



## **Preliminary Agenda as of May 31, 2019\***

**Meeting of the State Board of Trustees**

**June 6, 2019**

- I. Roll Call**
- II. Report of Secretary on Notice of Meeting**
- III. Approval of Minutes**  
April 4, 2019
- IV. Resolutions**  
**Academics & Student Experience**

**Resolution 2019-18, Approval of Technical Certificate Program**

### **Human Resources & Operations**

**Resolution 2019-19 Approval of Campuses and Campus Service Areas**

**Resolution 2019-20, Increase the Number of Members of the Richmond Campus Board of Trustees**

### **Budget & Finance**

**Resolution 2019-21, Approval of Contract with Tutor.Com**

**Resolution 2019-22, Approval of the Student Fee Rates for Fiscal Years 2020-2021**

**Resolution 2019-23, Approval of the College 2019-2020 Fiscal Year Operating Budget**

### **Building & Grounds**

**Resolution 2019-24, Approval to Grant an Easement to IndyGo for Construction of the Purple Line Transit Station at Lawrence/Fairbanks Building, Indianapolis Campus**

- V. Reports of Board Committees**
  - a) Audit Committee**
  - b) Academics & Student Experience**
  - c) Workforce Alignment**
  - d) Human Resources & Operations**
  - e) Budget & Finance**
  - f) Building & Grounds**
  - g) Marketing & Public Relations**
  - h) Foundation**

**VI. Treasurer's Report, Matt Hawkins, Senior VP CFO and Treasurer**

**VII. State of the College, Sue Ellspermann, PhD President**

**VIII. Old Business**

**IX. New Business**

**Resolution 2019-25, Nomination of Campus Board of Trustees**

**X. Adjournment**

**OFFICIAL NOTICE OF MEETING  
IVY TECH COMMUNITY COLLEGE OF INDIANA  
STATE BOARD OF TRUSTEES**

Notice is hereby given that the State Board of Trustees of Ivy Tech Community College of Indiana will be holding the following meetings in Fort Wayne, Indiana June 5-6, 2019

**Wednesday, June 5, 2019**

**10:00 am – 3:00 pm State Board Trustees Retreat**

The State Trustees will hold a meeting at 1313 W Washington Center Road, Fort Wayne, Indiana to consider and take action on such items as may be brought before them.

**3:00 pm – 4:00 pm Executive Session of the State Board of Trustees**

The State Trustees will meet in Executive Session at 1313 W Washington Center Road, Fort Wayne, Indiana and are permitted under IC 5-14-1.5-6.1(b), to discuss the subjects listed below. For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1 (b) and a description of that subject are included.

- (2) (B) Initiation of litigation that is either pending or has been threatened specifically in writing.
- (2) (C) The implementation of security system.
- (5) To receive information about and interview prospective employees
- (7) For discussion of records classified as confidential by state or federal statute.
- (9) To discuss job performance evaluations of individual employees. This subdivision does not apply to a discussion of the salary, compensation, or benefits of employees during a budget process.

**Thursday, June 6, 2019**

**8:00 am- Noon Board Committee Meetings**

The State Trustees will hold the regular committee meetings at 3800 North Anthony Boulevard, Fort Wayne, Indiana

- 8:00 am – 8:45 am Academics & Student Experience
- 8:45 am – 9:30 am Workforce Alignment
- 9:30 am – 10:00 am Human Resources & Operations
- 10:00 am – 10:15 am Break
- 10:15 am – 10:45 am Budget & Finance
- 10:45 am – 11:15 am Building & Grounds
- 11:15 am – 11:45 am Marketing & Public Relations
- 11:45 am – Noon Foundation

**1:00 pm – 3:00 pm Regular State Board of Trustees Meeting**

The State Trustees will hold a regular meeting at 3800 North Anthony Boulevard, Fort Wayne, Indiana to consider and take action on such items as may be brought before them.

Secretary  
Dated this 31<sup>st</sup> of May 2019

**MINUTES OF THE MEETING OF THE STATE  
BOARD OF TRUSTEES**

IVY TECH COMMUNITY COLLEGE

**April 4, 2019**

Chair Paula Hughes-Schuh called the special meeting of the State Board of Trustees to order at 1:00 pm at the Marion Campus, 261 Commerce Drive, Indianapolis, Indiana

**ROLL CALL**

Trustee Paula Hughes-Schuh called the roll and the presence of a quorum was announced.

The following State Trustees were present:

**Ms. Paula Hughes-Schuh, Chairperson**

**Mr. Terry Anker, Vice Chair**

**Ms. Marianne Glick, Secretary**

**Mr. Jesse Brand**

**Mr. Michael R. Dora**

**Ms. Kim Emmert O'Dell**

**Ms. Gretchen Gutman – via phone**

**Mr. Stewart McMillan**

**Mr. Steve Schreckengast**

**Mr. Kerry Stemler**

**Mr. Andrew W. Wilson**

The following Trustees were absent:

**Mr. Bradley Clark**

**Mr. Larry Garatoni**

**Mr. Harold Hunt**

**Ms. Stephanie Wade**

**A. NOTICES OF MEETING MAILED AND POSTED:**

Trustee Marianne Glick Secretary, confirmed that notices of the April 4, 2019, regular meeting were properly mailed and posted.

**B. APPROVAL OF BOARD MINUTES:**

Trustee Anker moved for approval of the minutes of the February 6, 2019, special board meeting. Trustee Stemler seconded the motion and the motion carried unanimously.

Trustee Brand moved for approval of the minutes of the February 6, 2019, special board meeting. Trustee Dora seconded the motion and the motion carried unanimously.

### **C. COMMITTEE REPORTS:**

**Item 1** Chairperson Hughes-Schuh reported the Board met in an Education Session in which they discuss College Athletics, Higher Learning Commission Prep

**Item 2** Chairperson Hughes-Schuh called upon Trustee Michael Dora for a report from the Academics & Student Experience Committee. Trustee Dora reported there are no action items for approval. Trustee Dora called upon Provost, Dr. Kara Monroe for a committee update. Dr. Monroe reminded the Board of the HLC Reaccreditation visit taking place April 15 – 18. Board members are invited to attend a dinner with the Peer Corps Team on April 15.

Dr. Russ Baker presented an update on the Transfer As A Junior initiative at Ivy Tech. Ivy Tech is now offering a total of 18 single articulation pathway programs. The most recent addition is Secondary Education in fall 2018. Transfer as a Junior enrollment has grown from 3166 in the fall of 2015 to 9471 in Spring 2019. Of the students currently enrolled, the two largest enrollments are in business administration with 2,171 students and nursing with 1425. Other large programs are elementary education, human services social work and psychology. Russ mentioned specifically that he is pleased that we have over 400 students enrolled in the biology program and over 500 in Computer Science.

Ivy Tech has had 1739 students completing a Transfer As A Junior degree through fall 2018 and will be well over 2000 graduates after the spring semester. By taking their first two years at Ivy Tech, Transfer As A Junior students have saved over \$17 million since the program was initiated.

Dr. Bowne provided an overview of the coaching process that the Operations team uses to support campuses, with a focus on strategic enrollment management. The College has contracted with Ruffalo Noel Levitz to provide strategic enrollment management coaching to four campus teams and a Systems Office team. This work is expected to assist the College to meet metrics we have set regarding enrollment, retention, and completions.

Mr. Fanter provided an enrollment update. Annual revenue generating headcount is at about 95,000 which is about 5.5% short of the strategic plan goal of 100,472. Four campuses are meeting their strategic plan goals. This number is also just above last year's annual enrollment total,

which is a shift in the growth trend over the last few years. In looking at just this spring term and FTE numbers, eight of our 19 campuses are seeing increased numbers. Overall statewide spring FTE is slightly below where enrollment was at this time in 2018. As 2019 comes to a close the College is shifting its focus on the 2019-20 goals which include annual enrollment growth just under 9 percent.

**Item 2**

Chairperson Hughes-Schuh called upon Trustee Andrew Wilson, member, for a report from the **Workforce Alignment Committee**. Trustee Wilson reported there were no action items for the board to consider. Chris Lowery, Sr. Vice President was recognized for a committee update.

**Key Partnerships Developing in South Bend/Elkhart**

- RV industry (10+ companies) seeking collaboration with Ivy Tech in upskilling workforce and moving into high-tech advanced manufacturing space (particular in RV suppliers).
- University of Notre Dame, Goshen College, and Ivy Tech envisioning joint partnership for advanced manufacturing center, with 2, 4, and 6-year students working and collaborating together on same projects.
- Elkhart County with Horizon Education Alliance adopting Careerwise (Colorado) HS apprenticeship model, layering in credit-based training to complete Ivy Tech certificates and degrees. 7 school districts, 9 high schools. Expected rollout 2019-20 academic year.
  - So What
    - RV industry historically resistant to working with the College; break-through partnership opportunity
    - Possible joint advanced manufacturing center with ND and Goshen would be one of the first in the country
    - HS-based apprenticeship model would be ahead of state; regional need is urgent
  - Now What
    - Continued outreach with employer and community organizations, with Ivy Tech often serving as key collaborator

**Expansion of Interdisciplinary Degree**

- The CT and TC employer-driven and customized model developed for Industrial Technology has been expanded to other technical programs. (Multiple Examples)
- Newly approved programs in the WA CT & TC Degree:
  - Automotive Technology – 5WAL-AUT
  - Design Technology - 5WAL-DSN
  - Energy Technology – 5WAL-ENR
  - Heating, Ventilation & Air Conditioning – 5WAL-HVC
  - Industrial Technology – 5WAL-IND
  - Machine Tool Technology – 5WAL-MTT
  - Manufacturing Production & Operations – 5WAL-MPR
  - Building Trades Apprenticeships (CT only) 5WAL-CT

- So What
  - Increased completions
  - Degree completions available to more employers in other sectors
  - Examples include Vectren – model program recognized nationally – meeting with Duke
- Now What
  - Work with program chairs and deans to implement
  - Continue to demonstrate alignment with employers
  - Develop tools to support expanded implementation

### **Critical need for CDL Drivers**

- Indiana Bureau of Motor Vehicles only awards 1,400 CDL A licenses a year
- Currently 5 trucking companies that directly contract to large manufacturers in the Anderson, Lafayette and Fort Wayne markets need to hire a total of 720 drivers to bring production materials into the plants and deliver outbound product.
- That demand does not count the 100's of other manufacturers that have transportation needs across the state nor the distribution companies (Amazon, Geodis, Walmart, Chewy.com) and common carriers (Schneider, UPS, FedEx)
- Not currently included in the Workforce Ready Grant programs
  - So What
    - Training capacity in state may start to deteriorate without consistent funding for individuals
    - With wages increasing rapidly and companies footing the bill for training, the financial viability of the contract carriers are in jeopardy
  - Now What
    - Ivy Tech aggressively pursuing eligibility for the Workforce ready Grant
    - Working collectively with DWD, Conexus, Indiana Motor Truck Association and Venture Logistics to increase quality and reduce costs of existing training

### **Other Key Projects and Progress**

- Framework for the redesign is in place, many details need to be developed as we prepare for implementation.
- Working with Ascend Indiana to convene cross-functional teams in April and May to develop the details, including a team to help determine which campuses will participate in the alpha phase, a resource toolkit group, and a technology solutions group.
- Campus RFP release scheduled for early May, with decision by July 1.

- Goal 4 Strategy teams also supporting deeper dives into areas of work to be developed (e.g., career coaching, work and learn and placement, and infrastructure and data needs)
- Funding asks continue; \$1.5M secured to date (actually more: \$100K for research and analysis; \$500K Salesforce; \$1MM recent gift; \$50K for implementation from Commission for Higher Education)

### **Item 3**

Chairperson Hughes-Schuh called upon Trustee Kerry Stemler for a report from the Human Resources & Operations committee. Trustee Stemler reported there are no action items for approval. Trustee Stemler yielded the floor to Vice President for Human Resources, Julie Lorton-Rowland for committee update.

Jen Fisher, Asst. Vice President for Employee Benefits shared an update on the College's health plans. For plan year 2018 the health plan ran well and funding was appropriate to cover claims expenses. There were two participants in the plan whose claims exceeded the stop loss deductible of \$450,000. The College's health plans continue to be attractive choice as 87% of eligible employees have enrolled in medical coverage. 65% are enrolled in the high deductible health plan. Preliminary projected health plan costs for 2020 is 5% over 2019. Rates will be finalized prior to the June Board meeting. The College marketed the dental plan through a competitive bid process and Delta Dental was retained as the College's dental provider.

An Employee Health and Retirement Benefit Summary was provided in our Board information covering greater details of the College's comprehensive benefits programs.

Jen also provided an update on the College's Retirement Plan. The College contribution rate change from 12% to 10% for newly hired benefits eligible employees went into effect on February 1, 2019. This change was approved by Board resolution at the December 2018 meeting. Beginning April 1<sup>st</sup> the College employee auto enrollment contribution of 2% was implemented. This applies to those eligible employees hired into a full-time position. Employees may opt out of this program prior to their first payroll. This feature, while new to Ivy Tech, is considered a best practice to increase the retirement readiness of our employees. Today the average employee deferral in the 403(b) plan is 8.5% and the 457(b) plan is 9.7%.

Julie Lorton-Rowland, Sr. Vice President for Human Resources provided an update on the College's strategic plan Goal 5 – To Become Known as a

Great Place to Work. She provided information and results on the Goal 5 metric, measuring the engagement level of our full-time employees. The most recent survey completed early March reflects a moderately engaged full-time workforce – considered typical for employees. The metric goal for year 1, a score of 72, was just shy at 71.5 in September 2018 but met in March 2019 with a score of 72.5. 1200 adjunct faculty were invited to survey for the first time this spring. With a response rate of 47% the college-wide score was 82 – considered highly engaged. Julie mentioned notable work completed or in progress with each of the Goal 5 strategies.

**Item 4**

Chairperson Hughes-Schuh called upon Trustee Jesse Brand for a report from the Budget & Finance committee. Trustee Brand reported there are four (4) action items for approval. Trustee Brand reported the committee received update on fiscal Year 2019 Budget Update and House 2019-2021 Biennial budget Recommendation.

Trustee Brand motioned for approval of

**Resolution 2019-7, Approval of Knowledge Services Contract Services**

Trustee Dora seconded the motion, and the motion carried unanimously

<b>Ms. Paula Hughes-Schuh, Chairperson</b>	<b>Y</b>
<b>Mr. Terry Anker, Vice Chair</b>	<b>Y</b>
<b>Ms. Marianne Glick, Secretary</b>	<b>Y</b>
<b>Mr. Jesse Brand</b>	<b>Y</b>
<b>Mr. Michael R. Dora</b>	<b>Y</b>
<b>Ms. Kim Emmert O'Dell</b>	<b>Y</b>
<b>Ms. Gretchen Gutman – via phone</b>	<b>Y</b>
<b>Mr. Stewart McMillan</b>	<b>Y</b>
<b>Mr. Steve Schreckengast</b>	<b>Y</b>
<b>Mr. Kerry Stemler</b>	<b>Y</b>
<b>Mr. Andrew W. Wilson</b>	<b>Y</b>

Trustee Brand motioned for approval of

**Resolution 2019-8, Approval of CISCO Systems/CDWG Contract Services**

Trustee Glick seconded the motion, and the motion carried unanimously

<b>Ms. Paula Hughes-Schuh, Chairperson</b>	<b>Y</b>
<b>Mr. Terry Anker, Vice Chair</b>	<b>Y</b>
<b>Ms. Marianne Glick, Secretary</b>	<b>Y</b>
<b>Mr. Jesse Brand</b>	<b>Y</b>
<b>Mr. Michael R. Dora</b>	<b>Y</b>
<b>Ms. Kim Emmert O'Dell</b>	<b>Y</b>
<b>Ms. Gretchen Gutman – via phone</b>	<b>Y</b>
<b>Mr. Stewart McMillan</b>	<b>Y</b>
<b>Mr. Steve Schreckengast</b>	<b>Y</b>
<b>Mr. Kerry Stemler</b>	<b>Y</b>
<b>Mr. Andrew W. Wilson</b>	<b>Y</b>

Trustee Brand motioned for approval of

**Resolution 2019-9, Approval of a Three-Year Volume EES License Agreement with Microsoft Reseller SHI International**

Trustee Schreckengast seconded the motion, and the motion carried unanimously

<b>Ms. Paula Hughes-Schuh, Chairperson</b>	<b>Y</b>
<b>Mr. Terry Anker, Vice Chair</b>	<b>Y</b>
<b>Ms. Marianne Glick, Secretary</b>	<b>Y</b>
<b>Mr. Jesse Brand</b>	<b>Y</b>
<b>Mr. Michael R. Dora</b>	<b>Y</b>
<b>Ms. Kim Emmert O'Dell</b>	<b>Y</b>
<b>Ms. Gretchen Gutman – via phone</b>	<b>Y</b>
<b>Mr. Stewart McMillan</b>	<b>Y</b>
<b>Mr. Steve Schreckengast</b>	<b>Y</b>
<b>Mr. Kerry Stemler</b>	<b>Y</b>
<b>Mr. Andrew W. Wilson</b>	<b>Y</b>

Trustee Brand motioned for approval of

**Resolution 2019-17, Approval of a Five-Year Agreement with One-Year Renewal Options with Barnes & Nobles for Bookstore Operations**

Trustee Wilson seconded the motion, and the motion carried unanimously

<b>Ms. Paula Hughes-Schuh, Chairperson</b>	<b>Y</b>
<b>Mr. Terry Anker, Vice Chair</b>	<b>Y</b>
<b>Ms. Marianne Glick, Secretary</b>	<b>Y</b>
<b>Mr. Jesse Brand</b>	<b>Y</b>
<b>Mr. Michael R. Dora</b>	<b>Y</b>
<b>Ms. Kim Emmert O'Dell</b>	<b>Y</b>
<b>Ms. Gretchen Gutman – via phone</b>	<b>Y</b>
<b>Mr. Stewart McMillan</b>	<b>Y</b>
<b>Mr. Steve Schreckengast</b>	<b>Y</b>
<b>Mr. Kerry Stemler</b>	<b>Y</b>
<b>Mr. Andrew W. Wilson</b>	<b>Y</b>

**Item 5**

Chairperson Hughes-Schuh called upon Trustee Schreckengast for report from the Building and Grounds Committee. Trustee Schreckengast report there are four action items for consideration and approval and the committee received update on the sale of East Washington Property.

Trustee Schreckengast moved for approval of

**2019-10, Approval to Accept Offer on a Residential Property in Elkhart, Elkhart Campus**

Trustee Glick seconded the motion, and the motion carried unanimously.

<b>Ms. Paula Hughes-Schuh, Chairperson</b>	<b>Y</b>
<b>Mr. Terry Anker, Vice Chair</b>	<b>Y</b>
<b>Ms. Marianne Glick, Secretary</b>	<b>Y</b>
<b>Mr. Jesse Brand</b>	<b>Y</b>
<b>Mr. Michael R. Dora</b>	<b>Y</b>
<b>Ms. Kim Emmert O'Dell</b>	<b>Y</b>
<b>Ms. Gretchen Gutman – via phone</b>	<b>Y</b>
<b>Mr. Stewart McMillan</b>	<b>Y</b>
<b>Mr. Steve Schreckengast</b>	<b>Y</b>
<b>Mr. Kerry Stemler</b>	<b>Y</b>
<b>Mr. Andrew W. Wilson</b>	<b>Y</b>

Trustee Schreckengast moved for approval of

**2019-11, Approval to Accept Offer on a Residential Property in Elkhart, Elkhart Campus**

Trustee Dora seconded the motion, and the motion carried unanimously.

<b>Ms. Paula Hughes-Schuh, Chairperson</b>	<b>Y</b>
<b>Mr. Terry Anker, Vice Chair</b>	<b>Y</b>
<b>Ms. Marianne Glick, Secretary</b>	<b>Y</b>
<b>Mr. Jesse Brand</b>	<b>Y</b>
<b>Mr. Michael R. Dora</b>	<b>Y</b>
<b>Ms. Kim Emmert O'Dell</b>	<b>Y</b>
<b>Ms. Gretchen Gutman – via phone</b>	<b>Y</b>
<b>Mr. Stewart McMillan</b>	<b>Y</b>
<b>Mr. Steve Schreckengast</b>	<b>Y</b>
<b>Mr. Kerry Stemler</b>	<b>Y</b>
<b>Mr. Andrew W. Wilson</b>	<b>Y</b>

Trustee Schreckengast moved for approval of

**2019-12, Approval of a Contract for HVAC Work at the Fairbanks Center, Indianapolis Campus**

Trustee Dora seconded the motion, and the motion carried unanimously.

<b>Ms. Paula Hughes-Schuh, Chairperson</b>	<b>Y</b>
<b>Mr. Terry Anker, Vice Chair</b>	<b>Y</b>
<b>Ms. Marianne Glick, Secretary</b>	<b>Y</b>
<b>Mr. Jesse Brand</b>	<b>Y</b>
<b>Mr. Michael R. Dora</b>	<b>Y</b>
<b>Ms. Kim Emmert O'Dell</b>	<b>Y</b>
<b>Ms. Gretchen Gutman – via phone</b>	<b>Y</b>
<b>Mr. Stewart McMillan</b>	<b>Y</b>
<b>Mr. Steve Schreckengast</b>	<b>Y</b>
<b>Mr. Kerry Stemler</b>	<b>Y</b>
<b>Mr. Andrew W. Wilson</b>	<b>Y</b>

Trustee Schreckengast moved for approval of

**2019-13, Approval of a Change Order to American Structurepoint, INC. Contract for A&E Design Services to Complete Additional Scope on the Capital Project, Kokomo Campus**

Trustee Glick seconded the motion, and the motion carried unanimously.

<b>Ms. Paula Hughes-Schuh, Chairperson</b>	<b>Y</b>
<b>Mr. Terry Anker, Vice Chair</b>	<b>Y</b>
<b>Ms. Marianne Glick, Secretary</b>	<b>Y</b>
<b>Mr. Jesse Brand</b>	<b>Y</b>
<b>Mr. Michael R. Dora</b>	<b>Y</b>
<b>Ms. Kim Emmert O'Dell</b>	<b>Y</b>
<b>Ms. Gretchen Gutman – via phone</b>	<b>Y</b>
<b>Mr. Stewart McMillan</b>	<b>Y</b>
<b>Mr. Steve Schreckengast</b>	<b>Y</b>
<b>Mr. Kerry Stemler</b>	<b>Y</b>
<b>Mr. Andrew W. Wilson</b>	<b>Y</b>

**Item 6**

Chairperson Hughes-Schuh called upon Trustee Kim Emmert-O’Dell for report on Marketing & Public Relations. Trustee Emmert-O’Dell report there are no action item for the board to consider. Trustee Emmert – O’Dell reported we received a brief overview of how marketing has evolved at Ivy Tech in the last 15 years. Currently the focus is on lead and application generation along with awareness building. The College has set goals with respect to how to best spend marketing dollars and to date is exceeding those goals but will continue to generate more applications to reach the goals of the future. We also heard about public relations efforts including how the College generated nearly \$6 million in earned media last year. The College is also active with its web efforts including its website and other social media platforms led by the marketing/communications team. The team also leads efforts with specific events to generate exposure for the College and drive potential students to campuses along with fulfillment operations, call center operations and a licensing program. The Board looks forward to receiving updates on these various efforts and more as part of this newly created committee.

**D. TREASURER’S REPORT:**

Chairperson Hughes-Schuh called upon Matt Hawkins to provide the Treasurer’s Report.

Matt Hawkins noted for the first time in many years the college’s full year revenue budget has been adjusted upward. Revenue is \$8.6M up to adjusted budget. Total expenses are \$8.2M below budget, adjusted for payroll lag of approx. \$10.8M in July of calendar 2019. The college is entering the fourth quarter of the FY19 year projecting our operating margins to be in line with the previous seven years.

Trustee Dora moved for approval of the Treasurer's Report. Trustee Wilson seconded the motion and the motion carried unanimously.

#### **E. STATE OF THE COLLEGE**

Chairperson Hughes-Schuh called upon President Ellspermann to give the State of the College. The Indiana Career and Technical Education Awards for Excellence program identifies and celebrates career and technical education students, programs, active partnerships that contribute to high quality career and technical education, guidance/career services displaying excellence in Indiana, and outstanding contributors to careers in technical education in Indiana.

Education Design Lab Grant - Each year, 2.1 million single mothers enroll in higher education. Research from the Institute for Women's Policy Research found that nearly 90 percent were low-income, 43 percent worked more than 30 hours a week, and 40 percent said they were likely or very likely to drop out due to dependent care obligations. IWPR reports that among all women attending community college, 21 percent are single mothers and 44 percent of all single student mothers attend public two-year institutions.

Biennium Budget update - Under these budget proposals, the majority of higher education dollars would be reallocated among the state educational institutions. Ivy Tech would lose money in the first year of the biennium and be up only slightly (a few hundred thousand dollars) in the second year of the biennium.

Strategic Plan Refresh Highlights –

In reviewing the work of the first year, the participants strongly felt it was not enough to embed Diversity, Equity, and Inclusion into each goal. Rather, to be strategic, focused, and accountable, we had to create a separate goal around DEI.

As they discussed the importance of diversity, equity, and inclusion at the College, there was a groundswell of support and Goal 8 was born.

We want to ensure the entire campus community has the opportunity to build Goal 8.

Goal 8 will include, but will not be limited to diversifying the College's faculty and staff, deepening our commitment to XBE vendors and closing historical achievement gaps.

#### **F. OLD BUSINESS**

Chairperson Hughes-Schuh called for old business.

Trustee Glick moved for approval of

#### **Resolution 2019-14, Approval of Intercollegiate Athletics, Fort Wayne Campus**

Yesterday during the learning session, the Board heard a presentation regarding the continuation of athletics beyond the 2-year pilot period. In the presentation, we heard about the successful pilot program in Fort Wayne and the Titans baseball team. Coach Hershberger and the Fort Wayne

leadership team have done a great job of standing up the baseball program, with a firm commitment to student success. They also have done exceptionally well on the baseball field. We have a resolution for our consideration, based on the request of the Fort Wayne Campus Board of Trustees and their desire to see athletics continue at the Fort Wayne campus. Together with the Fort Wayne leadership team, our college leadership team has developed a plan to ensure that (if we decide to move forward with a continuation and expansion of athletics) we maintain compliance with JJCAA, Title IX, and Ivy Tech regulations and policy. The campus is expected to raise the funding necessary to run a successful athletics program as no college funds may be sued to cover the operational costs of the team. We are being asked to consider the continuation of athletics because athletics is good for students and ultimately needs to be a student success initiative. It is not about giving athletics a chance to compete for two more seasons; it is about student athletes' using their sport as an avenue to earn a credential with us.

Trustee Dora seconded the motion, the motion did not pass unanimously.

<b>Ms. Paula Hughes-Schuh, Chairperson</b>	<b>Y</b>
<b>Mr. Terry Anker, Vice Chair</b>	<b>Y</b>
<b>Ms. Marianne Glick, Secretary</b>	<b>Y</b>
<b>Mr. Jesse Brand</b>	<b>Y</b>
<b>Mr. Michael R. Dora</b>	<b>N</b>
<b>Ms. Kim Emmert O'Dell</b>	<b>Y</b>
<b>Ms. Gretchen Gutman – via phone</b>	<b>N</b>
<b>Mr. Stewart McMillan</b>	<b>N</b>
<b>Mr. Steve Schreckengast</b>	<b>Y</b>
<b>Mr. Kerry Stemler</b>	<b>N</b>
<b>Mr. Andrew W. Wilson</b>	<b>N</b>

#### **G. NEW BUSINESS**

Chairperson Hughes-Schuh called for new business.

Trustee Brand moved for approval of

#### **Resolution 2019-15, Consent to Amend the Ivy Tech Foundation Articles of Incorporation**

Trustee Schreckengast seconded the motion, and the motion carried unanimously.

<b>Ms. Paula Hughes-Schuh, Chairperson</b>	<b>Y</b>
<b>Mr. Terry Anker, Vice Chair</b>	<b>Y</b>
<b>Ms. Marianne Glick, Secretary</b>	<b>Y</b>
<b>Mr. Jesse Brand</b>	<b>Y</b>
<b>Mr. Michael R. Dora</b>	<b>Y</b>
<b>Ms. Kim Emmert O'Dell</b>	<b>Y</b>
<b>Ms. Gretchen Gutman – via phone</b>	<b>Y</b>
<b>Mr. Stewart McMillan</b>	<b>Y</b>
<b>Mr. Steve Schreckengast</b>	<b>Y</b>
<b>Mr. Kerry Stemler</b>	<b>Y</b>
<b>Mr. Andrew W. Wilson</b>	<b>Y</b>

Trustee Schreckengast moved for approval of

**Resolution 2019-16, Appointment of Campus Trustees**

Trustee Brand seconded the motion, and the motion carried unanimously.

<b>Ms. Paula Hughes-Schuh, Chairperson</b>	<b>Y</b>
<b>Mr. Terry Anker, Vice Chair</b>	<b>Y</b>
<b>Ms. Marianne Glick, Secretary</b>	<b>Y</b>
<b>Mr. Jesse Brand</b>	<b>Y</b>
<b>Mr. Michael R. Dora</b>	<b>Y</b>
<b>Ms. Kim Emmert O'Dell</b>	<b>Y</b>
<b>Ms. Gretchen Gutman – via phone</b>	<b>Y</b>
<b>Mr. Stewart McMillan</b>	<b>Y</b>
<b>Mr. Steve Schreckengast</b>	<b>Y</b>
<b>Mr. Kerry Stemler</b>	<b>Y</b>
<b>Mr. Andrew W. Wilson</b>	<b>Y</b>

**ADJOURNMENT**

With no further business to come before the Board, Chairperson Hughes-Schuh adjourned the meeting.

**STATE TRUSTEES  
IVY TECH COMMUNITY COLLEGE**

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**Paula Hughes-Schuh, Chairperson**

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**Marianne Glick, Secretary**

**Dated February 8, 2019**

**Prepared by Gretchen L. Keller, Recording Secretary**

## **APPROVAL OF TECHNICAL CERTIFICATE PROGRAM**

### **RESOLUTION NUMBER 2019-18**

**WHEREAS**, Ivy Tech Community College of Indiana has identified the importance of providing education opportunities for its students; and

**WHEREAS**, Ivy Tech has identified needs for degree and certificate programs in the campus service area; and

**WHEREAS**, Ivy Tech is committed to working together with our K-12 school communities to address the growing teacher shortage by attracting potential teachers prior to students graduating from high school; and

**WHEREAS**, each of the 18 campuses of Ivy Tech have indicated their desire to offer this Education Technical Certificate; and

**WHEREAS**, the Academics and Student Experience Committee of the State Board of Trustees has reviewed the following proposed degree programs and recommended their approval:

**Education Technical Certificate** (30 credit hours)

**NOW THEREFORE BE IT RESOLVED** that the State Board of Trustees does hereby approve the campus to offer the Education Technical Certificate, and authorizes the submission of required approval documents to the Indiana Commission for Higher Education (ICHE);

**STATE BOARD OF TRUSTEES  
IVY TECH COMMUNITY COLLEGE OF  
INDIANA**

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**Paula Hughes-Schuh, Chairperson**

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**Marianne Glick, Secretary**

**Dated: June 6, 2019**

**APPROVAL OF CAMPUSES AND CAMPUS SERVICE AREAS**

**RESOLUTION NUMBER 2019-19**

**WHEREAS**, Resolution 1977-65 provided thirteen (13) regional charters and Resolution 2000-52 provided the fourteenth (14<sup>th</sup>) regional charter that were used to provide the administrative structure of the College through June of 2018, and

**WHEREAS**, the Indiana General Assembly passed House Enrolled Act 1002-2018, effective July 1, 2018, amending the Indiana Code to change the Ivy Tech statewide administrative structure from one of “regions” to “campuses”, and

**WHEREAS**, the revised law, IC 21-22-6-1, authorizes the State Trustees to establish campuses and service areas and develop an overall state plan that provides for all parts of Indiana being a coordinated system providing a comprehensive program of post-high school general, liberal arts, occupational, and technical education, and

**WHEREAS**, Resolution 2018-25 established the campuses and services areas for College, including a classification level for each campus as a C1, C2, or C3 based on data points, including enrollment and completions, and

**WHEREAS**, there is an annual review of these data points for each campus and service area, and

**WHEREAS**, the most recent annual review has resulted in a re-classification of the Michigan City Campus from a C3 to a site, and

**WHEREAS**, the Systems Office now recommends that Michigan City Campus and service area become a site of the Valparaiso Campus, and the Michigan City Campus Board now serve as an Advisory Council.

