



Southwest Wisconsin Technical College

District Board Meeting

Regular Meeting/Board Retreat

February 23-24, 2018

Held at

Platteville Public Library
225 W. Main Street
Platteville, WI 53818

Holiday Inn Express
55 S. Elm Street
Platteville, WI 53818

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Annotated Agenda



BOARD RETREAT/MEETING NOTICE/AGENDA February 23-24, 2018

**Platteville Public Library Community Room
225 W. Main Street
Platteville, WI 53818**

**Friday, February 23, 2018
12:00 p.m. – Working Lunch / Board Meeting / Retreat**

ANNOTATED AGENDA

OPEN MEETING

The following statement will be read: "The February 23-24, 2018, Board retreat/regular meeting of the Southwest Wisconsin Technical College District Board is called to order. This meeting is open to the public and in compliance with State Statutes. Notice of the meeting has been sent to the press and posted on campus and in the cities of Fennimore and Platteville 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

1. Conversations with the Community

Invited guests include Connie Valenza, Platteville Schools District Administrator, and Karen Kurt, Platteville City Manager.

Staff members Mary Johannesen – Dual Enrollment with Platteville Schools, Julie Pluemer – Adult Basic Education and Other Courses Offered in Platteville, and Kelsey Wagner - Student Success Coach for Platteville High School will also be present for the discussion.

2. Showcases

- a. Kim Maier – Alternative Delivery Successes
- b. Cynde Larsen – Quality Teaching and Learning: Assessment Practices
- c. Chantel Hampton – Dissertation Research: Improving Course Completion

CONSENT AGENDA

A. Approval of Agenda

A copy of the February 23-24, 2018, agenda is included with the electronic Board material.

B. Minutes of the Regular Meeting of January 18, 2018

Minutes of the January 18, 2018, 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

The reports are 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 are two contracts totaling \$8,262.50 in January 2018 being presented for Board approval. The Contract Revenue Report is included with the electronic Board material.

E. Personnel Items

One employment recommendation, two promotions/transfers, and one resignation are being presented for approval in the Personnel Report. Information is included in the electronic Board packet.

Recommendation: Approve the Consent Agenda as presented.

OTHER ITEMS REQUIRING BOARD ACTION

A. Bid – Building 500 Rooftop Unit Replacement

A bid summary for the Building 500 Rooftop Unit Replacement is being submitted for Board approval. The bids were opened on February 8, with two bids received for the project. The bid summary is included in the electronic Board material.

Recommendation: Award the bid for the Building 500 Air Handling Unit Replacement Project in the amount of \$48,430 to Geisler Brothers Company, Dubuque, Iowa.

B. Bid – Building 400 Bookstore Roof Replacement

A bid summary for the Building 400 Roof is being submitted for Board approval. The bids were opened on February 8 with four bids received for the project. The bid summary is included in the electronic Board material.

Recommendation: Award the Building 400 Bookstore Roof Replacement bid to the low bid in the amount of \$55,121 from Hernandez Roofing of Milwaukee, WI.

BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Budget Priorities & Assumptions

Caleb White will present information relevant to the budget assumptions and parameters. The budget parameters and assumptions are available electronically with all other Board material.

B. Staffing Update

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

INFORMATION AND CORRESPONDENCE

A. Enrollment Report

Available with the electronic Board material are the 2017-18 Comparison FTE Report and Fall 2018 Application Comparison Report. Caleb White will be available at the meeting for any questions.

B. Chairperson's Report

C. College President's Report

D. Other Information Items

ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING

A. Agenda

1. Quality Teaching & Learning Monitoring Report

B. Time and Place

7:00 p.m. on Thursday, March 22, 2018 at Southwest Tech, Rooms 492-493

ADJOURN TO CLOSED SESSION

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

1. Discussing specific personnel issues per Wis. Statutes 19.85 (1)(f) {Considering financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons except where par. (b) applies which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations.}.
2. Approval of Closed Session Minutes of January 18, 2018

RECONVENE TO OPEN SESSION

A. Action, if necessary, on Closed Session Items

BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Leadership Development & Succession Planning

A group of staff, members of the executive team, and Board members will engage in an activity designed to develop an initial look at leadership development and succession

planning. The conversations will be based on the attached article titled, “Developing Your Leadership Pipeline,” which is included in the electronic Board material.

B. Board Monitoring Schedule

The updated Board Monitoring Schedule and Board Monitoring Report template are included in the electronic Board material. This will be an opportunity to discuss the schedule and template for continuous improvement purposes.

C. District Board/President Dialogue

The Board members will have the opportunity to ask the President questions focused on the state of the college.

The Board will adjourn until 8:45 a.m. on Saturday, February 24, 2018. The Board will have dinner and breakfast for social purposes only and no College business will be conducted.

**Saturday, February 24, 2018
8:45 a.m. – Board Retreat
Holiday Inn Express
55 S. Elm Street
Platteville, WI 53818**

BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Administrative Services Report

1. Post-Retirement Health Benefits – Status and Strategy

Current status of underfunded liability will be presented along with potential strategies for cost reduction. The report compiled by Key Benefits Concepts, LLC is included with the electronic Board material.

2. 2018-2022 Budget Forecasting

Current status of operational budget development will be discussed along with a three year look ahead. Included with all other Board material is a spreadsheet with information that will be discussed. This information is as of 2/16/18.

3. Facilities Master Planning

The draft 10-year master facilities plan will be presented and discussed. The draft plan is included with the electronic Board material.

B. Budget Priorities

Dr. Wood will present the budget priorities based on the strategic directions in alignment with the college health indicators. Budget priorities are included with the electronic Board material.

C. Review of Retreat

A brief review of the retreat will focus on strengths and opportunities for improvement.

ADJOURNMENT

Open Meeting

The following statement will be read: "The February 23-24, 2018, Board retreat/regular meeting of the Southwest Wisconsin Technical College District Board is called to order. This meeting is open to the public and in compliance with State Statutes. Notice of the meeting has been sent to the press and posted on campus and in the Cities of Fennimore and Platteville 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

3. Conversations with the Community

Invited guests include Connie Valenza, Platteville Schools District Administrator, and Karen Kurt, Platteville City Manager.

Staff members Mary Johannesen – Dual Enrollment with Platteville Schools, Julie Pluemer – Adult Basic Education and Other Courses Offered in Platteville, and Kelsey Wagner - Student Success Coach for Platteville High School will also be present for the discussion.

4. Showcases

- d. Kim Maier – Alternative Delivery Successes
- e. Cynde Larsen – Quality Teaching and Learning: Assessment Practices
- f. Chantel Hampton – Dissertation Research: Improving Course Completion

Consent Agenda

A. Approval of Agenda



BOARD RETREAT/MEETING NOTICE/AGENDA **February 23-24, 2018**

**Platteville Public Library Community Room
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- a. Kim Maier – Alternative Delivery Successes
- b. Cynde Larsen – Quality Teaching and Learning: Assessment Practices
- c. Chantel Hampton – Dissertation Research: Improving Course Completion

CONSENT AGENDA

A. Approval of Agenda

- B. Minutes of the Regular Meeting of January 18, 2018
- C. Financial Reports
 - 1. Purchases Greater than \$2,500
 - 2. Treasurer's Cash Balance
 - 3. Budget Control
- D. Contract Revenue
- E. Personnel Items

OTHER ITEMS REQUIRING BOARD ACTION

- A. Bid – Building 500 Rooftop Unit Replacement
- B. Bid – Building 400 Bookstore Roof

BOARD MONITORING OF COLLEGE EFFECTIVENESS

- A. Budget Priorities & Assumptions
- B. 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 specific personnel issues per Wis. Statutes 19.85 (1)(f) {Considering financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons except where par. (b) applies which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations.}.
 - 2. Approval of Closed Session Minutes of January 18, 2018

RECONVENE TO OPEN SESSION

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

BOARD MONITORING OF COLLEGE EFFECTIVENESS

- A. Leadership Development & Succession Planning
- B. Board Monitoring Schedule
- C. District Board/President Dialogue

The Board will adjourn until 8:45 a.m. on Saturday, February 24, 2018. The Board will have dinner and breakfast for social purposes only and no College business will be conducted.

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55 S. Elm Street
Platteville, WI 53818**

BOARD MONITORING OF COLLEGE EFFECTIVENESS

- A. Administrative Services Report
 - 1. Post-Retirement Health Benefits – Status and Strategy
 - 2. 2018-2021 Budget Forecasting
 - 3. Facilities Master Planning
- B. Budget Priorities
- C. Review of Retreat

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 January 18, 2018



MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS OF SOUTHWEST WISCONSIN TECHNICAL COLLEGE JANUARY 18, 2018

The Board of Directors of Southwest Wisconsin Technical College met in open session of a regular Board meeting commencing at 7:01 p.m. on January 18, 2018, in Rooms 492-493 on the District Campus located at 1800 Bronson Boulevard in the City of Fennimore, Grant County, Wisconsin. The following members were present:

Chuck Bolstad, Melissa Fitzsimons, James Kohlenberg, Darlene Mickelson, Russell Moyer, Eileen Nickels, Chris Prange (joined the meeting via video conference) 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: Heath Ahnen, Karen Campbell, Holly Clendenen, Katie Garrity, Katie Glass, Dan Imhoff, Kelly Kelly, Holly Miller, Gina Trollop, Krista Weber, and Caleb White. Public present included Kaye Woodke, Student Senate President.

Vice-Chairperson Fitzsimons 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, January 18, 2018

6:00 – Presentation on Mental Health Services / Clery Act and Dinner

7:00 p.m. – Board Meeting

Room 492-493 – College Connection

AGENDA

OPEN MEETING

The following statement will be read: "The January 18, 2018, Board 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

B. Reports/Forums/Public Input

1. Student Senate Report – Kaye Woodke, Student Senate President

CONSENT AGENDA

A. Approval of Agenda

- B. Minutes of the Regular Meeting of November 16, 2017
- C. Financial Reports
 - 1. Purchases Greater than \$2,500
 - 2. Treasurer's Cash Balance
 - 3. Budget Control
- D. Contract Revenue
- E. Personnel Items
- F. American Association of Community Colleges 2018 Membership

OTHER ITEMS REQUIRING BOARD ACTION

- A. FY2017 Financial Audit
- B. Clarity Clinic Lease

BOARD MONITORING OF COLLEGE EFFECTIVENESS

- A. Foundation Quarterly Update
- B. Board Monitoring Report – Safety & Security
- C. 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)(f) {Considering financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons except where par. (b) applies which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations.}.
 - 2. Approval of October 26, 2017, Closed Session Minutes

RECONVENE TO OPEN SESSION

- B. 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}

Kaye Woodke, Student Senate President, provided an update on Student Senate activities this year. Ms. Woodke noted that each program is represented at Student Senate. The Senate has been active this year in helping students and finding ways to improve the student experience on campus. They have been working with the statewide Wisconsin Student Government on the legislative position paper, which includes needs-based financial aid including an increase in Wisconsin Grants, transferability of core program credits to UW institutions, and paid internships for technical college students.

After a review of the Consent Agenda, including the January 18, 2018, agenda; November 16, 2017, Board minutes; financial reports; 23 contracts totaling \$57,317.20 in November and December 2017; employment recommendations for Pam Bartels - Associate Degree Nursing Instructor, Kyle Bennett - Student Success Coach, and Hilary Schlenger - LTE Midwifery Instructor; the transfer of Cora Beth Halverson to the position of Student Success Coach; the resignation of Katharine Caywood - Marketing Specialist; and the renewal of membership to the American Association of Community Colleges, Mr. Kohlenberg moved to approve the Consent Agenda as presented. Ms. Nickels seconded the motion; motion carried.

Caleb White, Vice President for Administrative Services, presented the FY2017 Financial Audit. Mr. White noted the audit produced an unmodified opinion as noted in the management letter and the SWTC Foundation and Real Estate Foundation audits are listed as component units in the audit. They are separate audits, but the foundations' information is being disclosed with the College audit, which is new this year. Mr. Tiescher moved to approve the 2016-17 Financial Audit as presented. Mr. Bolstad seconded the motion. Motion unanimously carried with it noted that the District Board members would like to have the auditors present the final audit to the District Board in the future.

Mr. White presented a lease for Clarity Clinic Platteville, Inc. to rent 821 square feet of office/retail space from the College. He explained this is a service to the students in that the clinic would provide training and advice for new parents and they in return would earn durable goods. Mr. Moyer moved to approve the lease with Clarity Clinic Platteville, Inc. for \$50 per month for the period of February 1, 2018, through June 30, 2018. Mr. Bolstad seconded the motion; motion carried.

Holly Clendenen, Executive Director of the SWTC Foundation and Real Estate Foundation, presented the FY2018 second quarter Foundation report to the Board highlighting the activities and results of fundraising efforts and other initiatives. Highlights of the report included:

- The Real Estate Foundation Board and Foundation Board approved the feasibility study projects.
- The Foundation received a \$134,513 grant from 3M for a joint project with Prairie du Chien High School and Southwest Tech to set up a training lab.
- 50 days of giving employee campaign garnered 92 percent of full-time staff members donating over \$13,000 with 90 staff members currently utilizing payroll deduction to donate.

Dan Imhoff, Director of Facilities, and Heath Ahnen, Director of Information Technology Services, presented the Safety & Security Board Monitoring Report reviewing current related data, acknowledging strengths and identifying weaknesses. Focuses of the report

included the diverse representation from across campus on the various safety and security teams and committees; praise from Districts Mutual Insurance for the emergency response plan, holding regular emergency response meetings, and training for the emergency response teams; infancy of cyber security awareness training campus-wide; and not having a full-time dedicated person to safety training. Actions for the future include ongoing training for full-time staff in emergency response situations, the development of an information security policy, and campus-wide cyber security awareness training for staff and students.

Krista Weber, Chief Human Resources Officer, provided an update on College staffing noting positions in various stages of the hiring process included an Evening Custodian and an Assistant Financial Aid Manager. The Board reviewed the 2017-18 Comparison FTE Report noting that enrollment reflects a 2.48% increase in overall enrollment compared to the previous year and a 2.8% increase in program enrollment. The application comparison report for Fall 2018 reflected applications are comparable to Fall 2017 applications at the same time last year.

The Chairperson's Report included discussion on the February 23-24, 2018, Board retreat. Topics will include budget priorities, board monitoring reports, succession planning, and a time for discussion between the President and District Board. The Board will be sent an agenda with handouts several weeks prior to the meeting for review and time to process material that will be presented.

Under the President's Report, Dr. Wood congratulated Caleb White for being chosen as the winner of the 2018 WTCS Eagle Leadership Award. Dr. Wood thanked the Board for their decision in naming Wednesday, November 22, 2017, as "Southwest Tech Day" and closed the College for the day; there have been many comments of appreciation received from faculty, staff, and students. Dr. Wood shared that at the January all-staff in-service a number of faculty provided an overview of how they have implemented course outcome assessment into their courses. The Board asked that a "shout out" be prepared for those faculty members who presented.

Mr. Tuescher moved to adjourn to closed session for the purpose of discussing personnel issues per Wis. Statutes 19.85(1)(f) and approving the Closed Session minutes from October 26, 2017. Mr. Kohlenberg seconded the motion. Upon a roll call vote with all members voting affirmatively, the Board meeting adjourned to closed session at 8:12 p.m. The Board reconvened to open session at 9:12 p.m. with no action taken.

