Southwest Wisconsin Technical College

District Board Meeting

Regular Meeting

November 15, 2018

Held at

Southwest Tech
1800 Bronson Boulevard
Fennimore, WI 53809

Table of Contents

Annotated Agenda

BOARD MEETING NOTICE/AGENDA
Thursday, November 15, 2018

5:30 p.m. – Scholarship Ceremony and Reception
7:00 p.m. - Board Meeting
Southwest Tech Campus
Room 492-493 – College Connection

ANNOTATED AGENDA

OPEN MEETING
The following statement will be read: "The November 15, 2018, regular Board 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."

OPEN MEETING
A. Roll Call

B. Reports/Forums/Public Input

CONSENT AGENDA
A. **Approval of Agenda**
The November 15, 2018, agenda is included with the electronic Board material.

B. **Minutes of the Board Retreat / Regular Meeting of October 18, 2018**
Minutes from the October 18, 2018, Board retreat and regular Board meeting are included with the Board packet.

C. **Financial Reports**
  1. Purchases Greater than $2,500
  2. Treasurer's Cash Balance
  3. Budget Control
Each report is available electronically with all other Board material. Caleb White, Vice President for Administrative Services, will be at the meeting and available for any questions.

D. **Contract Revenue**
There were three contracts totaling $5,713.86 in October 2018 being presented for Board approval. The Contract Revenue Report is included with the electronic Board material.

E. **Personnel Items**
One employment recommendation, one promotion, and one resignation are being presented for approval in the Personnel Report.
Recommendation: Approve the Consent Agenda as presented.

OTHER ITEMS REQUIRING BOARD ACTION

A. **Resolution Providing for the Sale of Approximately $7,955,000 General Obligation Refunding Bonds, Series 2019**
Caleb White will present a plan to refinance $7,955,000 in debt from the 2008 referendum as a cost saving measure to the College. Included in the electronic Board packet is the resolution being presented for approval.
Recommendation: Approve the resolution authorizing the sale of approximately $7,955,000 General Obligation Refunding Bonds, Series 2019.

B. **Fund & Account Transfers (2017-18 Budget Modifications)**
Information on the budget modification for refinancing of long-term debt is available electronically with all other Board material. The information will be presented to the Board.
Recommendation: Approve the 2017-18 budget modification to Debt Service Fund – 400, as presented.

C. **Grant County Economic Development Corporation Lease for 2019**
The 2019 office space lease for Grant County Economic Development Corporation is available with the Board material. The lease remains the same as the 2018 lease agreement and is for rental and furniture for two office spaces.
Recommendation: Approve the 2019 lease in the amount of $370 per month for Grant County Economic Development Corporation.

D. **First Reading of Governance Policy 4.5: College Strategic Directions**
At the October 18, 2018, Board Retreat, the District Board discussed strategic directions for 2019-2022. The first reading of Governance Policy 4.5: College Strategic Directions is being presented for approval.
Recommendation: Approve the first reading of Governance Policy 4.5: College Strategic Directions.

E. **Wellness Initiative**
The Wellness Project Team proposes the creation of an ongoing health & wellness program to include $50 incentives in each of four wellness categories: social and environmental; physical well-being; financial well-being; and emotional well-being. Up to $200 will be deposited into the eligible employee's health savings account. The proposed budget for this wellness incentive program is $40,000 annually. Members of the Wellness Project Team will present the proposal at the Board meeting. Included in the electronic Board material is a description of the program.
Recommendation: Approve the funding as an employee benefit for the proposed ongoing health and wellness program.

BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Board Monitoring Report – Student Access
Included in the electronic Board material is the Student Access Board Monitoring Report. The focus of this report is on strategic initiatives related to increasing access to education through enrollment and retention efforts. Holly Miller, Chief Student Services Officer, will present the report.

B. 2019-20 Budget Process
Caleb White will present the 2019-20 budget process. An outline of the process is available electronically with all other Board material.

C. Review of Governance Policy Revisions
Included with the electronic Board material are the Governance Policies that were reviewed at the October Board retreat and the addition of Chapter 5: Student Success. Dr. Wood will present this to the Board to determine the schedule of policy readings.

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

INFORMATION AND CORRESPONDENCE

A. Enrollment Report
The 2018-19 Comparison Enrollment Report is included in the electronic Board material.

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
1. FY2018 Financial Audit

B. Time and Place
Thursday, December 20, 2018, at 7:00 p.m. in Rooms 492-493, College Connection on Southwest Tech's Campus

ADJOURN TO CLOSED SESSION
    A. Consideration of adjourning to closed session for the purpose of
        1. Discussing property acquisition per 19.85(1)(e) Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons required a closed session.
        2. Approval of Closed Session Minutes of October 18, 2018.

RECONVENE TO OPEN SESSION
    A. Action, if necessary, on Closed Session Items

ADJOURNMENT

Open Meeting

The following statement will be read: "The November 15, 2018, 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**

Consent Agenda

A. Approval of Agenda

BOARD MEETING NOTICE/AGENDA
Thursday, November 15, 2018

5:30 p.m. – Scholarship Ceremony and Reception
7:00 p.m. - Board Meeting
Southwest Tech Campus
Room 492-493 – College Connection

AGENDA

OPEN MEETING
The following statement will be read: "The November 15, 2018, regular Board 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."

OPEN MEETING
    A. Roll Call
    B. Reports/Forums/Public Input

CONSENT AGENDA
    A. Approval of Agenda
    B. Minutes of the Board Retreat / Regular Meeting of October 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. Resolution Providing for the Sale of Approximately $7,955,000 General Obligation Refunding Bonds, Series 2019
    B. Fund & Account Transfers (2017-18 Budget Modifications)
    C. Grant County Economic Development Corporation Lease for 2019
    D. First Reading of Governance Policy 4.5: College Strategic Directions
    E. Wellness Initiative

BOARD MONITORING OF COLLEGE EFFECTIVENESS
    A. Board Monitoring Report – Student Access
    B. 2019-20 Budget Process
    C. Review of Governance Policy Revisions
    D. Staffing Update

INFORMATION AND CORRESPONDENCE
  A. Enrollment Report
  B. Chairperson's Report
  C. College President's Report
  D. Other Information Items

ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING
  A. Agenda
  B. Time and Place

ADJOURN TO CLOSED SESSION
  A. Consideration of adjourning to closed session for the purpose of
    1. Discussing property acquisition per 19.85(1)(e) Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons required a closed session.
    2. Approval of Closed Session Minutes of October 18, 2018.

RECONVENE TO OPEN SESSION
  A. Action, if necessary, on Closed Session Items

ADJOURNMENT

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

B. Minutes of the Board Retreat / Regular Board Meeting of October 18, 2018

**MINUTES OF THE BOARD RETREAT AND
REGULAR MEETING OF THE BOARD OF
DIRECTORS OF SOUTHWEST WISCONSIN TECHNICAL COLLEGE
OCTOBER 18, 2018**

The Board of Southwest Wisconsin Technical College met in open session of the Board Retreat/meeting commencing at 12:45 p.m. on October 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 (arrived at 12:57 p.m.), James Kohlenberg (left the meeting at 7:13 p.m.), Darlene Mickelson, Russell Moyer, Eileen Nickels, Chris Prange, and Jane Wonderling (arrived at 2:54 p.m.)

Absent: Donald Tuescher

Others present for all or a portion of the meeting included Dr. Jason S. Wood, College President; College Staff: Amy Campbell, Karen Campbell, Holly Clendenen, Katie Garrity, Holly Miller, Krista Weber, and Caleb White. Others present included Craig Woodhouse, Joe Mabry, and Mike Kaufman.

Chairperson Prange called the retreat 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, October 18, 2018

12:00 – 5:00 p.m. – Light Lunch/Board Retreat
5:15 p.m. – Dinner
6:00 p.m. – Regular Board Meeting
Southwest Tech Campus

**12:30 – 5:00 p.m. – Board Retreat
Southwest Tech Campus
Room 492-493**

AGENDA

OPEN MEETING
The following statement will be read: "The October 18, 2018, Board Retreat/regular meeting of the Southwest Wisconsin Technical College Board is called to order. This meeting is open to the public and in compliance with State Statutes. Notice of the meeting has been sent to the press and posted on campus and in the City of Fennimore in an attempt to make the general public aware of the time, place and agenda of the meeting."

A. Roll Call

BOARD RETREAT

    A. Review of Board ENDS
    B. Governance Policies
    C. Strategic Directions – Raising the Bar
    D. President's Goals and Succession Planning
    E. Teambuilding Dialogue

5:15 p.m. – Dinner

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

6:00 p.m. – Regular Board Meeting
Southwest Tech Campus
Rooms 492-493

OPEN MEETING

    A. Reports/Forums/Public Input

CONSENT AGENDA

    A. Approval of Agenda
    B. Minutes of the Regular Meeting of September 27, 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. Fund & Account Transfers (2017-18 Budget Modifications)
    B. Resolution for Adoption of 2018 Tax Levy
    C. Wisconsin Code of Ethics Resolution
    D. WTCS Employee Benefits Consortium

BOARD MONITORING OF COLLEGE EFFECTIVENESS

    A. Foundation Quarterly Board Report
    B. Review of Purchasing Activities
    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 property acquisition per 19.85(1)(e) Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons required a closed session.
      2. Approval of Closed Session Minutes of September 27, 2018.

RECONVENE TO OPEN SESSION
   A. Action, if necessary, on Closed Session Items

ADJOURNMENT

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

The Board reviewed the Ends from the Governance Policy Manual including the mission, vision, purposes, values, and college health indicators. Consensus of the Board was not to change the mission, vision, purposes, values, and college health indicators.

The District Board then reviewed the Governance Policies to determine revisions needed and prioritization of those revisions including new legal policies being discussed at the state level. A schedule of first and second readings of the policies that will change will be developed.

The District Board participated in various activities to update the Strategic Directions and establish priorities. The new Strategic Directions will influence the investments and activities of the college. College employees will determine how to meet the goals the Board establishes. Suggested strategic direction statements include: 1) Engage Students in High-Quality Learning; 2) Invest in Improving our Economic Impact; 3) Strengthen Integrity through Accountability.

There was discussion on the President's goals for 2018-19 and succession planning. The goals will be aligned with strategic and operational priorities and organized into two categories: process and outcome. Input into the selection of goals has occurred through the evaluation of the president and through formal discussions with the Executive Team. The President's Goals will be brought back to the Board.

Dr. Wood outlined the Acting President role Mr. White has assumed and noted that the policy the Board approved in July has a second and third Acting President designation. The Board asked Dr. Wood and Mr. White to work on it and give the Board a recommendation. They noted that the second and third positions should focus on people skills and go through the same training as Mr. White.

The Board spent time discussing ways to strengthen the Board as team members. Topics discussed included whether a policy is needed for comprehensive coverage when Board members drive their own vehicles, first-generation college students when completing the FAFSA,

attending meetings together as a group, strengthening relationships with K-12 districts, Fox Valley's Public Safety Complex, and employer partnerships.

The Board recessed at 5:07 p.m. for dinner for social purposes only and no College business was conducted.

After a review of the Consent Agenda, including the October 18, 2018, agenda; September 27, 2018, Board minutes; financial reports; 13 contracts totaling $36,933.98 in September 2018; employment recommendations of Camille Chappell, Financial Aid Assistant/Accounting Bursar, and the retirement of Robin Lenz, Student Activities Coordinator, Mr. Moyer moved to approve the Consent Agenda. Ms. Fitzsimons seconded the motion; motion carried.

Caleb White, Vice President for Administrative Services, presented the 2017-18 Budget Modifications. The General Fund and the Capital Fund have modifications to adjust functional level discrepancies. The remaining five funds kept within their functional level. Mr. Kohlenberg moved to approve the 2017-18 budget modification as presented. Ms. Mickelson seconded the motion. Upon a roll call vote where all members presented voted affirmatively, the motion carried.

Mr. White presented a resolution authorizing Southwest Wisconsin Technical College to levy taxes for 2018 in the amount $5,171,722 for operational expenses, $5,345,000 for debt retirement for a total tax levy of $10,516,722. Mr. White explained the tax levy increase is $538,401 and the mil rate will be set at 1.2422, which equates to a two percent increase from the previous year. Ms. Fitzsimons moved to approve, as presented, the Resolution Providing for Tax Levy for the Year 2018 in the amount $5,171,722 for operational expenses, $5,345,000 for debt retirement for a total tax levy of $10,516,722. Ms. Nickels seconded the motion. Upon a roll call vote where all members presented voted affirmatively, the motion carried.

A resolution indicating college employees to whom the Wisconsin Code of Ethics for Public Officials and Employees applies was presented for approval. The Code of Ethics Resolution lists the College President, Chief Academic Officer, Chief Student Services Officer, Chief Human Resources Officer, and Vice President for Administrative Services as the positions to which the Wisconsin's Ethics Code applies. Mr. Moyer moved to approve the Code of Ethics Resolution, as presented, and Ms. Nickels seconded the motion. Upon voice vote, the motion carried.

Amy Campbell, Caleb White and Krista Weber provided an update on the Wisconsin Technical College Employee Benefits Consortium (WTCEBC) and detailed a Wellness Team employee benefit initiative. Northcentral Technical College will be joining the WTCEBC July 1, 2019, which brings the number of colleges participating in the consortium to eight. The consortium is searching for a director to oversee operations. A suite of voluntary benefits has been added to the options the Consortium provides. These voluntary benefits include vision, life, pet, and legal insurance as well as COBRA and a flex plan option. Health insurance benefit enhancements and updates includeTel-a-doc; Quality Path; Real Appeal; faux ER co-pay; and prescription updates.

Ms. Campbell and Ms. Weber presented a Wellness Initiative concept where employees currently on the College's health insurance plan would be eligible for a $50 deposited to their health savings account for participating in any or all of the four different wellness categories: Physical Well-Being, Emotional Well-Being, Financial Well-Being, and Social & Environmental Well-Being. Each employee could earn up to $200 annually.

Mr. White outlined the proposed changes to the dental insurance and asked for Board approval. The changes include coverage for crowns at 80 percent and a $3,000 lifetime maximum benefits for orthodontic services. The total cost to implement the changes would be $15,000 annually. Ms. Fitzsimons moved to approved, as presented, the enhancement to the College's dental insurance plan. Mr. Bolstad seconded the motion; motion carried on voice vote.

Holly Clendenen, Executive Director of College Advancement, presented the FY2019 first quarter Foundation report to the Board highlighting the activities and results of fundraising efforts and other initiatives. There were 1,193 gifts received from 515 donors in the first quarter. FY 2019 fundraising goal has been set at $700,000. The Foundation anticipates awarding $203,645 through 385 scholarships in 2018-19. The Employee Giving Campaign ended on October 1 with 87 percent (149 full-time employees) of employees participating. Payroll deductions topped out at 105 with $2,250 being donated per payroll. The Scholarship Reception will be held on November 15 starting at 5:00 p.m.

Mr. White reviewed the five-year Purchase Card Activity Summary report and a listing of the FY2018 >$50,000 Vendors. For 2017-18, the College purchased just under $2 million dollars using purchase cards. The rebate for that year is $42,870.

Krista Weber, Chief Human Resources Officer, provided an update on College staffing. Current positions in various stages of the hiring process include a Communications Instructor – Lead, an Associate Degree Nursing Instructor, and an additional Electrical Power Distribution Instructor.

Holly Miller presented the 2018-19 Comparison FTE Report. The current year FTE report compared to last year is showing a slight increase in FTEs. At the October 17 Open House, 213 applications were received.

Under the Chairperson's Report, Board members reported out on the District Boards Association conference held October 11 – 13, 2018. Under the President's Report, Dr. Wood updated on college happenings including Open House, the recent Trapshooting Team's success (2nd place at the conference tournament with the top male and female trapshooters), and noted that Southwest Tech will host the WTCS State Board meeting November 13-14. Mr. White stated there will be an RFP proposal brought to the Board for a fit-gap exercise, which will lead to process improvement and may lead to a recommendation for a new Enterprise Resource System.

Ms. Fitzsimons moved to adjourn to Closed Session for the purpose of discussing property acquisition per Wis. Stats. 19.85(1)(e). Ms. Nickels seconded the motion. Upon a roll call vote with all members voting affirmatively, the Board meeting adjourned to closed session at 7:13 p.m. The Board reconvened to open session at 7:42 p.m. with no action taken.

With no further business to come before the Board, Ms. Fitzsimons moved to adjourn the meeting with Ms. Nickels seconding the motion. The motion carried and the meeting adjourned at 8:33 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 10/01/2018 TO 10/31/2018			
Invoices			
Vendor	**Invoice #**	**Description**	**Amount**
WISCONSIN TECHNICAL COLLEGE	INV170132	WIDS consulting	$2,500.00
Katlyn E Olson	1579956	Opp Student Refund	$2,515.27
KEYSTONE AUTOMOTIVE	DU602327	Student Kits	$2,520.75
Arielle A Campbell	1579724	Opp Student Refund	$2,570.00
Patrick A Bennett	1579719	Opp Student Refund	$2,598.00
Elissa S Luna	1579726	Opp Student Refund	$2,598.00
Kiara L Moser	1579875	Opp Student Refund	$2,598.00
Teresa A Scott	1579958	Opp Student Refund	$2,598.00
Sarah N Servais	1580019	Opp Student Refund	$2,598.00
Sarah A Fuelling	1577966	Opp Student Refund	$2,598.72
Glen A Pillow	1579716	Opp Student Refund	$2,599.00
Daniel J Sullivan	1579766	Opp Student Refund	$2,599.00
Sarah A Fuelling	1579772	Opp Student Refund	$2,599.00
Stephanie N Knight	1579793	Opp Student Refund	$2,599.00
Sandra L McCullick	1579811	Opp Student Refund	$2,599.00
Hilaree HM Schultz	1579823	Opp Student Refund	$2,599.00
Annette E Crow	1579963	Opp Student Refund	$2,599.00
Maria Ardestani	1579964	Opp Student Refund	$2,599.00
Linda A Schepps	1579966	Opp Student Refund	$2,599.00
Shari E Findlay	1580001	Opp Student Refund	$2,599.00
Jennifer A Gerfen	1579990	Opp Student Refund	$2,600.00
HSR ASSOCIATES INC	18026-05	Prof Svcs-Bldg 1200B/1800	$2,620.47
Samantha M Khaled	1576821	Opp Student Refund	$2,687.00
Jenna L Ingvalson	1579932	Opp Student Refund	$2,695.50
Sheldon M Rodriguez-Black	1576809	Opp Student Refund	$2,787.35
Jalysa J Turner	1579727	Opp Student Refund	$2,850.60
NEON ENTERTAINMENT	5,569	3D College experience	$2,875.00
Jessica L Kaufman	1576805	Opp Student Refund	$2,893.00
WPS HEALTH INSURANCE	100318007793	Medicare Prem K Knox	$2,973.35
HSR ASSOCIATES INC	18008-04	Prof Svcs Bldg 400	$3,040.00
SHOPPING NEWS	091818791	Farmers Landowners	$3,138.92
EBSCO SUBSCRIPTION SERVICES	1000086756-1	Online database assoc prog	$3,150.00
WARCO TRANSPORTATION, INC.	10.15.18 TRIP	bus to conference shoot	$3,200.00

Vendor	Invoice #	Description	Amount	
WPS HEALTH INSURANCE	100318009489	Medicare Prem L Tucker	$3,404.67	
Ashley L Cox	1579799	Opp Student Refund	$3,424.00	
AMER ASSOC OF COMMUNITY	1000169006	2019 membership	$3,538.00	
NATIONAL BUSINESS FURNITURE	ZK016474-TDQ	armless chairs	$3,666.00	
OPG-3 INC	2925	LF Professional Svcs Proj	$3,700.00	
CAPITAL NEWSPAPERS	435516 9.30.18	Online advertising	$3,800.00	
SWTC REAL ESTATE FOUNDATION	SUM 1819 HOUSING2	sum 1819 housing	$4,080.00	
Joseph A Fiorello	1580095	Opp Student Refund	$4,143.10	
CAPTE-COMMISSION ON	1472007	2019 Annual Accred fee	$4,250.00	
IVERSON CONSTRUCTION	5100009770	Bldg 2000 Patch	$4,310.00	
Marissa J Wilmot	1579753	Opp Student Refund	$4,696.93	
GODFREY & KAHN, S.C.	725719	Labor/employment/and corp issu	$5,238.00	
SWTC REAL ESTATE FOUNDATION	PAST DUE HOUSING	past due housing	$5,425.44	
NEBRASKA BOOK COMPANY	417877-N	books	$6,374.00	
HARTJE LUMBER, INC	MN248980	ceiling tile	$6,654.75	
AMERICAN FAMILY	2C4RDGCG2FR658561	2015 Dodge Caravan	$7,000.00	
HSR ASSOCIATES INC	18008-05	Prof Services-Bldg 400 Project	$7,040.00	
GENERAL PARTS LLC	5995045	Combi Repair	$8,187.39	
CITY OF FENNIMORE	2018-56	Liason Officer Services	$8,769.98	
AMERICAN FAMILY	2G11X5SA1G9164465	2016 Chevy Impala	$10,300.00	
AMERICAN FAMILY	1FMCU9GX8FUC29046	2015 Ford Escape	$11,100.00	
HARTJE LUMBER, INC	MN248981	lumber (IT remodel Rm 201)	$11,424.33	
NEBRASKA BOOK COMPANY	401721-N	books	$12,259.41	
ROBERT W. BAIRD & CO.	PF-286372	Financial advisory fees	$15,500.00	
AKITABOX INC	20180078	Full Akita Box Suite	$19,490.00	
LEWISTON AUTO CO	1GC0KUEG6HZ280490	2017 Chevy 2500 Truck	$32,070.00	
TRANE U.S. INC.	39337712	Building 500 Rooftop	$53,988.44	
SWTC REAL ESTATE FOUNDATION	FALL 1819 HOUSING	Fall 1819 Housing	$95,756.98	
Total Invoices				**$448,787.35**
Purchase Orders				
Vendor	**PO #**	**Description**	**Amount**	
None this month				
Total Purchase Orders				**$0.00**

