



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 31st 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 1st 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

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

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

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

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

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

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

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

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.

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

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.

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

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.

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

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.

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

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.

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

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.

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

Trustee Schreckengast moved for approval of

Resolution 2019-16, Appointment of Campus Trustees

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

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

ADJOURNMENT

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

**STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE**

Paula Hughes-Schuh, Chairperson

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**

Paula Hughes-Schuh, Chairperson

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 (14th) 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**

Paula Hughes-Schuh, Chairperson

Marianne Glick, Secretary

Dated: June 6, 2019

EXHIBIT A
RESOLUTION 2019-19

| Ivy Tech Community College of Indiana | | | |
|---|----|---|---|
| Campuses, Linked Sites and Service Areas | | | |
| Campus | | S1 and S2 Sites linked to the Campus | County Service Area |
| 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

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|--------------|----|---|---|
| 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**

Paula Hughes-Schuh, Chairperson

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 | Accounting Systems Application | | \$15.00 | Proctoring fee for program exam |
| 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 | \$45.00 | E-Learning Materials- <i>Safety Module</i> / Simulation/ Curriculum Fees (No external book required) |
| | \$60.00 | \$45.00 | E-Learning Materials- <i>Quality Module</i> / Simulation/ Curriculum Fees (No external book required) | |
| | TOTAL COURSE FEE: | \$336.00 | \$306.00 | |
| ADMF 102 | Technology in Advanced Manufacturing | \$131.00 | \$131.00 | Manufacturing Processes/Maintenance Awareness Exam |
| | | \$60.00 | \$45.00 | E-Learning Materials- <i>Manufacturing Process Module</i> / Simulation Fees (No external book required) |
| | | \$60.00 | \$45.00 | E-Learning <i>Materials-Maint. Awareness Module</i> / Simulation Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$251.00 | \$221.00 |
| ADMF 112 | Automation - Mechatronics Mechanical Systems | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$105.00 | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$135.00 | \$90.00 |
| ADMF 116 | Automation & Robotics Manufacturing I | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$160.00 | \$125.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$190.00 | \$155.00 |
| ADMF 117 | Motoman Robotic Programming | | \$30.00 | Consumable/Supplies |
| | | | \$125.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$155.00 | |
| ADMF 122 | Automation - Mechatronics Electrical & Robotic Systems | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$105.00 | \$60.00 | E-Learning/ Roboguide Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$135.00 | \$90.00 |
| 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 | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$300.00 | \$255.00 |
| ADMF 206 | Automation & Robotics in Manufacturing II | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$160.00 | \$125.00 | E-Learning/ Roboguide Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$190.00 | \$155.00 |
| ADMF 222 | Automation - Mechatronics Pressurized Systems | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$105.00 | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$135.00 | \$90.00 |
| ADMF 226 | Automation & Robotics in Manufacturing III | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$160.00 | \$125.00 | E-Learning/ Roboguide Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$190.00 | \$155.00 |
| 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 |

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|----------|--------------------------------------|-----------------|-----------------|--|
| 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 |
| | TOTAL COURSE FEE: | \$172.00 | \$172.00 | |
| 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 | \$240.00 | Welding PPE Kit |
| | | \$235.00 | \$235.00 | I-Car Certification Exam |
| | TOTAL COURSE FEE: | \$510.00 | \$525.00 | |
| 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 |
| | TOTAL COURSE FEE: | \$57.00 | \$57.00 | |
| 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 | \$105.00 | NATEF ASE Student Exam |
| AUTI 100 | Basic Automotive Service | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |

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|-----------------------|--------------------------------|--------------------------|----------|-----------------|--|
| | | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| AUTI 111 | Electrical I | | \$180.00 | \$180.00 | Auto supplies including Snap-On Meter and Snap-On Meter Certification |
| | | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$180.00 | \$240.00 | |
| AUTI 112 | Electrical II | | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| AUTI 121 | Brakes | | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| AUTI 122 | Steering and Suspension | | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| AUTI 131 | Engine Performance I | | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| AUTI 132 | Engine Performance II | | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| AUTI 141 | Engine Repair | | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| AUTI 142 | Climate Control Systems | | \$32.00 | \$32.00 | Consumable/Supplies |
| | | | \$25.00 | \$25.00 | EPA Certification Fee |
| | | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | \$57.00 | \$117.00 | |
| AUTI 145 | Driveline Service | | | \$22.00 | Consumable/Supplies |
| | | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | | \$82.00 | |
| 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 | \$105.00 | NATEF - Certification Exams |
| AVIM 101 | Aerospace Manufacturing Core | | \$50.00 | \$50.00 | Consumable/Supplies |
| | | | \$400.00 | \$400.00 | E-Learning Materials |

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|-----------------|---|-------------|----------------|--|
| | TOTAL COURSE FEE: | \$450.00 | \$450.00 | |
| AVIM 110 | Aviation Manufacturing Mech I | \$50.00 | \$50.00 | Consumable/Supplies |
| | | \$100.00 | \$100.00 | E-Learning Materials |
| | TOTAL COURSE FEE: | \$150.00 | \$150.00 | |
| AVIM 111 | Aviation Manufacturing Mech II | \$50.00 | \$50.00 | Consumable/Supplies |
| | | \$150.00 | \$150.00 | E-Learning Materials |
| | TOTAL COURSE FEE: | \$200.00 | \$200.00 | |
| AVIM 112 | Aviation Manufacturing Mech III | \$50.00 | \$50.00 | Consumable/Supplies |
| | | \$150.00 | \$150.00 | E-Learning Materials |
| | TOTAL COURSE FEE: | \$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 |
| BCTI 234 | Advanced Electrical II | | \$30.00 | NCCER Certification Exam |
| 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 |
| BIOT 106 | Introduction to Biotechnology Lab | | \$30.00 | Consumable/Supplies |
| BIOT 110 | Pharmaceutical Product Manufacturing | | \$30.00 | Consumable/Supplies |

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|----------|---|----------|-----------------|---|
| BIOT 201 | Cell Culture and Cellular Processes | \$30.00 | \$40.00 | Consumable/Supplies |
| BIOT 211 | Analytical Methods for Biotech I | \$30.00 | \$40.00 | Consumable/Supplies |
| BIOT 212 | Analytical Methods for Biotech II | \$30.00 | \$40.00 | Consumable/Supplies |
| BIOT 217 | Biotechnology Manufacturing Processes | \$30.00 | \$40.00 | Consumable/Supplies |
| BIOT 222 | Microbiology Lab | \$30.00 | \$40.00 | Consumable/Supplies |
| BIOT 227 | Genetic Engineering and DNA Analysis | \$30.00 | \$40.00 | Consumable/Supplies |
| BIOT 231 | Industrial Processes and Fermentation | \$30.00 | \$40.00 | Consumable/Supplies |
| BIOT 233 | Protein Analysis and Purification | \$30.00 | \$40.00 | Consumable/Supplies |
| BIOT 235 | Biotechnology Laboratory | \$30.00 | \$40.00 | Consumable/Supplies |
| BIOT 241 | Immunology and Immunology Process | \$30.00 | \$40.00 | Consumable/Supplies |
| BOAT 105 | Microsoft Word | \$125.00 | \$125.00 | MOS Word 2016 Core (2 Attempts) |
| | | | \$10.00 | GMetric |
| | TOTAL COURSE FEE: | \$125.00 | \$135.00 | |
| BOAT 109 | Microsoft PowerPoint | \$125.00 | \$125.00 | MOS PowerPoint 2016 (2 Attempts) |
| | | | \$10.00 | GMetric |
| | TOTAL COURSE FEE: | \$125.00 | \$135.00 | |
| BOAT 101 | Microsoft Outlook | \$125.00 | \$125.00 | MOS Outlook 2016 (2 Attempts) |
| | | | \$10.00 | GMetric |
| | TOTAL COURSE FEE: | \$125.00 | \$135.00 | |
| BOAT 218 | Microsoft Excel | \$125.00 | \$125.00 | MOS Excel 2016 Core (2 Attempts) |
| | | | \$10.00 | GMetric |
| | TOTAL COURSE FEE: | \$125.00 | \$135.00 | |
| BOAT 222 | Microsoft Access | \$125.00 | \$125.00 | MOS Access 2016 (2 Attempts) |
| | | | \$10.00 | GMetric |
| | TOTAL COURSE FEE: | \$125.00 | \$135.00 | |
| BOAT 228 | Advanced Microsoft Excel | \$125.00 | \$125.00 | MOS Excel 2016 Expert (2 Attempts) |
| | | | \$10.00 | GMetric |
| | TOTAL COURSE FEE: | \$125.00 | \$135.00 | |
| 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 | Scientific Computer Data Analysis | | \$125.00 | MOS Excel 2016 Core (2 Attempts) |
| | | | \$10.00 | GMetric |
| | TOTAL COURSE FEE: | | \$135.00 | |
| 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 |
| | TOTAL COURSE FEE: | \$75.00 | \$75.00 | |
| 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 | \$159.00 | 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 | \$220.00 | CompTIA Security+ (SY0-501) Certification |
| CSTC 108 | Clinical Applications | \$128.00 | \$128.00 | CRCST Certification Exam |

