



Southwest Wisconsin Technical College
District Board Meeting

Regular Meeting

September 19, 2019

Held at

Southwest Tech
1800 Bronson Boulevard
Fennimore, WI 53809

Table of Contents

Annotated Agenda	2
Open Meeting	6
A. Roll Call.....	6
B. Reports/Forums/Public Input.....	6
Consent Agenda	7
A. Approval of Agenda.....	7
B. Minutes of the Regular Board Meeting of August 22, 2019.....	9
C. Financial Reports	14
1. Purchases Greater than \$2,500	14
2. Treasurer’s Cash Balance.....	17
3. Budget Control	18
D. Contract Revenue	19
E. Personnel Items	20
F. Division of Vocational Rehabilitation Lease	21
Other Items Requiring Board Action	43
A. RFP for Platteville Outreach.....	43
B. WTCS Facilities Request: Platteville Outreach Leases & Related Remodeling	78
C. Resolution: 2019 Professional Board Staff Award	106
Board Monitoring of College Effectiveness	109
A. Board Monitoring Report - Compliance.....	109
B. October Board Retreat.....	178
C. Staffing Update	178
Information and Correspondence	182
A. Enrollment Report.....	182
B. Chairperson’s Report.....	185
C. College President’s Report.....	185
D. Other Information Items.....	185
Establish Board Agenda Items for Next Meeting	185
A. Agenda for Next Board Meeting.....	185
B. Time and Place	186
Adjourn to Closed Session	186
A. Consideration of adjourning to closed session for the purpose of.....	186
B. Approval of Closed Session Minutes of August 22, 2019.....	186
Reconvene to Open Session	186
A. Action, if necessary, on Closed Session Items	186
Adjournment	186

Annotated Agenda



BOARD MEETING NOTICE/AGENDA

Thursday, September 19, 2019

6:00 p.m. – Bookstore Strategic Initiative Project

6:15 p.m. – Dinner

7:00 p.m. – Regular Board Meeting
Rooms 492-493

AMENDED ANNOTATED AGENDA

OPEN MEETING

The following statement will be read: "The September 19, 2019, regular meeting of the Southwest Wisconsin Technical College Board is called to order. This meeting is open to the public and in compliance with State Statutes. Notice of the meeting has been sent to the press and posted on campus and in the City of Fennimore and at CESA 3 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

A copy of the agenda is included with the electronic Board material.

B. Minutes of the Regular Board Meeting of August 22, 2019

Minutes of the August 22, 2019, Board meeting are included with the electronic 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 five contracts totaling \$2,466.65 in August 2019 being presented for Board approval. The Contract Revenue Report is included with the electronic Board material.

E. Personnel Items

Three employment recommendations are being presented for approval in the Personnel Report. The report is available with the electronic Board material.

F. Division of Vocational Rehabilitation Lease

Included in the electronic Board material is a 36-month lease for the State of Wisconsin, Department of Administration to lease 439 square feet of space from the college for use by the Division of Vocational Rehabilitation at the Richland Center outreach site located at 373 West Sixth Street, Richland Center, WI. The rental fee is \$322.30 per month for the first 12 months with a two percent annual increase in subsequent rent for the remaining 24 months.

Recommendation: Approve the Consent Agenda as presented.

OTHER ITEMS REQUIRING BOARD ACTION

A. RFP For Platteville Outreach

The College issued a Request for Proposals (RFP) to provide a rental property for the purpose of supporting, expanding and/or enhancing existing programming in the City of Platteville. The public opening of the RFP was held on May 15, 2019. One proposal was submitted. Included in the electronic Board material is a Platteville Outreach Academic and Operations Proposal.

Recommendation: Award the Platteville Outreach Space Rental RFP to General Capital Development, LLC, Fox Point, WI, for 2,500 sq. ft. of leased space at 150 East Pine Street, Platteville, WI.

B. WTCS Facilities Request: Platteville Outreach Leases & Related Remodeling

Included below is a resolution for approval of the lease of approximately 2,500 square feet located at 150 East Pine Street, Platteville, WI, to provide an off-site classroom/office space and necessary facilities upgrades. Included below is the lease agreement with General Capital Development, LLC, Fox Point, WI for the building space. Also included below is a parking space lease in the amount of \$400 per month with PJR Properties, LLC, Sheboygan, WI, for ten parking spaces located at McGregor Plaza Shopping Center, Platteville, for use by the customers at this outreach location.

Recommendation – Approve the resolution to lease from General Capital Development, LLC, Fox Point, WI, an off-site 2,500 square foot classroom/office space located at 150 East Pine Street, Platteville, WI, for \$1,500 per month for the first year for a period of five years with an annual 3% in rent increases; to lease ten parking spaces located at McGregor Plaza Shopping Center, Platteville, WI, from PJR Properties, LLC, Sheboygan, WI, for \$400 per month; and to make the necessary upgrades/remodeling to accommodate the classroom/office space.

C. Resolution: 2019 Professional Board Staff Award

A resolution honoring Karen Campbell as the Association of Community College Trustees (ACCT) 2019 Central Region Professional Board Staff Award recipient will be available at the Board meeting.

Recommendation: Approve, as presented, the Resolution Honoring Karen Campbell as the ACCT 2019 Central Region Professional Board Staff person.

BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Board Monitoring Report – Compliance

Included in the electronic Board material is the Compliance Board Monitoring Report. The focus of this report is on the Higher Learning Commission accreditation. Barb Tucker, Accreditation Liaison Officer, will present the report.

B. October Board Retreat

A draft agenda will be presented at the Board meeting for topics to be discussed at the October 24, 2019, Board half-day retreat.

C. Staffing Update

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

INFORMATION AND CORRESPONDENCE

A. Enrollment Report

The 2019-20 Comparison FTE Report is available with the electronic Board material. A recruitment update will be provided at the Board meeting.

B. Chairperson’s Report

C. College President’s Report

1. College Happenings
2. Accreditation Celebration

D. Other Information Items

ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING

A. Agenda

1. District Board Half-Day Retreat
2. Resolution for Adoption of 2019 Tax Levy
3. Fund & Account Transfers (2018-19 Budget Modifications)
4. Review of Purchasing Activity
5. WI Code of Ethics Resolution
6. Foundation Quarterly Report
7. Student Access Monitoring Report

B. Time and Place

The next regularly scheduled meeting will be held on Thursday, October 24, 2019, at 6:00 p.m. at the Southwest Tech campus, Rooms 492-493 in the College Connection. The Board Retreat will be prior to the Board meeting from Noon to 5:00 p.m. in Rooms 492-493.

ADJOURN TO CLOSED SESSION

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

1. Discussing personnel issues per Wis. Statutes 19.85(1)(f) {Considering financial, medical, social or personal histories or disciplinary data of specific

persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons except where par. (b) applies which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations.}.

B. Approval of Closed Session Minutes of August 22, 2019.

RECONVENE TO OPEN SESSION

A. Action, if necessary, on Closed Session Items

ADJOURNMENT

Open Meeting

The following statement will be read: "The September 19, 2019, 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, at CESA 3, at the City of Fennimore Office, and on the College's website 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, September 19, 2019

6:00 p.m. – Bookstore Strategic Initiative Project

6:15 p.m. – Dinner

7:00 p.m. – Regular Board Meeting

Rooms 492-493

AMENDED AGENDA

OPEN MEETING

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

CONSENT AGENDA

- A. Approval of Agenda
- B. Minutes of the Regular Board Meeting of August 22, 2019
- C. Financial Reports
 - 1. Purchases Greater than \$2,500
 - 2. Treasurer’s Cash Balance
 - 3. Budget Control
- D. Contract Revenue
- E. Personnel Items
- F. Division of Vocational Rehabilitation Lease

OTHER ITEMS REQUIRING BOARD ACTION

- A. RFP For Platteville Outreach
- B. WTCS Facilities Request: Platteville Outreach Leases & Related Remodeling
- C. Resolution: 2019 Professional Board Staff Award

BOARD MONITORING OF COLLEGE EFFECTIVENESS

- A. Board Monitoring Report – Compliance
- B. October Board Retreat
- C. Staffing Update

INFORMATION AND CORRESPONDENCE

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

ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING

- A. Agenda
- B. Time and Place

ADJOURN TO CLOSED SESSION

- A. Consideration of adjourning to closed session for the purpose of
 - 1. Discussing personnel issues per Wis. Statutes 19.85(1)(f) {Considering financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons except where par. (b) applies which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations.}.
- B. Approval of Closed Session Minutes of August 22, 2019.

RECONVENE TO OPEN SESSION

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

ADJOURNMENT

{Facilities at Southwest Tech are handicap accessible. For all accommodations, call 608-822-2632 or e-mail disabilityservices@swtc.edu.}

B. Minutes of the Regular Board Meeting of August 22, 2019



**MINUTES OF THE
REGULAR MEETING OF THE BOARD OF
DIRECTORS OF SOUTHWEST WISCONSIN TECHNICAL COLLEGE
AUGUST 22, 2019**

The Board of Southwest Wisconsin Technical College met in open session of the regular Board meeting commencing at 7:04 p.m. on August 22, 2019, 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:

Charles Bolstad, Melissa Fitzsimons, Chris Prange, Donald Tuescher, and Jane Wonderling

Absent: Russell Moyer, Eileen Nickels

Others present for all or a portion of the meeting included Dr. Jason S. Wood, College President; College Staff: Heath Ahnen, Matthew Baute, Karen Campbell, Holly Clendenen, Katie Garrity, Cora Beth Halverson, Dan Imhoff, Katie Glass, Kelly Kelly, Caleb White, and Jake Mootz. Public present included Layla Merrifield, WTC District Boards Association; Scott Doxey and Joe Rossmeier, Campus Works; and Tracy Fillback.

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

BOARD MEETING NOTICE/AGENDA

Thursday, August 22, 2019

6:00 p.m. – Dinner

6:30 p.m. – Presentation of WTC District Boards Association TECh Award

7:00 p.m. – Regular Board Meeting
Room 492-493 – College Connection

AGENDA

OPEN MEETING

The following statement will be read: “The August 22, 2019, 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, at CESA 3, at the City of Fennimore Office, and on the College’s website in an attempt to make the general public aware of the time, place and agenda of the meeting.”

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

CONSENT AGENDA

- A. Approval of Agenda
- B. Minutes of the Annual Meeting of July 8, 2019
- 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 Declaring Official Intent to Reimburse Expenditures from Proceeds of Borrowing
- B. RFP For Platteville Outreach
- C. WTCS Facilities Request: Platteville Outreach Lease
- D. Platteville Lease Extension
- E. WTCS Facilities Request: Bookstore Remodel
- F. 2019-2024 Affirmative Action Plan

BOARD MONITORING OF COLLEGE EFFECTIVENESS

- A. Enterprise Resource Planning (ERP) Update
- B. Foundation Quarterly Report
- C. Staffing Update

INFORMATION AND CORRESPONDENCE

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

ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING

- A. Agenda
- B. Time and Place

ADJOURN TO CLOSED SESSION

- A. Consideration of adjourning to closed session for the purpose of
 - 1. Discussing personnel issues per Wis. Statutes 19.85(1)(f) {Considering financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons except where par. (b) applies which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations.}.
- B. Approval of Closed Session Minutes from May 23, 2019.

RECONVENE TO OPEN SESSION

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

ADJOURNMENT

{Facilities at Southwest Tech are handicap accessible. For all accommodations, call 608-822-2632 or e-mail disabilityservices@swtc.edu.}

Layla Merrifield, Executive Director of the Wisconsin Technical College District Boards Association, provided an update on legislative activities. There is a bill the legislature has scheduled a hearing related to increasing transfer credits from the Technical College System to the University of Wisconsin Colleges.

After a review of the Consent Agenda, including the August 22, 2019, agenda; July 8, 2019, Board minutes; financial reports; six contracts totaling \$7,169.36 in July 2019; the employment recommendations for Erin Kerkhoff – Graphic & Web Design Instructor/Marketing Specialist, Jan Portwine – Electrical Power Distribution Lab Assistant, Matthew Cram – Academic Success Coach, Natalie Long – Academic Resources Specialist; and the promotion of Kyle Bennett to Recruitment Coordinator (effective 7/1/19), Mr. Prange moved to approve the Consent Agenda. Ms. Fitzsimons seconded the motion; motion carried.

Caleb White, Vice President for Administrative Services, explained the sale of promissory notes will be in January 2020 with the Authorizing Resolution to sell being considered at the December 2019 Board meeting. In order to maintain the ability to borrow tax exempt for expenditures from July 1 through the time of borrowing, the College must declare its official intent to reimburse expenses with the proceeds of the borrowing for building remodeling and improvement projects, movable equipment, and acquisition of property. Mr. Tuescher moved to approve the Resolution Declaring Official Intent to Reimburse Expenditures from Proceeds of Borrowing, as presented, with Mr. Prange seconding the motion. The motion unanimously was approved.

The College had issued a Request for Proposals (RFP) to provide a rental property for the purpose of supporting, expanding and/or enhancing existing programming in the City of Platteville. The public opening of the RFP was held on May 15, 2019, with one proposal submitted. The Board heard a presentation on the Platteville Outreach Academic and Operations Proposal including the academic plan, enrollment projections, potential concerns, financial investment, and strategic opportunities. The Board had concerns regarding parking. No motion was made from the floor.

A resolution for approval of the lease of approximately 2,500 square feet located at 150 East Pine Street in Platteville was tabled until the September 19, 2019, Board meeting.

Presented to the Board was a six-month lease extension for January 1, 2020 – June 30, 2020 for the current location of the Platteville Outreach Site. Mr. Tuescher moved to approve the six-month lease (January 1 – June 30, 2020) for the current location of the Platteville Outreach Site at the OE Gray Building, 110 W. Adams Street, Platteville, WI at \$700 per month. Ms. Fitzsimons seconded the motion; motion carried.

Included in the Ten-Year Master Facilities Plan shared at the July 8, 2019, Board meeting was a remodel of the Bookstore. The College proposes moving the Bookstore near the Main Entrance in the College Connection. The estimated cost of the remodel is \$600,000. Ms. Fitzsimons moved to approve the resolution for remodeling facilities to be included in the Facilities Request: Bookstore Remodel which will be sent to the WTCS Board for approval. Mr. Tuescher seconded the motion; motion carried.

President Jason Wood presented the 2019-2024 Affirmative Action Plan. This plan is required every five years by the Wisconsin Technical College System. Included in the 2019-2024 Plan are four identified areas of concern and plans for corrective actions. The four areas are Hispanic recruiting and retention efforts, cultural awareness/diversity inclusion, college

readiness expanded options, and disability initiatives. Mr. Prange moved to approve the 2019-2024 Affirmative Action Plan with Ms. Fitzsimons seconding the motion. The motion unanimously carried.

The Process Reimage and Redesign phase has been completed for the Enterprise Resource Planning (ERP) System project. Scott Doxey from Campus Works and Matthew Baute, Director of Software Development, presented an update on the project. The Fit-Gap Analysis and Future State (Process Reimage and Redesign) have been completed. The Request for Proposals (RFP) was completed and posted today for vendors to respond. The next phases include vendor selection followed by implementation of the ERP. Mr. Doxey and Mr. Baute explained how the Process Reimage and Redesign phase worked and noted over 350 “future state” process maps were built by 13 Campus Works consultants and 80+ faculty and staff. There will be vendor scenario-based demonstrations in November from three vendors who submit a RFP. The vendor demonstrations will include faculty, staff, and students.

Holly Clendenen, Executive Director of College Advancement, presented the FY2019 fourth quarter Foundation report highlighting the activities and results of fundraising efforts and other initiatives. Included in the report was over \$1.1 million has been received in the fiscal year, the endowment is at an estimated \$3.3 million, scholarships to be offered during the 2019-20 fiscal year totals an estimated \$250,000, and an update on student housing leases.

Mr. White provided an update on College staffing noting the positions of Café Food Service Worker, Grant Manager Assistant, Assistant Recruiter, and two Child Care Lab Aids are in varying stages of the hiring process.

The 2018-19 and 2019-20 Comparison FTE Reports and the Fall 2019 Application Comparison Report were reviewed by the Board. Mr. White noted progress on FTEs has been made since July and the current FTE numbers reflect a decrease of 1.5 percent. Katie Glass, Executive Director of Marketing, provided an update on the recruitment efforts noting the Tour and Lunch cards were distributed to all staff at in-service.

Under the Chairperson’s Report, Melissa Fitzsimons was named the District Board representative to the SWTC Foundation Board and Chris Prange was named the representative to the SWTC Real Estate Foundation for 2019-20. Chairperson Bolstad will be attending the annual District Boards Association planning meeting. Mr. Tuescher asked that a resolution be developed for Karen Campbell’s ACCT Professional Board Staff Award for the Midwest Region. The resolution will be presented at the next Board meeting.

President Wood highlighted the following in his President’s Report:

- The farmette on the east side of the Public Safety complex has been purchased by the College for programmatic activities.
- The Higher Learning Commission Institutional Actions Council has affirmed that the college has demonstrated sufficient evidence that it has addressed the concerns related to assessment of student learning, co-curricular program outcomes and assessment, and retention and completion. The team of reviewers from the Focused Visit in April 2019 recommended the highest level for all four areas.
- The College is investing in new campus signage. The digital entrance sign will be replaced with a larger sign and the monument sign will be removed.

Under Other Informational Items, Jane Wonderling shared a communication piece about College Credit and Certification Offerings Fennimore Schools have developed to be shared with students and parents.

Mr. Prange moved to adjourn to Closed Session for the purpose of discussing personnel issues per Wis. Stats. 19.85(1)(e). Ms. Fitzsimons seconded the motion. Upon a roll call vote with all members voting affirmatively, the Board meeting adjourned to closed session at 9:24 p.m. The Board reconvened to open session at 9:35 p.m. with no action taken.

With no further business to come before the Board, Ms. Fitzsimons moved to adjourn the meeting with Mr. Tuescher seconding the motion. The motion carried and the meeting adjourned at 9:36 p.m.

Donald L. Tuescher

C. Financial Reports

1. Purchases Greater than \$2,500

SOUTHWEST WISCONSIN TECHNICAL COLLEGE				
PURCHASES GREATER THAN \$2,500				
FOR THE PERIOD 08/01/2019 - 08/31/2019				
Invoices				
Vendor	Invoice #	Description	Amount	
SCHOOLGY INCORPORATED	21867	Schoolgy Enterprise renewal	\$30,681.70	
MADISON COLLEGE	177550	Marketing Consortium	\$25,879.78	
WI TECH COLLEGE DISTRICT BDS ASN	2019-20 FEE ASSMT	2019-20 fee assessment	\$20,892.46	
CAMPUS WORKS INC	7076	travel expenses PO# 6750	\$15,464.19	
NORTHCENTRAL TECHNICAL COLLEGE	MSC-004593	Purchasing membership fees	\$15,160.00	
NATIONAL BUSINESS FURNITURE	ZK057966-BAL	flip top table	\$13,361.70	
CAMPUSLOGIC INC	2018-12943	Student forms Subscriptions	\$12,000.00	
WISCONSIN LIBRARY SERVICES	490896	service materials in EBSCO	\$8,986.31	
EBSCO SUBSCRIPTION SERVICES	1000103000-1	Custom Catalog Service	\$8,820.00	
VIKING ELECTRIC SUPPLY, INC.	S002596490.002	Parking lot light upgrade	\$8,065.00	
MIDWIFERY EDUCATION	3546	Midwifery Accred fees	\$7,890.00	
ZOOM VIDEO COMMUNICATIONS INC	INV07847670	educational annual renewal	\$7,500.00	
JOURNAL COMMUNICATIONS INC	098417	LPLEBO Digital	\$6,460.00	
HSR ASSOCIATES INC	19024-01	Prof Svcs Bookstore Project	\$5,473.80	
PHASE 3 DIGITAL AGENCY/MADISON	117163-4	OTT	\$4,800.00	
ALLEMAN GREGORY	9 CREDIT REIMBURSE	DWD Grant Reimbursement	\$4,500.00	
ULINE	111005071	Furniture for 500 offices	\$4,474.56	
WPS HEALTH INSURANCE	080319010373	J Struss Medicare Prem	\$4,222.43	
LAMAR COMPANIES	110450904	Fast track ads	\$4,025.00	
WPS HEALTH INSURANCE	080319011549	K Knox Medicare Prem	\$3,979.43	
MIDWIFERY EDUCATION	3549	Site Visit fee	\$3,820.00	
WPS HEALTH INSURANCE	080319004432	S Allen Medicare Prem	\$3,789.90	
WPS HEALTH INSURANCE	080319008797	D Tucker Medicare Prem	\$3,683.45	
MILLER KIMBERLEY K	1196	PAT #10 PO# 6752	\$3,570.00	
WPS HEALTH INSURANCE	080319008560	G Medeke Medicare prem	\$3,487.80	
WPS HEALTH INSURANCE	743501675	J Noodorft Medicare Prem	\$3,316.68	
WPS HEALTH INSURANCE	080319011546	B Larson Medicare Prem	\$3,208.76	
GREATER DUBUQUE DEVELOPMENT	5.14.19-5.13.20	Advertising	\$3,125.00	
SYSCO FOODS OF BARABOO	218219312	supplies/food	\$2,715.09	
MUSCODA SPORTSMANS LEAGUE INC	19-2-4	Ammunition	\$2,500.00	
KELLY ALONZO M	051419	Presentation	\$2,500.00	
Total Invoices				\$248,353.04

Purchase Orders				
Vendor	PO #	Description	Amount	
AUTOMOTIVE SERVICE EQUIP LLC	6815	Auto Tech-Hunter Alignment & Tire Changer	\$45,849.75	
SAUDER MANUFACTURING CO	6813	Facilities-Campus Wide Soft Seating	\$34,783.11	
KALTURA, INC.	6812	IT-Kaltura Renewal (video platform)	\$6,000.00	
Total Purchase Orders				\$86,632.86
Bank Withdrawals				
Vendor	Transaction #	Audit Trail	Amount	
WI Tech EE Benefit August 20	CMTRX00002456	WDL000006578	\$290,377.08	
WI EE Trust Fund #215167	CMTRX00002484	WDL000006648	\$127,424.81	
941 ER Fed Tax #04073439	CMTRX00002477	WDL000006631	\$118,772.30	
IRS 941 ER Tax #364023371	CMTRX00002465	WDL000006606	\$111,656.92	
WI DOR #1-940-523-552	CMTRX00002477	WDL000006633	\$24,022.71	
WI DOR #0-910-379-552	CMTRX00002465	WDL000006601	\$22,612.94	
Delta Dental #294260	CMTRX00002461	WDL000006590	\$11,920.62	
Symertra Life Ins 01-017869-	CMTRX00002477	WDL000006632	\$9,596.53	
Delta Dental #295379	CMTRX00002469	WDL000006611	\$7,733.68	
Delta Dental #300127	CMTRX00002481	WDL000006644	\$6,832.35	
Wells Fargo #781700729	CMTRX00002478	WDL000006639	\$6,172.00	
Wells Fargo #779110520	CMTRX00002466	WDL000006607	\$6,147.00	
Delta Dental #299002	CMTRX00002474	WDL000006624	\$3,067.00	
Rockwell transfer to Foundation	CMTRX00002462	WDL000006591	\$2,500.00	
Total Bank Withdrawals				\$748,835.94
Payroll				
Payroll Date	Transaction #	Audit Trail	Amount	
Direct Deposit 8/23/2019	UPRCC00000949	WDL000006627	\$285,660.59	
Direct Deposit 8/9/2019	UPRCC00000940	WDL000006593	\$283,919.20	
Direct Deposit 8/23/2019	UPRCC00000947	WDL000006619	\$40,363.65	
Direct Deposit 8/9/2019	UPRCC00000943	WDL000006596	\$27,691.70	
Direct Deposit 8/23/2019	UPRCC00000946	WDL000006618	\$19,785.86	
Direct Deposit 8/9/2019	UPRCC00000941	WDL000006594	\$19,024.77	
Direct Deposit 8/23/2019	UPRCC00000950	WDL000006628	\$9,437.80	
Direct Deposit 8/9/2019	UPRCC00000938	WDL000006588	\$8,564.60	
Direct Deposit 8/23/2019	UPRCC00000948	WDL000006625	\$7,464.47	
Direct Deposit 8/9/2019	UPRCC00000939	WDL000006592	\$4,168.79	
Total Payroll				\$706,081.43

Purchase Cards			
Vendor	Transaction #	Audit Trail	Amount
US Bank ending 8.06.2019	CMTRX00002474	WDL000006623	\$196,335.62
US Bank ending 7.23.2019	CMTRX00002463	WDL000006598	\$74,194.17
Total Purchase Cards			\$270,529.79
Total Purchases >= \$2,500			\$2,060,433.06

2. Treasurer's Cash Balance

Southwest Wisconsin Technical College			
Report of Treasurers Cash Balance 08/31/2019			
Receipts			
Fund			
1 General	2,913,799.20		
2 Special Revenue			
3 Capital Projects	2,480.05		
4 Debt Service	-		
5 Enterprise	578,453.08		
6 Internal Service	315,288.34		
7 Financial Aid/Activities	165,542.22		
Total Receipts		3,975,562.89	
Expenses			
Fund			
1 General	1,739,288.96		
2 Special Revenue	-		
3 Capital Projects	457,635.31		
4 Debt Service			
5 Enterprise	263,889.12		
6 Internal Service	357,119.26		
7 Financial Aid/Activities	53,953.96		
Total Expenses		2,871,886.61	
Net cash change - month			1,103,676.28
EOM Cash Balances			
-American Operating 0356	4,750.08		
-American Investment 1324	14,546,670.99		
-Cash on Hand	2,940.00		
-Local Government Investment Pool	1,218,659.88		
Ending Cash/Investment Balance		15,773,020.95	

3. Budget Control

Southwest Wisconsin Technical College							
YTD Summary for Funds 1-7							
For 2 Months ended August 2019							
	2019-20	2019-20	2019-20	2018-19	2017-18	2016-17	2015-16
	<u>Budget</u>	<u>YTD Actual</u>	<u>Percent</u>	<u>Percent</u>	<u>Percent</u>	<u>Percent</u>	<u>Percent</u>
General Fund Revenue	23,506,000.00	4,043,896.07	17.20	17.47	17.28	16.91	16.32
General Fund Expenditures	24,165,000.00	3,624,134.97	15.00	16.61	14.50	16.04	16.51
Capital Projects Fund Revenue	4,020,000.00		-	0.30	99.11	100.17	98.81
Capital Projects Fund Expenditures	5,100,000.00	46,964.39	0.92	2.89	3.87	6.79	0.13
Debt Service Fund Revenue	5,425,000.00	-	-	-	0.66	1.29	0.86
Debt Service Fund Expenditures	5,724,600.00	-	-	-	0.49	0.59	-
Enterprise Fund Revenue	1,768,000.00	607,612.58	34.37	36.26	26.78	27.71	27.30
Enterprise Fund Expenditure	1,636,000.00	293,630.11	17.95	16.61	19.91	14.46	13.39
Internal Service Fund Revenue	4,427,000.00	609,888.77	13.78	16.15	15.28	16.90	18.41
Internal Service Fund Expenditures	4,427,000.00	689,814.27	15.58	23.20	16.47	15.64	31.08
Trust & Agency Fund Revenue	8,020,000.00	259,916.28	3.24	4.17	4.59	3.42	3.72
Trust & Agency Fund Expenditures	8,075,000.00	191,170.40	2.37	2.32	2.96	2.17	2.29
Grand Total Revenue	47,166,000.00	5,521,313.70	11.71	12.35	17.92	17.84	17.48
Grand Total Expenditures	49,127,600.00	4,845,714.14	9.86	12.00	10.57	11.20	12.34

D. Contract Revenue

There were five contracts totaling \$2,466.65 in August 2019 being presented for Board approval. The Contract Revenue Report is included below.

2019 - 2020 CONTRACTS 8/1/2019 - 8/31/2019

<u>Contract Holder</u>	<u>Contract #</u>	<u>Service Provided</u>	<u>Contact</u>	<u>Number Served</u>	<u>Price</u>	<u>Exchange of Services (Instructional Fees Waived)</u>	<u>INDIRECT COST FACTOR</u>		
							<u>On-Campus</u>	<u>Off-Campus</u>	<u>Waiver</u>
Dodgeville Area Ambulance	03-2020-0041-I-42	EMS Continuing Education Course	Kris Wubben	5	\$ 56.65	YES		X	
SW CAP - Weatherization	03-2020-0042-I-41	Heartsaver CPR/AED First Aid	Kris Wubben	7	\$ 720.00	No		X	
Atrium Post Acute Care Mineral Point	03-2020-0046-I-41	BLS for Healthcare Provider	Kris Wubben	7	\$ 420.00	No		X	
Avista, Inc.	03-2020-0048-I-41	Heartsaver CPR/AED	Kris Wubben	9	\$ 770.00	No		X	
USA High School Clay Target League	03-2020-0062-T-42	League Director Duties	Caleb White		\$ 500.00	No		X	
TOTAL of all Contracts				28	\$ 2,466.65				
Exchange of Services				5	\$ 56.65				
For Pay Service				23	\$ 2,410.00				

E. Personnel Items

Three employment recommendations are being presented for approval in the Personnel Report. The Personnel Report is included below.

**PERSONNEL REPORT
September 19, 2019**

Employment: NEW HIRES

Name	Amber Adney
Title	Child Care Lab Aide
Number of Applicants and Number Interviewed	8 applicants; 5 interviewed
Start Date	08/26/19
Salary/Wages	\$15.61/hour
Classification	Part-time (27 hours/week)
Education and/or Experience	Associate Degree in Early Childhood Education from Southwest Tech with 2 years of daycare experience.

Name	Jordan Streeter
Title	Child Care Lab Aide
Number of Applicants and Number Interviewed	8 applicants; 5 interviewed
Start Date	09/03/19
Salary/Wages	\$15.61/hour
Classification	Part-time (30 hours/week)
Education and/or Experience	Associate Degree in Early Childhood Education from Southwest Tech with 3 years of daycare experience.

Name	Madison Cooper
Title	Grant Manager Assistant
Number of Applicants and Number Interviewed	11 applicants; 4 interviewed
Start Date	09/04/19
Salary/Wages	\$21.00/hour
Classification	75% LTE (30 hours/week, ending 6/30/2020)
Education and/or Experience	Bachelor's Degree in Business Administration/Management with 2 years of admissions/clerical experience.

PROMOTIONS / TRANSFERS

None	
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RETIREMENTS / RESIGNATIONS

None	
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F. Division of Vocational Rehabilitation Lease

Included below is a 36-month lease for the State of Wisconsin, Department of Administration to lease 439 square feet of space from the college for use by the Division of Vocational Rehabilitation at the Richland Center outreach site located at 373 West Sixth Street, Richland Center, WI. The rental fee is \$322.30 per month for the first 12 months with a two percent annual increase in subsequent rent for the remaining 24 months.

Recommendation: Approve the Consent Agenda as presented.

GROSS SUBLEASE

THIS SUBLEASE, made and entered into this _____ **DO NOT DATE
COVER PAGE** _____, 2019, by and between, Southwest Wisconsin Technical College, (the "Sublessor"), whose address is 1800 Bronson Boulevard Fennimore, WI 53809 and the STATE OF WISCONSIN, DEPARTMENT OF ADMINISTRATION (the "Sublessee");

WITNESSETH, the parties hereto for the considerations hereinafter mentioned covenant and agree as follows:

1. **PREMISES.** Sublessor entered into a master lease dated June 1, 2019 with master lease Lessor, WTA Property, LLC. Sublessor hereby subleases to Sublessee and Sublessee subleases from Sublessor the following (the "Premises"):

Approximately 439 square feet of office space Sublessor is leasing in the building located at 373 West 6th Street in the City of Richland Center, Wisconsin, together with all appurtenances and access to common areas (the "Building"), which Premises are further described in Exhibit A – Aerial Photo / Site Plan and Exhibit B - Floor Plan, attached.
2. **USE OF PREMISES.** Except as otherwise authorized in writing by Sublessor, Sublessee shall use the Premises as space for the Department of Workforce Development or such other agency that may be designated by Sublessee (collectively, the "Tenant").
3. **TERM.** The sublease term hereunder shall begin on August 1, 2019 and end on July 31, 2022, provided, however, that if the actual Commencement Date, defined herein as the date upon which this Sublease is fully executed, is not August 1, 2019, the Sublessor and Sublessee shall execute a 'letter of addendum' which shall designate the exact Sublease Term Begin Date, defined herein as the date upon which Sublessee takes possession of the Premises, and the exact Sublease Termination Date, defined herein as three (3) years and zero (0) months from the Sublease Term Begin Date.
4. **INITIAL TERM RENTAL.** The Sublessee shall pay the Sublessor rent for the Premises during the Sublease term at the following rate: The sum of Three Thousand Eight Hundred Sixty-seven And 59/100 Dollars (\$3,867.59), in equal monthly installments of Three Hundred Twenty-two And 30/100 Dollars

(\$322.30). The rental rate for the initial term shall be in accordance with the following schedule. Annual increases of 2% shall apply to Annual Rent.

Initial Lease Term Rental Rate Schedule

Begin Date	End Date	Annual Rent	Monthly Rent
August 1, 2019	July 31, 2020	\$3,867.59	\$322.30
August 1, 2020	July 31, 2021	\$3,944.94	\$328.75
August 1, 2021	July 31, 2022	\$4,023.84	\$335.32

The rent throughout the entire sublease term, including optional extensions, shall be payable in advance in monthly installments as shown above on the first day of each month, except for the month of July during which the monthly installment is not due until the 15th day. Said rental payments shall be made to Sublessor at the address for notices hereinafter set forth.

5. **RENEWAL RENTALS.** Provided that the Sublessee is not then in default, this Sublease may, at the option of the Sublessee, be renewed for one successive 2-year period from and after August 1, 2022 following the Sublease Term Begin Date, subject to i) the availability of funds for the payment of rentals and ii) the renewal of Sublessor's current master lease with no rent or other cost increases, upon the same terms and conditions herein specified, provided written notice be given to Sublessor at least 60 days before the Sublease would otherwise expire. Lessee shall have the right to terminate this Lease at any time during the renewal term by providing Lessor with a written notice a minimum of 180 days in advance of the desired termination date, but the termination may not be effective any sooner than July 31, 2023. The annual rental rate for the first and then each subsequent year of the renewal term, if exercised, shall be in accordance with the following schedule (Begin Date and End Dates may differ depending on the Sublease Term Begin Date). Annual increases of 2% shall apply to each year of the renewal term if exercised

If Exercised, Renewal Term Rental Rate Schedule

Begin Date	End Date	Annual Rent	Monthly Rent
August 1, 2022	July 31, 2023	\$4,104.32	\$342.03
August 1, 2023	July 31, 2024	\$4,186.40	\$348.87

6. **ASSIGNMENTS, SUBLETTING.** Sublessee shall not assign this Sublease in any event, and shall not sublet the demised Premises, and will not permit the use of said Premises by anyone other than the Sublessee, and the agents, contractors, grantors and grantees, and servants of the Sublessee, without prior written approval of the Sublessor, which shall not be unreasonably withheld.
7. **COVENANTS OF SUBLESSOR.** Sublessor hereby covenants and agrees with Sublessee as follows:
- a) Sublessor warrants that Sublessee shall have quiet use and enjoyment of the Premises; that Sublessor has complete interest and right in the Premises so as to enable Sublessor to enter into this Sublease; and that the Premises is not encumbered in any way so as to hinder or obstruct Sublessee's proposed use thereof, including no encumbrance or obstruction due to existing easements, zoning ordinances or building restrictions.
 - b) The Sublessor shall duly carry out the various obligations and duties imposed upon it at the time and in the manner called for by this Sublease.
 - c) Sublessor shall furnish during the term of this Sublease the goods, services and other items listed on Schedule I attached hereto and incorporated by reference, provided that there is nothing in Sublessor's master lease that prohibits Sublessor from taking such action, in which case Sublessor shall make all commercially reasonable efforts to obtain permission from the lessor under the master lease to take such action. Sublessor shall promptly provide written notice to Sublessee in the event that it is prohibited from taking action pursuant to this subsection as a result of provisions in its master lease.
 - d) Sublessor shall be responsible for the costs of all improvements necessary to meet and maintain the standards and specifications set forth in Schedule I and Exhibits A and B. Sublessor shall maintain, at Sublessor's expense, the Premises so as to comply with all federal, state and local codes applicable to the Premises.
 - e) In connection with the performance of work under this Sublease, the Sublessor agrees not to discriminate against any employee or applicant for employment because of age, race, religion, color, handicap, sex, physical condition, developmental disability as defined in s. 51.01(5), sexual

orientation, or national origin. This provision shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation and selection for training, including apprenticeship. Except with respect to sexual orientation, the Sublessor further agrees to take affirmative action to ensure equal employment opportunities. The Sublessor agrees to post in conspicuous places, available for employees and applicants for employment, notices to be provided by the Sublessee, setting forth the provisions of the non-discrimination clause.

- f) Pursuant to 2019 Wisconsin Executive Order 1, Sublessor agrees it will hire only on the basis of merit and will not discriminate against any persons performing under a contract, subcontract or grant because of military or veteran status, gender identity or expression, marital or familial status, genetic information or political affiliation.
- g) Sublessor is required to provide a written Affirmative Action Plan acceptable under Wisconsin Statutes and Administrative Code if the annual rent is fifty thousand dollars (\$50,000) or more per year and the Sublessor employs fifty (50) or more employees. The Sublessor must have a plan on file or submit a plan for approval, within fifteen (15) working days after the execution of this Sublease, to the Department of Administration, Division of Enterprise Operations, whose address and phone number are listed at the bottom of the enclosed Form DOA-3269. Instructions and technical assistance in preparing the plan are available from the Department of Administration, Division of Enterprise Operations and will be forwarded to the Sublessor upon presentation of State of Wisconsin Form DOA-3269 attached hereto. Failure to comply with the conditions of this Item may result in the Sublease being declared "Null and Void," the Sublessor being declared "ineligible," or the withholding of rental payment until such time as the above cited plan is accepted.
- h) The Sublessor as part of this Sublease certifies that to the best of its knowledge both the Premises and the Building of which the Premises are a part do not contain any asbestos bearing material which is unsafe or which is not encapsulated. If during the Sublessee's occupancy of the Premises such asbestos bearing material is found, and the Sublessor has been notified by the Sublessee that such asbestos bearing material exists, the Sublessor shall within fourteen (14) days after receipt of such notice, be required to take such action as may be necessary to encapsulate or remove the asbestos

bearing material, provided that there is nothing in Sublessor's master lease that prohibits Sublessor from taking such action, in which case Sublessor shall make all commercially reasonable efforts to obtain permission from the lessor under the master lease to take such action. Sublessor shall promptly provide written notice to Sublessee in the event that it is prohibited from taking action under this subsection as a result of provisions in its master lease. Upon determination that unsafe or un-encapsulated asbestos bearing material exists, the Sublessee may at its option vacate the Premises until such time as the material has been encapsulated or removed to the satisfaction of the Sublessee. If the Sublessee vacates the Premises during the encapsulation or removal process, the Sublessor shall reimburse the Sublessee for all move related costs. No rent shall accrue to the Sublessor during the period of time the Sublessee is not in occupancy of the Premises. In the event the Sublessor fails to encapsulate or remove the asbestos bearing material within the time specified, regardless of whether such failure results from provisions in Sublessor's master lease that prohibit Sublessor from taking such action, this Sublease may be cancelled by the Sublessee and the Sublessor shall thereafter not have any claim against the Sublessee on account of the cancellation of this Sublease.

- i) In compliance with section 19.45 of the Wisconsin Statutes and Chapter ER-MRS 24 of the Wisconsin Administrative Code, Sublessor attests to the following: 1) Sublessor is not a state public official or state employee; 2) no member of Sublessor's immediate family is a state public official or state employee; and 3) Sublessor is not an organization with which a state public official or state employee owns or controls at least 10% of the outstanding equity, voting rights, or outstanding indebtedness.
- j) For the purposes of this Sublease, "Hazardous Materials, Substances, or Air Pollutants" shall include, but not be limited to any and all substances, materials, waste, or air pollutants determined currently or in the future as hazardous or capable of posing a risk of injury to health, safety, or property by any Federal, State, or local statute, law, ordinance, code, rule, regulation, order, or decree. The Sublessor attests that the Premises are free of any hazardous materials, substances, or air pollutants as defined above, and the Sublessor will now and forever after the termination of this Sublease hold Sublessee harmless and indemnify the Sublessee from and against any and all claims, liability, damages or

costs arising from or due to the presence of hazardous materials, substances, or air pollutants as defined above, except liability resulting from Sublessee's use and occupancy of the Premises.

If during the Sublessee's occupancy of the Premises such hazardous materials, substances, or air pollutants are found, the Sublessor shall as soon as possible after receipt of notice take such action as may be necessary to render the Premises safe, provided that there is nothing in Sublessor's master lease that prohibits Sublessor from taking such action, in which case Sublessor shall make all commercially reasonable efforts to obtain permission from the lessor under the master lease to take such action. Sublessor shall promptly provide written notice to Sublessee in the event that it is prohibited from taking action under this subsection as a result of provisions in its master lease.

Upon determination by the Sublessee that unsafe hazardous materials, substances, or air pollutants as defined above affecting the Sublessee's quiet enjoyment of the Premises exists, the Sublessee may vacate the Premises until such time as the hazardous materials, substances, or air pollutants have been repaired or remediated to the satisfaction of the Sublessee. If the Sublessee vacates the Premises during the repair or remediation process, the Sublessor shall reimburse the Sublessee for all related or relocation costs and rent shall abate during the period of time the Sublessee is not in occupancy of the Premises. In the event the Sublessor fails to repair or remediate the hazardous materials, substances, or air pollutants as soon as practicable as determined by the Sublessee, regardless of whether such failure results from provisions in Sublessor's master lease that prohibit Sublessor from taking such action, this Sublease may by written notice to the Sublessor be cancelled by the Sublessee and the Sublessor shall thereafter not have any claim against the Sublessee due to the cancellation of this Sublease.

Sublessor will immediately advise Sublessee in writing of any actions or claims relating to any hazardous materials, substances, or air pollutants on the Premises. If the Sublessor has conducted or conducts any testing for hazardous materials, substances, or air pollutants on the Premises before or during the term of the Sublease, then the Sublessor shall provide a copy of any test results to the Sublessee. With Sublessor's permission, which permission shall not be withheld unless there is something in Sublessor's master lease prohibiting Sublessor from granting permission, the

Sublessee, at its own expense, may also conduct such testing as it deems appropriate on the Premises.