**NOW THEREFORE BE IT RESOLVED**, that the State Trustees do hereby establish the campuses and service areas for the College as set out in Exhibit “A” to this Resolution, which is attached hereto and incorporated by reference in this Resolution.

**STATE BOARD OF TRUSTEES  
IVY TECH COMMUNITY COLLEGE OF  
INDIANA**

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**Paula Hughes-Schuh, Chairperson**

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**Marianne Glick, Secretary**

**Dated: June 6, 2019**

EXHIBIT A  
RESOLUTION 2019-19

<b>Ivy Tech Community College of Indiana</b>			
<b>Campuses, Linked Sites and Service Areas</b>			
<b>Campus</b>		<b>S1 and S2 Sites linked to the Campus</b>	<b>County Service Area</b>
Anderson	C3	N/A	Madison
Bloomington	C1	N/A	Brown Greene (Eastern) Lawrence Martin Monroe Morgan (Southern) Orange Owen
Columbus	C2	Greensburg North Vernon Seymour	Bartholomew Decatur Jackson Jennings
Evansville	C1	Princeton Tell City	Davies (Southern) Dubois Gibson Knox (Southern) Perry Pike Posey Spencer Vanderburgh Warrick

EXHIBIT A  
RESOLUTION 2019-19

Fort Wayne	C1	Wabash Warsaw	Adams Allen DeKalb Huntington Kosciusko LaGrange Noble Steuben Wabash Wells Whitley
Indianapolis	C1	Avon Franklin Greencastle Mooresville Noblesville Shelbyville	Boone Hamilton Hancock Hendricks Johnson Marion Morgan (Northern) Putnam Shelby
Kokomo	C2	Logansport Peru Rochester	Cass Fulton Howard Miami Tipton

EXHIBIT A  
RESOLUTION 2019-19

Lafayette	C1	Crawfordsville Frankfort Monticello	Benton Carroll Clinton Fountain Jasper Montgomery Newton Tippecanoe Warren White
Lake County	C1	East Chicago Gary	Lake
Lawrenceburg	C3	Batesville	Shared Service Area Dearborn Franklin Jefferson Ohio Ripley Switzerland
Madison	C3	N/A	
Marion	C3	N/A	Blackford Grant Jay
Valparaiso	C1	Michigan City	LaPorte Porter Pulaski Starke
Muncie	C2	New Castle	Delaware Henry
Richmond	C3	Connersville	Fayette Randolph Rush Union Wayne

EXHIBIT A  
RESOLUTION 2019-19

Sellersburg	C2	Mid-America Science Park	Clark Crawford Floyd Harrison Scott Washington
South Bend/Elkhart	C1	Elkhart South Bend	Elkhart Marshall St. Joseph
Terre Haute	C2	Linton Rockville	Clay Daviss (Northern) Greene (Western) Knox (Nothern) Parke Sullivan Vermillion Vigo

**APPROVAL OF CONTRACT WITH TUTOR.COM**

**RESOLUTION NUMBER 2019-21**

**WHEREAS**, since 2015 the College has been using Tutor.Com as its online tutoring services provider since 2015, and

**WHEREAS**, in February of this year the College issued a Request for Proposal (RFP) from multiple vendors to provide the College and its students with an online tutoring service platform, and

**WHEREAS**, the RFP process resulted in Tutor.Com, Inc. (Tutor.Com) being the lowest cost and best provider of online tutoring services, and

**WHEREAS**, under the proposed contract Tutor.Com will be compensated at a rate of \$26 per hour, which reflects a 5.5% savings from the usage during 2018, and

**WHEREAS**, based on prior year's usage of the service it is anticipated that the College's students will utilize the service for approximately 14,000 hours, and

**WHEREAS**, the estimated annual cost to the College will be \$336,000.00, and

**WHEREAS**, the College staff proposes entering into an Agreement with Tutor.Com for a three-year term, and

**WHEREAS**, the State Board of Trustees of Ivy Tech Community College must approve any contract by the College exceeding \$500,000 unless the obligation was previously approved by the Board through the allocation of funds, and

**NOW THEREFORE BE IT RESOLVED**, that the State Board of Trustees authorize and direct the College President, or her designee, to enter into a three-year Agreement with Tutor.Com, Inc., to provide the College with an online tutoring service platform after the contract has been approved by the College's General Counsel.

**STATE BOARD OF TRUSTEES  
IVY TECH COMMUNITY COLLEGE OF  
INDIANA**

\_\_\_\_\_  
**Paula Hughes-Schuh, Chairperson**

\_\_\_\_\_  
**Marianne Glick, Secretary**

**Dated June 6, 2019**

## APPROVAL OF THE STUDENT FEE RATES FOR FISCAL YEARS 2020 – 2021

### RESOLUTION NUMBER 2019-22

**WHEREAS**, the State of Indiana requires all State Supported Colleges and Universities to establish tuition and mandatory fees for a two-year period, and

**WHEREAS**, The College's in-state student fees are the lowest amongst all State Supported Colleges and Universities.

**NOW THEREFORE BE IT RESOLVED**, that the general fee will be \$145.01 for 2019-20 Fall, Spring and Summer Semesters. The general fee will be \$149.55 for the 2020-21 Fall, Spring and Summer Semesters. The above general fee is a per-semester credit hour fee for in-state tuition students, except there will be no general fee charged for senior scholars. Of the credit hour fee, \$1 per semester credit hour shall be allocated to enrich co-curricular student life activities across the College consistent with Resolution 2013-13, and

**BE IT FURTHER RESOLVED**, that the general fee will be \$170.06 for 2019-20 and \$175.38 for 2020-21 per semester credit hour for out-of-state students taking online courses, and

**BE IT FURTHER RESOLVED**, that the general fee will be \$283.69 for 2019-20 and \$292.57 for 2020-21 per-semester credit hour fee for out-of-state students taking classes other than online. Of the credit hour fee, \$1 per semester credit hour shall be allocated to enrich co-curricular student life activities across the College consistent with Resolution 2013-13, and

**BE IT FURTHER RESOLVED**, that the technology fee will be \$75.00 for both 2019-20 and 2020-21 per student per semester, except there will be no technology fee charged for high school-based dual credit and building trades apprentice students, and that the proceeds of the technology fee will be used for the technology needs of the College and technology-driven tools to increase student communication, engagement and experience, and

**BE IT FURTHER RESOLVED**, that there will be a charge of \$20.00 for 2019-20 and 2020-21 per semester credit hour for Internet-based distance education courses to be used for the development of statewide distance education programs and other costs associated with providing distance education, and

**BE IT FURTHER RESOLVED**, that there will be a charge of \$125 per semester for students in the Nursing Program, the Practical Nursing Program or Dental Hygiene Program, a charge of \$25 per semester for students in the Paralegal Program, a charge of \$200 per semester for students in the Radiation Therapy Program, a charge of \$900 per semester for students taking 12 or more hours in the Ivy Honors program and a charge of \$750 per semester for students taking under 12 hours in the Ivy Honors program and

**BE IT FURTHER RESOLVED**, that these fees will remain effective for two years or until modified by the State Trustees.

**State Trustees  
Ivy Tech Community College**

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**Paula Hughes-Schuh, Chairperson**

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**Marianne Glick, Secretary**

**Dated: June 6, 2019**

## 2019-20 Proposed Course and Program-Related Fees

New Fees are in ***Bold Italics***/ Increased or Decreased Fees Appear in **Bold**

Course Prefix	Course Name	Previous Fee	Proposed Fee	Purpose
ACCT 122	<b>Accounting Systems Application</b>		<b>\$15.00</b>	<b>Proctoring fee for program exam</b>
ADMF 101	Key Principles of Advanced Manufacturing	\$25.00	\$25.00	OSHA 10 Hr Certification Fee
		\$60.00	\$60.00	MSSC Registration Fee
		\$131.00	\$131.00	Safety/Quality Certification Fee
		\$60.00	<b>\$45.00</b>	E-Learning Materials- <i>Safety Module</i> / Simulation/ Curriculum Fees (No external book required)
	\$60.00	<b>\$45.00</b>	E-Learning Materials- <i>Quality Module</i> / Simulation/ Curriculum Fees (No external book required)	
<b>TOTAL COURSE FEE:</b>		\$336.00	<b>\$306.00</b>	
ADMF 102	Technology in Advanced Manufacturing	\$131.00	\$131.00	Manufacturing Processes/Maintenance Awareness Exam
		\$60.00	<b>\$45.00</b>	E-Learning Materials- <i>Manufacturing Process Module</i> / Simulation Fees (No external book required)
		\$60.00	<b>\$45.00</b>	E-Learning <i>Materials-Maint. Awareness Module</i> / Simulation Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>		\$251.00	<b>\$221.00</b>
ADMF 112	Automation - Mechatronics Mechanical Systems	\$30.00	\$30.00	Consumable/Supplies
		\$105.00	<b>\$60.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>		\$135.00	<b>\$90.00</b>
ADMF 116	Automation & Robotics Manufacturing I	\$30.00	\$30.00	Consumable/Supplies
		\$160.00	<b>\$125.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>		\$190.00	<b>\$155.00</b>
ADMF 117	<b>Motoman Robotic Programming</b>		<b>\$30.00</b>	<b>Consumable/Supplies</b>
			<b>\$125.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>			<b>\$155.00</b>
ADMF 122	Automation - Mechatronics Electrical & Robotic Systems	\$30.00	\$30.00	Consumable/Supplies
		\$105.00	<b>\$60.00</b>	E-Learning/ Roboguide Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>		\$135.00	<b>\$90.00</b>
ADMF 202	Automation-Mechatronics Advanced Control Systems	\$150.00	\$150.00	Siemens Level 1 Certification
		\$15.00	\$15.00	Proctoring Fee
		\$30.00	\$30.00	Consumable/Supplies
		\$105.00	<b>\$60.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>		\$300.00	<b>\$255.00</b>
ADMF 206	Automation & Robotics in Manufacturing II	\$30.00	\$30.00	Consumable/Supplies
		\$160.00	<b>\$125.00</b>	E-Learning/ Roboguide Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>		\$190.00	<b>\$155.00</b>
ADMF 222	Automation - Mechatronics Pressurized Systems	\$30.00	\$30.00	Consumable/Supplies
		\$105.00	<b>\$60.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>		\$135.00	<b>\$90.00</b>
ADMF 226	Automation & Robotics in Manufacturing III	\$30.00	\$30.00	Consumable/Supplies
		\$160.00	<b>\$125.00</b>	E-Learning/ Roboguide Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>		\$190.00	<b>\$155.00</b>
AGRI 101	Agricultural Data Management	\$25.00	\$25.00	OSHA 10 Hr Certification Fee
AGRI 104	Food Science	\$15.00	\$15.00	Consumable/Supplies - Food Preservation and Packaging
AGRI 193	United States Agricultural Field Experience	\$20.00	\$20.00	Consumable/Supplies related to field experience
APHY 101	Anatomy and Physiology I	\$25.00	\$25.00	Consumables/Supplies
APHY 102	Anatomy and Physiology II	\$25.00	\$25.00	Consumables/Supplies
APHY 201	Advanced Human Physiology	\$25.00	\$25.00	Consumables/Supplies
APHY 203	Human Anatomy and Physiology I	\$25.00	\$25.00	Consumables/Supplies
APHY 204	Human Anatomy and Physiology II	\$25.00	\$25.00	Consumables/Supplies
ARTS 100	Life and Object Drawing I	\$65.00	\$65.00	Consumables/Supplies
ARTS 101	Life and Objective Drawing II	\$65.00	\$65.00	Consumables/Supplies
ARTS 102	Color and Design Theory I	\$40.00	\$40.00	Consumables/Supplies

ARTS 103	Three-Dimensional Design	\$40.00	\$40.00	Consumables/Supplies
ARTS 200	Intermediate Drawing I	\$65.00	\$65.00	Consumables/Supplies
ARTS 201	Intermediate Drawing II	\$65.00	\$65.00	Consumables/Supplies
ARTS 202	Color and Design Theory II	\$25.00	\$25.00	Consumables/Supplies
ARTS 205	Fundamentals of Fabric Design	\$75.00	\$75.00	Consumables/Supplies
ARTS 206	Materials and Processes	\$50.00	\$50.00	Consumables/Supplies
ARTS 211	Sculpture I	\$50.00	\$50.00	Consumables/Supplies
ARTS 212	Sculpture II	\$50.00	\$50.00	Consumables/Supplies
ARTS 224	Silkscreen Printmaking	\$70.00	\$70.00	Consumables/Supplies
ARTS 226	The Art of the Book	\$35.00	\$35.00	Consumables/Supplies
ARTS 228	Foundations of Printmaking	\$60.00	\$60.00	Consumables/Supplies
ARTS 231	Painting I	\$60.00	\$60.00	Consumables/Supplies
ARTS 232	Painting II	\$60.00	\$60.00	Consumables/Supplies
ARTS 241	Ceramics I	\$75.00	\$75.00	Consumables/Supplies
ARTS 242	Ceramics II	\$75.00	\$75.00	Consumables/Supplies
ARTS 250	Fine Arts Portfolio	\$50.00	\$50.00	Consumables/Supplies
AUBR 100	Intro to Collision Service	\$22.00	\$22.00	Consumable/Supplies
		\$150.00	\$150.00	I-Car Certification Fee
	<b>TOTAL COURSE FEE:</b>	<b>\$172.00</b>	<b>\$172.00</b>	
AUBR 101	Body Repair I	\$22.00	\$22.00	Consumable/Supplies
AUBR 102	Auto Body Chassis Service	\$22.00	\$22.00	Consumable/Supplies
AUBR 103	Auto Paint Fundamentals	\$47.00	\$47.00	Consumable/Supplies
AUBR 104	Collision Damage Analysis and Repair	\$22.00	\$22.00	Consumable/Supplies
AUBR 105	Conventional Frame Correction	\$22.00	\$22.00	Consumable/Supplies
AUBR 110	Auto Body Power Tools	\$22.00	\$22.00	Consumable/Supplies
AUBR 111	Auto Body Hydraulic Tools	\$22.00	\$22.00	Consumable/Supplies
AUBR 114	Collision Damage Lab	\$22.00	\$22.00	Consumable/Supplies
AUBR 115	Auto Body Circuits	\$22.00	\$22.00	Consumable/Supplies
AUBR 117	Auto Paint Lab	\$22.00	\$22.00	Consumable/Supplies
AUBR 121	Unibody Repair Lab	\$22.00	\$22.00	Consumable/Supplies
AUBR 122	Frame and Unibody Analysis	\$22.00	\$22.00	Consumable/Supplies
AUBR 125	Automotive Body Welding	\$50.00	\$50.00	Consumable/Supplies
		\$225.00	<b>\$240.00</b>	Welding PPE Kit
		\$235.00	\$235.00	I-Car Certification Exam
	<b>TOTAL COURSE FEE:</b>	<b>\$510.00</b>	<b>\$525.00</b>	
AUBR 206	Body Repair II	\$22.00	\$22.00	Consumable/Supplies
AUBR 207	Automotive Painting Technology	\$47.00	\$47.00	Consumable/Supplies
AUBR 208	Unibody Structural Repair	\$22.00	\$22.00	Consumable/Supplies
AUBR 209	Auto Body Repair II	\$22.00	\$22.00	Consumable/Supplies
AUBR 217	Waterborne Refinish Technology	\$47.00	\$47.00	Consumable/Supplies
AUBR 220	Fiberglass/Plastic Repair	\$50.00	\$50.00	Consumable/Supplies
AUBR 227	Custom Paint Applications	\$47.00	\$47.00	Consumable/Supplies
AUBR 237	Advanced Refinish Techniques	\$47.00	\$47.00	Consumable/Supplies
AUTC 100	Intro to Automotive	\$22.00	\$22.00	Consumable/Supplies
AUTC 101	Steering & Suspension	\$22.00	\$22.00	Consumable/Supplies
AUTC 107	Engine Principles & Design	\$22.00	\$22.00	Consumable/Supplies
AUTC 113	Electrical & Electronic I	\$22.00	\$22.00	Consumable/Supplies
AUTC 121	Braking Systems	\$22.00	\$22.00	Consumable/Supplies
AUTC 122	Braking Systems	\$22.00	\$22.00	Consumable/Supplies
AUTC 125	Manual Drive Train Service	\$10.00	\$10.00	Consumable/Supplies
AUTC 127	Engine Repair	\$22.00	\$22.00	Consumable/Supplies
AUTC 135	Automatic Transmission	\$22.00	\$22.00	Consumable/Supplies
AUTC 145	Power Train Service	\$10.00	\$10.00	Consumable/Supplies
AUTC 201	Climate Control Systems	\$32.00	\$32.00	Consumable/Supplies
		\$25.00	\$25.00	EPA Certification Fee
	<b>TOTAL COURSE FEE:</b>	<b>\$57.00</b>	<b>\$57.00</b>	
AUTC 221	Vehicle Diagnosis & Service	\$10.00	\$10.00	Consumable/Supplies
AUTC 235	Automatic Transmission II	\$22.00	\$22.00	Consumable/Supplies
AUTC 279	Automotive Capstone	\$95.00	<b>\$105.00</b>	NATEF ASE Student Exam
AUTI 100	Basic Automotive Service	\$22.00	\$22.00	Consumable/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>

		<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
AUTI 111	Electrical I		\$180.00	\$180.00	Auto supplies including Snap-On Meter and Snap-On Meter Certification
				<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
		<b>TOTAL COURSE FEE:</b>	\$180.00	<b>\$240.00</b>	
AUTI 112	Electrical II		\$22.00	\$22.00	Consumable/Supplies
				<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
		<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
AUTI 121	Brakes		\$22.00	\$22.00	Consumable/Supplies
				<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
		<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
AUTI 122	Steering and Suspension		\$22.00	\$22.00	Consumable/Supplies
				<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
		<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
AUTI 131	Engine Performance I		\$22.00	\$22.00	Consumable/Supplies
				<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
		<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
AUTI 132	Engine Performance II		\$22.00	\$22.00	Consumable/Supplies
				<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
		<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
AUTI 141	Engine Repair		\$22.00	\$22.00	Consumable/Supplies
				<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
		<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
AUTI 142	Climate Control Systems		\$32.00	\$32.00	Consumable/Supplies
			\$25.00	\$25.00	EPA Certification Fee
				<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
		<b>TOTAL COURSE FEE:</b>	\$57.00	<b>\$117.00</b>	
AUTI 145	Driveline Service			<b>\$22.00</b>	Consumable/Supplies
				<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
		<b>TOTAL COURSE FEE:</b>		<b>\$82.00</b>	
AUTI 149	Intro to Motorsports		\$22.00	\$22.00	Consumable/Supplies
AUTI 160/ AUTC 152	Diesel Engine Theory		\$22.00	\$22.00	Consumable/Supplies
AUTI 210	Electric & Hybrid Tech		\$75.00	\$75.00	Consumable/Supplies
AUTI 221	Vehicle Diagnosis and Service		\$22.00	\$22.00	Consumable/Supplies
AUTI 224	Advanced Chassis Service		\$22.00	\$22.00	Consumable/Supplies
AUTI 229	Drivability Diagnosis		\$22.00	\$22.00	Consumable/Supplies
AUTI 231	Racing Suspension Systems		\$22.00	\$22.00	Consumable/Supplies
AUTI 234	Engine Performance III		\$22.00	\$22.00	Consumable/Supplies
AUTI 243	Electrical and Electronics III		\$22.00	\$22.00	Consumable/Supplies
AUTI 250	Manual Transmissions		\$22.00	\$22.00	Consumable/Supplies
AUTI 251	Automatic Transmissions I		\$22.00	\$22.00	Consumable/Supplies
AUTI 252	Automatic Transmissions II		\$22.00	\$22.00	Consumable/Supplies
AUTI 254	High Performance Engines I		\$22.00	\$22.00	Consumable/Supplies
AUTI 255	High Performance Engines II		\$22.00	\$22.00	Consumable/Supplies
AUTI 258	Motor Sports Kit Car Building		\$22.00	\$22.00	Consumable/Supplies
AUTI 262/ AUTC 250	Motor Sports Fabrication I		\$50.00	\$50.00	Consumable/Supplies
AUTI 263/ AUTC 251	Motorsports Fabrication II		\$50.00	\$50.00	Consumable/Supplies
AUTI 264/ AUTC 264	Motorsports Machining		\$50.00	\$50.00	Consumable/Supplies
AUTI 260	Adv. Electric & Hybrid Tech		\$22.00	\$22.00	Consumable/Supplies
AUTI 267	Motor Sports Project		\$22.00	\$22.00	Consumable/Supplies
AUTI 279	Automotive Capstone		\$95.00	<b>\$105.00</b>	NATEF - Certification Exams
AVIM 101	Aerospace Manufacturing Core		\$50.00	\$50.00	Consumable/Supplies
			\$400.00	\$400.00	E-Learning Materials

	<b>TOTAL COURSE FEE:</b>	\$450.00	\$450.00	
AVIM 110	Aviation Manufacturing Mech I	\$50.00	\$50.00	Consumable/Supplies
		\$100.00	\$100.00	E-Learning Materials
	<b>TOTAL COURSE FEE:</b>	\$150.00	\$150.00	
AVIM 111	Aviation Manufacturing Mech II	\$50.00	\$50.00	Consumable/Supplies
		\$150.00	\$150.00	E-Learning Materials
	<b>TOTAL COURSE FEE:</b>	\$200.00	\$200.00	
AVIM 112	Aviation Manufacturing Mech III	\$50.00	\$50.00	Consumable/Supplies
		\$150.00	\$150.00	E-Learning Materials
	<b>TOTAL COURSE FEE:</b>	\$200.00	\$200.00	
AVIT123	Part Time Private Pilot Flight Training I	\$5,358.00	\$5,358.00	Half of total Flight school training fee embedded in course.
AVIT 124	Part Time Private Pilot Flight Training II	\$5,358.00	\$5,358.00	Half of total Flight school training fee embedded in course.
AVIT 125	Private Pilot Flight Training	\$10,715.00	\$10,715.00	Flight school training fee embedded in course.
AVIT 144	Aircraft Electricity	\$50.00	\$50.00	Tester Kit
AVIT 145	Aircraft Ground Servicing	\$20.00	\$54.00	Consumable/Supplies - Hydraulic Hose fittings
AVIT 205	Instrument Flight	\$9,928.00	\$9,928.00	Flight school training fee embedded in course.
AVIT 222	Non-Metallic Structures	\$220.00	\$220.00	Consumable/Supplies
AVIT 227	Aircraft Sheet metal	\$155.00	\$160.00	Consumable/Supplies - Aircraft sheet metal patching
AVIT 231	Reciprocating Power plants	\$50.00	\$154.00	Consumable/Supplies - Enginer Gasket Sets
AVIT 232	Turbine Power plants	\$40.00	\$40.00	Consumable/Supplies
AVIT 255	Multi-engine/commercial Flight	\$11,685.00	\$13,752.00	Flight training toward a FAA Multi-Engine Land Commercial
AVIT 275	Commercial Flight II	\$13,752.00	\$11,685.00	Flight training toward a FAA Single-Engine Land Commercial
BCOM 105	Concrete & Soils	\$140.00	\$140.00	Field Testing ACI Level 1 Certification Fee
BCOM 210	Codes and Specifications	\$110.00	\$110.00	W11 National Standard General Building Contractor (A), ICC Exam Administered by Pearson Professional Centers
BCOM 235	Safety & Risk Management	\$8.00	\$8.00	OSHA 30 Hr Certification Fee
BCTI 101	Intro to Carpentry I	\$60.00	\$30.00	NCCER Certification Exam
BCTI 102	Intro to Carpentry II	\$60.00	\$30.00	NCCER Certification Exam
BCTI 103	Carpentry, Framing & Finishing I	\$60.00	\$30.00	NCCER Certification Exam
BCTI 104	Carpentry, Framing & Finishing II	\$60.00	\$30.00	NCCER Certification Exam
BCTI 131	Electrical I	\$60.00	\$30.00	NCCER Certification Exam
BCTI 132	Electrical II	\$60.00	\$30.00	NCCER Certification Exam
BCTI 150	Intro to Plumbing I	\$60.00	\$30.00	NCCER Certification Exam
BCTI 151	Intro to Plumbing II	\$60.00	\$30.00	NCCER Certification Exam
BCTI 201	Carpentry Forms I	\$60.00	\$30.00	NCCER Certification Exam
BCTI 202	Carpentry Forms II	\$60.00	\$30.00	NCCER Certification Exam
BCTI 203	Carpentry Advanced I	\$60.00	\$30.00	NCCER Certification Exam
BCTI 204	Carpentry Advanced II	\$60.00	\$30.00	NCCER Certification Exam
BCTI 231	Intermediate Electrical I	\$60.00	\$30.00	NCCER Certification Exam
BCTI 232	Intermediate Electrical I	\$60.00	\$30.00	NCCER Certification Exam
BCTI 233	Advanced Electrical I	\$60.00	\$30.00	NCCER Certification Exam
<b>BCTI 234</b>	<b>Advanced Electrical II</b>		<b>\$30.00</b>	<b>NCCER Certification Exam</b>
BIOL 100	Human Biology	\$25.00	\$25.00	Consumable/Supplies
BIOL 101	Introductory Biology	\$25.00	\$25.00	Consumable/Supplies
BIOL 105	Biology I	\$25.00	\$25.00	Consumable/Supplies
BIOL 107	Biology II	\$25.00	\$25.00	Consumable/Supplies
BIOL 121	General Biology I	\$25.00	\$25.00	Consumable/Supplies
BIOL 122	General Biology II	\$25.00	\$25.00	Consumable/Supplies
BIOL 201	General Microbiology I	\$25.00	\$25.00	Consumable/Supplies
BIOL 202	General Microbiology II	\$25.00	\$25.00	Consumable/Supplies
BIOL 211	Microbiology I	\$25.00	\$25.00	Consumable/Supplies
BIOL 212	Microbiology II	\$25.00	\$25.00	Consumable/Supplies
BIOL 221	Molecular Biology	\$40.00	\$40.00	Consumable/Supplies
BIOL 222	Genetics	\$40.00	\$40.00	Consumable/Supplies
BIOL 240	Ecology	\$40.00	\$40.00	Consumable/Supplies
BIOT 101	Introduction to Biotechnology	\$30.00	\$30.00	Consumable/Supplies
<b>BIOT 106</b>	<b>Introduction to Biotechnology Lab</b>		<b>\$30.00</b>	<b>Consumable/Supplies</b>
<b>BIOT 110</b>	<b>Pharmaceutical Product Manufacturing</b>		<b>\$30.00</b>	<b>Consumable/Supplies</b>

BIOT 201	Cell Culture and Cellular Processes	\$30.00	<b>\$40.00</b>	Consumable/Supplies
BIOT 211	Analytical Methods for Biotech I	\$30.00	<b>\$40.00</b>	Consumable/Supplies
BIOT 212	Analytical Methods for Biotech II	\$30.00	<b>\$40.00</b>	Consumable/Supplies
BIOT 217	Biotechnology Manufacturing Processes	\$30.00	<b>\$40.00</b>	Consumable/Supplies
BIOT 222	Microbiology Lab	\$30.00	<b>\$40.00</b>	Consumable/Supplies
BIOT 227	Genetic Engineering and DNA Analysis	\$30.00	<b>\$40.00</b>	Consumable/Supplies
BIOT 231	Industrial Processes and Fermentation	\$30.00	<b>\$40.00</b>	Consumable/Supplies
BIOT 233	Protein Analysis and Purification	\$30.00	<b>\$40.00</b>	Consumable/Supplies
BIOT 235	Biotechnology Laboratory	\$30.00	<b>\$40.00</b>	Consumable/Supplies
BIOT 241	Immunology and Immunology Process	\$30.00	<b>\$40.00</b>	Consumable/Supplies
BOAT 105	Microsoft Word	\$125.00	\$125.00	MOS Word 2016 Core (2 Attempts)
			<b>\$10.00</b>	<b>GMetric</b>
	<b>TOTAL COURSE FEE:</b>	\$125.00	<b>\$135.00</b>	
BOAT 109	Microsoft PowerPoint	\$125.00	\$125.00	MOS PowerPoint 2016 (2 Attempts)
			<b>\$10.00</b>	<b>GMetric</b>
	<b>TOTAL COURSE FEE:</b>	\$125.00	<b>\$135.00</b>	
BOAT 101	Microsoft Outlook	\$125.00	\$125.00	MOS Outlook 2016 (2 Attempts)
			<b>\$10.00</b>	<b>GMetric</b>
	<b>TOTAL COURSE FEE:</b>	\$125.00	<b>\$135.00</b>	
BOAT 218	Microsoft Excel	\$125.00	\$125.00	MOS Excel 2016 Core (2 Attempts)
			<b>\$10.00</b>	<b>GMetric</b>
	<b>TOTAL COURSE FEE:</b>	\$125.00	<b>\$135.00</b>	
BOAT 222	Microsoft Access	\$125.00	\$125.00	MOS Access 2016 (2 Attempts)
			<b>\$10.00</b>	<b>GMetric</b>
	<b>TOTAL COURSE FEE:</b>	\$125.00	<b>\$135.00</b>	
BOAT 228	Advanced Microsoft Excel	\$125.00	\$125.00	MOS Excel 2016 Expert (2 Attempts)
			<b>\$10.00</b>	<b>GMetric</b>
	<b>TOTAL COURSE FEE:</b>	\$125.00	<b>\$135.00</b>	
BUSI 279	Evaluation and Professional Development	\$40.00	\$40.00	Major Field Test (\$40) is approved only for Business Admin Students.
CATX 103	CT Clinical Education I	\$30.00	\$30.00	Radiation Monitoring Badges
CATX 203	CT Clinical Education II	\$30.00	\$30.00	Radiation Monitoring Badges
CARD 208	ECG Experiential Seminar	\$117.00	\$117.00	NHA CET EKG Exam
CHEM 101	Introductory Chemistry I	\$25.00	\$25.00	Consumables/Supplies
CHEM 102	Introductory Chemistry II	\$25.00	\$25.00	Consumables/Supplies
CHEM 105	General Chemistry I	\$25.00	\$25.00	Consumables/Supplies
CHEM 106	General Chemistry II	\$25.00	\$25.00	Consumables/Supplies
CHEM 111	Chemistry I	\$25.00	\$25.00	Consumables/Supplies
CHEM 112	Chemistry II	\$25.00	\$25.00	Consumables/Supplies
CHEM 113	Intro Organic and Biochemistry	\$25.00	\$25.00	Consumable/Supplies
CHEM 115	General, Organic, and Biological	\$25.00	\$25.00	Consumables/Supplies
CHEM 211	Organic Chemistry I	\$25.00	\$25.00	Consumables/Supplies
CHEM 212	Organic Chemistry II	\$25.00	\$25.00	Consumables/Supplies
CHMT 101	Laboratory Safety & Techniques	\$30.00	\$30.00	Consumables/Supplies
CHMT 102	<b>Scientific Computer Data Analysis</b>		<b>\$125.00</b>	<b>MOS Excel 2016 Core (2 Attempts)</b>
			<b>\$10.00</b>	<b>GMetric</b>
	<b>TOTAL COURSE FEE:</b>		<b>\$135.00</b>	
CHMT 201	Industrial Instrumentation and Techniques I	\$30.00	\$30.00	Consumables/Supplies
CHMT 202	Chromatographic Methods	\$30.00	\$30.00	Consumables/Supplies
CHMT 204	Scientific Presentation & Reporting	\$30.00	\$30.00	Consumables/Supplies
		\$45.00	\$45.00	Wastewater Treatment Certification
	<b>TOTAL COURSE FEE:</b>	\$75.00	<b>\$75.00</b>	
CHMT 210	Quantitative Analysis	\$30.00	\$30.00	Consumables/Supplies
CHMT 216	Organic Laboratory Techniques	\$30.00	\$30.00	Consumables/Supplies
CPIN 270	Workforce Preparation: CompTIA Project+	\$150.00	<b>\$159.00</b>	CompTIA Project+ (PK0-004) Certification Fee
CPTR 220	Health Screening and Exercise Program Design Across Populations	\$349.00	\$349.00	ACSM Certified Personal Trainer Certification Exam
CRIM 260	Research Methods in Criminal Justice	\$40.00	\$40.00	Major Field Test - Criminal Justice
CSIA 106	Workforce Preparation: CompTIA Security+	\$209.00	<b>\$220.00</b>	CompTIA Security+ (SY0-501) Certification
CSTC 108	Clinical Applications	\$128.00	\$128.00	CRCST Certification Exam

