

-RFP 21-66601
TECHNICAL PROPOSAL
ATTACHMENT F

The Indiana Department of Correction Education Division provides high quality educational services to incarcerated individuals. The Adult Basic Education program provides learning opportunities up to a high school equivalency diploma for those incarcerated to assist in providing them the best chances for successful re-entry. The Indiana Code sets forth the foundation for adult schools at:

IC 11-10-5 Chapter 5. Academic and Vocational Education IC 11-10-5-1 Implementation of academic and vocational education curricula and programs; funding Sec. 1.

The department shall, after consulting with the state Superintendent of Public Instruction and the Indiana Commission on Vocational and Technical Education of the Department of Workforce Development, implement academic and vocational education curricula and programs for confined offenders, by utilizing qualified personnel employed by the department or by arranging for instruction to be given by public or private educational agencies in Indiana. The department shall include special education programs, which shall be governed under IC 20-35-2. To provide funding for development and implementation of academic and vocational education curricula and programs, the department may accept gifts and apply for and receive grants from any source. As added by Acts 1979, P.L.120, SEC.3. Amended by P.L.217-1987, SEC.26; P.L.1-1990, SEC.161; P.L.135-1993, SEC.3; P.L.21-1995, SEC.13; P.L.1-2005, SEC.121.

The vendor will be expected to meet these essential, overarching functions within any offered proposal:

- The vendor must deliver educational services that are aligned to, and within the guidelines and requirements of the Indiana Department of Education and the Indiana Department of Workforce Development.
- Maintain a safe and secure environment within IDOC policies, procedures, and operations.
- Maintain and produce records as required by IDOC and its educational partners at the state and federal level.
- Prepare and provide high-quality, evidence-based instruction within a school year of 260 days divided into mutually acceptable blocks per day.
- The vendor using the current TABE forms will assess each enrolled student's NRS Level within twelve (12) hours of enrollment and thereafter at intervals as prescribed by DWD assessment policy.
- For purposes of a seamless transition the IDOC does not wish to change any program during the first twelve-months of a new contract.

Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.

Respondent's Name:

Ivy Tech Community College

2.4.1 Scope of Work/General

The Indiana Department of Correction (IDOC) is seeking a vendor to provide Adult Basic Education (ABE) services at fifteen (15) correctional facilities across the state of Indiana. These services include Literacy, ELL (English Language Learners), high school equivalency testing and Special Education programming to qualified individuals. This includes program, regional and site management, educator training / licensing, professional development and personnel management. Maintenance of student records and full compliance with the InTERS national reporting system is required.

WIOA – Workforce Innovation and Opportunity Act.

The IDOC and its current adult education vendor program offerings are governed by the expectations of the Workforce Innovation and Opportunity Act (WIOA). The guidance, to date, requires IDOC adult education programs to provide education and training that is specifically job-driven.

WIOA requires the IDOC through the selected adult education vendor to provide an integrated adult education program with four (4) primary components:

Workforce Prep Activities – Activities, programs, or services designed to help an individual acquire a combination of basic academic, critical thinking, digital literacy, and self-management skills. This includes competencies in utilizing resources, using information, and acquiring other skills necessary for successful transition into postsecondary education, training, and/or employment.

Integrated Education and Training (IET) -- All IDOC education programs will be a service-based approach that provides adult education and literacy activities concurrently and contextually with workforce preparation activities and workforce training.

Integrated English Literacy and Civics Education (IELC) --Stated in the statutory language, the goal of the integrated English literacy and civics education program is to provide a program that would: prepare adults who are English language learners for, and place such adults in, unsubsidized employment in in-demand occupations that lead to economic self-sufficiency.

ELL (English Language Learners) – The IDOC population whose first language is NOT English. The program to serve this population is IELC Education. It is not a requirement that ELL instructors have IDOE recognized licensure.

The Last Mile

The Last Mile (TLM) – The IDOC is currently engaged in a contract with The Last Mile (TLM) Program to provide coding instruction to the offender population. The TLM Program is allowed to select their offender participants. The selected vendor will be required to employ TLM instructors. TLM instructors do not have to have IDOE recognized licensure.

The IDOC has a population with basic literacy and marginal literacy abilities which averages around 6,000 individuals or 25% of the total population of the facilities where ABE services are offered.

Providing services to those offenders eligible to receive Literacy, ELL, high school equivalency and if eligible Special Education programming is a priority for the Indiana Department of Correction. A subset of this population is only eligible for high school equivalency programming based on valid TABE scores.

The vendor is required to maintain full compliance with Indiana Article 7 and all Federal regulations regarding Special Education services. Special Education services are vital to assisting individuals with disabilities in obtaining a free and appropriate education.

The Contractor will continue to support and expand the concept of literacy tutors in adult facilities to support licensed teachers in the classroom. The Contractor will ensure appropriate oversight of vetted literacy tutors.

Full compliance with IDOC data systems (OCMS/PMRS & OIS), the Indiana Department of Workforce Development (InTERS) data system and any successor data and reporting systems is mandatory. These databases house and track offender progress and are considered official records. The vendor will be required to maintain all student records regarding student progress and program completion.

The Department provides more than 70,000 paper-pencil assessments annually to those enrolled in schools. The vendor assumes the role of primary cooperator for the purpose of housing, distributing, tracking, and processing assessments and related materials including answer sheets with serial numbers. The vendor assumes all of the functions of providing legally-defensible testing and security at the local and state levels. These assessments include TASC (Test Assessing Secondary Completion) and its successors and TABE (Tests of Adult Basic Education). The vendor will be responsible for housing, scheduling and distributing high stakes testing materials and TABE materials in a secure, approved and locked area. The vendor will be required to house professional development materials, text books and supplemental materials within their main or satellite offices.

The vendor will be required to submit timely and accurate invoices and billings monthly based on accurate staffing records, benefit schedules and supplies and materials purchase orders. The IDOC will not be responsible for internal vendor human resource or finance department operations. The IDOC will be the pass-through grant recipient and the vendor shall be the sub-grantee for purposes of any state or federal grant monies awarded for correctional education. The vendor will be expected to follow all rules and obligations for reimbursement of grant purchase related funds.

The vendor will comply with all FERPA regulations related to student non-directory information. This includes the acquisition and storage of records on behalf of the offender. This will also include student records produced by the vendor.

The Respondent should respond to this specification with a statement that it agrees to meet and comply with the specification. The response should also include a narrative that supports Respondent's ability to meet the scope of work by detailing prior experience and available resources related to the provision of educational services to correctional institutions.

Ivy Tech Community College agrees to meet and comply with this specification by complying with all published Indiana Department of Workforce Development (IDWD) Adult Education

policies. Within this specification, Ivy Tech assures the Indiana Department of Corrections (IDOC) that it will manage its program in accordance with [IDWD Policy, 2013-07, Adult Education Program Standards](#); [IDWD Policy 2017-13, Educational Functioning Level Assessment Policy, Change 1](#); [IDWD Policy, 2017-15 Data Collection and Reporting](#) and will follow the published [Records Retention and Disposition](#) schedule.

As a registered IDWD Adult Education provider in the Evansville and Bloomington regions, Ivy Tech is successfully providing Adult Education services as described in this specification. Ivy Tech provides these services in accordance with all WIOA policies and provides adult education services that include workforce preparation activities, Integrated Education and Training (IET) opportunities, and English Language Learners (ELL) and ELL Civics programs.

Evansville: The Evansville campus received an Adult Education grant in June 2020. The campus proposed to serve in need of additional skills to continue into higher education, improve their career opportunities, or both. The program serves adults in each of these three categories: 1) basic skills deficient; 2) did not graduate from high school; 3) need to learn English (www.ivytech.edu/evansville/abe). The program classes are being delivered by Ivy Tech in Rockport at the Oakland City University satellite site and in Evansville at the Vanderburgh County Jail and the Ivy Tech Campus. The Evansville Campus Adult Education team works closely with Indiana Department of Workforce Development, employers, and non-profit organizations to deliver high quality education. A key aspect of all classes delivered in the program is an emphasis on workforce and/or college preparedness. All participants are taught basic workplace skills and receive wraparound services from Admissions, Financial Aid, and Career Coaching staff. To date, the Evansville program has served 41 with more than 700 hours of instruction. The program has four (4) High School Equivalency (HSE) graduates since classes began the first week of September 2020.

HSE classes are slated to begin March 2021 on site at AmeriQual Foods (AQ) in Evansville. 15 students are enrolled. At AQ, incumbent employees will have the opportunity to earn their HSE while working. Once they successfully complete the program, participants will earn a bonus, an opportunity to apply for a higher wage position, and receive tuition reimbursement to attend college at Ivy Tech. AQ will also be sponsoring ELL classes beginning in April for 12 temporary workers with limited English proficiency. The class will teach basic English skills and basic workplace skills to prepare the participants for permanent positions with the company. AQ Talent Acquisition and Development Business Partner Many Brown is impressed with Ivy Tech's innovative approach to delivering basic skills education with the IET program.

The Evansville Campus is also contracted to begin ELL instruction on-site at Toyota Motor Manufacturing (Toyota) in March as a part of a partnership with HOLA Evansville, a local non-profit serving the Latinx community. This class will also feature a curriculum which specifically targets the language and workplace skills needed to be successful in a

manufacturing environment. Ivy Tech' and HOLA spent time in the Toyota plant to ensure the training will benefit the participants and the employer.

Like all Ivy Tech campuses statewide, Evansville works closely with WorkOne and the Regional Workforce Board to train and prepare individuals for work. This includes working assisting clients with barriers such as felony convictions gain skills in strategic industries with high need. Sara Worstell, Executive Director of Grow Southwest Indiana Workforce Board, stated, "Through their long-standing relationship, Grow Southwest Indiana Workforce Board and Ivy Tech Community College have and will continue to share in successful results in our nine-county region. Working with a premier post-secondary provider has proved a Workforce Board cannot alone tackle the task of workforce development. Collaboration extends beyond up-skilling individuals for job market success but also extends to successful programs to bridge the skill gap and enhance the workforce pipeline in Region 11."

