

BOARD OF TRUSTEES REGULAR MEETING  
CLC 104 (West Classroom of Cessna Learning Center) 6:00 p.m.  
December 14, 2017

AGENDA

I. ROUTINE

- |   |        |           |
|---|--------|-----------|
| A. Call to Order  |        |           |
| B. Approval of Agenda   | Action |           |
| C. Welcome Guests   |        |           |
| D. Pledge of Allegiance   |        |           |
| E. Mission Statement – Independence Community College serves the best interests of students and the community by providing academic excellence while promoting cultural enrichment and economic development.                  |        |           |
| F. Vision Statement – To be a community college that provides an exceptional educational experience by cultivating intellect, encouraging creativity and enhancing character in a student and community centered environment. |        |           |
| G. Approval of November 9, 2017 and November 12, 2017 meeting minutes   | Action | Section 1 |

II. INSTITUTIONAL OPERATIONS

- |  |            |           |
|--|------------|-----------|
| A. Ranson Financial Certificates of Participation Refinancing Option-John Haas | Action     | Section 2 |
| B. Admissions, Recruiting, Advising Restructure                                | Report     | Section 3 |
| C. PTK Honors Luncheon-Topeka/February 15, 2018                                | Discussion | Section 4 |
| D. KACCT/COP December Meeting Update – Jana Shaver                             | Report     | Section 5 |
| E. Allow Payables  | Action     | Section 6 |
| F. President’s Update – Dan Barwick  | Report     | Section 7 |
| • December Quarterly Operational Plans   |            |           |
| • Update on Long-and-short-term Facilities Plan                                |            |           |
| • January 8, 2018 In-Service   |            |           |

III. CONSENT AGENDA

Action

- |   |            |
|---|------------|
| A. Financial Report (acknowledge receipt) |            |
| B. Personnel Report (acknowledge receipt) | Section 8  |
| C. Grant Progress Report                  | Section 9  |
| D. Payment to Tk20                        | Section 10 |

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

V. EXECUTIVE SESSION – For the purpose of discussing negotiations with instructional staff and to protect the college’s right to confidentiality of its negotiating position and the public interest.

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

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

*"Mr. Board Chair, I move that we go into executive session to discuss non-elected personnel in order to protect the privacy interests of the individuals to be discussed and that we return to open session in this room at \_\_\_\_\_ p.m."*

EXECUTIVE SESSION: Negotiations

*"Mr. Board Chair, I move that we go into executive session for the purpose of discussing negotiations to protect the College's right to confidentiality of its negotiating position and the public interest, and that we return to open session in this room at \_\_\_\_\_ p.m."*

EXECUTIVE SESSION: Preliminary Discussions Relating to the Acquisition of Real Property

*"Mr. Board Chair, I move that we go into executive session for preliminary discussions relating to the acquisition of real property in order to protect the privacy interests of the individuals to be discussed and that we return to open session in this room at \_\_\_\_\_ p.m."*

BOARD OF TRUSTEES REGULAR MEETING  
CLC 104 (West Classroom of Cessna Learning Center) 6:00 p.m.  
November 9, 2017

**MINUTES**

**Members Present**

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

**Others Present**

Daniel Barwick, President  
Wendy Isle, Chief Financial Officer  
Keli Tuschman, Human Resources Director  
Tammie Geldenhuys, Vice-President/Student Affairs, Athletics, and Admissions  
Beverly Harris, Executive Assistant/Board Clerk  
Jessica Morgan-Tate, Compliance Officer/Title IX  
Brittany Thornton, Director of Admissions  
Ben Seel, Political Science Instructor  
Anita Chappuie, Director of Institutional Research  
Cody Westerhold, Director of Student Activities  
Jay Jones, Assistant Athletic Director  
Jim Correll, Fab Lab ICC Director

**Guests**

Taina Copeland, Reporter  
Andy Taylor, Montgomery County Chronicle  
David Cowen, Public Safety Director for City of Independence  
Jessica Jaimes, City of Independence Clerk and Notary  
John Heckman, Architect  
Brianna Wisby, ICC Student

**I. ROUTINE**

- A. Call to Order – Val DeFever called the meeting to order at 6:00 p.m.
- B. Approval of Agenda – Jana Shaver moved to approve the agenda. Terry Clark seconded the motion and the motion carried 6-0.
- C. Welcome Guests – Val DeFever welcomed the guests and provided an overview of options available for public comment on items pertaining to the agenda.
- D. Pledge of Allegiance – John Heckman led the group in recitation of the Pledge of Allegiance.
- E. Mission Statement – Norman Chambers read the College Mission Statement.
- F. Vision Statement – Jana Shaver read the College Vision Statement.
- G. Approval of October 12, 2017 meeting minutes – Cynthia Sherwood moved to approve the October 12, 2017 meeting minutes. Mike Wood seconded the motion and the motion carried 6-0.

**II. INSTITUTIONAL OPERATIONS**

- A. Review Fab Lab Design with John Heckman – John Heckman provided additional detail about the roof slope depicted in the architectural design and answered several questions; the Board of Trustees were invited to visit Mr. Heckman’s office to view additional exterior building views. Mr. Heckman shared a timeline of construction commencing next year and noted completion of the project by the 2019 deadline specified in the grant.
- B. North Penn Neighborhood Revitalization Plan Interlocal Agreement – David Cowen, Public Safety Director for the City of Independence, provided an overview of the updated North Penn Neighborhood Revitalization Plan Interlocal Agreement. Cynthia Sherwood moved to approve the modified Interlocal Agreement. Norman Chambers seconded the motion and the motion carried 6-0. Chair DeFever and Clerk Harris signed the Agreement and Jessica Jaimes, City of Independence Clerk and Notary, notarized the signing; the College will receive a copy of the Agreement when all parties have signed approval.
- C. 2017-2018 Renovation and Repair Priorities Proposal – Dr. Barwick provided an historical background of the process utilized for renovation and repairs; he noted that currently three-to-five larger items that cannot be absorbed into the Maintenance budget are identified and the remaining \$50,000 of the \$250,000 allocated is set aside for consideration of use during the Spring semester. Dr. Barwick shared that proposals are divided among consideration for renovation and repairs associated with: academics; student life; facilities; and, safety and security. No action was taken, as the item was not identified for action on the agenda distributed to the Trustees.
- D. 2018-2019 Tuition and Fees/Room and Board Proposal – Brianna Wisby, ICC student, asked why tuition and fees were raising \$7 per credit hour and the meal plan increasing by \$41. Ms. Wisby asked how these increases benefit ICC students and noted that many students do not eat in the dining hall, but spend additional dollars eating elsewhere; a recent episode of being served raw chicken was given. Dr. Barwick shared that a lengthy discussion was held with Great Western Dining Services management about the increase in complaints received; a series of action steps for improved quality and service will be implemented, and a survey instrument will be available for evaluation of the dining experience as students and customers exit the cafeteria. Dr. Barwick noted that additional information will be shared during the Executive Session. Trustee Sherwood also questioned the amount employees are charged for dining in the cafeteria and stated that employees should pay the same amount for meals as students are expected to pay. The Kansas Board of Regents tuition and fees/room and board chart was distributed for review. Discussion followed regarding the dollar amount students pay for residence halls compared to other community college room and board charges depicted in the Kansas Board of Regents Tuition and Fees/Room and Board comparison chart. Dr. Barwick noted the item was not identified as an action item; however, action was required to facilitate enrollment and recruitment efforts, as well as financial aid timelines. Trustee Shaver responded that she was not prepared to vote on an item not previously identified for action and for which background information was not adequately provided. Dr. Barwick informed the Board that the item will appear on the agenda of the special Board meeting planned for 12:30 p.m. Sunday, November 12<sup>th</sup>, when the Trustees consider Bowl options.
- E. Allow Payables – Norman Chambers moved to allow payables. Mike Wood seconded the motion and the motion carried 6-0.
- F. President’s Update – Dan Barwick recognized Anita Chappuie, Director of Institutional Research, for her work on the enrollment analysis and provided an overview of the information provided. The Trustees were asked to RSVP through the Board Clerk if they wished to attend all or part of the Quarterly Kansas Association of Community College Trustees meeting scheduled for December 3-4, 2017 at Cowley Community College in Arkansas City. Dr. Barwick also informed the Trustees of the December 12, 2017 Graduation planned for 5:00 p.m. in the Inge Theatre. Dr. Barwick shared a piece from Carlyle Brown’s Facebook page; Mr. Brown was selected as the 2018 Inge Honoree; following his acceptance of the honor, Mr. Brown posted on Facebook that someone should pinch him as he might be dreaming.

III. CONSENT AGENDA – Cynthia Sherwood moved to approve the consent agenda which included receipt of the financial, personnel, and grant progress reports. Also included in the consent agenda was approval of payment to Dissinger Reed, LLC in the amount of \$11,900 for the Fall 2017 student accident insurance plan.



Approval of the 2018-2019 academic calendar was the last item included in the consent agenda for consideration of approval. It was noted that the Faculty Association voted and approved the 2018-2019 academic calendar prior to submission for Board approval. Mike Wood seconded the motion to approve the consent agenda and the motion carried 6-0.

- IV. EXECUTIVE SESSION – Norman Chambers moved the Board enter Executive Session for forty-five minutes at 8:07 p.m. and return to Open Session in CLC 104 at 8:52 p.m. The motion included participation in Executive Session by Dr. Barwick, Keli Tuschman, Tammie Geldenhuys, and Jessica Morgan-Tate, for the purpose of discussing non-elected personnel in order to protect the privacy interests of the individuals to be discussed. Discussion of non-elected personnel is an acceptable topic of discussion for Executive Session. Jana Shaver seconded the motion and the motion carried 6-0.

Dr. Barwick shared that ICC has already been contacted about participation in four separate Bowls, contracts will go out on Monday, and a public announcement will be made at 2:00 p.m. on Tuesday. As a quick turnaround is required, the Board of Trustees reached consensus for holding a Special Board meeting on Sunday, November 12, 2017 at 12: 30 p.m. in CLC 104 of the Cessna Learning Center for discussion of Bowl bids.

Meeting attendees were informed that no action would be taken following Executive Session.

The Board entered Executive Session at 8:07 p.m. The Board returned to Open Session at 8:52 p.m. Norman Chambers moved the Board enter Executive Session for an additional fifteen minutes at 8:54 p.m. and return to Open Session in CLC 104 at 9:09 p.m. The motion included participation in Executive Session by Dr. Barwick, Keli Tuschman, Tammie Geldenhuys, and Jessica Morgan-Tate, for the purpose of discussing non-elected personnel in order to protect the privacy interests of the individuals to be discussed. Discussion of non-elected personnel is an acceptable topic of discussion for Executive Session. Mike Wood seconded the motion and the motion carried 6-0. The Board entered Executive at 8:54 p.m. The Board returned to Open Session at 9:09 p.m.

- V. EXECUTIVE SESSION – Consultation with the College attorney which would be deemed privileged in the attorney-client relationship was not required.
- VI. ADJOURN – Terry Clark moved that the meeting adjourn. Norman Chambers seconded the motion and the motion carried 6-0. The meeting adjourned at 9:10 p.m.

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Beverly Harris  
Board Clerk

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

BOARD OF TRUSTEES  
Special Meeting  
CLC 104 (West Classroom of Cessna Learning Center) 12:30 p.m.  
Sunday, November 12, 2017

**MINUTES**

**Members Present**

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

**Others Present**

Daniel Barwick, President  
Wendy Isle, Chief Financial Officer  
Keli Tuschman, Human Resources Director  
Tammie Geldenhuys, Vice-President/Student Affairs, Athletics, and Admissions  
Beverly Harris, Executive Assistant/Board Clerk  
Kara Wheeler, Vice-President for Academic Affairs  
Brad Henderson, Director of Marketing/Communications  
Ben Seel, Political Science Instructor  
Jay Jones, Assistant Athletic Director

**I. ROUTINE**

- A. Call to Order – Val DeFever called the meeting to order at 12:30 p.m.
- B. Approval of Agenda – Terry Clark moved to approve the agenda. Mike Wood seconded the motion and the motion carried 6-0.
- C. Welcome Guests – There were no guests present.
- D. Pledge of Allegiance – Val DeFever 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.

**II. INSTITUTIONAL OPERATIONS**

- A. Consideration and Approval of Bowl Options – Dr. Barwick congratulated the Athletic Department and our student athletes for their accomplishments in reaching this historic moment for ICC. Tammie Geldenhuys distributed information associated with four separate Bowl bids for reference; however, she cautioned the Trustees that the information was not public until contracts are signed. Following further discussion, Dr. Barwick informed the Trustees of the once-in-a-lifetime opportunity being presented our students; he also noted several contacts already made for sponsorship support toward expenses associated with participation in a Bowl game. Terry Clark moved to empower the administration to make a Bowl game commitment based on the outcome of the offers and a contract we can accept. Norman Chambers seconded the motion and the motion carried 6-0.
- B. 2017-2018 Renovation and Repair Priorities – For appropriate institutional documentation, Norman Chambers moved to approve the 2017-2018 Renovation and Repair Priorities. Dr. Barwick shared that College administration will return to the Board of Trustees in January with a proposal for utilization of the \$50,000 set aside for use during the spring semester. Mike Wood seconded the motion and the motion carried 6-0.

- C. 2017-2018 Tuition and Fees/Room and Board – Dr. Barwick recognized Wendy Isle and Beverly Harris for their work gathering additional comparative tuition and fees/room and board data. Wendy Isle provided an overview of the four Kansas community colleges utilized in the comparison. It was noted that the ICC website is not clear on the Innovation Fee charges, and that ICC should place greater emphasis on our Book Loan Program versus the dollar amount other community colleges charge for books. The Trustees stated reluctance to approve the 2017-2018 Tuition and Fees/Room and Board due to the complaints associated with Great Western Dining (GWD) Food Services. Dr. Barwick informed the Trustees he would share additional information regarding conversations with GWD during Executive Session. Cynthia Sherwood moved to approve the 2018-2019 Tuition and Fees/Room and Board. Jana Shaver seconded the motion and the motion carried 6-0.

III. EXECUTIVE SESSION: Non-elected Personnel

Norman Chambers moved that the Board go into Executive Session for fifteen minutes to include Dr. Barwick, Keli Tuschman, and Tammie Geldenhuys to discuss a personnel matter; discussion of non-elected personnel in order to protect the privacy interests of the individuals to be discussed is an allowable topic for Executive Session, and that the Board return to Open Session in CLC 104 at 1:35 p.m. Mike Wood seconded the motion and the motion carried 6-0. The Board entered Executive Session at 1:20 p.m. The Board returned to Open Session at 1:35 p.m.

- III. ADJOURN – Terry Clark moved that the meeting adjourn. Norman Chambers seconded the motion and the motion carried 6-0. The meeting adjourned at 1:35 p.m.

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Beverly Harris  
Board Clerk

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

# Memo

To: Independence Community College Board of Trustees

From: Daniel W. Barwick, PhD  
President

Date: December 14, 2017

Re: Ranson Financial Presentation

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John Haas, Ranson Financial, will present refinancing options for the Certificates of Participation.

Table 9

**\$4,605,000**  
**Independence Community College**  
**Refunding Certificates of Participation**

**Series 2009**

**Outstanding Debt Service**

Payment Date	Principal	Interest Rate	Interest	Total Debt Service
1-Nov-17			0.00	0.00
1-May-18	380,000.00	3.700	50,705.63	430,705.63
1-Nov-18			43,675.63	43,675.63
1-May-19	395,000.00	3.875	43,675.63	438,675.63
1-Nov-19			36,022.50	36,022.50
1-May-20	410,000.00	4.000	36,022.50	446,022.50
1-Nov-20			27,822.50	27,822.50
1-May-21	425,000.00	4.100	27,822.50	452,822.50
1-Nov-21			19,110.00	19,110.00
1-May-22	445,000.00	4.200	19,110.00	464,110.00
1-Nov-22			9,765.00	9,765.00
1-May-23	465,000.00	4.200	9,765.00	474,765.00
1-Nov-23			0.00	0.00
1-May-24			0.00	0.00
1-Nov-24			0.00	0.00
1-May-25			0.00	0.00
1-Nov-25			0.00	0.00
1-May-26			0.00	0.00
1-Nov-26			0.00	0.00
1-May-27			0.00	0.00
<b>Totals</b>	<b>2,520,000.00</b>		<b>323,496.88</b>	<b>2,843,496.88</b>
Redemption	1-Feb-18			
Accrual	1-Nov-17			
Ratio	0.50			
Principal	2,520,000.00			
Interest	25,352.81			
Total	2,545,352.81			

**Table 10**  
**Alt C: Current Market Scale - Front End Savings**

**\$2,620,000**  
**Independence Community College**  
**Refunding Certificates of Participation**

**Series 2018**

**Estimated Debt Service to Maturity**

Payment Date	Principal	Interest Rate	Interest	Total Debt Service
1-Nov-17			0.00	0.00
1-May-18	330,000.00	1.300	10,251.25	340,251.25
1-Nov-18			18,357.50	18,357.50
1-May-19	445,000.00	1.400	18,357.50	463,357.50
1-Nov-19			15,242.50	15,242.50
1-May-20	450,000.00	1.500	15,242.50	465,242.50
1-Nov-20			11,867.50	11,867.50
1-May-21	455,000.00	1.600	11,867.50	466,867.50
1-Nov-21			8,227.50	8,227.50
1-May-22	465,000.00	1.700	8,227.50	473,227.50
1-Nov-22			4,275.00	4,275.00
1-May-23	475,000.00	1.800	4,275.00	479,275.00
1-Nov-23			0.00	0.00
1-May-24			0.00	0.00
1-Nov-24			0.00	0.00
1-May-25			0.00	0.00
1-Nov-25			0.00	0.00
1-May-26			0.00	0.00
1-Nov-26			0.00	0.00
1-May-27			0.00	0.00
Totals	2,620,000.00		126,191.25	2,746,191.25
	22.50			
Dated Date:	1-Feb-18		Net Interest Cost	2.0051%
Settlement Date:	1-Feb-18		True Interest Cost	1.6593%
Bond Years:	7,600,000		Accrued Interest:	0.00
Average Life:	2.90			

**Table 11**  
**Alt C: Current Market Scale - Front End Savings**

**\$2,620,000**  
**Independence Community College**  
**Refunding Certificates of Participation**

**Series 2018**

**Savings Report**

Period Ending 30-Jun	Refunding Debt Service	Issuer Cash	Outstanding Debt Service	Cash Savings
2018	340,251.25	0.00	430,705.63	90,454.38
2019	481,715.00		482,351.25	636.25
2020	480,485.00		482,045.00	1,560.00
2021	478,735.00		480,645.00	1,910.00
2022	481,455.00		483,220.00	1,765.00
2023	483,550.00		484,530.00	980.00
2024	0.00		0.00	0.00
2025	0.00		0.00	0.00
2026	0.00		0.00	0.00
2027	0.00		0.00	0.00
	2,746,191.25	0.00	2,843,496.88	97,305.63
Accrued Interest:				0.00
Rounding Amount:				22.50
Net Cash Savings				97,328.12
Present Value of Savings:				97,207.51
Percent of Refunded Issue:				3.86%

**Table 12**  
**Alt C: Current Market Scale - Front End Savings**

**\$2,620,000**  
**Independence Community College**  
**Refunding Certificates of Participation**

**Series 2018**

**Sources and Uses of Funds**

<u>Sources</u>			
Certificates			2,620,000.00
Original Issue Discount			0.00
Forward Purchase Contract			0.00
Issuer Cash			0.00
Accrued Interest			0.00
Total Sources of Funds			2,620,000.00
<u>Uses</u>			
Escrow Deposit			2,545,352.81
Deposit to Bond Fund			0.00
Underwriter's Discount	1.00%		26,200.00
Costs of Issuance	1.85%		48,424.69
Rounding Amount			22.50
Total Uses of Funds			2,620,000.00
Bond Counsel			15,000.00
Municipal Advisor			18,315.00
Trustee			1,500.00
Official Statement			3,000.00
Rating			10,000.00
Miscellaneous			609.69
Totals			48,424.69



## UNDERWRITER ENGAGEMENT AGREEMENT

This Underwriter Engagement Agreement ("Agreement") is made this \_\_\_ day of December 2017, by and between Independence Community College ("Issuer"), and George K. Baum & Company, located at 4801 Main Street, Suite 500 Kansas City, Missouri 64112 ("GKB").

**PURPOSE:** The Issuer has identified a specific capital project for the purpose of refunding its Series 2007 Certificates of Participation (the "Project"), which may result in the issuance of bonds, notes, refunding bonds and/or the use of other financial instruments (the "Transaction"). The Issuer deems it in its best interest to engage and retain GKB, a qualified investment banking firm, to provide certain services for or related to the Transaction, including but not limited to the following: (1) provide underwriting services, including the preparation of supporting data, underwriting bonds and other financial instruments at the lowest practicable interest rate, and assist in obtaining credit enhancement and ratings; or, (2) to serve as structuring agent for privately placed bonds; and/or (3) to serve as structuring agent for low-interest loans placed with State agencies.

**CONSIDERATION:** Consideration for this Agreement includes the services, compensation, and mutual exchange of promises of the parties specified herein.

### SPECIFIC PROVISIONS

The provisions of the above "Purpose" section shall be material and binding terms of this Agreement.

1. **GKB's Obligations.** GKB shall provide the Issuer with investment banking services for and related to the Transaction, including the analysis of cost factors relative to the underwriting or private placement of bonds and other instruments relative to the financing of the Project, and:
  - A. Work with the Issuer and others as directed by the Issuer, concerning the issuance of debt securities for the Transaction;
  - B. Attend all meetings and be available to the Issuer, its Administration and other agents for consultation and conference at times and places mutually agreed upon throughout the Transaction proceedings;
  - C. Assist the Issuer in the preparation, coordination and distribution of printed matter for or related to the Transaction, including circulars, press releases, special mailings, etc., in order to acquaint the Issuer's population with the benefits and financial considerations of the Transaction;
  - D. Prepare financial information and schedules necessary to acquaint the Issuer with the benefits of the various forms of financing for or related to the Transaction, including interest rates, marketing factors, credit enhancement, and user fee costs;
  - E. Advise the Issuer on underwriting or the direct placement of its bonds for or related to the Transaction, including but not limited to (1) providing advice as to the

structure, timing, terms and other similar matters concerning the Transaction; (2) preparation of ratings strategies and presentations related to the issuance being underwritten; (3) preparation for and assistance with “road shows” and investor discussions related to the issuance being underwritten; (4) advice regarding retail order periods and institutional marketing; (5) assistance in the preparation of the preliminary and final official statements for the municipal securities; (6) assistance with the closing of the issuance of the municipal securities, including negotiation and discussion with respect to all documents, certificates, and opinions need for such closing; (7) coordination with respect to obtaining CUSIP numbers and registration of the issue of municipal securities with the book-entry only system of the Depository Trust Company; (8) preparation of post-sale reports for such municipal securities; (9) structuring of refunding escrow cash flow requirements necessary to provide for the refunding or defeasance of an issue of municipal securities; (10) providing regular updates of bond market conditions, analysis of financial or accounting factors of importance to the proper placement of the bonds for or related to the Transaction, recommendations regarding appropriate bond maturity schedules, call features, registration provisions, paying agency and trusteeship responsibility, user rate covenants, any special sinking fund provisions, flow of tax or user fee funds, interest rate limitations, or bond delivery procedures, for or related to the Transaction;

- F. Make recommendations as to the exact amount of the bonds to be issued for and related to the Transaction, maturity schedules, redemption features and provisions, and other related items, in order to formulate the most attractive and appealing investment package to the purchasers of the bonds which will result in the maximum benefit and minimum net effective interest cost to the Issuer;
- G. Assist in the preparation of a credit presentation for bond rating agencies and bond insurance companies;
- H. Collect, format, and prepare information, in cooperation with the Issuer for a Preliminary Official Statement or a Private Placement Memorandum, as appropriate, related contracts or agreements, and bond proceedings for or related to the Transaction, all of which shall be appropriately executed and satisfactory to the Issuer;
- I. Engage in pre-marketing activities to announce and promote the sale of Project bonds for and related to the Transaction;
- J. Distribute the Preliminary Official Statement to potential investors;
- K. Provide for a pricing conference call, during which the related pricing levels for the Project bonds will be established prior to the offering of a purchase contract agreement;
- L. Arrange for closing and delivery of the Project bonds;

- M. Prior to the offering of any of the Project bonds or debt securities for sale, provide an estimate to the Issuer of all underwriting or structuring agent profits and interest rates, and upon completion of the sale, provide the Issuer with a detailed accounting of actual total profits and expenses;
  - N. It is expressly understood and agreed that this Agreement does not intend, and is not under any circumstances to be construed as requiring GKB to perform services which may constitute the practice of law. GKB is retained and engaged in an expert financial capacity only;
  - O. It is expressly understood and agreed that GKB will not limit its work to the steps outlined but will extend its services as necessary to ensure that all appropriate underwriting services for and related to the Transaction are provided to or on behalf of the Issuer in a professional and satisfactory manner.
2. **Issuer's Obligations.** The Issuer's obligations shall include the following:
- A. Retain GKB as its investment banker to act as bond underwriter, structuring agent or placement agent for and related to the Transaction;
  - B. Cooperate with GKB in the proper development of the Transaction and provide all pertinent information needed to support successfully underwritten or privately placed bonds or loan(s) on behalf of the Issuer;
  - C. Retain a nationally recognized firm of bond attorneys and utilize the services of the Issuer's attorney;
  - D. Pay for, or arrange for the payment of, all costs of legal advice, printed matter (informational brochures, bond printing, Preliminary and Final Official Statements), advertising, engineering, bond ratings, bond insurance premium, required audits and other professional services;
  - E. Reimburse GKB for all reasonable costs and expenses incurred by GKB that are related to the Transaction, including but not limited to reasonable travel expenses to meet with the Issuer, or rating agencies, if any;
  - F. Pay GKB, or arrange for the payment to GKB of an underwriting fee, structuring agent fee or placement agent fee for and related to the Transaction equal to 0.90% of the par amount of the bonds.
3. **Term.** The term of this Agreement shall commence on December \_\_, 2017, and shall expire on the completion of the Transaction, subject to the termination provisions in Section 4 below.
4. **Termination.** Either party shall have the right to terminate this Agreement in full for any reason by providing written notice to the other party at least ninety (90) days prior to the stated termination date. In the event of any violation or default of the terms of this

Agreement by GKB, the Issuer shall provide written notice to GKB of any such violation or default, and GKB shall have thirty (30) days to cure such default. If GKB is not able to cure the default to the Issuer's satisfaction by the end of such cure period, the Issuer thereafter shall have the right to immediately terminate this Agreement. At the termination of this Agreement, in any such manner, the Issuer shall reimburse GKB such reasonable costs and expenses incurred to the date of such termination, and pay GKB such compensation earned to the date of such termination, which payment shall be in full satisfaction of all claims against the Issuer under this Agreement.

5. **Additional Transactions.** It is expressly understood and agreed that in addition to and separate and apart from the Transaction, during the Term of this Agreement, the Issuer may decide to consider and/or pursue other, additional or phased financing for or related the Project and/or other separate or particular projects to be identified by the Issuer from time-to-time, which may require or result in the issuance of bonds, notes, refunding bonds and the use of other financial instruments ("Additional Transactions"). In that event, the parties understand and agree that the Issuer may retain and engage GKB as its investment banker to provide underwriting or placement agent services for or related to any Additional Transactions. In that event, the parties will execute separate written engagement agreements for each of any such Additional Transactions. Until such a separate additional agreement is in place, the parties understand and agree that GKB will not provide any advice or recommendations to the Issuer regarding any such Additional Transactions.
6. **Execution.** This Agreement may be executed in multiple counterparts and together such counterparts will be deemed an original.

**[THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK.]**

IN WITNESS WHEREOF, the parties here have executed this Agreement the day and year first above written.

**AGREED TO AND ACCEPTED:**

**GEORGE K. BAUM & COMPANY**

By: Todd Burrus

Printed Name: Todd Burrus

Title: Vice President

**INDEPENDENCE COMMUNITY COLLEGE**

By: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_



**Underwriter Engagement Agreement  
Supplemental Disclosures  
For  
New Issues of Municipal Securities**

The Municipal Securities Rulemaking Board (“MSRB”) issued an interpretive notice (“Notice”) relating to Rule G-17, effective August 2, 2012. The Notice requires that Underwriters must provide certain additional disclosures to Issuers of municipal securities as part of the dealer’s fair dealing obligations under Rule G-17 when acting as an Underwriter for a negotiated underwriting of an Issuer’s new issue of municipal securities.

George K. Baum & Company’s Role as Underwriter

- (1) MSRB Rule G-17 requires the Underwriter to deal fairly at all times with both municipal issuers and investors.
- (2) One of the Underwriter’s primary roles will be to purchase bond issues with a view to distribution in an arm’s-length commercial transaction with the Issuer, and the Underwriter has and will have financial and other interests that differ from the Issuer’s interests.
- (3) Unlike a municipal advisor, the Underwriter does not have a fiduciary duty to the Issuer under the federal securities laws. The Underwriter, therefore, is not required by federal law to act in the Issuer’s best interests without regard to the Underwriter’s own financial or other interests.
- (4) The Underwriter has a duty to purchase securities from the Issuer at a fair and reasonable price, but must balance that duty with its duty to sell bond issues to investors at prices that are fair and reasonable.
- (5) For the Issuer’s bond issues that the Underwriter underwrites, the Underwriter will review the Issuer’s official statement, in accordance with, and as part of, the Underwriter’s responsibilities to investors under the federal securities laws, as applied to the facts and circumstances of the transaction.

The Underwriter also must not recommend that the Issuer not retain a municipal advisor.

The Underwriter’s Compensation

The Underwriter’s compensation for serving as the underwriter for the Issuer’s bond issuances will be contingent on the closing of the transaction and at least a portion of that compensation will be based on the size of the bond issue. The rules of the MSRB require the Underwriter to inform the Issuer that compensation that is contingent on the closing of a transaction or the size of a transaction presents a conflict of interest, because it may cause the Underwriter to recommend a transaction that it is unnecessary or to recommend that the size of the transaction be larger than is necessary.

Bond Issuances Present Risks to the Issuer

As with any bond issue, the Issuer’s obligation to pay principal and interest will be a contractual obligation that will require the Issuer to make these payments no matter what budget constraints the Issuer encounters. Furthermore, to the extent that the Issuer agrees in a bond issue to rate covenants, additional bond tests or other financial covenants, these may constrain the Issuer’s ability to operate and to issue additional debt, and if the Issuer does not comply with these covenants, they can result in a default under a bond issue. Depending on the terms of a bond issue, if the Issuer fails to make a payment of principal or interest or if the Issuer otherwise fails to comply with its covenants under the bond issue, the trustee may have the right to accelerate all of the payment of principal on the bond issue, which means that the Issuer may be required to pay all

of the principal of the bond issue at that time.

George K. Baum & Company will provide additional disclosures to the Issuer from time to time, as may be required by the provisions of MSRB Rule G-17.

**GEORGE K. BAUM & COMPANY**

Todd Burrus  
Printed Name of Authorized Person

Todd Burrus  
Signature

Vice President  
Title

12/6/2017  
Date

**RECEIPT ACKNOWLEDGED BY THE ISSUER**

**INDEPENDENCE COMMUNITY COLLEGE**

\_\_\_\_\_  
Printed Name of Authorized Person

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

Table 1

**\$4,605,000**  
**Independence Community College**  
**Refunding Certificates of Participation**

**Series 2009**

**Outstanding Debt Service**

Payment Date	Principal	Interest Rate	Interest	Total Debt Service
1-Nov-17			0.00	0.00
1-May-18	380,000.00	3.700	50,705.63	430,705.63
1-Nov-18			43,675.63	43,675.63
1-May-19	395,000.00	3.875	43,675.63	438,675.63
1-Nov-19			36,022.50	36,022.50
1-May-20	410,000.00	4.000	36,022.50	446,022.50
1-Nov-20			27,822.50	27,822.50
1-May-21	425,000.00	4.100	27,822.50	452,822.50
1-Nov-21			19,110.00	19,110.00
1-May-22	445,000.00	4.200	19,110.00	464,110.00
1-Nov-22			9,765.00	9,765.00
1-May-23	465,000.00	4.200	9,765.00	474,765.00
1-Nov-23			0.00	0.00
1-May-24			0.00	0.00
1-Nov-24			0.00	0.00
1-May-25			0.00	0.00
1-Nov-25			0.00	0.00
1-May-26			0.00	0.00
1-Nov-26			0.00	0.00
1-May-27			0.00	0.00
Totals	2,520,000.00		323,496.88	2,843,496.88
Redemption	1-Feb-18			
Accrual	1-Nov-17			
Ratio	0.50			
Principal	2,520,000.00			
Interest	25,352.81			
Total	2,545,352.81			



**Table 2**  
**Alternative A: Current Market Scale**

**\$2,620,000**  
**Independence Community College**  
**Refunding Certificates of Participation**

**Series 2018**

**Estimated Debt Service to Maturity**

Payment Date	Principal	Interest Rate	Interest	Total Debt Service
1-Nov-17			0.00	0.00
1-May-18	405,000.00	1.300	10,195.00	415,195.00
1-Nov-18			17,757.50	17,757.50
1-May-19	430,000.00	1.400	17,757.50	447,757.50
1-Nov-19			14,747.50	14,747.50
1-May-20	435,000.00	1.500	14,747.50	449,747.50
1-Nov-20			11,485.00	11,485.00
1-May-21	440,000.00	1.600	11,485.00	451,485.00
1-Nov-21			7,965.00	7,965.00
1-May-22	450,000.00	1.700	7,965.00	457,965.00
1-Nov-22			4,140.00	4,140.00
1-May-23	460,000.00	1.800	4,140.00	464,140.00
1-Nov-23			0.00	0.00
1-May-24			0.00	0.00
1-Nov-24			0.00	0.00
1-May-25			0.00	0.00
1-Nov-25			0.00	0.00
1-May-26			0.00	0.00
1-Nov-26			0.00	0.00
1-May-27			0.00	0.00
Totals	2,620,000.00		122,385.00	2,742,385.00
	0.00			
Dated Date:	1-Feb-18		Net Interest Cost	2.0147%
Settlement Date:	1-Feb-18		True Interest Cos	1.6583%
Bond Years:	7,375,000		Accrued Interest:	0.00
Average Life:	2.81			

**Table 3**  
**Alternative A: Current Market Scale**

**\$2,620,000**  
**Independence Community College**  
**Refunding Certificates of Participation**

**Series 2018**

**Savings Report**

Period Ending 30-Jun	Refunding Debt Service	Issuer Cash	Outstanding Debt Service	Cash Savings
2018	415,195.00	0.00	430,705.63	15,510.63
2019	465,515.00		482,351.25	16,836.25
2020	464,495.00		482,045.00	17,550.00
2021	462,970.00		480,645.00	17,675.00
2022	465,930.00		483,220.00	17,290.00
2023	468,280.00		484,530.00	16,250.00
2024	0.00		0.00	0.00
2025	0.00		0.00	0.00
2026	0.00		0.00	0.00
2027	0.00		0.00	0.00
	2,742,385.00	0.00	2,843,496.88	101,111.88
Accrued Interest:				0.00
Rounding Amount:				0.00
Net Cash Savings				101,111.87
Present Value of Savings:				97,256.45
Percent of Refunded Issue:				3.86%

**Table 4**  
**Alternative A: Current Market Scale**

**\$2,620,000**  
**Independence Community College**  
**Refunding Certificates of Participation**

**Series 2018**

**Sources and Uses of Funds**

<u>Sources</u>		
Certificates		2,620,000.00
Original Issue Discount		0.00
Forward Purchase Contract		0.00
Issuer Cash		0.00
Accrued Interest		0.00
Total Sources of Funds		2,620,000.00
<u>Uses</u>		
Escrow Deposit		2,545,352.81
Deposit to Bond Fund		0.00
Underwriter's Discount	1.00%	26,200.00
Costs of Issuance	1.85%	48,447.19
Rounding Amount		0.00
Total Uses of Funds		2,620,000.00
Bond Counsel		15,000.00
Municipal Advisor		18,337.50
Trustee		1,500.00
Official Statement		3,000.00
Rating		10,000.00
Miscellaneous		609.69
Totals		48,447.19

Table 5

**\$4,605,000**  
**Independence Community College**  
**Refunding Certificates of Participation**

**Series 2009**

**Outstanding Debt Service**

Payment Date	Principal	Interest Rate	Interest	Total Debt Service
1-Nov-17			0.00	0.00
1-May-18	380,000.00	3.700	50,705.63	430,705.63
1-Nov-18			43,675.63	43,675.63
1-May-19	395,000.00	3.875	43,675.63	438,675.63
1-Nov-19			36,022.50	36,022.50
1-May-20	410,000.00	4.000	36,022.50	446,022.50
1-Nov-20			27,822.50	27,822.50
1-May-21	425,000.00	4.100	27,822.50	452,822.50
1-Nov-21			19,110.00	19,110.00
1-May-22	445,000.00	4.200	19,110.00	464,110.00
1-Nov-22			9,765.00	9,765.00
1-May-23	465,000.00	4.200	9,765.00	474,765.00
1-Nov-23			0.00	0.00
1-May-24			0.00	0.00
1-Nov-24			0.00	0.00
1-May-25			0.00	0.00
1-Nov-25			0.00	0.00
1-May-26			0.00	0.00
1-Nov-26			0.00	0.00
1-May-27			0.00	0.00
Totals	2,520,000.00		323,496.88	2,843,496.88
Redemption	1-Feb-18			
Accrual	1-Nov-17			
Ratio	0.50			
Principal	2,520,000.00			
Interest	25,352.81			
Total	2,545,352.81			

**Table 6**  
**Alternative B: Minimum Savings Requirement**

**\$2,620,000**  
**Independence Community College**  
**Refunding Certificates of Participation**

**Series 2018**

**Estimated Debt Service to Maturity**

Payment Date	Principal	Interest Rate	Interest	Total Debt Service
1-Nov-17			0.00	0.00
1-May-18	405,000.00	1.600	12,160.00	417,160.00
1-Nov-18			21,080.00	21,080.00
1-May-19	430,000.00	1.700	21,080.00	451,080.00
1-Nov-19			17,425.00	17,425.00
1-May-20	435,000.00	1.800	17,425.00	452,425.00
1-Nov-20			13,510.00	13,510.00
1-May-21	440,000.00	1.900	13,510.00	453,510.00
1-Nov-21			9,330.00	9,330.00
1-May-22	450,000.00	2.000	9,330.00	459,330.00
1-Nov-22			4,830.00	4,830.00
1-May-23	460,000.00	2.100	4,830.00	464,830.00
1-Nov-23			0.00	0.00
1-May-24			0.00	0.00
1-Nov-24			0.00	0.00
1-May-25			0.00	0.00
1-Nov-25			0.00	0.00
1-May-26			0.00	0.00
1-Nov-26			0.00	0.00
1-May-27			0.00	0.00
Totals	2,620,000.00	0.30	144,510.00	2,764,510.00
	0.00			
Dated Date:	1-Feb-18		Net Interest Cost	2.3147%
Settlement Date:	1-Feb-18		True Interest Cost	1.9582%
Bond Years:	7,375,000		Accrued Interest:	0.00
Average Life:	2.81			

**Table 7**  
**Alternative B: Minimum Savings Requirement**

**\$2,620,000**  
**Independence Community College**  
**Refunding Certificates of Participation**

**Series 2018**

**Savings Report**

<u>Period Ending</u> <u>30-Jun</u>	<u>Refunding</u> <u>Debt Service</u>	<u>Issuer</u> <u>Cash</u>	<u>Outstanding</u> <u>Debt Service</u>	<u>Cash Savings</u>
2018	417,160.00	0.00	430,705.63	13,545.63
2019	472,160.00		482,351.25	10,191.25
2020	469,850.00		482,045.00	12,195.00
2021	467,020.00		480,645.00	13,625.00
2022	468,660.00		483,220.00	14,560.00
2023	469,660.00		484,530.00	14,870.00
2024	0.00		0.00	0.00
2025	0.00		0.00	0.00
2026	0.00		0.00	0.00
2027	0.00		0.00	0.00
	2,764,510.00	0.00	2,843,496.88	78,986.88
Accrued Interest:				0.00
Rounding Amount:				0.00
Net Cash Savings				<u>78,986.87</u>
Present Value of Savings:				75,366.75
Percent of Refunded Issue:				2.99%

**Table 8**  
**Alternative B: Minimum Savings Requirement**

**\$2,620,000**  
**Independence Community College**  
**Refunding Certificates of Participation**

**Series 2018**

**Sources and Uses of Funds**

<u>Sources</u>		
Certificates		2,620,000.00
Original Issue Discount		0.00
Forward Purchase Contract		0.00
Issuer Cash		0.00
Accrued Interest		0.00
Total Sources of Funds		2,620,000.00
<u>Uses</u>		
Escrow Deposit		2,545,352.81
Deposit to Bond Fund		0.00
Underwriter's Discount	1.00%	26,200.00
Costs of Issuance	1.85%	48,447.19
Rounding Amount		0.00
Total Uses of Funds		2,620,000.00
Bond Counsel		15,000.00
Municipal Advisor		18,337.50
Trustee		1,500.00
Official Statement		3,000.00
Rating		10,000.00
Miscellaneous		609.69
Totals		48,447.19

# Memo

To: Independence Community College Board of Trustees

From: Daniel W. Barwick, PhD  
President

Date: December 14, 2017

Re: Admissions, Recruiting, Advising Restructure

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Dr. Barwick will present an overview of the Admissions, Recruiting, Advising Restructure.



