



# **Southwest Wisconsin Technical College**

## **District Board Meeting**

### **Board Retreat/Regular Meeting**

**April 26-27, 2024**

Southwest Tech Campus  
1800 Bronson Boulevard  
Fennimore, WI 53809  
Lenz Center

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### **DISTRICT BOARD RETREAT/MEETING NOTICE AND AGENDA**

**April 26-27, 2024**

**Southwest Tech ~ Lenz Center  
1800 Bronson Boulevard  
Fennimore, WI 53809**

**Friday, April 26, 2024**

**12:00 p.m. – 5:30 p.m.**

**District Board Professional Development Retreat ~  
Aspen Institute  
*Monitoring What Matters for Post-Completion Student  
Success*  
(A working lunch will be served at 11:45 a.m.)**

**Saturday, April 27, 2024**

**9:00 a.m.**

**District Board Regular Meeting  
(A working breakfast will be served at 8:45 a.m.)**

## **ANNOTATED AGENDA FRIDAY, APRIL 26, 2024**

### **OPEN MEETING**

The following statement will be read: "The April 26-27, 2024, retreat and regular meeting of the Southwest Wisconsin Technical College District 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, posted on the College's website at [www.swtc.edu/about/board/meetings](http://www.swtc.edu/about/board/meetings), posted on campus, CESA 3, and at the Fennimore City Office in an attempt to make the general public aware of the time, place and agenda of the meeting."

### **A. Roll Call**

**B. Aspen Institute Professional Development: *Monitoring What Matters for Post-Completion Student Success***

| Time            | Topic   |
|-----------------|---|
| 12:00 - 1:20 pm | Welcome<br>CC 3.0, CEP Trustee Framework Overview, and The “Why” and the “What” of Reform |
| 1:20 - 1:35 pm  | Break   |
| 1:35 - 2:35 pm  | Setting Goals and Monitoring What Matters   |
| 2:35 - 3:35 pm  | Discussion Activity #1: Monitoring What Matters   |
| 3:35 - 3:55 pm  | Break   |
| 3:55-4:20 pm    | Aligning the Board's Actions with What Matters  |
| 4:20 - 5:20 pm  | Discussion Activity #2: Refining Meeting Agendas and Keep Stop Start                      |
| 5:20 - 5:30 pm  | Session Close   |

***After the professional development session, the Board will recess until 9:00 a.m. on Saturday, April 27, 2024. There will not be any College business discussed until that time.***

## SATURDAY, APRIL 27, 2024

### A. Reports/Forums/Public Input

### B. Student Senate Update

### CONSENT AGENDA

#### A. Approval of Agenda

A copy of the agenda is included with the electronic Board material.

#### B. Minutes of the Regular Meeting of March 28, 2024

Minutes of the March 28, 2024, regular Board meeting are included with the electronic Board packet.

#### C. Financial Reports

##### 1. Purchases Greater than \$2,500

##### 2. Treasurer's Cash Balance

##### 3. Budget Control

Each report is available electronically with all other Board material. Caleb White, Vice President for Administrative Services, will be at the meeting and available for any questions.

#### D. Contract Revenue

There were 19 contracts totaling \$103,557.68 in March 2024 being presented for Board approval. The Contract Revenue Report is included with the electronic Board material.

#### E. Personnel Items

The Personnel Report includes a recommendation for one new hire, three resignations, and four retirements.

**Recommendation** – Approve the Consent Agenda as presented.

### OTHER ITEMS REQUIRING BOARD ACTION

#### A. Approval of Banking Services RFP

Requests for Proposals (RFP) were sought for a banking institution that can offer the highest quality service at the best value to the College. The public opening of the request for proposals for banking services was held on Friday, March 25, 2024, at 1:00 p.m. CST. There were three proposals received which were then evaluated by an internal team. Caleb White will present a summary which is also included in the electronic Board material.

**Recommendation:** Award the RFP for Banking Services to MidwestOne of Fennimore, WI, for a five-year term beginning July 1, 2024, with two optional one-year renewals.

**B. Approval of Board Monitoring Report - Financial Sustainability**

Included in the electronic Board material is the April 2024 Board Monitoring Report – Financial Sustainability. Caleb White will be available at the Board meeting to offer insight on any questions that the Board may have.

**Recommendation** – *Approve the April 2024 Board Monitoring Report – Financial Sustainability.*

**C. Second Reading of Governance Policy 2.6: Acting and Interim President**

The Board Governance Policy 2.6: Acting and Interim President was first reviewed during a closed session on February 22, 2024. The First Reading of the Policy was approved in open session of the Board’s meeting on March 28, 2024. Included in the Board packet of materials is the Second Reading of Governance Policy 2.6: Acting and Interim President.

**Recommendation:** *Approve the Second Reading of Governance Policy 2.6: Acting and Interim President, as presented.*

**D. Approval of 2024-25 Board Monitoring Schedule**

A draft of the 2024-25 Board Monitoring Schedule was reviewed by the Board at its March 28, 2024, meeting. Since then, the draft was modified in response to learning about conflicts with previously proposed professional development training dates. The newly proposed 2024-25 Board Monitoring Schedule is included in the electronic Board packet.

**Recommendation:** *Approve the 2024-25 Board Monitoring Schedule as presented.*

**BOARD MONITORING OF COLLEGE EFFECTIVENESS**

**A. 2024-25 Budget Update**

Caleb White will present information on the 2024-25 budget development status, which is available electronically with all other Board material.

**B. Staffing Update**

A summary is available electronically with all other Board material. Jason Wood and Caleb White will be available at the meeting for questions that the Board members may have.

**INFORMATION AND CORRESPONDENCE**

**A. Enrollment Report**

1. 2023-24 Year-over-Year FTE Comparison
2. 2024-25 Year-over-Year FTE Comparison
3. Student Success Scoreboard

These reports are within the Board’s packet of electronic material. Jason Wood and Caleb White will be available at the meeting for any questions that the Board members may have.

**B. Chairperson’s Report**

**C. College President's Report**

**1. Feedback on Aspen Institute**

**2. Graduation Invite (Saturday, May 18, 2024)**

Located within the packet of electronic material is information outlining the May 18, 2024, graduation commencement, including times and programs within each ceremony.

**3. College Happenings**

**D. Other Informational Items**

**ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING**

**A. Agenda**

- 1. State of the College Report**
- 2. Review of Facilities Plan (Draft)**
- 3. SWTC Foundation Quarterly Report**
- 4. SWTC Real Estate Foundation Quarterly Report**

**B. Time and Place**

- 1. Thursday, May 23, 2024, at 7:00 p.m. at Southwest Tech Campus**

**ADJOURNMENT**

***Open Meeting***

The following statement will be read: "The April 26-27, 2024, retreat and regular meeting of the Southwest Wisconsin Technical College District 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 the College's website at [www.swtc.edu/about/board/meetings](http://www.swtc.edu/about/board/meetings). Notice is also posted on Campus, CESA3, and the Fennimore City Office in an attempt to make the general public aware of the time, place, and agenda of the meeting."

***A. Roll Call***

***B. Aspen Institute Professional Development: Monitoring What Matters for Post-Completion Student Success***



| Time            | Topic  |
|-----------------|--|
| 12:00 - 1:20 pm | Welcome<br>CC 3.0, CEP Trustee Framework Overview, and The “Why”<br>and the “What” of Reform |
| 1:20 - 1:35 pm  | Break  |
| 1:35 - 2:35 pm  | Setting Goals and Monitoring What Matters  |
| 2:35 - 3:35 pm  | Discussion Activity #1: Monitoring What Matters  |
| 3:35 - 3:55 pm  | Break  |
| 3:55-4:20 pm    | Aligning the Board’s Actions with What Matters   |
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| 5:20 - 5:30 pm  | Session Close  |

***After the professional development session, the Board will recess until 9:00 a.m. on Saturday, April 27, 2024. There will not be any College business discussed until that time.***

## SATURDAY, APRIL 27, 2024

*A. Reports/Forums/Public Input*

*B. Student Senate Update*

### Consent Agenda

*A. Approval of Agenda*



## DISTRICT BOARD RETREAT/MEETING NOTICE AND AGENDA April 26-27, 2024

Southwest Tech ~ Lenz Center  
1800 Bronson Boulevard  
Fennimore, WI 53809

### Friday, April 26, 2024

12:00 p.m. – 5:30 p.m.

District Board Professional Development Retreat ~  
Aspen Institute  
*Monitoring What Matters for Post-Completion Student  
Success*  
(A working lunch will be served at 11:45 a.m.)

### Saturday, April 27, 2024

9:00 a.m.

District Board Regular Meeting  
(A working breakfast will be served at 8:45 a.m.)

## AGENDA

### FRIDAY, APRIL 26, 2024

#### OPEN MEETING

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A. Roll Call

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| Time            | Topic   |
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## **SATURDAY, APRIL 27, 2024**

- A. Reports/Forums/Public Input
- B. Student Senate Update

### **CONSENT AGENDA**

- A. Approval of Agenda
- B. Minutes of the Regular Meeting of March 28, 2024
- C. Financial Reports
  - 1. Purchases Greater than \$2,500
  - 2. Treasurer's Cash Balance
  - 3. Budget Control
- D. Contract Revenue
- E. Personnel Items

### **OTHER ITEMS REQUIRING BOARD ACTION**

- A. Approval of Banking Services RFP
- B. Approval of Board Monitoring Report - Financial Sustainability
- C. Second Reading of Governance Policy 2.6: Acting and Interim President
- D. Approval of 2024-25 Board Monitoring Schedule

### **BOARD MONITORING OF COLLEGE EFFECTIVENESS**

- A. 2024-25 Budget Update
- B. Staffing Update

### **INFORMATION AND CORRESPONDENCE**

- A. Enrollment Reports
  - 1. 2023-24 Year-over-Year FTE Comparison
  - 2. 2024-25 Year-over-Year FTE Comparison
  - 3. Student Success Scoreboard
- B. Chairperson's Report
- C. College President's Report
  - 1. Feedback on Aspen Institute
  - 2. Graduation Invite (Saturday, May 18, 2024)
  - 3. College Happenings
- D. Other Informational Items

### **ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING**

- A. Agenda
  - 1. State of the College Report
  - 2. Review of Facilities Plan (Draft)
  - 3. SWTC Foundation Quarterly Report
  - 4. SWTC Real Estate Foundation Quarterly Report
- B. Time and Place
  - 1. Thursday, May 23, 2024, at 7:00 p.m. at Southwest Tech Campus

## **ADJOURNMENT**

{Facilities at Southwest Tech are handicap accessible. For all accommodations, call 608-822-2632 or e-mail [disabilityservices@swtc.edu](mailto:disabilityservices@swtc.edu).}

### ***B. Approval of Minutes from the March 28, 2024, Regular Board Meeting***



## **MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS OF SOUTHWEST WISCONSIN TECHNICAL COLLEGE MARCH 28, 2024**

The Board of Southwest Wisconsin Technical College met in open session of a regular meeting commencing at 6:01 p.m. on March 28, 2024, in Conference Room 430, on the District Campus located at 1800 Bronson Boulevard, in the City of Fennimore, Grant County, Wisconsin. The following members were present:

Charles Bolstad, Kent Enright (was present over Zoom until 7:00 p.m.), Jeanne Jordie, Chris Prange, Donald Tuescher, Steve Williamson, and Jane Wonderling. Absent: Tracy Fillback, David Blume

Others present for all, or a portion, of the meeting included:

Southwest Tech President Jason Wood and College Staff: Heath Ahnen, Holly Clendenen, Dennis Cooley, Katie Glass, Dan Imhoff, Kelly Kelly, Cynde Larsen, Kim Maier, Lori Needham, Caleb White, and Kris Wubben

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



### **BOARD MEETING NOTICE/AGENDA**

Thursday, March 28, 2024

6:00 p.m. – Regular District Board Meeting

Southwest Tech  
1800 Bronson Boulevard  
Fennimore, WI 53809  
Room 430

### **AGENDA**

**OPEN MEETING**

The following statement will be read: “The March 28, 2024, Southwest Wisconsin Technical College Board regular meeting 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, posted on the College’s website at [www.swtc.edu/about/board/meetings](http://www.swtc.edu/about/board/meetings), posted on campus, CESA 3, and at the Fennimore City Office in an attempt to make the general public aware of the time, place and agenda of the meeting.”