Tell City: Ivy Tech has also partnered with Vincennes University (VU) Adult Education program to deliver IET workforce education for their students. The program has been recognized regionally for the high pass rates (<https://city-countyobserver.com/tell-citys-ivy-tech-career-technology-center-cna-class-has-100-pass-rate/>) 48 students from the VU program have completed Ivy Tech Certified Nursing Assistant (CNA) and 55 students Commercial Drivers License (CDL) training since 2018.

Bloomington: The Bloomington campus received an Adult Education grant in June 2020. The Bloomington Campus is utilizing the funds to support the nationally-recognized My Cook Pathways program.

(<https://www.cookgroup.com/cook-group-recognized-with-innovation-award-for-my-cook-pathway/>). Bill Cook stated, "The best thing you can do for someone is give them an education and a job." This is the philosophy that brought the partnership with Ivy Tech Community College and Cook Medical to fruition. With almost 30,000 Hoosiers lacking at least an HSE in the region where Cook operates, the My Cook Pathway partnership is changing the talent pool for employers and the lives of individuals. Specifically, Cook Medical supports employees who need to earn an HSE to by paying their employees a full-time wage as they split their day between taking HSE classes and working in various roles across the Cook group. (<https://www.cookmedical.com/careers/employee-support/>)

While the Adult Education component of the My Cook Pathway previously existed, the training and testing for the HSE portion transitioned to Ivy Tech Bloomington beginning April 1, 2019. Since that date, there have been 63 participants including, 39 TASC completers and 10 students, currently enrolled or testing with an anticipated completion in March 2021. Of the 63 participants, the IDWD Workforce Education Initiative (WEI) funded program has supported 16 students with 4 graduates, and 10 currently enrolled or testing. The IDWD funded program began July 1, 2020.

Terre Haute: Ivy Tech Community College of Terre Haute provided Diesel Technology training to the inmates who reside in the Terre Haute Federal Correctional Facility camp for more than 10 years. An average of 30 inmates go through the program in a year and have the option to test for ASE Certifications in brakes, engines, and electrical systems at the completion of their training. This training is delivered onsite by full-time Ivy Tech instructors. The Terre Haute campus also provides an open enrollment schedule for the inmates (trustees) in CDL-A driving school, Welding, and CNC-Machining training. These students come to the Ivy Tech campus for instruction. The Terre Haute Federal Correctional Facility will send up to 10 inmates per course in the open enrollment options per year. To date, 155 inmates successfully completed.

Ivy Tech Community College also partnered with community based adult education providers statewide to provide adult education services. An example is detailed below.

Madison: The Madison campus partnered with community-based adult education provider, River Valley Resources (RVR) to provide IET training at the Madison Correctional Unit (MCU) beginning in 2018. To offer this training, RVR devoted a portion of their IET budget to the provision of the Manufacturing Skill Standards Council -- Certified Production Technician certification (MSSC-CPT) to offenders at MCU and RVR. Ivy Tech leveraged the State's Next Level Jobs funding.

- MSSC: Ivy Tech Madison provided an adjunct to co-teach the course; and, to ensure quality outcomes, also provided the opportunity for a formerly incarcerated offender and a successful MCU MSSC graduate to serve as a supplemental instructor in the course. To date, RVR and ITCC have offered (8) MSSC cohorts (10 students each) with a pass rate of 100% for the full CPT. The success of this program has gained the attention of Mr. Neil Reddy, Chief Executive Officer of MSSC, who states, "Ivy Tech CC in partnership with Madison Correctional Facility (MCF), is changing lives and adding to the much needed skilled workers with the next generation skills and knowledge to be Mfg. 4.0 ready Production Technicians. The ladies at this facility are proving they can succeed well beyond the national average, by attaining pass rates above 90% (national average at 79%). Having visited MCF personally, this advanced manufacturing program of study is exceptional, not only in the dedication of the female students, their success in attaining industry recognized credentials, but also to recognize the employer community engagement, but even more significantly to hear the personal success stories of its graduates. This program is truly an inspiration!"
- CNC NIMS: In Fall 2020 IET services expanded to our CNC machining class. This resulted in a 100% pass rate for all 8 students achieving their NIMS Mill and Lathe certifications.

Prior to COVID, RVR and Ivy Tech planned to launch an MSSC-CLA IET at MCU and have continued conversations about additional IET training that can be brought to MCU

post-COVID.

Statewide: In December of 2017, IDOC contracted with Ivy Tech to provide statewide non-credit training to qualified IDOC offenders housed in seven (7) IDOC facilities. This contract was centrally managed by the Ivy Tech Madison campus and non-credit training was provided by the following local campuses: Anderson, Columbus, Ft. Wayne, Madison, Terre Haute, South Bend and Valparaiso. The price for the following non-credit training programs was centrally negotiated and approved by the IDOC under this contract: Basic Electricity and Motor Controls; Computer Numerical Control (CNC) Machine Technician; MSSC-CPT; and Welding. The type of training and appropriate cohort size was recommended by the local Warden and approved by IDOC Central Office. IDOC Central Office established the policy and process to select offenders for these training programs, in collaboration with Ivy Tech.

Under this contract to date, Ivy Tech served 667 offenders who earned 1,248 certifications. Two of the participating IDOC offenders were recognized in the Governor's State of the State Address (2019 & 2020), raising the profile of IDOC's adult education program and increasing interest from employers statewide to hire qualified, skilled felony offenders. In addition, this partnership between IDOC and Ivy Tech Community was profiled in the U.S. Chamber of Commerce Foundation's magazine, *America Working Forward: Hidden Workforce* (<https://awfmagazine.uschamberfoundation.org/wp-content/uploads/2019/06/America-Working-Forward-Magazine.pdf>); and the Lumina Foundation *Focus Magazine* (Winter 2018) <https://focus.luminafoundation.org/cultivating-hope-through-education-in-the-hoosier-hills/>

In addition to the other workforce preparation outlined above, Ivy Tech is able to deliver the newest tools available in career coaching. In alignment with IDWD, Ivy Tech has adopted the WIN Personalized Career Readiness System. Ivy Tech has partnered with IDWD on this new system and it is already in use on all of our campuses. WIN's standards-aligned, web-based programs offer education and workforce entities an engaging and relevant career-driven education and training resource to prepare learners and job seekers for success. The result is higher academic achievement, greater commitment to employability work habits, increased motivation to seek their career path, and true readiness for career success. If awarded, Ivy Tech will utilize this tool with students from IDOC.

Ivy Tech's Career Coaching and Employer Connections (CCEC) is an innovative approach at getting students workforce ready. If chosen by IDOC, CCEC services would be available to all Adult Education participants. CCEC provides services and development to students, alumni, and employers. CCEC combines the efforts of career development and employer engagement to address the needs of both students and employers/workforce in our community. This new strategic approach will emphasize career readiness practices alongside preparation throughout a student's college experience.

Through CCEC, students will do the following:

- Create a career development portfolio: students will create and showcase to employers, a resume, cover letter, LinkedIn profile, work and learn experiences, and the professional network and connections they built with support from their CCEC team.
- Work with a career coach: focused, one-to-one relationship to help the student determine the right steps for their career path that match their values, interests, personality, and skills.
- Connections to employment opportunities: matching students and employers through our Hirelvy Platform.

Ivy Tech is excited about the possibility of working more closely with the IDOC's Last Mile program. Linda Calvin, vice president, School of Information Technology, has had several conversations with IDOC leadership about how Ivy Tech can crosswalk the certifications the offenders earn into additional postsecondary certificate and degree programs offered by Ivy Tech. In addition, Ms. Calvin would like to leverage her personal network and Ivy Tech's network of Information Technology (IT) thought leaders to assist the Last Mile and IDWD's HIRE program in recruiting employers to hire Last Mile graduates.

Given this experience, if selected as the vendor, IDOC can expect that Ivy Tech will provide high-quality adult education services to all 15 adult facilities.

2.4.2 Administration

The Vendor shall provide the necessary corporate administrative functions such as time keeping, payroll, personnel functions, billing tasks, obligations payment, telephone, and fax lines for long distance calls etc., at vendor state and/or regional offices. Additionally, the Vendor shall provide sufficient regional administrative staff to provide effective administration and quality assurance oversight for this contract. The state and regional administrative staff will reside in Indiana full time to be near IDOC Central Office and IDOC facilities. The Vendor shall have in place by the contract start date, the essential administrative personnel, and operational policies and procedures for compliance with contract specifications and administration of the ABE program.

Upon reasonable prior notice, the IDOC may review at the Contractor's offices the employment applications, resumes and personnel files of the personnel during regular business hours. At the request of the IDOC, the Contractor shall provide a list of the names and home addresses and telephone numbers of all personnel.

The Contractor shall provide copies of detailed invoices by facility which include (ABE salaries and benefits, supplies, fees, site management salaries and benefits and professional development).

The Respondent shall respond to this specification with a statement that it agrees to meet and comply with the specification. Please describe the individual involved and steps to be taken to comply with this requirement.

Ivy Tech agrees to meet and comply with this specification. The contract will be centrally managed at the Madison campus. Madison campus leaders will ensure all corporate administrative functions listed in this specification are provided. All employees under this contract will be trained to use Ivy Tech's "Ivy Time" system for submission of timesheets. Timesheets are electronically routed to supervisors for approval and Ivy Tech's centralized payroll hub will process bi-weekly payroll two weeks in arrears. Administrative employees under this contract will be trained to use Ivy Tech's "Ivy Markets" system for purchasing supplies, including testing materials, under this contract. Ivy Tech's centralized accounts payable hub will process invoices and issue vendor payments.

