



Southwest Wisconsin Technical College

District Board Meeting

Board Retreat and Regular Meeting

October 26, 2017

Held at

Southwest Tech
1800 Bronson Boulevard
Fennimore, WI

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Annotated Agenda

BOARD MEETING NOTICE/AGENDA

Thursday, October 26, 2017

12:00 – 3:30 p.m. – Light Lunch/Board Retreat

3:30 – 5:00 p.m. – Joint District Board / Foundation Board Meeting

5:30 - 7:00 p.m. – Scholarship Reception (Board will attend for social purposes only.)

7:00 p.m. – Regular Board Meeting

Southwest Tech Campus

12:00 – 3:30 p.m. – Board Retreat

Southwest Tech Campus

Room 303

ANNOTATED AGENDA

OPEN MEETING

The following statement will be read: “The October 26, 2017, Board Retreat/regular meeting 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 and in the City of Fennimore in an attempt to make the general public aware of the time, place and agenda of the meeting.”

A. Roll Call

BOARD RETREAT

A. Review of Board ENDS

The Board will review the mission, vision, purposes, values, and strategic directions. The Board ENDS are included in the electronic Board packet.

B. President’s Goals

The Board will prioritize goals for the president during the 2017-18 academic year. Goals will be aligned with strategic and operational priorities and organized into two categories: process and outcomes. Input into the selection of goals has occurred through the all-employee evaluation of the president and through formal discussions with the Executive Team.

C. Teambuilding Dialogue

The Board will spend time discussing ways to strengthen our team. Each Board member will identify a topic of interest and present their perspective for consideration by the entire group.

**3:30 – 5:00 p.m. – Joint District Board / SWTC Foundation / Real Estate Foundation
Board Meeting
Southwest Tech Campus
Rooms 492-493**

BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Investment Opportunities for Future Growth

The District Board, SWTC Foundation Board, and the Real Estate Foundation Board will hear a proposal on future growth opportunities. Three potential projects will be presented. Information is included with the electronic Board material.

The Board will adjourn for the Scholarship Reception for social purposes only and no College business will be conducted.

**7:00 p.m. – Regular Board Meeting
Southwest Tech Campus
Rooms 492-493**

OPEN MEETING

A. Reports/Forums/Public Input

CONSENT AGENDA

A. Approval of Agenda

A copy of the October 26, 2017, agenda is included with the electronic Board material.

B. Minutes of the Regular Meeting of September 28, 2017

Minutes of the September 28, 2017, regular Board meeting are included with the Board packet.

C. Financial Reports

1. Purchases Greater than \$2,500

2. Treasurer's Cash Balance

3. Budget Control

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

D. Contract Revenue

There were seven contracts totaling \$7,080.83 in September 2017 being presented for Board approval. The Contract Revenue Report is included with the electronic Board material.

E. Personnel Items

One employment recommendation, one resignation, and one retirement are being presented for approval in the Personnel Report.

Recommendation: Approve the Consent Agenda as presented.

OTHER ITEMS REQUIRING BOARD ACTION

A. Fund & Account Transfers (2016-17 Budget Modifications)

Information on the budget modifications is available electronically with all other Board material. The information will be presented to the Board.

Recommendation: Approve the 2016-17 budget modifications as presented.

B. Resolution for Adoption of 2017 Tax Levy

Included with the electronic Board material is a resolution authorizing Southwest Wisconsin Technical College to levy taxes for 2017 in the amount \$5,028,321 for operational expenses, \$4,950,000 for debt retirement for a total tax levy of \$9,978,321. This resolution will be presented for Board approval. Caleb White will present the tax levy at the Board meeting.

Recommendation: Approve, as presented, the Resolution Providing for Tax Levy for the Year 2017.

C. Wisconsin Code of Ethics Resolution

A resolution indicating college employees to whom the Wisconsin Code of Ethics for Public Officials and Employees applies is available electronically with all other material. This is an annual resolution that comes before the Board.

Recommendation: Approve the Code of Ethics Resolution as presented.

D. Resolution for “Southwest Tech Day”

Included with the electronic Board material is a resolution proclaiming November 22, 2017, as Southwest Tech Day.

Recommendation: Approve, as presented, the Resolution Proclaiming Southwest Tech Day.

E. Approval to Move Forward with Facilities Master Plan

At the joint meeting of the District Board, SWTC Foundation Board, and Real Estate Foundation Board prior to the District Board meeting, the Board will be presented with the Facilities Master Plan. Included in the presentation will be three projects – Student Housing Expansion, Public Safety & Firearms Facility, and Event Space Remodel.

Recommendation: Approve moving forward with the project including hiring an architect to determine construction design and costs.

BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Foundation Quarterly Board Report

Holly Clendenen, Executive Director of the Foundation and Real Estate Foundation, will present a quarterly Foundation report to the Board highlighting the activities and results of fundraising efforts and other initiatives. The FY18 First Quarter report is available with the electronic Board material.

B. Review of Purchasing Activities

A five-year Purchase Card Activity Summary report and a listing of the FY2017 >\$50,000 Vendors are available electronically with all other Board material. Caleb White will review this information at the meeting.

C. Student Access Monitoring Report

Included in the electronic Board material is the Student Access Board Monitoring Report. The focus of this report is on adult student recruitment. Holly Miller, Chief Student Services Officer, and Derek Dachelet, Executive Dean of Agriculture, Trades & Industry will present the report.

D. Staffing Update

Krista Weber, Chief Human Resources Officer, will provide an update on College staffing. A summary is available electronically with all other Board material.

INFORMATION AND CORRESPONDENCE

A. Enrollment Report

The 2017-18 Comparison FTE Report is available with the electronic Board material.

B. Chairperson's Report

C. College President's Report

1. Benefits Analysis
2. College Calendar

D. Other Information Items

ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING

A. Agenda

1. 2018-19 Budget Process
2. Building 300 Fire Sprinkler Bid
3. Resolution Authorizing the Issuance Of Not to Exceed \$2,500,000 General Obligation Promissory Notes; and Setting the Sale

B. Time and Place

Thursday, November 16, 2017, 7:00 p.m. at Building Automation Products, Inc. (BAPI), Gays Mills, WI

ADJOURN TO CLOSED SESSION

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

1. Discussing personnel issues per Wis. Statutes 19.85(1)(c) {Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility}.
2. Approval of Closed Session Minutes of September 28, 2017

RECONVENE TO OPEN SESSION

A. Action, if necessary, on Closed Session Items

ADJOURNMENT

Open Meeting

The following statement will be read: "The October 26, 2017, regular meeting 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 and in the City of Fennimore in an attempt to make the general public aware of the time, place and agenda of the meeting."

A. Roll Call

Board Retreat

A. Review of Board ENDS

The Board will review the mission, vision, purposes, values, and strategic directions. The Board ENDS are included below.

4.1 - COLLEGE VISION

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

Adopted: 1/24/02
Reviewed: 11/2/02, 3/22/12
Revised: 3/24/05, 2/22/14

4.2 - COLLEGE MISSION

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

Adopted: 1/24/02
Reviewed: 11/2/02, 7/14/08, 3/22/12
Revised: 3/24/05, 8/28/08, 2/22/14

4.3 - COLLEGE PURPOSES

Southwest Wisconsin Technical College's purposes are to:

1. Provide apprenticeship, certificate, technical diploma, and associate degree programs that respond to District workforce needs and prepare students for family-sustaining jobs and career advancement.
2. Provide customized training, retraining, and technical assistance to businesses, industries, and individuals that foster economic development and the expansion of employment opportunities.
3. Collaborate with schools to provide K-12 students opportunities to explore college and career options as well as to enhance their preparation for postsecondary education and employment.
4. Provide career pathways and collegiate transfer opportunities programs that enable graduates to continue their education.
5. Provide continuing education opportunities to enhance the occupational knowledge and skills of District workers and residents.
6. Provide Adult Basic Education, GED/HSED, bridge, and other programs that help unskilled or low-skilled individuals prepare for work, postsecondary education, or career advancement.
7. Provide education and services which address barriers created by stereotyping and discriminating and assist minorities, women and the handicapped or disadvantaged to participate in the work force and the full range of technical college programs and activities.
8. Provide community services and avocational or self- enrichment activities.

Adopted: 1/24/02
Reviewed: 11/2/02
Revised: 3/24/05, 2/22/14, 11/14/16

4.4 - COLLEGE VALUES

Learning. We make high-quality, affordable education accessible to our diverse population. We help students develop the knowledge, skills, and attitudes needed for workforce success.

Integrity. We promote a cohesive culture that is based on professionalism, fairness, trust, and respect. We work as a team to maintain a healthy environment of open communication, transparency, and dedication to the mission of Southwest Tech.

Accountability. We hold ourselves and our teams responsible for achieving academic and fiscal College goals as established by the District Board.

Partnerships. We work together to set and attain goals that support our strategic directions. We collaborate internally with students and staff and externally with businesses, donors, alumni, retirees, and the community to identify needs and provide services that impact lives.

Innovation. We foster creativity and student success while exceeding industry needs. We leverage our rural perspective and progressive entrepreneurial spirit by utilizing emerging technologies that incorporate trend-setting techniques and strategies.

Continuous Improvement. We attract forward-thinking team members. We support and promote their personal and professional development in order to produce high-quality, relevant programs and services, essential to our growth and sustainability as a college.

Adopted: 1/24/02
Reviewed: 11/2/02, 3/24/05
Revised: 2/26/16

4.5 - COLLEGE STRATEGIC DIRECTIONS

- Advance Quality
- Increase College Access
- Improve Student Completion & Success
- Strengthen Partnerships
- Create a Cohesive Culture
- Make Customer Service a Priority
- Promote Effective Communication
- Promote Fiscal Efficiency and Sustainability

On October 22, 2015, The District Board of Directors prioritized the Strategic Directions. Several directions were combined with the Board identifying the below as the priorities for the College.

- Increase Access and Improve Success
- Cohesive Culture and Customer Service
- Promote Fiscal Efficiency and Sustainability

Adopted: 1/24/02
Reviewed: 11/2/02, 6/19/08
Revised: 3/24/05, 7/14/08, 3/22/12, 3/26/15, 10/22/15

B. President's Goals

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Board Monitoring of College Effectiveness

A. Investment Opportunities for Future Growth

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Facilities Investment Proposal

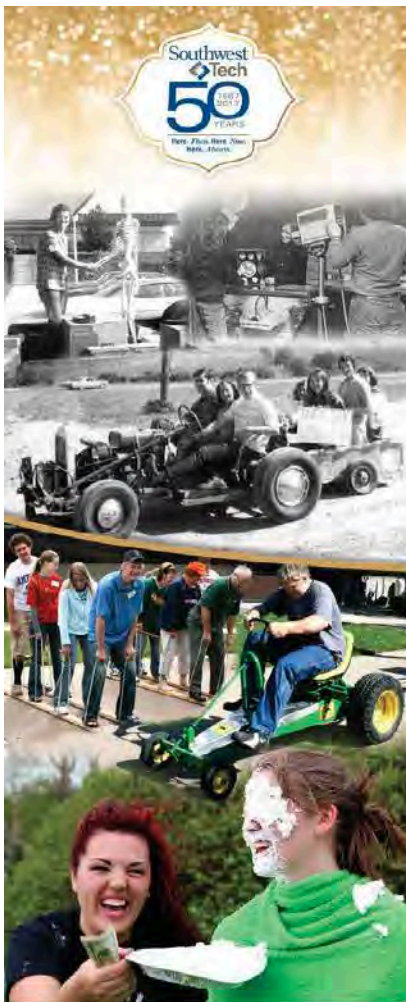
OCTOBER 26, 2017



Major Initiatives

1. New Student Housing
2. Remodel Event Space
3. Public Safety and Trap Complex





Current State of Student Housing



Academic-Year Leases

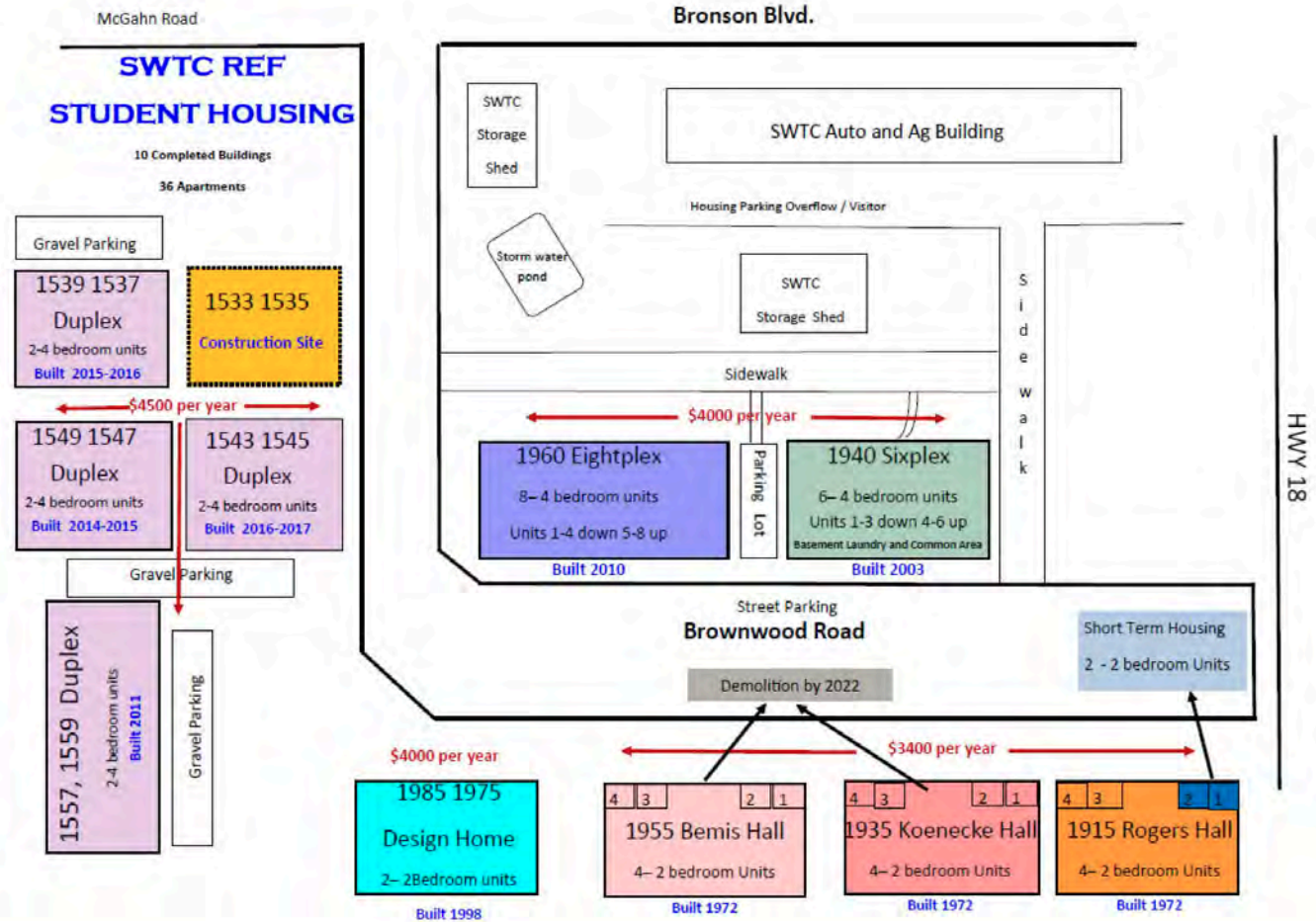
- 10 buildings
- 36 apartments
- 112 beds

Emergency Short-Term Housing

- 4 beds

No Changes, 2018-19 Capacity will Stay at 112 beds

Current Student Housing





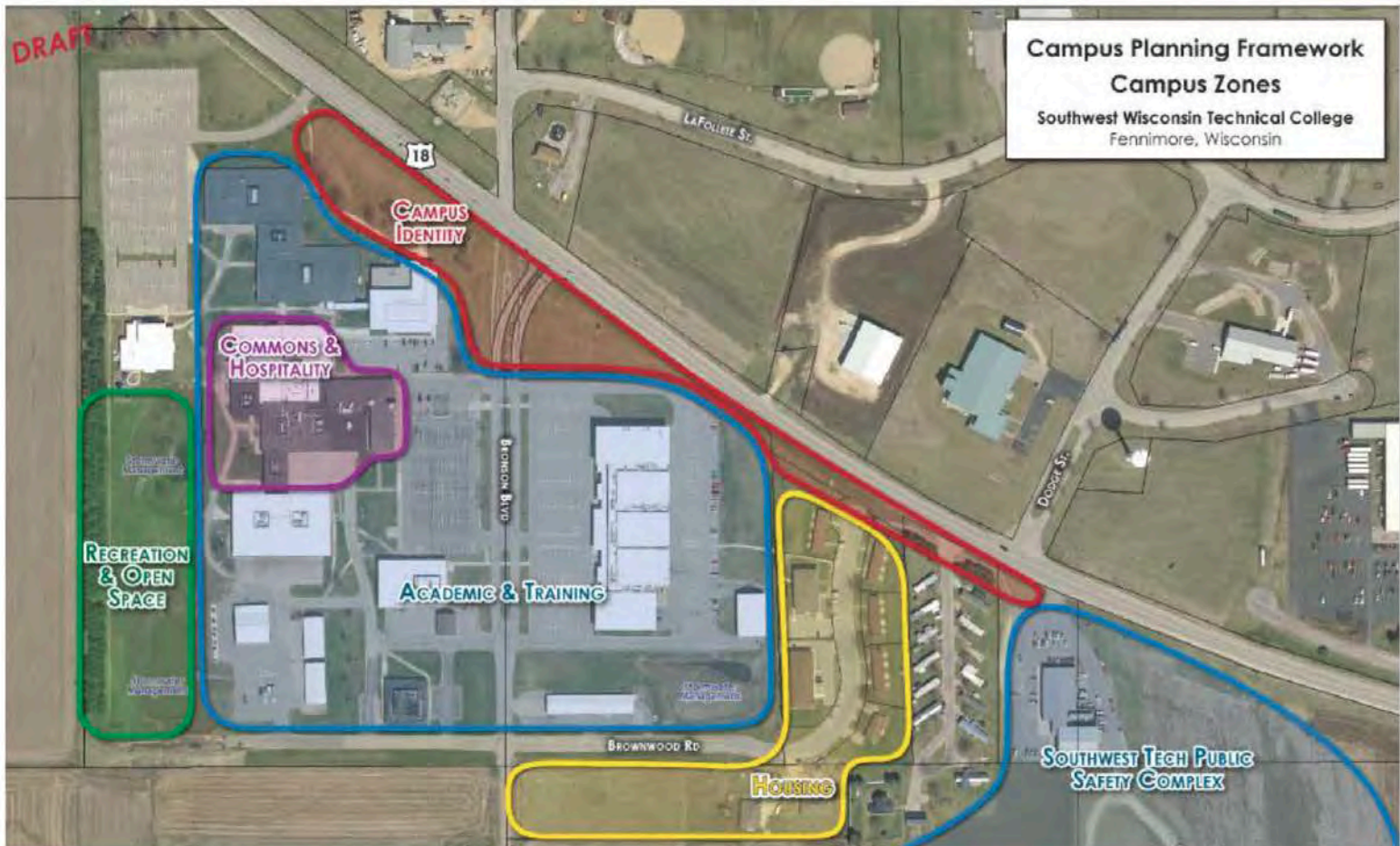
Future State of Student Housing



- Add 60 Beds to Student Housing over the next 3 to 5 Years
- Increases Capacity to Around 172

Take Offline	Put Online	Net Gain / Loss
4-Plex Demolished September 2017 (1920 Brownwood)	New Duplex – August 2017 (1539 and 1537 Brownwood)	0
4-Plex Scheduled to be Demolished August/September 2018 (1915 Rogers Hall)	New Duplex - Under Construction 2017-18 (1533 and 1535 Brownwood)	0
1935 Koenecke Hall/1955 Bemis Hall to be Razed by 2022		(16)

*These 16 beds will have to be replaced in order to maintain capacity.





