Southwest Wisconsin Technical College

District Board Meeting

Regular Meeting

April 25, 2019

Held at

Southwest Tech
1800 Bronson Boulevard
Fennimore, WI

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Annotated Agenda

BOARD MEETING NOTICE/AGENDA

Thursday, April 25, 2019

6:00 p.m. – Dinner and Student Senate, Veterans, Mental Health Presentations
7:00 p.m. - Board Meeting
Rooms 492-493 – College Connection

REVISED ANNOTATED AGENDA

OPEN MEETING

The following statement will be read: "The April 25, 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 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**
The April 25, 2019, agenda is included with the electronic Board material.

B. **Minutes of the Regular Board Meeting of March 28, 2019**
Minutes from the March 28, 2019, regular Board meeting are included with the Board packet.

C. **Financial Reports**
1. **Purchases Greater than $2,500**
2. **Treasurer's Cash Balance**
3. **Budget Control**

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

D. **Contract Revenue**
There were nine contracts totaling $33,365.81 in March 2019 being presented for Board approval. The Contract Revenue Report is included with the electronic Board material.

E. **Personnel Items**
One employment recommendation, one promotion, and two resignations are being presented for approval in the Personnel Report.

F. **2019-20 Out-of-State Tuition Waivers**
Annually, the College submits to the WTCS State Board for approval a waiver of out-of-state tuition for needy and worthy students. It is a projection of total students and credits. The request is included with the electronic Board material.

Recommendation: Approve the Consent Agenda, as presented.

OTHER ITEMS REQUIRING BOARD ACTION

A. Enterprise Resource Planning System
College staff have been working with the consulting firm, CampusWorks, on a solution to the College's Enterprise Resource Planning System. Included in the electronic material is a final report from Campus Works. Also included in the material is a revised agreement to the Management Consulting Services Agreement with CampusWorks. The internal staff team that has been working with CampusWorks will present the recommendation at the Board meeting.

Recommendation: (Available at the Board meeting)

B. Platteville Outreach Site Lease
Included in the electronic Board material is a six-month lease expiring December 31, 2019, for the current location of the Platteville Outreach Site at the OE Gray Building, 110 W. Adams Street, Platteville, WI 53818. This lease is for two rooms at $350.00 per month for each of the rooms. Caleb White will be present at the meeting to discuss the lease.

Recommendation: Approve the six-month lease with Platteville School District to lease two classrooms at 110 W. Adams Street, Platteville, WI, for $700.00 per month.

C. Dodgeville Outreach Site Lease
A lease amendment is included in the Board material for the Dodgeville Outreach Site, located at 316 W. Spring Street, Dodgeville, WI 53533. This lease amendment is a 12-month contract to rent the facility for $1100.00 per month. Caleb White will be present at the meeting to discuss the lease.

Recommendation: Approve the 12-month lease with Capitol Dodgeville, LLC, to lease space at 316 W. Spring Street, Dodgeville, WI, for $1,100.00 per month.

BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Foundation Quarterly Report
Holly Clendenen, Executive Director of the Foundation and Real Estate Foundation, will present a quarterly Foundation report to the Board highlighting the activities and results of fundraising efforts and other initiatives. The FY19 Third Quarter report is available with the electronic Board material.

B. FY2020 Budget Update
Caleb White will present an update on the FY2020 budget. Included with the electronic Board packet is the current General Fund overview.

C. Staffing Update

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

INFORMATION AND CORRESPONDENCE

A. **Enrollment Report**

The 2018-19 and 2019-20 Comparison Enrollment Reports and the Fall 2019 Application Report are included in the electronic Board material.

B. **Chairperson's Report**

1. District Boards Association Spring Conference

C. **College President's Report**

1. More Students Learning More
2. Outreach Locations
3. Update from In-Service
4. Student Success Policy Next Steps – Shaping the College for the Future
5. Recognizing Faculty and Staff Excellence at Graduation
6. College Happenings

D. **Other Information Items**

ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING

A. **Agenda**

1. Proposed Budget
2. State Of College Report
3. Financial Sustainability Monitoring Report

B. **Time and Place**

Thursday, May 23, 2019, at 7:00 p.m. in Darlington, WI

ADJOURN TO CLOSED SESSION

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

1. **Discussion of President's Performance Evaluation per Wis. Stats. 19.85(1)(c)** {Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.}

B. Closed Session Minutes from March 28, 2019

RECONVENE TO OPEN SESSION

A. Action, if necessary, on Closed Session Items

ADJOURNMENT

Open Meeting

The following statement will be read: "The April 25, 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 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, April 25, 2019

6:00 p.m. – Dinner and Student Senate, Veterans, Mental Health Presentation
7:00 p.m. - Board Meeting
Rooms 492-493 – College Connection

REVISED AGENDA

OPEN MEETING

The following statement will be read: "The April 25, 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 in an attempt to make the general public aware of the time, place and agenda of the meeting."

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

CONSENT AGENDA

A. Approval of Agenda
B. Minutes of the Regular Board Meeting of March 28, 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. 2019-20 Out-of-State Tuition Waivers

OTHER ITEMS REQUIRING BOARD ACTION

A. Enterprise Resource Planning System
B. Platteville Outreach Site Lease
C. Dodgeville Outreach Site Lease

BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Foundation Quarterly Report
B. FY2020 Budget Update
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. Discussion of President's Performance Evaluation per Wis. Stats. 19.85(1)(c) {Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.}
B. Closed Session Minutes from March 28, 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 608-822-2400 or 608-822-2401 to reach the Director of Facilities, or e-mail accom@swtc.edu}

B. Minutes of the regular Board Meeting of March 28, 2019

MINUTES OF THE
REGULAR MEETING OF THE BOARD OF
DIRECTORS OF SOUTHWEST WISCONSIN TECHNICAL COLLEGE
MARCH 28, 2019

The Board of Southwest Wisconsin Technical College met in open session of a regular Board meeting commencing at 7:07 p.m. on March 28, 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, Darlene Mickelson, Russell Moyer, Eileen Nickels, Chris Prange (joined the meeting via video conference), Donald Tuescher

Absent: Melissa Fitzsimons, Jane Wonderling

Others present for all or a portion of the meeting included Dr. Jason S. Wood, College President; College Staff: Josh Bedward, Karen Campbell, Holly Clendenen, Derek Dachelet, Katie Garrity, Katie Glass, Dan Imhoff, and Krista Weber.

Secretary Mickelson 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, March 28, 2019

5:45 p.m. – Presentations on Co-Curricular Assessment and Using Meaningful Retention and Completion Goals at the Institutional Level
6:15 p.m. – Board Dinner
7:00 p.m. – Board Meeting
Room 492-493 – College Connection

AGENDA

OPEN MEETING

The following statement will be read: "The March 28, 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 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 Board Retreat/Regular Meeting of February 22-23, 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. Second Reading of Governance Policy 2.6: Acting President
B. Lease for Richland Center Outreach Site

BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Performance Management Tool
B. Board Monitoring Report - Quality Teaching & Learning
C. Outreach Sites Overview
D. Master Facilities Plan including Student Life Options
E. Staffing Update

INFORMATION AND CORRESPONDENCE

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

ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING

A. Agenda
B. Time and Place

ADJOURN TO CLOSED SESSION

A. Consideration of adjourning to closed session for the purpose of
    1. Discussing property acquisition per Wis. Statutes 19.85(1)(e) {Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session.}.
    2. Discussion of personnel issues per Wis. Stats. 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.
    3. Discussion of preliminary notices of non-renewal per Wis. Stats. 19.85(1)(c) {Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.}
    4. Approval of Closed Session Minutes – February 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 608-822-2400 or 608-822-2401 to reach the Director of Facilities, or e-mail accom@swtc.edu}

After a review of the Consent Agenda, including the March 28, 2019, agenda; February 22-23, 2019, Board minutes; financial reports; 12 contracts totaling $15,910.60 in February 2019; the retirements of Jim Broihahn – Building Trades-Carpentry Instructor and Tim Evans – Dining Services-Cook, and the resignation of Heather Ringberg – Online Navigator, Mr. Tuescher moved to approve the Consent Agenda. Ms. Nickels seconded the motion; motion carried.

The Board heard a second reading of Governance Policy 2.6: Acting President. Mr. Moyer moved to approve the second reading of Governance Policy 2.6: Acting President, as presented. Mr. Bolstad seconded the motion; motion carried.

Dr. Wood reviewed the lease with TWA Properties of Richland Center, WI, for 3,400 square feet of office/classroom space located at 373 W. Sixth Street, Richland Center, WI. This will be the location for Southwest Tech's Outreach Site in Richland Center when the current lease ends on June 30, 2019. Mr. Tuescher moved to approve the 61-month lease with TWA Properties of Richland Center, WI, beginning June 1, 2019, and ending on June 30, 2024, for 3,400 square feet of office and classroom space located at 373 W. Sixth Street, Richland Center, WI 53581, at a cost of $3,400 each month for the first two years. Ms. Nickels seconded the motion; motion carried.

Krista Weber, Chief Human Resources Officer, and Josh Bedward, Master Electrician/Facilities Lead, updated the Board on the proposed tool to be used in performance management. The draft performance management tool and timeline were presented to the Board. The project team researched best practices in performance management, selected performance evaluation criteria and metric options, and created a tool that incorporates the College Values and Core Abilities into the performance management tool. The next steps are to select technology for implementation, train supervisors, implement a "dry run" of the performance tool in April – June and evaluate/adjust for the next cycle, and to finalize compensation structure for 2019-2020.

Dr. Katie Garrity, Chief Academic Officer, presented the Quality Teaching & Learning Board Monitoring Report focused on course completion, graduation rates, retention rates, job placement, and current initiatives used to increase access and improve student success through quality teaching and learning. Future efforts include increased ABE/GED transitioning aligned with academies; focused assessment and alignment with programs, Gen Ed, co-curricular, and advising; expanded & focused recruitment activities; expanded outreach; and new programming.

Dr. Garrity reviewed the current outreach sites and introduced potential options for outreach locations. Opportunities that exist include increased ABE transition and pathway entry, academy enrollment, new programs, and online expansion. A data-driven program pro forma will be developed that is targeted and focused, regional, and unique and is focused on employment opportunities, family sustaining wages, and
employer support. The college will be looking beyond adult basic education at opportunities that do not compete with what we offer on campus, potential new opportunities in a niche market, and online as a way to reach potential students we are currently not serving.

Holly Clendenen, Executive Director of College Advancement, and Dan Imhoff, Director of Facilities, Safety & Security, provided an update on the Master Facilities Plan including potential

student life options. They showed potential architectural drawings for the cafeteria and kitchen, Lenz Center, Bookstore, meeting rooms, and a welcome center. Also included in the report was a rendering of a multi-purpose dome that would be used to enhance student life offerings and potentially rent out the facilities for tournaments, trade shows, etc. Ms. Clendenen and Mr. Imhoff will be meeting with the Student Senate in May.

Krista Weber, Chief Human Resources Officer, updated on College staffing. She updated on the status of the open positions of two Associate Degree Nursing instructors, an Ag Power & Equipment Technician Instructor, and a Farm Business & Production Management Instructor. The Board reviewed the FTE comparison enrollment report and the fall 2019 application report, which were down 2.8% and 5.4% respectively.

Dr. Wood shared that a final report had been received from the consulting firm hired to review our enterprise resources planning (ERP) system and they will present at the April Board meeting. He also shared that a very generous gift of $600,000 had been received in the Foundation for scholarships. A third-party vendor used through the Bookstore was breached and many colleges were affected with 16 student accounts from Southwest Tech being compromised. The vendor is working with the colleges and those whose accounts were breached. There was a recent Job Fair where 84 employers participated. Charles Bolstad was elected to serve another three-year term on the Board. The next Board Appointment meeting will be held May 16 for the open positions of Employee and Employer Members, both from the North. Two presentation requests, one on internal governance structure and the other on success in fundraising, will be submitted for the ACCT Leadership Congress in October 2019.

Mr. Tuescher moved to adjourn to Closed Session for the purpose of discussing property acquisition per Wis. Stats. 19.85(1)(e), personnel issues per Wis. Stats. 19.85(1)(f), and preliminary notices of non-renewal per Wis. Stats. 19.85(1)(c). Ms. Nickels seconded the motion. Upon a roll call vote with all members voting affirmatively, the Board meeting adjourned to closed session at 8:32 p.m. The Board reconvened to open session at 9:07 p.m. with no action taken.

With no further business to come before the Board, Mr. Moyer moved to adjourn the meeting with Ms. Nickels seconding the motion. The motion carried and the meeting adjourned at 9:08 p.m.

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Darlene Mickelson, Secretary

C. Financial Reports

1. Purchases Greater than $2,500

SOUTHWEST WISCONSIN TECHNICAL COLLEGE				
PURCHASES GREATER THAN $2,500				
FOR THE PERIOD 03/01/2019 - 03/31/2019				
Invoices				
Vendor	**Invoice #**	**Description**	**Amount**	
MOODY'S INVESTORS SERVICE, INC.	P0294486	refinance $7.775M	$16,000.00	
GLADWIN MACHINERY & SUPPLY CO	SIW.54303	60 ton x 8 foot used Accurpres	$6,500.00	
GREENSHADES SOFTWARE	154525	Software renewal	$6,450.00	
TRC ENVIRONMENTAL CORPORATION	347339	Pro Svcs -Phase 1 ESA	$4,095.00	
FRANKLIN COVEY CLIENT SALES INC	IS10070255	Project Management consult	$4,036.05	
NATIONAL PAS	1207	Conference registration	$3,975.00	
FRANKLIN COVEY CLIENT SALES INC	IS10048206	5 choices-staff dev	$3,230.54	
FRANKLIN COVEY CLIENT SALES INC	IS10070303	J White Develop Leaders Consul	$3,200.00	
WPS HEALTH INSURANCE	030419017716	R Walz Medicare Prem	$3,102.84	
Jenna L Ingvalson	1633532	Opp Student Refund	$3,084.00	
Amy J McClelland	1633456	Opp Student Refund	$3,011.00	
FRANKLIN COVEY CLIENT SALES INC	IS10059394	mtg advant & proj mgmt part pk	$3,000.00	
CHAIR ACADEMY	88357	WLDI FDN Academy	$2,800.00	
CHAIR ACADEMY	88391	WLDI FDN Academy	$2,800.00	
WPS HEALTH INSURANCE	030419019103	J Roesch Medicare Prem	$2,702.94	
J&T CONCRETE CONSTRUCTION LLC	1085	Concrete Pad	$2,688.00	
Jennifer A Torres	1633572	Opp Student Refund	$2,686.50	
Glen A Pillow	1633338	Opp Student Refund	$2,599.00	
Daniel J Sullivan	1633379	Opp Student Refund	$2,599.00	
Sarah A Fuelling	1633383	Opp Student Refund	$2,599.00	
Stephanie N Knight	1633400	Opp Student Refund	$2,599.00	
Tracie L Johnson	1633535	Opp Student Refund	$2,599.00	
Annette E Crow	1633555	Opp Student Refund	$2,599.00	
Linda A Schepps	1633558	Opp Student Refund	$2,599.00	
Shari E Findlay	1633587	Opp Student Refund	$2,599.00	
Patrick A Bennett	1633342	Opp Student Refund	$2,598.00	
Elissa S Luna	1633347	Opp Student Refund	$2,598.00	
Maria M Ardestani	1633557	Opp Student Refund	$2,598.00	
Douglas L Steiner	1633381	Opp Student Refund	$2,570.00	
Hilaree HM Schultz	1633431	Opp Student Refund	$2,541.00	
GUY'S TRUCK & TRACTOR SERVICE,	KWI024775	Vehicle Repair #47	$2,526.60	
Total Invoices				**$109,585.47**

