



# **Southwest Wisconsin Technical College**

## **District Board Meeting**

**Regular Meeting**

**March 26, 2026**

Southwest Tech  
1800 Bronson Boulevard  
Fennimore, WI 53809  
Lenz Center

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**Annotated Agenda**



**DISTRICT BOARD MEETING NOTICE/AGENDA**

Thursday, March 26, 2026

1800 Bronson Boulevard, Fennimore, WI 53809

6:00 p.m., Lenz Center

**ANNOTATED AGENDA**

**OPEN MEETING**

The following statement will be read: “The Southwest Wisconsin Technical College District Board’s March 26, 2026, regular meeting is called to order. This is open to the public and in compliance with State Statutes. Notice 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), and posted on campus, CESA 3, and the Fennimore City Office in an attempt to make the general public aware of the time, place, and agenda.”

**A. Roll Call**

**B. Reports/Forum/Public Input**

**CONSENT AGENDA**

**A. Approval of Agenda**

The March 26, 2026, regular meeting agenda is included in the electronic Board material.

**B. Approval of February 20, 2026, Special Board Meeting Minutes**

**C. Approval of February 26, 2026, Regular Board Meeting Minutes**

The meeting minutes from February 20 and February 26, 2026, are included with the electronic Board material.

**D. 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 materials.

**E. Contract Revenue**

There were six contracts totaling \$48,800 in February 2026 presented for Board approval. The Contract Revenue Report is included within the electronic Board packet of meeting information.

## **F. Personnel Items**

The Personnel Report includes recommendations for two new hires and one resignation. The report is included in the electronic Board meeting packet.

## **G. Forward Service Corporation Sublease**

A 12-month lease (July 1, 2026 – June 30, 2027) for Forward Service Corporation to lease 100 square feet of space from the College at the Richland Center Outreach Site located at 373 West 6th Street, Richland Center, WI, in the amount of \$358.44 per month is included within the electronic packet of meeting materials.

**Recommendation:** *Approve, as presented, the March 26, 2026, Consent Agenda.*

## **OTHER ITEMS REQUIRING BOARD ACTION**

### **A. Request for Proposals – Approve Awarding Contract: CliftonLarsonAllen, LLP, for External Auditing Services, fiscal years ending June 30, 2026, through 2030**

The Wisconsin Technical Colleges Purchasing Consortium (WTC-PC) requested proposals for External Audit Services to provide consulting services to the technical colleges in the Wisconsin Technical College System (WTCS). Three vendors submitted proposals and were interviewed with CliftonLarsonAllen, LLP, scoring the highest. Caleb White, Interim President and Vice President for Fiscal Services, will present this information at the meeting.

**Recommendation:** *Approve, as presented, a contract award to CliftonLarsonAllen, LLP for External Auditing Services, fiscal years ending June 30, 2026, through 2030, in the amount of \$294,400.*

### **B. Approval of Program Concept Review: Dental Hygienist (Program 10-508-1)**

A Concept Review for Dental Hygienist (Associate Degree of Applied Science) is included in this month's meeting packet of materials. Also included is the Board resolution that will accompany the Concept Review paperwork for review by the Wisconsin Technical College System Office and Board. Cynde Larsen, Chief Academic Officer, will summarize the information at the meeting.

**Recommendation:** *Approve the Concept Review for the Dental Hygienist (Program 10-508-1).*

### **C. Approval of Board Monitoring Report – Quality Teaching and Learning**

The March 2026 Board Monitoring Report – Quality Teaching and Learning is included within the electronic Board packet. Dr. Larsen will facilitate a discussion about the report.

**Recommendation:** *Approve, as presented, the March 2026 Board Monitoring Report – Quality Teaching and Learning.*

## **BOARD MONITORING OF COLLEGE EFFECTIVENESS**

### **A. Staffing Update**

Krista Weber, Chief Human Resources Officer, will provide an update on College staffing. A summary is included in the electronic packet of materials.

## **INFORMATION AND CORRESPONDENCE**

### **A. Enrollment & Application Reports and Student Success Scoreboard**

- 1. FTE Comparison Report**
- 2. 2026-27 Program Application Comparison Report**
- 3. Student Success Scoreboard**

Holly Clendenen, Chief Student Services Officer, and Katie Glass, Chief Communications Officer, will share insights into this month's reports.

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

- 1. President Transition Team Timeline Update**
- 2. Reminder – Board Assessment**

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

- 1. Review Board Governance Policy 1.5: Board Member's Role**
- 2. Review Board Governance Policy 1.6: Board Officers**
- 3. Review Board Governance Policy 1.7: Chairperson's Role**
- 4. Review Board Governance Policy 1.8: Vice Chairperson's Role**
- 5. Review Board Governance Policy 1.9: Secretary's Role**
- 6. Review Board Governance Policy 1.10: Treasurer's Role**

The policies are included in the electronic board packet.

### **7. Review 2026-2027 Board Meeting and Monitoring Calendar (Draft)**

The draft of the 2026-2027 Board Meeting and Monitoring Calendar is included in the electronic board packet.

### **8. College Happenings**

### **D. Other Information Items**

## **ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING (MINI RETREAT AND REGULAR MEETING)**

### **A. Agenda**

**Retreat Topics: Strategic Enrollment Management; Facilities Master Planning, College Planning/Ends, Goals; Board Assessment; Compensation Philosophy; Aspen – Why, Lookback, and Look Forward**

- B. Date, Time, and Place: Thursday, April 23, 2026, Southwest Tech, Rooms 430, 440**
- |                         |   |
|-------------------------|---|
| <b>12:30 p.m.</b>       | <b>Optional lunch (using cafeteria)</b>           |
| <b>1:00 – 4:45 p.m.</b> | <b>Retreat</b>                                    |
| <b>4:45 – 5:00 p.m.</b> | <b>Break</b>                                      |
| <b>5:00 p.m.</b>        | <b>Closed session with a light working dinner</b> |
| <b>6:00 p.m.</b>        | <b>Open session regular meeting begins</b>        |

**ADJOURN TO CLOSED SESSION**

- A. Consideration of adjourning to a closed session for the purpose of**
- 1. Discussing preliminary notices of non-renewal under Wis. Stats. Sec 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.}
- B. Approval of February 20 and 26, 2026, Closed Session Minutes**

**RECONVENE TO OPEN SESSION**

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

**ADJOURNMENT**

**Open Meeting**

The following statement will be read: “The Southwest Wisconsin Technical College District Board’s March 26, 2026, regular meeting is called to order. This is open to the public and in compliance with State Statutes. Notice 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), and posted on campus, CESA 3, and the Fennimore City Office in an attempt to make the general public aware of the time, place, and agenda.”

***A. Roll Call***

***B. Reports/Forums/Public Input***

## **Consent Agenda**

### **A. Approval of Agenda**



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

Thursday, March 26, 2026

1800 Bronson Boulevard, Fennimore, WI 53809

6:00 p.m., Lenz Center

## **AGENDA**

### **OPEN MEETING**

The following statement will be read: "The Southwest Wisconsin Technical College District Board's March 26, 2026, regular meeting is called to order. This is open to the public and in compliance with State Statutes. Notice 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), and posted on campus, CESA 3, and the Fennimore City Office in an attempt to make the general public aware of the time, place, and agenda."

- A. Roll Call
- B. Reports/Forum/Public Input

### **CONSENT AGENDA**

- A. Approval of Agenda
- B. Approval of February 20, 2026, Special Board Meeting Minutes
- C. Approval of February 26, 2026, Regular Board Meeting Minutes
- D. Financial Reports
  - 1. Purchases Greater than \$2,500
  - 2. Treasurer's Cash Balance
  - 3. Budget Control
- E. Contract Revenue
- F. Personnel Items
- G. Forward Service Corporation Sublease

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

- A. Request for Proposals – Approve Awarding Contract: CliftonLarsonAllen, LLP for External Auditing Services, fiscal years ending June 30, 2026, through 2030
- B. Approval of Program Concept Review: Dental Hygienist (Program 10-508-1)
- C. Approval of Board Monitoring Report – Quality Teaching and Learning

**BOARD MONITORING OF COLLEGE EFFECTIVENESS**

A. Staffing Update

**INFORMATION AND CORRESPONDENCE**

A. Enrollment & Application Reports and Student Success Scoreboard

1. FTE Comparison Report
2. 2026-27 Program Application Comparison Report
3. Student Success Scoreboard

B. Chairperson’s Report

1. President Transition Team Timeline Update
2. Reminder – Board Assessment

C. Interim College President’s Report

1. Review Board Governance Policy 1.5: Board Member’s Role
2. Review Board Governance Policy 1.6: Board Officers
3. Review Board Governance Policy 1.7: Chairperson’s Role
4. Review Board Governance Policy 1.8: Vice Chairperson’s Role
5. Review Board Governance Policy 1.9: Secretary’s Role
6. Review Board Governance Policy 1.10: Treasurer’s Role
7. Review 2026-2027 Board Meeting and Monitoring Calendar (Draft)
8. College Happenings

D. Other Information Items

**ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING (MINI RETREAT AND REGULAR MEETING)**

A. Agenda

Retreat Topics: Strategic Enrollment Management; Facilities Master Planning, College Planning/Ends, Goals; Board Assessment; Compensation Philosophy; Aspen – Why, Lookback, and Look Forward

B. Date, Time, and Place: Thursday, April 23, 2026, Southwest Tech, Rooms 430, 440

- |                  |  |
|------------------|--|
| 12:30 p.m.       | Optional lunch (using cafeteria)           |
| 1:00 – 4:45 p.m. | Retreat                                    |
| 4:45 – 5:00 p.m. | Break                                      |
| 5:00 p.m.        | Closed session with a light working dinner |
| 6:00 p.m.        | Open session regular meeting begins        |

**ADJOURN TO CLOSED SESSION**

A. Consideration of adjourning to a closed session for the purpose of

1. Discussing preliminary notices of non-renewal under Wis. Stats. Sec 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.}

B. Approval of February 20 and 26, 2026, Closed Session Minutes

**RECONVENE TO OPEN SESSION**

A. Action, if necessary, on Closed Session Items

**ADJOURNMENT**

***B. Approval of February 20, 2026, Special Board Meeting Minutes***



**MINUTES OF SPECIAL MEETINGS FOR THE  
BOARD OF DIRECTORS OF SOUTHWEST WISCONSIN TECHNICAL COLLEGE  
FEBRUARY 20, 2026**

The Southwest Wisconsin Technical College District Board met in an open session of a special meeting commencing at 3:03 p.m. on February 20, 2026, in conference room 440 on the District Campus at 1800 Bronson Boulevard in Fennimore, Grant County, Wisconsin.

The following members were present:

David Blume, Charles Bolstad (left meeting at 4:10 p.m.), Theresa Braudt, Kent Enright, Chris Prange, Don Tuescher, Steve Williamson, Jane Wonderling. Absent: Jeanne Jordie

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

Lori Needham, Executive Assistant (left meeting at 3:04 p.m.)

Chairperson Prange 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:



**DISTRICT BOARD SPECIAL MEETING NOTICE/AGENDA**

Friday, February 20, 2026

1800 Bronson Boulevard, Fennimore, WI 53809

3:00 p.m., Conference Room 440

**AGENDA**

**OPEN MEETING**

The following statement will be read: "The Southwest Wisconsin Technical College District Board's February 20, 2026, special meeting is called to order. This is open to the public and in compliance with State Statutes. Notice 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), and posted on campus, CESA 3, and the Fennimore City Office in an attempt to make the general public aware of the time, place, and agenda."

A. Roll Call

**ADJOURN TO CLOSED SESSION**

- A. Consideration of adjourning to a closed session for the purpose of
1. Discussion of Qualifications of Presidential Candidates and Individual Employment Contract  
{Wis.Stats.19.85(1)(c)(e)\*}

**RECONVENE TO OPEN SESSION**

B. Action, if necessary, on Closed Session Items

**ADJOURNMENT**

\*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.}

\*Wis. Stats. 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.}

{FACILITIES AT SOUTHWEST TECH ARE HANDICAP ACCESSIBLE. FOR ALL ACCOMMODATIONS, CALL 608-822-2632 OR E-MAIL [DISABILITYSERVICES@SWTC.EDU](mailto:DISABILITYSERVICES@SWTC.EDU).}

Ms. Braudt moved, seconded by Mr. Enright, to adjourn to a closed session for discussion of qualifications of presidential candidate {Wis.Stats. 19.85(1)(c)(e)}. Upon roll call vote with all members voting affirmatively, the meeting adjourned to closed session at 3:04 p.m.

The Board meeting reconvened in open session at 4:57 p.m. With no further business to come before the Board, Ms. Wonderling moved, seconded by Mr. Blume, to adjourn the meeting. The motion carried, and the meeting adjourned at 4:57 p.m.

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*Kent Enright, Secretary*

**A. Approval of February 26, 2026, Regular Board Meeting Minutes**



**MINUTES OF REGULAR MEETING FOR THE  
BOARD OF DIRECTORS OF SOUTHWEST WISCONSIN TECHNICAL COLLEGE  
FEBRUARY 26, 2026**

The Southwest Wisconsin Technical College District Board gathered for its February 26, 2026, regular meeting in Room 430 on the District Campus at 1800 Bronson Boulevard in Fennimore, Grant County, Wisconsin. The meeting commenced at 6:00 p.m.

The following members were present:

David Blume, Chuck Bolstad, Theresa Braudt, Kent Enright, Jeanne Jordie, Chris Prange, Steve Williamson, Jane Wonderling. Absent: Don Tuescher

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

Caleb White, Interim President and Vice President for Administrative Services, and College Staff: Holly Clendenen, Dennis Cooley, Katie Glass, Dan Imhoff, Kelly Kelly (remotely over Zoom), Cynde Larsen, Lori Needham, CoraBeth Schmitz (remotely over Zoom), Krista Weber, Kris Wubben

Jordan Boehm, CPA, CliftonLarsonAllen LLP (remotely over Zoom); Jeremy Pickard, PhD, Vice Chancellor of Academic Affairs, Eastern Iowa Community Colleges (remotely over Zoom)

Chairperson Prange 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:



**DISTRICT BOARD MEETING NOTICE/AGENDA**

Thursday, February 26, 2026

1800 Bronson Boulevard, Fennimore, WI 53809

6:00 p.m., Conference Room 430

**AGENDA**

**OPEN MEETING**

The following statement will be read: "The Southwest Wisconsin Technical College District Board's February 26, 2026, regular meeting is called to order. This is open to the public and in compliance with State Statutes. Notice 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), and posted on campus, CESA 3, and the Fennimore City Office in an attempt to make the general public aware of the time, place, and agenda."

- A. Roll Call
- B. Reports/Forum/Public Input

### **ADJOURN TO CLOSED SESSION**

- A. Consideration of adjourning to a closed session for the purpose of
  - 1. Discussing Personnel Issues {Wis.Stats.19.85(1)(c)\*}
  - 2. Discussion of Qualifications of Presidential Candidates and Individual Employment Contract {Wis.Stats.19.85(1)(c)(e)\*}
- B. Approval of January 13-14, 2026; January 22, 2026; and February 11-13, 2026, Closed Session Minutes

\*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.}

\*Wis. Stats. 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
  - 1. Affirmation of Selection of SWTC President
  - 2. Affirmation of the Presidential Contractual Agreement (July 1, 2026 – June 30, 2027)

### **CONSENT AGENDA**

- A. Approval of Agenda
- B. Approval of January 13-14, 2026, Special Board Meeting Minutes
- C. Approval of January 22, 2026, Regular Board Meeting Minutes
- D. Approval of February 11-13, 2026, Special Board Meeting Minutes
- E. Financial Reports
  - 1. Purchases Greater than \$2,500
  - 2. Treasurer's Cash Balance
  - 3. Budget Control
- F. Contract Revenue
- G. Personnel Items

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

- A. Approval of 2024-25 Single Audit Report
- B. Approval of Bid: Metal Materials

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

- A. Review of 2026-27 Budget Assumptions and Parameters
- B. Staffing Update
- C. SWTC Foundation FY26 2<sup>nd</sup> Quarter Report
- D. SWTC Real Estate Foundation FY26 2<sup>nd</sup> Quarter Report

### **INFORMATION AND CORRESPONDENCE**

- A. Enrollment & Application Reports and Student Success Scoreboard
  - 1. FTE Comparison Report
  - 2. 2026-27 Program Application Comparison Report
  - 3. Student Success Scoreboard
- B. Chairperson's Report
  - 1. Possible Board Spring Retreat – Timing and Topics
  - 2. Potential Board Assessment Process – Before the new President's Start
  - 3. SWTC Ambassador Banquet & DBA Spring Meeting – April 16-17, 2026
  - 4. DBA External Partnership Committee – SWTC Board Designation

- C. Interim College President’s Report
  - 1. Review Board Governance Policy 1.3: Board Responsibility
  - 2. Review Board Governance Policy 1.4: Board Policy Creation and Review
  - 3. ACCT National Legislative Summit Summary
  - 4. Dual Enrollment Update
  - 5. SWTC Board Appointment Meeting – March 4, 2026
  - 6. College Happenings
- D. Other Information Items

**ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING (REGULAR MEETING)**

- A. Agenda
  - 1. Approval of Board Monitoring Report: Quality Teaching and Learning
- B. Date, Time, and Place: Thursday, March 26, 2026, 6:00 p.m., SWTC Room 430

**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)}

Under Reports/Forum/Public Input, Jeremy Pickard, PhD, Vice Chancellor of Academic Affairs at Eastern Iowa Community Colleges, joined the meeting remotely to express gratitude and excitement for being selected as the next president of Southwest Tech.

Mr. Enright moved, seconded by Mr. Blume, to adjourn to a closed session to discuss personnel issues {Wis.Stats.19.85(1)(c)\*} and the qualifications of presidential candidates and an individual employment contract {Wis.Stats.19.85(1)(c)(e)\*}. \*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.} \*Wis. Stats. 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.} Upon roll call vote, all present members voted in the affirmative to move into the closed session: Mr. Blume, Mr. Bolstad, Ms. Braudt, Mr. Enright, Ms. Jordie, Mr. Williamson, Ms. Wonderling, and Mr. Prange. The motion carried, and the meeting adjourned to a closed session at 6:06 p.m. The Board reconvened to an open session at 6:58 p.m.

Chairperson Prange called for a motion to affirm the selection of Dr. Jeremy Pickard, PhD, as the next President of Southwest Wisconsin Technical College, along with the contractual agreement, with addendum, effective July 1, 2026 – June 30, 2029. Ms. Wonderling moved to affirm, seconded by Ms. Jordie. Upon roll call vote, Mr. Blume, Ms. Braudt, Mr. Enright, Ms. Jordie, Mr. Williamson, Ms. Wonderling, and Mr. Prange voted in the affirmative. Mr. Bolstad voted against. The motion to affirm the selection of Dr. Jeremy Pickard, PhD, as the next President of Southwest Wisconsin Technical College, along with the contractual agreement, with addendum, effective July 1, 2026 – June 30, 2029, carried.