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| DBMS 131 | Workforce Preparation: Oracle SQL Fundamentals Certification | \$116.00 | \$184.00 | Oracle Database Foundations (1Z0-006) Certification |
| DBMS 151 | Workforce Preparation: Oracle Administration I Certification | \$191.00 | \$184.00 | Oracle Database 12c Administration (1Z0-062) |
| DBMS 231 | Workforce Preparation: Designing Database Solutions for SQL Server Certification | \$72.00 | \$91.00 | Microsoft 70-761: Querying Data with Transact-SQL |
| DBMS 241 | Workforce Preparation: Administering Microsoft SQL Server Databases Certification | \$72.00 | \$91.00 | Microsoft 70-764: Administering a SQL Database Infrastructure |
| DBMS 251 | Workforce Preparation: Oracle Administration II Certification | \$191.00 | \$184.00 | Oracle Administration II Certification (1Z0-053) |
| DENT 102 | Dental Materials and Lab I | \$50.00 | \$50.00 | Consumable/Supplies |
| DENT 113 | PreClinical Practice I | | \$15.00 | Consumable/Supplies |
| | | | \$250.00 | DANB Infection Control Certification Fee |
| | TOTAL COURSE FEE: | | \$265.00 | |
| DENT 114 | PreClinical Practice II | | \$15.00 | Consumable/Supplies |
| DENT 115 | Preclinical Practice I and II | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$250.00 | \$250.00 | DANB Infection Control Certification Fee |
| | TOTAL COURSE FEE: | \$280.00 | \$280.00 | |
| DENT 118 | Dental Radiography | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$250.00 | \$250.00 | DANB Radiation Health/Safety Certification Fee |
| | TOTAL COURSE FEE: | \$280.00 | \$280.00 | |
| DENT 120 | Dental Radiography I | | \$15.00 | Consumable/Supplies |
| | | | \$250.00 | DANB Radiation Health/Safety Certification Fee |
| | TOTAL COURSE FEE: | | \$265.00 | |
| DENT 121 | Dental Radiography II | | \$15.00 | Consumable/Supplies |
| 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 |
| DENT 133 | Clinical Externship I | | \$250.00 | DANB Clinical Practicum Fee |
| DESN 101 | Introduction to Design Technology | \$11.00 | \$11.00 | Consumable/Supplies |
| | | | \$75.00 | E-Learning Materials - Solid Professor |
| | TOTAL COURSE FEE: | \$11.00 | \$86.00 | |
| 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 |
| | | | \$75.00 | E-Learning Materials - Solid Professor |
| | TOTAL COURSE FEE: | \$50.00 | \$125.00 | |
| 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 |
| | | | \$75.00 | E-Learning Materials - Solid Professor |
| | TOTAL COURSE FEE: | \$11.00 | \$86.00 | |
| 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 |

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|-----------------|--|----------|-----------------|---|
| 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 |
| | | | \$75.00 | E-Learning Materials - Solid Professor |
| | TOTAL COURSE FEE: | \$50.00 | \$125.00 | |
| 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 |
| | TOTAL COURSE FEE: | \$180.00 | \$180.00 | |
| DMSI 114 | Vascular Sonography Clinical I | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$150.00 | \$150.00 | Trajecs System Access |
| | TOTAL COURSE FEE: | \$180.00 | \$180.00 | |
| DMSI 117 | Cardiac Sonography Clinical I | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$150.00 | \$150.00 | Trajecs System Access |
| | TOTAL COURSE FEE: | \$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 | \$75.00 | ETA/CET Fee |
| EETC 279 | Electrical Engineering Technology Capstone | \$60.00 | \$75.00 | 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 |
| | | | \$25.00 | OSHA 10 Hr Fee |
| | TOTAL COURSE FEE: | | \$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 |
| | | | \$150.00 | ETA-Photovoltaic Certification |
| | TOTAL COURSE FEE: | \$30.00 | \$180.00 | |
| 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 |
| EXER 204 | Health & Wellness Coaching | | \$249.00 | ACE Health Coach Certification Exam |
| EXER 210 | Personal Training & Exercise Leadership | | \$349.00 | ACSM Certified Personal Trainer Exam |

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| EXER 212 | Group Fitness Instruction | | \$199.00 | ACE Group Fitness Instructor Certification Exam |
| 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 |
| | TOTAL COURSE FEE: | \$20.00 | \$20.00 | |
| HLHS 106 | Healthcare Specialist Certifications | \$35.00 | \$35.00 | CPR Card Prep |
| | | \$7.00 | \$7.00 | Consumable/Supplies |
| | TOTAL COURSE FEE: | \$42.00 | \$42.00 | |
| 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 |
| | TOTAL COURSE FEE: | \$135.00 | \$135.00 | |
| HLHS 221 | Patient Care Technician Prep | | \$70.00 | Consumable/Supplies |
| 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 | \$75.00 | Consumable/Supplies |
| HOSP 103 | Soups, Stocks, and Sauces | \$50.00 | \$75.00 | Consumable/Supplies |
| HOSP 105 | Intro to Baking | \$50.00 | \$75.00 | Consumable/Supplies |
| HOSP 106 | Pantry and Breakfast | \$50.00 | \$75.00 | Consumable/Supplies |
| HOSP 108 | Human Relations Management | \$21.00 | \$21.00 | ManageFirst Hospitality Human Resources Mgmt. & Supervision Certification |
| HOSP 111 | Yeast Bread | \$50.00 | \$75.00 | Consumable/Supplies |
| HOSP 113 | Baking Science | \$50.00 | \$75.00 | Consumable/Supplies |
| HOSP 151 | Introduction to Wine Service | \$50.00 | \$75.00 | Consumable/Supplies |
| HOSP 152 | Introduction to Beer Service | \$50.00 | \$75.00 | Consumable/Supplies |
| HOSP 200 | Meat & Seafood Fabrication | \$50.00 | \$100.00 | 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 | \$100.00 | Consumable/Supplies |
| HOSP 209 | Advanced Decorating and Candies | \$50.00 | \$100.00 | Consumable/Supplies |
| HOSP 210 | Classical Cuisine | \$50.00 | \$100.00 | Consumable/Supplies |
| HOSP 211 | Specialized Cuisine | \$50.00 | \$100.00 | Consumable/Supplies |
| HOSP 212 | Garde Manger | \$50.00 | \$100.00 | Consumable/Supplies |
| HOSP 213 | Classical Pastries and Chocolates | \$50.00 | \$100.00 | Consumable/Supplies |
| HOSP 221 | Catering Administration | \$50.00 | \$100.00 | Consumable/Supplies |
| HOSP 230 | Wedding Cakes | \$50.00 | \$100.00 | Consumable/Supplies |
| HOSP 232 | Plated Dessert Salon | \$50.00 | \$100.00 | Consumable/Supplies |
| HOSP 270 | Bakery Merchandising | \$50.00 | \$100.00 | 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 |
| | TOTAL COURSE FEE: | \$55.00 | \$55.00 | |
| HVAC 101 | Heating Fundamentals | \$30.00 | \$30.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/Simulation/Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$30.00 | \$90.00 | |
| HVAC 103 | Refrigeration I | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$40.00 | \$40.00 | ESCO EPA 608 Reclamation Fee |
| | TOTAL COURSE FEE: | \$70.00 | \$130.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| 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 |

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| | TOTAL COURSE FEE: | \$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 |
| | TOTAL COURSE FEE: | \$60.00 | \$60.00 | |
| HVAC 203 | Heat Loss/Heat Gain | \$60.00 | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | | \$30.00 | HVAC Excellence: Employment Ready Light Commercial Refrigeration ER |
| | TOTAL COURSE FEE: | \$60.00 | \$90.00 | |
| HVAC 205 | Heat Pumps | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$30.00 | \$30.00 | HVAC Excellence: Employment Ready Heat Pump |
| | TOTAL COURSE FEE: | \$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 |
| | TOTAL COURSE FEE: | \$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 |
| | | | \$60.00 | E-Learning/Simulation/Curriculum Fees (No external book required) |
| TOTAL COURSE FEE: | \$60.00 | \$120.00 | | |
| HVAC 211 | Refrigeration II | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$30.00 | \$30.00 | HVAC Excellence: Employment Ready Air Conditioning |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| TOTAL COURSE FEE: | \$60.00 | \$120.00 | | |
| 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 |
| | TOTAL COURSE FEE: | \$90.00 | \$90.00 | |
| HVAC 270 | Hydronic Heating Systems II | \$30.00 | \$30.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$30.00 | \$90.00 | |
| 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 | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$135.00 | \$90.00 | |
| INDT 104 | Fluid Power Basics | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$105.00 | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$135.00 | \$90.00 | |
| 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 | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$135.00 | \$90.00 | |
| INDT 114 | Introductory Welding | \$75.00 | \$75.00 | Consumables/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$75.00 | \$135.00 | |
| INDT 120 | Metallurgy Fundamentals | \$30.00 | \$30.00 | Consumables/Supplies |
| INDT 125 | Industrial Wiring Principles | \$30.00 | \$45.00 | Consumable/Supplies |
| | | \$105.00 | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$135.00 | \$105.00 | |

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|--------------------------|---|-----------------|-------------------|--|
| INDT 201 | Fluid Power Systems | \$30.00 | \$30.00 | Consumables/Supplies |
| INDT 203 | Machine Maintenance | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$105.00 | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$135.00 | \$90.00 | |
| INDT 204 | Electrical Circuits & Controls | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$105.00 | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$135.00 | \$90.00 | |
| INDT 205 | Programmable Logic Controllers I | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$105.00 | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$135.00 | \$90.00 | |
| INDT 206 | Programmable Logic Controllers II | \$30.00 | \$30.00 | Consumable/Supplies |
| | | \$105.00 | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$135.00 | \$90.00 | |
| INDT 210 | Pumps | \$30.00 | \$30.00 | Consumables/Supplies |
| | | \$105.00 | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$135.00 | \$90.00 | |
| 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 | \$60.00 | E-Learning/Simulation/Curriculum Fees (<i>No external book required</i>) |
| | TOTAL COURSE FEE: | \$145.00 | \$100.00 | |
| ITSP 136 | Workforce Preparation: CompTIA A+ | \$194.00 | \$210.00 | CompTIA A+ Core 1 and Core 2 (220-1001 and 220-1002) |
| ITSP 216 | Workforce Preparation: Certified Wireless Technology Specialist | \$150.00 | \$150.00 | CWNP CWT (CWT-100) |
| LOGM 102 | Commercial Drivers License Application | | \$4,250.00 | CDL Training Fee |
| LOGM 127 | Introduction to Logistics | \$60.00 | \$60.00 | MSSC Registration Fee |
| | | \$131.00 | \$131.00 | CLA/CLT Certification Fees |
| | | \$182.00 | \$80.00 | E-Learning Materials/ Curriculum |
| TOTAL COURSE FEE: | \$373.00 | \$271.00 | | |
| 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 |
| MEDL 203 | Immunohematology Techniques | | \$50.00 | Consumables/Supplies |
| 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 |
| MEDL 214 | Medical Chemistry | | \$50.00 | Consumables/Supplies |
| MEDL 216 | Microbiology Techniques | | \$50.00 | Consumables/Supplies |
| MEDL 217 | Microbiology Concentrations | | \$50.00 | Consumables/Supplies |
| 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 |
| MEDL 279 | Clinical Pathology | | \$215.00 | ASCP Board of Certification Fees |
| 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 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 101 | Shop Mathematics | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |

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| MPRO 102 | Intro to Print Reading | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 103 | Manufacturing Automation | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 106 | Intro to the Workplace and Safety | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 107 | CNC Operations | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 108 | Metrology | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 109 | Quality Control Concepts and Techniques | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 112 | Mechatronics Mechanics | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 122 | Mechatronics Electrical Systems | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 201 | Lean Manufacturing | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 202 | Mechatronics Electrical Motor Control | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 203 | Production Technology | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 205 | Manufacturing Metals | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 206 | Mechatronics Control Systems | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 207 | Production Machine Tooling | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 227 | Geometric Dimensioning and Tolerancing | \$105.00 | \$75.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| MPRO 250 | Advanced Lean Manufacturing | \$105.00 | \$75.00 | 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 |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| TOTAL COURSE FEE: | | \$180.00 | \$240.00 | |
| MTTC 102 | Turning processes I | \$40.00 | \$40.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | | \$40.00 |
| MTTC 103 | Milling Processes I | \$50.00 | \$50.00 | NIMS Manual Milling Certification |
| | | \$40.00 | \$40.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | | \$90.00 |
| MTTC 105 | Abrasive Processes I | \$50.00 | \$50.00 | NIMS Manual Grinding Certification |
| | | \$40.00 | \$40.00 | Consumable/Supplies |
| | | TOTAL COURSE FEE: | | \$90.00 |
| MTTC 107 | CNC Operations | \$100.00 | \$100.00 | NIMS CNC Milling Operations/CNC Turning Operations Certification |
| | | \$40.00 | \$40.00 | Consumable/Supplies |
| | | TOTAL COURSE FEE: | | \$140.00 |
| 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 |
| | | TOTAL COURSE FEE: | | \$90.00 |
| 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 |

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| 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 |
| | TOTAL COURSE FEE: | \$140.00 | \$140.00 | |
| 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 | \$159.00 | 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 |
| | TOTAL COURSE FEE: | \$110.00 | \$110.00 | |
| 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 | \$15.00 | 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 | \$50.00 | 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 |

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| 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 |
| | TOTAL COURSE FEE: | \$180.00 | \$180.00 | |
| 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 |
| | TOTAL COURSE FEE: | \$45.00 | \$45.00 | |
| 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 | \$92.00 | MTA Software Fundamentals Exam fee with Retake and Test Administration Fee |
| | TOTAL COURSE FEE: | \$169.00 | \$192.00 | |
| SDEV 271 | WF Prep: Oracle Java Foundations | \$116.00 | \$95.00 | Oracle Java Foundations (1Z0-811) Certification Exam Voucher |
| SDEV 273 | WF Prep: C++ Institute C++ CPA | \$145.00 | \$295.00 | 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 | \$91.00 | Microsoft 98-375 HTML 5 Fundamentals Exam Voucher with Retake |
| SDEV 276 | WF Prep: ATC AND-801 Android Programmer | \$115.00 | \$150.00 | 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 |
| | TOTAL COURSE FEE: | \$30.00 | \$150.00 | ETA-Small Wind Certification |
| SUST 101 | Introduction to Wind Power | | | |
| 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 | \$159.00 | CompTIA Linux+ (XK0-004) |
| SVAD 217 | Workforce Preparation: RHCSA Certification | \$188.00 | \$400.00 | Red Hat RHCSA Certification Exam |
| SVAD 225 | Workforce Preparation: RedHat Certified System | \$235.00 | \$400.00 | RedHat Sys Admin Certificate EX200 |
| SVAD 232 | Workforce Preparation: Microsoft 70-740 Certification | \$72.00 | \$91.00 | Microsoft 70-740: Installation, Storage and Compute with Windows Server 2016 |
| SVAD 237 | Workforce Preparation: 70-741 Certification | \$72.00 | \$91.00 | Microsoft 70-741: Networking with Windows Server 2016 |
| SVAD 242 | Workforce Preparation: Microsoft 70-742 Certification | \$72.00 | \$91.00 | Microsoft 70-742: Identity with Windows Server 2016 |
| SVAD 247 | Workforce Preparation: Microsoft 70-413 Certification: Designing and Implementing a Server Infrastructure | \$174.00 | \$91.00 | 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 | \$91.00 | Microsoft 70-414 Certification: Implementing an Advanced Server Infrastructure certification exam voucher |
| TMAS 120 | Therapeutic Massage Training I | | \$20.00 | Consumable/Supplies |
| TMAS 123 | Therapeutic Massage Clinical I | | \$20.00 | Consumable/Supplies |
| TMAS 140 | Therapeutic Massage Training II | | \$20.00 | Consumable/Supplies |
| TMAS 202 | Deep Tissue Techniques | | \$20.00 | Consumable/Supplies |
| TMAS 171 | Personal Fitness Training | \$274.00 | \$279.00 | NFPT-CPT Personal Trainer Board Certification |
| TMAS 223 | Therapeutic Massage Clinical II | \$195.00 | \$265.00 | MBLEx Certification Exam |
| | | | \$20.00 | Consumable/Supplies |

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| | TOTAL COURSE FEE: | \$195.00 | \$285.00 | |
| TRCK 100 | HD Truck Preventative Maintenance | \$75.00 | \$75.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$75.00 | \$135.00 | |
| TRCK 101 | Steering & Suspension | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| TRCK 121 | Braking Systems | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| TRCK 125 | Manual Transmissions | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| TRCK 127 | Engine Repair | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| TRCK 142 | Truck Climate Control Systems | \$32.00 | \$32.00 | Consumable/Supplies |
| | | \$25.00 | \$25.00 | EPA Certification |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$57.00 | \$117.00 | |
| TRCK 219 | Diesel Engine Performance | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| TRCK 224 | Ht Electrical Systems | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| TRCK 234 | Advanced Diesel Emissions Controls | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/Simulation/Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| TRCK 235 | Hd Truck Auto Transmission | \$22.00 | \$22.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | \$22.00 | \$82.00 | |
| TRCK 244 | Diesel Engine Performance II | | \$22.00 | Consumable/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | TOTAL COURSE FEE: | | \$82.00 | |
| 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 | \$25.00 | Consumable/Supplies |
| VIDT 211 | Production Editing II | \$11.00 | \$25.00 | 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 | \$25.00 | Consumable/Supplies |
| VISC 107 | Introduction to Screen Printing | | \$30.00 | Consumable/Supplies |
| VISC 110 | Web Design I | \$11.00 | \$15.00 | Consumable/Supplies |
| VISC 111 | Drawing for Visualization | \$11.00 | \$25.00 | 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 | \$15.00 | Consumable/Supplies |
| VISC 201 | Electronic Imaging | \$25.00 | \$25.00 | Consumable/Supplies |
| VISC 202 | User Experience & User Interface | \$25.00 | \$25.00 | Consumable/Supplies |

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| VISC 204 | Mobile Apps I | \$11.00 | \$15.00 | Consumable/Supplies |
| VISC 207 | Portfolio Preparation | | \$25.00 | Consumable/Supplies |
| VISC 208 | Mobile App II | \$11.00 | \$15.00 | Consumable/Supplies |
| VISC 209 | 3-D Rendering & Animation I | \$11.00 | \$15.00 | Consumable/Supplies |
| VISC 210 | Web Design II | \$11.00 | \$15.00 | Consumable/Supplies |
| VISC 212 | 3-D Rending & Animation II | \$11.00 | \$15.00 | Consumable/Supplies |
| VISC 213 | Advanced Elec Imaging | \$25.00 | \$25.00 | Consumable/Supplies |
| VISC 214 | Advanced Electronic Layout | \$11.00 | \$15.00 | Consumable/Supplies |
| VISC 215 | Web Design III | \$11.00 | \$15.00 | 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 | \$240.00 | PPE Kit |
| | | \$25.00 | \$25.00 | OSHA 10 Hr Fee |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| TOTAL COURSE FEE: | | \$300.00 | \$375.00 | |
| WELD 108 | Shield Metal Arc Welding I | \$75.00 | \$75.00 | Consumables/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | | \$75.00 |
| 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 |
| | | TOTAL COURSE FEE: | | \$315.00 |
| 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 |
| | | TOTAL COURSE FEE: | | \$265.00 |
| WELD 207 | Gas Metal Arc MIG Welding | \$75.00 | \$75.00 | Consumables/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | | \$75.00 |
| WELD 208 | Gas Tungsten Arc TIG Welding | \$75.00 | \$75.00 | Consumables/Supplies |
| | | | \$60.00 | E-Learning/ Simulation/ Curriculum Fees (No external book required) |
| | | TOTAL COURSE FEE: | | \$75.00 |
| 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 |
| | | TOTAL COURSE FEE: | | \$265.00 |
| 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 |
| | | TOTAL COURSE FEE: | | \$265.00 |
| 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**

Paula Hughes-Schuh, Chairperson

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> |
|---|-------------------|