DBMS 131	Workforce Preparation: Oracle SQL Fundamentals Certification	\$116.00	<b>\$184.00</b>	Oracle Database Foundations (1Z0-006) Certification
DBMS 151	Workforce Preparation: Oracle Administration I Certification	\$191.00	<b>\$184.00</b>	Oracle Database 12c Administration (1Z0-062)
DBMS 231	Workforce Preparation: Designing Database Solutions for SQL Server Certification	\$72.00	<b>\$91.00</b>	Microsoft 70-761: Querying Data with Transact-SQL
DBMS 241	Workforce Preparation: Administering Microsoft SQL Server Databases Certification	\$72.00	<b>\$91.00</b>	Microsoft 70-764: Administering a SQL Database Infrastructure
DBMS 251	Workforce Preparation: Oracle Administration II Certification	\$191.00	<b>\$184.00</b>	Oracle Administration II Certification (1Z0-053)
DENT 102	Dental Materials and Lab I	\$50.00	\$50.00	Consumable/Supplies
<b>DENT 113</b>	<b>PreClinical Practice I</b>		<b>\$15.00</b>	<b>Consumable/Supplies</b>
			<b>\$250.00</b>	<b>DANB Infection Control Certification Fee</b>
	<b>TOTAL COURSE FEE:</b>		<b>\$265.00</b>	
<b>DENT 114</b>	<b>PreClinical Practice II</b>		<b>\$15.00</b>	<b>Consumable/Supplies</b>
DENT 115	Preclinical Practice I and II	\$30.00	\$30.00	Consumable/Supplies
		\$250.00	\$250.00	DANB Infection Control Certification Fee
	<b>TOTAL COURSE FEE:</b>	<b>\$280.00</b>	<b>\$280.00</b>	
DENT 118	Dental Radiography	\$30.00	\$30.00	Consumable/Supplies
		\$250.00	\$250.00	DANB Radiation Health/Safety Certification Fee
	<b>TOTAL COURSE FEE:</b>	<b>\$280.00</b>	<b>\$280.00</b>	
<b>DENT 120</b>	<b>Dental Radiography I</b>		<b>\$15.00</b>	<b>Consumable/Supplies</b>
			<b>\$250.00</b>	<b>DANB Radiation Health/Safety Certification Fee</b>
	<b>TOTAL COURSE FEE:</b>		<b>\$265.00</b>	
<b>DENT 121</b>	<b>Dental Radiography II</b>		<b>\$15.00</b>	<b>Consumable/Supplies</b>
DENT 124	Diet & Nutrition/Preventive Dentistry	\$30.00	\$30.00	Consumable/Supplies
DENT 125	Preclinical Practice II	\$30.00	\$30.00	Consumable/Supplies
DENT 128	Coronal Polishing & Caries Prevention for the Dental Assistant	\$50.00	\$50.00	Consumable/Supplies
DENT 129	Dental Materials and Lab II	\$50.00	\$50.00	Consumable/Supplies
DENT 130	Clinical Externship	\$250.00	\$250.00	DANB Clinical Practicum Fee
DENT 132	Expanded Functions	\$340.00	\$340.00	Consumable/Supplies
<b>DENT 133</b>	<b>Clinical Externship I</b>		<b>\$250.00</b>	<b>DANB Clinical Practicum Fee</b>
DESN 101	Introduction to Design Technology	\$11.00	\$11.00	Consumable/Supplies
			<b>\$75.00</b>	<b>E-Learning Materials - Solid Professor</b>
	<b>TOTAL COURSE FEE:</b>	\$11.00	<b>\$86.00</b>	
DESN 102	Technical Graphics	\$11.00	\$11.00	Consumable/Supplies
DESN 103	CAD Fundamentals	\$11.00	\$11.00	Consumable/Supplies
DESN 104	Mechanical Graphics	\$50.00	\$50.00	Consumable/Supplies
			<b>\$75.00</b>	<b>E-Learning Materials - Solid Professor</b>
	<b>TOTAL COURSE FEE:</b>	\$50.00	<b>\$125.00</b>	
DESN 105	Architectural Design I	\$50.00	\$50.00	Consumable/Supplies
DESN 106	Descriptive Geometry	\$11.00	\$11.00	Consumable/Supplies
DESN 108	Residential Design	\$11.00	\$11.00	Consumable/Supplies
DESN 109	Construction Materials and Specifications	\$11.00	\$11.00	Consumable/Supplies
DESN 110	Architectural Rendering	\$11.00	\$11.00	Consumable/Supplies
DESN 113	Intermediate CAD	\$11.00	\$11.00	Consumable/Supplies
			<b>\$75.00</b>	<b>E-Learning Materials - Solid Professor</b>
	<b>TOTAL COURSE FEE:</b>	\$11.00	<b>\$86.00</b>	
DESN 115	Revit Architecture	\$11.00	\$11.00	Consumable/Supplies
DESN 130	Fundamentals of Computer Graphics	\$11.00	\$11.00	Consumable/Supplies
DESN 131	Industrial Sketching	\$11.00	\$11.00	Consumable/Supplies
DESN 132	Raster Imaging Sketching	\$11.00	\$11.00	Consumable/Supplies
DESN 133	Vector Imaging Sketching	\$11.00	\$11.00	Consumable/Supplies
DESN 134	Design for Visualization & Communication	\$11.00	\$11.00	Consumable/Supplies
DESN 138	2D Animation	\$11.00	\$11.00	Consumable/Supplies
DESN 195	Manufacturing Principles & Design	\$25.00	\$25.00	Consumable/Supplies
DESN 201	Schematics	\$11.00	\$11.00	Consumable/Supplies
DESN 202	CAD Customization and Programming	\$11.00	\$11.00	Consumable/Supplies
DESN 204	Architectural Design II	\$11.00	\$11.00	Consumable/Supplies
DESN 206	Mechanical & Electrical Equipment	\$11.00	\$11.00	Consumable/Supplies

DESN 207	Die Design	\$11.00	\$11.00	Consumable/Supplies
DESN 208	Structural Design and Detailing	\$11.00	\$11.00	Consumable/Supplies
DESN 209	Estimating	\$11.00	\$11.00	Consumable/Supplies
DESN 211	Commercial Structures I	\$11.00	\$11.00	Consumable/Supplies
DESN 212	Commercial Structures II	\$11.00	\$11.00	Consumable/Supplies
DESN 213	CAD Mapping	\$11.00	\$11.00	Consumable/Supplies
DESN 214	Kinematics of Machinery	\$11.00	\$11.00	Consumable/Supplies
DESN 215	Electronic Schematics	\$11.00	\$11.00	Consumable/Supplies
DESN 216	Jig and Fixture Design	\$11.00	\$11.00	Consumable/Supplies
DESN 217	Design Process and Applications	\$50.00	\$50.00	Consumable/Supplies
DESN 220	Advanced CAD	\$50.00	\$50.00	Consumable/Supplies
			<b>\$75.00</b>	<b>E-Learning Materials - Solid Professor</b>
	<b>TOTAL COURSE FEE:</b>	\$50.00	<b>\$125.00</b>	
DESN 223	Parametric Solid Modeling	\$50.00	\$50.00	Consumable/Supplies
DESN 224	AutoCAD Certification	\$118.00	\$118.00	AutoCAD Certification
DESN 228	Civil I	\$11.00	\$11.00	Consumable/Supplies
DESN 229	Civil II	\$11.00	\$11.00	Consumable/Supplies
DESN 232	Sustainable Site Design	\$11.00	\$11.00	Consumable/Supplies
DESN 271	Introduction to Solidworks	\$50.00	\$50.00	Consumable/Supplies
DESN 272	Advanced Solid Modeling	\$50.00	\$50.00	Consumable/Supplies
DESN 273	Design for Additive Manufacturing	\$75.00	\$75.00	Consumable/Supplies
DHYG 114	Dental Hygiene Clinic I	\$30.00	\$30.00	Consumable/Supplies
DHYG 203	Dental Materials	\$30.00	\$30.00	Consumable/Supplies
DHYG 204	Pain Management	\$30.00	\$30.00	Consumable/Supplies
DHYG 224	Dental Hygiene Clinic II	\$30.00	\$30.00	Consumable/Supplies
DHYG 228	Dental Hygiene Clinical Procedures	\$30.00	\$30.00	Consumable/Supplies
DHYG 230	Clinical Seminar	\$460.00	\$460.00	NBDHE National Board Exam
DHYG 234	Dental Hygiene Clinic III	\$30.00	\$30.00	Consumable/Supplies
DMSI 103	OB/GYN Sonography I	\$30.00	\$30.00	Consumable/Supplies
DMSI 105	General Sonography Clinical I	\$30.00	\$30.00	Consumable/Supplies
		\$150.00	\$150.00	Trajecs System Access
	<b>TOTAL COURSE FEE:</b>	\$180.00	\$180.00	
DMSI 114	Vascular Sonography Clinical I	\$30.00	\$30.00	Consumable/Supplies
		\$150.00	\$150.00	Trajecs System Access
	<b>TOTAL COURSE FEE:</b>	\$180.00	\$180.00	
DMSI 117	Cardiac Sonography Clinical I	\$30.00	\$30.00	Consumable/Supplies
		\$150.00	\$150.00	Trajecs System Access
	<b>TOTAL COURSE FEE:</b>	\$180.00	\$180.00	
DMSI 150	Vascular Sonography II and Lab	\$30.00	\$30.00	Consumable/Supplies
DMSI 160	Cardiac II and Lab	\$30.00	\$30.00	Consumable/Supplies
DMSI 203	OB/GYN Sonography II	\$30.00	\$30.00	Consumable/Supplies
DMSI 210	Vascular Sonography III	\$30.00	\$30.00	Consumable/Supplies
DMSI 220	Cardiac III and Lab	\$30.00	\$30.00	Consumable/Supplies
ECED 105	CDA Process	\$425.00	\$425.00	CDA Certification Exam
EECT 279	Advanced Problem Solving	\$60.00	<b>\$75.00</b>	ETA/CET Fee
EETC 279	Electrical Engineering Technology Capstone	\$60.00	<b>\$75.00</b>	ETA/CET Fee
ENGR 116	Geometric Modeling for Visualization	\$30.00	\$30.00	Consumable/Supplies
ENRG 100	Energy Industry Fundamentals	\$35.00	\$35.00	Energy Industry Fundamentals Certification Assessment
			<b>\$25.00</b>	<b>OSHA 10 Hr Fee</b>
	<b>TOTAL COURSE FEE:</b>		\$60.00	
ENRG 111	Smart Grid Home Integration	\$30.00	\$30.00	Consumable/Supplies
ENRG 202	Advanced Photovoltaic Installation	\$30.00	\$30.00	Consumable/Supplies
			<b>\$150.00</b>	<b>ETA-Photovoltaic Certification</b>
	<b>TOTAL COURSE FEE:</b>	\$30.00	<b>\$180.00</b>	
ENRG 113	Energy Storage	\$30.00	\$30.00	Consumable/Supplies
ENRG 114	Smart Grid Networking and Infrastructure	\$30.00	\$30.00	Consumable/Supplies
EXER 114	Physical Conditioning and Strength Training	\$40.00	\$40.00	YMCA/Gym Facility Membership
<b>EXER 204</b>	<b>Health &amp; Wellness Coaching</b>		<b>\$249.00</b>	<b>ACE Health Coach Certification Exam</b>
<b>EXER 210</b>	<b>Personal Training &amp; Exercise Leadership</b>		<b>\$349.00</b>	<b>ACSM Certified Personal Trainer Exam</b>

<b>EXER 212</b>	<b>Group Fitness Instruction</b>		<b>\$199.00</b>	<b>ACE Group Fitness Instructor Certification Exam</b>
HIMT 205	Organization and Supervision	\$229.00	\$229.00	AHIMA Registered Health Info Tech (RHIT) Fee
HLHS 102	Essential Anatomy & Physiology	\$45.00	\$45.00	Consumable/Supplies
HLHS 104	CPR/Basic Life Support	\$17.50	\$17.50	CPR Card
		\$2.50	\$2.50	Consumable/Supplies
	<b>TOTAL COURSE FEE:</b>	<b>\$20.00</b>	<b>\$20.00</b>	
HLHS 106	Healthcare Specialist Certifications	\$35.00	\$35.00	CPR Card Prep
		\$7.00	\$7.00	Consumable/Supplies
	<b>TOTAL COURSE FEE:</b>	<b>\$42.00</b>	<b>\$42.00</b>	
HLHS 107	CNA Preparation	\$75.00	\$75.00	CNATest Fee
HLHS 110	Tuberculosis Training	\$10.00	\$10.00	Mantoux Certification Cards
HLHS 112	Home Health Aide Bridge	\$5.00	\$5.00	Certification Card
HLHS 114	Home Health Aide	\$5.00	\$5.00	Certificate Preparation
HLHS 117	QMA Preparation	\$65.00	\$65.00	QMA Testing Fee
HLHS 123	Meal Planning in Healthcare	\$60.00	\$60.00	Consumable/Supplies
		\$75.00	\$75.00	Kitchen Care Certification
	<b>TOTAL COURSE FEE:</b>	<b>\$135.00</b>	<b>\$135.00</b>	
<b>HLHS 221</b>	<b>Patient Care Technician Prep</b>		<b>\$70.00</b>	<b>Consumable/Supplies</b>
HLHS 222	Patient Care Technician Experiential	\$155.00	\$155.00	Patient Care Technician Certification Exam (CPCT/A)
HOSP 101	Sanitation & First Aid	\$21.00	\$21.00	ServSafe Food Protection Manager Certification
HOSP 102	Basic Foods and Theory	\$50.00	<b>\$75.00</b>	Consumable/Supplies
HOSP 103	Soups, Stocks, and Sauces	\$50.00	<b>\$75.00</b>	Consumable/Supplies
HOSP 105	Intro to Baking	\$50.00	<b>\$75.00</b>	Consumable/Supplies
HOSP 106	Pantry and Breakfast	\$50.00	<b>\$75.00</b>	Consumable/Supplies
HOSP 108	Human Relations Management	\$21.00	\$21.00	ManageFirst Hospitality Human Resources Mgmt. & Supervision Certification
HOSP 111	Yeast Bread	\$50.00	<b>\$75.00</b>	Consumable/Supplies
HOSP 113	Baking Science	\$50.00	<b>\$75.00</b>	Consumable/Supplies
HOSP 151	Introduction to Wine Service	\$50.00	<b>\$75.00</b>	Consumable/Supplies
HOSP 152	Introduction to Beer Service	\$50.00	<b>\$75.00</b>	Consumable/Supplies
HOSP 200	Meat & Seafood Fabrication	\$50.00	<b>\$100.00</b>	Consumable/Supplies
HOSP 201	Hospitality Purchasing & Cost Control	\$42.00	\$42.00	ManageFirst Purchasing/ManageFirst Controlling Food Service Costs.
HOSP 203	Menu, Design & Layout	\$42.00	\$42.00	ManageFirst Hospitality Accounting and Hospitality & Restaurant Marketing
HOSP 208	Cakes, Icing, Fillings	\$50.00	<b>\$100.00</b>	Consumable/Supplies
HOSP 209	Advanced Decorating and Candies	\$50.00	<b>\$100.00</b>	Consumable/Supplies
HOSP 210	Classical Cuisine	\$50.00	<b>\$100.00</b>	Consumable/Supplies
HOSP 211	Specialized Cuisine	\$50.00	<b>\$100.00</b>	Consumable/Supplies
HOSP 212	Garde Manger	\$50.00	<b>\$100.00</b>	Consumable/Supplies
HOSP 213	Classical Pastries and Chocolates	\$50.00	<b>\$100.00</b>	Consumable/Supplies
HOSP 221	Catering Administration	\$50.00	<b>\$100.00</b>	Consumable/Supplies
HOSP 230	Wedding Cakes	\$50.00	<b>\$100.00</b>	Consumable/Supplies
HOSP 232	Plated Dessert Salon	\$50.00	<b>\$100.00</b>	Consumable/Supplies
HOSP 270	Bakery Merchandising	\$50.00	<b>\$100.00</b>	Consumable/Supplies
HOSP 280	Co-Op Internship	\$21.00	\$21.00	ManageFirst Hospitality & Restaurant Management
HPER 216	Current Concepts in Physical Fitness	\$40.00	\$40.00	YMCA/Gym Facility Membership
HVAC 100	Intro to HVAC	\$25.00	\$25.00	OSHA 10 Hr Certification Fee
		\$30.00	\$30.00	E-Learning Materials/Simulation
	<b>TOTAL COURSE FEE:</b>	<b>\$55.00</b>	<b>\$55.00</b>	
HVAC 101	Heating Fundamentals	\$30.00	\$30.00	Consumable/Supplies
			<b>\$60.00</b>	<b>E-Learning/Simulation/Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>	<b>\$30.00</b>	<b>\$90.00</b>	
HVAC 103	Refrigeration I	\$30.00	\$30.00	Consumable/Supplies
		\$40.00	\$40.00	ESCO EPA 608 Reclamation Fee
	<b>TOTAL COURSE FEE:</b>	<b>\$70.00</b>	<b>\$130.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
HVAC 107	Duct Fabrication and Installation	\$30.00	\$30.00	Consumable/Supplies
HVAC 171	Hydronic Heating Systems	\$30.00	\$30.00	Consumable/Supplies
		\$30.00	\$30.00	Hydronic Low Pressure Heat ER Exam

	<b>TOTAL COURSE FEE:</b>	\$60.00	\$60.00	
HVAC 202	Electrical Circuits and Controls	\$30.00	\$30.00	Consumable/Supplies
		\$30.00	\$30.00	HVAC Excellence: Employment Ready Electrical
	<b>TOTAL COURSE FEE:</b>	\$60.00	\$60.00	
HVAC 203	Heat Loss/Heat Gain	\$60.00	\$60.00	E-Learning/ Simulation/ Curriculum Fees (No external book required)
			<b>\$30.00</b>	<b>HVAC Excellence: Employment Ready Light Commercial Refrigeration ER</b>
	<b>TOTAL COURSE FEE:</b>	\$60.00	<b>\$90.00</b>	
HVAC 205	Heat Pumps	\$30.00	\$30.00	Consumable/Supplies
		\$30.00	\$30.00	HVAC Excellence: Employment Ready Heat Pump
	<b>TOTAL COURSE FEE:</b>	\$60.00	\$60.00	
HVAC 206	Advanced Cooling Service	\$30.00	\$30.00	Consumable/Supplies
		\$30.00	\$30.00	HVAC Excellence: Employment Ready Light Commercial AC-ER
	<b>TOTAL COURSE FEE:</b>	\$60.00	\$60.00	
HVAC 208	Heating Service	\$30.00	\$30.00	Consumable/Supplies
		\$30.00	\$30.00	HVAC Excellence: Employment Ready Gas Heat or Electric Heat Exam
			<b>\$60.00</b>	<b>E-Learning/Simulation/Curriculum Fees (No external book required)</b>
<b>TOTAL COURSE FEE:</b>	\$60.00	<b>\$120.00</b>		
HVAC 211	Refrigeration II	\$30.00	\$30.00	Consumable/Supplies
		\$30.00	\$30.00	HVAC Excellence: Employment Ready Air Conditioning
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
<b>TOTAL COURSE FEE:</b>	\$60.00	<b>\$120.00</b>		
HVAC 216	Advanced Heat Pump	\$60.00	\$60.00	Consumable/Supplies
		\$30.00	\$30.00	HVAC Excellence Employment Ready Code H-97 Geothermal Heat Pump
	<b>TOTAL COURSE FEE:</b>	\$90.00	\$90.00	
HVAC 270	Hydronic Heating Systems II	\$30.00	\$30.00	Consumable/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>	\$30.00	<b>\$90.00</b>	
HVAC 272	EPA Refrigerant Certification Course	\$40.00	\$40.00	ESCO 410 A Safety Certification
HVAC 279	HVAC Capstone	\$40.00	\$40.00	HVAC Excellence: Green Awareness Certification
INCO 220	Advanced Insurance Claim Processing	\$117.00	\$117.00	NHA Billing and Coding Specialist Exam
INDT 103	Motor Controls	\$30.00	\$30.00	Consumable/Supplies
		\$105.00	<b>\$60.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>	\$135.00	<b>\$90.00</b>	
INDT 104	Fluid Power Basics	\$30.00	\$30.00	Consumable/Supplies
		\$105.00	<b>\$60.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>	\$135.00	<b>\$90.00</b>	
INDT 105	Industrial Solid State	\$30.00	\$30.00	Consumables/Supplies
INDT 107	Preventative Maintenance	\$30.00	\$30.00	Consumables/Supplies
INDT 108	Metrology	\$30.00	\$30.00	Consumables/Supplies
INDT 109	Measurements and Calibrations	\$30.00	\$30.00	Consumables/Supplies
INDT 111	Rigging	\$30.00	\$30.00	Consumables/Supplies
INDT 112	Sheet Metal Layout and Design	\$30.00	\$30.00	Consumables/Supplies
INDT 113	Basic Electricity	\$30.00	\$30.00	Consumable/Supplies
		\$105.00	<b>\$60.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>	\$135.00	<b>\$90.00</b>	
INDT 114	Introductory Welding	\$75.00	\$75.00	Consumables/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>	\$75.00	<b>\$135.00</b>	
INDT 120	Metallurgy Fundamentals	\$30.00	\$30.00	Consumables/Supplies
INDT 125	Industrial Wiring Principles	\$30.00	<b>\$45.00</b>	<b>Consumable/Supplies</b>
		\$105.00	<b>\$60.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>	\$135.00	<b>\$105.00</b>	

INDT 201	Fluid Power Systems	\$30.00	\$30.00	Consumables/Supplies
INDT 203	Machine Maintenance	\$30.00	\$30.00	Consumable/Supplies
		\$105.00	<b>\$60.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>	\$135.00	<b>\$90.00</b>	
INDT 204	Electrical Circuits & Controls	\$30.00	\$30.00	Consumable/Supplies
		\$105.00	<b>\$60.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>	\$135.00	<b>\$90.00</b>	
INDT 205	Programmable Logic Controllers I	\$30.00	\$30.00	Consumable/Supplies
		\$105.00	<b>\$60.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>	\$135.00	<b>\$90.00</b>	
INDT 206	Programmable Logic Controllers II	\$30.00	\$30.00	Consumable/Supplies
		\$105.00	<b>\$60.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>	\$135.00	<b>\$90.00</b>	
INDT 210	Pumps	\$30.00	\$30.00	Consumables/Supplies
		\$105.00	<b>\$60.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
	<b>TOTAL COURSE FEE:</b>	\$135.00	<b>\$90.00</b>	
INDT 211	Industrial Instrumentation	\$30.00	\$30.00	Consumables/Supplies
INDT 212	PLC 3	\$30.00	\$30.00	Consumables/Supplies
INDT 213	Pipe Fitting Basics	\$30.00	\$30.00	Consumables/Supplies
INDT 214	Advanced Mechanics I	\$30.00	\$30.00	Consumables/Supplies
INDT 215	Advanced Mechanics II	\$30.00	\$30.00	Consumables/Supplies
INDT 217	Advanced Motor Drives	\$30.00	\$30.00	Consumables/Supplies
INDT 260	Projects in manufacturing	\$30.00	\$30.00	Consumables/Supplies
INDT 279	Industrial Technology Capstone	\$40.00	\$40.00	ATMAE Outcomes Assessment
		\$105.00	<b>\$60.00</b>	E-Learning/Simulation/Curriculum Fees ( <i>No external book required</i> )
	<b>TOTAL COURSE FEE:</b>	\$145.00	<b>\$100.00</b>	
ITSP 136	Workforce Preparation: CompTIA A+	\$194.00	<b>\$210.00</b>	CompTIA A+ Core 1 and Core 2 (220-1001 and 220-1002)
ITSP 216	Workforce Preparation: Certified Wireless Technology Specialist	\$150.00	<b>\$150.00</b>	CWNP CWT (CWT-100)
<b>LOGM 102</b>	<b>Commercial Drivers License Application</b>		<b>\$4,250.00</b>	<b>CDL Training Fee</b>
LOGM 127	Introduction to Logistics	\$60.00	\$60.00	MSSC Registration Fee
		\$131.00	\$131.00	CLA/CLT Certification Fees
		\$182.00	<b>\$80.00</b>	E-Learning Materials/ Curriculum
<b>TOTAL COURSE FEE:</b>	\$373.00	<b>\$271.00</b>		
MEAS 260	Clinical Externship	\$125.00	\$125.00	CMA-AAMA Exam
MEDL 101	Fundamentals of Laboratory Techniques	\$50.00	\$50.00	Consumables/Supplies
MEDL 102	Routine Analysis Techniques	\$50.00	\$50.00	Consumables/Supplies
MEDL 201	Immunology Techniques	\$50.00	\$50.00	Consumables/Supplies
MEDL 202	Immunohematology Techniques	\$50.00	\$50.00	Consumables/Supplies
<b>MEDL 203</b>	<b>Immunohematology Techniques</b>		<b>\$50.00</b>	<b>Consumables/Supplies</b>
MEDL 205	Hematology Techniques I	\$50.00	\$50.00	Consumables/Supplies
MEDL 206	Hematology Techniques II	\$50.00	\$50.00	Consumables/Supplies
MEDL 207	Chemistry Techniques I	\$50.00	\$50.00	Consumables/Supplies
<b>MEDL 214</b>	<b>Medical Chemistry</b>		<b>\$50.00</b>	<b>Consumables/Supplies</b>
<b>MEDL 216</b>	<b>Microbiology Techniques</b>		<b>\$50.00</b>	<b>Consumables/Supplies</b>
<b>MEDL 217</b>	<b>Microbiology Concentrations</b>		<b>\$50.00</b>	<b>Consumables/Supplies</b>
MEDL 218	Clinical Pathology	\$215.00	\$215.00	ASCP Board of Certification Fees
MEDL 222	Microbiology Techniques	\$50.00	\$50.00	Consumables/Supplies
MEDL 227	Chemistry Techniques II	\$50.00	\$50.00	Consumables/Supplies
<b>MEDL 279</b>	<b>Clinical Pathology</b>		<b>\$215.00</b>	<b>ASCP Board of Certification Fees</b>
METC 105	Intro to Engineering Technology	\$5.00	\$5.00	Consumables/Supplies
METC 143	Materials and Processes	\$15.00	\$15.00	Consumables/Supplies
MORT 220	National Board Exam Review	\$500.00	\$500.00	National Board Exam
MPRO 100	Intro to Plant Floor and CNC Principles	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 101	Shop Mathematics	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)

MPRO 102	Intro to Print Reading	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 103	Manufacturing Automation	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 106	Intro to the Workplace and Safety	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 107	CNC Operations	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 108	Metrology	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 109	Quality Control Concepts and Techniques	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 112	Mechatronics Mechanics	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 122	Mechatronics Electrical Systems	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 201	Lean Manufacturing	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 202	Mechatronics Electrical Motor Control	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 203	Production Technology	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 205	Manufacturing Metals	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 206	Mechatronics Control Systems	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 207	Production Machine Tooling	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 227	Geometric Dimensioning and Tolerancing	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MPRO 250	Advanced Lean Manufacturing	\$105.00	<b>\$75.00</b>	E-Learning/ Simulation/ Curriculum Fees (No external book required)
MTTC 101	Introduction to Machining	\$40.00	\$40.00	Consumable/Supplies
		\$40.00	\$40.00	NIMS Registration
		\$100.00	\$100.00	NIMS Measurement, Materials & Safety Benchmark Certification
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
<b>TOTAL COURSE FEE:</b>		<b>\$180.00</b>	<b>\$240.00</b>	
MTTC 102	Turning processes I	\$40.00	\$40.00	Consumable/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
		<b>TOTAL COURSE FEE:</b>		<b>\$40.00</b>
MTTC 103	Milling Processes I	\$50.00	\$50.00	NIMS Manual Milling Certification
		\$40.00	\$40.00	Consumable/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
		<b>TOTAL COURSE FEE:</b>		<b>\$90.00</b>
MTTC 105	Abrasive Processes I	\$50.00	\$50.00	NIMS Manual Grinding Certification
		\$40.00	\$40.00	Consumable/Supplies
		<b>TOTAL COURSE FEE:</b>		<b>\$90.00</b>
MTTC 107	CNC Operations	\$100.00	\$100.00	NIMS CNC Milling Operations/CNC Turning Operations Certification
		\$40.00	\$40.00	Consumable/Supplies
		<b>TOTAL COURSE FEE:</b>		<b>\$140.00</b>
MTTC 110	Turning & Milling	\$40.00	\$40.00	Consumable/Supplies
MTTC 185	Multi Axis CNC Setup & Operation I	\$40.00	\$40.00	Consumable/Supplies
MTTC 195	Multi Axis CNC Setup & Operation II	\$40.00	\$40.00	Consumable/Supplies
MTTC 200	CNC Production Operations	\$60.00	\$60.00	Consumable/Supplies
MTTC 202	Advanced Turning Processes II	\$50.00	\$50.00	NIMS Manual Turning w Chucking Certification
		\$40.00	\$40.00	Consumable/Supplies
		<b>TOTAL COURSE FEE:</b>		<b>\$90.00</b>
MTTC 203	Milling Processes II	\$40.00	\$40.00	Consumable/Supplies
MTTC 205	Abrasives Processes II	\$40.00	\$40.00	Consumable/Supplies
MTTC 206	Tooling Design I	\$40.00	\$40.00	Consumable/Supplies
MTTC 207	Tooling Design II	\$40.00	\$40.00	Consumable/Supplies
MTTC 208	CNC Programming I	\$40.00	\$40.00	Consumable/Supplies
MTTC 209	CNC Programming II	\$40.00	\$40.00	Consumable/Supplies
MTTC 210	Interactive CNC	\$40.00	\$40.00	Consumable/Supplies

MTTC 211	Advanced Programming Techniques	\$40.00	\$40.00	Consumable/Supplies
MTTC 217	Introduction to Swiss Lathe	\$40.00	\$40.00	Consumable/Supplies
MTTC 220	CAD-CAM I	\$40.00	\$40.00	Consumable/Supplies
MTTC 221	CAD-CAM II	\$40.00	\$40.00	Consumable/Supplies
MTTC 225	Introduction to Mold Making	\$40.00	\$40.00	Consumable/Supplies
MTTC 235	5 Axis CNC Milling	\$40.00	\$40.00	Consumable/Supplies
MTTC 237	Multi-Axis CNC I	\$40.00	\$40.00	Consumable/Supplies
MTTC 238	Multi-Axis CNC II	\$40.00	\$40.00	Consumable/Supplies
MTTC 242	CNC Machining	\$100.00	\$100.00	NIMS CNC Milling Programming Setup & Operations/CNC Turning Programming Setup & Operations Certifications
		\$40.00	\$40.00	Consumable/Supplies
	<b>TOTAL COURSE FEE:</b>	<b>\$140.00</b>	<b>\$140.00</b>	
NANO 203	Basic Nanotechnology Processes	\$150.00	\$150.00	Clean Room usage fee Notre Dame
NANO 205	Patterning for Nanotechnology	\$80.00	\$80.00	Clean Room usage fee Notre Dame
NETI 114	Workforce Preparation: CompTIA Network +	\$150.00	<b>\$159.00</b>	CompTIA Network+ (N10-007)
NETI 116	Workforce Preparation: Cisco Certified Entry Networking Technician (CCENT)	\$165.00	\$165.00	Interconnecting Cisco Networking Devices Part 1 (100-105 ICND1) certification exam voucher
NETI 216	Workforce Preparation: CCNA Routing and Switching ICND2 Only	\$165.00	\$165.00	CCNA Routing and Switching (200-105)
NETI 217	Workforce Preparation: CCNA Routing and Switching	\$325.00	\$325.00	CCNA Routing and Switching (200-125) certification exam voucher
NGAS 203	Natural Gas Regulatory Compliance Issues	\$75.00	\$75.00	Student Access to Elearning Educ Materials
NRSG 128	Practice Issues for Practical Nursing	\$345.00	\$345.00	ATI PN Live Review
NRSG 208	Practice Issues for Associate Degree Nursing	\$345.00	\$345.00	ATI RN Review ATRN review
OPTI 121	Ophthalmic Lens Lab Procedures	\$60.00	\$60.00	Consumable/Supplies
OPTI 153	Ophthalmic Dispensing	\$60.00	\$60.00	Consumable/Supplies
OPTI 232	Contact Lens & Ocular Refraction	\$60.00	\$60.00	Consumable/Supplies
OPTI 251	Ophthalmic Procedures II	\$60.00	\$60.00	Consumable/Supplies
PARM 102	EMT - Basic Training	\$80.00	\$80.00	EMT Basic Certification Exam
		\$30.00	\$30.00	Clinical Scheduling Software
	<b>TOTAL COURSE FEE:</b>	<b>\$110.00</b>	<b>\$110.00</b>	
PARM 111	Preparatory	\$111.00	\$111.00	Fisdap (Internship Package [Schedule+ Skills Tracker] and Comprehensive Exams
PARM 112	Prehospital Pharmacology	\$30.00	\$30.00	Consumable/Supplies
PARM 115	Airway, Patient Assessment	\$30.00	\$30.00	Consumable/Supplies
PARM 200	Trauma	\$30.00	\$30.00	Consumable/Supplies
PARM 210	Medical I	\$30.00	\$30.00	Consumable/Supplies
PARM 215	Special Considerations	\$30.00	\$30.00	Consumable/Supplies
PARM 221	Ambulance Internship (replaces PARM220)	\$125.00	\$125.00	National Registry of EMTs - Paramedic Cognitive Exam
PHAR 202	Pharmacy Technician Experiential Seminar	\$117.00	\$117.00	NHA ExCPT Exam
PHLB 257	Phlebotomy Externship	\$117.00	\$117.00	NHA Phlebotomy Exam
PHLB 258	Phlebotomy Donor Technician Externship	\$135.00	\$135.00	NHA Phlebotomy Exam
PHOT 100	Photography for Non-Majors	\$11.00	<b>\$15.00</b>	Consumables/Supplies
PHOT 104	Basic Photography	\$25.00	\$25.00	Consumables/Supplies
PHOT 107	Intermediate Photography	\$25.00	\$25.00	Consumables/Supplies
PHOT 200	Field Photography	\$75.00	\$75.00	Consumables/Supplies
PHOT 201	Principles Color Photography	\$25.00	\$25.00	Consumables/Supplies
PHOT 203	Professional Portraiture	\$25.00	\$25.00	Consumables/Supplies
PHOT 204	Commercial Photo Techniques	\$25.00	\$25.00	Consumables/Supplies
PHOT 208	Independent Study I	\$25.00	\$25.00	Consumables/Supplies
PHOT 209	Studio Lighting Techniques	\$25.00	\$25.00	Consumables/Supplies
PHOT 214	Journalistic Editorial Photography	\$25.00	\$25.00	Consumables/Supplies
PHOT 216	Advanced Process & Production	\$25.00	\$25.00	Consumables/Supplies
PHOT 218	Fine Art Photography	\$25.00	<b>\$50.00</b>	Consumables/Supplies
PROC 131	Intro. To Process Technology	\$30.00	\$30.00	Consumables/Supplies
PROC 132	Process Technology 1	\$30.00	\$30.00	Consumables/Supplies
PROC 133	Process Technology 2	\$30.00	\$30.00	Consumables/Supplies
PROC 134	Process Technology 3	\$30.00	\$30.00	Consumables/Supplies
PROC 234	Process Troubleshooting	\$30.00	\$30.00	Consumables/Supplies
PTAS 101	Introduction to Physical Therapist Assistant	\$25.00	\$25.00	Purchase of single use OSHA activity items
PTAS 106	PTA Treatment Modalities I	\$25.00	\$25.00	Purchase of single use modality items

