

BOARD OF TRUSTEES REGULAR MEETING
CIE 104 (West Classroom of Center for Innovation and Entrepreneurship) 6:00 p.m.
March 14, 2019

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 February 14 and February 28 meeting minutes. | Action | Section 1 |

II. INSTITUTIONAL OPERATIONS

- | | | |
|---|---------------|-----------|
| A. 2018 Audit- Neil Phillips of Jared, Gilmore & Phillips | Report/Action | Section 2 |
| B. On-line Program Update – Jared Wheeler | Report | Section 3 |
| C. PTK Luncheon Overview | Report | Section 4 |
| D. Allow Payables | Action | Section 5 |
| E. President's Update – Dan Barwick | Report | Section 6 |
| • Accreditation Progress Report | | |
| • Strategic Planning Progress Update | | |
| • Practice Field Update | | |
| • Operational Plan Update | | |
| • Dashboard Review | | |

III. CONSENT AGENDA

- | | | |
|---|--------|------------|
| A. Financial Report (acknowledge receipt) | Action | |
| B. Personnel Report (acknowledge receipt) | | Section 7 |
| C. Grant Progress Report | | Section 8 |
| D. Payment for Legal Services | | Section 9 |
| E. Purchase Toyota Camry | | Section 10 |

IV. EXECUTIVE SESSION – Attorney/Client Privilege.

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 CIE 104 of the Cessna Learning Center. Those invited to attend are: (*list attendees*).

V. EXECUTIVE SESSION – Non-elected Personnel.

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 CIE 104 of the Cessna Learning Center. Those invited to attend are: (*list attendees*).

Resolution of Non-renewal

Possible Action

VI. EXECUTIVE SESSION – Negotiations.

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

VII. 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 CIE 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 CIE 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 CIE 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
CIE 104 (West Classroom of Center for Innovation and Entrepreneurship) 6:00 p.m.
February 14, 2019

MINUTES

Members Present

Val DeFever
Terry Clark
Mike Wood
Norman Chambers
Jana Shaver

Others Present

Daniel Barwick, President
Kara Wheeler, Vice-President for Academic Affairs
Tammie Geldenhuys, Vice-President for Student Affairs/Athletics/Admissions
Wendy Isle, Chief Business Officer
Beverly Harris, Executive Assistant/Board Clerk
Brittany Thornton, Director of Enrollment and Retention Management
Michelle Kleiber, Interim Director for Human Resources
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
Cody Westerhold, Head Cheer/Stunt Team Coach
Jaicey Gillum, Coordinator ICC Now/Testing/Technical Education
Laura Schaid, Program Developer
Melissa Ashford, Professor of Computer Technology
Dan Fossoy, ABE/GED Instructor
Jim Correll, Fab Lab ICC Director
Teresa Vestal, Bookstore Manager
Mallory Byrd, Allied Health Director

Guests

Susan Scovel, Reporter
Melissa Johnson, Community Member
Karl Johnson, Community Member
Travis Alexander, Community Member

I. ROUTINE

- A. Call to Order – Val DeFever called the meeting to order at 6:00 p.m..
- B. Terry Clark moved to approve the amended agenda as distributed. Jana Shaver seconded the motion and the motion carried 5-0.
- C. Welcome Guests – Val DeFever welcomed the guests and provided an overview of public comment on items pertaining to the agenda.
- D. Pledge of Allegiance – Val DeFever led the group in recitation of the Pledge of Allegiance.
- E. Mission Statement – Norman Chambers read the College Mission Statement.
- F. Vision Statement – Mike Wood read the College Vision Statement.
- G. Approval of January 10, 2019 meeting minutes – Norman Chambers moved to approve the January 10, 2019 meeting minutes. Mike Wood seconded the motion and the motion carried 5-0.

On a Point of Personal Privilege, Val DeFever commended the awesome recruiting job accomplished by Larry Markiewicz through hosting the Band Honors Day. Chair DeFever shared that it was a fantastic performance; she also credited marketing with the great artwork on event material. Dr. Barwick added that Larry Markiewicz successfully defended his dissertation and earned his Doctorate.

II. INSTITUTIONAL OPERATIONS

- A. On-line Program Update – Jared Wheeler provided an update of the On-line Program and noted that partnership efforts with Data Verum for on-line marketing, curriculum building, tech integration etc. are no longer viable. Jared Wheeler is looking through the list of 2018 Higher Learning Commission vendors for potential service providers, and will explore partnering with K-State Global, PSU, Fort Hays State, etc. for 2 + 2 On-line Program opportunities.
- B. Welding Program Proposal – Dr. Barwick recognized the amazing work done by Kara Wheeler, Jaicey Gillum, and Wendy Isle in development of the Welding Program partnership proposal. Kara Wheeler shared that ICC would use Independence High School shop space for Tuesday and Thursday evening classes; she added that the curriculum has been upgraded and a full class of ten students taking 16 credit hours would start March 26th. Trustee Clark questioned the return on investment, and Trustee DeFever asked about the length of time required to pay for the initial \$22,310.05 investment. Following further discussion, Norman Chambers moved to move forward with the Welding Program proposal and purchase of equipment in the amount of \$22,310.05. Jana Shaver seconded the motion and the motion carried 5-0.
- C. ABE/GED – Dr. Barwick provided background information regarding the partnership with Neosho Community College for the ABE/GED Program. Dr. Barwick shared that ABE/GED has been relocated to the Fab Lab space and Jim Correll is working with outside funding sources to meet approximately 50% of ICC's portion of the program's funding. Jim Correll presented a five-minute video of an ABE/GED Program participant from the Coffeyville area. Dan Fossoy shared that the program is moving toward more of a work-based program and currently serves ten students. Jana Shaver moved to approve the ABE/GED partnership with Neosho Community College in the amount of \$52,288. Terry Clark seconded the motion and the motion carried 5-0.
- D. Board Training – Civil Rights/ADA – As the Board of Trustees are required to participate in annual training, Jessica Morgan-Tate and Taylor Crawshaw provided a PowerPoint presentation and answered questions; meeting attendees were also informed of the Kansas Board of Regents Civil Rights Audit scheduled Wednesday, March 20th. Mike Wood noted that requirements associated with accessibility are virtually impossible for faculty to keep abreast of (especially online accessibility criteria).
- E. Allow Payables – Norman Chambers moved to allow payables. Mike Wood seconded the motion and the motion carried 5-0.
- F. President's Update – Dan Barwick
 - Accreditation Progress Report – Dr. Barwick shared that excellent feedback was received from faculty, Cabinet members, and the Board of Trustees following distribution of the Draft On Notice Report document; the final Report is due the first of March. Val DeFever commented that a very good process had been observed when writing the draft response. Dr. Barwick recognized Jessica Morgan-Tate for her assistance writing the Report.
 - Strategic Planning Progress Update – Dr. Barwick reminded the group of the Kick-off Meeting for the Strategic Plan Work Groups scheduled Monday, February 18th, 7:00 to 9:00 p.m. at ICC West. Dr. Barwick noted that Work Group Reports are due March 15th, the GAP Analysis Committee's draft set of recommendations is due to the Board by April 19th, the Board of Trustees will hold a Strategic Planning Workshop the last week of April, and the goal is for Board approval of the final draft of the new five-year Strategic Plan during the May Board of Trustees meeting.
 - Practice Field Update – Tammie Geldenhuys noted the receipt of an additional \$20,000 donation toward the practice field.
 - Revenue From Last Chance U Sales – It was noted that \$23,051.71 has been received from Last Chance U sales; however, \$6,200 worth of merchandise is still in inventory.
 - Dashboard Review – Wendy Isle presented a detailed overview of the Dashboard and answered questions.
 - Assessment Committee By-Laws – Mike Wood moved to approve the revised Assessment Committee By-Laws that would provide the Committee authority to create sub-committees for addressing curricular, co-curricular, and departmental assessment needs. Terry Clark seconded the motion and the motion carried 5-0.

- III. CONSENT AGENDA – Terry Clark moved to approve the Consent Agenda which included receipt of the financial, personnel, and grant progress reports. The personnel report included employment of: Kameron Mydland in the position of Navigator at an annualized salary of \$33,000 plus College support toward employee participation in ICC's group health insurance plan; Donald Ballew in the position of Custodian/Evening Security at the rate of \$11.50 per hour plus College support toward employee participation in ICC's group health insurance plan; J.D. McGuire in the Art Instructor position at an annualized salary of \$53,900 and the notation that faculty status is not achieved until May 2019, plus College support toward employee participation in ICC's group health insurance plan; Marcellus Speaks in the Football Coach position at an annualized salary of \$30,000 plus College support toward employee participation in ICC's group health insurance plan; and, Steve McCollom in the position of Football Coach at an annualized salary of \$30,000 plus College support toward employee participation in ICC's group health insurance plan. The personnel report also included separations of Levi Thornton from the Custodian position, and Calvin Latham for the position of Custodian. Approval of: the \$15,000 payment to Fire Engine RED, Inc. for year 2 of

the 3-year contract for Fireworks Recruiting Software; the Information and Security and Privacy Policy and Program for inclusion in the Board of Trustees Policy Manual; and, revisions to the President' Cabinet By-Laws were also included in the Consent Agenda. Norman Chambers seconded the motion to approve the Consent Agenda and the motion carried 5-0.

The Annual Computer Science Program Review was included for reference only and required no action.

The Annual Administrative Office Assistant Program Review was included for reference only and required no action.

The Annual Athletic Training Program Review was included for reference only and required no action.

The Criminal Justice Program Review was included for reference only and required no action.

The Elementary Education Program Review was included for reference only and required no action.

IV. EXECUTIVE SESSION – Attorney/Client Privilege. This Executive Session was not required.

V. EXECUTIVE SESSION – Non-elected Personnel. This Executive Session was not required.

Val DeFever shared information associated with the GoFundMe page created by ICC student and PTK Regional Vice-President, Rebecca Caraballo, who was selected by the International Scholar Laureate Program to continue her education in China the summer of 2019.

Mike Wood recognized Terry Clark, CEO of Cobalt Boats, and the seven million dollar expansion planned for the facility. Val DeFever recognized Brittany Thornton, as she was given contact information on a high school student at the beginning of the meeting and during the meeting had already scheduled a campus tour with him for the next day.

VI. ADJOURN – Jana Shaver moved that the meeting adjourn. Mike Wood seconded the motion and the motion carried 5-0. The meeting adjourned at 8:22 p.m.

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.

BOARD OF TRUSTEES
Special Meeting
Conference Call/President's Office – 10:00 a.m.
Thursday, February 28, 2019

MINUTES

Members Present

Norman Chambers
Val DeFever via phone
Terry Clark via phone
Mike Wood via phone
Jana Shaver via phone

Others Present

Daniel Barwick, President
Tammie Geldenhuys, Vice-President for Student Affairs/Athletics/Admissions
Wendy Isle, Chief Business Officer
Beverly Harris, Executive Assistant/Board Clerk
Laura Allison, Director of Financial Aid
Andrew Gutschenritter, Director of Business Services

I. ROUTINE

A. Call to Order – Val DeFever called the special meeting conference call to order at 10:00 a.m.

Norman Chambers moved to amend the agenda to include a second motion to nominate Laura Allison to have Cash Management administrative rights on the FirstOak Bank account and serve as an Authorized Signor. Jana Shaver seconded the motion to amend the agenda and the motion carried 5-0.

II. Institutional Operations – Chief Business Officer/Board Treasurer Position

MOTION: Norman Chambers moved to remove Wendy Isle as the administrator of the banking accounts with First Oak Bank, the checks distributed to ICC from Montgomery County, Kansas, and the G5 drawdown administrator for financial aid, and place Andrew Gutschenritter in the position of Interim Chief Business Officer/Board Treasurer. Val DeFever seconded the motion and the motion carried 5-0.

MOTION: Norman Chambers moved to nominate Laura Allison to have Cash Management administrative rights on the FirstOak Bank account and serve as an Authorized Signor. Jana Shaver seconded the motion and the motion carried 5-0.

III. ADJOURN – Jana Shaver moved that the meeting adjourn. Mike Wood seconded the motion and the motion carried 5-0. The meeting adjourned at 10:04 a.m.

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: March 14, 2019

Re: 2018 Audit

Neil Phillips, Jared, Gilmore & Phillips, P.A., will provide an overview of the 2018 audit.

**INDEPENDENCE
COMMUNITY COLLEGE**
Independence, Kansas

Independent Auditors' Report and
Financial Statements with
Supplementary Information

For the Year Ended June 30, 2018

INDEPENDENCE COMMUNITY COLLEGE
Independence, Kansas

TABLE OF CONTENTS

	<u>PAGE NUMBER</u>
Management's Discussion and Analysis	i – vi
Independent Auditors' Report	1-3
Financial Statements:	
Statement of Net Position	4
Statement of Revenues, Expenses, and Changes in Net Position	5
Statement of Cash Flows	6-7
Notes to Financial Statements	8-25
	<u>SCHEDULE NUMBER</u>
SUPPLEMENTARY INFORMATION:	
Combining Schedule of Net Position – Primary Institution	1 26-28
Combining Schedule of Revenues, Expenses, and Changes in Net Position – Primary Institution	2 29-31
Schedule of Revenues, Expenditures, and Changes in Unencumbered Cash - Budget and Actual (Regulatory Basis): With comparative Actual Budget Basis Amounts for the Prior Year: All Budgeted Funds - Current Funds – Unrestricted	
General Fund	3 32-33
Vocational Fund	4 34
Adult Education Fund	4 35
Employee Benefits Fund	6 36
Auxiliary Enterprise Fund	7 37
Unexpended (Capital Outlay) Fund	8 38

TABLE OF CONTENTS
(Continued)

	<u>SCHEDULE NUMBER</u>	<u>PAGE NUMBER</u>
Schedule of Changes in Assets and Liabilities – All Agency Funds – Primary Institution.....	9	39
Auditor Information Sheet		40-41
Schedule of Expenditures of Federal Awards	10	42
Independent Auditors’ Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>		43-44
Independent Auditors’ Report on Compliance for Each Major Program and on Internal Control Over Compliance Required by the Uniform Guidance		45-47
Schedule of Findings and Questioned Costs	11	48-52
Schedule of Resolution of Prior Year's Findings and Questioned Costs	12	53
Corrective Action Plan.....		54-55

INDEPENDENCE COMMUNITY COLLEGE

Management's Discussion and Analysis

Introduction:

The following discussion and analysis of the financial performance and activity of Independence Community College (The College) is to provide an introduction to and an understanding of the basic financial statements of the College for the year ended June 30, 2018, with selected comparative information for the year ended June 30, 2017. This discussion focuses on the current activities, resulting changes, and currently known facts. This discussion should be read in conjunction with the College's basic financial statements and the footnotes to those financial statements. The College is solely responsible for the completeness of this information. A separate audit is issued for the Independence Community College Foundation and is available for review at 111 W Myrtle, Independence, KS 67301.

Overview of the Financial Statements and Financial Analysis

The discussion and analysis of Independence Community College's (ICC) financial statements focuses on the college as a whole and provides an overview of the college's financial activities for the year ended June 30, 2018 with selected comparative information of the prior year ended June 30, 2017. The emphasis of discussion about these statements is on audit year data, and based on the known facts. It is easier to understand this discussion when read along with the college's basic financial statements, the footnotes to those statements and the Schedules provided by the auditors.

ICC is required to present annual financial statements in accordance with pronouncements issued by the Governmental Accounting Standards Board (GASB) the authoritative body for establishing generally accepted accounting principles for state and local governments, including public institutions of higher education in the United States. These pronouncements permit public colleges like ICC to use the guidance for special purpose governments engaged only in business-type activities in their separately issued financial statements. As a result, the presentation format was shifted from a columnar fund group format to a consolidated, single-column, entity-wide format. This format is similar to the type of financial statements issued by a typical business enterprise or a not-for-profit organization.

Statement of Net Position

The Statement of Net Position presents the assets, liabilities and net position of the college as of the end of the fiscal year. Net Position is an accounting concept defined as the residual of all other elements presented in a statement of financial position. It is the difference between (a) assets and deferred outflows of resources and (b) liabilities and deferred inflows of resources.

From the data presented, readers of the Statement of Net Position may determine the assets available to operate the college. They also may determine how much the institution owes vendors and lending institutions. Finally, the Statement of Net Position provides a picture of the financial resources and their availability for expenditure by the institution.

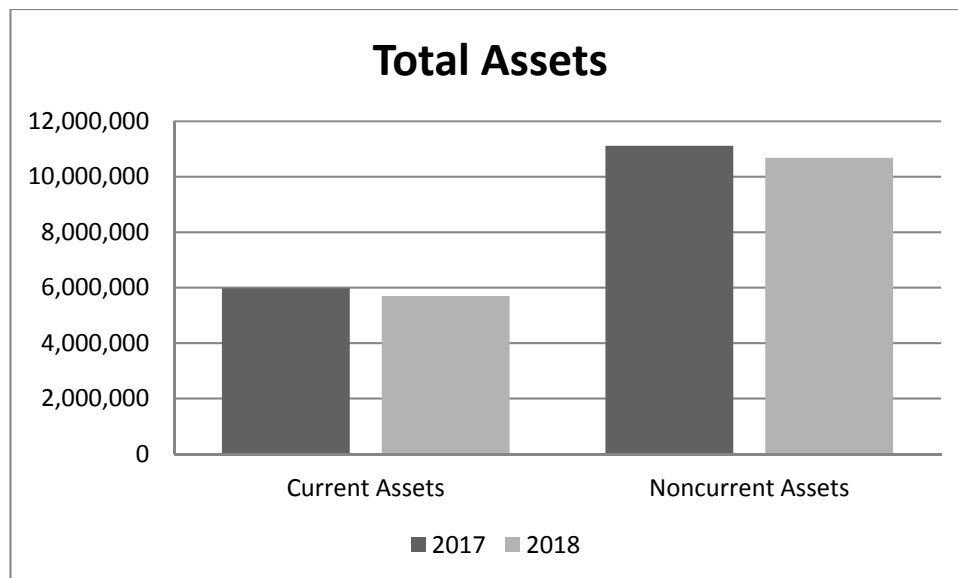
Total Assets have two main categories: “Current” and “Noncurrent Assets.” Current Assets provide a view of the how much is owed to the college (receivables), cash and bookstore inventory (items for sale). Noncurrent Assets is made up primarily of the college’s other physical assets – buildings, land, etc.

Total Liabilities have two main categories: “Current” and “Noncurrent Liabilities.” Current Liabilities provide a view of how much the college owes (payables), interest, vacation, deferred revenue and deposits held in custody for others. Noncurrent Liabilities provide a view of notes and capital leases payable.

Analysis of Total Assets, Total Liabilities and Net Position

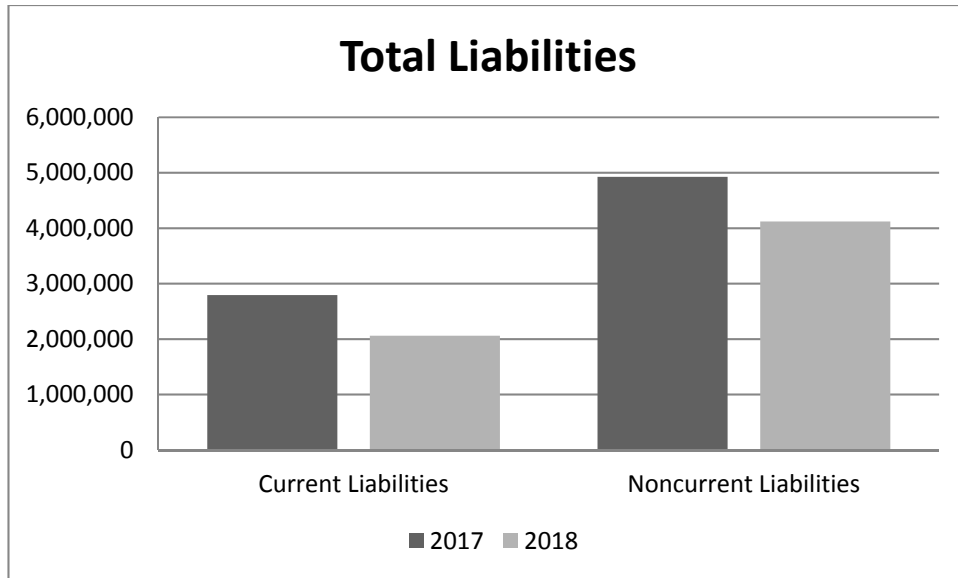
Total Assets

For the year ended June 30, 2018, total assets decreased by \$715,572 (4.37%) over the previous fiscal year. The change in total assets came from an decrease in Cash and Cash Equivalents of \$471,479 and an overall decrease in noncurrent assets of \$430,798 which includes accumulated depreciation change of \$738,314.



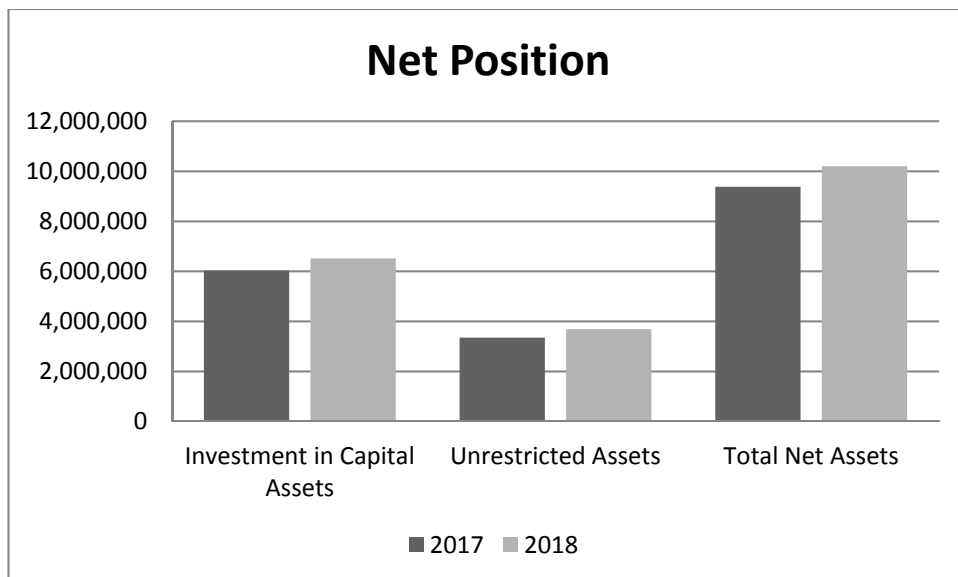
Total Liabilities

For the year ended June 30, 2018, total liabilities decreased by \$1,538,499 (-24.9%) over the previous fiscal year. This decrease was primarily in Current Liabilities where Deposits Held in Custody for Others decreased because technical fees collected by the College were transferred and used. Noncurrent Liabilities decreased due to a \$805,000 payment of principal on the Capital Leases Payable.



Net Position

For the year ended June 30, 2018, total net position increased by \$822,927 (8.07%) over the previous fiscal year. Increases were in Investment in Capital Assets, Net of Related Debt due to investment in Capital Assets and an increase in Unrestricted Assets.



Statement of Revenues, Expenses and Changes in Net Position

The Statement of Revenues, Expenses and Changes in Net Position reflects the results of operations and other changes for the fiscal year. The purpose of the statement is to present the revenues received by the institution, both operating and nonoperating, and the expenses paid by the institution, operating and nonoperating, and any other revenues, expenses, gains or losses received or spent by the institution. Changes in total net assets, as presented on the Statement of Net Assets, are based on the activity presented in the Statement of Revenues, Expenses and Changes in Net Position.

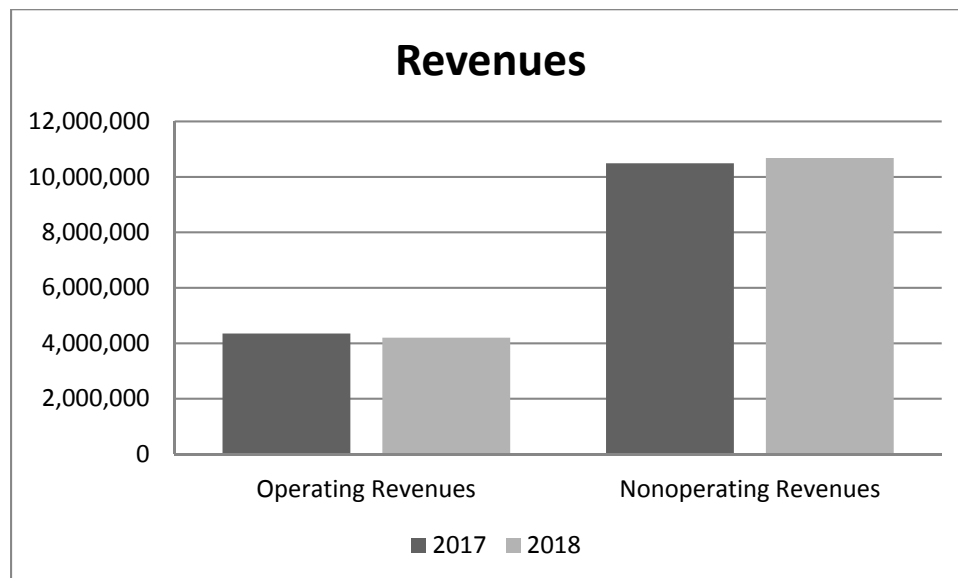
Generally speaking, operating revenues are received for providing goods and services to the various customers and constituencies of the institution. Operating expenses are those expenses paid to acquire or produce the goods and services provided in return for the operating revenues, and to carry out the mission of the institution. Nonoperating revenues are revenues received for which goods and services are not provided. For example, state appropriations are nonoperating because they are provided by the Legislature to the institution without the Legislature directly receiving commensurate goods or services for those revenues.

Analysis of Revenues and Expenses

Revenues

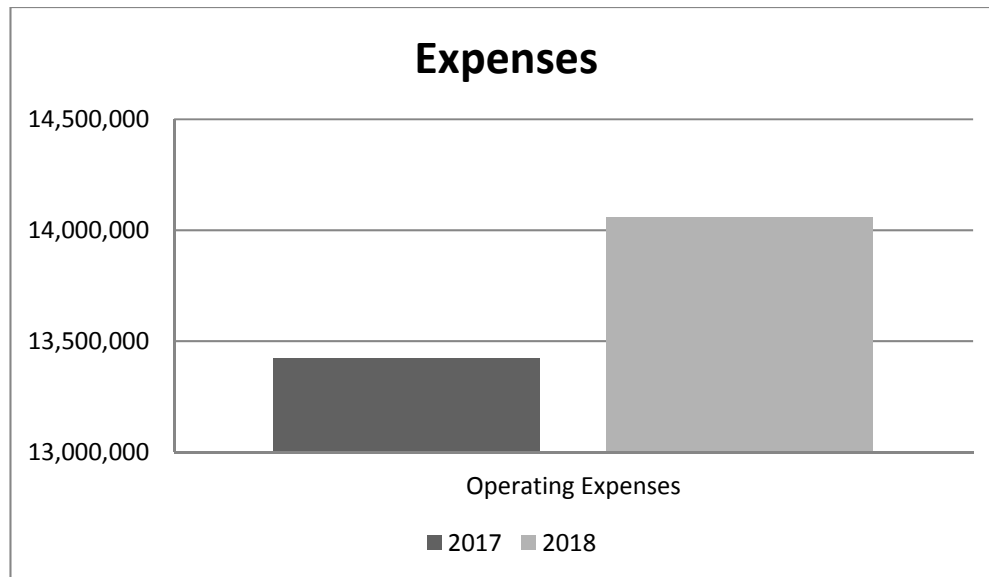
For the year ended June 30, 2018, total operating revenue in comparison with the 2016-17 fiscal year increased by \$16,756 (.25%) because of the following:

- Operating revenues decreased by \$151,381 (-3.6%), primarily from decreases Activity Fund Revenues and Miscellaneous Revenues
- Non-operating revenues increased by \$168,172 (1.77%). The change is mostly attributable to an increase Federal Pell Grants and Gifts and Contributions.



Expenses

Total operating expenses increased \$637,565 (4.54%) for fiscal year 2017-18. These decreases are attributable to increases in Student Services, Institutional Support, Scholarship, and Auxiliary Expenses.



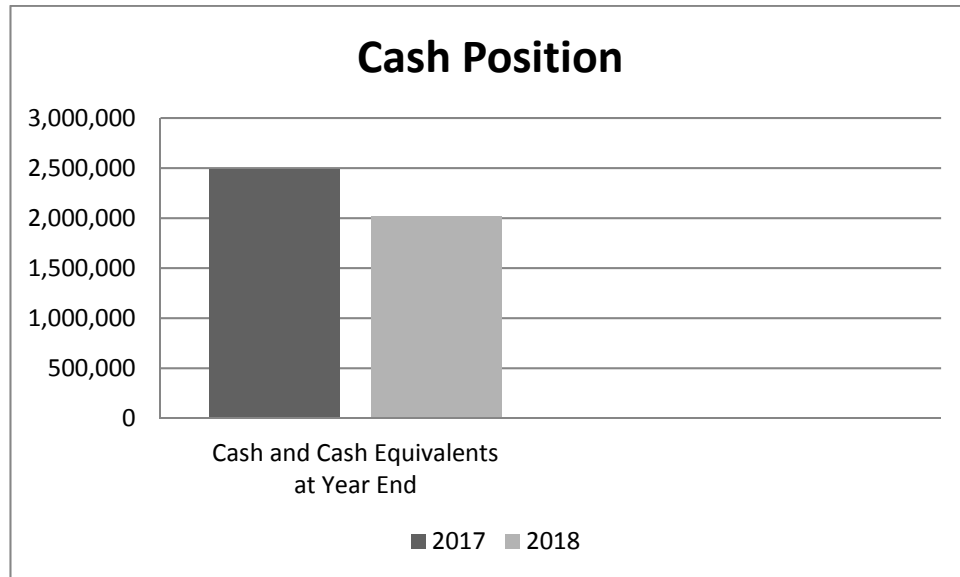
Statement of Cash Flows

The Statement of Cash Flows presents detailed information about the cash activity of the institution during the fiscal year for the general fund. The statement is divided into five parts:

- 1) Operating Activities-This section deals with operating cash flows and shows the net cash used by the operating activities of the institution.
- 2) Non-capital Investing Activities-This section shows the cash received and spent for nonoperating, noninvesting and noncapital financing purposes.
- 3) Capital Investing Activities-This section deals with the cash used for the acquisition and construction of capital assets and related items.
- 4) Financing Activities-This section shows the interest paid on debts and leases.
- 5) Reconciliation of income/loss to net cash used by operating activities-The final section reconciles the net cash used in relation to the operating income or loss reflected on the Statement of Revenues, Expenses and Changes in Net Assets.

The Statement of Cash Flows indicates that, when balancing cash received against cash used in operations of the college, its cash and cash equivalents decreased \$471,479

Comparative Cash Position at Year End



Economic Outlook

ICC experienced a decreased in enrollment billing credits during the 2017-18 of 10.7%.

During 2018-19, the State of Kansas restored the allotment that occurred during the 2015-16 and 2016-17 fiscal years. Previously known as SB155, Excel in CTE learning funding has been one avenue to increase support from State of Kansas. ICC has been pushing to increase the amount of vocational courses available to high school students and courses available online to complete with surrounding community colleges. During Fall 2018, Excel in CTE funding was about approximately \$25,000 over Fall 2017.

ICC is currently completing a new 5-year strategic plan that will influence the decisions and enrollment objectives moving into 2019-20.

JARRED, GILMORE & PHILLIPS, PA
CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

Board of Trustees
Independence Community College
Independence, Kansas

Report on the Financial Statements

We have audited the accompanying financial statements of Independence Community College, as of and for the year ended June 30, 2018, and the related notes to the financial statements, which collectively comprise Independence Community College's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the College's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of Independence Community College, as of June 30, 2018, and the respective changes in financial position and cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages i-vi be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise Independence Community College's basic financial statements. The supplementary information, as listed in the table of contents as pages 26-39, are presented for purposes of additional analysis and are not a required part of the basic financial statements. The schedule of expenditures of federal awards is presented for purposes of additional analysis as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance), and is also not a required part of the basic financial statements.

The supplementary information and the schedule of expenditures of federal awards are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the supplementary information and the schedule of expenditures of federal awards are fairly stated in all material respects in relation to the basic financial statements as a whole.

We also previously audited, in accordance with auditing standards generally accepted in the United States of America, the basic financial statement of "Municipality", Kansas as of and for the year ended June 30, 2017 (not presented herein), and have issued our report thereon dated March 28, 2018, which contained an unmodified opinion on the basic financial statement. The 2017 basic financial statement and our accompanying report are not presented herein, but are available in electronic form from the web site of the Kansas Department of Administration at the following link <http://www.admin.ks.gov/offices/chieffinancial-officer/municipal-services>. The 2017 actual column (2017 comparative information) presented in the individual fund schedules of regulatory basis receipts and expenditures—actual and budget for the year ended June 30, 2018 (Schedules 3 to 8, as listed in the table of contents) is presented for purposes of additional analysis and is not a required part of the basic financial statement. Such 2017 comparative information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the 2017 basic financial statement. The 2017 comparative information was subjected to the auditing procedures applied in the audit of the 2017 basic financial statement and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the 2017 basic financial statement or to the 2017 basic financial statement itself, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the

2017 comparative information is fairly stated in all material respects in relation to the basic financial statement as a whole for the year ended June 30, 2017, on the basis of accounting described in Note 2.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated January 25, 2019, on our consideration of Independence Community College's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Independence Community College's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Independence Community College's internal control over financial reporting and compliance.



JARRED, GILMORE & PHILLIPS, PA
Certified Public Accountants

Chanute, Kansas
January 25, 2019

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas
Statement of Net Position
June 30, 2018

	Primary Institution	Component Unit - Foundation
ASSETS		
Current Assets		
Cash and Cash Equivalents	\$ 1,885,444.36	\$ 248,577.56
Investments	-	3,995,319.55
Receivables, Net	3,277,209.42	-
Prepaid Expenses	8,791.08	-
Bookstore Inventory	524,206.62	-
Total Current Assets	5,695,651.48	4,243,897.11
Noncurrent Assets		
Cash and Cash Equivalents	135,486.27	-
Investments	18,714.57	-
Receivables, Net	164.00	-
Bond Issuance Costs, Net	116,875.64	-
Capital Assets, Net	10,411,684.28	-
Total Noncurrent Assets	10,682,924.76	-
TOTAL ASSETS	\$ 16,378,576.24	\$ 4,243,897.11
LIABILITIES		
Current Liabilities		
Accounts Payable	\$ 370,974.59	\$ 7,267.29
Accrued Payroll	42,750.71	-
Accrued Interest	16,349.31	-
Deferred Revenue	1,241,851.00	-
Deposits Held in Custody for Others	387,232.76	-
Total Current Liabilities	2,059,158.37	7,267.29
Noncurrent Liabilities		
Accrued Vacation	207,776.49	-
Bond Premium	11,310.43	-
Capital Leases Payable	3,900,000.00	-
Total Noncurrent Liabilities	4,119,086.92	-
TOTAL LIABILITIES	6,178,245.29	7,267.29
NET POSITION		
Net Position		
Investment in Capital Assets, Net of Related Debt	6,511,684.28	-
Restricted Net Position - Expendable	-	2,645,760.02
Restricted Net Position - Nonexpendable	-	590,780.47
Unrestricted	3,688,646.67	1,000,089.33
TOTAL NET POSITION	10,200,330.95	4,236,629.82
TOTAL LIABILITIES AND NET POSITION	\$ 16,378,576.24	\$ 4,243,897.11

The accompanying notes are an integral part
of the financial statements.

INDEPENDENCE COMMUNITY COLLEGE
Independence, Kansas
Statement of Revenues, Expenses, and Changes in Net Position
For the Year Ended June 30, 2018

	Primary Institution	Component Unit - Foundation
REVENUES		
Operating Revenues		
Student Tuition and Fees, (net of scholarship allowances of \$1,575,346.75)	\$ 1,461,033.46	\$ -
Federal Grants and Contracts	877,665.41	-
State Grants and Contracts	654,207.09	-
Sales and Services of Auxiliary Enterprises (net of scholarship allowances of \$802,339.56)	829,533.37	-
Activity Fund Revenues	28,009.44	-
Miscellaneous Income	350,315.59	-
Total Operating Revenues	<u>4,200,764.36</u>	<u>-</u>
EXPENSES		
Operating Expenses		
Educational and General		
Instruction	4,003,224.57	-
Academic Support	519,897.25	-
Public Service	272,351.54	-
Student Services	2,202,308.31	-
Institutional Support	3,153,433.50	219,510.77
Operation and Maintenance	702,573.44	-
Scholarships and Awards	811,338.41	159,282.91
Fundraising	-	23,142.27
Auxiliary Enterprises	1,654,351.66	-
Depreciation Expense	738,313.79	-
Total Operating Expenses	<u>14,057,792.47</u>	<u>401,935.95</u>
Operating Income (Loss)	<u>(9,857,028.11)</u>	<u>(401,935.95)</u>
Nonoperating Revenues (Expenses)		
State Appropriations	1,908,660.00	-
County Appropriations	6,091,659.69	-
Federal Pell Grants	1,913,367.00	-
Gifts and Contributions	180,208.14	290,515.66
Agency Fund Technology Fees	772,548.22	-
Investment Income	7,301.08	95,566.06
Unrealized Gains (Losses) on Investments Held	-	34,524.11
Realized Gains (Losses) on Investments Held	-	90,818.67
Debt Service	(193,788.72)	-
Operating Transfers	-	-
Net Nonoperating Revenues (Expenses)	<u>10,679,955.41</u>	<u>511,424.50</u>
Increase (Decrease) in Net Position	822,927.30	109,488.55
Net Position - Beginning of Period	<u>9,377,403.65</u>	<u>4,127,141.27</u>
Net Position - End of Year	<u>\$ 10,200,330.95</u>	<u>\$ 4,236,629.82</u>

The accompanying notes are an integral part
of the financial statements.

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas
Statement of Cash Flows
For the Year Ended June 30, 2018

	Primary Institution	Component Unit - Foundation
CASH FLOWS FROM OPERATING ACTIVITIES		
Student Tuition and Fees	\$ 1,194,329.99	\$ -
Federal Grants and Contracts	877,665.41	-
State Grants and Contracts	654,207.09	-
Sales and Services of Auxiliary Enterprises	829,533.37	-
Activity Fund Revenues	28,009.44	-
Miscellaneous Income	464,073.59	-
Payments on Behalf of Employees	(8,048,087.43)	-
Payments for Supplies and Materials	(281,571.26)	-
Payments for Other Expenses	(5,750,955.61)	(409,155.59)
Net cash provided by (used in) operating activities	<u>(10,032,795.41)</u>	<u>(409,155.59)</u>
CASH FLOWS FROM NON-CAPITAL INVESTING ACTIVITIES		
State Appropriations	1,908,660.00	-
County Appropriations	6,091,659.69	-
Federal Pell Grants	1,913,367.00	67,375.00
Federal Direct Loans	976,680.00	-
Federal Direct Loans Payments	(976,680.00)	-
Agency Fund Technology Fees	772,548.22	-
Gifts and Contributions	180,208.14	218,340.66
Interest Earned on Investments	7,301.08	95,566.06
Net cash provided by (used in) non-capital investing activities	<u>10,873,744.13</u>	<u>381,281.72</u>
CASH FLOWS FROM CAPITAL INVESTING ACTIVITIES		
Payments for Purchase of Capital Assets	(415,757.74)	-
Proceeds from the Sales and Maturities of Investments	256,665.35	926,922.17
Purchase of Investments	(151,147.13)	(816,625.69)
Net cash provided by (used in) capital investing activities	<u>(310,239.52)</u>	<u>110,296.48</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Interest Paid on Long Term Debt	(197,188.69)	-
Principal Payments on Long Term Debt	(805,000.00)	-
Net cash provided by (used in) financing activities	<u>(1,002,188.69)</u>	<u>-</u>
Net Increase (Decrease) in Cash and Cash Equivalents	(471,479.49)	82,422.61
Cash and Cash Equivalents, Beginning of Year	<u>2,492,410.12</u>	<u>166,154.95</u>
Cash and Cash Equivalents, End of Year	<u><u>\$ 2,020,930.63</u></u>	<u><u>\$ 248,577.56</u></u>

The accompanying notes are an integral part
of the financial statements.