Items reviewed under the Consent Agenda, including the February 26, 2026, agenda; the January 13-14, January 22, and February 11-13, 2026, regular and special meeting minutes;

financial reports; twelve contracts totaling \$39,271.07 in January 2026; employment recommendations of Heather Burkholder, Foundation and Business Support Assistant; Cash Myers, Software Development Instructor; Thomas Schlaugat, Custodian; Rylee Wagner, Human Resources Assistant; and the resignations of Eesha Gongula, Web Designer; Lisa Schaefer, Manufacturing Outreach Coordinator; Doug LaMantia, Cook; Austin Yager, Advanced Manufacturing Instructor; Annaka Stevenson, Child Care Aid. Ms. Jordie moved, seconded by Mr. Williamson, to approve the February 26, 2026, Consent Agenda, as presented. Motion adopted.

Jordan Boehm, CPA, of CliftonLarsonAllen LLP, presented the 2024-25 single audit report. Overall, the audit findings were favorable. A deficiency in compliance with enrollment status data within the Federal awards was noted and explained. Mr. Bolstad moved, seconded by Ms. Braudt, to approve the 2024-25 single audit report, as presented. Motion carried.

The Board reviewed a bid for metal materials for use in the Welding program. The public opening of bids was held virtually on February 5, 2026, with one vendor submitting a proposal. Mr. Williamson moved, seconded by Mr. Enright, to award the bid as presented: award a contract for metal materials for the bid amount of \$53,082.50 to Wisconsin Metals, LLC, Reedsburg, WI. Motion carried.

Mr. White reviewed the 2026–27 Budget Assumptions and Parameters. Some of the key budget-building assumptions include an estimated 1,300 FTEs; health and dental insurance rate increases of 1.9% and 2.1%, respectively; flat state aid; and a 2% increase in tuition rates. Grant funding remains uncertain at this time, as WTCS grant awards are expected to be announced in March. Preliminary budget figures will be presented to the Board at the April meeting.

Newly hired positions were reviewed under the College Staffing Report. Current postings include Advanced Manufacturing Instructor, Automation/Electro-Mechanical Technology Instructor, Business and Industry Services Coordinator, Child Care Aid, and Dining Services Kitchen Worker.

The Southwest Tech Foundation and Real Estate Foundation FY26 2<sup>nd</sup> quarter reports were summarized by Dennis Cooley, Executive Director of Advancement.

Katie Glass, Chief Communications Officer, reviewed the Enrollment/FTE Comparison and Applications Reports. FTE enrollment shows a slight decline compared to this time last year, while application numbers have increased slightly. New student registration begins on March 23, 2026.

Holly Clendenen, Chief Student Services Officer, highlighted the Student Success Scoreboard. Also shared were recent new and continuing student comparisons regarding grade point average, D/F/Withdraw, and retention rates. These early leading indicators show positive

results of the new initiatives and projects implemented over the last three years to improve these items.

Items reviewed under the Chairperson's Report:

- The Board's spring retreat date will be held on April 23, instead of April 24-25, as originally scheduled. The afternoon will consist of a retreat, with a regular board meeting to follow.
- The Board will engage in assessment and development with School Perceptions.
- The SWTC Student Ambassador Banquet and District Boards Association (DBA) meeting will be in Wisconsin Dells, April 16-17, 2026.
- Kent Enright agreed to sit on the DBA External Partnership Committee.

Items reviewed under the Interim College President's Report and College Happenings:

- A review of *Board Governance Policy 1.3: Board Responsibility and Policy 1.4: Board Policy Creation and Review*. There were no suggestions for edits.
- A debrief of Katie Glass and Amy Seeboth-Wilson, Grants Director, attendance at this year's ACCT National Legislative Summit.
- Dual Enrollment Update: There is a new bill being proposed in Wisconsin that focuses on Start College Now. The bill proposes the addition of summer sessions and opening up to freshmen and sophomores.
- SWTC Board Appointment meeting will be on March 4, 2026. There are six applicants for the three open positions effective July 1, 2026.
- College Happening: A mini employee satisfaction survey is underway.

There was nothing reported under Other Information Items.

With no further business to come before the Board, Ms. Wonderling moved to adjourn the meeting, with Ms. Jordie seconding the motion. The motion was adopted and adjourned at 8:16 p.m.

---

*Kent Enright, Secretary*

## D. Financial Reports

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

**Southwest Wisconsin Technical College**  
**Purchases Greater Than \$2,500**  
**For The Period 02/01/2026 - 02/28/2026**

Vendor	Expenditure Invoice #	Description	Amount
Sikich	2.5.26	Health Insurance Premiums	\$ 287,066.30
WRS-PR	2.27.26	WRS Faculty Contributions	\$ 212,882.76
IRS	2.27.26	941 Tax Deposit - 2205	\$ 119,618.08
IRS	2.13.26	2/13/2026	\$ 114,814.30
Constellation	4515954	GAS	\$ 35,022.49
WI DOR- PR	2.27.26	WI State Tax Deposit	\$ 20,393.93
Associated - PR ADMI	2.13.26	HSA Contributions	\$ 20,125.50
Associated - PAYROLL	2.27.26	HSA Contributions	\$ 19,759.72
WI DOR- PR	2/13/2026	WI State Tax Deposit	\$ 19,500.56
Harwood	025-1210.00-2	Architectural fees	\$ 15,000.00
WE	5819546242	Natural Gas	\$ 13,901.14
Great West	2/17/2026	457 Contributions	\$ 13,085.83
Great West	2/2/2026	457 Contributions	\$ 12,655.65
Anthology	ANTH-INV-035082	MANAGED SERVICES	\$ 8,855.00
Elsevier	HEI1000035848	SP26 FA 27 Grad FT	\$ 8,285.49
HSR	25073-1	1600 Flooring replacement	\$ 7,543.75
PCARD - Hoover	HF213993	FENCING	\$ 7,151.76
Symetra	2.27.26	Basic Life Insurance - 2208	\$ 5,858.71
Symetra	2.3.26 PREM	Life Insurance Payment	\$ 5,474.08
Gallagher	5965557	WTC Accident Only	\$ 5,157.00
Delta	2.4.26	Weekly Dental Claims	\$ 5,047.24
GrimeseyCh	60	JANITORIAL CLEANING	\$ 4,800.00
LTC/CTSO/PAS	AG Bus Registration	Ag Business Registration	\$ 4,800.00
US Omni	2.18.26	403B Roth Contributions	\$ 4,620.00
Madison National	1749437 2.1.26	STD/LTD Billing	\$ 4,288.14
Elsevier	HEI1000036609	FA25 SP27 Grad FT	\$ 4,036.55

Vendor	Expenditure Invoice #	Description	Amount
Amazon	1DNM-PY9X-63NM	SUPPLIES	\$ 3,839.14
Hinge Properties	March '26 rent	Rent	\$ 3,826.73
Associated - PAYROLL	2.3.26	02.03.26 HRA	\$ 3,694.17
Muscoda Sportsmans	26-02	2025 SWTC HS INVITE	\$ 3,552.00
Access Resource	20260044	Sign Language Interpreter	\$ 3,204.00
Access Resource	20260060	Sign Language Interpreter	\$ 3,204.00
Access Resource	20260093	Sign Language Interpreter	\$ 3,204.00
Access Resource	20260077	Sign Language Interpreter	\$ 3,204.00
Shopping News	2.28.26 Stmt	Advertising	\$ 3,127.08
Quadiant	2530 2.19.26	POSTAGE	\$ 3,122.01
Delta	2.25.26	Delta Dental 02.19.26-02.25.26	\$ 3,068.85
US Omni	2.2.26 Vanguard	403b Contributions	\$ 3,037.52
US Omni	2/17/2026	403 B Contributions	\$ 3,037.52
PCARD - Builder's	000089165	NFPA 70E Book	\$ 2,997.20
McDonald Supply	S022930476.002	SUPPLIES/REPAIR	\$ 2,936.01
Husch Blackwell	3905519	PROF SERVICES	\$ 2,926.90
eCampus.com	6557-260228-2639	Book Vouchers	\$ 2,852.80
Pcard - ETE	195576	TRANSMISSION	\$ 2,771.00
PCARD - Airbnb	RCZFESBN4F	Room Reservations	\$ 2,737.55
PCARD - Lowes	300902047262525551	SUPPLIES	\$ 2,686.40
4imprint	14734013	SAFETY GLASSES	\$ 2,675.00
Sysco	518247330	CAFE	\$ 2,663.66
Lamar	117956123	Advertising	\$ 2,556.00
Delta	2/11/2026	Weekly Dental Claims	\$ 2,518.95
<b>Total</b>			<b>\$73,442.49</b>

Vendor	Bank Withdrawals Transaction Date	Audit Trail	Amount
OUTGOING WIRE TRANSFER State of Wisconsin, Local G	02/20/2026	GNJL014862	\$ 8,000,000.00
OUTGOING WIRE TRANSFER State of Wisconsin, Local G	02/19/2026	GNJL014855	\$ 3,000,000.00
OUTGOING WIRE TRANSFER State of Wisconsin, Local G	02/13/2026	GNJL014801	\$ 1,000,000.00
U.S. BANK AUTOPAY ending 01.27.2026	02/11/2026	GNJL014748	\$ 34,253.07
U.S. BANK AUTOPAY ending 02.10.2026	02/25/2026	GNJL014865	\$ 33,665.95
<b>Total N/A</b>		<b>N/A</b>	<b>\$12,067,919.02</b>

Payroll Period	Payroll Date	Audit Trail	Amount
02/27/2026 Payroll	2/27/2026	25544828	\$385,950.49
02/13/2026 Payroll	2/13/2026	25412178	\$374,910.11
<b>Total Payroll</b>			<b>\$760,860.60</b>

**Total Purchases Greater than \$2,500: \$12,902,222.11**

## 2. Treasurer's Cash Balance

Southwest Wisconsin Technical College Report of Treasurers Cash Balance 2/28/2026			
Fund	Receipts	Expenses	Net Cash Change-month
1 General	\$7,550,173	\$1,750,448	\$5,799,725
2 Special Revenue	\$0	\$0	\$0
3 Capital Projects	\$9,720	\$22,704	-\$12,984
4 Debt Service	\$0	\$0	\$0
5 Enterprise	\$95,587	\$119,637	-\$24,050
6 Internal Service	\$322,337	\$311,380	\$10,957
7 Financial Aid/Activities	\$3,123,186	\$2,913,142	\$210,044
<b>Total</b>	<b>11,101,003.00</b>	<b>5,117,311.00</b>	<b>\$5,983,692.</b>
Bank Account	EOM Cash Balances		
-Midwest One Operating 0356	\$72,026		
-Midwest One Investment 7167	\$4,049,064		
-Cash on Hand	\$2,700		
-Local Government Investment Pool	\$22,401,080		
<b>Ending Cash/Investment Balance</b>	<b>\$26,524,869.74.</b>		

## 2. Budget Control

Southwest Wisconsin Technical College							
YTD Summary for Funds 1-7							
For 8 Months ended February 28, 2026							
Fund	2025-26 Budget	2025-26 YTD Actual	2025-26 Percent	2024-25 Percent	2023-24 Percent	2022-23 Percent	2021-22 Percent
General Fund Revenue	26,823,700.00	\$21,543,635.10	80.32%	76.60%	87.25%	80.62%	76.38%
General Fund Expenditures	27,283,200.00	\$16,597,303.68	60.83%	59.41%	64.21%	62.52%	56.28%
Capital Projects Fund Revenue	4,075,000.00	\$4,885,249.13	119.88%	85.90%	74.27%	97.66%	2.98%
Capital Projects Fund Expenditures	4,000,000.00	\$1,558,077.89	38.95%	27.07%	57.97%	33.50%	20.68%
Debt Service Fund Revenue	6,860,000.00	\$4,557,396.66	66.43%	64.45%	63.76%	66.67%	69.86%
Debt Service Fund Expenditures	6,946,500.00	\$343,700.00	4.95%	5.52%	5.75%	16.03%	16.35%
Enterprise Fund Revenue	2,330,000.00	\$1,692,384.39	72.63%	71.72%	105.88%	57.17%	103.72%
Enterprise Fund Expenditure	2,400,000.00	\$1,185,819.34	49.41%	44.09%	52.60%	56.27%	119.42%
Internal Service Fund Revenue	4,455,000.00	\$2,440,020.34	54.77%	53.33%	57.02%	59.19%	59.73%
Internal Service Fund Expenditures	4,455,000.00	\$2,532,498.71	56.85%	57.12%	61.52%	68.54%	62.02%
Trust & Agency Fund Revenue	9,100,000.00	\$6,330,158.88	69.56%	75.53%	59.83%	46.47%	57.16%
Trust & Agency Fund Expenditures	9,125,000.00	\$6,585,146.93	72.17%	76.74%	74.41%	67.72%	68.06%
<b>Grand Total Revenue</b>	<b>53,643,700.00</b>	<b>\$41,448,844.50</b>	<b>77.27%</b>	<b>73.63%</b>	<b>76.08%</b>	<b>71.92%</b>	<b>65.33%</b>
<b>Grand Total Expenditures</b>	<b>54,209,700.00</b>	<b>\$28,802,546.55</b>	<b>53.13%</b>	<b>52.48%</b>	<b>56.87%</b>	<b>54.07%</b>	<b>52.57%</b>

**E. Contract Revenue**

There were six contracts totaling \$48,800 in February 2026 being presented for Board approval:

2025-2026 CONTRACTS																																																						
2/1/2026 to 2/28/2026																																																						
Contract Holder	Contract #	Service Provided	Contact	Number Served	Price	Exchange of	Indirect Cost	Indirect Cost	Indirect Cost																																													
						(Instructional Fees Waived)	Factor: On-Campus	Factor: Off-Campus	Factor: Waiver																																													
Muscoda EMS	03-2026-0078-I-42	EMT Refresher	Kris Schoville	13	\$ 3,250.00	No	N/A	X	N/A																																													
Boscobel Rescue Squad	03-2026-0085-I-42	EMT Refresher	Kris Schoville	11	\$ 4,350.00	No	N/A	X	N/A																																													
Platteville School District	03-2026-0091-I-11	ECE: Infant and Toddler Development	Bri Fortney	16	\$ 9,950.00	No	N/A	X	N/A																																													
Platteville School District	03-2026-0091-I-11	ECE: Health Safety and Nutrition	Bri Fortney	14	\$ 8,700.00	No	N/A	X	N/A																																													
Mound City Bank	03-2026-0102-I-41	Leadership Academy 8	Dennis Cooley	47	\$ 20,850.00	No	N/A	X	N/A																																													
Dickeyville Rescue Squad	03-2026-0111-I-42	EVOC for EMS	Karl Sandry		\$ 1,700.00	No	N/A	X	N/A																																													
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">Totals</th> <th style="width: 15%;">Number Served</th> <th style="width: 15%;">Price</th> <th colspan="8"></th> </tr> </thead> <tbody> <tr> <td><b>TOTAL of all Contracts</b></td> <td><b>101</b></td> <td><b>\$48,800.00</b></td> <td colspan="8"></td> </tr> <tr> <td>Exchange of Services</td> <td>-</td> <td>\$0.00</td> <td colspan="8"></td> </tr> <tr> <td>For Pay Service</td> <td>101</td> <td>\$48,800.00</td> <td colspan="8"></td> </tr> </tbody> </table>											Totals	Number Served	Price									<b>TOTAL of all Contracts</b>	<b>101</b>	<b>\$48,800.00</b>									Exchange of Services	-	\$0.00									For Pay Service	101	\$48,800.00								
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Exchange of Services	-	\$0.00																																																				
For Pay Service	101	\$48,800.00																																																				

**F. Personnel Items**

The Personnel Report includes a recommendation for two new hires and one resignation:



**PERSONNEL REPORT  
March 26, 2026**

**EMPLOYMENT: NEW HIRE**

Name:	Lisa Edge
Title:	Medical Assistant Instructor
How many applicants & interviewed	5 applicants; interviewed 3
Start Date:	July 1, 2026
Salary/Wages:	\$60,000/year
Classification:	Part Time
Education and/or Experience:	AS Degree in Medical Assisting from SWTC. BS Degree from UW Platteville in Education (Physical Education). 15+ years of experience in health care. Two years of adjuncting experience in the Medical Assistant Program.

Name:	Zach Stark
Title:	Web Designer
How many applicants & interviewed	7 applicants; interviewed 4
Start Date:	March 30, 2026
Salary/Wages:	\$75,000/year
Classification:	Full Time, Benefited
Education and/or Experience:	Bachelor's Degree in Computer Science, Bachelor's Degree in Art. 12+ years of experience developing code and building websites.

**PROMOTIONS/TRANSFER**

**NEW POSITION**

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**RETIREMENTS / RESIGNATIONS**

Greg Wubben	Auto Collision Repair and Refinish Technician Instructor
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***G. Forward Service Corporation Sublease***

A 12-month lease (July 1, 2026 – June 30, 2027) for Forward Service Corporation to lease 100 square feet of space from the College at the Richland Center Outreach Site located at 373 West 6th Street, Richland Center, WI, in the amount of \$358.44 per month, follows.

**Recommendation:** *Approve, as presented, the March 26, 2026, Consent Agenda.*

## LEASE AGREEMENT

THIS AGREEMENT OF LEASE is made as of this day by and between Southwest Wisconsin Technical College, Lessor, and Forward Service Corporation, Lessee:

### 1. PREMISES AND TERM.

#### 1.1 Demised Premises. Lessor leases to Lessee the following:

100 square feet of office floor space plus nonexclusive use of common spaces in the Southwest Tech suite located at 373 West 6<sup>th</sup> Street, Richland Center, Wisconsin.

1.2 Term. This lease is for a term of twelve (12) months commencing on July 1, 2026, and ending June 30, 2027.

1.3 Termination This lease shall continue until the date specified in paragraph 1.2 or an extension date agreed upon as specified in paragraph 1.4 or until terminated in accordance with this paragraph. This lease or any renewal thereof may be terminated by mutual written agreement of the parties before the end of the fixed term or the end of each and every renewal period hereafter upon such terms and conditions as the parties shall agree. If lessee loses their contract to provide W-2 services, lessee may terminate the lease at any time with a 60 day written notice following notification requirements of paragraph 9.1

1.4 Renewal. This lease may be renewed by mutual written agreement of the parties before the end of the fixed term or the end of each and every renewal period hereafter upon such terms and conditions as the parties shall agree.

### 2. RENT.

2.1 Payments. The Lessee shall yield and pay the sum of Three Hundred and Fifty-Eight Dollars and Forty-Four Cents (\$358.44) per month as rent for the premises for the term of this Agreement, payable by mail or direct deposit on the 10th day of each month of this agreement. Mailed payments shall be sent to Southwest Tech, 1800 Bronson Blvd, Fennimore, Wisconsin 53809 or direct deposits shall be paid to Southwest Tech checking account (routing number available upon request).

### 3. USE AND SIGNS.

3.1 Use. Lessee shall use and occupy the demised premises solely for general office purposes. Lessee shall not use the demised premises in any way which, in the judgment of the Lessor, poses a hazard to the Lessor, the premises, other Lessees, if any, or the building in part or in whole; nor shall Lessee use the demised premises so as to cause damage to the building in part or in whole; nor shall Lessee use the premises so as to cause damage, annoyance, nuisance or inconvenience to the building occupants or others.