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 |
| Total Campuses/Sites | \$ 358,696,841 | \$ 94,693,399 | \$ 453,390,240 |
| 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 |
| Total College | \$ 508,243,720 | \$ 262,376,967 | \$ 770,620,687 |

EXHIBIT C

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

| Service/Line of Coverage | Estimated Amount | Vendor |
|---|-------------------------|---|
| Health Plan | | |
| Employee Group Medical Insurance | \$ 43,800,000 | Anthem, CVS Caremark, Chard Snyder |
| Employee Group Dental Insurance | \$ 2,300,000 | Delta Dental |
| Risk Management | | |
| 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 6th
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

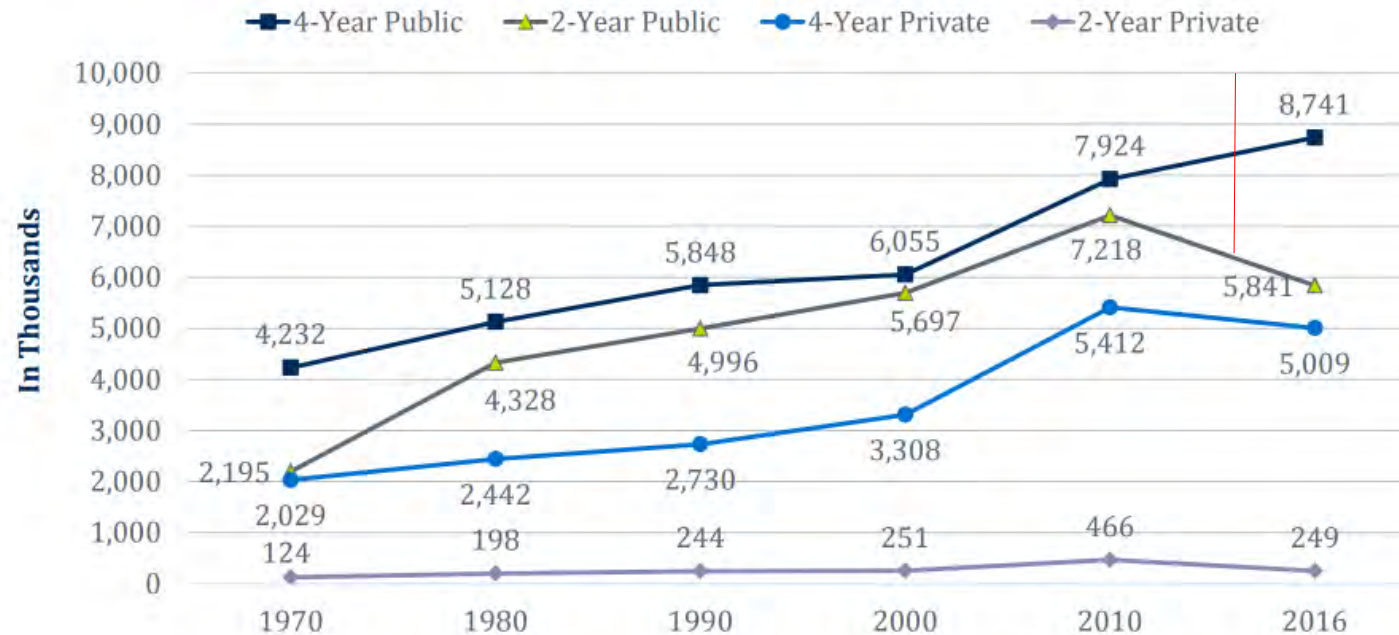


Strategic Enrollment Planning

4 Campuses in First Round
Ruffalo Noel Levitz

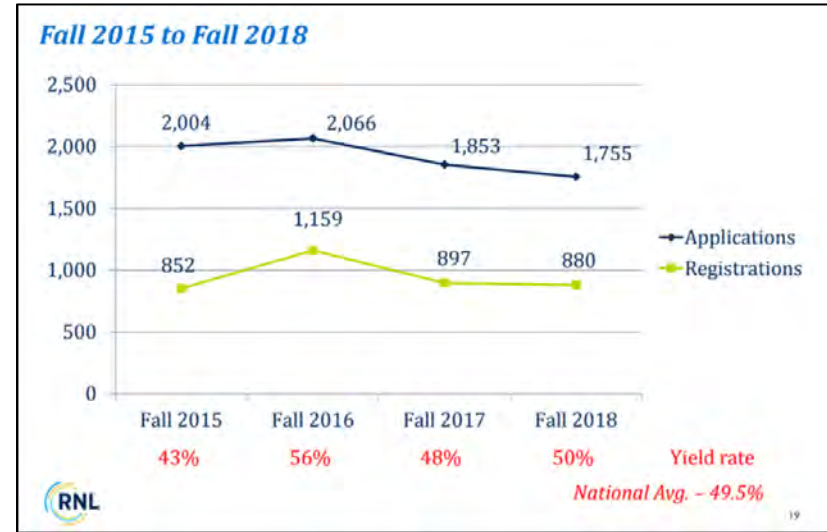
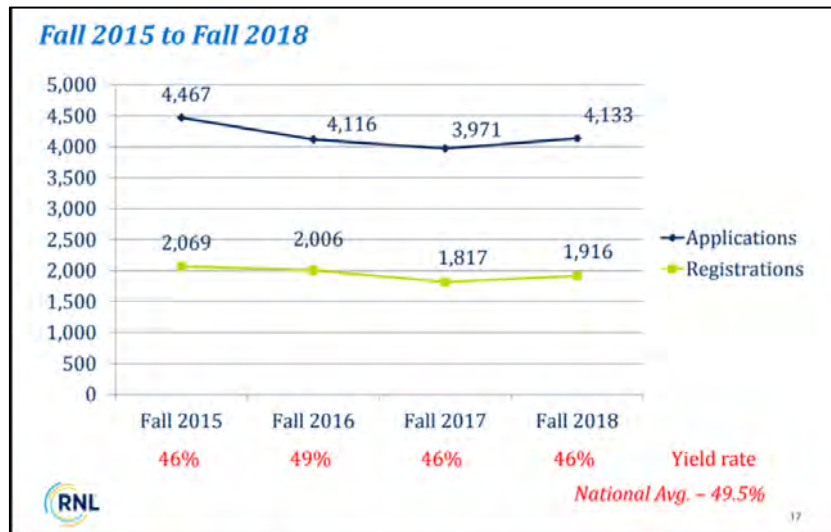
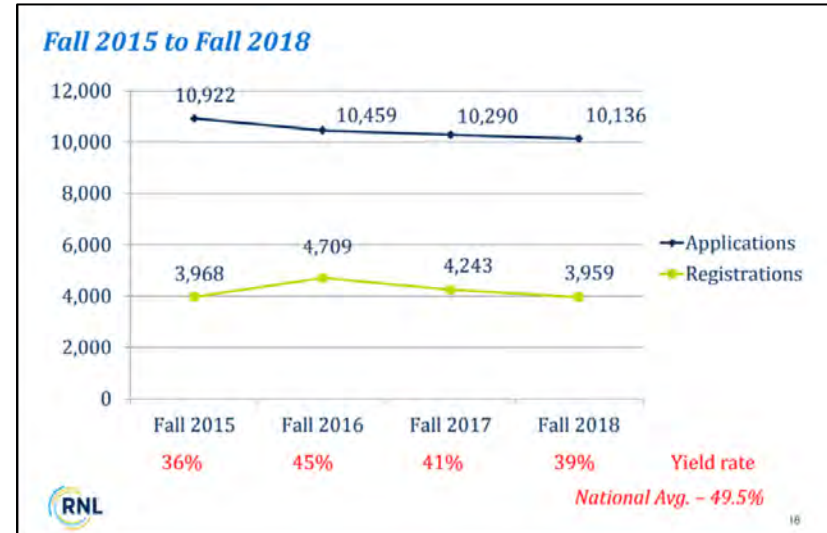
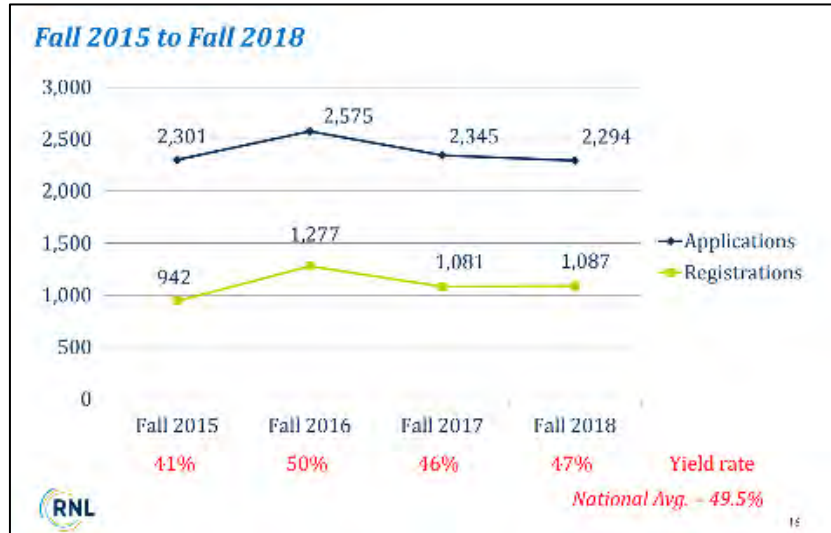
Higher Ed Enrollment History