- A. Roll Call
- B. Reports/Forums/Public Input
- C. Student Senate Update

**ADJOURN TO CLOSED SESSION**

- A. Consideration of adjourning to a closed session for the purpose of
  - 1. Discussing property acquisition per Wis. Statutes 19.85(1)(e) {Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session.}

**RECONVENE TO OPEN SESSION**

- A. Action, if necessary, on Closed Session Items

**CONSENT AGENDA**

- A. Approval of Agenda
- B. Approval of Minutes from the February 22, 2024, Regular Board Meeting
- C. Financial Reports
  - 1. Purchases Greater than \$2,500
  - 2. Treasurer’s Cash Balance
  - 3. Budget Control
- D. Contract Revenue
- E. Personnel Items

**OTHER ITEMS REQUIRING BOARD ACTION**

- A. Resolution Approving Acquisition of 85-Acres located at 4022 U.S. Highway 18, Fennimore, WI
- B. Resolution Declaring Official Intent to Reimburse Expenditures from Proceeds of Borrowing
- C. Approval of Parking Lot Maintenance Bid
- D. Approval of Board Monitoring Report – Quality Teaching & Learning
- E. First Reading of Governance Policy 2.6: Acting and Interim President

**BOARD MONITORING OF COLLEGE EFFECTIVENESS**

- A. 2024-25 Budget Update
- B. Staffing Update

**INFORMATION AND CORRESPONDENCE**

- A. Enrollment Reports
  - 1. FY 2024 Comparison FTE Report
  - 2. FY 2025 Application Report
  - 3. Student Success Scoreboard
- B. Chairperson’s Report
  - 1. Board Member Reflection: What it means to be a SWTC Board Trustee
  - 2. District Boards Association Update

- C. College President's Report
  - 1. Banking RFP Update
  - 2. Legal Counsel Process
  - 3. Facilities Update
  - 4. Overview of Camps and Cohorts
  - 5. Tuition Rate Update
  - 6. WTCS Grant Update
  - 7. Review 2024-25 District Board Monitoring Schedule (Draft)
  - 8. April 18, 2024 – WTCS Eagle Award Luncheon, Ambassador Banquet
  - 9. Request for Board Feedback, "What do you think are important considerations for incorporating Artificial Intelligence (AI) into College instruction and/or operations?"
  - 10. College Happenings
- D. Other Information Items

**ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING**

- A. Agenda
  - 1. SWTC Foundation Quarterly Report
  - 2. SWTC Real Estate Foundation Quarterly Report
- B. Date, Time, and Place
  - Friday, April 26, 2024: Board Professional Development, time to be determined
  - Saturday, April 27, 2024: District Board Meeting, time to be determined
  - Lenz Center, Southwest Tech

**ADJOURN TO CLOSED SESSION**

- A. Consideration of adjourning to a closed session for the purpose of
  - 1. Discussing personnel issues per Wis. Stats. 19.85(1)(c) {Considering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.}
  - 2. Discussing preliminary notices of non-renewal per Wis. Stats. 19.85(1)(c) {Considering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.}
  - 3. Discussing legal issues per Wis. Stats. 9.85(1)(g) {Conferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved.}
- B. Approval of Closed Session Minutes from February 22, 2024

**RECONVENE TO OPEN SESSION**

Action, if necessary, on Closed Session Items

**ADJOURNMENT**

{Facilities at Southwest Tech are handicap accessible. For all accommodations, call 608-822-2632 or e-mail [disabilityservices@swtc.edu](mailto:disabilityservices@swtc.edu).}

Mr. Tuescher moved, seconded by Mr. Williamson, to adjourn to a closed session to discuss property acquisition per Wis. Statutes 19.85(1)(e). Upon roll call vote, the following members voted affirmatively: Mr. Bolstad, Mr. Enright, Ms. Jordie, Mr. Prange, Mr. Tuescher, Mr. Williamson, and Ms. Wonderling. The motion unanimously carried,

and the meeting adjourned to a closed session at 6:03 p.m. Without any action taken, the Board reconvened to an open session at 6:25 p.m.

After a review of the Consent Agenda, including the March 28, 2024, agenda; February 22, 2024, Board meeting minutes; financial reports; 13 contracts totaling \$23,021.23 in February 2024; the employment recommendations of Michelle Young, Associate Degree Nursing Instructor, Natalie Volberding, Administrative Assistant-College Effectiveness, Gary Bakken, Welding Instructor; the resignations of Simon Chappell, System Analyst - Finance/HR, Deb Ihm, Agriculture Development Officer/Outreach Specialist, Brian Waldner, Automotive Technician Instructor, Brittany Sherman, Student Life Coordinator/Athletic Director; and the retirement of Julie Pluemer, Adult Education/Outreach Coordinator; Mr. Tuescher moved, seconded by Mr. Williamson, to approve the Consent Agenda, as presented. The motion was unanimously adopted.

During prior closed sessions, the Board authorized the College to offer and negotiate with the intent to purchase property located at 4022 U.S. Highway 18, Fennimore, WI. President Jason Wood presented to the Board a resolution that authorizes the College to purchase 85 acres of the property. Mr. Tuescher motioned, seconded by Mr. Prange, to approve the resolution authorizing the College to purchase 85 acres located at 4022 U.S. Highway 18, Fennimore, WI. Upon roll call vote, all present members voted affirmatively: Ms. Wonderling, Mr. Williamson, Mr. Tuescher, Mr. Prange, Ms. Jordie, Mr. Enright, and Mr. Bolstad. Motion adopted.

Dr. Wood described to the Board a financing plan that will allow the College to purchase 85 acres located at 4022 U.S. Highway 18, Fennimore, WI, using reserves. The Board was presented with a resolution declaring the official intent to reimburse expenditures from the proceeds of borrowing. Mr. Tuescher motioned, seconded by Mr. Williamson, to approve the resolution declaring official intent to reimburse expenditures from proceeds of borrowing by authorizing the College to finance its purchase of 85 acres located at 4022 U.S. Highway 18, Fennimore, WI, by using reserves noting that the reimbursement of the reserves will be made through the College's 2024-25 borrowing at a later date. Upon roll call vote, all present members voted affirmatively: Ms. Wonderling, Mr. Williamson, Mr. Tuescher, Mr. Prange, Ms. Jordie, Mr. Enright, and Mr. Bolstad. Motion carried.

Dan Imhoff, Executive Director of Facilities, Safety & Security, reviewed the summary of bids sought for maintenance and enhancement of the College's parking lots. A public bid opening was held on campus on March 15, 2024, with three vendors responding to the bid request from a list of fourteen plan holders. Mr. Williamson moved, seconded by Ms. Wonderling, to award a contract for a bid amount of \$112,980 for SWTC parking lot maintenance and enhancement to Arrow Precision Asphalt Maintenance, LLC, of Plover, WI. Upon roll call vote, all present members voted affirmatively: Ms. Wonderling, Mr. Williamson, Mr. Tuescher, Mr. Prange, Ms. Jordie, Mr. Enright, and Mr. Bolstad. Motion carried.

The March 2024 Board Monitoring Report – Quality Teaching and Learning was presented by Cynde Larsen, Chief Academic Officer. The progress toward the College's



strategic directions of 1.0 Access, 2.0 Completion, and 3.0 Post Graduate Success was reviewed. Ms. Jordie moved, seconded by Mr. Tuescher, to approve the March 2024 Board Monitoring Report – Quality Teaching & Learning, as presented. The motion was unanimously adopted.

The Board reviewed the First Reading of Governance Policy 2.6: Acting and Interim President. The Board inquired about the process to address potential personnel issues. Mr. Tuescher moved, seconded by Ms. Jordie, to approve the First Reading of Governance Policy 2.6: Acting and Interim President. The motion unanimously carried.

The status of the development of the 2024-25 Budget was overviewed by Caleb White, Vice President for Administrative Services. Progress on the development will be brought to the Board each month with final board approval at June's meeting.

A summary of open positions was provided under the College Staffing report by Holly Clendenen, Chief Student Services Officer.

Katie Glass, Executive Director of Marketing and Recruitment, presented the FY 2024 FTE Year-Over-Year enrollment report noting that there is a .9% increase compared to this time last year. Program applications were also reviewed which indicate a decrease of 96 fall-start applications compared to the March 2023 report.

An overview of the Student Success Plan Scoreboard was presented by Ms. Glass and Ms. Clendenen. Nineteen plans have been completed. 777 plans have been started with many of those to be completed during the new student registration process that begins in April. The completion and use of Student Success Plans being an inevitable part of the Southwest Tech experience was emphasized. Moving forward, the Board will be updated monthly on career assessments; financial budgets & gaps; academic maps with support services; and complete student success plans.

Under the Chairperson's Report:

- Mr. Williamson reflected on being a Board trustee and the strong impact SWTC has had on him and his family.
- The District Boards Association held its spring meeting at Nicolet College on March 22-23, 2024.

Under the President's Report:

- The request for proposal process for College banking is underway. Proposals were due on March 21, with an intent to request Board approval of the recommendation (effective 7/1/2024) at the April meeting.
- The College's process for the procurement of legal services was discussed and it was agreed to move forward as recommended: Issue a letter of engagement to Jon Anderson, Husch Blackwell LLP for labor law-related issues; Issue an RFP for legal services allowing firms to proposal on the areas of law that the choose (municipal, criminal, Title IX, disability issues, etc.); Continue to utilize Quarles and Brady LLP for bond counsel under authority of the Wisconsin Technical College's Purchasing Consortium contract via annual letters of engagement.

- A summary of the College's facilities department projects was reviewed.
- Overview of Camps and Cohorts included that the College is entertaining to host more camps during the summer with the usage of housing.
- Tuition Rate increases were overviewed. Applied degrees will increase by 2.25%. There will not be an increase to the AA/AS tuition.
- 100% of the College's WTCS grant requests will be funded equating to \$1.2. Thank you to Amy Seeboth-Wilson, Director of Grants, who astutely leads the College's grant writing process.
- A first review of the draft of the 2024-25 District Board Monitoring Schedule and the intent is to bring it back next month for Board approval.
- A reminder that the WTCS Eagle Award Luncheon posthumously honoring Dr. Katie Garrity and the Student Ambassador Banquet will be on April 18, 2024.
- The Board offered feedback on Artificial Intelligence (AI) within College instruction and/or operations.
- There are start-up challenges of the ERP Project RISE. Dr. Wood and the Board members recognize and thank the users on the front lines for their diligent work while transitioning into this new system.

There were not any College Happenings or Other Informational Items discussed.

Mr. Prange moved, seconded by Mr. Tuescher, to adjourn to a closed session to discuss personnel issues per Wis. Stats. 19.85(1)(c); preliminary notices of non-renewal per Wis. Stats. 19.85(1)(c); and legal issues per Wis. Stats. 19.85(1)(g). Upon roll call vote, the following members voted affirmatively: Mr. Bolstad, Ms. Jordie, Mr. Prange, Mr. Tuescher, Mr. Williamson, and Ms. Wonderling. The motion unanimously carried, and the meeting adjourned to a closed session at 8:44 p.m. The Board reconvened to an open session at 9:23 p.m.

Without any further business, Ms. Wonderling moved to adjourn, with Mr. Tuescher seconding the motion. The motion carried, and the meeting adjourned at 9:23 p.m.

---

Kent Enright, Secretary

**C. Financial Reports**

**1. Purchases Greater than \$2,500**

**SOUTHWEST WISCONSIN TECHNICAL COLLEGE  
PURCHASES GREATER THAN \$2,500  
FOR THE PERIOD 3/01/2024 - 3/31/2024**

| Vendor              |  | Expenditure<br>Invoice # | Description               | Amount     |
|---------------------|--|--------------------------|---------------------------|------------|
| SWTC REF            |  | SPR 2324 3.11.24         | SPRING 23/24 HOUSING      | 214,903.19 |
| IRS                 |  | 3.15.24 PR               | IRS 3.15.24 PR            | 130,095.46 |
| IRS                 |  | 3.1.24 PR                | 3.1.24 IRS                | 130,053.93 |
| Fairchild JCB       |  | ESA003548                | LOADALL W/ UTILITY BUCKET | 114,513.41 |
| Lab Midwest         |  | 4048                     | FENCELESS                 | 99,275.00  |
| EMC                 |  | 118581                   | PAYMENT #4                | 66,811.00  |
| Hinge Properties    |  | 9 MO RENT                | JULY-MAR RENT             | 32,463.54  |
| Campus Works        |  | 12138                    | AMENDMENT #10             | 30,363.00  |
| Haas Factory Outlet |  | 8103334-IN               | 70% PROGRESS PMT          | 27,040.97  |
| Fennimore Utilities |  | 3.1.24 STMT              | UTILITIES                 | 25,203.38  |
| WI DOR- PR          |  | 3.1.24 PR                | 3.1.24 WDOR               | 21,554.61  |
| WI DOR- PR          |  | 3.15.24 PR               | DOR 3.15.24 PR            | 21,450.70  |
| Healthequity        |  | 3.15.24 PR HSA           | HSA PMT                   | 20,749.85  |
| Healthequity        |  | 3.1.24 PR                | 3.1.24 PR                 | 19,789.83  |
| WeVideo             |  | CINV7966                 | INSTITUTIONAL LICENSE     | 16,753.00  |
| Bell Lumber         |  | INV-028862               | POLES                     | 15,330.00  |
| WE                  |  | 4955491623               | UTILITIES                 | 13,229.21  |
| Great West          |  | 3.1.24 DEFERRED          | DEFERRED COMP             | 9,390.18   |
| Great West          |  | 3.15.24 WI DEF COMP      | DEFERRED COMP             | 9,160.43   |
| Great West          |  | 3.29.24 WI DEF COMP      | WI DEFERRED COMP          | 9,146.92   |
| Trane               |  | 314383784                | 500 UNIT REPAIR           | 8,714.53   |
| US Omni             |  | 3.15.24 VANGARD          | VANGUARD                  | 6,334.44   |
| US Omni             |  | 3.1.24 VANGUARD          | VANGUARD                  | 6,072.59   |
| US Omni             |  | 3.29.24 VANGUARD         | VANGUARD                  | 5,980.43   |
| PCARD - Action      |  | 0590673-IN               | EQUIPMENT                 | 5,933.35   |
| Symetra             |  | A102086                  | LIFE, SUPP LIFE, DEP LIFE | 5,646.09   |
| Madison National    |  | 1610277 3.1.24           | LIFE INSURANCE            | 4,953.62   |
| Les Mack Chevy      |  | 132836                   | WO# 869                   | 4,892.94   |
| WageWorks           |  | INV6356408               | HRA 2021                  | 4,749.60   |
| WageWorks           |  | INV6307633               | HRA 2021                  | 4,729.87   |
| PCARD - Cyphercon   |  | 4390                     | REGISTRATION FEES         | 4,425.00   |
| Delta               |  | 782189                   | DENTAL CLAIMS             | 4,388.53   |

