

BOARD OF TRUSTEES REGULAR MEETING
CIE 104 (Center for Innovation and Entrepreneurship) 6:00 p.m.
September 12, 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 August 14, 2019 Minutes Action Section 1

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

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

IV. INSTITUTIONAL OPERATIONS

- A. Higher Learning Commission Institutional Actions Council Hearing Report Report Section 2
- B. Faculty Negotiations Tentative Agreement Action Section 3
- C. Allow Payables Action Section 4
- D. President's Update Report Section 5
 - 2019-2020 Departmental Operational Plans
 - Enrollment Update

V. CONSENT AGENDA

Action

- A. Financial Report (acknowledge receipt)
- B. Personnel Report (acknowledge receipt) Section 6
- C. Grant Progress Report Section 7
- D. Issue Request for Proposal (RFP) for ICC Food Services Section 8
- E. Issue Request for Proposal (RFP) for Bookstore Management Services Section 9

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

EXECUTIVE SESSION: Negotiations

Sample Subject: Faculty and Board proposals.

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

EXECUTIVE SESSION: Possible Acquisition of Real Estate

Sample Subject: For future expansion.

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

EXECUTIVE SESSION: Attorney/Client Privilege.

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

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

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

MINUTES

Members Present

Val DeFever
Terry Clark
Norman Chambers
Jana Shaver
Mike Wood
Cynthia Sherwood

Others Present

George Knox, Interim President
Beverly Harris, Executive Assistant/Board Clerk
Lori Boots, Human Resources Director
Taylor Crawshaw, Interim Vice President For Academic Affairs
Cody Westerhold, Head Stunt Team Coach
Brett Vana, Athletic Director
Alexis Lowder, Choral Instructor
Paul Molnar, Theatre Instructor

Guests

John Eubanks, Community Member
Ashley Osborn, Community Member
Kristen Torrey, Community Member

I. ROUTINE

- A. Call to Order – Val DeFever called the meeting to order at 6:00 p.m.
- B. Approval of Agenda – Cynthia Sherwood moved to approve the agenda as presented. Norman Chambers seconded the motion and the motion carried 6-0.
- C. Welcome Guests – Val DeFever welcomed the guests and provided an overview of options for public comment on items pertaining to the agenda. Taylor Crawshaw introduced Paul Molnar, Theatre Instructor, and Alexis Lowder, Choral Instructor. Dr. Knox introduced Brett Vana, Athletic Director.
- D. Pledge of Allegiance – Paul Molnar led the group in recitation of the Pledge of Allegiance.
- E. Mission Statement – Val DeFever read the College Mission Statement.
- F. Vision Statement – Val DeFever read the College Vision Statement.
- G. Approval of July 25, 2019 Minutes – Mike Wood moved to approve the minutes of the July 25th meeting. Terry Clark seconded the motion and the motion carried 5-0-1; Cynthia Sherwood abstained, as she was not present at the meeting.

II. INSTITUTIONAL OPERATIONS

- A. Public Hearing – John Eubanks addressed the group with concerns that specific expenditures were not identified in the budget rollup and proposed 2019-2020 budget. Mr. Eubanks asked the Board to consider approval of the budget for certification during a special meeting held at a later date following further scrutiny of budget details. It was noted that specific, incremental details could be worked out later; however the 2019-2020 budget which was published according to statutory requirements must certify to the County Clerk within stated timeframes. Dr. Knox shared that he told Mr. Eubanks the detailed budget would be shared on Friday, August 16th. Trustee Sherwood noted the mill levy decrease contained in the 2019-2020 budget proposal which the Board was considering for certification.
- B. 2019-2020 Budget Approval – Cynthia Sherwood moved to approve the published 2019-2020 budget for certification to the County Clerk. Jana Shaver seconded the motion and the motion carried 5-1, with Mike Wood voting no.
- C. Allow Payables – Norman Chambers moved to allow payables. Terry Clark seconded the motion and the motion carried 6-0.

III. CONSENT AGENDA – Mike Wood moved to approve the Consent Agenda which included receipt of the financial, personnel, and grant progress reports. The personnel report included employment of: Steve Sadler in the position of part-time Assistant Football Coach at a monthly pay rate of \$833; Brooke Joseph in the position of ICC NOW/Perkins Coordinator at an annualized salary of \$32,000 plus College support toward employee participation in ICC's group health insurance plan; Johnny Caughman in the part-time position of Assistant Football Coach at a monthly pay rate of \$1,429; Brett Vana in the position of Athletic Director at an annualized salary of \$75,000 plus College support toward employee participation in ICC's group health insurance plan; Ciara Allen in the position of Upward Bound Program Coordinator at an annualized salary of \$31,900 plus College support toward employee participation in ICC's group health insurance plan; and, Malanie Ishimura in the position of Financial Accountant at an annualized salary of \$46,000 plus College support toward employee participation in ICC's group health insurance plan. The personnel report also included separations of: Tevion Franklin from the position of Custodian; Ann Dutton from the position of Vet Tech Instructor; Tambra Romstad from the position of Athletic Director/Vice President of Student Affairs; Sara Kattenberg from the position of Upward Bound Program Coordinator; Lawann Latson from the position of Football Coach; Harty Blackert from the position of Fine Arts Technical Director and Theatre Manager; Polette Medina from the position of Assistant Women's Volleyball Coach; Madysen Smith from the position of Assistant Women's Softball Coach; Robin Wulf from the position of Registrar; Jared Wheeler from the position of Philosophy/World Religions Instructor; Wai Powell from the position of Financial Affairs Specialist; Kris Wech from the position of Director of Maintenance and Facilities; and Rebecca Gilcrist from the position of SSS Engagement Specialist. Also included in the personnel report were the early retirement of John Eubanks from the position of Business/Accounting Professor and the withdrawal of employment offer made to Desmond Keefe in the position of Culinary Arts Instructor. Renewal of student athletic insurance through United States Fire Insurance Company in the amount of \$193,870; payment to Village Tours & Travel for student athlete transportation to 2019-2020 football games in the amount of \$14,690; and, extension of the Inge Festival Producing Director contract with Hannah Joyce-Hoven in the amount of \$25,000 over a 12-month period rounded out the Consent Agenda. Jana Shaver seconded the motion for approval and the motion carried 6-0.

Val DeFever informed the group that the Board would recess for two Executive Sessions and resume Open Session in CIE 104; however, no action would be taken following either Executive Session.

- IV. EXECUTIVE SESSION – Non-elected Personnel. Norman Chambers moved the Board recess for an Executive Session for discussion of a non-elected personnel issue, pursuant to the non-elected personnel exception, K.S.A. 75-4319(b)(1). Open Session would resume at 7:00 p.m. in CIE 104 of the Center For Innovation and Entrepreneurship. Those invited to attend were George Knox and Lori Boots. Terry Clark seconded the motion and the motion carried 6-0. The Board recessed for Executive Session at 6:40 p.m. The Board returned to Open Session in CIE 104 at 7:00 p.m.
- V. EXECUTIVE SESSION – Negotiations. Norman Chambers moved the Board recess for an Executive Session the purpose of discussing ongoing negotiations, pursuant to the employer-employee negotiation exception, K.S.A. 75-4319(b)(3). Open Session would resume at 7:30 p.m. in CIE 104 of the Center For Innovation and Entrepreneurship. Those invited to attend were George Knox and Lori Boots. Terry Clark seconded the motion and the motion carried 6-0. The Board recessed for Executive Session at 7:00 p.m. The Board returned to Open Session in CIE 104 at 7:30 p.m.
- VI. ADJOURN – Norman Chambers moved that the meeting adjourn. Mike Wood seconded the motion and the motion carried 6-0. The meeting adjourned at 7:30 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.

August 26, 2019

Dr. George C. Knox, Interim President
Independence Community College
1057 W. College Ave.
Independence, KS 67301

Dear Interim President Knox:

Subsequent to the Institutional Actions Council hearing of August 13, 2019, attached is the Hearing Committee's report of its recommendation regarding Independence Community College. This recommendation will be forwarded to the Board of Trustees for review and action at its next meeting. The Board meeting is scheduled for November 7-8, 2019.

The Board makes the final decision in all cases where HLC has conducted an evaluation for candidacy, initial accreditation or removal of sanction. In addition, the Board makes the final decision when an evaluation team, an Institutional Actions Council Hearing Committee or the HLC President has recommended a sanction or withdrawal or denial of accreditation or candidacy. Prior to the next scheduled Board meeting, the Board receives from HLC the full record related to the evaluation including, but not limited to, Assurance Argument and supporting documents submitted by the institution; the report from the evaluation team; the report of the Hearing Committee; and institutional responses filed by the institution prior to the Hearing and any institutional responses filed subsequent to this letter. The Board also has access to the institution's previous evaluation history and HLC actions taken concerning the institution.

The Board may adopt one of the recommendations previously arising out of the evaluation process, with or without modification, or the Board may adopt a different recommendation. The team recommended removing the sanction of Notice and the IAC Hearing Committee concurred. In determining its final action, the Board may consider these recommendations and other options available in Commission policy based on its determinations related to evidence in the record. (See Section 3, Chapter E of the Commission's Policy Book, which can be downloaded on the Commission's website, for more information about sanctions and related policies.)

You will receive a letter outlining the Board's action subsequent to the conclusion of the Board meeting. The document linked here [Guidance on Procedures Following Commission Board Actions](#) provides further information to assist the institution in preparing for the Board's action.

Please provide HLC with your response to the IAC recommendation no later than September 10. The response should be uploaded to www.hightail.com/u/hlc-lga. Please note that the response should be submitted as a single PDF including any attachments or exhibits and should not contain any hyperlinks to web pages or external documents. If you have not previously submitted your most recent financial audit, please include this information with your response. Also, by that date, provide any additional materials to be offered for the Board's consideration. This response, along with all the other documents in the review, become part of the HLC's official file and will be available to the next team that visits the institution. The team representative from your institution's visit is being copied on this correspondence as a courtesy.

For further information, please contact the institution's staff liaison, John Marr.

Your cooperation in this process is greatly appreciated.

Sincerely,

A handwritten signature in cursive script, reading "Barbara Gellman-Danley".

Barbara Gellman-Danley
President

CC: Cordell Jordan, Executive Vice President and Chief Marketing Officer, ALO
John Marr, Vice President for Accreditation Relations, Higher Learning Commission
Renee Aitken, Team Representative



IAC Hearing Committee Report

Hearing Committee B

Session 2

August 13, 2019

Institution: Independence Community College, Independence, KS

Type of Evaluation: Removal of Notice

Staff Liaison: John Marr

Committee Members:

- Convener:** Elaine Pontillo, Professor, Global Leadership, Indiana Institute of Technology, Fort Wayne, IN
- Recorder:** Jackie L. Freeze, Administrator Emeritus/Retired VP Student Services, Western Wyoming Community College, Rock Springs, WY
- Member:** Patricia A. Dolly, Senior Advisor to the President, Oakland University, Auburn Hills, MI
- Member:** Alissa Oppenheimer, Managing Director, Chamisa Energy Storage, St. Paul, MN (Public member)
- Member:** Janet C. Perry, Director of Institutional Effectiveness, Oklahoma City Community College, Oklahoma City, OK
- Member:** Rex D. Ramsier, Executive Vice President/Chief Administrative Officer, University of Akron, Akron, OH

Institutional Representatives:

- Lead: George C. Knox, Interim President
- Rep: Cordell Jordan, Executive Vice President and Chief Marketing Officer
- Rep: Valorie DeFever, Board Chair

Team Chair: Renee Aitken, Director of Assessment and Accreditation, Colorado State University, Dublin, OH

1. IAC Hearing Committee Determinations

Complete the following chart and indicate the Committee's determination (Met, Met with Concerns, Not Met) for the Criteria and Core Components. In the "IAC Determination" Column, please identify with an asterisk each instance where the IAC determination differs from the Team's determination. For any Criterion or Core Component where the IAC Committee's determination differs from the Team's determination, or where the IAC Committee agrees with the team's determinations on a Criterion or Core Component, but disagrees with the underlying rationale, or where the IAC Committee concurs with the team's determination of "met with concerns" or "not met," please be sure to provide a detailed rationale in Section II. If the evaluation leading to the team's recommendation was a focused visit, by design, not all Core Components with the Criteria for Accreditation were examined. Please note the Core Components that were not examined with N/A (not applicable).

Number	Title	IAC Determination	Team Determination
1	Mission		
1.A	Core Component 1.A	N/A	N/A
1.B	Core Component 1.B	N/A	N/A
1.C	Core Component 1.C	N/A	N/A
1.D	Core Component 1.D	N/A	N/A
2	Integrity: Ethical and Responsible Conduct		
2.A	Core Component 2.A	Met--Evidence demonstrates adequate progress in the area of focus	Evidence demonstrates adequate progress in the area of focus
2.B	Core Component 2.B	N/A	N/A
2.C	Core Component 2.C	N/A	N/A
2.D	Core Component 2.D	N/A	N/A
2.E	Core Component 2.E	N/A	N/A
3	Teaching and Learning: Quality, Resources, and Support		
3.A	Core Component 3.A	N/A	N/A

Number	Title	IAC Determination	Team Determination
3.B	Core Component 3.B	N/A	N/A
3.C	Core Component 3.C	N/A	N/A
3.D	Core Component 3.D	Met-Evidence demonstrates adequate progress in the area of focus	Evidence demonstrates adequate progress in the area of focus
3.E	Core Component 3.E	N/A	N/A
4	Teaching and Learning: Evaluation and Improvement		
4.A	Core Component 4.A	Met--Evidence demonstrates adequate progress in the area of focus	Evidence demonstrates adequate progress in the area of focus
4.B	Core Component 4.B	Met--Evidence demonstrates adequate progress in the area of focus	Evidence demonstrates adequate progress in the area of focus
4.C	Core Component 4.C	Met--Evidence demonstrates adequate progress in the area of focus	Evidence demonstrates adequate progress in the area of focus
5	Resources, Planning, and Institutional Effectiveness		
5.A	Core Component 5.A	N/A	N/A
5.B	Core Component 5.B	Met--Evidence demonstrates adequate progress in the area of focus	Evidence demonstrates adequate progress in the area of focus
5.C	Core Component 5.C	Met--Evidence demonstrates adequate progress in the area of focus	Evidence demonstrates adequate progress in the area of focus

Number	Title	IAC Determination	Team Determination
5.D	Core Component 5.D	Met--Evidence demonstrates adequate progress in the area of focus	Evidence demonstrates adequate progress in the area of focus

2. IAC Hearing Committee Supporting Evidence, Findings and Rationale for Action or Recommendation

For all cases, note below the IAC findings with respect to each relevant Core Component with appropriate rationale. This section should be organized by Core Components. For Criteria and/or Core Components where the IAC agrees that the requirements are met, only a brief statement affirming the reasons for concurrence is required.

However, a detailed rationale is required in this section for any Criterion or Core Component where:

- The IAC Committee's determination differs from the Team's determination, or
- Where the IAC Committee agrees with the team's determinations on a Criterion or Core Component, but disagrees with the underlying rationale, or
- Where the IAC Committee concurs with the team's determination of "met with concerns" or "not met,"

In cases considering removal or continuation of a sanction, the specific Core Components which led to the sanction originally being imposed by the Board of Trustees should be referenced specifically along with the IAC findings with respect to the Core Component. Careful attention to the Board's action letter outlining the underlying reasons for the sanction, as well as the team report, institutional response and verbal responses of the institutional representatives at the hearing is required.

Rationale:

2.A. The IAC Hearing Committee finds that Independence Community College provided evidence of adequate progress and has met this Core Component and agrees with the rationale set forth by the Focused Visit Team in the Report of its April 2019 visit.

Independence Community College has taken significant steps to enhance reporting and processing complaints through the implementation of the Maxient system which provides a best practice for the reporting and tracking of student complaints. The system is being utilized by students, and the institution demonstrates action for improvement based upon trend data from Maxient.

The college has hired a consultant to assist with compliance and has provided training for Title IX investigators and others on campus. This is an ongoing project which will continue into the fall semester. A compliance officer was hired, but has since left the institution and the HR Director, who has experience in this area, is working with the consultant. The composition of the Judicial Committee has been revised to limit the potential conflict of interest issues when the majority of the committee came from Housing and Athletics. A conflict of interest statement has also been created. The consultant continues to work with the HR Director to field complaints and make

appropriate referrals. The institution needs to continue to mainstream compliance and the handling of complaints to eliminate the need for external consulting services.

The Safety Committee has become a standing college committee and has worked to expand the emergency management plan and to provide necessary training. Processes for handling issues that surface through social media have also been developed. The addition of the student government also provides another source of feedback for institutional issues.

3.D. The IAC Hearing Committee finds that Independence Community College provided evidence of adequate progress and has met this Core Component and agrees with the rationale set forth by the Focused Visit Team in the Report of its April 2019 visit.

The college was asked to address two areas of this component: technology planning and planning for deferred maintenance. The technology committee has created a technology plan that addresses key infrastructure issues and is viewed as a multi-year project plan. The team is working to determine funding levels. The visiting team thought the plan was realistic and would provide good future momentum to the college's technology effort. The IAC hearing committee agrees with that assessment. A prioritized deferred maintenance of technology list has also been created. Declining institutional resources have made it difficult to fund some of these initiatives, but progress is being made and new approaches to budgeting have facilitated funding requests and allocations. The college has also addressed security issues related to access to sensitive data in the administrative systems. New policies are in place regarding access.

A prioritized list of deferred maintenance for facilities has also been created and placed on a five-year rotation. The college recently hired a new chief financial officer who has revamped the budget and budgeting process and has identified ways to address some of the prioritized needs. The new process provides greater transparency and facilitates understanding of the budget among all stakeholders. Budget requests must now be tied to priorities in the strategic plan.

ICC is encouraged to continue to build on technology and facility planning and creating connections between the strategic plan, operational plans, and the budget.

4.A. The IAC Hearing Committee finds that Independence Community College provided evidence of adequate progress and has met this Core Component and agrees with the rationale set forth by the Focused Visit Team in the Report of its April 2019 visit.

Program review is a consistent and regular part of ICC that was implemented in 2017-18. The process was revised for Fall 2019 by the Program Review Committee to address any confusing areas. The process includes the use of data to inform program assessments and recommendations. The concern regarding recommendations that could not be accommodated in the budgeting process has been addressed. While there are still budget limitations and not all requests can be funded in a given cycle, the college has made concerted efforts to fund these priorities. The college reported to the IAC Hearing Committee that about 95% of requests have been addressed in the revised budgeting process and that efforts have been made to balance priorities, particularly between athletic and academic needs. The college will have the opportunity to continue to build on the process and to use trend data to enhance future-oriented decision-making.

4.B. The IAC Hearing Committee finds that Independence Community College provided evidence of adequate progress and has met this Core Component and agrees with the rationale set forth by the Focused Visit Team in the Report of its April 2019 visit.

During the team visit, ICC cited numerous examples whereby data from the program review process, including assessment data, were being utilized to make programmatic changes. During

the IAC hearing, the institution discussed how these findings are now being connected to budgetary decisions and strategic initiatives. Program review and assessment is also beginning in non-academic areas and for co-curricular activities. As new leadership comes on board, the institution is encouraged to maintain the momentum built through the academic program review and assessment processes and to expand its use of data to make informed decisions about future direction.

4.C. The IAC Hearing Committee finds that Independence Community College provided evidence of adequate progress and has met this Core Component and agrees with the rationale set forth by the Focused Visit Team in the Report of its April 2019 visit.

The team visit noted that ICC has utilized institutional data in building its recruitment and retention plan. An example cited during the IAC hearing indicated that the decision was made to add an additional recruitment/Perkins staff person in response to data regarding recruitment opportunities. The institution is also focused on affirming its college identity and market position within its communities as well as sharing strategic priorities. To facilitate student persistence, the college created the Navigator process which helps students progress in achieving their education goals. Feedback was sought from students, faculty, and staff regarding this system and showed positive indicators. Benchmarks and key data points have been established for the persistence and completion agenda and the institution is utilizing good survey instruments, Noel-Levitz SSI and CCSSE, to gather indirect measures of student success. The new organizational structure is also conducive to moving forward with enrollment goals.

5.B. The IAC Hearing Committee finds that Independence Community College provided evidence of adequate progress and has met this Core Component and agrees with the rationale set forth by the Focused Visit Team in the Report of its April 2019 visit.

The team visit found that ICC has made progress in the area of governance and administrative structure to support the accomplishment of its strategic goals. Key changes included the addition of a faculty senate and student government leadership group. Much has changed since the visit. The president and several key administrators have left the institution. A highly experienced interim president was brought in to guide the institution while a national search is done for a permanent replacement. The interim president has restructured the institution and clarified reporting channels to better meet institutional needs. Open door policies and open forums to gather feedback and participation will help address ongoing mistrust and morale issues among employee groups.

The institution was also able to allocate money for employee raises for FY20 which will reinforce the perceived value of employees. Athletics was separated from student services to address previous issues. The Board has worked to become more aware of key issues and to remain engaged in what is happening on the campus. The institution has hired several new employees including an athletic director and a chief financial officer who has changed the budgeting process to be more transparent and inclusive. Filling two vice presidential openings in academic and student affairs will be critical to the continued successful evolution of the administrative structure. The Board plans to use a national search firm in the hiring of the new president and expect that person will be on board in July 2020. The institution is positioned to move forward in a very positive direction as long as these key positions are filled with employees who recognize the challenges, understand and appreciate the changes that have already been made, and are willing to continue to build upon a shared governance model that is efficient and effective. The Board, by necessity, has become more involved than usual in details of running the campus and should be diligent in the future about returning to and maintaining their appropriate governance role vs. that of the administration as the institution moves forward with greater stability.

5.C. The IAC Hearing Committee finds that Independence Community College provided evidence of adequate progress and has met this Core Component and agrees with the rationale set forth by the Focused Visit Team in the Report of its April 2019 visit.

As the team visit indicated, the college has worked to create a systematic planning process that integrates strategic planning with operational plans and budgeting. An annual review of the strategic plan has been done along with quarterly reviews of existing operational plans. The new strategic plan will be made widely available, will have monthly Board updates and will be revised as needed to reflect current priorities. A strategic planning committee was implemented to report through the Assessment Committee which will help to maintain continuity among efforts. Other plans are developed or in development to provide the operational support to strategic initiatives. A major step has occurred in tying the budget to strategic and operational priorities. The institution is encouraged to continue to improve and build on the planning currently in place and the use of metrics and benchmarks to facilitate the assessment, analysis, and action related to priority activities. The team suggested and IAC concurs that it will be important going forward to assure that there are direct lines of responsibility for planning and related analysis and action.

5.D. The IAC Hearing Committee finds that Independence Community College provided evidence of adequate progress and has met this Core Component and agrees with the rationale set forth by the Focused Visit Team in the Report of its April 2019 visit.

The team reported and IAC agrees that ICC has developed a strategic planning process that allows for the development of key institutional priorities and can be used to connect operational plans and related goals. The new strategic plan will provide greater flexibility and connection for the institution. The program review process is fully functioning and now has a direct link to budget planning. Adequate resources to carry out plans will continue to be a challenge and critical aspect of success in this area. The institution has rebuilt relations with the Foundation and is seeking other revenue sources in addition to implementing recruitment and retention strategies that should boost enrollment. A capital campaign will also be started soon.

3. IAC Hearing Committee Recommendation

State the IAC's recommendation for the institution's status in this section. Where relevant, indicate the nature, timing, and scope of any interim monitoring and/or next on-site evaluation. Where no sanction is recommended, for any Core Components the IAC believes are "met with concerns," the IAC must articulate the nature, timing and scope of interim monitoring that must occur. Interim monitoring is not to be assigned where the ultimate recommendation involves a sanction.

☒ Continued accreditation recommended

☐ On Notice recommended – Insert date of next review:

☐ Probation recommended – Insert date of next review:

☐ Continuation of Probation recommended – Insert date of next review:

☐ Withdrawal recommended

☐ Removal of sanction recommended

☐ Initial Candidacy recommended

☐ Initial Accreditation recommended

☐ Other (Describe issue:)

Independence Community College was placed on Notice with eight areas that were met with concerns and needed significant attention. As the team indicated, the institution has worked hard to address all concerns and has accomplished a great deal in a short period of time. The opportunities presented by changes in staffing have allowed the institution to take what it had already developed and move to a higher level of organizational structure and comprehensive planning. College stakeholders at the IAC hearing report that changes in the institutional culture are already happening. It will be important, as the college prepares for its next comprehensive visit, to maintain the momentum built from this intensive activity and to assure that the right people get “added to the bus”. The college has worked to build trust, employee and student involvement and recognition, and is encouraged to continue to work on shared governance. The Board recognized that it was not as aware of some happenings at the institution as it should have been and has taken steps to make improvements in Board members’ knowledge and involvement. They are encouraged to maintain the appropriate Board role and responsibilities and to ensure that the college president (interim and the new permanent person) is managing the daily operations of the college in an effective and efficient manner.

Conditions for Remediation if Recommending Notice or Probation (Provide HLC expectations on what the institution should demonstrate at its next review.)

Expectations:

SAS Language (Next reaffirmation date is 20xx-xx.): As previously scheduled on the Standard Pathway – 2027-2028.

Monitoring, if applicable:

___ Interim Report(s). Insert description and due date(s):

___ Embedded Report within an upcoming Review. Insert description and identify date of the applicable review:

___ Focused Visit. Insert description and due date:

Changes to Stipulations, if applicable:

Signature Page

Convener: Clairine C. Poulton

Recorder: Johnie T. Hays

Member: Robert C. Anderson

Member: Ann O. Hays

Member: John C. Hays

Member: David R. Hays

Memorandum

To: ICC Board of Trustees

From: BOT Negotiating Team

RE: Faculty Negotiations tentative agreement

The Board of Trustee [BOT] negotiation team and Independence Community College Faculty Association [ICCFA] negotiation team have reached a tentative agreement for the 2019-2020 Negotiated Agreement. Both teams are taking the proposal back to their respective bodies for a vote on whether to accept and ratify the Agreement. This tentative agreement was reached in good faith by all parties at the bargaining table and we ask that the BOT ratify the proposed Negotiated Agreement.

Below are the topics and terms that have been negotiated; all other parts of the Agreement not listed will carry forward as last ratified.

- Salary and Compensation: The base salary shall increase by \$1,200 and salary schedule will be updated to reflect this increase. All faculty will get a step increase and column movement as applicable. Additionally, all faculty that were here in 2017-18 will receive a 2nd step to account for the salary freeze we had last year. There will be a 1% 403B match for 2019-2020 and an extension on the sunset language on the prior terms for the year.
- Discipline Language: We completely redid the disciplinary language (attached). It includes a just cause definition that we believe will help guide those decisions and create a fair process.
- Grievance Language: We changed the grievance language and changed who will be hearing grievances. In the event of a grievance, Level One is the Division Chair, Level Two is the HR Director, and Level Three is the Board of Trustees.
- Division chair supplemental contract language. There are several changes to this section, expanding who is eligible to serve as a division chair and altering the election process. We also listed the responsibilities, compensation, and included a job description.
- Side Letters: we will eliminate the “side letters” that have been in the back of the Agreement, some for many years; one will be moved into the Agreement and eliminating the other four.
- Negotiated Agreement formatting: It was also agreed we will also reorganize the remaining provisions and group logically-related items together in the successor Agreement for ease of reference (for example, all the discipline language will be in 1 place).

Current Language:

**ARTICLE VIII
DISCIPLINARY PROCEDURES**

No Faculty shall be disciplined without just cause and without notice of his/her right to be heard. See Procedures section starting on page 50.

ARTICLE VIII: DISCIPLINARY PROCEDURES

Step 1: Speak to faculty member concerning the specific issue (issues may not be combined). Document verbal conversation and have on hand a hard copy of facts of specific instance(s) requiring this discussion. The verbal conversation is documented, signed and dated by the faculty member and Chief Academic Officer.

Step 2: Upon second offense, a letter of warning is given to the faculty member outlining the specific offense, the date and times of the original verbal discussion concerning the issue, and commentary made by faculty member to correct specified issue. Included in this written statement, which must be hand delivered to the faculty member by the Chief Academic Officer and read in front of Chief Academic Officer, an agreement page that states the specific issue that needs correction, the date of previous verbal discussion concerning the issue, the expectation of change and date due for that change, which both the Chief Academic Officer and faculty member will sign and date having read and understood the contents of the complete document. Copies of this will be given to faculty member and kept on file with Chief Academic Officer.

Step 3: If offense happens a third time, move to Disciplinary Procedures below.

The Faculty member shall be heard by a fair and impartial Disciplinary Committee consisting of three members: a faculty member and administrator chosen by the Chief Academic Officer and a faculty member or administrator chosen by the Faculty. Such notice of disciplinary action shall include the reasons for the action. The employee shall be accorded all the procedural safeguards related to such a conference, including the right to prepare, to present and question witnesses (representing either side), and to have Campus representation. An employee who feels a disciplinary action has been unfair may file a grievance.

Tentatively Agreed Language:

**ARTICLE VIII
DISCIPLINARY PROCEDURES**

The College retains the right to impose discipline upon faculty members including termination, suspension, and written and verbal reprimands as deemed appropriate. No Faculty shall be disciplined without having been given notice and opportunity to be heard consistent with due process principles. Termination of a non-probationary faculty member shall comply with Article VII. For all other discipline, which does not rise to the level of termination or suspension, the disciplinary procedures outlined on page 50 of the procedures section of the Negotiated Agreement shall apply.

ARTICLE VIII: DISCIPLINARY PROCEDURES

This disciplinary procedure shall be primarily administered by the Chief Academic Officer (CAO), his or her designee, or such other administrator designated by the President. No faculty member shall be disciplined without having been given notice and opportunity to be heard consistent with just cause and due process principles.

Before administering the three step procedure, the CAO should take the following into consideration:

1. Has the alleged misconduct been sufficiently and fairly, investigated?
2. Is there sufficient evidence to establish that the misconduct occurred?
3. Are the work rules or policies violated being consistently applied without discrimination?
4. Taking into consideration all facts and circumstances and the past discipline history of the faculty member, is the discipline being administered appropriate?

Step 1: Speak to faculty member concerning the specific issue (issues may not be combined). Document verbal conversation and have on hand a hard copy of facts of specific instance(s) requiring this discussion. The verbal conversation is documented, signed and dated by the faculty member and Chief Academic Officer. "Signature by the faculty member is not deemed an admission or agreement with the discipline being administered." An employee who feels a disciplinary action has been unfair may file a grievance.

Step 2: Upon second offense, a letter of warning is given to the faculty member outlining the specific offense, the date and times of the original verbal discussion concerning the issue, and commentary made by faculty member to correct specified issue. Included in this written statement, which must be hand delivered to the faculty member by the Chief Academic Officer and read in front of Chief Academic Officer, an agreement page that states the specific issue that needs correction, the date of previous verbal discussion concerning the issue, the expectation of change and date due for that change, which both the Chief Academic Officer and faculty member will sign and date having read and understood the contents of the complete document. Copies of this will be given to faculty member and kept on file with Chief Academic Officer. An employee who feels a disciplinary action has been unfair may file a grievance.

Step 3: If offense happens a third time, move to Disciplinary Procedures below.