Purchase Orders				
Vendor	**PO #**	**Description**	**Amount**	
H & N PLUMBING & HEATING, INC.	6737	Facilities: Child Care Boiler Project	$62,900.00	
EMSI	6738	VP Admin: Economic Impact Study	$19,500.00	
HEARTLAND BUSINESS SYSTEMS	6736	Facilities: Recording Room Project	$4,308.08	
Total Purchase Orders				**$86,708.08**
Bank Withdrawals				
Vendor	**Transaction #**	**Audit Trail**	**Amount**	
WTCEBC Feb 2019	CMTRX00002336	WDL000006252	$281,461.32	
WI EE Trust Funds #207466	CMTRX00002355	WDL000006290	$114,365.30	
941 Fed Tax 3.22.2019	CMTRX00002349	WDL000006275	$108,396.92	
941 Fed Tax 3.08.2019	CMTRX00002335	WDL000006249	$106,031.73	
Newport Trust #6149230	CMTRX00002328	WDL000006230	$22,699.12	
WI DOR #1-880-599-584	CMTRX00002349	WDL000006279	$21,283.66	
StateTax 3.08.19 1-027-946-5	CMTRX00002335	WDL000006251	$20,898.02	
Symetra Life Ins 01-017869-0	CMTRX00002349	WDL000006276	$9,591.88	
Wells Fargo #756298555	CMTRX00002343	WDL000006263	$6,247.00	
Wells Fargo 3.22.2019	CMTRX00002350	WDL000006284	$6,247.00	
DeltaDental #257255	CMTRX00002333	WDL000006246	$5,620.91	
DeltaDental 3/7-3/12 #258385	CMTRX00002342	WDL000006258	$5,069.34	
Dental Dental #263075	CMTRX00002351	WDL000006286	$4,129.60	
Dental Dental #261941	CMTRX00002345	WDL000006266	$3,782.17	
Total Bank Withdrawals				**$715,823.97**
Payroll				
Payroll Date	**Transaction #**	**Audit Trail**	**Amount**	
Direct Deposit 3/8/2019	UPRCC00000857	WDL000006236	$282,811.11	
Direct Deposit 3/22/2019	UPRCC00000862	WDL000006272	$281,045.80	
Direct Deposit 3/8/2019	UPRCC00000856	WDL000006234	$26,872.54	
Direct Deposit 3/22/2019	UPRCC00000861	WDL000006271	$24,395.79	
Direct Deposit 3/22/2019	UPRCC00000860	WDL000006270	$14,332.58	
Direct Deposit 3/8/2019	UPRCC00000853	WDL000006231	$7,632.07	
Direct Deposit 3/22/2019	UPRCC00000858	WDL000006268	$6,177.22	
Direct Deposit 3/8/2019	UPRCC00000854	WDL000006232	$4,064.84	
Direct Deposit 3/22/2019	UPRCC00000859	WDL000006269	$2,726.67	
Total Payroll				**$650,058.62**

Purchase Cards				
Vendor	**Transaction #**	**Audit Trail**	**Amount**	
US Bank Statement 03.05.2019	CMTRX00002345	WDL000006267	$74,556.57	
US Bank ending 2.19.2019	CMTRX00002333	WDL000006247	$69,070.96	
Total Purchase Cards				**$143,627.53**
Total Purchases > $2,500				**$1,705,803.67**

2. Treasurer's Cash Balance

Southwest Wisconsin Technical College			
Report of Treasurers Cash Balance 03/31/2019			
Receipts			
Fund			
1 General	404,623.93		
2 Special Revenue	-		
3 Capital Projects	2,598.00		
4 Debt Service	-		
5 Enterprise	60,908.68		
6 Internal Service	316,739.86		
7 Financial Aid/Activities	129,577.22		
Total Receipts		**914,447.69**	
Expenses			
Fund			
1 General	1,580,053.71		
2 Special Revenue			
3 Capital Projects	185,815.28		
4 Debt Service	16,000.00		
5 Enterprise	88,662.53		
6 Internal Service	310,644.25		
7 Financial Aid/Activities	610,646.05		
Total Expenses		**2,791,821.82**	
Net cash change - month			**(1,877,374.13)**
EOM Cash Balances			
-American Operating 0356	717,421.77		
-American Cash Deposit 062 (Fenn)	1,572.64		
-American Money Market 502 (Fenn)	5,103,839.08		
-American Investment 1324	24,750,057.95		
-Cash on Hand	2,940.00		
-Local Government Investment Pool	1,206,555.21		
Ending Cash/Investment Balance		**31,782,386.65**	

3. Budget Control

Southwest Wisconsin Technical College YTD Summary for Funds 1-7 For 9 Months ended March 2019							
	2018-19 Budget	**2018-19 YTD Actual**	**2018-19 Percent**	**2017-18 Percent**	**2016-17 Percent**	**2015-16 Percent**	**2014-15 Percent**
General Fund Revenue	23,355,000.00	19,401,036.83	83.07	86.13	81.75	95.09	91.43
General Fund Expenditures	24,685,400.00	16,724,268.04	67.75	66.99	65.72	68.37	64.88
Capital Projects Fund Revenue	4,050,000.00	4,030,746.15	99.52	104.25	101.09	99.89	100.52
Capital Projects Fund Expenditures	3,775,000.00	1,828,012.52	48.42	46.71	37.09	41.39	65.87
Debt Service Fund Revenue	5,616,000.00	3,615,026.15	64.37	66.56	64.59	4.18	3.47
Debt Service Fund Expenditures	5,616,000.00	625,546.26	11.14	12.27	12.57	12.68	14.03
Enterprise Fund Revenue	1,900,000.00	1,280,637.37	67.40	63.28	64.65	74.62	82.13
Enterprise Fund Expenditure	1,800,000.00	1,196,534.59	66.47	61.34	57.23	72.97	61.13
Internal Service Fund Revenue	4,385,000.00	2,885,105.76	65.79	69.85	67.70	76.99	73.85
Internal Service Fund Expenditures	4,385,000.00	3,016,134.58	68.78	71.30	69.36	83.96	80.01
Trust & Agency Fund Revenue	8,000,000.00	5,154,873.62	64.44	77.73	83.34	77.97	82.38
Trust & Agency Fund Expenditures	8,030,000.00	5,859,005.28	72.96	78.36	84.28	79.16	83.15
Grand Total Revenue	47,306,000.00	36,367,425.88	76.88	80.77	79.02	79.37	78.67
Grand Total Expenditures	48,291,400.00	29,249,501.27	60.57	61.40	61.01	64.20	63.81

D. Contract Revenue

There were nine contracts totaling $33,365.81 in March 2019 being presented for Board approval. The Contract Revenue Report is included below.

2018-2019 CONTRACTS

3/1/2019 - 3/31/2019

Contract Holder	Contract #	Service Provided	Contact	Number Served	Price	Exchange of Services (Instructional Fees Waived)	INDIRECT COST FACTOR On-Campus	Off-Campus	Waiver
USA High School Clay Target League	03-2019-0063-T-42	League Director Duties	Caleb White		$ 500.00	No		X	
CESA 3	03-2019-0046-I-11	CollEDGE Up-Gear Up-Written Comm-Mineral Point	Kim Maier	2	$ 900.00	No			X
CESA 3	03-2019-0046-I-11	CollEDGE Up-Gear Up-Written Comm-Potosi	Kim Maier	1	$ 450.00	No			X
CESA 3	03-2019-0046-I-11	CollEDGE Up-Gear Up-Intro to Sociology-Mineral Point	Kim Maier	3	$ 1,350.00	No			X
CESA 3	03-2019-0046-I-11	CollEDGE Up-Gear Up-Intro to Sociology-Dodgeville	Kim Maier	1	$ 450.00	No			X
CESA 3	03-2019-0046-I-11	CollEDGE Up-Gear Up-Intro to Sociology-Boscobel	Kim Maier	6	$ 2,700.00	No			X
CESA 3	03-2019-0046-I-11	CollEDGE Up-Gear Up-Intro to Sociology-Fennimore	Kim Maier	2	$ 900.00	No			X
CESA 3	03-2019-0047-I-11	CollEDGE Up-Nursing-Developmental Psych-BlackHawk	Kim Maier	1	$ 450.00	No			X
CESA 3	03-2019-0047-I-11	CollEDGE Up-Nursing-Developmental Psych-Lancaster	Kim Maier	3	$ 1,350.00	No			X
CESA 3	03-2019-0047-I-11	CollEDGE Up-Nursing-Developmental Psych-Boscobel	Kim Maier	3	$ 1,350.00	No			X
CESA 3	03-2019-0047-I-11	CollEDGE Up-Nursing-General A&P-Black Hawk	Kim Maier	1	$ 600.00	No			X
CESA 3	03-2019-0047-I-11	CollEDGE Up-Nursing-General A&P-Lancaster	Kim Maier	3	$ 1,800.00	No			X
CESA 3	03-2019-0047-I-11	CollEDGE Up-Nursing-General A&P-Boscobel	Kim Maier	3	$ 1,800.00	No			X
CESA 3	03-2019-0047-I-11	CollEDGE Up-Nursing-General A&P-Highland	Kim Maier	2	$ 1,200.00	No			X
CESA 3	03-2019-0047-I-11	CollEDGE Up-Nursing-General A&P-Belmont	Kim Maier	3	$ 1,800.00	No			X
WAT Grant - Dillman Equipment	03-2019-0072-I-47	Blueprint Reading - Welding 1	Amy Charles	4	$ 1,862.42	No		X	
WAT Grant - Dillman Equipment	03-2019-0072-I-47	GMAW - Equipment	Amy Charles	4	$ 1,862.42	No		X	
WAT Grant - Dillman Equipment	03-2019-0072-I-47	GMAW - Carbon Steel (Spray Transfer)	Amy Charles	4	$ 1,862.41	No		X	
WAT Grant - Dillman Equipment	03-2019-0072-I-47	GMAW - Carbon Steel (S Process)	Amy Charles	4	$ 1,862.41	No		X	
WAT Grant - Dillman Equipment	03-2019-0072-I-47	Blueprint Reading - Welding 2	Amy Charles	4	$ 1,862.41	No		X	
WAT Grant - Dillman Equipment	03-2019-0072-I-47	Fabricating	Amy Charles	4	$ 1,862.41	No		X	
Atrium Post Acute Care-Lancaster	03-2019-0119-I-41	BLS for Healthcare Provider-CPR	Kris Wubben	10	$ 550.00	No		X	
Montfort Rescue Squad	03-2019-0128-T-42	EMT Refresher - Participant Agreement	Kris Wubben	2	$ 222.30	No		X	
Argyle EMS	03-2019-0130-T-42	EMT Refresher - Participant Agreement	Kris Wubben	3	$ 534.75	No		X	
3M	03-2019-0133-I-41	NFPA 70E-Electrical Safety Training	Amy Charles	6	$ 2,700.00	No		X	
Atrium Post Acute Care-Mineral Point	03-2019-0150-I-41	BLS for Healthcare Provider-CPR	Kris Wubben	9	$ 450.00	No		X	
Lancaster EMS	03-2019-0151-T-42	AEMT Refresher - Participant Agreement	Kris Wubben	3	$ 134.28	No		X	
			TOTAL of all Contracts	**91**	**$ 33,365.81**				
			Exchange of Services	-	$ -				
			For Pay Service	91	$ 33,365.81				

E. Personnel Items

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

PERSONNEL REPORT
April 25, 2019

Employment: NEW HIRES

Name	Justin Rounds
Title	Ag Power & Equipment Technician Instructor
Number of Applicants and Number Interviewed	11 applicants, 5 interviewed
Start Date	April 18, 2019
Salary/Wages	$57,000
Classification	Full-Time
Education and/or Experience	Ag Power & Equipment degree at SWTC with 8 years of Service Technician experience and 4 years of Machine Operation experience

PROMOTIONS / TRANSFERS

Mandy Henkel	College Effectiveness Manager (Effective 7/1/2019)

RETIREMENTS / RESIGNATIONS

Holly Miller (Resignation 6/20/2019)	Chief Student Services Officer
Brian Molini (Resignation 5/15/2019)	Academic Success Coach

F. 2019-20 Out-of-State Tuition Waivers

Annually, the College submits to the WTCS State Board for approval a waiver of out-of-state tuition for needy and worthy students. It is a projection of total students and credits. The request is included below.

2019-20 Out-of-State Tuition Waivers

Southwest Wisconsin Technical College requests authority from the WTCS President to remit out-of-state tuition for 675 credits for 25 needy and worthy students during the 2019-20 academic year. The district projects 1300 FTEs (net of Community Services) for the year.

Recommendation: Approve the Consent Agenda as presented.

Other Items Requiring Board Action

A. Enterprise Resource Planning System

College staff have been working with the consulting firm, CampusWorks, on a solution to the College's Enterprise Resource Planning System. Included in the electronic material is a final report from Campus Works. Also included in the material is a revised agreement to the Management Consulting Services Agreement with CampusWorks. The internal staff team that has been working with CampusWorks will present the recommendation at the Board meeting.

Recommendation: (Available at the Board meeting)

ERP Fit-Gap Analysis and Needs Assessment

Southwest Wisconsin Technical College

March 11, 2019

CAMPUSWORKS
Insight. Ingenuity. Impact.

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Executive Summary

Prior to 2010 Southwest Wisconsin Technical College (SWTC) was part of a consortium of schools using PeopleSoft hosted in Madison, Wisconsin. A number of issues prompted SWTC to leave the consortium in 2010 and find their own ERP system. The main reasons for leaving were cost and lack of autonomy. When the choice was made to leave the consortium, there was no analysis of current processes to help inform the selection process of a new system. CAMS Enterprise, then a product of Three Rivers, was selected because of its size and cost.

There were a number of functions that Three Rivers promised CAMS Enterprise could do, but were never delivered, for example, third-party billing and state reporting. CAMS Enterprise was implemented without the help of consultants or professionals with application migration experiences. Three Rivers provided some help, but it was limited. At the time the goal of the implementation was to make CAMS Enterprise replicate the behavior of PeopleSoft. This required a lot of customization and over time the SWTC has relied on customization and third-party applications to maintain the needed functionality.

The staff at SWTC is exceptional and they are all committed to providing a good student experience and are committed in their support for needed change.

The leadership of SWTC reached out to CampusWorks to conduct a Fit-Gap assessment of the CAMS Enterprise system. The CampusWorks team does not see a way that the College can effectively continue with the current implementation of CAMS Enterprise. Our recommendation is that SWTC goes through the process of selecting a new ERP system. The implementation of a new system should include conducting a reimagine and redesign process to identify and map operational processes with the focus on the student experience. Once the processes are mapped and documented then an ERP system can be selected that will be able to support those processes. The mapped processes will help inform the creation of an RFP and will also be an integral part of the new configuration as part of the whole implementation.

The following is the report of the assessment and detailed recommendations.

Introduction

In February of 2019, Southwest Wisconsin Technical College (SWTC) engaged CampusWorks, Inc. to conduct an assessment of the current status of SWTC's implementation of the CAMS Enterprise resource management system (CAMS). This assessment falls under SWTC's Strategic Initiative "Process Efficiency: IT Savings & Investments." While the goal of this initiative is to "achieve fiscal sustainability," the scope of the project is far more comprehensive. The engagement considered the following questions:

- How do the current implementation and use of the CAMS and the third-party systems align with the College's strategic objectives and what are the strengths and weaknesses?
- To what extent is the current CAMS functionality in use at SWTC as intended and where are opportunities to better leverage current technology?
- What opportunities are there to increase the College's return on its current CAMS investment?
- Are business process and procedures aligned and leveraging the CAMS system to deliver the desired student experiences across the College?
- Where does the College need to go with the enterprise systems holistically over the next three to five years to achieve the desired strategic and operational outcomes?
  - Stay with CAMS and make improvements?
  - Upgrade to Unit4?
  - Invest in a new ERP?
- What priority should be assigned to further implement and develop business processes and the use of CAMS to provide the best gains in services delivery, efficiency, and cost avoidance and reduction?
- What is the current level of readiness for the functional and technical teams as well as budget resources in comparison with other similar-size Colleges?

To address the above questions the CampusWorks team of technical and functional experts conducted the following scope of work:

- Three (3) consultants were onsite at SWTC for three days to review the current use of CAMS and assess process flow. The consultants were:
  - Scott Doxey, Portfolio Executive Team Lead
  - Julie Falconer, Program Manager and Senior Optimization Executive
  - Bob Walker, CIO
- In addition to the on-site consultants, further assistance was provided by:
  - Gabrielle Jones, Coordinator, Client Logistics/Administrative Operations
  - Jamey Palmieri, Portfolio Director
  - Joseph Rossmeier, Ph.D., VP Client Development

- In-person interviews were conducted through approximately 30 individual and group sessions including a total of 26 students, faculty, and staff.
- The team reviewed documentation provided by SWTC before, during, and after the site visit, and additional documentation was provided as requested.
- Interviews and document analysis considered the following key components of the effort:
  - CAMS component usage
  - CAMS documentation and support resources
  - The health of the underlying data structures
  - Security of the data and application software
  - Initial and ongoing training
  - Staff capabilities
  - Shared governance for process, data, and projects
  - Adherence to data, metric, and process definitions
  - The regularity of system updates and patching
  - Technical issues and response time
  - Integration with third-party systems
- At the conclusion of the third day, the CampusWorks team discussed the initial key findings and recommendations with President Wood and his Cabinet.