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas
Statement of Cash Flows
For the Year Ended June 30, 2018

	Primary Institution	Component Unit - Foundation
RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH USED BY OPERATING ACTIVITIES		
Operating Income (Loss)	\$ (9,857,028.11)	\$ (401,935.95)
Adjustments to Reconcile Change in Net Position to Net Cash Used in Operating Activities:		
Depreciation	738,313.79	-
Bond Amortization	26,402.44	-
Non-cash Donations	-	4,800.00
(Increase) Decrease in Receivables	(266,703.47)	-
(Increase) Decrease in Prepaid Expenses	(850.00)	-
(Increase) Decrease in Inventory	52,791.74	-
Increase (Decrease) in Accounts Payable	(6,922.71)	(12,019.64)
Increase (Decrease) in Accrued Payroll	42,750.71	-
Increase (Decrease) in Accrued Vacation	4,738.40	-
Increase (Decrease) in Deferred Revenue	113,758.00	-
Increase (Decrease) in Deposits Held for Others	(880,046.20)	-
	<u>\$ (10,032,795.41)</u>	<u>\$ (409,155.59)</u>
RECONCILIATION OF CASH AND CASH EQUIVALENTS TO THE STATEMENT OF NET POSITION		
Cash and Cash Equivalents classified as current assets	\$ 1,885,444.36	248,577.56
Cash and Cash Equivalents classified as non-current assets	135,486.27	-
	<u>\$ 2,020,930.63</u>	<u>\$ 248,577.56</u>
Supplementary Information		
Cash Paid During the Period for		
Interest Expense	\$ 162,586.25	\$ -
Non-Cash Donations		
Management and General	\$ -	\$ 4,800.00

The accompanying notes are an integral part
of the financial statements.

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas

Notes to the Financial Statements

For the Year Ended June 30, 2018

1. NATURE OF ACTIVITIES

The financial statements of Independence Community College, Independence, Kansas, have been prepared in accordance with accounting principles generally accepted in the United States of America. The Governmental Accounting Standards Board is the principal standard-setting body for establishing governmental accounting and financial reporting principles. The more significant of the College's accounting policies follow.

Reporting Entity

The financial reporting entity, as defined by Governmental Accounting Standards Board ("GASB") Statement No. 14, *The Financial Reporting Entity*, consists of the primary government, organizations for which the primary government is financially accountable and other organizations for which the nature and significance of their relationship with the primary government are such that exclusion could cause the financial statements to be misleading or incomplete.

Component Unit

The component unit section of the financial statements includes the financial data of the discretely presented component unit, The Independence Community College Foundation. The component unit is reported separately to emphasize that it is legally separate from the College. The economic resources received or held by the component unit are held almost entirely for the direct benefit of the College. The Independence Community College Foundation was formed to promote and foster the educational purposes of the College, and to create a fund to be used for any program, project or enterprise undertaken in the interest of the College. The Foundation acts largely as a fund raising organization, soliciting, receiving, managing and disbursing contributions on behalf of the College. Most of the contributions received are designated by the donors to be used for specific purposes or by specific departments. In these instances, the Foundation serves essentially as a conduit. Contributions that are not designated are used where the need is considered greatest, as determined by the Foundation board of directors. The Foundation can sue and be sued, and can buy, sell, or lease real property. The Foundation's financial statements should be included with the College's financial statements. Separate audited financial statements are prepared and are available at the Foundation, and can be requested from the College's controller. The Foundation is considered a component unit.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting

For financial reporting purposes, the College is considered a special-purpose government engaged only in business-type activities. Accordingly, the College's financial statements have been prepared using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned, and expenses are recorded when an obligation has been incurred. All significant intra-agency transactions have been eliminated.

Cash and Cash Equivalents

For purposes of the statement of cash flows, the College considers all highly liquid investments with an original maturity date of three months or less to be cash equivalents.

2. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES** (Continued)

Investments

The College accounts for its investments at fair value. Changes in unrealized gain (loss) on the carrying value of investments are reported as a component of investment income in the statement of revenues, expenses, and changes in position assets.

Inventories

Inventories consist of books and supplies held for resale and rental in the bookstore and are valued at lower of cost or fair value, using the first-in, first-out method (FIFO).

Noncurrent Cash and Cash Equivalents

Cash and cash equivalents that are externally restricted to make debt service payments, maintain sinking or reserve funds, or to purchase or construct capital or other noncurrent assets, are classified as noncurrent assets in the statement of net assets.

Capital Assets

Capital assets are stated at cost at the date of acquisition, or fair value at the date of donation in the case of gifts. For equipment, the College's capitalization policy includes all items with a unit cost of \$5,000.00 or more, and an estimated useful life of greater than one year. Renovations to building, infrastructure, and land improvements that significantly increase the value or extend the useful life of the structure are capitalized. Routine repairs and maintenance are charged to operating expense in the year in which the expense was incurred. Depreciation is provided on straight-line method over the estimated useful lives of the respective classes of property. Estimated useful lives are as follows:

Buildings and Additions	15 to 35 Years
Machinery and Equipment	3 to 7 Years

Accounts Receivable and Deferred Revenue

Accounts receivable consist of tuition and fee charges to students and auxiliary enterprise services provided to students, faculty and staff, the majority of each residing in the State of Kansas. Accounts receivable also includes amounts due from the Federal government, state and local governments, or private sources, in connection with reimbursement of allowable expenditures made pursuant to the College's grant and contracts. Accounts receivable also include taxes in process of collection for property taxes assessed and collected for the calendar year ending December 31, 2017.

In accordance with governing state statutes, property taxes levied during the current year are a revenue source to be used to finance the budget of the ensuing year. Taxes are assessed on a calendar year basis and become a lien on the property on November 1st of each year. The County Treasurer is the tax collection agent for all taxing entities within the County. Property owners have the option of paying one-half or the full amount of the taxes levied on or before December 20th during the year levied with the balance to be paid on or before May 10th of the ensuing year. State statutes prohibit the County Treasurer from distributing taxes collected in the year levied prior to January 1st of the ensuing year.

Consequently, for revenue recognition purposes, taxes levied during the current year are not due and receivable until the ensuing year. Property taxes levied in November 2017 are recorded as taxes receivable. Approximately 2% to 6% of these taxes are normally distributed after June 30, 2018, and are presented as accounts receivable-taxes in process and deferred revenue to indicate that they are not appropriable. It is not practicable to apportion delinquent taxes held by the County Treasurer at the end of the year and, further, the amounts thereof are not material in relationship to the financial statements taken as a whole.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Noncurrent Liabilities

Noncurrent liabilities include (1) principal amounts of revenue bonds payable, notes payable, and capital lease obligations with contractual maturities greater than one year; (2) estimated amounts for accrued compensated absences and other liabilities that will not be paid within the next fiscal year; or (3) other liabilities that although payable within one year, are to be paid from funds that are classified as noncurrent assets.

Net Position

The College's net position is classified as follows:

Invested in Capital Assets, Net of Related Debt: This represents the College's total investment in capital assets, net of accumulated depreciation, and outstanding debt obligations related to those capital assets. To the extent debt has been incurred but not yet expended for capital assets, such amounts are not included as a component of investment in capital assets, net of related debt.

Restricted Net Position – Expendable: Restricted expendable net position include resources in which the College is legally or contractually obligated to spend resources in accordance with restrictions imposed by external third parties.

Restricted Net Position – Nonexpendable: Nonexpendable restricted net position consists of endowment and similar type funds in which donors or other outside sources have stipulated, as a condition of the gift instrument, that the principal is to be maintained inviolate and in perpetuity, and invested for the purpose of producing present and future income, which may either be expended or added to principal.

Unrestricted Net Position: Unrestricted net position represent resources derived from student tuition and fees, state appropriations and sales and services of educational departments and auxiliary enterprises. These resources are used at the discretion of the governing board to meet current expenses for any purpose. These resources also include auxiliary enterprises, which are substantially self-supporting activities that provide services for students, faculty, and staff.

When an expense is incurred that can be paid using either restricted or unrestricted resources, the College's policy is to first apply the expense towards restricted resources, and then towards unrestricted resources.

Income Taxes

The College, as a political subdivision of the State of Kansas, is excluded from Federal income taxes under Section 115(1) of the Internal Revenue Code, as amended. The Foundation is exempt from income taxes under Section 501(C)(3) of the Internal Revenue Code.

Classification of Revenues

The College has classified its revenues as either operating or nonoperating revenues according to the following criteria:

Operating revenues: Operating revenues include activities that have the characteristics of exchange transactions, such as (1) student tuition and fees, net of scholarship discounts and allowances, (2) sales of services of auxiliary enterprises, net of scholarship discounts and allowances, and (3) most Federal, state and local grants and contracts, and Federal appropriations.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Classification of Revenues (Continued)

Nonoperating revenues: Nonoperating revenues include activities that have the characteristics of nonexchange transactions, such as gifts and contributions, and other revenue sources that are defined as nonoperating revenues by GASB No. 9, *Reporting Cash Flows of Proprietary and Nonexpendable Trust Funds and Government Entities that use Proprietary Fund Accounting*, and GASB No. 34, such as state appropriations and investment income.

Scholarship Discounts and Allowances

Student tuition and fee revenues, and certain other revenues from students, are reported net of scholarship discounts and allowances in the statements of revenues, expenses, and changes in net assets. Scholarship discounts and allowances are the difference between the stated charge and the goods and services provided by the College, and the amount that is paid by students and/or third parties making payments on the students' behalf. Certain governmental grants, such as Pell grants, and other Federal, state or nongovernmental programs, are recorded as either operating or nonoperating revenues in the College's financial statements. To the extent that revenues from such programs are used to satisfy tuition, fees, and other student charges, the College has recorded a scholarship discount and allowance.

Accounting Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Pension Plan

Substantially all full-time College employees are members of the State of Kansas Public Employees Retirement System which is a multi-employer state-wide pension plan. The College's policy is the State of Kansas will fund all pension costs accrued; such costs to be funded are actuarially determined annually by the State.

Accounts Receivable and Allowance for Doubtful Accounts

The College regularly extends unsecured credit to various students. The College uses the allowance method to account for uncollectible accounts receivable.

Budgetary Information

Kansas statutes require that an annual operating budget be legally adopted for current funds - unrestricted and plant funds (unless specifically exempted by statute). Although directory rather than mandatory, the statutes provide for the following sequence and timetable in the adoption of the legal annual operating budget:

1. Preparation of the budget for the succeeding fiscal year on or before August 1st.
2. Publication in local newspaper of the proposed budget and notice of public hearing on the budget on or before August 5th.
3. Public hearing on or before August 15th, but at least ten days after publication of notice of hearing.
4. Adoption of the final budget on or before August 25th.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Budgetary Information

The statutes allow for the governing body to increase the originally adopted budget for previously unbudgeted increases in revenue other than ad valorem property taxes. To do this, a notice of public hearing to amend the budget must be published in the local newspaper. At least ten days after publication the hearing may be held and the governing body may amend the budget at that time. There were no such budget amendments for this year.

The statutes permit transferring budgeted amounts between line items within an individual fund. However, such statutes prohibit expenditures in excess of the total amount of the adopted budget of expenditures of individual funds.

All legal annual operating budgets are prepared using the regulatory basis of accounting, in which revenues are recognized when cash is received and expenditures include disbursements, accounts payable, and encumbrances, with disbursements being adjusted for prior year's accounts payable and encumbrances. Encumbrances are commitments by the municipality for future payments and are supported by a document evidencing the commitment, such as a purchase order or contract. Any unused budgeted expenditure authority lapses at year end.

A legal operating budget is not required for Current Funds - Restricted and Agency Funds.

Spending in funds which are not subject to the legal annual operating budget requirement is controlled by federal regulations, other statutes, or by the use of internal spending limits established by the governing body.

3. STEWARDSHIP, COMPLIANCE, AND ACCOUNTABILITY

Compliance with Kansas Statutes

Supplementary Schedules 3 to 8 have been prepared in order to show compliance with the cash basis and budget laws of Kansas. Based upon these schedules, the College was in apparent compliance with Kansas cash basis and budget laws.

4. DEPOSITS AND INVESTMENTS

Primary Institution:

As of year-end, the College has the following investments.

<u>Investment Type</u>	<u>Fair Value</u>	<u>Rating</u>
Security Bank of Kansas City Federated Government Obligations	\$ 18,714.57	N/A

The trust company listed above considers the funds as cash and cash equivalents, therefore, there are no maturity dates.

4. **DEPOSITS AND INVESTMENTS** (Continued)

Primary Institution (Continued):

K.S.A 9-1401 establishes the depositories which may be used by the College. The statute requires banks eligible to hold the College's funds have a main branch or branch bank in the county in which the College is located, or in an adjoining county if such institution has been designated as an official depository, and the banks provide an acceptable rate of return on funds. In addition, K.S.A. 9-1402 requires the banks to pledge securities for deposits in excess of FDIC coverage. The College has no other policies that would further limit interest rate risk.

K.S.A 12-1675 limits the College's investment of idle funds to time deposits, open accounts, and certificates of deposit with allowable financial institutions; U.S. Government securities; temporary notes; no-fund warrants; repurchase agreements; and the Kansas Municipal Investment Pool. The College has no investment policy that would further limit its investment choices.

Concentration of credit risk. State statutes place no limit on the amount the Government may invest in any one issuer as long as the investments are adequately secured under K.S.A. 9-1402 and 9-1405.

Custodial credit risk – deposits. Custodial credit risk is the risk that in the event of a bank failure, the College's deposits may not be returned to it. State statutes require the College's deposits in financial institutions to be entirely covered by federal depository insurance or by collateral held under a joint custody receipt issued by a bank within the State of Kansas, the Federal Reserve Bank of Kansas City, or the Federal Home Loan Bank of Topeka. All deposits were legally secured at June 30, 2018.

At year-end, the College's carrying amount of the deposits was \$2,017,430.63 and the bank balance was \$2,171,549.89. The bank balance was held by two banks resulting in a concentration of credit risk. Of the bank balance, \$376,674.93 was covered by FDIC insurance and \$1,794,874.96 was secured by an Irrevocable Letter of Credit in the amount of \$3,000,000.00 to draw on permanent assets held at (FHL) Federal Home Loan Bank of Topeka in the name of FirstOak Bank, Independence, Kansas.

Component Unit:

Custodial credit risk – deposits. At year-end, the Foundation's carrying amount of the deposits including certificates of deposit was \$248,577.56 and the bank balance was \$250,242.50. The bank balance was held by one bank and one investment company resulting in a concentration of credit risk. Of the bank balance, \$250,424.50 was covered by FDIC insurance.

Investments are made under the direction of the Board of Directors with no limitation by statute. Equity investments and other investments are recorded at fair values subject to comments on Investments under the summary of accounting policies.

Investments at June 30, 2018, are comprised of the following:

<u>Investment</u>	<u>Cost</u>	<u>Fair Value</u>	<u>Rating</u>
Mutual Funds	\$ 644,346.69	\$ 1,1071,831.44	Various
Common Stock	591,176.53	1,129,107.75	Various
Fixed Income Securities	1,886,020.79	1,794,380.36	Various
	<u>\$ 3,121,544.01</u>	<u>\$ 3,995,319.55</u>	

5. **RECEIVABLES, NET**

Primary Institution:

Receivables at June 30, 2018, consisted of the following:

Current	
Federal Grants – PELL	\$ 127,944.00
Federal Grants – Direct Loans	36,082.00
Federal Grants – TRIO SSS	1,663.04
Federal Grants – UPWARD Bound	36,401.97
Federal Grants – Work-Study	6,645.44
Federal Grants – SEOG	1,997.00
Federal Grants – FAB Lab	118,296.45
Taxes in Progress	441,845.00
Student Accounts	<u>2,506,334.52</u>
Total Current	<u>3,277,209.42</u>
Noncurrent	
Taxes in Progress	<u>164.00</u>
Total Noncurrent	<u>164.00</u>
Total Receivables	<u>\$3,277,373.42</u>

The College uses the allowance method to account for uncollectible receivables. Receivables are presented net of an allowance for uncollectible accounts of \$1,230,877.32 at June 30, 2018.

6. **BOOKSTORE INVENTORY**

Primary Institution:

Bookstore inventory consisted of the following at June 30, 2018:

Book Store Inventory	
New Text Books	\$ 434,234.28
Clothing	41,032.72
Used Books	2,194.35
Supplies	11,321.36
Other	<u>35,423.91</u>
Total Bookstore Inventory	<u>\$ 524,206.62</u>

7. **CAPITAL ASSETS, NET**

Primary Institution:

Following are the changes in capital assets for the year ended June 30, 2018:

	Balance 6/30/2017	Additions	Transfers	Balance 6/30/2018
Capital Assets Not Being Depreciated				
Land	\$ 54,728.70	\$ -	\$ -	\$ 54,728.70
Construction in Progress	-	236,592.90	-	236,592.90
Sub-Total	54,728.70	236,592.90	-	291,321.60
Other Capital Assets				
Buildings and Improvements	9,000,824.78	55,601.70	-	9,056,426.48
Buildings and Improvements Under				
Capital Lease	8,424,611.95	-	-	8,424,611.95
Equipment	986,892.84	-	-	986,892.84
IT Equipment Under				
Capital Lease	831,047.69	123,563.14	-	954,610.83
Vehicles	79,062.00	-	-	79,062.00
Sub-Total	19,322,439.26	179,164.84	-	19,501,604.10
Total Capital Assets	19,377,167.96	415,757.74	-	19,792,925.70
Accumulated Depreciation				
Buildings and Improvements	(4,387,194.76)	(377,766.01)	-	(4,764,960.77)
Buildings and Improvements Under				
Capital Lease	(3,560,275.63)	(273,480.59)	-	(3,833,756.22)
Equipment	(619,428.57)	(85,767.19)	-	(705,195.76)
IT Equipment Under				
Capital Lease	-	-	-	-
Vehicles	(76,028.67)	(1,300.00)	-	(77,328.67)
Total Accumulated Depreciation	(8,642,927.63)	(738,313.79)	-	(9,381,241.42)
Total Net Capital Assets	\$ 10,734,240.33	\$ (322,556.05)	\$ -	\$ 10,411,684.28

8. **BOND ISSUANCE COST**

Primary Institution:

Cost related to obtaining bond financing are capitalized and amortized over the term of the related debt using the straight-line method. Amortization expense at June 30, 2018, was \$30,779.79. When the loan is paid in full, any unamortized financing charges are removed from the related accounts and charged to operations.

9. **CAPITAL LEASES**

Primary Institution:

The College entered into a lease purchase agreement and issued certificates of participation dated October 29, 2009, with Commerce Bank N.A. for construction of a dormitory building. The total cost was \$4,605,000.00. The lease calls for semi-annual payments including interest between 3.00% and 4.20% per annum, maturing May 1, 2023.

<u>Capital Lease – Dormitory Construction</u>	
Debt requirements are as follows:	
<u>June 30,</u>	
2019	\$ 482,351.25
2020	482,045.00
2021	480,645.00
2022	483,220.00
2023	<u>484,530.00</u>
Total Net Minimum Lease Payments	2,412,791.25
Less: Imputed Interest	<u>(272,791.25)</u>
Net Present Value of Capital Lease	<u>2,140,000.00</u>
Less: Current Maturities	<u>(395,000.00)</u>
Long-Term Capital Lease Obligations	<u>\$ 1,745,000.00</u>

The College entered into a lease purchase agreement dated January 5, 2012, with Commerce Bank for the refinancing of the facility conservation improvement project lease purchase dated August 31, 2006. The total cost was \$1,970,000.00. The lease calls for semi-annual payments including interest ranging from 1.375% to 2.800% per annum, maturing October 1, 2021.

<u>Capital Lease – Conservation Improvements</u>	
Debt requirements are as follows:	
<u>June 30,</u>	
2019	\$ 22,435.00
2020	442,435.00
2021	12,460.00
2022	<u>357,460.00</u>
Total Net Minimum Lease Payments	834,790.00
Less: Imputed Interest	<u>(69,790.00)</u>
Net Present Value of Capital Lease	<u>765,000.00</u>
Less: Current Maturities	<u>0.00</u>
Long-Term Capital Lease Obligations	<u>\$ 765,000.00</u>

9. CAPITAL LEASES (Continued)

The College entered into a lease purchase agreement dated July 15, 2011, with Commerce Bank for construction of a veterinary technology building. The total cost was \$870,000.00. The lease calls for annual payments including interest ranging from 1.00% to 3.00% per annum, maturing May 1, 2021.

<u>Capital Lease – Veterinary Technology Construction</u>	
Debt requirements are as follows:	
<u>June 30,</u>	
2019	\$ 108,840.00
2020	111,240.00
2021	<u>113,300.00</u>
Total Net Minimum Lease Payments	333,380.00
Less: Imputed Interest	<u>(18,380.00)</u>
Net Present Value of Capital Lease	<u>315,000.00</u>
Less: Current Maturities	<u>(100,000.00)</u>
Long-Term Capital Lease Obligations	<u>\$ 215,000.00</u>

The College entered into a lease purchase agreement dated July 15, 2015, with Security Bank of Kansas City for upgrades to the information technology infrastructure and software. The total cost was \$955,000.00. The lease calls for semi-annual payments including interest of 3.00% per annum, maturing June 1, 2023.

<u>Capital Lease – IT Infrastructure and Software</u>	
Debt requirements are as follows:	
<u>June 30,</u>	
2019	\$ 150,400.00
2020	146,500.00
2021	147,600.00
2022	148,550.00
2023	<u>149,350.00</u>
Total Net Minimum Lease Payments	742,400.00
Less: Imputed Interest	<u>(62,400.00)</u>
Net Present Value of Capital Lease	<u>680,000.00</u>
Less: Current Maturities	<u>(130,000.00)</u>
Long-Term Capital Lease Obligations	<u>\$ 550,000.00</u>

10. LEASE AGREEMENTS

Primary Institution:

As of June 30, 2018, the College has entered into a number of operating leases for space and office equipment. Total payments for the year ended June 30, 2018, was \$197,989.02. Future minimum rental payments are as follows:

<u>Year Ended</u>	
<u>June 30</u>	<u>Amount</u>
2019	\$ 74,237.11
2020	54,538.92
2021	22,586.48

11. OTHER POST EMPLOYMENT BENEFITS

Description of Pension Plan

The College participates in a cost-sharing multiple-employer pension plan (Pension Plan), as defined in Governmental Accounting Standards Board Statement No. 67, *Financial Reporting for Pension Plans*. The Pension Plan is administered by the Kansas Public Employees Retirement System (KPERS), a body corporate and an instrumentality of the State of Kansas. KPERS provides benefit provisions to the following statewide pension groups under one plan, as provided by K.S.A. 74, article 49:

- Public employees, which includes:
 - State/School employees
 - Local employees
- Police and Firemen
- Judges

Substantially all public employees in Kansas are covered by the Pension Plan. Participation by local political subdivisions is optional, but irrevocable once elected. Those employees participating in the Pension Plan for the College are included in the State/School employee group.

KPERS issues a stand-alone comprehensive annual financial report, which is available on the KPERS website at www.kpers.org.

Special Funding Situation

The employer contributions for the College, as defined in K.S.A. 74-4931 (2) and (3), are made by the State of Kansas on behalf of the College. Therefore, the College is considered to be in a special funding situation as defined by GASB Statement No. 68. Accordingly, the State is required to recognize its proportionate share of the net pension liability, deferred outflows of resources, deferred inflows of resources and expense for the pension plan attributable to the College. The College records revenue and pension expense in an amount equal to the expense recognized by the State on behalf of the College.

Benefits

Benefits are established by statute and may only be changed by the General Assembly. Members with ten or more years of credited service, may retire as early as age 55, with an actuarially reduced monthly benefit. Normal retirement is at age 65, age 62 with ten years of credited service, or whenever a member has combined age and years of service equal 85.

Monthly retirement benefits are based on a statutory formula that includes final average salary and years of service. When ending employment, members may withdraw their contributions from their individual accounts, including interest. Members who withdraw their accumulated contributions lose all rights and privileges of membership. For all pension coverage groups, the accumulated contributions and interest are deposited into and disbursed from the membership accumulated reserve fund as established by K.S.A. 74-4922.

Members choose one of seven payment options for their monthly retirement benefits. At retirement, a member may receive a lump-sum payment of up to 50% of the actuarial present value of the member's lifetime benefit. His or her monthly retirement benefit is then permanently reduced based on the amount of the lump sum. Benefit increases, including ad hoc post-retirement benefit increases, must be passed into law by the Kansas Legislature. Benefit increases are under the authority of the Legislature and the Governor of the State of Kansas. For all pension coverage groups, the retirement benefits are disbursed from the retirement benefit payment reserve fund as established by K.S.A. 74-4922.

11. OTHER POST EMPLOYMENT BENEFITS (Continued)

Contributions

Member contributions are established by state law, and are paid by the employee according to the provisions of Section 414(h) of the Internal Revenue Code. State law provides that the employer contribution rates are determined based on the results of an annual actuarial valuation. The contributions and assets of all groups are deposited in the Kansas Public Employees Retirement Fund established by K.S.A. 74-4921. All of the retirement systems are funded on an actuarial reserve basis.

For fiscal years beginning in 1995, Kansas legislation established statutory limits on increases in contribution rates for KPERS employers. Annual increases in the employer contribution rates related to subsequent benefit enhancements are not subject to these limitations. The statutory cap increase over the prior year contribution rate is 1.2% of total payroll.

The actuarially determined employer contribution rates and the statutory contribution rates for school employees are 16.03% and 10.81%, respectively. KPERS has multiple benefit structures and contribution rates depending on whether the employee is a KPERS 1, KPERS 2 or KPERS 3 member. KPERS 1 members are active and contributing members hired before July 1, 2009. KPERS 2 members were first employed in a covered position on or after July 1, 2009 and KPERS 3 members were first employed in a covered position on or after January 1, 2015. Effective January 1, 2015, Kansas law established the KPERS member-employee contribution rate of 6% of covered salary for KPERS 1, KPERS 2 and KPERS 3 members.

Employer and Nonemployer Allocations

Although KPERS administers one cost-sharing multiple-employer defined benefit pension plan, separate (sub) actuarial valuations are prepared to determine the actuarial determined contribution rate by group. Following this method, the measurement of the collective net pension liability, deferred outflows of resources, deferred inflows of resources, and pension expense are determined separately for each of the following groups of the plan:

- State/School
- Local
- Police and Firemen
- Judges

To facilitate the separate (sub) actuarial valuations, KPERS maintains separate accounts to identify additions, deductions, and fiduciary net position applicable to each group. The allocation percentages presented for each group in the schedule of employer and nonemployer allocations are applied to amounts presented in the schedules of pension amounts by employer and nonemployer.

The individual employer allocation percentages for the pension amounts were based on the ratio of the employer and nonemployer contributions for the individual employer in relation to the total of all employer and nonemployer contributions of the group.

At June 30, 2017, the proportion recognized by the State of Kansas on behalf of the College was .1012%, which was an decrease of .0123% from the proportion measured at June 30, 2016.

11. **OTHER POST EMPLOYMENT BENEFITS** (Continued)

Net Pension Liability

At June 30, 2017 and 2016, the proportionate share of the net pension liability recognized by the State of Kansas that was attributable to the College was \$6,800,907.00 and \$7,632,489.00, respectively.

Actuarial Assumptions

The total pension liability was determined by an actuarial valuation as of December 31, 2016, which was rolled forward to June 30, 2017, using the following actuarial assumptions:

Wage inflation	2.75%
Salary increases, including wage increases	3.50 to 12.00%, including inflation
Long-term rate of return, net of investment expense, and including price inflation	7.75%

Mortality rates were based on the RP 2014 Mortality Tables, with age setbacks and age set forwards as well as other adjustments based on different membership groups. Future mortality improvements are anticipated using Scale MP-2016.

The actuarial assumptions used in the December 31, 2016 valuation were based on the results of an actuarial experience study conducted for the period January 1, 2013, through December 31, 2015. The experience study is dated November 18, 2016.

The long-term expected rate of return of pension plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. Best estimates of arithmetic real rates of return for each major asset class as of the most recent experience study, dated November 18, 2016, as provided by KPERS' investment consultant, are summarized in the following table:

Asset Class	Long-Term Target Allocation	Long-Term Expected Real Rate of Return
Global equity	47.00%	6.80%
Fixed income	13.00	1.25
Yield driven	8.00	6.55
Real return	11.00	1.71
Real estate	11.00	5.05
Alternatives	8.00	9.85
Short-term investments	2.00	(0.25)
Total	100.00%	

11. **OTHER POST EMPLOYMENT BENEFITS** (Continued)

Discount Rate: The discount rate used to measure the total pension liability was 7.75%. The projection of cash flows used to determine the discount rate assumed that contributions from plan members will be made at the current contribution rate and that contributions from school districts will be made at contractually required rates, actuarially determined. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Revenue and Pension Expense Recorded by the College: For the year ended June 30, 2018, the College recognized revenue and pension expense in an equal amount of \$638,056.09.

As provided by K.S.A. 12-5040, the College allows retirees to participate in the group health insurance plan. While each retiree pays the full amount of the applicable premium, conceptually, the College is subsidizing the retirees because each participant is charged a level of premium regardless of age. However, the cost of this subsidy has not been quantified in these financial statements.

Under the Consolidated Omnibus Budget Reconciliation Act (COBRA), the government makes health care benefits available to eligible former employees and eligible dependents. Certain requirements are outlined by the federal government for this coverage. The premium is paid in full by the insured. There is no cost to the government under this program.

Early Retirement Benefits: The College has adopted a policy providing early retirement benefit options. The policy allows professional employees between the ages of 56 and 64, with 10 years of full-time service to the College, and is eligible for retirement with KPERS the option to retire early. Benefits which are provided are computed as a percentage of final contracted salary earned based on the following schedule:

First Year	23% of last salary
Second Year	19% of last salary
Third Year	15% of last salary
Fourth Year	12% of last salary
Fifth Year	11% of last salary
Maximum Cost	90% of last salary

The College has reserved the option of renewing or not renewing the early retirement option on an annual basis. The College funds these benefits on a pay-as-you-go basis. The Plan does not issue a separate, publicly available report.

Funded Status and Funding Progress: Since the year of implementation, the Plan was not funded, therefore, there is no funded status of the Plan. The Plan is funded as obligations occur. The following is a schedule of benefits payable for eligible employees which have taken early retirement as of June 30, 2018:

	Year Ended June 30th	Amount
Paid	2018	\$ 31,995.00
Payable	2019	53,017.00
Payable	2020	28,069.00
Payable	2021	17,610.00
Payable	2022	14,088.00
Payable	2023	12,914.00

12. COMPENSATED ABSENCES

All full time administrators and full time non-faculty staff are granted vacations based on continuous employment on the following schedule:

Less than 1 year	Prorated based on 10 working days
1 to 4 years	10 working days
5 to 10 years	15 working days
11 years and over	20 working days

Continuing part time employees are granted vacations based on continuous employment on the following schedule:

1 year and over	5 working days
-----------------	----------------

Annual vacations days accrue to a maximum carryover equal to the number of benefit days an employee received each year.

Each full-time employee shall receive fifteen sick days per year, cumulative to a maximum of 90 days. There is no compensation for unused sick leave upon termination of employment.

1. The College's obligation relating to employees' rights to receive compensation for future absences is attributable to employees' services already rendered.
2. The obligation relates to rights that vest or accumulate.
3. Payment of the compensation is probable.
4. The amount can be reasonably estimated.

In accordance with the above criteria, the College has accrued a liability for vacation pay, and not for sick leave, which has been earned, but not taken, inasmuch as the amount cannot be reasonably estimated because the rights do not vest.

13. EMPLOYEE BENEFIT PLANS

The College has a 403(b) plan available for its employees. An employee is eligible to participate from the date of hire, but must provide 1,000 hours of service during the plan year in order to receive the employer match. The College will match contributions up to 3% of the employee's salary. Employer contributions will vest according to the following schedule:

Years of Service (from date of hire)	Vesting %
1	20%
2	40%
3	60%
4	80%
5	100%

Total contributions made by the College into the plan on behalf of the employees for the year ended June 30, 2018, was \$106,486.33.

14. CONTINGENT LIABILITIES

Amounts received or receivable from grantor agencies are subject to audit and adjustment by grantor agencies, principally the Federal government. Any disallowed claims, including amounts already collected, may constitute a liability of the applicable funds. The amount, if any, of expenditures which may be disallowed by the grantor cannot be determined at this time, although the College expects such amounts, if any, to be immaterial.

15. RELATED PARTY TRANSACTIONS

The Independence Community College Foundation was formed to promote and foster the educational purposes of the College, and to create a fund to be used for any program, project, or enterprise undertaken in the interest of the College. The Foundation acts largely as a fund raising organization, soliciting, receiving, managing, and disbursing contributions on behalf of the College. Most of the contributions received are designated by the donors to be used for specific purposes or by specific departments. In these instances, the Foundation serves essentially as a conduit. Contributions that are not designated are used where the need is considered greatest, as determined by the Foundation's board of directors. The Foundation disbursed to the College for the year ended June 30, 2018, \$55,539.29 as project support expense, \$83,032.34 as reimbursement for payroll processed, and \$126,461.00 for scholarships.

16. CONCENTRATION OF RISK

Component Unit:

51.13% of the Foundation's monies at June 30, 2018, are invested in equities in the stock market. The effect in the future on the Foundation's equity portfolio is unknown and is subject to market economic conditions.

17. SEGMENT INFORMATION

A segment is an identifiable activity reported as a standalone entity for which one or more revenue bonds are outstanding. A segment has a specific identifiable revenue stream pledged in support of revenue bonds and has related expenses, gains, losses, assets, and liabilities that are required by an external party to be accounted for separately. The College does not have any segments that meet the reporting requirements of GASB Statement No. 35.

18. RISK MANAGEMENT

The College is exposed to various risks of loss related to torts; theft of, damage to, or destruction of assets; errors and omissions; injuries to employee; employees' health and life; and natural disasters. The College manages these risks of loss through the purchase of various insurance policies.

19. **RESTRICTED NET POSITION - EXPENDABLE**

Component Unit:

Temporarily restricted net assets include principal totaling \$300,000.00 from the U.S. Department of Education in connection with Federal grants. The principal and fifty percent of the earned interest cannot be expended until twenty years after receipt of the grant money. The remaining temporarily restricted net assets include contributions restricted for specific use by the donor.

Temporarily Restricted Net Assets:	
Capital Campaign	\$ 1,884.13
Fab Lab	86,294.87
Fine Art	100.00
ICC Now	1,220.70
Wesley Hull Trust	23,692.38
Scholarships	2,044,655.46
Griffin Trust	449,810.98
McConnell Trust	38,101.50
Total Temporarily Restricted Net Assets	<u>\$ 2,645,760.02</u>

20. **RESTRICTED NET POSITION – NONEXPENDABLE**

Component Unit:

On June 30, 2018 the Foundation net assets and endowments are summarized in the following table:

	Permanently Restricted
Donor-Restricted Endowment Funds	\$ 590,780.47
Board-Designated Endowment Funds	- -
Total Funds	<u>\$ 590,780.47</u>

Changes in endowment net assets as of June 30, 2018 are as follows:

	Permanently Restricted
Endowment Net Assets, Beginning of the Year	\$ 590,780.47
Reclassifications	- -
Endowment Net Assets, End of Year	<u>\$ 590,780.47</u>

All endowment funds are considered to be permanently restricted. Therefore the spending policy does not allow for distribution of these funds. Investment income from these funds is considered to be temporarily restricted unless otherwise designated.

21. INTERFUND TRANSFERS

Operating transfers were as follows:

<u>From Fund:</u>	<u>To Fund:</u>	<u>Reason</u>	<u>Amount</u>
General Fund	Postsecondary Technical Education Fund	Operating Expenses	\$ 417,387.84
General Fund	Adult Education Fund	Operating Expenses	63,182.00
General Fund	Auxiliary Enterprise Fund	Operating Expenses	754,912.35
General Fund	INGE Festival Fund	Institutional Paid	210,517.67
General Fund	FAB Lab Grant Fund	Institutional Paid	16,599.26
General Fund	Upward Bound Grant Fund	Institutional Paid	33,853.64
General Fund	TRIO – Student Support Services Grant Fund	Institutional Paid	6,974.13
General Fund	ICC Foundation Fund	Institutional Paid	17,549.74
Postsecondary Technical Education Fund	Auxiliary Enterprise Fund	Institutional Paid	13,537.50
State Technology Grant Fund	General Fund	Operating Expenses	16,151.00

Transfers are used to (1) move revenues from the fund that statute or budget requires to collect them to the fund that statute or budget requires to expend them, and (2) use unrestricted revenue collected in the general fund to finance various programs accounted for in other funds in accordance with budgetary authorizations.

22. SUBSEQUENT EVENTS

The College evaluated events and transactions occurring subsequent year end, and there were no subsequent events requiring recognition in the financial statements. Additionally, there were no nonrecognized subsequent events requiring disclosure.

