

**MINUTES OF THE
RETREAT OF THE BOARD OF DIRECTORS
OF SOUTHWEST WISCONSIN TECHNICAL COLLEGE
JANUARY 25-26, 2013**

The Board of Southwest Wisconsin Technical College met in public session of a Board Retreat commencing at 10:30 a.m. on January 25, 2013, in the meeting room at Country Inn & Suites, 1801 Cabela's Lane, Prairie du Chien, WI. The following members were present:

Melissa Fitzsimons, James Kohlenberg, Diane Messer, Darlene Mickelson, Russell Moyer, Eileen Nickels, Chris Prange, Rhonda Sutton, and Donald Tuescher

Others present for all or a portion of the meeting included Dr. Duane M. Ford, College President; College Staff: Laura Bodenbender, Karen Campbell, Joyce Czajkowski, Doug Pearson, Phil Thomas, Barb Tucker, and Caleb White. Jon Anderson, legal counsel from Godfrey & Kahn, and Earl Engelson of Engelson & Associates, Ltd., were present for a portion of the meeting.

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

**January 25-26, 2013
Country Inn & Suites
Prairie du Chien, WI**

Friday, January 25, 2013

**Country Inn & Suites
Prairie du Chien, WI
10:30 a.m.**

AGENDA

OPEN MEETING

The following statement will be read: "The January 25-26, 2013, Board Retreat of the Southwest Wisconsin Technical College Board is called to order. This meeting is open to the public and in compliance with State Statutes. Notice of the meeting has been sent to the press and posted on campus, in the City of Fennimore, and in the City of Prairie du Chien in an attempt to make the general public aware of the time, place and agenda of the meeting."

A. Roll Call

BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Draft Employee Handbook & Policy Review

CONSENT AGENDA

- A. Approval of Agenda
- B. Minutes of the Regular Meeting of December 21, 2012
- C. Financial Reports
 - 1. Purchase Orders Greater than \$2,500
 - 2. Treasurer's Cash Balance
 - 3. Budget Control
- D. Contract Revenue

ADJOURN TO CLOSED SESSION

- A. Consideration of adjourning to closed session for the purpose of
 - (1) 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)(c)}
- B. Approval of Closed Session Minutes from September 27, 2012, and October 25, 2012

RECONVENE TO OPEN SESSION

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

OTHER ITEMS REQUIRING BOARD ACTION

- A. Financial Audit
- B. Student Activity Center Bid
- C. Culinary Arts Program Proposal
- D. Personnel
 - 1. Employment

BOARD MONITORING OF COLLEGE EFFECTIVENESS

- A. Agriculture, Business & General Studies Report
- B. Presidents Association Process Improvement (PAPI) Initiatives
- C. Staffing Report

INFORMATION AND CORRESPONDENCE

- A. Enrollment Report
- B. Chairperson's Report
- C. College President's Report
- D. Other Information Items

ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING

- A. Agenda
- B. Time and Place

The Board will adjourn until 1:00 p.m. on Friday, January 25, 2013. The Board will have lunch for social purposes only and no College business will be conducted.

BOARD MONITORING OF COLLEGE EFFECTIVENESS

- A. Strategic Projects
- B. Facilities

The Board will adjourn until 8:30 a.m. on Saturday, January 26, 2013. The Board will have a dinner and breakfast for social purposes only and no College business will be conducted.

Saturday, January 26, 2013

Country Inn & Suites, Prairie du Chien, WI

7:45 a.m. - Breakfast

8:30 a.m. – Meeting Room

BOARD MONITORING OF COLLEGE EFFECTIVENESS

- A. Student Success
- B. President/College Goals
- C. Review of Governance Policy Manual

ADJOURNMENT

Mr. Moyer moved to approve the consent agenda including the January 25-26, 2013, agenda; December 21, 2012, Board minutes; financial reports; and 19 contracts totaling \$381,361.08 in December 2012.

Mr. Tuescher moved to adjourn to closed session, with Ms. Fitzsimons seconding the motion. Upon roll call vote with all Board members voting affirmatively, the Board adjourned to closed session at 10:32 a.m. The Board reconvened in open session at 10:43 a.m. Mr. Moyer moved to issue a preliminary notice of nonrenewal to Nancy Kies. The motion was seconded by Ms. Sutton and upon voice vote, the motion carried.