The Faculty member shall be heard by a fair and impartial Disciplinary Committee consisting of three members: a faculty member and administrator chosen by the Chief Academic Officer and a faculty member or administrator chosen by the Faculty. Such notice of disciplinary action shall include the reasons for the action. The employee shall be accorded all the procedural safeguards related to such a conference, including the right to prepare, to present and question witnesses (representing either side), and to have Campus representation. An employee who feels a disciplinary action has been unfair may file a grievance.

Current Language

ARTICLE XIX GRIEVANCE PROCEDURE

A. Definitions

1. **Grievance:** A grievance is defined as a complaint or dispute regarding the meaning, interpretation, or application of any provision in this agreement or policy contained in the Board of Trustees Policy Manual. In such cases, the Faculty and/or the Association are required to follow the processes set forth in this article.
2. **Grievant:** An employee, employees, or Association covered by this Negotiated Agreement who files a grievance.
3. **Days:** Except when otherwise indicated, days shall mean college-scheduled working days for the party in interest. The number of days indicated at each level should be considered as a maximum and every effort should be made to expedite the process. The time limits specified may, however, be extended by mutual agreement.
4. **Filing:** The act of submitting the formal, written complaint, using the form that appears at the end of this article. This will be done electronically, by in-person delivery, or by registered mail. A grievance shall be considered to have been filed and received at the time of delivery to the office of the appropriate administrator, or in the case of filing with the Board, delivery to the Clerk of the Board.

B. Purpose

The purpose of these procedures is to secure, at the lowest possible level, equitable solutions to the problems affecting employees which may arise from time to time.

C. Provisions Related to Grievances Alleging Contract Violations

If a grievance pertains to an alleged violation, misinterpretation or misapplication by the college of this negotiated agreement, the Faculty Association shall be a party in interest at all stages. The College shall promptly transmit copies of such written grievances, grievance responses, and supporting documents to the Association. The Association shall be notified of any meetings with grievant(s) or their representatives, and shall have the right to be present and to state its views. For the purposes of these procedures, the President of the Faculty Association or his/her designee shall represent the Association.

D. Grievance Procedure

1. Level One

- (a) Prior to filing a formal grievance, the grievant is permitted to have an informal conversation with the Chief Academic Officer for the purpose of resolution or fact-finding with no procedural obligations or implications for either party. The grievant begins the formal process by filing a formal grievance with the Chief Academic Officer.
- (b) If the grievant is the Faculty Association or the nature of the grievance is such that the Chief Academic Officer lacks the authority to resolve it, the grievant may bypass Level One and initiate a formal grievance at Level Two.

- (c) Within ten days after receipt of the written grievance from a faculty member, the Chief Academic Officer will have a meeting with the grievant at a mutually convenient time in an effort to resolve it. The Chief Academic Officer shall submit his/her decision to the grievant within ten days of the meeting. The Chief Academic Officer may ask for additional clarifying information from the grievant.

2. Level Two

- (a) If the grievant is not satisfied with the disposition of the grievance at Level One, he/she may file the grievance with the President within ten days of the Level One response. If no formal grievance has been filed within ten days, the matter shall be considered resolved.
- (b) Within ten days after receipt of the written grievance from a faculty member, the President will have a meeting with the grievant at a mutually convenient time in an effort to resolve it. Within ten days of the meeting, the President shall submit his/her decision to the grievant. The President may ask for additional clarifying information from the grievant.

3. Level Three

- (a) If the grievant is not satisfied with the disposition of the grievance at Level Two, he/she may file the grievance with the Board of Trustees within ten days of the Level Two response. If no formal grievance has been filed within ten days, the matter shall be considered resolved.
- (b) Within 40 calendar days after receipt of the written grievance, the Board of Trustees shall hold a hearing with the grievant in an effort to resolve it. The grievant shall receive at least three days' notice of the hearing, excepting any waiver of this right by the grievant. The grievant shall be accorded all procedural safeguards related to such a hearing, including the right to present and cross-examine witnesses, and to be represented by legal counsel and Faculty Association representation. The Clerk of the Board of Trustees shall submit the Board's decision in writing to the grievant.
- (c) The Level Three decision of the Board of Trustees shall be considered the completion of the grievance process.

E. Miscellaneous

1. The number of days indicated at each level should be considered as a maximum and every effort should be made to expedite the process. The time limits specified may, however, be extended by mutual agreement.
2. A grievant may be represented at all stages of the grievance procedure by himself/herself or by his/her designated representative and/or a representative designated by the Association.
3. If the Board of Trustees or any of its administrative staff do not present a written decision within the time allotted after a grievance meeting or hearing, grievant shall receive the remedy sought.
4. Only current employees may be a party to a grievance, and the Association may not file grievances on behalf of former employees.
5. If, in the judgment of the Faculty Association, a grievance affects a group or class of employees, the Faculty Association may initiate and submit such grievance in writing to the President directly and the processing of such grievance will commence at Level Two.
6. Decisions rendered at Levels One, Two and Three of the grievance procedure will be in writing setting forth the decisions and will be transmitted promptly to all parties in interest.

7. When it is necessary for the Faculty Association or its representatives to investigate a grievance or attend a grievance meeting or hearing during the school day they will, upon notice to the President or appropriate Vice-President, be released without loss of pay. Any employee whose appearance in such investigations, meetings, or hearings as a witness is necessary will be accorded the same right.
8. All documents, communication, and records dealing with the processing of a grievance will be filed in a separate grievance file and will not be kept in the personnel file of any of the participants.
9. No reprisals of any kind will be taken by the Board of Trustees or by College employees against any participant in a grievance procedure by reason of such participation.
10. Multiple grievances filed by an employee may be consolidated into a single grievance and separate grievances filed by two or more employees or other members of the Independence Community College community regarding the same issue(s) may be consolidated into a single grievance.
11. The grievance must be filed within 90 calendar days of the date the grievant first became aware of the issue being grieved, or the grievant shall forfeit the right to file the grievance.
12. Should the grievant fail to respond to requests for clarifying information from the Chief Academic Officer or President, as appropriate for the step, the grievance shall be decided based on the available information.
13. All parties must act in all ways to preserve the integrity of the process, respect that the Board of Trustees has no role or authority at the College other than its statutory collective role and authority, and respect the laws regarding due process and the Kansas Open Meetings Act. A grievant or his/her representative may only communicate to board members regarding a pending grievance at a public hearing or through the Clerk, regardless of the level of the grievance. The grievance will be considered withdrawn if any other communication occurs, and the Board member must report such communication to the Board Chair and the President, who will communicate the disposition to the Association.
14. If the grievant is the Association, then the filing at every level must include a statement by the Association detailing the date, time, place, text of motion, and outcome of a vote by the Association to proceed to the level at which the grievance is being filed.
15. Failure to follow correct procedures shall not bear on the outcome of the grievance unless specifically stated in this article.

Tentatively Agreed Language. 9-3 update

ARTICLE XIX GRIEVANCE PROCEDURE

A. Definitions

1. **Grievance:** A grievance is defined as a complaint or dispute regarding the meaning, interpretation, or application of any provision in this agreement or policy contained in the Board

of Trustees Policy Manual. In such cases, the Faculty and/or the Association are required to follow the processes set forth in this article.

2. **Grievant:** An employee, employees, or Association covered by this Negotiated Agreement who files a grievance.
3. **Days:** Except when otherwise indicated, days shall mean college-scheduled working days for the party in interest. The number of days indicated at each level should be considered as a maximum and every effort should be made to expedite the process. The time limits specified may, however, be extended by mutual agreement.
4. **Filing:** The act of submitting the formal, written complaint, using the form that appears at the end of this article. This will be done electronically, by in-person delivery, or by registered mail. A grievance shall be considered to have been filed and received at the time of delivery to the office of the appropriate administrator, or in the case of filing with the Board, delivery to the Clerk of the Board.

B. Purpose

The purpose of these procedures is to secure, at the lowest possible level, equitable solutions to the problems affecting employees which may arise from time to time.

C. Provisions Related to Grievances Alleging Contract Violations

If a grievance pertains to an alleged violation, misinterpretation or misapplication by the college of this Negotiated Agreement, the Faculty Association shall be a party in interest at all stages. The College shall promptly transmit copies of such written grievances, grievance responses, and supporting documents to the Association. The Association shall be notified of any meetings with grievant(s) or their representatives, and shall have the right to be present and to state its views. For the purposes of these procedures, the President of the Faculty Association or his/her designee shall represent the Association.

D. Grievance Procedure

- (a) Prior to filing a formal grievance, the grievant is permitted to have an informal conversation with the party the faculty is in disagreement with for the purpose of resolution or fact-finding with no procedural obligations or implications for either party.
1. **Level One** The grievant begins the formal process by filing a written formal grievance with their Division Chair. If the grievance concerns the division chair Level One can be skipped and the grievance be filed at Level Two.
 - a. The grievant shall state what act they find to be a violation of policy or the Negotiated Agreement and their reasoning.
 - b. Within 10 days Division Chair shall review the grievance and investigate the matter. Also, within ten days after receipt of the written grievance the Division Chair will have a meeting with the grievant at a mutually convenient time in an effort to resolve the grievance. The Division Chair may ask for additional clarifying information from the grievant. The Division Chair shall take all measures to safeguard the process and procedures including not discussing the

grievance with the Board of Trustees or any other employees not directly involved in the situation.

- c. The Division Chair shall submit his/her decision in writing to all parties within ten days of the meeting.

2. Level Two

- (a) If either the grievant or the College is not satisfied with the disposition of the grievance at Level One, he/she may file the grievance with the Director of Human Resources, within ten days of the Level One response. If the grievance is against the Director of Human Resources Level Two may be bypassed and the grievance filed directly at level Three. If the formal grievance has not been filed at level two within ten days, the matter shall be considered resolved.
- (b) Within 10 days the Director of Human Resources, shall review the grievance and investigate the matter. Also, within ten days after receipt of the written grievance, he/she will have a meeting with the grievant at a mutually convenient time in an effort to resolve it. The Director of Human Resources may ask for additional clarifying information from the grievant and/or the College. All measures to safeguard the process and procedures, including not discussing this with any other employees not directly involved in the situation or the Board of Trustees, shall be taken.
- (c) Within ten days of the meeting, the Director of Human Resources shall submit his/her decision in writing to all parties.

3. Level Three

- (a) If the grievant is not satisfied with the disposition of the grievance at Level Two, he/she may file the grievance with the Board of Trustees [BOT] within ten days of the Level Two response. If the grievance has not been filed with the BOT within ten days, the matter shall be considered resolved.
- (b) Within 40 calendar days after receipt of the written grievance, the Board of Trustees shall hold a hearing with the grievant in an effort to resolve it. The grievant shall receive at least three days' notice of the hearing, excepting any waiver of this right by the grievant. The grievant shall be accorded all procedural safeguards related to such a hearing, including the right to present and cross-examine witnesses, and to be represented by legal counsel or Faculty Association representation. The Clerk of the Board of Trustees shall submit the Board's decision in writing to all parties within 5 days of the hearing.
- (c) The Level Three decision of the Board of Trustees shall be considered the completion of the grievance process.

E. Miscellaneous

1. The number of days indicated at each level should be considered as a maximum and every effort should be made to expedite the process. The time limits specified may, however, be extended by mutual agreement.
2. A grievant may be represented at all stages of the grievance procedure by himself/herself or by his/her designated representative or a representative designated by the Association.

3. If the Board of Trustees or any of its administrative staff do not present a written decision within the time allotted after a grievance meeting or hearing, grievant shall receive the remedy sought.
4. Only current employees may be a party to a grievance, and the Association may not file grievances on behalf of former employees.
5. Decisions rendered at Levels One, Two and Three of the grievance procedure will be in writing setting forth reasons for the decisions and will be transmitted promptly to all parties in interest.
6. When it is necessary for the Faculty Association or its representatives to investigate a grievance or attend a grievance meeting or hearing during the school day they will, upon notice to the President or appropriate Vice-President, be released without loss of pay. Any employee whose appearance in such investigations, meetings, or hearings as a witness is necessary will be accorded the same right.
7. All documents, communication, and records dealing with the processing of a grievance will be filed in a separate grievance file and will not be kept in the personnel file of any of the participants.
8. No reprisals of any kind will be taken by the Board of Trustees or by College employees against any participant in a grievance procedure by reason of such participation.
9. Multiple grievances filed by an employee may be consolidated into a single grievance and separate grievances filed by two or more employees or other members of the Independence Community College community regarding the same issue(s) may be consolidated into a single grievance in the discretion of the college.
10. The grievance must be filed within 90 calendar days of the date the grievant should have reasonably been aware of the issue being grieved, or the grievant shall forfeit the right to file the grievance.
11. Should the grievant fail to respond to requests for clarifying information from the Chief Academic Officer or President, as appropriate for the step, the grievance shall be decided based on the available information.
12. All parties must act in all ways to preserve the integrity of the process, respect that the Board of Trustees has no role or authority at the College other than its statutory collective role and authority, and respect the laws regarding due process and the Kansas Open Meetings Act. All parties are forbidden to discuss an unresolved grievance with the Board until a Level 3 hearing is commenced. The grievance will be considered withdrawn if the grievant communicates with the Board. The grievant will be deemed correct and receive their remedy if any member of administration discusses the grievance with the Board. Any Board member must report such communication to the Board Chair who will communicate the disposition to the Association.
13. If the grievant is the Association, then the filing at every level must include a statement by the Association detailing the date, time, place, text of motion, and outcome of a vote by the Association to proceed to the level at which the grievance is being filed.
14. Failure to follow correct procedures shall not bear on the outcome of the grievance unless specifically stated in this article.

The following supplemental contracts have been negotiated:

Division Chairs

1. Reports to: Chief Academic Officer
2. Contract length: number of working days contained in Negotiated Agreement. Plus up to 5 days within the supplemental contract period of August 1 – May 30 as assigned by the CAO.
3. Eligibility: (a) Full-time faculty member (b) may not be probationary faculty, (c) nominated by a member of the division. (d) may not be the division chair of multiple divisions simultaneously.
4. Selection process: A partnership between the officers of Faculty Association and Faculty Senate will prepare and distribute nomination ballots in each division no later than April 1 each year. A ballot with all nominees will be created and elections will be held by April 15th each year; with results being provided immediately. In case of a tie vote the candidate with the lowest number of votes shall be removed from the ballot and a new vote of the remaining candidates will take place. If there is a tie vote and there are no candidate with the lowest number of votes, all the tied candidates will participate in a coin toss with the winner becoming the division chair.
5. Contract termination: Either by annual expiration of August 1 to May 30th contract or termination for non-performance. Termination for non- performance is at the discretion of the CAO and/or majority vote of the division. This position has no formal process for evaluation or termination.
6. Compensation: (a) \$4,000 per year, plus (b) 3 credit hours of release time per semester for fall and spring semesters.

Responsibilities:

- a) Serve as a communication liaison between the faculty and administration working as an advocate for the division.
- b) Chair all searches for faculty within the division
- c) Review master syllabi for required content
- d) Adjudicate level one grievances filed by division members.
- e) Provide divisional update to the President once each Fall and Spring semester
- f) Be a resource for the development and submission of program recommendations to Academic Council
- g) Assist in the program review process
- h) Assist the Chief Academic Officer in implementing a mentoring and orientation plan for new faculty
- i) As assigned by the CAO, observe and evaluate full-time faculty per the schedule of evaluation that occurs in the Negotiated Agreement. Division Chairs will be assigned faculty for evaluation so that the number of faculty evaluated is approximately equal for all Division Chairs.
- j) A Division Chair may make a recommendation as part of the process for probationary faculty contract renewal. This shall apply only to those faculty who work in the division that elected the person as their Chair.
- k) Attend adjunct in-service
- l) Work with the CAO on tentative 2 year schedule of course offerings.
- m) Meet monthly with CAO and report back to the members of the division the details of the meeting.

Independence Community College Account Summary
For Month End: August 31, 2019

<u>Account Number</u>	<u>Account Type</u>	<u>Balance</u>	<u>Interest Rate</u>	<u>Monthly Int. Paid</u>	<u>Status</u>
xxx213	Checking	\$ 1,000.00	N/A	N/A	Open
xxx248	Checking	\$ 286,109.36	N/A	N/A	Open
xxx264	Checking	\$ 922.27	N/A	N/A	Open
xxx620	Checking	\$ 1,000.00	N/A	N/A	Open
xxx976	Checking	\$ 1.00	N/A	N/A	Open
xxx826	Money Market	\$ 1,389,899.82	0.55%	\$ 689.03	Open
xxx396	Money Market	\$ 1,002,176.17	0.55%	\$ 484.38	Open
		\$ 2,681,108.62			

<u>Securities Pledged</u>	<u>Amount</u>	<u>Market Value</u>	<u>Interest Rate</u>	<u>Maturity Date</u>
<u>Letters of Credit</u>	<u>Expiration Date</u>	<u>Amount</u>		
FHLB #57445	2/20/2020	\$ 3,400,000.00		
		\$ 3,400,000.00		

Total Pledged	\$ 3,400,000.00
FDIC Insurance	\$ 250,000.00
Total Coverage	\$ 3,650,000.00
Overage/Shortage	\$ 968,891.38

Independence Community College
Accounts Payable Month Ending August 31, 2019

CheckNumber	VendorName	Description	TRXDATE	Amount	Account
0008821	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 53.00	11-0000-203-000
0008822	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 30.00	11-0000-203-000
0008823	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 8.00	11-0000-203-000
0008824	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 1,642.00	11-0000-203-000
0008825	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 267.00	11-0000-203-000
0008826	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 182.00	11-0000-203-000
0008827	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 77.25	11-0000-203-000
0008828	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 71.98	11-0000-203-000
0008829	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 182.00	11-0000-203-000
0008830	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 6.83	11-0000-203-000
0008831	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 1,017.00	11-0000-203-000
0008832	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 77.70	11-0000-203-000
0008833	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 1,043.00	11-0000-203-000
0008834	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 144.00	11-0000-203-000
0008835	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 30.00	11-0000-203-000
0008836	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 144.00	11-0000-203-000
0008837	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 644.00	11-0000-203-000
0008838	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 144.00	11-0000-203-000
0008839	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 267.00	11-0000-203-000
0008840	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 69.00	11-0000-203-000
0008841	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 61.02	11-0000-203-000
0008842	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 141.00	11-0000-203-000
0008843	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 267.00	11-0000-203-000
0008844	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 201.00	11-0000-203-000
0008845	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 416.00	11-0000-203-000
0008846	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 169.00	11-0000-203-000
0008847	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 660.00	11-0000-203-000
0008848	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 49.00	11-0000-203-000
0008849	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 144.00	11-0000-203-000
0008850	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 148.14	11-0000-203-000
0008851	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 128.00	11-0000-203-000
0008852	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 49.00	11-0000-203-000
0008853	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 9.00	11-0000-203-000
0008854	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$ 133.00	11-0000-203-000

[illegible]

0008892	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$	545.00	11-0000-203-000
0008893	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$	540.00	11-0000-203-000
0008894	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$	714.00	11-0000-203-000
0008895	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$	545.00	11-0000-203-000
0008896	ICC Student	ICC Student Financial Aid Refund	8/1/2019	\$	745.00	11-0000-203-000
0008904	Smith, Joanne	Marketing Support	8/1/2019	\$	200.00	11-6300-661-000
0008905	Sparklight	Cable TV Student Union	8/1/2019	\$	172.16	11-6500-636-000
0008905	Sparklight	ICC West Internet Service	8/1/2019	\$	900.00	11-6500-636-000
0008905	Sparklight	Main Campus Internet	8/1/2019	\$	3,033.16	11-6500-636-000
0008906	Topflight, Inc	Notebooks for Resale	8/1/2019	\$	248.88	16-9300-740-000
0008907	Purchase Power	Postage/Mail Machine	8/1/2019	\$	2,096.69	11-6500-611-000
0008908	Express Services, Inc.	Admin Assistant/ Financial Aff	8/1/2019	\$	496.77	11-6200-646-000
0008908	Express Services, Inc.	Financial Affairs Admin Asst	8/1/2019	\$	548.16	11-6200-646-000
0008909	AT&T	Phone/Fax Maintenance and Dorm	8/1/2019	\$	3,458.10	11-6500-631-000
0008909	AT&T	Phone/Fax Service Main Campus	8/1/2019	\$	1,733.64	11-6500-631-000
0008910	Toyota Financial Services	Rental Car Payment	8/1/2019	\$	543.00	11-7200-645-000
0008910	Toyota Financial Services	Rental Car Payment	8/1/2019	\$	375.89	11-7200-645-000
0008910	Toyota Financial Services	Rental Car Payment	8/1/2019	\$	543.00	11-7200-645-000
0008912	Morgan, Maia	Maia Morgan Summerquest instructor	8/1/2019	\$	2,800.00	34-1100-663-000
0008913	Ellucian Company, L.P.	Manages Service for August 19	8/1/2019	\$	4,058.00	11-6600-646-000
0008914	Atmos Energy	Gas/ ICC West	8/1/2019	\$	86.36	11-6500-633-000
0008915	Unitas Global Kansas City, Inc	Monthly Backup	8/1/2019	\$	2,154.49	11-6600-646-000
0008916	Fedex	International shipping charges	8/1/2019	\$	244.31	11-6500-611-000
0008917	Four County Mental Health	Marketing - table rental	8/1/2019	\$	50.00	11-6300-616-000
0008918	Westar Energy	Electricity ICC West	8/1/2019	\$	3,140.65	11-6500-635-000
0008918	Westar Energy	Electricity ICC West Sign	8/1/2019	\$	58.62	11-6500-635-000
0008919	Lee's Cooling & Heating, Inc.	Server Room AC Repair	8/1/2019	\$	93.75	11-6600-850-000
0008920	Jagernauth, Tanuja	Reim Tanuja Jagernauth summerquest class props	8/1/2019	\$	28.84	34-1100-705-000
0008921	Camacho, Chloe Nicole	Chloe Camacho Summerquest playwright Asst	8/1/2019	\$	1,600.00	34-1100-663-000
0008922	Gardner, Matthew	Matthew Gardner Tech Asst SQ	8/1/2019	\$	1,200.00	34-1100-663-000
0008923	SurveyStance, LLC	Cafeteria Kiosk	8/1/2019	\$	49.00	11-6100-693-000
0008924	Joe Smith Company	Food and Drinks for Resale	8/1/2019	\$	362.12	16-9300-740-000
0008925	Wright International Student Services	Student Loaded/Removed delinqu	8/1/2019	\$	1,475.00	11-5200-646-000
0008926	Great Western Dining Service , Inc.	Management Fee	8/1/2019	\$	900.00	16-9600-602-000
0008926	Great Western Dining Service , Inc.	SF Meals Great Western Dining Service, Inc	8/1/2019	\$	12,556.80	16-9600-602-000
0008926	Great Western Dining Service , Inc.	Summer Board	8/1/2019	\$	21,974.40	16-9600-602-000
0008927	Shockley, Allen	A. Shockley Reimbursement	8/1/2019	\$	126.26	11-4200-707-000

0008928	ICC Student	ICC Student Financial Aid Refund	8/2/2019	\$	361.00	11-0000-203-000
0008929	ICC Student	ICC Student Financial Aid Refund	8/2/2019	\$	300.96	11-0000-203-000
0008930	Bluffstone: The Villas at Independence LLC	ICC Student Financial Aid Housing Refund	8/2/2019	\$	195.02	11-0000-203-000
0008931	ICC Student	ICC Student Financial Aid Prior Balance Refund	8/2/2019	\$	33.02	11-0000-203-000
0008932	ICC Student	ICC Student Financial Aid Refund	8/6/2019	\$	534.00	11-0000-203-000
0008933	ICC Student	ICC Student Financial Aid Refund	8/6/2019	\$	745.00	11-0000-203-000
0008934	ICC Student	ICC Student Financial Aid Refund	8/6/2019	\$	745.00	11-0000-203-000
0008936	Get Inclusive, Inc	Yearly subscription	8/6/2019	\$	4,500.00	11-6510-646-000
0008937	Pepsi Bottling Group, LLC	Athletic Dept. - concession supplies	8/6/2019	\$	1,264.10	71-5500-285-002
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 1	8/6/2019	\$	369.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 10	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 11	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 12	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 13	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 14	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 15	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 16	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 17	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 18	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 19	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 2	8/6/2019	\$	450.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 20	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 21	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 22	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 23	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 24	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 25	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 26	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 27	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 28	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 3	8/6/2019	\$	180.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 4	8/6/2019	\$	360.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 5	8/6/2019	\$	720.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 6	8/6/2019	\$	810.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 7	8/6/2019	\$	540.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 8	8/6/2019	\$	360.00	31-8502-600-000
0008938	INDEPENDENCE COMMUNITY COLLEGE	SF Bridge Tuition - Student 9	8/6/2019	\$	810.00	31-8502-600-000

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0008976	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	150.00	31-8502-540-000
0008977	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	120.00	31-8502-540-000
0008978	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	150.00	31-8502-540-000
0008979	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	225.00	31-8502-540-000
0008980	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	120.00	31-8502-540-000
0008981	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	225.00	31-8502-540-000
0008982	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	300.00	31-8502-540-000
0008983	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	225.00	31-8502-540-000
0008984	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	225.00	31-8502-540-000
0008985	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	120.00	31-8502-540-000
0008986	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	150.00	31-8502-540-000
0008987	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	225.00	31-8502-540-000
0008988	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	225.00	31-8502-540-000
0008989	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	120.00	31-8502-540-000
0008990	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	225.00	31-8502-540-000
0008991	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	150.00	31-8502-540-000
0008992	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	150.00	31-8502-540-000
0008993	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	225.00	31-8502-540-000
0008994	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	225.00	31-8502-540-000
0008995	Upward Bound Student	Upward Bound Student Stipend	8/12/2019	\$	225.00	31-8502-540-000
0008996	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	1,132.18	11-0000-203-000
0008997	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	180.00	11-0000-203-000
0008998	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	360.00	11-0000-203-000
0008999	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	180.00	11-0000-203-000
0009000	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	769.00	11-0000-203-000
0009001	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	1.66	11-0000-203-000
0009002	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	595.00	11-0000-203-000
0009003	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	379.00	11-0000-203-000
0009004	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	766.00	11-0000-203-000
0009005	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	545.00	11-0000-203-000
0009006	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	989.00	11-0000-203-000
0009007	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	270.00	11-0000-203-000
0009008	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	26.00	11-0000-203-000
0009009	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	545.00	11-0000-203-000
0009010	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	545.00	11-0000-203-000
0009011	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	461.00	11-0000-203-000
0009012	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	623.00	11-0000-203-000

0009013	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	714.00	11-0000-203-000
0009014	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	333.00	11-0000-203-000
0009015	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	545.00	11-0000-203-000
0009016	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	545.00	11-0000-203-000
0009017	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	545.00	11-0000-203-000
0009018	ICC Student	ICC Student Financial Aid Refund	8/15/2019	\$	95.00	11-0000-203-000
0009019	ICC Student	ICC Student Financial Aid Prior Balance Refund	8/15/2019	\$	784.34	11-0000-203-000
0009020	Nguyen, David	David's Mileage Reimbursement for conference	8/15/2019	\$	242.44	32-8304-601-000
0009021	Smith, Joanne	Quarterly billing/STEM camp Director	8/15/2019	\$	3,950.00	37-1223-661-002
0009022	Yerkes & Michels, CPA	Payroll Initial Setup & Consul	8/15/2019	\$	2,485.00	11-6200-663-000
0009023	National Association of Student Financial Aid Administrators	NASFAA Annual Membership Dues	8/15/2019	\$	893.00	11-5200-681-000
0009024	City Of Independence	Water/ Admin Bldg	8/15/2019	\$	134.52	11-6500-632-000
0009024	City Of Independence	Water/ CIE Bldg	8/15/2019	\$	51.07	11-6500-632-000
0009024	City Of Independence	Water/ Main Campus	8/15/2019	\$	499.63	11-6500-632-000
0009024	City Of Independence	Water/ Practice field 2	8/15/2019	\$	22.83	11-6500-632-000
0009024	City Of Independence	ICC West/ Trash	8/15/2019	\$	180.59	11-6500-679-000
0009025	NJCAA Region VI	Athletic Dept. - Membership renewal dues for all sports	8/15/2019	\$	3,778.00	11-5500-646-000
0009026	PCMG, INC.	Hard Drives	8/15/2019	\$	1,300.00	11-6600-850-000
0009026	PCMG, INC.	Receiver 2	8/15/2019	\$	176.71	11-6600-850-000
0009027	Studebaker Refrigeration, Inc	Ice Machine Rent Gym	8/15/2019	\$	150.00	11-6500-646-000
0009027	Studebaker Refrigeration, Inc	Ice Machine Rent Kitchen	8/15/2019	\$	150.00	16-9600-643-000
0009028	Express Services, Inc.	Admin Assist Academic Affairs	8/15/2019	\$	411.12	11-6200-646-000
0009029	Toyota Financial Services	Fleet Vehicle Rent	8/15/2019	\$	621.76	11-7200-645-000
0009029	Toyota Financial Services	Fleet Vehicle Rent	8/15/2019	\$	363.95	11-7200-645-000
0009030	IMA Insurance, Inc	comm. umbrella excess install1	8/15/2019	\$	312.80	11-6500-622-000
0009030	IMA Insurance, Inc	Commercial Auto install 1	8/15/2019	\$	2,660.34	11-6500-622-000
0009030	IMA Insurance, Inc	Commercial Pkg install 1	8/15/2019	\$	867.32	11-6500-622-000
0009030	IMA Insurance, Inc	Educators liability install 1	8/15/2019	\$	1,004.00	11-6500-622-000
0009031	Bluffstone: The Villas at Independence LLC	ICC Student Financial Aid Housing Refund	8/15/2019	\$	347.00	11-0000-203-000
0009031	Bluffstone: The Villas at Independence LLC	Summerfest Houstin - The Villas	8/15/2019	\$	2,925.00	31-8502-600-000
0009032	George Lay Signs, Inc.	Advertising Sign	8/15/2019	\$	134.50	11-6300-615-000
0009033	National Assoc Of College Stores	Dues for 2019-2020	8/15/2019	\$	300.00	16-9300-681-000
0009034	Butler County Community College	Volleyball - entry fee for KJCCC Jayhawk league scrimmage	8/15/2019	\$	75.00	11-5530-601-000
0009035	ICC Student Housing	UB Summerfest Housing - ICC Housing	8/15/2019	\$	18,600.00	31-8502-600-000
0009036	Twister Design Company	qty 23 t shirts	8/15/2019	\$	230.00	37-1223-700-002
0009037	Hugo's Industrial Supply, Inc	Netflix Merchandise - shipping/handling for purchases	8/15/2019	\$	232.79	16-9300-742-001
0009038	Jocks Nitch	Football - athletic gear	8/15/2019	\$	3,128.55	11-5510-698-000