3.2 Signs. Lessee shall have the privilege of placing in the demised premises such interior signs as Lessee deems necessary and proper in the conduct of Lessee's business, provided:

- (a) Lessee obtains the Lessor's consent to the placement of any sign in the building.

4. CARE AND REPAIR OF DEMISED PREMISES; UTILITIES.

4.1 Utilities.

- (a) Lessee shall be responsible for telephone and computer expenses.
- (b) Lessor is responsible for heat, electricity, gas, water and sewer costs.

4.2 Maintenance.

- (a) Lessor is responsible for purchasing cleaning and paper products and is further responsible for providing general interior custodial and maintenance services.
- (c) Lessor shall, except as otherwise specifically provided herein and except for damages resulting from the act or negligence of Lessee, its agents, employees, invitees or permittees, maintain in good repair and tenantable condition the demised premises including the building and any and all equipment, fixtures and appurtenances whether severable or nonseverable, furnished by the Lessor under this lease. Lessee shall promptly report any problems with heating, air conditioning, electricity or plumbing.
- (d) Lessee shall commit no waste and shall take good care of the demised premises. Upon the expiration or termination of this lease or any renewal thereof, Lessee shall vacate the demised premises, remove its property therefrom and forthwith yield and place Lessor in peaceful possession of the leased premises free and clear of any liens, claims or encumbrances and in as good condition as the premises existed at the commencement of this lease, ordinary wear and tear, and damage by fire, act of God, casualty or other cause not due to misuse and neglect by Lessee or Lessee's agents, servants, customers, visitors or permittees excepted.

4.2 Lessee property. All improvements made by Lessee to the demised premises which are or become so attached to the demised premises that they cannot be removed without material injury to the demised premises shall become the property of the Lessor. Not later than the last day on which Lessee has the right to possession of the premises, Lessee may, nevertheless, remove all Lessee's personal property.

5. ALTERATIONS.

5.1 Lessee shall have the right, at Lessee's expenses, from time to time, without Lessor's consent, to redecorate the demised premises, and to make nonstructural alterations, changes, installations, additions or improvements (collectively "changes") in, on, to or about such parts thereof as he shall deem expedient or necessary for its purpose.

6. ASSIGNMENT AND SUBLETTING.

6.1 Lessee shall not have the right, without Lessor's written consent, to assign this lease or sublet the demised premises or any part thereof.

7. OTHER FACILITIES.

7.1 Lessee shall have nonexclusive access to all off street parking available on the premises, it being understood that parking is available to all tenants of the building.

8. INDEMNITY - LIABILITY INSURANCE

8.1 Liability insurance. The Lessee must obtain and maintain during the term of this lease, a liability insurance policy covering its operations on the demised premises.

8.2 Contents insurance. During the term of this lease, Lessee shall, at Lessee's expense, be responsible for insuring its personal property located on the demised premises against damage and destruction by fire, theft or other perils.

9. NOTICES.

9.1 Any notice, demand, request or other communication hereunder given or made by either party to the other shall be in writing and shall be deemed to be duly given only if personally served on the other party or mailed by first class, postage prepaid regular mail addressed as follows:

- (a) if to Lessor, to Vice President of Administrative Services, Southwest Tech, 1800 Bronson Blvd, Fennimore, WI 53809, and
- (b) if to Lessee, to Chief Financial Officer, Forward Service Corporation, 4600 American Parkway, Suite 301, Madison, WI 53718

or at such other addresses as Lessor or Lessee, respectively, may designate in writing by notice pursuant to this paragraph.

10. QUIET ENJOYMENT.

10.1 Quiet enjoyment. Lessor covenants that so long as Lessee pays rent and performs the terms, covenants and conditions on Lessee's part to be performed, Lessee shall peaceably and quietly have, hold and enjoy the demised premises for the term of this lease, subject to the provisions

of this lease.

10.2 Title and use warranty. Lessor warrants and represents that Lessor has rights to sublease the demised premises and that Lessee is not prohibited by any law or ordinance from using the property as described in Paragraph 3.1.

## 11. COMPLETE AGREEMENT AND CONSTRUCTION FORM OF AGREEMENT.

11.1 Complete agreement. Both parties acknowledge that no representations, warranties, promises, covenants or undertakings of any kind have been made to either party as an inducement to enter into this lease agreement, other than those expressly set forth herein or in any attachment hereto. This lease is intended to be and is the complete agreement of the parties.

11.2 Paragraph headings. Paragraph headings are for convenience only. They are not part of this lease agreement of the parties and shall not be used in the construction or interpretation thereof.

11.3 Form of agreement. With respect to the form of the lease agreement, both parties assume joint responsibility for the form and composition of each paragraph, and they further agree that this lease agreement shall be interpreted as though each of the parties participated equally in the composition of each and every part thereof.

11.4 Construction. This lease agreement is not to be strictly construed for or against either of the parties. It shall be interpreted simply and fairly with regard to both parties.

11.5 Choice of law. The parties intend this lease agreement to be construed in accordance with the laws of the State of Wisconsin, irrespective of the residence of either party, or regardless of the forum where it may be construed later whether for enforcement, revision, modification or for any other purpose. In addition to the provisions of paragraph 1.3 pertaining to termination, in the event of a breach of this contract by either party, the parties specifically agree to be bound by the relevant provisions of Chapter 704 of the Wisconsin Statutes.

11.6 Severability. Both parties agree that in the event any court of competent jurisdiction at any time holds that a portion of this lease agreement is invalid, illegal, unenforceable, void or voidable, the remainder of the lease agreement, to the extent consistent with such holding, shall not be affected thereby and shall continue in full force and effect.

## 12. MISCELLANEOUS PROVISIONS.

12.1 Revision or modification Any future revision, modification, amendment or waiver of any of the provisions of this lease agreement shall be effective only if made in writing, dated, signed and executed with the same formality as this lease agreement. Any such revision, modification or amendment shall specifically provide that it is intended to revise, modify, or amend this lease agreement. Failure of either party to insist upon strict performance of any of the provisions of this lease agreement shall not be construed as a waiver of any subsequent default of the same or similar

nature.

12.2 Access to premises. Lessor may enter the demised premises at any reasonable time on reasonable notice to Lessee for any purpose related to the performance of Lessor's obligations thereunder.

12.3 Interruption of services. Interruption of any service maintained in the demised premises if caused by mechanical difficulties or any causes beyond the Lessors's control shall not entitle Lessee to any claim against Lessor or to any abatement in rent, nor shall the same constitute constructive or partial eviction, unless Lessor fails to take such measures as may be reasonable in the circumstances to restore the service without undue delay. If the demised premises are rendered unfit in whole or in part for the uses specified in this lease agreement, for a period of more than 3 days, by the making of repairs, replacement or additions, other than those made with Lessee's consent or caused by misuse or neglect by Lessee or Lessee's agent, customers, visitors or permittees, there shall be a proportionate abatement of rent during the period of such unfitness.

13. BINDING EFFECT.

13.1 Binding effect. The provisions of this lease agreement shall apply to, bind and inure to the benefit of the parties hereto and their respective heirs, beneficiaries, personal or legal representatives and assigns.

IN WITNESS WHEREOF, the said Lessor has caused these presents to be signed this \_\_\_\_ day of \_\_\_\_\_ 2026.

SOUTHWEST WISCONSIN TECHNICAL COLLEGE

BY: \_\_\_\_\_  
Caleb J. White, Vice President for Administrative Services

IN WITNESS WHEREOF, the said Lessee has caused these presents to be signed this \_\_\_\_ day of \_\_\_\_\_ 2026.

FORWARD SERVICE CORPORATION

BY: \_\_\_\_\_  
Michelle Knutson, Chief Financial Officer

## **Other Items Requiring Board Action**

### **A. Request for Proposals – Approve Awarding Contract: CliftonLarsonAllen, LLP, for External Auditing Services, fiscal years ending June 30, 2026, through 2030**

The Wisconsin Technical Colleges Purchasing Consortium (WTC-PC) requested proposals for External Audit Services to provide consulting services to the technical colleges in the Wisconsin Technical College System (WTCS). Three vendors submitted proposals and were interviewed with CliftonLarsonAllen, LLP, scoring the highest. Caleb White, Interim President and Vice President for Fiscal Services, will present this information at the meeting. The information is as follows.

**Recommendation:** Approve, as presented, a contract award to CliftonLarsonAllen, LLP for External Auditing Services, fiscal years ending June 30, 2026, through 2030, in the amount of \$294,400.

## **RFP # 26-003 Audit Services**

The public opening of the request for proposals (RFP) for **Audit Services** for the college was held on Wednesday, January 7, 2026, at 2:00 p.m. CST.

### **Purpose**

The Wisconsin Technical Colleges Purchasing Consortium (WTC-PC) is requesting Proposals for External Audit Services to provide consulting services to the technical colleges in the Wisconsin Technical College System (WTCS). It is important to note that a technical college may or may not elect to participate in this initiative, depending upon factors within this proposal.

Three (3) vendors submitted proposals for the RFP, and all were interviewed. The evaluation team consisted of Crystal Brown and Kelly Kelly. The evaluation team’s composite scores are ranked as follows:

### **Evaluation Results**

Evaluation	Max Value	Clifton Larson Allen Wauwatosa, WI	Forvis Mazars Des Moines, IA	Plante Moran Grand Rapids, MI
Total Score	100	91	80	78
5-Year Total		\$ 294,400	\$ 225,500	\$ 284,100

**Recommendation:** Award a contract for Audit Services to Clifton. Wauwatosa, WI, for a 5-year agreement of \$294,400.

Southwest Tech Board Approval date:

***B. Approval of Program Concept Review: Dental Hygienist (Program 10-508-1)***

A Concept Review for Dental Hygienist (Associate Degree of Applied Science) follows. Also included is the Board resolution that will accompany the Concept Review paperwork for review by the Wisconsin Technical College System Office and Board. Cynde Larsen, Chief Academic Officer, will summarize following information at the meeting.

**Recommendation:** *Approve the Concept Review for the Dental Hygienist (Program 10-508-1).*



f. Proposed CIP {Classified Instructional Program} 51.0602

1) Please provide your rationale for using this CIP Code: (limit of 275 characters)

See attachment

Supporting documentation attached as "Attachment B"

g. Mean Starting Hourly Salary: \$ 40.42

h. Single Source Request: (limit of 275 characters)

Not Applicable

Supporting documentation attached as "Attachment C"

i. Summary of Analysis of how this program supports employment demand (limit of 550 characters). Refer to ESM Chapter Three for explanation of required documentation.

See attachment

Supporting documentation attached as "Attachment D"

j. Advanced Technical Certificate (ATC) programs must include clear description of prior knowledge required as "Attachment E."

Not Applicable

Supporting documentation attached as "Attachment E"

k. Projected job openings per year: Year 1 <sup>6</sup>      Year 3 <sup>6</sup>      Year 5 <sup>6</sup>

Projected completers per year: Year 1 <sup>6</sup>      Year 3 <sup>6</sup>      Year 5 <sup>6</sup>

l. Program method of delivery:

100% Online       100% Face to face       Hybrid       Competency Based

m. Documentation of member participation and outcomes of the Ad Hoc/advisory group

Supporting documentation attached as "Attachment F"

Last Modified: 2/20/2025

- n. Summary of initial discussions with other WTCS districts offering a similar or same program. In addition to the summary of discussions, provide evidence of notification letter to ISA as described in ESM Chapter One (limit of 275 characters).

Supporting documentation attached as "Attachment G"

- o. Documentation of District Board Approval of the Concept Review attached as "Attachment H"

- p. Date of conversation with Financial Aid Manager about consequence of program concept and design on financial aid eligibility.

Date:  
3/16/26

- q. Describe your college's plan to promote inclusive excellence and address attainment gaps specifically for this new program. Incorporate plans to leverage Guided Career Pathways. Include your response as "Attachment I".

Supporting documentation attached as "Attachment I"

- r. Indicate the groups and individuals that were consulted or involved in establishing the plan described in attachment I. Check all that apply.

- Perkins Lead
- Grants Office
- Student Success Center Team (SSC)
- Workforce Development Board Liaison
- Community Based Organizations (CBO)
- Workforce Innovation and Opportunity Act (WIOA)
- Adult Education and Family Literacy Act (AEFLA)
- Instructional Services Administrators (ISA)
- Student Services Administrators (SSA)
- Academic Quality Improvement Program (AQIP)
- Learning Success Quality Improvement Plan/Process (LSQIP)
- Scale of Adoption Assessment Lead/Team (SOAA)
- Instructional Area Dean/Associate Dean
- National Research and Evaluation
- Program Faculty
- Program Advisory Committee
- Industry Feedback
- Curriculum Office

Last Modified: 2/20/2025

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

District President or Instructional Services Administrator

Printed Name: \_\_\_\_\_

When document is complete, please follow your district's procedures for review and submission. The appropriate personnel should submit this form along with all attached documentation in a single .pdf file to [programs@wtcsystem.edu](mailto:programs@wtcsystem.edu).

Last Modified: 2/20/2025

# Attachment A



## Dental Hygienists

29-1292.00

Bright Outlook

Updated 2026

The occupation code you requested, 29-2021.00 (Dental Hygienists), is no longer in use. In the future, please use 29-1292.00 (Dental Hygienists) instead.

Administer oral hygiene care to patients. Assess patient oral hygiene problems or needs and maintain health records. Advise patients on oral health maintenance and disease prevention. May provide advanced care such as providing fluoride treatment or administering topical anesthesia.

**Sample of reported job titles:** Dental Hygienist, Hygienist, Licensed Dental Hygienist, Pediatric Dental Hygienist, Registered Dental Hygienist (RDH)

Summary Details Custom Easy Read Veterans Español

Contents ▾

### Occupation-Specific Information

#### Tasks

5 of 16 displayed

- Record and review patient medical histories.
- Feel and visually examine gums for sores and signs of disease.
- Examine gums, using probes, to locate periodontal recessed gums and signs of gum disease.
- Clean calcareous deposits, accretions, and stains from teeth and beneath margins of gums, using dental instruments.
- Provide clinical services or health education to improve and maintain the oral health of patients or the general public.

# Attachment B CIP Code

https://nces.ed.gov/ipeds/cipcode/cipdetail.aspx?y=55&cid=88757



An official website of the United States government

The Nation's Report Card ERIC database for education res



National Center for Education Statistics

What we do ▾

Use our work ▾

Explore funding ▾

Learn with us ▾

About us ▾



CIP THE CLASSIFICATION OF INSTRUCTIONAL PROGRAMS

CIP 2010

Quick CIP

## Detail for CIP Code 51.0602

[Print](#)

**Title:** Dental Hygiene/Hygienist.

**Definition:** A program that prepares individuals to clean teeth and apply preventive materials, provide oral health education and treatment counseling to patients, identify oral pathologies and injuries, and manage dental hygiene practices. Includes instruction in dental anatomy, microbiology, and pathology; dental hygiene theory and techniques; cleaning equipment operation and maintenance; dental materials; radiology; patient education and counseling; office management; supervised clinical training; and professional standards.

**Action:** No Substantive Changes

Crosswalk

CIP Title or Definition Changed

CIP 2000		CIP 2010	
Code	Title	Action	Code Title
510602	Dental Hygiene/Hygienist.		<a href="#">51.0602</a> Dental Hygiene/Hygienist.

Illustrative Examples

- None available

Browse

S) HEALTH PROFESSIONS AND RELATED CLINICAL SCIENCES.

51.00) Health Services/Allied Health/Health Sciences, General.

[51.0000\) Health Services/Allied Health/Health Sciences, General.](#)

[51.0001\) Health and Wellness, General.](#)

## **Attachment D**

An associate degree Dental Hygiene program at Southwest Wisconsin Technical College would directly respond to significant and near-term workforce shortages driven by an aging dental hygiene workforce. National survey data indicate that 27% of practicing dental hygienists plan to retire within the next five years, while the proportion of hygienists under age 45 is declining. At the same time, 11% of hygienists are already age 65 or older, and one-third report more than 30 years of experience, signaling accelerated workforce attrition rather than normal turnover. JobDQ data noted a 5-year demand for 55 Dental Hygienists in the past 5 years, and predicts 33 Dental Hygienist retirements in the SWTC district and adjacent counties in the next 5 years.

District demand is high with the WTCS data dashboard indicating twenty-three district students are enrolled in the program at colleges outside the SWTC district.

Because 88% of hygienists work in general dentistry practices and 73% are employed in private practices, shortages are most acutely felt in community-based dental offices—the same settings that serve rural and underserved populations. The fact that 65% of hygienists work full time further limits practices' ability to absorb retirements through part-time coverage alone.

By preparing new hygienists locally, Southwest Tech would help stabilize access to preventive oral healthcare in southwest and western Wisconsin, reduce vacancy pressure on existing practices, and support continuity of care as experienced clinicians retire.

In short, a Dental Hygiene associate degree at Southwest Tech would:

- Replace a large cohort of impending retirements
- Address persistent vacancy risks in general dentistry
- Strengthen rural healthcare access
- Align education capacity with a documented, structural workforce need, not a short-term labor fluctuation

This positions the program as a high-demand, workforce-critical response to regional and national employment trends in oral healthcare.



**Dental Hygienist Program  
Advisory Committee Meeting Minutes**

*Meeting Date: February 27, 2026*

*Time: 1:00pm*

*Location: Teams Meeting*

*Room: 301 and Teams*

*Facilitator: Cynde Larsen*

*Minute Taker: Nanette Hubbard*

**Attendance**

<b>Advisory Committee Member Name</b>	<b>Company Represented</b>	<b>Present (mark with X)</b>
Dr. Shelby Maahs	Dental Associates of Prairie du Chien	X
Dr. Terry Moen	Terrance Moen Clinic	X
Kim Hawthorne	Scenic Bluffs	X
Dr. Even Pluym	Dodgeville Dental	X
Dr. Kimberly Fritz-Pluym	Dodgeville Dental	X

<b>Southwest Tech Representative Invited</b>	<b>Position</b>	<b>Present (mark with X)</b>
Cynde Larsen	Chief Academic Officer	X
Josh Bedward	Director of Facilities	X
Krista Demo	Program Director – Dental Assistant	X
Nanette Hubbard	Administrative Assistant	X
Dan Imhoff	Director of Safety and Security	X

## Meeting Items

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### Item 1: Welcome and College Update

\*Cynde Larsen welcomed the group and provided an overview of the Concept Review and Program Approval Processes for the proposal Dental Hygiene program.