- k) In the event of any water damage to the Premises and/or common areas, Sublessor agrees to begin the process of addressing the damage within twelve (12) hours of discovery or notification, and shall cause any water damaged (saturated, water spotted and/or dirty) materials to be dry within forty eight (48) hours of the time of discovery of such damage. If such materials are not completely dry by the end of the 48 hour period, the Sublessor shall, upon Sublessee's request, remove the saturated materials (i.e. carpet, drywall, ceiling tiles, etc.) from the Premises and immediately replace them with new materials of identical quality or better quality, provided that there is nothing in Sublessor's master lease that prohibits Sublessor from taking such action, in which case Sublessor shall make all commercially reasonable efforts to obtain permission from the lessor under the master lease to take such action. Sublessor shall promptly provide written notice to Sublessee in the event that it is prohibited from taking action under this subsection as a result of provisions in its master lease.
- l) Sublessor agrees to provide prior notification and provision of Safety Data Sheets (SDS) if applicable to the Tenant on-site staff when any construction, renovation, maintenance, repairs, remodeling or cleaning work will be done within the building of which the Premises are a part of by the Sublessor, contractors or other representative of the Sublessor. The project notification and SDS documents should be provided to the on-site staff no less than five (5) workdays before the anticipated start of the actual work.
- m) The default by Sublessor of any covenant or agreement contained in any paragraph or provision of this Sublease shall constitute a material default of the Sublease, and shall entitle the Sublessee to terminate this Sublease, PROVIDED, that prior to such termination, the Sublessee shall notify the Sublessor in writing of the nature of the default and shall grant the Sublessor a period of thirty (30) days from the date of service of such notice to remedy or cease such act of default, and upon such remedy or cessation by the Sublessor within said thirty (30) days, the Sublessee shall waive the right to terminate for such default. In the event the act of default is such that it cannot be remedied within said thirty (30) day period, the Sublessee shall waive the right to terminate for such default if

corrective actions are commenced within such period and diligently pursued to completion by the Sublessor.

- n) Sublessor shall be responsible for paying to the relevant taxing authority the real estate taxes and any assessments on the Premises, as applicable.

8. COVENANTS OF SUBLESSEE. Sublessee hereby covenants and agrees with Sublessor as follows:

- a) Sublessee does hereby covenant, promise, and agree to pay the rent in the manner hereinbefore specified, and to duly comply with all other provisions of this Sublease at the time and in the manner herein provided.
- b) At the expiration of this Sublease or any renewal thereof, the Sublessee will return the Premises to the Sublessor in as good condition as they were at the time the Sublessee went into possession, ordinary wear, damage by the elements and fire excepted. It is mutually agreed, in consideration of the rent to be paid and other conditions of this Sublease, that the Sublessee shall not be responsible for damage to the Premises by fire.
- c) The Tenant will not make or permit anyone to make any alterations, improvements or additions in or to the Premises, without the prior written consent of the Department of Administration, as Sublessee, and the Sublessor.
- d) The default by Sublessee (a) If Sublessee shall be late in the payment of any rent or any other sum of money payable by Sublessee to Sublessor and if Sublessee shall fail to cure said late payment within (30) days after receipt of notice of said late payment from Sublessor, or (b) if Sublessee shall be late in the performance or observance of any other agreement or condition in this Sublease to be performed or observed and if Sublessee shall fail to cure said late performance or observance within thirty (30) days after receipt of notice from Sublessor of said late performance or observance (unless Sublessee commences to cure said late performance or observance within (30) days after receipt of notice thereof and expedite the curing of the same to completion with due diligence), then, in any of said cases and without waiving any claims for breach of agreement, Sublessor may send written notice to Sublessee of the termination of the term of this Sublease, and, on the fifth (5th) day next

following the date of the sending of the notice, the term of this Sublease shall terminate, Sublessee hereby waiving all rights of redemption.

- e) Sublessee agrees that any improvements to the Premises made by Sublessor for the benefit of Sublessee shall be the property of Sublessor. Such improvements exclude any of Sublessee's system furniture, conventional furniture and all other Sublessee personal property.

9. **INSURANCE.** Sublessor warrants that its master lease with the lessor contains provisions requiring the lessor to procure and maintain, during the term of this Sublease, property and casualty insurance for the building containing the Premises, and that the lessor also agrees to procure and maintain, during the term of the master lease, commercial general liability insurance in the amount of not less than **\$1.0 million each occurrence and \$2.0 million general aggregate**. Alternatively, in the event that the master lease does not contain language pertaining to the lessor's procurement and maintenance of insurance, Sublessor warrants that the lessor has procured and maintains such insurance. Under all conditions noted above, general aggregate limits are to apply on a per location basis. The State of Wisconsin Self-Funded Liability and Property Programs protect the Sublessee. Wisconsin Statutes provide funds to pay property and liability claims.

10. **HOLD HARMLESS.** Sublessor agrees to protect, indemnify and save the State of Wisconsin harmless from and against any and all claims, and against any and all loss, cost, damage or expense, including without limitation reasonable attorneys' fees, arising out of any negligent acts of Sublessor, its invitees or agents, or any failure of Sublessor in any respect to comply with and perform all the requirements and provisions of this Sublease.

The Sublessee shall provide liability protection for its officers, employees and agents while acting within the scope of their employment. The Sublessee further agrees to indemnify and hold harmless the Sublessor for any and all liability, including claims, demands, losses, costs, or damages to persons or property arising out of, or in connection with, or occurring in connection with this Sublease, where such liability is founded upon or grows out of acts or omissions of any of the Sublessee's officers, employees or agents while acting within the scope of their employment, where protection is afforded by ss. 893.82 and 895.46(1), Wis. Stats.

11. **MAINTENANCE.** The Sublessor shall maintain the Premises in good repair and tenantable condition, and as required by s. 704.07, Wis. Stats., throughout the term of this Sublease, except in case of damage arising from a willful act or the negligence of the Sublessee's agents or employees. For the purpose of so maintaining the Premises, the Sublessor reserves the right at reasonable times to enter and inspect the Premises and to make any necessary repairs thereto.

12. **DAMAGE OR DESTRUCTION.** In the event the Premises are partially damaged or destroyed by fire or other casualty or happening such that Sublessee may continue to use a part of the Premises, Sublessor shall promptly repair such damage and restore the Premises to its condition immediately prior to said damage or destruction, provided that there is nothing in Sublessor's master lease that prohibits Sublessor from taking such action, in which case Sublessor shall make all commercially reasonable efforts to obtain permission from the lessor under the master lease to take such action. Sublessor shall promptly provide written notice to Sublessee in the event that it is prohibited from taking action under this paragraph as a result of provisions in its master lease. In such event, the rental and any other obligations of Sublessee payable hereunder shall abate proportionally by the ratio that the damaged area bears to the total area of the Premises. Should Sublessor fail to complete said restoration within 60 days of the partial damage or destruction, regardless of whether such failure results from provisions in Sublessor's master lease that prohibit Sublessor from taking such action, Sublessee may terminate this Sublease.

In the event the Premises are damaged or destroyed such that Sublessee is unable to occupy the Premises (untenantable) without undue hardship and/or disruption of its business, Sublessee may elect to terminate this Sublease by providing Sublessor written notice of such termination within 14 days after such damage or destruction, and, in that event, all rent and other obligations of the Sublessee hereunder shall terminate as of the date of such damage or destruction. In the event the Premises are untenable and Sublessee does not elect to terminate this Sublease, Sublessor shall proceed immediately to rebuild and restore the Premises to its condition immediately prior to said damage or destruction, provided that there is nothing in Sublessor's master lease that prohibits Sublessor from taking such action, in which case Sublessor shall make all commercially reasonable efforts to obtain permission from the lessor under the master lease to take such action. Sublessor shall promptly provide written notice to Sublessee in the event that it is

prohibited from taking action under this paragraph as a result of provisions in its master lease. In the case of Sublessee's election not to terminate, all rent and other obligations of the Sublessee hereunder shall abate from the date of untenability until the date Sublessee retakes possession of the Premises. In the event Sublessor fails to complete the restoration within 120 days of the untenability, regardless of whether such failure results from provisions in Sublessor's master lease that prohibit Sublessor from taking such action, Sublessee may terminate this Agreement.

13. **NOTICES.** Notice in writing referred to herein shall not be construed to mean personal notice, but such notice shall be given in writing, by mail, by depositing the same in the post office or letter-box, in a postpaid envelope, addressed to the Sublessor at Sublessor's last known address, and such notice shall be deemed to be given at the time when the same shall be thus mailed. Such notices provided hereunder shall be addressed as follows:

If to Sublessor:	Caleb White Southwest Wisconsin Technical College 1800 Bronson Boulevard Fennimore, WI 53809
Rent sent to:	Same as above
If to Sublessee:	State Leasing Officer Wisconsin Department of Administration 101 E. Wilson Street, 7th Floor P.O. Box 7866 Madison, WI 53707-7866

14. **FUNDING.** The payment of rents under this Sublease is subject to the availability of funds that may lawfully be used for such payment. As a result, the Sublease does not constitute the contracting of public debt under Article VIII, Section 4 of the Wisconsin Constitution. The continuation of this Sublease beyond the limits of the funds already available is contingent upon the future availability of funds to support the payment of rent for the programs housed in the facility covered by this Sublease. In the event such funding is not made available to the program or programs involved, the Sublessee may at its option and upon sixty (60) days prior written notice to the Sublessor, terminate this Sublease. Use beyond the limits of the funds already available is contingent upon the future availability of funds.

15. **RIGHT TO SUBLEASE ADJACENT SPACE.** Sublessee may sublease any available adjacent space at any time during the term of this Sublease or renewal options. Improvements for such space will be of the same nature and quality as that of the space contained herein. Such additional space shall be made available under mutually agreeable terms, conditions, and rental rate as mutually agreed upon.
16. **BROKERS.** Sublessor and Sublessee represent and warrant to each other that they have had no dealings with any broker or agent in connection with this Sublease, and Sublessor agrees to pay and hold Sublessee harmless from any claims made by anyone for any compensation, commissions and charges claimed with respect to this Sublease or the negotiations thereof.
17. **HOLDING OVER.** If Sublessee holds over after the term hereof, with or without the express written consent of Sublessor, such tenancy shall be from month to month only, with no renewal hereof or an extension for any further term, and in such case basic monthly rent shall be payable at the rate during the last month of the term hereof. Such month-to-month tenancy shall be subject to every other term, covenant and agreement contained herein.
18. **SUBORDINATION.** This Lease shall be subordinate to any and all mortgages hereafter placed against the Premises by Lessor, provided that any such mortgage (or a separate written agreement, in recordable form, from the mortgagee in favor of and delivered to the Lessee) contains provisions to the effect that, so long as this Lease shall remain in force, in any action to foreclose the mortgage, Lessee will not be made a party defendant, that Lessee's possession of the Premises will not be disturbed and that Lessee's Leasehold estate will not be affected, impaired, or terminated by any such action or proceeding or by any judgement, order, sale or conveyance made or rendered therein or pursuant thereto, so long as (at the time of commencement of such action or foreclosure proceeding or during the pendency thereof) Lessee is not in default under the terms, covenants, and conditions of this Lease beyond any grace period provided in this Lease for curing same.
19. **FORCE MAJEURE.** In the event either party hereto shall be delayed or hindered in or prevented from the performance of any act required hereunder by reason of strikes, lockouts, labor troubles, inability to procure materials, failure of power, riots, insurrection, war, acts of God, inclement weather, or other reason beyond

that party's reasonable control, then performance of such act shall be excused for the period of the delay and the period for the performance of any such act shall be extended for a period equivalent to the period of such delay.

20. **EMINENT DOMAIN.** In the event the entire Premises shall be appropriated or taken under the power of eminent domain by any public or quasi-public authority, this Sublease shall terminate and expire as of the date of such taking, and Sublessee shall then be released from any liability thereafter accruing under this Sublease.

In the event a portion of the Premises shall be so appropriated or taken and the remainder of the property shall not be suitable for the use then being made of the property by the Sublessee, or if the remainder of the property is not one undivided parcel of property, Sublessee shall have the right to terminate this Sublease as of the date of the taking on giving to Sublessor written notice of termination within thirty (30) days after Sublessor has notified Sublessee in writing that the property has been so appropriated or taken.

In the event of the termination of this Sublease by reason of the total or partial taking of the Premises by eminent domain, then in any such condemnation proceedings, Sublessor and Sublessee shall be free to make claim against the condemning or taking authority for the amount of any damage done to them, respectively, as a result of the condemning or taking.

21. **CONSTRUCTION OF IMPROVEMENTS.** Intentionally left blank.
22. **SUBLESSEE COSTS.** Sublessee shall be responsible for the monthly phone and data costs for the Premises.
23. **CAPTIONS.** The item captions contained herein are for convenience only and do not define, limit, or construe the contents of such items, paragraphs, or sections.
24. **AUTHORIZATION, BINDING EFFECT.** This Sublease, together with all amending instructions subsequent thereto (collectively, the "Sublease"), is not valid or effective for any purpose until approved by the Governor or his delegate, the Secretary of the Department of Administration, and no work is authorized until the Sublease is fully executed.

25. **WAIVER.** The rights and remedies of either party under this Sublease, as well as those provided or accorded by law, shall be cumulative, and none shall be exclusive of any other rights or remedies hereunder or allowed by law. A waiver by either party of any breach or breaches, default or defaults, of the other party hereunder shall not be deemed or construed to be a continuing waiver of such breach or default nor as a waiver of or permission, expressed or implied, for any subsequent breach or default.
26. **CHOICE OF LAW.** This Sublease shall be governed by and construed and interpreted in accordance with the laws of the State of Wisconsin.
27. **EXECUTED SUBLEASE.** This Sublease when fully executed shall be binding upon the respective heirs, executors, administrators, successors, and assigns of the parties hereto.
28. **MISCELLENEOUS PROVISIONS.** Intentionally left blank.
29. **ENTIRE AGREEMENT.** This Sublease constitutes the entire agreement between the parties with respect to its subject matter and constitutes and supersedes all prior agreements, representations and understandings of the parties, written or oral.

IN WITNESS WHEREOF, the parties have hereunto subscribed their names as of the date of the last signature below.

SUBLESSOR:
Southwest Wisconsin Technical College



State of Wisconsin

By: _____

CHRIS PATTON
DEPUTY SECRETARY
DEPARTMENT OF ADMINISTRATION

Dated: _____

File No. 445-087

SCHEDULE I

SUBLESSOR'S RESPONSIBILITIES

The Sublessor, **at Sublessor's cost**, shall furnish to the Sublessee during the term of this Sublease, as part of the rental consideration, the following:

1. The environmental control system shall maintain a comfortable humidity level and temperatures for an estimated use of 60 hours per week as follows:

Summer	Winter
76 Degrees (+/- 2 ^o)	70 Degrees (+/- 2 ^o)
50% Humidity Level (+/- 10%)	25% Humidity Level (+/- 5%)

The temperature range during unoccupied times (generally 6 p.m. to 6 a.m.) may be varied by up to +/- 10^o of the above temperatures.

2. Provide, maintain and service heating, air conditioning, plumbing and ventilating equipment as per manufacturers and/or installers recommendations.

Must be compliant with State of Wisconsin Administrative Codes SPS 363 and 364, and ASHRAE 62.1-2016, in addition to all other applicable Federal, State and local codes. Relative to ventilation codes, where SPS 364 and ASHRAE 62.1-2016 conflict, apply SPS 364 to existing HVAC and ASHRAE 62.1-2016 to new HVAC equipment selections ensuring in all circumstances, that HVAC ventilation requirements will always meet or exceed State of Wisconsin Administrative Code SPS 364 minimum guidelines.

Sublessor shall meet the following requirements:

- a. All replacement HVAC units and equipment installed shall be high-efficiency type; gas-fired heating is required in all new construction.
 - b. All rooms shall maintain sufficient air movement to meet the Wisconsin code for air exchanges and CFM for office space and have adequate zoning in order to maintain the humidity and temperatures as listed above.
 - c. Change all air-handling equipment filters quarterly.
 - d. The use of non-tenant adjustable thermostats or locking thermostat covers is preferred if system allows.
3. Fire Protection
 - a. Provide the Premises with a fire alarm and detection system that complies with all State building codes, International building code (IBC) and Local building codes. In the event the Premises are not required to have a fire alarm and detection system by any code, Sublessor shall install and maintain a fire detection system consisting of automatic detection (heat and smoke detectors), audio/visual notification devices and pull stations in accordance with the National Fire Protection Association (NFPA) under NFPA 72 and National Electric Code NEC 760. The fire alarm and detection system shall be inspected, maintained and tested in accordance with NFPA 72, by licensed contractors and fully documented. Documentation shall be made available to Sublessee, within ten (10) days of Sublessee's written request.
 - b. Install and maintain fire extinguishers according to any governmental building code and Underwriters Laboratories (UL) recommendations.

4. Provide safe drinking water with hot and cold running water for restrooms, counter sinks and janitorial facilities. Such drinking water shall meet minimum State of Wisconsin Drinking Water Quality Standards.
5. Provide 2 master keys for entrance doors.
6. At Sublessor's cost, provide Water and Sewer & Heat and Air conditioning.
7. At Sublessor's cost, provide electricity for lights and other electrical equipment necessary for operation of the Premises.
8. At Sublessor's cost furnish, install and replace during the term of this Sublease and any extension thereof, light bulbs, fluorescent tubes, starters, ballasts or transformers.
9. All demised and common areas of the facility and exterior areas, including parking, utilized under this Sublease, including restrooms and any elevator(s) ***must meet all requirements of new construction*** for accessibility, health and safety standards in compliance with and in accordance with Wisconsin Administrative Code, Chapters SPS 332, 361-365, and the ANSI A117.1. ANSI Regulations will take precedence over Wisconsin Administrative Codes, except when such codes shall be equal to or exceed the ANSI Regulations. All elevators shall meet the Wisconsin Administrative Codes, SPS 318 and SPS 362 and ANSI A117.1.
10. Provide walk-off mats at each entrance. Replace as needed when worn.
11. Furnish all necessary janitorial and maintenance equipment and supplies for restrooms including soap, towels and toilet tissue.

12. JANITORIAL SERVICES

Sublessor is to provide all services, supplies and equipment required to clean and keep clean all areas of the building, sidewalks, parking areas, and grounds. This includes, but is not limited to, the plowing and removal of snow, ice removal and salting, removal of trash, pest control and the proper disposal of recyclable materials separated by Sublessee. Proper disposal of materials shall comply with sections 16.15(3) and 287 Wis. Stats., which require recycling the following items: aluminum containers, corrugated paper or other container board, foam polystyrene packaging, glass containers, magazines, newspaper, office paper, plastic containers, steel containers, and waste tires. Sublessor shall provide a central collection area and separate collection containers as require for the deposit of all such recyclable and non-recyclable waste generated at the subleased premises. Sublessor further agrees to comply with all applicable municipal recycling requirements adopted under section 287.13, Wis. Stats.

The following is a list of required activities to be performed at least as often as indicated. While this list may omit some minor activities, it is the intent of this list to promote a building with a High Standard of Cleanliness.

AREA AND FREQUENCY INDICATION:

DAILY

- a. All Common Areas (Entrances/ Hallways/ Stairways/Snack or Break Area/Janitor Closet/Storeroom/etc.) - Clean glass in doors and metal framework; Empty/clean exterior ashtrays, waste containers and replace can liners; Sweep, mop floor, steps, landings, etc.; Vacuum carpet and walk-off mats and remove spots/stains; Clean, de-scale and polish water fountains; and spot clean walls and doors.

- b. Restrooms - Clean and disinfect dispensers, sinks, toilets, urinals and polish bright work.
- c. Office Areas - Empty waste containers and replace can liners, if used; Dust and/or damp wipe accessible furnishings, fixtures, vents and sills; Spot clean doors, walls and sidelights; Sweep/mop floors; and vacuum carpet and remove spots/stains.

ONCE-WEEKLY

- a. Restrooms - Clean inside toilet bowls and urinals; and damp wipe walls.
- b. Offices - Common Areas - Dust and/or damp wipe furnishings, moldings, handrails, fixtures, etc. Clean/disinfect and polish brightwork.
- c. Offices - Vacuum upholstered furniture; and edge-vacuum carpet.

SEMI-ANNUAL

- a. Resilient/Hard floor Areas - Strip, seal and refinish floors in spring and fall.
- b. Carpet Areas - Wet extract carpet and apply soil retardant in spring and fall.
- c. Restrooms - Wash walls, ceilings, doors and partitions in winter and summer.
- d. Windows - Wash windows and storms both inside and outside and vacuum screens in spring and fall.
- e. Light Fixtures - Clean fixtures and diffusers
- f. Air Vents - Clean supply air diffusers and return air grilles. Change all air-handling equipment filters according to MPTC preventive maintenance schedule.

13. Provide snow and ice control and removal. Snow and ice will be removed from designated walking surfaces on Sublessor controlled parking lots and sidewalks on building grounds by 6:30 AM each working day and 9:00 AM on non-working days. These walk areas shall be maintained in a reasonably slip resistant condition and passable for people with disabilities (i.e. individuals who use walkers, canes, crutches, wheelchairs, etc.). Walking surfaces will be maintained snow and ice free during working hours. Particular attention shall be paid during on-going snowfalls, ice storms or when melting snow and ice re-freezes on walking surfaces. Parking lots shall be cleared within 24 hours of a 2-inch or greater snowfall (or sooner if weather permits).

In the event that the Sublessor fails to remove the snow and ice from the subleased facility in accordance with the terms of the paragraph above, the Sublessee may cause the same to be done and deduct the cost of such snow and ice removal from the rent due the Sublessor.

Sublessee's removal of snow and ice shall not release Sublessor of liability or obligation under the provisions of this Sublease or any law or regulation.

- 14. Intentionally left blank.
- 15. Intentionally left blank.
- 16. Provide signage, suite identification, and any other Sublessor provided signage consistent with others in the Building.

17. Provide sufficient onsite parking, which is understood by the parties hereto to include parking for a total of three (3) parking spaces for staff and visitors, located at and/or near the facility. In addition, Sublessor shall designate the required accessible parking spaces per code for each parking facility.
18. In the event the Sublessor does not furnish the aforementioned services and items in this Schedule or the demised Premises are untenable for any other reason which is not due to the negligence of the Sublessee, the Sublessee may provide such services and items at its own expense and deduct these expenses from rental payments, provided Sublessee notifies Sublessor thirty (30) days in advance of any deduction, and provides an itemized statement listing the services and items not being furnished.

EXHIBIT A – AERIAL PHOTO / SITE PLAN

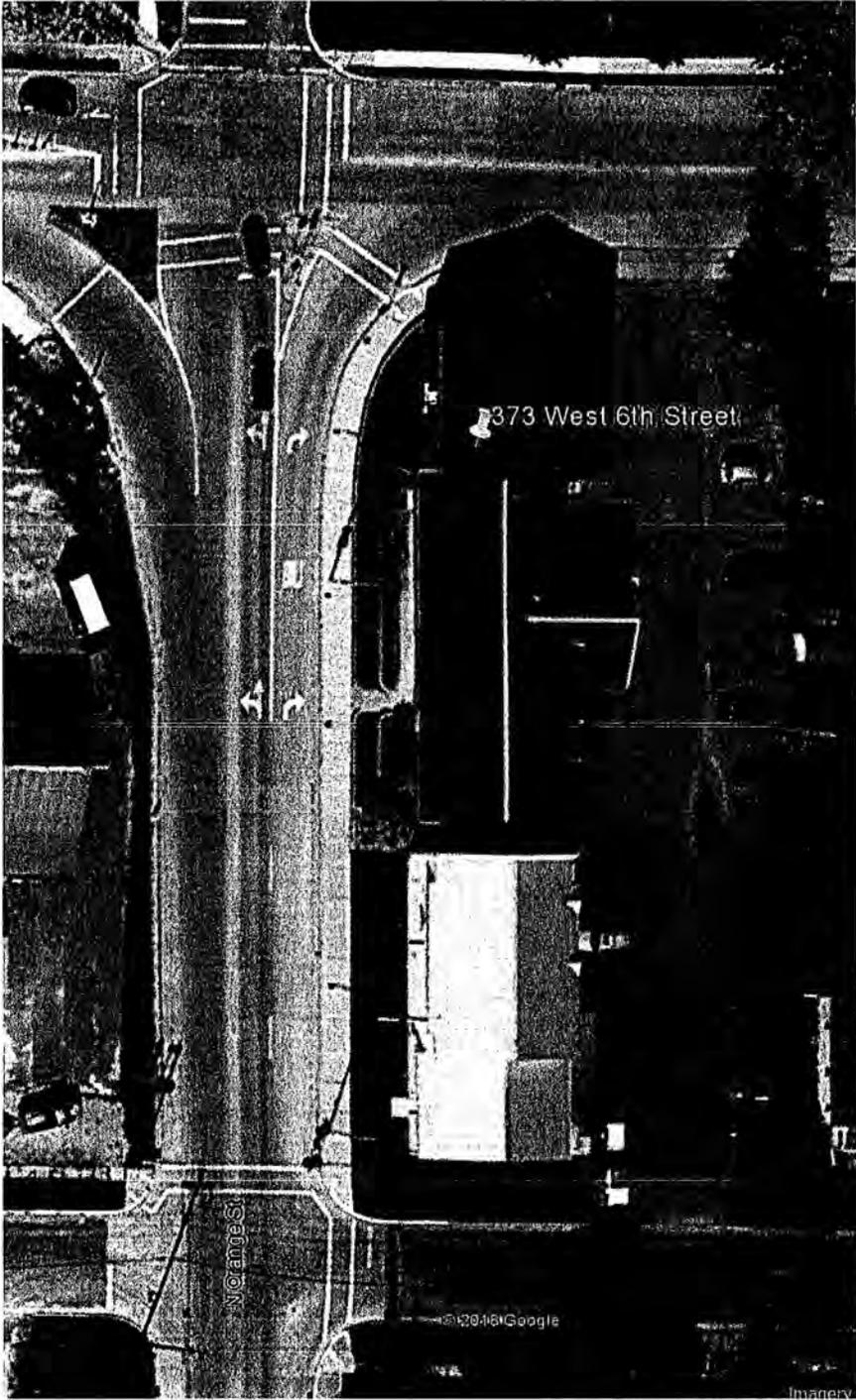


EXHIBIT B - FLOOR PLAN

373 West 6th Street Richland Center WI
 Current Floorplan
 +/- 3,400 sq./ft

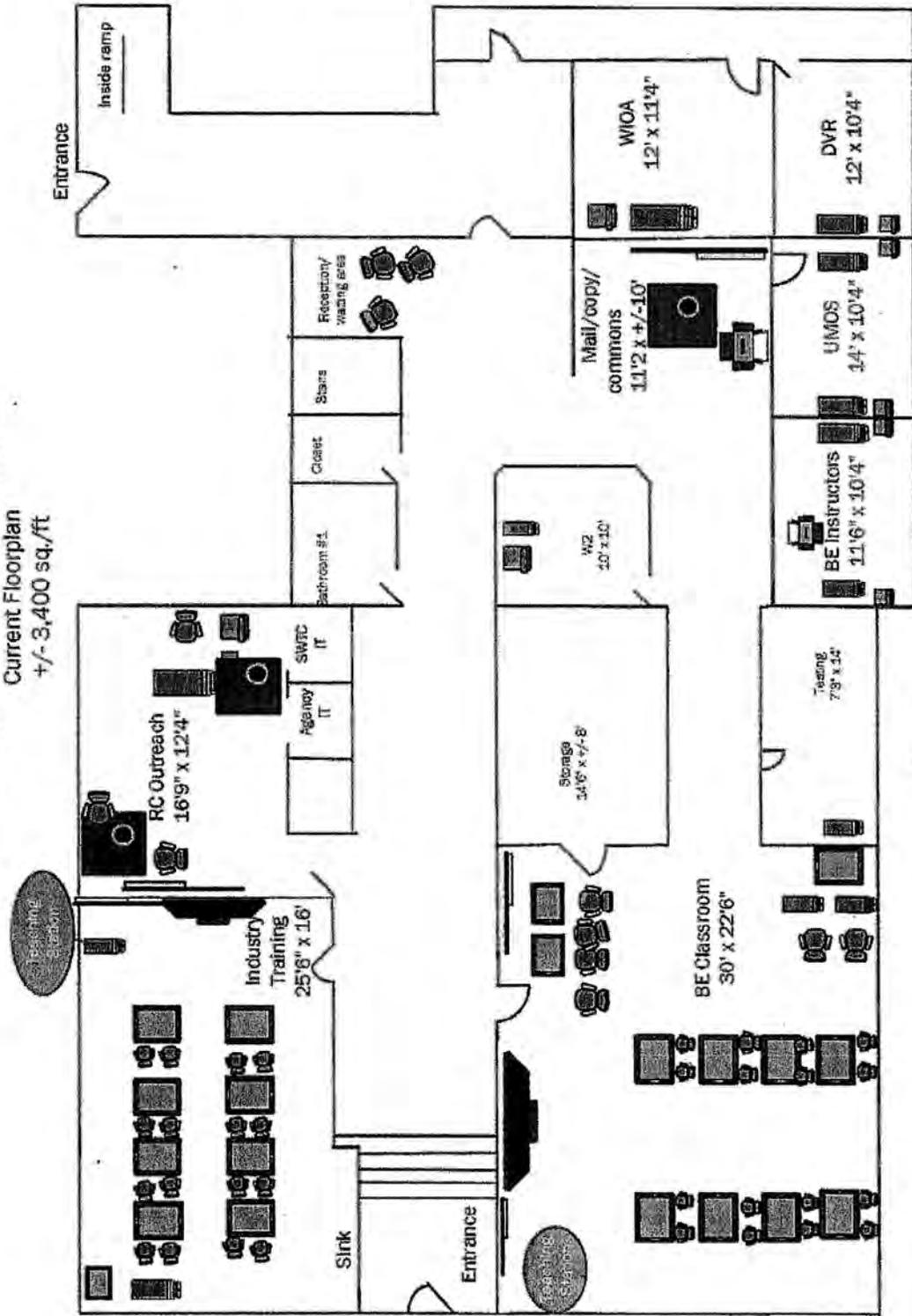


Figure State
 5 15 19

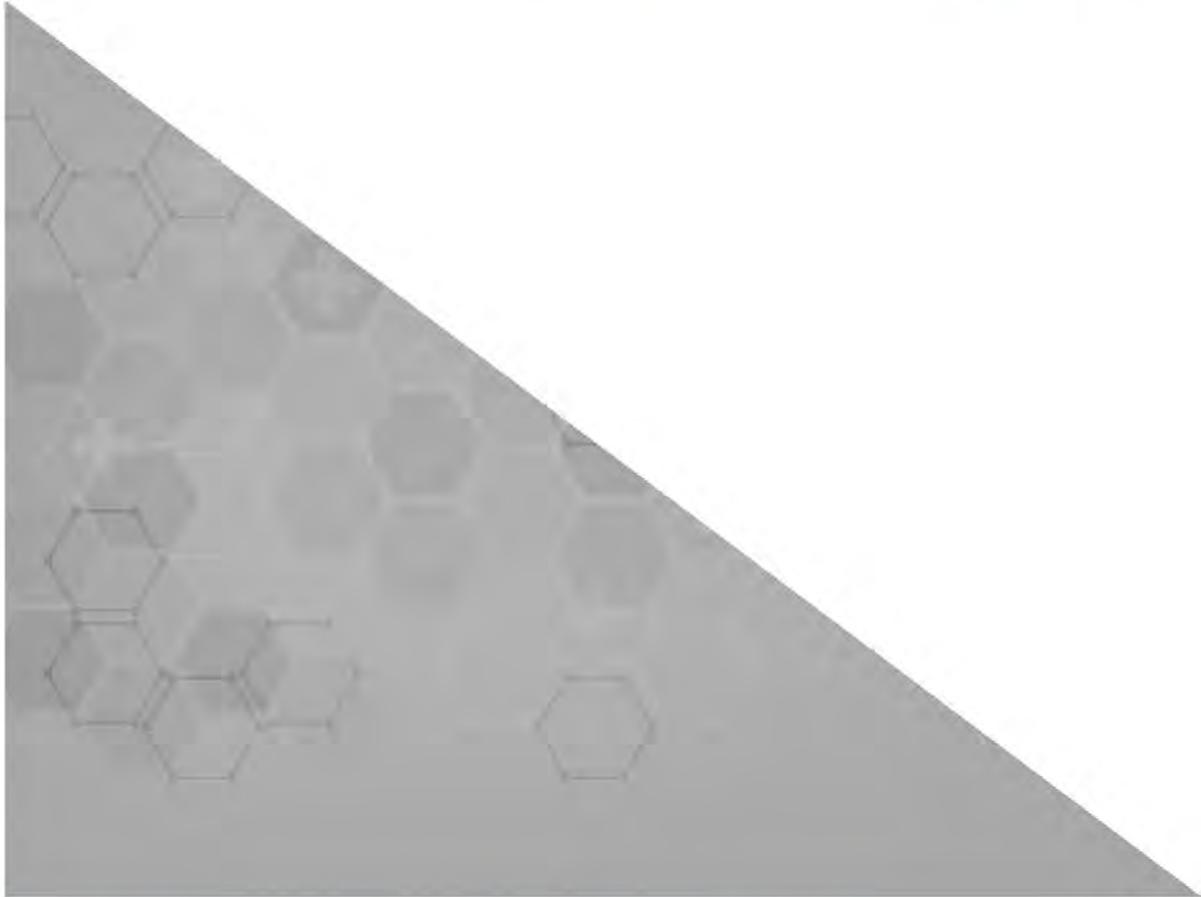
Drawing not to scale

Other Items Requiring Board Action

A. RFP for Platteville Outreach

The College issued a Request for Proposals (RFP) to provide a rental property for the purpose of supporting, expanding and/or enhancing existing programming in the City of Platteville. The public opening of the RFP was held on May 15, 2019. One proposal was submitted. Included below is a Platteville Outreach Academic and Operations Proposal.

Recommendation: Award the Platteville Outreach Space Rental RFP to General Capital Development, LLC, Fox Point, WI, for 2,500 sq. ft. of leased space at 150 East Pine Street, Platteville, WI.



Platteville Outreach

2020-2025

Academic and Operations Proposal

EXECUTIVE SUMMARY

Southwest Tech has operated outreach locations for many years. The primary, and almost sole, function of outreach has been to serve the Adult Basic Education and High School Equivalency populations. These programs play an integral role in our communities, often providing access to educational opportunities for the most disadvantaged populations. While our performance in this program has focused on the individual student's need for customization and unique student support, we have the opportunity to enhance our ability to meet a broader array of diverse student goals. The primary beneficiaries of this investment in our communities and the people who live there will be the students with the lowest levels of educational attainment, especially as we are successful in introducing academic programming which leads to better job opportunities.

We have delivered programming in Platteville for many years. Partnerships with the school district, the University of Wisconsin-Platteville (UWP), and several businesses have allowed a variety of instructional spaces to be utilized. Four years ago, UWP began to move away from our co-location partnership which deprived Southwest Tech of reaching hundreds and hundreds of students on an annual basis.

For many years we have operated non-credit Adult Basic Education at O.E. Gray, a former elementary school the district no longer directly operates for their own needs. Several other agencies share the building with limited overlap of clientele. We also partner, from time to time, to provide customized training and/or public safety training utilizing spaces with other partners on an as-needed basis.

For the past four years we have searched for different space with better visibility and more appropriate for the myriad offerings we desire to provide. We have met with many partners, business leaders, and other agencies in search of a mutually beneficial collaboration. Last fall we issued a Request for Proposal to which we received one response.

This report will address the opportunity to consider a lease agreement for the Ruxton property and represents a substantial amount of work completed by several faculty and staff.

-
- **Opportunity:** Better serve working adults with limited educational backgrounds while providing additional opportunities for a broad range of potential students
 - **Mission:** Improve the lives of students through excellence in learning
 - **Student Demographic Analysis:** This section will present data regarding potential students related to a needs assessment of the local population. A SWOT analysis is included for consideration.
 - **Academic Map:** A preliminary conception plan, centered on the academic opportunities, will be outlined including our priorities based on enrollment trends. Future enrollment goals and targets are projected as well.
 - **Facilities Overview:** A review of the proposed opportunity is presented with several considerations outlined.
 - **Services and Staffing Plan:** The proposed staffing, year by year, are presented with a brief overview of the types of services we will offer as we move forward.
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- **Marketing Plan:** One of the primary opportunities with this proposed location is to increase our visibility in the most populous location in our district. This section details the considerations for enhanced community advocacy and awareness.
 - **Financial Plan:** This section reviews the financial status for these types of investments with an analysis of up-front costs and future operating investments.
 - **Appendix:** Relevant data is included for your reference.
-

OPPORTUNITY

Platteville is distinctively three different "communities" wrapped together in one 12,000 person entity. First, you have the economic engine for the city and most of the tri-state region, UW-Platteville. For more than 150 years, the university has provided the region with a very solid bachelor's degree option. Its engineering school is among the best in the Midwest and UW-Platteville has identified about five or six other programs (including agriculture, accounting, education, etc.) as its strongest and began marketing them to Iowa and Illinois students as part of the Tri-State Initiative (TSI), which has led to a nearly complete makeover of the campus and Pioneer Farm.

The second demographic is the professional community in Platteville, which consists of university faculty and administration, doctors, lawyers and business owners who demand greater compensation from their respective businesses as well as improved amenities from the community. Like many cities its size, this creates neighborhoods with impressive housing, lot sizes, etc.

The third group, and the overwhelmingly largest permanent resident faction in the city, are its "blue collar" workers and the aging population of residents beyond retirement. Platteville has a fair number of families with two wage earners who are barely scraping by. Wages in this sector are low and opportunities to advance beyond that pay scale are oftentimes limited.

City leaders have had difficulty, due mainly to community debt pressure, inspiring actions that would lift the largest permanent population in the city to new and better heights. The City of Platteville needs a catalyst. Recent discussions at the Plan Commission, Airport Commission, Police and Fire Commission, Platteville Area Industrial Development Corporation (PAIDC) and the Common Council provide some hope. Groups are working together more than at any time in recent memory and, collectively, improvements are being made.

With a new city administrator's hiring in the near future, there is a tremendous opportunity for Southwest Tech to be a stronger part of the conversation. The rebranding of Southwest Tech's outreach sites could not have occurred at a better time. A new Platteville School District administrator with local ties also could be a benefit as Southwest Tech extends its reach deeper into the high schools in order to add value.

Currently, from the Southwest Tech Foundation's data base, the Platteville area accounts for about 1,300 Southwest Tech alumni, who enrolled in programs at the college. In addition, 17 (9.4%) of Southwest Tech's current faculty and staff call Platteville their main residence while 16 retired faculty and staff member live in the Platteville zip code.

Informal questions asked of five individuals currently residing in Platteville provided some perspective. They were asked how a Southwest Tech outreach site in the downtown area would be received. Not surprisingly, all five of these individuals were aware of our dealings with the site owners, though none had a clear understanding of what might happen there. And, all five had to be educated on the differences between an outreach site and a branch campus as many thought this would be a branch location.

These five individuals hardly constitute a solid sample, but did provide a glimpse into the mindset of the community. One, a small business owner, hopes for knowledge sharing to help grow that business. Another is retired and is an active volunteer who hopes more education will lead to less domestic violence and other positives that come with advanced education. And another sees the value in students starting their post-high



school educational careers at a lower cost option, like Southwest Tech, as that family continues to repay larger than expected amounts of student loan debt.

All five were supportive of the concept of an outreach center in the downtown area, but wanted to know more about Southwest Tech's plans for the space and expanded outreach. Each understood the importance of rebranding the location, at least internally at the campus, as recruiting centers with the goal of gathering more students, more financial support and to help coordinate a growing alumni population.

Finally, each of the five believes Southwest Tech and UW-Platteville need to work together more in order to maximize opportunities. Having a prominent location in the Platteville Community was suggested to be a great next step and being located inside the overlay district for UW-Platteville was considered a strong strategic move. "People in the community have paid attention to Ruxton. Whereas many of the affluent say we don't need more low-income housing, there's a whole other side of this who think it will be good for the community," said one respondent.

Visibility was listed over and over again as a strong attribute to the Ruxton site. Each was asked if Southwest Tech's involvement at Ruxton would be seen as a strong statement/move and all five emphatically agreed that this move would have short- and long-term positive effects for the college.

Other positives included: centralized training options, visibility of our outreach center staff in the community, opportunities for more partnerships and joint projects, improved educational offerings and positive economic impact for the downtown.

Possible negatives included: density and safety concerns that Ruxton brings, the availability of jobs or city monies to spur expansion, parking, how competition between UWP and Southwest Tech would be perceived (can expand on this later but it mainly focuses on if this will be a professional competition), and staffing hours. There was also a concern about the McGregor Plaza and what will happen to that in the near future and how that impacts Ruxton. Also, one respondent said Southwest Tech has an outreach center now, but was unaware of any of its offerings. "I see the billboards and get some mail and emails, but I don't have a clue what is going on at (the outreach center)."

In summary, it is clear the messaging and positive view of the future of Southwest Tech in the City of Platteville will be very important. Southwest Tech will be viewed as a welcomed friend and advocate for a large section of the population that feels it has little voice in city matters. A proactive approach to outreach, combined with resources in staffing, programming and alumni involvement seems to be the formula the few interviewed favored. And, the Ruxton site was viewed as a positive next step in our plans. Lastly, it is important that we work complementary to UW-Platteville and show that we serve a population that is different, in many ways, to those the university serves.

STUDENT DEMOGRAPHIC ANALYSIS

According to the 2010 U.S. Census, the Platteville population was 11,280. Estimates indicate a 6.5% growth to slightly over 12,000 people residing within city limits making Platteville the most populous area in our five-county service district. Approximately 90% of the population is over the age of 18 and conservative U.S. Census data indicate between 450 and 500 adults over the age of 25 do not have a high school equivalency.

Data obtained from Emsi in reference to the population of Grant and Lafayette Counties reflect an overall 1% growth from 2018 to 2023. Southwest Tech's target market is between the ages of 16 to 65. The first table below reflects the population growth of all age categories from 2018 to 2023. The highlighted area is the college's target market. The second table is the target market from the same data. This table reflects a 3.5% decline in the population of the target market age categories.