**SOUTHWEST WISCONSIN TECHNICAL COLLEGE  
PURCHASES GREATER THAN \$2,500  
FOR THE PERIOD 3/01/2024 - 3/31/2024**

| Expenditure           |                   |  |          |
|-----------------------|-------------------|--|----------|
| Vendor                | Invoice #         | Description                              | Amount   |
| National PAS          | 2202              | NATIONAL CONF REGISTRATION               | 4,125.00 |
| WageWorks             | INV6353295        | HRA 2021                                 | 4,054.32 |
| Tuition Reimbursement | SWTC-00002846     | Expense report number SWTC-007122 901271 | 4,041.75 |
| Delta                 | 783452 3.25.24    | DENTAL CLAIMS                            | 4,005.00 |
| Delta                 | 775982            | DENTAL CLAIMS                            | 3,936.69 |
| Hinge Properties      | APRIL '24 RENT    | RENT                                     | 3,607.06 |
| SWTC REF              | FALL 2324 3.11.24 | FALL HOUSING PMT                         | 3,580.18 |
| WageWorks             | INV6324227        | HRA 2021                                 | 3,566.88 |
| Campus Works          | 12181             | S DELEGGE TRAVEL FOR GO LIVE             | 3,534.22 |
| Madison Concourse     | 1070156 WLDI      | WLDI 2024 INTERIM SESSION                | 3,341.52 |
| Husch Blackwell       | 3494762           | 24-25 GENERAL CORPORATE                  | 3,328.50 |
| Haas Factory Outlet   | 8103338-IN        | FINAL PMT                                | 3,211.95 |
| Elsevier              | HEI1000006894     | ESSENTIALS OF NURSING RN                 | 3,147.00 |
| Constellation         | 3982641           | UTILITIES                                | 2,904.31 |
| Delta                 | 774722            | DENTAL CLAIMS                            | 2,798.81 |
| Performance Food Gro  | 649829            | CAFE                                     | 2,750.62 |
| Gordon Flesch         | IN14603717        | METER PRINTING                           | 2,748.99 |
| Pcard - AN Martin     | 79780             | GAC 500 XT                               | 2,570.00 |
| IRS                   | 9.30.23 TX PRD    | 9.30.23 IRS                              | 2,545.35 |

**Total Invoices** **\$1,157,896.75**

| Bank Withdrawals                  |                  |             |          |
|-----------------------------------|------------------|-------------|----------|
| Vendor                            | Transaction Date | Audit Trail | Amount   |
| HASLER ADVANCE ADVANCE XXXXXX7827 | 3/28/2024        | GNJL009847  | 5,000.00 |

**Total Bank Withdrawals** **\$5,000.00**

| Payroll            |              |            |
|--------------------|--------------|------------|
| Payroll Period     | Payroll Date | Amount     |
| 03/05/2024 Payroll | 3/15/2024    | 418,062.93 |
| 03/01/2024 Payroll | 3/1/2024     | 416,683.53 |
| 03/29/2024 Payroll | 3/29/2024    | 403,609.23 |

**Total Payroll** **\$1,238,355.69**

**Total Purchases >= \$2,500** **\$2,401,252.44**

## 2. Treasurer's Cash Balance

| <b>Southwest Wisconsin Technical College</b>       |               |                      |                       |
|--|---------------|----------------------|-----------------------|
| <b>Report of Treasurers Cash Balance 3/31/2024</b> |               |                      |                       |
| <b>Receipts</b>                                    |               |                      |                       |
| Fund   |               |                      |                       |
| 1 General  | 203,591.00    |                      |                       |
| 2 Special Revenue                                  | -             |                      |                       |
| 3 Capital Projects                                 | 8,346.00      |                      |                       |
| 4 Debt Service                                     | -             |                      |                       |
| 5 Enterprise                                       | 85,628.00     |                      |                       |
| 6 Internal Service                                 | 310,055.00    |                      |                       |
| 7 Financial Aid/Activities                         | 376,841.00    |                      |                       |
| <b>Total Receipts</b>                              |               | <b>984,461.00</b>    |                       |
| <b>Expenses</b>                                    |               |                      |                       |
| Fund   |               |                      |                       |
| 1 General  | 2,438,231.00  |                      |                       |
| 2 Special Revenue                                  | -             |                      |                       |
| 3 Capital Projects                                 | 332,982.00    |                      |                       |
| 4 Debt Service                                     | -             |                      |                       |
| 5 Enterprise                                       | 134,072.00    |                      |                       |
| 6 Internal Service                                 | 44,457.00     |                      |                       |
| 7 Financial Aid/Activities                         | 400,705.00    |                      |                       |
| <b>Total Expenses</b>                              |               | <b>3,350,447.00</b>  |                       |
| <b>Net cash change - month</b>                     |               |                      | <b>(2,365,986.00)</b> |
| <b>EOM Cash Balances</b>                           |               |                      |                       |
| -Midwest One Operating 0356                        | 3,223,803.07  |                      |                       |
| -Midwest One Investment 1324                       | -             |                      |                       |
| -Cash on Hand                                      | 2,940.00      |                      |                       |
| -Local Government Investment Pool                  | 19,829,668.13 |                      |                       |
| <b>Ending Cash/Investment Balance</b>              |               | <b>23,056,411.20</b> |                       |

### 3. Budget Control

| <b>Southwest Wisconsin Technical College</b> |                      |                          |                       |                       |                       |                       |                       |
|--|----------------------|--------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>YTD Summary for Funds 1-7</b>             |                      |                          |                       |                       |                       |                       |                       |
| <b>For 9 Months ended March 2024</b>         |                      |                          |                       |                       |                       |                       |                       |
|  |                      |                          |                       |                       |                       |                       |                       |
|  | <b>2023-24</b>       | <b>2023-24</b>           | <b>2023-24</b>        | <b>2022-23</b>        | <b>2021-22</b>        | <b>2020-21</b>        | <b>2019-20</b>        |
|  | <b><u>Budget</u></b> | <b><u>YTD Actual</u></b> | <b><u>Percent</u></b> | <b><u>Percent</u></b> | <b><u>Percent</u></b> | <b><u>Percent</u></b> | <b><u>Percent</u></b> |
| General Fund Revenue                         | 24,772,300.00        | 21,950,418.82            | 88.61                 | 83.27                 | 78.42                 | 87.89                 | 84.61                 |
| General Fund Expenditures                    | 25,409,000.00        | 18,822,056.55            | 74.08                 | 71.78                 | 63.43                 | 70.14                 | 66.56                 |
| Capital Projects Fund Revenue                | 5,471,000.00         | 4,071,611.76             | 74.42                 | 104.53                | 5.95                  | 100.48                | 100.19                |
| Capital Projects Fund Expenditures           | 5,947,000.00         | 3,829,409.81             | 64.39                 | 44.85                 | 31.88                 | 41.88                 | 32.61                 |
| Debt Service Fund Revenue                    | 6,656,000.00         | 4,298,468.60             | 64.58                 | 70.44                 | 72.79                 | 66.85                 | 63.38                 |
| Debt Service Fund Expenditures               | 6,710,000.00         | 386,150.00               | 5.75                  | 16.22                 | 16.35                 | 18.29                 | 8.03                  |
| Enterprise Fund Revenue                      | 1,300,000.00         | 1,462,843.20             | 112.53                | 62.97                 | 108.50                | 81.48                 | 74.89                 |
| Enterprise Fund Expenditure                  | 1,905,300.00         | 1,151,173.71             | 60.42                 | 64.01                 | 129.30                | 69.75                 | 77.20                 |
| Internal Service Fund Revenue                | 4,455,000.00         | 2,850,340.10             | 63.98                 | 66.31                 | 67.21                 | 66.44                 | 62.83                 |
| Internal Service Fund Expenditures           | 4,455,000.00         | 2,785,320.99             | 62.52                 | 76.08                 | 70.17                 | 70.70                 | 66.73                 |
| Trust & Agency Fund Revenue                  | 8,525,500.00         | 5,477,318.19             | 64.25                 | 76.31                 | 57.49                 | 62.28                 | 58.65                 |
| Trust & Agency Fund Expenditures             | 7,830,500.00         | 6,303,116.01             | 80.49                 | 75.45                 | 73.80                 | 69.86                 | 70.94                 |
| <b>Grand Total Revenue</b>                   | <b>51,179,800.00</b> | <b>40,111,000.67</b>     | <b>78.37</b>          | <b>80.11</b>          | <b>67.78</b>          | <b>79.79</b>          | <b>76.67</b>          |
| <b>Grand Total Expenditures</b>              | <b>52,256,800.00</b> | <b>33,277,227.07</b>     | <b>63.68</b>          | <b>61.81</b>          | <b>59.01</b>          | <b>59.91</b>          | <b>57.31</b>          |

**D. Contract Revenue**

There were nineteen contracts totaling \$103,480.44 in March 2024 being presented for Board approval:

**2023-2024 CONTRACTS**  
3/1/2024 to 3/31/2024

| <u>Contract Holder</u>           | <u>Contract #</u> | <u>Service Provided</u>                         | <u>Contact</u>  | <u>Number Served</u> | <u>Price</u> | <u>Exchange of Services</u><br>(Instructional Fees Waived) | <u>INDIRECT COST FACTOR</u> |                   |               |
|----------------------------------|-------------------|---|-----------------|----------------------|--------------|--|-----------------------------|-------------------|---------------|
|                                  |                   |   |                 |                      |              |  | <u>On-Campus</u>            | <u>Off-Campus</u> | <u>Waiver</u> |
| WI Department of Corrections     | 03-2024-0054-I-32 | Equipment Safety                                | Dennis Cooley   | 8                    | \$ 8,050.00  | No   |                             | X                 |               |
| WI Department of Corrections     | 03-2024-0054-I-32 | Blueprint Reading                               | Dennis Cooley   | 8                    | \$ 8,050.00  | No   |                             | X                 |               |
| WI Department of Corrections     | 03-2024-0054-I-32 | GMAW Equipment                                  | Dennis Cooley   | 8                    | \$ 8,050.00  | No   |                             | X                 |               |
| WI Department of Corrections     | 03-2024-0054-I-32 | GMAW Carbon Steel S Process                     | Dennis Cooley   | 8                    | \$ 8,050.00  | No   |                             | X                 |               |
| WI Department of Corrections     | 03-2024-0054-I-32 | GMAW Carbon Steel Spray Transfer                | Dennis Cooley   | 8                    | \$ 8,050.00  | No   |                             | X                 |               |
| WI Department of Corrections     | 03-2024-0054-I-32 | FCAW Equipment                                  | Dennis Cooley   | 8                    | \$ 8,050.00  | No   |                             | X                 |               |
| WI Department of Corrections     | 03-2024-0054-I-32 | FCAW Carbon Steel Gas Shielded                  | Dennis Cooley   | 8                    | \$ 8,050.00  | No   |                             | X                 |               |
| WI Department of Corrections     | 03-2024-0054-I-32 | AWS Certification Tests                         | Dennis Cooley   | 8                    | \$ 3,400.00  | No   |                             | X                 |               |
| USA Clay Target League           | 03-2024-0056-T-42 | League Director Duties - March                  | Caleb White     |                      | \$ 500.00    | No   |                             | X                 |               |
| Cummins                          | 03-2024-0114-I-41 | Leadership Academy 36 Hr (WIG)                  | Dennis Cooley   | 12                   | \$ 4,773.50  | No   |                             | X                 |               |
| District One EMS (Mazomanie)     | 03-2024-0118-T-42 | Participant Agreement: EMT 1                    | Kris Schoville  | 1                    | \$ 384.94    | No   |                             | X                 |               |
| Prairie du Chien School District | 03-2024-0123-I-11 | Community Policing in a Diverse Society         | Mary Johannesen | 19                   | \$ 12,350.00 | No   |                             | X                 |               |
| Blue River Fire Department       | 03-2024-0127-I-42 | BLS for Healthcare Provider-CPR Recertification | Gin Reynolds    | 4                    | \$ 77.24     | Yes  |                             | X                 |               |

|                               |                   |                                  |                 |            |           |                   |    |   |
|-------------------------------|-------------------|----------------------------------|-----------------|------------|-----------|-------------------|----|---|
| Coulee Cap                    | 03-2024-0128-I-41 | OSHA 10 - Construction           | Dennis Cooley   | 9          | \$        | 4,500.00          | No | X |
| Platteville School District   | 03-2024-0131-I-11 | ECE: Child Development           | Mary Johannesen | 5          | \$        | 7,150.00          | No | X |
| Platteville School District   | 03-2024-0131-I-11 | ECE: Health, Safety, & Nutrition | Mary Johannesen | 12         | \$        | 11,300.00         | No | X |
| Hartung Brothers              | 03-2024-0150-I-41 | Lockout/Tagout                   | Dennis Cooley   | 11         | \$        | 732.00            | No | X |
| 3M                            | 03-2024-0153-I-41 | Safety NFPA 70E Arc Flash (WIG)  | Dennis Cooley   | 9          | \$        | 350.00            | No | X |
| Eastman First Responders      | 03-2024-0155-I-42 | EMR Refresher                    | Kris Schoville  | 18         | \$        | 1,690.00          | No | X |
| <b>TOTAL of all Contracts</b> |                   |                                  |                 | <b>164</b> | <b>\$</b> | <b>103,557.68</b> |    |   |
| Exchange of Services          |                   |                                  |                 | 4          | \$        | 77.24             |    |   |
| For Pay Service               |                   |                                  |                 | 160        | \$        | 103,480.44        |    |   |



**E. Personnel Items**

The Personnel Report includes a recommendation for one new hire, three resignations, and four retirements:



**PERSONNEL REPORT  
April 26-27, 2024**

**EMPLOYMENT: NEW HIRE**

|                                   |  |
|-----------------------------------|--|
| Name:                             | Carolyn Laufenberg   |
| Title:                            | Academic Success Coach   |
| How many applicants & interviewed | Hired from when Carolyn previously interviewed for a Part-Time position at the college   |
| Start Date:                       | 04/15/24   |
| Salary/Wages:                     | \$28.61/hr   |
| Classification:                   | Full-Time  |
| Education and/or Experience:      | Master’s degree in Reading from UW-Platteville, 20+ years of experience as an elementary/middle school teacher and a Reading Specialist/GT Coordinator, experience as an adjunct instructor for UW-Platteville |

**PROMOTIONS/TRANSFER**

**NEW POSITION**

|      |  |
|------|--|
| None |  |
|------|--|

**RETIREMENTS / RESIGNATIONS**

|   |                                |
|---|--------------------------------|
| JoLynn Moss (Last Day 04/19/2024)       | Academic Success Coach         |
| Pete Esser (Retirement 05/17/2024)      | Math Instructor                |
| Barb McCormick (Retirement 05/17/2024)  | Cosmetology Instructor         |
| Paul Bell (Retirement 05/17/2024)       | Business Management Instructor |
| Tim Jacobson (Retirement 05/17/2024)    | Welding Instructor             |
| Connor Zingarelli (Last Day 05/17/2024) | Communication Instructor       |
| Pam Bartels (Last Day 05/17/2024)       | Nursing Instructor             |

**Recommendation:** Approve the April 26-27, 2024, Consent Agenda as presented.

## **Other Items Requiring Board Action**

### ***A. Approval of Banking Services RFP***

Requests for Proposals (RFP) were sought for a banking institution that can offer the highest quality service at the best value to the College. There were three proposals received which were then evaluated by an internal team. A summary and recommendation follow.