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### Item 2: Discussion:

- SWTC has been offered grant funding to support the development of a hygienist program
- SWTC received some funding from a State Dental grant. The College had funding through the same Dental grant 2 years ago and used it for improvements in the Dental lab.
- Hygienist program through the WTCS and uses a state-aligned curriculum. It is an associate degree program at 60-65 credits. Common state-aligned program outcomes are used and those were reviewed.
- Earliest cohort would begin in the fall of 2027,
- We'll submit a concept review with information from this meeting to the March SWTC Board of Directors meeting
- Timing is very important, we anticipate being able to use funding through the Rural Health Transformation grant, as well.
- We would begin by enrolling 6 students with each cohort. The accreditor requires a 6 to 1 student to supervision ratio in lab and clinic.
- We currently have 4 new dental chairs and will be adding 2 more. We could use the college dental lab as a clinical space, but we would prefer to work with a clinical partner allowing students more opportunities to work with patients at a full-service clinic with more volume, as Hygiene students recruit their own patients in most programs. Scenic Bluffs is establishing a clinic in Prairie du Chien and we are in conversations with them as a potential clinical partner.
- CODA would be the accrediting body.
- Participants clarified that a dentist does not have to be in the building as long as no anesthetic is being applied. Mannequin heads would be needed, and are in the proposed budget. They also clarified that students should work on each other as their first patients.

- Scenic Bluffs is starting an externship with another college at another location this fall. They serve Medicaid patients and are committed to investing in training students in rural communities to help students stay in rural communities.
- We are currently estimating that first year students would need 1 full day in clinicals, and second year students would need a full day and a half in clinicals.
- Discussion held on necessary equipment was held. This included:
  - 2 more operable chairs would be added to the Southwest Tech lab
  - Support for chairs at a potential clinical partner site
  - 6 scalers
  - 2-4 more intraoral cameras
  - Cassette cleaners needed rather than another autoclave
  - Both benchtop and mannequins that could be seated in chairs
  - Instrument sets
  - Loops needed also, discussion on whether the school or student should pay for instruments and loops \$
  - 4000 for reference books and materials
  - Electronic health records, different software packages discussed (Dentrics, Eaglesoft, cloud based),
  - Portable xray machine would be helpful but what SWTC has right now is sufficient
  - 6 motors for prophylaxis heads about \$800 a piece for a turbo-driven one
  - Straight handpieces must be autoclaved between patients so several per student needed about 1100 each, consider rdh motor/handpiece combo

### Item 3: Action

The group universally supported, with no dissent, proceeding with the Dental Hygiene program concept review and program approval

## Attachment G Summary of WTCS Conversations

**Gateway Technical College** has completed construction of a new Dental Hygiene instructional space on its Racine campus and is actively recruiting a Program Director/Instructor. The Program Director will lead completion of the CODA self-study and preparation for the required site visit. Gateway is targeting **Fall 2027** for initial student enrollment; however, the Commission on Dental Accreditation (CODA) has advised that site visit scheduling and approval timelines are extended and subject to CODA capacity.

The new facility includes a **10-chair dental clinic** and a **12-seat simulation laboratory**, developed within existing campus space. Capital investments total approximately **\$3.06 million**, including \$1.5 million for construction, \$990,000 for capital equipment, \$426,000 for minor equipment, and \$146,000 for supplies. Information Technology staff are completing installation of PCs and related equipment. Gateway will relocate its Dental Assistant program from the Kenosha campus to the new Racine facility, allowing both programs to share space and resources. The Dental Assistant program chair played a key role in planning and construction.

**Waukesha County Technical College (WCTC)** reports five-year average graduation rates of approximately **73%** and job placement rates between **85–95%**, with graduate wages typically ranging from **\$45–\$49 per hour**. WCTC maintains a substantial waitlist, with attrition primarily occurring in the first semester of clinical coursework due to program rigor. CODA accreditation standards significantly influence staffing models, faculty qualifications, and budgeting, requiring ongoing annual reporting and strict clinical supervision ratios.

**Lakeshore Technical College** will begin its first Dental Hygiene cohort in Fall 2026 and reports strong early demand, with over 160 inquiries prior to application opening. Lakeshore invested more than **\$2 million** in facility expansion and equipment, with ongoing annual capital needs of approximately \$50,000.

**Mid-State Technical College** has completed its initial CODA site visit and is finalizing a 4,500-square-foot clinic renovation, with plans to begin enrolling students following accreditation approval. Collectively, WTCS peer experience demonstrates sustained demand, significant capital requirements, and lengthy accreditation timelines for Dental Hygiene program development.

March 10, 2026

Greetings,

Southwest Wisconsin Technical College (SWTC) is in the initial stages of the new program development process for a Dental Hygiene associate degree. I am writing to ask for your assistance as we prepare for submission to the Wisconsin Technical College System Board. As you know, during the Concept Review part of the process, any district with a similar or same programs are contacted to ascertain information. This email serves as formal request for information you can share regarding:

- Graduation / placement rates
- Recruitment and retention issues
- Out-of-district enrollment
- Potential capital expenses
- Regulation and/or accreditation issues
- Graduate wages

I truly appreciate any information you can provide by forwarding your feedback to me. I am happy to discuss the details of SWTC's proposed program and to learn about your experiences with your own program.

We intend to compile this information by March 24th. We will gladly incorporate any feedback you have on the topics addressed above. If you have any questions or concerns, please do not hesitate to contact me directly at 608-822-2642 or [clarsen@swtc.edu](mailto:clarsen@swtc.edu).

Sincerely,



Cynde Larsen  
Chief Academic Officer

## **Item I: Student Success Plan**

### ***Program Name and Proposed Number***

**Program Name:** Dental Hygiene Associate Degree

**Credential:** Associate Degree (60–65 credits)

**Proposed Enrollment:**

- **Initial cohort:** 6 students admitted annually
- **Steady state:** 12 students enrolled across two cohorts (Year 1 and Year 2)
- **Proposed first cohort entry:** Fall 2027
- **Projected first graduation cohort:** Spring 2029

The proposed Dental Hygiene program will be aligned with the Wisconsin Technical College System–approved curricula and existing Dental Hygiene programs at peer WTCS institutions, while responding to documented workforce shortages in southwest Wisconsin.

### ***Description of the Attainment Gap(s) Being Addressed***

The development of the Dental Hygiene program at SWTC is intended to address multiple, intersecting attainment gaps that affect both students and the regional healthcare workforce:

1. **Geographic Access and Rural Attainment Gaps**  
Southwest Wisconsin currently lacks local access to a Dental Hygiene program, requiring prospective students—particularly adult learners, place-bound students, and students with caregiving responsibilities—to travel long distances or relocate. This disproportionately limits participation among low-income students, first-generation college students, and rural residents, contributing to lower postsecondary attainment in high-wage healthcare fields.
2. **Workforce Demographic Gaps**  
Industry data shared with SWTC during program exploration indicates that approximately 27% of practicing dental hygienists plan to retire within the next five years, creating an urgent workforce replacement gap. The profession remains overwhelmingly female, with limited racial and ethnic diversity, underscoring the need for intentional recruitment and support strategies to broaden participation (Scenic Bluffs Community Health Center).
3. **Completion and Persistence Risks in High-Intensity Health Programs**  
Dental Hygiene programs are academically rigorous, with high credit density, early clinical requirements, and licensure benchmarks. National and system-level evidence shows that without structured pathways and early supports, students

from historically underserved backgrounds face higher risks of attrition during the first year of clinical coursework.

The proposed program is intentionally designed to close these gaps by increasing local access, reducing structural barriers, and embedding equity-focused student success strategies from entry through licensure.

### **Summary of Key Activities**

SWTC's student success plan for the Dental Hygiene program is anchored in inclusive excellence and Guided Career Pathways, with the following key activities:

#### **1. Guided Career Pathways Design**

- Clear, structured program maps showing prerequisites, milestones, clinical progression, and licensure requirements.
- Early academic and career advising beginning at pre-admission, with explicit guidance on science readiness, time commitment, and clinical expectations.
- Alignment with SWTC's existing Dental Assistant program to create stackable and bridgeable pathways into Dental Hygiene where appropriate.

#### **2. Targeted Recruitment and Access Strategies**

- Outreach to rural high schools, adult education partners, healthcare employers, and community organizations.
- Intentional recruitment of first-generation students, adult learners, and individuals seeking career advancement within healthcare.
- Transparent communication regarding program rigor, scheduling, and financial planning to support informed enrollment decisions.

#### **3. Early and Sustained Student Support**

- Each student will have a Student Success Plan with career advising, an academic map with personally-aligned services, and a financial plan for college and life during college
- Cohort-based learning model to foster peer support and belonging.
- Early entry into clinical education with scaffolded expectations, consistent with CODA-aligned best practices.
- Embedded tutoring, academic coaching, and progress monitoring during gateway science and clinical courses.

#### **4. Clinical Partnership Model**

- Use of SWTC's existing dental lab infrastructure in coordination with external clinical partners to ensure high-quality, supervised clinical experiences.
- Scheduling designed to balance academic intensity with student well-being and persistence.

#### 5. **Continuous Improvement and Equity Review**

- Ongoing review of enrollment, retention, completion, and licensure outcomes disaggregated by student population.
- Use of advisory committee feedback to adjust recruitment, curriculum sequencing, and student supports.

#### ***Overview of Intended Outcomes***

Through this student success plan, SWTC intends to achieve the following outcomes:

- **Increased access** to Dental Hygiene education for rural, place-bound, and underserved students in southwest Wisconsin.
- **Improved persistence and completion rates** through structured pathways, early clinical integration, and proactive supports.
- **Timely graduation and licensure eligibility**, aligned with WTCS and accreditation expectations.
- **A sustainable, locally trained Dental Hygiene workforce** to meet regional oral health needs.
- **Progress toward inclusive excellence**, evidenced by reduced attainment gaps across student populations and improved representation in a high-demand healthcare profession.

**RESOLUTION  
OF THE  
SOUTHWEST WISCONSIN TECHNICAL COLLEGE  
DISTRICT BOARD OF DIRECTORS**

WHEREAS, the Southwest Wisconsin Technical College Board has approved the Concept Review for Dental Hygienist (Associate Degree of Applied Science - Program Number 10-508-1).

BE IT THEREFORE RESOLVED that the Southwest Wisconsin Technical College Board submits for State Board approval the Concept Review for Dental Hygienist (Associate Degree of Applied Science - Program Number 10-508-1).

Approved this 26th day of March 2026

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Chris Prange  
Chairperson

ATTEST:

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Kent Enright  
Secretary



***C. Approval of Board Monitoring Report – Quality Teaching and Learning***

The March 2026 Board Monitoring Report – Quality Teaching and Learning follows. Dr. Larsen will facilitate a discussion about the report.

**Recommendation** – *Approve, as presented, the March 2026 Board Monitoring Report – Quality Teaching and Learning.*

# Southwest Wisconsin Technical College Board Monitoring Report: Quality Teaching and Learning March, 2026

## I. Purpose

Southwest Wisconsin Technical College is committed to delivering high-quality teaching and learning that provides students with access to education, supports timely completion, and results in strong post-graduate outcomes. This Board Monitoring Report provides evidence that institutional practices align with expectations for quality and accountability across the student lifecycle.

This report is organized around four interrelated dimensions:

1. Student Access
2. Student Completion
3. Post-Graduate Success
4. Emerging Trends

Determining the quality of teaching and student learning is multifactorial and complex. Common data points used include:

1. Directly through assessment of student learning at the course and program levels by studying student cohort performance at the course learning outcome and program outcome levels. The 2025 Teaching and Learning Board Monitoring Report described the detailed process used by Southwest Tech faculty members to assess student learning outcomes through the example of the Dental Assistant program.
2. Directly through normed and standardized third-party assessment of graduates. These data are available annually in this report.
3. Indirectly through retention, completion, and graduation rates
4. Indirectly through employment rates

## II. Student Access

Southwest Tech continues to provide broad and flexible access to education across its rural service district through a diverse mix of programs and instructional delivery methods.

Program quality is evaluated through the yearly Program Review process. This process begins each Fall when the College Effectiveness team leads each program faculty team through a deep exploration of student learning and program outcome data. From this data, faculty are guided in identifying and implementing their continuous improvement Team Action Plans for the following year.

In August of 2025, faculty teams developed at least two continuous improvement Teams Action Plans which included:

Team Action Plan #1 – Strengthening Student Learning. Teams studied their last student cohort's program learning outcome criteria, selecting the one which was most difficult for their students to learn. They then designed a plan to improve student learning.

Team Action Plan #2 – Work-Based Learning. In the 25-26 academic year, faculty members identified and implemented their programs' 3<sup>rd</sup> and 4<sup>th</sup> sequential work-based student learning assignments, with programs offering work-based learning experiences in four incrementally advanced areas.

Simultaneously, faculty members assess each of their courses with each term's offering, identifying a course-level competency for improvement. They document and implement that plan for the following term, improving student learning with each offering.

The Program Review process continues through the work of the Program Review Workgroup. This team of faculty and staff members works with the College Effectiveness and Finance teams to do a deep analysis of program health, reviewing multiple criteria including program costs, enrollment, completion rates, and graduate wage data. The Program Review Workgroup makes recommendations regarding program health to the Academic Council, who then report to the Executive team yearly, prior to the beginning of the budget season.

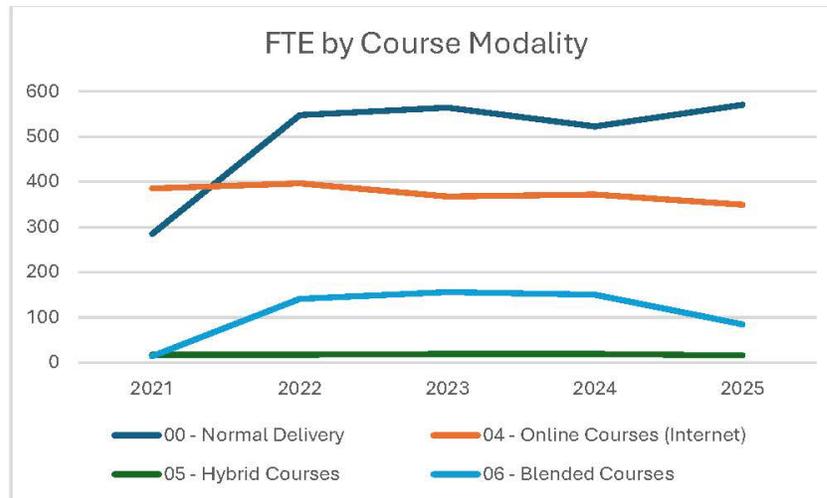
### Program Changes in 2025-2026

- Suspension of the Auto Collision program
- Suspension of the Artisanal Modern Meat program
- Implemented shortening of the Cosmetology program time to completion, allowing students to graduate into the workforce seven months earlier than the prior curriculum.
- Received approval for revitalization of the Medical Assistant program, shortening the program length and reducing tuition by 25%, speeding time for enrollment to clinical experiences and to the workforce.
- Submitted a concept review for a Dental Hygiene associate degree program. This is a high-wage, high-need program for Southwest Wisconsin.

### Program Changes in 2026-2027

- Launch of IT Software Developer
- Launch of Automation Systems Technician
- Launch of the streamlined and high-need Clinical Medical Assistant program
- Work to create a Workforce Pell-ready Welding Academy

## Enrollment and Modality Access

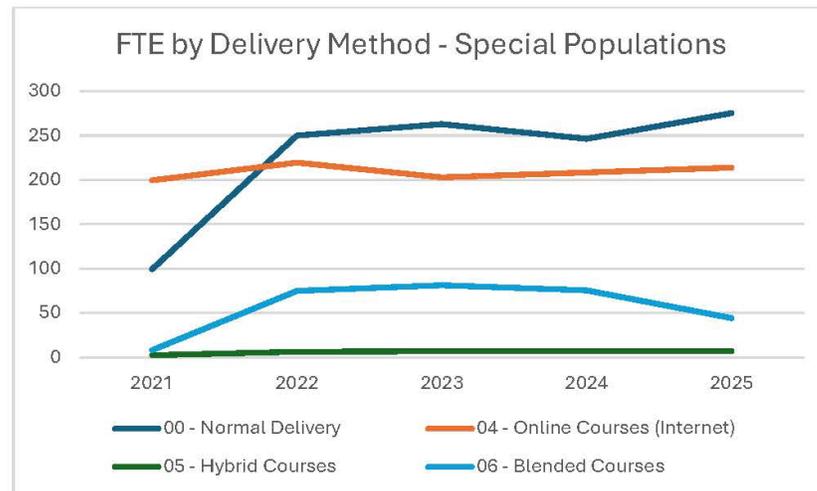


- Total instruction is delivered primarily through in-person and online formats, with normal delivery accounting for approximately 570 FTE in 2025 and online delivery accounting for approximately 350 FTE.

Emergency remote instruction has been fully phased out since 2021, reflecting a strategic return to intentional, high-quality delivery models. Blended delivery (50% or less of the original course time devoted to Asynchronous work) grew between 2022 and 2024. However, Fall 2025 General Education faculty analysis of data provided by College Effectiveness indicated declining academic outcomes for students in blended courses. Faculty responded by shifting from blended to face-to-face instruction in these identified courses and are now awaiting this year's data to determine the effectiveness of those changes. Access decisions remain driven by learning objectives, workforce alignment, and student need—not convenience or short-term need.

## Equity in Access

- Special populations account for substantial participation across delivery modes, indicating that access strategies are not limited to one instructional format.



## Challenges and Opportunities — Student Access

### Challenges

- Online FTE has declined slightly since 2022, signaling the need to:
  - Monitor changing student preferences
  - Ensure online offerings remain aligned to student success outcomes
- Rural transportation and scheduling challenges persist for in-person learners.

### Opportunities

- Expand high-quality hybrid and blended technical course models that preserve hands-on learning while improving access. The hybrid CNC program has enrolled six students in its first year of operation and work is underway to expand this model to other Manufacturing programs
- Continue targeted outreach to under-served populations using data-informed recruitment strategies, grants and other funding opportunities including the Manufacturing scholarships being offered through the Energy grant.
- Grow student enrollment and transfer in the AA and AS programs

### Questions to Monitor — Student Access

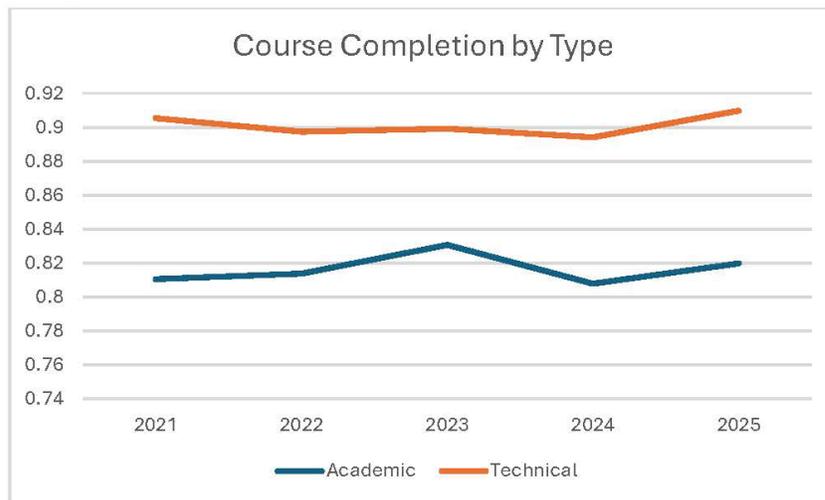
- Are access patterns equitable across student populations and instructional modalities?
- Are new delivery methods improving access without compromising instructional quality?
- How does access align with workforce and regional needs?