All state and regional administrative staff on this contract will reside in Indiana full-time to be near IDOC Central Office and IDOC facilities. Ivy Tech plans to hire all administrative positions outlined in Attachment L and is recommending in our budget one additional administrative position to: (1) coordinate both IET and campus-based statewide post-secondary training for offenders served under this contract; and (2) provide career exploration and coaching services to offenders through campuses' Ivy Tech's Career Coaching & Employer Engagement (CCEE) departments and collaborate with IDWD's HIRE program for job placement for offenders enrolled in the adult education program.

Ivy Tech Madison will secure appropriate office space for administrative personnel on this contract at Ivy Tech campus closest to the employee's residence or at the Systems Office in Indianapolis. Ivy Tech administrative staff will meet with IDOC Central Leadership in person, as appropriate, or virtually through use of our collegewide Zoom system.

By the contract start date, Ivy Tech will implement the essential administrative personnel, and operational policies and procedures for compliance with contract specifications and administration of the ABE program. Ivy Tech Madison will be assisted in this process by Systems Office human resources, information technology, sponsored programs, and legal personnel.

Ivy Tech Madison's Human Resources department will provide scanned employment applications, resumes and personnel files, and contact information of staff under this contract during regular business hours, upon request by IDOC personnel.

Ivy Tech Madison's Finance department will provide copies of detailed invoices by facility which include (ABE salaries and benefits, supplies, fees, site management salaries and benefits and professional development).

Ivy Tech Madison prides itself on exceeding our client's needs and providing exceptional customer service and "high-touch" provision of services. If awarded the contract, the IDOC can expect a high level of engagement from Ivy Tech Madison's leadership team.

2.4.3 Staffing –Minimum Staffing Schedule

The Vendor will retain all staff necessary to provide Adult Basic Education services within selected IDOC facilities according to applicable standards. The IDOC highly prefers a staffing proposal that addresses retention, staffing vacancies, and coverage, in a realistic, practical, and thoughtful way.

Due to the importance of maintaining adequate staffing levels, the Vendor shall comply, at a minimum, with the staffing levels set forth in the Minimum Staffing Schedule, see Attachment I. This Minimum Staffing Schedule sets the minimum staffing the IDOC believes necessary for services. The aforementioned notwithstanding, a mutual restructuring of the Minimum Staffing Schedule that is cost neutral shall not be cause for such a renegotiation.

The Respondent shall complete a staffing plan for all facilities in a spreadsheet format that identifies the number and type of staff by facility and program (Literacy, TASC, ELL, Special Education). The plan should meet the expectations of this RFP as described in the minimum staffing IDOCument. The vendor will employ all current staff (licensed teachers, site management or support staff) for a minimum of one-hundred twenty (120) days during which evaluations can be made.

This plan should include any regional management and administrative staff needed to initiate and to continue delivery of the ABE services required in this RFP. The plan must also indicate how substitute teachers will be provided for staff on vacation or other scheduled leave of absence. Upon award of the contract, the Vendor shall provide a final staffing plan for each IDOC facility. Deviations from the proposed plan must be approved by the IDOC Director of Education. The staffing plan will be the basis for staffing throughout the Contract term. This plan will identify the minimum number of management and line staff positions by position title. The IDOC reserves the right to periodically review the Vendor's staffing levels.

Any reallocation of positions that impact the staffing plan will be made by mutual agreement between the Vendor and the IDOC. In the event a mutual agreement cannot be reached, the decision of the RFP shall prevail.

For the purpose of clarity, the Minimum Staffing Schedule set forth in this RFP is the minimum staffing that must be met by the Vendor; however, the Respondent in its proposal may add staffing to this plan as it deems necessary to meet the service, standards, and expectations set forth herein. Any additional staffing plans must include a detailed financial impact statement.

The Respondent shall respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should provide a staffing proposal that provides at a minimum the staffing set forth in the Minimum Staffing Schedule attached to this RFP as ATTACHMENT.

Ivy Tech Madison agrees to meet and comply with this specification. Please see Exhibit 1 for our staffing proposal spreadsheet and organizational chart. Ivy Tech plans to hire all administrative positions outlined in Attachment L and is recommending in our budget one additional administrative position to: (1) coordinate both IET and campus-based statewide post-secondary training for offenders served under this contract; (2) provide career exploration and coaching services to offenders enrolled in adult education and The Last Mile through campuses' Ivy Tech's Career Coaching & Employer Engagement departments and (3) collaborate with IDWD's HIRE program for job placement for offenders enrolled in the adult education program and The Last Mile. The financial impact of this recommendation is included in the Budget Narrative.

Ivy Tech will employ all current staff (licensed teachers, site and regional management or support staff) for a minimum of one-hundred twenty (120) days during which evaluations can be made.

Ivy Tech will provide substitute teachers for staff on vacation or other scheduled leave of absence. Ivy Tech will evaluate the current process for providing substitute teachers and adjust this process as needed.

2.4.4 Staffing – Prorated Vacant Positions

The Vendor shall provide adequate and sufficient education personnel necessary to perform the various services in accordance with the specifications of the State's Request for Proposal (RFP).

For any teaching position remaining vacant for more than 60 days, the vendor will pay to IDOC as liquidated damages a prorated daily amount of the teacher's salary beginning with the 61st day.

The vendor shall submit to the IDOC a monthly staffing schedule which will reflect accurate staffing levels at each facility. This will include staff name, program area taught and contact hours per month. For vacant positions the program content area will be noted and the total working days vacant shall be included.

The Vendor will use all reasonable efforts to fill vacancies. A vacant position is one that is not permanently filled or positions of staff that are on extended medical leave, military leave, or for any other reason the staff filling the position are not present for 60 days or more. The official start date of the vacant position will be considered the actual fill date and the end of the vacancy. Furthermore, the Vendor may not consider an accepted position as filled until the person occupying the position begins their first day of IDOC mandated training. A vacant position will not be considered filled if the Vendor re-assigns existing staff, including staff from the regional office, or uses current staff in excess of a full time equivalent to cover the position.

To temporarily cover vacant positions, the Vendor may use IDOE licensed substitute teaching staff to fill teaching vacancies. Substitute teaching days may not be used to consider a position filled. To ensure

the needs of the inmate population are continually being met; any teacher absent for more than five (5) consecutive educational days shall be replaced with a substitute teacher.

Regardless of staffing payback reimbursements made by Vendor for understaffing, consistent failure by Contractor to meet the minimum staffing schedule set forth in this RFP, or as amended by mutual agreement of the parties, may result in termination of the contract resulting from this RFP.

The Respondent shall respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should provide a narrative, along with any supporting documentation, of how it proposes to meet this specification including narrative of how it intends to handle vacancies to comply with the specifications set forth herein.

Ivy Tech Madison agrees to meet and comply with this specification including payment to the IDOC a prorated daily amount of the teacher's salary beginning with the 61st day. Ivy Tech will provide time and effort reports on all staff hired under this contract. The report can include staff name, facility, and contact hours per pay. For vacant positions the program content area will be noted and the total working days vacant shall be included. Ivy Tech will make all reasonable efforts to fill vacancies. Ivy Tech Madison's average time to fill full-time positions is 35 days.

Ivy Tech currently uses the PageUp system to maintain job descriptions and post vacancies to start the hiring process. Upon posting a position in PageUp, we have the ability to market it both internally and externally. Internally it is posted to the Ivy Tech jobs website and an internal jobs website that employees have access to. Externally it is posted to Indeed and many other job sites. All applications for the opening are immediately viewable by HR and the designated hiring committee. This allows a quick turn to begin the interview and hiring process. Every step of the hiring process is managed through the PageUp system from interviews, turndowns, new hire paperwork and onboarding.

2.4.5 Staffing – Qualifications

All instructional staff (except ELL and TLM instructors) hired or provided through this contract must be appropriately licensed by the Indiana Department of Education. The Vendor is expected to verify and maintain credentials and current licensure on file in the facility where the individual is performing services and the vendor's main offices. The Vendor is required to submit the names and positions of all new possible hires to the Director of Education or designee prior to an offer. It is the responsibility of the employee providing these services to maintain up-to-date licensure. It is the responsibility of the vendor to review licensure records periodically and communicate upcoming renewals to their staff. Any teacher who allows their license to lapse on July 1, the first day of the current school year, will be subject to a gate-lock and denied entry into IDOC facilities.

ELL instructors must have at a minimum a Bachelor's degree. The vendor will be required to ensure that ELL instructors have or will acquire a nationally recognized English as a foreign language certification.

The Warden has final approval regarding contracted education staff entry to his or her facility to provide educational services.

Before being allowed to work with IDOC incarcerated individuals, including juvenile incarcerated individuals, the Vendor's employees and contracted staff shall be subject to the security clearance policy and procedure of the IDOC. All employees of the Vendor including subcontractors shall undergo a thorough background check (e.g., criminal history background check, including a driver's license check and fingerprinting, sex incarcerated individuals registry check, employment verification, educational verification, license verification, and in appropriate cases Children Protective Services check, credit history check, drug screen or any other screen or check deemed necessary by the Vendor or the IDOC.) Subsequent criminal history background checks shall be completed at least every four (4) years on current contract employees who have contact with incarcerated individuals. Entry to the IDOC facilities will be prohibited unless all staff including regional and administrative staff, have completed a background check. The IDOC will be financially responsible for any criminal/character/personal background check it performs.