# Memo

To: Independence Community College Board of Trustees

From: Daniel W. Barwick, PhD  
President

Date: December 14, 2017

Re: February 15, 2018 PTK Honor's Luncheon

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Plans for attendance at the Annual PTK Honor's Luncheon in Topeka will be discussed.

# Memo

To: Independence Community College Board of Trustees

From: Daniel W. Barwick, PhD  
President

Date: December 14, 2017

Re: December KACCT/COP Report

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Jana Shaver will present and overview of the December KACCT/COP meeting.

# 2017-18 PROJECTED MONTHLY CASH FLOW

## INDEPENDENCE COMMUNITY COLLEGE

November 30, 2017

		July	August	September	October	November	December	January	February	March	April	May	June
<b>1. Cash On Hand</b>													
2016-17 ( Bank balances)		\$2,836,519.65	\$2,169,347.76	\$2,539,764.98	\$2,034,268.53	\$1,847,334.08	\$1,170,986.78	\$464,118.98	\$3,372,271.47	\$2,992,077.26	\$2,974,737.13	\$1,924,390.88	\$1,148,683.94
2017-18 (Bank Balances) as of 1st day of month		\$1,798,977.41	\$2,077,651.24	\$1,631,999.58	\$1,540,087.74	\$725,128.83	\$826,615.36	\$741,254.43	\$3,365,090.96	\$2,425,202.11	\$1,507,390.90	\$892,960.17	\$231,395.09
2016-17 Bank Balances (Bluffstone)		\$72,516.71	\$128,151.76	\$145,304.36	\$145,304.36	\$101,486.53	\$101,486.53	\$82,409.50	\$103,812.81	\$93,532.07	\$79,440.94	\$63,097.10	
<b>2. Cash Receipts</b>													
Monthly Cash Deposits							\$353,152.54	\$4,227,729.14	\$245,070.04	\$1,098,788.34	\$263,755.34	\$300,514.00	\$2,646,207.38
<b>3. Total Cash Receipts</b>		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$353,152.54	\$4,227,729.14	\$245,070.04	\$1,098,788.34	\$263,755.34	\$300,514.00	\$2,646,207.38
<b>4. Total Cash Available</b>		\$1,871,494.12	\$2,205,803.00	\$1,777,303.94	\$1,685,392.10	\$826,615.36	\$1,281,254.43	\$5,051,393.07	\$3,713,973.81	\$3,617,522.52	\$1,850,587.18	\$1,256,571.27	\$2,877,602.47
<b>5. Cash Paid Out</b>													
2016-17 Payables							\$235,462.00	\$414,074.58	\$455,206.70	\$1,047,880.05	\$358,074.08	\$299,337.49	\$265,570.50
2017-18 Payables (Projected for future months)							\$140,000.00	\$895,838.11	\$692,057.70	\$1,504,186.62	\$391,932.01	\$374,353.86	\$322,604.40
Payroll Expenses (Taxes, etc.)							\$400,000.00	\$790,464.00	\$596,714.00	\$605,945.00	\$565,695.00	\$650,822.32	\$571,980.00
Subtotal		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$540,000.00	\$1,686,302.11	\$1,288,771.70	\$2,110,131.62	\$957,627.01	\$1,025,176.18	\$894,584.40
<b>6. Total Cash Balance</b>													
End of Month Total Bank Balance		\$1,871,494.12	\$2,205,803.00	\$1,777,303.94	\$1,685,392.10	\$826,615.36	\$741,254.43	\$3,365,090.96	\$2,425,202.11	\$1,507,390.90	\$892,960.17	\$231,395.09	\$1,983,018.07
Less Reserve (Based on 8%) Funds 11, 12, 13							\$0.00	\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38	\$862,422.38
Less Reserve for Enbridge Valuation							\$737,043.00	\$737,043.00	\$737,043.00	\$737,043.00	\$737,043.00	\$737,043.00	\$737,043.00
<b>7. Total Unrestricted Available Balance</b>		\$1,871,494.12	\$2,205,803.00	\$1,777,303.94	\$1,685,392.10	\$826,615.36	\$4,211.43	\$1,765,625.58	\$825,736.73	-\$92,074.48	-\$706,505.21	-\$1,368,070.29	\$383,552.69

**INDEPENDENCE COMMUNITY COLLEGE**  
**2017-2018**  
**Unaudited**  
**BudgetSummary-Revenue**  
**For The Month End: 11/30/2017**

Percent of Budget Year:41.7%

	2017-18	2017-18	2017-18	Estimated
	Published Budget	Operating Budget	Current YTD Revenue	% Budget Recorded
<b>General Fund (11)</b>				
<b>Student Revenue</b>				
Tuition	(\$1,236,311.00)	(\$1,236,311.00)	(\$617,178.00)	49.92%
Fees	(1,703,535.00)	(1,703,535.00)	(647,639.00)	38.02%
	(2,939,846.00)	(2,939,846.00)	(1,264,817.00)	43.02%
<b>Local Income</b>				
Real Estate Distribution	(5,462,550.00)	(5,462,550.00)	(111,980.05)	2.05%
Vehicle/Rec Vehicle/Watercraft Tax	(541,028.00)	(541,028.00)	(254,342.16)	47.01%
Delinquent Taxes	(103,260.00)	(103,260.00)	(53,240.51)	51.56%
Other	0.00	0.00	0.00	0.00%
	(6,106,838.00)	(6,106,838.00)	(419,562.72)	6.87%
<b>State of Kansas</b>				
State Operating Grant	(1,372,312.00)	(1,372,312.00)	(686,156.00)	50.00%
State Grants and Contracts	0.00	0.00	0.00	0.00%
Technology Grant - other	(16,487.00)	(16,487.00)	(16,151.00)	97.96%
	(1,388,799.00)	(1,388,799.00)	(702,307.00)	50.57%
<b>Federal Income</b>	<b>(5,760.00)</b>	<b>(5,760.00)</b>	<b>0.00</b>	<b>0.00%</b>
<b>Other</b>				
ICC Foundation	0.00	0.00	0.00	0.00%
Interest	(3,275.00)	(3,275.00)	0.00	0.00%
Sales Tax Payable	(423.00)	(423.00)	(563.24)	133.15%
Misc.	(58,930.00)	(58,930.00)	(51,894.93)	88.06%
Fees (non-course fees)	(10,027.00)	(10,027.00)	(3,301.56)	32.93%
	(72,655.00)	(72,655.00)	(55,759.73)	76.75%
<b>Transfers, Allowances and Carry-overs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total General Fund</b>	<b>(10,513,898.00)</b>	<b>(10,513,898.00)</b>	<b>(2,442,446.45)</b>	<b>23.23%</b>
<b>Postsecondary Technical Education (12)</b>				
<b>Student Revenue</b>				
Tuition	(366,425.00)	(366,425.00)	(41,918.00)	11.44%
Fees	(241,615.00)	(241,615.00)	(32,121.00)	13.29%
	(608,040.00)	(608,040.00)	(74,039.00)	12.18%
<b>Other</b>				
State of Kansas PTE	(558,696.00)	(558,696.00)	(268,174.00)	48.00%
State of Kansas SB155	(110,775.00)	(110,775.00)	0.00	0.00%
Cosmetology	(26,626.00)	(26,626.00)	(2,673.16)	10.04%
Other	(151,000.00)	(151,000.00)	0.00	0.00%
	(847,097.00)	(847,097.00)	(270,847.16)	31.97%
<b>Transfers, Allowances and Carry-overs</b>				
<b>Total Postsecondary Fund</b>	<b>(1,455,137.00)</b>	<b>(1,455,137.00)</b>	<b>(344,886.16)</b>	<b>23.70%</b>
<b>Adult Education/GED (13)</b>				
Other Income	(3,110.00)	(3,110.00)	(132.00)	4.24%
Non-mandatory Transfer	458,267.00	458,267.00	125,375.00	27.36%
	455,157.00	455,157.00	125,243.00	27.52%
<b>Total Funds, 11, 12,13</b>	<b>(11,513,878.00)</b>	<b>(11,513,878.00)</b>	<b>(2,662,089.61)</b>	<b>23.12%</b>
<b>Auxiliary</b>				
<b>Bookstore</b>				
Sales	(242,138.00)	(242,138.00)	(78,102.81)	32.26%
Non-mandatory Transfer	(282,912.00)	(282,912.00)	(125,375.00)	44.32%
	(525,050.00)	(525,050.00)	(203,477.81)	38.75%

<b>Meals</b>				
Student Sources	(904,000.00)	(904,000.00)	(442,501.00)	48.95%
Other Sources	(9,395.00)	(9,395.00)	(9,775.20)	104.05%
Non-mandatory Transfer				
	(913,395.00)	(913,395.00)	(452,276.20)	49.52%
<b>Dorms</b>				
Student Sources	0.00	0.00	0.00	0.00%
Student Sources- Dorms/Bluffstone	(760,040.00)	(760,040.00)	(129,172.50)	17.00%
Student Accident Insurance	0.00	0.00	1,435.00	0.00%
Non-mandatory Transfer				
	(760,040.00)	(760,040.00)	(127,737.50)	16.81%
<b>Inge Center/Festival</b>				
Inge Center	(61,200.00)	(61,200.00)	(510.00)	0.83%
Inge Festival	0.00	0.00	0.00	0.00%
Non-Mandatory Transfer	0.00	0.00	0.00	0.00%
	(61,200.00)	(61,200.00)	(510.00)	0.83%
<b>Transfers, Allowances and Carry-overs</b>	<b>(282,912.00)</b>	<b>(282,912.00)</b>	<b>(125,375.00)</b>	<b>44.32%</b>
<b>Total Auxiliary</b>	<b>(2,542,597.00)</b>	<b>(2,542,597.00)</b>	<b>(909,376.51)</b>	<b>35.77%</b>
<b>ICC Foundation</b>				
Scholarship Support	0.00	0.00	(61,206.00)	0.00%
<b>Total ICCFoundation</b>	<b>0.00</b>	<b>0.00</b>	<b>(61,206.00)</b>	<b>0.00%</b>
<b>Plant Funds</b>				
<b>West Main</b>				
Capital Outlay	0.00	0.00	(21,746.44)	0.00%
Foundation Support	0.00	0.00	0.00	0.00%
<b>Total Plant Funds</b>	<b>0.00</b>	<b>0.00</b>	<b>(21,746.44)</b>	<b>0.00%</b>
<b>Federally Funded Programs</b>				
Upward Bound	0.00	0.00	(184,052.73)	0.00%
Student Support Services	0.00	0.00	(127,499.71)	0.00%
Carl Perkins	0.00	0.00	0.00	0.00%
<b>Total Federally Funded Programs</b>	<b>0.00</b>	<b>0.00</b>	<b>(311,552.44)</b>	<b>0.00%</b>
<b>Total College Operations</b>	<b>(14,056,475.00)</b>	<b>(14,056,475.00)</b>	<b>(3,965,971.00)</b>	<b>28.21%</b>

**INDEPENDENCE COMMUNITY COLLEGE**

**2017-2018**

**Unaudited**

**Budget Summary-Expenditures**

**For Month End:11/30/2017**

	2017-18	2017-18	2017-18	Estimated
	Published	Operating	Current YTD	% Budget
	Budget	Budget	Expenses	Recorded
<b>General Fund (11)</b>				
<b>Academic Instruction</b>				
11-1100 General Instruction	\$413,002.00	\$263,868.21	\$8,609.64	3.26%
11-1140 Online Instruction	27,996.00	26,696.00	425.33	1.59%
11-1141 Health & Wellness	0.00	19,833.33	19,833.33	100.00%
11-1151 Fine Arts	479,970.00	496,226.35	254,831.83	51.35%
11-1152 Foreign Language	0.00	2,200.46	2,200.46	100.00%
11-1154 English	294,423.00	311,588.88	145,511.46	46.70%
11-1156 Communications/Journalism	73,767.00	76,831.44	34,961.70	45.50%
11-1160 Workforce Development	2,700.00	2,700.00	(635.06)	(23.52%)
11-1161 Community Education	0.00	0.00	0.00	0.00%
11-1173 Social Sciences	327,062.00	368,274.88	174,012.95	47.25%
11-1174 Physical Science	70,487.00	82,535.21	43,106.26	52.23%
11-1175 Chemistry	83,365.00	85,267.48	32,271.17	37.85%
11-1176 Biology	151,553.00	156,010.29	60,567.75	38.82%
11-1177 Math	188,613.00	205,217.11	79,494.37	38.74%
11-1187 Accounting	60,344.00	60,936.08	26,150.32	42.91%
11-1223 Fab Lab/Entrepreneur	179,177.00	180,078.00	75,883.88	42.14%
Total Academic Instruction	2,352,459.00	2,338,263.72	957,225.39	40.94%
<b>Academic Support</b>				
11-4100 Library	132,084.00	129,866.50	42,484.21	32.71%
11-4200 Academic Affairs	250,277.00	246,118.00	76,598.32	31.12%
11-4220 ICC West	170,215.00	110,725.00	46,085.74	41.62%
11-4230 Academic Advising	113,064.00	112,954.00	42,758.51	37.85%
11-4240 Online Administration	0.00	0.00	0.00	0.00%
11-4250 Tutoring	21,530.00	21,530.00	5,401.65	25.09%
Total Academic Support	687,170.00	621,193.50	213,328.43	34.34%
<b>Total Instruction</b>	<b>3,039,629.00</b>	<b>2,959,457.22</b>	<b>1,170,553.82</b>	<b>39.55%</b>

*Postsecondary Technical Education (see detail below)*

**Student Services**

11-5200 Financial Aid	188,495.00	188,495.00	68,500.51	36.34%
11-5300 Admissions	225,710.00	225,710.00	91,614.48	40.59%
11-5400 Registrar	102,189.00	101,780.00	34,365.14	33.76%
11-5500 Athletic Administration	342,918.00	342,918.00	199,346.05	58.13%
11-5510 Football	394,776.00	394,776.00	194,538.68	49.28%
11-5520 Men's Basketball	142,249.00	142,249.00	52,181.26	36.68%
11-5530 Volleyball	76,666.00	76,666.00	34,685.43	45.24%
11-5540 Women's Basketball	130,833.00	130,833.00	49,599.50	37.91%
11-5560 Softball	102,152.00	102,152.00	33,458.69	32.75%
11-5580 Baseball	121,081.00	121,081.00	44,273.59	36.57%
11-5590 Cheer & Dance	90,611.00	90,611.00	34,356.51	37.92%
11-5595 Athletic Training	114,735.00	114,735.00	56,590.74	49.32%
11-5600 ICC NOW	58,318.00	58,318.00	22,686.54	38.90%
11-5700 Student Life	125,237.00	125,237.00	68,287.52	54.53%
Total Student Services	2,215,970.00	2,215,561.00	984,484.64	44.44%

**Institutional Support**

11-6000 Board of Trustees	21,025.00	21,025.00	16,414.69	78.07%
11-6100 President's Office	277,783.00	276,220.00	97,370.80	35.25%
11-6110 Human Resources	168,546.00	168,546.00	69,985.86	41.52%
11-6200 Financial Services	287,273.00	285,894.00	119,917.99	41.94%
11-6300 Public Relations - Marketing	228,158.00	228,158.00	68,167.86	29.88%
11-6310 Recruiting-International	7,000.00	7,000.00	1,483.43	21.19%
11-6420 Institutional Research	80,832.00	79,719.00	49,166.73	61.68%
11-6500 Institutional Support	1,775,311.00	1,790,232.00	386,892.38	21.61%
11-6510 Compliance	0.00	64,404.00	24,992.05	38.81%
11-6600 Computing Department	515,572.00	502,814.00	254,623.43	50.64%
11-8900 Grant Writing	23,065.00	23,065.00	9,677.60	41.96%
Total Insitutional Support	3,384,565.00	3,447,077.00	1,098,692.82	31.87%

#### Scholarships

11-8100 Scholarships	1,000,000.00	1,000,000.00	578,274.96	57.83%
Total Scholarships	1,000,000.00	1,000,000.00	578,274.96	57.83%

#### Transfers

11-9200 Transfers and Carryovers	458,267.00	458,267.00	181,615.91	39.63%
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#### Operations and Maintenance

11-7100 Repairs & Maintenance	500,600.00	500,600.00	230,595.01	46.06%
11-7200 Transportation	148,100.00	145,000.00	81,952.77	56.52%
11-7300 Grounds-Security	48,500.00	46,281.00	18,296.43	39.53%
11-7500 Campus Improvements	627,460.00	595,460.00	123,363.13	20.72%
Total Operations and Maintenance	1,324,660.00	1,287,341.00	454,207.34	35.28%

<b>PTE Indirect Costs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
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<b>Total Fund 11 (does not include PTEamount above)</b>	<b>11,423,091.00</b>	<b>11,367,703.22</b>	<b>4,467,829.49</b>	<b>39.30%</b>
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#### Postsecondary Technical Education (12)

##### Indirect Costs

12-1220 Vet Tech	156,822.00	157,324.00	61,329.21	38.98%
12-1221 Culinary	94,552.00	93,827.00	35,743.87	38.10%
12-1268 Engineering	90,191.00	70,127.00	15,849.72	22.60%
12-1273 Cosmetology	167,807.00	171,040.00	75,728.00	44.28%
12-1274 Early Childhood Development	0.00	4,434.71	4,660.18	105.08%
12-1276 Mid-Management/Economics	0.00	2,220.28	2,220.28	100.00%
12-1277 Micro Computers	192,512.00	194,620.00	75,335.82	38.71%
12-1287 EMT	84,423.00	84,554.00	31,810.83	37.62%
12-1288 Allied Health/Long Term Care	79,460.00	79,356.00	26,654.61	33.59%

<b>Total Fund 12</b>	<b>865,767.00</b>	<b>857,502.99</b>	<b>329,332.52</b>	<b>38.41%</b>
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#### Adult Education

##### Fund 13

13-1301 ABE/GED	66,807.00	66,807.00	132.00	0.20%
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##### Total Fund 13

	66,807.00	66,807.00	132.00	0.20%
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##### Total Funds 11, 12 and 13

	12,355,665.00	12,292,013.21	4,797,294.01	39.03%
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#### Auxiliary

16-9300 Bookstore	456,666.00	456,666.00	179,176.56	39.24%
16-9500 Dorms	526,731.00	526,731.00	38,676.13	7.34%
17-9500 Dorms-Bluffstone	456,865.00	456,865.00	91,382.88	20.00%
16-9600 Meals	788,501.00	788,501.00	360,589.61	45.73%
34-1100 Inge Center	106,738.00	106,738.00	60,221.34	56.42%
34-1200 Inge Festival	202,684.00	202,684.00	25,744.31	12.70%
48-4800 Technology	54,800.00	54,800.00	36,355.90	66.34%

<b>Total Auxiliary</b>	<b>2,592,985.00</b>	<b>2,592,985.00</b>	<b>792,146.73</b>	<b>30.55%</b>
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#### Plant Funds

61-1271 Capital Outlay, Culinary Program	0.00	0.00	25,710.70	0.00%
61-9900 Capital Outlay, ICC West payment	0.00	0.00	0.00	0.00%

<b>Total Plant Funds</b>	<b>0.00</b>	<b>0.00</b>	<b>25,710.70</b>	<b>0.00%</b>
<b>Foundation</b>				
36-6120 Foundation Expenses	0.00	0.00	29,462.26	0.00%
36-8100 Foundation Scholarships	0.00	0.00	59,647.00	0.00%
<b>Total Foundation</b>	<b>0.00</b>	<b>0.00</b>	<b>89,109.26</b>	<b>0.00%</b>
<b>Federally Funded Programs</b>				
31-8500 Upward Bound	272,385.00	272,385.00	147,216.67	54.05%
32-8300 Student Support Services	572,604.48	572,604.48	99,778.06	17.43%
39-1269 Carl Perkins	0.00	0.00	7,124.03	0.00%
<b>Total Federally Funded Programs</b>	<b>844,989.48</b>	<b>844,989.48</b>	<b>254,118.76</b>	<b>30.07%</b>
<b>Total College Operations</b>	<b>15,793,639.48</b>	<b>15,729,987.69</b>	<b>5,958,379.46</b>	<b>37.88%</b>



## Independence Community College Account Summary

As of November 30, 2017

<u>Account Number</u>	<u>Account Type</u>	<u>Account Title</u>	<u>Interest Rate</u>	<u>Balance</u>
xxx213	Checking	Petty Cash	na	\$1,000.00
xxx248	Checking	Accts Payable	na	\$89,409.73
xxx264	Checking	Credit Card	na	\$1,809.62
xxx620	Checking	Federal Funds	na	\$1,000.00
xxx976	Checking	ICC Payroll	na	\$525.48
xxx826	Money Market		0.33%	\$40.37
xxx396	Money Market	Reserve	0.33%	\$620,881.94
xxx440	Savings	Restricted	0.15%	\$10,461.69
				<b>\$725,128.83</b>

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

Letters of Credit	Amount	Expiration Date
FHLB #45160	\$4,000,000.00	12/28/17

**\$4,000,000.00**

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

<b>Total Pledged</b>	<b>\$4,000,000.00</b>
<b>FDIC Insurance</b>	<b>\$250,000.00</b>
<b>Total Coverage</b>	<b>\$4,250,000.00</b>
<b>Overage/Shortage</b>	<b>\$3,524,871.17</b>

## Independence Community College

### Accounts Payable Ending November 30, 2017

CheckNumber	Checkbook	VendorID	VendorName	DocumentNumber	Description	TRXDATE	Amount	Account
0004441	OPERATING	101126	Papen, Jim	6754	Driver for event	11/1/2017	\$ 50.00	71-5560-285-000
0004442	OPERATING	104019	Sound Ideas (Thomas Posch)	54980	Athletic Dept. - Basketball pocket schedules	11/1/2017	\$ 329.00	11-5500-613-000
0004443	OPERATING	107520	Independence Optimist Club	6674	Football - Membership dues	11/1/2017	\$ 215.00	71-5510-285-000
0004444	OPERATING	159076	Peña, Daniella	6755	Reimb Toll Fees	11/1/2017	\$ 13.50	11-5530-601-000
0004445	OPERATING	159429	Indy Print Services	2373	Xerox Page Pack Base 10/17	11/1/2017	\$ 3,472.55	11-6500-646-000
0004446	OPERATING	182	US Foods, Inc.	4044548	Culinary food order	11/1/2017	\$ 479.08	12-1221-700-000
0004446	OPERATING	182	US Foods, Inc.	436481	Food order for culinary-also includes promtional events	11/1/2017	\$ 867.10	12-1221-700-000
0004447	OPERATING	184	Tidy Whities	18520	Culinary laundry	11/1/2017	\$ 12.10	12-1221-700-000
0004447	OPERATING	184	Tidy Whities	18576	Laundry	11/1/2017	\$ 11.00	12-1221-700-000
0004447	OPERATING	184	Tidy Whities	18541	Laundry	11/1/2017	\$ 12.10	12-1221-700-000
0004447	OPERATING	184	Tidy Whities	18575	Laundry	11/1/2017	\$ 12.10	12-1221-700-000
0004447	OPERATING	184	Tidy Whities	18541	Laundry	11/1/2017	\$ 12.10	12-1221-700-000
0004447	OPERATING	184	Tidy Whities	18575	Laundry	11/1/2017	\$ 12.10	12-1221-700-000
0004448	OPERATING	1918	Friends University	6735	Basketball Game Guarantee	11/1/2017	\$ 200.00	11-5540-601-000
0004449	OPERATING	195	Higher Learning Commission	E6737	Comprehensive Visit-Team Expenses	11/1/2017	\$ 6,000.00	11-4200-717-002
0004449	OPERATING	195	Higher Learning Commission	E17531	Comprehensive Visit-Team Expenses	11/1/2017	\$ 8,044.85	11-6420-719-001
0004450	OPERATING	20	Montgomery County Chronicle	6740	Advertisement	11/1/2017	\$ 35.00	11-6300-615-000
0004451	OPERATING	217	Alleroyce, James	6688	Student Financial Aid Refunds	11/1/2017	\$ 150.00	34-1100-602-000
0004451	OPERATING	217	Alleroyce, James	6688	Student Financial Aid Refunds	11/1/2017	\$ 350.00	34-1100-663-000
0004452	OPERATING	3604	Independence Daily Reporter	6675	AThletic Dept. - yearly sub. for newspaper	11/1/2017	\$ 125.95	11-5500-646-000
0004453	OPERATING	3606	Jocks Nitch	3920	WBB - practice uniforms	11/1/2017	\$ 1,342.62	11-5540-698-000
0004453	OPERATING	3606	Jocks Nitch	4092	WBB - practice uniforms	11/1/2017	\$ 276.00	71-5500-285-000
0004454	OPERATING	399700	Westar Energy	5496166883-10/17	Westar ICC West 10/17	11/1/2017	\$ 2,558.26	16-9500-635-000
0004454	OPERATING	399700	Westar Energy	3221260861-10/17	Westar Sign at ICC West 10/17	11/1/2017	\$ 75.50	16-9500-635-000
0004455	OPERATING	5753	Farthing, Jr., Donald B.	6646	Don Farthing Supplemental	11/1/2017	\$ 500.00	11-1151-663-000
0004456	OPERATING	602000	Phi Theta Kappa	6672	Payment of Fees	11/1/2017	\$ 345.00	11-4200-724-000
0004456	OPERATING	602000	Phi Theta Kappa	6672	Payment of Fees	11/1/2017	\$ 940.00	71-5700-285-011
0004457	OPERATING	6700	Quality Automotive of Independence/Toyota	265066	Vehicle Maintenance	11/1/2017	\$ 41.95	11-7200-647-000
0004458	OPERATING	803100	United Parcel Service	A008F427	Mailing Fees	11/1/2017	\$ 152.25	11-6500-611-000
0004459	OPERATING	852400	Independence USD #446	6739	FULL PAGE ADVERT	11/1/2017	\$ 125.00	11-6300-615-000
0004460	OPERATING	9800	Great Western Dining Service , Inc.	238073	Board 19 Meal 10/25/17	11/1/2017	\$ 17,328.78	16-9600-602-000
0004460	OPERATING	9800	Great Western Dining Service , Inc.	238074	Employee Meal Charges 10/25/17	11/1/2017	\$ 429.26	16-9600-602-000
0004460	OPERATING	9800	Great Western Dining Service , Inc.	238075	Student Meal Charges 10/25/17	11/1/2017	\$ 113.73	16-9600-602-000
0004460	OPERATING	9800	Great Western Dining Service , Inc.	238073	Board 19 Meal 10/25/17	11/1/2017	\$ 962.71	16-9600-602-001
0004461	OPERATING	19122	Atmos Energy	3019321993-10/17	Atmos ICC West 10/17	11/1/2017	\$ 193.44	11-6500-633-000
0004462	OPERATING	1905	Bethel College	6804	WBB - game gaurantee	11/2/2017	\$ 250.00	11-5540-601-000
0004463	OPERATING	5704	Auto Tag Office	6839	32 Passenger Bus 060JXR;061JXR; 062JXR	11/6/2017	\$ 814.84	11-7200-645-000
0004464	OPERATING	000162324	Clark-McGinnis, Cameron Jamaal	127409	Student Financial Aid Refunds	11/7/2017	\$ 315.00	11-0000-203-000

0004465	OPERATING	100400	City Of Independence	21095000-11/17	Admin. Bldg. Water Payment	11/8/2017	\$	47.89	11-6500-632-000
0004465	OPERATING	100400	City Of Independence	21062100-11/17	Cessna Bldg. Water Payment	11/8/2017	\$	55.16	11-6500-632-000
0004465	OPERATING	100400	City Of Independence	22056004-11/17	ICC West Water Payment	11/8/2017	\$	299.45	11-6500-632-000
0004465	OPERATING	100400	City Of Independence	21060000-11/17	Main Campus Water Payment	11/8/2017	\$	812.93	11-6500-632-000
0004465	OPERATING	100400	City Of Independence	21095201-11/17	Practice Field Water Payment	11/8/2017	\$	10.78	11-6500-632-000
0004465	OPERATING	100400	City Of Independence	21095110-11/17	Practice Field Water Payment	11/8/2017	\$	10.79	11-6500-632-000
0004466	OPERATING	106081	Dissinger Insurance Services, LLC	6817	Athletic Dept, - Athletic Insurance	11/8/2017	\$	93,593.00	11-5500-622-000
0004467	OPERATING	114104	Southworth, Brian	6843	Reimbursement for Brian Southworth/classroom observations	11/8/2017	\$	40.18	11-5600-601-000
0004468	OPERATING	122009	Toyota Financial Services	AX708-11/17	Toyota Lease AX708 11/17	11/8/2017	\$	398.63	11-7200-645-000
0004469	OPERATING	123916	Tyler, Thomas	6759	Golf - Reimbursement for entry fee (Blue devil Tourney)	11/8/2017	\$	300.00	71-5596-285-000
0004470	OPERATING	154329	Matran, Inc.	L36359	Bus Lease	11/8/2017	\$	1,794.00	11-7200-645-000
0004471	OPERATING	158858	Cornerstone Family Fitness	6818	Athletic Dept. - usage for fitness center	11/8/2017	\$	7,000.00	11-5500-646-000
0004472	OPERATING	159179	Midwest Office	1126812	Payroll Check Stock	11/8/2017	\$	140.00	11-6110-701-000
0004473	OPERATING	159574	Security Bank of Kansas City	11/2/17	Lease Payment on Bonds	11/8/2017	\$	12,074.83	11-7500-820-001
0004474	OPERATING	162893	Peralta, Camilo	6847	Reimbursement for 403B Overpayment	11/8/2017	\$	667.25	99-0000-362-000
0004475	OPERATING	182	US Foods, Inc.	3749512	Butcher Twine	11/8/2017	\$	19.49	12-1221-700-000
0004475	OPERATING	182	US Foods, Inc.	4137090	Butcher Twine	11/8/2017	\$	15.09	12-1221-700-000
0004476	OPERATING	222	Oklahoma Wesleyan University	6819	MBB - Game Guarantee	11/8/2017	\$	250.00	11-5520-601-000
0004477	OPERATING	224	Montgomery County Sheriff	6848	event security 10/7/2017	11/8/2017	\$	360.00	11-7300-532-000
0004478	OPERATING	32	Warlop, Daniel	6842	Contract for Daniel Warlop- Percussion instruction	11/8/2017	\$	2,000.00	11-1151-522-000
0004479	OPERATING	3604	Independence Daily Reporter	23465	Display ads, HR	11/8/2017	\$	63.50	11-6110-615-000
0004479	OPERATING	3604	Independence Daily Reporter	23608	Display ads, HR	11/8/2017	\$	63.50	11-6110-615-000
0004479	OPERATING	3604	Independence Daily Reporter	23639	Display ads, HR	11/8/2017	\$	63.50	11-6110-615-000
0004479	OPERATING	3604	Independence Daily Reporter	23633	Display (5x4) ads	11/8/2017	\$	170.00	11-6300-615-000
0004479	OPERATING	3604	Independence Daily Reporter	23666	Display (5x4) ads	11/8/2017	\$	170.00	11-6300-615-000
0004479	OPERATING	3604	Independence Daily Reporter	23521	Newallah Section ads	11/8/2017	\$	89.00	11-6300-615-000
0004480	OPERATING	3606	Jocks Nitch	3921	WBB - uniforms	11/8/2017	\$	2,291.28	11-5540-699-000
0004480	OPERATING	3606	Jocks Nitch	4080	WBB - uniforms	11/8/2017	\$	114.00	71-5500-285-000
0004481	OPERATING	399700	Westar Energy	64444357524-11/17	Electric Cessna Bldg. 11/17	11/8/2017	\$	888.91	16-9500-635-000
0004481	OPERATING	399700	Westar Energy	7713685214-11/17	Electric Main Campus 11/17	11/8/2017	\$	16,476.83	16-9500-635-000
0004481	OPERATING	399700	Westar Energy	8188673581-10/17	Electric Pond/Fountain 11/17	11/8/2017	\$	63.40	16-9500-635-000
0004482	OPERATING	603200	Republic Services #376	0376-000388373	Trash Collection Services	11/8/2017	\$	1,139.03	11-6500-679-000
0004482	OPERATING	603200	Republic Services #376	0376-000388373	Trash Collection Services	11/8/2017	\$	595.00	16-9500-679-000
0004482	OPERATING	603200	Republic Services #376	0376-000388373	Trash Collection Services	11/8/2017	\$	431.25	16-9600-679-000
0004483	OPERATING	649900	Pitney Bowes	3304758899	Lease Invoice 11/17	11/8/2017	\$	1,340.10	11-6500-646-000
0004485	OPERATING	950100	Xerox Corporation	MT834976	Staples for Xerox Copier	11/8/2017	\$	131.00	11-6500-646-000
0004485	OPERATING	950100	Xerox Corporation	091089911	Xerox 5865APT	11/8/2017	\$	278.76	11-6500-646-000
0004485	OPERATING	950100	Xerox Corporation	091089909	Xerox 5875A	11/8/2017	\$	286.11	11-6500-646-000
0004485	OPERATING	950100	Xerox Corporation	091089910	Xerox CLRQUBE 9302	11/8/2017	\$	812.92	11-6500-646-000
0004485	OPERATING	950100	Xerox Corporation	091089898	Xerox Workcentre 3550	11/8/2017	\$	35.42	11-6500-646-000
0004485	OPERATING	950100	Xerox Corporation	091089906	Xerox Workcentre 5945	11/8/2017	\$	310.71	11-6500-646-000
0004485	OPERATING	950100	Xerox Corporation	091089905	Xerox Workcentre 5945	11/8/2017	\$	223.09	11-6500-646-000

0004485	OPERATING	950100	Xerox Corporation	091089908	Xerox Workcentre 5945	11/8/2017	\$	229.60	11-6500-646-000
0004485	OPERATING	950100	Xerox Corporation	091089907	Xerox Workcentre 5945	11/8/2017	\$	189.91	11-6500-646-000
0004485	OPERATING	950100	Xerox Corporation	091089904	Xerox Workcentre 5955	11/8/2017	\$	217.58	11-6500-646-000
0004486	OPERATING	9800	Great Western Dining Service , Inc.	235737	Hotdogs	11/8/2017	\$	350.00	11-6100-602-000
0004486	OPERATING	9800	Great Western Dining Service , Inc.	238076	Board 19 Meal Plan 11/01/17	11/8/2017	\$	17,328.78	16-9600-602-000
0004486	OPERATING	9800	Great Western Dining Service , Inc.	238077	Employee Meal Charges 11/01/17	11/8/2017	\$	287.04	16-9600-602-000
0004486	OPERATING	9800	Great Western Dining Service , Inc.	238078	Student Meal Charges 11/1/17	11/8/2017	\$	79.11	16-9600-602-000
0004486	OPERATING	9800	Great Western Dining Service , Inc.	238076	Board 19 Meal Plan 11/01/17	11/8/2017	\$	849.45	16-9600-602-001
0004487	OPERATING	000600011	Smith, Joanne	6757	6 large framed canvass inge signs	11/8/2017	\$	744.55	34-1100-616-000
0004488	OPERATING	10432	Studebaker Refrigeration, Inc	81263	Ice Machine Rent	11/8/2017	\$	150.00	11-6500-646-000
0004488	OPERATING	10432	Studebaker Refrigeration, Inc	81263	Ice Machine Rent	11/8/2017	\$	150.00	16-9600-643-000
0004489	OPERATING	225	Chayes, Jessica Alana 2017WCA	6856	Artist Payment	11/9/2017	\$	150.00	34-1100-602-000
0004489	OPERATING	225	Chayes, Jessica Alana 2017WCA	6856	Artist Payment	11/9/2017	\$	500.00	34-1100-663-000
0004490	OPERATING	226	Ketchum, Shea	6857	Artist Payment	11/9/2017	\$	200.00	34-1100-601-000
0004490	OPERATING	226	Ketchum, Shea	6857	Artist Payment	11/9/2017	\$	300.00	34-1100-663-000
0004491	OPERATING	42	American Heritage Life Insurance	POLICY 80M8028432	Reinstate Unpaid Policy for K. Barrera	11/13/2017	\$	279.82	99-0000-362-000
0004493	OPERATING	117121	Pepsi Bottling Group, LLC	13629	Drinks for concession stand	11/14/2017	\$	566.67	71-5500-285-002
0004494	OPERATING	000600011	Smith, Joanne	6884	4 Inge Center door plates	11/15/2017	\$	76.00	34-1100-616-000
0004495	OPERATING	100340	Cable One, Inc.	110674793-11/17	Cable Services ICC West	11/15/2017	\$	188.05	11-6500-636-000
0004496	OPERATING	102272	CJ Threads	05811	screen pring security clothing	11/15/2017	\$	48.00	11-7300-724-000
0004496	OPERATING	102272	CJ Threads	05827	screen pring security clothing	11/15/2017	\$	127.00	11-7300-724-000
0004497	OPERATING	114104	Southworth, Brian	6917	Mileage Reimbursement for class evaluation at Neodesha	11/15/2017	\$	20.63	11-5600-601-000
0004498	OPERATING	114395	TouchTone Communications	6203314100-11/17	Telephone Services 11/17	11/15/2017	\$	113.32	11-6500-631-000
0004499	OPERATING	118767	A & C Autoglass (Chad Kahler)	6156	van # 10 windshield - hit by softball and cracked out	11/15/2017	\$	255.00	11-7200-647-000
0004500	OPERATING	119925	Fastenal	KSIND30232	rain suits; batteries, window cleaner	11/15/2017	\$	149.97	11-7200-719-000
0004500	OPERATING	119925	Fastenal	KSIND30302	rain suits; batteries, window cleaner	11/15/2017	\$	99.98	11-7200-719-000
0004500	OPERATING	119925	Fastenal	KSIND30320	rain suits; batteries, window cleaner	11/15/2017	\$	94.14	11-7200-719-000
0004500	OPERATING	119925	Fastenal	KSIND30232.	rain suits for security	11/15/2017	\$	149.97	11-7300-724-000
0004500	OPERATING	119925	Fastenal	KSIND30302.	rain suits for security	11/15/2017	\$	99.98	11-7300-724-000
0004501	OPERATING	122009	Toyota Financial Services	030412AT684-11/17	Lease Payment AT684 11/17	11/15/2017	\$	375.63	11-7200-645-000
0004501	OPERATING	122009	Toyota Financial Services	030412BF191-11/17	Lease Payment BF191 11/17	11/15/2017	\$	497.81	11-7200-645-000
0004501	OPERATING	122009	Toyota Financial Services	030412BF247-11/17	Lease Payment BF247 11/17	11/15/2017	\$	497.14	11-7200-645-000
0004502	OPERATING	123150	Kleiber, Michelle	6918	Reimbursement Mailing Fees	11/15/2017	\$	23.75	11-6110-611-000
0004503	OPERATING	155276	IMA Insurance, Inc	1*1316571	Comercial Package	11/15/2017	\$	670.11	11-6500-622-000
0004503	OPERATING	155276	IMA Insurance, Inc	1*1316589	Comm. Umbrella Excess	11/15/2017	\$	206.51	11-6500-622-000
0004503	OPERATING	155276	IMA Insurance, Inc	1*1316580	Commercial Automotive	11/15/2017	\$	2,019.71	11-6500-622-000
0004503	OPERATING	155276	IMA Insurance, Inc	1*1316558	Educators Legal Liability	11/15/2017	\$	459.91	11-6500-622-000
0004503	OPERATING	155276	IMA Insurance, Inc	1*1312267	Workers Compensation	11/15/2017	\$	3,005.00	11-6500-622-000
0004504	OPERATING	158210	Firex, Inc	1323100117	monthly fire extinguisher inspection; emergency light repair field house	11/15/2017	\$	1,115.50	11-7100-661-000
0004505	OPERATING	159429	Indy Print Services	2388	Custome Door-Desk Plates for Academic Off.	11/15/2017	\$	219.80	16-9300-740-000
0004506	OPERATING	159430	O'Reilly Auto Parts	154-197123	ratchet and locking cap	11/15/2017	\$	49.61	11-7200-850-000
0004507	OPERATING	159636	Vendor Services Group	546493	Rental Payment	11/15/2017	\$	905.99	11-6500-646-000

