# Southwest Wisconsin Technical College

# District Board Meeting

## Board Retreat and Regular Meeting

## October 14, 2021

Held at

Southwest Tech
1800 Bronson Boulevard
Fennimore, WI

# Contents

# ***Annotated Agenda***

Southwest Wisconsin TECHNICAL COLLEGE

## BOARD RETREAT/MEETING NOTICE AND AGENDA

Thursday, October 14, 2021

12:00 p.m. – Lunch / Board Retreat
4:15 p.m. – Regular Board Meeting
6:00 p.m. – Dinner & Joint Board Meeting with the Foundation Board and Real Estate Foundation Board
Southwest Tech Campus
Conference Room 430

## ANNOTATED AMENDED AGENDA

**12:00 p.m. – Board Retreat**

### OPEN MEETING

The following statement will be read: "The October 14, 2021, retreat/regular meeting of the Southwest Wisconsin Technical College Board is called to order. This meeting is open to the public and in compliance with State Statutes. Notice of the meeting has been sent to the press, posted on the College's website at www.swtc.edu/about/board/meetings, and posted on campus and in the City of Fennimore and at CESA 3 in an attempt to make the general public aware of the time, place and agenda of the meeting."

A. Roll Call

### BOARD RETREAT

**A. Leading & Leadership**

Employees will be recognized for their exceptional efforts to serve our students and each other. Thank you to the following people for their service and leadership.

- Connie Haberkorn, Director of Human Resources
- CoraBeth Schmitz, Student Financial Assistance Manager
- Chris Bowers, Disability & Support Services Manager
- Giulio Reyes, Multicultural Success Coach
- Kelly Kelly, Director of Fiscal Services/Controller

- Heath Ahnen, Executive Director of Information Technology Services
- Dennis Cooley, Charger Leadership Director
- Josh Bedward, Facilities Manager/Master Electrician
- Kris Schoville, Medical Assistant Instructor
- Ryan Weigel, Animal Science Instructor
- Paula Timmerman, Child Care Lab Assistant
- Joe Randall, Electrical Power Distribution Instructor

**B. Review Board Ends with an Emphasis on College Health Indicators**
The Board will review the Board Ends, included in the Board packet, with an emphasis on the College Health Indicators. The most recent college performance data is included in the packet. The Board will discuss opportunities and outline expectations.

**C. Goals with the President**
The President's goals for 21-22 will be discussed with the Board.

**4:15 p.m. – Regular Board Meeting**
**Southwest Tech Campus**
**Conference Room 430**

## OPEN MEETING

**A. Reports/Forums/Public Input**

## CONSENT AGENDA

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

**B. Minutes of the Regular Meeting of September 28, 2021**
Minutes of the September 28, 2021, Board meeting are included with the electronic Board packet.

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

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

**D. Contract Revenue**

There were six contracts totaling $13,760.30 in September 2021 being presented for Board approval. The Contract Revenue Report is included with the electronic Board material.

**E. Personnel Items**

The Personnel Report includes one employment recommendation and two resignations being presented for approval. The report is included with the Board material.

**F. American Association of Community Colleges Membership**

Included in the electronic Board packet is the membership renewal invoice from the American Association of Community Colleges for the College's 2022 membership fees. The cost of the annual membership is $3,538.

***Recommendation*** – Approve the Consent Agenda as presented.

## OTHER ITEMS REQUIRING BOARD ACTION

**A. Resolution for Adoption of 2021 Tax Levy**

Included with the electronic Board material is a resolution authorizing Southwest Wisconsin Technical College to levy taxes for 2021 in the amount $5,067,569 for operational expenses, $6,210,000 for debt retirement for a total tax levy of $11,277,569. This resolution will be presented for Board approval. Caleb White will present the tax levy at the Board meeting.

***Recommendation:*** Approve, as presented, the Resolution Providing for Tax Levy for the Year 2021.

**B. Three-Year Facilities Plan Amendment**

Included with the electronic Board material is the three-year Facilities Plan approved at the July 12, 2021, Board meeting. The College would like to switch the major facilities projects for the current year and next year. A proposal to move the Lenz Center remodel up to 2021-22 and push the dome project back to 2022-23 is included with the electronic material.

***Recommendation:*** Approve moving the Lenz Center remodel to 2021-22 and pushing the dome project back to 2022-23 in the current three-year Facilities Plan.

## BOARD MONITORING OF COLLEGE EFFECTIVENESS

**A. Foundation Quarterly Board Report**

Kim Schmelz, Director of the Foundation, will present a quarterly Foundation report to the Board highlighting the activities and results of fundraising efforts and other initiatives. The FY22 First Quarter report is available with the electronic Board material.

**B. Review of Purchasing Activities**

A six-year Purchase Card Activity Summary report and a listing of the FY2021 >$50,000 Vendors are available electronically with all other Board material. Caleb White will review this information at the meeting.

**C. Federal COVID Relief Funding Projects**

The College has received Higher Education Emergency Relief Funds (HEERF) for distribution to students and to aid in funding costs associated with the pandemic. Included in the electronic Board material is a spreadsheet outlining the funds received and expended for specific projects. Caleb White will review the spreadsheet at the Board meeting.

**D. Pandemic Response Update**

Included in the electronic Board material are updates on the COVID Response Plan including information on masking, vaccines, and herd immunity; the process the College is using for contact training; and how the COVID Operations Team functions. Cynde Larsen, Katie Glass, and Caleb White will be available at the meeting for any questions.

**E. Staffing Update**

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

## INFORMATION AND CORRESPONDENCE

**A. Enrollment Report**

The 2021-22 Comparison FTE Report and the Fall 2022 Application Report are available with the electronic Board material. The Fall 2021 Application Report includes Open House applications where the Fall 2022 numbers do not reflect the Open House applications.

**B. Chairperson's Report**

1. **Board Member of the Year**
2. **District Boards Association Legal Issues Seminar**

**C. College President's Report**

1. **Board Policy 1.1 – Governance Commitment**
2. **Board Policy 1.2 – Governing Philosophy**
3. **College Happenings**

**D. Other Information Items**

## ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING

**A. Agenda**

1. Fund & Account Transfers (2020-21 Budget Modifications)
2. 2022-23 Budget Process
3. Real Estate Foundation Update
4. Board Monitoring Report – Student Access

**B. Time and Place**

Thursday, November 18, 2021, at 7:00 p.m. at Southwest Tech's Campus, Conference Room 430, 1800 Bronson Boulevard, Fennimore, WI

## ADJOURN TO CLOSED SESSION

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

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

**B. Approval of Closed Session Minutes of September 28, 2021**

## RECONVENE TO OPEN SESSION

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

**6:00 p.m. – Dinner and Joint Meeting with the SWTC Foundation Board and Real Estate Foundation Board**

## BOARD MONITORING OF COLLEGE EFFECTIVENESS

**A. Charger Vision Report**

Included in the electronic Board material is an article titled, "The Demographic Drought: How the approaching sansdemic will transform the labor market for the rest of our lives." This article will be discussed, a brief presentation on workforce trends will be presented, and then there will be a showcase of highlights from interviews with local employers. Small group discussions to brainstorm the goals for the college to accomplish will follow the report out. Also included in the electronic Board material is the latest Southwest Tech Graduate Success Report.

## ADJOURNMENT

**12:00 p.m. – Board Retreat**

## ***Open Meeting***

The following statement will be read: "The October 14, 2021, Board retreat/regular meeting of the Southwest Wisconsin Technical College Board is called to order. This meeting is open to the public and in compliance with State Statutes. Notice of the meeting has been sent to the press, posted on the College's website at www.swtc.edu/about/board/meetings, and posted on campus and in the City of Fennimore and at CESA 3 in an attempt to make the general public aware of the time, place and agenda of the meeting."

### *A.* ***Roll Call***

## ***Board Retreat***

### *A.* ***Leading & Leadership***

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## *B.* ***Review Board Ends with an Emphasis on College Health Indicators***

The Board will review the Board Ends, included below, with an emphasis on the College Health Indicators. The most recent college performance data is below. The Board will discuss opportunities and outline expectations.

# 4.1 - COLLEGE VISION

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

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

## 4.2 - COLLEGE MISSION

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

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

## 4.3 - COLLEGE PURPOSES

Southwest Wisconsin Technical College's purposes are to:

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

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

# 4.4 - COLLEGE VALUES

***Inclusivity.*** We provide a welcoming environment that promotes respect for all members of the college community. We commit to learning about our differences and commonalities to better appreciate the value of each person. We empower the college community to cultivate connections and defend the dignity and humanity of all. We expect all members of our college community to live our Charger Respect Pledge.

***Learning.*** We work together to make high-quality, affordable education accessible to our diverse population. We help students develop the knowledge, skills, and attitudes needed to contribute to an inclusive workforce and community success. Through partnerships, we seek opportunities to improve lives.

***Integrity.*** We promote a cohesive culture that is based on honesty, professionalism, trust, kindness, and respect. We work collaboratively to maintain a healthy environment of clear communication, transparency, and dedication to the mission of Southwest Tech.

***Accountability.*** We hold ourselves and our teams responsible for achieving academic and fiscal College goals as established by the District Board. We practice self-awareness and hold each other accountable to recognize and confront biases that impact our thinking, behavior, and performance to realize positive and equitable results.

***Continuous Improvement.*** We leverage our rural perspective and progressive entrepreneurial spirit to attract people who strive for excellence in student success through innovation in technology, services, and strategies. We support and promote personal and professional development to exceed industry standards and produce competent and skilled graduates in high-quality, relevant programs essential to our sustainability as a college.

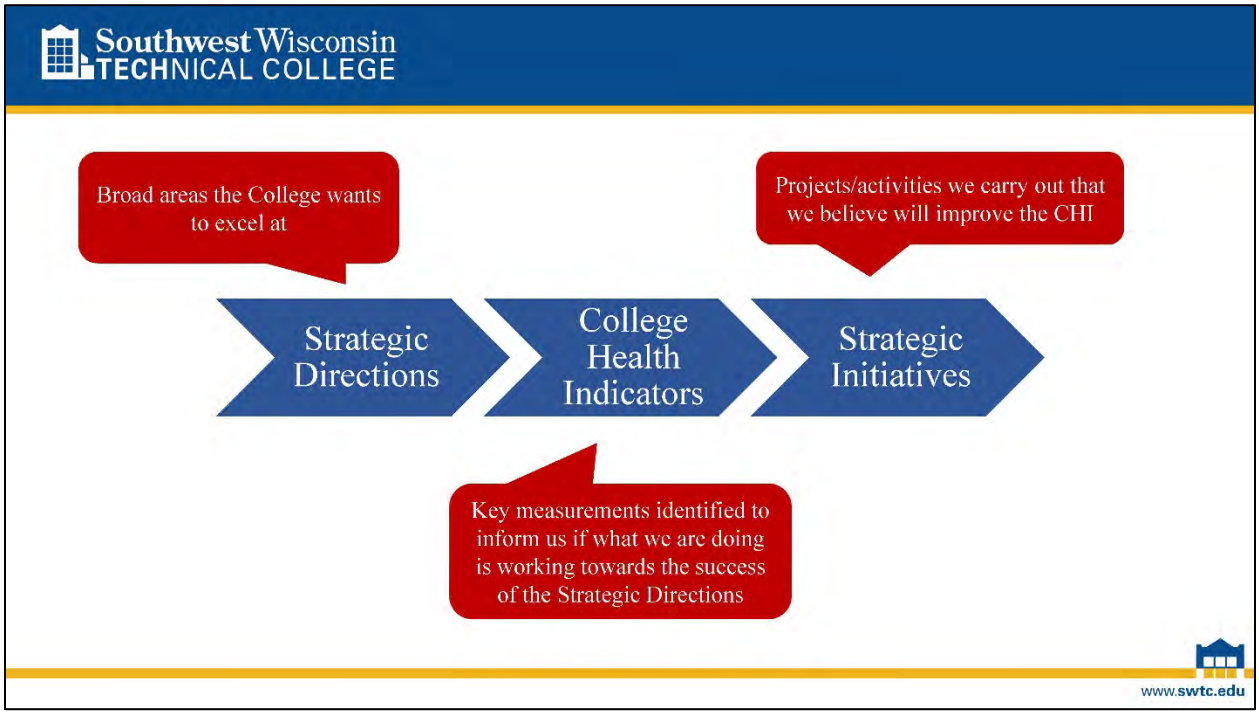
| | |
|---|---|
| Adopted: | 1/24/02 |
| Reviewed: | 11/2/02, 3/24/05 |
| Revised: | 2/26/16, 5/21/21 |

## 4.5 - COLLEGE STRATEGIC DIRECTIONS

- 2019-2022
  1. Engage Students in High-Quality Learning
  2. Strengthen a Culture of Accountability
  3. Enhance the College's Economic Impact

Adopted: 1/24/02
Reviewed: 11/2/02, 6/19/08
Revised: 3/24/05, 7/14/08, 3/22/12, 3/26/15, 10/22/15, 1/24/19, 12/23/19

## Performance Data

Southwest Wisconsin TECHNICAL COLLEGE

## College Health Indicators

- Measure factors that are critical to the success of the college (not just "nice-to-knows")
- Quantifiable/measurable and actionable
- Tied to goals and targets
- Apply consistently throughout the college (not refutable)

THIS IS WHERE **DOORS OPEN**

Southwest Wisconsin TECHNICAL COLLEGE

| College Health Indicators | Benchmark | 2018-19 Actual | 2019-20 Actual | 2020-21 Target | 2020-21 Actual | 2021-22 Target |
|---|---|---|---|---|---|---|
| Engage Students in High Quality Learning | | | | | | |
| CHI.1. Equity in Student Learning - Graduation | 64% | 51% | 43% | 61% | tbd | 64% |
| CHI.2. Enrollment Headcount | na | 6932 | 6595 | 6900 | 6553 | 6600 |
| CHI.3. Retention Rate | 62% | 69% | 69% | 83% | 71% | 74% |
| CHI.4. Graduation Rate | 42% | 61% | 61% | 65% | 55% | 65% |
| CHI.5. Job Placement | 91% | 93% | 94% | 97% | tbd | 97% |
| CHI.6. Student Satisfaction | 5.65 / 5.59 | na | na | 6.00 | na | 6.00 |
| CHI.7. Employer Satisfaction | 97% | 97% | 96% | 98% | tbd | 98% |
| Strengthen a Culture of Accountability | | | | | | |
| CHI.8. Employee Satisfaction | 3.84 | 4.26 | 4.44* | 4.50 | tbd | 4.50 |
| CHI.9. Employee Retention | 90% | 95% | 96% | 95% | 94.79% | 95% |
| Enhance the College's Economic Impact | | | | | | |
| CHI.10. FTEs | na | 1332.3900 | 1296.7900 | 1275.0000 | 1258.3400 | 1250.0000 |
| CHI.11. Economic Impact | | | | | | |
| CHI.11.A. Job Placement In-District | 71% | 52% | 50% | 56% | tbd | 56% |
| CHI.11.B. 5-Year Graduate Wage Growth | 67% | na | 56% | 61% | 47% | 57% |

*Actual: Current or Most Recent measure available*

*Benchmark: Comparable measure from identified competitor (ex: WTCS colleges, national, self, etc.)*

*Target: Goal to achieve after implementing activities/initiatives*

Dated: 10/05/2021

* data availability delayed due to Covid19

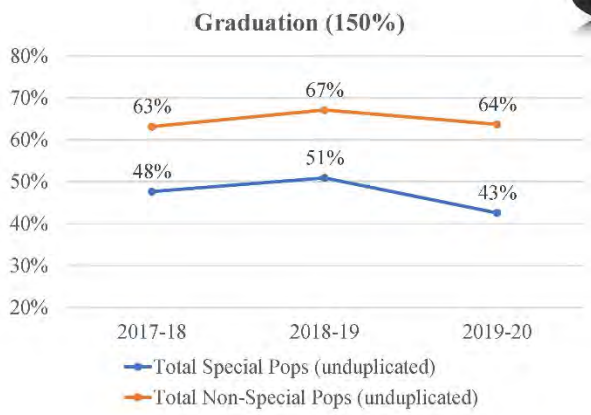
THIS IS WHERE **YOU BEGIN**

Southwest Wisconsin TECHNICAL COLLEGE

# CHI.1. Equity in Student Learning

**Alignment with Strategic Initiatives**

- COVID Operations
- Universal Design for Student Success
- Digital Accessibility
- Project RISE




THIS IS WHERE **LEARNING IS VALUED**

Southwest Wisconsin TECHNICAL COLLEGE

# CHI.2. Enrollment Headcount

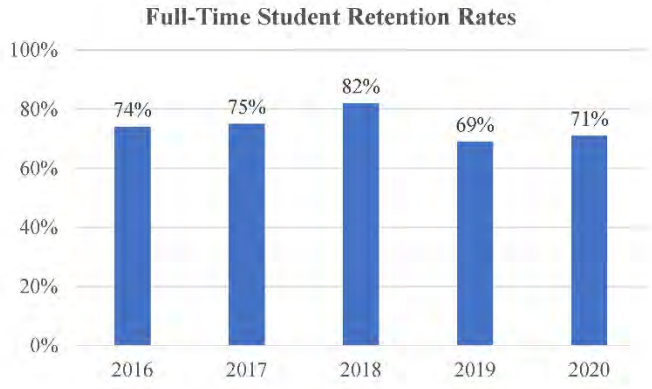
**Alignment with Strategic Initiatives**

- COVID Operations
- Student Recruitment & FTE
- Academic Master Plan – New Program Development


THIS IS WHERE **CREATIVITY IS ADMIRED**

Southwest Wisconsin TECHNICAL COLLEGE

# CHI.3. Retention Rate




**Alignment with Strategic Initiatives**

- COVID Operations
- Quality Improvement through Accreditation
- Universal Design for Student Success
- Digital Accessibility

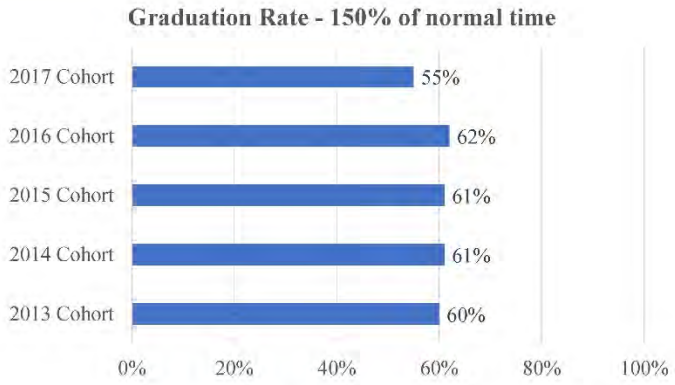
THIS IS WHERE YOU SUCCEED

Southwest Wisconsin TECHNICAL COLLEGE

# CHI.4. Graduation Rate

**Alignment with Strategic Initiatives**

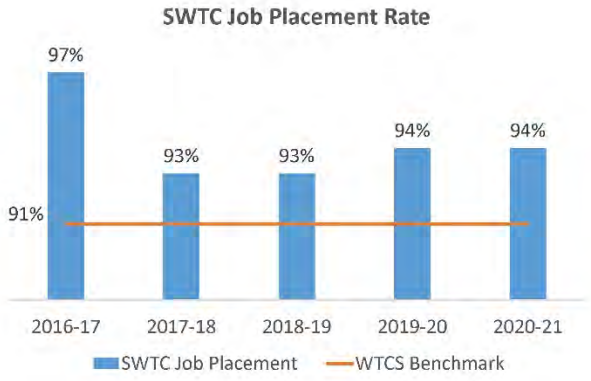
- COVID Operations
- Quality Improvement through Accreditation
- Universal Design for Student Success
- Digital Accessibility




THIS IS WHERE YOU SUCCEED

Southwest Wisconsin TECHNICAL COLLEGE

# CHI.5. Job Placement




**Alignment with Strategic Initiatives**

- Quality Improvement through Accreditation
- Academic Master Plan – New Program Development

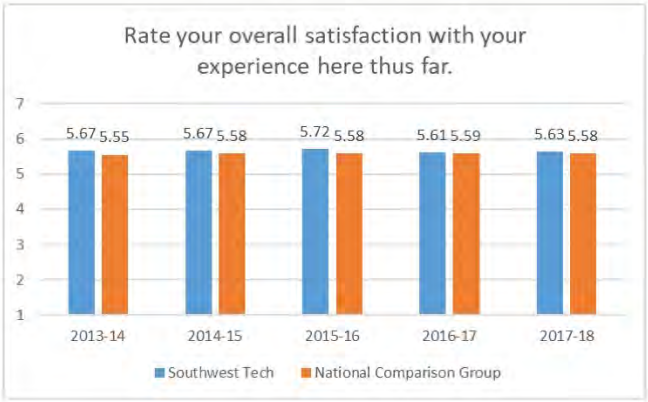
THIS IS WHERE YOU SUCCEED

Southwest Wisconsin TECHNICAL COLLEGE

# CHI.6. Student Satisfaction

**Alignment with Strategic Initiatives**

- COVID Operations
- Quality Improvement through Accreditation
- Universal Design for Student Success
- Digital Accessibility
- Project RISE



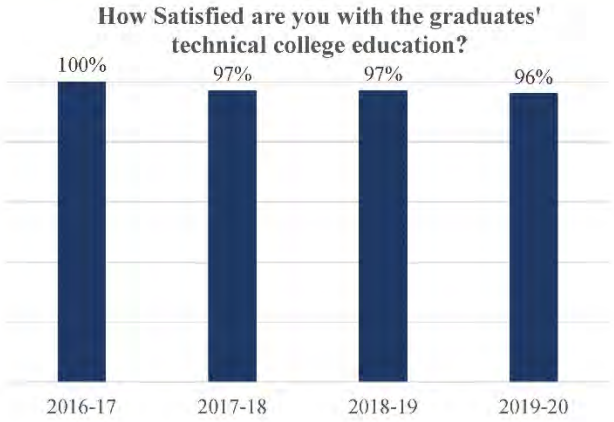

THIS IS WHERE YOU SUCCEED

Southwest Wisconsin TECHNICAL COLLEGE

# CHI.7. Employer Satisfaction

**Alignment with Strategic Initiatives**

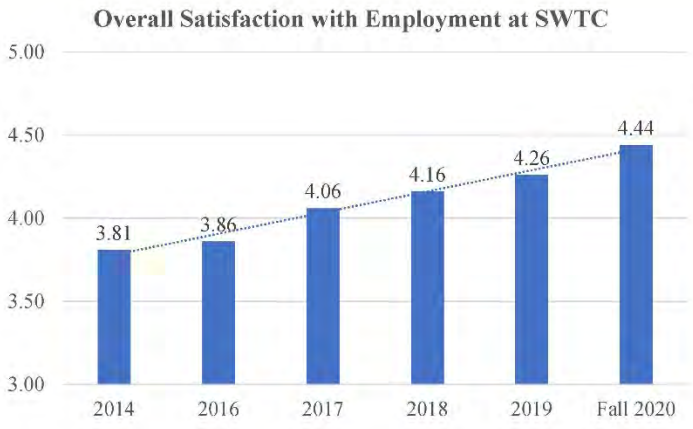
- COVID Operations
- Charger Vision
- Quality Improvement through Accreditation




THIS IS WHERE YOU SUCCEED

Southwest Wisconsin TECHNICAL COLLEGE

# CHI.8. Employee Satisfaction




**Alignment with Strategic Initiatives**

- Succession Planning
- Project RISE

THIS IS WHERE YOU SUCCEED

Southwest Wisconsin TECHNICAL COLLEGE

# CHI.9. Employee Retention

**Alignment with Strategic Initiatives**

- Succession Planning
- Project RISE


With strong employee satisfaction and retention numbers, we are an employer of choice in Southwest Wisconsin.

THIS IS WHERE YOU SUCCEED

Southwest Wisconsin TECHNICAL COLLEGE

# CHI.10. FTEs


**Alignment with Strategic Initiatives**

- Student Recruitment & FTEs
- Academic Master Plan – New Program Development

THIS IS WHERE YOU SUCCEED

Southwest Wisconsin TECHNICAL COLLEGE

# CHI.11. Economic Impact

## CHI.11.A. Job Placement In-District

| Location of Employment | 2018 | 2019 | 2020 |
|---|---|---|---|
| 1 - In District | 54.8% 182 | 51.9% 139 | 50.0% 150 |
| 2 - In Wisconsin, Outside of District | 30.7% 102 | 30.2% 81 | 36.7% 110 |
| 3 - Outside of Wisconsin | 14.5% 48 | 17.9% 48 | 13.3% 40 |

**Alignment with Strategic Initiatives**

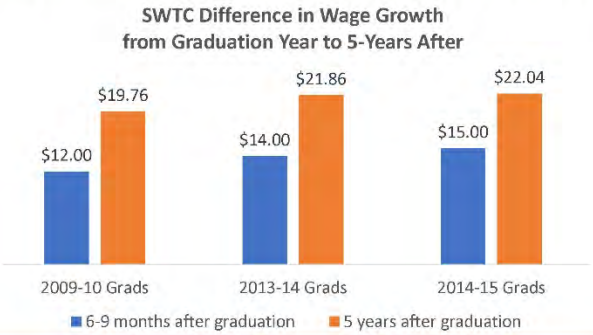
- Charger Vision
- Quality Improvement through Accreditation

THIS IS WHERE YOU SUCCEED

Southwest Wisconsin TECHNICAL COLLEGE

# CHI.11. Economic Impact

## CHI.11.B. 5-Year Graduate Wage Growth




| Southwest Tech College Health Indicators | Benchmark | 2019-20 Actual | 2020-21 Target | 2020-21 Actual |
|---|---|---|---|---|
| CHI.11. Economic Impact | | | | |
| CHI.11.B. 5-Year Graduate Wage Growth | 67% | 56% | 61% | 47% |

THIS IS WHERE YOU SUCCEED

Southwest Wisconsin TECHNICAL COLLEGE

# Questions?

THIS IS WHERE YOU EXCEL

Southwest Wisconsin TECHNICAL COLLEGE

## Small Group Discussions

**Report Outs on the following:**

1. How can we use the data?
2. What do we want to focus on? Why?

**Additional questions for consideration:**

- What decisions could this data inform?
- What other data/information is needed to make decisions?
- How can we make this CHI more meaningful/useful in the future?