SUPPLEMENTARY INFORMATION

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas

Combining Schedule of Net Position

June 30, 2018

	GENERAL	POSTSECONDARY TECHNICAL EDUCATION	ADULT EDUCATION	AUXILIARY ENTERPRISE	FEDERAL WORKSTUDY GRANTS	FEDERAL PELL GRANTS	FEDERAL SEOG GRANTS
ASSETS							
Current Assets							
Cash and Cash Equivalents	\$ 649,491.36	\$ 110,630.30	\$ -	\$ 568,494.97	\$ (6,271.50)	\$ 432.00	\$ 5,698.00
Receivables - Federal	-	-	-	-	6,645.44	127,944.00	1,997.00
Receivables - Taxes in Progress	441,845.00	-	-	-	-	-	-
Receivables - Other Receivables	2,239,065.57	-	-	267,268.95	-	-	-
Prepaid Expenses	8,791.08	-	-	-	-	-	-
Bookstore Inventory	-	-	-	524,206.62	-	-	-
Total Current Assets	3,339,193.01	110,630.30	-	1,359,970.54	373.94	128,376.00	7,695.00
Noncurrent Assets							
Cash and Cash Equivalents	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-
Receivables - Taxes in Progress	-	-	-	-	-	-	-
Bond Issuance Costs, Net	-	-	-	116,875.64	-	-	-
Capital Assets, Net	-	-	-	-	-	-	-
Total Noncurrent Assets	-	-	-	116,875.64	-	-	-
TOTAL ASSETS	\$ 3,339,193.01	\$ 110,630.30	\$ -	\$ 1,476,846.18	\$ 373.94	\$ 128,376.00	\$ 7,695.00
LIABILITIES							
Current Liabilities							
Accounts Payable	\$ 66,764.89	\$ -	\$ -	\$ 39,601.76	\$ 373.94	\$ 128,376.00	\$ 7,695.00
Accrued Payroll	36,716.31	-	-	136.80	-	-	-
Accrued Interest	-	-	-	16,349.31	-	-	-
Deferred Revenue	1,128,286.00	91,466.00	-	20,850.00	-	-	-
Deposits Held in Custody for Others	-	-	-	662.35	-	-	-
Total Current Liabilities	1,231,767.20	91,466.00	-	77,600.22	373.94	128,376.00	7,695.00
Noncurrent Liabilities							
Accrued Vacation	162,707.91	19,164.30	-	3,910.00	-	-	-
Bond Premium	-	-	-	-	-	-	-
Capital Leases Payable	-	-	-	-	-	-	-
Total Noncurrent Liabilities	162,707.91	19,164.30	-	3,910.00	-	-	-
TOTAL LIABILITIES	1,394,475.11	110,630.30	-	81,510.22	373.94	128,376.00	7,695.00
NET POSITION							
Investment in Capital Assets,							
Net of Related Debt	-	-	-	-	-	-	-
Unrestricted	1,944,717.90	-	-	1,395,335.96	-	-	-
TOTAL NET POSITION	1,944,717.90	-	-	1,395,335.96	-	-	-
TOTAL LIABILITIES AND NET POSITION	\$ 3,339,193.01	\$ 110,630.30	\$ -	\$ 1,476,846.18	\$ 373.94	\$ 128,376.00	\$ 7,695.00

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas

Combining Schedule of Net Position

June 30, 2018

	DIRECT LOANS	STATE TECHNOLOGY GRANTS	INGE FESTIVAL	ICC FOUNDATION	FAB LAB GRANT	CARL PERKINS PROGRAM IMPROVEMENT	UPWARD BOUND GRANT
ASSETS							
Current Assets							
Cash and Cash Equivalents	\$ -	\$ 123,680.47	\$ 4,824.61	\$ 10,326.53	\$ (71,746.65)	\$ 49,518.23	\$ (4,516.10)
Receivables - Federal	36,082.00	-	-	-	-	-	36,401.97
Receivables - Taxes in Progress	-	-	-	-	-	-	-
Receivables - Other Receivables	-	-	-	-	118,296.45	-	-
Prepaid Expenses	-	-	-	-	-	-	-
Bookstore Inventory	-	-	-	-	-	-	-
Total Current Assets	36,082.00	123,680.47	4,824.61	10,326.53	46,549.80	49,518.23	31,885.87
Noncurrent Assets							
Cash and Cash Equivalents	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-
Receivables - Taxes in Progress	-	-	-	-	-	-	-
Bond Issuance Costs, Net	-	-	-	-	-	-	-
Capital Assets, Net	-	-	-	-	-	-	-
Total Noncurrent Assets	-	-	-	-	-	-	-
TOTAL ASSETS	\$ 36,082.00	\$ 123,680.47	\$ 4,824.61	\$ 10,326.53	\$ 46,549.80	\$ 49,518.23	\$ 31,885.87
LIABILITIES							
Current Liabilities							
Accounts Payable	\$ 36,082.00	\$ -	\$ -	\$ -	\$ 46,549.80	\$ -	\$ 26,813.46
Accrued Payroll	-	-	2,080.00	864.00	-	-	800.00
Accrued Interest	-	-	-	-	-	-	-
Deferred Revenue	-	-	-	-	-	-	-
Deposits Held in Custody for Others	-	-	-	-	-	-	-
Total Current Liabilities	36,082.00	-	2,080.00	864.00	46,549.80	-	27,613.46
Noncurrent Liabilities							
Accrued Vacation	-	-	2,744.61	9,462.53	-	-	4,272.41
Bond Premium	-	-	-	-	-	-	-
Capital Leases Payable	-	-	2,744.61	9,462.53	-	-	4,272.41
Total Noncurrent Liabilities	-	-	2,744.61	9,462.53	-	-	-
TOTAL LIABILITIES	36,082.00	-	4,824.61	10,326.53	46,549.80	-	31,885.87
NET POSITION							
Investment in Capital Assets,	-	-	-	-	-	-	-
Net of Related Debt	-	123,680.47	-	-	-	49,518.23	-
Unrestricted	-	-	-	-	-	-	-
TOTAL NET POSITION	-	123,680.47	-	-	-	49,518.23	-
TOTAL LIABILITIES AND NET POSITION	\$ 36,082.00	\$ 123,680.47	\$ 4,824.61	\$ 10,326.53	\$ 46,549.80	\$ 49,518.23	\$ 31,885.87

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas

Combining Schedule of Net Position

June 30, 2018

	TRIO - STUDENT SUPPORT SERVICES GRANT	COMMUNITY COLLEGE ACTIVITY	CAPITAL OUTLAY	INVESTMENT IN PLANT	AGENCY FUNDS	TOTALS - PRIMARY INSTITUTION
ASSETS						
Current Assets						
Cash and Cash Equivalents	\$ 6,005.29	\$ 52,306.44	\$ -	\$ -	\$ 386,570.41	\$ 1,885,444.36
Receivables - Federal	1,663.04	-	-	-	-	210,733.45
Receivables - Taxes in Progress	-	-	-	-	-	441,845.00
Receivables - Other Receivables	-	-	-	-	-	2,624,630.97
Prepaid Expenses	-	-	-	-	-	8,791.08
Bookstore Inventory	-	-	-	-	-	524,206.62
Total Current Assets	7,668.33	52,306.44	-	-	386,570.41	5,695,651.48
Noncurrent Assets						
Cash and Cash Equivalents	-	-	135,486.27	-	-	135,486.27
Investments	-	-	18,714.57	-	-	18,714.57
Receivables - Taxes in Progress	-	-	164.00	-	-	164.00
Bond Issuance Costs, Net	-	-	-	-	-	116,875.64
Capital Assets, Net	-	-	-	10,411,684.28	-	10,411,684.28
Total Noncurrent Assets	-	-	154,364.84	10,411,684.28	-	10,682,924.76
TOTAL ASSETS	\$ 7,668.33	\$ 52,306.44	\$ 154,364.84	\$ 10,411,684.28	\$ 386,570.41	\$ 16,378,576.24
LIABILITIES						
Current Liabilities						
Accounts Payable	\$ -	8.45	\$ 18,709.29	\$ -	\$ -	\$ 370,974.59
Accrued Payroll	2,153.60	-	-	-	-	42,750.71
Accrued Interest	-	-	-	-	-	16,349.31
Deferred Revenue	-	1,085.00	164.00	-	-	1,241,851.00
Deposits Held in Custody for Others	-	-	-	-	386,570.41	387,232.76
Total Current Liabilities	2,153.60	1,093.45	18,873.29	-	386,570.41	2,059,158.37
Noncurrent Liabilities						
Accrued Vacation	5,514.73	-	-	-	-	207,776.49
Bond Premium	-	-	11,310.43	-	-	11,310.43
Capital Leases Payable	-	-	-	3,900,000.00	-	3,900,000.00
Total Noncurrent Liabilities	5,514.73	-	11,310.43	3,900,000.00	-	4,119,086.92
TOTAL LIABILITIES	7,668.33	1,093.45	30,183.72	3,900,000.00	386,570.41	6,178,245.29
NET POSITION						
Investment in Capital Assets,	-	-	-	6,511,684.28	-	6,511,684.28
Net of Related Debt	-	51,212.99	124,181.12	-	-	3,688,646.67
Unrestricted	-	-	-	-	-	-
TOTAL NET POSITION	-	51,212.99	124,181.12	6,511,684.28	-	10,200,330.95
TOTAL LIABILITIES AND NET POSITION	\$ 7,668.33	\$ 52,306.44	\$ 154,364.84	\$ 10,411,684.28	\$ 386,570.41	\$ 16,378,576.24

INDEPENDENCE COMMUNITY COLLEGE
Independence, Kansas
Combining Schedule of Revenues, Expenses, and Changes in Net Position
For the Year Ended June 30, 2018

	GENERAL	POSTSECONDARY TECHNICAL EDUCATION	ADULT EDUCATION	AUXILIARY ENTERPRISE	FEDERAL WORKSTUDY GRANTS	FEDERAL PELL GRANTS	FEDERAL SEOG GRANTS
REVENUES							
Operating Revenues							
Student Tuition and Fees	\$ 2,798,740.21	\$ 237,640.00	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Grants and Contracts	37,851.02	-	-	-	61,842.00	-	61,890.00
State Grants and Contracts	638,056.09	-	-	-	-	-	-
Sales and Services of							
Auxiliary Enterprises	-	-	-	1,631,872.93	-	-	-
Activity Fund Revenues	-	-	-	-	-	-	-
Miscellaneous Income	4,040.98	8,041.67	132.00	76,473.89	-	-	-
Total Operating Revenues	<u>3,478,688.30</u>	<u>245,681.67</u>	<u>132.00</u>	<u>1,708,346.82</u>	<u>61,842.00</u>	<u>-</u>	<u>61,890.00</u>
EXPENSES							
Operating Expenses							
Educational and General							
Instruction	2,458,037.46	837,196.75	63,314.00	-	-	-	-
Academic Support	472,933.33	46,963.92	-	-	-	-	-
Public Service	-	-	-	-	-	-	-
Student Services	2,136,680.63	36,238.67	-	-	-	-	-
Institutional Support	2,725,160.63	203,587.83	-	-	-	-	-
Operation and Maintenance	696,282.30	61,892.84	-	-	-	-	-
Scholarships and Awards	1,151,925.72	-	-	-	61,842.00	1,913,367.00	61,890.00
Auxiliary Enterprises	-	-	-	1,654,351.66	-	-	-
Depreciation Expense	-	-	-	-	-	-	-
Total Operating Expenses	<u>9,641,020.07</u>	<u>1,185,880.01</u>	<u>63,314.00</u>	<u>1,654,351.66</u>	<u>61,842.00</u>	<u>1,913,367.00</u>	<u>61,890.00</u>
Operating Income (Loss)	<u>(6,162,331.77)</u>	<u>(940,198.34)</u>	<u>(63,182.00)</u>	<u>53,995.16</u>	<u>-</u>	<u>(1,913,367.00)</u>	<u>-</u>
Nonoperating Revenues (Expenses)							
State Appropriations	1,372,312.00	536,348.00	-	-	-	-	-
County Appropriations	6,047,287.26	-	-	-	-	-	-
Federal Pell Grants	-	-	-	-	-	1,913,367.00	-
Gifts and Contributions	54,458.14	-	-	-	-	-	-
Agency Fund Technology Fees	772,548.22	-	-	-	-	-	-
Interest Income	6,623.32	-	-	-	-	-	-
Debt Service	(485,899.32)	-	-	(516,766.75)	-	-	-
Operating Transfers	<u>(1,504,825.63)</u>	<u>403,850.34</u>	<u>63,182.00</u>	<u>768,449.85</u>	<u>-</u>	<u>-</u>	<u>-</u>
Increase (Decrease) in Net Position	100,172.22	-	-	305,678.26	-	-	-
Net Position - Beginning of Year	1,844,545.68	-	-	1,089,657.70	-	-	-
Net Position - End of Year	<u>\$ 1,944,717.90</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,395,335.96</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas

Combining Schedule of Revenues, Expenses, and Changes in Net Position
For the Year Ended June 30, 2018

	DIRECT LOANS	STATE TECHNOLOGY GRANT	INGE FESTIVAL	ICC FOUNDATION	FAB LAB GRANT	CARL PERKINS PROGRAM IMPROVEMENT	UPWARD BOUND GRANT
REVENUES							
Operating Revenues							
Student Tuition and Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Grants and Contracts	976,680.00	-	-	-	118,296.45	12,853.38	315,379.84
State Grants and Contracts	-	16,151.00	-	-	-	-	-
Sales and Services of							
Auxiliary Enterprises	-	-	-	-	-	-	-
Activity Fund Revenues	-	-	-	-	-	-	-
Miscellaneous Income	-	-	61,833.87	196,688.98	-	3,104.20	-
Total Operating Revenues	976,680.00	16,151.00	61,833.87	196,688.98	118,296.45	15,957.58	315,379.84
EXPENSES							
Operating Expenses							
Educational and General							
Instruction	-	-	-	-	-	16,467.23	349,233.48
Academic Support	-	-	-	-	-	-	-
Public Service	-	-	272,351.54	-	-	-	-
Student Services	-	-	-	-	-	-	-
Institutional Support	-	-	-	200,632.23	260,645.71	-	-
Operation and Maintenance	-	-	-	-	-	-	-
Scholarships and Awards	976,680.00	-	-	-	-	-	-
Auxiliary Enterprises	-	-	-	-	-	-	-
Depreciation Expense	-	-	-	-	-	-	-
Total Operating Expenses	976,680.00	-	272,351.54	200,632.23	260,645.71	16,467.23	349,233.48
Operating Income (Loss)	-	16,151.00	(210,517.67)	(3,943.25)	(142,349.26)	(509.65)	(33,853.64)
Nonoperating Revenues (Expenses)							
State Appropriations	-	-	-	-	-	-	-
County Appropriations	-	-	-	-	-	-	-
Federal Pell Grants	-	-	-	-	-	-	-
Gifts and Contributions	-	-	-	-	125,750.00	-	-
Agency Fund Technology Fees	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Operating Transfers	-	(16,151.00)	210,517.67	17,549.74	16,599.26	-	33,853.64
Increase (Decrease) in Net Position	-	-	-	13,606.49	-	(509.65)	-
Net Position - Beginning of Year	-	123,680.47	-	(13,606.49)	-	50,027.88	-
Net Position - End of Year	\$ -	\$ 123,680.47	\$ -	\$ -	\$ -	\$ 49,518.23	\$ -

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas

Combining Schedule of Revenues, Expenses, and Changes in Net Position
For the Year Ended June 30, 2018

	TRIO - STUDENT SUPPORT SERVICES GRANT	COMMUNITY COLLEGE ACTIVITY	CAPITAL OUTLAY	INVESTMENT IN PLANT	SUB-TOTAL PRIMARY INSTITUTION	ELIMINATING INTER-COMPANY SCHOLARSHIPS	TOTALS - PRIMARY INSTITUTION
REVENUES							
Operating Revenues							
Student Tuition and Fees	\$ -	\$ -	\$ -	-	\$ 3,036,380.21	\$ (1,575,346.75)	\$ 1,461,033.46
Federal Grants and Contracts	269,552.72	-	-	-	1,854,345.41	(976,680.00)	877,665.41
State Grants and Contracts	-	-	-	-	654,207.09	-	654,207.09
Sales and Services of							
Auxiliary Enterprises	-	-	-	-	1,631,872.93	(802,339.56)	829,533.37
Activity Fund Revenues	-	28,009.44	-	-	28,009.44	-	28,009.44
Miscellaneous Income	-	-	-	-	350,315.59	-	350,315.59
Total Operating Revenues	269,552.72	28,009.44	-	-	7,555,130.67	(3,354,366.31)	4,200,764.36
EXPENSES							
Operating Expenses							
Educational and General							
Instruction	278,975.65	-	-	-	4,003,224.57	-	4,003,224.57
Academic Support	-	-	-	-	519,897.25	-	519,897.25
Public Service	-	-	-	-	272,351.54	-	272,351.54
Student Services	-	29,389.01	-	-	2,202,308.31	-	2,202,308.31
Institutional Support	-	-	-	(236,592.90)	3,153,433.50	-	3,153,433.50
Operation and Maintenance	-	-	123,563.14	(179,164.84)	702,573.44	-	702,573.44
Scholarships and Awards	-	-	-	-	4,165,704.72	(3,354,366.31)	811,338.41
Auxiliary Enterprises	-	-	-	-	1,654,351.66	-	1,654,351.66
Depreciation Expense	-	-	-	738,313.79	738,313.79	-	738,313.79
Total Operating Expenses	278,975.65	29,389.01	123,563.14	322,556.05	17,412,158.78	(3,354,366.31)	14,057,792.47
Operating Income (Loss)	(9,422.93)	(1,379.57)	(123,563.14)	(322,556.05)	(9,857,028.11)	-	(9,857,028.11)
Nonoperating Revenues (Expenses)							
State Appropriations	-	-	-	-	1,908,660.00	-	1,908,660.00
County Appropriations	-	-	44,372.43	-	6,091,659.69	-	6,091,659.69
Federal Pell Grants	-	-	-	-	1,913,367.00	-	1,913,367.00
Gifts and Contributions	-	-	-	-	180,208.14	-	180,208.14
Agency Fund Technology Fees	-	-	-	-	772,548.22	-	772,548.22
Interest Income	-	-	677.76	-	7,301.08	-	7,301.08
Debt Service	-	-	3,877.35	805,000.00	(193,788.72)	-	(193,788.72)
Operating Transfers	6,974.13	-	-	-	-	-	-
Increase (Decrease) in Net Position	(2,448.80)	(1,379.57)	(74,635.60)	482,443.95	822,927.30	-	822,927.30
Net Position - Beginning of Year	2,448.80	52,592.56	198,816.72	6,029,240.33	9,377,403.65	-	9,377,403.65
Net Position - End of Year	\$ -	\$ 51,212.99	\$ 124,181.12	\$ 6,511,684.28	\$ 10,200,330.95	\$ -	\$ 10,200,330.95

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas

Schedules of Revenues, Expenditures, and
Changes in Unencumbered Cash – Budget and Actual

For the Year Ended June 30, 2018

Schedules 3 to 8 are prepared in accordance with Kansas cash basis and budget laws (Regulatory Basis), which differs from generally accepted accounting principles (GAAP Basis). Cash receipts are recognized when the cash balance of a fund is increased. For an interfund transaction, a cash receipt is recorded in the fund receiving the cash from another fund. Cash disbursements are recognized when the cash balance of a fund is decreased. For an interfund transaction, a cash disbursement is recorded in the fund in which the cash is transferred. Expenditures include cash disbursements, transfers, accounts payable and encumbrances – that is, commitments related to unperformed (executory) contracts for goods and services, and are usually evidenced by a purchase order or written contract.

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas
 Schedule of Revenues, Expenditures, and Changes
 in Unencumbered Cash - Budget and Actual
 Current Funds - Unrestricted
 General Fund (Regulatory Basis)
 For the Year Ended June 30, 2018
 (With Comparative Actual Amounts for the Year Ended June 30, 2017)

	PRIOR YEAR ACTUAL	CURRENT YEAR				VARIANCE OVER (UNDER)
		ACTUAL GAAP BASIS	ADJUSTMENTS TO BUDGET BASIS	ACTUAL BUDGET BASIS	BUDGET	
REVENUES						
Student Tuition and Fees	\$ 2,852,954.58	\$ 2,798,740.21	\$ (160,785.76)	\$ 2,637,954.45	\$ 3,531,467.00	\$ (893,512.55)
Federal Sources						
Federal Grants	5,669.00	37,851.02	-	37,851.02	-	37,851.02
State Sources						
State Operating Grant	1,372,312.00	1,372,312.00	-	1,372,312.00	1,372,312.00	-
Other State Grants	-	638,056.09	(638,056.09)	-	-	-
Local Sources						
Ad Valorem Tax	5,258,023.66	5,294,736.39	-	5,294,736.39	5,805,933.00	(511,196.61)
Motor Vehicle Tax	571,764.29	534,855.13	-	534,855.13	525,140.00	9,715.13
Rental Motor Vehicle Tax	7,684.73	6,648.09	-	6,648.09	-	6,648.09
Recreational Vehicle	7,072.68	7,719.00	-	7,719.00	9,148.00	(1,429.00)
16M-20M Truck Tax	17,045.08	15,897.11	-	15,897.11	-	15,897.11
Delinquent Tax	131,098.79	180,854.43	-	180,854.43	54,941.00	125,913.43
Watercraft Tax	4,257.83	4,195.65	-	4,195.65	-	4,195.65
In Lieu of Tax	1,564.15	2,381.46	-	2,381.46	1,564.00	817.46
Other Sources						
Agency Fund Technology Fees	626,700.00	772,548.22	-	772,548.22	-	772,548.22
Interest Income	4,285.24	6,623.32	-	6,623.32	-	6,623.32
Gifts and Contributions	88,160.00	54,458.14	-	54,458.14	-	54,458.14
Miscellaneous	439,482.81	4,040.98	-	4,040.98	2,000,000.00	(1,995,959.02)
Operating Transfers From						
State Technology Grant Fund	16,151.00	16,151.00	-	16,151.00	-	16,151.00
Residual Transfer from						
Employee Benefit Fund	327.10	-	-	-	-	-
Westar Grant Fund	7,000.00	-	-	-	-	-
A&O Grant Fund	35,353.79	-	-	-	-	-
SRS Conspire to Succeed Fund	2,082.11	-	-	-	-	-
TOTAL REVENUES	11,448,988.84	11,748,068.24	(798,841.85)	10,949,226.39	13,300,505.00	(2,351,278.61)

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas
 Schedule of Revenues, Expenditures and Changes
 in Unencumbered Cash - Budget and Actual
 Current Funds - Unrestricted
 General Fund (Regulatory Basis)
 For the Year Ended June 30, 2018
 (With Comparative Actual Amounts for the Year Ended June 30, 2017)

	PRIOR YEAR ACTUAL	CURRENT YEAR				VARIANCE OVER (UNDER)
		ACTUAL GAAP BASIS	ADJUSTMENTS TO BUDGET BASIS	ACTUAL BUDGET BASIS	BUDGET	
EXPENDITURES						
Instruction	\$ 2,460,110.85	\$ 2,458,037.46	\$ (6,104.20)	\$ 2,451,933.26	\$ 2,347,119.00	\$ 104,814.26
Academic Support	521,401.36	472,933.33	(5,944.03)	466,989.30	683,160.00	(216,170.70)
Student Services	1,999,428.36	2,136,680.63	21,042.03	2,157,722.66	2,196,715.00	(38,992.34)
Institutional Support	2,199,919.88	2,725,160.63	(602,540.18)	2,122,620.45	3,394,150.00	(1,271,529.55)
Operation and Maintenance	882,815.01	696,282.30	(19,471.88)	676,810.42	1,345,963.00	(669,152.58)
Scholarships and Awards	1,271,568.88	1,151,925.72	777.72	1,152,703.44	1,000,000.00	152,703.44
Debt Service						
Principal Payments	320,000.00	425,000.00	-	425,000.00	-	425,000.00
Interest Payments	63,429.73	60,899.32	-	60,899.32	-	60,899.32
Operating Transfers to:						
Postsecondary Technical						
Education Fund	500,288.90	417,387.84	-	417,387.84	463,166.00	(45,778.16)
Adult Education Fund	63,181.78	63,182.00	-	63,182.00	454,481.00	(391,299.00)
Auxiliary Enterprise Fund	621,112.89	754,912.35	-	754,912.35	-	754,912.35
INGE Festival Fund	216,062.16	210,517.67	-	210,517.67	-	210,517.67
FAB Lab Grant Fund	-	16,599.26	-	16,599.26	-	16,599.26
Federal SEOG Grants Fund	0.43	-	-	-	-	-
Upward Bound Grant Fund	16,759.66	33,853.64	-	33,853.64	-	33,853.64
TRIO - Student Support Services						
Grant Fund	-	6,974.13	-	6,974.13	-	6,974.13
ICC Foundation Fund	-	17,549.74	-	17,549.74	-	17,549.74
TOTAL EXPENDITURES	11,136,079.89	11,647,896.02	(612,240.54)	11,035,655.48	11,884,754.00	(849,098.52)
Excess of Revenues Over						
(Under) Expenditures and Other						
Additions (Deductions)	312,908.95	100,172.22	(186,601.31)	(86,429.09)	1,415,751.00	(1,502,180.09)
Unencumbered Cash						
Beginning of Year	319,530.30	1,844,545.68	(1,212,106.43)	632,439.25	889,234.00	(256,794.75)
End of Year	\$ 632,439.25	\$ 1,944,717.90	\$ (1,398,707.74)	\$ 546,010.16	\$ 2,304,985.00	\$ (1,758,974.84)

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas

Schedule of Revenues, Expenditures, and Changes
in Unencumbered Cash - Budget and Actual

Current Funds - Unrestricted

Postsecondary Technical Education Fund (Regulatory Basis)

For the Year Ended June 30, 2018

(With Comparative Actual Amounts for the Year Ended June 30, 2017)

	CURRENT YEAR					VARIANCE
	PRIOR YEAR ACTUAL	ACTUAL GAAP BASIS	ADJUSTMENTS TO BUDGET BASIS	ACTUAL BUDGET BASIS	BUDGET	OVER (UNDER)
REVENUES						
Student Tuition and Fees	\$ 289,892.00	\$ 237,640.00	\$ 91,466.00	\$ 329,106.00	\$ 608,039.00	\$ (278,933.00)
State Sources						
State Operating Grant	536,348.00	536,348.00	-	536,348.00	669,471.00	(133,123.00)
Local Sources						
Delinquent Tax	0.56	-	-	-	-	-
Other Sources						
Miscellaneous	7,215.81	8,041.67	-	8,041.67	177,628.00	(169,586.33)
Operating Transfers from						
General Fund	500,288.90	417,387.84	-	417,387.84	-	417,387.84
TOTAL REVENUES	1,333,745.27	1,199,417.51	91,466.00	1,290,883.51	1,455,138.00	(164,254.49)
EXPENDITURES						
Instruction	944,693.91	837,196.75	(14,862.93)	822,333.82	864,266.00	(41,932.18)
Academic Support	40,965.18	46,963.92	-	46,963.92	106,684.00	(59,720.08)
Student Services	45,857.57	36,238.67	-	36,238.67	95,498.00	(59,259.33)
Institutional Support	235,788.04	203,587.83	-	203,587.83	678,830.00	(475,242.17)
Operation and Maintenance	80,298.64	61,892.84	-	61,892.84	143,701.00	(81,808.16)
Operating Transfers to						
Auxiliary Enterprise Fund	-	13,537.50	-	13,537.50	-	13,537.50
TOTAL EXPENDITURES	1,347,603.34	1,199,417.51	(14,862.93)	1,184,554.58	1,888,979.00	(704,424.42)
Excess of Revenues Over (Under) Expenditures and Other Additions (Deductions)	(13,858.07)	-	106,328.93	106,328.93	(433,841.00)	540,169.93
Unencumbered Cash Beginning of Year	18,159.44	-	4,301.37	4,301.37	(1,084,874.00)	1,089,175.37
End of Year	\$ 4,301.37	\$ -	\$ 110,630.30	\$ 110,630.30	\$ (1,518,715.00)	\$ 1,629,345.30

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas
 Schedule of Revenues, Expenditures, and Changes
 in Unencumbered Cash - Budget and Actual
 Current Funds - Unrestricted
 Adult Education Fund (Regulatory Basis)
 For the Year Ended June 30, 2018
 (With Comparative Actual Amounts for the Year Ended June 30, 2017)

	PRIOR YEAR ACTUAL	CURRENT YEAR				VARIANCE OVER (UNDER)
		ACTUAL GAAP BASIS	ADJUSTMENTS TO BUDGET BASIS	ACTUAL BUDGET BASIS	BUDGET	
REVENUES						
Other Sources						
Miscellaneous	\$ 3,658.00	\$ 132.00	\$ -	\$ 132.00	\$ 66,807.00	\$ (66,675.00)
Local Sources						
Delinquent Tax	0.22	-	-	-	-	-
Operating Transfers from						
General Fund	63,181.78	63,182.00	-	63,182.00	-	63,182.00
TOTAL REVENUES	66,840.00	63,314.00	-	63,314.00	66,807.00	(3,493.00)
EXPENDITURES						
Instruction	66,840.00	63,314.00	-	63,314.00	66,807.00	(3,493.00)
TOTAL EXPENDITURES	66,840.00	63,314.00	-	63,314.00	66,807.00	(3,493.00)
Excess of Revenues Over (Under) Expenditures and Other Additions (Deductions)	-	-	-	-	-	-
Unencumbered Cash Beginning of Year	-	-	-	-	-	-
End of Year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas

Schedule of Revenues, Expenditures, and Changes
in Unencumbered Cash - Budget and Actual

Current Funds - Unrestricted

Employee Benefits Fund (Regulatory Basis)

For the Year Ended June 30, 2018

(With Comparative Actual Amounts for the Year Ended June 30, 2017)

	PRIOR YEAR ACTUAL	CURRENT YEAR				VARIANCE OVER (UNDER)
		ACTUAL GAAP BASIS	ADJUSTMENTS TO BUDGET BASIS	ACTUAL BUDGET BASIS	BUDGET	
REVENUES						
Local Sources						
Delinquent Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	-	-	-	-	-	-
EXPENDITURES						
Instruction						
Employee Benefits	-	-	-	-	-	-
Residual Transfer to						
General Fund	327.10	-	-	-	-	-
TOTAL EXPENDITURES	327.10	-	-	-	-	-
Excess of Revenues Over (Under) Expenditures and Other Additions (Deductions)	(327.10)	-	-	-	-	-
Unencumbered Cash Beginning of Year	327.10	-	-	-	-	-
End of Year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas

Schedule of Revenues, Expenditures and Changes
in Unencumbered Cash - Budget and Actual

Current Funds - Unrestricted

Auxiliary Enterprise Fund (Regulatory Basis)

For the Year Ended June 30, 2018

(With Comparative Actual Amounts for the Year Ended June 30, 2017)

	PRIOR YEAR ACTUAL	CURRENT YEAR				VARIANCE OVER (UNDER)
		ACTUAL GAAP BASIS	ADJUSTMENTS TO BUDGET BASIS	ACTUAL BUDGET BASIS	BUDGET	
REVENUES						
Sales and Services of						
Auxiliary Enterprises						
Bookstore Sales	\$ 245,941.58	\$ 202,201.90	\$ -	\$ 202,201.90	\$ 242,138.00	\$ (39,936.10)
Dormitory Rents	1,342,852.80	1,429,671.03	(2,313.74)	1,427,357.29	1,668,935.00	(241,577.71)
Other Fees	-	-	-	-	282,912.00	(282,912.00)
Other Sources						
Damages and Fines	100.00	560.00	-	560.00	-	560.00
Miscellaneous Receipts	-	75,913.89	-	75,913.89	-	75,913.89
Operating Transfers from						
General Fund	621,112.89	754,912.35	-	754,912.35	-	754,912.35
Postsecondary Technical						
Education Fund	-	13,537.50	-	13,537.50	-	13,537.50
TOTAL REVENUES	2,210,007.27	2,476,796.67	(2,313.74)	2,474,482.93	2,193,985.00	280,497.93
EXPENDITURES						
Auxiliary Enterprise						
Materials	344,841.93	254,607.43	(52,791.74)	201,815.69	-	201,815.69
Food and Meals	734,025.85	785,519.80	-	785,519.80	788,501.00	(2,981.20)
Payroll	251,922.59	231,436.62	(507.25)	230,929.37	93,643.00	137,286.37
General Operating Expenses	174,349.74	306,886.06	-	306,886.06	860,985.00	(554,098.94)
Capital Outlay	79,957.97	41,433.75	-	41,433.75	-	41,433.75
Scholarships	-	34,468.00	-	34,468.00	-	34,468.00
Debt Service						
Principal	365,000.00	380,000.00	-	380,000.00	380,000.00	-
Interest	116,011.26	136,766.75	(27,379.82)	109,386.93	103,911.00	5,475.93
TOTAL EXPENDITURES	2,066,109.34	2,171,118.41	(80,678.81)	2,090,439.60	2,227,040.00	(136,600.40)
Excess of Revenues Over (Under)						
Expenditures and Other						
Additions (Deductions)	143,897.93	305,678.26	78,365.07	384,043.33	(33,055.00)	417,098.33
Unencumbered Cash						
Beginning of Year	951.95	1,089,657.70	(944,807.82)	144,849.88	(348,452.00)	493,301.88
End of Year	\$ 144,849.88	\$ 1,395,335.96	\$ (866,442.75)	\$ 528,893.21	\$ (381,507.00)	\$ 910,400.21

INDEPENDENCE COMMUNITY COLLEGE

Independence, Kansas

Schedule of Revenues, Expenditures, and Changes
in Unencumbered Cash - Budget and Actual

Plant Funds

Unexpended (Capital Outlay) Fund (Regulatory Basis)

For the Year Ended June 30, 2018

(With Comparative Actual Amounts for the Year Ended June 30, 2017)

	PRIOR YEAR ACTUAL	CURRENT YEAR				VARIANCE OVER (UNDER)
		ACTUAL GAAP BASIS	ADJUSTMENTS TO BUDGET BASIS	ACTUAL BUDGET BASIS	BUDGET	
REVENUES						
Local Sources						
Ad Valorem Tax	\$ 269,760.96	\$ 5,188.13	\$ -	\$ 5,188.13	\$ 297,533.00	\$ (292,344.87)
Motor Vehicle Tax	29,409.90	28,213.04	-	28,213.04	26,914.00	1,299.04
Rental Vehicle Tax	384.53	355.91	-	355.91	-	355.91
Recreational Tax	361.49	408.64	-	408.64	469.00	(60.36)
16M-20M Truck Tax	857.13	812.97	-	812.97	-	812.97
Delinquent Taxes	6,788.63	9,187.46	-	9,187.46	2,816.00	6,371.46
Watercraft Tax	227.04	167.80	-	167.80	-	167.80
In Lieu of Taxes	80.15	38.48	-	38.48	80.00	(41.52)
Other Sources						
Interest Income	190.66	677.76	-	677.76	-	677.76
Miscellaneous	114,000.00	-	-	-	285,404.00	(285,404.00)
TOTAL REVENUES	422,060.49	45,050.19	-	45,050.19	613,216.00	(568,165.81)
EXPENDITURES						
Plant Equipment and Facility						
Capital Outlay	410,808.26	123,563.14	-	123,563.14	281,609.00	(158,045.86)
Debt Service						
Principal	282,500.00	-	-	-	-	-
Interest	7,963.75	(3,877.35)	4,377.35	500.00	-	500.00
TOTAL EXPENDITURES	701,272.01	119,685.79	4,377.35	124,063.14	281,609.00	(157,545.86)
Excess of Revenues and Transfers						
Over (Under) Expenditures	(279,211.52)	(74,635.60)	(4,377.35)	(79,012.95)	331,607.00	(410,619.95)
Unencumbered Cash						
Beginning of Year	493,716.02	198,816.72	15,687.78	214,504.50	(343,013.00)	557,517.50
End of Year	\$ 214,504.50	\$ 124,181.12	\$ 11,310.43	\$ 135,491.55	\$ (11,406.00)	\$ 146,897.55

INDEPENDENCE COMMUNITY COLLEGE
Independence, Kansas
Schedule of Changes in Assets and Liabilities
All Agency Funds
For the Year Ended June 30, 2018

ACCOUNT NAME	BALANCE JUNE 30, 2017	ADDITIONS	DEDUCTIONS	BALANCE JUNE 30, 2018
AGENCY FUND				
School Projects Accounts				
Payroll Clearing	\$ 70,275.54	\$ 515,263.93	\$ 526,726.79	\$ 58,812.68
Technical Fees	893,263.10	-	808,904.12	84,358.98
Student Loan Clearing	8,690.64	-	-	8,690.64
President's Community Relations	37,122.20	-	-	37,122.20
Athletic Administration	6,138.78	25,217.86	52,775.94	(21,419.30)
International Program	203.47	0.17	16.18	187.46
ICC Booster Club	8,778.46	-	9,728.38	(949.92)
Institutional Support	17,979.54	488.00	25,190.06	(6,722.52)
Student Insurance	11,375.00	-	2,335.00	9,040.00
Total School Projects	1,053,826.73	540,969.96	1,425,676.47	169,120.22
Student Organization Accounts				
Math and Science	5.00	-	-	5.00
Motorcycle Safety	-	910.00	773.50	136.50
Library	13,020.80	808.60	1,561.38	12,268.02
SEK Library Grant	1,149.18	5,052.91	4,692.09	1,510.00
Corner Stone Fitness	-	7,000.00	-	7,000.00
Student Senate	6,580.84	672.32	-	7,253.16
GED Testing	5,160.56	-	-	5,160.56
Vet Tech Application Fees	18,096.36	25.00	2,815.74	15,305.62
Allied Health	25,394.85	4,631.21	12,839.63	17,186.43
ICC West Community Room	24,990.92	13,105.00	150.00	37,945.92
Concessions	5,570.45	10,070.96	7,486.77	8,154.64
Dorm Activities	97,156.39	-	-	97,156.39
Anchor Operations	3,825.50	-	-	3,825.50
Golf	-	-	7,278.97	(7,278.97)
Fab Lab	596.46	89.19	1,161.33	(475.68)
Farm Bureau Group	-	656.25	-	656.25
Vet Tech Equipment	10,232.98	7,858.28	6,450.41	11,640.85
Total Student Organizations	211,780.29	50,879.72	45,209.82	217,450.19
TOTAL AGENCY FUNDS	\$ 1,265,607.02	\$ 591,849.68	\$ 1,470,886.29	\$ 386,570.41
Assets				
Cash and Investments	\$ 1,265,607.02	\$ 591,849.68	\$ 1,470,886.29	\$ 386,570.41
TOTAL ASSETS	\$ 1,265,607.02	\$ 591,849.68	\$ 1,470,886.29	\$ 386,570.41
Liabilities				
Accounts Payable	\$ -	\$ -	\$ -	\$ -
Deposits Held For Others	1,265,607.02	591,849.68	1,470,886.29	386,570.41
TOTAL LIABILITIES	\$ 1,265,607.02	\$ 591,849.68	\$ 1,470,886.29	\$ 386,570.41

AUDITOR INFORMATION SHEET

INDEPENDENCE COMMUNITY COLLEGE

1057 WEST COLLEGE AVENUE
INDEPENDENCE, KANSAS 67301

EIN NUMBER: 480720287
OPE ID NUMBER: 00192400
DUNS NUMBER: 084091107

TELEPHONE: (620) 331-4100
FAX: (620) 331-5534

PRESIDENT: Daniel Barwick
CONTACT PERSON & TITLE: Wendy Isle, Chief Business Officer
LEAD AUDITOR: Neil L. Phillips, CPA
EMAIL ADDRESS: nphillips@jgppa.com
LICENSE NUMBER & HOME STATE: 5705 KS
FIRM'S NAME & ADDRESS: JARRED, GILMORE & PHILLIPS, PA
Certified Public Accountants
1815 S. Santa Fe
P.O. Box 779
Chanute, Kansas 66720
FIRM'S FEDERAL ID NUMBER: 20-3906022
TELEPHONE: (620) 431-6342
FAX: (620) 431-0724

PROGRAMS EXAMINED:	FSEOG	84.007
	DIRECT LOAN	84.268
	FWS	84.033
	PELL	84.063

For the award year that ended during the institution's fiscal year, the percentage of:

Correspondence courses to total courses	NONE
Regular students enrolled in all correspondence courses	NONE
Regular students that are incarcerated	NONE
Regular students enrolled based on ability to benefit	NONE
For short term programs—	
Completion	N/A
Placement	N/A

The campuses/locations considered as part of this entity and covered or excluded by this examination are:

ALL LOCATIONS	> 50% OF PROGRAM OFFERED @ SITE	LOCATION ON ELIGIBILITY LETTER	NOTICE TO ED PRIOR TO OFFERING INSTRUCTION	DATE OPENED	DATE CLOSED	DATE OF CPA'S LAST VISIT	EXCLUSION REASON
Independence, KS	Yes	Yes	Yes	1925	N/A	2018	N/A

Institution's Primary Accrediting Organization: North Central Association of Colleges and Schools

The College does not use a servicer.