PTAS 205	Clinical II	\$25.00	\$25.00	Online Clinical Performance Instrument (CPI)
PTAS 215	Clinical III	\$25.00	\$25.00	Online Clinical Performance Instrument (CPI)
PTAS 224	Current Issues and Review	\$35.00	\$35.00	Cumulative Exam Prep
RADT 113	Radiographic Positioning I and Lab	\$20.00	\$20.00	Lead markers
RADT 114	Radiographic Clinical Education I	\$30.00	\$30.00	Radiation monitoring badge
		\$150.00	\$150.00	Trajecs System Access
	<b>TOTAL COURSE FEE:</b>	<b>\$180.00</b>	<b>\$180.00</b>	
RADT 116	Radiographic Clinical Education II	\$30.00	\$30.00	Radiation monitoring badge
RADT 202	Radiographic Clinical Education III	\$30.00	\$30.00	Radiation monitoring badge
RADT 203	Radiographic Clinical Education IV	\$35.00	\$35.00	Radiation monitoring badge
RADT 204	Radiographic Clinical Education V	\$35.00	\$35.00	Radiation monitoring badge
RADT 221	Pharmacology and Advanced Procedures	\$10.00	\$10.00	Consumable/Supplies
		\$35.00	\$35.00	ARST Membership
	<b>TOTAL COURSE FEE:</b>	<b>\$45.00</b>	<b>\$45.00</b>	
RESP 205	Advanced Respiratory Care	\$120.00	\$120.00	RRT Certification Exam
SCIN 111	Science of Energy Generation and Utilization	\$15.00	\$15.00	Consumable/Supplies
SDEV 270	Workforce Preparation (WF Prep): MTA Software Fundamentals Certification	\$100.00	\$100.00	UCertify Access and Microsoft Imagine Academy
		\$69.00	<b>\$92.00</b>	MTA Software Fundamentals Exam fee with Retake and Test Administration Fee
	<b>TOTAL COURSE FEE:</b>	<b>\$169.00</b>	<b>\$192.00</b>	
SDEV 271	WF Prep: Oracle Java Foundations	\$116.00	<b>\$95.00</b>	Oracle Java Foundations (1Z0-811) Certification Exam Voucher
SDEV 273	WF Prep: C++ Institute C++ CPA	\$145.00	<b>\$295.00</b>	C++ Institute C++ Certified Programming Associate Exam Voucher
SDEV 274	WF Prep: Microsoft 70-483 C# JumpStart	\$72.00	\$72.00	Microsoft 70-483 C# Jumpstart Exam Voucher
SDEV 275	WF Prep: Microsoft MTA 98-375 HTML5 Fundamentals	\$69.00	<b>\$91.00</b>	Microsoft 98-375 HTML 5 Fundamentals Exam Voucher with Retake
SDEV 276	WF Prep: ATC AND-801 Android Programmer	\$115.00	<b>\$150.00</b>	Android AND-801
SURG 213	Surgical Procedures III	\$262.00	\$262.00	Certified Surgical Technologists Exam
SUST 100	Introduction to Renewable Energy	\$30.00	\$30.00	Consumable/Supplies
		\$30.00	\$30.00	Consumable/Supplies
	<b>TOTAL COURSE FEE:</b>	<b>\$30.00</b>	<b>\$180.00</b>	<b>ETA-Small Wind Certification</b>
SUST 102	Solar, Wind, Geothermal	\$30.00	\$30.00	Consumable/Supplies
SUST 111	Wind Mechanical I	\$30.00	\$30.00	Consumable/Supplies
SUST 123	Biofuels	\$30.00	\$30.00	Consumable/Supplies
SUST 201	BioFeedstock Systems	\$30.00	\$30.00	Consumable/Supplies
SUST 211	Wind Mechanical II	\$30.00	\$30.00	Consumable/Supplies
SUST 220	Wind Turbine Controls	\$30.00	\$30.00	Consumable/Supplies
SUST 222	Advanced Wind Turbine Safety	\$30.00	\$30.00	Consumable/Supplies
SVAD 117	Workforce Preparation: CompTIA Linux + Certification	\$324.00	<b>\$159.00</b>	CompTIA Linux+ (XK0-004)
SVAD 217	Workforce Preparation: RHCSA Certification	\$188.00	<b>\$400.00</b>	Red Hat RHCSA Certification Exam
SVAD 225	Workforce Preparation: RedHat Certified System	\$235.00	<b>\$400.00</b>	RedHat Sys Admin Certificate EX200
SVAD 232	Workforce Preparation: Microsoft 70-740 Certification	\$72.00	<b>\$91.00</b>	Microsoft 70-740: Installation, Storage and Compute with Windows Server 2016
SVAD 237	Workforce Preparation: 70-741 Certification	\$72.00	<b>\$91.00</b>	Microsoft 70-741: Networking with Windows Server 2016
SVAD 242	Workforce Preparation: Microsoft 70-742 Certification	\$72.00	<b>\$91.00</b>	Microsoft 70-742: Identity with Windows Server 2016
SVAD 247	Workforce Preparation: Microsoft 70-413 Certification: Designing and Implementing a Server Infrastructure	\$174.00	<b>\$91.00</b>	Microsoft 70-413 Certification: Designing and Implementing a Server Infrastructure
SVAD 257	Workforce Preparation: Microsoft 70-414 Certification: Implementing an Advanced Server Infrastructure	\$72.00	<b>\$91.00</b>	Microsoft 70-414 Certification: Implementing an Advanced Server Infrastructure certification exam voucher
<b>TMAS 120</b>	<b>Therapeutic Massage Training I</b>		<b>\$20.00</b>	<b>Consumable/Supplies</b>
<b>TMAS 123</b>	<b>Therapeutic Massage Clinical I</b>		<b>\$20.00</b>	<b>Consumable/Supplies</b>
<b>TMAS 140</b>	<b>Therapeutic Massage Training II</b>		<b>\$20.00</b>	<b>Consumable/Supplies</b>
<b>TMAS 202</b>	<b>Deep Tissue Techniques</b>		<b>\$20.00</b>	<b>Consumable/Supplies</b>
TMAS 171	Personal Fitness Training	\$274.00	<b>\$279.00</b>	NFPT-CPT Personal Trainer Board Certification
TMAS 223	Therapeutic Massage Clinical II	\$195.00	<b>\$265.00</b>	MBLEx Certification Exam
			<b>\$20.00</b>	<b>Consumable/Supplies</b>

	<b>TOTAL COURSE FEE:</b>	\$195.00	<b>\$285.00</b>	
TRCK 100	HD Truck Preventative Maintenance	\$75.00	\$75.00	Consumable/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>	\$75.00	<b>\$135.00</b>	
TRCK 101	Steering & Suspension	\$22.00	\$22.00	Consumable/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
TRCK 121	Braking Systems	\$22.00	\$22.00	Consumable/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
TRCK 125	Manual Transmissions	\$22.00	\$22.00	Consumable/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
TRCK 127	Engine Repair	\$22.00	\$22.00	Consumable/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
TRCK 142	Truck Climate Control Systems	\$32.00	\$32.00	Consumable/Supplies
		\$25.00	\$25.00	EPA Certification
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>	\$57.00	<b>\$117.00</b>	
TRCK 219	Diesel Engine Performance	\$22.00	\$22.00	Consumable/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
TRCK 224	Ht Electrical Systems	\$22.00	\$22.00	Consumable/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
TRCK 234	Advanced Diesel Emissions Controls	\$22.00	\$22.00	Consumable/Supplies
			<b>\$60.00</b>	<b>E-Learning/Simulation/Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
TRCK 235	Hd Truck Auto Transmission	\$22.00	\$22.00	Consumable/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>	\$22.00	<b>\$82.00</b>	
<b>TRCK 244</b>	<b>Diesel Engine Performance II</b>		<b>\$22.00</b>	<b>Consumable/Supplies</b>
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
	<b>TOTAL COURSE FEE:</b>		<b>\$82.00</b>	
TRCK 279	Capstone Course	\$95.00	\$105.00	NATEF ASE Exam - Medium/Heavy Truck
VIDT 111	Studio and Field Production I	\$25.00	\$25.00	Consumable/Supplies
VIDT 202	Studio and Field Production II	\$25.00	\$25.00	Consumable/Supplies
VIDT 203	Studio and Field Production III	\$25.00	\$25.00	Consumable/Supplies
VIDT 210	Production Editing I	\$11.00	<b>\$25.00</b>	Consumable/Supplies
VIDT 211	Production Editing II	\$11.00	<b>\$25.00</b>	Consumable/Supplies
VISC 101	Fundamentals of Design	\$25.00	\$25.00	Consumable/Supplies
VISC 102	Fundamental of Imaging	\$25.00	\$25.00	Consumable/Supplies
VISC 105	Video and Sound	\$11.00	<b>\$25.00</b>	Consumable/Supplies
<b>VISC 107</b>	<b>Introduction to Screen Printing</b>		<b>\$30.00</b>	<b>Consumable/Supplies</b>
VISC 110	Web Design I	\$11.00	<b>\$15.00</b>	Consumable/Supplies
VISC 111	Drawing for Visualization	\$11.00	<b>\$25.00</b>	Consumable/Supplies
VISC 112	Electronic Layout	\$25.00	\$25.00	Consumable/Supplies
VISC 113	Typography I	\$25.00	\$25.00	Consumable/Supplies
VISC 114	Graphic Design I	\$25.00	\$25.00	Consumable/Supplies
VISC 115	Intro to Computer Graphics	\$25.00	\$25.00	Consumable/Supplies
VISC 200	Motion Graphics	\$11.00	<b>\$15.00</b>	Consumable/Supplies
VISC 201	Electronic Imaging	\$25.00	\$25.00	Consumable/Supplies
VISC 202	User Experience & User Interface	\$25.00	\$25.00	Consumable/Supplies

VISC 204	Mobile Apps I	\$11.00	<b>\$15.00</b>	Consumable/Supplies
<b>VISC 207</b>	<b>Portfolio Preparation</b>		<b>\$25.00</b>	<b>Consumable/Supplies</b>
VISC 208	Mobile App II	\$11.00	<b>\$15.00</b>	Consumable/Supplies
VISC 209	3-D Rendering & Animation I	\$11.00	<b>\$15.00</b>	Consumable/Supplies
VISC 210	Web Design II	\$11.00	<b>\$15.00</b>	Consumable/Supplies
VISC 212	3-D Rending & Animation II	\$11.00	<b>\$15.00</b>	Consumable/Supplies
VISC 213	Advanced Elec Imaging	\$25.00	\$25.00	Consumable/Supplies
VISC 214	Advanced Electronic Layout	\$11.00	<b>\$15.00</b>	Consumable/Supplies
VISC 215	Web Design III	\$11.00	<b>\$15.00</b>	Consumable/Supplies
VISC 216	Electronic Illustration	\$25.00	\$25.00	Consumable/Supplies
VISC 217	Graphic Design II	\$25.00	\$25.00	Consumable/Supplies
VISC 219	Graphic Design III	\$25.00	\$25.00	Consumable/Supplies
WELD 100	Welding Processes	\$50.00	\$50.00	Consumables/Supplies
		\$225.00	<b>\$240.00</b>	PPE Kit
		\$25.00	\$25.00	OSHA 10 Hr Fee
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
<b>TOTAL COURSE FEE:</b>		<b>\$300.00</b>	<b>\$375.00</b>	
WELD 108	Shield Metal Arc Welding I	\$75.00	\$75.00	Consumables/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
		<b>TOTAL COURSE FEE:</b>		<b>\$75.00</b>
WELD 109	Oxy-Fuel Gas Welding Cutting	\$75.00	\$75.00	Consumables/Supplies
WELD 203	Pipe Welding I	\$75.00	\$75.00	Consumables/Supplies
WELD 204	Pipe Welding II	\$100.00	\$100.00	Consumables/Supplies
		\$50.00	\$50.00	AWS Fee
		\$165.00	\$165.00	Coupon Material Fee
		<b>TOTAL COURSE FEE:</b>		<b>\$315.00</b>
WELD 205	Welding Codes Spec Estimating	\$75.00	\$75.00	Consumables/Supplies
WELD 206	Shielded Metal Arc Welding II	\$75.00	\$75.00	Consumables/Supplies
		\$50.00	\$50.00	AWS Fee
		\$140.00	\$140.00	Coupon Material Fee
		<b>TOTAL COURSE FEE:</b>		<b>\$265.00</b>
WELD 207	Gas Metal Arc MIG Welding	\$75.00	\$75.00	Consumables/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
		<b>TOTAL COURSE FEE:</b>		<b>\$75.00</b>
WELD 208	Gas Tungsten Arc TIG Welding	\$75.00	\$75.00	Consumables/Supplies
			<b>\$60.00</b>	<b>E-Learning/ Simulation/ Curriculum Fees (No external book required)</b>
		<b>TOTAL COURSE FEE:</b>		<b>\$75.00</b>
WELD 209	Welding Certification	\$75.00	\$75.00	Consumables/Supplies
WELD 210	Welding Fabrication I	\$75.00	\$75.00	Consumables/Supplies
WELD 211	Welding Fabrication II	\$75.00	\$75.00	Consumables/Supplies
WELD 272	Gas Metal MIG II	\$75.00	\$75.00	Consumables/Supplies
		\$50.00	\$50.00	AWS Fee
		\$140.00	\$140.00	Coupon Material Fee for Exam
		<b>TOTAL COURSE FEE:</b>		<b>\$265.00</b>
WELD 273	Gas Tungsten Arc Welding II	\$75.00	\$75.00	Consumable/Supplies
		\$50.00	\$50.00	AWS Fee
		\$140.00	\$140.00	Coupon Material Fee for Exam
		<b>TOTAL COURSE FEE:</b>		<b>\$265.00</b>
WELD 274	Flux Core	\$75.00	\$75.00	Consumable/Supplies

**APPROVAL OF THE COLLEGE 2019 – 2020 FISCAL YEAR  
OPERATING BUDGET**

**RESOLUTION NUMBER 2019-23**

**WHEREAS**, the 2019-2020 fiscal year internal operating budget for the College needs to be adopted, and

**WHEREAS**, the general fund unrestricted recurring operating revenue estimate for the 2019-2020 fiscal year, as recommended by the administration, totals \$508,243,720 and general fund unrestricted operating reserve totals \$262,376,967, as illustrated on Exhibit A as attached hereto, and

**WHEREAS**, the operating expenditure budget is within this revenue as projected, as illustrated on Exhibit B as attached hereto, and

**WHEREAS**, additional restricted funds are anticipated, and expenditures are to be budgeted within these projections,

**NOW THEREFORE BE IT RESOLVED**, that the State Board of Trustees does hereby approve the revenue estimates and budget allocations for the 2019-2020 fiscal year as attached hereto (Exhibits A and B) at a total of \$770,620,687 and

**BE IT FURTHER RESOLVED**, that each budget allocation as hereby approved shall be adjusted by the Senior Vice President/Chief Financial Officer as authorized by the President after the year end 2018-2019 closing to reflect the actual revenue and expense budget of each such unit, and

**BE IT FURTHER RESOLVED**, the Senior Vice President/Chief Financial Officer, as directed by the President, shall affect a reduction or increase to these budget allocations as necessary in order to maintain a balanced budget for the fiscal year. Such action may occur whenever it is determined that budgeted revenue is not being collected as has been projected, or to adjust for a significant shift in enrollment between campuses or sites, or to adjust for changes in other income or expenses. All such budget increases or decreases during the fiscal year shall be reported to the Board by the Senior Vice President Chief/Financial Officer at its next meeting subsequent to such action by the President, and

**BE IT FURTHER RESOLVED**, that the amounts included in the Reserve Accounts may be allocated to the respective campuses and sites as needed for the specified purposes by the Senior Vice President/Chief Financial Officer when approved by the President, and

**BE IT FURTHER RESOLVED**, that the restricted funds awarded to the College may be expended for their intended purposes within the mission of the College, and that addition of such funds will be reported to this Board by the Senior Vice President/Chief Financial Officer at its next board meeting, and

**BE IT FURTHER RESOLVED**, that debt service funds may be expended for the payment of interest, principal reduction, or other related costs, and that expenditures in excess of \$500,000 will be reported to this Board at its next board meeting following such expenditure by the Senior Vice President/Chief Financial Officer, and

**BE IT FURTHER RESOLVED**, that revenues received from Auxiliary Enterprises, may be expended for their intended purpose of paying for the obligations of the Auxiliary Enterprises Fund, and

**BE IT FURTHER RESOLVED**, that the Board approves the annual allocation of funds for all utilities, local phone service and postage, the projected expenditure of \$46,100,000 for employee health savings accounts, health and dental insurances and administrative costs, and the specific contracts listed on Exhibit C that obligates the College to expenditures exceeding \$500,000 and authorizes the President to enter into such contracts with the vendors listed or with alternative vendors if circumstances warrant, with any such changes reported to the Board at its next regularly scheduled meeting.

**State Trustees  
Ivy Tech Community College of Indiana**

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**Paula Hughes-Schuh, Chairperson**

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**Marianne Glick, Secretary**

**Dated: June 6, 2019**

## EXHIBIT A

### IVY TECH COMMUNITY COLLEGE OF INDIANA 2019-20 TOTAL OPERATING REVENUE ESTIMATE

#### State Appropriation:

General - Operating	\$ 226,529,384
Dual Credit	13,521,607
Fee Replacement	<u>32,923,190</u>

Total State Appropriation \$ 272,974,181

#### Tuition and Mandatory Student Fees:

In-State (3.13% increase) - \$145.01	\$ 172,369,511
Out-of-State (3.13% Increase) - \$283.69	7,269,357
Out-of-State Distance Education (3.13% Increase) - \$170.06	<u>2,929,709</u>

Total Student Fees 182,568,577

(\$1,248,497 - R&R Fee Revenue - \$1.00/cr.hr. is included in the \$182,568,577)

(\$1,148,726 - Student Activity Fee Revenue - \$1.00/cr.hr. is included in the \$182,568,577)

Internet-Based Distance Ed Fee - \$20.00 Per Credit Hour (\$0 Increase) 10,029,526  
Technology Fee - \$75 Per Semester (\$0 Increase) 11,087,040

#### Transfers In:

Lawrenceburg Project - 2018-19 Gaming Revenue	<u>\$ 100,000</u>
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Total Transfers In 100,000

#### Other Revenue:

##### Campus Estimates:

Miscellaneous Fees	
-- Regular Credit	\$ 9,335,668
-- Non-Credit & Workforce Alignment Charges	8,651,518
Other Income (Gifts, Grants, Overhead, etc.)	3,412,167
College-wide	2,279,176
Departmental Other Revenue	5,105,867
Investment Income	<u>2,700,000</u>

Total Other Revenue 31,484,396

**Total Unrestricted Operating Revenue Estimate \$ 508,243,720**

2018-19 Year-end Close Reserve Estimates \$ 262,376,967

**EXHIBIT B**

**IVY TECH COMMUNITY COLLEGE OF INDIANA  
SUMMARY OF ALL RECOMMENDED ALLOCATIONS BY SITE**

<u>Campus/Site</u>	<u>2019-20 Recommended Budget Allocation</u>	<u>2018-19 Year-end Reserve Estimate</u>	<u>Total</u>
Lake County	\$ 18,834,751	\$ 1,230,480	\$ 20,065,231
Valparaiso	\$ 13,378,023	\$ 1,905,207	\$ 15,283,230
Michigan City	3,568,525	361,620	3,930,145
Total Valparaiso	\$ 16,946,548	\$ 2,266,827	\$ 19,213,375
South Bend/Elkhart	\$ 20,559,767	\$ 2,008,388	\$ 22,568,155
Fort Wayne	\$ 33,221,685	\$ 5,878,861	\$ 39,100,546
Warsaw	3,552,230	375,513	3,927,743
Total Fort Wayne	\$ 36,773,915	\$ 6,254,374	\$ 43,028,289
Lafayette	\$ 25,598,949	\$ 9,697,314	\$ 35,296,263
Kokomo	\$ 13,681,391	\$ 3,491,547	\$ 17,172,938
Logansport	3,083,165	1,017,571	4,100,736
Total Kokomo	\$ 16,764,556	\$ 4,509,118	\$ 21,273,674
Muncie	\$ 16,020,861	\$ 2,113,152	\$ 18,134,013
New Castle	1,114,874	263,364	1,378,238
Total Muncie	\$ 17,135,735	\$ 2,376,516	\$ 19,512,251
Anderson	\$ 7,582,865	\$ 2,566,657	\$ 10,149,522
Marion	\$ 4,710,679	\$ 1,874,768	\$ 6,585,447
Terre Haute	\$ 21,742,379	\$ 7,346,394	\$ 29,088,773
Indianapolis	\$ 62,875,592	\$ 16,196,693	\$ 79,072,285
Franklin	2,583,160	149,271	2,732,431
Greencastle	1,701,753	0	1,701,753
Noblesville	1,815,957	233,975	2,049,932
Avon	939,962	0	939,962
Total Indianapolis	\$ 69,916,424	\$ 16,579,939	\$ 86,496,363
Richmond	\$ 11,031,834	\$ 5,299,169	\$ 16,331,003
Columbus	\$ 14,180,211	\$ 5,965,391	\$ 20,145,602
Madison	\$ 6,456,987	\$ 4,318,886	\$ 10,775,873
Lawrenceburg	\$ 7,421,822	\$ 2,047,768	\$ 9,469,590
Batesville	922,258	0	922,258
Total Lawrenceburg	\$ 8,344,080	\$ 2,047,768	\$ 10,391,848
Evansville	\$ 22,327,174	\$ 5,675,400	\$ 28,002,574
Sellersburg	\$ 17,419,529	\$ 9,329,092	\$ 26,748,621
Bloomington	\$ 22,370,458	\$ 5,346,918	\$ 27,717,376
<b>Total Campuses/Sites</b>	<b>\$ 358,696,841</b>	<b>\$ 94,693,399</b>	<b>\$ 453,390,240</b>
President's Special Projects Fund	\$ 1,000,000		\$ 1,000,000
College-wide Accounts	48,760,025		48,760,025
Office of Information Technology	33,176,340		\$ 33,176,340
Hubs	40,970		40,970
Transfers Out	34,416,004		34,416,004
State-wide Support	32,153,540	167,683,568	199,837,108
<b>Total College</b>	<b>\$ 508,243,720</b>	<b>\$ 262,376,967</b>	<b>\$ 770,620,687</b>

**EXHIBIT C**

**ANNUAL CONTRACTS OBLIGATING THE COLLEGE TO  
EXPENDITURES EXCEEDING \$500,000**

<b>Service/Line of Coverage</b>	<b>Estimated Amount</b>	<b>Vendor</b>
<b>Health Plan</b>		
Employee Group Medical Insurance	\$ 43,800,000	Anthem, CVS Caremark, Chard Snyder
Employee Group Dental Insurance	\$ 2,300,000	Delta Dental
<b>Risk Management</b>		
Risk Mgmt. Broker/Consultant, Property, Auto, Fine Arts, Worker's Comp TPA, Worker's Comp Excess, Out of State Worker's Comp, General Liability Educator's Legal Liability, Internships & Professional Liability, Excess Liability, Medical Professional Liability, Fiduciary Liability & Crime, Cyber Liability Foreign Liability, Aviation (Hull & Liability), Study Abroad Travel Accident, Student Accident, Catastrophic Athletic Accident	\$ 2,800,000	Arthur J Gallagher, Travelers, AXA, JWF Specialty Midwest Employers Casualty Company, Travelers, United Educators, Capitol Specialty, Beazley (Lloyd's London), ACE American Insurance Co, Old Republic Insurance Co., National Guardian Life, National Union Fire Insurance Co.
Unemployment	\$ 1,000,000	Equifax and Department of Workforce Development

## **AUDIT COMMITTEE**

Report will be given at the State Board of Trustees Meeting June 6, 2019

# Academics & Student Experience

June 6<sup>th</sup>  
Meeting



# Agenda:

1. Strategic Enrollment Planning
2. Approval of a Technical Certificate in Education
3. Update: Affirmation of Accreditation with the Higher Learning Commission
4. 8 – Week Course Update

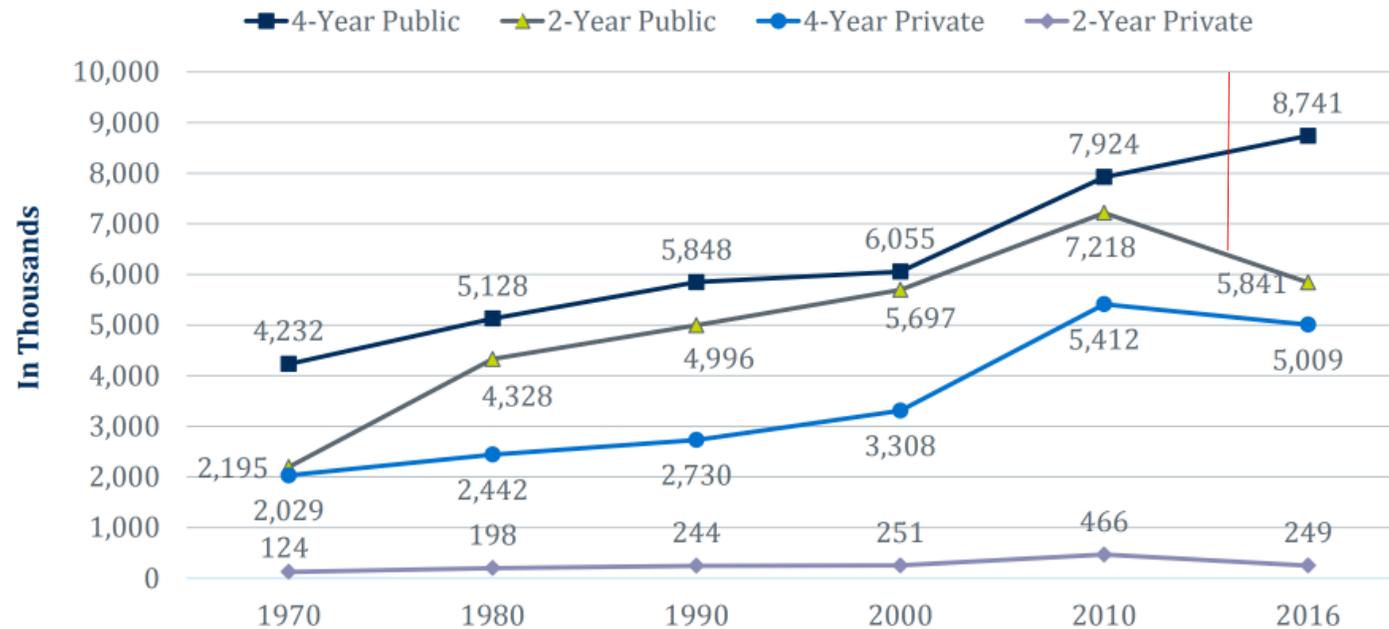


# Strategic Enrollment Planning

4 Campuses in First Round  
**Ruffalo Noel Levitz**

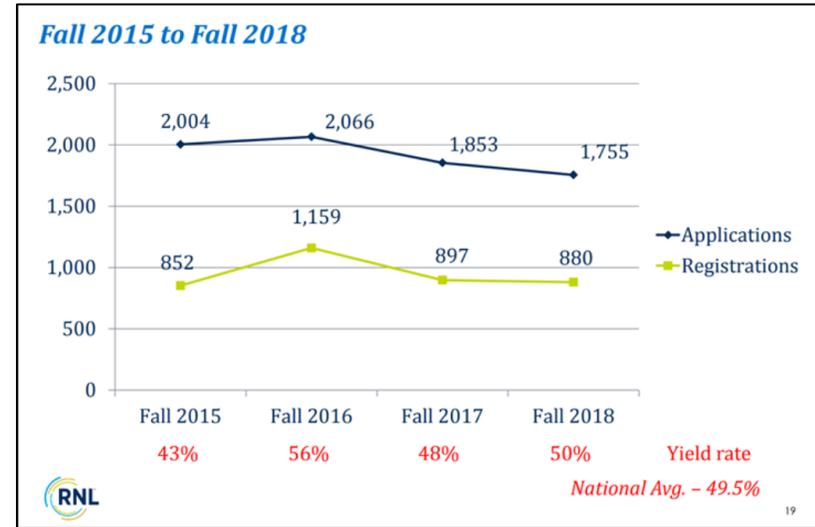
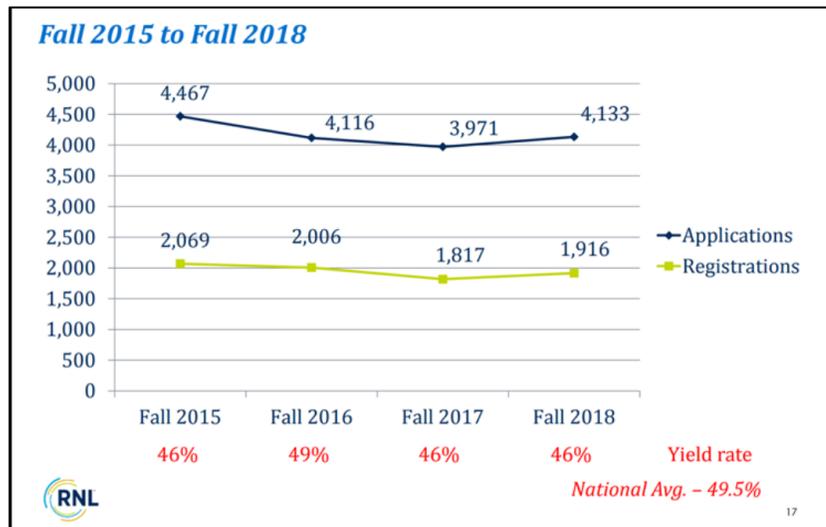
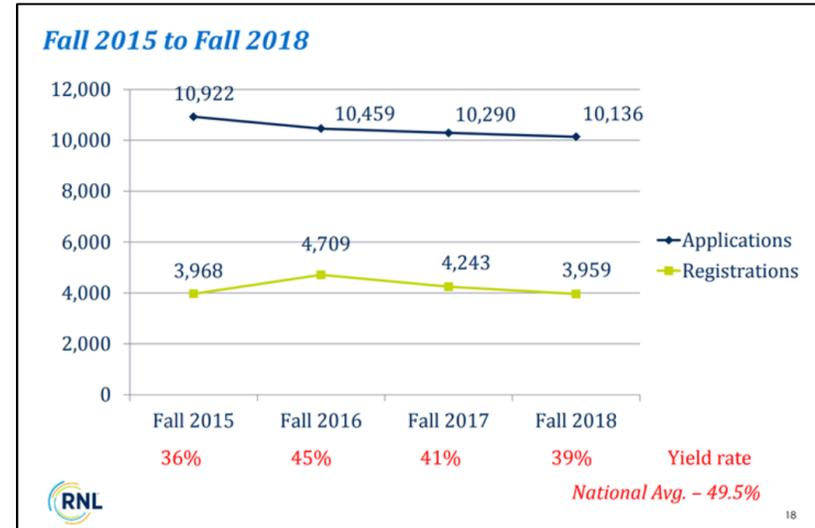
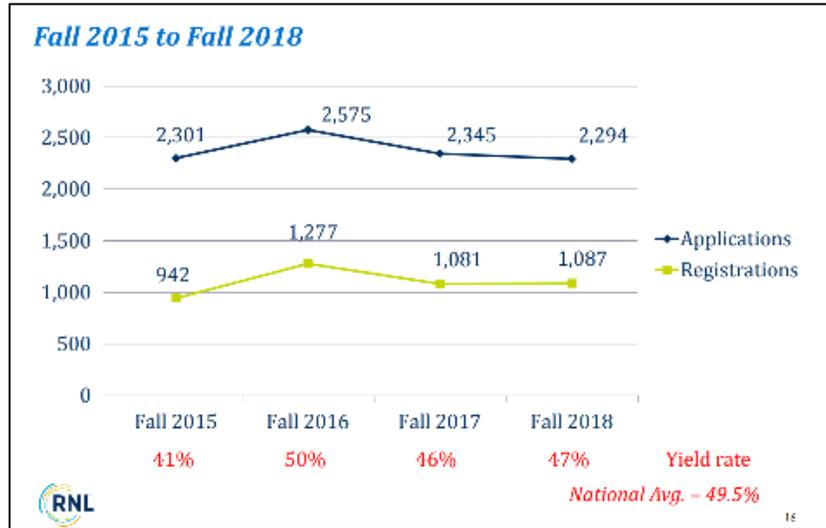
# Higher Ed Enrollment History