Dr. Ford explained the current hiring process in that a verbal agreement is entered into with one candidate and a contract is issued followed by approval by the Board. Jon Anderson, legal counsel, explained that the College enters into a legally binding agreement when the individual signs the employment contract and until the Board approves the hiring, this can present an awkward situation. The current practice could be modified to allow Dr. Ford the power to enter into an employment contract with individuals and have the Board confirm the hiring at a subsequent meeting.

Laura Bodenbender, Director of Human Resources, provided the Board with the process that has been used in developing the Employee Handbook. Ms. Bodenbender noted that a cross section of staff members assisted with the writing of the sections, an original draft was sent to staff members with listening sessions held for staff to review the Handbook. The Board's Reviewing Committee (Mr. Kohlenberg, Ms. Sutton, and Ms. Fitzsimons) reviewed the Handbook. Recommendations for changes were received from staff members and the Reviewing Committee. Mr. Anderson has also reviewed the Handbook.

Mr. Anderson updated the Board on Act 10 noting that from a federal court perspective, Act 10 is constitutional. The Circuit Court case remains unsettled with it being appealed to the State of Wisconsin. Mr. Anderson informed the Board that with the expiration of labor contracts, management has developed a handbook. Handbooks do not have the same legal context as a contract, are used as guides, may be modified, and provide employers more authority. Changes to handbooks are made upon recommendations from administration within the parameters of a regular Board meeting. Dr. Ford is creating a faculty/staff advisory council to allow staff members a venue to bring items to management. Mr. Anderson stated that no law requires a handbook, but the handbook is used as a device to recruit employees and guide both management and employees.

Ms. Bodenbender reviewed each section of the Handbook noting the differences and similarities with the labor contract. The Board asked for Mr. Anderson's recommendation on employees recording their time. Mr. Anderson noted that the federal law remains quiet, but the state law requires all employees to record time. Ms. Bodenbender highlighted that FMLA will now follow federal and state law; group life insurance will be based on base pay (not previous year's wages); long-term disability will pay 66 2/3 percent of a staff member's wage instead of 75 percent; an agreement will be developed for ethics, conflicts of interest, and outside employment; and an appeals procedure will be implemented.

Mr. Moyer moved to recess for lunch. Ms. Mickelson seconded the motion. The motion carried and the Board recessed at 12:20 p.m. with the Board reconvening at 1:07 p.m.

Mr. Earl Engelson of Engelson & Associates, Ltd., presented the 2011-12 Financial Audit. Mr. Engelson highlighted the Statement of Net Assets noting that the ratio is two to one and that net assets total over \$18 million. Mr. Engelson informed the Board there were no significant adjusting entries and no problems with internal controls. The Board asked for a report on the current market value of assets at a future meeting. Mr. Tuescher moved to approve the 2011-12 Financial Audit as presented with Ms. Mickelson seconding the motion. Motion carried.

Caleb White, Vice President for Administrative Service, presented the Student Activity Center Bid. Changes were made to the bid, but not the project scope, after the original bid came in higher than anticipated. Modifications included re-pouring only part of the floor; moving the firewall to the inside of the ramp, where it currently is located, and leaving the mechanicals exposed on the ceiling. Mr. White informed the Board that six bids were received with a low bid of \$489,277. The Student Senate has approved \$450,000 for the project, with the remainder being paid by the College. Mr. Moyer moved to award the Student Activities Center bid to Market & Johnson, LaCrosse, WI, in the amount of \$489,277. Ms. Fitzsimons seconded the motion; motion carried.

The Culinary Arts Program Proposal was presented by Dr. Joyce Czajkowski, Dean of Agriculture, Business & General Studies. Dr. Czajkowski reviewed the proposal and noted that the first year of the program parallels the first year of the Culinary Management program, and the two programs will share one lab. The cost to the district for the first year is estimated at \$342,000 including capital expenditures to repurpose the current activity center to a dining room and to purchase equipment. A \$112,000 GPR grant has been applied for to aid in the cost of the program. The program has been designed so that a

student may complete both Culinary Arts and Culinary Management in five semesters. If approved by the District Board and the WTCS State Board, the program will become operational Fall 2013. Mr. Moyer moved to approve the Culinary Arts Program Proposal as presented, with Ms. Nickels seconding the motion. Motion carried.