Records for the accounting and administration of the SFA Programs are located at:

INDEPENDENCE COMMUNITY COLLEGE
1057 WEST COLLEGE AVENUE
INDEPENDENCE, KANSAS 67301

For Close-Out Examination only: N/A

INDEPENDENCE COMMUNITY COLLEGE
Independence, Kansas
Schedule of Expenditures of Federal Awards
For the Year Ended June 30, 2018

FEDERAL GRANTOR/ PASS THROUGH GRANTOR/ PROGRAM TITLE	FEDERAL CFDA NUMBER	PASS-THROUGH GRANTOR'S NUMBER	EXPENDITURES
U.S. DEPARTMENT OF EDUCATION			
Direct Programs:			
Student Financial Aid Cluster			
Federal Supplemental Education Opportunity Grants	84.007	N/A	\$ 61,890.00
Federal Direct Loan Program	84.268	N/A	976,680.00
Federal Work-Study Program	84.033	N/A	61,842.00
Federal Pell Grant Program	84.063	N/A	1,913,367.00
Federal Pell Grant Administration	84.063	N/A	2,650.00
		Total 84.063	1,916,017.00
Total Student Financial Aid Cluster		(M)	3,016,429.00
TRIO Cluster			
TRIO - Student Support Services	84.042(a)	N/A	269,552.75
TRIO - Upward Bound	84.047(a)	N/A	315,379.84
Total TRIO Cluster			584,932.59
Total U.S. Department of Education			3,601,361.59
U.S. DEPARTMENT OF COMMERCE			
Direct Programs:			
Investment for Public Works and Economic Development Facilities	11.300	N/A	118,296.45
Total U.S. Department of Commerce			118,296.45
FEDERAL ASSISTANCE TOTALS			\$ 3,719,658.04

NOTE A --BASIS OF PRESENTATION

This schedule has been prepared in accordance with accounting principles generally accepted in the United States of America. Revenues are recorded when earned. Expenditures are recorded when goods or services are received.

NOTE B --INDIRECT COST RATE

Independence Community College did not elect to use the 10% de minimis cost rate.

(M) Major Programs

JARRED, GILMORE & PHILLIPS, PA
CERTIFIED PUBLIC ACCOUNTANTS

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON
AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH
GOVERNMENT AUDITING STANDARDS**

Board of Trustees
Independence Community College
Independence, Kansas

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Independence Community College, as of and for the year ended June 30, 2018, and the related notes to the financial statements, which collectively comprise Independence Community College's basic financial statements and have issued our report thereon dated January 25, 2019.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered Independence Community College's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Independence Community College's internal control. Accordingly, we do not express an opinion on the effectiveness of Independence Community College's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the College's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that have not been identified. We did identify certain deficiencies in internal control, described in the accompanying schedule of findings and questioned costs that we consider to be material weaknesses, 2018-001 and 2018-002.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether Independence Community College's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Independence Community College's Response to Findings

Independence Community College's response to the findings identified in our audit is described in the accompanying corrective action plan. Independence Community College's response was not subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on it.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the College's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the College's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.



JARRED, GILMORE & PHILLIPS, PA
Certified Public Accountants

Chanute, Kansas
January 25, 2019

JARRED, GILMORE & PHILLIPS, PA
CERTIFIED PUBLIC ACCOUNTANTS

**INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR
PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED
BY THE UNIFORM GUIDANCE**

Board of Trustees
Independence Community College
Independence, Kansas

Report on Compliance for the Major Federal Program

We have audited the Independence Community College's compliance with the types of compliance requirements described in the OMB Compliance Supplement that could have direct and material effect on Independence Community College's major federal program for the year ended June 30, 2018. Independence Community College's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

Auditors' Responsibility

Our responsibility is to express an opinion on compliance for Independence Community College's major federal program based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about Independence Community College's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our qualified and unmodified opinions on compliance for major federal programs. However, our audit does not provide a legal determination of Independence Community College's compliance.

Basis for Qualified Opinion on Student Financial Aid Cluster

As described in the accompanying schedule of findings and questioned costs, Independence Community College did not comply with requirements regarding Student Financial Aid Cluster, CFDA 84.007, 84.268, 84.033, and 84.063 as described in finding number 2018-003 and 2018-004 for Special Tests and Provisions. Compliance with such requirements is necessary, in our opinion, for Independence Community College to comply with the requirements applicable to that program.

Qualified Opinion on Student Financial Aid Cluster

In our opinion, except for the noncompliance described in the Basis for Qualified Opinion paragraph, Independence Community College complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on Student Financial Aid Cluster for the year ended June 30, 2018.

Other Matters

Independence Community College's response to the noncompliance findings identified in our audit is described in the accompanying corrective action plan. Independence Community College's response was not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

Report on Internal Control over Compliance

Management of Independence Community College, is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered Independence Community College's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of Independence Community College's internal control over compliance.

Our consideration of internal control over compliance was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that have not been identified. However, as discussed below, we identified certain deficiencies in internal control over compliance that we consider to be material weaknesses and significant deficiencies.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. We consider the deficiencies in internal control over compliance described in the accompanying schedule of findings and questioned costs as items 2018-003 and 2018-004 to be material weaknesses.

A significant deficiency in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Independence Community College's response to the internal control over compliance findings identified in our audit is described in the accompanying corrective action plan. Independence Community College's response was not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

Purpose of this Report

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

A handwritten signature in cursive script that reads "Jarred, Gilmore & Phillips, PA".

JARRED, GILMORE & PHILLIPS, PA
Certified Public Accountants

Chanute, Kansas
January 25, 2019

INDEPENDENCE COMMUNITY COLLEGE
Independence, Kansas

Schedule of Findings and Questioned Costs
For the Year Ended June 30, 2018

I. SUMMARY OF AUDITORS' RESULTS**Financial Statements:**

The auditors' report expresses an unmodified opinion on the basic financial statements of Independence Community College.

Internal Control over Financial Reporting:

Material weakness(es) identified?	<u> X </u>	Yes	<u> </u>	No
Significant deficiency(ies) identified?	<u> </u>	Yes	<u> X </u>	None Reported
Noncompliance or other matters required to be reported under <i>Government Auditing Standards</i>	<u> </u>	Yes	<u> X </u>	No

Federal Awards:

Internal control over major programs:				
Material weakness(es) identified?	<u> X </u>	Yes	<u> </u>	No
Significant deficiency(ies) identified?	<u> </u>	Yes	<u> X </u>	None Reported

The auditors' report on compliance for the major federal award programs for Independence Community College expresses a qualified opinion.

Any audit findings disclosed that are required to be reported in accordance with Uniform Guidance?	<u> X </u>	Yes	<u> </u>	No
--	--------------	-----	---------------	----

Identification of major programs:

U.S. DEPARTMENT OF EDUCATION

Student Financial Aid Cluster

Federal Pell Grant Program – CFDA No. 84.063

Federal Direct Student Loans – CFDA No. 84.268

Federal Supplemental Educational Opportunity Grant – CFDA No. 84.007

Federal Work-Study Program – CFDA No. 84.033

The threshold for distinguishing Types A and B programs was \$750,000.00.

Auditee qualified as a low risk auditee?	<u> </u>	Yes	<u> X </u>	No
--	---------------	-----	--------------	----

INDEPENDENCE COMMUNITY COLLEGE
Independence, Kansas

Schedule of Findings and Questioned Costs
(Continued)
For the Year Ended June 30, 2018

II. FINANCIAL STATEMENT FINDINGS

Finding: 2018-001 – Payroll Reconciliation

Criteria:

Internal controls should be in place to provide reasonable assurance that payroll is being properly recorded in the College's general ledger and properly reported to outside agencies.

Condition:

During fieldwork it was noted that the College does not have any controls over the recording and reporting of payroll. During our testing it was discovered payroll has not been reconciled to the general ledger or reporting authorities, such as the IRS or State of Kansas. It was also noted that the 2017 Federal Form W-3 had not been reconciled to the four quarters' of Federal Form 941's resulting in a significant variance which will lead to a notice from the IRS and Social Security Administration. These notices often include penalties and interest associated with the notices.

Effect:

The deficiencies in the design and operation of the internal controls in this area could result in over or under payment of taxes or employee compensation or even the opportunity for fraud to occur.

Cause:

The College did not have adequate staff properly trained in the software to complete the necessary timely reconciliations between the College's general ledger and what was reported to outside agencies.

Recommendation:

Policies and procedures should be written to provide internal controls over payroll processing and completion of reconciliations. Staff should receive training on how to reconcile the general ledger to the 941's to verify the information is being transferred correctly to the general ledger and properly reported to outside agencies as required by law.

Views of responsible officials and planned corrective action:

See the Corrective Action Plan on pages 54-55 of the current year audit.

INDEPENDENCE COMMUNITY COLLEGE
Independence, Kansas

Schedule of Findings and Questioned Costs
(Continued)
For the Year Ended June 30, 2018

I. FINANCIAL STATEMENT FINDINGS

Finding: 2018-002 – General Ledger Reconciliations

Criteria:

Internal controls should be in place that provide reasonable assurance that financial systems generate records for proper accountability for all funds and other assets of the College.

Condition:

Reconciliations of asset and liability accounts found transactions that were improperly classified and/or not recorded at all. These general ledger account reconciliations resulted in material amounts of general ledger adjustments posted after year end and through the date of the audit report.

Context:

The College is making financial decisions based on materially inaccurate information.

Effect:

The deficiencies in the design and operation of the internal controls in this area could adversely affect the recording, processing, summarization, and reporting of financial data if activity is not properly recorded in the general ledger when the activity is incurred.

Cause:

The Organization did not have adequate staff properly trained in the area of general ledger preparation, reconciliation, and review.

Recommendation:

Additional training for staff is needed in the area of general ledger preparation, reconciliations and overall use of the general ledger software.

Views of responsible officials and planned corrective action:

See the Corrective Action Plan on page 54-55 of the current year audit.

.

INDEPENDENCE COMMUNITY COLLEGE
Independence, Kansas

Schedule of Findings and Questioned Costs
(Continued)
For the Year Ended June 30, 2018

II. FEDERAL AWARD FINDINGS AND QUESTIONED COSTS

Finding: 2018-003 – Special Tests and Provisions – Disbursements to or on Behalf of Students

Information of Federal Program:

Student Financial Aid Cluster

Federal Pell Grant Program – CFDA No. 84.063

Federal Direct Student Loans – CFDA No. 84.268

Federal Supplemental Educational Opportunity Grant – CFDA No. 84.007

Federal Work-Study Program – CFDA No. 84.033

Criteria:

If payments posted to a student's ledger account create a credit balance, then collections exceed the amount assessed the student for allowable charges associated with that payment period. Credit balances must be paid to the student or parent as soon as possible, but no later than fourteen days after the balance occurred after the first day of class of a payment period (34 CFR sections 668.164).

Condition:

During our testing of the federal aid disbursements, it was noted four of the forty disbursements tested with credit balances were not paid to the student or parent within the required time line.

Effect:

The deficiencies in the design and operation of the internal controls in this area resulted in the delayed payment to the student.

Cause:

The College did not have proper procedures in place that allowed for the credit balances to be paid out to the students timely.

Recommendation:

Policies and procedures should be written to provide internal control over the reconciliation of credit balance payments. We recommend the College establish a reconciliation process that allows for the notification of credit balances that remain on student accounts after disbursement of federal aid to student accounts has taken place, that refund credit balances within the required fourteen days.

Views of responsible officials and planned corrective action:

See the Corrective Action Plan on pages 54-55 of the current year audit.

INDEPENDENCE COMMUNITY COLLEGE
Independence, Kansas

Schedule of Findings and Questioned Costs
(Continued)
For the Year Ended June 30, 2018

II. FEDERAL AWARD FINDINGS AND QUESTIONED COSTS

Finding: 2018-004 – Special Tests and Provisions – Pell Awards

Information of Federal Program:

Student Financial Aid Cluster

Federal Pell Grant Program – CFDA No. 84.063

Federal Direct Student Loans – CFDA No. 84.268

Federal Supplemental Educational Opportunity Grant – CFDA No. 84.007

Federal Work-Study Program – CFDA No. 84.033

Criteria:

34 CFR 690.80 requires an institution to recalculate a Federal Pell Grant award for the entire year if the student's expected family contribution changes at any time during the award year or if the student's enrollment status changes from on academic term to another term in the same award year.

Condition:

During our testing of the Federal Pell grant awards, it was noted two of forty students were awarded incorrectly because of a change in either expected family contribution or change in enrollment status..

Effect:

The deficiencies in the design and operation of the internal controls in this area resulted in the student being awarded an incorrect Pell award.

Cause:

The College did not have proper procedures in place for when a change took place either with an ISIR or student enrollment status.

Recommendation:

Policies and procedures should be written to provide internal control over Pell awards. When awarding the most recent ISIR should be verified and when a student's enrollment changes notification should be received by the Financial Aid office to ensure any changes are properly dealt with.

Views of responsible officials and planned corrective action:

See the Corrective Action Plan on pages 54-55 of the current year audit.

INDEPENDENCE COMMUNITY COLLEGE
Independence, Kansas

Schedule of Resolution of Prior Year's Findings and Questioned Costs
For the Year Ended June 30, 2018

Finding: 2017-001 – Special Tests and Provisions – Verification

Condition:

During the testing of the verification process, it was noted that Independence County Community College does not have adequate controls in place to document compliance with the verification process.

Recommendation:

Policies and procedures should be written to provide internal controls over the verification of student files. We recommend the College establish a filing process that allows all applications selected for verification to be verified before financial aid is awarded and all documentation is kept on file to support amount verified.

Current Status: The College has implemented policies and procedure to ensure compliance.

Finding: 2017-002 – Special Tests and Provisions – Return of Title IV Funds

Condition:

During the testing of the return of Title IV funds, it was noted 3 of 38 tested refunds were not returned and 1 of 38 tested refunds was calculated incorrectly.

Recommendation:

Policies and procedures should be written to provide internal controls over obtaining complete and accurate reports of official and unofficial withdrawals in order to identify students that need to have a return of Title IV completed.

Current Status: The College has implemented policies and procedure to ensure compliance.

Corrective Action Plan

January 25, 2019

Cognizant or Oversight Agency for Audit

Independence Community College respectfully submits the following corrective action plan for the year ended June 30, 2018.

Name and address of independent public accounting firm: Jarred, Gilmore & Phillips, PA, P.O. Box 779, 1815 S Santa Fe, Chanute, Kansas 66720.

Audit period: Year ended June 30, 2018.

The findings from the January 25, 2019 schedule of findings and questioned costs are discussed below. The findings are numbered consistently with the numbers assigned in the schedule.

Finding: 2018-001 – Payroll Reconciliation

Recommendation:

Policies and procedures should be written to provide internal controls over payroll processing and completion of reconciliations. Staff should receive training on how to reconcile the general ledger to the 941's to verify the information is being transferred correctly to the general ledger and properly reported to outside agencies as required by law.

Views of responsible officials and planned corrective action:

We are in agreement and the College will contract with an accounting consultant firm to provide payroll-specific reconciliation training to Payroll. Written documentation of all payroll processes, especially as they relate to the accounting software, will be completed. Payroll reconciliation will be completed and signed off on by the Chief Business Officer, prior to payroll being uploaded to the bank and payroll checks being cut.

Finding: 2018-002 – General Ledger Reconciliations

Recommendation:

Additional training for staff is needed in the area of general ledger preparation, reconciliations and overall use of the general ledger software.

Views of responsible officials and planned corrective action:

We are in agreement and will contract with an accounting consultant firm to provide reconciliation training. PowerCampus and GP software companies will be consulted for additional training or processes to help complete all reconciliations. The monthly reconciliation of balance sheet accounts will be signed off on by the Chief Business Officer.

Finding: 2018-003 – Special Tests and Provisions – Disbursements to or on Behalf of Students

Recommendation:

Policies and procedures should be written to provide internal control over the reconciliation of credit balance payments. We recommend the College establish a reconciliation process that allows for the notification of credit balances that remain on student accounts after disbursement of federal aid to student accounts has taken place, that refund credit balances within the required fourteen days.

Corrective Action Plan

Finding: 2018-003 – Special Tests and Provisions – Disbursements to or on Behalf of Students (Continued)

Views of responsible officials and planned corrective action:

We are in agreement and have updated its Policies and Procedures for disbursement to correct this finding. A report is available and being used that is based on term balances that allow for quick identification of credit balances for each term.

Finding: 2018-004 – Special Tests and Provisions – Pell Awards

Recommendation:

Policies and procedures should be written to provide internal control over Pell awards. When awarding the most recent ISIR should be verified and when a student's enrollment changes notification should be received by the Financial Aid office to ensure any changes are properly dealt with.

Views of responsible officials and planned corrective action:

We are in agreement and have updated its policies and procedures manual in regard to processing daily ISIRS: The office of student financial aid will review new ISIRs for changes to EFC and resolve any conflicting information resulting in a change to the EFC. If resolution of conflicting information would result in any correction to the FAFSA, the student must re-complete the verification process with Inceptia (if the student's FAFSA had been selected for verification by ED). If the student's FAFSA had not otherwise been selected for verification, ICC OSFA will select the student's record for verification internally.

If the Oversight Agency for Audit has questions regarding this plan, please call Wendy Isle, Chief Business Officer, at (620) 331-4100 Ext. 5412.

Sincerely,

Independence Community College

Independence Community College

Memo

To: Independence Community College Board of Trustees

From: Daniel W. Barwick, PhD
President

Date: March 14, 2019

Re: On-line Program Update

Jared Wheeler, Director of On-line, will provide an update.

Memo

To: Independence Community College Board of Trustees

From: Daniel W. Barwick, PhD
President

Date: March 14, 2019

Re: PTK Honors Luncheon

Luncheon attendees will share highlights of the event

2018-19 PROJECTED MONTHLY CASH FLOW

INDEPENDENCE COMMUNITY COLLEGE

February 28, 2019

		July	August	September	October	November	December	January	February	March	April	May	June
1. Cash On Hand													
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	\$249,509.06	\$3,744,085.19	\$3,540,843.21	\$3,540,843.21	\$3,865,124.33	\$2,838,661.25	\$1,853,330.30
2018-19 Bank Balances (Bluffstone)													
2. Cash Receipts													
Monthly Cash Deposits										\$1,506,026.25	\$119,453.70	\$223,755.64	\$2,686,925.27
3. Total Cash Receipts		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,506,026.25	\$119,453.70	\$223,755.64	\$2,686,925.27
4. Total Cash Available		\$2,044,874.96	\$1,789,773.46	\$1,902,904.61	\$1,273,528.42	\$741,398.46	\$249,509.06	\$3,744,085.19	\$3,540,843.21	\$5,046,869.46	\$3,984,578.03	\$3,062,416.89	\$4,540,255.57
5. Cash Paid Out													
2017-18 Payables													
2018-19 Payables (Projected for future months)										\$525,607.82	\$496,303.87	\$487,402.62	\$303,682.66
Outstanding Checks													
Student Refunds										\$64,987.96	\$33,857.93	\$75,016.37	\$57,033.90
Payroll Expenses (Taxes, etc.)										\$591,149.35	\$615,754.98	\$646,667.60	\$574,646.02
Subtotal		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,181,745.13	\$1,145,916.78	\$1,209,086.59	\$935,362.58
6. Total Cash Balance													
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	\$249,509.06	\$3,744,085.19	\$3,540,843.21	\$3,865,124.33	\$2,838,661.25	\$1,853,330.30	\$3,604,892.99
Less Reserve (Based on 8%) Funds 11, 12, 13										\$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
7. Total Unrestricted Available Balance		\$2,044,874.96	\$1,789,773.46	\$1,902,904.61	\$1,273,528.42	\$741,398.46	\$249,509.06	\$3,744,085.19	\$3,540,843.21	\$1,980,658.95	\$954,195.87	-\$31,135.08	\$1,720,427.61

2019-20 PROJECTED MONTHLY CASH FLOW

INDEPENDENCE COMMUNITY COLLEGE

February 28, 2019

		July	August	September	October	November	December	January	February	March	April	May	June
<u>1. Cash On Hand</u>													
2019-20 (Bank Balances) as of 1st day of month		\$3,604,892.99	\$2,894,932.20	\$3,156,039.77	\$3,576,599.32	\$2,886,986.73	\$2,258,899.37	\$1,729,027.62	\$5,304,573.52	\$4,146,104.98	\$4,542,067.13	\$3,544,330.08	\$2,551,337.16
2018-19 Bank Balances (Bluffstone)													
<u>2. Cash Receipts</u>													
Monthly Cash Deposits		\$201,446.53	\$1,430,857.68	\$1,637,520.91	\$509,299.72	\$401,902.25	\$318,088.18	\$4,640,515.90	\$184,358.63	\$1,530,624.78	\$144,052.23	\$248,354.17	\$2,686,928.27
<u>3. Total Cash Receipts</u>		\$201,446.53	\$1,430,857.68	\$1,637,520.91	\$509,299.72	\$401,902.25	\$318,088.18	\$4,640,515.90	\$184,358.63	\$1,530,624.78	\$144,052.23	\$248,354.17	\$2,686,928.27
<u>4. Total Cash Available</u>		\$3,806,339.52	\$4,325,789.88	\$4,793,560.68	\$4,085,899.04	\$3,288,888.98	\$2,576,987.55	\$6,369,543.52	\$5,488,932.15	\$5,676,729.76	\$4,686,119.36	\$3,792,684.25	\$5,238,265.43
<u>5. Cash Paid Out</u>													
2019-20 Payables (Projected for future months)		\$281,943.67	\$595,910.47	\$279,230.73	\$432,400.76	\$335,274.73	\$213,081.88	\$457,618.85	\$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	\$175,885.51	\$64,933.60	\$55,501.29	\$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	\$590,626.04	\$629,781.28	\$579,376.76	\$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	\$1,198,912.31	\$1,029,989.61	\$847,959.93	\$1,064,970.00	\$1,342,827.17	\$1,134,662.63	\$1,141,789.28	\$1,241,347.09	\$919,851.08
<u>6. Total Cash Balance</u>													
End of Month Total Bank Balance		\$2,894,932.20	\$3,156,039.77	\$3,576,599.32	\$2,886,986.73	\$2,258,899.37	\$1,729,027.62	\$5,304,573.52	\$4,146,104.98	\$4,542,067.13	\$3,544,330.08	\$2,551,337.16	\$4,318,414.35
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
<u>8. Total Available Balance</u>		\$1,010,466.82	\$1,271,574.39	\$1,692,133.94	\$1,002,521.35	\$374,433.99	-\$155,437.76	\$3,420,108.14	\$2,261,639.60	\$2,657,601.75	\$1,659,864.70	\$666,871.78	\$2,433,948.97

INDEPENDENCE COMMUNITY COLLEGE

2018-2019

Unaudited

BudgetSummary-Revenue

For The Month End: 2/28/2019

% of Budget Year: 66.67%

	2018-19	2018-19	2018-19	Estimated
	Published	Operating	Current YTD	% Budget
	Budget	Budget	Revenue	Recorded
General Fund (11)				
Student Revenue				
Tuition	(\$1,191,212.00)	(\$1,191,212.00)	(\$1,030,425.00)	86.50%
Fees	(1,768,300.00)	(1,768,300.00)	(1,254,942.50)	70.97%
	(2,959,512.00)	(2,959,512.00)	(2,285,367.50)	77.22%
Local Income				
Real Estate Distribution	(5,462,550.00)	(5,462,550.00)	(3,156,468.47)	57.78%
Motor Vehicle	(531,717.00)	(531,717.00)	(390,270.16)	73.40%
Rec Vehicle/Watercraft	(9,311.00)	(9,311.00)	(7,238.88)	77.75%
Delinquent Taxes	(103,260.00)	(103,260.00)	(100,074.01)	96.91%
Other	0.00	0.00	(732.28)	0.00%
	(6,106,838.00)	(6,106,838.00)	(3,654,783.80)	59.85%
State of Kansas				
State Operating Grant	(1,410,162.00)	(1,410,162.00)	(1,410,162.00)	100.00%
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)	(1,410,162.00)	98.84%
Federal Income				
Indirect Costs	(44,690.00)	(44,690.00)	(18,675.64)	41.79%
Other				
ICC Foundation	(60,000.00)	(60,000.00)	0.00	0.00%
Interest	(3,275.00)	(3,275.00)	(3,446.24)	105.23%
Sales Tax Payable	0.00	0.00	8,807.33	0.00%
Misc.	(20,000.00)	(20,000.00)	(23,797.44)	118.99%
Fees (non-course fees)	(18,465.00)	(18,465.00)	(9,165.23)	49.64%
	(101,740.00)	(101,740.00)	(27,601.58)	27.13%
Transfers, Allowances and Carry-overs	0.00	0.00	0.00	0.00%
Total General Fund	(10,639,515.00)	(10,639,515.00)	(7,396,590.52)	69.52%
Postsecondary Technical Education (12)				
Student Revenue				
Tuition	(346,923.00)	(346,923.00)	(96,710.00)	27.88%
Fees	(267,443.00)	(267,443.00)	(109,851.00)	41.07%
	(614,366.00)	(614,366.00)	(206,561.00)	33.62%
Other				
State of Kansas PTE	(553,446.00)	(553,446.00)	(567,706.00)	102.58%
State of Kansas SB155	(110,775.00)	(110,775.00)	(102,246.00)	92.30%
Cosmetology	(26,626.00)	(26,626.00)	(5,479.65)	20.58%
Other	(151,000.00)	(151,000.00)	0.00	0.00%
	(841,847.00)	(841,847.00)	(675,431.65)	80.23%
Transfers, Allowances and Carry-overs				
Total Postsecondary Fund	(1,456,213.00)	(1,456,213.00)	(881,992.65)	60.57%
Adult Education/GED (13)				
Other Income	(15,000.00)	(15,000.00)	(15,000.00)	100.00%
Non-mandatory Transfer	0.00	0.00	0.00	0.00%
	(15,000.00)	(15,000.00)	(15,000.00)	100.00%
Total Funds, 11, 12, 13	(12,110,728.00)	(12,110,728.00)	(8,293,583.17)	68.48%
Auxiliary				
Bookstore				
Sales	(596,601.00)	(596,601.00)	(173,738.48)	29.12%

Non-mandatory Transfer	(4,361.00)	(4,361.00)	(125,037.50)	2867.17%
	(600,962.00)	(600,962.00)	(298,775.98)	49.72%
Meals				
Student Sources	(904,000.00)	(904,000.00)	(819,516.00)	90.65%
Other Sources	(13,895.00)	(13,895.00)	(6,324.03)	45.51%
Non-mandatory Transfer				
	(917,895.00)	(917,895.00)	(825,840.03)	89.97%
Dorms				
Student Sources	0.00	0.00	(125,000.00)	0.00%
Student Sources- Dorms/Bluffstone	(760,040.00)	(760,040.00)	(295,768.50)	38.91%
Student Accident Insurance	0.00	0.00	4,235.00	0.00%
Non-mandatory Transfer	0.00	0.00	0.00	0.00%
	(760,040.00)	(760,040.00)	(416,533.50)	54.80%
Inge Center/Festival				
Inge Center	(20,000.00)	(20,000.00)	(1,049.00)	5.25%
Inge Festival	(81,800.00)	(81,800.00)	(11,231.00)	13.73%
Non-Mandatory Transfer	0.00	0.00	0.00	0.00%
	(101,800.00)	(101,800.00)	(12,280.00)	12.06%
Transfers, Allowances and Carry-overs	(4,361.00)	(4,361.00)	(125,037.50)	2867.17%
Total Auxiliary	(2,385,058.00)	(2,385,058.00)	(1,678,467.01)	70.37%
ICC Foundation				
Scholarship Support	0.00	0.00	(84,515.00)	0.00%
Total ICCFoundation	0.00	0.00	(84,515.00)	0.00%
Plant Funds				
West Main				
Capital Outlay	0.00	0.00	(22,458.22)	0.00%
Foundation Support	0.00	0.00	0.00	0.00%
Student Athlete Fee	0.00	0.00	(23,400.00)	0.00%
Total Plant Funds	0.00	0.00	(45,858.22)	0.00%
Federally Funded Programs				
Upward Bound	0.00	0.00	(208,067.18)	0.00%
Student Support Services	0.00	0.00	(193,003.33)	0.00%
Carl Perkins	0.00	0.00	(3,687.70)	0.00%
Total Federally Funded Programs	0.00	0.00	(404,758.21)	0.00%
Total College Operations	(14,495,786.00)	(14,495,786.00)	(10,507,181.61)	72.48%

INDEPENDENCE COMMUNITY COLLEGE

2018-2019

Unaudited

Budget Summary-Expenditures

For Month End:2/28/2019

	2018-19	2018-19	2018-19	Estimated
	Published	Operating	Current YTD	% Budget
	Budget	Budget	Expenses	Recorded
General Fund (11)				
Academic Instruction				
11-1100 General Instruction	\$292,564.00	\$140,902.00	\$10,905.56	7.74%
11-1140 Online Instruction	29,134.00	29,134.00	207.04	0.71%
11-1141 Health & Wellness	0.00	12,510.00	14,048.05	112.29%
11-1150 Theatre	234,135.00	239,841.00	138,905.55	57.92%
11-1151 Music	176,197.00	196,683.00	125,560.23	63.84%
11-1152 Foreign Language	0.00	0.00	0.00	0.00%
11-1154 English	232,447.00	243,374.00	220,802.08	90.73%
11-1155 Art	39,555.00	4,333.00	2,812.37	64.91%
11-1156 Communications/Journalism	72,393.00	81,732.00	59,550.83	72.86%
11-1160 Workforce Development	2,700.00	2,700.00	4,657.39	172.50%
11-1161 Community Education	0.00	0.00	0.00	0.00%
11-1173 Social Sciences	266,271.00	327,847.00	250,732.43	76.48%
11-1174 Physical Science	70,487.00	72,264.00	48,296.40	66.83%
11-1175 Chemistry	83,965.00	84,880.00	46,566.28	54.86%
11-1176 Biology	148,625.00	156,026.00	92,761.69	59.45%
11-1177 Math	191,325.00	203,382.00	116,171.98	57.12%
11-1187 Accounting	60,344.00	62,121.00	42,195.19	67.92%
11-1188 Business	0.00	5,858.00	6,745.74	115.15%
11-1223 Fab Lab/Entrepreneur	181,889.00	181,889.00	105,000.52	57.73%
Total Academic Instruction	2,082,031.00	2,045,476.00	1,285,919.33	62.87%
Academic Support				
11-4100 Library	96,445.00	96,445.00	52,549.50	54.49%
11-4200 Academic Affairs	271,579.00	271,579.00	146,321.87	53.88%
11-4210 Online Administration	65,225.00	65,225.00	37,842.28	58.02%
11-4220 ICC West	54,169.00	54,169.00	37,897.67	69.96%
11-4230 Academic Advising	0.00	0.00	0.00	0.00%
11-4240 Online Administration	1,500.00	1,500.00	288.60	19.24%
11-4250 Tutoring	21,530.00	21,530.00	15,006.74	69.70%
Total Academic Support	510,448.00	510,448.00	289,906.66	56.79%
Total Instruction	2,592,479.00	2,555,924.00	1,575,825.99	61.65%

Postsecondary Technical Education (see detail below)

Student Services

11-5200 Financial Aid	161,202.00	161,202.00	86,282.40	53.52%
11-5300 Admissions	178,922.00	178,922.00	94,914.65	53.05%
11-5310 Navigators	259,647.00	259,647.00	180,061.32	69.35%
11-5400 Registrar	54,079.00	54,079.00	35,592.88	65.82%
11-5500 Athletic Administration	395,730.00	395,730.00	270,496.34	68.35%
11-5510 Football	394,441.00	394,441.00	336,517.19	85.31%
11-5520 Men's Basketball	147,002.00	147,002.00	106,201.63	72.25%
11-5530 Volleyball	97,183.00	97,183.00	68,823.23	70.82%
11-5540 Women's Basketball	128,987.00	128,987.00	95,077.23	73.71%
11-5560 Softball	105,652.00	105,652.00	55,081.32	52.13%
11-5580 Baseball	0.00	0.00	0.00	0.00%
11-5590 Cheer & Dance	99,444.00	99,444.00	72,137.14	72.54%
11-5595 Athletic Training	124,129.00	124,129.00	76,346.63	61.51%
11-5600 ICC NOW	16,726.00	16,726.00	11,146.98	66.64%
11-5700 Student Life	84,132.00	84,132.00	45,193.41	53.72%

Total Student Services	2,247,276.00	2,247,276.00	1,533,872.35	68.25%
Institutional Support				
11-6000 Board of Trustees	21,025.00	21,025.00	21,114.88	100.43%
11-6100 President's Office	274,495.00	274,495.00	156,681.21	57.08%
11-6110 Human Resources	162,358.00	162,358.00	106,892.91	65.84%
11-6200 Financial Services	286,181.00	286,181.00	201,973.22	70.58%
11-6300 Public Relations - Marketing	151,445.00	151,445.00	64,730.48	42.74%
11-6310 Recruiting-International	4,500.00	4,500.00	3,666.13	81.47%
11-6420 Institutional Research	79,992.00	79,992.00	51,401.06	64.26%
11-6500 Institutional Support	1,778,172.00	1,778,172.00	648,379.33	36.46%
11-6510 Compliance	77,960.00	77,960.00	46,785.36	60.01%
11-6600 Computing Department	386,525.00	386,525.00	215,953.55	55.87%
11-8900 Grant Writing	0.00	0.00	0.00	0.00%
Total Institutional Support	3,222,653.00	3,222,653.00	1,517,578.13	47.09%
Scholarships				
11-8100 Scholarships	1,039,941.00	1,039,941.00	945,542.56	90.92%
Total Scholarships	1,039,941.00	1,039,941.00	945,542.56	90.92%
Transfers				
11-9200 Transfers and Carryovers	383,162.00	383,162.00	125,037.50	32.63%
Operations and Maintenance				
11-7100 Repairs & Maintenance	495,090.00	495,090.00	308,081.09	62.23%
11-7200 Transportation	150,100.00	150,100.00	96,720.85	64.44%
11-7300 Grounds-Security	48,500.00	48,500.00	26,558.00	54.76%
11-7500 Campus Improvements	519,669.00	519,669.00	145,446.39	27.99%
Total Operations and Maintenance	1,213,359.00	1,213,359.00	576,806.33	47.54%
Transfer PTE Indirect Costs	0.00	0.00	(128,326.69)	0.00%
Total Fund 11 (does not include PTE amount above)	10,698,870.00	10,662,315.00	6,274,662.86	58.85%
Postsecondary Technical Education (12)				
Indirect Costs	0.00	0.00	128,326.69	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	106,934.86	46.05%
12-1221 Culinary	35,095.00	35,095.00	325.00	0.93%
12-1222 Automotive Technology	0.00	0.00	0.00	0.00%
12-1268 Engineering	0.00	0.00	0.00	0.00%
12-1272 Administrative Office Management	0.00	0.00	0.00	0.00%
12-1273 Cosmetology	183,788.00	183,788.00	113,157.32	61.57%
12-1274 Early Childhood Development	0.00	0.00	15,776.24	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	125,940.41	64.51%
12-1287 EMT	85,023.00	85,023.00	55,926.39	65.78%
12-1288 Allied Health/Long Term Care	74,293.00	74,293.00	46,345.04	62.38%
Total Fund 12	819,396.00	819,396.00	592,731.95	72.34%
Adult Education				
Fund 13				
13-1301 ABE/GED	50,320.00	50,320.00	52,500.00	104.33%
Total Fund 13	50,320.00	50,320.00	52,500.00	104.33%
Total Funds 11, 12 and 13	11,568,586.00	11,532,031.00	6,919,894.81	60.01%
Auxiliary				
16-9300 Bookstore	786,488.00	786,488.00	275,757.90	35.06%
16-9500 Dorms	652,760.00	652,760.00	95,173.60	14.58%
17-9500 Dorms-Bluffstone	456,865.00	456,865.00	310,449.09	67.95%
16-9600 Meals	788,501.00	788,501.00	527,654.49	66.92%
34-1100 Inge Center	20,000.00	20,000.00	8,249.25	41.25%
34-1200 Inge Festival	255,714.00	255,714.00	88,167.70	34.48%
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%
Total Auxiliary	3,015,128.00	3,015,128.00	1,305,452.03	43.30%
Plant Funds				
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%
Total Plant Funds	0.00	0.00	0.00	0.00%
Foundation				
36-6120 Foundation Expenses	0.00	0.00	43,420.14	0.00%
36-8100 Foundation Scholarships	0.00	0.00	137,422.00	0.00%
Total Foundation	0.00	0.00	180,842.14	0.00%
Federally Funded Programs				
31-8500 Upward Bound	0.00	0.00	180,936.17	0.00%
32-8300 Student Support Services	0.00	0.00	213,610.70	0.00%
39-1269 Carl Perkins	0.00	0.00	0.00	0.00%
Total Federally Funded Programs	0.00	0.00	394,546.87	0.00%
Total College Operations	14,583,714.00	14,547,159.00	8,800,735.85	60.50%

Independence Community College Account Summary

As of February 28, 2019

<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	\$231,067.10	
xxx264	Checking	Credit Card	na	\$3,784.33	
xxx620	Checking	Federal Funds	na	\$1,000.00	
xxx976	Checking	ICC Payroll	na	\$1.00	
xxx826	Money Market		0.60%	\$1,418,526.24	
xxx396	Money Market	Reserve	0.60%	\$1,885,464.54	
xxx440	Savings	Restricted	0.25%	\$0.00	Closed
				\$3,540,843.21	

Securities Pledged	Amount	Market Value	Maturity Date
--------------------	--------	--------------	---------------

\$0.00

Letters of Credit	Amount	Expiration Date
FHLB #53350	\$125,000.00	3/29/19
FHLB #54160	\$3,400,000.00	8/20/19

\$3,525,000.00

Guaranty Bonds	Amount	Origination Date
	\$0.00	
	\$0.00	

Total Pledged	\$3,525,000.00
FDIC Insurance	\$250,000.00
Total Coverage	\$3,775,000.00
Overage/Shortage	\$234,156.79