0009038	Jocks Nitch	Football - athletic gear	8/15/2019	\$	204.24	11-5510-698-000
0009038	Jocks Nitch	Football - embroidery for athletic gear	8/15/2019	\$	258.00	11-5510-698-000
0009038	Jocks Nitch	Volleyball Apparel	8/15/2019	\$	2,164.70	11-5510-698-000
0009038	Jocks Nitch	Volleyball team apparel	8/15/2019	\$	447.00	11-5510-698-000
0009038	Jocks Nitch	Volleyball team apparel	8/15/2019	\$	172.50	11-5510-698-000
0009038	Jocks Nitch	Volleyball Apparel	8/15/2019	\$	59.18	11-5520-698-000
0009038	Jocks Nitch	Volleyball team apparel	8/15/2019	\$	1,423.36	11-5520-698-000
0009038	Jocks Nitch	Volleyball team apparel	8/15/2019	\$	2,233.61	11-5520-698-000
0009038	Jocks Nitch	Volleyball Team Apparel	8/15/2019	\$	2,539.27	11-5530-698-000
0009038	Jocks Nitch	Volleyball Team Apparel	8/15/2019	\$	1,500.00	11-5530-699-000
0009038	Jocks Nitch	Volleyball Team Apparel	8/15/2019	\$	426.00	71-5530-285-000
0009038	Jocks Nitch	Volleyball team apparel	8/15/2019	\$	60.00	71-5530-285-000
0009039	KJCCC	Athletic Dept. - Conference Dues/fees for all teams	8/15/2019	\$	8,825.00	11-5500-626-000
0009040	Westar Energy	Electricity- CIE Bldg	8/15/2019	\$	1,458.47	11-6500-635-000
0009040	Westar Energy	Electricity Main Campus	8/15/2019	\$	18,242.05	11-6500-635-000
0009040	Westar Energy	Electricity Brick A	8/15/2019	\$	414.46	16-9500-635-000
0009040	Westar Energy	Electricity Brick B	8/15/2019	\$	452.83	16-9500-635-000
0009040	Westar Energy	Electricity Brick C	8/15/2019	\$	419.93	16-9500-635-000
0009040	Westar Energy	Electricity Brick D	8/15/2019	\$	247.82	16-9500-635-000
0009040	Westar Energy	Electricity Captain's Quarters	8/15/2019	\$	6,289.87	16-9500-635-000
0009041	Fleetpool USA, LLC	Fleet Vehicle Rent	8/15/2019	\$	725.00	11-7200-645-000
0009041	Fleetpool USA, LLC	Fleet Vehicle Rent	8/15/2019	\$	725.00	11-7200-645-000
0009041	Fleetpool USA, LLC	Fleet Vehicle Rent	8/15/2019	\$	725.00	11-7200-645-000
0009041	Fleetpool USA, LLC	Fleet Vehicle Rent	8/15/2019	\$	725.00	11-7200-645-000
0009041	Fleetpool USA, LLC	Fleet Vehicle Rent	8/15/2019	\$	725.00	11-7200-645-000
0009041	Fleetpool USA, LLC	Fleet Vehicle Rent	8/15/2019	\$	725.00	11-7200-645-000
0009042	Republic Services #376	Sanitation Admin Fuel Fee	8/15/2019	\$	547.52	11-6500-679-000
0009042	Republic Services #376	Sanitation Service- CIE bldg	8/15/2019	\$	333.15	11-6500-679-000
0009042	Republic Services #376	Sanitation Service- Fine Arts	8/15/2019	\$	116.03	11-6500-679-000
0009042	Republic Services #376	Sanitation Service- Maintenanc	8/15/2019	\$	222.12	11-6500-679-000
0009042	Republic Services #376	Sanitation Service- Dorms	8/15/2019	\$	612.85	16-9500-679-000
0009042	Republic Services #376	Sanitation Service- Cafeteria	8/15/2019	\$	444.19	16-9600-679-000
0009043	Byrd, Sharnice Lashai	Reimbursement for Atheltic Training Certification	8/15/2019	\$	110.12	11-5500-601-000
0009043	Byrd, Sharnice Lashai	Athletic Training Reimbursement for Lodging/Fuel	8/15/2019	\$	581.10	11-5500-646-000
0009043	Byrd, Sharnice Lashai	Athletic Training Board Certification Charge	8/15/2019	\$	35.00	11-5595-601-000
0009044	Theatre Communications Group	TCG dues for Inge install 2 of 5	8/15/2019	\$	137.50	34-1100-615-000
0009045	Riddell/All American Sports Corp	Football - helmet recertification/inspection/preparation	8/15/2019	\$	4,695.24	11-5500-850-000

0009046	Wright International Student Services	Students Loaded/Removed from Delinquency	8/15/2019	\$	1,290.00	11-5200-646-000
0009047	Xerox Corporation	Copy Machine Rent	8/15/2019	\$	42.85	11-6500-646-000
0009047	Xerox Corporation	Xerox Copy Machine Rent	8/15/2019	\$	203.67	11-6500-646-000
0009048	Great Western Dining Service , Inc.	STEM lunches/3 days	8/15/2019	\$	1,500.00	37-1223-602-002
0009049	Gilcrist, Rebecca	Rebecca's Mileage Reimbursement for Conference	8/15/2019	\$	132.24	32-8304-601-000
0009050	Campus, Breta J	Breta's Lunch Reimbursement for Conference	8/15/2019	\$	27.80	32-8304-601-000
0009051	Barrera, Kari	Kari's Mileage Reimbursement	8/15/2019	\$	128.76	32-8304-601-000
0009051	Barrera, Kari	Kari's Mileage Reimbursement	8/15/2019	\$	12.61	32-8304-601-000
0009052	Smith, Joanne	Marketing Support	8/22/2019	\$	262.50	11-6300-661-000
0009053	Sparklight	ICC West Cable TV	8/22/2019	\$	229.82	11-6500-636-000
0009053	Sparklight	ICC West Internet	8/22/2019	\$	900.00	11-6500-636-000
0009053	Sparklight	Main Campus Internet	8/22/2019	\$	2,680.79	11-6500-636-000
0009054	Grass Roots Design Group, Inc.	Print additional 2019 Inge festival programs	8/22/2019	\$	634.50	34-1200-611-000
0009055	Commerce Trust Company	Admin Fees	8/22/2019	\$	500.00	16-9500-761-000
0009056	NJCAA Region VI	Athletic Dept. - Region VI Dues	8/22/2019	\$	1,360.00	11-5500-646-000
0009057	Purchase Power	Postage	8/22/2019	\$	103.42	11-6500-611-000
0009058	TouchTone Communications	Long Distance Phone Service	8/22/2019	\$	105.95	11-6500-631-000
0009059	AT&T	Phone/Fax Main campus	8/22/2019	\$	1,750.75	11-6500-631-000
0009060	McAnany, Van Cleave & Phillips Law	Legal Services	8/22/2019	\$	168.00	11-6500-530-001
0009060	McAnany, Van Cleave & Phillips Law	Legal Services	8/22/2019	\$	273.00	11-6500-530-001
0009061	IMA Insurance, Inc	Comm. umbrella exc. 2 of 7	8/22/2019	\$	312.80	11-6500-622-000
0009061	IMA Insurance, Inc	Commerc. Auto install 2 of 7	8/22/2019	\$	2,660.34	11-6500-622-000
0009061	IMA Insurance, Inc	Commerical install 2 of 7	8/22/2019	\$	867.32	11-6500-622-000
0009061	IMA Insurance, Inc	Educ. Legal Liab. 2 of 7	8/22/2019	\$	1,004.00	11-6500-622-000
0009062	Bluffstone: The Villas at Independence LLC	ICC Student Financial Aid Housing Refund	8/22/2019	\$	599.00	11-0000-203-000
0009062	Bluffstone: The Villas at Independence LLC	ICC Student Financial Aid Housing Refund	8/22/2019	\$	599.00	11-0000-203-000
0009063	Indy Print Services	Manages Services Monthly Fee	8/22/2019	\$	1,500.00	11-6500-646-000
0009063	Indy Print Services	Printer Supplies	8/22/2019	\$	1,441.29	11-6500-646-000
0009064	National Association for Community College Entrepreneurship, Inc	Org. membership	8/22/2019	\$	900.00	11-1223-601-000
0009065	Atmos Energy	Gas Service/ Academic Bldg	8/22/2019	\$	182.41	11-6500-633-000
0009065	Atmos Energy	Gas Service/ CIE South Bldg	8/22/2019	\$	52.50	11-6500-633-000
0009065	Atmos Energy	Gas Service/ Fine Arts Bldg	8/22/2019	\$	114.33	11-6500-633-000
0009065	Atmos Energy	Gas Service/ Maintenance Bldg	8/22/2019	\$	52.20	11-6500-633-000
0009065	Atmos Energy	Gas Service/Admissions Bldg	8/22/2019	\$	55.75	11-6500-633-000
0009066	Emert Chub Reynolds, LLC	Legal Services	8/22/2019	\$	2,046.00	11-6000-662-000
0009067	Maxient LLC	Annual Service Fee	8/22/2019	\$	5,000.00	11-6510-852-000
0009068	Fedex	International Shipping	8/22/2019	\$	116.20	11-6500-611-000

0009068	Fedex	International Shipping Charges	8/22/2019	\$	311.78	11-6500-611-000
0009069	Get Right Graphics	Custom Business cards for staff	8/22/2019	\$	145.00	16-9300-740-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	515.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	250.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	315.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	315.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	315.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	315.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	515.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	515.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	515.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	315.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	315.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	515.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	315.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	373.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	515.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	515.00	11-0000-203-000
0009070	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/22/2019	\$	315.00	11-0000-203-000
0009071	Twister Design Company	Trophy Inge Center	8/22/2019	\$	106.50	34-1200-705-000
0009072	American Income Life Insurance	UB Insurance - American Income Life	8/22/2019	\$	403.20	31-8502-622-000
0009073	Pitney Bowes	Postage /purchase power	8/22/2019	\$	1,340.10	11-6500-646-000
0009074	Burrows, Aislinn	Marketing Support	8/22/2019	\$	236.25	11-6300-661-000
0009075	Labette Health Foundation	Venetian Ball Sponsorship	8/22/2019	\$	2,500.00	11-6500-719-000
0009076	Upward Bound Student	UB Student Stipend Reimburseme	8/22/2019	\$	90.00	31-8502-540-000
0009076	Upward Bound Student	UB Student Stipend Reimburseme	8/22/2019	\$	75.00	31-8502-540-000
0009077	Great Western Dining Service , Inc.	Management Fee	8/22/2019	\$	900.00	16-9600-602-000
0009077	Great Western Dining Service , Inc.	Management Fee	8/22/2019	\$	900.00	16-9600-602-000
0009077	Great Western Dining Service , Inc.	Summer Board	8/22/2019	\$	21,974.40	16-9600-602-000
0009077	Great Western Dining Service , Inc.	Summer Board	8/22/2019	\$	21,974.40	16-9600-602-000
0009078	ICC Student	ICC Student Financial Aid Refund	8/27/2019	\$	395.18	11-0000-203-000
0009079	ICC Student	ICC Student Financial Aid Refund	8/27/2019	\$	540.00	11-0000-203-000
0009080	ICC Student	ICC Student Financial Aid Refund	8/27/2019	\$	545.00	11-0000-203-000
0009081	ICC Student	ICC Student Financial Aid Refund	8/27/2019	\$	889.00	11-0000-203-000
0009082	ICC Student	ICC Student Financial Aid Refund	8/27/2019	\$	461.00	11-0000-203-000
0009083	ICC Student	ICC Student Financial Aid Refund	8/27/2019	\$	545.00	11-0000-203-000
0009084	Independence Recreation Comm.	ATHletic Dept. - IRC field usage fee (8/19 - 7/20)	8/29/2019	\$	5,000.00	11-5500-646-000

0009085	CPR Pest Management, Inc	student union food service pest control 8/2019	8/29/2019	\$	65.00	16-9600-661-000
0009085	CPR Pest Management, Inc	student union/kitchen pest control July 2019	8/29/2019	\$	65.00	16-9600-661-000
0009086	Heckman & Associates	work on location for accessible elevator or LULA lift Student Union	8/29/2019	\$	312.50	11-7500-820-000
0009086	Heckman & Associates	work on location for accessible elevator or LULA lift Student Union	8/29/2019	\$	437.50	11-7500-820-000
0009087	AT&T	Phone/Fax Maintenance and Dorm	8/29/2019	\$	1,996.92	11-6500-631-000
0009088	Fastenal	c and d batteries for paper towel dispensers and toilet flushers	8/29/2019	\$	28.17	11-7100-708-000
0009089	Leaman, Mark	motor bracket repair AC HVAC unit	8/29/2019	\$	75.00	11-7100-824-000
0009090	Newton's True Value	hooks for hanging clock;adhesive for repairs to covebase/clips	8/29/2019	\$	23.98	11-7100-649-000
0009090	Newton's True Value	hooks for hanging clock;adhesive for repairs to covebase/clips	8/29/2019	\$	6.48	11-7100-649-000
0009090	Newton's True Value	hooks for hanging clock;adhesive for repairs to covebase/clips	8/29/2019	\$	8.49	11-7100-649-000
0009090	Newton's True Value	hooks for hanging clock;adhesive for repairs to covebase/clips	8/29/2019	\$	5.56	11-7100-649-000
0009090	Newton's True Value	spade bits for volleyball locker room - to install rod in lockers	8/29/2019	\$	45.48	11-7100-649-000
0009090	Newton's True Value	spade bits for volleyball locker room - to install rod in lockers	8/29/2019	\$	12.98	11-7100-649-000
0009090	Newton's True Value	spade bits for volleyball locker room - to install rod in lockers	8/29/2019	\$	36.93	11-7100-649-000
0009090	Newton's True Value	dept labor findings, correct breaker boxes/cover	8/29/2019	\$	11.05	11-7500-820-000
0009091	Bluffstone: The Villas at Independence LLC	ICC Student Financial Aid Housing Refund	8/29/2019	\$	599.00	11-0000-203-000
0009091	Bluffstone: The Villas at Independence LLC	ICC Student Financial Aid Housing Refund	8/29/2019	\$	424.00	11-0000-203-000
0009091	Bluffstone: The Villas at Independence LLC	ICC Student Financial Aid Housing Refund	8/29/2019	\$	599.00	11-0000-203-000
0009092	Firex, Inc	kitchen bi annual wet chemical fire system inspection-kitchen student union	8/29/2019	\$	102.00	11-7100-661-000
0009092	Firex, Inc	kitchen bi annual wet chemical fire system inspection-kitchen student union	8/29/2019	\$	30.00	11-7100-661-000
0009092	Firex, Inc	kitchen bi annual wet chemical fire system inspection-kitchen student union	8/29/2019	\$	68.00	11-7100-661-000
0009092	Firex, Inc	kitchen bi annual wet chemical fire system inspection-kitchen student union	8/29/2019	\$	16.00	11-7100-661-000
0009092	Firex, Inc	kitchen bi annual wet chemical fire system inspection-kitchen student union	8/29/2019	\$	220.00	11-7100-661-000
0009092	Firex, Inc	kitchen bi annual wet chemical fire system inspection-kitchen student union	8/29/2019	\$	36.00	11-7100-661-000
0009092	Firex, Inc	kitchen bi annual wet chemical fire system inspection-kitchen student union	8/29/2019	\$	40.00	11-7100-661-000
0009092	Firex, Inc	maintenance annual fire ext. inspection	8/29/2019	\$	36.00	11-7100-661-000
0009092	Firex, Inc	kitchen bi annual wet chemical fire system inspection-kitchen student union	8/29/2019	\$	159.50	16-9600-661-000
0009093	Cornerstone Family Fitness	AThletic Department (Half payment)	8/29/2019	\$	1,750.00	11-5500-646-000
0009094	D & A Electrical Systems LLC	monthly monitoring for fire alarm and security main, CIE and Student union	8/29/2019	\$	283.50	11-7300-661-000
0009095	Trane U.S., Inc.	trouble shoot and repair fine arts theatre unit	8/29/2019	\$	1,009.30	11-7100-824-000
0009096	O'Reilly Auto Parts	air needle and grease gun for shop and mowers	8/29/2019	\$	36.98	11-7300-649-000
0009096	O'Reilly Auto Parts	fuel hose; grease and clamp to repair mowers	8/29/2019	\$	12.99	11-7300-649-000
0009096	O'Reilly Auto Parts	fuel hose; grease and clamp to repair mowers	8/29/2019	\$	23.43	11-7300-649-000
0009097	Atmos Energy	Gas Service ICC West	8/29/2019	\$	89.25	11-6500-633-000
0009097	Atmos Energy	Gas Service/ CIE North Bldg	8/29/2019	\$	53.27	11-6500-633-000
0009098	Four State Maintenance Supply, Inc.	Custodial Supplies	8/29/2019	\$	147.70	11-7100-708-000
0009098	Four State Maintenance Supply, Inc.	window washer filter kit	8/29/2019	\$	50.47	11-7100-708-000

0009098	Four State Maintenance Supply, Inc.	window washer filter kit	8/29/2019	\$	22.33	11-7100-708-000
0009098	Four State Maintenance Supply, Inc.	window washer filter kit	8/29/2019	\$	83.52	11-7100-708-000
0009098	Four State Maintenance Supply, Inc.	window washer filter kit	8/29/2019	\$	9.28	11-7100-708-000
0009099	Inceptia	Verification	8/29/2019	\$	1,567.50	11-5200-646-000
0009100	K&A Pressure Cleaning	clean vent hoods student union food service	8/29/2019	\$	650.00	16-9600-661-000
0009101	Houck, Michael J.	worklight;ties;ratchet straps;chisels;funnels;misc shop tools	8/29/2019	\$	65.16	11-7300-649-000
0009102	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/29/2019	\$	515.00	11-0000-203-000
0009102	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/29/2019	\$	515.00	11-0000-203-000
0009102	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/29/2019	\$	520.00	11-0000-203-000
0009102	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/29/2019	\$	515.00	11-0000-203-000
0009102	ICC Student Housing	ICC Student Financial Aid Housing Refund	8/29/2019	\$	515.00	11-0000-203-000
0009103	Hugo's Industrial Supply, Inc	hand sanitizer; hand soap;hand towels	8/29/2019	\$	218.01	11-7100-708-000
0009103	Hugo's Industrial Supply, Inc	hand sanitizer; hand soap;hand towels	8/29/2019	\$	93.15	11-7100-708-000
0009103	Hugo's Industrial Supply, Inc	hand sanitizer; hand soap;hand towels	8/29/2019	\$	106.33	11-7100-708-000
0009103	Hugo's Industrial Supply, Inc	squeegee;TP;trash bags;eyewash;paper towels;dirty water buckets	8/29/2019	\$	88.50	11-7100-708-000
0009103	Hugo's Industrial Supply, Inc	squeegee;TP;trash bags;eyewash;paper towels;dirty water buckets	8/29/2019	\$	1,639.84	11-7100-708-000
0009103	Hugo's Industrial Supply, Inc	squeegee;TP;trash bags;eyewash;paper towels;dirty water buckets	8/29/2019	\$	22.68	11-7100-708-000
0009103	Hugo's Industrial Supply, Inc	Last Chance U Merchandise - shipping/handling costs	8/29/2019	\$	4.06	16-9300-742-001
0009103	Hugo's Industrial Supply, Inc	Netflix Merchandise Account - shipping/handling for items purchased	8/29/2019	\$	21.14	16-9300-742-001
0009105	Locke Supply Co.	water fountain for AC building-ADA requirement	8/29/2019	\$	390.79	11-7500-820-000
0009105	Locke Supply Co.	repair student union sink valve-food service	8/29/2019	\$	60.71	16-9600-649-000
0009105	Locke Supply Co.	repair student union sink valve-food service	8/29/2019	\$	40.23	16-9600-649-000
0009106	Quality Paint and Body	repair damage to 32 shuttle-October 2018 Indy Chamber of Commerce had vehicle	8/29/2019	\$	2,635.27	11-7200-647-000
0009107	OK Electric Works, Inc.	replace condensing fan motor Fine Arts due to electrical storm	8/29/2019	\$	478.75	11-7100-824-000
0009108	Ark City Glass Co.	finger pulls and mullion stabilizer for west side field house doors---to secure	8/29/2019	\$	876.25	11-7100-649-000
0009109	Big Thinkers Media, Inc	digital advertising Invoice 1217	8/29/2019	\$	3,125.00	11-6300-615-000
0009109	Big Thinkers Media, Inc	digital advertising Invoice 1217	8/29/2019	\$	1,430.00	11-6300-615-000
0009110	CBS Door & Hardware, LLC	Key Blanks for Main Campus	8/29/2019	\$	30.00	11-7300-850-000
0009110	CBS Door & Hardware, LLC	Key Blanks for Main Campus	8/29/2019	\$	200.40	16-9500-719-000
0009111	Shanks Oil Company LLC	602.5 gallons unleaded at \$2.239 per gallon	8/29/2019	\$	1,349.00	11-7200-721-000
0009111	Shanks Oil Company LLC	602.5 gallons unleaded at \$2.239 per gallon	8/29/2019	\$	103.02	11-7200-721-000
0009111	Shanks Oil Company LLC	799.7 gallons unleaded fuel \$2.319/gallon	8/29/2019	\$	1,854.50	11-7200-721-000
0009111	Shanks Oil Company LLC	799.7 gallons unleaded fuel \$2.319/gallon	8/29/2019	\$	14.00	11-7200-721-000
0009112	CareerBuilder Employment Screening, LLC	BackGround Checks	8/29/2019	\$	12.00	11-6110-662-000
0009112	CareerBuilder Employment Screening, LLC	BackGround Checks	8/29/2019	\$	48.00	11-6110-662-000
0009113	Sundowner Trophies	George Knox Name Plate	8/29/2019	\$	7.00	11-6100-693-000
0009114	Tri-State Electric	Flourescent Light Bulbs	8/29/2019	\$	262.80	11-7100-649-000

0009114	Tri-State Electric	Flourescent Light Bulbs	8/29/2019	\$	262.80	11-7100-649-000
0009115	Woods Lumber of Independence, Ks. INC	for shop air hose hookup for Dept Labor	8/29/2019	\$	13.67	11-7100-649-000
0009115	Woods Lumber of Independence, Ks. INC	for shop air hose hookup for Dept Labor	8/29/2019	\$	86.87	11-7100-649-000
0009115	Woods Lumber of Independence, Ks. INC	joint compound to skim coat and patch walls north restroom Admin building	8/29/2019	\$	15.49	11-7100-649-000
0009115	Woods Lumber of Independence, Ks. INC	plumbing repair items-misc. locations	8/29/2019	\$	17.26	11-7100-649-000
0009115	Woods Lumber of Independence, Ks. INC	plumbing repair items-misc. locations	8/29/2019	\$	44.75	11-7100-649-000
0009115	Woods Lumber of Independence, Ks. INC	replacement ceiling tiles	8/29/2019	\$	36.99	11-7100-649-000
0009115	Woods Lumber of Independence, Ks. INC	replacement ceiling tiles	8/29/2019	\$	66.31	11-7100-649-000
0009115	Woods Lumber of Independence, Ks. INC	replacement ceiling tiles	8/29/2019	\$	177.45	11-7100-649-000
0009115	Woods Lumber of Independence, Ks. INC	replacement ceiling tiles	8/29/2019	\$	7.99	11-7100-649-000
0009115	Woods Lumber of Independence, Ks. INC	replacement ceiling tiles	8/29/2019	\$	23.47	11-7100-649-000
0009115	Woods Lumber of Independence, Ks. INC	for shop air hose hookup for Dept Labor	8/29/2019	\$	43.93	11-7100-708-000
0009115	Woods Lumber of Independence, Ks. INC	replacement ceiling tiles	8/29/2019	\$	39.43	11-7100-708-000
0009115	Woods Lumber of Independence, Ks. INC	replacement ceiling tiles	8/29/2019	\$	13.24	11-7200-647-000
0009115	Woods Lumber of Independence, Ks. INC	plumbing repair items-misc. locations	8/29/2019	\$	33.47	11-7300-649-000
0009115	Woods Lumber of Independence, Ks. INC	replacement ceiling tiles	8/29/2019	\$	33.05	11-7300-649-000
0009115	Woods Lumber of Independence, Ks. INC	Shop Air Hose Hookup for Dept labor	8/29/2019	\$	3.79	11-7500-820-000
0009115	Woods Lumber of Independence, Ks. INC	for shop air hose hookup for Dept Labor	8/29/2019	\$	23.34	11-7500-820-000
0009115	Woods Lumber of Independence, Ks. INC	for shop air hose hookup for Dept Labor	8/29/2019	\$	127.70	11-7500-820-000
0009115	Woods Lumber of Independence, Ks. INC	replacement ceiling tiles	8/29/2019	\$	30.98	11-7500-820-000
0009115	Woods Lumber of Independence, Ks. INC	Shop Air Hose Hookup for Dept labor	8/29/2019	\$	10.98	16-9600-649-000
0009116	Xerox Corporation	Copy Machine Rent	8/29/2019	\$	159.37	11-6500-646-000
0009116	Xerox Corporation	Copy Machine Rent	8/29/2019	\$	161.73	11-6500-646-000
0009116	Xerox Corporation	Copy Machine Rent	8/29/2019	\$	227.03	11-6500-646-000
0009116	Xerox Corporation	Copy Machine Rent	8/29/2019	\$	254.42	11-6500-646-000
0009116	Xerox Corporation	Copy Machine Rent	8/29/2019	\$	274.93	11-6500-646-000
0009116	Xerox Corporation	Copy Machine Rent	8/29/2019	\$	904.25	11-6500-646-000
0009116	Xerox Corporation	Copy Machine Rent	8/29/2019	\$	232.02	11-6500-646-000
0009116	Xerox Corporation	Copy Machine Rent	8/29/2019	\$	173.24	11-6500-646-000
0009117	Great Western Dining Service , Inc.	Employee Meal Charges	8/29/2019	\$	106.65	16-9600-602-000
0009117	Great Western Dining Service , Inc.	Management Fee	8/29/2019	\$	360.00	16-9600-602-000
0009117	Great Western Dining Service , Inc.	Meal Plan	8/29/2019	\$	6,345.00	16-9600-602-000
0009117	Great Western Dining Service , Inc.	Meal Plan	8/29/2019	\$	18,190.20	16-9600-602-000
0009117	Great Western Dining Service , Inc.	Summer Board 8/1-8/4	8/29/2019	\$	27,468.00	16-9600-602-000
EFT000000001700	United Parcel Service	Shipping cost for July	8/7/2019	\$	67.25	11-6500-611-000
EFT000000001701	Academic Office Credit Card	HLC Travel	8/7/2019	\$	148.92	11-4200-601-000
EFT000000001701	Academic Office Credit Card	Interview meal w/ theatre cand	8/7/2019	\$	100.54	11-4200-602-000

EFT000000001701	Academic Office Credit Card	Fee for cancelled Uber to get to Assessment Academy	8/7/2019	\$	7.74	11-4200-707-000
EFT000000001701	Academic Office Credit Card	HLC Academy Food	8/7/2019	\$	94.68	11-4200-707-000
EFT000000001701	Academic Office Credit Card	HLC ACADEMY LODGING (5 people)	8/7/2019	\$	2,511.80	11-4200-707-000
EFT000000001701	Academic Office Credit Card	HLC Travel + Parking+ Gas	8/7/2019	\$	55.13	11-4200-707-000
EFT000000001702	McCormick, Amanda Purchase Card	Fetch DVM 360 conference	8/7/2019	\$	334.00	12-1220-626-000
EFT000000001702	McCormick, Amanda Purchase Card	Jorgensen Laboratories	8/7/2019	\$	820.00	12-1220-649-000
EFT000000001702	McCormick, Amanda Purchase Card	Cat Litter/Food	8/7/2019	\$	31.50	12-1220-700-001
EFT000000001702	McCormick, Amanda Purchase Card	VTNE Application	8/7/2019	\$	325.00	12-1220-700-001
EFT000000001703	Hucke, Andrea Purchase Card	ID Cards	8/7/2019	\$	239.69	11-5300-701-000
EFT000000001703	Hucke, Andrea Purchase Card	International Event	8/7/2019	\$	28.50	11-6310-660-000
EFT000000001704	Houston, Angela Purchase Card	Daylight Donuts Summerfest Breakfast	8/7/2019	\$	150.00	31-8502-600-000
EFT000000001705	Vidali, Anthony Credit Card	Lodging NATA Conference	8/7/2019	\$	416.13	11-5500-601-000
EFT000000001705	Vidali, Anthony Credit Card	NATA Convention Meals	8/7/2019	\$	171.35	11-5500-601-000
EFT000000001706	Morosco, Bill Purchase Card	MBB - equipment	8/7/2019	\$	151.95	11-5520-617-000
EFT000000001706	Morosco, Bill Purchase Card	MBB - fuel for recruiting	8/7/2019	\$	32.10	11-5520-617-000
EFT000000001706	Morosco, Bill Purchase Card	MBB - meal for recruiting	8/7/2019	\$	17.32	11-5520-617-000
EFT000000001706	Morosco, Bill Purchase Card	MBB - meal for recruiting	8/7/2019	\$	11.63	11-5520-617-000
EFT000000001706	Morosco, Bill Purchase Card	MBB - meal for recruiting	8/7/2019	\$	91.15	11-5520-617-000
EFT000000001707	Campus, Breta Credit Card	Council for Opportunity in Edu	8/7/2019	\$	1,675.00	31-8502-679-000
EFT000000001707	Campus, Breta Credit Card	Council for Opportunity in Edu	8/7/2019	\$	1,085.00	32-8304-626-000
EFT000000001707	Campus, Breta Credit Card	Council for Opportunity in Edu	8/7/2019	\$	1,675.00	32-8304-719-000
EFT000000001708	Thorton, Brittany Credit Card	Admissions - recruiting lunch for guatemalan student tour	8/7/2019	\$	73.27	11-5300-613-000
EFT000000001708	Thorton, Brittany Credit Card	Admissions - glasses for helmets & heels	8/7/2019	\$	58.80	11-5300-701-000
EFT000000001708	Thorton, Brittany Credit Card	Admissions - Pirate pantry restock	8/7/2019	\$	35.04	71-5300-285-002
EFT000000001708	Thorton, Brittany Credit Card	Admissions - pirate pantry restock	8/7/2019	\$	85.11	71-5300-285-002
EFT000000001708	Thorton, Brittany Credit Card	Admissions - pirate pantry restock	8/7/2019	\$	171.80	71-5300-285-002
EFT000000001708	Thorton, Brittany Credit Card	pirate pantry restock	8/7/2019	\$	8.76	71-5300-285-002
EFT000000001709	Peterson, Bruce Purchase Card	Ag3ent fee travel Maia Morgan Summerquest	8/7/2019	\$	30.00	34-1100-601-000
EFT000000001709	Peterson, Bruce Purchase Card	Agrent fee Romero travel Summerquest	8/7/2019	\$	30.00	34-1100-601-000
EFT000000001709	Peterson, Bruce Purchase Card	Travel agent fee Jaernauth	8/7/2019	\$	30.00	34-1100-601-000
EFT000000001709	Peterson, Bruce Purchase Card	Travel Jagernauth SummerQuest	8/7/2019	\$	452.60	34-1100-601-000
EFT000000001709	Peterson, Bruce Purchase Card	Travel Maia Morgan Summerquest	8/7/2019	\$	472.00	34-1100-601-000
EFT000000001709	Peterson, Bruce Purchase Card	Travel Romero one way Summerquest	8/7/2019	\$	282.00	34-1100-601-000
EFT000000001709	Peterson, Bruce Purchase Card	Travel Romero return Summerquest	8/7/2019	\$	187.00	34-1100-601-000
EFT000000001709	Peterson, Bruce Purchase Card	Meals Summerquest Jagernaut and Inge staff	8/7/2019	\$	39.26	34-1100-602-000
EFT000000001709	Peterson, Bruce Purchase Card	Google storage basic	8/7/2019	\$	1.99	34-1100-705-000
EFT000000001709	Peterson, Bruce Purchase Card	Inge google storage	8/7/2019	\$	2.99	34-1100-705-000