The IDOC will retain the right to require the Vendor to exclude from working at any IDOC facility any employee of the Vendor who is deemed incompetent, insubordinate, or objectionable by the IDOC. If the IDOC invokes this right, the Vendor shall remove the employee immediately. The Vendor will agree not to hire or rehire any former employee of the Vendor or previous Vendor, or former employee of the IDOC, who was removed for cause, or resigned with prejudice.

The IDOC reserves the right to refuse entry onto its facility grounds an employee of the Vendor whom it has found to be in violation of the facility's policies and procedures, charged or adjudicated in violation of state law in connection with the employee's conduct toward an offender of the facility, prohibited from working with children pursuant to I.C. 4-13-2-7 et seq. or under investigation for violation of state law in connection with the employee's conduct toward an incarcerated individuals of the facility. If the IDOC invokes this right the Vendor shall remove the employee immediately.

The vendor will provide staff that are prepared to work in a correctional environment and that have the appropriate focus on safety, security, and rehabilitation. Any person performing work under the contract agrees to adhere to all IDOC procedures, policies, and codes of conduct. All staff employed by the Vendor including subcontractors, both full and part time, must abide by the IDOC's dress code.

The Vendor is responsible for all actions and work performed by its subcontractors and all staffing stipulations applicable to the Vendor's staff apply to subcontractors.

Personnel files of all Vendor employees shall be on file at the facility in the site manager's office. IDOC is responsible for providing secure space where the Vendor may maintain these files. When necessary, the Vendor will provide pertinent or demographic information from the personnel files to the Warden or internal affairs staff which is needed to complete an investigation.

The IDOC considers the hiring of education staff to be critical to the goals of safety, security and rehabilitation. Therefore, the Vendor must comply with the following license expectations:

Licensure Requirements

- All ABE instructors will have IDOE teacher and licensing. The respondent will be responsible for providing licensed instructors, as governed by 511 IAC 6.1.3-1(d), supported by a model professional development system. The vendor will comply with applicable certification/licensing requirements as it complies with statute and as it relates to all Indiana Department of Education requirements.
- Any certified instructor who does not have a current license as of July 1 at the start of each school year will be expected to be dismissed by the vendor.
- Currently, the Director of Education, IDOC, acts as the liaison between IDOE and the vendor for purposes of initial licensing and renewals. However, any potential vendor must be prepared to work collaboratively with the IDOC in shifting teacher/instructor licensing from IDOC to the vendor(s).

The IDOC encourages any potential vendor against employing subcontractors or entering into subcontracts with vendors to provide services within correctional facilities.

The Vendor must notify the IDOC Director of Education/designee whenever key staff members are on a leave of absence. This includes site, regional and state management staff. The notification must include the dates of the planned or anticipated leave and should identify the staff member who will be covering the key position.

The Respondent shall respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should provide a narrative, along with any supporting documentation, of how it proposes to meet this specification.

Ivy Tech Community College agrees to meet and comply with this specification. Ivy Tech does not plan to subcontract the provision of adult education services to any other vendor. All employees under this contract will be employees of Ivy Tech Community College. All employees under this contract will meet requirements outlined in this RFP and [IDWD Policy 2015-11, Change 1, Adult Education \(AE\) Professional Qualifications and Development Policy](#).

Ivy Tech will maintain all employee's credentials and current licensure on file in the facility where the individual is performing services and within Ivy Tech's statewide Banner system accessible by Ivy Tech Madison or Systems Office Human Resources' employees. Ivy Tech's proposed Regional Managers and/or Site Coordinators will monitor employees' licensure and credentialing.

Ivy Tech will submit the names and positions of all new possible hires to the Director of Education or designee prior to an offer and coordinating hiring and orientation with the facilities' Warden or designee.

Ivy Tech's statewide Benefits Hub will communicate with the appropriate IDOC representative should any key staff members elect to take a leave of absence. The notification will include the dates of the planned or anticipated leave and Ivy Tech Madison's

Chancellor will communicate to the IDOC the staff member who will be covering the key position.

Ivy Tech has professional, statewide systems designed to recruit and hire qualified employees; re-credential employees; and provide benefits, including leaves of absence. If selected as the IDOC vendor, Ivy Tech Madison will leverage these systems in the management of this contract.

2.4.6 Staffing – Administration/Site and Regional Management

The Vendor shall identify the key corporate staff to be involved in managing the contract. The Vendor must have regional or central capability to supervise, manage, and monitor the ABE program. The Vendor shall employ on site in facilities and at a central or regional location within the state, at a minimum, the personnel in the list below. If the Vendor intends to hire existing leaders or employees to manage the contract the IDOC Executive Director of Education must approve the hire. If the Vendor intends to hire existing staff in certain positions, please indicate such for each position.

Site Management/Regional Management

- An individual with experience in correctional education to oversee all aspects of the contract. The IDOC expects this position to be a Director of Correctional Education.
- One full-time assessments coordinator, who will manage the housing and distribution of high stakes testing material and other educational materials.
- Two regional managers who will provide oversight to the northern and southern regions of the state. (One regional manager must be assigned to coordinate GTL tablet programming as part of their duties)
- One full-time site manager for each facility where full time Adult Basic Education services are provided.
- A minimum of one administrative assistant for each facility where Adult Basic Education services are offered. These individuals must be trained to use the Indiana Department of Workforce Development InTERS system.

The Indiana Department of Workforce Development requires that each facility where ABE services are offered must have 2 (two) individuals trained to use the InTERS system. The administrative assistant shall be one of these individuals, the other may be the site manager, site coordinator or a teacher.

- One full-time Statewide Special Education Coordinator
- A sufficient number of Teachers of Record (TORs), specifically assigned to offenders requiring Special Education Services. This number is variable based on the needs of the offender population.

State, Regional, and Facility Management Plan:

The respondent will detail a plan for managing personnel and activities at the State level, the regional level, and the facility level. This includes site managers and administrative assistants at each site.

The vendor will ensure that salary and benefits for staff are competitive and sufficient to retain staff in the program. The State prefers that staff salaries and benefits are at a minimum, comparable to salary and benefit packages provided by the current vendor.

There is no requirement that the individual schools have an Indiana-licensed principal as a site-manager. All site managers must be approved by the facility Warden and the Education Division of IDOC.

The respondent must detail a plan that demonstrates the capacity to ensure all required documentation is maintained and reported in a timely manner. The academic programs are part of the National Reporting System. Indiana's version of the reporting system is popularly known as InTERS and is maintained by IDWD. The respondent must maintain 100% compliance with the requirements of InTERS. IDOC and IDWD will provide training to vendor staff at no charge. However, the contractor will be responsible for all costs associated with a trainee's salary as well as possible lodging and travel.

The Respondent shall respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should also include with its proposal a proposed staffing plan for the services.

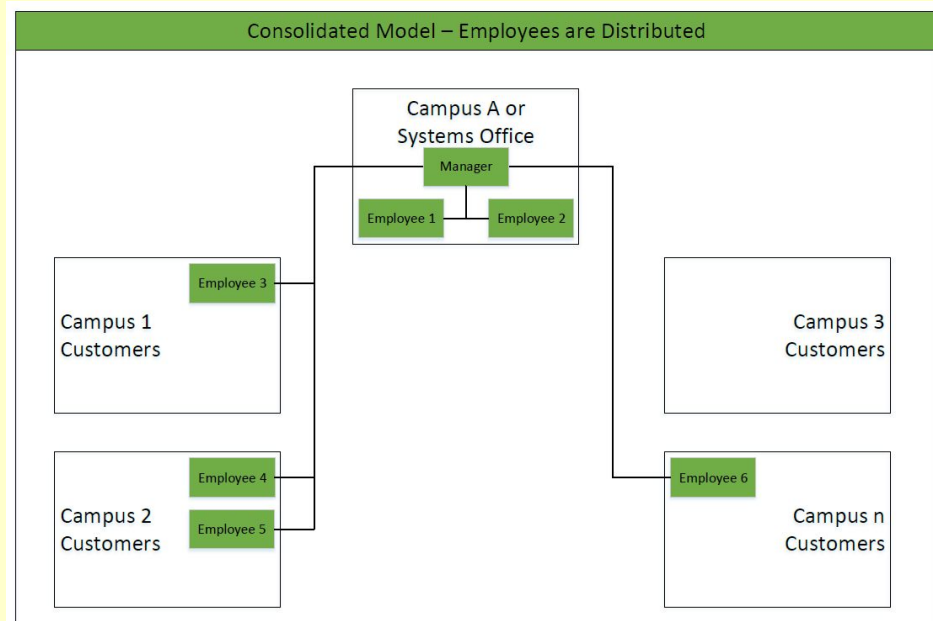
Ivy Tech Community College agrees to meet and comply with this specification. Based on the IDOC's request that the vendor have regional or central capability to supervise, manage, and monitor the ABE program; Ivy Tech Community College is proposing a distributed hub model to provide services to the Department of Corrections Education Division in support of the Adult Education Program. This proposed structure will ensure that Ivy Tech adheres to all program specifications outlined in [IDWD Adult Education Policy 2014-04, Adult Education Program Monitoring and Improvement](#).

Ivy Tech Madison Campus leaders and its Chancellor (a former Adult Education Director for 10 years) will lead the hub. The hub will ensure contract performance and the administration of the program including items such as submission of timely and accurate monthly billings, materials purchases, purchase orders, payroll, and the integrity of instructor credentialing and licensure.

All employees employed under this contract will be assigned Ivy Tech Madison as their "home campus" but employees will be distributed throughout the State in service to the IDOC under this contract.

Ivy Tech Community College has extensive experience working within the distributed hub model as it is used as the current model for the overall College operations, specifically in functional areas of Public Safety and Preparedness, Business Affairs, Financial Aid/Veterans Affairs, Human Resources, Marketing, Payroll, Student Records, Disability Support Services, Diversity, Equity and Belonging, Facilities, Grants, K-14, and Testing Services.