Bank Withdrawals				
Vendor	**Transaction #**	**Audit Trail**	**Amount**	
Sikich Oct 2018 H. Insurance	WDL000005864	CMTRX00002210	$296,756.05	
IRS 941 10.19.18 #45421159	WDL000005917	CMTRX00002224	$109,441.36	
IRS 941 10.5.18 PR #41108668	WDL000005891	CMTRX00002217	$107,987.69	
WDR WT-6 10.19 #1-534-830-52	WDL000005922	CMTRX00002224	$21,902.55	
WDR WT6 #1-105-059-776	WDL000005893	CMTRX00002217	$21,711.43	
The Hartford #587371623139	WDL000005907	CMTRX00002222	$9,400.79	
Wells Fargo #732331476	WDL000005900	CMTRX00002218	$6,200.00	
Wells Fargo #734324494	WDL000005926	CMTRX00002225	$6,200.00	
Delta Dental #226588	WDL000005930	CMTRX00002226	$6,012.00	
Hasler - Postage	WDL000005889	CMTRX00002215	$5,000.00	
Delta Dental #223253	WDL000005906	CMTRX00002222	$3,346.65	
Delta Dental #221049	WDL000005887	CMTRX00002214	$3,107.00	
Delta Dental #222151	WDL000005901	CMTRX00002219	$3,048.37	
Total Bank Withdrawals				**$600,113.89**
Payroll				
Payroll Date	**Transaction #**	**Audit Trail**	**Amount**	
Direct Deposit 10/19/2018	WDL000005912	UPRCC00000781	$235,437.77	
Direct Deposit 10/5/2018	WDL000005875	UPRCC00000772	$229,979.35	
Direct Deposit 10/5/2018	WDL000005876	UPRCC00000773	$87,091.19	
Direct Deposit 10/19/2018	WDL000005913	UPRCC00000782	$85,258.81	
Direct Deposit 10/5/2018	WDL000005869	UPRCC00000771	$8,117.40	
Direct Deposit 10/19/2018	WDL000005910	UPRCC00000779	$7,643.59	
Direct Deposit 10/5/2018	WDL000005865	UPRCC00000767	$6,650.87	
Direct Deposit 10/19/2018	WDL000005911	UPRCC00000780	$6,116.18	
Direct Deposit 10/5/2018	WDL000005868	UPRCC00000770	$4,803.66	
Direct Deposit 10/19/2018	WDL000005914	UPRCC00000783	$3,074.26	
Total Payroll				**$674,173.08**
Purchase Cards				
Vendor	**Transaction #**	**Audit Trail**	**Amount**	
US Bank 9.18.18 Purchase Car	WDL000005890	CMTRX00002216	$128,169.03	
Total Purchase Cards				**$128,169.03**
Total Purchases > $2,500				**$1,851,243.35**

2. *Treasurer's Cash Balance*

Southwest Wisconsin Technical College			
Report of Treasurers Cash Balance 10/31/2018			
Receipts			
Fund			
1 General	593,968.25		
2 Special Revenue	-		
3 Capital Projects	4,000,000.00		
4 Debt Service	-		
5 Enterprise	58,477.03		
6 Internal Service	320,028.77		
7 Financial Aid/Activities	299,106.52		
Total Receipts		**5,271,580.57**	
Expenses			
Fund			
1 General	1,676,250.01		
2 Special Revenue			
3 Capital Projects	127,170.27		
4 Debt Service	16,075.00		
5 Enterprise	108,055.27		
6 Internal Service	322,832.21		
7 Financial Aid/Activities	773,067.26		
Total Expenses		**3,023,450.02**	
Net cash change - month			**2,248,130.55**
EOM Cash Balances			
-American Operating 0356	319,531.19		
-American Cash Deposit 062 (Fenn)	7,619.10		
-American Money Market 502 (Fenn)	5,044,852.52		
-American Investment 1324	11,507,927.78		
-Cash on Hand	2,940.00		
-Local Government Investment Pool	1,192,380.96		
Ending Cash/Investment Balance		**18,075,251.55**	

3. Budget Control

	2018-19 Budget	**2018-19 YTD Actual**	**2018-19 Percent**	**2017-18 Percent**	**2016-17 Percent**	**2015-16 Percent**	**2014-15 Percent**
General Fund Revenue	23,355,000.00	5,292,718.57	22.66	22.67	22.46	24.56	21.30
General Fund Expenditures	24,685,400.00	7,159,598.75	29.00	28.80	29.12	31.49	28.37
Capital Projects Fund Revenue	4,050,000.00	4,012,354.04	99.07	99.44	100.69	99.13	100.35
Capital Projects Fund Expenditures	3,775,000.00	391,222.85	10.36	26.81	24.91	12.79	26.28
Debt Service Fund Revenue	5,616,000.00	-	-	0.66	1.29	0.86	0.02
Debt Service Fund Expenditures	5,616,000.00	28,075.00	0.50	0.62	0.60	-	-
Enterprise Fund Revenue	1,900,000.00	717,133.57	37.74	35.15	35.07	36.34	38.50
Enterprise Fund Expenditure	1,800,000.00	534,840.91	29.71	33.24	30.01	26.22	27.71
Internal Service Fund Revenue	4,385,000.00	1,283,787.28	29.28	30.46	31.27	34.38	32.02
Internal Service Fund Expenditures	4,385,000.00	1,389,106.22	31.68	31.99	32.36	48.50	42.05
Trust & Agency Fund Revenue	8,000,000.00	2,171,940.77	27.15	37.82	40.20	37.79	41.34
Trust & Agency Fund Expenditures	8,030,000.00	2,827,167.81	35.21	38.24	40.81	37.75	41.98
Grand Total Revenue	47,306,000.00	13,477,934.23	28.49	28.39	28.85	29.85	28.56
Grand Total Expenditures	48,291,400.00	12,330,011.54	25.53	27.53	27.91	29.38	28.70

Southwest Wisconsin Technical College
YTD Summary for Funds 1-7
For 4 Months ended October 2018

D. Contract Revenue

There were three contracts totaling $5,713.86 in October 2018 being presented for Board approval. The Contract Revenue Report is included below.

2018-2019 CONTRACTS

10/1/2018 - 10/31/2018

Contract Holder	Contract #	Service Provided	Contact	Number Served	Price	Exchange of Services (Instructional Fees Waived)	On-Campus	Off-Campus	Waiver
						INDIRECT COST FACTOR			
USA High School Clay Target League	03-2019-0063-T-42	League Director Duties	Caleb White		$ 500.00	No		X	
Foremost Farms USA-Lancaster	03-2019-0070-I-41	Electrical Safety/LOTO & Confined Space/Slips, Trips, & Falls	Amy Charles	95	$ 4,390.00	No		X	
Western WI Technical College	03-2019-0109-T-18	FF1 Practial Exam Testing Evaluators	Kris Wubben		$ 823.86	No		X	

	Number	Price
TOTAL of all Contracts	95	$ 5,713.86
Exchange of Services	-	$ -
For Pay Service	95	$ 5,713.86

E. *Personnel Items*

One employment recommendation, one promotion, and one resignation are being presented for Board approval. The Personnel Report is included below.

PERSONNEL REPORT
November 15, 2018

Employment: NEW HIRES

Name	Maria Kindrai
Title	Associate Degree Nursing Instructor
Number of Applicants and Number Interviewed	4 applicants, 1 interview
Start Date	December 3, 2018
Salary/Wages	$58,000
Classification	Full-Time
Education and/or Experience	Graduated from SWTC with a nursing degree, then went on to complete her bachelor's degree at the University of Phoenix. She is currently finishing her master's degree at the University of Phoenix. She was employed at the Grant Regional Health Center as a RN for 7 years.

PROMOTIONS / TRANSFERS

CoraBeth Halverson	Student Financial Assistance Manager

RETIREMENTS / RESIGNATIONS

Jen Rice (Resignation 11/15/18)	Bookstore Assistant – Part-time LTE

Recommendation: Approve the Consent Agenda as presented.

Other Items Requiring Board Action

A. *Resolution Providing for the Sale of Approximately $7,955,000 General Obligation Refunding Bonds, Series 2019*

Caleb White will present a plan to refinance $7,955,000 in debt from the 2008 referendum as a cost saving measure to the College. Included in the electronic Board packet is the resolution being presented for approval.

Recommendation: Approve the resolution authorizing the sale of approximately $7,955,000 General Obligation Refunding Bonds, Series 2019.

Resolution No. _____

RESOLUTION PROVIDING FOR THE SALE OF APPROXIMATELY
$7,955,000 GENERAL OBLIGATION REFUNDING BONDS, SERIES 2019

WHEREAS, the Southwest Wisconsin Technical College District, Crawford, Grant, Iowa, Lafayette, Richland, Green, Dane, Sauk and Vernon Counties, Wisconsin (the "District") is presently in need of an amount of approximately $7,955,000 for the public purpose of refunding certain outstanding obligations of the District, specifically, the 2020 through 2025 maturities of the Taxable General Obligation School Improvement Bonds (Build America Bonds-Direct Payment) dated August 3, 2009; and

WHEREAS, the District Board deems it to be necessary, desirable and in the best interest of the District to borrow said funds through the issuance of general obligation refunding bonds.

NOW, THEREFORE, BE IT RESOLVED by the District Board of the District that:

Section 1. Issuance of the Bonds. The District shall issue its General Obligation Refunding Bonds, Series 2019 in an amount of approximately $7,955,000 (the "Bonds") for the purposes above specified.

Section 2. Sale of Bonds. The District Board hereby authorizes and directs the officers of the District to take all actions necessary to negotiate the sale of the Bonds with Robert W. Baird & Co. Incorporated ("Baird"). At a subsequent meeting, the District Board shall take further action to approve the details of the Bonds and authorize the sale of the Bonds.

Section 3 Official Statement. The Secretary (in consultation with Baird) shall cause an Official Statement to be prepared and distributed. The appropriate District officials shall determine when the Official Statement is final for purposes of Securities and Exchange Commission Rule 15c2-12 and shall certify said Official Statement, such certification to constitute full authorization of such Official Statement under this resolution.

Section 4. Conflicting Resolutions; Severability; Effective Date. All prior resolutions, rules or other actions of the District Board or any parts thereof in conflict with the provisions hereof shall be, and the same are, hereby rescinded insofar as the same may so conflict. In the event that any one or more provisions hereof shall for any reason be held to be illegal or invalid, such illegality or invalidity shall not affect any other provisions hereof. The foregoing shall take effect immediately upon adoption and approval in the manner provided by law.

Adopted, approved and recorded November 15, 2018.

_____
Chris J. Prange
Chairperson

ATTEST:

_____
Darlene Mickelson
Secretary   (SEAL)

B. *Fund & Account Transfers (2017-18 Budget Modifications)*

Information on the budget modification for refinancing of long-term debt is available electronically with all other Board material. The information will be presented to the Board.

Recommendation: Approve the 2017-18 budget modification to Debt Service Fund – 400, as presented.

BUDGET MODIFICATION				
District: Southwest Wisconsin Technical College				
Fiscal Year: 2017-2018				
Debt Service Fund - 400				
	Current Budget	Modified Budget	Amount	
	Adopted	Adopted	of	
	6/22/2017	11/15/2018	Change	
Resources				
Local Government	4,950,000	4,950,000	-	
State Aids	8,000	8,000	-	
Insitutional *	1,000	266,000	265,000	
Federal	313,000	313,000	-	
Other Funding Sources *	-	6,485,000	6,485,000	
Total Resources	5,272,000	12,022,000	6,750,000	
Uses				
Physical Plant *	5,359,600	12,109,600	6,750,000	
Total Uses	5,359,600	12,109,600	6,750,000	
	Caleb J. White			
	Vice President for Administrative Services			
* Budget modication required for refinancing of long-term debt.				

C. *Grant County Economic Development Corporation Lease for 2019*

The 2019 office space lease for Grant County Economic Development Corporation is available with the Board material. The lease remains the same as the 2018 lease agreement and is for rental and furniture for two office spaces.

Recommendation: Approve the 2019 lease in the amount of $370 per month for Grant County Economic Development Corporation.

RENTAL/LEASE AGREEMENT

between

Grant County Economic Development Corporation

and Southwest Wisconsin Technical College

This agreement between Southwest Wisconsin Technical College (college) and Grant County Economic Development Corporation (GCEDC) covers the following:

1. Director's office including credenza and storage shelf, side chair, table, one storage cabinet: $185 monthly.

2. Secretary's office including side chair, credenza and storage shelf, three filing cabinets and: $185 monthly.

3. GCEDC will be responsible for a separate line for all outgoing calls.

4. Copy machine costs to be billed at the current rate of .10 per copy or .20 for back to back.

5. Fax machine usage billed at .50 per page.

6. Postage to be billed as used.

7. Additional fees to be agreed upon if additional services are to be provided.

All of the above will be billed on or before the 23rd of the following month, commencing January 1, 2019. This rental/lease agreement covers the calendar year 2019 through December 31, 2019 with an option to renew for an additional one year at that time. If either party chooses to cancel this agreement, at least thirty (30) days notice must be made in writing.

s/_____   s/_____
  Executive Director   Vice President for Administrative Services
  Grant County Economic Development Corporation   Southwest Wisconsin Technical College

s/_____
  President
  Grant County Economic Development Corporation

D. First Reading of Governance Policy 4.5: College Strategic Directions

At the October 18, 2018, Board Retreat, the District Board discussed strategic directions for 2019-2022. The first reading of Governance Policy 4.5: College Strategic Directions is being presented for approval.

Recommendation: Approve the first reading of Governance Policy 4.5: College Strategic Directions.

4.5 - COLLEGE STRATEGIC DIRECTIONS

2019-2022

1. **Engage Students in High-Quality Learning**
2. **Invest in Improving our Economic Impact**
3. **Strengthen Integrity through Accountability**

Goals for 2019-2020

1. **TBD**
2. **TBD**
3. **TBD**

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

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

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

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

E. Wellness Initiative

The Wellness Project Team proposes the creation of an ongoing health & wellness program to include $50 incentives in each of four wellness categories: social and environmental; physical well-being; financial well-being; and emotional well-being. Up to $200 will be deposited into the eligible employee's health savings account. The proposed budget for this wellness incentive program is $40,000 annually. Members of the Wellness Project Team will present the proposal at the Board meeting. Included in the electronic Board material is a description of the program.

Recommendation: Approve the funding as an employee benefit for the proposed ongoing health and wellness program.

Southwest Tech
Wellness Initiative

SOCIAL & ENVIRONMENTAL

Complete 12 hours annually = 1 hour per event

PHYSICAL

Complete 8 hours a month = 1 hour per event

FINANCIAL

Must participate in activity for at least 6 months

EMOTIONAL

Complete 12 hours annually = 1 hour per event

SOCIAL & ENVIRONMENTAL

PHYSICAL WELL - BEING

FINANCIAL WELL - BEING

EMOTIONAL WELL - BEING

Creating a Healthier, Happier Southwest Tech Family

*SEE GUIDELINE FOR A LIST OF CHOICES

Health & Wellness Incentive Program Guidelines

The purpose of the Health & Wellness Incentive program is to create a healthier, happier Southwest Tech family by promoting health and wellness through incentives. Southwest Tech employees can earn money for participating in activities that promote social/environmental, physical, emotional and financial well-being.

By participating in activities from the four health and wellness categories employees that are on Southwest Tech's health insurance and who have a health savings account can earn wellness dollars. Between January 1 and December 31 eligible employees may earn up to $200 ($50 per wellness category). Employees who are not on our health plan may participate: however, they are not eligible for the health savings contribution.

Participants will submit their activities through a web form called the Health & Wellness Tracker. Activities can be submitted once you have completed the hour requirements. Payments will be made quarterly with the regular health savings account deposit for approved submissions.

Goals for the category must be met in order to receive the contribution for a particular category. Activities are not limited to the examples below: however, prior approval must be obtained from Human Resources for alternative activities. Please email humanresources@swtc.edu **with questions.**

- **Social & Environmental (12 hours annually = 1 hour per event)**
  - ➢ Attend Southwest Tech social events
  - ➢ Attend Southwest Tech promotional/representative events
  - ➢ Volunteer in your community or at Southwest Tech activities
  - ➢ Begin or participate in activities that positively impact our environment
- **Physical well-being (8 hours a month =1 hour per event)**
  - ➢ Attend community wellness or Southwest Tech Wellness Committee events
  - ➢ Create & participate in a physical activity plan
  - ➢ Obtain your annual physical/health risk assessment
  - ➢ Register & participate in Real Appeal or a similar weight loss program
- **Financial well-being (must participate for at least 6 months)**
  - ➢ Begin or increase your investments through Southwest Tech investment opportunities
  - ➢ Create and follow a monthly budget
  - ➢ Register & utilize as necessary Tel-a-Doc
- **Emotional well-being (12 hours annually = 1 hour per event)**
  - ➢ Get to know someone different than you
  - ➢ Practice mindfulness, yoga, utilize Creative Element Spa, or a related activity
  - ➢ Support someone in need
  - ➢ Participate & complete a Tobacco cessation program *(completion fulfills the 12 hour requirement)*

Instructions for submitting activities for the web form
- Go to the Health & Wellness Tracker form on the Charger Hub
- Complete the form
- Upload any documentation you have to support completed activities

Board Monitoring of College Effectiveness

A. Board Monitoring Report – Student Access

Included in the electronic Board material is the Student Access Board Monitoring Report. The focus of this report is on strategic initiatives related to increasing access to education through enrollment and retention efforts. Holly Miller, Chief Student Services Officer, will present the report.

Alignment with Mission, Vision, Values, and Purposes

Southwest Tech's effort to ensure access to education helps ensure the economic prosperity of our region. Attainment of postsecondary credentials is critical for our vision to be a preferred provider of education, source of talent and placement for the region. To assure access to education is open, actual or potential barriers to enrolling must be addressed. Multiple strategies and efforts work toward this end.

As part of the focus on Student Access, last year's report focused on our target goals on serving workforce shortages for post-traditional students with 10 distinct strategies. Those strategies helped the college successfully exceed the goal of 4% growth and exceeded the year-end growth by 6.7% growth. See *Appendix A* for a year-end report on this strategy. This year's report focus on strategic initiatives related to increasing access to education through enrollment and retention efforts. The following items will be highlighted:

1. Adult Basic Education's redesigned strategy to increase availability and pathways to postsecondary credentials.
2. CollEDGE Up's (*formerly* Vision 20/2020) established partnerships with CESA #3 to strengthen our partnerships with high schools and the community to bridge the achievement gap and increase workforce development.
3. Academic Council's project team - Be the Solution to Workforce Shortage's new strategies for 2018 to proactively reach continued growth with post-traditional learners.
4. Executive Team's project team - Special Population team introduces a multi-year plan for supporting economically disadvantaged students.
5. Academic Council's project teams –Project teams are working to impact retention through projects involving Student Employment, Course Completion, & Student Success by Helping Students Choose and Enter a Path.
6. Investments in the Innovative and Alternative Learning (IAL) and Knox Learning Center areas to increase retention.