0004508	OPERATING	160273	Uhls, Kaitlyn	51559803	reimburse for ACT- Upward Bound	11/15/2017	\$	46.00	31-8501-719-000
0004509	OPERATING	160776	Farmer Bros. Co.	65957514	Student Union Coffee supplies	11/15/2017	\$	332.38	11-5700-693-000
0004510	OPERATING	161625	Cranford, Nathan	6585	reimburse for ACT fee-Upward Bound	11/15/2017	\$	46.00	31-8501-601-000
0004511	OPERATING	178	Power Prep, Inc.	6026	7 students for ACT workshop-Upward Bound	11/15/2017	\$	266.00	31-8501-719-000
0004512	OPERATING	2006	Emert Chub Reynolds, LLC	33290	Legal Services	11/15/2017	\$	853.25	11-6000-662-000
0004513	OPERATING	211	Courtesy Care Cleaning, Inc	23238	Water Leak Emergency Call	11/15/2017	\$	12,608.13	11-7100-719-000
0004514	OPERATING	218	KanAHEAD	Jessica Morgan Tate	Conference registration - Jessica Morgan-Tate	11/15/2017	\$	30.00	11-6510-626-000
0004515	OPERATING	219	Good Guys Automotive	6928	Inspect Inge Car - Ford Escape	11/15/2017	\$	35.00	11-7200-647-000
0004515	OPERATING	219	Good Guys Automotive	6929	Vehicle Repairs	11/15/2017	\$	58.25	11-7200-647-000
0004515	OPERATING	219	Good Guys Automotive	A001003	repair ICC West Ambulance passenger window	11/15/2017	\$	317.36	11-7200-647-000
0004515	OPERATING	219	Good Guys Automotive	A001002	repair ICC West Ambulance passenger window	11/15/2017	\$	263.67	11-7200-647-001
0004516	OPERATING	224	Montgomery County Sheriff	6919	6 reserve officers providing security 11/11/2017 ICC FB Game	11/15/2017	\$	540.00	11-7300-532-000
0004517	OPERATING	227	Manners, Levi Allen	6916	Levi Manners tech play readings	11/15/2017	\$	75.00	34-1100-663-000
0004518	OPERATING	3560	Hugo's Industrial Supply, Inc	181696	custodial supplies	11/15/2017	\$	388.48	11-7100-708-000
0004518	OPERATING	3560	Hugo's Industrial Supply, Inc	182246	custodial supplies	11/15/2017	\$	665.19	11-7100-708-000
0004518	OPERATING	3560	Hugo's Industrial Supply, Inc	180313	foaming hand soap	11/15/2017	\$	762.30	11-7100-708-000
0004519	OPERATING	39	Nelnet	NI0053269	Monthly Hosting & Maint. 11/17	11/15/2017	\$	778.85	11-6200-681-000
0004520	OPERATING	40	CEP, Inc	8067	Reality Check Game Show	11/15/2017	\$	1,850.00	11-5700-693-000
0004521	OPERATING	410000	Locke Supply Co.	32865391-00	repair kitchen exhaust fan	11/15/2017	\$	110.98	11-7100-649-000
0004521	OPERATING	410000	Locke Supply Co.	32594611-00	for vent hood	11/15/2017	\$	98.93	11-7100-825-000
0004522	OPERATING	449900	Lee's Cooling & Heating, Inc.	70435	conduit	11/15/2017	\$	42.65	11-7100-649-000
0004523	OPERATING	492600	Montgomery County Sewer District #2	210600-11/17	Sewer Cafeteria 11/17	11/15/2017	\$	2,387.51	11-6500-632-000
0004523	OPERATING	492600	Montgomery County Sewer District #2	210950-11/17	Sewer Main Campus 11/17	11/15/2017	\$	161.33	11-6500-632-000
0004523	OPERATING	492600	Montgomery County Sewer District #2	210621-11/17	Sewer Payment Cessna 11/17	11/15/2017	\$	66.69	11-6500-632-000
0004524	OPERATING	6001	O'Malley Equipment	293481	Baseball - Gator maintenance	11/15/2017	\$	297.73	71-5580-285-000
0004525	OPERATING	649900	Pitney Bowes	10827289-11/17	Postage	11/15/2017	\$	2,000.00	11-6500-611-000
0004526	OPERATING	6700	Quality Automotive of Independence/Toyota	264315	replace rear tires Coach Browns car	11/15/2017	\$	1,199.25	11-7200-647-000
0004526	OPERATING	6700	Quality Automotive of Independence/Toyota	264333	replace rear tires Coach Browns car	11/15/2017	\$	282.04	11-7200-647-001
0004527	OPERATING	749000	Simplex-Grinnell	79778556	icc west alarm and detection monitoring 12/17 thru 2/18	11/15/2017	\$	99.45	11-7100-661-000
0004528	OPERATING	7502	Sayers Ace Hardware	K38851	velcro	11/15/2017	\$	7.98	11-7100-719-000
0004529	OPERATING	750900	Shanks Oil Company LLC	240802	25.9 gallons unleaded bulk fuel	11/15/2017	\$	62.13	11-7200-721-000
0004529	OPERATING	750900	Shanks Oil Company LLC	00092	25.9 gallons unleaded bulk fuel	11/15/2017	\$	11.04	11-7200-721-000
0004529	OPERATING	750900	Shanks Oil Company LLC	00092.	25.9 gallons unleaded bulk fuel	11/15/2017	\$	93.73	11-7200-721-000
0004529	OPERATING	750900	Shanks Oil Company LLC	240888	unleaded bulk fuel	11/15/2017	\$	1,903.79	11-7200-721-000
0004530	OPERATING	85016	USD #286/Sedan	AMY ROUSSELLE	Julie Dunham	11/15/2017	\$	1,000.00	11-1100-646-000
0004530	OPERATING	85016	USD #286/Sedan	JULIE DUNHAM	Julie Dunham	11/15/2017	\$	2,400.00	11-1100-646-000
0004530	OPERATING	85016	USD #286/Sedan	RENE STANLEY	Julie Dunham	11/15/2017	\$	4,200.00	11-1100-646-000
0004531	OPERATING	9019	Woods Lumber of Independence, Ks. INC	286026	kitchen water heater repair	11/15/2017	\$	90.71	11-7100-719-000
0004531	OPERATING	9019	Woods Lumber of Independence, Ks. INC	269168	door sweep and misc items	11/15/2017	\$	22.76	11-7100-825-000
0004531	OPERATING	9019	Woods Lumber of Independence, Ks. INC	284538	door sweep and misc items	11/15/2017	\$	182.86	11-7100-825-000
0004531	OPERATING	9019	Woods Lumber of Independence, Ks. INC	6850	Ply wood for Base on New Display	11/15/2017	\$	22.89	16-9300-701-000
0004532	OPERATING	9164	MPS	36679046 / 37679929	codes and labbboks for Resale	11/15/2017	\$	3,212.01	16-9300-740-000

0004533	OPERATING	9800	Great Western Dining Service , Inc.	238081	Board 19 Meal Plan 11/08/17	11/15/2017	\$	17,328.78	16-9600-602-000
0004533	OPERATING	9800	Great Western Dining Service , Inc.	238082	Employee Meal Charges 11/08/17	11/15/2017	\$	419.52	16-9600-602-000
0004533	OPERATING	9800	Great Western Dining Service , Inc.	238083	Student Meal Charges 11/08/17	11/15/2017	\$	118.49	16-9600-602-000
0004533	OPERATING	9800	Great Western Dining Service , Inc.	238081	Board 19 Meal Plan 11/08/17	11/15/2017	\$	849.45	16-9600-602-001
0004533	OPERATING	9800	Great Western Dining Service , Inc.	238079	Athletic Dept. - Concession supplies	11/15/2017	\$	455.00	71-5500-285-002
0004534	OPERATING	116991	Riverside Tire & Auto	19300	tire slime and repair mower tires	11/15/2017	\$	30.00	11-7300-649-000
0004534	OPERATING	116991	Riverside Tire & Auto	19288	tire slime and repair mower tires	11/15/2017	\$	25.00	11-7300-649-000
0004535	OPERATING	107279	Best Refrigeration Co, Inc.	168291	electro freeze for SU kitchen	11/15/2017	\$	5.44	11-7100-649-000
0004535	OPERATING	107279	Best Refrigeration Co, Inc.	168291.	Parts for Kitchen	11/15/2017	\$	48.92	11-7100-649-000
0004536	OPERATING	000115640	Voth, Shawna Marie	166087	Student Financial Aid Refunds	11/15/2017	\$	1,460.59	11-0000-203-000
0004537	OPERATING	000154090	Stewart, Jessica Ann	166077	Student Financial Aid Refunds	11/15/2017	\$	288.00	11-0000-203-000
0004538	OPERATING	000158341	Armstrong, Madison Victoria	166059	Student Financial Aid Refunds	11/15/2017	\$	273.00	11-0000-203-000
0004539	OPERATING	000159749	Corle, Dakota Rayne	166074	Student Financial Aid Refunds	11/15/2017	\$	245.00	11-0000-203-000
0004540	OPERATING	000160146	Farha, Lauryn Nichelle	166057	Student Financial Aid Refunds	11/15/2017	\$	234.50	11-0000-203-000
0004541	OPERATING	000160198	Collins, Malik Hassan Jahad	166069	Student Financial Aid Refunds	11/15/2017	\$	133.46	11-0000-203-000
0004542	OPERATING	000160650	Starks, Stephon Imani	166080	Student Financial Aid Refunds	11/15/2017	\$	320.00	11-0000-203-000
0004543	OPERATING	000161277	Velasquez, Alyssa Marlene	166083	Student Financial Aid Refunds	11/15/2017	\$	529.00	11-0000-203-000
0004544	OPERATING	000161587	Durham, Isaiah James	166073	Student Financial Aid Refunds	11/15/2017	\$	240.07	11-0000-203-000
0004545	OPERATING	000161748	Buckmaster, Kerry	166079	Student Financial Aid Refunds	11/15/2017	\$	309.00	11-0000-203-000
0004546	OPERATING	000161775	Hamilton, Romello	166075	Student Financial Aid Refunds	11/15/2017	\$	269.37	11-0000-203-000
0004547	OPERATING	000161839	Cowel, Courtney Cheyenne	166088	Student Financial Aid Refunds	11/15/2017	\$	1,500.00	11-0000-203-000
0004548	OPERATING	000162092	Rathbun, Danielle Louise	166078	Student Financial Aid Refunds	11/15/2017	\$	300.00	11-0000-203-000
0004549	OPERATING	000162105	Lorg, Chase Quinten	166071	Student Financial Aid Refunds	11/15/2017	\$	221.37	11-0000-203-000
0004550	OPERATING	000162238	Dugan, Joshua James	166089	Student Financial Aid Refunds	11/15/2017	\$	1,650.42	11-0000-203-000
0004551	OPERATING	000162400	Prescott, Briana Michelle	166070	Student Financial Aid Refunds	11/15/2017	\$	135.00	11-0000-203-000
0004552	OPERATING	000162466	Reynolds, Wyatt Chandler	166068	Student Financial Aid Refunds	11/15/2017	\$	26.25	11-0000-203-000
0004553	OPERATING	000162728	Gilbert, Andrew Bryce	166091	Student Financial Aid Refunds	11/15/2017	\$	2,722.00	11-0000-203-000
0004554	OPERATING	000162810	Blackert, Nadia Laura	166090	Student Financial Aid Refunds	11/15/2017	\$	2,160.00	11-0000-203-000
0004555	OPERATING	000162863	Moore, Skylar Phillp	166076	Student Financial Aid Refunds	11/15/2017	\$	283.37	11-0000-203-000
0004556	OPERATING	000162923	Langi, Isikeli Kaliti	166086	Student Financial Aid Refunds	11/15/2017	\$	1,010.00	11-0000-203-000
0004557	OPERATING	000161277	Velasquez, Alyssa Marlene	166060	Student Financial Aid Refunds	11/15/2017	\$	331.00	11-0000-203-000
0004558	OPERATING	000161775	Hamilton, Romello	166061	Student Financial Aid Refunds	11/15/2017	\$	885.00	11-0000-203-000
0004559	OPERATING	29	ICC Student Housing	166062	Student Financial Aid Refunds- ICC Housing	11/15/2017	\$	188.60	11-0000-203-000
0004559	OPERATING	29	ICC Student Housing	166067	Student Financial Aid Refunds- ICC Housing	11/15/2017	\$	1,425.00	11-0000-203-000
0004559	OPERATING	29	ICC Student Housing	166064	Student Financial Aid Refunds- ICC Housing	11/15/2017	\$	870.00	11-0000-203-000
0004559	OPERATING	29	ICC Student Housing	166063	Student Financial Aid Refunds- ICC Housing	11/15/2017	\$	722.00	11-0000-203-000
0004559	OPERATING	29	ICC Student Housing	166065	Student Financial Aid Refunds- ICC Housing	11/15/2017	\$	990.00	11-0000-203-000
0004559	OPERATING	29	ICC Student Housing	166058	Student Financial Aid Refunds- ICC Housing	11/15/2017	\$	56.69	11-0000-203-000
0004559	OPERATING	29	ICC Student Housing	166066	Student Financial Aid Refunds- ICC Housing	11/15/2017	\$	1,260.00	11-0000-203-000
0004560	OPERATING	157169	Bluffstone: The Villas at Independence LLC	000-16-2169	Student Financial Aid Refunds- Villas Housing	11/16/2017	\$	1,490.00	11-0000-203-000
0004560	OPERATING	157169	Bluffstone: The Villas at Independence LLC	000-16-2982	Student Financial Aid Refunds- Villas Housing	11/16/2017	\$	1,770.00	11-0000-203-000
0004560	OPERATING	157169	Bluffstone: The Villas at Independence LLC	000-16-2766	Student Financial Aid Refunds- Villas Housing	11/16/2017	\$	1,907.00	11-0000-203-000

0004560	OPERATING	157169	Bluffstone: The Villas at Independence LLC	000-16-2105	Student Financial Aid Refunds- Villas Housing	11/16/2017	\$	1,693.63	11-0000-203-000
0004560	OPERATING	157169	Bluffstone: The Villas at Independence LLC	000-15-9954	Student Financial Aid Refunds- Villas Housing	11/16/2017	\$	1,134.07	11-0000-203-000
0004560	OPERATING	157169	Bluffstone: The Villas at Independence LLC	000-16-2324	Student Financial Aid Refunds- Villas Housing	11/16/2017	\$	384.00	11-0000-203-000
0004560	OPERATING	157169	Bluffstone: The Villas at Independence LLC	000-16-1587	Student Financial Aid Refunds- Villas Housing	11/16/2017	\$	1,975.00	11-0000-203-000
0004560	OPERATING	157169	Bluffstone: The Villas at Independence LLC	000-16-2238	Student Financial Aid Refunds- Villas Housing	11/16/2017	\$	1,070.58	11-0000-203-000
0004560	OPERATING	157169	Bluffstone: The Villas at Independence LLC	000-16-2109	Student Financial Aid Refunds- Villas Housing	11/16/2017	\$	11.63	11-0000-203-000
0004560	OPERATING	157169	Bluffstone: The Villas at Independence LLC	000-16-2863	Student Financial Aid Refunds- Villas Housing	11/16/2017	\$	788.63	11-0000-203-000
0004560	OPERATING	157169	Bluffstone: The Villas at Independence LLC	000-16-0063	Student Financial Aid Refunds- Villas Housing	11/16/2017	\$	95.50	11-0000-203-000
0004560	OPERATING	157169	Bluffstone: The Villas at Independence LLC	000-16-1373	Student Financial Aid Refunds- Villas Housing	11/16/2017	\$	450.00	11-0000-203-000
0004560	OPERATING	157169	Bluffstone: The Villas at Independence LLC	000-16-0198	Student Financial Aid Refunds- Villas Housing	11/16/2017	\$	1,005.54	11-0000-203-000
0004560	OPERATING	157169	Bluffstone: The Villas at Independence LLC	000-16-2703	Student Financial Aid Refunds- Villas Housing	11/16/2017	\$	246.37	11-0000-203-000
0004561	OPERATING	000157685	Ball, Kamrynn	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	115.00	31-8501-540-000
0004563	OPERATING	000162763	Bowers, Marquia	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	90.00	31-8501-540-000
0004564	OPERATING	000162765	Brimm, Alexis	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	40.00	31-8501-540-000
0004565	OPERATING	000162772	Blankinship, Dalton	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	120.00	31-8501-540-000
0004566	OPERATING	000163423	Bierle, Hailey	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	40.00	31-8501-540-000
0004567	OPERATING	000163424	Reed, Jsera	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	30.00	31-8501-540-000
0004568	OPERATING	000163425	Sheets, Kyler	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	40.00	31-8501-540-000
0004569	OPERATING	000163426	Franks, Brianna	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	10.00	31-8501-540-000
0004570	OPERATING	000163430	Osburn, Danny	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	35.00	31-8501-540-000
0004571	OPERATING	000163477	Taylor, Neamiah	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	5.00	31-8501-540-000
0004572	OPERATING	000163478	Deegan, Jacob	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	35.00	31-8501-540-000
0004573	OPERATING	000200103	Deegan, Elijah	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	85.00	31-8501-540-000
0004574	OPERATING	000200104	Jackson, Sydnee	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	48.00	31-8501-540-000
0004575	OPERATING	000200105	Jones, Shelby	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	35.00	31-8501-540-000
0004576	OPERATING	000200107	McCleary, Hunter	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	115.00	31-8501-540-000
0004577	OPERATING	000200109	Wright-Wallace, Veronica	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	55.00	31-8501-540-000
0004578	OPERATING	154947	Roggow, Jaden	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	110.00	31-8501-540-000
0004579	OPERATING	157674	Workman, Corrine	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	115.00	31-8501-540-000
0004580	OPERATING	157752	Cox, Cortlan	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	85.00	31-8501-540-000
0004581	OPERATING	157825	Rossman-Link, Austin	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	80.00	31-8501-540-000
0004582	OPERATING	158364	Keighley, Angela	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	80.00	31-8501-540-000
0004583	OPERATING	158823	Kinsman, Kayla	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	50.00	31-8501-540-000
0004584	OPERATING	158824	Deegan, Michaela	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	90.00	31-8501-540-000
0004585	OPERATING	158842	Carson, Leck	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	10.00	31-8501-540-000
0004586	OPERATING	159558	Hurd, Makayla	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	80.00	31-8501-540-000
0004587	OPERATING	159559	Thornton, DeAnna	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	114.00	31-8501-540-000
0004588	OPERATING	159562	Hambleton, Shelby	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	120.00	31-8501-540-000
0004589	OPERATING	159583	Darkis, Megan	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	119.00	31-8501-540-000
0004590	OPERATING	159584	Duncan, Hollie	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	30.00	31-8501-540-000
0004591	OPERATING	159634	Keplinger, Jacob	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	115.00	31-8501-540-000
0004592	OPERATING	159696	Cole, Holt	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	85.00	31-8501-540-000

0004593	OPERATING	159722	Spradling, Justin	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	90.00	31-8501-540-000
0004594	OPERATING	159891	Walker, Katelynn	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	120.00	31-8501-540-000
0004595	OPERATING	159892	McSherry, Atrayu	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	120.00	31-8501-540-000
0004596	OPERATING	159895	Burke, Kori	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	110.00	31-8501-540-000
0004597	OPERATING	159896	Timmons, Ann	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	110.00	31-8501-540-000
0004598	OPERATING	159900	Tre'Vaughn, Myrie	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	15.00	31-8501-540-000
0004599	OPERATING	160041	Stevenson, Juleonna	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	105.00	31-8501-540-000
0004600	OPERATING	160273	Uhls, Kaitlyn	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	90.00	31-8501-540-000
0004601	OPERATING	161622	Hedges, Mariah	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	60.00	31-8501-540-000
0004602	OPERATING	161623	Walker, Toni	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	120.00	31-8501-540-000
0004603	OPERATING	161624	Hambleton, Richard Stephen	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	120.00	31-8501-540-000
0004604	OPERATING	161625	Cranford, Nathan	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	115.00	31-8501-540-000
0004605	OPERATING	161634	Cannon, Lauren	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	114.00	31-8501-540-000
0004606	OPERATING	162372	Long, Logan	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	25.00	31-8501-540-000
0004607	OPERATING	000161693	Payne, Logan	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	30.00	31-8501-540-000
0004608	OPERATING	000163476	McKinnis, Topanga	DEC 2017	Upward Bound Dec-17 Stipends	11/16/2017	\$	35.00	31-8501-540-000
0004610	OPERATING	6700	Quality Automotive of Independence/Toyota	2444	Lease Payment	11/17/2017	\$	363.95	11-7200-645-000
0004611	OPERATING	106081	Dissinger Insurance Services, LLC	12445	College Student Accident & Sic	11/27/2017	\$	11,900.00	71-5700-285-002
0004612	OPERATING	000161731	White, Deandre	155466	Student Financial Aid Refunds	11/28/2017	\$	343.50	11-0000-203-000
0004613	OPERATING	000161734	White, Varandre Rakeem	155465	Student Financial Aid Refunds	11/28/2017	\$	203.61	11-0000-203-000
0004616	OPERATING	000162759	Reinhart, Jackson Walter	6964	Jackson Reihhart play dev readings inge	11/28/2017	\$	75.00	34-1100-663-000
0004617	OPERATING	100340	Cable One, Inc.	110679222-11/17	ICC Main Campus	11/28/2017	\$	2,250.00	11-6500-636-000
0004617	OPERATING	100340	Cable One, Inc.	121446165-11/17	ICC Student Union	11/28/2017	\$	146.56	11-6500-636-000
0004617	OPERATING	100340	Cable One, Inc.	117969378-11/17	ICC West	11/28/2017	\$	900.00	11-6500-636-000
0004618	OPERATING	115322	Merchants Automotive Group	951081I28	Lease Payment 046HTZ	11/28/2017	\$	705.00	11-7200-645-000
0004618	OPERATING	115322	Merchants Automotive Group	956431I12	Lease Payment 92452	11/28/2017	\$	795.00	11-7200-645-000
0004618	OPERATING	115322	Merchants Automotive Group	956430I12	Lease Payment 92453	11/28/2017	\$	795.00	11-7200-645-000
0004618	OPERATING	115322	Merchants Automotive Group	956429I12	Lease Payment 92454	11/28/2017	\$	795.00	11-7200-645-000
0004618	OPERATING	115322	Merchants Automotive Group	951079I28	Lease Payment 981HUF	11/28/2017	\$	705.00	11-7200-645-000
0004618	OPERATING	115322	Merchants Automotive Group	951080I28	Lease Payment 982HUF	11/28/2017	\$	705.00	11-7200-645-000
0004619	OPERATING	117	AT&T	3425-11/17	Phone Services	11/28/2017	\$	1,289.90	11-6500-631-000
0004619	OPERATING	117	AT&T	747-11/17	Phone Services	11/28/2017	\$	1,782.91	11-6500-631-000
0004620	OPERATING	122009	Toyota Financial Services	BT557-11/17	lease Payment BT557	11/28/2017	\$	528.69	11-7200-645-000
0004620	OPERATING	122009	Toyota Financial Services	BX605-11/17	Lease Payment BX605	11/28/2017	\$	375.89	11-7200-645-000
0004621	OPERATING	153736	Magnolia Health & Home	7033	2nd order on fundraiser	11/28/2017	\$	47.00	71-8500-285-000
0004621	OPERATING	153736	Magnolia Health & Home	6963	fundraiser	11/28/2017	\$	1,255.50	71-8500-285-000
0004622	OPERATING	159068	Alexander Open Systems, Inc.	7007	Mobile device mgnt for west lab	11/28/2017	\$	600.00	11-6600-850-000
0004623	OPERATING	159458	De Lage Landen Public Finance	56789762	Cisco Equipment	11/28/2017	\$	5,646.25	11-6600-641-000
0004624	OPERATING	19122	Atmos Energy	3019322250-11/17	Cessna Bldg	11/28/2017	\$	117.53	11-6500-633-000
0004624	OPERATING	19122	Atmos Energy	4024524610-11/17	Field House	11/28/2017	\$	24.41	11-6500-633-000
0004624	OPERATING	19122	Atmos Energy	3019321797-11/17	Main Campus	11/28/2017	\$	3,393.04	11-6500-633-000
0004624	OPERATING	19122	Atmos Energy	3019323044-11/17	Maint Bldg	11/28/2017	\$	82.37	11-6500-633-000



0004625	OPERATING	21	Unitas Global Kansas City, Inc	101462	Unitas Backup	11/28/2017	\$	2,437.22	11-6600-646-000
0004626	OPERATING	2100	Fedex	5-988-14700	M. Rutherford 2 shipments \$18.74 each	11/28/2017	\$	37.48	11-6500-611-000
0004627	OPERATING	215	Bromka, Elaine M	6950	Reim Bromka travel Inge guest artist	11/28/2017	\$	31.81	34-1100-601-000
0004627	OPERATING	215	Bromka, Elaine M	6949	reim travel Bromka inbound play dev travel inge	11/28/2017	\$	23.35	34-1100-601-000
0004628	OPERATING	57104	Catering Resources	1255	Refreshments/Booth Hotel Netflix party	11/28/2017	\$	510.00	11-6100-602-000
0004629	OPERATING	90206	Wright International Student Services	100959	Add/Remove students from Delinquency	11/28/2017	\$	890.00	11-5200-646-000
0004630	OPERATING	950100	Xerox Corporation	151594650	Xerox Service Charge	11/28/2017	\$	644.00	11-6500-646-000
0004630	OPERATING	950100	Xerox Corporation	151594648	Xerox Staples	11/28/2017	\$	135.00	11-6500-646-000
0004631	OPERATING	9800	Great Western Dining Service , Inc.	238091	Board Meal Plan 11/22/17	11/28/2017	\$	4,951.08	16-9600-602-000
0004631	OPERATING	9800	Great Western Dining Service , Inc.	238087	Board Meal Plan 11/15/17	11/28/2017	\$	17,328.78	16-9600-602-000
0004631	OPERATING	9800	Great Western Dining Service , Inc.	238089	Employee Meal Charges 11/15/17	11/28/2017	\$	360.64	16-9600-602-000
0004631	OPERATING	9800	Great Western Dining Service , Inc.	238094	Employee Meal Charges 11/22/17	11/28/2017	\$	132.48	16-9600-602-000
0004631	OPERATING	9800	Great Western Dining Service , Inc.	238092	Fall Non-Board Days 11/22/17	11/28/2017	\$	3,531.84	16-9600-602-000
0004631	OPERATING	9800	Great Western Dining Service , Inc.	238093	Management Fee 11/22/17	11/28/2017	\$	540.00	16-9600-602-000
0004631	OPERATING	9800	Great Western Dining Service , Inc.	238088	Student Meal Charges 11/15/17	11/28/2017	\$	119.14	16-9600-602-000
0004631	OPERATING	9800	Great Western Dining Service , Inc.	238095	Student Meal Charges 11/22/17	11/28/2017	\$	38.31	16-9600-602-000
0004631	OPERATING	9800	Great Western Dining Service , Inc.	238091	Board Meal Plan 11/22/17	11/28/2017	\$	242.70	16-9600-602-001
0004631	OPERATING	9800	Great Western Dining Service , Inc.	238087	Board Meal Plan 11/15/17	11/28/2017	\$	849.45	16-9600-602-001
0004631	OPERATING	9800	Great Western Dining Service , Inc.	238092	Fall Non-Board Days 11/22/17	11/28/2017	\$	135.84	16-9600-602-001
0004632	OPERATING	154654	Haynes, Timothy	7049	Mileage Reimbursement	11/28/2017	\$	88.56	11-4200-717-000
0004633	OPERATING	000111508	Johnson, Tiffany Wynell	166540	Student Financial Aid Refunds	11/29/2017	\$	89.00	11-0000-203-000
0004634	OPERATING	000133379	Kiister, Donna Rae	166541	Student Financial Aid Refunds	11/29/2017	\$	58.80	11-0000-203-000
0004635	OPERATING	000153587	Housel, Drew Edward	166538	Student Financial Aid Refunds	11/29/2017	\$	1,122.00	11-0000-203-000
0004636	OPERATING	000156427	Ogden, Sissy Kay	166545	Student Financial Aid Refunds	11/29/2017	\$	250.00	11-0000-203-000
0004637	OPERATING	000157193	Florio, Marissa Rene	166536	Student Financial Aid Refunds	11/29/2017	\$	960.00	11-0000-203-000
0004638	OPERATING	000157677	Bailey, Robert Austin	166533	Student Financial Aid Refunds	11/29/2017	\$	250.00	11-0000-203-000
0004639	OPERATING	000157736	Farris, Cierra	166535	Student Financial Aid Refunds	11/29/2017	\$	143.07	11-0000-203-000
0004640	OPERATING	000157823	Toothman, Michael A	166548	Student Financial Aid Refunds	11/29/2017	\$	250.00	11-0000-203-000
0004641	OPERATING	000158730	Humaciu, Jarred Matthew	166539	Student Financial Aid Refunds	11/29/2017	\$	250.00	11-0000-203-000
0004642	OPERATING	000159268	Cole, Sebastian Amadeus	166534	Student Financial Aid Refunds	11/29/2017	\$	2,141.25	11-0000-203-000
0004643	OPERATING	000159763	Papen, Calisse Alexis	166546	Student Financial Aid Refunds	11/29/2017	\$	1,363.09	11-0000-203-000
0004644	OPERATING	000161580	Scott, Marqualin J	166547	Student Financial Aid Refunds	11/29/2017	\$	40.44	11-0000-203-000
0004645	OPERATING	000162394	Lewis, Kortney	166542	Student Financial Aid Refunds	11/29/2017	\$	889.07	11-0000-203-000
0004646	OPERATING	000162746	Novakovic, Mia	166544	Student Financial Aid Refunds	11/29/2017	\$	331.20	11-0000-203-000
0004647	OPERATING	000162748	Marshall, Aadmir Rasheed	166543	Student Financial Aid Refunds	11/29/2017	\$	969.15	11-0000-203-000
0004648	OPERATING	000163113	Williams, David Edward	166549	Student Financial Aid Refunds	11/29/2017	\$	514.67	11-0000-203-000
0004649	OPERATING	000159268	Cole, Sebastian Amadeus	166554	Student Financial Aid Refunds	11/29/2017	\$	369.75	11-0000-203-000
0004650	OPERATING	29	ICC Student Housing	166530	Student Financial Aid Refunds- ICC Housing	11/30/2017	\$	236.85	11-0000-203-000
0004650	OPERATING	29	ICC Student Housing	166531	Student Financial Aid Refunds- ICC Housing	11/30/2017	\$	1,579.00	11-0000-203-000
0004650	OPERATING	29	ICC Student Housing	166532	Student Financial Aid Refunds- ICC Housing	11/30/2017	\$	792.00	11-0000-203-000
0004650	OPERATING	29	ICC Student Housing	166528	Student Financial Aid Refunds- ICC Housing	11/30/2017	\$	64.07	11-0000-203-000
0004650	OPERATING	29	ICC Student Housing	166529	Student Financial Aid Refunds- ICC Housing	11/30/2017	\$	715.00	11-0000-203-000

0004650	OPERATING	29	ICC Student Housing	166526	Student Financial Aid Refunds- ICC Housing	11/30/2017	\$	594.00	11-0000-203-000
0004650	OPERATING	29	ICC Student Housing	166527	Student Financial Aid Refunds- ICC Housing	11/30/2017	\$	541.60	11-0000-203-000
0004651	OPERATING	157169	Bluffstone: The Villas at Independence LLC	166552	Student Financial Aid Refunds- Villas Housing	11/30/2017	\$	1,185.00	11-0000-203-000
0004651	OPERATING	157169	Bluffstone: The Villas at Independence LLC	166553	Student Financial Aid Refunds- Villas Housing	11/30/2017	\$	1,691.56	11-0000-203-000
0004651	OPERATING	157169	Bluffstone: The Villas at Independence LLC	166550	Student Financial Aid Refunds- Villas Housing	11/30/2017	\$	239.00	11-0000-203-000
0004651	OPERATING	157169	Bluffstone: The Villas at Independence LLC	166551	Student Financial Aid Refunds- Villas Housing	11/30/2017	\$	150.00	11-0000-203-000
0004652	OPERATING	203	Maxient LLC	6730	Contract	11/30/2017	\$	12,000.00	11-6600-850-000
EFT000000000378	OPERATING	115475	Kansas Department of Revenue-Sales Tax	00135044	Payment Sales Taxes Oct 17	11/6/2017	\$	531.28	11-0100-216-000
EFT000000000381	OPERATING	000159846	Broderick, Deja Renee	166082	Student Financial Aid Refunds	11/17/2017	\$	384.00	11-0000-203-000
EFT000000000382	OPERATING	000160033	Van Eck, Kylie Jordan	166081	Student Financial Aid Refunds	11/17/2017	\$	320.00	11-0000-203-000
EFT000000000383	OPERATING	000160063	Shockley, Hunter Dane	166072	Student Financial Aid Refunds	11/17/2017	\$	224.50	11-0000-203-000
EFT000000000384	OPERATING	000162703	Walker, Kenes Randal	166084	Student Financial Aid Refunds	11/17/2017	\$	562.63	11-0000-203-000
EFT000000000385	OPERATING	000162999	Simon, Jacoby Bryant	166085	Student Financial Aid Refunds	11/17/2017	\$	742.00	11-0000-203-000
EFT000000000386	OPERATING	CC3238	Academic Office Credit Card	6536	Classroom supplies ordered by Archana Lal	11/28/2017	\$	381.28	11-1176-700-000
EFT000000000386	OPERATING	CC3238	Academic Office Credit Card	00005690	Copyright conference-MLA	11/28/2017	\$	150.00	11-4100-601-000
EFT000000000386	OPERATING	CC3238	Academic Office Credit Card	6537	KACRAO meeting - food purchase	11/28/2017	\$	11.46	11-5400-601-000
EFT000000000386	OPERATING	CC3238	Academic Office Credit Card	6538	KACRAO meeting - food purchase	11/28/2017	\$	240.24	11-5400-601-000
EFT000000000386	OPERATING	CC3238	Academic Office Credit Card	6533	KACRAO meeting - food purchase	11/28/2017	\$	18.72	11-5400-601-000
EFT000000000386	OPERATING	CC3238	Academic Office Credit Card	6534	KACRAO meeting - food purchase	11/28/2017	\$	14.92	11-5400-601-000
EFT000000000387	OPERATING	CC2304	Dutton, Ann Credit Card	5963	Fetal Pig Dissection Manual	11/28/2017	\$	105.85	12-1220-700-000
EFT000000000387	OPERATING	CC2304	Dutton, Ann Credit Card	6666	leukemia and da2pp vaccine for patients	11/28/2017	\$	10.40	12-1220-700-000
EFT000000000387	OPERATING	CC2304	Dutton, Ann Credit Card	6669	Patterson Vet	11/28/2017	\$	805.57	12-1220-700-000
EFT000000000387	OPERATING	CC2304	Dutton, Ann Credit Card	6670	Patterson Vet	11/28/2017	\$	46.42	12-1220-700-000
EFT000000000387	OPERATING	CC2304	Dutton, Ann Credit Card	6671	Patterson Vet	11/28/2017	\$	54.49	12-1220-700-000
EFT000000000387	OPERATING	CC2304	Dutton, Ann Credit Card	6756	Radiation Detection Badges	11/28/2017	\$	135.00	12-1220-700-000
EFT000000000387	OPERATING	CC2304	Dutton, Ann Credit Card	6667	Patterson Vet	11/28/2017	\$	74.83	71-1220-285-002
EFT000000000388	OPERATING	CC7740	Shultz, Beau Credit Card	6155	Baseball - fuel for vans	11/28/2017	\$	860.25	11-5560-698-000
EFT000000000388	OPERATING	CC7740	Shultz, Beau Credit Card	6686	Baseball - fuel for vans	11/28/2017	\$	74.44	11-7200-721-000
EFT000000000388	OPERATING	CC7740	Shultz, Beau Credit Card	6155	Baseball - fuel for vans	11/28/2017	\$	468.27	71-5580-285-000
EFT000000000389	OPERATING	CC1762	Corbett-Smith, Ben Credit Card	6821	Fee for Kansas Thespians Festival -recruitment	11/28/2017	\$	300.00	11-1151-617-000
EFT000000000389	OPERATING	CC1762	Corbett-Smith, Ben Credit Card	6820	Confetetti Cannons for show	11/28/2017	\$	71.35	11-1151-695-000
EFT000000000389	OPERATING	CC1762	Corbett-Smith, Ben Credit Card	6814	props for Night of the Living Dead	11/28/2017	\$	21.70	11-1151-695-000
EFT000000000389	OPERATING	CC1762	Corbett-Smith, Ben Credit Card	6806	Props for Night of the Living Dead Live	11/28/2017	\$	22.76	11-1151-695-000
EFT000000000389	OPERATING	CC1762	Corbett-Smith, Ben Credit Card	6807	Props for Night of the Living Dead Live	11/28/2017	\$	27.07	11-1151-695-000
EFT000000000389	OPERATING	CC1762	Corbett-Smith, Ben Credit Card	6812	Props for Night of the Living Dead Live	11/28/2017	\$	31.24	11-1151-695-000
EFT000000000389	OPERATING	CC1762	Corbett-Smith, Ben Credit Card	6813	Props for Night of the livng Dead I	11/28/2017	\$	68.82	11-1151-695-000
EFT000000000389	OPERATING	CC1762	Corbett-Smith, Ben Credit Card	6805	costumes for night of the living dead	11/28/2017	\$	14.14	11-1151-696-000
EFT000000000389	OPERATING	CC1762	Corbett-Smith, Ben Credit Card	6811	Props for Night of the Living Dead Live	11/28/2017	\$	115.45	11-1151-700-000
EFT000000000389	OPERATING	CC1762	Corbett-Smith, Ben Credit Card	6810	Fuel remebursment for travel to aquire props and costumes	11/28/2017	\$	21.64	11-1151-719-000
EFT000000000390	OPERATING	CC9777	Henderson, Raymond "Brad" Credit Card	6307	BOOKS	11/28/2017	\$	149.52	11-6300-615-000
EFT000000000390	OPERATING	CC9777	Henderson, Raymond "Brad" Credit Card	6306	postcards	11/28/2017	\$	139.02	11-6300-615-000
EFT000000000390	OPERATING	CC9777	Henderson, Raymond "Brad" Credit Card	6241	8' banner for stadium	11/28/2017	\$	254.15	71-5500-285-000