With no further business to come before the Board, Mr. Moyer moved to adjourn the meeting with Mr. Prange seconding the motion. The motion carried and the meeting adjourned at 9:12 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 01/01/2017 TO 01/31/2017				
Invoices				
Vendor	Invoice #	Description	Amount	
FIRE-RESCUE SUPPLY, LLC	7398	Extracation Equipment	\$37,786.00	
CITY OF FENNIMORE	6855	liason services 8.28-12.29.17	\$14,507.50	
MOODY'S INVESTORS SERVICE, INC.	P0260969	Bond Refinance	\$14,000.00	
WESTERN TECHNICAL COLLEGE	IN06224	Salary/fringe/mileage/travel	\$9,602.55	
WISC NET	11558	network access 7.1-12.31.17	\$5,499.96	
LAMAR COMPANIES	108695807	Billboard 12/4-12/31	\$4,675.00	
LAMAR COMPANIES	108763354	Billboard 1/1-1/28	\$4,675.00	
SW WI WORKFORCE DEVELOPMENT BD	DEC 2017 SPAYDE	December 2017 Spayde	\$4,334.73	
WPS HEALTH INSURANCE	010318005520	Medicare Prem B Loy	\$3,359.04	
WOLF'S GRANTLAND GRAPHICS, LLC	30043	2018 Calendar	\$3,150.00	
Daniel J Sullivan	1492912	Opp Student Refund	\$2,970.00	
Jeffrey J Loy	1461666	Opp Student Refund	\$2,960.00	
WPS HEALTH INSURANCE	010318036610	Medicare Prem H Drake	\$2,849.20	
AMERICAN TECHNICAL PUBLISHERS	738761	books	\$2,522.16	
GUEST LAURIE	2.2.18 SPEAKER	Staff Professional Dev Speaker	\$2,500.00	
Total Invoices				\$115,391.14
Purchase Orders				
Vendor	PO #	Description	Amount	
LAB MIDWEST	6581	ElectroMech: Pump Learning System	\$21,835.70	
FINNEY IMPLEMENT INC.	6584	Farm Ops: Bush Hog	\$12,830.00	
PAUL CONWAY SHIELDS	6590	Fire Technology: Eagle Air Fill Station	\$8,995.00	
HSR ASSOCIATES INC	6582	IT Classroom Renovation	\$5,893.20	
JEFFERSON FIRE & SAFETY, INC.	6592	Fire Technology: Firefighter Gear	\$5,810.44	
CDW GOVERNMENT	6589	IT: HPE Software Updates/Support	\$4,206.06	
VANGUARD COMPUTERS INC	6587	IT: HP Elite Displays	\$3,030.93	
Total Purchase Orders				\$62,601.33

Bank Withdrawals				
Vendor	Transaction #	Audit Trail	Amount	
Sikich EBC January 2017	WDL000005234	CMTRX00001966	\$309,137.94	
ETF December 2017	WDL000005317	CMTRX00002002	\$197,844.72	
IRS 941 1.12.18 Payroll	WDL000005256	CMTRX00001975	\$109,805.79	
IRS 941 1.26.18 Payroll	WDL000005286	CMTRX00001989	\$107,617.08	
WDR WT-6 1.26.18 Payroll	WDL000005287	CMTRX00001989	\$21,299.87	
WDR WT-6 1.12.18 Payroll	WDL000005255	CMTRX00001975	\$20,479.85	
The Hartford #589585084387	WDL000005250	CMTRX00001973	\$9,729.91	
Wells Fargo #696057868	WDL000005260	CMTRX00001976	\$7,448.00	
Wells Fargo #697965440	WDL000005296	CMTRX00001992	\$7,448.00	
Wells Fargo #693149926	WDL000005228	CMTRX00001966	\$6,388.00	
Delta Dental #160982	WDL000005264	CMTRX00001977	\$6,353.79	
Hasler Postage	WDL000005291	CMTRX00001990	\$5,000.00	
Delta Dental #158779	WDL000005236	CMTRX00001967	\$4,240.78	
Delta Dental # 164139	WDL000005278	CMTRX00001986	\$3,403.59	
Delta Dental #159880	WDL000005253	CMTRX00001974	\$3,023.58	
Total Bank Withdrawals				\$819,220.90
Payroll				
Payroll Date	Transaction #	Audit Trail	Amount	
Direct Deposit 1/26/2018	WDL000005281	UPRCC00000654	\$305,721.59	
Direct Deposit 1/12/2018	WDL000005245	UPRCC00000648	\$278,571.03	
Direct Deposit 1/12/2018	WDL000005241	UPRCC00000645	\$8,147.88	
Direct Deposit 1/12/2018	WDL000005242	UPRCC00000646	\$6,331.03	
Direct Deposit 1/26/2018	WDL000005276	UPRCC00000651	\$6,217.71	
Direct Deposit 1/26/2018	WDL000005280	UPRCC00000653	\$5,624.65	
Total Payroll				\$610,613.89
Purchase Cards				
Vendor	Transaction #	Audit Trail	Amount	
US Bank 12.26.17 Statement	WDL000005252	CMTRX00001974	\$186,286.29	
US Bank 1.9.18 Statement	WDL000005279	CMTRX00001986	\$33,162.89	
Total Purchase Cards				\$219,449.18
Total Purchases > \$2,500				\$1,827,276.44

2. Treasurer's Cash Balance

Southwest Wisconsin Technical College			
Report of Treasurers Cash Balance 01/31/2018			
Receipts			
Fund			
1 General	4,334,685.50		
2 Special Revenue	-		
3 Capital Projects	1,518,773.71		
4 Debt Service	-		
5 Enterprise	309,502.20		
6 Internal Service	337,915.73		
7 Financial Aid/Activities	169,815.80		
Total Receipts		6,670,692.94	
Expenses			
Fund			
1 General	1,552,506.55		
2 Special Revenue			
3 Capital Projects	54,846.54		
4 Debt Service	14,000.00		
5 Enterprise	67,235.72		
6 Internal Service	350,650.94		
7 Financial Aid/Activities	55,964.08		
Total Expenses		2,095,203.83	
Net cash change - month			4,575,489.11
EOM Cash Balances			
-Main Checking 1176	8,239,198.62		
-Peoples State Bank 4187	10,571.80		
-Federal Funds checking 1192	-		
-Money Market 3915	5,135,287.32		
-Offset account 4011	-		
-Cash on Hand	2,940.00		
-Local Government Investment Pool	1,178,250.71		
Ending Cash/Investment Balance		14,566,248.45	

3. Budget Control

**Southwest Wisconsin Technical College
YTD Summary for Funds 1-7
For 6 Months ended January 2018**

	<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	10,733,218.12	46.38	43.34	49.73	50.61	54.90
General Fund Expenditures	23,613,000.00	12,449,070.74	52.72	52.20	55.20	52.11	54.26
Capital Projects Fund Revenue	2,530,000.00	2,620,044.56	103.56	101.04	99.51	100.51	101.26
Capital Projects Fund Expenditures	3,243,000.00	1,393,236.57	42.96	47.53	30.39	56.14	41.42
Debt Service Fund Revenue	5,272,000.00	1,711,278.38	32.46	33.38	4.18	3.47	3.62
Debt Service Fund Expenditures	5,359,600.00	657,358.76	12.27	12.57	12.68	14.03	13.74
Enterprise Fund Revenue	2,100,000.00	1,187,031.51	56.53	57.22	67.58	66.68	65.97
Enterprise Fund Expenditure	2,000,000.00	1,029,970.71	51.50	49.96	59.80	51.30	48.96
Internal Service Fund Revenue	4,350,000.00	2,349,919.45	54.02	56.45	61.29	58.50	57.58
Internal Service Fund Expenditures	4,350,000.00	2,419,129.12	55.61	54.48	67.16	67.39	59.14
Trust & Agency Fund Revenue	8,000,000.00	3,560,046.90	44.50	46.35	43.43	46.20	52.20
Trust & Agency Fund Expenditures	8,030,000.00	3,446,618.10	42.92	45.75	42.24	45.21	49.69
Grand Total Revenue	45,395,000.00	22,161,538.92	48.82	47.76	48.02	48.67	51.94
Grand Total Expenditures	46,595,600.00	21,395,384.00	45.92	46.33	47.96	48.28	48.37

D. Contract Revenue

There were two contracts totaling \$8,262.50 in January 2018 being presented for Board approval. The Contract Revenue Reports are included below.

2017-2018 CONTRACTS

1/1/2018 - 1/31/2018

INDIRECT COST FACTOR

<u>Contract Holder</u>	<u>Contract #</u>	<u>Service Provided</u>	<u>Contact</u>	<u>Number Served</u>	<u>Price</u>	<u>Exchange of Services</u> (Instructional Fees Waived)	<u>On-Campus</u>	<u>Off-Campus</u>	<u>Waiver</u>
Schreiber Foods - WAT Grant	03-2018-0121-I-23	Machine Shop I	Amy Charles	9	\$ 4,700.00	No		X	
Prosperity Southwest	03-2018-0131-F-23	Administrative and Financial Services (January)	Amy Charles		\$ 3,562.50	No		X	
TOTAL of all Contracts				9	\$ 8,262.50				
Exchange of Services					\$				
For Pay Service				9	\$ 8,262.50				

E. Personnel Items

One employment recommendation, two promotions/transfers, and one resignation are being presented for approval in the Personnel Report. Information is available below.

PERSONNEL REPORT February 23-24, 2018

Employment: NEW HIRES

Name	Tim Lyne
Title	Evening Custodian
Number of Applicants and Number Interviewed	20 applicants/2 interviewed
Start Date	January 19, 2018
Salary/Wages	\$15.28/hour
Classification	Full-Time Regular
Education and/or Experience	Over 10 years of custodial and restoration experience.

PROMOTIONS / TRANSFERS

Katie Glass	Marketing Manager
Cora Halverson	Assistant Student Financial Aid Manager

RETIREMENTS / RESIGNATIONS

Snehal Shirke (Resignation 6/30/18)	Communications Instructor
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Recommendation: Approve the Consent Agenda as presented.

Other Items Requiring Board Action

A. Bid – Building 500 Rooftop Unit Replacement

A bid summary for the Building 500 Rooftop Unit Replacement is being submitted for Board approval. The bids were opened on February 8, with two bids received for the project. The bid summary is included below.

Recommendation: Award the bid for the Building 500 Air Handling Unit Replacement Project in the amount of \$48,430 to Geisler Brothers Company, Dubuque, Iowa.

Bid # 1718-03 Building 500 Rooftop Air Handling Unit Replacement **February 8, 2018 @ 2:00 p.m., Room 490**

Invitations to bid on the Building 500 Rooftop Air Handling Unit Replacement were solicited of vendors. A pre-bid meeting was held on January 25 for interested bidders.

The public opening of bids was held on Thursday, February 8, 2018 at 2:00 p.m. in Room 490 of the College Campus. Two vendors responded to the bid request and the results are as follows:

<u>Bidder</u>		<u>Base Bid</u>
Geisler Brothers Company	Dubuque, WI	48,430
H & N Plumbing & Heating	Fennimore, WI	51,000

In addition, the College will purchase the physical unit directly from Trane as a cost of \$222,730 (GSA contract pricing) bringing the total cost of the project to \$271,160.

RECOMMENDATION: Award the bid for the Building 500 Air Handling Unit Replacement Project in the amount of \$48,430 to Geisler Brothers Company, Dubuque, Iowa.

B. Bid – Building 400 Bookstore Roof Replacement

A bid summary for the Building 400 Roof is being submitted for Board approval. The bids were opened on February 8 with four bids received for the project. The bid summary is included below.

Recommendation: Award the Building 400 Bookstore Roof Replacement bid to the low bid in the amount of \$55,121 from Hernandez Roofing of Milwaukee, WI.

Bid #1718-04 Building 400 Bookstore Reroof Project
February 8, 2018 @ 2:00 p.m., Room 490

Invitations to bid on the Building 400 Bookstore Roof Replacement project were provided to an extensive list of vendors and posted widely in applicable electronic and physical venues. A mandatory pre-bid meeting was held on January 19, 2018 for interested bidders.

Public opening of the bids was held on Thursday, February 8, 2018 at 10:00 a.m. in Room 490 of the College Campus. Four vendors responded to the bid request. The results of the four remaining bids are as follows:

Organization	Base Bid	UNIT PRICES				Time & Material	
		Replace Deteriorate d Metal Deck (Per Square Foot)	Replace Deteriorate d Wood Blocking & Nailer (per Board Foot)	Coat Rusted Deck (Per Square Foot)	Overlay rusted/pitte d Deck (Per Square Foot)	Repair of Cond. Not Described	
						Material Cost Plus %	Per Man Hour
Hernandez Roofing Milwaukee, WI	55,121	8.50	4.50	4.00	6.50	10%	75.00
Jim Giese Commercial Roofing, Inc. Dubuque, IA	57,000	11.00	5.00	3.00	8.00	10%	75.00
Northern Metal & Roofing West Bend, WI	64,900	7.50	6.50	3.50	6.50	10%	80.00
Waukesha Roofing & Sheet Metal Inc. Waukesha, WI	73,040	7.90	3.00	4.00	6.00	10%	90.00

RECOMMENDATION: The recommendation is to award the low bid for the Building 400 Bookstore Reroof Project, in the amount of \$55,121 from Hernandez Roofing of Milwaukee, Wisconsin.

Board Monitoring of College Effectiveness

A. Budget Priorities & Assumptions

Caleb White will present information relevant to the budget assumptions and parameters. The budget parameters and assumptions are available below.



Priorities and Budget Assumptions for 2018-2021

1. Increase Student Access and Improve Student Success
 - a. Adult Learners
 - b. Student Jobs
 - c. Improving Course Completion
2. Ensure Fiscal Sustainability
 - a. Facility Investment
 - b. Entrepreneurial Cost Centers
 - c. College Advancement through External Partnerships
3. Strengthen a Culture of Integrity
 - a. Employee Health and Wellness
 - b. Leadership Development
 - c. Rigorous Data Environment

Budget Assumptions for 2018-19

- Slight increase in district net new construction valuation
- Slight increase in tuition rates
- Slight increase in general state aid appropriation
- Health and dental coverage is estimated to remain flat
- Gas, electric and water/sewer utility rates are estimated to increase six percent (6%), remain flat and increase five percent (5%), respectively
- Reductions in grant funding
- Wisconsin Retirement System contribution rate decreased by 1.5% on January 1, 2018, from 6.8% to 6.7% (Southwest Tech's 50% share; employees contribute 50% of the whole)
- Planning for 1,380 FTEs 2018-19 (1.5% FTE increase from 2017-18 projection – 1,360)
- Proposing a modest 2.12% increase to base pay equivalent to the CPI as one of our highest priorities

B. 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)	Hilary Schlenger	11/1/2017	BS \$47,297-\$75,203 Hired at \$62,000
10	Replacement - Anna Stremlau	Student Success Coach	Kyle Bennett and Cora Beth Halverson	12/11/2017	Salary Band C42 \$47,777-\$66,888 Hired at 48,000
11	Replacement - Michael Mann	Evening Custodian	Tim Lync	1/19/2018	Hourly Band A12 \$15.28 - \$18.34 Hired at \$15.28/hour
12	Replacement - Karla Blackburn	Associate Degree Nursing Instructor	Pam Bartels	1/8/2018	BS \$47,297-\$75,203 Hired at \$62,000

Staffing Update 2017-18 Fiscal Year


	Name	Title	Status and/or Additional Info	Effective Date	Funding Source &/or Estimated Wage Range/Hired Salary
12	New Position (Cora Halverson's FA position will not be replaced)	Assistant Financial Aid Manager	Cora Halverson	3/1/2018	Salary Band C42 \$47,777-\$66,888 Hired at \$53,000

Information and Correspondence

A. Enrollment Report

The 2017-18 Comparison FTE Report and Fall 2018 Application Comparison Report are available below. Caleb White will be available at the meeting for any questions.

2017-18 Comparison FTE Report

		2016-2017 and 2017-2018 FTE Comparison					
Program Code	Program Title	02-13-17 Students	02-12-18 Students	Student Change	02-13-17 FTE	02-12-18 FTE	FTE Change
10-101-1	Accounting	40	37	(3)	29.20	27.87	(1.33)
10-106-6	Administrative Professional	9	5	(4)	7.90	4.43	(3.47)
10-006-2	Agri-Business/Science Technology (OLD)	34	8	(26)	33.03	2.50	(30.53)
10-006-7	Agribusiness Science & Technology - AgBus Mgmt (NEW)	7	15	8	6.30	13.50	7.20
10-006-5	Agribusiness Science & Technology - Agronomy (NEW)	16	24	8	15.77	25.80	10.03
10-006-6	Agribusiness Science & Technology - Animal Science (NEW)	17	25	8	14.07	25.13	11.07
10-102-3	Business Management	88	112	24	61.53	83.73	22.20
10-530-5	Cancer Information Management	36	72	36	21.03	40.13	19.10
10-504-X	Criminal Justice Studies	52	59	7	47.23	45.13	(2.10)
10-316-1	Culinary Arts	13	14	1	10.90	11.70	0.80
10-317-1	Culinary Management	8	8	-	7.27	6.73	(0.53)
10-510-6	Direct Entry Midwife	57	47	(10)	21.03	25.20	4.17
10-307-1	Early Childhood Education	36	47	11	29.00	34.73	5.73
10-620-1	Electromechanical Technology	38	39	1	34.90	34.80	(0.10)
10-325-1	Golf Course Management	13	17	4	13.57	16.83	3.27
10-201-2	Graphic And Web Design	41	36	(5)	35.40	31.73	(3.67)
10-530-1	Health Information Technology	47	64	17	28.60	37.33	8.73
10-520-3	Human Services Associate	55	39	(16)	39.03	30.20	(8.83)
10-825-1	Individualized Technical Studies	9	16	7	8.13	14.70	6.57
10-620-3	Instrumentation and Controls Technology (NEW)	2	4	2	0.43	2.13	1.70
10-150-X	IT-Network Specialist	39	36	(3)	33.57	25.40	(8.17)