Independence Community College
Accounts Payable Ending February 28, 2019

CheckNumber	VendorName	Description	TRXDATE	Amount	Account
EFT000000001331	Academic Office Credit Card	Sigma-Aldrich Supply Order	2/4/2019	\$ 446.51	11-1176-700-000
EFT000000001331	Academic Office Credit Card	Fischer Scientific Order	2/4/2019	\$ 295.34	11-1176-700-000
EFT000000001331	Academic Office Credit Card	Carolina Biological Supply Order-Weaver	2/4/2019	\$ 1,285.03	11-1176-700-000
EFT000000001363	Allen, Samantha Credit Card	Softball - supplies for concessions	2/4/2019	\$ 33.46	71-5500-285-002
EFT000000001363	Allen, Samantha Credit Card	Softball - supplies for concessions	2/4/2019	\$ 55.62	71-5500-285-002
EFT000000001342	Barwick, Dan Credit Card	Amazon Web Services	2/4/2019	\$ 29.97	11-6100-693-000
EFT000000001342	Barwick, Dan Credit Card	New York Times Subscription	2/4/2019	\$ 20.00	11-6100-693-000
EFT000000001342	Barwick, Dan Credit Card	Fuel	2/4/2019	\$ 14.96	11-7200-721-000
EFT000000001342	Barwick, Dan Credit Card	Fuel	2/4/2019	\$ 25.23	11-7200-721-000
EFT000000001342	Barwick, Dan Credit Card	Amazon Web Services	2/4/2019	\$ 69.99	11-6100-701-000
EFT000000001342	Barwick, Dan Credit Card	Fuel	2/4/2019	\$ 29.68	11-7200-721-000
EFT000000001342	Barwick, Dan Credit Card	Fuel	2/4/2019	\$ 16.31	11-7200-721-000
EFT000000001342	Barwick, Dan Credit Card	Fuel	2/4/2019	\$ 18.77	11-7200-721-000
EFT000000001342	Barwick, Dan Credit Card	Valnet	2/4/2019	\$ 126.16	11-6100-693-000
EFT000000001342	Barwick, Dan Credit Card	Facebook Advertising	2/4/2019	\$ 137.89	11-6100-693-000
EFT000000001342	Barwick, Dan Credit Card	Survey Stance	2/4/2019	\$ 49.00	11-6100-693-000
EFT000000001342	Barwick, Dan Credit Card	Meal	2/4/2019	\$ 52.11	11-6100-602-000
EFT000000001342	Barwick, Dan Credit Card	Meal	2/4/2019	\$ 28.93	11-6100-602-000
EFT000000001342	Barwick, Dan Credit Card	Fuel	2/4/2019	\$ 17.38	11-7200-721-000
EFT000000001337	Bertie, Brett Purchase Card	Tapes for As400 - Copy of system	2/4/2019	\$ 138.60	11-6600-850-000
EFT000000001337	Bertie, Brett Purchase Card	Parts for New Fab Lab building	2/4/2019	\$ 54.25	11-6600-850-000
EFT000000001337	Bertie, Brett Purchase Card	Office 365 ATP	2/4/2019	\$ 1.40	11-6600-852-000
EFT000000001337	Bertie, Brett Purchase Card	Office 365	2/4/2019	\$ 372.30	11-6600-852-000
EFT000000001337	Bertie, Brett Purchase Card	Amazon Web Services	2/4/2019	\$ 13.79	11-6600-852-000
EFT000000001346	Blackert, Harty Credit Credit Card	KS Thespian Conference (Theatre) HS Recruiting Event	2/4/2019	\$ 72.63	11-1150-602-000
EFT000000001346	Blackert, Harty Credit Credit Card	KS Thespian Conference (Theatre) HS Recruiting Event	2/4/2019	\$ 7.51	11-1150-602-000
EFT000000001346	Blackert, Harty Credit Credit Card	KS Thespian Conference (Theatre) HS Recruiting Event	2/4/2019	\$ 28.74	11-1150-602-000
EFT000000001349	Brown, Jason Credit Card	Football conference- lodging	2/4/2019	\$ 184.40	11-5510-626-000
EFT000000001349	Brown, Jason Credit Card	Football - office supplies	2/4/2019	\$ 128.20	11-5510-698-000
EFT000000001349	Brown, Jason Credit Card	Football - meal for conference (Lost receipt)	2/4/2019	\$ 110.00	11-5510-626-000
EFT000000001349	Brown, Jason Credit Card	Football - meal for conference	2/4/2019	\$ 211.82	11-5510-626-000
EFT000000001349	Brown, Jason Credit Card	Football - meal for conference	2/4/2019	\$ 105.15	11-5510-626-000
EFT000000001349	Brown, Jason Credit Card	Football - meal for conference	2/4/2019	\$ 29.14	11-5510-626-000
EFT000000001349	Brown, Jason Credit Card	Football - meal for conference	2/4/2019	\$ 79.44	11-5510-626-000

EFT000000001349	Brown, Jason Credit Card	Football - lodging for recruiting	2/4/2019	\$	451.88	11-5510-617-000
EFT000000001349	Brown, Jason Credit Card	Football - lodging for recruiting	2/4/2019	\$	372.29	11-5510-617-000
EFT000000001349	Brown, Jason Credit Card	Football - lodging for recruiting	2/4/2019	\$	74.91	11-5510-617-000
EFT000000001349	Brown, Jason Credit Card	Football - lodging for recruiting	2/4/2019	\$	477.57	11-5510-617-000
EFT000000001349	Brown, Jason Credit Card	Football - lodging for conference	2/4/2019	\$	940.92	11-5510-626-000
EFT000000001349	Brown, Jason Credit Card	Football - fuel for conference	2/4/2019	\$	40.60	11-5510-626-000
EFT000000001360	Byrd, Mallory Credit Card	testing for 7 CMA students	2/4/2019	\$	153.25	71-1288-285-001
EFT000000001336	Campus, Breta Credit Card	Office Supplies	2/4/2019	\$	213.39	32-8304-701-000
EFT000000001336	Campus, Breta Credit Card	Blumen update for changes to the APR	2/4/2019	\$	719.95	32-8304-719-000
EFT000000001345	Chapman, Gayle J. Credit Card	supplies for the lock-in	2/4/2019	\$	24.11	31-8502-719-000
EFT000000001345	Chapman, Gayle J. Credit Card	staff lunch	2/4/2019	\$	38.84	71-8500-285-000
EFT000000001345	Chapman, Gayle J. Credit Card	Pizza for lock in	2/4/2019	\$	110.32	31-8502-719-000
EFT000000001345	Chapman, Gayle J. Credit Card	donuts for lock-in	2/4/2019	\$	29.35	31-8502-719-000
EFT000000001352	Correll, Jim Credit Card	Vinyl	2/4/2019	\$	19.26	11-1223-701-000
EFT000000001352	Correll, Jim Credit Card	video for FL use	2/4/2019	\$	9.99	11-1223-701-000
EFT000000001352	Correll, Jim Credit Card	Support fortus	2/4/2019	\$	530.00	11-1223-701-000
EFT000000001352	Correll, Jim Credit Card	snacks for STEM	2/4/2019	\$	5.28	11-1223-701-000
EFT000000001352	Correll, Jim Credit Card	painters tape	2/4/2019	\$	17.52	11-1223-701-000
EFT000000001352	Correll, Jim Credit Card	online data program for Fab Lab	2/4/2019	\$	15.00	11-1223-701-000
EFT000000001352	Correll, Jim Credit Card	lunch/moving donated furniture	2/4/2019	\$	47.94	11-1223-701-000
EFT000000001358	Crane, Leslie Credit Card	WBB = team meal (christmas break)	2/4/2019	\$	89.27	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal for event	2/4/2019	\$	109.45	11-5540-606-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal for event	2/4/2019	\$	133.40	11-5540-606-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	50.73	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	102.45	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	91.92	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	233.24	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	71.21	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	137.52	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	56.07	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	122.28	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	34.16	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	51.80	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	99.74	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	143.99	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	148.56	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	97.77	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal (christmas break)	2/4/2019	\$	79.97	11-5540-602-000

EFT000000001358	Crane, Leslie Credit Card	WBB - team meal	2/4/2019	\$	67.60	11-5540-606-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal	2/4/2019	\$	190.12	11-5540-606-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal	2/4/2019	\$	97.87	11-5540-606-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team meal	2/4/2019	\$	26.28	11-5540-602-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team lodging for event	2/4/2019	\$	95.39	11-5540-606-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team lodging for event	2/4/2019	\$	95.39	11-5540-606-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team lodging for event	2/4/2019	\$	95.39	11-5540-606-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team lodging for event	2/4/2019	\$	95.39	11-5540-606-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team lodging for event	2/4/2019	\$	95.39	11-5540-606-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team lodging for event	2/4/2019	\$	95.39	11-5540-606-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team event lodging	2/4/2019	\$	95.39	11-5540-606-000
EFT000000001358	Crane, Leslie Credit Card	WBB - team event lodging	2/4/2019	\$	95.39	11-5540-606-000
EFT000000001358	Crane, Leslie Credit Card	WBB - gear for team and sales	2/4/2019	\$	1,522.50	11-5540-698-000
EFT000000001358	Crane, Leslie Credit Card	WBB - fuel for team event	2/4/2019	\$	58.47	11-5510-606-000
EFT000000001358	Crane, Leslie Credit Card	WBB - fuel for recruiting	2/4/2019	\$	21.01	11-5540-617-000
EFT000000001358	Crane, Leslie Credit Card	WBB - fuel for recruiting	2/4/2019	\$	27.00	11-5540-617-000
EFT000000001335	Dutton, Ann Credit Card	Professional Liability Insurance Through the AVMA	2/4/2019	\$	366.00	12-1220-681-000
EFT000000001335	Dutton, Ann Credit Card	Cat Food/ Cat Litter	2/4/2019	\$	34.44	12-1220-700-000
EFT000000001335	Dutton, Ann Credit Card	AVMA membership required	2/4/2019	\$	330.00	12-1220-681-000
EFT000000001365	Geldenhuis, Tammie Credit Card	Athletic Dept. - supplies for concessions	2/4/2019	\$	61.21	71-5500-285-002
EFT000000001365	Geldenhuis, Tammie Credit Card	Athletic Dept. - supplies for athletic dept. holliday social	2/4/2019	\$	211.64	71-5500-285-001
EFT000000001365	Geldenhuis, Tammie Credit Card	Athletic Dept. - Membership dues for T. Geldenhuis and T. Turner	2/4/2019	\$	228.20	11-5500-646-000
EFT000000001365	Geldenhuis, Tammie Credit Card	Athletic Dept. - meal w/ interviewee	2/4/2019	\$	33.97	71-5500-285-000
EFT000000001365	Geldenhuis, Tammie Credit Card	Athletic Dept. - live steam service	2/4/2019	\$	80.02	11-5500-646-000
EFT000000001365	Geldenhuis, Tammie Credit Card	Athletic Dept. - fuel for football recruiting (during christmas break) - lost receipt	2/4/2019	\$	26.04	11-7200-721-000
EFT000000001365	Geldenhuis, Tammie Credit Card	Athletic Dept. - food for heritage room	2/4/2019	\$	42.67	71-5500-285-001
EFT000000001365	Geldenhuis, Tammie Credit Card	Athletic Dept. - equipment	2/4/2019	\$	281.80	71-5500-285-000
EFT000000001365	Geldenhuis, Tammie Credit Card	Athletic Dept. - athletic dept dinner & gift exchange	2/4/2019	\$	61.17	71-5500-285-001
EFT000000001348	Gillum, Jaicey Linn Credit Card	Lunch with the Fredonia HS Principal to discuss 2019-2020	2/4/2019	\$	20.66	11-5600-602-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - meal for recruiting	2/4/2019	\$	10.80	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - meal for recruiting	2/4/2019	\$	5.49	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - meal for recruiting	2/4/2019	\$	6.31	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - meal for recruiting	2/4/2019	\$	4.27	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - meal for recruiting	2/4/2019	\$	8.06	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - meal for recruiting	2/4/2019	\$	7.15	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - meal for recruiting	2/4/2019	\$	12.07	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - meal for recruiting	2/4/2019	\$	9.53	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - lodging for recruiting	2/4/2019	\$	61.23	11-5510-617-000

EFT000000001355	Harris, Kiyoshi Purchase Card	Football - lodging for recruiting	2/4/2019	\$	78.50	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - lodging for recruiting	2/4/2019	\$	87.50	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - lodging for recruiting	2/4/2019	\$	74.53	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - lodging for recruiting	2/4/2019	\$	71.95	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	2/4/2019	\$	26.00	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	2/4/2019	\$	9.58	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	2/4/2019	\$	19.00	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	2/4/2019	\$	29.00	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	2/4/2019	\$	30.00	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	2/4/2019	\$	18.00	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	2/4/2019	\$	8.93	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	2/4/2019	\$	20.00	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	2/4/2019	\$	21.50	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	2/4/2019	\$	41.00	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	2/4/2019	\$	17.60	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	2/4/2019	\$	39.00	11-5510-617-000
EFT000000001355	Harris, Kiyoshi Purchase Card	Football - airport parking	2/4/2019	\$	30.00	11-5510-617-000
EFT000000001367	Haynes, Timothy Credit Card	leadership independence mugs	2/4/2019	\$	24.00	11-6100-693-000
EFT000000001367	Haynes, Timothy Credit Card	leadership independence mugs	2/4/2019	\$	7.00	11-1223-701-000
EFT000000001367	Haynes, Timothy Credit Card	Battery W4W van	2/4/2019	\$	3.79	11-1223-701-000
EFT000000001367	Haynes, Timothy Credit Card	Battery W4W van	2/4/2019	\$	160.49	11-1223-701-000
EFT000000001334	Houston, Angela Credit Card	supplies for lock-in - Jan Sat seminar	2/4/2019	\$	166.49	31-8502-719-000
EFT000000001334	Houston, Angela Credit Card	staff lunch - deliver fundraiser items to all schools	2/4/2019	\$	41.00	31-8502-601-000
EFT000000001334	Houston, Angela Credit Card	lock-in supplies - Jan Sat seminar	2/4/2019	\$	13.14	31-8502-719-000
EFT000000001333	Hucke, Andrea Purchase Card	Admissions - supplies for international student welcome	2/4/2019	\$	32.63	11-6310-660-000
EFT000000001347	ICC Marketing c/o Keli Tuschman	EIG Constant Contact- Marketin	2/4/2019	\$	40.00	11-6300-615-000
EFT000000001347	ICC Marketing c/o Keli Tuschman	Dollar Tree- Marketing	2/4/2019	\$	10.95	11-6300-615-000
EFT000000001370	Isle, Wendy Credit Card	space heaters for admin and academic affairs	2/4/2019	\$	93.36	11-7100-631-000
EFT000000001370	Isle, Wendy Credit Card	New employee MVR	2/4/2019	\$	13.70	11-7200-681-000
EFT000000001370	Isle, Wendy Credit Card	New employee MVR	2/4/2019	\$	13.70	11-7200-681-000
EFT000000001359	Maintenance Toll Credit Card	Fleet Vehicle Toll Charges4611	2/4/2019	\$	37.90	11-7200-719-000
EFT000000001357	Markiewicz, Larry Purchase Card	Travel Reimbursement for Chicago Mid West Band Conference 12/18-22	2/4/2019	\$	556.47	11-1151-626-000
EFT000000001350	Martin, Jason Credit Card	Football - wrong card for personal purchase (reimbursed college)	2/4/2019	\$	15.92	11-6500-695-001
EFT000000001362	Martin, Raechal Credit Card	Athletic Training - meds for student	2/4/2019	\$	31.99	11-5595-698-000
EFT000000001362	Martin, Raechal Credit Card	Athletic Training - meal during basketball trip	2/4/2019	\$	13.61	11-5520-606-000
EFT000000001362	Martin, Raechal Credit Card	Athletic Training - meal during basketball travel	2/4/2019	\$	13.28	11-5520-606-000
EFT000000001362	Martin, Raechal Credit Card	ATHletic Training - fuel for basketball trip	2/4/2019	\$	23.41	11-5520-606-000
EFT000000001332	McCormick, Amanda Purchase Card	Quarterly Service Aggreement	2/4/2019	\$	372.15	12-1220-646-000

EFT000000001332	McCormick, Amanda Purchase Card	Conference registration for 5 students and 1 instructor	2/4/2019	\$	175.00	12-1220-626-000
EFT000000001351	Morgan-Tate, Jessica Credit Card	Office supplies	2/4/2019	\$	34.33	11-6510-701-000
EFT000000001351	Morgan-Tate, Jessica Credit Card	Food for Topeka trip - December 14th	2/4/2019	\$	40.75	11-6510-602-000
EFT000000001364	Owens, Sarah Credit Card	pre-conference	2/4/2019	\$	150.00	11-4100-601-000
EFT000000001364	Owens, Sarah Credit Card	flight to ACRL	2/4/2019	\$	314.60	11-4100-601-000
EFT000000001343	Packard, Dillon Credit Card	Admissions - refreshments for graduates	2/4/2019	\$	46.25	11-5300-602-000
EFT000000001339	Peterson, Bruce Purchase Card	Snacks Inge reading rehearsal 1.7 g and w	2/4/2019	\$	6.55	34-1100-602-000
EFT000000001339	Peterson, Bruce Purchase Card	Maria's 1.6.19 Inge play reading meeting	2/4/2019	\$	67.07	34-1100-602-000
EFT000000001339	Peterson, Bruce Purchase Card	Inge g and w 1.6.19 rehearsal snack play reading	2/4/2019	\$	14.61	34-1100-602-000
EFT000000001339	Peterson, Bruce Purchase Card	Google storage Inge data	2/4/2019	\$	2.99	34-1100-705-000
EFT000000001361	Petrucka, Page CC	Walmart- supplies	2/4/2019	\$	23.90	11-1150-604-000
EFT000000001361	Petrucka, Page CC	Script for KCACTF	2/4/2019	\$	15.14	11-1150-690-000
EFT000000001361	Petrucka, Page CC	Parking pass for KCACTF in South Dakota	2/4/2019	\$	40.00	11-1150-606-000
EFT000000001361	Petrucka, Page CC	Meal for recruitment at Kansas Thespians	2/4/2019	\$	58.06	11-1150-602-000
EFT000000001361	Petrucka, Page CC	Meal for recruitment at Kansas Thespians	2/4/2019	\$	28.74	11-1150-602-000
EFT000000001361	Petrucka, Page CC	Meal for recruitment at Kansas Thespians	2/4/2019	\$	20.90	11-1150-602-000
EFT000000001361	Petrucka, Page CC	fuel	2/4/2019	\$	4.38	11-1150-602-000
EFT000000001340	Thorton, Brittany Credit Card	KACRAO admissions registration fee	2/4/2019	\$	65.00	11-5300-711-000
EFT000000001369	Turner, Tony Credit Card	MBB - uniforms	2/4/2019	\$	430.03	11-5520-699-000
EFT000000001369	Turner, Tony Credit Card	MBB - travel for recruit	2/4/2019	\$	57.50	11-5520-617-000
EFT000000001369	Turner, Tony Credit Card	MBB - team uniforms	2/4/2019	\$	164.25	11-5520-699-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	55.95	11-5520-602-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	98.87	11-5520-602-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	102.00	11-5520-602-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	137.39	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	105.00	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	14.94	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	7.29	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	117.34	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	135.52	11-5520-602-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	200.00	11-5520-602-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	80.00	11-5520-602-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	166.29	11-5520-602-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	95.07	11-5520-602-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	121.59	11-5520-602-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	85.78	11-5520-602-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	87.99	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - team meal	2/4/2019	\$	98.43	11-5520-602-000

EFT000000001369	Turner, Tony Credit Card	MBB - team lodging	2/4/2019	\$	95.39	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - team lodging	2/4/2019	\$	95.39	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - team lodging	2/4/2019	\$	95.39	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - team lodging	2/4/2019	\$	95.39	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - team lodging	2/4/2019	\$	95.39	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - team lodging	2/4/2019	\$	95.39	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - lodging for team meal	2/4/2019	\$	95.39	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - lodging for team event	2/4/2019	\$	95.39	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - fuel for travel	2/4/2019	\$	5.00	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - fuel for team travel	2/4/2019	\$	45.85	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - fuel for team event	2/4/2019	\$	51.00	11-5520-606-000
EFT000000001369	Turner, Tony Credit Card	MBB - fuel for team event	2/4/2019	\$	5.00	11-5520-606-000
EFT000000001354	Tuschman, Keli Credit Card	Vintage Steakhouse	2/4/2019	\$	29.29	11-6110-693-000
EFT000000001354	Tuschman, Keli Credit Card	Google Ads	2/4/2019	\$	20.52	11-6300-615-000
EFT000000001368	Tyler, Tom Credit Card	MBB - meal for recruiting	2/4/2019	\$	23.31	11-5520-617-000
EFT000000001368	Tyler, Tom Credit Card	MBB - meal for recruiting	2/4/2019	\$	8.31	11-5520-617-000
EFT000000001368	Tyler, Tom Credit Card	MBB - meal for recruiting	2/4/2019	\$	8.11	11-5520-617-000
EFT000000001368	Tyler, Tom Credit Card	MBB - meal for recruiting	2/4/2019	\$	10.79	11-5520-617-000
EFT000000001368	Tyler, Tom Credit Card	MBB - lodging for recruiting	2/4/2019	\$	68.99	11-5520-617-000
EFT000000001368	Tyler, Tom Credit Card	MBB - lodging for recruiting	2/4/2019	\$	57.65	11-5520-617-000
EFT000000001368	Tyler, Tom Credit Card	MBB - lodging for recruiting	2/4/2019	\$	57.32	11-5520-617-000
EFT000000001368	Tyler, Tom Credit Card	MBB - fuel for recruiting	2/4/2019	\$	33.42	11-5520-617-000
EFT000000001368	Tyler, Tom Credit Card	MBB - fuel for recruiting	2/4/2019	\$	36.31	11-5520-617-000
EFT000000001368	Tyler, Tom Credit Card	MBB - fuel for recruiting	2/4/2019	\$	34.90	11-5520-617-000
EFT000000001368	Tyler, Tom Credit Card	MBB - fuel for recruiting	2/4/2019	\$	35.89	11-5520-617-000
EFT000000001368	Tyler, Tom Credit Card	MBB - fuel for recruiting	2/4/2019	\$	33.76	11-5520-617-000
EFT000000001330	United Parcel Service	UPS shipping charges January	2/4/2019	\$	66.25	11-6500-611-000
EFT000000001366	Vestal, Teresa Credit Card	Textbooks for Loan	2/4/2019	\$	97.36	16-9300-743-000
EFT000000001366	Vestal, Teresa Credit Card	Textbooks for Loan	2/4/2019	\$	127.70	16-9300-743-000
EFT000000001366	Vestal, Teresa Credit Card	Dec. Web Site Fees	2/4/2019	\$	45.00	16-9300-646-000
EFT000000001366	Vestal, Teresa Credit Card	Airline ticke to Cames in San Antonio	2/4/2019	\$	280.00	16-9300-601-000
EFT000000001356	Wech, Kris Purchase Card	swiffer duster with refills	2/4/2019	\$	11.99	11-7100-708-000
EFT000000001356	Wech, Kris Purchase Card	replace windshield car #4	2/4/2019	\$	398.00	11-7200-647-000
EFT000000001356	Wech, Kris Purchase Card	maintenance golf cart cover	2/4/2019	\$	71.16	11-7200-850-000
EFT000000001356	Wech, Kris Purchase Card	golf cart DC converter to run lights safety/security	2/4/2019	\$	24.50	11-7300-850-000
EFT000000001356	Wech, Kris Purchase Card	food service upper oven	2/4/2019	\$	99.95	16-9600-875-000
EFT000000001356	Wech, Kris Purchase Card	EZGO golf cart lights safety/security	2/4/2019	\$	9.98	11-7300-850-000
EFT000000001356	Wech, Kris Purchase Card	belt tool pouch holder for maintenance personnel	2/4/2019	\$	7.88	11-7100-649-000

EFT000000001356	Wech, Kris Purchase Card	42" ADA grab bar for various campus locations	2/4/2019	\$	377.86	11-7500-820-000
EFT000000001356	Wech, Kris Purchase Card	4 usb wall outlet chargers	2/4/2019	\$	4.38	11-7300-850-000
EFT000000001341	Westerhold, Cody Credit Card	Stunt - recruiting meal	2/4/2019	\$	32.25	11-5590-617-000
EFT000000001353	Wheeler, Kara Credit Card	Instructional Supplies/Walmart	2/4/2019	\$	56.07	11-1100-700-000
EFT000000001353	Wheeler, Kara Credit Card	Allen Shockley HLC hotel room	2/4/2019	\$	419.92	11-4200-601-001
EFT000000001344	Wolfe, Erick Credit Card	tripod for booth at Kansas Thespians	2/4/2019	\$	29.96	11-1150-850-000
EFT000000001344	Wolfe, Erick Credit Card	rights for [Title of Show] clean verison	2/4/2019	\$	1,645.00	11-1150-643-000
EFT000000001344	Wolfe, Erick Credit Card	registration fee for requitment event	2/4/2019	\$	400.00	11-1150-604-000
EFT000000001344	Wolfe, Erick Credit Card	Meal for 3 employees at recruitment event	2/4/2019	\$	66.70	11-1150-602-000
EFT000000001344	Wolfe, Erick Credit Card	Meal for 2 employees	2/4/2019	\$	15.03	11-1150-602-000
EFT000000001344	Wolfe, Erick Credit Card	gas for travel to witchita for recruitment event	2/4/2019	\$	14.32	11-1150-604-000
EFT000000001344	Wolfe, Erick Credit Card	3 day hotel stay for 3 employees in wichita at recruitment event	2/4/2019	\$	1,087.02	11-1150-604-000
0007518	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/6/2019	\$	1,225.00	11-0000-203-000
0007518	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/6/2019	\$	1,225.00	11-0000-203-000
0007518	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/6/2019	\$	1,225.00	11-0000-203-000
0007518	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/6/2019	\$	1,225.00	11-0000-203-000
0007518	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/6/2019	\$	1,225.00	11-0000-203-000
0007518	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/6/2019	\$	1,225.00	11-0000-203-000
0007518	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/6/2019	\$	1,225.00	11-0000-203-000
0007525	BMI General Licensing	Music Licensing	2/11/2019	\$	297.59	11-6500-725-000
0007519	Caughman, Johnny	Student Life - Student Activities Supervisor	2/11/2019	\$	500.00	11-5700-693-000
0007545	CENGAGE Learning	Textbooks for Loan program	2/11/2019	\$	836.86	16-9300-740-000
0007545	CENGAGE Learning	Textbooks for Loan program	2/11/2019	\$	5,316.53	16-9300-743-000
0007550	City Of Independence	Water- ICC West	2/11/2019	\$	65.13	11-6500-632-000
0007522	City Of Independence	Water Cost/ Practice Field	2/11/2019	\$	22.83	11-6500-632-000
0007522	City Of Independence	Water Cost/ Main Campus	2/11/2019	\$	1,301.38	11-6500-632-000
0007522	City Of Independence	Water Cost/ CIE Bldg	2/11/2019	\$	81.24	11-6500-632-000
0007522	City Of Independence	Water Cost/ Admin bldg	2/11/2019	\$	22.83	11-6500-632-000
0007550	City Of Independence	Water Bill CIE Bldg	2/11/2019	\$	452.14	11-6500-632-000
0007522	City Of Independence	ICC West Trash	2/11/2019	\$	200.00	11-6500-679-000
0007539	Clark, Daniel C	Counselor Training	2/11/2019	\$	150.00	11-6110-693-000
0007524	Commerce Trust Company	Admin Fees	2/11/2019	\$	500.00	16-9500-761-000
0007533	Cornerstone Family Fitness	Athletic Dept. - usage for Spring session	2/11/2019	\$	1,750.00	11-5500-646-000
0007537	Dissinger Reed, LLC	Student Accident Insurance	2/11/2019	\$	16,000.00	71-5700-285-002
0007544	EMC Publishing, LLC	Textbbbooks for Loan Program	2/11/2019	\$	5,938.90	16-9300-740-000
0007536	Emert Chub Reynolds, LLC	Legal Services	2/11/2019	\$	398.00	11-6000-662-000
0007528	Express Services, Inc.	Accounts Receivable Services	2/11/2019	\$	604.16	11-6200-646-000
0007534	George Lay Signs, Inc.	Sign N of Independence	2/11/2019	\$	134.50	11-6300-615-000

0007549	Great Western Dining Service , Inc.	Student Meal Charges	2/11/2019	\$	48.66	16-9600-602-000
0007549	Great Western Dining Service , Inc.	Meal Plan	2/11/2019	\$	15,068.20	16-9600-602-000
0007549	Great Western Dining Service , Inc.	Employee Meal Charges	2/11/2019	\$	115.50	16-9600-602-000
0007541	Henry, James	Student Life - Student Activities Supervisor	2/11/2019	\$	500.00	11-5700-693-000
0007521	Independence Recreation Comm.	Athletic Dept. - Annual installment for softball facility	2/11/2019	\$	5,000.00	11-5500-646-000
0007546	Joe Smith Company	Food and Drinks for Resale	2/11/2019	\$	453.99	16-9300-740-000
0007523	Jones and Bartlett	Workbooks for Resale	2/11/2019	\$	1,211.07	16-9300-740-000
0007532	Kryterion, Inc.	December state testing for C.N.A. students	2/11/2019	\$	360.00	71-1288-285-001
0007538	Linn Design, Inc.	Homecoming LCU shirts	2/11/2019	\$	1,104.00	11-6110-701-000
0007538	Linn Design, Inc.	Employee Dream U Shirts	2/11/2019	\$	1,264.00	11-6110-701-000
0007531	McAnany, Van Cleave & Phillips Law	Legal Services	2/11/2019	\$	882.00	11-6500-530-001
0007531	McAnany, Van Cleave & Phillips Law	legal services	2/11/2019	\$	1,241.50	11-6500-530-001
0007529	Merchants Automotive Group	Last payment/ Fleet vehicle 3	2/11/2019	\$	795.00	11-7200-645-000
0007529	Merchants Automotive Group	last payment/ fleet vehicle	2/11/2019	\$	795.00	11-7200-645-000
0007529	Merchants Automotive Group	Last payment/ Fleet 2	2/11/2019	\$	795.00	11-7200-645-000
0007540	Mims, Matt	Student Life - Student Activities Supervisor	2/11/2019	\$	500.00	11-5700-693-000
0007527	Motorcycle Training Specialists, Inc.	State funding for 21 students	2/11/2019	\$	1,392.30	71-1100-285-000
0007551	Pitney Bowes	Purchase Power	2/11/2019	\$	1,340.10	11-6500-646-000
0007543	Republic Services #376	trash service-villas xtra dump	2/11/2019	\$	276.55	16-9500-679-000
0007543	Republic Services #376	sanitations services-dorms	2/11/2019	\$	612.85	16-9500-679-000
0007543	Republic Services #376	sanitation services-admin/fuel	2/11/2019	\$	704.15	11-6500-679-000
0007543	Republic Services #376	sanitation services- villas	2/11/2019	\$	172.00	16-9500-679-000
0007543	Republic Services #376	sanitation services- mainten	2/11/2019	\$	222.12	11-6500-679-000
0007543	Republic Services #376	sanitation services- fine arts	2/11/2019	\$	111.03	11-6500-679-000
0007543	Republic Services #376	sanitation services- dorms	2/11/2019	\$	37.11	16-9500-679-000
0007543	Republic Services #376	Sanitation Services- CIE Bldg	2/11/2019	\$	333.15	11-6500-679-000
0007543	Republic Services #376	sanitation services- cafeteria	2/11/2019	\$	444.19	16-9600-679-000
0007520	Smith, Joanne	Marketing Support	2/11/2019	\$	562.50	11-6300-661-000
0007526	Studebaker Refrigeration, Inc	Ice Machine Rent Kitchen	2/11/2019	\$	150.00	16-9600-643-000
0007526	Studebaker Refrigeration, Inc	Ice Machine Rent Gym	2/11/2019	\$	150.00	11-6500-646-000
0007530	Toyota Financial Services	Fleet Vehicle Lease	2/11/2019	\$	621.76	11-7200-645-000
0007530	Toyota Financial Services	Fleet Vehicle Lease	2/11/2019	\$	363.95	11-7200-645-000
0007535	Vendor Services Group	Final Payment (Buy out)	2/11/2019	\$	4,772.21	11-6500-646-000
0007547	W.W. Norton & Company	Textbooks for Loan	2/11/2019	\$	8,550.00	16-9300-743-000
0007542	Westar Energy	Electricity/ ICC West Sign	2/11/2019	\$	3.25	11-6500-635-000
0007542	Westar Energy	Electricity ICC West	2/11/2019	\$	50.14	11-6500-635-000
0007548	Xerox Corporation	Monthly Copy Machine Lease	2/11/2019	\$	709.53	11-6500-646-000
0007548	Xerox Corporation	Monthly Copy Machine Lease	2/11/2019	\$	184.06	11-6500-646-000

0007548	Xerox Corporation	Monthly Copy Machine Lease	2/11/2019	\$	193.86	11-6500-646-000
0007548	Xerox Corporation	Monthly Copy Machine Lease	2/11/2019	\$	260.65	11-6500-646-000
0007548	Xerox Corporation	Monthly Copy Machine Lease	2/11/2019	\$	169.89	11-6500-646-000
0007548	Xerox Corporation	Monthly Copy Machine Lease	2/11/2019	\$	38.96	11-6500-646-000
0007548	Xerox Corporation	Monthly Copy Machine Lease	2/11/2019	\$	196.59	11-6500-646-000
0007548	Xerox Corporation	Monthly Copy Machine Lease	2/11/2019	\$	167.01	11-6500-646-000
0007548	Xerox Corporation	Monthly Copy Machine Lease	2/11/2019	\$	223.36	11-6500-646-000
0007559	ICC Student	Student Financial Aid Prior Balance Payment	2/12/2019	\$	1,217.00	11-0000-203-000
0007561	ICC Student	Student Financial Aid Prior Balance Payment	2/12/2019	\$	120.14	11-0000-203-000
0007558	Bluffstone: The Villas at Independence LLC	ICC Student Financial Aid Housing Payment	2/12/2019	\$	2,026.00	11-0000-203-000
0007558	Bluffstone: The Villas at Independence LLC	ICC Student Financial Aid Housing Payment	2/12/2019	\$	206.37	11-0000-203-000
0007553	ICC Student	Student Financial Aid Refund	2/12/2019	\$	1,265.40	11-0000-203-000
0007556	ICC Student	Student Financial Aid Refund	2/12/2019	\$	1,121.00	11-0000-203-000
0007557	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/12/2019	\$	1,250.00	11-0000-203-000
0007557	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/12/2019	\$	1,383.97	11-0000-203-000
0007554	ICC Student	Student Financial Aid Refund	2/12/2019	\$	920.46	11-0000-203-000
0007555	ICC Student	Student Financial Aid Refund	2/12/2019	\$	344.40	11-0000-203-000
0007555	ICC Student	Student Financial Aid Refund	2/12/2019	\$	1,533.44	11-0000-203-000
0007560	ICC Student	Student Financial Aid Prior Balance Payment	2/12/2019	\$	1,217.00	11-0000-203-000
0007597	Backyard Portable Buildings, LLC	Small metal bldg/Athletics	2/13/2019	\$	4,625.00	71-5500-285-000
0007568	Building Controls and Services, Inc.	trouble shoot errors in monitoring system	2/13/2019	\$	346.50	11-7100-824-000
0007564	Cable One, Inc.	ICC West Cable TV	2/13/2019	\$	221.06	11-6500-636-000
0007567	CPR Pest Management, Inc	treat kitchen/food service for pests	2/13/2019	\$	65.00	16-9600-661-000
0007573	D & A Electrical Systems LLC	fire alarm monitoring main campus, CLC and Student Union	2/13/2019	\$	283.50	11-7100-661-000
0007569	Express Services, Inc.	Accounts Receivable Services	2/13/2019	\$	755.20	11-6200-646-000
0007571	Fastenal	24 filters for HVAC units	2/13/2019	\$	89.97	11-7100-824-000
0007571	Fastenal	24 filters for HVAC units	2/13/2019	\$	268.30	11-7100-824-000
0007585	Fleetpool USA, LLC	Fleet Vehicle Rent	2/13/2019	\$	725.00	11-7200-645-000
0007585	Fleetpool USA, LLC	Fleet Vehicle Rent	2/13/2019	\$	725.00	11-7200-645-000
0007585	Fleetpool USA, LLC	Fleet Vehicle Rent	2/13/2019	\$	748.91	11-7200-645-000
0007585	Fleetpool USA, LLC	Fleet Vehicle Rent	2/13/2019	\$	725.00	11-7200-645-000
0007585	Fleetpool USA, LLC	Fleet Vehicle Rent	2/13/2019	\$	725.00	11-7200-645-000
0007585	Fleetpool USA, LLC	Fleet Vehicle Rent	2/13/2019	\$	725.00	11-7200-645-000
0007596	Great Western Dining Service , Inc.	Student Meal Charges	2/13/2019	\$	35.72	16-9600-602-000
0007596	Great Western Dining Service , Inc.	Meal Plan	2/13/2019	\$	15,002.40	16-9600-602-000
0007596	Great Western Dining Service , Inc.	Employee Meal Charges	2/13/2019	\$	69.30	16-9600-602-000
0007566	Howard's Electric, LLC	Conduit for IT from mezzanine to breezeway	2/13/2019	\$	372.36	71-1223-285-003
0007579	Hugo's Industrial Supply, Inc	soap pads; swiffer dusters w/handle;swiffer duster refills	2/13/2019	\$	199.11	11-7100-708-000

0007578	Inceptia	Student Verification	2/13/2019	\$	770.00	11-5200-646-000
0007580	Independence Daily Reporter	Enrollment Ad	2/13/2019	\$	119.00	11-6300-615-000
0007580	Independence Daily Reporter	Enrollment Ad	2/13/2019	\$	119.00	11-6300-615-000
0007592	Joe Smith Company	Food For Resale	2/13/2019	\$	85.52	16-9300-740-000
0007583	KASFAA	KASFAA Annual Membership	2/13/2019	\$	150.00	11-5200-681-000
0007586	Lee's Cooling & Heating, Inc.	Small Unit Field House	2/13/2019	\$	187.50	11-7100-824-000
0007586	Lee's Cooling & Heating, Inc.	small unit field house	2/13/2019	\$	188.75	11-7100-824-000
0007586	Lee's Cooling & Heating, Inc.	small unit field house	2/13/2019	\$	75.00	11-7100-824-000
0007586	Lee's Cooling & Heating, Inc.	small unit field house	2/13/2019	\$	232.25	11-7100-824-000
0007602	Lee's Cooling & Heating, Inc.	parts/materials for Academic Building hvac repair	2/13/2019	\$	1,399.25	11-7100-824-000
0007584	Locke Supply Co.	urinal kit and toilet repair kit	2/13/2019	\$	110.07	11-7100-649-000
0007584	Locke Supply Co.	faucet handles ADA	2/13/2019	\$	36.69	11-7100-649-000
0007584	Locke Supply Co.	faucet handles ADA	2/13/2019	\$	57.02	11-7500-820-000
0007572	Master's Leasing & Rentals	32 Passenger Bus	2/13/2019	\$	1,794.00	11-7200-645-000
0007600	Morgan, Rob	Marketing Dept. - photo's for softball team	2/13/2019	\$	50.00	11-6300-615-000
0007595	MPS	Textbooks for Loan	2/13/2019	\$	2,112.50	16-9300-743-000
0007581	Nelnet	Hosting and Maintenance	2/13/2019	\$	780.25	11-6500-695-000
0007565	Office of the State Fire Marshall	boiler inspection certificates	2/13/2019	\$	240.00	11-7100-725-000
0007587	OK Electric Works, Inc.	rebuild hvac motor	2/13/2019	\$	125.00	11-7100-824-000
0007601	Oklahoma City University	Stunt - REgistration for Stunt Event	2/13/2019	\$	50.00	11-5590-606-000
0007575	O'Reilly Auto Parts	wiper blades ford taurus	2/13/2019	\$	11.48	11-7200-647-000
0007575	O'Reilly Auto Parts	wiper blades ford taurus	2/13/2019	\$	9.98	11-7200-649-000
0007588	Quality Automotive of Independence/Toyota	service van 5 oil cahnge rotate tires	2/13/2019	\$	50.40	11-7200-649-000
0007588	Quality Automotive of Independence/Toyota	service van 5 oil cahnge rotate tires	2/13/2019	\$	53.65	11-7200-649-000
0007589	Sage Publishing	Textbooks for Loan	2/13/2019	\$	2,196.65	16-9300-743-000
0007591	Shanks Oil Company LLC	641.2 gallons unleaded	2/13/2019	\$	1,166.34	11-7200-721-000
0007576	SmashDiscount aka Casemetro, LLC	Earbuds for Resale	2/13/2019	\$	173.40	16-9300-740-000
0007562	Smith, Joanne	Quarterly bill Verizon STEM director	2/13/2019	\$	3,950.00	37-1223-661-002
0007599	TestOut Corporation	Testout Codes	2/13/2019	\$	2,580.00	16-9300-740-000
0007577	TestOut Corporation	Codes for Resale	2/13/2019	\$	258.00	16-9300-740-000
0007577	TestOut Corporation	Codes for Resale	2/13/2019	\$	774.00	16-9300-740-000
0007570	TouchTone Communications	Long Distance phone service	2/13/2019	\$	0.25	11-6500-631-000
0007574	Trane U.S., Inc.	Student Union Boiler repair	2/13/2019	\$	3,520.19	11-7100-824-000
0007590	United States Postal Service	BRM Permit Fee	2/13/2019	\$	235.00	11-6500-611-000
0007582	Westar Energy	Pond/ 4000 rd Electricity	2/13/2019	\$	87.55	11-6500-635-000
0007582	Westar Energy	Electricity/ CIE Bldg	2/13/2019	\$	873.85	11-6500-635-000
0007582	Westar Energy	Electricity Main Campus	2/13/2019	\$	8,053.99	11-6500-635-000
0007582	Westar Energy	Electricity Captains Quarters	2/13/2019	\$	2,385.64	16-9500-635-000