In addition to the "First Look" initial findings, other deliverables have been developed. These include:

- A Preliminary Report to summarize early findings within the first few business days following the on-site interviews was delivered on Wednesday, February 20, 2019. Though not a complete review, this report provided President Wood and Vice President White with information that would be helpful during the Board planning retreat at the end of the week following the initial campus visit.
- A Written Report (this document) of the assessment findings, observations and recommendations will be delivered with a presentation and includes the following items:
  - Recommendations to enhance the level of service in each key area as well any identified risks and unmet needs at the College.
  - A final gap analysis that will detail areas where SWTC is successful, as well as those areas that need attention. The analysis will include solutions to identified risks and recommended software enhancements as well as the recommended path forward for the College and their ERP environment long term.
  - Recommendations will be shown in a visual roadmap as well to provide the College with a guide to moving forward.
- A Presentation of Findings to the Cabinet will be delivered on campus on March 15, 2019. The presentation will provide an overview of the observations and recommendations for the current use of CAMS and the needs for the ERP

environment over the next three to five years.

- The goal of these briefings is to create a dialogue with the correct constituents so that SWTC is left with actionable and realistic plans for moving forward with an ERP (re)implementation.
- The presentation of findings will be a PowerPoint in summary format, and SWTC may optionally schedule presentations of the evaluation findings to other College groups on this same day.

Positive Indicators

As a team that encounters cultures of all varieties, we truly enjoyed meeting with students, faculty, and staff at SWTC. We found a culture willing to embrace change, which is an optimal starting point. Some of the other positives of note include:

- Leadership is leading the College in a positive direction
- Leadership commitment to ensuring the success of all system, process, and service improvements
- A desire to improve the student experience
- SWTC is very people-centered
- Candid recognition of the challenges at hand
- Knowledgeable, responsible staff in functional areas
- Commitment to embracing industry best practices
- Data team has started working on a data dictionary
- Have gained operational efficiencies over the last three years
- ITS has advanced services in the past few years
- GL, trial balance, and payroll all working fairly well
- Continuing Education (CE) portal allows credit card/third-party payment for CE and driver's education courses
- Dashboard providing enrollment, retention, graduation data
- IT's full commitment to supporting needed change
- Cultural change over the past few years has prepared faculty and staff to seek and anticipate improvements

Scope of Work Findings

Strategic Alignment of CAMS

How do the current implementation and use of the CAMS and the third-party systems align with the College's strategic objectives and what are the strengths and weaknesses?

Southwest Wisconsin Technical College has three Strategic Priorities (*Strategic Plan 2018-2019*). They are:

- Increase Student Access and Success
- Strengthen a Culture of Integrity
- Ensure Fiscal Sustainability

In the group discussion with the students, they expressed their high satisfaction with the efforts of the Student Success Coaches. These coaches are doing an excellent job of reaching out and connecting with the students both before and after enrollment. If it were not for these Student Success Coaches the enrollment numbers would not be where they are.

The students also expressed their deep frustrations with the admissions and enrollment processes. The application process does not flow smoothly. The applicant fills out an application and creates a "one-time" login for the application. Smartsheets is used for most of the tracking and then applicants are manually moved into CAMS. There is little communication to the student throughout this process and it is not known how many potential students are lost in this process.

The two portals are very confusing to students. One portal is used for Continuing Education (CE) students so they can register and pay for their courses directly. The other portal is used for credit courses and the process to add or drop courses is complicated. There are numerous issues with the registration process, including checking for co-requisites and pre-requisites, as CAMS is unable to facilitate both simultaneously

The existing combination of software systems and processes and workarounds to those systems and processes are not serving the College community in an effective manner and are not increasing ***student access and success***. In fact, it is inhibiting access and without the help of the Student Success Coaches, it would be more prohibitive.

The current configuration of CAMS was set up to mimic operations in PeopleSoft, and additional "fixes" in the form of customization or third-party applications have been put in place to meet specific needs without the benefit of a comprehensive perspective of how information and related decisions should flow to best meet the needs of students, faculty, and staff. While there is no direct intention of inaccurate data, the ***integrity*** of the data in the system is at risk. This also creates an environment that instills skepticism in data reporting and, inadvertently, skepticism in information shared between departments. While this does not appear to have affected relationships between departments, it is an unnecessary impediment that causes staff to spend additional time checking and rechecking the information reported.

One of the reasons reported for the purchase of CAMS and migration away from PeopleSoft was because of costs. It was becoming very expensive to maintain the shared implementation of PeopleSoft. CAMS is much more affordable for an institution the size of SWTC. However, in the effort to be more fiscally responsible, resources were not invested upfront in a process review and redesign. There was not an effort to identify and implement best practices either from the industry or from CAMS. There was also minimal consulting sought for, nor provided by Three Rivers (now Unit4) for the implementation of CAMS.

Over the years, as the CAMS implementation could not be adapted to meet the changing needs of the College, customizations were favored over reconfiguration, and a newly written code was generated to write to and from the underlying database. This has continued to add expense and inefficiencies.

The College now finds itself with an inability to trust CAMS as a system of record and has created numerous workarounds including other data sources (Smartsheets etc.) and manual verification to complete procedures as accurately as possible. It is our opinion that the current implementation of CAMS is not supporting ***fiscal sustainability***.

Leveraging the Use of CAMS

To what extent is the current CAMS functionality in use at SWTC as intended and where are opportunities to better leverage current technology?

The current implementation of CAMS has limited use of intended functionality, especially for student records. Most customizations have been built to work with student data. Additionally, a thorough review of application security vulnerabilities is warranted due to single-factor authentication web login used to access and manipulate student data.

One positive area with CAMS is Microsoft Dynamics for the financial function. However, even with that, there is no budget module, so workarounds have been created for budgeting processes.

It is clear that CAMS is not being used as designed. Data fields are being used for purposes other than what is intended. For example, the date of birth is maintained in a mailbox field for use with digital imaging. In some cases, this is because CAMS did not have the needed functionality during implementation, and other cases are a result of not knowing where to look for a specific functionality or how the existing CAMS functionality was intended to be used. The initial implementation was not directed by a blueprint/process map of what functions were needed, and SWTC did not have needed support during the configuration of CAMS.

Return on Investment

What opportunities are there to increase the College's return on its current CAMS investment?

Unfortunately, the current implementation of CAMS will require a significant investment. Even if the College chooses to continue with CAMS it would require a completely new

implementation to ensure that the available functionality within CAMS is properly configured. However, based on our assessment, there is functionality required by SWTC that is not available within CAMS and there is no long-term guarantee that Unit4 will continue to invest in the development of CAMS Enterprise. Therefore, a re-implementation of CAMS would not increase a return on the current investment.

Business Process Alignment

Are business process and procedures aligned and leveraging the CAMS system to deliver the desired student experiences across the College?

As we have identified the fact that CAMS was configured to mimic the functionality of the previous enterprise information system (PeopleSoft), we know that the existing system is lacking efficiency. It is also lacking the functionality to deliver a positive student experience. There are many processes that have been created outside of the CAMS system in an attempt to enhance the student experience because functionality does not exist within CAMS. In many cases, this has complicated the student experience, such as in the registration process. It is confusing and difficult for students.

The first step in correcting this must be a collaborative, cross-functional effort to design process flows to most effectively meet the needs of students, the greater learning community, faculty, staff, administrators, alumni, and all external stakeholders (K-12, vendors, the Board, donors, the State of Wisconsin, and federal entities).

An ERP would then be configured to meet all possible needs as defined and become the true system of record. Additional applications would then be appended to this system to fulfill any functionality not available as part of the ERP.

Enterprise System Direction

Where does the College need to go with the enterprise systems holistically over the next 3 to 5 years to achieve the desired strategic and operational outcomes? Stay with CAMS and make improvements? Upgrade to Unit4? Invest in a new ERP?

Though Unit4 has continued support for CAMS, the majority of the development work at Unit4 has gone into their new ERP, Unit4 Student Management and Business World ERP. Over the years the industry has matured and grown. There are also a number of trends in Higher Education that have had an enormous impact on the ERP landscape. Some of those trends include:

- The rise of the non-traditional learner
- Increase in online learning
- Mobile ubiquity
- Social media
- Cloud strategy
- Information security
- Importance of data in decision making

ERP vendors have had a difficult time keeping up with these trends.

It is recommended that the College continue its efforts to identify and remedy data errors and complete an exercise to identify and classify all data fields (data dictionary) in preparation to either re-implement CAMS or migrate to another ERP. We also recommend that the College concurrently undertake a project to define and document all ideal business process flows – beginning with the desired student experience, from the first contact past graduation.

Following these efforts, we recommend that SWTC use the requirements identified in the process redesign sessions to create and release an open RFP to ERP vendors and/or their implementation partners, including Unit4/CAMS, to determine through a competitive process which ERP software suite is most able to meet the needs of SWTC over the next 15-20 years. With an understanding of the redesigned processes and business requirements, the College will be in a strong position to evaluate each vendor and determine the extent to which SWTC's needs will be met by a given ERP.

As the College desires to avoid the initial and ongoing costs associated with customization, the option of moving to a cloud solution proves promising. This direction has the added benefit of reducing or eliminating the need for on-premise hardware, redundant environmental conditioning, backup power sources, and the resources required to maintain these data center components and conditions.

Business Process Focus

What priority should be assigned to further implement and develop business processes and the use of CAMS to provide the best gains in services delivery, efficiency, and cost avoidance and reduction?

As we have previously stated, the most important thing that can be done as part of a new implementation by the institution is a comprehensive process reimagine and redesign. The most important part of building a home or a building is creating the plans and mapping out where everything goes and how it integrates with the other parts of the building. It is the same in an ERP system. There are so many integrated parts that need to be mapped out and designed to work together with the overall goal of improving the student experience. It is not enough to create individually efficient processes; the processes must work together to create an efficient system.

Once the processes have been mapped and designed, then it becomes easier to identify those systems that will best be able to support those processes. The configuration process goes much smoother and everything becomes aligned. Although the overall initial cost may be higher, the long-term benefits outweigh the one-time expense. More importantly, the College gains efficiencies through simplified and streamlined processes, and increased student satisfaction will support increased student enrollment. The total cost of ownership is less and the return on the College's investment is greater.

TEAM RESOURCE ASSESSMENT

What is the current level of readiness for the functional and technical teams as well as budget resources in comparison with other similar-size Colleges?

The functional and technical team's leaders are well positioned to lead an ERP transformation effort. The teams demonstrated both the readiness for change and subject matter expertise that would be necessary to successfully design and implement new operational processes and support ERP technology. However, resources within IT are scarce by comparison to other institutions of similar size.

A review of Information Technology staffing at the four closest-sized technical colleges in Wisconsin (Nicolet, Lakeshore, Blackhawk, and Mid-States) show an average of fourteen (14) FTEs compared to the eight (8) on staff at SWTC. IT Services maintains a significant service load without the addition of a major implementation. The College will need to rely upon additional or external resources to help ensure the success of an implementation.

Though enrollments have been on the decline, similarly sized colleges budget anywhere between four percent (4%) and seven percent (7%) of the institution's operating budget for Information Technology Services, apart from course design and development.

Additional CAMS Concerns

Other concerns regarding the existing CAMS implementation include the following:

- The system requires multiple screens (tabs) to perform a simple function
- The more screens you have open, the slower the system runs
- CAMS technical support is not very responsive
- CAMS is running on an outdated Windows version. Waiting for new CAMS update to move to more recent Windows version
- Undocumented processes (information retained by individuals at risk when they depart)
- Training held during implementation not continued for new hires
- Lack of understanding of CAMS functionality. Custom development appears to be favored over learning and utilizing delivered CAMS functionality. CAMS manual is no longer useful as fields have been re-appropriated for other uses
- Some customizations write to ERP database
- The security model for custom development is unclear. Customizations accessed through login on web link but are not managed by role
- Student program information is populated in CAMS screens by copying and pasting from a Word document and duplicated in another module. This methodology introduces a lot of human error
- Repeated efforts – logins, redundant data entry
- Dependency on paper is inefficient
- Learning the work environment ad-hoc
- Information needed for role or decision-making is not readily available, must hunt for it
- Manual, individual record clean up needed for prospects. Same clean up needed for enrolled student program changes
- Fields intended for Clearinghouse reporting are used for other purposes so to report to Clearinghouse, IT must pull data and manipulate it before it can be sent. These reports are still plagued with many errors
- Degree Audit records can't be managed on an individual level, such as a one-time substitution
- CAMS can't manage programs having different rules, such as, a program that tracks student's program GPA and another program that tracks student's overall GPA. This results in every student record being individually evaluated for program requirements completion in order to graduate the student. This includes hundreds of student records every graduation
- Transcript uploads are very manual and from three separate sources (CAMS system, legacy database, and paper copies), depending on the year of the student's attendance
- Data entry from multiple CAMS screens and customizations make it difficult to troubleshoot which entry point contains errant student coding. A lot of time is spent tracking down codes
- Navigating multiple CAMS screens also extends the time needed to process an application

- High school students become SWTC students when they take driver's education through SWTC. They become prospects when they attend an event or send an inquiry to attend SWTC as an undergraduate student. Students may have many prospect records that can only be merged manually and two at a time
- CAMS appears to be weak in managing holds. Behavioral holds are managed manually
- Weak integration with testing, tutoring and library services, some placement test results are maintained on paper
- Overreliance on SmartSheets (disability records, budget)
- Co-curricular activities tracked outside of CAMS
- Easy to accidentally double batch in Integration Manager
- Financial reports in Dynamics require a consultant to create them
- 1098T is inaccurate, refund schedule is awful, a lot of time is spent recalculating drops for students
- Budget reports in Dynamics are "horrible," reporting and budget process are not good
- No guarantee of data integrity
- Need a single system of record
- Data Governance must become cultural – data owners and stewards (e.g. the Registrar owning the student record)
- Comprehensive Data Dictionary ("Cookbook") needed
- Report/Query validation process needed for decision-making
- CAMS is using old hardware and browser technology that is reaching the end of life
- Difficult to access common information, like SSN, in CAMS
- Federal reporting may require pulling data from five different areas in CAMS to include all the proper elements
- Data fields have been reallocated to track information other than intended use, such as using a field for tracking a second degree to track whether or not the student is employed
- Developing reports requires technical intervention from IT staff. Users can't pull their own data, IT has to pull it for them
- Creating and tracking student cohorts is difficult
- IPEDS transfer in and transfer out is difficult to track
- SWTC tracks graduation date instead of conferral date. Federal reporting requires the date of conferral
- Client reporting for Wisconsin State Report (WSR) requires CAMS screen and SWTC written script. It cannot be delivered through CAMS alone
- CAMS was designed to support registration of current students, not to prospect non-credit students. The non-credit (continuing education) portal was developed by SWTC and requires its own student name and password separate from the CAMS student portal. CE portal was developed to support registration of driver's education students and does not deliver the best first impression of SWTC
- CAMS student portal is not designed as a mobile application

Bolstering ITS

A team of six FTEs covering one-hundred-eighty services (as noted in Appendix A) is not likely to have the capacity to embark upon an ERP (re-)implementation without first organizing significant internal and external resources to aid that endeavor. As previously noted, Wisconsin technical colleges of similar size have an average of fourteen FTEs covering a similar workload. We recommend that ITS define and assess its current service portfolio by creating a service catalog and working with executive leadership to determine what services must be covered, and which services could be set aside for the duration of the project or beyond.

The Information Technology Infrastructure Library (ITIL) can provide a framework for defining these services. A Service Catalog will help the campus community understand the services that ITS provides, and help leadership better determine what resources will be needed as demand increases for technology-related services.

Additionally, the institution should adopt an IT governance structure that acts as a prioritization mechanism for the portfolio of institutional technology projects. This structure does not need to be complex or time-consuming. It is sufficient to create a single committee that meets quarterly to review existing projects and make recommendations to President Wood and his cabinet.