EFT000000001709	Peterson, Bruce Purchase Card	Inge Squarespace monthly website	8/7/2019	\$	20.00	34-1100-705-000
EFT000000001710	Taylor, Christopher Purchase Card	Volleyball Equipment	8/7/2019	\$	77.10	11-5520-698-000
EFT000000001710	Taylor, Christopher Purchase Card	MBB Equipment	8/7/2019	\$	77.10	11-5530-698-000
EFT000000001710	Taylor, Christopher Purchase Card	Volleyball - supplies	8/7/2019	\$	255.57	11-5530-698-000
EFT000000001710	Taylor, Christopher Purchase Card	Volleyball - supplies	8/7/2019	\$	209.95	11-5530-698-000
EFT000000001711	Westerhold, Cody Credit Card	STUNT Practice Tanks	8/7/2019	\$	316.44	11-5590-698-000
EFT000000001711	Westerhold, Cody Credit Card	Fab Lab equipment for use of student life	8/7/2019	\$	47.87	11-5700-693-000
EFT000000001711	Westerhold, Cody Credit Card	Outdoor Seating Tables	8/7/2019	\$	1,400.00	11-5700-693-000
EFT000000001711	Westerhold, Cody Credit Card	Outdoor Student Union Equipment	8/7/2019	\$	483.96	11-5700-693-000
EFT000000001711	Westerhold, Cody Credit Card	Outdoor Student Union Equipment	8/7/2019	\$	329.93	11-5700-693-000
EFT000000001711	Westerhold, Cody Credit Card	Outdoor Student Union Equipment	8/7/2019	\$	99.98	11-5700-693-000
EFT000000001711	Westerhold, Cody Credit Card	Outdoor Student Union Equipment	8/7/2019	\$	158.97	11-5700-693-000
EFT000000001711	Westerhold, Cody Credit Card	Outdoor Student Union Equipment	8/7/2019	\$	144.23	11-5700-693-000
EFT000000001711	Westerhold, Cody Credit Card	Outdoor Student Union Equipment	8/7/2019	\$	299.90	11-5700-693-000
EFT000000001711	Westerhold, Cody Credit Card	Outdoor Student Union Equipment	8/7/2019	\$	496.96	11-5700-693-000
EFT000000001711	Westerhold, Cody Credit Card	Replacement Game Room equipment	8/7/2019	\$	155.07	11-5700-693-000
EFT000000001712	Barwick, Dan Credit Card	Food and Meals	8/7/2019	\$	24.90	11-6100-602-000
EFT000000001712	Barwick, Dan Credit Card	Internet- Shulthis Stadium	8/7/2019	\$	126.16	11-6100-693-000
EFT000000001712	Barwick, Dan Credit Card	New York Times Digital	8/7/2019	\$	195.00	11-6100-693-000
EFT000000001712	Barwick, Dan Credit Card	AMAZON	8/7/2019	\$	40.89	11-6100-701-000
EFT000000001712	Barwick, Dan Credit Card	Apple Store	8/7/2019	\$	2,020.14	11-6100-701-000
EFT000000001712	Barwick, Dan Credit Card	Fuel	8/7/2019	\$	157.89	11-7200-721-000
EFT000000001713	Packard, Dillon Credit Card	Admissions - plane ticket	8/7/2019	\$	3.42	11-5300-601-000
EFT000000001713	Packard, Dillon Credit Card	Admissions - plane ticket	8/7/2019	\$	177.50	11-5300-601-000
EFT000000001713	Packard, Dillon Credit Card	Admissions - plane ticket	8/7/2019	\$	235.00	11-5300-601-000
EFT000000001714	Fab Lab Credit Card	STEM supplies	8/7/2019	\$	240.00	11-1223-701-000
EFT000000001714	Fab Lab Credit Card	STEM supplies	8/7/2019	\$	60.00	11-1223-701-000
EFT000000001714	Fab Lab Credit Card	STEM camp supplies	8/7/2019	\$	218.00	37-1223-700-002
EFT000000001714	Fab Lab Credit Card	STEM camp supplies	8/7/2019	\$	110.98	37-1223-700-002
EFT000000001714	Fab Lab Credit Card	STEM camp supplies	8/7/2019	\$	796.00	37-1223-700-002
EFT000000001714	Fab Lab Credit Card	STEM camp supplies	8/7/2019	\$	235.36	37-1223-700-002
EFT000000001714	Fab Lab Credit Card	STEM camp supplies	8/7/2019	\$	129.00	37-1223-700-002
EFT000000001714	Fab Lab Credit Card	STEM camp supplies	8/7/2019	\$	299.97	37-1223-700-002
EFT000000001714	Fab Lab Credit Card	STEM shipping	8/7/2019	\$	44.00	37-1223-700-002
EFT000000001714	Fab Lab Credit Card	STEM supplies	8/7/2019	\$	13.32	37-1223-700-002
EFT000000001714	Fab Lab Credit Card	STEM supplies	8/7/2019	\$	295.39	37-1223-700-002
EFT000000001714	Fab Lab Credit Card	STEM supplies	8/7/2019	\$	26.28	37-1223-700-002

EFT000000001714	Fab Lab Credit Card	STEM supplies	8/7/2019	\$	105.12	37-1223-700-002
EFT000000001714	Fab Lab Credit Card	supplies for STEM camp	8/7/2019	\$	619.00	37-1223-700-002
EFT000000001715	ICC Marketing c/o Keli Tuschman	Constant contact June	8/7/2019	\$	45.00	11-6300-615-000
EFT000000001716	IT Department Purchase Card	UBTech Conference Parking	8/7/2019	\$	86.25	11-6600-601-000
EFT000000001716	IT Department Purchase Card	UBTech Conference	8/7/2019	\$	12.07	11-6600-601-000
EFT000000001716	IT Department Purchase Card	UBTech Conference	8/7/2019	\$	8.52	11-6600-601-000
EFT000000001716	IT Department Purchase Card	UBTech Conference	8/7/2019	\$	21.90	11-6600-601-000
EFT000000001716	IT Department Purchase Card	UBTech Conference	8/7/2019	\$	44.05	11-6600-601-000
EFT000000001716	IT Department Purchase Card	UBTech Conference Fuel	8/7/2019	\$	22.68	11-6600-601-000
EFT000000001716	IT Department Purchase Card	UBTech Conference Fuel	8/7/2019	\$	17.01	11-6600-601-000
EFT000000001716	IT Department Purchase Card	UBTech Conference Fuel	8/7/2019	\$	17.04	11-6600-601-000
EFT000000001716	IT Department Purchase Card	UBTech Conference Fuel	8/7/2019	\$	31.92	11-6600-601-000
EFT000000001716	IT Department Purchase Card	UBTech Conference Fuel	8/7/2019	\$	21.40	11-6600-601-000
EFT000000001716	IT Department Purchase Card	UBTech Conference Fuel	8/7/2019	\$	29.80	11-6600-601-000
EFT000000001716	IT Department Purchase Card	UBTech Conference Fuel	8/7/2019	\$	20.60	11-6600-601-000
EFT000000001716	IT Department Purchase Card	UBTech Conference Fuel	8/7/2019	\$	19.65	11-6600-601-000
EFT000000001716	IT Department Purchase Card	UBTech Conference Fuel	8/7/2019	\$	25.01	11-6600-601-000
EFT000000001716	IT Department Purchase Card	Receiver Replacement Damaged Equipment	8/7/2019	\$	176.71	11-6600-850-000
EFT000000001716	IT Department Purchase Card	USB to Ethernet Dongle	8/7/2019	\$	25.04	11-6600-850-000
EFT000000001716	IT Department Purchase Card	DNS Route 53 June 2019	8/7/2019	\$	13.95	11-6600-852-000
EFT000000001716	IT Department Purchase Card	DNS Route 53 May 2019	8/7/2019	\$	14.23	11-6600-852-000
EFT000000001716	IT Department Purchase Card	Indycc Domain Renewal	8/7/2019	\$	77.00	11-6600-852-000
EFT000000001717	Morgan-Tate, Jessica Credit Card	Conference Lodging	8/7/2019	\$	750.68	11-6510-601-000
EFT000000001717	Morgan-Tate, Jessica Credit Card	Conference Parking/Fuel	8/7/2019	\$	150.13	11-6510-601-000
EFT000000001717	Morgan-Tate, Jessica Credit Card	Conference Meals	8/7/2019	\$	143.78	11-6510-602-000
EFT000000001718	Correll, Jim Credit Card	embroidery supplies	8/7/2019	\$	89.00	11-1223-701-000
EFT000000001718	Correll, Jim Credit Card	saw stop	8/7/2019	\$	164.49	11-1223-701-000
EFT000000001718	Correll, Jim Credit Card	shipping	8/7/2019	\$	4.75	11-1223-701-000
EFT000000001718	Correll, Jim Credit Card	shipping	8/7/2019	\$	18.20	11-1223-701-000
EFT000000001718	Correll, Jim Credit Card	subscription for downloads	8/7/2019	\$	49.00	11-1223-701-000
EFT000000001718	Correll, Jim Credit Card	website software	8/7/2019	\$	50.50	11-1223-701-000
EFT000000001718	Correll, Jim Credit Card	white gloves/fab lab supplies	8/7/2019	\$	10.99	11-1223-701-000
EFT000000001718	Correll, Jim Credit Card	white gloves/fab lab supplies	8/7/2019	\$	47.12	11-1223-701-000
EFT000000001718	Correll, Jim Credit Card	white gloves/fab lab supplies	8/7/2019	\$	87.85	11-1223-701-000
EFT000000001718	Correll, Jim Credit Card	Bike supplies	8/7/2019	\$	141.29	11-6310-701-000
EFT000000001718	Correll, Jim Credit Card	Bike supplies	8/7/2019	\$	119.92	11-6310-701-000
EFT000000001718	Correll, Jim Credit Card	white gloves/fab lab supplies	8/7/2019	\$	99.95	37-1223-700-002

EFT000000001719	Sadhoo, Jonathan Purchase Card	THE CHRONICLE	8/7/2019	\$	99.95	11-6100-681-000
EFT000000001719	Sadhoo, Jonathan Purchase Card	CACUBO	8/7/2019	\$	725.00	11-6200-626-000
EFT000000001720	Mann, Justin Purchase Card	MBB - travel for recruit	8/7/2019	\$	429.68	11-5520-617-000
EFT000000001720	Mann, Justin Purchase Card	MBB - travel for recruit	8/7/2019	\$	490.68	11-5520-617-000
EFT000000001720	Mann, Justin Purchase Card	MBB - supplies	8/7/2019	\$	25.85	11-5520-698-000
EFT000000001720	Mann, Justin Purchase Card	MBB - supplies	8/7/2019	\$	3.77	11-5520-698-000
EFT000000001720	Mann, Justin Purchase Card	MBB - supplies	8/7/2019	\$	6.37	11-5520-698-000
EFT000000001720	Mann, Justin Purchase Card	MBB - fuel for airport shuttles for Dorms (fuel pump wsa broken @ maintenance)	8/7/2019	\$	20.00	11-7200-721-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - meal due to cafeteria being closed	8/7/2019	\$	160.92	11-5510-602-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - meals due to cafeteria being closed	8/7/2019	\$	176.75	11-5510-602-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - meals due to cafeteria being closed	8/7/2019	\$	80.21	11-5510-602-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - meals due to cafeteria being closed	8/7/2019	\$	155.41	11-5510-602-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	8/7/2019	\$	25.00	11-5510-617-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	8/7/2019	\$	12.00	11-5510-617-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	8/7/2019	\$	38.51	11-5510-617-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	8/7/2019	\$	26.10	11-5510-617-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting	8/7/2019	\$	45.00	11-5510-617-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting (lost receipt)	8/7/2019	\$	30.07	11-5510-617-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - fuel for recruiting (lost receipt)	8/7/2019	\$	20.00	11-5510-617-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - lodging for recruiting	8/7/2019	\$	72.77	11-5510-617-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - postage for recruiting	8/7/2019	\$	11.95	11-5510-617-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - athletic gear	8/7/2019	\$	252.44	11-5510-698-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - athletic supplies	8/7/2019	\$	113.67	11-5510-698-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - athletic supplies	8/7/2019	\$	65.33	11-5510-698-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - athletic supplies	8/7/2019	\$	199.74	11-5510-698-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - staff meeting	8/7/2019	\$	54.44	11-5510-698-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - staff meeting	8/7/2019	\$	117.16	11-5510-698-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - staff meeting	8/7/2019	\$	180.48	11-5510-698-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - fuel for transportation/dorm	8/7/2019	\$	35.00	11-7200-721-000
EFT000000001721	Harris, Kiyoshi Purchase Card	Football - fuel for transportation/dorm	8/7/2019	\$	60.20	11-7200-721-000
EFT000000001722	Wech, Kris Purchase Card	2 gallons paint for AC 201-Indigo Batik	8/7/2019	\$	34.79	11-7100-649-000
EFT000000001722	Wech, Kris Purchase Card	2 gallons paint for AC 201-Indigo Batik	8/7/2019	\$	74.38	11-7100-649-000
EFT000000001722	Wech, Kris Purchase Card	2 gallons paint for AC 201-Indigo Batik	8/7/2019	\$	70.88	11-7100-649-000
EFT000000001722	Wech, Kris Purchase Card	2 gallons paint for AC 201-Indigo Batik	8/7/2019	\$	18.87	11-7100-649-000
EFT000000001722	Wech, Kris Purchase Card	2 gallons paint for AC 201-Indigo Batik	8/7/2019	\$	29.70	11-7100-649-000
EFT000000001722	Wech, Kris Purchase Card	diamond flex hose for fab lab air compressor	8/7/2019	\$	27.66	11-7100-649-000
EFT000000001722	Wech, Kris Purchase Card	replacement keys for HR filing cabinets - 2 sets	8/7/2019	\$	9.25	11-7100-649-000

EFT000000001722	Wech, Kris Purchase Card	100 piece screw driver set - Maintenance supplies	8/7/2019	\$	14.99	11-7100-719-000
EFT000000001722	Wech, Kris Purchase Card	coat hook for CFO office	8/7/2019	\$	11.47	11-7100-719-000
EFT000000001722	Wech, Kris Purchase Card	100 piece screw driver set - Maintenance supplies	8/7/2019	\$	29.99	11-7300-649-000
EFT000000001722	Wech, Kris Purchase Card	replacement keys for HR filing cabinets - 2 sets	8/7/2019	\$	52.70	11-7300-649-000
EFT000000001722	Wech, Kris Purchase Card	replacement keys for HR filing cabinets - 2 sets	8/7/2019	\$	11.90	11-7300-649-000
EFT000000001722	Wech, Kris Purchase Card	replacement keys for HR filing cabinets - 2 sets	8/7/2019	\$	114.31	11-7300-649-000
EFT000000001722	Wech, Kris Purchase Card	replacement keys for HR filing cabinets - 2 sets	8/7/2019	\$	150.50	11-7300-649-000
EFT000000001722	Wech, Kris Purchase Card	replacement keys for HR filing cabinets - 2 sets	8/7/2019	\$	56.95	11-7300-649-000
EFT000000001722	Wech, Kris Purchase Card	1 gallon paint for Student Union Fountain	8/7/2019	\$	20.31	11-7500-820-000
EFT000000001722	Wech, Kris Purchase Card	2 gallons paint for AC 201-Indigo Batik	8/7/2019	\$	62.68	11-7500-820-000
EFT000000001722	Wech, Kris Purchase Card	coat hook for CFO office	8/7/2019	\$	6.00	11-7500-820-000
EFT000000001722	Wech, Kris Purchase Card	replacement keys for HR filing cabinets - 2 sets	8/7/2019	\$	18.77	11-7500-820-000
EFT000000001722	Wech, Kris Purchase Card	replacement keys for HR filing cabinets - 2 sets	8/7/2019	\$	43.30	11-7500-820-000
EFT000000001722	Wech, Kris Purchase Card	replacement keys for HR filing cabinets - 2 sets	8/7/2019	\$	12.99	11-7500-820-000
EFT000000001722	Wech, Kris Purchase Card	replacement keys for HR filing cabinets - 2 sets	8/7/2019	\$	8.98	11-7500-820-000
EFT000000001722	Wech, Kris Purchase Card	replacement keys for HR filing cabinets - 2 sets	8/7/2019	\$	10.78	11-7500-820-000
EFT000000001722	Wech, Kris Purchase Card	replacement keys for HR filing cabinets - 2 sets	8/7/2019	\$	15.98	11-7500-820-000
EFT000000001722	Wech, Kris Purchase Card	replacement keys for HR filing cabinets - 2 sets	8/7/2019	\$	26.99	11-7500-820-000
EFT000000001723	Markiewicz, Larry Purchase Card	Travel Parking/Meals	8/7/2019	\$	32.76	11-1151-602-000
EFT000000001723	Markiewicz, Larry Purchase Card	HLC Academy- Uber Travel	8/7/2019	\$	135.79	11-4200-601-000
EFT000000001723	Markiewicz, Larry Purchase Card	HLC Academy- Q Center Lodging	8/7/2019	\$	467.31	11-4200-707-000
EFT000000001724	Crane, Leslie Credit Card	WBB - recruiting	8/7/2019	\$	85.00	11-5540-617-000
EFT000000001725	Maintenance Toll Credit Card	MVR for Jonathan Sadhoo	8/7/2019	\$	27.50	11-7200-681-000
EFT000000001726	Byrd, Mallory Credit Card	Walmart- Supplies	8/7/2019	\$	36.80	12-1288-700-000
EFT000000001727	Kattenberg, Sara Purchase Card	Taco Bell SummerFest Dinner	8/7/2019	\$	125.72	31-8502-600-000
EFT000000001727	Kattenberg, Sara Purchase Card	Subway Summerfest Sunday Dinner for Participants	8/7/2019	\$	421.77	31-8502-600-000
EFT000000001727	Kattenberg, Sara Purchase Card	Subway Sunday Dinner for Participants	8/7/2019	\$	312.92	31-8502-600-000
EFT000000001727	Kattenberg, Sara Purchase Card	Summerfest Activity Coffeyville Roller Dome	8/7/2019	\$	275.00	31-8502-679-000
EFT000000001727	Kattenberg, Sara Purchase Card	Culinary and Craft Supplies/Summerfest	8/7/2019	\$	128.04	31-8502-700-000
EFT000000001727	Kattenberg, Sara Purchase Card	Wal Mart Summerfest Classroom Supplies	8/7/2019	\$	121.00	31-8502-700-000
EFT000000001727	Kattenberg, Sara Purchase Card	Wal Mart Summerfest Classroom Supplies	8/7/2019	\$	230.12	31-8502-700-000
EFT000000001727	Kattenberg, Sara Purchase Card	Wal Mart Summerfest Stem Supplies	8/7/2019	\$	38.90	31-8502-700-000
EFT000000001727	Kattenberg, Sara Purchase Card	Amazon SummerFest Supplies	8/7/2019	\$	82.67	31-8502-719-000
EFT000000001727	Kattenberg, Sara Purchase Card	SF Activity Independence Cinema 4	8/7/2019	\$	450.80	31-8502-719-000
EFT000000001727	Kattenberg, Sara Purchase Card	Pizza Hut Dinner for SF Participants	8/7/2019	\$	196.94	71-8500-285-000
EFT000000001727	Kattenberg, Sara Purchase Card	Wal Mart Summerfest Supplies	8/7/2019	\$	426.29	71-8500-285-000
EFT000000001728	Science Department Purchase Card	USA LIGHT.COM	8/7/2019	\$	38.95	11-1176-649-000

EFT000000001728	Science Department Purchase Card	CAROLINA BIOLOGIC- supplies	8/7/2019	\$	1,374.01	11-1176-700-000
EFT000000001728	Science Department Purchase Card	FISHER SCIENTIFIC- bio supplie	8/7/2019	\$	10.74	11-1176-700-000
EFT000000001728	Science Department Purchase Card	Fisher Scientific Biology supp	8/7/2019	\$	337.78	11-1176-700-000
EFT000000001728	Science Department Purchase Card	HLC academy	8/7/2019	\$	502.36	11-4200-707-000
EFT000000001728	Science Department Purchase Card	parking	8/7/2019	\$	22.50	11-4200-707-000
EFT000000001729	Geldenhuys, Tammie Purchase Card	ATHletic Dept. - Membership dues for T. Geldenhuys	8/7/2019	\$	105.41	11-5500-646-000
EFT000000001729	Geldenhuys, Tammie Purchase Card	Athletic Dept. - Don Harris golf tournament	8/7/2019	\$	70.64	71-5500-285-001
EFT000000001730	Vestal, Teresa Credit Card	Shipping books to Students	8/7/2019	\$	70.26	16-9300-611-000
EFT000000001730	Vestal, Teresa Credit Card	Website Fees-Monthly	8/7/2019	\$	45.00	16-9300-646-000
EFT000000001730	Vestal, Teresa Credit Card	Binders for College Skills	8/7/2019	\$	173.87	16-9300-740-000
EFT000000001730	Vestal, Teresa Credit Card	Food and Drinks for resale	8/7/2019	\$	194.03	16-9300-740-000
EFT000000001730	Vestal, Teresa Credit Card	Hot Glue Book Binding Machine	8/7/2019	\$	662.18	16-9300-850-000
EFT000000001731	Haynes, Timothy Credit Card	WOODS LUMBER	8/7/2019	\$	7.98	11-1223-701-000
EFT000000001732	Lawrence, Tonda Credit Card	finger cots, replacement handles for facial machine	8/7/2019	\$	31.60	12-1273-700-000
EFT000000001733	ICC Student	ICC Student Financial Aid Refund	8/14/2019	\$	745.00	11-0000-203-000
EFT000000001734	ICC Student	ICC Student Financial Aid Refund	8/14/2019	\$	745.00	11-0000-203-000
EFT000000001735	ICC Student	ICC Student Financial Aid Refund	8/14/2019	\$	270.00	11-0000-203-000
EFT000000001736	ICC Student	ICC Student Financial Aid Refund	8/14/2019	\$	847.00	11-0000-203-000
EFT000000001737	ICC Student	ICC Student Financial Aid Refund	8/14/2019	\$	638.00	11-0000-203-000
EFT000000001738	ICC Student	ICC Student Financial Aid Refund	8/14/2019	\$	270.00	11-0000-203-000
EFT000000001739	ICC Student	ICC Student Financial Aid Refund	8/14/2019	\$	989.00	11-0000-203-000
EFT000000001740	ICC Student	ICC Student Financial Aid Refund	8/27/2019	\$	461.00	11-0000-203-000
EFT000000001741	ICC Student	ICC Student Financial Aid Refund	8/27/2019	\$	545.00	11-0000-203-000
EFT000000001742	ICC Student	ICC Student Financial Aid Refund	8/27/2019	\$	544.00	11-0000-203-000

Total Payables:

\$ 469,254.38

Memo

To: Independence Community College Board of Trustees

From: George C. Knox, EdD
President

Date: September 12, 2019

Re: President's Report

The 2019-2020 Departmental Operational Plans were developed in alignment with the Strategic Plan and Board of Trustees key initiatives. Following submission to the President's Office, the plans were compiled for the September 12, 2019 report to the Board of Trustees.

An enrollment report was developed and included in the Board Agenda packets; it was also shared with the community through posting the September 12, 2019 Agenda on the College website.

Independence Community College
Operational Plan
September 12, 2019

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Operational Plan for President's and Executive Vice President's Office

Goal 1: Ensure ICC performs in a socially and fiscally responsible manner through the creation of a dedicated, detailed funding plan and unique revenue streams to meet college needs and capital improvement projects. (Strategic Plan Focus Area: Endowment).

Strategies:

1. Partner with ICC Foundation to engage in targeted fundraising campaign intended to defray deferred maintenance expenses and facilitate improvements to buildings.
2. Partner with ICC Foundation to establish Centennial Campaign in preparation for ICC's centennial anniversary.
3. Partner with ICC Foundation to substantially increase traditional fundraising and develop a more comprehensive alumni association and network.
4. Implement Facilities Master Plan and prioritize structural improvements to main Academic Building.
5. Implement Facilities Master Plan with the goal of allocating an appropriate portion to the ADA plan.
6. Implement Facilities Master Plan with the goal of completing part or all of a prioritized capital project.

Targets:

Target 1:	Increase unrestricted annual support of the college and establish baseline.
Target 1 Results:	
Target 2:	Initiate and monitor planning/feasibility phase of Centennial Campaign.
Target 2 Results:	
Target 3:	Increase endowed scholarship funds.
Target 3 Results:	
Target 4:	Structural improvement to Academic Building is prioritized.
Target 4 Results:	
Target 5:	Components of the ADA Voluntary Compliance Plan are completed.
Target 5 Results:	
Target 6:	Capital project is prioritized, and potential funding stream identified
Target 6 Results:	

Goal 2: Improve community perception of ICC fulfilling its Mission and Vision. (Strategic Plan Focus Area: Community Engagement).

Strategies:

1. Initiate process for conducting a College economic impact study.
2. Undergo and implement an energy audit.
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. Improve internal and external communications.

Targets:

Target 1:	Identify organization for conducting study and obtain estimated expenditures
Target 1 Results:	
Target 2:	Identify organization for conducting audit and obtain estimated expenditures

Target 2 Results:	
Target 3:	Eight items listed in the KBOR audit findings were not completed at the end of 2018-2019. Complete a majority of those items during the 2019-2020 budget year
Target 3 Results:	
Target 4:	Board of Trustees documents and meeting materials are posted on the College website for community accessibility
Target 4 Results:	
Target 5:	Open Forums for campus and community input are scheduled
Target 5 Results:	

Goal 3: Continue to identify and address accreditation requirements. (Strategic Plan Focus Area: Academic Excellence, Service Excellence, and Support Excellence).

Strategies:

1. Continue efforts to remove College from On Notice status.
2. Provide oversight of Operational Plans.
3. Provide oversight of Academic Program approval process.
4. Solicit input on College operations from the Student Government Association.
5. Solicit input on College operations from the Faculty Senate.
6. Ensure campus-wide training in new accreditation pathway.
7. Implement Policy Governance Model, create SOP guidelines.

Targets:

Target 1:	Create response to On-Notice Report and present case during IAC Hearing
Target 1 Results:	
Target 2:	Campus departments, curricular, and co-curricular groups identify specific areas for improvement and submit Operational Plans for inclusion in Board Agenda packets
Target 2 Results:	
Target 3:	Board of Trustees are presented academic Program assessments for subsequent approval
Target 3 Results:	
Target 4:	Attend/participate in Student Government Association meetings/initiatives
Target 4 Results:	
Target 5:	Schedule recurring meetings with Faculty Senate President
Target 5 Results:	
Target 6:	Campus-wide training in the new accreditation pathway is monitored
Target 6 Results:	
Target 7:	Set Policy Governance and Policy and Procedure Approval Process

Operational Plan for Academic Affairs

Goal 1: Expand partnerships with area four-year transfer schools by creating new and renewing existing 2+2 and articulation agreements. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Review all current 2+2 agreements with Registrar, Faculty and Navigators.
2. Contact transfer schools with similar programs to potentially add 2+2 or articulation agreement.

Targets:

Target 1:	Review and update all 2+2 and articulation agreements by February 2020
Target 1 Results:	
Target 2:	Review KBOR System Wide transfer course descriptions in catalog by February 2020
Target 2 Results:	
Target 3:	Review non-System Wide Transfer course descriptions for potential transferability issues by February 2020 with ICC Registrar
Target 3 Results:	

Goal 2: Offer faculty and staff access to resources and training to ensure campus-wide respect of student and community diversity. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Provide opportunity for faculty and academic staff to participate in online Safe Zone training during Spring in-service

Targets:

Target 1:	50% of faculty and academic staff will complete Safe Zone training during the spring semester
Target 1 Results:	

Goal 3: Engage the service area community by development/redevelopment of collaborative partnerships and training programs that offer value to our students, our college and the community we serve. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Develop/maintain for-credit internship/mentorship/apprenticeship opportunities for students.

Targets:

Target 1:	Select two programs by November 2019 to research and develop or enhance internship/mentorship/apprenticeship opportunities
Target 1 Results:	
Target 2:	Publicize internship/mentorship/apprenticeship opportunities for community using 2 social media posts and 2 newspaper articles
Target 2 Results:	

These goals and targets may be changed upon hiring of Vice President for Academic Affairs

Operational Plan for Continuing Technical Education (CTE) and ICC NOW

Goal 1: Build partnerships with local businesses and groups to better relationships with the community and grow enrollment. (Strategic Plan Focus Area: Community Engagement, and Enrollment).

Strategies:

1. Create partnerships with local businesses to send their employees to ICC for a certificate or degree program.
2. Meet with our local JAG-K program and other local area student advocate programs for CTE, workforce, and career development.

Targets:

Target 1:	Will give a quarterly update on progress made from meeting with area businesses and groups
Target 1 Results:	
Target 2:	Report quarterly on meetings and progress
Target 2 Results:	

Goal 2: Work towards getting ICC's Perkins funding and eligibility back. (Strategic Plan Focus Area: Enrollment).

Strategies:

1. Hire a coordinator to handle the grant processes, data organization/collection, and attend necessary meetings and events that the college needs to be active in.
2. Join a consortium with another Perkins eligible institution while working towards getting a stand-alone program of our own back up and running.

Targets:

Target 1:	Will give a quarterly update on the progress made to achieve this goal
Target 1 Results:	

Goal 3: Maximize concurrent enrollment. (Strategic Plan Focus Area: Community Engagement, and Enrollment).

Strategies:

1. Work with area high schools to implement our OSHA course options into their CTE pathways to give students the opportunity to earn ICC credit as well as an industry recognized credential.
2. Increase the number of high school students that are coming to our campuses for college credit courses.

Targets:

Target 1:	Will use enrollment data to report the number of students enrolled in these areas
Target 1 Results:	

Operational Plan for Marketing

Goal 1: Create and Implement a comprehensive strategic marketing plan. (Strategic Plan Area: Marketing).

Strategies:

1. Complete research and discovery by fall 2019.
2. Identify key stakeholders.

Targets:

Target 1:	Creation and review of SMP
Target 1 Results:	
Target 2:	Present plan to key stakeholders
Target 2 Results:	
Target 3:	Incorporate ad plan
Target 3 Results:	

Goal 2: Create and implement crisis communication plan. (Strategic Plan Area: Marketing).

Strategies:

1. Meet with newly formed safety committee to streamline crisis communication and response.
2. Draft plan.
3. Adopt by fall 2019.

Measurement:

Target 1:	Creation and review of Crisis Communication Plan
Target 1 Results:	
Target 2:	Drill plan at least twice per semester
Target 2 Results:	

Goal 3: Create new branding and advertising campaign and materials. (Strategic Plan Area: Marketing).

Strategies:

1. Complete materials by fall 2019.
2. Identify key markets.

Measurement:

Target 1:	Creation and review of ads
Target 1 Results:	
Target 2:	Measure analytics of ad campaigns
Measure 2 Results:	
Target 3:	Create ad dashboard
Target 3 Results:	

Operational Plan for Tutoring Center

Goal 1: Tutoring services will support student learning in the classroom through student participation in tutoring services. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Market Tutoring Center to students through social media.
2. Provide opportunity to attend seminars and workshops as outreach opportunities.