Program Code	Program Title	02-13-17 Students	02-12-18 Students	Student Change	02-13-17 FTE	02-12-18 FTE	FTE Change
10-513-1	Medical Laboratory Technician	19	17	(2)	12.83	13.37	0.53
10-543-1	Nursing - Associate Degree	218	204	(14)	119.27	103.93	(15.33)
10-531-1	Paramedic Technician (NEW)	5	2	(3)	2.03	0.70	(1.33)
10-524-1	Physical Therapist Assistant	46	48	2	32.63	30.10	(2.53)
10-196-1	Leadership Development	31	41	10	15.83	19.00	3.17
10-182-1	Supply Chain Management	28	33	5	12.83	16.97	4.13
10-499-5	Technical Studies-Journey Worker	1	1	-	0.20	0.27	0.07
	Total Associate Degree	1,005	1,070	65	693.53	724.07	30.53
31-101-1	Accounting Assistant	2	8	6	1.97	4.23	2.27
30-531-6	Advanced EMT	8	9	1	1.07	1.93	0.87
32-070-1	Agricultural Power & Equipment Technician	34	36	2	35.70	31.50	(4.20)
31-405-1	Auto Collision Repair & Refinishing Technician	17	17	-	13.90	9.07	(4.83)
32-404-2	Automotive Technician	35	32	(3)	27.70	26.47	(1.23)
31-408-1	Bricklaying & Masonry		1	1		0.87	0.87
31-475-1	Building Trades - Carpentry	14	9	(5)	12.93	7.23	(5.70)
31-307-1	Child Care Services (ETD)	12	3	(9)	8.60	2.80	(5.80)
30-420-2	CNC Setup/Operation (ETD)	2		(2)	0.70		(0.70)
31-502-1	Cosmetology	23	22	(1)	14.97	18.13	3.17
30-504-2	Criminal Justice-Law Enforcement 720 Academy (NEW)	17	9	(8)	7.10	4.30	(2.80)
31-317-1	Culinary Specialist (ETD)	3	4	1	2.87	1.47	(1.40)
31-091-1	Dairy Herd Management (OLD)	19	2	(17)	19.53	1.30	(18.23)
30-508-2	Dental Assistant - Short Term	17	14	(3)	9.57	7.80	(1.77)
30-812-1	Driver and Safety Education Certification (NEW)	9	18	9	2.30	5.10	2.80
31-413-2	Electrical Power Distribution	24	29	5	22.87	26.63	3.77
50-413-2	Electricity (Construction) Apprentice	24	22	(2)	3.50	2.87	(0.63)
30-531-3	Emergency Medical Technician	54	67	13	12.40	16.33	3.93
32-080-4	Farm Operations & Management - Ag Mechanics(NEW)		1	1		0.33	0.33
32-080-3	Farm Operations & Management - Dairy (NEW)	1	5	4	0.43	4.20	3.77
31-080-3	Farm Operations & Management - Dairy Technician(ETD)(NEW)	1	2	1	0.40	0.73	0.33
32-080-6	Farm Operations & Management - Livestock (NEW)	1	-	(1)	0.33	-	(0.33)
31-080-7	Farm Operations & Management - Livestock Tech(ETD)(NEW)		1	1		0.93	0.93

Program Code	Program Title	02-13-17 Students	02-12-18 Students	Student Change	02-13-17 FTE	02-12-18 FTE	FTE Change
50-413-1	Industrial Electrician Apprentice	11	8	(3)	1.60	1.70	0.10
31-620-1	Industrial Mechanic (ETD)	7	7	-	5.17	5.07	(0.10)
31-154-6	IT-Computer Support Technician	21	18	(3)	14.43	9.20	(5.23)
31-513-1	Laboratory Science Technician	6	4	(2)	3.47	2.40	(1.07)
31-509-1	Medical Assistant	36	35	(1)	30.03	28.20	(1.83)
31-530-2	Medical Coding Specialist (ETD) (NEW)	48	54	6	22.43	25.60	3.17
30-543-1	Nursing Assistant	199	199	-	25.13	23.90	(1.23)
31-106-8	Office Support Specialist	6	2	(4)	5.73	0.70	(5.03)
50-427-5	Plumbing Apprentice	22	18	(4)	3.03	3.40	0.38
31-420-7	Precision Machining Technology (NEW)	1	8	7	1.03	8.00	6.97
31-504-5	Security Operations (ETD) (NEW)		2	2		1.20	1.20
31-182-1	Supply Chain Assistant (ETD)	1	6	5	0.43	2.60	2.17
31-442-1	Welding	72	60	(12)	53.37	46.93	(6.43)
	Total Technical Diploma	747	732	(15)	364.69	333.13	(31.56)
20-800-1	Liberal Arts - Associate of Arts	16	17	1	6.83	5.30	(1.53)
20-800-2	Liberal Arts - Associate of Science	15	26	11	5.57	10.17	4.60
	Undeclared Majors	313	485	172	48.93	80.83	31.90
	Total	2,096	2,330	234	1,119.56	1,153.50	33.94
	Percent of Change						3.03%
	Vocational Adult (Aid Codes 42-47)	3006	3053	47	58.97	63.79	4.82
	Community Services (Aid Code 60)	47	31	(16)	0.23	0.13	(0.09)
	Basic Skills (Aid Codes 73,74,75,76)	316	288	(28)	28.37	30.80	2.43
	Basic Skills (Aid Codes 77 & 78)	831	740	(91)	51.47	46.33	(5.13)
	Grand Total	6,296	6,442	146	1,258.59	1,294.56	35.97
	Total Percent of Change						2.86%
	(ETD= Embedded Technical Diploma)						

Fall 2018 Application Report

Program Application Comparison 2018/19 vs. 2017/18								
PROGRAM	CAP	02/14/18			02/17/17			YOY
		IP	ACCEPT	TOTAL	IP	ACCEPT	TOTAL	
Accounting			13	13		24	24	-11
Accounting Assistant			2	2		1	1	1
Administrative Professional						3	3	-3
Agribusiness Science & Technology - Agbus Mgmt	20		16	16		10	10	6
Agribusiness Science & Technology - Agronomy	20		5	5		6	6	-1
Agribusiness Science & Technology - Animal Science	20		11	11		17	17	-6
Agricultural Power & Equipment Technician	22		21	21		28	28	-7
Auto Collision Repair & Refinish Technician	22		12	12		4	4	8
Automotive Technician	22		24	24		19	19	5
Building Trades-Carpentry	20		8	8		14	14	-6
Business Management			21	21		16	16	5
Cancer Information Management	30	11	39	50		30	30	20
Child Care Services	13		9	9		4	4	5
CNC Setup/Operation	5		0	0		4	4	-4
Cosmetology	24		13	13		18	18	-5
Criminal Justice Studies	70		36	36		60	60	-24
Culinary Arts			14	14		17	17	-3
Culinary Management			0	0		1	1	-1
Culinary Specialist			0	0		0	0	0
Dental Assistant	18		21	21		20	20	1
Early Childhood Education	28		28	28		20	20	8
Electrical Power Distribution	24		67	67		72	72	-5
Electro-Mechanical Technology	24		12	12		13	13	-1
Farm Operations & Management - Ag Mechanics	20		4	4		2	2	2
Farm Operations & Management - Crops Operations	20		3	3		1	1	2
Farm Operations & Management - Crops	20		0	0		1	1	-1
Farm Operations & Management - Dairy	20		12	12		6	6	6
Farm Operations & Management - Dairy Technician	20		2	2		2	2	0
Farm Operations & Management - Farm Ag Maintenance	20		2	2		1	1	1
Farm Operations & Management - Livestock	20		0	0		3	3	-3
Farm Operations & Management - Livestock Tech	20		4	4		2	2	2
Golf Course Management			10	10		5	5	5
Graphic and Web Design	25		21	21		18	18	3
Health Information Technology	22	10	15	25		25	25	0
Human Services Associate	31		13	13		20	20	-7
Individualized Technical Studies			1	1				
Industrial Mechanic	6		1	1		3	3	-2
Instrumentation and Controls Technology	6		3	3		1	1	2
IT-Computer Support Technician			13	13		7	7	6
IT-Network Specialist			24	24		10	10	14
Laboratory Science Technician	15		4	4		3	3	1
Liberal Arts - Associate of Arts		13	2	15	12	0	12	3
Liberal Arts - Associate of Science		8	1	9	17	0	17	-8

		02/14/18			02/17/17			
PROGRAM	CAP	IP	ACCEPT	TOTAL	IP	ACCEPT	TOTAL	YOY
Medical Assistant	32		54	54		36	36	18
Medical Coding Specialist	23	8	28	36		48	48	-12
Medical Laboratory Technician	16	5	3	8	5	4	9	-1
Nursing-Associate Degree	54	104	73	177	108	62	170	7
Nursing-Associate Degree-Part-time	28	2	30	32	1	21	22	10
Office Support Specialist						1	1	-1
Paramedic Technician			5	5		6	6	-1
Physical Therapist Assistant	18	12	7	19	21	16	37	-18
Precision Machining Technology	15		5	5		4	4	1
Security Operations			1	1		2	2	-1
Supervisory Management						4	4	-4
Supply Chain Assistant			0	0		0	0	0
Supply Chain Management			2	2		6	6	-4
Undecided		31	0	31	27	0	27	4
Welding	40		33	33		42	42	-9
TOTAL		748	748	952	763	763	954	-2

B. Chairperson's Report

C. College President's Report

1. College Happenings

D. Other Information Items

Establish Board Agenda Items for Next Meeting

A. Agenda for Next Board Meeting

1. Quality Teaching & Learning Monitoring Report

B. Time and Place

7:00 p.m. on Thursday, March 22, 2018, at Southwest Tech, Rooms 492-493

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)(f) {Considering financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons except where par. (b) applies which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations.}.
2. Approval of January 18, 2018, Closed Session Minutes

Reconvene to Open Session

A. Action, if necessary, on Closed Session Items

Board Monitoring of College Effectiveness

A. Leadership Development & Succession Planning

A group of staff, members of the executive team, and Board members will engage in an activity designed to develop an initial look at leadership development and succession planning. The conversations will be based on the attached article titled, "Developing Your Leadership Pipeline," which is included below.

Succession planning and leadership development ought to be two sides of the same coin. So why do many companies manage them as if they had nothing to do with each other?

Developing Your Leadership Pipeline

by Jay A. Conger and Robert M. Fulmer

Included with this full-text *Harvard Business Review* article:

1 [Article Summary](#)

The Idea in Brief—*the core idea*

The Idea in Practice—*putting the idea to work*

2 [Developing Your Leadership Pipeline](#)

10 [Further Reading](#)

A list of related materials, with annotations to guide further exploration of the article's ideas and applications

Reprint [R0312F](#)

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Developing Your Leadership Pipeline

The Idea in Brief

What could be more crucial to your organization's performance than the choice and cultivation of its future leaders? Why, then, do traditional succession plans so often fail? Because great leadership at the top of your organization actually begins in the middle, where your high-potential managers acquire the broad range of skills they need to succeed in more senior roles. You build the strongest leadership bench when you practice **succession management**—combining succession planning and leadership development in a comprehensive process for finding and grooming future leaders at all levels of your organization.

Effective succession management comes when you adopt a **talent mind-set**:

- You make time for in-depth talent assessment.
- You differentiate between strong and weak performers.
- You give challenging assignments to inexperienced but high-potential managers.

Developing your leadership pipeline is labor-intensive. The reward for your efforts? The right skills at the top—and everywhere else in your organization.

The Idea in Practice

Consider the following guidelines for building your leadership pipeline:

FOCUS ON DEVELOPMENT

Integrate succession planning with leadership development to ensure that you know *what* skills future leaders need as well as *how* they can learn them. Pair classroom training with all-important work experiences that solve real organizational problems while enhancing budding leaders' general management expertise.

► Example:

Bob, a high-potential marketing manager at Eli Lilly, needed more operational experience to qualify for an executive position. His managers assigned him to a key sales job in Europe, but they didn't let him "sink or swim." They surrounded him with strong contributors who would ensure that he succeeded.

IDENTIFY LINCHPIN POSITIONS

Determine which middle to senior management positions, such as regional manager, are essential to your organization's long-term health. Keep a full pipeline for those linchpin jobs by regularly identifying high-potential candidates. Then increase their leadership skills by giving them linchpin assignments coupled with team support, training, and/or mentoring. Also, regularly evaluate performance of linchpin incumbents to determine their potential for even more challenging assignments.

► Example:

At Sunoco Products, plant manager is a linchpin position, so division VPs and HR heads assess all plant managers' performance and promotion potential at all-day offsite meetings. Sunoco then designs challenging assignments for its best plant managers. It offered one manager who had risen through the ranks at a very successful

plant the opportunity to turn around a struggling plant.

MAKE IT TRANSPARENT

You create a stronger leadership bench when you openly tell managers where they stand on the performance and potential ladder, and what they need to do to advance. To make your succession management process more transparent, consider Web-based succession management tools that allow easy and secure access to information for developing leaders and their managers.

MEASURE PROGRESS REGULARLY

Development is a long-term process, so it's important to know whether the right people are moving at the right pace into the right jobs at the right time. Measurement helps you see where the pool of candidates is too shallow and when the number of attractive jobs is too limited to retain your highest-potential managers.

To expose holes in your leadership pipeline, use metrics such as:

- how many important positions have been filled with internal candidates,
- how many succession plans have two or more "ready now" candidates, and
- how many of the same employees are "ready now" candidates on more than three different succession plans.

Succession planning and leadership development ought to be two sides of the same coin. So why do many companies manage them as if they had nothing to do with each other?

Developing Your Leadership Pipeline

by Jay A. Conger and Robert M. Fulmer

What could be more vital to a company's long-term health than the choice and cultivation of its future leaders? And yet, while companies maintain meticulous lists of candidates who could at a moment's notice step into the shoes of a key executive, an alarming number of newly minted leaders fail spectacularly, ill prepared to do the jobs for which they supposedly have been groomed. Look at Coca-Cola's M. Douglas Ivester, longtime CFO and Robert Goizueta's second in command, who became CEO after Goizueta's death. Ivester was forced to resign in two and a half years, thanks to a serious slide in the company's share price, some bad public-relations moves, and the poor handling of a product contamination scare in Europe. Or consider Mattel's Jill Barad, whose winning track record in marketing catapulted her into the top job—but didn't give her insight into the financial and strategic aspects of running a large corporation.

Ivester and Barad failed, in part, because although each was accomplished in at least one area of management, neither had mastered

more general competencies such as public relations, designing and managing acquisitions, building consensus, and supporting multiple constituencies. They're not alone. The problem is not just that the shoes of the departed are too big; it's that succession planning, as traditionally conceived and executed, is too narrow and hidebound to uncover and correct skill gaps that can derail even the most promising young executives.

However, in our research into the factors that contribute to a leader's success or failure, we've found that certain companies do succeed in developing deep and enduring bench strength by approaching succession planning as more than the mechanical process of updating a list. Indeed, they've combined two practices—succession planning and leadership development—to create a long-term process for managing the talent roster across their organizations. In most companies, the two practices reside in separate functional silos, but they are natural allies because they share a vital and fundamental goal: getting the right skills in the

right place.

In this article, we'll look at a handful of far-sighted companies—including Eli Lilly, Bank of America, and Dow Chemical—that have broken down the functional silos to develop a process that we call *succession management*. Drawing on their experiences, we'll outline five rules for setting up a succession management system that will build a steady, reliable pipeline of leadership talent.

Rule One

Focus on Development

The fundamental rule—the one on which the other four rest—is that succession management must be a flexible system oriented toward developmental activities, not a rigid list of high-potential employees and the slots they might fill. By marrying succession planning and leadership development, you get the best of both: attention to the skills required for senior management positions along with an educational system that can help managers develop those skills. It's a lesson that might have helped Coca-Cola and Mattel. Coke's Ivester was given the top job largely as a reward for his financial savvy and years of loyalty to Goizueta and the company; but not enough attention was paid to how his particular skills might apply to the broader role. And as for Barad, she had grown Mattel's Barbie brand nearly tenfold in less than a decade, yet her controlling management style and lack of experience in finance, strategy, and the handling of Wall Street—essential capabilities for any CEO—proved to be her downfall. Early intervention might have exposed her limitations and provided an opportunity to develop these skills—and perhaps would have kept her career on track. And indeed, Robert Eckert, who became CEO at Mattel after Barad, links succession directly to development efforts.

It's not just about training. Leadership development, as traditionally practiced, focuses on one-off educational events, but research at the Center for Creative Leadership in Greensboro, North Carolina, has shown that participants often return to the office from such events energized and enthusiastic only to be stifled by the reality of corporate life. It's far more effective to pair classroom training with real-life exposure to a variety of jobs and bosses—using techniques like job rotation, special assignments such as establishing a re-

gional office in a new country, and “action learning,” which pulls together a group of high-potential employees to study and make recommendations on a pressing topic, such as whether to enter a new geographical area or experiment with a new business model.

Eli Lilly, for example, has a biannual action-learning program that brings together potential leaders, selected by line managers and the human resources department, to focus on a strategic business issue chosen by the CEO. Eighteen employees identified as having at least executive-director potential, representing a mix of functions and regions, participate in a six-week session in which they meet with subject matter experts, best-practice organizations, customers, and thought leaders, and then analyze what they've learned. In 2000, one such team was charged with developing an e-business strategy as a new avenue of growth—an issue that was a pressing concern at the time. The group interviewed more than 150 people over five weeks and in the final week developed a set of recommendations to present to senior managers—who took their ideas quite seriously. For example, the group recommended naming an e-executive and providing a certain level of funding to the initiative. Without hesitation, the CEO responded, “We will appoint an e-executive within two weeks, and he or she will report to me...appropriate funding will be made available.” And he followed through on those promises.

Action-learning programs such as Lilly's serve a dual purpose: They provide developmental experiences for employees—who are forced to look beyond functional silos to solve major strategic problems and thus learn something of what it takes to be a general manager—and they result in a useful work product for the company. Such programs have increased in importance because many companies, in downsizing and creating economies of scale, have eliminated a number of the roles that used to be prime training grounds for top management.

Look at Dow Chemical. Under its old organizational structure, some 60 countries had country managers—who were, in essence, country presidents—to whom all the business units and functions reported. These roles served as excellent opportunities for developing general management skills. In 1995, the company consolidated into 30 global business

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Succession planning and leadership development are natural allies because they share a vital and fundamental goal: getting the right skills in the right place.

units built around business and functional specialties like the manufacture of a specific set of chemicals. Under this structure, all functions report to the global business-unit leaders, and the country manager is essentially an integrator. The new structure allows Dow to enjoy the economies of scale now permitted by the relaxing of trade barriers, but it reduces the number of developmental opportunities by half. In addition, about ten years ago an employee might have been a country manager in his or her late thirties to mid-forties. Today the average age of those heading the global lines of business is mid-forties to early fifties, which means that people wait longer to step into the role.