Recommendations

CampusWorks' analysis indicates that CAMS Enterprise – as it is currently implemented – will not support the institution's desired capabilities. Modification of the existing CAMS implementation will not suffice. Our recommendation is that SWTC goes through the process of selecting a new ERP system. The implementation of a new system should include conducting a reimagine and redesign process to identify and map all processes with the focus on the student experience. The mapped processes will help inform the creation of an RFP and will also be an integral part of the new configuration.

To ensure that SWTC implements a clean, trusted system of record, the College must begin with the end in mind. It is imperative that all stakeholders invest their time in defining:

1. The desired Student Experience from a prospective student (initial awareness of SWTC) through employment and beyond (a lifelong connection to SWTC).
2. Reimagined and redesigned process through the exercise of drafting optimal process flow for operations affecting students, employees, the College's financial and physical plant operations, alumni, benefactors and data standards.

Once the College has defined its desired state through process redesign, it will be in a strong position to continue the ERP selection process. A cross-functional team should be put together as an ERP Steering and Selection Committee. Faculty and staff with functional responsibilities will have a full understanding of their own operations and their interconnection with other departments' functions and processes. This committee can position the College community to define the requirements of their system, objectively evaluate the vendor offerings based on those requirements and recommend the system that best addresses the College's needs.

While the College is working to define its desired process flow, leadership will have time to assess the capacity of the organization to embrace significant change. Capability to manage a vendor, the need for effective project and change management, staffing to handle organizational tasks, project-related communications, and back-filling day-to-day tasks for the duration of the effort should all be considered.

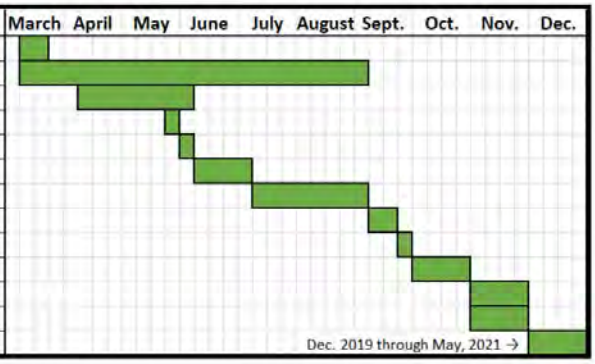
Independent of implementing an ERP system, there are two other priorities that should be addressed. First priority must be given to ensuring the College's ability to maintain operations. With a handful of staff covering so many technology-related services, we recommend that all mission-critical services be identified and that the restoration of those services be fully tested to assure all stakeholders that operations can be restored within an acceptable timeframe.

Second priority should be given to a process that will lead to a trusted system of record by continuing the effort to define all data elements, to define all calculated facts/figures used in dashboards, reports, and for decision-making, and to continue cleaning up data where exceptions can be identified.

As institutional readiness for these efforts is evaluated, College leadership will determine if a strategic partner will help realize the return on that investment and ensure the continued success of SWTC.

RECOMMENDATION ROADMAP

Task/Effort	Duration
Ensure Disaster Recovery Capabilities	2 Weeks
Define, classify, and clean up data	6 months
Process Reimagine and Redesign	2 Months
Form ERP Selection Committee	1 Week
Select list of vendors	1 Week
Draft and Distribute RFP	1 Month
Vendors prepare and submit proposals	2 Months
On-Campus Vendor Demonstrations	2 Weeks
Vendor Selection	1 Week
Contract	1 Month
Vendor staffing assignment prep'	1 Month
SWTC project and change mgmt prep'	1 Month
ERP Implementation	18 Months



Appendix A – Services Covered by ITS at SWTC

Management & Administration	Covered by IT	Covered by?
Alignment of IT with Business Objectives	ITS	
Attending to Presidents and Senior Executives	ITS	
Business Continuity & Disaster Recovery Planning	ITS	
Business Process Reengineering	ITS	
Business Solutions Consulting	ITS\Charger Enterprises	
Change Management	ITS	
Formal Organizational Communications	ITS	
Create & Manage both OpEx & CapEx Budgets	ITS	
Emerging Technology Evaluation	ITS	
Est. Standards: Hardware, Software, Policies/Proc	ITS	
Globalization	N/A	
Governance Leadership & Oversight		Executive Team
Green IT and Sustainability	ITS	
Higher Education Transformation		
Host External Operational & Security Audits	ITS	
Incident Handling and Response	ITS	
Information Security Governance	ITS	
Innovation	ITS	
Institutional/IT Metrics, Dashboards	ITS\Charger Enterprises	
IT Effectiveness, ROI Measurement	ITS	
IT Funding	ITS	
IT Integration	ITS	
IT Strategic & Tactical Planning	ITS	
IT Workforce Professional Development		
Leadership Development, Mentoring		Academic Council
Managing Community & Vendor Partnerships	ITS	
Op's Assessment, Evaluation, Internal Audit	ITS	
Organizational Structure		Executive Team

Portfolio and Project Management	ITS	
Procurement Management		Business Services
Research and Development	ITS	
Risk Management		
Solutions Prioritization & Implementation	ITS	
Sourcing		
Student Outcomes Assessment		College Effectiveness
Teambuilding	ITS	
Technology Selection	ITS	
Vendor & Staff Confidentiality Agreement Mgmnt	ITS	
Vendor Contract Management	ITS	
System Administration	**Covered by IT**	**Covered by?**
Academic Information Systems	ITS	
Academic Misc. Software Packages	ITS	
Academic Sandbox Systems	ITS	
Alumni/Development Systems	ITS	
Architectural Design	ITS	
Athletic Systems	ITS	
Bookstore Systems	ITS	
Calendar Maintenance & Management	ITS	
Compliance Systems	ITS	
Content Management System	ITS	
Emergency Notification Systems	ITS	
Enrollment/Recruiting Systems		
E-Portfolio Systems		
ERP/SIS Access Management	ITS	
ERP/SIS System Administration	ITS	
Facilities Mgmnt. Systems	ITS	
File and Data Storage Services	ITS	
File Store, Backup and File Recovery	ITS	
Finance Systems	ITS	

Human Resources/Payroll Systems	ITS	
ID Card Systems / Access Control	ITS	
Intranet/Extranet/Portal Systems	ITS	
Library Systems	ITS	
LMS Access Management	ITS	
LSM System Administration		IAL
Mail & Messaging Systems	ITS	
Microsoft Systems, Windows OS	ITS	
Patch Management	ITS	
Reporting & Business Intelligence Systems	ITS	
Residence Mgmnt./Food Service Systems	ITS	
Safety/Campus Security Systems	ITS	
Streaming Media Systems		
Unix/Linux Systems	ITS	
Web Servers	ITS	
Wiki, Blogs (WordPress, or?)	ITS	
Workgroup/Collaboration Systems (Sharepoint)	ITS	
Hardware Maintenance and Repair	ITS	
Help Desk Phone Attendants	ITS	
Help Desk Walk-Up Services	ITS	
Identity Badges		Facilities
Issue Ticketing & Tracking	ITS	
Laptop or iPad Loaner Program	ITS	
Laptop, Mobile Device & E-Reader Support	ITS	
Mac Support Service	ITS	
Managed Antivirus	ITS	
Mobile Computing	ITS	
Mobile Computing, & Device Management	ITS	
Mobile Security	ITS	
Mobile Telephones	ITS	
Multimedia support	ITS	

Online Help Desk Services	ITS	
Password Reset & Automated	ITS	
Public Use Computer Support	ITS	
Secure Individual & Group File Storage	ITS	
Smart Classroom Support	ITS	
Student Worker Training, Scheduling, Mgmnt	ITS	
Student, Faculty, and Staff Applications Training	ITS	
User File & Email restoration	ITS	
Videoconferencing Support	ITS	
User Support Services	**Covered by IT**	**Covered by?**
Application Software Support	ITS	
Assistance with Digital Literacy	ITS	
Audiovisual Services	ITS	
Automated Online Help Desk - Knowledgebase	ITS	
Centralized & Distributed Print Services	ITS	
Computer & Device Purchase Programs	ITS	
Computer Lab Support	ITS	
Computer Security, Patch, and Power Mgmnt	ITS	
Contract Support, Computer Resource Consulting	ITS	
Course Support	ITS	
Desktop Configuration Management	ITS	
Desktop License Management	ITS	
Distributed Computing	ITS	
Classroom Computing/Support	**Covered by IT**	**Covered by?**
Blended Learning		
Clickers	ITS	
Collaborative Learning/Technologies		
Connected Learning		
Course Evaluation		
E-Learning / Distance Education		IAL
Enterprise Wiki		

Faculty Development		
Flipped Classroom		
Google Apps	ITS	
Instructional Design		IAL
Instructional Technologies	ITS	
Internet TV		
Learning Analytics		
Learning and Teaching Application Development		
Learning Space		
Lecture Capture		
Massive Open Online Course (MOOC)		
Mobile Learning		
Online Course Development Planning		IAL
Open Educational Resources (OER)		
Personalized Learning		
Podcasting		
Student Engagement and Interaction		
Student Learning Support		
Student Support Systems		
Support for Teaching and Learning		
Surveys		College Effectiveness
Tablets & iPads	ITS	
Team-based Learning		
Technology-enhanced Classrooms	ITS	
Videoconferencing	ITS	
Virtual Computer Lab (VCL)	ITS (will be piloting)	
Virtual Learning Environment (VLE)		
Infrastructure	**Covered by IT**	**Covered by?**
Advanced Networking	ITS	
BYOD Accommodation/Management	ITS	
Cable TV		Facilities

Cellular Repeaters	N/A	
Copper Physical Infrastructure		Facilities
Cyberinfrastructure	ITS	
Device Enrollment	ITS	
Digital Signage Systems	ITS	
DNS Management	ITS	
Encryption Standards, Management	ITS	
Endpoint Compliance Exceptions	ITS	
Ethernet Switch Management	ITS	
Fiber Physical Infrastructure	ITS	
Firewalls, Routing	ITS	
Load Balancing	N/A	
Network Access Control	ITS	
Network Architecture/Design	ITS	
Network Information/Access for IT Providers	ITS	
Network Monitoring, Analytics, Maintenance	ITS	
Packet Shaping, Bandwidth Management	ITS	
Penetration Testing, Vulnerability Scanning	ITS	
Registry & Certificate Management		
Secure Socket Layer Certificates (SSL)	ITS	
UPS Power Management		Facilities
VPN Management	ITS	
Wireless Physical Infrastructure, Guest Availability	ITS	
Telecommunications	**Covered by IT**	**Covered by?**
Account Management & Directory Maint.	ITS	
Automated Call Distribution	ITS	
Call Recording (Admissions, Registrar, QA)		
Conference Calling	ITS	
Emergency & Security Communications	ITS	
Instant Messaging	N/A	
Phone Server Management	ITS	

Residential Communication Services		Foundation
Student Services Chat, Recording, Chat-to-Call	N/A	
Telephone Service for Students, Faculty, & Staff	ITS	
Video Conferencing	ITS	
Voicemail for Students, Faculty, & Staff	ITS	
VoIP	ITS	
Information Security & Incident Management	**Covered by IT**	**Covered by?**
Data Security	ITS	
Firewalls, Routing	ITS	
InfoSec Training and Awareness	ITS	
Internal/External Audit Management	ITS	
Intrusion Detection Systems	ITS	
Network Security	ITS	
Rescue Remote Support	ITS	
Security Awareness	ITS	
Security Management	ITS	
Security Metrics	ITS	
Security Risk Management	ITS	
Vulnerability Management	ITS	
Consulting & Development	**Covered by IT**	**Covered by?**
Client (students/faculty/staff) needs assessment		
Use case descriptions		
Coding		Charger Enterprise
Mobile application development	N/A	
Production deployment		
System/Service/Process Redesign		Charger Enterprise
Systems and Process Analysis		Charger Enterprise
Unit Testing		
Acceptance Testing		
Backup & Recovery	**Covered by IT**	**Covered by?**
Business Continuity Plan Testing & Maintenance	ITS	

Electronic Document Storage, Backup, & Recovery	ITS	
Recovery Services: File & Email	ITS	
Recovery Services: Server & Service	ITS	
SAN Replication	N/A	
Server & NAS Backup	ITS	
Virtual Server Snapshots	ITS	
Websites, Intranet, Extranet	**Covered by IT**	**Covered by?**
Departmental Web Space		Marketing
Directory Services		Marketing
Faculty Websites		Marketing
Institutional Web Calendar Management		Marketing
Main Website Management		Marketing
Personal Web Space		Marketing
Social Media		Marketing
Web Administration, Design, and Development		Marketing
Web Applications Development		Marketing
Web Authoring		Marketing
Web Infrastructure & Resources		Marketing
Web Publishing		Marketing
Web Search		Marketing
Web Virtual Host (Vanity URLs)		Marketing
Websites-Collaboration Tools Installer/Upgrader		Marketing
Data Asset Management	**Covered by IT**	**Covered by?**
Data Administration and Management		
Data Archival		
Data Security	ITS	
Database Administration	ITS	
Database Services (MySQL)	ITS	
Document Management		
Library Assets		
Server Disk Storage	ITS	

Storage, Custom Storage	ITS	
Storage, Individual & Group File	ITS	
Storage, Online Archive	ITS	
Storage, Secure AFS		
Business Intelligence & Reporting, Warehousing	**Covered by IT**	**Covered by?**
Analytics		Charger Enterprise
Big Data	N/A	
Business Intelligence (BI)		Charger Enterprise
Data Curation		Charger Enterprise
Data Management Planning		Charger Enterprise
Data Mining		Charger Enterprise
Data Warehouse		Charger Enterprise
Design/Create/Maintain Cubes & Views		Charger Enterprise
Digital Asset Management		
Electronic Records Management		Charger Enterprise
Enterprise Reporting		Charger Enterprise
Image Management System	ITS	
Online Forms Management	ITS	
Cloud Computing / SAAS	**Covered by IT**	**Covered by?**
Cloud Computing Contracts	ITS	
Cloud Security	ITS	
Cloud Services	ITS	
Integration & Data ETL	ITS\Charger Enterprises	
Licensing	ITS	
SLA Management	ITS	
Authentication & Network Access	**Covered by IT**	**Covered by?**
Account and Access Approval & Auditing		
Directory, LDAP	ITS	
Federated Identity Management	ITS(working to implement)	
Multi-factor Authentication	ITS(working to implement)	
Network Self-Registration & Password Self-Reset	ITS	

New Technologies	Covered by IT	Covered by?
3D Printing	N/A-need to be	
Augmented Reality	N/A-need to be	
Games and Gaming	N/A-need to be	
Millennial's Expectations	N/A-need to be	
High Performance & Research Computing	**Covered by IT**	**Covered by?**
High Performance Computing	N/A	
Research Computing Hosting	N/A	
High Bandwidth Demands, esp. imaging	ITS	
Digital Lab equipment	ITS	
Hardware & Software Asset Management	**Covered by IT**	**Covered by?**
Hardware Receiving, tagging, and inventory	ITS	
License Lifecycle Management	ITS	
Software Receiving and inventory	ITS	
Training	**Covered by IT**	**Covered by?**
New Staff and Student onboarding training	ITS/HR	
Enterprise application training	ITS-need to expand	
Productivity software training	ITS-need to expand	
Role-based procedural training	ITS-need to expand	
Services for Dorm Residents?	**Covered by IT**	**Covered by?**
Researching ISP for Internet	ITS working with Foundation	
Other Services?	**Covered by IT**	**Covered by?**
Support tech needs for all on-campus hosted events	ITS	

CAMPUSWORKS

Amendment # 1 to the Information Technology Services Contract

Prepared for

Southwest Wisconsin Technical College

March 15, 2019

MANAGEMENT CONSULTING SERVICES AGREEMENT

This Amendment to the Information Technology Services ("Agreement") dated January 8, 2019 is entered into between Southwest Wisconsin Technical College ("Client"), having its principal address at 1800 Bronson Blvd, Fennimore, WI 53809, and CampusWorks Inc., a Delaware corporation, having its principal address at 1767 Lakewood Ranch Blvd, #305 Bradenton, FL 34211-4906 as of and effective on March 15, 2019 ("Effective Date").

RECITALS

A. **WHEREAS**, the Client and CampusWorks entered into an Agreement pursuant to which CampusWorks is providing certain Information Technology Services;

B. **WHEREAS**, the Client desires an expansion of these services;

C. **WHEREAS**, CampusWorks has the skills and expertise and wishes to continue to provide the services in accordance with the terms and conditions contained herein; and

AGREEMENT

NOW, THEREFORE, in consideration of the payments herein agreed to be made and the covenants and agreements herein contained, and for other good and valuable consideration, the receipt and sufficiency of all of which are hereby acknowledged, the parties hereto, intending to be legally bound, hereby agree as follows:

1. All terms and conditions of the Agreement shall remain in effect, with the exception of the following revisions of the Agreement.