EFT00000000391	OPERATING	CC5742	Sanchez, Brenda Credit Card	6297	Advisor meal on way to conference	11/28/2017	\$	10.95	11-4200-724-000
EFT00000000391	OPERATING	CC5742	Sanchez, Brenda Credit Card	6298	Cookies for PTK members and adviors	11/28/2017	\$	31.17	11-4200-724-000
EFT00000000391	OPERATING	CC5742	Sanchez, Brenda Credit Card	6299	Craft items to make door prizes and candy for door prizes	11/28/2017	\$	32.54	71-5700-285-011
EFT00000000391	OPERATING	CC5742	Sanchez, Brenda Credit Card	6300	Meals for students on way home from convention and diversity experience	11/28/2017	\$	259.44	71-5700-285-011
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6610	Baggage fees	11/28/2017	\$	25.00	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6611	Baggage fees	11/28/2017	\$	25.00	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6610	Baggage fees	11/28/2017	\$	25.00	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6611	Baggage fees	11/28/2017	\$	25.00	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6604	Breakfast 9/12	11/28/2017	\$	3.90	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6605	Breakfast 9/12	11/28/2017	\$	8.44	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6608	Breakfast 9/16	11/28/2017	\$	20.47	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6615	Cab fare to hotel	11/28/2017	\$	26.52	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6614	Cab fee from hotel to airport	11/28/2017	\$	25.51	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6619	Conference Registration Fee	11/28/2017	\$	625.00	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6613	Dinner 9/13	11/28/2017	\$	25.45	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6609	Dinner 9/15	11/28/2017	\$	22.49	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6612	Lunch 9/14	11/28/2017	\$	25.08	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6607	Lunch/Dinner 9/16	11/28/2017	\$	19.87	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6606	Meals	11/28/2017	\$	15.23	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6618	Parking fee	11/28/2017	\$	40.00	32-8303-601-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6617	Supplies for mentor event	11/28/2017	\$	31.34	32-8303-617-000
EFT00000000392	OPERATING	CC0550	Campus, Breta Credit Card	6616	Office Supplies	11/28/2017	\$	27.49	32-8303-701-000
EFT00000000393	OPERATING	CC8530	Bertie, Brett Credit Card	6391	Cable surge protectors	11/28/2017	\$	29.85	11-6600-850-000
EFT00000000393	OPERATING	CC8530	Bertie, Brett Credit Card	6390	Cable surge protectors	11/28/2017	\$	987.87	11-6600-850-000
EFT00000000393	OPERATING	CC8530	Bertie, Brett Credit Card	6387	Amazon Web Services	11/28/2017	\$	2.10	11-6600-852-000
EFT00000000393	OPERATING	CC8530	Bertie, Brett Credit Card	6389	Jungle Disk	11/28/2017	\$	104.82	11-6600-852-000
EFT00000000393	OPERATING	CC8530	Bertie, Brett Credit Card	6388	Office 365	11/28/2017	\$	372.30	11-6600-852-000
EFT00000000394	OPERATING	CC9916	Thorton, Brittany Credit Card	6678	Admissions - tailgate supplies	11/28/2017	\$	14.83	11-5500-602-000
EFT00000000395	OPERATING	CC3798	Peterson, Bruce Credit Card	6509	Inge Youth Theater reception wal mart	11/28/2017	\$	11.62	34-1100-616-000
EFT00000000396	OPERATING	CC0299	Cutshaw, Christy Credit Card	6315	Postage for books for Online Instructors	11/28/2017	\$	13.30	11-1140-611-000
EFT00000000396	OPERATING	CC0299	Cutshaw, Christy Credit Card	3616	Professor edition license upgrade	11/28/2017	\$	212.45	11-1174-700-000
EFT00000000397	OPERATING	CC5912	Westerhold, Cody Credit Card	6406	St. Life - Conference fee	11/28/2017	\$	85.00	11-5700-693-000
EFT00000000397	OPERATING	CC5912	Westerhold, Cody Credit Card	6404	St. Life - supplies	11/28/2017	\$	69.69	11-5700-693-000
EFT00000000397	OPERATING	CC5912	Westerhold, Cody Credit Card	6405	St. Life - supplies	11/28/2017	\$	78.72	11-5700-693-000
EFT00000000397	OPERATING	CC5912	Westerhold, Cody Credit Card	6403	St. Life - suppluies	11/28/2017	\$	12.35	11-5700-693-000
EFT00000000397	OPERATING	CC5912	Westerhold, Cody Credit Card	6402	studetn life - supplies	11/28/2017	\$	5.28	11-5700-693-000
EFT00000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6336	Travel	11/28/2017	\$	216.14	11-6100-601-000
EFT00000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6334	Travel/Rural CC Alliance	11/28/2017	\$	174.90	11-6100-601-000
EFT00000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6321	Burger King	11/28/2017	\$	6.59	11-6100-602-000
EFT00000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6323	Five Star BBQ	11/28/2017	\$	17.91	11-6100-602-000
EFT00000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6326	Meal/Barwick, Linda Fund/KBOR	11/28/2017	\$	20.73	11-6100-602-000
EFT00000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6322	Tuptim Thai Restaurant	11/28/2017	\$	14.61	11-6100-602-000

EFT000000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6327	Advertising	11/28/2017	\$	22.83	11-6100-693-000
EFT000000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6335	Advertising	11/28/2017	\$	205.67	11-6100-693-000
EFT000000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6328	International service fee	11/28/2017	\$	28.50	11-6100-693-000
EFT000000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6313	International service fee	11/28/2017	\$	0.29	11-6100-693-000
EFT000000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6324	Monthly subscription	11/28/2017	\$	20.00	11-6100-693-000
EFT000000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6325	Monthly subscription	11/28/2017	\$	20.00	11-6100-693-000
EFT000000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6324	Monthly subscription	11/28/2017	\$	20.00	11-6100-693-000
EFT000000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6325	Monthly subscription	11/28/2017	\$	20.00	11-6100-693-000
EFT000000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6333	Supplies	11/28/2017	\$	52.57	11-6100-693-000
EFT000000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6329	Fuel	11/28/2017	\$	30.52	11-7200-721-000
EFT000000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6330	Fuel	11/28/2017	\$	30.72	11-7200-721-000
EFT000000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6331	Fuel	11/28/2017	\$	32.72	11-7200-721-000
EFT000000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6332	Fuel	11/28/2017	\$	36.95	11-7200-721-000
EFT000000000398	OPERATING	CC6771	Barwick, Dan Credit Card	6320	Pilot	11/28/2017	\$	3.17	11-7200-721-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6771	Volleyball - fuel	11/28/2017	\$	20.02	11-5530-601-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6772	Volleyball - fuel	11/28/2017	\$	20.04	11-5530-601-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6778	Volleyball - fuel	11/28/2017	\$	49.40	11-5530-601-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6779	Volleyball - fuel	11/28/2017	\$	50.00	11-5530-601-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6775	Volleyball - fuel for dodge city trip	11/28/2017	\$	40.00	11-5530-601-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6776	Volleyball - fuel for dodge city trip	11/28/2017	\$	47.76	11-5530-601-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6767	Volleyball - fuel for travel	11/28/2017	\$	4.16	11-5530-601-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6792	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6793	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6794	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6795	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6796	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6780	Volleyball - lodging	11/28/2017	\$	85.00	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6782	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6783	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6784	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6785	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6782	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6783	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6784	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6785	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6782	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6783	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6784	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6785	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6782	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6783	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6784	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6785	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6782	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6783	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT000000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6784	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000

EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6785	Volleyball - lodging	11/28/2017	\$	91.80	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6792	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6793	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6794	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6795	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6796	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6792	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6793	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6794	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6795	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6796	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6792	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6793	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6794	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6795	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6796	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6792	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6793	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6794	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6795	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6796	Volleyball - lodging	11/28/2017	\$	211.86	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6781	Volleyball - meals	11/28/2017	\$	91.29	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6773	Volleyball - meals	11/28/2017	\$	29.59	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6777	Volleyball - meals	11/28/2017	\$	48.44	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6769	Volleyball - meals	11/28/2017	\$	12.91	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6770	Volleyball - meals	11/28/2017	\$	19.63	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6768	Volleyball - room mis. charge	11/28/2017	\$	6.80	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6786	Volleyball - team meal	11/28/2017	\$	97.37	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6787	Volleyball - team meal	11/28/2017	\$	105.00	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6788	Volleyball - team meal	11/28/2017	\$	107.23	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6789	Volleyball - team meal	11/28/2017	\$	109.40	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6790	Volleyball - team meal	11/28/2017	\$	114.15	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6791	Volleyball - team meal	11/28/2017	\$	126.93	11-5530-606-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6774	Volleyball - recruiting meals	11/28/2017	\$	30.98	11-5530-617-000
EFT00000000399	OPERATING	CC2335	Peña, Daniella Credit Card	6797	Volleyball - uniforms	11/28/2017	\$	1,316.55	71-5500-285-000
EFT00000000400	OPERATING	CC3498	Packard, Dillon Credit Card	6734	Admissions	11/28/2017	\$	19.32	11-5300-601-000
EFT00000000400	OPERATING	CC3498	Packard, Dillon Credit Card	6731	Admissions	11/28/2017	\$	11.93	11-5300-602-000
EFT00000000400	OPERATING	CC3498	Packard, Dillon Credit Card	6732	Admissions	11/28/2017	\$	13.30	11-5300-602-000
EFT00000000400	OPERATING	CC3498	Packard, Dillon Credit Card	6733	Admissions	11/28/2017	\$	15.00	11-5300-602-000
EFT00000000400	OPERATING	CC3498	Packard, Dillon Credit Card	6735	Admissions	11/28/2017	\$	344.00	11-5300-617-000
EFT00000000401	OPERATING	CC3316	Kiister, Donna Credit Card	6694	Admissions - printer ribbon for ID maker	11/28/2017	\$	243.93	11-6310-661-000
EFT00000000401	OPERATING	CC3316	Kiister, Donna Credit Card	6690	Admissions - Flag day supplies	11/28/2017	\$	23.63	11-6310-661-000

EFT000000000401	OPERATING	CC3316	Kiister, Donna Credit Card	6691	Admissions - flag day supplies	11/28/2017	\$	23.95	11-6310-661-000
EFT000000000401	OPERATING	CC3316	Kiister, Donna Credit Card	6695	Admissions - international	11/28/2017	\$	400.00	11-6310-661-000
EFT000000000401	OPERATING	CC3316	Kiister, Donna Credit Card	6689	Admissions - international fee	11/28/2017	\$	4.00	11-6310-661-000
EFT000000000401	OPERATING	CC3316	Kiister, Donna Credit Card	6693	Admissions - international student activity	11/28/2017	\$	50.00	11-6310-661-000
EFT000000000401	OPERATING	CC3316	Kiister, Donna Credit Card	6692	Admissions - supplies	11/28/2017	\$	44.63	11-6310-661-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6632	500 LBS. Of Clay	11/28/2017	\$	177.50	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	00005695	Cleaning of band and choir uniforms	11/28/2017	\$	600.00	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6630	Costume pearls for Chamber Singers	11/28/2017	\$	19.52	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	5723	Guard Shirts	11/28/2017	\$	623.95	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6627	Ice	11/28/2017	\$	2.17	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6133	Jazz Folders	11/28/2017	\$	595.00	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	00005715	JW PEPPR Choir music	11/28/2017	\$	119.99	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6113	Marching band food and items for football game.	11/28/2017	\$	27.05	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6634	Marching Band Music	11/28/2017	\$	99.65	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6635	Marching Band Music	11/28/2017	\$	99.64	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6636	Marching Band Music	11/28/2017	\$	3.27	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6637	Marching Band Music	11/28/2017	\$	54.75	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6639	Marching Band Music	11/28/2017	\$	54.75	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6638	Marching Band Music	11/28/2017	\$	49.28	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6637	Marching Band Music	11/28/2017	\$	54.75	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6639	Marching Band Music	11/28/2017	\$	54.75	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6640	Marching Band Music	11/28/2017	\$	304.56	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6645	Marching Band Music	11/28/2017	\$	370.32	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6631	Mouthpieces	11/28/2017	\$	153.16	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6633	Paint & Glazes	11/28/2017	\$	1,061.31	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6629	Zip drive for the FA department	11/28/2017	\$	36.12	11-1151-700-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6644	Choral Workshop	11/28/2017	\$	555.00	11-6100-693-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6643	Cookies and water for choral workshop	11/28/2017	\$	60.64	11-6100-693-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	00005720	Marching Band Music	11/28/2017	\$	378.96	34-1100-601-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	00005719	Marching Band Music	11/28/2017	\$	3.00	34-1100-705-000
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6641	For NYC trip Choir and band	11/28/2017	\$	445.00	71-1151-285-006
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6642	Fundraiser for choir and jazz band	11/28/2017	\$	356.00	71-1151-285-006
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6625	Gas for Student Trip to K-State	11/28/2017	\$	10.00	71-1151-285-006
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6626	Gas for Student Trip to K-State	11/28/2017	\$	10.00	71-1151-285-006
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6625	Gas for Student Trip to K-State	11/28/2017	\$	10.00	71-1151-285-006
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6626	Gas for Student Trip to K-State	11/28/2017	\$	10.00	71-1151-285-006
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6111	K State Football Tickets	11/28/2017	\$	955.00	71-1151-285-006
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6624	NYC trip fundraiser for students	11/28/2017	\$	1,689.00	71-1151-285-006
EFT000000000402	OPERATING	CC8049	Rutherford, Eric Credit Card	6628	Payment for Movie night	11/28/2017	\$	217.90	71-1151-285-007
EFT000000000403	OPERATING	CC5940	Blackert, Harty Credit Credit Card	7042	Donuts for Workers for Saturday Worday	11/28/2017	\$	14.67	11-1151-692-000
EFT000000000403	OPERATING	CC5940	Blackert, Harty Credit Credit Card	7043	Donuts for Workers for Saturday Worday	11/28/2017	\$	46.12	11-1151-692-000
EFT000000000403	OPERATING	CC5940	Blackert, Harty Credit Credit Card	7040	Prop and Set build supplies	11/28/2017	\$	102.83	11-1151-692-000

EFT000000000403	OPERATING	CC5940	Blackert, Harty Credit Credit Card	7038	Saturday Workday Food	11/28/2017	\$	14.67	11-1151-692-000
EFT000000000403	OPERATING	CC5940	Blackert, Harty Credit Credit Card	7039	Saturday Workday Food	11/28/2017	\$	39.01	11-1151-692-000
EFT000000000403	OPERATING	CC5940	Blackert, Harty Credit Credit Card	7041	Set Constr. Jute Erosn Coth For NOTLD, Benmeadows	11/28/2017	\$	227.76	11-1151-692-000
EFT000000000403	OPERATING	CC5940	Blackert, Harty Credit Credit Card	7044	Woods Lumber Supply for NOTLD Show: Sprayers,brushes,adhesive	11/28/2017	\$	103.59	11-1151-692-000
EFT000000000404	OPERATING	CC3059	MIS Credit Card	6367	Apple Care	11/28/2017	\$	218.07	11-6600-850-000
EFT000000000404	OPERATING	CC3059	MIS Credit Card	6368	Laptop	11/28/2017	\$	1,864.32	11-6600-850-000
EFT000000000405	OPERATING	CC0253	Gillum, Jaicey Linn Credit Card	6318	Thermal paper for Cosmetology's credit card machine	11/28/2017	\$	19.99	12-1273-701-000
EFT000000000406	OPERATING	CC6351	Brown, Jason Credit Card	6835	Football - team meal	11/28/2017	\$	645.35	11-5510-606-000
EFT000000000406	OPERATING	CC6351	Brown, Jason Credit Card	6836	Football - charter bus for travel	11/28/2017	\$	1,236.00	11-5510-606-000
EFT000000000406	OPERATING	CC6351	Brown, Jason Credit Card	6837	Football - team lodging	11/28/2017	\$	2,951.82	11-5510-606-000
EFT000000000406	OPERATING	CC6351	Brown, Jason Credit Card	6838	Football - team lodging	11/28/2017	\$	3,243.00	11-5510-606-000
EFT000000000406	OPERATING	CC6351	Brown, Jason Credit Card	6832	Football - team meal	11/28/2017	\$	534.75	11-5510-606-000
EFT000000000406	OPERATING	CC6351	Brown, Jason Credit Card	6833	Football - team meal	11/28/2017	\$	565.75	11-5510-606-000
EFT000000000406	OPERATING	CC6351	Brown, Jason Credit Card	6834	Football - team meal	11/28/2017	\$	606.00	11-5510-606-000
EFT000000000406	OPERATING	CC6351	Brown, Jason Credit Card	6830	Football - team meal	11/28/2017	\$	449.55	11-5510-606-000
EFT000000000406	OPERATING	CC6351	Brown, Jason Credit Card	6829	Football - ticket for team speaker	11/28/2017	\$	393.99	11-5510-617-000
EFT000000000406	OPERATING	CC6351	Brown, Jason Credit Card	6831	Football - ticket for team speaker	11/28/2017	\$	531.60	11-5510-617-000
EFT000000000406	OPERATING	CC6351	Brown, Jason Credit Card	6828	Football - field pain	11/28/2017	\$	97.55	11-5510-698-000
EFT000000000406	OPERATING	CC6351	Brown, Jason Credit Card	6822	Football - Prime Membership	11/28/2017	\$	10.99	11-5510-698-000
EFT000000000406	OPERATING	CC6351	Brown, Jason Credit Card	6823	Football - supplies	11/28/2017	\$	59.99	11-5510-698-000
EFT000000000406	OPERATING	CC6351	Brown, Jason Credit Card	6824	Football - supplies	11/28/2017	\$	65.69	11-5510-698-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6115	Computer bag	11/28/2017	\$	167.26	11-4220-701-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6499	Computer bag	11/28/2017	\$	158.55	11-6510-601-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6495	Computer bag	11/28/2017	\$	7.50	11-6510-601-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6491	Computer bag	11/28/2017	\$	1.50	11-6510-601-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6492	Parking at K-State	11/28/2017	\$	6.75	11-6510-601-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6497	Computer bag	11/28/2017	\$	11.50	11-6510-602-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6494	Computer bag	11/28/2017	\$	4.57	11-6510-602-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6493	Computer bag	11/28/2017	\$	3.38	11-6510-602-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6498	Computer bag	11/28/2017	\$	35.62	11-6510-719-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6497	Computer bag	11/28/2017	\$	11.50	39-1269-602-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6494	Computer bag	11/28/2017	\$	4.58	39-1269-602-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6493	Computer bag	11/28/2017	\$	3.38	39-1269-602-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6499	Computer bag	11/28/2017	\$	158.55	39-1269-617-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6495	Computer bag	11/28/2017	\$	7.50	39-1269-617-000
EFT000000000407	OPERATING	CC2260	Morgan-Tate, Jessica Credit Card	6491	Computer bag	11/28/2017	\$	1.50	39-1269-617-000
EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6587	Ads	11/28/2017	\$	10.10	11-1223-701-000
EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6595	black spray for metal	11/28/2017	\$	78.60	11-1223-701-000
EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6592	Corner brace, staplegun, nails bolts	11/28/2017	\$	43.75	11-1223-701-000
EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6589	drill bit, nail	11/28/2017	\$	22.57	11-1223-701-000
EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6598	Ice House books/Keli	11/28/2017	\$	107.50	11-1223-701-000
EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6599	Laser metal	11/28/2017	\$	129.20	11-1223-701-000

EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6594	lasermark black/gold	11/28/2017	\$	67.54	11-1223-701-000
EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6593	Matte aluminum laser	11/28/2017	\$	52.15	11-1223-701-000
EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6588	Presentation cover	11/28/2017	\$	20.85	11-1223-701-000
EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6590	Presentation cover	11/28/2017	\$	31.47	11-1223-701-000
EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6591	Presentation cover	11/28/2017	\$	39.31	11-1223-701-000
EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6596	Presentation cover	11/28/2017	\$	69.00	11-1223-701-000
EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6597	Presentation cover	11/28/2017	\$	79.59	11-1223-701-000
EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6600	Presentation cover	11/28/2017	\$	135.28	11-1223-701-000
EFT000000000408	OPERATING	CC9143	Correll, Jim Credit Card	6050	50 pk software license Corel DrawX8	11/28/2017	\$	2,250.00	11-6600-850-000
EFT000000000409	OPERATING	CC9340	Wheeler, Kara Credit Card	6577	Office supplies hurricane relief jars	11/28/2017	\$	12.20	11-4200-701-000
EFT000000000409	OPERATING	CC9340	Wheeler, Kara Credit Card	6578	Flowers for Christy Cutshaw	11/28/2017	\$	66.75	11-4220-701-000
EFT000000000410	OPERATING	CC7384	Tuschman, Keli Credit Card	6914	Book for Leadership Program	11/28/2017	\$	70.43	11-6110-693-000
EFT000000000410	OPERATING	CC7384	Tuschman, Keli Credit Card	6915	Book for Leadership Program	11/28/2017	\$	1,016.25	11-6110-693-000
EFT000000000410	OPERATING	CC7384	Tuschman, Keli Credit Card	6913	Book for Leadership Program	11/28/2017	\$	23.54	11-6110-703-000
EFT000000000411	OPERATING	CC0145	Overacker, Kelsey Credit Card	6396	Softball - team cleets	11/28/2017	\$	1,300.00	11-5560-698-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6435	clr cleaner; 18volt drill for Levi	11/28/2017	\$	20.28	11-7100-701-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6438	clr cleaner; 18volt drill for Levi	11/28/2017	\$	83.09	11-7100-708-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6437	squeegee and vinegar for cleaning	11/28/2017	\$	50.44	11-7100-708-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6433	dozen of donuts for staff meeting	11/28/2017	\$	7.34	11-7100-719-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6436	solar decorative lights	11/28/2017	\$	29.95	11-7100-719-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6440	locking fuel cap	11/28/2017	\$	93.76	11-7200-647-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6432	locking fuel cap	11/28/2017	\$	3.56	11-7200-647-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6439	repair golf cart power charger	11/28/2017	\$	85.60	11-7300-649-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6434	solar decorative lights	11/28/2017	\$	13.95	11-7300-649-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6186	craftsman weed eater on wheels	11/28/2017	\$	308.68	11-7300-719-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6208	fountain chlorine tablet	11/28/2017	\$	8.86	11-7300-719-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6209	fountain chlorine tablet	11/28/2017	\$	10.99	11-7300-719-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6210	fountain chlorine tablet	11/28/2017	\$	10.99	11-7300-719-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6209	subscription - september	11/28/2017	\$	10.99	11-7300-719-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6210	subscription - september	11/28/2017	\$	10.99	11-7300-719-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6211	subscription - september	11/28/2017	\$	14.99	11-7300-719-000
EFT000000000412	OPERATING	CC3572	Kippenberger, Kris Credit Card	6212	supplies	11/28/2017	\$	3.33	11-7300-719-000
EFT000000000413	OPERATING	CC9545	Allison, Laura Credit Card	6314	supplies	11/28/2017	\$	414.00	11-5200-701-000
EFT000000000414	OPERATING	CC1706	Kent, Lavon Credit Card	6699	Cheer - fuel for recruiting	11/28/2017	\$	23.58	11-5590-617-000
EFT000000000414	OPERATING	CC1706	Kent, Lavon Credit Card	6700	Cheer - fuel for recruiting	11/28/2017	\$	28.42	11-5590-617-000
EFT000000000414	OPERATING	CC1706	Kent, Lavon Credit Card	6701	Cheer - fuel for recruiting	11/28/2017	\$	34.11	11-5590-617-000
EFT000000000414	OPERATING	CC1706	Kent, Lavon Credit Card	6703	Cheer - fuel for recruiting	11/28/2017	\$	39.82	11-5590-617-000
EFT000000000414	OPERATING	CC1706	Kent, Lavon Credit Card	6704	Cheer - fuel for recruiting	11/28/2017	\$	45.68	11-5590-617-000
EFT000000000414	OPERATING	CC1706	Kent, Lavon Credit Card	6707	Cheer - lodging for recruiting	11/28/2017	\$	170.78	11-5590-617-000
EFT000000000414	OPERATING	CC1706	Kent, Lavon Credit Card	6697	Cheer - recruiting meal	11/28/2017	\$	9.30	11-5590-617-000
EFT000000000414	OPERATING	CC1706	Kent, Lavon Credit Card	6698	Cheer - recruiting meal	11/28/2017	\$	10.73	11-5590-617-000
EFT000000000414	OPERATING	CC1706	Kent, Lavon Credit Card	6702	Cheer - recruiting meal	11/28/2017	\$	14.93	11-5590-617-000



EFT000000000414	OPERATING	CC1706	Kent, Lavon Credit Card	6696	Cheer - recruiting meals	11/28/2017	\$	4.86	11-5590-617-000
EFT000000000414	OPERATING	CC1706	Kent, Lavon Credit Card	6705	Cheer - team meal	11/28/2017	\$	64.23	11-5590-698-000
EFT000000000414	OPERATING	CC1706	Kent, Lavon Credit Card	6706	Cheer - team meal	11/28/2017	\$	149.99	11-5590-698-000
EFT000000000415	OPERATING	CC5876	Crane, Leslie Credit Card	6680	WBB - fuel for recruiting	11/28/2017	\$	10.00	11-5540-617-000
EFT000000000415	OPERATING	CC5876	Crane, Leslie Credit Card	6681	WBB - supplies	11/28/2017	\$	20.22	11-5540-698-000
EFT000000000416	OPERATING	CC8337	Byrd, Mallory Credit Card	6542	supplies	11/28/2017	\$	55.13	12-1288-602-000
EFT000000000416	OPERATING	CC8337	Byrd, Mallory Credit Card	6539	supplies	11/28/2017	\$	87.21	12-1288-700-000
EFT000000000416	OPERATING	CC8337	Byrd, Mallory Credit Card	6544	supplies	11/28/2017	\$	123.00	12-1288-701-000
EFT000000000416	OPERATING	CC8337	Byrd, Mallory Credit Card	6540	supplies	11/28/2017	\$	289.06	71-1288-285-001
EFT000000000416	OPERATING	CC8337	Byrd, Mallory Credit Card	6541	supplies	11/28/2017	\$	36.40	71-1288-285-001
EFT000000000416	OPERATING	CC8337	Byrd, Mallory Credit Card	6543	supplies	11/28/2017	\$	236.50	71-1288-285-001
EFT000000000416	OPERATING	CC8337	Byrd, Mallory Credit Card	6602	supplies	11/28/2017	\$	43.79	71-1288-285-001
EFT000000000417	OPERATING	CC1578	Latu, Manoa Credit Card	6853	Football -	11/28/2017	\$	26.09	11-5510-617-000
EFT000000000417	OPERATING	CC1578	Latu, Manoa Credit Card	6852	Football - fuel for recruiting travel	11/28/2017	\$	24.00	11-5510-617-000
EFT000000000417	OPERATING	CC1578	Latu, Manoa Credit Card	6854	Football - lodging for recruiting	11/28/2017	\$	44.95	11-5510-617-000
EFT000000000417	OPERATING	CC1578	Latu, Manoa Credit Card	6851	Football - parking for recruiting	11/28/2017	\$	5.00	11-5510-617-000
EFT000000000417	OPERATING	CC1578	Latu, Manoa Credit Card	6855	Football - SQ Big Al's smokehouse	11/28/2017	\$	50.00	11-5510-617-000
EFT000000000418	OPERATING	CC9212	Ashford, Melissa Credit Card	6623	Project Management and Web App Development book for spring	11/28/2017	\$	57.76	12-1277-700-000
EFT000000000419	OPERATING	CC4379	DeGeorge, Patricia Credit Card	6758	Entry fee for chili and baking	11/28/2017	\$	30.00	12-1221-616-000
EFT000000000419	OPERATING	CC4379	DeGeorge, Patricia Credit Card	6654	Lunch with Mercantile team	11/28/2017	\$	25.01	12-1221-616-000
EFT000000000419	OPERATING	CC4379	DeGeorge, Patricia Credit Card	6657	Culinary Chopped and cheese tasting	11/28/2017	\$	92.59	12-1221-700-000
EFT000000000419	OPERATING	CC4379	DeGeorge, Patricia Credit Card	6656	Eggplant for credit cooking class	11/28/2017	\$	72.28	12-1221-700-000
EFT000000000419	OPERATING	CC4379	DeGeorge, Patricia Credit Card	6650	Exams for Safety and Sanitation	11/28/2017	\$	180.00	12-1221-700-000
EFT000000000419	OPERATING	CC4379	DeGeorge, Patricia Credit Card	6652	Final exam for safety and sanitation	11/28/2017	\$	144.00	12-1221-700-000
EFT000000000419	OPERATING	CC4379	DeGeorge, Patricia Credit Card	6663	Food supplies for Diva Day	11/28/2017	\$	65.00	12-1221-700-000
EFT000000000419	OPERATING	CC4379	DeGeorge, Patricia Credit Card	6655	Food supplies for Diva Day	11/28/2017	\$	156.63	12-1221-700-000
EFT000000000419	OPERATING	CC4379	DeGeorge, Patricia Credit Card	6658	Food supplies for Diva Day	11/28/2017	\$	32.54	12-1221-700-000
EFT000000000419	OPERATING	CC4379	DeGeorge, Patricia Credit Card	6651	Yearly Cooks Illustrated Magazine	11/28/2017	\$	30.00	12-1221-700-000
EFT000000000419	OPERATING	CC4379	DeGeorge, Patricia Credit Card	6653	Digital thermometers, cooling racks	11/28/2017	\$	161.35	12-1221-850-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6408	Ath. Training - student meal	11/28/2017	\$	5.79	11-5510-602-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6410	Ath. Training - student meal	11/28/2017	\$	7.38	11-5595-602-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6412	Ath. Training - fuel	11/28/2017	\$	11.46	11-5595-698-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6416	Ath. Training - fuel	11/28/2017	\$	24.89	11-5595-698-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6417	Ath. Training - fuel	11/28/2017	\$	26.00	11-5595-698-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6418	Ath. Training - fuel	11/28/2017	\$	27.84	11-5595-698-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6419	Ath. Training - fuel	11/28/2017	\$	34.00	11-5595-698-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6422	ATH. Training - fuel	11/28/2017	\$	64.01	11-5595-698-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6413	Ath. Training - meal	11/28/2017	\$	12.69	11-5595-698-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6411	Ath. Training - student RX	11/28/2017	\$	9.35	11-5595-698-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6420	ATH. Training - student RX	11/28/2017	\$	39.68	11-5595-698-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6421	Ath. Training - student RX	11/28/2017	\$	46.48	11-5595-698-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6409	Ath. Training - student RX	11/28/2017	\$	7.15	11-5595-698-000

EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6414	Ath. Training - supplies	11/28/2017	\$	21.00	11-5595-698-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6415	Ath. TRaining - supplies	11/28/2017	\$	21.71	11-5595-698-000
EFT000000000420	OPERATING	CC9245	Martin, Raechal Credit Card	6423	Ath. Training - supplies	11/28/2017	\$	1,551.56	11-5595-698-000
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EFT000000000421	OPERATING	CC6792	Peitz, Rebeka Credit Card	6400	Admissions - lodging for recruiting	11/28/2017	\$	240.24	11-5300-601-000
EFT000000000421	OPERATING	CC6792	Peitz, Rebeka Credit Card	6401	Admissions - lodging for recruiting	11/28/2017	\$	240.24	11-5300-601-000
EFT000000000421	OPERATING	CC6792	Peitz, Rebeka Credit Card	6400	Admissions - lodging for recruiting	11/28/2017	\$	240.24	11-5300-601-000
EFT000000000421	OPERATING	CC6792	Peitz, Rebeka Credit Card	6401	Admissions - lodging for recruiting	11/28/2017	\$	240.24	11-5300-601-000
EFT000000000421	OPERATING	CC6792	Peitz, Rebeka Credit Card	6397	Admissions - recruiting food	11/28/2017	\$	13.58	11-5300-602-000
EFT000000000421	OPERATING	CC6792	Peitz, Rebeka Credit Card	6398	Admissions-Recruiting Food	11/28/2017	\$	13.92	11-5300-602-000
EFT000000000421	OPERATING	CC6792	Peitz, Rebeka Credit Card	6399	Admissions - recruiting food	11/28/2017	\$	15.24	11-5300-602-000
EFT000000000422	OPERATING	CC7825	Owens, Sarah Credit Card	6621	KLA registration	11/28/2017	\$	240.00	11-4100-601-000
EFT000000000422	OPERATING	CC7825	Owens, Sarah Credit Card	6622	calculators to add to collection from grant	11/28/2017	\$	285.20	71-4100-285-011
EFT000000000423	OPERATING	CC7467	Manning, Sue Credit Card	6649	supplies	11/28/2017	\$	19.98	12-1287-700-000
EFT000000000424	OPERATING	CC5477	Geldenhuys, Tammie Credit Card	6798	Athletic Dept. - live stres service	11/28/2017	\$	40.01	11-5500-646-000
EFT000000000424	OPERATING	CC5477	Geldenhuys, Tammie Credit Card	6801	ATHletic Dept. - membership dues	11/28/2017	\$	206.61	11-5500-646-000
EFT000000000424	OPERATING	CC5477	Geldenhuys, Tammie Credit Card	6802	ATHletic Dept. - charter bus for football	11/28/2017	\$	5,800.00	11-5510-606-000
EFT000000000424	OPERATING	CC5477	Geldenhuys, Tammie Credit Card	6803	ATHletic Dept. - chater bus for football	11/28/2017	\$	8,400.00	11-5510-606-000
EFT000000000424	OPERATING	CC5477	Geldenhuys, Tammie Credit Card	6799	Athletic Dept. - concession foods	11/28/2017	\$	167.50	71-5500-285-002
EFT000000000424	OPERATING	CC5477	Geldenhuys, Tammie Credit Card	6800	ATHletic Dept. - Concessions supplies	11/28/2017	\$	185.00	71-5500-285-002
EFT000000000425	OPERATING	CC1450	Floyd, Taylor Credit Card	6679	WBB - team meal	11/28/2017	\$	117.22	11-5540-602-000
EFT000000000426	OPERATING	CC2289	Vestal, Teresa Credit Card	6742	Meal While Traveling	11/28/2017	\$	13.74	16-9300-601-000
EFT000000000426	OPERATING	CC2289	Vestal, Teresa Credit Card	6751	Registration for conference	11/28/2017	\$	250.00	16-9300-601-000
EFT000000000426	OPERATING	CC2289	Vestal, Teresa Credit Card	6743	Travel Meal	11/28/2017	\$	14.63	16-9300-601-000
EFT000000000426	OPERATING	CC2289	Vestal, Teresa Credit Card	6750	Travel Meal	11/28/2017	\$	221.69	16-9300-601-000
EFT000000000426	OPERATING	CC2289	Vestal, Teresa Credit Card	6745	Web site Fees monthly	11/28/2017	\$	39.99	16-9300-646-000
EFT000000000426	OPERATING	CC2289	Vestal, Teresa Credit Card	6744	Euroupe plug adapter for the Science Dept	11/28/2017	\$	32.79	16-9300-701-000
EFT000000000426	OPERATING	CC2289	Vestal, Teresa Credit Card	6746	Euroupe plug adapter for the Science Dept	11/28/2017	\$	79.71	16-9300-740-000
EFT000000000426	OPERATING	CC2289	Vestal, Teresa Credit Card	6741	Euroupe plug adapter for the Science Dept	11/28/2017	\$	10.50	16-9300-740-000
EFT000000000426	OPERATING	CC2289	Vestal, Teresa Credit Card	6752	Food and Drinks for Resale	11/28/2017	\$	276.25	16-9300-740-000
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EFT000000000426	OPERATING	CC2289	Vestal, Teresa Credit Card	6748	Food and Drinks for Resale	11/28/2017	\$	114.98	16-9300-740-000
EFT000000000426	OPERATING	CC2289	Vestal, Teresa Credit Card	6749	Workbooks for Resale	11/28/2017	\$	165.71	16-9300-740-000
EFT000000000427	OPERATING	CC4137	Haynes, Timothy Credit Card	6584	Food for meal	11/28/2017	\$	29.43	11-1223-602-000
EFT000000000427	OPERATING	CC4137	Haynes, Timothy Credit Card	6585	Meal for travel	11/28/2017	\$	39.15	11-1223-602-000
EFT000000000427	OPERATING	CC4137	Haynes, Timothy Credit Card	6586	Foil tape, heat duct, Furn elbow	11/28/2017	\$	83.41	11-1223-701-000
EFT000000000427	OPERATING	CC4137	Haynes, Timothy Credit Card	6583	Vacuum sealed tumbler/25	11/28/2017	\$	176.10	11-1223-701-000
EFT000000000427	OPERATING	CC4137	Haynes, Timothy Credit Card	6582	Valve tool	11/28/2017	\$	1.70	11-1223-701-000
EFT000000000428	OPERATING	CC8393	Tyler, Tom Credit Card	6682	golf - Fuel for golf trip	11/28/2017	\$	35.59	11-7200-721-000
EFT000000000428	OPERATING	CC8393	Tyler, Tom Credit Card	6683	Golf - team meal	11/28/2017	\$	39.15	71-5596-285-000
EFT000000000428	OPERATING	CC8393	Tyler, Tom Credit Card	6684	Golf - team meal	11/28/2017	\$	60.00	71-5596-285-000
EFT000000000428	OPERATING	CC8393	Tyler, Tom Credit Card	6685	Golf - team registration	11/28/2017	\$	195.00	71-5596-285-000

EFT000000000429	OPERATING	CC1263	Lawrence, Tonda Credit Card	6301	storage for kboc test products	11/28/2017	\$	2.91	12-0100-485-000
EFT000000000429	OPERATING	CC1263	Lawrence, Tonda Credit Card	5894	storage for kboc test products	11/28/2017	\$	11.72	12-1273-700-000
EFT000000000429	OPERATING	CC1263	Lawrence, Tonda Credit Card	6301	storage for kboc test products	11/28/2017	\$	13.00	12-1273-700-001
EFT000000000429	OPERATING	CC1263	Lawrence, Tonda Credit Card	6302	storage for kboc test products	11/28/2017	\$	77.86	12-1273-701-000
EFT000000000429	OPERATING	CC1263	Lawrence, Tonda Credit Card	5894	storage for kboc test products	11/28/2017	\$	12.37	12-1273-701-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6712	MBB - food for officials / scrimmage	11/28/2017	\$	30.09	11-5520-602-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6716	MBB - team meal	11/28/2017	\$	69.64	11-5520-602-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6727	MBB - team meal	11/28/2017	\$	126.83	11-5520-602-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6728	MBB - team meal	11/28/2017	\$	140.88	11-5520-602-000
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EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6719	MBB - fuel for event travel	11/28/2017	\$	80.05	11-5520-606-000
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EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6709	MBB - laundry soap & baskets	11/28/2017	\$	13.92	11-5520-698-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6713	MBB - laundry soap for uniforms	11/28/2017	\$	33.60	11-5520-698-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6710	MBB - locker room supplies	11/28/2017	\$	14.09	11-5520-698-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6711	MBB - locks for locker room	11/28/2017	\$	25.07	11-5520-698-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6718	MBB - Loops for laundry	11/28/2017	\$	74.74	11-5520-698-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6729	MBB - practice jerseys	11/28/2017	\$	149.29	11-5520-698-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6730	MBB - practice shorts	11/28/2017	\$	313.93	11-5520-698-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6714	MBB - Concession supplies for football	11/28/2017	\$	33.70	71-5500-285-002
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6720	MBB - Lodging for team	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6721	MBB - Lodging for team	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6722	MBB - Lodging for team	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6723	MBB - Lodging for team	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6724	MBB - Lodging for team	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6725	MBB - Lodging for team	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6726	MBB - Lodging for team	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6720	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6721	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6722	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6723	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6724	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6725	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6726	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6720	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6721	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6722	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6723	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6724	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6725	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6726	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000

EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6720	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6721	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6722	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6723	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6724	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6725	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6726	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6720	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6721	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6722	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6723	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6724	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6725	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6726	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6720	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6721	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6722	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6723	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6724	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6725	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6726	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6720	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6721	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6722	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6723	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6724	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6725	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000430	OPERATING	CC0422	Turner, Tony Credit Card	6726	MBB - lodging for team event	11/28/2017	\$	100.57	71-5520-285-000
EFT000000000431	OPERATING	CC1527	Jones, Valon Credit Card	6305	Send Michaela Deegans score to NCC	11/28/2017	\$	15.76	31-8501-701-000
EFT000000000431	OPERATING	CC1527	Jones, Valon Credit Card	6304	Send Michaela Deegans score to NCC	11/28/2017	\$	13.00	31-8501-719-000
EFT000000000431	OPERATING	CC1527	Jones, Valon Credit Card	6305	Send Michaela Deegans score to NCC	11/28/2017	\$	50.00	31-8501-719-000
EFT000000000433	OPERATING	90566	Commerce Bank Visa	6648	supplies	11/28/2017	\$	517.70	12-1287-700-000
EFT000000000436	OPERATING	401800	Kansas Employment Security Fund	383546865.	KDOL Unemployment Tax	11/17/2017	\$	16,509.51	11-6500-593-000
EFT000000000437	OPERATING	CC0261	Chapman, Gayle J. Credit Card	6309	Campus visit - lunch (12 students)	11/28/2017	\$	60.00	31-8501-606-000
EFT000000000437	OPERATING	CC0261	Chapman, Gayle J. Credit Card	6337	cusome pens - promo items	11/28/2017	\$	180.00	31-8501-719-000
EFT000000000437	OPERATING	CC0261	Chapman, Gayle J. Credit Card	6310	Supplies	11/28/2017	\$	24.80	31-8501-719-000
EFT000000000437	OPERATING	CC0261	Chapman, Gayle J. Credit Card	6311	supplies for Sat Sem - ICC tailgating	11/28/2017	\$	161.21	31-8501-719-000
EFT000000000437	OPERATING	CC0261	Chapman, Gayle J. Credit Card	6310	Supplies	11/28/2017	\$	52.30	71-8500-285-000
EFT000000000438	OPERATING	CC0208	Ornelas, Jesse Credit Card	6702	Football - fuel for recruiting	11/28/2017	\$	25.09	11-5510-617-000
EFT000000000438	OPERATING	CC0208	Ornelas, Jesse Credit Card	6764	Football - fuel for recruiting	11/28/2017	\$	27.72	11-5510-617-000
EFT000000000438	OPERATING	CC0208	Ornelas, Jesse Credit Card	6766	Football - lodging for recruiting	11/28/2017	\$	68.00	11-5510-617-000
EFT000000000438	OPERATING	CC0208	Ornelas, Jesse Credit Card	6760	Football - meal for recruiting	11/28/2017	\$	19.49	11-5510-617-000

EFT000000000438	OPERATING	CC0208	Ornelas, Jesse Credit Card	6765	Football - meal for recruiting	11/28/2017	\$	48.49	11-5510-617-000
EFT000000000438	OPERATING	CC0208	Ornelas, Jesse Credit Card	6761	Football - meal for recruiting	11/28/2017	\$	10.98	11-5510-617-000
EFT000000000438	OPERATING	CC0208	Ornelas, Jesse Credit Card	6763	Football - meals for recruiting	11/28/2017	\$	25.59	11-5510-617-000
<b>Total Payables</b>								<b>\$ 523,665.83</b>	

# Memo

To: Independence Community College Board of Trustees

From: Daniel W. Barwick, PhD  
President

Date: December 14, 2017

Re: President's Report

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

December Quarterly Operational Plans  
Update on Long-and-short-term Facilities Plan  
January 8, 2018 In-Service

Independence Community College  
Operational Plan  
Quarterly Review  
December 14, 2017

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## Operational Plan for President's Office

**Objective 1:** *The President's Office will provide oversight and guidance toward enhanced financial predictability. (Board Goal: #5/Strategic Plan Area: Support Excellence)*

### Strategies:

1. Collaborate with Chief Financial Officer
2. Collaborate with Artistic Director of the Inge Center
3. Collaborate with ICC Foundation Director and ICC Foundation Board
4. Develop and communicate to Board of Trustees a long-and-short-term Facilities Plan
  - Benchmark sister strong-performing institutions on development and communication of respective plans
5. Increase Board of Trustees' involvement in the budgeting process
  - Poll sister institutions for respective processes utilized

### Measurement:

Measure 1:	Checks and balances are implemented and 98% accuracy of financial forecasting reports is achieved.
Measure 1 Results:	Q1: The Business Office has undergone new structuring and subsequent training. Additional outside assistance has been provided by a certified accountant to assure accuracy of financial reports. New financial reports are now available to Business Officer to increase accuracy in forecasting cash deposits and expenses for projecting the monthly Cash Flow Report to the Board of Trustees.
Measure 2:	Inge Center activities are aligned with College Mission and Vision. <ul style="list-style-type: none"> <li>• Sections of the Noel Levitz Student Satisfaction Inventory show improvement in areas associated with student benefits.</li> <li>• Financial predictability of Inge Center achieves stability.</li> </ul>
Measure 2 Results:	Q1: Inge Center activities align with College Mission and Vision. <ul style="list-style-type: none"> <li>• The Noel Levitz Student Satisfaction Inventory has not been administered.</li> <li>• Following collaboration with the Artistic Director of the Inge Center, the Inge Foundation Director, and the Inge General Manager toward fundraising efforts, potential donors were identified. Letters were crafted with personal information and follow-up phone conversations and solicitations were conducted. As a result, several donations have been received to assist in achieving Inge Center financial stability and predictability.</li> </ul>
Measure 3:	Independence Community College and Independence Community College Foundation objectives are aligned for cohesiveness between the entities. <ul style="list-style-type: none"> <li>• Private support for scholarships increases 25% over 2016-2017 levels.</li> <li>• Processes are established for supplementing decreasing level of public funds with additional private unrestricted funds.</li> </ul>
Measure 3 Results:	Q1: In progress. Trustee Terry Clark, liaison for the Board, has been working with the President of the ICC Foundation Board toward open communication, transparency, and cohesiveness. <ul style="list-style-type: none"> <li>• In progress.</li> </ul>

	<ul style="list-style-type: none"> <li>• A request was made to the ICC Foundation for financial assistance sending the football athletic students to the Midwest Classic Bowl game. In support of this once-in-a-lifetime opportunity for our students, unrestricted funds were provided through the Foundation and no College budgetary funds were utilized.</li> </ul>
Measure 4:	<p>The Board of Trustees are provided quarterly long-and-short-term Facilities Plan reports.</p> <ul style="list-style-type: none"> <li>• Benchmarks are set for monitoring purposes.</li> <li>• Facility Planning is incorporated in the budget-planning process.</li> </ul>
Measure 4 Results:	<p>Q1: An update on the long-and-short-term Facilities Plan will be given during the December Board of Trustees meeting.</p> <ul style="list-style-type: none"> <li>• The process has not developed enough for setting benchmarks.</li> <li>• The budget planning process has not commenced.</li> </ul>
Measure 5:	<p>Poll Trustees for level of satisfaction with: involvement in the budgeting process, and degree of oversight.</p> <ul style="list-style-type: none"> <li>• Processes utilized by sister institutions are identified.</li> </ul>
Measure 5 Results:	<p>Q1: A poll has not been taken at this time; however, the Trustees have been informed of across-the-board campus-wide budget cuts made in order to maintain adequate cash flows instead of transference of funds from the reserve account.</p> <ul style="list-style-type: none"> <li>• In progress; results will be presented prior to the 2018-2019 budget cycle.</li> </ul>

**Responsibilities:**

1. Dan Barwick collaborates with Chief Financial Officer
  - Chief Financial Officer implements checks and balances for improved accuracy of financial forecasting
2. Dan Barwick collaborates with Artistic Director of the Inge Center
  - Artistic Director of the Inge Center maintains Inge Center standards of academic, service, and support excellence
  - Artistic Director of the Inge Center provides budgetary oversight and maintains financial predictability/stability
3. Dan Barwick collaborates with ICC Foundation Director and ICC Foundation Board
4. Dan Barwick develops long-and-short-term Facilities Plans for presentation to the Board of Trustees
5. Dan Barwick increases Board of Trustees' participation in the budget-planning process while aligning with sister institutions' processes

**Objective 2: *The President's Office will encourage improved internal and external relationships. (Board Goal: Student Satisfaction/Strategic Plan Area: Support Excellence and Service Excellence)***

**Strategies:**

1. Brainstorm creative venues for hosting social sessions with faculty and staff to encourage improved internal relationships
  - Host monthly initiatives with faculty and staff members
2. Brainstorm creative venues for hosting social sessions with community members to encourage improved external relationships

- Host monthly initiatives with community members
- Continue meetings with President's Advisory Council

**Measurement:**

Measure 1:	Responses to the section of the Campus Climate/Support Services section of the Noel Levitz Student Satisfaction Inventory that states "People on this campus respect and are supportive of each other" reflects an improved level of satisfaction from 4.73 to 4.80.
Measure 1 Results:	Q1: The Noel Levitz Student Satisfaction Inventory has not been administered. <ul style="list-style-type: none"> <li>• The President hosts social gatherings of faculty members in his home.</li> </ul>
Measure 2:	Responses to the section of the Campus Climate/Support Services section of the Noel Levitz Student Satisfaction Inventory that states "This institution has a good reputation within the community" reflects an improved level of satisfaction from 5.05 to 5.25.
Measure 2 Results:	Q1: The Noel Levitz Student Satisfaction Inventory has not been administered. <ul style="list-style-type: none"> <li>• The President hosted dinners in his home with faculty and community members having similar interests. The President's office paid half of the expenses associated with tailgating refreshments for sophomore athletes and their families which was held in conjunction with appreciation for Hugo's employees; over 200 meals were served. As a CP2 member, the President: hosts two ICC students in his home for meals; provides assistance with issues the students have while being far from their homes; and, attends many College functions and athletic events in support of ICC students.</li> <li>• Conflicts in scheduling prevented the first two meetings planned with the President's Advisory Council. Two new community members have been solicited to join the group; however scheduling a meeting when the majority is available has proven difficult and may be postponed until after the holidays.</li> </ul>

**Responsibilities:**

1. Dan Barwick will host various social sessions with faculty and staff
2. Dan Barwick will host various social sessions with community members
  - The President and Director of Marketing will continue meetings with President's Advisory Council

**Objective 3: *The President's Office will oversee development, and documentation in Tk20, of respective Departmental Operational Plans and provide progress reports to the Board of Trustees within specific timelines. (Board Goals: #3 and #4/Strategic Plan Area: Support Excellence)***

**Strategies:**

1. Incorporate Specific Requirements in Development of Operational Plans
  - In response to the Higher Learning Commission Comprehensive Quality Review Final Report, Cabinet meetings will focus around strategies for resolution of deficiencies noted.
  - Identify funding requirements where appropriate to facilitate inclusion for consideration during the budget-planning cycle.

- Improve service through adoption of specific CSSE measures, or measures that each area's activities influence, to increase student satisfaction.
  - Identify responsible parties for achieving each strategic goal, and set timelines for completion. This process creates the groundwork necessary for development of various Operational Plans, and meets the Board of Trustees goal of responding aggressively and appropriately to the findings of the HLC visitation team.
2. Cabinet members will provide electronic copies of Operational Plans for compilation and distribution through the President's office and presentation to the Board of Trustees.
  3. The President's office will present progress reports on Departmental Operational Plans to the Board of Trustees
    - Bound copies of the Independence Community College Operational Plan will be shared following the July 13, 2017 Board of Trustees meeting, and the President will present an overview of the Operational Plan during the Institutional Operations section of the August 10, 2017 meeting agenda. Thereafter, quarterly progress reports will be included in the December, 2017 plus the March and June 2018 Board Agenda packets; the President will present overviews during each respective month. To complete the second year of the Strategic Plan and Operational Plan report cycle, the July 2018 Board Agenda packet will contain an annual progress review, as well as a timeline for the next yearly report structure.
  4. Operational Plans will be documented in Tk20
    - Following each quarterly and annual progress report to the Board of Trustees, Cabinet members will document Operational Plan activity and progress toward achievement of stated Plan goals in Tk20.
    - The President's office will monitor Tk20 for timely input of area documentation and provide Cabinet members one-on-one guidance where necessary.

**Measurement:**

Measure 1:	<p>Specific requirements are included in Departmental Operational Plans; data is gathered for setting targets and establishing benchmarks.</p> <ul style="list-style-type: none"> <li>• Deficiencies noted in the HLC Comprehensive Quality Review Final Report are resolved.</li> <li>• Link is established between Strategic Plan, Operational Plan, and budget process; funding is earmarked where appropriate.</li> <li>• Student satisfaction measures identified in the CSSE, or other measures utilized in respective areas, reflect improvement.</li> <li>• Responsible parties for achieving each strategic goal are identified and timelines for completion are set.</li> </ul>
Measure 1 Results:	<p>Q1: Specific requirements were included and respective departmental areas are gathering data for setting targets and establishing benchmarks.</p> <ul style="list-style-type: none"> <li>• A process for resolving deficiencies was developed: weekly Cabinet agendas will include an individual accreditation Criteria finding; employees from campus areas related to correction of the findings will attend the meeting and participate in discussions; action plans will be created; and, outcomes will be reported in the meeting minutes for transparency and campus-wide inclusion.</li> <li>• Resolution of various accreditation deficiencies will be considered during the budget-planning process where appropriate funding is earmarked. Operational Plans are developed through Strategic Plan directives and Board Goals.</li> </ul>

	<ul style="list-style-type: none"> <li>• Student satisfaction surveys have not been administered. A kiosk has been purchased for collecting students' level of satisfaction in various areas across campus; data results will identify areas for improvement.</li> <li>• During weekly Cabinet meetings which are open to the public, accreditation deficiencies will be addressed with responsible parties for achieving resolution identified and timelines set for completion.</li> </ul>
Measure 2:	Individual Departmental Operational Plans are received in the President's office.
Measure 2 Results:	Q1: Individual Departmental Operational Plans were received by the stated deadline for inclusion in the December 14, 2017 Board Agenda packets.
Measure 3:	The President provides Quarterly Reviews during the Institutional Operations section of the Board of Trustees meeting.
Measure 3 Results:	Q1: The President will present the December Quarterly Review during the regular Board of Trustees meeting for December.
Measure 4:	Activity and progress made toward achievement of goals for each Departmental Operational Plan is documented in Tk20 on a quarterly and annual basis.
Measure 4 Results:	Q1: Tk20 is no longer being utilized for documentation. Activity and progress reports provide the substance of the Quarterly Reviews and will be posted on the College website.

#### **Responsibilities:**

1. "Part Four: Recommendations for Strategic and Operational Plans for Upcoming Year" of the 2016-2017 Strategic Plan and Operational Plan Summary will incorporate specific requirements in the development of Operational Plans during Cabinet meetings, and the Executive Assistant to the President will include these discussions in the transcription of meeting minutes.
2. Cabinet members submit electronic copies of Departmental Operational Plans to the President's office for distribution in the Board Agenda packets and presentation during respective monthly Board meetings.
3. The President presents quarterly overviews during the respective monthly Board meetings. An annual review of the Strategic Plan and Operational Plan during the July 2018 Board of Trustees meeting completes the cycle; the President also presents a timeline for the next yearly report structure.
4. President's Cabinet members document original Operation Plans in Tk20 during the month of September 2017. Thereafter, activity and progress made toward achieving Operational Plan goals is documented in Tk20.

**Objective 4: *At close of the regional accreditation cycle, identify and address accreditation requirements identified as deficiencies. (Board Goal: #4 Respond aggressively and appropriately to institutional needs identified by external accrediting organizations.)***

#### **Strategies:**

1. Revise Operational Plans to include specific strategies.
2. Collaborate with HLC liaison to confirm strategies are appropriate.
3. Identify responsible parties for achieving each strategic goal, and set timelines for completion.  
This process creates the groundwork necessary for development of various Operational Plans,

and meets the Board of Trustees goal of responding aggressively and appropriately to the findings of the HLC visitation team.

**Measurement:**

Measure 1:	Specific requirements are included in Departmental Operational Plans; data is gathered for setting targets and establishing benchmarks.
Measure 1 Results:	<p>Q1: Operational Plans were revised and include specific strategies and the HLC liaison confirmed that strategies identified are appropriate.</p> <ul style="list-style-type: none"> <li>• A process for resolving deficiencies was developed: weekly Cabinet agendas will include an individual accreditation Criteria finding; employees from campus areas related to correction of the findings will attend the meeting and participate in discussions; action plans will be created; and, outcomes will be reported in the meeting minutes for transparency and campus-wide inclusion. The processes and subsequent resolutions will be incorporated in Departmental Operational Plans and considered during the budget planning cycle when financial resources are required for satisfaction of deficiencies.</li> </ul>

**Responsibilities:**

1. President works with Division heads to assure that all areas understand their role in satisfying deficiencies and that all initiatives are properly resourced.

**Objective 5:** *At close of the regional accreditation cycle, identify and address accreditation requirements identified as deficiencies. (Board Goal: #5 In anticipation of a decrease in public funding, create structures and processes to increase private support, and tuition and fee support)*

**Strategies:**

1. Work with the ICC Foundation to increase private support for scholarships by 25% over 2016-2017 levels.
2. Create new structures and processes to increase unrestricted support for the College in the amount equivalent to the loss of public funding since 2016-2017.

**Measurement:**

Measure 1:	For 2017-2018 fiscal year, year should conclude with an appeal plan and allocation in place for the 2018-2019 fiscal year.
Measure 1 Results:	Q1: In progress for presentation by the end of the second quarter of the 2017-2018 fiscal year.
Measure 2:	By the end of the second quarter of the 2017-2018 fiscal year, the President will have submitted a report to the Board that contains at least two options for structures or mechanisms that would provide an increased unrestricted fund supply. The Board will choose from among these options for implementation through the remainder of the 2017-2018 fiscal year.
Measure 2 Results:	Q1: In progress for presentation by the end of the second quarter of the 2017-2018 fiscal year.

**Responsibilities:**

President will work with ICC Foundation on annual scholarship appeal and allocation plan.  
 President, together with legal counsel, will produce unrestricted funding structure recommendations.



## Operational Plan for Academic Affairs

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

### Strategies:

1. The Division Chair of Technical Education and the Associate Dean of Online and Outreach will work with Technical Faculty to determine how to increase this percentage per department.
2. CTE Faculty will work with IR and with the Registrar's office to track students after they have left ICC to ensure we have accurate reporting to the Kansas Board of Regents (KBOR).

### Measurement:

Measure 1:	<p>This goal is one of our Key Performance Indicators for KBOR. The denominator is the total number of students on the Follow-Up File provided by the college from KBOR. These students represent all graduates of ICC's career and tech ed. certificates and AAS programs. The numerator are the students who are working in their related field, and/or continuing their education.</p> <p>2012-13: 52% (146/280)          2013-14: 39% (90/229)          2014-15: 66% (11/169)          Baseline: 51% (347/678)</p> <p>We have set a target of 55% for the upcoming year based on collection data from 2016-17.</p>
Measure 1 Results:	<p>Q1: IR has completed our Follow-up report for the Fall of 2017. Our data to report on this measure will be provided by KBOR in the spring in preparation for our KPI report for the entire year.</p>

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

### Strategies:

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

### Measurement:

Measure 1:	<p>This goal is one of our Key Performance Indicators for KBOR. Our data set for this measure is:</p> <p>2012: 76% (22/29)          2013: 79% (33/42)          2014: 75% (9/12)          Baseline: 77% (64/83)</p>
Measure 1 Results:	<p>Q1: The English Faculty went to a developmental conference this past year at Butler CC, in which they brought back data showing that students who were in a blended model (completing English Comp I with supplemental help) did better than those who completed the courses separately. We decided to run a pilot this year to see how our student body did compared to</p>

	our base group. We will have results after the end of the fall semester to start analyzing the data.
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This data is comprised by using the following table:

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

The numerator is column “F”, which is the number of students who successfully completed English Comp I with an A, B, or C. The denominator is column “D” which is the total number of students who successfully passed Comp Prep and enrolled in Comp I by of the end of the next annual year. This data is pulled from the National Community College Benchmarking Project.

Our goal for 2017-18 is to have 80% of students meet this target.

**Objective 3: *Instructors will notify students early in the term if they are doing poorly in a class.* (Board Goal or Strategic Plan Area: Academic Excellence, Support Excellence, 3)**

**Strategies:**

Faculty will work with students in their class that receive a D, F, FN, or PC at or before the 5-week progress grades date to set up strategies for the student to potentially finish the class with a C or above. Both will sign off on the strategies with a form provided by the Academic Affairs office, and the form will be kept by the instructor to compare to final grades.

**Measurement:**

Measure 1:	Our target is to have 30% of students who had a D, F, FN, or PC at the 5-week progress grade mark to finish the course with an A, B, or C for both the fall and spring semester on 16-week courses only.
Measure 1 Results:	Q1: The Academic Leadership discussed ways in which to complete this task without putting undue burden on the faculty member. A final form will be approved and used in the spring semester for a subset of full-time faculty to see how it goes before we push out to campus-wide. It was too aggressive to expect this to happen in the fall semester with a brand new goal.
Measure 2:	Our target for the Noel Levitz data is to reduce the gap between importance and satisfaction from 1.10 to .9 on the following statement, “Students are notified early in the term if they are doing poorly in a class.”
Measure 2 Results:	Q1: At this time the Noel Levitz has not been completed. It will be administered in Spring 2018.



## Operational Plan for Technical Education

**Objective 1: ICC TECH increases institutional effectiveness and positive moral through a recognition incentive program (Board Goal #3; Excellence in Academics and Service)**

### Strategies:

1. The Associate Dean will create an incentive program that recognizes technical faculty and staff for achievements or accomplishments in academics or service.
2. ICC TECH faculty/staff will submit recognition forms throughout the year for each other and for themselves to the Associate Dean touting accomplishments or good deeds.

### Measurement:

Measure 1:	The number of recognition forms submitted through the academic year will be counted.
Measure 1 Results:	Q1: The number of recognition forms conferred at the December division meeting was 12. Each individual received at least one certificate.
Measure 2:	Raising the score for “Our campus focuses on the positive rather than the negative” in the Campus Culture Survey.
Measure 2 Results:	Q1: The Campus Culture Survey has not been administered.
Measure 3:	Identifying improvements in retention and success of students in technical programs.
Measure 3 Results:	Q1: This information is not yet available.

**Objective 2: ICC TECH increases institutional value through program performance review processes. (Board Goal or Strategic Plan Area: Excellence in Academics and Support)**

### Strategies:

1. The Associate Dean will complete the annual program review process through use of the Perkins Core Outcome indicators, and will submit required paperwork to the Kansas Board of Regents (KBOR) by April 30th of each calendar year to increase the scores of items 11.1, 11.2, and 11.3 on the Departmental Review Guide from a “2” to a “3 or 4”.
2. The Associate Dean and the Director of Cosmetology will follow up on the barbering program that was taken to Academic Council in 2017.
3. The Associate Dean and the Vet tech staff will meet any critical needs identified by the 2017 Vet Tech Accreditation.
4. The Associate Dean and the Cosmetology staff will meet any critical needs identified by the 2017 Cosmetology site inspection.

### Measurement:

Measure 1:	The Associate Dean will meet with each department in March to discuss outcomes and complete report to KBOR by April 30 <sup>th</sup> .
Measure 1 Results:	Q1: The December report was submitted on December 1, 2017.
Measure 2:	The Board of Trustees will approve, deny, or ask for changes to adding the Barbering program.
Measure 2 Results:	Q1: Cosmetology has met with the President and the VPAA to discuss the Barbering program.
Measure 3:	The accreditation report for Vet tech will be read and any issues will be reported to the appropriate parties.
Measure 3 Results:	Q1: Vet Tech has been put on probation. The VPAA, President, Advisory Board for Vet Tech, and The Board of Trustees are working to solve the issues addressed.

Measure 4:	The floors in Cosmetology will be repaired.
Measure 4 Results:	Q1: The money for the floors has been budgeted and plans have been made to repair the floors.

**Objective 3: ICC TECH increases course and program offerings to increase enrollment. (Board Goal #1, #2, and #3. Excellence in Academics, Service, and Support)**

**Strategies:**

1. The Associate Dean and ICC faculty/staff will work to increase the number of industry partners submitted to the employer engagement initiative in order to draw tech students seeking industry skills.
2. The Associate Dean, ICC faculty/staff and the ICC NOW coordinator will work to market to area high school students.
3. The Associate Dean and ICC faculty/staff will work to increase the number of transfer articulation agreements with four year universities.

**Measurement:**

Measure 1:	Each program will increase their industry partner list by at least 2 each semester.
Measure 1 Results:	Q1: Advisory Board members have increased for each department. Directors will work to get these industries submitted to KBOR.
Measure 2:	Technical programs offered to high students will increase the number of high school students by at least 2 for the year.
Measure 2 Results:	Q1: We had 30 high school students in courses marked 'vocational' last Spring, 32 last fall, and 23 this fall. So, total for last year (Spring & Fall) was 62, and this year we're at 23 (not counting Spring yet).
Measure 3:	Each technical program will increase the number of articulation agreements with four year universities by at least 1 per semester.
Measure 3 Results:	Q1: No articulation agreements are final yet. Early Childhood Education is in the final stages of articulation agreements with Pitt State and K-State Global.

## Operational Plan for ICC Online Programs

**Objective 1: ICC Online increases institutional effectiveness through annual departmental review. (Board Goal #3; Excellence in Academics and Service)**

**Strategies:**

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

**Measurement:**

Measure 1:	Online Advisory Committee meeting minutes will be recorded and kept by a rotating member of the Online Advisory Committee, who will post the minutes on sharepoint. Due Date: Input into sharepoint by the last Friday of each month during the Academic School year.
Measure 1 Results:	Q1: The Online Advisory Committee has been formed. The committee is set to meet December 11, 2017.
Measure 2:	Tk20 will be used annually to record progress of goals and objectives. The Associate Dean of Online will be responsible for entering information into Tk20 by June 30, 2018.
Measure 2 Results:	Q1: I have attended training on Tk20, but am unsure what information to enter for online.

**Objective 2: ICC Online increases institutional value through employee performance review processes. (Board Goal or Strategic Plan Area: Excellence in Academics and Support)**

**Strategies:**

1. The Online Advisory Committee will review and update processes for evaluating online instruction to meet the needs of the expanding department by May 30, 2018.

**Measurement:**

Measure 1:	The Online Advisory Committee will complete an updated review of processes for evaluating online instruction by May 30, 2018 to be pushed out to entire campus by June 30, 2018.
Measure 1 Results:	Q1: The new Online Advisory Committee will work on this in the spring.

**Objective 3: ICC Online increases course and program offerings to increase online enrollment (Board Goal #1, #2, and #3 Excellence in Academics, Service, and Support)**

**Strategies:**

The Online Advisory Committee will develop an outline of additional courses and programs to be put online for the 2017-18 school year to increase online credit hours, enrollment, and FTE by 20% in each area from the 2016-17 academic year.

**Measurement:**

Measure 1:	The Associate Dean of Online will work with full-time faculty and adjuncts to continuously update the spreadsheet of courses to be added each semester.
Measure 1 Results:	Q1: The Associate Dean is working with all involved, including the ICC Now, Coordinator to keep this spreadsheet updated.
Measure 2:	Marketing will initiate a marketing campaign to promote online enrollment and program success by May 1, 2018.

Measure 2 Results:	Q1: The Associate Dean is adding information to the website. An appointment has been set to discuss other marketing strategies with advising and marketing.
Measure 3:	At least 1 new fully online program will be approved and added by May, 2018.
Measure 3 Results:	Q1: A group that includes ICC Now, recruiting and advising, the Associate Dean for Online, and the VPAA is working on merging SB155 Programs and Online Programs.

## Operational Plan for Tutoring Services

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

### Strategy:

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

### Measurement:

Measure 1:	Maintaining CRLA Certification for Tutor Training Program – logging all tutor contacts weekly, distributing tutor contact sheets to faculty daily, updating tutor training program in July/August.
Measure 1 Results:	Q1: Tutor contacts have been logged and tutor contact sheets have been distributed to faculty. Progress on this metric will be communicated in Q2.

### Responsibility:

Associate Dean for Academic Support Services; Annually

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

### Strategy:

Invite College Success classes to tutoring center and visit developmental education courses. Provide information and communicate with coaching staff regarding study hall and tutoring sessions. Provide copy of Tutoring Center Contact sheets to appropriate faculty members for review, highlight availability of online peer tutoring through Canvas.

### Measurement:

Measure 1:	Decrease Gap score for 2014 Noel Levitz Item 50, “Tutoring Services are readily available,” from -0.09 to -0.03.
Measure 1 Results:	Q1: This cannot be measured yet since the Noel Levitz will be administered in the spring semester.
Measure 2:	Decrease Mean Difference score from 2014 Noel Levitz Item 55, “Academic support services adequately meet the needs of students,” from -0.12 to -0.10.
Measure 2 Results:	Q1: This cannot be measured yet since the Noel Levitz will be administered in the spring semester.

### Responsibility:

Associate Dean for Academic Support Services

Board Goal or Strategic Plan Area: Support Excellence

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

**Strategy:**

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

**Measurement:**

Measure 1:	CRLA Certification Process; Peer tutors will score 60/80 or better on supervisor evaluation.
Measure 1 Results:	Q1: Peer Tutors have not been evaluated yet for the fall semester.

**Responsibility:**

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

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

**Strategy:**

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

**Measurement:**

Measure 1:	Remaining within budget.
Measure 1 Results:	Q1: Currently the program is within budget.

**Responsibility:**

Associate Dean for Academic Support Services; Annually

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

**Strategy:** Complete Departmental Review by April of 2018

**Measurement:**

Measure 1:	Departmental Review is completed on an annual basis and utilized to collect and present data; implement new technology to improve AY 17-18 Departmental review score.
Measure 1 Results:	Q1: Progress on this metric will be communicated in Q2.

**Responsibility:** Associate Dean for Academic Support Services

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

**Strategy:**

Peer tutors must meet certain criteria to be eligible for hire: A or B in subject desired to tutor, interview with Associate Dean for Academic Support Services and Director of Student Support Services and two teacher recommendations. Peer tutor performance is evaluated each semester through a self-evaluation and supervisor evaluation at mid-semester and a self-evaluation and supervisor evaluation at the end of each semester. The Associate Dean for Academic Support Services will participate in annual employee review and professional development planning.

**Measurement:**

Measure 1:	College Reading and Learning Association requires evaluation of peer tutors to be performed each semester – All peer tutors will score 60/80 on supervisor evaluation.
Measure 1 Results:	Q1: Evaluations will occur next week (final week of semester).

**Responsibility:**

The Associate Dean is responsible for evaluation of peer tutors. The department of Human Resources and ICC President is responsible for the evaluation of the Associate Dean for Academic Support Services

## Operational Plan for Academic Advising

**Objective 1:** *Academic Advising increases student participation in advising services to support student retention and progression. (Board Goal or Strategic Plan Area: Support Excellence, Retention Goals)*

**Strategy:**

Interventions may include email, phone call or text from advisor at 5, 8 and 12 weeks for students earning a D or F in a course, in addition to the following: Advisement Day sign up board in hallway of Academic Building Lobby, Advising Communication plan sent to all faculty advisors, & reminders from advising office to faculty advisors regarding communication plan timeline.

**Measurement:**

Measure 1:	45% of eligible (no holds preventing enrollment) returning students will be enrolled for the spring semester by December 15 <sup>th</sup> .
Measure 1 Results:	Q1: Progress on this metric will be communicated in Q2.

**Responsibility:**

Academic and Faculty Advisors

**Objective 2:** *Academic Advising increases stakeholder knowledge about the transfer requirements of other schools. (Board Goal or Strategic Plan Area: Support Excellence, Retention Goals, HLC Criterion 3.C. 6, HLC Criterion 5.A 4)*

**Strategy:**

Academic Advising will maintain transfer equivalency guides as a part of Advisor Training, host Transfer Information work sessions and Transfer Application Help Days each semester, and introduce transfer information during College Success.

**Measurement:**

Measure 1	Decrease of Performance Gap score for Noel Levitz Item 40, “My academic advisor is knowledgeable about the transfer requirements of other schools,” from .56 to 0.5. 70% of students who attend transfer information work sessions will rate workshop as “satisfactory”. 70% of students who attend Transfer Application Help Days will rate workshops as “satisfactory”.
Measure 1 Results:	Q1: Noel Levitz will be administered in the spring semester.

**Responsibility:**

Academic Advising

**Objective 3:** *Academic Advising increase stakeholder knowledge about career planning. (Board Goal or Strategic Plan Area: Support Excellence, HLC Criterion 3.D 3)*

**Strategy:**

Academic Advising will revise the career planning information within the advisor handbook and host career planning work sessions each semester.

**Measurement:**

Measure 1:	70% of students who attend career planning work sessions will rate workshops as “satisfactory”.
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Measure 1 Results:	Q1: Progress on this metric will be communicated in Q2.
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**Responsibility:**

Academic Advising

**Objective 4: *Academic Advising increases institutional effectiveness through annual departmental review. (Board Goal or Strategic Plan Area: Service Excellence, HLC Criterion 3.C.6)***

**Strategy:**

The Associate Dean for Academic Support Services will lead annual departmental review.

**Measurement:**

Measure 1:	Development of Annual Professional Development plans for academic advisors. Complete Annual Departmental Review documents in April.
Measure 1 Results:	Q1: In process - due April, 2018.

**Responsibility:**

Associate Dean for Academic Support Services

**Objective 5: *Academic Advising practices effective management of departmental resources. (Board Goal or Strategic Plan Area: Service Excellence)***

**Strategy:**

Academic Advising will utilize practices and approaches that are fiscally responsible.

**Measurement:**

Measure 1:	The department of Advising will remain within the allotted budget.
Measure 1 Results:	Q1: The department budget is currently on target.

**Responsibility:**

Associate Dean for Academic Support Services; annually

**Objective 6: Academic Advising will work to increase stakeholder knowledge of program requirements. (Board Goal or Strategic Plan Area: Service Excellence, Retention Goals, HLC Criterion 3.D 3)**

**Strategy:** Academic Advising will visit all College Success classes to introduce and explain degree plan requirements, host degree plan information sessions during the academic year, and highlight aspects of degree plans on social media and campus bulletin boards.

**Measurement:**

Measure 1:	70% of students who attend degree plan information sessions will rate workshop as satisfactory, Noel-Levitz Item 66 "Program requirements are clear and reasonable" performance gap will decrease from .54 to .5.
Measure 1 Results:	Q1: Progress on this metric will be communicated Q2.

**Responsibility:** Academic Advising

## Operational Plan for Library Resources

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

### Strategies:

1. Provide proactive, professional, and positive public services to patrons through training of phone and electronic communications, reference guides, and public services training.
2. Through training, support the staff's ability to offer high quality and up-to-date service.
3. Staff will complete training and show proficiency in reference interview and database usage by the end of the first quarter.

### Measurement:

Measure 1:	Reference Interview and database training and demonstration; staff will present 1 research database presentation by staff for students with 80% satisfactory or above results.
Measure 1 Results:	Q1: We have been without staff position for the fall semester so training and presentation will commence when position is filled.
Measure 2:	Noel-Levitz/CCSSE <ul style="list-style-type: none"> <li>• Noel-Levitz- Decrease the performance gap for question #26 by .05. (Strategic Goal 3)</li> </ul>
Measure 2 Results:	Q1: Noel-Levitz measurement has not been done for this school year.
Measure 3:	Collect baseline data on student usage through door counter statistics.
Measure 3 Results:	Q1: Data is being collected weekly and we are averaging around 800 counts per week with a steady increase as the semester has progressed.
Measure 4:	Have 10 staff meetings to implement new technology updates, discuss needs and fix problems.
Measure 4 Results:	Q1: I have had orientation meetings with new student workers and training meetings with temporary workers but are without professional, permanent staff to move forward on new initiatives at this time.

### Responsibilities:

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

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

### Strategies:

1. Provide formal library/information instruction to classes brought to the library by professors. The College Success classes are the core classes for library instruction.
2. Provide informal information literacy to individuals when library staff become aware that a library user needs, or might need, assistance learning how to use any aspect of the library and the research processes it supports.
3. Increase online resources for instructors and students through website and canvas.

### Measurement:

Measure 1:	Analysis of post instruction activities in College Success with student success rate of 70% or better for each semester.
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Measure 1 Results:	Q1: Activities were held with all sections of College Success courses but courses recently ended and I have not had access to feedback on the orientation and career training modules.
Measure 2:	Noel-Levitz/CCSSE <ul style="list-style-type: none"> <li>Noel-Levitz- decrease the performance gap by .05 for question #14. (Strategic Goal 3)</li> </ul>
Measure 2 Results:	Q1: Noel-Levitz measurement has not been done for this school year.
Measure 3:	Monthly theme in information literacy to be emphasized in library.
Measure 3 Results:	Q1: We have signage explaining information literacy but have focused on database training this semester. I am currently working with a new resource (allsides.com) to develop resources regarding information literacy and evaluation tools for students. We will focus more on this during second semester with the greater number of Comp II courses.
Measure 4:	Director or Staff will interact with 100% of college success classes and 85% of English classes each semester for the 2017-2018 academic year.
Measure 4 Results:	Q1: I have met with all of the college success classes as well as 11 sections of English/Literature courses have visited the library for database training.
Measure 5:	All students will be enrolled in library resources class by the end of first semester.
Measure 5 Results:	Q1: This is still in development.
Measure 6:	Statistical analysis of use of online tutorials and library skills course on Canvas. <ul style="list-style-type: none"> <li>Frequency statistics</li> <li>Faculty use in Canvas courses</li> </ul>
Measure 6 Results:	Q1: Still in development.

**Responsibilities:**

1. Director of Library Services
2. Other library staff

**Objective 3:** *Establish and support relationships with other groups; on or off-campus; professional and community-based, to support the educational and cultural growth of our library and community. (Board Goal or Strategic Plan Area: Improve the college's relationship with the community)*

**Strategies:**

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

**Measurement:**

Measure 1:	The Director of Library Services will attend at least two professional conferences per year to become aware of regional initiatives.
Measure 1 Results:	Q1: I attended Kansas Library Association State conference in October during fall break.
Measure 2:	The Director of Library Services will seek opportunities to cooperate with other institutions in areas such as consortia purchasing, grant writing, and regional project development.

	<ul style="list-style-type: none"> <li>Director will apply for at least 1 grant each year to enrich library resources or programming (Strategic Goal 3).</li> </ul>
Measure 2 Results:	Q1: ICC library remains active in SEKLS with consortia purchasing of KOHA library management system. We negotiate database subscriptions with the Two Year Library Director Council and contribute to the State purchase of databases. We have received 3 grants this year- Kansas Notable Books Grant, SEKLS Academic Library Extended Service Grant, and the SEKLS Collection Development Grant for the creation of a board game collection.
Measure 3:	Staff will host at least 2 cultural and 2 educational programs per semester for the public and college community.
Measure 3 Results:	Q1: This has been postponed until staffing is filled to due to time demands.