Importance of Student Housing



Students May Not want to Live Completely on their Own

- Want to be in Fennimore
- Want the “full college experience”
- Don’t want to or can’t live at home

Comfort to Parents of Younger Students

Some Students do not have Access to a Car (currently 13 students)



Student Housing Helps Students



- Provides Housing Options for Students who Otherwise Cannot Attend
- Builds Community
- Teaches Life-Skills 😊
- Promotes Student Life Activities (cookie decorating, trips to Vesperman Farms, hockey games, movies)



Student Housing is Different than Off-Campus Housing



Attracts Younger, Traditional-Aged College Students

- 2016 average age of student in housing - 19
- 2016 commuter student age average - 26

Housing Rents are Managed Through Students Accounts

- Can use financial aid to pay rent, which helps students by not requiring upfront rent
- In 2016, 72% of housing students were economically-disadvantaged compared to 55% of commuting students



Demand for Student Housing



	2013-14	2014-15	2015-16	2016-17	2017-18
# Students on Wait List	58	40	22	26	20
New Beds Added	8	0	8	8	8

- Numbers do not include students who inquired but not added to the list
- Housing is Offered after a Student Applies
- Have Not Marketed Housing as a REASON to Consider Southwest Tech
- High Demand for 2-Bedroom Apartments
 - 5 oldest units are 2-bedroom
 - 4 of 5 units to be demolished by 2022



STUDENTS SERVED BY STUDENT HOUSING



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
# Students (6+ Credits)	1354	1400	1450	1450	1450	1450	1450
# Students (Age 18-24)	1001	1036	1073	1073	1073	1073	1073
# Housing Beds	112	112	136 (add 24)	160 (add 24)	176 (add 16)	176 (add 0)	176 (add 16, lose 16)
% of 18-24 Age Students in Housing	11.2%	10.8%	12.7%	14.9%	16.0%	17.5%	17.5%

Numbers in italics are projections



Student Housing Helps Students



Graduation and Retention Rates of Students Student Housing vs Commuter Students

	2013-14 2-Year Programs	2014-15 2-Year Programs	2014-15 1-Year Programs	2015-16 2-Year Programs	2015-16 1-Year Programs	2016-17 1-Year Programs
Housing Retention	69%	78%	75%	75%	85%	90%
Commuter Retention	56%	53%	64%	58%	79%	78%
Housing Graduation	-	64%	-	74%	69%	86%
Commuter Graduation	-	41%	-	41%	78%	61%



Rent Revenue & Construction Costs



New 2-Bedroom Apartments

- Proposed Rent: \$5,000 / Academic-Year Lease
- Current apartment rent prices are \$3,400, \$4,000, and \$4,500

Units / Building	Rent / Bedroom / Semester	Rent / Bedroom / Academic Year	Total Rent / Year / Building
12	\$2,500	\$5,000	\$120,000
8	\$2,500	\$5,000	\$ 80,000

Estimated Construction Costs

Units / Buiding	Construction Cost @ \$110/sq. ft.	Interest Rate (30-yr Financing)	Annual Payment @ \$110/sq. ft.	Construction Cost @ \$125/sq. ft.	Interest Rate (30-yr Financing)	Annual Payment @ \$125/sq. ft.
12	\$1,826,000	3.00%	\$74,529	\$2,075,000	3.25%	\$76,957
8	\$1,210,000	3.00%	\$49,387	\$1,375,000	3.25%	\$50,996



Additional Revenue Opportunities



Student Meal Plans

- Based on 17-Week Semesters

Meals/Week	Cost/M meal	Cost/Semester	Cost/M meal	Cost/Semester
12	\$5.00	\$1,020	\$6.00	\$1,224
10	\$5.00	\$ 850	\$6.00	\$1,020
8	\$5.00	\$ 680	\$6.00	\$ 816



Additional Revenue Opportunities



Additional Apartments for Summer Student Rentals

- Summer 2017 student rental income = \$8,600

More Capacity for Summer Migrant Workers

- Summer 2017 summer rental income = \$53,200

Summer Programming with In-Residence Options

- High school, middle school, EMS/Fire training, etc.



Remodel Event Space





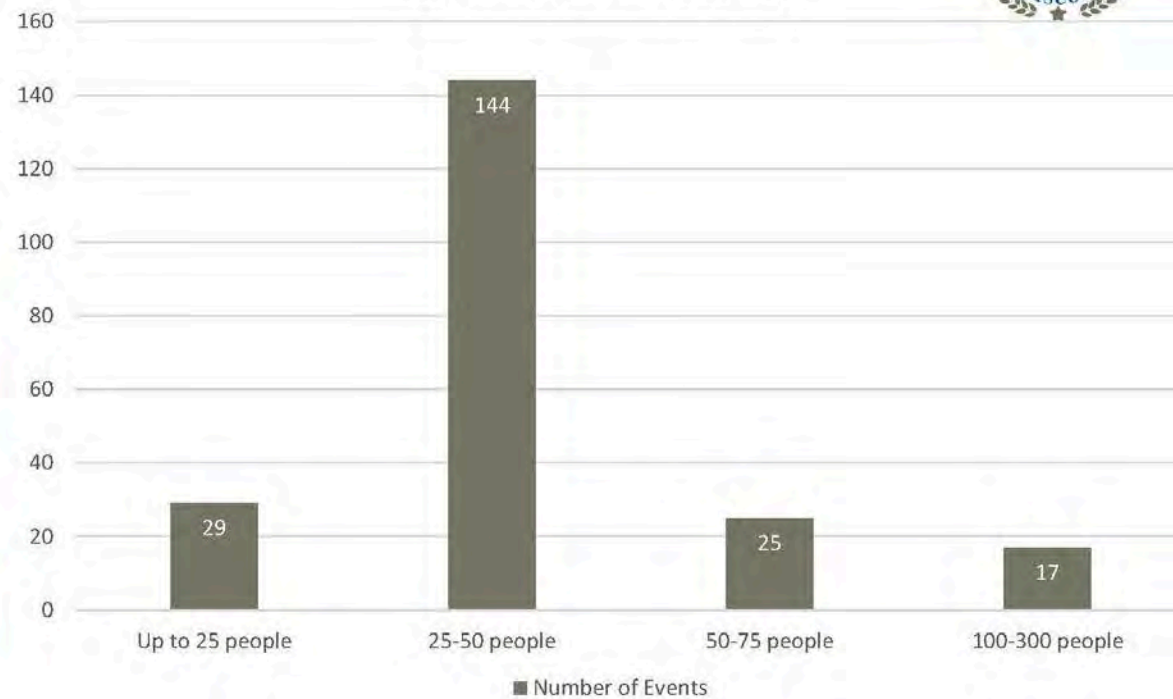
Common Concerns

- Lack of Technology
- Poor Flow
- Inadequate Sound Proofing
- Every Configuration is a Unique Setup
- Poor Equipment Storage
- Inefficient Setup/Take Down
- Poor Acoustics
- Lack of Food Service “Experience” Factor
- Inadequate Retail Frontage
- Antiquated Facilities - nearly 20 years old



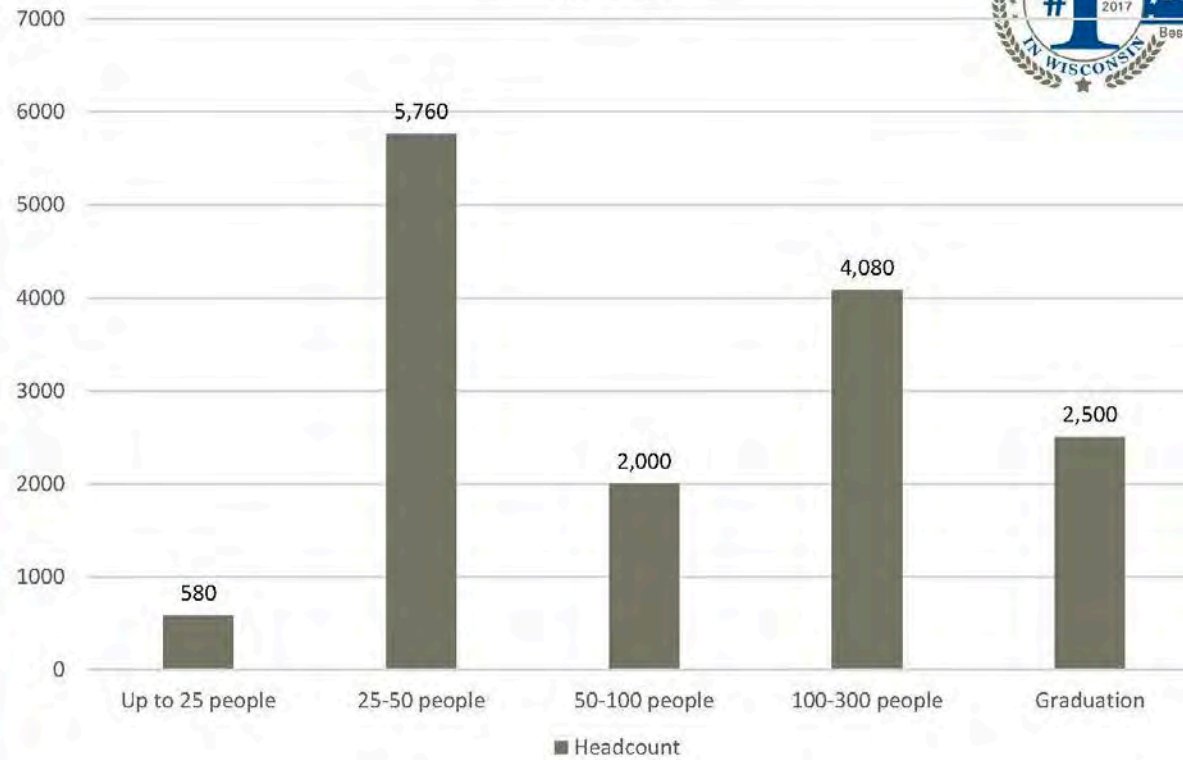


**Number of Events – FY 2017
(Based on size of event)**



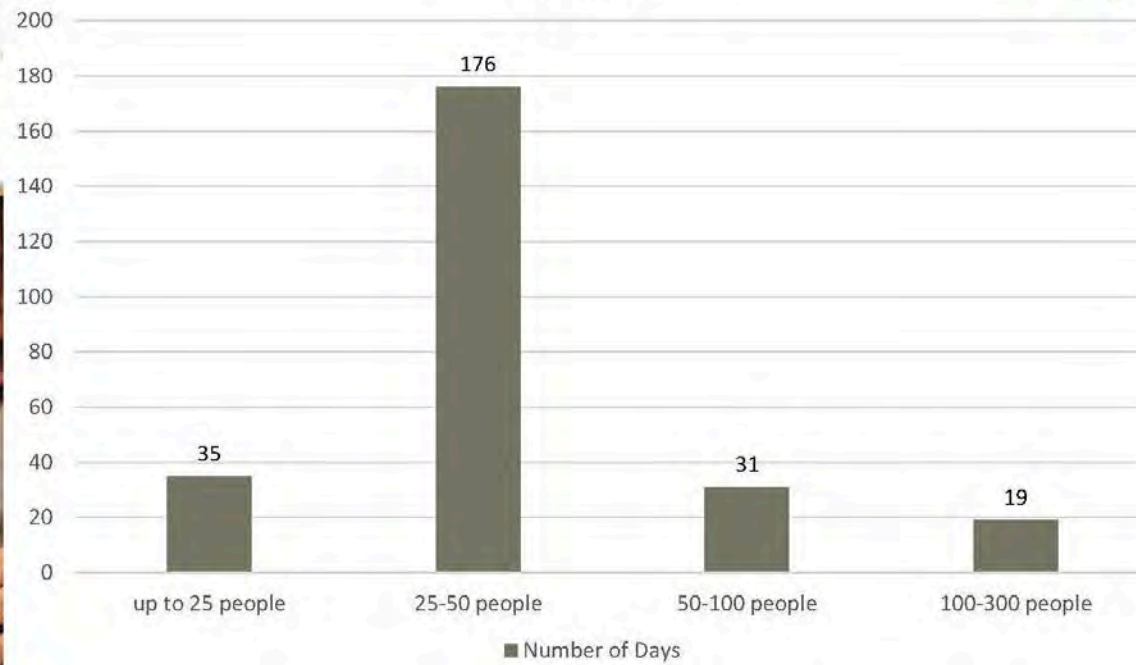


Event Attendance Headcount FY 2017





Number of Event Days
FY 2017

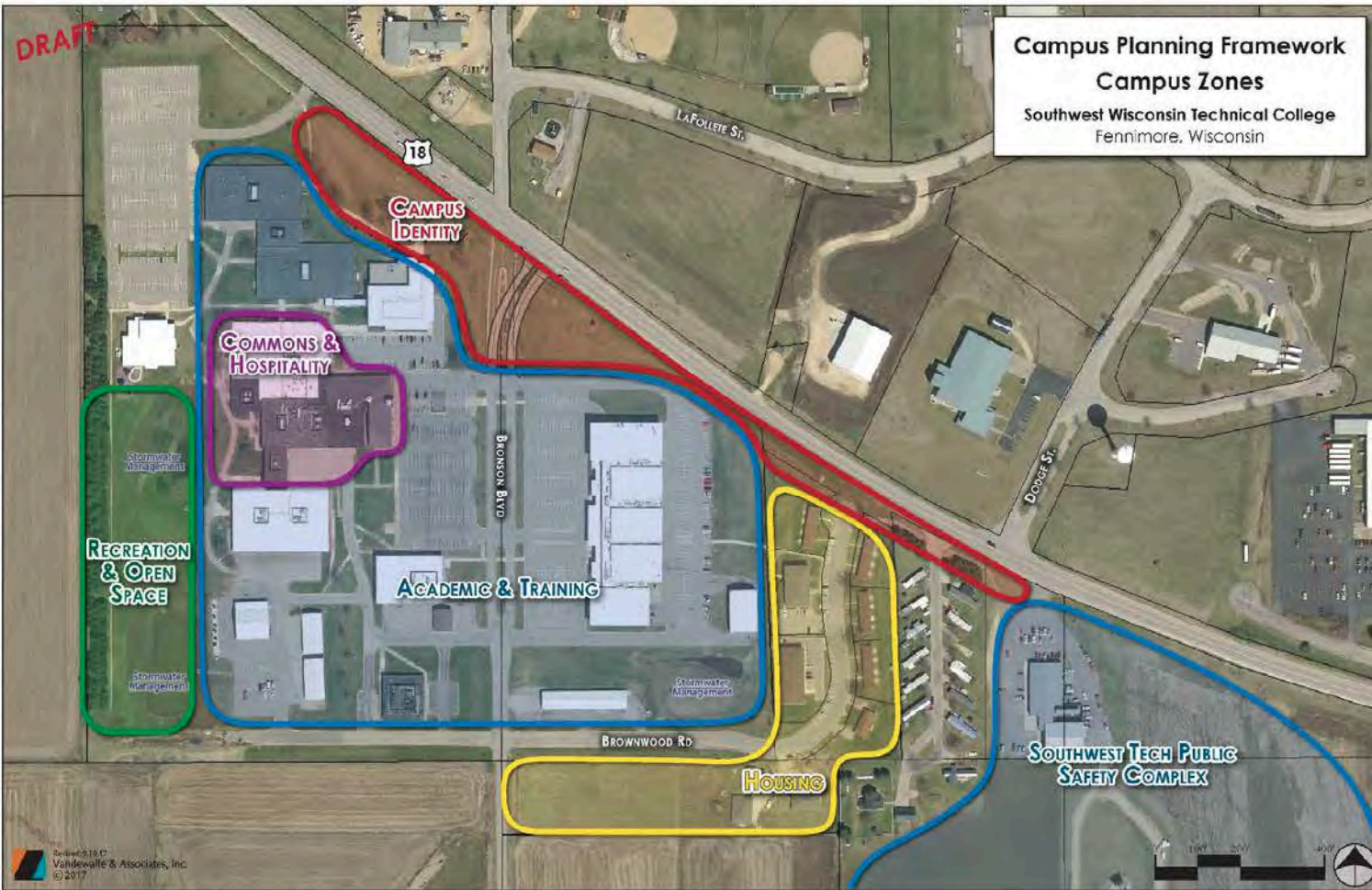


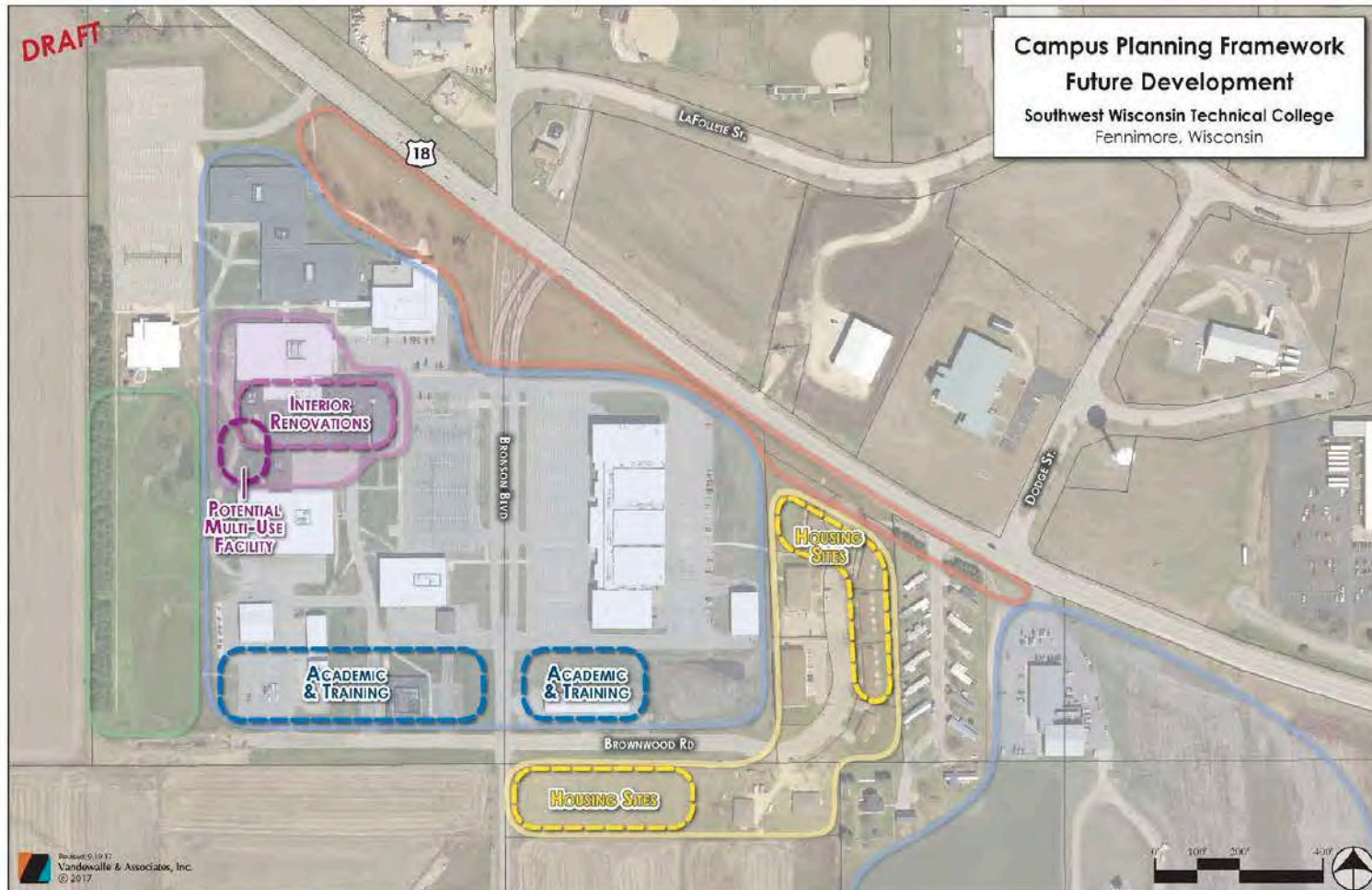


Potential Revenue

- Facility Usage
- Food Service
- Technology Access
- Sponsorships
- Scholarships
- Expand in to “High-End” Events











Public Safety and Trap Facility











Initial Staffing Projections



New Student Housing Construction

- Housing Coordinator (maybe live-in?)