2. Paragraph 1, Services, shall be extended to include the attached Scope of Work, Exhibit A, incorporated herein.

3. Paragraph 2, Cost for Services, shall be extended to include the attached Cost and Payment Schedule, Exhibit B, incorporated herein.

4. Paragraph 3.1, Term, shall be extended for the term of _____, 2019 – _____, 20__.

IN WITNESS WHEREOF, the parties hereto have caused the execution of this Agreement as of the Effective Date.

Southwest Wisconsin Technical College	CampusWorks, Inc.
By:	_____
	_____ By:
Name:	Mahendran Jawaharlal
Title:	Chief Executive Officer
Date:	March 15, 2019

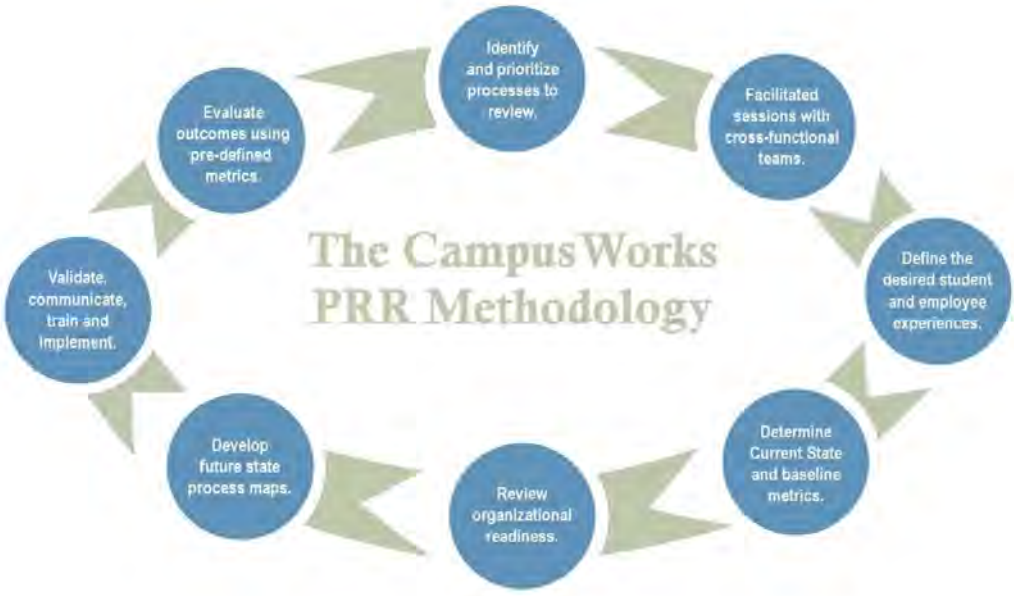
3

Exhibit A: Scope of Work

Business process redesign project based on the desired future state of College processes; focus on enhancing the staff and student experience.

CampusWorks will conduct a Process Reimagine and Redesign of all staff and student processes pertaining to the ERP system. The redesign will focus on a future state of these processes to create a framework for the implementation of the new system. The future maps will be used to solicit and select the new ERP solution. The CampusWorks Process Reimagine and Redesign team will work collaboratively with College leadership and staff, focused on the constituent experiences, to redesign full lifecycle processes and procedures. This business process redesign project is an integral part of the ERP implementation process of a new system. When completed in conjunction with the scenario-driven RFP development effort, the software selected will be more adaptive to the modernized business processes, thus making the implementation process more streamlined and efficient.

Process Reimagine and Redesign (PRR) Methodology



The following table provides an overview of CampusWorks' PRR methodology from Kickoff through Presentation of Findings.

Activity	Description	Timing Onsite/ Remote
Project Kickoff	Before engaging in the analysis of the selected processes, CampusWorks will conduct a Kick-off meeting with the project team and the President's Cabinet. The CampusWorks Project Lead will provide a brief presentation of the project scope and CampusWorks' methodology, introduce the project team, and review the project schedule. This meeting will provide an opportunity for CampusWorks and Southwest Tech to review and finalize the ERP selection approach and timeline. CampusWorks will provide project management throughout this project and will provide weekly updates to Operations Council.	Onsite
Process Reimagine and Redesign (PRR) Overview	<u>Process Reimagine and Redesign</u> Process Reimagine and Redesign (PRR) workshop, lays the groundwork for how process redesign will be conducted and ensures each participant, regardless of their previous training, can fully engage in the CampusWorks PRR. CampusWorks will provide leadership, consulting and facilitation in a comprehensive review of the processes in the selected functional areas. Sample processes include (but not limited to): <u>Recruiting and Admissions</u> • Recruiting high school students and associated data management • Recruiting non-traditional students and associated data management • Communication planning • Associated self-service processes • Recruitment activities, information captured and follow up processes • Prospect tracking and recruitment activity tracking • Processing requests for information • Communications by all means to prospects • Application processes, communications, and information management • Placement testing and aligning student for success • Processing and reconciling duplicate student IDs • Management of information across locations • Reporting	For each functional area, two CampusWorks consultants will be on site for an initial four-day visit consisting of facilitated reviews, interviews, and analysis.

Process Reimagine and Redesign (PRR) Overview	Financial Aid and Student Accounts • Overall financial aid process and systems used • Overall student accounts process and systems used • Student billing, receivable tracking, and payment processes • Collections processing and communications • Manual versus automated processes • Student self-service and communication • Managing student information updates and changes • Reporting Advising, Degree Audit, and Student Planning • Overall advising and academic planning processes and systems used for all students (undergraduate and graduate) • Initial orientation and ongoing advising activities • Transfer credit evaluation and processing • Support services to assist students throughout the processes • Disability services processes • Integration with financial aid and overall student experience • Academic alerts and processes • Tracking and sharing advising information • Student and advisor use, including student self-service • Managing student information updates and changes • Reporting Academic Scheduling and Planning • Schedule development timeline • Course offerings and setup, including billing • Faculty assignments • Facility and room scheduling • Development of the fall, spring, and summer academic schedules • Changes and adjustments to schedules • Publishing and communicating information • Ongoing room reservation processes • Managing schedule information updates and changes • Reporting Registration and Curriculum Management • Registration processes and student requirements for all student populations ○ Pre and co-requisite processing ○ Test scores and non-course equivalencies ○ Priority, block, and waitlist registration processes ○ Registration holds, restrictions, approvals, and overrides ○ Add, Drop and Withdrawal processes ○ Canceled classes ○ Grading processes ○ Student course evaluations • Transcript request process and unofficial transcripts, for credit and non-credit	

	• Graduation application processes and communications and related processing • Certificate and degree processing • Support Services to assist students throughout the processes • Processing and reconciling duplicate student IDs • Managing student information updates and changes • Reporting <u>Continuing Education and Workforce Development</u> • Recruiting, admitting and registration processes • Billing and payment processes • Sponsored billing processes • Collections processing and communications • Scheduling courses, instructors, and rooms • Managing student and sponsor information updates and changes • Reporting • Managing e-commerce payments and refunds • Collections processing and communications • Managing student information updates and changes • Reporting <u>Advancement and Alumni Relations</u> • Overall advancement and alumni process and systems used • Communications internally and externally • Integration with student system and financial aid • Managing donor information updates and changes • Managing alumni information updates and changes • Reporting <u>Finance</u> • General Ledger • Accounts Payable • Accounts Receivable • Billing • Cash Management • Grants/Project Management • Purchasing • Travel Expenses • Asset Management • Compliance and Reporting <u>Human Resources</u> • Recruitment • Onboarding • Position Budgeting • Benefit Administration • Time and Labor • Payroll Administration • Performance Management • Absence Management	

	• Succession Planning • Compliance and Reporting • Employee Communication • Employee Transition <u>Data Standards</u> • Standards for managing common data including personal data, duplicate ID, validation codes, automation, and standards across the student and employee life cycles, documented standards, and process to ensure standards are aligned.	
Discovery: Current State and Challenges	• Gain an understanding of current student service levels, organizational structures, processes, and effective use of technology • Determine baseline metrics to compare to best practices and benchmarks • Involve key individuals from departments that cover the selected functional areas to get a complete view of current challenges • Conduct onsite interviews/focus groups with key staff and decision-makers, including students, if available • Where appropriate, CampusWorks team will shadow operational activities to evaluate processes, procedures, documentation, staff training, the general efficiency of operations, student service levels, and interaction of the staff with students and staff from other areas of the College • Review documentation (forms, training documentation, communication plans)	
The Future State	• This facilitated session brings together cross-functional teams and leadership to create and document the institution's optimal "future state" processes • CampusWorks' expert analysis will generate discussion and collaboration about immediate, short-term, and long-term improvement opportunities	
Measured Success	The facilitated, cross-functional sessions will include key members of the institution to identify existing measurements and establish the goals for measuring the success of the prioritized recommendations from this effort. The results of this workshop will provide Southwest Tech the ability to measure the impact of the changes from these efforts.	
Review: Organizational Readiness	Through the facilitated sessions and individual meetings with staff and leadership, CampusWorks will assess the effectiveness of the current organizational design, staffing allocation, and workloads in meeting the institution's strategic needs and addressing the transformational efforts identified in this project. The scope of work for the Readiness Review will include the following: • Review the efficacy of the current organizational design, staffing allocation, and workloads to align organizational structure with demands ○ Is each area adequately resourced? ○ Are the right people doing the right tasks? ○ Where is additional staffing essential?	

	○ Where can operational efficiency and effectiveness be increased and costs reduced? ○ Are there opportunities to redirect funds/resources? □ Where can staffing be optimized with new and additional training? • Evaluation of the productivity, accuracy, and effectiveness of the selected functional areas • Review the current structure of the selected functional areas, including staff size and job classifications; system resources; along with the department's overall ability to meet the needs of the College • Review of the current positions and hierarchy	
First Look Presentation	In the "First Look" presentation to the institution's management team at the close of the onsite visit, the CampusWorks team shares the preliminary PRR findings, provides a framework for addressing those findings, and invites additional input from the leadership team.	
Refine and Develop the Future State	Armed with a Future State that is developed with input from an integrated team of stakeholders, CampusWorks consultants will further refine, develop and fully visualize with Visio process maps, the cross functional processes of the selected functional areas of operation. These results will provide your institution with the information necessary to optimize your systems, so they support your strategic objectives.	Remote
Presentation of Findings	After a full analysis of the collected data and the leadership's feedback, CampusWorks returns to campus to present the findings, recommendations, future state and organizational readiness to the appropriate leadership committee and functional teams.	Return visit by 2 CampusWorks consultants
Deliverables: **Actionable, Consumable Documentation**	A final report will be developed and presented and will be inclusive of the following. • Executive summary of the findings and recommendations for efficiency improvements and/or reduction of operational costs ○ Recommendations may be made related to the process, use of existing technology, as well as policies and procedures beyond the student lifecycle process that may be influencing the quality of services provided to students. • Roadmap (step-by-step implementation plan) and prioritized list for required process improvements to improve departmental efficiency and student experience ○ Roadmap for transforming policies, processes, technology, and people ○ Key measurements in each area ○ Recommendations for campaign/communication plans to align with the revised processes ○ Specific recommendations for how to improve the use of technology and use/eliminate third-party solutions • Future state process maps with associated narratives describing the future state processes • Organizational Readiness Assessment Plan ○ An optimized organizational structure is provided for each functional area evaluated in the business process reviews to overcome organizational silos and streamline processes ○ Targeted training plan to support new process adoption and recommendations for staff training focus areas	

	○ A calendar outlining the business process redesign training and mapping sessions ○ A report of best practice, future process maps documented for each of the above-defined process areas; any exceptions for compliance purposes are documented <u>Knowledge Transfer</u> Throughout the engagement, CampusWorks will conduct PRR consulting sessions designed to improve the processes and to begin to create a culture in which PRR is a standard means for ascertaining the cause of problems that impact services, efficiency, and effectiveness. Ideally, the staff will add PRR to their standard operational activities. The staff that takes to the PRR methodology will be developed as leaders for the review of challenges and ongoing continuous improvement moving forward. CampusWorks' team of experienced subject-matter professionals and skilled PRR facilitators help your staff uncover the improvement opportunities within your current processes in a way that unleashes their creativity and empowers them to develop lasting changes that will improve institutional efficiency and effectiveness. The integration and consistent use of PRR beyond this effort will result in human and financial resource containment and savings, along with increased efficiencies and enhanced services. A culture of continuous improvement will also diminish instances of finger pointing, foster a deeper understanding and appreciation of various roles in the organization, and will improve project completion times throughout the organization.	

Create a Request for Proposal (RFP) for an ERP system that meets the needs of the College

CampusWorks' approach permits a 360-degree view of the ERP landscape from the industry, technology, and constituent perspectives. It will result in the most informed recommendation possible. CampusWorks has developed the following approach to address the scope of work outlined in the RFP. This approach has been proven effective at several recent ERP selection projects in higher education. The CampusWorks methodology is summarized in the following table.

Activity	Description	Effort
Draft RFP	Develop the draft RFP for a new ERP system including: • List of the functional requirements. • Key scenarios by functional area to identify how well the vendor solutions meet the organizational needs.	Remote
Finalize RFP	CampusWorks will return to the College to meet with the Steering Team to vet and finalize the	Two consultants onsite for one day

	draft RFP. The RFP submission deadline and schedule will also be finalized at this meeting.	
Deliver Final Document	Deliver final RFP, incorporating input and direction from the Steering Team.	Remote

Coordinate all finalist demos and assist the College with the selection of the ERP solution that best meets the needs of the College.

Activity	Description	Effort
RFP Distribution and Management	CampusWorks will: • Coordinate with Southwest Tech procurement for releasing RFP. • Support bidder conferences and conduct appropriate pre-bid meetings. • CampusWorks can accept the proposals from vendors directly or can assist the Southwest Tech procurement office in the management of the RFP process. • Assist the procurement office in responding to vendor questions during the Q and A period.	
Proposal Evaluation and Identification of Presenting Vendors	CampusWorks will: • Develop the scoring criteria for the RFP and work with the Steering Team to develop the selection criteria. • Prepare overview and score the ERP proposals. • Develop the agenda and facilitate the discussion with the Steering Team to identify semi-finalists to conduct onsite demonstrations.	
Prepare Vendors and the Steering Team for Effective Evaluation Process	CampusWorks will: • Conduct Steering Team orientation to the evaluation and selection process, including a review of committee responsibilities and general questions about ERP solutions and the selection process. • Serve as primary contact for vendors to address their questions, prepare them for demonstrations, gather additional information requested by the Team, follow up on items of concern, and gather second and third rounds of pricing.	

Evaluation	CampusWorks will: • Develop evaluation tools including surveys, pricing worksheets, reference scripts. • Coordinate and attend onsite demonstrations of the vendors' products and serve as a resource to Southwest Tech throughout the selection process and in particular during the onsite meetings. ○ The assumption that a maximum of three ERP vendors will be selected for two-day demos • Demonstration agenda prepared by CampusWorks and approved by the Steering Team. • Develop evaluation and feedback methods for all participants in the onsite demonstrations. • Review pricing with vendors and request improved offering based on targeted needs resulting from demonstrations. • Pricing may go through multiple rounds. • CampusWorks will document vendor-to-vendor comparisons as well as round-to-round comparisons. • Consolidate and summarize evaluation data, reference information, and pricing and prepare an "apples-to-apples" comparison of the solutions and investments. • Develop a total cost of ownership projection for the finalist vendors.	
Selection	Present the comparison and recommendation to the Steering Team and facilitate discussions leading to a consensus direction and decision.	One consultant onsite for one day
Contract Negotiations	Assist with review of contracts and vendor negotiations (up to 20 hours of negotiations included in the fixed price). Typically, CampusWorks engagement in contract review and negotiation results in hundreds of thousands of dollars in savings.	

Project Management Services for ERP implementation (Optional)

CampusWorks' philosophy is to build strong professional and personal partnerships with the internal service departments at our client sites. We inculcate a sense of professional pride and accountability in the work effort on the part of all members. Our goal is for staff and consultants alike to realize a sense of ownership for delivering results as an interdependent, highly functioning team: each member of the team recognized as an indispensable, valued, and trusted resource.