### III. Student Teaching and Learning - Completion Factors

Completion is a key College Health Indicator and a critical indicator of teaching effectiveness and student learning. The College monitors completion rates for all students and for special populations students and works actively to raise completion rates for all. Southwest Tech monitors early indicators of completion including course completion, retention, and on-time graduation.

COLLEGE HEALTH INDICATORS (CHI)		2025 ACTUAL	2026 GOAL
CHI 1A.	Promoting Equity in Student Learning-Graduation Rate Comparison:		
	For Special Population* Students	48%	70%
	For Non-Special Population Students	63%	

#### Course-Level Completion

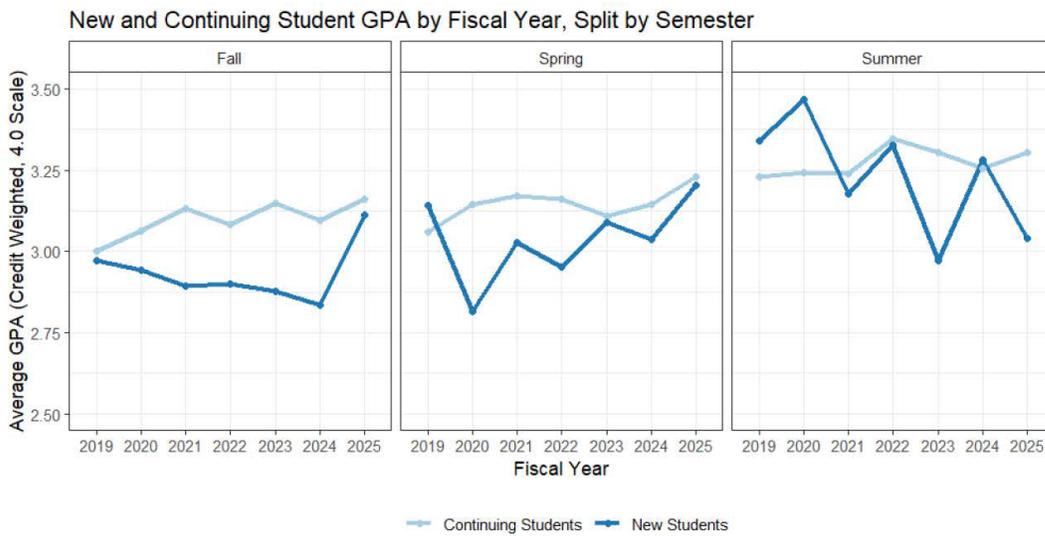


- Technical course completion remains strong at approximately 91% in 2025, outperforming academic course completion at approximately 82%.
- These outcomes reflect applied pedagogy, clear skill progression, and strong alignment between instruction and assessment.

## GPA Analysis

Data Source: WTCS Data Cube – Course Enrollment

The following graph shows new versus continuing student grade point average (GPA). Each panel is a semester (Fall, Spring, Summer), the x-axis is the fiscal year, and the y-axis is the average credit-weighted GPA (4.0 scale) for students in that semester. The light blue line represents the GPA for continuing students, and the dark blue line represents the GPA for new students. The table below contains the specific values from the graph.



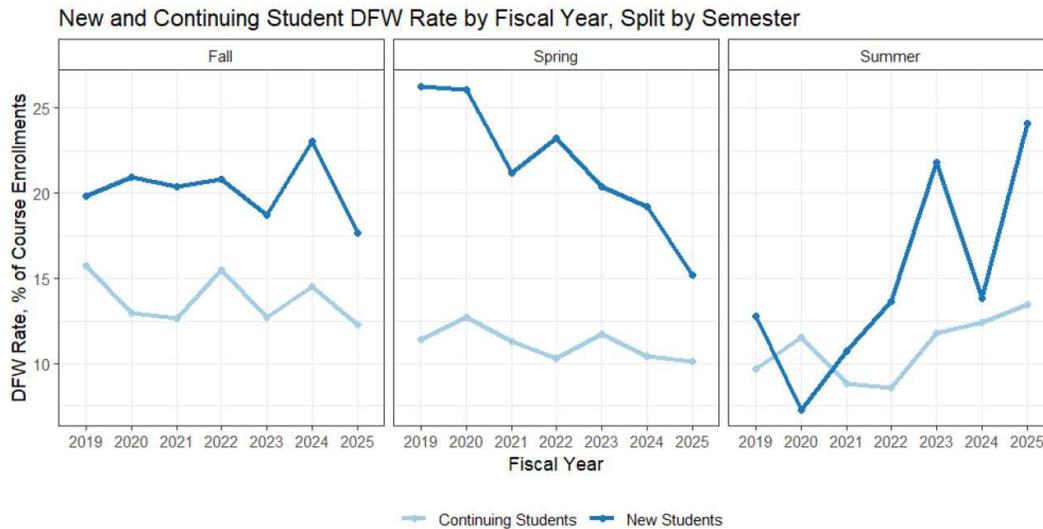
### GPA Analysis – Fall & Spring Comparison

In Fall 2024 (FY25), continuing students had a GPA of 3.16, slightly higher than Fall 2023's (FY24) 3.09, while new students improved from 2.84 in Fall 2023 (FY24) to 3.11 in Fall 2024 (FY25), a notable increase. In Spring 2025 (FY25), continuing student GPA rose to 3.23, up from 3.14 in Spring 2024 (FY24), and new student GPA increased from 3.04 in Spring 2024 (FY24) to 3.20 in Spring 2025 (FY25). Overall, both groups posted higher GPAs in 2025 than the year prior, with especially strong gains among new students.

## DFW Rate Analysis

Data Source: WTCS Data Cube – Course Enrollment

Only students enrolled in associate degree and technical diploma programs during that semester (aid codes 10, 30, 31, and 32) are included.



### DFW Rate Analysis – Fall & Spring Comparison

In Fall 2024 (FY25), continuing student DFW rates improved slightly to 12.3%, down from 14.5% in Fall 2023 (FY24), and new student DFW rates dropped meaningfully from 23.0% in Fall 2023 (FY24) to 17.7% in Fall 2024 (FY25). In Spring 2025 (FY25), continuing student DFW rates decreased to 10.1% from 10.4% in Spring 2024 (FY24), and new student rates fell from 19.2% in Spring 2024 (FY24) to 15.2% in Spring 2025 (FY25). Across both semesters, 2025 shows lower DFW rates for both groups, with the largest improvements among new students.

We cannot definitively identify the factors that are contributing to these improved academic outcomes, but anticipate these may be impacted by a combination of:

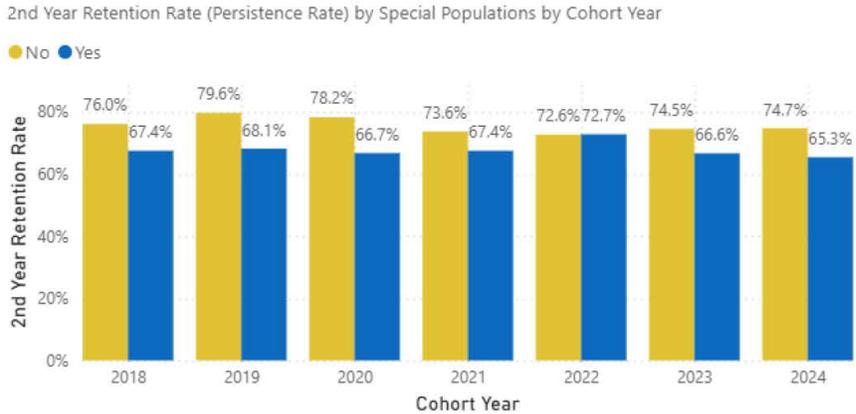
- The Student Success Plan process
- Increased involvement of faculty members in New Student Orientation and other onboarding activities
- Systematization of sequential work-based learning in program curriculum
- Systematization of embedded tutoring
- General Education and program faculty members' creativity and high levels of engagement – bringing learning to program areas and collaborating actively

We are looking forward to more data-informed findings to drive student course performance innovations.

# Retention

Retention rates of students from Special Populations continue to lag those of students who do not identify as belonging to a special populations cohort.

Embedded tutoring has been shown to reduce this gap and we continue to seek resources to expand the model, while continuously monitoring for effectiveness of the approach.



## Program-Level Completion

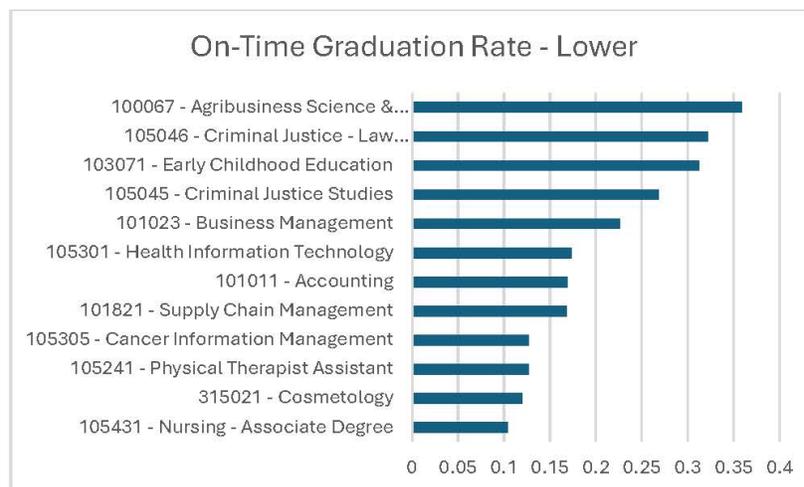
### Lowest On-Time Program Completion

On-Time program completion is a complicated statistic to analyze. Below are the lowest on-time graduation rates by program. Some factors to consider when evaluating this information include:

- Programs with large part-time populations including Nursing, Business Management, and Cancer Information Management will return low on-time completion numbers
- Programs in which students routinely complete General Education courses prior to entering their 2-year associate degree pathways such as rigorous healthcare programs will feature low on-time completion rates
- Programs with Summer starts such as Physical Therapist Assistant are automatically 'over time'
- 31-code programs that span more than a year such as Cosmetology are constrained from graduating students according to the 'on-time' metric

Targeted interventions to improve on-time completion include:

- Embedded tutoring
- Program-Specific tutoring for the CIM and HIT students
- Targeted advising promoting greater credit intensity



### Highest On-Time Program Completion

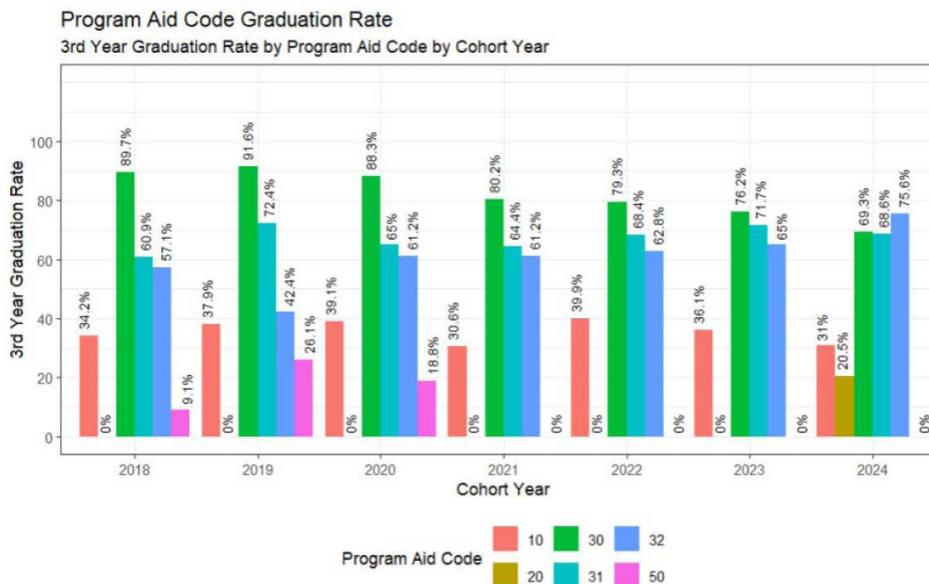
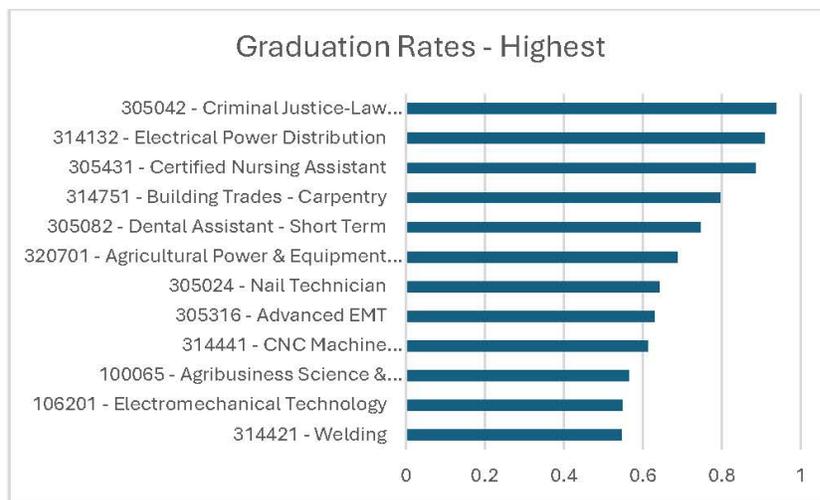
It is not surprising that five of the top twelve programs for graduation rate performance are one term or less in length. Faculty and staff teams who contribute to these outcomes are applauded and looked to for strategy and inspiration. When exceptionally strong rates are experienced by programs that are a year or longer in length, these programs should be studied and recognized. These include:

Electrical Power Distribution – Known for strong faculty members who attend highly to both Program Outcome and Core Ability learning.

Ag Power and Agronomy – Faculty members have created a strong internal culture and offer exceptional opportunities for students to interact with employers and with the public.

Electromechanical Technology – Faculty members create community and support students effectively in this high-intensity, rigorous program.

Welding – Faculty members provide an exceptional balance of individual attention to student learning and fun in the classroom



- On-time graduation rates vary by program type and regulatory complexity.

- Short-term technical programs (30- and 31-code) often exceed 70–90% on-time completion.
- Longer associate degree programs reflect lower on-time completion. Strong national evidence indicates program length negatively correlates with program completion levels. Providing early, individually designed support to students in longer programs and advising students into full-time pathways when possible improves their chances of on-time completion.

Faculty and advising teams use completion data to refine curriculum sequencing, student supports, and scheduling structures.

## Challenges and Opportunities — Student Completion

### *Challenges*

- Lower on-time completion in some academic and degree-level programs often reflects:
  - Planned part-time enrollment in the large Nursing and Business programs
  - Summer starts that automatically preclude on-time completion when using federal statistical practices
  - Work and family responsibilities
  - A need for more student support
- Completion timelines are not always aligned with traditional metrics for rural adult learners. Metrics are nationally normed and tuned to 'on-time' completion. No reliable system yet exists to monitor 'on-plan' completion.

### *Opportunities*

- Continued evolution of work-based learning and early employer engagement activities
- Increasing the number of courses supported by embedded tutoring, driven by data analysis and understanding of program sequencing
- More opportunities to support students' financial needs during enrollment

## IV. Post-Graduate Success Factors

Post-graduate outcomes are key indicators of quality teaching and learning

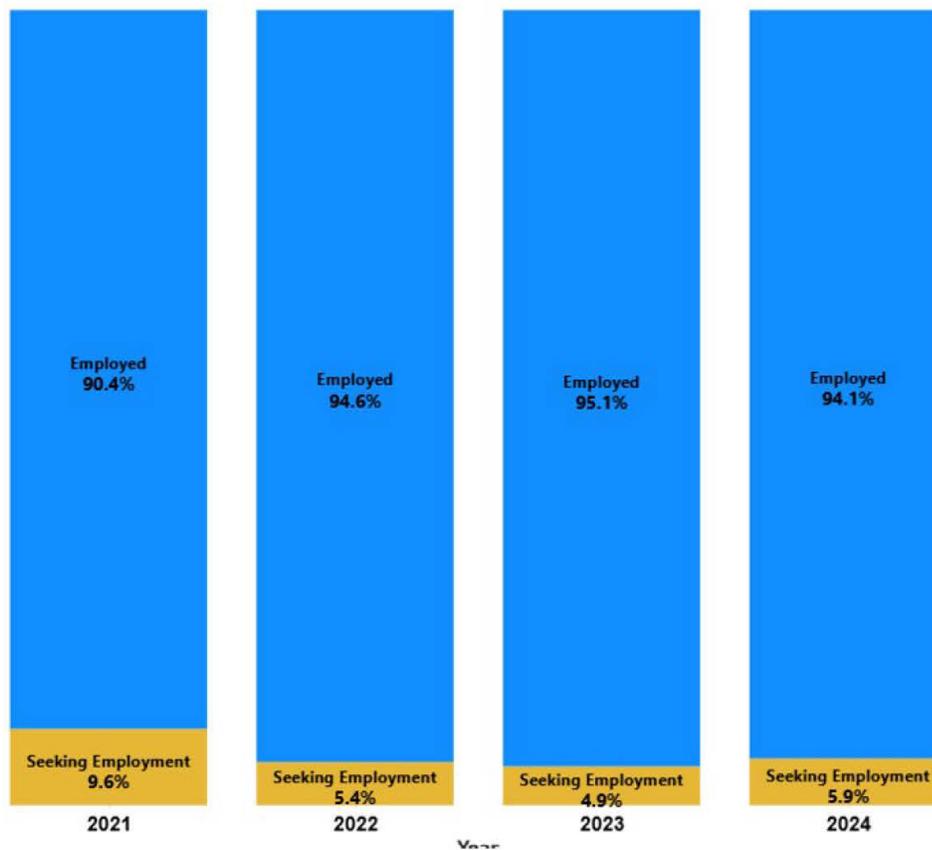
### Employment Outcomes

- Across all programs reporting, approximately 93.5% of graduates are employed, with only 6.5% actively seeking employment.
- Many programs report employment rates at or near 100%, particularly in healthcare, public safety, and skilled trades.

### SWTC Graduates Employment



Graduates who are in the workforce (excludes students and those not seeking employment)



## Licensure and Certification

The table below displays graduate licensure and certification exam performance during the most recent reporting periods. Because these assessments are developed, administered, and scored by independent third parties, these provide some of the strongest, externally validated indicators of the quality of SWTC's teaching and learning.