One way to provide general management experience in this environment is to launch small joint ventures or internal enterprises. Managers can also make lateral moves across functions and business units. For example, one of Dow's global business-unit heads served for a time as president of operations in the Asia-Pacific region to gain a cross-functional perspective. And a future leader in the research organization was named vice president for purchasing, to broaden her expertise.

Opportunities like these should be incorporated into individuals' development plans, with mechanisms to trigger associated developmental activities as needed. Lilly's group development review (GDR) is mandatory for the approximately 500 employees who are identified through the company's talent assessment process as having executive potential. The GDR is a periodic, in-depth review of a single person, involving input from both past and present supervisors (the employee is not present for the meeting). In a facilitated 90-minute discussion, the group identifies the next steps the employee should take, gathering input from others in the organization if necessary. The immediate supervisor then shares a summary of the results with the employee, who, with the supervisor, is responsible for incorporating the feedback into his or her development plan.

A marketing manager we'll call Bob was the subject of a recent GDR session. During the review his current and previous supervisors concluded that he was overly dependent on his strategic-thinking skills and needed more operational experience before he could be promoted to the executive level. Bob's supervisor

shared this information with his peers during the marketing function's next succession management meeting, and the team agreed to help Bob round out his skills by placing him in a key sales role in Europe. When an employee goes through a significant transition such as Bob's—taking on an important role without the experience usually required—Lilly generally mitigates the risk by placing the person with employees who are already strong contributors. Company leaders also make periodic progress checks and may send the employee to a training program or appoint a mentor (not the employee's boss) to give hands-on guidance.

Rule Two

Identify Linchpin Positions

Whereas succession planning generally focuses on a few positions at the very top, leadership development usually begins in middle management. Collapsing the two functions into a single system allows companies to take a long-term view of the process of preparing middle managers, even those below the director level, to become general managers.

Succession management systems should focus intensively on linchpin positions—jobs that are essential to the long-term health of the organization. They're typically difficult to fill, they are rarely individual-contributor positions, and they usually reside in established areas of the business and those critical for the future. In a professional services firm, for example, the partners managing industry sectors such as chemicals and automotive would be in linchpin positions, as would partners managing emerging sectors such as biotech. By monitoring the pipeline for these jobs, companies can focus development programs on ensuring an adequate supply of appropriate talent.

At Sonoco Products, one of the world's largest manufacturers of packaging products, the succession process begins with lower-level employees who are seen as having the potential to move up in the organization. But the company considers the plant manager role to be a linchpin position because it is the first opportunity for managers to be responsible for multiple functions as well as labor and community relations. Division vice presidents and their functional-area managers meet off-site for a full day with the division's HR head to assess plant managers' performance and potential

for promotion to area management. The purpose is not to name specific successors but to identify experience or performance issues that could affect a manager's promotion. The result is a pool of potential successors rather than a few leading contenders.

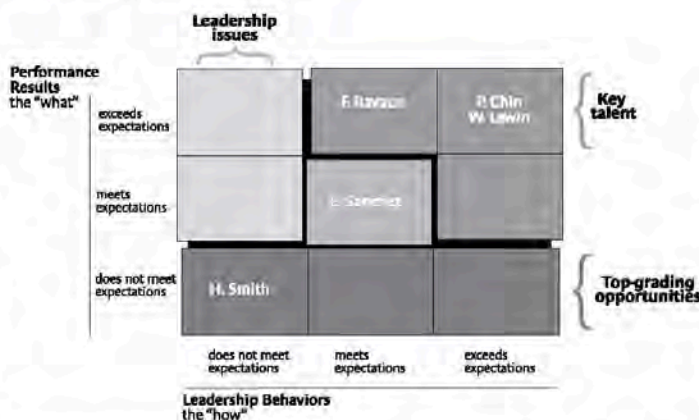
In the process, every plant manager is scrutinized for strengths and weakness. For example, there might be a plant manager who has potential for promotion but has lived all his life in a small Southern community. A promotion would require relocating, and he's reluctant to move. Having identified him as someone with high potential, Sonoco can design a particularly tempting assignment, one that would be difficult for him to pass up. A manager who's risen through the ranks at one of the division's most successful plants would require a different sort of challenge, such as a turnaround assignment, to develop her potential for higher management. Many companies use a matrix to look at the individual strengths and weaknesses of employees in linchpin positions and to assess the strength of an entire group. (The exhibit "Identifying Star Potential

at Bank of America" shows a sample matrix used to evaluate employees' performance and leadership behaviors.)

One major national retailer, which was having difficulty finding talented people to fill a broad range of management roles from the officer level all the way down to the regional managers, decided to deal with this situation by treating all those roles as linchpin positions. The company began conducting talent review sessions for these positions, during which HR managers and the executives responsible for the roles discussed the people currently in the positions and their likely replacements (which were few). In the process, they learned that these positions were generally filled through serendipity—when a job opened up, it went to whoever was on the radar screen. Today the company has a systematic approach to building the pipeline, which allows it to gauge bench strength more accurately, and it now uses the regional manager role as a way to give promising store managers developmental experiences that will groom them for more senior roles.

Identifying Star Potential at Bank of America

The matrix shown here is an example of a tool used by Bank of America to review its talent pool (the names have been changed). This type of matrix is typical of the tools we found in the best-practice organizations we studied. The vertical axis tracks performance results. Bank of America calls this the "what": the delivery of work product and performance against written goals and financial targets. The horizontal axis measures the "how": leadership behaviors such as collaboration and coaching as well as, for top management, the behaviors identified in the companywide competency model. The three boxes in the upper right represent "key talent" (employees receiving accelerated and high-priority development attention); employees in this group exceed expectations on at least one of the dimensions of the matrix. Leaders who are not meeting performance expectations, whom Bank of America calls "top-grading opportunities," are immediately placed on 60- to 90-day action plans. And those who meet or exceed



performance expectations but don't exhibit the leadership behaviors required for success—labeled "leadership issues"—are given immediate coaching and improvement plans. If their leadership behaviors don't improve, they're put in the top-grading opportunities group. The bank evaluates

managers' positions on the matrix frequently, so those who have exceeded expectations must work to retain their positions, and those who are struggling have opportunities to improve their rankings.

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*Rule Three***Make It Transparent**

Succession planning systems have traditionally been shrouded in secrecy in an attempt to avoid sapping the motivation of those who aren't on the fast track. The idea is that if you don't know where you stand (and you stand on a low rung), you will continue to strive to climb the ladder. This thinking worked well in an older, paternalistic age, and secrecy does have its advantages, from the CEO's perspective. It allows for last-minute changes of heart without the need to deal with dashed expectations or angry reactions. But given that the employee contract is now based on performance—rather than loyalty or seniority—people will contribute more if they know what rung they're on.

A transparent succession management system is not just about being honest. Employees are often the best source of information about themselves and their skills and experiences. And if they know what they need to do to reach a particular rung on the ladder, they can take steps to do just that. In fact, an increasing number of companies are making employees themselves responsible for keeping the data in their personnel files up-to-date. At Lilly, each employee is responsible for updating his or her personal information and development plans, including a résumé outlining career history, educational background, skills and strengths, and possible career scenarios. (To curb the urge to exaggerate experience, supervisors review the plans.) Data accuracy has improved significantly since Lilly gave employees responsibility for their own information, since nobody cares more about an accurate résumé than the employee.

A few companies even allow people to know exactly where they stand in the succession system. In one company we studied, the succession management system as initially designed didn't show rankings. Employees, who were accustomed to candor and transparency, found the system overly authoritarian, so they refused to participate. In the end, the company gave employees unrestricted access to their own information. This level of transparency isn't for every company, and in some cases it can put a damper on team spirit: An employee who discovers he or she is relatively low on the roster may stop trying to excel. Most companies elect to limit transparency in some way.

At Lilly, for example, people know if they are regarded as having additional potential, but they don't know exactly how high that potential is, nor do they know about every role for which they may be considered.

To achieve transparency, companies need systems that are simple and easy to use, with immediate but secure access for participants. Technology—and in particular the Internet—is a powerful enabler. The succession management group at Lilly has a simple expression to describe how the succession tools on users' computer desktops should operate: "Be like Amazon." Just as the Internet retailer puts customized information right in front of consumers—its i-Click model wiping out many of the practical and psychological barriers to online shopping—Lilly's Web-based succession tool is available through an icon on employees' computer desktops. A click on the icon takes the employee to a portal on the company's intranet, with personal information and job opportunities customized for each employee. With the information directly in front of employees, succession management becomes less another planning event and more an ongoing activity. In fact, the information has multiple uses, ranging from the company's position-posting system to its Web-based internal phone book.

Lilly's HR managers and the succession management team can use the company's succession management Web site to assess an employee's current level, potential level, experience, and development plans. They also use it as a general querying and reporting tool. For example, HR managers can download a report showing what marketing positions are available in Europe, which candidates are being groomed for such positions anywhere in the world, and any skill gaps that might make it difficult to fill the jobs. The names on the report are linked to individuals' online résumés, development plans, and skill sets they will need before they can advance. The system also lets managers download statistics on the talent pipelines, such as the ratio of potentials to incumbents, specific data related to gender and ethnicity, and the percentage of employees with international and cross-functional experience. With the ability to search for multiple criteria, HR managers can view any segment of the organization with one query—from functional views like marketing to geographical regions like Latin America.

Our Research

We conducted the research for this article in collaboration with the American Productivity and Quality Center (APQC) and 16 sponsoring companies. We identified six organizations that had achieved a high degree of success in succession management—Dell, Dow Chemical, Eli Lilly, PanCanadian Petroleum, Sonoco Products, and Bank of America—and compared their best-practice approaches with those of the sponsoring companies. We used two principal methods to gather information across the two samples: detailed questionnaires to collect quantitative data and site visits that included in-depth interviews. Our objective was to understand how the best-practice companies differed in their approaches to succession management and to learn more broadly about trends and challenges in the field.

Like Lilly, most of the best-practice companies we studied now rely on Web-based succession management tools to promote greater transparency and ease of use. At Dow Chemical, employees nominate themselves for positions online, and if a hiring manager has a preferred candidate, he or she must state this along with the posting. Dow's Web tool also includes career opportunity maps that detail the sequence of jobs one can expect in a function or line of business. Some companies even show compensation ranges by level and position.

Rule Four Measure Progress Regularly

When you meld leadership development and succession planning—and thus move away from the “replacement” mind-set of the past—measuring success becomes a long-term matter. No longer is it sufficient to know who could replace the CEO; instead, you must know whether the right people are moving at the right pace into the right jobs at the right time. The ultimate goal is to ensure a solid slate of candidates for the top job. You also need to know who is where and which jobs they are being groomed for to avoid stretching the candidate pool too thin—what Sonoco calls the “Roger Jones phenomenon.” According to company folklore, divisional executives who were having trouble developing their own candidates would simply identify one of the company's superstar performers as a potential successor. But when succession plans were consolidated at the corporate level, a single employee, Roger Jones, was found to be the potential successor for most of the key jobs at the company. (Sonoco now requires each division to generate most of its own successors from within.) At the same time, you must make sure that high-potential employees have enough options that they don't grow restless—royal heirs can be expected to show patience in waiting for the throne, but corporate heirs have many other opportunities. Frequent checks throughout the year can reveal potential problems before they flare up.

One telling test of a succession management system is the extent to which an organization can fill important positions with internal candidates. At Dow, for example, an internal hire rate of 75% to 80% is considered a sign of success (the assumption is that the com-

pany needs some external hires to maintain a fresh perspective and fill unanticipated roles). An outside hire for a role that is critical at either the functional or corporate level is considered a failure in the internal development process. Dow also measures the attrition rate of its “future leaders”—employees who are precocious in their development, perform at a competency level well above that of their colleagues, and are believed to have the potential to fill jobs at much higher levels—against the attrition rate of its global employee population. In 2000, the future leaders' rate of attrition was 1.5%, compared with 5% globally—a signal to Dow's management that the company's future leaders are getting the developmental opportunities they want and need. It's worth noting that Dow's top 14 executives have all had cross-functional developmental opportunities that prepared them for the demands of top management.

At Lilly, managers track several succession management metrics, including the overall quantity of talent in the managerial pipelines and the number of succession plans where there are two or more “ready now” candidates. For positions at the director level and above, the system shows the employee who currently holds the position as well as three potential successors. HR management can also access real-time data on a number of prescribed measurement areas, such as the ratio of employees with potential to reach a certain level to incumbents at that level. There are goal ratios for each level of management (for example, 3:1 for the director level). Additionally, employees with potential and incumbents are segmented to track diversity on the assumption that diversity in the pipeline is an indicator of the diversity of the company's overall employee population.

The succession plan metrics also help the company identify gaps more broadly. With the click of a button, managers can learn how many ready-now candidates the company has for its top 500 positions. Where there are none, that information triggers a search for internal development opportunities as well as executive recruitment activities. Lilly can also uncover hidden vulnerabilities by determining how many employees are on more than three succession plans as ready-now candidates. Using a quarterly scorecard, the company tracks progress on goals and positional and

With the click of a button, managers at Eli Lilly can learn how many “ready now” candidates the company has for its top 500 positions.

pipeline data, diversity elements (gender, race, ethnicity), job rotations, and turnover rates. HR reviews the scorecard and then shares it with the executive team.

At Bank of America, CEO Ken Lewis meets every summer with his top 24 executives to review the organizational health of their businesses, including the talent pipeline. In two- to three-hour sessions with each executive, he probes the financial, operational, and people issues that will drive growth over the next two years, with the majority of time spent discussing the organizational structure, key players, and critical roles necessary for achieving the company's growth targets. The meetings are personal in nature, with no presentation decks or thick books outlining HR procedures. But they are rigorous. Business leaders come to the sessions with concise documents (three pages or fewer, to ensure simplicity) describing the strengths and weaknesses of the unit's talent pipeline. During these conversations, they

make specific commitments regarding current or potential leaders—identifying the next assignment, special projects, promotions, and the like. Lewis follows up with the executives in his quarterly business reviews to ensure that they've fulfilled their commitments. In a talent review session last year, for example, one executive made a pitch to grow his business unit at a double-digit clip. This required some shifts among top talent and a significant investment in building the sales and distribution workforce. Lewis agreed, and at this year's talent review meeting, he requested progress reports relating to the change, checking that people had been put into the right roles and that the sales management ranks had been filled out.

Rule Five Keep It Flexible

Old-fashioned succession planning is fairly rigid—people don't move on and off the list fluidly. By contrast, the best-practice organi-

It's Not Just HR's Job

In most companies, human resources is the primary owner of both succession planning and leadership development, but that's an enormous mistake. Both processes need multiple owners—not just HR but the CEO and employees at all levels—if an organization is to develop a healthy and sustainable pipeline of leaders.

It's become a cliché to say that the CEO must be involved in any strategic process, but we are not talking here about gratuitous support. Without active commitment at the very top—as well as from the executive team—managers will sense that succession management is a tangential activity and may not commit to the program. In fact, division executives may hide and hoard talented employees by manipulating their assessments.

Bank of America's Ken Lewis exemplifies CEO commitment. When he took over as chairman and CEO, he immediately set out to make the bank one of the world's most admired companies, and he knew that to succeed he'd have to signal to his direct reports and key leaders the importance of recruiting, developing, and retaining top talent. He owns the talent management

process and holds business unit heads personally responsible for meeting development objectives within their units, with the expectation that the bar will constantly be raised.

But it is not realistic or desirable for CEOs and their executive teams to have sole responsibility for the development of talent and leadership. They don't have the time or the expertise. Both corporate HR and functional or regional HR heads need to be involved. Corporate HR provides standards, tools, and processes, and functional or regional HR people make sure that local units abide by the rules and customize them as appropriate. For Bank of America's organizationwide talent management database, the corporate HR team defines the process and provides standardized sets of templates and tools. Certain elements of the system are not negotiable, such as the look and feel of reports and information, the timing of roll-up reports, replacement charts, and the rating system. The corporate HR function is also responsible for Lewis's leadership competency model organizationwide (the model lists behaviors and skills leaders are expected to have, values they are expected to

model, and "derailing" behaviors such as betraying trust or resisting change). Then, the HR people within each line of business, working with the leaders of those organizations, may add a few technical or functional competencies to the list. Local HR also helps prepare the unit heads for the talent review meeting and manages the process at a local level.

Board members should also be involved. This is most relevant when it comes to choosing the CEO's successor. But in this process, board members are often exposed to candidates only through formal presentations, and those candidates are usually handpicked by the CEO. That leaves the succession decision up to one person—and his or her judgment may be seriously impaired by the wish to leave a positive legacy or the refusal to accept impending retirement. Companies should find a way to allow board members to assess internal candidates in a critical light, perhaps by holding succession meetings without the CEO, hosting visits to candidates' operating units, or arranging social or recreational outings where informal assessments can occur.


zations we studied follow the Japanese notion of *kaizen*, or continuous improvement in both processes and content. They refine and adjust their systems on the basis of feedback from line executives and participants, monitor developments in technology, and learn from other leading organizations. Indeed, despite their success, none of the best-practice companies in our study expects its succession management system to operate without modification for more than a year. Most had tweaked their systems recently to make them easier to use. Sonoco integrated four software systems to improve the speed and consistency of the data, while Dell actually cut back on the use of technology in its push for speed and simplicity. And at Lilly, it's not unusual for people to move on and off the list of high-potential employees.