1. **Worker Shortage project team - 2017 members:** Asst. Dean: Julie Pluemer, Dean: Derek Dachelet, IAL Director: Kim Maier, B&I Manager: Amy Charles, Student Services Dean: Holly Miller; **2018 members:** Julie Pluemer, Amy Charles, Instructor: Doris Pulvermacher, Prior Learning/Testing Spec: Louise Bradley, H. Miller
2. **Special Populations project members:** Academic Services Supervisor: Melissa Klinkhammer, Admissions Specialist: Jen Taylor; Disability Specialist: Chris Bowers, Success Coach: Kyle Bennett, Instructors: Chantel Hampton, Pete Esser, Michael Madsen, Katie Anderson; Data Analyst: Mandy Henkel
3. **Adult Basic Education program:** J. Pluemer, Instructors: Mary Iverson, Marlene Klein, Rita Noble, Mike McCoy, Dan Bredesen, Robin Dickman, Maggie May, Kathy Korb, Cindy Rasmussen, Janna Drier, Bill Huser
4. **Marketing** – Marketing Manager: Katie Glass; Marketing Specialist: Dan Wackerhauser, Designer: Sherry Kane; Web Programmer: Mike Steffel – **Public Relations**: Dennis Cooley
   See *Appendix B* for the Marketing Strategies.
5. **Innovative and Alternative Learning:** Director: Kim Maier, Online Navigator: Heather Ringberg; Career Prep Coordinator: Mary Johannesen
6. **Knox Learning Center supports:** Instructors: Pete Esser and Brenda Schwarzmann; Melissa Klinkhammer, Academic Coaches: Brooke Mitchell, Carol Soden, Brian Molini, Katie Snitker; Christine Bowers, Disability Associate: Heather Swatek; Library coordinator/Charger Cupboard: Sue Crouch

PRESENTATION OF THE DATA

Our students primarily come directly from our service district. Wisconsin Technical College system data reflects we serve 2,003 program students for FY 2018. Forty-four percent of Southwest Tech students are identified as academically disadvantaged and 43% are identified as economically disadvantaged. Over 60% of the students have attempted or completed some previous college credential.

County of Residence
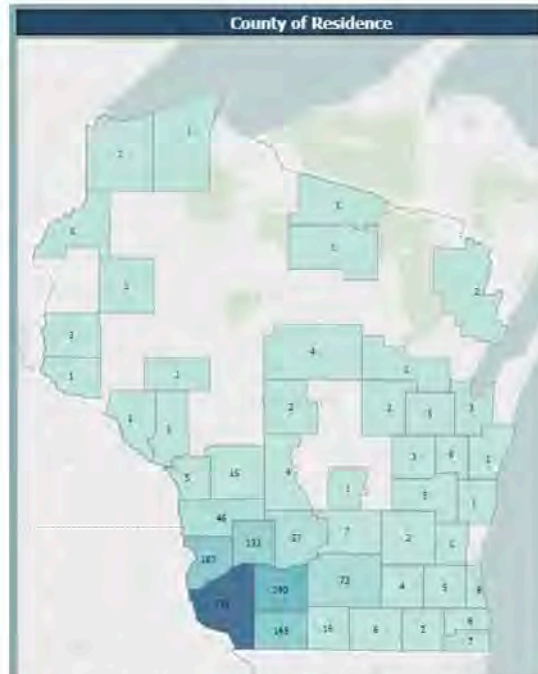
Southwest Tech's effort to provide access to students of color who are underrepresented in the region reflect that the student populations for Native American/Alaskan Natives, Asians, Black, Hispanic, and Native Hawaiian exceed the comparable percentages in the service sector. While this speaks to the success of access for minority populations in the region —retention and graduation rates are lower for these populations. This focus on serving special populations which will be highlighted in item #4: Executive Team's project team - Special Population's plan.

ALL PROGRAMS

ENROLLEE COMPARISON

Factors For Consideration	Total Population	Native American Alaskan Native		Asian		Black		Hispanic		White		Native Hawaiian Pacific Islander		Multi Race		Unknown Race	
		Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Total Enrollments (1)	3,851	18	0.47 %	37	0.96 %	81	2.10 %	112	2.91 %	3,515	91.27 %	1	0.03 %	64	1.66 %	23	0.60 %
District POP (2)	66,437	161	0.25 %	280	0.43 %	241	0.37 %	1,315	2.01 %	63,138	96.49 %	4	0.01 %	298	0.46 %		
% Difference (3)			0.22 %		0.53 %		1.74 %		0.90 %		-5.21 %		0.02 %		1.21 %		

GRADUATE COMPARISION

Factors For Consideration	Total Population	Native American Alaskan Native		Asian		Black		Hispanic		White		Native Hawaiian Pacific Islander		Multi Race		Unknown Race	
		Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Total Graduates (4)	786	0	0.00 %	8	1.02 %	7	0.89 %	8	1.02 %	755	96.06 %	0	0.00 %	6	0.76 %	2	0.25 %
Total Enrollment (1)	3,851	18	0.47 %	37	0.96 %	81	2.10 %	112	2.91 %	3,515	91.27 %	1	0.03 %	64	1.66 %	23	0.60 %
% Difference (5)			-0.47 %		0.06 %		-1.21 %		-1.89 %		4.78 %		-0.03 %		-0.90 %		-0.34 %

** BLACK GRADS POPULATION MAY BE OUT OF COMPLIANCE **

** HISPANIC GRADS POPULATION MAY BE OUT OF COMPLIANCE **

The focus on serving diverse students has been also given attention during the fall college coaching sessions where all college employees were asked "What are your strengths and opportunities when it comes to making high quality, affordable education accessible to our diverse population (this can include race/ethnicity, gender, economically or academically diverse, etc.)?" and "What tools or resources would be helpful when working with our diverse populations?" These questions help raise employee awareness of the importance of serving our diverse populations and the thoughts and ideas from the second question was collected for the Diversity Work Group to consider in their efforts to continue improving access.

The educational attainment of post traditional aged learners (age 25+) of people in Crawford, Richland, Grant, Iowa, and Lafayette counties continues to reflect the needs of the area to provide access and attainment of education.

Adults age 25-59 years of age represent 41% of the population in our service district or 52,275 people as of 2016 (Source: QWEW Employees, Non-QCEW Employees & Self-Employed - Emsi 2016.3 Class of Worker). Of our district population, only 27% have completed an associate's degree or higher. Yet another segment of our district's adult population, twenty percent, are reflected as only having completed some college education.

To live our mission to provide responsive education and training to the communities of our region, the strategic focus on addressing the worker shortage in 2017 and 2018 enacts multiple strategies to meet gaps for adults in our service area. This will be detailed further in item #3, Academic Council's project Team - Be the solution to the Workforce Shortage.

SWTC Enrolled Students by Age

	<18	18-24	25-29	30-34	35-44	45-54	55-61	62 & older
2015	121	1054	235	166	158	108	26	4
2016	120	1018	217	151	181	93	12	8
2017	139	1020	223	150	187	123	23	10
2018	162	1056	221	176	213	136	32	7

SWTC Adult Enrollments aged 25+

	2015	2016	2017	2018
Series1	697	662	716	785

Figure 3 -Education Level of Adults Age 25+
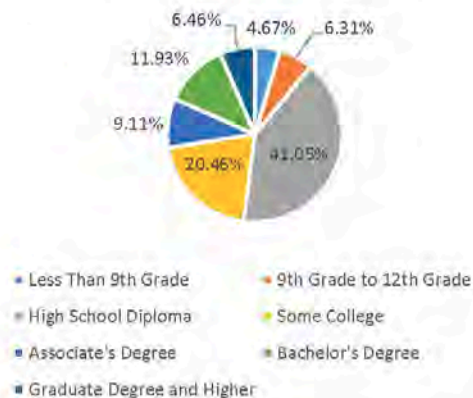
- 6.46%
- 4.67%
- 6.31%
- 11.93%
- 9.11%
- 20.46%
- 41.05%

- Less Than 9th Grade
- 9th Grade to 12th Grade
- High School Diploma
- Some College
- Associate's Degree
- Bachelor's Degree
- Graduate Degree and Higher

34

1. Adult Basic Education's redesigned strategy to increase availability and pathways to postsecondary credentials.

Last year the college moved to an adjunct model for the Adult Basic Education program. Previously, we had 3 full time positions, including a half time case manager/instructor on campus; a full time instructor on campus, and a full time instructor in Richland Center. In moving to the adjunct model, we replaced the 1.5 teaching positions on campus to 2 adjunct instructors, with only four hours of overlap on Wednesdays. By making this change, we are now able to open the lab up on Wednesday evenings and Friday mornings (Please see the attached schedule for further information). In Richland Center, the full time instructor has moved to adjunct status. We are still able to keep the same hours as we had previously, however, because there is a greater student need, we have two instructors available 3 days a week. The case management duties for our 118.15 high school contract students have moved to Mary Johannesen, Career Prep & Dual Enrollment Coordinator. This has been a great fit as she is already working closely with the high schools. In addition, we had a retirement at the Grant County Jail. This position was replaced and was given additional hours as the jail wanted us to increase our services. All other adjunct positions remained the same.

Southwest Tech

Adult Education Outreach Classes
August 27, 2018 – December 14, 2018

For more information about all classes, call the instructors at the numbers listed or call the Basic Education Director, Julie Pluemer at 608-822-2369.

LOCATION	DAY/TIME
Boscobel Library – Lower Level 1033 Wisconsin Avenue, Boscobel Marlene Klein: (608) 375-5873	Monday, 5:00 p.m. – 7:30 p.m. Tuesday, 9:30 a.m. – 4:00 p.m. Thursday, 9:30 a.m. – 4:00 p.m.
Darlington Municipal Bldg. 627 Main St. Rita Noble: (608) 330-3341	Tuesday, 12:30 – 5:00 p.m. Wednesday, 2:00 – 5:00 p.m. Computer Classes: Wednesday, 12:30 – 2:00 p.m.
Dodgeville Outreach Site–Spring Gate Mall 316 Spring Street Kathy Korb: (608) 930-2878	Monday, 9:00 a.m. – 3:00 p.m. Tuesday, 9:00 a.m. – 3:00 p.m. Thursday, 9:00 a.m. – 3:00 p.m.
Fennimore, Southwest Tech–Knox Learning Center 1800 Bronson Blvd. Maggie May: (608) 822-2633 Robin Dickman: (608) 822-2633	Monday, 8:30 a.m. – 2:00 p.m. Tuesday, 8:30 a.m. – 2:00 p.m. Wednesday, 8:30 a.m. – 7:00 p.m. Thursday, 8:30 a.m. – 3:30 p.m. Friday, 8:30 a.m. – 12:30 p.m.
Platteville O.E. Gray School 110 W. Adams Street Mary Iverson: (608) 348-6444 Rita Noble: (608) 330-3341 (English Language Learners)	Tuesday, 1:00 – 5:00 p.m. Thursday, 12:00 – 5:00 p.m. Thursday (English Language Learners), 12:00 – 5:00 p.m.
Prairie du Chien Outreach Site 1304 S Marquette Ave. Mike McCoy: (608) 326-0718	Monday, 9:00 a.m. – 3:00 p.m. Monday, 5:00 p.m. – 8:00 p.m. Tuesday, 2:00 p.m. – 7:00 p.m.
Richland Center Outreach Site 26220 Executive Lane, Suite A Janna Drier and Cynthia Rasmussen Classroom: (608) 822-2618 1-800-362-3322 Ext. 2618	Monday, 8:30 a.m. – 3:30 p.m. Tuesday, 8:30 a.m. – 3:30 p.m. Wednesday, 8:30 a.m. – 3:30 p.m. Thursday, 8:30 a.m. – 3:30 p.m.
Iowa County Jail Maggie May	Thursday, 8:30 a.m. – 4:00 p.m.
Grant County Jail Dan Bredeson	Wednesday, 8:30 a.m. – 12:00 p.m. Friday, 8:30 a.m. – 12:00 p.m.
Crawford County Jail Mike McCoy	Tuesday, 9:00 a.m. – 1:30 p.m.
Richland County Jail Cynthia Rasmussen	Tuesday, 5:00 – 9:00 p.m.

Students with disabilities who need accommodations should contact the Support Services/Intake Specialist, Karen R. Knox Learning Center, (608) 822-2631, (800) 362-3322, Ext. 2631, [tdd: 608-822-2872], or email accom@swtc.edu

Southwest Wisconsin Technical College, 1800 Bronson Blvd., Fennimore, WI 53809   www.swtc.edu

Even with these changes in staffing, our numbers have stayed largely consistent. In the Fall of 16-17 we served 11 students through a 118.15 contract; in the Fall of 17-18 we served 13 students; and in the fall of 18-19 we have 12 contracts in place so far, with an additional 2 pending. Our overall headcount for the summer was down 15 students, but only 2.2% in FTE. So far this fall, we are down 17 students, but only 11.8% in FTE. As of today, we have served 191 unduplicated students so far this year and have earned 17.9 FTE. Because students can enroll at any time, these numbers will change on a daily basis. It will be difficult to see the true impact until the semester ends.

In addition, the college received an additional Adult Education & Family Literacy Act grant that provided the necessary funds to assist 30 students within the Prairie du Chien Correctional Facility to achieve measurable skill gains in reading,

writing and/or math, and in attaining a recognized postsecondary credential and/or employment upon release from the corrections facility. The grant provided funding for a new adjunct instructor to be hired to support these students. The instructor works primarily with the inmates that are in the Southwest Tech Welding program. The instructor began working with students in September and has served all eight students in the Welding program. These 8 students are currently enrolled in 24 credits. In addition, the instructor is working with students that need "refresher" skills in Math to help them become more employable. There are currently four of these students enrolled in 8 credits. The instructor will continue to try to recruit more students to work in "refresher" courses and will work with the next group of Welding students as that section begins next semester.

In order to help move the college forward in regards to Outcome Based Funding #4, ABE Transitions, a series of Academies (*See Appendix D*) were developed to help Adult Basic Education Students transition into post-secondary education. The Formula for this criteria reads: *Funds will be distributed based on each college's proportionate share of the number of adult students who both: (a) were enrolled in at least 12 hours of adult basic education, adult high school, and English language learning courses; and (b) successfully completed a postsecondary course, either in the year of ABE or the following year.* The Academies allow the students to complete his/her HSED coursework while gaining a recognized certification in a Southwest Tech program area. For example, in the Culinary Academy, the students earn the ServSafe certification, his/her HSED, as well as 7 credits toward a degree in either of the three culinary programs offered at Southwest Tech. In the Laboratory Science Technician Academy, the student earns the HACCP (Hazard Analysis and Critical Control Points) certification; his/her HSED and 6 credits toward a degree in the Laboratory Science Technician program. In the Nail Technology Academy, the students earn his/her Nail Technology Certificate; his/her HSED and will be guaranteed 11 credits toward a degree in the Cosmetology program. Please see attachments for further information.

We are looking to expand the Academy program to serve more students that enter in the spring semester. We are currently working on one in the Golf Course Management program to allow students to earn their Pesticide Applicator license.

In addition, we have created a Transition Service Worksheet (*See Appendix C*) that each student will complete to help encourage transition from Adult Basic Education to Post-Secondary education. All instructors have been instructed to use this plan as they work with their students. This has been a successful tool in helping students (and instructors) to think about their post-secondary education and employment goals.

36

2. CollEDGE Up's (*formerly* Vision 20/2020) established partnerships with CESA #3 to strengthen our partnerships with high schools and the community to bridge the achievement gap and increase workforce development.

This program launched Fall 2018 with a goal to bridge the achievement gap: to redefine readiness, allow students to start college with completed credentials, and reduce the poverty cycle. The other goal of the program is to increase workforce by helping keep our students in our region and attracting community employer scholarships. High School students were offered the opportunity to take college level coursework in their high schools delivered by Southwest Tech. Six students enrolled in the entry to the Nursing program path and 12 students took advantage of 'Gear Up' which offers transferrable general education courses. The students collectively are in 32 courses earning 94 credits. These enrollments span 5 school districts.

Southwest Tech CollEDGE UP

This educational partnership between CESA 3 and Southwest Wisconsin Technical College allows students to earn high school and college credits at a cost of only $150/credit per student.* Southwest Tech's tuition is about **45% less** per year than in-state tuition at a university!

ONE—AND—DONE LABORATORY SCIENCE TECHNICIAN

MEDIAN SALARY: $33,992

Junior/Senior Year: Complete 29 credits	Junior Year	Senior Year
	– Semester 1: 7 credits	– Semester 3: 6 credits
	– Semester 2: 7 credits	– Semester 4: 7 credits
		– Summer: 2 credits
		– *THEN GRADUATE!*

GEAR UP

SAVE MONEY!

Students can earn up to 18 transferable college credits while enrolled in high school. The transferability of the course is ultimately up to the receiving institution.
– Introduction to Sociology
– Introduction to Psychology
– Speech
– Written Communication
– Economics
– Statistics

OFFERED FALL
– Introduction to Psychology
– Economics
– Statistics

OFFERED SPRING
– Introduction to Sociology
– Speech
– Written Communication

11—12—14 NURSING

MEDIAN SALARY: $57,516

Sophomore Year: Complete foundation courses.
11 – Junior Year: Complete SWTC's Semester I of nursing classes
12 – Senior Year: Complete SWTC's Semester II of nursing classes
14 – Second year of Nursing program on Southwest Tech campus

DELIVERY FORMAT

– Offered to all CESA 3 School Districts in an Academy/Cohort Format
– Classes are offered at high schools in the following formats:
  a. SRTNC (BlueJeans)
  b. Online (Schoology)
  c. Face to face if the student wishes to attend SWTC's campus.
– The participating high schools will provide a room and room facilitator.

FOR MORE INFORMATION

CESA 3: Jamie Nutter, 608.822.3276, jnutter@cesa3.org
Southwest Tech: Kim Maier, 608.822.2463, kmaier@swtc.edu

*Credit cost does not include textbooks associated with classes.

3. Academic Council's project team - Be the Solution to Workforce Shortage's new strategies for 2018 to proactively reach new levels with post-traditional learners. Despite Southwest Tech's growth of adult age 25+ enrollment, we perform in the lower quartile of the WTCS when comparing the percentage of our enrollments are from adults age 25+. This strategic plan has a goal of continued 4% growth in post traditional learners with six focuses:

- <u>Develop outreach initiatives to build supporting agency referrals of adult student prospects</u>-Using Grant 130 Leadership Development Program -The purpose will be to clearly establish and maintain pipelines for potential adult students referrals, i.e. WIOA, jail/prison, underserved populations. Currently, we are also actively exploring how to partner further with the prisons by delivering coursework through the prison's RACHEL system to increase access to another population which would greatly benefit from the opportunity to earn credentials.

- <u>Work with employer partners to increase the use of employee tuition reimbursements.</u>-We will help facilitate conversations with regional employers who have tuition reimbursement programs and provide information to eligible employees, including promoting the new deferred payment plan program. A minimum of 25 businesses will be contacted.

- <u>Facilitate free pre-enrollment experiential learning opportunities and information interviews that helps adults better understand career fields in order to engage adults interested in career switching.</u> The goal will be to provide opportunities to both ABE and other adult students to engage in micro-credential opportunities and to explore career opportunities. This will occur through up to 9 "Enrollment Boot Camps".

- <u>Develop and implement an employer outreach campaign to assess existing credit for prior learning opportunities within the company, desired career pathways and align to our program offerings.</u> This will be tied to the Leadership #130 Grant, and will also move into complimentary programs. Much of this will be finalizing internal processes, creating an intake tool for CPL interested students, working with companies who have tuition reimbursements to understand that those dollars could be used for CPL.

- <u>Student Success Scholarship</u> –offer a scholarship program to offset the cost of the first 3-credit course adult <u>learners taken in order to lessen financial burden and build confidence (repeat project).</u> This campaign will focus on online programs with a goal to recruit new program students. This would be funded using the allocated monies from Advancement scholarships developed for this work group.

- <u>Identify top programs and non-completers.</u> This project will be about reviewing former students to determine who may have completed 75% or more, are in good standing, and have a viable path to program completion. These students would then likely be using a mix of the previous initiatives in order to complete.

These strategies continue to show the attraction to post traditional learners to improving their career opportunities through educational completions. Unemployment rates in are low in our districts as of Aug. 2018: Iowa (2.1%), Lafayette (2.4%), Richland (2.6%), Grant (2.8%), and Crawford (3.4%) *Source: WI Dept. of Workforce development, Labor Market information. While low unemployment can put a strain on adult enrollment, these strategies show the focus was effective.
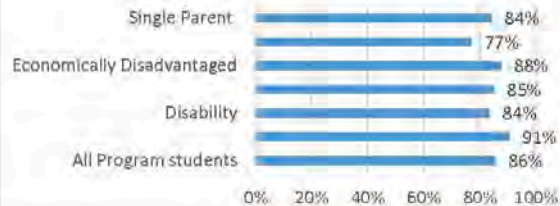
4. Executive Team's project team -Special Population's plan for the year ahead. The charter for the special population team is to improve retention and completion for students identified as part of our special populations.

   Historically, students who fall under one or more of the 'special populations' categories complete online and face to face courses at a significantly lower retention and completion rate compared to students who do not identify as a member of a special population group. Special Populations are defined as: students with disabilities, displaced homemakers, economically disadvantaged, minorities, single parents, veterans, and students who are incarcerated.
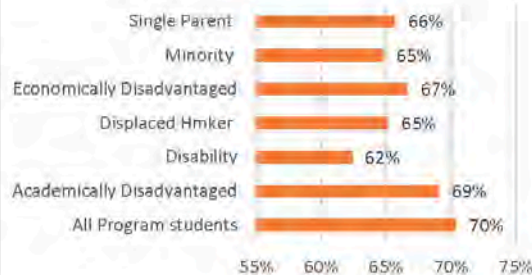
   The team decided to focus on economically disadvantaged students. The team used data-driven decision making to decide which special population to focus on. By focusing on students who are economically disadvantaged, they believe they can impact a greater population of students. The specific goal for this project within three years (August 2022) students who are considered economically disadvantaged will have an increase of 10% in their retention rate in both face2face and online courses through the intervention plans developed by this team. The success of the project will be monitored annually (each May) through the analysis of course pass rates among the identified special populations through the data provided by College Effectiveness.