Event Center Remodel

- Event Coordinator

Public Safety & Firearms Facility

- Public Safety/Coaching Trap Faculty



Funding & Finance



New Student Housing Construction

- REF – Loan, Bond, and/or Partnership

Event Center Remodel

- \$1.5 million for Lenz Center
- \$1.5 million for Food Services and Culinary
- \$1.5 million for Co-Curricular Student Learning

Public Safety & Firearms Facility

- \$1.5 million for basic structure
- Design additional options per fundraising success

Southwest Wisconsin Technical College District

		Fiscal Year 2018-19				Fiscal Year 2019-20					
		Preliminary ⁽²⁾ \$5,500,000 G.O. Prom Notes, Series 18-19A Dated: July 11, 2018 (First Interest: 6/1/19)		Preliminary ⁽²⁾ \$1,500,000 G.O. Prom Notes, Series 18-19B Dated: January 9, 2019 (First Interest: 6/1/19)		Preliminary ⁽²⁾ \$4,000,000 G.O. Prom Notes, Series 19-20A Dated: July 10, 2019 (First Interest: 6/1/20)		Preliminary ⁽²⁾ \$1,500,000 G.O. Prom Notes, Series 19-20B Dated: January 8, 2020 (First Interest: 6/1/20)		Actual 2017 Levy = \$4,950,000 Targeted 2018 Levy = \$4,950,000 COMBINED DEBT SERVICE	
YEAR DUE	NET EXISTING DEBT SERVICE ⁽¹⁾	PRINCIPAL ^(6/1)	INTEREST ^(6/1 & 12/1) AVG= 4.00%	PRINCIPAL ^(6/1)	INTEREST ^(6/1 & 12/1) AVG= 4.00%	PRINCIPAL ^(6/1)	INTEREST ^(6/1 & 12/1) AVG= 4.00%	PRINCIPAL ^(6/1)	INTEREST ^(6/1 & 12/1) AVG= 4.00%		
2017	\$4,918,223									\$4,918,223	
2018	\$4,943,357									\$4,943,357	
2019	\$4,405,327	\$60,000	\$304,356	\$130,000	\$51,087					\$4,950,750	
2020	\$3,890,591	\$390,000	\$209,800	\$130,000	\$52,200		\$222,667		\$53,833	\$4,949,091	
2021	\$3,392,169	\$545,000	\$191,100	\$135,000	\$46,900	\$290,000	\$154,200	\$140,000	\$57,200	\$4,951,569	
2022	\$2,878,212	\$570,000	\$168,800	\$140,000	\$41,400	\$400,000	\$140,400	\$145,000	\$51,500	\$4,535,312	
2023	\$2,373,838	\$590,000	\$145,600	\$145,000	\$35,700	\$420,000	\$124,000	\$155,000	\$45,500	\$4,034,638	
2024	\$2,376,016	\$615,000	\$121,500	\$150,000	\$29,800	\$435,000	\$106,900	\$160,000	\$39,200	\$4,033,416	
2025	\$2,378,746	\$540,000	\$96,400	\$155,000	\$23,700	\$455,000	\$89,100	\$165,000	\$32,700	\$4,035,646	
2026	\$2,368,070	\$670,000	\$70,200	\$165,000	\$17,300	\$470,000	\$70,600	\$175,000	\$25,900	\$4,032,070	
2027	\$2,358,875	\$695,000	\$42,900	\$170,000	\$10,600	\$490,000	\$51,400	\$180,000	\$18,800	\$4,017,575	
2028	\$2,366,540	\$725,000	\$14,500	\$180,000	\$3,600	\$510,000	\$31,400	\$185,000	\$11,500	\$4,027,540	
2029	\$1,779,736					\$530,000	\$10,600	\$195,000	\$3,900	\$2,519,236	
	\$40,429,702	\$5,500,000	\$1,365,156	\$1,500,000	\$312,267	\$4,000,000	\$1,001,267	\$1,500,000	\$340,033	\$55,948,424	

(1) *Net of BABs Subsidy.*

(2) This information is provided for information purposes only. It does not recommend any future issuances and is not intended to be, and should not be regarded as, advice.

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Prepared by Robert W. Baird & Co. Incorporated S:\Public Finance\higher education\southwest tcd\debt service\2017\ds4 southwest tcd.xlsx /tjw 9/27/2017

Preliminary – NBQ Series 2017B

Southwest Wisconsin Technical College District

Illustration of Hypothetical Refinancing ⁽¹⁾

BEFORE REFINANCING					AFTER REFINANCING										POTENTIAL DEBT SERVICE SAVINGS	
Calendar Year	\$23,900,000 Taxable G.O. School Improvement Bonds (SABs) Dated August 3, 2009				TOTAL DEBT SERVICE	\$23,900,000 Taxable G.O. School Improvement Bonds (SABs) Dated August 3, 2009				\$13,805,000 G.O. Refunding Bonds (AR) Dated January 2, 2018 ²				LESS: 2017 REFUNDING RECEIPTS ⁽³⁾		TOTAL NEW DEBT SERVICE
	PRINCIPAL (6/1)	RATE	INTEREST (6/1 & 12/1)	SABs SUBSIDY -35%		PRINCIPAL (6/1)	INTEREST (6/1 & 12/1)	SABs SUBSIDY -35%	TOTAL	PRINCIPAL (6/1)	INTEREST (6/1 & 12/1) TIC = 2.51%	TOTAL				
2018	\$1,100,000	4.900%	\$936,493	(\$306,139)	\$1,730,353	\$1,100,000	\$936,493	(\$306,139)	\$1,730,353		\$539,320	\$539,320	(\$39,320)	\$1,730,353	\$0	
2019	\$1,155,000	5.000%	\$880,668	(\$287,890)	\$1,747,777	\$1,155,000	\$454,771	(\$148,665)	\$1,461,107		\$590,138	\$590,138	(295,069)	\$1,756,175	(\$8,398)	
2020	\$1,220,000	5.200%	\$820,073	(\$268,082)	\$1,771,991	***			***	\$1,105,000	\$573,563	\$1,678,563		\$1,678,563	\$93,428	
2021	\$1,285,000	5.300%	\$754,500	(\$245,503)	\$1,792,719	***			***	\$1,175,000	\$527,613	\$1,702,613		\$1,702,613	\$90,107	
2022	\$1,335,000	5.400%	\$684,203	(\$223,656)	\$1,795,537	***			***	\$1,235,000	\$467,363	\$1,702,363		\$1,702,363	\$93,174	
2023	\$1,385,000	5.500%	\$610,070	(\$199,437)	\$1,795,638	***			***	\$1,300,000	\$403,988	\$1,703,988		\$1,703,988	\$91,651	
2024	\$1,440,000	5.625%	\$531,483	(\$173,742)	\$1,797,741	***			***	\$1,360,000	\$344,288	\$1,704,288		\$1,704,288	\$93,453	
2025	\$1,495,000	5.875%	\$447,057	(\$146,146)	\$1,795,921	***			***	\$1,415,000	\$288,788	\$1,703,788		\$1,703,788	\$92,133	
2026	\$1,555,000	6.100%	\$355,724	(\$124,503)	\$1,786,220	***			***	\$1,460,000	\$231,288	\$1,691,288		\$1,691,288	\$94,933	
2027	\$1,615,000	6.100%	\$259,039	(\$90,664)	\$1,783,375	***			***	\$1,520,000	\$169,788	\$1,689,788		\$1,689,788	\$94,588	
2028	\$1,680,000	6.125%	\$158,331	(\$55,416)	\$1,782,915	***			***	\$1,585,000	\$103,806	\$1,688,806		\$1,688,806	\$94,109	
2029	\$1,745,000	6.125%	\$53,441	(\$18,704)	\$1,779,736	***			***	\$1,650,000	\$35,063	\$1,685,063		\$1,685,063	\$94,674	
	\$17,010,000		\$6,490,889	(\$2,140,954)	\$21,359,924	\$2,255,000	\$1,391,264	(\$454,804)	\$3,191,460	\$13,805,000	\$4,275,001	\$18,080,001	(\$834,389)	\$20,437,072	\$922,852	

Maturities callable 6/1/2019 or any date thereafter.

CALLABLE MATURITIES
Assumes 6.6% subsidy reduction 2018-2025

*** REFINANCED WITH 2018 ISSUE,
Assumes 6.6% subsidy reduction 2018-2025

ROUNDING AMOUNT: \$3,312
POTENTIAL GROSS SAVINGS: \$926,164

(1) This illustration represents a mathematical calculation of potential interest cost savings (cost), assuming hypothetical rates based on current rates for municipal bonds +25bps as of 8/31/17. Actual rates may vary. If actual rates are higher than those assumed, the interest cost savings would be lower. This illustration provides information and is not intended to be a recommendation, proposal or suggestion for a refinancing or otherwise to be considered as advice.

(2) Refunding Receipts placed in escrow until 6/1/19 call date.

(3) Present value calculated using the All Inclusive Cost (AIC) of 2.57% as the discount rate. Assumes no loss in SABs subsidy as a result of a crossover refinancing.

Interest Rate Sensitivity		
Change In Rates	Est. PV % Savings	Est. PV \$ Savings
-0.30%	7.372%	\$1,087,741
-0.20%	6.655%	\$983,469
-0.10%	5.954%	\$879,917
+0.10%	4.577%	\$675,403
+0.20%	3.393%	\$574,402
+0.30%	3.211%	\$473,795

Robert W. Baird & Co. Incorporated ("Baird") is not recommending any action to you. Baird is not acting as an advisor to you and does not owe you a fiduciary duty pursuant to Section 15B of the Securities Exchange Act of 1934. Baird is acting for its own interests. You should discuss the information contained herein with any and all internal or external advisors and experts you deem appropriate before acting on the information. Baird seeks to serve as an underwriter (or placement agent) on a future transaction and not as a financial advisor or municipal advisor. The primary role of an underwriter (or placement agent) is to purchase, or arrange for the placement of, securities in an arm's length commercial transaction with the issuer, and it has financial and other interests that differ from those of the issuer. The information provided is for discussion purposes only, in seeking to serve as underwriter (or placement agent). See "Important Disclosures" contained herein.

The Board will adjourn for the Scholarship Reception for social purposes only and no College business will be conducted.

**7:00 p.m. – Regular Board Meeting
Southwest Tech Campus
Rooms 492-493**

Open Meeting

A. Reports/Forums/Public Input

Consent Agenda

A. Approval of Agenda

BOARD MEETING NOTICE/AGENDA Thursday, October 26, 2017

12:00 – 3:30 p.m. – Light Lunch/Board Retreat
3:30 – 5:00 p.m. – Joint District Board / Foundation Board Meeting
5:30 - 7:00 p.m. – Scholarship Reception
7:00 p.m. – Regular Board Meeting
Southwest Tech Campus

**12:00 – 3:30 p.m. – Board Retreat
Southwest Tech Campus
Room 303**

AGENDA

OPEN MEETING

The following statement will be read: "The October 26, 2017, Board Retreat/regular meeting 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 and in the City of Fennimore in an attempt to make the general public aware of the time, place and agenda of the meeting."

A. Roll Call

BOARD RETREAT

A. Review of Board ENDS

- B. President's Goals
- C. Teambuilding Dialogue

**3:30 – 5:00 p.m. – Joint District Board / SWTC Foundation / Real Estate Foundation
Board Meeting
Southwest Tech Campus
Rooms 492-493**

BOARD MONITORING OF COLLEGE EFFECTIVENESS

- A. Investment Opportunities for Future Growth

The Board will adjourn for the Scholarship Reception for social purposes only and no College business will be conducted.

**7:00 p.m. – Regular Board Meeting
Southwest Tech Campus
Rooms 492-493**

OPEN MEETING

- A. Reports/Forums/Public Input

CONSENT AGENDA

- A. Approval of Agenda
- B. Minutes of the Regular Meeting of September 28, 2017
- C. Financial Reports
 - 1. Purchase Orders Greater than \$2,500
 - 2. Treasurer's Cash Balance
 - 3. Budget Control
- D. Contract Revenue
- E. Personnel Items

OTHER ITEMS REQUIRING BOARD ACTION

- A. Fund & Account Transfers (2016-17 Budget Modifications)
- B. Resolution for Adoption of 2017 Tax Levy
- C. Wisconsin Code of Ethics Resolution
- D. Resolution for "Southwest Tech Day"
- E. Approval to Move Forward with Facilities Master Plan

BOARD MONITORING OF COLLEGE EFFECTIVENESS

- A. Foundation Quarterly Board Report
- B. Review of Purchasing Activities
- C. Student Access Monitoring Report
- D. Staffing Update

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

ADJOURN TO CLOSED SESSION

- A. Consideration of adjourning to closed session for the purpose of
 - 1. Discussing personnel issues per Wis. Statutes 19.85(1)(c) {Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility}.
 - 2. Approval of Closed Session Minutes of September 28, 2017

RECONVENE TO OPEN SESSION

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

ADJOURNMENT

{Facilities at Southwest Tech are handicap accessible. For all accommodations call 608-822-2400 or 608-822-2401 to reach the Director of Facilities, or e-mail accom@swtc.edu}

B. Minutes of the Regular Board Meeting of September 28, 2017

MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS OF SOUTHWEST WISCONSIN TECHNICAL COLLEGE SEPTEMBER 28, 2017



The Board of Southwest Wisconsin Technical College met in open session of a regular Board meeting commencing at 7:00 p.m. on September 28, 2017, at the Southwest Tech Outreach site located at 316 W. Spring Street in the City of Dodgeville, Iowa County, Wisconsin. The following members were present:

Chuck Bolstad, Melissa Fitzsimons, James Kohlenberg, Darlene Mickelson, Russell Moyer, Eileen Nickels, Chris Prange and Donald Tuescher

Absent: Linda Erickson

Others present for all or a portion of the meeting included Dr. Jason S. Wood, College President; College Staff: Karen Campbell, Barb Tucker, Krista Weber, and Caleb White.

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:

BOARD MEETING NOTICE/AGENDA

Thursday, September 28, 2017

5:30 p.m. – Community Panel Discussion

6:30 p.m. – Light Supper,

7:00 p.m. – Regular Board Meeting

Location – Southwest Tech Outreach Center

Spring Gate Mall, 316 Main Street

Dodgeville, WI 53533

AGENDA

OPEN MEETING

The following statement will be read: "The September 28, 2017, regular meeting 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 and in the City of Fennimore and the City of Dodgeville in an attempt to make the general public aware of the time, place and agenda of the meeting."

A. Roll Call

B. Reports/Forums/Public Input

CONSENT AGENDA

A. Approval of Agenda

- B. Minutes of the Regular Meeting of August 24, 2017
- C. Financial Reports
 - 1. Purchase Orders Greater than \$2,500
 - 2. Treasurer's Cash Balance
 - 3. Budget Control
- D. Contract Revenue
- E. Personnel Items
- F. AACC 2018 Membership Renewal

OTHER ITEMS REQUIRING BOARD ACTION

- A. Lease for Southwest Wisconsin Workforce Development Board
- B. Board Resolution Recognizing State and National Rankings

BOARD MONITORING OF COLLEGE EFFECTIVENESS

- A. Board Monitoring Report – Compliance
- B. Wisconsin Technical College Employee Benefits Consortium Update
- C. Refinancing Referendum Borrowing
- D. Master Plan Update
- E. October Board Retreat
- F. Staffing Update

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

ADJOURN TO CLOSED SESSION

- A. Consideration of adjourning to closed session for the purpose of
 - 1. Discussing personnel issues per Wis. Statutes 19.85(1)(c) {Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility}.
 - 2. Discussing Internal Revenue Service potential action and items related to the issue per Wis. Statutes 19.85(1)(g) {Conferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved.}
- B. Approval of Closed Session Minutes of August 24, 2017.

RECONVENE TO OPEN SESSION

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

ADJOURNMENT

{Facilities at Southwest Tech are handicap accessible. For all accommodations call 608-822-2400 or 608-822-2401 to reach the Director of Facilities, or e-mail accom@swtc.edu}

Community members from the Dodgeville area engaged with the Board prior to the Board meeting for discussion of programming and services. Community members included:

- Michelle Helin, RN; Staff Development Coordinator; Upland Hills Health
- Phyllis Fritsch; Dodgeville Economic Development Specialist
- Jeff Jacobson; District Administrator; Dodgeville School District

Panel members provided input on Southwest Tech and its services. The three community members shared their thoughts on strengths, opportunities for improvement, and economic impact.

Ms. Fritsch noted that the City of Dodgeville business retention surveys show workforce needs are related to the technical skill level and that the businesses are positive about the training students receive from Southwest Tech. Southwest Tech's outreach site in Dodgeville has been noted as a positive thing for education in that it helps meet the needs of the community.

Ms. Helin from Upland Hills Health shared that the College does a great job training young adults in first careers and adults for second careers. Upland Hills Health is a clinical site for the health programs at the College and utilizes Southwest Tech for custom training.

Dr. Jacobson feels the mystique that Southwest Tech is a lesser place has been removed. Students are choosing to go to Southwest Tech. Dual credit options are available at Dodgeville High School and are a great feeder to Southwest Tech, but need to be promoted to the parents. Dr. Jacobson would like to see more articulation with the UW System from the Technical College System in addition to more Southwest Tech courses in the high schools. The Dodgeville Outreach Site provides the high school students in Dodgeville that do not finish high school a great alternative to earn their High School Equivalency Degree.

When asked about programming, the panel members feel there should be more internships and apprenticeships to strengthen the link between the business and the student. This will increase retention in the local areas if students see what opportunities are available in their local area. Upland Hills Health has contracted with an agency to provide nursing assistants for their facilities as they cannot find nursing assistants. Other industries in the area with unfilled positions are child care and automotive technician. Panel members asked that incumbent worker training continue to be offered even if the numbers of students are not always great and to continue offering during the day and evenings.

The third topic discussed was economic Impact. The panel felt apprenticeships and internships could be expanded as more interactions that are done with students and businesses could help fill worker shortage needs. Providing better education to small businesses on what is required for an internship may be beneficial. Job shadows are done at the hospital mostly with high school students. Upland Hills Health has not gone to only hiring BSNs and have not required that registered nurses with an associate degree have a bachelor's degree. Housing continues to be an issue in the Dodgeville area.

The formal District Board meeting was then call to order at 7:00 p.m. After a review of the Consent Agenda, including the September 28, 2017, agenda; August 24, 2017, Board minutes; financial reports; 11 contracts totaling \$41,339.94 in August 2017; the employment recommendation of Jake Wienkes, Technology Support Specialist; the resignation of April Vaassen, Academic Success Coach; and the 2018 renewal membership to the American

Association of Community Colleges, Mr. Moyer moved to approve the Consent Agenda. Ms. Nickels seconded the motion; motion carried.

Caleb White, Vice President for Administrative Services, presented a sublease for Southwest Wisconsin Workforce Development Board to rent 138 square feet of office space at Southwest Tech's Richland Center Outreach Site. Ms. Fitzsimons moved to approve the sublease with Southwest Wisconsin Workforce Development Board from October 1, 2017 through September 30, 2018 in the amount of \$292.35 per month. Ms. Mickelson seconded the motion; motion unanimously carried.

Southwest Wisconsin Technical College received notice recently of two state and national rankings based on educational outcomes. Mr. Moyer moved to approve the Board Resolution recognizing Southwest Tech as #1 in the state two years in a row and #3 in the nation by bestcolleges.com and wallethub.com, respectively. Mr. Bolstad seconded the motion; motion carried.

Barb Tucker, Director of College Effectiveness, reviewed the board monitoring report on Compliance. The focus of the report was on the Higher Learning Commission accreditation, individual program accreditations, and federal compliance. Strengths identified in the report included a positive overall performance record by the College; significant college-wide support and progress in the area of assessment and teaching and learning; and improved internal alignment through the creation of councils, health indicators, and strategic initiatives. Opportunities for improvement include expanding institution-wide knowledge of accreditation; providing evidence and documentation of protocol or procedures related to teaching and learning and college functions; and being early in the alignment process related to strategic initiatives, health indicators, and council work.

Southwest Tech joined the Wisconsin Technical College Employee Benefits Consortium in July 2015. Caleb White and Krista Weber provided an update on the history, financial status, and future of the Consortium. Southwest Tech has fared better than the projected financial goals with the first three-year average annual premium increase at 2.2% compared to the 7.7% average annual premium increase over the previous ten years. Nicolet College will be joining the Consortium January 1, 2018, which will bring membership to seven of the WTCS colleges.

Mr. White presented a proposal for refinancing the 2008 referendum borrowing. He shared that in 2008 \$8 million was borrowed and \$23.9 million was borrowed in 2009. Several years ago the \$8 million was refinanced. John Mehan from Robert W. Baird & Co. has recommended that now is the time to look at refinancing the \$23.9 million due to the potential rise in interest rates and decreased loan principal. A resolution will be brought to the Board for approval and the sale of the bonds will be scheduled.

Dr. Wood provided an update on the Facilities Master Plan identifying three priority areas – expanding housing beds by 60; remodeling event center space, and building a permanent structure at the Public Safety Complex that would include trapshooting. Mr. White shared financing options for the potential projects. The Board asked that more information be presented to the Board including costs.

The Board discussed the half-day retreat on October 26, 2017. Agenda items will include a review of Board ENDS, President's goals, and teambuilding dialogue.

Krista Weber, Chief Human Resources Officer, provided an update on College staffing. Positions in various stages of the hiring process included replacement positions for a Farm Business & Production Management Instructor and a LTE Midwifery Instructor.

Mr. White presented the 2017-18 Comparison FTE Report noting a 3 percent increase in FTEs compared to the previous year.

Under the Chairperson's Report, Mr. Prange provided an overview of the District Boards Association planning meeting. Mr. Moyer provided a summary from the ACCT Leadership Congress he recently attended.

Jason Wood updated the Board on several happenings around the College. He summarized the 50th Anniversary Celebration and congratulated the Medical Lab Technician program team on the recent successful accreditation visit. Dr. Wood shared that the claim with the company responsible for the August 2016 data center shutdown has been resolved with the College receiving full compensation. The Board discussed closing the College on November 22, 2017, as a way to show their support for all the countless hours that have and continue to be put into celebrating the College's 50th Anniversary. The Board asked that a formal proclamation be presented at the October Board meeting.

Ms. Fitzsimons moved to adjourn to closed session for the purpose of discussing personnel issues per Wis. Statutes 19.85(1)(c) and Internal Revenue Service potential action and items related to the issue per Wis. Statutes 19.85(1)(g). Mr. Kohlenberg seconded the motion. Upon a roll call vote with all members voting affirmatively, the Board meeting adjourned to closed session at 9:11 p.m. The Board reconvened to open session at 9:38 p.m. with no action taken.

With no further business to come before the Board, Ms. Nickels moved to adjourn the meeting with Mr. Tuescher seconding the motion. The motion carried and the meeting adjourned at 9:38 p.m.