**Recommendation:** *Award the RFP for Banking Services to Midwest One of Fennimore, WI, for a five-year term beginning July 1, 2024, with two optional one-year renewals.*

## Banking Services - RFP #2024-10

The public opening of the request for proposals (RFP) for Banking Services for the college was held on Friday, March 25, 2024, at 1:00 p.m. CST.

### Purpose

Request for Proposal (RFP) is being sought for the banking institution that can offer the highest quality service at the best value to the College. The College intends to maximize deposit availability, maximize deposit security, and minimize cost and management time. The College is interested in obtaining the best mix of services to meet our specific banking needs.

### Scope, Summary

The College seeks a bank/financial institution that can provide banking services in an efficient manner, in accordance with the RFP, which best serves the needs of the College while minimizing cost and maximizing return. The proposing bank/financial institution should describe its ability to meet the scope of services as outlined in the RFP.

This RFP also includes the Southwest Tech Foundation and the Southwest Tech Real Estate Foundation (Foundations). The intent is to provide pricing to the College with the pricing being available to the Foundations through separate agreements. The College will determine the awarded proposer with the intent that the Foundations will utilize the same awarded proposer.

Proposals were received from three vendors. An evaluation team consisting of Caleb White, Kelly Kelly, Kim Govier, and Mackenzie Nichols reviewed and rated the proposals based on the evaluation criteria.

### Evaluation Criteria

Submitted proposals were reviewed and evaluated in accordance with the evaluation criteria established below:

1. 40% - Cost of providing banking services/conversion plan.
2. 25% - Interest earnings and collateralization
3. 20%- On-line services/other services
4. 15%- Bank/financial institution experience, references, and reputation

The evaluation team's composite score ranking from high to low is as follows:

| Ranking | Vendor               | Location                             | SWTC Final Score |
|---------|----------------------|--------------------------------------|------------------|
| 1       | MidWestOne Bank      | Iowa City, IA / Fennimore, WI        | 91               |
| 2       | Community First Bank | Boscobel, WI / Fennimore, WI         | 86               |
| 3       | Peoples State Bank   | Prairie Du Chien, WI / Fennimore, WI | 83               |

**Recommendation: Award the RFP for Banking Services to MidwestOne of Fennimore, WI for a five-year term beginning July 1, 2024, with two optional one-year renewals.**

***B. Approval of Board Monitoring Report – Financial Sustainability***

Included in the electronic Board material is the April 2024 Board Monitoring Report Financial Sustainability. Caleb White will be available at the Board meeting to offer insight on any questions that the Board may have.

**Recommendation** – *Approve the April 2024 Board Monitoring Report – Financial Sustainability.*



Southwest Wisconsin  
TECHNICAL COLLEGE

# Fiscal Sustainability Monitoring Report

April 2024

# Fiscal Strength/Sustainability

## **Budget**

The College budget supports the college's mission, vision and strategic directions by allocating resources to ensure the College is meeting student and community needs.

## **Audit**

Southwest Tech continues to maintain an unmodified (clean) opinion on its Audit Report, and the financial statements present fairly in all material respects the financial position of the College.



# Fiscal Strength/Sustainability

## Accomplishments in Linking Finances to Student Learning

- Academic and operational integrations in support of student learning such as accounting program experiential learning and oversight, substantiable energy management program projects on campus and artisanal modern meat butchery collaborations with the Charger Café & Catering.
- Continued expansion in offerings of Open Educational Resources to students
- Incorporating universal design concepts into all facilities and other operational projects
- Additional program offerings such as radiography and software developer
- Software and resource investments to improve reporting of data and decision making
- Alignment to Accountability Value
  - We hold ourselves and our teams responsible for achieving academic and fiscal College goals as established by the District Board. We practice self-awareness and hold each other accountable to recognize and confront biases that impact our thinking, behavior, and performance to realize positive and equitable results.



# Fiscal Strength/Sustainability

## General Fund Reserves – 6/30/23

Board Policy Minimum – 16.7% (2 months of operating expenditures)  
6/30/08 SWTC – 17.2% → 6/30/23 SWTC 43.0%

WTCS Average 36.5%

Nicolet 77.7%

**SWTC 43.0% (\$11.7M 6/30/2023)**

Lakeshore 49.2%

Blackhawk 43.2%

Midstate 33.5%

Northcentral 48.1%

(Listed in ascending order of size, operating budget less than \$45M)

## OPEB Liability (other post employment benefits)

6/30/11 - \$11,936,782

6/30/22 - \$3,133,142





# Fiscal Strength/Sustainability

## Student Loan Default Rate

| College                               | 2011  | 2012  | 2013  | 2014  | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------------------------------|-------|-------|-------|-------|------|------|------|------|------|------|
| Southwest Wisconsin Technical College | 13.4% | 12.6% | 17.0% | 13.1% | 7.9% | 4.5% | 4.6% | 3.5% | 1.1% | 0.0% |

WTCS Average: 0.0%

National 2 Year College Average: 0.6%

National Average of all Institutions: 0.1%

Southwest Tech currently has a 2020 default rate of 0.0%. Due to the Covid-19 pandemic, there has been pause on federally held student loan interest and payments since March 2020. Starting with 2021, we can expect to see default rates begin to increase to pre-pandemic rates.



# Fiscal Strength/Sustainability

## Student Borrower Statistics

| Year    | Total Loans Borrowed | Unduplicated Borrowers | Yearly Average Loans per Borrower | Students who Received Financial Aid* | Percent of Students who Received Financial Aid and Borrow Loans** |
|---------|----------------------|------------------------|-----------------------------------|--------------------------------------|---|
| 2016/17 | \$3,259,708.00       | 776                    | \$ 4,200.65                       | 1101                                 | 70%   |
| 2017/18 | \$2,780,639.00       | 675                    | \$ 4,119.47                       | 1086                                 | 62%   |
| 2018/19 | \$2,648,015.00       | 648                    | \$ 4,086.44                       | 1063                                 | 61%   |
| 2019/20 | \$2,435,176.00       | 621                    | \$ 3,921.38                       | 1097                                 | 57%   |
| 2020/21 | \$2,256,448.00       | 574                    | \$ 3,931.09                       | 1113                                 | 52%   |
| 2021/22 | \$2,122,238.00       | 533                    | \$ 3,981.68                       | 1197                                 | 45%   |
| 2022/23 | \$2,302,422.00       | 547                    | \$ 4,209.18                       | 1123                                 | 49%   |

\*This includes students who received federal funds, state funds and/or scholarships through the Southwest Tech Foundation.

\*\*This only includes students who received federal funds, state funds and/or scholarships through the Southwest Tech Foundation



THIS IS WHERE **LEARNING IS VALUED**

# Fiscal Strength/Sustainability

## Moody's Investor Service Rating

The College's goal is to maintain or improve on its Aa2 rating. This reflects the technical college district's large tax base with resident incomes that slightly trail peers and healthy reserves and liquidity. The district's debt and pension burdens are low. The rating also reflects the district's longer-term trend of declining enrollment, which is beginning to stabilize, and limited revenue-raising flexibility due to state-imposed levy restrictions.

### Factors that could lead to an upgrade

- Material strengthening and diversification of the district's tax base and wealth and income characteristics
- Sustained bolstering of operating reserves and liquidity

### Factors that could lead to a downgrade

- Significant narrowing of reserves and liquidity
- Material increase in debt or pension burdens



# Fiscal Strength/Sustainability

## HLC Composite Financial Index – 6/30/22

The purpose of this process is to identify institutions that may be at risk of not meeting components of the Criteria for Accreditation.

HLC has identified ranges, or zones, of CFI values that indicate whether further review is required.

Above the zone > 1.0 = good standing, no follow-up needed

In the zone 0.0 – 1.0 = concern, follow-up required from College President

Below the zone < 0.0 = concern, report required for review by a panel of HLC peer reviewers

Nicolet 8.34

**SWTC 4.87**

Lakeshore 4.90

Blackhawk 4.90

Midstate 4.03

Northcentral 4.70

(Listed in ascending order of size, operating budget less than \$45M)



# Fiscal Strength/Sustainability

## Operational funds directed to Instruction – 6/30/23

Ensuring appropriate levels of operational funding goes directly instructional functions is important to carryout the SWTC mission and vision.

6/30/13 SWTC 69.3% —————> 6/30/23 SWTC 58.1%

WTCS Average 61.0%

Nicolet 46.5%

**SWTC 58.1%**

Lakeshore 52.9%

Blackhawk 56.9%

Midstate 57.1%

Northcentral 58.3%

(Listed in ascending order of size, operating budget less than \$45M)



# Fiscal Strength/Sustainability

## Property Value per Full Time Equivalent student (FTE) – 6/30/23

How well SWTC services it's district as steward of district tax dollars is important. District property valuation has a close correlation to taxes levied on district residents. For every \$10.1M in district property tax value, SWTC trains an FTE. That ratio is an indication of value produced by the college and is the third best in the WTCS for 2022/23.

WTCS average \$16.0M

Nicolet \$36.2M

**SWTC \$10.1M**

Lakeshore \$18.0M

Blackhawk \$14.5M

Midstate \$12.5M

Northcentral \$9.6M (best in the WTCS)

(Listed in ascending order of size, operating budget less than \$45M)



## Fiscal Risks

### FTE stagnation/decline

|         |                 |
|---------|-----------------|
| 6/30/13 | 1,637           |
| 6/30/14 | 1,654           |
| 6/30/15 | 1,533           |
| 6/30/16 | 1,443           |
| 6/30/17 | 1,332           |
| 6/30/18 | 1,354           |
| 6/30/19 | 1,332           |
| 6/30/20 | 1,297           |
| 6/30/21 | 1,258           |
| 6/30/22 | 1,254           |
| 6/30/23 | 1,304           |
| 6/30/23 | 1,315 projected |
| 6/30/24 | 1,355 budgeted  |

Continuation of FTE growth in recent years is important help stabilize budget pressures.



THIS IS WHERE **LEARNING IS VALUED**

# Fiscal Opportunities/Risks

Grant revenue to support operations and fund key initiatives

## Revenue by Year

| Fiscal Year | Revenue     | # of grants |
|-------------|-------------|-------------|
| 2017-18     | \$1,734,234 | 41          |
| 2018-19     | \$1,518,268 | 38          |
| 2019-20     | \$1,700,793 | 42          |
| 2020-21     | \$2,896,795 | 48          |
| 2021-22     | \$2,797,379 | 40          |
| 2022-23     | \$3,892,422 | 50          |

## Revenue by Category (7/1/21 – 2/29/24)

| Category          | % of total |
|-------------------|------------|
| Administration    | 6%         |
| Subaward          | 3%         |
| Salaries/Fringes  | 40%        |
| Travel            | 1%         |
| Equipment - Major | 22%        |
| Minor Equipment   | 1%         |
| Software          | 6%         |
| Supplies          | 1%         |
| Other             | 20%        |





## Fiscal Opportunities/Risks

Financial Forecasting/Modeling – the college does not utilize a developed tool for planning

Profitability of auxiliaries including Housing, Bookstore, Food Services, Daycare & Vending

Project RISE implementation

Growth in compliance requirements

- Independent auditor opinion on federal compliance - no material weaknesses were identified in internal control, however a significant deficiency in internal control over compliance was identified.



## Fiscal Opportunities

Continued advances in technology and efficiencies mitigating increased compliance demands, allowing increased services to students, improved student satisfaction staving off increased competition and improved data reporting to support better and more timely decision making

Reserve funds from general and enterprise fund balances allows the College flexibility to innovate and build long term sustainable solutions; using reserves for up-front investments that are cost neutral/profitable for continued operations.