   For the past two months –the team completed resource mapping, identification of existing resources, and focuses on four domains: academic, financial, personal, and community support. Using this information the group will create a "guide" to help faculty and staff know what is available for students. The Resource Guide will be used to conduct trainings to improve faculty and staff awareness of services available. Additionally, the team has focused on identifying best practices other institutions are using to better support Economically Disadvantaged students. The team's next efforts will focus on specific opportunities and a 'Charge Forward' program. The 'Charge Forward' program
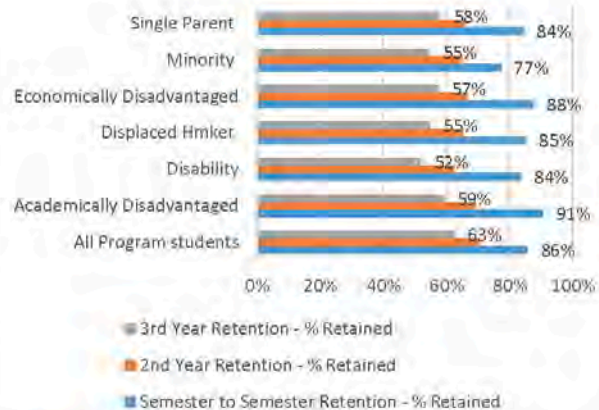

Semester to Semester Retention
5 year Cohort Average % Retained

Single Parent	84%
	77%
Economically Disadvantaged	88%
	85%
Disability	84%
	91%
All Program students	86%

2nd Year Retention
5 year Cohort Average % Retained

Single Parent	66%
Minority	65%
Economically Disadvantaged	67%
Displaced Hmker	65%
Disability	62%
Academically Disadvantaged	69%
All Program students	70%

Retention Rates
5 year Cohort Average
% Retained

	3rd Year	Sem to Sem
Single Parent	58%	84%
Minority	55%	77%
Economically Disadvantaged	57%	88%
Displaced Hmker	55%	85%
Disability	52%	84%
Academically Disadvantaged	59%	91%
All Program students	63%	86%

■ 3rd Year Retention - % Retained
■ 2nd Year Retention - % Retained
■ Semester to Semester Retention - % Retained
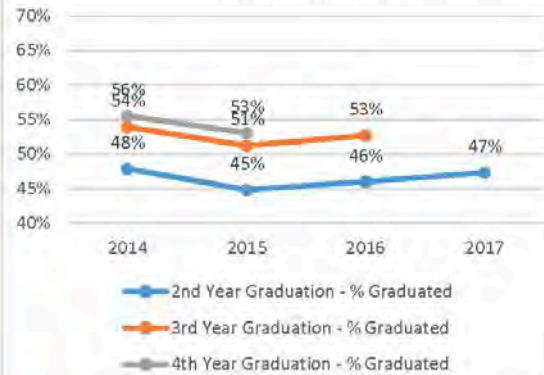
39

will be a path of success that will be specifically tailored in supporting students, who are economically disadvantaged, and focused on helping with retention and program/course completion.

For program students starting at SWTC between 2014 and 2018:

Economically Disadvantaged (ED) students have a second year graduate rate of 46%, compared to non-ED students at 58%, a difference of 12%. To date, by the time the 4th year graduation occurs, ED students graduate at 54% versus non-ED at 65%, still with a difference of 11%.

Economically Disadvantaged Graduation Rates 2014-2018 Cohorts

Year	2nd Year Graduation - % Graduated	3rd Year Graduation - % Graduated	4th Year Graduation - % Graduated
2014	48%	54%	56%
2015	45%	51%	53%
2016	46%	53%	—
2017	47%	—	—

5. Retention efforts highlighted through Academic Council's project teams on Student employment, course completion, student success by helping students choose and enter a path. Several projects within the Academic Council have intended impacts on Student Retention through the success of the projects.

- The Student Employment project team is addressing a decline in the number of qualified student worker applications. The project also seeks to add value to the student worker experience and increase opportunities for the students to work on campus. National research has shown positive correlation between student completion and working on campus.

- The Course Completion project team will establish a universal system for evaluating student attainment of core abilities with the goal of increasing retention from 75 to 78%. Advisory committees have been surveyed about the core abilities and the next step in the project is to pilot assessments for students in January 2019. The goal to roll out to all programs is by Fall 2019.

- The WTCS Student Success center project team is aligning college practices with the American Association of Community College & the Community College Research Center's guided pathways approach which is an outcome of the publication of *Redesigning America's Community Colleges*. The WTCS has asked colleges to participate in these efforts since July 2017. This work falls under four domains of guided pathways: mapping pathways to student end goals, helping students choose and enter a program pathway, keeping students on path, and ensuring students are learning. After conducting a scale of adoption, the college identified several practice areas where we were leaders at the system level:
  - Detailed information is provided on the college's website on the employment and further education opportunities targeted by each program.
  - Programs are clearly mapped out for students. Students know which courses they should take and in what sequence. All this information is easily accessible on the college's website.
  - Students can easily see how far they have come and what they need to do to complete their program.
  - Assistance is provided to students who are unlikely to be accepted into limited access programs such as nursing culinary arts to redirect them to another more viable path to credentials and a career.

Southwest Tech chose to focus efforts into the domain of helping students choose and enter a path. The essential practices included are:

- Every new student is helped to explore career/college options, choose a program of study, and develop a full-program plan as soon as possible.

- Create special supports for academically underprepared students to succeed in "gateway" courses by first identifying gateway courses.

- Validate and/or "reset" multiple measures metrics to accurately identify underprepared and unprepared student populations.

- Provide intensive support to help very poorly prepared students to succeed in college-level courses as soon as possible.

Progress is being made in these projects and we will continue to make strides in guided pathways initiatives as part of our commitment to the WTCS Success Center.

41

6. Investments in the Innovative and Alternative Learning (IAL) and Knox Learning Center areas to increase retention.

Success in online courses has lagged behind face to face courses. In July 2017 – Southwest Tech received a Perkins grant to improve online course completion and developed a new position in the IAL called the College Navigator, who's expressed role was to bridge gaps between service needs of online students and our college service offerings. The approach is case management based and tracks students who are struggling to participate, succeed, and complete. Throughout the academic year of 2018-2019, the college served 339 online FTE's. The Online Navigator served as a conduit between the student and college resources. Having this service in place deflects possible educational barriers as soon as possible. With the implementation of the Online Navigator online course competition has increased from 76% in 2017 to 78% in 2018 (see below). Online course enrollments have grown by 68% in two years while sustaining an improvement in completion.

SWTC Program Course Completion				WTCS Program Course Completion			
By Course Delivery Method				**By Course Delivery Method**			
	2016	2017	2018		2016	2017	2018
00 - Normal Delivery	88.5% 9,870	86.3% 9,751	87.5% 9,383	00 - Normal Delivery	85.9% 346,771	86.2% 333,269	86.2% 323,055
02 - Computer Delivered Courses	81.6% 76	76.1% 46		01 - Telecourse	72.5% 40		100.0% 2
04 - Online Courses (Internet)	77.9% 2,163	76.0% 2,618	78.0% 3,633	02 - Computer Delivered Courses	82.8% 13,695	83.3% 12,468	82.7% 12,116
				04 - Online Courses (Internet)	76.1% 83,216	77.0% 85,498	77.2% 93,185

As success in identified general education courses lagged behind core courses, services within the Knox Learning Center have played a vital role in helping with student retention. There are learning services within the center which include teaching developmental and credit bearing courses, tutoring students for course success, providing accommodations from disability services, and testing services for prior learning, GED, and entrance. (*See Appendix E* for usage of Library services, the Charger Cupboard, Student Course support, and Math Web site access.)

The Tutoring for Success team began in 2015 and is funded by a state grant. Since inception, use of services has grown exponentially as has the impact on retention and success. Since the beginning of the Tutoring4Success grant in 2015, the ASC team has been a comprehensive source of tutoring support source for students on the campus. In 2015-2016, the grant was able to demonstrate service to 165 students. The image below shows retention efforts data from fall 2016 to spring 2017. Students that were grant enrolled were retained from fall to spring semester at a 94.80% versus students not grant enrolled; with a retention rate of 78.62%. Additionally, by the end of the 2016-2017 academic year, the Tutoring for Success team had served a total of 308 students. By its third year, the grant sought to serve 325 students in 2017-2018 and it exceeded that number and served 375 and 82% came for multiple sessions. In total, over 3,000 individual/group tutoring appointments (including through online tutoring delivery) were provided to help student's successfully complete courses. Students now easily schedule

Outcome #2 – Program Students Retained from Fall to Spring with a 2.0 GPA or Greater

appointments with a 24/7 scheduling tool and the tutors actively partner with faculty when faculty identify students who need assistance. Last year, they addressed 1,087 faculty alerts about students for lack of attendance, poor writing skills, and poor academic success skills such as; time management, note taking skills, organizations, and study skills. Interventions included direct outreach and academic contracts with students for success. The goal of the grant was to increase student face2face academic course completion rate to 80% and online academic

course completion rate to 71%. Tutoring for Success is currently in its fourth year. Through increased grant funding due to both the success of the grant and the demand by the students; there has been two full time Academic Coaches added to the team; one that works directly with Health Science programs and one that works with general education courses.   In its fourth year by November 1st, 2018 Tutoring for Success have uniquely served 195 students, with an increased demand as finals get closer.

Beyond the goal of increasing student completion, they also had the goal to Increase Associate Degree Student retention from year 1 to year 2 to 73%. One of the additional efforts supporting this initiative was offering student success workshops. Thirty-seven workshops in a variety of delivery methods were offered on the topics of GRIT/Growth Mindset, Learning Styles Assessment, Notetaking/Study Skills, and Time Management. A popular series in the workshops was the May 2018 'Finals prep' series where 112 students took part in topics on Stress Management, Finals Prep, 5 Day Study Plan Prep workshops, healthy eating, time management, and study success.

Additional supports for students to increase retention by 1% of Perkin's qualified students was a goal through services to students from mental health counseling and disability services. At the conclusion of 2017-2018 school year, Disability services established 139 educational plans providing various accommodations for students. These plans include individualized meetings, private testing space, and provision of supplies and software on a temporary basis. These supplies include: Smart pens, Read, Write, Gold software, and I-pads.   Students in disability services were able to get specific tutoring and support in disability services that allowed increased opportunities for success in courses from services offered. Through the identification of needed services and instructional assistance, students were able to get direct contact with a professional who offered support and resources with intensive 1:1 support focused on helping students eligible for accommodations be successful in coursework they were having difficulties with.

The Mental Health Counselor's (MHC) goal was to serve 150 students and she had contact with 263 unique students. She served 216 financially "at risk" students and 194 students for behavioral counseling/assistance. These students were helped through navigating emergency funds and related community services also. The MHC completed budget worksheets with each of the 96 students receiving emergency grants and discussed the student needs with students receiving gas cards. Gas cards continued to be a highly sought resource by students. A total of 216 students received gas cards as a means of assistance. Below is data from fall 2014- spring 2016 years which highlights the percentage of students who are disabled, academically disadvantaged and economically disadvantaged. From the report you can see the significance in the needed resources above.

Program Student Enrollment	2016/17	% of enrollment	2015/16	% of enrollment	2014/2015	% of enrollment
Economically Disadvantaged	962	51.12%	990	57.13%	1011	54.77%
Disabled Students	163	8.66%	324	18.70%	255	13.81%
Academically Disadvantaged	1011	53.72%	1015	58.57%	715	38.73%
Total Enrollment	1882		1733		1846	

WTCS: Client Reporting CLI330, 2015-2017

STRENGTHS

- Access to education for racially diverse populations exceeds our district's service sector.
- Post traditional education enrollments have grown in spite of a thriving economy.
- A new ABE model allows us to be even more effective with resources and developed pathways to continued education for students.
- Partnerships with K12 have the opportunity to sustainably grow benefiting our schools and communities.
- Support services for students have positively impacted retention efforts.

WEAKNESSES

- We have not developed systematic strategies focused on addressing success of racially diverse students. More attention is needed to improve the retention of special populations, and the Special Populations strategic priority is a mechanism to do this.
- The design of ABE previously did not maximize enrollments and access.
- The design of the tutoring and remediation services previously caused competition instead of collaboration.
- HLC guidelines for credentialing dual credit faculty caused disruption in current transcripted credit offerings for FY 2019.
- We have too many initiatives and need to prioritize investments of time and resources.

44

STRATEGIC INITIATIVES DESIGNED TO IMPROVE OUR PERFORMANCE

Appendix A: BE THE SOLUTION TO WORKER SHORTAGES

The scarcity of workers is the number one issue facing Wisconsin businesses. Adult student enrollments have declined while our service district demographics clearly indicates a need for technical college training.

Goal: Increase adult student enrollments in FTE generation by 4% to 330 FTEs.

Priority Projects	Credit Goal	Actual 17/18 Adult Credits	Actual Adult Headcount	Summary
Gap analysis and career pathways opportunities	n/a			Per Academic Master Plan - Gap analysis did not reveal new programs would be pursued. There may be other work from pathways and certificates to attract adult learners.
Eight Week Course Delivery	48	24	8	Three courses were offered in this format for spring term – attracted intended students both adults and traditional. Achieved half of goal for credits sold.
Pre-Enrollment Trial Courses	60 in 2017/2018 60 in 2018/2019	Approx 30	4	This format did not end up being conducive to attracting students. From the eBrochure and faculty promotions, students are skipping the exploration and doing applications directly. Two students attempted the course and one converted. Changes were made in the late 2017 fall. The changes brought about the following: • 15 people viewed the course • 11 applied and were accepted (data via Find a Student) • 3 registered for fall classes (data via Find a Student) This summer the website is being redesigned and this class will have a more prominent spot on the homepage.
Existing Programs that could be delivered online	90 in 2018/2019	0	0	Work to move accounting assistant online has begun for Fall 2018-2019. Work to move Admin Professional this direction has occurred, along with a DACUM. Following a faculty retirement, this program launch will remain suspended another year.
Opportunities tied to wait list	288 in 2018/2019	0	0	A career pathway and 2nd section of EPD have been vetted, not continued. Will be reconsidered for 2019/2020. A part time proposal for CIM was proposed to Katie – Kelsey Wagner, Pauline Wetter, Jen Lame, Sara Biese, Kim Maier and Jeanne Symoczyk met on Friday afternoon (5/19/2018) to discuss PT options. Sara is creating a PT track and will present for further discussion. The implementation goal for CIM and PT track is fall 2018.
Suite of professional development offerings	360 in 2017-2018	0	0	Between HAACP (10), FOT (10), CFOT (10) ,FAB WI Make or SAFE Certificate), this strategy intended to grow adult enrollments through continued education. No credits were attained. The Maker Safe Certificate opportunity with FAB Wisconsin did not materialize they chose to issue the certificate in-house and not go with us as the training institution. There will be new opportunities in 2018-19 to attract Adult students to the college through the 4 hour Friday Leadership Certificate program,....students will participate in 4-hour Friday morning offerings that will be tied to credits aligned with the Leadership Development program as well as 3 other online training programs as a means to entice students into full program offerings. This will begin in the Fall of 2018.

Increased programming in the prisons	112 in 2017-2018 56 in 2018-2019	91	16	Through organization of welding sections in Prairie Du Chien's corrections facilities – this was one of the most successful initiatives to grow adult learners and serve part of our mission.
Adult bootcamps	32 in 2017-2018 60 in 2018-2019	14	1	Eight Bootcamps were held at Basic Ed facilities with a related marketing campaign in both the fall and spring, coordinated with a marketing campaign. In the Fall campaign, 12 students attended and one enrolled selling 14 credits. In the Spring campaign, 12 students attended and one students applied, the credit amount has not yet been determined. We plan to offer up to 3 boot camps this summer as we assess enrollments and host them in communities with industry need this summer as we assess program capacity/opportunities.
Deferred tuition payment for employee reimbursement	Emerging market	n/a	n/a	Southwest Tech has operated with a biller deferred payment, but a new option has just been released starting for summer term where students can get a deferment if they have an employer reimbursement but the employer is not able to pay the tuition upfront. A campaign has launched to students and we are working through notification to employers and students for the upcoming terms about the options, as well as planning visits to health care providers at the start of August. See the new information on the web: https://www.swtc.edu/student-resources/financial-resources/deferred-billing.aspx
Foundation scholarship for adult students	60 in 2018/2019	n/a	n/a	$5000 has been earmarked for adult students at increments of $500 – 5 have been awarded for the upcoming year thus far. Coaches anticipate they will be used more in the months closer to the start of fall term. There is also an available pool of $6,000 additional recruiting scholarship dollars which may also be applied to adults.

Marketing Action: There were four segmented populations with key campaigns/messages:

Unemployed: Unemployed/Dislocated – haven't worked in the last six months (54% say that money is the main barrier for not continuing education)

Advance: Need Career Advancement – have indicated that they wish to advance in their career (49% say that time and money (46%) are the main barriers for not continuing education)

New Career: Looking for New Career – indicated they have previously thought about changing careers (73% agree that if it would lead to more job opportunities it would increase their likelihood)

Content: Content with Career Status- but looking for promotions (40% agree that if the job outlook would improve with one or two courses it would increase their likelihood)

Best communication methods for adults: printed mail pieces, TV Commercials, Social Media, face-to-face

Key messages: low cost, flexible, we offer support, great job outcomes

Imagery: When selecting photos for major publications and billboards – we strategically select and pace adult students.

Campaigns:

- Tech Hire Campaign – aimed at unemployed, dislocated workers
- Online Classes Campaign – aimed at those concerned about time flexibility
  - This is a year-round campaign that includes digital advertising, SEO and SEM initiatives
- Fast Track Campaign – aimed at adults who a teetering on going back to school – quick, easy, enrollment
- 50th Anniversary Campaign – huge open house bringing new prospects to campus
- TV Commercials – featuring Holly Clendenen talking about scholarship opportunities
- Open House – ease concerns with in person face-to-face communication

- #3 – why we are #3 in the nation – JOB outcomes
- Printed Mailing – Lab Science – mailed to adults, 30K and lower, in five-county district
- Night-time Welding Campaign
- Outreach Site Recruitment Event Advertising for Spring 2018
- Learn More. Earn More. Campaign – featuring statistics about good job outcomes
- Scholarship Application Campaign
- Annual Report Mailing – direct mail
- Deferred Payment Campaign – direct mail
- Outreach Site Recruitment Event Advertising for Fall 2018
- Summer Online Classes campaign
- Hired Before Graduation Campaign – likely to go back to school if they'll get a better job
- Your Neighbors, our graduates – feature successful graduates in their hometowns
- Mailing to all addresses in a 5 county district – direct mail – Apply Today!

Result: Growth of adult students in FTE-generation <u>exceeded</u> the goal by 6.7%.