Population by Age Cohort					
Lafayette and Grant Counties					
Age Cohort	2018 Population	2023 Population	Change	% Change	2018 % of Cohort
Under 5 years	4,062	4,304	242	6%	5.89%
5 to 9 years	4,050	4,366	316	8%	5.87%
10 to 14 years	4,335	4,225	(110)	(3%)	6.29%
15 to 19 years	5,677	5,576	(101)	(2%)	8.23%
20 to 24 years	7,298	6,202	(1,096)	(15%)	10.58%
25 to 29 years	3,881	3,917	36	1%	5.63%
30 to 34 years	3,605	4,165	560	16%	5.23%
35 to 39 years	3,640	3,676	36	1%	5.28%
40 to 44 years	3,354	3,732	378	11%	4.86%
45 to 49 years	3,490	3,332	(158)	(5%)	5.06%
50 to 54 years	4,038	3,535	(503)	(12%)	5.86%
55 to 59 years	4,826	4,031	(795)	(16%)	7.00%
60 to 64 years	4,651	4,722	71	2%	6.74%
65 to 69 years	3,813	4,425	612	16%	5.53%
70 to 74 years	2,674	3,465	791	30%	3.88%
75 to 79 years	2,136	2,336	200	9%	3.10%
80 to 84 years	1,644	1,674	30	2%	2.38%
85 years and over	1,792	1,765	(27)	(2%)	2.60%
Total	68,968	69,449	481	1%	100.00%
age 60 and above	16710	age 50 and above	21536		

Population of Residents aged 15 - 64					
Population by Age Cohort					
Lafayette and Grant Counties					
Age Cohort	2018 Population	2023 Population	Change	% Change	2018 % of Cohort
15 to 19 years	5,677	5,576	(101)	(2%)	8.23%
20 to 24 years	7,298	6,202	(1,096)	(15%)	10.58%
25 to 29 years	3,881	3,917	36	1%	5.63%
30 to 34 years	3,605	4,165	560	16%	5.23%
35 to 39 years	3,640	3,676	36	1%	5.28%
40 to 44 years	3,354	3,732	378	11%	4.86%
45 to 49 years	3,490	3,332	(158)	(5%)	5.06%
50 to 54 years	4,038	3,535	(503)	(12%)	5.86%
55 to 59 years	4,826	4,031	(795)	(16%)	7.00%
60 to 64 years	4,651	4,722	71	2%	6.74%
	44,460	42,888	(1,572)	-3.5%	

According to Emsi in the draft Program Gap Analysis Report, educational attainment data are useful for targeting specific population groups with low education levels. The population and educational attainment numbers below are based on Emsi’s demographic data and publicly available sources from state and national agencies. Sources include annual population estimates and population projections from the U.S. Census Bureau and birth and mortality rates from the U.S. Health Department. In addition, demographic information relies on the annual results of the American Community Survey. Educational attainment data cover the population in southwest Wisconsin aged 25 years or more, referred to as adults, and indicate the highest award level achieved.

Demographic information is presented by gender and the major race and ethnic groups, and educational attainment data are broken out according to the following award categories:

- Less than a high school diploma (<HS);
- High school diploma or equivalent (HS);
- Some college;
- Associate degree (Assoc);
- Bachelor’s degree (Bach);
- Greater than a bachelor’s degree (>Bach).

About 84,220 adults live in southwest Wisconsin, and Figure 2.7 displays their educational attainments, without reference to gender and the major race and ethnic groups. State and national data are also presented for context. In the region, 49% of adults have a high school diploma or less, which is significantly more than the state and national averages (both at 41%). Out of all the award categories in the figure, the people who are most likely to seek education and training from Southwest Tech are those in the “Less than High School Diploma,” “High School Diploma,” and “Some College” categories. Together, these categories total 58,940 people, or 70% of the region’s adults.



Figure 2.7: Highest Educational Attainments of Adults in Southwest Wisconsin, Wisconsin, and the U.S.



Numbers may not sum due to rounding.

Source: Emsi demographics data and U.S. Census Bureau, 2017 American Community Survey.

It is significant to note that the percentage of adults in our district who are within the range of less than high school to high school graduates is approximately 49%. This provides a tremendous opportunity for GED completion efforts as well as up-skilling potentially thousands of workers currently earning below poverty wages, working multiple jobs, and those seeking currency in technology in areas of allied health, IT, Culinary, et al.

Currently Southwest Tech has no visible presence in the southern portion of the district (other than O.E. Gray in Platteville with limited services and/or visibility). Expansion of services and strategic placement would allow for service areas to expand to the southern most parts of the district to include Cuba City, Hazel Green, Kieler, Darlington, Belmont, Shullsburg, et al.

The chart below represents the educational attainment of the population of the counties of Grant, Iowa, Lafayette, Dubuque, Iowa, and Jo Davies, Illinois, which are within a 35-mile radius of Platteville. The data shows that 3,338 people residing in Grant and Lafayette Counties have less than a high school diploma.

Educational Attainment by Age Group
Counties within 35 Mile Radius of Platteville, WI

Source: American FactFinder -
<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

2017 <i>(most recent data available)</i>	Grant County	Iowa County	Lafayette County	Dubuque County, IA	Jo Davies County, IL	5-County Total*
Population 18 to 24 years	9,419	1,582	1,240	10,100	1,455	23,796
Less than high school graduate	934	118	257	782	209	2,300
High school graduate (includes equivalency)	2,006	675	403	2,141	547	5,772
Population 25 years and over	31,727	16,481	11,354	64,135	16,312	140,009
Less than 9th grade	1,198	299	464	1,609	515	4,085
9th to 12th grade, no diploma	1,446	702	683	3,351	788	6,970
High school graduate (includes equivalency)	11,971	5,699	4,421	21,308	6,075	49,474
Population 25 to 34 years	5,529	2,594	1,896	12,155	1,917	24,091
High school graduate or higher	5,080	2,499	1,688	11,356	1,832	22,455
Less than high school graduate*	449	95	208	799	85	1,636
Population 35 to 44 years	5,026	2,749	1,752	10,367	2,327	22,221
High school graduate or higher	4,681	2,608	1,602	9,902	2,078	20,871
Less than high school graduate*	345	141	150	465	249	1,350
Population 45 to 64 years	12,749	7,187	4,838	25,716	6,424	56,914
High school graduate or higher	12,081	6,835	4,511	24,214	6,100	53,741
Less than high school graduate*	668	352	327	1,502	324	3,173
Population 65 years and over	8,423	3,951	2,868	15,897	5,644	36,783
High school graduate or higher	7,241	3,538	2,406	13,703	4,999	31,887
Less than high school graduate*	1,182	413	462	2,194	645	4,896
Population 18 to 64 years AND Less than high school graduate	2,396	706	942	3,548	867	8,459

- **Special Populations:** Approximately 500 adults who are Platteville residents over the age of 25 do not have a high school equivalency credential. The U.S. Census Bureau estimates well over 400 veterans reside in the Platteville City limits.

ACADEMIC MAP

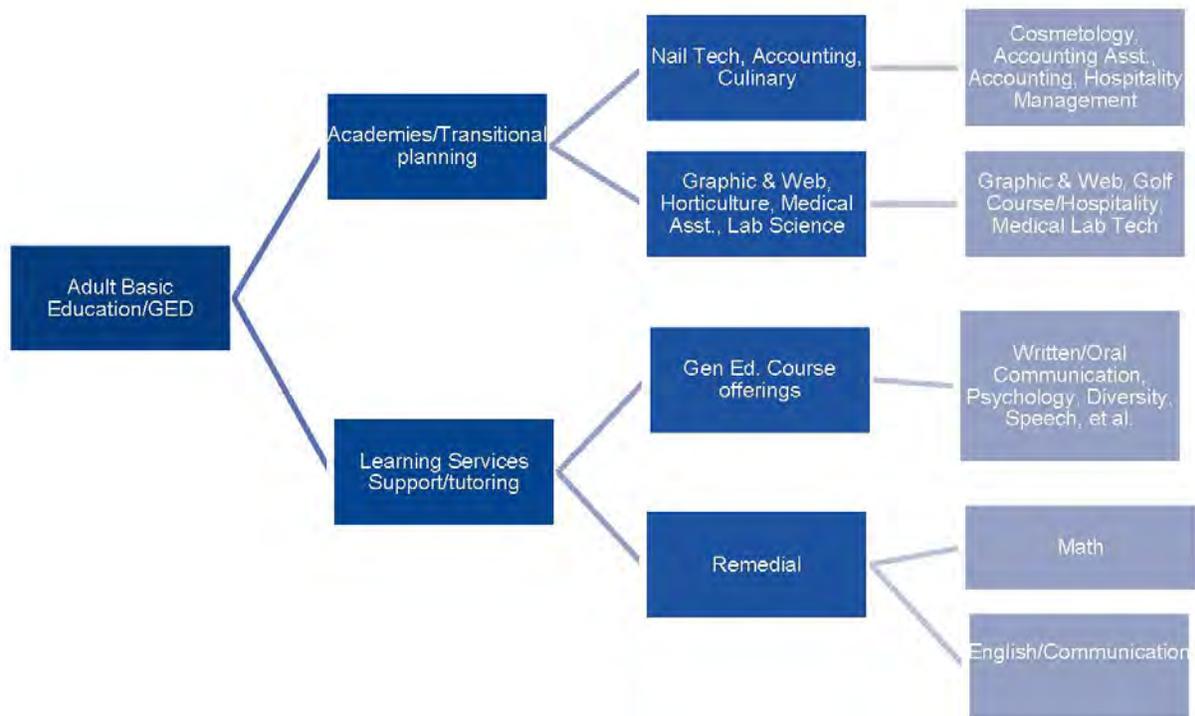
Expanding our programmatic offerings through investment in outreach locations is an academic pursuit. Students, and their opportunity to learn, are our top priority. In order to better serve students, in an orderly fashion, we have established priorities for this investment in Platteville.

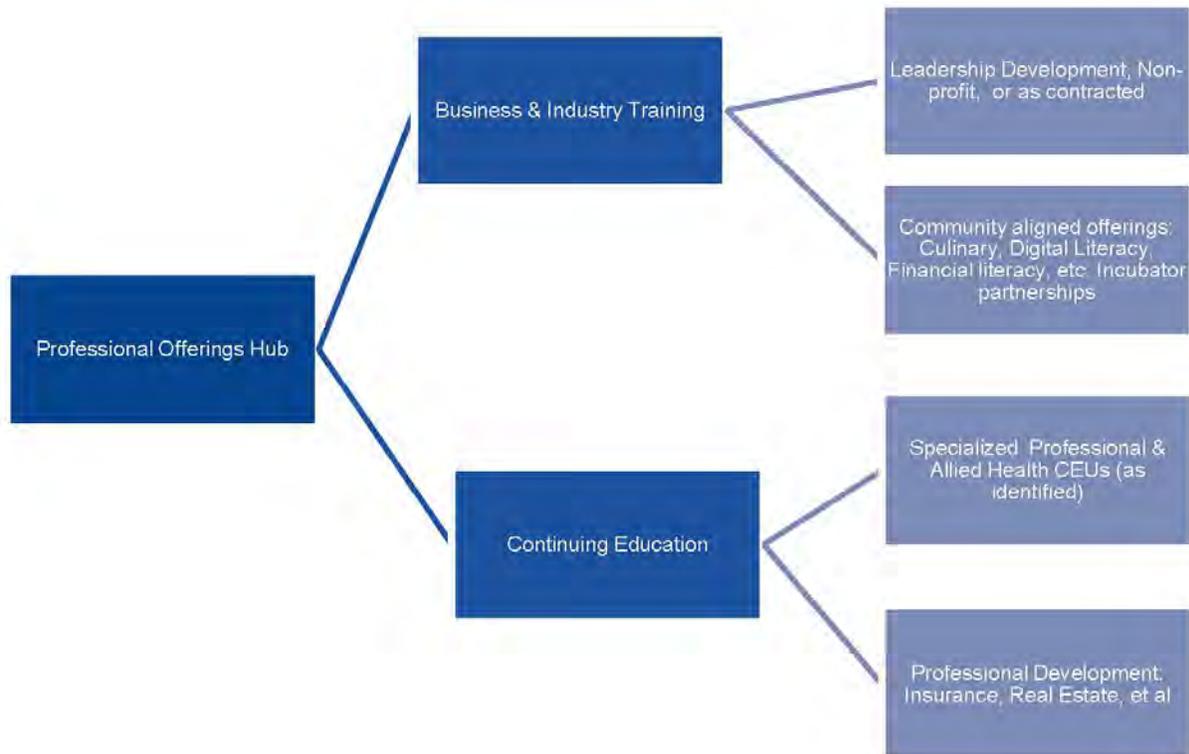
An examination of enrollment trends, extending from our priorities, provides a clearer picture of how we can better serve students and help them reach their goals. We have established enrollment targets for the next five years, which will be adjusted annually, based on actual performance and emerging opportunities.

-
- **Priorities:** First, we will enhance learning opportunities for adult basic education and high school equivalency students including an emphasis on their successful transition to academic programming leading to jobs. Second, we will provide affordable, high-quality learning opportunities for people seeking to complete their general education requirements as an entry point into vocational offerings and/or transfer to a university. Third, we will partner with business and industry to provide customized training, industry certifications, and continuing education offerings. Finally, we will re-assign existing faculty and staff currently providing student services on campus to holding in-person hours at the new site.
 - **Enrollment Trends:** The Adult Basic Education Enrollment Trends Appendix 1 shows the past two years of data. Platteville, despite being our most populous city with the largest number of potential students, lags in enrollment with the fourth most FTE produced behind Richland Center, Boscobel, and Fennimore.
-
- **Enrollment Targets:** We expect modest enrollment increases, as outlined in the financial pro forma, for Adult Basic Education programs in Platteville. These goals are possible with a more visible and easier accessible location coupled with increased offerings and enhanced outreach efforts. In addition, we are developing a variety of initiatives to help students who progress through Adult Basic Education so they can successfully transition into academic programs leading to better career opportunities. These initiatives include increased online offerings and "Academies." We have also outlined in this proposal our intention to increase the support services necessary for students to learn about opportunities, register for classes, get extra help outside of the classroom, and receive financial and other support during their enrollment.
-

Platteville Learning Center

Proposed structural approach and offerings at new location in Platteville region to include: Lancaster, Cuba City, Belmont, Hazel Green, and Potosi





Year 1: ABE/GED plus Academy offerings, tutoring hours, advising, online access & assistance for CollegeUp, online Gen Eds., Business & Industry Services Contracted

- Hours of Operation: Current: Tuesday 1-5, Thursday 12-5; Proposed: Tuesday, Wednesday, Thursday 12 - 6 (phone number to be connected to main campus to track inquiries)
- Staffing: ABE/GED staff @ current schedule, ADD: Advisor (1) 6 hours/week, Tutor assigned @ 8 hours/week, Academy faculty: Adjunct (1-2 offerings per semester)
- Cost: No Additional Cost for: Existing: ABE/GED, advising, tutoring, Gen Ed. online, or Business & Industry Services contracts
- NEW: Academy Faculty @ current adjunct rate: approx. \$544.74/credit offering (base \$46,000 annual)

Year 2: ABE/GED plus Academies, tutoring, advising, Gen Ed., online access offerings, CollegeUp, Business & Industry Services Contracted, CEU Offerings Healthcare (weekend), C.N.A. online & clinical in southern region (2 per academic year or as identified)

Hours of Operation: Current: Monday, Wednesday, Thursday 12-6; Proposed: Monday, Wednesday, Thursday 10-6 (phone number to be connected to main campus to track inquiries)

Staffing: ABE/GED staff @ current schedule, **ADD:** Advisor (1) 10 hours/week, Tutor assigned @ 10 hours/week (Existing) , Academy faculty: Adjunct (1-2 offerings per semester)

- Cost: No Additional Cost for: ABE/GED, Advising, Tutoring, Gen Ed. Online, or B & I contracts
- NEW :Academy Faculty @ current adjunct rate: approx. \$544.74/credit offering (base \$46,000 annual), CEU professional offerings TBD as Contracted (2 per academic year)

Year 3: ABE/GED plus Academies, tutoring, advising, Gen Ed. online access offerings, Business & Industry Contracted, CEU Offerings Healthcare/Professional (weekend), C.N.A. online & clinical in southern region (2 per academic year or as identified), Accounting face-to-face, all online program access and assist (CIM, HIT, Non-profit, Leadership, Supply Chain, Med Coding)

Hours of Operation: Current: Monday, Wednesday, Thursday 10-6; Proposed: Monday, Tuesday, Wednesday, Thursday 10-6

Staffing: **ADD:**1 Office/Reception @ 32 hr/wk: 16.00/hour ABE/GED staff @ current schedule, **ADD:** Advisor (1) 20 hours/week, Tutor assigned @ 20 hours/week, Academy faculty: Adjunct (1-2 offerings per semester)

- Cost: No Additional Cost for: ABE/GED, advising, tutoring, Gen Ed. Online, or Business & Industry contracts, CEU professional offerings as contracted (2 per academic year)
- **NEW:** Academy Faculty @ current adjunct rate: approx. \$544.74/credit offering (base \$46,000 annual), Office Support @ 16.00/hr X 32 hr/wk

Public Safety Offerings:

Public Safety offers courses in Platteville related to Fire, EMS, Law Enforcement, Driver Education, and Traffic Safety. Below is the list of classes that were offered in Platteville in the past two school years. These are only the classes with the Platteville address, courses are also running throughout the surrounding area.

FY 2018-19					
Instructional Area	Course #	Course Name	Head Count	Credits	FTE's
Criminal Justice	47504985	Physical Readiness Test	19	0.95	0.0317
Driver Education	42812402	Driver Education-Behind the Wheel	76	22.80	0.7600
Driver Education	42812408	Point Reduction	8	2.40	0.0800
Driver Education	47812407	Driver Education - Van	13	1.30	0.0433
Emergency Medical Service	30531301	Emergency Medical Technician	10	50.00	1.6667
Emergency Medical Service	47531412	EMS Inservice Cont Educ - Dialysis Patient Care	15	0.75	0.0250
Emergency Medical Service	47531412	EMS Inservice Cont Educ - Emergency Care for Burn Patients	39	1.95	0.0650
Emergency Medical Service	47531412	EMS Inservice Cont Educ - Plain Clothes Community Forum	34	1.70	0.0567
Emergency Medical Service	47531412	EMS Inservice Cont Educ - Trauma with Dr. Abernethy	37	1.85	0.0617
Emergency Medical Service	47531436	BLS for Healthcare Provider-CPR	13	1.30	0.0433
Fire Technology	47503419	Health and Safety Officer	15	6.00	0.2000
Fire Technology	47503730	Firefighter II Certification	13	13.65	0.4550
Fire Technology	47503763	Certified Fire Officer I	25	25.00	0.8333
Group Dynamics For Traffic Safet	42818401	Group Dynamics	51	28.05	0.9350
			368	157.70	5.2567

FY 2017-18					
Instructional Area	Course #	Course Name	Head Count	Credits	FTE's
Criminal Justice	47504985	Physical Readiness Test	14	0.70	0.0233
Driver Education	42812402	Driver Education-Behind the Wheel	66	19.80	0.6600
Driver Education	47812407	Driver Education - Van	11	3.10	0.1033
Emergency Medical Service	30531301	Emergency Medical Technician	16	80.00	2.6667
Emergency Medical Service	47531405	Heartsaver CPR/AED	1	0.10	0.0033
Emergency Medical Service	47531414	Heartsaver CPR/AED First Aid	3	0.45	0.0150
Emergency Medical Service	47531436	BLS for Healthcare Provider-CPR	8	0.80	0.0267
Group Dynamics For Traffic Safet	42818401	Group Dynamics	48	26.40	0.8800
			167	131.35	4.3783

Increase of courses over the next three years is directly related to the number of volunteers in the EMS and Fire District as well as high school students who need Driver Education or adults who need Traffic Safety Courses. Though we have done marketing to try and increase the volunteer pools, we have not seen a direct impact yet. We plan on branching out our services to offer more safety-related courses based on the need in the Platteville area. These additional courses may include the below listed:

- School safety training for the public schools*
- Rescue Task Force Training for area Emergency Services*
- Community First Aid and Stop the Bleed courses*
- Responsible Beverage Server Classes for downtown bars*
- Safety training for elderly residents in the community centers*

We would like to increase our services by a minimum of 50 additional students each year over the next three years by offering these additional community classes in Platteville. After working with and developing further relationships in Platteville, we would hope to expand beyond that.

**Business & Industry Services Offerings for Platteville
Year 2**

Course Offering	Headcount	Total Revenue	Required Admin	FTE
Leadership Academy-SPR 21	16	\$5,546	\$1,664	0.38
Leadership Academy-SUM 21	16	\$5,546	\$1,664	0.38
Leadership Academy-FALL 21	16	\$5,546	\$1,664	0.38
Lean-White Belt -SPR 21	15	\$1,500	\$328	0.12
Lean-White Belt -FALL 21	15	\$1,500	\$328	0.12
Lean-Yellow Belt -SPR 21	15	\$2,250	\$491.57	0.13
Lean-Yellow Belt -Fall 21	15	\$2,250	\$491.57	0.13
Nursing Assistant -Spring 21	16	\$9,415.66	\$2,282	1.4
Nursing Assistant -Fall 21	16	\$9,415.66	\$2,282	1.4
Culinary -Custom-FALL 21	12	\$779.62	\$163.86	0.03
Culinary Custom-FALL 21	12	\$779.62	\$163.86	0.03
Culinary Custom-SPR 21	12	\$779.62	\$163.86	0.03
Culinary Custom-SPR 21	12	\$779.62	\$163.86	0.03
Culinary Custom-SPR 21	12	\$779.62	\$163.86	0.03
Accelerated Speech Class-SUM 21	18	\$9,496	\$2,848	1.8
Accelerated Speech Class-SUM 21	18	\$9,496	\$2,848	1.8
Accelerated Written Comm-SUM 21	18	\$9,496	\$2,848	1.8
Accelerated Written Comm-SUM 21	18	\$9,496	\$2,848	1.8
Accelerated Oral Comm-SUM 21	18	\$9,496	\$2,848	1.8
Accelerated Oral Comm-SUM 21	18	\$9,496	\$2,848	1.8
	Headcount	Total Revenue	30% Admin	FTE
Year 1	287	\$92,388	\$17,891	13.5
Year 2 7% Increase in Enrollment	308	\$103,843	\$29,102	15.39

**Business & Industry Services Offerings for Platteville
Year 3**

Course Offering	Headcount	Total Revenue	Required Admin	FTE
Leadership Academy-SPR	20	\$6,500	\$1,950	0.46
Leadership Academy-SUM	20	\$6,500	\$1,950	0.46
Leadership Academy-FALL	20	\$6,500	\$1,950	0.46
Lean-White Belt -SPR	16	\$1,600	\$480	0.12
Lean-White Belt -FALL	16	\$1,600	\$480	0.12
Lean-Yellow Belt -SPR	16	\$2,400	\$720.00	0.13
Lean-Yellow Belt -Fall	16	\$2,400	\$720.00	0.13
Nursing Assistant -Spring	16	\$9,415.66	\$2,282	1.4
Nursing Assistant -Fall	16	\$9,415.66	\$2,282	1.4
Culinary -Custom-FALL	12	\$779.62	\$163.86	0.03
Culinary Custom-FALL	12	\$779.62	\$163.86	0.03
Culinary Custom-SPR	12	\$779.62	\$163.86	0.03
Culinary Custom-SPR	12	\$779.62	\$163.86	0.03
Culinary Custom-SPR	12	\$779.62	\$163.86	0.03
Accelerated Speech Class-SUM	22	\$11,607	\$3,482	2.2
Accelerated Speech Class-SUM	22	\$11,607	\$3,482	2.2
Accelerated Written Comm-SUM	22	\$11,607	\$3,482	2.2
Accelerated Written Comm-SUM	22	\$11,607	\$3,482	2.2
Accelerated Oral Comm-SUM	22	\$11,607	\$3,482	2.2
Accelerated Oral Comm-SUM	22	\$11,607	\$3,482	2.2
	Headcount	Total Revenue	30% Admin	FTE
Year 1	287	\$92,388	\$17,891	13.5
Year 2 7% Increase in Enrollment over 19-20	308	\$103,843	\$29,102	15.39
Year 3 11.5% Increase Enrollment over 20-21	348	\$119,871.42	\$34,525	18.03

FACILITIES OVERVIEW

We have done extensive work to research opportunities for a new facility in Platteville. We have toured numerous sites, worked with several partners, and issued a RFP to gauge actual interest and opportunities. With only one response to our RFP, we have given due diligence to working with the proposer to identify issues and resolve concerns. This section outlines the most pertinent information gleaned from our work.

Current Location:

Pros: Low cost, less hassle, decent parking

Cons: Inadequate exposure, poor connectivity to the community, limited opportunities for partnerships with other tenants, limited square footage, older

Conclusion: Our students, both current and potential, would be better served in a variety of other locations.

Other Properties:

Pros: Location, additional partnerships, less upfront investment of funds, potential for more space

Cons: No options are on the table and would take a significant amount of duplicated time and energy to begin the process over.

Conclusion: Ultimately only one response to the RFP was received. While several properties have significant positive attributes, there is not one opportunity we rank above the Ruxton proposal.

Proposed Location:

Pros: Premier location, value in the month-to-month lease cost, ability to construct the best possible learning environment, unparalleled exposure for marketing, ability to control a long-term agreement.

Cons: Upfront investment is significant, parking limitations, may not be enough space in the future

Cost of Renovations/Furniture:

Based on a conversation with a local contractor, the spreadsheet below reflects the cost to renovate the existing space into the proposed floor plans contained in Appendix 4.

Description	Sqr Foot	Unit price	Total
General construcion/walls	2500	\$ 32.00	\$ 80,000.00
Painting	2500	\$ 2.00	\$ 5,000.00
Ceiling	2500	\$ 3.50	\$ 8,750.00
Lighting	2500	\$ 3.50	\$ 8,750.00
HVAC extension	2500	\$ 7.50	\$ 18,750.00
Sprinkler Extension	2500	\$ 13.00	\$ 32,500.00
Data infastructure			\$ 8,500.00
Flooring			\$ 19,000.00
Divider Wall			\$ 15,000.00
			\$ 196,250.00
Contigency		0.1	\$ 19,625.00
A/E Fees		0.12	\$ 23,550.00
Total			\$ 239,425.00
Owner Build			\$ 50,000.00
Total cost			\$ 289,425.00

This next spreadsheet details the cost of furniture for the new space.

Description	Count	Unit price	Total
Classroom tables	20	380	\$ 7,600.00
Classroom chairs	40	160	\$ 6,400.00
Test Tables	2	420	\$ 840.00
Test Chairs	2	160	\$ 320.00
Office chairs	1	210	\$ 210.00
Office Desk	1	1000	\$ 1,000.00
Soft Seating			\$ 3,900.00
			\$ 20,270.00

Technology:

Instructional Classroom Bundle	Description	Unit Cost	Estimated Cost
Video Conferencing	Internet Conference Enabled		<u>\$2,500.00</u>
Instructional Technology	Computer, Phone, Document Camera, Smart Display		<u>\$11,000.00</u>
			<u>\$13,500.00</u>
Data\Telecommunications Bundle			
Data Switch\Router	Cisco 2960(2 24 ports)\Router		<u>\$2,500.00</u>
Wireless AP	Cisco 3802		<u>\$600.00</u>
UPS	APC		<u>\$375.00</u>
Data Rack\Cabling	Data Closet rack\cabling material		<u>\$1,000.00</u>
Security Camera	IP Security Camera	<u>\$600.00</u>	
IPPhone	IP Based Phone	<u>\$500.00</u>	
Internet Service Provider	Internet Services	<u>\$250.00</u>	
			<u>\$4,475.00</u>
Computer\Printer Costs			
HP	EliteBook 850 G5	<u>\$1,400.00</u>	
HP	ProOne 600 G4 (All-in-One)	<u>\$1,200.00</u>	
MFP	Multi-function copier\printer	<u>\$6,000.00</u>	\$6,000.00
		Cost	\$41,950.00

****Note:** This cost will increase with additional occupants housed at the outreach site. The design of the classroom and/or space usage may dictate an increase or reduction of cost based on the requirement dictated by usage. The numbers provided are estimated and a placeholder for planning purposes.



Safety Concerns: In order for the City of Platteville to change the current stoplight and current crosswalk flagging, they would need to see a need in order to make any light or flagging changes.

Parking Considerations: Appendix 2 shows the available public parking spots in the downtown Platteville area near the proposed location. Appendix 3 reflects the parking areas we are proposing be used.

Additional Considerations: The cost/benefit of building our space versus leasing space designed and built by someone else are significant either way. If we build it, we pay more upfront but get a much more suitable learning environment with the option to control our future in the short and long term. If they build it, we lose short- and long-term ownership, have less say in the layout, but pay less initially.

SERVICES AND STAFFING PLAN

- **Year One Staffing:** We will reassign existing employees to work a portion of their weekly/monthly schedule in the new location. For example, an advisor, financial aid specialist, or academic success coach will hold weekly/monthly hours which can be advertised to the community. We anticipate two or three management level positions to also work onsite with opportunities for Adult Basic Education, Business and Industry, Deans, and the to schedule time in the Platteville location. We also anticipate offering increased ABE offerings, which will cost more initially albeit the investment will not include full-time staffing at this point. Finally, faculty teaching Gen Eds will have the opportunity to offer courses in Platteville rather than in Fennimore. This is possible as instructional load is shifted and shared between campus, online, and outreach. Improved technology allows for courses to be broadcast when low numbers warrant.
 - **Year Two Staffing:** Based on modest enrollment growth, we anticipate the staffing to be similar to the first year.
 - **Year Three Staffing:** It is possible, with healthy enrollment growth for two consecutive years, we would invest in full-time, or near full-time staffing. We anticipate the first investment would be in an instructional position that combines Adult Basic Education and either a math or writing Gen Ed. We will also continue sharing staffing and management with the main campus and service levels could be similar to full-time assignments without adding additional staffing. Future staffing investments will be determined as we are successful in growing the operations.
-

MARKETING PLAN

The Ruxton site provides an unparalleled opportunity for marketing.

- **Key Messages:** Southwest Tech's impact on people. We make a difference, and everyone is part of our success. We will tell the story of our students and the individuals and/or businesses who partner with us.
- **Marketing Activities:** Our most concentrated in-district population is located in Platteville. The Ruxton site is the best opportunity to tell our own story while increasing our voice in earned media venues. According to the Wisconsin Department of Transportation, between 7,200 and 7,900 vehicles drive by Pine Street and the front of the proposed location on a daily basis. With digital signage an option, according to current city regulations, 11,800 vehicles travel Water Street with ample views of well-designed signage. The current cost of similar static billboard signage with comparable visibility is \$1,200 per month.

- Media advertising – traditional (electronic signage, radio, newspaper)
- Digital marketing (online, social media, search engine optimization)
- Direct contact campaigns (mail, phone, text)
- Collaborative advertising (partnerships with other businesses)
- Word of mouth through relationships
- Workshops and clinics

- **Current Gap:** We have limited visibility and no direct control over our signage or message. Even if we could invest in digital signage, there is a lack of traffic. Investments in other forms of marketing, without a significant in-person presence, have been moderately successful. In order to build on these early and initial successes, the Ruxton property provides a “home” for faculty, staff, and students allowing for marketing efforts to stem from person-to-person relationships.

It is the recommendation that Southwest Tech takes advantage of the opportunity to purchase a digital sign. Lamar Billboard advertising has a digital sign in Dubuque with a similar amount of traffic as described above. Lamar's ability to effectively gauge the supply and demand of the outdoor digital sign industry has helped Southwest determine the best price points. There is no other option in Platteville for local and regional business to be able to purchase this type of advertising. Southwest Tech would be filling a void in the advertising business and be the exclusive provider of outdoor digital sign advertisements.

Ad design and sales for the outdoor digital sign may also create a new opportunity for experiential student learning. By allowing students to manage the sales and design of the outdoor digital sign, it would be the first step in creating a functioning student-run advertising agency by the Graphic and Web Design students. Students create many projects for imagined clients. The benefit to students to work for real clients and to see



their work displayed in public would be more effective for learning Southwest Tech's the six core abilities, act professional, communicate clearly, value learning, work productively, work cooperatively, and solve problems. Southwest Tech already has instructional staffing in place to support this model. It would also generate a new revenue stream for the college.

Among the many benefits that this program has, having this type of experience attached to the Graphic and Web Design program would increase marketing and recruitment opportunities. The student stories and social media community would generate word of mouth about the experiences the college provides students. In addition to this free advertising reducing the cost of promoting the Graphic and Web Design program and the college in general, it will also reduce the cost that the college would have to invest in billboard in the Platteville community. Right now Southwest Tech invests \$1200 every four weeks to have a billboard located with the Platteville community. If the college were to invest in a digital sign, it would fill this need, saving Southwest Tech \$15,600 annually.

Southwest Tech would limit the display to six advertisers. The college would be able to sell eight-second spots in the unit in a 48-second loop 24 hours a day.

FINANCIAL PLAN

Remodeling and equipping the space will be funded through the College's annual borrowing and will be prioritized against other remodeling and equipment needs.

There are no additional staffing costs anticipated for the site for the first two years of operations. In the third year, the anticipated instructional position addition at a cost of approximately \$100,000 will be funded by revenues generated primarily through programming growth at the site.

Operational costs of utilities (gas, electricity, telephone and internet), insurance, cleaning, support services and other required maintenance is anticipated to be \$10,000-\$20,000 per year.

Below is the three-year financial proforma.



Projected Initial Capital Costs	Year 0							
Construction & Mechancals	289,425							
Furniture	20,270							
Technology	41,950							
Signage	TBD							
Student Impact	Year 0		Year 1		Year 2		Year 3	
	Students	FTEs	Students	FTEs	Students	FTEs	Students	FTEs
Increase in ABE enrollments 5-7.5%/year	58	3.41	62	3.62	65	3.85	70	4.09
Incremental ABE impact			4	0.21	7	0.44	12	0.68
Increase in ABE to college transistion, add'l student/year			1	1.00	1	1.50	1	1.50
Academy/Gen Ed offerings, additional section/year			20	2.00	40	4.00	60	6.00
CEU Offerings, 2/year					40	0.33	40	0.33
CNA online & clinical, 2/year					40	5.33	40	5.33
BIS additional incremental growth					21	1.89	61	4.53
Direct Incremental Student Grown			25	3	149	13	214	18
Financial Proforma			Year 1		Year 2		Year 3	
Incremental Revenues								
Tuition/fees			15,000		55,800		65,800	
Contract Revenues					22,666		44,117	
Implied State Aid			4,200		15,624		18,424	
Total Incremental Revenues			19,200		94,090		128,341	
Operational Costs (sunk or reallocated costs not included)								
Utilities, insurance, cleaning, maintenance and other support services			15,000		15,500		16,000	
Academy/GE/CEU faculty			1,635		8,230		9,865	
Contract Instructional Expenses					11,455		27,483	
Office Support							37,274	
Total Additional Operational Costs			16,635		35,185		90,622	
Total Potential Bottom Line Impact			2,565		58,905		37,719	
(before additional recruiting gains and other benefits)								



RECOMMENDATION

Platteville Outreach Space Rental
RFP #1819-08

The public opening of the request for proposals to provide Platteville Outreach Space Rental for the College was held on Wednesday, May 15, 2019 at 11:00 a.m.

The College is pursuing renting property offered for the purpose of supporting, expanding and/or enhancing existing programming in the City of Platteville. The intent of the rented property and subsequent programming is to provide a higher level of service to the southern part of the Southwest Tech District. Ideally, the property offered would be at least 2,500 square feet and already be configured as an education setting or similar.

Solicitation for proposals was conducted through direct vendor contact and by notice in the Dodgeville Chronicle, Platteville Journal and Shopping News. An evaluation team consisting of Dan Imhoff, Julie Pluemer, Amy Charles, Dennis Cooley and Caleb White reviewed and rated the proposals. The team's scoring was based on the following evaluation criteria:

1. 45% - Property provides the best opportunity for support, expansion and enhancement of relevant district programming needs for the College
2. 35% - Offer price relative to perceived value
3. 10% - Unique attributes of the property
4. 10% - Clarity and thoroughness of response

One proposal was submitted from General Capital for lease of 2,500 sq ft of space in an 'as-is' grey shell condition at 150 East Pine Street, Platteville, WI.

General lease terms include:

- \$50,000 upfront tenant payment for mechanical build-out
- Tenant responsible for all other build-out
- Street Parking
- Tenant responsible for all utilities with the exception of waste dumpster costs
- \$1,500 per month lease for first year with annual 3% increase thereafter
- Five (5) year initial lease term with tenant option for two (2) additional five (5) year renewals at the tenant's discretion.

Recommendation: Award the Platteville Outreach Space Rental RFP to General Capital Development, LLC, Fox Point, WI for 2,500 sq ft of space leased space at 150 East Pine Street, Platteville, WI.

APPENDIX 1 – Enrollment Trends Data

Current ABE Offerings:

FY 2017-18

ABE Sites	Summer 1718		Fall 1718		Spring 1718		Total by site 2017-18	
	Students	FTE's	Students	FTE's	Students	FTE's	Students	FTE's
Richland County Outreach	26	2.5	60	5.5	38	5.53	124	13.53
Boscobel Library	16	2.03	17	2.93	25	5.7	58	10.66
SWTC Bldg 300	5	0.13	38	3.9	26	4.2	69	8.23
Platteville Outreach	15	0.87	26	1.7	24	1.7	65	4.27
PDC outreach site	9	0.23	9	0.63	15	1.63	33	2.49
Darlington Outreach	7	0.47	11	1.1	11	0.93	29	2.5
Richland County Jail	8	0.37	9	0.33	9	0.5	26	1.2
Dodgeville outreach	13	0.57	8	0.4	15	0.77	36	1.74
Lancaster Jail	1	0.03	6	0.23	1	0.1	8	0.36
PDC Correctional Institute	0	0	0	0	0	0	0	0
Dodgeville Jail	6	0.23	9	0.37	14	0.4	29	1
PDC crawford county Jail	2	0.01	9	0.5	5	0.3	16	0.81
	108	7.44	202	17.59	183	21.76	493 unduplicated	46.93

FY 2018-19

ABE Sites	Summer 1819		Fall 1819		Spring 1819		Total by site 2018-19	
	Students	FTE's	Students	FTE's	Students	FTE's	Students	FTE's
Richland County Outreach	23	2.27	33	4.5	30	4.23	86	11
Boscobel Library	16	2.53	19	3.63	19	3.93	54	10.09
SWTC Bldg 300		0	26	2.43	27	4.1	53	6.53
Platteville Outreach	17	0.67	18	1.47	23	1.27	58	3.41
PDC outreach site	8	0.6	14	1.27	21	1.47	43	3.34
Darlington Outreach	10	0.53	13	1.23	14	0.97	37	2.73
Richland County Jail	4	0.2	12	0.9	11	1.13	27	2.23
Dodgeville outreach	8	0.43	10	0.7	8	0.5	26	1.63
Lancaster Jail	0	0	18	1.1	22	1.43	40	2.53
PDC Correctional Institute	0	0	12	1.03	21	1.27	33	2.3
Dodgeville Jail	3	0.13	7	0.37	8	0.53	18	1.03
PDC crawford county Jail	2	0.03	9	0.3	5	0.17	16	0.5
	91	7.4	191	18.93	209	21	491 unduplicated	47.33

FTEs Generated in FY2018 & FY2019

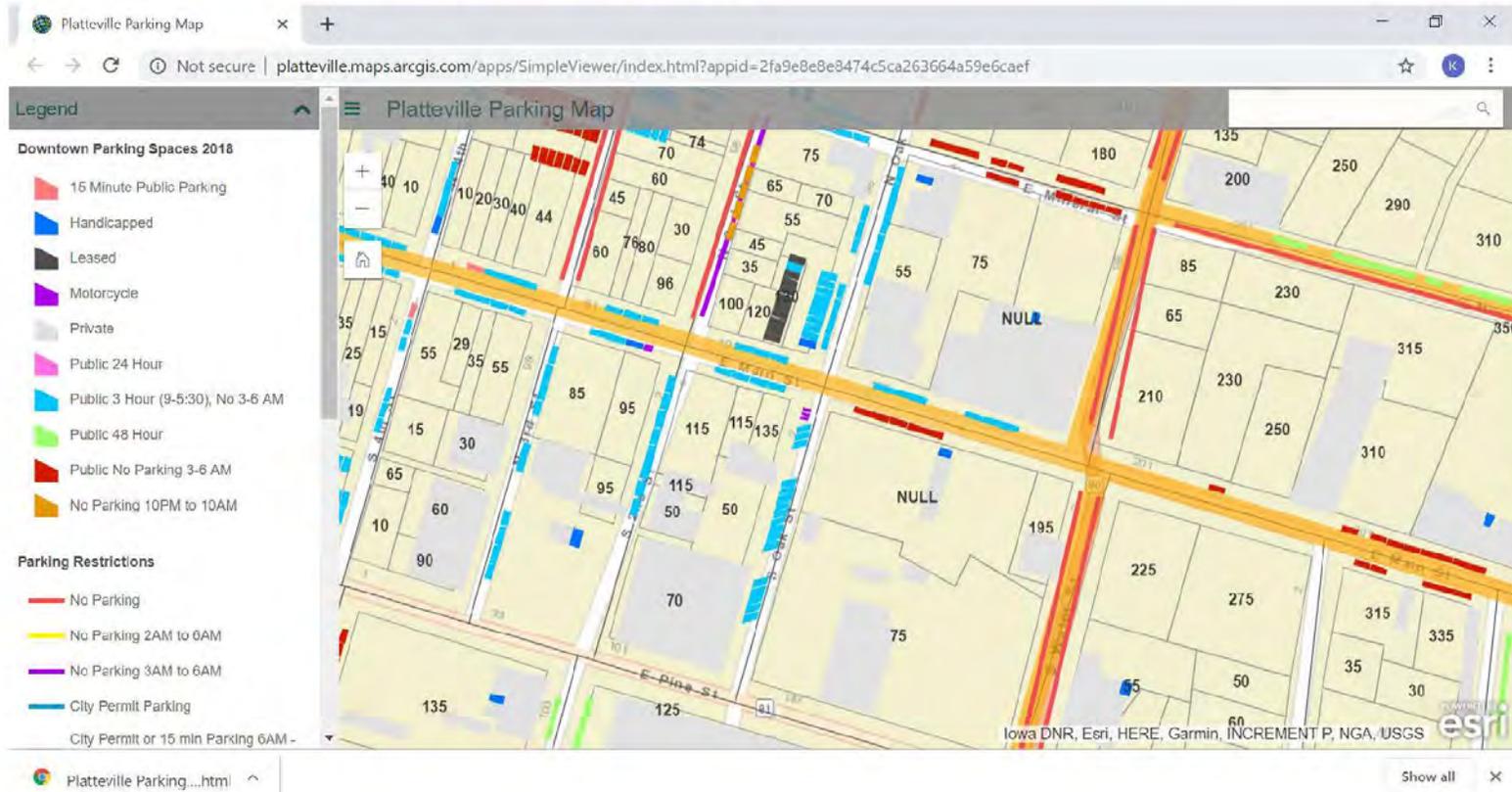
ABE Sites

Richland County Outreach	24.53
Boscobel Library	20.75
SWTC Bldg 300	14.76
Platteville Outreach	7.68
PDC outreach site	5.83
Darlington Outreach	5.23
Richland County Jail	3.43
Dodgeville outreach	3.37
Lancaster Jail	2.89
PDC Correctional Institute	2.3
Dodgeville Jail	2.03
PDC crawford county Jail	1.31

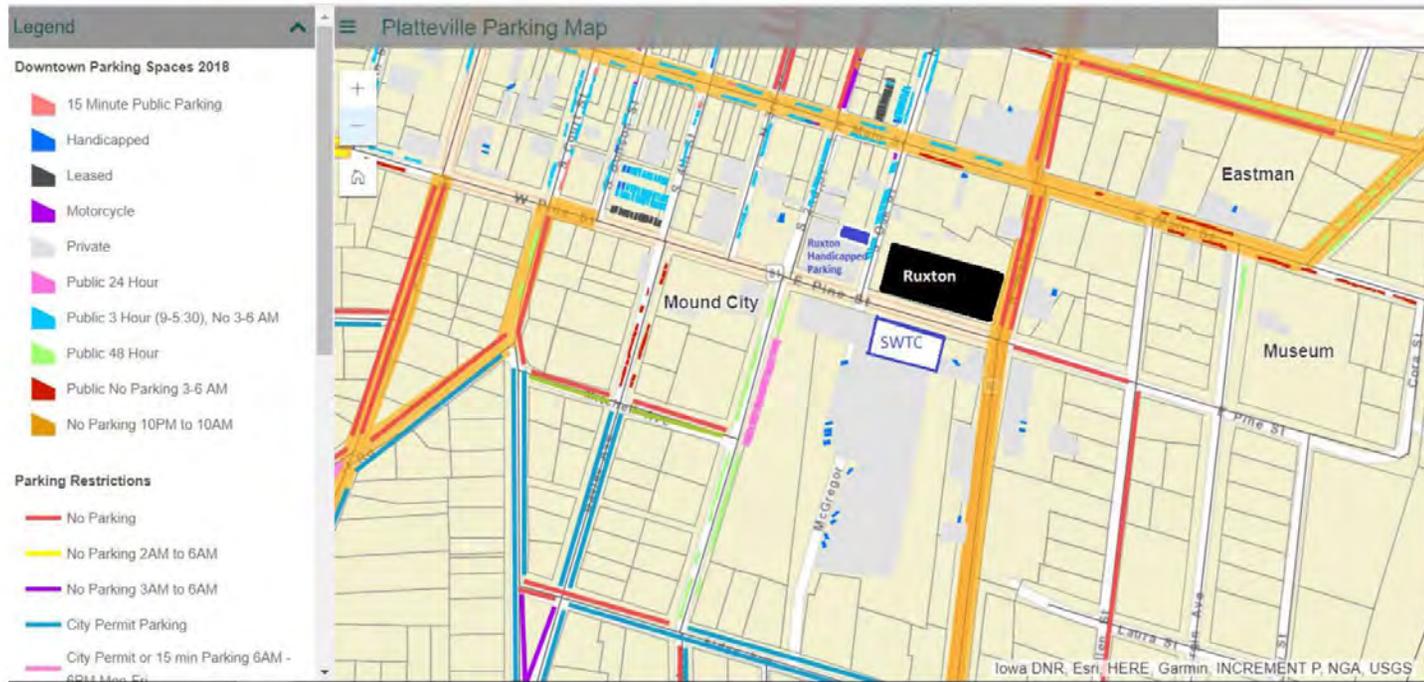
FTEs Generated in FY2018 & FY2019

24.53
20.75
14.76
7.68
5.83
5.23
3.43
3.37
2.89
2.3
2.03
1.31

APPENDIX 2 – Downtown Platteville Parking



APPENDIX 3 –Parking for Outreach Site



APPENDIX 4 – Floor Plans

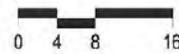




Southwest  Tech New Floor Plan

Platteville Outreach Center

Platteville, WI



ARCHITECTURE
ENGINEERING
INTERIOR DESIGN
HSR Associates
Established 1955 65 Years of Innovation

B. WTCS Facilities Request: Platteville Outreach Leases & Related Remodeling

Included below is a resolution for approval of the lease of approximately 2,500 square feet located at 150 East Pine Street, Platteville, WI, to provide an off-site classroom/office space and necessary facilities upgrades. Included below is the lease agreement with General Capital Development, LLC, Fox Point, WI for the building space. Also included below is a parking space lease in the amount of \$400 per month with PJR Properties, LLC, Sheboygan, WI, for ten parking spaces located at McGregor Plaza Shopping Center, Platteville, for use by the customers at this outreach location.