Targets:

Target 1:	Provide 6 seminars or workshops during the academic year
Target 1 Results:	
Target 2:	Increase average number of daily student tutoring sessions by 3%
Target 2 Results:	
Target 3:	Increase average number of daily student check in's by 3%
Target 3 Results:	

Goal 2: Tutoring services will increase effective program quality through effective tutor training. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Utilize College Reading and Learning Association (CRLA) approved training program.

Targets:

Target 1:	All tutors will score 60/80 or better on supervisor evaluation
Target 1 Results:	
Target 2:	A minimum 10 hours of in person tutor training will be conducted during the academic year
Target 2 Results:	

Goal 3: Tutoring services increases program quality through the creating of clearly defined policies, procedures, learning outcomes, and mission/vision statements. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Review of Tutoring Center manual.
2. Review mission/vision statements.

Targets:

Target 1:	Review and update manual by October 2019
Target 1 Results:	
Target 2:	A minimum 10 hours of in person tutor training will be conducted during the academic year
Target 2 Results:	

Operational Plan for Library

Goal 1: Develop and maintain resources that support that academic needs of students. (Academic Excellence: Key Initiative #1 and #2).

Strategies:

1. Using Program Reviews, the library will update subject collections each year based on the comprehensive program review schedule and faculty requests. This will evaluate each portion of the collection every 3 years.
2. Pursue Grants to assist with technology, furnishings, materials to help supplement budget. Obtain at least one grant per year.
3. Participate in CORS and State database negotiations to ensure that we continue to receive discounts on resources and access to group subscriptions.
4. Provide support to college success, composition, speech, and other research courses through research tutorials and creation of supporting activities.
5. Return professional staffing to meet or exceed the staffing level for colleges of a similar size.
6. Explore developing volunteer and student staffed scenarios to increase hours of operation.
7. Provide membership status for director to relevant state and national organizations.
8. Director and professional staff should participate in appropriate continuing education opportunities each semester. These can include conferences, courses, online trainings and required trainings for membership in the SEK library system.

Targets:

Target 1:	Books will be updated for ½ of the previous year's comprehensive program reviews by December and the remaining will be completed by March
Target 1 Results:	
Target 2:	Apply for 3 annual grants by December each year. Expect to receive at least one per year
Target 2 Results:	
Target 3:	Provide instruction to all college success courses during the first half of each semester; provide instruction and or accommodate space/computer usage for all requests from instructors and co-curricular sponsors
Target 3 Results:	
Target 4:	Provide training for professional and student staff through initial training and quarterly updated training
Target 4 Results:	
Target 5:	Director and professional staff should attend all required SEKLS training. Staff should attend KLA conference and one regional/national conference yearly for CTE
Target 5 Results:	

Goal 2: Engage our patrons by developing both educational and cultural programming. (Academic Excellence Key Initiative #3 and Community Engagement: Key Initiative#1).

Strategies:

1. The library will host at least one non-academically focused program per month.
2. The library will continue to collaborate with other libraries in our SEKLS for programs or share resources.

3. The library will seek opportunities to enhance and publicize the Inge collection and ICC archives.

Targets:

Target 1:	The library will host a minimum of one non-academic focused meeting per month and aim for at least 10 participants per program
Target 1 Results:	
Target 2:	Maintain good standing in SEKLS by attending mandatory meetings to ensure continued collaboration with SEKLS resources. Measured by quarterly participation
Target 2 Results:	
Target 3:	Find one opportunity per semester to collaborate with IPL in programing for students or community members
Target 3 Results:	
Target 4:	Find opportunities to share the Inge collection and knowledge with entities outside of ICC and Independence. Incoming tours, talks at libraries and colleges, etc. Goal of one additional engagement per semester
Target 4 Results:	

Operational Plan for Registrar's Office

Goal 1: The Registrar's Office will maintain a positive community relationship by continuing to increase stakeholder knowledge of official transcript access. (Strategic Plan Focus Area: Academic Excellence and Community Engagement).

Strategies:

1. Review concern tickets and their resolutions.
2. Track transcript requests and their fulfillment.

Targets:

Target 1:	Will fulfill 85% of transcript requests within 2 business days
Target 1 Results:	

Goal 2: The Registrar's office will maintain and continuously update policies and procedures as changing student and alumni needs evolve (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. 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.

Targets:

Target 1:	Semester review of manual
Target 1 Results:	

Goal 3: 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 Focus Area: Academic Excellence).

Strategies:

1. Registrar reviews advisor degree checks for correctness before a student is placed on the graduation list.

Targets:

Target 1:	Degrees awarded correctly
Target 1 Results:	

The Registrar's Operational Plan may have additions or deletions when Registrar position is hired

Operational Plan for Student Support Services

Goal 1: Student Support Services will assist program participants in maintaining Good Academic Standing (2.0 GPA or higher). (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. SSS certified teaching staff will offer professional tutoring in English, reading, math and science to program participants.
2. SSS professional staff will provide individualized academic coaching to all participants, including assessment of study skills, development of academic goals, and follow-up counseling with participants at the 3, 5, 8, 12 and 15 week points.

Targets:

Target 1:	73% of all SSS participants will have a GPA of at least 2.0 by the end of the Fall 2019 semester and each semester thereafter
Target 1 Results:	

Goal 2: Student Support Services will assist program participants in persisting from one academic year to the beginning of the next academic year, or earning a degree or certificate and/or transfer from ICC to a 4-yr institution by the fall term of the next academic year. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. SSS professional staff will provide individualized academic coaching to all participants, including assessment of study skills, development of academic goals, and follow-up counseling with participants at the 3, 5, 8, 12 and 15 week points.
2. SSS professional staff will provide information and assistance in transferring to a 4 yr school for students who are graduating from ICC. Transfer services will include research into students' desired programs of study, application fee waivers for transfer schools, and campus visits to 4 yr colleges and universities in the region.

Targets:

Target 1:	61% of all participants will persist from one academic year to the beginning of the next academic year, or will earn a degree or certificate from ICC and/or transfer from ICC to a 4-yr institution by the fall term of the next year
Target 1 Results:	

Goal 3: Student Support Services will assist program participants in graduating from ICC with an Associate's degree or certificate within 4 years. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. SSS professional staff will provide individualized academic coaching to all participants, including assessment of study skills, development of academic goals, and follow-up counseling with participants at the 3, 5, 8, 12 and 15 week points.

Targets:

Target 1:	32% of participants will graduate from ICC with an Associate's degree or certificate within 4 years
Target 1 Results:	

Goal 4: Student Support Services will assist program participants in graduating from ICC with an Associate's degree and transferring to 4-yr institutions. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. SSS professional staff will provide individualized academic coaching to all participants, including assessment of study skills, development of academic goals, and follow-up counseling with participants at the 3, 5, 8, 12 and 15 week points.
2. SSS professional staff will provide information and assistance in transferring to a 4-yr school for students who are graduating from ICC. Transfer services will include research into students' desired programs of study, application fee waivers for transfer schools, and campus visits to 4-yr colleges and universities in the region.

Targets:

Target 1:	31% of program participants who graduate from ICC with an Associate's degree will transfer to a 4-year institution within 4 years
Target 1 Results:	

Operational Plan for Recruiting

Goal 1: *Reach out and connect with high schools and potential students locally, regionally, nationally and internationally to increase enrollment. (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.

Targets:

Target 1:	Enrollment comparison from spring 2018 to spring 2019
Target 1 Results:	
Target 2:	Increase local area student population by 30 students by spring of 2019
Target 2 Results:	

Goal 2: *All ICC West programs will be at capacity by spring 2020. (Strategic Plan Area: Support Excellence).*

Strategies:

1. Fill Director of Recruiting and Public Relations position.
2. Director of Recruiting and Public Relations will meet with all west departments once a month to set goals and track progress on recruits.

Targets:

Target 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
Target 1 Results:	
Target 2:	Reports will be run quarterly to update how many students are in the recruiting funnel
Target 2 Results:	

Operational Plan for Enrollment and Retention

Goal 1: Engage with our communities, their businesses and leaders to bridge the gap between our campus and community. (Strategic Plan Focus Area: Community Engagement).

Strategies:

1. Grow WE over ME female mentorship program to include more local business women and mentors.
2. Start Career Closet and Job Board by partnering with local business professional for donations and job listing.

Targets:

Target 1:	Report on events, attendees and mentors each quarter. Will also add and question about We over Me to Graduation Retention Survey
Target 1 Results:	
Target 2:	Report on opening date, donation partners, and job listings
Target 2 Results:	

Goal 2: Increase retention rate. (Strategic Plan Focus Area: Enrollment).

Strategies:

1. Navigators will track every student all semester long and document struggles and why students are leaving on our Student Tracking Report.
2. Work with Student Life Director to partner on events for students. One event specifically geared towards celebrating diversity.
3. Check on 5, 8, 12 week grades. Navigators will contact students with a D or lower in any class at each of these checkpoints to see how they can help and also connect them with resources. Every student will be coded High Alert, Caution, or Good on the Student Tracking Report.

Targets:

Target 1:	Use the Student Tracking data to report
Target 1 Results:	
Target 2:	Report on events, dates and attendees. Will also report data from Graduation Retention Survey
Target 2 Results:	
Target 3:	Report on how many students were High Alert, Caution, or Good
Target 3 Results:	

Operational Plan for Athletics

Goal 1: Improve Public Image and Culture of ICC Athletics. (Strategic Plan Focus Area: Academic Excellence and Community Engagement).

Strategies:

1. Curb Vulgarity and Language.
2. Teach and Encourage proper Etiquette in Professional settings (Classroom, Community and playing area).

Targets:

Target 1:	Throughout Semester/Year – Multiple appearances in various/all sports practices to discuss appropriate language
Target 1 Results:	
Target 2:	Monitor students and student-athletes in various settings (Blue Frame, etc.)
Target 2 Results:	
Target 3:	Athletic Department will participate in a minimum of 8 community outreach events
Target 3 Results:	

Goal 2: Maintain High Quality Athletic facilities and prioritize upgrades in alignment with facilities master plan. (Strategic Plan Focus Area: Community Engagement and Endowment).

Strategies:

1. Encourage teams to participate in community outreach.
2. Make connections w/ donors and sponsors in preparation for fieldhouse renovations.

Targets:

Target 1:	Improve Safety and Security around campus. Work with maintenance and facilities to replace locks, repair doors, install cameras in various areas on campus
Target 1 Results:	
Target 2:	Meet with influential donors/supporters of athletics
Target 2 Results:	
Target 3:	Get estimates on owning our own travel buses
Target 3 Results:	

Operational Plan for Student Life

Goal 1: Engage the service area community by development/redevelopment of collaborative partnerships and training programs that offer value to our students, our college and the community we serve. (Strategic Plan Focus Area: Academic Excellence, Enrollment).

Strategies:

1. Work with Independence Chamber of Commerce and Main Street to create job opportunities for students while at ICC.
2. Host Job fair for local businesses.
3. Increase transportation opportunities to downtown businesses.

Targets:

Target 1:	We will use the Noel Levitz/CCSE surveys and in house student feedback
Target 1 Results:	

Goal 2: Develop and deliver distinctive and high-quality academic, entrepreneurial, fine arts, athletics, and cultural programming that makes ICC a destination for students globally. (Strategic Plan Focus Area: Academic Excellence, Enrollment).

Strategies:

1. Create campus programming initiatives to increase awareness of present-day social issues.
2. Create and promote events specifically for student engagement (spring fling, talent shows, outside entertainment vendors, etc.).
3. Foster collaboration with various campus stakeholders to encourage student participation in cross-discipline projects.

Targets:

Target 1:	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.”
Target 1 Results:	

Goal 3: Create innovative spaces in the student union and across campus that will engage students and create a better student experience. (Strategic Plan Focus Area: Academic Excellence, Enrollment).

Strategies:

1. Increase access to technology for students on campus.
2. Maintain/upgrade furniture, equipment and games, in student union.
3. Improve and maintain campus security and safety.

Targets:

Target 1:	Using the Noel Levitz survey question “The student center is a comfortable place for students to spend their leisure time.” Lower the “Gap” from .42 in 2016 to .35 in 2019
Target 1 Results:	
Target 2:	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 90% in 2019
Target 2 Results:	

Operational Plan for Institutional Research

Goal 1: Complete and submit all KBOR and IPEDS reports by the due date. (Strategic Plan Focus Area: Academic Excellence, Enrollment).

Strategies:

1. Use KBOR calendar to stay informed of due dates for various projects.
2. Work with other departments (Library, Financial Aid, HR, Business Office) who must submit KBOR or IPEDS reports to ensure that they are aware of what they need to do and that they have any data they need.

Targets:

Target 1:	KBOR reports will be submitted by their due dates
Target 1 Results:	
Target 2:	IPEDS reports will be submitted by their due dates
Target 2 Results:	
Target 3:	Users from Library, Financial Aid, HR, and Business Office will be added to get access to the IPEDS system by the end of the Fall semester, in preparation of their respective IPEDS reports that are due in the Spring semester
Target 3 Results:	

Goal 2: Meet all internal data needs that arise throughout the year. (Strategic Plan Focus Area: Academic Excellence, Enrollment).

Strategies:

1. Be involved with both Assessment Committee and Program Review Committee to stay informed of the data needs for those projects.
2. Work with IT to stay informed of any changes to the PowerCampus system to ensure that I can get all necessary data.

Targets:

Target 1:	Provide all program review data to academic departments at least one month prior to the review's due date
Target 1 Results:	
Target 2:	Respond to all other internal data requests within 2 business days of receiving the request (providing the requested data at that time whenever reasonable)
Target 2 Results:	

Operational Plan for Financial Affairs

Goal 1: Provide faculty and staff with increased opportunities to employ students on campus and within the community as a part of their academic program(s). (Strategic Plan Focus Area: Community Engagement and Academic Excellence).

Strategies:

1. Spend 100% of Federal Work-Study (FWS) funds on work-study employment; and
2. Apply for Federal Work-Study Experimental Site approval with U.S. Department of Education (ED).

Targets:

Target 1:	Spend 100% of all FWS funds on work-study employment
Target 1 Results:	
Target 2:	Acquire FWS Experimental Site approval from ED
Target 2 Results:	

Goal 2: Provide current and prospective students to access additional scholarship and grant aid from outside sources to better finance the cost of college. (Strategic Plan Focus Area: Enrollment).

Strategies:

1. Create online resource for students to access outside scholarship and grant aid.
2. Host scholarship application event(s) for current students.

Targets:

Target 1:	Create and maintain webpage dedicated to outside scholarship and grant aid opportunities
Target 1 Results:	
Target 2:	Host two scholarship application events wherein 10 students complete scholarship application(s)
Target 2 Results:	

Goal 3: Issue ICC scholarship offers and award letters in a consistent and timely manner. (Strategic Plan Focus Area: Enrollment).

Strategies:

1. Create predictably and consistent scholarship offers and awards to prospective ICC students.

Targets:

Target 1:	Create/implement procedures and processes for the offering and awarding of academic and co-curricular scholarships
Target 1 Results:	

Goal 4: Provide faculty and staff with increased base compensation. (Strategic Plan Focus Area: Support Excellence).

Strategies:

1. Reduce budgeted expenditures through zero-based justification process.

2. Strategically evaluate existing and replacement positions.

Targets:

Target 1:	Create a sustainable and permanent base increase for FY 19-20
Target 1 Results:	
Target 2:	Establish a pay scale and assign employees to the appropriate grade
Target 2 Results:	

Goal 5: Return the employer 403b match for full-time employees. (Strategic Plan Focus Area: Support Excellence).

Strategies:

1. Create a cost analysis to determine what a sustainable amount for FY 19-20 is.
2. Work toward a multi-phase approach to return to the full 3% match in subsequent years.

Targets:

Target 1:	Establish an employer 403b match for FY 19-20
Target 1 Results:	
Target 2:	Create a multi-phase plan to return the employer match to 3% in subsequent years
Target 2 Results:	

Goal 6: Implement the Zero-Based Budgeting model for FY 19-20. (Strategic Plan Focus Area: Economic Development/Key Initiative: Financial Sustainability).

Strategies:

1. Partner with budget owners and Cabinet to utilize the zero-based model for all departments.

Targets:

Target 1:	Establish a more accurate budget for FY 19-20 based on zero-based budgeting, YTD actuals vs. requested allocation, and a defined justification process
Target 1 Results:	

Goal 7: Outsource payroll processing. (Board Goal or Key Initiative: Support Excellence and Economic Development).

Strategies:

1. Prepare all necessary data in order to outsource payroll processing to an Accounting firm.

Targets:

Target 1:	Increase accuracy for both payroll processing and audits
Target 1 Results:	
Target 2:	Create a better continuity plan for payroll processing
Target 2 Results:	

Goal 8: Create a revised Purchasing Card policy. Board Goal: Support Excellence; Strategic Plan Focus Area: Economic Development/Key Initiative: Financial Sustainability).

Strategies:

1. Work with Cabinet to identify P-Card needs campus-wide.

2. Create a revised P-Card policy.

Targets:

Target 1:	Ensure better adherence to ICC's purchasing policies
Target 1 Results:	
Target 2:	Reduce ICC's overall financial exposure
Target 2 Results:	

Goal 9: Improve campus safety and security measures at both campus locations. (Strategic Plan Focus Area: Service Excellence/Key Initiative: Safety and Security).

Strategies:

1. Partner with the Security Council to determine immediate and future needs, risks and concerns.
2. Create a five-year phased plan for security upgrades and implementation starting in FY 19-20.

Targets:

Target 1:	Transition from physical key to digital card access
Target 1 Results:	
Target 2:	Establish better monitored coverage of both campus locations
Target 2 Results:	
Target 3:	Explore security patrol options including part-time personnel
Target 3 Results:	

Goal 10: Reconcile erroneous data in Microsoft GP. (Strategic Plan Focus Area: Economic Development and Financial Sustainability).

Strategies:

1. Partner with IT, Microsoft and ICC's CPA in order to create a strategy to refresh and remedy the issues currently present in GP.
2. Establish a maintenance process to ensure ongoing accuracy of the information and database.

Targets:

Target 1:	Successfully reconcile all financials
Target 1 Results:	
Target 2:	Remedy all payroll issues to ensure accurate archives and audits
Target 2 Results:	
Target 3:	The ability to build and generate reports with full accuracy
Target 3 Results:	

Goal 11: Devise a plan to increase building and personal security. (Strategic Plan Focus Area: Support Excellence/Key Initiative: Safety and Security).

Strategies:

1. Evaluate each building and identify areas of need for additional security measures.

Targets:

Target 1:	Complete a list of all door locations that need updated with improved security locks
Target 1 Results:	

Target 2:	Identify voids at locations on each building where security cameras are necessary for regular monitoring
Target 2 Results:	

Goal 12: Implement a plan to replace HVAC units nearing their end of operational life expectancy. (Strategic Plan Focus Area: Support Excellence/Key Initiative Financial Sustainability).

Strategies:

1. Replace units over a span of time where ICC is not burdened with excessive expense all at once.

Targets:

Target 1:	Complete a list of all HVAC units and their age for each building
Target 1 Results:	
Target 2:	Develop a timeline plan to replace units beginning with the oldest and/or those needing the most repair
Target 2 Results:	

Goal 13: Improve the looks of the campus grounds and utilize current assets to promote ICC. (Strategic Plan Focus Area: Support Excellence/Key Initiative Financial Sustainability).

Strategies:

1. Utilize current buildings such as the maintenance building as a marketing tool.

Targets:

Target 1:	Repaint the side of the building facing the street and have the art classes design and paint pirate murals on the building promoting Pirate Country
Target 1 Results:	
Target 2:	Beautify the campus in the spring through planting additional flowers and plants donated from local suppliers, especially where trees were downed from previous storm
Target 2 Results:	

Goal 14: Make parking lot improvements. (Strategic Plan Focus Area: Support Excellence/Key Initiative Financial Sustainability-Safety and Security).

Strategies:

1. Get bids on resurfacing the drive and parking lot to the Administration building where potential students arrive to our campus.

Targets:

Target 1:	Either repair or resurface areas needing the most attention
Target 1 Results:	
Target 2:	Address the parking lot needs leading to the student union and at drive "C" where the concrete is broken in several places
Target 2 Results:	

Goal 15: *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).*

Strategies:

1. Increase visibility and sales at Athletic games and events.

Targets:

Target 1:	Maintain Attendance Log for Sales Events and increase participation by 20%
Target 1 Results:	

Goal 16: *Improve the college's relationship with the stakeholders through targeted surveys. (Board Goal or Strategic Plan Area: Improve college relationship with community).*

Strategies:

1. Update survey for bookstore and solicit feedback twice a year.

Targets:

Target 1:	Update customer survey for a fall 2019 survey
Target 1 Results:	

Operational Plan for Information Technology

Goal 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. Continue restructuring the employee entrance process.

Targets:

Target 1:	Implement new reporting infrastructure Power BI from Microsoft integrating business critical reporting and Business Intelligence. Plan to integrate 100% of all existing reports within SSRS
Target 1 Results:	
Target 2:	By restructuring the employee entrance process to allow for 80% of all new employees to be setup and ready prior to the first day of employment
Target 2 Results:	

Goal 2: Information Technology increases institutional efficiency through technological infrastructure. (Board Goal or Strategic Plan Area: Service and Support Excellence).

Strategies:

1. Implement a yearly Cyber Security Audit.
2. Implement technology-based Security Systems.
3. Continue evolving the Infrastructure Roadmap to develop an optimal digital identity life-cycle.

Targets:

Target 1:	Complete initial Cyber Security Audit and create action plan for remediation
Target 1 Results:	
Target 2:	Create a multiple phased plan implementing technology-based physical security including cameras, access controls and campus wide alert system
Target 2 Results:	
Target 3:	Continue to evolve the institutions digital life cycle. Proposal to the Technology Committee to implement a standard of replacement measuring productivity of individual devices
Target 3 Results:	

Operational Plan for Upward Bound

Goal 1: Upward Bound increases participant success in high school through academic skills training. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Improve participants' GPA to 2.5 or better on a four-point scale at the end of the school year.
2. Participants will be instructed during monthly Saturday Sessions with the **ACT*SAT Success** program 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 **ACT*SAT Success** outside of the Saturday Sessions.

Targets:

Target 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
Target 1 Results:	
Target 2:	95% of all targeted students will log their usage of time on ACT*SAT Success to equal 20 hours
Target 2 Results:	

Goal 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 Focus Area: Academic Excellence).

Strategies:

1. Review state test scores and transcripts in 2019 for reading/language arts and math and target those students who did not score proficient.
2. Provide tutoring using **ACT*SAT Success** for the lowest scoring skills in reading/language arts & math and Accuplacer to benchmark scores in the fall and spring.

Targets:

Target 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 2020
Target 1 Results:	
Target 2:	70% of UB seniors served during the project year will have achieved at the proficient level on state assessments in reading/language arts and math
Target 2 Results:	

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

Strategies:

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 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.

Target:

Target 1:	94% 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
Target 1 Results:	

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

Strategies:

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.

Target:

Target 1:	75% 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.
Target 1 Results:	

Goal 5: Upward Bound ensures participants enroll in college after high school graduation. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

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 2019 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.

Targets:

Target 1:	85% of all current and prior UB participants who graduated from high school during the school year with a regular secondary diploma will enroll in a program of post-secondary education by the fall term immediately following high school graduation, or will have received notification by the fall term immediately following high school from an institution of higher education of acceptance but deferred enrollment until the next academic semester (e.g., spring semester)
Target 1: Results	

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

Strategies:

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.

Target:

Target 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
Target 1: Results	

Operational Plan for Accessibility

Goal 1: Successfully implement Year One of the Kansas Board of Regents/Office of Civil Rights Voluntary Compliance Plan Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Communicate with CFO and Maintenance Department regarding Year One of VCP.

Targets:

Target 1:	Publish the annual non-discrimination notices prior to the first day of classes in a manner consistent with the requirements of Guidelines IV-O and submit a dated image or evidence by target completion date August 13 th , 2019. Finding closed with KBOR and OCR
Target 1 Results:	Annual non-discrimination notice was published in Independence Reporter on August 15 th . Notice was also provided directly to campus through email on August 13 th
Target 2:	Install accessible water fountains in Student Union along accessible routes by June 30 th , 2020
Target 2 Results:	
Target 3:	Install handrail on the building side of the approach to the library entrance by May 2019
Target 3 Results:	Completed May 2019. Finding Closed with KBOR and OCR
Target 4:	Install accessible water fountains in Fine Arts building along accessible routes by June 30 th , 2020
Target 4 Results:	
Target 5:	Rotate the elevated walkway grates between CIE and Academic Building 90 degrees so holes are perpendicular to the path of travel
Target 5 Results:	
Target 6:	Begin process with architect to install interior vertical access between upper and lower floors of Student Union by June 30 th , 2022
Target 6 Results:	Met with architect in August 2019 to render drawings and begin financial estimates for installation of interior vertical access

Goal 2: Increase knowledge of academic accessibility and universal design in the campus community (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Work with Marketing and IT to complete Web Content Accessibility Guide checklist.
2. Research and provide resources to campus regarding universal design and accessibility practices.

Targets:

Target 1:	Complete Web Content Accessibility Guide (WCAG) checklist at a rate of 25% per quarter
Target 1 Results:	
Target 2:	Provide one universal design or accessibility resource to faculty and staff a minimum of once per quarter
Target 2 Results:	

Goal 3: Utilize effective management and best practices for student accommodations
(Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Utilize Maxient to process all academic accommodations requests.
2. Review AHEAD and Kan-AHEAD information to handbook updates.
3. Attend Kan-AHEAD conference in October and April.

Targets:

Target 1:	Complete Web Content Accessibility Guide (WCAG) checklist at a rate of 25% per quarter
Target 1 Results:	
Target 2:	Provide one universal design or accessibility resource to faculty and staff a minimum of once per quarter
Target 2 Results:	

Goal 4: Implement video transcription services for campus
(Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Research and choose company to bring video transcription to campus.
2. Implement video transcription services.

Targets:

Target 1:	Provide faculty training for video transcription by December 2019
Target 1 Results:	
Target 2:	Publish a minimum of one closed caption video using new service on campus website
Target 2 Results:	

Operational Plan for Academic Council

Goal 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. (Strategic Plan Focus 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.

Targets:

Target 1:	All approved curricular and policy changes will be submitted to the VPAA for final approval on a monthly basis throughout the academic year
Target 1 Results:	
Target 2:	The final draft of the academic catalog will be approved for publication by the end of the academic year
Target 2 Results:	
Target 3:	The final draft of the academic catalog will be approved for publication by the end of the academic year
Target 3 Results:	

Operational Plan for Assessment Committee

Goal 1: Ensure that assessment is continuing to occur across all academic programs, college departments, and co-curricular groups. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Complete a new assessment manual that will cover all directions for areas of assessment in one place.
2. Provide small group training sessions for new employees.
3. Provide extra training sessions to NACEP faculty liaisons to pass the knowledge to our high school based adjuncts.

Targets:

Target 1:	Assessment manual complete and sent out before Sep 1
Target 1 Results:	
Target 2:	Hold training sessions for new employees at new faculty meetings and in-service
Target 2 Results:	
Target 3:	Hold training sessions to NACEP faculty liaisons by fall break
Target 3 Results:	

Goal 2: Nurture a growing campus culture that embraces assessment (Strategic Plan Focus Areas: Academic Excellence and Community Engagement).

Strategies:

1. Continue to build a reward/incentive system to encourage groups who are following good assessment practices.
2. Support the assessment of the strategic plan.

Targets:

Target 1:	Have a least one celebratory acknowledgement of good work in assessment each semester
Target 1 Results:	
Target 2:	Create a subcommittee for the assessment of the newly developed strategic plan and meet regularly to discuss progress and advise on assessment strategies
Target 2 Results:	

Operational Plan for Events Committee

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

Strategies:

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

Targets:

Target 1:	Administer campus-wide survey for level of satisfaction and identify benchmarks
Target 1 Results:	
Target 2:	Conduct year-to-year financial comparison for tracking purposes
Target 2 Results:	

Goal 2: *The Events Committee will enhance programs through innovation to improve the overall student experience. (Board Goal: Service Excellence).*

Strategies:

1. Monitor ways to improve the student experience at fall and spring graduation.

Targets:

Target 1:	Hold graduation practice for students and available stage guest
Target 1 Results:	

Operational Plan for Fab Lab

Goal 1: Support Faculty and increase student experience by cultivating an environment to infiltrate the classrooms with and entrepreneurial mindset and innovative teaching methods. The goal centers around inspiring creativity in the classroom with hands on activities utilizing Fab Lab as a resource or extension of the classroom. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Offer at least 1 Entrepreneurial Mindset or Fab Force course each semester.
2. Offer and gain enrollment in at least one Ice House Student Success course per semester and increase interest and support from campus as a whole.
3. Advertise CampUs Program to faculty and students as a way to inspire innovation and hands on learning in the classroom.

Targets:

Target 1:	Offer at least 1 Mindset class per semester. Analyze data from each semester: How many stated courses were offered? Analyze student surveys.
Target 1 Results:	
Target 2:	Offer 1 Ice House course per year for first year. Provide number of course offering and enrollment numbers for Ice House Student Success. Provide student survey results/data.
Target 2 Results:	
Target 3:	At least 3 faculty/staff participate in some form during the year integrating CampUs ideas. How did Fab Lab advertise CampUs? How many faculty participated? Student feedback?
Target 3 Results:	

Goal 2: Utilize Fab Lab as an advertising and marketing tool, targeting elementary schools, high schools, and home school groups. (Strategic Plan Focus Area: Enrollment).

Strategies:

1. Continue talking to hosting elementary schools for tours and hands on learning activities.
2. Continue talking to local and area high schools about partnership opportunities with Fab Lab and getting more students into the building. Possibly include work experience, program group activities, or fund raising.
3. Keep local high schools updated on Fab Force, after school classes, 0 credit options, membership discounts, and tours.

Targets:

Target 1:	Host 2 or more tours or activities involving elementary or middle school groups. How many tours and or activities were given in a semester or year?
Target 1 Results:	
Target 2:	Attend 2 recruiting events/meetings in the next year. How many conversations, tours and/or recruiting events did Fab Lab attend?
Target 2 Results:	
Target 3:	Distribute information on FB, via email, or physical copies of information. How many fliers, emails, conversations were had throughout the semester/year?
Target 3 Results:	

Goal 3: Apply for grant funding to bring innovation, technology, and entrepreneurship opportunities to the southeast Kansas area. (Strategic Plan Focus Area: Community Engagement).

Strategies:

1. Continue to look for grant opportunities which include but are not limited to areas focused on makerspaces, workforce initiatives, small business, entrepreneurship, technology and science.
2. Continue efforts to find additional funding that could be used to enhance or sustain the Adult Education Program and continuing to offer services in Independence.
3. Received Kauffman Grant to support Women 4 Women program. The program design was to lower barriers for women starting small businesses. The program was well attended over the last 2 years. Fab Lab will see if there is an additional funding for such program to work toward continuing efforts. Fab Lab will work to continue the program in some form with special meetings or events and utilizing the mobile fab lab.

Targets:

Target 1:	Apply for at least 1 grant. List how many grants applied for during the year
Target 1 Results:	
Target 2:	How many grants were received
Target 2 Results:	

Goal 4: Facilitate Boot Camps. Boot camps include community boot camps (how to start a fab lab) and summer boot camps partnering with Greenbush. (Strategic Plan Focus Area: Community Engagement).