	2014-2015	2015-2016	2016-2017	2017-2018
Adults - 25+	302.1	310.9	326.5	361.6
	-3.8%	+2.9%	+5%	+10.7%
Overall College	995.9	994.8	1010.4	1035.7
	+%5	-.1%	+1.6%	+2.5%

Appendix B: 2018/2019 Marketing Strategies

<u>Southwest Tech Strategic Directions</u>
1. Increase Student Access and Improve Student Success
2. Strengthen our Service Culture
3. Fiscal Sustainability

<u>Team Action Plans for the marketing department:</u>
1. Support student life activities and staff engagement through improving communication channels.
2. Develop policy for annual reviews of the website to ensure current and correct information.
3. Strategic psychographic (personalized) marketing campaigns. (Birthday cards, ACT submitter mailers)

A. How do we determine where and when to invest marketing dollars? - Fiscal Sustainability

General Campus Marketing (75%)
Eight priority programs (25%) will receive funding in any given year, including any new programs (25%)

Priority Programs
- Administrative Professional
- Instrumentation
- Lab Science
- Auto
- Culinary
- CNC
- Agriculture department
- Accounting Assistant – fully online
- Golf – University of Nebraska – better alignment with hospitality – aligns with UW-Stout

B. General Campus Marketing – 75% of the Marketing Budget - Fiscal Sustainability

Billboards – monthly
Radio – monthly
Event Marketing – monthly
Digital – monthly
Newspaper – bi-weekly
Digital Signs – bi-weekly
Website (banner and push boxes) – weekly
Press Releases – as requested - at least weekly
Photography – as requested - at least weekly
Social Media – daily
Printed Pieces – as requested – daily managed by Sherry

- **Special project: Adult Recruitment and Hospitality Suite**

Annual Calendar Review

August/September

Primary Call to Action: Apply Early – Application Open

<u>Secondary Call to Action</u>: College Ranking, Charger Golf Classic, Farm to Fork, Ag Day

> <u>*Audience reached*</u>: traditional aged students, community, and alumni

> <u>*Application goal*</u>: 120 applications – 30 specific to agriculture

September/October

Primary Call to Action: Register for Open House

<u>Secondary Call to Action</u>: Ag Day, Open House, Job Fair

> Develop annual marketing action plans (MAPs) with every program

> <u>*Audience reached*</u>: traditional and non-traditional age students, community, community partners

> <u>*Application goal*</u>: 250 applications (200 at Open House)

October/November

Primary Call to Action: Apply to the #1 and #13 ranked college

<u>Secondary Call to Action</u>: Manufacturing Month, National Physical Therapy Month, PTA Run, Medical Assistants Week, Fright Night, Annual Report

> <u>*Audience reached:*</u> prospective manufacturing students, PTA students, Medical students, community, alumni, and donors

> <u>*Application goal:*</u> 100 (10 manufacturing, 10 PTA, 10 Medical Assistants

> > Support the foundation in the fundraising goals – goals to be determined by the Foundation

November/December

Primary Call to Action: Go back to school to Learn More. Earn More. – We train students for careers, not jobs. (Combat good economy and companies willing to train on the job)

> <u>Secondary Call to Action</u>: Transfer push, January Fast Track Days, geo-fence all major shopping areas with general Southwest Tech – apply today, Evening Welding, Online Programs, Accounting Assistant, Early Childhood Education

> Generate warm feelings about SWTC charitable giving around the holidays – community focused (hard time to advertise and compete with the holidays)

> <u>*Audience reached*</u>: Transfer students, non-traditional age students, January starts, and online students

> <u>*Application goal:*</u> 150 (75% for January Start, 25% for fall 2019)

December/January

Primary Call to Action: Yes, you can! New Year's Resolution makers – adult returning students

> <u>Secondary Call to Action</u>: Celebrate graduates, Hired before graduation, Fast Track

> <u>*Audience reached:*</u> *Transfer students, new adult students, returning adult students*

> <u>*Application goal:*</u> *100 (75% for January Start, 25% for fall 2019)*

January/February

Primary Call to Action: Scholarship Application Open – Apply Today (students who received scholarship are more likely to attend)

> <u>Secondary Call to Action</u>: Fast Track, last minute registrations and transfer students, Jump Start Your GED, FBPM courses, Outdoor Skills Day, Preview Day

> <u>*Audience reached:*</u> *Transfer students, new adult students, returning adult students, high school seniors*

> <u>*Application goal:*</u> *100 (15% for January Start, 85% for fall 2019)*

February/March

Primary Call to Action: #1 Place to Start Your Bachelor's Degree (appeal to seniors on the 4-year track)

> <u>Secondary Call to Action</u>: Job Fair, National FFA Day campaign

> <u>*Audience reached:*</u> *Transfer students, new adult students, returning adult students*

> <u>*Application goal:*</u> *150 (20 Liberal Arts Aps, 50 Agriculture Program Aps, 80 misc.)*

49

March/April

Primary Call to Action: Apply to Southwest Tech (student life focus) correct assumption that Southwest Tech does not have the college experience

> Secondary Call to Action: New Student Registration, Trap Shooting Tournament, Week of the Young Child (Early Childhood Ed and Childcare Services), Visit (program visit days), Motor Show
>
> *CONVERT APPLICATIONS INTO REGISTRATIONS*
>
> *Audience reached: seniors in high school, adult males 19-15, Early Childhood Ed and Childcare Services, Online Students out of district)*
>
> *Application goal: 150 (25 - Early Childhood Ed and Childcare Services, 20 Manufacturing, 25 Ag, 40 online, 20 Auto, 20 misc.)*

Evaluate MAPs with each program

April/May

Primary Call to Action: Hired before Graduation (Apply today)

> *CONVERT APPLICATIONS INTO REGISTRATIONS*
>
> Secondary Call to Action: Celebrate graduates, Hired before graduation, Registration, Healthcare Week
>
> *Audience reached: Online Summer Classes, High School Seniors, Transfer students, new adult students, returning adult students*
>
> *Application goal: 200 (30 Healthcare, 170 misc. – majority seniors in high school)*

Identify low enrollment programs – develop a marketing strategy for the summer

May/June

Primary Call to Action: Congratulations Grads (feature grads from hometowns, seniors in high school see success of former classmates)
> *CONVERT APPLICATIONS INTO REGISTRATIONS*
>
> Secondary Call to Action: priority program hard push, Celebrate graduates, Online Classes, Dairy Goat Program
>
> *Audience reached: Transfer students, new adult students, returning adult students*
>
> *Application goal: 150 (50 for summer, 100 for fall 2019)*

June/July

Primary Call to Action: June is Dairy Month (apply to Ag programs)

> *CONVERT APPLICATIONS INTO REGISTRATIONS*
>
> Secondary Call to Action: *Audience reached: seniors (recently graduated) Transfer students, new adult students, returning adult students,* U.S. Army Golden Knights Event. *Culinary Arts Month*
>
> *Application goal: 100 (20 Ag, 10 Culinary, 70 misc.)*

July/August

Primary Call to Action: Fast Track – Register Today!

> *CONVERT APPLICATIONS INTO REGISTRATIONS*
>
> Secondary Call to Action: Advisor Ads (adult students needed to calm fears), Chipper Days (FBPM), Charger Golf Classic, Farm to Tech Table
>
> *Audience reached: Transfer students, new adult students, returning adult students*
>
> *Application goal: 100 (big push for priority programs)*

50

Appendix C: Transition Service Worksheet

TRANSITION SERVICES _____

Student Name

Explore Careers

Visit the Southwest Tech Website: https://www.swtc.edu

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

- Explore Your Interest – complete the following assessments.

  *Career Assessment Results_____

_____

  EMSI Career_____|

  Career Clusters_____

(List areas of interest)

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

Realistic _____ Investigative _____

Artistic _____ Social _____

Enterprising _____ Conventional _____

Southwest Tech Programs of Interest: _____

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

Have you attended any of the following College events?

College Preview Day _____ Open House _____ Fast Track Days _____

Participated in the following campus activities: _____

_____

_____

Career Identified – Need Education?;

PROGRAM OF INTEREST: _____

Would you like to participate in a program shadow? Yes____ No____

If so what program: _____

Meet with program instructor: Yes____ No____ Date: _____

Have you taken a college tour? Yes ___ Date: _____

No ___ Are you interested in touring campus: Yes____ No____

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

Who: _____

Date: _____

Have you completed a College Application? Yes____ No____ Program: _____

Have you completed college admission requirements/testing: Yes____ No____

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

Have you met with Financial Aid Staff: Yes____ No____

FAFSA Information: Yes___ No___ Completed: Yes___ No___

Scholarship Information: Yes___ No___ Completed: Yes___ No___

June 5, 2017

Appendix D: Basic Education Academies

Southwest Tech Culinary Academy

FALL	SPRING
FOOD SANITATION AND SAFETY* 10-317-120 • 2 Credits	**NUTRITION IN FOOD PREPARATION** 10-317-104 • 2 Credits

FALL

FOOD SANITATION AND SAFETY*
10-317-120 • 2 Credits

Study the conditions which cause food contamination and spoilage, safe food handling techniques, and how to prevent accidents. Use state and federal regulations, apply HACCP principles, and complete the Wisconsin Certified Food Manager (ServSafe) exam.

QUANTITY PREP: GARDE MANGER
10-316-139 • 2 credits

Learn to prepare cold sandwiches, salads, salad dressings, and cocktail sauces. Study and prepare dairy products, beverages, breakfast foods, and cold and hot appetizers. Co-requisite: Food Sanitation & Safety (10-317-120)

HSED COURSEWORK*

Courses include Reasoning through Language Arts, Mathematical Reasoning, Social Studies, Science, Health, Civics, and Employability Skills.

*Earn your ServSafe Certification and HSED and you will be guaranteed 7 credits toward a degree in either of the three culinary programs offered at Southwest Tech!

- Culinary Specialist (1-year technical diploma)
- Culinary Arts (2-year associate degree)
- Culinary Management (2-year associate degree)

SPRING

NUTRITION IN FOOD PREPARATION
10-317-104 • 2 Credits

Learn the necessary tools to focus on the fundamentals of nutrition and diet and the importance of healthy eating as well as marketing this life span in relation to all food service operations. Use nutritional guidelines to analyze, modify and prepare recipes. Gain experience reading nutritional labels and recognize foods and fluids that are appropriate for their restaurant patron. Prerequisite: Food Sanitation and Safety (10-317-120)

OR

QUANTITY PREP: MEAT, POULTRY, SEAFOOD
10-316-143 • 2 Credits

Learn the principles of protein cookery in relation to the preparation of meat, fish, and poultry. Identify meat cuts, prepare basic types of meat and seafood, and determine appropriate cooking methods. Prerequisite: Food Sanitation and Safety (10-317-120)

HSED COURSEWORK*

Courses include Reasoning through Language Arts, Mathematical Reasoning, Social Studies, Science, Health, Civics, and Employability Skills.

PROFESSIONAL DEVELOPMENT
10-890-101 • 1 credit

Discover employment strategies designed to assist in securing employment. The course will help develop an awareness of personal and academic skills as they relate to the job seeking process. Topics include personal and skill assessments, research of employment sources, completion of application forms, formation of professional resumes and portfolios, composition of various business letters, interviewing skills, work-based learning activities and job offer evaluation.

1800 Bronson Boulevard, Fennimore, WI 53809 • www.swtc.edu • 800.362.3322 • info@swtc.edu

If you need an accommodation to visit campus, call 608.822.2631 (tdd: 608.822.2072) or email accom@swtc.edu

Southwest Tech is committed to legal affirmative action, equal opportunity access, and diversity of its campus community. www.swtc.edu/equality

Southwest ✦ Tech
Laboratory Science Technician Academy

FALL	SPRING

MANUFACTURING PRACTICES FOR FOOD INDUSTRY
10-513-813 • 2 Credits

This course focuses on the Good Manufacturing Practices (GMP's) as they are defined in Part 110 of Title 21 of the Code of Federal Regulation for the food industry. You will explore each GMP requirement in depth and analyze ways food manufacturers can establish process and product control to meet the intent of each GMP. You will also discuss the consequences of failing to meet and maintain compliance with the GMP's.

FUNDAMENTALS OF CHEMISTRY
10-806-109 • 2 credits

Students convert measurements, design tables and graphs, create models, and use the scientific method. Students interpret a model of the atom and use the periodic table. They distinguish physical, chemical, and nuclear changes and identify properties of common compounds. They analyze chemical equations. Students relate technical applications to common chemical reactions. Students describe basic biomolecules.

HSED COURSEWORK*

Courses include Reasoning through Language Arts, Mathematical Reasoning, Social Studies, Science, Health, Civics, and Employability Skills.

HACCP TRAINING
10-513-184 • 2 Credits

This course provides an introduction to HACCP (Hazard Analysis and Critical Control Points) for food processors. The relationship between food safety and HACCP will be discussed in the food manufacturing setting. The principles of HACCP will be explored. HACCP plans, implementation and plan maintenance will be developed in order to prevent foodborne illness. Upon successful completion of the course, students will receive a certificate of completion. Note: Students must have already completed or have concurrent enrollment in 10-513-183 Manufacturing Practices for Food Industry.

HSED COURSEWORK*

Courses include Reasoning through Language Arts, Mathematical Reasoning, Social Studies, Science, Health, Civics, and Employability Skills.

PROFESSIONAL DEVELOPMENT
10-890-101 • 1 credit

Discover employment strategies designed to assist in securing employment. The course will help develop an awareness of personal and academic skills as they relate to the job seeking process. Topics include personal and skill assessments, research of employment sources, completion of application forms, formation of professional resumes and portfolios, composition of various business letters, interviewing skills, work-based learning activities and job offer evaluation.

Earn your HACCP (Hazard Analysis and Critical Control Points) Certification and HSED and you will be guaranteed 6 credits toward a degree in the Laboratory Science Technician program at Southwest Tech!

Southwest ✦ Tech

Nail Technology Academy

FALL

NAIL TECHNOLOGY*
31-502-305 • 3 Credits • Mondays, 8:30 a.m. –2:30 p.m.

Students safely prepare working area for nail services. They adopt safety and sanitation procedures, identify nail disorders and diseases, and study the anatomy and physiology as related to the hands and feet. Students practice communication skills to identify each client's desires and needs. Students develop skills in manicuring, pedicuring and nail enhancements. Pre-requisite: Student must be accepted into the Cosmetology or Nail Technician program.

SALON AND SPA SCIENCE
31-502-302 • 2 credits • Online

Students learn the importance of a professional image, hygiene, grooming, and professional development and ethics necessary for a salon or spa employee. Students perform sanitation and disinfection according to the State of Wisconsin laws to keep the salon clean and safe. Students study anatomy, physiology related to the skin, and basics of chemistry and electricity in the salon clinic. First aid and safety are covered in this course to comply with standards of the industry. Pre-requisite: Student must be accepted into the Cosmetology or Nail Technician program.

HSED COURSEWORK*
Courses include Reasoning through Language Arts, Mathematical Reasoning, Social Studies, Science, Health, Civics, and Employability Skills.

*Earn your Nail Technology Certificate and you will be guaranteed 11 credits toward a degree in the Cosmetology program!

SPRING

SALON/SPA MANAGEMENT
31-502-307 • 2 Credits • Online

Students learn management, advertising and marketing skills involved in operating a salon/spa as a business. Students learn product knowledge, use and sales through the salon retail line. Students learn how to establish positive customer communications and relationships. Students practice math skills while learning receptionist responsibilities. Students learn the State of Wisconsin Rules and Regulations guidelines. Pre-requisites: Salon/Spa Science (31-502-302) Nail Technology (31-502-305) both with a "C" or better.

NAIL SERVICES
31-502-322 • 3 Credits • Lab Hours: 118

Students practice nail services on customers in a salon environment. They apply knowledge and skills learned in their related theory lab classes to hands-on work experience. Students perform all manicure and pedicure services as well as all nail extension services in a salon atmosphere. Pre-requisites: Salon/Spa Science (31-502-302) Nail Technology (31-502-305) both with a "C" or better. Also enrolled in Salon/Spa Management.

HSED COURSEWORK*
Courses include Reasoning through Language Arts, Mathematical Reasoning, Social Studies, Science, Health, Civics, and Employability Skills.

PROFESSIONAL DEVELOPMENT
10-890-101 • 1 credit

Discover employment strategies designed to assist in securing employment. The course will help develop an awareness of personal and academic skills as they relate to the job seeking process. Topics include personal and skill assessments, research of employment sources, completion of application forms, formation of professional resumes and portfolios, composition of various business letters, interviewing skills, work-based learning activities and job offer evaluation.

YOU MUST BE 18 YEARS OF AGE TO TAKE THE STATE BOARD EXAM

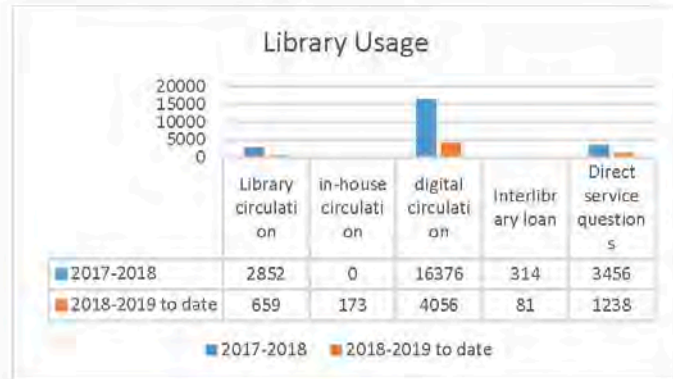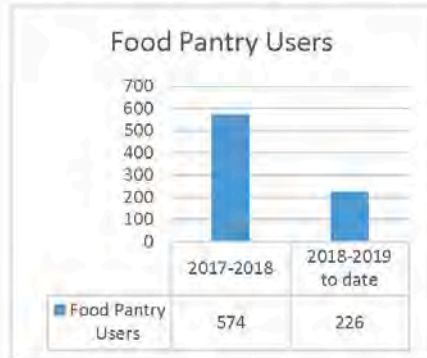1800 Bronson Boulevard, Fennimore, WI 53809 • www.swtc.edu • 800.362.3322 • info@swtc.edu
If you need an accommodation to visit campus, call 608.822.2631 (tdd: 608.822.2072) or email accom@swtc.edu
Southwest Tech is committed to legal affirmative action, equal opportunity access, and diversity of its campus community. www.swtc.edu/equality
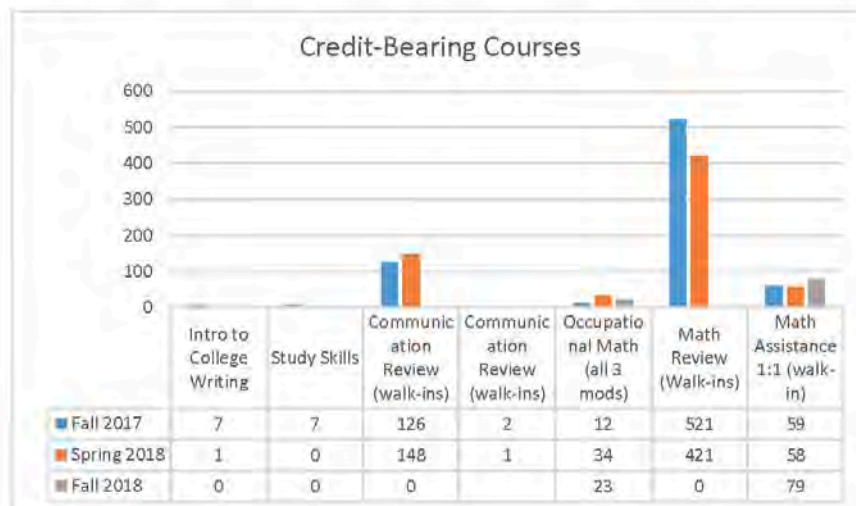
Appendix E: Library and Food Pantry services tracked

Food Pantry Users

	2017-2018	2018-2019 to date
Food Pantry Users	574	226

Library Usage

	Library circulation	in-house circulation	digital circulation	Interlibrary loan	Direct service questions
2017-2018	2852	0	16376	314	3456
2018-2019 to date	659	173	4056	81	1238

■ 2017-2018 ■ 2018-2019 to date

(Second Harvest deliveries 1 and 3rd Weds of each month)

Developmental Courses

	Fall 2017	Spring 2018	Fall 2018
Communication 1	7	1	9
Fundamentals of Language	5	1	2
Math Review (all sections)	32	5	41

Credit-Bearing Courses

	Intro to College Writing	Study Skills	Communication Review (walk-ins)	Communication Review (walk-ins)	Occupational Math (all 3 mods)	Math Review (Walk-ins)	Math Assistance 1:1 (walk-in)
Fall 2017	7	7	126	2	12	521	59
Spring 2018	1	0	148	1	34	421	58
Fall 2018	0	0	0		23	0	79

Pete Esser's Southwest Tech Math Website
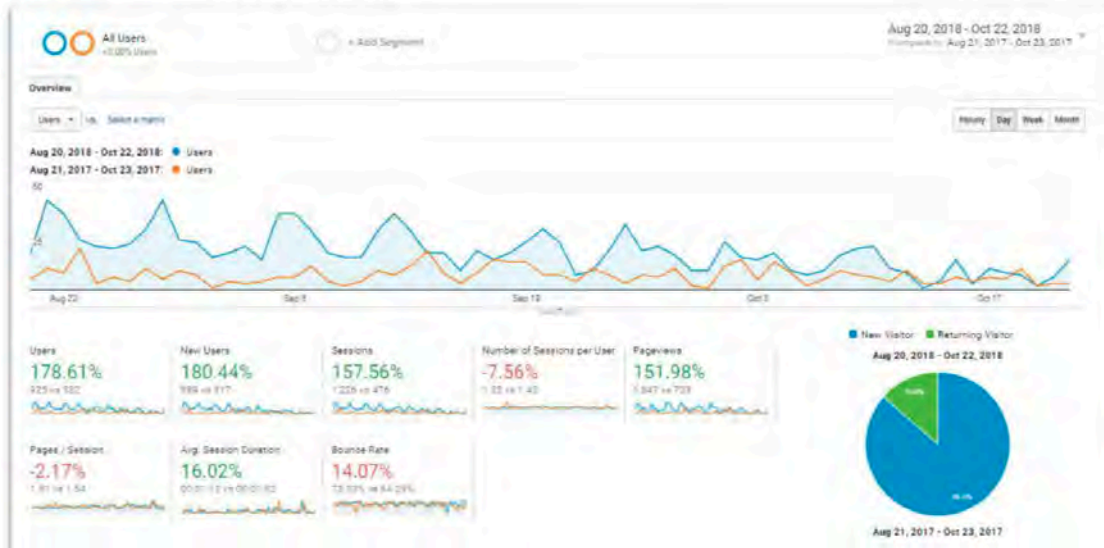
https://sites.google.com/site/swtcmath/

Comparison: Aug 20, 2018 to October 22, 2018 versus August 21, 2017 to October 23, 2017

USERS: **178.6% increase**, 925 versus 332
SESSIONS: **157.6% increase**, 1226 versus 476
PAGE VIEWS: **151.98% increase**, 1847 versus 733

56

B. *2019-20 Budget Process*

Caleb White will present the 2019-20 budget process. An outline of the process is available electronically with all other Board material.