Program	Certification or Licensure Exam	Organization Sponsoring Exam	Most Recent Reporting Period for Graduate Testing	Number of Unique Students Who Tested During that Period	Total Number of Unique Students Who Passed During the Period	Percentage Passed
Nursing – WI Department of Safety and Professional Services (DSPS)	NCLEX-RN	National Council State Board of Nursing	2024 (annual)	44	43 passed "all time"	97.7% all-time
Nursing – Mountain Measurement	NCLEX-RN	National Council State Board of Nursing	April 1, 2024- March 31, 2025	45	44 passed "first-time"	97.8% first-time
Surgical Tech	CST exam	National board of surgical technology and surgical assisting	August 1, 2024 – July 31, 2025	7	6 passed "first time" 7 passed "all time"	85.7% first-time 100% all-time
Physical Therapist Assistant	NPTE	Federation of State Boards of Physical Therapy	April 2025- July 2025	7	7 passed first time	100% first-time
Cancer Information Management	ODS Exam	National Cancer Registrars Association	2025 (annual)	Unknown – Midyear, the reports changed and no longer include the number of students taking the exam.	55% passed. Due to the new report structure, it is not known if this is the rate for all test takers or first-time test takers.	55% with national pass rate of 53%

Program	Certification or Licensure Exam	Organization Sponsoring Exam	Most Recent Reporting Period for Graduate Testing	Number of Unique Students Who Tested During that Period	Total Number of Unique Students Who Passed During the Period	Percentage Passed
					National pass rate of NCRA program schools = 53%.	
Health Information Technology	Registered Health Information Technician (RHIT)	American Health Information Management Association (AHIMA)	5/1/24 - 4/30/25	6	5 passed (first time)	83.3% first-time
Midwifery	NARM Exam	North American Registry of Midwives	Year 2024	16	13	81% pass rate
MA	CMA – AAMA	American Association of Medical Assistants	Begins in May after graduation	Unknown	Unknown	93%
E.M.T.	NREMT	NREMT (National Registry)	December 2025 and again in May 2026	18 in December – variable each time	18 passed – first time	100% first-time December 2025 completers
C.N.A.-Skills	Wisconsin Nurse Aide Competency Examination		May 1, 2025-Dec 31, 2025	135	106 Passed 1st time. 23 Passed 2 <sup>nd</sup> attempt.	79%-1 <sup>st</sup> attempt.
C.N.A.-Theory	Wisconsin Nurse Aide Competency Examination		May 1, 2025-Dec 31, 2025	126	114 Passed 1st attempt. 7 passed the 2nd attempt.	90%-1 <sup>st</sup> attempt

- Licensure exam pass rates demonstrate strong instructional quality:
  - Nursing (NCLEX-RN): 97–100% pass rates, depending on testing cohort
  - Physical Therapist Assistant: 100% first-time pass rate
  - EMT and Advanced EMT programs consistently demonstrate full cohort pass rates
- Analysis of Midwifery licensure pass rates have revealed a correlation between pass rates and student special population status. The program director has contacted the agency that offers the examination and offered to assist in further analysis. Program faculty are strengthening their assessment-creation skills.

### Wage Outcomes

<b>Southwest Tech: 3 Year Median Hourly Wage Comparison</b>				
	2022-23 5-Year Longitudinal (2017 graduates) 158 respondents	2023-24 5-Year Longitudinal (2018 graduates) 187 respondents	2024-25 5-Year Longitudinal (2019 graduates) 147 respondents	3 year Median Hourly Wage
Survey Year	2023	2024	2025	
Median Hourly Wage	\$27.88	\$26.75	\$29.00	\$27.97

<b>Southwest Tech: 3 Year Median Annual Wage Comparison</b>				
	2022-23 5-Year Longitudinal (2017 graduates) 158 respondents	2023-24 5-Year Longitudinal (2018 graduates) 187 respondents	2024-25 5-Year Longitudinal (2019 graduates) 147 respondents	3 year Median Hourly Wage
Survey Year	2023	2024	2025	
Median Annual Wage	\$60,000	\$57,850	\$62,000	\$60,112

- Median graduate wages reflect strong economic value:
  - Median hourly wage (5-year longitudinal average): ~\$28/hour
  - Median annual wage (5-year longitudinal average): ~\$60,000

### Five-Year Longitudinal Wages by Program

Program	2017 Grads		2018 Grads		2019 Grads		Average
Electrical Power Distribution	\$37.49	4	\$44.00	5	\$53.00	4	\$ 44.50
Nursing - Associate Degree	\$38.00	26	\$40.87	13	\$42.22	13	\$ 39.00
IT-Network Communication Specialist	\$41.00	1	\$35.10	1	\$29.81	2	\$ 35.10
Supply Chain Management	\$44.53	1	\$33.33	1	\$31.50	3	\$ 33.17
Medical Laboratory Technician	\$30.90	2			\$33.00	3	\$ 33.00
Building Trades - Carpentry	\$34.00	3			\$30.00	4	\$ 32.00
Cancer Information Management	\$31.50	2	\$31.00	2	\$34.55	9	\$ 32.00
Electro-Mechanical Technology	\$32.00	5	\$38.00	6	\$25.00	3	\$ 32.00
Driver and Safety Education Certification			\$29.00	2	\$41.35	2	\$ 31.50
Industrial Mechanic	\$31.32	2	\$30.88	3			\$ 30.88
Precision Machining Technology			\$30.29	4			\$ 30.29
IT-Network Specialist					\$30.23	3	\$ 30.23
Criminal Justice Studies				1	\$29.80	8	\$ 29.80
Criminal Justice - Law Enforcement Academy	\$29.53	4					\$ 29.53
Physical Therapist Assistant	\$25.26	4	\$33.73	7	\$28.37	2	\$ 28.37
Accounting	\$27.69	1	\$29.00	5	\$22.77	2	\$ 28.35
Medical Coding Specialist	\$27.22	4	\$28.00	5	\$28.00	9	\$ 28.00
Agribusiness Science & Technology - Agribusiness Management			\$22.44	1	\$33.00	1	\$ 27.72
Agricultural Power & Equipment Technician	\$30.00	2	\$26.54	4	\$27.50	1	\$ 27.21
Laboratory Science Technician			\$26.78	3	\$27.78	1	\$ 27.14
Welding	\$24.50	6	\$29.10	10	\$26.00	6	\$ 27.00
Agribusiness Science & Technology	\$26.00	7					\$ 26.00
IT-Computer Support Technician			\$22.00	4	\$31.25	2	\$ 26.00
Nursing Assistant	\$24.52	25	\$28.25	47	\$24.00	21	\$ 25.88
Health Information Technology	\$25.14	3	\$24.18	5	\$26.41	2	\$ 25.21
Agribusiness Science & Technology - Agronomy			\$25.00	4			\$ 25.00
Direct Entry Midwife	\$25.00	2	\$60.10	2			\$ 25.00
Emergency Medical Technician (EMT)	\$23.00	5	\$22.00	3	\$37.26	3	\$ 24.04
Automotive Technician	\$22.00	7	\$23.08	2	\$24.74	2	\$ 23.00
Business Management	\$19.50	4	\$23.00	7	\$24.00	7	\$ 23.00
Golf Course Management			\$30.00	2	\$15.73	1	\$ 22.87
Advanced EMT	\$19.84	2	\$22.52	1	\$28.00	1	\$ 22.52
Human Services Associate	\$40.44	2	\$21.26	6	\$30.00	3	\$ 22.50
Criminal Justice-Law Enforcement	\$24.77	4	\$19.50	1			\$ 22.04

Program	2017 Grads		2018 Grads		2019 Grads		Average
Dental Assistant	\$22.00	4				1	\$ 22.00
Early Childhood Education	\$20.50	5	\$17.00	3	\$23.00	7	\$ 21.56
Accounting Assistant				1	\$20.95	2	\$ 20.95
Medical Assistant	\$20.23	4	\$20.93	8	\$23.75	3	\$ 20.68
Child Care Services	\$18.25	1			\$18.46	3	\$ 18.36
Graphic and Web Design	\$17.50	4	\$13.25	3	\$15.50	3	\$ 16.52
Auto Collision Repair & Refinishing Technician			\$16.14	3			\$ 16.14
Agribusiness Science & Technology - Animal Science			\$15.50	2	\$19.28	3	\$ 16.00

- High-wage programs (e.g., nursing, electromechanical technology, electrical power distribution) demonstrate sustained wage growth over time.
- Small numbers of respondents inject variability. Programs with fewer than 3 respondents in three years were removed from the chart

These outcomes reinforce the College's commitment that students achieve not only employment, but ROI and long-term economic mobility.

## Challenges and Opportunities — Post-Graduate Success

### Challenges

- Wage outcomes vary by industry sector and rural labor market conditions.
- Licensing data availability can change based on third-party reporting practices.

### Opportunities

- Use longitudinal wage data to inform program prioritization and ROI discussions.
- Deepen employer partnerships in high-growth areas.
- Expand stackable credentials to support continued wage growth beyond initial placement.
- Use of tax system-based data will improve graduate wage data with implementation of Gainful Employment and Financial Value Transparency systems

### Questions to Monitor — Post-Graduate Success

- Are graduates achieving employment and wages consistent with program intent?
- How do licensure outcomes compare to state and national benchmarks?
- Are programs adapting to evolving workforce demands?

## V. Transformative Academic Trends and SWTC

U.S. higher education is undergoing a period of significant structural change, driven by a growing emphasis on workforce alignment, accountability, and value for students and taxpayers. One of the most consequential developments is Workforce Pell, which expands federal Pell Grant eligibility to high-quality, short-term workforce programs beginning in 2026. This change allows students to access federal aid for programs lasting as little as 8–15 weeks, provided those programs demonstrate strong completion rates, job placement outcomes, earnings value, and stackability into longer-term credentials.

At the same time, federal policy has shifted toward stronger program-level accountability through Gainful Employment and Financial Value Transparency (FVT/GE) regulations. These rules require institutions to report detailed cost, debt, earnings, and outcomes data for nearly all programs and establish consequences for career programs whose graduates consistently earn too little relative to debt or compared to high school wages.

Together, these changes signal a move toward a higher education system that is more outcomes-driven, more transparent, and more closely aligned with workforce and economic mobility goals, with important implications for institutional strategy, program design, and governance.

We will explore these two transformative trends through the lens of Southwest Tech.

## Gainful Employment and Financial Value Transparency

Gainful Employment and Financial Value Transparency will not change a rural technical college's mission—but these will change how academic programs are evaluated, communicated, and sustained. These rules elevate earnings, debt, and labor-market alignment as visible measures of program value, which can create risks for small, rural, high-need programs.

### *What these rules do*

- Gainful Employment (GE) applies to non-degree programs (certificates, technical diplomas) and can affect Title IV eligibility if programs fail federal metrics in two of three continuous years. At Southwest Tech, technical diploma programs included in GE include Medical Assistant, Welding, Cosmetology, and Auto Technician.
- Financial Value Transparency (FVT) applies to nearly all programs, including degree programs, and requires public disclosure of costs, debt, and post-completion earnings, but does not by itself remove aid eligibility for degree programs.

Even programs that are not at risk of losing aid will be publicly labeled in ways that influence student choice, enrollment, and reputation.

### *How program “value” is now defined federally*

Programs are evaluated using two outcome measures, calculated at the Classification of Instructional Programs (CIP)-code level across multiple years.

1. Debt-to-Earnings (D/E) – whether typical graduates' loan payments are affordable relative to earnings
2. Earnings Premium – whether graduates earn more than a comparison group of adults in the same state with only a high school diploma. For the most recent GE/FVT calculations released for 2024, the Wisconsin earnings threshold (high-school benchmark) is a wage of \$31,000 per year, the median earnings of Wisconsin workers age 25-34 with only a high-school diploma.

A GE program that fails either metric in two out of three years may lose access to federal financial aid. Because tuition is relatively low in WTCS programs, Debt-to-Earnings is usually the bigger risk, while Earnings Premium risk is more relevant for lower-wage field.

### *Why rural technical colleges like Southwest Tech need to pay particular attention*

Rural wage floors are lower—even for essential occupations

Earnings benchmarks are state-based, but rural graduates often stay local in lower-wage labor markets or choose public-service or mission-critical roles

Southwest Tech's work in the area of work-based learning is designed to introduce students to employers early and often, increasing their opportunities to enter the workforce earlier, full-time, and at an optimized wage. Work-based learning also steeps faculty members in the workforce on a regular basis, strengthening the faculty-employer communication bond, which promotes curriculum relevancy and responsiveness.

Another risk is that small cohorts create volatility. Programs are evaluated only once they reach 30 completers across four years, but small rural programs can cross that threshold suddenly and one weak cohort can disproportionately affect outcomes. Every cohort has impact.

*Potential impacts on academic programming decisions*

We anticipate increased scrutiny of low-wage but high-need Southwest Tech programs such as:

- Early Childhood Education
- Cosmetology and
- Medical Assisting

These programs may face federal outcome pressure despite strong regional need.

*Greater emphasis on program design, employing strategies such as:*

- Shortening time-to-completion, as done with Cosmetology in 2026 and Medical Assistant in 2027
- Embedding work-based learning, a strategy we have employed across all programs.
- Reducing unnecessary credit accumulation. We have been doing this work internally for the past few years, and through the Student Success Plans, are actively reducing unnecessary credit accumulation for our transferring students at their transferring universities.

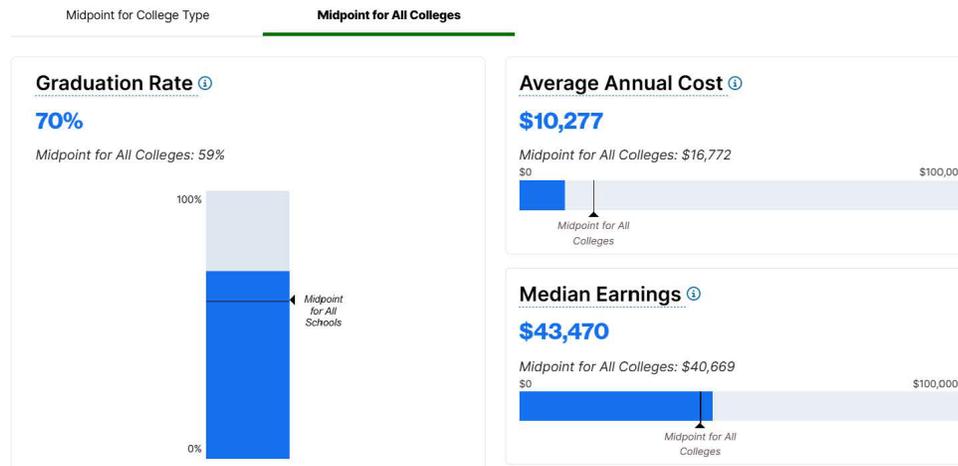
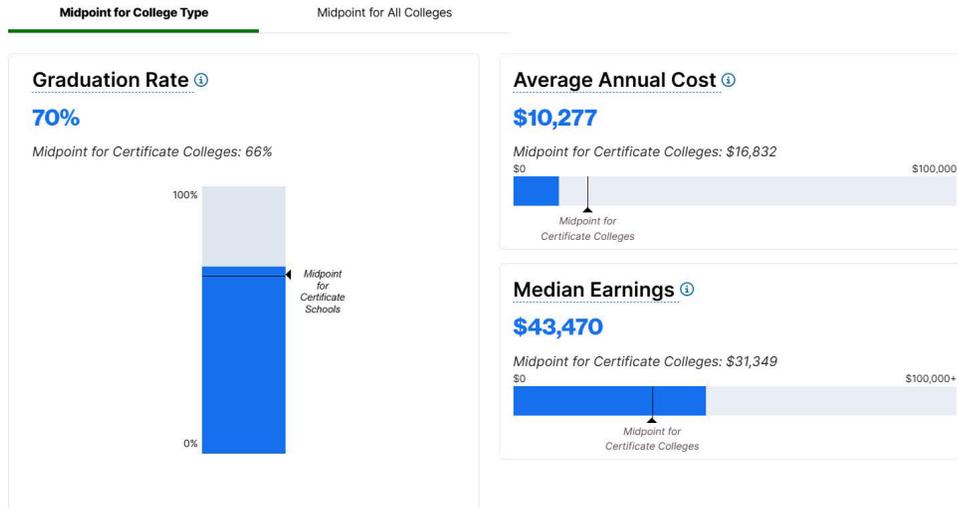
Public dashboards are key to accountability. Following are Southwest Tech's data from the U.S. Department of Education College Scoreboard. It is important to note that this information is college-wide, versus at the program level. Gainful Employment and Financial Value Transparency systems use similar data to evaluate program return on investment for students.

The College Dashboard data, below, indicates that Southwest Tech's graduation rate is higher than average when compared with other small, rural, certificate-offering public schools. The College performs even more strongly when comparing graduation rates with all U.S. colleges.

Costs for students are significantly lower at Southwest Tech when compared with both cohorts. Our work assisting students to understand their budgets for college and life during college, and to close their individual financial gaps should continue to support strong SWTC findings in this area.

Graduate median earnings for Southwest Tech students outperform both the small rural, and all college cohorts, as well.

## College Type: Small, Rural, Certificate-Offering, Public



The work done over the previous three years has given Southwest Tech an early start in evaluating and improving program return on investment (ROI) for students and graduates.

## Workforce Pell

Workforce Pell—sometimes referred to as “Short-Term Pell”—is a significant expansion of the federal Pell Grant program that will, beginning July 1, 2026, allow eligible students to use Pell Grants for short-term, career-focused training programs that are aligned with high-skill, high-wage, and in-demand occupations.

Historically, Pell Grants were limited to programs of 600 clock hours or longer, effectively excluding most short-term workforce credentials. Workforce Pell standards include the following:

### *Program Length and Maturity*

- Must be 150–599 clock hours
- Must run 8–15 weeks
- Must have been offered for at least one year prior to approval

### *Labor-Market Alignment*

- Must prepare students for high-skill, high-wage, or in-demand occupations
- Alignment must be verified by the state workforce board or governor
- Must meet actual employer hiring requirements, not just institutional claims

### *Stackable and Portable Credentials*

- Must lead to a recognized postsecondary credential
- Credential must be:
  - Stackable into a higher-level certificate or degree and
  - Portable across more than one employer
- Academic credit must be formally awarded and accepted through documented articulation

### *Completion and Job Placement Benchmarks*

Programs must demonstrate:

- ≥70% completion rate within 150% of normal time and
- ≥70% job placement rate within 180 days of completion

#### *Positive Return on Investment - Earnings Test*

- Tuition and fees may not exceed graduates' "value-added earnings"
- Value-added earnings are calculated as:
  - Median post-completion earnings
  - Minus 150% of the federal poverty line
  - Adjusted for regional cost differences

#### *Ongoing Transparency and Oversight*

- Programs are subject to annual verification
- Outcomes must be publicly reported on the College Scorecard
- Programs that fall below standards risk loss of eligibility

#### *Southwest Tech and Workforce Pell*

All Southwest Tech programs have been evaluated for Workforce Pell alignment and relevancy. Very few are currently eligible. One exception is the Emergency Medical Technician I course. However, due to the nature of EMT course funding, it is unlikely students will utilize Pell grants for this course. Unfortunately, the heavily utilized Nursing Assistant course is not eligible for Workforce Pell due to Wisconsin Division of Health Services hours restrictions that require the NA course be 120 hours or less.

#### *Under Development*

The College received approval in March of 2026 for an Integrated Education and Training (IET) grant to develop a Welding IET, based on our Summer Welding Academy. With the addition of a 2-credit Workforce Communication course, the certificate will become Workforce Pell eligible. Additionally, this IET will include embedded assistance from Adult Education faculty members, enhancing our ability to help students who need help most to earn their Welding Pathway Certificate, earn a well-paying job, and earn the skill and confidence to enroll and complete the Welding Technical Diploma.