Darlene Mickelson, Secretary

C. Financial Reports

1. Purchases Greater than \$2,500

SOUTHWEST WISCONSIN TECHNICAL COLLEGE				
PURCHASES GREATER THAN \$2,500				
FOR THE PERIOD 09/01/2017 TO 09/30/2017				
Invoices				
Vendor	Invoice #	Description	Amount	
H & N PLUMBING & HEATING, INC.	APPLICATION #1	PO# 6542 rooftop unit componen	\$55,250.00	
TRANE U.S. INC.	38395920	Bookstore rooftop (PO# 6519)	\$53,539.32	
C-CREATIVE SOLUTIONS 4 LLC	C-008636	Hallway/Stair Flooring	\$34,700.15	
INSIGHT PUBLIC SECTOR	1100548419	Microsoft SQL servers & licen	\$27,872.96	
MARIANNA INDUSTRIES, INC.	001-028766-17	cosmo and nail tech students	\$20,491.71	
FAHRNER ASPHALT SEALERS	7772301-000001	Crack Fill/Seal Coat/Striping	\$19,955.96	
ELSEVIER	57876DC8	books	\$13,139.64	
WEGNER CPAS, LLP	1560798	2016-17 Audit	\$11,500.00	
FRANKLIN COVEY CLIENT SALES INC	32317642	All Access Pass /License rnwl	\$10,000.00	
DESIGN STUDIO ETC., LLC	17_SWTC_01-01	Prof Svcs(memorial patio)	\$9,675.00	
MADISON AREA TECHNICAL COLLEGE	2017-18 DISTRICT CON	2017-18 district contribution	\$8,900.00	
ELSEVIER	59662DC5	books	\$7,755.00	
ELSEVIER	57020DC3	books	\$7,140.00	
QUARLES & BRADY LLP	2285652	Disbursement Svcs for pro note	\$6,750.00	
LAMAR COMPANIES	108364331	Homecoming/tech hire	\$6,460.00	
VANDEWALLE & ASSOCIATES INC	201707008	Feasibility Study PO# 6476	\$6,414.55	
ELSEVIER	57104DC4	books	\$6,336.51	
GODFREY & KAHN, S.C.	699597	Misc labor issue consulting	\$6,102.00	
ELSEVIER	58905DC7	books	\$5,190.94	
Nathan R Schulz	1444481	Opp Student Refund	\$5,185.85	
SOSONIC	102786	Stage system for 50th	\$5,000.00	
LAB MIDWEST	1347	300-01 Advanced Electronics	\$4,906.00	
Sara T Napp	1444293	Opp Student Refund	\$4,608.87	
WOODWARD PRINTING SERVICES	45556	motorist handbooks (Jan 2016)	\$4,563.82	
LAMAR COMPANIES	108292767	Tech Hire Billboards	\$4,555.00	
GARY'S AUTO	1G11E5SL1EF132059	2014 Malibu rebuild	\$4,400.00	
VANDEWALLE & ASSOCIATES INC	201708034	Feasibility Study PO# 6476	\$4,281.25	
ELSEVIER	57849DC5	books	\$4,183.13	
Madison M Travis	1444529	Opp Student Refund	\$3,872.81	
ELSEVIER	66902DC5	books	\$3,825.00	
Jennifer A Waldner	1444367	Opp Student Refund	\$3,802.30	
Cindy L Schlehlein	1444346	Opp Student Refund	\$3,746.68	
Cassidy J Raught	1444375	Opp Student Refund	\$3,662.00	

Vendor	Invoice #	Description	Amount
Jonathan E Pearson	1444511	Opp Student Refund	\$3,620.57
Trina K Rear	1444569	Opp Student Refund	\$3,577.59
Ashley M Vale	1444381	Opp Student Refund	\$3,562.77
Joshua A Turner	1444270	Opp Student Refund	\$3,556.60
Tabatha Amore	1444618	Opp Student Refund	\$3,509.13
Kere M Knautz	1444343	Opp Student Refund	\$3,502.00
Anita A Gobin	1444564	Opp Student Refund	\$3,502.00
David W Jones	1444599	Opp Student Refund	\$3,502.00
IMALIVE LLC	10.5.17	Alive Mental Health Fair	\$3,500.00
Tiffany K Dykes	1444628	Opp Student Refund	\$3,482.71
Cory J Maruna	1444312	Opp Student Refund	\$3,442.88
Audra J Winger	1444552	Opp Student Refund	\$3,340.77
Danielle E Schafer	1444323	Opp Student Refund	\$3,329.22
Stephanie K Chahir	1444580	Opp Student Refund	\$3,329.20
Taryne K Reynolds	1444266	Opp Student Refund	\$3,273.86
Amanda M Thompson	1444363	Opp Student Refund	\$3,241.66
Morgan T Knox	1444498	Opp Student Refund	\$3,180.42
Madison J Glass	1444654	Opp Student Refund	\$3,172.08
Savannah A Lemke	1444591	Opp Student Refund	\$3,141.71
Amanda J Deckert	1444368	Opp Student Refund	\$3,033.86
Amber V Bruckert	1444261	Opp Student Refund	\$3,003.72
Adrianne D Brunner	1444575	Opp Student Refund	\$2,995.34
WPS HEALTH INSURANCE	090517014192	M Strohbusch Medicare Prem	\$2,962.18
ACCREDITATION COMMISSION FOR	971497	ADN Annual Accreditation Fee	\$2,875.00
Paige N Lawson	1444448	Opp Student Refund	\$2,872.54
Marie L Diver	1444464	Opp Student Refund	\$2,850.00
Alvin J Haffner IV	1444302	Opp Student Refund	\$2,802.64
Alexander C Karsten	1444460	Opp Student Refund	\$2,787.39
Jasmine A Schaller	1444356	Opp Student Refund	\$2,775.83
Ronna R Argall	1444301	Opp Student Refund	\$2,741.38
Lacey J Wentz	1444582	Opp Student Refund	\$2,740.78
WPS HEALTH INSURANCE	090517008546	N Strohbusch Medicare Prem	\$2,736.46
Tessa Arceneaux	1444596	Opp Student Refund	\$2,722.52
Lindsey E Adams	1444268	Opp Student Refund	\$2,709.98
SOSONIC	102786	Stage system for 50th	\$2,700.00
RECOB'S TARGET SHOP	3-159785	Team Ammunition	\$2,699.50
Fallon M Fure	1444265	Opp Student Refund	\$2,699.49
Jennifer J Little	1444357	Opp Student Refund	\$2,687.76
Teresa A Scott	1444588	Opp Student Refund	\$2,676.08
Crystal J Bitter	1444501	Opp Student Refund	\$2,630.21
Thomas J Monroe	1444451	Opp Student Refund	\$2,606.38
Darren L Amble	1444608	Opp Student Refund	\$2,598.33
Michael J Hartman	1444526	Opp Student Refund	\$2,588.94
Brittany M Koberstein	1444570	Opp Student Refund	\$2,579.31
Jackeline Bennett	1444668	Opp Student Refund	\$2,569.10

Vendor	Invoice #	Description	Amount	
Shayden J Behlke	1444441	Opp Student Refund	\$2,567.51	
Scott A Durr	1444407	Opp Student Refund	\$2,558.54	
Jennifer L Severson	1444435	Opp Student Refund	\$2,543.59	
Brittinie L Crist	1444319	Opp Student Refund	\$2,537.16	
Grey S Genzoli	1444527	Opp Student Refund	\$2,528.04	
Alton B Brown Belcher	1444539	Opp Student Refund	\$2,512.42	
WPS HEALTH INSURANCE	090517021336	S Drake Medicare Prem	\$2,510.39	
Total Invoices				\$531,935.99
Purchase Orders				
Vendor	PO #	Description	Amount	
Lab Midwest		6558 Electro Mech: Electro-Pneumatic Station	\$47,308.86	
Vandewalle & Associates Inc		6561 Facility & Design Planning	\$15,000.00	
Badger Welding Supplies		6557 Welding: GMAW XMT 350 Welder	\$5,167.25	
Gordon Flesch		6565 Graphic Web: Canon Image Pro Copier	\$3,757.25	
Total Purchase Orders				\$71,233.36
Bank Withdrawals				
Vendor	Transaction #	Audit Trail	Amount	
Sikich Aug 2017 H Insurance	WDL000004976	CMTRX00001874	\$302,348.15	
IRS 941 9.8.17 Payroll	WDL000004990	CMTRX00001878	\$119,375.99	
IRS 941 9.22.17 Payroll	WDL000005021	CMTRX00001891	\$116,921.39	
ETF August 2017	WDL000005032	CMTRX00001897	\$95,195.12	
WDR Aug 2017 Sales Tax	WDL000005009	CMTRX00001887	\$24,960.70	
WDR WT6 9.8.17 Payroll	WDL000004995	CMTRX00001878	\$22,141.33	
WDR WT6 9.22.17 Payroll	WDL000005023	CMTRX00001891	\$21,675.82	
The Hartford #589015298275	WDL000005010	CMTRX00001888	\$9,648.86	
Wells Fargo #680026404	WDL000005001	CMTRX00001883	\$7,363.00	
Wells Fargo #681451989	WDL000005028	CMTRX00001893	\$7,363.00	
Delta Dental # 132918	WDL000004984	CMTRX00001876	\$6,580.00	
Delta Dental #137951	WDL000005029	CMTRX00001894	\$5,935.67	
Hasler Postage Added	WDL000005027	CMTRX00001893	\$5,000.00	
WDR SUI August 2017	WDL000005030	CMTRX00001895	\$4,269.61	
Merchant Serv Aug 2017 6197	WDL000004978	CMTRX00001875	\$4,085.73	
Delta Dental #133987	WDL000005005	CMTRX00001886	\$3,451.17	
Delta Dental #136876	WDL000005014	CMTRX00001889	\$2,580.08	
Total Bank Withdrawals				\$758,895.62

Payroll				
Payroll Date	Transaction #	Audit Trail	Amount	
Direct Deposit 9/8/2017	WDL000004973	UPRCC00000608	\$303,607.25	
Direct Deposit 9/8/2017	WDL000004971	UPRCC00000606	\$9,053.99	
Direct Deposit 9/8/2017	WDL000004969	UPRCC00000604	\$8,616.58	
Direct Deposit 9/8/2017	WDL000004970	UPRCC00000605	\$4,868.58	
Direct Deposit 9/22/2017	WDL000005012	UPRCC00000612	\$295,550.48	
Direct Deposit 9/22/2017	WDL000005008	UPRCC00000611	\$8,691.31	
Direct Deposit 9/22/2017	WDL000005007	UPRCC00000610	\$7,657.42	
Direct Deposit 9/22/2017	WDL000005006	UPRCC00000609	\$2,648.94	
Total Payroll				\$314,548.15
Purchase Cards				
Vendor	Transaction #	Audit Trail	Amount	
US Bank 8.22.17 Statement	WDL000004985	CMTRX00001876	\$101,242.05	
US Bank 9.5.17 Statement	WDL000005017	CMTRX00001890	\$69,345.48	
Total Purchase Cards				\$170,587.53
Total Purchases > \$2,500				\$1,847,200.65

2. Treasurer's Cash Balance

Southwest Wisconsin Technical College			
Report of Treasurers Cash Balance 09/30/2017			
Receipts			
Fund			
1 General	773,578.66		
2 Special Revenue	-		
3 Capital Projects	170.61		
4 Debt Service			
5 Enterprise	98,203.70		
6 Internal Service	333,855.99		
7 Financial Aid/Activities	1,554,018.69		
Total Receipts		2,759,827.65	
Expenses			
Fund			
1 General	1,756,533.92		
2 Special Revenue			
3 Capital Projects	889,621.90		
4 Debt Service	7,213.00		
5 Enterprise	165,595.96		
6 Internal Service	337,681.92		
7 Financial Aid/Activities	1,834,249.47		
Total Expenses		4,990,896.17	
Net cash change - month			(2,231,068.52)
EOM Cash Balances			
-Main Checking 1176	75,709.14		
-Peoples State Bank 4187	5,100.00		
-Federal Funds checking 1192	29.39		
-Money Market 3915	12,617,055.88		
-Offset account 4011	848,814.22		
-Cash on Hand	2,940.00		
-Local Government Investment Pool	1,173,599.30		
Ending Cash/Investment Balance		14,723,247.93	

3. Budget Control

**Southwest Wisconsin Technical College
YTD Summary for Funds 1-7
For 3 Months ended September 2017**

	<u>2017-18 Budget</u>	<u>2017-18 YTD Actual</u>	<u>2017-18 Percent</u>	<u>2016-17 Percent</u>	<u>2015-16 Percent</u>	<u>2014-15 Percent</u>	<u>2013-14 Percent</u>
General Fund Revenue	23,143,000.00	4,773,298.72	20.63	19.36	18.97	18.30	16.64
General Fund Expenditures	23,613,000.00	5,215,198.10	22.09	22.46	24.16	21.53	23.58
Capital Projects Fund Revenue	2,530,000.00	2,507,613.26	99.12	100.69	98.85	100.27	100.02
Capital Projects Fund Expenditures	3,243,000.00	791,681.43	24.41	17.93	6.81	11.27	21.29
Debt Service Fund Revenue	5,272,000.00	35,030.00	0.66	1.29	0.86	-	-
Debt Service Fund Expenditures	5,359,600.00	33,213.00	0.62	0.60	-	-	-
Enterprise Fund Revenue	2,100,000.00	660,730.52	31.46	31.65	31.80	35.09	36.83
Enterprise Fund Expenditure	2,000,000.00	566,111.62	28.31	24.50	20.02	22.68	22.00
Internal Service Fund Revenue	4,350,000.00	998,500.47	22.95	24.39	26.40	24.43	22.70
Internal Service Fund Expenditures	4,350,000.00	1,054,030.94	24.23	24.27	39.90	29.96	25.19
Trust & Agency Fund Revenue	8,000,000.00	1,921,219.14	24.02	28.14	7.12	6.16	43.90
Trust & Agency Fund Expenditures	8,030,000.00	2,071,932.65	25.80	28.26	25.82	36.89	44.07
Grand Total Revenue	45,395,000.00	10,896,392.11	24.00	24.34	20.39	19.76	26.06
Grand Total Expenditures	46,595,600.00	9,732,167.74	20.89	20.90	22.04	21.95	24.73

D. Contract Revenue

Being presented for Board approval are seven contracts totaling \$7,080.83 for September 2017. The Contract Revenue Report follows.

2017-2018 CONTRACTS

9/1/17 - 9/30/17

<u>Contract #</u>	<u>Service Provided</u>	<u>Contact</u>	<u>Number Served</u>	<u>Price</u>	<u>Exchange of Services</u> (Instructional Fees Waived)	<u>INDIRECT COST FACTOR</u>		
						<u>On-Campus</u>	<u>Off-Campus</u>	<u>Waiver</u>
03-2018-0004-F-23 Prosperity Southwest	Administrative & Fiscal Services	Amy Charles		\$ 2,708.33	No		X	
03-2018-0098-I-41 Foremost Farms USA (Lancaster)	General Electrical Safety & Lock Out Tag Out	Amy Charles	59	\$ 2,025.00	No		X	
03-2018-0100-T-42 North Crawford Rescue Squad	Participant Guarantee: Emergency Medical Technician (EMT) - Refresher	Kris Wubben	4	\$ 438.60	No		X	
03-2018-0107-T-42 Highland EMS	Participant Guarantee: Emergency Medical Technician (EMT) - Refresher	Kris Wubben	5	\$ 549.25	No		X	
03-2018-0110-I-41 Atrium Post Acute Care-Mineral Point	BLS for Healthcare Provider	Kris Wubben	8	\$ 419.79	No		X	
03-2018-0112-I-42 Benton First Responders	BLS for Healthcare Provider	Kris Wubben	11	\$ 565.86	No		X	
03-2018-0120-I-41 Atrium Post Acute Care - Mineral Point	BLS for Healthcare Provider	Kris Wubben	6	\$ 375.00	No		X	
TOTAL of all Contracts			93	\$ 7,080.83				
Exchange of Services			-	\$ -				
For Pay Service			93	\$ 7,080.83				

E. Personnel Items

One employment recommendation, one resignation, and one retirement are being presented for approval in the Personnel Report. The report is available below.

PERSONNEL REPORT October 26, 2017

Employment: NEW HIRES

Name	Kory Stalsberg
Title	Farm Business & Production Mgt. Instructor
Number of Applicants and Number Interviewed	16 applicants/4 interviewed
Start Date	November 1, 2017
Salary/Wages	\$62,000
Classification	Full-Time Regular
Education and/or Experience	Masters in Education/Professional Development from UW-LaCrosse and Bachelors in Agriculture Education from UW-Platteville. Kory has 2 years of experience as a dairy/livestock agent and 9 years of high school agriculture teaching experience.

PROMOTIONS / TRANSFERS

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RETIREMENTS / RESIGNATIONS

Anna Stremlau (Resignation 1/3/18)	Student Success Coach
Lori Garvey (Retirement 6/30/18)	Support/Disability Services Specialist & Transition Coordinator / ADA Coordinator

Recommendation: Approve the Consent Agenda as presented.

Other Items Requiring Board Action

A. Fund & Account Transfers (2016-17 Budget Modifications)

Information on the budget modifications is available below. The information will be presented to the Board.

Recommendation: Approve the 2016-17 budget modifications as presented.

BUDGET MODIFICATION				
District: Southwest Wisconsin Technical College				
Fiscal Year: 2016-2017				
General Fund - 100				
	Current Budget	Modified Budget	Amount	
	Adopted	Adopted	of	
	<u>6/22/2016</u>	<u>10/26/2017</u>	<u>Change</u>	
<u>Resources</u>				
Local Government	4,775,000	4,775,000	-	
State Aids	10,844,000	10,844,000	-	
Program Fees	4,390,000	4,390,000	-	
Material Fees	333,000	333,000	-	
Other Student Fees	423,000	423,000	-	
Institutional	1,972,000	1,972,000	-	
Federal	651,000	651,000	-	
Transfers from Reserves and Designated Fund Balances	<u>528,000</u>	<u>528,000</u>	<u>-</u>	
Total Resources	23,916,000	23,916,000	-	
<u>Uses</u>				
Instructional	15,082,200	14,682,200	(400,000)	
Instructional Resources	299,000	299,000	-	
Student Services	1,900,000	2,100,000	200,000	
General Institutional	4,442,800	4,642,800	200,000	
Physical Plant	<u>2,192,000</u>	<u>2,192,000</u>	<u>-</u>	
Total Uses	<u>23,916,000</u>	<u>23,916,000</u>	<u>-</u>	
	Caleb J. White			
	Vice President for Administrative Services			

B. Resolution for Adoption of 2017 Tax Levy

Included with the electronic Board material is a resolution authorizing Southwest Wisconsin Technical College to levy taxes for 2017 in the amount \$5,028,321 for operational expenses, \$4,950,000 for debt retirement for a total tax levy of \$9,978,321. This resolution will be presented for Board approval. Caleb White will present the tax levy at the Board meeting.

Recommendation: Approve, as presented, the Resolution Providing for Tax Levy for the Year 2017.

**RESOLUTION PROVIDING FOR TAX LEVY
FOR THE YEAR 2017**

BE IT RESOLVED BY THE BOARD OF THE SOUTHWEST WISCONSIN TECHNICAL COLLEGE DISTRICT that there exists and there is hereby levied upon all of the taxable property of the Southwest Wisconsin Technical College District for the year 2017, a tax for operational expenses in the amount of \$5,028,321, a tax for debt retirement in the amount of \$4,950,000 for a total tax of \$9,978,321, and that the District Secretary of the Southwest Wisconsin Technical College District is hereby directed to extend said tax levy to the cities affected, and villages affected, and various towns affected in accordance with proportionate valuation in each municipality determined in the manner as provided by the Wisconsin Law and to certify the amount for each municipality at the time and in the manner provided by Wisconsin Law by said cities, by said villages, and by said towns, in the same manner and at the same time as taxes for general city, general village, and general town purposes are extended and collected.

Adopted and approved this 26th day of October 2017.

Chris Prange, Chairperson

ATTEST:

Darlene Mickelson, Secretary

C. Wisconsin Code of Ethics Resolution

A resolution indicating college employees to whom the Wisconsin Code of Ethics for Public Officials and Employees applies is available below. This is an annual resolution that comes before the Board.

Recommendation: Approve the Code of Ethics Resolution as presented.

RESOLUTION CODE OF ETHICS FOR PUBLIC OFFICIALS AND EMPLOYEES

Resolved that for purposes of Wisconsin's Code of Ethics for Public Officials and Employees, sec. 19.41 through 19.59, Stats., the Southwest Wisconsin Technical College District Board has designated the following positions deputy, associate, or assistant district directors and indicated its understanding that the current occupants of those positions and their successors to those positions are state public officials to whom Wisconsin's Ethics Code applies:

Jason S. Wood	College President
Kathleen E. Garrity	Chief Academic Officer
Holly Miller	Dean of Students
Krista M. Weber	Director of Human Resources
Caleb J. White	Vice President for Administrative Services

Approved this 26th day of October, 2017.

Chris Prange, District Chairperson

D. Resolution for “Southwest Tech Day”

Included with the electronic Board material is a resolution proclaiming November 22, 2017, as Southwest Tech Day.

Recommendation: Approve, as presented, the Resolution Proclaiming Southwest Tech Day.