**Responsibilities:**

1. Director of Library Services
2. Other library staff

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

**Strategies:**

1. Provide an adequately qualified and trained staff; offer ongoing training sessions and updated procedures guides and handbooks
2. Monthly required staff meetings for all professional and student staff.
3. Professional staff should attend at least 2 professional development meetings per year.
4. All professional staff should host at least one cultural or education program per year in an area approved by the library director.

**Measurement:**

Measure 1:	The Library will meet or exceed the national staffing averages at peer institutions (e.g. see NCES).
Measure 1 Results:	Q1: We are currently below the national staffing average for our institution and well below other academic libraries in SEK which employ 3-6 library assistants when looking at comparable hours.
Measure 2:	All full-time employees will participate in at least one work related conference or workshop every year.
Measure 2 Results:	Q1: I have attended KLA, SEKLS user group (required as part of our user agreement), and the Southeast Academic Library Council Meeting in November where I serve as President.
Measure 3:	All staff will participate in at least 8 out of the 10 staff meetings.
Measure 3 Results:	Q1: None have been held as we have no staffing.
Measure 4:	All student workers will receive a review during the first semester and at the end of the school year and score at least 80% satisfactory.
Measure 4 Results:	Q1: Reviews will take place during the week prior to finals. We are losing at least 1 possible 3 work study students at semester.
Measure 5:	All professional staff will set goals at the beginning of the fiscal year and be reviewed at least once during the year and complete at least 80% of the goal by the end of the year.
Measure 5 Results:	Q1: No professional staff at this time.

Measure 6:	The Director of Library Services will survey library patrons once per year to determine satisfaction with library staff. Satisfaction will be at 80% or higher.
Measure 6 Results:	Q1: Survey will be done in April.

**Responsibilities:**

1. Director of Library Services
2. Other library staff

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

**Strategies:**

1. Maintain an appropriate room and storage conditions for archival materials including developing a needs list by December 2017
2. Obtain proper education for all staff and volunteers who are working with the collection.
3. Remain vigilant that the materials are handled, processes, and stored following standard archival procedures
4. Create an Inge Collection Volunteer Committee who will assist with the scanning, recording, and organizing of the collection by December 2017

**Measurement:**

Measure 1:	Proper legal documents completed by December 2017 that would cover: <ul style="list-style-type: none"> <li>• Usage of the collection by others</li> <li>• Copyright and performance clearance</li> </ul>
Measure 1 Results:	Q1: Drafts are finished and ready for use. Final decisions on research and material fees are being researched.
Measure 2:	Working with the Inge Director and staff create a file of signed releases for our digital archives and for historical purposes and beginning obtaining releases for items in the back log to be completed by May 2018.
Measure 2 Results:	Q1: Drafts are finished and ready for use. Final decisions on research and material fees are being researched.
Measure 3:	The Director of Library Services will work with Inge community to seek out resources to maintain the collections (ongoing). <ul style="list-style-type: none"> <li>• Volunteers are tracking time spent via a sign in/out sheet in the Inge Room. (Strategic Goal 2)</li> </ul>
Measure 3 Results:	Q1: Volunteers met in August and were trained in documenting the archive material. There have been a few volunteers who have come to work but only 1-2 times.
Measure 4:	Director of Library services will enroll in at least one course or attend at least one conference to increase knowledge and resources for the Inge collection.
Measure 4 Results:	Q1: Due to time constraints and budget DOL did not enroll in or attend a conference this semester.
Measure 5:	Inge Collection Committee will meet at least 2 times per semester to assess the progress of projects.
Measure 5 Results:	Q1: Inge committee met in August for training on documenting the archive correspondence.

**Responsibilities:**

1. Director of Library Services

## 2. Other library staff

**Objective 6:** *Offer a varied and up-to-date collection of materials, resources, and equipment which is adequate to support the educational and recreational needs of the library users. (Board Goal or Strategic Plan Area: Enhance programs through innovation to improve the overall student experience)*

**Strategies:**

1. Review all materials with programs scheduled for program review this year by December 2017 and obtain a list of desired materials from each program. Remove items which instructors find outdated or which will not be used. (Strategic Goal 1)
2. Make purchases of popular DVDs in November and March during which time requests will be solicited and compiled.
3. Provide a relevant collection popular fiction, young adult books, graphic novels, and popular magazines which are responsive to patron needs and requests
4. Provide a core collection of 15 game and other learning activities. Adding to the collection as funding or grants become available.

**Measurement:**

Measure 1:	NOEL-Levitz/CCSSE evaluation. <ul style="list-style-type: none"> <li>• Noel-Levitz- decrease the performance gap by .05 for question #14 (Strategic Goal 3)</li> <li>• CCSSE increase number of non-assigned reading reported by 5% by creating and maintaining a fiction collection relevant to students (Strategic Goal 1)</li> </ul>
Measure 1 Results:	Q1: Noel-Levitz/CCSSE measurement has not been done for this school year.
Measure 2:	Student/Faculty surveys. <ul style="list-style-type: none"> <li>• Score at least 80% satisfactory on faculty/staff survey regarding library resources</li> </ul>
Measure 2 Results:	Q1: Given in April.
Measure 3:	Promote the new request feature available in the online catalog and receive at least 1 suggestion in the first 3 months of use.
Measure 3 Results:	Q1: No requests were made, however, our catalog screen was recently changed so we will need to retrain students to find and use the feature.
Measure 4:	Publication of removed and added items during each program review within 90 days of the completed program review.
Measure 4 Results:	Q1: Lists of collection items and potential new material purchase items have been created for 2/8 of the programs up for comprehensive review this year. They will be distributed in January for purchase suggestions to be made in February. The collection has been weeded so current collection has an up to date inventory for faculty to assess.

**Responsibilities:**

1. Director of Library Services
2. Other library staff



## Operational Plan for the Registrar's Office

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

**Strategy:**

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

**Measurement:**

Measure 1:	Will fulfill 85% of transcript requests within two business days.
Measure 1 Results:	Q1: Of the 257 transcript requests received in Q1, 99% were fulfilled within two business days.

**Responsibilities:** Records Specialist will provide quarterly reports.

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

**Strategy:**

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

**Measurement:**

Measure 1:	Semester review of manual.
Measure 1 Results:	Q1: Review of manual has now evolved to include production of Process Manual. Processes are still being formulated to conform to new PowerCampus functions.

**Responsibility:**

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

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

**Strategy:**

Expenditures will be tied to operational plan

**Measurement:**

Measure 1:	Line numbers will stay within the given constraints.
Measure 1 Results:	Q1: Expenditures for AY 2017-18 thus far are within given budget line amounts. Data collection will continue through AY.

**Responsibilities:**

Registrar

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

**Strategy:**

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

**Measurement:**

Measure 1:	Degrees awarded correctly.
Measure 1 Results:	Q1: Of 42 graduation applications reviewed, 38 degrees/certificates will be awarded in December.

**Responsibilities:**

Registrar

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

**Strategy:**

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

**Measurement:**

Measure 1:	Conduct reviews in conjunction with Academic Affairs team, help coordinate campus FERPA training, incorporate new relevant information, and successfully complete VA compliance audits.
Measure 1 Results:	Q1: Continued review with no adjustments; no VA compliance audit due. Registrar attended annual KACRAO conference in September, submitted catalog updates for VA approval in August.

**Responsibilities:**

Registrar

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

**Strategy:**

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

**Measurement:**

Measure 1:	100% of Academic Council meetings will be attended by Registrar's office staff. KBOR course inventory, program inventory, and course matrix will be maintained.
Measure 1 Results:	Q1: Registrar has attended 100% of Academic Council meetings. Numerous updates have been entered in KBOR system and training of new Registrar has begun.

**Responsibilities:**

Registrar



## Operational Plan for Student Support Services

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

### Strategies:

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

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

adjustment to college followed by mentoring opportunities for students. The 2016-17 grant year (Year 1 of the grant cycle) was the first year of the project, and students enrolled in College Success courses attended the panel discussions led by second-year students. A mentoring program was then developed, and group mentoring activities were held. In the 2017-18 grant year, panel discussions will again be offered in the Spring semester, and both group and individual mentoring opportunities will be offered during the academic year. Participants will be surveyed and data tracked for subsequent perceptions of non-academic skills and academic outcomes related to persistence, completion and transfer.

9. Recognition events at end of semester and program year

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

**Measurement:**

Measure 1:	61% of all participants will persist from one academic year to the beginning of the next academic year or earn an associate's degree or certificate at the institution and/or transfer from a 2-year to a 4-year institution by the fall term of the next academic year.
Measure 1 Results:	Q1: 83%.
Measure 2:	73% of all participants will meet the performance level required to stay in good academic standing at the applicant institution.
Measure 2 Results:	Q1: 87%.
Measure 3:	32% of participants will graduate from the institution with an associate's degree or certificate within four (4) years.
Measure 3 Results:	Q1: 42%.
Measure 4:	31% of participants will receive an associate's degree and transfer to a four-year institution within four (4) years.
Measure 4 Results:	Q1: 87%.

**Responsibilities**

SSS Program Director and Key Staff.

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

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

**Strategies:**

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

3. Specialists work with students individually and in group settings to offer information and education about transferring to four year schools, completion of online applications, management of transcripts, and fee waiver applications
4. Personal, career and academic counseling- Specialists work with students individually to address any concerns they have regarding these areas, making referrals to other departments on campus or services in the community as appropriate
5. Career exploration- Specialists work with students individually or in group settings to help them explore their career interests, current market demand for identified careers, schools that offer specific programs, and related information
6. Cultural events and academic programming activities- Groups of students attend cultural events including music or dance performances, fine arts exhibitions, lectures related to human rights and relations or social issues, or other activities offering experience of different cultures
7. Mentoring- In the 2017-18 grant year, panel discussions will again be offered in the Spring semester, and both group and individual mentoring opportunities will be offered during the academic year. Participants will be surveyed and data tracked for subsequent perceptions of non-academic skills and academic outcomes related to persistence, completion and transfer

**Measurement:**

Measure 1:	61% of all participants will persist from one academic year to the beginning of the next academic year or earn an associate's degree or certificate at the institution and/or transfer from a 2-year to a 4-year institution by the fall term of the next academic year.
Measure 1 Results:	Q1: 83%.
Measure 2:	73% of all participants will meet the performance level required to stay in good academic standing at the applicant institution.
Measure 2 Results:	Q1: 87%.
Measure 3:	32% of participants will graduate from the institution with an associate's degree or certificate within four (4) years.
Measure 3 Results:	Q1: 42%.
Measure 4:	31% of participants will receive an associate's degree and transfer to a four-year institution within four (4) years.
Measure 4 Results:	Q1: 87%.

**Responsibilities:**

SSS Program Director and key staff.

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

**Strategies:**

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

4. Personal, career and academic counseling- Specialists work with students individually to address any concerns they have regarding these areas, making referrals to other departments on campus or services in the community as appropriate
5. Mentoring- In the 2017-18 grant year, panel discussions will again be offered in the Spring semester, and both group and individual mentoring opportunities will be offered during the academic year. Participants will be surveyed and data tracked for subsequent perceptions of non-academic skills and academic outcomes related to persistence, completion and transfer
6. Recognition events at end of semester and program year- At the end of the fall and spring semesters, student success is acknowledged and celebrated at a Recognition Ceremony (end of the fall semester) and a Recognition Banquet (end of the spring semester)

**Measurement:**

Measure 1:	61% of all participants will persist from one academic year to the beginning of the next academic year or earn an associate's degree or certificate at the institution and/or transfer from a 2-year to a 4-year institution by the fall term of the next academic year.
Measure 1 Results:	Q1: 83%.
Measure 2:	73% of all participants will meet the performance level required to stay in good academic standing at the applicant institution.
Measure 2 Results:	Q1: 87%.
Measure 3:	32% of participants will graduate from the institution with an associate's degree or certificate within four (4) years.
Measure 3 Results:	Q1: 42%.
Measure 4:	31% of participants will receive an associate's degree and transfer to a four-year institution within four (4) years.
Measure 4 Results:	Q1: 87%.

**Responsibilities:**

SSS Program Director and key staff.

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

**Strategies:**

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

**Measurement:**

Measure 1:	80% of SSS participants will complete CashCourse modules and score higher on post-tests assessment than on pre-test assessment.
Measure 1 Results:	Q1: 22% Note: Participants have until Feb. 28, 2018 to complete.
Measure 2:	60% of SSS participants surveyed will report that their financial and economic literacy was improved by participation in targeted SSS activities.
Measure 2 Results:	Q1: N/A- Participants have not been surveyed on this yet.

**Responsibilities:**

SSS Program Director and key staff.

## Process Improvement Objectives

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

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

#### **Strategies:**

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

#### **Measurement:**

Measure 1:	80% of SSS participants designated in admissions criteria as having a disability will report on annual survey that they received high or excellent quality services related to their disability-related access or accommodations.
Measure 1 Results:	Q1:

#### **Responsibilities:**

SSS Program Director and key staff

### ***Objective 6: SSS staff will develop and implement an effective social media strategy. (Board Goal or Strategic Plan Area: Excellence in Academics)***

#### **Strategies:**

1. SSS staff will collaborate with other relevant departments on campus to design, develop and implement an engaging social media campaign that impacts stakeholders.
2. The social media campaign will be assessed each semester for effectiveness in reaching targeted audiences, and revisions resulting from stakeholder feedback will be incorporated.

#### **Measurement:**

Measure 1:	60% of identified stakeholders will report that SSS social media interactions are somewhat or very helpful to them.
Measure 1 Results:	Q1:

#### **Responsibilities:**

SSS Program Director and key staff.

## Operational Plan for Admissions

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

### Strategies:

1. Communicate with focused efforts to increase enrollment in the following areas:
  - Concurrent Enrollment (ICC NOW)
  - Increase Technical Program Enrollment
  - Culinary
  - Vet Tech
  - EMT
  - Cosmetology
2. International enrollment increased
3. Utilize current Ellucian software to measure reporting for enrollment and use to choose future recruiting software package.

### Measurement:

Measure1:	Enrollments Increase <ul style="list-style-type: none"> <li>• Concurrent enrollment increased by 5% annually</li> <li>• Culinary enrollment increased by 5% annually after initial year benchmark</li> <li>• Vet Tech enrollment increase of 3 students by spring 2018 raising program total to 18</li> <li>• Meet EMT enrollment capacity of 15 students</li> <li>• Meet Cosmetology enrollment capacity of 15 students</li> </ul>
Measure 1 Results:	Q1: <ul style="list-style-type: none"> <li>• Changes were made to vet tech for fall of 2018 cohort. Students will be completing the pre-requisites course in the fall semester and will take their core vet tech classes beginning the semester after completing pre-requisites. We are on track to have 30 students on track for vet tech in the fall.</li> <li>• We currently have 7 students enrolled for the EMT spring semester. We have 5 more students in the pipeline. We are on track for 12 students enrolled for EMT this spring.</li> <li>• Cosmetology has 5 returning students for spring and we have 5 in the pipeline to get enrolled. We are looking at 10 students in total for the spring.</li> </ul>
Measure 2:	International enrollment increased by 10 students to raise international student population to 30 students by fall of 2018
Measure 2 Results:	Q1: We have approximately 10 new international students coming in for the Spring. This will put us at roughly 30 international students for the spring.
Measure 3:	Ellucian enrollment reports are run and future recruiting software package is included for consideration during the budget-planning process



Measure 3 Results:	Q1: We had a scoping meeting for Ellucian Recruit to add a CRM system to our recruiting plan. After the meeting we decided that this system was not going to be worth the money. We had a working meeting with IT. We will now be using the inquiry part of Power Campus and will be working with Eric to customize reports for tracking recruits.
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**Responsibilities:**

1. ICC NOW Coordinator – Jaicey Gillum
2. Rebekah Peitz – Recruiting and International Recruiting Coordinator
3. Director of Admissions Brittany Thornton

**Objective 2: *Provide excellent customer service to potential students and community members who need help navigating our ICC processes. (Board Goal or Strategic Plan Area: Service Excellence)***

**Strategy:**

1. Guide customers through the proper channels for completion of individual tasks:
  - Provide a helpful registration experience while in Admissions
  - Continue Power Campus training for customer access to knowledgeable Admissions staff
  - Walk students through Pirate Portal setup

**Measurement:**

Measure 1:	Increase satisfaction rating for Noel Levitz item number 5 “The personnel involved in registration are helpful” from 0.08 – 0.10.
Measure 1 Results:	Q1: We will be looking at results after Noel Levitz is administered in the spring.
Measure 2:	Decrease Gap score for Noel Levitz item number 41 “Admissions staff is knowledgeable” from 0.55 to 0.50 Using Power Campus to run enrollment reports.
Measure 2 Results:	Q1: We will be looking at results after Noel Levitz is administered in the spring.
Measure 3:	Use Ellucian to measure the percentage of students that complete setup in Pirate Portal.
Measure 3 Results:	Q1: We are working with IT to set up a new process where students will automatically get sent a username and log on once their application is processed.

**Responsibilities:**

Admissions staff

**Objective 3: *Enhance involvement between ICC students and the community, through Community Pirate Partnership to increase student retention. (Board Goal or Strategic Plan Area: Improving the college’s relationship with the community/Support and Service Excellence)***

**Strategy:**

1. Engage our students with the public through our Community Pirate Partnership Program (CP<sup>2</sup>) and events in the community
  - Fall Event – TedX
  - Neewollah – Clean up, Parade, Band Day
  - Love Independence Day

- Implement student and community surveys to view student involvement

**Measurement:**

Measure 1:	Use CP2 to increase student satisfaction to support institutional retention rates.
Measure 1 Results:	Q1: We have completed our first full semester with CP2! We will be looking at Noel Levitz results in the spring. We are also working on an in-house survey to give to students participating in the CP2 program after they leave ICC.
Measure 2:	Use National Student Clearinghouse Research Student Tracker Service to see if implementing Community Pirate Partnership had impact on student retention numbers.
Measure 2 Results:	Q1: We will be looking at these numbers in the Spring of 2018.

**Responsibilities:**

Director of Admissions will assign one staff person to dedicate time to setting up events and reaching out to the community. In addition, that staff person will coordinate the student ambassador program and post activities through social media.



## Operational Plan for the Marketing Department

**Objective 1:** *The ICC Marketing Department will improve community relations by including community leaders as advisors to marketing strategies for special events happening throughout the academic calendar. (Board Goal or Strategic Plan Area: Improve the College's relationship with the community)*

**Strategy:**

The ICC Marketing Department will work with community leaders to create a community relations/marketing Advisory Board consisting of members from the community.

**Measurement:**

Measure 1:	The ICC Marketing Department will use qualitative and quantitative data gathered from the Board to make informed decisions and strategies in marketing the College.
Measure 1 Results:	Q1: In progress.

**Responsibilities:**

The Director of Marketing and the College President will identify and invite members of the community to serve on the Advisory Board each academic year. The Board will meet quarterly, serving as a full Advisory Board for the academic school year. The Board will consist of the following ICC members: Director of Marketing, Communications Coordinator, College President, and Chair of the Events Committee. The community members will consist of six at large community positions. A community member will be asked to serve as the Chair of the ICC Community Relations Advisory Board.

**Objective 2:** *Improve community relations and improve the student experience (Board Goal or Strategic Plan Area: Improving the college's relationship with the community, service excellence)*

**Strategy:**

The ICC Marketing Department will develop and implement an inbound marketing plan for the Fall 2017/Spring 2018 academic school year. This plan will incorporate rich multi-media into existing channels and explore new and trending social media outlets for potential use. Content source will be organic to social media and the college's two primary websites ([www.indycc.edu](http://www.indycc.edu) and [www.indypirates.com](http://www.indypirates.com)) To accomplish this the marketing department will hire a Marketing Specialist position.

**Measurement:**

Measure 1:	The plan will focus on three primary areas: Enrollment, Retention, and Strategic Communications. The ICC Marketing Department will develop rich social media content across the platforms relevant to the college's students. This will include, but not be limited to, Facebook, Instagram, Twitter, and YouTube. The marketing department estimates that 50% of the content will originate on the College's websites.
Measure 1 Results:	Q1: Reports on social media and website analytics are available at <a href="http://www.indycc.edu/about-us/marketing/reports">http://www.indycc.edu/about-us/marketing/reports</a>

**Responsibilities:**

The Director of Marketing will develop the plan and work members of the President's Cabinet and the Community Relations Advisory Committee to effectively implement the plan for in August 2017. The Media Specialist will be responsible for maintaining the indypirates.com website, while the Media Coordinator will maintain indycc.edu.

**Objective 3:** *Improve community relations AND improve the student experience through innovation (Board Goal or Strategic Plan Area: Improving the college's relationship with the community, service excellence)*

**Strategy:**

The ICC Marketing Department will continuously make improvements to the College's websites that will include a mobile friendly versions, and serve as a source of content for inbound marketing materials.

**Measurement:**

Measure 1:	The ICC Marketing Department will co-host a focus group consisting of both traditional and nontraditional ICC students to determine strengths, weaknesses, opportunities, and challenges/threats to the existing digital marketing efforts used by the College's websites, including ongoing assessment of: ease of navigation, content relevancy, and aesthetics.
Measure 1 Results:	Q1: In progress.

**Responsibilities:**

The Director of Marketing, the Marketing Coordinator, and the Director of IT will collaborate and analyze all focus groups.

## Operational Plan for Athletics

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

**Strategies:**

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

**Measurement:**

Measure 1:	We will use the Noel Levitz, ICC Student Athletic Experience Survey and web page online tracking.
Measure 1 Results:	Q1: Online tracking shows the following views for Football: Webpage – June 2224, July 3030, August 6797, September 6941, October 6392, November 6596, as of December 6 7015 views Live Stream – Football Hype Video 5,835, Iowa Western 2,309, Garden City 1,889, Dodge City 1,358, Highland 1,717, Hutchinson 233, Butler 534, Coffeyville 257

**Responsibilities:**

All Athletic staff

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

**Strategies:**

1. First year establishing a baseline to increase student athlete retention rates based on NJCAA Athletic Department Review Report.
2. Increasing women's salaries by 2% as a step in meeting gender equity guidelines based on Equity in Athletics Report.
1. Evaluate salaries based on the Equity in Athletics Report and KAACRO salary reports that are in the median range of our competing schools and bonus pay structure for coaches who are meeting ICC bench marks.
2. First year establishing a baseline to enhance and increase the level of faculty understanding of student athletes with unique and diverse life experiences.
3. Maintain the percentage of student athletes at 80% who are committed to continuing their educations at the for year level based on the ICC Student Athletic Experience Survey.

**Measurement:**

Measure 1:	We will use the Noel Levitz Survey, NJCAA annual reports, Equity in Athletics report, KAACRO report, Coaches Bonus Pay Bench Mark Report and ICC Student Athletic Experience Survey.
Measure 1 Results:	Q1: Compiling information from other KJCCC schools and their bonus/salary structures for their fall sports.

**Responsibilities:**

Athletic Director and Coaches

**Objective 3: *Interact and engage with the local community. (Board Goal or Strategic Plan Area: Improve College's relationship with community)***

**Strategy:**

1. Increase the number of Community Service hours performed by student athletes to 5 hours annually per athlete.
2. First year establishing a baseline to engage spectators and sponsors by Creating a 'Fan Experience' at home sporting contests.
3. Increase the number of dollars in Fundraising by individual teams:
  - Those teams in 2016-17 that raised under \$5000 increase by 20%
  - Those teams in 2016-17 that raised over \$5000 increase by 10%
4. Increase the number of donors by 8 and booster club members by 20.

**Measurement:**

Measure 1:	We will use and In house surveys/feedback and Community Service Report – by sport.
Measure 1 Results:	Q1: Increased the donor gifts by \$17,000.00.

**Responsibilities:**

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

## Operational Plan for Student Life

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

### Strategies:

1. Scanner/rewards program
  - Set up a mobile scanner that can be placed at games, theater performances, and events around campus. Each time a student attends one of these events they receive an entry to an end of the semester drawing for prizes.
2. Monthly Calendars
  - Print large calendars and hang them in strategic locations around campus. Students will then be able to see what events are taking place during the month.
  - Engage all campus organizations for input on calendars to provide students with more activities.
3. Increased Social Media presence
  - Utilizing text messaging, email and existing campus media outlets (tv's and computers).
4. Create monthly student Newsletter
  - Each month send out an email newsletter to faculty and students about what took place during the month and highlight some of the upcoming events for the next month.
5. Organization Fair
  - Set up an event during Welcome Back Week to introduce new students to our campus organizations and local vendors.

### Measurement:

Measure 1:	We will use the Noel Levitz/CCSE surveys and in house student feedback.
Measure 1 Results:	Q1: N/A Surveys have not been issued yet.
Measure 2:	Utilize data from scanners to identify student participation. After the first quarter benchmark is set the goal will be to increase student participation at games and events by 10%.
Measure 2 Results:	Q1: Still in the process of collecting data.
Measure 3:	Using the in house Student Survey have 85% of students say "Yes" to the question "The college shows concern and makes an effort to provide activities for students."
Measure 3 Results:	Q1: N/A Survey has not been issued yet.

### Responsibilities:

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

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

### Strategies:

1. Create a media suite to enhance innovation and creative experiences.
  - Create a suite where students can record music and create videos.

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

**Measurement:**

Measure 1:	We will use the Noel Levitz/CCSE surveys and in house student feedback.
Measure 1 Results:	Q1: N/A Surveys have not been issued yet.
Measure 2:	Using the Noel Levitz survey question "The student center is a comfortable place for students to spend their leisure time." Lower the "Gap" from .42 in 2016 to .35 in 2018.
Measure 2 Results:	Q1: N/A Surveys have not been issued yet.
Measure 3:	From the in house Student Survey question "The Student union is a comfortable place for me to spend my free time." Raise the number of students who responded "yes" in 2017 from 80.5% to 85% in 2018.
Measure 3 Results:	Q1: N/A Surveys have not been issued yet.

**Responsibilities**

Director of student life- In charge of maintaining and ensuring proper use of Equipment  
 RA's- in charge of checking out equipment to students

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

**Strategies:**

1. Campus Clarity
  - Have students participate in online training during college success classes
  - Before each movie show a short clip about campus safety, sexual awareness, bystander intervention, etc.
2. Programing training and ongoing prevention for sexual misconduct
  - Guest Speakers and Webinars
  - Bystander Intervention
  - Awareness campaigns and special events
  - Partner with local legal and civic organizations to provide seminars and information for our students
3. Resident Assistant Orientation
  - Include programming on how, where, when to report incidents that happen on campus
  - CARE Team
  - Concern log

**Measurement:** We will use the Noel Levitz/CCSE surveys and in house student feedback

Measure 1:	Using the in house Student Survey have 95% of students respond "yes" to the question "Did you learn about Bystander Intervention while at ICC?."
Measure 1 Results:	Q1: Student Activities Director has given presentations to all athletic teams and College Success Classes on Consent and Bystander Intervention. On

	campus programming has included a Title IX gameshow to help educate students further on Sexual Assault Issues.
Measure 2:	From the in house Student Survey question “Do you feel safe on Campus?” Raise the number of students who responded “yes” in 2017 from 78.8% to 85% in 2018.
Measure 2 Results:	Q1: N/A Surveys have not been issued yet.

**Responsibilities:**

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

## Operational Plan for Institutional Research

**Objective 1:** *Institutional Research will administer the Noel Levitz Student Satisfaction Inventory survey and use the data received back to identify strengths and areas for improvement for the college. (Board Goal or Strategic Plan Area: Support Excellence)*

### Strategies:

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

### Measurements:

Measure 1:	The objective will be met if the Noel Levitz survey is properly administered and returned to the Noel Levitz office for scoring before April 30, 2018 and results are available for interested parties as soon as scoring is complete.
Measure 1 Results:	Q1: I have contacted Ruffalo Noel Levitz to gain access to the school's account and still plan to administer the survey in the Spring.

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

### Strategy:

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

### Measurement:

Measure 1:	The objective will be met if 100% of reports are disseminated within thirty (30) business days of receipt or by the deadline specified by the federal government (Student Right to Know).
Measure 1 Results:	Q1: I'm working with the Assessment Committee to ensure that their data/reporting needs met. I also have worked with the Compliance Officer on the Student Athlete Outcomes report.

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

### Strategies:

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



**Measurement:**

Measure 1:	The objective will be met if the deadline is met for every released report The objective will be met if 100% of data collections are completed and reported by the deadline specified if IR is the reporter and three weeks prior if another department is the reporter.
Measure 1 Results:	Q1: My knowledge and experience with KBOR and IPEDS data collections has grown immeasurably these last few months. I successfully submitted KBOR's AY collection, KHEER, Faculty & Staff Survey, Fall Census, and User Validation. I also submitted to IPEDS the 12-Month Enrollment Survey, Institutional Characteristics Survey, and Completions Survey.

## Operational Plan for Financial Affairs

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

### Strategy:

Increase awarding and disbursing of Federal Work Study aid. The OSFA has experienced a decrease in Federal Work Study spending due to the low number of applicants and as a result has continued to receive reduced awards each year. OSFA will increase awarding and disbursing of FWS by targeting needy applicants who also show an interest in borrowing because of their need for additional federal student aid.

### Measurement:

Measure 1:	Spend 90% of the tentatively awarded \$59,586. The 90% goal allows for the 10% Carry-Over permitted by the Department of Education.
Measure 1 Results:	Q1: The OSFA is currently exceeding the amount of FWS monies spent at the same time last year. Year-to-date, OSFA has expended \$17,601 while at the same time last year OSFA had expended \$16,805; an increase of 4.7%. However, the number of student employees has decreased. At the same time last year, OSFA was employing 34 work-study students while this year it employs 30. In order to continue increasing the number of students positively impacted by the FWS program, the OSFA will target spring students athletes who participate in the football program because these students have a less rigorous schedule in the spring and more availability to earn FWS monies.

### Responsibility:

Financial Aid Director and Financial Aid Specialists

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

### Strategy:

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

### Measurement:

Measure 1:	Increase number of workshops and presentations for students and staff by utilizing Cash Course program in tandem with Student Support Services.
Measure 1 Results:	Q1: The OSFA presented at 7 college success classes; compared with 5 last year. OSFA also held a financial literacy workshop in the SSS lab, which OSFA did not do last fall semester. OSFA also hosted a "Price Is Right" financial literacy gameshow with 9 SSS-registered students attending and 36 students overall in attendance. The OSFA is also collaborating with Admissions, Upward Bound, and Independence High School to hold another "Price Is Right" financial literacy gameshow tailored to high school students.

**Responsibility:**

Financial Aid Director

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

**Strategy:**

Hold FAFSA completion events and provide students access to computers and parents to complete the FAFSA with financial aid staff available to assist. Open up software capability to import and process student FAFSAs earlier.

**Measurement:**

Measure 1:	Increase the number of early FAFSAs completed by 10% by February 1, 2018. ICC had received 190 FAFSA submissions from admitted students by February 1, 2017.
Measure 1 Results:	Q1: OSFA held FAFSA completion events at local high schools (Cherryvale, IHS, and Altoona-Midway) to assist students and parents in completing the 2018-19 FAFSA. The OSFA has already received 247 early FAFSAs, an increase of 30% over last year, and OSFA has received those 3 months earlier than last year.

**Responsibility:**

Financial Aid Director and Financial Aid Specialists

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

**Strategy:**

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

**Measurement:**

Measure 1:	Reduce the annual 3-Year Cohort Default Rate (CDR) calculated by the Department of Education.
Measure 1 Results:	Q1: Year-to-date W.I.S.S. has removed 51 students from delinquency, compared with 47 students at the same time last year. An increase of 8.5% in the number of students no longer being reported as delinquent.

**Responsibility:**

Financial Aid Director

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

**Strategy:**

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

**Measurement:**

Measure 1:	Increase scores in CESSE and Graduate Exit Surveys related to students' experiences with the OSFA.
Measure 1 Results:	Q1: The OSFA has formulated survey questions for students regarding their experience and satisfaction, but no survey has yet been conducted.

**Responsibility:**

Financial Aid Director and Financial Aid Specialists

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

**Strategy:**

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

**Measurement:**

Measure 1:	Successfully complete conferences and workshops by earning continuing education credits and certifications. Reduce or eliminate audit findings through proper training and understanding of regulations.
Measure 1 Results:	Q1: OSFA members are scheduled to attend the KASFAA 2-Year Institution Roundtable, state-wide KASFAA annual conference, the regional RMASFAA Summer Institute, as well as the PowerFAIDS User Training and Conference in the spring. OSFA Director has also already attended the Kansas National Guard Education Workshop as well as four online webinars hosted by PowerFAIDS and the National Student Clearinghouse without any cost to ICC.

**Responsibilities:**

Financial Aid Director and Financial Aid Specialists

**Objective 7: *Improve the college's relationship with the community by exploring bookstore retail opportunities at campus activities and events. (Board Goal or Strategic Plan Area: Improve college relationship with community)***

**Strategy:**

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

**Measurement:**

Measure 1:	Surveys, Noel Levitz data, and Graduate Exit survey
Measure 1 Results:	Q1: The Bookstore was present at all home football games. The Bookstore collaborated with BullDog Station to provide merchandise in preparation of the football game. BullDog Station donated the space at no cost to ICC and ICC retained all sale proceeds.

**Responsibility:**

Director of Bookstore Operations

**Objective 8: *Improve the college's relationship with the community by expanding and enhancing the College Bookstore webpage/sales. (Board Goal or Strategic Plan Area: Improve college relationship with community)***

**Strategy:**

Increase number of items offered on the webpage  
 Advertise the Bookstore webpage  
 Add new shipping options

**Measurement:**

Measure 1:	Surveys, Noel Levitz data, and Graduate Exit survey. Add 50% of new items to website.
Measure 1 Results:	Q1: Additional items have been added to the website, progress is being made towards the annual goal of 50% increase.

**Responsibility:**

Director of Bookstore Operations

**Objective 9: *Improve the college's relationship with the stakeholders through targeted surveys. (Board Goal or Strategic Plan Area: Improve college relationship with community)***

**Strategy:**

Create survey for bookstore and solicit feedback once a year

**Measurement:**

Measure 1:	Surveys, Noel Levitz data, and Graduate Exit survey.
Measure 1 Results:	Q1: Survey document has been created.

**Responsibility:**

Director of Bookstore Operations

**Objective 10: *Improve customer satisfaction and student experience with the Business Office. (Board Goal or Strategic Plan Area: Innovation and Service Excellence)***

**Strategy:**

Improve Communication with Students regarding billing and balances due.  
 Survey students about experiences and improvements with the Business Office  
 Provide ongoing feedback opportunities by placing survey links in emails, webpage, and other visible places

**Measurement:**

Measure 1:	Increase ratings on campus-wide and area specific surveys.
Measure 1 Results:	Q1: Survey has been created and will be provided at the end of Fall 2017, Spring 2018, and Summer 2018 semesters.
Measure 2:	Surveys, Noel Levitz data, and Graduate Exit survey.
Measure 2 Results:	Q1: Pending survey results.

**Responsibility:**

Chief Business Officer

**Objective 11: *Reduce the amount of debt owed by students when leaving ICC. (Board Goal or Strategic Plan Area: Innovation and Service Excellence)***

**Strategy:**

Continue improved communication of amount owed to students  
 Staff receive Professional Development on Collection Strategies  
 Utilize EBill via Nelnet to send statements by Email  
 Mail paper statements by end of 1<sup>st</sup> week of classes and continue mailing by the 5<sup>th</sup> of each month  
 Promote Online Payment options  
 Promote Online Payment Plans

Increase availability during peak times such as Move-In Days

**Measurement:**

Measure 1:	Reduction of A/R Aging by 2%.
Measure 1 Results:	Q1: Data not available until end of Fall 2017 term.
Measure 2:	Baseline FY 2017 data for statements and A/R Aging.
Measure 2 Results:	Q1: A/R data for Fall 17 pending end of December numbers.
Measure 3:	Surveys, Noel Levitz data, Graduate Exit survey.
Measure 3 Results:	Q1: Communications with students regarding balances is made via personal phone calls for outstanding balances, emails, collaborating with Coach's, statements are mailed on a regular basis and bills are available online to students 24/7 and charges are placed on student accounts at the time of enrollment.

**Responsibility:**

Chief Business Officer

**Objective 12: *Improve Facilities.* (Board Goal or Strategic Plan Area: *Innovation and Service Excellence*)**

**Strategy:**

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

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

**Measurement:**

Measure 1:	Data collected from maintenance ticket system.
Measure 1 Results:	Q1: Current metrics of software system does not allow tracking. Working with IT to transition to new software which will allow tracking of key performance indicators. Based on the data we can currently extrapolate, we had 221 maintenance tickets, 212 tickets have been resolved and 9 are open tickets for preventative maintenance reminders and projects that require additional resources.

**Responsibilities:**

Director of Maintenance

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

**Strategy:**

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

**Measurement:**

Measure 1:	Stay within budgeted dollars allotted for the Maintenance Department.
Measure 1 Results:	Q1: Expensed and encumbered 48.1% of published budget. Expensed and encumbered 48.47% of new operating budget with budget cuts.
Measure 2:	Maintenance will take on projects previously contracted (vehicle maintenance, large painting projects, landscaping, floor refinishing).
Measure 2 Results:	Q1: Fall painting projects completed in Academic Building by maintenance staff; fleet vehicle and equipment maintenance completed by maintenance staff; fall landscape projects for clock and fountain completed by

	maintenance staff; and, floor refinishing in Student Union cafeteria to be completed December 2017 by custodial staff.
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**Responsibilities:**

Director of Maintenance

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

The ICC Maintenance department will work to improve campus relations to identify needs and empower all ICC employees to have pride in facilities and campus grounds.

**Measurement:**

Measure 1:	Improve baseline campus satisfaction survey by 5 points.
Measure 1 Results:	Q1: Baseline campus survey to be conducted in January 2018; follow-up campus survey to be conducted in May 2018. Surveys will then be conducted on a semi-annual basis.
Measure 2:	100% of staff will be trained in CPR and AED.
Measure 2 Results:	Q1: CPR and AED trainings will be held in February 2018.
Measure 3:	50% of staff will receive First Responder Training.
Measure 3 Results:	Q1: First Responder Training will be held by May 2018.

**Responsibilities:**

Director of Maintenance



## Operational Plan for Information Technology

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

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

### Strategies:

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

### Measurements:

Measure 1:	Implement reusable and Administratively wide accessible reports for 100% of the KBOR and IPEDs collections.
Measure 1 Results:	Q1: The reporting foundation has been created for the staff and faculty portal. Currently the team is constructing the authentication system so users can have access to reports that are being created.
Measure 2:	Complete the integration of SQL Server Reporting Services with Ellucian and GP Dynamics to allow access to all 140 faculty and staff.
Measure 2 Results:	Q1: Currently the SSRS system has been integrated and we are working on linking the various reports within the Pirate Portal.
Measure 3:	By restructuring the employee entrance process to allow for 75% of all new employees to be setup and ready prior to the first day of employment.
Measure 3 Results:	Q1: During the design of the Pirate Portal an HR form for new employees was created, with an automated workflow, to help streamline the process. We will continue to work with HR during the implementation phase of the automated workflows.

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

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

### Strategies:

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



**Measurements:**

Measure 1:	Allow for a minimum of two action projects resulting from the feedback of the focus groups.
Measure 1 Results:	Q1: On Hold. We will start looking at projects and setting up focus groups in the Spring of 2018.
Measure 2:	Focus of at least one advancement in educational technology.
Measure 2 Results:	Q1: In process. We are implementing a virtualized desktop system for the Pre-Engineering curriculum to allow for the use of Solid Works, AutoCAD, and Adobe Creative Cloud. Using virtualized graphics acceleration technology.
Measure 3:	By implementing an automated account creation and password reset process we should be able to have the students logged in online within an hour and have the number of helpdesk account requests decline by 80%.
Measure 3 Results:	Q1: In process. We have completed the creation of the automated account creation process and are currently testing the software looking for anomalies. We are also vetting several software products, both “pay to use” and open source to allow students to reset their own passwords through the web.