Total fall enrollment in degree-granting institutions by control and type of institution: 1970 - 2016



Source: Digest of Education Statistics, table 303.25

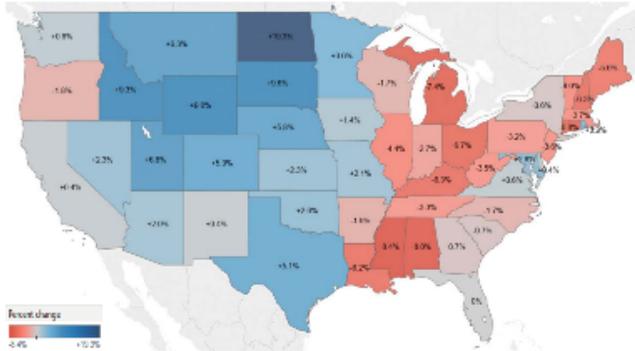
# Converting Applicants to Registrations



# HS Grad Trends

## Projected change in high school graduates

*Public and non-public, 2017-18 to 2022-23*

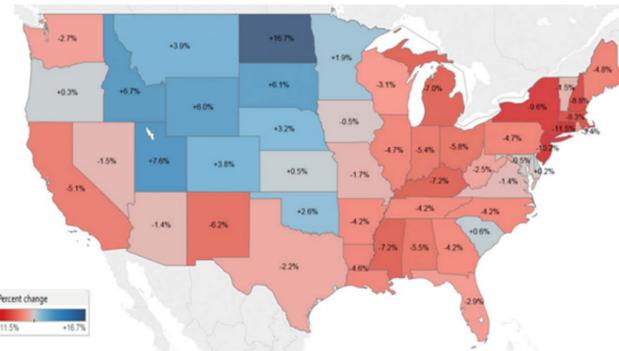


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## Projected change in high school graduates

*White, non-Hispanic, 2017-18 to 2022-23*

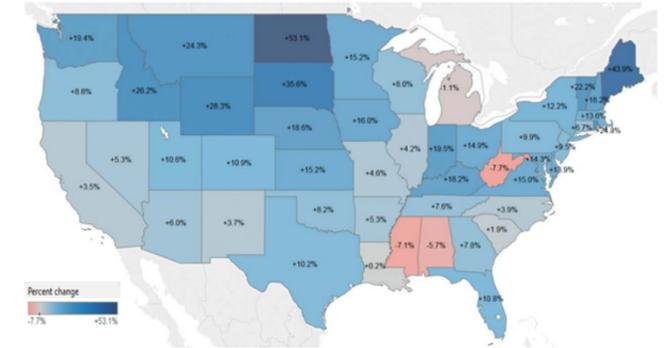


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## Projected change in high school graduates

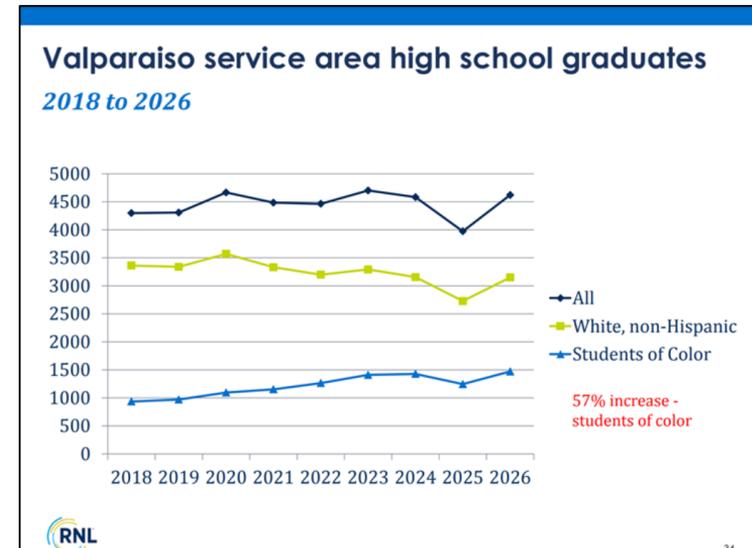
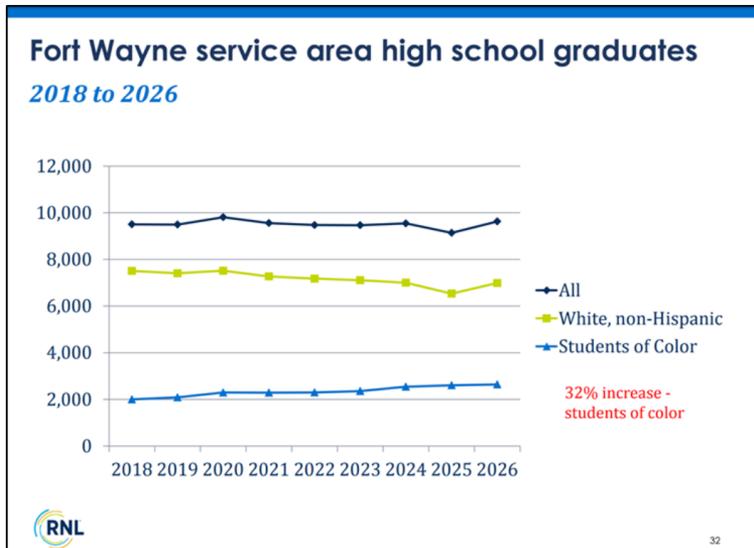
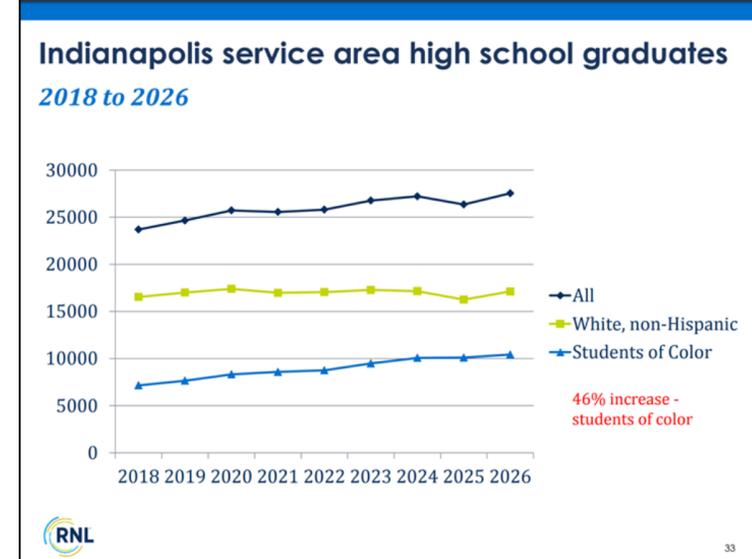
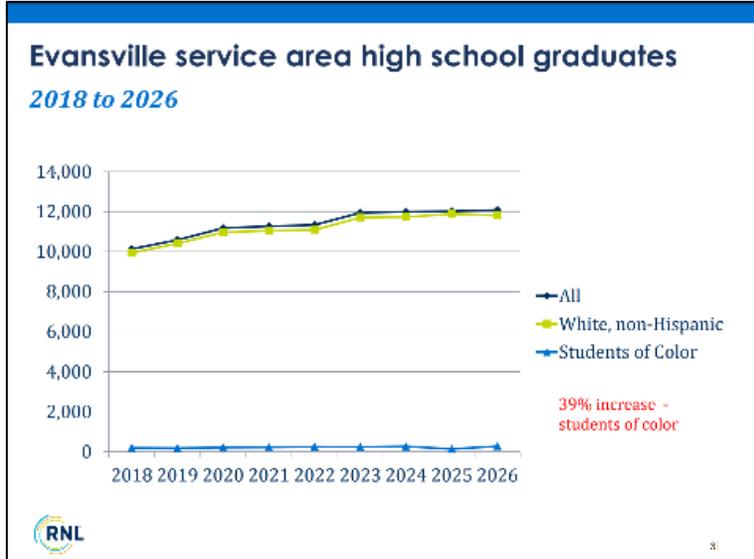
*Students of color, 2017-18 to 2022-23*



© Copyright 2016, Knocking at the College Door, Western Interstate Commission for Higher Education

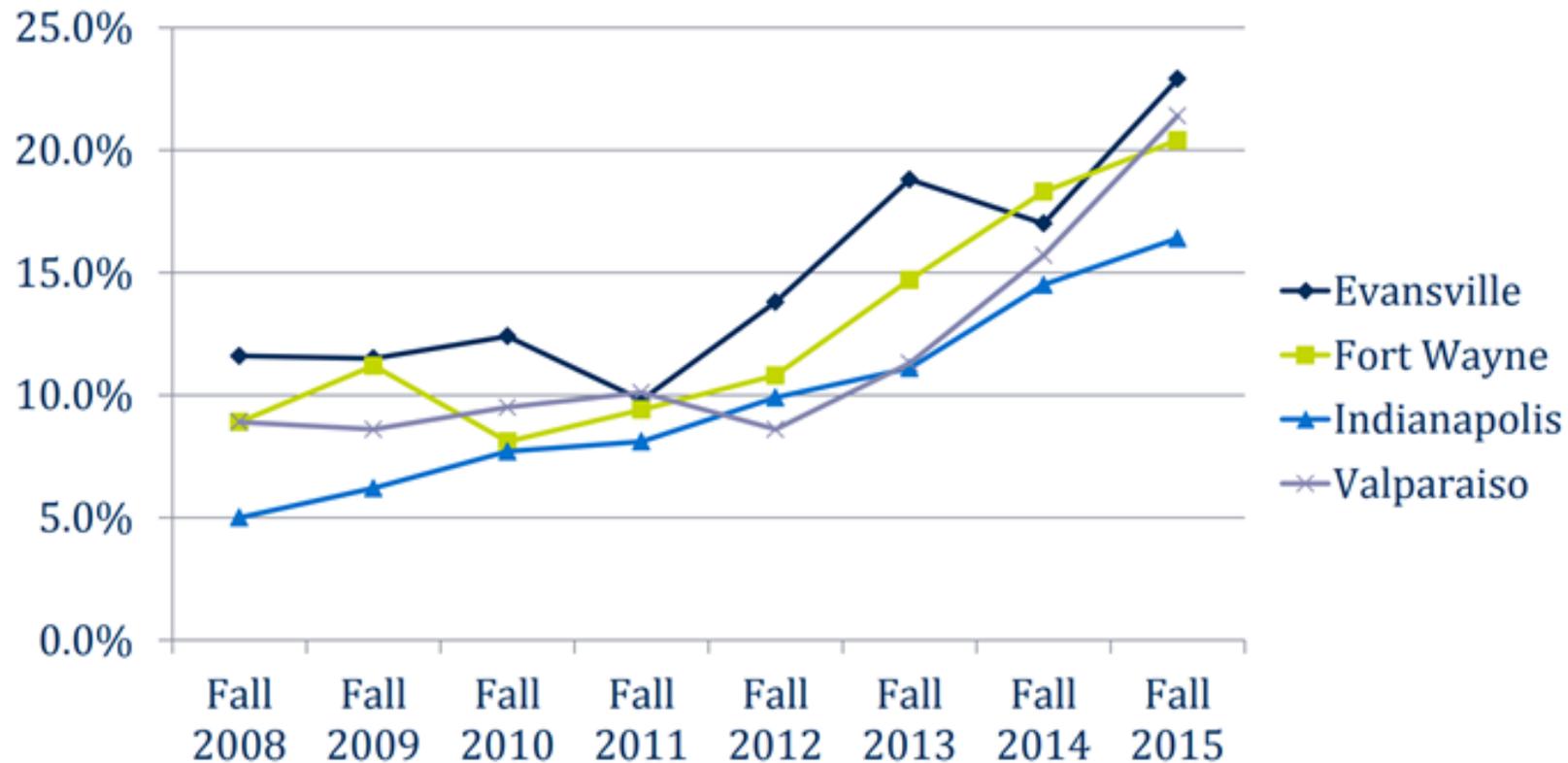
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# The Communities Are Different

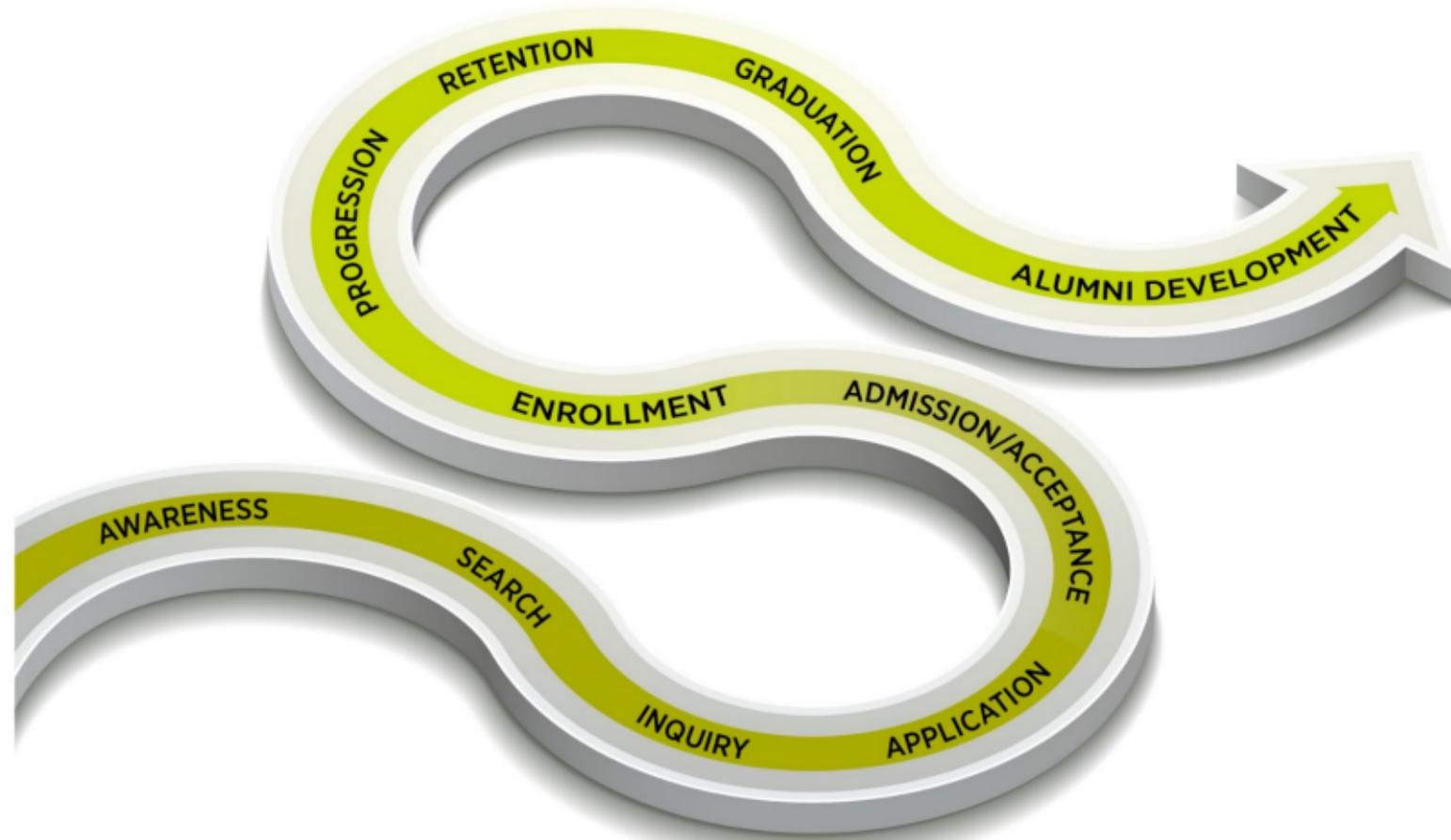


# Ivy Tech 150% Completion

*Fall 2008 to Fall 2015*



# SEP encompasses the entirety of the student lifecycle

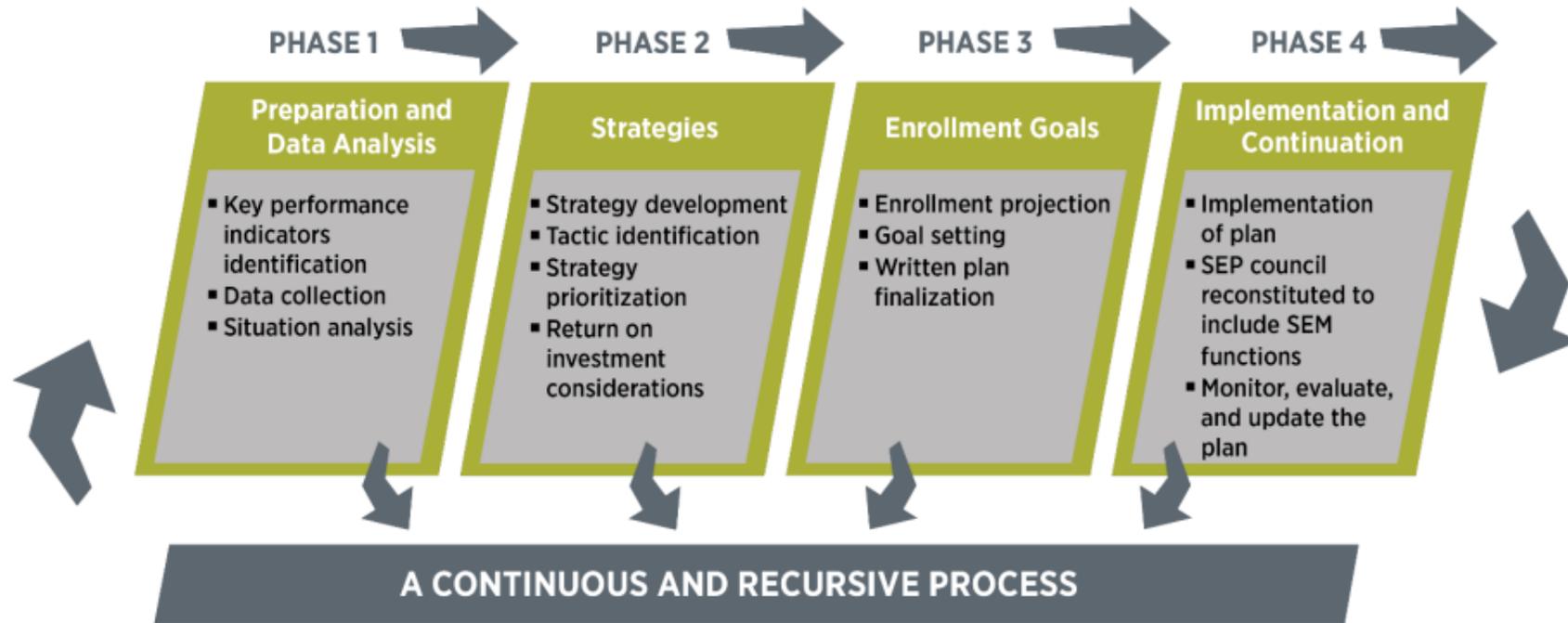


# Phases of strategic enrollment planning

1. Preparation
2. Identification of key performance indicators
3. Development of a comprehensive situation analysis
4. Strategy identification
5. Action plan development (business plan for each potential strategy)
6. Strategy prioritization (mission-fit, ROI, likelihood of success)
7. Development of quantifiable goals
8. Funding, execution, evaluation, and modification



# Phases of strategic enrollment planning



# Possible SEP Timeline

Date	Planning Milestone
June 1, 2019	Solidify SEP organization and participants; identify planning assumptions and KPIs; review data needs
July 1, 2019	Launch working groups; focus area SWOT identification; prepare for situation analyses
August 1, 2019	Steering committee reviews situation analyses; initial strategy ideation; identify action planning teams
September 15, 2019	Develop first wave of action plans; first action plan vetting with steering committee; additional strategy ideation
October 15, 2019	Revise and review first wave of action plans; develop second wave of action plans; second action plan vetting with steering committee
November 1, 2019	Revise, review, and “button-up” action plans
November 15, 2019	Build initial implementation model for consideration in prioritization
December 15, 2019	Determine the strategies for inclusion in SEP; revise implementation model; identify members of the SEP Council
January 15, 2020	Implementation; initial roll-out





# Approval of a Technical Certificate in Education

Russ Baker

Vice President for Academic Affairs

&

Katie Jenner

Vice President for K-12 Initiatives and  
Statewide Partnerships

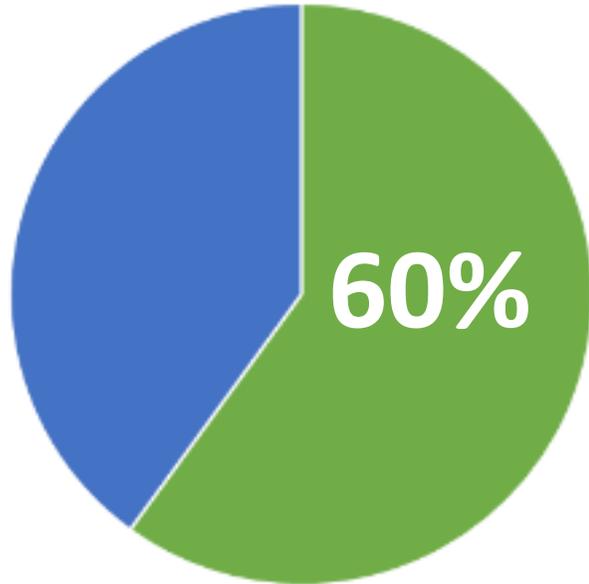
# Indiana's Need for a Skilled Workforce



Lumina™  
FOUNDATION



INDIANA COMMISSION for  
HIGHER EDUCATION



At least 60 percent of Indiana's workforce to have the postsecondary credentials (industry certifications, certificates, degrees) demanded for Indiana's economy by 2025

50,000 jobs per year  
(requiring more than high school, less than baccalaureate)

# What's next: K-16 Education Pathway



Education



Early Childhood  
Education

# DEVELOPING Education Pathways – A Partnership

*Working together to address the growing teacher shortage by beginning to attract potential teachers prior to students graduating from high school*



# Acknowledging the Challenge

How might we partner together to build an education completion-focused pathway in high school?



# Education Technical Certificate (30 credits)

## Education Technical Certificate (30 credits)

- Targeting Elementary Education teachers
- Secondary education teachers – future option?

## Paraprofessional assessment (optional)

## Stackable into an associate degree

- 2 + 2 options = currently available
- 1 + 3 options = potential in the future (this work will need to happen)



# Education Pathway – Next Steps

- Ivy Tech curriculum committee - backward design from associate degree—completion: late April 2019
- Campus decision to add TC, including campus board of trustees approval: May, June 2019
- Ivy Tech State Board of Trustees—completion goal: June 6, 2019
- CHE must approve—completion goal: August 2019
- Available Option for Indiana School Districts — Goal: August 2019



# Work-Based Learning within the Education Pathway

- Indiana State Teachers Association program
  - Dan Holub – shared Education WBL option
  - EdRising – student organization
- Education Professions / Cadet Teaching



# Education Technical Certificate - Proposed Curriculum

- ENGL 111
- COMM 101
- MATH 123
- BIOL 101
- HIST 101 or 102
- POLS 101, ECON 101, or GEOG 207

- EDUC 101
- EDUC 121
- EDUC 233
- EDUC 230

\*Recent Addition to Dual Credit Crosswalk;  
all other courses already on DC Crosswalk





**Putting more “community” in  
community college**



# OUR COMMUNITIES. YOUR COLLEGE.

PATHWAYS FOR STUDENT SUCCESS AND A STRONGER INDIANA.



# Update: Affirmation of Accreditation with the Higher Learning Commission

Marcus Kolb

Associate Vice President, College  
Accreditation, Academic Quality, and  
Learning Assessment



First

Thank you

# Draft Team Report received May 14

- Of the 21 Core Components (like broad understanding of mission (1A) or degree programs are appropriate to higher education (3A)), 20 were “met”
- The one Core Component identified as “met with concerns” was 4B – assessment of student learning
- The net result is a very, very strong performance by the College and continued accreditation for the College, with some minor additional reporting required

# What is Next:

- Formal approval of the report by HLC
- Selection of our Pathway for the next cycle
- Planning to strategically address assessment of student learning and be prepared to report substantial progress in four years (during the standard mid-cycle review)
- Implement the assessment plan
- Begin laying groundwork for Mid-cycle review

Questions?



# 8 – Week Course Update

Cory Clasemann-Ryan

Assistant Vice President for Student Success

&

Stacy Valentin Atkinson

Vice Chancellor for Academic Affairs,  
Richmond

# Spring 2019 Data

	Fall 2018		Spring 2019		Fall 2018 First 8-Week vs. 16-Week	Spring 2019 First 8-Week vs. 16-Week
	Standard 16-week Term	8-Week Courses	Standard 16-week Term	8-Week Courses		
ACCT101	65.7%	73.8%	63.7%	74.7%	8.1%	11.0%
APHY101	65.6%	76.8%	64.5%	76.5%	11.2%	12.0%
BIOL101	73.3%	73.0%	73.5%	74.9%	-0.3%	1.4%
COMM101	73.1%	75.6%	74.4%	71.6%	2.5%	-2.8%
ENGL111	58.1%	61.0%	57.8%	61.1%	2.9%	3.3%
HIST101	75.0%	75.1%	73.9%	74.3%	0.1%	0.4%
HLHS101	72.6%	74.7%	71.6%	76.6%	2.1%	5.0%
MATH023	57.5%	70.4%	60.5%	67.5%	12.9%	7.0%
MATH100	62.4%	74.3%			11.9%	
MATH122	76.9%	80.0%	74.5%	79.3%	3.1%	4.8%
MATH123	63.9%	61.1%	64.4%	69.2%	-2.8%	4.8%
MATH136	58.9%	54.5%	57.3%	57.6%	-4.4%	0.3%
PSYC101	69.1%	70.8%	71.3%	75.1%	1.7%	3.8%
SOCI111	71.8%	74.1%	70.7%	73.5%	2.3%	2.8%
<b>All Courses</b>	<b>74.2%</b>	<b>80.4%</b>	<b>75.4%</b>	<b>80.8%</b>	<b>6.2%</b>	<b>5.4%</b>
% W Grades	8.4%	4.7%	7.8%	5.3%	-3.7%	-2.5%
% FW Grades	10.0%	8.1%	9.1%	7.0%	-1.9%	-2.1%

# Project Plans

- Common Themes
  - Most campuses have a plan for individual course transitions and timelines
  - Campuses have designed local professional development for staff and faculty
    - Next steps would include a plan for ongoing professional development
    - Faculty professional development is much more robust than staff professional development is at this time
  - Evaluation plans have been more singular activities as opposed to a larger ongoing 360-type evaluation of 8-week course offerings
  - Campuses have begun identifying implications of 8-week courses to student support areas such as Advising, Testing, Library, Tutoring, DSS, etc.
    - It is now time for campuses to discuss and decide how they will address the concerns
  - Related to communication – campuses have worked through how to discuss 8-week courses with students and should focus efforts on how to discuss with each other as staff and faculty



# Workforce Alignment

# State Board of Trustees Update

*June 2019*

## Goal 4

# Smart Automation Certification Alliance (SACA) Industry 4.0 Certifications

- New Industry 4.0 certification developed and finalized – nationally developed and recognized certification ensuring competencies needed for IIoT
- Ivy Tech partnered with SACA, Gateway Technical College, Amatrol, Boeing and other community college and industry partners across the country to develop
- Validation testing is going on across the country and in Indiana
- Received \$420,000 to support apprenticeships using this certification

## So What

- Ivy Tech is recognized as a national leader in Industry 4.0 (awarded grant to embed skills)
- Indiana manufacturing companies will be the first to test and validate this certification outside the companies who participated in development

## Now What

- Funding will be used to embed certifications into existing programs, create new apprenticeships with employer partners, explore new degree
- New classes, TCs and CTs in WA will be developed
- Skills will be embedded across disciplines

## Goal 4

# Indiana Land Title Association (ILTA) Work and Learn Partnership

- Partnership to provide opportunities for Business Administration students across the state to engage with their industry.
- Statewide, 170 companies of different sizes and with a variety of positions
- Engagement includes job shadowing, mock in person and virtual interviews, internships, resume reviews, incorporate students into annual meeting and other association professional development and simulated work experiences.

