.

**Responsibilities:**

1. Director of Library Services
2. Other library staff

**Objective 3:** *Establish and support relationships with other groups; on or off-campus; professional and community-based, to support the educational and cultural growth of our library and community. (Board Goal #3/Strategic Plan Area: Service Excellence and Support Excellence)*

**Strategies:**

1. Take an active role in College affairs.
2. Strengthen cooperative relationships with other regional libraries and cultural organizations.
3. Support educational, civic, and cultural activities within the region.
4. Write and support grant proposals that support larger educational initiatives (Strategic Goal 3).

**Measurement:**

Measure 1:	The Director of Library Services will attend at least two professional conferences per year to become aware of regional initiatives.
Measure 1 Results:	Q1: I have attended SEKALC and applied for a scholarship to attend the ACRL (Association of College and Research Libraries) national conference in the spring (this is held every 2 years and I will attend instead of attending the KLA conference this year).
Measure 2:	<p>The Director of Library Services will seek opportunities to cooperate with other institutions in areas such as consortia purchasing, grant writing, and regional project development.</p> <ul style="list-style-type: none"> <li>Director will apply for at least 1 grant each year to enrich library resources or programming (Strategic Goal 3).</li> </ul>
Measure 2 Results:	Q1: We have received the Academic Library Extended Service grant for \$3000 this year.
Measure 3:	Staff will host at least 2 cultural and 2 educational programs per semester for the public and college community.

Measure 3 Results:	Q1: Held a detergent making and Halloween program and will be co-hosting the Grant Writing meeting in December.
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**Responsibilities:**

1. Director of Library Services
2. Other library staff

**Objective 4: *Recruit, train, and maintain a professional and student staff sufficient to meet the needs of library users. (Strategic Plan Area: Service Excellence)***

**Strategies:**

1. Investigate strategies to increase funding and/or coverage for library during times of financial hardship.
2. Create task force to evaluate the needs of the community and solutions to increase funding/usage and resources for library.

**Measurement:**

Measure 1:	All student workers and temporary staff will be trained within the first month of employment.
Measure 1 Results:	Q1: Done with work study and temporary staff- lost one work-study student and in the process of training another.
Measure 2:	Informal staff meetings weekly to update all staff on changes or new needs.
Measure 2 Results:	Q1: Communicate daily with staff and have assignment boards for work-study.
Measure 3:	Create task force of students, faculty, staff to determine needs and possible solution to increase funding and support for library- meet each semester.
Measure 3 Results:	Q1: In process- working with sources to find funding.

**Responsibilities:**

1. Director of Library Services
2. Other library staff

**Objective 5: *Maintain a special collections research area that allows patrons to have access to special regional or rare materials, often one-of-a-kind items, for primary source research. The William Inge Collection represents the primary special collection at ICC. (Strategic Plan Area: Academic Excellence)***

**Strategies:**

1. Maintain an appropriate room and storage conditions for archival materials including developing a needs list by December 2018.
2. Obtain proper education for all staff and volunteers who are working with the collection.
3. Remain vigilant that the materials are handled, processes, and stored following standard archival procedures.

**Measurement:**

Measure 1:	Prioritize and purchase new storage boxes for paper materials.
Measure 1 Results:	Q1: Began purchasing appropriate storage for photos and paper materials, purchased de-humidifiers for the collection rooms.
Measure 2:	Digitize correspondence collection.
Measure 2 Results:	Q1: This has been put on hold due to lack of staff but will begin training temporary staff to help with this in January.
Measure 3:	The Director of Library Services will work with Inge community to seek out resources to maintain the collections (ongoing).

	<ul style="list-style-type: none"> <li>Volunteers are tracking time spent via a sign in/out sheet in the Inge Room. (Strategic Goal 2)</li> </ul>
Measure 3 Results:	Q1: Volunteers have slowed down, we have done digital photos with one volunteer this fall to preserve slides.
Measure 4:	Director of Library services will enroll in at least one course or attend at least one conference to increase knowledge and resources for the Inge collection.
Measure 4 Results:	Q1: Will be looking at courses through SAA for the spring.

**Responsibilities:**

1. Director of Library Services
2. Other library staff

**Objective 6: *Offer a varied and up-to-date collection of materials, resources, and equipment which is adequate to support the educational and recreational needs of the library users. (Board Goal #4/Strategic Plan Area: Academic Excellence)***

**Strategies:**

1. Examine all comprehensive program reviews approved in the previous year and evaluate the collection for each area.
2. Create OER working group to assess current and future needs at ICC and develop policies and procedures for future implementation. Increase the library resources on website.

**Measurement:**

Measure 1:	NOEL-Levitz/CCSSE evaluation. <ul style="list-style-type: none"> <li>Noel-Levitz- decrease the performance gap by .05 for question #14 (Strategic Goal 3)</li> <li>CCSSE increase number of non-assigned reading reported by 5% by creating and maintaining a fiction collection relevant to students (Strategic Goal 1)</li> </ul>
Measure 1 Results:	Q1: The survey will be done in the spring.
Measure 2:	OER policy and procedure rough draft prepared by May 2019.
Measure 2 Results:	Q1: The survey will be done in the spring.
Measure 3:	Create priority purchase list and purchase books for comprehensive program reviews by Dec. 2018.
Measure 3 Results:	Q1: We have purchased for 3 programs evaluated in the previous year and have booklists for two others to order when allowed by students. This will complete our initial list of programs reviewed last year and allow us to then look at overall collection needs and prepare for purchases of programs being reviewed this year.

**Responsibilities:**

1. Director of Library Services
2. Other library staff

## Operational Plan for the Registrar's Office

**Objective 1:** *The Registrar's office will maintain a positive community relationship by continuing to increase stakeholder knowledge of official transcript access. (Board Goal #2/Strategic Plan Area: Service Excellence)*

**Strategy:**

Review concern tickets and their resolutions, and track transcript requests and their fulfillment.

**Measurement:**

Measure 1:	Will fulfill 85% of transcript requests within two business days.
Measure 1 Results:	Q1: This quarter 224 transcript requests were processed. Of those, 95% were processed within two business days. The remaining 5% were not able to be processed within two business days normally due to financial or loan exit counseling holds on the student's accounts.

**Responsibilities:**

Registrar will provide quarterly reports

**Objective 2:** *The Registrar's office will maintain and continuously update policies and procedures as changing student and alumni needs evolve. (Strategic Plan Area: Service Excellence; HLC Criterion 4.A.2)*

**Strategy:**

The Registrar's office maintains a policy manual and a procedure manual to provide for clear direction and instructions for all services provided by the Registrar's office. The manuals are to be reviewed each semester and made available in the office and on the website. This assures continuous improvement for processes and student access.

**Measurement:**

Measure 1:	Semester review of manual.
Measure 1 Results:	Q1: The Registrar's office policy manual continues to be reviewed and updated as needed. The Registrar was given access to the website and trained on updating the pages for the Registrar's office.

**Responsibility:**

Registrar is responsible for review and editing, and communication with web master

**Objective 3:** *The Registrar's office will practice effective management of financial resources. (Strategic Plan Area: Service Excellence)*

**Strategy:**

Expenditures will be tied to operational plan

**Measurement:**

Measure 1:	Line numbers will stay within the given constraints.
Measure 1 Results:	Q1: Expenditures for AY 2018-19 thus far are within given budget line amounts. Data collection will continue through AY.

**Responsibilities:**

Registrar

**Objective 4:** *The Registrar's office will help improve long term educational outcomes such as graduation by maintaining graduation and transcript records, which includes insuring graduation applications are correct before issuing a degree. (Strategic Plan Area: Service Excellence)*

**Strategy:**

Advisors will complete a degree check for each graduation application. The Registrar reviews these degree checks for correctness before a student is placed on the graduation list.

**Measurement:**

Measure 1:	Degrees awarded correctly.
Measure 1 Results:	Q1: There will be 64 students awarded degrees on December 11.

**Responsibilities:**

Registrar

**Objective 5:** *The Registrar's office will mirror industry standards by annually reviewing CAS Standards, AACRAO standards, VA policies and directives, and monitoring KACRAO trends. (Board Goal #2/Strategic Plan Area: Service Excellence, HLC Criterion 3.C.6)*

**Strategy:**

The Registrar will subscribe to industry listserves, newsletters, and purchase necessary publications; maintain VA liaison contact, provide for VA compliance audits, and participate in VA webinar trainings; will attend the annual KACRAO Conference, utilize the KACRAO listserve, and maintain state registrar relationships.

**Measurement:**

Measure 1:	Conduct reviews in conjunction with Academic Affairs team, help coordinate campus FERPA training, incorporate new relevant information, and successfully complete VA compliance audits.
Measure 1 Results:	Q1: Two campus FERPA training sessions have been held in recent months and ICC's Directory Information has been updated. No VA compliance audit is due.

**Responsibilities:**

Registrar

**Objective 6:** *Registrar's office will help improve program delivery and long term educational outcomes, such as graduation, for students and the institution as a whole (Board Goal #1/Strategic Plan Area: Service Excellence)*

**Strategy:**

1. Registrar's office will provide insights regarding the structure of academic programs, such as course sequencing, registration processes, and student progress toward graduation; all of which can strategically affect the outcomes of an academic program.

**Measurement:**

Measure 1:	100% of Academic Council meetings will be attended by Registrar's office staff. KBOR course inventory, program inventory, and course matrix will be maintained.
Measure 1 Results:	Q1: Registrar has attended Academic Council meetings. KBOR continues to be regularly updated by the Registrar.

**Responsibilities:**

Registrar

## Operational Plan for Student Support Services

***Objective 1: Increase the number of disadvantaged low-income, first generation college students and students with disabilities who complete a program of study at the postsecondary level (Board Goal or Strategic Plan Area: Excellence in Academics)***

### Strategies:

The SSS Program will achieve these objectives by a series of carefully planned interventions, including:

1. Identify, select, and retain 225 participants with academic need each program year.
  - Collaborate with various departments on campus to gain access to potential participants; facilitate students' application for enrollment into our program; provide services listed below in order to build strong working relationships that lead to positive academic outcomes
2. Assess participants' needs for specific services and develop an individualized graduation plan with each program participant.
  - Review students' applications, financial aid records, placement test scores and academic transcripts
  - Assess student study skills, learning strategies, and career interests through the Learning Assessment and Study Skills Inventory and the My Next Move inventories
3. Academic coaching
  - Specialists and the Director work with program participants to a) facilitate their adjustment to college, b) offer assistance with study skills or other learning strategies, c) help students learn to make healthy choices regarding life on campus and academics, d) develop individualized Graduation Plans, and e) monitor their academic progress. This strategy was a funded Competitive Preference Priority in the 2010 grant competition (a special project that was required for funding)
4. Academic tutoring
  - Tutoring provided by trained educational specialists and by peer tutors
5. Advice and assistance in course selection
  - Specialists work with students to increase their knowledge about the advising process and help students make informed choices regarding course selection and other academic decisions
6. Financial aid resources and application assistance
  - Students are required to complete selected educational modules regarding financial aid in CashCourse as part of their intake into SSS.
  - Specialists work with students individually and in group settings to offer information and education about financial aid resources, completion of the FAFSA, and scholarship opportunities.
  - SSS staff partner with the Office of Financial Aid to educate students about financial aid and to assist them in completing FAFSAs.
7. Personal, career and academic counseling
  - Specialists work with students individually to address any concerns they have regarding these areas, making referrals to other departments on campus or services in the community as appropriate.
8. Mentoring
  - Another funded Competitive Preference Priority during the 2010 grant competition included a "difference education" component associated with panel discussions about



adjustment to college followed by mentoring opportunities for students. The first year of the grant, 2015, was a planning year where staff worked collaboratively with others on campus to design an intervention. In the fall semesters of 2016 and 2017, students enrolled in College Success courses attended panel discussions led by second-year students. In the 2018-19 grant year, classroom surveys will be given in College Success courses at the beginning and end of the course, and a panel discussion will be held in October. Both group and individual mentoring opportunities will be offered during the academic year. Participants will be surveyed and data tracked for subsequent perceptions of non-academic skills and academic outcomes related to persistence, completion and transfer.

9. Recognition events at end of semester and program year

- At the end of the fall and spring semesters, student success is acknowledged and celebrated at a Recognition Ceremony (end of the fall semester) and a Recognition Banquet (end of the spring semester).

**Measurement:**

Measure 1:	61% of all participants will persist from one academic year to the beginning of the next academic year or earn an associate's degree or certificate at the institution and/or transfer from a 2-year to a 4-year institution by the fall term of the next academic year.
Measure 1 Results:	Q1: Data is not yet available for reporting; annual APR is being completed.
Measure 2:	73% of all participants will meet the performance level required to stay in good academic standing at the applicant institution.
Measure 2 Results:	Q1: Data is not yet available for reporting; annual APR is being completed.
Measure 3:	32% of participants will graduate from the institution with an associate's degree or certificate within four (4) years.
Measure 3 Results:	Q1: Data is not yet available for reporting; annual APR is being completed.
Measure 4:	31% of participants will receive an associate's degree and transfer to a four-year institution within four (4) years.
Measure 4 Results:	Q1: Data is not yet available for reporting; annual APR is being completed.

**Responsibilities**

SSS Program Director and Key Staff

The SSS program will accomplish its goals through direct service of a core group of SSS staff as well as collaboration and partnership with several key departments on campus: Enrollment and Retention; Academic Affairs; Athletics; Business Office; Financial Aid Office; Marketing; and Student Life., in addition to participation in ICC committees and support for student organizations.

***Objective 2: Increase the retention and graduation rates and facilitate transfer from two-year to four-year colleges and universities (Board Goal or Strategic Plan Area: Excellence in Academics)***

**Strategies:**

1. Academic coaching - Specialists and the Director work with program participants to a) facilitate their adjustment to college, b) offer assistance with study skills or other learning strategies, c) help students learn to make healthy choices regarding life on campus and academics, d) develop individualized Graduation Plans, and e) monitor their academic progress. This strategy was a funded Competitive Preference Priority in the 2010 grant competition (a special project that was required for funding).
2. Academic tutoring- Tutoring provided by trained educational specialists and by peer tutors.

3. Specialists work with students individually and in group settings to offer information and education about transferring to four year schools, completion of online applications, management of transcripts, and fee waiver applications.
4. Personal, career and academic counseling - Specialists work with students individually to address any concerns they have regarding these areas, making referrals to other departments on campus or services in the community as appropriate.
5. Career exploration - Specialists work with students individually or in group settings to help them explore their career interests, current market demand for identified careers, schools that offer specific programs, and related information.
6. Cultural events and academic programming activities - Groups of students attend cultural events including music or dance performances, fine arts exhibitions, lectures related to human rights and relations or social issues, or other activities offering experience of different cultures.
7. Mentoring- In the 2018 - 19 grant year, panel discussions will again be offered in the Fall semester, and both group and individual mentoring opportunities will be offered during the academic year. Participants will be surveyed and data tracked for subsequent perceptions of non-academic skills and academic outcomes related to persistence, completion and transfer.

**Measurement:**

Measure 1:	61% of all participants will persist from one academic year to the beginning of the next academic year or earn an associate's degree or certificate at the institution and/or transfer from a 2-year to a 4-year institution by the fall term of the next academic year.
Measure 1 Results:	Q1: Data is not yet available for reporting; annual APR is being completed.
Measure 2:	73% of all participants will meet the performance level required to stay in good academic standing at the applicant institution.
Measure 2 Results:	Q1: Data is not yet available for reporting; annual APR is being completed.
Measure 3:	32% of participants will graduate from the institution with an associate's degree or certificate within four (4) years.
Measure 3 Results:	Q1: Data is not yet available for reporting; annual APR is being completed.
Measure 4:	31% of participants will receive an associate's degree and transfer to a four-year institution within four (4) years.
Measure 4 Results:	Q1: Data is not yet available for reporting; annual APR is being completed.

**Responsibilities:**

SSS Program Director and key staff

***Objective 3: Foster an institutional climate supportive of the success of students (Board Goal or Strategic Plan Area: Excellence in Academics)***

**Strategies:**

1. Academic coaching- Specialists and the Director work with program participants to a) facilitate their adjustment to college, b) offer assistance with study skills or other learning strategies, c) help students learn to make healthy choices regarding life on campus and academics, d) develop individualized Graduation Plans, and e) monitor their academic progress. This strategy was a funded Competitive Preference Priority in the 2010 grant competition (a special project that was required for funding).
2. Academic tutoring- Tutoring provided by trained educational specialists and by peer tutors.
3. Specialists work with students individually and in group settings to offer information and education about transferring to four year schools, completion of online applications, management of transcripts, and fee waiver applications.



4. Personal, career and academic counseling- Specialists work with students individually to address any concerns they have regarding these areas, making referrals to other departments on campus or services in the community as appropriate.
5. Mentoring- In the 2018-19 grant year, panel discussions will again be offered in the Fall semester, and both group and individual mentoring opportunities will be offered during the academic year. Participants will be surveyed and data tracked for subsequent perceptions of non-academic skills and academic outcomes related to persistence, completion and transfer.
6. Recognition events at end of semester and program year- At the end of the fall and spring semesters, student success is acknowledged and celebrated at a Recognition Ceremony (end of the fall semester) and a Recognition Banquet (end of the spring semester).

**Measurement:**

Measure 1:	61% of all participants will persist from one academic year to the beginning of the next academic year or earn an associate's degree or certificate at the institution and/or transfer from a 2-year to a 4-year institution by the fall term of the next academic year.
Measure 1 Results:	Q1: Data is not yet available for reporting; annual APR is being completed.
Measure 2:	73% of all participants will meet the performance level required to stay in good academic standing at the applicant institution.
Measure 2 Results:	Q1: Data is not yet available for reporting; annual APR is being completed.
Measure 3:	32% of participants will graduate from the institution with an associate's degree or certificate within four (4) years.
Measure 3 Results:	Q1: Data is not yet available for reporting; annual APR is being completed.
Measure 4:	31% of participants will receive an associate's degree and transfer to a four-year institution within four (4) years.
Measure 4 Results:	Q1: Data is not yet available for reporting; annual APR is being completed.

**Responsibilities:**

SSS Program Director and key staff

***Objective 4: Improve financial and economic literacy of students (Board Goal or Strategic Plan Area: Excellence in Academics)***

**Strategies:**

1. Students are required to complete selected educational modules regarding budgeting, student debt and establishing healthy credit in CashCourse as part of their intake into SSS.
2. Specialists work with students individually and in group settings to offer information and education about student loan debt and personal finance
3. SSS staff partner with the Office of Financial Aid to educate students about financial and economic literacy.

**Measurement:**

Measure 1:	30% of SSS participants will complete CashCourse modules and score higher on post-tests assessment than on pre-test assessment.
Measure 1 Results:	Q1: 30% of SSS participants completed CashCourse modules and scored higher on post-tests than on pre-test.
Measure 2:	20% of SSS participants surveyed will report that their financial and economic literacy was improved by participation in targeted SSS activities.
Measure 2 Results:	Q1: Data is not yet available for reporting; end of semester survey will be administered in December, 2018.

**Responsibilities:**

SSS Program Director and key staff

**Process Improvement Objectives**

Note: The following objectives are not part of services contracted with the U.S. Dept. of Education; they are included as internal initiatives intended to enhance the effectiveness of contracted services and provide the highest quality services possible to stakeholders.

***Objective 5: Improve staff knowledge and skills related to serving students with disabilities  
(Board Goal or Strategic Plan Area: Excellence in Academics)***

**Strategies:**

1. The Program Director will collaborate with the Associate Dean for Academic Support Services to assess resources and needs related to serving students with disabilities.
2. The Program Director will perform an audit of program participants having disabilities and their unique needs, including accommodations and assistive technology.
3. Any identified assistive technology that would benefit current students with identified disabilities will be included in the planned budget.
4. SSS staff will receive twelve hours of training annually specific to serving students with disabilities.

**Measurement:**

Measure 1:	50% of SSS participants designated in admissions criteria as having a disability will report on annual survey that they received high or excellent quality services related to their disability-related access or accommodations.
Measure 1 Results:	Q1: Data is not yet available for reporting; end of semester survey will be administered in December, 2018.

**Responsibilities:**

SSS Program Director and key staff

## Operational Plan for Recruiting

**Objective 1: *Reach out and connect with high schools and potential students locally, regionally, nationally and internationally to increase enrollment. (Board Goal or Strategic Plan Area: Support Excellence)***

### Strategies:

1. Set up group tours with all local service area schools:
  - Independence
  - Neodesha
  - Fredonia
  - Altoona
  - Cherryvale
  - Sedan
  - West Elk
  - Elk Valley
2. International enrollment increased by creating partnerships with local 4 year schools.
3. Utilize new firework system to increase enrollment.

### Measurement:

Measure1:	Enrollment comparison from fall 2018 to fall 2019 <ul style="list-style-type: none"> <li>• Fall 2019</li> </ul>
Measure 1 Results:	Q1: Available Fall 2019.
Measure 2:	Increase international student population to 30 students by fall of 2019
Measure 2 Results:	<p>Q1: The Emporia State University MOU has been completed for our International agreement. Through our partnership, Andrea Hucke was able to attend a recruiting fair in South America. While in South America she attended Education USA fairs, high school visits, and worked with the Kansas Paraguay Partnership program to establish a relationship. At this time, we are on track to have at least 4 incoming international students for the Spring semester. This will be an ongoing process.</p> <p>Independence, Neodesha and Fredonia have all completed group tours this fall.</p>

### Responsibilities:

1. Dillon Packard – Recruiting Coordinator
2. Rebekah Peitz – Asst. Director of Enrollment and Retention – International
3. Brittany Thornton – Director of Enrollment and Retention Management

**Objective 2: *All ICC West programs will be at capacity by Fall 2019. (Strategic Plan Area: Support Excellence)***

### Strategies:

1. Relocate Asst. Director of Enrollment and Retention Management to the ICC West campus to work with all programs on recruiting goals.
2. Asst. Director of ERM will work with all west departments by implementing the new Firework recruiting system.

3. Asst. Director of ERM will meet with all west departments one a month to set goals and track progress on recruits.

**Measurement:**

**Responsibilities:**

Measure 1:	Enrollments Increase by Fall 2019 <ul style="list-style-type: none"> <li>• Meet EMT enrollment capacity of 15 students</li> <li>• Meet Cosmetology enrollment capacity of 20 students</li> <li>• Meet Culinary enrollment capacity of 12 students</li> </ul> Meet Vet Tech capacity of 24 students
Measure 1 Results:	Q1: We are currently still processing contact cards and will update progress in Q2.
Measure 2:	Firework reports will be run quarterly to update how many students are in the recruiting funnel
Measure 2 Results:	Q1: Fireworks is currently not up and running. Will update in Q2.

Rebekah Peitz – Assistant Director of Enrollment and Retention Management

## Operational Plan for Enrollment

**Objective 1: Increase ICC's overall retention rate to 31% for Fall to Fall (2017-2018). (Board Goal #3: Improve college relationship with the community, Board Goal #4: Improve overall student experience, Board Goal #5: Respond to HLC Criteria 4.C.)**

### Strategy:

1. Navigators will check 5/8/12 week grades. Any student with a C or lower will be contacted for a meeting with Rebekah to discuss any issues they might be having and to review campus resources for success.
2. Continue recruiting families and working with students to apply for the CP2 program.
3. Navigators track reason why students are leaving each semester.

### Measurement:

Measure 1:	Meet retention goal of 31% from Fall to Fall (2017-2018). Continue to measure each quarter.
Measure 1 Results:	Q1: We exceeded our goal for Fall 2017 to Fall 2018 retention at 37.84%.

### Responsibility:

1. Navigators
2. Director of Enrollment and Retention Management

**Objective 2: Increase retention rate by 5% for Cosmetology, Vet Tech, Allied Health, and EMS (Board Goal #5: Respond to HLC Criteria 4.C)**

### Strategies:

1. Full time Navigator at ICC West.
2. Rebekah will be checking 5/8/12 week grades. Any student with a C or lower will be contacted for a meeting with Rebekah to discuss any issues they might be having and to review campus resources for success.
3. Making students feel like they are part of the campus community
  - Welcome table first day of school
  - Rebekah Peitz visited all programs the first day of class to introduce herself and check on students
  - Pirate Pantry location established in Rebekah's office for ICC West students.
  - Work with students on Canvas issues.

### Measurement:

Measure 1:	Measure retention each quarter.
Measure 1 Results:	Q1: <ul style="list-style-type: none"> <li>• Welcome table was set up and for the first 3 days of school and had multiple students stop by.</li> <li>• Rebekah Peitz visited all programs the first day of class to introduce herself and check on students</li> <li>• Multiple students have utilized the pantry this semester.</li> <li>• Worked with students on Canvas issues.</li> <li>• Retention at West - Cosmo 9 out of 10 students returning.</li> </ul> Vet Tech 9 out of 14 students returning from pre-requisites to complete the program. Will report updated progress in Q2.

**Responsibility:**  
ICC West Navigator

**Objective 3: *Increase offerings at the high school to broaden enrollment opportunities to increase concurrent enrollment by 25%. (Strategic Plan Area: Support Excellence)***

**Strategy:**

1. Work with high school counselors on what classes high school students are taking from other colleges.
  - Early Childhood Education
  - Welding
  - Certified Nursing Aide -Online

**Measurement:**

Measure 1:	Two new SB155 course offerings by Fall 2019.
Measure 1 Results:	Q1: Confirmed with Neodesha High School that we will be offering Computerized Accounting in Fall 2019. Currently working on a plan for Welding to be offered in multiple high schools. Will update in Q2.

**Responsibility:**

Coordinator of ICC NOW, Testing, and Technical Education

**Objective 4: *Navigators will be proactive at enrolling students. Navigators will have 55% of returning students enrolled before students leave for Christmas break. (Strategic Plan Area: Support Excellence)***

**Strategy:**

Navigators will call or text every person on their advising list.

**Measurement:**

Measure 1:	Report # of students enrolled each quarter.
Measure 1 Results:	Q1: Currently enrolling students. Out of 437 students that we know are returning or unknown if returning, we have 153 enrolled. This currently puts us at 35% enrolled. I will update final percentage in Q2.

**Responsibility:**

Navigators

## Operational Plan for Athletics

**Objective 1:** *Be innovative and resourceful in our approach to provide a quality student athlete experience. (Board Goal or Strategic Plan Area: Enhance programs through innovation to improve the overall student experience: Service Excellence)*

### Strategies:

1. Increase student athlete satisfaction by providing safe and exceptional Athletic Practice and Game Facilities by 2% based on ICC Student Athletic Experience Survey.
2. Increase our Live Streaming Games and Webpage/Social Media interaction with our athletic programs by 10%.
3. Increase student athlete satisfaction by providing a safe and exceptional student athlete travel experience by 5% based on ICC Student Athletic Experience Survey.
4. Maintaining the development of leadership skills in student athletes through athletic participation above 90% based on the ICC Student Athletic Experience Survey.