Current short duration in outstanding debt obligations allows for flexibility and innovation in future debt structuring to maximize impact of tax levy dollars.



# Fiscal Sustainability

Questions/Concerns/Suggestions?



***C. Second Reading of Governance Policy 2.6: Acting and Interim President***

The Board Governance Policy 2.6: Acting and Interim President was first reviewed during a closed session on February 22, 2024. The First Reading of the Policy was approved in open session of the Board's meeting on March 28, 2024. The Second Reading of Governance Policy 2.6: Acting and Interim President follows:

**Recommendation:** *Approve the Second Reading of Governance Policy 2.6: Acting and Interim President, as presented.*

## 2.6 – ACTING and INTERIM PRESIDENT

On occasion, the President of the College will be absent from campus on account of official business, vacation, illness, or other unavoidable cause. It is possible a situation may arise when the president is suddenly unavailable and/or may not be able to perform their duties for an extended period of time. At some point, there will be a change in Presidents.

During Presidential absences, it is essential that provisions be made so that official business may proceed. Furthermore, the long-term vitality of the College is strengthened by providing executive leadership learning opportunities for people to learn and grow.

An Acting President serves in the temporary and short-term absence of the President when the President is expected to return to work. In this situation, the President will designate a member of the Cabinet to serve as the Acting President. The President will then inform the Board Chair.

An Interim President serves as a bridge to a new President when it is likely the incumbent President will not return to work. In the event the President will be unavailable and out of the office for a period of time longer than 30 calendar days, the Interim President will be:

1. Chief Financial Officer, Caleb White

Prior to appointing an Interim President, the Board will determine if it intends to conduct a full search or make an appointment at the conclusion of a successful term. It is clearly understood if the Board determines to replace the current President for any reason, they will have full autonomy to appoint a new President using the process and parameters of their choosing. This policy provides a plan for their consideration in the event a presidential transition occurs and facilitates professional development and training.

If the President is unable to name an Acting President, the Board Chair will appoint someone until the full Board can take action at the next Board meeting. An Interim President will be appointed by the Board Chair and considered by the entire Board at the next Board meeting during which time they will adjust the compensation for the Interim President according to the situation. Any other decisions will be made following established college policies.

The President's Office will notify the Cabinet when an Acting President or Interim President is named and forward that notification to the Board Chair. The Acting President shall fulfill the responsibilities outlined in the Acting President Position Description, which is attached.

Because of these considerations, the Board of Trustees authorizes the President to:

1. Implement formal mentoring opportunities specifically designed to provide training related to the powers, duties, and responsibilities held by the President.
2. Assess and evaluate the performance of the Acting President.
3. Provide compensation for services rendered as Acting President.
4. Support the pursuit of a terminal degree when needed through an investment of time and resources.

Adopted: 7/9/18  
Reviewed: 7/11/22  
Revised: 1/24/19, 3/28/19, 8/26/21

2nd Reading

## POSITION DESCRIPTION

**JOB TITLE:** Acting College President

**REPORTS TO:** College President

**SUMMARY:** Under the authority delegated by the President, the Acting College President serves in the place of the President when he/she is engaged in off-campus responsibilities. The Acting College President provides leadership and is responsible for ensuring the operations of the College continue effectively while the President is away from campus.

### ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Participate in professional development opportunities provided by the Wisconsin District Boards Association, American Association of Community Colleges, Association of Community College Trustees, and other opportunities as may be identified.
- Serve as a liaison with the Board Chair, in the absence of the President, to keep the Board informed of issues or concerns with potential to cause significant impact to the College.
- Lead, guide, and direct the positions which report directly to the President.
- Serve in the place of the President in the event of a campus emergency.
- Responsible for the success of all elements of the day-to-day operations of the college in the absence of the College President. Assess and report progress to the College President.
- Exercise leadership to ensure teaching and student achievement are conducted at a high level.
- Maintain fiscal oversight ensuring purchases, expenditures, and investment meet expectations and are in the best interest of the College.
- Exercise leadership in maintenance of District facilities and resources.
- Responsible for effective management and direction of the human resources of the college including the right to appoint, direct, assign, transfer, promote, and discipline employees as provided by law, in accordance with policies of the Board, and, if possible, with approval of the President.
- As directed by the President, organize, and facilitate meetings and activities of the District Board, inform the Board of significant events, and advise the Board concerning necessary courses of action to be taken to implement college policies, goals, and programs.

- Provide direct support for all collaborative activities with federal, state, and district agencies, local and state educational institutions, and with district business and industry. Enhance the image of the College in the region.
- Provide leadership and direction for internal governance of Councils, Team, and Committees.
- Supervise the development of and give final approval to all federal and state reporting requirements and final approval of all special funding projects through various federal and state agencies.

**EDUCATION AND QUALIFICATIONS:**

- Pursue an Ed.D. or Ph.D. with a minimum of five years of experience in higher education at a senior administrative level.



***D. Approval of 2024-25 Board Monitoring Schedule***

A draft of the 2024-25 Board Monitoring Schedule was reviewed by the Board at its March 28, 2024, meeting. Since then, the draft was modified in response to learning about conflicts with previously proposed professional development training dates. The newly proposed 2024-25 Board Monitoring Schedule follows.

**Recommendation:** *Approve the 2024-25 Board Monitoring Schedule as presented.*

**SOUTHWEST TECH BOARD MONITORING SCHEDULE  
JULY 2024 – JUNE 2025**

| DATE                         | ACTIVITY/PURPOSE   | LOCATION        |
|------------------------------|--|-----------------|
| Monday, July 8, 2024         | <b>Southwest Tech Annual Board Meeting</b><br><ul style="list-style-type: none"> <li>➤ Oath of Office</li> <li>➤ Election of Officers</li> <li>➤ Three-year &amp; Ten-Year Facilities Plan</li> <li>➤ <b>Aspen Institute Professional Development (2 hours, Virtual, beginning at 5:00 p.m.)</b></li> </ul>  | Southwest Tech  |
| July 16-17                   | WTCS Board Meeting   | Northwood       |
| TBD                          | Real Estate Foundation Board Meeting   | Southwest Tech  |
| TBD                          | Foundation Board Meeting   | Southwest Tech  |
| Thursday, August 22, 2024    | <b>Southwest Tech Board Meeting</b><br><ul style="list-style-type: none"> <li>➤ Foundation Quarterly Report</li> <li>➤ Real Estate Foundation Quarterly Report</li> <li>➤ <b>College Culture Monitoring Report</b></li> </ul>  | Southwest Tech  |
| September 10-11              | WTCS Board Meeting   | Northcentral    |
| Thursday, September 26, 2024 | <b>Southwest Tech Board Meeting</b><br><ul style="list-style-type: none"> <li>➤ <b>Compliance Monitoring Report</b></li> </ul>   | Southwest Tech  |
| Thursday, October 17, 2024   | <b>Southwest Tech Board Meeting</b> <i>(The Donor Appreciation event MAY be early in the evening. If it is, the Board meeting will follow.)</i><br><ul style="list-style-type: none"> <li>➤ Resolution for Adoption of 2024 Tax Levy</li> <li>➤ Fund &amp; Account Transfers (2023-24 Budget Modifications)</li> <li>➤ Review of Purchasing Activity</li> <li>➤ WI Code of Ethics Resolution</li> <li>➤ Foundation Quarterly Report</li> <li>➤ Real Estate Foundation Quarterly Report</li> <li>➤ <b>Student Access Monitoring Report</b></li> </ul> | Southwest Tech  |
| October 23-26                | Association of Community College Trustees Leadership Congress  | Seattle, WA     |
| TBD                          | Real Estate Foundation Board Meeting   | Southwest Tech  |
| TBD                          | Foundation Board Meeting   | Southwest Tech  |
| November 8-9                 | District Boards Association – Fall Meeting   | Fox Valley Tech |
| November 12-13               | WTCS Board Meeting   | Midstate        |
| Friday, November 15, 2024    | <b>Southwest Tech Board Meeting</b><br><ul style="list-style-type: none"> <li>➤ 2025-26 Budget Process</li> <li>➤ <b>Aspen Institute Professional Development (5 hours, In-Person, beginning at Noon)</b></li> </ul>   | Southwest Tech  |
| Friday, December 13          | Southwest Tech Winter Graduation   | Southwest Tech  |
| Thursday, December 19, 2024  | <b>Southwest Tech Board Meeting</b><br><ul style="list-style-type: none"> <li>➤ Financial Audit</li> </ul>   | Virtual         |

2<sup>nd</sup> Draft for Board Review & Approval, 4.27.2024

| DATE  | ACTIVITY/PURPOSE   | LOCATION                       |
|---|--|--------------------------------|
| January 21                                      | WTCS Board Meeting   | WTCS Office – Madison          |
| TBD   | District Boards Association – Legislative Meeting  | Madison                        |
| <b>Thursday, January 23, 2025</b>               | <b>Southwest Tech Board Meeting</b> <ul style="list-style-type: none"> <li>➤ Foundation Quarterly Report</li> <li>➤ Real Estate Foundation Quarterly Report</li> <li>➤ <b>Safety &amp; Security Monitoring Report</b></li> </ul> | <b>Southwest Tech</b>          |
| TBD   | Real Estate Foundation Board Meeting   | Southwest Tech                 |
| TBD   | Foundation Board Meeting   | Southwest Tech                 |
| February 9-12                                   | Association of Community College Trustees National Legislative Summit  | Washington DC                  |
| <b>Thursday, February 27, 2025</b>              | <b>Southwest Tech Board Meeting</b> <ul style="list-style-type: none"> <li>➤ Budget Assumptions &amp; Parameters</li> </ul>  | <b>Southwest Tech</b>          |
| March 11-12                                     | WTCS Board Meeting   | Madison Area Technical College |
| <b>Thursday, March 27, 2025</b>                 | <b>Southwest Tech Board Meeting</b> <ul style="list-style-type: none"> <li>➤ <b>Quality Teaching &amp; Learning Monitoring Report</b></li> </ul>   | <b>Southwest Tech</b>          |
| TBD   | WTCS Student Ambassador Banquet  | Wisconsin Dells                |
| <b>Friday &amp; Saturday, April 25-26, 2025</b> | <b>Southwest Tech Board Retreat</b> <ul style="list-style-type: none"> <li>➤ Foundation Quarterly Report</li> <li>➤ Real Estate Foundation Quarterly Report</li> <li>➤ President's Evaluation &amp; Contract</li> </ul>          | <b>Southwest Tech</b>          |
| TBD   | Real Estate Foundation Board Meeting   | Southwest Tech                 |
| TBD   | Foundation Board Meeting   | Southwest Tech                 |
| Saturday, May 17                                | Southwest Tech Graduation  | Southwest Tech                 |
| May 20  | WTCS Board Meeting   | WTCS Office – Madison          |
| <b>Thursday, May 22, 2025</b>                   | <b>Southwest Tech Board Meeting</b> <ul style="list-style-type: none"> <li>➤ Proposed Budget</li> <li>➤ State of the College</li> <li>➤ <b>Financial Sustainability Monitoring Report</b></li> </ul>                             | <b>Southwest Tech</b>          |
| <b>Thursday, June 19, 2025</b>                  | <b>Southwest Tech Board Meeting</b> <ul style="list-style-type: none"> <li>➤ Public Budget Hearing/Approval</li> </ul>   | <b>Southwest Tech</b>          |
| <b>Monday, July 7, 2025</b>                     | <b>Southwest Tech Annual Board Meeting</b>   | <b>Southwest Tech</b>          |

## **Board Monitoring of College Effectiveness**

### **A. 2024-25 Budget Update**

The status of the development of the 2024-25 Budget will be reviewed by Caleb White. The summary is included below.