2019-2020 DISTRICT BUDGETARY PROCESS

Budget development is an integral step in planning and dedicating operational resources to facilitate the implementation of strategic directions for Southwest Tech in the forthcoming year and beyond. The budget allocates financial resources for on-going programs, courses and services, as well as for new initiatives. Budgeting is done in accordance with Chapter 65 of the Wisconsin Statutes, Wisconsin Technical College System (WTCS) Administrative Rules and local district policy; prepared in the format required by the WTCS; and submitted to the state office by July 1, 2019.

In planning for the prudent use of the College's resources, a budget will be developed:

- that complements the vision, mission and strategic directions of the College;
- that addresses the needs of students, business and industry, and other external agencies;
- that is sensitive to public concerns and local economic trends.

TIMELINE	ACTIVITY
November 15	Fiscal Services initiates process and schedule for each department to plan staffing needs and define programs/services, both new and ongoing.
November 15 – December 22	Budget managers collect budget requests from staff and develop program and overall departmental budgets by cost center encompassing the collective input of staff and accounting for all elements of operational and capital expenditures.
December 22 – February 1	Controller meets with supervisors to adjust departmental chart-of-accounts for tracking/reporting (including proposed grants) and integrates budget requests to specific accounts. Schedule budget review sessions with College Leadership to balance priorities and new initiatives within budget capacity.
January to March 1	Grant proposals for upcoming year by main sources are due. Other grants/projects may filter in throughout a budget year such as federal, state and private grant application windows dictate.
February 1	Fiscal Services compiles the College's aggregate budget. This provides the basis for comparative analysis at various levels of detail among multiple years.
February District Board Meeting	District Board reviews College priorities and establishes budget assumptions and parameters.
April District Board Meeting	Detail review of the proposed budget by the full District Board. Modify assumptions and parameters if necessary.
May 15	Review budget changes with the respective departments and staff.
May District Board Meeting	Second update of the proposed budget to the District Board.
June 15	Final adjustment to budget document.
June District Board Meeting	Public hearing on proposed budget followed by regular board meeting and budget adoption.

C. Review of Governance Policy Revisions

Included with the electronic Board material are the Governance Policies that were reviewed at the October Board retreat and the addition of Chapter 5: Student Success. Dr. Wood will present this to the Board to determine the schedule of policy readings.

Table of Contents

60

Section 4 – Ends

Formatted: Normal, Tab stops: Not at 6.49"

Formatted: Normal, Tab stops: Not at 6.49"

Formatted: Check spelling and grammar

2

61

1.1 - GOVERNANCE COMMITMENT

The Board of Trustees will govern Southwest Wisconsin Technical College in accordance with the Constitution and laws of the State of Wisconsin. The Board will always act in the best interest of the College and the community as a whole. Educational programs and other services of the College shall be of high quality consistent with the needs of the community. The Board is committed to excellence and to the values which define the College's operational atmosphere by assuring that it

1. Achieves results for its constituencies at an appropriate cost

2. Avoids unacceptable activities, conditions, and decisions

3. Self-monitors its processes and performances

In fulfillment of this charge, the Board is committed to rigorous, continual improvements of its capability to define values and vision.

Commented [JW1]: Does the Board want to conduct a self-evaluation?

Adopted: 1/24/02
Reviewed: 8/22/02, 5/24/07
Revised:

1

62

1.2 - GOVERNING PHILOSOPHY

The Board embraces a view toward governance that is democratic, strategic, future-oriented, proactive, positive, and deliberative. The Board takes a long-term view in its decision making. This governing philosophy encourages diversity in viewpoints, reinforces the centrality of Board policy-making, and empowers the President with clear direction.

The Board will:

1. Be accountable for excellence in governing through a sense of group responsibility. The Board will be an initiator of policy. The Board will use the expertise of individual members to enhance the ability of the Board as a body.

2. Lead, direct, control, and inspire the organization through the careful establishment and communication of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term impacts outside the operating organization, not on the administrative or programmatic means of attaining those effects.

3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as participation, preparation for meetings, policymaking principles, respect of roles, board member conduct, and ensuring the continuity of governance capability. Continual Board development will include orientation of new members in the Board's governance process and periodic Board discussion of process improvement. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling its commitments.

4. Seek input from various sources including staff, students, alumni, employers, and other community members on Board policies on Ends.

5. Make decisions, to the extent possible, on a consensus basis.

6. Annually review the Board's activities and discipline relative to Governance Process and Board/Staff Relationship policies.

7. At the Board's annual organizational meeting in July, review and authorize a Signatory Authority Policy to define who in the organization has the authority to sign for the College.

8. Act as a Board of the whole refraining from small group or individual discussion of Board business, whether in person or through communication devices.

Adopted: 1/24/02
Reviewed: 8/22/02, 5/24/07
Revised: 1/16/03, 6/21/07, 2/28/13

63

1.3 - BOARD RESPONSIBILITY

The Board of Trustees functions as a collective body to promote a positive image for the College while representing the community in determining and assuring appropriate organizational performance. Board responsibilities are distinguished from staff responsibilities by the following:

1. Serving as the official governance link between the College and the community.

2. Employing and supervising the College President.

3. Selecting and retaining the services of District legal counsel and financial auditor.

4. Enacting written governing policies which address:

    a. ENDS: College services, impacts, benefits, outcomes, recipients, and their relative worth. Ends include College vision, mission, purposes, and strategic directions.

    b. EXECUTIVE LIMITATIONS: Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.

    c. GOVERNANCE PROCESS: Specification of how the Board conceives, carries out, and monitors its own tasks.

    d. BOARD-STAFF RELATIONSHIP: How authority and accountability is delegated to the President and its proper use monitored.

5. Monitoring College performance and effectiveness, and evaluating the President's performance (against Board policies on Ends, Executive Limitations, and Presidential Responsibilities).

Adopted: 1/24/02
Reviewed: 9/26/02, 5/24/07
Revised: 10/24/02

3

1.4 - BOARD POLICY CREATION AND REVIEW

It is the responsibility of the Board to provide leadership, guidance, and direction to govern the current and future affairs of the College. Toward this end, the Board deliberates and acts on matters of enduring significance to the College. Such actions, when approved by the Board, shall be articulated as statements of Board policy and shall be incorporated into a single, unified, and comprehensive compilation of all Board policy statements. These policy statements will comply with provisions of Wisconsin Statutes.

1. When articulating policy, the Board shall strive for brevity, clarity, and continued expression of a positive and future-oriented tone.

2. The Board may approve new policies or revise existing policies by introduction at one meeting and adoption at a subsequent meeting by action of a majority vote of the entire Board.

3. It is intended that Board policies be living documents. All Ends policies shall be reviewed annually to ensure that they continue to be pertinent.

4. All other policies shall be reviewed whenever their use indicates the need.

Adopted: 1/24/02
Reviewed: 9/26/02, 5/24/07
Revised:

4

1.5 - BOARD MEMBER'S ROLE

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

1. Being effective at Board meetings through appropriate preparation, regular attendance (80% of the monthly meetings), active participation in Board discussions, and willingness to volunteer for ad hoc committee or other Board tasks.

2. Understanding and supporting the Board governance concept and Board policies.

3. Being knowledgeable concerning the College Means for accomplishing its Ends such as organization, facilities, instructional programs, budget, and key processes.

4. Being responsible for the balance of appropriate programs, services, facilities, resources, staffing, and financial support necessary to meet the needs of current students in such a manner that assures their success in meeting their educational and occupational goals.

5. Accepting the responsibility of becoming well informed of the major initiatives of the College, the global perspective of the Wisconsin Technical College System, and being well informed of related national activities such that each Board member is better able to make the necessary decisions that maintain or strengthen our commitment to students of the College.

6. Engaging in Board- and self-development activities designed to promote Board effectiveness through attendance at state, regional, and national Board association meetings and by utilizing resources available in the College.

7. Attending College events.

8. Representing the College to the community.

9. Representing the community to the College.

10. Being active in legislative advocacy.

Adopted: 1/24/02
Reviewed: 9/26/02, 5/24/07
Revised:

66

1.6 - BOARD OFFICERS

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

1. The officers shall be elected at the annual organizational meeting of the Board on the second Monday in July. The Chair for the past year shall conduct the entire organizational meeting. Newly elected officers take office "upon adjournment" of the organizational meeting.

2. No person may serve as Chairperson for more than two (2) successive annual terms.

3. If a vacancy occurs in any of the Board officer positions after the annual organizational meeting, the Board shall elect an officer to fill the vacancy at a subsequent Board meeting.

4. In the case of a temporary absence of a Board officer, the ranking officer available may appoint another Board member to fulfill the duties of the absent officer.

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

1.7 - CHAIRPERSON'S ROLE

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

1. The Chairperson shall ensure the Board and individual Board members act consistently with the Board's own rules and policies and those legitimately imposed upon the Board from outside the College.

   a. The Chairperson shall preside at Board meetings in an efficient and effective manner and shall set the general tone for each meeting through positive leadership.

   b. Discussion at the Board meetings will be on those issues which, according to Board policy, belong to the Board to decide, not the President.

   c. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and to the point.

   d. The Chairperson will attempt to arrive at a consensus by the Board members on Board decisions. The Chairperson will stimulate discussion among the Board members.

   e. The Chairperson will counsel with members who are not attending meetings on a regular basis.

2. The Chairperson is authorized to use any reasonable interpretation of the provisions in Governance Process and Board-Staff Relationship policies in carrying out the role of Chairperson.

3. The Chairperson has no authority to make decisions regarding implementation of the Ends and Executive Limitations policies. Such implementation is reserved for the President.

4. The Chairperson is responsible for the professional relationship between the Board and President and shall communicate and interact with the President. However, since the President is responsible to the entire Board, the Chairperson has no authority to unilaterally supervise or direct the President.

5. The Chairperson shall inform the President of any temporary absence or lack of availability to perform the duties of the Chairperson.

6. The Chairperson shall ensure that Board members are informed of current and pending Board issues and processes.

7. The Chairperson shall appoint members to all other internal and external committees as needed and will distribute Board assignments among all members.

8. The Chairperson shall ensure compliance with all required duties imposed by law including but not limited to:

   a. The Chairperson, or the Chairperson's designee, shall communicate with the public as required by law with respect to providing public notice of all meetings of the College District Board. The Chairperson may delegate the function of providing notice, but may not delegate the responsibility.

   b. The Chairperson shall sign all official documents and contracts on behalf of the District as required by statute, WTCS policy, and the Board.

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

8

1.8 - VICE CHAIRPERSON'S ROLE

The Vice Chairperson is elected by the Board.

1. The Vice Chairperson shall have all of the authority and duties of the Chairperson in the absence of the Chairperson.

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

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

9

70

1.9 - SECRETARY'S ROLE

The Secretary is elected by the Board.

1. The Secretary is designated as the official custodian of all official records of the District. The Secretary may delegate the day-to-day maintenance of the custody of the records to the President of the College, but may not delegate the responsibility.

2. The Secretary shall sign all official documents and contracts on behalf of the District as required by statute, WTCS policy, and the Board.

3. The Secretary shall make a record of and ensure that minutes are taken of all meetings of the Board.

4. Where a function is assigned to the clerk of a governmental unit, and the District is designated as one of such governmental units, such function shall be performed by the Secretary.

5. On or before the first Monday in March, or within thirty (30) days of the date on which a vacancy on the Board occurs, the Secretary shall notify each member of the Appointment Committee, each governing body having a member on the Appointment Committee and the Board of the vacancy or of terms of office which will expire during the year.

6. Annually by October 31 of each year, or within ten (10) days after receipt of the equalized valuations from the Department of Revenue, whichever is later, the Secretary shall file with the clerk of each city, village, and town, any part of which is located in the District, a certified statement showing the amount of the levy and the proportionate amount of the tax to be spread upon the tax rolls for collection in each city, village, and town.

7. In the absence of both the Chairperson and the Vice Chairperson, the Secretary shall call the Board meeting to order and shall serve as Chairperson.

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

1.10 - TREASURER'S ROLE

The Treasurer is elected by the Board.

1. The Treasurer shall be the official custodian of all monies received by the District and shall be accountable for such funds. The Treasurer may delegate the day-to-day maintenance of the custody of the funds to the President of the College, but may not delegate the responsibility. All expenditures exceeding $2,500 shall be approved by the Board.

2. By resolution the Board may authorize other persons' signatures in addition to the Treasurer or the use of a facsimile signature.

3. The Board shall authorize the signature of payroll, accounts payable, grants, refunds, and other accounts at its annual organizational meeting in July. The use of a facsimile signature does not relieve the Board or the Treasurer from any liability to which the Board or the Treasurer is otherwise subject, including the unauthorized use of the facsimile signature of the Treasurer.

4. In the absence of the Chairperson, the Vice Chairperson and the Secretary, the Treasurer shall call the Board meeting to order and shall serve as Chairperson.

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

1.11 - BOARD COMMITTEES

The Board shall act as a committee of the whole and shall not create, use, or rely on standing committees for any purpose. The Board may form ad-hoc committees as follows. Accordingly:

1. The Board may establish ad hoc committees when, in the judgment of the Board, such ad hoc committees are appropriate and required for the completion of a specific project or task. When such ad hoc committees are formed, the Board shall approve a statement of the committee's charge as well as a timeline for the completion of the committee's work.

2. The Board Chairperson shall appoint the members of the ad hoc committee and name the committee's chair from among its members. When appropriate to the committee's task, its members may include persons from the staff or from the community.

3. It is the responsibility of ad hoc committees to complete the assigned task and to prepare a written report or to deliver an oral report to the full Board. When this task is completed, the committee shall be discharged.

4. Ad hoc committees do not exercise control or authority over the President or the staff.

5. Ad hoc committees have no independent authority or power to act in lieu of the Board, except when formally given such authority by the Board for specific and time-limited purposes

Adopted: 1/24/02
Reviewed: 11/21/02, 9/27/07
Revised:

1.12 - BOARD PLANNING AND AGENDA

The Board shall assume and exercise responsibility for oversight of Board planning and agenda setting. Accordingly, each member of the Board shall have an opportunity to identify issues to be considered on the Board agenda. The Chairperson shall work with the President to prepare and disseminate the agenda.

1. The College Vision, Mission, Purposes, Values (Governance Commitment), and Strategic Directions will be reviewed annually.

2. Subjects for major policy issues to be discussed and acted upon by the Board will be developed on an annual basis.

3. The Board will conduct an annual organizational meeting on the second Monday of July for the purpose of administrating the Oath of Office to newly elected Board Members and for the election of Board Officers.

Adopted: 1/24/02
Reviewed: 11/21/02, 9/27/07
Revised:

74

1.13 - BOARD MEMBERS' CODE OF CONDUCT

1. Statement of Expectations. It is the policy and expectation that each Board Member shall provide leadership, guidance, and direction for the college by promoting the vision and mission, upholding the reputation, and fostering the economic well-being of the college. Each Board Member shall:

    a. Act in the best interests of our students and the entire college community.

    b. Exercise the duties and responsibilities with integrity, collegiality, and care.

    c. Represent the college in a positive and supportive manner at all times on and off campus.

    d. Act according to Board policies and the laws of the United States and the State of Wisconsin, and local ordinances.

    e. Create an atmosphere in which diversity of opinion is welcomed and respected, controversial issues or different philosophical stances can be presented fairly, and in which the dignity of each individual is maintained.

    f. Cultivate a sense of group responsibility for collective rather than individual decisions.

    g. Refrain from engaging in conduct that may embarrass the college or adversely affect its reputation or the Board's governance.

    h. Enforce upon itself whatever discipline is needed to govern with excellence.

    i. Attend all regular and special Board meetings, unless excused from attendance.

    j. Refrain from public comments on Board matters without Board authorization or according to Board policy.

    k. Comply with policy governance.

2. Code of Ethics. The Board expects ethical conduct by itself and its members. This includes proper use of authority. Board Members shall carry out their duties with the highest ethical conduct and shall follow these policies and Sec. 19.45, Wis. Stat. entitled *Standards of Conduct*; *State Public Officials* and the *Wisconsin Code of Ethics for Public Officials and Employees*, Secs. 19.41-19.59, Wis. Stats. **[Section(s)   and   of the {Board} {Administrative} Policies are incorporated herein by reference].** Board Members shall:

    a. Maintain unconflicted loyalty to the interests of the College. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. This accountability supersedes the personal interest of any Board Member acting as an individual consumer of college services.

14

b. Observe the *Wisconsin Open Meetings Law*, Secs. 19.81-19.98, Wis. Stats., adhere to agenda items for each meeting, and not knowingly participate in closed meetings except as permitted by the *Open Meetings Law*. Board members shall observe the *Wisconsin Public Records and Property Law*, Secs. 19.21-39, Wis. Stats.

c. Accept the responsibility of being informed of the major initiatives of the college, the global perspective of the Wisconsin Technical College System, and related national activities such that each Board Member is better able to make the necessary decisions that maintain or strengthen our commitment to students of the college.

d. Board members will participate in educational activities, including state, regional, and national meetings, to enhance their ability to serve effectively as members of the College's governing Board.

e. Board members will not permit themselves to be used to circumvent established lines of authority, impede regular operations of the college, or interfere in the normal procedures for the processing of complaints or grievances.

f. Avoid any exercise of individual authority over the college except as explicitly set forth in Board policies or with specific Board authorization. A Board Member's interaction with the President, staff, public, press, and other entities must recognize the lack of authority in any individual Board Member or group of Board Members except as noted in Board policies or by specific Board authorization. No Board Member or Board Members may speak for the whole Board unless so designated by the Board.

g. Not use the Board Member's position to obtain financial gain or anything of value for his/her private benefit or that of a family member for the purpose of influencing a decision or action in the discharge of the Board Member's official duties. A "family member" is defined in Chapter 19, Wis. Stat. and in College policy.

3. Confidentiality. Board Members shall maintain confidentiality of privileged information and shall not use confidential information for personal gain or benefit or for the benefit of family or others. Board Members shall maintain the confidentiality of discussions which occur at legally held closed meetings of the Board and shall not discuss personnel or performance matters in public except in accordance with Board policies or as may be required by law. [Section(s) _____ and _____ of the {Board} {Administrative} Policies are incorporated herein by reference.]

4. Conflict of Interest.

a. Board Members owe a duty of loyalty to the college and to the community. Board Members must avoid conflicts of interest or the appearance of a conflict of interest with respect to performance of their duties and fiduciary responsibilities. [Section(s) _____ and _____ of the {Board} {Administrative} Policies are incorporated herein by reference.]

15

76

b. A conflict of interest exists when the Board Member is in a position to influence, directly or indirectly, college business or college-related decisions which does or could result in personal financial gain for the Board Member or that of a family member, subject to Sec. 946.13, Wis. Stat.

c. A Board Member shall timely disclose a conflict of interest to the Board, or for reasons of confidentiality, to the Board Chairperson. When the Board will consider a matter as to which a Member has an unavoidable conflict of interest, the Member shall absent himself/herself from that portion of the meeting at which the matter is considered and voted upon. The Member shall not participate in the discussion or vote on the matter.

d. Board Members shall not use their positions to obtain employment at the college for themselves or family members, as defined in Chapter 19 Wis. Stat. and in College policy. Board Members shall not use their positions to protect or maintain employment at the college for themselves or family members, as defined herein.

5. Sexual Misconduct. The college has a zero tolerance policy for gender and sex-based discrimination, and seeks to create and maintain a campus free from sexual misconduct. [Section(s)   and   of the {Board} {Administrative} Policies are incorporated herein by reference.] Board Members shall comply with this policy and avoid all prohibited activity.

6. Sexual Harassment. [Section(s)   and   of the {Board} {Administrative} {College} Policies are incorporated herein by reference.] Board Members shall comply with this policy and avoid all prohibited activity.

7. Harassment. [Section(s)   and   of the {Board} {Administrative} Policies are incorporated herein by reference.] Board Members shall comply with this policy in their conduct with staff, students, Board Members, vendors, and the general public and shall avoid all prohibited activity.

8. Abuse of Power. A Board Member shall not, by virtue of the position as Board Member, expect, demand or coerce special favors, attention or treatment from any other Board Member or employee or student of the college, or any other Entity or Individual.

9. Consensual Relationships.

a. A Board Member is strongly discouraged from engaging in a consensual relationship of a romantic or sexual nature involving another Board Member, employee, or student. Such relationship may constitute or create a situation of alleged abuse of power, sexual or other harassment, conflict of interest, or other conduct prohibited by these policies.

b. A Board Member who is in a consensual relationship shall disclose the nature of the relationship to the Board Chairperson and Vice Chairperson.

10. Board Member Reporting Requirements.

16

a. A Board Member who has a reasonable basis to believe another Board Member has violated a Board Policy shall report the alleged violation to at least two people including the College President, Chairperson of the Board, or any Officer of the Board.

b. A Board Member shall report his/her own alleged violation of Board Policy according to the provisions of Section 10(a). This includes, but is not limited to, conduct that may embarrass the college or adversely affect its reputation or the Board's governance under Section 1(g) of this Policy, including, but not limited to, designation of sex offender status, pending charges under state or federal criminal law, or conviction under state or federal criminal law.