To accomplish this philosophy, CampusWorks provides proven leaders with decades of experience in managing large and complex assignments. CampusWorks project managers have the experience to coach, motivate and empower staff, while showing extremely high levels of empathy. CampusWorks understands the amount of work required during ERP implementations and stresses the importance of work/life balance.

We do not believe in the individual hero sacrificing their quality of life to get the job done. Instead, CampusWorks focuses on building trust among team members, sharing knowledge, providing support and doing everything possible to make the home team capable of standing alone when a project is completed. The process of completing the project will provide the opportunity for professional growth and, typically, new leadership emerges from the ranks.

The keys to successful implementation are a partnership, proven leadership, trust, professional project management and the efficient allocation of resources. We will guide the College to bring together the right people, at the right time, and facilitate discussions and decision making so critical to institutional post-implementation projects.

Our project manager will deliver a successful outcome by –

- Leading the day-to-day management, planning, and tracking of all phases of design, implementation, and planning for this project through the execution and delivery of the ERP system for Southwest Tech, concluding with project transition of end-user, technical support resources, and project close
- Communicating the plan, roles, constraints, milestones, and critical path to all team members and project stakeholders
- Applying standard project management and delivery methodology and project tracking standards to build effective plans and deliver quality solutions
- Leading project team status meetings to ensure that project milestones are met, dependencies are tracked, and issues and next steps are proactively identified
- Providing management and Southwest Tech leadership with a regular summary of the project and outstanding deliverables statuses, especially with regards to issues affecting the timeline
- Prioritizing work for the project team and effectively triaging project team responses when capacity is a challenge
- Facilitating discussions with appropriate leadership and stakeholders to negotiate key decisions related to the project constraints (time, cost, scope) while maintaining the overall delivery timeline
- Ensuring that the project is fully documented (e.g., Standard Operating Procedures, business rules and definitions, and so on)
- Managing all project cross-functional resources, including the vendor team, and ensuring proper knowledge transfer
- Driving the project and implementing the specific Southwest Tech system that supports appropriate applications for the development, administration, documentation, tracking, reporting, and delivery of educational technology courses or training programs
- Working with internal stakeholders and other vendors/consultants to help establish a project plan for a successful implementation

- Being responsible and accountable for all aspects of the delivery of the ERP solution
- Keeping track of all project tasks, subtasks, resource assignments, dependencies, and due dates
- Ensuring that the Project Team completes the project
- Developing the project plan with the team
- Managing the team's performance of project tasks
- Securing acceptance and approval of deliverables from the Project Sponsor and Stakeholders
- Providing communication, including status reporting, risk management, and escalation of issues that cannot be resolved by the team
- Ensuring the project is delivered within budget, on schedule, and within scope
- Creating the detailed work plan which identifies and sequences the activities needed to complete the project

CampusWorks' Project Management services have been designed to offer a breadth of program advisory services to give confidence to clients that the vision, strategy, and tactical elements of such a significant initiative are being addressed and monitored.

Following is a summary of the critical components that would be part of our project leadership for Southwest Tech.

1. Complete Readiness Tasks to Implement the New Administrative System
   The College's IT and administrative staff will need to achieve readiness to move forward with the new administrative system implementation project. CampusWorks anticipates leading the implementation effort for the College through the CampusWorks project manager. The successful project would include participation by the IT and functional staff in the implementation project activities, including constructing a reporting inventory, performing legacy system data conversion mapping, participating in web development, and strengthening information security through identity management.

2. Develop and Manage a Comprehensive Project Plan
   CampusWorks has vast experience in developing and managing a plan for deploying administrative systems on time and within the predetermined scope and budget levels. Development of a comprehensive project plan is essential to the successful implementation of the new administrative system. This plan would contain the College's vision for an integrated ERP system. The plan will describe the leadership of the implementation project, the project steering committee structure, duties, and responsibilities for decision-making, as well as its constituent membership. In successful implementations, it is the project steering committee that drives the project forward. The plan will describe the College stakeholders and their respective responsibilities for the project's successful outcome, various project sponsors and champions across the College, and the duties and responsibilities of each.
   The project plan would include additional detail for each business area, including:

   - Finance
   - Human Capital and Payroll
   - Financial Aid
   - Student system including Recruitment, Admissions, Registration, Student Accounts, and online services
   - Customer Resource Management
   - Auxiliary software systems identified by the project team
   - Data warehouse and institutional reporting
   - Information security with identity management

The project plan will provide a go-live schedule with a rolling timeline of go-live cutover dates that are synchronized to the College's master schedule for classes and other events in the academic and administrative calendar that pertain to making operational the various specific functional capabilities of the new administrative system.

3. Establish Project Teams
CampusWorks' strategy is to establish implementation project teams for each of the functional service areas listed above. These teams will include stakeholders in each functional service area and will be staffed with appropriate subject area experts from the project implementation team and College staff. The members of the project implementation team would provide the necessary technical support to each functional team and coordinate their efforts both within the scope of each team effort and across the whole set of teams.

4. Test and Validate Business Processes
CampusWorks' project manager will coordinate in collaboration with IT and the functional teams, the efforts to test and validate the critical processes throughout the College such as supporting student billing, the award of financial aid, and the refunding and disbursement of funds to students. Testing of the many combinations of cases needs to be complete and exhaustive, ensuring that appropriate scenarios are correctly processed. Usability testing with focus groups of users (especially students) reduces institutional risk and is a CampusWorks best practice.

5. Develop and Validate the Administrative System Environment
CampusWorks will coordinate the development and validation of the new administrative system environment collaboratively with the College and ERP vendors involved. Testing includes adequate capacity, performance, security, business continuity, and management policies and procedures. Processing validation is essential in assuring users and the College staff that the new administrative system is processing data as expected by the College.

6. Develop a Governance Model
CampusWorks will develop a recommended governance structure that will guide the centralized decision making for the project, guide the project and resource prioritization, facilitate shared data standards and ensure that all management members are engaged in the process. This structure will leverage current College governance structures, as appropriate, and will include the creation of appropriate management -wide committees and teams.

7. Develop Change Management Strategies
CampusWorks will assist the College with the development of administrative system tests, development/production environments, and effective change management procedures. The change management methodology will ensure orderly and documented business processes for changes to the College production systems.

8. Data Conversion
CampusWorks' specialists will assist with the strategy, planning, timing, and level of historical information moved for the data converted from legacy systems to the new administrative system. CampusWorks PM will coordinate with IT and the Functional teams the data conversion efforts, including timing the various data extracts and integrations throughout the project efforts.

9. Develop an Institutional Reporting Strategy
Data reporting is an essential information technology service, and it will be one of the major indicators of the success of the administrative system implementation project. CampusWorks

will assist and support the development of an effective report inventory to ensure ongoing continuity of services during the new administrative system implementation. CampusWorks will assist the College in planning for the development of an institutional data warehouse. These efforts will dovetail with work toward a cross-functional data stewardship committee who can help with both data element definitions and management, which will all lead to consistency across all the functions.

10. Training and Knowledge Transfer
The ERP vendor(s) selected, or their partners will offer training on the new administrative system for all levels of institutional staff. CampusWorks will provide a well-defined structure/approach for training the College's staff using its proven and effective knowledge transfer methodology. CampusWorks' functional experts bridge the gap between how the products work and how to effectively implement the products for a particular institution. CampusWorks will also provide the College with the structure and methodologies necessary for training functional users.

11. Develop a Support Model
CampusWorks can assist the College in the development of a best practices technology support model for the new administrative system. The support model will provide functional services units with assistance and support as problems develop. The support model also provides a systematic method for resolving problems together with a problem tracking system and a knowledge base of previously established solutions.

12. Information Security
CampusWorks can assist the College with a comprehensive information security assessment. Remediation requirements will be included as tasks in the tactical implementation plan. Information security will be included in the new administrative system implementation where the focus will be on the best practices of identity management.

14. Interface with Third-Party Products
The new administrative system will consist of a wide range of functionality, but the complexity of operating a higher education institution requires even more capabilities. Most institutions augment administrative systems with a series of third-party software products (e.g., imaging, scheduling, and credit card payment). CampusWorks has developed efficient and effective best practices for managing the integration of third-party software to administrative systems and the PM for this effort will guide the College on the recommended best approach to the fullest integration of the ERP environment

15. Develop Life Cycle Support for the New Administrative System
Success with administrative systems means that the system must be maintained throughout its many years of future service to the College. CampusWorks has developed best practices for life-cycle support of the many solution components in today's modern administrative systems.

A primary goal of CampusWorks, if selected as a partner, is to address issues, challenges, and trends that will affect the College. By providing management of the whole ERP selection, acquisition, and implementation processes, ultimately the College will have technology solutions that will enable information to be available when and where it is needed, on a cost-effective basis.

Exhibit B – Cost and Payment Schedule

Project manage and conduct a business process redesign project, develop a scenario-based RFP, and coordinate demos and selection processes. Includes business process redesign for the following areas: • All Enrollment Management areas detailed in the proposal • All Finance areas detailed in the proposal • All Human Resources and Payroll areas detailed in the proposal • Data Standards	$325,000
Create a Request for Proposal (RFP) for an ERP system	
Coordinate all finalist demos and assist the College with the selection of the ERP solution that best meets the needs of the College, inclusive of software vendor contract assistance if requested by the College.	
Optional: Project Management Services for ERP implementation for 18 months. (If the full-time PM option is selected now, consideration will be given for a cost reduction).	$32,055/month for a minimum of 18 months. $16,035/month for a half-time PM option for a minimum of 18 months.
Travel Expenses: Expenses for these projects (estimated at 18% of the services cost) will be billed as incurred.	TBD

B. Platteville Outreach Site Lease

Included below is a six-month lease expiring December 31, 2019, for the current location of the Platteville Outreach Site at the OE Gray Building, 110 W. Adams Street, Platteville, WI 53818. This lease is for two rooms at $350.00 per month for each of the rooms. Caleb White will be present at the meeting to discuss the lease.

Recommendation: Approve the six-month lease with Platteville School District to lease two classrooms at 110 W. Adams Street, Platteville, WI, for $700.00 per month.

Rental Agreement
Between the Platteville School District and Southwest Technical College
July 1, 2019 - December 31, 2019

This Memorandum of Understanding is between the Platteville School District and Southwest Wisconsin Technical College. It serves as a rental agreement to establish the terms and conditions by which the Platteville School District, hereinafter referred to as the District will rent space to Southwest Wisconsin Technical College, hereinafter referred to as the tenant at the OE Gray School Building. This agreement will begin July 1st, 2019 and end December 31st, 2019. The rent will be $350 a month per rented room.

Under this rental agreement the following spaces will be provided for the tenant:

- Classroom 7 and 8.

Under this rental agreement it is understood that:

1. The District will provide general maintenance, heating, air conditioning and electricity and will provide for routine weekly cleaning of specific rooms. The tenant is expected to keep order on a daily basis of their rented spaces.

2. Occasional use of the gym when unoccupied will be permitted without additional rent. Special Events scheduled for the gym need to be scheduled in advance at normal gym rental rates.

3. The tenant must obtain permission from the district Business Administrator or Superintendent to use any other portion of the OE Gray facility.

4. The tenant's employees will be provided with building key cards and keys as necessary to access their rented rooms.

5. The tenant may not make structural alterations or additions to the premises without prior consent of the district Business Administrator or Superintendent.

6. The tenant may paint, erect, hang or place upon the interior or exterior of the building only such identification signs or other advertising displays as may be consented to by the District.

7. The tenant will provide furnishings for all their rental spaces.

8. The tenant will not sublet rented premises, or any part thereof, without prior consent of the District.

9. The District will provide networking equipment rental granting Wi-Fi and internet access to the continuous and daily use areas during its occupancy at $25/month per room. This agreement covers maintenance/support of District equipment, but not support for the tenant's owned equipment.

10. The District will provide connections to the District's telephone network provided the tenant pays the monthly line service and any extra charges attributable to each line provided.

11. The tenant shall carry comprehensive public liability insurance on the leased portion of the premises with limits no less than $1,000,000/$5,000,000 bodily injury and $250,000 property damage.

12. At the termination of this rental agreement, the tenant shall leave the rented premises in as good condition as at the beginning of the rental term - ordinary wear and tear and damage by the elements excluded: however, the tenant shall not be required to replace or repair any damage covered by the District's insurance.

13. This memorandum may be modified to address unanticipated circumstances by mutual agreement of the District and the tenant.

14. This agreement may be terminated without prejudice by either party with a 90-day written notice.

15. The tenant agrees to this rental agreement and related understandings and agrees to pay rent in the amount $700.00 per month for six months ($4,200 total) to the District in addition to the monthly cost of telephone service and networking equipment rental. Termination of this agreement will be allowed if the tenant's funding is terminated during the contract period. This agreement contains the option to renew for one year following the expiration of this term.

Signature: _____

School District of Platteville

Date: 3/25/19

Signature: _____

Southwest Wisconsin Technical College

Date: _____

C. Dodgeville Outreach Site Lease

A lease amendment is included below for the Dodgeville Outreach Site, located at 316 W. Spring Street, Dodgeville, WI 53533. This lease amendment is a 12-month contract to rent the facility for $1100.00 per month. Caleb White will be present at the meeting to discuss the lease.

Recommendation: Approve the 12-month lease with Capitol Dodgeville, LLC, to lease space at 316 W. Spring Street, Dodgeville, WI, for $1,100.00 per month.

AMENDMENT

This Amendment (the "Amendment") is made this _____ day of April, 2019, by and between Capitol Dodgeville, LLC ("Landlord") and Southwest Wisconsin Technical College ("Tenant").

WHEREAS, Landlord's predecessors and Tenant entered into a Lease dated January 31, 2013 (the "Lease") and Lease Amendment May 8, 2018 (the "Amendment") for a portion of the premises located at 316 West Spring Street, Dodgeville, Wisconsin; and

WHEREAS, the parties desire to amend the Lease and Amendment.

NOW, THEREFORE, in consideration of the foregoing recitals and covenants and agreements hereinafter contained and other good and valuable consideration, the receipt and sufficiency of which are mutually acknowledged, Landlord and Tenant agree as follows:

1. The Term of the Lease and Amendment shall extend through June 30, 2020.

2. The rent shall continue to be One Thousand One Hundred Dollars ($1,100.00) per month.

3. The Tenant acknowledges that the Landlord does not have possession of the security deposit of Two Thousand Two Hundred Dollars ($2,200.00) paid by Tenant to the Landlord that executed the Lease with Tenant January 31, 2013 and Tenant acknowledges that Landlord is not responsible for such security deposit.

4. Except as expressly provided herein, all of the terms, covenants and provisions of the Lease shall remain in full force and effect.

IN WITNESS WHEREOF, the parties have executed this Amendment effective as of the date first written above.

LANDLORD: CAPITOL DODGEVILLE, LLC	TENANT: SOUTHWEST WISCONSIN TECHNICAL COLLEGE
By: _____	By: _____
Name: _____	Name: _____
Title: _____	Title: _____

Board Monitoring of College Effectiveness

A. Foundation Quarterly Report

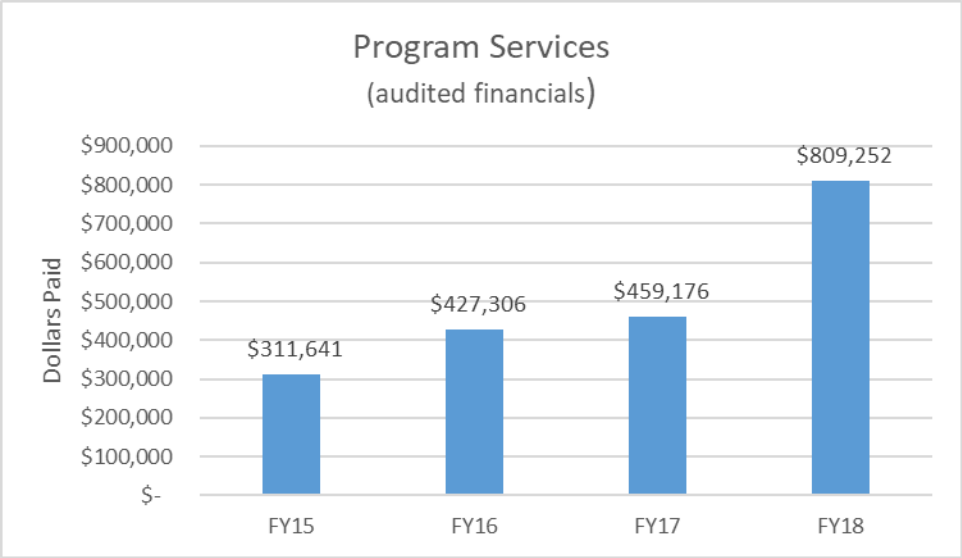
Holly Clendenen, Executive Director of the Foundation and Real Estate Foundation, will present a quarterly Foundation report to the Board highlighting the activities and results of fundraising efforts and other initiatives. The FY19 Third Quarter report is available below.