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



Source: Digest of Education Statistics, table 303.25

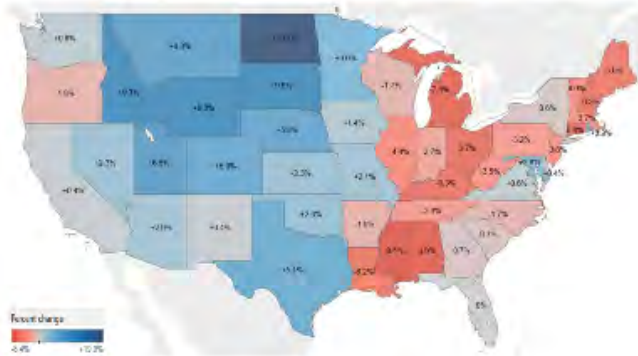
Converting Applicants to Registrations



HS Grad Trends

Projected change in high school graduates

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

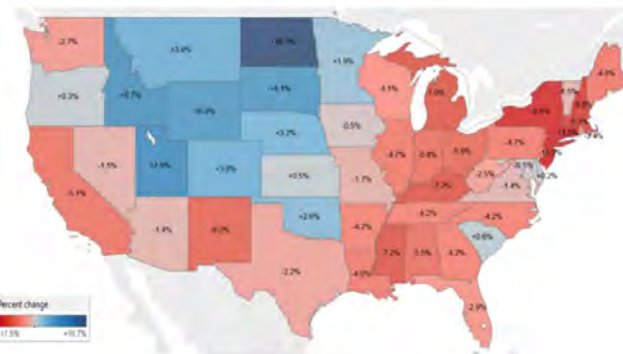


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Projected change in high school graduates

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

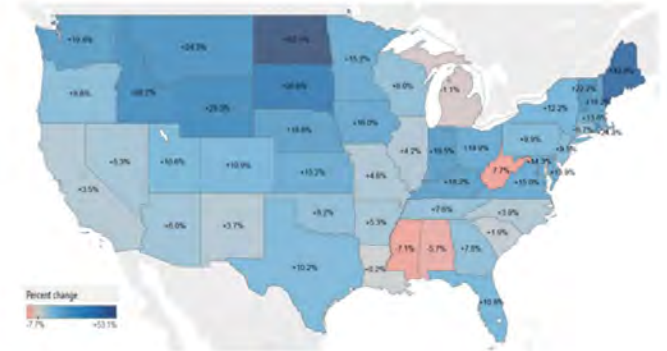


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Projected change in high school graduates

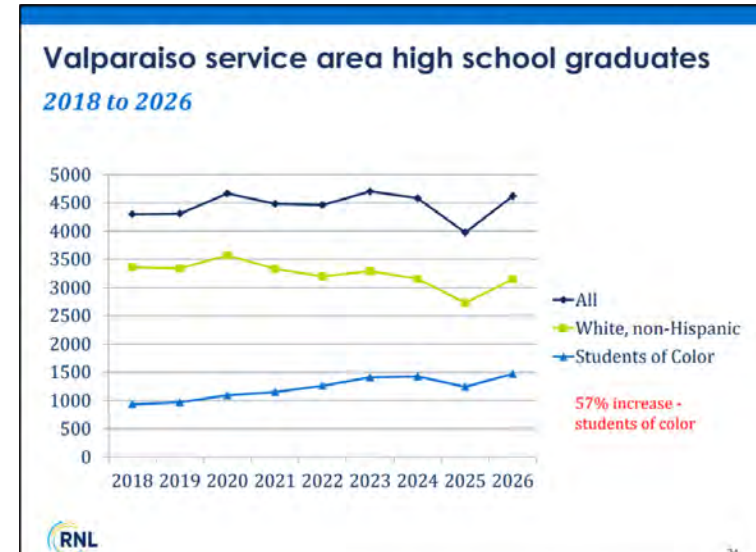
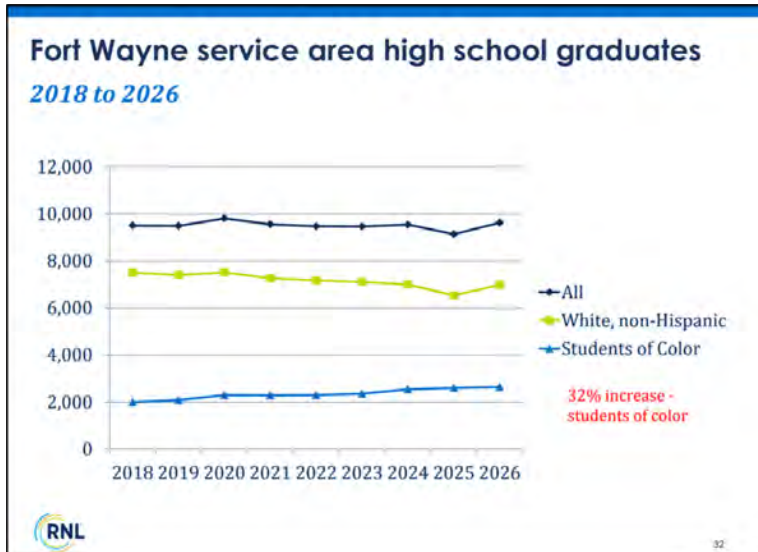
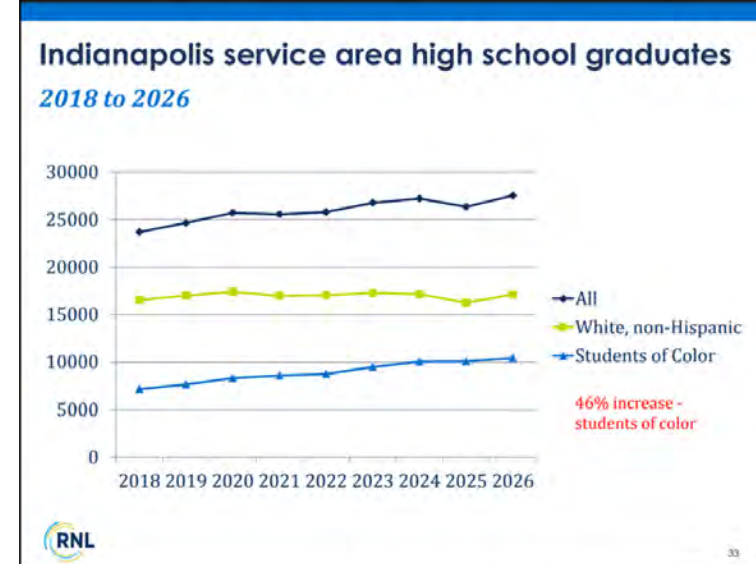
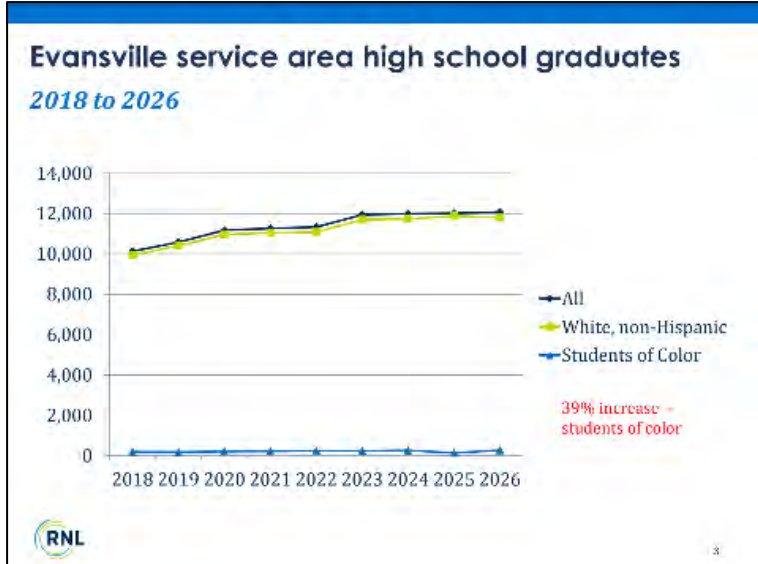
Students of color, 2017-18 to 2022-23



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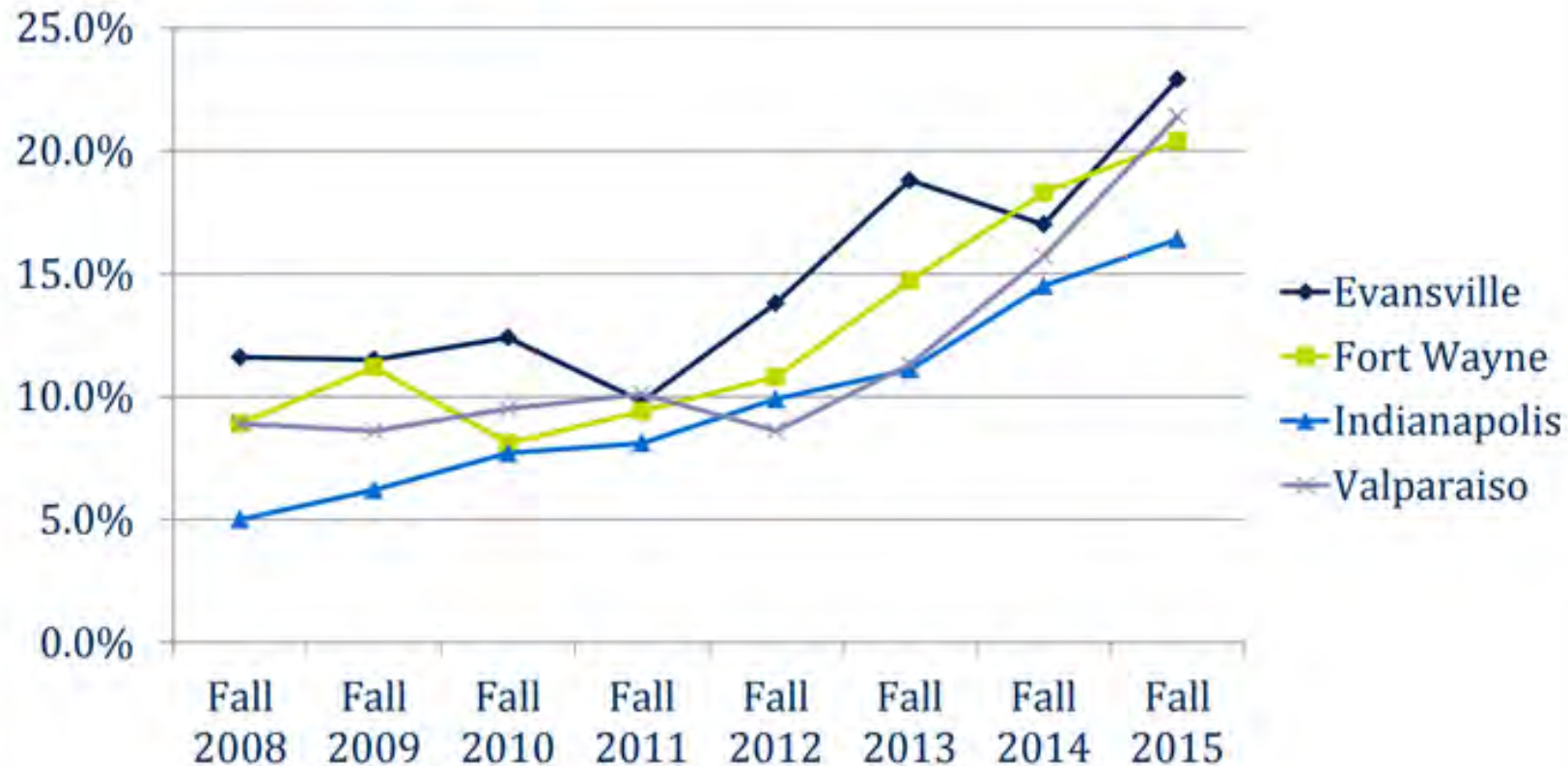
30