## So What

- Statewide partner for a high enrollment program
- Supports Strategy 4.2 to incorporate multiple work and learn activities

## Now What

- ILTA is communicating to all members for this Fall
- Program Chairs will engage ILTA members to determine exact opportunities for each campus

Goals 2, 3, 4 (2.2, 3.1, 3.2, 3.3, 4.1)



# Nursing & Health Sciences Key Projects and

## Progress

- Pre-Nursing Pathway
  - Certified Nurse Aide = 5 points on nursing application
- Pre-Health Sciences Pathway
- On-line application for limited enrollment programs
- Occupational English Testing Pilot
- DOE concentrator for Medical Assisting
- Medical Assisting to Nursing
- Streamlined CNA/QMA processes and programs
- Increased enrollment in Nursing 6.5% and Health Sciences 6.5%

Goals 2, 3, 4 

## Next Level Jobs – Workforce Ready Grant (WRG)

- Governor Holcomb’s Next Level Jobs program provides funding for students pursuing certifications, CTs and TCs
- **8,686 total individual students** enrolled in WRG-eligible programs (~8,000 credit & ~700 non-credit) in 2018-19, representing **10% increase** from previous academic year
- Term-by-term enrollments also increasing: **Spring 2019 up 19% in total WRG-eligible program enrollments** over Spring 2018
- State recently doubled WRG funding from \$2M to \$4M, expanded eligibility to high school students, and allocated \$750K to CHE for marketing

### So What

- Funding for credentials and training that lead to high wage, high demand jobs
- Total completions since Fall 2017: 5,643
- Students and employers become aware of related Ivy Tech degree programs, Achieve Your Degree, and other upskilling opportunities

### Now What

- Collaborating with Governor’s Workforce Cabinet on refining eligibility for WRG-eligible programs, with CHE on marketing strategies
- Improving internal processes to support smooth transition through stackable credentials

Goals 2, 4  

## Achieve Your Degree (AYD) Continues to Grow

- Spring 2019 AYD enrollment = 1,331, representing a 40% increase over Spring 2018
- Chamber AYD partners represent 40% of all active AYD MOUs, and nearly 50% of all new AYD enrollments since May 2018 when agreement signed
- Chamber promoting AYD through its statewide channels (e.g., BizVoice, emails, website), Echo Chamber podcasts, sponsorship of Ivy Tech booths at large sector-specific conferences including annual state HR conference and cyber technology conference, along other marketing initiatives

### So What

- AYD key strategy for enrolling adult learners; now integrated into portfolio of workforce solutions presented to employers
- Chamber partnership having impact

### Now What

- Refresh Chamber marketing/communication roadmap for July - December
- Continue to drive AYD and Chamber partnership

## Goal 3

# Jobs for America's Graduates College Success Program (JAG CSP)

- Indianapolis and Fort Wayne completed Year 2 of program; DWD expanding JAG CSP to Vincennes for 2019-20 and to two additional Ivy Tech campuses for 2020-21
- DWD also has pledged additional funds for tutoring and Summer Bridge
- 70 students: Fall 18 to Spring 19 retention = 71% Fort Wayne, 63% Indianapolis
- Social media engagement, supportive services; JAG CSP Coordinators and students make multiple visits to local high school JAG classrooms

## So What

- Regular communication and Systems Office support began and needs to be maintained
- Emergency funds are often needed but not accessible due to financial aid constraints
- Career coaching remains a need

## Now What

- Summer 2019 Bridge Program implementation
- Determination of two additional Ivy Tech campuses for 2020-21

Goals 2, 4  

## Gateway to Work (GTW)

- State program requiring certain Healthy Indiana Plan participants to work, pursue education or volunteer (~90,000 [20%] of all HIP participants)
- Ivy Tech is a Bronze Partner
- Program launched in January – reporting requirements for participants begin July 1
- Individuals have started to express interest in Ivy Tech
- Training delivered to all campus front line staff
- Campus Gateway to Work lead on each campus

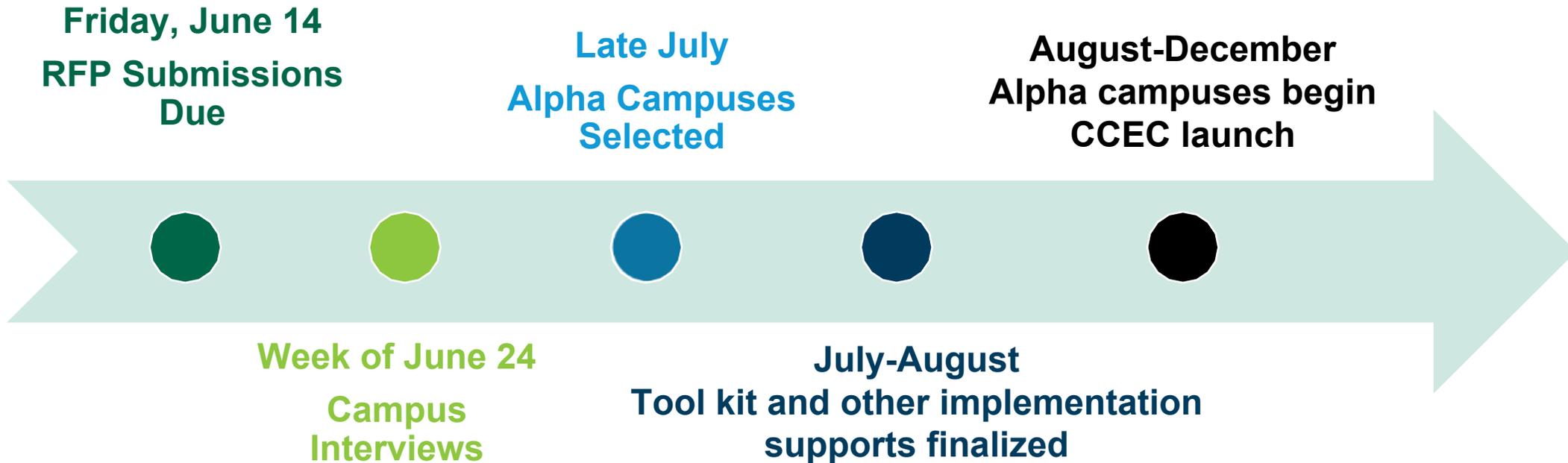
### So What

- Opportunity to skill up Hoosiers who need a hand up
- 1 – 2 Ivy Tech courses per term fulfills GTW requirement

### Now What

- Gateway to Work Express Enrollment Events June 20 and 22
- Partnerships with MHS, Anthem, MDWise, CareSource
- Big launch July 1

# Career Coaching and Employer Connections (CCEC) – Alpha Implementation Timeline and Updates



- \$1.5M + raised to date; significant recent interest from several funders
- Systems Office CCEC staff to be hired June-August timeframe
- Various other related initiatives, including technology RFP

# Talent Development

Ivy Tech Community College



Become known as a great place to work.



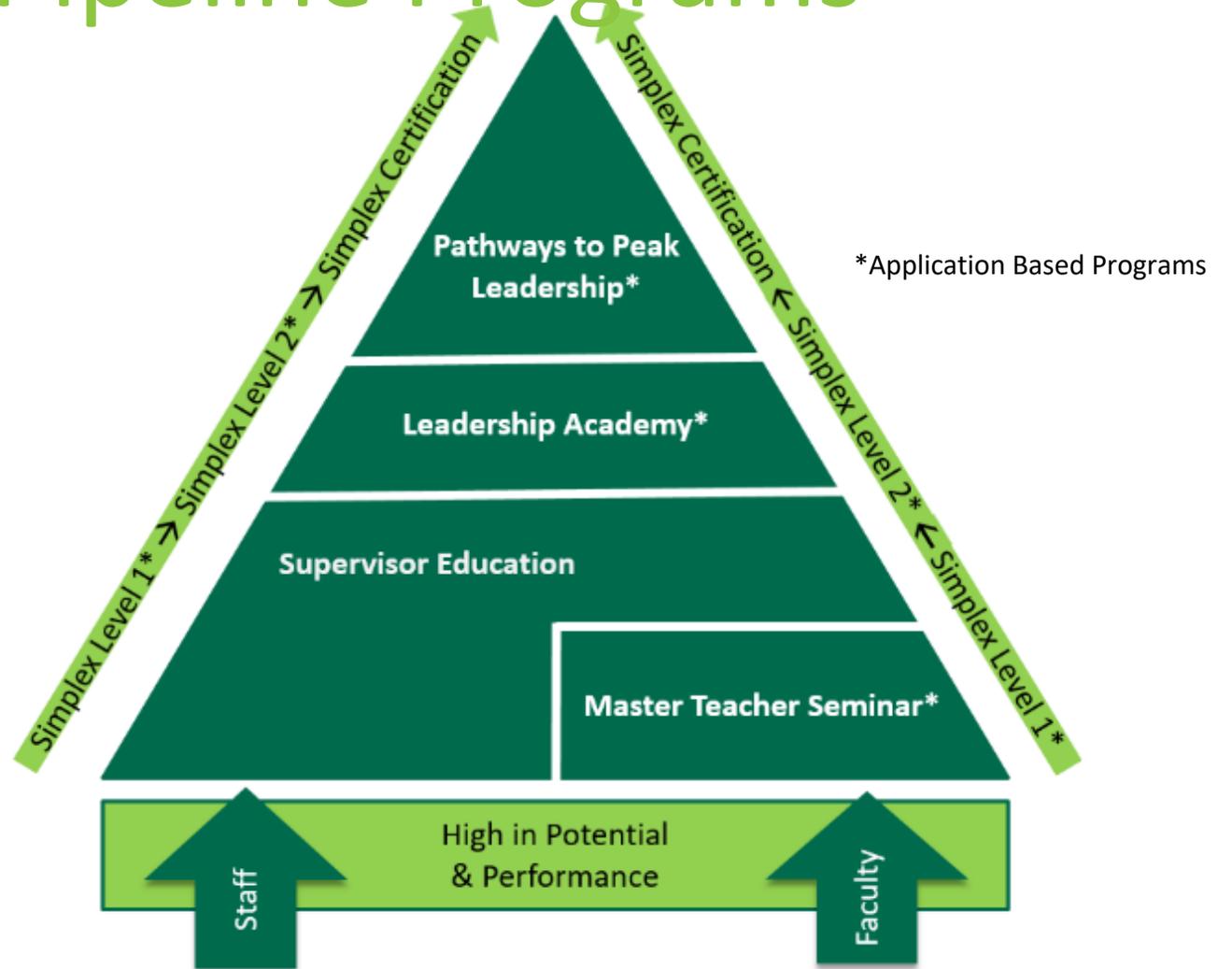
*Our Communities. Your College.  
Pathways for Student Success and a Stronger Indiana.*

Follow Us on [LinkedIn](#).

**Ivy Tech Community College Talent Development**

# Talent Development Pipeline Programs

*Developing a pipeline of high performing talent to meet the College's current and future needs through challenging assignments, developmental relationships, and training.*



## The 70-20-10 Rule for Leadership Development

70%

CHALLENGE ASSIGNMENTS

20%

DEVELOPMENTAL RELATIONSHIPS

10%

COURSEWORK AND TRAINING

- Assessment
- Feedback
- Classroom Learning
- Supportive Partnerships
- Individual Development Plan
- Challenging Assignments
- Pay It Forward



# What is Competency Modeling?

## Organizational Success

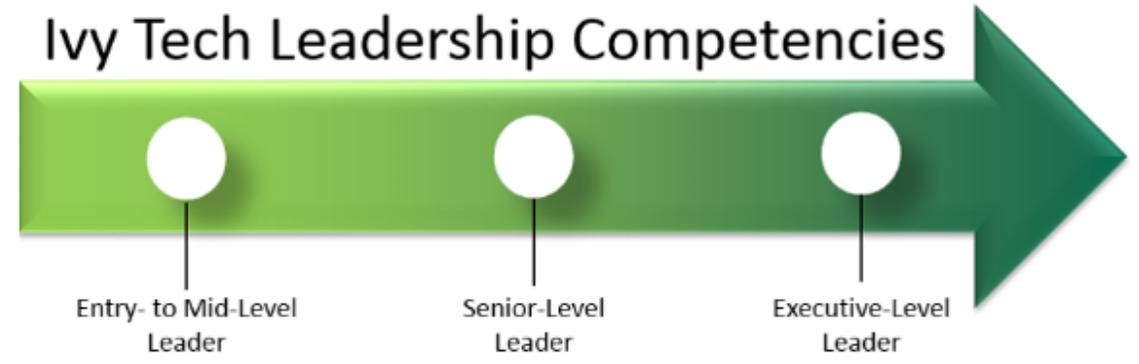
Get the right people on the bus  
Get them in the right seat

- Create a common language for talent
- Research-based approach to communicating what's important for success
- Method to align individual performance with strategy, goals and objectives
- Starting point for most talent management solutions

# Driving Talent Decisions & Strategies Using Competencies



## Ivy Tech Leadership Competencies



**Recruitment and Selection Practices**

**Talent Development Programs and Practices**

**Evaluation and Feedback Practices**



# Master Teacher Seminar

*Cultivating essential skills for effective and successful teaching*

## Logistics:

- 25 participants selected

3 sessions:

- 4 days in July
- 2 days in November
- 2 days in April

## Content Areas & Experiences:

- Gallup Strengths
- Teaching Demonstrations
- 4MAT Learning Styles
- Under-Resourced Learners
- Sharing Best Practices



# Supervisor Education

*Establishing and strengthening the foundational skills of our supervisors*

## **Logistics:**

- Required for new supervisors
- Open to existing and prospective supervisors
- 7 hour session
- Train the Trainer model
- Provided across the state
- Offered each spring and fall

## **Content Areas & Experiences:**

- Onboarding & Orientation
- Strengths Based Leadership
- Building & Managing a Team
- Performance Management
- Situational Leadership
- Delegation
- HR Policies & Procedures
- Conflict Management
- Difficult Conversations
- Change Management



# Leadership Academy

*Creating a pipeline of talent for entry- to mid-level leadership positions*

## **Logistics:**

- 30 participants selected

7 sessions:

- 2-day sessions monthly
- September through March
- Distance session in January

## **Content Areas & Experiences:**

- Strengths Based Leadership
- Team Building
- Individual Development Plan
- Conflict Management
- Appreciating Differences
- Process Improvement
- Providing Feedback
- Internal Interviewing
- Action Learning Project
- Mentoring



# Pathways to Peak Leadership

*Developing leaders of impact for senior- and executive-level leadership positions*

## **Logistics:**

- 12 participants selected
- 12 month program

## **Content Areas & Experiences:**

- 360 Degree Assessment
- One-Day Orientation
- Leadership Coaching
- Individual Development Plan
- Workshops
- Customized Learning Experiences



# Simplex Training & Certification

*Creating a culture of creative problem solving*

## Simplex Level 1 Training

- 2-day session
- Offered approx. 6 times/year
- Campuses may host

## Simplex Level 2 Training

- 2-day session
- Offered approx. twice/year

## Simplex Certification Process

- Orientation session
- Coaching
- Feedback
- Facilitate 3-5 “fuzzy” situations

# ivyLEAD

Learn, Explore And Develop

## Employee-Focused Learning Management System (LMS)

- Required new employee e-Learnings
- Regularly required compliance-based e-Learnings
- Registration and tracking for in-person training



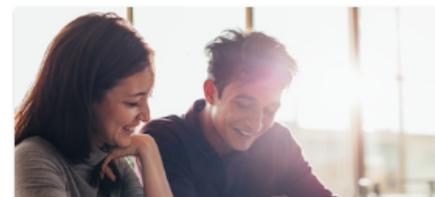
### CAREER ENRICHMENT (10)



#### Improving Presentation Skills e-Learning

This course will help you improve your presentation skills, including customizing your message for yo...

COURSE / 24 MINS



#### Coaching and Feedback e-Learning

In this course you will learn an easy-to-understand coaching model, effective methods for givi...

COURSE / 27 MINS



#### Teamwork: Being an Effective Team e-Learning

What makes an effective team? How does one team succeed where others have failed? In this...

COURSE / 26 MINS



#### IDP e-Learning

This e-Learning takes you th the process of completing y own individual development

COURSE / 0 MINS



# The Talent Developer Newsletter

<https://ivytech.edu/hr/talent-development.html>

**The Talent Developer**  
Your Ivy Tech Talent Development News Source

**TEAM IVY**  
TALENT DEVELOPMENT

Volume 4, Issue 3  
June, 2018

**Inside our Strengths Issue:**

- Capitalizing on Strengths to Create Well-Rounded Teams 2
- Master Teacher Seminar: Strengths at Play in the Classroom 2
- Leadership Institute: Leading Teams Using the Strengths Philosophy 3
- Simplex: A Tool for Solving Fuzzy Situations 3
- IvyLEAD Turns It 4
- Introducing our New Team Member, Trent Hawker 4
- Tips for Using Strengths 4
- Congratulations, Leadership Academy Graduates! 5
- The Spotlight is On... 5
- Apply for Leadership Academy 5

**STRENGTHS**

Have you ever wondered how someone can complete a task or do a job with excellence and make it look effortless? For example, how Academic Advisors can effectively build relationships with students and help them map out a path for their college career? Or, how Financial Aid specialists can assist students in obtaining income systems in order to successfully navigate through funding for their educational goals? Or, how an instructor can prepare a lesson and impart knowledge to students in a way that increases learning?

Here at Ivy Tech, there are a number of different roles and departments that work together to ensure the success of our students. In order for the many roles and departments to work together, we need to have strong relationships with data and coaching numbers. While another person may be a strong leader, we all have different strengths and talents that we use in our daily lives.

To assist with identifying an individual's talents and strengths, we use CliftonStrengths, an assessment instrument developed by Donald O. Clifton and Gallup. The assessment is designed to help you identify your own strengths and talents. The underlying idea is that people are able to gain the most out of their strengths and talents. CliftonStrengths is an assessment instrument that identifies your strengths and talents. The assessment is designed to help you identify your own strengths and talents. The underlying idea is that people are able to gain the most out of their strengths and talents. CliftonStrengths is an assessment instrument that identifies your strengths and talents. The assessment is designed to help you identify your own strengths and talents. The underlying idea is that people are able to gain the most out of their strengths and talents.

**The Talent Developer**  
Your Ivy Tech Talent Development News Source

**TEAM IVY**  
TALENT DEVELOPMENT

Volume 5, Issue 1  
October, 2018

**Inside our Networking Issue:**

- Leadership Academy: An Exercise in Networking 2
- Leadership Institute: Analyzing and Building Your Network 2
- Master Teacher Seminar: Building Strong Teaching Networks 3
- Tips and Resources for Building Your Network 3
- The Spotlight is On... 4
- Connect With Talent Development on LinkedIn! 4
- Contact Us 4

**NETWORKING**

The network of relationships that you build and maintain within Ivy Tech bolsters your professional. Your network can provide access to information, influence, support, and resources (Garcia, 2014). So how do you grow your network? By networking. The word "networking" is a collection of emotions and reactions, ranging from excitement to dread. For those of us who are not naturally outgoing, networking can be a challenge. However, networking is a skill that can be learned and practiced. Networking is a skill that can be learned and practiced. Networking is a skill that can be learned and practiced. Networking is a skill that can be learned and practiced.

Your network is the collection of mutually valuable relationships that you have. It is a collection of people who can help you achieve your goals. Your network is the collection of mutually valuable relationships that you have. It is a collection of people who can help you achieve your goals. Your network is the collection of mutually valuable relationships that you have. It is a collection of people who can help you achieve your goals.

- Working with others toward a common goal or to accomplish a task
- One-on-one with another person - invite someone to coffee or lunch to discuss your work or network for a referral, conduct an informational interview to learn more about a field or profession
- Small group setting - attend a small-scale event or training, start your own event (e.g., a book club), or go to lunch with a colleague but ask them to bring along someone you don't know

Networking and building relationships with statewide colleagues is a valuable component of each of our Talent Development pipeline programs. Our participants have shared that the relationships established in these programs help them to better understand the statewide system of Ivy Tech, give them a forum to share

**The Talent Developer**  
Your Ivy Tech Talent Development News Source

**TEAM IVY**  
TALENT DEVELOPMENT

Volume 5, Issue 2  
March, 2019

**Inside our Refresh and Recharge Issue:**

- Leadership Institute: Journaling 2
- Leadership Academy: Team Building 2
- Master Teacher Seminar: No-Talent, Talent Show 3
- Refreshing Tips and Resources 3
- The Spotlight is On... 3
- Visit us at the Student Success Summit 3
- LinkedIn Update 4
- Introducing Our New Team Member 4
- New in IvyLEAD 4

**Refresh and Recharge**

It can be easy to become so caught up in our day-to-day responsibilities that we forget to take time to refresh and recharge. Whether it's on the job or in your personal life, it's important to allocate time for yourself to renew and refresh your energies, so that you can be the best version of yourself. A lot of time on a regular basis to take care of yourself, not just when you're stressed or reaching burnout.

Take a moment to hit "reset" with any of the following strategies:

- Be present - put aside electronic devices and your mental to-do list to engage in meaningful conversations and interactions from your work can improve your focus and productivity.
- Utilize Ivy Tech's @iLively program - lifestyle education.
- Journal - write and reflect upon your challenges and successes to bring more clarity to your thinking.
- Exercise - the more fit you are, the more energy you will have. At work, periodically get away from your desk and go for a brief walk. This allows you to clear your head and gain a more positive outlook on the day.
- Meditate - calm the mental noise in your head by taking 10 minutes to sit quietly and listen to your breathing.
- Read - pick up a book and lose yourself in the story.
- Engage in new learning and experiences - it can be exhilarating to try something new or take on a challenge.
- Declutter - having a tidy space can make you feel more organized and reduce tension.
- Have fun - do things that make you smile and laugh. At work, schedule time to have fun with colleagues.
- Surround yourself with positive people - spend time with people you enjoy and those who support you.
- Go outside - spend a few minutes taking in the sunshine and fresh air.

When we're feeling overwhelmed or stressed, it can be easy to neglect our needs and quit doing the things that refresh and recharge our internal batteries. We tend to focus our efforts on the tasks at hand and on meeting the needs of others. This is especially true for many of us as we work to provide excellent experiences and support for our students. Fight attendants say it best when they tell us to "secure your own oxygen mask, before assisting others".

A variety of studies support the benefits of self-care through these refresh and recharge strategies. Benefits include improved physical health, improved emotional health, increased control of emotions in difficult situations, improved energy levels, patience, and focus.

Here at Ivy Tech, we intentionally weave methods of refreshing and recharging into many of our Talent Development pipeline programs. By creating the time and an environment that is conducive for these types of activities, we empower our participants to renew their body and mind. Not only does this serve as a good stress reliever, but promotes creativity, productivity, and learning. The issue of The Talent Developer highlights the benefits of refreshing and recharging, provides tips, and features ideas to use in your professional and personal life.

The Talent Development team held a "Team Day" that included goal setting, action planning, and a fun activity to celebrate past successes. Melissa Siegenthal, Trent Hawker, and Rachel Williams play air hockey during the "Team Day".





Become known as a great place to work.

# Questions and Thoughts?



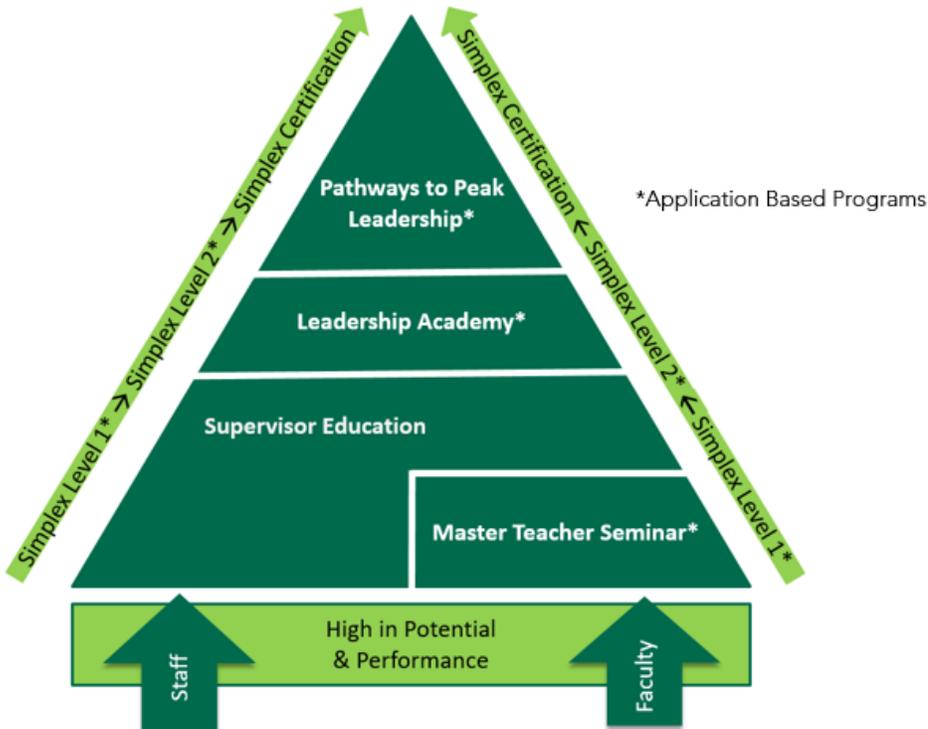
Follow Us on [LinkedIn](#).  
Ivy Tech Community College Talent Development

# Talent Development

Developing a pipeline of high performing talent to meet the College's current and future needs through challenging assignments, developmental relationships, and training.



Ivy Tech's Talent Development Pipeline Programs serve as the College's primary succession planning model which is designed to create an internal pipeline of qualified talent for future roles of leadership. Programs are targeted at employees who are identified as high performing and having high potential.

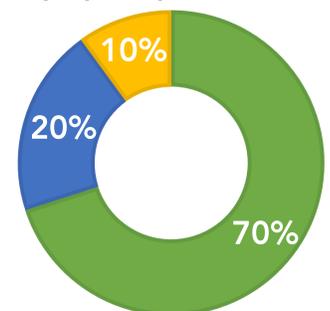


## Our programs were designed using the 70-20-10 Model.

The Center for Creative Leadership conducted a series of studies to determine how successful leaders and professionals learned the skills that were necessary for success.

- 70% were learned through challenging assignments, such as on-the-job training, projects, committees, role expansion or experiences considered a "hands on challenge"
- 20% were learned through developmental relationships, such as mentoring, coaching, and relationships with peers and supervisors
- 10% were learned through coursework and training, including online training and conferences

In line with the 70-20-10 Model, our programs incorporate elements of assessment, feedback, classroom learning, supportive partnerships, individual development and reflection, and challenging assignments.



## Connect with us on LinkedIn

Our recent posts include: *Building a Collaborative Work Environment*, *Interview Tips for Internal Candidates*, and *Giving Impactful Feedback*. We also feature items like Talent Development program updates, team building activities to use with your own teams, and spotlight articles highlighting the many accomplishments of past and present program participants.

Join our conversations on LinkedIn. To follow us, simply visit the link below or type "Ivy Tech Community College Talent Development" in the LinkedIn search bar.

<https://www.linkedin.com/company/ivy-tech-community-college-talent-development/>

Visit us on the web: <http://www.ivytech.edu/hr/talent-development.html>

Email us: [TalentDevelopment@ivytech.edu](mailto:TalentDevelopment@ivytech.edu)

## Master Teacher Seminar\*

Faculty development program to cultivate essential skills for effective and successful teaching

- A 4-day session in the summer, a 2-day session in the fall, and a 2-day session in the spring
- **Content areas:** Strengths, Teaching Demonstrations, 4MAT Learning Styles, Under-Resourced Students, Sharing Best Practices

For more information: <https://www.ivytech.edu/files/MTS.pdf>

## Supervisor Education

Development for faculty and staff who are experienced, new, or aspiring supervisors

- A 1-day training, provided either in a day or in 2-half-day sessions
- Offered at a campus near you each fall and spring
- **Content areas:** Strengths, Onboarding and Orientation, Performance Management, Delegation, Situational Leadership, HR Policies and Procedures, Conflict Management, Change Management

For more information: <https://www.ivytech.edu/files/SupervisorEducation.pdf>

## Leadership Academy\*

Entry- to mid-level leadership development program to develop faculty and staff for positions such as Manager, Director, Faculty Chair, and Associate Dean

- Seven 2-day sessions beginning in the fall and ending in the spring
- **Content areas:** Strengths, Team Building, Conflict Management, Process Improvement, Providing Feedback, Internal Interviewing, Action Learning Project, Mentoring, Individual Development Plan (IDP)

For more information: <https://www.ivytech.edu/files/la.pdf>

## Pathways to Peak Leadership\*

Senior- to executive-level leadership development program to develop faculty and staff for positions such as Executive Director, Dean, Asst./Assoc./Vice Chancellor, and Asst./Assoc. Vice President, Chancellor, and Vice President

- Personalized coaching, workshops, and learning experiences spanning 12 months
- Launching in early 2020 to replace Leadership Institute and Executive Leadership Cohort

## Simplex Training & Certification\*

Simplex is a creative problem solving process that is used across the College to identify solutions to complex problems that are ambiguous, unstructured, and don't have a clear solution

- Simplex 1 is a 2-day session
- Simplex 2 is a 2-day session (Simplex 1 is a prerequisite)

For more information: <https://www.ivytech.edu/files/Simplex.pdf>

# The Talent Developer

Your Ivy Tech Talent Development News Source



Volume 5, Issue 2  
March, 2019

## Inside our Refresh and Recharge Issue:

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TAKE THIS MOMENT.  
RELAX YOUR SHOULDERS.  
RELAX YOUR JAW.  
INHALE SLOW.  
EXHALE SLOWER.  
SOFTEN YOUR GAZE.  
NOW BE. JUST BE.

# Refresh and Recharge

It can be easy to become so caught up in our day-to-day responsibilities that we forget to take time to refresh and recharge. **Whether it's on the job or in your personal life, it's important to allocate time for yourself to renew and refocus your energies, so that you can be the best version of yourself.** Allot time on a regular basis to take care of yourself, not just when you're stressed or reaching burnout.

Take a moment to hit "reset" with any of the following strategies:

- **Be present** - put aside electronic devices and your mental to-do list to engage in meaningful conversations and interactions.
- **Take a time out** - even short breaks away from your work can improve your focus and productivity.
- **Utilize Ivy Tech's [BeLively](#) program** - access stress management tools and healthy lifestyle education.
- **Journal** - write and reflect upon your challenges and successes to bring more clarity to your thinking.
- **Exercise** - the more fit you are, the more energy you will have. At work, periodically get away from your desk and go for a brief walk. This allows you to clear your head and gain a more positive outlook on the day.
- **Meditate** - calm the mental noise in your head by taking 10 minutes to sit quietly and listen to your breathing.
- **Read** - pick up a book and lose yourself in the story.
- **Engage in new learning and experiences** - it can be exhilarating to try something new or take on a challenge.
- **Declutter** - having a tidy space can make

you feel more organized and reduce tension.

- **Have fun** - do things that make you smile and laugh. At work, schedule time to have fun with colleagues.
- **Surround yourself with positive people** - spend time with people you enjoy and those who support you.
- **Go outside** - spend a few minutes taking in the sunshine and fresh air.

When we're feeling overwhelmed or stressed, it can be easy to neglect our needs and quit doing the things that refresh and recharge our internal batteries. We tend to focus our efforts on the tasks at hand and on meeting the needs of others. This is especially true for many of us as we work to provide excellent experiences and support for our students. Flight attendants say it best when they tell us to "secure your own oxygen mask, before assisting others".

A variety of studies support the benefits of self-care through these refresh and recharge strategies. Benefits include improved physical health, improved emotional health, increased control of emotions in difficult situations, improved energy-levels, patience, and focus.

Here at Ivy Tech, we intentionally weave methods of refreshing and recharging into many of our Talent Development pipeline programs. By creating the time and an environment that is conducive for these types of activities, we empower our participants to renew their body and mind. Not only does this serve as a good stress reliever, but promotes creativity, productivity, and learning. This issue of *The Talent Developer* highlights the benefits of refreshing and recharging, provides tips, and features ideas to use in your professional and personal life.

*The Talent Development team holds a bi-annual "Team Day" that includes goal setting, action planning, and a fun activity to celebrate past successes. Melody Swigert, Trent Hawker, and Rachel Williams play air hockey during the January "Team Day".*



## Leadership Institute: Journaling

Reflective journaling can be a helpful tool for processing and analyzing your personal and professional experiences. By writing down our experiences, responses, and emotions, we enable ourselves to better understand and perceive important elements that we might otherwise overlook. Journaling can help our brain process an experience so that we can find the best path forward.

Research demonstrates many benefits related to journaling, including:

- Lowered blood pressure
- Improved immune system functioning
- Improved student GPA
- Reduced employee absenteeism
- Improved working memory

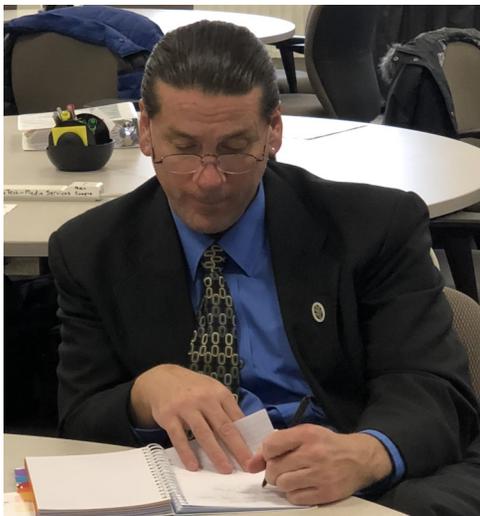
Journaling can be especially impactful in an educational setting, when learners are asked to reflect upon their development and apply what they have learned to their own lives. The Talent Development team integrates journaling into each session of Leadership Institute, as a means of prompting self-reflection. The activity of journaling helps our participants communicate and process their challenges, successes, and lessons learned, for continued professional development.