THIS IS WHERE YOU EXCEL


### C. *Goals with the President*

The President's goals for 21-22 will be discussed with the Board.

**4:15 p.m. – Regular Board Meeting**
**Southwest Tech Campus**
**Conference Room 430**

## ***Open Meeting***

### *A. Reports/Forums/Public Input*

# ***Consent Agenda***

## *A. Approval of Agenda*

Southwest Wisconsin TECHNICAL COLLEGE

## BOARD RETREAT/MEETING NOTICE AND AGENDA

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A. Roll Call

### BOARD RETREAT

A. Leading & Leadership
B. Review Board Ends with an Emphasis on College Health Indicators
C. Goals with the President

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**Southwest Tech Campus**
**Conference Room 430**

## OPEN MEETING

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## CONSENT AGENDA

A. Approval of Agenda
B. Minutes of the Regular Meeting of September 28, 2021
C. Financial Reports
    1. Purchases Greater than $2,500
    2. Treasurer's Cash Balance
    3. Budget Control
D. Contract Revenue
E. Personnel Items
F. American Association of Community Colleges Membership

## OTHER ITEMS REQUIRING BOARD ACTION

A. Resolution for Adoption of 2021 Tax Levy
B. Three-Year Facilities Plan Amendment

## BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Foundation Quarterly Board Report
B. Review of Purchasing Activities
C. Federal COVID Relief Funding Projects
D. Pandemic Response Update
E. Staffing Update

## INFORMATION AND CORRESPONDENCE

A. Enrollment Report
B. Chairperson's Report
    1. Board Member of the Year
    2. District Boards Association Legal Issues Seminar
C. College President's Report
    1. Board Policy 1.1 – Governance Commitment
    2. Board Policy 1.2 – Governing Philosophy
    3. College Happenings
D. Other Information Items

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A. Agenda
B. Time and Place

## ADJOURN TO CLOSED SESSION

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

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## RECONVENE TO OPEN SESSION

A. Action, if necessary, on Closed Session Items

**6:00 p.m. – Dinner and Joint Meeting with the SWTC Foundation Board and Real Estate Foundation Board**

## BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Charger Vision Report

## ADJOURNMENT

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

## *B. Minutes of the Regular Board Meeting of September 28, 2021*

**MINUTES OF THE REGULAR MEETING OF THE**
**BOARD OF DIRECTORS OF SOUTHWEST WISCONSIN TECHNICAL COLLEGE**
**SEPTEMBER 28, 2021**

The Board of Southwest Wisconsin Technical College met in open session of the regular Board meeting commencing at 7:15 p.m. on September 28, 2021, in Conference Room 430 on the District Campus located at 1800 Bronson Boulevard in the City of Fennimore, Grant County, Wisconsin. The following members were present:

Charles Bolstad, Kent Enright, Tracy Fillback, Jeanne Jordie, Chris Prange, Donald Tuescher, Jane Wonderling, Crystal Wallin

Absent: David Blume

Others present for all or a portion of the meeting included Jason Wood and College Staff: Heath Ahnen, Josh Bedward, Karen Campbell, Holly Clendenen, Derek Dachelet, Katie Garrity, Katie Glass, Mandy Henkel, Dan Imhoff, Kelly Kelly, and Kim Maier.

Chairperson Tuescher 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

Tuesday, September 28, 2021

6:15 p.m. – Accreditation Criterion One: Mission
6:45 p.m. - Dinner
7:15 p.m. – Regular Board Meeting

Southwest Tech
1800 Bronson Boulevard
Fennimore, WI 53809
Conference Room 430

### AGENDA

**OPEN MEETING**

The following statement will be read: "The September 28, 2021, 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, posted on the College's website at www.swtc.edu/about/board/meetings, and posted on campus and in the City of

Fennimore and at CESA 3 in an attempt to make the general public aware of the time, place and agenda of the meeting."

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

## CONSENT AGENDA

A. Approval of Agenda
B. Minutes of the Regular Board Meeting of August 26, 2021
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. Dodgeville Paramedic Site Lease
B. Wisconsin Code of Ethics Resolution

## BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Listening and Learning Round Robin: Policy Governance
B. Wisdom and Guidance Round Robin: COVID Re-Opening History and Plan
C. Project RISE (ERP) Update
D. Board Monitoring Report - Compliance
E. Academic Master Plan Update
F. Real Estate Foundation Quarterly Update
G. October Board Retreat
H. Staffing Update

## INFORMATION AND CORRESPONDENCE

A. Enrollment Report
    1. FY 2022 Comparison FTE Report
    2. FY 2023 Application Report
B. Chairperson's Report
    1. Executive Board Leadership Ad Hoc Committee Update
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 a student issues per Wisconsin Statutes 19.85(1)(f) {Considering financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons except where par. (b) applies which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations.}

B. Approval of Closed Session Minutes from August 26, 2021

## RECONVENE TO OPEN SESSION

A. Action, if necessary, on Closed Session Items

## ADJOURNMENT

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

After a review of the Consent Agenda, including the September 28, 2021, agenda; August 26, 2021, Board meeting minutes; financial reports; six contracts totaling $22,300.00 in August 2021; one employment recommendation for Wanda Ware - Full-time, LTE Student Services Administrative Assistant, the promotion of Katie Snitker to Academic Services Supervisor, and resignations from Melissa Klinkhammer – Academic Services Manager and Jaimie Flogel – LTE Student Services Administrative Assistant, Mr. Prange moved to approve the Consent Agenda, as presented. Mr. Enright seconded the motion; motion carried.

Dan Imhoff, Director of Facilities, Safety & Security, presented a 12-month lease agreement to commence on January 1, 2022, for a location at the Dodgeville Fire Department to house the Paramedic Program being offered by Lakeshore Technical College in collaboration with Southwest Tech. Mr. Bolstad moved to approve the lease agreement with the City of Dodgeville to lease space to be used for the Paramedic Program, located at 401 N. Level Street, Dodgeville, WI, for an annual cost of $1200. Ms. Wallin seconded the motion; motion carried.

A resolution indicating college employees to whom the Wisconsin Code of Ethics for Public Officials and Employees applies was presented. Included in the resolution are Jason S. Wood, College President; Holly Clendenen, Chief Student Services Officer; Kathleen E. Garrity, Chief Academic Officer; Katie Glass, Executive Director of Marketing; Krista M. Weber, Chief Human Resources Officer; and Caleb J. White, Vice President for Administrative Services. Mr. Bolstad, moved to approve the Code of Ethics Resolution as presented. Ms. Jordie seconded the motion; motion carried.

Jason Wood led a discussion on Policy Governance including the Board's role and the President's role of strategic versus operational. It was noted the Board can request to review anything; however, the approval of operational items lies within the operations of

the College. Ongoing reviews of the Governance Policies will be included in future meetings.

A discussion on COVID and how the College has responded during the pandemic was held. Items discussed included the number of cases the college has dealt with and how they have dealt with exposures, the vaccination clinics held on campus, and the potential of testing on campus.

The Project RISE team of Matthew Baute, Director of Enterprise Applications/Project Rise Project Manager; Sarah Delegge, Project RISE Project Manager; and Heath Ahnen, Director of Information Technology Services; Holly Clendenen, Chief Student Services Officer; and Kelly Kelly, Controller provided an update on the new Enterprise Resource System (ERP) project. The project is on budget and the schedule has been moved to a cautionary status due to the timeliness of some deliverables from Anthology. The College Project RISE Team remains committed to outcomes and solutions, comprehensive student communication plans are being developed for a student life cycle, and Anthology has committed to course correct, as needed. Concerns with the project included configuration and fixes continue for the Finance module that went live on July 1, scheduling for the Student module has been a challenge, and Anthology's solution remains siloed even within modules as cross functional solutions can be difficult to obtain. Other highlights included what is going well within the Finance module, and Key Performance Indicators that the Core ERP team is working toward. The new Application Portal went live on September 1.

Mandy Henkel, Director of College Effectiveness/Accreditation Liaison Officer, reviewed the Compliance Board Monitoring Report. Highpoints of the report included the College Health Indicators, accreditation, strategic initiatives, and the instructional/institutional vitality process. The College Health Indicators will be a focus at the October 14 Board retreat.

Katie Garrity, Chief Academic Officer, reviewed the Academic Master Plan and the Platteville Outreach Site schedule. There are basic education, traffic safety, and agriculture courses being offered at the outreach site.

Dan Imhoff provided an update on the Real Estate Foundation (REF) noting there are 109 leases this fall, which is 74 percent capacity. Mr. Imhoff also shared with the District Board there will be new construction for this year and the REF Board approved officers as Ben Wood, President; Mindy Johnson, Vice President; and Kevin Raisbeck, Secretary/Treasurer.

The October 14, 2021, Board retreat agenda will include leadership, College Health Indicators, the President's goals, and an update on the Charger Vision campaign being conducted with district employers. The regular Board meeting will also be held on the same date.

Krista Weber provided an update on College staffing noting there are currently two positions open. The positions are Surgical Technology Instructor/Program Director and Academic Success Coach.

Katie Glass, Executive Director of Marketing, provided an enrollment update noting the FY22 numbers reflect an increase of 1.5 percent. The Fall 2022 Application Report was reviewed.

The Executive Board Leadership Ad Hoc committee met on September 1, 2021. The meetings will be held quarterly for now and will be evaluated on an ongoing basis.

Under the College President's Report, Dr. Wood shared that the student loan default rate decreased again this year to 3.5 percent. Dr. Wood also outlined steps that will be taken to increase the Board's awareness on policy governance and COVID related issues.

Ms. Wallin moved to adjourn to closed session for the purpose of discussing student 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.}. Mr. Enright seconded the motion. Upon a roll call vote with all members voting affirmatively, the motion carried and the meeting adjourned to closed session at 9:07 p.m.

The Board reconvened to open session at 9:30 p.m. with no action taken. With no further business to come before the Board, Mr. Enright moved to adjourn the meeting with Ms. Wonderling seconding the motion. The motion carried and the meeting adjourned at 9:30 p.m.

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Crystal Wallin, Secretary

## *C. Financial Reports*

### *1. Purchases Greater than $2,500*

**SOUTHWEST WISCONSIN TECHNICAL COLLEGE**
**PURCHASES GREATER THAN $2,500**
**FOR THE PERIOD 09/01/2021 - 09/30/2021**

| Expenditure | | | |
|---|---|---|---|
| **Vendor** | **Invoice #** | **Description** | **Amount** |
| Corporate | 3416 | Sept 1st Annual Lease | 296,208.39 |
| Hewlett-Packard | 600678345 | Sept 1st Annual Lease | 289,536.29 |
| Fennimore Utilities | 9.1.21 billing | College Utilities | 26,975.86 |
| WI Library Services | 494699 | 8/1/21-7/31/22 | 22,299.71 |
| MBS | 47-5066307 | Books | 21,279.00 |
| Apple.Com | 1014804707-2 | MacBook Pros | 19,791.00 |
| Northcentral | MSC-006126 | 21/22 consortium | 15,160.00 |
| Garland | 42785236087 | time & material | 15,000.00 |
| Lenz Sales | ZACCJBBH5HPE64710 | 2017 JEEP RENEGADE | 13,340.00 |
| FlightPath | SWTC-12 | HULU Ads | 12,000.00 |
| FlightPath | swtc13 | Spotify Campaign | 9,600.00 |
| Resco | 836183-00 | Grounds Trainer | 8,686.93 |
| Garys Auto | 2021-151 | 2018 Elantra 5NPD84LF2JH368072 | 8,000.00 |
| Apple.Com | AF28203792 | MACBOOK PRO + APPLE CARE | 7,374.00 |
| Garys Auto | 2021-150 | 2017 Journey 3C4PDDBG2HT592584 | 6,700.00 |
| ReilleAu | 8252021 | Exec Coaching Program | 6,500.00 |
| Kaltura | 136580 | Media Mgmt/Publishing | 6,300.00 |
| Woodward Printing | 7509011 | Motorist Handbook 2020/shipping | 6,002.46 |
| Cengage | 74503029 | books | 5,482.50 |
| Status | INV-13106 | Enterprise | 4,950.00 |
| Gallagher Student | 28183 | Students Enrolled for spring | 4,770.00 |
| Swank | 353803 | 50 titles 8/21/21-8/20/22 | 3,800.00 |
| Supreme Graphics | 132862 | SWT Tech Preview Guide | 3,765.00 |
| AHIMA | 28126882 | Codes | 3,750.00 |
| Champion | 52411374; 52411378; | clothing | 3,730.00 |

| | | | | |
|---|---|---|---|---|
| Fiber | 1000915087 | Fiber Instruments | 3,727.83 | |
| CLA | 2960125 | Audit Serivces | 3,675.00 | |
| Rochester | 00324052 | College Sports | 3,600.00 | |
| Cengage | 74814142 | books | 3,591.00 | |
| WTA Properties | Oct rent | October 2021 Rent | 3,400.00 | |
| Elsevier | 1 | Testing vouchers | 3,300.00 | |
| Telegraph Herald | 9.22.21 STMT | Farm Family/Farm Life Ads | 3,280.00 | |
| Block Iron | 756389 | Electro-Mech Lock | 3,244.52 | |
| NJCAA | 21-22 Membership | 21-22 Membership | 3,200.00 | |
| Hallada M | 221246 | Sonic Parts | 3,086.53 | |
| Telegraph Herald | 9/22/21 STMT | Fast Track Ads | 2,983.00 | |
| DMI | 1932 | Out of State W/C Exposure21/22 | 2,750.00 | |
| Warco | 8.31.21 Decatur | Decatur Ag Program | 2,550.00 | |
| **Total Invoices** | | | | **$863,389.02** |
| | | | | |
| | | | | |
| **Bank Withdrawals** | | | | |
| **Vendor** | **Transaction Date** | **Audit Trail** | **Amount** | |
| WI TECHNICAL COL WTCEBC Sept 2021 | GNJL000168 | SWTC-004281 | 302,617.20 | |
| EMPLOYE TRUST FU WRS | GNJL000569 | SWTC-009129 | 64,793.63 | |
| EMPLOYE TRUST FU WRS | GNJL000568 | SWTC-009128 | 64,496.92 | |
| IRS USATAXPYMT 270165091866151 | GNJL000170 | SWTC-005170 | 62,086.90 | |
| IRS USATAXPYMT 270166041629655 | GNJL000459 | SWTC-008938 | 45,194.54 | |
| IRS USATAXPYMT 270165091866151 | GNJL000172 | SWTC-005172 | 42,370.10 | |
| WAGEWORKS FSA RECEIVABLE INV305 | GNJL000500 | SWTC-008974 | 42,370.10 | |
| WI DEPT REVENUE TAXPAYMNT XXXXX | GNJL000466 | SWTC-008942 | 24,086.75 | |
| WI DEPT REVENUE TAXPAYMNT | GNJL000175 | SWTC-005175 | 23,817.33 | |
| WI DEPT REVENUE TAXPAYMNT XXXXX | GNJL000467 | SWTC-008943 | 22,964.10 | |
| IRS USATAXPYMT 270165091866151 | GNJL000171 | SWTC-005171 | 14,948.20 | |
| GREAT-WEST TRUST PAYMENTS 260022 | GNJL000470 | SWTC-008945 | 8,644.01 | |
| WAGEWORKS FSA RECEIVABLE INV308 | GNJL000518 | SWTC-009105 | 8,644.01 | |
| GREAT-WEST TRUST PAYMENTS 70421 | GNJL000370 | SWTC-005186 | 8,426.06 | |

| | | | | |
|---|---|---|---|---|
| Delta Dental WI | GNJL000375 | SWTC-005192 | 4,734.66 | |
| WAGEWORKS FSA RECEIVABLE INV304 | GNJL000452 | SWTC-008927 | 4,734.66 | |
| WAGEWORKS FSA RECEIVABLE INV302 | GNJL000373 | SWTC-005190 | 3,945.10 | |
| SYMETRA LIFE INS 8004267784 2NLF473 | GNJL000177 | SWTC-005177 | 3,881.28 | |
| Delta Dental WI ASO Pym | GNJL000157 | SWTC-004270 | 3,818.00 | |
| Delta Dental WI | GNJL000435 | SWTC-006485 | 2,967.06 | |
| IRS USATAXPYMT 270166041629655 | GNJL000458 | SWTC-008937 | 2,967.06 | |
| MERCHANT SERVICE August FEE | GNJL000164 | SWTC-004277 | 2,623.73 | |
| **Total Bank Withdrawals** | | | | **$765,131.40** |
| | | | | |
| **Payroll** | | | | |
| 09/17/2021 Payroll | 9/17/2021 | PRIMP000009 | 368,922.72 | |
| 09/03/2021 Payroll | 9/3/2021 | PRIMP000008 | 375,399.51 | |
| **Total Payroll** | | | | **$744,322.23** |
| | | | | |
| | | | | |
| **Purchase Cards** | | | | |
| U.S. BANK AUTOPAY 44855945555094 | GNJL000156 | SWTC-004269 | 115,140.49 | |
| U.S. BANK AUTOPAY 448559455550942 | GNJL000451 | SWTC-006601 | 45,194.54 | |
| U.S. BANK AUTOPAY 448559455550942 | GNJL000517 | SWTC-009104 | 22,964.10 | |
| **Total Purchase Cards** | | | | **$183,299.13** |
| | | | | |
| **Total Purchases >= $2,500** | | | | **$2,556,141.78** |
| | | | | |

## *2. Treasurer's Cash Balance*

| Southwest Wisconsin Technical College | | | |
|---|---|---|---|
| **Report of Treasurers Cash Balance 09/30/2021** | | | |
| | | | |
| **Receipts** | | | |
| Fund | | | |
| 1 General | 658,989.00 | | |
| 2 Special Revenue | | | |
| 3 Capital Projects | 2,900.00 | | |
| 4 Debt Service | | | |
| 5 Enterprise | 56,483.00 | | |
| 6 Internal Service | 81.00 | | |
| 7 Financial Aid/Activities | 2,403,556.00 | | |
| **Total Receipts** | | **3,122,009.00** | |
| | | | |
| **Expenses** | | | |
| Fund | | | |
| 1 General | 2,035,506.00 | | |
| 2 Special Revenue | | | |
| 3 Capital Projects | 653,789.00 | | |
| 4 Debt Service | | | |
| 5 Enterprise | 731,554.00 | | |
| 6 Internal Service | 334,364.00 | | |
| 7 Financial Aid/Activities | 2,109,750.00 | | |
| **Total Expenses** | | **5,864,963.00** | |
| | | | |
| **Net cash change - month** | | | **(2,742,954.00)** |
| | | | |
| **EOM Cash Balances** | | | |
| -Midwest One Operating 0356 | - | | |
| -Midwest One Investment 1324 | 15,972,457.67 | | |
| -Cash on Hand | 2,940.00 | | |
| -Local Government Investment Pool | 1,232,828.97 | | |
| **Ending Cash/Investment Balance** | | **17,208,226.64** | |
| | | | |

## *3. Budget Control*

| Southwest Wisconsin Technical College<br>YTD Summary for Funds 1-7<br>For 3 Months ended September 2021 | | | | | | | |
|---|---|---|---|---|---|---|---|
| | 2021-22 Budget | 2021-22 YTD Actual | 2021-22 Percent | 2020-21 Percent | 2019-20 Percent | 2018-19 Percent | 2017-18 Percent |
| General Fund Revenue | 25,822,200.00 | 4,613,700.94 | 17.87 | 20.91 | 19.70 | 20.12 | 20.63 |
| General Fund Expenditures | 26,558,800.00 | 5,294,843.69 | 19.94 | 22.62 | 22.42 | 22.19 | 22.09 |
| Capital Projects Fund Revenue | 4,335,000.00 | 12,339.10 | 0.28 | 0.08 | 0.07 | 0.31 | 99.12 |
| Capital Projects Fund Expenditures | 4,352,500.00 | 1,441,610.23 | 33.12 | 6.70 | 3.67 | 6.99 | 24.41 |
| Debt Service Fund Revenue | 6,090,500.00 | - | - | - | - | - | 0.66 |
| Debt Service Fund Expenditures | 7,080,000.00 | - | - | - | - | 0.21 | 0.62 |
| Enterprise Fund Revenue | 1,621,500.00 | 583,744.25 | 36.00 | 44.92 | 40.12 | 34.31 | 31.46 |
| Enterprise Fund Expenditure | 1,541,300.00 | 830,337.30 | 53.87 | 52.16 | 33.66 | 23.66 | 28.31 |
| Internal Service Fund Revenue | 4,425,000.00 | 665,178.94 | 15.03 | 21.59 | 21.00 | 21.98 | 22.95 |
| Internal Service Fund Expenditures | 4,435,000.00 | 999,606.42 | 22.54 | 23.43 | 22.64 | 24.32 | 24.23 |
| Trust & Agency Fund Revenue | 9,800,000.00 | 3,392,714.97 | 34.62 | 14.25 | 6.28 | 23.41 | 24.02 |
| Trust & Agency Fund Expenditures | 9,800,000.00 | 2,959,123.45 | 30.20 | 22.83 | 24.43 | 24.92 | 25.80 |
| **Grand Total Revenue** | **52,094,200.00** | **9,267,678.20** | **17.79** | **16.17** | **14.37** | **17.33** | **24.00** |
| **Grand Total Expenditures** | **53,767,600.00** | **11,525,521.09** | **21.44** | **18.85** | **18.58** | **19.15** | **20.89** |

## *D. Contract Revenue*

There were six contracts totaling $13,760.30 in September 2021 being presented for Board approval. The Contract Revenue Report is included below.

**2021-2022 CONTRACTS**
9/1/2021 to 9/30/2021

| Contract Holder | Contract # | Service Provided | Contact | Number Served | | Price | Exchange of Services (Instructional Fees Waived) | INDIRECT COST FACTOR On-Campus | Off-Campus | Waiver |
|---|---|---|---|---|---|---|---|---|---|---|
| Lactalis | 03-2022-0084-I-41 | Heartsaver CPR/AED w/ First Aid | Ken Bartz | 15 | $ | 1,800.00 | No | | X | |
| Iowa County Sheriff's Dept | 03-2022-0085-I-21 | SKIDDS/CATS Canine Tactical Traning | Kris Wubben | 20 | $ | 2,325.00 | YES | X | | |
| Iowa County Emergency Services | 03-2022-0091-I-42 | Rope Rescue Technician | Karl Sandry | 6 | $ | 3,360.30 | No | | X | |
| SWCap Headstart | 03-2022-0093-I-42 | Heartsaver CPR/AED w/ First Aid | Ken Bartz | 47 | $ | 5,400.00 | No | | X | |
| Rural Route 1 | 03-2022-0094-I-41 | Heartsaver CPR/AED w/ First Aid | Ken Bartz | 6 | $ | 540.00 | No | | X | |
| Mineral Point Family Dental | 03-2022-0102-I-41 | BLS for Healthcare Provider - CPR Recert | Ken Bartz | 5 | $ | 335.00 | No | | X | |
| | | | **TOTAL of all Contracts** | **99** | **$** | **13,760.30** | | | | |
| | | | Exchange of Services | 20 | $ | 2,325.00 | | | | |
| | | | For Pay Service | 79 | $ | 11,435.30 | | | | |

## *E. Personnel Report*

One employment recommendation and two resignations are being presented for approval in the Personnel Report. The Personnel Report follows:

**PERSONNEL REPORT**
**October 14, 2021**

**Employment: NEW HIRES**

| | |
|---|---|
| Name: | Amy Seeboth-Wilson |
| Title: | Director of Grants |
| Number of Applicants & Interviewees: | 5 applicants/2 interviews* |
| Start Date: | 11/8/2021 |
| Salary/Wages: | $84,000 |
| Classification: | Full-time Regular |
| Education and/or Experience: | Masters in Urban & Regional Planning/ Community Economic Development, Bachelors in Anthropology/Psychology with 13 years of grant writing/management experience |

*3 applicants were selected for interviews, 1 declined.

**PROMOTIONS / TRANSFERS**

| | |
|---|---|
| | |

**RETIREMENTS / RESIGNATIONS**

| | |
|---|---|
| Holly Crubel (Resignation – 10/22/21) | Grants Accountant |
| Jan Portwine (Resignation – 9/29/21) | Electrical Power Distribution Lab Assistant |

## *F. American Association of Community Colleges Membership*

Included below is the membership renewal invoice from the American Association of Community Colleges for the College's 2022 membership fees. The cost of the annual membership is $3,538.

***Recommendation*** – Approve the Consent Agenda as presented.

AMERICAN ASSOCIATION OF COMMUNITY COLLEGES
LEAD. ADVOCATE. ADVANCE

September 1, 2021

Dear Higher Education Professional,

Thank you for your continued membership support of the American Association of Community Colleges (AACC). We are deeply appreciative of your participation and collaboration during this incredibly challenging past year. We know that the strength of our organization lies in the hands of our members and are excited to work with you to ensure the success of the nation's nearly 12 million community college students.

Because of your support, we succeeded in ensuring the community colleges and their students received needed federal support to cope with the COVID-19 pandemic. Our advocacy succeeded in persuading Congress to adopt a formula for allocating Higher Education Emergency Relief Funds (HEERF) that greatly benefited the sector. In addition, we succeeded in preserving and enhancing the Federal Pell Grant program, which is the foundation of student aid for millions of financially vulnerable community college students. Community college students receive 33% of all Pell Grant funds, more than $7 billion annually. We are currently engaged in an aggressive campaign to further increase this funding, which plays such an important role in student success.

In the coming months, AACC will be working closely with Congress as they consider legislation to implement President Biden's American Jobs and American Families Plans. It is imperative that community college leaders advocate strongly in support of these and related priorities, as they represent a truly unprecedented opportunity. Lending your voice to AACC's advocacy efforts in Washington, DC is an invaluable part of our collective efforts.

Advocacy has always been and will continue to be, a major focus for AACC, but we encourage you to take advantage of all we have to offer.