**RESOLUTION OF THE
SOUTHWEST WISCONSIN TECHNICAL COLLEGE
BOARD OF DIRECTORS
PROCLAIMING NOVEMBER 22, 2017
SOUTHWEST TECH DAY**

WHEREAS, Southwest Wisconsin Technical College was founded on July 1, 1967;
WHEREAS, a 50th Anniversary Committee was formed to celebrate the 50th Anniversary of the College with the purpose of giving back to the communities served, celebrating the last 50 years, and providing a vision for the next 50 years;

WHEREAS, 482 (duplicated) faculty and staff members have volunteered 1,705 hours in 2017 to give back to the communities the College serves in appreciation of what the communities provide for Southwest Wisconsin Technical College;

WHEREAS, the faculty, staff, and students welcomed 2,500 alumni, retirees, friends, and community members to the College on September 23, 2017, for the 50th Anniversary Celebration;

NOW, THEREFORE, BE IT RESOLVED THAT: The Southwest Wisconsin Technical College Board of Directors gratefully acknowledges the many dedicated faculty and staff who go above and beyond to give back to the College, especially for the 50th Anniversary;

BE IT FINALLY RESOLVED THAT: In appreciation, the Southwest Wisconsin Technical College District Board declares Wednesday, November 22, 2017, as “Southwest Tech Day” and closes the College for the day to allow faculty, staff, and students to spend time with family, friends, and other loved ones.

Adopted and recorded this 26th day of October 2017.

Chris Prange
Chairperson

ATTEST:

Darlene Mickelson
Secretary

E. Approval to Move Forward with Facilities Master Plan

At the joint meeting of the District Board, SWTC Foundation Board, and Real Estate Foundation Board prior to the District Board meeting, the Board will be presented with the Facilities Master Plan. Included in the presentation will be three projects – Student Housing Expansion, Public Safety & Firearms Facility, and Event Space Remodel.

Recommendation: Approve moving forward with the project including hiring an architect to determine construction design and costs.

Board Monitoring of College Effectiveness

A. Foundation Quarterly Board Report

Holly Clendenen, Executive Director of the Foundation and Real Estate Foundation, will present a quarterly Foundation report to the Board highlighting the activities and results of fundraising efforts and other initiatives. The FY18 First Quarter report follows.



Southwest Tech Foundation and SWTC Real Estate Foundation (REF) FY18 First Quarter Report to District Board October 26, 2017

- **FY18 Fundraising Totals**
 - \$91,092.29 total gifts received (*FY18 goal is \$600,000*)
 - \$87,526.32 cash received (*FY18 goal is \$375,000*)
 - \$3,565.97 Gift In-Kind total
 - \$6,931.00 received from retirees
 - \$15,845.70 received from current employees, 94 employee donors including 79 ongoing payroll deductions (*FY17 total was \$45,344.69, 176 employee donors*)
 - 850 total gifts (*FY17 total was 3,387*)
 - 237 total donors (*FY17 total was 1,000 donors including 438 new*)
- **Gift Highlights – Thank you!**
 - \$10,000 from Madison Community Foundation for Garrison L. Lincoln Scholarship Fund
 - \$5,000 from Hartung Brothers for Hartung Scholarship
 - \$5,000 from Suzann Lewison for Suzann (Sue) Lewison Scholarship
 - \$4,810 from American Bank and Trust for American Bank and Trust Scholarship, Charger Dream Fund (endowment), and Charger Annual Fund
 - \$3,500 Southwest Tech Professional Staff Association for 50th Anniversary Patio Project and Gas Card Project
 - \$3,500 from Design Homes for 50th Anniversary Celebration and Design Homes, Inc Scholarship
 - \$3,000 from Mobile Track Solutions for Mobile Welding Lab
 - \$2,500 from Dillman for Mobile Welding Lab and Dillman Scholarship
 - \$2,250 from TRICOR for TRICOR Scholarship and Charger Annual Fund
 - \$2,100 from Kiwanis Club of Dodgeville for Dodgeville Kiwanis Scholarship
 - \$2,000 from Alliant Energy for Alliant Energy Scholarship
 - \$2,000 from Grant Regional Health Center Foundation for Grant Regional Health Center Scholarship

- **Board Membership**
 - The Foundation board will be electing officers at its November meeting.
- **Scholarships**
 - [2017-18 Scholarships](#): 289 scholarships totaling \$165,839 awarded to date
- **Appeals**
 - Phonathon is underway with a goal of \$35,000 received for the year. This fall we are asking for Charger Dream Fund, Gas Card Project and special program scholarships.
 - 50 Hours of Giving raised \$9,005 from 23 donors.
 - Alumni non-donor, retiree, and lapsed donors mailings will be mailed before the end of the calendar year.
- **Events**
 - October 26 – 24th Annual Scholarship Reception, campus, 5:30 pm
 - May 18 – Alumni and Retiree Awards and Donor Appreciation Dinner, campus, 5:30 pm
- **Real Estate Foundation**
 - All leases signed to start the academic year with no current vacancies.
 - 2 apartments being used for short-term emergency housing
 - 1920 Brownwood Rd was demolished in September 2017.
 - Construction underway on 1533/35 Brownwood.
- Thank you for your support of and attendance at the 50th Anniversary Homecoming Celebration on September 23. It was a tremendous day for the Southwest Tech community. We appreciate your declaration of Southwest Tech Day on November 22 and the extra day off before the holiday!

B. Review of Purchasing Activities

A five-year Purchase Card Activity Summary report and a listing of the FY2017 >\$50,000 Vendors are available below. Caleb White will review this information at the meeting.

Purchase Card Activity Summary

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
July	64,810	217,044	170,411	240,141	199,261	164,833
August	222,404	197,273	151,981	216,572	193,660	325,380
September	112,379	125,696	123,283	199,384	140,259	241,629
October	98,066	112,100	105,329	134,571	152,028	113,389
November	251,840	142,944	106,307	132,616	157,620	174,565
December	77,554	201,100	212,692	273,797	172,783	159,040
January	98,738	305,230	146,608	304,595	179,975	151,655
February	139,536	108,013	91,348	124,918	194,093	142,097
March	106,836	149,451	101,099	136,164	168,903	157,981
April	103,805	100,296	119,225	147,554	131,686	128,834
May	205,067	263,776	113,947	120,566	139,389	163,685
June	305,789	340,555	223,878	348,831	136,481	138,448
Totals	1,786,824	2,263,478	1,666,109	2,379,707	1,966,139	2,061,536

Rebates

No. of Transactions	5,463	5,900	6,282	7,541	7,259	7,106
Average Number of Transactions per Month	455	492	524	628	605	592
Average Transaction	327	384	265	316	271	290
Monthly Average	148,902	188,623	138,842	198,309	163,845	171,795

Points of Interest:

*Currently **144** staff and district board members have purchase cards

*Over **7,000** transactions annually are now being processed without the paperwork of requisitions, purchase orders, and invoice sign-offs. As a result, the number of accounts payable checks being issued has dramatically decreased. Purchase card transactions are processed more efficiently, saving time and money for the College and increasing vendor satisfaction with payment timing.

*Purchase card performance rebates now total more than **\$200,000.00** since 2010.

*The annual rebate received in 2016 was **\$43,361.07** at a factor of **1.08%**, which is a significant increase from 2016.

*No material issues or problems have occurred with purchase card activity audits.

\$50,000 and Greater Vendors for 2016-17

Vendor	General	Capital Equipment	Capital Construction	Enterprise	Internal Serv/Trust/Agency	Comments
AMAZON	\$158,647					Individuals purchasing supplies throughout the year
APPLE ONLINE STORE	\$10,000	\$89,762				Computers,computer equipment,parts, and supplies
ASPEN AUTOMATION		\$140,217				Instrumentation Training Unit
BADGER WELDING SUPPLIES	\$51,992	\$4,744				Band Saw, Mig Gun and welding supplies
BLACKBOARD INC.	\$90,280					Hosting and additional storage
CDW GOVERNMENT	\$50,500	\$151,934				Computers,computer equipment,parts, and supplies
CENGAGE LEARNING				\$154,109		Textbooks
CITY OF DODGEVILLE	\$59,102					Lands End Tax Charge Back
DISTRICTS MUTUAL INSURANCE	\$153,727					Property/Casual Insurance
ELSEVIER INC				\$54,598		Textbooks
EXELON CORPORATION	\$60,304					Utilities (formerly Constellation)
FENNIMORE MUNICIPAL UTILITIES	\$318,422					Utilities
FILLBACK FORD-HIGHLAND	\$157	\$49,072				2017 Ford Super Duty & car parts
GORDON FLESCH CO., INC.	\$25,337	\$13,446			\$44,710	copier printers monthly copier charges yearly copier maintenance
H & N PLUMBING & HEATING, INC.			\$61,366			Rooftop Unit Water Installation for Growtainer Rough in sinks
HASHEIDER ROOFING & SIDING			\$186,533			Building 400 roof replacement
INNOVATIVE TRAILER DESIGN INDUSTRIES INC		\$129,000				Mobile Welding Lab
LAB MIDWEST		\$79,877				Laser Shaft Alignment System Vibration Analysis AC Variable Frequency
LAERDAL MEDICAL		\$120,311				Manikins and training extremities
MARIANNA INDUSTRIES INC				\$50,199		Cosmo and Nail Tech student supplies/books
MILLER KIMBERLEY K				\$62,215		Intranet and Performance Assessment Tool Programming/Consulting
NEBRASKA BOOK COMPANY				\$88,196		Used textbooks/Bookstore software maintenance and support
OPTICAL WAVELENGTH LABORATORIES		\$49,999				Grant purchased-Microscopes
PEARSON EDUCATION				\$112,102		Textbooks
PORTZEN CONSTRUCTION INC			\$75,336			Memorial Patio
SYSCO FOODS OF BARABOO				\$70,366		Cafeteria food/supplies
THERMO/DYNAMICS			\$125,000			413 Rooftop Unit Replacement
UNIT4 EDUCATION SOLUTIONS INC	\$90,488					Annual Maintenance Agreement for CAMS software
VANDEWALLE & ASSOCIATES INC	\$64,381					Feasibility Study
WPS HEALTH INSURANCE					\$ 173,598.30	Retiree Medicare supplement coverage
ZOLL MEDICAL CORPORATION		\$53,953				EMS-non-clinical x series manual monitor/defibrillators
Totals	\$1,133,338	\$882,314	\$448,235	\$591,785	\$218,308	
Grand Total					\$3,273,981	
Some purchases that accumulated to over \$50,000 for the entire fiscal year with any single supplier that did not receive formal bidding attention were sporadic or emergent in nature, where it was not possible at the time to predict or forecast these requirements for grouping and consolidation into a formal bid or RFP.						

C. Student Access Monitoring Report

Included in the electronic Board material is the Student Access Board Monitoring Report. The focus of this report is on adult student recruitment. Holly Miller, Chief Student Services Officer, and Derek Dachelet, Executive Dean of Agriculture, Trades & Industry will present the report.

Board Monitoring Report

Student Access – October 2017

EXECUTIVE SUMMARY

Alignment with Mission, Vision, Values, and Purposes

Southwest Tech's focus on student access is a central driver of living our vision to be a preferred provider of education, source of talent and placement for the region. Our strategic efforts to attract adult learners directly align with our mission and vision. It is our belief in providing opportunities for success that propels the college to high completion and graduation rates. We do so through the college purposes of providing apprenticeship, certificate, technical diploma and associate degree programs responding to district workforce needs; customized training; collaborating with k-12 partners; providing career pathways and transfer opportunities. In order to be a preferred provider of education and source of talent, Southwest Tech is directly focusing on anticipated scarcity of workers facing Wisconsin businesses. Adult student enrollments clearly indicates a need for technical college training. We have set a goal to increase adult student enrollments in FTE-generation by 4% to 330 FTEs. This represents a growth of 420 credits or 14 FTE.

As part of the Academic Council focus on adult education, industry needs and programmatic growth opportunities were identified by a project team that created an adult recruitment plan. From the plan, ten initiatives were selected:

1. Gap Analysis and Career Pathway opportunities – Leads: Barb Tucker and Mandy Henkel
2. Eight-Week Course Delivery – Lead: Kim Maier
3. Free pre-enrollment trial courses – Lead: Kim Maier
4. Online adoption of existing offerings – Lead: Kim Maier
5. Opportunities tied to wait lists – Leads: Derek Dachelet, Katie Garrity and Kim Maier
6. Increased programming in the prisons – Leads: Derek Dachelet and Amy Charles
7. Suite of Professional Development offerings – Lead: Amy Charles
8. Adult Bootcamps – Leads: Julie Pluemer and Holly Miller
9. Deferred tuition payment for employee reimbursement – Leads: Holly Miller and Kelly Kelly
10. Foundation scholarship for adult students– Lead: Holly Clendenen

To achieve the goal, the target credit goals from these plan equate to 883 credits in FY 2018, 960 credits in FY 2019, and 1195 credits in FY 2020.

RECOGNIZING AND VALUING PEOPLE

1. **Spring 2017 Adult Recruitment Plan Project Team:** Derek Dachelet, Katie Glass, Julie Pluemer, Mandy Henkel, Louise Bradley, Kim Maier, Barb Tucker, Kelsey Wagner, Craig Woodhouse, Amy Charles, Matt Schneider.
2. **Recruitment Work Group:** Derek Dachelet, Kelsey Wagner, Mary Johannesen, Jordyn Poad, Katharine Caywood, Gina Udelhoven.
3. **Marketing** – Marketing Specialists: Katie Glass, Katharine Caywood; Designer: Sherry Kane; Web Programming: Mike Steffel –See Appendix A for the Marketing Strategies laid out.

Page 1 of 31

Board Monitoring Report

Student Access – October 2017

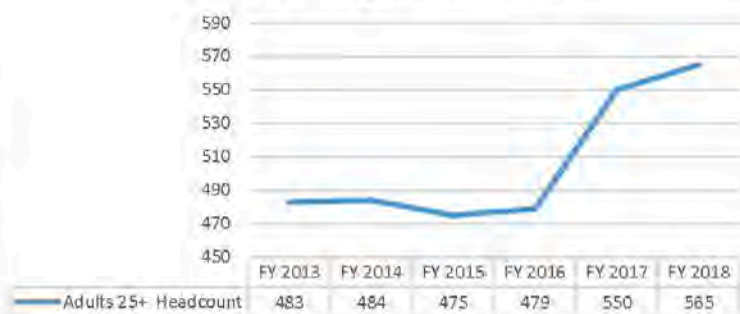
4. **Student Services** – Registrar Danielle Seippel; Admissions: Jen Taylor & Breanna Callahan; Success Coaches – Matt Schneider, Pauline Wetter, Kelsey Wagner, Anna Stremlau, Jordyn Poad

PRESENTATION OF THE DATA

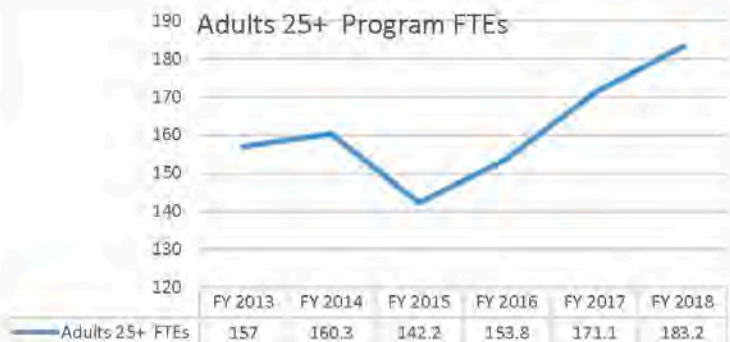
Demographics present concerns for Wisconsin and our region about a future shortage to train, attract and retain the workers needed for today's economy. Within the district and border communities – The highest educational attainment of 59% of adults age 25+ is "high school diploma" or "some college."

The strategic goal of increasing adult enrollment has been chosen to address the needs in our district. Southwest Tech identified Derek Dachelet and Holly Miller to lead the "Solution to Workforce shortage" as of Aug. 2017. As part of this initiative, Marketing outlined a plan to promote enrollment growth for this subpopulation (**Appendix A**).

Adults 25+ Program Headcount



Adults 25+ Program FTEs



In spite of low unemployment rates in Grant, Lafayette, and Crawford counties (between 2-4%) in the current and prior year - Southwest Tech's adult age 25+ enrollment has grown in the past two years. This is often unusual in good economic times. According to Noel Levitz, adult learners over age 25+ place the greatest value in making an educational decision based on Academic Reputation (82%), Evening/weekend courses (79%), Future employment (78%), a college close to home (76%), and Financial Aid/Scholarships. (Reported during an Adult Population Webinar on 2-4-16.)

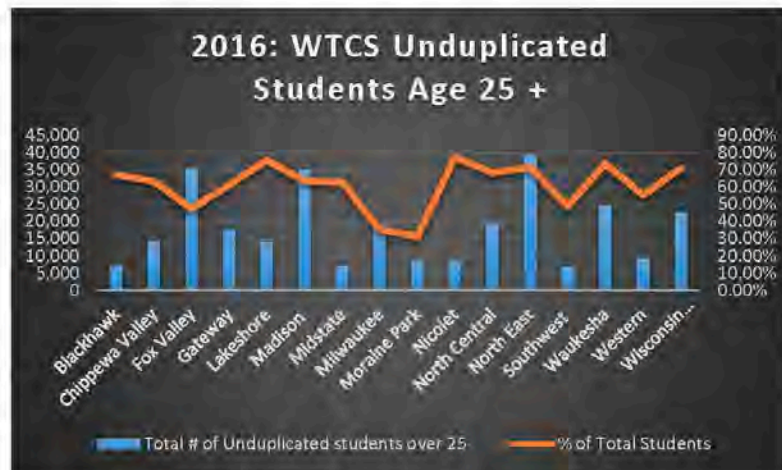
The Southwest Tech programs with the greatest percentage of adult enrollments age 25+ for the current and prior year are: Nursing, Cancer Information Management, Direct Entry Midwife, Health Information Technology, Nursing Assistant, Emergency Medical Technician, Medical Coding, Business Management, and Supervisory Management.

Board Monitoring Report

Student Access – October 2017

A project management approach guides this strategic initiative and ROI goals (**Appendix B**). Julie Pluemer, Amy Charles, and Kim Maier will monitor the progress with Dachelet and Miller.

Despite Southwest Tech's growth of adult age 25+ enrollment, we perform in the lower quartile of the WTCS when comparing the percentage of our enrollments are from adults age 25+.



STRENGTHS

- The Business Management division, specifically the business management program, has had the greatest increase in enrollment and FTEs over the prior year. This division has been on a consistent enrollment rise for four years.
- The Healthcare division has also seen growth in adult FTE generation over the past five years and had only a slight dip in headcount going into this year.
- The Farm Production Management Program specifically focuses on adults in the farming population, and is oriented toward the workforce solutions needed, but does not heavily impact the enrollment growth of this initiative. See **Appendix C**.
- The Public Safety area also provides education directly in communities in our district –serving 37 communities and often a heavy focus on adults training. See **Appendix D**.
- The Basic Education program has refined its focus and aligned practices to help students be further successful. See **Appendix E**.

WEAKNESSES

- Program caps limit areas for growth potential. The rationale for the limits is guided by advisory committees, cost, safety, and district job placement.
- Enrollment and FTE for adults 25+ in Industry, Trades and Agriculture has been on a slow decline for the past five years.
- Non-program enrollments targeted at adults 25+ are decentralized; enrollments in remedial and undeclared have fluctuated in the past five years.

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STRATEGIC INITIATIVES DESIGNED TO IMPROVE OUR PERFORMANCE

1. Gap Analysis and Career Pathway opportunities – Leads: Barb Tucker and Mandy Henkel

Plan: Conduct a gap analysis between our regional workforce demands and our current career pathways and program offerings. Explore developing new and expanded career pathways in program areas that have traditionally attracted adult learners (healthcare/business).

Strategy: Aligning Program Options with Career Goals.

Deliverables: Comprehensive career maps in the fields of healthcare and business-oriented fields. Assembled EMSI data on regional workforce demands (2016-2026) and a gap analysis making recommendations on potential new program areas. An identification of gaps in alignment between our program options and current/future regional workforce needs in fields that are in-demand with adult learners.

Resources Needed: Expanded career pathway maps that can be overlaid with regional workforce data. See Appendix F: EMSI Jobs Prediction Data with a 40-mile Radius of Fennimore, WI for regional workforce predictions and a sample career pathway map. See Appendix G: Hot jobs in the region.

Steps: The Gap analysis was completed by Oct. 11, 2017. Recommendations will be presented to the Academic Council this month for consideration of new programs. If the report reflects opportunities for new programming, the viability process would look to grow a new program and adult enrollments in that program in FY 2020. The attached file represents the top 50 occupations selected by greatest number of annual openings for both SWTech district (in black ink) and for SWTech plus Jo Davies, Clayton and Dubuque counties (in blue ink).