### Measurement:

Measure 1:	We will use the Noel Levitz, ICC Student Athletic Experience Survey and web page online tracking.
Measure 1 Results:	Q1: We have created a stronger presence online by live streaming with Blue Frame - software that allows us to use advertising to a larger network. We went from averaging 500-1400 views during football to 14,000. We will be using that same technology during the basketball season.

### Responsibilities:

All Athletic staff

**Objective 2:** *Maintain a coaching staff who recruits highly skilled full time student athletes who are committed to obtaining an education while furthering their athletic careers. (Board Goal or Strategic Plan Area: Enhance programs through innovation to improve the overall student experience: Service Excellence)*

### Strategies:

1. Maintain student athlete retention rates at 85% based on NJCAA Athletic Department Review Report.
2. Increasing locker room and practice facilities that meet gender equity guidelines.
3. Evaluate salaries based on the Equity in Athletics Report and KAACRO salary reports to maintain exemplary coaching staff and continue to work toward gender equity guidelines based on Equity in Athletics Report.
4. Increase the level of faculty understanding of student athletes with unique and diverse life experiences 5% based on Student Athlete Experience Survey.
5. Maintain the percentage of student athletes at 80% who are committed to continuing their educations at the four year level based on the ICC Student Athlete Experience Survey.

### Measurement:

Measure 1:	We will use the Noel Levitz Survey, NJCAA annual reports, Equity in Athletics report, KAACRO report, Coaches Bonus Pay Bench Mark Report and ICC Student Athlete Experience Survey.
Measure 1 Results:	Q1: Locker rooms were created for both Stunt and Softball Teams. Volleyball locker room was renovated so that we meet Title IX guidelines by providing locker room spaces for all of our athletic programs.

### Responsibilities:

## Athletic Director and Coaches

**Objective 3: *Interact and engage with the local community while increasing donor giving. (Board Goal or Strategic Plan Area: Improve College's relationship with community and Increase Private Support)***

**Strategy:**

1. Maintain the number of Community Service hours performed by student athletes to 5 hours annually per athlete.
2. Increase the number of dollars in Fundraising by the Athletic Department 10%.
3. Increase booster club membership by 10%.
4. Be innovative in creating revenue through online apparel sales from Last Chance U.

**Measurement:**

Measure 1:	We will use in-house surveys/feedback and Community Service Report – by sport.
Measure 1 Results:	Q1: With the community help of Hugos and Andy we were able to team up with our college staff and create an online Last Chance Apparel store for people worldwide to purchase ICC gear and game day tickets. Final numbers will be in the next report. We are currently taking Booster Club memberships for the Basketball Season and will have final numbers in the next report.

**Responsibilities:**

The Athletic Director, Game Management Coordinator, SID and Head Coaches

**Objective 4: Systemize an approach to the remaining projects in the Facilities Master Plan. The projects that remain in the Facilities Master Plan should be prioritized, based on campus need and donor partner potential. (Board Goal or Strategic Plan Area: Improve College's relationship with community and Increase Private Support)**

**Strategies:**

1. Reach out to donors in the community, regionally and nationally to raise \$200,000.00 in donor dollars towards Phase I of the Facilities' Plan for turf in an Athletic Practice Facility.
2. Reach out and work with the Foundation to receive matches for donor dollars raised and to provide additional donor names to the Foundation.
3. Have an architect/engineer draw up plans for Phase II of the Athletic Facilities Plan.

**Measurement:**

Measure 1:	We will use feedback from Foundation.
Measure 1 Results:	Q1: Fundraising from the Athletic Department has reached to \$350,000 by donors including matches from the Foundation.

**Responsibilities:**

The Athletic Director, SID and Coaching Staff



## Operational Plan for Student Life

**Objective 1:** *Encourage students to participate in Student Organizations and activities that enhance the student experience (Board Goal #1/Strategic Plan Area: Service Excellence)*

### Strategies:

1. Scanner/rewards program
  - Set up a mobile scanner that can be placed at games, theater performances, and events around campus. Each time a student attends one of these events they receive an entry to an end of the semester drawing for prizes.
2. Monthly Calendars
  - Print large calendars and hang them in strategic locations around campus. Students will then be able to see what events are taking place during the month.
3. Engage all campus organizations for input on calendars to provide students with more activities.
  - Increased Social Media presence
  - Utilizing text messaging, email and existing campus media outlets (TV's and computers).
4. Work with students and facility to create more clubs on campus to engage students on campus.

### Measurement:

Measure 1:	We will use the Noel Levitz/CCSE surveys and in house student feedback to determine if students are made to feel welcome on campus.
Measure 1 Results:	Q1: Waiting for survey to be administered.
Measure 2:	Utilize data from scanners to identify student participation. After the first quarter benchmark is set the goal will be to increase student participation at games and events by 10%.
Measure 2 Results:	Q1: Creating a plan to successfully implement use of scanners.
Measure 3:	Using the in house Student Survey have 85% of students say "Yes" to the question "The college shows concern and makes an effort to provide activities for students."
Measure 3 Results:	Q1: Waiting for survey to be administered.
Measure 4:	Actively recruit enrollment in Student Government to represent 10% of the student body.
Measure 4 Results:	Q1: Student Government is comprised of all leadership from different clubs, organizations and athletic groups on campus. They will be enrolled in a leadership class during the spring semester. All students on campus are welcome and invited to attend meetings. Seeking new student leadership to begin recruiting new students.

### Responsibilities:

1. Every group on campus is responsible for communication of events in a timely manner for inclusion on calendars
2. Director of student life - Ensure timely production of calendars and quality control of material
3. RA's- Set up and run Scanners at events. Utilize them to create a student social media presence on campus. "Tweet Team"
4. Work study - Put together calendars, hang material, and help out with social media

**Objective 2:** *Create innovative spaces in the student union that will engage students and create a better student experience. (Board Goal #4/Strategic Plan Area: Service Excellence)*

### Strategies:

1. Maintenance/upgrade furniture, equipment and games.
  - Make rooms/spaces appealing and comfortable by creating an atmosphere that resemble a student's space from home.
  - Increase the variety of table games - The ping pong table and pop a shot baskets are very popular with the students and get lots of use during the semester.
3. Enhance and be innovative in the Electronic Gaming Area.
  - Purchase more games for students.
  - Allow students to play games online with Xbox Live competition.

**Measurement:**

Measure 1:	We will use the Noel Levitz/CCSE surveys and in house student feedback.
Measure 1 Results:	Q1: Waiting for survey to be administered.
Measure 2:	Using the Noel Levitz survey question "The student center is a comfortable place for students to spend their leisure time." Lower the "Gap" from .47 in 2018 to .43 in 2019.
Measure 2 Results:	Q1: Waiting for survey to be administered.
Measure 3:	From the in house Student Survey question "The Student union is a comfortable place for me to spend my free time." Raise the number of students who responded "yes" in 2018 from 86% to 88% in 2019.
Measure 3 Results:	Q1: Waiting for survey to be administered.

**Responsibilities**

1. Director of Student Life- In charge of maintaining and ensuring proper use of Equipment
2. RA's- in charge of checking out equipment to students

**Objective 3: *Create a safe campus environment and educate students how to prevent, reduce, report, and prevent crimes. (Board Goal #4/Strategic Plan Area: Service Excellence)***

**Strategies:**

1. Campus Clarity
  - Have students participate in online training during college success classes
  - Before each movie show a short clip about campus safety, sexual awareness, bystander intervention, etc.
2. Programing training and ongoing prevention for sexual misconduct
  - Guest Speakers and Webinars
  - Bystander Intervention
  - Awareness campaigns and special events
  - Partner with local legal and civic organizations to provide seminars and information for our students
- Raise awareness of the Maxient system and encourage students to utilize the software so that effective change can be made on campus.

**Measurement:**

Measure 1:	Using the in house Student Survey have 80% of students respond "yes" to the question "Did you learn about Bystander Intervention while at ICC?."
Measure 1 Results:	Q1: Had meetings with the Resident Student Population about Bystander Intervention and Sexual Assault. RA's received training on Sexual Assault and safety in the Dorms through Housing. Waiting for survey to be administered.

Measure 2:	From the in house Student Survey question “Do you feel safe on Campus?” Raise the number of students who responded “yes” in 2018 from 94.1% to 95% in 2019.
Measure 2 Results:	Q1: Waiting for survey to be administered.

**Responsibilities:**

1. Director of Student life - Provide programming materials and issue materials to campus groups
2. RA's - Help create awareness within the dorms about program materials
3. Dorm Supervisors - Direct students how to handle issues

## Operational Plan for Institutional Research

**Objective 1: *Institutional Research will administer the Community College Survey of Student Engagement and use the data received back to identify strengths and areas for improvement for the college. (Board Goal #4/Strategic Plan Area: Support Excellence)***

### Strategies:

1. IR will order, administer, and return CCSSE surveys.
2. Use online resources as well as collaboration with ICC departments to figure out what our CCSSE results mean for the college and how we can use those results going forward.

### Measurements:

Measure 1:	The objective will be met if the CCSSE survey is properly administered and returned to the CCSSE office for scoring before Spring Break and results are available for interested parties as soon as scoring is complete.
Measure 1 Results:	Q1: I've registered for the CCSSE and it will be administered in the Spring semester.

**Objective 2: *Institutional Research facilitates continuous quality improvement initiatives through improved inter-departmental communication. (Board Goal #1/Strategic Plan Area: Support Excellence)***

### Strategy:

1. IR will produce reports appropriate to audience need within thirty (30) business days of receipt of information. Reports to include NCCBP, IPEDS Data Feedback Report, Student Reaction to Instruction, Transfer Survey, and Graduate Exit Survey.
2. IR will work with the Assessment Committee to create appropriate reports, report-out formats and processes for disseminating student learning outcomes assessment information to internal and external stakeholders.
3. IR will collaborate with the Marketing Department in order to utilize the National Institute for Learning Outcomes Assessment (NILOA) Transparency Framework guidelines in order to better disseminate assessment information to external stakeholders.

### Measurement:

Measure 1:	The objective will be met if 100% of reports are disseminated within thirty (30) business days of receipt or by the deadline specified by the federal government (Student Right to Know).
Measure 1 Results:	Q1: NCCBP reporting was completed over the summer. I've worked with Navigators to develop a new Graduate survey that is currently in use.

**Objective 3: *Institutional Research facilitates institutional compliance with external accountability, regulation, and control. (Board Goal or Strategic Plan Area: Support Excellence)***

### Strategies:

1. IR will learn and become more familiar with the external reporting requirements and data collection needs.
2. IR will collect and/or report data for all external accountability needs including state (KBOR), federal (IPEDS), and accreditation-related (HLC).

**Measurement:**

Measure 1:	The objective will be met if the deadline is met for every released report The objective will be met if 100% of data collections are completed and reported by the deadline specified if IR is the reporter and three weeks prior if another department is the reporter.
Measure 1 Results:	Q1: KHEDS User Validation report, KSPSD Academic Year Report, KSPSD Fall Preliminary report, IPEDS Fall collection, KSA Data Request, KBOR Faculty & Staff survey, Fall KHEER, and KSPSD Fall report have all been completed and submitted prior to the deadline for each.

## Operational Plan for Financial Affairs

**Objective 1. *Provide economically-disadvantaged students with more opportunities to graduate or transfer from ICC without student debt. (Board Goal or Strategic Plan Area: Innovation and Service Excellence)***

**Strategy:**

Increase number of students receiving scholarships from outside providers at the national, state and local levels. Also increase the amount of awards in Federal Supplemental Education Opportunity Grant (FSEOG) for those students with the highest cost of attendance.

**Measurement:**

Measure 1:	Increase the number of scholarship awards from the national, state and local levels by 10% (87 awarded during the 2017-18 AY; increase to 96 awards).
Measure 1 Results:	Q1: To-date students have received 55 scholarships from outside sources at the national, state and local level. At the same time last year, students had received 71 outside scholarships; a decrease of 22.5%. The OSFA will be focusing on assisting students with scholarship applications for the Spring 2019 term by targeting emails and letters to students with scholarship opportunities.
Measure 2:	Increase awards of FSEOG to students with the highest cost of attendance.
Measure 2 Results:	Q1: The FSEOG awarding scheme was updated by OSFA to allocate a larger percentage of the award to on-campus residents, which represent the student population with the highest cost of attendance. To-date OSFA has increased FSEOG awards by \$3125 compared with the same time last year; an increase of 14%. Additionally, the average award per student is \$148 compared to \$75 per student at the same time last year. Despite increasing grant funding to residents, the total loans borrowed by students at the same time last year has still increased by \$87,214; an increase of nearly 20% even in light of a decrease in enrollment. Increased funding in Federal Student Aid programs are being outpaced by increased costs of attendance. A more aggressive awarding criteria to address the neediest students should be implemented to address the increase in loans for next award year.

**Responsibility:**

Financial Aid Director and Financial Aid Specialists

**Objective 2: *Educate students about personal financial wellness. (Board Goal or Strategic Plan Area: Innovation and Service Excellence)***

**Strategy:**

Provide educational support, materials and references for staff educating students about financial responsibility. Provide students with resources for managing their personal finances and educating themselves about financial wellness.

**Measurement:**

Measure 1:	Increase number of workshops and presentations for students and staff by utilizing Cash Course program in tandem with Student Support Services.
Measure 1 Results:	Q1: The OSFA hosted the Price is Right financial literacy event again this year in collaboration with SSS. The attendance rate of students dropped marginally by 5 students; this may have been due to the change in timing of presenting during a weekday rather than in the evening. OSFA also offered

	to present for transfer students to advise about transferring institutions—no student appeared at the presentation. Finally, OSFA presented to three (3) staff information about the Public Service Loan Forgiveness program.
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**Responsibility:**

Financial Aid Director

**Objective 3: *Increase the number of students completing their FAFSA earlier to allow students the opportunity to view financial awards from multiple institutions and make an informed decision about their choice(s) of school(s). (Board Goal or Strategic Plan Area: Innovation and Service Excellence)***

**Strategy:**

Hold FAFSA completion events and provide students access to computers and parents to complete the FAFSA with financial aid staff available to assist. Award institutional and Foundation Scholarships earlier.

**Measurement:**

Measure 1:	Begin sending award letters including Federal Student Aid, Institutional Aid, and ICC Foundation Aid beginning February 22, 2019.
Measure 1 Results:	Q1: The OSFA is on schedule to begin processing the 2019-20 award year on or before February 22 <sup>nd</sup> . The only outstanding issue that needs to be resolved prior to awarding is the decision concerning scholarship award allocations and policies.

**Responsibility:**

Financial Aid Director and Financial Aid Specialists

**Objective 4: *Reduce the rate of students entering loan default after transferring, graduating, or leaving ICC. (Board Goal or Strategic Plan Area: Innovation and Service Excellence)***

**Strategy:**

Utilize default management provider, W.I.S.S. to contact and counsel students about repayment options. Also use borrower data provided by the National Student Loan Database System (NSLDS) and Mohela to contact and counsel students about default consequences and repayment options. Contact graduates personally each term to discuss exit counseling.

**Measurement:**

Measure 1:	Increase the number of student borrowers completing Loan Exit Counseling within thirty (30) days of graduating/leaving ICC by 10%.
Measure 1 Results:	Q1: OSFA cannot yet implement this process until the first term (Fall 2018) has ended. OSFA plans to personally contact loan recipients who are listed as graduates or who ultimately do not return for the Spring 2019 term. OSFA currently lacks the staff to proactively address default during peak times (April through October).

**Responsibility:**

Financial Aid Director

**Objective 5: *Improve the student's experience with the Office of Student Financial Aid (Board Goal or Strategic Plan Area: Innovation and Service Excellence)***

**Strategy:**

Collect customized survey data about students' experiences with the OSFA and tailor processes and modes of contact based on student responses. Use student feedback from the Graduate Exit Survey and CESSE to improve students' experience with ICC and the OSFA.

**Measurement:**

Measure 1:	Increase scores in CESSE and Graduate Exit Surveys related to students' experiences with the OSFA.
Measure 1 Results:	Q1: Survey has not yet been implemented for Fall 2018 term; will be conducted upon conclusion of the term.

**Responsibility:**

Financial Aid Director and Financial Aid Specialists

**Objective 6: *Improve employee performance and customer service through continuing education (Board Goal or Strategic Plan Area: Innovation and Service Excellence)***

**Strategy:**

Attend professional webinars, conferences and workshops hosted by Kansas Association of Financial Aid Administrators (KASFAA) and the Department of Education.

**Measurement:**

Measure 1:	Successfully complete conferences and workshops by earning continuing education credits and certifications. Reduce or eliminate audit findings through proper training and understanding of regulations.
Measure 1 Results:	Q1: No conferences have yet been attended by OSFA staff. The RMAFAA conference in North Dakota and the US Dep't of Education Conference in Georgia were not budgeted for attendance due to the cost. The OSFA will view recordings of the U.S. Dep't of Education Conference sessions once available online in December/January. The next training opportunity will occur in Q2 in Hutchinson. The OSFA will attend the Two Year Institution Roundtable at that time.

**Responsibilities:**

Financial Aid Director and Financial Aid Specialists

**Objective 7: *Create new avenues to receiving Federal Student Aid for new and existing programs at ICC (Board Goal or Strategic Plan Area: Innovation and Community)***

**Strategy:**

Create and implement policies and procedures for online education for inmates and Ability-To-Benefit for Fab Force/Small Business Management.

**Measurement:**

Measure 1:	Create policies and procedures for incarcerated and ABE students to obtain Federal Student Aid.
Measure 1 Results:	Q1: OSFA researched and created draft policies/procedures for admission criteria and financial aid criteria for incarcerated and ABE student. OSFA attended informational/planning meetings with Online Education Director and ABE program members to discuss policies and regulatory requirements for federal student aid. Next steps for programs will need to be implemented by the respective program directors.

**Responsibilities:**

Financial Aid Director



**Objective 8: *Improve the college's relationship with the community by exploring bookstore retail opportunities at campus activities and events. (Board Goal or Strategic Plan Area: Improve college relationship with community)***

**Strategy:**

Increase visibility and sales at Athletic games and events by 50%. Increase advertisements in local paper and media outlets.

**Measurement:**

Measure 1:	Maintain Attendance Log for Sales Events and increase by 10%.
Measure 1 Results:	Q1: The bookstore was present at 6 football games and downtown Neewollah. There has been an increase in sales by 40% or \$5,700 at these events.

**Responsibility:**

Director of Bookstore Operations

**Objective 9: *Improve the college's relationship with the community by expanding and enhancing the College Bookstore webpage/sales. (Board Goal or Strategic Plan Area: Improve college relationship with community)***

**Strategy:**

Increase number of items offered on the webpage.

Increase social media posts for the Bookstore webpage.

Add new shipping options.

**Measurement:**

Measure 1:	Add 50% of new items to website.
Measure 1 Results:	Q1: Online items have increased by 50%. Approximately 80% of the bookstore items are available online, compared to 30% previously.
Measure 2:	Increase Social Media advertisement by 25%.
Measure 2 Results:	Q1: The Bookstore has been actively promoted on social media. There has been approximately a 70% increase in social media postings.

**Responsibility:**

Director of Bookstore Operations

**Objective 10: *Improve the college's relationship with the stakeholders through targeted surveys. (Board Goal or Strategic Plan Area: Improve college relationship with community)***

**Strategy:**

1. Update survey for bookstore and solicit feedback once a year.
2. Create a strategy to remain open last week of June to service students and complete the Bookstore end of year inventory process.

**Measurement:**

Measure 1:	Increase Customer Satisfaction by 10%.
Measure 1 Results:	Q1: Survey results will be available after the end of the Fall term.
Measure 2:	Hold a book return event at the dorms 2 days in the Fall, 2 days in the Spring, 1 day in the Summer June, and 1 day in the Summer July.
Measure 2 Results:	Q1: The remote return of books required the purchase of a laptop and setup assistance from IT. The laptop has been ordered and is in the process of being setup.

**Responsibility:**

Director of Bookstore Operations

**Objective 11: *Improve customer satisfaction and student experience with the Business Office. (Board Goal or Strategic Plan Area: Innovation and Service Excellence)***

**Strategy:**

1. Improve Communication with Students regarding billing and balances due.
2. Survey students about experiences and improvements with the Business Office.
3. Add survey questions to drill down on the Noel Levitz results.

**Measurement:**

Measure 1:	Increase ratings on campus-wide and area specific surveys.
Measure 1 Results:	Q1: Surveys have been developed and will be sent out the week before finals.
Measure 2:	Surveys, Noel Levitz data, and Graduate Exit survey.
Measure 2 Results:	Q1: Surveys will be reviewed after Fall term surveys have been completed and received.

**Responsibility:**

Chief Business Officer

**Objective 12: *Reduce the amount of debt owed by students when leaving ICC. (Board Goal or Strategic Plan Area: Innovation and Service Excellence)***

**Strategy:**

1. Continue improved communication of amount owed to students.
2. Staff receive Professional Development on Collection Strategies.
3. Mail paper statements by end of 1<sup>st</sup> week of classes and continue mailing by the 5<sup>th</sup> of each month.
4. Promote Online Payment options.
5. Maintain availability during peak times such as Move-In Days.
6. Apply more aggressive adherence to Payment Policy in Summer.
7. Continue communications with Coaches/Navigators about incoming students as early as possible.
8. Share Accounts Receivable stats with campus.
9. Mass text to students when statements are published and mailed.

**Measurement:**

Measure 1:	Reduction of A/R Aging by 2% for Fall and Spring, 5% for Summer.
Measure 1 Results:	Q1: This percentage will be reviewed at the end of Fall term 2018. Communication with Coaches and Navigators has been provided on a regular (monthly) basis. Reports have been created and shared with campus (Fiscal Dashboard). Association Reports have been shared with campus representatives.
Measure 2:	Monthly review of A/R Summary and Balance Reports by Staff.
Measure 2 Results:	Q1: Accounts Receivable staff meet on a weekly basis to strategize on collection efforts, groups to focus on. The A/R Summary is provided on a regular (weekly) basis.

**Responsibility:**

Chief Business Officer

**Objective 13: *Improve Facilities. (Board Goal or Strategic Plan Area: Innovation and Service Excellence)***

**Strategy:**

Respond to campus facility maintenance and needs in a timely fashion.

1. Respond to 95% of maintenance tickets within one business day.
2. Resolve 80% of maintenance tickets within one week.

**Measurement:**

Measure 1:	Data collected from maintenance ticket system indicates the maintenance department responded to 95% of maintenance tickets within one business day.
Measure 1 Results:	Q1: Current metrics software system does not allow tracking. Working with IT to transition to new software which will allow tracking of key performance indicators. Based on the data we can currently extrapolate, for August 1 thru October 31, 2018 we received 242 Maintenance Tickets. 237 of those tickets were resolved and 5 are open tickets for projects to be completed with expenditure approval and during campus closures due to nature of work needing to be completed when buildings are not in use.
Measure 2:	80% or more of tickets were resolved within 1 week.
Measure 2 Results:	Q1: Current metrics software does not allow for detailed tracking. Responding promptly to tickets and resolving issues is a priority and I am confident this goal has been attained.

**Responsibilities:**

Director of Maintenance

**Objective 14: Improve Facilities. (Board Goal or Strategic Plan Area: Innovation and Service Excellence)**

**Strategy:**

1. The ICC Maintenance department will work to complete ADA compliance requirements using maintenance personnel to resolve issues in a fiscally responsible manner. The Director of Maintenance will also be responsible for working with contractors to receive estimates/bids for projects. The Maintenance Department will utilize ICC Maintenance personnel for projects prior to out-sourcing.
2. Track completion of ADA Compliance List; complete all Year 1 ADA Compliance punch list items by June 30, 2019.
3. Director of Maintenance will review projects with the campus Compliance Officer to accomplish goals within allocated budget and timeframe.

**Measurement:**

Measure 1:	Complete 50% of Year 1 projects by December 31, 2018.
Measure 1 Results:	Q1: @ 20% of year 1 projects completed.
Measure 2:	Complete 100% of Year 1 projects by June 30, 2019.
Measure 2 Results:	Q1: @ 20% of year 1 projects completed.

**Responsibilities:**

Director of Maintenance

**Objective 15: Service Excellence (Board Goal or Strategic Plan Area: Innovation and Service Excellence)**

**Strategy:**

The ICC Maintenance department will create and maintain fiscally responsible practices in the areas of maintenance/repairs, security, transportation, and grounds/landscaping.

1. Review budget on a monthly basis to stay within allocated budgeted. Communicate budget information to maintenance team.
2. Refinish floors in each building on a rotating schedule every other year.
3. Reduce Fire Marshall findings by 35% for ICC facilities (not including housing).
4. Reduce Fire Marshall findings by 15% for Captains Quarters and Brick housing units.
5. Maintenance will perform previously contracted projects (vehicle maintenance, large painting projects, landscaping, floor refinishing, pest control & locker room remodel).
6. Maintenance team will foster community relationships to receive landscaping and plants for a reduced rate or as donations.

**Measurement:**

Measure 1:	Stay within budgeted dollars allotted for the Maintenance Department.
Measure 1 Results:	Q1: 7/1 thru 11/28/2018 total budget spent is 37.85% breakdown as follows: Transportation 34.10%; Grounds/Security 27.34%; Repairs and Maintenance 30.28%; Supplies and Special Projects 22.38%; Salary 48.14%; Fringe Benefits 33.25%
Measure 2:	Reduce or maintain savings on Contracted Project Costs by \$5000/year.
Measure 2 Results:	Q1: Security lighting repaired by Maintenance Team.
Measure 3:	Solicit donations of plants and landscaping materials.
Measure 3 Results:	Q1: Through donations from Walmart and Winkelman's the following projects were completed/started: Fountain, Rose bushes and annuals planted; Sculpture area, roses and various perennial shrubs and trees were planted in anticipation of creating a butterfly/hummingbird habitat; Student Union West Entrance, shrubs planted to complete walkway; Administration Building, Roses planted along east patio and various evergreens and shrubs planted around exterior of building; Academic Building (flag pole flower beds) annuals planted; various campus locations trees planted and flower pots with annuals placed to add aesthetic value. Estimated value of donated trees, shrubs, annual flowers, mulch and potting soil is \$1500.00.
Measure 4:	Quarterly inspections of campus facilities.
Measure 4 Results:	Q1: Campus facilities inspected August 2018 with KSFM; Campus facilities inspected first quarter for ADA compliance issues.
Measure 5:	Semi-annual inspections of dorms.
Measure 5 Results:	Q1: Dorms completely inspected with KSFM August 2018.

**Responsibilities:**

Director of Maintenance

**Objective 16: Service Excellence (Board Goal or Strategic Plan Area: Innovation and Service Excellence)**

**Strategy:**

The ICC Maintenance department will work to improve campus relations, response to emergency situations, identify needs for faculty and staff and empower all ICC employees to have pride in facilities and campus grounds.

1. Survey results will indicate satisfaction improvement by 5% over previous year.
2. 90% of Maintenance Team will receive training or review of CPR and AED training.
3. Timely Reminders will reach faculty and staff within 10 days of new semester.
4. Security report notifications will be sent out to President's Cabinet and put in Maxient within 24 hours of notice to Director of Maintenance to reduce/eliminate propped open and unlocked doors on campus buildings.