- **AACC Events** are the best way to connect with colleagues in person or virtually. Whether attending one of our issue-specific convenings, Advocates in Action, Workforce Development Institute, or AACC's Annual Convention, we welcome and thrive on your participation.
- **AACC's Leadership Suite** is designed to provide talent development for you and your team. With a variety of programs that focus on critical skills and timely topics, leaders are better prepared to take on the opportunities and challenges of our complex institutions.
- The **Community College Daily** is a great way to start your day with the news that impacts community colleges (www.ccdaily.com)
- The **Community College Journal** is the only magazine dedicated to community colleges. This award-winning publication provides a deeper dive into the topics that are important to you.

- **CC Voice** podcast is the only podcast about the power of the nation's community colleges. Designed to bring you up to speed on the issues that matter.
- Participate in a national conversation on the topics that are important to you at the AACC 21st Century Center (www.aacc21stcenturycenter.org).
- **Voluntary Framework of Accountability** (VFA) is the data collection system designed by community colleges, for community colleges. Existing accountability measures in higher education do not adequately measure the unique mission of community colleges. VFA data, however, provides you with an improved ability to assess student and institutional performance and create pathways to student success. Best of all, participation in VFA is included as part of your membership.

We hope that you will consider renewing your membership in AACC. If you have any questions, please contact our Membership Services team at membership@aacc.nche.edu or by calling 202-728-0200 ext. 239.

Sincerely,

Membership Services Department

**American Association of Community Colleges**
One Dupont Circle, NW, Suite 700, Washington, DC, 20036, USA
Phone: (202) 728-0200 Fax: (202) 833-2467

ANNUAL DUES NOTICE

Date: 16-Sep-2021
Ship-To: 000000001102-0

Order Number: 1000176106
Order Date: 07-Sep-2021
Invoice Number :

Southwest Wisconsin Technical College
Attn: Jason S. Wood
President
1800 Bronson Boulevard,
Fennimore, WI 53809

| Product | Fulfill Status | Status | Qty | Unit Price | Unit Discount | Coupon | Adjustment | Total |
|---|---|---|---|---|---|---|---|---|
| AACC/INST_MBR-AACC - Institutional Member 01-Jan-2022 to 31-Dec-2022 | Active | Proforma | 1 | 3,463.00 | 0.00 | 0.00 | 0.00 | 3,463.00 |
| AACC/PRES_ACADEMY-AACC - Presidents Academy Fee 01-Jan-2022 to 31-Dec-2022 | Active | Proforma | 1 | 75.00 | 0.00 | 0.00 | 0.00 | 75.00 |

| | |
|---|---|
| Shipping: | 0.00 |
| Total : | 3,538.00 |
| Paid To Date | 0.00 |
| Current Amount Due : | 3,538.00 |

Please detach the lower portion and return it with your payment. Thank you.

Customer: 000000001102-0 Southwest Wisconsin Technical College
Order No.: 1000176106 Invoice No:

Balance Due(USD): 3,538.00

Federal Tax ID: 53 0196569

Amount: _____

Send payments to: American Association of Community Colleges
PO Box 75263
Baltimore, MD 21275

# ***Other Items Requiring Board Action***

## *A. Resolution for Adoption of 2021 Tax Levy*

Included with the electronic Board material is a resolution authorizing Southwest Wisconsin Technical College to levy taxes for 2021 in the amount $5,067,569 for operational expenses, $6,210,000 for debt retirement for a total tax levy of $11,277,569. This resolution will be presented for Board approval. Caleb White will present the tax levy at the Board meeting.

***Recommendation:*** Approve, as presented, the Resolution Providing for Tax Levy for the Year 2021.

RESOLUTION PROVIDING FOR TAX LEVY
FOR THE YEAR 2021

BE IT RESOLVED BY THE BOARD OF THE SOUTHWEST WISCONSIN TECHNICAL COLLEGE DISTRICT that there exists and there is hereby levied upon all of the taxable property of the Southwest Wisconsin Technical College District for the year 2021, a tax for operational expenses in the amount of $5,067,569, a tax for debt retirement in the amount of $6,210,000 for a total tax of $11,277,569, and that the District Secretary of the Southwest Wisconsin Technical College District is hereby directed to extend said tax levy to the cities affected, and villages affected, and various towns affected in accordance with proportionate valuation in each municipality determined in the manner as provided by the Wisconsin Law and to certify the amount for each municipality at the time and in the manner provided by Wisconsin Law by said cities, by said villages, and by said towns, in the same manner and at the same time as taxes for general city, general village, and general town purposes are extended and collected.

Adopted and approved this 14th day of October 2021.

_____
Donald L. Tuescher, Chairperson

ATTEST:

_____
Crystal Wallin, Secretary

## *B. Three-Year Facilities Plan Amendment*

Included below is the three-year Facilities Plan approved at the July 12, 2021, Board meeting. The College would like to switch the major facilities projects for the current year and next year. A proposal to move the Lenz Center remodel up to 2021-22 and push the dome project back to 2022-23 is below

***Recommendation:*** Approve moving the Lenz Center remodel to 2021-22 and pushing the dome project back to 2022-23 in the current three-year Facilities Plan.

**Proposal:**

The college would like to switch the major facilities projects for the current year and next year. We propose moving the Lenz Center remodel up to 21/22 and pushing the dome project back to 22/23.

**Rationale:**

The original dome project timeline was already significantly longer than typical projects considering it was new construction and a unique project with many variables. The project planning was set to kick off in earnest after the February 2020 board retreat held in Dodgeville. Unfortunately, the pandemic started shortly thereafter and some of the steps in the project timeline including visiting existing structures were delayed by over a year. In addition, the optics of moving forward with planning to add square footage and a space with limited usage during a pandemic was problematic until now. Picking back up with proper planning at this point pushes the project into 22/23.

The timeline needed to activate the Lenz Center remodel now is much shorter as much of the planning was already completed by the facilities master planning team. That project can be moved up to 21/22 and still allow for the proper planning needed.

Southwest Wisconsin TECHNICAL COLLEGE

# THREE-YEAR FACILITIES PLAN

## To: Dan Scanlon

## From: Dr. Jason S. Wood

## July 12, 2021

# Section 1 – Executive Summary

In the 2020/2021 fiscal year Southwest Tech completed the 430 conference room remodel, auditorium project, and UPS system updates.

Total estimated future values of remodeling, planning, and capital improvements are as follows:

2021-2022 - $2,500,000

2022-2023 - $3,750,000

2023-2024 - $3,975,000

Details of the specific projects are shown in **Section 3**.

Southwest Tech's process for planning facilities projects begins with gathering needs from faculty and staff to project needs for new or expanding programs. This information is brought to the Capital Facilities Project Planning and Design Team for discussion. Projects are prioritized according to public appeal, the number of people impacted, the number of FTE's generated, potential job placements, community need, and opportunity to increase the college's competitiveness. This final plan is presented to the Southwest Tech Board of Directors for approval.

# Section 2 – Existing Facilities

Owned Facilities

| Campus | Location/Address | Site Size | Total Area | Value |
|---|---|---|---|---|
| SWTC | 1800 Bronson Boulevard<br>Fennimore, WI 53809 | 48 acres | 380,489 sq. ft. | $62,209,221 |
| SWTC | 4179 US Hwy 18<br>Fennimore, WI 53809 | 82 Acres | 23,254 sq. ft. | $2,142,000 |

Leased Facilities

| Location/Address | Lease Area | Lease Expiration |
|---|---|---|
| 373 W. 6th St., Richland Center, WI 53581 | 3,586 square feet | May 31, 2024 |
| City of Darlington | 840 square feet | June 30, 2022 |
| City of Boscobel | 1100 square feet | June 30, 2022 |
| Dodgeville | 725 square feet | August 1, 2021 |
| Workforce Connections<br>1305 S. Marquette<br>Prairie du Chien, WI 53821 | 1,200 square feet | June 30,2022 |
| General Capital<br>Platteville, WI 53818 | 2,500 square feet | June 30, 2034 |

# Section 3 – Three-Year Project Summary

## 2021-2022 Total - $2,500,000

**Remodeling- $1,000,000**

| | | |
|---|---|---|
| 1. | Farmette Property improvements | $100,000 |
| 2. | Building 100, 200, and 300 Clerestory Window update | $270,000 |
| 3. | Buildings 500,600 lighting upgrade | $30,000 |
| 4. | Building 600 HVAC unit replacement | $200,000 |
| 5. | Building 100/200 Elevator update | $100,000 |
| 6. | Bridge Crane for 1716 | $150,000 |
| 7. | Sustainability Project | $150,000 |

**Capital Improvements - $1,500,000**

| | | |
|---|---|---|
| 1. | Student Activities and Event Center | $1,500,000 |

## 2022-2023 Total - $3,750,000

**Remodeling- $3,725,000**

| | | |
|---|---|---|
| 1. | Lenz Center/Cafeteria Remodel | $1,500,000 |
| 2. | Interior signage project | $750,000 |
| 3. | Lenz Center RTU replacement | $300,000 |
| 4. | Upgrade Campus wide lock system | $650,000 |
| 5. | Sustainability Project | $200,000 |
| 6. | Lenz Center Roof replacement | $100,000 |
| 7. | Building 600 Sprinkler installation/Fire alarm update | $225,000 |

**Capital Improvements - $25,000**

| | | |
|---|---|---|
| 1. | Remove building 800 | $25,000 |

# 2023-2024 Total - $3,975,000

## Remodeling- $2,475,000

| | |
|---|---|
| 1. Upgrade clock system | $ 25,000 |
| 2. Replace building 1600 flooring | $ 125,000 |
| 3. Replace building 300 and Knox RTUs | $ 380,000 |
| 4. Parking lot lighting upgrades and sealing | $ 100,000 |
| 5. Install building 1700 charging stations | $ 20,000 |
| 6. Building 500 restroom upgrades | $ 75,000 |
| 7. Charley's carpet and upgrade | $ 50,000 |
| 8. Alternative Energy Project | $ 200,000 |
| 9. Building 100/200 remodel/sprinkler install | $1,500,000 |

## Capital Improvements - $1,500,000

| | |
|---|---|
| 1. Building 600 addition | $1,500,000 |

# ***Board Monitoring of College Effectiveness***

## *A. Foundation Quarterly Board Report*

Kim Schmelz, Director of the Foundation, will present a quarterly Foundation report to the Board highlighting the activities and results of fundraising efforts and other initiatives. The FY22 First Quarter report is available below.

Southwest Wisconsin TECHNICAL COLLEGE | FOUNDATION

**Southwest Tech Foundation**

**FY22 First Quarter Report to District Board**

**October 14, 2021**

**Fundraising Totals 7/1/21-9/30/2021**
**$510,646.96 total gifts received**
$509,460.63 cash received (Goal $1,500,000)
$1,186.33 Gift In-Kind total
We received 263 gifts from 1391 total donors

We had a very special visitor on campus in September. Patrick Thiele, a Boscobel native who had a goal of giving back to the people and communities that mean so much to him, launched the James and Grace Thiele STEP scholarship in 2018 with a $600,000 donation. Initially, the gift was directed toward Boscobel High School graduates, which guaranteed scholarships up to $3,000 per student who attended Southwest Tech. Thiele has since expanded the program to include graduates from Wauzeka-Steuben as well. To date, Thiele has given $997,000 for the James and Grace Thiele STEP Scholarship. Since inception the scholarship has been awarded to 100 Boscobel graduates and 26 Wauzeka-Steuben graduates. During Thiele's visit he met two of his scholarship recipients, Kari Bird and Tayler Bassett, a mother and daughter who are both attending Southwest Tech.


Front row, L to R: Kaye Woodke, Assistant Recruiter for Southwest Tech, Patrick, Kari Bird, Tayler Bassett.
Back Row: Holly Clendenen, Chief Student Services Officer, Don Tuescher, District Board Chair, Gina Udelhofen, Coordinator of Annual Giving, Stewardship and Scholarships, Kim Schmelz, Foundation Director, and Chris Prange, District Board Vice-Chair.

**Gift Highlights**
**Bill Huff Family Endowment Scholarship**

Bill Huff recently gave a stock gift valued at $306,940.00 to support Lancaster and Dubuque Senior students attending Southwest Tech. A little background on Bill is that he grew up in Dubuque and Lancaster. Bill served in the military and after his service graduated from the Wisconsin Institute of Technology (WIT), now UW-Platteville, in Platteville, WI, with a degree in mining engineering. After moving to California to pursue a career in mining, Bill eventually transitioned to own and operate Huff Properties, a property development and management business, in Upland, CA. Bill and his family started the Huff Family Foundation and because they are strong supporters of higher education they have supported scholarships at several universities.

Because of his strong ties to the area, his strong support of higher education and the relationships he has built with so many of us who are now at Southwest Tech, he started a scholarship in 2019. Bill has been struggling with some health concerns and because of that is closing out the Foundation he started and reached out to say that he wanted to endow his scholarships at the level that would allow for 10 - $1,000 scholarships each year for Lancaster and Dubuque Senior students.

We are so grateful for Bill's generosity. His gift will change many, many lives! We are planning to see Bill and his two sons on October 25th when he's back in Wisconsin and will finalize all the details of his gift then.

**1st Quarter Gift Highlights of $2,500 +**

- $60,000 from Patrick Thiele for the James and Grace Thiele Scholarship
- $18,000 from Madison Community Foundation for the Garrison L. Lincoln Scholarship
- $9,000 from Jerry Schell for the Jerry and Nell Carpenter Schell Scholarship
- $7,000 from MidWestOne Bank for MidWestOne Bank Scholarship, Charger Dream Fund and Charger Annual Fund
- $6,000 from Alliant Energy for Alliant Energy Scholars Scholarship
- $6,000 from Mound City Bank for Mound City Bank Scholarship, Charger Annual Fund, and Farm Business and Production Management Tuition Assistance
- $5,000 from Jane Whitish for Claire and Betty Blackbourn Scholarship
- $5,000 from Hartung Brothers, Inc for Hartung Brothers Inc, Scholarship
- $5,000 from donor-advised fund at Goldman Sachs Philanthropy for Southwest Tech Foundation Scholarship
- $5,000 from Richland Hospital Foundation for Richland Hospital Foundation Scholarships
- $5,000 from John Haskins for John Haskins Dairy Scholarship
- $4,500 from Community First Bank for Charger Annual Fund, Community First Bank Scholarship, and Farm Business and Production Management Tuition Assistance
- $4,000 from Southwest Health for Southwest Health College Up Scholarship
- $3,900 from Jason Wood for Wood Family Diversity Scholarship, Charger Dream Fund, Charge Forward Scholarship and Helping Hands Scholarship
- $3,000 from David Martin for the David and Joan Martin Scholarship
- $2,500 from Boardman & Clark LLP for Charger Annual Fund
- $2,500 from Schreiber Foods for Schreiber Foods Sponsor a Scholar Scholarship
- $2,500 from Lactalis for Lactalis Sponsor a Scholar Scholarship

**Scholarships**

**2021-22 projected scholarship awards = $382,680 to 554 students**


*"I am so thrilled to be receiving this scholarship! In addition to thanking the donors, I would also like to thank you and the rest of the Southwest Tech Foundation for giving students like myself the tools to be successful. I am filled with gratitude to be a part of this supportive and encouraging school and I hope to one day give back to this community just as Ronald and Ruth Anderson did. Attached is my thank-you letter to the donor."* Celeste – Ronald and Ruth Anderson Scholarship Recipient

**Fall Phonathon – Goal = $80,000**

Our fall phonathon is just starting to make calls to alumni and friends. We have five student callers that call in the evenings, plus Madison, who will be making calls during the day. This fall we are calling for student supports funds, including the Charger Dream Fund, Charger Cupboard and the Gas Card project.

**Foundation Sponsorship Campaign - Committed sponsorship dollars = $22,200**

We invite area businesses and organizations that have a relationship with Southwest Tech to sponsor the Southwest Tech Foundation sponsorship. Funding from sponsorships supports the Charger Annual Fund. We have four sponsorship levels ranging from $500 to $3,500; sponsor benefits include business promotions in our publications, e-newsletter, website, and at events we host.

Sponsors include:

Southwest Accounting, Wolf's Grantland Graphics, Brand L Embroidery & Screen printing, Lands' End, Wood Law Firm, Sloan Implement, Biddick Inc, HSR Associates, Wisconsin Mutual Insurance Company, Hartung Brothers, Peoples State Bank, Sielaff Corporation, Boardman & Clark, Community First Bank, Mound City Bank, Lamar Advertising, and Queen B Radio.

**Thank you Thursday Stewardship Events**

Southwest Tech's Recruiter and Alumni and Development Specialist, Brianna Williamson, toured **Amcor Packaging in Lancaster** and met with employees to learn more about Amcor. Brianna also delivered tasty treats from Quality Bakery and shared information about what's happening at Southwest Tech. We are grateful for Amcor's support to the college!

**Tuescher Electric and Refrigeration** has been a long-time employer of Southwest Tech graduates, including two who are pictured with Don, Dan Kelly (left), and Sawyer Oglesby (right). In 2016, Don and his wife, Sue established the Brian J. Tuescher Scholarship in memory of their son. This endowed scholarship provides an annual scholarship to a student enrolled in the Electro-Mechanical Technology or Instrumentation and Controls Technology programs. Thank you for all the support you provide, Don!


We're so grateful for **Mound City Bank's** support of the college and foundation through scholarships, assisting with programs and hiring our graduates. Pictured from left to right, is Chelsey Digman, Deanne Gorman, Barb Skaife, Sarah Olson, Staci Upmann, Todd Michek, Jessica Link, Kim Schmelz (from SWTC), and Samantha Schleicher. Everyone listed is an alumnus from Southwest Wisconsin Technical College!

Alumni and Foundation Related News Releases

Alumni Spotlight: Tory Wetter

Lancaster Community Fund supports COVID related emergencies for Southwest Tech students

Female Welding graduate shares Southwest Tech experience

**New *Alumni Stories page:** https://www.swtc.edu/news/alumni-stories/

## *B. Review of Purchasing Activities*

A six-year Purchase Card Activity Summary report and a listing of the FY2021 >$50,000 Vendors are available below. Caleb White will review this information at the meeting.

**Purchase Card Activity Summary**

| | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
|---|---|---|---|---|---|---|
| July | 199,261 | 164,833 | 316,607 | 169,475 | 254,601 | 131,692 |
| August | 193,660 | 325,380 | 213,001 | 237,810 | 319,803 | 264,783 |
| September | 140,259 | 241,629 | 123,426 | 172,818 | 186,059 | 209,426 |
| October | 152,028 | 113,389 | 113,644 | 142,312 | 86,061 | 157,390 |
| November | 157,620 | 174,565 | 116,801 | 148,678 | 136,674 | 84,828 |
| December | 172,783 | 159,040 | 272,740 | 261,246 | 157,592 | 106,300 |
| January | 179,975 | 151,655 | 162,582 | 142,566 | 121,420 | 130,110 |
| February | 194,093 | 142,097 | 127,798 | 148,754 | 142,644 | 91,383 |
| March | 168,903 | 157,981 | 141,797 | 133,258 | 67,491 | 95,850 |
| April | 131,686 | 128,834 | 132,454 | 110,320 | 46,525 | 108,496 |
| May | 139,389 | 163,685 | 163,957 | 136,466 | 81,218 | 76,478 |
| June | 136,481 | 138,448 | 92,643 | 98,439 | 129,963 | 56,963 |
| **Totals** | **1,966,139** | **2,061,536** | **1,977,451** | **1,902,141** | **1,730,052** | **1,513,700** |
| Rebates | 40,107 | 43,361 | 42,870 | 41,438 | 38,105 | 34,111 |
| No. of Transactions | 7,259 | 7,106 | 7,217 | 6,904 | 6,949 | 5,498 |
| Average Number of Transactions per Month | 605 | 592 | 601 | 575 | 579 | 458 |
| Average Transaction | 271 | 290 | 274 | 276 | 249 | 275 |
| Monthly Average | 163,845 | 171,795 | 164,788 | 158,512 | 144,171 | 126,142 |

**Points of Interest:**

*Currently 153 staff and district board members have purchase cards

* 5,498 transactions in the prior fiscal year were processed without the paperwork of requisitions, purchase orders, and voucher sign-offs. As a result, the number of accounts payable checks being issued is significantly reduced. Purchase card transactions are processed more efficiently, saving time and money for the College and increasing vendor satisfation with payment timing.

## $50,000 and Greater Vendors for 2020-21

| Vendor | General | Capital Equipment | Capital Construction | Enterprise | Internal Serv/ Trust/Agency | Comments |
|---|---|---|---|---|---|---|
| | | | | | | |
| AMAZON Total | $ 168,242 | | | | | Individual purchasing supplies throughout the year |
| ANTHOLOGY | | $ 932,519 | | | | ERP |
| BUCKINGHAM MANUFACTURI Total | | | | $ 95,739 | | Textbooks |
| CAMPUS WORKS INC Total | | $ 350,004 | | | | ERP Evaluation/Needs Assessment/Consulting Project |
| CDW GOVT Total | $ 1,116 | $ 94,547 | | | | Various Computer equipment, Pville flood replacements, backup hard/software and support |
| CENGAGE LEARNING Total | | | | $ 55,877 | | Books & Testing |
| CORPORATE LEASING ASSCO | | | | $ 296,208 | | Annual leasing for student laptops |
| DISTRICTS MUTUAL INSURANCE Total | $ 230,913 | | | | | Property/Casual Insurance |
| ELSEVIER Total | | | | $ 92,425 | | Textbooks and learning materials |
| EPA AUDIO VISUAL INC Total | $ 3,893 | $ 339,571 | | | | Computer equipment for various rooms, Lecture Hall, Conf Room 350 remodel, Platteville flood replacments |
| FENNIMORE MUNICIPAL UTILITIES Total | $ 285,946 | | | | | College Utilities |
| FENNIMORE TIMES Total | $ 141,625 | | | | | General and Event Advertising |
| GRAPHIC HOUSE INC Total | | $ 86,884 | | | | Platteville Signage, Aluminum awnings |
| HEARTLAND BUSINESS SYSTEMS Total | $ 6,982 | $ 61,892 | | | | Equipment for Cisco System, Outdoor/Indoor wireless access points, Platteville flood replacments |
| HEWLETT PACKARD | | | | $ 289,536 | | Laptop Program Laptops |
| HSR ASSOCIATES INC Total | | | $ 86,781 | | | 700 Building Demo & Lecture Hall Professional Fees |
| INSIGHT | $ 51,795 | | | | | Microsoft Licensing |
| LAB MIDWEST Total | | $ 108,763 | | | | AC Electronic Learning System and bearing trainer |
| LAMAR COMPANIES Total | $ 76,127 | | | | | Billboard Advertsing |
| LES MACK CHEVY | $ 26,023 | $ 81,397 | | | | 3 2020 Malibues and Various parts and repairs |

| Vendor | General | Capital Equipment | Capital Construction | Enterprise | Internal Serv/ Trust/Agency | Comments |
|---|---|---|---|---|---|---|
| MARYVILLE CONSTRUCTION CO INC Total | | | $ 81,397 | | | Platteville Outreach and flood damage repairs |
| NORTHCENTRAL TECHNICAL COLLEGE | $ 51,522 | $ 11,821 | $ 250 | | | Purchasing consortium Assessment, closed captioning, smartsheet, Adobe, VMWare licensing |
| PEARSON | | | | $ 78,105 | | Books & Learning Materials |
| POWERTEST | | $ 141,055 | | | | Transmission Dynameter |
| REDSHELF | | | | $ 94,504 | | Books & Learning Materials |
| SLOAN IMPLEMENT | | $ 119,952 | | | | JD tractor/deck, Gator/sprayer, 300 Skidsteer |
| TRICON | | | $ 975,755 | | | Lecture Hall |
| UNIT4 EDUCATION SOLUTIONS INC Total | $ 109,989 | | | | | Annual Maintenance for CAMS |
| VANGUARD COMPUTERS INC Total | | $ 186,350 | | | | Computer equipment for various rooms including Platteville Outreach, Lecture Hall, and room remodels |
| WPS HEALTH INSURANCE Total | | | | | $ 110,910 | Retiree Medicare Supplement Coverage |
| | | | | | | |
| **Totals** | **$1,154,172** | **$2,514,754** | **$1,144,183** | **$1,002,395** | **$110,910** | |
| **Grand Total** | | | | | **$5,926,414** | |

Some purchases that accumulated to over $50,000 for the entire fiscal year with any single supplier that did not receive formal bidding attention were sporadic or emergent in nature, where it was not possible at the time to predict or forecast these requirements for grouping and consolidation into a formal bid or RFP.

## *C. Federal COVID Relief Funding Projects*

The College has received Higher Education Emergency Relief Funds (HEERF) for distribution to students and to aid in funding costs associated with the Pandemic. Included below is a spreadsheet outlining the funds received and expended. Caleb White will review the spreadsheet at the Board meeting.