- The top 50 occupations are organized into three prevalent categories: Ag/Industry/Trades, Business/Service, Health
- **Bolded** occupations/data represent the largest gap (significantly more job openings than graduates)
 - Automotive Service Technicians and Mechanics
 - Heavy and Tractor-Trailer Truck Drivers
 - Light Truck or Delivery Services Drivers
 - Carpenters
 - Construction Laborers
 - Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
 - Receptionists and Information Clerks
 - Bookkeeping, Accounting, and Auditing Clerks
 - Real Estate Sales Agents
 - Real Estate Sales Brokers
 - Insurance Sales Agents
 - Teacher Assistants
 - Childcare Workers
 - Hairdressers, Hairstylists, and Cosmetologists
 - Registered Nurses
- In some cases, there are additional occupation data supporting the top 50 occupations. Please select all rows and 'unhide' to see corresponding additional data/occupations.

ROI: Dependent upon new program viability process and predicted FTE expansion. Goal for one program launch which will generate 6 adult part-time enrollments for age 25+, for a total of 90 credits and 3 FTE in FY 2020. (It would also grow another potential 6 FT student enrollments, for a total of 180 credits and 6 FTE in FY 2020.)

2. Eight-Week Course Delivery – Lead: Kim Maier

Plan: Consider feasibility and opportunities to have 8-week online offerings.

Strategy: Removing Barriers to Enrollment.

Deliverables: Create a plan to deliver a package of eight week general education courses for all online programs. Offer additional courses online in 8-week format.

Resources Needed: Faculty assignments and curriculum design; Additional instructor costs depending on courses adopted to 8-week offerings. Potential marketing funds to promote offerings.

Steps: Deliver Intro to Psych in Spring 2018, along with two possible additional courses for Spring 2018. Develop a sequence over the next several years to launch all online gen eds in the online format.

ROI: Generate 24 new adult enrollments and a total of 48 additional credits in FY 2018. Anticipated growth following additional course launches.

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3. Offer free pre-enrollment trial courses – Lead: Kim Maier

Plan: Offer first three weeks of an online healthcare and online business course as (non-credit) opportunities for adults to explore online learning. The goal is to offer two courses, serving 150 people annually to help alleviate psychological barriers and build confidence. From there, move 25% of enrollees from free content to paid content.

Strategy: Removing Barriers to Enrollment.

Deliverables: Two free online open access course with content in focus areas of Business and Healthcare.

Resources Needed: online navigator; course setup completed.

Steps: Launch courses Oct. 15, 2017, and continue ongoing.

ROI: FY 2018 – enroll 10 PT adults age 25+; generating 60 credits and 2 FTE; continue FTE growth in FY 2018 and FY 2020 of 8-10 FTE.

4. Online adoption of existing offerings – Lead: Kim Maier

Plan: Identify existing degree/diploma programs that would benefit from being fully online and resonate with adult learners (i.e. Healthcare and Business-related programs like: Office Support, Bookkeeping, Accounting, QuickBooks, IT, Lab Tech). If an entire program can't be moved online, consider moving "gateway" courses to stimulate an on-ramp for on-campus programs.

Strategy: Removing Barriers to Enrollment; Aligning Program Options with Career Goals.

Deliverables: A list of existing degree/diploma programs that could be moved to an online offering format. Identified "gateway" courses that would be best suited to be offered more than once per year and contribute to additional adult students starting programs at off-cycle times.

Resources Needed: Dependent upon course development and implementation. Consider possible grant funding if tied to core industries or career pathways. This action item could be combined with philanthropic support to help adult students cover the cost of their first "gateway" course.

Steps: Petition Academic Council (primarily the Deans) to discuss this item in order to identify potential opportunities to move existing programs into an adult-friendly online format. If the concept of offering "gateway" courses is deemed viable, a definition of what makes a great gateway course would need to be developed. Some delineating factors in selecting gateway courses might be giving preference to program courses that are engaging, 1-credit offerings, courses that have no pre-reqs or co-reqs, etc.

ROI: New offerings using the breakeven "pay per head" model. Additional X FTEs. Could replace, augment, or expand existing offerings. No projected enrollment growth as a result yet.

5. Opportunities tied to wait lists – Leads: Derek Dachelet, Katie Garrity and Kim Maier

Plan: Identify potential opportunities to expand wait list sections among programs and particular courses that predispose themselves to adult learners.

Strategy: Removing Barriers to Enrollment; Aligning Program Options with Career Goals.

Deliverables: Identified list of programs with a waiting list over the last 5-years and recommendations on programs that would potentially attract adult learners if these wait lists didn't exist.

Resources Needed: Deans to analyze wait list data and consider options for increase enrollment among adult students. See Appendix H for Program Wait Lists over the last 5-years.

Next Steps: Consider career pathways opportunities in EPD, CIM and HIT - An example of this activity is happening with Electric Power Distribution. Due to the large wait list of applicants in the current year, pursue a calling initiative to assess accepted student's commitment levels and then reaching out to the wait list students to invite them to attend a pre-enrollment informational session on targeted "crossover" programs like Industrial Mechanic, Electromech, and Instrumentation & Controls.

ROI: Return on investment dependent upon which wait lists are addressed. Goal is to grow 9.6 FTE and 288 credits for adults age 25_ through the CIM program in FY 2018.

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6. Increased programming in the prisons – Leads: Derek Dachelet and Amy Charles

Plan: Expand offerings in the PDC Correctional Facility and Boscobel prison, county jails, and through parole officers.

Strategy: Removing Barriers to Enrollment; Facilitating the Hiring Practice.

Deliverables: Offer 1-2 sections of welding (7 credits) utilizing the mobile welding lab unit under a contract with Southwest Wisconsin Workforce Development Board.

Resources Needed: A small committee to flush out a project charter.

Next Step: Southwest Tech will be delivering 7 credits of the Welding Technical Diploma program on-site at the Prairie du Chien Correctional facility via the Mobile Welding Trailer beginning the week of October 9th. 8 inmates will be part of this initial contract offering. As part of this project we are working with the Department of Corrections on the use of their internal STATIC INTERNET platform called RACHEL. The RACHEL system allows inmates access to "online" training. The Training in the facility is being sponsored by the Workforce Development Board —this is a major shift in their local policies previously they would not pay for inmates to receive training, this change opens a new group of adult learners to the college which had previously not been available to us. The welding portion of this training delivery is very exciting, but what is equally exciting is that once we determine a way to integrate our Southwest Tech online curriculum/content into the RACHEL system, we potentially have access to providing all online programs to inmates where RACHEL access is available throughout the State.

ROI: In FY 2018 – Serve 16 adults age 25+ with the program in two sections for a total of 112 credits or 3.7 FTE.

7. Suite of Professional Development offerings – Lead: Amy Charles

Plan: Develop a suite of professional development offerings in industry sectors that attract adult students (healthcare/business) that crosswalk to our credit programs (structured CPL).

Strategy: Removing Barriers to Enrollment; Aligning Program Options with Career Goals

Deliverables: The Business & Industry Services area has worked with several programs to align courses that can be offered as "introductory" classes with occupational benefit to entice adult learners through Professional Development/Continuing Education classes, these courses can inform adult learners about the benefits of continuing in a program and increase their likelihood of enrolling in the full program. There are several current examples of how this is being done:

Supervisory Management - B&I mirrored the 10 code courses with 47 code courses and offered them as part of our professional development series for 2016-17, students when taking the classes were informed that they could earn "program credit" by completing a differential assessment for the class, if an individual had chosen this route they could have earned 7 credits in the program during the course of the year. (Related note: This process will be revised in this FY to maximize efficiencies and align procedures.)

HACCP – B & IS worked to offer an accelerated HACCP course (same structure 47 code course mirrored to the 10 code offering), by completing the class the individual could have 2 credits in the Lab Science program...B&I would like to also offer the Good Manufacturing Principles course through B & IS in the future.

Supply Chain Management - as part of a Fast Forward grant, offered 3 accelerated classes in the Supply Chain Management program again the 47-10 code mirror was used. Of the 5 students in the grant 2 have become program students as a result of this arrangement.

Quick Books/Accounting – met with Accounting instructors to determine if the Quick Books could be offered each semester in the opposite format of how it is being delivered on the program side.

Business & Industry Services operates on a full-cost recovery model, so when B&I offer classes B&I plan to cover all expenses and make a margin before the FTE benefit is even considered. Staff in the B & IS department are very interested in finding additional courses that could be offered through this unique non-credit to credit mirror model to assist in creating program enrollments. It is important to note that it WILL BE NECESSARY that qualified staff teach courses under this model. To this point, our offerings have worked because of access to qualified instructors for each program.

Next Steps: Pursue [FaB Wisconsin \(Food and Beverage Manufacturing association\)](#) on the development of a MakerSafe Certificate to be used as an entry-level training platform for those entering the Food and Beverage manufacturing industry. This will ideally be online training which is comprised of existing SOUTHWEST TECH curriculum from the Lab Science Technician program. This certificate has the potential to be used by all of the association's employers which include companies like Johnsonville Sausage, General Mills, Kerry Ingredients, Miller Coors and Sargento Foods. There could literally be thousands of certificates issued annually, placing Southwest Tech and our Lab Science Technician training in front of all of those individuals. The next meeting with FaB will be held at the WTCS offices in Madison on October 5th. Amy Charles will working in collaboration with Kim Maier, Katie Garrity and Darnell Hendricks on getting this developed.

Begin to offer AWS certifications, which will be bringing more working adults to campus and that gives the college the opportunity to offer additional customized training opportunities around welding or possible other programs such as Supervisory Management. The Business & Industry Services brochure this years offers a certification page which allows working adults to investigate credentials to help them in their

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careers. This opportunity to provide “the next level” of education will allow us to also investigate other training opportunities to working adults that could be tied to or embedded in our existing programs.

ROI: Generate 640 credits or 23.3 FTE in FY 2018 –of which half would be adults age 25+.

8. Adult boot camps – Leads: Julie Pluemer and Holly Miller

Plan: Attract adults age 25+ to enroll through exposure opportunities

Strategy: Removing Barriers to Enrollment; Marketing

Deliverables: Offer sessions to Transition ABE adults into credit programming. Offer 3 sessions in communities with industry need and program capacity.

Resources Needed: n/a

Next Step: Transition ABE Adults into credit programming. Offer workshops prior to fall semester in communities with workforce needs highlighting program capacities.

ROI: For FY 2018 – generate 15 credits or .5 FTE with BE transitional programming. For FY 2018 – Serve 75 adults age 25+ through boot camps and convert 50% of them to generate 375 credits or 12.5 FTE and an additional 25 credits of BE programming.

9. Deferred tuition payment for employee reimbursement – Leads: Holly Miller and Kelly Kelly

Plan: Work with employer partners to increase the use of employee tuition reimbursement. Nationally, only 5% of eligible employees use tuition reimbursement programs offered by their employers. Develop a method to defer tuition payments for those students who are reimbursed by employers.

Strategy: Removing Barriers to Enrollment

Deliverables: A policy change that allows us to defer tuition for reimbursement billing on a contract agreement with the student. Financial Aid would still be collected by the College at a normal time. The billing would still be done to the student and not paid through the employer. Caleb White weighed in on this item and he sees no initial barriers to enacting a tuition deferment policy for students who are utilizing employer reimbursement.

An outreach campaign (internal/external) to raise public awareness of this opportunity with incumbent workers who have access to tuition reimbursement through their employers. Traditional and social media messaging developed and distributed. Key employers identified and approached to internally advertise our new tuition deferment availability.

College has this method of lowering the financial barrier to becoming our students.

Resources Needed: Staff training and the development of ways to integrate this opportunity into our standard customer service practices. The development of a Deferred Tuition Reimbursement Billing Contract

External outreach to key employer partners and face-to-face discussions about their uses of tuition reimbursement and requests to promote our change in policy to their employees.

ROI: It is hard to estimate the FTE impact of this action item, but it has the potential to pay dividends long-term as adult prospects learn that our college offers this. This is seen as a complementary initiative that will benefit inquiring students but not be the driver of the enrollments.

10. Foundation scholarship for adult students– Lead: Holly Clendenen

Plan: Offer a scholarship program to offset the cost of the first 3-credit course adult learners take in order to lessen financial burden and build confidence.

Strategy: Removing Barriers to Enrollment

Deliverables: Scholarships are the #1 fundraising priority for the Foundation so working to raise new or increased scholarships for adult students fits well. Offer a scholarship program to offset the cost of the first 3-credit course new adult learners age 25+ take. Work with employers to create a “Sponsor a Scholar” program with end goal of greater employer partnerships.

Resources Needed: \$2,250 to \$4,500 of scholarship dollars. Foundation staff time. Student Success Coach training and time to implement.

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Next Step: Once the Foundation knows the 6/30/17 Foundation fund balances, will determine if we can award additional scholarships from the Southwest Tech Foundation scholarship fund. This is a general scholarship fund. We will pull a list from Charger Dashboard of students who applied after March 31 and are enrolled, email them the scholarship application, and give them 2 weeks to submit an application. These scholarships will hopefully be awarded before the Oct. 26 second financial aid disbursement, otherwise can award them after that date.

ROI: 1-5 additional FTEs from adult students. Longer term goal of 1-3 students taking full programs.

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Appendix A

Timeline of Adult Student Marketing Activities

The following is a monthly timeline of activities that the Marketing Department plans to implement in order to assist in the branding and enrollment recruitment efforts of Southwest Tech.

June

- Plant seeds - for fall start
- B&IS - Facebook posts - funnel
- Social Media - use starting salary numbers - graduate success sheet
- Social media - "famous" alumni spotlights - used alumni services stories that were already produced
- Credit for Prior Learning e-mail - to anyone to requested an e-brochure, but had not enrolled in classes, over the age of 25
- Lab Science Grant - billboard and newspaper ads - aimed ad adult pop
- Social media - Instructor spotlights - showcase dedicated staff
- Online Education Campaign - digital campaign
- Wait list campaign - check out these programs instead - EPD postcard
- Dairy Goat FB ad and Newspaper Ad

July

- Fast Track
- B&IS - Facebook posts - funnel
- Social Media - employer spotlights - use starting salary numbers
- Social media - "famous" alumni spotlights
- Tech Hire Grant one pager
- Social media - Instructor spotlights - showcase dedicated staff
- Newspaper and radio ads directed at adult students
- Online Education Campaign
- EMT/FIRE - marketing campaign - possible funnel
- Radio - highlight programs that attract adults
- TV - Buzzed into Madison -
- Radio - Matt interview - put adults at ease - easy steps to enroll
- Dairy Goat FB ad and Newspaper Ad
- Lab Science - Cheese Reporter

August

- Fast Track - use student success coaches photos - give adult pop prospects a face and a name to put them at ease
- B&IS - Facebook posts - funnel
- Servant Leadership Class - marketing campaign - geared at adults - possible funnel
- GED Marketing - promote Richland and Fennimore outreach sites and Jump Start your GED
- Social Media - employer spotlights - use starting salary numbers
- Social media - "famous" alumni spotlights
- Tech Hire Grant - billboards
- Social media - student success coach ad on FB
- Push salary information of programs that have low enrollment
- Online Education Campaign - Leadership Development - Digital

September

- Criminal Justice - Academy - Facebook post and press release - featuring adult students
- Social Media - employer spotlights - use starting salary numbers
- B&IS - Facebook posts - funnel
- FBPM - Newspapers Ad - funnel for adult students
- Social media - "famous" alumni spotlights
- Adult Basic Ed - promote outreach sites - potential funnel for students
- Tech Hire Grant - Direct Mail - adults respond to direct mail
- TV - Buzzed into Madison - adults respond to TV marketing
- Social media - Instructor spotlights - showcase dedicated staff
- Online Education Campaign - most online students are adults

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October

- Open House
- Adult Basic Ed - promote outreach sites - potential funnel for students
- Social Media - employer spotlights - use starting salary numbers
- TV - Buzzed into Madison - adults respond to TV marketing
- Social media - "famous" alumni spotlights
- Tech Hire Grant
- Social media - Instructor spotlights - showcase dedicated staff
- Manufacturing month - push starting salaries
- Social media - "famous" alumni spotlights
- Tech Hire Grant - Free Certificates
- Online Education Campaign

November

- Social Media - employer spotlights - use starting salary numbers
- Scholarship event - BIG PR
- Social media - "famous" alumni spotlights
- Tech Hire Grant
- Social media - Instructor spotlights - showcase dedicated staff
- Not happy where you are - recruit from universities
- Online Education Campaign
- Push January start programs
- B&IS - Facebook posts - funnel
- Review Programs: another section, alternative delivery, offering more non-degree programs (Geriatric care, first aid for infants) How does this affect GPR grants?
- Online - Early Childhood Program - mailer to new prospects and alumni of 1-year program

December

- Fast Track
- B&IS - Facebook posts - funnel
- Social Media - employer spotlights - use starting salary numbers
- Use graduation to showcase scholarships
- Use student spotlights - emphasize where they are going to work after graduation
- Use student spotlights- emphasize one short year - two short years
- Social media - "famous" alumni spotlights
- Tech Hire Grant
- Social media - Instructor spotlights - showcase dedicated staff

- Billboard dedicated to adult students - this is your year message
- Not happy where you are? Recruit from universities
- Online Education Campaign
- Push January start programs

January

- NEW YEAR - resolutions
- B&IS - Facebook posts - funnel
- Push scholarship applications
- Social Media - employer spotlights - use starting salary numbers
- Social media - "famous" alumni spotlights
- Tech Hire Grant
- Social media - Instructor spotlights - showcase dedicated staff
- Online Education Campaign

February

- Gentle push for non-degree programs
- B&IS - Facebook posts - funnel
- Social Media - employer spotlights - use starting salary numbers
- Social media - "famous" alumni spotlights
- Tech Hire Grant
- Social media - Instructor spotlights - showcase dedicated staff
- Focus group on adult pop students ▫ Online Education Campaign

March

- Social Media - employer spotlights - use starting salary numbers
- Social media - Instructor spotlights - showcase dedicated staff
- Online Education Campaign
- *It is a better strategy to recruit traditional age students this month*

April

- Social Media - employer spotlights - use starting salary numbers
- Social media - "famous" alumni spotlights
- Tech Hire Grant
- Social media - Instructor spotlights - showcase dedicated staff
- Online Education Campaign
- Push summer classes - get them in the door
- Program push (is directed more at traditional age)

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May

- Social Media - employer spotlights - use starting salary numbers
- Use graduation as opportunity to showcase scholarships
- Social media - "famous" alumni spotlights
- Tech Hire Grant - Free Certificates
- Social media - Instructor spotlights - showcase dedicated staff
- Healthcare week - career fair? Program fair?
- Online Education Campaign
- Push summer classes - get them in the door
- Program push (is directed more at traditional age this is the time they usually decide)

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Appendix B - Adult initiative project management framework

	Initiative/Project	Plan #	Credit Goal 17-18	Credit Goal 18-19	Credit Goal 19-20	Description	Start Date	Finish Date	Individual
	Priority Projects		883	960	1195				
	Gap Analysis & Career pathway Opportunities:0 of 3 Completed	4	0	0	90				Barb T Mandy
	Eight Week Course Delivery:0 of 4 Completed	2	48	0	0				Kim M
	Free pre-enrollment trial courses:0 of 2 Completed	1	60	240	300	Offer free non credit courses for adults to explore online learning. Develop plans to move these students from free content to paid content.			Kim M
	Existing programs that could be delivered online:0 of 0 Completed	9	0	0	0	Identify programs that would benefit from being fully online. If an entire program can't be delivered online, are there "gateway" courses that could be offered in order to stimulate an on-ramp for on-campus programs?			Kim M
	Opportunities Tied to Wait List:0 of 4 Completed	6	288	0	0				Derek Maier,
	Suite of Professional Development Offerings:0 of 4 Completed	3	360	320	320				Amy C
	Increased Programming in the Prisons:0 of 3 Completed	21	112	0	0				Derek Charle Pluem
	Deferred tuition payment for employee reimbursement:0 of 0 Completed	5	0	0	0				
	Adult Bootcamps:0 of 3 Completed	8	15	400	485	Increase the number of sessions targeted at adults.			Holly M Pluem
	Foundation Scholarship for Adult Students:0 of 0 Completed	20	0	0	0				Holly C
	ACTIVITY:0 of 0 Completed								
	ACTIVITY:0 of 0 Completed								
	ACTIVITY:0 of 0 Completed								

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Appendix C

The Farm Business and Production Management (FBPM) program serves the adult farming population in the Southwest Tech district. This continued education program is built on three fundamental characteristics:

1. Offering unbiased and relative-current curriculum in the areas of crop, livestock, and financial management,
2. Provide individualized on-farm training for farm families in our district
3. Prioritizing accessibility of training by offering courses at locations in the local communities and on farm.

In 2016-17, FBPM served 206 students which equates to 2.26 FTEs. Student demographics range from recent high school graduates to a farmer looking to exit the industry after 30 plus years of farming. Students also vary from owning no, or limited, farm assets, to over \$5.2 million of farm assets. Some students are second or third generation students enrolling in the FBPM program.

Upon enrolling in the FBPM courses, student goals vary greatly. Some students' simply need to complete the courses at a satisfactory level in order to meet a loan requirement. Others are looking for assistance in understanding their financial position and developing a farm business plan that can be discussed with the lender. Others are adamant about completing an annual financial analysis for their farm which is then discussed and used to create a management plan for the following fiscal year. Finally, other students are looking for the newest and current information in the areas of crop, livestock, and financial management. Enrolling in our FBPM courses enables them to stay current with the changing farm industry.