Southwest Tech Foundation and SWTC Real Estate Foundation (REF)
FY19 Third Quarter Report to District Board
April 25, 2019

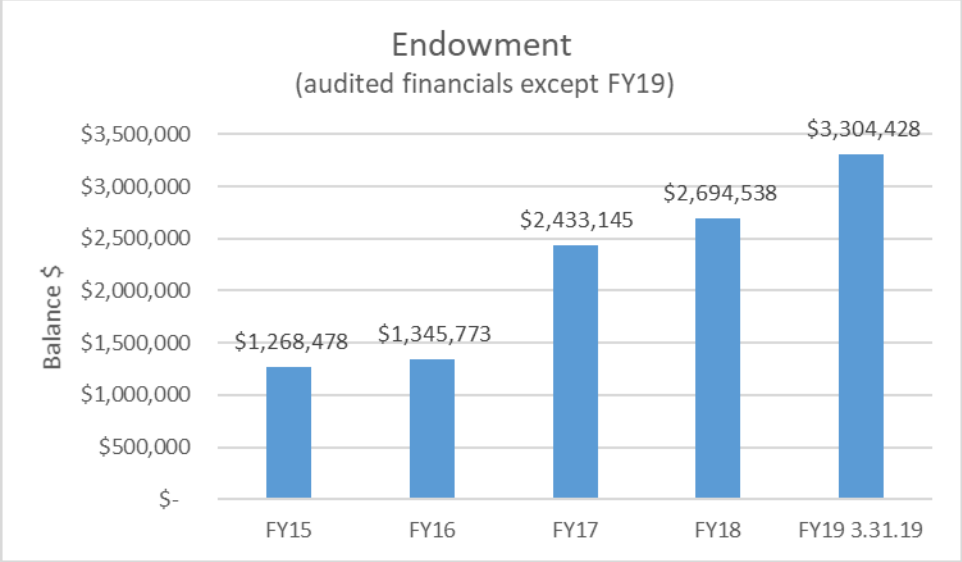
- ***FY19 Fundraising Totals***
  - $873,635 total gifts received *(FY19 goal is $700,000)*
    - $839,937 cash received *(FY19 goal is $550,000)*
    - $33,697 Gift In-Kind total
    - $22,439 received from retirees
    - $40,491 received from current employees, 161 employee donors (90% participation) including **107** ongoing payroll deductions. *(FY19 payroll deduction goal is 100)*
  - 3,946 total gifts *(FY18 total was 4,261)*
  - 1,051 total donors *(FY18 total was 939)*

- ***Gift Highlights – Thank you!***
  - $525,000 from Pat and Jane Thiele for Jim and Grace Thiele Scholarship – STEP Program for Boscobel High School
  - $4,500 from Joyce Czajkowski for Czajkowski IT Endowed Scholarship
  - $4,500 from Dubuque Racing Association for Innovative and Alternative Learning-Recording and Teaching Studio
  - $3,000 from United Fund of Iowa County for Charger Dream Fund
  - $2,500 from Elise Lindeman for Medical Assistant Scholarship, Southwest Tech Scholarship for Dodgeville, and Ag Power PAS Club Fund

- ***Program Services*** – scholarships, awards, and project funds paid by Foundation



- ***Endowment*** – permanently restricted funds invested for long-term growth, 3% of earnings awarded annually for scholarships and other awards



- ***Scholarships***
  - 486 applications received *(FY19 goal was 450)*
  - Estimating 65 new scholarships awards for 2019-20

- ***Appeals***
  - Student Philanthropy fundraiser 'Batter Up, Fuel Up' in collaboration with Sheila Marten's Psych of Human Relations classes and Graphic Innovations Group (GIG) raised about $850 for Gas Card Program
  - 'Cram the Cupboard' student philanthropy event promoted by same classes and group mentioned above raised carts and boxes full of items for the Charger Cupboard

- Spring phonathon ended April 17 and goal of $45,000 pledged and received should be achieved. Primary ask was for support of Southwest Tech Community Scholarship Funds
- Working with Pete Hoffman to ask implement dealerships and other industry partners to support Josh Reimer Memorial Scholarship as part of Pete's retirement

- ***Awards***
  - Faculty and Staff Awards presented April 18
    - Wood Family Employee Excellence – Margie Billings, Connie Haberkorn, and Rex Smith
    - Nicholas' Servant-Leadership - Stephanie Brown
    - Innovation of the Year – Mike Steffel (top prize); Matthew Baute & Stephanie Brown and Jody Millin, Denise Janssen, Lori Needham & Haylee Freymiller (runners-up)

  - Alumni, Retiree and Philanthropy Awards to be presented May 17 at Donor Appreciation Dinner
    - Distinguished Alumni Award – Debbie Johnson, Ritch Stevenson, and Scott Pauls
    - Retiree Achievement Award – Tom Sheehan and John Schindler
    - Philanthropy Award – Don and Susan Tuescher and Cummins Emissions Solutions

- ***Events***
  - April 27 – Trapshooting Fundraiser, Muscoda Sportsman's Club
  - May 1 – Welding Garden Art, Southwest Tech campus
  - May 17 – Donor Appreciation and Alumni & Retiree Awards Program, Southwest Tech campus
  - September 6 – Charger Golf Classic, Lancaster Country Club

- ***Real Estate Foundation***
  - Stephanie Brown sent out leases on April 1 and as of April 16, 103 out of 140 leases filled for 2019-20.
  - 85 migrant workers with signed contract for 4 weeks of housing this summer.
  - Two 2-story duplex construction by Midwest Builders on track for completion in next 4-6 weeks
  - Duplex built by carpentry program on track with completion target of August 1
  - Dan Imhoff presented updated maintenance report to REF Board at April 24 board meeting
  - Heath Ahnen helping finalize contract with third-party for REF-provided internet for all student housing apartments to be added as service within lease agreement

- ***News Releases***
  - Southwest Tech Foundation awarded $3,000 from United Fund of Iowa County

- Southwest Tech Students Raise Funds to Support their Peers
- Southwest Tech alumna ascends to key healthcare role
- Alumna credits Southwest Tech for belief in paying it forward
- Southwest Tech alum earns Customer Service Employee of the Year at Wilderness Resort
- Barry puts community and financial resiliency first
- The Path to Compounding Courage

B. FY 2020 Budget Update

Caleb White will present an update on the FY2020 budget. Included below is the current General Fund overview.

4/18/2019

Southwest Wisconsin Technical College
General Fund
2019-2020 Budgetary Development Status

	2017-18 Actual	2018-19 Projected	2018-19 Budget	2019-20 Budget	Change	
REVENUES						
Local Government	5,392,513	5,172,000	5,140,000	5,343,000	203,000	
State Aids	10,306,219	10,234,000	10,398,000	10,076,000	(322,000)	
Program Fees	4,523,250	4,491,000	4,756,500	4,551,400	(205,100)	
Material Fees	314,906	292,000	323,000	291,000	(32,000)	
Other Student Fees	556,614	564,000	521,000	567,700	46,700	
Institutional	1,913,756	2,087,000	1,591,000	1,654,600	63,600	
Federal	916,392	585,000	625,500	647,300	21,800	
Total Revenues	23,923,650	23,425,000	23,355,000	23,131,000	(224,000)	-0.96%
EXPENDITURES						
Instruction	14,691,817	14,800,000	15,276,000	14,872,900	(403,100)	
Instructional Resources	148,419	179,000	210,000	181,000	(29,000)	
Student Services	2,139,127	2,276,000	2,225,000	1,957,500	(267,500)	
General Institutional	4,274,973	5,200,000	4,847,000	4,753,900	(93,100)	
Physical Plant	1,989,195	2,119,000	2,127,400	2,071,700	(55,700)	
Total Expenditures	23,243,531	24,574,000	24,685,400	23,837,000	(848,400)	-3.44%
Net Revenue (Expenditures)	680,119	(1,149,000)	(1,330,400)	(706,000)		
Operating Transfer In (Out)	140,244	470,000	470,000	-		
Change in Fund balance	820,363	(679,000)	(860,400)	(706,000)		
Beginning Fund Balance	8,608,541	9,428,904	9,620,540	8,749,904		
Ending Fund Balance	9,428,904	8,749,904	8,760,140	8,043,904		

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 - Dan Schildgen	Automotive Technician Instructor	Brian Waldner	7/31/2018	BS $47,297-$75,203 AS $49,750 - $79,102 MS $52,202-$83,000 Hired at $59,000
2	Replacement - Steve McCauley	Electromechanical Technician Instructor	Jobert Bermudo	7/31/2018	BS $47,297-$75,203 AS $49,750 - $79,102 MS $52,202-$83,000 Hired at $60,000
3	Replacement - Nancy Devlin	Bookstore Assistant - 2 positions, Part-time, LTE (ending 6/30/2019)	Lori Wiest & Jennifer Rice	6/25/2018	Hourly Band A13 $16.42 - $19.70 Lori- Hired at $17.00; Jen- Hired at $16.42
4	Replacement - Snehal Shirke	Communications Instructor Lead	Connor Zingarelli	1/3/2019	MS $53,314-$84,768 Hired at $55,000
5	Replacement - Jeff Dornink	Animal Science Instructor	Ryan Weigel	8/6/2018	BS $47,297-$75,203 AS $49,750 - $79,102 MS $52,202-$83,000 Hired at $62,000
6	Replacement - Chyme Stimart	Student Services Records Specialist	Heather Day	8/6/2018	Hourly Band A13 $16.42 - $19.70 Hired at $17.00

Staffing Update 2018-19 Fiscal Year

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

Staffing Update 2018-19 Fiscal Year

	Name	Title	Status and/or Additional Info	Effective Date	Funding Source &/or Estimated Wage Range/Hired Salary
13	Replacement -Pam Johnson-Loy	Administrative Support Assistant - Public Safety. Part-time-30 hr)	Ken Straka	9/24/2018	Hourly Band B21 $16.79 - $21.83 Hired at $17.50/hour
14	New Position	Regional Engagement Coordinator - Richland Center Outreach	Criag Woodhouse	8/13/2018	Salary Band C43 $50,394-$70,552 Hired at $60,500
15	New Position	Regional Engagement Coordinator - Darlington Outreach	Hold	8/1/2018	Salary Band C43 $50,394-$70,552
16	Replacement - Breanna Callahan	Student Services Admission Specialist	Sherri Seitz	8/13/2018	Hourly Band A13 $16.42 - $19.70 Hired at $16.50
17	New Position	Safety Coordinator	Brian Kitelinger	9/15/2018	Salary Band C42 $48,795-$68,313 Hired at $53,000
18	New Position	Help Desk Technology Support	Jamish Patel	9/20/2018	Hourly Band B23 $19.36 - $25.17 Hired at $19.50/hour

Staffing Update 2018-19 Fiscal Year

	Name	Title	Status and/or Additional Info	Effective Date	Funding Source &/or Estimated Wage Range/Hired Salary
19	Replacement - Prior position for Cora Halverson	Finacial Aid Asst/Accounting Bursar	Camille Chappell	10/8/2018	Hourly Band B22 $18.26 - $23.74 Hired at $18.26
20	New Position	Electrical Power Distribution Instructor	Kyle McCorkle	3/18/2019	BS: $48,304 - $76,805 AS: $50,810 - $80,787 MS: $53,314 – $84,768 Hired at $73,000
21	Replacement - Robin Lenz	Student Life Coordinator & Athletic Director	Robin Hamel	1/16/2019	Salary Band C42 $48,795 -$68,313 Hired at $55,500
22	Replacements - 2 positions	Associate Degree Nursing Instructor	Interviews Scheduled	Spring 2019	MS $53,314-$84,768
23	Replacement -Dan Kliebenstein	Evening Custodian	Kendrick Henkel	1/3/2019	Hourly Band A12 $15.61 - $18.73 Hired at $15.61
24	Replacement -Pete Hoffman	Ag Power & Equipment Tech Instructor	Justin Rounds	4/1/2019	BS: $48,304 - $76,805 AS: $50,810 - $80,787 MS: $53,314 – $84,768 Hired at $57,000

Staffing Update 2018-19 Fiscal Year

	Name	Title	Status and/or Additional Info	Effective Date	Funding Source &/or Estimated Wage Range/Hired Salary
25	Replacement - Ed Ruff	Farm Business & Production Management Instructor	Interviews Scheduled	4/15/2019	BS: $48,304 - $76,805 AS: $50,810 - $80,787 MS: $53,314 – $84,768
26	Replacement - Nancy Devlin	Bookstore Mechandising Coordinator	Posted	5/15/2019	Hourly Band B22 $18.26 - $23.74
27	Replacement - Jim Broihahn	Building Trades Carpentry Instrustor	Posted	7/1/2019	BS: $48,304 - $76,805 AS: $50,810 - $80,787 MS: $53,314 – $84,768

Information and Correspondence

A. Enrollment Report

The 2018-19 and 2019-20 Comparison FTE Reports and the Fall 2019 Application report are available below.

2019-20 FTE Comparison Report

Southwest Tech Here. Now.

Program Code	Program Title	2017-2018 and 2018-2019 FTE Comparison					
		04-16-18 Students	04-15-19 Students	Student Change	04-16-18 FTE	04-15-19 FTE	FTE Change
10-101-1	Accounting	37	25	(12)	27.87	17.33	(10.53)
10-106-6	Administrative Professional	5		(5)	4.47		(4.47)
10-006-2	Agri-Business/Science Technology	7	1	(6)	2.20	0.10	(2.10)
10-006-7	Agribusiness Science & Technology - AgBus Mgmt	16	18	2	13.80	17.73	3.93
10-006-5	Agribusiness Science & Technology - Agronomy	24	14	(10)	25.80	13.73	(12.07)
10-006-6	Agribusiness Science & Technology - Animal Science	25	30	5	25.10	27.27	2.17
10-102-3	Business Management	112	135	23	83.73	88.27	4.53
10-530-5	Cancer Information Management	72	97	25	40.03	50.87	10.83
10-504-5	Criminal Justice Studies	59	53	(6)	45.10	40.73	(4.37)
10-316-1	Culinary Arts	14	12	(2)	11.70	7.63	(4.07)
10-317-1	Culinary Management	8	7	(1)	6.73	5.80	(0.93)
10-510-6	Direct Entry Midwife	49	60	11	25.73	23.33	(2.40)
10-307-1	Early Childhood Education	47	56	9	34.73	41.07	6.33
10-620-1	Electro-Mechanical Technology	39	36	(3)	34.53	32.87	(1.67)
10-325-1	Golf Course Management	17	24	7	16.83	20.57	3.73
10-201-2	Graphic And Web Design	36	31	(5)	31.73	25.50	(6.23)
10-530-1	Health Information Technology	63	47	(16)	36.93	26.07	(10.87)
10-520-3	Human Services Associate	40	38	(2)	30.33	27.70	(2.63)
10-825-1	Individualized Technical Studies	17	6	(11)	14.90	5.10	(9.80)
10-620-3	Instrumentation and Controls Technology	4	7	3	2.13	5.70	3.57
10-150-2	IT-Network Specialist	34	46	12	23.73	31.47	7.73

