

**MINUTES OF THE
BOARD RETREAT OF THE BOARD OF DIRECTORS
OF SOUTHWEST WISCONSIN TECHNICAL COLLEGE
FEBRUARY 3-4, 2012**



The Board of Southwest Wisconsin Technical College met in public session of a Board Retreat commencing at 12:50 p.m. on February 3, 2012, in the Pump Room at Sam & Maddie's Restaurant located at 3656 State Road 23, Dodgeville, Iowa County, Wisconsin, with the following members present:

William Carlin, Melissa Fitzsimons, Dean Isaacson, James Kohlenberg, Russell Moyer, Eileen Nickels, Chris Prange, Rhonda Sutton, and Donald Tuescher

Others present for all or a portion of the retreat included Dr. Duane M. Ford, College President; College Staff: Laura Bodenbender, Karen Campbell, Joyce Czajkowski, Derek Dachelet, Heather Fifrick, Julie Pluemer, Doug Pearson, Betsy Ralph, Barb Tucker, and Caleb White.

Chairperson Kohlenberg called the meeting to order. Proof of notice of the meeting was given as to the time, place, and purpose of the meeting. The following is the official agenda:

**BOARD MEETING NOTICE/AGENDA
February 3-4, 2012**

Friday, February 3, 2012

**Sam & Maddies Restaurant, Dodgeville, WI
12:00 p.m. - Lunch
1:00 p.m. – Pump Room**

OPEN MEETING

The following statement will be read: "The February 3-4, 2012, Board Retreat of the Southwest Wisconsin Technical College Board is called to order. This meeting is open to the public and in compliance with State Statutes. Notice of the meeting has been sent to the press and posted on campus, in the City of Fennimore, and in the City of Dodgeville in an attempt to make the general public aware of the time, place and agenda of the meeting."

A. Roll Call

BOARD MONITORING OF COLLEGE EFFECTIVENESS

- A. Strategic Directions
 - 1. Foundation
 - 2. Human Resources
 - 3. K-12 Outreach
 - 4. Workforce Training & Economic Development (WTED)
 - 5. Student Services
 - 6. Academic Programs

The Board will adjourn until 8:30 a.m. on Saturday, February 4, 2012. The Board will have a dinner and breakfast for social purposes only and no College business will be conducted.

Saturday, February 4, 2012

Sam & Maddies Restaurant, Dodgeville, WI

7:30 a.m. - Breakfast

8:30 a.m. – Pump Room

ITEMS REQUIRING BOARD ACTION

- A. Facilities and Capital Budget
- B. Strategic Plan 2011-2014

ADJOURNMENT

Duane Ford, College President, provided a brief introduction and a review of the retreat agenda. He noted that the College faces challenges in reaching out to employers, involvement in economic development, expanding the College's role with the K-12 school districts, and growing our market share. Dr. Ford outlined areas the College needs to focus on including how we capture and serve more students, how we attract and retain mid- and upper-ability students, how we serve more nontraditional students out in the district, the need to improve curb appeal, and customer service needs to be top notch.

Heather Ffirick, Foundation Manager, and Betsy Ralph, Director of Development, provided an update on Foundation activities and goals. The Foundation will be awarding \$95,000 in scholarships this year and recently raised over \$6,000 in Heartland Credit Union's Give Local campaign. The Foundation is moving beyond event fundraising to relationship building.

Ms. Ralph explained the cycle of successful development noting it takes 18-36 months to complete the cycle with no guarantee of a donation. Groups identified to engage include Southwest Tech retirees, alumni, businesses, granting agencies, and current staff. Another area the Foundation plans to focus on is planned giving. The Foundation's main goals will concentrate on growing endowments, scholarships, and slowly growing housing.

Laura Bodenbender, Director of Human Resources, presented a PowerPoint on the timeline and process for writing and adopting the new Employee Handbook. She noted that the current negotiated staff contracts expire June 30, 2013, and will not be renewed due to Act 10.

The handbook will be inclusive and will include separate addendums to address faculty, support staff, and administration. Writing teams will include representation from all staff classifications, with a committee of Board members, Dr. Ford, and administration reviewing the handbook this summer. All staff will be able to review after the committee has reviewed and Ms. Bodenbender will hold listening sessions with staff. The

implementation of the new handbook will be July 1, 2013. Training for administrators and lead staff on the content and interpretation will be held prior to the implementation.