Recommendation – Approve the resolution to lease from General Capital Development, LLC, Fox Point, WI, an off-site 2,500 square foot classroom/office space located at 150 East Pine Street, Platteville, WI, for \$1,500 per month for the first year for a period of five years with an annual 3% in rent increases; to lease ten parking spaces located at McGregor Plaza Shopping Center, Platteville, WI, from PJR Properties, LLC, Sheboygan, WI, for \$400 per month; and to make the necessary upgrades/remodeling to accommodate the classroom/office space.



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

WHEREAS, Southwest Wisconsin Technical College has demand for use of outreach facilities for Basic Education and other outreach programming to meet the needs of the Platteville area, and

WHEREAS, Southwest Wisconsin Technical College has recognized the need for an off-campus facility in Platteville of approximately 2,500 square feet to meet classroom/office demand, and

WHEREAS, Southwest Wisconsin Technical College has considered leases for building and parking and a proposal for necessary facility upgrades for a new facility located at 150 East Pine Street, Platteville, WI, and

WHEREAS, Southwest Wisconsin Technical College has the ability to fund the off-campus Platteville facility from operational funds obtained through program fees and tax levy and the ability to fund the necessary facility upgrades for the new space via capital funds obtained through borrowing,

WHEREAS, Southwest Wisconsin Technical College has considered contracting the design and renovation of the Platteville Outreach Site, Platteville, Wisconsin, to HSR Associates, and

BE IT THEREFORE RESOLVED that the District Board of Southwest Wisconsin Technical College approves the lease of approximately 2,500 square feet located at 150 East Pine Street Platteville, WI, to provide off-site classroom/office spaces.

BE IT THEREFORE ALSO RESOLVED that the District Board of Southwest Wisconsin Technical College approves contracting for the design and necessary facility upgrades for the leased space of approximately 2,500 square feet located at 150 East Pine Street Platteville, WI, to provide off-site classroom/office spaces.

BE IT THEREFORE ALSO RESOLVED that the District Board of Southwest Wisconsin Technical College approves the lease of parking stalls located near 150 East Pine Street Platteville, WI, to provide off-street parking.

Adopted and recorded this 19th day of September, 2019.

ATTEST:

Charles J. Bolstad
Chairperson

Donald L. Tuescher
Secretary

**PLATTEVILLE
BUILDING LEASE**

Date: SEPTEMBER __, 2019
Landlord: GENERAL CAPITAL DEVELOPMENT, LLC
Tenant: SOUTHWEST WISCONSIN TECHNICAL COLLEGE

1. BASIC TERMS:

The following terms shall have the meaning set forth in this Section unless specifically modified by other provisions of this Lease:

- 1.1 **Building:** The mixed use residential and commercial building known as Ruxton Apartments located at the corner of Pine Street and Oak Street in the City of Platteville, Grant County, Wisconsin, as shown on the Site Plan attached hereto as Exhibit A.
- 1.2 **Premises:** Approximately 2,500 square feet of floor area in the Building as shown on the Site Plan attached hereto as Exhibit A.
- 1.3 **Outdoor Patio Area:** The area to the east of the Premises shown on Exhibit A.
- 1.4 **Term:** Five (5) years commencing on the Commencement Date and ending on the Termination Date.
- 1.5 **Commencement Date:** The date that Landlord delivers possession of the Premises to Tenant with Landlord's Work substantially completed, which date is anticipated to be September __, 2019.
- 1.6 **Rent Commencement Date:** Two (2) months after the Commencement Date.
- 1.7 **Termination Date:** The last day of the fifth (5th) Lease Year (as hereinafter defined) unless extended as set forth in Section 2 below.
- 1.8 **Extension Options:** Two (2) additional periods of five (5) years each.
- 1.9 **Monthly Gross Rent:**

Lease Year	Monthly Gross Rent
1	\$ 1,500.00
2	\$ 1,545.00
3	\$ 1,591.35
4	\$ 1,639.09
5	\$ 1,688.26
First Option	
6	\$ 1,738.91
7	\$ 1,791.08
8	\$ 1,844.81

9	\$ 1,900.16
10	\$ 1,957.16
2 nd Option	
11	\$ 2,015.87
12	\$ 2,076.35
13	\$ 2,138.64
14	\$ 2,202.80
15	\$ 2,268.88

1.10 **Permitted Use:** Class rooms and ancillary uses/activities for its technical college.

1.11 **Landlord's Address**
For Notices:

General Capital Development, LLC
c/o General Capital Management, Inc.
6938 N. Santa Monica Blvd.
Fox Point, WI 53217
Attn: Michael D. Weiss
Email: michael@generalcapitalgroup.com

1.12 **Tenant's Address**
For Notices:

Email: _____

1.13 **Security Deposit:** \$1,500

1.14 **Tenant's Contribution:** \$50,000

1.15 **Tenant's Trade Name:** Southwest Wisconsin Technical College

1.16 **Broker(s):** None.

1.17 **Exhibits:**
A – Site Plan of the Building
B – Landlord's Work
C – Tenant's Work
D – Prohibited Uses

2. **DEMISE AND TERM:**

(a) Landlord leases the Premises described in Section 1.2 above to Tenant and Tenant leases the Premises from Landlord subject to the provisions of this Lease; provided, however, the exterior walls and roof of the Premises and the area beneath the Premises are not demised hereunder, and the use thereof together with the right to install, maintain, inspect, use, repair and replace pipes, ducts, conduits, wires and structural elements leading through the Premises in locations which will not materially interfere with Tenant's use thereof and serving other parts of the Building are hereby reserved unto Landlord.

(b) The Term of this Lease shall commence on the Commencement Date set forth in Section 1.5 and shall end on the Termination Date set forth in Section 1.7 unless adjusted, extended or sooner terminated as provided herein. If Landlord is not able to deliver possession of the Premises to Tenant on the Commencement Date because Landlord has not substantially completed the construction of the Building or the Premises or for any other reason, Landlord shall not be subject to any liability for the failure to deliver possession, but the Commencement Date shall be delayed until possession of the Premises is delivered to Tenant. Each party agrees, at the request of the other, to execute and deliver an instrument confirming the actual Commencement Date, Rent Commencement Date and Termination Date when determined. As used herein, "Lease Year" shall mean a period of twelve (12) full and consecutive calendar months. The initial Lease Year shall begin on the Commencement Date and end on the last day of the month preceding the first anniversary of the Commencement Date; provided, however, if the Commencement Date does not occur on the first day of a calendar month, then the initial Lease Year shall begin on the Commencement Date and end on the last day of the month which contains the first anniversary thereof. Each succeeding Lease Year shall begin upon the termination of the preceding Lease Year.

(c) Promptly upon the execution of this Lease by Tenant, Tenant agrees to make appropriate application for all necessary permits or approvals ("Approvals") for Tenant's construction, operation and use of the Premises for the Permitted Use. Tenant shall diligently pursue and use its best efforts to obtain such Approvals, and immediately upon receipt thereof, Tenant shall give Landlord written notice of such Approvals, together with a copy thereof.

(d) Tenant shall have the option to extend the Term for two additional periods as set forth in Section 1.8. Each such option shall be exercised only by Tenant giving written notice thereof which is received by Landlord at least one hundred eighty (180) days prior to the Termination Date, time being of the essence; provided, however, Tenant shall be entitled to exercise each option to extend granted herein, and the Term of this Lease shall, in fact, be extended, only if this Lease is in full force and effect and Tenant is not in default hereunder. In the event that the Term of this Lease is in fact extended pursuant to the foregoing, then any such extension shall be upon all of the same terms, covenants, provisions and conditions as contained in this Lease. The rights hereby granted are personal to Tenant named herein and are not transferable to any assignee or subtenant hereunder. In the event of any assignment of the Lease or subletting of the Premises, the rights set forth in this Paragraph shall automatically terminate and shall thereafter be null and void.

3. RENT:

Tenant agrees to pay to Landlord at the address set forth in Section 1.11 or such other place designated by Landlord, without prior demand or notice, the rent for the Premises consisting of Gross Rent set forth in Section 3.1 and any other additional payments due under this Lease (collectively referred to as "Rent"). Notwithstanding the foregoing, since Landlord has implemented electronic transfer of funds for payment of monthly installments of Rent due hereunder, Tenant agrees to execute and deliver any authorization required from time to time to initiate and perform debit entries from Tenant's checking or savings account to effectuate such electronic transfer of funds. Landlord's liability to Tenant shall be limited to the exercise of ordinary care in initiating debit entries as aforesaid and in no event shall Landlord be liable for any indirect, consequential or incidental damages which Tenant may incur. The obligation of Tenant to pay Rent is hereby declared to be an independent covenant. The parties hereto agree that the Rent payable under the terms of this Lease shall be an absolute net return to Landlord for the Term free from any expense, charge, deduction, offset or counterclaim by reason of any obligation of Landlord or any other reason, and all of the provisions of this Lease shall be construed and interpreted to such end.

- 3.1 **Gross Rent:** The Monthly Gross Rent specified in Section 1.9 shall be payable in advance on the first day of each month from and after the Rent Commencement Date until the expiration of the Term. The Monthly Gross Rent for any partial month during the Term shall be prorated on a thirty (30) day basis.
- 3.2 **Personal Property Taxes:** Tenant agrees to timely pay when due all personal property taxes, whether assessed against Landlord or Tenant, on Tenant's furniture, equipment and other items of personal property owned by Tenant and located in or about the Premises.
- 3.3 **Late Charge:** Tenant acknowledges that late payment of Rent involves additional costs to Landlord for collection and bookkeeping, and, accordingly, Tenant agrees that, if Rent due hereunder is not paid by the fifth day after it is due, then Tenant shall pay upon demand, as additional rent, a late charge equal to five percent (5%) of the amount required to be paid. After implementation of electronic transfer of funds for payment of monthly installments of Rent, if Rent due hereunder is not paid when due (unless the result of an electronic transfer error by Landlord), then Tenant shall pay upon demand, as additional rent, a late charge equal to five percent (5%) of the amount required to be paid. The foregoing provisions for payment of a late charge shall not be construed to extend the date for payment of any sums required to be paid by Tenant hereunder or to relieve Tenant of its obligation to pay all such sums at the time or times herein stipulated, and neither the demand for, nor collection by, Landlord of such late charge shall be construed as a cure of Tenant's default in the payment of rent. Tenant further acknowledges that if any check given by Tenant for payment of any amount due shall not be honored by the bank on which it is drawn for any reason, then Landlord shall incur additional costs for collection and bookkeeping, and Tenant therefore agrees to pay Landlord upon demand the sum of \$50.00 for each occurrence in addition to all other charges and amounts due (including any applicable late charge).

4. **SECURITY DEPOSIT:**

Upon execution of this Lease by Tenant, Tenant shall deposit with Landlord the Security Deposit set forth in Section 1.13, as security for the prompt, full and faithful performance by Tenant of each and every provision of this Lease. Landlord is not required to hold the Security Deposit in any special or trust account, but may commingle the Security Deposit with other funds of Landlord. No interest shall be paid to Tenant on the Security Deposit. If Tenant fails to perform any of its obligations under this Lease, Landlord may, but shall not be obligated to, use, apply or retain the whole or any part of the Security Deposit for the payment of (i) any Rent or other sums of money due from Tenant hereunder, (ii) any sum expended by Landlord on Tenant's behalf in accordance with the provisions of this Lease, and/or (iii) any costs or expenses incurred by Landlord as a result of Tenant's default. The use, application or retention of the Security Deposit or any portion thereof by Landlord shall not prevent Landlord from exercising any other right or remedy provided by this Lease or by law. Landlord, as a condition of exercising any such right or remedy, shall not first be required to proceed against the Security Deposit. If any portion of the Security Deposit is used, applied or retained by Landlord for the purposes set forth above, Tenant agrees, within ten (10) days after the written demand from Landlord, to deposit cash with Landlord in an amount sufficient to restore the Security Deposit to its original amount. If Tenant shall fully and faithfully comply with all of the provisions of this Lease, the Security Deposit or any balance thereof shall be returned to Tenant after the expiration or termination of this Lease after Tenant has surrendered the Premises to Landlord in accordance with this Lease and paid all amounts due and owing to Landlord. In no event shall Tenant be permitted to use or designate the Security Deposit for the payment of Rent.

5. **CONDITION OF PREMISES:**

(a) Prior to the Commencement Date, Landlord shall substantially complete the construction of the improvements to the Premises as identified and described on Exhibit B attached hereto ("Landlord's Work"). All Landlord's Work shall be done in a good and workmanlike manner in compliance with all building codes and regulations. In the event of a dispute, Landlord's architect shall determine whether the work has been done in accordance with the terms of this Lease and his decision shall be conclusive. Tenant's taking possession of the Premises shall be conclusive evidence that Tenant accepts the Premises and that they are in satisfactory condition. Notwithstanding any provision hereof to the contrary, Landlord may make such variations in the work to be performed by it as may be necessary or appropriate for the development of the Building and construction of the Premises and the Building, but no such changes shall materially alter the general appearance or amount of floor space nor substantially affect the quality or substantially change the interior arrangement of the Premises.

(b) Prior to the Rent Commencement Date, Tenant, at Tenant's sole cost and expense, shall perform all other alterations, improvements and other work not specifically the responsibility of Landlord as set forth in Exhibit B and necessary to complete construction of the Premises and to prepare the Premises for Tenant's use ("Tenant's Work"). All such work shall be done in accordance with Exhibit C attached hereto.

(c) The parties acknowledge that Landlord will be performing work to complete the construction of the Building during the period prior to, and perhaps beyond, the Rent Commencement Date.

6. **USE:**

(a) The Premises shall be used only for the Permitted Use set forth in Section 1.10 above and for no other purposes. Tenant shall not do or permit anything to be done in or about the Premises which in any way will obstruct or interfere with the rights of any other occupants of the Building, or use or allow the Premises to be used for any improper, immoral, unlawful or objectionable purpose or which could injure the reputation of the Building or otherwise violate any recorded covenant or restriction affecting the Building. Tenant expressly acknowledges that residential tenants occupy apartments adjacent and above the Premises, and Tenant agrees that it shall not cause or maintain or permit any nuisance or any act or condition which disturbs the quiet enjoyment of any other tenant of the Building. Tenant shall not commit or suffer the commission of any waste in, on or about the Building. Tenant shall not cause or permit any obnoxious odors or fumes which Landlord in its sole discretion shall consider objectionable to emanate from the Premises, nor shall Tenant cause any excessive noise or use any advertising medium (such as loudspeakers, phonographs or radio broadcasts) that may be heard outside the Premises or that shall be a nuisance to Landlord or other tenants of the Building and upon notice from Landlord, Tenant shall cause such odors or noise to cease. Tenant expressly acknowledges that it shall be the sole responsibility of Tenant to secure all necessary permits, licenses and approvals from all governmental authorities having jurisdiction for the use of the Premises as set forth herein. No auction, fire, bankruptcy, liquidation, sidewalk or any similar type of sale shall be conducted on the Premises. Tenant agrees that all loading and unloading of goods shall be made at such places as are designated by Landlord and all loading and unloading operations shall be conducted so as not to obstruct or hinder the residential tenants of the Building or the operation of the businesses of the other tenants of the Building, nor will Tenant unreasonably block or obstruct any street, sidewalk or right-of-way adjacent to the Building. Tenant shall at all times vigorously operate its business in a reputable and first-class manner so as to promote and not to injure the reputation of the Building. Tenant shall maintain adequate equipment and employ sufficient personnel to assure a successful operation on the Premises and shall be open for business and operate the entire Premises (unless prevented by acts of God or other circumstances not within its control) during the entire Term of this Lease.

(b) No portion of the Premises shall at any time be used for any of the purposes or for the display or sale of any of the merchandise or services set forth on Exhibit D attached hereto.

7. **COMPLIANCE WITH LAWS AND BUILDING RULES:**

Tenant shall, at its sole cost and expense, promptly comply with all laws, statutes, ordinances and governmental rules, regulations or requirements now or hereafter in force, and with the requirements of the local Board of Fire Underwriters or any similar body now or hereafter constituted relating to or affecting the condition, use or occupancy of the Premises. Tenant shall not do or permit anything to be done on or about the Building or bring or keep anything therein which will in any way increase the cost of any insurance now or hereafter carried on the Building or any of its contents or that will invalidate any such insurance. If Tenant installs any electrical equipment that overloads the electrical lines in the Premises, Tenant shall, at its own expense, make such changes as may be necessary to comply with the requirements of insurance underwriters and governmental authority having jurisdiction. Tenant shall also comply with all rules and regulations to regulate the use, occupancy and operation of the Building which may from time to time be established by Landlord in writing (the "Building Rules"), and any modifications or amendments thereto. Landlord shall not be responsible to Tenant for the noncompliance by other tenants or occupants with the Building Rules. For the enforcement of the Building Rules, Landlord shall have available to it all remedies provided in this Lease in the event of a breach thereof and all legal remedies whether or not provided for in this Lease by law or in equity.

8. **ENVIRONMENTAL REQUIREMENTS:**

(a) Tenant shall comply with all applicable federal, state and local environmental laws, ordinances and all amendments thereto and rules and regulations implementing the same, together with all common law requirements, which relate to discharge, emissions, waste, nuisance, pollution control, hazardous substances and other environmental matters as the same shall be in existence during the Lease Term. All of the foregoing laws, regulations and requirements are hereinafter referred to as "Environmental Laws". Tenant shall obtain all environmental licenses, permits, approvals, authorizations, exemptions, certificates and registrations (hereinafter collectively referred to as "Permits") and make all applicable filings required of Tenant under the Environmental Laws required by Tenant to operate at the Premises. The Permits and required filings shall be made available for inspection and copying by Landlord at Tenant's offices upon reasonable notice and during business hours. Tenant shall not cause or permit any flammable explosive, oil, contaminant, radioactive material, hazardous waste or material, toxic waste or material or any similar substance which is or may become regulated under any applicable federal, state or local law (hereinafter collectively referred to as "Hazardous Substances") to be brought upon, kept or used in or about the Premises except for small quantities of such substances as is necessary in the ordinary course of Tenant's business provided that Tenant shall handle, store, use and dispose of any such Hazardous Substance in compliance with all applicable laws and the highest standards prevailing in the industry for the storage and use of such substances or materials, in a manner which is safe and does not contaminate the Premises, and Tenant shall give Landlord written notice of the identity of such substances. If any lender or governmental agency shall ever require testing to ascertain whether or not there has been any release of any Hazardous Substance, then the reasonable costs thereof shall be reimbursed by Tenant to Landlord upon demand as additional rent if such requirement applies to the Premises. Tenant shall, from time to time, at Landlord's request, execute such other affidavits, representations and the like concerning Tenant's best knowledge and belief regarding the presence of Hazardous Substances on the Premises. Tenant hereby agrees to indemnify and hold Landlord harmless from any liability, claim or injury, including attorney fees, and the cost of any required or necessary repair, cleanup, remediation or detoxification, arising out of (i) the use, manufacture, handling, storage, disposal or release of any Hazardous Substances by Tenant, its agents and employees on, under or about the Premises, or (ii)

an actual or alleged violation of Environmental Laws in connection with the occupancy of the Premises by Tenant or any occupant of the Premises or the operation of Tenant's business on the Premises during the Lease Term. The foregoing covenants and indemnification shall survive the expiration of the Term of this Lease.

(b) The parties acknowledge that (i) microorganisms, including, but not limited to, mold, mildew, spores, other forms of fungi or bacteria, and any toxin secreted therefrom ("Microorganisms") occur naturally in the environment and may be present in the indoor air of the Premises, on the interior surfaces of the Premises, within the wall cavities, roof and windows of the Premises and/or on the exterior surfaces of the Premises, (ii) moisture in the Premises may cause the growth, release, discharge, dispersal, or presence of Microorganisms which, at certain levels, may cause deterioration of building materials, damage to property, health hazards, personal injury and/or other irritant effects such as skin irritation, respiratory problems and/or allergic reactions, and (iii) because Microorganisms occur naturally in the environment, Landlord cannot eliminate the possibility that Microorganisms may grow in, on, or about the Premises. In order to minimize the occurrence and growth of Microorganisms in the Premises, Tenant hereby agrees as follows:

i. Tenant shall, as soon as reasonably possible, dry and remove any visible moisture accumulation in or on the Premises, including on walls, windows, floors, ceilings and restroom fixtures; mop up spills and thoroughly dry affected area as soon as possible after occurrence; use exhaust fans in the restrooms as necessary; and avoid excessive moisture in the Premises by all appropriate means including closing all windows, doors, walls and other openings to prevent water from penetrating into the Premises.

ii. Tenant shall clean and dust the Premises regularly to keep the same free of dirt and debris that can harbor Microorganisms.

iii. Tenant shall promptly notify Landlord in writing of the presence of (x) water leaks, drips or sweating pipes, excessive moisture, water overflows from restrooms or standing water inside the Premises, (y) a malfunction in any part of the heating, air-conditioning, or ventilation system in the Premises, or (z) any observed or suspect growth of mold, mildew, fungi or other similar items in the Premises.

iv. Landlord shall have the right to investigate any conditions of which Tenant has informed Landlord pursuant to subparagraph (iii) above, in order to determine the extent of the problem and the appropriate cleanup, remediation and/or detoxification measures, if any. In the event that the condition was caused by Tenant's failure to comply with the terms of this Lease, then Tenant shall reimburse Landlord for the costs of such inspection and testing, and for any cleanup, remediation and/or detoxification performed by Landlord within ten (10) days after demand therefor or, at Landlord's option, Tenant shall perform the cleanup, remediation and/or detoxification at Tenant's sole cost and under Landlord's direction.

v. To the fullest extent permitted by law, Tenant assumes all risk of personal injury and property damage and fully releases and discharges Landlord from and against any and all claims, damages, actions, liabilities, losses and expenses, arising out of the indoor air quality of the Premises or the presence of any Microorganisms in the Premises. Tenant further agrees to indemnify and defend landlord from any claims, damages, actions, liabilities, losses and expenses including reasonable consultant fees and the cost of inspection, testing, cleanup, remediation and detoxification arising out of the presence of any Microorganisms in the Premises caused by Tenant or Tenant's guests or invitees or by Tenant's failure to comply with the terms of this Lease.

9. **OUTDOOR PATIO AREA:**

Provided Tenant obtains all required permits from the City of Platteville, Tenant shall have the right to use the Outdoor Patio Area upon the following terms and conditions:

(a) Tenant's use shall be in accordance with all applicable laws and regulations, and Tenant shall be responsible for obtaining any required approvals of governmental authorities having jurisdiction for such use. Further, Tenant's use shall not interfere with the operations of other tenants and occupants of the Building.

(b) Tenant may install, at its sole cost, tables, chairs, and other movable furniture and fixtures (the "Equipment") in the Outdoor Patio Area, so long as the Equipment has been approved in advance in writing by Landlord, which approval shall not be unreasonably withheld. The parties acknowledge that it shall not be unreasonable for Landlord to withhold consent if the Equipment is not compatible with the architectural style of the Building. If Tenant's use of the Outdoor Patio Area is seasonal, Tenant shall remove the Equipment and all other items located in or about the Outdoor Patio Area promptly after Tenant ceases to use the Outdoor Patio Area each year during the Term. The storage of the Equipment shall be done by Tenant at its sole expense. Any damage, destruction, theft or vandalism of or to the Equipment shall be the sole responsibility of Tenant.

(c) Tenant shall keep the Outdoor Patio Area and the Equipment clean and in good repair at all times, and Landlord shall have no responsibility with respect to the maintenance, repair or replacement of the Outdoor Patio Area or the Equipment and facilities located therein except for repair of the pavement not caused by Tenant, its agents, employees or invitees. Tenant shall be solely responsible for all maintenance, repairs and replacements of the landscape/planting beds located in the Outdoor Patio Area.

(d) Tenant shall pay any utility charges payable with respect to the Outdoor Patio Area.

Subject to the provisions of this Section, the Outdoor Patio Area shall be deemed a part of the Premises demised under this Lease for all purposes of this Lease, provided, however, the floor area of the Outdoor Patio Area shall not be included in the floor area of the Premises or the total leasable floor area of the Building for the purpose of calculating the Monthly Gross Rent payable by Tenant.

10. **PARKING:**

Tenant shall have no rights to park in the common areas of Building, as all such parking is reserved for the residential tenants of the Building. Tenant and its employees, students and guests shall park on the public streets.

11. **MAINTENANCE AND REPAIRS:**

Landlord shall cause the exterior walls, roof, and foundation of the Building to be kept in proper repair during the Lease Term and the cost thereof shall be included in Rent; provided, however, that if any such repairs shall be occasioned by the acts or negligence of Tenant, its agents, employees, customers or invitees, Tenant shall be responsible for the entire cost of such repairs. Except for the repairs Landlord is specifically obligated to make as set forth above, Tenant shall, at its expense, during the Lease Term, pay for and make all other necessary repairs and replacements to the Premises, including, but not limited to, the doors, door checks, door hardware, windows, ceiling tile, store front, fixtures, heating, ventilating and air conditioning facilities located in or exclusively servicing the Premises and the electrical, plumbing and fire protection facilities in or exclusively servicing the Premises to the point of entry to a common line, and keep and maintain the same in good condition and repair so that at the expiration of the Term, the Premises shall be surrendered to Landlord in the same condition that the same are in at the commencement

of the Term, ordinary wear and tear excepted. Tenant shall be responsible for repairing any damage to the Premises or the Building caused by the installation or moving of Tenant's furniture, equipment and personal property. Tenant shall, at its expense, also repair or replace with glass of equal quality and matching appearance any broken or cracked plate or other glass in doors, windows and elsewhere in or adjacent to the Premises. Tenant shall not defer any repairs or replacements to the Premises by reason of the anticipation of the expiration of the Term. The surrender of the Premises upon the expiration or early termination of this Lease shall not relieve Tenant of the obligation to pay for all repairs or replacements to the Premises which Tenant was obligated to perform during the Lease Term, which obligation shall survive the expiration or early termination of this Lease.

Without limiting Tenant's obligations under this Section, Tenant shall, at Landlord's option, at all times during the term of this Lease, have and keep in force a maintenance contract, in form and with a contractor satisfactory to Landlord, providing for inspection at least twice each calendar year of the heating, ventilating and air conditioning equipment servicing the Premises, and providing for maintenance and any necessary repairs thereto. Tenant shall furnish Landlord a copy of its maintenance contract prior to the Commencement Date. Said contract shall provide that it will not be cancelable by either party thereto, except upon thirty (30) days prior written notice to Landlord. Promptly upon completion of each such inspection and maintenance, Tenant shall furnish to Landlord written evidence of the results of any inspections and the performance of such maintenance.

Tenant shall keep the Premises in a clean, tenantable condition and shall not permit any garbage, rubbish, refuse or dirt of any kind to accumulate in or about the Premises or the Building. Landlord shall arrange for the commercial or municipal removal of all garbage and refuse of the Building, and Tenant shall use such dumpsters and areas as Landlord shall designate for such purposes, and the costs and expenses attributable thereto are included in Rent. Tenant agrees, at its sole cost and expense, to comply with all present and future laws, orders and regulations regarding the collection, sorting, separation and recycling of waste products, garbage, refuse and trash into such categories as provided by law.

12. **UTILITIES:**

From and after the Commencement Date, Tenant shall be responsible for and promptly pay all charges for telephone and separately metered gas, electricity, and any other separately metered utility services used or consumed in the Premises. Water and/or sewer usage is included in Rent. Internet service will be available to the Premises and provided by Century Link. Tenant will be responsible under a separate agreement with Century Link to bring the internet service to the Premises, and for the ongoing cost of the service. Tenant shall keep the Premises sufficiently heated so as to prevent freezing and deterioration thereof and/or the equipment and facilities contained therein. Should Landlord elect to supply any utility used or consumed in the Premises, Tenant agrees to pay for the same as additional rent, but in no event at a cost greater than as if purchased directly and in the same quantity from the public utility furnishing the same. In no event shall Landlord be liable for damages, nor shall the rental herein reserved be abated or subject to offset or deduction for an interruption, delay or failure in the supply of any utility services for the Premises nor shall any such interruption, delay or failure in supply of such services be construed as an eviction of Tenant or relieve Tenant from the duty of observing and performing all of the provisions of this Lease.

13. **ALTERATIONS:**

Tenant shall not make any alterations, additions or improvements ("Alterations") in, on or to the Premises or any part thereof without delivering to Landlord the plans and specifications therefor and obtaining the prior written consent of Landlord. Landlord's consent to any Alterations may be granted or withheld in its sole discretion or may be made contingent upon Tenant agreeing to such conditions

relating thereto as Landlord may impose. Any Alterations shall be made at Tenant's own cost and expense and in a good and workmanlike manner in accordance with the laws, ordinances and codes relating thereto and free from any claim or claims for construction liens, and Tenant shall indemnify and hold Landlord harmless from and against any and all claims, liens, costs and expenses on account of such work. At the request of Landlord, Tenant shall provide prior to commencement of the work, a construction cost breakdown for such work certified to by the architect or contractor employed by Tenant to supervise such work, which breakdown shall show the total cost of such work and all component items thereof, and written evidence reasonably acceptable to Landlord of Tenant's financial ability to pay for all such work in full. Tenant shall employ only such labor in performing said work or any other construction work in or about the Premises during the term as will not cause any conflict or controversy with any labor organization representing building trades performing work in or about the Building. Tenant shall perform any Alterations in a manner so as to cause the least possible interference with and disturbance to other tenants of the Building.

14. **SIGNS:**

Tenant shall not erect, install or maintain any sign, advertising or display matter on any exterior door, wall or window of the Premises or on any other part of the Premises which is visible to public view outside the Premises without the prior written approval of Landlord. All approved signage must comply with all applicable governmental and insurance requirements. Tenant shall promptly, upon written notice from Landlord, remove any such sign, advertising or display matter erected or maintained in violation of this Section, and if Tenant fails to do so, Landlord or its agents or contractors may enter upon the Premises and cause the same to be removed and the cost of removal and restoration shall be paid by Tenant as additional rent upon demand. Tenant shall maintain, repair and replace such signs and lights and shall pay for all electric current consumed thereby, and Tenant shall hold Landlord harmless from all liability on account of the erection, maintenance, repair and replacement thereof. No name, symbol, mark, design or insignia adopted by Landlord for use in connection with the Building shall be used by Tenant without in each instance the prior written consent of Landlord. Upon the expiration or earlier termination of the Term, Tenant shall remove all exterior signs from the Premises at its sole cost and expense. Tenant shall fill all holes and repair all damage to the Premises caused by the installation and removal of such signs.

15. **LIENS:**

Tenant shall not create or permit any liens under any construction lien law to be filed or recorded against the Premises or the Building or against the interest of Landlord or Tenant therein. If any such lien is filed or recorded, Tenant shall immediately cause such lien to be discharged of record.

16. **RIGHT OF ENTRY:**

Landlord and its agents shall at all reasonable times have the right to enter the Premises to inspect the condition thereof, to show the Premises, and to improve or repair the Premises and any portion of the Building, and to make such repairs, alterations, improvements or additions as Landlord may deem necessary or desirable, and Landlord shall be allowed to take all material into and upon the Premises that may be required therefor without the same constituting an eviction of Tenant in whole or in part, and the rent reserved shall not abate while said repairs, alterations, improvements or additions are being made. Nothing contained herein shall be deemed to impose on Landlord any obligation or duty to make repairs or alterations to the Premises except as expressly provided in this Lease. In case of emergency (the existence of which shall be determined by Landlord), if Tenant shall not be present to permit entry, Landlord or its representatives may enter the same forcibly without rendering Landlord or its representatives liable therefor or affecting Tenant's obligations under this Lease. During the six (6) months prior to the expiration of the Term, Landlord may exhibit the Premises to prospective tenants and place upon the Premises the usual

notices "To Let" or "For Rent", which notices Tenant shall permit to remain therein without molestation.

17. **INSURANCE:**

Tenant shall, at its expense obtain and carry at all times during the Term of this Lease (a) commercial general liability insurance on an "occurrence form" for bodily injury and property damage with limits of \$2,000,000 for each occurrence, including but not limited to premises-operation, products-completed operations and contractual coverage for the indemnification obligations of Tenant contained in this Lease; (b) property insurance written on a "Special Cause of Loss" form, without deductible or coinsurance, covering the contents of the Premises and all alterations, additions and leasehold improvements made by or for Tenant in the amount of their full replacement value; (c) plate glass insurance covering all plate glass in the Premises in the amount of the full replacement cost thereof; (d) if and to the extent required by law, worker's compensation insurance or similar insurance; (e) business automobile liability insurance covering owned, hired and non-owned vehicles with limits of \$2,000,000 combined single limit each occurrence, and (f) such other insurance as may reasonably be required from time to time by Landlord or any underlying lessor or mortgagee of the Building. All of such policies shall be written by an insurance company or companies reasonably satisfactory to Landlord, shall name Tenant, Landlord and any other parties in interest designated by Landlord, as insured, as their interests may appear, shall be written as primary policy coverage and not contributing with or in excess of any coverage which Landlord may carry, and shall contain a clause that the insurer will not cancel or change the insurance coverage without at least thirty (30) days prior written notice to Landlord. A certificate of Tenant's insurers evidencing such insurance and in form acceptable to Landlord shall be furnished to Landlord prior to the Commencement Date and at least thirty (30) days prior to the renewal date and at such other times as may be reasonably requested by Landlord. Such insurance may be furnished by Tenant under any blanket or umbrella policy carried by it or under a separate policy therefor provided that any such policy contains an endorsement that names Landlord as an additional insured, references the Premises and guarantees a minimum limit available for the Premises equal to the insurance amounts required in this Lease. Landlord may at any time and from time to time inspect and/or copy any and all insurance policies required to be procured by Tenant under this Lease.

18. **WAIVER OF SUBROGATION:**

Each party hereby expressly releases the other for liability it may have on account of any loss to the Premises or Building or contents of either due to fire or any peril included in the coverage of any applicable fire and extended coverage and material damage insurance, however caused, including such losses as may be due to the negligence of the other party, its agents or employees, but only to the extent of any amount recovered by reason of such insurance, and each party hereby waives any right of subrogation which might otherwise exist in or accrue to such party on account thereof, provided that such release of liability and waiver of the right of subrogation shall not be operative in any case where the effect thereof is to invalidate such insurance coverage under applicable state law (or increase the cost thereof, unless the other party reimburses the insured for any cost increase). If Tenant fails to maintain in force any insurance required by this Lease to be carried by it, then for purposes of this waiver of subrogation it shall be deemed to have been fully insured and to have recovered the entire amount of its loss. Each party to this Lease shall promptly give to its insurance company written notice of the mutual waivers contained in this Paragraph.

19. **INDEMNITY:**

Tenant hereby indemnifies Landlord and its managing agent and their respective parent companies and/or corporations, their respective controlled, associated, affiliated and subsidiary companies and/or corporations and their respective representatives, shareholders, members, officers, directors,

partners, agents, trustees, consultants, employees, successors and assigns (collectively, the "Landlord Indemnitees"), and agrees to save them harmless from and against any and all claims, actions, damages, liability and expense in connection with loss of life, personal injury and/or damage to property arising from or out of any occurrence in, upon or at the Premises (except to the extent the same results from the negligence or intentional misconduct of Landlord) or arising by reason of Tenant's occupancy of the Premises or by reason of any breach or default by Tenant in the performance of any term of this Lease on Tenant's part to be performed. For the purpose hereof, the Premises shall include the service areas adjoining the same and any loading area allocated to the use of Tenant. In case Landlord shall be made a party to any litigation arising out of any such occurrence, then Tenant shall protect and hold Landlord harmless and shall pay all costs, expenses and reasonable attorney fees incurred or paid by Landlord in connection with such litigation. Tenant's obligations under this Section shall survive the termination of this Lease. Tenant shall give prompt notice to Landlord of any occurrence within the Premises or the Building for which Tenant may be liable to Landlord. Any indemnity contained in this Lease for the benefit of Landlord shall be deemed to inure to the benefit of the other Landlord Indemnitees as well.

20. NON-LIABILITY OF LANDLORD:

Landlord shall not be liable to Tenant, and Tenant hereby waives all claims against Landlord, for any injury or damage to any person or property or any other interest of Tenant sustained by Tenant or any party claiming through Tenant resulting from the Building or Premises, or any part thereof, or any equipment thereof becoming out of repair; flooding of basements or other areas; damages caused by sprinkling devices, air-conditioning apparatus, snow, frost, water leakage, steam, excessive heat or cold, falling plaster, broken glass, sewage, gas, odors or noise or the bursting or leaking of pipes or plumbing fixtures; any act or neglect of Landlord or of other tenants or occupants or employees in the Building; or any other thing or circumstance whatsoever, whether of a like nature or of a wholly different nature. All property in or about the Building or in the Premises belonging to Tenant, its agents, employees or invitees shall be there at the risk of Tenant or other person only, and Landlord shall not be liable for damage thereto or theft, misappropriation or loss thereof. If Landlord shall fail to perform any covenant or condition of this Lease upon Landlord's part to be performed and, as a consequence of such default, Tenant shall recover a money judgment against Landlord, such judgment shall be satisfied only out of the proceeds of sale received upon execution of such judgment and levied thereon against the right, title and interest of Landlord in the Building and out of rents or other income from such property receivable by Landlord, and neither Landlord nor any of the members of Landlord shall be personally liable for any deficiency.