**Measurement:**

Measure 1:	Improve campus satisfaction by 5%.
Measure 1 Results:	Q1: Semi-annual survey to be conducted January 2018; survey questionnaire being constructed.
Measure 2:	90% Maintenance team will be trained and/or recertified in CPR and AED.
Measure 2 Results:	Q1: Training of new employees and re-certification rescheduled for February 2019.
Measure 3:	Timely Reminders communicated within 10 days of new semesters.
Measure 3 Results:	Q1: Timely reminders were issued regarding transportation; trash in buildings for Fall 2018 semester.
Measure 4:	Decrease amount of occurrences of unsecured doors/buildings by 5%.
Measure 4 Results:	Q1: Security has reported 32 incidences of unsecured doors/buildings from 7/1 through 10/31 to President's Cabinet and via Maxient Ticket system.

**Responsibilities:**

Director of Maintenance

## Operational Plan for Information Technology

**Administrative Technology Systems** focuses on campus wide systems that are mission critical to the success of the administration at Independence Community College. Portions of the administrative processes will change with the continued implementation of customized forms and reporting links within the Power Campus Portal.

**Objective 1: *Information Technology supports academic excellence through administrative technology systems (Board Goal or Strategic Plan Area: Support and Academic Excellence)***

### Strategies:

1. Continue integrating reporting structures that are consistent with the needs of Independence Community College.
2. Provide the ability for all users to access data through customizable reporting.
3. Restructure the employee entrance process.

### Measurements:

Measure 1:	Implement reusable and Administratively wide accessible reports for remaining KBOR and IPEDs collections.
Measure 1 Results:	Q1: Revamping and changing the reports based upon feedback from this year's KBOR data pull.
Measure 2:	By restructuring the employee entrance process to allow for 75% of all new employees to be setup and ready prior to the first day of employment.
Measure 2 Results:	Q1: Integrating the entrance process with our IT policies and procedures.

**Education Technology Systems** focuses on institutional educational systems including student information systems, Learning Management Systems (Canvas), while supporting faculty and student course related systems. Integrate parts of the Technology committee to help support and bridge the gap between the Department of Information Technology and the Faculty.

**Objective 2: *Information Technology increases institutional efficiency through new technology. (Board Goal or Strategic Plan Area: Support and Service Excellence)***

### Strategies:

1. Setup focus groups, with the help of Marketing, to identify possible technological improvements.
2. Revamp the Technology Committee to allow for a more active approach of its member's in planning and directing the overall Technological direction of institution.
3. Redesign our current infrastructure to offer online account creation and password reset abilities.

### Measurements:

Measure 1:	By implementing an automated account creation and password reset process we should be able to have the students logged in online within an hour and have the number of helpdesk account requests decline by 80%.
Measure 1 Results:	Q1: Currently researching technologies that can accommodate this process.

**Operations and Infrastructure** is the foundation for all services offered to the Institution, including networking, email, Student Information System, Learning Management Systems and all secondary

processes. The Information Technology is responsible for key areas including network operations; server and system administration; distributed IT support of desktops and servers; desktop virtualization; security systems and services.

***Objective 3: Information Technology increases institutional efficiency through technological infrastructure. (Board Goal or Strategic Plan Area: Service and Support Excellence)***

**Strategies:**

1. Continue evolving the Infrastructure Roadmap to develop a optimal digital identity life-cycle.
2. Implement an inventory management system to help better identify necessary replacements as defined by acceptable standards.
3. Implement technology based Security Systems.

**Measurements:**

Measure 1:	Setup a series of checks to have less than a 10% active account overlap from semester to semester.
Measure 1 Results:	Q1: Gathering data in order to implement the appropriate process and procedure.

**Administration** includes Project, Process Management, and general administration. In support of the operational areas the CIO will help to develop standard work processes to improve consistency of project and service delivery. Monitoring and review of this area are reviewed regularly by the President's Cabinet and the President.

***Objective 4: Information Technology strives to improve departmental administration. (Board Goal or Strategic Plan Area: Support Excellence)***

**Strategies:**

Develop and implement a communications plan to keep institution aware any changes or enhancements that may impact their daily workflow.

**Measurements:**

Measure 1:	The CIO will implement a communication plan, working in conjunction with Marketing and Human Resources to allow for minimum downtime for all institution platforms.
Measure 1 Results:	Q1: On hold pending the replacement of the Marketing Director.



## Operational Plan for Human Resources

**Objective 1:** *Support ICC's Vision to be "Excellent" by hiring and developing the right resources who will create value for ICC and their students in the long term. (Board Goal or Strategic Plan Area: Support Excellence)*

### Strategies:

1. Continue with the efforts of the Great Places to Work Committee. This initiative has contributed to the enjoyment of working at ICC for many employees.
2. Create opportunities for employees to come together for the purpose of coming up with innovative ideas. These opportunities will promote the idea of everyone learning to innovate in their areas.
3. Continue with the Leadership Development Program for supervisors and/or high potential employees. This initiative has yielded great results for ICC.
4. Personally coach individual employees on performance issues where needed. I usually have one or two employees that I am working with at any given time in attempt to improve their performance.
5. Host various employee development opportunities throughout the year that focus on specific developmental needs of the organization which is based off Performance Reviews.
6. Work with the college President and Cabinet members to think strategically about their people resources. Goal is to make sure that the college's limited resources are being utilized correctly.
7. Continue to look for and hire employees who have the capacity to be innovative and who have the right balance of character and competence.
8. Promote the ideals of "Being in Service to Others" and "Working together for the common good of ICC" through ongoing review of this idea through the Performance Review Process with individuals and by promoting this idea at Cabinet Meetings. Plan is to make this an overall goal for ICC Faculty and Staff.

### Measurement:

Measure 1:	Quarterly review of turnover statistics reflect that ICC is retaining both "at" and "above expectation" employees.
Measure 1 Results:	Q1: 1 <sup>st</sup> Quarter turnover is 5% of "at" to "above" employees.
Measure 2:	Organizational survey results will demonstrate a positive change in the ICC culture. Specifically we will strive to improve the ratings in the following areas. <ul style="list-style-type: none"> <li>• Our campus focuses on the positive rather than the negative. 2016 rating is 45%, 2017 is 24%</li> <li>• Stakeholders are loyal because your organization consistently does what it says it will do. 2016 rating is 45%, 2017 rating is 23%</li> <li>• Good performances from staff or management receive favorable public commendation. 2016 rating is 52%, 2017 rating is 41%</li> </ul>
Measure 2 Results:	Q1: No new survey results available
Measure 3:	Anecdotal stories from employees, community members, and students that describe "why they like ICC".
Measure 3 Results:	Q1: No stories to share.
Measure 4:	There will be a shift in ownership from just the senior leaders (Cabinet) to at least one level down in each of their respective areas. The next level down will be owning events and activities of the college such as Soirees, Holiday



	activities, Faculty/Staff nights at major athletic events, community events, etc.
Measure 4 Results:	Q1: There has been a migration of handing over responsibilities but typically still requires a senior leader to get involved to finalize.
Measure 5:	Surveys administered during the Leadership Development Program show participants feel they are receiving value from the development program.
Measure 5 Results:	Q1: Due to Fall semester pressures the Leadership Development Program was put on hold during the Fall semester to allow for focus on enrollment and collections.
Measure 6:	Provide information to Cabinet-level leaders on topics such as teamwork, leadership, innovative thinking, etc.
Measure 6 Results:	Q1: HR has continued to send articles and videos to leaders for their review regarding various leadership topics.

**Responsibilities:**

1. Continue with the Great Places to Work (GPW) Committee and assign sub-groups to assist with major employee events/opportunities.
2. Continue meeting with Leadership Group (made up of primarily the top leaders at ICC) and the Staff Development Group (nominated by their supervisors to attend) on a weekly basis throughout the Fall and Spring Semester. Both of these groups read through various leadership books, watch videos, and come up with projects.

**Objective 2. *Improve Communication Across the Entire Organization as relates to Human Resource Area. (Board Goal or Strategic Plan Area: Support Excellence)***

**Strategies:**

1. Create a list of items (policies, processes, developmental information, etc.) that need to be communicated and how they should be communicated to the organization on an ongoing basis. These would be items that are related to Human Resources. An example might be sending out a mass communication to the entire organization regarding the purpose of the Performance Development Process at ICC.
2. Encourage positive communication across the entire campus. Employees have stated that it feels we focus too much on the negative vs. the positive. Strive to make sure that there are many more positive messages being delivered vs. negative messages.

**Measurement:**

Measure 1:	<p>Campus Culture Survey will reflect improvement in the areas of communication. Specifically, we will strive to improve the ratings of the following three statements.</p> <ul style="list-style-type: none"> <li>• Our campus focuses on the positive rather than the negative. 2016 rating is 45%, 2017 rating is 24%</li> <li>• Stakeholders are loyal because your organization consistently does what it says it will do. 2016 rating is 45%, 2017 rating is 23%</li> <li>• Good performances from staff or management receive favorable public commendation. 2016 rating is 52%. 2017 rating is 41%</li> </ul>
Measure 1 Results:	Q1: No new survey results available.
Measure 2:	Prepare two more surveys during the AY that are just a few questions that would be insightful about the level of communication across the campus.
Measure 2 Results:	Q1: Hasn't occurred yet.

Measure 3:	Number of HR communications will increase to be at minimum twice monthly to Cabinet Level employees and monthly to the entire campus through Staff Announcements.
Measure 3 Results:	Q1: HR meets this requirement.

**Responsibilities:**

1. Meet with Michelle Kleiber and create a calendar for the 2018-2019 AY of the specific communications that will be sent out and by what means they will be delivered.
2. Develop two new campus surveys that relate to the level of communication employees feel they are receiving. Include other Cabinet Level employees in the development of the surveys so that we are measuring what matters.

## Operational Plan for Upward Bound

**Objective 1:** *Upward Bound increases participant success in high school through academic skills training. (Strategic Plan Area: Academic and Support Excellence)*

### Strategy:

1. Improve participants' GPA to 2.5 or better on a four-point scale at the end of the school year.
2. Participants will attend an ACT Bootcamp in November 2018; a 3.5 hour workshop designed to increase ACT scores and testing skills.
3. Participants who hold a GPA lower than a 2.5 will log 20 hours a semester using NetTutor available through Canvas.

### Measurement:

Measure 1:	<u>85%</u> of participants served during the project year will have a cumulative GPA of 2.5 or better on a four-point scale at the end of the school year.
Measure 1 Results:	Q1: As of 11/26/2018, we have 65 participants. Only five students are on academic probation, meaning they fall below the 2.5 GPA requirement.
Measure 2:	<u>95%</u> of all targeted students will log their usage of time on NetTutor to equal 20 hours.
Measure 2 Results:	Q1: Students used tutors at school sites and did not access NetTutor. This program will be used in the Spring Semester.

### Responsibility:

Director, Academic Coordinator, Tutor

**Objective 2:** *Upward Bound will increase the number of students who score proficient in reading/language arts & math, Level 3, on the state of Kansas assessment from the previous academic year. (Strategic Plan Area: Academic and Support Excellence)*

### Strategy:

1. Review state test scores in 2018 for reading/language arts and math and target those students who did not score proficient.
2. Provide tutoring using NetTutor for the lowest scoring skills in reading/language arts & math and Accuplacer to benchmark scores in the fall and spring.
3. UB seniors will achieve proficiency in reading/language arts & math by the time they leave high school.

### Measurement:

Measure 1:	<u>85%</u> of targeted participants will have increased scores by the end of the academic year. Students will be measured on their semester grades and compare to cumulative grade in May 2019.
Measure 1 Results:	Q1: We will compare October's grade report as a benchmark and compare it with the December's grade report to see growth or decline.
Measure 2:	<u>95%</u> of all targeted students will log their usage of time on NetTutor to equal 20 hours.
Measure 2 Results:	Q1: Students used tutors at school sites and did not access NetTutor. This program will be used in the Spring Semester.
Measure 3:	<u>50%</u> of UB seniors served during the project year will have achieved at the proficient level on the state assessments in reading/language arts & math.

Measure 3 Results:	Q1: There are 16 seniors, 12 out of 16 are proficient in RLA and 10 out of 16 are proficient in Math.
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**Responsibility:**

Academic Coordinator, Director, Program Specialist

**Objective 3: UB will provide mentoring and advising in order to retain students for continuous enrollment throughout high school. (Strategic Plan Area: Academic and Support Excellence)**

**Strategy:**

1. UB staff will take part in checking grades, making sure participants are enrolled in appropriate classes and are trained in how to address academic/social issues when they arise.
2. Site visits will occur twice a month, when in alignment with school's calendar, to provide resources and interventions deemed appropriate for students' success.
3. Summerfest is an intensive summer program to enhance the academic component preparing participants for the next grade level and all UB participants are eligible to attend.

**Measurement:**

Measure 1:	<u>94%</u> of Project Participants served during the project year will continue in school for the next academic year, at the next grade level, or will have graduated from secondary school with a regular secondary school diploma.
Measure 1 Results:	Q1: There were no terminations from the 17-18 school year. All students have participated for 18-19.

**Responsibility:**

Academic Coordinator, Director, Program Specialist

**Objective 4: Upward Bound ensures that participants will enroll in rigorous programs of study for Secondary School Completion/Graduation. (Strategic Plan Area: Academic and Support Excellence)**

**Strategy:**

1. UB staff will work with school counselors to make sure students are enrolling in rigorous programs offered at their school site.
2. The Academic Coordinator and Director will frequently monitor grades through the parent portal and/or request monthly progress reports from school counselors.

**Measurement:**

Measure 1:	<u>75%</u> of all current and prior year participants who graduated from high school during the school year with a regular secondary school diploma will complete a rigorous secondary school program of study.
Measure 1 Results:	Q1: UB/ICC had 90% of the participants in the 17/18 reporting year to complete a rigorous secondary program of study. There are 16 senior and 24 junior participants that will be reported on in the 18-19 academic year to complete a rigorous secondary school program of study.

**Responsibility:**

Academic Coordinator, Director, Program Specialist

**Objective 5. Upward Bound ensures participants enroll in college after high school graduation. (Strategic Plan Area: Academic and Support Excellence)**

**Strategy:**

1. Current and prior-year UB participants who graduated from high school during the school year with a regular secondary school diploma will enroll in a program of post-secondary education by fall term immediately following high school graduation, or will have received notification by the fall term immediately following high school from an institution of higher education of acceptance but deferred enrollment until the next academic semester.
2. Rising 12<sup>th</sup> graders will enroll and complete Junior Seminar during the summer component prior to their 12<sup>th</sup> grade year. In this class, seniors will apply (if applicable) to at least one college.
3. Senior participants will complete the FAFSA during the November 2018 Saturday Seminar; parents will be encouraged to attend.
4. Senior participants will meet with the UB Director at least two times (one per semester) to discuss specific college planning.
5. Seniors are encouraged to attend the Senior Days offered by the college of their choice; UB Director or Academic Coordinator are responsible for notifying participants of these dates.
6. Qualifying seniors will enroll in the Bridge program upon graduation.

**Measurement:**

Measure 1:	85% of all current and prior UB participants who graduated from high school during the school year with a regular secondary diploma will enroll in a program of post-secondary education by the fall term immediately following high school graduation, or will have received notification by the fall term immediately following high school from an institution of higher education of acceptance but deferred enrollment until the next academic semester (e.g., spring semester).
Measure 1 Results:	Q1: 14 out 20 students from 17-18 enrolled in a Post-Secondary institution. This is 70% of the participants who enrolled in Fall 2018 or deferred enrollment for Spring 2019. This fell short of the 85% target set by the UB Program. We are currently reviewing past practices and implementing new strategies to increase numbers for the 2019 Cohort.

**Responsibility:**

Academic Coordinator, Director, Program Specialist

***Objective 6. Upward Bound will provide career development opportunities to increase the likelihood that a student will graduate from college. (Strategic Plan Area: Academic and Support Excellence)***

**Strategy:**

1. Increase the numbers of participants who attain either an associate or bachelor's degree within six years following graduation from high school.
2. Encourage dual enrollment and the UB Junior Scholarship program with ICC NOW.
3. Encourage Bridge and participation.

**Measurement:**

Measure 1:	44% of participants who enrolled in a program of postsecondary education by fall term immediately following high school graduation or by next academic term (e.g. spring term) as result of acceptance but deferred
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	enrollment, will attain either an associate or bachelor's degree within six years following graduation from high school.
Measure 1 Results:	Q1: We reported on 2012 Cohort which ends their six year track. Only 4 out of the 11 (36%) seniors attained either an Associates or Bachelor's Degree.

**Responsibility:**

Academic Coordinator, Director, Program Specialist

## Operational Plan for Compliance

**Objective 1:** *Oversee the implementation of ICC's student and employee complaints process to ensure that the College collects, reviews and analyzes complaint data in order to identify trends and develop appropriate solutions to stakeholder complaints in a manner that satisfies the requirements of the Higher Learning Commission. (Board Goal or Strategic Plan Area: Enhance programs through innovation to improve overall student experience; Respond aggressively and appropriately to institutional needs identified by external accrediting organizations; Service Excellence; Support Excellence)*

### Strategies:

1. The Compliance Department will work with departments across campus to oversee ICC's student and employee complaints process, which will allow multiple users across campus and in the community to interact within one system to compile information relating to student, faculty, staff and community complaints.
2. The Compliance Department will assist the Student Satisfaction and Complaints Review Committee, whose membership includes ICC students, faculty and staff, in achieving its mission to meet quarterly to discuss student complaint trends to develop solutions and update student related policies and procedures in an effort to understand and address root causes that lead to student complaints.
  - The Compliance Department, in cooperation with the Student Satisfaction and Complaints Review Committee, will engage in a campus-wide marketing campaign to encourage students, faculty, staff and the community to provide the College with both positive and negative feedback as a means of satisfying the Higher Learning Commission's recommendation that the College focus on compiling, reviewing and analyzing student complaint data to assist in identifying and addressing trends in student complaints.
  - The Compliance Department will assist in the compilation of aggregated data for use by the Student Satisfaction and Complaints Review Committee.

### Measurement:

Measure 1:	The Student Satisfaction and Complaints Review Committee will meet at least quarterly to discuss student concerns based upon aggregate data collected through Maxient and will commit to creating at least one action project initiative to increase student satisfaction per committee meeting.
Measure 1 Results:	Q1: The Student Satisfaction and Complaints Review Committee met in October 2018 and is scheduled to meet again in December 2018 to discuss information submitted to the College through the Maxient system.
Measure 2:	The Compliance Department will make quarterly reports to the President's Cabinet regarding aggregated data and trends revealed through the Maxient software and solutions and action projects developed by the Student Satisfaction and Complaints Review Committee.
Measure 2 Results:	Q1: The President's Cabinet received a report of aggregate data and trends identified through the complaints, concerns and compliments submitted to the College through the new Maxient system. Cabinet will receive a similar report in December 2018.

### Responsibilities:

Compliance Officer, Vice President of Student Affairs, Director of Student Life and the Student Satisfaction and Complaints Review Committee



**Objective 2: *Ensure that ICC's internal policies and procedures comply with the Board of Trustees Policy and Procedure Manual, accurately reflect current processes, meet the needs of the College and ensure that ICC is satisfying all of its external legal/regulatory requirements. (Board Goal or Strategic Plan Area: Respond aggressively and appropriately to institutional needs identified by external accrediting organizations; Support Excellence)***

**Strategies:**

1. The Compliance Department will assist the College in its efforts to comply with the Board of Trustees Policy and Procedure Manual and will provide guidance on Board of Trustee policy and procedure compliance.
2. The Compliance Department will initiate conversations with each department of the College regarding its current internal policy and procedure handbooks and manuals to ascertain whether current policy and procedure documents:
  - Comply with the policies and procedures of the Board of Trustees;
  - Meet the needs of the department;
  - Accurately reflect the current processes of the department (as recommended by the Higher Learning Commission); and
  - Satisfy any external legal/regulatory requirements placed upon the department.
3. Based on conversations with each department of the College and an independent review of each department's policy and procedure documents, the Compliance Department will:
  - Identify those departments that are at higher risk of having compliance related issues;
  - Assist departments across campus in the updating of policy and procedures beginning with those that present the highest risk for possible liability until all College policy and procedure handbooks and manuals have been updated; and
  - Disseminate updated policy and procedure documents to College stakeholders through trainings, newsletters, announcements and on the College website.

**Measurement:**

Measure 1:	The Compliance Department will review and, where necessary, approve the revision of at least one-third of the College's policy, procedure and compliance related documents.
Measure 1 Results:	Q1: The Compliance Department has undertaken a review of all non-discrimination policies especially as they relate to race, color, national origin, age, gender and disability in conjunction with its preparation of audit materials requested by the Kansas Board of Regents.

**Responsibilities:**

Compliance Officer in conjunction with staff from each department of the College

**Objective 3: *Implement campus wide compliance training to ensure that ICC faculty and staff have the tools they need to properly respond to legal and ethical obligations on behalf of the College. (Board Goal or Strategic Plan Area: Respond aggressively and appropriately to institutional needs identified by external accrediting organizations; Support Excellence)***

**Strategies:**

1. The Compliance Department will coordinate, and when necessary, provide the following compliance related training to the College's students, faculty and staff:



- Maxient complaints/concern log training;
  - Title IX/Section 504 training;
  - CLERY Act Reporting and Campus Security Authorities training;
  - Federal, state and local reporting requirements;
  - Fire and safety training; and
  - General compliance related topics.
2. The Compliance Department will ensure that the above trainings meet federal and state requirements and provide relevant and up-to-date information to the College community by:
    - Assisting in obtaining/creating training materials when requested;
    - Maintaining a record of all compliance training provided to the College community; and
    - Retaining a copy of all training materials offered to students, faculty and staff.
  3. The Compliance Officer will strive to stay up-to-date on current developments relevant to compliance in higher education by regularly attending compliance training webinars and/or regional conferences.

**Measurement:**

Measure 1:	Over 90% of College faculty and staff will attend two or more live compliance training sessions, with over 90% of faculty and staff completing 100% of assigned <i>Get Inclusive</i> webinars.
Measure 1 Results:	Q1: Faculty and staff have been assigned <i>Get Inclusive</i> compliance related training for completion.
Measure 2:	Over 90% of freshman enrolled in College Success, student-athletes and students living in resident housing will attend two or more compliance training sessions and over 60% of the general student population will attend at least one compliance training session during the 2018-2019 school year.
Measure 2 Results:	Q1: 90% of actively attending College Success students completed bystander intervention training through <i>Get Inclusive</i> during the Fall 2018 semester.
Measure 3:	The Compliance Officer will attend monthly compliance training webinars and/or conferences.
Measure 3 Results:	Q1: The Compliance Officer has attended at least one compliance training webinar or conference per month on various compliance related topics including Title IX, ADA, academic freedom and <i>Clery</i> .
Measure 4:	All employees involved in the investigation and/or adjudication of Title IX complaints will attend Title IX training.
Measure 4 Results:	Q1: The Compliance Officer and a newly appointed Title IX investigator attended a two-day Title IX conference.

**Responsibilities:**

Compliance Officer in conjunction with Vice President of Student Affairs, Associate Dean of Tutoring and Accessibility, Director of Student Life and Human Resources Director

**Objective 4: Respond to the recommendations of the Higher Learning Commission and ensure that all federal, state and local reporting requirements are met. (Board Goal or Strategic Plan Area: Respond aggressively and appropriately to institutional needs identified by external accrediting organizations; Support Excellence)**

**Strategies:**

1. The Compliance Department will assist the College in interpreting and complying with the recommendations made by the Higher Learning Commission in order to maintain accreditation.
2. The Compliance Department will assist all departments in the submission of federal, state and local reports to ensure that external reporting satisfies legal and regulatory requirements in a manner that accurately reflects the College's attributes and accomplishments.

**Measurements:**

Measure 1:	ICC will satisfactorily meet the requirements of the Higher Learning Commission according to the timeline the Higher Learning Commission sets for the College.
Measure 1 Results:	Q1: The Compliance Department continues to assist the College in its efforts to comply with HLC requirements through continued development of Civil Rights, Student Complaints, Title IX and <i>Clery</i> policies, procedures and processes.
Measure 2:	All federal, state and local reports will be submitted on time and will meet all federal and state legal and regulatory reporting requirements.
Measure 2 Results:	Q1: The Compliance Department continues to assist departments across campus in completing federal, state and local legal and regulatory reporting requirements in a timely manner.

**Responsibilities:**

Compliance Officer in conjunction with the President and faculty and staff from applicable departments

## Operational Plan for Accessibility Services

### **Objective 1: *Increase knowledge of academic accessibility and universal design in the campus community (Board Goal or Strategic Plan Area: Service Excellence)***

**Strategy:** Meet with Associate Director of Enrollment and Retention Management, Technical Division Chair and instructors to review admissions policies, work with instructors and marketing to complete WCAG checklist, research and communicate universal design practices with campus.

**Measurement:**

Measure 1:	Review technical program admissions policies.
Measure 1 Results:	Q1: Technical program admissions policies have been reviewed.
Measure 2:	Complete Web Content Accessibility Guide (WCAG) checklist at a rate of 25% per quarter.
Measure 2 Results:	Q1: The WCAG checklist has been reviewed periodically, but not a rate of 25% per quarter. During Quarter 2, we will reevaluate and place more emphasis on completing the checklist.
Measure 3:	Provide a minimum of one universal design resource to faculty and staff each quarter.
Measure 3 Results:	Q1: One article, one design resource, and an introduction video were shared in November. Two different educational resources that could be incorporated into a universally designed curriculum were shared through the Tutoring Center Newsletter.

**Responsibility:**

Associate Dean for Tutoring and Accessibility

### **Objective 2: *Utilize effective management and best practices for student accommodations (Board Goal or Strategic Plan Area: Service Excellence)***

**Strategy:** Utilize Maxient to process all academic accommodation requests, review AHEAD and Kan-AHEAD information to handbook updates, and attend Kan-Ahead Conferences in October and April

**Measurement:**

Measure 1:	Process academic accommodation requests with proper documentation within 2 business days.
Measure 1 Results:	Q1: All requests with proper documentation were completed within 2 business days.
Measure 2:	Send reminder notifications to participating students in November and April to request accommodations for next semester.
Measure 2 Results:	Q1: Reminder notifications were sent to students during the week of November 30 <sup>th</sup> .
Measure 3:	Review and Revise Accommodations Handbook as necessary.
Measure 3 Results:	Q1: Accommodations handbook is currently under review as part of the KBOR OCR audit process.
Measure 4:	Maintain CCSSE mean score of .2 on "How satisfied are you with services-disability services".
Measure 4 Results:	Q1: This measure will be evaluated using the CCSSE report. To date, no student complaints or grievances have been received by the Office of Disability.