Ms. Bodenbender explained that if the unions recertify, that contract will define who is recognized and base wage rate changes (limited to the Consumer Price Index). Legal counsel will also be asked to review for legal opinions at various steps in the process.

Julie Pluemer, Career Prep/Instructional Design Specialist, presented Southwest Tech's current K-12 partnership activities and new activities being launched. Current activities include high school alternative (118.15) contracted courses, drivers education, Youth Options, Snapshots for Success, tours/shadows, Next Step, transition services, staff development opportunities for K-12 districts, articulation, tech camps, test prep workshops, Southwest Academy for 21st Century Excellence, Scenic Rivers Area Health Education Center partnership, and the Foundations of Early Childhood Education course. The Foundations of Early Childhood Education is being piloted this semester with students from Darlington and Blackhawk Schools.

Almost 33 percent of 2009 high school graduates in our district enrolled directly into a Wisconsin Technical College. Southwest Tech consistently has the highest percentage of high school graduates who enroll in a technical college directly from high school.

Ms. Pluemer outlined a project the School to Work Advisory Committee is exploring. This project, titled Moms' Night Out, would have high school teachers putting on STEM activities for moms of children in elementary and middle schools.

An overview of the Workforce Training & Economic Development (WTED) department's current activities and future plans was presented by Derek Dachelet, Director of External Relations. Mr. Dachelet provided a three-year history of people services, number of contracts, and gross contract sales. Gross contract sales have increased significantly this fiscal year because the department is focusing on larger contracts and consortiums. The Workforce Advancement Training (WAT) grants funded through the State of Wisconsin have assisted with the increase. The WAT grants cut the cost of training for the employer by 60 to 65 percent.

Future focus areas for WTED include continuing to move toward a business model approach, tracking revenue and expenses, maximizing WAT grants and community-based training partnership building, expanding market share by developing new product areas, and developing an effective way to tap into small business WAT grants. Suggestions from the Board included developing training consortia for small business and K-12 schools and providing a catalog of offerings for a year in advance.

Derek Dachelet and Caleb White, Director of Fiscal Services and Student Services, outlined a new case management model being considered for adoption to improve efficiency, service, and convenience in student recruitment, admissions, advising, registration, financial aid, and related student services. Mr. Dachelet explained that he supervises recruitment staff and they are moving in this direction by providing more value-added direction for potential students. Two of the other technical colleges have moved to this model with excellent results. The Board asked for a detailed transition plan to be presented at the February Board meeting. Board consensus was to move forward with the transition plan.

Dr. Joyce Czajkowski, Chief Academic Officer and Dean of Business & Management, provided an update on the status of new academic programs and partnerships. Dr. Czajkowski outlined new programs in the process of being developed or explored. A Computer Support Technician, one-year embedded technical diploma program is in the process of being developed as well as the Marketing program being reinstated. Programs currently being explored to offer include baking production, home health aide, supply chain management, custodial technician, digital photography and imaging, medical administrative specialist, culinary arts/culinary chef, and small engine repair technician. Collaborative efforts being investigated include a 1+1 Associate of Arts in Liberal Arts, updating the reciprocity agreement with Northeast Iowa Community College, developing a reciprocity agreement with Highland Community College, and developing a collaborative agreement with a midwife program in Florida.

Board suggestions for programming included dietetic technician, surgical technician or central services, and funeral service. Board members expressed concern with a Medical Administrative Professional program. They identified a hospital specific need as Health Unit Clerk and that medical clinics hire medical assistants to perform those duties. Another concern noted was with the Associate of Arts in Liberal Arts not being within our mission or scope of services.

Mr. Tuescher moved to recess until February 4, 2012. Ms. Fitzsimons seconded the motion; motion unanimously carried. The Board went into recess at 5:12 p.m. The Board reconvened at 8:13 a.m. on February 4, 2012, in the Pump Room at Sam & Maddie's Restaurant with the following members present:

William Carlin, Melissa Fitzsimons, Dean Isaacson, James Kohlenberg, Russell Moyer, Eileen Nickels, Chris Prange, Rhonda Sutton, and Donald Tuescher

Dr. Ford reviewed the proposed three-year facilities improvement plan. Phase 1 of the planned changes include remodeling of Student Services, Financial Aid, and the area in the Kramer Administration Building vacated by faculty and the Information Technology Department. In the plan the Library area and Room 368 would also be remodeled to possibly include a testing center, the Academic Success Center and Support Services.