Strategies:

1. Fab Lab plans to host 2 boot camps per year for 2.5 to 3 days. During which participants learn what it takes to start a fab lab in their area.
2. Engage community by using locals for food, receptions, hotels, promotion of business/products.
3. Use community leaders and entrepreneurs to serve on panel discussions during camps.
4. Strive to build a sense of community and resources for Fab Lab and Independence by building relationships with those that attend the boot camps.
5. Work with Greenbush to host and promote summer boot camps geared toward 4th through 12th grade participants.

Targets:

Target 1:	Host 2 camps per year. Hoping to bring up to 15 participants each session. Could use participant surveys for data collection
Target 1 Results:	
Target 2:	How many camps offered and held during summer months? Analyze feedback from participants, guardians, and facilitators
Target 2 Results:	

Goal 5: Provide 0 credit class options to the community for areas of interest which incorporate Fab Lab and Entrepreneurship. Workforce, Technical skills, Crafts, Software, and Food Prep to name a few. (Strategic Plan Focus Area: Community Engagement).

Strategies:

1. Offer 3 or more classes during the year to include technical skills, workforce, crafts, design software, food prep, musical instrument building, sewing, embroidery, welding, painting to name a few.
2. Create a list of courses and description on the Fab Lab ICC web page and poll interest from the community.
3. Continue home school group taking classes and running their own classes utilizing the fab lab space.

Targets:

Target 1:	Offer 3 or more classes throughout the year. How many courses offered in a semester or year?
Target 1 Results:	
Target 2:	Create a page on the website. Is there a list of courses and descriptions on the web page? How many classes are listed?
Target 2 Results:	
Target 3:	Create a schedule of course offerings. Use the interest poll from the web page to help build a schedule of course offerings
Target 3 Results:	

Goal 6: Increase interesting in the culinary kitchen at ICC West by offering unique and innovative uses of the space. (Strategic Plan Focus Area: Enrollment and Community Engagement).

Strategies:

1. Offer an experiential dinner 1 to 2 times per year creating a unique atmosphere for local or surrounding area Chef's to be innovative. A Chef will offer a dining experience which might include themes, multiple course meals, unique entrees, and beverage options.
2. Utilize the kitchen space for an incubator kitchen starting January 2020.
3. Allow and encourage student groups to help with experimental dinner for fundraising opportunities.
4. Create a calendar that will include classes, dinners, and incubator users.
5. Market to local and surrounding areas.
6. Work with the appropriate authority on licensing and regulations in reference to the kitchen at ICC West.
7. Partner with other agencies who can teach classes or use the space that fits with Fab Lab goals for the kitchen.

Targets:

Target 1:	Positive feedback regarding classes and dinners. Use surveys to collect data. Possible surveys include chefs, fundraising groups, and participants
Target 1 Results:	
Target 2:	Survey incubator kitchen users
Target 2 Results:	

Goal 7: Assist ICC with maintaining the Adult Basic Education program in Independence. (Strategic Plan Focus Area: Community Engagement).

Strategies:

1. Create partnerships with local agencies, USD, businesses and individuals to assist with funding and or promotion of the program.
2. Research grant opportunities to assist with funding and/or the hiring of additional staff.
3. Use Fab Force and the fab lab as a marketing tool to get ABE students to continue their education at ICC.
4. Reestablish knowledge within the college and community that by housing ABE in the Fab Lab the program will be more viable, visible, and sustainable.

Targets:

Target 1:	Additional scholarships or funding received for program and/or student.
Target 1 Results:	
Target 2:	Marketing on Fab Lab website, videos shown, promoting to civic groups
Target 2 Results:	
Target 3:	At least 1 enrollment in Fab Lab or Fab Force classes. How many students from ABE program enrolled in ICC/Fab Force
Target 3 Results:	

Goal 8: Create and lead industry partners to recognize that Fab Force is workforce development new and improved. (Strategic Plan Focus Area: Community Engagement).

Strategies:

1. Work with the marketing department to develop a marketing plan and distribute marketing materials.
2. Market Fab Force specifically to businesses, partners, members, and high schools.
3. Create a list of professional development opportunities utilizing Fab Lab for businesses, educators, and industries.
4. Attend various community meetings and events. Take any opportunity to share what Fab Force can do for the workforce in a new and innovative way.

Targets:

Target 1:	Plan put into place and materials distributed
Target 1 Results:	
Target 2:	Did emails and fliers go out? Was there an advisory meeting?
Target 2 Results:	
Target 3:	Host 1 lunch or gathering involving business/industry. Record number of inquiries. Record number participating in professional development sessions
Target 3 Results:	

Goal 9: Support the creation of 50 new businesses in our service area by 2024. (Strategic Plan Focus Area: Community Engagement).

Strategies:

1. Utilizing the Growth Accelerator Program in conjunction with EDA which was a part of the business development initiative that made the new building addition to the Fab Lab possible.
2. Utilize the business incubator space to launch new businesses and grow smaller businesses.

3. Attract those wanting to start a business, invent new products, prototype ideas; these things can be accomplished in the Fab Lab utilizing the current programs, machines, and space.

Targets:

Target 1:	Increase number of participants in the Growth Accelerator Program by 2. Record number of Growth Accelerator participants
Target 1 Results:	
Target 2:	Attract 1 person to use incubator space. Record number using the incubator space
Target 2 Results:	

Operational Plan for Faculty Senate

***Goal 1: Review college policies that may affect educational and academic objectives
(Strategic Plan Focus Area: Key Initiative # 1).***

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.

Targets:

Target 1:	Review emails to ensure requests were sent out
Target 1 Results:	
Target 2:	Document Senate recommendations, which will be found in the official minutes of the body, as kept by the secretary
Target 2 Results:	

Operational Plan for Inge Center

Goal 1: *Inge Center staff aids ICC Faculty in utilizing Inge Center events and brand as an attractor for enrollment of students interested in theater. (Key Initiative #5.) (Strategic Plan Focus Area: Enrollment).*

Strategies:

1. Aid in production of High School 24 Hour Plays.
2. Inge Center High School Acting Competition.

Targets:

Target 1:	Obtain nine different high schools to participate in High School 24 Hour Plays
Target 1 Results:	
Target 2:	Organize new High School acting competition for the winter; event had been discontinued after moving Inge Festival to Memorial Day weekend. Obtain 6 participating schools in rebooted event
Target 2 Results:	

Goal 2: *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. (Key Initiative #1.) (Strategic Plan Focus Area: Community Engagement).*

Strategies:

1. Bring to campus an inclusive range of professional theater artists of national distinction.
2. Enhance ICC student experiences through interaction with guest artists.

Targets:

Target 1:	Two-time Pulitzer Prize in Drama winner Lynn Nottage confirmed as 2020 Honoree; selection of further guest artists and programming to come
Target 1 Results:	.
Target 2:	Craft meaningful experiences for ICC theater students with Inge Festival activities
Target 2 Results:	

Operational Plan for President's Cabinet

Goal 1: Streamline President's cabinet to include an Executive Cabinet and President's Advisory Cabinet. (Strategic Plan Area: Human Resources).

Strategies:

1. Identify positions for Executive Cabinet.
2. Identify members for President's Advisory Cabinet.

Targets:

Target 1:	Formation of Executive Cabinet
Target 1 Results:	
Target 2:	Formation of President's Advisory Cabinet
Target 2 Results:	
Target 3:	Schedule Standing Meetings at 2 week intervals for Executive Cabinet and monthly for PAC
Target 3 Results:	

Goal 2: Meet or exceed needs identified by HLC. (Strategic Plan Area: Academic Excellence, Service Excellence, and Support Excellence).

Strategies:

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

Targets:

Target 1:	Majority of Cabinet meetings include specific discussion of HLC progress
Target 1 Results:	
Target 2:	Criterion documentation loaded into dashboard
Target 2 Results:	
Target 3:	PAC members identified for certain areas of responsibility
Target 3 Results:	

Operational Plan for Professional Development Committee

Goal 1: The Professional Development Committee will provide leadership, planning and implementation for individual, unit and College professional development which assures effective College climate for professional growth and development in coordination with other Standing Committee activity. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. PDC will survey ICC employees to determine most common definition of “professional development.”
2. PDC will meet at least three times each semester and at least once during the summer to review it’s mission, membership, planned projects, and outcomes.
3. PDC will hold elections to establish committee Chair, Chair-elect and Secretary.

Targets:

Target 1:	Current Chair will convene committee members for first monthly meeting before the end of September, 2019
Target 1 Results:	
Target 2:	PDC will publish calendar of planned meetings to the campus community by the end of September, 2019
Target 2 Results:	
Target 3:	PDC will hold elections for the positions of Chair-elect and Secretary during it’s September, 2019 meeting. The committee Chair was elected in 2018 and is serving the first of a two-year term
Target 3 Results:	
Target 4:	PDC will distribute an electronic survey to the campus community soliciting feedback related to the types of “professional development” activities important to employees, by the end of September, 2019
Target 4 Results:	
Target 5:	Based on survey results, PDC will establish committee goals for professional development, including number of activities to be held for each academic year, by the end of October, 2019

Goal 2: The Professional Development Committee will recommend a professional budget for the campus as part of the budget development process. (Strategic Plan Focus Area: Academic Excellence.)

Strategies:

1. PDC will refer to previous committee minutes for records of previous PDC budget amounts and utilization.
2. PDC will discuss budget amount and propose budget amount for the AY19-20 and 20-21.

Targets:

Target 1:	Survey results, annual Professional Development budget and instructions for requesting PDC funding will be announced to the campus community via staff announcements by the end of October 2019
Target 1 Results:	
Target 2:	Requests for PDC funding or activities will be reviewed at monthly committee meetings and referred to work group for planning, promotion and facilitation of the project

Target 2 Results:	
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Goal 3: The Professional Development Committee will submit an annual summary of the effectiveness of its work to the Council of Chairs. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. PDC will utilize planning and assessment documents to track the attendance, goals and outcomes of each professional development activity.
2. PDC will maintain accurate records of any monies expended for professional development activities.

Targets:

Target 1:	A summary of each activity or request for PDC support will be reviewed upon its completion at the monthly committee meeting following such event/request
Target 1 Results:	
Target 2:	Summaries of activities or requests for PDC support will be compiled into one document in preparation for annual summary and presentation by the end of May, 2019
Target 2 Results:	
Target 3:	Any monies utilized by the PDC will be tracked according to guidelines established by the College's Business Office
Target 3 Results:	

Operational Plan for Program Review Committee

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

Strategies:

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

Targets:

Target 1:	Updated Program Review manual will be finished/approved for use by October 1 st to be used for training
Target 1 Results:	
Target 2:	All program faculty responsible for program review will be trained on the updated manual and all specific guidelines that need to be addressed within the review by Oct. 30 th
Target 2 Results:	
Target 3:	All appraisals will be written on completed comprehensive reviews by May 1 st to be provided to the Board of Trustees
Target 3 Results:	

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

Strategies:

1. 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.

Targets:

Target 1:	Annual reviews will be turned in to the PRC by November 30 th . Comprehensive reviews will be turned in by March 30 th
Target 1 Results:	
Target 2:	Completed Program Reviews will be posted to the College's website by June 30 th
Target 2 Results:	

Operational Plan for Student Government

Goal 1: Establish a regularly functioning SGA as a part of ICC governance and decision making. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Elect officers
2. Recruit Freshmen members
3. Meet regularly to discuss how SGA can improve student environment at ICC

Targets:

Target 1:	Officers elected by 9/15
Target 1 Results:	
Target 2:	Freshmen in place by 10/1
Target 2 Results:	
Target 3:	Regular meeting schedule published by 9/1
Target 3 Results:	

Goal 2: Nurture a growing campus culture that increases the number of student clubs and organizations (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Encourage the startup of student organizations by discussing their inclusion in SGA.
2. Determine if dollars can be made available to assist club start-ups.

Targets:

Target 1:	Create a formal plan for club development by Nov 1
Target 1 Results:	
Target 2:	Support the creating and inclusion of 3-4 new clubs on campus by May
Target 2 Results:	

Goal 3: Increase student participation in campus events and activities (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Gather baseline data for event attendance.
2. Meet with event coordinators on campus to discuss strategies.
3. Create action plan for each event.

Targets:

Target 1:	Baseline data gathered by 10/1
Target 1 Results:	
Target 2:	Meetings during Oct meetings
Target 2 Results:	
Target 3:	Increase student attendance by 10% from baseline data
Target 3 Results:	

Goal 4: Advocate for the fair distribution of resources to student organizations (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Gather baseline data.
2. Meet with administration to discuss resource needs.
3. Create action plan to address distribution changes.

Targets:

Target 1:	Baseline data gathered by 10/1.
Target 1 Results:	
Target 2:	Meetings during Oct meetings.
Target 2 Results:	
Target 3:	Create plan to more fairly fund student organizations as determined by data gathering by Dec 1.
Target 3 Results:	

Operational Plan for Stunt

Goal 1: Set and achieve an academic standard for all student-athletes to meet that will meet the requirements of those student-athletes to transfer and compete at the next level. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Require student-athletes to attend study hall hours weekly and monitor tutoring services used.
2. Require Cheer/STUNT to have a minimum of 2.5 GPA.

Targets:

Target 1:	Monitor 4, 8, and 12-week grades
Target 1 Results:	

Goal 2: Build a strong relationship with the Independence Community by providing student-athletes with opportunities to gain Leadership, Communication, and Interpersonal skills. (Strategic Plan Focus Area: Community Engagement).

Strategies:

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

Targets:

Target 1:	Create a youth cheer program for children in our service area to learn about cheer and get to know our Athletes
Target 1 Results:	
Target 2:	Make various community appearances throughout the year for student-athletes to get to know community members and give back.
Target 2 Results:	

Operational Plan for Men's Basketball

Goal 1: *Set and maintain academic standards that are appropriate for student-athletes needing to transfer and compete at the four year level. (Strategic Plan Focus Area: Academic Excellence).*

Strategies:

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

Targets:

Target 1:	Monitor 4,8,12 weeks grade checks
Target 1 Results:	
Target 2:	All current MBB Team Members will maintain a cumulative GPA of 2.5
Target 2 Results:	

Goal 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 Focus Area: Service Excellence).*

Strategies:

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

Targets:

Target 1:	Projects to be completed by April 30, 2020
Target 1 Results:	
Target 2:	Projects to be completed by April 30, 2020
Target 2 Results:	

Operational Plan for Women's Basketball

Goal 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 Focus Area: Academic Excellence)

Strategies:

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

Targets:

Target 1:	Monitor 4,8,12 weeks grade checks
Target 1 Results:	
Target 2:	All current WBB team members will maintain a cumulative GPA of 2.5
Target 2 Results:	

Goal 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 Focus Area: Service Excellence).

Strategies:

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

Targets:

Target 1:	Projects to be completed by April 30, 2020
Target 1 Results:	
Target 2:	Projects to be completed by April 30, 2020
Target 2 Results:	

Operational Plan for Football

Goal 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 Focus Area: Academic Excellence).

Strategies:

1. Require team study table hours, monitor the use of tutoring facilities and require mandatory semester meetings with our academic coordinator.
2. All football players will maintain a cumulative GPA of 2.5.

Targets:

Target 1:	Monitor the 4, 8, 12 week grade checks
Target 1 Results:	
Target 2:	Monitor yearly transfer rate for player leaving to four year institutions
Target 2 Results:	
Target 3:	Monthly meetings with position coach discussing the academic excellence.
Target 3 Results:	

Goal 2: Provide opportunities for student athletes to acquire leadership skills and share them with or community. (Board Goal #3 – Improve the College's relationship with the community). (Strategic Plan Focus Area: Community Engagement and Academic Excellence).

Strategies:

1. Plan and participate in community service projects that require each on of our student athletes to complete 5 hours of service on an average.
2. Display leadership principles while competing and attending community events while representing ICC.

Targets:

Target 1:	All community service projects and service should be completed by May 15, 2019
Target 1 Results:	
Target 2:	Having a coach on our staff responsible for our team's service engagements throughout the year
Target 2 Results:	
Target 3:	Be able to provide all service events to the cabinet and administration that our program took part in
Target 3 Results:	

Operational Plan for Women's Softball

Goal 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 Focus Area: Academic 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.

Targets:

Target 1:	Monitor 3, 6, 9, 12 week grades checks
Target 1 Results:	
Target 2:	All current women's softball team members will maintain a cumulative GPA. Of 3.0
Target 2 Results:	

Goal 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 Focus 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.

Targets:

Target 1:	Participate in Buddy Ball to be completed and finished by October 20 th , 2019
Target 1 Results:	

Operational Plan for Women's Volleyball

Goal 1: Maintain a Team GPA of 3.2 overall for the 2019-2020 academic year. (Strategic Plan Focus Area: Academic Excellence).

Strategies:

1. Conduct Grade Checks at 6, 12, 18 weeks throughout Fall and Winter Semesters.
2. Each Student Athlete must complete 4 study hall hours per week during each semester.

Targets:

Target 1:	Grade Check @ 6 weeks
Target 1 Results:	

Goal 2: Complete a minimum of 60 community service hours as a team throughout the 2019-2020 academic year. (Strategic Plan Focus Area: Community Engagement).

Strategies:

1. Volunteer at various events throughout the 2019-2020 academic year.
2. Each Student Athlete must complete minimum of 5 community service hours for the 2019-2020 academic year.

Targets:

Target 1:	20 team community service hours completed by end of Fall Semester
Target 1 Results:	

Operational Plan for Phi Theta Kappa

Goal 1: The PTK Beta Omega Chapter will support student achievement by becoming and maintaining 5 Star status. (Academic Excellence: Key Initiative #1 and #3)

Strategies:

1. Recruit and engage students who are eligible through a variety of channels including social media and face to face interactions.
2. Complete a college project and honors in action project each year.
3. Have at least 5 students complete scholarship applications each year and be eligible for Kansas All-Academic Team.
4. Submit 3 entries to yearly Hallmark Awards.
5. Get involved at the international level through the Annual Convention, Honors Institute, completion of advisor curriculum or the Honors Cases study challenge.

Targets:

Target 1:	Have a 25% join rate of all eligible students each semester
Target 1 Results:	
Target 2:	Collaborate on a college project each year by October and Complete and Honors research project by November
Target 2 Results:	
Target 3:	By October each year 5 students will complete the online PTK scholarship application
Target 3 Results:	
Target 4:	Submit 3 eligible entries to the Hallmark awards by January and attend the Regional awards in February of each year
Target 4 Results:	
Target 5:	Complete level 5 status requirements by February each year to be recognized as a 5 Star chapter
Target 5 Results:	

Goal 2: Identify and recruit eligible and potential members of PTK early in the student experience at ICC (Enrollment: Key Initiative #4)

Strategies:

1. Engage in student welcome activities at the beginning of each school year and have recruitment campaign early in each semester.
2. Identify students within the first month of each semester to invite them for membership.
3. Identify potential members when they enroll and invite them to become provisional members until they meet the official national requirements.

Targets:

Target 1:	Participate in welcome weekend and have officers run a recruitment campaign at the beginning of each semester- goal 25% join rate
Target 1 Results:	
Target 2:	Send out invites to eligible members within 1 month of each new semester
Target 2 Results:	
Target 3:	Develop a referral system for admission, recruiters and navigators to introduce potential members to PTK sponsors
Target 3 Results:	

Unduplicated Headcount Total Credits and FTE by Year Term

Year Term	Unduplicated Headcount	Billing Credits	FTE
2019/FALL	887	9236.00	615.73
2019/SUMMER	338	2483.00	165.53
2019/SPRING	780	8253.00	550.20
2018/FALL	924	10000.00	666.87
2018/SUMMER	392	2756.00	184.40
2018/SPRING	828	9047.00	603.13
2017/FALL	897	10054.00	670.33
2017/SUMMER	373	2198.00	146.53
2017/SPRING	996	10495.50	699.70

Personnel Report September 2019

Employment/New Hires:

Aliyah Higginbotham

Role: Assistant Volleyball Coach (full-time)

Date of Hire: 08/24/2019

Hiring Rate of Pay: \$2,083/monthly (\$25,000 annually)

Nicole McIntosh

Role: Business Office/Human Resources Assistant (part-time)

Date of Hire: 08/26/2019

Hiring Rate of Pay: \$10.00 per hour

Laura Jamison

Role: Academics Administrative Assistant (Temporary for 90 days / part-time)

Date of Hire: 08/24/2019

Hiring Rate of Pay: \$10.00 per hour

Marcus Wimberly

Role: Volunteer Football Coach

Date of Hire: 08/24/2019

Hiring Rate of Pay: na

Benny Beurskens (promotion)

Role: Director of Maintenance and Facilities

Date of Hire: 09/01/2019

Hiring Rate of Pay: \$4,333/monthly (\$52,000 annually)

Dr. Mark Allen

Role: Vice President of Academic Affairs

Date of Hire: 09/12/2019

Hiring Rate of Pay: \$6,250/monthly (\$75,000 annually)

Separations:

na

Passing:

Elaine Kimzey

Role: Administrative Assistant - WEST

Dates of Hire: 08/17/1988 – 08/31/2019

Ending Rate of Pay: \$18.34 per hour

Employment Searches:

- Vice President of Student Affairs
- Director of Recruiting and Public Relations
- Registrar
- Assistant Women's Softball Coach
- Veterinary Program Instructor
- Upward Bound Program Coordinator
- SSS Engagement Specialist

Total Full Time Employees	111
Full Time Staff Positions	51
Grant Funded TRIO Programs	6
Full Time Faculty Positions	30
Full Time Coaching Positions	24

Grants Report, Sept. 1, 2019				
Ref. No.	Grant Name	Description	Potential Funding	Comments
Activity Since Last Report				
1	National Science Foundation Advanced Technical Education	For engineering curriculum to align better with Fab Lab.	\$200,000.00	Fab Lab staff is preparing proposal for Oct. 3, 2019 submission
2	Independence Chamber of Commerce	Tourism marketing program	\$10,000.00	Notified 8.28.19 of \$10,000 grant
Prospective Proposals				
3	Small Business Innovation Research and Small Business Technology Transfer	Partnerships with private businesses	Up to \$150,000, with 30 percent indirect costs for ICC	Requires qualified business partner. Fab Lab scouting for possible partners.
Submitted Proposals, Under Current Review				
4	Kansas Dept. of Commerce Division of Tourism	Mini Marketing grant for 2020 Inge Festival	\$2,914.00	Submitted 7.31.19, notification expected in October.
5	SBA Accelerator Grants	Fab lab programs and curriculum	\$50,000.00	Fab Lab staff submitted proposal, late fall notification.
Total Under Review			\$52,914.00	

Totals, FY 2019-2020 Awards Granted				
	Grant Name	Description	Funding	Comments
	Independence Chamber of Commerce	Tourism marketing program	\$10,000.00	Notified 8.28.19. For marketing 2020 Inge Festival

Total		\$10,000.00
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Memo

To: Independence Community College Board of Trustees

From: Jonathan D. Sadhoo, M.Ed.
Vice President for Administration & Finance

Date: September 12, 2019

Re: Recommendation to Issue a Request for Proposal (RFP) for ICC Food Services

Recommendation to initiate the Request for Proposal (RFP) process for Independence Community College's food services. The suggested timeline has a proposal submission deadline of December 2, 2019, with a contract award date of February 7, 2020. The winning bidder would agree to a commencement date of August 1, 2020 with a five-year contract.

KEY DATES AND INFORMATION

PROJECT NAME: FOOD SERVICE PROPOSAL

SCOPE OF PROJECT: Provide food services at Independence Community College

TERM OF AGREEMENT: The term of the contract will be for a minimum of five (5) years, beginning on or about August 1, 2020

PROPOSAL SUBMITTAL DEADLINE: December 2nd, 2019 , at 5:00 p.m.

PROPOSAL DELIVERY LOCATION: Independence Community College
Attn: Jonathan Sadhoo
1057 W. College Ave.
Independence, KS 67301

CONTRACT AWARD: February 7, 2020

COMMENCEMENT OF SERVICE: August 1, 2020

NOTICE:

IF YOU RECEIVED THIS RFP FROM ANY SOURCE OTHER THAN DIRECTLY FROM THE COLLEGE, YOU MUST SEND YOUR COMPANY NAME, ADDRESS, CONTACT NAME, EMAIL ADDRESS, TELEPHONE AND FAX NUMBER AND EMAIL ADDRESS IN WRITING OR EMAIL TO THE PERSON SHOWN BELOW. THIS INFORMATION IS NEEDED TO HELP ASSURE THAT YOU RECEIVE ANY ADDENDA TO THE RFP. THE COLLEGE IS NOT RESPONSIBLE FOR LOST OR MIS-DIRECTED COMMUNICATION.

ALL QUESTIONS RELATED TO THIS RFP ARE TO BE DIRECTED TO Jonathan Sadhoo, IN WRITING VIA E-MAIL AT jsadhoo@indycc.edu or fax at 620-331-5344

DEFINITION OF TERMS

1. The term “College” hereafter refers to Independence Community College.
2. The term “Contractor” hereafter refers to Food Service Management Companies.
3. The term “RFP” hereafter refers to Request for Proposal.
4. The term “academic year” when used herein shall mean the fall and spring semesters and does not include the summer sessions, holidays or recess periods.
5. The term “commissions” shall be defined as monies to be paid to the College by the Contractor equal to a defined percentage of net receipts.
6. The term “subsidy” shall be defined as additional financial benefits paid to the College per month to support equipment repair/replacement, administrative support, overhead contributions and other College support.

GENERAL INFORMATION

1. **RFP:** Independence Community College, (ICC), an institution of higher education in the State of Kansas, is soliciting sealed proposals from qualified companies for food services. The process of competitive negotiation being used in this RFP provides the flexibility to arrive at mutually agreeable and beneficial business relationship.

Proposals will be accepted until 5:00 pm, CST, Friday, December 2nd and should be mailed, emailed, or delivered to:

Independence Community College
Food Service RFP/Jonathan Sadhoo
1057 W. College Ave.
Independence, KS 67301

Five (5) copies of the proposal are required. Each copy of the proposal should be bound in a single volume

This RFP does not commit ICC to award a contract or to pay any costs incurred in the preparation of a proposal. ICC reserves the right to accept or reject any or all proposals received, and to cancel this RFP, in part or in its entirety, if it is in the best interest of ICC.

Prices submitted on the Proposal shall be considered an irrevocable offer for a period of ninety (90) days from the date of the Proposal opening and may not be withdrawn during that period without the written consent of the College.

2. Presentation: An oral presentation by one or more Contractors may be required after written proposals are received by the College. If the College requires such a presentation, the Vice President for Administration & Finance will schedule a time and place. Each firm should be prepared to discuss and substantiate any of the areas of the proposal submitted, its own qualifications for providing the services required and any other area of interest relative to its proposal.
3. Terms of the Contract: The initial term of the contract shall be for a minimum of five (5) years, extending from August 1, 2020 through July 31 of the final year of the contract. The contract may be renewable annually thereafter by mutual consent.
4. Type of Service: Proposals will be received for the services specified in this RFP, under the terms and conditions of this RFP, and general specifications attached.
5. Legally binding: Proposals must be made in the official name of the firm or individual under which business is conducted and must be signed by a person duly authorized to legally bind the company or corporation submitting the proposal.
6. Qualifications of Contractors: Contractors shall be of known reputation and shall have sufficient experience and qualified personnel to adequately perform the requested services. Contractors shall complete and return Attachment A: Company Profile.
7. Proposal Costs: The Contractor must bear all costs associated with the preparation of the proposal and of any visits and presentations requested by ICC.
8. Terms and Conditions: By submitting a proposal, the Contractor agrees to the terms and conditions set forth in this document and by the Laws of the State of Kansas. Any proposal containing variations from terms and conditions set forth herein may, at the sole discretion of ICC, be rendered unresponsive.
9. Compliance: Proposals must include requested information and meet specification requirements. If significant errors are found in the proposal, or if the proposal fails materially to conform to the requirements of the RFP, the proposal may be rejected. Proposals submitted unsigned, undated or after the due date and time will not be considered.
10. Contract: All provisions of this RFP and the successful Contractor's proposal as mutually agreed upon by subsequent negotiation; provide the specification for, and obligations of both parties in any resultant contract.
11. Addenda to RFP: Any addenda to this RFP will be provided in writing to all Contractors who received the original RFP.
12. Proprietary Information: Commercial or financial information obtained in response to this RFP will be part of the public record. All Contractors must visibly mark as "confidential" any proprietary information which if disclosed, might cause harm to the Contractor's competitive position. Entire proposals marked "Confidential" will not be considered.
13. Relationship of Contractor: The relationship of the Contractor to the College shall be that of an independent contractor. The College shall have no direct supervision of employees of the Contractor and any communication of employee matters shall be through the designated representatives of the Contractor and the College. The Contractor will operate upon its own credit and maintain a good credit rating.
14. Contract approval: Time is of the essence in commencement of Service. As such, if the company awarded the contract fails to sign the agreement and/or

provide the required insurance certificate within seven (7) calendar days after receipt of the Agreement, such failure may be construed by the College as abandonment of the Proposal, and the College may annul the award.

15. Bidders are encouraged to be innovative in their proposals. Ideas that may lead to enhanced operations and reduced costs will be welcomed, even though specific condition may not be addressed in the RFP.
16. Financial proposal. Contractors may include a financial proposal that includes purchasing of equipment or upgrading campus kitchen or dining facilities.
17. The Contractor will arrange a campus visit to one of their existing accounts for the entire College Food Service selection committee. Date and time will be set as to accommodate schedules of all persons involved.

COLLEGE FACTS

Independence Community College (ICC) is a two-year educational institution accredited by the Higher Learning Commission. It was established in 1925 as grades 13 and 14 of the Independence public school system. In 1967, Independence Community College legally separated from the school district. Construction of the new community college on a 68 acre campus, formerly the Independence Country Club, began in 1969. Classes at the new site began in September 1970. ICC campus is now home to the Academic Building, Fine Arts Building, Student Union, Cessna Learning Center, Field House, Administration Building, [William Inge Center for the Arts](#), fitness center, athletic practice fields, disc golf course, 96-bed multi-structure living complex, and a 200 bed [residence hall](#).

By renovating a donated building, in 2010, we expanded our college to include ICC West (2615 West Main Street). This campus is located on the west side of Independence and is home to our technical programs: Allied Health, Cosmetology, and GED/ABE. Additional renovations were completed in 2012 to accommodate our newest program, Veterinary Technology. This state-of-the-art facility includes animal wards, a classroom, lab, surgery, pharmacy, prep room, small animal treatment, food prep, grooming, and radiology.

ICC also maintains presence downtown through the ICC Foundation office and by partnering with the Independence Business Resource Center.

Currently, our educational and support programming includes 35 [programs of study for Associates of Arts and/or Science degrees](#), 11 [programs of study for Certificate completion](#), [Student Support Services](#), [Upward Bound](#), men's and women's athletic programs, and a variety of [campus organizations and activities](#).