**Responsibility:**

Associate Dean for Tutoring and Accessibility

**Objective 3: Accessibility Services increases institutional effectiveness through annual departmental review (Board Goal or Strategic Plan Area: Service Excellence)**

**Strategy:** Complete Departmental Review using AHEAD standards and ICC Departmental Review document by April of 2019

**Measurement:**

Measure 1:	Complete Departmental Review at end of Spring Semester.
Measure 1 Results:	Q1: This will be completed during the spring semester.

**Responsibility:**

Associate Dean for Tutoring and Accessibility

**Objective 4: Increase physical access on campus buildings utilizing Year One of Campus Accessibility Plan (Board Goal or Strategic Plan Area: Service Excellence, "Enhance programs through innovation to improve overall student experience")**

**Strategy:** Develop a project plan for Year One with maintenance department.

Measure 1:	Develop a timeline to complete Year One projects during Q1.
Measure 1 Results:	Q1: Year One projects are currently on a timeline to be completed before KBOR visits in February.
Measure 2:	Complete Year One projects by June 2019.
Measure 2 Results:	Q1: Year One projects are on schedule to be completed by June 2019 or before KBOR visits in February.

## Operational Plan for Academic Council

**Objective 1:** *Academic Council will assist all areas of the campus in achieving continuous quality improvement through an intentional review of curricular and academic-related policy changes. (Board Goal #1/Strategic Plan Area: Academic Excellence)*

### Strategies:

1. Academic Council will submit all approved curricular and policy changes to the VPAA.
2. Academic Council will approve the final draft of the academic catalog.
3. Academic Council will complete a comprehensive review of its activities to the President.

### Measurement:

Measure 1:	All approved curricular and policy changes will be submitted to the VPAA for final approval on a monthly basis throughout the academic year.
Measure 1 Results:	Q1: At the conclusion of our meetings in September, October, and November all approved paperwork was submitted to the VPAA for final signature within one week of the meeting.
Measure 2:	The final draft of the academic catalog will be approved for publication by the end of the academic year.
Measure 2 Results:	Q1: In progress...majority of work on the catalog will occur at the end of the Spring semester.
Measure 3:	The Chair of Academic Council will submit a one-page comprehensive review of the Council's activities to the President by the end of the academic year.
Measure 3 Results:	Q1: In progress...majority of work on this comprehensive review will not occur until May.

## Operational Plan for Assessment Committee

**Objective 1:** *Ensure that assessment is happening across all academic programs, college departments, and co-curricular groups. (Strategic Plan Area: Academic Excellence and Support Excellence).*

**Strategies:**

1. Create an assessment plan for co-curricular groups.
2. Generate list of what campus groups qualify as a co-curricular group and therefore need to follow the assessment plan.
3. Review of current academic program and departmental assessment plans will continue.

**Measurement:**

Measure 1:	Co-curricular assessment plan will be complete by November 1.
Measure 1 Results:	Q1: Plan was completed on time.
Measure 2:	List of co-curricular groups will be complete by October 14.
Measure 2 Results:	Q1: List of groups was compiled at our November 1 meeting.
Measure 3:	New Institutional Assessment Plan will be finalized by November 1.
Measure 3 Results:	Q1: New plan was completed on time.

**Objective 2:** *Create a campus culture that embraces assessment (Strategic Plan Area: Support Excellence).*

**Strategies:**

1. Provide training and help to any groups having trouble with assessment
2. Create a reward/incentive system to encourage groups that are meeting their assessment goals.

**Measurement:**

Measure 1:	Reward system will be complete by January 1.
Measure 1 Results:	Q1: Reward system will be discussed in December meeting.
Measure 2:	On the campus survey of assessment, increase score on the question, "Rate your participation level in Assessment" from 2.58 to 3.0 or higher.
Measure 2 Results:	Q1: Survey will be given in the Spring.

## Operational Plan for Council of Chairs

**Objective 1:** *Ensure a deliberative, inclusive and timely process for producing College policies and procedures. (Strategic Plan Area: Support Excellence)*

**Strategies:**

1. Respond promptly to proposals received by the committee.
2. Report results to campus community and Board of Trustees where appropriate.

**Measurement:**

Measure 1:	Goal to respond within 2 weeks to requests to Council – produce summary of response times quarterly.
Measure 1 Results:	Q1: Council met on September 27, 2018 and November 1, 2018, with both meetings within 10 working days of requests.
Measure 2:	Satisfaction survey administered May 1 of those who submitted proposals to Council of Chairs, and establish baseline.
Measure 2 Results:	Q1: Not scheduled to be completed until May 1.
Measure 3:	Minutes of meetings distributed to campus within 1 week of meetings.
Measure 3 Results:	Q1: Not completed in planned timeframe.

## Operational Plan for Events Committee

**Objective 1:** *The Events Committee will create new processes that create financial efficiencies. (Board Goal: #7/Strategic Plan Area: Service Excellence and Support Excellence)*

**Strategies:**

1. Implement Different Process for Annual Back to School Celebration.
2. Restructure Graduation Exercises.
3. Research and Implement Alternative Venue for Annual Holiday Celebration and Employee Recognition Events.

**Measurement:**

Measure 1:	Administer campus-wide survey for level of satisfaction and identify benchmarks.
Measure 1 Results:	Q1: Survey is being prepared for the events in December.
Measure 2:	Conduct year-to-year financial comparison for tracking purposes.
Measure 2 Results:	Q1: The year-end is June 30, 2019. We have curtailed our portion of the budget by having an Ice Cream Social in place of the Picnic at the Park. We have altered the December holiday event and cut the spending percentage.

**Objective 2:** *The Events Committee will enhance programs through innovation to improve the overall student experience. (Board Goal: #4/Strategic Plan Area: Academic Excellence, Service Excellence, and Support Excellence)*

**Strategies:**

1. Restructure Graduation Exercises.

**Measurement:**

Measure 1:	Administer campus-wide survey for level of satisfaction and identify benchmarks.
Measure 1 Results:	Q1: Survey is being prepared for the events in December.
Measure 2:	Administer survey to student participants for level of satisfaction.
Measure 2 Results:	Q1: Survey for graduation is set to go out December 12, 2018.
Measure 3:	Conduct attendance comparison for tracking purposes.
Measure 3 Results:	Q1: Graduation 2017 had 25 graduates. Graduation 2018 has an expected 63 graduates. A survey is set to go out Dec 12, 2018 that will help with attendance tracking.



## Operational Plan for Fab Lab

**Objective 1: *Support Faculty and increase student experience by cultivating an environment to infiltrate the classrooms with an entrepreneurial mindset. The idea is to inspire creativity in the classroom with hands on activities utilizing Fab Lab as a resource. (Board Goal #4/Strategic Plan Area: Academic Excellence)***

### Strategies:

1. At least one Entrepreneurial Mindset course offered each semester.
2. Offer and gain enrollment in at least one Ice House Student Success course per semester and increase as interest and support from campus as a whole grows.
3. Advertise CampUs Program for faculty and initiate Munch and Make sessions to gain faculty buy in to utilizing Fab Lab as an extension of their classrooms.
4. Continue talking to local high schools about partnerships with Fab Lab and getting more students in the building.
5. Keep local high school updated on Fab Force opportunities and slowly branch out and build relationships by extending an invitation to tour and advertising to service area high schools.

### Measurement:

Measure 1:	Collect and analyze data on students completing the Entrepreneurial Mindset classes.
Measure 1 Results:	Q1: The class is ongoing and data will be collected and analyzed in December 2018.
Measure 2:	Collect and analyze data from Munch and Make sessions.
Measure 2 Results:	Q1: Munch and Make Session will start at the end of Fall 2018 semester or Spring 2019.
Measure 3:	Track how many attend CampUs events and how many faculty utilize the Fab Lab as a class resource each semester.
Measure 3 Results:	Q1: CampUs advertising and setup are still in progress. Should have some data by Spring 2019.

**Responsibilities: Fab Lab Staff**

**Objective 2: *Apply for grant funding to bring innovation, technology, and entrepreneurship opportunities to the Southeast Kansas area (Board Goal #3)***

### Strategies:

1. Apply for Kauffman Grant to support Women 4 Women program. Obtained, now Fab Lab maintains momentum and moves forward over the next year and a half to work toward lowering barriers for women starting small businesses. Meetings held monthly, Mobile Lab, Class offerings to name a few. This is a two year grant.
2. Verizon STEM Girls grant. Obtained, now Fab Lab maintains momentum for the next year and a half bringing 100 girls each summer to Fab Lab for a 3 week STEM camp with monthly activities throughout the rest of the year. This is a two year grant.
3. Apply for grants or source funding for a Bike Share program. Work with an advisory group on ICC campus to figure out what best supports the needs of the ICC students and possibly the community. Grants and donation opportunities are being reviewed and discussed.

### Measurement:

Measure 1:	Collect and analyze survey from monthly Women 4 Women events.
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Measure 1 Results:	Q1: Data is being collected each month, Fab Lab hosted 7 Women 4 Women events to date. These events are well attended with 12-30 people at each event so far.
Measure 2:	Use Verizon pretest and post-test survey results to measure growth of knowledge.
Measure 2 Results:	Q1: Data will be available at a later date.
Measure 3:	Use surveys to measure student satisfaction with the bike share program.
Measure 3 Results:	Q1: The committee is currently discussing: funding, liability, structure, logistics, and community relations. There are two people for the committee responsible for each area.

**Responsibilities: Fab Lab Staff**

**Objective 3: *Facilitate Community Boot Camps. Over 2.5 to 3 days members from communities in Kansas and/or across the United States will learn what it takes to start a Fab Lab. (Board Goal #3)***

**Strategies:**

1. Host Community Boots Camp once or twice a year, which means bringing in up to 15 participants for each camp. This is a way to support the campus and community. Fab Lab will use a local art gallery for the reception and bring in community leaders and entrepreneurs to serve on panel discussions during the camps. Food for the camps are provided by local catering services and restaurants.
2. Build a sense of community and resources for ICC and Independence by building relationships with those that attend the boot camps.

**Measurement:**

Measure 1:	Collect and analyze Community Boot Camp surveys.
Measure 1 Results:	Q1: Fab Lab hosted 2 successful Community Boot Camps so far and data will be analyzed after the March 2018 Boot Camp.

**Responsibilities: Fab Lab Staff**

**Objective 4: *Provide 0 credit hour options to the community for areas of interest in relation to Fab Lab and Technical programs. (Board Goal #3)***

**Strategies:**

1. Create a list of courses and descriptions on the Fab Lab web page and poll interest from the community.
2. Create and setup classes in the areas of musical instrument building, sewing, embroidery, welding, painting, and design software.

**Measurement:**

Measure 1:	Use interest poll from web page to help build a schedule of course offerings
Measure 1 Results:	Q1: Web page has not been updated to collect this information yet. Currently working with IT on a new system for Fab Lab to utilize.
Measure 2:	Survey 0 credit hour classes.
Measure 2 Results:	Q1: There are no results to share at this time for 0 credit hour classes.
Measure 3:	Implement changes according to surveys received.
Measure 3 Results:	Q1: This is ongoing more information after Spring 2019 semester.

**Responsibilities: Fab Lab Staff**

**Objective 5: *Increase interest in Culinary and Entrepreneurship by offering unique and innovate ways of using the culinary kitchen at ICC West. (Board Goal #3/Strategic Plan Area: Academic Excellence)***

**Strategies:**

1. Offer and experiential kitchen program creating a unique atmosphere for local Chef's or Chef's from surrounding areas to be innovative. A Chef will offer a dining experience which might include themes, multiple course meals, unique entrées, and beverage options.
2. Create a calendar of up to 6 times per year when experiential dinners will be offered.
3. Market to local and surrounding areas. Use Fab Creative Services assistance, ads in papers, news articles, Facebook, personal emails, flyers, etc.
4. Work with the appropriate authority on licensing and regulations in reference to the kitchen at ICC West.

**Measurement:**

Measure 1:	Survey the chefs, fundraising groups, and participants.
Measure 1 Results:	Q1: Experiential kitchen plan has been put on hold. The quality refrigerator in the culinary kitchen was removed and replaced with one that does not meet the quality standards and cannot be used for these events at this time. The quality refrigerator purchased for the culinary program was removed without Fab Lab knowledge and replaced with one that has mildew on the seals, holds some water in the bottom, may leak, needs a thorough cleaning, shelves, as well as would need a temperature check before being used.
Measure 2:	Track how many participants attend events.
Measure 2 Results:	Q1: There is no data available since these events are on hold until the refrigerator issue is resolved.

**Responsibilities: Fab Lab Staff**

**Objective 6: *Maintain the Adult Education program in Independence. (Board Goal #4)***

**Strategies:**

1. Create a plan to raise \$63,200.00 to participate in the consortium with Neosho Community College.
2. Create partnerships with local agencies, USD, businesses and individuals to assist with funding and promotion of the program.
3. Research grant opportunities to assist with funding.
4. Use Fab Force as a marketing tool to get ABE students to continue their education at ICC.

**Measurement:**

Measure 1:	75% of money raised and collected.
Measure 1 Results:	Q1: Program is up and running to this year, Fab Lab is working on assisting the program to be more viable, visible, and sustainable. No number data is available at this time.
Measure 2:	Increase enrollment of ABE students into Fab Force program, or Fab Force related classes.
Measure 2 Results:	Q1: ABE classes are moving to the Fab Lab starting December 12, 2018. Classes will start January 8, 2019 in the Fab Lab. Fab Force has had 2 students from ABE program show interest in the program. Fab Lab is working on recruiting material for Fab Force. Fab Lab staff will encourage participation in Fab Force during and after ABE classes. Some ABE

	students have attended Entrepreneurial Mindset Fall 2018 to observe and hopefully enroll for Spring 2019.
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**Responsibilities: Fab Lab Staff**

**Objective 7: Lead industry partners to recognize that Fab Force is workforce development; new and improved. (Board Goal #4/Strategic Plan Area: Service Excellence)**

**Strategies:**

1. Work with the marketing department to develop a marketing plan and distribute marketing materials.
2. Market Fab Force to Businesses, partners, members, and high schools. There is potential to model this idea national wide.
3. Create a list of professional development opportunities utilizing Fab Lab for businesses, educators, and industries.
4. Attend various community organizational events.

**Measurement:**

Measure 1:	Evaluate contacts made from attending community events.
Measure 1 Results:	Q1: Fab Lab met and discussed marketing with current staff. Fab Lab is awaiting materials, examples, and more discussion.
Measure 2:	Survey student satisfaction.
Measure 2 Results:	Q1: Surveys will be conducted at the end of each semester. Results will be available December 2018 and/or Spring 2019.
Measure 3:	Analyze surveys from industry partners regarding experience of training process.
Measure 3 Results:	Q1: There is no data for this measure at this time.
Measure 4:	Implement change and growth based on feedback from surveys.
Measure 4 Results:	Q1: There are no surveys to analyze at this time.

**Responsibilities: Fab Lab Staff**

## Operational Plan for Faculty Senate

**Objective 1:** *Review college policies that may affect educational and academic objectives*  
*(Board Goal #1/Strategic Plan Area: Academic Excellence)*

**Strategies:**

1. Request reports from the appropriate committees/bodies regarding changes to academic policy.
2. Review the information received and make recommendations to ensure policy changes are data driven and in the best academic interests of our students.

**Measurement:**

Measure 1:	Review emails to ensure requests were actually sent out.
Measure 1 Results:	Q1: Completed a quick review of emails sent to invitees to present to the senate on policy changes and updates. Invited this quarter were Kara Wheeler and Brittany Thornton.
Measure 2:	Document Senate recommendations, which will be found in the official minutes of the body, as kept by the secretary.
Measure 2 Results:	Q1: Senate recommended approval of the new textbook policy presented by Kara Wheeler. Finals schedule was discussed and determined that if possible we could make each day consistent on start times. A review of Navigators and their responsibilities were presented. No other recommendations have been approved. Senate was just created and have met only two official times to discuss policies.

## Operational Plan for Inge Center

**Objective 1: *Utilize Inge Center guest artists to provide unique academic and professional experiences for ICC students. (Board Goal #4/Strategic Plan Area: Academic Excellence)***

**Strategy:**

1. Inge Center will arrange at least three accomplished Inge Center guest artists to each meet with ICC theater students.
2. Inge Center will arrange for ICC students to experience prominent and substantive participation in the annual William Inge Theater Festival, involving interaction with professional guest theater artists and getting college credit for their participation.

**Measurement:**

Measure 1:	Students who are theater majors or on scholarship will fill out a post-event survey following their workshops with the guest artists. These surveys will ask students to identify how valuable the experience was and identify what skills or new knowledge (if any) they gained from the workshops.
Measure 1 Results:	Q1: In preparation of 2019 Inge Festival, staff will draft a post-event survey by March 29, 2019.
Measure 2 :	ICC theater faculty will be asked to provide input on the selection of artists and the workshop topics they cover with students so that the workshop is complimentary in nature to the theater program's overall goals. The faculty will be asked to fill out a post-event survey to identify the areas they thought were valuable for their students, and what they would like more of from future workshops.
Measure 2 Results:	Q1: Inge staff to invite ICC theater arts faculty to attend a planning meeting that will be scheduled mid-February, at faculty convenience.
Measure 3 :	Students who are theater majors or on scholarship will participate deeply in festival preparation and execution. They will attend workshops, assist with the evening performances and events, and gain relevant professional experience and connections with working theater artists. Participation will be measured for each student and a post-festival survey will be administered to students to gauge how they felt about their participation and how the Inge Center can make it more meaningful in future years.
Measure 3 Results:	Q1: Subject will be on the agenda of mid-February meeting with theater faculty to identify students' needs and areas of interests and faculty desires for programming.

**Responsibility:** Inge Center staff

**Objective 2: *Inge Center staff aids ICC Faculty in utilizing Inge Center events and brand as an attractor for enrollment of students interested in theater. (Board Goal #7/Strategic Plan Area: Support Excellence)***

**Strategy:**

1. Inge Center will produce three events annually that attract visits to the ICC campus from motivated high school students and their instructors, which allows ICC staff to make contacts for recruitment. These events may include: High School 24 Hour Plays; Inge Festival High School Acting Competition; and Workshops for High School theater students with Inge guest artists.

**Measurement:**

Measure 1:	Student participation in each of these three events will include high school students from at least 5 regional high schools. We will track attendance from high schools each year to determine if schools come to more than one event, if they come to events annually, and when new schools come that have never attended before.
Measure 1 Results:	Q1: The August 2018 High School 24 Hour Plays attracted participation from 7 high schools (three from the Wichita area, Coffeyville, Neodesha, Labette County, and Independence.) Contact data from the 48 student and teacher participants was provided to recruiters. Information regarding 2019 Inge Festival acting competition and workshops to be sent to 100-plus high school theater-specific contacts by end of January.
Measure 2 :	Utilizing a post-event survey, high school student participants will be asked to rate their satisfaction regarding their experience on several components. In addition, we will facilitate follow-up reporting on how many of the students decide to attend ICC.
Measure 2 Results:	Q1: In preparation of 2019 Inge Festival, staff will draft a post-event survey by April 30, 2019.
Measure 3 :	Utilizing a post-event survey, visiting high school theater instructors will be asked to rate their satisfaction regarding their experience. We will track how often they attend, and use the survey to determine whether participation is impacted by time of year, change in dates, change in programming, etc.
Measure 3 Results:	Q1: In preparation of 2019 Inge Festival, staff will draft a post-event survey by April 30, 2019.

**Responsibility:** Inge Center staff

**Objective 3:** *Inge Center will enhance the reputation of Independence Community College through the production of the annual William Inge Theater Festival, at a quality commensurate with its designation by the legislature as the Official Theater Festival of the State of Kansas. (Board Goal #3/Strategic Plan Area: Service Excellence and Academic Excellence)*

**Strategy:**

1. Inge Center will produce the annual William Inge Theater Festival, in accordance with the goal to enhance ICC and Independence national presence. The Inge Festival also serves to enhance ICC student experiences through interaction with guest artists with distinctive achievements; similarly enhance the education of high school students; develop community cultural enrichment; and celebrate an inclusive range of professional artistic national distinction; which in turn enhances the national presence of ICC and Independence.

**Measurement:**

Measure 1:	The Inge Center will draw participants to the festival from across the country that include guest professional theater artists, college and high school students, and attendees locally and from around the region.
Measure 1 Results:	Q1: In preparation for the 2019 Inge Festival, staff will utilize a marketing plan that includes advertising in the national American Theater Magazine, working with the Independence Chamber of Commerce for local and regional advertising, and leveraging its relationship with high school theater instructors in the area and the Kennedy Center American College Theater



	Festival Region V (KS, MO, IA, MN, SD, ND) to bring regional college participants to the festival. In addition, the annual New Play Lab will bring additional playwrights from across the country to attend the festival while paying festival registration fees.
Measure 2 :	Utilizing a post-event survey, participants (ICC students, college and high school students from the region; audiences; artists) will be asked to rate their satisfaction regarding their experience on several components. The survey feedback will inform the way the festival promotes itself regionally, the programming it offers, and the audiences it serves.
Measure 2 Results:	Q1: In preparation of 2019 Inge Festival, staff will draft a post-event survey by April 30, 2019.
Measure 3 :	Utilizing a professional ticketing system for reporting, the Inge Center will identify an increase in overall attendance over the previous year's level, gaining new attendees while getting repeat attendance from others.
Measure 3 Results:	Q1: Vendini ticketing system in place; analysis to be conducted post-festival.

**Responsibility:** Inge Center staff

**Objective 4:** *Inge Center will enhance the reputation of Independence Community College through the programming of at least one William Inge House Playwright-in-Resident residency, each year, in partnership with the William Inge Festival Foundation. (Board Goal #3/Strategic Plan Area: Service Excellence and Academic Excellence)*

**Strategy:**

1. The William Inge Center for the Arts Playwright Residency program will serve as vital to the reputation of ICC and the William Inge Theater Festival as a significant and serious artistic destination for professional playwrights and theater artists. The residencies furthermore serve as a resource for workshops/seminars with guest artists for ICC theater students.

**Measurement:**

Measure 1:	Professional playwrights from around the country will continue to seek out the Inge House residency as a destination and we will have a deep pool of writers with professional experience, appreciation for the opportunity, and teaching experience to work with the ICC students and a local high school.
Measure 1 Results:	Q1: Play development workshop, with Emmy-winning writer Mary Sue Price, to take place Jan. 7-12. Participating artists have offers out by Dec. 14. Inge staff in process of identifying a second, longer term playwright in residence for spring semester, by Jan. 15.
Measure 2 :	ICC students, local high school students, and the resident playwrights will share in post-class/residency surveys that the impact was significant and the experience was valuable.
Measure 2 Results:	Q1: In preparation of the longer-term residency, staff will draft a post-event survey to be ready in advance of the class with the resident playwright.

**Responsibility:** Inge Center staff

**Objective 5:** *Create process to bring Inge Center/Festival expenditures within the Board Goal of attaining cash balance. (Board Goal #7/Strategic Plan Area: Support Excellence)*



**Strategy:**

1. Inge Center Producing Director and Managing Director will work with the business office to put forward a realistic budget for the Inge Center moving forward, based on past year's income and expense numbers, and the anticipated financial support from ICC.

**Measurement:**

Measure 1:	Monthly budget review.
Measure 1 Results:	Q1: Inge staff to contact ICC business office staff by Jan. 11, in order to schedule first monthly review.
Measure 2:	Expenditures remain balanced with the support from ICC, income from festival ticket sales, Inge Foundation Board support, and outside donations from foundations and individuals.
Measure 2 Results:	Q1: Annual William Inge Festival Foundation appeal mailed Nov. 16; e-mail appeal to be sent by Dec. 5.

**Responsibility:** Inge Center Producing Director; Inge staff

**Objective 6: Increase private support of Inge Center activities. (*Board Goal #6/Strategic Plan Area: Support Excellence*)**

**Strategy:**

1. Work with Inge Festival Foundation to increase annual giving campaign contributions.

**Measurement:**

Measure 1:	Producing Director will meet with Inge Festival Foundation trustees at the annual meeting and create a mandate for wider solicitation campaigns, aided by Inge staff.
Measure 1 Results:	Q1: Annual meeting to be scheduled within Festival schedule during Festival in May. In the meantime, PD will be working with the Inge Festival Foundation to plan for a larger campaign aimed at soliciting support from past playwright honorees and residents to begin a fund to support the Inge House Playwright residencies.
Measure 2:	New Board members will be added and the goal of the Inge Foundation Board will become more fundraising focused.
Measure 2 Results:	Q1: Item to be on the agenda of annual Inge Foundation meeting in May.

**Responsibility:** Inge Center Producing Director; Inge staff

## Operational Plan for Judicial Committee

**Objective 1:** Develop, conduct and oversee judicial processes relating to student behavior, including academic integrity. (*Strategic Plan Area: Service Excellence*)

**Strategies:**

1. Create a panel of campus stakeholders to resolve issues of student code of conduct through a formal judicial setting.
2. Provide students a means of appealing decisions within the disciplinary process.

**Measurement:**

Measure 1:	Utilize Maxient data to set benchmarks on number of cases heard.
Measure 1 Results:	Q1: Currently collecting data.
Measure 2:	Use Noel Levitz data to improve <i>the college shows concern for students as individuals</i> by lowering the performance gap from .93 in 2016 to .85
Measure 2 Results:	Q1: Waiting for survey to be administered.
Measure 3:	Use Noel Levitz data to improve <i>Channels for expressing student complaints are readily available</i> , by lowering the performance gap from .89 in 2016 to .85.
Measure 3 Results:	Q1: Waiting for survey to be administered.

**Objective 2:** Formulate recommendations for College policies regarding student conduct. (*Strategic Plan Area: Service Excellence*)

**Strategies:**

1. Work with the compliance department to isolate specific areas/issues that commonly arise in Maxient, and create a plan to address them.
2. Provide feedback to campus committees that will assist them in serving the student community.
3. Isolate common issues that result in the need for a judicial hearing, and create strategies to prevent future issues.

**Measurement:**

Measure 1:	Utilize Maxient data to isolate common student conduct issues.
Measure 1 Results:	Q1: Currently collecting data.
Measure 2:	Use Noel Levitz data to improve <i>The campus is safe and secure for all students</i> , by lowering the performance gap from .86 in 2016 to .82.
Measure 2 Results:	Q1: Waiting for survey to be administered.

## Operational Plan for President's Cabinet

**Objective 1:** Prioritize ADA improvements to existing facilities according to ADA Plan presented in Appendix C. *(Board Goal #4/Strategic Plan Area: Service Excellence)*

**Strategies:**

1. Review ADA proposal from appropriate office and offer feedback.
2. Receive periodic reports on ADA implementation and monitor progress and expenditures.

**Measurement:**

Measure 1:	ADA Proposal received and reviewed
Measure 1 Results:	Q1: Proposal was received and reviewed. Proposal was sent on to Board of Trustees, which approved it and incorporated it into the College Facilities Master Plan.
Measure 2:	Cabinet minutes show periodic reports received and discussed
Measure 2 Results:	Q1: Taylor Crawshaw has provided periodic updates to Cabinet.
Measure 3:	First year phase of ADA completed
Measure 3 Results:	Q1: Year not yet completed.