You can take advantage of journaling to reap personal and professional benefits. Simply pick up a journal and pen, or even open up a Word document, then start writing. It can be helpful to have prompts to guide your journaling, such as:

- What is the legacy that you hope to leave?
- What challenges are you facing and how might you use your past experiences to work through them?
- What are your values and how do you demonstrate them in your daily interactions?
- [Additional Journaling Prompts](#)

Reflective journaling encourages us to step back from a situation, ponder the facts and feelings, and facilitates meaning making.

Baikie, K. A., & Wilhelm, K. (2005). Emotional and physical health benefits of expressive writing. *Advances in Psychiatric Treatment*, 11(5), 338-346.



2018-2019 Leadership Institute participant Tom Chester uses his journal to reflect upon his learning.



Past Leadership Academy participant, Vanessa Fritz, shares her team's tin foil sculpture.

## Leadership Academy: Team Building

What do you get when you mix 6 team members, Strengths Based Leadership, and tin foil? The name of an Action Learning Project team, of course! During Leadership Academy, we incorporate a number of team building activities to:

- Promote collaboration
- Encourage laughter
- Increase energy
- Strengthen relationships
- Recharge the group

Many times the teambuilding activities will include a fun twist to keep participants on their toes. For example, we may incorporate blindfolds, marshmallows, or Legos, depending on the activity. Once the instructions and the objectives have been explained, participants are typically a little outside of their comfort zones at the start of the activity, but by the end they are laughing and enjoying their team members.

Other times, activities will be a little more straightforward but will incorporate a number of meaningful takeaways that relate to the topic we are discussing. For example, we often will promote dialogue around different topics by creating a human continuum. Participants are asked to stand in different areas within the room, which represents how they feel or their viewpoints regarding specific questions or topics. This creates the continuum and participants share their thoughts with the larger group.

At the end of each activity, we debrief the experience and discuss how they can relate these experiences to their jobs. Ultimately, these team building activities are a creative way to emphasize a main point, help to build rapport amongst the cohort members, and mix the day up with a little fun and laughter.

Interested in using team building activities to refresh and recharge? Check out our [Team Building Skills for Supervisors e-Learning](#) within IvyLEAD.

## Master Teacher: The No-Talent, Talent Show



2018-2019 Master Teacher Seminar participant Roshun Radford shares her singing talents with the group

While everyone in our Talent Development programs take their professional development seriously, even our most dedicated colleagues need to take time to refresh and recharge. During Master Teacher Seminar, participants are encouraged to take a break and showcase their skills at the annual Master Teacher No-Talent, Talent Show.

Participants are encouraged to bring any talents or items of interest to share with the group during their last evening together at the summer Master Teacher session. Anything from photography and artwork to short stories and singing all qualify as high quality entertainment at the Talent Show. In fact, the more interesting or unusual your talent, the better! In the past, Master Teachers have featured original poetry, dramatic readings, magic tricks, and even miming. Skilled participants have even showcased their hobbies like winemaking, salsa making, sewing, and woodworking.

It's called the No-Talent, Talent Show because everyone, even those who think they don't, has some sort of personal talent or skill in which they excel. Part of the fun for participants is learning new things about one another from a personal, rather than work-related, context. The talent show is a great way to kick back, spend time with colleagues, and even share a laugh or two.

## Tips and Resources

Are you looking for ways to Refresh and Recharge? Start by considering the following tips and recommended reading and resources. Remember to determine the approach best suited for you. Commit to three strategies that will empower you to take better care of yourself.

### Recommended Reading and Resources

[10 Easy Methods How To Recharge Yourself For A Fresh Start](#)

[21 Things To Do By Yourself To Relax and Recharge](#)

[25 Ways to Relax and Recharge in 90 minutes or Less](#)

[10 Websites and Apps to Recharge Yourself at Work in 5 minutes](#)

[8 Quick Ways To Replenish Yourself At Work](#)

[How to Give Yourself a Break From Work: 11 Ways to Recharge Your Batteries](#)

### Tips for Refreshing and Recharging:

1. Review your goals and plans
2. Give yourself a good rest
3. Go exercise
4. Volunteer and help out
5. Declutter and organize your surroundings
6. Fill your day with gratitude
7. Have a getaway
8. Pamper yourself with good food
9. Get close to nature
10. Unplug and do something else

## The Spotlight is On...



**Chris Butler**  
Assistant Director of  
Employee Benefits

Chris Butler serves as the Assistant Director of Employee Benefits in Systems Office. As a graduate of the 2015-2016 Ivy Tech Leadership Academy cohort, Chris gained the opportunity to step outside of her daily role to meet and work with others around the College. Leadership Academy provided her the opportunity to better understand the unique strengths of each campus and that regardless of your daily responsibilities, it's important to take time to continue to develop yourself.

With her role in benefits, Chris is tasked with finding ways to improve employee wellbeing. She manages the BeLively Employee Wellbeing program that includes financial education, tobacco cessation, an Employee Assistance Program, Healthy Lifestyles, and MyStrengths. She continually gathers feedback from

her travels around the state to improve Ivy Tech's wellbeing programs for our employees.

When it comes to taking time to refresh and recharge, Chris is a big believer that sleep plays a very important role in the health and wellness of your body and mind. It is equally important to take some time to focus on yourself. Whether at home or work, take a break and stretch or get up and take a walk. Step away from your desk at lunch and go out to eat or bring your lunch and find a quiet place to enjoy it. This allows your mind to rest and refocus.



To learn more about BeLively, visit:  
<https://www.ivytech.edu/hr/27427.html>

## Calling all Talent Development Program Alumni... Visit us at the Student Success Summit

Are you attending the Student Success Summit at the end of March? If so, visit the Talent Development team at our table in the vendor area.

Stop by to take a picture with our photo frame and get some great Talent Development swag exclusively for program alumni. We will also have a short survey asking about alumni events you would like to see in the future and ways that you'd like to get involved with our upcoming programs.

Stop by our booth with a friend who is interested in one of our programs, and both of you can win a prize. We can't wait to see you on March 28-29 in French Lick.

## Connect with us on LinkedIn

In our October 2018 issue we introduced the brand new Ivy Tech Community College Talent Development page on LinkedIn. Members of the Talent Development team have been posting regularly since last fall, featuring content aimed at helping you on your professional development journey.

Our recent posts include: *Building a Collaborative Work Environment*, *Interview Tips for Internal Candidates*, and *Giving Impactful Feedback*. We also feature items like Talent Development program updates, team building activities to use with your own teams, and spotlight articles highlighting the many accomplishments of past and present program participants.

Join our conversations on LinkedIn. To follow us, simply visit the link below or type "Ivy Tech Community College Talent Development" in the LinkedIn search bar.

<https://www.linkedin.com/company/ivy-tech-community-college-talent-development/>

## Introducing our New Team Member



We are extremely excited to introduce our newest team member, Melody Swigert. Melody joins our team as a Talent Development Specialist. Melody earned her Bachelor's degree in Business Management and a Master's degree in Human Resource Management from Indiana Wesleyan University. Prior to joining our team, Melody worked at Harrison College for 18 years and served in various roles.

In her new role with Ivy Tech, Melody enjoys the project management opportunities for designing/implementing various training

initiatives to serve employees across the College. She is looking forward to facilitating learning modules during the leadership training sessions, as well as becoming the team lead for Leadership Academy. Melody also looks forward to creating e-Learnings within IvyLEAD.

Melody is excited to impact the Talent Development Team by contributing value to our training efforts, as well as impacting the overarching mission of Ivy Tech through serving on special project committees. We are pleased to welcome Melody to our team!



On February 18, the College introduced the Workplace Flexibility Policy. Flexible work options can enhance employee morale and engagement and as a result positively impact employee productivity.

To assist you in learning more about the College's workplace flexibility options, check out the [Understanding Ivy Tech's Workplace Flexibility Policy e-Learning](#) in IvyLEAD.

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Visit us on the web:  
<http://www.ivytech.edu/hr/talent-development.html>

# The Talent Developer

Your Ivy Tech Talent Development News Source



Volume 4, Issue 3  
June, 2018

## Inside our Strengths Issue:

- Capitalizing on Strengths to Create Well-Rounded Teams 2
- Master Teacher Seminar: Strengths at Play in the Classroom 2
- Leadership Institute: Leading Teams Using the Strengths Philosophy 3
- Simplex: A Tool for Solving Fuzzy Situations 3
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- Congratulations, Leadership Academy Graduates! 5
- The Spotlight is On... 5
- Apply for Leadership Academy 5
- Contact Us 5

Apply now for  
2018-2019  
Leadership Academy  
See page 5 for details

# STRENGTHS

Have you ever wondered how someone can complete a task or do a job with excellence and make it look effortless? For example, maybe you have pondered how Academic Advisors can effectively build relationships with students and help them map out a path for their college career? Or, how Financial Aid specialists can successfully navigate through intricate systems and policies, to assist students in obtaining funding for their educational goals? Or, how an instructor can prepare a lesson and impart knowledge to students in a way that increases learning?



Leadership Institute participants, Adam Hedden and Collette Emery.

Here at Ivy Tech, there are a number of different roles and departments that work together with one goal in mind: student success. In order for the many roles and departments to work together effectively, we rely on the strengths of the people within those roles. One person may have strong analytical skills and excel in working with data and crunching numbers. While another person may be a strong communicator who can easily turn thoughts into words. Others may be excellent problem solvers, or great at coming up with new ideas. **Ultimately, we all have different strengths and talents that we use in our jobs to successfully carry out the mission of the College.**

To assist with identifying an individual's talents and strengths, we use CliftonStrengths within our Talent Development programs and initiatives. CliftonStrengths is an assessment instrument based on over 50 years of research, developed by Donald O. Clifton and Gallup. The assessment is designed to build self-awareness by highlighting personal talents, then encourages investment in those natural talents to build and develop areas of great strength. The underlying idea is that people are able to gain more when they focus their effort on building their greatest talents rather than spending a comparable amount of effort to remediate their weaknesses (Clifton & Harter, 2003).

The assessment is comprised of 34 Signature Themes, or areas of talent. Once an individual completes the assessment, they receive their Top 5 Signature Themes. They then learn more about these areas of talent and can capitalize upon them to help define their areas of strength, interest, and skill. **Many organizations, including colleges and universities, utilize CliftonStrengths to empower employees and focus on how individual strengths can be used to maximize productivity and engagement within their roles.**

Throughout this issue of The Talent Developer, we will be unpacking the various ways our Talent Development programs and initiatives focus on the importance of identifying your own personal strengths and the strengths of others. Then, how to maximize those strengths to build an engaging and productive team.

Clifton, D.O., & Harter, J.K. (2003). Investing in Strengths. In A. K.S Cameron, B. J.E. Dutton, & C. R.E. Quinn (Eds.), Positive Organizational Scholarship: Foundations of a New Discipline (pp. 111-121). San Francisco: Berrett-Koehler Publishers, Inc.

## Capitalizing on Strengths to Create Well-Rounded Teams

Supervisor Education is designed to equip supervisors with the skills and resources needed to lead and build effective teams within the College. Participants complete the CliftonStrengths assessment, then discover how their strengths impact who they are as a leader and how investing in the strengths of their team members can positively impact team productivity and cohesiveness.

During Supervisor Education, participants are introduced to the Four Domains of Leadership Strength. These four domains were developed based on additional research conducted by Gallup. In this research, they found that the 34 Signature Themes within the CliftonStrengths assessment naturally cluster into Four Leadership Domains. These Four Leadership Domains help to define a person's greatest area of contribution to a team based on their strengths and their dominant domain (Rath & Conchie, 2008).

Participants discuss how identification of the dominant domains of their team members can ultimately assist them in playing to the strengths of each person and building a well-rounded team.

The Four Domains of Leadership are:

- **Executing** – People who are strong in this domain carry out ideas or tasks and make things happen.
- **Influencing** – People who are strong in this domain know how to reach a broader audience and can effectively sell the team's ideas or goals.
- **Relationship Building** – People who are strong in this domain examine how individuals fit into the larger team, create relational connections, and help hold teams together.
- **Strategic Thinking** – People who are strong in this domain are focused on what's next, what could be, and how to get there.

Rath, T., & Conchie, B. (2008). *Strengths Based Leadership*. New York, NY: Gallup Press.



Supervisor Education participants, Emily Purcell and Jabari Lewis, discussing the impact investing in Strengths can have on a team.

## Master Teacher Seminar: Strengths at Play in the Classroom

The Gallup Strengths philosophy can be easily applied in the classroom setting to empower and engage students. The basic premise that everyone has strengths and that none of the 34 strengths are better than the others can be impactful in working with students. The key is to **focus on what is strong, not wrong**. When students have an opportunity to take the Strengths assessment and engage in strengths-based conversations and learning they:

- Discover and develop what they naturally do best
- Improve their self awareness
- Learn to consider their strengths as they tackle projects
- Use their strengths to strive for educational and career success

In the Master Teacher Seminar, participants examine the role that strengths play in the classroom and in student engagement. Gallup studies show that **those who get the opportunity to focus on their strengths (what they do best), are six times as likely to be engaged** (Rath, 2007). Little efforts to tailor the learning experience to the unique strengths of our students can pay large dividends.

Strengths based learning starts with faculty members understanding their strengths and intentionally utilizing them to improve their teaching techniques, design classroom activities, and develop impactful student relationships.

You can apply the strengths philosophy and personalize the learning experience, even without taking the assessment by taking these steps:

- Take note of the interests and talents of your students
- Help students apply their strengths in novel ways
- Highlight unique student qualities and reinforce their value
- Encourage students to talk about goals in context of their strengths
- Help students identify where they are now, where they want to be, and recognize that their strengths are a pathway between the two
- Provide students with several options for how learning can be demonstrated and assessed - allow students to pick a project or assessment type that closely relates to their strengths
- Provide formative feedback that puts progress into perspective
- Provide summative feedback that emphasizes strengths of the student and the strategies used for goal attainment



Shannan Norrell shares a classroom strategy to motivate students with her Master Teacher Seminar colleagues.

Rath, T. (2007). *Strengths Finder 2.0*. New York, NY: Gallup Press.

## Leadership Institute: Leading Teams Using the Strengths Philosophy

According to Gallup studies, the most effective leaders do 3 key things: 1) invest in strengths, 2) surround themselves with the right people and then maximize their team, and 3) understand the needs of their followers (Rath & Conchie, 2008). One key curriculum area within our Leadership Institute program is strengths as leadership tool. Participants learn, not only about their own strengths, but how to leverage those strengths to build a strong team and to meet the needs of their followers (team members).

Strengths-based leaders are in tune with the needs of their followers and strive to meet those needs. In interviews with over 10,000 followers, Gallup found that followers had 4 basic needs that emerged:

- **Trust** - Followers need to feel that they can trust their leader. As a leader, trust is the cornerstone of any great relationship. You can build trust with your followers by demonstrating your integrity, taking the time to build rapport, and acting authentically and with positive intentions.
- **Stability** - Followers need to feel supported and that there is a secure foundation. As a leader, let your values and actions serve as a source of stability for your followers. Demonstrate that you are an anchor in times of uncertain storms.
- **Compassion** - Followers need to know that they are cared about as a person. As a leader, be genuine in building relationships with

your followers. Take the time to get to know your followers and serve as a cheerleader to celebrate their accomplishments and support them during challenging times.

- **Hope** - Followers need to feel hope and optimism for the future. As a leader, you can paint a picture of what the future will look like and provide a roadmap to get there, helping your followers feel enthusiastic about possibilities. You can also initiate, rather than respond or react to change, to eliminate the feelings of helplessness that can happen with forced change.

Throughout Leadership Institute, participants work together to explore how they might better meet the needs of their followers using their own unique strengths.

Rath, T., & Conchie, B. (2008). *Strengths Based Leadership*. New York, NY: Gallup Press.



Leadership Institute participants Laura Lanning, Robyn Boss, Eliza Erxleben, and Pam Schmelz engaged in a strengths activity.

## Simplex: a Tool for Solving Fuzzy Situations



Kirsten Biel, Stacy Atkinson, President Sue Ellspermann, Kara Monroe, and Kristen Moreland.

We are pleased to congratulate our certified Ivy Tech Simplex Trainers, Stacy Atkinson, Kirsten Biel, Kara Monroe, and Kristen Moreland. Following a 40 hour training program and a 9 month para-training process, these trainers hosted their first, entirely Ivy Tech led Simplex 1 Training Session in April, with great success. Having our own in-house trainers and coaches enables us to be more agile in creating a culture that embraces and actively solves for the challenges that we, as a college, encounter in our day-to-day work.

As Dr. Ellspermann explains, "The integration of Simplex creative problem solving is one of our key change-making tools and organizational innovation behaviors. Key to our success has been the development of a small army of trained facilitators and trainers who are leaders in the change effort and the engagement of hundreds of staff and faculty in specific problem-solving sessions using Simplex. Further, our new strategic plan and organizational restructure were "powered" by Simplex. In just 18 months, we have proven Simplex as an effective tool in helping us dealing with our highest level, messiest challenges. Over the long term, we expect Simplex to play a key role in achieving our very aggressive goals and embedding agility in our organization."

Apply to attend an upcoming Simplex 1 Training session:  
<https://www.ivytech.edu/hr/talent-development.html#apps>

# ivyLEAD Turns 1!

We are quickly approaching the first anniversary of our Learning Management System (LMS), IvyLEAD. IvyLEAD has had an exciting year, with more great things on the horizon. New features are coming soon to IvyLEAD that will not only improve the functionality, but also make it easier to search for and find professional development opportunities that relate and matter most to you.

## What IvyLEAD is:

As the name suggests, IvyLEAD's primary focus is on leading faculty and staff towards professional development. IvyLEAD is a one-stop-shop for e-Learnings, live trainings, and programs that are designed around an employee's growth and development.

## What IvyLEAD is not:

An LMS that solely houses required trainings. There is a common misconception that IvyLEAD only contains compliance-based trainings. That is simply not the case.

## Did you know that the majority of e-Learnings and live trainings in IvyLEAD are focused on employee interests and goals?

Across the College, there are a plethora of live trainings with interests and topics that are geared toward areas that interest YOU! For instance, on the Indianapolis campus this month and July, there is training event called "Why Strengths Matter".

While all employees have used IvyLEAD to complete their required e-Learnings, there is so much more that the system has to offer. We work in an organization which, by its very nature, places a high value on education. So much of our efforts are to educate and support our students to reach their career goals. Why let students be the only ones focused on learning and development? It is never too late to grow, and you are never too old to learn something new. Learn, Explore And Develop with IvyLEAD.

## Fun Facts:

- There are over 8,000 active employees using IvyLEAD statewide.
- 145 live trainings have taken place statewide since rollout.
- 159 e-Learnings are available in IvyLEAD.
- 95% of employees use their computer to access IvyLEAD, 1% use a tablet, and 3% use their mobile device.

## Coming soon:

You may have noticed a difference in the look and feel of the Learning Library. Last month, IvyLEAD introduced a tile view for e-Learnings, live trainings, and programs. In the coming months, categories will be added. What are categories, you ask? Think Netflix. IvyLEAD will be categorized into topics for a more seamless way of finding training topics that meet your needs and interests. The system will suggest trainings based on what you and your colleagues have completed.



Learn, Explore And Develop

## Introducing our New Team

### Member: Trent Hawker



We are excited to introduce our new team member, Trent Hawker, who serves as the Talent Development Specialist. Prior to joining our team, Trent worked as the Extension Program Coordinator for the University of Illinois Extension. In his new role, he will assist in facilitating our pipeline programs, while also serving as lead for our Supervisor Education trainings in Systems Office and Train the Trainer.

In his new role, Trent enjoys that everyday brings a different challenge and he appreciates the opportunity to express his creative side in coming up with new and interesting ideas to improve our programs. He also looks forward to interacting with our faculty and staff from across the state as they participate in our pipeline programs. As a community college alumnus, Trent is a huge advocate of the College's mission to provide accessible and affordable world-class education to our students. We are very excited to have Trent join our team.

## Tips for Using Strengths

The premise behind strengths is that everyone has areas where they are inherently strong. By utilizing strengths with your teams or classes, you are able to give everyone a shared language to discuss the way they can contribute to the team.

Review these tips and recommended resources for more information on using strengths with your teams or in the classroom:

### Recommended Reading and Resources

1. [Four Essentials of Strengths Based Leadership](#)
2. [Three Myths About Your Strengths](#)
3. *Strengths-Based Leadership: Great Leaders, Teams, and Why People Follow* by Barry Conchie and Tom Rath
4. *StrengthsFinder 2.0* by Tom Rath
5. [How Employee's Strengths Make Your Company Stronger](#)

1. Reframe the way you assign tasks. Rather than forcing team members to work on projects they don't enjoy, examine their strengths. Maybe someone is more passionate about a certain topic or task than others.
2. Certain tasks will always need to be done, regardless of strengths. Don't allow strengths to become a crutch or excuse.
3. No one strength is inherently better than others. CliftonStrengths assessment is not a tool to identify "right vs. wrong" or "good vs. bad".
4. People who utilize their strengths at work are three times more likely to report an excellent quality of life, and six times as likely to be fully engaged in their jobs.

## Congratulations, Leadership Academy Graduates!



The 2017-2018 Leadership Academy Graduates.

Leadership Academy is part of the College's succession planning model that helps us develop internal qualified talent for entry to mid-level leadership positions. The 2017-2018 Leadership Academy Graduates are:

- Lexie Blackwell
- Jennifer Bowersock
- Arelia Bradley
- Zeke Bryant
- Paula Clark
- Jaclyn Fisher
- Dan Halluska
- Angela Hayes
- Jessica Huffman
- Melissa Kearns
- Elizabeth Law
- Lynda Logan
- Robbie Lopez-Shue
- Benjamin Marrero
- Dani McQuaide
- Dana Murphy
- Kathy Neary
- Patrick Nevins
- Ron Nicholson
- Funmi Olorunda
- Amanda Reasonover-Wade
- Melissa Rowe
- Erin Salyers
- Devon Wade
- Heather Wilson
- Shannon Wise
- Yolanda Young-Smith

## The Spotlight is On...



**Leighann Rechten**  
Communication/English/General  
Studies Program Chair, Lawrenceburg

Leighann Rechten is the Program Chair for Communication, English, and General Studies at our Lawrenceburg campus. She is a facilitator for our Master Teacher Seminar where she specializes in how to leverage your strengths as an instructor.

We had the opportunity to catch up with Leighann and ask about her experiences with and tips for using strengths with colleagues and students.

She mentioned that when working with colleagues, strengths can offer insights into a perspective that is different from our own. In turn, while we are learning from one

another, we are also learning about ourselves. Leighann stated, *"The strengths philosophy is just another lens with which we can view ourselves."* People love assessments to learn about themselves, why not learn about how to use your strengths for professional growth?

Leighann shared that she prepares her students for the future by using the strengths philosophy. In her classes, students take pride in learning their strengths and are prepared to answer a question regarding strengths during a future job interview because they understand their natural talents.

Haven't taken CliftonStrengths? Leighann encourages you to give it a try. **The more we can leverage our strengths, the more effective we can be in our careers and in life.**

## Apply for Leadership Academy

Are you interested in developing key leadership skills as you build your career with Ivy Tech? If so, consider applying for the 2018-2019 Leadership Academy cohort. Leadership Academy is the College's entry level leadership program within the Talent Development pipeline programs. As a participant of this program, you will discover your strengths and learn ways to lead using them. You will also explore additional leadership topics, create an Individual Development Plan, and build relationships with colleagues across the state.

Applications for the 2018-2019 Leadership Academy must be submitted via Adobe Sign by June 25, 2018. To learn more about the components of this program and view the application, please click here: <https://www.ivytech.edu/hr/talent-development.html#apps>

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Visit us on the web:

<http://www.ivytech.edu/hr/talent-development.html>

# The Talent Developer

Your Ivy Tech Talent Development News Source



Volume 5, Issue 1  
October, 2018

## Inside our Networking Issue:

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# NETWORKING



Past Leadership Academy participants Leighann Rechtin and Erin Lehman practice their networking skills.

The network of relationships that you build and maintain within Ivy Tech bolsters your success as a professional. Your network can provide access to information, influence, support, and encouragement (Garcia, 2014). So how do you grow your network? By networking. The word “networking” prompts a wide array of emotions and reactions, ranging from excitement to dread. For those of you who feel your stomach turn when you hear the word “networking”, it’s likely because you’re picturing a room full of strangers with drinks in their hands, schmoozing for business cards. Newsflash...networking doesn’t have to look that way.

Your network is the collection of mutually valuable relationships that you have cultivated. There are a variety of strategies you can use to create, maintain, and expand your network. Most importantly, however, you should use strategies that are genuine, comfortable, and effective for you. That means if you love a big, formal networking event, grab your business cards and go. The rest of us will be cheering you on from the safety of our desk or couch, secretly glad we didn’t have to attend. If the big networking event is not your style, find other ways to intentionally expand your network. Network in a way that utilizes your strengths and preferences. **In which settings do you find yourself most comfortable?** Use the corresponding ideas to thoughtfully establish new relationships.

- **Working with others toward a common goal or to accomplish a task** - join a committee to work with new people or volunteer to help with initiatives outside of your functional area
- **One-on-one with another person** - invite someone to coffee or lunch, ask people in your current network for a referral, conduct an informational interview to learn more about a person, or rekindle relationships
- **Small group setting** - attend a small-scale event or training, start your own event (i.e., a lunch and learn or book club), or go to lunch with a colleague but ask them to bring along someone you don’t know well

Networking and building relationships with statewide colleagues is a valuable component of each of our Talent Development pipeline programs. Our participants have shared that the relationships established in these programs help them to better understand the statewide system of Ivy Tech, give them a forum to share and learn from one another, provide diverse perspectives to expand their thinking, promote collaboration, and connect them to resources and opportunities. Throughout this issue of *The Talent Developer*, learn tried and true strategies for analyzing, expanding, and maintaining your network.

“Everyone you will ever meet knows something you don’t” -Bill Nye

Garcia, S. (2014, September). Developing Leaders for a Networked Economy. *Talent Development*, 42-47.

## Leadership Academy: An Exercise in Networking

There is no doubt that networking can bring up mixed feelings. While some love the idea of jumping into a large crowd and meeting people, others can't wait to retreat to a seat at the edge of the room. It is said that practice makes perfect, and Leadership Academy participants do exactly that—practice networking.

Program participants, college leaders, and action leadership project team coaches attend a mock networking event during a session of Leadership Academy to help participants practice their networking skills. Prior to the event, participants are tasked with developing a few tools to help them succeed at networking.

One of these tools is an Elevator Pitch. The idea behind an elevator pitch is simple—you don't want to get on an elevator with a college leader and not be able effectively introduce yourself or to explain your role and how you add value to the organization.

The formula for creating an elevator pitch is simple:

Your **job title and organization** + what it means in **layman's terms** + **how you provide value** to the organization + **why you love it**.

When working to develop your own elevator pitch, you may find that it is helpful to have different versions of the pitch for various purposes. For example, you may find you have different talking points when speaking with your colleagues than you do when speaking to a group of students. Having multiple elevator pitches in your networking tool kit



*Leadership Academy participants practice their elevator pitch with one another.*

means that you are ready to talk about Ivy Tech with any group you may encounter.

Along with having your elevator pitch ready, it is important when networking to ask lots of questions and genuinely listen to the answers to help build rapport and find commonalities with people. You never know who you might meet that may be able to lend their expertise on your next project. By practicing these skills you will be well on your way to cultivating a strong and successful Ivy Tech network.

## Leadership Institute: Analyzing and Building Your Network



*2018-2019 Leadership Institute participants Sarah Cleveland, Sarah Shepler, and Robyn Frederick discuss networking.*

Your network of relationships provides access to information, guidance, and opportunities. A strong network can contribute to your success in your current role, on projects, and in reaching your career goals.

We defined a network earlier as a cultivated collection of mutually valuable relationships. Participants in Leadership Institute have the chance to analyze their networks and think about the quality of those relationships. When analyzing the relationships with people in their

networks, participants asked themselves questions including:

- How aware is this person of my skills?
- How accessible is this person to me?
- To what degree is my productivity improved by this person?
- What is the quality of their network and influence?

Take this activity from Leadership Institute and begin to analyze your own network here at Ivy Tech. By asking yourself questions like these, you can begin to think about the strength of your network and the value of those relationships. During this analysis you may find some gaps. These gaps may include certain people, knowledge, skills, or abilities that you would like to add to your network. Once you recognize gaps, you can begin to build those skills and relationships accordingly.

It is important to note that networking can happen anywhere. For those who are networking averse, think outside the box to build your network in a way that utilizes your own strengths and preferences. Take a moment to examine what has worked for you in the past. Great ways to build your network include getting referrals from people you already know, conducting informational interviews, or offering your own expertise and assistance on a project.

No matter how you decide to build it, a strong network is a great tool to provide career support, encouragement, and help set and achieve your own career goals.

## Master Teacher Seminar: Building Strong Teaching Networks

Each Master Teacher Seminar cohort is comprised of instructors from around the state with various backgrounds, experience levels, and teaching disciplines. During the program, we encourage participants to capitalize on this and build a well-rounded network of teachers to bounce ideas off of, help one another work through challenges, and share best practices. The program creates an environment where sharing promotes learning and stealing best practices and methods is not only allowed, but encouraged.

To create this learning environment, participants are given many opportunities to network and build relationships by:

- Participating in large and small group discussions
- Sharing helpful resources for instruction
- Demonstrating tools, methods, and practices to use within the classroom
- Continuing the learning conversations during meals and breaks

Towards the end of the spring 2018 semester, the 2017-2018 Master Teacher cohort wrapped up their final session of the program at the Student Success Summit in French Lick, IN. Although each program must come to a close, many strong networks are built and relationships are continued after the conclusion of a program.

Congratulations to the 2017-2018 Master Teacher Seminar graduates:

- Che'Reese Anderson
- Mary Applegate
- Darlisha Averitte
- Tina Berning
- Becky Bishop
- Amy Brier
- Heather Clark
- Brandee Coltharp
- Lloyd Fairweather
- Sherri Flynn
- Janice Gallagher
- Tammy Greene
- Jamie Hamilton
- Myra Hart
- Keith Madden
- Becky Moening
- Shannan Norrell
- Dorcas Parson
- Emery Peck
- Krissie Pickering
- Montra Reinhardt
- Tanimia Zaman

## Tips and Resources for Building Your Network

Are you looking to invest time in building your network? Consider the tips below as you begin to brainstorm and determine the best approach to building your network.

1. Networking is all about building meaningful relationships that are mutually beneficial. It is not something you do only when you need a job or a favor.
2. Examine your current network by thinking about the various groups you belong to. Identify the people within those groups and measure the strength of your relationships with those people. Look for the gaps and areas of opportunity to begin building your network.
3. Building strong relationships is more about quality than quantity.
4. Time, effort, and follow through are important factors when building and maintaining your network.
5. Say yes to invites and opportunities.
6. Craft an elevator pitch to use when attending events or meetings with people you have not met before.
7. Develop a strategy to remember names and follow-up with new connections.

### Recommended Reading and Resources

1. *How to Win Friends and Influence People* by Dale Carnegie
2. How to Build Your Network: <https://hbr.org/2005/12/how-to-build-your-network>
3. How to Build a Meaningful Network: [https://www.huffingtonpost.com/entry/the-problem-with-empty-net\\_b\\_14664528.html](https://www.huffingtonpost.com/entry/the-problem-with-empty-net_b_14664528.html)
4. Attending an event? Check out these ideas for 30 conversation starters: <https://www.themuse.com/advice/30-brilliant-networking-conversation-starters>
5. Tips for your next networking event: <https://www.forbes.com/sites/yec/2014/07/22/17-tips-to-survive-your-next-networking-event/#78210537cd4b>



The 2017-2018 Master Teacher Seminar graduates.



## The Spotlight is On...

**Julius Edwards**  
Indianapolis campus

*Dean, School of Public Affairs & Social Services and School of Business, Logistics, & Supply Chain Management*



Julius Edwards serves the Indianapolis campus as the Dean of both the School of Public Affairs & Social Services and the School of Business, Logistics, & Supply Chain Management. As a graduate of the Ivy Tech Leadership Institute class of 2016-2017, Julius has diligently worked to build and expand his Ivy Tech network over the past few years. We chatted with Julius to learn more about his perspective on networking and how he established and maintains his network.

Throughout his time in Leadership Institute, Julius seized the opportunity to cultivate and strengthen his network by building relationships across the statewide system of Ivy Tech. When asked about his network, Julius shared that it "encompasses as many unique and diverse people as possible. It ranges from Miralda who ensures the campus is impeccable and tries to teach me new Spanish phrases to Dr. Russ Baker who served as my mentor. Whether it is talking to someone waiting for fries in the cafeteria or chairing a committee with colleagues around the state, I am always looking to meet new people, especially those who have their finger on the pulse of the organization. These individuals are energetic, uplifting, and their actions show a passion for their job and Ivy Tech Community College."