The hub model is used to ensure operational efficiencies and program integrity is at the statewide level while providing local teams the autonomy and flexibility to run the day to day operations. The model we are proposing is similar to the distributed example below.



As outlined in Minimum Staffing Requirements, Attachment L of this RFP, Ivy Tech plans to hire a Director of Correctional Education who will be assigned to be accountable for the implementation and execution of the ABE program across the state. Two regional managers, one supporting northern Indiana and the second supporting southern Indiana, will ensure the quality and integrity of the program. Local site directors or site coordinators will ensure proper execution of the program for each of the correctional facilities, for example, appropriate professional development materials, text books, and supplemental materials in order for the instructors to perform their responsibilities.

Ivy Tech will use the 120-day period to evaluate the existing employees serving in the administrative roles detailed in the previous paragraph. As part of the evaluation process, Ivy Tech will seek feedback from the IDOC Adult Education Director on the performance of these employees. Ivy Tech is willing to make an offer of employment to any existing administrative staff member who has met IDOC expectations under the previous contract, [demonstrates the appropriate leadership competencies necessary for the position at Ivy Tech Community College](#) and qualifies for employment at Ivy Tech Community College. Ivy Tech believes that the proposed salary and benefits for staff in this response are competitive and sufficient to retain staff in the program.

Ivy Tech will maintain 100% compliance with the requirements of InTERS and the proposed budget includes costs associated with a trainee's salary as well as possible lodging and travel

to receive INTERS training from the IDOC. As required in the RFP, each facility where ABE services are offered will have 2 (two) individuals trained to use the InTERS system. The administrative assistant shall be one of these individuals, the other may be the site manager, site coordinator or a teacher.

2.4.7 Staffing - Staff Training

All staff employed by the Vendor must be provided with new employee orientation including orientation to the Facility, orientation to the health services area to which the staff member is assigned, and orientation to the staff member's position. All staff employed by the Vendor shall receive culturally competent in-service training. New Employee Orientation should include a training program for employees new to corrections on appropriate interaction in a correctional environment, including training on the following:

- Prohibitions against fraternization.
- Improper relationships with incarcerated individuals.
- Trafficking.

All staff employed by the Vendor, and Vendor's contracted staff who have incarcerated individual contact, including contact with student, must receive an initial 40 hours of pre-service training (in addition to new employee orientation), two (2) days of Personal Protection training, and all required E-Learning training modules during their first year of employment and 40 hours of in-service training each year thereafter. The first 40 hours of Pre-Service training may be completed on a self-study basis at the discretion of the IDOC. Personal Protection training cannot be completed via self-study. The Vendor is required to complete two (2) days of the IDOC *On the Job* (OJT) Training and complete the remaining required 80 hours of OJT Training by the vendor specific OJT Program and provide documentation (Contractor Spreadsheet Checklist) to the assigned facilities Quality Assurance Manager for signature and then sent to the assigned facility's training Coordinator upon completion for training credit. All training will be provided at no cost to the vendor, but the vendor is to be solely responsible for the hourly wages or salaries of its employees while in training. Vendor's employees, who fail to successfully pass the test given for self-study, will be required to attend the same training in a classroom setting. Any employee of the vendor who has previously completed any of the required first year training will not be required to repeat the training, unless so desired by the Vendor.

All vendor employed staff with direct contact with incarcerated individuals, must be certified in CPR/AED through an accredited organization such as the American Heart Association, Emergency Care and Safety Institute, or the Red Cross. Vendor is required to purchase their own Certification Cards at no cost to the IDOC for certification. The IDOC does provide this training to all vendor and contract staff if requested.

The vendor shall adhere to any and all changes deemed necessary by the IDOC based on the needs of the department.

Anyone who administers TABE testing will be required to attend TABE training on an annual basis.

Anyone who administers the TASC assessment will be a certified examiner. IDOC requires a sufficient number of examiners to permit a coherent, regular assessment schedule. The certified examiners will meet all requirements as published by the TASC vendor, the IDOC, and other state agencies.

IDOC provided training will be provided free of charge to the Vendor, but the Vendor will be responsible for all per diem costs, travel, and salary of Vendor's employees who attend the training.

The Respondent shall respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should provide a narrative, along with any supporting documentation, of how it proposes to meet this specification.

Ivy Tech agrees to meet and comply with this specification. Several employees of Ivy Tech Madison, including the Chancellor, and select employees statewide have successfully completed IDOC-related training described in this RFP and have recertified annually as part of our partnership with River Valley Resources and Madison Correctional Unit. It is important that all employees under this contract be appropriately trained in order to successfully be integrated in the workings of an IDOC facility.

Ivy Tech Madison's Human Resources Director and each site coordinator/manager will collaborate with each IDOC Warden or designee to schedule in-person employee orientation and cultural competency training at each facility for adult education staff. Having experienced this training previously, the leadership of Ivy Tech Madison will not require stand-alone training, but will support the integration of adult education employees into existing training opportunities offered by the facility for correction officers or new hires.

As appropriate, Ivy Tech Madison will require adult education employees complete two (2) days of the IDOC *On the Job* (OJT) Training and complete the remaining required 80 hours of OJT Training by the vendor specific OJT Program and provide documentation (Contractor Spreadsheet Checklist) to the assigned facilities Quality Assurance Manager and Training Coordinator.

Ivy Tech will support annual e-Learning training, as deemed appropriate by the IDOC. Ivy Tech will use IDOC's Learning Management System (LMS) to offer this training OR will offer to upload this training into Ivy Tech's LMS (IvyLEAD) for the purposes of assuring each contracted employee completes the training by a due date mutually agreed upon by the IDOC and Ivy Tech Madison.

All new employees to Ivy Tech complete the following [required e-Learnings](#):

- New Employee Orientation
- New Employee OSHA Bloodborne Pathogens
- Title VII: Harassment Prevention
- Title IX Sexual Misconduct Awareness and Prevention
- Handling Sensitive Information
- Safety Awareness
- Diversity: Inclusion in the Modern Workplace

- Information Security

These e-learnings are required to be completed on an annual basis. If approved by the IDOC, Ivy Tech will offer all appropriate employees CPR/AED training through our statewide non-credit training offerings. Ivy Tech hires Red Cross certified instructors to provide this training. Ivy Tech will consider the cost of this certification training as “Maintenance of Effort” in support of this contract.

Ivy Tech will institute a “Train the Trainer” model to administer TABE training on demand and as needed. Key leadership positions will be trained by IDWD and IDOC and will be responsible to provide this training to those they supervise. In addition, Ivy Tech Madison will create a course in Canvas/Ivy Learn to serve as an on-demand training. All contracted instructors will be enrolled in this course automatically.

Ivy Tech will employ certified TASC assessment examiners. If selected as the vendor, Ivy Tech Madison’s Testing Center Director will propose to the statewide hub that more Ivy Tech campuses be certified to administer the TASC test, thus providing a system of statewide certified proctoring for IDOC facilities and community-based adult education sites. Currently, five Ivy Tech campuses are approved for TASC test administration -- Bloomington, Madison, Evansville, Sellersburg, and Tell City. Ivy Tech’s hub model will facilitate the scale up of the effort to approve additional sites throughout the state.

If selected as the Vendor, Ivy Tech will provide all training outlined in the RFP. In addition, adult education staff under this contract will have the same benefits as all other Ivy Tech employees. Those include:

- Access to Ivy Tech’s [LinkedIN Learning](#) library of 7,500 courses and videos sorted into 34 different categories.
- Tuition waiver for Ivy Tech academic courses for the employee at any of the 40 Ivy Tech campuses or sites statewide OR their immediate family members, for example, a dependent dually enrolled in an Ivy Tech course while enrolled in high school. This benefit is capped at 12 credit hours for the employee and 15 credit hours for dependent or spouse.

2.4.8 Staffing - Recruitment and Retention and Minimum Salary Requirement

The Vendor shall have the responsibility for determining the compensation, terms and conditions of employment or engagement and benefits of, and for paying all compensation and other benefits to the personnel. Hourly rates of compensation for each category of personnel, including independent Contractors, shall be submitted to the IDOC on an annual basis. IDOC staff may act as advisors to the Contractor in determining compensation and benefits.

The IDOC desires a stable and effective workforce through the effective recruitment of professionals, the expedient replacement of professionals when vacancies occur, and greater retention of professionals once hired, thereby resulting in greater stability in the Vendor’s performance.

In the event the Vendor hires education staff from staff currently employed and assigned to the IDOC education contract by the current vendor for educational services, the Vendor shall pay the employee

no less than the most current salary the employee was paid by the current vendor for educational services. This requirement is limited to employees hired by the Vendor (Respondent to this RFP) during the period three months immediately before or immediately after the contracted start date of the contract resulting from this RFP and only applies if the Vendor is hiring the employee to fill the same position it did for the current vendor under the current contract. The minimum salary shall include the same PTO (paid time off).

The Respondent shall respond to this specification with a statement that it agrees to meet and comply with the specification. The Respondent shall respond and describe the ways in which it will ensure a stable and effective workforce to service the needs of this proposal, such a description should address items including, but not limited to, Salary, Benefits, PTO, Vacation time, Flexible Work Schedules, Continuing Education, Work/Life Balance initiatives and other benefits offered to retain staff. Respondent must include a list of the minimum salaries and benefits it will pay for the professional medical positions listed herein for staff providing services under this contract. This list should follow the template in ATTACHMENT M in the attachments to this RFP.

Ivy Tech Community College agrees to meet and comply with this specification. Please see Attachment M for a list of the minimum salaries and benefits Ivy Tech Community College will pay for the professional educational positions listed under this contract.