Southwest Wisconsin Technical College  
General Fund 2024-2025 Budgetary Development Status

|                             | 2022-23                  | 2023-24                  | 2024-25                  |                |
|-----------------------------|--------------------------|--------------------------|--------------------------|----------------|
|                             | <u>Actual</u>            | <u>Budget</u>            | <u>Budget</u>            | <u>Change</u>  |
| <b>REVENUES</b>             |                          |                          |                          |                |
| Local Government            | 5,020,419                | 5,118,300                | 5,267,000                | 148,700        |
| State Aids                  | 11,586,409               | 11,400,000               | 11,643,000               | 243,000        |
| Program Fees                | 4,490,977                | 4,629,000                | 4,868,000                | 239,000        |
| Material Fees               | 256,308                  | 270,000                  | 280,000                  | 10,000         |
| Other Student Fees          | 647,281                  | 511,000                  | 722,000                  | 211,000        |
| Institutional               | 2,662,708                | 1,994,000                | 2,917,700                | 923,700        |
| Federal                     | <u>1,876,872</u>         | <u>850,000</u>           | <u>1,713,700</u>         | <u>863,700</u> |
| Total Revenues              | 26,540,974               | 24,772,300               | 27,411,400               | 2,639,100      |
| <b>EXPENDITURES</b>         |                          |                          |                          |                |
| Instruction                 | 15,837,617               | 14,200,000               | 15,975,500               | 1,775,500      |
| Instructional Resources     | 297,990                  | 309,000                  | 316,000                  | 7,000          |
| Student Services            | 2,925,392                | 2,800,000                | 3,196,950                | 396,950        |
| General Institutional       | 5,869,948                | 5,900,000                | 6,118,300                | 218,300        |
| Physical Plant              | 2,298,273                | 2,200,000                | 2,416,000                | 216,000        |
| Auxiliary                   | <u>10,491</u>            | <u>-</u>                 | <u>-</u>                 | <u>-</u>       |
| Total Expenditures          | 27,239,711               | 25,409,000               | 28,022,750               | 2,613,750      |
| Net Revenue (Expenditures)  | (698,737)                | (636,700)                | (611,350)                |                |
| Operating Transfer In (Out) | <u>1,270,021</u>         | <u>251,000</u>           | <u>233,000</u>           |                |
| Change in Fund balance      | 571,284                  | (385,700)                | <b>(378,350)</b>         |                |
| Beginning Fund Balance      | <u>11,140,250</u>        | <u>11,471,250</u>        | <u>11,085,550</u>        |                |
| Ending Fund Balance         | <u><u>11,711,534</u></u> | <u><u>11,085,550</u></u> | <u><u>10,707,200</u></u> |                |

## ***B. Staffing Update***

A summary of updates on College Staffing follows:


|   | <b>Name</b> | <b>Title</b>  | <b>Status and/or Additional Info</b> | <b>Effective Date</b> | <b>Funding Source &amp;/or Estimated Wage Range/Hired Salary</b>                                   |
|---|-------------|---|--------------------------------------|-----------------------|--|
| 1 | New         | Sustainable Energy Management Instructor/Energy Coordinator   | Ashley Wojtalewicz                   | 7/31/2023             | BS: \$50,365 - \$80,083<br>AS: \$52,977 - \$84,234<br>MS: \$55,588 - \$88,385<br>Hired at \$70,000 |
| 2 | Replacement | Communication Instructor  | Sarah Gleisner                       | 8/9/2023              | MS: \$56,533 - \$89,888<br>Hired at \$65,000   |
| 3 | Replacement | Disability Services Specialist  | Tracy Allen                          | 7/17/2023             | C4 \$51,471-\$72,438<br>Hired at \$68,000  |
| 4 | New         | IT Systems Analyst (Student Services, Fin Aid, Student Accounts) Re-posted: Business Analyst - Student Information System | Remuka Vallarapu                     | 2/6/2024              | C42: \$24.88 - \$34.83<br>Hired at \$34/hour   |
| 5 | Replacement | Accounting Instructor   | Julie Johl                           | 8/7/2023              | BS: \$51,221 - \$81,444<br>AS: \$53,878 - \$85,666<br>MS: \$56,533 - \$89,888<br>Hired at \$63,000 |
| 6 | Replacement | Web Designer  | Eesha Gongula                        | 10/4/2023             | C43 \$54,575- \$76,406<br>Hired at \$66,560  |
| 7 | Replacement | Multicultural Success Coach   | Karla Escobar                        | 8/28/2023             | C41: \$48,908 - \$68,472<br>Hired at \$63,000  |
| 8 | Replacement | Student Engagement Coordinator  | Brittany Sherman                     | 8/1/2023              | C41: \$48,908 - \$68,472<br>Hired at \$56,000  |
| 9 | Replacement | Child Care Aide - Part-time   | Abby Meier                           | 8/28/2023             | A12: \$19.56 - \$22.87<br>Hired at \$19.56/hour  |

|    | <b>Name</b> | <b>Title</b>  | <b>Status and/or Additional Info</b> | <b>Effective Date</b> | <b>Funding Source &amp;/or Estimated Wage Range/Hired Salary</b>                                   |
|----|-------------|---|--------------------------------------|-----------------------|--|
| 10 | Replacement | Director of Development and Major Gifts   | Angela Herting                       | 10/18/2023            | D61: \$64,582 - \$93,645<br>Hired at \$79,000  |
| 11 | Replacement | Academic Success Coach  | JoLynn Moss                          | 10/11/2023            | B24: \$22 - 28.61/hourly<br>Hired at \$26/hour   |
| 12 | Replacement | Advisor   | Beth Cummins                         | 10/17/2023            | C42: \$51,742 - \$72,438<br>Hired at \$67,477  |
| 13 | Replacement | Associate Degree Nursing Instructor   | Michelle Young                       | 3/18/2024             | BS: \$51,221 - \$81,444<br>AS: \$53,878 - \$85,666<br>MS: \$56,533 - \$89,888<br>Hired at \$67,000 |
| 14 | New         | Radiography Program Director & Instructor   | Rachel McGuire                       | 1/5/2024              | MS: \$56,533 - \$89,888<br>Hired at \$65,000   |
| 15 | Replacement | Administrative Assistant - Academic Division  | Tina Leis                            | 1/28/2023             | B22: \$19.56 - \$25.37/hourly<br>Hired at \$23/hour  |
| 16 | New         | Academic Success Coach (Part-Time)  | JoAnn Wiederholt                     | 1/26/2024             | B24: \$22.00 - \$28.61/hourly<br>Hired at \$25/hour  |
| 17 | New         | Automotive Technician Instructor  | George Whiteaker                     | 2/5/2024              | BS: \$51,221 - \$81,444<br>AS: \$53,878 - \$85,666<br>MS: \$56,533 - \$89,888<br>Hired at \$64,000 |
| 18 | Replacement | Welding Instructor  | Gary Bakken                          | 5/1/2024              | BS: \$51,221 - \$81,444<br>AS: \$53,878 - \$85,666<br>MS: \$56,533 - \$89,888<br>Hired at \$66,500 |
| 19 | Replacement | Administrative Assistant - College Effectiveness  | Natalie Volberding                   | 4/1/2024              | B22: \$19.56 - \$25.37/hr<br>Hired at \$21.00/hour   |
| 20 | Replacement | Continuing Education Specialist<br>Re-posted: Administrative Assistant - Continuing Education | Posted                               | 3/26/2024             | B22: \$19.56 - \$25.37/hr  |
| 21 | Replacement | Mathematics Instructor  | Posted                               | 4/2/2024              | MS: \$56,533 - \$89,888  |
| 22 | Replacement | Communication Instructor  | Posted                               | 4/5/2024              | MS: \$56,533 - \$89,888  |
| 23 | Replacement | Nursing Instructor  | Posted                               | 4/12/2024             | BS: \$51,221 - \$81,444<br>AS: \$53,878 - \$85,666<br>MS: \$56,533 - \$89,888                      |
| 24 | Replacement | Academic Success Coach  | Carolyn Laufenberg                   | 4/15/2024             | Masters: \$56,533 - \$89,888   |

# Information and Correspondence

## A. Enrollment Report

### 1. 2023-24 Year-Over-Year FTE Comparison Report

|  |  | March 20 2024: School Years 2021-22, 2022-23, and 2023-24 FTE Comparison |                                  |                                  |                               |                               |   |                             |                             |                           |                           |
|---|--|--|----------------------------------|----------------------------------|-------------------------------|-------------------------------|---|-----------------------------|-----------------------------|---------------------------|---------------------------|
| Program Code  | Program Title                                      | SY 21-22<br>04/18/22<br>Students   | SY 22-23<br>04/17/23<br>Students | SY 23-24<br>04/15/24<br>Students | 22 to 24<br>Student<br>Change | 23 to 24<br>Student<br>Change | SY 21-22<br>04/18/22<br>FTE                               | SY 22-23<br>04/17/23<br>FTE | SY 23-24<br>04/15/24<br>FTE | 22 to 24<br>FTE<br>Change | 23 to 24<br>FTE<br>Change |
| 10  | Associate Degree                                   |  |                                  |                                  |                               |                               | 854.50  | 857.20                      | 865.85                      | 11.35                     | 8.65                      |
| 20  | Liberal Arts Transfer                              |  |                                  |                                  |                               |                               | -   | -                           | 14.40                       | 14.40                     | 14.40                     |
| 30-31-32  | Technical Diploma - Short Term/One year/Two year   |  |                                  |                                  |                               |                               | 240.03  | 266.87                      | 279.56                      | 39.53                     | 12.69                     |
| 42-47   | Adult Continuing Education - Gen Adult/Occup Adult |  |                                  |                                  |                               |                               | 60.39   | 62.99                       | 57.52                       | (2.87)                    | (5.47)                    |
| 50  | Apprenticeship                                     |  |                                  |                                  |                               |                               | 7.40  | 8.86                        | 8.99                        | 1.59                      | 0.13                      |
| 60  | Community Service                                  |  |                                  |                                  |                               |                               | -   | 0.76                        | -                           | -                         | (0.76)                    |
| 73-74   | Adult Education - Beginning/Intermediate           |  |                                  |                                  |                               |                               | 34.63   | 36.83                       | 26.38                       | (8.26)                    | (10.46)                   |
| 75  | English Language Learners                          |  |                                  |                                  |                               |                               | 2.60  | 6.63                        | 6.36                        | 3.76                      | (0.27)                    |
| 76  | Adult High School                                  |  |                                  |                                  |                               |                               | 22.10   | 20.30                       | 16.75                       | (5.35)                    | (3.55)                    |
| 77  | Developmental                                      |  |                                  |                                  |                               |                               | 1.93  | 3.93                        | 3.93                        | 2.00                      | (0.00)                    |
| 78  | Remedial   |  |                                  |                                  |                               |                               | 5.13  | 4.73                        | 0.03                        | (5.10)                    | (4.70)                    |
|   | <b>Grand Total</b>                                 | <b>5,974</b>   | <b>6,725</b>                     | <b>6,912</b>                     | <b>938</b>                    | <b>187</b>                    | <b>1,228.72</b>   | <b>1,269.11</b>             | <b>1,279.77</b>             | <b>51.05</b>              | <b>10.66</b>              |
|   | <b>Total Percent of Change</b>                     |  |                                  |                                  |                               |                               |   |                             |                             | <b>4.15%</b>              | <b>0.84%</b>              |
|   |  |  |                                  |                                  |                               |                               | Budgeted/Goal FTEs  | 1,250                       | 1,250                       | 1,300                     |                           |
|   |  |  |                                  |                                  |                               |                               | % of Budgeted/Goal FTEs Achieved to date                  | 98.3%                       | 101.5%                      | 98.4%                     |                           |
|   |  |  |                                  |                                  |                               |                               | Final Actual FTEs Achieved                                | 1,254                       | 1,304                       |                           |                           |
|   |  |  |                                  |                                  |                               |                               | % of Final Actual FTEs Achieved to date                   | 98.0%                       | 97.3%                       |                           |                           |
|   |  |  |                                  |                                  |                               |                               | <b>23/24 Projected Ending FTEs using historical trend</b> | <b>1,306</b>                | <b>1,315</b>                |                           |                           |
|   |  |  |                                  |                                  |                               |                               | <b>Will budget be met</b>                                 | <b>YES</b>                  | <b>YES</b>                  |                           |                           |

## 2. 2024-25 Year-over-Year FTE Comparison

| 24-25 FTE COMPARISON REPORT - APRIL 15, 2024 |   | Headcount           |                     |                     |                    |                    | FTE's               |                     |                     |                    |                    |
|--|---|---------------------|---------------------|---------------------|--------------------|--------------------|---------------------|---------------------|---------------------|--------------------|--------------------|
| Program Number                               | Program Name  | FY 22-23<br>4/18/22 | FY 23-24<br>4/17/23 | FY 24-25<br>4/15/24 | 23 to 25<br>Change | 24 to 25<br>Change | FY 22-23<br>4/18/22 | FY 23-24<br>4/17/23 | FY 24-25<br>4/15/24 | 23 to 25<br>Change | 24 to 25<br>Change |
| 101011                                       | Accounting  | 21                  | 14                  | 13                  | (8)                | (1)                | 8.37                | 6.57                | 5.90                | (2.47)             | (0.67)             |
| 311011                                       | Accounting Assistant  | 3                   | 2                   | 1                   | (2)                | (1)                | 1.10                | 0.83                | 0.63                | (0.47)             | (0.20)             |
| 100067                                       | Agribusiness Science & Technology - Agribusiness Management | 7                   | 3                   | 11                  | 4                  | 8                  | 4.13                | 1.90                | 6.00                | 1.87               | 4.10               |
| 100065                                       | Agribusiness Science & Technology - Agronomy                | 3                   | 3                   | 8                   | 5                  | 5                  | 1.70                | 1.40                | 4.17                | 2.47               | 2.77               |
| 310063                                       | Agribusiness Science & Technology - Agronomy Tech           | -                   | 1                   | 1                   | 1                  | -                  | -                   | 0.43                | 0.37                | 0.37               | (0.07)             |
| 100066                                       | Agribusiness Science & Technology - Animal Science          | 14                  | 9                   | 18                  | 4                  | 9                  | 8.67                | 5.60                | 11.73               | 3.07               | 6.13               |
| 320701                                       | Agricultural Power & Equipment Technician                   | 15                  | 10                  | 16                  | 1                  | 6                  | 7.87                | 6.00                | 9.27                | 1.40               | 3.27               |
| 303163                                       | Artisanal Modern Meat Butchery                              | -                   | -                   | 6                   | 6                  | 6                  | -                   | -                   | 1.00                | 1.00               | 1.00               |
| 324042                                       | Automotive Technician                                       | 5                   | 9                   | 15                  | 10                 | 6                  | 2.20                | 4.37                | 6.83                | 4.63               | 2.47               |
| REMEDI                                       | Basic Education Remedial/Developmental                      | 55                  | 55                  | 1                   | (54)               | (54)               | -                   | -                   | -                   | -                  | -                  |
| 314751                                       | Building Trades-Carpentry                                   | -                   | -                   | 6                   | 6                  | 6                  | -                   | -                   | 3.00                | 3.00               | 3.00               |
| 101021                                       | Business Analyst / Data Analyst                             | 1                   | 1                   | 3                   | 2                  | 2                  | 0.63                | 0.57                | 0.90                | 0.27               | 0.33               |
| 101023                                       | Business Management   | 38                  | 33                  | 28                  | (10)               | (5)                | 16.10               | 14.97               | 11.80               | (4.30)             | (3.17)             |
| 105305                                       | Cancer Information Management                               | 32                  | 36                  | 32                  | -                  | (4)                | 12.00               | 12.37               | 9.43                | (2.57)             | (2.93)             |
| 115301                                       | Cancer Information Management (CIM) ATC                     | -                   | -                   | 4                   | 4                  | 4                  | -                   | -                   | 1.10                | 1.10               | 1.10               |
| 313071                                       | Child Care Services   | -                   | -                   | 1                   | 1                  | 1                  | -                   | -                   | 0.30                | 0.30               | 0.30               |
| 315021                                       | Cosmetology   | 11                  | 3                   | 16                  | 5                  | 13                 | 5.17                | 1.40                | 7.13                | 1.97               | 5.73               |
| 105046                                       | Criminal Justice - Law Enforcement 2                        | 6                   | 9                   | 19                  | 13                 | 10                 | 5.40                | 3.80                | 7.27                | 1.87               | 3.47               |
| 105045                                       | Criminal Justice Studies                                    | 6                   | 3                   | 1                   | (5)                | (2)                | 2.63                | 1.60                | 0.47                | (2.17)             | (1.13)             |
| 305042                                       | Criminal Justice-Law Enforcement 720 Academy                | -                   | -                   | 4                   | 4                  | 4                  | -                   | -                   | 1.07                | 1.07               | 1.07               |
| 105106                                       | Direct Entry Midwife  | 57                  | 47                  | 62                  | 5                  | 15                 | 21.80               | 18.20               | 25.07               | 3.27               | 6.87               |
| 308121                                       | Driver and Safety Education Certification                   | -                   | 1                   | 1                   | 1                  | -                  | -                   | 0.30                | 0.10                | 0.10               | (0.20)             |
| 103071                                       | Early Childhood Education                                   | 23                  | 15                  | 29                  | 6                  | 14                 | 9.70                | 7.10                | 12.27               | 2.57               | 5.17               |
| 314132                                       | Electrical Power Distribution                               | -                   | -                   | 30                  | 30                 | 30                 | -                   | -                   | 14.77               | 14.77              | 14.77              |
| 106201                                       | Electromechanical Technology                                | 10                  | 6                   | 8                   | (2)                | 2                  | 5.10                | 3.30                | 4.47                | (0.63)             | 1.17               |
| 305313                                       | Emergency Medical Technician                                | -                   | -                   | 1                   | 1                  | 1                  | -                   | -                   | 0.37                | 0.37               | 0.37               |
| 104813                                       | Energy Management Technology (Sustainable Energy Mgmt)      | -                   | -                   | 1                   | 1                  | 1                  | -                   | -                   | 0.50                | 0.50               | 0.50               |
| 320804                                       | Farm Operations & Management - Ag Mechanics                 | 4                   | -                   | -                   | (4)                | -                  | 2.17                | -                   | -                   | (2.17)             | -                  |