"My network provides an abundance of resources," said Julius. "Everyone is a phone call or email away to address questions or brainstorm." As he shared more details, it became clear that Julius employs his network of Ivy Tech relationships to advise and mentor him through the challenges he encounters along his career path.

An effective network is one that is based on reciprocal and well-maintained relationships. Julius stated, "to ensure reciprocity I try to be accessible and available. Be genuine. Be a strong resource for others. It sounds simple but return phone calls in timely manner. Respond to email inquiries in a timely manner. It is important to check-in with people. Maya Angelou said, "People will forget what you said, people will forget what you did, but people will never forget how you made them feel." People will be surprised when you call to see how they are doing and (ask) if they need anything. If people are valuable enough to be in your network, then they are valuable enough to check on."

## Connect with Talent Development on LinkedIn!

Do you enjoy reading the latest issue of The Talent Developer newsletter every time it hits your inbox? Are you looking for more information on the many Talent Development programs happening here at Ivy Tech? Or are you just looking for helpful tips and advice for building your own leadership skills or developing professionally?



If you answered "YES" to any of these questions, then check out the Talent Development team's brand new LinkedIn page!

Members of the Talent Development team will update the page weekly with content including program updates, team building activities to use with your own teams, spotlight articles highlighting the many accomplishments of past and present program participants, and helpful tips and articles on leadership development, and professional development.

Our first post discusses a key area to focus on when growing your career. Sound interesting? To follow us, visit the link below or type "Ivy Tech Community College Talent Development" in to the search bar on LinkedIn.

<https://www.linkedin.com/company/ivy-tech-community-college-talent-development/>

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Visit us on the web:

<http://www.ivytech.edu/hr/talent-development.html>

## June 2019 Board Report

### Active Grant Breakdown:

(109) Competitive Grants: \$25,606,103

(19) Non-Competitive Grants: \$26,669,443

**(128) Total Active Ivy Tech Grants: \$52,275,546**

Note: Due to space limitations, only an illustrative sample of awards and submissions are described below.

### **Grants Awarded During Period (22- \$1,511,374)**

- **Valparaiso, South Bend, Muncie, and Sellersburg** received a total of \$49,504 from the National Security Agency GenCyber grant in collaboration with Purdue University Northwest. Each campus will establish a Hoosier GenCyber summer camp to introduce 80 high school students to educational and professional opportunities within the field of cybersecurity.
- **Kokomo, Indianapolis, and Bloomington** received a combined \$360,000 (\$120,000) each for the MDRC Scaling Up Community College Efforts for Student Success (SUCCESS) Initiative. The grants will provide each campus with technical assistance from MDRC to design and implement comprehensive student support programs that are cost-effective, sustainable, and scalable.
- **Richmond** received a \$3,460 grant from the Partnership for a Drug Free Wayne County. The funds will be used for tuition, fees, and supplies to provide clients at the Cross Road Christian Recovery Center for Women the chance to participate in a one credit hour course designed to pave the way for a successful start to their college careers.

### **Grants Submitted During Period (21 - \$3,104,309)**

- **Anderson** submitted a proposal to the City of Anderson for \$17,750. These funds, as part of the City of Anderson's U.S. Department of Housing and Urban Development Community Development Block Grant, will enhance Project Jump Start Anderson, a free, four-day, one credit hour class provided to low-to-moderate income community members to aid in their transition into higher education at Ivy Tech.
- **Fort Wayne** submitted a \$289,468 proposal to the AWS Foundation. The funding would allow the Fort Wayne campus to hire an Assistant Director of Disability Services position to provide one-on-one extended classroom support for 150 students with disabilities annually. This request would also bolster Disability Services' case management capabilities by accruing new software.
- **Systems Office** applied for a statewide grant from the U.S. Department of Labor. The \$1,534,286 request under the Veterans Accelerated Learning for Licensed Occupations project, will assist in creating a program to increase and expedite attainment of state occupational licenses by veterans and transitioning service members (TSMs). The funding will allow for the development of innovative solutions to connect employment shortages in healthcare, mechanics, construction, and transportation industries with military training that veterans and TSMs have already received in these fields.

### **Proposals Declined During Period (31 - \$28,567,247)\***

\*A thorough review of proposals in submitted status was conducted at this time which resulted in a significant amount of proposals being marked as declined.

# Building, Grounds and Capital Committee

June 6, 2019

# Buildings Grounds and Capital Discussions

## Construction and Land Acquisition Topics (Resolutions)

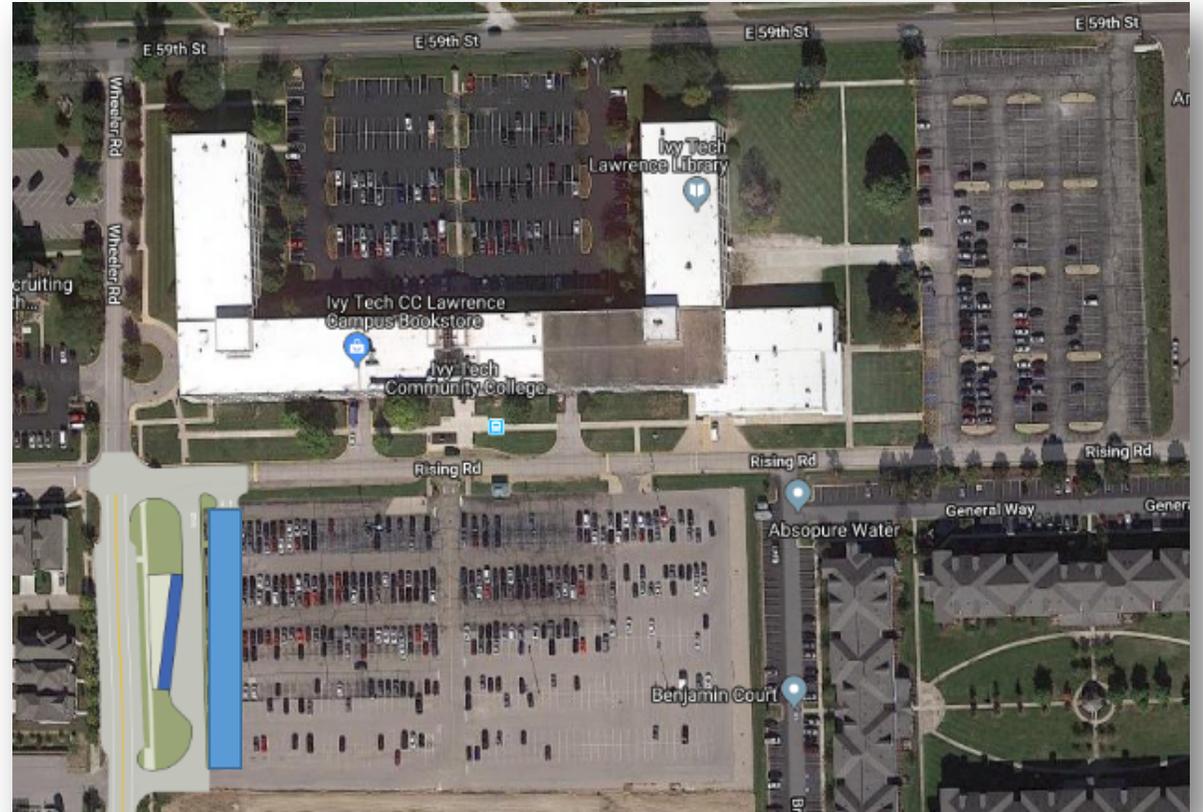
- A. Indianapolis Campus- easement with IndyGo at Fairbanks Building

## Informational Items

- A. Real Estate Closings

# A. Indianapolis Campus; Easement with IndyGo at Fairbanks Building

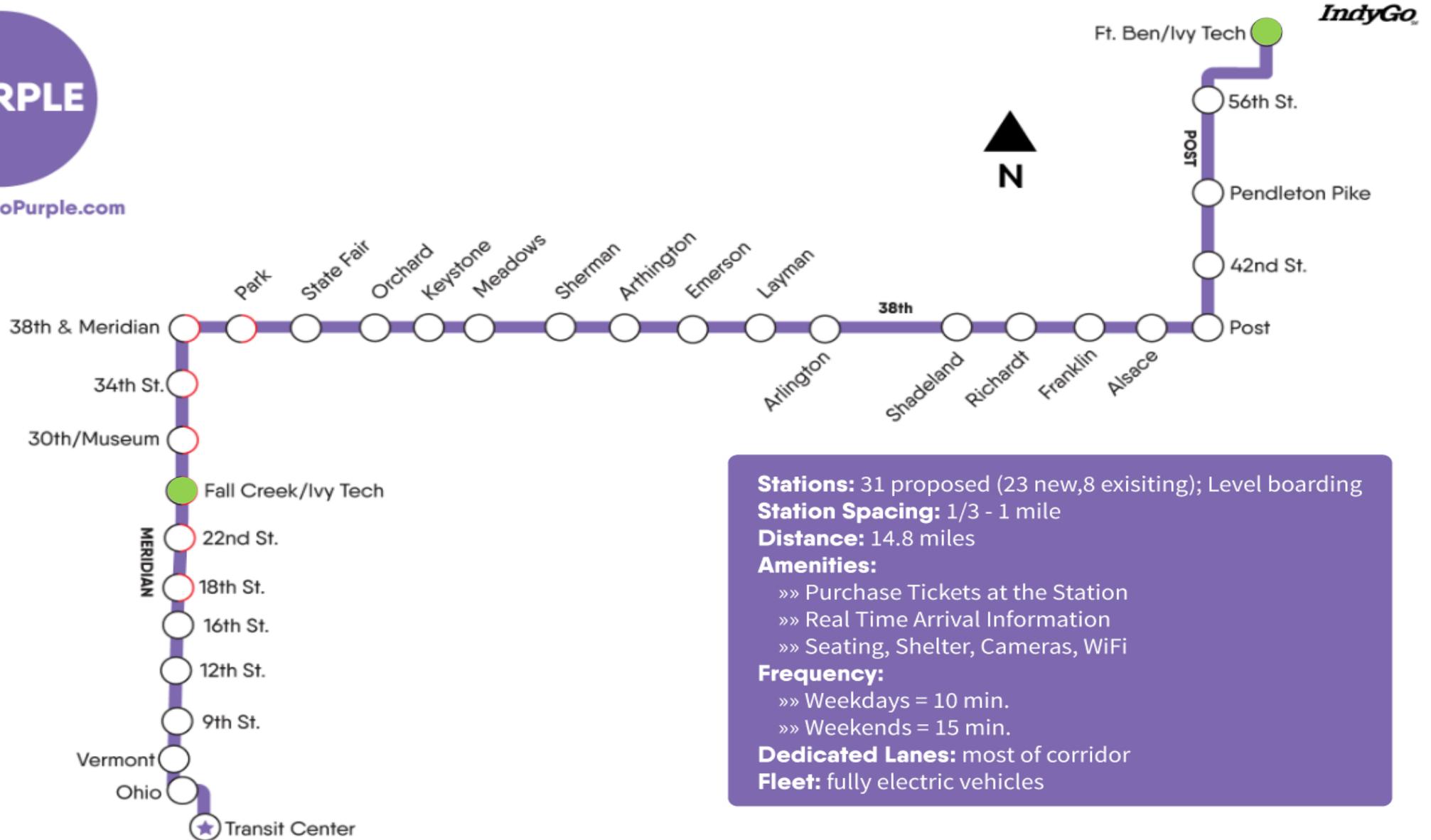
- Location: 9301 East 59<sup>th</sup> Street, Lawrence
- Indianapolis Public Transportation Corporation (dba IndyGo) has requested an easement from Ivy Tech to construct a station for the Purple Line Bus Rapid Transit route
  - Perpetual easement for station and temporary easement for construction
- The Marion County Transit Plan plans to increase their service to community by 70%
- Purple line will connect Ivy Tech Lawrence to Ivy Tech at Fall Creek.



REQUEST: Approval of Easement with IndyGo for Purple Line Construction



[www.IndyGoPurple.com](http://www.IndyGoPurple.com)



# Questions?



# Marketing and Public Relations Update

June, 2019



# Telling Our Story

- Better Educating Audiences on K-14 Efforts
- Can Be Used for Various Audiences
- <https://youtu.be/EnMZBukc30s>

# Digital Marketing

- Campuses pool dollars – spend to date \$467,264
- Impressions = 7,539,225
- Clicks = 271,370 (CPC = \$1.72)
- Applicants
  - Goal = \$150 cost per application
  - To date 5,019 applicants
  - Cost per application = \$93.10
  - Goal cost per enrollment (based on 41% conversion) = \$365
  - Cost per enrollment to date (based on 41% conversion) = \$232.75



# Targeted Campaigns

- Parents Campaign
- Transfer as a Junior Campaign
- Guest Student Campaign
- Public Housing Campaign
- Achieve Your Degree Campaign
- Express Enrollment Campaign
- Next Level Jobs Campaign
- Look a Like Campaign



# Landing Pages

## Next Level Jobs

The Workforce Ready Grant gives Hoosiers an opportunity to remove financial barriers that can prevent them from receiving the training they need to obtain a Next Level Job and thrive in today's economy. This includes the opportunity for working-age adults to earn a high-value certificate at Ivy Tech Community College - **free of cost** to the student.



# Marketing WIG

- Increase Summer Applications from 0 to 11,368 by June 10, 2019
- Increase Fall Applications from 0 to 42,898 by October 28, 2019

# Communications Audit

# Web World

- [www.ivytech.edu](http://www.ivytech.edu)
  - 2,858,731 unique users to the site in 2019 so far
    - Programs A-Z, Apply Now, Course Catalog
  - In 2018 the top age group that visited our website was 18-24, while so far in 2019 the 25-34 age group has visited our site 10% more than any other age range.
  - In 2018 accessed 57 percent via desktop and 39 percent mobile...In 2019 52 percent desktop and 44 percent mobile
- Twitter
  - Next Level Jobs
  - 8 Week Classes
  - Cyber Fast Track
  - We Are Ivy Tech – Indianapolis Commencement



# Cyber Fast Track Contest

- Worked with SANS Institute and Indiana Department of Homeland Security
- Skills-based competition designed to encourage girls to pursue cyber-based learning and career opportunities.
- Ivy Tech Community College ranks 34<sup>th</sup> in the country amongst College's based on the number of students advancing to the quarterfinalists (tops in Indiana)
- *“Something is going very right for cybersecurity in Indiana. Indiana had 367 college students test their cyber aptitude in the CyberStart Assess phase of Cyber FastTrack. That includes 153 women. What is most impressive is that 47 students demonstrated sufficient aptitude to be selected as quarterfinalists and to move on to the next round toward national recognition and the \$2.5 million in scholarships. More than 6% of the Indiana students in Cyber FastTrack solved the most difficult challenges, putting them in the Highly Adept category of participants. Even better news, over 29% went beyond what we would consider “puzzle fun” and solved challenges that required the application of cybersecurity specific techniques and concepts.”*
  - Alan Paller, President SANS Technology Institute



# Earned Media

- Ivy Tech Teaching Students the Future of Farming With Precision Ag
  - 87 million viewership/\$163,713 ad value
- Spring Breakers Tackle Armed Robbers at Florida Gas Station
  - 19.4 million viewership/\$36,612
- Ivy Tech to Help Boost Single Mother's Success Rate
  - 6.5 million viewership/\$12,321 ad value
- Sentiments: 55% positive. 40% neutral. 5% negative

# Others Telling Our Story

- Department of Corrections Success
- <https://youtu.be/RDK4kfNaXU4>

**Questions?**

**Thank you.**



**TREASURER'S REPORT**  
**IVY TECH COMMUNITY COLLEGE**  
**SPONSORED PROGRAM FUNDS**  
**March 1, 2019 THROUGH March 31, 2019**

<b>Campus</b>	<b>Title or Description</b>	<b>Source</b>	<b>Amount</b>	<b>Original Effective Date</b>	<b>Expiration Date</b>
Noblesville	184 Crosser Family Fndtn-HC Work Corps	Hamilton County Community Foundation	\$ 10,000	3/1/2019	8/31/2019
Columbus	201 Cybersecurity Pathway (Strada)	Community Education Coalition	76,750	1/1/2019	12/31/2021
Lawrenceburg	212 Software Dev Pathways (Strada)	Community Education Coalition	76,750	1/1/2019	12/31/2021
Batesville	213 Information Tech Path (Strada)	Community Education Coalition	76,750	1/1/2019	12/31/2021
Madison	211 Cybersecurity Path AAP (Strada)	Community Education Coalition	76,750	1/1/2019	12/31/2021
Bloomington	241 IEDS SBDC State Funds CY19	Indiana Economic Development Corp	45,800	1/1/2019	12/31/2019
Bloomington	241 IEDS SBDC Federal Funds CY19	Indiana Economic Development Corp	99,025	1/1/2019	12/31/2019

TOTAL \$ 461,825

**IVY TECH COMMUNITY COLLEGE  
SPONSORED PROGRAM FUNDS  
April 1, 2019 THROUGH April 30, 2019**

<b>Campus</b>	<b>Title or Description</b>	<b>Source</b>	<b>Amount</b>	<b>Original Effective Date</b>	<b>Expiration Date</b>
South Bend/Elkhart	121 EWIN Partnership Planning '19	University of Indianapolis	\$ 7,000.00	3/1/2019	10/31/2019
Terre Haute	171 Fifth Third Workforce Dev AYD	Fifth Third Foundation	\$ 25,000.00	8/23/2018	8/23/2019

TOTAL \$ 32,000.00

**IVY TECH COMMUNITY COLLEGE  
SPONSORED PROGRAM FUNDS  
July 1, 2018 THROUGH March 31, 2019**

		<b><u>Grants &amp; Contracts</u></b>
Total this Report	\$	461,825
2018-2019 YTD-Total to Date		21,596,295
2017-2018 Fiscal Year-End Total		18,122,815
2016-2017 Fiscal Year-End Total		25,626,665
2015-2016 Fiscal Year-End Total		18,906,875
2014-2015 Fiscal Year-End Total		20,718,246
2013-2014 Fiscal Year-End Total		27,105,576
2012-2013 Fiscal Year-End Total		23,049,587
2011-2012 Fiscal Year-End Total		26,290,960
2010-2011 Fiscal Year-End Total		24,631,272
2009-2010 Fiscal Year-End Total	\$	40,659,468

**IVY TECH COMMUNITY COLLEGE  
SPONSORED PROGRAM FUNDS  
July 1, 2018 THROUGH April 30, 2019**

**Grants &  
Contracts**

Total this Report	\$	32,000
2018-2019 YTD-Total to Date		21,628,295
2017-2018 Fiscal Year-End Total		18,122,815
2016-2017 Fiscal Year-End Total		25,626,665
2015-2016 Fiscal Year-End Total		18,906,875
2014-2015 Fiscal Year-End Total		20,718,246
2013-2014 Fiscal Year-End Total		27,105,576
2012-2013 Fiscal Year-End Total		23,049,587
2011-2012 Fiscal Year-End Total		26,290,960
2010-2011 Fiscal Year-End Total		24,631,272
2009-2010 Fiscal Year-End Total	\$	40,659,468

DISBURSEMENTS OF \$100,000.00 AND OVER  
FOR THE MONTH OF MARCH 2019

<u>Authorization for Disbursement</u>	<u>Purpose of Disbursement</u>	<u>Amount of Disbursement</u>	<u>Approved Vendor</u>	<u>Check Date</u>	<u>Reference Number</u>
I. Article VIII Contracts and Other Documents Approval and auth- orization of the Board.	A Rx Payment	\$ 179,396.96	CVS Caremark	03/04/19	J0224298
	B Reimbursement for Health Ins. Claims	483,812.48	Anthem Blue Cross Blue Shield	03/04/19	J0224300
	C Health Savings Account	209,721.58	Chard-Snyder	03/04/19	J0224302
	D Life, LTD, & STD Insurance	139,412.59	The Standard	03/08/19	J0224536
	E FICA/MQFE/Federal Taxes	2,170,224.89	PNC Bank	03/12/19	J0224633
	F County and State Taxes	800,835.50	PNC Bank	03/12/19	J0224661
	G Rx Payment	102,900.54	CVS Caremark	03/14/19	J0224766
	H Reimbursement for Health Ins. Claims	367,965.27	Anthem Blue Cross Blue Shield	03/14/19	J0224768
	I Retirement	1,060,823.54	Transamerica	03/14/19	J0224780
	J Rx Payment	264,393.94	CVS Caremark	03/15/19	J0224812
	K Reimbursement for Health Ins. Claims	565,683.95	Anthem Blue Cross Blue Shield	03/19/19	J0224946
	L Health Savings Account	209,735.29	Chard-Snyder	03/19/19	J0224947
	M FICA/MQFE/Federal Taxes	2,157,100.86	PNC Bank	03/25/19	J0225217
	N Reimbursement for Health Ins. Claims	471,294.80	Anthem Blue Cross Blue Shield	03/26/19	J0225290
	O Rx Payment	153,525.79	CVS Caremark	03/26/19	J0225291
	P Retirement	1,053,838.34	Transamerica	03/26/19	J0225293
	Q Reimbursement for Health Ins. Claims	357,568.94	Anthem Blue Cross Blue Shield	03/29/19	J0225625
	R Rx Payment	172,736.94	CVS Caremark	03/29/19	J0225626
	S Health Savings Account	209,304.88	Chard-Snyder	03/29/19	J0225629

DISBURSEMENTS OF \$100,000.00 AND OVER  
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<u>Authorization for Disbursement</u>	<u>Purpose of Disbursement</u>	<u>Amount of Disbursement</u>	<u>Approved Vendor</u>	<u>Check Date</u>	<u>Reference Number</u>
II. Article IV. Officers of the Board. Section 5. Treasurer. Article VIII. Execution of Contracts and other Documents. Section A. Approval and authorization of the Board.	A Money Market	\$ 583,000.00	Lake City Bank	03/07/19	J0224519
	B Money Market	116,000.00	Lake City Bank	03/08/19	J0224583
	C Money Market	145,000.00	Lake City Bank	03/12/19	J0224689
	D Money Market	327,140.00	Lake City Bank	03/19/19	J0224984
	E Money Market	645,000.00	Lake City Bank	03/20/19	J0225055
	F Money Market	20,346,000.00	Lake City Bank	03/21/19	J0225123
	G Money Market	490,000.00	Lake City Bank	03/22/19	J0225208
III. Reported to the Board of Trustees under \$500,000	A Purchasing Card	270,184.37	PNC Bank	03/01/19	J0224213
	B Utilities	268,315.42	BPTS, LLC	03/04/19	J0224303
	C RR General Construction	414,576.08	F.A. Wilhelm Construction Co. Inc.	03/04/19	50-10192604
	D SE Furniture < \$3,000	311,509.51	RJE Interiors, LLC	03/05/19	50-10192791
	E Financial Aid Reimbursement	488,520.25	Follett Bookstore	03/05/19	J0224375
	F Utilities	214,532.46	BPTS, LLC	03/14/19	J0224779
	G Utilities	206,455.27	BPTS, LLC	03/14/19	J0224782
	H Software Maint/Upgrade/Support	394,608.05	Oracle America Inc.	03/18/19	50-10194000
	I General Construction	153,787.06	Pepper Construction Company	03/18/19	50-10194004
	J SE Furniture < \$3,000	112,341.04	Office Works	03/20/19	50-10194328
	K Utilities	112,448.44	BPTS, LLC	03/20/19	J0225007
	L Insurance	270,375.00	Arthur J. Gallagher Risk Management	03/26/19	50-10194655

DISBURSEMENTS OF \$100,000.00 AND OVER  
FOR THE MONTH OF MARCH 2019  
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IV. Approved by the Board of Trustees over \$500,000.	A Professional Services and Fees	\$ 555,302.42	Blackboard Inc.	03/01/19	50-10192424
	B General Construction	2,921,980.35	Pepper Construction Company	03/18/19	50-10194005
	C Lease Computer Software	650,733.00	Instructure Inc.	03/25/19	50-10194573
	D Financial Aid Reimbursement	686,628.94	Follett Bookstore	03/18/19	J0224844

DISBURSEMENTS OF \$100,000.00 AND OVER  
FOR THE MONTH OF APRIL 2019

<u>Authorization for Disbursement</u>	<u>Purpose of Disbursement</u>	<u>Amount of Disbursement</u>	<u>Approved Vendor</u>	<u>Check Date</u>	<u>Reference Number</u>
I. Article VIII Contracts and Other Documents Approval and auth- orization of the Board.	A County and State Taxes	1,211,767.19	PNC Bank	04/02/19	J0225710
	B Life, LTD, & STD Insurance	205,738.83	PNC Bank	04/04/19	J0225826
	C FICA/MQFE/Federal Taxes	2,283,156.31	PNC Bank	04/08/19	J0225954
	D Reimbursement for Health Ins. Claims	501,287.87	Anthem Blue Cross Blue Shield	04/08/19	J0225962
	E Rx Payment	276,133.34	CVS Caremark	04/08/19	J0225963
	F Retirement	1,070,395.21	Transamerica	04/10/19	J0226056
	G Health Savings Account	210,112.15	Chard-Snyder	04/17/19	J0226419
	H Reimbursement for Health Ins. Claims	639,133.24	Anthem Blue Cross Blue Shield	04/17/19	J0226423
	I Rx Payment	199,588.39	CVS Caremark	04/17/19	J0226424
	J FICA/MQFE/Federal Taxes	2,289,899.82	PNC Bank	04/22/19	J0226598
	K Reimbursement for Health Ins. Claims	240,097.93	Anthem Blue Cross Blue Shield	04/23/19	J0226622
	L Rx Payment	187,682.41	CVS Caremark	04/23/19	J0226648
	M Retirement	1,075,269.40	Transamerica	04/23/19	J0226649
	N Reimbursement for Health Ins. Claims	393,266.98	Anthem Blue Cross Blue Shield	04/29/19	J0226880
	O Health Savings Account	209,519.34	Chard-Snyder	04/29/19	J0226882
	P Rx Payment	214,181.65	CVS Caremark	04/30/19	J0227067

DISBURSEMENTS OF \$100,000.00 AND OVER  
FOR THE MONTH OF APRIL 2019  
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<u>Authorization for Disbursement</u>	<u>Purpose of Disbursement</u>	<u>Amount of Disbursement</u>	<u>Approved Vendor</u>	<u>Check Date</u>	<u>Reference Number</u>
II. Article IV. Officers of the Board. Section 5. Treasurer, Article VIII. Execution of Contracts and other Documents. Section A. Approval and authorization of the Board.	A Money Market	410,000.00	Lake City Bank	04/03/19	J0225832
	B Money Market	928,000.00	Lake City Bank	04/04/19	J0225887
	C Money Market	516,000.00	Lake City Bank	04/10/19	J0226003
	D Money Market	195,000.00	Lake City Bank	04/09/19	J0226075
	E Money Market	17,381,000.00	Lake City Bank	04/15/19	J0226375
	F Money Market	1,031,000.00	Lake City Bank	04/23/19	J0226683
	G Money Market	947,000.00	Lake City Bank	04/24/19	J0226719
	H Money Market	2,309,000.00	Lake City Bank	04/25/19	J0226809
III. Reported to the Board of Trustees under \$500,000	A Purchasing Card	241,607.60	PNC Bank	04/01/19	J0225632
	B Utilities	147,861.34	BPTS, LLC	04/01/19	J0225633
	C Apprenticeship Contract Expense	105,867.22	Plumbers & Steamfitters Local 166	04/01/19	50-02187081
	D Apprenticeship Contract Expense	100,392.06	Sheet Metal Workers Local 20 JATC	04/01/19	50-02187084
	E Apprenticeship Contract Expense	139,736.85	South Bend & Vicinity Electrical JA	04/01/19	50-02187085
	F Apprenticeship Contract Expense	230,740.47	South Bend Plumbers & Pipefitters	04/01/19	50-02187086
	G RR Buildings and Improvements	263,655.90	Current Mechanical	04/02/19	50-10195194
	H Non ITCC Equipment	227,703.20	Aidex Corporation	04/04/19	50-10195438
	I Utilities	263,689.00	BPTS, LLC	04/08/19	J0225965

DISBURSEMENTS OF \$100,000.00 AND OVER  
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<u>Authorization for Disbursement</u>	<u>Purpose of Disbursement</u>	<u>Amount of Disbursement</u>	<u>Approved Vendor</u>	<u>Check Date</u>	<u>Reference Number</u>
III. Reported to the Board of Trustees under \$500,000	J Financial Aid Reimbursement	149,664.46	Follett Bookstore	04/08/19	J0225823
	K Utilities	128,757.85	BPTS, LLC	04/11/19	J0226120
	L Professional Services and Fees	100,490.00	Lumen, LLC	04/17/19	50-10196681
	M Apprenticeship Contract Expense	184,228.16	Indiana/Kentucky Council of Carpenters	04/17/19	50-02190509
	N Utilities	105,735.63	BPTS, LLC	04/17/19	J0226427
	O RR Buildings and Improvements	118,286.00	Henry C Smither Roofing Company	04/19/19	50-10196951
	P Lease Computer Software	294,272.00	Modo Labs, Inc.	04/19/19	50-10196968
	Q Instructional Fees	112,338.20	Aidex	04/22/19	50-10197042
	R RR Buildings and Improvements	107,922.69	Emerge Workplace Technologies, LLC	04/22/19	50-10197076
	S RR Infrastructure Improvements	166,728.00	Kentuckiana General Construction	05/23/19	50-10197233
T Computer Software	125,000.00	Collegenet, Inc	03/27/12	50-10197348	
IV. Approved by the Board of Trustees over \$500,000.	A Professional Services and Fees	555,302.42	Blackboard Inc.	04/01/19	50-10195025
	B General Construction	1,626,653.09	Hagerman, Inc.	04/18/19	50-10196807

# **STATE OF THE COLLEGE**

Report will be given at the State Board of Trustees Meeting June 6, 2019

**APPOINTMENT OF CAMPUS BOARD TRUSTEES**

**RESOLUTION NUMBER 2019-25**

**WHEREAS**, the Bloomington, Evansville, Lafayette, Lawrenceburg, Muncie, Richmond and South Bend/Elkhart Campus Boards have recommended individuals to serve on the Bloomington, Evansville, Lafayette, Lawrenceburg, Muncie, Richmond and South Bend/Elkhart

**WHEREAS**, these Campus Boards request the State Trustees appoint those persons and that the recommended candidates meet all the attributes and expectations delineated in Resolution Number 2008-53.

**NOW THEREFORE BE IT RESOLVED**, that the individuals listed on the attached Exhibit A are hereby appointed as campus trustees for Ivy Tech Community College of Indiana – Bloomington, Evansville, Lafayette, Lawrenceburg, Muncie, Richmond and South Bend/Elkhart effective immediately.

**STATE BOARD OF TRUSTEES  
IVY TECH COMMUNITY COLLEGE OF  
INDIANA**

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**Paula Hughes-Schuh, Chairperson**

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**Marianne Glick, Secretary**

**Dated: June 6, 2019**

Exhibit A  
Resolution 2019-25

**Bloomington Campus Board of Trustees**

<u>Name</u>	<u>Constituency</u>	<u>Expiration of Term</u>
Connie Ferguson	Commerce	6/30/2022
James Touloukian	At Large	6/30/2022
Carven Thomas	Labor	6/30/2022

**Evansville Campus Board of Trustees**

<u>Name</u>	<u>Constituency</u>	<u>Expiration of Term</u>
Brendon Falconer	Commerce	5/31/2023

**Lafayette Campus Board of Trustees**

<u>Name</u>	<u>Constituency</u>	<u>Expiration of Term</u>
Natasha Cox	Agriculture	6/30/2022

**Lawrenceburg Campus Board of Trustees**

<u>Name</u>	<u>Constituency</u>	<u>Expiration of Term</u>
Chad Gutzwiller	Education	6/30/2022
David G Deddens	Commerce	6/30/2022
Brett Hofer	Manufacturing	6/30/2022

**Muncie Campus Board of Trustees**

<u>Name</u>	<u>Constituency</u>	<u>Expiration of Term</u>
Eugene Whitehead	Agriculture	6/30/2022

**Richmond Campus Board of Trustees**

<u>Name</u>	<u>Constituency</u>	<u>Expiration of Term</u>
Travis Moore	At-Large	6/30/2022

**South Bend/Elkhart Campus Board of Trustees**

<u>Name</u>	<u>Constituency</u>	<u>Expiration of Term</u>
Jacqueline M. Barton	At-Large	6/30/2022
Steve Egyed	Labor	6/30/2022