#### *Analysis*

The WTCS is working collaboratively across colleges to develop a Workforce Pell programming strategy, and Southwest Tech is continuing to monitor and adjust how we can best serve students with Workforce Pell funds.

#### **In Conclusion:**

Quality Teaching and Learning at Southwest Tech is not defined by a single metric but by sustained performance across measures that matter most to students and the region. This Board Monitoring Report seeks to affirm the College's alignment with its mission, its stewardship of public trust, its unwavering focus on our Strategic Directions, and our dedication to student and regional success.

# Board Monitoring of College Effectiveness

## A. Staffing Update

	Name	Title	Status and/or Additional Info	Effective Date	Funding Source &/or Estimated Wage Range	Hired Wage Rate
1	Replacement	Academic Success Coach	Danielle Carlson	Posted 5/9/2025	C41 \$48,908.24 - \$68,471.54	Hired at \$66,500
2	New	Manufacturing Outreach Coordinator	Lisa Schaefer	Posted: 6/6/25	C44: \$58,124.23 - \$81,373.72	Hired at \$79,000
3	Replacement	Director of Human Resources	On Hold	Posted: 6/2/25	D63: \$70,133.94 – \$101,695.41	On Hold
4	New	Advisor	John Richter	Posted: 7/11/2025	C42 Salary: \$51,741.76 - \$72,438.46	Hired at \$66,500
5	New	Adult Education Instructor/Academic Success Coach	Meghan Weber	Posted: 7/18/2025	C41: \$23.51- \$32.92	Hired at \$26.40
6	Replacement	Electical Power Distribution Lab Assistant	Thomas Moravits	Posted: 6/23/25	B21: \$17.36 - \$22.57	Hired at \$23.00
7	Replacement	Assistant Child Care Director/Instructor	Abby Meier	Posted: 8/8/2025	C41 Salary: \$48,908.24 - \$68,471.54	Hired at \$49,400
8	Replacement	Director of Foundation	Stacia Stephenson	Posted: 8/8/2025	D62: \$67,359.08 - \$97,670.88	Hired at \$97,670.88
9	Replacement	Financial Aid Assistant/Accounting Bursar	Tina Boebel	Posted: 8/8/2025	B22 Hourly: \$19.56-\$25.37	Hired at \$22.50
10	Replacement	Software Development Instructor	Cash Myers	Posted: 8/8/2025	Bachelor's Equivalency: \$51,221 - \$81,444 Advanced Equivalency: \$53,878 - \$85,666 Master's Equivalency: \$56,533 - \$89,888	Hired at \$87,500
11	Replacement	Social Science Instructor	Melissa Lipska	Posted: 8/8/2025	Bachelor's Equivalency: \$51,221 - \$81,444 Advanced Equivalency: \$53,878 - \$85,666 Master's Equivalency: \$56,533 - \$89,888	Hired at \$70,000
12	Replacement	Medical Laboratory Technician Instructor	Kylie Poots	Posted: 6/25/2025	Bachelor's Equivalency: \$51,221 - \$81,444 Advanced Equivalency: \$53,878 - \$85,666 Master's Equivalency: \$56,533 - \$89,888	Hired at \$67,000
13	Replacement	Drivers Education Program Coordinator	Natalie Leffler	Posted: 9/16/2025	C41 \$46,690 - \$65,366	Hired at \$24.04
14	Replacement	Associate Degree Nursing Instructor	Misty Thill	Internal	Bachelor's Equivalency: \$51,221 - \$81,444 Advanced Equivalency: \$53,878 - \$85,666 Master's Equivalency: \$56,533 - \$89,888	Hired at \$67,000
15	Replacement	Training and Development Coordinator	Gabby Snider	Posted 10/23/25	C41 Hourly: \$23.51 - \$32.92	Hired at \$26.75
16	New	Advanced Manufacturing Instructor	Posted	Posted 12/2/2025	Bachelor's Equivalency: \$51,221 - \$81,444 Advanced Equivalency: \$53,878 - \$85,666 Master's Equivalency: \$56,533 - \$89,888	
17	Replacement	Human Resources Assistant	Rylee Wagner	Posted 12/2/2025	B22 Hourly: \$19.56-\$25.37	Hired at \$21.50
18	Replacement	Evening Custodian	Thomas Schlaugat	Posted 12/10/2025	A12 Hourly: \$19.56-\$22.87	Hired at \$19.75
19	Replacement	Foundation and Business Support Assistant	Heather Burkholder	Posted 12/17/2025	B22 Hourly: \$19.56 - \$25.37	Hired at \$25.00
20	Replacement	Child Care Aide	Interviewing	Posted 02/11/2026	A12 \$19.56-\$22.87	
21	Replacement	Workforce Development & Employer Engagement Coordinator	Posted	Posted 02/03/2025	C41 Salaried: \$48,908.24 - \$68,471.54	
22	Replacement	Automation/Electromechanical Technology Instructor	Interviewing	Posted 02/12/2026	Bachelor's (BS) Equivalency \$51,221-\$81,444 Advanced (AS) Equivalency \$53,878-\$85,666 Master's (MS) Equivalency \$56,533-\$89,888	
23	Replacement	Dining Services Kitchen Worker	Interviewing	Posted 2/18/2026	A13 - Hourly Range: \$19.56 - \$23.11	
24	Replacement	Medical Assistant Instructor	Lisa Edge	Posted 2/18/2026	Bachelor's Equivalency: \$51,221 - \$81,444 Advanced Equivalency: \$53,878 - \$85,666 Master's Equivalency: \$56,533 - \$89,888	Hired at \$60,000
25	Replacement	Web Designer	Zach Stark	Posted 1/16/2026	C45: \$58,124.23 – \$89,888	Hired at \$75,000

## Information and Correspondence

### A. Enrollment & Application Reports and Student Success Scoreboard

#### 1. FTE Comparison Report

NOTE: 23/24 data has been omitted due to reporting issues during the Anthology student go-live in winter/spring 2024.

							
FTE COMPARISON REPORT - MARCH 16, 2026							
Program Number	Program Name	FY 24-25 03/17/25	FY 25-26 03/16/26	25 to 26 Change	FY 24-25 03/17/25	FY 25-26 03/16/26	25 to 26 Change
101011	Accounting	44	45	1	27.47	31.53	4.07
311011	Accounting Assistant	9	8	(1)	3.90	4.80	0.90
305316	Advanced EMT	-	12	12	-	1.83	1.83
100067	Agribusiness Science & Technology - Agribusiness Management	28	20	(8)	25.00	17.77	(7.23)
310063	Agribusiness Science & Technology - Agronomy Tech	1	-	(1)	0.87	-	(0.87)
320701	Agricultural Power & Equipment Technician	31	27	(4)	31.03	24.93	(6.10)
100917	Animal Science	37	37	-	33.67	32.50	(1.17)
100939	Agronomy	23	26	3	21.10	24.37	3.27
303163	Artisanal Modern Meat Butchery (new Jan 2024)	17	13	(4)	2.93	3.77	0.83
314051	Auto Collision Repair & Refinish Technician	13	9	(4)	11.77	9.17	(2.60)
324042	Automotive Technician	34	36	2	27.87	25.83	(2.03)
314081	Bricklaying & Masonry (DOC)	2	1	(1)	1.57	0.43	(1.13)
304431	Building Maintenance & Construction (DOC)	-	25	25	-	8.87	8.87
314751	Building Trades-Carpentry	10	10	-	9.20	8.83	(0.37)
101021	Business Analyst / Data Analyst	6	2	(4)	4.63	1.30	(3.33)
101023	Business Management	97	98	1	63.30	59.63	(3.67)
105305	Cancer Information Management	72	53	(19)	32.90	25.67	(7.23)
115301	Cancer Information Management (Advanced Technical Certificate)	17	31	14	7.43	14.47	7.03
313071	Child Care Services	3	2	(1)	1.40	1.10	(0.30)
304202	CNC Setup/Operation	-	1	1	-	0.07	0.07
304204	CNC Setup Technician	-	6	6	-	3.60	3.60
314441	CNC Machine Operator/Programmer	1	-	(1)	0.07	-	(0.07)
315021	Cosmetology	48	51	3	32.83	41.80	8.97
105046	Criminal Justice - Law Enforcement 2	37	31	(6)	27.53	27.67	0.13
105045	Criminal Justice Studies	11	6	(5)	6.73	4.23	(2.50)
305042	Criminal Justice-Law Enforcement 720 Academy	13	7	(6)	5.97	5.13	(0.83)
310915	Dairy & Livestock Technician	2	-	(2)	0.87	-	(0.87)
305082	Dental Assistant	10	11	1	5.33	6.57	1.23

Program Number	Program Name	FY 24-25 03/17/25	FY 25-26 03/16/26	25 to 26 Change	FY 24-25 03/17/25	FY 25-26 03/16/26	25 to 26 Change
105106	Direct Entry Midwife	129	147	18	70.17	70.77	0.60
308121	Driver and Safety Education Certification	7	14	7	1.60	3.60	2.00
103071	Early Childhood Education	49	40	(9)	34.70	28.67	(6.03)
613073	Early Childhood Licensing Basic Ages 0-2 (new 24-25)	2	-	(2)	0.30	-	(0.30)
314132	Electrical Power Distribution	42	43	1	39.70	40.47	0.77
504132	Electricity (Construction) Apprentice	27	30	3	3.40	4.00	0.60
106201	Electromechanical Technology	16	19	3	14.60	17.37	2.77
305313	Emergency Medical Technician	105	90	(15)	10.00	8.63	(1.37)
104813	Energy Management Technology (suspended)	1	-	(1)	0.40	-	(0.40)
103251	Golf Course Management	20	15	(5)	17.07	13.97	(3.10)
102012	Graphic And Web Design	32	27	(5)	29.57	25.13	(4.43)
105301	Health Information Technology	39	29	(10)	19.80	16.43	(3.37)
105203	Human Services Associate	23	16	(7)	16.53	12.50	(4.03)
108251	Individualized Technical Studies	2	2	-	0.50	0.80	0.30
504131	Industrial Electrician Apprentice	6	5	(1)	0.73	0.47	(0.27)
316201	Industrial Mechanic	6	2	(4)	6.00	0.67	(5.33)
106203	Instrumentation and Controls Technology	1	-	(1)	0.20	-	(0.20)
101512	IT - Cybersecurity Specialist	31	27	(4)	26.60	21.30	(5.30)
311509	IT - Network Systems Technician	6	5	(1)	3.87	2.37	(1.50)
305133	Laboratory Science Technician	1	-	(1)	0.07	-	(0.07)
101961	Leadership Development (suspended)	5	3	(2)	4.13	1.00	(3.13)
208001	Liberal Arts - Associate of Arts	47	43	(4)	28.13	34.80	6.67
208002	Liberal Arts - Associate of Science	18	26	8	9.37	15.13	5.77
315091	Medical Assistant	29	16	(13)	17.13	11.23	(5.90)
315302	Medical Coding Specialist	58	49	(9)	27.03	25.30	(1.73)
105131	Medical Laboratory Technician	7	9	2	5.53	7.53	2.00
305024	Nail Technician	2	5	3	0.50	1.50	1.00

Program Number	Program Name	FY 24-25 03/17/25	FY 25-26 03/16/26	25 to 26 Change	FY 24-25 03/17/25	FY 25-26 03/16/26	25 to 26 Change
101966	Nonprofit Leadership (suspended)	7	4	(3)	5.10	2.20	(2.90)
105431	Nursing - Associate Degree	175	189	14	92.37	102.07	9.70
305431	Nursing Assistant	150	135	(15)	13.47	10.87	(2.60)
611013	Payroll Assistant	5	1	(4)	0.60	0.10	(0.50)
305132	Phlebotomist/Specimen Processor	-	9	9	-	1.00	1.00
105241	Physical Therapist Assistant	24	25	1	14.60	15.40	0.80
504275	Plumbing Apprentice	30	29	(1)	4.78	4.49	(0.29)
611824	Purchasing Agent/Buyer	-	1	1	-	0.47	0.47
105261	Radiography	20	27	7	11.87	17.77	5.90
311821	Supply Chain Assistant	1	-	(1)	0.67	-	(0.67)
101821	Supply Chain Management	27	27	-	15.37	15.40	0.03
105121	Surgical Technology	24	24	-	14.57	14.07	(0.50)
611012	Tax Preparer Assistant	1	4	3	0.03	1.03	1.00
104995	Technical Studies-Journeyworker	1	-	(1)	0.10	-	(0.10)
314421	Welding	41	45	4	32.33	30.17	(2.17)
	<b>TOTAL PROGRAM DEGREE SEEKING:</b>	<b>1,783</b>	<b>1,750</b>	<b>(33)</b>	<b>978.85</b>	<b>964.53</b>	<b>(14.33)</b>
38.14	38.14 Contracted Courses*	53	50	(3)	6.40	6.40	-
COLEDG	ColLEDGE Up*	356	25	(331)	65.63	2.50	(63.13)
SCNOW	Start College Now*	331	672	341	71.73	153.80	82.07
UNDCL	Undeclared*	167	106	(61)	32.17	21.93	(10.23)
YOUTHAPP	Youth Apprenticeship*	80	125	45	10.00	15.73	5.73
	<b>TOTAL DEGREE COURSE STUDENTS/FTEs:</b>	<b>987</b>	<b>978</b>	<b>(9)</b>	<b>185.93</b>	<b>200.36</b>	<b>14.43</b>
BAS-ED	Basic Education (73,74,75,76)	298	314	16	48.77	38.74	(10.03)
REMED	Basic Education Remedial/Developmental (77, 78)	148	187	39	5.97	7.75	1.77
NONDEG	Non-Degree**	2,276	2,257	(19)	44.92	45.80	0.87
UNDES	Undesignated**	37	46	9	5.63	5.97	0.33
	<b>TOTAL NON-DEGREE:</b>	<b>2,759</b>	<b>2,804</b>	<b>45</b>	<b>105.30</b>	<b>98.25</b>	<b>(7.05)</b>
	<b>TOTALS:</b>	<b>5,529</b>	<b>5,532</b>	<b>3</b>	<b>1,270.09</b>	<b>1,263.14</b>	<b>(6.94)</b>
				<b>0.1%</b>			<b>-0.5%</b>

		Budgeted/Goal FTEs	1,355	1,300
		% of Budgeted/Goal FTEs Achieved to date	93.7%	97.2%
		Final Actual FTEs Achieved	1,294	
		% of Final Actual FTEs Achieved to date	98.2%	
		<b>25/26 Projected Ending FTEs using historical trend</b>	<b>1,287</b>	
		<b>Will budget be met</b>	<b>NO</b>	

*	Degree courses - Aid codes 10, 30, 31, 32, and 50
**	Non-degree courses - Aid Codes 42 and 47
<b>CATEGORY DEFINITIONS</b>	
38.14	38.14 Contract is set up as a program in Anthology. Students apply and register in the program for billing and tracking purposes. They are degree level courses.
COLEDG	ColLEDGE Up are degree courses/programs that are offered to area HS students.
SCNOW	Start College Now includes degree courses that HS students can enroll in for college credit (SWTC faculty teach the course).
TRANSCR	Transcripted Credit are high school courses that are also earning college credit through an agreement between SWTC and the high school.
UNDECIDE	Undecided is an option for prospective students to select when completing the application.
YOUTHAPP	Youth Apprenticeship are high school students enrolled in degree level course funded by CESA. Youth Apprenticeship is to be reported when credit is granted through a course offered by the high school or the college under the provisions of s. 106.13, Wis. Stats.
UNDEC	Undeclared are degree courses (10, 3x) taken by students that are not in a program.
UNDES	Undesignated is a category for tracking non-degree courses (aid codes 42 & 47). This is a carry-over from CAMS. Anthology tracks these students in the Non-Degree category.
NONDEG	Non-Degree is a category for tracking non-degree course (aid codes 42 & 47) enrollment.

## 2. 2025-26 Program Application Comparison Report

Program Application Comparison 2025/26 vs. 2026/27								
PROGRAM	CAP	3/17/2025			03/16/26			YOY
		IP	ACCEPT	TOTAL	IP	ACCEPT	TOTAL	
Accounting		9	11	20	6	7	13	-7
Accounting Assistant		2	2	4	1	0	1	-3
Advanced EMT			4	4		4	4	0
Agribusiness Science & Technology - Agbus Mgmt		4	5	9	5	6	11	2
Agricultural Power & Equipment Technician		7	10	17	12	14	26	9
Agronomy		3	9	12	1	7	8	-4
Animal Science		5	14	19	9	9	18	-1
Artisanal Modern Meat Butchery		3	4	7				-7
Auto Collision Repair & Refinish Technician		1	4	5				-5
Automation Systems Tecgnology					1	0	1	1
Automotive Technician		9	12	21	20	8	28	7
Building Trades-Carpentry		2	9	11	7	4	11	0
Business Management		16	16	32	7	17	24	-8
Cancer Information Management		14	9	23	12	5	17	-6
Cancer Information Management (ATC)		23	16	39	19	14	33	-6
Child Care Services		2	1	3	3	0	3	0
CNC Setup Technician		2	1	3		0	0	-3
Cosmetology	24	17	27	44	20	19	39	-5
Criminal Justice Studies		3	2	5	7	1	8	3
Criminal Justice-Law Enforcement 2		3	17	20	7	6	13	-7
Dairy and Livestock Technician		3	0	3		2	2	-1
Dental Assistant		4	7	11	20	13	33	22
Direct Entry Midwife		16	8	24		5	5	-19
Driver and Safety Education Certification		7	3	10	2	0	2	-8
Early Childhood Education		13	9	22	16	10	26	4
Early Childhood Licensing Basic Ages 0-2		2	0	2		0	0	-2
Electrical Power Distribution	44	15	42	57	22	43	65	8
Electricity (Construction) Apprentice				0	12	0	12	12
Electro-Mechanical Technology		9	9	18	3	5	8	-10
Emergency Medical Technician			3	3		15	15	12
Golf Course Management		1	5	6	5	7	12	6
Graphic and Web Design		7	7	14	5	4	9	-5
Health Information Technology		5	5	10	5	0	5	-5
Human Services Associate		4	5	9	5	3	8	-1
Industrial Electrician Apprentice				0	5	0	5	5
Industrial Mechanic			1	1	1	2	3	2
Instrumentation and Controls Technology			0	0				0
IT-Cybersecurity Specialist		2	9	11	3	6	9	-2
IT-Network Systems Technician		2	2	4	4	2	6	2
IT-Software Developer					5	0	5	5
Laboratory Science Technician			0	0				0
Liberal Arts - Associate of Arts		12	11	23	12	6	18	-5