As is stated in Goal 5 of Ivy Tech Community College's Strategic Plan, Ivy Tech wants to become known as a great place to work. Ivy Tech Community College faculty and staff are our most critical resources. They enable student success, respond to employer needs and help Ivy Tech make a difference within their communities. It is incumbent upon the College to recruit and retain high-performing talent, provide venues for creativity and increase innovation.

Goal 5 is being driven by the following strategies:

Strategy 5.1 - Increase retention of high-performing, diverse, and talented employees.

Strategy 5.2 - Foster creativity and increase innovation in faculty and staff.

Strategy 5.3 - Recruit high-performing, diverse, and talented employees.

Strategy 5.4 - Build a world-class adjunct faculty model.

Strategy 5.5 - Improve communication among employees.

Ivy Tech offers a host of benefits to each full-time employee including health care (medical, dental, vision, flexible spending accounts); disability and life insurance options; financial and education counseling through Your Money Line; retirement programs (403b); and generous time off, including sick leave, vacation and other. As was previously mentioned in 2.4.7, Ivy Tech offers educational assistance in the form of tuition assistance and tuition waiver programs as well as job-related professional development. Please see Exhibit 2 -- Full Time Benefits Overview.

2.4.9 Article 7: Special Education

The respondent will detail a plan for complying with Indiana's Article 7 in providing services and materials to eligible students with disabilities. The respondent is obligated to provide or pay for services that are considered special education or related special education services for those eligible students enrolled in educational programs. This includes academic and career technical programs. The respondent will provide the student with services based on an Individualized Education Plan (IEP). The respondent will detail the number of proposed licensed teachers with special education endorsements.

The vendor is obligated to continue the partnership between the IDOC and The Learning Connection and the Indiana Individualized Education Program Resource Center (IEPRC). IEPRC provides the Indiana Individual Education Plan web-based platform for IDOC schools as well as resources, professional learning opportunities and technical assistance. The vendor will provide sufficient staff to provide on-time reports as required by IDOE and IDOC as well as staff to conduct legally-constituted case conferences both on-site and remotely.

The IDOC cautions any potential vendor to carefully consider the legal obligations involved in providing special education services in an adult facility to individuals enrolled in academic and CTE programs. The vendor will have the primary responsibility of complying with IDEA and Indiana's Article 7 as applied to incarcerated adults. Thirty-percent of the incarcerated adults under the age of 22 have previously received services as a child with a disability while attending the last public school of record. The vendor will be obligated under the contract terms to not illegally discriminate against any inmate based on disability.

The Respondent shall respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should provide a narrative, along with any supporting documentation, of how it proposes to meet this specification.

Ivy Tech Community College agrees to meet and comply with this specification to provide services and materials to eligible students with disabilities. We understand that 30% of incarcerated adults under the age of 22 have previously received services as a child with a disability while attending the last public high school of record.

Ivy Tech also provides services to adult students with disabilities. The Offices of Disability Support Services (DSS) provide assistance to students who qualify for reasonable accommodations under the Americans with Disabilities Act (ADA) and Sections 504 and 508 of the Rehabilitation Act. Reasonable accommodations may be granted, based upon verification with appropriate documentation, for chronic illnesses, neurological conditions, learning disabilities, psychiatric illnesses, mobility impairments, and other conditions or impairments that limit one or more of life's major activities.

College staff will not discriminate against any inmate based on disability.

2.4.10 Materials and Supplies

IDOC assumes the financial liability of obtaining and paying the vendor for high stakes assessment materials.

The vendor(s) must provide sufficient materials and supplies to all teachers and classrooms that are of sufficient quality and quantity for the purpose of supporting the program. Replacement equipment tools and supplies obtained by the vendor, consistent with course educational requirements and budgets, shall be delivered to and stored at IDOC facilities in a manner consistent with IDOC policies and procedures.

The Department will not provide any supplementary funding from the Department's budget or the facilities' budget for such items as expendable supplies, instructional materials and textbooks, as well as the basic supplies associated with the delivery of services.

The vendor(s) must provide the Department on a quarterly basis an accounting of supplies and materials purchased by program and facility.

The Respondent shall respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should provide a narrative, along with any supporting documentation, of how it proposes to meet this specification. Please describe your program to manage quality of care by using clinical quality metrics.

Ivy Tech Community College agrees to meet and comply with this specification. Ivy Tech Administrative employees under this contract will be trained to use Ivy Tech's "Ivy Market" procurement system for purchasing supplies, including testing materials, necessary for provision of services under this contract. Ivy Tech Regional Directors, Assessment Coordinator, and others will receive budget training and can pull reports to see expenditures at any time. Vendor payments will be handled by the centralized accounts payable department in a timely manner. Ivy Tech Madison's Finance Department will produce quarterly reports accounting for supplies and materials purchased by program and facility. Monthly budget reconciliation will be processed comparing expenditures to ensure sufficient supplies and materials are provided for student success. See below for sections of the financial management manual applicable to purchases of materials and supplies through the college's procurement system.

I. Purchasing Process

A. Prepare Purchase Requisition for Approval in the College's E-procurement System

The College's preferred method for purchase order generation is the College's e-procurement system, and all purchase order documents are linked to their

accompanying purchase requisition. Documentation of approvals is recorded in the system and is available for review at any time.

The College's e-procurement system purchase requisition should be prepared by the requisitioner.

The purchase requisition is required to be completed to obtain approval for all purchases before a purchase is made, and before a purchase order is issued. Orders should not be placed with the suppliers until the purchase requisition is completely approved in the College's e-procurement system.

<http://www.ivytech.edu/fmm/section-m/m-v.html> Documentation supporting the purchase should be attached to the College's e-procurement system requisition.

The College must take all affirmative steps to assure that minority-owned businesses, women-owned businesses, veteran-owned businesses, and labor surplus area firms are used whenever possible. These steps include;

1. Identify and include in solicitations multiple qualified, certified diverse businesses, including Minority Business Enterprises (MBEs), Women's Business Enterprises (WBEs) and Veteran's Business Enterprises (VBEs), collectively referred to as XBEs.

2.4.11 DWD Funded Positions

The continuation of the IDWD-funded positions is totally contingent upon approval on an annual basis from IDWD. These positions are employees of the vendor and the vendor shall submit a separate monthly invoice equal to actual salary and benefits with an allowance for a management fee. There are currently 6 IDWD funded positions.

The Respondent shall respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should provide a narrative, along with any supporting documentation, of how it proposes to meet this specification.

Ivy Tech Community College agrees to meet and comply with this specification. Ivy Tech Madison will submit a separate monthly invoice equal to actual salary and benefits to IDWD.

2.4.12 Professional Development

The IDOC requires that the successful vendor cooperatively work with the IDOC to provide professional development programs. The IDOC wishes to work with the vendor to put in place a systematic, collaborative process to ensure that all teachers in all programs provide instruction, curriculum, and assessments that are aligned to the purposes of Departmental schools and current evidence-based research. PDP opportunities are subject to review and approval by IDOC central office, and the contractor shall allow the IDOC, at the IDOC's discretion, to provide input and resources to complement, augment, or support PDP opportunities. All IDOC educational staff will attend the DWD-sponsored annual training.

The Respondent should respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should provide a narrative, along with any supporting documentation, of how it proposes to meet this specification.

Ivy Tech Community College agrees to meet and comply with this specification. Ivy Tech will comply with IDOC requirements related to professional development and the [IDWD Policy 2015-11, Change 1, Adult Education \(AE\) Professional Qualifications and Development Policy](#).

As outlined in the IDWD policy, Ivy Tech's teachers and instructional aides working nine (9) or more hours per week in AE will complete a minimum of one (1) IDWD Adult Education sponsored professional development (PD) initiative annually. Ivy Tech's administrative staff will attend Adult Education Director Meetings, as appropriate. As required by IDOC in this RFP, all educational staff will attend the IDWD-sponsored annual training. Ivy Tech has budgeted for these expenses under Professional Development in the budget.

Ivy Tech will work with the IDOC to provide professional development programs. As appropriate, Ivy Tech will engage our Talent Development department professionals in the creation of a systematic professional development process that ensures all teachers in all programs provide instruction, curriculum, and assessments that are aligned to the purposes of departmental schools and current evidence-based research.

As Ivy Tech employees hired under this contract will have access to leadership and skills training offered by Ivy Tech's [Talent Development Department](#). Ivy Tech leaders suggest that the Director and Regional Directors enroll in and complete [Simplex Training](#). Simplex is a creative problem solving process used across the College to solve complex problems.

2.4.13 Other Staff Training

All members of the vendor's staff regardless of job classification shall adhere to the Department's training schedules. If the training requires off-site training, the Department will provide the training at no charge but the vendor is responsible for all other expenses associated with the training such as pay, travel, lodging, and per diem.

All newly employed personnel are required to attend IDOC training. The IDOC will provide all training necessary for personnel to work at Indiana Correctional Facilities. The vendor understands that they are responsible for wages that occur during the training period. Further, the vendor understands that all vendor staff will be approved by the facility Warden and Director of Education.

The Respondent should respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should provide a narrative, along with any supporting documentation, of how it proposes to meet this specification.

Ivy Tech Community College agrees to meet and comply with this specification. Please see response 2.4.7.

2.4.14 Financial Management

The Vendor shall maintain all fiscal records in accordance with generally accepted accounting principles (GAAP). The Vendor shall maintain accurate control of payments; perform internal audits, and process provider payments, refund checks, adjustments and recoupments.

IDOC and its duly authorized representatives shall have access to such fiscal records and other books, IDOCuments, papers, plans, and writings of the contractor that are pertinent to this contract to perform examinations and audits and make excerpts and transcripts.

The Vendor shall retain and keep accessible all such fiscal records, books, IDOCuments, papers, plans, and writings for a minimum of five (5) years, or such longer period as may be required by applicable law.