**Objective 2:** Meet or exceed needs identified by HLC. *(Board Goal #5 /Strategic Plan Area: Academic Excellence, Service Excellence, and Support Excellence)*

**Strategies:**

1. Cabinet serves as chief coordination point for meeting HLC requirements.
2. Cabinet creates primary documents for measuring HLC progress.
3. Documents created by Cabinet are chief means of disseminating information regarding progress meeting HLC requirements.

**Measurement:**

Measure 1:	Majority of Cabinet meetings include specific discussion of HLC progress
Measure 1 Results:	Q1: The majority of Cabinet meetings have included discussion of accreditation-related issues.
Measure 2:	Master HLC task spreadsheet is created, including general areas, specific tasks, assigned responsibility, and projected completion dates
Measure 2 Results:	Q1: Spreadsheet completed, as well as graphic quantifying progress.
Measure 3:	Cabinet meetings are public, and updated spreadsheet is disseminated monthly to entire campus.
Measure 3 Results:	Q1: Most Cabinet meetings include non-members as observers, and the progress spreadsheet is distributed monthly to the campus, to the media, to the Board of Trustees, and to HLC.

**Objective 3:** The Director of Online should report directly to the President and should be a member of the President's Cabinet. *(Board Goal #7 /Strategic Plan Area: Academic Excellence, Service Excellence)*

**Strategies:**

1. Reporting structure changed to reflect that DO reports to President.
2. Director of Online placed on Cabinet

**Measurement:**

Measure 1:	Director of Online meets regularly with President and is evaluated by President.
Measure 1 Results:	Q1: Regular meetings have occurred. No evaluations have yet been administered.
Measure 2:	Director of Online attends and reports to Cabinet regularly.
Measure 2 Results:	Q1: The Director has attended all Cabinet meetings and every Cabinet member reports at each meeting. In addition, the Director has organized special presentations from an outside group seeking an online partnership with ICC.

## Operational Plan for Professional Development Committee

**Objective 1:** *To provide opportunities for all employees to receive development that furthers their success as an ICC employee. This supports the overall Strategic Plan of being excellent in Academics, Service and Support.*

### Strategies:

1. Identify opportunities within our organization where we can educate each other such as training our employees on FERPA, HIPAA, Health and Welfare Benefits, Budgeting, etc.
2. Identify trainings that all employees will benefit from such as compliance training.
3. Promote employees seeking outside training and development that will be beneficial to ICC such as Leadership Independence and Leadership Kansas.

### Measurement:

Measure 1:	Annual Schedule for internal training is developed.
Measure 1 Results:	Q1: A six month schedule has been set by the committee. The schedule will include monthly professional development opportunities for all employees and the plan is to have two sessions with paid speakers.
Measure 2:	Dollars set aside in the budget for Professional Development are fully used.
Measure 2 Results:	Q1: The committee has a plan that will utilize most of the funds and has set aside some of the funds for individuals to make requests to attend individual training such as "Leadership Independence".
Measure 3:	Compliance training reports show majority of employees have completed assigned compliance training.
Measure 3 Results:	Q1: The training that has been assigned by the new program "Get Inclusive" has been completed by the majority of employees.

## Operational Plan for Program Review Committee

**Objective 1:** *The Program Review Committee will assist programs in achieving continuous quality improvement by maintaining focus on student success, faculty involvement, currency, and relevancy. (Board Goal #1/Strategic Plan Area: Academic Excellence)*

**Strategies:**

1. The PRC will update the handbook and template based on faculty feedback from prior year.
2. The PRC will train faculty to ensure they understand the expectations of program review.
3. The PRC will provide feedback and recommendations as part of the comprehensive program reviews.

**Measurement:**

Measure 1:	Updated Program Review manual will be finished/approved for use by Oct. 1 <sup>st</sup> to be used for training.
Measure 1 Results:	Q1: The manual was updated by October 1 <sup>st</sup> , and was used for training on Oct. 8 <sup>th</sup> .
Measure 2:	All program faculty responsible for program review will be trained on the updated manual and all specific guidelines that need to be addressed within the review by Oct. 30 <sup>th</sup> .
Measure 2 Results:	Q1: Complete. The training occurred on Oct. 8 <sup>th</sup> .
Measure 3:	All appraisals will be written on completed comprehensive reviews by May 1 <sup>st</sup> to be provided to the Board of Trustees.
Measure 3 Results:	Q1: On schedule currently to meet this deadline.

**Objective 2:** *The Program Review Committee will ensure timely completion of program reviews each academic year. (Board Goal #2/Strategic Plan Area: Academic Excellence)*

**Strategies:**

1. The PRC will set deadlines for completion of both annual and comprehensive academic program reviews.
2. The PRC will post completed reviews on ICC's website for public review.

**Measurement:**

Measure 1:	Annual reviews will be turned in to the PRC by November 30 <sup>th</sup> . Comprehensive reviews will be turned in by March 30 <sup>th</sup> .
Measure 1 Results:	Q1: Currently have 3 annual program reviews completed. Everyone is working on them.
Measure 2:	Completed Program Reviews will be posted to the College's website by June 30 <sup>th</sup> .
Measure 2 Results:	Q1: Not started as we do not have any complete yet.

## Operational Plan for Student Satisfaction and Complaints Review Committee

**Objective 1:** *Identify and develop appropriate solutions to stakeholder complaint trends. (Board Goal: Enhance programs through innovation to improve overall student experience/Strategic Plan Area: Service Excellence and Support Excellence)*

**Strategies:**

1. Develop and implement solutions to resolve student complaints that affect student groups and/or the student body as a whole.
2. Oversee large-scale action projects that address the root causes of student complaints as a means of improving student satisfaction.

**Measurement:**

Measure 1:	The Student Satisfaction and Complaints Review Committee will oversee at least one large-scale action project that addresses root causes of student complaints each quarter.
Measure 1 Results:	Q1: The Committee recognized both that there has been a substantial increase in reports submitted through the Maxient system and a need to continue to encourage student utilization of the system. As such, the Committee opted to continue to focus on continued marketing of Maxient to the College's student population.

**Objective 2:** *Satisfy the Higher Learning Commission's directive to compile, review and analyze student complaint data as a means of identifying and addressing trends in student complaints. (Board Goal: Respond aggressively and appropriately to institutional needs identified by external accrediting organizations/Strategic Plan Area: Service Excellence, and Support Excellence)*

**Strategies:**

1. The Student Satisfaction and Complaints Review Committee will review and analyze complaint trends collectively as a committee.

**Measurement:**

Measure 1:	The Student Satisfaction and Complaints Review Committee will meet quarterly to review and analyze complaint trends in the student complaint data provided to the committee for review and analysis.
Measure 1 Results:	Q1: The Student Satisfaction and Complaints Review Committee met in October 2018 and will meet again in December 2018 to discuss student satisfaction using the data submitted to the College through the Maxient program.

## Operational Plan for Student Success Committee

**Objective 1: *The Student Success Committee will implement yearly strategies to improve academic achievement and retention. (Board Goal #1 & 4/Strategic Plan Area: Academic and Service Excellence.***

### Strategies:

1. The SSC will hold monthly meetings throughout the academic year.
2. Using data from Maxient and other sources, by Oct. 30 they SSC will choose a yearly project(s) which they feel will positively affect the student experience at ICC to implement.
3. Committee will be responsible for planning, implementing, and assessing the program each year. Determination will be made as to viability of long-term projects.

### Measurement:

Measure 1:	Project will be determined by Oct. 30 so that planning may begin.
Measure 1 Results:	Q1: We are continuing to work the Pirate Pantry. No significant concerns have been seen in Maxient and it was determined to revisit needs after winter break.
Measure 2:	Evaluation of final project will be done at the end of the academic year to via survey of faculty, staff, and students.
Measure 2 Results:	Q1: Will be done in April/May
Measure 3:	Broad study of academic and retention data will be done to see if the program improved the baseline data for ICC students. Relevant CCSSE and Noel-Levitz data will be reviewed regarding retention and student needs on an on-going basis.
Measure 3 Results:	Q1: Data will be available in the spring

**Objective 2: *Will report yearly activities via report to the president/board by June 30. (Board Goal #1 & 4 /Strategic Plan Area: Service Excellence***

### Strategies:

1. Minutes will be kept at each meeting along with list of participants.
2. Committees and subcommittees will report on activity as needed and it will be collected in monthly minutes.

### Measurement:

Measure 1:	Minutes, including attendees, will be taken at each meeting and approved at the following meeting. Secretary and Chair are responsible for collection of this data.
Measure 1 Results:	Q1: Meetings were held in August, September, and October. Turnout has been very poor. LaTonya Pinkard and Ann Dutton have agreed to co-chair and we are currently without a secretary but minutes are being kept collectively. November's meeting was cancelled due to weather and rescheduled for Dec. 4 <sup>th</sup> . Pirate pantry subcommittee continues to meet and is hoping to bring more members on board for operational needs of the pantry. We are serving on average 23 students per day that the pantry is open (it is open 3 days per week).
Measure 2:	End of the year report will be turned in to the college President by the end of the academic year.
Measure 2 Results:	Q1: End of year report will be done in May.



## Operational Plan for Student Ambassadors

**Objective 1:** *Set and maintain academic standards that are appropriate for student ambassadors. (Strategic Plan Area: Excellence).*

**Strategies:**

1. Officers must maintain a cumulative GPA of 2.5.
2. Grades will be monitored at 5, 8, 12 weeks.

**Measurement:**

Measure 1:	Code of Conduct will be updated with minimum GPA requirement of 2.5.
Measure 1 Results:	Q1: Code of Conduct has been updated for 2018-19
Measure 2:	Final grade checks at conclusion of each semester.
Measure 2 Results:	Q1: Final grades have not been posted as of this report.

**Objective 2:** *Provide opportunities for student athletes to grow as leaders (Board Goal #3 Improve the College's relationship with the community; Strategic Plan Area: Service Excellence)*

**Strategies:**

1. Plan and participate in an annual Community Service Project(s) that require 5 hours of all officers and participants.
2. Display leadership principals while representing ICC at events.

**Measurement:**

Measure 1:	Plan and participate in a community service project by April 30, 2019.
Measure 1 Results:	Q1: As of this report the Ambassadors have collected food for the Pirate Pantry and grocery shopped and stocked the pantry with the donations made to the pantry.
Measure 2:	Speaking and describing to the Cabinet the community service project that was completed.
Measure 2 Results:	Q1: Ambassadors are scheduled to speak to Cabinet in December

## Operational Plan for Student Government

**Objective 1:** *Set and maintain academic standards that are appropriate for student government officers. (Strategic Plan Area: Excellence).*

**Strategies:**

1. Officers must maintain a cumulative GPA of 3.0.
2. All members participating in Student Government will maintain a cumulative GPA of 2.5.

**Measurement:**

Measure 1:	Student Government bylaws will be updated with minimum GPA requirements.
Measure 1 Results:	Q1: Bylaws have been updated for 2018-19.
Measure 2:	Final grade checks at conclusion of each semester.
Measure 2 Results:	Q1: Final grades have not been posted as of this report.

**Objective 2:** *Provide opportunities for student government officers and participants to grow as leaders (Board Goal #3 Improve the College's relationship with the community; Strategic Plan Area: Service Excellence)*

**Strategies:**

1. Plan and participate in an annual Community Service Project(s) that require 5 hours of all officers and participants.
2. Enroll and participate in spring leadership classes.

**Measurement:**

Measure 1:	Plan and participate in a community service project by April 30, 2019.
Measure 1 Results:	Q1: Project has not been selected at the time of the report.
Measure 2:	Speaking and describing to the Cabinet the community service project that was completed.
Measure 2 Results:	Q1: Project has not been completed as of this report.

## Operational Plan for Stunt

**Objective 1:** *Set and maintain academic standards that are appropriate for student-athlete's needing to transfer and compete at the four year level. (Strategic Plan Area: Excellence).*

**Strategies:**

1. Require team study table hours and monitor use of tutoring services used.
2. All Stunt members will maintain a cumulative GPA of 2.5.

**Measurement:**

Measure 1:	Monitor 4, 8, 12 week grade checks.
Measure 1 Results:	Q1: 12 week grades have been monitored and study table hours adjusted to meet student needs. Final grades are not posted as of this report.
Measure 2:	All current stunt team members will maintain a cumulative GPA of 2.5.
Measure 2 Results:	Q1: Final grades have not been posted as of this report.

**Objective 2:** *Provide opportunities for student athletes to acquire leadership skills and share them with the community. (Board Goal #3 Improve the College's relationship with the community; Strategic Plan Area: Service Excellence)*

**Strategies:**

1. Plan and participate in Community Service Projects that require 5 hours annually of each student athlete.
2. Display leadership principals while competing and attending community events while representing ICC.

**Measurement:**

Measure 1:	Provide free high school clinics, holiday parades and set up/serve at community banquets.
Measure 1 Results:	Q1: Stunt has been busy this fall with setting up and serving at Ducks Unlimited banquet, local community parades including Neewollah and has worked with local high school teams.
Measure 2:	Speaking and describing to the Cabinet the community service project that was completed.
Measure 2 Results:	Q1: Stunt will be speaking to Cabinet in December.

## Operational Plan for Men's Basketball

**Objective 1:** *Set and maintain academic standards that are appropriate for student-athlete's needing to transfer and compete at the four year level. (Strategic Plan Area: Excellence).*

**Strategies:**

1. Require team study table hours and monitor use of tutoring services used.
2. All Basketball team members will maintain a cumulative GPA of 2.5.

**Measurement:**

Measure 1:	Monitor 4, 8, 12 weeks grade checks.
Measure 1 Results:	Q1: Grades have been monitored and study table hours adjusted to meet student needs. Final grades are not posted as of this report.
Measure 2:	All current men's basketball team members will maintain a cumulative GPA of 2.5.
Measure 2 Results:	Q1: Final grades have not been posted as of this report.

**Objective 2:** *Provide opportunities for student athletes to acquire leadership skills and share them with the community. (Board Goal #3 Improve the College's relationship with the community; Strategic Plan Area: Service Excellence)*

**Strategies:**

1. Plan and participate in Community Service Projects that require 5 hours annually of each student athlete.
2. Display leadership principals while competing and attending community events while representing ICC.

**Measurement:**

Measure 1:	Projects to be completed and finished by April 30, 2019.
Measure 1 Results:	Q1: Youth Basketball Clinic will be held in April on Love Independence Day.
Measure 2:	Speaking and describing to the Cabinet the community service project that was completed.
Measure 2 Results:	Q1: As of this report service project has not started.

## Operational Plan for Women's Basketball

**Objective 1:** *Set and maintain academic standards that are appropriate for student-athlete's needing to transfer and compete at the four year level. (Strategic Plan Area: Excellence).*

**Strategies:**

1. Require team study table hours and monitor use of tutoring services used.
2. All women's basketball team members will maintain a cumulative GPA of 2.8.

**Measurement:**

Measure 1:	Monitor 3, 6, 9, 12 weeks grade checks.
Measure 1 Results:	Q1: 12 week grades have been monitored and study table hours adjusted to meet student needs. Final grades are not posted as of this report.
Measure 2:	All current women's basketball team members will maintain a cumulative GPA of 2.8.
Measure 2 Results:	Q1: Final grades have not been posted as of this report.

**Objective 2:** *Provide opportunities for student athletes to acquire leadership skills and share them with the community. (Board Goal #3 Improve the College's relationship with the community; Strategic Plan Area: Service Excellence).*

**Strategies:**

1. Plan and participate in Community Service Projects that require 5 hours annually of each student athlete.
2. Display leadership principals while competing and attending community events while representing ICC.

**Measurement:**

Measure 1:	Participate in Love Independence Day to be completed and finished by April 30, 2019.
Measure 1 Results:	Q1: Project has not started as of this report.
Measure 2:	Speaking and describing to the Cabinet the community service project that was completed.
Measure 2 Results:	Q1: As of this report service project has not started.

## Operational Plan for Football

**Objective 1:** *Set and maintain academic standards that are appropriate for student-athlete's needing to transfer and compete at the four year level.(Strategic Plan Area: Excellence).*

**Strategies:**

1. Require team study table hours and monitor use of tutoring services used.
2. All football team members will maintain a cumulative GPA of 2.5.

**Measurement:**

Measure 1:	Monitor 8, 10, 12 weeks grade checks.
Measure 1 Results:	Q1: 12 week grades have been monitored and study table hours adjusted to meet student needs. Final grades are not posted as of this report.
Measure 2:	All current football team members will maintain a cumulative GPA of 2.5.
Measure 2 Results:	Q1: Final grades have not been posted as of this report.

**Objective 2:** *Provide opportunities for student athletes to acquire leadership skills and share them with the community. (Board Goal #3 Improve the College's relationship with the community; Strategic Plan Area: Service Excellence).*

**Strategies:**

1. Plan and participate in Community Service Projects that require 5 hours annually of each student athlete.
2. Display leadership principals while competing and attending community events while representing ICC.

**Measurement:**

Measure 1:	Projects to be completed and finished by April 30, 2019.
Measure 1 Results:	Q1: Youth Clinic will be held in April on Love Independence Day.
Measure 2:	Speaking and describing to the Cabinet the community service project that was completed.
Measure 2 Results:	Q1: As of this report service project has not started.

## Operational Plan for Women's Softball

**Objective 1:** *Set and maintain academic standards that are appropriate for student-athlete's needing to transfer and compete at the four year level. (Strategic Plan Area: Excellence).*

**Strategies:**

1. Require team study table hours and monitor use of tutoring services used.
2. All Softball team members will maintain a cumulative GPA of 3.0.

**Measurement:**

Measure 1:	Monitor 3, 6, 9, 12 weeks grade checks
Measure 1 Results:	Q1: 12 week grades have been monitored and study table hours adjusted to meet student needs. Final grades are not posted as of this report.
Measure 2:	All current women's softball team members will maintain a cumulative GPA of 3.0.
Measure 2 Results:	Q1: Final grades have not been posted as of this report.

**Objective 2:** *Provide opportunities for student athletes to acquire leadership skills and share them with the community. (Board Goal #3 Improve the College's relationship with the community; Strategic Plan Area: Service Excellence).*

**Strategies:**

1. Plan and participate in Community Service Projects that require 5 hours annually of each student athlete.
2. Display leadership principals while competing and attending community events while representing ICC.

**Measurement:**

Measure 1:	Participate in Buddy Ball to be completed and finished by October 1, 2019.
Measure 1 Results:	Q1: Buddy ball was a community partnership between City Rec, ICC and Special needs population this fall. The softball team met for 5 weeks on Monday evenings from 6-8 to teach softball skills to adults and youth with special needs.
Measure 2:	Speaking and describing to the Cabinet the community service project that was completed.
Measure 2 Results:	Q1: Softball is going to speak to the Cabinet in December.

## Operational Plan for Women's Volleyball

**Objective 1:** *Set and maintain academic standards that are appropriate for student-athlete's needing to transfer and compete at the four year level. (Strategic Plan Area: Excellence).*

**Strategies:**

1. Require team study table hours and monitor use of tutoring services used.
2. All Volleyball team members will maintain a cumulative GPA of 2.75.

**Measurement:**

Measure 1:	Monitor 3, 6, 9, 12 week grade checks.
Measure 1 Results:	Q1: 12 week grades have been monitored and study table hours adjusted to meet student needs. Final grades are not posted as of this report.
Measure 2:	All current women's volleyball team members will maintain a cumulative GPA of 2.75.
Measure 2 Results:	Q1: Final grades have not been posted as of this report.

**Objective 2:** *Provide opportunities for student athletes to acquire leadership skills and share them with the community. (Board Goal #3 Improve the College's relationship with the community; Strategic Plan Area: Service Excellence).*

**Strategies:**

1. Plan and participate in Community Service Projects that require 5 hours annually of each student athlete.
2. Display leadership principals while competing and attending community events while representing ICC.

**Measurement:**

Measure 1:	Participate in Youth USVBA to be completed and finished by October 1, 2019.
Measure 1 Results:	Q1: Youth USVBA is a community partnership between ICC and volleyball youth in our community. The volleyball team will host tryouts and coach teams in practices and weekend tournaments throughout the state of Kansas beginning in January through April of 2019.
Measure 2:	Speaking and describing to the Cabinet the community service project that was completed.
Measure 2 Results:	Q1: As of this report the project has not started.



## Operational Plan for PTK

**Objective 1: Set and then maintain high academic standards that are appropriate for an Honors organization such as PTK. (*Strategic Plan Area: Academic Excellence*).**

### Strategies:

1. Review existing chapter by-laws to determine if academic standards exist and are in compliance with International PTK requirements.
2. Review current member lists and ensure that everyone is meeting or exceeding GPA requirements.
3. Closely review new member invite list to ensure that new invites meet the 3.5 GPA requirement and the 12 non-developmental earned credit requirement.

### Measurement:

Measure 1:	Chapter by-laws will be reviewed and updated if necessary by October 1.
Measure 1 Results:	Q1: Chapter by-laws were review. No updates deemed necessary.
Measure 2:	All invited members will have at least a 3.5 GPA.
Measure 2 Results:	Q1: IR provided invite list, ensuring that all newly invited members had a 3.5 or higher.
Measure 3:	All current members will have at least a 3.1 GPA. If anyone is below this measure they are allowed one semester to get their GPA back up. If they fail to improve their GPA to a 3.1 they will be removed from our membership list.
Measure 3 Results:	Q1: Advisors reviewed membership rosters and notified all students who had recently fallen below a 3.1 that they had one semester to improve. Advisors removed two students from the membership list due to GPAs being below 3.1 in excess of one year.

**Objective 2: *Provide opportunities for PTK members to grow as leaders. (Board Goal #3 Improve the College's relationship with the community; Strategic Plan Area: Service Excellence)*.**

### Strategies:

1. Each year PTK members will complete a College Project (a project focused on supporting the college in some way)
2. Each year PTK members will complete an Honors in Action Project (a project intended to apply learning and practice real-world problem-solving by developing an in-depth, action-oriented project related to research of an Honors Study topic).

### Measurement:

Measure 1:	Topics for both projects will be decided upon by October 1.
Measure 1 Results:	Q1: The topic of College Clean Up was selected for the College Project. The Honors in Action topic will be Poverty and Class Disparities.
Measure 2:	Any necessary research for these projects will be complete by November 1.
Measure 2 Results:	Q1: Research of issues and costs for solutions was completed for the College Project. Research for the Honors in Action Project was started, but has not yet been completed.
Measure 3:	Any action or events planned as part of the project will occur by December 1.

Measure 3 Results:	Q1: A trash clean-up day was planned and completed in the first week of November for the College Project. A food drive is being planned for the Honors in Action Project, but will not occur until December.
Measure 4:	Projects will be completed and all required documents will be finalized by January 1.
Measure 4 Results:	Q1: The College Project is on track to be completed by this date. The Honors in Action Project will likely not be finished until mid-January. That project is not actually due to the PTK Regional office until January 15 <sup>th</sup> .



November 14<sup>th</sup>, 2018

Independence Kansas Community College  
Independence, Kansas

Re: Acknowledgment of Outstanding Warranty Items @ Independence Community College, Practice Football Field, Independence, Kansas

Tammie,

On November 8, 2018, a project walk-through and close-out meeting was conducted between Brown Midwest Commercial Construction (BMWC), Independence Community College, and UDC Sports. In attendance were: Brian Haselwood (BMWC), Jason Brown and Tammie Geldenhuys (Indy CC), and Pat Underhill (UDC Sports). Overall field and equipment conditions and performance are satisfactory. The College acknowledged appreciation for the efforts put forth by all parties to produce a quality project on a tight schedule.

The College also pointed to a few quality items they wish the Contractor to address. Below, is a list of items we agree to address, under the Contractor Warranty, when weather permits quality repairs/remediation, either in March – just before Spring Football workouts, or May – just after Spring Football workouts. In light of the priority to make the field usable by the football program as soon as possible, the College acknowledges that all parties cooperated to allow use of the field before this walk-through was complete and now that the project is substantially complete, weather has deteriorated to a point where addressing the quality items cannot be addressed properly until Spring of 2019. The College agreed that these items may be addressed as Warranty items and the remaining outstanding balance of the Contract shall be fully paid within 10 days of receipt of this Acknowledgement of Outstanding Warranty Items.

Following are items to be addressed during the "SPRING 2019 WARRANTY WORK":

1. Southeast field area base planarity remediation – the area of concern is about 6"-12" beyond the corner of the endzone, where the base stone is not level with the surrounding area. Remove turf and pad from area, add stone and make level, replace pad and turf. **Responsibility: BMWC and UDC Sports**
2. South field edge detail – perimeter nailer/curb top is above level of adjacent base stone under turf. Set nailer/curb lower, and/or add stone next to nailer/curb to make level. **Responsibility: BMWC and UDC Sports**
3. South field natural area – from goal post to Southeast corner, the natural area is above the synthetic surface area. Remove material and re-set grade to at-or-below field level. **Responsibility: BMWC**
4. Walk the field with a hand tamp and hit any spots where pieces of gravel are reflecting through the turf and causing "lump's". **Responsibility: UDC Sports**
5. Work the goal post sleeve frames in both endzones, to make the boxes "disappear" from the turf surface. **Responsibility: BMWC and/or UDC Sports**

*Brown Midwest Commercial Construction  
910 S. 10<sup>th</sup> St. Kansas City, Kansas 66105 (office)  
P.O. Box 14004 Lenexa, Kansas 66285  
913-495-5500  
Gabe Brown 816-591-9830 \*Cell/Text*

6. The North gate is very tight and difficult to latch. Adjust gate for proper operation.  
**Responsibility: BMWC and/or Fence Contractor**
7. Some areas of field are under-infilled with rubber/sand mix. Add material and groom to produce a level surface, with infill material between  $\frac{1}{4}$ " and  $\frac{3}{4}$ " of the tip of the blades of synthetic grass, over the entire surface, including sidelines. **Responsibility: UDC Sports**
8. 2 locations in the turf surface are reflecting small wrinkles in the turf. Remediate these 2 areas, if they remain after the winter. **Responsibility: UDC Sports**

These items constitute those identified during the November 8, 2018 walk-through and project close-out meeting, however, if other items arise prior to the arrival date of the Contractor, the College will notify the Contractor and discuss arrangements to address additional items which fall under the Contractor Warranty.

UDC Sports will cooperate with Brown Midwest Commercial Construction, to provide expertise, equipment, tools, and manpower, to properly address each of the items listed above.

Additionally, UDC Sports agrees to work with Brown Midwest regarding Warranty Work required under the Brown Midwest "Scope of Services", where UDC Sports provided design and construction guidance for the base/drainage system and edge detail design.