The Communities Are Different

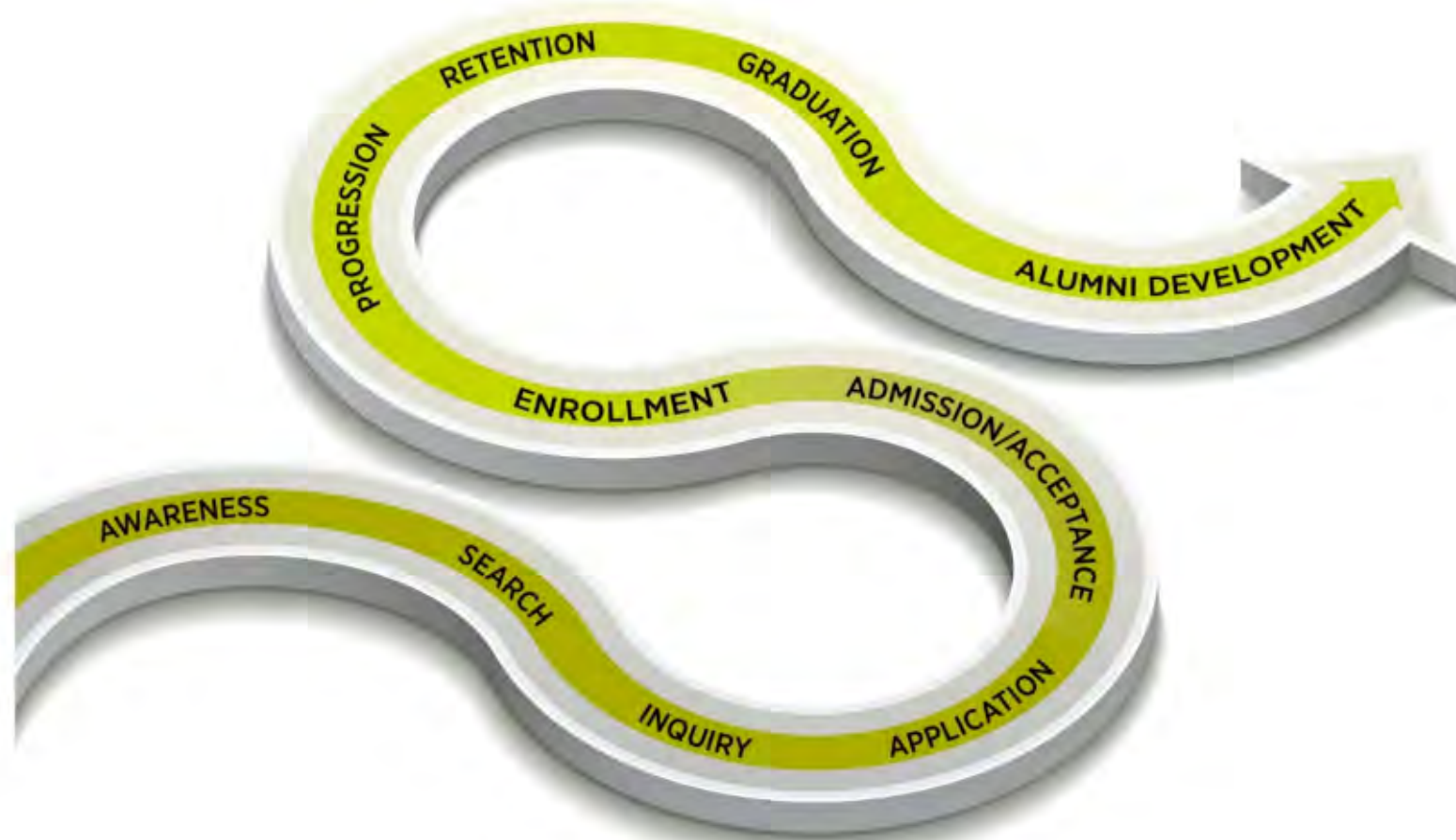


Ivy Tech 150% Completion

Fall 2008 to Fall 2015



SEP encompasses the entirety of the student lifecycle

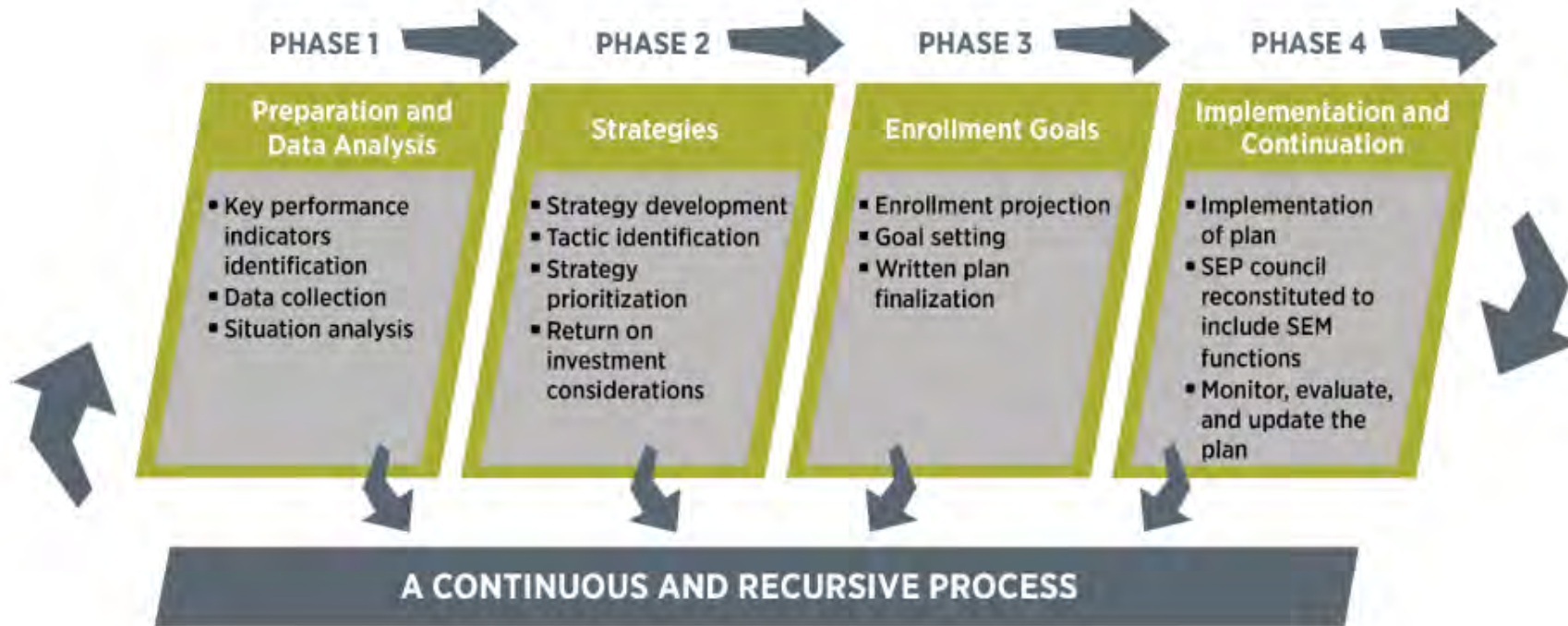


Phases of strategic enrollment planning

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

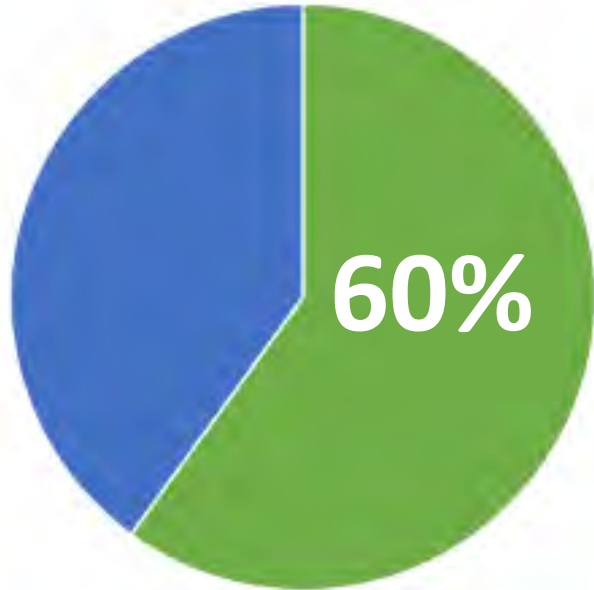
Indiana's Need for a Skilled Workforce



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**

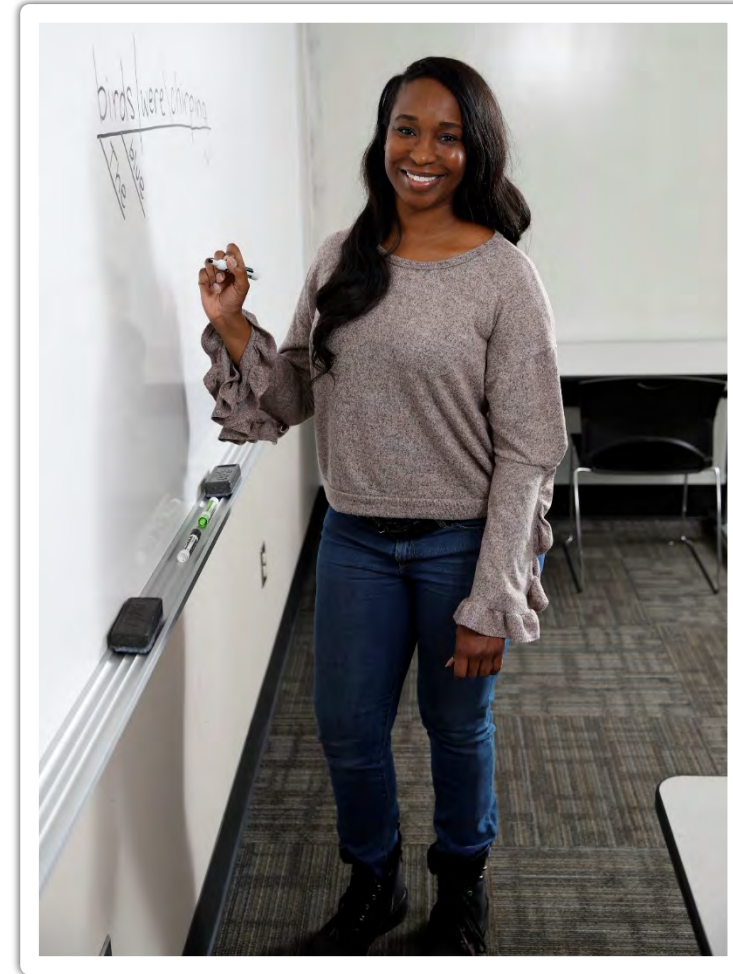
50,000 jobs per year
(requiring more than high school, less than baccalaureate)



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% |
| All Courses | 74.2% | 80.4% | 75.4% | 80.8% | 6.2% | 5.4% |
| % 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