0007582	Westar Energy	Electricity Brick D	2/13/2019	\$	131.35	16-9500-635-000
0007582	Westar Energy	Electricity Brick C	2/13/2019	\$	115.37	16-9500-635-000
0007582	Westar Energy	Electricity Brick A	2/13/2019	\$	154.97	16-9500-635-000
0007582	Westar Energy	Brick B Electricity	2/13/2019	\$	149.79	16-9500-635-000
0007593	Woods Lumber of Independence, Ks. INC	paint roller covers football equipment room	2/13/2019	\$	17.90	11-7100-649-000
0007593	Woods Lumber of Independence, Ks. INC	paint roller covers football equipment room	2/13/2019	\$	9.44	11-7100-649-000
0007593	Woods Lumber of Independence, Ks. INC	paint roller covers football equipment room	2/13/2019	\$	8.94	11-7100-649-000
0007593	Woods Lumber of Independence, Ks. INC	caulking for door trim Football equipment room	2/13/2019	\$	3.17	11-7100-649-000
0007594	Wright International Student Services	Unloading/ Removing from Delinquency	2/13/2019	\$	675.00	11-5200-646-000
0007563	Yerkes & Michels, CPA	Consult for AR and AP ledgers	2/13/2019	\$	220.00	11-6200-663-000
EFT000000001371	Kansas Department of Revenue-Sales Tax	Sales Tax (County) Jan. 2019	2/18/2019	\$	4,517.46	11-0100-216-000
0007603	Kansas Farm Bureau	Membership Dues	2/18/2019	\$	27.00	71-5700-285-016
EFT000000001375	ICC Student	Student Financial Aid Refund	2/19/2019	\$	1,816.14	11-0000-203-000
EFT000000001386	ICC Student	Student Financial Aid Refund	2/19/2019	\$	1,758.00	11-0000-203-000
EFT000000001376	ICC Student	Student Financial Aid Refund	2/19/2019	\$	997.00	11-0000-203-000
EFT000000001387	ICC Student	Student Financial Aid Refund	2/19/2019	\$	2,129.28	11-0000-203-000
EFT000000001384	ICC Student	Student Financial Aid Refund	2/19/2019	\$	1,012.03	11-0000-203-000
EFT000000001373	ICC Student	Student Financial Aid Refund	2/19/2019	\$	2,293.05	11-0000-203-000
EFT000000001380	ICC Student	Student Financial Aid Refund	2/19/2019	\$	3,880.30	11-0000-203-000
EFT000000001385	ICC Student	Student Financial Aid Refund	2/19/2019	\$	911.14	11-0000-203-000
EFT000000001381	ICC Student	Student Financial Aid Refund	2/19/2019	\$	674.00	11-0000-203-000
EFT000000001383	ICC Student	Student Financial Aid Refund	2/19/2019	\$	1,072.91	11-0000-203-000
EFT000000001374	ICC Student	Student Financial Aid Refund	2/19/2019	\$	4,171.18	11-0000-203-000
EFT000000001377	ICC Student	Student Financial Aid Refund	2/19/2019	\$	2,234.00	11-0000-203-000
EFT000000001379	ICC Student	Student Financial Aid Refund	2/19/2019	\$	2,167.00	11-0000-203-000
EFT000000001378	ICC Student	Student Financial Aid Refund	2/19/2019	\$	3,108.05	11-0000-203-000
EFT000000001382	ICC Student	Student Financial Aid Refund	2/19/2019	\$	2,585.00	11-0000-203-000
EFT000000001372	ICC Student	Student Financial Aid Refund	2/19/2019	\$	1,174.00	11-0000-203-000
0007774	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	20.00	11-0000-203-000
0007744	ICC Student	Student Financial Aid Refund	2/20/2019	\$	814.00	11-0000-203-000
0007786	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	58.86	11-0000-203-000
0007739	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,468.06	11-0000-203-000
0007713	ICC Student	Student Financial Aid Refund	2/20/2019	\$	202.00	11-0000-203-000
0007738	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,072.00	11-0000-203-000
0007640	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,342.00	11-0000-203-000
0007660	ICC Student	Student Financial Aid Refund	2/20/2019	\$	925.96	11-0000-203-000
0007722	ICC Student	Student Financial Aid Refund	2/20/2019	\$	2,112.00	11-0000-203-000
0007740	ICC Student	Student Financial Aid Refund	2/20/2019	\$	167.05	11-0000-203-000

0007749	Bluffstone: The Villas at Independence LLC	ICC Student Financial Aid Housing Payment	2/20/2019	\$	1,632.09	11-0000-203-000
0007690	ICC Student	Student Financial Aid Refund	2/20/2019	\$	154.50	11-0000-203-000
0007767	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	468.50	11-0000-203-000
0007694	ICC Student	Student Financial Aid Refund	2/20/2019	\$	139.00	11-0000-203-000
0007733	ICC Student	Student Financial Aid Refund	2/20/2019	\$	887.00	11-0000-203-000
0007742	ICC Student	Student Financial Aid Refund	2/20/2019	\$	555.41	11-0000-203-000
0007647	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,539.56	11-0000-203-000
0007627	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,400.09	11-0000-203-000
0007754	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	387.00	11-0000-203-000
0007619	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,376.04	11-0000-203-000
0007752	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	17.10	11-0000-203-000
0007663	ICC Student	Student Financial Aid Refund	2/20/2019	\$	978.10	11-0000-203-000
0007765	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	225.00	11-0000-203-000
0007645	ICC Student	Student Financial Aid Refund	2/20/2019	\$	897.19	11-0000-203-000
0007657	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,326.56	11-0000-203-000
0007787	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	225.00	11-0000-203-000
0007687	ICC Student	Student Financial Aid Refund	2/20/2019	\$	366.00	11-0000-203-000
0007778	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	360.98	11-0000-203-000
0007775	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	31.88	11-0000-203-000
0007685	ICC Student	Student Financial Aid Refund	2/20/2019	\$	235.00	11-0000-203-000
0007605	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,934.40	11-0000-203-000
0007718	ICC Student	Student Financial Aid Refund	2/20/2019	\$	3,974.05	11-0000-203-000
0007711	ICC Student	Student Financial Aid Refund	2/20/2019	\$	953.06	11-0000-203-000
0007623	ICC Student	Student Financial Aid Refund	2/20/2019	\$	156.82	11-0000-203-000
0007709	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,489.00	11-0000-203-000
0007746	ICC Student	Student Financial Aid Refund	2/20/2019	\$	180.00	11-0000-203-000
0007726	ICC Student	Student Financial Aid Refund	2/20/2019	\$	690.80	11-0000-203-000
0007780	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	216.20	11-0000-203-000
0007635	ICC Student	Student Financial Aid Refund	2/20/2019	\$	824.63	11-0000-203-000
0007688	ICC Student	Student Financial Aid Refund	2/20/2019	\$	334.00	11-0000-203-000
0007628	ICC Student	Student Financial Aid Refund	2/20/2019	\$	2,415.14	11-0000-203-000
0007670	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,348.00	11-0000-203-000
0007762	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	526.73	11-0000-203-000
0007732	ICC Student	Student Financial Aid Refund	2/20/2019	\$	117.02	11-0000-203-000
0007769	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	135.83	11-0000-203-000
0007706	ICC Student	Student Financial Aid Refund	2/20/2019	\$	500.00	11-0000-203-000
0007706	ICC Student	Student Financial Aid Refund	2/20/2019	\$	855.14	11-0000-203-000
0007644	ICC Student	Student Financial Aid Refund	2/20/2019	\$	951.09	11-0000-203-000

0007698	ICC Student	Student Financial Aid Refund	2/20/2019	\$	840.18	11-0000-203-000
0007741	ICC Student	Student Financial Aid Refund	2/20/2019	\$	98.14	11-0000-203-000
0007741	ICC Student	Student Financial Aid Refund	2/20/2019	\$	192.86	11-0000-203-000
0007665	ICC Student	Student Financial Aid Refund	2/20/2019	\$	58.15	11-0000-203-000
0007760	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	225.00	11-0000-203-000
0007790	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	445.71	11-0000-203-000
0007747	ICC Student	Student Financial Aid Refund	2/20/2019	\$	2,322.17	11-0000-203-000
0007622	ICC Student	Student Financial Aid Refund	2/20/2019	\$	64.00	11-0000-203-000
0007783	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	225.00	11-0000-203-000
0007704	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,474.14	11-0000-203-000
0007724	ICC Student	Student Financial Aid Refund	2/20/2019	\$	3,247.00	11-0000-203-000
0007710	ICC Student	Student Financial Aid Refund	2/20/2019	\$	2,894.00	11-0000-203-000
0007714	ICC Student	Student Financial Aid Refund	2/20/2019	\$	482.00	11-0000-203-000
0007730	ICC Student	Student Financial Aid Refund	2/20/2019	\$	903.58	11-0000-203-000
0007781	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	105.42	11-0000-203-000
0007757	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	145.16	11-0000-203-000
0007672	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,150.00	11-0000-203-000
0007639	ICC Student	Student Financial Aid Refund	2/20/2019	\$	422.02	11-0000-203-000
0007610	ICC Student	Student Financial Aid Refund	2/20/2019	\$	2.85	11-0000-203-000
0007610	ICC Student	Student Financial Aid Refund	2/20/2019	\$	20.00	11-0000-203-000
0007618	ICC Student	Student Financial Aid Refund	2/20/2019	\$	552.00	11-0000-203-000
0007731	ICC Student	Student Financial Aid Refund	2/20/2019	\$	967.00	11-0000-203-000
0007737	ICC Student	Student Financial Aid Refund	2/20/2019	\$	964.00	11-0000-203-000
0007664	ICC Student	Student Financial Aid Refund	2/20/2019	\$	194.06	11-0000-203-000
0007759	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	1.00	11-0000-203-000
0007745	ICC Student	Student Financial Aid Refund	2/20/2019	\$	2,970.14	11-0000-203-000
0007632	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,572.00	11-0000-203-000
0007708	ICC Student	Student Financial Aid Refund	2/20/2019	\$	719.59	11-0000-203-000
0007716	ICC Student	Student Financial Aid Refund	2/20/2019	\$	433.10	11-0000-203-000
0007721	ICC Student	Student Financial Aid Refund	2/20/2019	\$	820.97	11-0000-203-000
0007682	ICC Student	Student Financial Aid Refund	2/20/2019	\$	333.00	11-0000-203-000
0007777	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	494.40	11-0000-203-000
0007766	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	200.00	11-0000-203-000
0007652	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,064.53	11-0000-203-000
0007675	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,007.56	11-0000-203-000
0007728	ICC Student	Student Financial Aid Refund	2/20/2019	\$	166.22	11-0000-203-000
0007648	ICC Student	Student Financial Aid Refund	2/20/2019	\$	799.05	11-0000-203-000
0007614	ICC Student	Student Financial Aid Refund	2/20/2019	\$	923.00	11-0000-203-000

[illegible]

0007748	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/20/2019	\$	1,600.00	11-0000-203-000
0007748	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/20/2019	\$	6.00	11-0000-203-000
0007748	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/20/2019	\$	50.12	11-0000-203-000
0007748	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/20/2019	\$	1,225.00	11-0000-203-000
0007748	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/20/2019	\$	652.00	11-0000-203-000
0007748	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/20/2019	\$	1,600.00	11-0000-203-000
0007611	ICC Student	Student Financial Aid Refund	2/20/2019	\$	569.00	11-0000-203-000
0007719	ICC Student	Student Financial Aid Refund	2/20/2019	\$	569.17	11-0000-203-000
0007651	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,405.17	11-0000-203-000
0007686	ICC Student	Student Financial Aid Refund	2/20/2019	\$	721.27	11-0000-203-000
0007667	ICC Student	Student Financial Aid Refund	2/20/2019	\$	283.17	11-0000-203-000
0007761	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	450.00	11-0000-203-000
0007700	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,848.74	11-0000-203-000
0007634	ICC Student	Student Financial Aid Refund	2/20/2019	\$	2,560.31	11-0000-203-000
0007776	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	910.00	11-0000-203-000
0007629	ICC Student	Student Financial Aid Refund	2/20/2019	\$	450.14	11-0000-203-000
0007755	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	450.00	11-0000-203-000
0007695	ICC Student	Student Financial Aid Refund	2/20/2019	\$	2,280.00	11-0000-203-000
0007768	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	220.00	11-0000-203-000
0007656	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,514.17	11-0000-203-000
0007784	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	76.93	11-0000-203-000
0007654	ICC Student	Student Financial Aid Refund	2/20/2019	\$	2,273.66	11-0000-203-000
0007696	ICC Student	Student Financial Aid Refund	2/20/2019	\$	434.00	11-0000-203-000
0007612	ICC Student	Student Financial Aid Refund	2/20/2019	\$	750.00	11-0000-203-000
0007643	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,230.00	11-0000-203-000
0007607	ICC Student	Student Financial Aid Refund	2/20/2019	\$	2,407.00	11-0000-203-000
0007637	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,003.00	11-0000-203-000
0007697	ICC Student	Student Financial Aid Refund	2/20/2019	\$	3.10	11-0000-203-000
0007680	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,640.14	11-0000-203-000
0007681	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,840.14	11-0000-203-000
0007764	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	450.00	11-0000-203-000
0007674	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,138.98	11-0000-203-000
0007763	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	145.16	11-0000-203-000
0007720	ICC Student	Student Financial Aid Refund	2/20/2019	\$	616.00	11-0000-203-000
0007701	ICC Student	Student Financial Aid Refund	2/20/2019	\$	139.00	11-0000-203-000
0007771	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	89.95	11-0000-203-000
0007617	ICC Student	Student Financial Aid Refund	2/20/2019	\$	444.02	11-0000-203-000
0007608	ICC Student	Student Financial Aid Refund	2/20/2019	\$	3,006.06	11-0000-203-000

0007666	ICC Student	Student Financial Aid Refund	2/20/2019	\$	676.05	11-0000-203-000
0007641	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,615.42	11-0000-203-000
0007683	ICC Student	Student Financial Aid Refund	2/20/2019	\$	893.06	11-0000-203-000
0007717	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,729.00	11-0000-203-000
0007727	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,309.00	11-0000-203-000
0007638	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,049.00	11-0000-203-000
0007756	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	75.00	11-0000-203-000
0007631	ICC Student	Student Financial Aid Refund	2/20/2019	\$	941.14	11-0000-203-000
0007661	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,132.14	11-0000-203-000
0007691	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,549.00	11-0000-203-000
0007621	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,052.86	11-0000-203-000
0007606	ICC Student	Student Financial Aid Refund	2/20/2019	\$	405.38	11-0000-203-000
0007633	ICC Student	Student Financial Aid Refund	2/20/2019	\$	452.00	11-0000-203-000
0007662	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,420.00	11-0000-203-000
0007626	ICC Student	Student Financial Aid Refund	2/20/2019	\$	699.59	11-0000-203-000
0007753	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	20.00	11-0000-203-000
0007715	ICC Student	Student Financial Aid Refund	2/20/2019	\$	964.00	11-0000-203-000
0007669	ICC Student	Student Financial Aid Refund	2/20/2019	\$	444.00	11-0000-203-000
0007789	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	195.00	11-0000-203-000
0007751	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	469.55	11-0000-203-000
0007613	ICC Student	Student Financial Aid Refund	2/20/2019	\$	2,449.06	11-0000-203-000
0007655	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,606.02	11-0000-203-000
0007620	ICC Student	Student Financial Aid Refund	2/20/2019	\$	704.91	11-0000-203-000
0007677	ICC Student	Student Financial Aid Refund	2/20/2019	\$	147.00	11-0000-203-000
0007725	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,160.14	11-0000-203-000
0007779	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	225.00	11-0000-203-000
0007707	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,597.23	11-0000-203-000
0007673	ICC Student	Student Financial Aid Refund	2/20/2019	\$	15.17	11-0000-203-000
0007735	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,556.25	11-0000-203-000
0007642	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,527.97	11-0000-203-000
0007785	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	99.89	11-0000-203-000
0007649	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,933.02	11-0000-203-000
0007615	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,550.00	11-0000-203-000
0007676	ICC Student	Student Financial Aid Refund	2/20/2019	\$	326.06	11-0000-203-000
0007659	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,052.05	11-0000-203-000
0007723	ICC Student	Student Financial Aid Refund	2/20/2019	\$	13.14	11-0000-203-000
0007692	ICC Student	Student Financial Aid Refund	2/20/2019	\$	214.17	11-0000-203-000
0007616	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,369.00	11-0000-203-000

0007703	ICC Student	Student Financial Aid Refund	2/20/2019	\$	968.00	11-0000-203-000
0007689	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,948.17	11-0000-203-000
0007609	ICC Student	Student Financial Aid Refund	2/20/2019	\$	4,969.59	11-0000-203-000
0007712	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,550.00	11-0000-203-000
0007624	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,926.68	11-0000-203-000
0007646	ICC Student	Student Financial Aid Refund	2/20/2019	\$	615.00	11-0000-203-000
0007671	ICC Student	Student Financial Aid Refund	2/20/2019	\$	2,884.23	11-0000-203-000
0007604	ICC Student	Student Financial Aid Refund	2/20/2019	\$	20.43	11-0000-203-000
0007625	ICC Student	Student Financial Aid Refund	2/20/2019	\$	696.61	11-0000-203-000
0007702	ICC Student	Student Financial Aid Refund	2/20/2019	\$	39.18	11-0000-203-000
0007668	ICC Student	Student Financial Aid Refund	2/20/2019	\$	740.00	11-0000-203-000
0007736	ICC Student	Student Financial Aid Refund	2/20/2019	\$	969.00	11-0000-203-000
0007678	ICC Student	Student Financial Aid Refund	2/20/2019	\$	418.86	11-0000-203-000
0007636	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,421.00	11-0000-203-000
0007684	ICC Student	Student Financial Aid Refund	2/20/2019	\$	978.99	11-0000-203-000
0007734	ICC Student	Student Financial Aid Refund	2/20/2019	\$	27.00	11-0000-203-000
0007782	ICC Student	Student Financial Aid Prior Balance Payment	2/20/2019	\$	1,223.00	11-0000-203-000
0007650	ICC Student	Student Financial Aid Refund	2/20/2019	\$	4,205.05	11-0000-203-000
0007743	ICC Student	Student Financial Aid Refund	2/20/2019	\$	1,242.00	11-0000-203-000
0007658	ICC Student	Student Financial Aid Refund	2/20/2019	\$	90.32	11-0000-203-000
0007630	ICC Student	Student Financial Aid Refund	2/20/2019	\$	243.06	11-0000-203-000
0007693	ICC Student	Student Financial Aid Refund	2/20/2019	\$	962.00	11-0000-203-000
0007810	Agosto, Carrie	STEM contract Feb 2019	2/21/2019	\$	100.00	37-1223-661-002
0007792	Albanese Confectionery Group	Candy for Resale	2/21/2019	\$	365.09	16-9300-740-000
0007814	Arlan Co. Inc.	Softball - turface for field	2/21/2019	\$	604.50	71-5560-285-000
0007834	Atmos Energy	Gas Service/ student union bld	2/21/2019	\$	1,132.59	11-6500-633-000
0007834	Atmos Energy	Gas Service/ Maintenance bldg	2/21/2019	\$	122.78	11-6500-633-000
0007834	Atmos Energy	Gas Service/ Fine Arts bldg	2/21/2019	\$	1,745.38	11-6500-633-000
0007834	Atmos Energy	Gas Service/ Field house	2/21/2019	\$	1,927.17	11-6500-633-000
0007834	Atmos Energy	Gas Service/ CIE Bldg	2/21/2019	\$	257.90	11-6500-633-000
0007834	Atmos Energy	Gas Service/ Admin bldg	2/21/2019	\$	447.69	11-6500-633-000
0007834	Atmos Energy	Gas Service/ Academic Bldg	2/21/2019	\$	2,973.82	11-6500-633-000
0007805	Atmos Energy	Gas Charges/ CIE Bldg	2/21/2019	\$	360.89	11-6500-633-000
0007832	Bluffstone: The Villas at Independence LLC	ICC Student Financial Aid Housing Payment	2/21/2019	\$	1,000.00	11-0000-203-000
0007833	Cable One, Inc.	Main Campus Internet Services	2/21/2019	\$	2,250.00	11-6500-636-000
0007833	Cable One, Inc.	ICC West Internet Service	2/21/2019	\$	900.00	11-6500-636-000
0007791	Caughman, Johnny	Student Life - student activities supervisor	2/21/2019	\$	500.00	11-5700-693-000
0007811	Charter, Shelly L.	STEM Feb 2019	2/21/2019	\$	110.00	37-1223-661-002

0007794	CJ Threads	EMT T-shirts Imprinted	2/21/2019	\$	242.00	16-9300-740-000
0007822	Elsevier Health	Textbooks for Resale/ PO4519	2/21/2019	\$	457.98	16-9300-740-000
0007822	Elsevier Health	Textbooks for Resale/ PO4519	2/21/2019	\$	44.40	16-9300-740-000
0007822	Elsevier Health	Textbooks for Resale/ PO4519	2/21/2019	\$	81.87	16-9300-740-000
0007822	Elsevier Health	Textbooks for Resale/ PO4519	2/21/2019	\$	457.97	16-9300-740-000
0007822	Elsevier Health	Textbooks for Resale/ PO4519	2/21/2019	\$	188.13	16-9300-740-000
0007799	Express Services, Inc.	Accounts Receivable Services	2/21/2019	\$	755.20	11-6200-646-000
0007807	Fedex	Shipping	2/21/2019	\$	100.93	11-6500-611-000
0007808	Four State Maintenance Supply, Inc.	Genesan PolGreen (PO4631)	2/21/2019	\$	227.94	11-7100-708-000
0007809	Get Right Graphics	envelopes and business cards	2/21/2019	\$	472.44	16-9300-740-000
0007809	Get Right Graphics	envelopes and business cards	2/21/2019	\$	60.00	16-9300-740-000
0007809	Get Right Graphics	envelopes and business cards	2/21/2019	\$	30.00	16-9300-740-000
0007809	Get Right Graphics	envelopes and business cards	2/21/2019	\$	35.00	16-9300-740-000
0007827	Great Western Dining Service , Inc.	Student Meal Charges	2/21/2019	\$	35.10	16-9600-602-000
0007827	Great Western Dining Service , Inc.	Meal Plan	2/21/2019	\$	15,002.40	16-9600-602-000
0007827	Great Western Dining Service , Inc.	Football - snacks for football team - Inv. 255989	2/21/2019	\$	139.00	11-5510-617-000
0007827	Great Western Dining Service , Inc.	Football - snacks for football team - Inv. 255989	2/21/2019	\$	70.00	71-5500-285-000
0007827	Great Western Dining Service , Inc.	Football - snacks for football team - Inv. 255989	2/21/2019	\$	205.00	11-5700-698-000
0007827	Great Western Dining Service , Inc.	Football - breakfast/lunch for recruits - Inc. 255987	2/21/2019	\$	189.00	11-5510-617-000
0007827	Great Western Dining Service , Inc.	Employee Meal Charges	2/21/2019	\$	61.60	16-9600-602-000
0007817	Henry, James	Student Life - student activities supervisor	2/21/2019	\$	500.00	11-5700-693-000
0007815	Hugo's Industrial Supply, Inc	disinfecting machine	2/21/2019	\$	1,500.00	11-7100-850-000
0007815	Hugo's Industrial Supply, Inc	2-mop buckets for cosmetology; trash bags; TP; PT; gloves	2/21/2019	\$	548.97	11-7100-708-000
0007815	Hugo's Industrial Supply, Inc	16 bags ice melt	2/21/2019	\$	48.07	11-7100-708-000
0007815	Hugo's Industrial Supply, Inc	16 bags ice melt	2/21/2019	\$	192.00	11-7300-719-000
0007815	Hugo's Industrial Supply, Inc	16 bags ice melt	2/21/2019	\$	454.23	11-7300-719-000
0007831	ICC Student Housing	ICC Student Financial Aid Housing Payment	2/21/2019	\$	404.14	11-0000-203-000
0007795	Independence Chamber Of Commerce	2019 Membership Dues	2/21/2019	\$	874.00	11-6100-681-000
0007795	Independence Chamber Of Commerce	2019 Annual Meeting	2/21/2019	\$	300.00	11-1223-601-000
0007795	Independence Chamber Of Commerce	2019 Annual Meeting	2/21/2019	\$	100.00	11-6300-601-000
0007829	INDEPENDENCE COMMUNITY COLLEGE	Peer Tutor Salaries for period 5 & 6	2/21/2019	\$	2,675.00	32-8304-545-000
0007819	Kamehameha Schools	Scholarship Refund	2/21/2019	\$	2,490.00	11-8100-731-000
0007812	Kelley, William	STEM contract Feb 2109	2/21/2019	\$	90.00	37-1223-661-002
0007828	ICC Student	Student Payroll Correction	2/21/2019	\$	73.88	11-0100-484-000
0007820	Lee's Cooling & Heating, Inc.	Athletic Dept. - sheetmetal for Football office	2/21/2019	\$	121.50	11-5500-701-000
0007818	Locke Supply Co.	2 thermostat replacements for ICC West	2/21/2019	\$	220.38	11-7100-824-000
0007823	McGraw-Hill Global Education, LLC	Online Codes for Resale	2/21/2019	\$	1,628.97	16-9300-740-000
0007823	McGraw-Hill Global Education, LLC	Online Codes for Resale	2/21/2019	\$	235.97	16-9300-740-000

0007816	Mims, Matt	Student Life - student activities supervisor	2/21/2019	\$	500.00	11-5700-693-000
0007821	Missouri Book Service	Textbooks for Loan	2/21/2019	\$	94.32	16-9300-743-000
0007821	Missouri Book Service	Textbooks for Loan	2/21/2019	\$	93.64	16-9300-743-000
0007821	Missouri Book Service	Textbooks for Loan	2/21/2019	\$	92.16	16-9300-743-000
0007821	Missouri Book Service	Textbooks for Loan	2/21/2019	\$	1,209.45	16-9300-743-000
0007835	Moore Public Schools ISD-2	Stunt - officials for stunt competition	2/21/2019	\$	100.00	11-5590-606-000
0007798	New England Buying Consortium, Inc.	2019 Membership fee-Buying Group	2/21/2019	\$	90.00	16-9300-601-000
0007801	Newton's True Value	scraper blades for football locker room carpet removal in equipment room	2/21/2019	\$	10.99	11-7100-649-000
0007801	Newton's True Value	scraper blades for football locker room carpet removal in equipment room	2/21/2019	\$	2.29	11-7100-649-000
0007801	Newton's True Value	scraper blades for football locker room carpet removal in equipment room	2/21/2019	\$	13.98	11-7100-649-000
0007801	Newton's True Value	scraper blades for football locker room carpet removal in equipment room	2/21/2019	\$	16.48	11-7100-708-000
0007803	O'Reilly Auto Parts	replace thermostat for minivan; replace worn brakes minivan	2/21/2019	\$	285.40	11-7200-647-000
0007803	O'Reilly Auto Parts	deicer for locks and doors on campus---ice storm	2/21/2019	\$	10.98	11-7300-649-000
0007803	O'Reilly Auto Parts	deicer for locks and doors on campus---ice storm	2/21/2019	\$	35.88	11-7200-647-000
0007803	O'Reilly Auto Parts	2 belts for icc west HVAC unit PM	2/21/2019	\$	15.56	11-7100-824-000
0007797	PCMG, INC.	Microsoft License Renewal - Annual	2/21/2019	\$	6,645.26	11-6600-852-000
0007824	Pearson Education	Codes and Workbooks for Resale	2/21/2019	\$	4,283.84	16-9300-740-000
0007824	Pearson Education	Codes and Workbooks for Resale	2/21/2019	\$	567.15	16-9300-740-000
0007824	Pearson Education	Codes and Workbooks for Resale	2/21/2019	\$	898.17	16-9300-740-000
0007824	Pearson Education	Codes and Workbooks for Resale	2/21/2019	\$	390.07	16-9300-743-000
0007825	Sage Publishing	Textbooks for Laon	2/21/2019	\$	713.25	16-9300-743-000
0007793	Smith, Joanne	Marketing Support	2/21/2019	\$	850.00	11-6300-661-000
0007804	The Chronicle of Higher Education, Inc.	One-year subscription renewal	2/21/2019	\$	99.95	11-6100-693-000
0007826	Thompson Bros. Supplies	Ar Gas Cylinder for Chemistry	2/21/2019	\$	45.50	11-1175-700-000
0007796	TLC Groundskeeping, LLC	2 pallets ice melt	2/21/2019	\$	924.00	11-7300-719-000
0007796	TLC Groundskeeping, LLC	2 pallets (80 bags) ice melt for campus winter needs	2/21/2019	\$	840.00	11-7300-719-000
0007800	Toyota Financial Services	Fleet Vehicle Lease	2/21/2019	\$	543.00	11-7200-645-000
0007800	Toyota Financial Services	Fleet Vehicle Lease	2/21/2019	\$	528.69	11-7200-645-000
0007800	Toyota Financial Services	Fleet Vehicle Lease	2/21/2019	\$	543.00	11-7200-645-000
0007800	Toyota Financial Services	Fleet Lease Vehicle	2/21/2019	\$	375.89	11-7200-645-000
0007802	Trane U.S., Inc.	repair fine arts hvac unit	2/21/2019	\$	509.00	11-7100-824-000
0007806	Unitas Global Kansas City, Inc	Unitas Backups	2/21/2019	\$	2,576.41	11-6600-646-000
0007813	Williams, Malinda	STEM Feb 2019	2/21/2019	\$	90.00	37-1223-661-002
0007830	Woods Lumber of Independence, Ks. INC	Ping pong table repair PO4688	2/21/2019	\$	32.53	11-7100-649-000
0007830	Woods Lumber of Independence, Ks. INC	Ping pong table repair PO4688	2/21/2019	\$	7.95	11-7100-649-000
0007836	ICC Student	Per Diem Food and Meals	2/26/2019	\$	120.00	11-6100-693-000
0007837	ICC Student	Student Financial Aid Refund	2/26/2019	\$	649.86	11-0000-203-000
0007838	Kansas Farm Bureau	Membership Dues	2/27/2019	\$	6.00	71-5700-285-016

0007846	A & C Autoglass (Chad Kahler)	replace broken passenger side window on Caravan	2/28/2019	\$	185.00	11-7200-647-000
0007864	Ane Maes Coffee And Sandwich Shop	Coffe- PO 4575	2/28/2019	\$	92.00	11-4200-602-000
0007866	Associated Theatrical Contractors, Inc.	Make up Kits for Resale	2/28/2019	\$	561.49	16-9300-740-000
0007845	AT&T	Phone/Fax Maintenance, dorms	2/28/2019	\$	1,692.15	11-6500-631-000
0007845	AT&T	Phone/Fax Main Campus	2/28/2019	\$	1,714.96	11-6500-631-000
0007855	Atmos Energy	ICC West Gas Service	2/28/2019	\$	1,010.33	11-6500-633-000
0007843	Express Services, Inc.	Payroll Clerk	2/28/2019	\$	267.82	11-6110-661-000
0007843	Express Services, Inc.	Accounts Receivable	2/28/2019	\$	925.12	11-6200-646-000
0007847	Fastenal	tarp to cover ice melt supply	2/28/2019	\$	9.99	11-7300-719-000
0007847	Fastenal	c and d batteries for hand towel dispensers and toilet flushers	2/28/2019	\$	19.94	11-7100-708-000
0007840	Flinn Scientific	Lab Supplies	2/28/2019	\$	114.65	11-1175-700-000
0007859	Four State Maintenance Supply, Inc.	2 cases diamond floor pads; 4 cases D & D disinfectant	2/28/2019	\$	379.54	11-7100-708-000
0007859	Four State Maintenance Supply, Inc.	1 case Linpol Gloss	2/28/2019	\$	107.23	11-7100-708-000
0007851	George Lay Signs, Inc.	Sign/Advertising	2/28/2019	\$	134.50	11-6300-615-000
0007851	George Lay Signs, Inc.	Sign/Advertising	2/28/2019	\$	134.50	11-6300-615-000
0007850	Gerber Tours Inc	2nd installment on Galveston trip	2/28/2019	\$	10,890.00	31-8502-606-000
0007871	Great Western Dining Service , Inc.	Student Meal charges	2/28/2019	\$	23.40	16-9600-602-000
0007871	Great Western Dining Service , Inc.	Meal Plan	2/28/2019	\$	15,002.40	16-9600-602-000
0007871	Great Western Dining Service , Inc.	Football - snacks/bananas & granola bars	2/28/2019	\$	139.00	16-9600-602-000
0007871	Great Western Dining Service , Inc.	Football - snacks for football	2/28/2019	\$	70.00	71-5500-285-002
0007871	Great Western Dining Service , Inc.	Football - snacks for football	2/28/2019	\$	116.00	11-5510-698-000
0007871	Great Western Dining Service , Inc.	Employee meal charges	2/28/2019	\$	77.00	16-9600-602-000
0007860	Hugo's Industrial Supply, Inc	whiteboard cleaner/conditioner; 56 gallon square can trash bags	2/28/2019	\$	169.65	11-7100-708-000
0007860	Hugo's Industrial Supply, Inc	Netflix Merchandise - shipping/Handling for order	2/28/2019	\$	17.62	16-9300-742-001
0007860	Hugo's Industrial Supply, Inc	Netflix Merchandise - shipping/handling	2/28/2019	\$	18.61	16-9300-742-001
0007860	Hugo's Industrial Supply, Inc	Netflix Merchandise - shipping/handling	2/28/2019	\$	19.78	16-9300-742-001
0007860	Hugo's Industrial Supply, Inc	Netflix Merchandise - shipping/handling	2/28/2019	\$	2.56	16-9300-742-001
0007860	Hugo's Industrial Supply, Inc	Netflix Merchandise - shipping/handling	2/28/2019	\$	2.67	16-9300-742-001
0007860	Hugo's Industrial Supply, Inc	floor machine for cleaning AC building	2/28/2019	\$	3,880.00	11-7100-850-000
0007860	Hugo's Industrial Supply, Inc	burnishing pads; whiteboard cleaner;disinfectant mist	2/28/2019	\$	276.05	11-7100-708-000
0007860	Hugo's Industrial Supply, Inc	Athletic Dept. - supplies for mister	2/28/2019	\$	76.42	11-5500-701-000
0007860	Hugo's Industrial Supply, Inc	16 bags ice melt	2/28/2019	\$	139.64	11-7100-708-000
0007853	Indy Print Services	Monthly Printer Supplies	2/28/2019	\$	2,653.83	11-6500-646-000
0007853	Indy Print Services	Monthly Managing Services	2/28/2019	\$	1,500.00	11-6500-646-000
0007874	Joe Smith Company	Food and Drinks for Resale	2/28/2019	\$	53.86	16-9300-740-000
0007874	Joe Smith Company	Food and Drinks for Resale	2/28/2019	\$	74.77	16-9300-740-000
0007874	Joe Smith Company	Food and Drinks for Resale	2/28/2019	\$	50.78	16-9300-740-000
0007874	Joe Smith Company	Food and drinks for resale	2/28/2019	\$	427.81	16-9300-740-000

0007844	Kansas Region Phi Theta Kappa	sponsor registration/lodging	2/28/2019	\$	460.00	11-4200-720-000
0007844	Kansas Region Phi Theta Kappa	3 student registration/lodging	2/28/2019	\$	532.50	71-5700-285-013
0007861	KASFAA	registration fee for two employees	2/28/2019	\$	270.00	11-5200-681-000
0007848	Kryterion, Inc.	January state testing for C.N.A. & H.H.A.	2/28/2019	\$	36.00	71-1288-285-001
0007862	Locke Supply Co.	1-check valve for student union food service hot water heater	2/28/2019	\$	12.22	16-9600-649-000
0007839	McCollom, Steven	Reimbursement for recruiting charges	2/28/2019	\$	195.97	11-5510-617-000
0007863	Missouri Book Service	Textbooks for Loan	2/28/2019	\$	583.22	16-9300-743-000
0007863	Missouri Book Service	Textbooks for Loan	2/28/2019	\$	136.03	16-9300-740-000
0007863	Missouri Book Service	Textbooks for Loan	2/28/2019	\$	217.12	16-9300-743-000
0007863	Missouri Book Service	Textbooks for Loan	2/28/2019	\$	66.13	16-9300-743-000
0007858	Montgomery County Action Council	2019 Annual Membership Dues	2/28/2019	\$	265.00	11-6100-681-000
0007849	Newton's True Value	keyblank for ambulance	2/28/2019	\$	2.29	11-7200-647-000
0007849	Newton's True Value	hooks for shelves for cosmetology	2/28/2019	\$	3.28	11-7100-649-000
0007849	Newton's True Value	hooks for shelves for cosmetology	2/28/2019	\$	17.96	11-7100-649-000
0007849	Newton's True Value	foam mounting tape for ADA signs	2/28/2019	\$	5.99	11-7500-820-000
0007854	O'Reilly Auto Parts	wiper blades for f450; antifreeze and stop leak for taurus	2/28/2019	\$	106.79	11-7200-647-000
0007854	O'Reilly Auto Parts	wiper blades for f450; antifreeze and stop leak for taurus	2/28/2019	\$	70.07	11-7200-647-000
0007854	O'Reilly Auto Parts	wiper blades for f450; antifreeze and stop leak for taurus	2/28/2019	\$	41.04	11-7200-647-000
0007854	O'Reilly Auto Parts	wiper blades for f450; antifreeze and stop leak for taurus	2/28/2019	\$	16.22	11-7200-647-000
0007854	O'Reilly Auto Parts	wiper blades for f450; antifreeze and stop leak for taurus	2/28/2019	\$	25.78	11-7200-647-000
0007854	O'Reilly Auto Parts	replace belt for water pump ford taurus	2/28/2019	\$	45.26	11-7200-649-000
0007872	Papen, Jim	WBB - Reimbursement for	2/28/2019	\$	26.00	11-5540-606-000
0007867	Pearson Education	Textbooks for Loan	2/28/2019	\$	1,008.66	16-9300-743-000
0007868	Quality Automotive of Independence/Toyota	Coach Brown vehicle repair	2/28/2019	\$	3,525.23	11-7200-647-000
0007856	Ranson Financial Group LLC	2018 continuing disclosure sub	2/28/2019	\$	750.00	11-6500-725-000
0007865	RR Donnelley	2018 W2 PO#23827934-0001	2/28/2019	\$	206.90	11-0000-201-000
0007869	Simplex-Grinnell	Fire control monitoring ICC We	2/28/2019	\$	99.45	11-7100-661-000
0007870	Theatre Communications Group	Final install TCG membership for Inge Center	2/28/2019	\$	137.50	34-1100-615-000
0007842	TLC Groundskeeping, LLC	plow parking lots and clear sidewalks 1/12/2019 snow event	2/28/2019	\$	470.00	11-7300-661-000
0007842	TLC Groundskeeping, LLC	ICC West ice melt and labor 1/22/2019 snow event	2/28/2019	\$	450.00	11-7300-661-000
0007842	TLC Groundskeeping, LLC	ICC West ice melt and labor 1/22/2019 snow event	2/28/2019	\$	240.00	11-7300-661-000
0007852	Trane U.S., Inc.	RTU 4 Academic Building would not come on; Fine Arts Theatre Unit needed repaired	2/28/2019	\$	1,064.65	11-7100-824-000
0007857	Unitas Global Kansas City, Inc	unitas backups/ previous month	2/28/2019	\$	2,464.27	11-6600-646-000
0007875	ICC Student	Student Financial Aid Refund	2/28/2019	\$	1,393.00	11-0000-203-000
0007841	Wm Inge Festival Foundation	Online donor to Inge Hellesen 12.20.18	2/28/2019	\$	50.00	34-0902-453-000
0007841	Wm Inge Festival Foundation	Online donor Peterson 12.18.18	2/28/2019	\$	2.00	34-0902-453-000
0007841	Wm Inge Festival Foundation	Online donor Peterson 12.14.18	2/28/2019	\$	5.00	34-0902-453-000
0007873	Woods Lumber of Independence, Ks. INC	chalk line for ADA handrails	2/28/2019	\$	3.47	11-7500-820-000

0007873	Woods Lumber of Independence, Ks. INC	Ceiling tile replace po4826	2/28/2019	\$	34.82	16-9600-649-000
---------	---------------------------------------	-----------------------------	-----------	----	-------	-----------------

Total Payables:					\$ 707,398.75	
------------------------	--	--	--	--	----------------------	--

Memo

To: Independence Community College Board of Trustees

From: Daniel W. Barwick, PhD
President

Date: March 14, 2019

Re: President's Report

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 March, those items will include:

Accreditation Update
Strategic Planning Progress Update
Practice Field Update
Operational Plan
Dashboard Review

Independence Community College
Operational Plan
Quarterly Review
March 14, 2019

Contents

President's Office.....	3-11
Academic Affairs.....	12-13
Technical Education and Community Outreach	14-16
ICC Online Programs	17-18
Tutoring Services	19-21
Library Resources	22-26
Registrar's Office	27-29
Student Support Services.....	30-35
Recruiting.....	36-37
Enrollment.....	38-39
Athletics.....	40-42
Student Life.....	43-45
Institutional Research.....	46-47
Financial Affairs	48-61
Information Technology.....	62-63
Human Resources.....	64-66
Upward Bound.....	67-70
Compliance.....	71-75
Accessibility Services.....	76-78
Academic Council.....	79
Assessment Committee.....	80
Council of Chairs	81
Events Committee	82
Fab Lab.....	83-87
Faculty Senate.....	88
Inge Center	89-93
Judicial Committee.....	94
President's Cabinet	95-96
Professional Development Committee.....	97
Program Review Committee	98
Student Satisfaction and Complaints Review Committee.....	99
Student Success	100-101
Student Ambassadors.....	102
Student Government.....	103
Stunt.....	104
Men's Basketball.....	105
Women's Basketball.....	106
Football	107
Women's Softball.....	108
Women's Volleyball.....	109
Phi Theta Kappa (PTK).....	110-111

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. Q2: Full planning document for Festival presented to Board of Trustees in November 2018.
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. Q2: No progress.
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. Q2: Year One of the ADA projects are on a projected timeline of completion by June 2019. The KBOR audit results could add a few additional projects to the list.
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. Q2: Board meeting agendas and minutes continue to post on the College website. Updates to the Accreditation webpage are ongoing, and an access button to the On Notice Report document was created and can be accessed on the College homepage.