# Southwest Tech HEERF Funds - 10/14/21 update

Location of DOE Quarterly Reports on SWTC Website: https://www.swtc.edu/student-resources/financial-resources/cares

| | Award | Spent | Remaining | Student Helped |
|---|---|---|---|---|
| Student Cares Award | 391,815.00 | 391,815.00 | - | 253 |
| Student CRRSA Award | 391,815.00 | 391,815.00 | - | 714 |
| Student ARP Award | 1,799,123.00 | 845,141.14 | 953,981.86 | 521 |
| TOTAL of all three AWARDS | **2,582,753.00** | 1,628,771.14 | 953,981.86 | |

| | |
|---|---|
| Institution CARES Award | 391,815.00 |
| Institution CRRSA Award | 1,476,277.00 |
| Institution ARP Award | 1,716,738.00 |
| TOTAL of all three AWARDS | **3,584,830.00** |
| Expenses Incurred (see below) | **2,642,767.07** |
| Balance remaining to allocate | **942,062.93** |
| Possible Allocations updated 08172021 from HUB | **2,676,209.00** |
| Difference | **1,734,146.07** |

SEE BELOW TAB FOR DETAILS

ARP - American Rescue Plan
CARES - Coronavirus Aid, Relief, and Economic Security
CRRSA - Coronavirus Response and Relief Supplemental Appropriations Act
DOE - Department of Education
HEERF - Higher Education Emergency Relief Funds

**INSTITUTIONAL EXPENSES BUDGETED and INCURRED to date**

| **Descriiption of Project/Expense** | **Project Lead** | **Project Budget** | **Project Expenses** | Remaining Budget |
|---|---|---|---|---|
| 20/21 Charger Tech 360 funding - CARES funding | Kelly Kelly | 391,815.00 | 391,815.00 | - |
| 20/21 Charger Tech 360 funding - CRRSA/ARP funding | Kelly Kelly | 132,354.11 | 132,354.11 | - |
| 21/22 Charger Tech 360 funding | Kelly Kelly | 590,244.39 | 590,244.39 | - |
| Enterprise Fund Lost Revenue | Caleb White | 458,173.45 | 458,173.45 | - |
| Student Debt Write-Off | Caleb White | 255,019.40 | 255,019.40 | - |
| General Fund Lost Revenue - online course fee & application fee | Caleb White | 143,201.00 | 143,201.00 | - |

| Descriiption of Project/Expense | Project Lead | Project Budget | Project Expenses | Remaining Budget |
|---|---|---|---|---|
| Transmission Trainer | Derek Dachelet | 141,055.12 | 141,055.12 | - |
| COVID testing/treatment insurance claims | Connie Haberkorn | 91,066.00 | 91,066.00 | - |
| Safety & Security expenses - PPE, enhanced cleaning supplies/equipment, etc. | Dan Imhoff | 78,440.39 | 78,440.39 | - |
| COVID Emergency Leave | Connie Haberkorn | 56,760.23 | 56,760.23 | - |
| SWTC Email Security and Hygiene | Heath Ahnen | 36,222.00 | 36,222.00 | - |
| VMware\Virtual Desktop Environment Upgrade | Heath Ahnen | 20,270.00 | 20,270.00 | - |
| Additional Cleaning Staff | Dan Imhoff | 18,629.63 | 18,629.63 | - |
| Increased Connectivity Across Campus - outdoor spaces | Heath Ahnen | 12,496.10 | 12,496.10 | - |
| Substitute Teacher Pay | Krista Weber | 8,869.05 | 8,869.05 | - |
| Extra Midwifery expenses | Cynthia Larsen | 8,370.15 | 8,370.15 | - |
| Lower enrollment in EMT sections to allow for social distancing | Kris Wubben | 7,934.19 | 7,934.19 | - |
| New Student Orientation virtually | Robin Hamel | 6,825.00 | 6,825.00 | - |
| Increased sections of Group Dynamics to allow for social distancing. | Kris Wubben | 6,216.79 | 6,216.79 | - |
| NCLEX and NPTA for Nursing/PTA Students | Cynthia Larsen | 5,100.00 | 5,100.00 | - |
| 20/21 Curriculum projects to move BE Math 1, Social Studies 1 and Reading 1 to online | Julie Pluemer | 2,422.13 | 2,422.13 | - |
| Office 365 Spanning Backup | Heath Ahnen | 1,612.00 | 1,612.00 | - |
| Midwifery extra preceptors | Cynthia Larsen | 900.00 | 900.00 | - |
| Clinical online videos to replace missed clinical experiences/classroom activities due to quarantine | Kris Wubben | 775.00 | 775.00 | - |
| A-B 25B-V2P5N104 PF525 Powerflex AC DRIVE | Derek Dachelet | 673.10 | 673.10 | - |
| Pushbutton Station Parts for Distance Learning | Derek Dachelet | 210.00 | 210.00 | - |
| Connected Classroom | Heath Ahnen | 341,565.00 | 64,241.22 | 277,323.78 |
| Technology training for instructors | Kim Maier | 50,000.00 | 2,600.00 | 47,400.00 |
| Wired Network Refresh-Data Center, Core and Distribution-Fennimore Campus | Heath Ahnen | 566,000.00 | - | 566,000.00 |
| Wireless Network refresh (Fennimore Campus) | Heath Ahnen | 207,000.00 | - | 207,000.00 |
| End point detection and managed detection and response | Heath Ahnen | 75,000.00 | - | 75,000.00 |
| Upgrade Teaching Stations & Classroom Technology Upgrades | Heath Ahnen | 63,000.00 | - | 63,000.00 |
| SWTC Outreach site technology standardization continuation of Outreach 2.0 | Heath Ahnen | 58,000.00 | - | 58,000.00 |
| Internet Network Redundancy at Fennimore Campus (Separate connection and path) | Heath Ahnen | 50,767.00 | - | 50,767.00 |
| Privileged account management (CyberArk)-DMI CyberInsurance | Heath Ahnen | 23,460.00 | - | 23,460.00 |
| Additional Curriculum Development for OER or inclusive access | Kelly Kelly | 20,000.00 | - | 20,000.00 |
| SWTC Disaster Recovery | Heath Ahnen | 15,000.00 | - | 15,000.00 |
| Network Vulnerability Scanning Utiliity-DMI Cyber Insurance | Heath Ahnen | 9,720.00 | - | 9,720.00 |
| Closed Captioning | Christena Bowers | 7,000.00 | - | 7,000.00 |
| SWTC Status Monitor Page (Cloud Hosted) | Heath Ahnen | 4,950.00 | - | 4,950.00 |
| Online ordering app for the Cafe | Kelly Kelly | 4,785.00 | - | 4,785.00 |
| 21/22 Curriculum projects to move BE Math 1, Social Studies 1 and Reading 1 to online | Julie Pluemer | 4,050.00 | - | 4,050.00 |
| Hotspots for students | Heath Ahnen | 2,000.00 | - | 2,000.00 |
| Anatomage Table Training for P.T.A. and A.D.N. Faculty Members | Cynthia Larsen | 1,000.00 | - | 1,000.00 |
| Indirect Costs @ 10% | | 319,301.00 | 100,271.62 | 219,029.38 |
| **TOTAL CARES, CRRSAA AND ARP FUNDS** | | 4,298,252.23 | 2,642,767.07 | 1,655,485.16 |

## *D. Pandemic Response Update*

Included below are updates on the COVID Response and Plan including information on masking, vaccines, and herd immunity; the process the College is using for contact training; and how the COVID Operations Team functions. Cynde Larsen, Katie Glass, Caleb White, and Jason Wood will be available at the meeting for any questions.

**COVID Response and Plan**

Southwest Wisconsin TECHNICAL COLLEGE

## Southwest Tech COVID Dashboard

- https://www.swtc.edu/information/covid-19-dashboard

THIS IS WHERE YOU GROW

Southwest Wisconsin TECHNICAL COLLEGE

## Masking in Communities

Abaluck et al. (2021, September 1)

- In a well-designed, large, and randomized study, found that supplying:
- Free masks
- Information on the importance of masking
- Role modeling by community leaders, and
- In-person reminders for 8 weeks were associated with:
- **Tripling of mask use from 13.3% to 42.3%**
- **Reduction of symptomatic seroconversion by 9.3% (11.2% where surgical masks were employed)**

THIS IS WHERE PEOPLE CARE

Southwest Wisconsin TECHNICAL COLLEGE

# Masking in Schools

- The Duke Clinical Research Institute, after analyzing the data from 2,396 K-12 schools, and 864,515 students, in which universal masking was practiced, determined:
- "Proper masking is the most effective mitigation strategy to prevent secondary transmission in schools when COVID-19 is circulating and when vaccination is unavailable, or there is insufficient uptake."
- https://abcsciencecollaborative.org/the-abcs-of-north-carolinas-plan-a/

THIS IS WHERE PEOPLE CARE

Southwest Wisconsin TECHNICAL COLLEGE

# Masking - Evidence

- Abaluck, et al. (2021) The impact of community masking on COVID-19. https://med.stanford.edu/news/all-news/2021/09/surgical-masks-covid-19.html
- https://abcsciencecollaborative.org/wp-content/uploads/2021/06/ABCs-Final-Report-June-2021.06-esig-DB-KZ-6-29-21.pdf
- University of Nebraska Medical Center. (2021) https://www.unmc.edu/healthsecurity/_documents/Science-COVID-19-in-Children-and-Schools.pdf

THIS IS WHERE YOU MATTER

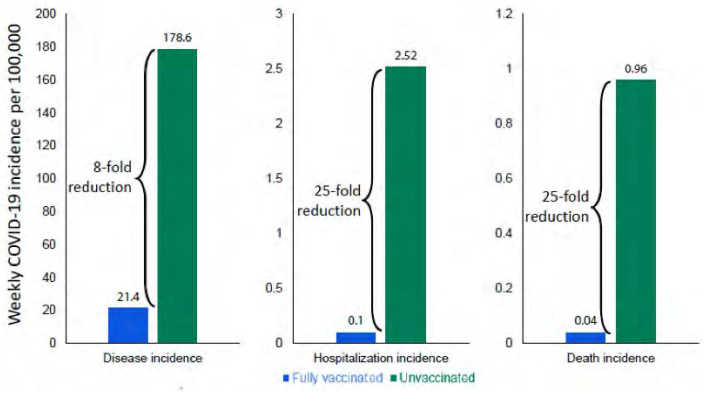
Southwest Wisconsin TECHNICAL COLLEGE

# Vaccination

THIS IS WHERE YOU MATTER

Southwest Wisconsin TECHNICAL COLLEGE

## Greater Risk of Disease, Hospitalization, and Death Among Unvaccinated vs. Vaccinated People




Data from COVID Tracker as of July 24, 2021. Average incidence 100 cases per 100,000 persons per week. Vaccine effectiveness against symptomatic illness = 88% (Lopez Bernal et al. NEJM 2021), where risk is [1 – VE] or 12%. Vaccine effectiveness hospitalization (or death) = 96% (Stowe et al. PHE preprint), where risk is [1 – VE] or 4%. Rate in unvaccinated = Community rate/((1-fully vaccinated coverage) + (1-VE)*fully vaccinated coverage). Rate in fully vaccinated=(1-VE)*Rate in unvaccinated. Fully vaccinated coverage proportions were from COVID Data Tracker as of July 24, 2021 (50% for US,).

THIS IS WHERE YOU MATTER

Southwest Wisconsin TECHNICAL COLLEGE

# I had a COVID infection, how will the vaccination help me?

- Among Kentucky residents previously infected with SARS-CoV-2 in 2020, Those unvaccinated for COVID-19 had 2.34 times the odds of reinfection compared with being fully vaccinated
- These findings suggest that among persons with previous SARS-CoV-2 infection, full vaccination provides additional protection against reinfection.
- To reduce their risk of infection, all eligible persons should be offered vaccination, even if they have been previously infected with SARS-CoV-2
- Cavanaugh et al., (2021) https://www.cdc.gov/mmwr/volumes/70/wr/mm7032e1.htm?s_cid=mm7032e1_w

THIS IS WHERE YOU GROW

Southwest Wisconsin TECHNICAL COLLEGE

## Early evidence in health care providers that vaccination may reduce transmission and attenuate illness (HEROES/RECOVER)

- Period: December 14, 2020 – April 10, 2021
- VE against infection was **91%** (CI 76-97) among fully vaccinated; **81%** (CI 64-90) for partially vaccinated
- Compared to unvaccinated cases, vaccinated cases (full or partial) had:
  - 40% lower mean RNA viral load (2.3 v. 3.8 copies/mL)
  - shorter mean duration of detectable viral RNA (2.7 v. 8.9 days)
  - lower risk of febrile symptoms (25.0% v. 63.1%)
  - shorter mean duration of symptoms (10.3 v. 16.7 days)

Thompson et al. doi:10.1056/NEJMoa2107058

7

https://www.nejm.org/doi/full/10.1056/nejmoa2107058

Vaccine Effectiveness (VE)

THIS IS WHERE LEARNING IS VALUED

Southwest Wisconsin TECHNICAL COLLEGE

# Will the COVID-19 vaccine affect fertility?

- **"FACT:** The COVID-19 vaccine will not affect fertility. The truth is that the COVID-19 vaccine encourages the body to create copies of the spike protein found on the coronavirus's surface. This "teaches" the body's immune system to fight the virus that has that specific spike protein on it.
- Confusion arose when a false report surfaced on social media, saying that the spike protein on this coronavirus was the same as another spike protein called syncitin-1 that is involved in the growth and attachment of the placenta during pregnancy. The false report said that getting the COVID-19 vaccine would cause a woman's body to fight this different spike protein and affect her fertility. The two spike proteins are completely different and distinct, and getting the COVID-19 vaccine will not affect the fertility of women who are seeking to become pregnant, including through in vitro fertilization methods.
- During the Pfizer vaccine tests, 23 women volunteers involved in the study became pregnant, and the only one in the trial who suffered a pregnancy loss had not received the actual vaccine, but a placebo."
- https://www.hopkinsmedicine.org/health/conditions-and-diseases/coronavirus/covid-19-vaccines-myth-versus-fact

THIS IS WHERE **PEOPLE CARE**

Southwest Wisconsin TECHNICAL COLLEGE

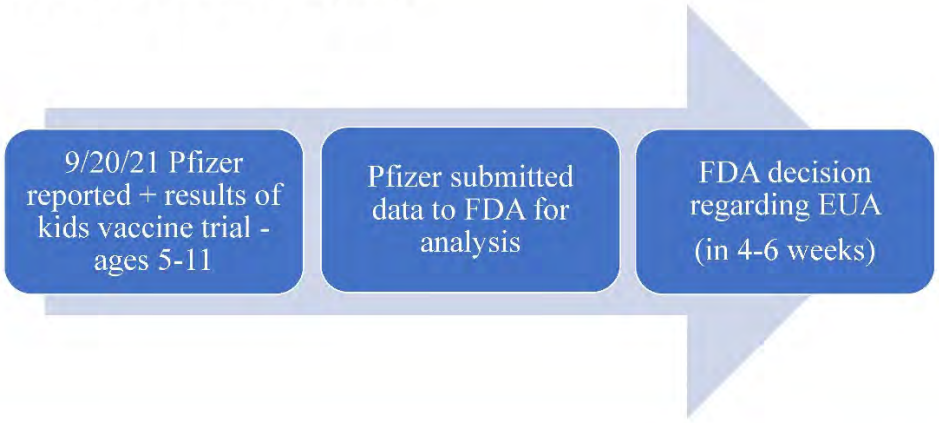
# Pediatric Vaccination

- 1 in 5 COVID infections are occurring in children (American Academy of Pediatrics - https://www.aap.org/en/pages/2019-novel-coronavirus-covid-19-infections/children-and-covid-19-state-level-data-report/
- COVID-19–associated hospitalization rates among children and adolescents rose nearly five-fold during late June–mid-August 2021
- Summer 2021 - the hospitalization rate was 10 times as high in unvaccinated adolescents as in those who were vaccinated
- COVID-related emergency room visits and hospital admissions among children were more than three times as high in states with the lowest vaccination coverage compared with states with high vaccination rates
- https://www.cdc.gov/mmwr/volumes/70/wr/mm7036e2.htm?s_cid=mm7036e2_w

THIS IS WHERE **YOU SUCCEED**

Southwest Wisconsin TECHNICAL COLLEGE

## Pediatric Vaccination




THIS IS WHERE YOU SUCCEED

Southwest Wisconsin TECHNICAL COLLEGE

## Pediatric Vaccination

- Children ages 6 months to 2 years and
- Children ages 2 to 11 years:
- Phase I vaccine trial data are anticipated for release in the fourth quarter of 2021
- The FDA will then review those data for potential Emergency Use Authorization for those age groups

THIS IS WHERE YOU SUCCEED

Southwest Wisconsin TECHNICAL COLLEGE

## Boosters for Vaccines

- Boosters will help to slow the pandemic HOWEVER:
- Every unvaccinated person who becomes fully vaccinated has a greater effect on slowing the virus and ending the pandemic than does one person receiving a booster.
- So, boost away – it will make a difference AND continue to encourage first-time full vaccination – it makes a GREAT difference ☺
- Source: Twitter: Kinggutterbaby . Lauren Bristow, the author of this account is a COVID researcher and a highly reputable source of COVID information

THIS IS WHERE YOU SUCCEED

Southwest Wisconsin TECHNICAL COLLEGE

## Vaccination - Evidence


- Barda et al., (2021). Safety of the BNT162b2 mRNA Covid-19 Vaccine in a Nationwide Setting. New England Journal of Medicine. Doi:10.1056/NEJMoa2110475
- Ke et al., (2021). Longitudinal analysis of SARS-CoV-2 vaccine breakthrough infections reveal limited virus shedding and restricted tissue distribution.
- Juthani et al., (2021). Hospitalisation (Great Britain Source) among vaccine breakthrough COVID-19 infections. The Lancet. Doi:10.1016/S1473-3099(21)00558-2


THIS IS WHERE YOU SUCCEED

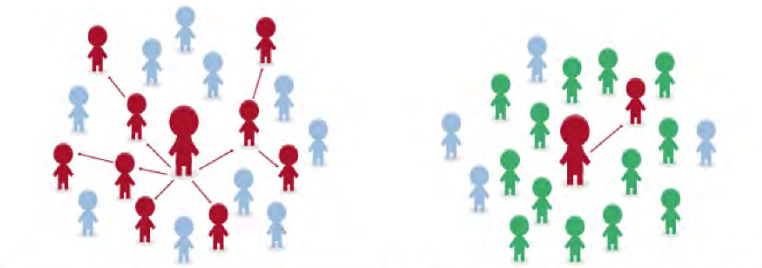
Southwest Wisconsin TECHNICAL COLLEGE

# Herd Immunity Threshold

THIS IS WHERE YOU MATTER

Southwest Wisconsin TECHNICAL COLLEGE

Herd immunity can help slow or stop the spread of a disease




Source: GAO adaptation of NIH graphic. | GAO-20-646SP

THIS IS WHERE YOU MATTER

Southwest Wisconsin TECHNICAL COLLEGE

# Herd Immunity

- Overheard:
- "Sometimes I think we should just take off our masks and treat COVID like a 'chicken pox party'"
- This hasn't worked with COVID
- Why is COVID different?
- **Reinfection.**
- **Variant development**
- **Vaccine hesitancy**
- **Vaccine protection questions**
- **Uneven vaccine roll-out**

THIS IS WHERE YOU SUCCEED

Southwest Wisconsin TECHNICAL COLLEGE

## "Given the challenges, it's not clear if or when the U.S. will achieve herd immunity." – Mayo Clinic

"However, the FDA-approved and FDA-authorized COVID-19 vaccines are highly effective at protecting against severe illness requiring hospitalization and death due to COVID-19."

"Even if it isn't currently possible to stop transmission of the COVID-19 virus, the vaccines are allowing people to better be able to live with the virus."

https://www.mayoclinic.org/diseases-conditions/coronavirus/in-depth/herd-immunity-and-coronavirus/art-20486808

THIS IS WHERE YOU SUCCEED

Southwest Wisconsin

| | |
|---|---|
| Cases, Deaths, and Laboratory Testing by State | https://covid.cdc.gov/covid-data-tracker/#cases_totalcases |
| British Public Health COVID Data | https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1005395/23_July_2021_Risk_assessment_for_SARS-CoV-2_variant_Delta.pdf |
| Vaccinations | https://covid.cdc.gov/covid-data-tracker/#vaccinations_vacc-people-onedose-pop-pop18 |
| Vaccination Following Infection | https://www.cdc.gov/mmwr/volumes/70/wr/mm7032e1.htm?s_cid=mm7032e1_w |
| Vaccination During Pregnancy | https://covid.cdc.gov/covid-data-tracker/#vaccinations-pregnant-women |
| Vaccine Safety in Pregnancy | https://doi.org/10.1056/NEJMoa2104983<br><br>https://www.acog.org/news/news-releases/2021/07/acog-smfm-recommend-covid-19-vaccination-for-pregnant-individuals - These are THE experts/authorities on U.S. obstetric care |
| Vaccine Safety Updates | https://www.cdc.gov/vaccines/acip/meetings/downloads/slides-2021-06/03-COVID-Shimabukuro-508.pdf |

THIS IS WHERE **PEOPLE CARE**

Southwest Wisconsin TECHNICAL COLLEGE

# A Comprehensive Multi-Layered Approach

- All life mutates and viruses mutate quickly, therefore….
- Vaccination is critical – but because of mutations, we can't rely on vaccination, alone.
- Barrier methods including masking indoors, when transmission is high are needed.
- Safe choices with Time and Distance
- Testing
- By combining vaccination with safe choices regarding masking, testing, distancing, and timing of interactions, we will slow and stop this pandemic.

THIS IS WHERE **YOU MATTER**

## Contract Tracing Process

CAMPUS SAFETY
COVID-19
THIS IS WHERE PEOPLE CARE

Addressing Symptoms and Positive COVID-19 Test Results
COVID-19 Notification Response Action Plan

Southwest Wisconsin Technical College cares about people, including the students and communities we serve and the faculty and staff we employ. The COVID-19 Notification Response Action Plan is continuously evolving and follows the COVID-19 Return to Campus Guidelines and Policies – Phase 4.1. Our goal is to be deliberate about giving students access to face-to-face instruction as often as possible, prioritizing the health and safety of our campus community.

Several employees on the College have served on the notification team.

**Permanent Members: (since March 2020)**
Dan Imhoff, Executive Director of Facilities, Safety and Security
Nicole Nelson, Administrative Assistant – Facilities Department
Brian Kitelinger, Safety Coordinator
Krista Weber, Chief Human Services Officer
Katie Garrity, Chief Academic Officer
Cynde Larsen, Executive Dean of Health Occupations and County Health Department Liaison
Katie Glass, Executive Director of Marketing and Public Information Officer

**Rotating Members:**
Academic Dean (rotates based on the program effected)
Advisor (rotates based on the program effected)
Instructor (if needed – rotates based on the program effected)

**New Members:**
Holly Clendenen, Chief Student Services Officer (August 2021)
Dan Wackershauser and Janet Giese – Communication Leads (October 2021)

**Leaving:**
Katie Glass – Communication Lead (October 2021)


**COVID-19 Positive Exposure Notification Plan**

1. Cynde Larsen- Health Officials
2. Katie Garrity – please notify instructors – including Gen Eds
3. Dean of Program – check student's schedule – what General Education courses were they in and determine if students outside of the program were exposed
4. Brian Kitelinger - Work-study supervisor if students works on campus
5. Brian Kitelinger - Child Care Center - compare to roster of parents on Child Care Center List
6. Brian Kitelinger – notify Stephanie and roommates - if in housing
7. Brian Kitelinger and Dan Imhoff – update positive student about next steps
8. Notify Program Students – activate calling tree – Nicole, Katie Glass, Holly Clendenen, Dan Imhoff, Brian Kitelinger
9. Holly Clendenen will email Knox Representative, Disability Services and Mental Health Counselor the list of students in case they need to offer their services – only if they need to isolate
10. Katie Glass – email update to Jason Wood and Krista Weber
11. Katie Glass – once calling is complete will send an email outlining important details


**Next steps if we need a Clery notification.**

1. Internal email – to all students and employees
    a. Text notifying them to check their email – Think we should to this once a week – updating them of everything that happen this week? Or in this case- do we need a Clery notification?

2. Press Release – all media contacts and website – same – weekly notification and include information about new dashboard?

3. Social Media – share press release

4. Notify Partners

    - Jason Wood – can you please share with the district board?
    - Kim Schmelz – can you please share with the Foundation Board
    - Caleb White – please share with REF Board
    - Katie Garrity – notify parents at the Child Care Center
    - Cynde Larsen – can you please share the plan with the local county health officials that you work with? And clinical sites if you feel necessary?
    - Dan Imhoff – can you please share the plan with our campus partners/occupants?

CAMPUS SAFETY
COVID-19
THIS IS WHERE PEOPLE CARE

**SAMPLE - Phone Script:**

Hi, this is XXXX calling from Southwest Tech. I'm serving the college by helping with the emergency response notification team.

I'm calling you today because we care about your safety and well-being. The college recently learned that a student you were in contact with on Tuesday, September 14 tested positive for COVID-19. Based on the information available to us, the student was contagious during this time. The student took a test for COVID-19 Wednesday, September 15 and the results came back positive today Thursday, September 16.

**We are working with the Grant County Health Department and following their recommendation. To help you determine your next steps, can you please verify if you are fully vaccinated?**

- If you are vaccinated: You cannot return to campus until proof of vaccination is received and verified by Southwest Tech officials. The Health Department recommends that you mask to protect others for 14 days. If you develop symptoms, stay home and report your symptoms to campus officials.
- If you are unvaccinated: You have two options. Please do not return to campus until you complete one of the options.
    - First, you can take a test from a health care organization for COVID-19 on the fifth day after the date of exposure, not before. That date is Sunday, September 19. Once the test comes back you need to provide proof of a negative test to Southwest Tech, wait for confirmation that it has been received, **and** be symptom free.
    - Second, if you choose not to take a test you will need to isolate for 14 days. The fourteen days would have begun September 14 – and will end Sept. 28. You can return to campus Sept. 29.
        - If you test positive, please notify campus officials as soon as possible.

**Vaccination records and test results should be sent to** covid19response@swtc.edu.
If you need help finding proof of your vaccination the Wisconsin Immunization Registry can provide that information. You will receive an email with the link to the website.


According to the CDC, people with COVID-19 have had a wide range of symptoms reported. Symptoms may appear 2-14 days after exposure to the virus. People with these symptoms may have COVID-19:

- Fever or chills
- Cough
- Shortness of breath or difficulty breathing
- New loss of taste or smell
- Sore throat
- Congestion or runny nose

Do you have any questions? Do you have any concerns about this plan that we can help with – our caring faculty and staff have many resources available to help you through this time. **Please stay in close communication with your instructor for course work.**

An email will be sent to you with all the information I shared with you tonight so that you can refer to it if needed. Please reach out to us as a resource as much as you need. We are here to help you navigate your next steps.

**SAMPLE Voicemail Message Script:**
Hi, this is XXXX calling from Southwest Tech. I'm serving the college by helping with the emergency response notification team.

I'm calling you today because we care about your safety and well-being. The college recently learned that a student you were in contact with on September 14 tested positive for COVID-19. Based on the information available to us, the student was contagious during this time. The student took a test for COVID-19 Wednesday, September 15 and the results came back positive today Thursday, September 16. We are working with the Grant County Health Department and following their recommendation.

**To help you determine your next steps, I need you to call me back as soon as possible. You cannot return to campus until we connect. My phone number is XXX-XXX-XXXX.** I'm here to help. Also, please stay in close communication with your instructor for course work. Please look for an email from Southwest Tech. Everything I'm sharing with you tonight will also be available for you to review there.