21. CASUALTY:

If the Premises or the Building is damaged or destroyed by fire or other casualty covered by insurance, then this Lease shall continue in full force and effect and Landlord shall cause the Premises to be restored to the condition which Landlord furnished to Tenant upon the commencement of the Term. Landlord shall be under no obligation to cause the restoration of any Alterations to the Premises made by Tenant unless the same is covered by Landlord's insurance, but nothing herein shall be construed to require Landlord to insure such property. In no event shall Landlord be obligated to expend an amount in excess of the insurance proceeds available to Landlord for such repair or restoration. In the event the Premises are repaired as provided herein, then Tenant shall repair and restore its merchandise, furnishings, furniture, equipment and all alterations, additions and leasehold improvements made by or for Tenant to at least a condition equal to that prior to its damage. If the Premises or any part thereof shall be rendered untenable by any destruction or damage, then a pro rata portion of the Gross Rent based upon the number of square feet of area in the Premises which are untenable shall be abated until the Premises or such part thereof shall have been put in tenantable condition. Notwithstanding the foregoing, if

any destruction or damage to the Premises or to the Building (whether or not the Premises are affected) is so extensive that Landlord, in its sole discretion, elects not to repair or restore the Premises or Building or the proceeds of insurance are not sufficient or available to fully pay the cost of the repair or restoration, then Landlord may terminate this Lease effective as of the date of the damage by written notice to Tenant, such notice to be given within ninety (90) days after the occurrence of such damage or destruction.

22. CONDEMNATION:

If all or substantially all of the Premises are sold to or taken by any public authority under its power of condemnation or the threat thereof, this Lease shall terminate as of the date possession shall be transferred to the acquiring authority, and the Gross Rent payable hereunder shall be apportioned accordingly. If any material part of the Building is sold or taken (whether or not the Premises are affected), Landlord shall have the right to terminate this Lease as of the date possession is transferred to the acquiring authority upon giving written notice thereof to Tenant, and the Gross Rent payable hereunder shall be apportioned accordingly. In the event this Lease is not terminated pursuant to the foregoing, then this Lease shall continue in force as to the part of the Premises not taken, the Gross Rent payable thereafter shall be reduced in proportion to the amount of total floor area of the Premises taken, and Landlord shall, with reasonable dispatch, cause all necessary repairs or alterations to be made to the basic building structure so as to constitute the remaining structure a complete architectural unit. In no event shall Landlord be obligated to expend for such repairs an amount in excess of the condemnation proceeds available to Landlord for such rebuilding. All damages awarded by or amounts paid by the acquiring authority for any such taking, whether for the whole or a part of the Premises or the Building shall belong to and be the sole property of Landlord whether such damages are awarded as compensation for loss of, or diminution in value to, the leasehold or the fee thereof; provided, however, Tenant shall have the right to pursue such claim or claims as Tenant may have legally for relocation expenses, interruption of business and such other items which do not reduce the award or proceeds of sale payable to Landlord. In the event that this Lease is terminated, Tenant shall not have any claim against Landlord for the loss of its leasehold estate or value of the unexpired term hereof.

23. ASSIGNMENT AND SUBLETTING:

Tenant shall not assign, pledge, mortgage or otherwise transfer or encumber this Lease or any interest therein or sublet any part or all of the Premises and shall not permit any use of any part of the Premises by any other party, or any transfer of its interest in the Premises by operation of law without the prior written consent of Landlord. The following shall be deemed to be an assignment of this Lease within the meaning of this Paragraph: (a) the sale, issuance or transfer of any voting stock of Tenant (if Tenant is a non-public corporation or if Tenant is a public corporation and such sale, issuance or transfer results in Tenant becoming a non-public corporation) which results in a change in voting control of Tenant; (b) the sale, issuance or transfer or any partnership or membership interest in Tenant if Tenant is a partnership or limited liability company; (c) the sale, issuance or transfer of any beneficial interest in Tenant if Tenant is a trust; and (d) the death or incapacity of Tenant if Tenant is a natural person. Without waiving Landlord's right hereunder to declare a default in the event of an assignment of this Lease or a subletting of the Premises or any part thereof or occupancy of the Premises by anyone other than Tenant, Landlord may collect from the assignee, sublessee or occupant, any rent and other charges herein required, but such collection by Landlord shall not be deemed an acceptance of the assignee, sublessee or occupancy, nor a release of Tenant from the performance by Tenant of this Lease. Further, Tenant at all times and under all circumstances shall remain liable to Landlord for the payment of Rent due and to become due and the performance of all other obligations of Tenant hereunder for the term hereof. Tenant shall pay to Landlord, as additional rent, any costs and expenses including reasonable attorney fees

incurred by Landlord in connection with any proposed or purported assignment, sublease or other transfer.

24. **DEFAULT:**

If (a) Tenant shall fail to pay the rent or any charge due hereunder within five (5) days after the same is due, or (b) Tenant shall fail to perform any of the other covenants or conditions herein contained on the part of Tenant, and such default shall continue for ten (10) days after written notice thereof has been given to Tenant (or such other reasonable time as necessary if such default cannot be cured within ten (10) days and Tenant, upon receipt of such notice, immediately and diligently attempts to effect such cure and proceeds to in fact complete such cure), or (c) if this Lease shall, by act of Tenant or by operation of law or otherwise pass to any party other than Tenant, or (d) if Tenant shall abandon or vacate the Premises or permit the Premises to become vacant, or (e) Tenant or any guarantor of this Lease shall die, become insolvent or bankrupt or make an assignment for the benefit of creditors, or (f) a receiver or trustee of Tenant's property or that of any guarantor of this Lease shall be appointed and such receiver or trustee, as the case may be, shall not be discharged within thirty (30) days after such appointment, or (g) an execution or attachment is levied against Tenant's property or that of any guarantor of this Lease, or (h) Tenant shall be in default under any other lease between Landlord (or any affiliate of Landlord, the partners or members of Landlord or an affiliate of any of the foregoing) and Tenant (or any affiliate of Tenant), then in any such case, Landlord may, upon notice to Tenant, recover possession of and re-enter the Premises without affecting Tenant's liability for past rent and other charges due or future rent and other charges to accrue hereunder. In the event of any such default, Landlord shall be entitled to recover from Tenant, in addition to rent and other charges equivalent to rent, all other damages sustained by Landlord on account of the breach of this Lease, including, but not limited to, the costs, expenses and attorney fees incurred by Landlord in enforcing the terms and provisions hereof and in re-entering and recovering possession of the Premises and for the cost of repairs, alterations and brokerage and attorney fees connected with the reletting of the Premises. Further, at the election of Landlord, Landlord shall have the right to declare this Lease terminated and canceled, without any further rights or obligations on the part of Landlord or Tenant (other than Tenant's obligation for rent and other charges due and owing through the date of termination), so that Landlord may relet the Premises without any right on the part of Tenant to any credit or payment resulting from any reletting of the Premises. In case of a default under this Lease, Landlord may, in addition to terminating this Lease, or in lieu thereof, pursue such other remedy or combination or remedies and recover such other damages for breach of tenancy and/or contract as available at law or otherwise.

Landlord may, but shall not be obligated to, cure any default by Tenant (specifically including, but not by way of limitation, Tenant's failure to obtain insurance, make repairs, or satisfy lien claims) and whenever Landlord so elects, all costs and expenses paid by Landlord in curing such default, including without limitation attorney fees, shall be payable to Landlord as additional rent due on demand, together with interest at the rate provided in Section 25 below from the date of the advance to the date of repayment by Tenant to Landlord.

A waiver by Landlord of a breach or default by Tenant under the terms and conditions of this Lease shall not be construed to be a waiver of any subsequent breach or default nor of any other term or condition of this Lease, and the failure of Landlord to assert any breach or to declare a default by Tenant shall not be construed to constitute a waiver thereof so long as such breach or default continues unremedied.

No receipt of money by Landlord from Tenant after the expiration or termination of this Lease or after the service of any notice or after the commencement of any suit, or after final judgment for possession

of the Premises shall reinstate, continue or extend the term of this Lease or affect any such notice, demand or suit.

25. **INTEREST:**

Any amount due from Tenant to Landlord hereunder which is not paid when due shall bear interest at an annual rate equal to the greater of (i) five percent (5%) per annum in excess of the reference rate of interest announced, from time to time, by Citibank, N.A. or its successor, or (ii) eighteen percent (18%) per annum (but in no event shall such rate of interest exceed the maximum rate of interest permitted to be charged by law) from the date due until paid, compounded monthly, but the payment of such interest shall not excuse or cure any default by Tenant under this Lease.

26. **SURRENDER:**

Upon the termination of this Lease, by expiration or otherwise, Tenant shall peaceably surrender the Premises to Landlord in good condition and repair consistent with Tenant's duty to make repairs as provided herein. All Alterations and decorations made to the Premises by Tenant shall remain and be the property of Landlord unless Landlord shall require Tenant, at Tenant's expense, to remove any or all thereof and repair the damage caused by such removal. All furniture, equipment and unattached movable personal property owned by Tenant may (and upon Landlord's request shall) be removed from the Premises by Tenant no later than the termination date, and Tenant shall repair any and all damage caused by such removal. Tenant's property not so removed may, at Landlord's option, be deemed abandoned and the property of Landlord. If the Premises are not surrendered upon the termination of this Lease as set forth herein, Tenant shall indemnify Landlord against all loss or liability resulting from delay by Tenant in so surrendering the Premises including, without limitation, any claim made by any succeeding tenant founded on such delay. Tenant shall also surrender all keys to the Premises and shall inform Landlord of combinations in any locks, safes and vaults, if any, in the Premises.

27. **HOLDOVER:**

In the event Tenant remains in possession of the Premises after the expiration of this Lease with the consent of Landlord and without the execution of a new lease, it shall be deemed to be occupying said premises as a tenant from month-to-month, subject to all of the conditions, provisions and obligations of this Lease insofar as the same are applicable to a month-to-month tenancy until the termination of such tenancy. Such month-to-month tenancy may be terminated by either party effective as of the end of any calendar month by twenty-eight (28) days prior written notice to the other party. If Tenant remains in possession of the Premises without the consent of Landlord or remains in possession of the Premises following the termination of a hold-over month-to-month tenancy created pursuant to the first sentence of this Section, then Tenant shall pay to Landlord a use and occupancy charge equal to two times the Monthly Gross Rent in effect immediately prior thereto, computed on a daily basis, in addition to all of the other charges provided for hereunder and otherwise subject to the terms and conditions of this Lease. In addition, Tenant hereby agrees to indemnify, defend and hold Landlord harmless against any damages or liability resulting from such holding over by Tenant. The provisions of this Section shall not be deemed to waive Landlord's right of re-entry or any other right hereunder or at law and shall survive the expiration of the Term of this Lease.

28. **TRANSFER BY LANDLORD:**

In the event of a sale or conveyance by Landlord of the Building, the same shall operate to release Landlord from any future liability upon any of the covenants or conditions herein contained, and in such event Tenant agrees to look solely to the successor in interest of Landlord in and to this Lease. This Lease shall not be affected by any such sale or conveyance, and Tenant agrees to attorn to the purchaser or grantee, which shall be obligated on this Lease only so long as it is the owner of

Landlord's interest in and to this Lease. In the event of the sale or other transfer of Landlord's interest in the Building, or in the event of any proceedings brought for the foreclosure thereof, or in the event of exercise of the power of sale under any mortgage made by Landlord covering the Building, Tenant shall attorn to the purchaser and recognize such purchaser as Landlord under this Lease.

29. **SUBORDINATION:**

This Lease is and shall be subject and subordinate at all times to all ground or underlying leases which now exist or may hereafter be executed affecting the Building and to the lien of any mortgages now or hereafter placed on or against the Building, or on or against Landlord's interest or estate therein, and including all extensions, renewals, amendments and supplements to any such lease or mortgage, without the necessity of the execution and delivery, of any further instruments on the part of Tenant to effectuate such subordination. Tenant covenants and agrees to execute and deliver to Landlord, within ten (10) days after request therefor from Landlord, such further instruments evidencing the subordination of this Lease to any ground or underlying leases and to the lien of any such mortgages as may be hereafter executed affecting the Building, provided that any lessor under any such ground or underlying lease or the holder of any mortgage has agreed not to terminate or disturb Tenant's right to use and occupy the Premises pursuant to the terms of this Lease so long as Tenant is not in default hereunder. Failure of Tenant to execute and deliver such instrument within such ten (10) day period shall constitute a breach of this Lease and Landlord may, at its option, cancel this Lease and terminate Tenant's interest therein. Further Tenant hereby irrevocably appoints Landlord as attorney-in-fact for Tenant with full power and authority to execute and deliver in the name of Tenant any such instrument in Tenant fails to execute and deliver the same within the time period as aforesaid. Notwithstanding anything herein above contained in this Section, in the event the holder of any mortgage or the lessor under any ground or underlying lease shall at any time elect to have this Lease constitute a prior and superior lien to its mortgage or lease, then and in such event, upon any such holder notifying Tenant to that effect in writing, this Lease shall be deemed prior and superior in lien to such mortgage or lease, whether this Lease is dated prior to or subsequent to the date of such mortgage or lease.

30. **MODIFICATIONS:**

Tenant agrees to execute any modification of this Lease which may be required by a lender as a condition to making a mortgage loan on the Building; provided that no such modification shall alter the rent or term provided herein or materially reduce the economic value hereof to Tenant. Tenant agrees to complete and promptly return any estoppel certificates that may be required in connection with any mortgage loan on the Building. Upon request, Tenant shall furnish Landlord and its lender a copy of Tenant's current annual financial statement and furnish any other financial information requested by Landlord, and Tenant shall otherwise cooperate with Landlord's efforts in obtaining mortgage financing.

31. **ESTOPPEL CERTIFICATES:**

Tenant agrees that at any time and from time to time within ten (10) days after request therefor from Landlord or one of Landlord's mortgagees, Tenant shall execute, acknowledge and deliver to Landlord a statement in writing certifying (a) that this Lease is unmodified and in full force and effect (or if there have been modifications, specifying the same), and (b) the dates to which the rent and other charges have been paid, and (c) that, so far as Tenant knows, Landlord is not in default under any provisions of this Lease (or if Tenant knows of any such default, specifying the same) and (d) such other matters as Landlord or Landlord's mortgagee may reasonably require. It is intended that any such statement may be relied upon by any person proposing to acquire Landlord's interest in this Lease or any prospective mortgagee of, or assignee of any mortgage upon, such interest. Failure of Tenant to execute and deliver such instrument within such ten (10) day period shall constitute a breach of this Lease and Landlord may, at its option, cancel this Lease and terminate Tenant's interest therein. Further, Tenant hereby irrevocably appoints Landlord as attorney-in-fact for Tenant with full power

and authority to execute and deliver in the name of Tenant any such instrument if Tenant fails to execute and deliver the same within the time period as aforesaid.

32. **ADVERTISING:**

Tenant agrees to operate its business under the trade name specified in Section 1.15 and not to change the advertised name or the character of the business without Landlord's prior written consent. Tenant further agrees to refer to the Building in all advertising and other references to the location of the Premises.

33. **SECURITY INTEREST:**

For valuable consideration and as security for the payment of Rent to be paid by Tenant and the obligations to be performed by Tenant under this Lease, Tenant hereby grants to Landlord a security interest in (i) Tenant's merchandise, inventory, furniture, fixtures, equipment and other personal property now or hereafter placed in the Premises; (ii) all of Tenant's accounts receivables derived from Tenant's business in the Premises; and (iii) the proceeds of the items referred to in clauses (i) and (ii). The items referred to in clauses (i), (ii) and (iii) are herein collectively called the "Collateral". Tenant covenants that the security interest hereby granted Landlord is prior to all other security interests in the Collateral, except bona fide purchase money security interests. Tenant agrees to keep the Collateral in good condition and repair and not to remove the Collateral or any portion thereof from the Premises without the prior written consent of Landlord; provided, however, the foregoing shall not preclude Tenant from selling its merchandise in the ordinary course of business prior to the date Landlord re-enters the Premises as hereinafter provided. Upon the occurrence of a default by Tenant, then, or at any time thereafter, Landlord shall have the remedies of a secured party under the Uniform Commercial Code of the State of Wisconsin, including, without limitation, the right to take possession of the Collateral and for that purpose Landlord may enter upon the Premises and remove the Collateral or any part thereof therefrom. Landlord shall give Tenant at least five (5) days prior notice of any public sale of the Collateral or the date after which any private sale or any other intended disposition is to be made, and at any such sale, Landlord may purchase the Collateral. Tenant hereby authorizes Landlord to file all financing statements and any amendment thereto deemed appropriate by Landlord in connection with the perfection of a security interest in the Collateral. Within ten (10) days after demand therefor from Landlord, Tenant agrees to execute and deliver to Landlord such documents as may be required to perfect the security interest of Landlord in the Collateral. This security agreement and the security interest in the Collateral hereby created shall be terminated when all the Rent and all obligations of Tenant becoming due during the Term of this Lease and any renewals or extensions thereof shall have been fully paid and performed.

34. **ATTORNEYS FEES:**

In the event of any action or proceeding brought by either party against the other under this Lease, the prevailing party shall be entitled to recover all costs and expenses including reasonable attorneys' fees.

35. **NOTICES:**

All notices and demands which may or are required to be given by either party to the other hereunder shall be in writing and shall be deemed given when (i) delivered in person, or (ii) sent by United States certified mail, return receipt requested, postage prepaid, or (iii) deposited with Federal Express or other nationally recognized overnight delivery service, or (iv) sent by email. Notices and demands to Tenant shall be sent to it at the address and email address set forth in Section 1.12 hereof or to such other place as Tenant may from time to time designate in a written notice to Landlord. Notices and demands to Landlord shall be sent to it at the address and email address set forth in Section 1.11 hereof, or to such other firm or to such other place as Landlord may from time to time designate in a written notice to Tenant. Notice shall be deemed received (i) two (2) business days after mailing as above, (ii) the next business day if sent by overnight delivery service as above, (iii) on the day sent if sent by email

before 4:00 p.m. on a business day, otherwise on the next business day, and (iv) at the time of personal delivery.

36. **EXECUTION:**

The submission of this document for examination does not constitute an offer to lease, or a reservation of, or option for, the Premises and this document becomes effective and binding only upon the execution and delivery hereof by both Landlord and Tenant. Tenant confirms that Landlord has made no representations or promises with respect to the Premises or the making or entry into of this Lease except as are expressly set forth herein, and agrees that no claim or liability shall be asserted by Tenant against Landlord for, and Landlord shall not be liable by reason of, breach of any representations, or promises not expressly stated in this Lease. This Lease can be modified or altered only by agreement in writing between Landlord and Tenant. Tenant shall not record this Lease without the prior written consent of Landlord.

37. **BINDING EFFECT:**

The covenants, agreements and obligations herein contained, except as herein otherwise specifically provided, shall extend to, bind and inure to the benefit of the parties hereto and their respective personal representatives, heirs, successors and assigns (but in the case of assigns only to the extent that assignment is permitted hereunder). No third party, other than such successors and assigns, shall be entitled to enforce any or all of the terms of this Lease or shall have rights hereunder whatsoever.

38. **CONSTRUCTION ON ADJACENT PREMISES OR BUILDINGS:**

Landlord reserves the right at any time and from time to time to enlarge the Building by causing land or space adjoining the Building to be incorporated within the Building, constructing buildings and improvements on such land, making alterations or additions to the Building of which the Premises are a part, and relocating the driveways, entrances and exits, parking areas, easement areas and other common areas. If any excavation or other construction work shall be about to be made or shall be made on any premises adjoining or above or below the Premises or on any other portion of the Building by Landlord, an adjoining owner or other tenants of the Building, Tenant shall permit Landlord, the adjoining owner or other tenant and their respective agents, employees, licensees and contractors, to enter the Premises and to shore the foundations and/or walls thereof, and to erect scaffolding and/or protective barricades around and about the Premises (but not so as to preclude entry thereto) and to do any act or thing necessary for the safety or preservation of the Premises. Tenant's obligations under this Lease shall not be affected by any such construction or excavation work, shoring-up, scaffolding or barricading. Landlord shall not be liable in any such case for any inconvenience, disturbance, loss of business or any other annoyance arising from any such construction excavation, shoring-up, scaffolding or barricades, but Landlord shall use reasonable efforts to cause as little inconvenience, annoyance and disturbance to Tenant as possible consistent with accepted construction practice in the vicinity so that such work shall be expeditiously completed.

39. **INTERPRETATION:**

The laws of the State of Wisconsin shall govern the validity, performance and enforcement of this Lease. The invalidity or unenforceability of any provision of this Lease shall not affect or impair any other provision. Tenant acknowledges that it has read this Lease and that it has had the opportunity to confer with counsel in negotiating this Lease; accordingly, this Lease shall be construed neither for nor against Landlord or Tenant, but shall be given a fair and reasonable interpretation in accordance with the meaning of its terms. Whenever the singular number is used, the same shall include the plural, and the masculine gender shall include the feminine and neuter genders. The captions appearing in this Lease are inserted only as a matter of convenience and in no way define, limit, construe or describe the scope or intent of such sections or paragraphs of this Lease nor in any way affect this Lease.

40. **FORCE MAJEURE:**
In the event that Landlord shall be delayed or hindered in or prevented from the performance of any act required hereunder by reason of strikes, lockouts, labor troubles, inability to procure materials, failure of power, restrictive governmental laws, regulations orders or decrees, riots, insurrection, war, acts of God, inclement weather, or other reason beyond Landlord's reasonable control, then performance of such act shall be excused for the period of the delay and the period for the performance of any such act shall be extended for a period equivalent to the period of such delay.
41. **AUTHORITY:**
If Tenant is a corporation, or limited liability company or other entity, each individual executing this Lease on behalf of Tenant represents and warrants that he or she is duly authorized to execute and deliver this Lease on behalf of said corporation, limited liability company or other entity, as the case may be, and that this Lease is binding upon said entity in accordance with its terms without the joinder or approval of any other person.
42. **JOINT AND SEVERAL LIABILITY:**
If Tenant is more than one natural person, the individuals collectively referred to herein as Tenant shall be jointly and severally liable with respect to the obligation to pay Rent and all of the other obligations, covenants and agreements of Tenant set forth in this Lease.
43. **BROKERAGE:**
Tenant warrants that it has no dealings with any broker or agent in connection with this Lease other than the Broker(s), if any, identified in Section 1.16 (whose commission, if any, shall be paid by Landlord pursuant to separate agreement), and Tenant agrees to indemnify and hold Landlord harmless from and against any and all claims, damages, liability and expense (including reasonable attorney fees) arising from any claims or demands of any other broker or agent for any commission or fees in connection with this Lease.
44. **ADDENDA:**
The provisions, if any, included at the end of this Lease, and any riders and exhibits appended to this Lease, are hereby made a part of this Lease as though set forth in full at this point

[Signatures on next page]

EXECUTED as of the date first written above.

LANDLORD:

GENERAL CAPITAL DEVELOPMENT, LLC

By: _____
Michael D. Weiss, Authorized Agent

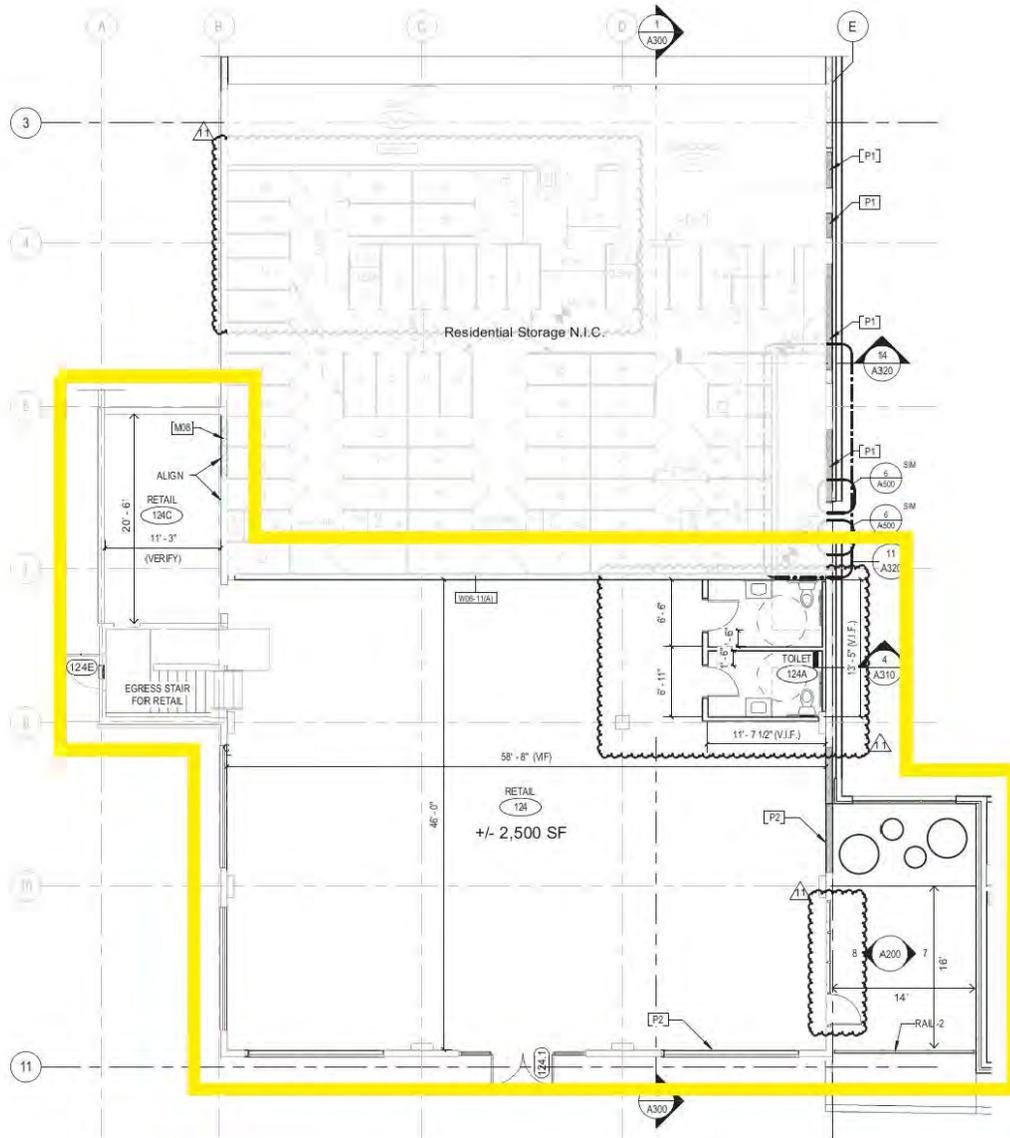
TENANT:

**SOUTHWEST WISCONSIN TECHNICAL
COLLEGE**

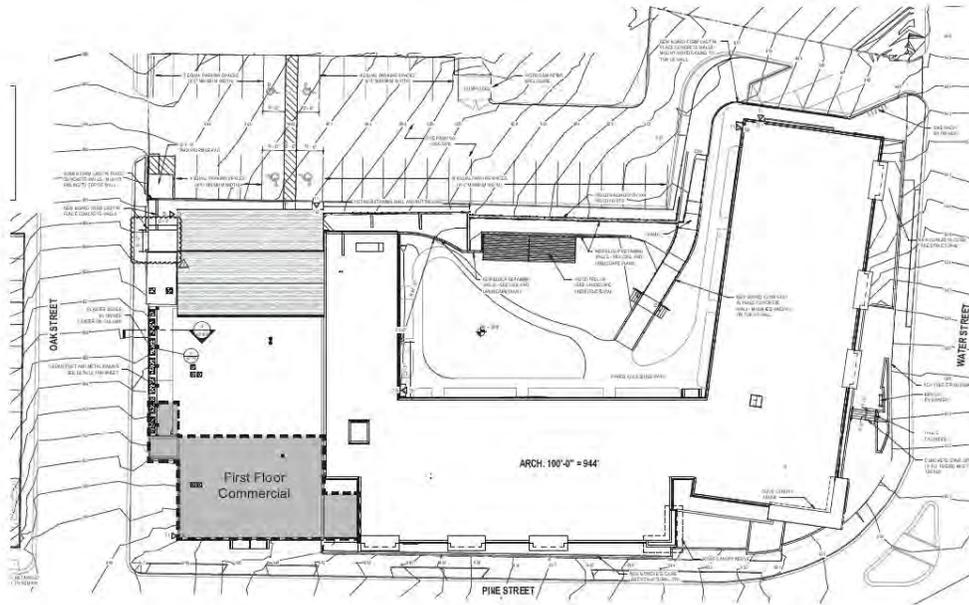
By: _____
Name: _____
Title: _____

EXHIBIT A

SITE PLAN



WHD/8750407.1
DocID: 4848-0793-3592.6



WHD/8750407.1
DocID: 4848-0793-3592.6

EXHIBIT B

LANDLORD'S WORK

Landlord shall deliver the space in an "As-Is" grey shell condition that will include new windows, storefront and doors.

On or before the Commencement Date, Tenant shall pay Landlord the Tenant's Contribution set forth in Section 1.14, in exchange for Landlord providing the following work beyond the grey shell condition:

- Provide two (2) ADA toilet rooms with concrete floors, painted, a light and a fan. Tenant shall complete the finishes of the toilet rooms.
- HVAC system will include two split system heating and air conditioning units with 3.5 tons each. Tenant shall complete the ductwork distribution and controls.
- 3-Phase 225-amp electrical panel.
- Basic fire alarm and fire sprinkler system to code for unoccupied space. Tenant to complete sprinkler and fire alarm system to meet the requirements per its buildout. Tenant and its contractor shall coordinate this work with Landlord

EXHIBIT C

TENANT'S WORK

1. Prior to commencement of construction of Tenant's Work, Tenant shall submit a list of all architectural and engineering consultants and all contractors and subcontractors participating in Tenant's Work for Landlord's approval.

2. Prior to commencement of construction of Tenant's Work, Tenant shall submit for Landlord's review and approval, Tenant's final construction drawings for the improvements including, but not limited to, all mechanical, electrical, plumbing and fire/life safety plans. It is expressly understood and agreed that in approving Tenant's plans and specifications, Landlord shall have no liability whatsoever for any defects, errors or omissions in the documentation furnished by it to Tenant or as a result of its approval nor shall Landlord be deemed to have warranted or represented that the same comply with applicable codes, regulations, ordinances, covenants or restrictions affecting the construction of improvements on the Premises, and Tenant shall have sole responsibility for compliance with all such matters.

3. Prior to commencement of construction of Tenant's Work, all architectural and engineering consultants and all contractors (and subcontractors if there is no general contractor) shall submit to Landlord certificates of (i) general liability insurance with a minimum of \$2,000,000 coverage also listing Landlord as an additional insured on a primary basis and (ii) workers compensation insurance required by State law.

4. Prior to the commencement of Tenant's Work, Tenant shall submit to Landlord a construction cost breakdown for such work certified to by the architect or general contractor employed by Tenant to supervise such work, which breakdown shall show the total cost of such work and all component items thereof.

5. Prior to the commencement of Tenant's Work, Landlord and Tenant shall mutually agree on the location of dumpsters, the staging of work and access to the Premises.

6. Following Landlord's approval of the plans and specifications, Tenant shall promptly commence and diligently prosecute to completion Tenant's Work in good and workmanlike manner, in compliance with all building codes and regulations, and in accordance with the approved plans and specifications and free of construction liens. Tenant shall indemnify Landlord and save Landlord harmless from and against any and all claims, liens, costs and expenses on account of such work. Any development of the Premises other than in accordance with the approved plans and specifications shall, at the option of Landlord, constitute a default under the terms, conditions and provisions of this Lease, and Landlord shall be entitled to enjoin such development in addition to all other rights or remedies Landlord may have, it being expressly acknowledged and agreed by the parties that monetary damages would be an inadequate remedy in such event.

7. During construction of Tenant's Work, Tenant shall not inconvenience or disturb tenants of the Building. Landlord reserves the right to designate work rules and/or hours for Tenant's contractor so as to minimize disruption to other tenants of the Building. Tenant shall ensure all common areas of the Building will be free and clear of construction materials and any such common areas affected by Tenant's construction will be cleaned on a daily basis or more often as conditions, in Landlord's opinion, require. Tenant shall be solely responsible for worksite safety and the means and methods of construction. Tenant is also responsible for the security of the Premises and for theft or damage to the property during construction.

8. Tenant shall be responsible for compliance with all state, federal, and local codes including ADA as it pertains to Tenant's Work. Tenant shall submit to Landlord copies of all state and local approvals required in connection with Tenant's Work including Tenant's building permit.

9. Tenant shall provide temporary construction barriers to control and retain noise, dust, or other materials within the Premises. Tenant agrees to follow all reasonable directives from Landlord if, in Landlord's opinion, Tenant's efforts to control the above-mentioned emissions are not adequate. Tenant agrees that all waste, garbage and debris resulting from any work performed by Tenant or Tenant's contractors or subcontractors shall be removed from the Premises at Tenant's sole cost and expense.

10. Landlord shall have the right to inspect the Premises and the conduct of Tenant's Work periodically and upon completion of construction. Any temporary access keys provided by Landlord to Tenant shall be returned to Tenant upon completion of construction.

11. Tenant shall be responsible for payment of all hard and soft costs of Tenant's Work.

12. Upon completion of construction, Tenant shall furnish to Landlord (i) lien waivers from all contractors, subcontractors and materialmen involved in the construction of Tenant's Work and (ii) as-built drawings of the Premises.

13. Tenant shall provide Landlord a copy of the occupancy permit for the Premises prior to Tenant's occupancy thereof.

EXHIBIT D

PROHIBITED USES

No business or commercial activity shall be maintained or conducted on the Premises which: (a) involves the sale of alcoholic beverages other than a restaurant (provided the sale of liquor shall not constitute more than thirty-percent (30%) of gross sale in such restaurant); (b) constitutes a pawn, secondhand or junk shop business; (c) involves title loans, payday loans, check cashing or similar operations or activities; (d) involves vehicle repair services; (e) involves the sale or rental or other distribution of adult books or films; (f) is an all-night convenience store; (g) is an on-premises dry cleaners; (h) is a game arcade or massage parlor; (i) is a hot tub facility or suntan facility; (j) involves the sale or distribution of drug paraphernalia or pornographic or sexually explicit materials; (k) involves providing escort or dating services; (l) involves issuing bail bonds; (m) involves gambling or lottery business; (n) involves any industrial or manufacturing uses; (o) involves any use which produces environmental hazards regulated under applicable environmental laws; (p) involves any 24 hour establishments; (q) involves any parole, juvenile detention or similar services; (r) involves tattoo or piercing services and headshops; (s) involves the service of food before 6:00 a.m. or after midnight; (t) involves auction or flea market businesses; (u) is a sports bar; (v) is a drug or alcohol treatment facility or clinic; (w) is an adult motion picture arcade, adult motion picture show, strip show or sale of nudity or sexual services; (x) materially increases the insurance costs of Landlord, the Building, or the Premises or would constitute a health or safety hazard to residential tenants; or (y) produces noise pollution or is otherwise incompatible with residential uses.

PARKING SPACE RENTAL AGREEMENT

I. **The Parties.** This agreement dated on the ____ day of _____, 20____ by and between PJR Properties, LLC with a mailing address of 2215 Union Avenue in the City of Sheboygan, State of Wisconsin (Hereinafter known as the 'Lessor') and _____ with a mailing address of _____ in the City of _____, State of _____ (Hereinafter known as the 'Lessee') for a parking space located at: _____

II. **Term.** The term of this agreement shall begin on the ____ day of _____, 20____ and continue:

(Check One)

- until the ____ day of _____, 20____

- on a month to month basis. Termination may be made by either party with at least ____ days' written notice. The 24 spaces needed from time to time can be purchased with 72 hour notice at a cost of \$25.00 for all spaces, for the entire day. All notices shall be sent to the parties' information in Section I.

III. **Rent.** The rental payment shall be due on the ____ of every month in the amount of _____ dollars (\$_____). Payment shall be delivered to the Lessor by the Lessee in the following manner: _____



Tenant will have spaces 6-15, numbered within the pavement. Signage available at tenants cost.

- IV. **Subletting.** The Lessee is not allowed to sublease (sublet) the space without the direct written consent from the Lessor.
- V. **Current Registration.** Lessee may only use the space for vehicles that are up-to-date with all State and local registration.
- VI. **Maintenance.** Lessee is required to keep the vehicle in good repair and free of hazardous leaks of oils or liquids. No repairs of any type are allowed on the parking space and, if needed, must be towed to a location that allows such activities. Lessor will be responsible for maintenance of asphalt, pavement markings and snow removal.
- VII. **Use of Space & Damage.** The use of the space may only be for the parking of a vehicles designated by Lessee. Lessee will notify Lessor of vehicle information on a regular basis and any changes to the original list. No storage of personal property may be allowed in the space. Lessor is not liable for any damage done to the vehicle or personal property taken from it. All liability to the vehicle and personal property will be responsibility of the Lessee.
- VIII. **Governing Law.** This agreement shall be governed under the laws in the State of Wisconsin.

This agreement was signed on the ____ day of _____, 20____.

Lessor's Signature

Lessee's Signature



Lessor's Printed Name

Lessee's Printed Name



Resolution: 2019 Professional Board Staff Award

A resolution honoring Karen Campbell as the Association of Community College Trustees (ACCT) 2019 Central Region Professional Board Staff Award recipient will be available at the Board meeting.

Recommendation: Approve, as presented, the Resolution Honoring Karen Campbell as the ACCT 2019 Central Region Professional Board Staff Award recipient.

Board Monitoring of College Effectiveness

A. Board Monitoring Report - Compliance

Included below is the Compliance Board Monitoring Report. The focus of this report is on the Higher Learning Commission accreditation. Barb Tucker, Accreditation Liaison Officer, will present the report.

EXECUTIVE SUMMARY

Alignment with Mission, Vision, Values, and Purposes

College accreditation is critical to our college mission, vision, purposes, and values of providing quality education and training to meet the workforce needs within our district. Accreditation, confirmed through the Higher Learning Commission (HLC), is a validation of quality which allows Southwest Tech to receive and distribute federal financial aid to greater than 55% ¹ of our student population and assists in promoting Southwest Tech's vision as a preferred provider of education. Twelve programs offered at Southwest Tech have third-party program accreditations which require college accreditation as a prerequisite for consideration for program accreditation. In August 2019, Southwest Tech received official notification that the work completed between November 2016 and April 2019 adequately addressed the 4 shortcomings identified during the November 2016 Comprehensive Quality Review (CQR). Our college is currently following the Standard Pathway for reaffirmation of accreditation which involves a 10-year cycle with 2 comprehensive visits in years 4 and 10. Our next comprehensive evaluation will occur in 2021-22 with a reaffirmation comprehensive visit in 2026-27.

Mission: Our mission compels us to be responsive to our students, employers, and community. Accreditation aligns with our mission by encouraging us to continually review and improve the processes used to meet the needs of our customers.

Vision: Being a preferred provider of education relates directly to the quality of education we provide our students. HLC verifies our quality based on evidence of our performance. These quality assurances reinforce our claim to achieving our mission. We do improve the lives of our students and we have the data to support our claims.

Our College Value of Continuous Improvement is synonymous with the HLC accreditation process. We also pride ourselves on our integrity. We strive to be true to our mission and transparent in our communications to both our external and internal customers. Current efforts to validate the quality of our data used in making decisions, in creating the HUB to improve communication, and improving our ERP system for better data collection and communication to students demonstrate our integrity and desire for continuous improvement.

Our legislatively mandated purposes talk about the learning and services we will provide. Accreditation is comprehensive and ensures we are systematically reviewing college-wide performance and making efforts to improve. The development, review, and updating of our College Health Indicators (CHIs) promotes accountability in setting and reviewing college-wide performance goals annually. The recent addition of an

¹ IPEDS 2018 Data Feedback Report reporting on 2016-17 degree seeking student cohort

Board Monitoring Report

Compliance/Accreditation – September 2019

indicator to assess student learning aligns our planning and goal setting with the HLC requirement of assessing and improving student learning.

Alignment with Strategic Directions

Implementing actions that continuously improve student learning is the foundation of accreditation. College accreditation is a validation of our college's quality – a critical characteristic for attracting students, staff, and donors to our college. Accreditation supports all of our current strategic priorities by ensuring we are continually improving the quality of student learning, by continually improving our support for faculty and staff, and by remaining a vital economic engine providing a trained workforce for our district.

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

On April 29-30, 2019, an HLC peer review team conducted a focused visit to gauge improvements made in four areas identified during the November 2016 Comprehensive Quality Review (CQR):

1. At least two years of documented evidence of a common pattern across all programs of the use of assessment of student learning data at the course and program levels leading to documented improvements in courses and programs with clear, documented connections to institutional planning;
2. An institutional culture of assessment that is systematic and consistent across all programs with ongoing professional development and involvement of faculty and staff across the College;
3. Completion and implementation of co-curricular outcomes and an assessment plan for co-curricular programs with evidence of at least one year of data collection and use of data for identifying program improvements; and
4. Systematic processes and common understandings of meaningful retention and completion goals set at program and/or institution levels, and use of retention and completion data to support improvements across the College.

Appendix A includes the August 2, 2019, letter from the Higher Learning Commission confirming the processes developed and work completed by our college between 2016 and 2019 demonstrated sufficient evidence in addressing these concerns. A summary of the processes and actions implemented include:

- Standardized the use of Worldwide Instructional Design System (WIDS), a performance-based curriculum development tool, to ensure instructors create curriculum around program student learning outcomes.
- Faculty identified and/or validated program-learning outcomes for 100% of programs and maintain this validation through Technical Skill Attainment (TSA) work and/or input from program advisory committees annually.
- Faculty linked occupational specific skills/competencies taught in courses to the program learning outcomes and captured this linkage in Program Assigned Outcome Matrix to ensure assessment of all program learning outcomes are occurring within the program.
- A Mastery Bridge link was created tying the assessment tool used to evaluate mastery of the competencies to the associated program learning outcome. This information is captured in a Program

Board Monitoring Report

Compliance/Accreditation – September 2019

Outcome Mastery Report allowing faculty to readily identify where students are struggling to meet program learning outcomes.

- Established and/or enhanced assessment processes at the course, program, and college level to create a common pattern of assessment and to promote a culture of assessment throughout the college.
- Created an intranet site – The Charger Hub – which houses much of the assessment data in one location for ease of access by faculty and for transparency throughout the entire college community.
- Implemented an annual Instructional Vitality Planning (IVP) day to engage faculty in reviewing direct and indirect measures of student learning and for setting annual goals for student learning improvement at the course and program level. These annual goals are aligned with our College Health Indicators and are captured in the Charger Hub.
- Created and implemented a co-curricular assessment process for clubs and teams with annual student learning improvement goals set and plans for improvement captured in the Charger Hub.
- Established College Health Indicators including meaningful retention and completion goals which are reviewed annually.