Student success is measured primarily through project completion and reenrollment in additional FBPM courses. At the beginning of each course, instructors work with students to identify their farm business goals that relate to their enrollment in a FBPM course. When applicable, individualized on-farm visits allow for very in-depth conversations and tailored strategic goals in helping them become better farm managers. Instructors measure success when a student has reached their goals which often leads to reenrollments. From year-to-year, it is not uncommon for 85% of the students to reenroll in additional FBPM courses.

Strengths of the FBPM program in regards to student success include:

1. Individualized training that focuses on the immediate needs of the student,
2. The ability to adapt curriculum quickly to the needs of the industry,
3. Instructors providing an unbiased view of current industry trends.

Areas of improvement for the FBPM program in regards to student success include:

1. Developing a tool that better defines the target market for increased enrollment in FBPM courses and for the ability to pursue outside funding projects,
2. Working with Business & Industry to develop a system to track students that reenroll,
3. Developing an assessment tool to gauge student satisfaction that can be used for courses taught in FBPM.

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Appendix D: Public Safety Report

The courses at Public Safety provide education directly in the communities in our district by offering courses in 37 communities in 2016/2017. Many of these courses serve the volunteer first responding agencies for the community. Being able to offer this support to our district is vital to the functionality of our district well-being. Advancing the level of training for our EMS, Fire, and Law Enforcement professionals allows for our district to be progressive and maintain a healthy and desired living environment for all community members.

Approximately 3,192 students through Public Safety last year and hosted several major events that draw large numbers of public participation on campus such as Outdoor Skills Day and Fright Night (staff volunteer their time for these events). Most of our classes are run on the evenings, Saturday and Sundays to be as accessible to our students as possible.

Competitive Positioning Statement

- Communities that have a safer environment through well trained first responders offer a higher quality of living for its residents and is more attractive to future businesses and growth.
- The ability to offer progressive training at communities throughout the district helps to support the volunteer effort by making it more accessible to the public.
- The ability to offer personal enrichment courses and driver education often offer community members their first experience at Southwest Tech to aid them in creating a lifelong relationship with the college.

Focus Areas of Improvement

- Finding ways to serve the expanse of our district when agencies typically only have a couple people needing certification at a time. It is often difficult to meet the needs of the agency and be cost effective for the tax payers of our district. A gentle balance is needed to serve the district and communities. This has always been a project of improvement and we have slowly moved to a system of making the classes available to any number as long as we can cover costs.
- Keeping a large enough instructor pool to serve the needs of the area. Public Safety continually recruits, but have difficulty finding qualified instructors willing to commit the time needed to maintain their licensures and work their regular full time job in addition to adjunct teach. We always advertise and recruit for new instructors, but the prospects are decreasing.
- Finding a balance on accomplishing the needs of SOUTHWEST TECH and HLC with the almost 200 adjuncts who work for us. We are trying to anticipate the potential of the effects that may soon come to this area and are having difficulties anticipating how to make things work and still retain the adjuncts. At this time, the impact has been minimal, but we are trying to be proactive so there are not sudden changes that could disrupt services. Working with off campus adjuncts can often be a challenge and we try to continually improve this process.
- Managing the decrease in numbers of volunteers in Fire and EMS, and the decreased number of agencies willing to send people out to law enforcement training due to budget constraints. This is something we continue to work with and started an aggressive marketing campaign with fire and ems this last summer.

STRATEGIC INITIATIVES DESIGNED TO IMPROVE OUR PERFORMANCE

1. Comprehensive marketing campaign for Fire and EMS in 2017/2018 school year -Last year marketing agreed to start an advertising campaign with us to try and recruit more volunteers the campaign is about

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volunteering in your community. It will have a direct effect on us since we are the sole trainer for any new volunteers in our district. The campaign includes radio and paper ads as well as marketing material to give out to support volunteering.

2. We continue to attend EMS, and EMS meetings regionally to determine the needs of each area so we can learn and adjust. We continue to regularly attend regional and state meetings so we are kept abreast of the changing needs of the state and our communities. We develop systems and process for improvement through the knowledge we gain and working collaboratively among departments so we can share experience and ideas.

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Appendix E

The Adult Basic Education provides instruction and support to academically disadvantaged adults in the Southwest Wisconsin Technical College district. The basic skills competencies presented in the Adult Basic Education (ABE) program are those which enable adults to participate in today's society.

Through the ABE program, adults can;

- Gain reading, writing, mathematics, speaking and listening skills, and computer literacy
- Gain the necessary skills to meet entrance requirements for post-secondary programs
- Gain the knowledge base to pass the General Education Development (GED) or the high School Equivalency Diploma (HSED) examinations
- Obtain computer skills
- Gain instruction in English Literacy skills for those students whose native language is not English.

In the 2017 fiscal year, a total of 409 unduplicated students were served in our seven outreach centers and four jail sites. These 409 students generated a total of 46.97 FTEs. Demographics of these students ranged from students that were at minimum age of 17 that were at risk of not completing their high school diploma that developed a 118.15 contract to complete their high school credential through an outreach center to students 65+ that wanted to learn computer skills.

Of these 409 students, 319 were able to be served through the AEFL (Adult Education and Family Literacy Act) grant. Success of these students is measured by Educational Gains, Employment Outcomes and Training Outcomes. Of these 319 students, 163 students made at least one educational gain in the areas of Math, Language or Reading. A total of 281 students retained employment and 29 obtained employment. In addition, 35 completed a computer course; 244 completed a basic education course; 9 completed an occupational or program course and 53 enrolled in an occupational program or course.

A total of 42 students were able to be served through the Forward to Civic Literacy grant that serves students of which English is not their native language. Of these 42 students, 23 completed a Basic Education Course; 27 completed an ELL course; 1 enrolled in an occupational program or course; and 1 obtained U.S. Citizenship. In addition, over 45 students earned a GED or HSED during the 2016-2017 school year.

Future Directions: Two of the Outcome Based Funding Measures are tied to Adult Basic Education. The Adult Basic Education Team has targeted two goals for this year to focus on these measures. These goals state;

Goal 1: The Number of students that enrolled in at least 12 hours of adult basic education, adult high school, and English Language Learning courses and their success rate (the percentage of students that demonstrate educational gains) will increase from a three year total of 824 students to a three year total of 865 students (five percent).

Goal 2: The number of adult students who: (a) were enrolled in at least 12 hours of adult basic education, adult high school, and English language learning courses; and then (b) successfully completed a post-secondary course in either the year of their ABE enrollment or in the following academic year will increase from 92 students to 97 students (5 percent)

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TRANSITION SERVICES

Student Name

Explore Careers

Visit the Southwest Tech Website: <https://www.SouthwestTech.edu>

❖ Under the Admissions link go to Explore Careers. Next investigate the following areas:

- Explore Your Interest – complete the following assessments.

*Career Assessment Results _____

EMSI Career _____

Career Clusters _____

(List areas of interest)

Holland Codes: (your Holland code is your top three scores) _____

Realistic _____ Investigative _____

Artistic _____ Social _____

Enterprising _____ Conventional _____

Southwest Tech Programs of Interest: _____

- Discover Opportunities _____
- Connect With Careers _____
- *Completed research/results will be available in Employability Skills Portfolio

Have you attended any of the following College events?

College Preview Day _____ Open House _____ Fast Track Days _____

Participated in the following campus activities: _____

Career Identified – Need Education?:

PROGRAM OF INTEREST: _____

Would you like to participate in a program shadow? Yes ___ No ___

If so what program: _____

Meet with program instructor: Yes ___ No ___ Date: _____

Have you taken a college tour?

Yes ___ Date: _____

No ___ Are you interested in touring campus: Yes ___ No ___

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Have you met with a Student Success Coach? (Schedule this appointment online – select appointment type: "future student; info session/campus visit; connects to both a tour and a success coach meeting.")

Who: _____

Date: _____

Have you completed a College Application? Yes _____ No _____ Program: _____

Have you completed college admission requirements/testing: Yes _____ No _____

If you are enrolling in a special program (PTA/Nursing/Liberal Arts) Sign up for a pre-admission meeting and complete Placement testing.
If you are enrolling in any other program and you are accepted, sign up for testing and registration.

Have you met with Financial Aid Staff: Yes _____ No _____

FAFSA Information: Yes _____ No _____ Completed: Yes _____ No _____

Scholarship Information: Yes _____ No _____ Completed: Yes _____ No _____

June 5, 2017

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Appendix F - EMSI data

EMSI Jobs Prediction Data with a 40-mile Radius of Fennimore, WI

SO C	Description	2014 Jobs	2022 Jobs	2015 - 2022 Change	2018 - 2022 % Change	2028 Location Quotient	Annual Growth %	Regional Comparisons (2015)	Avg. Hourly Earnings
41-9022	Real Estate Sales Agents	3,184	3,708	524	16%	0.91	79	0	\$15.66
11-9199	Managers, All Other	1,901	2,268	367	19%	0.95	84	451	\$18.94
11-9141	Property, Real Estate, and Community Association Managers	1,240	1,550	310	25%	0.81	57	330	\$17.75
13-2052	Personal Financial Advisors	1,111	1,413	302	27%	0.71	63	21	\$30.46
41-2031	Retail Salespersons	5,096	5,381	285	6%	0.92	220	0	\$12.17
43-4051	Customer Service Representatives	2,730	3,004	274	10%	0.94	108	330	\$15.46
11-1021	General and Operations Managers	2,221	2,469	248	11%	0.92	85	7	\$38.15
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2,158	2,357	199	9%	1.17	68	0	\$26.75
43-9061	Office Clerks, General	3,553	3,751	198	6%	1.01	100	0	\$14.29
41-2011	Cashiers	4,395	4,592	197	4%	1.19	213	0	\$9.58
41-3021	Insurance Sales Agents	1,310	1,494	184	14%	1.40	61	0	\$22.19
13-2011	Accountants and Auditors	1,321	1,503	182	14%	0.78	58	67	\$27.53
11-3031	Financial Managers	884	1,058	174	20%	1.06	41	21	\$41.41
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,156	2,329	173	8%	0.74	42	5	\$14.49
43-1011	First-Line Supervisors of Office and Administrative Support Workers	1,223	1,377	154	13%	0.80	36	330	\$23.23
41-9021	Real Estate Brokers	914	1,062	148	16%	0.91	23	0	\$21.56

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41-1012	First-Line Supervisors of Non-Retail Sales Workers	930	1,062	132	14%	0.99	25	330	\$18.62
13-1111	Management Analysts	652	779	127	19%	0.54	23	18	\$30.34
41-1011	First-Line Supervisors of Retail Sales Workers	2,320	2,440	120	5%	1.03	69	330	\$13.51
11-1011	Chief Executives	539	657	118	22%	0.81	23	7	\$42.47
13-1199	Business Operations Specialists, All Other	891	1,000	109	12%	0.88	23	330	\$25.25
51-1011	First-Line Supervisors of Production and Operating Workers	1,044	1,145	101	10%	1.66	28	0	\$23.95
41-3099	Sales Representatives, Services, All Other	632	732	100	16%	0.57	26	0	\$23.57
13-1161	Market Research Analysts and Marketing Specialists	501	591	90	18%	0.74	16	43	\$24.12
13-1031	Claims Adjusters, Examiners, and Investigators	278	365	87	31%	1.04	17	0	\$23.63
13-1071	Human Resources Specialists	481	541	60	12%	0.87	19	339	\$22.84
13-2072	Loan Officers	418	472	54	13%	1.39	16	21	\$31.72
11-2022	Sales Managers	392	446	54	14%	0.86	16	380	\$41.07
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	305	348	43	14%	0.89	14	330	\$24.05
13-2021	Appraisers and Assessors of Real Estate	391	432	41	10%	0.89	11	0	\$18.22
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	156	193	37	24%	0.44	8	0	\$32.06
43-9199	Office and Administrative Support Workers, All Other	316	350	34	11%	0.74	13	0	\$14.74
11-2021	Marketing Managers	181	214	33	18%	0.70	8	373	\$35.50
11-3011	Administrative Services Managers	216	246	30	14%	0.74	8	337	\$37.16
13-1041	Compliance Officers	160	187	27	17%	0.61	5	0	\$26.19

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53-103 1	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	185	212	27	15%	0.87	9	0	\$24.28
13-105 1	Cost Estimators	259	278	19	7%	1.04	10	143	\$24.34
11-307 1	Transportation, Storage, and Distribution Managers	131	150	19	15%	1.01	5	364	\$33.75
13-102 2	Wholesale and Retail Buyers, Except Farm Products	227	245	18	8%	1.11	10	330	\$21.59
15-203 1	Operations Research Analysts	49	65	16	33%	0.48	3	0	\$31.31
43-307 1	Tellers	757	771	14	2%	1.62	37	0	\$12.31
13-204 1	Credit Analysts	55	68	13	24%	0.85	4	88	\$26.82
13-205 3	Insurance Underwriters	47	59	12	26%	0.64	2	0	\$24.51
13-114 1	Compensation, Benefits, and Job Analysis Specialists	54	64	10	19%	0.69	3	9	\$23.91
13-206 1	Financial Examiners	37	47	10	27%	0.88	2	67	\$30.16
29-114 1	Registered Nurses	2,685	3,176	491	18%	0.95	120	141	\$27.52
31-101 4	Nursing Assistants	2,335	2,684	349	15%	1.54	93	228	\$12.24
39-902 1	Personal Care Aides	2,065	2,359	294	14%	0.83	55	12	\$10.07
31-101 1	Home Health Aides	478	604	126	26%	0.40	26	0	\$10.25
29-206 1	Licensed Practical and Licensed Vocational Nurses	652	744	92	14%	0.85	29	35	\$19.31
29-204 1	Emergency Medical Technicians and Paramedics	557	640	83	15%	2.24	19	0	\$13.10
11-911 1	Medical and Health Services Managers	404	458	54	13%	1.08	17	332	\$37.18
21-109 3	Social and Human Service Assistants	366	417	51	14%	0.89	13	0	\$15.24
31-901 1	Massage Therapists	282	331	49	17%	0.77	8	23	\$13.43

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31-909 2	Medical Assistants	446	494	48	11%	0.66	16	33	\$15.14
43-601 3	Medical Secretaries	269	317	48	18%	0.48	8	0	\$14.82
29-205 2	Pharmacy Technicians	446	493	47	11%	1.12	10	0	\$14.29
39-909 9	Personal Care and Service Workers, All Other	274	317	43	16%	0.78	11	0	\$10.66
11-915 1	Social and Community Service Managers	213	246	33	15%	1.21	10	337	\$24.48
19-303 1	Clinical, Counseling, and School Psychologists	211	243	32	15%	0.60	8	116	\$30.04
29-207 1	Medical Records and Health Information Technicians	213	241	28	13%	1.02	8	16	\$17.78
31-909 1	Dental Assistants	324	350	26	8%	0.89	12	20	\$16.92
29-209 9	Health Technologists and Technicians, All Other	88	112	24	27%	0.76	3	0	\$20.42
29-117 1	Nurse Practitioners	90	113	23	26%	0.58	5	8	\$43.10
29-105 1	Pharmacists	363	384	21	6%	1.16	12	0	\$52.18
29-112 6	Respiratory Therapists	89	107	18	20%	0.76	4	0	\$24.69
29-203 4	Radiologic Technologists	199	217	18	9%	0.96	6	0	\$24.58
29-205 5	Surgical Technologists	98	115	17	17%	0.95	3	0	\$20.42
31-202 1	Physical Therapist Assistants	72	89	17	24%	0.82	4	9	\$21.17
29-112 2	Occupational Therapists	98	114	16	16%	0.72	4	0	\$31.20
29-112 7	Speech-Language Pathologists	111	127	16	14%	0.59	5	0	\$31.25
29-201 1	Medical and Clinical Laboratory Technologists	125	141	16	13%	0.74	5	0	\$26.58
29-201 2	Medical and Clinical Laboratory Technicians	105	120	15	14%	0.64	4	6	\$21.30

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21-1023	Mental Health and Substance Abuse Social Workers	71	85	14	20%	0.56	3	0	\$20.19
29-2021	Dental Hygienists	191	205	14	7%	0.85	6	0	\$30.25
29-1031	Dietitians and Nutritionists	78	91	13	17%	0.91	2	0	\$23.50
29-1071	Physician Assistants	68	81	13	19%	0.61	3	4	\$42.42
29-2081	Opticians, Dispensing	69	82	13	19%	0.85	4	0	\$16.11
29-1199	Health Diagnosing and Treating Practitioners, All Other	56	68	12	21%	0.52	3	7	\$25.60
29-1021	Dentists, General	99	110	11	11%	0.65	4	0	\$85.36
29-1041	Optometrists	34	44	10	29%	0.72	3	0	\$49.85
29-2032	Diagnostic Medical Sonographers	55	65	10	18%	0.82	2	0	\$32.62

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Data source: EMSI Occupation table 2015-2025

2017.3 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors

SWTech district - 5 counties in **BLACK ink**

SWTech district plus Jo Davies, IL, Clayton and Dubuque IA in **BLUE ink**

Description	2015 Jobs	2025 Jobs	2015 - 2025 Change	2015 - 2025 % Change	2025 Location Quotient	Annual Opening #	Total annual employment as of 2015	Avg. Hourly Earnings	Typical Entry Level Education
Ag/Industry/Trades	-	-	-	-	-	-	-	-	-
Farmers, Ranchers, and Other Agricultural Managers	6,239	5,746	(493)	(8%)	9.74	496	209	\$12.87	High school diploma or equivalent
	9,200	8,586	(614)	(7%)	6.00	736	189	\$13.67	
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	1,277	1,644	367	29%	4.85	264	0	\$11.20	No formal educational credential
	1,796	2,318	522	29%	2.82	372	0	\$11.88	
Nonfarm Animal Caretakers	482	566	84	17%	1.57	92	0	\$10.27	High school diploma or equivalent
	1,009	1,176	167	17%	1.35	192	20	\$10.48	
Automotive Service Technicians and Mechanics	388	426	38	10%	1.32	42	6	\$15.86	Postsecondary nondegree award
	955	1,042	87	9%	1.34	101	6	\$16.31	
Heavy and Tractor-Trailer Truck Drivers	1,230	1,256	26	2%	1.35	137	0	\$19.56	Postsecondary nondegree award
	2,988	3,087	99	3%	1.36	340	0	\$20.24	
Light Truck or Delivery Services Drivers	331	367	36	11%	0.90	41	0	\$12.97	High school diploma or equivalent
	900	977	77	9%	0.99	107	0	\$14.52	
Laborers and Freight, Stock, and Material Movers, Hand	1,067	1,166	99	9%	1.09	161	0	\$13.98	No formal educational credential

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	2,120	2,391	271	13%	0.92	334	0	\$14.01	
Carpenters	746	817	71	10%	1.55	80	12	\$17.16	High school diploma or equivalent
	1,525	1,615	90	6%	1.26	155	12	\$16.98	
Construction Laborers	786	945	159	20%	1.34	103	0	\$14.78	No formal educational credential
	1,923	2,323	400	21%	1.36	256	0	\$15.54	
Team Assemblers	634	653	19	3%	1.55	79	0	\$14.06	High school diploma or equivalent
	2,490	2,579	89	4%	2.52	306	0		
Packers and Packers, Hand	503	494	(9)	(2%)	1.77	76	0	\$12.73	No formal educational credential
	1,163	1,218	55	5%	1.80	183	0		
Stock Clerks and Order Fillers	716	781	65	9%	1.00	103	0	\$11.25	No formal educational credential
	1,526	1,655	129	8%	0.87	217	0		
First-Line Supervisors of Production and Operating Workers	404	420	16	4%	1.81	42	0	\$25.02	High school diploma or equivalent
	1,019	1,154	135	13%	0.79	115	0		
Packaging and Filling Machine Operators and Tenders	519	607	88	17%	4.16	73	0	\$13.65	High school diploma or equivalent
Landscaping and Groundskeeping Workers	382	461	79	21%	0.79	58	0	\$12.52	No formal educational credential
	932	1,128	196	21%	0.80	144	0		
Maintenance and Repair Workers, General	571	596	25	4%	1.02	56	0	\$16.88	High school diploma or equivalent
	1,386	1,500	114	8%	1.06	143	0		
Business/Service									
First-Line Supervisors of Office and Administrative Support Workers	508	546	38	7%	0.91	53	21	\$22.92	High school diploma or equivalent
						2			
Secretaries and Administrative	516	566	50	10%	0.51	61	5	\$15.49	High school diploma or equivalent

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Assistants, Except Legal, Medical, and Executive