Succession management systems are effective only when they respond to users' needs and when the tools and processes are easy to use and provide reliable and current information. Particularly in the early years of a new system, both the people managing the process and the people using it are likely to find any number of shortcomings, so HR officers and staff must be open to continual improvements—to make the system simpler and easier to use, and to add functions as needed.

...

At the foundation of a shift toward succession management is a belief that leadership talent directly affects organizational performance. This belief sets up a mandate for the organization: attracting and retaining talented leaders.

Jim Shanley, who oversees staffing, learning, and leadership development at Bank of America, explains: "You need a strong leadership development and succession process, but it is not the process that really makes the difference. Executives need to have a talent mindset that allows them to feel comfortable talking about their A players as well as their low performers. Our CEO, Ken Lewis, has institutionalized a performance-based meritocracy. We reward top performers with stretch assignments, and we take action on low-performing leaders." Shanley's focus on the bottom performers isn't based just on the traditional measures of performance such as productivity. Subpar leaders may block key developmental positions. What's more, they may hamper the overall succession management process if their failure to develop subordinates drives away high-potential people. Top performers want good bosses and great challenges.

Perhaps the underlying lesson is that good succession management is possible only in an organizational culture that encourages candor and risk taking at the executive level. It depends on a willingness to differentiate individual performance and a corporate culture in which the truth is valued more than politeness. 

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Developing Your Leadership Pipeline

Further Reading

ARTICLES

No Ordinary Boot Camp

by Noel M. Tichy

Harvard Business Review

April 2001

Product no. R0104C

Fast-growing software company Trilogy designed a powerful version of the developmental approach Conger and Fulmer advocate in "Developing Your Leadership Pipeline." In this article, leadership development expert Noel Tichy gives a detailed tour of Trilogy University, an intensive, three-month employee orientation program that combines training, action learning, and cultural immersion to produce not only well-prepared employees but also innovative ideas that fuel Trilogy's R&D engine. The output of each session is considered so fundamental to Trilogy's success that its CEO and top corporate executives spend six months a year personally running the program. They hone their own strategic thinking while teaching new recruits, and their close interactions with participants allow executives to immediately identify the next generation of technical stars. By pulling the best and the brightest into mentoring roles, they jump-start the development of Trilogy's next generation of top leaders.

Personalize Your Management Development

by Natalie Shope Griffin

Harvard Business Review

March 2003

Product no. R0303H

Griffin echoes Conger and Fulmer's perspective on the limitations of a "sink-or-swim" approach to growing leaders and provides a best-practice example of a leadership development program that accommodates differences in personal styles and attitudes of program participants. Griffin, a consultant in executive and organizational development at Nationwide Financial, describes four kinds of managers-in-training, each embodying unique challenges and opportunities: reluctant leaders, arrogant leaders, unknown leaders, and workaholics. The author outlines specific training approaches tailored to each type of prospective leader. By focusing on the unique circumstances of individual managers, investing in them early in their careers, offering effective coaching, and providing real-life management experiences, Nationwide's leadership-development program has produced hundreds of successful leaders.

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B. Board Monitoring Schedule

The updated Board Monitoring Schedule and Board Monitoring Report template are available below. This will be an opportunity to discuss the schedule and template for continuous improvement purposes.

SOUTHWEST TECH BOARD MONITORING SCHEDULE JULY 2017 – JUNE 2018

DATE	ACTIVITY/PURPOSE	LOCATION
July 10, 2017	Southwest Tech Annual Board Meeting <ul style="list-style-type: none"> ➤ Oath of Office ➤ Election of Officers ➤ Board Monitoring Schedule ➤ Approve Borrowing Resolutions ➤ Three-year Facilities Plan 	Southwest Tech
July 10, 2017	Southwest Tech Joint Meeting of the District Board, SWTC Foundation Board, and Real Estate Foundation Board	Southwest Tech
July 11-12	WTCS Board Meeting	NATC - Rhinelander
July 13-15	District Boards Association Summer Meeting	GTC - Kenosha
August 24	Southwest Tech Board Meeting <ul style="list-style-type: none"> ➤ Foundation Quarterly Report 	Southwest Tech
September 12-13	WTCS Board Meeting	MATC - Madison
September 21	Southwest Tech Board Meeting <ul style="list-style-type: none"> ➤ Student Access Monitoring Report ➤ Compliance Monitoring Report 	Gays Mills Dodgeville
September 25-28	Association of Community College Trustees Leadership Congress	Las Vegas, NV
October 18	Real Estate Foundation Board Meeting	Southwest Tech
October 26	Southwest Tech Board Meeting/Half-Day Retreat <ul style="list-style-type: none"> ➤ Resolution for Adoption of 2017 Tax Levy ➤ Fund & Account Transfers (2016-17 Budget Modifications) ➤ Review of Purchasing Activity ➤ WI Code of Ethics Resolution ➤ Foundation Quarterly Report ➤ Compliance Monitoring Report ➤ Student Access Monitoring Report 	Southwest Tech

DATE	ACTIVITY/PURPOSE	LOCATION
November 1-4	District Boards Association Fall Meeting & Legal Issues Conference	WCTC – Waukesha
November 8	Foundation Board Meeting	Southwest Tech
November 7-8	WTCS Board Meeting	BTC - Janesville
November 16	Southwest Tech Board Meeting <ul style="list-style-type: none"> ➤ Financial Audit ➤ 2018-19 Budget Process 	Dodgeville Gays Mills
December 15	Southwest Tech Winter Graduation	Southwest Tech
December 21	Southwest Tech Board Meeting <ul style="list-style-type: none"> ➤ Financial Sustainability Monitoring Report 	Southwest Tech Meeting was canceled.
January 17	District Boards Association Winter Meeting	Southwest Tech
January 23	Real Estate Foundation Board Meeting	WTCS Office - Madison
January 25 18	Southwest Tech Board Meeting <ul style="list-style-type: none"> ➤ Foundation Quarterly Report ➤ Safety & Security Monitoring Report 	Southwest Tech
February 7	Foundation Board Meeting	Southwest Tech
February 11-14	Association of Community College Trustees National Legislative Summit	Washington, DC
February 23-24	Southwest Tech Board Retreat/Meeting <ul style="list-style-type: none"> ➤ Budget Assumptions & Parameters 	Not Determined Yet
March 20-21	WTCS Board Meeting	MATC – Oak Creek
March 22	Southwest Tech Board Meeting <ul style="list-style-type: none"> ➤ Quality Teaching & Learning Monitoring Report 	Southwest Tech
April 18	Real Estate Foundation Board Meeting	Southwest Tech
April 12 – 14	District Boards Association Spring Meeting	Southwest Tech
April 26	Southwest Tech Board Meeting <ul style="list-style-type: none"> ➤ Out-of-State Tuition Waiver ➤ Foundation Quarterly Report 	Southwest Tech
April 28 – May 1	American Association of Community Colleges Annual Convention	Dallas, TX
May 1	Foundation Board Meeting	Southwest Tech
May 8	WTCS Board Meeting	WTCS Office – Madison

DATE	ACTIVITY/PURPOSE	LOCATION
May 19 May 24	Southwest Tech Graduation Southwest Tech Board Meeting <ul style="list-style-type: none"> ➤ Proposed Budget ➤ State of College Report ➤ Financial Sustainability Monitoring Report 	Southwest Tech Southwest Tech
June 28 or 21?	Southwest Tech Board Meeting <ul style="list-style-type: none"> ➤ Public Budget Hearing/Approval ➤ Evaluation of President ➤ President's Performance Report ➤ College Culture Monitoring Report 	Southwest Tech
July 9, 2018	Southwest Tech Annual Board Meeting	Southwest Tech

~~JULY 6, 2017~~—FEBRUARY 3, 2018

Board Monitoring Report

Council – College Health Indicator

Date _____

EXECUTIVE SUMMARY

Alignment with Mission, Vision, Values, and Purposes

Alignment with Strategic Directions

Competitive Positioning Statement (What matters now? What are the opportunities?)

RECOGNIZING AND VALUING PEOPLE

PRESENTATION OF DATA

1. Broad College Health Indicators
2. Key Trend Data
3. Lead Data
4. Analysis

STRENGTHS

- 1.
- 2.
- 3.

WEAKNESSES

- 1.
- 2.
- 3.

STRATEGIC INITIATIVES DESIGNED TO IMPROVE PERFORMANCE

1. Charter, or similar information, for top priority
2. Charter, or similar information, for second priority
3. Charter, or similar information, for third priority

APPENDIX

1. Raw Data
2. Exhibits

C. District Board / President Dialogue

The Board members will have the opportunity to ask the President questions focused on the state of the college.

The Board will adjourn until 8:45 a.m. on Saturday, February 24, 2018. The Board will have dinner and breakfast for social purposes only and no College business will be conducted.

**Saturday, February 24, 2018
8:45 a.m. – Board Retreat
Holiday Inn Express
55 S. Elm Street
Platteville, WI 53818**

Board Monitoring of College Effectiveness

A. Administrative Services Report

1. Post-Retirement Health Benefits – Status and Strategy

Current status of underfunded liability will be presented along with potential strategies for cost reduction. The report compiled by Key Benefits Concepts, LLC is below.

Key Benefit Concepts, LLC

Southwest Wisconsin Technical College



Accounting and Sample Funding Report of
Liabilities for Participants' Post Employment
Benefits as of July 1, 2016
Including Obligations
Thru End of the Year **June 30, 2017**

October 2017



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Background and Certification

The Government Accounting Standards Board (GASB) considers other post-employment benefits, like pension benefits, as part of the compensation employees earn each year although they are not received until after employment ends. GASB has finalized Statement No. 43 (Financial Reporting for Post Employment Benefit Plans Other Than Pension Plans) and Statement No. 45 (Accounting and Financial Reporting by Employers for Post-Employment Benefits Other Than Pensions). These Statements establish standards for the measurement, recognition, and display of Other Post-Employment Benefits (OPEB) expense/expenditures as well as other related liabilities.

Key Benefit Concepts, LLC (KBC) is an independent actuarial and employee benefits consulting firm providing actuarial services to clients who sponsor qualified retirement and other post-employment benefits. We maintain no relationships with any client that might impair the objectivity of our work. This valuation and report were prepared by KBC based upon:

- Our understanding of GASB's current Statements
- The Summary of Benefits and Eligibility determined by the bargaining and other College agreements, as outlined herein
- The accuracy and completeness of information and data provided by the College.

The calculations of cost and liabilities illustrated were determined according to generally accepted actuarial principles and standards. Specific assumptions and actuarial methodology for the study are defined within the report. Each material assumption is, in the actuaries' opinion, individually reasonable and falls within the best estimate range, taking into account past experience and reasonable future expectations, and is consistent with each other material assumption. Given that actual experience may vary from the actuarial assumptions projected, developing liabilities and costs may differ from those estimated in this report. Furthermore, in the event of any inaccuracies in the information or data provided, upon which these calculations were based, revisions may be needed.

This report was prepared solely for the purposes of providing information required by GASB for the entity's financial reporting. KBC assumes neither responsibility nor any liability for use of this report for any other purposes.

The valuation was prepared in full compliance with the American Academy of Actuaries "Code of Professional Conduct" Precept 7 regarding conflict of interest. The actuaries certifying this valuation meet the qualifications of the American Academy of Actuaries required to provide the actuarial opinion detailed in this report. Their opinion and certification is provided in accordance with an agreement with Key Benefit Concepts, LLC.


Steven L. Diess, EA, MAAA


Elizabeth A. Moore, FSA, EA, MAAA

October 11, 2017

Introduction

The actuarial present value of the other post employment benefit (OPEB) liabilities is the value of all benefits estimated to be payable to plan members discounted at the assumed discount interest rate back to the valuation date. The actuarial present value is comprised of:

- Benefits employees have already earned, and
- Benefits expected to be earned by employees in the future.

Presented in this report are the results of our study of the post employment benefits and the associated liabilities and costs. The study includes the following:

- Actuarial Accrued Liability (AAL): The portion of the actuarial present value of benefits allocated to all periods prior to the valuation date of July 1, 2016 also known as the accrued benefit.
- Normal Cost (NC): The portion of the actuarial present value of benefits allocated to the valuation year (i.e. the additional benefits to be earned from July 1, 2016 through June 30, 2017).
- Unfunded Actuarial Accrued Liability (UAAL): The difference between the actuarial accrued liability and the actuarial value of assets. This amount may also be negative indicating the presence of a surplus of actuarial assets over actuarial accrued liabilities.
- Annual Required Contribution (ARC): The employer's annual contribution comprised of the normal cost plus the portion of the unfunded actuarial accrued liability to be amortized in the valuation year.

College OPEB

For the Southwest Wisconsin Technical College ("the College"), the other post-employment benefit liability consists of several interdependent pieces arising from the rules of the plan. The amounts paid by the College for continued health care for all classifications that are entitled to a benefit are briefly outlined below. A full description of the eligibilities and benefits for eligible classifications can be found in the OPEB Technical Appendix.

- A. Administrative & Faculty: Hired prior to July 1, 2000; as least 13 years of service as of June 30, 2013;

Eligible retirees will be provided with a credit/bank from which their premiums may be paid until exhaustion of funds. The benefit amount is based upon the family premium amounts annualized times a factor, ranging from 3 to 5, as determined by years of service as of June 30, 2013.

B. Support Staff: Hired prior to July 1, 2000; at least 13 years of service as of June 30, 2013:

Eligible retirees will be provided with a credit/bank from which their premiums may be paid until exhaustion of funds. The amount of this benefit is based upon the family premium amounts annualized times a factor, ranging from 1 to 3, as determined by years of service as of June 30, 2013.

Notes:

- *Administrative, Teachers and Support Staff with less than 13 years of service as of June 30, 2013 and those hired after July 1, 2000 are not eligible for a post-employment benefit funded upon their retirement. Rather, the College is providing these employees with an actively-funded benefit paid out in cash over an 8 year period.*
- *For Administrative Staff, Faculty & Support Staff retired/laid off prior to July 1, 2013, the College will pay the life insurance premiums on behalf of eligible retirees (provided that the retiree self-paid their premiums from the time of their retirement until age 65) until their death. The value of this benefit is equal to one times the final annual salary not to exceed \$500,000.*

In a standard OPEB valuation, the GASB guidelines require that the OPEB be based upon the *value* of the health care benefit. Thus, when the benefits are insured, the value above the premium cost of benefits must be determined. This applies to all classifications and arises from the value of benefits in excess of the payments made by the College during the guaranteed period. This amount is determined and incorporated in the determined liability of the medical care benefit.

In addition, since GASB guidelines require the OPEB be based upon the *value* of the medical care benefit, when an individual self-pays 100% of the premium cost, the valuation also includes the difference between the premium cost and the value cost of the benefit. This is known as the Implicit Rate Subsidy.

Implicit Rate Subsidy exists when an employer's retirees and current employees are covered together as a group wherein the premium rate or premium equivalent rate paid by the retirees may be lower than they would be if the retirees were rated separately. The final GASB Statements declare that even if the retirees pay 100% of the premium, without a contribution from the employer, the employer is required to treat the implicit rate subsidy as an OPEB liability.

Note that the implicit rate subsidy is only applied when retirees are enrolled in the College's medical plans. It is not applied, however, when retirees participate in the College's dental plan. Furthermore, when an individual becomes Medicare-eligible, their premium rates are adjusted, such that these adjusted rates represent the expected cost of coverage, and no implicit rate subsidy is calculated.

The College's health plan is self-insured; the retiree premium equivalent rates are based upon the College's total health plan experience – not just the experience of the retiree group. Thus, while the College's health plan is not insured and an implicit rate subsidy does not apply, per se, the approach to evaluating the value of the benefit versus the cost of the benefit was applied similarly to determine the College's OPEB obligation.

Note that for the College to determine its actual contribution each year, the College should use the following formula or a similar formula identifying the expenses versus income:

$(\text{Retiree paid claims} + \text{administration fees} + \text{stop-loss fees}) - (\text{retiree paid premiums} + \text{stop-loss reimbursements}) = \text{College contribution.}$

All active employees eligible for a post-employment benefit were assumed to participate in the plan in retirement, regardless of whether they are currently enrolled in the College's group medical plan. However, no post-employment liability of any kind was calculated for any active employee hired prior to July 1, 2000 with less than 13 years of service as of June 30, 2013 or any employees, regardless of classification, hired after July 1, 2000.

Actively Funded Benefit

Based upon correspondence received during the prior actuarial valuation, the College is providing those with 7-13 years of service as of June 30, 2013 a buyout in lieu of any benefits funded upon their retirement as listed above. This buyout amount is being paid over an 8-year period during active service. The College confirmed that the buyout is and will be funded during active years; therefore no post-employment obligation was valued.

Further, those with less than 13 years of service as of June 30, 2013 and those hired after July 1, 2000 are not eligible for a post-employment benefit funded upon their retirement. They may be eligible for a benefit funded with each year of active service in the College. However, if so, it is assumed that such benefit is funded annually via an irrevocable account and the benefit is identified by employee, allowing such benefits to be accounted for as actively-funded benefits for which no post-employment benefit obligation needs to be valued.