Goodbye.


## SAMPLE EMAIL

Good afternoon,

The college recently learned that a student you were in contact with on Tuesday, September 14 tested positive for COVID-19. Based on the information available to us, the student was contagious during this time. The student took a test for COVID-19 Wednesday, September 15 and the results came back positive today Thursday, September 16.

**We are working with the Grant County Health Department and following their recommendation. Your vaccination status will determine your next steps.**

If you are unvaccinated you have two options. Please do not return to campus until you complete one of the options.

- First, you can take a test from a health care organization for COVID-19 on the fifth day after the date of exposure, not before. That date is Sunday, September 19. Once the test comes back you need to provide proof of a negative test to Southwest Tech, wait for confirmation that it has been received, **and** be symptom free.
- Second, if you choose not to take a test you will need to isolate for 14 days. The fourteen days would have begun September 14 – and will end Sept. 28. You can return to campus Sept. 29.
    - If you test positive, please notify campus officials as soon as possible.

**Vaccination records and test results should be sent to** covid19response@swtc.edu.

If you need help finding proof of your vaccination the Wisconsin Immunization Registry can provide that information.
https://www.dhfswir.org/PR/clientSearch.do?language=en

According to the CDC, people with COVID-19 have had a wide range of symptoms reported – ranging from mild symptoms to severe illness. Symptoms may appear 2-14 days after exposure to the virus. People with these symptoms may have COVID-19:

- Fever or chills
- Cough
- Shortness of breath or difficulty breathing


- Fatigue
- Muscle or body aches
- Headache
- New loss of taste or smell
- Sore throat
- Congestion or runny nose
- Nausea or vomiting
- Diarrhea

If you experience any symptoms, please do the following:

- Stay home
- Report your encounter using the online form. Identify in the report any recent campus contacts. (I was in class on (date), held in the room (number)
- Please report it to your instructor and a member of the Student Notification Team consisting of Brian Kitelinger, Safety Coordinator (bkitelinger@swtc.edu 608.822.2376); Dan Imhoff, Executive Director of Facilities, Safety, and Security (dimhoff@swtc.edu 608.822.2401); or Holly Clendenen, Chief Student Services Officer (hclendenen@swtc.edu 608.822.2362).

Due to careful planning and the readiness of the Southwest Tech Emergency Response Team, the College was able to act quickly and responsibly. Thank you to our instructors and students for acting and reporting all symptoms, exposures, and positive cases. We believe that the choices we make now will show the community what is possible when students, faculty, and staff come together and hold ourselves accountable for preventing the spread of illness on campus.

**Please stay in close communication with your instructor for course work.**

If you have any questions, please send them to covid19response@swtc.edu.

**COVID Operations Team**

**Current Members:**
Caleb White, Vice President for Administrative Services
Connie Haberkorn, Director of Human Resources
Cynde Larsen, Executive Dean of Health Occupations & County Health Department Liaison
Dan Imhoff, Executive Director of Facilities, Safety and Security
Derek Dachelet, Executive Dean of Industry, Trades & Agriculture
Heath Ahnen, Executive Director of Information Technology Services
Kris Wubben, Director of Public Safety & Advising
Nicole Nelson, Administrative Assistant – Facilities Department
Robin Hamel, Student Life Coordinator/Athletic Director

**New Members:**
Heather Fifrick, Career Services Manager
Holly Clendenen, Chief Student Services Officer
Virginia Reynolds, Human Patient Simulator Assistant

**Stepping Off: (Thank you for your service!)**
Caleb White, Vice President for Administrative Services
Derek Dachelet, Executive Dean of Industry, Trades & Agriculture

## *E. Staffing Update*

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

Staffing Update 2021-2022

| | Name | Title | Status and/or Additional Info | Effective Date | Funding Source &/or Estimated Wage Range/Hired Salary |
|---|---|---|---|---|---|
| 1 | New Position | Medical Lab Tech Instructor-50% | JoAnn Wiederholt | 7/1/2021 | BS: $48,304 - $76,805<br>AS: $50,810 - $80,787<br>MS: $53,314 – $84,768<br>Hired at $58,000 |
| 2 | New Position | Day Custodian LTE ending 12/31/2021 | Alecia Hach | 7/19/2021 | A12 - Hourly Range:<br>$15.61 - $18.73<br>Hired at $15.80 |
| 3 | Replacement | Evening Custodian | Chuck Merten | 7/12/2021 | A12 - Hourly Range:<br>$15.61 - $18.73<br>Hired at $16.00 |
| 4 | Replacement | Academic Success Coach-Part-time LTE | Vickie Udelhoven | 8/6/2021 | B24 - Hourly Range:<br>$21.01 - $27.31<br>Hired at $25.00 |
| 5 | Replacement | Student Services Administrative Assistant | Wanda Ware | 9/1/2021 | A13, Hourly Range:<br>$16.98- $20.37<br>Hired at $18.00 |
| 6 | New Positon | Surgical Technology Instructor/Program Director | Interviews scheduled | 1/1/2022 | BS: $48,304 - $76,805<br>AS: $50,810 - $80,787<br>MS: $53,314 – $84,768 |

Staffing Update 2021-2022

| | Name | Title | Status and/or Additional Info | Effective Date | Funding Source &/or Estimated Wage Range/Hired Salary |
|---|---|---|---|---|---|
| 7 | Replacement | Director of Grants | Amy Seeboth-Wilson | 11/8/2021 | D62-Salary Band:<br>$64,304 - $93,241<br>Hired at $84,000 |
| 8 | Replacement | Academic Success Coach-Full-Time LTE | Interviews scheduled | 11/1/2021 | B24 - Hourly Range:<br>$21.01 - $27.31 |
| 9 | Replacement | Electrical Power Distribution Lab Assistant | Interviews scheduled | 11/1/2021 | B21 - Hourly Range:<br>$17.36 - $22.57 |

# ***Information and Correspondence***

## *A. Enrollment Report*

The 2021-22 FTE Comparison Enrollment Report and FY2023 Application Report are below.

1. **2021-22 FTE Comparison YOY Report**
2. **FY 2023 Application Report**

Southwest TECH

**School Years 2019-20, 2020-21, and 2021-22 FTE Comparison**

| Program Code | Program Title | SY 19-20 10/07/19 Students | SY 20-21 10/05/20 Students | SY 21-22 10/04/21 Students | 20 to '22 Student Change | 21 to '22 Student Change | SY 19-20 10/07/19 FTE | SY 20-21 10/05/20 FTE | SY 21-22 10/04/21 FTE | 20 to '22 FTE Change | 21 to '22 FTE Change |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 10-101-1 | Accounting | 45 | 56 | 54 | 9 | (2) | 19.23 | 22.80 | 22.73 | 3.50 | (0.07) |
| 10-006-7 | Agribusiness Science & Technology - AgBus Mgn | 16 | 8 | 11 | (5) | 3 | 9.03 | 3.53 | 5.97 | (3.07) | 2.43 |
| 10-006-5 | Agribusiness Science & Technology - Agronomy | 14 | 18 | 10 | (4) | (8) | 7.70 | 9.90 | 5.17 | (2.53) | (4.73) |
| 10-006-6 | Agribusiness Science & Technology - Animal Scie | 28 | 16 | 30 | 2 | 14 | 16.50 | 8.40 | 13.23 | (3.27) | 4.83 |
| 10-102-3 | Business Management | 109 | 115 | 91 | (18) | (24) | 44.17 | 46.50 | 37.23 | (6.93) | (9.27) |
| 10-530-5 | Cancer Information Management | 86 | 91 | 74 | (12) | (17) | 27.20 | 29.80 | 28.03 | 0.83 | (1.77) |
| 10-504-X | Criminal Justice | 39 | 46 | 40 | 1 | (6) | 17.13 | 19.93 | 20.93 | 3.80 | 1.00 |
| 10-316-1 | Culinary Arts | 3 | 5 | 5 | 2 | - | 0.77 | 2.17 | 3.43 | 2.67 | 1.27 |
| 10-317-1 | Culinary Management | 7 | 3 | | (7) | (3) | 3.50 | 1.47 | | (3.50) | (1.47) |
| 10-102-1 | Data Analytics | | | 1 | 1 | 1 | | | 0.50 | 0.50 | 0.50 |
| 10-510-6 | Direct Entry Midwife | 49 | 58 | 96 | 47 | 38 | 15.67 | 18.50 | 35.47 | 19.80 | 16.97 |
| 10-307-1 | Early Childhood Education | 43 | 52 | 42 | (1) | (10) | 17.27 | 20.83 | 17.50 | 0.23 | (3.33) |
| 10-620-1 | Electro-Mechanical Technology | 36 | 33 | 26 | (10) | (7) | 16.67 | 16.77 | 12.40 | (4.27) | (4.37) |
| 10-325-1 | Golf Course Management | 19 | 10 | 12 | (7) | 2 | 9.07 | 4.93 | 6.27 | (2.80) | 1.33 |
| 10-201-2 | Graphic And Web Design | 23 | 16 | 25 | 2 | 9 | 9.43 | 6.87 | 10.53 | 1.10 | 3.67 |
| 10-530-1 | Health Information Technology | 48 | 38 | 48 | - | 10 | 16.13 | 12.80 | 14.60 | (1.53) | 1.80 |
| 10-520-3 | Human Services Associate | 36 | 30 | 29 | (7) | (1) | 16.83 | 14.63 | 14.63 | (2.20) | - |
| 10-825-1 | Individualized Technical Studies | 1 | 3 | | (1) | (3) | 0.30 | 1.13 | | (0.30) | (1.13) |
| 10-620-3 | Instrumentation and Controls Technology | 9 | 4 | | (9) | (4) | 3.33 | 0.63 | | (3.33) | (0.63) |
| 10-150-2 | IT-Network Specialist | 30 | 23 | 26 | (4) | 3 | 12.80 | 9.60 | 11.23 | (1.57) | 1.63 |
| 10-196-1 | Leadership Development | 23 | 7 | 10 | (13) | 3 | 7.17 | 1.40 | 3.87 | (3.30) | 2.47 |
| 10-513-1 | Medical Laboratory Technician | 21 | 19 | 18 | (3) | (1) | 8.93 | 6.93 | 7.07 | (1.87) | 0.13 |

| Program Code | Program Title | SY 19-20 10/07/19 Students | SY 20-21 10/05/20 Students | SY 21-22 10/04/21 Students | 20 to '22 Student Change | 21 to '22 Student Change | SY 19-20 10/07/19 FTE | SY 20-21 10/05/20 FTE | SY 21-22 10/04/21 FTE | 20 to '22 FTE Change | 21 to '22 FTE Change |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 10-196-6 | Nonprofit Leadership | | | 3 | 3 | 3 | | | 1.47 | 1.47 | 1.47 |
| 10-543-1 | Nursing-Associate Degree | 192 | 217 | 201 | 9 | (16) | 54.87 | 69.50 | 61.97 | 7.10 | (7.53) |
| 10-524-1 | Physical Therapist Assistant | 31 | 27 | 18 | (13) | (9) | 11.63 | 9.27 | 6.93 | (4.70) | (2.33) |
| 10-182-1 | Supply Chain Management | 40 | 27 | 30 | (10) | 3 | 14.90 | 8.50 | 10.03 | (4.87) | 1.53 |
| 10-499-5 | Technical Studies-Journeyworker | | | 1 | 1 | 1 | | | 0.20 | 0.20 | 0.20 |
| | **Total Associate Degree** | **948** | **922** | **901** | **(47)** | **(21)** | **360.23** | **346.80** | **351.40** | **(8.83)** | **4.60** |
| 31-101-1 | Accounting Assistant | 3 | 10 | 8 | 5 | (2) | 0.83 | 2.57 | 3.00 | 2.17 | 0.43 |
| 30-531-6 | EMT-IV (Advanced EMT) | | | 12 | 12 | 12 | | | 1.73 | 1.73 | 1.73 |
| 31-006-3 | Agribusiness Science & Technology - Agronomy Tech | | 1 | 1 | 1 | - | | 0.53 | 0.10 | 0.10 | (0.43) |
| 32-070-1 | Agricultural Power & Equipment Technician | 35 | 36 | 36 | 1 | - | 17.63 | 18.63 | 18.33 | 0.70 | (0.30) |
| 31-405-1 | Auto Collision Repair & Refinish Technician | 10 | 11 | 9 | (1) | (2) | 3.47 | 5.07 | 5.10 | 1.63 | 0.03 |
| 32-404-2 | Automotive Technician | 26 | 34 | 19 | (7) | (15) | 12.47 | 13.47 | 8.37 | (4.10) | (5.10) |
| 31-408-1 | Bricklaying & Masonry | 1 | | 1 | - | 1 | 0.07 | | 0.03 | (0.03) | 0.03 |
| 30-443-1 | Building Maintenance & Construction | 1 | 1 | 1 | - | - | 0.07 | 0.07 | 0.07 | - | - |
| 31-475-1 | Building Trades-Carpentry | 10 | 9 | 9 | (1) | - | 4.93 | 4.73 | 4.70 | (0.23) | (0.03) |
| 31-307-1 | Child Care Services | 8 | 5 | 3 | (5) | (2) | 2.90 | 2.00 | 1.30 | (1.60) | (0.70) |
| 30-420-2 | CNC Machine Operator/Programmer | 8 | 2 | 6 | (2) | 4 | 3.90 | 0.83 | 2.40 | (1.50) | 1.57 |
| 31-502-1 | Cosmetology | 26 | 18 | 25 | (1) | 7 | 12.63 | 8.80 | 11.93 | (0.70) | 3.13 |
| 30-504-2 | Criminal Justice-Law Enforcement 720 Academy | 17 | 14 | 7 | (10) | (7) | 12.23 | 9.33 | 5.13 | (7.10) | (4.20) |
| 31-317-1 | Culinary Specialist | 3 | | | (3) | - | 0.67 | | | (0.67) | - |
| 30-508-2 | Dental Assistant | 16 | 11 | 18 | 2 | 7 | 8.53 | 5.87 | 8.87 | 0.33 | 3.00 |
| 30-812-1 | Driver and Safety Education Certification | 13 | 16 | 7 | (6) | (9) | 2.50 | 3.10 | 1.00 | (1.50) | (2.10) |
| 31-413-2 | Electrical Power Distribution | 45 | 44 | 44 | (1) | - | 22.40 | 21.33 | 20.07 | (2.33) | (1.27) |
| 50-413-2 | Electricity (Construction) Apprentice | 19 | 20 | 24 | 5 | 4 | 1.27 | 1.43 | 1.60 | 0.33 | 0.17 |
| 30-531-3 | Emergency Medical Technician | 45 | 47 | 29 | (16) | (18) | 6.93 | 7.07 | 4.47 | (2.47) | (2.60) |
| 32-080-4 | Farm Operations & Management - Ag Mechanic | 2 | 7 | 11 | 9 | 4 | 0.87 | 3.17 | 5.53 | 4.67 | 2.37 |
| 31-080-6 | Farm Operations & Management - Crop Operati | 1 | 1 | | (1) | (1) | 0.10 | 0.07 | | (0.10) | (0.07) |
| 32-080-3 | Farm Operations & Management - Dairy | 16 | 8 | 8 | (8) | - | 9.63 | 3.37 | 4.10 | (5.53) | 0.73 |
| 31-080-3 | Farm Operations & Management - Dairy Techni | 4 | 2 | 2 | (2) | - | 1.00 | 0.27 | 1.07 | 0.07 | 0.80 |
| 31-080-2 | Farm Operations & Management - Farm Ag Mai | 13 | 4 | 2 | (11) | (2) | 3.57 | 1.53 | 0.20 | (3.37) | (1.33) |
| 32-080-6 | Farm Operations & Management - Livestock | 1 | 1 | 3 | 2 | 2 | 0.53 | 0.60 | 1.53 | 1.00 | 0.93 |
| 31-080-7 | Farm Operations & Management - Livestock Tec | 2 | | 1 | (1) | 1 | 0.77 | | 0.37 | (0.40) | 0.37 |
| 50-413-1 | Industrial Electrician Apprentice | 8 | 10 | 6 | (2) | (4) | 0.67 | 0.87 | 0.40 | (0.27) | (0.47) |
| 31-620-1 | Industrial Mechanic | 2 | 2 | 2 | - | - | 1.07 | 1.13 | 1.03 | (0.03) | (0.10) |
| 31-154-6 | IT-Computer Support Technician | 18 | 10 | 6 | (12) | (4) | 8.13 | 4.83 | 1.57 | (6.57) | (3.27) |
| 31-513-1 | Laboratory Science Technician | 4 | 4 | 9 | 5 | 5 | 1.07 | 1.20 | 2.17 | 1.10 | 0.97 |
| 50-620-1 | Mechatronics Technician Apprentice | 6 | 6 | | (6) | (6) | 0.80 | 0.73 | | (0.80) | (0.73) |
| 31-509-1 | Medical Assistant | 30 | 37 | 32 | 2 | (5) | 15.40 | 19.03 | 14.53 | (0.87) | (4.50) |
| 31-530-2 | Medical Coding Specialist | 45 | 52 | 85 | 40 | 33 | 14.70 | 16.57 | 31.40 | 16.70 | 14.83 |

| Program Code | Program Title | SY 19-20 10/07/19 Students | SY 20-21 10/05/20 Students | SY 21-22 10/04/21 Students | 20 to '22 Student Change | 21 to '22 Student Change | SY 19-20 10/07/19 FTE | SY 20-21 10/05/20 FTE | SY 21-22 10/04/21 FTE | 20 to '22 FTE Change | 21 to '22 FTE Change |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 30-504-4 | Nail Technician | 2 | 2 | 1 | (1) | (1) | 0.27 | 0.53 | 0.17 | (0.10) | (0.37) |
| 30-543-1 | Nursing Assistant | 100 | 160 | 117 | 17 | (43) | 12.47 | 16.87 | 10.63 | (1.83) | (6.23) |
| 50-427-5 | Plumbing Apprentice | 21 | 15 | 21 | - | 6 | 1.93 | 0.97 | 2.00 | 0.07 | 1.03 |
| 31-504-5 | Security Operations | 3 | | | (3) | - | 1.27 | | | (1.27) | - |
| 31-182-1 | Supply Chain Assistant | 3 | | 1 | (2) | 1 | 0.37 | | 0.37 | - | 0.37 |
| 31-442-1 | Welding | 36 | 43 | 32 | (4) | (11) | 16.10 | 20.83 | 16.07 | (0.03) | (4.77) |
| | **Total Technical Diploma** | **603** | **643** | **598** | **(5)** | **(45)** | **204.13** | **197.40** | **191.33** | **(12.80)** | **(6.07)** |
| 20-800-1 | Liberal Arts - Associate of Arts | 21 | 28 | 42 | 21 | 14 | 4.20 | 6.53 | 10.93 | 6.73 | 4.40 |
| 20-800-2 | Liberal Arts - Associate of Science | 9 | 10 | 8 | (1) | (2) | 3.07 | 2.27 | 2.30 | (0.77) | 0.03 |
| | Undeclared Majors | 338 | 376 | 453 | 115 | 77 | 47.97 | 54.50 | 63.83 | 15.87 | 9.33 |
| | **Total Liberal Arts & Undeclared Majors** | **368** | **414** | **503** | **135** | **89** | **55.23** | **63.30** | **77.07** | **21.83** | **13.77** |
| | **Total** | **1,919** | **1,979** | **2,002** | **83** | **23** | **619.60** | **607.50** | **619.80** | **0.20** | **12.30** |
| | **Percent of Change** | | | | | | | | | **0.03%** | **2.02%** |
| | Vocational Adult (Aid Codes 42-47) | 1,768 | 1,759 | 1,806 | 38 | 47 | 36.90 | 37.73 | 36.31 | (0.59) | (1.41) |
| | Community Services (Aid Code 60) | - | 48 | - | - | (48) | - | 0.16 | - | - | (0.16) |
| | Basic Skills (Aid Codes 73,74,75,76) | 180 | 95 | 141 | (39) | 46 | 14.13 | 9.07 | 14.27 | 0.13 | 5.20 |
| | Basic Skills (Aid Codes 77 & 78) | 89 | 60 | 46 | (43) | (14) | 2.73 | - | 1.03 | (1.70) | 1.03 |
| | Grand Total | **3,956** | **3,941** | **3,995** | **39** | **54** | **673.37** | **654.45** | **671.41** | **(1.95)** | **16.96** |
| | **Total Percent of Change** | | | | | | | | | **-0.29%** | **2.59%** |
| | | | | | Budgeted/Goal FTEs | | 1,300 | 1,275 | 1,250 | | |
| | | | | % of Budgeted/Goal FTEs Achieved to date | | | **51.8%** | **51.3%** | **53.7%** | | |
| | | | | | Final Actual FTEs Achieved | | 1,297 | 1,256 | | | |
| | | | | % of Final Actual FTEs Achieved to date | | | 51.9% | 52.1% | | | |
| | | | **21/22 Projected Ending FTEs using historical trend** | | | | **1,293** | **1,289** | | | |
| | | | | | **Will budget be met** | | **YES** | **YES** | | | |

**FY 2023 Application Report**

The Fall 2021 Application numbers include Open House applications where the Fall 2022 numbers do not reflect the Open House applications.

| Program Application Comparison 2021/22 vs. 2022/23 | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | 10/20/20 | | | 10/05/21 | | | |
| PROGRAM | CAP | IP | ACCEPT | TOTAL | IP | ACCEPT | TOTAL | YOY |
| Accounting | | 4 | 1 | 5 | 2 | 1 | 3 | -2 |
| Accounting Assistant | | | 0 | 0 | | 0 | 0 | 0 |
| Agribusiness Science & Technology - Agbus Mgmt | 20 | | 4 | 4 | | 1 | 1 | -3 |
| Agribusiness Science & Technology - Agronomy | 20 | | 5 | 5 | | 2 | 2 | -3 |
| Agribusiness Science & Technology - Agronomy Tech | 20 | | 0 | 0 | | 0 | 0 | 0 |
| Agribusiness Science & Technology - Animal Science | 20 | | 12 | 12 | | 9 | 9 | -3 |
| Agricultural Power & Equipment Technician | 22 | | 12 | 12 | | 6 | 6 | -6 |
| Auto Collision Repair & Refinish Technician | 22 | | 6 | 6 | | 5 | 5 | -1 |
| Automotive Technician | 22 | | 9 | 9 | | 9 | 9 | 0 |
| Building Trades-Carpentry | 20 | | 6 | 6 | | 3 | 3 | -3 |
| Business Management | | 8 | 4 | 12 | 15 | 4 | 19 | 7 |
| Cancer Information Management | 30 | 6 | 29 | 35 | 5 | 7 | 12 | -23 |
| Child Care Services | 13 | 5 | 0 | 5 | | 3 | 3 | -2 |
| CNC Machine Operator/Programmer | 5 | | 0 | 0 | | | 0 | 0 |
| Cosmetology | 24 | | 12 | 12 | | 9 | 9 | -3 |
| Criminal Justice Studies | 70 | | 11 | 11 | 5 | 0 | 5 | -6 |
| Criminial Justice-Law Enforcement 2 | | | 4 | 4 | | 1 | 1 | -3 |
| Dental Assistant | 18 | | 3 | 3 | 1 | 9 | 10 | 7 |
| Early Childhood Education | 28 | 8 | 5 | 13 | 12 | 1 | 13 | 0 |
| Electrical Power Distribution | 44 | | 51 | 51 | | 65 | 65 | 14 |
| Electro-Mechanical Technology | 24 | | 12 | 12 | | 6 | 6 | -6 |
| Farm Operations & Management - Ag Mechanics | 20 | | 5 | 5 | | 4 | 4 | -1 |
| Farm Operations & Management - Crops Operations | 20 | | 0 | 0 | | | | 0 |
| Farm Operations & Management - Crops | 20 | | 0 | 0 | | | | 0 |
| Farm Operations & Management - Dairy | 20 | | 1 | 1 | | 2 | 2 | 1 |
| Farm Operations & Management - Dairy Technician | 20 | | 1 | 1 | | 0 | 0 | -1 |
| Farm Operations & Management - Farm Ag Mntc | 20 | | 0 | 0 | | 1 | 1 | 1 |
| Farm Operations & Management - Livestock | 20 | | 3 | 3 | | 2 | 2 | -1 |
| Farm Operations & Management - Livestock Tech | 20 | | 1 | 1 | | 0 | 0 | -1 |
| Golf Course Management | | | 2 | 2 | | 3 | 3 | 1 |
| Graphic and Web Design | 25 | | 5 | 5 | | 7 | 7 | 2 |
| Health Information Technology | 22 | 6 | 8 | 14 | | 3 | 3 | -11 |
| Human Services Associate | 31 | 1 | 12 | 13 | | 6 | 6 | -7 |
| Industrial Mechanic | 6 | | 0 | 0 | | 0 | 0 | 0 |
| Instrumentation and Controls Technology | 6 | | 0 | 0 | | 0 | 0 | 0 |
| IT-Computer Support Technician | | | 6 | 6 | | 2 | 2 | -4 |
| IT-Network Specialist | | | 8 | 8 | | 1 | 1 | -7 |

| PROGRAM | CAP | IP | ACCEPT | TOTAL | IP | ACCEPT | TOTAL | YOY |
|---|---|---|---|---|---|---|---|---|
| Laboratory Science Technician | 15 | | 0 | 0 | | 0 | 0 | 0 |
| Leadership Development | | | 0 | 0 | | 0 | 0 | 0 |
| Liberal Arts - Associate of Arts | | 6 | 3 | 9 | 5 | 0 | 5 | -4 |
| Liberal Arts - Associate of Science | | 3 | 0 | 3 | 5 | 0 | 5 | 2 |
| Medical Assistant | 32 | | 10 | 10 | | 8 | 8 | -2 |
| Medical Coding Specialist | 23 | 20 | 21 | 41 | 3 | 8 | 11 | -30 |
| Medical Laboratory Technician | 16 | 4 | 1 | 5 | 1 | 0 | 1 | -4 |
| Nail Technician | | | 0 | 0 | | 4 | 4 | 4 |
| Nursing-Associate Degree | 54 | 76 | 39 | 115 | 40 | 18 | 58 | -57 |
| Nursing-Associate Degree-Part-time | 28 | | 16 | 16 | | 6 | 6 | -10 |
| Pharmacy Tech (shared) | | | 1 | 1 | | 0 | 0 | -1 |
| Physical Therapist Assistant | 18 | 5 | 1 | 6 | 5 | 3 | 8 | 2 |
| Supply Chain Assistant | | 1 | 0 | 1 | | 0 | 0 | -1 |
| Supply Chain Management | | | 0 | 0 | | 1 | 1 | 1 |
| Surgical Technology | | | | | 7 | 0 | 7 | 7 |
| Technical Studies-Journeyworker | | 2 | 0 | 2 | | 0 | 0 | -2 |
| Undecided | | 30 | 0 | 30 | 19 | 0 | 19 | -11 |
| Welding | 40 | | 14 | 14 | | 17 | 17 | 3 |
| **TOTAL** | | **185** | **344** | **529** | **125** | **237** | **362** | **-167** |

| PROGRAM | CAP | IP | ACCEPT | TOTAL | IP | ACCEPT | TOTAL | YOY |
|---|---|---|---|---|---|---|---|---|
| Accounting | | | 12 | 12 | 1 | 3 | 4 | -8 |
| Accounting Assistant | | | 3 | 3 | 1 | 2 | 3 | 0 |
| Business Management | | | 10 | 10 | 1 | 7 | 8 | -2 |
| Cancer Information Management | | | 0 | 0 | 4 | 0 | 4 | 4 |
| Direct Entry Midwife | 32 | 46 | 77 | 123 | 46 | 86 | 132 | 9 |
| Driver and Safety Education Certification | | | 1 | 1 | | 0 | 0 | -1 |
| Early Childhood Education | | | 0 | 0 | 2 | 0 | 2 | 2 |
| Health Information Technology | | | 0 | 0 | 1 | 0 | 1 | 1 |
| Leadership Development | | 8 | 4 | 12 | | 0 | 0 | -12 |
| Liberal Arts - Associate of Arts | | | 0 | 0 | 2 | 0 | 2 | 2 |
| Liberal Arts - Associate of Science | | 1 | 1 | 2 | | 1 | 1 | -1 |
| Medical Laboratory Technician | | | 0 | 0 | 1 | 0 | 1 | 1 |
| Nail Technician | | | 0 | 0 | | 1 | 1 | 1 |
| Nonprofit Leadership | | | 0 | 0 | | 1 | 1 | 1 |
| Physical Therapist Assistant | | | 0 | 0 | 1 | 0 | 1 | 1 |
| Supply Chain Management | | 1 | 1 | 2 | | 3 | 3 | 1 |
| Welding (January Start) | 20 | 0 | 11 | 11 | | 7 | 7 | -4 |
| **TOTAL** | | **56** | **120** | **176** | **60** | **111** | **171** | **-5** |

## *B. Chairperson's Report*

1. **Board Member of the Year**
2. **District Boards Association Legal Issues Seminar**

## *C. College President's Report*

1. **Board Policy 1.1 – Governance Commitment**
2. **Board Policy 1.2 – Governing Philosophy**
3. **College Happenings**

Governance Policy 1.1 and 1.2 follow.