PROGRAM	CAP	3/17/2025			03/16/26			YOY
		IP	ACCEPT	TOTAL	IP	ACCEPT	TOTAL	
Liberal Arts - Associate of Science		9	3	12	4	1	5	-7
Logistics			0	0	1	0	1	1
Medical Assistant		8	8	16	2	9	11	-5
Medical Coding Specialist		15	7	22	18	3	21	-1
Medical Laboratory Technician		4	1	5	10	1	11	6
Nail Technician	15	2	5	7	8	9	17	10
Nursing-Associate Degree		84	18	102	99	27	126	24
Nursing Assistant				0	126	26	152	152
Payroll Assistant			0	0		0	0	0
Phlebotomist/Specimen Processor			0	0	2	1	3	3
Physical Therapist Assistant		8	5	13	18	2	20	7
Plumbing Apprentice				0	4	0	4	4
Purchasing Agent/Buyer			0	0	1	0	1	1
Radiography	10	53	14	67	46	22	68	1
Supply Chain Assistant			1	1		0	0	-1
Supply Chain Management		4	1	5		0	0	-5
Surgical Technology		7	7	14	6	6	12	-2
Tax Preparer Assistant			0	0		0	0	0
Technical Studies-Journeyworker		1	0	1		0	0	-1
Undecided		34	0	34	19	0	19	-15
Undeclared			0	0		41	41	41
Welding		21	13	34	16	26	42	8
<b>TOTAL</b>		<b>477</b>	<b>382</b>	<b>859</b>	<b>642</b>	<b>418</b>	<b>1060</b>	<b>201</b>
<b>Spring 2026-27</b>								
PROGRAM	CAP	IP	ACCEPT	TOTAL	IP	ACCEPT	TOTAL	YOY
Accounting			0	0	1	0	1	1
Cancer Information Management (CIM) ATC		1	5	6	1	1	2	-4
Direct Entry Midwife	40	31	2	33	33	2	35	2
Health Information Technology			0	0		1	1	1
IT - Network Systems Technician			0	0	1	0	1	1
Medical Laboratory Technician			0	0	1	0	1	1
Radiography		1	0	1		0	0	-1
Undecided			0	0	1	0	1	1
<b>TOTAL</b>		<b>33</b>	<b>7</b>	<b>40</b>	<b>38</b>	<b>4</b>	<b>42</b>	<b>2</b>

### 3. Student Success Scoreboard

## Board Reporting Summary

Data Last Updated:

3/19/2026 12:00:00 AM

	Complete Career Assessment ⓘ	Complete Academic Map ⓘ	Complete Financial Plan ⓘ	Complete Success Plan ⓘ	Complete Faculty Touchpoint ⓘ	Plan Started (Any Stage) ⓘ	Percentage Denominator ⓘ
Active Status: Program Students ⓘ	1005	951	661	634	337	1063	1,165
Applicant & Accept: Program Students ⓘ	454	406	186	185	-	524	974
All Statuses: Program Students ⓘ	1,556	1422	863	834	355	1,743	10,852
Active Status: Dual Enrollment ⓘ	-	-	-	114	-	116	1,571
All Statuses: Dual Enrollment ⓘ	-	-	-	408	-	422	5,148
All Statuses: Adult Education ⓘ	-	-	-	15	-	28	-

*\*All values are unduplicated counts by Student Number (for Program SSPs) or SSP Student ID (for Dual Credit SSPs).*

91% of program students have an SSP;  
 54% have a completed plan  
 54% of applicants and accepted students have an SSP; 19% have a completed plan

### Initial Gaps by Fiscal Year

FiscalYear	Count of StudentId	Sum of HasGap	Sum of GapAmount	Average of GapAmount
2023	2	2	(\$837.54)	(\$418.77)
2024	12	12	(\$26,627.71)	(\$2,218.98)
2025	109	109	(\$408,408.61)	(\$3,746.87)
2026	306	306	(\$2,140,003.84)	(\$6,993.48)
2027	164	164	(\$1,708,004.04)	(\$10,414.66)
<b>Total</b>	<b>483</b>	<b>593</b>	<b>(\$4,283,881.74)</b>	<b>(\$7,224.08)</b>

SSP Financial Gap Reporting  
Data as of 3/19/26, 8:19 AM

### Current Gaps by Fiscal Year

FiscalYear	Count of StudentId	Sum of HasGap	Sum of GapAmount	Average of GapAmount
2023	2	2	(\$837.54)	(\$418.77)
2024	12	12	(\$26,627.71)	(\$2,218.98)
2025	114	114	(\$426,615.94)	(\$3,742.25)
2026	312	312	(\$2,205,838.14)	(\$7,069.99)
2027	197	197	(\$2,009,592.41)	(\$10,200.98)
<b>Total</b>	<b>490</b>	<b>637</b>	<b>(\$4,669,511.74)</b>	<b>(\$7,330.47)</b>

SSP Financial Gap Reporting  
Data as of 3/19/26, 8:19 AM

Note: Not all financial plans for 24-25, 25-26, and 26-27 have been converted to the new SSP app so table is not complete.

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

- 1. President Transition Team Timeline Update**
- 2. Reminder – Board Assessment**

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

- 1. Review Board Governance Policy 1.5: Board Member's Role**
- 2. Review Board Governance Policy 1.6: Board Officers**
- 3. Review Board Governance Policy 1.7: Chairperson's Role**
- 4. Review Board Governance Policy 1.8: Vice Chairperson's Role**
- 5. Review Board Governance Policy 1.9: Secretary's Role**
- 6. Review Board Governance Policy 1.10: Treasurer's Role**

The policies follow.

## 1.5 - BOARD MEMBER'S ROLE

The Board of Trustees functions as a collective body. The success of the Board depends on each individual Board member exercising responsibility through positive actions in the following areas:

1. Being effective at Board meetings through appropriate preparation, regular attendance, active participation in Board discussions and willingness to volunteer for ad hoc committee or other Board tasks.
2. Understanding and supporting the Board governance concept and Board policies.
3. Being knowledgeable concerning the College Means for accomplishing its Ends such as organization, facilities, instructional programs, budget, and key processes.
4. Being responsible for the balance of appropriate programs, services, facilities, resources, staffing, and financial support necessary to meet the needs of current students in such a manner that assures their success in meeting their educational and occupational goals.
5. Accepting the responsibility of becoming well informed of the major initiatives of the College, the global perspective of the Wisconsin Technical College System, and being well informed of related national activities such that each Board member is better able to make the necessary decisions that maintain or strengthen our commitment to students of the College.
6. Engaging in Board- and self-development activities designed to promote Board effectiveness through attendance at state, regional, and national Board association meetings and by utilizing resources available in the College.
7. Attending College events.
8. Representing the College to the community.
9. Representing the community to the College.
10. Being active in legislative advocacy.

Adopted: 1/24/02  
Reviewed: 9/26/02, 5/24/07, 12/20/18, 12/16/21  
Revised:

## **1.6 - BOARD OFFICERS**

The officers of the Board shall be a Chairperson, a Vice Chairperson, a Secretary, and a Treasurer.

1. The officers shall be elected at the annual organizational meeting of the Board on the second Monday in July. The Chair for the past year shall conduct the entire organizational meeting. Newly elected officers take office "upon adjournment" of the organizational meeting.
2. No person may serve as Chairperson for more than two (2) successive annual terms.
3. If a vacancy occurs in any of the Board officer positions after the annual organizational meeting, the Board shall elect an officer to fill the vacancy at a subsequent Board meeting.
4. In the case of a temporary absence of a Board officer, the ranking officer available may appoint another Board member to fulfill the duties of the absent officer.

Adopted: 1/24/02  
Reviewed: 10/24/02, 8/16/07, 1/20/22  
Revised: 9/25/08, 12/18/09

## 1.7 - CHAIRPERSON'S ROLE

The Chairperson is elected by the Board. As the elected leader of the Board, the Chairperson shall maintain the integrity of the Board's process and represent the Board to outside parties. The Chairperson is the only Board member authorized to speak for the Board (beyond simply reporting Board decisions), other than in rare and specifically authorized instances.

1. The Chairperson shall ensure the Board and individual Board members act consistently with the Board's own rules and policies and those legitimately imposed upon the Board from outside the College.
  - a. The Chairperson shall preside at Board meetings in an efficient and effective manner and shall set the general tone for each meeting through positive leadership.
  - b. Discussion at the Board meetings will be on those issues which, according to Board policy, belong to the Board to decide, not the President.
  - c. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and to the point.
  - d. The Chairperson will attempt to arrive at a consensus by the Board members on Board decisions. The Chairperson will stimulate discussion among the Board members.
  - e. The Chairperson will counsel with members who are not attending meetings on a regular basis.
2. The Chairperson is authorized to use any reasonable interpretation of the provisions in Governance Process and Board-Staff Relationship policies in carrying out the role of Chairperson.
3. The Chairperson has no authority to make decisions regarding implementation of the Ends and Executive Limitations policies. Such implementation is reserved for the President.
4. The Chairperson is responsible for the professional relationship between the Board and President and shall communicate and interact with the President. However, since the President is responsible to the entire Board, the Chairperson has no authority to unilaterally supervise or direct the President.
5. The Chairperson shall inform the President of any temporary absence or lack of availability to perform the duties of the Chairperson.

6. The Chairperson shall ensure that Board members are informed of current and pending Board issues and processes.
7. The Chairperson shall appoint members to all other internal and external committees as needed and will distribute Board assignments among all members.
8. The Chairperson shall ensure compliance with all required duties imposed by law including but not limited to:
  - a. The Chairperson, or the Chairperson's designee, shall communicate with the public as required by law with respect to providing public notice of all meetings of the College District Board. The Chairperson may delegate the function of providing notice, but may not delegate the responsibility.
  - b. The Chairperson shall sign all official documents and contracts on behalf of the District as required by statute, WTCS policy, and the Board.

Adopted: 1/24/02  
Reviewed: 10/24/02, 8/16/07, 1/20/22  
Revised: 2/28/13

## **1.8 – VICE CHAIRPERSON’S ROLE**

The Vice Chairperson is elected by the Board.

1. The Vice Chairperson shall have all of the authority and duties of the Chairperson in the absence of the Chairperson.
2. The Vice Chairperson shall have such other authority and duties as the Board may from time to time determine and direct.

Adopted: 1/24/02  
Reviewed: 10/24/02, 8/16/07, 1/20/22  
Revised:

## 1.9 – SECRETARY’S ROLE

The Secretary is elected by the Board.

1. The Secretary is designated as the official custodian of all official records of the District. The Secretary may delegate the day-to-day maintenance of the custody of the records to the President of the College, but may not delegate the responsibility.
2. The Secretary shall sign all official documents and contracts on behalf of the District as required by statute, WTCS policy, and the Board.
3. The Secretary shall make a record of and ensure that minutes are taken of all meetings of the Board.
4. Where a function is assigned to the clerk of a governmental unit, and the District is designated as one of such governmental units, such function shall be performed by the Secretary.
5. On or before the first Monday in March, or within thirty (30) days of the date on which a vacancy on the Board occurs, the Secretary shall notify each member of the Appointment Committee, each governing body having a member on the Appointment Committee and the Board of the vacancy or of terms of office which will expire during the year.
6. Annually by October 31 of each year, or within ten (10) days after receipt of the equalized valuations from the Department of Revenue, whichever is later, the Secretary shall file with the clerk of each city, village, and town, any part of which is located in the District, a certified statement showing the amount of the levy and the proportionate amount of the tax to be spread upon the tax rolls for collection in each city, village, and town.
7. In the absence of both the Chairperson and the Vice Chairperson, the Secretary shall call the Board meeting to order and shall serve as Chairperson.

Adopted: 1/24/02  
Reviewed: 10/24/02, 8/16/07, 1/20/22  
Revised: 2/28/13

### **1.10 – TREASURER’S ROLE**

The Treasurer is elected by the Board.

1. The Treasurer shall be the official custodian of all monies received by the District and shall be accountable for such funds. The Treasurer may delegate the day- to-day maintenance of the custody of the funds to the President of the College, but may not delegate the responsibility. All expenditures exceeding \$2,500 shall be approved by the Board.
2. By resolution the Board may authorize other persons’ signatures in addition to the Treasurer or the use of a facsimile signature.
3. The Board shall authorize the signature of payroll, accounts payable, grants, refunds, and other accounts at its annual organizational meeting in July. The use of a facsimile signature does not relieve the Board or the Treasurer from any liability to which the Board or the Treasurer is otherwise subject, including the unauthorized use of the facsimile signature of the Treasurer.
4. In the absence of the Chairperson, the Vice Chairperson and the Secretary, the Treasurer shall call the Board meeting to order and shall serve as Chairperson.

Adopted: 1/24/02  
Reviewed: 10/24/02, 8/16/07, 1/20/22  
Revised:

### 7. Review 2026-2027 Board Meeting and Monitoring Calendar (Draft)

The draft of the 2026-2027 Board Meeting and Monitoring Calendar follows.

#### SOUTHWEST TECH BOARD MONITORING SCHEDULE

JULY 2026 – JUNE 2027

DATE	ACTIVITY/PURPOSE	LOCATION
Monday, July 13, 2026	<b>Southwest Tech Annual Board Meeting</b> <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>➤ Review Academic Master Plan</li> </ul>	Southwest Tech
July 14-15	WTCS Board Meeting	WTC-LaCrosse
TBD	Real Estate Foundation Board Meeting	Southwest Tech
TBD	Foundation Board Meeting	Southwest Tech
Thursday, August 27, 2026	<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>➤ Review College Health Indicators</li> <li>➤ College Culture Monitoring Report</li> </ul>	Southwest Tech
September 1-2	WTCS Board Meeting	MATC-Milwaukee
Thursday, September 24, 2026	<b>Southwest Tech Board Meeting</b> <ul style="list-style-type: none"> <li>➤ Compliance Monitoring Report</li> </ul>	Southwest Tech
October 8-10	District Boards Association Fall Meeting	Hybrid – Moraine Park, West Bend Campus
October 21-24	Association of Community College Trustees Leadership Congress	Chicago
Thursday, October 22, 2026	<b>Southwest Tech Board Meeting</b> <ul style="list-style-type: none"> <li>➤ Resolution for Adoption of 2026 Tax Levy</li> <li>➤ Fund &amp; Account Transfers (2025-2026 Budget Modifications)</li> <li>➤ Review of Purchasing Activity</li> <li>➤ WI Code of Ethics Resolution</li> <li>➤ Student Access Monitoring Report</li> </ul>	Southwest Tech
November 10-11	WTCS Board Meeting	FVTC-Appleton
TBD	Real Estate Foundation Board Meeting	Southwest Tech
TBD	Foundation Board Meeting	Southwest Tech
Thursday, November 19, 2026 (3 <sup>rd</sup> Thursday of month)	<b>Southwest Tech Board Meeting</b> <ul style="list-style-type: none"> <li>➤ 2027-28 Budget Process</li> <li>➤ Foundation Quarterly Report</li> <li>➤ Real Estate Foundation Quarterly Report</li> <li>➤ Review Academic Master Plan</li> </ul>	Southwest Tech
Monday, November 30 - Tuesday, December 1	Higher Learning Commission Comprehensive Evaluation	Southwest Tech
Friday, December 11	Southwest Tech Winter Graduation	Southwest Tech
Thursday, December 17, 2026 (3 <sup>rd</sup> Thursday of month)	<b>Southwest Tech Board Meeting</b> <ul style="list-style-type: none"> <li>➤ Financial Audit</li> </ul>	Virtual

3.26.2026: Draft to be reviewed by District Board

DATE	ACTIVITY/PURPOSE	LOCATION
January 19	WTCS Board Meeting	WTCS - Madison
TBD	District Boards Association – Legislative Meeting	WTCS-Madison
<b>Thursday, January 28, 2027</b>	<b>Southwest Tech Board Meeting</b> ➤ <b>Safety &amp; Security Monitoring Report</b>	<b>Southwest Tech</b>
TBD	Real Estate Foundation Board Meeting	Southwest Tech
TBD	Foundation Board Meeting	Southwest Tech
February 7-10	Association of Community College Trustees National Legislative Summit	Washington DC
<b>Thursday, February 25, 2027</b>	<b>Southwest Tech Board Meeting</b> ➤ Budget Assumptions & Parameters ➤ Foundation Quarterly Report ➤ Real Estate Foundation Quarterly Report	<b>Southwest Tech</b>
March 9-10	WTCS Board Meeting	Gateway-Kenosha
<b>Thursday, March 25, 2027</b> <b>This is Maundy Thursday</b>	<b>Southwest Tech Board Meeting</b> ➤ <b>Quality Teaching &amp; Learning Monitoring Report</b>	<b>Southwest Tech</b>
TBD	Possible Joint Meeting with Foundation and Real Estate	Southwest Tech
TBD	Foundation Boards in conjunction with Scholarship Reception	Wisconsin Dells
TBD	WTCS Student Ambassador Banquet	Wisconsin Dells
<b>Friday &amp; Saturday, April 23-24, 2027</b>	District Boards Association – Spring Meeting <b>Southwest Tech Board Retreat &amp; Meeting</b> ➤ Review Board ENDS Statements & College Goals, including College Health Indicators ➤ President's Evaluation & Contract	<b>TBD</b>
TBD	Real Estate Foundation Board Meeting	Southwest Tech
TBD	Foundation Board Meeting	Southwest Tech
May 18	WTCS Board Meeting	WTCS - Madison
<b>Thursday, May 20, 2027</b> <b>(3<sup>rd</sup> Thursday of month)</b>	<b>Southwest Tech Board Meeting</b> ➤ Proposed Budget ➤ State of the College ➤ Foundation Quarterly Report ➤ Real Estate Foundation Quarterly Report ➤ <b>1<sup>st</sup> Reading of revised ENDS Statements</b> ➤ <b>Financial Sustainability Monitoring Report</b>	<b>Southwest Tech</b>
Saturday, May 22	Southwest Tech Graduation	Southwest Tech
<b>Thursday, June 17, 2027</b> <b>(3<sup>rd</sup> Thursday of month)</b>	<b>Southwest Tech Board Meeting</b> ➤ Public Budget Hearing/Approval ➤ <b>Approval of revised ENDS Statements</b>	<b>Southwest Tech</b>
<b>Monday, July 12, 2027</b>	<b>Southwest Tech Annual Board Meeting</b>	<b>Southwest Tech</b>

## 8. College Happenings

### *D. Other Information Items*

#### **Establish Board Agenda Items for Next Meeting**

##### **A. Agenda**

Retreat Topics: Strategic Enrollment Management; Facilities Master Planning, College Planning/Ends, Goals; Board Assessment; Compensation Philosophy; Aspen – Why, Lookback, and Look Forward

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

Thursday, April 23, 2026, Southwest Tech, Rooms 430, 440

12:30 p.m.	Optional lunch (using cafeteria)
1:00 – 4:45 p.m.	Retreat
4:45 – 5:00 p.m.	Break
5:00 p.m.	Closed session with a light working dinner
6:00 p.m.	Open session regular meeting begins

#### **Adjourn to Closed Session**

##### **A. Consideration of adjourning to a closed session for the purpose of**

1. Discussing preliminary notices of non-renewal under Wis. Stats. Sec 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.}

##### **B. Approval of February 20 and 26, 2026, Closed Session Minutes**

**Reconvene to Open Session**

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

**Adjournment**