| 24-25 FTE COMPARISON REPORT - APRIL 15, 2024 |  | Headcount           |                     |                     |                    |                    | FTE's               |                         |                         |                    |                    |
|--|--|---------------------|---------------------|---------------------|--------------------|--------------------|---------------------|-------------------------|-------------------------|--------------------|--------------------|
| Program Number                               | Program Name                                       | FY 22-23<br>4/18/22 | FY 23-24<br>4/17/23 | FY 24-25<br>4/15/24 | 23 to 25<br>Change | 24 to 25<br>Change | FY 22-23<br>4/18/22 | FY 23-<br>24<br>4/17/23 | FY 24-<br>25<br>4/15/24 | 23 to 25<br>Change | 24 to 25<br>Change |
| 320803                                       | Farm Operations & Management - Dairy               | 5                   | 2                   | -                   | (5)                | (2)                | 2.53                | 1.13                    | -                       | (2.53)             | (1.13)             |
| 310803                                       | Farm Operations & Management - Dairy Technician    | -                   | 1                   | -                   | -                  | (1)                | -                   | 0.10                    | -                       | -                  | (0.10)             |
| 310802                                       | Farm Operations & Management - Farm Ag Maintenance | -                   | 1                   | -                   | -                  | (1)                | -                   | 0.10                    | -                       | -                  | (0.10)             |
| 320806                                       | Farm Operations & Management - Livestock           | 4                   | 3                   | -                   | (4)                | (3)                | 2.07                | 1.23                    | -                       | (2.07)             | (1.23)             |
| 310807                                       | Farm Operations & Management - Livestock Tech      | 1                   | -                   | -                   | (1)                | -                  | 0.10                | -                       | -                       | (0.10)             | -                  |
| 103251                                       | Golf Course Management                             | 6                   | 3                   | 5                   | (1)                | 2                  | 2.50                | 1.07                    | 3.00                    | 0.50               | 1.93               |
| 102012                                       | Graphic And Web Design                             | 10                  | 12                  | 23                  | 13                 | 11                 | 4.47                | 5.60                    | 10.43                   | 5.97               | 4.83               |
| 105301                                       | Health Information Technology                      | 18                  | 9                   | 16                  | (2)                | 7                  | 5.40                | 3.00                    | 4.90                    | (0.50)             | 1.90               |
| 105203                                       | Human Services Associate                           | 18                  | 11                  | 12                  | (6)                | 1                  | 10.03               | 6.17                    | 6.43                    | (3.60)             | 0.27               |
| 316201                                       | Industrial Mechanic                                | -                   | 1                   | -                   | -                  | (1)                | -                   | 0.57                    | -                       | -                  | (0.57)             |
| 106203                                       | Instrumentation and Controls Technology            | 1                   | -                   | 1                   | -                  | 1                  | 0.60                | -                       | 0.60                    | -                  | 0.60               |
| 101512                                       | IT - Cybersecurity Specialist                      | -                   | 1                   | 10                  | 10                 | 9                  | -                   | 0.10                    | 5.13                    | 5.13               | 5.03               |
| 311546                                       | IT-Computer Support Technician (suspended)         | 6                   | 1                   | -                   | (6)                | (1)                | 2.87                | 0.33                    | -                       | (2.87)             | (0.33)             |
| 101502                                       | IT - Network Specialist (teach out)                | 6                   | 3                   | -                   | (6)                | (3)                | 1.97                | 1.47                    | -                       | (1.97)             | (1.47)             |
| 311509                                       | IT - Network Systems Technician                    | -                   | -                   | 1                   | 1                  | 1                  | -                   | -                       | 0.40                    | 0.40               | 0.40               |
| 101961                                       | Leadership Development                             | 6                   | -                   | 2                   | (4)                | 2                  | 2.17                | -                       | 1.13                    | (1.03)             | 1.13               |
| 208001S                                      | Liberal Arts - Associate of Arts (SWTC)            | 14                  | 11                  | 19                  | 5                  | 8                  | 2.60                | 1.83                    | 7.97                    | 5.37               | 6.13               |
| 208002S                                      | Liberal Arts - Associate of Science (SWTC)         | 3                   | 5                   | 2                   | (1)                | (3)                | 0.77                | 1.03                    | 0.50                    | (0.27)             | (0.53)             |
| 315091                                       | Medical Assistant                                  | 4                   | 2                   | 2                   | (2)                | -                  | 0.70                | 0.53                    | 0.77                    | 0.07               | 0.23               |
| 315302                                       | Medical Coding Specialist                          | 36                  | 18                  | 21                  | (15)               | 3                  | 9.60                | 5.50                    | 6.37                    | (3.23)             | 0.87               |
| 105131                                       | Medical Laboratory Technician                      | 7                   | 4                   | -                   | (7)                | (4)                | 2.37                | 1.97                    | -                       | (2.37)             | (1.97)             |
| 305024                                       | Nail Technician                                    | -                   | -                   | 1                   | 1                  | 1                  | -                   | -                       | 0.17                    | 0.17               | 0.17               |
| NONDEG                                       | Non-Degree   | 180                 | 73                  | 4                   | (176)              | (69)               | 4.22                | 1.15                    | 0.08                    | (4.14)             | (1.07)             |
| 101966                                       | Nonprofit Leadership                               | 4                   | 2                   | 3                   | (1)                | 1                  | 1.40                | 1.10                    | 1.40                    | -                  | 0.30               |
| 105431                                       | Nursing - Associate Degree                         | 108                 | 102                 | 85                  | (23)               | (17)               | 29.87               | 30.17                   | 26.10                   | (3.77)             | (4.07)             |
| 305431                                       | Nursing Assistant                                  | 11                  | 12                  | 6                   | (5)                | (6)                | 0.93                | 1.17                    | 0.40                    | (0.53)             | (0.77)             |
| 105241                                       | Physical Therapist Assistant                       | 6                   | 1                   | 9                   | 3                  | 8                  | 2.80                | 0.07                    | 3.97                    | 1.17               | 3.90               |
| 504275                                       | Plumbing Apprentice                                | 1                   | -                   | 1                   | -                  | 1                  | 0.09                | -                       | 0.10                    | 0.01               | 0.10               |
| 311821                                       | Supply Chain Assistant                             | 2                   | 1                   | -                   | (2)                | (1)                | 0.40                | 0.37                    | -                       | (0.40)             | (0.37)             |
| 101821                                       | Supply Chain Management                            | 12                  | 12                  | 4                   | (8)                | (8)                | 4.97                | 4.30                    | 1.43                    | (3.53)             | (2.87)             |
| 105121                                       | Surgical Technology                                | 1                   | 7                   | 8                   | 7                  | 1                  | 0.23                | 2.53                    | 2.40                    | 2.17               | (0.13)             |
| 104995                                       | Technical Studies-Journeyworker                    | 1                   | 1                   | -                   | (1)                | (1)                | 0.10                | 0.10                    | -                       | (0.10)             | (0.10)             |
| UNDEC  | Undeclared   | 14                  | 27                  | 4                   | (10)               | (23)               | 1.80                | 4.00                    | 0.67                    | (1.13)             | (3.33)             |
| UNDES  | Undesignated                                       | 33                  | 19                  | -                   | (33)               | (19)               | 4.73                | 2.20                    | -                       | (4.73)             | (2.20)             |
| 314421                                       | Welding  | 8                   | 5                   | 27                  | 19                 | 22                 | 3.83                | 2.10                    | 13.33                   | 9.50               | 11.23              |
| <b>TOTALS:</b>                               |  | <b>837</b>          | <b>610</b>          | <b>602</b>          | <b>(235)</b>       | <b>(8)</b>         | <b>220.85</b>       | <b>171.68</b>           | <b>243.58</b>           | <b>22.73</b>       | <b>71.89</b>       |

### 3. Student Success Scoreboard



Southwest Wisconsin  
TECHNICAL COLLEGE

# College 1.0 Access Southwest Tech Student Success Plans

April 15, 2024 Update



## Southwest Tech Student Success Plans

Complete Plans = 134

- 31 before New Student Registration
- 103 since New Student Registration started on April 8

In Progress = 863



THIS IS WHERE ANYTHING IS POSSIBLE

## Southwest Tech Student Success Plans

### 134 Complete Plans, 863 Plans Started

\*numbers reported below are started plans, not only completed plans\*

\*numbers reported below do not include the 103 completed plans from NSR because not all info is tracked yet\*

- 40 adult education (AE) and English Language Learners (ELL) students started plan
  - Goal is 50
- 221 dual enrollment students have a plan started
  - Goal is 150
- 142 students in one or more Special Population Category have a plan started
  - Goal is 300
- 67 students are University Transfer Students have a plan started
  - Goal is 50



THIS IS WHERE ANYTHING IS POSSIBLE

## Proposed New Scoreboard

1. Career Assessments
  - 375 career assessments completed
2. Financial Budget and Gap
  - 135 Students with a Financial Budget Plan
3. Academic Map with Supports & Services
  - 785 Academic Map with Supports and Services Plans are complete



THIS IS WHERE YOU GROW

## Proposed New Scoreboard

### 4. Complete Student Success Plans

- A. 103 Students with Career Assessment, Financial Budget, and Supports & Services with Educational Plan BEFORE classes start
- B. Special Population Students with Complete Plan and Non-Special Population Students with Complete Plan
  - 103 SSPs completed at NSR do not have Special Population indicator marked yet
  - 15 of 31 completed student success plans are Special Population Students
  - 16 of 31 of the completed student success plans are Non-Special Population Students



### ***B. Chairperson's Report***

### ***C. College President's Report***

#### **1. Feedback on Aspen Institute**

#### **2. Graduation Invite (Saturday, May 18, 2024)**

The SWTC spring commencement information, including times and programs within each ceremony, follows:



## Spring Graduation

**Saturday, May 18, 2024**

**Location:** Ag Auto Building

**Times:** 8:00 am – Ceremony 1  
10:30 am – Ceremony 2  
12:30 pm - Ceremony 3  
2:30 pm – Ceremony 4

### **8:00AM Ceremony 1**

*Pinning & Commencement*  
Nursing-Associate Degree

### **10:30AM Ceremony 2**

Accounting  
Accounting Assistant  
Artisanal Modern Meat Butchery  
Building Trades—Carpentry  
Business Management  
Child Care Services  
Cosmetology  
Data Analytics  
Early Childhood Education  
Golf Course Management  
Graphic & Web Design  
HSED/GED  
Human Services Associate  
IT- Cybersecurity and Network Administration  
IT - Network Specialist  
IT-Network Systems Technician  
Leadership Development  
Nail Technician  
Nonprofit Leadership  
Supply Chain Assistant  
Supply Chain Management  
Technical Studies-Journeyworker  
University Transfer Liberal Arts

### **12:30PM Ceremony 3**

Cancer Information Management  
Cancer Information Management (ATC)  
Criminal Justice Studies  
Criminal Justice-Law Enforcement 2  
Electro-Mechanical Technology  
Health Information Technology  
Individualized Technical Studies  
Industrial Mechanic  
Instrumentation and Controls Technology  
Laboratory Science Technician  
Medical Assistant  
Medical Coding Specialist  
Medical Laboratory Technician  
Midwife (Direct Entry)  
Physical Therapist Assistant  
Surgical Technology  
Welding

### **2:30PM Ceremony 4**

Agribusiness Science & Technology - Agbus Management  
Agribusiness Science & Technology - Agronomy  
Agribusiness Science & Technology - Agronomy Technician  
Agribusiness Science & Technology - Animal Science  
Agricultural Power & Equipment Technician  
Auto Collision Repair & Refinish Technician  
Automotive Technician  
CNC Machine Operator/Programmer  
Electrical Power Distribution  
Farm Operations & Management - Ag Mechanics  
Farm Operations & Management - Dairy  
Farm Operations & Management - Livestock

**3. College Happenings**

***D. Other Information Items***

**Establish Board Agenda Items for Next Meeting**

***A. Agenda***


- 1. State of the College Report**
- 2. Review of Facilities Plan (draft)**
- 3. SWTC Foundation Quarterly Report**
- 4. SWTC Real Estate Foundation Quarterly Report**


***B. Date, Time, & Place***

**Thursday, May 23, 2024, at 7:00 p.m., at Southwest Tech Campus**

**Adjournment**

**Appendix ~ Southwest Wisconsin Technical College Strategic Directions (2023 - 2026)**

  
**STRATEGIC DIRECTIONS**  
2023–2026



**For seven years in a row, Southwest Tech ranks among the best two-year colleges in the nation!**

THIS IS WHERE  
*Everyone Belongs*

# Who We Are

## Mission

Southwest Wisconsin Technical College provides education and training opportunities responsive to students, employers, and communities.