These processes and actions were reviewed and scrutinized during a two-day focused visit on April 29-30, 2019. The complete 2019 focused visit report providing greater detail of the actions completed can be found in Appendix B.

Next Steps:

The next Comprehensive Quality Review (CQR) will occur in 2021-22

Items of note:

- The criterion and core components have changed – redundancies have been removed and language has been clarified
 - There are still 5 criteria. There are now 17 core components and 68 subcomponents. Appendix C is a summary and description of the new criteria including core and sub-components
- During the 2021-22 CQR visit, the HLC team will review and make a decision on how well we meet the 5 Criteria and the associated 17 Core Components. *We must meet each of the core components within a criterion to successfully meet that criterion.*
- We are now part of the Standard Pathway:
 - Standard Pathway follows a 10-year cycle with comprehensive evaluations conducted in year 4 and again in year 10.
 - Year 4 includes an assurance review, a student opinion survey, and an on-site visit (2021-22). HLC takes action on the feedback from comprehensive evaluation to determine if follow-up monitoring is needed.
 - Year 10 includes an assurance review, a student opinion survey, federal compliance review, and an on-site visit (2026-27). HLC takes action on feedback from the comprehensive evaluation to reaffirm the college accreditation, recommend follow-up monitoring, or recommend sanctions.
 - The Standard Pathway does not require a separate and distinct Quality Initiative project as is required in the Open Pathway. The AQIP pathway has been retired. The Standard Pathway does require evidence of continuous improvement as it relates to the 5 criterion.

Board Monitoring Report
Compliance/Accreditation – September 2019

Standard Pathway 10-Year Cycle



Between now and the next 4-year visit in 2021-22, we will develop an assurance argument (narrative) and provide evidence which clearly demonstrates we have pursued institutional improvement efforts supporting compliance with the five criteria. To be in compliance, we must meet each core component for each

Board Monitoring Report

Compliance/Accreditation – September 2019

criterion. These pieces of information, the narrative assurance argument and the associated evidence, are uploaded into HLC's electronic assurance system for easy access by HLC reviewers prior to and during the visiting campus.

Incorporating continuous improvement *processes* into our daily work to improve student learning is fundamental to meeting the quality standards for accreditation. Our college has taken initial steps to document relevant processes during both the Instructional Vitality Process held annually in August and the college's Institutional Vitality Process held annually in May. Documenting and reviewing these processes annually for improvements will provide evidence demonstrating the college meets the criterion.

To obtain the information needed for the assurance system over the next 18 months, a timeline for accomplishing the work was created and shared with the Leadership Council. The supervisor(s) most responsible for the work related to the core and sub-components were identified in conjunction with the existing council, work or project team, department, or area implementing and reviewing the processes related to each component. The councils, work or project teams, and department staff will review their associated work during the developed timeline shown below to answer the following questions:

1. What actions does our college take to meet this requirement? Who is involved in the actions? How often does the action take place? Is this action documented and if so, how and where?
2. What evidence do we have to show we are completing the actions/work we say we are to meet this requirement?
3. How effectively do our actions/processes meet this requirement? Are we reviewing processes/activities to assess effectiveness? How, who, and how often? What data supports the opinion on level of effectiveness?
4. Have steps been taken to make this action/process better? What evidence supported making a change? How do we know if the change resulted in improvement? What data supports the opinion on improvement?

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Work Timetable for HLC 2021-22 Comprehensive Visit											
2019											
jan	feb	mar	apr	may	june	july	aug	sept	oct	nov	dec
						write to criterion 4	grant planning	WTCS grant writing			
2020											
jan	feb	mar	apr	may	june	july	aug	sept	oct	nov	dec
WTCS grant writing	criterion 1		criterion 2		criterion 3		criterion 5			finalize writing	
2021											
jan	feb	mar	apr	may	june	july	aug	sept	oct	nov	dec
draft argument out for review	revisions made from feedback	prepare staff for visit - update evidence and document as appropriate				possible visit timeframe					
2022											
jan	feb	mar	apr	may	june	july	aug	sept	oct	nov	dec
possible visit timeframe											

RECOGNIZING AND VALUING PEOPLE

Many college staff were involved in the work leading up to the focused visit. The entire college community helped in one way or another to implement actions to improve the 4 focus areas. Several members of our college community participated in one or more sessions during the focused review to discuss the actions they took to improve student learning. Appendix D provides a summary of the focused visit agenda along with a list of participating staff.

While this was truly a campus-wide effort, several people were instrumental in leading the work that produced a successful focused visit. These individuals include:

- Cynde Larsen and Amy Loy for their leadership in process changes in the areas of course and program assessment, assessment of student learning, and developing and implementing the Instructional and Institutional Vitality Processes
- Doris Pulvermacher and Amy Loy for their work creating the Charger Hub Assessment page to capture the improvements occurring in student learning and co-curricular assessment
- Lisa Riley, Denise Janssen, Josh Krohn, Beth Cummins, and Amy Loy for work related to the Mastery Bridge allowing faculty to easily review student cohort level performance by competency to evaluate attainment of each program outcome
- Melissa Klinkhammer, Amy Loy, Robin Hamel and Barb Tucker for their work in developing and implementing processes for Co-Curricular Assessment

Board Monitoring Report

Compliance/Accreditation – September 2019

- Karen Campbell for coordinating logistics and lodging for the two members of the focused review team
- Dave Friesen and Jake Wienkes for coordinating and troubleshooting access to Hub and WIDS for the 2 peer reviewers prior to and during the focused visit.

Special recognition goes to the staff who agreed to act as facilitators for the newly established IVP process. These staff include:

IVP Facilitators									
Instructional Vitality Day						Institutional Vitality Day			
Aug-19		Aug-18		Aug-17		May-18		May-19	
Josh	Bedward	Josh	Bedward	Josh	Bedward	Helen	MarAdams	Helen	MarAdams
Mary	Johannesen	Mary	Johannesen	Mary	Johannesen	Ken	Bartz	Ken	Bartz
Rex	Smith	Rex	Smith	Rex	Smith	Sheila	Marten	Vicky	Rundell
Beth	Cummins	Sarah	Imhoff	Virgina	Reynolds	Stacey	Place	Lisa	Riley
Virgina	Reynolds	Kim	Schmelz	Kim	Schmelz	Tom	Kretschman	Darnell	Wiegman
Janet	Giese	Katie	Glass	Katie	Glass	Dave	Birkelo	Brenda	Schwarzmann
Barb	Tucker	Matthew	Baute	Annetta	Smith	Krista	Demo	Krista	Demo
Brian	Kitellinger	Heath	Ahnen	Beth	Cummins	Tonia	Breuer	Tonia	Breuer
Darnell	Wiegman	Pete	Esser			Paul	Bell	Paul	Bell
Karen	Campbell	Ashley	Crubel			Christina	Winch	Mandy	Henkel
Connie	Haberkorn	Louise	Bradley						
Dennis	Cooley	Heather	Ringberg						
Jen	Taylor	Mandy	Henkel						
		Barb	Tucker						

Finally, the success of the focused visit would not have occurred without the dedicated work of our faculty. A significant amount of process change was asked of them in a short period of time. They rose to the occasion and demonstrated the qualities that contribute to the success of our students and our college: integrity, accountability, and continuous improvement.

Moving Forward:

As our attention on accreditation expands beyond the concentrated areas related to the focused visit, it is critical the forward movement gained in student assessment continues. A student learning assessment team has been formed comprised predominantly of faculty, which is an expectation of the Higher Learning Commission, with Christina Winch, agriculture instructor, chairing the team. This group will provide support to fellow faculty while holding them accountable for continued work in student learning assessment. The remaining assessment team members include: Amy Loy, Sara Biese, John Pluemer, Cynde Larsen, Gary Roberts, Jaime Klein, Jenna L. Taylor, Ed Anderson, and Katie Garrity. This group will provide a recommendation to the Board toward the end of the 2019-2020 academic year regarding the adoption of a “Student Learning” College Health Indicator.

PRESENTATION OF THE DATA

1. College Health Indicators:

The development of “Systematic processes and common understandings of meaningful retention and completion goals set at program and/or institution levels, and use of retention and completion data to support improvements across the College” was one of the four areas of improvement required after the 2016 HLC comprehensive visit. The Executive Team began work on establishing College Health Indicators in 2016 and added Retention and Graduation (completion) as indicators in 2017-18. The Board of Directors reviews the mission, vision, purposes, values, strategic directions and College Health Indicators on an annual basis during their October retreat. In addition, each monitoring report includes data and progress towards established goals related to improving our performance on College Health Indicators. The Executive Team, taking direction from the Board of Directors, establishes the metric goals for the College Health Indicators during the budget development process which begins annually in October. The budget process (Appendix E) begins on November 15 and closes with the adoption of the budget by the Board in June of the following year. appendix X. These indicators and associated metrics are aligned with our strategic priorities and help guide the council work for the coming year. A summary of the indicators with targets and outcomes is included in the 2019-20 strategic plan found in section 2 Key Trend Data below. A lag in obtaining “actual” metrics for the 2018-19 year is necessary as data from the Wisconsin Technical College System is finalized in early September and we report the prior year’s data to the federal Integrated Postsecondary Education Data System (IPEDS) starting in December annually.

2. Key Trend Data:

The college’s 2019-20 strategic plan reveals the work prioritized for the 2019-20 year to support our college health indicators, strategic priorities, and college mission. The summary below displays the alignment between the strategic priorities, strategic projects, college health indicators, and sponsoring councils. Project teams are currently meeting to set outcome metrics to gauge project impact. The progress toward achieving the metric will be highlighted at College Forums, Leadership Council Meetings, and during strategic planning for 2020-21.

Strategic Plan 2019-20

College Mission:	Southwest Wisconsin Technical College provides education and training opportunities responsive to students, employers, and communities.
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.
Strategic Priorities:	<ul style="list-style-type: none"> • Engage Students in High-Quality Learning • Strengthen Accountability • Understand our Economic Impact

Board Monitoring Report
Compliance/Accreditation – September 2019

College Health Indicators	2017-18 Benchmark	2017-18 Actual	2018-19 Target	2018-19 Actual	2019-20 Target
Engage Students in High Quality Education					
CHI.1. Student Learning	tbd	n/a	n/a	n/a	tbd
CHI.2. Enrollment Headcount	n/a	7679	7500	6932	7000
CHI.3. Retention Rate	62%	82%	80%	*	83%
CHI.4. Graduation Rate	38%	61%	65%	*	65%
CHI.5. Job Placement	94%	93%	97%	**	97%
CHI.6. Student Satisfaction	5.65/5.59	5.63	5.65	***	6.00
CHI.7. Employer Satisfaction	97%	97%	97%	****	98%
Strengthen Accountability					
CHI.8. Employee Satisfaction	3.84	4.16	4.08	4.26	4.3
CHI.9. Employee Retention	90%	97%	95%	95%	95%
Understand our Economic Impact					
CHI.10. FTE's	n/a	1354.03	1380	1332.87	1300
CHI.11. Economic Impact	tbd	n/a	n/a	n/a	tbd
<i>Benchmark:</i> Comparable measure from identified competitor (ex. WTCS colleges, national, etc) <i>Target:</i> Goal to achieve after implementing activities/initiatives * IPEDS data available December 2019 ** Graduate follow-up survey data available March 2020 *** no ssi survey administered (CCSSE instead) ****Employer satisfaction survey data available 1 full year after graduation June 2020					

Internal governance at the College is led by the Executive Team and managed through a council model. The strategic priorities, college health indicators, and strategic initiatives align with the councils. The council model includes:

- Executive Team – Provides direction and input to manage and advise councils.
- Leadership Council – Provides college-wide communication through supervisors, who share the information with their departments. Approves standing operating procedures to ensure college-wide input.
- Academic Council – Provides guidance and approval in academic matters of the college.
- College Council – Provides guidance and approval in cultural matters of the college.
- Operations Council – Provides guidance and approval in operational matters of the college.

Strategic Plan 2019-20

Strategic Initiative Alignment

Council	Strategic Initiative	Metric	Measurement Goal	College Health Indicator	Strategic Priority
Executive Team	Special Populations – Student Success	Retention rate of Special Populations	85% retention of special populations	Retention	Engage Students in High Quality Learning
	Economic Impact and Outreach Program Development	A completed plan with list of courses recommended to be offered at 3 (different outreach) locations to increase enrollment/ FTE's	Increased enrollment and FTE's – metric TBD	FTE's Enrollment	Understand our Economic Impact

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Leadership Council	Bookstore Redesign-Phase 2	Grow Bookstore Profits through innovative retail options	Revenue, profit & Expenses quarterly and annually to maintain current auxiliary margins	Student Satisfaction Employee Satisfaction	Engage Students in High Quality Learning
	Facilities Master Plan-Year 2	Increased feedback and knowledge of staff in remodel of buildings 300/400	Increased employee satisfaction – metric TBD	Employee Satisfaction	Engage Students in High Quality Learning
	More Students Learning More-Student Recruitment	<ul style="list-style-type: none"> Establish and implement an employee student recruitment campaign to increase enrollments Identify avenues to increase employer partnerships in educating workforce rather than bypassing training and hiring workers w/o education. 	Establish benchmark metrics in # of FTE's generated from employee recruitment campaign # of students who have lunches/tours – conversion rate # of prospects in and through funnel	FTE's Enrollment	Strengthen Accountability
Academic Council	Student Jobs-Student Success	Work with managers to add student jobs and create standardized job description and performance management plan for each student position. Implement student worker marketing plan	Increase student job opportunities on campus from 116 to 130; Increase # of student job applicants to 3-5 per job opening; A value-added job description and performance management plan template created;	Student Learning	Engage Students in High Quality Learning
	Remedial Teaching and Learning	Scaling up remediation efforts to increase completion rates in targeted math and communication courses	Improve completion rates in math and communication courses <u>from ? to ?</u>	Student Learning	Engage Students in High Quality Learning
College Council	Performance Management-Phase 2	Train staff and supervisors on performance management. Create process to tie compensation to performance management results Create training and method for <u>tying</u> performance evaluation results to compensation	Increase employee satisfaction survey metrics: <ul style="list-style-type: none"> This institution consistently follows clear processes for recognizing employee achievements. Results 3.80 to 3.91 I am paid fairly for the work I do. Results 3.83 to 3.95 I am comfortable giving honest feedback to my peers, colleagues, and supervisor. Results 3.76 to 3.87 My supervisor helps me improve my job performance. Results 3.95 to 4.06 	Employee Satisfaction Employee Retention	Strengthen Accountability
	Professional and Leadership Development	Creating and implementing a systemic plan for ongoing leadership development	Increase from 4.04 out of 5 to 4.10 "I have adequate opportunity for training to improve my skills"	Employee Satisfaction	Strengthen Accountability

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Operations Council	Enterprise Resource Planning- Replacement for CAMS	<ul style="list-style-type: none"> Conduct process reimagine and redesign of 9 functional areas associated with ERP. Development of process maps to feed a scenario-driven RFP, RFP released to vendors in August Goal is for a more streamlined and efficient process for data input, extraction, and usage in decision-making 	Recommendation to leadership of a new ERP vendor	Employee Satisfaction	Strengthen Accountability
--------------------	--	---	--	-----------------------	---------------------------

In addition to strategic projects, indirect measures impacting the College Health Indicators of enrollment, retention, graduation rate, and student and employer satisfaction are reviewed during the Fall IVP. Faculty review individual program data related to these measures and compare performance to the annual target metric. This information is used to create Team Action Plans (TAP's) to improve program performance. For 2018-19, the Executive Team identified graduation as a metric of focus. Programs with graduation rates below the desired metric of 65% were asked to create one TAP focused toward increasing graduation. One hundred and four (104) program TAPS were created in 2018-19 with 30 TAP's focused on graduation rates. The table below identifies the college health indicators addressed in the 2018-19 program TAP's.

College Health Indicator	Number of TAP's		College Health Indicator	Number of TAP's
Graduation Rates	30		Employer Satisfaction	6
Enrollment	10		Job Placement	3
Retention	36		Student Satisfaction	17

To ensure a focus on student learning remains strong, the Executive Team added a College Health Indicator of Student Learning for 2019-20. Assessing attainment of program learning outcomes has been significantly enhanced through the development of a mastery bridge that links each course competency assessment to the associated program learning outcome. The summary of attainment of program learning outcomes for all programs compiled in May 2019 is shown in the table below.

**Board Monitoring Report
Compliance/Accreditation – September 2019**

2018-19 Program Learning Outcome Attainment			
# programs	55		
# program students*	2034		
# assessed for program outcomes	799	39%	
# passed	718	90%	
# did not pass	81	10%	
# not assessed **	1140	56%	
* includes duplicate students			

** includes students not finished with program and students waiting to complete licensure or third party assessments

Of the 799 graduating students assessed for program outcomes, 90% successfully completed all required program outcomes. Faculty reviewed their individual program TSA mastery bridge data during the Fall IVP in August and used this information to create at least 1 Team Action Plan (TAP) to improve one or more competencies related to a student learning program outcome.

College departments also create TAPs that support college health indicators and strategic priorities during the annual May IVP.

Employee Satisfaction	15	Employer Satisfaction	3
Enrollment Headcount	5	FTE's	8
Student Retention	5	Student Satisfaction	6
Strengthen culture of integrity	1	Increase student access and success	6

An annual calendar of college planning for continuous improvement is shown below:

Activity	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Instructional IVP – review of program learning outcome mastery TSA document, student enrollment, student retention, student graduation, student placement, and student and employer satisfaction. Develop TAP's to improve areas of lower than desired performance.												

Board Monitoring Report
Compliance/Accreditation – September 2019

Activity	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Strategic Planning – Board of Directors reviews mission, vision, purposes, values, and strategic directions. Changes made as needed.												
Strategic Planning – Executive Team, Leadership and cross section of college staff work on strategic priorities by reviewing TAP's, College Health Indicators, and external and internal weaknesses and opportunities. are discussed. Strategic priorities following year are established. Executive Team Also identify a college health indicator of focus (graduation 2018-19 and enrollment 2019-20)												
Planning for strategic priorities are incorporated into the budget planning												
Fiscal Services work with Budget Managers to compile the college's aggregate budget with annual comparisons												
Board of Directors reviews college strategic priorities and initiatives. Establish budget assumptions, budget parameters, and strategic priorities												
Strategic priorities and initiatives are shared with entire college. Staff sign-up for initiatives to work on												
Board of Directors detailed review of proposed budget and modify assumptions and parameters as needed												
Budget changes reviewed by Dept Leads												
Second update of proposed budget is reviewed by District Board												
Institutional IVP – Focus on CHI set by Executive Team												
Final adjustments to budget												
Public Hearing on proposed budget and District Board review and approval												
Strategic initiatives clearly defined and work begins												

A review of continuous improvement actions taken as a result of these planning efforts are included in the Board Monitoring Reports presented throughout the year.

September – Compliance Monitoring Report

October – Student Access Monitoring Report

Board Monitoring Report

Compliance/Accreditation – September 2019

January – Safety & Security Monitoring Report

March – Quality Teaching & Learning Monitoring Report

May – Financial Sustainability Monitoring Report

June – College Culture Monitoring Report

STRENGTHS

1. Strong processes are now in place for assessment of student learning including course and program outcome assessment as well as co-curricular assessment. Oversight for assessment of student learning now rests with a faculty-led assessment workgroup within the Academic Council.
2. Greater college-wide comprehension of and support for accreditation as a result of several presentations during in-service(s), college forums, department meetings, individual face2face discussions, and sending a large group (staff, faculty, and administrators) to the annual HLC conference.
3. Positive Focused Visit recognizing the extensive amount of quality work completed promoted a sense of pride in the accomplishments throughout the college.
4. Access to data has improved considerably in the past five years through our in-house dashboard and other efforts as well as the WTCS Data Cubes and Tableau Dashboard.

WEAKNESSES

1. Have continued work to do on process documentation directly related to HLC criterion. The work of documenting the processes of continuous improvement related to the 5 HLC quality criteria needs to be viewed and embraced as part of our everyday work rather than viewed as “extra” work. Consequently, a challenge exists to keep continuous improvement activities supporting accreditation as a top college priority between now and 2021-22.
2. The Standard Pathway and the Assurance System are new for our college and requires a learning curve which needs to be considered in the timeline for developing and submitting the assurance argument and evidence.
3. Quality of inputs into TAP plans created during IVP days could be improved. This quality check is one of the roles of the newly formed assessment work group to be completed annually.
4. A need for improving data literacy was identified during the Campus Works PRR sessions to identify our college ERP system needs. As college community access to data has expanded, a greater understanding of this new data is required to ensure accurate interpretation for decision-making.

STRATEGIC INITIATIVES DESIGNED TO IMPROVE OUR PERFORMANCE

1. The timeline for completing the assurance arguments has been shared above as has the timeline for planning and implementation of strategic initiatives which will be the foundation for the assurance arguments.

APPENDIX

Appendix A: Higher Learning Commission Formal Notification Letter of Focused Visit



HIGHER LEARNING COMMISSION

210 South LaSalle Street, Suite 7500
Chicago, IL 60604-1411
312.863.4150 • 800.621.7140
Fax: 312.233.9182 • hlcommission.org

August 2, 2019

Dr. Jason
Wood
President
Southwest Wisconsin Technical College
1800 Bronson Boulevard
Kramer Building
Fennimore, WI 53809

Dear President Wood:

This letter serves as formal notification and official record of action taken concerning Southwest Wisconsin Technical College by the Institutional Actions Council of the Higher Learning Commission at its meeting on July 30, 2019. The date of this action constitutes the effective date of the institution's new status with HLC.

Action. IAC concurred with the evaluation team's findings and affirmed that the institution has demonstrated sufficient evidence that it has addressed the concerns related to the following:

- At least two years of documented evidence of a common pattern across all programs of the use of assessment of student learning data at the course and program levels leading to documented improvements in courses and programs with clear, documented connections to institutional planning;
- An institutional culture of assessment that is systematic and consistent across all programs with ongoing professional development and involvement of faculty and staff across the College;
- Completion and implementation of co-curricular outcomes and an assessment plan for co-curricular programs with evidence of at least one year of data collection and use of data for identifying program improvements; and
- Systematic processes and common understandings of meaningful retention and completion goals set at program and/or institution levels, and use of retention and completion data to support improvements across the College.

In two weeks, this action will be added to the *Institutional Status and Requirements (ISR) Report*, a resource for Accreditation Liaison Officers to review and manage information regarding the institution's accreditation relationship. Accreditation Liaison Officers may request the ISR Report on HLC's website at <https://www.hlcommission.org/isr-request>.

Board Monitoring Report
Compliance/Accreditation – September 2019

Within the next 30 days, HLC will also publish information about this action on its website at <https://www.hlcommission.org/Student-Resources/recent-actions.html>.

If you have any questions about these documents after viewing them, please contact the institution's staff liaison Karen Solomon. Your cooperation in this matter is appreciated.

Sincerely,



Barbara Gellman-
Danley President

CC: ALO

Board Monitoring Report
Compliance/Accreditation – September 2019

Appendix B: April 2019 Focused Visit Report

SOUTHWEST WISCONSIN TECHNICAL COLLEGE

Focused Visit Report

APRIL 2019



Southwest  Tech

Board Monitoring Report
Compliance/Accreditation – September 2019

SOUTHWEST WISCONSIN TECHNICAL COLLEGE

Focused Visit Report

Submitted in preparation
for a focused visit by the
HIGHER LEARNING COMMISSION

Jason S. Wood, Ph.D.
College President



1800 Bronson Boulevard
Fennimore, WI 53809

608.822.3262
tdd: 608.822.2072

www.swtc.edu

Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

ACKNOWLEDGEMENTS

Thank you to the students, faculty, staff, and administration at Southwest Wisconsin Technical College for their commitment to our values of Learning, Continuous Improvement, and Integrity. Over the past two years we have created a stronger culture of data-informed decisions, improved assessment of student learning for academic programs and co-curricular learning, and set ambitious goals for already high levels of student retention and completion.

Your diligence and persistence over the last two years has transformed the College for the better. We are grateful for your input, expertise, and passion for helping students succeed. Our collective integrity, our ability to adapt to change, and our sacrifices to do what is best for the College make us an invaluable resource to the businesses and communities we serve. Thank you!

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Table of Contents

A. Brief Description of the Institutional History and Context 1

B. Southwest Tech's Response to concerns raised by HLC in the July 12, 2017, Formal Notification of Action Letter. 4

Requested Improvement #1 4

 Common Practice of Assessment 5

 Common Practice of Assessment at the Student Level 9

 Common Practice of Assessment at the Course and Program Level with Documented Improvements of Student Learning 12

 Common Practice of Assessment of Student Learning at the College Level..... 18

 Connecting Course and Program Assessment to Institutional Planning 19

Requested Improvement #2 21

 Institutional Culture of Assessment 21

 Professional Development in Assessment 25

 Faculty and Staff Involvement in the Culture of Assessment 28

Requested Improvement #3 29

Requested Improvement #4 31

Conclusion 33

C. Evidence that the Institution has Addressed the Issues Raised by HLC 35

D. Additional Evidence Available to the Peer Review Team 36

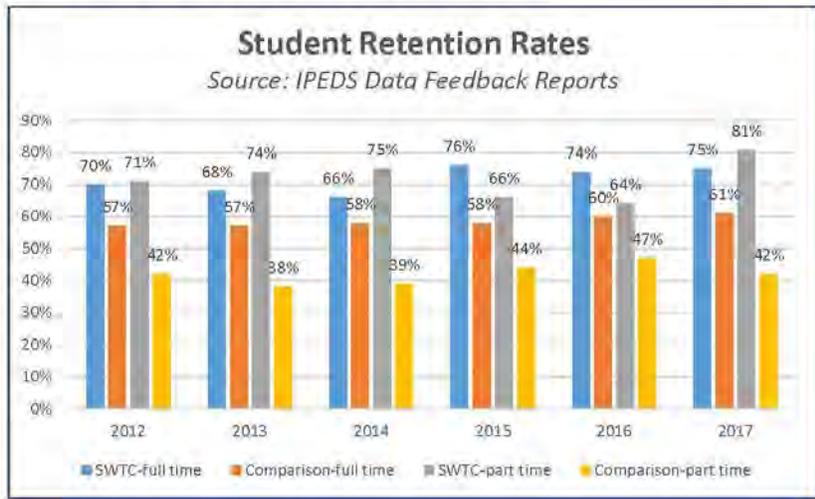
E. Links to Faculty/Staff Handbook, Student Handbook, and Institutional Catalog 36

**Board Monitoring Report
Compliance/Accreditation – September 2019**

A. Brief Description of the Institutional History and Context

Southwest Tech is one of sixteen independent technical colleges that comprise the Wisconsin Technical College System. Statutory common purposes unite the colleges in providing education that responds to each district's workforce needs. The Wisconsin Technical College instructional philosophy supports these purposes by requiring instructors to be industry experts who are capable of transferring their knowledge and expertise to students. Consequently, we have industry experts who learn to become skilled educators as opposed to individuals trained as educators who then specialize in a skill area.

Our mission is to "provide education and training opportunities responsive to students, employers, and our communities." We have been living our mission for 50 years. Our mission is frequently on the minds and in the actions of our employees. Our 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." inspires us to act on our mission. Because we live our mission and exhibit our vision, the College's outcomes speak to our excellence. IPEDS data from the past five years confirms we consistently outperform our 25 benchmarked colleges in retention and graduation. Our five-year average retention rates of both full-time and part-time students is 72%.

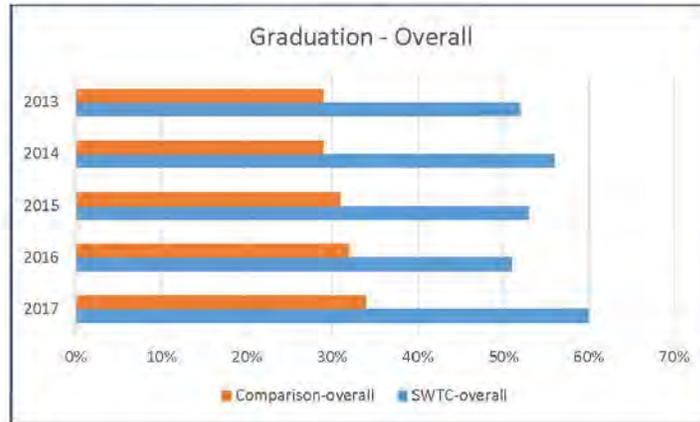


Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

We outperformed our IPEDS benchmarked colleges in graduation at 60% in 2017 with an average graduation rate of 55% over five years.



Our College performance was recently acknowledged by Forbes who ranked us as the #1 Two-Year Trade School in Wisconsin and #13 in the nation in high-earning alumni, standout graduation and retention rates, and respectable debt repayment scores.



Information related to Forbes announcement and ranking methodology can be found at <https://www.forbes.com/sites/cartercoudriet/2018/08/15/the-top-25-two-year-trade-schools-colleges-that-can-solve-the-skills-gap/#25174e8d3478>

Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

Our graduates earn an average of just over \$35,000 in careers that often provide benefits (WTCS 2017 Fact Book with 2015-16 data). Every year the businesses who employ our alumni are satisfied or highly satisfied with our students' on-the-job performance, 2015 to 2017 being 99% (Southwest Tech employer follow-up surveys 2015-2017).

This kind of performance does not happen by accident. We are fortunate to have 186 full-time, dedicated employees who take great pride in the success of our students and the impact our college has on the communities within the district we call home. The majority of the staff who work at the college have lived within our college district most of their lives. The longevity of staff is one indicator of employee commitment to this college. Overall, 28% of our college employees have worked at this college for greater than 15 years with the greatest longevity found in the faculty and support staff positions.

We naively believed that our dedication to serving students, the success of our students in graduation and employment, and the strong support from our employers and community would validate our quality and worth as an institution. Consequently, we were not adequately prepared for our comprehensive visit in 2016.

In addition to not being properly prepared for the visit, there were areas we needed to improve. We were not conducting faculty observations in the high schools, a small percentage of curriculum was current in WIDS (Worldwide Instructional Design System), learning outcome plans were inconsistent across programs, and assessment of student learning was done informally and not recorded. In short, we needed to make improvements and have accepted that challenge as an opportunity to emphasize our core college value of Continuous Improvement.

The comprehensive peer review team report concluded that Southwest Tech did not meet Criterion 4, Core Components 4.B, and 4.C. In addition to the non-compliance recommendation, they reported we met with concerns Criterion 3, Core Component 3.C. because dual credit faculty were not evaluated and students did not have a chance to complete course evaluations. The Peer Review Team also indicated we met with concerns Criterion 5, Core Component 5.C. indicating we did not connect student learning assessment to institutional planning and budgeting.

During our Institutional Actions Council (IAC) hearing in April of 2017, we presented additional evidence regarding our performance. By April 2017, we had completed evaluations of the entire dual credit faculty teaching in the high schools, 100% of dual credit courses completed the Student Perception of Teaching (SPOT) surveys, and we demonstrated several connections between student learning and institutional planning and budgeting. The IAC therefore, found us to meet Criterion 3, Core Component 3.C.

Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

and Criterion 5, Core Component 5.C. We are pleased to report that dual credit faculty observations and dual credit student SPOT surveys are continuing as a result of established processes and systems for course assessment and faculty evaluation.

In April 2017, we also outlined steps taken to remedy the lack of assessment of student learning and the use of retention and completion data to make improvements at the college. The IAC determined we met Criterion 4, however still noted concerns in Core Component 4.B. and 4.C. The Higher Learning Commission Board of Trustees concurred with the IAC and outlined four areas for focused improvements and indicated we would have a visit in spring of 2019 to monitor our progress. This is a report of our achievements in the areas of concern.

Southwest Tech is pleased to provide this summary report of the actions taken to strengthen our college in the four areas identified by the HLC Board of Trustees. We are excited to welcome the Focus Visit Team to our campus as we are proud of the accomplishments achieved to-date.

B. Southwest Tech's Response to concerns raised by HLC in the July 12, 2017, Formal Notification of Action Letter.

Requested Improvement #1: At least two years of documented evidence of a common pattern across all programs of the use of assessment of student learning data at the course and program level leading to documented improvements in courses and programs with clear, documented connections to institutional planning.

Extensive work has been completed in assessment of student learning. These actions demonstrate our compliance with Criterion 4.B and address requested improvement #1. The work completed include:

- Standardizing the use of Worldwide Instructional Design System (WIDS), a performance-based curriculum development tool, to ensure instructors create curriculum around program student learning outcomes.
- Identifying and/or validating program-learning outcomes for 100% of programs and maintaining this validation through Technical Skill Attainment (TSA) work and/or input from program advisory committees annually.
- Linking occupational specific skills/competencies taught in courses to the program-learning outcomes and capturing this linkage in Program Assigned Outcome Matrices to ensure assessment of all program-learning outcomes are occurring within the program.

Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

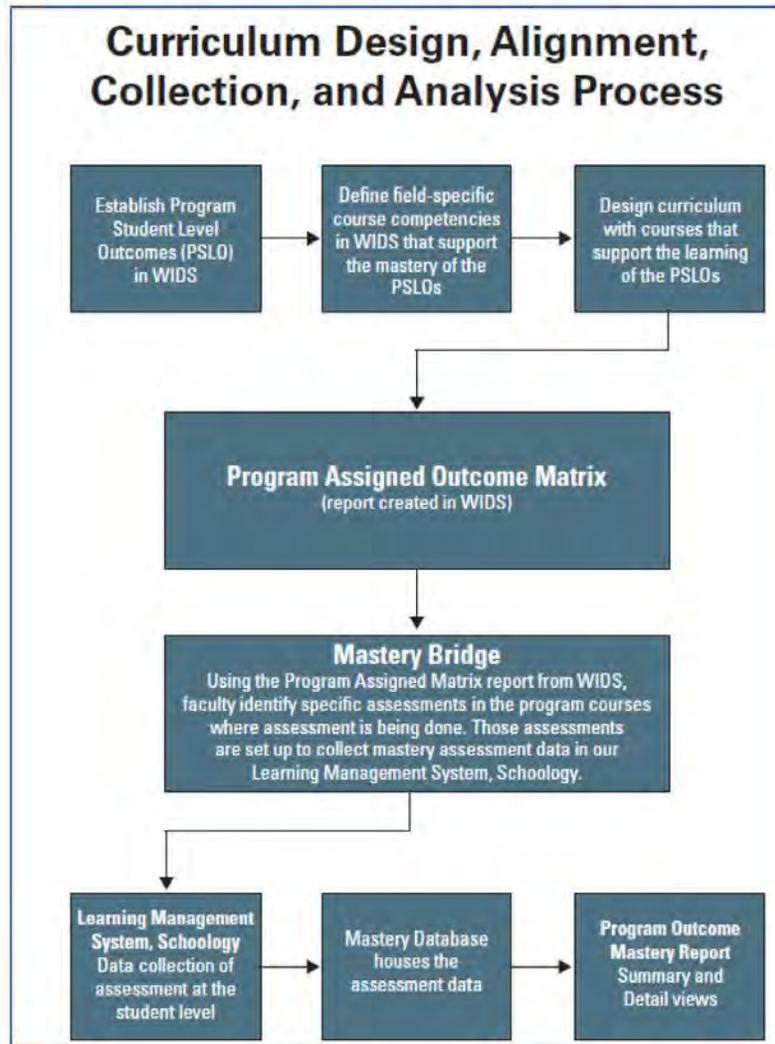
- Creating a Mastery Bridge to link the assessment tool used to evaluate mastery of the competencies, which support program-learning outcomes. This information is captured in a Program Outcome Mastery Report allowing faculty to readily identify where students are struggling to meet program-learning outcomes.
- Establishing and/or enhancing assessment processes at the course, program, and college level to create a common pattern of assessment.
- Created an intranet site – The Charger Hub – to house much of the assessment data in one location for ease of access by faculty and for transparency throughout the entire college community
- Implemented an annual Instructional Vitality Planning (IVP) day to engage faculty in reviewing direct and indirect measures of student learning and for setting annual goals for student learning improvement at the course and program level that align with established College Health Indicators.

Our journey to creating a high-quality pattern of assessment began shortly after the comprehensive accreditation visit in November 2016. Recognizing the need for additional expertise, Cynde Larsen, a full-time faculty member with extensive assessment expertise, was permanently reassigned by the College President to lead the college's assessment of student learning efforts. Ms. Larsen was added to the Executive Team to ensure assessment was kept at the forefront of our decisions. An Assessment Work Group was formed including members from faculty, College Effectiveness, Student Services, and academic leadership. This team created a draft comprehensive learning assessment plan incorporating proven best practices from sister colleges, North Central Technical College and Fox Valley Technical College. Several members also attended professional development conferences with elements of assessment and the learning influenced the development of our plan. This plan formed the structure for an annual process involving faculty and staff analyzing data and evidence to identify opportunities to improve student learning. We affirm our assessment processes and methodologies to assess student learning reflect good practice including the participation of faculty and staff (Criterion 4.B.4).

Common Practice of Assessment

The foundation for assessment of student learning begins with organized curriculum. Prior to our comprehensive visit in November 2016, development and documentation of curriculum across the college was inconsistent. Fewer than 50% of our programs had up-to-date curriculum developed and stored in the Worldwide Instructional Design System (WIDS), which is a preferred curriculum development tool within the Wisconsin Technical College System. This tool brings together critical elements of performance-based design and guides instructors to create curriculum around what they intend students to achieve. Exhibit A is a visual of this model.

Exhibit A – Curriculum & Assessment Process Model



WIDS encourages curriculum development linked to three performance levels; the broadest being program student learning outcomes (PSLO); the next level being competencies describing occupationally specific skills which support learning outcomes;

Board Monitoring Report
Compliance/Accreditation – September 2019

and the final level being criteria and conditions for assessment identifying the supporting knowledge, skills, and attitudes needed to master a given competency. Linkages between these development levels are captured in a Program Assigned Outcome Matrix in WIDS, which visually displays where program student learning outcomes are assessed in courses. This matrix is essential for conducting student-learning assessment. Exhibit B is an example of a program assigned outcome matrix. The program student-learning outcomes are listed in the left hand column and the courses where these learning outcomes are taught listed along the top of the table.

Exhibit B – Program Assigned Student-Learning Outcome Matrix



Program Assigned Outcome Matrices
10-520-3 Human Services Associate
Program Outcomes Course Assignment Matrix
 Legend: (I)Introduced, (P)Practiced, (A)Assessed

Program Outcomes	10-520-101 Introduction to Human Service	10-520-102 Ethics for the Profession	10-520-103 Issues in ATODA	10-520-104 Community Resources and Surv	10-520-105 Interviewing and Counseling T	10-520-106 Issues of Gerontology	10-520-107 Disability Studies	10-520-108-01 Methods of Social Casework	10-520-109 Professional Documentation in	10-520-112 Children, Youth, and Family	10-520-121 Human Services Field Study I	10-520-122 Human Services Field Study I
Model a commitment to cultural competence	I	P	P	P	P	P	P	I	I	I	A	A
Uphold the Ethical Standards and Values for Human Service Professionals.	I	A	P	I	P	I	I	I	I	I	A	A
Demonstrate professionalism	I	P	P	P	P	P	P	P	A	P	A	A
Utilize community resources	I	I	I	A	I	A	I	I	I	P	A	A
Apply human services interventions and best practices	I	P	P	I	P	I	I	P	A	P	A	A
Cultivate professional relationships	I	I	I	A	I	A	I	I	I	I	A	A

The table identifies where each program student-learning outcome is introduced, practiced and assessed. Two additional program assigned student-learning outcome matrices are included in Addendums [A1 Physical Therapist Assistant](#) and [A2 Agricultural Power and Equipment Technician](#).

Board Monitoring Report
Compliance/Accreditation – September 2019

Exhibit A above also shows that a newly created Mastery Bridge links the WIDS program assigned student-learning outcome matrices to the assessment instrument(s) (test, lab, project, demonstration) faculty use to evaluate student mastery of each competency supporting a program-learning outcome. This bridge allows the creation of a Program Outcome Mastery Report faculty use to identify where students are struggling to meet program student-learning outcomes. A sample Mastery Bridge Program Outcome Mastery Report is shown in Exhibit C. This report reveals the percentage of Dental Assistant students who successfully met the mastery target of 74% on each program learning outcome during fall 2019. The full Dental Assistant Program Outcome Mastery Report can be found in [Addendum B1](#).

Exhibit C – Program Outcome Master Report

2/18/2019 2:23:59 PM /College Effectiveness/Mastery	
Program Outcome Mastery Report - Summary	
305082 – Dental Assistant (Fall 1819 - Fall 1819)	
Perform a variety of entry-level supportive dental procedures	
Fall 1819	31-508-302-0001
7/10 (70%) met the Standard for Student Success of 78%	
■ DAS 1-1	Demonstrate four-handed dentistry (16/16 Met)
■ DAS 1-2	Collect diagnostic and treatment data (9/16 Met)
■ DAS 1-3	Transition patient through dental procedures (16/16 Met)
■ DAS 1-4	Prepare correct armamentarium (10/16 Met)
Manage infection and hazard control	
Fall 1819	10-508-101-0001
7/10 (70%) met the Standard for Student Success of 77%	
■ DAS 2-1	Employ personal and patient protection to prevent disease transmission
■ DAS 2-2	Process instruments (16/16 Met)
■ DAS 2-3	Process treatment room (16/16 Met)
■ DAS 2-4	Manage wastes safely (16/16 Met)
Produce diagnostic radiographs	
Fall 1819	10-508-103-0001
4/5 (80%) met the Standard for Student Success of 78%	
■ DAS 3-1	Expose, process and mount a variety of dental radiographs (14/16 Met)
■ DAS 3-2	Apply principles of radiation safety to patient and operator (16/16 Met)
■ DAS 3-3	Interpret diagnostic quality (16/16 Met)
■ DAS 3-4	Troubleshoot radiographic errors (16/16 Met)
■ DAS 3-5	Apply appropriate radiographic techniques (16/16 Met)

All programs with a final Technical Skill Attainment (TSA) phase II approval by the Wisconsin Technical College System (WTCS) have completed the work of linking program student-learning outcome matrices from WIDS to competency assessments in Schoology (the college’s learning management system). These linkages must be continually updated to align with modified curriculum and updated program student-

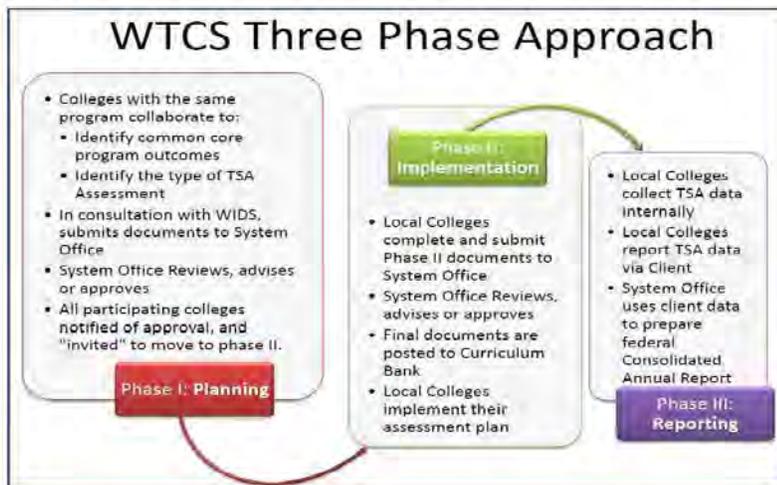
Board Monitoring Report
Compliance/Accreditation – September 2019

learning outcomes, consequently, programs will never have 100% of this work completed. An expectation was set for all faculty to create and update course and program content in WIDS to ensure the program assigned outcome matrices remain current as course and program modifications occur. The Chief Academic Officer oversees faculty compliance of this expectation and reports compliance percentages to the Executive Team on a semi-annual basis or as requested. The work completed in the WIDS curriculum repository, Schoology, and the Mastery Bridge will be available for peer reviewers during the upcoming focus visit. Additionally, program faculty will share with the visiting team how these systems support assessment of student learning.