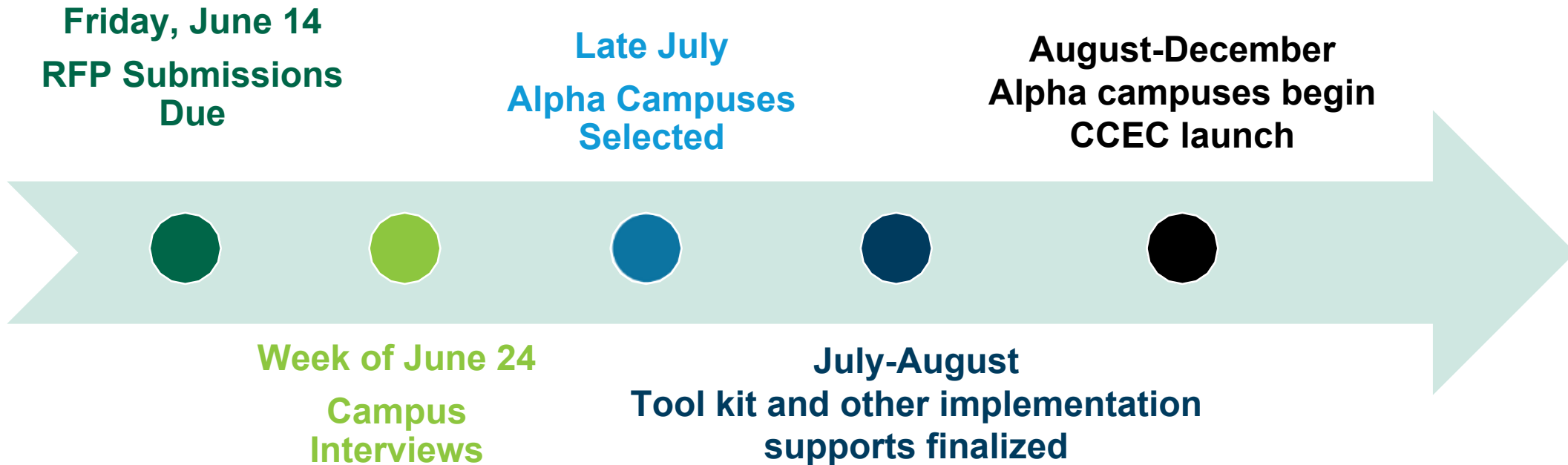
So What

- 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



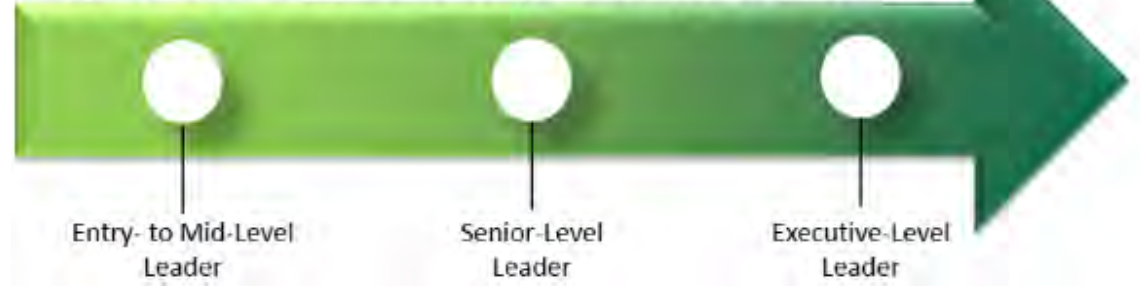
What is Competency Modeling?

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



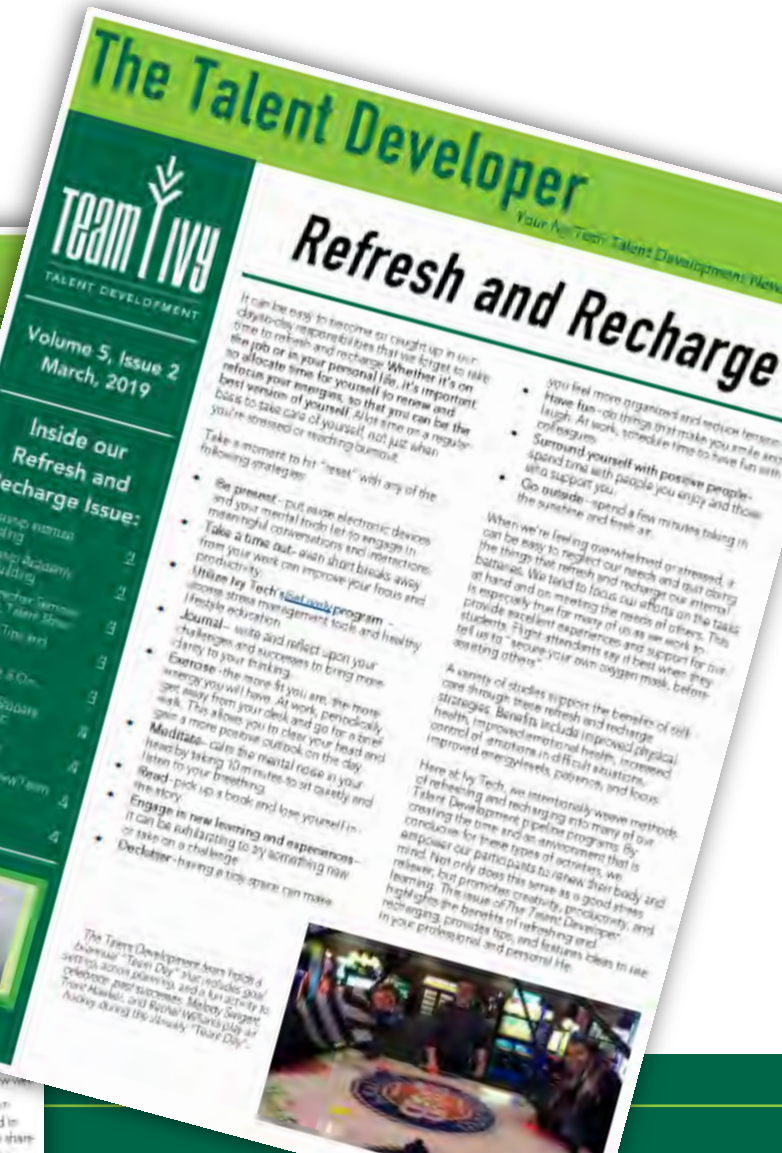
IDP e-Learning

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

COURSE / 0 MINS

The Talent Developer Newsletter

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





Become known as a great place to work.

Questions and Thoughts?



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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.

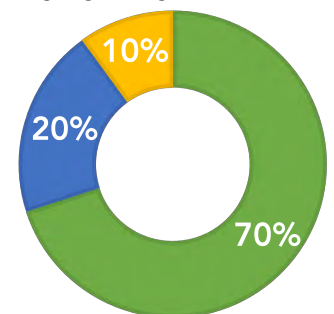


Our programs were designed using the 70-20-10 Model.