**Operations and Infrastructure** is the foundation for all services offered to the Institution, including networking, email, Student Information System, Learning Management Systems and all secondary processes. The Information Technology is responsible for key areas including network operations; server and system administration; distributed IT support of desktops and servers; desktop virtualization; security systems and services.

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

**Strategies:**

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

**Measurements:**

Measure 1:	Setup a series of checks to have less than a 10% active account overlap from semester to semester.
Measure 1 Results:	Q1: In process. We are looking into the possibility of tuning the identification patterns of Power Campus in order to have a more accurate accounting of current students who reapply through admissions.
Measure 2:	Improve the technology replacement schedule to allow no greater than 33% of all platforms due for replacement.
Measure 2 Results:	Q1: Complete. To date we have replaced 110 student computers and have identified all upcoming replacements and migrations for the next 5 years.
Measure 3:	Implement physical security, within 30% of the campus, in conjunction with a campus wide altering.
Measure 3 Results:	Q1: On Hold. Due to budgetary constraints, we are putting this project on hold until 2018.

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

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

**Strategies:**

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

**Measurements:**

Measure 1:	The CIO will implement a communication plan, working in conjunction with Marketing and Human Resources to allow for minimum downtime for all institution platforms.
Measure 1 Results:	Q1: In process. We have successfully rolled out the new Pirate Portal, with the help of Marketing, using email and social media.

**Objective 5: *Information Technology provides increased opportunities for departmental employee training. (Board Goal or Strategic Plan Area: Support Excellence)***

**Strategy:**

Implement a continuing training and education program within the Information Technology department.

**Measurement:**

Measure 1:	Have a one hundred percent participation in at least one training or continuing education program.
Measure 1 Results:	Q1: Complete. The department Computer/Network Technician has attended several online webinars regarding maintaining our current infrastructure. The System Administrator has attended several online training sessions regarding Active Directory migrations and current and upcoming Microsoft Software.

## Operational Plan for Human Resources

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

### Strategies:

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

### Measurement:

Measure 1:	Quarterly review of turnover statistics reflect that ICC is retaining both "at" and "above expectation" employees.
Measure 1 Results:	Q1: Turnover for September through November is 4%. Of this turnover, none was turnover of employees who were "at" to "above" on their performance. Therefore, this turnover would be considered good turnover for ICC.
Measure 2:	Organizational survey results will demonstrate a positive change in the ICC culture. Specifically we will strive to improve the ratings in the following areas. <ul style="list-style-type: none"> <li>• Our campus focuses on the positive rather than the negative. 2016 rating is 45%</li> <li>• Stakeholders are loyal because your organization consistently does what it says it will do. 2016 rating is 45%</li> <li>• Good performances from staff or management receive favorable public commendation. 2016 rating is 52%</li> </ul>
Measure 2 Results:	Q1: New survey results will not be available until the Spring 2018.

Measure 3:	Anecdotal stories from employees, community members, and students that describe “why they like ICC”.
Measure 3 Results:	Q1: Supervisors conduct “Stay Interviews” with their newest employees and the feedback that we receive communicates the things that they enjoy about working at ICC. Employees cite that they enjoy the people that they work with and the work that they do.
Measure 4:	There will be a shift in ownership from just the senior leaders (Cabinet) to at least one level down in each of their respective areas. The next level down will be owning events and activities of the college such as Soirees, Holiday activities, Faculty/Staff nights at major athletic events, community events, etc.
Measure 4 Results:	Q1: Soirees are planned by a committee of employees who are mostly one level down from the Senior Leaders on Cabinet. We also had a committee focused on Tailgating events for football and they were again planned by a committee that was one level down in the organization. The process is working well and employees enjoy being involved.
Measure 5:	Interview at least 1 candidate per month for the express purpose of looking at talent for future hiring needs.
Measure 5 Results:	Q1: We have continued to interview candidates each month for open positions. We would like to really be interviewing for future needs vs. current needs. This is still a goal.

#### **Responsibilities:**

1. Continue with the Great Places to Work (GPW) Committee and assign sub-groups to assist with major employee events/opportunities.
2. Continue meeting with Leadership Group (made up of primarily the top leaders at ICC) and the Staff Development Group (nominated by their supervisors to attend) on a weekly basis throughout the Fall and Spring Semester. Both of these groups read through various leadership books, watch videos, and come up with projects.
3. Put together a calendar of Webinars and discussion sessions for all employees for the Fall and Spring Semesters and publish this through FB and Staff Announcements.
4. Establish the Student/Faculty Forum and the Athletics/Academics Forum for the Fall 2017 Semester.
5. Start a process of interviewing for future needs. When we receive interesting resumes, bring candidates in to meet with a group of possible hiring managers. This would specifically be efficient to the hiring of Adjuncts.

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

##### **Strategies:**

1. Create a list of items (policies, processes, developmental information, etc.) that need to be communicated and how they should be communicated to the organization on an ongoing basis. These would be items that are related to Human Resources. An example might be sending out a mass communication to the entire organization regarding the purpose of the Performance Development Process at ICC.
2. Establish ongoing discussion forums for specific groups. An example is the Student/Faculty Forum and the Academics/Athletics Forum. The purpose of these forums is to create a greater appreciation for all points of view and to encourage open communication.

3. Encourage positive communication across the entire campus. Employees have stated that it feels we focus too much on the negative vs. the positive. Strive to make sure that there are many more positive messages being delivered vs. negative messages.

**Measurement:**

Measure 1:	<p>Campus Culture Survey will reflect improvement in the areas of communication. Specifically, we will strive to improve the ratings of the following three statements.</p> <ul style="list-style-type: none"> <li>• Our campus focuses on the positive rather than the negative. 2016 rating is 45%</li> <li>• Stakeholders are loyal because your organization consistently does what it says it will do. 2016 rating is 45%</li> <li>• Good performances from staff or management receive favorable public commendation. 2016 rating is 52%</li> </ul>
Measure 1 Results:	Q1: HR has submitted articles in Staff Announcements to promote positivity. However, the new Campus Culture Survey will not be available until the Spring.
Measure 2:	Notes will be kept of the two forums for the purpose to reflect on key discussions/findings and to determine if enough time and effort was put into the process to accomplish the objective.
Measure 2 Results:	Q1: Forums have not started yet.
Measure 3:	Number of HR communications will increase to be at least one each week.
Measure 3 Results:	Q1: HR does communicate through Staff Announce on a near weekly basis. We will continue to increase this in the Spring Semester. We communicate various payroll and benefit information, event information, and provide articles for review.

**Responsibilities:**

1. Meet with Michelle Kleiber and create a calendar for the 2017-2018 AY of the specific communications that will be sent out and by what means they will be delivered.
2. Setup first meetings of the two forums. These forums should be set up by the beginning of the Fall Semester. Setup a meeting by August 1, 2017 to discuss how these forums will operate and who will be involved.
3. Send out a note to all Cabinet members on a monthly basis asking them if there are people in their areas that should be recognized for achieving something significant that month. This could be anything from improving a process, to writing an article, to hitting a department goal, etc. The idea is to celebrate our successes as a college exponentially more than we currently do.

## Operational Plan for Upward Bound

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

### Strategy:

1. Improve participants' GPA to 2.5 or better on a four-point scale at the end of the school year.
2. Participants will attend an ACT Bootcamp in November 2017; a 3.5 hour workshop designed to increase ACT scores and testing skills.
3. Participants will log 20 hours a semester using NetTutor available through Canvas.

### Measurement:

Measure 1:	<b>85%</b> of participants served during the project year will have a cumulative GPA of 2.5 or better on a four-point scale at the end of the school year.
Measure 1 Results:	Q1: 90% of participants have a GPA of 2.5 or higher, in progress until 05/18.
Measure 2:	<b>50%</b> of UB seniors served during the project year will have achieved at the proficient level on state assessments in reading/language arts and math.
Measure 2 Results:	Q1: 78% reported for 2016-2017 Annual Performance Report; 30 participants out of 50 attended November ACT Bootcamp (13 seniors were excused from participating); in progress for 2017-2018 academic year.

### Responsibility:

Director, Academic Coordinator, Tutor

**Objective 2:** *Upward Bound ensures participants graduate from high school with an academic skill set to prepare them for college. (Board Goal or Strategic Plan Area: Academic and Support Excellence)*

### Strategy:

1. 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.
2. Participants will be exposed to campus cultures via campus visits (three offered per semester).
3. Participants will participate in the UB summer component "Summerfest".
4. Participants will be placed in classes preparing them for the next grade levels curriculum.
5. Participants will follow the UB rigorous curriculum.
6. UB will encourage participants enroll in the Kansas Scholars curriculum.

### Measurement:

Measure 1:	<b>94%</b> of project participants served during the project year will continue in school for the next academic year, at the next grade level, or will have graduated from secondary school with a regular secondary school diploma.
Measure 1 Results:	Q1: In progress until 05/18; currently on track for 100% progressing into spring semester; 21 participants attended fall campus visits.
Measure 2:	<b>75%</b> of all current and prior year participants who graduated from high school during the school year with a regular secondary school diploma will complete a rigorous secondary school program of study.
Measure 2 Results:	Q1: In progress.

**Responsibility:**

Academic Coordinator, Director, Program Specialist, Summer Instructors, school counselors

**Objective 3:** Upward Bound ensures participants enroll in college after high school graduation.  
(Board Goal or Strategic Plan Area: Academic and Support Excellence)

**Strategy:**

1. Current and prior-year UB participants who graduated from high school during the school year with a regular secondary school diploma will enroll in a program of post-secondary education by fall term immediately following high school graduation, or will have received notification by the fall term immediately following high school from an institution of higher education of acceptance but deferred enrollment until the next academic semester.
2. Rising 12<sup>th</sup> graders will enroll and complete Junior Seminar during the summer component prior to their 12<sup>th</sup> grade year. In this class, seniors will apply (if available) to at least one college.
3. Senior participants will complete the FAFSA during the November 2017 Saturday Seminar; parents will be encouraged to come.
4. Senior participants will meet with the UB Director at least two times (one per semester) to discuss specific college planning.
5. Seniors are encouraged to attend the Senior Days offered by the college of their choice; UB Director or Academic Coordinator are responsible for notifying participants of these dates.
6. Qualifying seniors will enroll in the Bridge program upon graduation.

**Measurement:**

Measure 1:	<b>85%</b> of all 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.
Measure 1 Results:	Q1: 9 out of 15 already completed FAFSA; 12 out of 15 participants have been accepted to postsecondary institutions for Fall 2018; 100% have applied to postsecondary institutions for Fall 2018.

**Responsibility:**

Director, Academic Coordinator

**Objective 4:** *Upward Bound increases the likelihood that a student will graduate from college.* (Board Goal or Strategic Plan Area: Academic and Support Excellence)

**Strategy:**

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

**Measurement:**

Measure 1:	<b>44%</b> of participants who enrolled in a program of postsecondary education by fall term immediately following high school graduation or by next academic term (e.g. spring term) as result of acceptance but deferred
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	enrollment, will attain either an associate or bachelor's degree within six years following graduation from high school.
Measure 1 Results:	Q1: In progress; 14 out of 14 juniors qualify for 2018 Junior Scholarship Program; 15 (juniors and seniors) participating in ICC NOW classes.

**Responsibility:**

Director, Academic Coordinator, Program Specialist



## Operational Plan for Compliance

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

### Strategies:

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

### Measurement:

Measure 1:	The Student Satisfaction and Complaints Review Committee will meet at least quarterly to discuss student concerns based upon aggregate data collected through Maxient and will commit to creating at least one action project initiative to increase student satisfaction per committee meeting.
Measure 1 Results:	Q1: The Student Satisfaction and Complaints Review Committee met in October 2017 and is scheduled to meet again in December 2017 to discuss complaints submitted to the College through its concern log system. In addition, employee training for the new Maxient program, which is scheduled to rollout campus-wide in Spring 2018, has been scheduled to occur during January in-service.
Measure 2:	The Compliance Department will make quarterly reports to the President's Cabinet regarding aggregated data and trends revealed through the Maxient software and solutions and action projects developed by the Student Satisfaction and Complaints Review Committee.
Measure 2 Results:	Q1: The President's Cabinet received a report of aggregate data and trends identified through the complaints submitted to the ICC concern log for

	2016 and 2017. Cabinet will receive a similar report for the second quarter in December 2017.
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**Responsibilities:**

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

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

**Strategies:**

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

**Measurement:**

Measure 1:	The Compliance Department will compile and review all College policy and procedure handbooks and manuals and will approve the revision of at least one-third of the College's policy, procedure and compliance related documents.
Measure 1 Results:	Q1: The Compliance Department has undertaken a project to audit and revise all of its federally required <i>Clergy Act</i> and Title IX policies to ensure that they satisfy federal and state requirements. In addition, the Compliance Department has begun focusing its energies on drafting and/or revising policy and procedure documents in the following areas of special interest to the HLC: IT security, deferred maintenance policies that specifically prioritize student learning and safety, decision-making processes that clearly identify leadership positions with final decision-making responsibility, and systematic campus data collection, planning and review processes.

**Responsibilities:**

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

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

**Strategies:**

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

**Measurement:**

Measure 1:	Over 90% of College faculty and staff will attend two or more live compliance training sessions, with over 90% of faculty and staff completing 100% of assigned LawRoom webinars.
Measure 1 Results:	Q1: Faculty and staff will receive Title IX and Campus Security Authority ( <i>Clery Act</i> ) training during January 2018 In-service. All faculty and staff have been assigned LawRoom compliance related webinars for completion.
Measure 2:	Over 90% of freshman enrolled in College Success, student-athletes and students living in resident housing will attend two or more compliance training sessions and over 60% of the general student population will attend at least one compliance training session during the 2017-2018 school year.
Measure 2 Results:	Q1: College Success students have received both online and live Title IX training. Over 90% of student athletes have received live compliance training on sexual harassment, sexual assault and consent, hazing and the Student Code of Conduct. Over 90% of students living in resident housing have received compliance training on dorm rules, bystander intervention and consent. Finally, the general student population had the opportunity to participate in Title IX training in the form of a game show contest open to all members of the campus community.
Measure 3:	The Compliance Officer will attend monthly compliance training webinars and/or conferences.

Measure 3 Results:	Q1: The Compliance Officer has attended at least one compliance training webinar or conference per month on various compliance related topics including <i>Clergy Act</i> and Title IX compliance and reporting requirements, Perkins reporting, disability academic, facilities and web accessibility accommodations and OCR audit standards and procedures.
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**Responsibilities:**

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

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

**Strategies:**

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

**Measurements:**

Measure 1:	ICC will satisfactorily meet the requirements of the Higher Learning Commission according to the timeline the Higher Learning Commission sets for the College.
Measure 1 Results:	Q1: The Higher Learning Commission placed ICC on notice in November 2017; plans are underway to develop an action plan to address each of the Higher Learning Commission's concerns in a timely and systemic manner.
Measure 2:	All federal, state and local reports will be submitted on time and will meet all federal and state legal and regulatory reporting requirements.
Measure 2 Results:	Q1: The Compliance Department has assisted departments across campus in completing federal, state and local legal and regulatory reporting requirements in a timely manner.

**Responsibilities:**

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



# Independence

Community College

## Facilities Master Plan Overview



## **Facilities Master Plan Overview 2016-2021**

This overview is intended to outline the elements that would be contained in a Facilities Master Plan for Independence Community College. These elements were created by the Facilities Planning Committee, which consists of Tammie Geldenhuys (VP Student Affairs), Kara Wheeler (Interim Vice President for Academic Affairs), Chris McDiarmid (Director of Facilities and Maintenance), Jim Correll (Fab Lab Director), and Dan Barwick (President).

The items in this document flow from, and are inspired by, the college's Strategic Plan approved by the Board of Trustees in June of 2015. Specifically, that plan called for a focus on excellence, defined as continuous quality improvement. Because the physical facilities of the college represent a significant share of the college's assets, it is a natural consequence of the Strategic Plan that those assets be improved over time, in order to provide better academic quality, better services to students, and better support for employees.

The committee recommends that the Facilities Master Plan contain the following projects, with associated costs and funding sources. Each section contains a case statement, diagrams, photos, or architectural plans if available, and a description of the project. After some discussion, it is the recommendation of the committee that the projects be presented in no particular order, and with the understanding that the completion timelines are suggestions only – it is understood that in most cases, these projects rely on outside funding, the pace of which cannot be determined. In addition, the Repair and Maintenance schedule is ongoing throughout the five years.

The projects which follow comprise all of the capital projects planned during the 2016-2021 period. This includes projects that are already underway (such as the weight room and culinary lab), projects which have not yet begun but should be completed during the timeframe of the plan (such as the renovations to the academic building), and projects which will undergo only a design phase or donor feasibility study during the next five years (such as the retail courtyard).

## **Welcome Center – New Construction**

Case: This project seeks to correct a number of campus deficiencies simultaneously:

1. Nearly all of the administrative components of the admissions process of the college, including all student services except tutoring/advising, is housed in the current administration building, which is the oldest, smallest building on campus – hardly the “front door” that prospective students expect when they visit Admissions.
2. Because Advising is separate from the rest of student services, prospective students cannot have the “one stop shop” experience that is now the norm on college campuses. A prospective student normally must interact with a number of different offices – admissions, financial aid, student accounts, advising, housing, etc. At ICC, students must physically leave the admissions department and walk across campus to meet with an advisor, and then in many cases walk back to admissions. Ideally, all student services would be in the same place.
3. The campus itself has no main entrance. ICC is the only college in Kansas that the committee is aware of that has no prominent “front door” to the campus, an entry point for visitors.

Funding is available for construction of student services facilities, through the federal Title III grant program.

Project: Construction of a Campus Welcome Center devoted primarily to student services, designed for both incoming and existing students. This facility would house all financial services, admissions, advising, and housing, while creating new administrative space for the people displaced by the Student Union project. Space would be provided for:

Receptionist/ Lounge  
Children's Play Area  
Admissions Coordinator  
Recruiter  
Registrar  
Enrollment Advisor Office (2)  
Admissions Spare Office  
Registrar's File Room  
Testing Area  
Housing Office  
Financial Aid Coordinator  
Financial Aid Specialist (2)  
Financial Aid Spare Office  
Financial Aid File Room  
Computer Cubicles  
Cashier with Payment Window  
Financial Counselor- A/R  
General Ledger Office

Accounts Payable Office  
Business Spare Office  
Conference Room  
Mail Room/Copier Room  
Business Office File Room  
Human Resources Manager  
Payroll Manager  
HR Spare Office  
HR Conference Room  
HR File Room  
VP Financial & Employment Services  
President's Office  
Exec. Asst. to President  
VP Marketing & Recruiting  
Adm. Asst. VP Student Affairs/Athletics  
VP Student Affairs/Athletics  
Copier Room  
Grant Writer  
Dir. Institutional Research  
Administration Spare Office  
Board Room/Break Room  
Public Area Restrooms (2)  
Private Area Restrooms (2)  
Break Room  
Mechanical/ Electrical Rooms (2)  
Walls & Circulation Space @ 20%

We have received eligibility from the federal government to file for a Title III grant. Title III grants are \$2-3M grants that can be used for construction as long as that construction relates to student services and success. In 2015, we filed to determine eligibility and were turned down. This year, we were approved and so the next step is to file for a Title III grant. As the following slides show, we have already designed the facility in preparation for Title III filing.





# NORTHEAST EXTERIOR VIEW





## INTERIOR ENTRY



## BOARDROOM

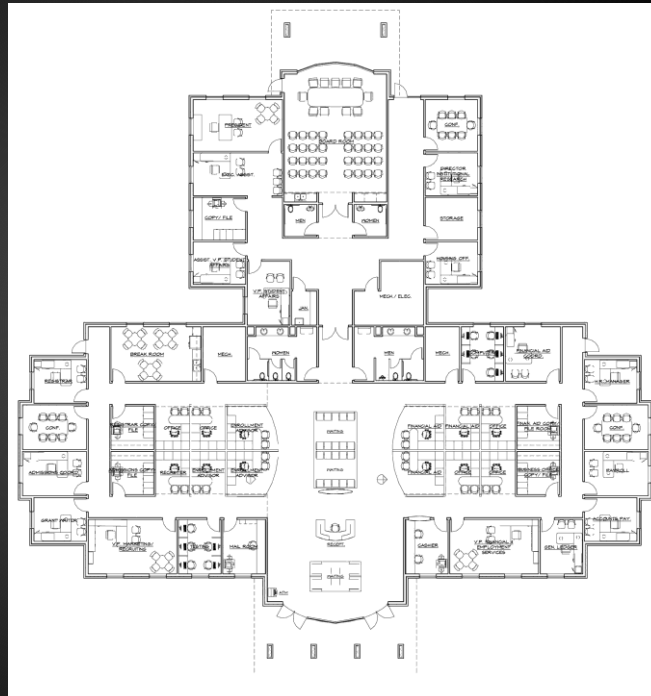




## NORTHEAST EXTERIOR VIEW



## FLOOR PLAN







## INTERIOR AERIAL VIEW



## NORTHEAST EXTERIOR VIEW





# CONSTRUCTION COSTS & FEATURES

<u>DESCRIPTION</u>	<u>QUANTITY</u>	<u>UNIT</u>	<u>UNIT COST</u>	<u>EXTENDED</u>
New Building	12,255	S.F.	\$ 165.00	\$ 2,022,075.00
Site Development	1	L.S.	\$ 100,000.00	\$ 100,000.00
Construction Contingency @ 10%	10%		\$ 212,208.00	\$ 212,208.00
Architectural/ Engineering Fee	7%		\$ 148,545.00	\$ 148,545.00
<b>TOTAL CONSTRUCTION COSTS</b>				<b>\$ 2,482,828.00</b>

## ENERGY SAVING & GREEN DESIGN FEATURES

- Polished concrete floors in high traffic areas.
- R-20 minimum wall insulation w/ masonry veneer.
- R-49 minimum roof insulation.
- White reflective single-ply roof membrane.
- Insulated low-e glass windows w/ solar screens.
- Low flow plumbing fixtures.
- Natural daylighting to all office areas.
- T-8 fluorescent bi-level light fixtures with occupancy sensor controls.
- Ground source geothermal heating and cooling system.
- Rainwater collection for landscaping irrigation.

## **Academic Building: Renovation**

Case: With the exception of the renovations to the bookstore/library, the renovations to the Tutoring Center, and the IT infrastructure of the building, the Academic Building is virtually unchanged since it was constructed in 1970. Its appearance is dated and worn. As the main building for academics, it should be impressive, useful, and visually pleasing to visitors, students, and employees alike. Because the IT backbone is strong, the building has a new roof, and the environmental controls are sound, most of the needed improvements are simply amenities and cosmetic improvements, making this a very cost-effective part of the Facilities Master Plan.

Possible Improvements: New painting/surfaces, ceiling tiles, lighting throughout. Additional instructional aids in classrooms based on faculty feedback. AC 200 Completely updated.

Process: A working group has been convened by the president to make a series of recommendations.

The working group's membership:

Upesh Patel (custodian)  
Tamara Kessler (faculty)  
Brett Gilcrist (faculty)  
Archana Lal (faculty)  
Lynn Reddy (staff)  
Sara Owen (librarian)  
Kara Wheeler (academic administrator)  
Chris McDiarmid (facilities)  
Dan Barwick (president)

This committee will produce a set of recommendations, which will then be prioritized based on workflow, cost, and impact. Renovations will begin in the spring of 2017.

Cost: \$75,000 per year for two years

Source of Funds: Repair and Renovation Fund.

Begin: 2016

## **Weight Room Facility – New Construction**

The Case: ICC currently does not have a strength training facility, and uses the facilities at the high school. This is expensive because of transportation costs (the football team alone must transport over 100 students), and time consuming, which takes students away from the coursework and makes their academic schedules less flexible.

The Project: The proposed steel weight room building has been engineered and meets all the weight, wind and snow loads for Southeast Kansas. The steel will be 26 gauge and with 3 foot deep concrete footings anchoring the perimeter building. It will be insulated/sheet rocked and include bay lighting with central air and heat. There will be a brick veneer wrap around the building to tie it into the current architecture that will be consistent with surrounding buildings. The annual average electrical cost will be about \$2663.00 per year.

Providing the student athletes with a state of the art Weight Room on our main campus enhances the ICC experience and creates 'An Elite Student-Athlete Experience', secures our competitive future which brands our college & community. It creates value to our college by increasing revenue through donor gifts and alumni engagement. No other Community College in our conference will have the performance flooring or equipment that ours will have.

Two of the top 5 conditions to be an Athletic program of Excellence will be met with this facility (according to the Athletic Program of Excellence Report provided to the Board in July of 2016):

**#2 Facilities that recruit and retain top level students who are committed athletes.**

**#5 Highly skilled student athletes** (and their Parents) are looking for Community Colleges that are committed to the student athlete experience and provide exceptional athletic facilities.

Our current weight room facilities and equipment do not even compete with High School weight rooms in the state of Kansas.

Having this Weight Room located on our main campus allows easy accessibility for daily use of all student athletes who do not have transportation. Its main campus location also provides the opportunity for academic weight training classes or personal training for all ICC students, staff and faculty. This facility will meet the need of every athletic program which amounts annually to over 300 student athletes.



Modular 9' 6 Post Rack (Baylor) Performs all major lifts in the safety of a full rack design. Built in the USA using premium 7 Gauge Steel, Laser Cut Uprights and Rhino Hook Bar Catches.

Power Lift is the choice of the top collegiate and professional athletic programs. No other KJCC Community College has this weight room equipment.

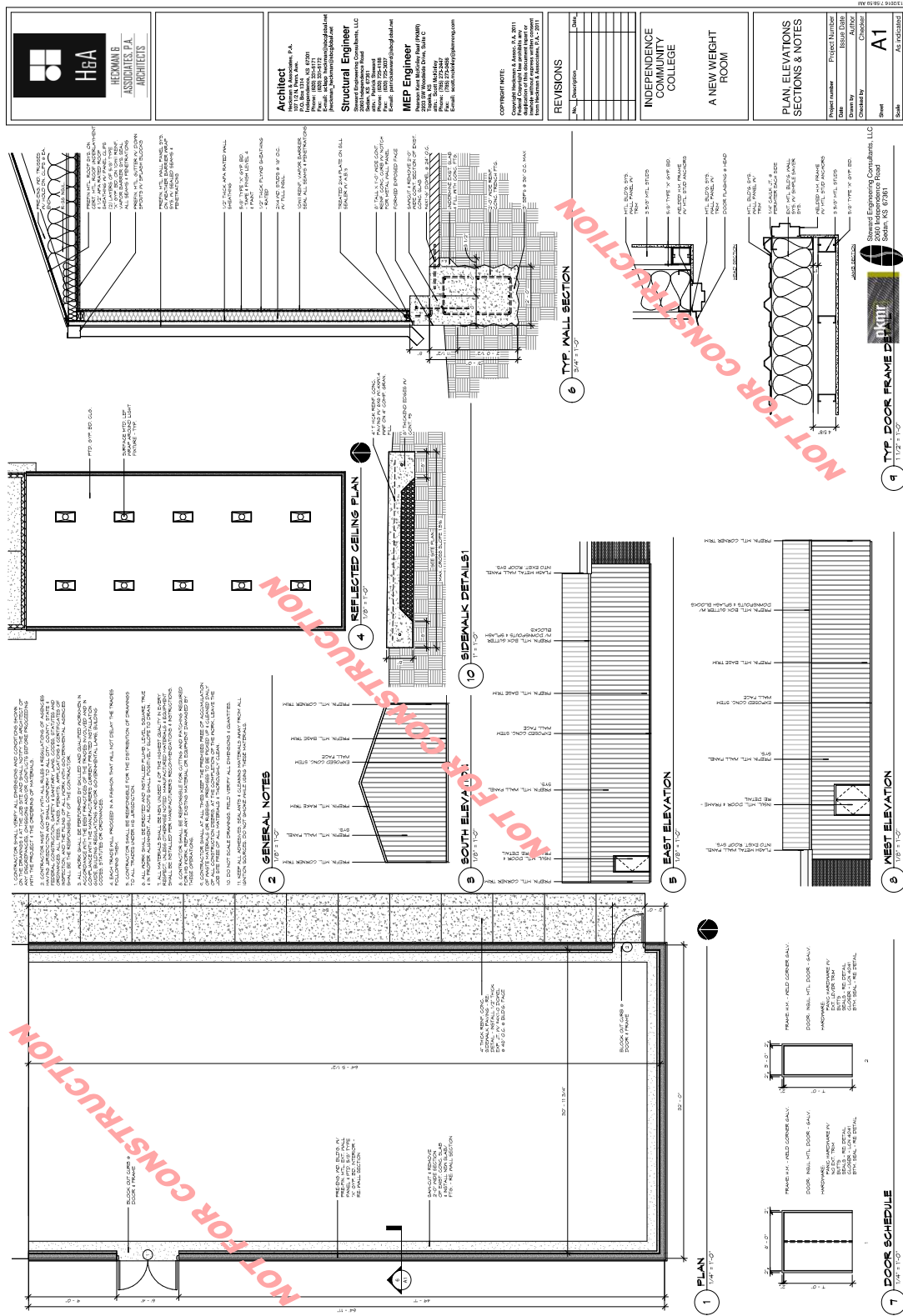
Cost: \$100,000

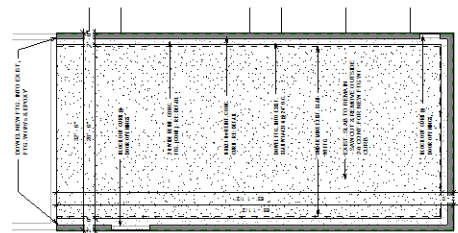
Source of Funds: Donor (funds already received)

Begin: 2016

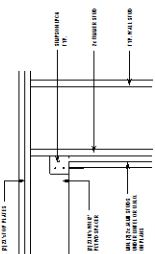




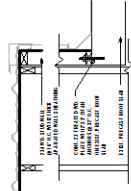




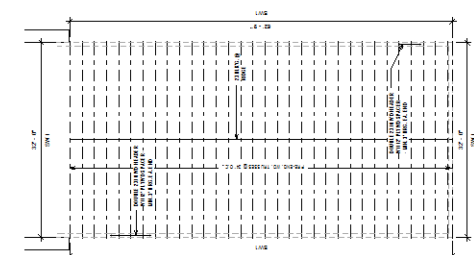
1 FOUNDATION PLAN  
18'-0" x 12'-0"



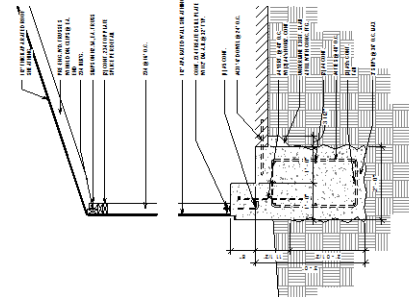
4 TYP. WOOD LNTL BRQ. DETAIL  
18'-0" x 12'-0"



7 SHEAR WALL ON EXIST. ROOF  
18'-0" x 12'-0"

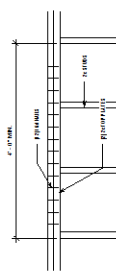


2 ROOF FRAMING PLAN  
18'-0" x 12'-0"

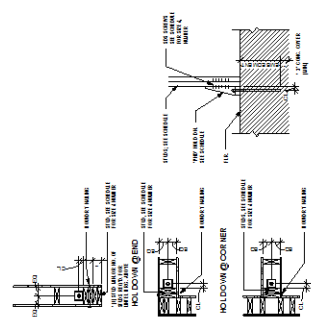


6 FOUNDATION & ROOF SECTION  
18'-0" x 12'-0"

1. THE FOUNDATION SHALL BE 18" THICK CONCRETE. THE FOUNDATION SHALL BE 12" THICK CONCRETE. THE FOUNDATION SHALL BE 12" THICK CONCRETE. THE FOUNDATION SHALL BE 12" THICK CONCRETE. THE FOUNDATION SHALL BE 12" THICK CONCRETE. THE FOUNDATION SHALL BE 12" THICK CONCRETE. THE FOUNDATION SHALL BE 12" THICK CONCRETE. THE FOUNDATION SHALL BE 12" THICK CONCRETE. THE FOUNDATION SHALL BE 12" THICK CONCRETE. THE FOUNDATION SHALL BE 12" THICK CONCRETE.



3 NAILED TOP PLATE SPLICE  
18'-0" x 12'-0"



ITEM	DESCRIPTION	QUANTITY	UNIT	PRICE
1	CONCRETE	1.00	CU YD	120.00
2	REINFORCEMENT	1.00	LB	1.00
3	FORMWORK	1.00	SQ YD	1.00
4	PAINT	1.00	GA	1.00
5	LABOR	1.00	HR	1.00
6	TRANSPORTATION	1.00	MI	1.00
7	WASTE REMOVAL	1.00	CU YD	1.00
8	PERMITS	1.00	DAY	1.00
9	INSURANCE	1.00	DAY	1.00
10	TESTING	1.00	TEST	1.00

ITEM	DESCRIPTION	QUANTITY	UNIT	PRICE
1	CONCRETE	1.00	CU YD	120.00
2	REINFORCEMENT	1.00	LB	1.00
3	FORMWORK	1.00	SQ YD	1.00
4	PAINT	1.00	GA	1.00
5	LABOR	1.00	HR	1.00
6	TRANSPORTATION	1.00	MI	1.00
7	WASTE REMOVAL	1.00	CU YD	1.00
8	PERMITS	1.00	DAY	1.00
9	INSURANCE	1.00	DAY	1.00
10	TESTING	1.00	TEST	1.00

8 SHEAR WALL  
18'-0" x 12'-0"

**H&B ARCHITECTS**  
HERMAN & BERKMAN  
ASSOCIATES, P.A.  
ARCHITECTS

**Professional Engineer**  
HERMAN & BERKMAN  
ASSOCIATES, P.A.  
ARCHITECTS

**Architect**  
Herman & Berkman  
Associates, P.A.  
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Fax: (813) 221-1112  
Email: info@h&barchitects.com

**COMPILED NOTE:**  
This drawing was prepared by the Structural Engineer, Herman & Berkman Associates, P.A., under the supervision of the Professional Engineer, Herman & Berkman Associates, P.A. The Professional Engineer is responsible for the design and construction of the project. The Structural Engineer is responsible for the design and construction of the project. The MEP Engineer is responsible for the design and construction of the project.

**REVISIONS**

No.	Description	Date
1	Issue for Review	10/1/2011
2	Issue for Review	10/1/2011
3	Issue for Review	10/1/2011
4	Issue for Review	10/1/2011
5	Issue for Review	10/1/2011
6	Issue for Review	10/1/2011
7	Issue for Review	10/1/2011
8	Issue for Review	10/1/2011
9	Issue for Review	10/1/2011
10	Issue for Review	10/1/2011

**INDEPENDENCE COMMUNITY COLLEGE**  
A NEW WEIGHT ROOM

**STRUCTURAL**

Project Number: 1001  
Date: 10/1/2011  
Drawn by: J. Smith  
Checked by: J. Smith  
Sheet: S1  
Title: A NEW WEIGHT ROOM

Structural Engineering Consultants, LLC  
3000 Independence Road  
Tampa, FL 33601



## **Maintenance Plan – Ongoing Maintenance and Capital Equipment replacement**

Relationship to Strategic Plan Area: Support Excellence. Strategic Plan Core Value: Responsiveness – “ICC Looks to the future by responding to the emerging needs of its stakeholders.”

Case: The ICC campus is a 68-acre area, with facilities and equipment valued in the hundreds of millions of dollars. Any organization of that size should have a plan that organizes and prioritizes the existing building maintenance needs and new capital equipment needs, with a focus on resolving health and safety issues. As work is accomplished each year or new situations emerge, the remaining tasks are re-prioritized as necessary to concentrate on the critical needs. Maintenance and repair items are included and addressed annually through the college’s work order system.

Cost: Approximately \$350,000 annually

Source of Funds: Already included in existing college budget

Begin: 2016

### **Introduction**

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The information collected in compiling the Plan assists ICC to prioritize the exiting individual building needs, with a focus on resolving health and safety issues. In addition, any new facilities, additional classroom construction or acquisition of new facilities, or site improvements are also included in the plan. The plan organizes and prioritizes the existing building needs and new facility needs. As work is accomplished each year or new situations emerge, the remaining tasks are re-prioritized as necessary to concentrate on the critical needs. Maintenance and repair items are included and addressed annually through the college’s work order system.

ICC campus is a 68-acre area.

### **Determine:**

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In order to develop the list of projects in this Plan, input was solicited from maintenance staff, professional consultants/contractors and ICC staff. Staff also created a survey and solicited input from employees regarding the conditions of their facilities. This plan incorporates their feedback, where appropriate. The survey asked the Director of Maintenance to rate the exterior (lighting, grounds, parking lot, etc.) and interior (heating, air conditioning, floors, etc.) of the classroom/facility by marking “Good”, “Fair”, and “Poor”, and note any additional comments. This plan incorporates their feedback. ICC will focus on any emergency safety needs, safety needs, and “poor” ratings.

- Survey monkey- with ratings for facilities
- Student Satisfaction Survey- are facilities rated???
- Survey – repair/renovation list
- Building Inspections, formal & informal

### **Measure Success:**

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- MHEC Report (Global Risk Consultants)
- Fire Marshal Reports

- Reduce Preventative maintenance appearing on repair/renovation list
- OSHA measures
- DHS Recommendations

### Life Cycle

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#### ***Student Union-General***

Built: July 1973.