Ms. Bodenbender presented an employment recommendation to hire Mindy Johnson as the Career Placement Specialist. Ms. Bodenbender noted 12 applications were received and four candidates were interviewed. Mr. Tuescher moved to approve the employment recommendation for Mindy Johnson for the Career Placement Specialist position at a salary of \$50,376 for the 2012-13 year. Ms. Nickels seconded the motion. The motion carried with Chris Prange abstaining.

Dr. Czajkowski updated the Board on the Agriculture, Business & General Studies departments. Her report focused on an overview of programs and new initiatives. Some of the new initiatives included in the report included delivering Supervisory Management using competency-based delivery of one-credit modules, focusing on entrepreneurial curriculum, and developing more embedded/pathway certificates.

The Board heard the latest on staffing from Ms. Bodenbender. It was noted there is currently an offer out for the grant writer/support position and that candidates for the process improvement coordinator position will be interviewed in the near future.

The current FTE Report reflected a 12 percent increase in FTEs compared to the previous year. There were additional sections started in January for Electromechanical Technology and Dental Assistant. The next FTE report will reflect a better picture of how we are faring this year.

Under the Chairperson's Report, highlights of the District Boards Association Winter Meeting were shared. The Board felt the legislative visits were beneficial.

Dr. Ford presented his President's Report noting that Senator Jennifer Shilling visited Southwest Tech. She sits on the Joint Finance Committee. Dr. Ford reviewed the Presidents Association Process Improvement (PAPI) subcommittees' purpose in that a committee develops ideas and recommendations for WTCS and other statewide topics. PAPI recommended changes to the Facilities/Lease Process and the Program Approval Process which have been approved by the State Board. In March, the State Board will be presented with and asked to approve the Faculty Quality Assurance System to replace the current certification system. The Presidents Association believes this will be a significant step forward; however, the statewide unions do not support the initiative. The System Office would take on the role of auditor instead of gatekeeper. The change would set a minimum bar for assuring faculty professional competence with each college entitled to set a higher standard if desired. Certification for administrators would be eliminated. Mr. Tuescher moved to accept the Faculty Quality Assurance System process as presented, with Ms. Fitzsimons seconding the motion. The motion carried, and the Board recessed at 2:31 p.m.

The Board reconvened at 2:52 p.m. and heard an update on facilities. Doug Pearson, Director of Facilities, and Caleb White presented an overview of the Three-year Facilities

Plan. The Plan is built around annually borrowing \$2.5 million and will be brought back to the Board in July for approval. In addition, a Building 700 long-term plan, exterior improvements, and back-up for IT hardware/data were discussed.

Mr. Pearson informed the Board that one of the rooftop HVAC units is currently not working on Building 700 and that this is one of the most expensive buildings to operate. The Building currently houses plumbing apprenticeship, an electromechanical lab, several offices, and is the temporary location of Job Center. Mr. Pearson estimated that if the building was razed and a 9,000 sq. ft. pre-engineered building was built it would cost \$1.125 million. Discussion followed on the cost of renovation. Mr. Pearson noted that current renovation costs have equaled \$175 per sq. ft. Mr. Pearson will put together a report on the renovation costs versus building a new building.

Future exterior improvement priorities discussed included the outdoor dining terrace, 4,500 sq. ft. golf green, plantings for landscape concrete and digital sign, sidewalk connection from east campus to the Public Safety Complex, landscaping around the General Education Building (Bldg. 100), upgrading the walking trail, landscaping Building 400 entrance, and improving campus exterior lighting. Mr. White reminded that the outdoor dining terrace bid came in over budget and scope reduction has been completed. The revised bid will go out this Spring.