Amortization Method

The current guidelines allow two amortization methods:

Level Dollar Amortization Method – The amount to be amortized is divided into equal dollar amounts to be paid over a given number of years; part of each payment is interest and part is principle (similar to a mortgage payment on a building). Since payroll can be expected to increase as a result of inflation, level dollar payments generally represent a decreasing percentage of the payroll over time.

Level Percent Amortization Method – Amortization payments are calculated so that they increase at a constant percentage over a given number of years. The dollar amount of the payments generally will increase over time due to inflation; however the percentage increases in these payments can be expected to remain level.

Note: The OPEB Tables are based upon a closed 30-year amortization period with 24 years remaining.

College OPEB Liability

Based upon the actuarial assumptions and projections described herein as determined by the census, benefit and premium data provided the College, the post-employment medical liability as of July 1, 2016 are as follows:

Other Post Employment Liability		
	Level \$ Amortization	Level % Amortization
1 Normal Cost with interest to end of year	\$ 104,515	\$ 104,515
2 Unfunded Actuarial Accrued Liability (UAAL)	\$ 7,162,500	\$ 7,162,500
3 24-yr. Amortization of UAAL	\$ 422,927	\$ 307,393
4 Annual Required Contribution (ARC)	\$ 527,442	\$ 411,908

Detailed calculations for the above results can be found in the OPEB Tables C and D.

Discussion of Valuation Methods and Assumptions

The valuation was based upon the data provided by the College. In performing this study, we utilized the medical and prescription drug claims as well as the premium equivalent rate history of the College's self-funded medical plan and projected a stream of expected premium equivalent rates for each year in the future based on the data as of July 1, 2016. For those individuals covered under the College's medical plan, future trends and expected future costs were derived from historical premium equivalent rates as well as claims history for actives and retirees. The College's current premium equivalent rates were higher than the total payout of claims (and expenses) for the 2016 fiscal year. Thus, the expected medical trend was reduced in the first years following the valuation date to account for the difference between total premiums and total paid claims.

Trend and retirement age are the most sensitive assumptions. Changes in these assumptions have the largest impact on the amount of liabilities. All of the demographic assumptions used for this report (i.e. other than percent electing coverage and percent electing family coverage) are approximately the same as those used in the December 31, 2015 Wisconsin Retirement System's (WRS) annual report. All economic assumptions are the same as the WRS reports with exception to inflation, trend, and discount rate. The assumptions are shown in the OPEB Technical Appendix.

New GASB guidelines will require that actuarial valuations of OPEB benefits use the entry-age normal actuarial method in the future. In light of these changes, this valuation was performed using the entry-age normal actuarial method for OPEB.

This is a subsequent valuation of the College's post-employment liabilities. Since the prior study, the College has not established a trust to fund its post-employment benefits. Rather it has continued to payout its retiree benefits on a pay-as-you-go basis. As such, there are no assets to offset the College's actuarial accrued liabilities. A discount rate of 3.0% (as the expected yield on general assets) was used in this valuation in calculating the post-employment liabilities. It was assumed that the College would continue to fund its retiree benefits out of its general fund assets on a pay-as-you-go basis.

Pay-As-You-Go (Table I)

GASB requires all public entities to identify and include their post-employment liability in their financial statements. However, at this time GASB does not require any public entity to fund this liability. Since many public entities currently provide for their post-employment benefits on a pay-as-you-go basis, we typically provide an OPEB Table I, which illustrates, based upon the assumptions used in this valuation and the College's premium equivalent rates, the projected College's annual liability for retiree medical benefits on a pay-as-you-go basis.

Note that since the College determines retiree contributions based upon the premium equivalent rates, the cash flow in Table I may be used as a tool for the College for evaluation and budgeting purposes. However, since the College has a self-insured health plan, it should not be used for determining the College's actual contributions. Rather, the College should determine its pay-as-you-go benefit based upon the actual retiree paid claims plus administration and stop-loss premium minus the amount the retirees' paid for continued coverage and any stop-loss reimbursements.

OPEB Tables

OPEB Table A

Southwest Wisconsin Technical College
Active Employees as of July 1, 2016

Age	Years of Service										Total
	0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 or more			
Under 20	-	-	-	-	-	-	-	-	-	-	-
20 - 24	1	-	-	-	-	-	-	-	-	-	1
25 - 29	12	-	-	-	-	-	-	-	-	-	12
30 - 34	17	2	1	-	-	-	-	-	-	-	20
35 - 39	17	6	2	1	-	-	-	-	-	-	26
40 - 44	8	7	5	8	-	-	-	-	-	-	28
45 - 49	10	7	-	3	4	2	-	-	-	-	26
50 - 54	9	3	8	4	-	8	4	-	-	-	36
55 - 59	7	6	4	4	2	2	2	1	-	-	28
60 - 64	7	2	4	3	2	-	1	-	-	-	20
65 and over	-	-	-	1	1	-	-	-	-	-	4
Total	88	33	24	24	9	12	7	4			201

Averages:

Age: 46.4

Service: 9.7

OPEB Table B1

Southwest Wisconsin Technical College
All Members by Medical Coverage as of July 1, 2016

	Actives				Retirees			
	Single	Family	Waived	Total	Single	Family	Waived	Total
Administrator	3	20	3	26	2	-	10	12
Support Staff	20	63	5	88	10	4	17	31
Faculty	15	70	2	87	17	2	39	58
Totals	38	153	10	201	29	6	66	101

Administrator
Support Staff
Faculty
Totals

OPEB Table B2
Southwest Wisconsin Technical College
Members by Eligibility as of July 1, 2016

	Actives		Retirees
	Fully Eligible	Not Fully Eligible	Total
Administrator	2	2	4
Support Staff	6	9	15
Faculty	11	12	23
Totals	19	23	42
			101

Full Eligibility is met if, as of 7/1/2016, the member has met the age and service requirements as stated in the plan provisions.

OPEB Table C

Southwest Wisconsin Technical College
Determination of Normal Cost, Actuarial Accrued Liability (AAL)
and Unfunded Actuarial Accrued Liability (UAAL) as of July 1, 2016

Total Incurred OPEB Liabilities

	Administrator	Support Staff	Faculty	Total
1. Normal cost as of 7/1/2016	\$ 5,735	\$ 29,899	\$ 65,837	\$ 101,471
2. Actuarial accrued liability as of 7/1/2016				
a. Current Retiree AAL	437,758	1,071,292	2,736,911	4,245,961
b. Future Retiree AAL	380,957	747,027	1,788,555	2,916,539
c. Total AAL (#2a + #2b)	818,715	1,818,319	4,525,466	7,162,500
3. Actuarial value of assets	-	-	-	-
4. Unfunded actuarial accrued liability [#2c - #3]	818,715	1,818,319	4,525,466	7,162,500

OPEB Table D - Level % Amortization

Southwest Wisconsin Technical College
Determination of 2016-2017 Fiscal Year Annual Required Contribution (ARC)

1. Normal cost
 - a. Beginning of year
 - b. With interest to end of year
2. Expected payroll for 2016-2017 fiscal year
3. Unfunded actuarial accrued liability
4. 24 year amortization of UAAL as a level percent method
 - a. Dollars
 - b. Percent of payroll
5. Annual required contribution (ARC)
 - a. Normal cost
 - b. Amortization
 - c. Total contribution [a + b]

Total Incurred OPEB Liabilities

	Administrator	Support Staff	Faculty	Total
\$	5,735	\$ 29,899	\$ 65,837	\$ 101,471
	5,907	30,796	67,812	104,515
	n/a	n/a	n/a	n/a
	818,715	1,818,319	4,525,466	7,162,500
	35,137	78,037	194,219	\$307,393
	n/a	n/a	n/a	n/a
	5,907	30,796	67,812	104,515
	35,137	78,037	194,219	307,393
	41,044	108,833	262,031	411,908

OPEB Table D - Level \$ Amortization

Southwest Wisconsin Technical College

Determination of 2016-2017 Fiscal Year Annual Required Contribution (ARC)

1. Normal cost
 - a. Beginning of year
 - b. With interest to end of year
2. Expected payroll for 2016-2017 fiscal year
3. Unfunded actuarial accrued liability
4. 24 year amortization of UAAL as a level dollar method
 - a. Dollars
 - b. Percent of payroll
5. Annual required contribution (ARC)
 - a. Normal cost
 - b. Amortization
 - c. Total contribution [a + b]

Total Incurred OPEB Liabilities

Administrator	Support Staff	Faculty	Total
\$ 5,735	\$ 29,899	\$ 65,837	\$ 101,471
5,907	30,796	67,812	104,515
n/a	n/a	n/a	n/a
818,715	1,818,319	4,525,466	7,162,500
48,343	107,367	267,217	\$422,927
n/a	n/a	n/a	n/a
5,907	30,796	67,812	104,515
48,343	107,367	267,217	422,927
54,250	138,163	335,029	527,442

OPEB Table E - Level % Amortization

Southwest Wisconsin Technical College

Annual OPEB Cost and Net OPEB Obligation for the Fiscal Year Ending June 30, 2017

	Total
Annual required contribution (ARC)	\$ 411,908
Interest on net OPEB obligation	32,675
Adjustment to annual required contribution	(46,743)
Annual OPEB cost (expense)	397,839
Contributions made	TBD
Change in net OPEB obligation	TBD
Net OPEB obligation - beginning of year	1,089,158
Net OPEB obligation - end of year	TBD

History of OPEB Cost, Percentage Of Annual Contribution and Net OPEB Obligation

Fiscal Year Ending	Annual OPEB Cost	Percentage of Annual OPEB Cost Contributed	Net OPEB Obligation
6/30/2014	\$ 362,554	173.09%	\$ 1,437,471
6/30/2015	363,496	172.64%	1,380,935
6/30/2016	363,697	180.23%	1,089,158
6/30/2017	397,839	TBD	TBD

The financial history was reproduced from the College's financial statements and has not been reviewed for accuracy.

OPEB Table E - Level \$ Amortization

Southwest Wisconsin Technical College

Annual OPEB Cost and Net OPEB Obligation for the Fiscal Year Ending June 30, 2017

	Total
Annual required contribution (ARC)	\$ 527,442
Interest on net OPEB obligation	32,675
Adjustment to annual required contribution	(64,312)
Annual OPEB cost (expense)	495,805
Contributions made	TBD
Change in net OPEB obligation	TBD
Net OPEB obligation - beginning of year	1,089,158
Net OPEB obligation - end of year	TBD

History of OPEB Cost, Percentage Of Annual Contribution and Net OPEB Obligation

Fiscal Year Ending	Annual OPEB Cost	Percentage of Annual OPEB Cost Contributed	Net OPEB Obligation
6/30/2014	\$ 362,554	173.09%	\$ 1,437,471
6/30/2015	363,496	172.64%	1,380,935
6/30/2016	363,697	180.23%	1,089,158
6/30/2017	495,805	TBD	TBD

The financial history was reproduced from the College's financial statements and has not been reviewed for accuracy.

OPEB Table F

Southwest Wisconsin Technical College
Required Supplementary Information
Schedule of Funding Progress

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL) - Entry Age Normal Level % of Salary	Unfunded AAL (UAAL)	Funded Ratio	Covered Payroll	UAAL as a Percentage of Covered Payroll
	(a)	(b)	(b-a)	(a/b)	(c)	((b-a) / c)
7/1/2012	\$ -	\$ 6,699,033	\$ 6,699,033	0.00%	\$ 6,456,777	103.75%
7/1/2013	-	5,919,556	5,919,556	0.00%	5,795,408	102.14%
7/1/2016	-	7,162,500	7,162,500	0.00%	TBD	TBD

The financial history was reproduced from the College's financial statements and has not been reviewed for accuracy.

OPEB Table G

Southwest Wisconsin Technical College

Significant Methods and Assumptions

Actuarial valuation date	7/1/2016
Actuarial cost method	Entry Age Normal - Level % of Salary
Amortization method	30 year closed level dollar & level percent
Remaining amortization period	24 years
Asset valuation method	Market value
Actuarial Assumptions	
Investment rate of return *	3.00%
Projected payroll increases (for level amortization of pay only)	3.00%
Medical care trend*	7.50% decreasing by 0.50% per year down to 6.50%, then by 0.10% per year down to 5.0%, and level thereafter

* Implicit in this rate is an assumed rate of inflation of 2.50%

OPEB Table H - Level % Amortization
Southwest Wisconsin Technical College
Historical Development of Annual Net OPEB Obligation

Total Incurred OPEB Liabilities

Fiscal Year Ending	ARC	Interest on Net OPEB Obligation	ARC Adjustment	Amort. Factor	OPEB Cost	Contribution	Change in Net OPEB Obligation	Net OPEB Obligation Balance
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
6/30/2016	\$ 368,605	\$ 55,237	\$ (60,145)		\$ 363,697	\$(655,474)	\$(291,777)	\$ 1,089,158
6/30/2017	411,908	32,675	(46,743)	23.30	397,839	TBD	TBD	TBD

The financial history was reproduced from the College's financial statements and has not been reviewed for accuracy.

OPEB Table H - Level \$ Amortization
Southwest Wisconsin Technical College
 Historical Development of Annual Net OPEB Obligation

Total Incurred OPEB Liabilities

Fiscal Year Ending	ARC	Interest on Net OPEB Obligation	ARC Adjustment	Amort. Factor	OPEB Cost	Contribution	Change in Net OPEB Obligation	Net OPEB Obligation Balance
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
6/30/2016	\$ 368,605	\$ 55,237	\$ (60,145)		\$ 363,697	\$(655,474)	\$(291,777)	\$ 1,089,158
6/30/2017	527,442	32,675	(64,312)	16.94	495,805	TBD	TBD	TBD

The financial history was reproduced from the College's financial statements and has not been reviewed for accuracy.

OPEB Table I

Southwest Wisconsin Technical College
Pay As You Go
Projection of OPEB Contributions (30 Year Projection)

A	B	C	D	E	F	G
Fiscal Year Beginning	Expected Total Premiums	College's Premium Contribution	Total OPEB Value	College's OPEB Liability (C + F)	Implicit Rate Subsidy (D - B)	Cost → Value
2016	\$ 793,251	\$ 783,388	\$ 883,907	\$ 874,043	\$ 90,655	1.1143
2017	786,755	786,755	880,026	880,026	93,270	1.1186
2018	778,947	778,947	904,932	904,932	125,985	1.1617
2019	781,139	781,139	904,153	904,153	123,014	1.1575
2020	723,939	723,939	844,345	844,345	120,406	1.1663
2021	634,243	634,243	754,674	754,674	120,430	
2022	557,375	557,375	656,406	656,406	99,031	
2023	468,465	468,465	569,989	569,989	101,524	
2024	394,135	394,135	480,131	480,131	85,996	
2025	314,232	314,232	383,606	383,606	69,374	
2026	269,803	269,803	333,824	333,824	64,022	
2027	245,075	245,075	303,799	303,799	58,724	
2028	200,929	200,929	252,890	252,890	51,961	
2029	164,181	164,181	199,885	199,885	35,704	
2030	136,424	136,424	162,640	162,640	26,217	
2031	116,046	116,046	137,009	137,009	20,964	
2032	92,903	92,903	107,962	107,962	15,058	
2033	83,212	83,212	88,454	88,454	5,242	
2034	73,043	73,043	75,159	75,159	2,117	
2035	65,612	65,612	66,436	66,436	824	
2036	60,432	60,432	61,228	61,228	796	
2037	55,829	55,829	56,191	56,191	362	
2038	52,014	52,014	52,315	52,315	301	
2039	47,662	47,662	47,850	47,850	188	
2040	43,253	43,253	43,376	43,376	123	
2041	39,156	39,156	39,312	39,312	157	
2042	33,736	33,736	33,736	33,736	-	
2043	29,064	29,064	29,064	29,064	-	
2044	24,588	24,588	24,588	24,588	-	
2045	20,430	20,430	20,430	20,430	-	

When Funding the Trust: Pay-As-You-Go amount plus Implicit Rate Subsidy: Multiply factor in column **G** times Pay-As-You-Go amount, the result is the amount to be paid to Fund Trust. The difference between the two amounts is the Implicit Rate Subsidy.

OPEB Technical Appendix

Southwest Wisconsin Technical College Post-Employment Benefit Summary

For those Administrative Staff & Faculty and Support Staff that retired or were laid off prior to July 1, 2013: upon reaching the age of 65, the College will pay the life insurance premiums on behalf of eligible retirees (provided that the retiree self-paid their premiums from the time of their retirement until age 65) until their death. The value of this benefit is equal to one times the final annual salary not to exceed \$500,000.