The proposed Landscape Master Plan was reviewed. Dr. Ford noted that trees have been removed as well as the horse and buggy parking and assurance has been received from the landscape architects that there will be no loss in parking spaces. Discussion followed on making the main entrance more prominent. The Board asked for an overlay to place over the current main entrance and main parking lot plan. Mr. Pearson noted that utilities would not be a major factor if the main entrance is enhanced with the proposed changes.

The timeline for the landscaping projects are over 20 years. Dr. Ford presented the proposed conceptual plans for the Building 100 entrance, the back patio area, and the Health/Science amphitheater area. The landscape architects need to complete 3D designs for the four focus areas.

The suggested plan for the first year of the three-year renovation plan is to complete the Kramer Administration Building and Student Services/Financial Aid renovations.

Discussion followed on the child care center and the need for new play equipment. The Board requested an update on the financial plan for the Child Care Center.

Mr. White presented the Wisconsin Technical College's Financial Accounting Manual guidelines as it relates to moving operational dollars to capital. Mr. White shared his concern that when the budget bill was signed last year and the cap on operational levy was placed at 1.5 mils, this could be in place for a long period of time as it has been in the K-12 system.

Mr. White has been moving some operational dollars to capital. For example, when a piece of equipment valued at \$500 or greater is purchased, he can capitalize the purchase according to the WTCS guidelines. Software acquisition and any related internal development is another area that can be capitalized. In Information Technology 1.0 FTE will be capitalized this year based on the guidelines.

Mr. White discussed the ten-year history of capital expenditures. The College has averaged \$2.2 million over the recent years with \$1.1 million designated for facilities maintenance and remodeling project. Our debt is relatively stagnant, with the exception of the referendum which of course boosted up our debt to a new higher stagnant level. Mr. White reviewed this year's capital budget and the projected 2012-13 capital budget noting the projection is to end with \$162,000 in reserve.

Discussion followed on borrowing \$2.5 million for this next year and maybe continuing to borrow at that level. Capital reserve should be kept to a minimum since interest is paid on what is in reserve. Site improvements of \$150,000 would be a placeholder until a decision is made on landscaping and capital request for the next FY could be prioritized. Mr. White noted that in this fiscal year \$4.66 million was paid off and that in reality the College borrows as much as it pays back.

Mr. Isaacson moved for conceptual acceptance of the three-year capital improvement and maintenance plan with individual projects being brought to the Board for approval. Ms. Fitzsimons seconded the motion; motion carried.

Mr. Tuescher moved to approve the capital building improvements proposed for the remainder of 2011-12 and General Ed Building HVAC maintenance. Mr. Isaacson seconded the motion; motion carried.

Mr. Isaacson moved to approve the intent plan to borrow \$2.5 million for FY 2013 to support capital improvements, maintenance, equipment, and other capital items. Mr. Moyer seconded the motion; motion carried.

Barb Tucker, Director of Institutional Advancement, presented the Strategic Plan 2011-2014 for Board approval. Ms. Tucker outlined the past practice in developing the Strategic Plan and noted that this year the Strategic Plan process is more comprehensive. Strategic directions have been set that will remain constant for the foreseeable future. Dr. Ford further explained that the action steps could change year-to-year based on accomplishments. The proposed Strategic Directions include:

- Increase College Access
- Improve Student Completion & Success

- Strengthen Partnerships
- Create a Cohesive Culture
- Prioritize Customer Service
- Advance Infrastructure (facilities and technology)
- Promote Fiscal Efficiency and Sustainability

Mr. Carlin moved to approve the 2011-2014 Strategic Plan as presented. Ms. Nickels seconded the motion; motion carried.

Evaluation of the retreat occurred with Board members and College staff indicating the format provided them with more in-depth discussion of issues. The Board would like to hold two retreats each year with a noon-to-noon format. Other items discussed included the Board will need to decide how to evaluate the President; an annual discussion on the Strategic Plan action steps will be needed; the mission, vision, and end statements need to be reviewed annually; and a handbook review committee will need to be established at the February Board meeting.

With no further business to come before the Board, Mr. Carlin moved to adjourn the meeting. Ms. Fitzsimons seconded the motion. The motion carried and the meeting adjourned at 10:28 a.m.

Melissa Fitzsimons, Secretary