Discussion followed on the payback on the capital budget. Mr. White explained that according to State Statutes, we have to borrow for capital improvements. Mr. White reviewed the current year's capital budget noting that at the beginning of the year there were \$297,000 in reserves. The College is trying to reduce the reserve amount. A suggestion was made to sell repaired cars on craigslist.com instead of the Tri-State Auction to see if more revenue can be generated.

Back-up options for IT hardware and servers were presented to the Board. The IT Department is currently reviewing four options: 1) Status quo – back up nightly, nothing off-site; 2) Back up data outside of data center but on campus; 3) Data backup totally off-site; and 4) Backing up data off-site outside of Fennimore as well as backing up hardware, servers, and operating systems. The College is still reviewing other options such as different businesses or colleges within the district and approaching Districts Mutual Insurance for assistance. A plan for data and hardware backup will be brought to the March Board meeting.

Dr. Ford and Ms. Bodenbender reviewed proposed compensation guidelines being developed for implementation July 1, 2013. The guidelines are a change in philosophy. Faculty will continue to receive base salary but overloads, extra pay, and other compensation will be affected. There will no longer be a step system used for base pay ranges; salary increases will be a budget line item and the money will be allocated by management.

Dr. Ford reviewed the Strategic Projects List developed with input from staff members. The Board set seven Strategic Directions last fiscal year and the projects have been categorized by the Strategic Directions. The FY14 budget will be built around the projects list.

The Board recessed at 5:00 p.m. on January 25. On January 26, the Board reconvened at 8:29 a.m.

Dr. Phil Thomas, Vice President for Student & Academic Affairs, and Ms. Barb Tucker, Director of Institutional Advancement presented a summary of ongoing discussions regarding definitions and initiatives to address barriers to learner success as well as described new initiatives at Southwest Tech aimed at achieving higher levels of learner success/completion. Highlights of the presentation included “Success Initiative” framework; conceptual model; committee structures; broad definition of student success; reports to Perkins, Quality Review Process, and IPEDS; and recommendations for the Success Initiative. Discussion followed on quantitative reports with the Board noting they would like to see more of these reports.

The Board recessed at 9:21 a.m. and reconvened at 9:41 a.m.

Dr. Ford presented his Presidential and College Goals. The creation of college goals has been based around achieving the strategic projects, which were developed under the strategic directions. Dr. Ford also distributed the Foundation goals for calendar year 2013. He felt the three Presidential goals would be one approach to evaluating his performance. They can be quantitatively measured on how well the College achieved its strategic directions and the amount of change. Discussion followed on how to measure some of the strategic projects.

In addition, Dr. Ford responded to questions of the Board including:

- **His vision:** slow manageable growth of one to two percent annually; not as reliant upon property taxes and state aid by building sustainable alternative revenue streams
- **Programming:** possibly something in the food processing area; industry has the right mix of manufacturing programs (may need something like a process engineering technician program) but need to figure out how to fill the pipeline; health care is on the cutting edge and in public safety we need to watch what happens with emergency medical services.
- **Weakness in College:** have done a good job at serving direct-entry high school students and while we need to continue this work we also need to do more for adult (24 years old+) students; need to attract students who go out of our district (we currently have a 3:1 net out-migration to other community and technical colleges, excluding the UW-Colleges); working with District Hispanic/Latino leaders regarding service to their communities.
- **Improve our Image:** starts with how we understand and talk about ourselves; need to offer short-term non-credit courses to get people interested in the College.

Discussion followed on Dr. Ford’s evaluation. The Board would like a true 360 evaluation with input from supervisees. Discussion also took place on contract renewal.

Other items suggested by the Board included panel discussions from certain communities and want to feel connected with the Foundation. The Board would like to have a more formalized Strategic Planning session in the fall using an outside facilitator and start with a

blank slate. Further discussion will follow on Strategic Planning at an upcoming Board meeting.

The Policy Governance Manual was reviewed with changes being initiated to Policies 1.2, 1.7, 1.9, 1.14, 3.3, and 3.6.

With no further business to come before the Board, Ms. Fitzsimons moved to adjourn the meeting. Mr. Tuescher seconded the motion. The meeting adjourned at 11:29 a.m.

Melissa Fitzsimons, Secretary