Administrative Staff & Faculty

Hired Prior to July 1, 2000														
Eligibility	OPEB													
At least 13 years of service as of June 30, 2013	<p><u>Medical Insurance:</u> Eligible retirees will be provided with a credit/bank from which their premiums may be paid until exhaustion of funds. The amount of this benefit is based upon the family medical premium amount (annualized) times a factor determined by years of service as of June 30, 2013 as follows:</p> <table><tr><th>Service as of June 30, 2013</th><th>Benefit Factor</th><th>Total Amount of Benefit*</th></tr><tr><td>13 – 14 years</td><td>3</td><td>\$ 68,905.08</td></tr><tr><td>15 – 16 years</td><td>4</td><td>\$ 91,873.44</td></tr><tr><td>17 or more years</td><td>5</td><td>\$ 114,841.80</td></tr></table> <p>*Amounts do not increase</p> <p>Should a retiree expire prior to the exhaustion of their benefits, the surviving spouse (only if on the plan at that time) will be entitled to any remaining fund amounts.</p>		Service as of June 30, 2013	Benefit Factor	Total Amount of Benefit*	13 – 14 years	3	\$ 68,905.08	15 – 16 years	4	\$ 91,873.44	17 or more years	5	\$ 114,841.80
Service as of June 30, 2013	Benefit Factor	Total Amount of Benefit*												
13 – 14 years	3	\$ 68,905.08												
15 – 16 years	4	\$ 91,873.44												
17 or more years	5	\$ 114,841.80												
<p>Notes:</p> <ul style="list-style-type: none">Those with less than 13 years of service as of June 30, 2013 and those hired after July 1, 2000 are not eligible for a post-employment benefit funded upon their retirement.Actively-Funded benefit: The College is providing those with 7-13 years of service as of June 30, 2013 a buyout in lieu of any benefits funded upon their retirement as listed above. This buyout amount is being paid out in cash over an 8-year period during active service. Prior to the previous valuation the College confirmed that the buyout is and will be funded during active years – thus no post-employment obligation will be valued.														

Support Staff

Hired Prior to July 1, 2000														
Eligibility	OPEB													
At least 13 years of service as of June 30, 2013	<p><u>Medical Insurance:</u> Eligible retirees will be provided with a credit/bank from which their premiums may be paid until exhaustion of funds. The amount of this benefit is based upon the family medical premium amount (annualized) times a factor determined by years of service as of June 30, 2013 as follows:</p> <table><tr><th>Service as of June 30, 2013</th><th>Benefit Factor</th><th>Total Amount of Benefit*</th></tr><tr><td>13 – 14 years</td><td>1</td><td>\$ 22,968.36</td></tr><tr><td>15 – 16 years</td><td>2</td><td>\$ 45,936.72</td></tr><tr><td>17 or more years</td><td>3</td><td>\$ 68,905.08</td></tr></table> <p>*Amounts do not increase</p> <p>Should a retiree expire prior to the exhaustion of their benefits, the surviving spouse (only if on the plan at that time) will be entitled to any remaining fund amounts.</p>		Service as of June 30, 2013	Benefit Factor	Total Amount of Benefit*	13 – 14 years	1	\$ 22,968.36	15 – 16 years	2	\$ 45,936.72	17 or more years	3	\$ 68,905.08
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Note: The College has a high deductible health plan (\$ 1,500 single/ \$ 3,000 family) and provides active employees with contributions into an HSA of \$500 single/ \$1,000 family towards deductible reimbursements. Retirees are not eligible for these HSA contributions.

OPEB Actuarial Assumptions

1. Actuarial Valuation Date	July 1, 2016
2. Actuarial Cost Method	<u>Entry Age Normal – Level % of Salary</u> : Under this method, the actuarial present value of the projected benefits of each individual included in an actuarial valuation is allocated on a level basis over the earnings of the individual between entry age and assumed exit age(s). The normal cost is equal to the valuation salary multiplied by the present value of benefits divided by the present value of future salaries, measured as of the date of hire. The accrued liability is equal to the present value of projected benefits minus the present value of future normal costs, measured as of the valuation date.
3. Interest Rate	Discount rate for valuing liabilities – 3.00% Interest rate on plan assets – 3.00% Implicit in these rates is a 2.50% assumed rate of inflation
4. Level Percent Increase	3.00% – Used only for level percent amortization of Unfunded Actuarial Accrued Liability
5. Amortization Method	30 year closed level percent & level dollar method
6. Remaining Amortization Period	24 years
7. Asset Valuation Method	Market Value

8. Retirement Rates	Early Retirement		
	<u>Age</u>	<u>Male</u>	<u>Female</u>
	55	4.0%	5.5%
	56	3.0	5.5
	57	2.5	4.0
	58	2.5	5.5
	59	3.0	6.5
	60	4.3	6.8
	61	5.0	7.6
	62	6.0	12.0
	63	7.0	12.0
	64	7.0	12.0
	65	100.0	100.0
	Regular Retirement (30 or more years of service)		
	<u>Age</u>	<u>Male</u>	<u>Female</u>
	57	12.0%	14.0%
	58	12.0	12.0
	59	12.0	10.0
	60	12.0	12.0
	61	12.0	16.0
	62	12.0	14.0
	63	12.0	19.0
	64	12.0	13.0
	65	100.0	100.0
	No employees are assumed to retire prior to becoming eligible for benefits		
9. Mortality Rates	Mortality rates at sample ages:		
	<u>Age</u>	<u>Male</u>	<u>Female</u>
	20	0.000138	0.000079
	25	0.000165	0.000088
	30	0.000206	0.000118
	35	0.000359	0.000210
	40	0.000485	0.000298
	45	0.000642	0.000466
	50	0.000866	0.000690
	55	0.002011	0.001221
	60	0.002854	0.001755
	65	0.004354	0.002683
	70	0.007198	0.004555
	75	0.012242	0.008257
	80	0.022508	0.015445

10. Separation Rates	<p>Select and ultimate termination rates at sample ages and years of service are shown below:</p> <table><tr><td><u>Age</u></td><td><u>Service</u></td><td><u>Male</u></td><td><u>Female</u></td></tr><tr><td></td><td>0</td><td>16.0%</td><td>16.0%</td></tr><tr><td></td><td>1</td><td>14.0</td><td>15.0</td></tr><tr><td></td><td>2</td><td>12.0</td><td>13.0</td></tr><tr><td></td><td>3</td><td>10.0</td><td>10.0</td></tr><tr><td></td><td>4</td><td>8.5</td><td>9.9</td></tr><tr><td></td><td>5</td><td>8.0</td><td>8.4</td></tr><tr><td></td><td>6</td><td>7.5</td><td>6.4</td></tr><tr><td></td><td>7</td><td>5.7</td><td>5.7</td></tr><tr><td></td><td>8</td><td>4.6</td><td>4.7</td></tr><tr><td></td><td>9</td><td>4.0</td><td>4.2</td></tr><tr><td>25</td><td>10 or More</td><td>4.0</td><td>5.0</td></tr><tr><td>30</td><td></td><td>3.9</td><td>4.6</td></tr><tr><td>35</td><td></td><td>3.6</td><td>4.2</td></tr><tr><td>40</td><td></td><td>3.1</td><td>3.4</td></tr><tr><td>45</td><td></td><td>2.3</td><td>2.6</td></tr><tr><td>50</td><td></td><td>1.9</td><td>2.1</td></tr><tr><td>55</td><td></td><td>1.8</td><td>2.0</td></tr><tr><td>60</td><td></td><td>1.8</td><td>2.0</td></tr></table> <p>No separation rates are assumed after eligibility for retirement</p>	<u>Age</u>	<u>Service</u>	<u>Male</u>	<u>Female</u>		0	16.0%	16.0%		1	14.0	15.0		2	12.0	13.0		3	10.0	10.0		4	8.5	9.9		5	8.0	8.4		6	7.5	6.4		7	5.7	5.7		8	4.6	4.7		9	4.0	4.2	25	10 or More	4.0	5.0	30		3.9	4.6	35		3.6	4.2	40		3.1	3.4	45		2.3	2.6	50		1.9	2.1	55		1.8	2.0	60		1.8	2.0
<u>Age</u>	<u>Service</u>	<u>Male</u>	<u>Female</u>																																																																										
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60		1.8	2.0																																																																										
11. Disablement Rates	<p>Active participant disability rates at sample ages:</p> <table><tr><td><u>Age</u></td><td><u>Male</u></td><td><u>Female</u></td></tr><tr><td>20</td><td>0.00%</td><td>0.00%</td></tr><tr><td>25</td><td>0.00</td><td>0.00</td></tr><tr><td>30</td><td>0.00</td><td>0.00</td></tr><tr><td>35</td><td>0.01</td><td>0.02</td></tr><tr><td>40</td><td>0.01</td><td>0.03</td></tr><tr><td>45</td><td>0.01</td><td>0.03</td></tr><tr><td>50</td><td>0.02</td><td>0.06</td></tr><tr><td>55</td><td>0.05</td><td>0.09</td></tr><tr><td>60</td><td>0.07</td><td>0.13</td></tr></table>	<u>Age</u>	<u>Male</u>	<u>Female</u>	20	0.00%	0.00%	25	0.00	0.00	30	0.00	0.00	35	0.01	0.02	40	0.01	0.03	45	0.01	0.03	50	0.02	0.06	55	0.05	0.09	60	0.07	0.13																																														
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60	0.07	0.13																																																																											

12. Medical Trends (Annual Increases)	<u>Year</u>	<u>Medical</u>
	1	1.1%
	2	0.0
	3	6.5
	4	6.4
	5	6.3
	6	6.2
	7	6.1
	8	6.0
	9	5.9
	10	5.8
	11	5.7
	12	5.6
	13	5.5
	14	5.4
	15	5.3
	16	5.2
	17	5.1
	18 & Over	5.0
13. Salary Merit Scale (Annual Increases)	<u>Service</u>	<u>Increase</u>
	1	3.0%
	2	3.0
	3	2.9
	4	2.8
	5	2.7
	10	2.2
	15	1.7
	20	1.2
	25	0.9
	30	0.7
	The assumed salary inflation of 3.0% per year is added to these merit increases to get the total assumed increase in salary	

14. Age Related Health Care Cost	<p>2016 monthly medical premium rates under the College's plan were \$812.59 and \$2,030.40 (Single/Family)</p> <p>Health care costs are assumed to increase each year of age separate from trend due to increased cost of older participants, as follows:</p> <table data-bbox="889 474 1122 688"> <thead> <tr> <th><u>Age</u></th><th><u>Rate</u></th></tr> </thead> <tbody> <tr> <td>Under 40</td><td>5.0%</td></tr> <tr> <td>40-44</td><td>4.5%</td></tr> <tr> <td>45-49</td><td>4.0%</td></tr> <tr> <td>50-54</td><td>3.3%</td></tr> <tr> <td>55-59</td><td>3.6%</td></tr> <tr> <td>60-64</td><td>4.2%</td></tr> </tbody> </table>	<u>Age</u>	<u>Rate</u>	Under 40	5.0%	40-44	4.5%	45-49	4.0%	50-54	3.3%	55-59	3.6%	60-64	4.2%
<u>Age</u>	<u>Rate</u>														
Under 40	5.0%														
40-44	4.5%														
45-49	4.0%														
50-54	3.3%														
55-59	3.6%														
60-64	4.2%														
15. Percent with Coverage at Retirement	100% of active employees eligible for a post-employment benefit.														
16. Coverage Tier	70% of future covered retirees are assumed to cover a spouse in retirement														
17. Spouses' Age	Males are assumed to be three years older than their spouses														

2. 2018-2022 Budget Forecasting

Current status of operational budget development will be discussed along with a three year look ahead. Included below is a spreadsheet with information that will be discussed. This information is as of 2/16/18.

2/13/2018

Southwest Wisconsin Technical College
General Fund
2018-2019 Budgetary Development Status

	2016-17 <u>Actual</u>	2017-18 <u>Budget</u>	2018-19 <u>Budget</u>	<u>Change</u>		2019-20 <u>Forecast</u>	2020-21 <u>Forecast</u>	2021-22 <u>Forecast</u>	
REVENUES									
Local Government	5,013,198	5,050,000	5,140,000	90,000		5,191,400	5,243,314	5,295,747	1% increase in net new construction
State Aids	10,118,962	10,643,000	10,178,000	(465,000)		10,178,000	10,178,000	10,178,000	stagnant
Program Fees	4,317,812	4,391,000	4,596,000	205,000		4,687,920	4,781,678	4,877,312	2% numbers growth & flat rate growth
Material Fees	326,224	345,000	313,000	(32,000)		319,260	325,645	332,158	2% numbers growth
Other Student Fees	452,169	440,000	495,000	55,000		495,000	495,000	495,000	stagnant
Institutional	1,631,332	1,500,000	1,500,000	-		1,530,000	1,560,600	1,591,812	2% growth
Federal	1,144,050	774,000	755,000	(19,000)		678,000	625,000	335,000	Multi-year federal grant phaseouts
Total Revenues	23,003,747	23,143,000	22,977,000	(166,000)	-0.72%	23,079,580	23,209,238	23,105,029	
EXPENDITURES									
Instruction	14,118,582	14,781,400	14,610,500	(170,900)					
Instructional Resources	251,308	211,400	199,000	(12,400)					
Student Services	2,041,038	1,821,800	1,875,000	53,200					
General Institutional	4,576,235	4,763,000	5,009,500	246,500					
Physical Plant	1,968,777	2,035,400	2,001,000	(34,400)					
Total Expenditures	22,955,940	23,613,000	23,695,000	82,000	0.35%	24,168,900	24,652,278	25,145,324	2% overall increase
Net Revenue (Expenditures)	47,807	(470,000)	(718,000)			(1,089,320)	(1,443,040)	(2,040,294)	
Operating Transfer In (Out)	210,429	470,000	-			-	-	-	
Change in Fund balance	258,236	-	(718,000)			(1,089,320)	(1,443,040)	(2,040,294)	
Beginning Fund Balance	8,350,305	8,459,305	8,608,541			7,890,541	6,801,221	5,358,181	
Ending Fund Balance	8,608,541	8,459,305	7,890,541			6,801,221	5,358,181	3,317,886	

3. Facilities Master Planning

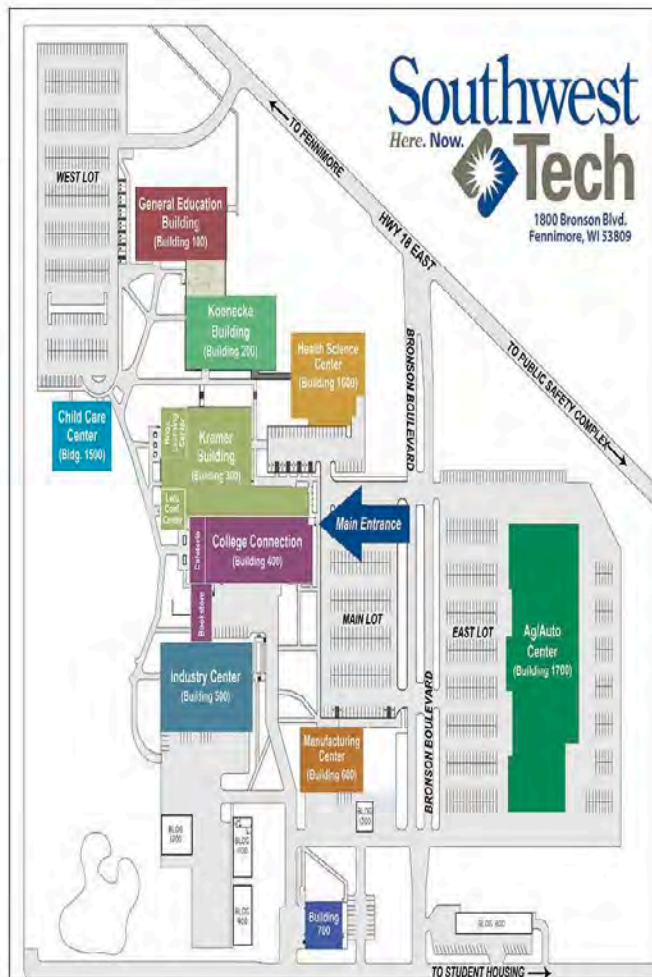
The draft 10-year master facilities plan will be presented and discussed. The draft plan is included below.

Southwest Wisconsin Technical College

February 24, 2018

2018 Master Plan





Introduction

This report provides a summary of the current state and future needs of Southwest Wisconsin Technical College's buildings and grounds. It reflects a historical look at each of the buildings, their current state, and a forecast for future needs of each building. To determine a facilities program that is responsive to the mission of the College, the team projected into the future state and has taken a look into the next ten years of Southwest Wisconsin Technical College (Southwest Tech).

Executive Summary

Developing a view of the physical needs of a complex institution such as Southwest Tech requires the efforts of many people. This master plan represents the concern and input of administration, College staff, students, and voices within the community, whose collective wisdom truly influenced this master plan. We gratefully acknowledge their contributions.

This master plan is intended to be a dynamic document and provide a flexible framework that can be updated on a periodic basis to adjust for changes in the academic plan, the economy, available energy incentives, and any internal changes of the College. Changes will be made to reallocate resources in responses to these fluctuating circumstances in order to bring the most benefit to the students and communities of Southwest Wisconsin Technical College.

Commonalities

The process to develop this plan included many opportunities for discussion with staff and observation of operations. Common themes were shared and determined during the discussions and observations. They have been separated into strengths and opportunities for improvement.

Strengths:

- There is a very real pride of the campus and mission shared by the great majority of staff.
- The beauty of the campus is highly regarded.
- The facilities are very well maintained.

Opportunities for Improvement:

- Visitors to the campus can become confused by inconsistent location of or incomplete signage.
- There is a perceived lack of parking due to enrollments, events and desire to expand for additional events.
- There is a perceived lack of instructional space.
- There is a great deal of difficulty in fairly and accurately scheduling access to instructional space.
- There are opportunities to represent the "Southwest Tech brand" to new visitors.