The Respondent should respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should provide a narrative, along with any supporting documentation, of how it proposes to meet this specification.

Ivy Tech Community College agrees to meet and comply with this specification. Ivy Tech Community College maintains all fiscal records in accordance with generally accepted accounting principles (GAAP). Ivy Tech will retain and keep accessible all such fiscal records, books, IDOCuments, papers, plans, and writings for a minimum of five (5) years, or such longer period as may be required by applicable law. Per college policy Ivy Tech is to maintain

records for seven (7) fiscal years plus current fiscal year unless otherwise noted as an exception, as organizational policy.

Below is college policy documentation included in the financial management manual.

SECTION D: RETENTION OF RECORDS

A. Statement of Policy

Federal and state laws, regulations of federal and state agencies, the requirements of accrediting and other external agencies, and prudent management practices govern the retention and disposal of the College's financial records. College records must be retained appropriately and disposed of in a timely manner to meet the requirements of external regulations.

The College's policy is to maintain records for seven fiscal years plus current fiscal year unless otherwise noted as an exception. Supporting documentation, including but not limited to, invoices, requisitions, bids, quotes, receipts, etc., must be retained according to the retention schedule specified with/for each financial document. In the event of conflicting retention requirements, the longest period of time will prevail.

2.4.15 Supplies and Equipment

The Vendor shall be responsible for all supplies and equipment necessary to provide educational services delivery. Additionally, the Vendor must maintain inventory information on all supplies and equipment the IDOC provides.

The IDOC will provide and maintain all facility computers and monitors, but will require the vendor to reimburse it for all costs associated with maintaining and upgrading these computers. The IDOC refers to these costs as the "seat charge." The Vendor shall make this reimbursement by credit memo with the actual amount based on the number of computers it uses for the previous month. The specifications as to what the IDOC will provide and what the Vendor will be responsible for is set forth below. The Respondent should indicate in its proposals that it agrees to be responsible for such reimbursement.

- The Vendor will be required to reimburse the IDOC its SEAT charge, or maintenance, cost for all computers, which is currently \$70.32, plus \$25.45 for security support based on FY20 rates. This rate is evaluated and published by the Indiana Office of Technology (IOT) every fiscal year beginning July 1st. Any rate changes (increase or decrease) will be applied for the calendar year.

The IDOC shall be under no obligation to provide any additional equipment except as Vendor and the Department may agree in writing. If the Vendor is provided equipment by the IDOC, the equipment shall

become the sole and exclusive property of the Department upon termination of the contract. Each State-owned item is to be conspicuously identified with State I.D. # (tag). The Vendor will provide the Department with a continually updated listing of equipment that it provides at any facility or location. This list is to include a sufficient description so that each item can be distinctly identified; it shall include the type of equipment, brand, model, serial number and location by room and facility designation, as appropriate. The Vendor will assist the Department in its annual inventory of educational equipment located within each facility's school. This inventory will be done on an annual basis. If the term of the contract expires or is terminated, the Vendor agrees that when the Vendor leaves, the State-owned equipment provided to the Vendor for use will be in as good condition/working order as when it was received. In the case of riot or natural disaster, the Department shall replace equipment that is destroyed or becomes inoperable as a result of said riot or natural disaster. The Vendor shall establish and maintain an equipment database. At a minimum the database will include:

- Inventory item by description
- Serial no of equipment if available
- State of Indiana asset tag number

The Respondent should respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should provide a narrative, along with any supporting documentation, of how it proposes to meet this specification.

Ivy Tech will comply with this requirement. We will provide appropriate supplies and equipment necessary to deliver educational services and maintain an inventory of equipment, by site location. The inventory lists will include type of equipment, brand, model, serial number, and location by room and facility designation. The College will provide IDOC with the appropriate seat charger per computer. We acknowledge that equipment provided through this contract is the property of IDOC and each piece will be identified with a state ID tag.

2.4.16 Administrative Responsibilities

The Vendor shall prepare and participate in external reviews, inspections, and audits as requested and shall participate in the preparation of responses to internal or external inquiries, correspondence, or grievances. The Vendor shall develop and implement peer review and plans to address or correct identified deficiencies.

The Vendor shall comply with the policies, procedures, directives, and practices of the IDOC in dealing with offender grievances or complaints regarding any aspect of the educational delivery system. The Vendor will process all grievances in accordance with the IDOC policies and procedures.

The IDOC Director of Education or designee reserves the right to review and approve policies and procedures of the Vendor in any areas affecting the performance of its responsibilities.

The Vendor shall be responsible for maintaining ACA accreditation files relating to education standards and for ensuring that documentation is provided to the ACA accreditation manager by the specified deadline.

In Juvenile facilities, the Vendor shall provide information required by the OJJDP in maintaining the Performance Based Standards.

The Vendor shall be responsible for ensuring that its staff reports any problems and/or unusual incidents to the IDOC Director of Education or designee. This includes but is not limited to academic, security-related, and personnel issues that might adversely impact on the delivery of educational services. Transparency and two-way communication are imperative.

The Respondent should respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should provide a narrative, along with any supporting documentation, of how it proposes to meet this specification.

Ivy Tech Community College agrees to meet and comply with this specification.

In addition to complying with IDOC policies and procedures stated within this RFP, Ivy Tech maintains the following appropriate procedures:

Student Complaint Procedures

- A. Complaints Against Members of the College Faculty or Staff: When a student believes he/she has a legitimate general complaint against the College, faculty or staff, he/she should make an appointment with that individual to discuss the matter. This process must be initiated within fourteen (14) calendar days of the incident. The student and the College, faculty, or staff should make every effort to resolve the issue. It is expected that most, if not all, misunderstandings can be resolved at this level.

If the issue is not resolved, the student can express his/her complaint in writing to the individual's supervisor. If the issue is not resolved to the student's satisfaction by the supervisor, the student may submit his/her complaint, in writing, to the Campus Student Affairs Officer or designee.

The Campus Student Affairs Officer or designee will attempt to resolve the complaint or determine a course of action, if appropriate. If the student disagrees with the outcome of his or her complaint, then he/she may submit his/her complaint in writing to the Chancellor. The Chancellor will review and attempt to resolve the complaint and determine the next course of action. The resolution enacted by the Chancellor is final.

- B. Student Appeal of a Grade: The grade appeal process is outlined in the Academic Support and Operations Manual (ASOM) Policy 4:18.

<https://www.ivytech.edu/files/4.18-Grade-Appeals.pdf>

- C. **Complaints of Sexual Misconduct, Including Sexual Harassment, Against any Member of the College Community:** Complaints of sexual misconduct against a student or a faculty or staff member can be made to the College or Campus Title IX Coordinator and will be addressed in accordance with the Student Equal Opportunity, Harassment, and Nondiscrimination Policy and Procedures (ASOM 9.2). The names and contact information for the College and Campus Title IX Coordinators as well as the Student Equal Opportunity, Harassment, and Nondiscrimination Policy are available at <https://www.ivytech.edu/prevent-sexual-violence/index.html>.
- D. **Complaints Against Member of College Faculty, Administration, or other College Employee Involving Discrimination:** Complaints of discrimination, including harassment, based upon age, race, color, sex, gender, gender identity, religion, marital status, national origin, disability, or veterans' status by a student against a College employee should be processed under the complaint procedures for discrimination. Such complaints can be made through the College Incident reporting system found on MyIvy or by reporting directly to the Campus Student Affairs or designee and will be addressed in accordance with the Student Equal Opportunity, Harassment, and Nondiscrimination Policy and Procedures (ASOM 9.2).
- E. **Complaints Against Other Students:** A student who believes that his or her rights have been violated by another student should ordinarily attempt to resolve the matter by making an informal complaint to the student involved.

If the student is unable to resolve the matter on an informal basis, the student may file a formal complaint with the Campus Student Affairs Officer or designee under the procedures of this code concerned with personal misconduct of students. The student should consult with the Campus Student Affairs Officer or designee concerning these procedures.

“See Something Say Something” Training

This training, to be offered annually through the College’s Public Safety and Emergency Preparedness department, will remind all employees to be vigilant in reporting any problems and/or unusual incidents to their Supervisor or member of the Ivy Tech Madison leadership team.

2.4.17 Required Meetings

The contractor and the IDOC shall meet quarterly to review the outcomes related to this contract. These meetings are mandatory and will include IDOC Education Division staff and vendor state and regional management.

Regional vendor management will meet monthly with facility wardens or their designee.

IDOC will periodically conduct audits of facility education programs in person and remotely. A school walk through will be conducted at a minimum of once a year.

At the Warden's discretion site management is expected to participate in facility head meetings at least once per week.

The Respondent should respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should provide a narrative, along with any supporting documentation, of how it proposes to meet this specification.

Ivy Tech Community College agrees to meet and comply with this specification. Ivy Tech Madison's Chancellor and Education Director will meet quarterly with the IDOC to review the outcomes related to this contract. Ivy Tech welcomes open dialogue between Ivy Tech Adult Education leaders and members of the IDOC Education Division to ensure Ivy Tech exceeds IDOC expectations. Ivy Tech will task Regional Managers to meet monthly with facility wardens or their designee.

Ivy Tech will schedule school walk through or audits annually or as requested by IDOC. Ivy Tech certainly supports Site Coordinators participation in facility head meetings, as approved or requested by each facility Warden.

2.4.18 Reports/Measurable Outputs/Reports/Performance Measures

The Contractor will provide the State an annual needs assessment for the offender population at each facility and the educational plan to meet those needs. The Contractor and the State will collaborate to establish the expected outcomes for the system, the facility, the program, and the teacher.