Program Code	Program Title	04-16-18 Students	04-15-19 Students	Student Change	04-16-18 FTE	04-15-19 FTE	FTE Change
10-513-1	Medical Laboratory Technician	17	19	2	13.37	13.30	(0.07)
10-543-1	Nursing-Associate Degree	206	201	(5)	104.37	106.63	2.27
10-531-1	Paramedic Technician	2		(2)	0.70		(0.70)
10-524-1	Physical Therapist Assistant	48	44	(4)	30.17	28.67	(1.50)
10-196-1	Leadership Development	42	34	(8)	19.70	16.23	(3.47)
10-182-1	Supply Chain Management	38	41	3	17.27	22.03	4.77
10-499-5	Technical Studies-Journeyworker	1		(1)	0.27		(0.27)
	Total Associate Degree	**1,079**	**1,082**	**3**	**723.97**	**695.70**	**(28.27)**
31-101-1	Accounting Assistant	8	8	-	4.33	4.10	(0.23)
30-531-6	Advanced EMT	9	9	-	1.93	2.97	1.03
32-070-1	Agricultural Power & Equipment Technician	35	34	(1)	30.40	31.90	1.50
31-405-1	Auto Collision Repair & Refinish Technician	17	14	(3)	9.07	9.97	0.90
32-404-2	Automotive Technician	32	32	-	26.47	25.60	(0.87)
31-408-1	Bricklaying & Masonry	1		(1)	0.87		(0.87)
30-443-1	Building Maintenance & Construction		4	4		1.53	1.53
31-475-1	Building Trades-Carpentry	9	7	(2)	7.27	5.93	(1.33)
31-307-1	Child Care Services	3	11	8	2.80	7.50	4.70
31-444-1	CNC Machine Operator/Programmer	8	6	(2)	8.00	4.97	(3.03)
31-502-1	Cosmetology	22	23	1	18.13	17.40	(0.73)
30-504-2	Criminal Justice-Law Enforcement 720 Academy	9	14	5	4.30	10.23	5.93
31-317-1	Culinary Specialist	4	2	(2)	1.47	1.33	(0.13)
30-508-2	Dental Assistant	14	17	3	7.80	8.97	1.17
30-812-1	Driver and Safety Education Certification	20	14	(6)	5.40	3.40	(2.00)
31-413-2	Electrical Power Distribution	29	24	(5)	26.50	24.47	(2.03)
50-413-2	Electricity (Construction) Apprentice	22	22	-	2.87	2.93	0.07
30-531-3	Emergency Medical Technician	67	37	(30)	16.33	9.07	(7.27)
32-080-4	Farm Operations & Management - Ag Mechanics	1	2	1	0.33	1.77	1.43
31-080-6	Farm Operations & Management - Crop Operations		3	3		1.07	1.07
32-080-3	Farm Operations & Management - Dairy	7	13	6	5.50	13.33	7.83

Program Code	Program Title	04-16-18 Students	04-15-19 Students	Student Change	04-16-18 FTE	04-15-19 FTE	FTE Change
31-080-3	Farm Operations & Management - Dairy Technician	2	7	5	0.73	4.93	4.20
31-080-2	Farm Operations & Management - Farm Ag Maintenance		8	8		6.40	6.40
31-080-7	Farm Operations & Management - Livestock Tech	1	3	2	0.93	2.90	1.97
30-317-1	Food Production Assistant		1	1		1.03	1.03
50-413-1	Industrial Electrician Apprentice	8	5	(3)	1.70	0.67	(1.03)
31-620-1	Industrial Mechanic	7	2	(5)	5.07	1.83	(3.23)
31-154-6	IT-Computer Support Technician	20	10	(10)	10.83	5.00	(5.83)
31-513-1	Laboratory Science Technician	4	4	-	2.40	2.30	(0.10)
50-620-1	Mechatronics Technician Apprentice		8	8		1.93	1.93
31-509-1	Medical Assistant	36	38	2	28.20	28.57	0.37
31-530-2	Medical Coding Specialist	54	62	8	25.60	27.80	2.20
30-543-1	Nursing Assistant	225	245	20	26.47	35.80	9.33
31-106-8	Office Support Specialist	2		(2)	0.70		(0.70)
50-427-5	Plumbing Apprentice	18	26	8	3.40	3.28	(0.12)
31-504-5	Security Operations	2	1	(1)	1.20	1.00	(0.20)
31-182-1	Supply Chain Assistant	6	5	(1)	2.40	2.87	0.47
31-442-1	Welding	61	49	(12)	48.57	34.10	(14.47)
	Total Technical Diploma	**763**	**770**	7	**337.97**	**348.85**	10.88
20-800-1	Liberal Arts - Associate of Arts	17	23	6	5.30	8.57	3.27
20-800-2	Liberal Arts - Associate of Science	26	13	(13)	10.17	4.87	(5.30)
	Undeclared Majors	484	459	(25)	79.67	87.93	8.27
	Total	**2,369**	**2,347**	(22)	**1,157.07**	**1,145.92**	(11.15)
	Percent of Change						**-0.96%**
	Vocational Adult (Aid Codes 42-47)	3,635	2,997	(638)	73.22	61.56	(11.66)
	Community Services (Aid Code 60)	36	33	(3)	0.17	0.43	0.26
	Basic Skills (Aid Codes 73,74,75,76)	331	293	(38)	39.67	40.80	1.13
	Basic Skills (Aid Codes 77 & 78)	740	732	(8)	46.33	33.60	(12.73)
	Grand Total	**7,111**	**6,402**	(709)	**1,316.46**	**1,282.31**	(34.15)
	Total Percent of Change						**-2.59%**

2019-20 FTE Comparison Report

Southwest Tech
Here. Now.

2018-2019 and 2019-2020 FTE Comparison

Program Code	Program Title	04-17-18 Students	04-16-19 Students	Student Change	04-17-18 FTE	04-16-19 FTE	FTE Change
10-101-1	Accounting	19	28	9	8.50	11.97	3.47
10-006-7	Agribusiness Science & Technology - AgBus Mgmt	16	10	(6)	8.67	6.10	(2.57)
10-006-5	Agribusiness Science & Technology - Agronomy	7	10	3	3.67	5.87	2.20
10-006-6	Agribusiness Science & Technology - Animal Science	19	21	2	10.80	12.43	1.63
10-102-3	Business Management	55	76	21	23.70	33.10	9.40
10-530-5	Cancer Information Management	55	63	8	18.97	20.03	1.07
10-504-5	Criminal Justice Studies	43	38	(5)	19.67	18.27	(1.40)
10-316-1	Culinary Arts	8	2	(6)	4.20	0.67	(3.53)
10-317-1	Culinary Management	3	5	2	1.97	2.17	0.20
10-510-6	Direct Entry Midwife	28	18	(10)	10.80	5.87	(4.93)
10-307-1	Early Childhood Education	40	33	(7)	19.90	13.60	(6.30)
10-620-1	Electro-Mechanical Technology	24	19	(5)	12.97	9.67	(3.30)
10-325-1	Golf Course Management	18	13	(5)	9.07	6.80	(2.27)
10-201-2	Graphic And Web Design	23	13	(10)	10.53	6.10	(4.43)
10-530-1	Health Information Technology	43	40	(3)	16.50	13.07	(3.43)
10-520-3	Human Services Associate	22	24	2	11.13	11.83	0.70
10-825-1	Individualized Technical Studies	5		(5)	2.20		(2.20)
10-620-3	Instrumentation and Controls Technology	2	4	2	1.27	1.63	0.37
10-150-2	IT-Network Specialist	21	18	(3)	9.60	8.70	(0.90)
10-513-1	Medical Laboratory Technician	9	13	4	4.03	5.63	1.60
10-543-1	Nursing-Associate Degree	148	147	(1)	43.53	42.90	(0.63)
10-524-1	Physical Therapist Assistant	20	14	(6)	7.57	5.37	(2.20)
10-196-1	Leadership Development	14	10	(4)	5.00	2.63	(2.37)
10-182-1	Supply Chain Management	22	12	(10)	8.80	4.37	(4.43)
	Total Associate Degree	**664**	**631**	**(33)**	**273.03**	**248.77**	**(24.27)**

Program Code	Program Title	04-17-18 Students	04-16-19 Students	Student Change	04-17-18 FTE	04-16-19 FTE	FTE Change
31-101-1	Accounting Assistant	3	2	(1)	1.03	0.87	(0.17)
32-070-1	Agricultural Power & Equipment Technician	29	41	12	15.47	20.17	4.70
31-405-1	Auto Collision Repair & Refinish Technician	11	8	(3)	4.13	2.33	(1.80)
32-404-2	Automotive Technician	24	16	(8)	11.97	7.83	(4.13)
31-475-1	Building Trades-Carpentry	4	2	(2)	2.13	0.57	(1.57)
31-307-1	Child Care Services	4	4	-	2.20	1.50	(0.70)
30-420-2	CNC Machine Operator/Programmer	2	5	3	1.00	2.37	1.37
31-502-1	Cosmetology	16	18	2	8.00	9.00	1.00
31-317-1	Culinary Specialist	-	1	1	-	0.50	0.50
30-508-2	Dental Assistant	11	9	(2)	5.87	4.80	(1.07)
30-812-1	Driver and Safety Education Certification	2	1	(1)	0.30	0.20	(0.10)
31-413-2	Electrical Power Distribution	18	30	12	9.57	14.70	5.13
30-531-3	Emergency Medical Technician	2		(2)	0.33		(0.33)
32-080-4	Farm Operations & Management - Ag Mechanics	5	2	(3)	2.17	0.30	(1.87)
31-080-6	Farm Operations & Management - Crop Operations	1	1	-	0.57	0.10	(0.47)
32-080-3	Farm Operations & Management - Dairy	13	14	1	6.47	8.53	2.07
31-080-3	Farm Operations & Management - Dairy Technician	3	2	(1)	1.50	0.80	(0.70)
31-080-2	Farm Operations & Management - Farm Ag Maintenance	2	6	4	0.73	1.73	1.00
31-080-7	Farm Operations & Management - Livestock Tech	1	2	1	0.53	1.00	0.47
30-317-1	Food Production Assistant	1		(1)	0.53		(0.53)
50-413-1	Industrial Electrician Apprentice	1	2	1	0.07	0.13	0.07
31-620-1	Industrial Mechanic	7		(7)	3.40		(3.40)
31-154-6	IT-Computer Support Technician		4	4		2.00	2.00
31-513-1	Laboratory Science Technician	3	1	(2)	1.50	0.27	(1.23)
31-509-1	Medical Assistant	17	22	5	8.13	11.63	3.50
31-530-2	Medical Coding Specialist	21	22	1	6.73	7.27	0.53
30-543-1	Nursing Assistant	9	10	1	0.87	0.93	0.07
31-504-5	Security Operations	1		(1)	0.43		(0.43)
31-182-1	Supply Chain Assistant	1	2	1	0.27	0.33	0.07
31-442-1	Welding	28	25	(3)	13.73	12.47	(1.27)
	Total Technical Diploma	**240**	**252**	12	**109.63**	**112.33**	2.70

Program Code	Program Title	04-17-18 Students	04-16-19 Students	Student Change	04-17-18 FTE	04-16-19 FTE	FTE Change
20-800-1	Liberal Arts - Associate of Arts	1	9	8	0.10	1.80	1.70
20-800-2	Liberal Arts - Associate of Science	2	4	2	0.43	1.10	0.67
	Undeclared Majors	48	47	(1)	6.17	8.13	1.97
	Total	**955**	**943**	(12)	**389.37**	**372.13**	(17.23)
	Percent of Change						**-4.43%**
	Vocational Adult (Aid Codes 42-47)	270	292	22	6.41	6.66	0.25
	Community Services (Aid Code 60)	-	-	-	-	-	-
	Basic Skills (Aid Codes 73,74,75,76)	10	-	(10)	0.33	-	(0.33)
	Basic Skills (Aid Codes 77 & 78)	87	79	(8)	3.23	-	(3.23)
	Grand Total	**1,322**	**1,314**	(8)	**399.35**	**378.80**	(20.55)
	Total Percent of Change						**-5.15%**

Fall 2019 Application Report

Program Application Comparison 2018/19 vs. 2019/20

		04/16/18			04/16/19			
PROGRAM	CAP	IP	ACCEPT	TOTAL	IP	ACCEPT	TOTAL	YOY
Accounting			17	17		36	36	19
Accounting Assistant			3	3		5	5	2
Agribusiness Science & Technology - Agbus Mgmt	20		16	16		5	5	-11
Agribusiness Science & Technology - Agronomy	20		5	5		6	6	1
Agribusiness Science & Technology - Agronomy Tech	20		0	0		1	1	1
Agribusiness Science & Technology - Animal Science	20		15	15		21	21	6
Agricultural Power & Equipment Technician	22		21	21		40	40	19
Auto Collision Repair & Refinish Technician	22		10	10		6	6	-4
Automotive Technician	22		30	30		31	31	1
Building Trades-Carpentry	20		10	10		9	9	-1
Business Management			32	32		32	32	0
Cancer Information Management	30	22	48	70	14	56	70	0
Child Care Services	13		7	7		9	9	2
CNC Machine Operator/Programmer	5		6	6		7	7	1
Cosmetology	24		19	19		16	16	-3
Criminal Justice Studies	70		45	45		37	37	-8
Culinary Arts			15	15		2	2	-13
Culinary Management			1	1		4	4	3
Culinary Specialist			0	0				0
Dental Assistant	18		22	22		25	25	3
Early Childhood Education	28		27	27		29	29	2
Electrical Power Distribution	44		68	68		71	71	3
Electro-Mechanical Technology	24		18	18		28	28	10
Farm Operations & Management - Ag Mechanics	20		5	5		3	3	-2
Farm Operations & Management - Crops Operations	20		3	3		1	1	-2
Farm Operations & Management - Crops	20					0	0	0
Farm Operations & Management - Dairy	20		14	14		8	8	-6
Farm Operations & Management - Dairy Technician	20		5	5		3	3	-2
Farm Operations & Management - Farm Ag Maintenance	20		5	5		5	5	0
Farm Operations & Management - Livestock	20					0	0	0
Farm Operations & Management - Livestock Tech	20		1	1		2	2	1
Food Production Assistant			2	2				-2
Golf Course Management			10	10		7	7	-3
Graphic and Web Design	25		23	23		12	12	-11
Health Information Technology	22	11	22	33	4	15	19	-14
Human Services Associate	31		18	18		33	33	15
Industrial Mechanic	6		1	1		2	2	1
Instrumentation and Controls Technology	6		4	4		5	5	1
IT-Computer Support Technician			15	15		12	12	-3
IT-Network Specialist			25	25		14	14	-11

PROGRAM	CAP		IP	ACCEPT	TOTAL		IP	ACCEPT	TOTAL		YOY
Laboratory Science Technician	15			6	6			2	2		-4
Leadership Development				2	2			8	8		6
Liberal Arts - Associate of Arts			14	3	17		11	4	15		-2
Liberal Arts - Associate of Science			8	4	12		4	4	8		-4
Medical Assistant	32			46	46			38	38		-8
Medical Coding Specialist	23		12	35	47		12	27	39		-8
Medical Laboratory Technician	16		8	3	11		8	8	16		5
Nursing-Associate Degree	54		119	80	199		108	63	171		-28
Nursing-Associate Degree-Part-time	28		2	37	39		1	26	27		-12
Paramedic Technician				4	4						-4
Physical Therapist Assistant	18		16	10	26		14	7	21		-5
Security Operations				0				1	1		1
Supply Chain Assistant				1	1			1	1		0
Supply Chain Management				9	9			6	6		-3
Undecided			29	0	29		37	0	37		8
Welding	40			41	41			38	38		-3
TOTAL			**241**	**869**	**1110**		**213**	**831**	**1044**		**-66**

PROGRAM	CAP		IP	ACCEPT	TOTAL		IP	ACCEPT	TOTAL		YOY
Direct Entry Midwife	32		4	34	38		15	19	34		-4
Welding (January Start)	20			0	0			0	0		0
TOTAL			**4**	**34**	**38**		**15**	**19**	**34**		**-4**

B. Chairperson's Report

1. District Boards Association Spring Conference

C. College President's Report

1. More Students Learning More
2. Outreach Locations
3. Update from In-Service
4. Student Success Policy Next Steps – Shaping the College for the Future
5. Recognizing Faculty and Staff Excellence at Graduation
6. College Happenings

D. Other Information Items

Establish Board Agenda Items for Next Meeting

A. Agenda for Next Board Meeting

1. Proposed Budget
2. State Of College Report
3. Financial Sustainability Monitoring Report

B. Time and Place

The next regularly scheduled meeting will be held on Thursday, May 23, 2019. The Board meeting will begin at 7:00 p.m. and will be held in Darlington, WI.

Adjourn to Closed Session

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

1. **Discussing property acquisition per Wis. Statutes 19.85(1)(e)** {Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session.}.
2. **Discussion of President's Performance Evaluation** per Wis. Stats. 19.85(1)(c) {Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.}
3. **Approval of Closed Session Minutes – March 28, 2019**

Reconvene to Open Session

A. Action, if necessary, on Closed Session Items

Adjournment