FOOD SERVICE GUIDELINES

Hours of service will be negotiated between a representative of the College and the Contractor's Food Service Director. A continental breakfast will be served for one-half hour immediately following the regular breakfast, Monday through Friday, during the normal school year. Desired hours of service are:

Cafeteria

Monday – Friday		
	Breakfast	7:30 a.m. - 9:00 a.m.
	Continental Breakfast	9:00 a.m. – 9:30 a.m.
	Lunch	10:45 a.m. - 1:15 p.m.
	Dinner	5:00 p.m. - 6:45 p.m.
Saturday		
	Brunch	11:00 a.m.-12:00 p.m.
	Dinner	
Sunday Buffet		
	Open to the public and Students on the board plan	11:00 a.m. -1:00 p.m.
	Dinner	

The Food Service Agreement for the 2020-21 school year will be based on 234 days.

RESIDENT STUDENTS

The College offers one (1) meal plan to resident students; 19-Meals per week plan. Students who live off campus are not required to purchase the meal plan but are given an option of a la carte pricing.

	2019-20 Rates	2018-19 Plans Sold
Board Plan		
19 Meal Plan	\$1,500/semester	364

Punch ticket

10 meal punch ticket provided by Contractor	\$55/ticket
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CASUAL MEAL RATE

The casual meal rate applies to the nonresident students, faculty, staff, and general public.

COURTESY MEALS

At all regular boarding meals, there shall be no charge to the college's President, Board of Trustees, or any member of the President's Cabinet.

SUMMER SESSIONS AND EARLY ARRIVAL FOR ATHLETIC TRAINING

It may be necessary to have meals available for summer session students and/or early arriving athletes. The College is willing to pay the successful bidder a negotiated fee to offset the operational costs for the summer/early arrivals as they are typically low volume serving days.

CATERING

The College desires an excellent reputation for catering. The Contractor must demonstrate the knowledge, experience and capability necessary to maintain that reputation. All catering is to be done in a professional manner. Catering services will be accessible and affordable to a wide range of College consumers and will be managed so as to not become a financial burden to the food service program.

Contractor will quote a rebate percentage payable to the College each month for net sales occurring from outside sales for catering. Outside sales are defined as groups not utilizing College funds as payment.

Within thirty (30) days of the contract award, the Contractor shall submit a catering catalog or guide, including selections, procedures and prices, to the College for approval.

The Contractor must coordinate all catering events with the College to avoid scheduling conflicts with the use of the facilities.

CONCESSIONS AND VENDING

All concession stand and vending proceeds are the property of the College.

PERSONNEL DINNER

Contractor shall host an annual dinner for all faculty, administrators and staff. There will be no cost to the College for this event and it may be scheduled by the College at any time during the year.

PRESIDENT'S FUND

Contractor will provide the President of the College with an annual catering credit of Two Thousand Five Hundred Dollars (\$2,500.00). This fund shall be utilized at the sole discretion of the President, for credit towards catering service provided by the Contractor on or off campus without restriction.

MENU SPECIFICATIONS

1. Weekly menus will be prominently posted in the serving area and in the dining room and made available to the campus web.
2. Menus should be submitted two weeks in advance for review by the **President's Cabinet** for approval. (No cycle menus) Particular attention should be directed to weekend menus which will not consist of leftovers and convenience items.
3. The College reserves the right to periodically review all invoices to ensure the contract specifications are being met. All deviations must be approved by the College prior to purchases.
4. All regular meals will be served cafeteria style. Patrons will remove their dishes, paper waste and utensils at the completion of their meals to the designated location.
5. College shall require all students living in residence halls, to be on a meal contract boarding plan.
6. Upon request of the Director of Residence Life or designee, the contractor will provide food trays for students who are too ill to go to the cafeteria. Food, beverages and supplies at no charge other than the standard per meal, per week charge will be made. Food, beverages and supplies will be equal to the number of contract patrons confined.
7. If a contract patron is unable, for medical reasons, to consume the meal served in the dining room, Contractor will provide, at no additional cost to the student or the College, a meal that is consistent with his/her physician's instructions.
8. There will be no food service during regularly scheduled recesses as called for by the College Calendar, such as Thanksgiving, Christmas, and Spring Break.
9. Special events will be catered by Food Service upon mutually agreeable terms, conditions and prices. College will not have any objection to outside catering as long as there are no conflicts with college activities.
10. Minimum quality standards are to be adhered to at all times and prefabricated meats will not be used unless they are of premium quality.
11. Special request for menu items made by the Residence Life Council will be honored to the extent they are reasonable requests.
12. The menus will consist of a main line, a healthy choice, and a sandwich bar with various daily options. The healthy choice menu must meet government guidelines for heart healthy menus. <http://www.diet.com/g/healthy-heart-diet>.

MENU PROGRAM

Menus shall be submitted to the college two (2) weeks in advance of use by Contractor. The menus shall not be implemented unless approval has been granted for same by the College. Contractor will post a copy of the approved daily menu at the entrance to the cafeteria.

Regularly scheduled meetings between the Food Service Director, contract students and staff will be held. Student's likes and dislikes, the menu pattern and any matters pertinent to the food service operation will be discussed. Minutes of these committee meetings shall be presented to the Vice President for Administration & Finance.

Cafeteria style of service will be used for breakfast, lunch and dinner, offering self-service salad bar in unlimited amounts. Entrees to be served in existing cafeteria line in unlimited amounts with the exception of Steak Night.

A Cereal Bar must be available at all meals. A Deli Bar must be available at lunch and dinner, as well as soup when in season.

During the lunch and dinner meal, a Deli Bar, soup, a Pizza Buffet and a Quick Bar with hot food items such as hamburgers and pasta.

Soft serve ice cream with various toppings and Dessert Buffet will be offered daily.

DIETARY OPTIONS

Contractor will strive to accommodate the preferences of all students. Menus shall be structured to include a large selection of salads. Salads are categorized in the following groups: entree salads, cottage cheese plates, gelatin variations, salad plates, tossed salads, marinated salads and fruit salads.

The Food Service Director will work with the student food service committee to assure that a proper balance of dietary options is presented to our customers. The Contractor's Food Service Director will work with the Vice President for Administration & Finance and student groups to maintain a viable program to fit a variety of menu needs including vegetarian choices.

EXAM WEEK REFRESHMENT BREAK

Contractor will furnish, at no charge to contract students, refreshments and snacks during each night of Fall and Spring finals week, except for the night of the Late Night Breakfast. The location and time of service will be mutually agreed upon by the College and the Contractor.

LATE NIGHT BREAKFAST

Contractor will furnish to contract students one Late Night Breakfast during Fall and Spring finals week. Date to be determined by college.

STEAK NIGHT

Steak will be served twice per month. Students will not have access to "seconds" on steaks. A choice of steaks will be offered each serving night; such as Top Sirloin, Kansas City Strip, Prime Rib and Rib Eye.

For students who do not desire steak a second entree, such as Shrimp, London Broil, Chicken Tenders or Cornish Game Hen will be offered as a second choice with no "seconds".

Students will be offered a third entree on these steak nights to which they will have access to "seconds". This entree will be offered in addition to the steak.

SUNDAY BUFFET

The contractor will offer a Sunday Buffet featuring carved meat, such as Roast Baron of Beef, Baked Virginia Ham, Roast Turkey or Corned Beef Brisket. Buffet is open to the public. Table cloths will be used in the dining area. The contractor will market and advertise the buffet in the local paper and on the local radio stations.

UNLIMITED SERVINGS

Contract students will have access to unlimited food including salads, vegetables and desserts. All entrees will be dispensed to students in unlimited amounts except on Steak Night.

MONOTONY BREAKER

Contractor will offer monotony breakers, including theme night, Guest chefs or display cooking of the Contractor's choice, with college approval. Decorations and music as appropriate.

ATHLETIC/ACTIVITIES SERVINGS

Traveling athletic teams participating in sporting events at other Contractor locations will be offered meal service upon advance notice to the Food Service Director at that location.

CARRY-OUT SERVICE

Contractor will furnish quality "box" lunches to contract students leaving campus for vacation or athletic/activity events. This will be done at no extra charge. Packaged "box" lunches will also be provided for those contract students who have schedule conflicts or are participating in college-sponsored activities that do not allow them to attend their regular meal service.

CONTRACTOR RESPONSIBILITIES

1. Operate as an independent contractor and furnish on its own credit, all food, beverages, materials and supplies of every kind, together with the management necessary for the efficient operation of said food services.
2. Obtain all necessary permits and licenses required for the operation of College's food services at Food Service expense and furnish College with evidence thereof.
3. Comply with all rules and regulations of College and shall operate and maintain College's food service in accordance with all applicable laws, ordinances, regulations and rules of Federal, State and local authorities relating to standards of health, safety and cleanliness; provided, however, that any structural or equipment change that may be necessary for Food Service to comply with such requirements and standards shall be made by College at the expense of College.
4. Be responsible for the daily routine janitorial services in the kitchen, serving area, the dishwashing area, the outer dish room area, office and store rooms. Provide daily pickup of trash, table wiping and mopping of the floors in the dining area after each meal or Food Service catered event in the dining area.
5. To the extent allowable by the U.S. Civil Rights Acts of 1964, and any other applicable Federal, State or Local laws or regulations, assign to duty on College's premises only employees acceptable to College.
6. Submit menus for review and publication by such persons designated by College at least two weeks prior to use.
7. Relinquish at the termination of this agreement, College's food service premises and equipment in as near as may be to the condition in which received, except for reasonable wear and tear and loss or damage by fire, flood, or other unavoidable occurrence, except for those acts which may have occurred without negligence on the part of Food Service, its employees or agents.
8. The Contractor shall maintain the College's inventory of flatware, glassware, china and kitchen small wares and any replacement costs shall be borne by the Contractor. All replacements shall conform exactly to weights, sizes, patterns and brands

currently being used unless the prior approval of the College is received to deviate from these standards.

9. Provide the College a copy of the beginning inventory and a copy of the annual inventory July 1 of each year.
10. Permit College or its designees to have full access to the dining area being used by Food Service under this agreement and other area such as kitchen upon mutual agreement.
11. Food Service shall provide adequate personnel during serving hours to keep all food restocked and all service lines operational, and all areas clean and sanitary.
12. Remove garbage and trash from building to receptacles provided.
13. Contractor will provide staff to run the register and be responsible for accountability of students/customers swiping cards or paying cash. Students will be responsible for having an ICC issued student ID or a valid photo ID along with their student ID number.
14. Contractor will treat all customers with respect and professionalism. Minor disciplinary issues within the dining area will be handled by contractor. Disciplinary issues of a more severe nature need to be reported to the Director of Auxiliary Services and/or security.
15. The Contractor and all employees will take a “team approach” with Independence Community College staff members and students. The Contractor will demonstrate their willingness to support the Colleges mission, activities and programs at the College.
16. Deviation to serving times or location must be communicated to the students in a timely and appropriate manner by contractor.
17. Contractor will work with local vendors and if pricing allows, will purchase products from local companies.

The contractor will assume the following costs and expenses of the food service operation at the College:

1. Food and food products
2. Beverages
3. Labor-including all personnel who are directly involved with the food service operation
4. Uniforms
5. Table linen
6. Long distance charges occurred by Contractor
7. Printing and office supplies
8. Printing and selling of 10 meal punch tickets.
9. Flowers and centerpiece items
10. Bookkeeping and payroll preparation
11. Licenses and permits required by law, regulation or ordinance
12. Health examinations for all employees as required by law, regulation, ordinance or contractor policy
13. Paper cups and related supplies
14. Collect and remit to proper state agency any sales tax imposed on cash sales, direct sales to outside groups and any other sales upon which tax is assessed.
15. The Contractor shall purchase, at the commencement of the contract, acceptable items under the ownership of the previous contractor at a price negotiated with the previous contractor.

16. Provide and maintain during the entire term of this agreement Workmen's Compensation insurance for its employees as stated in the section titled Insurance.
17. Supplies-including cleaning and disinfectant supplies used for the kitchen, dining, and dish room areas.

COLLEGE RESPONSIBILITIES

1. External garbage and trash removal.
2. Complete building maintenance service and be responsible for cleaning of walls, windows, ceilings, light fixtures, vents, hoods and floors in the dining and kitchen area. This service will be on an annual basis and not daily or weekly.
3. Office space to include desk, chair, and cash register, and internet service. Contractor agrees to comply with the College Computer Usage Policy.
4. Furnish suitable space for preparation and service of food to its students, faculty, staff and guests.
5. The College will provide all necessary food service equipment and facilities for the use by the Contractor. Such equipment and facilities will include kitchen, dining room, furnishings and all other dining room and kitchen equipment owned by the College for use in the locations, adequate sanitary toilet facilities for the Contractor's employees and adequate office space with suitable desks and chairs.
6. Painting and redecorating, as required and within approved budget limits

The College will assume the following costs and expenses of the food service operation:

1. Kitchen serving equipment repair and maintenance
2. Fire insurance
3. Outside maintenance
4. Utilities (electricity, natural gas, hot and cold water, steam, air conditioning, etc.) necessary for the food service operation will be provided by the College. The College shall not guarantee, however, an uninterrupted supply of water, steam, electricity, natural gas, air conditioning, etc., but it shall be diligent in restoring service following an interruption. The College shall not be liable for any product loss which may result from the interruption or failure of any such utility services.
5. Pest control
6. The college owns all food service equipment and dishes and will replace major items of equipment within fiscal limitations, which may become worn out or obsolete. Any equipment damaged by negligence on the part of the Contractor or its employees will be repaired or replaced by the Contractor.

SANITATION

The utmost importance is placed on proper sanitation standards. National Sanitation Foundation (NSF) standards and the County Department of Health regulations for food service establishments must be maintained. Failure on the part of the Contractor to maintain the highest city or state health department rating shall constitute a default on the part of the Contractor and shall, at the option of the College, render this contract terminated after ten (10) days notice is extended. A copy of all Health Department inspection reports will be provided to the Director of Auxiliary Services immediately following their receipt by the Contractor.

1. The Contractor shall examine all food handlers visually, at least daily, to ensure that they are following established hygiene practices in the handling of food:

- a. Bathing daily
 - b. Wearing clean outer clothing
 - c. Keeping fingernails short and clean
 - d. Using hairnets or lacquer spray when hair is longer than six (6) inches (applies to both male and female employees)
 - e. Removing wristwatches and rings, except plain wedding bands, during the preparation and service of food
 - f. Washing hands with warm water and soap upon reporting for duty, after each visit to the rest room, and after handling raw meat, fish or fowl
 - g. Reporting symptoms of infectious diseases, including colds, to the Food Service Director and Campus Physician Assistant.
 - h. Require all of its employees assigned to duty at the College to submit to periodic health examinations, as frequent and as stringent as required by law, and will submit satisfactory evidence of compliance with all health regulations to the College upon request.
2. The kitchen will be immaculate. The floors will be kept clean throughout the day and there will be little or no trash such as cardboard boxes, towels, books, etc. lying on top of refrigerators, range shelves or dish tables. Each department will have easy and quick access to a broom and a mop.
 3. The pot room and dish room will be cleaned and sanitized, with little or no excess water spills on the floor. The trash cans in the kitchen will all be lined wherever possible with plastic liners (provided by Contractor); none will be overflowing and will be kept scrubbed and clean.
 4. The rest room in the kitchen will be kept in immaculate condition.
 5. The receiving dock will be clean, sanitary and will be free from flies and derbies.
 6. All food in the walk-in refrigerators and freezers will be covered with plastic wrap or aluminum foil and dated.
 7. Walls, ceilings, windows, ducts, fan blades and screens will be kept clean and free from dirt, dust and grease.
 8. Floors will be cleaned by sweeping and mopping.
 9. Steam tables, coffee urns, griddles, condiment tables, etc., will be cleaned at least daily.
 10. Kitchen tables, meat grinders, knives, etc. will be cleaned and sanitized after each use.
 11. Dining room tables, beverage counters and salad bars will be constantly wiped and kept in spotless condition throughout each meal.
 12. Cooking surfaces of grills, griddles and similar cooking devices shall be cleaned at least once a day and shall be free from encrusted grease deposits and other soil.

PERSONNEL

1. The Contractor shall consider all present food service employees for employment.
2. The Contractor must provide sufficient personnel to ensure prompt service to patrons and must have adequately trained relief personnel substitutes for absent regular employees.
3. The Food Service Director on duty shall be a graduate of an accredited college or university or have equivalent work experience.
4. The Food Service Director shall be approved by the College in advance of assignment. The resident Food Service Director shall not be transferred to any other location operated by the Contractor during any contract year without approval of the College.
5. The College reserves the right to participate in the annual review and evaluation of

- the Food Service Director.
6. The Contractor shall be in full compliance with all applicable federal and state statutes and regulations relating to the employment and payment of personnel, including but not limited to the Fair Employment Practices Act, the Equal Opportunity Employment Act, Minimum Wage Law and the Fair Labor Standards Act. The Contractor will not discriminate against any employee or applicant for employment because of race, creed, color, age, sex or national origin, and will make a diligent and continuing effort to ensure that they are afforded equal employment without discrimination. Diligent and continuing efforts will also be made to employ handicapped persons whenever possible. Such action shall be taken with reference, but not limited to: recruitment, employment, job assignment, promotion, upgrading, demotion transfer, layoff or termination, rates of pay or other forms of compensation, and selection for training. All solicitations or advertisements for employees placed by or on behalf of the Contractor will state that all qualified applicants will be afforded equal employment opportunities without discrimination.
 7. The Contractor will assume full responsibility for payment of all State and Federal taxes for unemployment insurance, old age pensions or any other Social Security legislation for all its employees engaged in the performance of the agreement as a direct cost to the operation.
 8. The Contractor's employees will strictly adhere to College regulations regarding personal behavior.
 9. The Contractor shall secure worker's compensation insurance for the benefit of each of the persons employed by it in the operation of the food service program and keep said insurance during the term of this contract. Contractor will provide a copy of worker's compensation insurance to the College at the beginning of each contract year.
 10. The Contractor must schedule and conduct an on-going employee training program which will ensure that all employees perform their jobs with the highest standards of efficiency, courtesy and sanitation.
 11. The College reserves the right to request changes in or termination of personnel when deemed to be in the best interests of the College.
 12. The College reserves the right, in its sole discretion, to require the replacement of any management personnel.
 13. The Contractor's area manager and executive chef shall make regularly scheduled visits during operation of the food service. When the College has a special meal or function and needs additional support, the Contractor will provide certain other chefs, production and management personnel. The area manager will personally supervise the College food operations on a regularly scheduled basis.
 14. The Contractor will make available maximum work opportunities for the College's students. Contractor shall be responsible for wages, supervision, scheduling, and time-keeping.

FINANCIAL INFORMATION

1. The contractor shall notify the Vice President for Administration & Finance in writing on or before January 1, of any recommended changes in prices for the following academic year. Increases must not exceed the annual CPI index for food prepared away from home by more than .5 %. Approval of such requests for increases allowed above percentage will be at the sole discretion of the College.
2. The Contractor will cater special affairs for the College at prices mutually agreed upon. Proposed changes to catering prices will be submitted annually to the Vice

President for Administration & Finance no later than March 1, for implementation at the beginning of the fall semester.

3. The Contractor is expected to pay a commission on gross cash and catering sales. Bidders will propose commission rates as follows:
 - i. % of Cash Sales
 - ii. % of Catering Sales
4. The College requests a monthly subsidy for use of facilities and Residence Life board plan.
5. The Contractor may offer to make a capital investment in the facility to be amortized over the life of the contract.
6. No charge will be made to the College for meals consumed by Contractor employees.
7. The Contractor will be responsible for collection and payment of any required sales taxes.
8. The Contractor will procure and assume monetary responsibility for all food and food supplies utilized by the College under this agreement. In the course of such procurement, the Contractor will take advantage of all trade discounts and credits and credit them against the purchase price. The College is concerned that suppliers of food and food products to the Contractor maintain a high degree of quality, control and sanitation. The College reserves the right to inspect and approve suppliers utilized by the Contractor.
9. The Contractor will indemnify, hold harmless, and defend the College, its Board of Trustees and employees against all liability, claims and costs of whatever kind and nature for injury or death of any person or persons and from loss or damage to any property occurring in connection with or in any way incident to or arising out of the occupancy, use, service, operations or work in connection with this agreement. Refer to Attachment B: DA-146A
10. Contractor's employees at the College must comply with all College regulations and parking regulations and are subject to penalties for violations as prescribed.
11. The Contractor must consult with and obtain permission from the Vice President for Administration & Finance prior to the disposition or declarations surplus or removal from campus of any capital equipment owned by the College.
12. The College shall be responsible for the purchase of additional capital equipment and shall make or authorize the repair and replacement of worn, damaged or malfunctioning equipment. The Contractor shall be responsible for furnishing necessary specifications and advising the College of such required purchases, repairs and replacements. The College shall require the Contractor to repair or replace at the Contractor's expense, any equipment that is worn, damaged or malfunctioning due to the negligence of the Contractor or its employees.

INSURANCE REQUIREMENTS

The College will provide fire and extended coverage insurance only for College owned equipment and facilities.

The Contractor must furnish the College, prior to the commencement of services at the College, and at the beginning of each contract period, an insurance certificate evidencing that it maintains a with a company, licensed to do business in the State of Kansas the following coverage: The certificate shall specify the date(s) when such insurance expires. Renewal certificates shall be in the College's possession prior to expiration dates of all policies noted therein.

- a. Workers' Compensation and Employees' Liability, with minimum statutory limits of \$500,000.
- b. Comprehensive General Liability naming Independence Community College and its Board of Trustees and employees, as additional named insured with minimum limits of \$1,000,000 each occurrence, combined single limit, bodily injury including death, property damage liability and coverage for personal injury, blanket contractual liability and products liability.
- c. Comprehensive Automobile Liability (including owned, non-owned and hired) with minimum limits of \$1,000,000 each occurrence, single limit, bodily injury including death and property damage liability.
- d. Umbrella Liability Insurance-\$5,000,000 to cover exposure in excess of the primary policies listed above.

TERM, RENEWAL AND TERMINATION

- 1. The Contractor shall perform in accordance with the terms and conditions as stated herein and in accordance with the highest standards and commercial practices. Charges of poor performance against the Contractor shall be documented by the College and submitted to the Contractor for corrective action, review and file. Continued poor performance shall be deemed a breach of these specifications and shall be the cause for immediate termination of the contract.
- 2. In the event the Contractor shall fail to maintain and keep in force product liability insurance, public liability insurance, property damage insurance and workers' compensation insurance, the College shall have the right to obtain the coverage and bill the Contractor.
- 3. Failure by the Contractor to maintain a Grade "A" Health Department rating may be the cause for immediate termination.
- 4. The term of this contract shall be for the period of no less than five (5) years and renewable thereafter annually by mutual consent.
- 5. Upon termination of this contract, the College and Contractor shall jointly conduct a physical inventory of all expendable and capital equipment and inspect the premises. At that time, the Contractor shall surrender the buildings, expendable and capital equipment in as good a condition as at the start of the contract, except for ordinary wear and tear and loss or damage by fire and other perils covered by the College's fire and extended coverage policy and acts of God, and theft by persons other than the employees of the Contractor without negligence on the part of it or its employees.
- 6. Discrepancies shall be corrected at the Contractor's sole expense and replacement to be of a comparable quality with items in the original inventory.

PROPOSAL REQUIREMENTS

1. The proposal shall include four (4) weeks of menus which include a main line, healthy choice, and sandwich bar. (No cycle menus) The proposal should fully describe theme meals and special event activities. The proposal should also include a plan for special diets, carry-out meals and reciprocal meals for those students traveling for College-sponsored events.
2. Menus must include items to be included on the salad bar.
3. The proposal will list all items to be baked on campus and will list any exceptions.
4. The proposal must provide a sample catering catalog or guide with suggested menus and prices.
5. The Contractor should describe any cost saving programs that they have successfully implemented at other institutions which might be implemented at the College.

CONTRACTOR'S REPUTATION, EXPERIENCE AND CAPABILITIES

1. The proposal must include a description of the general background, experience and qualifications of the Contractor in college and university services. The Contractor must list the colleges and universities it serves which are similar in scope and size. A general description of the type of units (e.g., cafeteria, snack bar, etc.), period of time Contractor has served that contract. Also include the names, titles, addresses and telephone numbers of college administrators (particularly the campus liaison) who are in a position to evaluate the operation.
2. The proposal must include the location of the nearest account to the College and the nearest comparable account in size and scope to the College.
3. The Contractor shall supply the cost current, certified year-end balance sheet and income statement.
4. The Contractor should include the history of any past relationship with the College.

CONTRACTOR'S UNDERSTANDING OF CAMPUS FOOD SERVICE OPERATION

1. The proposal should include any suggested changes in existing building décor, service options and equipment.
2. The Contractor shall include an organizational and staffing chart.

PROPOSAL REQUIREMENTS

- Five copies are required. Each copy bound in a single volume.
- Contract date: August 1, 2020- July 31, 2021

Please provide the following:

- Meal cost
 - 19 meal plan

364 +	
359	
354	
349	
344	
339	
334	
329	
324	
319	
314	
309	
304	
299	
294	
289	

 - Casual meal rates

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 - Breakfast

--
 - Continental breakfast

--
 - Lunch

--
 - Soup and salad only

--
 - Dinner

--
 - 10 meal punch ticket

--
 - Off campus meal plan

5 meals per week	
10 meals per week	

 - Commission rates

Catering sales	%
Casual sales	%
Subsidy	

Please include the following in this order:

- A sample of four (4) weeks of menus: including main line, healthy choice and sandwich bar options, salad bar items, fresh baked items, special events and activities. Also include a plan for special diets, carry out meals, and reciprocal meals with other accounts held by Contractor.
- A description of cost savings programs implemented at other institutions by Contractor.
- A description of any capital investment plan you may wish to offer.
- A description of the general background, experience and qualifications of the Contractor in college and university services. The Contractor must list the colleges and universities it serves which are similar in scope and size. A general description of the type of units (e.g., cafeteria, snack bar, etc.), period of time Contractor has served that contract. Also include the names, titles, addresses and telephone numbers of college administrators (particularly the campus liaison) who are in a position to evaluate the operation.
- Contractor's cost current, certified year-end balance sheet and income statement.
- An organizational and staffing chart.
- The history of any past relationship with the College.
- Any suggested changes in existing building décor, service options and equipment.

Please provide the following:

- Location of the nearest account to the College: _____
- Location of the nearest comparable account in size and scope to the College: _____
- Suggested location of on site visit to existing Contractors account for Food Service Contractor selection committee: _____
- A catering cost guide.

COMPANY PROFILE

FULL LEGAL NAME OF COMPANY		STREET ADDRESS	
BID REQUEST OR PURCHASE ORDER ADDRESS		STREET ADDRESS	
REMITTANCE ADDRESS		STREET ADDRESS	
OWNERS, PARTNERS OR PRINCIPAL OFFICERS		TITLE	
PRIMARY CONTACT PERSON		TITLE	
TELEPHONE NUMBER		Email Address:	
BUSINESS CLASSIFICATION		YEAR ESTABLISHED/INCORPORATED	
<input type="checkbox"/> SOLE PROPRIETORSHIP <input type="checkbox"/> PARTNERSHIP <input type="checkbox"/> CORPORATION			
TYPE OF BUSINESS (CHECK ALL THAT APPLY) <input type="checkbox"/> RETAIL <input type="checkbox"/> WHOLESALE <input type="checkbox"/> SERVICE <input type="checkbox"/> CONSTRUCTION <input type="checkbox"/> MANUFACTURING <input type="checkbox"/> FRANCHISE <input type="checkbox"/> BROKER <input type="checkbox"/> DISTRIBUTOR		FEDERAL TAX PAYER I.D. NUMBER	
ANNUAL GROSS SALES FOR LAST CALENDAR YEAR	TOTAL NUMBER OF FULL-TIME EMPLOYEES		
MAJOR CUSTOMER REFERENCES		CITY/STATE	CONTACT NAME & TITLE
		TELEPHONE NUMBER	ANNUAL
(WHO CAN ADDRESS YOUR PERFORMANCE) <div style="text-align: center; font-weight: bold; font-size: 1.2em;">ATTACH REFERENCES ON A SEPARATE SHEET</div>			
NAME OF PARENT COMPANY		STREET ADDRESS OR P. O. BOX	
MAJOR PRODUCTS OR SERVICES PROVIDED. (Product line sheets may be attached)			

<input type="checkbox"/> YES <input type="checkbox"/> NO	TO THE BEST OF YOUR KNOWLEDGE, ARE ANY FULL OR PART TIME EMPLOYEES, OWNERS, OFFICERS, DIRECTORS, STOCKHOLDERS, SUBCONTRACTORS, OR MEMBERS OF THEIR IMMEDIATE FAMILY, OF THIS COMPANY MEMBERS OF THE BOARD OF TRUSTEES OR AN EMPLOYEE OF THE COLLEGE. IF YES, ATTACH DETAILS.
<input type="checkbox"/> YES <input type="checkbox"/> NO	COMPANY HAS WORKERS COMPENSATION, PERSONAL INJURY AND PROPERTY DAMAGE LIABILITY INSURANCE.
<input type="checkbox"/> YES <input type="checkbox"/> NO	UPON REQUEST WILL YOU PROVIDE INFORMATION THAT SHOWS YOUR FINANCIAL AND OTHER RESOURCE CAPABILITIES?
<input type="checkbox"/> YES <input type="checkbox"/> NO CERTIFICATION	IS COMPANY CERTIFIED AS BEING A MINORITY OR WOMAN OWNED BUSINESS? IF YES, ATTACH A COPY OF YOUR

TO THE BEST OF MY KNOWLEDGE, I CERTIFY TO THE XYZ COLLEGE THAT THE INFORMATION ON THIS FORM IS TRUE AND ACCURATE.

SIGNATURE

PRINTED NAME

OFFICER TITLE

NOTICE: The College is committed to equitable and competitive access to companies that can fulfill our requirements for products and services used in our business activities. However, submittal of this form to the College is not a guarantee that your company will be selected to participate in our business activities. Additional information may be required if your company is selected to provide goods or services.

Attachment: B

State of Kansas
Department of Administration
DA-146a (Rev. 1-01)

CONTRACTUAL PROVISIONS ATTACHMENT

Important: This form contains mandatory contract provisions and must be attached to or incorporated in all copies of any contractual agreement. If it is attached to the vendor/contractor's standard contract form, then that form must be altered to contain the following provision: "The Provisions found in Contractual Provisions Attachment (Form DA-146a, Rev. 1-01), which is attached hereto, are hereby incorporated in this contract and made a part thereof." The parties agree that the following provisions are hereby incorporated into the contract to which it is attached and made a part thereof, said contract being the ____ day of _____, 20____.