## Vision

Southwest Wisconsin Technical College will be a preferred provider of education, source of talent, and place of employment in the region. We at the College change lives by providing opportunities for success.

## Values

### Integrity

We promote a cohesive culture that is based on honesty, professionalism, trust, kindness, and respect. We work collaboratively to maintain a healthy environment of clear communication, transparency, and dedication to the mission of Southwest Tech.



*Lori Needham, executive assistant, is known around campus for her unwavering kindness and infectious positivity. She extends trust generously and helps the entire campus community to feel like they belong here.*

### Accountability

We hold ourselves and our teams responsible for achieving academic and fiscal College goals as established by the District Board. We practice self-awareness and hold each other accountable to recognize and confront biases that impact our thinking, behavior, and performance to realize positive and equitable results.

*Holly Straka, Workforce Innovation Grant coordinator, is working on her masters degree while also leading the \$2.9 million Workforce Innovation Grant which funds Southwest Tech's Advance Southwest Wisconsin project. The project helps the Southwest Wisconsin workforce excel and increase their career potential in the post-pandemic manufacturing sector by providing job site training, educational pathways, and advanced support.*



### Learning

We work together to make high-quality, affordable education accessible to our diverse population. We help students develop the knowledge, skills, and attitudes needed to contribute to an inclusive workforce and community success. Through partnerships, we seek opportunities to improve lives.

*Kelly Kelly, Director of Fiscal Services, regularly seeks opportunities to provide work-based learning opportunities for students in the accounting program. She considers them an essential part of her team and holds them accountable for demonstrating professional behavior, communication, and the technical skills needed for today's workforce.*



### Inclusivity

We provide a welcoming environment that promotes respect for all members of the college community. We commit to learning about our differences and commonalities to better appreciate the value of each person. We empower the college community to cultivate connections and defend the dignity and humanity of all. We expect all members of our college community to live our Charger Respect Pledge.



*Matt Nation, evening custodian, regularly seeks opportunities to support students who need it the most by hiring them for the evening custodian crew. Matt makes adjustments to job duties to make sure students feel confident and supported. Matt answers many after-hours calls and is the first to extend a helping hand.*

### Continuous Improvement

We leverage our rural perspective and progressive entrepreneurial spirit to attract people who strive for excellence in student success through innovation in technology, services, and strategies. We support and promote personal and professional development to exceed industry standards and produce competent and



skilled graduates in high-quality, relevant programs essential to our sustainability as a college.

*Stacey Place, Physical Therapist Assistant program instructor, recently took on the role of academic lead for several health science*

*programs. The primary role of academic leads is to serve as coaches, mentors, and guides on a peer-to-peer basis, with the overarching goal of enhancing student learning outcomes.*

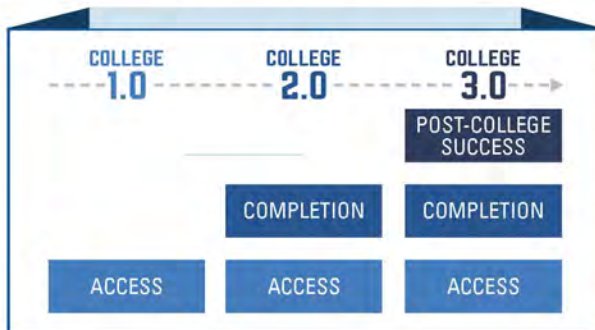


**Building relationships with prospective students, current students, and employers is what we do best. At Southwest Tech, we care.**

The front cover shows a recruiter meeting with students from Darlington High School, a non-traditional occupation student in the Building Trades-Carpentry program, and the first cohort of students in the high wage Surgical Technology program.



# College Health Indicators



| COLLEGE HEALTH INDICATORS (CHI) |  | 2023<br>ACTUAL | 2024<br>GOAL |
|---------------------------------|--|----------------|--------------|
| CHI 1A.                         | Promoting Equity in Student Learning-Graduation Rate Comparison: |                |              |
|                                 | For Special Population* Students                                 | 42%            | 70%          |
|                                 | For Non-Special Population Students                              | 60%            |              |
| CHI 2A.                         | Course Completion Rate   | 91%            | 95%          |
| CHI 3A.                         | Year-to-Year Graduate Wage Growth                                | 8%             | 10%          |
| CHI 4A.                         | 5-Year Graduate Wage Growth                                      | 67%            | 75%          |

\*The Wisconsin Technical College System (WTCS) defines special populations as students of color, Pell Grant recipients, military veterans, incarcerated individuals, dislocated workers, and persons with disabilities.

The District Board of Directors reviews College Health Indicators (CHI) semi-annually. The CHI are metrics that provide a trend of performance year-over-year with benchmarks that compare Southwest Tech to other Wisconsin Technical College System colleges or national performance standards.

Each year, the Wisconsin Technical College District Boards Association recognizes individuals and business leaders in the state who exemplify the very best of Wisconsin's technical education system and colleges. The Association also recognizes partners in our communities who promote the value of a technical college education. For the last two years in a row, Southwest Tech District Board

Chairs Donald Tuescher and Charles Bolstad were honored as the Wisconsin Technical College System Board Member of the Year.



▲ Charles Bolstad  
Donald Tuescher ▶



# College Governance



## Executive Team

Leads the college to achieve excellence with integrity through learning and service.

*The Aspen Institute College Excellence Program selected Holly Clendenen as one of 35 leaders for the 2023-24 class of the Aspen Rising Presidents Fellowship.*



## College Council

Cultivates College Values as core behaviors of a positive, caring culture of wellness and trust.

*Josh Bedward, facilities manager and master electrician, co-leads the College Council and took a lead role in developing and implementing the performance management evaluations.*



## Academic Council

Leads efforts to ensure all students learn, progress, and achieve their goals, especially our Special Populations\*.

*Cynde Larsen, Ph.D., chief academic officer and executive dean, leads the Academic Council.*



## Operations Council

Leads the achievement of sustainable college operations.

*Heath Ahnen, executive director of information technology services, is co-leading the implementation of a new Enterprise Resource Planning system.*

**COLLEGE 1.0-ACCESS**

**STRATEGIC DIRECTION:** Create transformational student success plans to improve access for all students.

**This Is Where People Care.** At Southwest Tech we want every person to know we care about their success. Faculty and staff unite to help students design plans to achieve their goals. Student success plans include: career goals, an academic map, financial planning and budgeting, and a network of professionals to ensure supports and services are inevitable.

**PERFORMANCE**

*We know we will be successful when more people chose to be students at Southwest Tech, especially if they live in the college's five-county district.*

**GOALS**

- a. 50 Adult Basic Education and English Language Learners students will have a student success plan by the end of the spring 2024 semester.
- b. 150 dual enrollment high school students will have a student success plan by the end of the spring 2024 semester.
- c. 300 special population\* degree-seeking students will have a student success plan by the end of the spring 2024 semester.
- d. 50 university transfer students have a student success plan by the end of the spring 2024 semester.
- e. All program students will have a success plan before their first course begins in the 2024 fall term.



*An eager group of adults in Darlington is on their way to learning English. A partnership between Southwest Wisconsin Technical College and the Darlington Community School District, has drawn approximately 60 adult learners to weekly classes since September.*



*Cody M. Burke completed the HSED program at our Richland Center Outreach Center. He is from Soldiers Grove, Wisconsin, and was a student at North Crawford High School. Cody will attend Southwest Tech in Fennimore this fall as a part of the Agricultural Power and Equipment Technology program. Good luck with your future, Cody!*

**COLLEGE 2.0-COMPLETION**

**STRATEGIC DIRECTION:** Enhance high-quality work-based learning to improve course completion and graduation for all students.

**This Is Where You Succeed.** Graduation Matters. We help every student complete their courses and finish their degrees because we know students with degrees have more earning power and better opportunities to improve their lives.

**PERFORMANCE**

*We know we will be successful when more students graduate and we make improvements to decrease achievement gaps for special population students. Southwest Tech emphasizes work-based learning\* so students learn first-hand from industry experts how to excel in the workforce or successfully transfer to a four-year university.*

**GOALS**

- a. All academic programs will incorporate or enhance at least one formal work-based learning initiative into the curriculum before the fall 2024 semester.
- b. During the 2023-24 academic year, all academic program advisory committees will consider student success rates and outcomes and identify curriculum or industry innovations that will increase wages.
- c. The Boards of Directors for the College, Foundation, and Real Estate Foundation will adopt fundraising priorities aligned with supporting needs-based scholarships and work-based learning by November of 2023 and establish fundraising goals for each of the next three years.
- d. Universal Design initiatives will be assessed for impact on student success with investments in the opportunities that will have the most impact on students during the 2024-25 budget development cycle.

*All students are better off when they have authentic work-based learning opportunities similar to what they will experience in the workplace. The internal partnerships between marketing and the Graphic & Web Design program create meaningful experiences that align with program outcomes. Pictured are Graphic & Web Design students Sabrina Splinter and Alexa Weber whose t-shirt designs were selected to be sold in the Chargers Bookstore.*



\*Work-based learning is a course-based opportunity to engage and interact with industry experts while learning to demonstrate essential employability and technical skills necessary for today's workforce. Work-based learning can take various forms, such as practicum, clinical, and internship courses; apprenticeships, and other course-based learning experiences in which students interact directly with potential employers.

**COLLEGE 3.0-POST-COLLEGE SUCCESS**

**STRATEGIC DIRECTION:** Innovate the curriculum and workforce to improve wage and transfer success for all graduates.

**This is Where You Excel.** Southwest Tech graduates experience high levels of job placement. We seek to improve the wages they earn as our alumni increase their value to employers.

**PERFORMANCE**

*We know we will be successful when local employers report graduates have increased knowledge, skills, and abilities and recognize the high value by increasing wages.*

**GOALS**

- a. Add five new high-wage programs by 2026. We will pursue radiology technician, respiratory therapist, software developer, paramedic, and one still to-be-determined.
- b. Through the Team Action Plan process of Instructional Vitality, we will plan and implement curriculum modifications for at least one element of each low-wage program during the 2023-24 academic year.
- c. Strengthen the college's relationship with the University of Wisconsin-Platteville to help more Southwest Tech students complete their bachelor's degree.



*As a Nursing student Kylie Meier participated in the Southwest Tech sponsored trip to Haiti.*



*While working as an LPN and working her way through the Nursing-Associate Degree program, Kylie was selected as the DRIVEN Award recipient at Southwest Health in Platteville, Wisconsin. Kylie is described as "A nurse who shows compassion for people every day." Kylie is known for her energy, empathy, flexibility in meeting others' needs, dedication, and caring nature.*



*After working for seven years as an LPN, ADN, and BSN, Kylie has started seeing her own patients as an Advanced Practice Nurse Prescriber in 2023.*

*Kylie Meier*

- 2018 Nursing-Associate Degree
- 2020 Bachelor of Science in Nursing
- 2022 Advanced Practice Nurse Prescriber

**COLLEGE EXCELLENCE PROGRAM**  


The Aspen Institute College Excellence Program (Aspen) and its partners at the Community College Research Center (CCRC) have launched a first-of-its-kind initiative that reflects the next wave of the two-year college student success movement: a bold focus on excellence and equity in post-completion outcomes. In the spring of 2023, Southwest Tech was selected to join a ten-college network to work closely with Aspen, CCRC, expert

coaches, and field practitioners over three years on comprehensive reforms and then three additional years of evaluation, all with one overarching goal: thousands more community college students, including students of color and those from lower-income backgrounds, entering and completing programs that lead directly to jobs that pay a family-sustaining wage or to efficient and effective completion of a bachelor's degree.