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

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

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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| New in IvyLEAD | 4 |

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

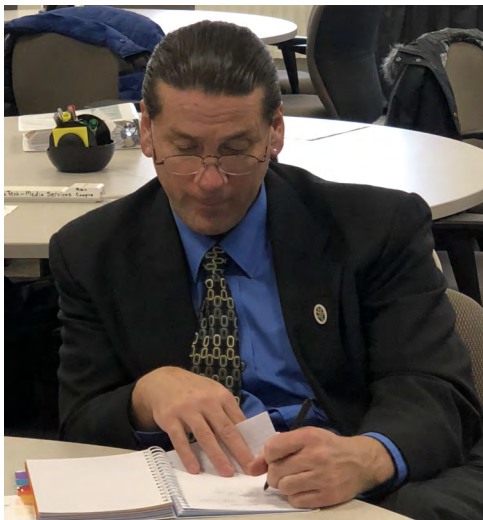
Journaling can be especially impactful in an educational setting, when learners are asked to reflect upon their development and apply what they have learned to their own lives. The Talent Development team integrates journaling into each session of Leadership Institute, as a means of prompting self-reflection. 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.



Ivy Tech Community College

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



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 1! 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
- 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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The Talent Developer

Your Ivy Tech Talent Development News Source



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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
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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<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)

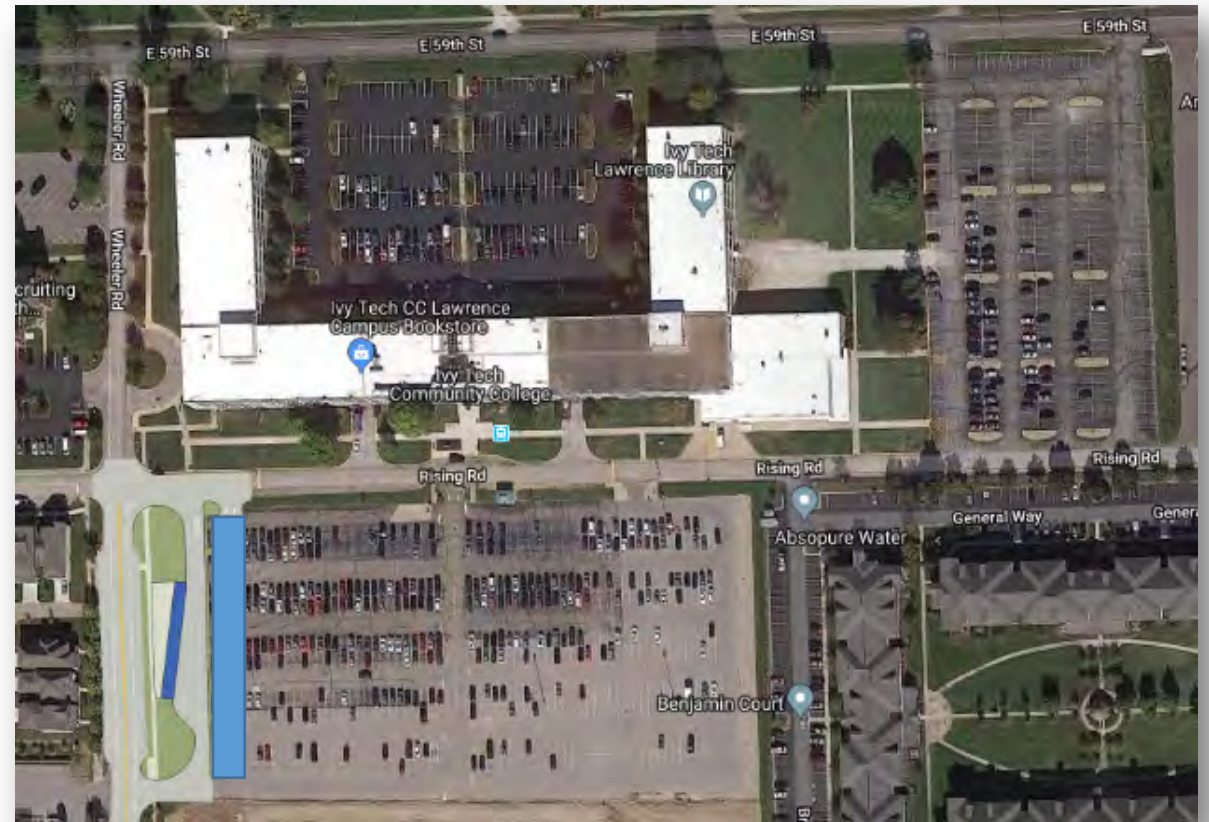
- A. Indianapolis Campus- easement with IndyGo at Fairbanks Building

Informational Items

- A. Real Estate Closings

A. Indianapolis Campus; Easement with IndyGo at Fairbanks Building

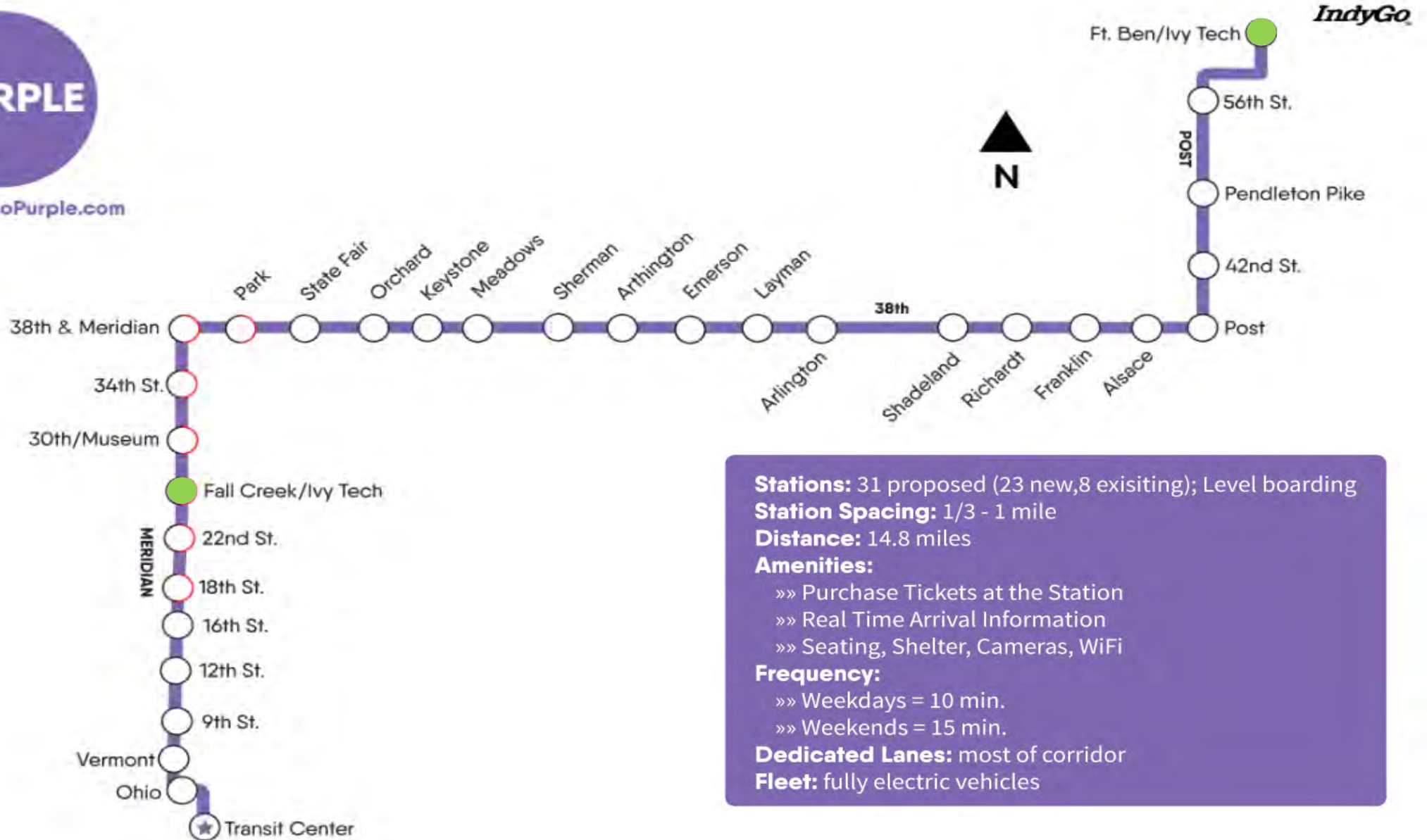
- Location: 9301 East 59th Street, Lawrence
- Indianapolis Public Transportation Corporation (dba IndyGo) has requested an easement from Ivy Tech to construct a station for the Purple Line Bus Rapid Transit route
 - Perpetual easement for station and temporary easement for construction
- The Marion County 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



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.

LEARN
MORE



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
 - 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 34th 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

| Campus | Title or Description | Source | Amount | Original Effective Date | Expiration Date |
|---------------|--|--------------------------------------|---------------|--------------------------------|------------------------|
| 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**

| Campus | Title or Description | Source | Amount | Original Effective Date | Expiration Date |
|--------------------|-----------------------------------|----------------------------|---------------|--------------------------------|------------------------|
| 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**

| | | <u>Grants & Contracts</u> |
|---------------------------------|----|--|
| 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 |
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| 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
FOR THE MONTH OF MARCH 2019
Page 2

| <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
Page 3

| | | | | | | |
|---|---|--------------------------------|---------------|-----------------------------|----------|-------------|
| 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
Page 2

| <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
FOR THE MONTH OF APRIL 2019
Page 3

| <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**

Paula Hughes-Schuh, Chairperson

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 |