Respectfully,

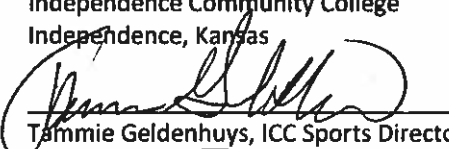
\_\_\_\_\_  
Brown Midwest Commercial Construction  
Gabe Brown, Owner



Pat Underhill  
President/CEO  
UDC Sports

Accepted:

Independence Community College  
Independence, Kansas

  
Tammie Geldenhuys, ICC Sports Director  
Daniel Bareick, ICC President

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910 S. 10<sup>th</sup> St. Kansas City, Kansas 66105 (office)  
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# Fiscal Operations Dashboard

As of 11/30/18

Outstanding Accounts Receivable (ICC)								
	Fall 2016	Spring 2017	Summer 2017	Fall 2017	Spring 2018	Summer 2018	Fall 2018	Total AR Aging
Outstanding Accounts Receivable	\$138,962.97	\$108,117.55	\$38,474.14	\$48,350.84	\$64,188.94	\$79,357.65	\$281,246.55	\$758,698.64
% Of Uncollected Accounts Receivable	10.39%	8.93%	13.68%	4.23%	5.99%	19.99%	15.03%	11.18%

Outstanding Accounts Receivable (ICC Student Housing)								
	Fall 2016	Spring 2017	Summer 2017	Fall 2017	Spring 2018	Summer 2018	Fall 2018	Total
Outstanding Accounts Receivable							\$70,752.34	\$229,487.50
% Of Uncollected Accounts Receivable							32.09%	32.09%

Billing Credits Fall							
TERM	IN DISTRICT	BORDER STATE	INTERNATIONAL	OUT OF DISTRICT	OUT OF STATE	TOTAL BILLING CREDITS:	
Fall 2018	2926	888	245	2684	3142	9885	
Fall 2017	2843	1328	274	3112	2496	10053	
Term Credit Hour Increase (Decrease)	83	-442	-29	-443	582	-249	
<i>Change in Tuition/Fees Increase (Loss)</i>							
					Total Change in Revenue:	Total Change in Cash:	
Tuition	4482	-29480	-4379	-25680	43282	-11775	-2355
Fees	3735	-19800	-1305	-19260	29070	-7560	-7560
Innovation	2490	-13200	-870	-12840	19380	-5040	-5040
Total Revenue Increase (Loss)	\$10,707.00	-\$62,480.00	-\$6,554.00	-\$57,780.00	\$91,732.00	(\$24,375.00)	(\$14,955.00)

Billing Credits Spring							
TERM	IN DISTRICT	BORDER STATE	INTERNATIONAL	OUT OF DISTRICT	OUT OF STATE	TOTAL BILLING CREDITS:	
Spring 2019	898.5	369	68	1161	517	3013.5	
Spring 2018	Not Available	Not Available	Not Available	Not Available	Not Available	3453	
Term Credit Hour Increase (Decrease)						-439.5	
Change in Tuition/Fees Increase (Loss)							
						Total Change in Revenue:	Total Change in Cash:
Tuition	Not Available	Not Available	Not Available	Not Available	Not Available	-23733	-4746.6
Fees	Not Available	Not Available	Not Available	Not Available	Not Available	-19777.5	-19777.5
Innovation	Not Available	Not Available	Not Available	Not Available	Not Available	-13185	-13185
Total Revenue Increase (Loss)						(\$56,695.50)	(\$37,709.10)

## Fiscal Operations Dashboard

### Dorm Occupancy

	Maximum Occupancy Rate:	Cost Per Term	Fall 2017 Occupancy Count	Fall 2017 Occupancy %	Fall 2018 Occupancy Count	Fall 2018 Occupancy %	Vacant Rooms	ICC Vacancy Loss
Captains Quarters	184	\$1,225.00	147	80%	150	81.52%	34	-\$41,650.00
Bricks	36		31	86%	30	83.33%	6	-\$7,350.00
<i>Single</i>	20	\$1,600.00						
<i>Double</i>	16	\$1,225.00						
Villas	142	\$1,975.00	127	89%	134	93.66%	8	
Total Revenue Increase (Loss)								(\$49,000.00)

\*\* Students who moved out prior to the last day to add/drop classes are not included. (August 23rd, Total of 13 in CQ, Total of 11 in Villas )

\*\* Students who move out prior to the add/drop period are only charged for approximately 1 month of rent

### Budget Revenues and Expenses

	Budget 2018-19	YTD 2018-19	% 2018-19	Budget 2017-18	YTD 2017-18	% 2017-18
All Funds:						
Revenues	\$14,495,786.00	\$4,525,096.49	31.22%	\$14,056,475.00	\$4,267,668.47	30.36%
Expenses	\$14,547,159.00	\$5,341,725.56	23.62%	\$15,793,639.48	\$6,116,634.85	38.73%
<i>Total Collected Revenue</i>		\$4,243,849.94	29.28%		\$4,116,654.55	29.29%
Total Revenues-Expenses		(816,629.07)			(1,848,966.38)	

### Bank Balance History and Projections

Month Ending:	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
July		\$4,007,749.27	\$3,109,049.79	\$3,264,249.59	\$2,169,347.76	\$1,798,977.41	\$1,379,345.83	\$1,784,977.02
August	\$4,370,043.24	\$4,336,901.70	\$3,298,975.69	\$3,570,755.52	\$2,539,764.98	\$2,077,651.24	\$1,789,773.46	\$2,046,084.59
September		\$4,305,222.10	\$2,981,240.11	\$2,720,982.59	\$2,034,268.53	\$1,631,999.58	\$1,902,904.61	\$2,466,644.14
October	\$3,443,754.36	\$3,700,509.09	\$2,684,044.00	\$2,871,092.20	\$1,847,334.08	\$1,540,087.74	\$1,273,528.42	\$1,659,159.24
November	\$2,961,441.44	\$2,827,471.65	\$1,708,938.76	\$1,781,777.10	\$1,170,986.78	\$725,128.83	\$741,398.46	\$939,787.07
<b>December</b>	<b>\$2,603,988.47</b>	<b>\$2,077,918.09</b>	<b>\$1,065,640.45</b>	<b>\$1,228,499.88</b>	<b>\$464,118.98</b>	<b>\$427,248.70</b>	<b>\$127,819.87</b>	<b>\$532,027.18</b>
January	\$5,418,318.15	\$4,803,890.47	\$4,942,552.24	\$4,509,806.68	\$3,372,271.47	\$3,795,447.17	\$3,465,963.60	\$3,987,505.44
February	\$5,742,865.94	\$4,174,313.64	\$4,065,244.00	\$4,049,897.75	\$2,992,077.26	\$2,902,791.50	\$2,315,157.03	\$2,829,036.90
March	\$4,993,435.47	\$4,461,812.69	\$4,191,996.06	\$4,392,125.97	\$2,974,737.13	\$2,950,859.73	\$2,718,781.15	\$3,224,999.05
April	\$3,803,539.07	\$3,339,848.88	\$3,104,682.45	\$2,454,468.16	\$1,924,390.88	\$1,629,814.15	\$1,728,706.07	\$2,227,262.00
May	\$3,231,319.70	\$2,647,322.32	\$2,332,462.04	\$1,632,458.88	\$1,148,683.94	\$762,759.72	\$743,375.12	\$1,234,369.08
June	\$4,646,504.12	\$3,746,154.25	\$3,684,880.46	\$2,836,519.95	\$2,658,950.86	\$2,044,874.96	\$2,494,937.81	\$3,001,346.27
							*Projected	*Projected

## Fiscal Operations Dashboard

Fiscal Operations Opportunities and Net Cash Return on Investment							
	Achievable	Expenses	Total Revenue	Total Cash	Net Cash ROI	Progress 11/1/18	Progress 12/4/18
Increase Fall 18 Mid-Semester Enrollment by 249 credit hours	YES with hard marketing push and support	Already budgeted; not exceeding last year expenditures	\$35,772.00	\$22,095.00	\$22,095.00	\$7,099.00	\$7,099.00
Collect Past Due Summer 18 accounts	YES	\$2,000.00	\$12,000.00	\$12,000.00	\$10,000.00	\$11,191.85	\$15,473.50
Collect Current Term accounts prior to end of term	YES with campus support	\$0.00	\$15,000.00	\$15,000.00	\$15,000.00	\$0.00	\$41,974.24
Increase Housing Occupancy by 10 students		\$0.00	\$12,250.00	\$12,250.00	\$12,250.00	\$0.00	\$0.00
Totals:			\$75,022.00	\$61,345.00	\$59,345.00	\$18,290.85	\$64,546.74

2018-19 Budget year Cost Increases & Budget Reductions Summary			
	Budgeted	Actual YTD (Estimated)	%
<b>Cost Increases</b>			
Total Budget Increases	\$432,032.00	\$176,472.72	40.85%
Total Budget Increases (Athletics)	\$99,809.00	\$47,107.68	47.20%
<b>Total Budget Increases</b>	<b>\$531,841.00</b>	<b>\$223,580.40</b>	<b>42.04%</b>
<b>Budget Reductions</b>			
Total Budget Reductions	-\$1,154,418.00	-\$481,083.86	41.67%
Total Budget Reductions (Athletics)	-\$123,262.00	-\$46,454.00	37.69%
<b>Total Budget Reductions</b>	<b>-\$1,277,680.00</b>	<b>-\$527,537.86</b>	<b>41.29%</b>

# Personnel Report December, 2018

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## Separations:

Paul Holmes

Role: Assistant Football Coach

Dates of employment: March 1, 2017 thru November 11, 2018

Ending rate of pay: \$1,083/month (\$13,000 annually)

Daniela Pena

Role: Head Volleyball Coach

Dates of employment: July 13, 2015 thru December 31, 2018

Ending rate of pay: \$3,000/month (\$36,000 annually)

Beau Ratzlaff

Role: Assistant Football Coach

Dates of employment: January 2, 2018 thru December 7, 2018

Ending rate of pay: \$13.00/hour (\$27,040 annually)

Jordan Remza

Role: Assistant Football Coach

Dates of employment: August 1, 2017 thru November 1, 2018

Ending rate of pay: \$1,000/month (\$12,000 annually)

Matt Smith

Role: Assistant Football Coach

Dates of employment: January 1, 2018 thru November 11, 2018

Ending rate of pay: \$1,417/month (\$17,000 annually)

## Employment Searches:

- Marketing Manager
- Assistant Athletic Trainer
- Volleyball Coach
- Art Instructor
- Culinary Art Instructor
- Maintenance
- Assistant Football Coach

<b>Total Full Time Employees</b>	<b>108</b>
Full Time Staff Positions	48
Grant Funded TRIO Programs	8
Full Time Faculty Positions	31
Full Time Coaching Positions	21



Grants Report, December 1, 2018				
Ref. No.	Grant Name	Description	Potential Funding	Comments
Activity Since Last Report				
1	Independence Community College Foundation	Partial funding for six professional-level, portable acoustic sound shells for music concerts	\$5,000 grant; toward \$10,660 cost	\$ 5,000 awarded Nov. 6
Status of Submitted Proposals Still Under Review				
2	Mid America Arts Alliance Artistic Innovation Grant	For production that can be part of 2020 Inge Festival	\$15,000, 1:1 match	Submitted Oct. 15 for Phase I; notification Feb. 2019
3	Kansas Heritage Trust Fund	Further repairs for Inge House, apply through Inge Foundation	\$22,368, no ICC match	Submitted Nov. 1 for Feb. 2019 notification
4	National Endowment for the Arts, Art Works	Playwright guest artists for 2020	\$15,000.00	Submitted July 24. April 2019 notification.
Proposals in Progress				
5	Kansas Creative Arts Industries Commission Guest Artists grant	Funding for guest artists to attend Inge Festival	Approx. \$3,000	Apply by Jan. 2019 for March notification
6	People for Bikes	For prospective bicycle-related improvements for potential bike program for students	Up to \$10,000	Bicycle Task Force considering options; Phase I due in January 2019 for May 2019 notification

7	Kansas Creative Arts Industries Commission Innovative Arts Grants	Funding for 2019 Summer Quest playwriting program with Four County Mental Health	\$10,910 from KCAIC; \$7,000 from Four County.	Apply by Jan. 2019 for March notification
Prospective Proposals				
8	Title III eligibility	Designation grants waiver to some Fed sharing costs	Approx. \$15,000	Likely Jan.-Feb. application process
9	National Science Foundation Advanced Technical Education	For engineering curriculum to align better with Fab Lab.	\$200,000.00	Fab Lab staff requests to submit a proposal in October 2019, when new fully functioning fab lab will make proposal more competitive
10	Small Business Innovation Research and Small Business Technology Transfer	Partnerships with private businesses	Up to \$150,000, with 30 percent indirect costs for ICC	Requires qualified business partner. Fab Lab scouting for possible partners.
		Submitted Proposals, Under Current Review		Proposals in Progress
Totals		\$52,368.00		\$30,910.00
Totals, FY 2018-2019 Awards Granted				
	Grant Name	Description	Funding	Comments
1	Kansas Creative Arts Industries Commission Equipment Grant	Acoustic sound shells	\$5,000.00	Total cost of sound shells \$10,660
2	Independence Community College Foundation	Acoustic sound shells	\$5,000.00	Total cost of sound shells \$10,660
Total			\$10,000.00	

<b>TO:</b> Gayle Independence Community College 1057 W College Avenue Independence, KS 67301	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; padding: 2px;"><b>INVOICE DATE</b> 9/27/2018</td> <td style="width: 33%; padding: 2px;"><b>INVOICE #</b> 129483</td> <td style="width: 33%; padding: 2px;"><b>TOUR ID</b> 35482</td> </tr> </table> <div style="text-align: center; padding: 5px;">         Independence Community College          Four Day Houston/Galveston Tour          June 28 - July 01, 2019       </div>	<b>INVOICE DATE</b> 9/27/2018	<b>INVOICE #</b> 129483	<b>TOUR ID</b> 35482																							
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<b>DESCRIPTION:</b> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Students-Double</td> <td style="width: 10%;">2 @</td> <td style="width: 15%;">\$650.00</td> <td style="width: 10%;">=</td> <td style="width: 35%;">\$1,300.00</td> </tr> <tr> <td>Students-Quad</td> <td>48 @</td> <td>\$495.00</td> <td>=</td> <td>\$23,760.00</td> </tr> <tr> <td>Adults-Single</td> <td>1 @</td> <td>\$960.00</td> <td>=</td> <td>\$960.00</td> </tr> <tr> <td>Adults-Double</td> <td>4 @</td> <td>\$650.00</td> <td>=</td> <td>\$2,600.00</td> </tr> </table> <div style="border: 1px solid black; padding: 5px; margin-top: 20px;"> <p><b>**Invoice based on current tentative itinerary costing**</b></p> <p><b>**Invoice based on ESTIMATED room configuration**</b></p> </div> <div style="text-align: right; margin-top: 20px;"> <b>\$28,620.00</b> </div> <div style="border: 1px solid black; padding: 5px; margin-top: 10px; display: flex; justify-content: space-between;"> <span><b>TOTAL INVOICE AMOUNT:</b></span> <span><b>\$28,620.00</b></span> </div>	Students-Double	2 @	\$650.00	=	\$1,300.00	Students-Quad	48 @	\$495.00	=	\$23,760.00	Adults-Single	1 @	\$960.00	=	\$960.00	Adults-Double	4 @	\$650.00	=	\$2,600.00	<b>PAYMENTS RECEIVED TO DATE</b> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">DATE</th> <th style="width: 60%;">DESCRIPTION</th> <th style="width: 25%;">AMOUNT</th> </tr> </thead> <tbody> <tr> <td colspan="3" style="height: 100px;"> </td> </tr> </tbody> </table> <div style="margin-top: 20px;"> <b>TOTAL AMOUNT RECEIVED:</b> </div>	DATE	DESCRIPTION	AMOUNT			
Students-Double	2 @	\$650.00	=	\$1,300.00																							
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<div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div> <b>TOTAL PAYMENT DUE:</b>   <b>PAYMENT DUE DATE:</b> </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> <b>\$28,620.00</b>   <b>9/29/2018</b> </div> </div>	<div style="text-align: center; margin-top: 20px;">         PLEASE MAKE CHECKS PAYABLE          TO <b>GERBER TOURS, INC.</b> AND REMIT TO:          Gerber Tours, Inc.          100 Crossways Park Dr W, Ste 400          Woodbury, New York 11797-2012       </div>																										

## TOUR PROPOSAL

Tour ID:35482

### TOUR PRICING:

	QUAD	TRIPLE	DOUBLE	SINGLE
<b>Student:</b>	<b>\$495</b>	<b>\$547</b>	<b>\$650</b>	<b>\$960</b>
<b>Adult:</b>	\$495	\$547	\$650	\$960

Ask about our



Protects tour payments if anyone has to cancel for almost any reason before the trip. Low cost! Terms apply; ask us for details when you're ready to book!

### TOUR FEATURES:

- Participants:** Tour cost is based on 55 paying participants. A change in this number will affect the tour cost.
- Tour Guide:** No Tour Guides selected.
- Chaperones:** 0 free chaperones
- Hotel:** 1 night; Drury Inn & Suites Houston Near the Galleria - Houston, TX  
2 nights; SpringHill Suites Galveston - Galveston, TX
- Transportation:** 1 - 55 passenger coach included  
Gratuity for Bus Driver(s) included.
- Meals:** 3 Breakfasts, 3 Lunches, 4 Dinners
- Hotel Security:** Nighttime security is not included but may be added for an additional cost. Ask us for details.
- Admissions:** Space Center Houston
- Tour Inclusions:** Gerber Tours baggage tags to help keep track of luggage.  
24 hr access to Gerber Tours in case you need us.  
"On-Tour" mobile app included for each participant! Access all your trip information in one place.  
Drawstring Backpack for every participant!  
Name Tags with Emergency Contact info for all participants!  
Medical Insurance for all participants! Primary coverage for Accident (\$5,000), Illness (\$1,000) or Dental Injury (\$500) - terms apply.  
All restaurant gratuities and hotel taxes are included.

Tour costs and itinerary items are accurate at this time and subject to availability and revision without notice, when owing to circumstances beyond the control of Gerber Tours, Inc.

### Why Gerber Tours?

#### Trip Planning Tools

- \* Customized materials to promote your trip to students and parents.
- \* Online features to make managing your trip as easy as possible.
- \* A knowledgeable team that is dedicated to making your travel experience the best it can be!

#### The Highest Standards

As an accredited and charter member of The Student and Youth Travel Association and recognized members of these leading travel associations, we promise you that we adhere to a strict set of ethical, financial and professional standards; a promise that we keep in everything we do.



#### Protection for Peace of Mind

We maintain a \$5 Million Comprehensive Tour Operators Professional Liability Insurance Policy.

#### Fundraising Ideas

Students who raise funds for their own trip are rewarded with a sense of pride from earning their tour themselves! Visit <http://gerbertours.com> for some of our favorite ideas.



**TENTATIVE ITINERARY**

June 28-July 01, 2019

Tour ID:35482

**First Day**

**Friday June 28, 2019**

- 8:00 am Depart from Independence Community College, 1057 W College Ave, Independence, KS 67301.
- Time for lunch en route (\$10 cash will be provided).
- 5:00 pm Check into your hotel:  
Drury Inn & Suites Houston Near the Galleria
- 6:00 pm Visit the Houston Galleria Mall - with its stunning architecture, large variety of stores and entertainment. The Galleria is one of the most visited attractions in Houston.  
Enjoy dinner at one of the many choices in the Houston Galleria Food Court. (\$20.00 cash will be provided)
- 8:00 pm Regroup and exit the mall on to West Alabama St. and walk the .03 mile to the water wall. (See included map)
- 8:30 pm PHOTO-OP Visit Gerald D. Hines Waterwall Park, featuring a 64-foot semi-circular architectural fountain that re-circulates 11,000 gallons of water per minute as it cascades down the structure's inner and outer walls.
- 9:00 pm Regroup and return to your hotel.

**Second Day**

**Saturday June 29, 2019**

- 8:00 am Breakfast at your hotel and check out.
- 9:00 am Depart for Space Center Houston.
- 10:00 am Admission to Space Center Houston. Touch a Moon rock, explore the missions of NASA and take part in over 250 Space Center Houston adventures!
- 12:00 pm Lunch voucher provided for use at any of the food court restaurants.
- 1:00 pm Continue exploring the many attractions at Space Center Houston.
- 3:00 pm Regroup and depart for Galveston, TX.
- 4:00 pm Check into your hotel:  
SpringHill Suites Galveston
- 6:00 pm Dinner at the Golden Corral. Enjoy an all you can eat buffet with something for everyone.
- 8:00 pm Return to your hotel.

**TENTATIVE ITINERARY****Third Day**

7:30 am	Breakfast at your hotel.
8:30 am	Depart for the Galveston Navel Museum.
9:00 am	Admission to the Galveston Navel Museum on Pelican Island. Explore the historic WWII Vessels, the USS Cavalla and USS Stewart.
11:30 am	Depart for the Galveston Island Historic Pleasure Pier.
12:30 pm	Time for lunch (\$10 cash will be provided).
1:30 pm	Free time to enjoy the beautiful gulf beach. Be sure to bring your sunscreen and towels. Enjoy the relaxing beach afternoon with your fellow students.
4:30 pm	Regroup and return to your hotel for freshen up for dinner.
6:30 pm	Depart for dinner.
7:00 pm	Dinner at Bubba Gump Shrimp Company at the Pier.
8:30 pm	Regroup and depart for your hotel.

**Fourth Day**

7:30 am	Breakfast at your hotel and checkout.
8:30 am	Depart for Texas A&M.
9:00 am	Visit and tour Texas A&M Galveston Campus. (pending availability). Time for lunch on campus (\$10 cash will be provided).
12:00 pm	Depart for home. Time for dinner en route (\$15 cash will be provided).
11:00 pm	Approximate arrival at school.

This itinerary is designed to remain flexible to compensate for traffic, crowds and weather conditions.





**Texas Trip (Independence, KS to Galveston, TX)**

**Depart 28 Jun, 2019 – Return 01 Jul, 2019**

**June 28<sup>th</sup>:**

8:00 AM – Depart Independence, KS  
PM – Lunch (On own)  
PM – Arrive Houston, TX  
PM – Dinner (On own)  
PM – Hotel (1 NT) - Hotel Indigo

**June 29<sup>th</sup>:**

Breakfast added to cost (Classic) \*description below  
Check out of Hotel  
Morning – NASA tour (2 HRS long)  
12:00 PM – Lunch at NASA  
2:00 PM – HOU – GAL (VIA Charter)  
PM – Hotel (2 NTS) – Holiday Inn Express  
PM – Dinner (on own)

**June 30<sup>th</sup>:**

Breakfast included (Continental)  
AM - Tour Collage Campus in Galveston  
12P - Lunch at College café (not priced)  
Afternoon – Free for Beach activities (Beach located just behind hotel).  
PM – Tour Galveston Navel Museum  
PM – Dinner (on own)

**July 1<sup>st</sup>:**

Breakfast included (Continental)  
Check out of Hotel  
Lunch (on own)  
Return from Galveston to Independence

**Notes:**

**Space Center-**

Open 10AM – 5PM  
Burger/Fries  
Cheeseburger/Fries

Chicken Tenders/Fries

XL hot dog/Fries

2X slices of pepperoni or cheese pizza

All meals come with free cola product

**Naval Museum-**

Open 9AM – 6PM

No lunch options

**Hotel information:**

**Hotel Indigo Houston at the Galleria**



1 night – 28 June

(15) 2 Queen Beds

- Breakfast included in the rate



- Complimentary on-site parking
- Complimentary WiFi and Wired high-speed Internet access throughout the hotel
- Complimentary business center
- Casual cafe dining for breakfast and dinner
- Warm living room-style social area
- Onsite fitness center with state-of-the-art equipment

\*Classic Continental (free meeting room will be provided)

Fresh Sliced Seasonal Fruits

Freshly Baked Croissants, Fruited Danishes, Muffins and Bagels

Served with Butter, Jams, Cream Cheeses and Honey

Selection of Bottled Fresh Juices (Orange, Apple, Cranberry and Grapefruit)

Freshly Brewed Dodd's Coffee and Bigelow Selection of Hot Teas

COMPLIMENTARY PARKING

100 YARDS FROM THE GALLERIA

WELCOME AMENITY FOR EACH GUEST CHECKING IN

HOLIDAY INN EXP STES GALVESTON:





2 nights – 29 Jun, 30 Jun

Includes Free Wi-Fi, balconies on each room

2 queen beds per room, fridge and microwave in each room

**\*\* Pricing subject to change based on availability and until deposits are made**

### Pricing:

12 quad rooms (4 to a room) Total passengers 48

3 double rooms (2 to a room) Total passengers 6

All other items as mentioned in itinerary

Total costs: \$22,037.11 — plus

Lunch (\$10/person x 4)	= \$2200.-
Dinner (\$20/person x 4)	= \$4400.-
Nasa Adm.	\$3135.-
Etal. Navel mus	\$550.-
Security	\$600.-
Ins.	\$48.-
	<hr/>
	\$32,970.11

Coach is 56 passenger and fuel surcharge is included

Vehicle facilities - 110 Outlets, Seatbelts, and Wi-Fi

Driver gratuity and hotel stays included

Distance 1,580 miles



# ICC Upward Bound Galveston, TX Summer trip

June 28 - July 1

In-house Estimate

54 Students / Staff + bus driver - 55 total

(50 students / 4 staff / 1 bus driver)

Item	Calculation	Cost
Tour guide for Sat - 10 hrs / Sun - 3.5 hrs / Mon - 3.5 hrs	\$40 / hour x 16.5 hours	\$660.00
Gratuity tour guide	\$2 x 55 passengers x 3 days	\$330.00
55 Passenger Coach	Estimate from Village Chargers	\$6,119.00
Hotel - Houston, TX - Drury Inn and Suites		
13 rooms / 4 students per room - 1 night	13 x \$260	\$3,380.00
2 rooms / 2 adults - 1 night	2 x \$260	\$524.00
1 room / 1 adult - 1 night	1 x \$260	\$260.00
Hotel - Galveston, TX - Spring Hill Suites		
13 rooms / 4 students per room - 2 nights	13 x \$275 x 2	\$7,150.00
2 rooms / 2 adults - 2 nights	2 x \$275 x 2	\$1,100.00
1 room / 1 adult - 2 nights	1 x \$275 x 2	\$550.00
Meals + gratuities (3 breakfasts, 4 lunches, 4 dinners)		
Friday		
Lunch en route	\$10 x 55 people	\$550.00
Dinner - Houston Galleria Food Court	\$20 x 55 people	\$1,100.00
Saturday		
Breakfast at hotel - included		\$0.00
Lunch at NASA food court	\$10 x 55 people	\$550.00
Dinner - Golden Corral, Galveston, TX	\$20 x 55 people + 20% gratuity	\$1,320.00
Sunday		
Breakfast at hotel - included		\$0.00
Lunch - Galveston Island Pier	\$10 x 55 people	\$550.00
Dinner - Bubba Gump Shrimp Co, Galveston, TX	\$20 x 55 people + 20% gratuity	\$1,320.00
Monday		
Breakfast at hotel - included		\$0.00
Lunch - Texas A&M campus	\$10 x 55 people	\$550.00
Dinner en route	\$15 x 55 people + 20% gratuity	\$990.00
Medical Insurance for all participants	\$.24 x 50 participants x 4 days	\$48.00
Security for 3 nights (8 hrs/night)	\$25/hr x 24 hours	\$600.00
NASA admission	\$57 x 55	\$3,135.00
Galveston Navel Museum	\$10 x 55	\$550.00

\$31,336.00

## Quotation Details

## Village Tours & Travel

Client ID Client Company Group Client Ref 2	Gayle Chapman Independence Community College -	Quotation ID Movement ID	47664 54706
		Passengers Distance	55 1420
First Pick-up Pick-up Date Single Journey Vehicle To Stay	Wichita, KS Fri 6/28/2019      Time 08:00 No No	Destination Arrival Date Leave Date Back Date	Galveston, TX Fri 6/28/2019      Time 19:50 Mon 7/1/2019      Time 23:00 Tue 7/2/2019      Time 10:45

Quantity	Seats	Vehicle Description	Unit Price	Price	Tax %	Tax	Total
1	56	Standard Motorcoach	\$4,909.00	\$4,909.00	0	\$0.00	\$4,909.00

Quantity	Description	Unit Price	Price	Tax %	Tax	Total
1	Driver Lodging	\$500.00	\$500.00	0	\$0.00	\$500.00
1	Tolls	\$10.00	\$10.00	0	\$0.00	\$10.00
1	Driver Relay Charge	\$700.00	\$700.00	0	\$0.00	\$700.00

Movement Totals	\$6,119.00	\$0.00	\$6,119.00
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Additional Pick-up Points	Time	Additional Pick-up Points	Time
1) Houston, Tx	18:40		

Route	Further Requirements
	Rate includes up to 100 shuttle miles.