Measure 5:	Public comment period following adoption of Strategic Plan is held.
Measure 5 Results:	<p>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.</p> <p>Q2: Mike Thompson replaced Brooke Carroll in the Strategic Plan Process Coordinator position following her resignation to accept an employment position out of town. The GAP Analysis Committee identified five Work Groups: Academic Excellence, Community Engagement, Economic Development, Cultural and Diversity Excellence, and ICC 2025. Approximately 40 College and community individuals volunteered service on the Work Groups and a kick-off meeting for the Work Group phase was held Monday, February 18th, at ICC West. Each Work Group was given the task of creating 3-5 strategic initiatives to address deficiencies noted during the listening sessions and through survey results; reports from the Work Groups are due to the GAP Analysis Committee by March 15. The GAP Analysis Committee will draft a set of recommendations to the Board of Trustees by April 19 for their use during a Strategic Planning Workshop the last of April.</p>

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:	<p>Q1: Areas across campus have identified specific weak CSSE or Noel Levitz measures for improvement goals.</p> <p>Q2: Although specific weaknesses have been identified for identification of improvement goals, the CSSE has not been administered yet.</p>

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:	<p>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.</p> <p>Q2: A majority of Year One projects were completed by February and the remainder are on a projected timeline of completion by June 2019. The KBOR Audit results could add a few additional projects to the list. KBOR has 30 days from February 20th to provide ICC with a preliminary Letter of Findings.</p>

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:	<p>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.</p> <p>Q2: Operational Plans: continue to address needs identified by the HLC; are monitored through Cabinet meetings; shared through Staff Announcements; provided to local media; and, included in the electronic Board meeting agendas which post to the College website.</p>
Measure 2:	Campus-wide training in the new accreditation pathway is monitored.
Measure 2 Results:	<p>Q1: Campus-wide training has taken place during College In-Service sessions.</p> <p>Q2: Accreditation-related training continues during College In-Service sessions.</p>

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. Q2: Vet Tech staff continue efforts to assure improvement in the pass rate percentages.
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. Q2: Floor tiles were not replaced; however approximately 60% of the floors were stripped and resurfaced. Cleanliness issues have been addressed.

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.
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. Q2: Mandy Monroy has been employed in the position of ICC Foundation Director. To allow Ms. Monroy an adjustment period in her new position, a scholarship appeal and allocation plan has not been developed.
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. Q2: With the major focus being the HLC On Notice Report, this process has not begun.

Measure 3.	Monitoring of planning/feasibility phase shows progress.
Measure 3 Results:	Q1: This process has not begun. Q2: With new leadership in the ICC Foundation Director position and the resignation of the Marketing/Public Relations individual, 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. Q2: Collaborations with Bluffstone administrators and staff toward increased enrollment growth and greater dorm occupancy continue.
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

	<p>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.</p> <p>Q2: The effort toward an Online partnership with an outside source became no longer feasible. Alternative options, with a focus on 2 + 2, are being explored. Online Program updates are provided the Board of Trustees on a monthly basis.</p>
Measure 3:	Marginal cost pricing for students outside of our service area is developed and implemented.
Measure 3 Results:	<p>Q1: This process has not begun.</p> <p>Q2: This process has not begun.</p>
Measure 4:	The 2017-2018 revenue decrease is accurately reflected in the 2018-2019 balanced budget.
Measure 4 Results:	<p>Q1: The 2017-2018 revenue decrease has been accurately reflected in the 2018-2019 balanced budget. 2018-2019 and 2019-2020 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.</p> <p>Q2: 2018-2019 and 2019-2020 Cash Flow Projections are included in Board Agenda packets and posted to the College website for community accessibility/reference on a monthly basis.</p>

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. Q2: 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. Q2: The Facilities Master Plan was updated and included in the On Notice Report to HLC.
Measure 3:	Revised Facilities Master Plan is implemented.
Measure 3 Results:	Q1: This process has not begun. Q2: Although the Facilities Master Plan has been updated, the revised Plan has not been implemented.
Measure 4:	Structural improvement to Academic Building is prioritized.
Measure 4 Results:	Q1: This process has not begun. Q2: 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. Q2: Although the Facilities Master Plan has not been implemented, the updated five-year Technology Plan has been incorporated in the 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

	<p>environmental scan will be administered to all groups for consistency when tracking trends and occurrences internally, as well as external factors beyond our control.</p> <p>Q2: Electronic surveys and in-person listening sessions administered. 600 survey responses were received. Eight listening sessions were held.</p>
Measure 2:	Strategic Planning Work Group is created.
Measure 2 Results:	<p>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.</p> <p>Q2: Mike Thompson replaced Brooke Carroll in the Strategic Plan Process Coordinator position following her resignation to accept an employment position out of town. The GAP Analysis Committee identified five Work Groups: Academic Excellence, Community Engagement, Economic Development, Cultural and Diversity Excellence, and ICC 2025. Approximately 40 College and community individuals volunteered service on the Work Groups and a kick-off meeting for the Work Group phase was held Monday, February 18th, at ICC West. Each Work Group was given the task of creating 3-5 strategic initiatives to address deficiencies noted during the listening sessions and through survey results; reports from the Work Groups are due to the GAP Analysis Committee by March 15. The GAP Analysis Committee will draft a set of recommendations to the Board of Trustees by April 19 for their use during a Strategic Planning Workshop the last of April.</p>
Measure 3:	Aspirational peer is identified.
Measure 3 Results:	<p>Q1: This process has not begun.</p> <p>Q2: This process has not begun.</p>
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:	<p>Q1: Strategic Planning Process work is ongoing.</p> <p>Q2: Strategic Planning Process work is ongoing. Work Groups were identified and given the task of creating 3-5 initiatives to address deficiencies noted in the listening sessions and through survey results. Work to be submitted by March 9.</p>

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> <p>Q2: Anita Chappuie (IR) just completed this data entry to KBOR in January, and our results were 82% (45/55). We exceeded our target by 30%!</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> <p>Q2: Anita Chappuie (IR) was able to gather our data on this measure and found that students who take Comp Prep successfully and then enroll in</p>

	English Comp I and pass it successfully was a total of 24/27 or 88.9%. We surpassed our goal!
--	---

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 of 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. Q2: Anita Chappuie (IR) was able to gather our data on this measure and found that students who take Comp Prep successfully and then enroll in English Comp I and pass it successfully was a total of 24/27 or 88.9%. We surpassed our goal!
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. Q2: The CCSSE has not been completed yet for 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. Q2: Continuing to work with KansasWorks and explore possible apprenticeship opportunities.
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. Q2: We will be meeting with Morningstar Care Homes 3/6/19 to create a partnership with our Allied Health Department.

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. Q2: Welding program will be starting March 26 th , at this time there are 5 students in the pipeline to enroll. Early Childhood Education is on-going we

	will be having another advisory board meeting to discuss necessary changes to program.
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. Q2: 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. Q2: We will be attending the upcoming Montgomery County Action Council board meeting at the end of March. We will give an update on the status of the Talent Turnaround Program.
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. Q2: Will be setting up Early Childhood Education advisory board meeting for the spring semester and will update with progress made to change certificate and degree. We will also be establishing a Welding Advisory Board in the next quarter.

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. Q2: Conducted a general poll via Facebook regarding classes the community was interested in. Classes suggested were office management, QuickBooks, and small office management. Brainstorming to find the correct method to reach the 45-64 demographic.
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. Q2: We will be discussing the proposed courses when looking at classes for the upcoming semester. We are also attempting to offer more community links courses to reach this age range. I will be continuing to find the best method to survey this group and find what they are looking for.

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. Q2: As of yet, it remains the Cabinet who serves as the de-facto OAC. The Board is aware of the creativity necessary regarding the online agenda thus it makes more sense for the Director of Online Learning to pursue solutions to our issues before spreading the theoretical issues to additional personnel.

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. Q2: Online courses are being evaluated. Findings will be shared with the VPAA. An initial, simplistic, summation is as follows: full time faculty showed improvement in leading online courses. More training is necessary to ensure excellence by all online instructors. Students seem to have noticed this improvement.

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. Q2: ECE courses are in progress. CJ will be at the date of this report.
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. Q2: Feedback has been received and implemented when appropriate.
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. Q2: Mr. Harrison launches courses 3/14; the first two of the CJ program.
Measure 4:	Rebekah Peitz will serve as the online navigator.
Measure 4 Results:	Q1: Rebekah Peitz is serving as the navigator for online students. Q2: The dedicated navigator role is aiding in student retention and communication.

**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. Q2: 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. Q2: Promoted the Tutoring Center to 9 individual classrooms, twice in December and once in February. The March Late Night Tutoring is in the process of being scheduled for the week before Spring Break. Peer tutors are planning “peer study” nights/sessions for the months March, April and

	May. The peer tutors set a “number of student check-in’s goal weekly beginning the week ending February 22 nd ”.
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. Q2: 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. Q2: 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. Q2: Spring evaluation will be conducted the week of March 25 th .

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. Q2: The Tutoring Center salary budget is on track for quarterly spending.

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. Q2: Departmental review will be completed in April. Technology needs (electronic sign in system) continues 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. Q2: 10/10 peer tutors scored 60/80 or higher on supervisor evaluations. A second peer tutor evaluation will be conducted the week of March 25 th . The Associate Dean will participate in evaluations at a later date.

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. Q2: Began a series of events in co-production with SSS. Including writing successful college/scholarship essays, time management, note-taking. We have had very low attendance this semester and are struggling to find a good time to offer the pop up sessions.
Measure 2:	Noel-Levitz/CCSSE <ul style="list-style-type: none"> • Noel-Levitz- Decrease the performance gap for question #26 by .05. (Strategic Goal 3) • Decrease the CCSSE performance gap for question 12K by .05
Measure 2 Results:	Q1: The survey will be done in the spring. Q2: The survey will be done later this 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. Q2: Currently updating all process manuals and having currently work study and library staff review for clarity.
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. Q2: Survey is prepared and will be distributed after Spring Break.

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. Q2: All Databases have been moved onto ICC website and our paid subscription pages (Libguide pages) are no longer active. New videos and how to information is being added.
Measure 2:	Noel-Levitz/CCSSE <ul style="list-style-type: none"> • Noel-Levitz- decrease the performance gap by .05 for question #14. (Strategic Goal 3) • Decrease the CCSSE performance gap for question 12K by .05.
Measure 2 Results:	Q1: The survey will be done in the spring. Q2: Will be done later 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. Q2: Information is being gathered to begin these. I have talked with the director of online classes and we are creating a class shell to make available to all online students.
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. Q2: I have met with the one college success class being held this spring and so far have met with 4 speech classes for research training.
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. Q2: Delayed due to time constraints.

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). Q2: I received a scholarship to partially cover the cost of ACRL and will be attending this national conference in April. Continue to attend SEKALC meetings regularly.
Measure 2:	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. <ul style="list-style-type: none"> Director will apply for at least 1 grant each year to enrich library resources or programming (Strategic Goal 3).
Measure 2 Results:	Q1: We have received the Academic Library Extended Service grant for \$3000 this year. Q2: Applied for but did not receive a technology grant through SEKLS. Applied for and did receive a national scholarship to attend the ACRL national conference.
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. Q2: We are hosting some college skills workshops with SSS. They include essay writing, career exploration, time management, etc.

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. Q2: Currently have 2 work-study although one will be leaving for internship soon and we will be looking to replace both for 2019-2020.
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. Q2: Because we are working with a smaller staff, we have gone to a white board assignment board. I still communicate and train daily for new jobs but it is making work flow better to have a consistent communication device for work studies. We have also set up additional work stations to allow them to work on book/disc repair and other tasks that were previously done by me when I had time.
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. Q2: Time constraints have made this impossible but planning on working with the strategic planning groups to find ideas for the future of the library.

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. Q2: Storage room has been rearranged to accommodate the collection and make the storage of items more feasible. It is working.
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. Q2: Staff has begun inventory on the collection and we are once again doing some digitization.
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"> • Volunteers are tracking time spent via a sign in/out sheet in the Inge Room. (Strategic Goal 2)
Measure 3 Results:	Q1: Volunteers have slowed down, we have done digital photos with one volunteer this fall to preserve slides. Q2: Plans were just made this week to have a volunteer room during the Inge festival. Over the past 2-3 months, we have had one volunteer

	compiling the history of the ICC theatre into digital files and this will be used in online archives for the college.
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. Q2: I plan on beginning the courses in May if I can secure professional development money.

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"> • Noel-Levitz- decrease the performance gap by .05 for question #14 (Strategic Goal 3) • CCSSE increase number of non-assigned reading reported by 5% by creating and maintaining a fiction collection relevant to students (Strategic Goal 1)
Measure 1 Results:	Q1: The survey will be done in the spring. Q2: 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. Q2: 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. Q2: We are in the process of purchasing for the final two programs from last year. When this year's program reviews are complete in March we will begin creating a list for those programs.

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. Q2: This quarter 346 official transcripts were processed (331 through the Clearinghouse and 15 through the Registrar's office). If there were no holds on the student's account, 100% were processed within two business days or less. The Registrar's office also processed 32 requests for unofficial transcripts.

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. Q2: The website has been updated to reflect current information. The policy manual has been updated and work has begun on a procedure manual.

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.

	Q2: Expenditures 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. Q2: Sixty-five students were awarded a degree for Fall 2018. Thus far, there are 57 applicants for spring and 12 for summer.

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. Q2: A FERPA presentation was prepared and presented by the ICC Compliance Officer at the January In-service. No VA compliance audit is due at this time.

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. Q2: The January Academic Council meeting was held online. Four courses from the Theatre Department were submitted to KBOR to be considered for SWT (System-wide Transfer) and were approved.

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. Q2: During the 2017-2018 program year, 79% of students persisted from one academic year to the beginning of the next.
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. Q2: During the 2017-2018 program year, 84% of students met performance levels required to stay in good academic standing.
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. Q2: During the 2017-2018 program year, 35% of students graduated from the institution with an Associate's degree or certificate within four (4) years.
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. Q2: During the 2017-2018 program year, 27% of students received an Associate's degree or certificate <u>and</u> transferred to a four year institution within four (4) years.

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. Q2: During the 2017-2018 program year, 79% of students persisted from one academic year to the beginning of the next.
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. Q2: During the 2017-2018 program year, 84% of students met performance levels required to stay in good academic standing.
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. Q2: During the 2017-2018 program year, 35% of students graduated from the institution with an Associate's degree or certificate within four (4) years.

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. Q2: During the 2017-2018 program year, 27% of students received an Associate's degree or certificate <u>and</u> transferred to a four year institution within four (4) years.

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. Q2: During the 2017-2018 program year, 79% of students persisted from one academic year to the beginning of the next.
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. Q2: During the 2017-2018 program year, 84% of students met performance levels required to stay in good academic standing.
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. Q2: During the 2017-2018 program year, 35% of students graduated from the institution with an Associate's degree or certificate within four (4) years.
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. Q2: During the 2017-2018 program year, 27% of students received an Associate's degree or certificate <u>and</u> transferred to a four year institution within four (4) years.

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. Q2: 35% of SSS participants completed CashCourse modules and scored higher on post-tests than on pre-tests.
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. Q2: Data is not available for reporting; Spring 2019 students will be surveyed regarding their improved financial and economic literacy.

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. Q2: Data is not available for reporting; Spring 2019 students having disabilities will be surveyed regarding their perceptions related to quality of services.

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"> • Fall 2019
Measure 1 Results:	Q1: Available Fall 2019. Q2: Available Fall 2019. Spring 2018 to Spring 2019 retention rate is 31.67%
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> <p>Q2: Tours and Visits from November – February:</p> <p>November 1st – Sedan HS Visit & Coffeyville Career Fair (Kansas Works)</p> <p>November 2nd – Galena HS Visit</p> <p>November 6th – Fredonia 8th Grade Campus Tour (~50 Students, ICC West & Main Campus, Lunch provided)</p> <p>November 15th – Erie HS Visit</p> <p>November 16th – Chanute College & Career Fair</p> <p>November 28th – Pittsburg College & Career Fair</p> <p>January 30th – Fredonia HS J.O.B. Blitz</p> <p>February 13th – Labette HS JAG Campus Tour (20 Students, Lunch provided)</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"> • Meet EMT enrollment capacity of 15 students • Meet Cosmetology enrollment capacity of 20 students • Meet Culinary enrollment capacity of 12 students Meet Vet Tech capacity of 24 students
Measure 1 Results:	Q1: We are currently still processing contact cards and will update progress in Q2. Q2: After processing the Fall contact cards from College Planning Conferences and Career Fairs, we collected the following interest for the 2019 class: EMT – 27, Cosmetology – 71, Vet Tech – 63, Allied Health – 48 / CNA – 13, Culinary – 42.
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. Q2: Fireworks reports have been requested and sent to all of the fine arts departments and cheer/student. Will update in Q3 meeting with various departments and where their students are at in the Fireworks funnel.

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%. Q2: Spring 2018 to Spring 2019 retention rate is 31.67%.

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"> • Welcome table was set up and for the first 3 days of school and had multiple students stop by. • Rebekah Peitz visited all programs the first day of class to introduce herself and check on students • Multiple students have utilized the pantry this semester. • Worked with students on Canvas issues. • Retention at West - Cosmo 9 out of 10 students returning. Vet Tech 9 out of 14 students returning from pre-requisites to complete the program.

	<p>Will report updated progress in Q2.</p> <p>Q2:</p> <ul style="list-style-type: none"> Students have continued stopping by the navigator office to utilize the pirate pantry, to discuss courses, canvas issues, etc. Retention at West – Cosmetology 8 out of 10 students returned for the Spring 2019 semester. Vet Tech 8 out of 15 students successfully completed their courses and were accepted into the Vet Tech program. All students are being contacted for their 5/8/12 week grade checks.
--	---

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:

- 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:	<p>Q1: Confirmed with Neodesha High School that we will be offering Computerized Accounting in Fall 2019.</p> <p>Currently working on a plan for Welding to be offered in multiple high schools. Will update in Q2.</p> <p>Q2: Confirmed SB155 classes for Fall 2019:</p> <ul style="list-style-type: none"> Fredonia – Welding Neodesha – Computerized Accounting, OSHA 10, and Welding

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:	<p>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.</p> <p>Q2: We exceeded our goal and hit 57% enrolled by the time we got back from break. On January 3rd we had in 438 out of the current 765 headcount enrolled.</p>

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. Q2: No update available.

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.

	Q2: Women's salary lines were adjusted. Started having coach-faculty living room conversations in the student union during lunch time. The group chooses from a list of topics. This has allowed the athletic staff and faculty to share without the typical hot topics they communicate about. Athletic Director is hosting separate lunch discussions as well.
--	--

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. Q2: Still collecting information on Last Chance Apparel sales.

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. Q2: Athletic Director has been setting up meetings with donors in regard to donating monies for scholarships.

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. Q2: Issuing and collecting data from in-house student survey.
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. Q2: Decided not to implement 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. Q2: Issuing and collecting data from in-house student survey.
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. Q2: Leadership class has been meeting, students regularly attend Cabinet meetings, and are creating foundation for a sustainable Student Government.

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. Q2: Issuing and collecting data from in-house student survey.
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. Q2: Issuing and collecting data from in-house student survey.
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. Q2: Issuing and collecting data from in-house student survey.

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. Q2: Issuing and collecting data from in-house student survey.
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. Q2: Issuing and collecting data from in-house student survey.

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. Q2: I've sent CCSSE a file with all of our class sections and the days/times of those classes and received from them our sampling file, determining which classes will be surveyed.

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. Q2: IPEDS Winter collection was completed and submitted before the deadline. I've also worked with the Registrar to update the Graduate Exit Survey. I worked with Assessment Committee to create a spreadsheet to ensure that all course assessment was completed and reviewed.

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:	<p>The objective will be met if the deadline is met for every released report</p> <p>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.</p>
Measure 1 Results:	<p>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.</p> <p>Q2: KHEDS Q1 User validation, IPEDS Winter Collection, and KSPSD Follow Up collection were completed and submitted prior to the deadline. Also Program Review data was provided to every academic program.</p>

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:	<p>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.</p> <p>Q2: To-date students have received 62 scholarship from outside sources at the national, state and local level. At this time last year, students had received 85 outside scholarships, a decrease of 27%. The OSFA was unable to meet its goal of targeting students with outside scholarship opportunities. The OSFA lacks the personnel to focus on projects that do not consist of federal aid regulation compliance in between terms (reporting, SAP review, counseling notices, transfer monitoring, etc.). Additionally, ICC saw an overall decrease in enrollment, which can affect the number of scholarships.</p>
Measure 2:	Increase awards of FSEOG to students with the highest cost of attendance.
Measure 2 Results:	<p>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.</p> <p>Q2: The FSEOG awarding scheme as implemented appears to not have as significant an effect at reducing the loan burden of ICC students as intended. To-date, students have borrowed \$995,107 this award year, compared with \$932,801 at the same time last year; an increase of 6.7%. Loan burden continues to increase although enrollment has decreased at a higher rate. ICC has disbursed \$45,350 in SEOG funding, compared with \$44,500 at the same time last year. Though the amount of increase is small, this still</p>

	represents an increase of SEOG funding because enrollment has declined this 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. Q2: The OSFA scheduled transfer workshops in collaboration with SSS in the fall and in the spring for students with the intention of educating students preparing to transfer to four-year universities on the steps for financial aid, but no students appeared at either workshop.

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 nd . The only outstanding issue that needs to be resolved prior to awarding is the decision concerning scholarship award allocations and policies. Q2: The OSFA issued its award letters for the 2019-20 award year on 2/26/2019. The award letters were slightly delayed because the U.S. Department of Education issued updated Pell Grant Awards the third week of February and we opted to wait until the awarding software was updated

	rather than send an incorrect award letter early. Our office has issued 290 award letters to 2019-20 applicants, 24 of which include potential ICC scholarship awards. At this time last year, 225 students were issued award letters, an increase of 29%. The OSFA has also discussed the awarding of Foundation scholarship for Fall 2019 with the ICC Foundation Director, Mandy Monroy. Applications are now automatically being sent to the Foundation for consideration and awarding in the Fall 2019 term.
--	---

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). Q2: The OSFA staff continues to be unable to individually contact students for loan counseling. There are too many regulatory duties required between terms and ICC continues to offer intercession courses, which further increases the workload for the minimal staff available. ICC saw 64 students complete exit counseling December and January, compared with 33 students during the same time last year; an increase of 94%. However, this increase in counseling completion is likely attributed to other factors (like the higher December graduation/transfer rate).

Responsibility:

Financial Aid Director

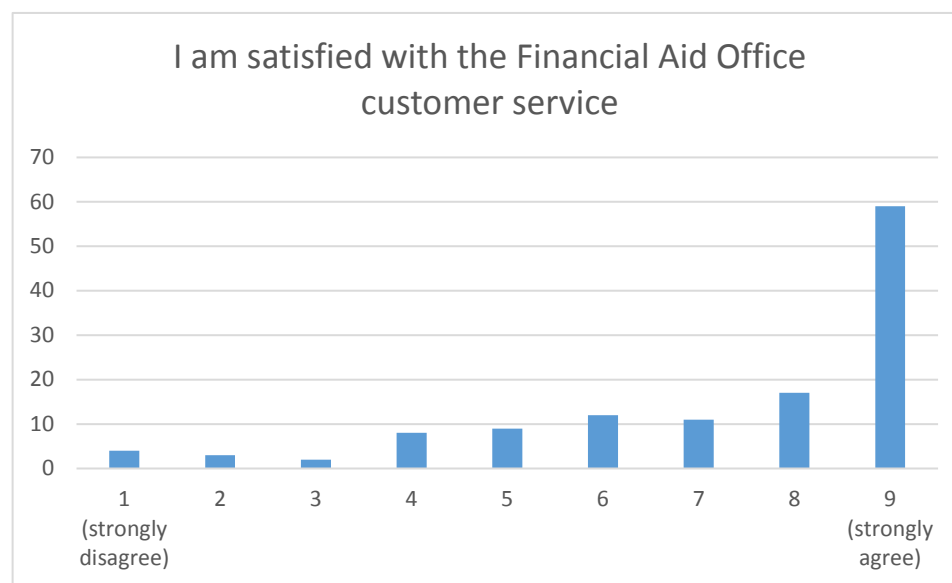
Objective 5: *Improve the student's experience with the Office of Student Financial Aid (Board Goal or Strategic Plan Area: Innovation and Service Excellence)*
Strategy:

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.

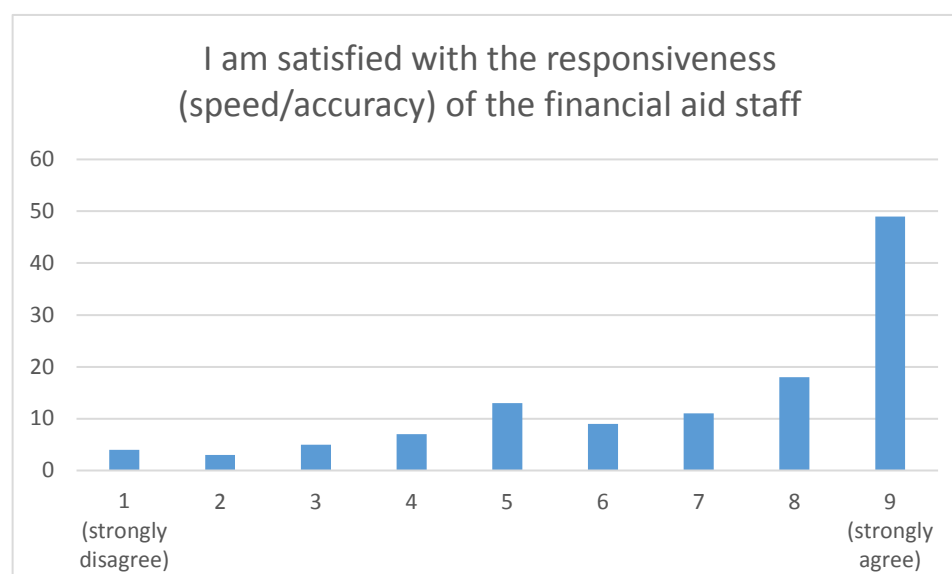
Measurement:

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.

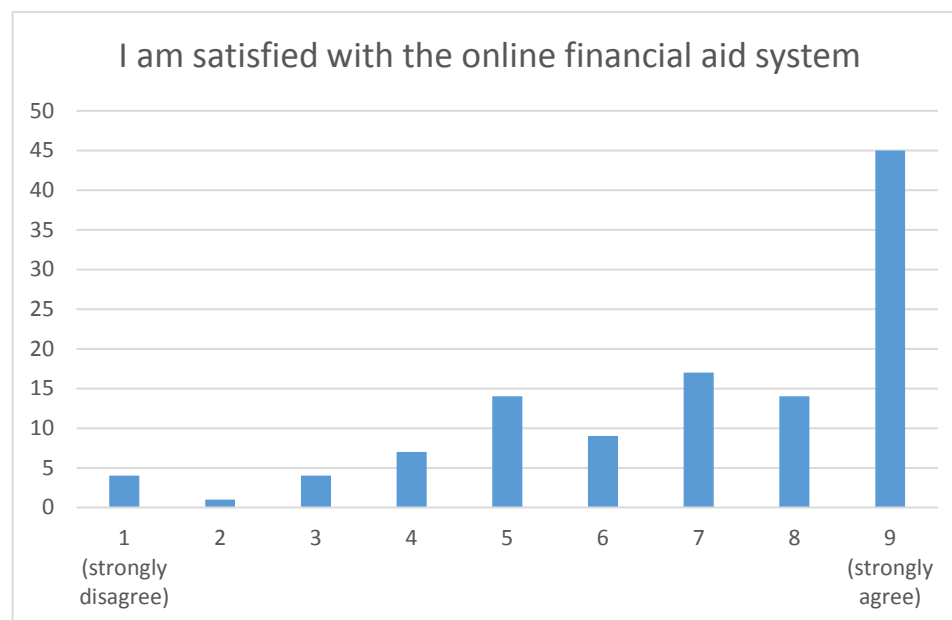
Q2: The OSFA conducted a survey specific to the Financial Aid and Business Office to assess students' experience with the staff and technology in each of these offices. The majority of questions asked respondents to rate their experience on a 10-point scale, 1 being they strongly disagreed that their experience was positive, 10 being they strongly agreed their experience was positive. The OSFA received 125 total responses from Summer 2018 and Fall 2018 terms. Overall, the OSFA received positive responses from survey respondents. Seventy-nine percent (79%) of respondents rated the OSFA Customer service with a score of 6 or better:



Slightly lower scores were received in regard to the OSFA responsiveness, which may be due to the lack of staffing to quickly respond to students (especially phone calls). Seventy-three percent (73%) of respondents rated the OSFA responsiveness as 6 or better:



In regard to the technology the OSFA uses to present financial aid information to students (the Online Financial Aid System) received relatively positive reviews. Seventy-four percent (74%) of respondents rated the system with a score of 6 or better:



The OSFA will issue the survey again toward the end of the spring term to collect additional data about students' experience with the financial aid office.

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:	<p>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.</p> <p>Q2: The OSFA members attended the Two Year Institution Roundtable in Hutchinson. As a result of attending the meeting, the OSFA was able to gather information about best practices concerning the administration of</p>

	institutional aid and federal student aid. The OSFA will have another opportunity for training in Q3 at the annual Kansas Association of Student Financial Aid Administrators (KASF AA) conference where training by the U.S. Dep't of Education and National Association of Student Financial Aid Administrators (NASFAA) will take place.
--	---

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. Q2: There has been no additional activity by either of these programs.

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. Q2: I have not attended any other games in the Spring. I hope to go to a few softball games when it warms up. My goal is to do attend at least 3.

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. Q2: 95% of ICC imprinted items are currently for sale on the web site.
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. Q2: This has decreased a lot since Brad Henderson has left the Marketing position.

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. Q2: Have not done a survey yet, but I am working on one currently and will have results the end of Spring.
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. Q2: This did not occur in the Fall, because of computer access and time. Everything is set up to do a book return at the dorms in the Spring.

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:

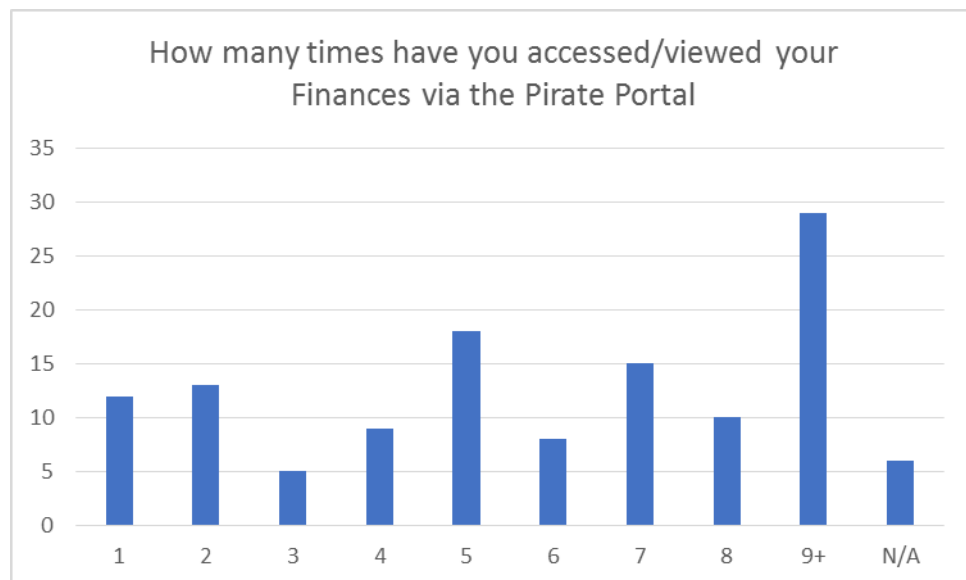
1. Improve Communication with Students regarding billing and balances due.
2. Survey students about experiences and improvements with the Business Office.
3. Add survey questions to drill down on the Noel Levitz results.

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. Q2: The Business Office conducted a survey specific to the Business Office to assess students' experience with the staff and technology in this office. The majority of questions asked respondents to rate their experience on a 10-point

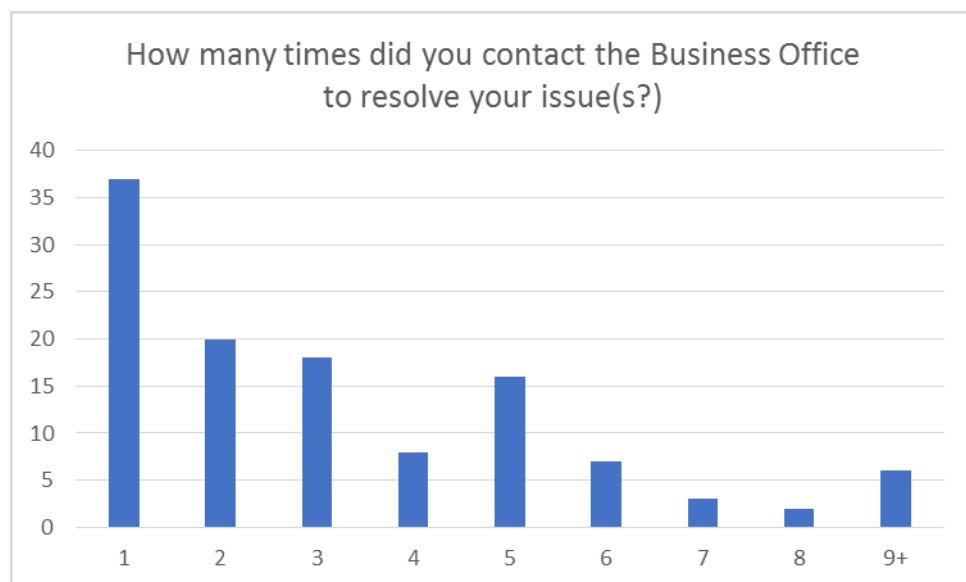
	scale, 1 being they strongly disagreed that their experience was positive, 10 being they strongly agreed their experience was positive. The Business Office received 125 total responses from Summer 2018 and Fall 2018 terms.																																								
Measure 2:	Surveys, Noel Levitz data, and Graduate Exit survey.																																								
Measure 2 Results:	<p>Q1: Surveys will be reviewed after Fall term surveys have been completed and received.</p> <p>Q2: Overall, the Business Office received positive responses from survey respondents. Seventy-six percent (76%) of respondents rated the OSFA Customer service with a score of 6 or better:</p> <div data-bbox="462 518 1416 1096" data-label="Figure"> <p>I am satisfied with the Business Office customer service</p> <table border="1"> <thead> <tr> <th>Rating</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>1 (strongly disagree)</td><td>3</td></tr> <tr><td>2</td><td>0</td></tr> <tr><td>3</td><td>2</td></tr> <tr><td>4</td><td>12</td></tr> <tr><td>5</td><td>13</td></tr> <tr><td>6</td><td>3</td></tr> <tr><td>7</td><td>18</td></tr> <tr><td>8</td><td>19</td></tr> <tr><td>9 (strongly agree)</td><td>55</td></tr> </tbody> </table> </div> <p>Eighty percent (80%) of respondents found the business office to be professional and courteous:</p> <div data-bbox="462 1239 1416 1816" data-label="Figure"> <p>The Business Office representative(s) is/are professional and courteous</p> <table border="1"> <thead> <tr> <th>Rating</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>1 (strongly disagree)</td><td>2</td></tr> <tr><td>2</td><td>0</td></tr> <tr><td>3</td><td>5</td></tr> <tr><td>4</td><td>8</td></tr> <tr><td>5</td><td>10</td></tr> <tr><td>6</td><td>8</td></tr> <tr><td>7</td><td>15</td></tr> <tr><td>8</td><td>17</td></tr> <tr><td>9 (strongly agree)</td><td>59</td></tr> </tbody> </table> </div>	Rating	Count	1 (strongly disagree)	3	2	0	3	2	4	12	5	13	6	3	7	18	8	19	9 (strongly agree)	55	Rating	Count	1 (strongly disagree)	2	2	0	3	5	4	8	5	10	6	8	7	15	8	17	9 (strongly agree)	59
Rating	Count																																								
1 (strongly disagree)	3																																								
2	0																																								
3	2																																								
4	12																																								
5	13																																								
6	3																																								
7	18																																								
8	19																																								
9 (strongly agree)	55																																								
Rating	Count																																								
1 (strongly disagree)	2																																								
2	0																																								
3	5																																								
4	8																																								
5	10																																								
6	8																																								
7	15																																								
8	17																																								
9 (strongly agree)	59																																								

The one area that we would like to see improvement is having students access their finances through Pirate Portal, as only fifty percent (50%) of respondents were taking advantage of this access:



We believe that this is due to the fact that students are unaware that this is available through Pirate Portal. One way we believe we can make student more aware is by sending out instructions at least once a term when mailing statements.