*SECTION 1 – GOVERNANCE PROCESS*
*POLICY 1.1*

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## ***1.1 - GOVERNANCE COMMITMENT***

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

1. Achieves results for its constituencies at an appropriate cost

2. Avoids unacceptable activities, conditions, and decisions

3. Self-monitors its processes and performances

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

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

# ***1.2 - GOVERNING PHILOSOPHY***

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

The Board will:

1. Be accountable for excellence in governing through a sense of group responsibility. The Board will be an initiator of policy. The Board will use the expertise of individual members to enhance the ability of the Board as a body.
2. Lead, direct, control, and inspire the organization through the careful establishment and communication of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term impacts outside the operating organization, not on the administrative or programmatic means of attaining those effects.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as participation, preparation for meetings, policymaking principles, respect of roles, board member conduct, and ensuring the continuity of governance capability. Continual Board development will include orientation of new members in the Board's governance process and periodic Board discussion of process improvement. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
4. Seek input from various sources including staff, students, alumni, employers, and other community members on Board policies on Ends.
5. Make decisions, to the extent possible, on a consensus basis.
6. Annually review the Board's activities and discipline relative to Governance Process and Board/Staff Relationship policies.
7. At the Board's annual organizational meeting in July, review and authorize a Signatory Authority Policy to define who in the organization has the authority to sign for the College.
8. Act as a Board of the whole refraining from small group or individual discussion of Board business, whether in person or through communication devices.

Adopted: 1/24/02
Reviewed: 8/22/02, 5/24/07
Revised: 1/16/03, 6/21/07, 2/28/13, 1/24/19

### *D. Other Information Items*

## ***Establish Board Agenda Items for Next Meeting***

### *A. Agenda*

1. Fund & Account Transfers (2020-21 Budget Modifications)
2. 2022-23 Budget Process
3. Real Estate Foundation Update
4. Board Monitoring Report – Student Access

### *B. Time and Place*

Thursday, November 18, 2021, at 7:00 p.m. at Southwest Tech's Campus, Conference Room 430, 1800 Bronson Boulevard, Fennimore, WI

## ***Adjourn to Closed Session***

### *A. Consideration of adjourning to closed session for the purpose of:*

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

### *B. Approval of Closed Session Minutes of September 28, 2021*

## ***Reconvene to Open Session***

### *A. Action, if necessary, on Closed Session Items*

**6:00 p.m. – Dinner and Joint Meeting with the SWTC Foundation Board and Real Estate Foundation Board**

## ***Board Monitoring of College Effectiveness***

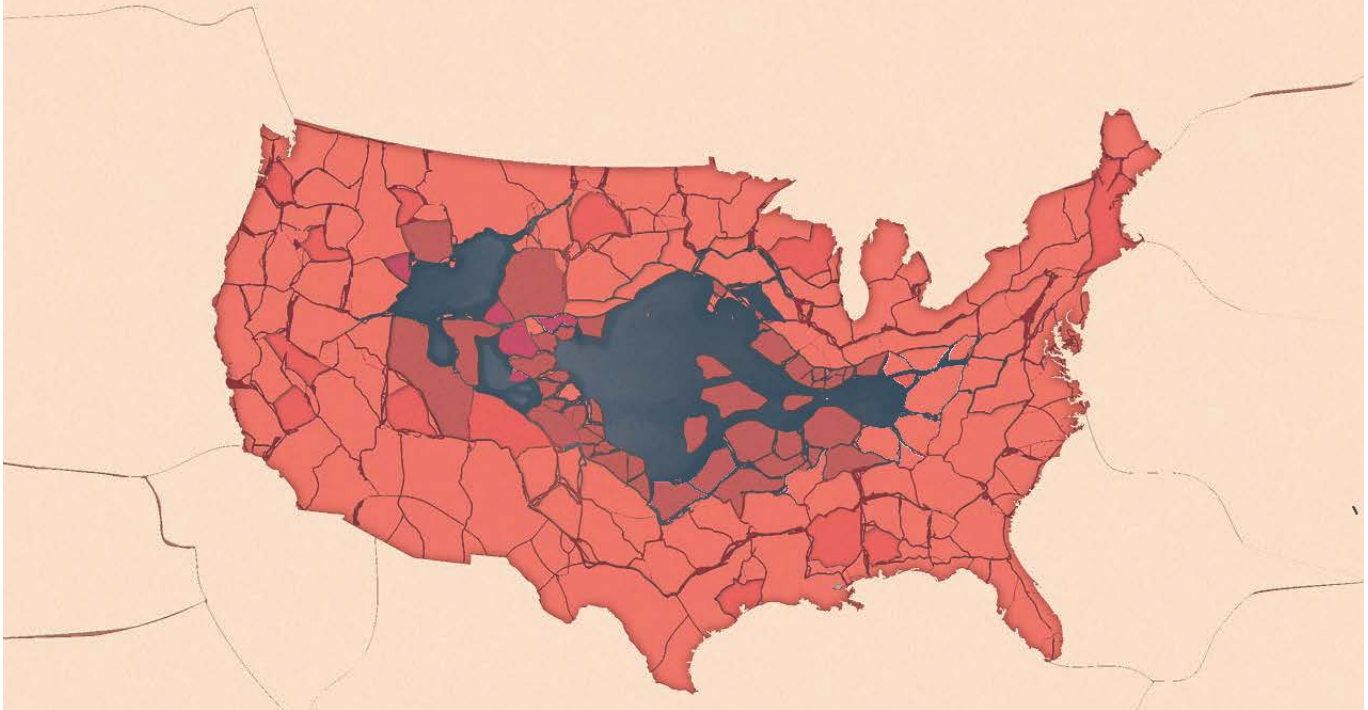
### *A. Charger Vision Report*

Included below is an article titled, “The Demographic Drought: How the approaching sansdemic will transform the labor market for the rest of our lives.” This article will be discussed, a brief presentation on workforce trends will be presented, and then there will be a showcase of highlights from interviews with local employers. Small group discussions to brainstorm the goals you expect the college to accomplish will follow the report out. Also below is the latest Southwest Tech Graduate Success Report.

THE

# DEMOGRAPHIC DROUGHT

How the approaching sansdemic* will transform the labor market for the rest of our lives



Emsi

*SANSDEMIC: *sans*-without, *demic*-people

# THE DEMOGRAPHIC DROUGHT

How the approaching sansdemic will transform the labor market for the rest of our lives

Written by

Ron Hetrick

Hannah Grieser

Rob Sentz

Clare Coffey

Gwen Burrow

Design by

Daniel Botkin

Emsi



Emsi is a leading provider of labor market data to professionals in higher education, economic development, workforce development, talent acquisition, and site selection. Emsi data is used to solve a variety of problems: align programs with regional needs, equip students with career visions, understand regional economic and workforce activity, and find and hire the right talent. Emsi serves clients across the US, UK, and Canada.

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# Contents

FOREWORD

# HOW WE RESPOND TO THE VANISHING WORKFORCE

This research highlights one of the most important issues in our lives: living in a world where there are simply not enough workers to manage and grow our companies. "Hire more people" has long been an axiomatic first step to growth. How will we adapt when we can't take the "more people" part for granted??

Well, I speak with the leaders of big companies every day, and this issue is on their minds. In fact, at company after company I've heard the same thing: we need to rethink our entire strategy because we simply cannot find the people and skills we need.

Business leaders are hard at work developing these necessary new strategies. Today, internal mobility, reskilling, and job redeployment are among the most important innovations at work. Companies are becoming very open to part-time workers, employees who live and work remotely, and workers who need training to perform. In fact, most companies are building their own internal academies (Bank of America, Verizon, Ashley Furniture Industries) to develop people from ever more diverse backgrounds.

To help retain valued people, the crusade to improve employee experience is growing by leaps and bounds. Not only are companies investing in tools to make the workplace safe, there is an arms race of new IT systems, wellbeing offerings, and culture programs to make companies more enjoyable and rewarding, all with the goal of increasing tenure and retention.

And perhaps the most inspiring change is executives' realization that people are not just an expense, but an asset that appreciates over time. Companies are raising wages, improving benefits, and increasing investment in development and career growth—discovering that these investments pay off. We live in a world where more and more work is automated every day: the big lesson of the sansdemic is that CEOs have to take notice. If you aren't investing in your people, your company won't grow, and this spur to investment is good for business and individuals alike.

Thank you to Emsi for this important research. I hope it's a wakeup call for every business leader and policymaker around the world.

**Josh Bersin**

Global Industry Analyst
www.joshbersin.com

INTRODUCTION

# THE SANSDEMIC IS COMING

In February 2020, before the COVID crisis, a record 70% of US businesses reported a talent shortage, according to a Manpower survey. That was more than double the 32% of businesses who reported difficulty finding talent just five years earlier in 2015. When COVID hit and unemployment spiked to record highs, all talent shortages should have vanished.

**BUT THEY DIDN'T.**

Today, the economy is suffering from what some are calling the "COVID paradox": millions of people out of work, millions of open jobs unfilled, and millions of people voluntarily bowing out of the labor market. As of March 2021, 19 million Americans filed for some form of jobless benefits with a majority of the claims specifically for pandemic relief assistance. This despite a record number of over 7M job openings.

The fact is, the US labor force participation rate (LFPR), which measures people working or actively seeking work, has dropped to lows we haven't seen since the recession of the mid-1970s. Despite countless dislocations across the country, businesses frantically posting for jobs simply cannot find enough people to fill open positions.

Postsecondary enrollment has also tanked. Typically, economic upheaval will send Americans rushing back to school in order to gain new knowledge and skills, but not so this time. Enrollment fell from 18.2 million students in 2019 to 17.8 million students in 2020, a loss of over 460,000 students, according to the National Student Clearinghouse. Freshman enrollment in particular sank an unprecedented 13%.

**WHAT'S GOING ON?**

In the wake of such a chaotic year, it'd be easy to blame these disturbing trends on COVID and resultant policies, but that would be only partially accurate. COVID didn't create these problems, for these problems existed well before last year. The people shortage was already coming. It was almost here. All 2020 did was act as an accelerant. Everything that happened last year, including the radical steps the US took to battle the virus, simply sped up the effects of a more nefarious and long-term problem largely ignored by politicians and media alike:

The US is suffering the beginning phases of a great sansdemic—"without people," or in our case "without enough people"—a demographic drought that is projected to worsen throughout the century and will impact every business, college, and region.

This is no COVID paradox. This is history catching up with us. We've been

approaching the edge of this cliff for decades, as a growing crowd of researchers and writers have observed the past few years:

- Nathan Grawe discussed America's shrinking population and its impact on higher ed in particular in *Demographics and the Demand for Higher Education* (2018).
- Darrell Bricker and John Ibbitson wrote about the imminent people shortage in *Empty Planet* (2019).
- Brookings' William Frey, who has written about demographic challenges for years, reported that the US just saw its slowest population growth in history.
- In recent weeks Tyler Cowen touched on the same issues in Bloomberg, observing that America's fertility rates have fallen below replacement rates.
- Ross Douthat, a frequent writer on the declining American birth rate in The New York Times, suggests that, unless we find a solution, we will soon be living in a world that resembles nothing more than "just a rich museum."

In this ebook, our goal is to draw more attention to this trend and help you better understand the three pre-existing conditions both revealed and exacerbated by 2020:

- The mass exodus of baby boomers (workforce past) - Last year, the number of baby-boomer retirees increased by over a million. The largest generation in US history remains a powerful cohort of key workers that still hold millions of roles. Their sudden departure from the labor force will gut the economy of crucial positions and decades of experience that will be hard to fill en masse.
- Record-low labor force participation rate (LFPR) of prime-age Americans (workforce present) - Thousands of Americans have voluntarily opted out of looking for work. The children and grandchildren of baby boomers are not replacing the boomers who leave the workforce.
- The lowest birth rates in US history (workforce future) - The national birth rate, already in decline, hit a 35-year low in 2019, and the relative size of the working-age population has been shrinking since 2008. In fact, the national population is projected to begin shrinking by 2062. This means that over the next generation, talent shortages will only compound.

Regardless of what you think the ideal global population size might be, or whether you think our biggest problem is too few people or too many, a sharp and sudden population reduction will have enormous implications for the economy and the lifestyle we all take for granted. The ability to order a package and see it in days, to buy a cup of coffee on your way to work, to enjoy a wealth of affordable consumer goods, to have our garbage collected, to fill a prescription, to receive nursing care—all these functions depend on an army of workers that simply cannot be replaced if they were never born.

To explore the causes and features of the coming sansdemic, as well as to consider ways that you can survive or even thrive throughout—read on.

»Note: Discussion of complex demographic realities inevitably involves technical jargon. For definitions of and differences between key terms, such as "birth rate" vs. "total fertility rate," please refer to the appended glossary.

# CH 1.

WORKFORCE PAST

## Baby Boomers: The Rising Tide That Lifted All Boats

### TAKEAWAYS

»In normal years, 2 million baby boomers retire. But in 2020, over 3 million retired. COVID and related policies drove an additional 1.1 million people from the labor market, according to Pew Research Center.

»Boomers are an enormous cohort of 76 million Americans born between 1946 and 1964. They powerfully shaped every institution they touched, but they are leaving the labor market they built and defined in droves.

»The gap the boomers leave can't be entirely filled, because around 1970, the total fertility rate dipped below 2.1. While boomers were born into families with an average of four children each, boomers themselves had an average of fewer than two children and did not replace themselves.

»Boomers are retiring with an average $1.2 million household net worth, making them the richest generation in American history. This accumulated wealth may further reduce the labor participation of the already sub-replacement workforce poised to succeed the baby boomers.

## The baby boom shaped our view of the future of the world's population

To understand the coming sansdemic, we need to first understand the legacy of the baby boomers. As their generational nickname suggests, boomers—the generation born between 1946 and 1964—are the product of the enormous surge in births after World War II. After falling steadily through the Great Depression, the US birthrate swung upwards, and peaked at nearly 27 births per 1,000 people in 1949.

In the years following the baby boom, exponential global population growth seemed inevitable for the foreseeable future. Not only were people having a lot of babies, but, thanks to advances in medicine, nutrition, and living conditions, these babies were now surviving infancy in greater and greater numbers. Those same advances that reduced infant mortality also helped raise adult life expectancy to historic highs.

The combination of fertility and longevity has pushed the global population toward nearly 8 billion as of 2020. That number is expected to swell to nearly 10 billion by 2050. The baby boom shaped our view of the future of the world's population, particularly the possibility of overpopulation. For years, people naturally assumed that baby booms would be a continuous and exponential growth driver.

Today we know that this is not the case, as we shall see. But first, let's look at the effect of boomers on the labor force and hiring norms.

## Boomers were a labor force explosion that powerfully shaped hiring norms

The population explosion meant tremendous growth in the labor force, growth whose benefits we've enjoyed since the 1970s. And because women began entering the workforce in much higher numbers than in any time since World War II, the workforce and consequent productivity gain was twofold.

From when the data was first collected in 1948 to the late 60s, the LFPR for women over age 25 jumped from 30% to 40%. Once the first female boomers entered the workforce in the early 1970s, their LFPR shot up even more, hitting 60% by the mid 90s.

This was a powerful combination: an enormous population of boomers and extraordinary growth in female participation. The US labor force swelled to unparalleled levels. The workforce gained a massive generation, then nearly doubled it as women joined the men.

**US birth rates (births per 1,000 population)**


Source: National Center for Health Statistics, 2005; Martin et al., 2012; Martin et al., 2013; Hamilton and Sutton, 2013.

One of the most powerful ways boomers shaped the American economy was their effect on hiring norms. Boomers provided firms with an abundance of labor power. Not only were there simply a lot of boomers, there were a lot of educated boomers, with college attendance soaring as boomers reached college age in the 1960s and 70s. And, as 80s satires of the upwardly mobile yuppie pointed out, these educated, plentiful workers were highly motivated to build wealth and move up the career ladder.

Rather than the model of the "company man"—defined by internal promotion, on-the-job training, and a workforce identity shaped by membership in a particular firm—the open market became the norm. Workers identified themselves by their profession rather than their company: the "GE man" became an "IT manager with over 15 years of experience."

As boomers moved around in search of opportunities afforded by the booming economy, talent became abundant and affordable. On the open market, companies could shop for ready-made workers: the most qualified applicant, the most experienced veteran of a given role. Workers were the commodity, and companies could afford to be choosy, hiring from other companies with talented individuals who were ready for a change, or from any number of specialized programs that had emerged since the 1980s. Such programs were built to educate college students for particular roles, and churned out workers at regular and reliable rates.

Less attached to a company than to a profession, and with a healthy economy affording them lots of opportunities, boomers marketed themselves to companies. The advent of internet job postings opened up the market

**Labor force participation rate 1947-2012 and projected 2022**


Source: U.S. Bureau of Labor Statistics

**Female LFPR jumped up to 60% by the mid 1990s**


Source: Our World in Data based on OECD (2017) and Long (1958)

even more, creating wider and wider recruiting networks, which massively benefited companies and individuals alike. Companies could post jobs and see lots of applicants. People could constantly search for new or better paying jobs. They could play the field and act as free agents. Wages and salaries grew. The baby boomer generation, and the firms they started and worked for, flourished.

These conditions created deeply entrenched norms in workforce preparation and talent acquisition. And these norms

were perfectly reasonable while said conditions were maintained. But these conditions won't last forever. For many industries, they're already gone.

## Boomers are exiting the labor force faster than ever

We're still living in the world of work created by the boomers, but boomers are no longer its core participants. As of 2016, millennials became the single largest group in the labor force—a group that is showing radically different attitudes toward work, which presents distinct challenges we'll discuss in Part 2.

According to Pew Research Center some 2 million baby boomers retire each year. In 2020, this number appears to have grown to an historic high: over 3 million decided to end their careers.

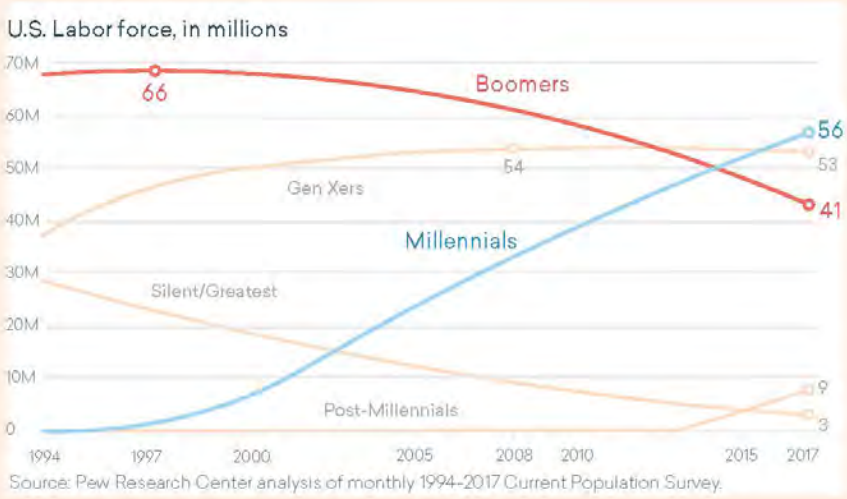
Much of this is likely related to the fact that over the past year, work has become significantly more remote (people aren't allowed to work near their colleagues), exhausting (it's hard to put in hours of Zoom calls every day), and isolated (if people were staying in the workforce for community and culture, those incentives have largely been cut off). Further, many boomers were surely worried about catching the virus and opted to stop out.

And given boomers' high net worth and decreased need to punch the clock, they have wide latitude in their career decisions. Yes, many boomers were pushed out of the labor force due to job loss. But to many more, now probably seems as good a time to retire as any.

This alone is likely having a far greater impact on the labor market than is being reported. Why? Boomers are often vacating higher level and highly valued positions in their companies. Many boomers helped build those companies, hold senior positions, and, most importantly, have many years of accumulated knowledge and experience, which will be tremendously difficult to transfer over to younger workers. As companies attempt to replace these boomers, they will be greeted with a massive challenge.

**Millennials became the largest generation in the labor force in 2016**

Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown.




Source: Pew Research Center analysis of monthly 1994–2017 Current Population Survey.

## Boomers aren't being replaced

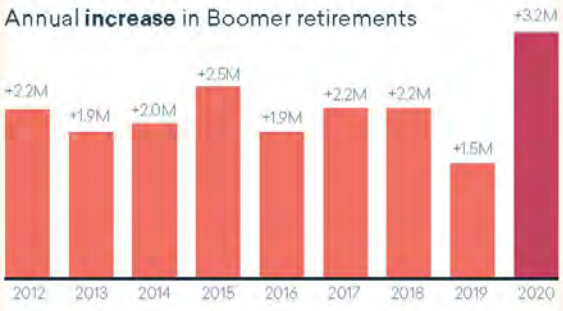
2020 sped up an inevitable process: the accelerated exit of baby boomers from the economy they created is being compounded by the fact that boomers are not being replaced.

For the US population to reproduce itself—meaning, for current population numbers to stay the same—the total fertility rate (TFR) needs to equal 2.1 children per 1 woman. When the TFR stays at or near 2.1, one child is born to replace every person now living (with the .1 allowing for cases of early mortality). In other words, the population doesn't grow, but it is at least replaced. Yet, with a few annual exceptions, America's TFR has been far below 2.1 since 1971.

This means that there aren't enough millennials and Gen Zers to fill boomers' shoes. Boomers spent more time on career and income, and less on reproducing themselves. While boomers were born into families with an average of four children each, boomers themselves had an average of just 1.8 children. Thus, as they leave the workforce, there simply aren't enough workers to replace them.

We'll discuss this problem further in Chapter 3.

**The number of retired Baby Boomers rose more from 2019 to 2020 than in prior years**




Source: Pew Research Center analysis of July, August and September Current Population Survey monthly files (IPUMS)

## Industrious boomers generated incredible amounts of wealth—which their children stand to inherit

We turn now to another major impact of the boomers: wealth. The work of 76 million boomers generated incredible economic prosperity. This was partly because there were so many of them, including, as we saw earlier, tens of millions of women.

This tsunami of workers generated pots of wealth, as we can see with the national GDP. In the 28-year period from 1947 to 1975, real GDP nearly tripled from $2 trillion to roughly $5.6 trillion. But once the boomer generation kicked in with two people per family unit generating two household incomes, the next 28 year period saw real GDP nearly tripled again from $5.6 trillion to $14.5 trillion—2.5 times the increase of the previous period. By the time boomers first started retiring in 2009, GDP had hit a spectacular $15.3 trillion.

How did this growth affect regular families? Median family income grew modestly from $5K to $14K between 1955 and 1975. It then soared to $56K (a stunning $42K increase) in the next 20-year period ending in 1995. In other words, as boomers (many of them dual-income earners) hustled industriously through their prime earning years, median family income grew five times as much as it did in the previous 20 years.


Source: US Census Bureau, Current Population Survey, 1968-2020 Annual Social and Economic Supplements (CPS ASEC)

**Historical median income using alternative price indices: 1967 to 2019**

Median family income adjusted for inflation. Even with the setback of the recession, the pattern of growth has mostly ranged from steady and sustained to sharp and steep.

The result is an enormous amount of wealth.