1. **Terms Herein Controlling Provisions:** It is expressly agreed that the terms of each and every provision in this attachment shall prevail and control over the terms of any other conflicting provision in any other document relating to and a part of the contract in which this attachment is incorporated.
2. **Agreement with Kansas Law:** All contractual agreements shall be subject to, governed by, and construed according to the laws of the State of Kansas.
3. **Termination Due To Lack Of Funding Appropriation:** If, in the judgment of the Director of Accounts and Reports, Department of Administration, sufficient funds are not appropriated to continue the function performed in this agreement and for the payment of the charges hereunder, State may terminate this agreement at the end of its current fiscal year. State agrees to give written notice of termination to contractor at least 30 days prior to the end of its current fiscal year, and shall give such notice for a greater period prior to the end of such fiscal year as may be provided in this contract, except that such notice shall not be required prior to 90 days before the end of such fiscal year. Contractor shall have the right, at the end of such fiscal year, to take possession of any equipment provided State under the contract. State will pay to the contractor all regular contractual payments incurred through the end of such fiscal year, plus contractual charges incidental to the return of any such equipment. Upon termination of the agreement by State, title to any such equipment shall revert to contractor at the end of State's current fiscal year. The termination of the contract pursuant to this paragraph shall not cause any penalty to be charged to the agency or the contractor.
4. **Disclaimer of Liability:** Neither the State of Kansas nor any agency thereof shall hold harmless or indemnify any contractor beyond that liability incurred under the Kansas Tort Claims Act (K.S.A. 75-6101 et seq.).
5. **Anti-Discrimination Clause:** The contractor agrees: (a) to comply with the Kansas Act Against Discrimination (K.S.A. 44-1001 et seq.) and the Kansas Age Discrimination in Employment Act (K.S.A. 44-1111 et seq.) and the applicable provisions of the Americans With Disabilities Act (42 U.S.C. 12101 et seq.) (ADA) and to not discriminate against any person because of race, religion, color, sex, disability, national origin or ancestry, or age in the admission or access to, or treatment or employment in, its programs or activities; (b) to include in all solicitations or advertisements for employees, the phrase "equal opportunity employer"; (c) to comply with the reporting requirements set out at K.S.A. 44-1031 and K.S.A. 44-1116; (d) to include those provisions in every subcontract or purchase order so that they are binding upon such subcontractor or vendor; (e) that a failure to comply with the reporting requirements of (c) above or if the contractor is found guilty of any violation of such acts by the Kansas Human Rights Commission, such violation shall constitute a breach of contract and the contract may be cancelled, terminated or suspended, in whole or in part, by the contracting state agency or the Kansas Department of Administration; (f) if it is determined that the contractor has violated applicable provisions of ADA, such violation shall constitute a breach of contract and the contract may be cancelled, terminated or suspended, in whole or in part, by the contracting state agency or the Kansas Department of Administration. Parties to this contract understand that the provisions of this paragraph number 5 (with the exception of those provisions relating to the ADA) are not applicable to a contractor who employs fewer than four employees during the term of such contract or whose contracts with the contracting state agency cumulatively total \$5,000 or less during the fiscal year of such agency.
6. **Acceptance of Contract:** This contract shall not be considered accepted, approved or otherwise effective until the statutorily required approvals and certifications have been given.
7. **Arbitration, Damages, and Warranties:** Notwithstanding any language to the contrary, no interpretation shall be allowed to find the State or any agency thereof has agreed to binding arbitration, or the payment of damages or penalties upon the occurrence of a contingency. Further, the State of Kansas shall not agree to pay attorney fees and late payment charges beyond those available under the Kansas Prompt Payment Act (K.S.A. 75-6403), and no provision will be given effect which attempts to exclude, modify, disclaim or otherwise attempt to limit implied warranties of merchantability and fitness for a particular purpose.
8. **Representative's Authority to Contract:** By signing this contract, the representative of the contractor thereby represents that such person is duly authorized by the contractor to execute this contract on behalf of the contractor and that the contractor agrees to be bound by the provisions thereof.
9. **Responsibility for Taxes:** The State of Kansas shall not be responsible for, nor indemnify a contractor for, any federal, state or local taxes which may be imposed or levied upon the subject matter of this contract.
10. **Insurance:** The State of Kansas shall not be required to purchase, any insurance against loss or damage to any personal property to which this contract relates, nor shall this contract require the State to establish a "self-insurance"

fund to protect against any such loss or damage. Subject to the provisions of the Kansas Tort Claims Act (K.S.A. 75-6101 et seq.), the vendor or lessor shall bear the risk of any loss or damage to any personal property in which vendor or lessor holds title.

11. Information: No provision of this contract shall be construed as limiting the Legislative Division of Post Audit from having access to information pursuant to K.S.A. 46-1101 et seq.

12. The Eleventh Amendment: "The Eleventh Amendment is an inherent and incumbent protection with the State of Kansas and need not be reserved, but prudence requires the State to reiterate that nothing related to this contract shall be deemed a waiver of the Eleventh Amendment."

Memo

To: Independence Community College Board of Trustees

From: Jonathan D. Sadhoo, M.Ed.
Vice President for Administration & Finance

Date: September 12, 2019

Re: Recommendation to Issue a Request for Proposal (RFP) for ICC Bookstore
Management Services

Recommendation to initiate the Request for Proposal (RFP) process for Independence Community College's Bookstore. This is just an exploratory process at this point. The suggested timeline has a proposal submission deadline of December 12, 2019, with a contract award date of February 7, 2020. The winning bidder would agree to a commencement date on or around April 1, 2020 with a five-year contract.



INDEPENDENCE COMMUNITY COLLEGE REQUEST FOR PROPOSALS

TITLE: **Bookstore Management Services**

ISSUE DATE: **September 13, 2019**

ISSUING AGENT: **Jonathan Sadhoo
VP for Administration & Finance**

Sealed Proposals subject to the conditions made a part hereof will be received until **December 12, 2019** for furnishing services described herein.

SEND ALL PROPOSALS TO THE ADDRESS NOTED BELOW.

Direct all inquiries concerning this RFP to: **Jonathan Sadhoo
VP for Administration & Finance
Independence Community
College
1057 W College Ave
Independence, KS
67301
620-332-5425**

A PREPROPOSAL CONFERENCE/SITE VISIT for all prospective Vendors can be scheduled up thru **December 5, 2019 at 5:00 p.m. (CST)** at **Independence Community College**. Please contact Jonathan Sadhoo at 620-332-5425 to schedule a visit at your earliest convenience.

The purpose of these pre-scheduled conferences is to allow potential Vendors an opportunity to present questions and obtain clarification relative to any facet of this solicitation.

I. PURPOSE

The purpose of this Request for Proposal (RFP) is to obtain sealed proposals from experienced firms in order to establish a contract through competitive negotiation for providing Bookstore Management Services for students, faculty and staff of **Independence Community College**, hereinafter referred to as the College.

II. BACKGROUND

Independence Community College (ICC) is a two-year educational institution accredited by the Higher Learning Commission. It was established in 1925 as grades 13 and 14 of the Independence public school system. In 1967, Independence Community College legally separated from the school district. Construction of the new community college on a 68 acre campus, formerly the Independence Country Club, began in 1969. Classes at the new site



began in September 1970. ICC campus is now home to the Academic Building, Fine Arts Building, Student Union, Cessna Learning Center, Field House, Administration Building, [William Inge Center for the Arts](#), fitness center, athletic practice fields, disc golf course, 96-bed multi-structure living complex, and a 200 bed [residence hall](#).

By renovating a donated building, in 2010, we expanded our college to include ICC West (2615 West Main Street). This campus is located on the west side of Independence and is home to our technical programs: Allied Health, Cosmetology, and GED/ABE. Additional renovations were completed in 2012 to accommodate our newest program, Veterinary Technology. This state-of-the-art facility includes animal wards, a classroom, lab, surgery, pharmacy, prep room, small animal treatment, food prep, grooming, and radiology.

ICC also maintains presence downtown through the ICC Foundation office and by partnering with the Independence Business Resource Center.

Currently, our educational and support programming includes 35 [programs of study for Associates of Arts and/or Science degrees](#), 11 [programs of study for Certificate completion](#), [Student Support Services](#), [Upward Bound](#), men's and women's athletic programs, and a variety of [campus organizations and activities](#).

Enrollment Trends

Unduplicated Headcount Total Credits and FTE by Year Term

Year Term	Unduplicated Headcount	Billing Credits	FTE
2019/FALL	855	9304.00	620.27
2019/SUMMER	338	2483.00	165.53
2019/SPRING	780	8253.00	550.20
2018/FALL	924	10000.00	666.87
2018/SUMMER	392	2756.00	184.40
2018/SPRING	828	9047.00	603.13
2017/FALL	897	10054.00	670.33
2017/SUMMER	373	2198.00	146.53
2017/SPRING	996	10495.50	699.70



III. GENERAL INFORMATION AND PROPOSAL REQUIREMENTS

A. Program Objectives

Independence Community College is seeking a qualified vendor that will exemplify our institutions' mission by providing a full-service Bookstore with the highest caliber of services delivered to the **College** community. It is essential that the Bookstore be managed with maximum sensitivity to the needs and concerns of our students, faculty and staff. Products, prices, and services must promote confidence that the **College** community is obtaining the best possible combination of quality, customer service and value.

B. Scope of Work

1. During the term of the Contract between the **College** and the Vendor, the Vendor shall operate the **College** Bookstore, in accordance with the requirements, terms, specifications, conditions, and provisions hereinafter contained.
2. The Vendor shall provide the **College** with the services and innovation expected of a high-quality **College** bookstore.

C. Term

1. The Contract shall commence on **April 1, 2020** and continue for a period up to five years ending on or before **March 31, 2025**. Independence Community College is willing to review proposals that are beyond the specified timeframe. If it is deemed to be of mutual benefit to both parties, the **College** and the Vendor can mutually agree to renew the Contract beyond the original **agreed upon** period.

D. Proposal Preparation and Submission

1. Prospective Vendors are instructed to deliver **two** complete copies of their proposal, enclosed in one sealed box or other package, in a manner that assures receipt by **December 12, 2019 at 9:00 a.m.** Package must be sealed and prominently reflect "RFP Bookstore." All proposals must be received at **1057 W College Ave., Independence, Kansas 67301** by the **9:00 a.m.** deadline. Any proposal received after the bid closing date and time will not be accepted and returned unopened to the bidder.
2. Proposals may be withdrawn or amended at any time prior to the closing date and time.
3. Proposals should be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.
4. Each copy of the proposal should be bound or contained in a single volume where practical.



5. Ownership of all data, materials and documentation originated and prepared for the College pursuant to the RFP shall belong exclusively to the College and be subject to public inspection in accordance with the Kansas Freedom of Information Act. Trade secrets or proprietary information submitted by the Vendor shall not be subject to public disclosure under the Kansas Freedom of Information Act. Any confidential or proprietary data must be clearly marked.

E. Award

1. Award will be made to the Vendor who is determined by the College to best meet the needs and objectives of the College community. Vendors are encouraged to propose innovations. The College reserves the right to reject any or all proposals if they are in its sole discretion judged unacceptable. The College also reserves the right to waive any technical or formal defect therein, to accept or reject any part of any proposal, and to award the Contract to other than the Vendor proposing the highest commission return according to its own judgment and in its best interest.
2. In awarding the Contract, the College will consider a number of factors in combination in evaluating the proposals submitted. These factors will include the following which are not listed in order of importance:
 - a. Vendor's record of performance and service in higher education bookstore operations.
 - b. Vendor's conformance to the RFP's specifications, requirements, terms, conditions, and provision.
 - c. Vendor's response to **College's** objectives.
 - d. Vendor's pricing and refund policies.
 - e. Service aspects of Vendor's proposal.
 - f. Financial return to the **College**.
 - g. Customer relations in existing Vendor operated bookstores.
 - h. Personnel aspects of Vendor's proposal.
 - i. Vendor's ability to create a dynamic retail environment
 - j. Review of recommendations with respect to Vendor's bookstore operations at other similar universities and colleges.
 - k. Vendor's size, credit standing, financial record, stability, and management.
 - l. Vendor's creativity
 - m. Vendor's technology plan
3. Vendors who submit a proposal in response to this RFP may be required to give an oral presentation of their proposal to the College and/or be invited to meet with College officials for clarification and questions. The College will schedule the time and location for these presentations. Oral presentations are an option of the College and may or may not be conducted.
4. After proposals have been reviewed, visits may be made to selected institutions under contract with the Vendor to assist the College in determining its choice of Vendor.
5. Additional information may be requested while proposals are under consideration.



6. The successful Vendor will be notified of the award in writing.

F. Schedule

The schedule for this RFP is as follows:

Release of RFP	September 13, 2019
Pre-Bid Conference	Scheduled on or before December 5, 2019 at 5:00 p.m. CST
Vendors' Written Questions Due	December 5, 2019
Proposal Opening	December 13, 2019
Award	February 7, 2020

****Please Note**** This schedule is subject to change. In the event the schedule does change, all vendors will be notified by addendum, which will become part of the Request for Proposal.

IV. SPECIFIC REQUIREMENTS

A. Company History / Qualifications

1. The Vendor shall be knowledgeable about the changing college bookstore trends, new technologies, legislation, new marketing ideas, new merchandise, and changes evolving throughout the general bookstore industry. The Vendor shall incorporate programs of action in response to these changes and trends into the College Bookstore operation and services, as deemed applicable to the College.
2. A detailed description of the Vendor's background, experience, and qualifications to operate a college or university bookstore. The Vendor must provide a list of **three** college/university references where the Vendor has operated for a minimum of five (5) years, or is currently operating a bookstore, preferably similar in student body size to Independence Community College. References must include name and address of facility, full time student enrollment, dates of service, and contact person's (with authority over bookstore operations) name, telephone number, and email.

B. Textbook & Reference Book Offerings:

1. The Vendor shall provide course materials including:
 - a. All required, recommended, and suggested textbooks and course materials – new, used, custom in editions specified by the faculty or other designated departmental representatives;
 - b. Digital and e-textbooks strategies;
 - c. Textbook rentals
 - d. Other educational materials and supplies used by the College's students;



2. In its provision of books, supplies, and materials, the Vendor will prepare in a form acceptable to the **College** and distribute electronically to faculty members requisitions for such books, supplies, and materials for each semester. The **College** will make reasonable efforts to see that each Vendor's bookstore management is given timely notice by faculty members or authorized designees of the books, supplies, and materials requested for all courses offered, as follows:
 - a. For the Spring semester, beginning in January, on or before November 1;
 - b. For the Summer sessions, on or before March 15th; and
 - c. For the Fall semester, beginning in late August or early September, on or before April 15th.
 3. The Vendor shall provide timely reports to faculty members of the status of their orders for books, supplies, and other materials for their respective courses, including items discovered to be unavailable, delayed in delivery, new editions, etc. The Vendor shall not be responsible for books or other items not being ready for sale to students due to failure of faculty members to submit timely order requests. However, the Vendor shall make every reasonable effort to supply items requested even when requests are not timely.
 4. The Vendor shall provide for the sale of textbooks and other educational materials required for off-campus courses, if so requested by the College.
 5. A description of the Vendor's plan to assist the College with the compliance requirements of the Higher Education Opportunity Act (HEOA) of 2010, as it may be applicable to the operations of the Bookstore.
 6. The Vendor shall maintain a high quality reference inventory that is current, relative, and supportive of the curriculum and interests of the faculty, students, and staff of the College. The Vendor must be responsive to advice relative to the stocking of reference books suggested by the College faculty members and/or researchers.
 7. Provide a wide selection of current trade, academic, and technical literature in support of required material for the academic disciplines of the College.
 8. The Vendor shall promote book signings and other academic and scholarly events as appropriate.
- C. Marketing & Promotions:
1. The Vendor shall provide special promotions frequently throughout each year of the contract, and will be expected to support New Student Orientation and other on campus programs.
 2. The Vendor shall provide in the Proposal a list of the promotions that will be provided during the academic year.



3. Identify the ways in which the Vendor will utilize social media and other technology advancements in the promotion of the **Independence Community College** Bookstore.

D. Website / Online Sales:

1. The Vendor shall develop a professional website which allows for online purchases. As a minimum, the website offered must be comparable to the present Bookstore website.
2. The website must allow students the option of purchasing or renting textbooks online, for pick-up in the Bookstore or for direct shipment to the student, with the Independence Community College receiving credit for the sale. The website should also be used as a means to market College merchandise and products to students, alumni, parents, prospective students, and others.

E. Merchandising:

1. The Vendor shall offer a selection of “soft goods”, such as school and office supplies, **College** emblematic apparel, memorabilia, spirit items, computer supplies and software, technical supplies, and other quality items under pricing policies that are both fair and competitive for like or similar quality as compared to other brick & mortar bookstores and retail establishments in the surrounding area.
2. The Vendor shall have exclusive rights to operate the full-service Bookstore located at the **College**, offering all goods and services normally found in **College** bookstores and any such additional services as may be required by the **College** during the term of the contract. The **College** shall grant the Vendor the right to sell **College** licensed products.
3. The **College** reserves the right to recommend merchandise to be sold in the Bookstore and to request the removal of merchandise for sale in the Bookstore which the **College** considers offensive or inappropriate.
4. It is important to the **College** that the Bookstore’s merchandise assortment be tailored specifically to our campus community. Contractors must describe the level of decision making that will be granted to the on-site management team when selecting products to be offered for sale in the College Bookstore.
5. The Vendor is expected to uphold the **College**’s strong commitment to social responsibility.
6. The Vendor shall provide special order service and other such sale services, such as class ring, cap and gown, commencement announcements, as are requested by the **College**.

F. Personnel:



1. Training. The Vendor is to describe the training program(s) that it intends to use for the employees of the Bookstore, which will ensure ongoing staff developmental needs are met.
2. Adequacy. Vendor is to provide sufficient personnel to ensure efficient and courteous service to patrons and must have adequately trained relief personnel available to substitute in the absence of regular employees. All staff shall be employees of the Contractor, whom shall be solely responsible for the payment of their wages and benefits.
3. Current Employees. Current Bookstore employees are to be afforded the greatest level of personal and professional courtesy possible. All current employees working in the **College** Bookstore, in good standing will be interviewed by the Vendor and offered first consideration for continued employment.
4. Student Part-Time Employees. The Vendor is encouraged to employ Independence Community College students, when possible. Student employees of the Vendor are not to be paid less than the Federal minimum wage.
5. Employee Policies. Vendor employment policies shall meet the requirements of the Fair Labor Standards Act and all other regulations required by Federal or State Law. All material relating to personnel policies and procedures of the Bookstore must be available for review by the **College**.
6. Equal Opportunity and Affirmative Action. The **College** is committed to Equal Opportunity and Affirmative Action. The successful Vendor must pledge to comply with Equal Opportunity Laws and that it will not discriminate against any employee or applicant for employment because of race, color, creed, religion, national origin, sex, age, physical ability, or marital status.
7. Managers. The Bookstore Manager and Departmental Managers assigned to the Bookstore by the Vendor must be approved by the **College**. Subsequent changes in these assignments are to be made by the Vendor only after prior consultation with, and approval of the **College**. The person selected by the Vendor to manage the Bookstore is to have extensive experience in the management of bookstore service in a **College** community. This person must be a good communicator, a proven leader and must exhibit the ability to deal effectively with **College** students, faculty and staff.
8. Manager Replacement. The **College** reserves the right to request replacement of the Bookstore Manager for good cause as determined by the **College**, or for actions considered to be not in the best interests of the **College**. Such actions will be taken only after consultation with Contract Administrators.
9. Conduct. Vendor employees must strictly adhere to campus regulations regarding personal behavior and all other rules and regulations of the **College**.

G. Customer Service & Communications:



1. In order to determine that superior customer service is being provided to the **College**, a method to assess customer service shall be agreed upon by the **College** and the Contractor.
2. It is understood that the **College** reserves the right to establish a Bookstore Advisory Committee. The Vendor's bookstore manager shall meet regularly with the Bookstore Advisory Committee, and with **College** officials to review bookstore operations. Further, the Vendor's bookstore management shall work cooperatively with the Bookstore Advisory Committee, and with **College** officials, in the development and improvement of the Bookstore's program, services and policies. The Vendor shall make every reasonable effort to comply with requests from the Bookstore Advisory Committee and from **College** officials for the improvement of the Bookstore's program, services and policies. The Bookstore Manager or his/her designee is also expected to meet periodically with Deans, Chairpersons, and other faculty members.

H. Sustainability Practices:

1. The Vendor is expected to uphold the **College's** strong commitment to environmental consciousness and responsibility. Describe programs and processes the Vendor will use to support the **College's** sustainability practices.

I. Technology:

1. Indicate the systems and procedures proposed for use in the following Bookstore functions or areas:
 - a. Textbook and course materials management
 - b. Merchandise management
 - c. Student financial aid
 - d. Campus Debit Card
 - e. General
2. Booklog by Follett provides Independence Community College its current POS system. Booklog also provides the server and technical support. System backups run periodically throughout each day. Manual calculations and sales are the only method for operating in the event that the system is temporarily inoperative.

The College's POS system features inventory management, accounts receivable operations, all cash register functions (sales, returns, cash, check, debit/credit card and account sales), curriculum management which is connected to online sales, purchase order system, vendor management and system reports. All functions are real-time.

3. Debit/credit card machine functions separately from the cash register.

J. Bookstore Policies:



1. Operating Schedule. The Vendor will be required to operate the Bookstore in the existing **College** Bookstore located in the **Academic Building** on a 12-month basis, based on the **College's** academic calendar. The **College** reserves the right, upon consultation with the Contractor, to establish or change the service hours, plans or other methods of operation of the Bookstore.
2. The Vendor shall operate according to the following pricing policies:
 - a. All new paperbacks and trade books shall be sold at prices no higher than the publisher's suggested retail prices.
 - b. Textbook Pricing Policy shall be clearly stated. Refer to the attachment of **College's** current Bookstore Textbook Pricing Policy. (There shall be no add-ons or surcharges to cover freight, handling, publisher re-stocking fees, etc.)
 - c. All other merchandise shall be marked up to reflect a normal gross profit margin the **College** bookstore industry or as pre-priced.
3. The **College** may request and shall receive from the Vendor proof that the above pricing policies are being followed. Information shall be provided by the Vendor at the earliest possible time following its receipt of the **College's** request.
4. In exceptional cases only involving changes in university and college bookstore market conditions that are outside of the Vendor's control, the Vendor may request a mutual review and decision with respect to pricing policies at any time during the year. The **College** and Vendor shall determine the effective date of any such changes in policies.
5. The Vendor shall provide for charge sales of books, supplies, and all other merchandise to students, faculty, and staff through Master Card, Visa, American Express. The Vendor shall also provide for charge sales to **College** Departments where appropriate. The Vendor shall accept personal checks from students, faculty and staff in a reasonable amount in payment for purchases, subject to appropriate identification.
6. The Vendor shall post, in conspicuous places, bookstore policies concerning refunds, buybacks, exchanges, rentals and discounts. The Vendor shall provide a refund policy that is developed with students' welfare in mind to encourage repeat business.
7. The Vendor shall purchase used books from the students, faculty and others at the **College** based on a schedule that is practical and convenient to both the Bookstore and the **College** community according to the following policy:
 - a. If the Vendor has a faculty order indicating that a book will be a course adoption for a following semester, it will pay no less than fifty percent (50%) of the purchase price. A lesser amount may be paid only if copies required for faculty orders are filled or if a book is in unusually poor condition.
 - b. If the Vendor does not have information as to the future use of a book or if the book will not be used a following semester, or will shortly be replaced by a revision announced by the publisher, the Vendor shall pay the price listed for the book in a textbook guide which the **College** and the Vendor agree to use for this purpose.



8. The Vendor shall operate the Bookstore on a schedule that accommodates the academic calendar of the **College** community. As a minimum, operating hours are to be from **8 a.m. – 5 p.m.**, Other operating hours may be requested by the **College** to accommodate special events and, under such circumstances; the Vendor should make every effort to operate the Bookstore during such hours. Changes in the operating hours described above shall be approved by the **College**.
 9. The Vendor shall provide the benefit of a minimum ten percent (10%) discount to departments, faculty and staff of the **College** for authorized sales of office and school supplies sold in the Bookstore. These sales shall not be considered a part of gross sales.
 10. The Vendor shall prosecute individuals for acts of property damage, theft of merchandise or money, or fraudulent acts as the **College** should reasonably request and, if the **College** should so request, shall cooperate with the **College** in the **College's** prosecution of such individuals. The Vendor shall not have **College** students arrested by public authorities or prosecuted without prior consultation with the **Montgomery County Sheriff**.
- K. Facilities & Equipment:
1. The Bookstore operated by the Vendor shall be operated in the existing Bookstore space. Additions to or deletions from the existing space, or relocation of the Bookstore, may be made but must be agreed upon in writing by the Vendor and the **College's Vice President for Administration & Finance**.
 2. The Vendor shall provide all office machines, equipment, and supplies required for the efficient conduct of business. The Vendor may elect to utilize equipment already in place in the Bookstore, but shall accept the equipment in "as is" condition and be responsible for future maintenance of such equipment. Any equipment so utilized will remain the property of the **College** upon termination of the contract in the same condition as when accepted for use, normal wear and tear expected.
 3. The Vendor shall be responsible for providing such additional equipment and fixtures as may be necessary for the successful operation of the Bookstore. All renovations and finishing out, including color selections is subject to prior written approval by the **College**.
 4. The **College** will be responsible for major structural repairs to the space used by the Contractor, provided that such repairs are not required as a result of the actions of the Contractor, its agents or employees.
 5. Current maintenance contracts on the **College** equipment, which is made available for use by the Contractor, will remain in force until their normal expiration dates, unless otherwise provided in the maintenance contracts. The Vendor will have the benefit of such contracts until their expiration dates, and thereafter shall provide for preventive maintenance and repairs of equipment at the Vendor's own cost and expense.



6. The **College** will provide all utilities to the space used by the Vendor including:
 - a. Heat, light, utilities, and air conditioning as is reasonably required for operation of the Bookstore.
 - b. Office equipment (including computer equipment and safes), furniture and fixtures, file cabinets, telephones and telephone service (including campus telephones and campus telephone service), and office machines currently available for Bookstore use. The Vendor shall pay for long-distance telephone service and any additional services.
 - c. Trash removal, snow removal (**optional to climate**) and extermination services for the Bookstore.
7. To the best of its knowledge, the **College** is not aware of any health or environmental problems, which currently exist or are likely to develop in the physical facility, which houses the Bookstore. The **College** shall be responsible for remedying promptly any health or environmental problems at the Bookstore, other than those caused by the Contractor, and notifying the Vendor accordingly.
8. Agents and employees of the Vendor working in the Bookstore will be provided access to parking lots utilized by **College** employees under the policies of Parking Services.
9. The Vendor shall cooperate with the **Montgomery County** Sheriff and with other **College** officials in the provision of security for the Bookstore. The Vendor shall be responsible for maintaining intrusion alarms and other security systems deemed necessary for the space used by the Bookstore operation.

L. Financial Requirements & Administration:

1. The Vendor shall have complete responsibility for the financial administration of the bookstore facility. Such responsibilities include, but are not limited to, ordering books and merchandise, billings and collections from third parties, processing payments for all goods, acceptance and deposit of all funds, reconciliation of accounts, preparation of annual financial reports and all other such activities that may apply.
2. The Vendor shall supply its most current, certified year-end balance sheet and income statement and any other documentation necessary to demonstrate its capability to perform the agreement resulting from this solicitation without assistance from any outside source(s).
3. Licenses, Permits, and Taxes:
 - a. The Vendor shall secure and pay for all federal, state, and local licenses and permits required for the **College** Bookstore operations provided for herein. The **College** will cooperate with the Vendor in obtaining all licenses and permits and will execute such documents as shall be reasonably necessary or appropriate for such purposes. The Vendor shall pay for any and all taxes and assessments attributable to the operation of the **College** Bookstore provided herein including but not limited to sales taxes, excise taxes, payroll taxes, and federal, state, and local income taxes.



- b. The Vendor will be granted the right to use the **College's** name, logo and seal for reproducing and imprinting stationary, soft goods, notebooks, pens, pencils, jewelry and similar items acceptable to the **College**, if the **College's** name is not used for product endorsement.
4. The Vendor shall pay to the **College** a commission percentage based on gross sales as defined herein. The Vendor shall specify this commission percentage in its Proposal.
5. Gross sales shall be defined as all collected sales at the Bookstore, including textbook rentals and all sales from the bookstore website: less voids, refunds, sales tax, discounted departmental sales, handling fees associated with non-return of rental textbooks, campus debit card fees, computer hardware, eBook readers, discounted faculty/staff sales, pass-through income, bookstore issued scholarship sales, merchandise sales at less than a 20% gross margin such as computer hardware as reasonably determined by the Vendor, and other merchandise mutually designated as non commissionable. Gross Sales shall include any commissions received by the contractor from products such as class rings, and commissions received by the contractor for authorized sales by other companies or organizations on the College Bookstore website.
6. Applicable payments as set in the Vendor's proposal shall be made **quarterly** by the Vendor to the **College** and shall be paid within **10 days** after the close of the **quarter** in which they were earned. The final payment for any year shall be made within thirty (30) days after the end of the applicable contract year, and will include any adjustments required by the percentage of gross sales formula set forth in the Vendor's proposal.
7. Each payment shall be accompanied by a detailed statement of its computation and the Vendor shall furnish supporting documentation to the **College** upon request.
8. The **College** shall have full access at all times to the Bookstore accounting records, including all cash registers at the Bookstore being used by the Contractor, with or without notice. Cash register control totals will be used to verify the cash sales reported. All cash registers or point of sale equipment utilized by the Vendor in the **College** Bookstore shall have non-changeable grand totals.
9. The Vendor shall maintain complete and accurate accounts and records, in accordance with nationally accepted bookstore industry standards, of all revenues, cost of goods, salaries and benefits, and all other expenses in connection with the **College** Bookstore operation provided under the terms of the Contract. All such accounts and records shall be retained by the operation and may be inspected and reviewed by the **College**.
10. On termination of the Contract, commissions will be paid to the **College** on sales up to the final day the Bookstore is operated under the Contract. The commission due the **College** for any portion of a Contract year shall be calculated on a percentage basis.
11. The Vendor shall provide property and casualty insurance covering the Vendor's equipment and other personal property in the Bookstore. The **College** will provide



property and casualty insurance, under the **College's** policy, covering Bookstore space and fixtures and equipment owned by the **College**. **[University or College list minimum requirements]**.

M. Purchase of Merchandise & Inventory:

1. Upon commencement of this Contract, the Vendor shall purchase bookstore inventory then currently on hand using the following terms:
 - a. New Textbooks
 - 1) All new textbooks (in quantities not exceeding normal course requirements) formally adopted for the following term and on hand at the time of inventory will be purchased by the Vendor.
 - 2) All excess textbooks not accepted for return will be purchased by the Vendor at the current wholesale price.
 - b. Used Textbooks
 - 1) At the time of inventory, all used textbooks on hand that are formally adopted for the following term (in quantities not exceeding normal course requirements) will be purchased by the vendor.
 - 2) All excess adopted used textbooks will be purchased by the Vendor at the current wholesale price.
 - c. Trade, Paperbacks, Technical and Reference Books
 - 1) The Vendor will purchase all trade, paperback, technical and reference books in clean and saleable condition, less than six (6) months old.
 - 2) Books not in clean and saleable condition will be set aside and purchased by the Vendor at a mutually agreeable price.
 - d. School Supplies and General Merchandise
 - 1) This category includes all items not previously mentioned, including art, office and general supplies, stationary and greeting cards, etc.
 - 2) All of the above supplies and merchandise in clean and saleable condition, up to a six (6) month supply, will be purchased by the Vendor.
 - 3) Items not in clean and saleable condition will be set aside and purchased by the Vendor at a mutually agreeable price.
2. Upon the commencement of the Contract, the Vendor and the College will perform an inventory of any College's equipment that may have been used by the Vendor in the bookstore. The inventory will note the condition of the equipment, as agreed upon by the College and the Contractor.
3. Upon the termination of the Contract, the College will purchase, or require the replacement vendor to purchase, bookstore inventory then on hand from the Vendor upon the same terms as described in subparagraphs IV.M.1 (a through d) above.