Included Items	Included	Included Items	Included
Driver Lodging (1 room for each driver required)	Yes	Driver Relay Charge	Yes
Gratuities (\$1-2 per person per day is customary)	No	Tolls	Yes

**Independence  
Community College**

# Memo

**To:** Independence Community College Board of Trustees

**From:** Kara Wheeler

**cc:** Wendy Isle

**Date:** November 26, 2018

**Re:** Approve purchase of acoustic shells

---

I would like to request approval to pay McDonnell & Company Int'l \$10,660.00 for the attached quote for acoustical shells to be used by the Fine Arts Department. McDonnell was chosen because they were the lowest cost for everything requested in the bidding process, which included 6 shells and the ability for one person to set them up.

Bruce Peterson wrote a grant to the Kansas Creative Arts Industries Commission and we were awarded \$5,000 to be used for this purchase.

The ICC Foundation then matched the grant award with another \$5,000. Both emails confirming this information have been included.

This brings the total cost of the project for ICC to \$660.00, which will come from the regular Fine Arts budget.

McDonnell & Company Int'l

PO Box 721  
32W580 Army Trail Road  
Wayne, IL 60184  
PH: 630-377-8200 FAX: 630-377-8224

E-mail sales@mcdonnell-intl.com

## PROFORMA INVOICE

Quote Date	Quote Number
11/15/2018	8849

Quoted To:
Independence Community College Harty Blackert 1057 Wet College Ave. Independence, KS 67301

P.O. No.	Payment Terms		Quote Good Thru	
	Net 20		12-30-2018	
Description		Qty	Unit Price ...	Total
Alla Breve Acoustical Shell - ....Produces dynamic sound reinforcement! ...."Fabulous Music" - Measures 34' wide in a Curved Configuration  - Warm Beige Color  - 6' 3/8" Wide - Height Adjusts from 8'4" to 13'3".  - Storage height is 6' 5" High.  - Twin Casters - allow easy moving of Alla Breve Towers.  - Only One Person is needed to Glide Units into Performance Position  - Only 15 lbs. of lift effort needed to raise/lower the Shell.  Availability - usually immediately available from stock - otherwise 2-4 weeks		6	1,620.00	9,720.00
Freight Charge to Independence, KS 67301 (Lift Gate Delivery is included)  Our Signed W-9 Form is Attached  Warranty - 5 Years		1	940.00	940.00
		Total \$10,660.00		

### Authorized Acceptance

These commodities licensed by U.S. for Ultimate Destination of USA, contrary to U.S. law prohibited. Proposal is subject to our final confirmation at time of acceptance. McDonnell & Co., Int'l Inc. extends only the warranty that is offered by the manufacturer. Not responsible for delay due to causes beyond our control, such as strikes, riots, special indirect or consequential.





495 Pioneer Parkway  
Clare, MI 48617  
Phone: 800-438-4499  
Fax: 989-386-3500  
www.stageright.com

**QUOTE FORM for Independence Community College**  
Quote: SQ-180906-0002710  
Offer Valid Through: 10/6/2018  
Proposed by: Chris Jones  
Phone: 800-438-4499  
Email: cjones@rogersgrp.com

## Quote Form

Quote Reference Number: 0002710

### Address Information

**Bill To:**  
Independence Community College  
1057 W. College Ave  
Independence, Kansas 67301  
United States

**Ship To:**  
Independence Community College  
1057 W. College Ave  
Independence, Kansas 67301  
United States

**Contact Buying:** Bruce Peterson  
**Phone:** (620) 332-5492  
**Email:** bpeterson@indycc.edu

**Contact Shipping:** Bruce Peterson

### Terms and Conditions

**Payment Method:** Check  
**Payment Terms:** Net 30 Days (with Approved Credit - May Require Financial Statements)

**Delivery Terms:** FOB Source  
**Billing Method:** Email

### Independence Community College- Alla Breve Sound Shell

#### Product Lines

Product	Product Code	Quantity	Sales Price	Amount
Alla Breve Sound Shell, 6' wide height from 8'4" to 13'5"	370102	6.0 Each	\$1,619.00	\$9,714.00

#### Additional Charges/Credits

Additional Charge/Credit	Quantity	Sales Price	Amount
Shipping	1.0	\$900.00	\$900.00

Products Total: \$9,714.00  
Additional Charges/Credits Total: \$900.00  
**Net Amount: \$10,614.00**

### Specific Terms

Quoted Price Does NOT Include any State and/or Local Taxes

Within five business days from receipt of order, an order acknowledgement will be sent to confirm your order and provide a scheduled ship date. It will also contain important information regarding the processing and delivery of your order. Contact StageRight immediately if you do not receive your order confirmation.

Lead time is estimated and varies based on manufacturing capacity. Actual ship date will be determined at placement of order. Shipping rates are subject to change. Freight Terms: FOB Clare - MI

StageRight collects taxes for the following: AL AZ CA CO DC FL GA HI IN MI MN NE NJ NM NY PA TX WI WA

A Tax Exemption Certificate must be provided or sales tax will be added to the order

All labor and costs associated with docking - unloading - transferring or set-up of equipment and removal of debris are NOT included.

Visa - Mastercard - American Express and Discover Accepted

# Customer Quotation

Quote: 3119909  
Prepared For: Bruce Peterson  
Independence Community College  
1057 W College Ave  
Independence KS 67301-8556

Page: 1  
Date: 11/16/2018  
Effective: Until 11/30/2018



Delivery Within:  
Tax: Not Included  
Terms: PENDING CREDIT APPROVAL  
F.O.B. Point: Destination

Regarding: Attn: Legacy Classic\* Updated 11/16/18

Item	Description	Quantity	Unit Price	Price
186L054.100	Note: This quotation contains promotional pricing. 15% discount on Legacy Classic if purchase by 11/30/2018 LEGACY,CLASSIC,TAPR,OYSTER Regular Price \$2754/each	6	2,327.00	13,962.00
	Total Product Charge			13,962.00
	Freight/Handling Charge			2,514.00
	Total Charge			16,476.00
	*Signing quote places order to manufacturing *Deadline to order for promo is 11/30/2018 *Will not ship until 50% down payment has been received. *Then order can be shipped approx 12/17-12/20 *Remaining balance must be paid Net 30 days after invoice is received. ***** Freight reflected in this quotation is for common carrier shipment with tailgate delivery. Tailgate delivery will require staff at your location to be available for unloading, moving the product to your desired location and completing any assembly or installation. If you would like to convert this quotation for the materials listed above to an order, please review carefully to assure that it is correct. The Terms Of Sale are shown on the enclosed form. Please sign and return this form so Wenger Corporation may process your order. Purchase Order: _____ Buyer for: _____ Authorized signature: _____ Title: _____ Date: _____			

\* Terms and Conditions of Sale appear on following page.

Submitted By: Sharon Marreel  
Sales Representative

Phone: 800-733-0393 Ext 8324 Fax: 507-455-4258  
Email: sharon.marreel@wengercorp.com

WENGER CORPORATION  
555 Park Drive, PO Box 448  
Owatonna, MN 55060-0448  
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Fax 507.455.4258  
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WORLDWIDE  
Phone 1.507.455.4100  
Fax 1.507.774.8576

WEB SITE  
www.wengercorp.com



Your Performance Partner



## Kara Wheeler

---

**From:** Bruce Peterson  
**Sent:** Tuesday, October 02, 2018 9:21 AM  
**To:** Kara Wheeler; Jennifer Christensen; Jim Henderson; Larry Markiewicz; Erick Wolfe  
**Cc:** Page Petrucka; Terri Barbera; Meagan Moore; Harty Blackert; Hannah Joyce-Hoven  
**Subject:** Sound shells for theater FW: KCAIC Grant Notice of Award  
**Attachments:** BrucePeterson-IndependenceCommunityCollegeFoundation-20180928154612.jpg

Good morning

The Kansas Creative Arts Industries Commission has approved the \$5,000 grant application toward the cost of the portable sound shells.

Note we applied for this opportunity through the kind auspices of the ICC Foundation---thank you, Jennifer Christensen!

The KCAIC is often quick on their decision making, but slower in terms of processing the awards once they are decided.

I should like to forward more information about the process of receiving the grant once we know more.

Sincerely

Bruce Peterson

**From:** Peter.Jasso=ks.gov@email.submittable.com [mailto:Peter.Jasso=ks.gov@email.submittable.com] **On Behalf Of** Kansas Creative Arts Industries Commission  
**Sent:** Friday, September 28, 2018 3:46 PM  
**To:** Bruce Peterson <bpeterson@indycc.edu>  
**Subject:** KCAIC Grant Notice of Award

Dear Bruce Peterson,

Congratulations on being approved for a KCAIC grant!

The Kansas Creative Arts Industries Commission approved your grant request for the full amount.

We will be in touch in a few weeks with some initial paperwork and further instructions.

In the meantime, attached is the KCAIC logo for acknowledgment purposes.

Please feel free to contact our office if you have any questions.

Sincerely,  
Peter Jasso  
Kansas Creative Arts Industries Commission

You can go here to view the submission:  
<https://kansascaic.submittable.com/user/submissions/11063415>

## Kara Wheeler

---

**From:** Jennifer Christensen  
**Sent:** Tuesday, November 06, 2018 11:35 AM  
**To:** Bruce Peterson; Kara Wheeler  
**Subject:** ICC Fine Arts/Music Dept. Acoustic shells.

Good morning Bruce & Kara,

I am happy to let you know that the ICC Foundation Executive Board has voted to match the Grant you received for the acoustic shells!!!

I will need a copy of the Grant award letter before we do a disbursement. I will talk with you soon to figure out payment schedule, acknowledgment of match etc.

I am so glad this worked out!

Sincerely,  
Jennifer Christensen, Administrative Assistant  
Independence Community College Foundation  
P.O. Box 218  
Independence, KS 67301  
(620) 331-2480

Visit us at - [www.indycc.edu/foundation-alumni](http://www.indycc.edu/foundation-alumni)

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Annual  
Program  
Of  
Computer Science  
For  
AY 2018 (2017-2018)

Prepared by  
Tamara Blaes

10/23/2018



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## 1.0 Program Data and Resource Repository

### 1.2 Quantitative and Qualitative Data

All programs are provided with the most recent two years of data by the Office of Institutional Research (IR) as well as two-year budget data provided by the Business Office.

The data sets provided by the Office of Institutional Research include the following elements for the most recent two (completed) academic years:

- Number of Faculty (Full Time; Part Time; Total)
- Student Credit Hours by Faculty Type
- Enrollment by Faculty Type
- Faculty Name by Type
- Average Class Size, Completion, and Attrition
- Course Completion, Success and Attrition by Distance Learning v Face-to-Face
- Number of Degrees/Certificates Awarded
- Number of Graduates Transferring (if available from IR)
- Number of Graduates Working in Related Field (technical programs only)
- Expenditures and Revenues

Additional data may also be available for reporting from the Office of Institutional Research, as applicable. Requests for additional data must be made through a data request.

*(See Section 1.2 in the Program Review Handbook for more information.)*

### Narrative:

The data from IR shows there were 13 students who declared Computer Science as their major and 4 of those who returned this year to continue in Computer Science. There were 4 who graduated with degrees of AS in Computer Science and the other 5 are still here but have changed to Liberal Studies or General Studies in order to pursue a degree at a 4-year university that we do not offer here, for example, Graphic Design and Computer Programming, both transfer degrees. These 5 students who are not declared majors still enroll in our classes, alongside our declared majors, they just are not declared majors. Students who typically want to transfer in a computer related field that is closely related to Computer Science, Computer Programming, Computer Graphics, Graphic Design and sometimes Web Design choose our AS in Computer Science. This is our “best fit” transfer degree for most students unless they are led to choose Liberal Studies or General Studies.

Computer Science (CSE) Data AY 2018

#### **Number of Faculty:**

3 Full time (1 dedicated to Web Design & Computer Science, 1 dedicated to IS, IT & Fab Force and the other 1 dedicated to AOM and teaches several CCA classes)  
0 part time

#### **Enrollment & Student credit hours by Faculty type:**

Full time: 91 total credit hours taught, 331 with total students enrolled

Part time: 0 credit hours taught, 0 total students enrolled

#### **Average Class size:**

11.58 students in Face-to-Face classes

13.25 students in online classes

11.82 students across all courses

#### **CCA Completion rates:**

99.03% face-to-face

90.38% online

97.30% all CCA classes

#### **CCA Pass ('D' or better) rates:**

90.73% face-to-face

82.98% online

89.29% all CCA classes

#### **Other CIT & CSE Course Completion rates:**

92.96% face-to-face

100% online

93.06% all courses

#### **Other CIT & CSE Course Pass ('C' or better) rates:**

84.85% face-to-face

100% online

85.07% all courses

**Number of Majors:** 13 (4 returned in Fall 2018)

**Degrees Awarded:** 4

### 3.0 Assessment of Student Learning Outcomes

#### 3.2 Significant Assessment Findings

The program faculty should provide a narrative overview of the program's significant student learning outcomes assessment findings, any associated impact on curriculum, as well as any ongoing assessment plans. The program may attach data charts, assessment reports or other relevant materials. *(See Section 3.2 in the Program Review Handbook for more information.)*

##### Narrative:

Since this is an AS transfer degree, only 12-15 hours of the degree are classes that are taken in my classroom. All the other classes in the degree program are general education courses.

#### **Fall CCA Assessment**

##### **WS3 – Project**

70% of students will complete Word Section 3 Project Exam in SNAP with 70% accuracy.

*107 of the 117 (91.5%) students enrolled completed the assignment with higher than 70% (91.9%) accuracy. 91 students scored 100%, 11 students scored between 90-99%, 5 students scored between 80-89%, and 6 did not complete the assignment or scored a 0. Of the 6 who scored 0, 1 had stopped attending class and 1 other withdrew from class.*

##### **ES3 – Exercise**

70% of students will complete Excel Section 3 Exercise 1 Exam in SNAP with 70% accuracy.

*94 of the 117 (80.3%) students enrolled completed the assignment with higher than 70% (76.1%) accuracy. 72 students scored 100%, 11 students scored between 90-99%, 4 students scored between 80-89%, 1 student scored 78%, 1 student scored 61%, 1 student scored 11%, and 23 did not complete the assignment or scored a 0. Of the 23 who scored 0, 1 had stopped attending class and 1 other withdrew from class.*

## **AS1 – Project**

70% of students will complete Access Section 1 Project Exam in SNAP with 70% accuracy.

*107 of the 117 (91.5%) students enrolled completed the assignment with higher than 70% (76.1%) accuracy. 63 students scored 100%, 7 students scored between 90-99%, 7 students scored between 80-89%, 2 students scored 75%, 11 students scored between 60-69%, 17 students scored below 60% and 10 did not complete the assignment or scored a 0. Of the 10 who scored 0, 1 had stopped attending class and 1 other withdrew from class.*

### **Strengths:**

Our computers were updated last year so we changed the way in which we setup the class. Students had to be in class on the day of the project. If they were going to be absent they needed to make arrangements to make up the exam.

### **Weaknesses:**

The new computers presented a few challenges that we think we have worked out. They are zero client computers so using SNAP still has a few complications.

### **Recommendations:**

Continue in the spring semester with the required attendance for the project completion. SNAP is changing to all web based in the fall with the release of Office 2019.

## **Spring CCA Assessment**

### **WS3 – Project**

70% of students will complete Word Section 3 Project Exam in SNAP with 70% accuracy.

*74 of the 83 (89.1%) students enrolled completed the assignment with higher than 70% (90.3%) accuracy. 68 students scored 100%, 7 students scored between 90-99%, 4 students scored between 80-89%, and 2 did not complete the assignment or scored a 0. Of the 6 who scored 0, 1 had stopped attending class and 1 other withdrew from class.*

### **ES3 – Exercise**

70% of students will complete Excel Section 3 Exercise 1 Exam in SNAP with 70% accuracy.

*62 of the 83 (78.3%) students enrolled completed the assignment with higher than 70% (74.9%) accuracy. 51 students scored 100%, 3 students scored between 90-99%, 4*



*students scored between 80-89%, 1 student scored 78%, 1 student scored 61%, 1 student scored 11%, and 22 did not complete the assignment or scored a 0. Of the 22 who scored 0, 1 had stopped attending class and 1 other withdrew from class.*

### **AS1 – Project**

70% of students will complete Access Section 1 Project Exam in SNAP with 70% accuracy.

*75 of the 83 (90.3%) students enrolled completed the assignment with higher than 70% (73.1%) accuracy. 53 students scored 100%, 1 student scored between 90-99%, 1 student scored between 80-89%, 1 student scored 75%, 2 students scored between 60-69%, 17 students scored below 60% and 10 did not complete the assignment or scored a 0. Of the 10 who scored 0, 1 had stopped attending class and 1 other withdrew from class.*

#### **Strengths:**

Our computers were updated last year so we changed the way in which we setup the class. Students had to be in class on the day of the project. If they were going to be absent they needed to make arrangements to make up the exam.

#### **Weaknesses:**

The new computers presented a few challenges that we are continuing to work out. They are zero client computers so using SNAP still has a few complications.

#### **Recommendations:**

Continue in the fall semester with the required attendance for the project completion. SNAP is changing to all web based in the fall with the release of Office 2019.

## 4.0 External Constituency and Significant Trends

An important component of maintaining a superior program lies in awareness and understanding of other possible factors that may impact the program and/or student outcomes. After consideration of these other factors, program faculty should document the relevant information within this section. As applicable, this should include the following.

### 4.1: Program Advisory Committee:

#### Narrative:

- Include Advisory Member Name/ Title/ Organization/ Length of Service on committee; note the Committee Chair with an asterisk (\*).
- Upload meeting minutes from the previous spring and fall semesters and attach in the appendices section (10.0).

#### **Fall 2017 Meeting Minutes:**

Present: Tamara Blaes, Chance, Mike\*, and Tim with MicroWare.

Here are the outcomes for our Computer Science Program:

Program Outcomes:

1. The student will be able to analyze a variety of complex information systems.
2. The student will be able to apply and demonstrate power usage of computer science skills.
3. The student will be able to organize and prepare a system for solving problems.
4. The student will be able to demonstrate effective collaboration and communication skills.

We would like to know:

Are students being prepared for the future job market?

This is a tricky question for us. We hire people to work with us who fit in with us so the answer to this question for us is yes, we have had extremely good luck with prepared young individuals working for us.

What should the training include?

We all agreed this should be an equal amount of hardware, software, and people skills.

Even though many computer technicians do not feel like they may need people skills, they will. We interact with people all the time to find out what is wrong with their item and what needs to be done to fix or replace it. We also do a small amount of our own on the job training that is concentrated on our business needs when we hire a new technician.

Do you think our curriculum adequately addresses industry needs?

For the most part yes, there could be more software class added to reach that more equal status. Also, there is a huge demand in this area for website construction. We have customers asking us all the time if we know how or know anyone who can create a website. This area of Kansas is lacking in this technology.

Do course and program outcomes and performance levels meet industry standards? Okay, this is what took us so long to get back to you, as we are not teachers. So, looking at what you have and your programs, everything seems to fit and flow well together. We really did look at all of it.

What industry validated credentials (include certificates or licenses) are necessary for industry success?

Having these certifications is always nice but not always required: A+, CISCO, Windows and Microsoft Office.

These are a few questions to get us talking.

Another important issue facing us this year is how prepared are the students we get when they arrive to ICC in general? What I mean by that is, are they already trained and know how to use a computer and computer software, in your opinion?

Our experience with kids in school is that they know how to use their phones, but they do not know how to operate at computer. If you put them in front of one, they can probably do a simple Google search but that is it, no other skills unless they are very interested in computers themselves.

Is there a need for them to learn the basic class we teach which is a class that covers how to use Microsoft Word, Excel, Access & PowerPoint and then concepts of hardware, software and how a computer functions?

Oh yes! We think this is very important and should never go away from education.

Computers and technology are not going anywhere except bigger, better, faster, or different. But we will have computers around for a very long time and in more commonly used items. Also covered are the Internet, social media, security, data, and careers. Now, they may think they know all there is to know about social media, but they are always surprised in class to learn more. Anyway, just your thoughts on this type of class as well. Students could possibly benefit from this type of class information. We believe the more they get the better off they will be.

### **Spring 2018 Meeting Minutes:**

Present: Tamara, Blake, Drew\*, and Mick

*Here are the outcomes for our Computer Science Program:*

*Program Outcomes:*

- 1. The student will be able to analyze a variety of complex information systems.*
- 2. The student will be able to apply and demonstrate power usage of computer science skills.*
- 3. The student will be able to organize and prepare a system for solving problems.*
- 4. The student will be able to demonstrate effective collaboration and communication skills.*

I would like to know:

1. Are students being prepared for the future job market? Drew: I don't think they are at this point. They need more hands-on experience. Blake: Yes and no Mick: I was, but I already had a large knowledge base going in.
2. What should the training include? Drew: Actual experience they will need in a real job. Blake: More real-world experience. Mick: Everything that could go wrong will go wrong and how to fix it.
3. Do you think our curriculum adequately addresses industry needs? Drew: there needs to be more soft skills and hands-on practices. Blake: For me yes, others probably not. Mick: There probably needs to be more technical classes.
4. Do course and program outcomes and performance levels meet industry standards? Drew: Well, that is a tough one, let me think on it. Blake: I'm sure it does. Mick: You guys are the ones checking on it, so I am guessing it is all okay.
5. What industry validated credentials (include certificates or licenses) are necessary for industry success? Drew: Just an IT Associates degree for me. Blake: I'm not completely for sure yet, I do my own work. Mick: I'll leave that up to my boss.

These are a few questions to get us talking. Like I told you on the phone, we are not required this semester to meet face-to-face, which is nice. We just should communicate with each other at least digitally. In the Fall of 2018, we will try to meet as a whole group with the guys from MicroWare to discuss further options.

Another important issue facing us this year is how prepared are the students we get when they arrive to ICC in general? What I mean by that is, are they already trained and know how to use a computer and computer software, in your opinion? Drew: I have interviewed a few students straight out of high school that are self-taught and are by far, very knowledgeable. In general, the overall student population is not well educated in high school. Unless a person takes the initiative and teaches themselves, they will not receive this type of knowledge from the high school setting. Now, with that being said, I have hired and fired 13 people to work in my store in Independence, two of them who said they had an AAS from ICC. Blake: I did not get my knowledge from high school, I was self-taught and furthered my education at ICC. Mick: I was self-taught and then went on to Neosho County Community College.

Is there a need for them to learn the basic class we teach which is a class that covers how to use Microsoft Word, Excel, Access & PowerPoint and then concepts of hardware, software and how a computer functions? Drew: Yes, sure. Blake: In my opinion, no, but I know how to use them. Mick: Yes, I use them daily.

Also covered are the Internet, social media, security, data, and careers. Now, they may think they know all there is to know about social media, but they are always surprised in class to learn more. Anyway, just your thoughts on this type of class as well.

Drew: It seems to me that anyone younger than me has their face stuck in their phone and that is the only thing they know. If we could get their classes and lessons on their

phone, that might work, but the world does not revolve only on their phones. Blake: all of this information is important. Mick: I feel like some of this is the most important of computer information.

#### 4.2: Specialized Accreditation:

- Include Accrediting Agency title, abbreviation, ICC contact; Agency contact, Date of Last Visit, Reaffirmation, Next Visit, FY Projected Accreditation Budget.
- Upload the most recent self-study and site visit documents.
- Upload agency correspondence which confirm accreditation status.

##### Narrative:

This program does not require specialized accreditation.

#### 4.3: Other:

Discuss any external constituencies that may apply to the program. *(See Section 4.3 in the Program Review Handbook for more information.)*

##### Narrative:

The AS Computer Science degree program follows our KBOR articulation requirement for students transferring to any Kansas university. If this program is followed, students should be able to seamlessly transfer to any of the Kansas universities and many out-of-state colleges. All the core classes for the Computer Science degree have met the Kansas Core Outcomes approval as equal transfer class to all Kansas universities. Both facts show alignment with KBOR and HLC's accreditation requirements. It is, as expected, heavy with general education requirements and a few elective classes from our computer areas.

The following are HLC goals that are being addressed in this review:

##### Core Components

3. A. The institution's degree programs are appropriate to higher education.

1. Courses and programs are current and require levels of performance by students appropriate to the degree or certificate awarded.
  - This program meets this core component by offering the first two years of a 4-year degree.

This program also meets the ICC Core Values of Excellence, Responsiveness, and Diversity/Enrichment:

- Excellence: Academic excellence of this program has been met through the completion of this review and working to improve the courses offered through assessment of student learning and making modifications as needed to continue improvement.
- Responsiveness: Addressed the changes for Computer Science by updating this program to meet the KBOR articulation agreement, which meets the program requirements for all the Kansas universities.
- Diversity/Enrichment: Students are exposed to International issues with Computer Science and exposed to the difference between policies of other countries. Students are also informed of the male/female career ratio unbalance.

Category 2: Maintain current levels of support/continuous improvements. This program should be continued as presented. Computer Science is a degree that offers several possibilities for students entering many different computer related fields for transfer.

Earning an associate degree in computer science can prepare you for entry-level employment or further education. While you can learn the basics of computer languages, troubleshooting, programming and design on your own, many employers prefer to interview and hire formally trained applicants.

Experts anticipate that employment opportunities for computer scientists will increase throughout the next decade. According to the Bureau of Labor Statistics, web development jobs will increase by 20% by 2022, adding nearly 30,000 new positions to the economy. An associate degree is all you'll need for some jobs, and these programs prepare you to earn a bachelor's degree in the subject as well.