Common Practice of Assessment at the Student Level

The work completed in aligning program student-learning outcomes, course competencies, and assessment tools strengthened Southwest Tech's ability to analyze and report student level data on attainment of technical skills to the Wisconsin Technical College System. Technical Skill Attainment (TSA) is a data-driven evaluation process intended to promote continuous improvement of teaching and learning requiring informed judgement about achievement of technical learning outcomes. TSA is "designed to ensure all program students have the opportunity to demonstrate industry-validated *technical* skills throughout and upon completion of their chosen occupational program of study"¹. TSA is a three-phase process that mirrors the WIDS curriculum development process but at a statewide level. The phases of TSA are shown in Exhibit D below.

Exhibit D – WTCS Technical Skill Attainment (TSA) Process



¹ WTCS Educational Service Manual, p. 43

Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

At the first phase of planning, technical colleges with similar programs throughout the state meet and agree upon the following:

- Common program student-learning outcomes vetted by business and industry
- Type of assessment - WTCS assessment or Third Party
- Assessment criteria (i.e. rubric) which measure student learning at the competency level

The second phase of TSA involves each individual college using program student-learning outcomes, assessment criteria, and assessment instrument information developed in phase 1 to complete the following:

- Identify links between program outcomes, program curriculum and assessment criteria (completed in WIDS)
- Identify assessment tool(s) including written exam, portfolio, demonstration, or other measure to assess student mastery of competencies. This step must be agreed upon and approved by each college's program advisory committee and the WTCS. If the assessment selected is a third party, this strategy will be determined by the third party agency
- Identify how student level assessment data will be collected within the college's learning management system and used to improve student learning.

The WTCS reviews these plans to ensure the assessment objectively measures the program student-learning outcomes and that it addresses all skills required for the occupation² Because our college mission, vision, and purposes are intimately aligned with the businesses and industries who hire our graduates, this assessment protocol is particularly relevant. Industry-based advisory committees provide ongoing input and evaluation of skills and competencies for every program and must approve the strategies identified in TSA phase 2.

The third and final phase of TSA involves the analysis of student learning and reporting of student learning data to the WTCS. Student data collected indicates if a student was (1) assessed and passed all program student-learning outcomes, (2) was assessed and did not pass all program student-learning outcomes, or (3) was not assessed. Since 2016, a Mastery Bridge system has been developed and implemented to collect student-learning data. The final testing and implementation phase is underway with four pilot programs having complete data as of January 2019. The remaining programs will complete program student-learning outcome data for WTCS reporting by June 2019. This mastery bridge data will be available for analysis by faculty during the August 2019 IVP day.

² WTCS Skills Attainment Guidelines

Board Monitoring Report Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

The WTCS three-phase process requiring advisory committee input and state-level approval of program outcomes, program curriculum and assessment criteria ensures validity of the process. Program outcomes are required to be measurable, observable, and industry-specific. The use of rubrics, checklists, and scoring guides is central to the validity, reliability, and fairness of assessment. TSA plans for three academic programs are included as Addendums [C1 Cosmetology](#), [C2 Graphic & Web Design](#), and [C3 Electrical Power Distribution](#). All TSA approvals will be available for review during the focused visit. Faculty from the four programs completing the TSA testing phase will also be available to outline how TSA data is used for program improvement. [Addendum D1](#) documents every program and the current status of compliance with TSA requirements.

We affirm that these assessment processes and methodologies to assess student learning reflect good practice, including the participation of faculty and staff (Criterion 4.B.4)

To achieve this first critical step for systematic student assessment, the college made the following one-time investments:

- \$40,000 for faculty stipends to complete the curriculum updates and program outcome matrices in WIDS
- \$35,000 for professional development training on WIDS for over 20 faculty, six staff members, and five supervisors
- Time allotted during fall and spring in-service week for faculty to review program student-learning outcomes, course competencies, curriculum mapping, and assessment instruments.
- Time invested in creating and mapping mastery bridge between WIDS and Schoology

On-going investments by the college to maintain a high-level of compliance include:

- \$50,000 annually for curriculum development to make modifications and improvements to courses and programs based on assessment of student learning
- \$25,000 for professional development training on WIDS, assessment, and evaluation
- Time allotted during each in-service week to support faculty in creating and updating curriculum

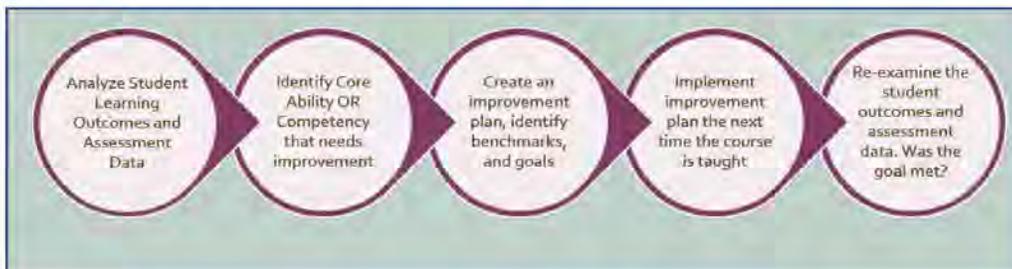
**Board Monitoring Report
Compliance/Accreditation – September 2019**

Common Practice of Assessment at the Course and Program Level with Documented Improvements of Student Learning

Course Level:

A new course assessment process was introduced at the inaugural faculty Instructional Vitality Process (IVP) day in August 2017. This process involves faculty analyzing student achievement of course competencies at the end of *every term*. Faculty identify a course competency which has been challenging for students to learn. From this assessment, an improvement plan is created that identifies the current metric to be improved, the goal for improvement, and the interventions designed to promote improvement. While the ultimate goal is for all identified improvement strategies to be implemented, faculty prioritize a course improvement strategy they feel will best promote student-learning success. This improvement plan is implemented at the next subsequent offering of the course. Upon course completion, outcome and assessment data is re-examined to determine if the goal was met. Exhibit E shows the course assessment process.

Exhibit E – Course Assessment Process



Faculty use a course assessment form located on the college's intranet, the Charger Hub, to capture the information at each step of the course assessment process. Exhibit F is a visual of the Charger Hub course assessment form. Each course being assessed is identified on the 'course info' tab.

Board Monitoring Report
Compliance/Accreditation – September 2019

Exhibit F – Charger Hub Course Assessment Form

The screenshot shows the 'CHARGER hub Assessment' interface. The 'Course Info' tab is selected. The form displays the following details:

ID	16
Term	Fall 1718
Department #	10006
Course #	130
Course Name	Row Crop Production Management

Additional information includes: Version: 9.0, Created at 11/6/2017 12:16 PM by Doris Pulvermacher, and Last modified at 12/12/2018 3:24 PM by Jamie Horsfall. There are 'Edit Item' and 'Close' buttons at the bottom right.

The competency to be improved, the current metric of success and the desired metric of success are identified in the 'assessment' tab.

The screenshot shows the 'Assessment' tab selected. The form is divided into sections:

- General Information:** Assessed By: Jamie Horsfall; Assessment Required?: Assessment Required; Date Assessed: 12/11/2016; Delivery Mode Assessed: Face to Face.
- Assessment:** Assessment Activity: Learning to calculate shrink on corn from various locations within Southwest WI.; Current Term Results: 75 percent; Core Ability: Communicate Clearly.
- Goal:** Standard for Student Success: 8/10; Cohort Quality Objective: 80%.

At the bottom, it shows Version: 9.0, Created at 11/6/2017 12:16 PM by Doris Pulvermacher, and Last modified at 12/12/2018 3:24 PM by Jamie Horsfall. There are 'Edit Item' and 'Close' buttons at the bottom right.

The actions to be taken to improve the competency are included in the 'improvement plan' tab.

Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

Course Info	Assessment	Improvement Plan	Follow Up
<p>Improvement Plan Spend more time on this activity. An idea would be to address a second time in the semester after introducing this at the beginning of the semester.</p>			
Version: 9.0		<input type="button" value="Edit Item"/> <input type="button" value="Close"/>	
<p>Created at 11/6/2017 12:16 PM by Doris Pulvermacher Last modified at 12/12/2018 3:24 PM by Jamie Horsfall Sponsored with DRES</p>			

The documentation of the level of student learning is recorded in the 'follow up' tab.

Course Info	Assessment	Improvement Plan	Follow Up
<p>Results Analysis Summary Jamie Horsfall (12/12/2018 3:24 PM):</p>			
<p>The goal was met within the class this year. We covered the use of shrink multiple class periods and incorporated lab assignment, and homework assignments. We then went over each equation in class based on the scale tickets that were provided from local grower. This was accomplished with 100 percent of the class with the use of multiple examples with success.</p>		<input type="button" value="Edit Item"/> <input type="button" value="Close"/>	
Goal Met/Not Met	Met		
Follow Up	<p>The use of multiple examples helped reinforce the use of Shrink on grain products, and how to calculate correctly with students. I am convinced the extra time spent going over this helped the students successfully complete the goal set.</p>		
Version: 9.0		<input type="button" value="Edit Item"/> <input type="button" value="Close"/>	
<p>Created at 11/6/2017 12:16 PM by Doris Pulvermacher Last modified at 12/12/2018 3:24 PM by Jamie Horsfall Sponsored with DRES</p>			

The status of course assessment completions are monitored by the College Effectiveness department each semester using a Charger Hub report which extracts data from the course assessment list. College deans and directors receive a status report on the completion of course assessments within two weeks of semester end. Courses not assessed will prompt a conversation between faculty and supervisor to understand the delay or reason for non-completion, which may include impending course modifications and courses targeted for removal from the program. [Addendum D2](#) provides a summary of the status of course assessment completions from initiation in fall 2017-18 through fall 2018-19.

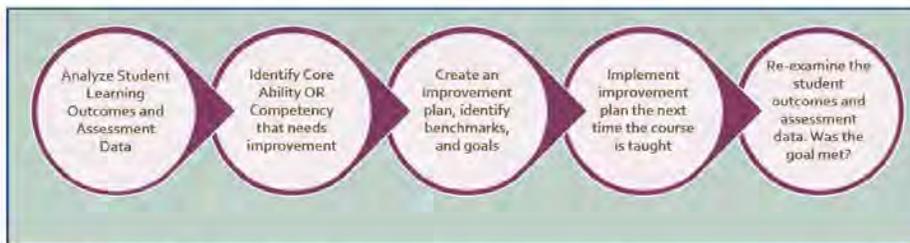
Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

Program Level:

The program assessment process follows the same five steps used for course assessment shown below.



At the August IVP day, faculty review direct and indirect assessment data including course assessment and TSA collected in the Program Outcome Mastery Report, survey results from employers hiring recent graduates, graduation rates, job placement rates and course completion rates to identify at least one opportunity to improve student learning based on program student-learning outcomes. Goals are set for improving student learning and documented in an Outcome Assessment Plan (OAP) in WIDS.

Exhibit G is a visual of the OAP form with multiple tabs to document actions taken to improve student learning. Most programs have at least two years of evidence of program improvement.

Exhibit G – Outcome Assessment Plan

OAP List		
OAP Info		
OAP Plan		
OAP Analysis		
Custom Fields		
Select Items to View		
<input checked="" type="checkbox"/> Planning Stage <input checked="" type="checkbox"/> Analysis Stage <input type="checkbox"/> Closed Stage		
#	Title	Date Range
1	Accounting Assistant TSA 2016-2017	08/22/2016 to 05/19/2017
2	Accounting Assistant TSA 2017-2018	08/20/2017 to 05/24/2019
3	Accounting Assistant TSA 2018-2019	08/20/2018 to 05/24/2019
4	Accounting Assistant Core Ability 2018-2019	08/20/2018 to 05/24/2019

A complete OAP for Electrical Power Distribution can be found in [Addendum D3](#).

The interventions faculty identify in the OAP plans are further developed and documented in a Team Action Plan (TAP) on the Charger Hub. Faculty review student-learning data annually at the IVP day to determine if students met the goal set for improvement. If the

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Institutional Focused Visit Report

February 27, 2019

improvement goal is met, faculty identify another program-learning outcome for improvement. If the improvement goal is not met, faculty reassess and identify alternate activities for implementation to positively impact student learning. OAPs are housed in WIDS as opposed to the Charger Hub to encourage faculty to update program curriculum as needed to incorporate successful changes outlined in the Outcome Assessment Plan.

Exhibit H is a sampling of the TAP summary pages, which show the activities being completed by each program to improve student learning.

Exhibit H – TAP Summary Pages

The screenshot shows the 'CHARGER hub Assessment' interface. At the top, there are navigation links: 'Hub Home', 'Quick Links', 'Departments', and 'Service Request'. Below this is a search bar and a 'new item or edit this list' button. The main content is a table with columns: 'TAP Focus', 'All Items', 'Program Level TAPS', 'Find an Item', 'Edit', 'Quality Project Title', 'Assigned To', 'School Year', 'Program', 'Increase/Improve/Student Success', 'Retention Rate', 'Assessment Method', 'MOE Team', and 'Metric'. Two rows are visible in the table:

TAP Focus	All Items	Program Level TAPS	Find an Item	Edit	Quality Project Title	Assigned To	School Year	Program	Increase/Improve/Student Success	Retention Rate	Assessment Method	MOE Team	Metric
Strengthen Student Learning in Program Outcome #2						Ryan Weigel, Christina Windt, Dejahim, Jamie Hordahl, Paul Cutting	2018-2019	Agribusiness Science & Technology- Agribusiness Management	Increase Student Access/Improve Student Success		ABST-F001		92% of our students will score a 3 or 4 out of a 4 point scale on the Internship evaluation in this program outcome
Strengthen Student Program Learning Outcome #5: Reconciliation/Overhaul Major Components						John Eyring, Rita Hoffman	2018-2019	Agricultural Power & Equipment Technician	Increase Student Access/Improve Student Success		Ag Power/Mechanics Maintenance		Program Outcome score on Internship Rubric for program outcome

The TAP process mirrors the course assessment process. Exhibit I shows the three sections comprising the TAP; the first section defines the quality project, the current metric, and the desired metric.

Board Monitoring Report
Compliance/Accreditation – September 2019

Exhibit I – Program TAP

CHARGER hub Assessment
 Hub Home Quick Links Departments

Define Project Improvement Results/Follow Up

School Year: 2017-2018
 Program: Building Trades—Carpentry
 TAP Team: Welding & Building Trades-Carpentry
 Quality Project Title: Improve Course Completion with Gen Ed Courses
 Assigned To: Jim Broihahn
 Strategic Priority 18-19: Increase Student Access/Improve Student Success
 Health Indicator: Retention Rate
 Metric: Retention
 Initial Metric Value: Course Completion-Academic Courses - 67.19%
 Goal: 70%
 Target Date: 5/18/2018

Additional Programs

Version: 5.0
 Created at 8/14/2017 11:54 AM by Ashley Crubel
 Last modified at 8/13/2018 9:33 AM by Heather Ringberg

Edit Item Close

Enhanced with DFPS

The second section documents the improvement plan outlining the steps/actions that will be taken to meet the goal. It also documents mid-year progress which allows faculty to make mid-year modifications should the identified plan be ineffective.

Define Project Improvement Results/Follow Up

Improvement Plan What: Incorporate more program related instruction within the gen ed courses
 How: Meet with gen ed instructors to come up with scenarios that the students can relate to within their program

Current Progress Complete

Mid-Year Review Been in contact with Gen. Ed instructors. Encouraged students not to skip their Gen. Ed. classes. Been using SAS

Version: 6.0
 Created at 8/14/2017 11:54 AM by Ashley Crubel
 Last modified at 2/13/2019 8:37 AM by Amy Loy

Edit Item Close

Enhanced with DFPS

Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

The final section documents whether the actions taken have improved student learning to the desired level. This section is completed at the annual IVP day and validates the documented improvement at the program level. (Criterion 4.B.4)

The screenshot displays the 'CHARGER hub Assessment' interface. At the top, there are navigation links for 'Hub Home', 'Quick Links', and 'Departments'. Below this, there are three tabs: 'Define Project', 'Improvement', and 'Results/Follow Up'. The 'Results/Follow Up' tab is active. The main content area shows the following details:

Metric	Retention
Initial Metric Value	Course Completion - Academic Courses - 67.19%
Goal	70%
Final Metric Value	75%
Status	Goal Met
Final Notes	according to the data, this has been met!

At the bottom of the interface, there is a metadata section:

Version: 5.0
Created at 8/14/2017 11:54 AM by Ashley Crubel
Last modified at 8/13/2018 9:33 AM by Heather Ringberg
Buttons: Edit Item, Close

Common Practice of Assessment of Student Learning at the College Level

As a technical college charged with training individuals to meet workforce demands, continuous dialogue with business and industry is critical to our success. Employer input for improving student learning is ensured through two formal processes: (1) program advisory committees; and (2) survey responses from employers hiring our graduates.

Program Advisory Committees

Every program offered at Southwest Tech has an advisory committee comprised of representatives from industry. The advisory committees meet at least once per year and provide feedback on program enrollment, program student learning outcomes, curriculum, changes in occupation/profession, and recommendations for program and overall college improvement. College faculty and leadership use this feedback to update program and course content to ensure graduates possess the most up-to-date skills required for employment. Advisory committee discussions are recorded in meeting minutes, which are frequently required by the WTCS before they grant approval for a program, TSA, or curriculum modification. Advisory meeting minutes demonstrating industry input for the Graphic & Web Design program are included in [Addendum E1](#).

Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

Employer Graduate Surveys

Employers hiring recent college graduates complete an employer satisfaction survey annually. This survey collects feedback on satisfaction level with graduates' knowledge, skills, and readiness for the workforce. These responses are shared with leadership and faculty and are used to inform program student-learning outcome changes and program vitality decisions considered during the college's annual budgeting process.

Connecting Course and Program Assessment to Institutional Planning

Southwest Tech has a council structure for internal governance including a Leadership Council, Academic Council, College Council, and Operations Council. The councils are charged with implementing strategic initiatives tied to our College Health Indicators, commonly referred to as Key Performance Indicators (KPI's). This structure was new during the 2016 comprehensive visit and work has occurred since then to ensure council work is impactful and includes representatives from faculty, staff, and leadership. The Academic Council, under the leadership of the Chief Academic Officer, Dr. Katie Garrity, added faculty representation immediately following the Comprehensive visit in 2016. Since then, several faculty have served on the Academic Council to ensure student learning needs have a voice in planning and implementation of strategic priorities. Faculty will be prepared to discuss the value of their involvement during the visit in April. The Academic Council has significant responsibility for connecting student learning data to institutional planning as this council conducts the Academic Viability Process, determines which programs will receive funding for curriculum modifications, and reviews and sets policies and procedures related to teaching and learning. The Academic Council oversees several project teams and work groups who have aligned their work with helping students be successful. This Council also oversees the curriculum workgroup that has oversight of curriculum development, curriculum modifications, and ensuring faculty are trained in WIDS and have complete and up-to-date program outcome matrices captured in WIDS.

The College and Operations Councils' membership also include faculty representation. Faculty and staff serving on our governance councils are empowered to make improvements. These councils have direct access to funding and significant autonomy in establishing work groups tasked with implementing college strategic initiative projects.

Faculty also have a voice in setting college strategic initiatives. In December of 2017, program instructors, general education faculty, and staff members from across campus came together for a day of institutional planning to establish college priorities as part of the 2018-19 budgeting process. Faculty were asked to identify student-learning needs influencing student success. The planning team identified 10 opportunities to improve

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Institutional Focused Visit Report

February 27, 2019

student success and college leadership assigned these opportunities to the various councils comprising our internal governance structure. All faculty and staff were offered the opportunity to work on one or more of these initiative(s) during the 2018-19 year. A concerted effort was made to maximize the number of people within the college participating in these initiatives. Each project team or work group set goals to improve a College Health Indicator, aligned their activities to the strategic directions, and created a timeline of activities. Progress toward implementation and identified next steps are presented to the college during quarterly all-college forums. The strategic plan is contained in [Addendum F1](#).

Additional activities aligning student learning to planning include having student assessment as a standing agenda item during all learning academies and at all college-wide in-services. The August 2018 in-service was devoted to reaffirming our commitment to assessing Core Abilities in both our general education courses and within program student-learning outcomes.

Student learning and supporting data are strongly considered in decisions regarding college grant funding applications. Current successful grant applications supporting student learning needs include:

- enabling the college to provide full-time tutoring services to students struggling academically;
- providing needed supports to students with disabilities to improve retention and completion;
- providing personalized navigator assistance to ensure online students feel connected to the college and services;
- offering emotional support to students enrolled in nontraditional programming;
- offering financial support to students experiencing a financial emergency; and
- providing faculty and staff professional growth opportunities in student assessment, diversity, WIDS, and Schoology.

Student assessment data is reviewed for each grant application and included as justification of need for the grant funding.

The extensive involvement of faculty in course and program assessment; the IVP process, council government, strategic planning, college in-services, learning academies and using student learning data to determine grant applications demonstrates our compliance with Criterion 4.B.4.

Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

Requested Improvement #2: An institutional culture of assessment that is systematic and consistent across all programs with ongoing professional development and involvement of faculty and staff across the College.

Institutional Culture of Assessment

Newly implemented processes at the student, faculty, course, program, and college level support Southwest Tech's culture of assessment. These processes are displayed in Exhibit J below.

Exhibit J – Functions Contributing to the Culture of Assessment



To institutionalize a culture of assessment, the college launched the annual Instructional Vitality Process (IVP) day which involves faculty evaluating data and evidence to identify opportunities to improve student learning. The inaugural IVP was held on August 14, 2017, with all program faculty participating. Faculty teams were established with each team guided by a Southwest Tech trained facilitator who is an employee representing one of several departments across the college. The college facilitators guided faculty in reviewing direct and indirect metrics of student learning in the areas of student success, customer satisfaction, and program health. This facilitator model was effective in

**Board Monitoring Report
Compliance/Accreditation – September 2019**

promoting a culture of assessment that is systematic and consistent, involving both faculty and staff across the college.

From the data reviewed, faculty identified three quality projects for implementation during the 2017-18 academic year. These projects supported at least one College Health Indicator with one of the three projects required to address student learning. Faculty chose to build on effective practices, address performance issues, and/or respond to changing needs of business and industry depending upon opportunities identified during data analysis. A visual summary of the IVP process is included in Exhibit K.

Exhibit K – Instructional Vitality Process



During the IVP day, faculty created three team action plans (TAPs) including a target goal and specific actions/tasks to implement to reach each of the three goals. Forty-six TAPs were created to improve program retention rates and 30 TAPs created to improve program graduation rates during the 2017-18 IVP. These TAPs are housed in the Charger HUB. This centralized, single location promotes easy access by faculty and staff and promotes transparency of assessment practices across the college. Team Action Plans for Physical Therapist Assistant, Business Management, and Criminal Justice are included as Addendums [G1](#), [G2](#), and [G3](#) respectively.

On August 13, 2018, faculty met for their second annual IVP. They were again guided by a group of trained staff facilitators, with several facilitators serving for a second year with their original faculty team. The College Effectiveness department again brought forward direct and indirect measures of student learning for review. Faculty teams reviewed progress toward achieving the three-quality goals set in 2017-18. Faculty completed 33 TAPs, identified 13 TAPs for continuation into the 2018-19 academic year, and added 154 new TAPs. Faculty focused one TAP on strengthening one or more student learning outcomes. The second TAP focused on strengthening retention and completion if the program's completion rate was less than the College Health Indicator of 65%. The focus

**Board Monitoring Report
Compliance/Accreditation – September 2019**

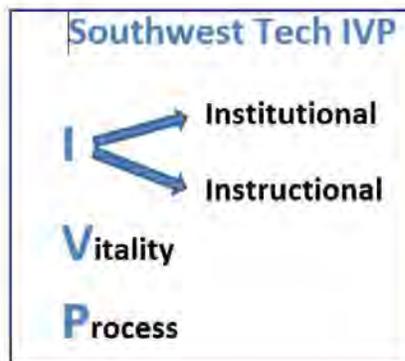
Institutional Focused Visit Report

February 27, 2019

of the third TAP was at the discretion of the faculty team based on their analysis of the data.

Team Action Plans help ensure assessment is completed in a systematic and consistent way by focusing on student, course, and program level learning data and/or retention and completion trends. To expand a culture of assessment to include the entire college, we extended the IVP process to include all departments within the college in May 2018. Exhibit L reflects the expansion of IVP to include Institutional and Instructional areas.

Exhibit L – Expansion of IVP



How does the IVP Model work?

The IVP is a process by which College teams analyze outcome data, set goals aligned with College Strategic Directions and College Health Indicators, establish evidence-based interventions and assess outcomes at predetermined intervals. Tasks include:

- Measure and analyze performance data, including: assessment data, student success, student satisfaction, program health, service area critical functions
- Identify strengths/opportunities
- Prioritize improvements needed
- Align interventions with College Strategic Directions and College Health Indicators

Annual Deliverables:

- 3 Team Action Project (TAPs)
- Weekly TAP meeting minutes
- Mid-year TAP review
- Final TAP review: follow-up/results

Board Monitoring Report Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

A total of 26 institutional department TAP teams are currently working on 62 TAPs created during the inaugural Institutional Vitality Process. Three sample college department TAPs are included as Addendums [H1 President's Office](#), [H2 Knox Learning Center](#), and [H3 Career Services](#). Additional TAPs will be available during the visit and staff will be available to discuss their experiences with TAPs during the April visit.

Board monitoring reports provide accountability for Board approved ends that are measured by College Health Indicators. The reports include alignment between the College mission, vision, purposes, values and our operations and strategic directions. The board monitoring reports have been transformed during the last two years to include more relevant data and more thoughtful analysis of the impact actions have on the college's fiscal resources, strategic initiatives, and human talent. The new format for these reports emphasizes the strengths and weakness, based on data, with a plan to position the College to invest in the best options. A sample Board Monitoring Report from 2014 is included as [Addendum I1](#) with the most recent Board Monitoring Reports for Student Access in [Addendum I2](#) and for Student Success in [Addendum I3](#). The transformation in these reports underscores our focus on continuous improvement across the college. Current Board Monitoring Reports are shared with all supervisors at the College. Supervisors review the reports, discuss content with their direct reports, and collect and share feedback with the authors for consideration. This process supports consistency in assessment across the College. While we have made progress on the data and decisions included in the Board Monitoring reports, we recognize room for further growth. The Board of Directors review the report structure and provide feedback at one of the semi-annual retreats. At the end of this academic year, the Leadership Council will also consider feedback of how the process is working and what can be improved.

Since our comprehensive visit in November 2016, a Data Integrity Team has been established to review, identify, and document processes and requirements for data collection, reporting, analysis, and use of Southwest Tech's data. To this end, the Data Team is committed to:

1. Ensuring that the validity and integrity of data is maintained when collecting, reporting, and analyzing information;
2. Monitoring FERPA compliance with data access needs;
3. Ensuring accessibility of data appropriate to job responsibilities; and,
4. Collaboratively educating each other on how data is collected and how these processes affect various departments within the college.

One achievement of the Data Integrity Team was to gain approval from the Leadership Council to publish the "Data Strategy Framework Guidelines." (See [Addendum J1](#)) This report outlines the framework used at Southwest Tech to produce, use, and store data reports. As an institution that uses data to inform decision-making, Southwest

Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

Tech works within a framework to ensure it has the capacity to produce, analyze, and use data to support the success of students, compliance requirements, strategic and institutional planning, and grants. Furthermore, Southwest Tech recognizes that because data are produced, used, and housed by various end-users for a number of purposes, adhering to a common set of guiding principles creates an environment in which the data reports produced and used have integrity. Currently the document outlines the data reports coming out of College Effectiveness, with the intent to continue to add sections for other departments within the college. Members of the Data Integrity Team will meet with the accreditation team during the upcoming visit to share how their work contributes to a culture of assessment.

Another initiative to support college-wide assessment was the Leadership Council involvement in "Data Summits." These summits were a beginning step towards creating a rigorous data protocol to promote broader understanding and interpreting of data for use in making data-driven decisions across campus. These summits were guided learning events using real college examples to demonstrate how data definitions and data entry affects data reporting. Five Data Summit events were presented during monthly Southwest Tech Leadership Council meetings beginning in August 2018. Topics were framed around the College Health Indicators and included graduation rates, student satisfaction data, retention rates, course completion rates, and student transfer data. The Data Summits were facilitated discussions led by the College Effectiveness Research Analyst. The outline for discussions remained constant for each presentation, beginning with an explanation of the data's criteria, followed by presentation of the data. Participants were asked to identify from the data what is fact, what conclusions can be drawn from the data, and what questions were provoked from this data? These responses often resulted in examples of actual action that had been taken as a result of reviewing the same or similar data. The Data Summits left many team members asking for more in-depth presentations and promoted the use of timely data to assist in decision-making.

Professional Development in Assessment

Significant investments have been made in professional development to improve our collective understanding of assessment.

Exhibit M shows the professional development conferences, on-campus learning opportunities provided by outside experts, and internal professional development offerings since the HLC visit in 2016.

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Institutional Focused Visit Report

February 27, 2019

Exhibit M – Professional Development in Assessment

PROFESSIONAL DEVELOPMENT IN ASSESSMENT	
CURRICULUM DESIGN & DELIVERY	STUDENT ASSESSMENT
<p>August 2016 Learning Academy:</p> <ul style="list-style-type: none"> Teaching Methods Course (1) WIDS Mentor Training Schoolology – Train the Trainer <p>January 2017 Learning Academy:</p> <ul style="list-style-type: none"> WIDS Work Group (5) Schoolology Work Session & Support <p>April 2017 In-Service:</p> <ul style="list-style-type: none"> WIDS Work Group Schoolology <p>May 2017 Learning Academy:</p> <ul style="list-style-type: none"> Assessment Course (17) WIDS Work Session Schoolology Café Course Design (4) <p>January 2018 Learning Academy:</p> <ul style="list-style-type: none"> Terri Johnson from WIDS (31) <p>May 2018 Learning Academy:</p> <ul style="list-style-type: none"> WIDS <p>August 2018 Learning Academy:</p> <ul style="list-style-type: none"> Schoolology Café (14) Teaching Methods Course (23) 	<p>January 2017 Learning Academy:</p> <ul style="list-style-type: none"> Data & Evidence Analysis Course (35) <p>July 2017</p> <ul style="list-style-type: none"> (External Conference) HLC Strategic Assessment Workshop (9) <p>May 2018 Learning Academy:</p> <ul style="list-style-type: none"> Data & Evidence Analysis Course (23) <p>July 2018</p> <ul style="list-style-type: none"> (External Conference) Achieving the Dream: Student Success Summit (9) <p>August 2018 Learning Academy:</p> <ul style="list-style-type: none"> Data & Evidence Analysis Course <p>November 2018</p> <ul style="list-style-type: none"> (External Conference) Holistic Student Support Redesign Institute (5) (External Conference) CAEL Conference on Credit for Prior Learning (1) <p>January 2019 Learning Academy:</p> <ul style="list-style-type: none"> Data & Evidence Analysis Course (23) WIDS Work Group <p>Higher Learning Commission Conference Attendance:</p> <ul style="list-style-type: none"> 2016, 2017 (10), 2018 (13), 2019 <p>WTCS Assessment Conference Attendance:</p> <ul style="list-style-type: none"> 2017 (8), 2019 (4)
COLLECTING & REPORTING ASSESSMENT DATA	ASSESSMENT ANALYSIS & IMPROVEMENT PLANS
<p>January 2017 Learning Academy:</p> <ul style="list-style-type: none"> Assessment Support Day <p>July 2017</p> <ul style="list-style-type: none"> (External Conference) HLC Strategic Assessment Workshop (9) <p>January 2018 Learning Academy:</p> <ul style="list-style-type: none"> Assessment Support Day <p>July 2018</p> <ul style="list-style-type: none"> (External Conference) National Career Development Association Conference (1) <p>January 2019 Learning Academy:</p> <ul style="list-style-type: none"> Assessment Support Day (17) 	<p>2017</p> <ul style="list-style-type: none"> (External Course) Applying & Leading Assessment in Student Affairs (1) <p>March 2017</p> <ul style="list-style-type: none"> (External Conference) National NASPA Conference (Co-curricular and Institutional Assessment) (1) <p>July 2017</p> <ul style="list-style-type: none"> (External Conference) HLC Strategic Assessment Workshop (9) <p>August 2017</p> <ul style="list-style-type: none"> Instructional Vitality Process Inaugural Event (57) <p>January 2018</p> <ul style="list-style-type: none"> Why IVP Presentation <p>May 2018</p> <ul style="list-style-type: none"> Institutional Vitality Process Inaugural Event <p>August 2018</p> <ul style="list-style-type: none"> Instructional Vitality Process (63)
<p>*Numbers in parentheses after the individual professional development activity are the number who attended the activity. Attendance was not always tracked.</p>	

Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

Southwest Tech has invested in additional professional development opportunities through expanded staff attendance at the annual HLC conference. A priority has been placed on ensuring faculty are part of the attendees at this annual event to expand understanding of the significance of student learning assessment. Two college representatives attended the conference in 2015 with four employees attending in 2016. Attendance has become a priority with 10 faculty and staff attending in 2017 and 13 faculty and staff participating in 2018. Thirteen staff are registered to attend the 2019 conference. The conference attendees include a core group tasked with assessment and accreditation responsibilities who attend the conference annually. The remaining team members rotate to allow greater attendance by faculty and staff across campus. Participation in the annual conference by a broader audience fosters a greater awareness of how accreditation functions and why it is an important part of quality teaching and learning. Upon return from the conferences, attendees share what was learned with the Executive Team and at in-services and planning days to increase accreditation knowledge campus-wide.

To expand understanding and support for increased assessment efforts, nine staff including four faculty members participated in the HLC Strategic Assessment Workshop held on July 17-18, 2017. Several of the staff attending are also members of the Assessment Workgroup and/or the College's Curriculum Workgroup. The strategies discussed at this workshop influenced the co-curricular assessment process implemented at the college and confirmed the work completed on the IVP processes.

Faculty have participated in Data and Evidence Analysis training which is a new required competency for all faculty as part of the Faculty Quality Assurance System (FQAS) guidelines established by the WTCS. This course allows faculty to work with data specific to his/her division at the college. Faculty explore a variety of data analysis tools that permit them to recognize and analyze data trends at the WTCS level, the college level, the program level, and at the course level. Faculty analyze data from teaching and learning experiences and use data to inform decision making about the teaching and learning process. Examples of exercises faculty complete as part of the FQAS data and analysis course are included in [Addendum K1](#).

All faculty, both full-time and adjunct, have a completed professional development plan on file in Human Resources. This plan ensures faculty meet qualifications required for teaching at Southwest Tech and keep ahead of industry changes through additional trainings, coursework, and industry experiences. The Human Resources Generalist facilitates and monitors the development and documentation of these professional development plans. At the upcoming August 2019 IVP day, one professional

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Institutional Focused Visit Report

February 27, 2019

development opportunity will be tied to an identified TAP to improve student learning. A FQAS professional development guide is found in [Addendum L1](#) with a summary of the components of the Professional Development Plan on page 4. Faculty professional development plans will be available for review upon request during the on-site visit.

All staff participate in bi-annual coaching sessions, which are semi-structured conversations with their immediate supervisor. A template is provided for the dialog that includes goals for growth and development. Professional development and continuous improvement are components of the coaching sessions. College leadership identify common trends across responses and use this information to make decisions about college-wide professional development needs and actions to improve employee satisfaction. Offering a project management training is one example of action taken as a result of common feedback obtained through coaching sessions.

Faculty and Staff Involvement in the Culture of Assessment

Faculty and staff have significant opportunities for input and involvement in assessment work. The internal council governance structure is designed for broad representation from across campus. The council work is intended to increase understanding and use of data when making decisions. Exhibit N shows the percentage of faculty, staff, and management who serve on councils, groups, or teams.

Exhibit N – Employee Service on Councils, Project Teams & Work Groups

Number of Employees on Councils, Work Groups, Project Teams		132/176 (75.0%)	
	Councils (excl. Executive Team & Leadership Council)	Strategic Initiative Project Teams	Work Groups
Classified Staff (n=56)	7 (12.5%)	24 (42.9%)	23 (41.1%)
Salaried Professionals (n=22)	1 (4.5%)	15 (68.2%)	18 (81.8%)
Faculty (n=72)	11 (15.3%)	36 (50.0%)	23 (31.9%)
Administration (n=26)	15 (57.7%)	25 (96.1%)	22 (84.6%)

Each council oversees work groups and project teams who examine data, establish goals, and assess results. Efforts are aligned with the strategic directions or operational needs. Initiatives receive funding through the budget process. \$200,000 was allocated during the 2018-19 fiscal year to fund projects to improve our college operations and implement strategic priorities. The following proposals, with addendums to the related data, have been funded through this process:

1. Student Employment – [Addendum M1](#)
2. Developing Future Leaders – [Addendum M2](#)

Board Monitoring Report Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

During the visit in April, representatives from each group will present the process they followed and respond to questions.

Requested Improvement #3: Completion and implementation of co-curricular outcomes and an assessment plan for co-curricular programs with evidence of at least one year of data collection and use of data in identifying program improvements.

Shortly after the HLC visit in November 2016, a co-curricular workgroup was formed to oversee the implementation of co-curricular outcomes. This workgroup is comprised of members from Student Services and College Effectiveness. Guided by co-curricular research, the workgroup defined co-curricular as formal and informal activities, programming, and learning experiences facilitated through college recognized student clubs and organizations. These experiences are recognized as adding value to student learning, complementing the academic (curricular) degree, and aligning to the college's mission statement.

Co-curricular offerings include student clubs, student ambassadors, and student organizations. The common purposes of these organizations is to support development of student Core Abilities outside of the classroom. Core Abilities are aligned with our mission and vision and were developed in 1998. These core employment skills were developed with significant input from employer partners who hire our graduates. The Core Abilities were reconfirmed in 2018 from over 130 employer responses validating that these skills remain relevant to today's stakeholders.

In addition to the Core Abilities, the workgroup identified three life skills common across the majority of the student clubs and organizations based on their by-laws and missions. In fall of 2017, the work group developed an assessment instrument designed to gauge student growth in Core Abilities plus the three life skills of leadership, knowledge of career and civic engagement.

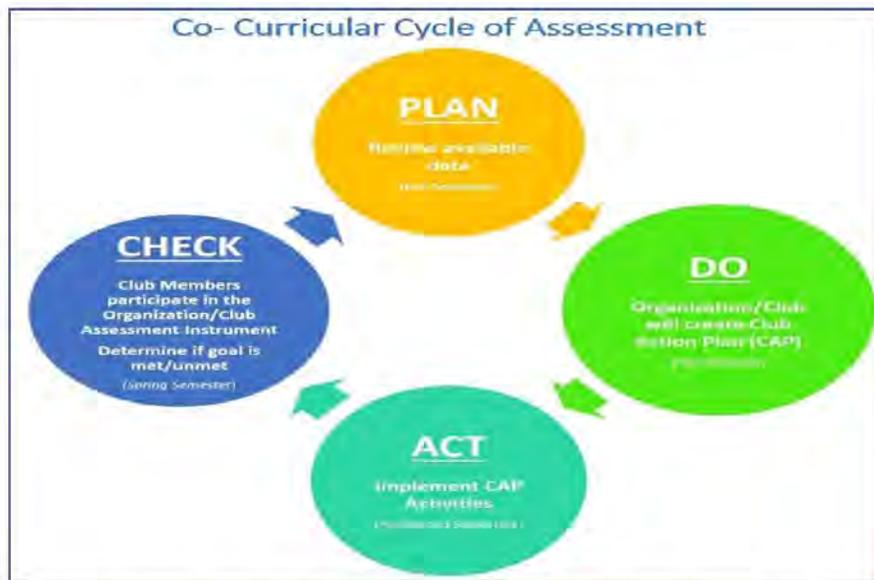
In spring 2018, the initial co-curricular assessment instrument was administered to students participating in clubs and organizations. The survey results are provided in [Addendum N1](#). Survey results were compiled, analyzed, and shared with the co-curricular advisors and club members in September 2018. Club members reviewed the survey results and identified at least one area for improvement. The goals for 2018-19, based on the assessment data from 2017 are found in [Addendum O1](#).

Organization/club members participate in the creation of a Club Action Plan (CAP) which includes a goal for improvement and actions that will be taken to improve learning in the identified area. These CAPs are documented in the Charger HUB using a similar process as the program and college TAPs. Club/organization participants will take the survey

**Board Monitoring Report
Compliance/Accreditation – September 2019**

again in March 2019 and continue the program improvement process, which is displayed in Exhibit O below.

Exhibit O – Co-Curricular Assessment Cycle



All active co-curricular clubs have established Club Action Plans aligned with our Core Abilities and/or life skills. An on-going assessment plan with an annual cycle is in place. One year of data has been collected and goals set to improve identified metrics. Goal statements are recorded on the Charger Hub for broad availability and accountability. Faculty club advisors and student participants will present their experiences in the development process and subsequent results during the April 2019 focused visit.

We are excited about the early successes in co-curricular learning assessment. To encourage continued focus on this effort, we request the review team emphasize the importance of building upon the early successes of assessment of co-curricular learning.

Board Monitoring Report
Compliance/Accreditation – September 2019

Requested Improvement #4: Systematic processes and common understanding of meaningful retention and completion goals set at the program and/or institution levels and use of retention and completion data to support improvement across the College.