As of today, the average net worth for a boomer household is $1.2 million, making it the wealthiest generation in the history of the world. We don't mean to suggest that every single individual in this cohort has made this much. But broadly speaking, this generation has amassed a lot of wealth.

The combination of significant wealth with low birthrates may mean that a major transfer of wealth is on the horizon. With fewer offspring to divide up an inheritance, the children of highly educated, high-earning baby boomers can expect to receive that average $1.2 million more or less intact when their parents die.

What are the consequences of such wealth? We will consider one particularly unfavorable consequence in Chapter 2.

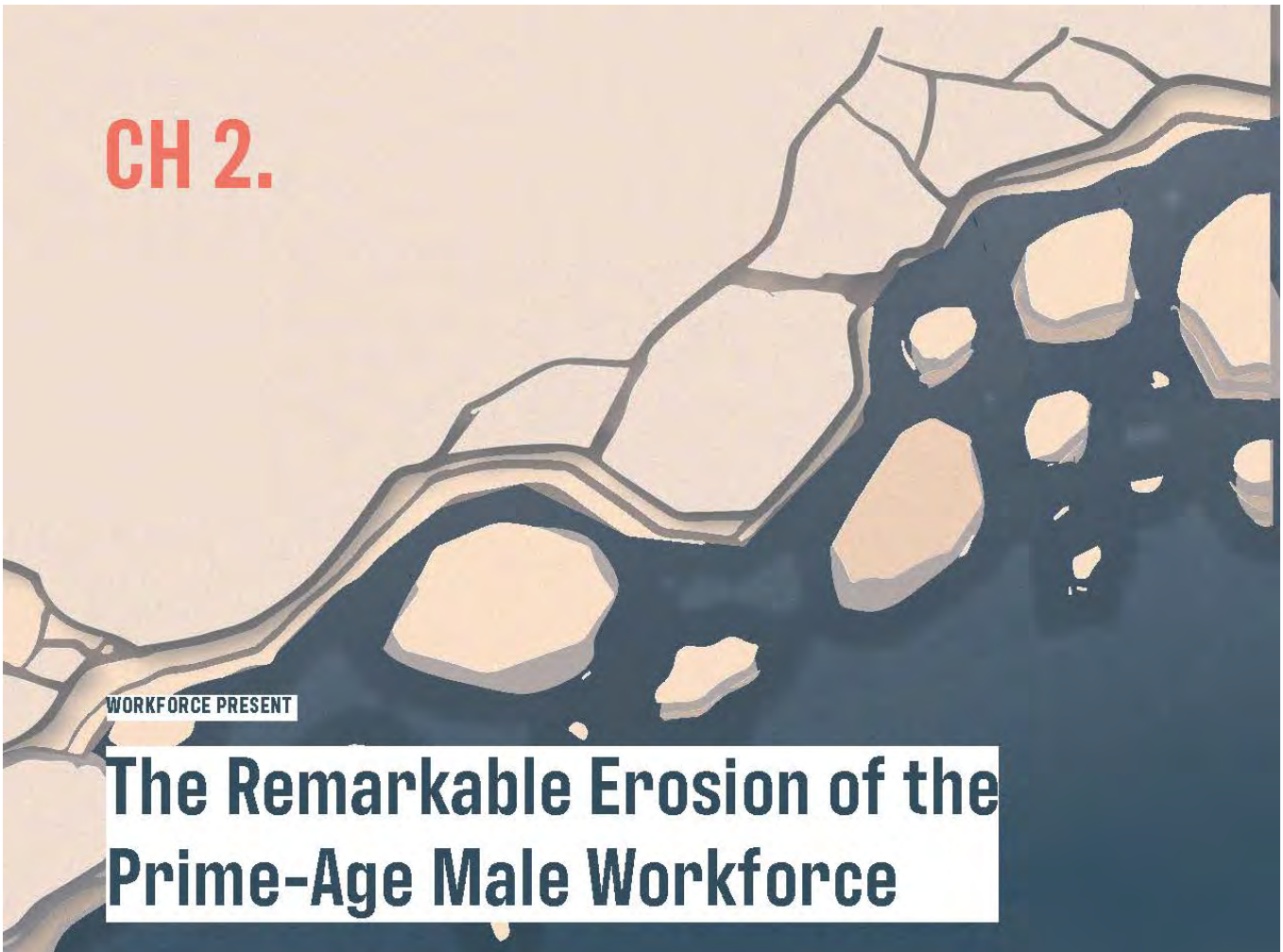
## The tide is going out

These enormously blessed children of the baby boomers—Gen Xers and millennials—would normally replace their parents in the labor force...if there were enough of them, but as we've seen, there aren't.

The recent history of our labor force amounts to a slow-moving tide. After decades of high tide, we've become accustomed to it. But the tide is going out. The exit of boomers from the workforce is not staggered, but en masse, and it's already leaving companies scrambling to fill people gaps. When the tide fully recedes, the productivity losses will be extreme. The Economic Policy Institute projects that by 2030, a middle class family's after-healthcare income will be down by 14%. Meanwhile, the World Economic Forum estimates people spend over 37% less in retirement. A decrease in aggregate demand coupled with a labor supply shortage amounts to a dire prediction for GDP.

In the next chapter, we'll discuss another reason the children of baby boomers aren't filling their parents' shoes: lack of motivation and a shift in career ideals and work ethic, resulting in record-low LFPR among prime-age men in particular.

# CH 2.



WORKFORCE PRESENT

# The Remarkable Erosion of the Prime-Age Male Workforce

**TAKEAWAYS**

»2.4 million women left the workforce from February 2020 to February 2021—a development that has overshadowed another mass exodus. Men have been disappearing since the 1980s.

»The prime-age male workforce (ages 25-54) plunged from 94% in 1980 to 89% in 2019. That 5 percentage-point drop represents over 3 million missing workers when compared to the 94% participation rate. When compared to a hypothetical 100% rate, it represents nearly 7 million.

»Millennials are expected to inherit an estimated $68 trillion from their boomer parents by 2030, making them the wealthiest generation in history. The wealth created by boomers in general has made millennials less motivated to seek careers of their own.

»The opioid epidemic is a major culprit in siphoning prime-age men off the labor force. In 2015 alone, a staggering 860,000 prime-age men were absent from the labor force due to opioids.

»In 2014, for the first time since 1880, more men 25-34 years old were living with their parents than with a spouse.

»Males increasingly prefer part-time over full-time work. The number of prime-age men willingly opting for a part-time job jumped from 6 million in 2007 to nearly 8 million in 2019.

# Meet the Millennials

## Introduction

In the last chapter, we considered the enormous size of the baby boomer generation and the fantastic wealth they created. In this chapter, we will consider what happened when the subsequent generations (Gen Y, millennials in particular) were neither numerous nor motivated to replace boomers in the labor force.

## 2.4 million women left the workforce in one year

First, let's consider an alarming phenomenon that is making headlines and turning heads: women are leaving the workforce by the millions.

Back in January 2020, women were in a slim majority for the second time in US history, accounting for just over 50% (50.04%) of the national workforce. But COVID has changed all that. From February 2020 to February 2021, 2.4 million women separated from the labor force, compared to 1.8 million men—a difference of 600,000. In January 2021 alone, 275,000 women left the workforce, compared to 71,000 men.

A primary cause behind this widespread retreat is that several major industries employing a majority of women—service, retail, travel & tourism—were also the first to be shut down or obliged to curtail business during COVID. Other reasons include pure necessity (women leaving to take care of their families once schools pivoted to distance learning) or burnout (women exhausted from juggling both families and work).

The loss of women from the labor market is indeed shaping up to be a dire trend. But even more disturbing is a stealthier long-term trend that has been missing from much of the national conversation for the past 40 years: where have all the men gone?

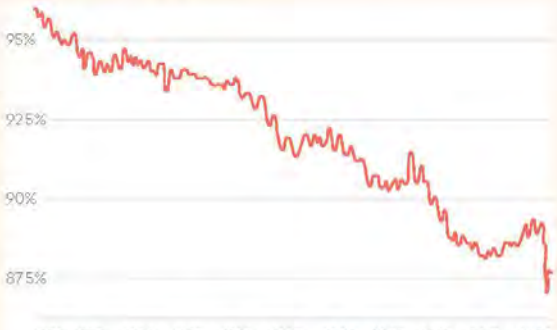
## Male workers: AWOL since 1980

A revolving door began spinning on the workforce in the 1980s: women in, men out—especially in the generations following the baby boomers.

In 1980, the prime age male workforce (ages 25-54) made up 38% of the workforce. But by the fourth quarter of 2019, nearly 40 years later, that same prime age male workforce had dropped to just 34% of the workforce.

The chart below illustrates the drastic decline in the LFPR for prime-age men. The dip in male LFPR was already underway in the 1970s. Then between 1980 and 2019, it jumped off a cliff. In 1980, the LFPR for prime-age men was right around 94%. By 2019, it had plummeted to 89%. This drop represents roughly 2.6 million prime-age men no longer actively working or searching for a job.

**Prime-age male labor force participation rate plummeted from 94% in 1980 to 89% in 2019**




Source: BLS Current Population Survey.

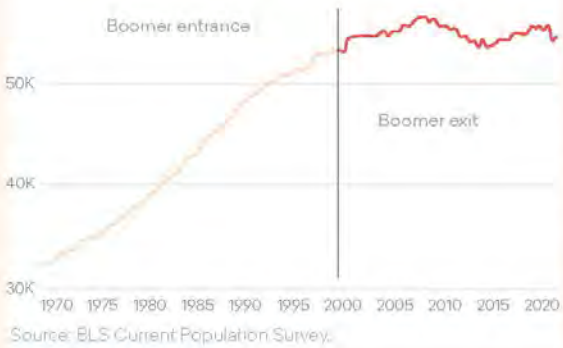
Of course, men naturally made up a shrinking percentage of the total workforce as women flooded the ranks starting in the 1950s, but the trend we're observing here isn't a matter of men comprising a smaller slice of the pie. This is a matter of men opting out of the pie. Gen X, millennial, and Gen Z men increasingly don't work, period. And yes, the decline of the overall number of males in the workforce since 1980 is somewhat due to the fact that male boomers have moved into the next age

bracket. However, this doesn't change the fact that the overall participation of prime-age men is tanking.

Here's a grim angle on the same problem. The last male group to grow in the labor force was baby boomers. In the chart below, note how male LFPR catapults as boomer men enter the market from 1970s to 2000, but stagnates as boomers begin to retire.

**Baby boomer men were the last male group to grow in the labor force**

As boomers began exiting the labor market, the total number of prime-age men in the workforce did not




Source: BLS Current Population Survey.

grow at all for 16 years, from 2004 to 2020. However, the number of prime-age men not in the labor force swelled by an astonishing 70%. What this means is that even though millennials in particular now outnumber living baby boomers, more and more millennial men are, for one reason or another, opting out of work.

The question is, why?
We will consider three primary reasons:

- Boomer wealth and delayed responsibility
- Opioid epidemic
- Fundamental attitude shift away from full-time work and towards part-time work (and video games)

## The impact of boomer wealth: delayed responsibility

As we saw in Chapter 1, the work ethic of 76 million baby boomers begat incredible economic wealth. On top of being part of an enormous labor force, the majority of married boomers were also dual-earner couples. This meant two people generating two household incomes for the same family. By 1995, the large female boomer population was 33-49 years old (prime working years) and, combined with their husbands' incomes, earning the largest increases in household income in the recorded history of the world.

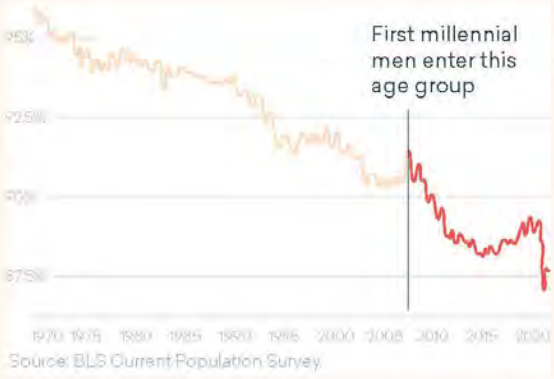
### WHAT WAS THE IMPACT OF ALL THIS WEALTH ON THE CHILDREN OF BOOMERS?

Let's back up a minute to get the big picture. The maximum earning years for households are between ages 45 and 54. For boomers, this would have spanned the years of 1991 to 2018 with the peak occurring somewhere between 2002 to 2007. Boomers' children would have been in their early 20s to mid 30s in that time frame.

What this means is that as boomer parents flourished in their peak earnings years, their adult children did not technically need to work in order to ease the drain on the household. The dual-income-earning parents were already making enough money. In fact, millennials are expected to inherit an estimated $68 trillion from their boomer parents by 2030, which will make them the wealthiest generation in history.

One of the blessings of such wealth is also a curse: the easy slip into delayed responsibility. A full 13% of millennials did not get their first job until they were over 20 (with men having a higher average age than women), compared to just 8.9% of Gen X and 6.3% of boomers. The LFPR for men ages 25-34, already in slow decline as boomers began aging out, took a shocking dive as millennial males entered that age group. The LFPR went from 93% around 2007 to 88% in 2014:

**LFPR for males ages 25-34 tanked as soon as millennials hit those ages**




The abundance of boomer wealth also moderated the need and motivation for millennials to move out of the nest. In 2014, for the first time since 1880, more men 25-34 years old were living with their parents than with a spouse. For 25–29-year-olds, that percentage was an astounding 25%.

When thousands of men don't get a job or leave Mom and Dad's, the shockwaves are personal, not just national or economic. Men who delay getting a job also delay critical life milestones such as marriage, children, and home-ownership. According to the Census Bureau, the average age of marriage for men has moved from 23 years old in 1960 to 30 years old in 2019. As for having kids, the vast majority of men are postponing children to their 30s with the average of first time fathers hitting 31, up from 27 in the early 1970s. The average age to purchase a first home went from 28 in the 70s and 80s to 34 years old as of 2020, while the median age soared from 31 years old in 1980 to age 47.

Sidenote: A common explanation for millennials' delay in buying a first home is the $1.7 trillion in student loan debt shared by approximately 44.7 million borrowers. Debt is indeed a ball and chain for many young Americans (and let's not forget that the median inflation-adjusted price of homes ballooned by 39% between 1970 and 2019). But the fact remains: the LFPR itself for millennial men is plunging.

With male LFPR declining so drastically, college debt and home prices alone cannot be blamed as the only villains forcing millennial men to postpone buying a home.

The truth remains: men today aren't working as much as their boomer parents.

## The opioid epidemic is stealing prime-age men from the market

Another factor stealing men away from the labor market over the past two decades is prescription opioid abuse. Opioids are used by many for legitimate pain management, but the US has been overrun with addiction, as evidenced by the fact that some 90 Americans die every day from opioid overdose. It is manifestly impossible to sort between abusers and legitimate users in the statistics below; nevertheless, considering that nearly 30% of patients misuse their prescriptions, we can use the following numbers to conclude that opioid abuse is a major culprit in siphoning men off the labor force.

The opioid conflagration began around the turn of the millennium. From 1999 to 2010, US sales of opioid painkillers quadrupled. In fact, in 2012, there were enough opioid prescriptions for every single American adult to have their own bottle of pills, according to the Centers for Disease Control and Prevention. And as the use of painkillers skyrocketed, the misuse was not far behind. In 2019, an estimated 9.7 million Americans age 12 or older misused prescription painkillers.

The consequences of opioid abuse aren't just hospitalizations and tragic deaths, but also a huge decline in labor force participation—particularly among prime-age men. In an extensive 2019 study, researchers Dionissi Aliprantis and Mark E. Schweitzer discovered a strong link between opioid prescription rate and labor force participation for both men and women.

For prime-age men in particular, a 10% higher prescription rate in a particular region was associated with a 0.15-0.45% decrease in the LFPR. In fact, the study estimated that in certain US counties, solving the opioid epidemic would increase the LFPR for prime-age males by over 4 percentage points.

Further, a 2018 study by the American Action Forum discovered that the spike in opioid use between 1999 and 2015 (256% increase per capita) caused the national LFPR for prime-age men to drop by 1.4 percentage points. This accounts for a full 40% of the decline in LFPR for prime-age men during the same time frame. In raw numbers, this decline means that in 2015 alone, a staggering 860,000 prime-age men were absent from the labor force due to opioids.

### ATTITUDE SHIFT: PART-TIME WORK & VIDEO GAMES

Much has been written in defense of millennials' work ethic, their desire for work-life balance, their preference for a clear career path, their love for flexible schedules, and even their sense of entitlement. But here, we want to focus on the connection between boomer wealth and the low LFPR in millennial men in particular.

With boomers' wealth creating an affluent life for large numbers of the following generation, their children's attitude towards work naturally shifted. It would have been highly difficult to resist. Enabled by significant wealth, millennials could afford not to work—or to work significantly less than their parents. We will examine this attitude shift for prime-age men in two areas: the drift away from full-time work towards part-time work, and the huge increase in hours spent playing video games.

### MILLENNIALS WANT LESS FULL-TIME WORK, MORE PART-TIME WORK

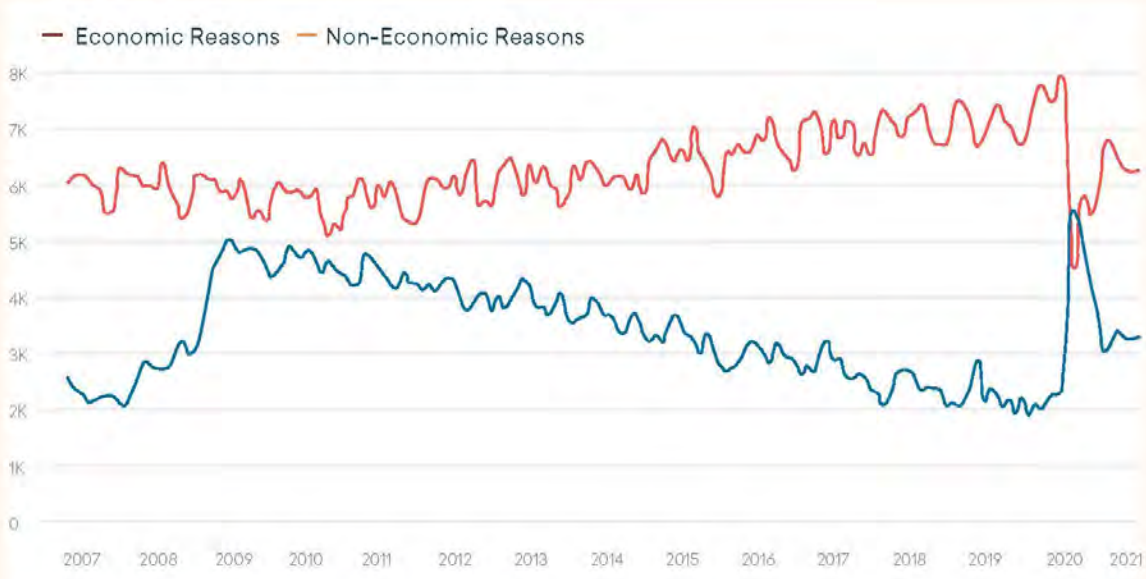
A notable trend in the past decade (2009-2020) is the flight of prime-age men to part-time work.

**The 2008 housing crisis pushed prime-age men from full-time work into part-time work**


One of the initial reasons that significant numbers of men moved into part-time work around 2009 was that they were forced to. The Great Recession of 2008 erased 4.5 million largely full-time jobs from the male-dominant construction and manufacturing industries. Many of the only available jobs were in restaurants or retail establishments, where average weekly hours are typically part-time even in a healthy economy. Thus, huge numbers of prime-age men opted for these 20- to 30-hr/week jobs simply because there was nothing else at the time.

The problem is that even as the US recovered from the recession and unemployment rates sank to their lowest levels in 50 years, prime-age men didn't race to return to full-time work. As the following chart demonstrates, the number of prime-age men willingly opting for a part-time job jumped from 6 million in 2007 to nearly 8 million in 2019.

**Men: part-time by reason**




Source: BLS, CPS, unpublished data, 2021

This was particularly prevalent in the 21- to 30-year-old male age group which, by 2015, was working 12% fewer hours on average than it had been in 2000. A shocking 15% of these men had not worked a single week in 2014.

### BOTH MILLENNIALS AND GENERATION Z LOVE THEIR VIDEO GAMES

Why the dramatic shift to part-time work, even during a time defined by prosperity and opportunity? One short and surprising answer is our second topic: video games. Yes, really.

According to NBER research, the decrease in hours worked for men ages 21-30 exactly mirrored the increase in video game hours played. On average, males ages 21-30 worked over 200 fewer hours in 2015 than they did in 2000 (a 12% decline). They simultaneously upped their leisure hours, 75% of which were spent playing video and computer games. Many of these men do not have a bachelor's degree, and the data shows they are postponing marriage, child rearing and home buying until their 30s.

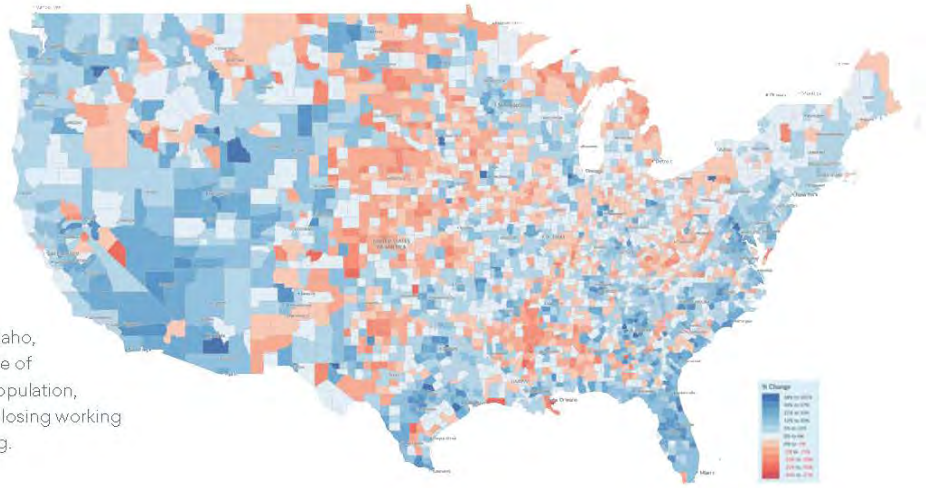
## Conclusion

For practical ways to encourage not only prime-age men but workers in general to rejoin or remain in the labor force, see our suggestions in Chapter 5. In this next chapter, we will consider an even bigger problem than the declining LFPR of prime-age males: the imminent shrinking of the US population.

In the maps below, we highlight some of the dramatic changes that have occurred over the last two decades, both in the population of working-age adults, and in the population of children under fifteen. Overall, the maps show historic population centers–the coasts especially–losing young people, while the Mountain West, Southwest, and some parts of the South and Midwest make relative gains. And in just the last ten years, losses of working-age population across the board have accelerated dramatically.

## Percent change in working-age population by county between 2001 and 2011

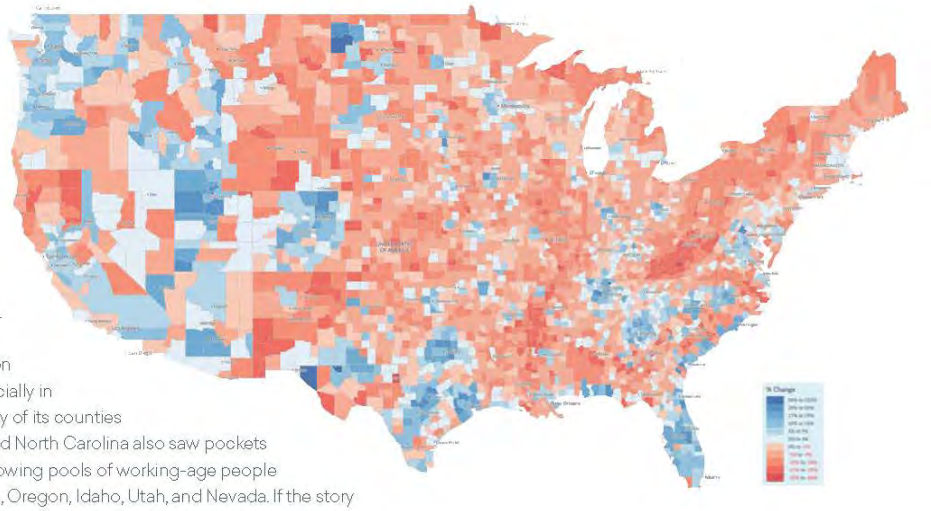
Notice how the worst losses are relatively localized to the Midwest and South. Almost every county on both coasts saw working-age population growth: between 2001 and 2011, rural areas were becoming increasingly elderly, while young people concentrated in prosperous urban centers. Most counties in Western states also saw their working-age population grow, although some counties in Oregon, Idaho, and Nevada suffered losses. Texas, one of the largest states in terms of overall population, was a mixed bag, with some counties losing working population and some counties gaining.