While pursuing your computer science associate degree, you will develop an understanding of the basic principles and practices needed to program and maintain computers and computer systems. You will also complete many of the general education courses required by most four-year schools.

Computer science programs usually provide students with hands-on learning experiences, requiring them to complete an internship or demonstrate proficiency in lab work as a prerequisite for graduation.

"Associate Degree in Computer Science." *ComputerScience.org*, [www.computerscience.org/degrees/associate/](http://www.computerscience.org/degrees/associate/). 11 Nov. 2018.

This is the table from the Bureau of Labor Statistics for all of the Computer and Information Technology Occupations: <https://www.bls.gov/ooh/computer-and-information-technology/home.htm>

## 5.0 Curriculum Reflection

### 5.1 Reflection on Current Curriculum

The program faculty should provide a narrative reflection that describes the program's curriculum holistically. The following are prompts formulated to guide thinking/reflection on curriculum. While presented in question form, the intent of the prompts is to stimulate thought and it is not expected that programs specifically answer each and every question.

- Is the curriculum of the program appropriate to the breadth, depth, and level of the discipline?
- How does this program transfer to four-year universities? (give specific examples)
- What types of jobs can students get after being in your program? (Please use state and national data)
- How dynamic is the curriculum? When was the last reform or overhaul?
- In the wake of globalization, how “internationalized” is the curriculum?
- How does the program assess diversity?
- Does the program have any community-based learning components in the curriculum?

#### Narrative:

The AS Computer Science degree program follows our KBOR articulation requirement for students transferring to any Kansas university. If this program is followed, students should be about to seamlessly transfer to any of the Kansas universities and many out-of-state colleges. All of the core classes for the Computer Science degree have met the Kansas Core Outcomes approval as equal transfer class to all Kansas universities. Both facts show alignment with KBOR and HLC's accreditation requirements. It is, as expected, heavy with general education requirements and a few elective classes from our computer areas.

Students in one of the four CCA classes were asked about their career choices this semester. Several answered with computer related fields. It is very interesting especially since they all have Liberal Studies as their degree major. When asked why they are Liberal Studies majors, they answered that they were led in that direction by their navigator.

So, we will continue to lose degree majors because students and especially student/athletes are being strongly encouraged to choose Liberal Studies. This is even though our Computer Science (AS) degree is set up just like the Liberal Studies degree. Therefore, a student planning to transfer with a computer related field degree choice could major in Computer Science and receive the same transferability as a Liberal Studies degree.



Wage & Employment Information – Computer Science			EMPLOYMENT PROSPECTS			
DEGREE/TRAINING REQUIRED Standard Occupational System (SOC) Code	OCCUPATION	KS Median Wagei	KANSAS 2012-2022 Participants growth %		USA 2014-2024 Participants growth %	
- On /Job Training, Certifications, Registered Apprenticeship, Associate Degree, Certifications or 2 Yr. Comm/Technical Colleges						
15-1134	Web Developer	\$52,710	1,300-1,580	22 %	148,500-188,000	27 %
15-1131	Computer Programmer, System Analyst	\$69,560	2,910-3,190	10 %	328,600-302,200	-8%
<b>Bachelor's Degrees Colleges / Universities</b>						
15-1199	Video Game Designer	\$67,920	1,480-1,600	9%	233,000-240,800	3%
15-1122	Information Security Analyst	\$77,530	NA	NA	82,900-97,700	18 %
15-1132	Software Developer, Applications	\$85,160	3,820-4,500	18 %	718,400-853,700	18 %
17-2061	Computer Hardware Engineer	\$85,240	100-110	7%	77,700-80,100	3%
15-1111	Computer and Information Research Scientist	\$88,660	NA	NA	25,600-28,300	11 %

National Center for O\*NET Development. 25-2032.00. O\*NET OnLine. Retrieved July 28, 2016, from <http://www.onetonline.org/link/summary/25-2032.00>. 11 Nov. 2018

<https://www.ksde.org/Agency/Division-of-Learning-Services/Career-Standards-and-Assessment-Services/Content-Area-F-L/Information-Technology-CTE-Career-Cluster>

This degree was last revised in the Fall of 2017. These programs are typically male dominated, however there has been a concentrated effort to encourage females to enter the stemtech world. This summer there was a grant provided STEM camp for 6th, 7th and 8th grade girls. The camp was 3 weeks where the girls learned design thinking and



a variety of technology in order to help solve a problem, they came up with themselves or in a group.

Several of our international students have graduated with AS degrees in Computer Science from ICC.

## 5.2 Degree and Certificate Offerings or Support

Program faculty should list what degrees and certificates are offered and/or describe how the program curriculum supports other degrees and/or certificates awarded by the college.

### Narrative:

This is an Associate's of Science degree in Computer Science. Students typically elect to transfer to a university to complete any number of computer related degrees once their first two years of general education are out of the way. While here at ICC, they get their general education classes done and a few choice Computer Science classes.

Students may choose this degree if they were going to transfer on in computer science, programming, web design, graphic design, software development, information support & services, network systems, or web and digital communications.

## 8.0 Fiscal Resource Requests/Adjustments

### 8.1 Budget Requests/Adjustments

Based on program data review, planning and development for student success, program faculty will complete and attach the budget worksheets to identify proposed resource needs and adjustments. These worksheets will be available through request from the college's Chief Financial Officer. Program faculty should explicitly state their needs/desires along with the financial amount required.

Programs should include some or all of the following, as applicable, in their annual budget proposals:

- Budget Projections (personnel and operation)
- Position Change Requests
- Educational Technology Support
- Instructional Technology Requests
- Facilities/Remodeling Requests
- Capital Equipment
- Non-Capital Furniture & Equipment
- New Capital Furniture & Equipment
- Replacement Capital Furniture & Equipment
- Other, as applicable
- Accreditation Fee Request
- Membership Fee Request
- Coordinating Reports

Resource requests should follow budgeting guidelines as approved by the Board of Trustees for each fiscal year. The resource requests should be used to provide summary and detailed information to the division Dean and other decision-makers and to inform financial decisions made throughout the year.

#### Narrative:

Budget requests are as follows:

1. Provide \$2,000 in instructional supplies to Microcomputer Supplies. This can help defray costs associated with materials/supplies for the hands-on project classes.

2. Provide funding for faculty to continue education and attend conferences, for example the annual iTRAC Teaching & Learning conference, Wichita, \$30; ACTE Conferences \$565 plus travel and hotel, attendance centers vary, (however these at times land on or just before finals week in the fall); The Teaching Professor Annual Conference, \$699 plus travel and hotel (usually the first of June each year).

(3, 4 & 5 would be as budgetary funds are available for updating, repairs and replacements in the classrooms.)

3. Consider removing the carpet in AC107 and AC108 as the carpet in both labs is very worn and has holes in several spots. It does not look nice when showing to prospective students. Removing the carpet and polishing the cement will reduce the chance of static electricity discharge, which can be dangerous to computer equipment, and even possibly students. There is also carpet in AC106 that is newer that could be removed and that floor polished as well.

4. Providing funds for repairs and/or replacements of the chairs in all three computer labs (\$40-\$60 each,  $24+24+17=65$ , in total about \$2,600-3,900).

5. Consider replacing the old desks in AC107 that are not conducive to the students in a computer lab setting. The desks should be facing towards the monitors in the front of the classroom, however these desks are too big to be turned. The desks are also too low for the proper ergonomics of sitting and working students. ( $\$170/2 \text{ stations}=12$ , total of \$2,040).

## 9.0 Program Planning and Development Participation

### 9.1 Faculty and Staff

Program faculty will provide a brief narrative of how faculty and staff participated in the program review, planning and development process. List the preparer(s) by name(s).

#### Narrative:

This program review was completed by Tamara Blaes. Anita Chappuie provide IR data and Wendy Isle provide microcomputer budget information. The Computer Science/Web Design Advisory Committee provided their insights and opinions.

## 9.2 VPAA and/or Administrative Designee Response

After review and reflection of the *Comprehensive Program Review* or the *Annual Program Review*, the Division Chair and VPAA will write a summary of their response to the evidence provided. The Division Chair and VPAA's response will be available to programs for review and discussion prior to beginning the next annual planning and development cycle.

### Narrative:

It is concerning that students are encouraged to choose the AGS or Liberal Studies degree plan, instead of their interests. This is something that should be verified and addressed if it is indeed an issue.

What kind of scholarship opportunities does ICC provide for Computer Science, if any?

I agree with the narrative of this Annual Review.

Brian Southworth, Division Chair-STEMB. November 11, 2018

## 10.0 Appendices

Any additional information that the programs would like to provide may be included in this section.

Annual  
Program  
Of  
Administrative  
Office Assistant  
For  
2018-2019

Prepared by

Jody Coy

October 24, 2018



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## 1.0 Program Data and Resource Repository

### 1.2 Quantitative and Qualitative Data

All programs are provided with the most recent two years of data by the Office of Institutional Research (IR) as well as two-year budget data provided by the Business Office.

The data sets provided by the Office of Institutional Research include the following elements for the most recent two (completed) academic years:

- Number of Faculty (Full Time; Part Time; Total)
- Student Credit Hours by Faculty Type
- Enrollment by Faculty Type
- Faculty Name by Type
- Average Class Size, Completion, and Attrition
- Course Completion, Success and Attrition by Distance Learning v Face-to-Face
- Number of Degrees/Certificates Awarded
- Number of Graduates Transferring (if available from IR)
- Number of Graduates Working in Related Field (technical programs only)
- Expenditures and Revenues

Additional data may also be available for reporting from the Office of Institutional Research, as applicable. Requests for additional data must be made through a data request.

*(See Section 1.2 in the Program Review Handbook for more information.)*

#### Narrative:

AOM Assessment Data AY 2018

Number of Faculty:

1 full time

0 part time

Enrollment & Student credit hours by Faculty type:

Full time: 5 total credit hours taught, with 3 total students enrolled

Part time: 0 credit hours taught, 0 total students enrolled

Average Class size:

1 student in Face-to-Face classes

2 students in online classes

1.5 students across AOM all courses

Completion rates:

100% face-to-face

100% online



100% all AOM courses

Pass ('C' or better) rates:

100% face-to-face

100% online

100% all AOM courses

Number of Majors: 0 AAS AOM (0 returned in Fall 2018), 1 Cert AOM (0 returned)

Degrees Awarded: 0 AAS AOM, 0 Cert AOM

## 3.0 Assessment of Student Learning Outcomes

### 3.2 Significant Assessment Findings

The program faculty should provide a narrative overview of the program's significant student learning outcomes assessment findings, any associated impact on curriculum, as well as any ongoing assessment plans. The program may attach data charts, assessment reports or other relevant materials. *(See Section 3.2 in the Program Review Handbook for more information.)*

#### Narrative:

Students gain employability skills by meeting outcomes designed for student success in the courses outlined for Administrative Office Management certificate and AAS degree. The AOM program was reintegrated in the schedule in the Spring of 2017 based on the need for soft skills and various office technical skills by the workforce.

#### **Fall Keyboarding**

This course is taught by appointment however students attend more like an online class, for future courses I feel it will be beneficial for the students to meet with the instructor at least once per section to stay on task and gain full benefit of the course.

1. The student will be able to complete appropriate keying techniques, using the home row method.
2. The student will be able to complete beginner work with less than 12% errors.
3. The student will be able to complete advanced lessons with at least 6% accuracy.

Students will score at least an 80 % in the course. The 2 students in the class completed the course above the 80 % accuracy on timed test, with both students scoring 96% in the course.

This course is taught by appointment however students attend more like an online class, for future courses I feel it will be beneficial for the students to meet with the instructor at least once per section to stay on task and gain full benefit of the course.

#### **Fall Human Relations**

In this course we utilized the Business Office and the Human Recourse departments to setup mock interviews with the students having roles in the hiring and interviewee process and setup and lead team building exercises that the departments participated in.

1. The student will be able to understand and apply effective communication styles. Chapter 3 Quiz
2. The student will be able to explain how moral intelligence contributes to personal and organizational success. Chapter 5 Quiz

3. The student will be able to apply knowledge and practice constructive self-disclosure. Chapter 8 Quiz  
Students will complete Chapter 3, 5, and 8 quizzes with above a 75%.

Students completed Chapter 3 course quiz with above a 75%, students average score was 79%, high score was 89 % and low score was 67%

Students completed Chapter 5 course quiz with above a 75%, students average score was 86%, high score was 100 % and low score was 70%

Students completed Chapter 8 course quiz with above a 75%, students average score was 77%, high score was 90 % and low score was 65%

In this course we utilized the Business Office and the Human Recourse departments to setup mock interviews with the students having roles in the hiring and interviewee process and setup and lead team building exercises that the departments participated in.

### **Fall Document Processing**

1. Customize and format themes, paragraphs, charts, and pages.
2. Insert special features and references.
3. Protect and prepare documents.

Students will complete the class with a score of 85% in the course. Student scored 92%

Students completed Chapter 2 L2 Concept Exam with above an 85%, students average score was 100%, high score was 100 % and low score as 100%

Students completed Chapter 5 L2 Concept Exam with above an 85%, students average score was 100%, high score was 100 % and low score as 100%

Students completed Chapter 8 L2 Concept Exam with above an 85%, students average score was 100%, high score was 100 % and low score as 100%

Student completed course with little assistance from the instructor, this class would do well being taught online.

### **Spring Business Communications**

Learning Outcomes: Upon completion of this course, students will be able to do the following:

1. Examine and explain the process of communication. (1)
2. Demonstrate business quality writing. (3)
3. Apply appropriate communication strategies. (5)

Students will score at least an 80 % on the final project fulfills 1 &3.

Of the eight (8) students in the class 6 completed with a score of 100% on the final project.

Students will score at least a 40 % on the Resume and Request letter fulfills 2.

Of the eight (8) students in the class 5 completed with a score of 40% on the Resume.

Of the eight (8) students in the class 5 completed with a score of 40% on the Request Letter.

Students participated in writing a proposal letter referencing a business they were interested in opening.

Students prepared and presented a business presentation in class.

### **Spring Business Ethics**

1. The student will be able to construct an ethical framework for decision-making.
2. The student will be able to explain the impact of business decisions on stakeholders of the business.
3. The student will be able to identify how business ethics is as much an individual issue as an organizational issue.

Students will score at least an 75 % on the final project. Fulfills 1,3 & 6

Students will score at least an 75 % on Chapter 3 quiz. Fulfills 2

Students completed Chapter 3 course quiz with an average score of 73%, high score was 100 % and low score was 27%

### **Spring Intro to Spreadsheets**

1. Create, save, and print an Excel workbook. (L1 Chapter 1)
2. Write and apply formulas appropriately. (L1 Chapter 2 & L2 Chapter 2)
3. Apply formatting techniques to enhance a workbook. (L1 Chapter 3 & L2 Chapter 1)

Students should complete Chapter 1 - L1 Project with at least an 85%, students average score was 100%, high score was 100 % and low score as 88% (1)

Students should complete Chapter 7 L1 Project with at least an 85%, students average score was 100%, high score was 100 % and low score as 90% (2)

Students should complete Chapter 2 L2 Skills Check with at least an 85%, students average score was 22.5%, high score was 100 % and low score as .1% (2)

Students should complete Chapter 3 L1 Project with at least an 85%, students average score was 100%, high score was 100 % and low score as 85% (3)

Students should complete Chapter 1 L2 Skills Check with at least an 85%, students average score was 100%, high score was 100 % and low score as .2% (3)

Currently the final is the practice test for the certification exam in GMetrix it is suggested that they score at least an 80% to take the certification test. It is my goal to have students take the certification test in place of the final.

It appears that students do well in chapters in the Level1 section, and seem to struggle in the Level 2 section, I will administer more practice exercises with a goal for student scores to be higher in Level 2 assignments.

## 4.0 External Constituency and Significant Trends

An important component of maintaining a superior program lies in awareness and understanding of other possible factors that may impact the program and/or student outcomes. After consideration of these other factors, program faculty should document the relevant information within this section. As applicable, this should include the following.

### 4.1: Program Advisory Committee:

- Include Advisory Member Name/ Title/ Organization/ Length of Service on committee; note the Committee Chair with an asterisk (\*).
- Upload meeting minutes from the previous spring and fall semesters and attach in the appendices section (10.0).

#### Narrative:

Present: Jody Coy\*, Val Windsor – Penmac, Mark McNally – Kansas Works, Kim Kays – Express Employment.

Discussion: The need for training in soft-skills for the work place and meeting the needs of the non-traditional students wishing to better their job skills or wishing to obtain the next level of employment. Offering online classes to better meet the needs of the community as well as our high-school population.

The plan for Fall 2018 is to broaden the advisor group to include other local business managers as well as high school business instructors in our service area to increase enrollment in AOM to better meet the industry soft skills requirements.

### 4.2: Specialized Accreditation:

- Include Accrediting Agency title, abbreviation, ICC contact; Agency contact, Date of Last Visit, Reaffirmation, Next Visit, FY Projected Accreditation Budget.
- Upload the most recent self-study and site visit documents.
- Upload agency correspondence which confirm accreditation status.

#### Narrative:

N/A

#### 4.3: Other:

Discuss any external constituencies that may apply to the program. (See Section 4.3 in the Program Review Handbook for more information.)

#### Narrative:

## Occupational Employment and Wages, May 2017

### 43-6011 Executive Secretaries and Executive Administrative Assistants

Students who complete the Administrative Office Management course may obtain employment in high-level administrative support areas conducting research, preparing statistical reports, handling information requests, and performing clerical functions such as preparing correspondence, receiving visitors, arranging conference calls, and scheduling meetings, may also train and supervise lower-level clerical staff. Though the growth is slow the need for employees to fill these positions are there and the hourly wage is fair for the field.

#### **National estimates for this occupation:** [Top](#)

Employment estimate and mean wage estimates for this occupation:

<b>Employment (1)</b>	<b>Employment RSE (3)</b>	<b>Mean hourly wage</b>	<b>Mean annual wage (2)</b>	<b>Wage RSE (3)</b>
596,080	0.6 %	\$28.56	\$59,400	0.2 %

Percentile wage estimates for this occupation:

<b>Percentile</b>	<b>10%</b>	<b>25%</b>	<b>50% (Median)</b>	<b>75%</b>	<b>90%</b>
Hourly Wage	\$17.17	\$21.62	\$27.60	\$34.65	\$41.00
Annual Wage (2)	\$35,720	\$44,960	\$57,410	\$72,080	\$85,280

## Occupational Employment and Wages, May 2017

### 43-1011 First-Line Supervisors of Office and Administrative Support Workers

Directly supervise and coordinate the activities of clerical and administrative support workers.

#### **National estimates for this occupation:**

Employment estimate and mean wage estimates for this occupation:

<b>Employment (1)</b>	<b>Employment RSE (3)</b>	<b>Mean hourly wage</b>	<b>Mean annual wage (2)</b>	<b>Wage RSE (3)</b>
1,458,380	0.3 %	\$28.14	\$58,540	0.1 %

Percentile wage estimates for this occupation:

<b>Percentile</b>	<b>10%</b>	<b>25%</b>	<b>50% (Median)</b>	<b>75%</b>	<b>90%</b>
Hourly Wage	\$16.09	\$20.34	\$26.47	\$33.79	\$42.69
Annual Wage (2)	\$33,470	\$42,300	\$55,060	\$70,270	\$88,800

## Occupational Employment and Wages, May 2017

### 43-3011 Bill and Account Collectors

Locate and notify customers of delinquent accounts by mail, telephone, or personal visit to solicit payment. Duties include receiving payment and posting amount to customer's account; preparing statements to credit department if customer fails to respond; initiating repossession proceedings or service disconnection; and keeping records of collection and status of accounts.

#### National estimates for this occupation:

Employment estimate and mean wage estimates for this occupation:

<b>Employment (1)</b>	<b>Employment RSE (3)</b>	<b>Mean hourly wage</b>	<b>Mean annual wage (2)</b>	<b>Wage RSE (3)</b>
271,700	1.4 %	\$18.10	\$37,650	0.4 %

Percentile wage estimates for this occupation:

<b>Percentile</b>	<b>10%</b>	<b>25%</b>	<b>50% (Median)</b>	<b>75%</b>	<b>90%</b>
Hourly Wage	\$11.50	\$13.75	\$16.99	\$21.22	\$26.45
Annual Wage (2)	\$23,920	\$28,600	\$35,330	\$44,140	\$55,020

Listed above are examples of specific career stats, the major group (all Office and Administrative Support Occupations) estimates are: Major groups include all areas of administrative support.

Employment estimate and mean wage estimates for this major group:



<b>Employment (1)</b>	<b>Employment RSE (3)</b>	<b>Mean hourly wage</b>	<b>Mean annual wage (2)</b>	<b>Wage RSE (3)</b>
21,965,480	0.1 %	\$18.24	\$37,950	0.1 %

Percentile wage estimates for this major group:

<b>Percentile</b>	<b>10%</b>	<b>25%</b>	<b>50% (Median)</b>	<b>75%</b>	<b>90%</b>
Hourly Wage	\$10.24	\$12.68	\$16.70	\$22.24	\$28.77
Annual Wage (2)	\$21,300	\$26,380	\$34,740	\$46,270	\$59,850

## 5.0 Curriculum Reflection

### 5.1 Reflection on Current Curriculum

The program faculty should provide a narrative reflection that describes the program's curriculum holistically. The following are prompts formulated to guide thinking/reflection on curriculum. While presented in question form, the intent of the prompts is to stimulate thought and it is not expected that programs specifically answer each and every question.

- Is the curriculum of the program appropriate to the breadth, depth, and level of the discipline?
- How does this program transfer to four-year universities? (give specific examples)
- What types of jobs can students get after being in your program? (Please use state and national data)
- How dynamic is the curriculum? When was the last reform or overhaul?
- In the wake of globalization, how "internationalized" is the curriculum?
- How does the program assess diversity?
- Does the program have any community-based learning components in the curriculum?

Narrative:

Students in the AOM program can earn an Administrative Office Management certificate or they may earn their AAS.

This program is offered online as well as on campus allowing those in another state or country the opportunity to earn their certificate or AAS degree. The course is designed to allow students online to interact with students on campus.

Individuals will develop skills in office management, business software, accounting, and leadership all of which are in demand in organizations both large and small. Students will gain work experience opportunities with campus offices and local companies via internships.

Employment opportunities include: Supervisors of Office and Administrative Support Workers, Administrative Services Managers, Executive Secretaries and Executive Administrative Assistants, Administrative Assistant, Administrative Secretary, Administrative Specialist, Administrative Technician, Clerk Typist, Department Secretary, Office Assistant, Secretary, Staff Assistant, Accounts Payable Supervisor, Accounts Receivable Manager, Administrative Supervisor, Customer Service Manager, Customer Service Supervisor, Office Coordinator, Office Manager, Office Supervisor, Staff Services Manager.

## 5.2 Degree and Certificate Offerings or Support

Program faculty should list what degrees and certificates are offered and/or describe how the program curriculum supports other degrees and/or certificates awarded by the college.

### Narrative:

Individuals may obtain an Associates of Applied Science, Administrative Office Management Certificate as well as become certified in Microsoft Office Suite - Word, Excel and Access.

Individuals will develop skills in office management, business software, accounting, and leadership all of which are in demand in organizations both large and small. Students will gain work experience opportunities with campus offices and local companies via internships.

Employment opportunities include: Supervisors of Office and Administrative Support Workers, Administrative Services Managers, Executive Secretaries and Executive Administrative Assistants, Administrative Assistant, Administrative Secretary, Administrative Specialist, Administrative Technician, Clerk Typist, Department Secretary, Office Assistant, Secretary, Staff Assistant, Accounts Payable Supervisor, Accounts Receivable Manager, Administrative Supervisor, Customer Service Manager, Customer Service Supervisor, Office Coordinator, Office Manager, Office Supervisor, Staff Services Manager.

Administrative Office Management participants will have the opportunity to make connections with local employment agencies to assist them in finding employment in these areas upon graduation.

## 8.0 Fiscal Resource Requests/Adjustments

### 8.1 Budget Requests/Adjustments

Based on program data review, planning and development for student success, program faculty will complete and attach the budget worksheets to identify proposed resource needs and adjustments. These worksheets will be available through request from the college's Chief Financial Officer. Program faculty should explicitly state their needs/desires along with the financial amount required.

Programs should include some or all of the following, as applicable, in their annual budget proposals:

- Budget Projections (personnel and operation)
- Position Change Requests
- Educational Technology Support
- Instructional Technology Requests
- Facilities/Remodeling Requests
- Capital Equipment
- Non-Capital Furniture & Equipment
- New Capital Furniture & Equipment
- Replacement Capital Furniture & Equipment
- Other, as applicable
- Accreditation Fee Request
- Membership Fee Request
- Coordinating Reports

Resource requests should follow budgeting guidelines as approved by the Board of Trustees for each fiscal year. The resource requests should be used to provide summary and detailed information to the division Dean and other decision-makers and to inform financial decisions made throughout the year.

#### Narrative:

1. Provide funding for faculty to continue education and attend conferences, like the annual iTRAC Teaching & Learning conference, Wichita, \$30; The Teaching Professor Annual Conference, \$699 plus travel and hotel.
2. The 3 labs are used by multiple programs, so this request may be in other program review budget items. Consider removing the worn out carpet in AC 107 and AC 108 and the carpet in AC 106, polish

the cement flooring. Not replacing the carpet with carpet but polishing the existing floors will allow the buildup of static electricity to be reduced and or eliminated, protecting the users and units.

3. The desk in AC 107 need to be updated to a computer style desk and setup facing the monitors, which will make a more conducive learning environment. The current desks are large and there is not enough room to turn the desk, exchanging the desk for computer tables would allow space for the students to face the monitors in the front of the classroom. The desks also sit low to the ground and do not allow proper ergonomic positioning. The cost of the 12 computer table stations with two students at a station \$170.00 each, total of \$2040.00.
4. If funds were available, the chairs could be replaced for \$40 to \$60 each, there are 65 chairs in the 3 labs. The expected cost is between \$2600.00 to \$3900.

## 9.0 Program Planning and Development Participation

### 9.1 Faculty and Staff

Program faculty will provide a brief narrative of how faculty and staff participated in the program review, planning and development process. List the preparer(s) by name(s).

Narrative:

This program review was completed by Jody Coy. Anita Chappuie provide IR data. The Administrative Office Management Advisory Committee provided their expert opinions.

### 9.2 VPAA and/or Administrative Designee Response

After review and reflection of the *Comprehensive Program Review* or the *Annual Program Review*, the Division Chair and VPAA will write a summary of their response to the evidence provided. The Division Chair and VPAA's response will be available to programs for review and discussion prior to beginning the next annual planning and development cycle.

Narrative:

Does this academic program have any opportunities for scholarships from ICC?

I agree with the narrative of this Annual Review.

Brian Southworth, Division Chair-STEMB. November 14, 2018

## 10.0 Appendices

Any additional information that the programs would like to provide may be included in this section.