The college has worked diligently to develop systematic processes and common understanding of meaningful retention and completion goals. This work began in 2016 with establishing College Health Indicators. Ten indicators were finalized including retention and graduation. Baseline, benchmark, and target metrics were established with benchmarks set using IPEDS data from similar two-year colleges nationally and sister technical colleges locally. Target levels were established by the Executive Team as part of the budget planning process. Exhibit P summarizes our College Health Indicators.

Exhibit P – College Health Indicators

College Health Indicators Spring 2018	2017-18 Baseline	2017-18 Benchmark	2018-19 Target
Increase Student Access and Success			
CHI.1. Enrollment Headcount	7459	n/a	7500
CHI.2. Retention Rate	75%	62%	80%
CHI.3. Graduation Rate	60%	38%	65%
CHI.4. Job Placement	97%	93%	97%
CHI.5. Student Satisfaction	5.61	5.65 / 5.59	5.65
CHI.6. Employer Satisfaction	96%	96%	97%
Strengthen Culture of Integrity			
CHI.7. Employee Satisfaction	4.06	3.84	4.08
CHI.8. Employee Retention	94.7%	90%	95%
Ensure Fiscal Sustainability			
CHI.9. FTEs	1331.6300	n/a	1380.0000
CHI.10. Net Operating Position	\$55,000	n/a	\$0

Baseline: Current or Most Recent measure available
Benchmark: Comparable measure from identified competitor (ex: WTCs colleges, national, etc.)
Target: Goal to achieve after implementing activities/initiatives

These indicators have been shared with the college community during in-services, college forums, and IVP days. They reside on the face page of the Charger Dashboard, which is a data source for tracking college CHI's.

The Executive Team sets metrics annually between March and June as part of the college strategic planning and budgeting process. College leadership selected graduation as a focus priority for the 2018-19 year resulting in graduation being a focus during the fall faculty IVP day. Programs with graduation rates below the college metric of 65% created at least one TAP focused on improving program graduation. At this time, 30 programs have improvement plans in place to increase student graduation rates.

Board Monitoring Report Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

Student learning data is considered during the annual budgeting process outlined in [Addendum P1](#). Several investments have been made to improve student retention and completion including:

- Standardizing the layout and structure of all online courses to reduce student frustration with accessing online learning modules and content.
- Investing in an Online Navigator to assist students to navigate the virtual world and access college resources virtually.
- Investing in full-time Academic Success Coaches to provide tutoring to students struggling academically.
- Establishing a laptop rental program for Graphic & Web Design students to ensure access to the technology needed to successfully complete coursework.
- Upgrading the College's Student Alert System (SAS) allowing faculty to access the system both off and on campus. SAS helps identify students who are struggling academically and/or are not attending class. Faculty complete a SAS to alert an Academic Coach to contact the struggling student. Barriers to success are discussed and identified and students are informed of and encouraged to access the various services including trainings on time management, study skills, and note taking; individual and group tutoring; emergency financial assistance, food pantry, mental health and other counseling.
- Partnering with the College's Foundation to expand the Charger Dream fund to offer financial assistance to students experiencing a financial emergency.

Council work has been influenced through the strategic planning process to develop work groups and projects focused on retention and completion. The Special Populations Project Team is one example. Graduation and retention data revealed students identified as special populations by the WTCS have lower retention rates than non-special populations students. The definition of special populations includes low income, students of color, veterans, incarcerated, dislocated workers, or students with disabilities. The project team prioritized improving services for low-income students as this group represents the largest percentage of the college's special population students. The team has established goals for their project and are currently working to identify current and additional resources and supports that will positively enhance student completion. The Special Population Project Team is comprised of representatives from the Knox Learning Center; Social Science, Nursing and Math faculty; and Student and Disability Services.

A second example of council work focused on addressing student retention and completion is a project to increase student employment. In 2017, the Higher Learning Commission, in partnership with the Lumina Foundation, commissioned Southwest Tech to research the impact of financial support on student success. While there was no clear

**Board Monitoring Report
Compliance/Accreditation – September 2019**

and obvious solution, the study prompted the college to delve more deeply into the impact scholarships and student employment has on student success.

A Student Employment Project Team was formed and charged with making a recommendation on how to strengthen on-campus student employment. The project team reviewed comparison data of graduation, persistence, and retention rates for students with on-campus employment and those without. Exhibit Q reveals that students with on-campus employment have higher rates of graduation, term-to-term persistence, and year-to-year retention than students as a whole and students without on-campus employment.

Exhibit Q – Impact of Student Employment on Student Success

Impact of Student Employment on Student Success

5-year Summary

	All Students	Students with On-Campus Jobs	Students Without On-Campus Jobs
150% graduation rate	39%	48%	38%
Term-to-term persistence rate	74%	83%	73%
Year-to-year retention rate	58%	69%	57%

WTCS Client Reporting Data for academic years 2013-14, 2014-15, 2015-16, 2016-17, 2017-18*
*2017-18 data incomplete

This analysis prompted the decision to increase on-campus student employment wages beginning January 2019 in an effort to expand the number of students securing on-campus employment. The research conducted supports the belief that greater numbers of students working on-campus will have a positive impact on student retention and completion.

The information provided demonstrates we have established meaningful retention and completion goals, implemented initiatives based on data to support these goals, and will assess the success of these efforts on improving retention and completion rates. (Criterion 4.C.1-4)

Conclusion

While the deficiencies identified in the 2016 comprehensive visit report were difficult to acknowledge, the report both united and ignited our college to take action to demonstrate our commitment to improving student learning. The extensive accomplishments achieved in a short two-year period validates that a foundation of student learning assessment existed at our college in 2016, however, structures were needed to promote process consistency along with documentation of student learning assessment across the college. We firmly believe the work completed demonstrates compliance with the four areas of

Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

improvement outlined by the Higher Learning Commission in the July 2017 Notice of Action letter. We also believe that the processes and actions implemented during the past two years have set us on a successful path for a positive comprehensive standard pathway visit in 2021.

Board Monitoring Report
Compliance/Accreditation – September 2019

Institutional Focused Visit Report

February 27, 2019

C. Evidence that the Institution has Addressed the Issues Raised by HLC

Exhibits supporting our arguments of improvements are contained within the narrative sections of this report and listed below. Addendum hyperlinks have been included within the narrative section and are also listed below.

[Exhibit A, Curriculum & Assessment Process Model](#)

[Exhibit B, Program Assigned Student-Learning Outcome Matrix](#)

[Exhibit C, Program Outcome Master Report](#)

[Exhibit D, WTCS Technical Skill Attainment \(TSA\) Process](#)

[Exhibit E, Course Assessment Process](#)

[Exhibit F, Charger Hub Course Assessment Form](#)

[Exhibit G, Outcome Assessment Plan](#)

[Exhibit H, TAP Summary Pages](#)

[Exhibit I, Program TAP](#)

[Exhibit J, Functions Contributing to the Culture of Assessment](#)

[Exhibit K, Instructional Vitality Process](#)

[Exhibit L, Expansion of IVP](#)

[Exhibit M, Professional Development in Assessment](#)

[Exhibit N, Employee Service on Councils, Project Teams & Work Groups](#)

[Exhibit O, Co-Curricular Assessment Cycle](#)

[Exhibit P, College Health Indicators](#)

[Exhibit Q, Impact of Student Employment on Student Success](#)

[Addendum A1, Physical Therapist Assistant Program Outcome Matrix](#)

[Addendum A2, Agricultural Power & Equipment Technician Program Outcome Matrix](#)

[Addendum B1, Dental Assistant Program Outcome Mastery Report](#)

[Addendum C1, Cosmetology TSA Phase II Report](#)

[Addendum C2, Graphic & Web Design TSA Phase II Report](#)

[Addendum C3, Electrical Power Distribution TSA Report](#)

[Addendum D1, Program TSA, Curriculum and TAP Summary](#)

[Addendum D2, Course Assessment Completion Report](#)

[Addendum D3, Electrical Power Distribution Outcome Assessment Plan](#)

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Institutional Focused Visit Report

February 27, 2019

[Addendum E1, Graphic & Web Design Advisory Minutes, 10-12-18](#)
[Addendum F1, Strategic Plan 2018-19](#)
[Addendum G1, Physical Therapist Assistant TAP](#)
[Addendum G2, Business Management TAP](#)
[Addendum G3, Criminal Justice TAP](#)
[Addendum H1, President's Office, TAP](#)
[Addendum H2, Knox Learning Center TAP](#)
[Addendum H3, Career Services TAP](#)
[Addendum I1, Sample Board Monitoring Report from 2014](#)
[Addendum I2, 2018 Student Access Board Monitoring Report](#)
[Addendum I3, Quality Teaching & Learning \(Student Success\) Board Monitoring Report](#)
[Addendum J1, Data Strategy Framework Guidelines](#)
[Addendum K1, FQAS-Examples of Data Analysis](#)
[Addendum L1, Sample Professional Development Plan](#)
[Addendum M1, Student Employment Initiative](#)
[Addendum M2, Developing Leaders Initiative](#)
[Addendum N1, Co-Curricular Survey Results](#)
[Addendum O1, Summary of Co-Curricular Improvement Project](#)
[Addendum P1, Annual Budgeting Process](#)

D. Additional Evidence Available to the Peer Review Team

The Peer Review Team will have access to the Charger Hub referenced throughout the document during the visit. This site houses the documentation of the assessment of learning work completed. We will gladly provide any additional information desired by the Review Team.

E. Links to Faculty/Staff Handbook, Student Handbook, and Institutional Catalog

[Faculty/Staff Handbook](#)

[Student Handbook](#)

[Institutional Catalog](#)

Appendix C: Criteria for Accreditation – Effective September 2020

REVISED CRITERIA FOR ACCREDITATION

The revised Criteria for Accreditation were adopted by HLC's Board of Trustees on February 28, 2019. They are effective September 1, 2020. To review the changes made to the current Criteria in this revision, visit hlcommission.org/adopted-policies. The current Criteria are available at hlcommission.org/criteria.

The Criteria for Accreditation are the standards of quality by which the Commission determines whether an institution merits accreditation or reaffirmation of accreditation. They are as follows:

CRITERION 1. MISSION

The institution's mission is clear and articulated publicly; it guides the institution's operations.

Core Components

1.A. The Institution's mission is articulated publicly and operationalized throughout the institution.

1. The mission was developed through a process suited to the context of the institution.
2. The mission and related statements are current and reference the institution's emphasis on the various aspects of its mission, such as instruction, scholarship, research, application of research, creative works, clinical service, public service, economic development and religious or cultural purpose.
3. The mission and related statements identify the nature, scope and intended constituents of the higher education offerings and services the institution provides.
4. The institution's academic offerings, student support services and enrollment profile are consistent with its stated mission.
5. The institution clearly articulates its mission through public information, such as statements of purpose, vision, values, goals, plans or institutional priorities.

1.B. The institution's mission demonstrates commitment to the public good.

1. The institution's actions and decisions demonstrate that its educational role is to serve the public, not solely the institution or any superordinate entity.
2. The institution's educational responsibilities take primacy over other purposes, such as generating

financial returns for investors, contributing to a related or parent organization, or supporting external interests.

3. The institution engages with its external constituencies and responds to their needs as its mission and capacity allow.

1.C. The institution provides opportunities for civic engagement in a diverse, multicultural society and globally-connected world, as appropriate within its mission and for the constituencies it serves.

1. The institution encourages curricular or cocurricular activities that prepare students for informed citizenship and workplace success.
2. The institution's processes and activities demonstrate inclusive and equitable treatment of diverse populations.
3. The institution fosters a climate of respect among all students, faculty, staff and administrators from a range of diverse backgrounds, ideas and perspectives.

CRITERION 2. INTEGRITY: ETHICAL AND RESPONSIBLE CONDUCT

The institution acts with integrity; its conduct is ethical and responsible.

Core Components

2.A. The institution establishes and follows policies and processes to ensure fair and ethical behavior on the part of its governing board, administration, faculty and staff.

1. The institution develops and the governing board adopts the mission.
2. The institution operates with integrity in its financial, academic, human resources and auxiliary functions.

2.B. The institution presents itself clearly and completely to its students and to the public.

1. The institution ensures the accuracy of any representations it makes regarding academic

Board Monitoring Report Compliance/Accreditation – September 2019

offerings, requirements, faculty and staff, costs to students, governance structure and accreditation relationships.

2. The institution ensures evidence is available to support any claims it makes regarding its contributions to the educational experience through research, community engagement, experiential learning, religious or spiritual purpose and economic development.

2.C. The governing board of the institution is autonomous to make decisions in the best interest of the institution in compliance with board policies and to ensure the institution's integrity.

1. The governing board is trained and knowledgeable so that it makes informed decisions with respect to the institution's financial and academic policies and practices; the board meets its legal and fiduciary responsibilities.
2. The governing board's deliberations reflect priorities to preserve and enhance the institution.
3. The governing board reviews the reasonable and relevant interests of the institution's internal and external constituencies during its decision-making deliberations.
4. The governing board preserves its independence from undue influence on the part of donors, elected officials, ownership interests, or other external parties.
5. The governing board delegates day-to-day management of the institution to the institution's administration and expects the institution's faculty to oversee academic matters.

2.D. The institution is committed to academic freedom and freedom of expression in the pursuit of truth in teaching and learning.

2.E. The institution's policies and procedures call for responsible acquisition, discovery and application of knowledge by its faculty, staff and students.

1. Institutions supporting basic and applied research maintain professional standards and provide oversight ensuring regulatory compliance, ethical behavior and fiscal accountability.

2. The institution provides effective support services to ensure the integrity of research and scholarly practice conducted by its faculty, staff and students.

3. The institution provides students guidance in the ethics of research and use of information resources.

4. The institution enforces policies on academic honesty and integrity.

CRITERION 3. TEACHING AND LEARNING: QUALITY, RESOURCES, AND SUPPORT

The institution provides quality education, wherever and however its offerings are delivered.

Core Components

3.A. The rigor of the institution's academic offerings is appropriate to higher education.

1. Courses and programs are current and require levels of student performance appropriate to the credential awarded.
2. The institution articulates and differentiates learning goals for its undergraduate, graduate, post-baccalaureate, post-graduate, and certificate programs.
3. The institution's program quality and learning goals are consistent across all modes of delivery and all locations (on the main campus, at additional locations, by distance delivery, as dual credit, through contractual or consortial arrangements, or any other modality).

3.B. The institution offers programs that engage students in collecting, analyzing and communicating information; in mastering modes of intellectual inquiry or creative work; and in developing skills adaptable to changing environments.

1. The general education program is appropriate to the mission, educational offerings, and degree levels of the institution. The institution articulates the purposes, content and intended learning outcomes of its undergraduate general education requirements.
2. The program of general education is grounded in a philosophy or framework developed by the institution or adopted from an established framework. It imparts broad knowledge and intellectual concepts to students and develops

Board Monitoring Report

Compliance/Accreditation – September 2019

skills and attitudes that the institution believes every college-educated person should possess.

3. The education offered by the institution recognizes the human and cultural diversity and provides students with growth opportunities and lifelong skills to live and work in a multi-cultural world.
4. The faculty and students contribute to scholarship, creative work, and the discovery of knowledge to the extent appropriate to their offerings and the institution's mission.

3.C. The institution has the faculty and staff needed for effective, high-quality programs and student services.

1. The institution strives to ensure that the overall composition of its faculty and staff reflects human diversity as appropriate within its mission and for the constituencies it serves.
2. The institution has sufficient numbers and continuity of faculty members to carry out both the classroom and the non-classroom roles of faculty, including oversight of the curriculum and expectations for student performance, assessment of student learning; and establishment of academic credentials for instructional staff.
3. All instructors are appropriately qualified, including those in dual credit, contractual and consortial offerings.
4. Instructors are evaluated regularly in accordance with established institutional policies and procedures.
5. The institution has processes and resources for assuring that instructors are current in their disciplines and adept in their teaching roles; it supports their professional development.
6. Instructors are accessible for student inquiry.
7. Staff members providing student support services, such as tutoring, financial aid advising, academic advising, and cocurricular activities are appropriately qualified, trained and supported in their professional development.

3.D. The institution provides support for student learning and resources for effective teaching.

1. The institution provides student support services suited to the needs of its student populations.

2. The institution provides for learning support and preparatory instruction to address the academic needs of its students. It has a process for directing entering students to courses and programs for which the students are adequately prepared.
3. The institution provides academic advising suited to its offerings and the needs of its students.
4. The institution provides to students and instructors the infrastructure and resources necessary to support effective teaching and learning (technological infrastructure, scientific laboratories, libraries, performance spaces, clinical practice sites, and museum collections, as appropriate to the institution's offerings).

CRITERION 4. TEACHING AND LEARNING: EVALUATION AND IMPROVEMENT

The institution demonstrates responsibility for the quality of its educational programs, learning environments and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

Core Components

4.A. The institution ensures the quality of its educational offerings.

1. The institution maintains a practice of regular program reviews and acts upon the findings.
2. The institution evaluates all the credit that it transcripts, including what it awards for experiential learning or other forms of prior learning, or relies on the evaluation of responsible third parties.
3. The institution has policies that ensure the quality of the credit it accepts in transfer.
4. The institution maintains and exercises authority over the prerequisites for courses, rigor of courses, expectations for student learning, access to learning resources, and faculty qualifications for all its programs, including dual credit programs. It ensures that its dual credit courses or programs for high school students are equivalent in learning outcomes and levels of achievement to its higher education curriculum.

4

Criteria for Accreditation: Revisions Adopted February 2019, Effective September 2020

Board Monitoring Report
Compliance/Accreditation – September 2019

5. The institution maintains specialized accreditation for its programs as appropriate to its educational purposes.
6. The institution evaluates the success of its graduates. The institution ensures that the credentials it represents as preparation for advanced study or employment accomplish these purposes. For all programs, the institution looks to indicators it deems appropriate to its mission.

4.B. The institution engages in ongoing assessment of student learning as part of its commitment to the educational outcomes of its students.

1. The institution has effective processes for assessment of student learning and for achievement of learning goals in academic and cocurricular offerings.
2. The institution uses the information gained from assessment to improve student learning.
3. The institution's processes and methodologies to assess student learning reflect good practice, including the substantial participation of faculty, instructional and other relevant staff members.

4.C. The institution pursues educational improvement through goals and strategies that improve retention, persistence and completion rates in its degree and certificate programs.

1. The institution has defined goals for student retention, persistence and completion that are ambitious, attainable and appropriate to its mission, student populations and educational offerings.
2. The institution collects and analyzes information on student retention, persistence and completion of its programs.
3. The institution uses information on student retention, persistence and completion of programs to make improvements as warranted by the data.
4. The institution's processes and methodologies for collecting and analyzing information on student retention, persistence and completion of programs reflect good practice. (Institutions are not required to use IPEDS definitions in their determination of persistence or completion rates. Institutions are encouraged to choose

measures that are suitable to their student populations, but institutions are accountable for the validity of their measures.)

CRITERION 5. INSTITUTIONAL EFFECTIVENESS, RESOURCES AND PLANNING

The institution's resources, structures, processes and planning are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities.

Core Components

5.A. Through its administrative structures and collaborative processes, the institution's leadership demonstrates that it is effective and enables the institution to fulfill its mission.

1. Shared governance at the institution engages its internal constituencies—including its governing board, administration, faculty, staff and students—through planning, policies and procedures.
2. The institution's administration uses data to reach informed decisions in the best interests of the institution and its constituents.
3. The institution's administration ensures that faculty and, when appropriate, staff and students are involved in setting academic requirements, policy and processes through effective collaborative structures.

5.B. The institution's resource base supports its educational offerings and its plans for maintaining and strengthening their quality in the future.

1. The institution has qualified and trained operational staff and infrastructure sufficient to support its operations wherever and however programs are delivered.
2. The goals incorporated into the mission and any related statements are realistic in light of the institution's organization, resources and opportunities.
3. The institution has a well-developed process in place for budgeting and for monitoring its finances.
4. The institution's fiscal allocations ensure that its educational purposes are achieved.

Board Monitoring Report
Compliance/Accreditation – September 2019

5.C. The institution engages in systematic and integrated planning and improvement.

1. The institution allocates its resources in alignment with its mission and priorities, including, as applicable, its comprehensive research enterprise, associated institutes and affiliated centers.
2. The institution links its processes for assessment of student learning, evaluation of operations, planning and budgeting.
3. The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.

4. The institution plans on the basis of a sound understanding of its current capacity, including fluctuations in the institution's sources of revenue and enrollment.

5. Institutional planning anticipates evolving external factors, such as technology advancements, demographic shifts, globalization, the economy and state support.

6. The institution implements its plans to systematically improve its operations and student outcomes.

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Appendix D – Focused Visit Agenda

Southwest Tech Focused Visit

April 29-30, 2019

AGENDA

Monday, April 29, 2019

Time	Location	Topic	Evidence Question	HLC Reviewers	Southwest Tech Staff
9:00-9:30	Room 354	Welcome Introductions, and Overview of Visit		Jennifer Leads	<ul style="list-style-type: none"> Dr. Jason S. Wood, President Ms. Barb Tucker, Executive Director of College Effectiveness
9:45-11:45	Room 109	Use of Assessment Data and Linkage to Institutional Planning	At least two years of documented evidence of a common pattern of the use of assessment of student learning data at the course and program levels leading to documented improvements in course and program with clear documented connections to institutional planning		<ul style="list-style-type: none"> CAO-Dr. Katie Garrity VP of Administrative Services- Caleb White Doric Pulvermacher for Council Structure Faculty on Academic Council Faculty on Special Populations Work group Faculty on curriculum Work Group WIDS Coaches Academic Deans – Derek Dachelet and Cynde Larsen Executive Director of College Effectiveness – Barb Tucker WIDS and TSA demos – Lisa Riley, Amy Loy, Denise Janssen Faculty: (WIDS Coaches above)
12:00-1:45	Room 354	Lunch and document review time for team			None
2:00-3:00	Room 109	Professional Development	Evidence of ongoing professional development of faculty and staff across the college		<ul style="list-style-type: none"> Human Resources – Krista/Connie Controller – Kelly and/or Caleb Deans – Derek, Katie, Cynde Directors – Kris Wubben, Deb Ihm, Julie Pluemer, Kim Maier Lisa Riley, Denise Janssen, Amy Loy, Josh Krohn (one2one support as well as WIDS, Schoology, assessment training and support) Faculty on Academic Council – Cindy Di Salvo, Pete Esser, Kris Schoville WIDS Coaches – Amanda Vissers, Annette Biggins, Christina Winch, Dawn Adkins, John Pluemer, Joe Randall, Tonia Breuer
3:00-4:00	Rooms 492/493	Open Forum with staff	Institutional culture of assessment that is systematic and consistent across all program with ongoing professional development and involvement of staff across the college		<ul style="list-style-type: none"> All Staff – particularly College IVP facilitators for both academic and institutional Data Integrity Team
5:00	Hotel	Team Dinner/Writing			None

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Tuesday, April 30, 2019

Time	Location	Topic	Evidence Question	HLC Reviewers	Southwest Tech Staff
8:30-9:00	Room 354	Review Team Time			None
9:00-10:00	Room 3612	Co-Curricular Planning and Assessment	Completion and implementation of <ul style="list-style-type: none"> co-curricular outcomes and an assessment plan for co-curricular programs with evidence of at least one year of data collection and use of data for identifying program improvements 		<ul style="list-style-type: none"> Student Services Administrators and Staff <ul style="list-style-type: none"> Holly Miller Melissa Klinkhammer Robin Hamel Jordyn Poad (ambassadors) Institutional Research – Mandy Henkel and Barb and Amy (included in work group) Co-curricular work group <ul style="list-style-type: none"> Melissa Klinkhammer Barb Tucker Amy Loy Cynde Larsen Robin Hamel Club/team advisors Ambassadors/club students
10:00-11:00	Room 3608	Retention and Completion	Systematic processes and common understandings of meaningful retention and completion goals set at program and/or institution levels, and use of retention and completion data to support improvements across the College.		<ul style="list-style-type: none"> Leadership Council (27 people) College Council (12 unduplicated) Operations Council (4 unduplicated) Academic Council (4 unduplicated) Amy Loy and Mandy Henkel -instructional IVP data associated with retention and completion by program Darnell Wiegman and Barb Tucker – how retention and completion data is used in grant development
11:00-11:30	Room 354	Review Team Time			None
11:30-1:00	Room 365 – Lenz Center	Lunch with faculty	Institutional culture of assessment that is systematic and consistent across all programs With ongoing professional development and involvement of faculty across the College		<p>Faculty (Full-time and adjunct) representative of programs across the College.</p> <ul style="list-style-type: none"> Faculty who are IVP facilitators and faculty on councils.
1:30-2:00	Jason's Office or 354	Exit Interview with President		Jennifer Leads	Dr. Jason S. Wood, President

Attendee List

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Monday 9:45 - 11:45			Tuesday 9:00-10:00		
Use of Assessment Data and Lindage to Institutional Planning			Co-Curricular Planning and Assessment		
Dawn	Adkins	Instructor	Robin	Hamel	Staff
Ed	Anderson	Instructor	Mandy	Henkel	Staff
Annette	Biggins	Instructor	Pete	Hoffman	Instructor
Tonia	Breuer	Instructor	Melissa	Klinkhammer	Staff
Holly	Clendenen	Administration	Tom	Kretschman	Instructor
Derek	Dachelete	Administration		Larsen	Administration
Krista	Demo	Instructor	Amy	Loy	Staff
Cindy	DiSalvo	Instructor	Jordyn	Poad	Staff
Pete	Esser	Instructor	Lisa P	Riley	Instructor
Katie	Garrity	Administration	Barb	Tucker	Administration
Denise	Janssen	Staff	Christina	Winch	Instructor
Josh	Krohn	Staff	Jeff	Midtlien	Instructor
Cynde	Larsen	Administration	Holly	Miller	Administration
Amy	Loy	Staff	Katie	Garrity	Administration
John	Pluemer	Instructor	Derek	Dachelet	Administration
Julie	Pluemer	Administration	Cindy	DiSalvo	Instructor
Doris	Pulvermacker	Instructor	Matt	Schneider	Staff
Joe	Randall	Instructor	Dan	Imhoff	Administration
Lisa	Riley	Staff			Culinary student
Chris	Schoville	Instructor			Cosmetology student
Barb	Tucker	Administration			Ag Student
Amanda	Vissers	Instructor			Ag Student
Monday 2:00-3:00			Tuesday 10:00-11:00		
Professional Development			Retention and Completion		
Dawn	Adkins	Instructor	Heath	Ahnen	Staff
Tonia	Breuer	Instructor	Matthew	Baute	Staff
Beth	Cummins	Staff	Josh	Bedward	Staff
Derek	Dachelet	Administration	Paul	Bell	Instructor

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Deb	Ihm	Administration	Amy	Charles	Staff
Denise	Janssen	Staff	Derek	Dachelet	Administration
Josh	Krohn	Staff	Cindy	DiSalvo	Instructor
Cynde	Larsen	Administration	Heather	Fifrick	Staff
Amy	Loy	Staff	Haylee	Freymler	Staff
Kim	Maier	Administration	Katie	Garrity	Administration
Julie	Pluemer	Administration	Katie	Glass	
John	Pluemer	Instructor	Connie	Haberkorn	
Joe	Randall	Instructor	CoraBeth	Halverson	
Lisa	Riley	Staff	Mandy	Henkel	Staff
Amanda	Vissers	Instructor	Deb	Ihm	
Krista	Weber	Administration	Dan	Imhoff	
Kris	Wubben	Administration	Denise	Janssen	Staff
Kelly	Kelly	Staff	kelly	kelly	
			Linda	Kious	
			Melissa	Klinkhammer *	Staff
			Amy	Loy*	Staff
Monday 3:00-4:00			Kim	Maier	Staff
Open Forum with all Staff-Culture of Assessment			Holly	Miller	
Jordyn	Poad	Staff	Julie	Pluemer	Administration
Helen	Mar Adams	Instructor	Kris	Schoville	Instructor
Denise	Janssen	Staff	Mike	Steffel	Staff
Josh	Krohn	Staff	Krista	Weber	
Jody	Millin	Staff	Caleb	White	Administration
Derek	Dachelet	Administration	Darnell	Wiegman	Staff
Brian	Molini	Staff	Ken	Bartz	Instructor
Katie	snkter	Staff	Cynde	Larson	Administration
Kim	Schmelz	Staff	Lisa P	Riley	Instructor
Brenda	Schw	Instructor	Lisa	Riley	Staff
Jackie	Schultz	Instructor	Kris	Wubben	Administration
Stacey	place	Instructor	Barb	Tucker	Administration
Annetta	Smith	Staff			
Krista	Demo	Instructor	Dave	Birkelo	Instructor
Kyle	Bennett	Staff	Holly	clendenen	Administration
Dave	Birkelo	Instructor			
Krista	Weber	Administration			
Gary	Christian	Instructor	Tuesday 11:30-1:00		

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Karyl	Nicholson	Instructor	Dawn	Adkins	Instructor
Cynde	Larsen	Administration	Ken	Bartz	Instructor
Denise	Sieppel	Staff	Annete	Biggin	Instructor
Heath	Annon	Administration	Sara	Biese	Instructor
Derek	Dachelet	Administration	Paul	Bell	Instructor
Gin	Reynolds	Staff	Tonia	Breuer	Instructor
Melissa	Klinkhamer	Staff	Beth	Cummins	Instructor
Amy	Charles	Staff	Karen	Campbell	Staff
Amy	Loy	Staff	Linda	Kious	Instructor
Kim	Schmelz	Staff	Cindy	Di Salvo	Instructor
Bob	Thompson	Staff	Stephen	Goss	Instructor
Janet	Giese	Staff	Pete	Hoffman	Instructor
Holly	Clendenen	Administration	Jamie	Horsfall	Instructor
Mandy	Henkel	Staff	Tom	Kretschman	Instructor
Karen	Campbell	Staff	Tyson	Larson	Instructor
Kelly	Kelly	Staff	Helen	Mar Adams	Instructor
Linda	Kious	Instructor	Michael	Madsen	Instructor
Beth	Cummins	Staff	Connor	Zingerelli	Staff
Katie	Garrity	Administration	Karyl	Nicholson	Instructor
Lisa	Riley	Staff	Stacey	Place	Instructor
Jen Lame		Instructor	Doris	Pulvermacher	Instructor
Kelsey	Wagner	Staff	Joe	Randall	Instructor
Jeff	Midtlien	Instructor	Vicki	Rundell	Instructor
Michael	Madsen	Instructor	Kris	Schoville	Instructor
Kim	Maier	Staff	Jacalyn	Schultz-Sloan	Instructor
Doris		Instructor	Katie	Anderson	Instructor
Dennis Cooley		Staff	Brian	Waldner	Instructor
Dawn Atkins		Instructor	Christina	Winch	Instructor
			Jeanne	Symczko	Instructor
			Jen	Lame	Instructor
			Jamie	Klein	Instructor
			Hilary	Schlinger	Instructor
			Ben	Halvorson	Instructor
			John	Kvigne	Instructor
			Jeff	Midtlien	Instructor
			Ed	Anderson	Instructor
			Jobert	Bermudo	Instructor
			Joan	Young	Instructor
			Amy	Loy	staff
			Paul	Cutting	Instructor

**Board Monitoring Report
Compliance/Accreditation – September 2019**

Appendix E – College Budget Process

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.

<u>TIMELINE</u>	<u>ACTIVITY</u>
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.

B. October Board Retreat

A draft agenda will be presented at the Board meeting for topics to be discussed at the October 24, 2019, Board half-day retreat.

C. 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 - Tim Evans	Café Food Service Worker	Re-evaluating	10/1/2019	Hourly Band A12 \$15.61 - \$18.73
2	Replacement - Kendrick Henkel	Evening Custodian	William Murray	7/8/2019	Hourly Band A12 \$15.61 - \$18.73 Hired at \$15.61/hour
3	Replacement - Dave Markin	Maintenance - Carpenter	Andy Reynolds	7/8/2019	Hourly Band A13 \$16.42 - \$19.70 Hired at \$18.44/hour
4	Replacement - Charles Herbers	IT Support Specialist	Tyler Horton	7/9/2019	Hourly Band C42 \$23.46 - \$32.84 Hired at \$25.25/hour
5	Replacement - Mary Schmitz	Administrative Assistant - Facilities	Nicole Nelson	7/22/2019	Hourly Band B22 \$18.26 - \$23.74 Hired at \$20.00/hour
6	Replacement - JoEllen Taylor	Child Care Lab Assistant	Gina Kartman	8/1/2019	Hourly Band B21 \$17.15 - \$22.30 Hired at \$18.40/hour

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	Graphic & Web Design Instructor/Marketing Specialist	Erin Kerkhoff	7/15/2019	BS \$48,304 - \$76,805 (\$23.22 - \$36.93) Hired at \$60,000
8	New Position	Agriculture Instructor	On Hold	8/1/2019	BS: \$48,304 - \$76,805 AS: \$50,810 - \$80,787 MS: \$53,314 - \$84,768
9	Replacement/New Position - Brian Kitelinger/Asst with added section	Eletrical Power Distribution Lab Assistant	Jan Portwine	8/19/2019	Hourly Band B21 \$17.51 - \$22.30 Hired \$21.00/hour
10	New Position	Revised to Grant Manager Assistant (Tech Hire IMPACT Grant Assistant) - Part-time	Madison Cooper	9/4/2019	Hourly Band B24 \$20.75 - \$26.98 Hired at \$21.00/hour
11	New Position	Assistant Recruiter	Interi vews Scheduled	10/1/2019	Hourly Band B21 \$17.15 - \$22.30
12	Replacement for Brian Molini	Academic Success Coach - 75% Limited Term	Matthew Cram	8/19/2019	Hourly Band A24 \$20.32 - \$26.41 Hired at \$25.50/hour

Staffing Update 2018-19 Fiscal Year

	Name	Title	Status and/or Additional Info	Effective Date	Funding Source &/or Estimated Wage Range/Hired Salary
13	Replacement for Sue Crouch	Academic Resources Specialist	Natalie Long	8/19/2019	Hourly Band B31 \$20.75 - \$26.98 Hired at \$26.00/hour
14	Replacement for Gina Kartman	Child Care Lab Aide (Part-time, 27 hrs/week)	Amber Adney	8/26/2019	Hourly Band A21 \$15.61 - \$18.73 Hired at \$15.61/hour
15	New Position	Child Care Lab Aide (Part-time 30 hrs/week)	Jordan Streeter	9/3/2019	Hourly Band A21 \$15.61 - \$18.73 Hired at \$15.61/hour

Information and Correspondence

A. Enrollment Report

The 2019-20 Comparison FTE Report is available below.

		2018-2019 and 2019-2020 FTE Comparison					
Program Code	Program Title	09-10-18 Students	09-12-19 Students	Student Change	09-10-18 FTE	09-12-19 FTE	FTE Change
10-101-1	Accounting	26	45	19	10.27	19.17	8.90
10-006-7	Agribusiness Science & Technology - AgBus Mgmt	19	16	(3)	10.03	9.03	(1.00)
10-006-5	Agribusiness Science & Technology - Agronomy	13	14	1	7.37	7.70	0.33
10-006-6	Agribusiness Science & Technology - Animal Science	27	28	1	14.43	16.50	2.07
10-102-3	Business Management	110	108	(2)	45.93	43.50	(2.43)
10-530-5	Cancer Information Management	79	72	(7)	27.57	23.50	(4.07)
10-504-5	Criminal Justice Studies	56	39	(17)	27.17	17.13	(10.03)
10-316-1	Culinary Arts	13	3	(10)	5.13	0.77	(4.37)
10-317-1	Culinary Management	6	7	1	3.57	3.50	(0.07)
10-510-6	Direct Entry Midwife	39	49	10	12.33	15.27	2.93
10-307-1	Early Childhood Education	54	42	(12)	25.17	17.50	(7.67)
10-620-1	Electro-Mechanical Technology	36	35	(1)	18.20	16.33	(1.87)
10-325-1	Golf Course Management	21	19	(2)	10.73	9.07	(1.67)
10-201-2	Graphic And Web Design	29	24	(5)	13.80	9.97	(3.83)
10-530-1	Health Information Technology	48	48	-	18.50	16.13	(2.37)
10-520-3	Human Services Associate	28	35	7	12.83	16.53	3.70
10-825-1	Individualized Technical Studies	7	3	(4)	2.70	1.57	(1.13)
10-620-3	Instrumentation and Controls Technology	5	9	4	2.53	3.50	0.97
10-150-2	IT-Network Specialist	41	31	(10)	17.33	13.03	(4.30)
10-196-1	Leadership Development	25	23	(2)	7.43	7.43	-
10-513-1	Medical Laboratory Technician	15	21	6	5.87	8.97	3.10
10-543-1	Nursing-Associate Degree	200	193	(7)	63.37	55.27	(8.10)
10-524-1	Physical Therapist Assistant	44	31	(13)	15.93	11.53	(4.40)
10-182-1	Supply Chain Management	40	40	-	13.57	15.13	1.57
Total Associate Degree		981	935	(46)	391.77	358.03	(33.73)

Program Code	Program Title	09-10-18 Students	09-12-19 Students	Student Change	09-10-18 FTE	09-12-19 FTE	FTE Change
31-101-1	Accounting Assistant	5	3	(2)	1.20	0.83	(0.37)
30-531-6	Advanced EMT	3		(3)	1.27		(1.27)
32-070-1	Agricultural Power & Equipment Technician	34	35	1	17.50	17.63	0.13
31-405-1	Auto Collision Repair & Refinish Technician	14	10	(4)	5.73	3.47	(2.27)
32-404-2	Automotive Technician	30	26	(4)	14.10	12.47	(1.63)
31-408-1	Bricklaying & Masonry		1	1		0.07	0.07
30-443-1	Building Maintenance & Construction		1	1		0.07	0.07
31-475-1	Building Trades-Carpentry	7	10	3	3.20	5.10	1.90
31-307-1	Child Care Services	7	6	(1)	3.30	1.90	(1.40)
30-420-2	CNC Machine Operator/Programmer	6	7	1	2.77	3.37	0.60
31-502-1	Cosmetology	22	26	4	10.60	13.00	2.40
30-504-2	Criminal Justice-Law Enforcement 720 Academy	12	17	5	8.00	12.23	4.23
31-317-1	Culinary Specialist		3	3		0.67	0.67
30-508-2	Dental Assistant	17	17	-	9.07	9.07	-
30-812-1	Driver and Safety Education Certification	11	13	2	2.20	2.50	0.30
31-413-2	Electrical Power Distribution	24	45	21	12.47	21.83	9.37
50-413-2	Electricity (Construction) Apprentice	21	19	(2)	1.40	1.27	(0.13)
30-531-3	Emergency Medical Technician	21	45	24	3.50	6.73	3.23
32-080-4	Farm Operations & Management - Ag Mechanics	6	2	(4)	2.50	0.87	(1.63)
31-080-6	Farm Operations & Management - Crop Operations	1	1	-	0.47	0.10	(0.37)
32-080-3	Farm Operations & Management - Dairy	15	16	1	8.10	9.63	1.53
31-080-3	Farm Operations & Management - Dairy Technician	5	4	(1)	2.13	1.00	(1.13)
31-080-2	Farm Operations & Management - Farm Ag Maintenance	4	11	7	1.47	2.30	0.83
31-080-7	Farm Operations & Management - Livestock Tech	2	2	-	1.00	1.00	-
30-317-1	Food Production Assistant	1		(1)	0.53		(0.53)
50-413-1	Industrial Electrician Apprentice	6	8	2	0.47	0.67	0.20
31-620-1	Industrial Mechanic	2	2	-	0.77	1.07	0.30
31-154-6	IT-Computer Support Technician	11	17	6	4.53	7.83	3.30
31-513-1	Laboratory Science Technician	4	4	-	1.37	1.07	(0.30)
50-620-1	Mechatronics Technician Apprentice	6	6	-	0.80	0.80	-
31-509-1	Medical Assistant	32	31	(1)	16.23	15.73	(0.50)
31-530-2	Medical Coding Specialist	32	44	12	12.17	14.60	2.43
30-543-1	Nursing Assistant	126	89	(37)	14.17	11.17	(3.00)
50-427-5	Plumbing Apprentice	21	21	-	1.59	1.93	0.34
31-504-5	Security Operations	1	3	2	0.50	1.27	0.77
31-182-1	Supply Chain Assistant	4	3	(1)	1.27	0.37	(0.90)
31-442-1	Welding	39	36	(3)	18.73	16.10	(2.63)
	Total Technical Diploma	552	584	32	185.09	199.70	14.61

Program Code	Program Title	09-10-18 Students	09-12-19 Students	Student Change	09-10-18 FTE	09-12-19 FTE	FTE Change
20-800-1	Liberal Arts - Associate of Arts	21	22	1	4.00	4.30	0.30
20-800-2	Liberal Arts - Associate of Science	11	10	(1)	2.60	3.37	0.77
	Undeclared Majors	249	339	90	38.16	50.43	12.28
	Total	1,814	1,890	76	621.62	615.83	(5.78)
	Percent of Change						-0.93%
	Vocational Adult (Aid Codes 42-47)	1,400	1,473	73	29.04	29.13	0.09
	Community Services (Aid Code 60)	5	-	(5)	0.02	-	(0.02)
	Basic Skills (Aid Codes 73,74,75,76)	144	149	5	4.10	9.70	5.60
	Basic Skills (Aid Codes 77 & 78)	124	89	(35)	8.93	2.73	(6.20)
	Grand Total	3,487	3,601	114	663.71	657.39	(6.31)
	Total Percent of Change						-0.95%

B. Chairperson's Report

C. College President's Report

1. College Happenings
2. Accreditation Celebration

D. Other Information Items

Establish Board Agenda Items for Next Meeting

A. Agenda for Next Board Meeting

1. District Board Half-Day Retreat
2. Resolution for Adoption of 2019 Tax Levy
3. Fund & Account Transfers (2018-19 Budget Modifications)
4. Review of Purchasing Activity
5. WI Code of Ethics Resolution
6. Foundation Quarterly Report
7. Student Access Monitoring Report

B. Time and Place

The next regularly scheduled meeting will be held on Thursday, October 24, 2019, at 6:00 p.m. at the Southwest Tech campus, Rooms 492-493 in the College Connection. The Board Retreat will be prior to the Board meeting from Noon to 5:00 p.m. in Rooms 492-493.

Adjourn to Closed Session

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

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

B. Approval of Closed Session Minutes of August 22, 2019

Reconvene to Open Session

A. Action, if necessary, on Closed Session Items

Adjournment