1,815 2,045 230 13% 0.76 224 5

Receptionists and Information Clerks

314 332 18 6% 0.77 44 0 \$12.52 High school diploma or equivalent

General and Operations Managers

560 618 58 10% 0.66 51 0 \$44.45 Bachelor's degree

1,771 1,960 189 11% 0.87 162 33
7 \$39.20

First-Line Supervisors of Non-Retail Sales Workers

336 401 65 19% 1.06 38 21
2 \$19.59 High school diploma or equivalent

Managers, All Other

754 941 187 25% 1.11 76 27
4 \$19.12 Bachelor's degree

1,570 1,927 357 23% 0.94 154 45
1 \$18.77

Office Clerks, General

1,512 1,568 56 4% 1.21 180 0 \$14.79 High school diploma or equivalent

3,342 3,539 197 6% 1.12 408 0 \$14.70

Customer Service Representatives

1,173 1,118 (55) (5%) 0.99 150 21
2 \$15.74 High school diploma or equivalent

2,290 2,402 112 5% 0.88 316 0 \$15.77

Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products

669 734 65 10% 1.07 77 0 \$28.23 High school diploma or equivalent

1,598 1,680 82 5% 1.01 174 0 \$25.61

Door-to-Door Sales Workers, News and Street Vendors, and Related Workers

665 593 (72) (11
%) 1.84 72 0 \$8.16 No formal educational credential

1,421 1,452 31 2% 1.85 176 0 \$7.98

First-Line Supervisors of Retail Sales Workers

841 918 77 9% 1.13 100 21
2 \$13.34 High school diploma or equivalent

1,936 2,026 90 5% 1.03 218 0 \$14.24

Retail Salespersons

1,669 1,853 184 11% 0.94 277 0 \$11.69 No formal educational credential

4,238 4,458 220 5% 0.93 665 0 \$11.81

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Cashiers	1,566	1,668	102	7%	1.24	312	0	\$8.94	No formal educational credential
	3,996	4,222	226	6%	1.30	792	0	\$9.31	
Receptionists and Information Clerks	834	898	64	8%	0.86	119	0	\$13.01	High school diploma or equivalent
Accountants and Auditors	380	413	33	9%	0.63	38	25	\$27.27	Bachelor's degree
Accountants and Auditors	1,022	1,173	151	15%	0.73	110	67	\$26.97	Bachelor's degree
Bookkeeping, Accounting, and Auditing Clerks	727	695	(32)	(4%)	1.01	79	7	\$15.93	Some college, no degree
	1,684	1,666	(18)	(1%)	1.00	189	7	\$16.27	
Personal Financial Advisors	889	1,162	273	31%	0.73	105	21	\$31.78	Bachelor's degree
First-Line Supervisors of Food Preparation and Serving Workers	340	365	25	7%	0.94	53	14	\$12.11	High school diploma or equivalent
	855	891	36	4%	0.95	127	14	\$13.36	
Combined Food Preparation and Serving Workers, Including Fast Food	940	1,045	105	11%	0.76	195	0	\$8.65	No formal educational credential
	2,450	2,638	188	8%	0.79	487	0	\$9.05	
Cooks, Institution and Cafeteria	251	267	16	6%	1.58	39	12	\$12.01	No formal educational credential
	688	745	57	8%	1.81	108	12	\$11.74	
Food Batchmakers	238	281	43	18%	5.01	41	0	\$15.53	High school diploma or equivalent
Cooks, Restaurant	326	314	(12)	(4%)	0.58	47	14	\$10.52	No formal educational credential
	1,021	993	(28)	(3%)	0.76	146	14	\$10.52	
Waiters and Waitresses	594	517	(77)	(13%)	0.52	106	0	\$9.42	No formal educational credential
	1,825	1,643	(182)	(10%)	0.68	325	0	\$9.67	

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Bartenders	440	472	32	7%	1.90	77	0	\$9.69	No formal educational credential
	1,033	1,081	48	5%	1.80	175	0	\$9.84	
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	567	602	35	6%	1.25	143	0	\$9.08	No formal educational credential
Property, Real Estate, and Community Association Managers	497	658	161	32%	1.04	60	21 2	\$16.85	High school diploma or equivalent
	998	1,277	279	28%	0.83	115	0	\$17.33	
Real Estate Sales Agents	1,284	1,600	316	25%	1.16	162	0	\$14.81	High school diploma or equivalent
	2,570	3,077	507	20%	0.92	307	0	\$15.20	
Real Estate Brokers	387	483	96	25%	1.16	49	0	\$19.83	High school diploma or equivalent
	775	928	153	20%	0.92	93	0	\$20.32	
Insurance Sales Agents	351	389	38	11%	1.10	42	0	\$22.18	High school diploma or equivalent
	1,010	1,189	179	18%	1.39	128	0	\$21.81	
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	829	931	102	12%	0.76	125	0	\$11.62	No formal educational credential
	2,161	2,399	238	11%	0.81	323	0	\$11.97	
Maids and Housekeeping Cleaners	405	413	8	2%	0.55	59	0	\$8.84	No formal educational credential
	1,349	1,475	126	9%	0.81	209	0	\$9.33	
Elementary School Teachers, Except Special Education	1,146	1,223	77	7%	0.94	102	18 2	\$22.95	Bachelor's degree
Secondary School Teachers, Except Special and Career/Technical Education	1,398	1,423	25	2%	1.53	113	14 2	\$24.62	Bachelor's degree
Postsecondary Teachers	1,305	1,537	232	18%	0.98	140	21 5	\$32.85	Doctoral or professional degree
Teacher Assistants	467	493	26	6%	0.96	51	0	\$11.95	Some college, no degree
	1,377	1,487	110	8%	1.20	152	0	\$11.55	

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Childcare Workers	570	434	(136)	(24%)	0.77	72	5	\$7.74	High school diploma or equivalent
	1,592	1,450	(142)	(9%)	1.07	228	5	\$8.16	
Preschool Teachers, Except Special Education	147	172	25	17%	0.92	19	57	\$11.17	Associate's degree
Hairdressers, Hairstylists, and Cosmetologists	297	283	(14)	(5%)	0.64	38	18	\$11.96	Postsecondary nondegree award
	878	933	55	6%	0.88	126	58	\$11.71	
Health									
Registered Nurses	818	971	153	19%	0.81	62	47	\$31.81	Bachelor's degree
	2,417	2,948	531	22%	1.01	191	141	\$27.37	
Nursing Assistants	735	853	118	16%	1.38	104	228	\$13.04	Postsecondary nondegree award
	1,842	2,182	340	18%	1.45	267	228	\$12.76	
Personal Care Aides	860	992	132	15%	0.98	154	12	\$9.45	No formal educational credential
	1,844	2,248	404	22%	0.92	342	12	\$10.07	

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Appendix G

Fastest growing occupations

Other available formats: ([XLSX](#))

**Table 1.3 Fastest growing occupations, 2014 and projected 2024
(Numbers in thousands)**

2014 National Employment Matrix title and code		Employment		Change, 2014–24		Median annual wage, 2015(1)
		2014	2024	Number	Percent	
Total, all occupations	00-0000	150,539.9	160,328.8	9,788.9	6.5	\$36,200
Wind turbine service technicians	49-9081	4.4	9.2	4.8	108.0	\$51,050
Occupational therapy assistants	31-2011	33.0	47.1	14.1	42.7	\$57,870
Physical therapist assistants	31-2021	78.7	110.7	31.9	40.6	\$55,170
Physical therapist aides	31-2022	50.0	69.5	19.5	39.0	\$25,120
Home health aides	31-1011	913.5	1,261.9	348.4	38.1	\$21,920
Commercial divers	49-9092	4.4	6.0	1.6	36.9	\$50,470
Nurse practitioners	29-1171	126.9	171.7	44.7	35.2	\$98,190
Physical therapists	29-1123	210.9	282.7	71.8	34.0	\$84,020
Statisticians	15-2041	30.0	40.1	10.1	33.8	\$80,110
Ambulance drivers and attendants, except emergency medical technicians	53-3011	19.6	26.1	6.5	33.0	\$23,740
Occupational therapy aides	31-2012	8.8	11.6	2.7	30.6	\$27,800
Physician assistants	29-1071	94.4	123.2	28.7	30.4	\$98,180
Operations research analysts	15-2031	91.3	118.9	27.6	30.2	\$78,630
Personal financial advisors	13-2052	249.4	323.2	73.9	29.6	\$89,160
Cartographers and photogrammetrists	17-1021	12.3	15.9	3.6	29.3	\$61,880
Genetic counselors	29-9092	2.4	3.1	0.7	28.8	\$72,090
Interpreters and translators	27-3091	61.0	78.5	17.5	28.7	\$44,190
Audiologists	29-1181	13.2	16.9	3.8	28.6	\$74,890
Hearing aid specialists	29-2092	5.9	7.5	1.6	27.2	\$49,600
Optometrists	29-1041	40.6	51.6	11.0	27.0	\$103,900
Forensic science technicians	19-4092	14.4	18.2	3.8	26.6	\$56,320
Web developers	15-1134	148.5	188.0	39.5	26.6	\$64,970
Occupational therapists	29-1122	114.6	145.1	30.4	26.5	\$80,150
Diagnostic medical sonographers	29-2032	60.7	76.7	16.0	26.4	\$68,970
Personal care aides	39-9021	1,768.4	2,226.5	458.1	25.9	\$20,980
Phlebotomists	31-9097	112.7	140.8	28.1	24.9	\$31,630
Ophthalmic medical technicians	29-2057	37.0	46.1	9.1	24.7	\$35,350
Nurse midwives	29-1161	5.3	6.6	1.3	24.6	\$92,510
Solar photovoltaic installers	47-2231	5.9	7.4	1.4	24.3	\$37,830
Emergency medical technicians and paramedics	29-2041	241.2	299.6	58.5	24.2	\$31,980

Footnotes:

(1) Data are from the Occupational Employment Statistics program, U.S. Bureau of Labor Statistics.

Source: Employment Projections program, U.S. Bureau of Labor Statistics

Board Monitoring Report

Student Access – October 2017

APPENDIX H

APPENDIX D: Program Wait Lists 2012-2016

Program Wait Lists 2012-2016

Program	2012-13	2013-14	2014-15	2015-16	2016-17	5-Year AVG
Nursing-Associate Degree	53	58	112	46	12	56.2
Physical Therapist Asst	26	17	30	3	7	16.6
Medical Assistant	25	31	14	10	2	16.4
Ag Power & Equip Tech	19	19	7	14	4	12.6
Medical Coding Specialist	0	21	7	12	18	11.6
Dental Assistant	10	23	1	6	4	8.8
Electrical Power Distribution	11	1	12	9	11	8.8
Nursing-Associate Degree P/T	4	2	19	1	0	5.2
Welding	0	11	14	0	0	5
Health Information Technology	0	0	5	8	11	4.8
Agri-Business/Science Technology	0	7	2	0	0	1.8
Human Services Associate	0	6	0	0	0	1.2
Automotive Technician	5	0	0	0	0	1
Electro-mechanical Tech	2	2	0	0	1	1
Cosmetology	0	3	0	0	0	0.6
Early Childhood Education	0	2	0	0	0	0.4
Dairy Herd Management	0	1	0	0	0	0.2

D. Staffing Update

Krista Weber, Chief Human Resources Officer, will provide an update on College staffing. . A summary is available below.

Staffing Update 2017-18 Fiscal Year

	Name	Title	Status and/or Additional Info	Effective Date	Funding Source &/or Estimated Wage Range/Hired Salary
1	Replacement - Sara Biese	Health Information Technology Instructor (HIT) (Part-time)	Jeanne Smoczyk	8/1/2017	BS \$47,297-\$75,203 MS \$52,202-\$83,000 \$60,000 (at 50% load)
2	New Position	Online Navigator	Heather Ringberg	7/10/2017	Hourly Band B23 \$18.96 - \$24.65 Hired at \$19.00/hour
3	New Position	Welding Instructor/Mobile Lab Specialist (Part-time)	Ben Halvorson	8/14/2017	BS \$47,297-\$75,203 \$53,500 (at 50% load)
4	New Position	Assistant College Controller/Foundation Accountant	Kim Govier	7/31/2017	Salary Band C42 \$47,777-\$66,888 Hired at \$54,000
5	New Position - Internal posting	Director of Agriculture	Deb Ihm	7/1/2017	Salary Band D62 \$62,198-\$90,187 Hired at \$61,500 (75% of \$82,000)
6	Replacement-Ed Edwards & Marlene Klein	Academic Success Coaches - (Part-time, LTE)	Patricia Greenwood (15 hrs) Emily Leibold (5 hours - online)	8/23/2017 8/28/2017	Hourly Band B24 \$20.32 - \$26.41 Hired at \$25.00/hour

Staffing Update 2017-18 Fiscal Year

	Name	Title	Status and/or Additional Info	Effective Date	Funding Source &/or Estimated Wage Range/Hired Salary
7	Replacement - Matt Lansing	Farm Business/Production Management Instructor	Kory Stalberg	10/15/2017	BS \$47,297-\$75,203 MS \$52,202-\$83,000 Hired at \$62,000
8	Replacement - John Troxel	Technology Support Specialist	Jake Wienkes	10/2/2017	Salary Band C42 \$47,777-\$66,888 Hired at \$25.40/hour
9	New Position	Midwifery Instructor)FT - LTE)	Posted	11/1/2017	BS \$47,297-\$75,203
10	Replacement - Anna Stremlau	Student Success Coach	Posted	12/11/2017	Salary Band C42 \$47,777-\$66,888

Information and Correspondence

A. Enrollment Report

The 2017-18 Comparison FTE Report is available below.

2016-2017 and 2017-2018 FTE Comparison

Program Code	Program Title	10-17-16 Students	10-16-17 Students	Student Change	10-17-16 FTE	10-16-17 FTE	FTE Change
10-101-1	Accounting	35	33	(2)	16.03	14.23	(1.80)
10-106-6	Administrative Professional	7	5	(2)	3.77	2.80	(0.97)
10-006-2	Agri-Business/Science Technology (OLD)	33	7	(26)	20.10	1.80	(18.30)
10-006-7	Agribusiness Science & Technology - AgBus Mgmt (NEW)	8	10	2	4.03	5.67	1.63
10-006-5	Agribusiness Science & Technology - Agronomy (NEW)	13	27	14	7.00	15.73	8.73
10-006-6	Agribusiness Science & Technology - Animal Science (NEW)	12	23	11	5.77	12.97	7.20
10-102-3	Business Management	68	97	29	30.37	42.37	12.00
10-530-5	Cancer Information Management	27	50	23	10.13	21.37	11.23
10-504-X	Criminal Justice Studies	47	54	7	24.13	24.93	0.80
10-316-1	Culinary Arts	14	17	3	6.93	7.73	0.80
10-317-1	Culinary Management	8	6	(2)	3.57	2.57	(1.00)
10-510-6	Direct Entry Midwife	34	32	(2)	10.07	13.43	3.37
10-307-1	Early Childhood Education	35	40	5	17.10	17.50	0.40
10-620-1	Electromechanical Technology	38	34	(4)	19.40	16.43	(2.97)
10-325-1	Golf Course Management	12	18	6	6.53	9.20	2.67
10-201-2	Graphic And Web Design	41	34	(7)	19.90	16.93	(2.97)
10-530-1	Health Information Technology	41	49	8	14.47	20.97	6.50
10-520-3	Human Services Associate	48	37	(11)	21.23	17.40	(3.83)
10-825-1	Individualized Technical Studies	8	15	7	4.40	8.30	3.90
10-620-3	Instrumentation and Controls Technology (NEW)		3	3		1.03	1.03
10-150-X	IT-Network Specialist	39	29	(10)	19.20	13.00	(6.20)
10-513-1	Medical Laboratory Technician	17	16	(1)	8.20	7.07	(1.13)
10-543-1	Nursing - Associate Degree	212	191	(21)	64.67	57.87	(6.80)
10-531-1	Paramedic Technician (NEW)	4	5	1	0.73	1.87	1.13
10-524-1	Physical Therapist Assistant	41	45	4	15.23	15.73	0.50
10-196-1	Supervisory Management	29	35	6	9.37	10.27	0.90
10-182-1	Supply Chain Management	17	25	8	6.60	9.00	2.40
10-499-5	Technical Studies-Journey Worker	1	1	-	0.20	0.27	0.07
	Total Associate Degree	889	938	49	369.13	388.43	19.30

Program Code	Program Title	10-17-16 Students	10-16-17 Students	Student Change	10-17-16 FTE	10-16-17 FTE	FTE Change
31-101-1	Accounting Assistant	2	5	3	0.90	1.97	1.07
30-531-6	Advanced EMT	8		(8)	1.07		(1.07)
32-070-1	Agricultural Power & Equipment Technician	34	35	1	19.10	16.70	(2.40)
31-405-1	Auto Collision Repair & Refinishing Technician	18	17	(1)	8.23	6.07	(2.17)
32-404-2	Automotive Technician	36	31	(5)	15.77	14.43	(1.33)
31-475-1	Building Trades - Carpentry	14	9	(5)	6.93	4.37	(2.57)
31-307-1	Child Care Services (ETD)	11	5	(6)	5.10	2.50	(2.60)
30-420-2	CNC Setup/Operation (ETD)	1		(1)	0.23		(0.23)
31-502-1	Cosmetology	22	19	(3)	11.00	9.50	(1.50)
30-504-2	Criminal Justice-Law Enforcement 720 Academy (NEW)	7	8	1	4.23	3.40	(0.83)
31-317-1	Culinary Specialist (ETD)	2	3	1	0.83	0.63	(0.20)
31-091-1	Dairy Herd Management (OLD)	19	2	(17)	10.63	0.93	(9.70)
30-508-2	Dental Assistant - Short Term	17	14	(3)	9.20	7.47	(1.73)
30-812-1	Driver and Safety Education Certification (NEW)	3	15	12	0.60	3.00	2.40
31-413-2	Electrical Power Distribution	24	29	5	12.20	14.37	2.17
50-413-2	Electricity (Construction) Apprentice	24	21	(3)	1.80	1.40	(0.40)
30-531-3	Emergency Medical Technician	39	31	(8)	7.70	5.70	(2.00)
32-080-4	Farm Operations & Management - Ag Mechanics(NEW)		1	1		0.33	0.33
32-080-3	Farm Operations & Management - Dairy (NEW)		6	6		2.30	2.30
31-080-3	Farm Operations & Management - Dairy Technician(ETD)(NEW)		1	1		0.17	0.17
31-080-7	Farm Operations & Management - Livestock Tech(ETD)(NEW)		1	1		0.37	0.37
50-413-1	Industrial Electrician Apprentice	11	8	(3)	1.00	0.93	(0.07)
31-620-1	Industrial Mechanic (ETD)	6	9	3	3.10	4.03	0.93
31-154-6	IT-Computer Support Technician	17	16	(1)	7.03	5.73	(1.30)
31-513-1	Laboratory Science Technician	4	4	-	1.70	1.13	(0.57)
31-509-1	Medical Assistant	34	36	2	17.20	16.87	(0.33)
31-530-2	Medical Coding Specialist (ETD) (NEW)	43	46	3	13.83	17.73	3.90
30-543-1	Nursing Assistant	130	155	25	15.00	16.80	1.80
31-106-8	Office Support Specialist	6	2	(4)	2.73	0.70	(2.03)
50-427-5	Plumbing Apprentice	19	17	(2)	1.23	1.53	0.30
31-420-7	Precision Machining Technology (NEW)	1	8	7	0.50	3.83	3.33
31-504-5	Security Operations (ETD) (NEW)		1	1		0.30	0.30

Program Code	Program Title	10-17-16 Students	10-16-17 Students	Student Change	10-17-16 FTE	10-16-17 FTE	FTE Change
31-182-1	Supply Chain Assistant (ETD)	-	3	3	-	1.13	1.13
31-442-1	Welding	57	50	(7)	28.93	26.00	(2.93)
	Total Technical Diploma	609	608	(1)	207.80	192.33	(15.47)
20-800-1	Liberal Arts - Associate of Arts	13	18	5	3.77	3.57	(0.20)
20-800-2	Liberal Arts - Associate of Science	12	23	11	3.03	6.37	3.33
	Undeclared Majors	220	292	72	26.63	37.17	10.53
	Total	1,743	1,879	136	610.37	627.87	17.50
	Percent of Change						2.87%
	Vocational Adult (Aid Codes 42-47)	2,128	1,862	(266)	39.05	39.44	0.39
	Community Services (Aid Code 60)	41	29	(12)	0.15	0.12	(0.03)
	Basic Skills (Aid Codes 73,74,75,76)	201	216	15	8.73	16.83	8.10
	Basic Skills (Aid Codes 77 & 78)	284	169	(115)	9.70	6.37	(3.33)
	Grand Total	4,397	4,155	(242)	668.00	690.62	22.62
	Total Percent of Change						3.39%
	(ETD= Embedded Technical Diploma)						

B. Chairperson's Report

C. College President's Report

1. Benefits Analysis
2. College Calendar

D. Other Information Items

Establish Board Agenda Items for Next Meeting

A. Agenda for Next Board Meeting

4. 2018-19 Budget Process
5. Building 300 Fire Sprinkler Bid
6. Resolution Authorizing the Issuance Of Not to Exceed \$2,500,000 General Obligation Promissory Notes; and Setting the Sale

B. Time and Place

Thursday, November 16, 2017, 7:00 p.m. at Building Automation Products, Inc. (BAPI), Gays Mills, WI

Adjourn to Closed Session

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

1. Discussing personnel issues per Wis. Statutes 19.85(1)(c) {Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility}.
2. Approval of Closed Session Minutes of September 28, 2017.

Reconvene to Open Session

A. Action, if necessary, on Closed Session Items

Adjournment