11. Complaint Procedure.

a. This procedure applies to a Board Member who allegedly violates this Board Policy or any other Board Policy. The College President, Chairperson of the Board, or Officer of the Board who has received a report of an alleged violation is responsible for determining the appropriate procedure to be followed which may include any procedure specified in the underlying Policy.

b. A report of violation under Section 10 Board Member Reporting Requirements made to the College President, Chairperson of the Board or Officer of the Board shall be promptly referred to the College President. An alleged violation which involves the College President shall be referred to the Chairperson of the Board. An alleged violation which involves the Chairperson of the Board shall be referred to the Officers of the Board. The process under subsections (c) through (g) shall be followed.

c. The College President shall inform the Board Member against whom the allegation is made of the allegation and shall meet with the Board Member and attempt to resolve the matter. If the matter is not resolved, it shall proceed to subsection (d).

d. The Board Chairperson shall inform the Board Member against whom the allegation is made of the allegation if subsection (c) is not applicable. The Board Chairperson, in his/her sole discretion, may meet with the Board Member at any time prior to, during, or following any investigation to discuss and resolve the matter. If the matter is not resolved, the Board Chairperson shall refer the matter to the Board Executive Committee or the Officers of the Board.

e. The Board Executive Committee or the Officers of the Board shall inform the Board Member against whom the allegation is made of the allegation if subsections (c) and (d) are not applicable. The Officers of the Board may meet with the Board Member to discuss and resolve the matter.

f. The President, Board Chairperson, or the Officers of the Board, at any time, may authorize an investigation of the matter by a qualified investigator, internal or external to the College. The final report of the investigation, if any, shall be provided to the Board.

17

78

g. If the matter is not resolved, the Board may vote, by a majority of the full Board, to refer the matter, with or without a recommendation, to the Board Appointment Committee as then constituted pursuant to Sec. 38.10(1) Wis. Stat. The Appointment Committee may, by majority vote, remove the Board Member at pleasure pursuant to Sec. 17.13(1) Wis. Stat.

h. This policy acknowledges Sec. 17.13(3) Wis. Stat. which provides a Board Member is subject to removal by the judge of the appropriate circuit court, for cause.

The Board expects ethical conduct by itself and its members. This includes proper use of authority and appropriate decorum in group and individual behavior when acting as Board members. Board members are specifically classified as "public officials" under Subchapter III of Wisconsin Statutes Chapter 19 and, as such, are subject to the Wisconsin Code of Ethics for Public Officials and Employees.

1. Board members must maintain unconflicted loyalty to the interests of the ownership. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. This accountability supersedes the personal interest of any Board member acting as an individual consumer of College services.

2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility.

   a. There must be no self-dealing or any conduct of private business or personal services between any Board member and the College except as procedurally controlled to assure openness, competitive opportunity, and equal access to "inside" information.

   b. Board members must not use their positions to obtain employment by the College or the furnishing of services or goods to the College for or by themselves, family members, friends, or associates.

   c. When a Board member's spouse is employed by the College, the Board member is prohibited from participating in any way on matters in which his/her spouse may have a financial interest or personal benefit and is also prohibited from taking any role in matters related directly to his/her spouse's employment, such as disciplinary matters and negotiations of future employment contracts for him/her.

3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.

~~a. Board members' interaction with the President or with staff must recognize the lack of authority in any individual Board member or group of Board members except as noted above in Board policies.~~

~~b. Board members' interaction with the public, press, or other entities must recognize the same limitation and the similar inability of any Board member or Board members to speak for the Board.~~

~~c. Board members will express no judgments of the President or staff's performance except as that performance is assessed in accordance with explicit Board policies.~~

~~4. Board members will participate in educational activities, including state, regional, and national meetings, to enhance their ability to serve effectively as members of the College's governing Board.~~

~~5. Board members will not permit themselves to be used to circumvent established lines of authority or interfere in the normal procedures for the processing of complaints or grievances.~~

~~6. Board members will not violate confidentiality including discussions which occur at legally held closed meetings of the Board.~~

~~7~~1.   Board members will not present an item for action or discussion at a Board meeting which is not on the agenda.

80

Adopted: 1/24/02
Reviewed: 12/19/02, 9/27/07
Revised:

20

81

1.14 - COLLEGE BUDGET PROCESS

The Board shall oversee the development of the annual budget.

The Board will delegate to the President the responsibility to prepare the annual budget, budget reports, and detailed schedules as required by state statute and applicable rules.

The College budget process will include the following sequence of activities:

1. The Board will annually review the College's Vision, Mission, Purposes, Values, financial assumptions (local, state, and federal funds) and other plans and related materials (e.g., strategic plan, capital budgeting plan, debt retirement schedule, etc.)

2. The Board will review the College's prior year's budget experience and discuss major issues and initiatives to be considered over the course of the development of the next year's budget.

3. The Board will review the budget process calendar which includes the timetables for completion of the budget process in November.

4. The Board will review the President's proposed direction statements and establish budget assumptions and parameters in February.

5. The Board will review the President's proposed operating budget projections as well as any major capital budget initiatives included in the three-year facilities plan.

6. The Board will review the President's final proposed College budget during the month of May.

7. Public hearings on the proposed budget will take place during the month of June.

8. Following the public hearings, the Board shall approve the budget by July 1.

Adopted: 1/24/02
Reviewed: 12/19/02, 9/27/07
Revised: 11/29/07, 2/28/13

2.1 - PRESIDENT'S RESPONSIBILITIES

The President is the chief executive officer of the College. The President is the Board's single official link with the College as an organization. The President is accountable to the Board acting as a collective body. The Board will instruct the President through written policies delegating implementation to the President.

The President's responsibilities are:

1. Accomplishment of the Board's policies on Ends.

2. College operation within the boundaries established in Board policies on Executive Limitations.

3. Accomplishment of the responsibilities set forth in the President's position description.

4. Accomplishment of annual goals and objectives established by the Board in consultation with the President.

The President has five major functions:

1. Provide leadership and direction so that the organization has a continuous and effective effort to accomplish the Board policies on Ends.

2. Provide leadership and direction so that College operation is within the boundaries established in Board policies on Executive Limitations.

3. Accomplish the responsibilities set forth in the President's position description.

4. Accomplish annual goals and objectives established by the Board in consultation with the President.

5. Represent the College to the general public and all its diverse constituencies.

The Board as collective body will assess presidential performance in meeting the above responsibilities through a formal review each June. The President's performance will be considered synonymous with the organizational performance of the College as a whole.

Adopted: 1/24/02
Reviewed: 1/16/03, 10/25/07
Revised:

83

2.2 - DELEGATION TO THE PRESIDENT

The Board appoints the President as chief executive officer of the College and directs the President to achieve certain results through the establishment of Ends policies (including goals and objectives).

1. The Board will limit the latitude the President may exercise in practices, methods, conduct, and other "means" through establishment of Executive Limitations policies.

2. The president is authorized to establish and implement administrative policies and procedures.

3. The President may take actions based on any reasonable interpretation of the Board's Ends and Executive Limitations policies.

4. The Board may change its Ends and Executive Limitations policies. However, as long as a policy is in effect, the Board will respect and support the President's decisions.

5. The President is obligated to follow decisions made by the Board as a collective body.

6. Requests or instructions from individual Board members are not binding on the President except when the Board has specifically authorized such exercise of authority.

7. The President shall seek direction from the Board Chairperson on requests from individual Board members that in the President's judgment may require a material amount of staff time, funds, or that are potentially disruptive.

8. The President shall request a waiver of a Board policy if the President believes a waiver is in the best interest of the College.

Adopted: 1/24/02
Reviewed: 1/16/03, 10/25/07
Revised: 11/29/07

2.3 - MONITORING COLLEGE EFFECTIVENESS

The Board shall monitor College effectiveness in meeting Board policies. Monitoring will be done in a way to permit the Board to use most of its time to create the future rather than review the past.

College effectiveness may be monitored in ~~one or more of~~ three ways:

1. INTERNAL REPORTS – Disclosure of compliance information to the Board from the President. Internal reports follow a yearly established Monitoring Plan and include but are not limited to:

   a. Monitoring Reports (Template attached to the policy as Exhibit A)
      a. Compliance
      b. Student Access
      c. Campus Safety and Security
      d. Quality Teaching and Learning
      e. Financial Sustainability
      f. College Culture
   b. Budget Priorities
   c. Foundation and Real Estate Foundation Quarterly Reports
   d. State of the College
   ~~a. College Goals~~
   ~~b. Programs~~
   ~~c.~~e. ~~Major Programmatic and/or Capital Initiatives~~Three Year Master Facilities Plan
   ~~d. Fiduciary Responsibility~~
   ~~e.~~f. Board Special Requests
   ~~f. Executive Limitations~~

2. EXTERNAL REPORTS – Disclosure of compliance information by an external auditor or other persons or entities external to the institution. External reports include but are not limited to:

   a. Financial Audit/Management Reports
   b. Licensing Examination Results
   c. Accreditation Reports
   d. WTCS ~~Reports on College Comparables~~Performance Based Funding Report

3. DIRECT BOARD INSPECTION – Discovery of compliance information by an ad hoc committee, or the Board as a whole. This is an inspection of documents, activities, or circumstances directed by the Board which allows a test of policy compliance.

Formatted

As a result of the Board's monitoring, the Board shall review policies and make any adjustments necessary to improve College effectiveness with monitoring charts to be developed.

Adopted: 1/24/02
Reviewed: 1/16/03, 10/25/07
Revised:

86

2.4 - PRESIDENT'S PERFORMANCE REVIEW

Monitoring the President's performance is synonymous with monitoring organizational performance against Board policies on Ends and on Executive Limitations. The Board will evaluate performance in a manner as to have systematic assurance of policy compliance, including accomplishments of Ends. Performance review for the President will occur at a minimum of once a year.

An annual evaluation will occur according to the following timetable:

1. Prior to the May Board meeting, the President will provide a written summary related to the performance review since the previous July. At the May Board meeting, the President will provide an oral summary of the report and answer questions.

2. The Board will discuss the report and the job performance of the President.

3. The Board Chairperson will draft a narrative performance report based upon the Board's discussion at the May meeting. The Board's final written performance report will be shared with the President prior to June 30.

4. The Board will provide direction to the President for the following year's initiatives and take appropriate action for contract renewal at the June Board meeting.

5. The Board will take action on the President's compensation annually.

Adopted: 1/24/02
Reviewed: 1/16/03, 10/25/07

2.5 - EMPLOYEE COMPLAINT AND APPEAL POLICY FOR DISCIPLINARY DEMOTION, SUSPENSION WITHOUT PAY, DISCIPLINARY TERMINATION AND WORKPLACE SAFETY ISSUES – Pursuant to Wis. Stats. Sec. 66.0509

Purpose
The purpose of this document is to establish an administrative complaint and appeal procedure with respect to discipline and workplace safety consistent with Sec. 66.0509 (1m) of the Wisconsin Statutes. This document applies when an employee ("complainant" as defined below) believes that he or she has been subjected to unfair or illegal discipline and/or unsafe working conditions (as defined below) provided the alleged wrongful behavior had a significant connection to employment of complainant and the activities of the College.

To the extent that the provisions of Sec. 118.22, Wis. Stats. are applicable, those statutory procedures shall be followed as required by law.

Definition
"Discipline" for the purposes of this procedure is defined as disciplinary demotion, suspension without pay, or disciplinary termination.

"Workplace safety" is defined as conditions of employment affecting an employee's physical health or safety, the safe operation of workplace equipment and tools, safety of the physical work environment, personal protective equipment, and training.

"Complainant" is defined as any College employee, not to include student employees, on the payroll of Southwest Wisconsin Technical College who has a personal complaint as defined in this procedure.

"Complaint" is defined as any written allegation of impropriety regarding discipline or workplace safety as defined in this procedure. The written signed complaint shall include a clear and concise statement of the facts upon which the complaint is based, the specific policies alleged to have been violated, if any, and the relief sought. If mutually agreed upon by both parties, written complaints with the same or sufficiently similar underlying facts and policy issues may be combined at any time.

"Days" are defined as Monday through Friday when the College is open for business. Weekends, holidays, and days when the College is closed are excluded.

Procedure
Step 1
If an issue related to employee terminations, employee discipline, or workplace safety as defined in this procedure has not been resolved informally with the complainant's immediate supervisor, the complainant has the right to present a formal written

complaint to the immediate supervisor within ten (10) days after the facts upon which the complaint is based first occurred. The supervisor will meet with the complainant within seven (7) days and provide his or her written response within ten (10) days of the meeting.

Step 2

The complainant may, within seven (7) days after receipt of the written response of the immediate supervisor, request a review of the decision of his or her supervisor in writing to his or her Vice President or designee.

A. Review of Complaint.

The Vice President or designee, within ten (10) days of receipt of the request for review, shall review the complaint to determine whether the complaint is valid and notify the complainant. Validity is not a determination of whether or not the actions that gave rise to the complaint occurred, but whether or not the action underlying the complaint is within the scope of the complaint procedure. The Vice President or designee shall establish validity upon determining all of the following:

- That the complaint involves discipline or workplace safety as defined in this procedure.

- That the alleged conduct occurred on College-owned, College-leased, or College-controlled property or had a significant connection to the employment of the individual complainant and activities of the College.

- That the complainant is a College employee as defined in this procedure.

- That the complainant was the party harmed by the activity or action set forth in the complaint.

If the Vice President or designee concludes that the complaint lacks validity, he or she shall dismiss the complaint.

B. In-Person Meeting regarding merits.

If the Vice President or designee concludes the complaint is valid, he or she shall meet with the complainant within seven (7) days of receipt of the request for review to evaluate the merits. The Vice President or designee shall provide a written decision on the merits of the complaint within seven (7) days after the meeting.

The written complaint may not be amended following this decision; however, the remedy requested may be modified at any time without prejudice to the complainant's position in the appeal.

Step 3

The complainant may submit a written request for a hearing on the Vice President or designee's decision with regard to merit within seven (7) days of the written response from the Vice President or designee. The written request for hearing shall state the specific basis for disagreement and shall be submitted to the Director of Human Resources. Upon receipt of the request, the College shall retain the services of an Impartial Hearing Officer (IHO) and a hearing shall be scheduled within thirty (30) days after receipt of the request for hearing.

A record of the hearing shall be made. The complainant shall have the burden of proof that the complaint is meritorious, which must be shown by evidence that is clear, satisfactory, and convincing. In his or her written decision, the IHO shall make relevant findings of fact, shall decide for or against the complainant, and state his or her reasons. The decision of the IHO shall be limited to the issues raised in the request for hearing. The IHO shall have no authority to add to, modify, or delete from the policies of the College. If the IHO rules in favor of the complainant, the IHO will determine the appropriate remedy. The IHO's decision will be provided in writing to the parties within thirty (30) days of the hearing.

Step 4

Either party may, within seven (7) days after receipt of the written decision of the IHO, appeal the decision of the IHO to the Southwest Wisconsin Technical College Board of Trustees by filing a written appeal specifically stating the basis for contesting the findings and/or decision of the IHO. The appeal shall be filed with the Executive Administrative Assistant to the President/Board. Upon receipt of a request for an appeal, the College will provide a record of the IHO hearing for use by the Board. Upon receiving the record, the Board shall schedule the appeal within thirty (30) days. The deliberations will be conducted according to procedures established by the Board. The Board shall overturn the decision of the IHO if the decision was unreasonable, arbitrary, or capricious.

The Board shall issue its written decision within fifteen (15) days following the conclusion of the Board's deliberations. The decision shall be by simple majority vote and shall be limited to holding for or against the appealing party. The decision shall be limited to the precise issue raised in the appeal and shall be final and binding.

Timeline Requirements

If the College fails to give a written answer at Steps 1 or 2 within the designated timeframe, the complainant may immediately proceed to the next step. Failure by complainant to meet applicable deadlines may be the basis for dismissal of any complaint. If it is impossible to comply with the time limits specified because of extenuating circumstances, these time limits may be extended by mutual consent in writing by the complainant and the President or designee of the College.

29

Representation
Either party may utilize a designated representative at their own expense.

Confidentiality
All participants in all proceedings under this procedure shall observe confidentiality to the extent reasonably possible.

Southwest Wisconsin Technical College Complaint
And Appeal Procedures for the District Board

Per the Southwest Wisconsin Technical College Employee Complaint and Appeal Procedure for Discipline and Workplace Safety Issues Pursuant to Wis. Stats. Sec. 66.0509, either party may, within seven (7) days after receipt of the written decision of the Impartial Hearing Officer (IHO), appeal the decision of the IHO to the Southwest Wisconsin Technical College District Board by filing a written appeal specifically stating the basis for contesting the findings and/or decision of the IHO. The appeal shall be filed with the Executive Administrative Assistant to the President/Board. This appeal procedure relates only to a complaint submitted under the above Board Policy. Neither party in the appeal may engage in communication with any Board member(s) on any substantive issues. Board members must not discuss the complaint with any person prior to the meeting.

The Board may designate a person to handle all procedural issues and communications associated with this appeal. The procedures below may be modified at the option of the Board, so long as they are consistent with the above policy.

Procedures

1. Upon receipt of a written request for an appeal of the decision of the IHO to the Board, the College will provide a record of the IHO hearing for use by the Board. Copies of all documents and the record from the proceedings before the IHO will be made available to the Board members at least ten (10) days prior to the meeting.

2. Upon receipt of the record, the Board Chair shall schedule the appeal within thirty (30) days. Board deliberations on the appeal will be conducted in closed session. Only Board members and the Board's legal counsel shall be present.

3. The Board must consider only evidence submitted during the hearing before the IHO.

4. At its sole discretion, the Board may request clarification of the IHO record in writing from either party, prior to the scheduled deliberations.

5. The Board shall overturn the decision of the IHO if the decision was unreasonable, arbitrary, or capricious.

6. The decision shall be by simple majority vote of the Board and shall be limited to holding for or against the appealing party. The decision shall be limited to the precise issue raised in the appeal and shall be final and binding.

7. The Board shall issue a written decision within fifteen (15) days following the conclusion of the Board's deliberations.

Adopted: 2/28/13
Reviewed:
Revised:

2.6 – ACTING PRESIDENT

On occasion, the President of the College on account of official business, vacation, illness, or other unavoidable cause, will be absent from campus. During such absences, it is essential that provision be made so that official business may proceed.

Therefore, in the temporary absence of the President, the order of succession for President of the College will be as follows:

1. Vice President for Administrative Services
2. To be determined
3. To be determined

In the event any of the above-named positions are vacant or filled by persons in an acting or interim capacity, the line of succession shall automatically be directed to the next position. In the event nobody on the list is available to serve, the President shall designate an Acting President. In the event that one of the above-named positions is vacated, the order of the positions will be examined by the Board when the vacancy occurs.

The President's Office will notify the Leadership Team when an Acting president is named and forward that notification to the Board.

The Acting President shall fulfill the responsibilities outlined in the Acting President Position Description, which is attached.

Because of these considerations, the Board of Trustees:

A. Authorizes the President to:
   a. Implement formal mentoring opportunities specifically designed to provide training related to the powers, duties, and responsibilities held by the President.
   b. Assess and evaluate the performance of the Acting President.
   c. Provide compensation for services rendered as Acting President.
   d. Support the pursuit of a doctorate degree by the Vice President for Administrative Services and, if necessary, other identified positions through an investment of time and resources.
B. Determines the process to select a second Acting President during the October 2018 Board Retreat.

Adopted: 7/9/18
Reviewed:
Revised:

32

93

POSITION DESCRIPTION

JOB TITLE: Acting College President

REPORTS TO: College President

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

ESSENTIAL DUTIES AND RESPONSIBILITIES:

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

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

EDUCATION AND QUALIFICATIONS:

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

3.1 – GENERAL EXECUTIVE CONSTRAINT

The President is specifically classified as a "public official" under Subchapter III of Wisconsin Statutes Chapter 19 and, as such, is subject to the Wisconsin Code of Ethics for Public Officials and Employees. The President shall act at all times in an exemplary manner consistent with the responsibilities and expectations vested in that office. The President shall act in a manner consistent with Board policies and with those practices, activities, decisions, and organizational circumstances which are legal, prudent, and ethical.

Accordingly, the President may not:

1. Deal with students, staff, or persons from the community in an inhumane, unfair or undignified manner.

2. Make decisions except by a process where openness is maintained.

3. Permit financial conditions which risk fiscal jeopardy or compromise Board Ends priorities.

4. Provide information to the community, Board, or College constituencies which is knowingly untimely, inaccurate, or misleading.

5. Permit conflict of interest in awarding purchases or other contracts or hiring of employees.

6. Allow the day-to-day operations to impede the vision or prevent the achievement of the Ends of the College.

7. Manage the College without adequate administrative policies.

8. Fail to take prompt and appropriate action when the President becomes aware of any violation or potential violation of any laws, rules, or regulations, or of any breach of Board policies.