The College should implement an approach that includes facilities to enhance the campus to provide for greater exposure. To that end, the team recommends the following projects:

- On-campus identity and exposure towards community
- Internal campus pedestrian circulation and landscaping
- Improvement of facilities for Public Safety programming
- Realignment of facilities to replace end of useful life structures
- Purchase property that adjoins current campus boundaries

Required Maintenance Items

Items or tasks on this list are necessary to delay or prevent the failure of critical and non-critical building systems and equipment. These projects ensure the college does not suffer a disruption in service or operation. This approach should also minimize life cycle costs of building systems.

New Construction

Projects that add to the College footprint or alter the existing envelope of current building footprint sufficient enough to be considered new construction.

Remodeling

Physical alterations to existing building footprint that may or may not alter its function.

Funding

All projects are funded through the College's annual debt issuance with debt service payments covered by tax levy. New construction projects are limited to \$1.5M every two years without tax payer referendum approval. Remodeling projects are limited to \$1.5M per project scope. Southwest Tech and WTCS Board approval is required of all new construction and remodeling projects in excess of \$50,000 and \$100,000, respectively.

Key

RTU = Roof Top Unit - handles both heating and cooling

AHU = Air Handling - handles cooling and air tempering on outside air exchanges.

ERV = Energy Recovery Ventilator – handles air exchanges in shop areas

MAU = Makeup Air Unit – brings air in from the outside when exhaust fans are running to avoid creating a negative pressure in the building.

Campus-wide Projects

These projects have an effect on all campus buildings or are new projects that do not pertain to an existing building.

Required Maintenance Items

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
Replace all simplex fire alarm systems	\$ 20,000	2019 - 20
Upgrade Trane control system	\$ 40,000	2020 - 21
Upgrade campus-wide lock system	\$ 200,000	2021 - 22
Replace batteries in large UPS systems	\$ 35,000	2022 - 23
Upgrade existing clock system	\$ 20,000	2023 - 24

New Construction

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
Construct Public Safety facility near firearms range	\$ 1,500,000	2019 - 20

Remodeling

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
Campus signage upgrade	\$ 250,000	2018 - 19

PLEASE NOTE: On the individual building planned project costs, some items are include with multiple buildings.

General Education Building - 100



Constructed = 1971 with
an addition in 1985
Sq. Ft = 30,726

Facility Condition

Roofing:

- Rubber membrane (2012)

Exterior:

- Exterior walls and stupor structures are in good condition.

Electrical Service:

- 800 Amp, 277/480 Volts, 3 Phase (1971)

Heating, Cooling:

- RTU #1 Trane Intellipak (2006)
- RTU #2 Carrier (2012)
- Boiler # 1 Aerco Benchmark 1.5 (2009)
- Boiler #2 Aerco Benchmark 1.5 (2009)

Sprinkler System:

- No

Planned Projects

Required Maintenance Items

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
Seal and repaint 100 parking lot	\$ 50,000	2018-19
Upgrade lighting throughout the building to LED's	\$ 35,000	2019-20
Elevator replacement	\$ 100,000	2022-23
Electrical service upgrade	\$ 25,000	2025-26
Replace existing RTU	\$ 100,000	2026-27

New Construction

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
Entrance upgrades with buildings 200/300/500	\$ 150,000	2019-20

Remodeling

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
100/200 Classroom remodels	\$ 500,000	2020-21
100 Office space upgrade	\$ 50,000	2022-23

Koenecke Building - 200



Constructed = 1970
Sq. Ft = 29,913

Facility Condition

Roofing

- Rubber membrane (2013)

Exterior

- Exterior walls and stupor structures are in good condition.

Electrical Service

- 300 Amp, 277/480 Volt, 3 Phase (1970)

Heating, Cooling

- Boiler #1 Aerco KC Series (2008)
- Boiler #2 Aerco KC Series (2008)
- RTU #1 Trane Intellipak (2006)

Sprinkler System

- No

Planned Projects

Required Maintenance Items

100/200 Lighting upgrade	\$ 35,000	2018 - 19
200/300 Elevator upgrade	\$ 100,000	2026 - 27
Electrical service upgrade	\$ 25,000	2026 - 27

New Construction

None

Remodeling

100/200/300/500 Entrances	\$ 150,000	2019 - 20
100/200 Classroom Remodels	\$ 500,000	2020 - 21

Kramer Building – 300



Constructed = 1973
Sq. Ft = 40,982

Facility Condition

Roofing

- Rubber membrane (2009)

Exterior

- Exterior walls and stupor structures are in good condition.

Electrical service

- 800 Amp (400 Amp Fuses) 277/480 Volt, 3 Phase (1973)

Heating, Cooling

- Boiler #1 Aerco KC (2006)
- Boiler #2 Aerco Benchmark 2.0 (2006)
- RTU #1 Trane Intellipak (2007)

Sprinkler System

- Partial

The Lenz Center



Constructed = 1999
Sq. Ft = 3,856

Facility Condition

Roofing

- Rubber membrane (1999)

Exterior

- Exterior walls and stupor structures are in good condition.

Heating, Cooling

- RTU #1 Trane (1999)
- RTU #2 Trane (1999)
- RTU #3 Trane (1999)

Sprinkler System

- No

Planned Projects for Building 300 and the Lenz Center

Required Maintenance Items

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
Lenz Center RTU replacement	\$ 300,000	2018 - 19
Fiscal Services office remodel	\$ 20,000	2018 - 19
East Clerestories window replacement	\$ 50,000	2018 - 19
Water heater and water softener upgrades	\$ 10,000	2019 - 20
Fire sprinkler installation	\$ 100,000	2019 - 20
HVAC upgrade for Knox and offices	\$ 150,000	2027 - 28

New Construction

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
Events Center expansion	\$ 1,500,000	2023 - 24

Remodeling

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
300/400 remodel phase #1	\$ 500,000	2018 - 19
100/200/300/500 Entrances	\$ 150,000	2019 - 20
300/400 remodel phase #2	\$ 500,000	2019 - 20
300/400 remodel phase #3	\$ 500,000	2020 - 21

College Connection - 400



Constructed = 1970 with the college connection being added in 2002
Sq. Ft = 37,855

Facility Condition

Roofing

- Rubber membrane and steel (2016/2002)

Exterior

- Exterior walls and support structures are in good condition.

Electrical service

- 1200 Amp, 277/480 Volt, 3Phase (2002)

Heating, Cooling

- RTU #1 Trane Intellipak (2002)
- Charley's RTU1 and RTU2 (2013)
- RTU 413 (2016)

Sprinkler System

- Partial

Planned Projects

Required Maintenance Items

Project

Cost Estimate

Year

Relocate and upgrade electrical system

\$ 15,000 2019 - 20

Upgrade main (400) parking lot

\$ 50,000 2019 - 20

Lighting upgrade to LEDs

\$ 20,000 2020 - 21

RTU unit replacement

\$ 125,000 2020 - 21

RTU unit replacement

\$ 125,000 2021 - 22

New Construction

None

Remodeling

Project

Cost Estimate

Year

300/400 remodel phase #1

\$ 500,000 2018 - 19

300/400 remodel phase #2

\$ 500,000 2019 - 20

300/400 remodel phase #3

\$ 500,000 2020 - 21

Industry Center - 500



Constructed = 1970
Sq. Ft = 30,508

Facility Condition

Roofing

- Rubber membrane (2008)

Exterior

- Exterior walls and support structures are in good condition.

Electrical

- 1200 Amp, 277/480 Volt, 3 Phase (1970)

Heating, Cooling

- RTU 1, 2, 3 (2018)
- RTU 4, 5 (1970)

Sprinkler System

- No

Planned Projects

Required Maintenance Items

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
Lighting upgrade to LEDs	\$ 25,000	2020 - 21
Room 519 dust collector upgrade	\$ 100,000	2020 - 21
Replace air handler units 4 and 5	\$ 250,000	2021 - 22
Room 517 welding ventilation upgrade	\$ 250,000	2025 - 26

New Construction

None

Remodeling

None

Manufacturing Center - 600



Constructed = 1972
Sq. Ft = 23,465

Facility Condition

Roofing

- Rubber membrane (2011)

Exterior

- Exterior walls and support structures are in good condition.

Electrical

- 800 Amp, 120/240 Volt, 3Phase (2010)
- 600 Amp, 240 Volt, 1 Phase (2010)

Heating, Cooling

- RTU 611 Trane (2002)
- RTU 618 Trane (2002)

Sprinkler System

- No

Planned Projects

Required Maintenance Items

Project

Lighting upgrade to LEDs

Cost Estimate

\$ 10,000

Year

2020 - 21

New Construction

Project

Lab and classroom expansion

Cost Estimate

\$ 1,000,000

Year

2025 - 26

Remodeling

None

Building 700



Constructed = 1974
Sq. Ft = 8,722

Facility Condition

Roofing

- Rubber membrane (1974)
- Original

Exterior

- Exterior walls and support structures are in good condition.

Plumbing

- The underground plumbing is deteriorating and broken down due to the high chemical use when it was a Butcher Shop.

Electrical

- 600 Amp, 120/240 Volt, 3 Phase (1974)

Heating, Cooling

- RTU Mammoth (1974)

Sprinkler System

- No

Planned Projects

Building Demolition

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
Remove building create parking space	\$ 75,000	2019-20

Dry Storage Building - 800



Constructed = 1976
Sq. Ft = 7,597

Facility Condition

Roofing

- Steel (1976)

Exterior

- Exterior walls and support structures are in fair to poor condition.

Electrical

- 200 Amp, 120/208 Volt, 3 Phase (1976)

Heating, Cooling

- None

Sprinkler System

- No

Planned projects

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
Remove building	\$ 30,000	2020-21

Industry/Facilities Storage Building - 900



Constructed = 1994
Sq. Ft = 4,183

Facility Condition

Roofing

- Rubber membrane
- Installed 2012

Exterior

- Exterior walls and support structures are in good condition.

Electrical

- 200 Amp, 120/208 Volt, 3 Phase (1994)

Heating, Cooling

- Various residential furnaces and air conditioners.

Sprinkler System

- No

Planned Projects

Required Maintenance Items

None

New Construction

None

Remodeling

None

James Building - 1000



Constructed = Unknown
Sq. Ft = 1,900

Facility Condition

Roofing

- Asphalt shingles (Unknown)

Exterior

- Building is in poor condition.

Electrical

- 100 Amp, 120/240 Volt, 1 Phase (Unknown)

Heating, Cooling

- None

Sprinkler System

- No

Planned Projects

- Building Demolition

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
Remove building create parking space	\$ 15,000	2019-20

Electro Mechanical Building - 1100



Constructed = 1994
Sq. Ft = 4,320

Facility Condition

Roofing

- Steel (1994)

Exterior

- Exterior walls and support structures are in good condition.

Electrical

- 200 Amp, 120/208 Volt, 3 Phase (1994)

Heating, Cooling

- Various residential furnaces and air conditioners.

Sprinkler System

- No

Planned Projects

Required Maintenance Items

None

New Construction

None

Remodeling

Non

Maintenance Building - 1200



Constructed = 2010
Sq. Ft = 13750

Facility Condition

Roofing

- Steel (2010)

Exterior

- Exterior walls and support structures are in good condition.

Electrical

- 200 Amp, 120/208 Volt, 3 Phase (2010)

Heating, Cooling

- Various residential furnaces and air conditioners.
- Infrared heating in shop area.

Sprinkler System

- No

Planned Projects

Required Maintenance Items

None

New Construction

Project

Expand 1200 and 1800 for storage

Cost Estimate

\$1,500,000

Year

2018 – 19

Remodeling

None

Manufacturing Center Storage - 1300



Constructed = 1999
Sq. Ft = 2,000

Facility Condition

Roofing

- Asphalt shingles (1999)

Exterior

- Exterior walls and support structures are in good condition.

Electrical

- 100 Amp, 120/240 Volt, 1 Phase (1999)

Heating, Cooling

- None

Sprinkler System

- No

Planned Projects

Required Maintenance Items

Project

Reroof building

Cost Estimate

\$ 20,000

Year

2018 - 19

New Construction

None

Remodeling

None

Child Care Center - 1500



Constructed = 2009
Sq. Ft = 11,090

Facility Condition

Roofing

- Rubber membrane (2009)

Exterior

- Exterior walls and support structures are in good condition.

Electrical

- 600 Amp, 120/208 Volt, 3 Phase (2009)

Heating, Cooling

- Boiler RBI (2018)

Sprinkler System

- Yes

Planned projects

Required Maintenance Items

Project

Boiler control project

Cost Estimate

\$ 20,000

Year

2018 - 19

New Construction

None

Remodeling

None

Health Science Center - 1600



Constructed = 2010
Sq. Ft = 61,840

Facility Condition

Roofing

- Rubber membrane (2010)

Exterior

- Exterior walls and support structures are in good condition.

Electrical

- 1200 Amp, 277/480 Volt, 3 Phase (2010)

Heating, Cooling

- Boiler #1 Aerto Benchmark 1.5 (2010)
- Boiler #2 Aerto Benchmark 1.5 (2010)
- CGAM Chiller (2010)
- Ahu 1 (2010)
- AHU2 (2010)

Sprinkler System

- Yes

Planned Projects

Required Maintenance Items

Project

Chiller/HVAC upgrades

Cost Estimate

\$ 500,000

Year

2027 - 28

New Construction

None

Remodeling

None

Ag and Auto Center - 1700



Constructed = 2010
Sq. Ft = 71,871

Facility Condition

Roofing

- Rubber membrane – (2010)

Exterior

- Exterior walls and support structures are in good condition.

Electrical

- 1600 Amp, 277/480 Volt, 3 Phase (2010)

Heating, Cooling

- Boiler #1 Aerco Benchmark 1.5 (2010)
- Boiler #2 Aerco Benchmark 1.5 (2010)
- MAU #1 (2010)
- MAU #2 (2010)
- MAU #3 (2010)
- MAU #4 (2010)
- MAU #5 (2010)
- MAU #6 (2010)
- MAU #7 (2010)
- RTU #1 (2010)
- RTU #2 (2010)
- ERV #1 (2010)
- ERV #2 (2010)
- ERV #3 (2010)
- ERV #4 (2010)
- ERV #5 (2010)
- ERV #6 (2010)

Sprinkler System

- Yes

Planned Projects

Required Maintenance Items

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
HVAC upgrade	\$ 500,000	2025 - 26

New Construction

Remodeling

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
Bridge Crane for 1776	\$ 200,000	2022 - 23
Electric vehicle charging stations	\$ 40,000	2022 - 23

Ag and Auto Center Storage - 1800



Constructed = 2010
Sq. Ft = 3,800

Facility Condition

Roofing

- Steel (2010)

Exterior

- Exterior walls and support structures are in good condition.

Electrical

- 200 Amp, 120/208 Volt, 3 Phase (2010)

Heating, Cooling

- None

Sprinkler System

- No

Planned Projects

Required Maintenance Items

None

New Construction

Project

Expand 1200 and 1800 for storage

Cost Estimate

\$1,500,000

Year

2018 – 19

Remodeling

None

Burn Building - 1900



Constructed = 2011

Sq. Ft =

Facility Condition

Roofing

- Original

Exterior

- Exterior walls and support structures are in good condition.

Electrical

- 200 Amp, 120/208 Volt, 3 Phase (2011)

Heating, Cooling

- None

Sprinkler System

- No

Planned Projects

Required Maintenance Items

<u>Project</u>	<u>Cost Estimate</u>	<u>Year</u>
Replace paginate in burn rooms	\$ 20,000	2025 - 26

New Construction

None

Remodeling

None

Electrical Power Distribution Building - 2000



Constructed = Purchased in 2010
construction date NA
Sq. Ft = 6,300

Facility Condition

Roofing

- Steel (2010)
- Installed 2012

Exterior

- Exterior walls and support structures are in good condition.

Electrical

- 200 Amp, 120/240 Volt, 1 Phase (Unknown)

Heating, Cooling

-

Sprinkler System

- No

Planned Projects

Required Maintenance Items

None

New Construction

Project

2000/2200 Expansion/remodel for Fire, storage, scenario space, classroom space, and showers

Cost Estimate

\$ 20,000

Year

2025 - 26

Remodeling

None

Public Safety Building - 2200



Constructed = 2012

Sq. Ft = 9,140

Facility Condition

Roofing

- Steel (2012)

Exterior

- Exterior walls and support structures are in good condition.

Electrical

- 800 Amp 3 Phase 208/120 Volt, 3 Phase (2012)

Heating, Cooling

- Boiler #1 HTP (2012)
- Boiler #2 HTP (2012)
- RTU #1 (2012)
- AC #1 (2012)

Sprinkler System

- No

Planned Projects

Required Maintenance Items

None

New Construction

Project

2000/2200 Expansion/remodel for Fire, storage, scenario space, classroom space, and showers

Cost Estimate

\$ 20,000

Year

2025 - 26

Remodeling

None

B. Budget Priorities

Dr. Wood will present the budget priorities based on the strategic directions in alignment with the college health indicators. Budget priorities are included below



Budget Priorities: 2018-2021



1. Increase Student Access and Improve Student Success
2. Ensure Fiscal Sustainability
3. Strengthen a Culture of Integrity



1. Student Access and Success

- Adult Learners
- Student Jobs
- Improving Course Completion





2. Ensure Fiscal Sustainability

- Entrepreneurial Auxiliary Opportunities
- College Advancement through External Partnerships
- Facility Investment





3. Culture of Integrity

- Employee Health and Wellness
- Leadership Development
- Rigorous Data Environment



C. Review of Retreat

A brief review of the retreat will focus on strengths and opportunities for improvement.

Adjournment