Another area for improvement is resolving issues within the first or second visit to the business office, as only forty-six (46%) of respondents stated that they had their issue resolved within the first or second visit:



	This is an area of concern for the business office, which we are working improving by utilizing other means of follow-up besides having the student come back to the office if their problem is not solved on the first or second visit.
--	--

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 1st week of classes and continue mailing by the 5th 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:	<p>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.</p> <p>Q2: As of September 30th, the Spring 2018 A/R Uncollected Percentage was 7.20% and the Fall 2018 A/R Uncollected Percentage was 50.97%. When looking at the data on December 31st, the Spring 2018 A/R Uncollected Percentage was 5.82% and the Fall 2018 A/R Uncollected Percentage was 11.00%. We did not quite meet our goal for the Spring semester, but were able to achieve this for the Fall 2018 semester. As for the Summer 2018 semester, the A/R Uncollected Percentage as of September 30th was 25.78% and on December 31st the A/R Uncollected Percentage was 19.00%, which met our goal of a 5% reduction. We continue to communicate with Coaches and Navigators in order to assist with A/R collection process.</p>
Measure 2:	Monthly review of A/R Summary and Balance Reports by Staff.
Measure 2 Results:	<p>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.</p> <p>Q2: Accounts Receivable staff met weekly during the second quarter of the year. The A/R summary was provided weekly to keep on top of collections. Moving into the third quarter, the high turnover of staff within the business office, especially the accounts receivable position, will make it difficult to follow this procedure. We aim to gain stability within the accounts</p>

	receivable position in order to get back on track so that we can continue to collect outstanding A/R.
--	---

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. Q2: 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 180 Maintenance Tickets. 176 of those tickets were resolved and 4 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. Q2: 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. Most tickets are responded to the same day they are submitted and resolved almost immediately, unless further resources are required to resolve which requires ordering of replacement parts, contract services that need to be scheduled.

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. Q2: We completed our KBOR/ADA site visit/audit on 20 February 2019. The majority of projects have been completed. We are waiting to see full KBOR report to determine additional projects to be completed. A minimum of 70% of our projects have been completed.
Measure 2:	Complete 100% of Year 1 projects by June 30, 2019.
Measure 2 Results:	Q1: @ 20% of year 1 projects completed. Q2: Estimated 70% 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% Q2: 7/1/2018 thru 2/28/2019 total budget spent is 64% breakdown as follows: Transportation 64%; Grounds/Security 55%; Repairs and Maintenance 62%; Supplies and Special Projects 45%; Salary 75%; Fringe Benefits 61%.
Measure 2:	Reduce or maintain savings on Contracted Project Costs by \$5000/year.
Measure 2 Results:	Q1: Security lighting repaired by Maintenance Team. Q2: Snow and ice storms ICC Maintenance Team has reduced greatly costs to hire out for clearing campus. Servicing fleet equipment instead of sending

	out for repairs; majority of ADA compliance work has been completed in-house; floors in Student Union dining area refinished by ICC Custodial Staff during Christmas break. AC room 101 floor refinished by ICC Custodial Staff.
Measure 3:	Solicit donations of plants and landscaping materials.
Measure 3 Results:	Q1: Through donations from Walmart and Winkleman'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. Q2: Seasonal weather has kept us from completing any landscape projects at this time (campus beautification).
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. Q2: Campus facilities inspected 20 February 2019 with KBOR for ADA compliance; Director of Maintenance, Lead Maintenance Specialist along with Associate Dean and Compliance officer have scheduled several inspections of campus facilities to check on ADA compliance/project list creation.
Measure 5:	Semi-annual inspections of dorms.
Measure 5 Results:	Q1: Dorms completely inspected with KSFM August 2018. Q2: Partial dorm inspection completed December 2018 with Director of Maintenance, Lead Maintenance Specialist, President of College, Associate Dean, Compliance Officer and Bluffstone General Manager to check for ADA compliance.

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. Q2: At this time the campus survey has not been sent out.
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. Q2: Currently the Maintenance Team is planning on CPR and AED training April 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. Q2: Timely reminders will be going out mid-March reminding campus of using space heaters, food trash and propping open of doors.
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. Q2: Security has reported 14 incidences of unsecured doors/buildings from 11/1 through 2/28/2019 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. Q2: Complete. We will continue to examine the reports for accuracy and consistency.
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. Q2: Complete. Information Security and Privacy Policy integrated into On-Boarding and Off-Boarding 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. Q2: After several software integration reviews we have chosen Manage Engine as our software of choice for this process. We are currently undergoing training and implementation.
--------------------	---

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. Q2: Complete. This has been accomplished with the help of our newly purchased Manage Engine software.

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. Q2: On hold pending the replacement of the Marketing Director and the Human Resources 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 st Quarter turnover is 5% of "at" to "above" employees. Q2: 73% bad turnover, 23% good turnover. This amount represents losing 8/11 employees that were at or above expectation.
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"> • Our campus focuses on the positive rather than the negative. 2016 rating is 45%, 2017 is 24% • Stakeholders are loyal because your organization consistently does what it says it will do. 2016 rating is 45%, 2017 rating is 23% • Good performances from staff or management receive favorable public commendation. 2016 rating is 52%, 2017 rating is 41%
Measure 2 Results:	Q1: No new survey results available. Q2: Survey not available until Q3.
Measure 3:	Anecdotal stories from employees, community members, and students that describe "why they like ICC".
Measure 3 Results:	Q1: No stories to share.

	Q2: Former HR Director did this; an update will occur upon employment of new Human Resources Director.
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. Q2: Status unknown; will be updated in Q3.
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. Q2: This group has been inactive since Human Resources Director resigned.
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. Q2: Former HR Director did this and initiative will be reassessed with new HR Director.

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:	Campus Culture Survey will reflect improvement in the areas of communication. Specifically, we will strive to improve the ratings of the following three statements.
------------	--

	<ul style="list-style-type: none"> • Our campus focuses on the positive rather than the negative. 2016 rating is 45%, 2017 rating is 24% • Stakeholders are loyal because your organization consistently does what it says it will do. 2016 rating is 45%, 2017 rating is 23% • Good performances from staff or management receive favorable public commendation. 2016 rating is 52%. 2017 rating is 41%
Measure 1 Results:	<p>Q1: No new survey results available.</p> <p>Q2: This survey has not been administered as of Q2.</p>
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:	<p>Q1: Hasn't occurred yet.</p> <p>Q2: Current interim is working with Anita Chappuie on developing and implementing more employee culture surveys.</p>
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:	<p>Q1: HR meets this requirement.</p> <p>Q2: Current interim attends Cabinet meetings and continues communication through Staff Announcements as well as All Staff emails.</p>

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:	85% 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. Q2: Two students dropped and we are in the process of recruiting two to keep the 65 participant rate to 100%. The students who previously were on academic probation are now off and currently we have five students in February who are receiving tutoring services at their school site.
Measure 2:	95% 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. Q2: We are looking at purchasing ACT Success for ACT prep. Students are not taking advantage of the online services so my staff and I are investigating a new intervention.

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:	85% 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. Q2: Only one student had a significant drop in grades in core subjects in December and is receiving tutoring services at the school site.
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. Q2: Process not begun.
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. Q2: No change, will know more after state testing.

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. Q2: No change, will know more after state testing.

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. Q2: No change, will have updated data during the APR report in November 2019.

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 12th graders will enroll and complete Junior Seminar during the summer component prior to their 12th 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:	<u>85%</u> 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. Q2: Ongoing, will have an update in November 2019.

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 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. Q2: No change, Cohort 2013 will be reported on in November 2019 on APR.

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. Q2: The Student Satisfaction and Complaints Review Committee met in January 2019 and is scheduled to meet again in April 2019 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.

	Q2: 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 April 2019.
--	--

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. Q2: The Compliance Department provided extensive documentation to the Kansas Board of Regents and assisted in the on-site civil rights audit completed by KBOR in February 2019.

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. Q2: Faculty and staff continue to receive access to <i>Get Inclusive</i> compliance training.
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. Q2: College Success students will be provided access to <i>Get Inclusive</i> during the course of the spring 2019 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>Clergy</i> . Q2: The Compliance Officer continues to attend training on a monthly, or near monthly basis.
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. Q2: All employees received in-service training on Title IX related topics at the College's spring in-service and the Board of Trustees received civil rights training during its February 2019 board meeting.

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>Clergy</i> policies, procedures and processes. Q2: The Compliance Officer assisted the President in preparing the HLC accreditation report for submission to the Higher Learning Commission.
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. Q2: The Compliance Department was heavily involved in the preparation of documentation for the KBOR civil rights audit, the HLC accreditation report and has assisted the College in its review of institutional complaints.

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. Q2: Technical program admissions policies have been reviewed. Allied Health chose to remove the specific reading level requirement for CAN, because it is not required by the state.
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 at a rate of 25% per quarter. During Quarter 2, we will reevaluate and place more emphasis on completing the checklist. Q2: Review of WCAG checklist has been difficult without a full time webmaster. The website continues to be reviewed but at a slower rate than 25% per quarter.
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. Q2: One website resource and one Twitter resource were sent through Staff Announcements in the month of February. http://udloncampus.cast.org/home#.XHQ27FVKiUk Monthly UDL Twitter Chat @UDL_OnCampus

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. Q2: All requests with proper documentation were completed within 2 business days. Students continue to have difficulty providing adequate documentation (including detailed request information) in a timely manner.

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 th . Q2: Reminder notifications will be sent during the month of April.
Measure 3:	Review and Revise Accommodations Handbook as necessary.
Measure 3 Results:	Q2: Accommodations Handbook name has been changed to Accessibility Handbook. Limited English Proficiency, Auxiliary Aides and Pregnancy guidelines were added.
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. Q2: 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. Q2: This will be completed during the month of March.

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. Q2: A large majority of projects were complete by February. The audit will produce a few additional projects that need to be completed before June 2019. We are waiting on the initial Letter of Findings from KBOR.
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. Q2: Year One projects continue to be on a projected timeline of completion by June 2019. A large majority of projects were finished before the KBOR

	Audit on February 20 th . The audit results could add a few additional projects to the list. KBOR has 30 days from February 20th to provide ICC with a preliminary Letter of Findings.
--	---

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. Q2: At the conclusion of our meetings in February, March, April, and May 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. Q2: In progress...we will review and approve the catalog once it is presented to us this spring.
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. Q2: In Progress...compiling information for the comprehensive review.

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. Q2: Co-curricular groups now each have operational plans.
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. Q2: Measure completed. No further updates.
Measure 3:	New Institutional Assessment Plan will be finalized by November 1.
Measure 3 Results:	Q1: New plan was completed on time. Q2: This plan is in place and is currently being followed.

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. Q2: Reward system still needs to be worked out. Currently we only have a spreadsheet for recognizing which areas have completed assessment.
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. Q2: Survey will be given later in 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. Q2: Council met on January 1, 2019 and two weeks later by e-mail. Both meetings occurred within 10 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. Q2: Same as Q1.
Measure 3:	Minutes of meetings distributed to campus within 1 week of meetings.
Measure 3 Results:	Q1: Not completed in planned timeframe. Q2: 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. Q2: Survey has been compiled and with an 84% response from the attendees.
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. Q2: We held the Holiday Celebration at the Booth Hotel. We served hors d'oeuvres and had the ICC Jazz Band play. We had a 73% (\$1838.30) savings in expenses for the Holiday Celebration.

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. Q2: The employee survey went out with an 84% response form attendees likely to attend again and 16% said maybe they would attend in the future.
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. Q2: The employee survey went out with an 84% response form attendees likely to attend again and 16% said maybe they would attend in the future.
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. Q2: Fall Graduation we had 63 graduates with 52 attending the ceremony.

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. Q2: Compiling data after Spring 2019 semester.
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. Q2: Nothing to report yet.
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. Q2: Nothing to report yet.

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.
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. Q2: Still hosting monthly events. Attendance is good, 20-45 people at each event.
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. Q2: Specific data will be available after grant period has expired.
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. Q2: 5 bikes are being prepared to be loaned out, those students in need will be identified by a navigator.

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. Q2: There are 9 signed up to attend the March 2019 Community Boot Camp...more data at a later time.

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. Q2: Continue working with IT and Fab Creative to get this all up and running.
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. Q2: Guitar Fabrication had 6 enrolled in Fall 2018 and 8 enrolled in Spring 2019.
Measure 3:	Implement changes according to surveys received.
Measure 3 Results:	Q1: This is ongoing more information after Spring 2019 semester. Q2: Fab Lab purchased more tools for the guitar fabrication class and is researching how to get a router which would be mainly used for cutting out guitar bodies and necks.

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. Q2: Remains on hold at this time.
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. Q2: No data available.

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. Q2: Fab Lab moved ABE from ICC West to Center for Innovation and Entrepreneurship building. Students are engaged and gaining skills by participating in project classes utilizing fab lab machines.
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. Q2: 1 ABE student enrolled in Entrepreneurial Mindset for Spring 2019. Fab Lab is working with Kansas Works and Business office for funding and scholarships for ABE students to enroll in Fab Force. ICC is waiting on WIOA approval for the program.

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. Q2: Fab Lab printed 250 brochures for Fab Force and ran out after 1 month, so Fab Lab is printing more. Fab Lab staff went to Caney HS and

	has plans to go to multiple events and classroom visits at Independence HS in March 2019.
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. Q2: No data as of yet.
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. Q2: Currently working no how to target industries. Some contacts have been made and discussion started, but will continue working on this area.
Measure 4:	Implement change and growth based on feedback from surveys.
Measure 4 Results:	Q1: There are no surveys to analyze at this time. Q2: There are no surveys to analyze, there are no completers working in the local industries yet.

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:	<p>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.</p> <p>Q2: Invitees in 2nd quarter were Kara Wheeler, Dan Barwick for presentations and/or new policies or reviews. Invitations were sent to all Administrators, Staff and Faculty to solicit any requests or concerns they wanted to bring before the Senate. Board of Trustees Chairperson was invited to all meetings.</p>
Measure 2:	Document Senate recommendations, which will be found in the official minutes of the body, as kept by the secretary.
Measure 2 Results:	<p>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.</p> <p>Q2: Recommended classroom recording policy that should be adopted by ICC.</p> <p>The finals schedule was approved.</p> <p>Approved recommendation that student photographs be added to the self-service.</p> <p>HLC report reviewed and recommendations for changes given to Dr. Barwick and Jessica Morgan-Tate.</p> <p>Discussions about concussion protocols and process for students returning to class.</p> <p>Discussion over results and process of this Spring's class scheduling.</p>

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. Q2: Inge staff preparing all post-event surveys. They will all be combined to one survey link, though there will be separate questions for each targeted audience. All surveys to be ready by April 20.
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. Q2: Inge leadership met with ICC theater students and faculty week of Feb. 25. ICC theater faculty shared input on desired participation for themselves and students; faculty met with theater students regarding Inge Festival and how students desire to participate.
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. Q2: Theater students met with Inge staff Feb. 27 and met with ICC faculty March 1 specifically regarding Inge Festival and their opportunities for participation.

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. Q2: Direct organizational responsibility for the High School 24 Hour Plays is transferred to ICC Theater Dept., which has set dates for the August 2019 event and begun promotion. Inge staff to serve as resource as needed.
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. Q2: Inge staff preparing all post-event surveys. They will all be combined to one survey link, though there will be separate questions for each targeted audience. All surveys to be ready by April 20.
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. Q2: Inge staff preparing all post-event surveys. They will all be combined to one survey link, though there will be separate questions for each targeted audience. All surveys to be ready by April 20.

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:	<p>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.</p> <p>Q2: Graphic designer provided artwork theme for festival promotions Feb. 15. American Theater advertisement appears in March 2019 issue. Postcard-size events printed and distribution began Feb. 25. Inge staff visited the Kennedy Center American College Theater Festival in South Dakota in January. Conducted workshop and panels to promote festival to college students and faculty from six states. E-mail and contacts collected. 20 New Play Lab participants contacted and all have agreed to attend and placed ticket deposits. Advertising campaign being formulated, to be implemented by March 20.</p>
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:	<p>Q1: In preparation of 2019 Inge Festival, staff will draft a post-event survey by April 30, 2019.</p> <p>Q2: Inge staff preparing all post-event surveys. They will all be combined to one survey link, though there will be separate questions for each targeted audience. All surveys to be ready by April 20.</p>
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. Q2: Vendini ticketing service went online March 4.
--------------------	--

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. Q2: Play development process took place Jan. 7-12, with 8 guest artists and playwright Mary Sue Price. Remainder of planned fall residency postponed due to artist unavailability and federal government shutdown, which cast uncertainty as to if grant funding would be released in a timely manner. Application to National Endowment for the Arts for a postponement of planned activities to the fall has been approved.
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. Q2: This survey will be prepared during the summer in preparation for fall residencies by July 30.

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. Q2: Informal budget review occurred in January, but no formal review has occurred. Inge staff will request review with ICC business office staff by March 29.
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. Q2: Annual appeal mailed early December. Campaign has generated \$6,346 compared to \$4,950 in 2017.

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. Q2: Producing Director is formulating plans for formal fund-raising appeal to present to Inge Festival Foundation board in May. Has initiated informal discussions with several Board members Feb. 25-March 1.
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. Q2: Meeting to be scheduled during Inge Festival.

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. Q2: Committee has been meeting with students to address disciplinary problems.
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. Q2: Collecting data.
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. Q2: Collecting data.

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. Q2: 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. Q2: Collecting data.

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. Q2: A large majority of Year One projects were completed by February.
Measure 2:	Cabinet minutes show periodic reports received and discussed
Measure 2 Results:	Q1: Taylor Crawshaw has provided periodic updates to Cabinet. Q2: Cabinet received the report that the KBOR Audit will produce a few additional projects that need to be completed before June 2019. KBOR has 30 days from February 20 th to provide ICC with a preliminary Letter of Findings.
Measure 3:	First year phase of ADA completed
Measure 3 Results:	Q1: Year not yet completed. Q2: Year One projects are on a projected timeline of completion by June 2019.

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. Q2: The major focus of Cabinet meetings has been discussion and review of the draft On Notice Report for additional input/revisions.
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. Q2: The spreadsheet is updated on a monthly basis for subsequent distribution.
Measure 3:	Cabinet meetings are public, and updated spreadsheet is disseminated monthly to entire campus.

Measure 3 Results:	Q2: Various College employees, several students, and one or two Board members attend Cabinet meetings regularly. The updated HLC spreadsheet continues to be disseminated campus-wide through the daily Staff Announcement on a monthly basis.
--------------------	--

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. Q2: Regular meetings with the Director of Online continue; however, the evaluation process has not been administered yet.
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. Q2: The Director of Online continues regular attendance at Cabinet meetings. The partnership with an outside group did not come to fruition. Alternate partnerships, with a focus on 2 + 2 initiatives, are being explored.

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. Q2: We created a 6 month schedule to finish out the fiscal year budget. There will be internal training sessions in regards to workforce development and professional development. There will be one meeting a month. Day set to Monday's. The meetings may have a paid guest speaker. Announcements will be sent before every session.
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". Q2: As of the date of meeting, \$250 has been used for an employee to attend a local conference on leadership. There is money being allocated to a guest speaker for possibly two months of training, as well as serving cookies at other events to encourage attendance. This leaves some money in the budget for other external training an employee may request.
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. Q2: Jessica Morgan-Tate is our Compliance Officer, as well as the Secretary for this committee. She is the one who administers this training and will be able to provide this data. ICC has changed the company formerly used for these training modules to www.Getinclusive.com . The committee will update this measure once the results have been sent from our Compliance Officer, Jessica Morgan-Tate.

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 st to be used for training.
Measure 1 Results:	Q1: The manual was updated by October 1 st , and was used for training on Oct. 8 th . Q2: Measure complete.
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. 30th.
Measure 2 Results:	Q1: Complete. The training occurred on Oct. 8 th . Q2: Complete.
Measure 3:	All appraisals will be written on completed comprehensive reviews by May 1 st to be provided to the Board of Trustees.
Measure 3 Results:	Q1: On schedule currently to meet this deadline. Q2: Faculty are currently working on comprehensive reviews to meet the 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 th . Comprehensive reviews will be turned in by March 30 th .
Measure 1 Results:	Q1: Currently have 3 annual program reviews completed. Everyone is working on them. Q2: 15 annual program reviews are completed. Only 4 left to go.
Measure 2:	Completed Program Reviews will be posted to the College's website by June 30 th .
Measure 2 Results:	Q1: Not started as we do not have any complete yet. Q2: No change from Q1.

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. Q2: The Committee created an action project focusing on the development of a mystery shopper project to allow students and employees to review changes to the dining hall.

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. Q2: The Student Satisfaction and Complaints Review Committee met in January 2019 and will meet again in April 2019 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. Q2: Student Ambassadors have taken over Pirate Pantry operations and it is based in the lower level of the Student Union Building.
Measure 2:	Evaluation of final project will be done at the end of the academic year via survey of faculty, staff, and students.
Measure 2 Results:	Q1: Will be done in April/May Q2: Evaluation has not taken place yet.
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 Q2: No progress until 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 th . 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). Q2: Student Ambassadors have taken over Pirate Pantry operations and it is based in the lower level of the Student Union Building.
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. Q2: End of year report will be created 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. Q2: All ambassadors have signed updated Code of Conduct.
Measure 2:	Final grade checks at conclusion of each semester.
Measure 2 Results:	Q1: Final grades have not been posted as of this report. Q2: Students' 5 week grades have been checked.

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. Q2: The student ambassadors have moved the pantry to the Student Union. They reopened the Pantry on 2/15/2019 and have been fully running operations. They are keeping inventory, and making shopping trips, as well as operating the pantry hours.
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. Q2: Lead ambassador, Brandy Harmon, spoke at the December 4 th Cabinet meeting to update everyone on moving the Pirate Pantry and the Egg My Yard fundraiser/service project coming up in spring. Brandy also updated everyone that she enrolled in the Leadership class.

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. Q2: Currently no minimum GPA has been established as this is currently a class offered by ICC. All students in class are passing.
Measure 2:	Final grade checks at conclusion of each semester.
Measure 2 Results:	Q1: Final grades have not been posted as of this report. Q2: Mid-term grades have all students passing.

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. Q2: Project is the creation of a new Student Government by April 26. Student discussions about this are happening weekly.
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. Q2: Students are attending weekly Cabinet meetings.

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. Q2: Adjusted study table meeting time to create more opportunity for students to utilize study hall time.
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. Q2: Team GPA was 2.1

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. Q2: Team has been in season traveling to Oklahoma for competition.
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. Q2: Students have been working with various groups around campus to help plan events to increase school pride.

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. Q2: We have players over 2.5 GPA. Everyone is required to do 4 hours a week of study table – players below 2.5 are required to do 6 hours a week.
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. Q2: Our overall GPA is 2.75

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. Q2: We are having a free basketball clinic during Love Independence Day. Also we continue having free individual lessons.
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. Q2: We have moved items for local churches in the community. We read books at the elementary school and we help with local parades.

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. Q2: At the semester students met with cumulative GPA.
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. Q2: The team GPA in fall semester was 3.5. - all student athletes are still involved in study table for at least 2 hours per week

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. Q2: The team is still involved in study tables. The majority are required for 2 hours per week while there are 2 or 3 student athletes who are required for 4 hours per week.
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. Q2: Love Independence Day is in April. Speaking at the elementary schools is on-going throughout the year. Helping with community clean- up for Neewollah. Setting up and tear down for Methodist Church garage sale

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. Q2: Position coaches met with their individual players to discuss GPA and required study table needs.
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. Q2: Not available for 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. Q2: Youth Clinic will be held in April.
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. Q2: The football players have moved multiple community members' homes throughout the semester.

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. Q2: 76% of Softball athletes made 3.0 or better during the first semester. However, with a 3.0 GPA, we continue to check grades every 3 weeks.
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. Q2: Student athletes who fall short of the 3.0 GPA are required to attend extra study hall until their GPA is up to a satisfactory level.

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. Q2: This is a great team building experience. As a community service for Softball this also allows the Buddy Ball participants an opportunity to enjoy the social aspect as well as athletic fun.
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. Q2: Meriah Richardson and Coach Allen spoke to Cabinet in November describing their project.

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. Q2: Due to a coaching change, final grades will be evaluated within two weeks.
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. Q2: Due to a coaching change, final grades will be evaluated within two weeks.

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. Q2: Due to a coaching change, free youth volleyball clinics will be offered rather than USVBA tryouts.
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. Q2: Love Independence Day free youth clinics in April and summer camps.

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 reviewed. No updates deemed necessary. Q2: No further updates.
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. Q2: Spring qualifiers were identified and invited to join.
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. Q2: Spring membership lists were reviewed for compliance.

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:

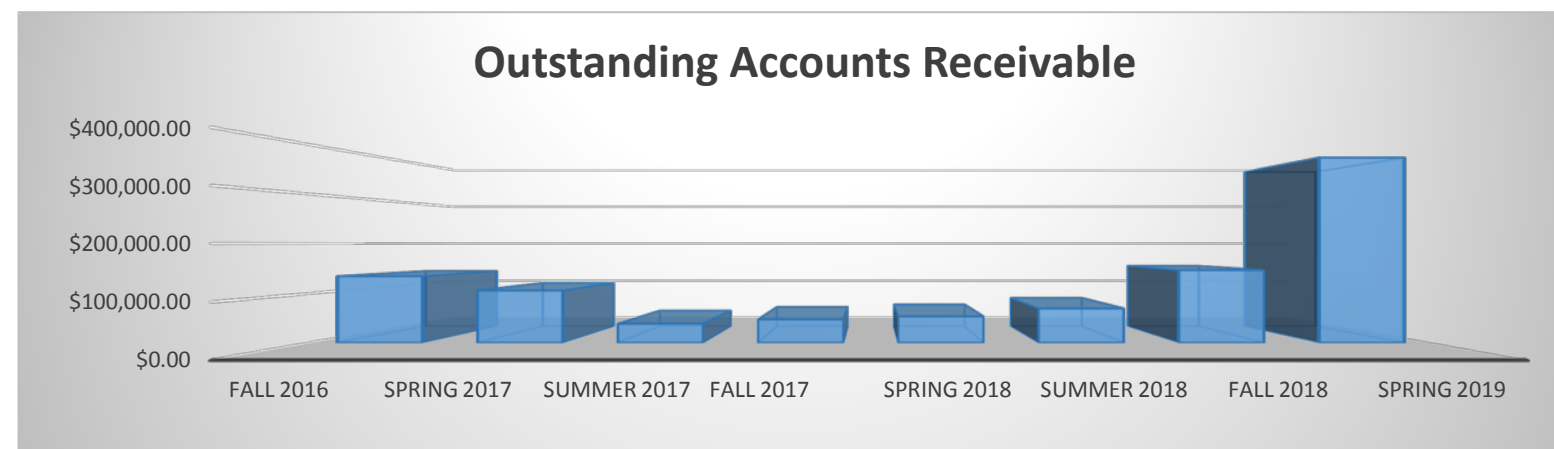
Measure 1:	Topics for both projects will be decided upon by October 1.
Measure 1 Results:	Q1: The topic of College Clean Up was selected for the College Project. The Honors in Action topic will be Poverty and Class Disparities. Q2: We are working with new members to get an early start on these projects for next year, possibly with the College Clean Up theme again.
Measure 2:	Any necessary research for these projects will be complete by November 1.

Measure 2 Results:	<p>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.</p> <p>Q2: Research for the HiA Project was completed and the project submitted in early January.</p>
Measure 3:	Any action or events planned as part of the project will occur by December 1.
Measure 3 Results:	<p>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.</p> <p>Q2: No further events occurred on these projects.</p>
Measure 4:	Projects will be completed and all required documents will be finalized by January 1.
Measure 4 Results:	<p>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 15th.</p> <p>Q2: Final projects were all submitted on time.</p>

Fiscal Operations Dashboard

As of 2/28/19

	Outstanding Accounts Receivable (ICC)								
	Fall 2016	Spring 2017	Summer 2017	Fall 2017	Spring 2018	Summer 2018	Fall 2018	Spring 2019	Total AR Aging
Outstanding Accounts Receivable	\$134,743.50	\$105,853.20	\$38,580.08	\$47,357.30	\$53,434.27	\$69,508.20	\$147,105.70	\$373,669.62	\$970,251.87
% Of Uncollected Accounts Receivable	10.07%	8.74%	13.72%	4.14%	4.99%	17.51%	9.44%	34.05%	12.83%



Outstanding Accounts Receivable (ICC Student Housing)									
*Based on Move Out Date	Fall 2016	Spring 2017	Summer 2017	Fall 2017	Spring 2018	Summer 2018	Fall 2018	Spring 2019	Total
Outstanding Accounts Receivable	\$36,499.56	\$35,658.64	\$3,123.79	\$12,204.33	\$11,892.43	\$3,405.00	\$63,958.31	\$88,403.71	\$229,487.50
% Of Uncollected Accounts Receivable							29.01%		29.01%

Fiscal Operations Dashboard

Billing Credits Fall							
TERM	IN DISTRICT	BORDER STATE	INTERNATIONAL	OUT OF DISTRICT	OUT OF STATE	TOTAL BILLING CREDITS:	
Fall 2018	2936	900	245	2717	3205	10003	
Fall 2017	2843	1328	274	3112	2496	10053	
Term Credit Hour Increase (Decrease)	93	-428	-29	-395	709	-50	
Change in Tuition/Fees Increase (Loss)							
						Total Change in Revenue: Total Change in Cash:	
Tuition	5022	-28676	-4379	-23700	47503	-4230	-846
Fees	4185	-19260	-1305	-17775	31905	-2250	-2250
Innovation	2790	-12840	-870	-11850	21270	-1500	-1500
Total Revenue Increase (Loss)	\$11,997.00	-\$60,776.00	-\$6,554.00	-\$53,325.00	\$100,678.00	(\$7,980.00)	(\$4,596.00)

Billing Credits Spring								
TERM	IN DISTRICT	BORDER STATE	INTERNATIONAL	OUT OF DISTRICT	OUT OF STATE	TOTAL BILLING CREDITS: As of 2/28/2019	TOTAL BILLING CREDITS:	TOTAL %:
Spring 2019	2540.5	798	222	2278	2301	8139.5	8139.5	
Spring 2018	2793	1265	251	2515	2223	9047	9047	
Term Credit Hour Increase (Decrease)	-252.5	-467	-29	-237	78	-907.5	-907.5	89.97%
<i>Change in Tuition/Fees Increase (Loss)</i>								
Total Change in Revenue: Total Change in Cash:								
Tuition	-13635	-31289	-4379	-14220	5226	-49005	-9801	
Fees	-11362.5	-21015	-1305	-10665	3510	-40837.5	-40837.5	
Innovation	-7575	-14010	-870	-7110	2340	-27225	-27225	
Total Revenue Increase (Loss)	-\$32,572.50	-\$66,314.00	-\$6,554.00	-\$31,995.00	\$11,076.00	(\$117,067.50)	(\$77,863.50)	

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								

Fiscal Operations Dashboard

Dorm Occupancy

	Maximum Occupancy Rate:	Cost Per Term	Spring 2018 Occupancy Count	Spring 2018 Occupancy %	Spring 2019 Occupancy Count	Spring 2019 Occupancy %	Vacant Rooms	ICC Vacancy Loss
Captains Quarters	184	\$1,225.00	125	68%	96	52.17%	88	-\$107,800.00
Bricks	36		27	75%	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	108	76%	101	71.13%	41	
Total Revenue Increase (Loss)								(\$115,150.00)

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	\$10,507,181.61	72.48%	\$14,056,475.00	\$10,287,783.52	73.19%
Expenses	\$14,547,159.00	\$8,800,735.85	23.62%	\$15,793,639.48	\$9,410,017.93	59.58%
<i>Total Collected Revenue</i>		\$10,360,075.91	71.47%		\$10,148,411.87	72.20%
Total Revenues-Expenses		1,706,445.76			877,765.59	

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	\$1,745,969.91
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	\$2,007,077.48
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	\$2,427,637.03
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	\$1,738,024.44
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	\$1,109,937.08
December	\$2,603,988.47	\$2,077,918.09	\$1,065,640.45	\$1,228,499.88	\$464,118.98	\$427,248.70	\$249,509.06	\$580,065.33
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	\$3,744,085.19	\$4,155,611.23
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	\$3,540,843.21	\$2,997,142.69
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	\$2,716,162.04	\$3,393,104.84
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	\$1,689,698.96	\$2,395,367.79
May	\$3,231,319.70	\$2,647,322.32	\$2,332,462.04	\$1,632,458.88	\$1,148,683.94	\$762,759.72	\$704,368.01	\$1,402,374.87
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	\$2,455,930.70	\$3,169,452.06

Fiscal Operations Dashboard

*Projected

*Projected

Fiscal Operations Opportunities

Achievable	Expenses	Total Revenue	Total Cash
	Already budgeted; not exceeding last year expenditures		
Increase Spring 19 Mid-Semester Enrollment by 135-180 credit hours		\$19,170-\$25,560	\$10,125-\$13,500
Increase Housing Occupancy by 15-20 students		\$9180-12240	
Totals:		\$28,350.00	\$10,125.00

2018-19 Budget year Cost Increases & Budget Reductions Summary

	Budgeted	Actual YTD (Estimated)	%
Cost Increases			
Total Budget Increases	\$432,032.00	\$223,973.89	51.84%
Total Budget Increases (Athletics)	\$99,809.00	\$47,107.68	47.20%
Total Budget Increases	\$531,841.00	\$271,081.57	50.97%
Budget Reductions			
Total Budget Reductions	-\$1,255,896.00	-\$871,090.00	69.36%
Total Budget Reductions (Athletics)	-\$123,262.00	-\$78,874.67	63.99%
Total Budget Reductions	-\$1,379,158.00	-\$949,964.67	68.88%

Personnel Report March, 2019

Employment/New Hires:

Wai Powell

Role: Accounts Receivable Specialist

Date of Hire: 03/04/2019

Hiring Rate of Pay: \$14.00/hour (\$29,120 annually)

Chris Taylor

Role: Head Volleyball Coach

Date of Hire: 02/20/2019

Hiring Rate of Pay: \$3000/month (\$36,000 annually)

Molly Hullinger

Role: Part-Time Stunt/Cheer Coach

Date of Hire: 02/01/2019

Hiring Rate of Pay: \$1000/month (\$10,000 annually)

Separations:

Wendy Isle

Role: Director of Business Services

Dates of Hire: 11/14/2011 – 03/01/2019

Ending rate of pay: \$5440/monthly (\$65,280 annually)

Raechal Martin

Role: Head Athletic Trainer

Dates of Hire: 03/28/2016 – 03/20/2019

Ending Rate of Pay: \$3476.50/month (\$41,718 annually)

Jason Brown

Role: Head Football Coach

Dates of Hire: 01/01/2016 – 02/25/2019

Ending Rate of Pay: \$6325/month (\$75,900 annually)

Employment Searches:

- Marketing Manager
- Assistant Athletic Trainer
- Culinary Art Instructor
- Director of Human Resources
- Director of Business Services
- Head Athletic Trainer
- Head Football Coach

- Music Instructor
- Math Instructor

Total Full Time Employees	105
Full Time Staff Positions	53
Grant Funded TRIO Programs	8
Full Time Faculty Positions	29
Full Time Coaching Positions	15

Grants Report, March 1, 2019				
Ref. No.	Grant Name	Description	Potential Funding	Comments
Status of Submitted Proposals Still Under Review				
1	Kansas Heritage Trust Fund	Further repairs for Inge House, apply through Inge Foundation	\$22,368, no ICC match	Submitted Nov. 1. Notification announced for May 4, 2019
2	Mid America Arts Alliance Artistic Innovation Grant	For production that can be part of 2020 Inge Festival	\$15,000, 1:1 match	Phase II submitted Jan. 27; notification expected July, 2019
3	National Endowment for the Arts, Art Works	Playwright guest artists for 2020	\$15,000.00	Submitted July 24. April 2019 notification.
Proposals in Progress				
4	People for Bikes	For prospective bicycle-related improvements for potential bike program for students	Up to \$10,000	Decision to await possible partnership with community group; same grant available for July application
Prospective Proposals				
5	Title III eligibility	Designation grants waiver to some Fed sharing costs	Approx. \$15,000	No final announcement of notice for applications.
6	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
7	Small Business Innovation Reserch 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		\$10,000.00

Totals, FY 2018-2019 Awards Granted				
	Grant Name	Description	Funding	Comments
1	Kansas Creative Arts Industries Commission Arts Integration Grant	Program for severely emotional disturbed youth, parntered with Four County Mental Health	\$10,910.00	In partnership with Four County Mental Health
2	Kansas Creative Arts Industries Commission Arts Guest Artist Grant	Guest artist conducts program for Penn Terrace residents	\$2,040.00	Guest artist will also be at the 2019 Inge Festival.
3	Kansas Creative Arts Industries Commisison Equipment Grant	Acoustic sound shells	\$5,000.00	Total cost of sound shells \$10,660
4	Independence Community College Foundation	Acoustic sound shells	\$5,000.00	Total cost of sound shells \$10,660
Total			\$22,950.00	

Memo

To: Independence Community College Board of Trustees

From: Daniel W. Barwick, PhD
President

Date: March 14, 2019

Re: Payment for Legal Services

It is recommended the Board approve payment to McAnany, Van Cleave & Phillips, P.A. for legal services.

Memo

To: Independence Community College Board of Trustees

From: Andrew Gutschenritter
Interim Chief Business Officer

Date: March 14, 2019

Re: 2017 Toyota Camry Lease Expiration

The lease for the 2017 Toyota Camry, Fleet Car #2, expires on March 31st, 2019. It is my recommendation to use the Buy Option of the lease to purchase the vehicle outright for the College at a price of \$12,276.00.

My recommendation is based off of the new lease proposal from Quality Toyota, which is a 36-month lease at \$606.22 per month, \$7,274.64 per year, for a total of \$21,823.92 for the 36-month lease. By purchasing the car now, we would be saving a total of \$9,547.92 over the 36-month period and would be back in the black on the car after 21 months.