9. Enter into any lease, purchase, sale of any land or lease, purchase, sale or construction of facilities nor name facilities or parts of facilities without prior Board knowledge and authorization.

Adopted: 1/24/02
Reviewed: 3/27/03, 3/22/07, 1/17/08, 10/15/10
Revised: 10/28/10

3.2 - HUMAN RELATIONSHIPS

Treatment of and interaction with students, staff, and persons from the community shall not be inhumane, unfair, or undignified and will not be in violation of the Wisconsin Code of Ethics for Public Officials and Employees.

Accordingly, the President may not:

1. Operate without policies and/or procedures which set forth staff and student rules.

2. Fail to provide for effective handling of grievances.

3. Fail to insure due process.

4. Fail to protect against wrongful actions against or by staff or students.

5. Fail to comply with all state and federal laws, rules and regulations pertaining to employees and students including those pertaining to discrimination, equal opportunity, sexual harassment, and rights of privacy.

6. Prevent students and staff from using established grievance procedures.

7. Fail to acquaint students and staff with their rights and responsibilities.

8. Fail to maintain confidentiality where appropriate.

9. Fail to take prompt and appropriate action when the President becomes aware of any violation of state or federal laws, rules or regulations or of Board policies.

Adopted: 1/24/02
Reviewed: 3/27/03, 3/22/07, 1/17/08, 10/15/10
Revised: 10/28/10

3.3 - COMPENSATION AND BENEFITS

The President shall maintain fiscal integrity and a positive public image with respect to employment, compensation, and benefits to employees, consultants, and contract workers.

Accordingly, the President may not:

1. Change his or her own compensation and benefits.

2. Provide for or change the compensation and benefits of other employees except in accordance with policies of the Board.

3. Promise or imply permanent or guaranteed employment.

4. Employ persons not properly certified/certifiable for the position.

5. Grant fringe benefits not approved by the Board.

Adopted: 1/24/02
Reviewed: 3/27/03, 3/22/07, 1/17/08, 10/15/10
Revised: 2/28/13, 4/23/15

3.4 - BUDGETING/FORECASTING

Budgeting for any fiscal year or the remaining part of any fiscal year shall follow Board Ends priorities, control College financial risk, and accurately reflect projections of income and expenses. The President shall propose a budget after first seeking broad input from all College constituencies. Budgets will become effective upon approval by the Board

Accordingly, the President shall:

1. Propose a balanced budget with supporting information to enable a reasonable projection of revenues and expenses, use of fund balance, separation of capital and operational items, and disclosure of planning assumptions.

2. Propose a budget which provides the annual funds for Board operations, such as cost of fiscal audit, Board development and training, and Board professional fees.

3. Propose a budget which takes into account Board Ends priorities.

4. Propose a budget which includes adequate amounts for non-compensation needs such as plant and facilities maintenance, instructional equipment, new program and course development, staff development, and institutional research.

5. Propose a capital budget which meets guidelines established by the Board and includes an analysis of the impact of such capital plan on the debt service mill rate.

6. Propose an operating budget which meets guidelines established by the Board and is within limits mandated by State Statute.

7. Submit any budget changes resulting in increases, decreases, or transfers by fund and /or function to the Board for a roll-call vote per Section 65.90(5), Wisconsin Statutes. (A two-thirds affirmative vote of the entire membership is required.)

Adopted: 1/24/02
Reviewed: 4/24/03, 5/1/07, 1/17/08, 10/15/10
Revised: 9/26/13

3.5 - FINANCIAL CONDITION

The President shall administer the Board approved budget without material deviation and shall protect the College from financial risk.

It is a material deviation to:

1. Expend more funds than have been received in the fiscal year without prior Board approval.

2. Indebt the College in an amount greater than can be repaid by otherwise unencumbered revenues within the current fiscal year or can be repaid from accounts previously established by the Board for that purpose.

3. Expend funds from restricted or designated accounts except for the purposes for which the account was established without prior Board approval.

4. Make any purchase or commit to any expenditure greater than funds available in the contingency fund without Board approval.

Furthermore, the President may not:

1. Make any purchase:

   a. Without prudent protection against conflict of interest;

   b. Over $10,000 without having obtained at least three competitive quotes, if available; and

   c. Over $50,000 without receipt of sealed bids or proposals, if available, submitted on prepared specifications unless a waiver of bidding requirements has been issued as permitted by the Wisconsin Technical College System Administrative Code or the purchase is made via a cooperative purchasing contract whose competitive purchasing process has been recognized as acceptable by the Wisconsin Technical College System.

2. Accept gifts or grants which obligate the College to make future expenditures of funds or human resources other than those created by the gift or grant without Board approval or which are not in the best interest of the College to accept.

3. Fail to maintain adequate combined operating fund balance reserves sufficient to provide for an average of two (2) months' operating expenses.

4. Fail to apply for aid from all sources of funding when eligible except when not in the best interests of the College.

Adopted: 1/24/02
Reviewed: 4/24/03, 5/1/07, 10/15/10
Revised: 2/28/08, 10/28/10, 6/20/13

100

3.6 - ASSET PROTECTION

The President shall cause assets to be adequately maintained and protected from unnecessary risk.

Accordingly, the President may not:

1. Fail to insure against theft and casualty losses in amounts consistent with replacement values or against liability to Board members, staff, or the College itself in amounts consistent with limits of coverage obtained by comparable organizations.

2. Permit plant and equipment to be subjected to improper wear and tear or inadequate maintenance.

3. Unnecessarily expose the College, the Board, or staff to claims of liability.

4. Receive, process, or disburse funds under controls which are not sufficient to meet the auditor's standards.

5. Invest funds in non-interest bearing accounts or in investments not permitted by Wisconsin law.   Further, no investments shall be made without compliance with, in order of priority, the following principles:
   a. Security of the investment;
   b. Receiving favorable consistent interest earned on the investment; and
   c. Local financial institutions receiving favorable consideration where (a) and (b) are relatively equal.

6. Acquire, encumber, or dispose of real property without Board approval.

7. Fail to protect property, information, and files from loss or damage.

8. Fail to protect the College's trademarks, copyrights, and intellectual property interests.

Adopted: 4/25/02
Reviewed: 5/22/03, 5/1/07, 1/17/08, 10/15/10
Revised: 2/28/13

3.7 - COMMUNICATION AND COUNSEL TO THE BOARD

The President shall keep the Board adequately informed. Accordingly, the President shall:

1. Submit monitoring data required by the Board (see Policy 2.3, Monitoring College Effectiveness) in a timely, accurate, and understandable fashion, and directly addressing provisions of the Board policies being monitored.

2. Make the Board aware of relevant trends, anticipated adverse media coverage, actual or anticipated legal actions, or material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.

3. Advise the Board if, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board/Staff Relationship, particularly in the case of Board behavior which is detrimental to the working relationship between the Board and the President.

4. Present information in an appropriate form that is accurate, complete, concise, and is not misleading.

5. Provide a mechanism for official Board, officer, or ad hoc committee communications.

6. Interact with the Board on matters within the area of Board responsibility.

7. Report in a timely manner on actual or anticipated non-compliance with any Board policy.

Adopted: 4/25/02
Reviewed: 5/22/03, 5/1/07, 1/17/08, 10/15/10
Revised: 5/22/03

4.1 - COLLEGE VISION

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

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

4.2 - COLLEGE MISSION

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

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

104

4.3 - COLLEGE PURPOSES

Southwest Wisconsin Technical College's purposes are to:

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

Adopted: 1/24/02
Reviewed: 11/2/02
Revised: 3/24/05, 2/22/14, 12/16/16

105

4.4 - COLLEGE VALUES

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

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

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

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

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

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

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

4.5 - COLLEGE STRATEGIC DIRECTIONS

➤ 2019-2022
  1. Engage Students in High Quality Learning
  2. Invest in Improving our Economic Impact
  3. Strengthen Integrity through Accountability
➤ Goals for 2019-2020
  1. TBD
  2. TBD
  3. TBD
➤ Advance Quality

➤ Increase College Access

➤ Improve Student Completion & Success

➤ Strengthen Partnerships

➤ Create a Cohesive Culture

➤ Make Customer Service a Priority

➤ Promote Effective Communication

➤ Promote Fiscal Efficiency and Sustainability

ON OCTOBER 22, 2015, THE DISTRICT BOARD OF DIRECTORS PRIORITIZED THE
STRATEGIC DIRECTIONS. SEVERAL DIRECTIONS WERE COMBINED WITH THE BOARD
IDENTIFYING THE BELOW AS THE PRIORITIES FOR THE COLLEGE.
• INCREASE ACCESS AND IMPROVE SUCCESS

• COHESIVE CULTURE AND CUSTOMER SERVICE

•➤ PROMOTE FISCAL EFFICIENCY AND SUSTAINABILITY

107

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

108

D. Staffing Update

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

Staffing Update 2018-19 Fiscal Year

	Name	Title	Status and/or Additional Info	Effective Date	Funding Source &/or Estimated Wage Range/Hired Salary
1	Replacement - Dan Schildgen	Automotive Technician Instructor	Brian Waldner	7/31/2018	BS $47,297-$75,203 AS $49,750 - $79,102 MS $52,202-$83,000 Hired at $59,000
2	Replacement - Steve McCauley	Electromechanical Technician Instructor	Jobert Bermudo	7/31/2018	BS $47,297-$75,203 AS $49,750 - $79,102 MS $52,202-$83,000 Hired at $60,000
3	Replacement - Nancy Devlin	Bookstore Assistant - 2 positions, Part-time, LTE (ending 6/30/2019)	Lori Wiest & Jennifer Rice	6/25/2018	Hourly Band A13 $16.42 - $19.70 Lori- Hired at $17.00; Jen- Hired at $16.42
4	Replacement - Snehal Shirke	Communications Instructor Lead	Posted	1/1/2019	MS $53,314-$84,768
5	Replacement - Jeff Dornink	Animal Science Instructor	Ryan Weigel	8/6/2018	BS $47,297-$75,203 AS $49,750 - $79,102 MS $52,202-$83,000 Hired at $62,000
6	Replacement - Chyme Stimart	Student Services Records Specialist	Heather Day	8/6/2018	Hourly Band A13 $16.42 - $19.70 Hired at $17.00

Staffing Update 2018-19 Fiscal Year

	Name	Title	Status and/or Additional Info	Effective Date	Funding Source &/or Estimated Wage Range/Hired Salary
7	New Position	Automotive Mechanics Instructor - Part-Time	George Whiteaker	9/1/2018	BS $47,297-$75,203 AS $49,750 - $79,102 MS $52,202-$83,000 Hired at $60,000 (base)
8	New Position	Public Relations Manager	Dennis Cooley	8/13/2018	Salary Band C44 $53,671 - $75,139 Hired at $75,139
9	Replacement - Patricia Greenwood	Academic Success Coach - (75%, LTE)	Katie Snitker	7/1/2018	Houly Band B24 $20.32 - $26.4 Hired at $25.32
10	Replacement - Brooke Mitchell	Health/Science Academic Success Coach - (75%, LTE)	Brian Molini	7/1/2018	Houly Band B24 $20.32 - $26.41 Hired at $25.32
11	Replacement -Penny Demert-Neal	Associate Degree Nursing Instrucor	Maria Kindrai	12/3/2018	MS $52,202-$83,000 Hired at $58,000
12	New Position	Disability Services Associates	Heather Swatek	9/11/2018	Salary Band C42 $47,777-$66,888 Hired at $20.00/hour

Staffing Update 2018-19 Fiscal Year

	Name	Title	Status and/or Additional Info	Effective Date	Funding Source &/or Estimated Wage Range/Hired Salary
13	Replacement -Pam Johnson-Loy	Administrative Support Assistant - Public Safety. Part-time-30 hr)	Ken Straka	9/24/2018	Hourly Band B21 $16.79 - $21.83 Hired at $17.50/hour
14	New Position	Regional Engagement Coordinator - Richland Center Outreach	Criag Woodhouse	8/13/2018	Salary Band C43 $50,394-$70,552 Hired at $60,500
15	New Position	Regional Engagement Coordinator - Darlington Outreach	Hold	8/1/2018	Salary Band C43 $50,394-$70,552
16	Replacement - Breanna Callahan	Student Services Admission Specialist	Sherri Seitz	8/13/2018	Hourly Band A13 $16.42 - $19.70 Hired at $16.50
17	New Position	Safety Coordinator	Brian Kitelinger	9/15/2018	Salary Band C42 $47,777-$66,888 Hired at $53,000
18	New Position	Help Desk Technology Support	Jamish Patel	9/20/2018	Hourly Band B23 $19.36 - $25.17 Hired at $19.50/hour

Staffing Update 2018-19 Fiscal Year

	Name	Title	Status and/or Additional Info	Effective Date	Funding Source &/or Estimated Wage Range/Hired Salary
19	Replacement - Prior position for Cora Halverson	Finacial Aid Asst/Accounting Bursar	Camille Chappell	10/8/2018	Hourly Band B22 $18.26 - $23.74 Hired at $18.26
20	New Position	Electrical Power Distribution Instructor	Re-Posted	1/7/2019	BS $47,297-$75,203 AS $49,750 - $79,102 MS $52,202-$83,000
21	Replacement - Robin Lenz	Student Life Coordinator & Athletic Director	Posted	12/15/2018	Salary Band C42 $48,795 -$68,313

113

Information and Correspondence

A. Enrollment Report

The 2018-19 Comparison FTE Report is available below.

Program Code	Program Title	10-30-17 Students	10-29-18 Students	Student Change	10-30-17 FTE	10-29-18 FTE	FTE Change
10-101-1	Accounting	33	26	(7)	14.23	10.10	(4.13)
10-106-6	Administrative Professional	5		(5)	2.80		(2.80)
10-006-7	Agribusiness Science & Technology - AgBus Mgmt	17	18	1	7.47	9.50	2.03
10-006-5	Agribusiness Science & Technology - Agronomy	27	14	(13)	15.73	7.90	(7.83)
10-006-6	Agribusiness Science & Technology - Animal Science	23	27	4	12.97	14.03	1.07
10-102-3	Business Management	97	111	14	42.33	46.57	4.23
10-530-5	Cancer Information Management	50	79	29	21.37	27.57	6.20
10-504-5	Criminal Justice Studies	53	55	2	24.27	26.73	2.47
10-316-1	Culinary Arts	17	13	(4)	7.73	5.13	(2.60)
10-317-1	Culinary Management	6	6	-	2.57	3.47	0.90
10-510-6	Direct Entry Midwife	32	39	7	13.47	12.63	(0.83)
10-307-1	Early Childhood Education	40	55	15	17.50	25.50	8.00
10-620-1	Electro-Mechanical Technology	34	36	2	16.43	18.17	1.73
10-325-1	Golf Course Management	18	21	3	9.20	10.73	1.53
10-201-2	Graphic And Web Design	34	29	(5)	16.93	13.80	(3.13)
10-530-1	Health Information Technology	49	46	(3)	20.97	17.63	(3.33)
10-520-3	Human Services Associate	38	29	(9)	17.73	13.33	(4.40)
10-825-1	Individualized Technical Studies	15	6	(9)	8.30	2.97	(5.33)

Program Code	Program Title	10-30-17 Students	10-29-18 Students	Student Change	10-30-17 FTE	10-29-18 FTE	FTE Change
10-620-3	Instrumentation and Controls Technology	3	5	2	1.03	2.53	1.50
10-150-2	IT-Network Specialist	29	39	10	13.03	16.67	3.63
10-513-1	Medical Laboratory Technician	16	15	(1)	7.07	5.87	(1.20)
10-543-1	Nursing-Associate Degree	192	199	7	58.27	62.93	4.67
10-531-1	Paramedic Technician	5		(5)	1.87		(1.87)
10-524-1	Physical Therapist Assistant	45	44	(1)	15.73	15.93	0.20
10-196-1	Leadership Development	35	27	(8)	10.30	7.97	(2.33)
10-182-1	Supply Chain Management	25	41	16	9.00	13.80	4.80
10-499-5	Technical Studies-Journeyworker	1		(1)	0.27		(0.27)
	Total Associate Degree	**939**	**980**	**41**	**388.57**	**391.47**	**2.90**
31-101-1	Accounting Assistant	5	6	1	1.97	1.73	(0.23)
30-531-6	Advanced EMT		4	4		1.40	1.40
32-070-1	Agricultural Power & Equipment Technician	35	34	(1)	16.70	17.50	0.80
31-405-1	Auto Collision Repair & Refinish Technician	17	14	(3)	6.07	5.73	(0.33)
32-404-2	Automotive Technician	31	30	(1)	14.43	13.77	(0.67)
31-475-1	Building Trades-Carpentry	9	7	(2)	4.37	3.20	(1.17)
31-307-1	Child Care Services	5	7	2	2.50	3.30	0.80
31-444-1	CNC Machine Operator/Programmer	8	6	(2)	3.83	2.30	(1.53)
31-502-1	Cosmetology	19	23	4	9.50	10.70	1.20
30-504-2	Criminal Justice-Law Enforcement 720 Academy	9	12	3	4.07	7.97	3.90
31-317-1	Culinary Specialist	3		(3)	0.63		(0.63)
30-508-2	Dental Assistant	14	17	3	7.47	9.07	1.60
30-812-1	Driver and Safety Education Certification	15	12	(3)	3.00	2.40	(0.60)
31-413-2	Electrical Power Distribution	28	24	(4)	14.17	13.20	(0.97)
50-413-2	Electricity (Construction) Apprentice	21	21	-	1.40	1.40	-
30-531-3	Emergency Medical Technician	31	21	(10)	5.70	3.50	(2.20)
32-080-4	Farm Operations & Management - Ag Mechanics	1	6	5	0.33	2.50	2.17
31-080-6	Farm Operations & Management - Crop Operations		3	3		0.67	0.67
32-080-3	Farm Operations & Management - Dairy	8	13	5	3.23	6.70	3.47
31-080-3	Farm Operations & Management - Dairy Technician	1	6	5	0.17	2.30	2.13
31-080-2	Farm Operations & Management - Farm Ag Maintenance		4	4		1.47	1.47
31-080-7	Farm Operations & Management - Livestock Tech	1	4	3	0.37	2.30	1.93

Program Code	Program Title	10-30-17 Students	10-29-18 Students	Student Change	10-30-17 FTE	10-29-18 FTE	FTE Change
30-317-1	Food Production Assistant		1	1		0.53	0.53
50-413-1	Industrial Electrician Apprentice	8	6	(2)	0.93	0.47	(0.47)
31-620-1	Industrial Mechanic	9	2	(7)	4.03	0.77	(3.27)
31-154-6	IT-Computer Support Technician	16	12	(4)	5.60	5.00	(0.60)
31-513-1	Laboratory Science Technician	4	4	-	1.13	1.37	0.23
50-620-1	Mechatronics Technician Apprentice		8	8		0.93	0.93
31-509-1	Medical Assistant	35	32	(3)	16.87	16.23	(0.63)
31-530-2	Medical Coding Specialist	46	33	(13)	17.73	12.83	(4.90)
30-543-1	Nursing Assistant	160	148	(12)	17.30	16.77	(0.53)
31-106-8	Office Support Specialist	2		(2)	0.70		(0.70)
50-427-5	Plumbing Apprentice	17	23	6	1.53	1.72	0.18
31-504-5	Security Operations	1	1	-	0.30	0.50	0.20
31-182-1	Supply Chain Assistant	3	4	1	1.13	1.50	0.37
31-442-1	Welding	50	38	(12)	26.00	18.27	(7.73)
	Total Technical Diploma	**612**	**586**	**(26)**	**193.17**	**189.98**	**(3.18)**
20-800-1	Liberal Arts - Associate of Arts	17	21	4	3.23	4.00	0.77
20-800-2	Liberal Arts - Associate of Science	23	11	(12)	6.37	2.50	(3.87)
	Undeclared Majors	299	295	(4)	38.53	43.83	5.30
	Total	**1,890**	**1,893**	**3**	**629.87**	**631.78**	**1.92**
	Percent of Change						**0.30%**
	Vocational Adult (Aid Codes 42-47)	1,955	1,912	(43)	41.23	39.08	(2.15)
	Community Services (Aid Code 60)	29	5	(24)	0.12	0.02	(0.10)
	Basic Skills (Aid Codes 73,74,75,76)	169	140	(29)	6.37	4.10	(2.27)
	Basic Skills (Aid Codes 77 & 78)	226	189	(37)	17.97	17.77	(0.20)
	Grand Total	**4,269**	**4,139**	**(130)**	**695.55**	**692.75**	**(2.80)**
	Total Percent of Change						**-0.40%**
	(ETD= Embedded Technical Diploma)						

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. FY2018 Financial Audit

B. Time and Place

Thursday, December 20, 2018, 7:00 p.m.; Southwest Tech Campus, Rooms 492-493

Adjourn to Closed Session

A. Consideration of adjourning to closed session for the purpose of
1. **Discussing property acquisition per 19.85(1)(e)** Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons required a closed session.
2. Approval of Closed Session Minutes of October 18, 2018

Reconvene to Open Session

A. Action, if necessary, on Closed Session Items

Adjournment