The outcomes will include Adult Basic Education outcomes based on the Performance Targets established by the Adult Basic Education state office as part of the State's overall goals as well as the IDOC specific Performance Targets.

The expected outcomes also include credit time applications for the completion of the contractor provided programs of literacy, HSE/TASC, and vocational programs.

The Contractor and the State will establish minimum pass rates for the literacy and HSE.

The Contractor and the State will create an annual reporting template based on the contract terms for each of the schools based on the agreed upon outcomes. For those schools performing below standard, the Contractor and the State will have an agreed upon plan in place for purposes of improvement and remediation for the site manager and licensed staff.

The vendor will prepare and report on an annual basis the program's performance against the mutually-developed goals and objectives of the programs.

The vendor is expected to work with IDOC to maintain and expand its research-based endeavors to identify best-practices within all areas of the education programs.

The Respondent should respond to this specification with a statement that it agrees to meet and comply with the specification. Respondent should provide a narrative, along with any supporting documentation, of how it proposes to meet this specification.

The report details set forth in this specification are critical to achieving state expectations and goals. Please review each field requested above and indicate your institutions ability to provide the level of reporting detail described above. Please also describe, in detail, how you intend to generate all the fields listed above (for example – if you have reporting systems that will generate these reports of if you plan to do them manually, the individuals involved in the data collection process, etc.) Please provide sample reporting as a separate exhibit.

Ivy Tech Community College agrees to meet and comply with this specification. Ivy Tech has overlaid specific metrics for each campus for each of its college-wide Strategic Plan Goals. Ivy Tech will create metrics dashboards in Tableau or a similar business intelligence model.

If awarded this contract, Ivy Tech Madison would welcome the accountability of metrics set in collaboration with the IDOC. Ivy Tech would plan to communicate a breakdown of system metrics to each facility, program, and teacher, ensuring accountability throughout the entire staffing structure.

Ivy Tech agrees to outcomes that include ABE Performance Targets established by IDWD and IDOC specific Performance Targets; including credit time applications for the completion of the contractor provided programs of literacy, HSE/TASC, and vocational programs; and minimum pass rates for the literacy and HSE.

Ivy Tech will coordinate with IDOC and IDWD to create an annual reporting template based on the contract terms for each of the schools based on the agreed upon outcomes. For those schools performing below standard, Ivy Tech will coordinate with IDOC and IDWD to create a performance improvement plan.

Ivy Tech will prepare and report on an annual basis the program's performance against the mutually-developed goals and objectives of the programs. The report will include student and employee metrics presented in an agreed upon format -- narrative, presentation (slide deck), and/or dashboard format.

2.4.19 Confidentiality – Trade Secrets

Any contract resulting from this RFP will be considered public record and subject to disclosure to the public. If the State receives a public records request that relates to information or documents in the possession of the State related to Contractor's (or any Subcontractor's) intellectual property, trade

secrets, or other proprietary rights, the State shall promptly forward such request to Contractor for response. Contractor shall designate in writing which of those IDOCuments, if any, Contractor considers Confidential Information or otherwise excepted from public disclosure requirements and state with specificity the factual or legal basis for objecting to the disclosure of such documents. Contractor agrees and acknowledges that only information falling within a specific exemption permitted under IC 5-14-3-4 shall be designated as Confidential. Contractor shall mark each page of a document considered to be Confidential Information as “Confidential” or a similar designation. The State shall promptly review the basis for Contractor’s claim of confidentiality, and shall not disclose the documents subject to Contractor’s claim if the State concurs with such claim, provided that if the State determines that its obligation under public access law requires such disclosure, the State shall promptly notify Contractor of such determination and will not make such disclosure if Contractor (or a Subcontractor) obtains, prior to the expiration of the applicable timeframe to respond to such request, either an opinion from the Indiana Public Access Counselor that such disclosure is not required or a protective order or other relief from any court of competent jurisdiction in the State of Indiana preventing such disclosure.

The Respondent should respond to this specification with a statement that it agrees to meet and comply with the specification.

Ivy Tech Community College agrees to meet and comply with this specification. We will comply with public records laws while maintaining confidentiality.

2.4.20 MEDIA RELEASES

The Contractor or Contractor’s personnel shall not issue press or media releases regarding programming, the IDOC or the contract, except through the designated staff in the IDOC Commissioner’s office.

2.4.21 Implementation

The IDOC is currently under contract for all its educational services (comprehensive) from a single Vendor, under a contract that expires on June 30, 2021.

The Vendor must have all Adult Basic Education services in place at the start of the contract resulting from this RFP and shall state in its proposal how this will be accomplished through a written implementation plan. The implementation plan should indicate how the Respondent will ensure an orderly and efficient start up and transition from the current Vendor. Considering the rapid implementation required, the Respondent must include in its implementation plan the following sections:

- Key steps
- Timeframes
- Target Dates
- Responsible Parties
- Status
- Comment Section

The Respondent should respond to this specification with a statement that it agrees to meet and comply with the specification.

The Respondent should additionally provide a narrative describing how it will meet this specification and include an implementation schedule that indicates how Respondent will ramp up and implement services to coincide with the expiration date of the current contract. If Respondent, cannot meet such implementation date, it should indicate the next best date when services can be implemented, along with a proposed schedule for full implementation.

Ivy Tech Community College agrees to meet and comply with this specification. Ivy Tech proposes the following implementation plan in Exhibit 3 -- Implementation Plan.

Key Steps:

Program Management: 4-6 months.

1. Ivy Tech Madison Chancellor and IDOC Adult Education Director will establish lines of communication and schedule frequent communication (example, weekly “huddle.”). Purpose of these huddles are to discuss transition progress:
 - a. Status of key steps within implementation plan.
 - b. Communicate any resignations or offers of employment (before they are made).
 - c. Schedule appropriate IDOC or IDWD training for key employees, as needed throughout the transition period.
 - d. Establish adult education program metrics to be communicated after July 1, 2021.

Responsible party: Ivy Tech Madison Chancellor/Madison Director of Human Resources/Madison CCEC Executive Director; Madison Executive Director of Finance.

2. Review program performance with the IDOC Adult Education Director and leadership and create SWOT analysis to inform Ivy Tech about strengths and weaknesses of program and potential program improvements based on the adult education and corrections environments. IDWD leadership could also be invited within this step, as appropriate.

Responsible party: Ivy Tech Madison Chancellor/Madison Director of Human Resources/Madison CCEC Executive Director; Madison Executive Director of Finance.

3. Review program performance with each Warden and create SWOT analysis to inform Ivy Tech about strengths and weaknesses of program and potential program improvements based on the adult education and corrections environments.

Responsible party: Ivy Tech Madison Chancellor/Madison Director of Human Resources/Madison CCEC Executive Director; Madison Executive Director of Finance.

4. Review program performance with current key employees (Director of Correctional Education; two Regional Correctional Education Managers; Assessment Coordinator; and statewide Special Education Coordinator) and create SWOT analysis to inform Ivy Tech about strengths and weaknesses of program and potential program improvements based on the adult education and corrections environments.

Responsible party: Ivy Tech Madison Chancellor/Madison Director of Human Resources/Madison CCEC Executive Director; Madison Executive Director of Finance.

5. Review system, program/school and teacher performance metrics with each appropriate current key employee including the Director of Correctional Education; two Regional Correctional Education Managers; Assessment Coordinator; and statewide Special Education Coordinator.

Responsible party: Ivy Tech Madison Chancellor/Madison Director of Human Resources/Madison CCEC Executive Director.

6. Meet with The Last Mile representatives to understand program delivery and performance outcomes.

Responsible party: Ivy Tech Vice President of School of Information Technology/Ivy Tech Madison Chancellor/Madison CCEC Executive Director.

7. Provide budget training to key contract management employees.

Responsible party: Ivy Tech Madison Executive Director of Finance.

People Management: 120 days from notification by IDOC.

8. Transition every current employee to Ivy Tech Community College as a temporary employee for the agreed upon 120 day period.
 - a. Process appropriate new hire paperwork and enroll employees into Ivy Tech e-learning modules and training.
 - b. Schedule and conduct new hire virtual orientation sessions designed to communicate how crucial incumbent retention is to the ongoing success of the IDOC adult education program.
 - i. Describe transition procedures and timelines as agreed upon by Ivy Tech and IDOC.
 - ii. Schedule regular communications to ensure personnel understand the mission and vision of Ivy Tech; the “why” of their work and their

continued role in the contract.

- iii. Describe Ivy Tech's Incentive programs, compensation and benefits, career advancement, and professional development opportunities.

Responsible parties: Ivy Tech Madison Chancellor and Director of Human Resources with assistance from Ivy Tech's Strategy and Change Management department and Human Resources' statewide Payroll and Benefits Hubs.

- 9. Conduct an initial virtual welcome Zoom conference call with all employees. Welcome the team to Ivy Tech and conduct a "get to know you" session. In addition, the Director of Correctional Education and the Regional Managers would schedule joint face-to-face site meetings within the first 120 days. These sessions with each Site Coordinator/Manager, teachers, and admin assistants will be an effort to get to know each employee; seek their feedback about program performance and gauge their interest in remaining employed on the contract.

Responsible party: Ivy Tech Madison Chancellor/Director of Human Resources/Director of Correctional Education; North or South Regional Correctional Education Manager, as appropriate; and statewide Special Education Coordinator.

- 10. Deploy Ivy Tech's recruitment and hiring systems and processes to fill or backfill any or all contracted positions. Leverage Ivy Tech's statewide talent management strategies that identify already-known candidates with related experience.
 - a. New, proposed position: Integrated Education and Training Manager (if approved by IDOC).
 - b. Current contracted employees.

Responsible parties: Ivy Tech Madison Chancellor and Madison Director of Human Resources, with support from statewide campus Human Resources personnel.