Cost: \$292,000

Square Footage: 15,760

Remodeled: 3/9/2006

Cost: \$70,632.79

Remodeled: 4/2015-8/2015

Name/Building/Project	Update/Replace	Life Expectancy	Warranty? Yes/No, Length	Cost	Next Budget Year	Notes
<b>Student Union</b>						
<b>HVAC</b>	2/28/13			6444.50		A/C Unit
<b>FLNC</b>						
<b>Boiler &amp; Chiller</b>						
<b>Roof</b>	2-2007 Replace		Yes, 15 year			Vendor: Siplast
<b>Fire Panels/System</b>	May 2016					
<b>Painting (Exterior)</b>						
<b>Painting (Interior)</b>	2014; upper level					
<b>Kitchen</b>	Relocated prep station				16-17	Due to current location in front of fire panels
<b>Floors</b>	1/25/07; 3/15			2727.95		Carpet
<b>Floors (Upper level)</b>					16-17	Tiles
<b>Doors</b>					17-18	Replace outside kitchen doors
<b>Windows</b>	Washing	Annually	No		16-17	Wash windows
<b>Treasure Chest (Paint &amp; Electrical)</b>	12-4-12, 2-25-13			4765 & 2158		
<b>Fireside Room</b>	10/31/06			5486.63		

### ***Student Union-Cafeteria***

The Student Union kitchen was remodeled in March 2007. This project cost \$136,551.52

Name/Building/Project	Update/Replace	Life Expectancy	Warranty? Yes/No, Length	Cost	Next Budget Year	Notes
<b>Student Union-Caf</b>						

<b>Furniture (Tables/Chairs)</b>	3-12-15			27,247.08		
<b>Dishwasher</b>	1-30-13			7,888.00		
<b>Freezer</b>	11-28-11			14,801.00		
<b>Kitchen Equipment</b>	2-9-10			787.79		
<b>Painting (Interior)</b>						
<b>Floors</b>						
<b>Doors</b>						
<b>Windows</b>						

### **Fieldhouse**

Built: November 1971

Cost: \$442,250.00

Square Footage: 26,966

<b>Name/Building/Project</b>	<b>Update/Replace</b>	<b>Life Expectancy</b>	<b>Warranty? Yes/No, Length</b>	<b>Cost</b>	<b>Next Budget Year</b>	<b>Notes</b>
<b>Fieldhouse</b>						
<b>HVAC</b>	8/28/13			11705.20		Compress or for SW Corner of Gym (Offices)
<b>Boilers</b>						
<b>Roof</b>	2016 resurfaced	15 years	Yes	\$125,000		Hail damage repaired
<b>Fire Panels/System</b>	June 2016					
<b>Painting (Exterior)</b>						
<b>Painting (Interior)</b>						
<b>Floors (Gym, New)</b>	3-12-97			235,000		
<b>Floors (Gym, Refinish)</b>	6-29-11			21,900		Floor refinished
<b>Floors (Gym, Basic refinish)</b>	December 2015			3,000	16-17	Annual refinish
<b>Doors</b>						

<b>Windows</b>						
<b>Bleacher repairs</b>	1-27-08			40113		
<b>Bleacher repairs</b>					17-18	Replace motor/wheel mechanism
<b>Bleacher handrails</b>	6-30-12			10771		

### ***Fine Arts***

Built: August 1972

Project Cost: \$346,543.00

Square Footage: 20,927

<b>Name/Building/Project</b>	<b>Update/Re place</b>	<b>Life Expectancy</b>	<b>Warranty? Yes/No, Length</b>	<b>Cost</b>	<b>Next Budet Year</b>	<b>Notes</b>
<b>Fine Arts</b>						
<b>HVAC</b>	6/28/12			6615.00		Trane Compress or
<b>HVAC</b>	11/26/13			21178.05		Central Heat/Air
<b>HVAC</b>	7/2015					(2) Compress ors replaced
<b>Boilers</b>	7/26/12			6303.75		
<b>Roof</b>	2016	Yes- Siplast		125,000		Hail damage repaired
<b>Fire Panels/System</b>	May 2016					
<b>Painting (Exterior)</b>						
<b>Painting (Interior)</b>						
<b>Floors</b>	5/31/2011			10648.12		Tile
<b>Floors</b>	3/30/05			8750.00		Theatre Dance Floor
<b>Doors</b>	4/29/2009					Outer lobby doors



Doors	May 2016			7000		Theatre door
Doors	August 2016			7500	15-16	Steel rolling fire door
Doors				2500	16-17	Magnetic Door holders
Windows						
Restrooms	4/29/2009			12,030.79		
Lights	9/30/2012			1393.73		Foyer
Ceiling Repairs	6/30/2013			3440		Lobby Hallway
Ceiling Repairs				5000	16-17	East/West Hallway
Crown Moulding	11/21/2013			2855		
Desks	2/13/2014			3480		20
Maintenance Closet with mop basin					17-18	Dedicated custodial closet; currently has limited space

### ***Academic Building***

Built: August 1971

Project Cost: \$736,207

Square Footage: 43,782

Renovations:

5/2015-8/2015- The ICC bookstore was relocated to be housed next to the ICC library.

Name/Building/Project	Update/Replace	Life Expectancy	Warranty? Yes/No, Length	Cost	Next Budget Year	Notes
<b>Academic Building</b>						
HVAC	May 2016		Yes	11,000	15-16	Compressors replaced RTU 4&5 cooling unit
Boilers						

<b>Roof</b>	February 2016	15 years	Yes-Siplast	125,000		Hail damage repair
<b>Fire Panels/System</b>	May 2016					
<b>Painting (Exterior)</b>						
<b>Painting (Interior)</b>					16-17 RR	
<b>Balcony (Library)</b>						
<b>Floors</b>						
<b>Doors</b>	Update			2500	16-17	Magnetic Door Holders per Fire Marshal
<b>Doors</b>	Update			6,000	15-16 RR	Panic Bars replaced on upper level , west , outer doors
<b>Windows</b>						
<b>Restrooms</b>	6/30/09			14,049.21		

### ***Cessna Learning Center***

Built: August 1996

Project Cost: \$1,000,000

Square Footage: 8,008

<b>Name/Building/Project</b>	<b>Update/Replace</b>	<b>Life Expectancy</b>	<b>Warranty? Yes/No, Length</b>	<b>Cost</b>	<b>Next Budget Year</b>	<b>Notes</b>
<b>Cessna Learning Center</b>						
<b>HVAC</b>	Replaced with new unit		Yes	20,000		Replaced in March 2015; Hawkins Heat/Air
<b>Boilers</b>						
<b>Roof</b>	12/29/09; Fall 2015	15 years	Yes-Siplast	24975.00		Murrell Roofing;

						Wray Roofing;
<b>Fire Panels/System</b>	May 2016				15-16	
<b>Painting (Exterior)</b>	2013					
<b>Painting (Interior)</b>						
<b>Floors</b>						
<b>Doors</b>	Update			2,500	16-17	Magnetic Door Holder; per Fire Marshall
<b>Windows</b>						
<b>Solar Panels</b>	2015				Westar	

### ***Administration Building***

Acquired: June 8, 1968?

Cost: \$35,000

Square Footage: 5,440

Renovations: 3/2015

-Updated painting, carpeting, floor underlayment in south end of building, increased office space

<b>Name/Building/Project</b>	<b>Update/Replace</b>	<b>Life Expectancy</b>	<b>Warranty? Yes/No, Length</b>	<b>Cost</b>	<b>Next Budget Year</b>	<b>Notes</b>
<b>Administration Building</b>						
<b>HVAC</b>	Replaced Dec 2015		Yes			Furnace Replaced - south end
<b>HVAC</b>	TEC Updated 3/2015			3,000	15-16	
<b>Ceiling Tiles</b>					14-15	South end of bldg
<b>Ceiling Tiles</b>				5000	16-17	Lobby and hallways
<b>Boilers</b>						
<b>Roof</b>	7/27/12		Yes	24,380		
<b>Fire Panels/System</b>						
<b>Painting (Exterior)</b>						
<b>Painting (Interior)</b>						

<b>Floors</b>	3/22/10			5676.00		New Carpet
<b>Doors</b>						
<b>Windows</b>						
<b>Restrooms</b>	3/29/05		5969.00			
<b>Hot Water Tank</b>	5/2015		Yes	500.00		Replaced

### ***Multi-Purpose Building***

This facility was originally built as part of the Dorm structure in April 1970. It was originally built to house the Dorm Director. This facility has transformed over the years. In December 2003 it was remodeled and housed the "Pirate Cove" Academy, which was the ICC daycare program.

Cost: \$35,000

Square Footage: 1,625

Pirate Cove Remodel

12/30/2003

Cost \$117,684.00

Fitness Center Remodel:

1/30/2013

Cost: \$19,325.00

Football Offices Remodel:

12/30/2015

Name/Building/Project	Update/Replace	Life Expectancy	Warranty? Yes/No, Length	Cost	Next Budget Year	Notes
<b>Multi-Purpose Building</b>						
<b>HVAC</b>				7,000	16-17	Unit is estimated to be 13 years old
<b>Roof</b>						
<b>Fire Panels/System</b>						
<b>Painting (Exterior)</b>						
<b>Painting (Interior)</b>	December 2015					
<b>Floors</b>	December 2015					
<b>Doors</b>						
<b>Windows</b>						

<b>Restrooms</b>	December 2015					
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### **ICC West**

Acquired: 10/6/2006

Cost: \$395,500.00

Renovation Costs: \$1,495,313.32

Vet Tech Renovation Cost: \$886,873.87

Culinary Renovation Cost: \$320,000 (est)

Square footage: 40,499

The ICC West campus is located at 2615 W. Main in Independence. The facility is housed on 5.1 acres. It currently houses Allied Health, Cosmetology, Vet Tech, and community outreach courses. This facility was purchased in 2006 and fully renovated in August 2010. During the 2011-12 fiscal year, the ICC West was renovated to accommodate the Vet Tech program. The renovations cost \$886,873.87.

Name/Building/Project	Update/Replace	Life Expectancy	Warranty? Yes/No, Length	Cost	Next Budget Year	Notes
<b>ICC West</b>						
<b>HVAC</b>						
<b>Boilers</b>						
<b>Roof</b>						
<b>Fire Panels/System</b>						
<b>Painting (Exterior)</b>						
<b>Painting (Interior)</b>						
<b>Floors</b>						
<b>Floor</b>	Replace		No		16-17	Vet Tech Surgery & Lab area
<b>Doors</b>	Update		No	5,000	16-17	Magnetic Door Holders per Fire Marshall
<b>Windows</b>						
<b>Sign</b>	6/30/12			47024.54		
<b>Sprinkler System</b>						
<b>Culinary Addition</b>					15-16 & 16-17	

<b>Cosmetology Expansion</b>					16-17	Emergency Exit Door, 2 partitions with doors
------------------------------	--	--	--	--	-------	--

### ***Dorms***

#### *Bricks:*

Built: April 1970

Cost: \$514,000.00

Square Footage: 13,680

Renovations: 8/2015- Mold remediation (resulted in new carpet, paint, bed mattresses, and ventilation system)

#### *Captains Quarters:*

Built: 6/15/2001

Cost: \$5,910,000

Square Footage: 43,774

ICC houses two dorm units that are owned by ICC. The units named “Bricks” are the original dorm structure that was built in April 1970. Ninety-six (96) units were built for a cost of \$514,000.00

Name/Building/Project	Update/Replace	Life Expectancy	Warranty? Yes/No, Length	Cost	Next Budget Year	Notes
<b>Dorms</b>						
<b>HVAC</b>						
<b>Boilers</b>						
<b>Roof</b>						
<b>Fire Panels/System</b>						
<b>Painting (Exterior)</b>						
<b>Painting (Interior)</b>						
<b>Floors</b>	6/30/13			\$7,674		
<b>Doors</b>						
<b>Windows</b>						
<b>Sign</b>						
<b>Sprinkler System</b>						

### ***Maintenance Facility***

Built:

Cost:

Square Footage: 2400

Name/Building/Project	Update/Replace	Life Expectancy	Warranty? Yes/No, Length	Cost	Next Budget Year	Notes
<b>Maintenance Facility</b>						
<b>HVAC</b>						
<b>Roof</b>						
<b>Fire Panels/System</b>						
<b>Painting (Exterior)</b>						
<b>Floors</b>						
<b>Doors</b>						
<b>Windows</b>						

#### ***Parking Lots***

Name/Building/Project	Update/Replace	Life Expectancy	Warranty? Yes/No, Length	Cost	Next Budget Year	Notes
<b>Parking Lots</b>						
<b>Drive E/F Fine Arts</b>	4/27/12			\$56,883		
<b>Drive C (Student Union)</b>						
<b>Drive A (Maintenance)</b>						
<b>Drive B (Dorms)</b>						
<b>ICC West</b>						
<b>Drive D (Admin)</b>						

#### ***Fleet***

Name/Building/Project	Update/Replace	Life Expectancy	Warranty? Yes/No, Length	Cost	Next Budget Year	Notes
-----------------------	----------------	-----------------	--------------------------	------	------------------	-------

<b>Fleet</b>						
<b>Ford E450</b>	9/25/10			53262		
<b>15 passenger Chevy Van</b>	12/5/01			19300		
<b>Trailer</b>						
<b>Cargo Vans (Athletics own)</b>						
<b>Ford</b>				10-15,000	16-17	1980 ford needs replaced

### ***Grounds***

<b>Name/Building/Project</b>	<b>Update/Replace</b>	<b>Life Expectancy</b>	<b>Warranty? Yes/No, Length</b>	<b>Cost</b>	<b>Next Budget Year</b>	<b>Notes</b>
<b>Grounds</b>						
<b>Water Tower/Lines</b>	11/6/2000			\$175,000		
<b>Tree Removals</b>						
<b>Stump Removals</b>						All across campus
<b>Sidewalks</b>	6/30/2013			\$44,338.29		
<b>Dam Improvements</b>	6/30/2013			\$15,463.00		

### ***Equipment***

<b>Name/Building/Project</b>	<b>Update/Replace</b>	<b>Life Expectancy</b>	<b>Warranty? Yes/No, Length</b>	<b>Cost</b>	<b>Next Budget Year</b>	<b>Notes</b>
<b>Equipment</b>						



<b>Scoreboards</b>						
<b>Videotron</b>	6/30/11			\$50,000		Located at Shulthis Stadium
<b>Observatory</b>						
<b>Caf</b>						
<b>Cosmo</b>						
<b>Vet Tech</b>						
<b>Allied Health</b>						
<b>Classrooms</b>						
<b>Mower</b>	February 2016	7 years	Yes	9,000	15-16 RR	Hustler-Sandbagger
<b>Mower</b>	5/29/11	7 years	No	10,365.27	16-17	Hustler #2 needs replaced
<b>Mower</b>	Over 9 years old	7 years	No	9,000	17-18	Grasshopper needs replaced
<b>Golf Cart #1</b>				2,500	17-18	Golf Cart needs replaced

### ***Annual Maintenance***

<b>Name/Building/Project</b>	<b>Update/Replace</b>	<b>Life Expectancy</b>	<b>Warranty? Yes/No, Length</b>	<b>Cost</b>	<b>Next Budget Year</b>	<b>Notes</b>
<b>Annual Maintenance</b>						
<b>Carpet Cleaning</b>						
<b>Window washing</b>						
<b>Chair Cleaning at West</b>						
<b>Mower Preventative Maintenance</b>						
<b>HVAC Preventative Maintenance</b>						

## **Fab Lab Expansion – Addition to existing building**

Relationship to Strategic Plan: Board Goals: “Create distinctive career/technical education programs that are equally ready to serve the needs of transfer students and the employment goals of students seeking a two-year degree or certificate” and “Improve the College’s relationship with the community” and “Enhance programs through innovation to improve the overall student experience.”

Case: The current Fab Lab was a retrofit of an unused space in the Cessna Building. The Fab Lab is experiencing crowded conditions that have come from the heavy usage it now experiences on a daily basis. We are seeing increased use from all categories of users; community members, ICC students, area high school student classes and groups, Greenbush (educational cooperative) and several of our area public and private middle schools are bringing students to the Fab Lab now and most are asking to use the facility more frequently in the future. The Fab Lab footprint was never sufficient to serve these groups, and as the facility is used more by our own engineering students, the situation will only grow worse.

This construction project expands an existing fabrication laboratory in Independence, Kansas, which is one of some 700 members of the Fab Foundation, originated at the MIT Center for Bits and Atoms. The current facility, 1,755 square feet, opened in October 2014. It has to-date more than 180 paid-memberships, some from as far as Wichita (118 miles). In response to current user needs and future demands, this project will add an 80 foot by 100 foot (8,000 sq. ft.) lab adjacent to the current fab lab. A primary goal is to allow for dedicated space for use by entrepreneurs and innovators, so they will not have to compete with community and educational users for lab resources. The projected 3,600 square feet for entrepreneur space includes an “innovation room” and “entrepreneur’s bullpen.” Private-sector users will also have access to an in-house “entrepreneur-in-residence” to aid their business development ideas. The expansion also allows for upgraded and expanded equipment suitable with greater prototyping capabilities, along with entrepreneurial-supportive features: a welding booth and a paint and powder coating booth. There will also be an area for entrepreneurs to lease a small office, and secure facilities to store materials.

The need for this project is reflected through statistics that describe economic conditions of the region: statistics for Montgomery County, in which the project is located; and statistics that correspond with the Southeast Kansas Comprehensive Economic Development Strategy (CEDS) region.

Montgomery County is facing increased economic distress. The U.S. Bureau of Labor Statistics reports Montgomery County with a 6.7 percent unemployment rate in June of 2016, significantly higher than the national figure of 4.9 percent. The American Community Survey shows 18.2 percent of population below poverty level, compared to 13.6 percent in Kansas as a whole.

It is likely that available statistics do not reflect major negative economic events that still hinder future growth. In October of 2015, Mercy Hospital in Independence closed (190 jobs lost), leaving the town of 9,200 among the largest isolated communities in the nation with no full-service hospital

or emergency room facility. In March 2015, two other major employers closed in Montgomery County (an Amazon.com distribution facility and the Southwire manufacturing plant), for an additional loss of 500 jobs. The Southeast Kansas CEDS report echoes this discouraging trend for Montgomery County and its immediate 12-county region. The 2014 CEDS report stated: "Unfortunately, the [the southeast Kansas CEDS area] continues to experience unemployment rates that are higher than the state average." The report adds that the economic development agency Kansas, Inc., rates Southeast Kansas as the most distressed region in Kansas, and has the lowest income of any CEDS district in the state.

To mitigate this economic distress, the Southeast Kansas CEDS Strategy outlines several objectives, and this project closely aligns with several. For instance, CEDS Strategy Objective #1 is to help with business start questions. The project includes an "Entrepreneurs Bullpen" and "Innovation Room" for exclusive use of business innovators, where they can share ideas and expertise. In-house advisors are available at no charge to aid business innovators in the best usage of advanced manufacturing equipment to attain their vision.

This project also aligns with the CEDS Strategy Objective #5, "Attracting and Retaining Business and Industry." The objective reads: "Encourage and support entrepreneur programs and educational endeavors." This project aligns with this objective. Not only is the project the sole National Fab Lab Network facility in the region, but the fab lab includes an "entrepreneur-in-residence." This experienced staff member mentors and encourages entrepreneurs, and guides the innovators to helpful resources that further develop their ideas. Furthermore, this project adds more entrepreneur-supportive features such as a coating lab, welding lab, and offices and lockers available for lease at a reasonable fee. All these features create an entrepreneur-supportive environment. These features also align with the Kansas Department of Commerce Strategic Plan titled: "Cooperating and Integrating the CEDS with Kansas' Economic Priorities" in which Priority Number 7 is to encourage "Rural and high-growth entrepreneurial ventures."

As the project is located at Independence Community College, the project fills the need of numerous organizations which use the project space as an educational tool. Continual workshops and classes will give formal training to students (and community members) on how to use the fab lab for creative uses. ICC will offer specialized training for entrepreneurs on ways to incorporate creative thinking with fab lab use.

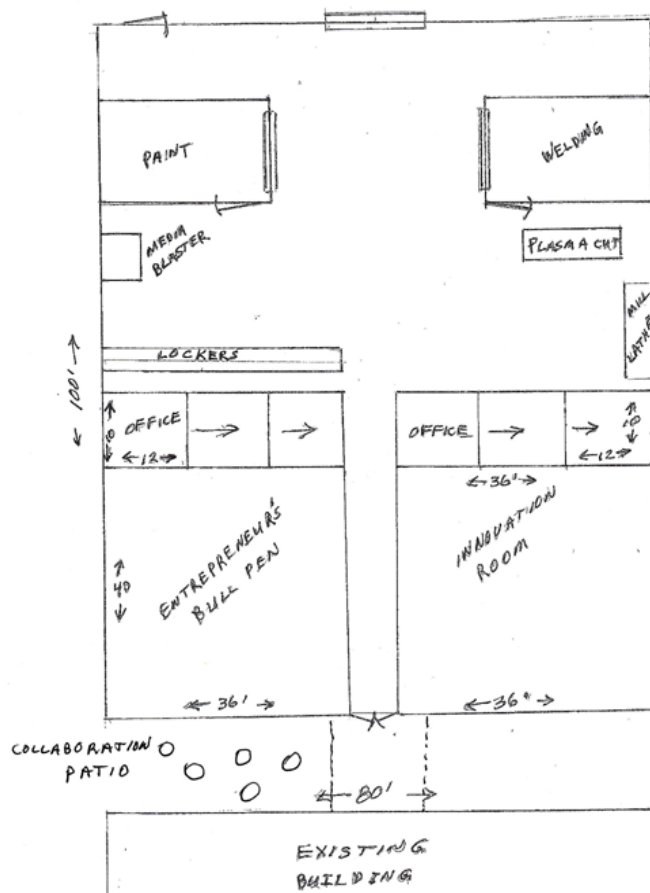
This project positively impacts two EDA funding priorities. The first priority is "Economically Distressed and Underserved Communities." The Southeast Kansas CEDS region and the immediate area around the project site have both suffered disproportionate economic distress and job losses. This project boosts the region's competitiveness by making available to innovators an expansive fabrication laboratory, supported by advanced manufacturing prototyping equipment and an entrepreneurial friendly environment.

The second EDA funding priority is the National Strategic priority in which the EDA "especially encourages projects that support increasing manufacturing, including advanced manufacturing." This project introduces advanced, additive manufacturing to a region that has customarily only

investigated subtractive manufacturing, opening new avenues of thinking and product innovation in an isolated region.

The region's eligibility is based on median income. The U.S. Census ACS 2014 statistics for Montgomery County shows the median income as \$40,716. By contrast, the median income from the U.S. Census ACS 2014 shows the median income for the nation was \$53,482. This means that the median income for Montgomery County was just 76.1 percent of the figure nationwide.

Planned Improvement: Build an additional facility of 8,000 square feet either attached to or adjoining the existing Cessna Learning Center on the main campus of Independence Community College. The new facility will provide these solutions to the continuing needs of our rapidly growing user base:



- **Metal Fabrication –**
  - Space will be provided for our existing metals equipment, including our plasma cutting table, mill, lathe and media blaster.
  - The area will include a new booth to add welding to our existing metals capability.
  - Additional space will serve to house metal working equipment that will be donated in the future.
- **Paint and Finishing –** Space will include a paint booth so that projects can be painted safely with the proper ventilation and safety equipment.

- **Member Storage** – Lockers will be made available for members and students to store their small projects and personal effects.
- **Office Space** – While not as exciting as other aspects of creative space, we need some work space where we can go about the business of administering and operating Fab Lab ICC and the leaders of our partner programs.
- **Entrepreneurs Bull Pen** – This open area is available to Fab Lab member entrepreneurs to run their businesses in an open, collaborative area where the inspirations and ideas can flow freely. The Bull Pen is office space without the traditional cubicles.
- **Innovation Room** – This room will serve as a place for meetings, classes, gatherings, meals and other activities. There will be no “permanent” Fab Lab equipment; therefore, the room can be scheduled for private as well as collaborative meetings and classes. The design and “look” of the room will foster creativity and innovation.

Cost: \$700,000

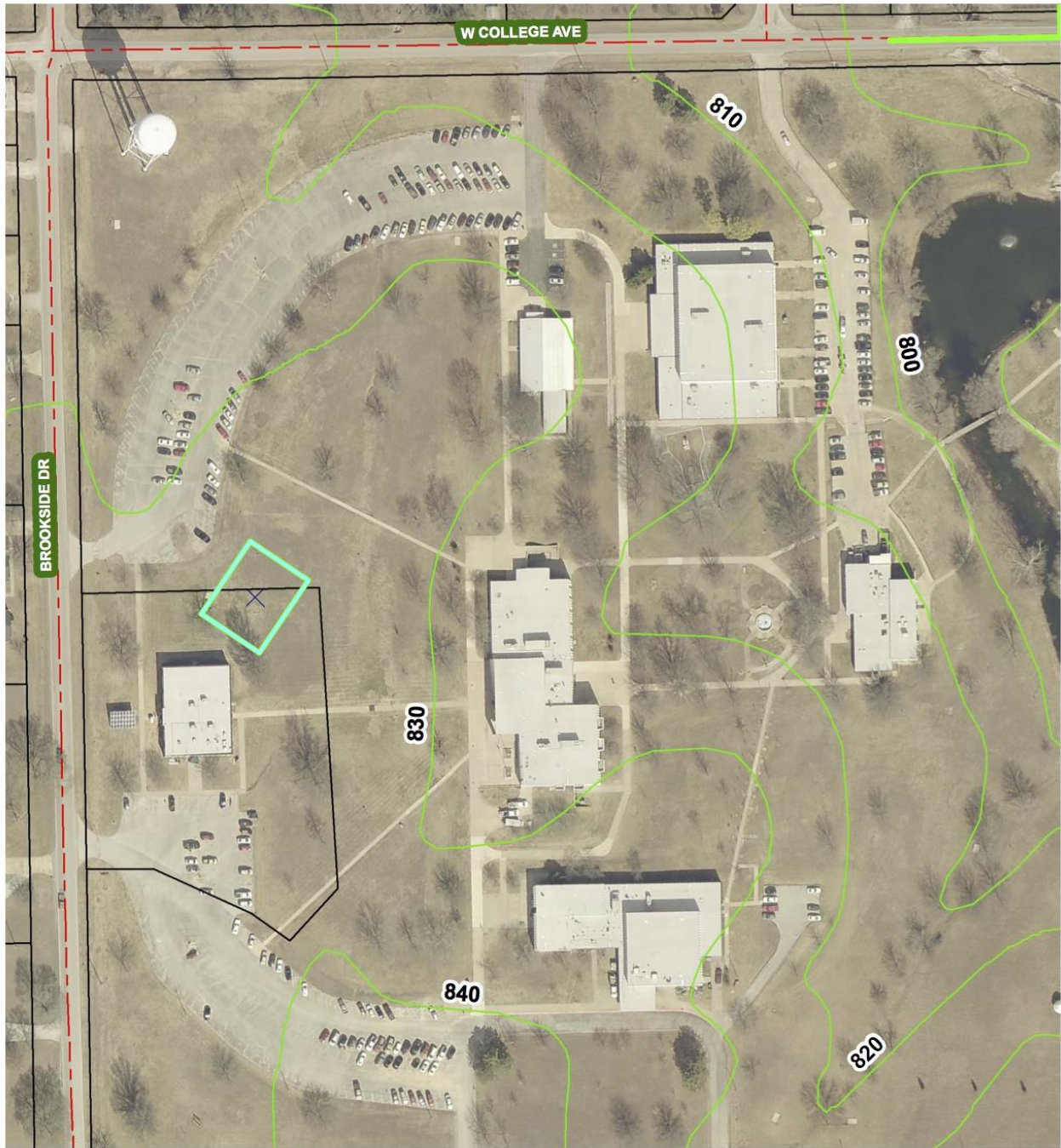
Source of Funds: \$350,000 from EDA, \$50,000 from IAP, \$100,000 from college, 200,000 from gifts  
Begin: 2017

Proposed site:





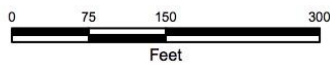
# Contour Map



**GIS Department**  
P.O. Box 507  
Independence, KS 67301  
Phone: 620-330-1050  
Fax: 620-330-1117

Property Ownership Map  
Montgomery County, Kansas  
prepared under the direction of  
Kansas Department of Revenue  
Division of Property Valuation  
and  
Montgomery Board of County Commissioners

This map is for tax purposes only.  
This map is not a legal survey.  
This map is not intended for conveyances.



Date of Map: 6/15/2016

1 inch = 150 feet

Montgomery County makes every effort to produce and publish the most current and accurate information possible. The data is provided "as is" without warranty or any representation of accuracy, timeliness or completeness. The burden for determining accuracy, completeness, timeliness, merchantability and fitness for or the appropriateness for use rests solely on the requester. The County makes no warranties, express or implied, as to the use of the Data. There are no implied warranties of merchantability or fitness for a particular purpose. The requester acknowledges and accepts the limitations of the Data, including the fact that the Data is dynamic and is in a constant state of maintenance, correction and update.  
—Montgomery County GIS Department



## Recital Hall – Addition to existing building

Relationship to Strategic Plan Areas: Academic Excellence, Service Excellence. Board Goals: “Improve the College’s relationship with the community”

Case: The current Fine Arts Building is not nearly big enough for its current needs, let alone any expansion of the music, art, or theatre programs. The music practice room has become a catch-all for choir practice, band practice, community band, instrument storage, class instruction, and one-on-one instruction. The building has almost no storage capability to accommodate the significant theatre set storage needs of the Inge Center and the theatre program, many of which are currently stored at ICC West. One of the two art labs is also used as classroom space. The Inge Theatre is used by two academic programs, the Inge Center, the college for occasional events, and various community groups. When sets are on stage, the theatre cannot be used for other events, including music performances. In addition, the Inge Theatre is not well-suited to music events, since its acoustical capabilities are poor.

Planned Improvements; All of these problems listed above could be alleviated by the construction of a music recital hall and storage space. This recital hall would seat 150-200 people and be located immediately adjacent to the building to the east of the Inge Theatre. Such a facility would allow all music practice to move out of the current facility, freeing the current practice room to be renovated into an acoustically correct lecture hall. The new lecture space would allow the art labs to be fully used as labs instead of instructional space, allow a new large instructional space for Music Appreciation and Art Appreciation, and provide an additional large lecture space for the college. The burden on the Inge Theatre would then be reduced by four on-campus groups: the Choir, Chamber Singers, Band, and Recitals could now all be held in the new facility. The new recital hall would include storage space for the Inge Theater sets, which would save staff time (compared to moving sets from ICC West) and expand storage capability.

Examples of existing recital halls in this size range:



Alfred Newman Recital Hall, USC





Recital Hall, University of Minnesota, Morris Campus



Evangel University Recital Hall

Cost: Approximately \$1M

Source of Funds: \$500,000 from Capital Reserve Fund (pipeline funds), \$500,000 from gifts

Begin: 2018



## **Culinary Lab – Buildout of unfinished space**

Relationship to Strategic Plan Areas: Academic Excellence, Service Excellence. Board Goals: “Improve the College’s relationship with the community”

Case: The college currently has two culinary-related programs: “Culinary Arts” and “Culinary Arts and Hospitality.” Both are 15 credit-hour programs designed to offer a simple credential to students that would lead to a basic level of employment in a food-related setting. Historically, neither of these programs has enrolled any significant number of students. Because of low enrollment, the college would hire an adjunct to teach the courses. But the root cause of the low enrollment was a lack of a teaching facility; without a facility, recruitment was difficult; without students, a full-time instructor did not seem to be warranted; without students or full-time instructor, it seemed pointless to expand the facilities, and the cycle would repeat. This is despite reports of widespread interest in the program from prospective students.

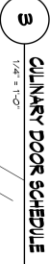
Planned Improvements: The college should build a culinary lab in the final unfinished space at ICC West. The size of the space is appropriate for such a lab, the space is adjacent to the community room (which means the lab could be used for catering that space), the program is consistent with the other workforce preparation programs at the facility and with the Board of Trustees goal to develop further workforce preparation programs.

Cost: Approximately \$293,000

Source of Funds: \$75,000 from repair and renovation fund, \$98,000 from capital mill levy, \$45,000 from ICC Foundation, \$75,000 from gifts

Begin: 2016

(A floorplan follows on the next page)



## **Indoor Athletic Practice Facility – New Construction**

Relationship to Strategic Plan Areas: Service Excellence. Board Goals: “Improve the College’s relationship with the community”

Case: Our current facility is far too small for the number of teams and athletes we have. It does not allow large teams to practice indoors during winter or poor weather, some of our teams don’t have locker rooms, there is no space for cheer and dance to practice, and intramural opportunities are limited.

Planned Improvement: Indoor Athletic Training Facility with Weight Room, located behind the Villas.

- This facility would benefit Football, Baseball and Softball by allowing them to practice during inclement weather.
- Both basketball teams and the volleyball team would benefit by having a quality weight room, and reduce wear and tear on the floor in the gymnasium from practices by other sports teams.
- All teams would benefit in recruiting more quality athletes who are going to other Community Colleges because of their indoor facilities.
- An extra court would provide a place to house Intramurals and practice space for Cheer/Dance.
- Provide local high school coaches and their teams another place to practice during the winter.
- An indoor facility would allow us to increase the size of our current athletic training room in the gymnasium to provide better service and rehab for our injured athletes.
- Provide locker rooms for Baseball and Softball who currently don’t have them.
- Revenue source from rental to community events throughout the year.

Cost: approximately \$1M

Source of Funds: \$250,000 from Capital Reserve Fund (pipeline funds), \$750,000 from gifts

Begin: 2019

## **ICC West Expansion - Design Phase**

Relationship to Strategic Plan Area: Academic Excellence. Board Goals: “Create distinctive career/technical education programs that are equally ready to serve the needs of transfer students and the employment goals of students seeking a two-year degree or certificate” and “Improve the College’s relationship with the community” and “Enhance programs through innovation to improve the overall student experience.”

Case: The ICC West Campus is already too small for its current purposes. Every classroom, lab, and storage space is already at full capacity. The building does not have offices for all of the employees working there, and has only one space for the public, which is heavily used. With the addition of the culinary lab, there is no unimproved, undesignated space left at the facility – no further growth is possible. The purchase of the 4.1 acres immediately adjacent to the rear of the building would allow the cost-effective expansion of the campus without the need to construct additional parking or the hiring of additional building supervisors or maintenance personnel.

Planned Improvement: An architectural plan should be developed that would establish design and costs for a facility that occupies the undeveloped land on West Main. Simultaneously, a fundraising plan should be developed which would be a “Phase Two” for ICC West.

Cost: \$25,000

Source of Funds: Regular college budget

Begin: 2019

## **Main Campus “Courtyard” Project – Design Phase**

Relationship to Strategic Plan Area: Service Excellence. Board Goals: “Enhance programs through innovation to improve the overall student experience.”

Case: The College has made significant steps forward in the student life area with the completion of the lower level of the student union. However, many of the amenities that are present at larger or better equipped campuses still need to be considered or provided. With the exception of the bookstore, the college has no retail space that could provide goods and services the students want and need. Social space remains minimally developed, as the current social spaces provide only modest amenities.

Planned Improvement: An architectural plan should be developed that would establish design and costs for a facility that provides revenue-producing amenities located adjacent to the dorm area. The committee envisioned an anchor retail space patterned after a convenience store, but larger, perhaps with a dominant visual feature like a climbing wall. The bookstore may or may not be relocated to this space as well. Encircling this anchor retail space would be a series of other spaces that can be added as demand warrants, providing goods to students (such as specialty food, coffee, electronics) or services (such as cosmetology, tanning, fitness, and gaming). Simultaneously, a fundraising plan should be developed.

Cost: \$25,000

Source of Funds: Regular college budget

Begin: 2021



## Spring 2018 In-Service Schedule “Innovation and Transformation”

### Monday, January 8th:

- 8:00-8:30: Breakfast refreshments  
(Theatre Lobby)
- 8:30-11:30: **Main Session**—All Employees  
(Theatre)
- 8:30-8:35: Welcome and Review of Schedule—Kara Wheeler
  - 8:35-9:00: Update from the President, Next steps of HLC—Dan Barwick
  - 9:00-9:30: Title IX Training—Cody Westerhold
  - 9:30-9:40: Navigator Introduction—Brittany Thornton
  - 9:40-9:50: Maxient Introduction—Jessica Morgan-Tate
  - 9:50-10:15: FabLab Projects—Tim Haynes, Jim Correll
  - 10:15-10:30: Break
  - 10:30-11:30: Superintendent Panel
- 11:30-12:30: Lunch on your own
- 12:30-3:00: **Alumni Panel/Documentary Viewing/Discussion**—All Faculty Required (staff optional)  
(Theatre)—Brett Gilcrist
- 3:00-4:30: Division Meetings (Faculty Required)

### Tuesday, January 9th:

- 8:30-9:30: **Faculty Meeting**—All Faculty Required  
(AC 200)—Kara Wheeler
- 9:30-12:00: **Assessment/Program Review Work**—All Faculty Required  
(AC 107/108)—Assessment Committee, Program Review Committee
- 12:00-1:00: Lunch on your own
- 1:00-1:30: **Campus Security Authority (CSA) Training**—REQUIRED for current CSA's on campus  
(AC 113)—Jessica Morgan-Tate
- 1:30-3:00: **Online Course Updates/Work**—all Faculty/Adjunct Faculty teaching online required  
(AC-108)—Christy Cutshaw
- 3:00-4:00: **Accreditation Update**—Come and learn about our new Standard Pathway requirements for HLC--All interested employees  
(AC 200)—Kara Wheeler

## Spring 2018 In-Service Schedule “Innovation and Transformation”

### Wednesday, January 10<sup>th</sup>:

8:30-12:30: **Maxient Training**—(Required attendees only from Jessica Morgan-Tate)  
(AC 108)—Jessica Morgan-Tate

(Teacher Prep Day)

\*\*If you are new to ICC or need a refresher on entering your time into GP, please email Michelle Kleiber to set up an individual appointment— [mkleiber@indycc.edu](mailto:mkleiber@indycc.edu).



# Personnel Report December, 2017

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## Employment New Hires:

Andrea Hucke

Start Date: November 27, 2017

Role: International Recruiting Specialist

Previous Experience: English Language Assistant, University de Castilla-La Mancha, Cuenca, Spain

Rate of pay: \$2,500/month (\$30,000 annually)

## Employment Separations:

Ashley Beurskens

Role: Academic Affairs Assistant

Dates of employment: September 11, 2017 thru December 8, 2017

Ending rate of pay: \$12/hour (\$24,960 annually)

## Employment Searches:

- PT IT Report Writer
- Maintenance-Landscaping
- Assistant Librarian

<b>Total Full Time Employees</b>	<b>117</b>
Full Time Staff Positions	52
Grant Funded TRIO Programs	8
Full Time Faculty Positions	36
Full Time Coaching Positions	21

Grants Report December 7, 2017				
Ref. No.	Grant Name	Description	Potential Funding	Comments
Activity Since Last Report				
1	National Endowment for the Arts--Art Works, FY 17	Guest Artists/instructors. No cash match.	\$15,000.00	Notification Nov. 22; awarded \$15,000.
2	Kansas Creative Arts Industries Commission Strategic Investment Grant	Theater Equipment	Up to \$5,000. 1:1 match.	Submitted Nov. 6; Jan. 2018 notification.
3	Kansas Creative Arts Industries Commission Organizational Development grant.	Professional Development: Inge staff to Theater Communications Group conference in St. Louis.	Up to \$2,500 1:1 match.	Submitted Nov. 6; Jan. 2018 notification.
4	Kansas Creative Arts Industries Commission Innovative Arts Integration Grant	Visiting guest artists.	Up to \$5,000, some match can be in-kind.	Submitted Nov. 6 . Jan. 2018 Notification.
5	National Endowment for the Humanities Small Institution Preservation Grant	Storage equipment for Inge Collection items	\$6,000.00	Notification Dec. 1; declined.
Status of Submitted Proposals Still Under Review				
6	National Automobile Dealers Association	Allied Health--medical mannequins	\$500.00	Submitted 10.20.17. Feb. 2018 notification.
7	Kansas Historical Society Historic Trust Fund	Reimbursement to the Inge Festival Foundation for historic-based building improvements.	\$72,214.00	Submitted 10.31.17. Notification Feb. 2018.

Proposals In Progress				
8	Independence Chamber of Commerce grant.	Inge Festival marketing	Approx. \$10,000	Deadline mid-Jan., 2018.
9	Kansas Department of Commerce tourism grant.	Inge Festival marketing	\$3,500.00	Deadline Jan. 1, 2018 for March notification.
Prospective Proposals				
10	Kresge Foundation Place-Based Initiatives	For rehab and manager to renovate a downtown building as arts center.	\$750,000, no match	Submission any time. Propose to submit summer/fall in lieu of National Creative Placemaking grant.
11	Small Business Innovation Research and Small Business Technology Transfer	Up to \$150,000, with 30 percent indirect costs to ICC	Partnerships with private businesses	Requires qualified business partner. Fab Lab scouting for possible partners.
		Submitted Proposals, Under Current Review		Proposals in Progress
Totals		\$85,214		\$13,500
FY 2017-2018 Awards Granted				
Ref. No.	Grant Name	Description	Funding	Comments
1	EDA Public Works	Capital for public works projects- -Fab Lab	\$350,000.00	Fabrication Lab Building
2	National Endowment for the Arts--Art Works, FY 17	Guest Artists/instructors. No cash match.	\$15,000.00	Inge House Guest Artists
	Kansas Creative Arts Industries Association	Partnership Program	\$20,000.00	Inge Festival Play Lab
Total			\$385,000.00	

# Memo

To: Independence Community College Board of Trustees

From: Kara Wheeler

cc: Wendy Isle

Date: December 7, 2017

Re: Approve payment to Tk20, Inc.

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I would like to request approval to pay Tk20, Inc. \$13,000.00 for maintenance, support, and managed hosting fees from July 23, 2017 to July 22, 2018.