Source: Emsi labor market analytics

## Percent change in working-age population by county between 2011 and 2021

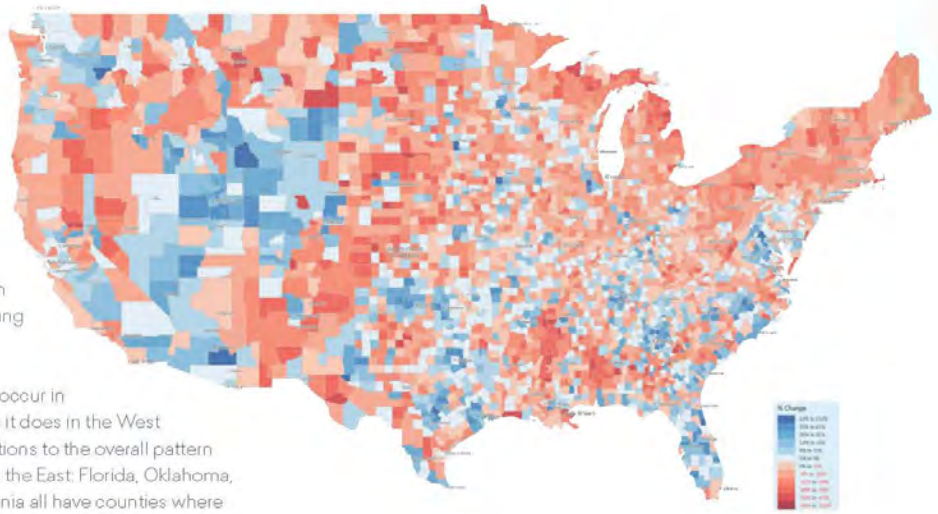
Note the stark contrast with the same map from only a decade earlier. Losses that were regionally concentrated have become nearly universal in the intervening 10 years. Economically powerful coastal regions suffered much more than they did in the previous ten years. In fact, California's coast is an almost completely unbroken stretch of working-age population loss. Interestingly, Florida, long considered by many a retiree colony, is an exception to these coastal patterns. Florida, especially in the southern part of the state, saw many of its counties gain working-age population. Texas and North Carolina also saw pockets of growth, but the largest areas with growing pools of working-age people were out west: counties in Washington, Oregon, Idaho, Utah, and Nevada. If the story of 2001- 2011 was the hollowing out of America's heartland, 2011-2021 saw America's traditional hubs of economic and tech power lose young people in droves.



Source: Emsi labor market analytics

## Percent change by county in the under-15 population between 2001 and 2011

Only parts of the Mountain West and Southwest show significant unbroken stretches of growth. While working-age population was relatively stable in many counties during this time frame, the share of children under 15 was dropping rapidly all across the country. In this map, you can see the workforce losses coming 10 years down the line: a lack of children under 15 means the same lack of young working adults 10 years later.

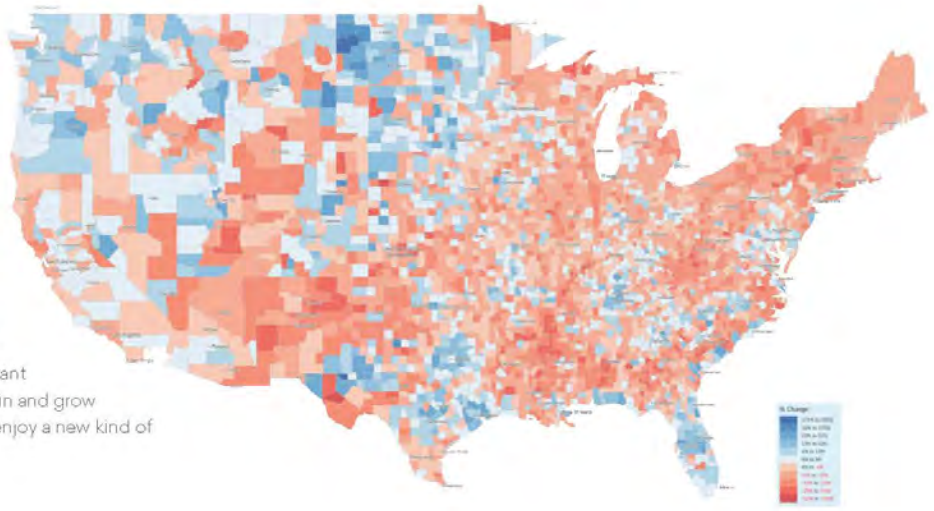


East of the Rockies, growth tends to occur in pockets rather than wide swathes, as it does in the West and Southwest. Still, there are exceptions to the overall pattern of declining childhood population in the East: Florida, Oklahoma, Texas, North Carolina, and Pennsylvania all have counties where the percentage of children is growing, rather than shrinking.

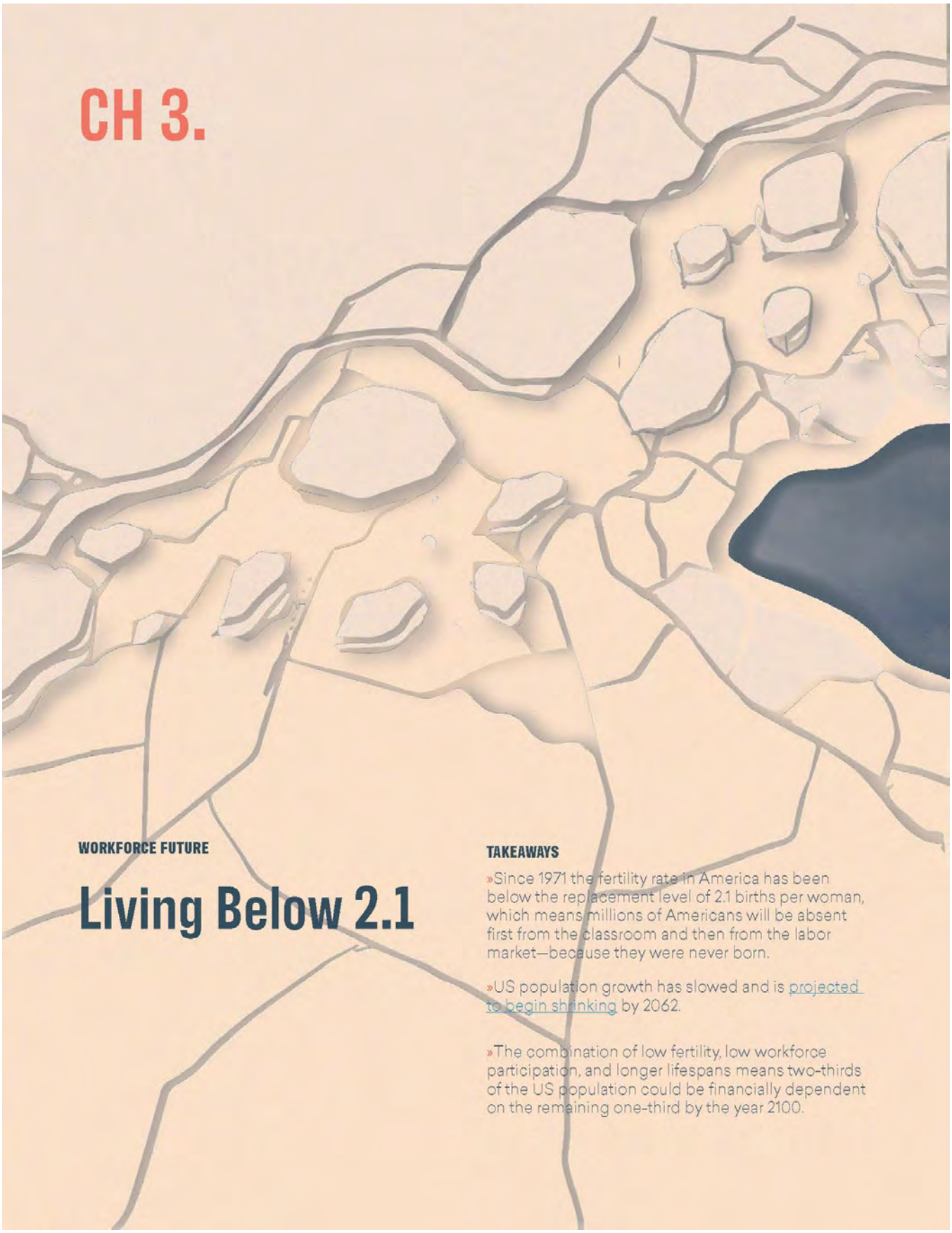
Source: Emsi labor market analytics

## Percent change by county in the under-15 population between 2011 and 2021

In the last decade, the West and Southwest have lost a large part of their advantage, while the upper midwest has made gains. However, the pockets of growth on the East Coast and the South have mostly shrunk—with the exception of Texas and Florida, notable outliers. If the overall share of children as a percentage of the population continues to drop over the next 10 years, the ability of these outliers in the West, South, and Mid-West to retain their growth trajectories will be an important issue. Communities that can maintain and grow a population of young people may enjoy a new kind of competitive advantage.



Source: Emsi labor market analytics



# CH 3.

WORKFORCE FUTURE

## Living Below 2.1

**TAKEAWAYS**

»Since 1971 the fertility rate in America has been below the replacement level of 2.1 births per woman, which means millions of Americans will be absent first from the classroom and then from the labor market—because they were never born.

»US population growth has slowed and is projected to begin shrinking by 2062.

»The combination of low fertility, low workforce participation, and longer lifespans means two-thirds of the US population could be financially dependent on the remaining one-third by the year 2100.

So far, we've considered the current talent shortage from two angles. We've covered the baby boom, which created a highly prosperous economy, but we've also seen that the following generations have been neither numerous nor motivated enough to replace boomers as they retire. Both of these factors have contributed to (and will continue to impact) America's struggle to find enough people to fill open jobs.

This leads us to our third and most sobering angle: the declining workforce of America's future. In this chapter, we consider the exact nature of this imminent people shortage in the US and the 50-year history of America's baby bust.

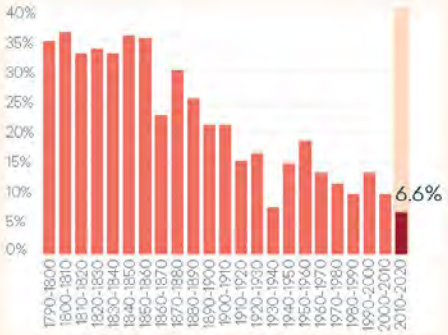
## A 6-million worker deficit will lower living standards for everyone

In early 2018, Korn Ferry predicted that by 2028, the US can expect to see a deficit of 6 million workers, while 85 million jobs go unfilled around the globe. These shortages are more than just a challenge for HR directors or CEOs. These shortages will affect quality of life for everyone.

When a shipping company is short tens of thousands of truck drivers, it means packages arrive late and essential goods go missing from grocery store shelves. When hospitals can't find enough nurses, life-saving treatments get delayed, and short-staffed, sleep-deprived medical teams make critical mistakes. When corporations can't fill high-tech security roles, everyday people are left vulnerable to data breaches and cyber attacks. Without enough people working to provide the goods and services we've come to expect, prices go up and the speed and quality of service goes down.

As we've seen, low labor force participation is part of our talent shortage problem. But a bigger demographic trend is driving shortages as well.

**US population growth by decade: 1790 to 2020 (estimated) censuses**




*April 1 2020 population is calculated by pro-rating the annual growth rate from July 1, 2019 to July 1, 2020 through April 1, 2020.

Source: William H. Frey analysis of US decennial censuses 1790 to 2010 and annual Census Bureau Population Estimates released December 22, 2020

Last December, William Frey of Brookings reported that the US population growth rate from 2019 to 2020 was a staggeringly low 0.35%—the lowest recorded growth rate of any year since 1900, and probably the lowest since the birth of our nation. Even small changes in growth have big implications. Increasing the rate of growth by just one-tenth of 1% (from 0.35% to 0.45%) between 2019 and 2020 would have meant an additional 327,000 people. But the national rate of growth generally continues to slow. 2010-2020 represents the lowest decade of population growth in US history.

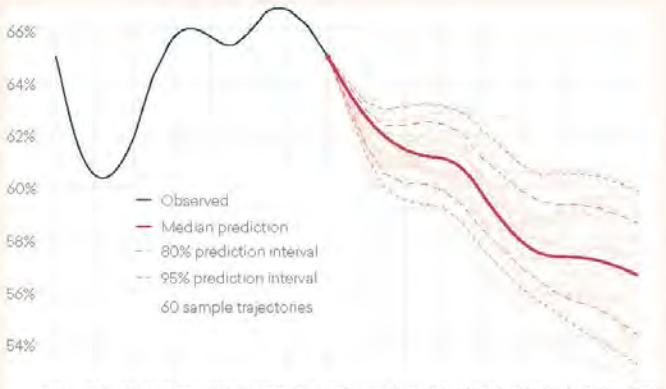
Looking further into the future, the UN projects that the number of working-age people in the US will fall below 60% of the total population by the year 2100, and could drop to as low as 53%. The last time the working-age population dropped near 60% was during the baby boom, when the dependent population was primarily children. This time, the majority of the country's dependent population will be over age 65.

Using the UN's medium scenario, the age dependency ratio in the US is projected to be 77 by the year 2100. That's 77 people of dependent age (under 15 and over 65) for every 100 people of working age. But keep in mind, not all people of working age will actually have jobs. (As we saw in Chapter 2, LFPR among prime-age people has already dropped significantly.) What this means is that even if workforce participation reverts to our 20-year high, current demographic trends will leave almost two-thirds of the US population dependent for financial support on the remaining one-third by 2100. Given the steep cost of care for elderly dependents, the financial burden on the working-age population will be immense. Perhaps impossible.

The US has not yet had to deal with a shrinking total population (as is already afflicting Europe, Russia, and Japan), but we need to wake up to reality: our population growth has slowed and is projected to begin shrinking by 2062. The current struggle to find talent is not simply a matter of too few people with the requisite skills to fill open roles. It is becoming a matter of simply too few people.

How did we get here?

**United States of America: percentage of population aged 15-64 years**




Source: United Nations, DESA, Population Division

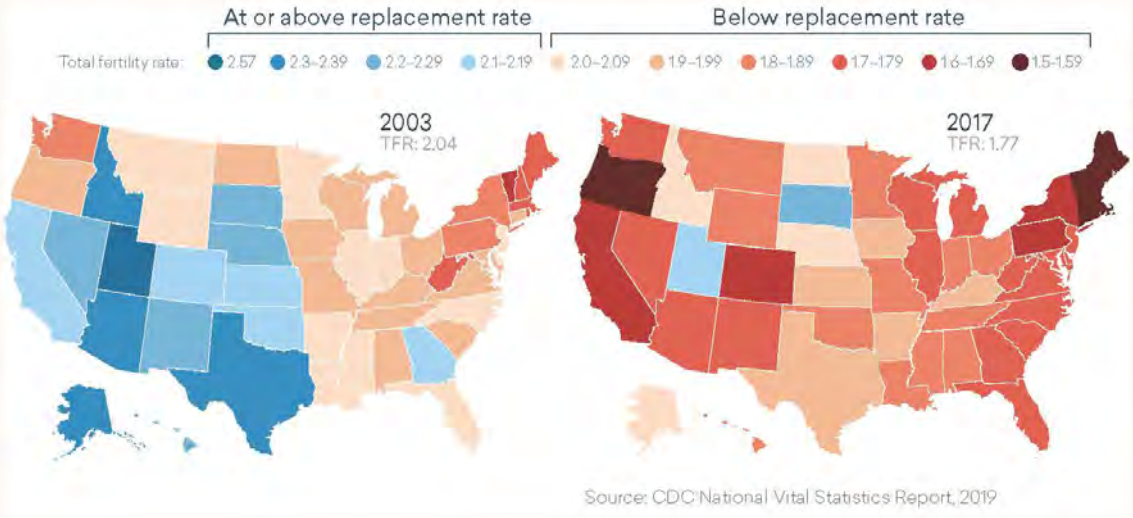
## 50 years of baby bust

Millions of Americans will be absent first from the classroom and then from the labor market because, to put it bluntly, they were never born.

We briefly discussed total fertility rate (TFR) in Chapter 1. As a reminder, in order for the US population to replace itself, the TFR needs to equal 2.1, or 2.1 children per 1 woman. When the TFR stays at 2.1, one child is born to replace every person now living. The population doesn't grow, but it is at least replaced.

The problem, as we mentioned earlier, is that America's TFR has been far below 2.1 since 1971. In 2017, the TFR in the US had fallen to 1.7—down from 3.7 in 1960. Data compiled from 32 US states indicates that in 2020 alone, the birth rate fell more than 4%. This means that fewer and fewer young people are rising through the ranks to attend college or enter the workforce.

**From 2003 to 2017, the US total fertility rate (TFR) fell from an average of 2.04 live births in a woman's lifetime to 1.77. The number of states with a TFR above replacement rate (2.1) dropped from 15 to 2: Utah and South Dakota.**

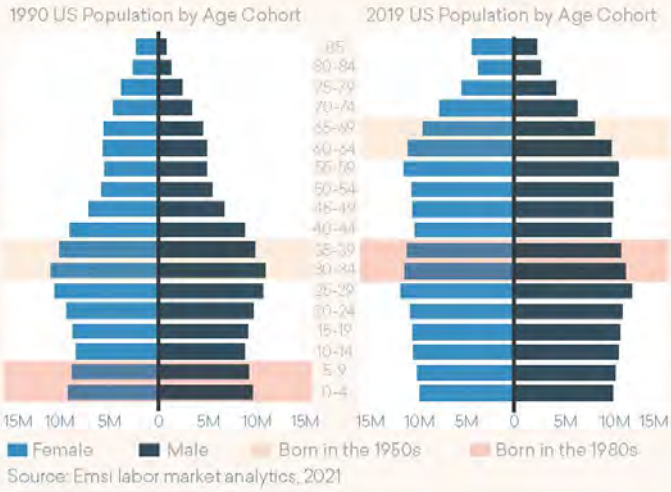



Fertility numbers vary by state, but the trend toward fewer and fewer children per household does not. The maps below illustrate the dramatic decline from 2003 to 2017.

In 2003, nearly a third of US states had fertility rates above 2.1. But in just 14 years, only two states (Utah and South Dakota) had fertility rates above the replacement level. And these numbers continue to drop. States like Oregon and much of New England have fertility rates closer to that of Japan.

As fewer children are born and greater numbers of Americans live into their eighties and beyond, the traditional age pyramid (where younger people outnumber older people; see the chart on the left) now resembles an age bubble (with older outnumbering younger; see the chart on the right).

**Low fertility has changed America's ideal youth-heavy population "pyramid" into a middle-aged balloon**




A country with a pyramid-shaped age distribution is one with a large up-and-coming young population. In the US, the pyramid-shaped age distribution of the past contributed to boomer-driven economic prosperity (ironically, a crucial factor allowing the boomers to amass such unprecedented wealth was the

decision to have fewer children than their parents, which partially enabled more women to join the workforce and contribute to household income, as we discuss in item 5 below.).

No single factor is responsible for the global drop in fertility, and no single factor is likely to turn it around. Moreover, not all the factors involved can be painted as an unqualified evil that it would be universally beneficial to eliminate, and even fewer have an obvious short-term solution. Our goal in identifying contributing factors is not to outline a simplistic path to reversal, but to foster conversations about the following:

- The long-term factors that are here to stay and what strategies can best mitigate the negative consequences
- The short-term measures that will allow us to cope with what can't be mitigated at this point.

Plans for reversing the current demographic trends are not within the scope of this paper, but outlining some of the contributing factors can help us understand the complexity of the matter. Researchers point to a range of considerations that affect the decision to have a child—some economic, some religious, some personal. These include the following factors:

#### INDUSTRIALIZATION

In pre-industrial societies, children could quickly become financial contributors to their families, working as hands on the family farm for example. But with mechanization, industrialization, and the introduction of child labor laws, children gradually ceased to be economic assets. In the modern economy, kids are now seen as liabilities, especially in their younger years. Raising a child to adulthood now costs American parents close to $234,000—roughly the cost of buying a house.

#### URBANIZATION

With fewer hands needed to run family farms, populations shifted from rural areas toward cities. Historically, urban areas tend to have lower fertility rates. Reasons may include tighter living conditions, higher cost of living, and changes in cultural values between city and country.

#### SECULARIZATION

Religion plays a well-documented role in boosting fertility. One study found that those with strong religious affiliations have .8 more children than their non-religious peers. According to a 2021 Gallup poll, membership in American churches, synagogues, and mosques has plummeted over the last 20 years, from 70% in 1999 to 47% in 2020. As religion declines in the US, the religious incentives to procreate have declined with it. Yet even among religious groups with historically high birth rates, fertility has dropped over time.

#### DECLINE AND DELAY OF MARRIAGE

Married people have more children than unmarried people, and marriage rates fell from 72 to 50% between 1960 and 2016. At the same time, among those who do marry, the average marriage age rose from early 20s in 1960 to 28 for women and early 30s for men by 2020. Delaying marriage reduces the number of childbearing years remaining for married women. This is one of the reasons that women in the US end up having fewer children than they would like. During 2020, marriage rates, already at an

all-time low, dropped even further. In Florida alone there were 28,000 fewer weddings last year than there would have been had 2019 marriage trends continued. Will there be a flood of weddings once everything calms down? Hard to say.

### WOMEN'S EDUCATION AND EMPLOYMENT

From a global perspective, the inverse relationship between women's education and fertility rates is well documented. As education and career opportunities are made available to women, they frequently choose to delay or avoid marriage and motherhood in pursuit of other goals. However, this does not mean that education has to be at odds with fertility. In the United States, the highest birth rate is among mothers with a graduate degree—nearly double that of mothers with less than a high school education.

### DEBT AND DELAYED COLLEGE ENROLLMENT

College enrollment has, until very recently, been at record highs. Extending education further into adulthood tends to delay childbearing since students prefer to put off marriage and starting families until after graduation. Student debt is also at historic highs, making the financial commitment of parenthood more intimidating.

### UNEMPLOYMENT AND ECONOMIC UNCERTAINTY

Low fertility often coincides with recessions. Given the long-term costs of raising children, financial stability is a major factor in the decision to grow a family. Millennials cite financial worries as a primary reason for postponing a variety of milestones, including having children. Unemployment is one part of that equation. Wellesley College economics professor Phil Levine calculates that every 1% drop in the employment rate brings a 1% drop in births.

Initial reports following the economic crisis of 2020 bear this out. By December 2020—eight months after unemployment soared to terrifying heights—births were already down as much as 30% in some US states over the same period in 2019. This supports earlier projections from Brookings forecasting as many as 500,000 fewer US births in 2020 than the already declining number expected before COVID. As The Wall Street Journal reports, "The longer a crisis lasts, the higher the chances that potential births aren't just postponed but never happen, say demographers." With birth rates already near record lows in 2019, a significant COVID-related baby bust would push the US even further toward a demographic drought.

The list could go on. Additional reasons for preventing or postponing childbearing include political instability, housing costs, lack of childcare, increased access to abortion and contraceptives, environmental concerns, and cultural pressures, among others.

# CH 4.

WORKFORCE FUTURE

## The Grim Implications of Living Below 2.1

**TAKEAWAYS**

»Shrinking populations in Germany, the UK, and France alone will mean over $1.2 trillion in lost revenue by 2030.

»The US faces the shortfall of 8.5 million workers in years to come, which will cause both higher education institutions and businesses to desperately compete for recruits who simply don't exist.

»The US stands to lose $162 billion annually due to talent shortages.

In this chapter, we will consider why a declining population spells trouble for the national economy and how it could affect higher education and employers in particular.

## A declining population spells serious trouble for the economy

Without population gains through immigration (an issue we will address more fully in chapter 5), any country whose TFR drops below 2.1 will eventually face the social, political, and economic challenges of an aging population, a declining education system, and a shrinking labor force.

A declining population forecasts a declining economy. Fertility rates determine the future number of working-age individuals, and as fertility rates drop, the US faces the prospect of depleting her greatest economic resource: her people. Due to our aging population, we can expect the expenditure on pensions, healthcare, and entitlement programs to rise as our economic output falls. In other words, to take care of aging boomers, withdrawals from Social Security and Medicare will grow, even as the tax base to fund them shrinks.

But more is at stake than tax-funded programs for retirees. How serious is the problem of a declining population? No crystal ball can tell us all the details of the future that's in store, but we can get a glimpse by looking to regions with populations that have already begun to shrink.

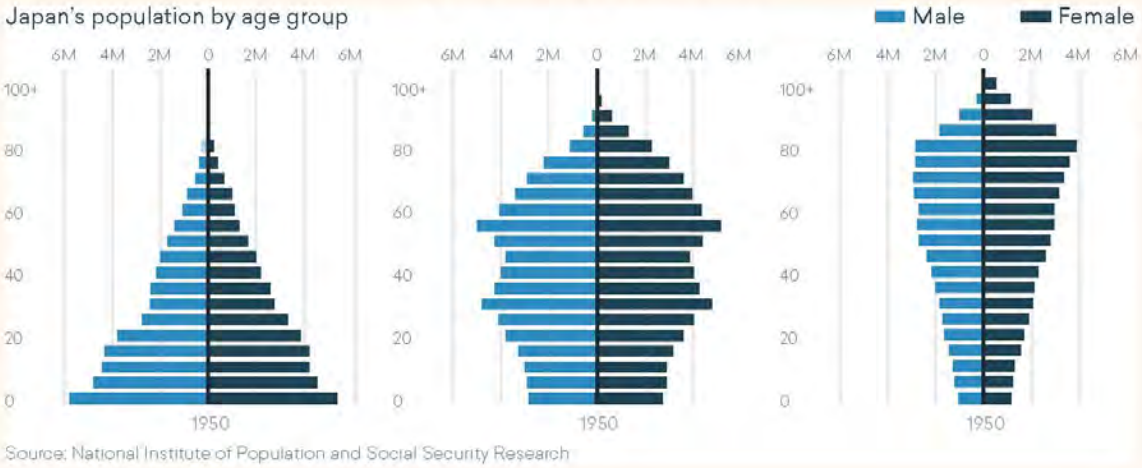
Japan, whose demographic trends are roughly 10-15 years ahead of the US, has also witnessed its population distribution shift from a pyramid to a balloon. With a TFR that has sat well below 2.1 for the last 50 years, Japan's population balloon is rapidly losing air—a sign that her economic party may soon be over.

After decades of low fertility, Japan has seen its population shrink, its schools close, its universities struggle to find students, its debt-to-GDP ratio climb, and its elderly people fend for themselves.

Europe is another example of the challenges the US can expect in the coming decades. Europe is now the oldest continent and the first to have a shrinking population overall. Within 15 years, Europe is set to have 50 million fewer people of working-age than it had just 10 years ago. A 2018 report projects that by 2030, talent shortages in Germany, the UK, and France alone will result in a combined $1.2 trillion in lost revenue.

Both Japan and Europe can provide real-time insights into the social and economic challenges brought about by a shrinking and aging population. And the US should be taking notes—because we may not be far behind.

**Japan's age distribution is a balloon that is losing air. The US is only 10-15 years behind.**




Source: National Institute of Population and Social Security Research

# The sansdemic will affect higher ed, employment, and the US economy

### 1. HIGHER EDUCATION

With fewer children born in the US, K–12 enrollment was already projected to fall by 8.5% before 2030. But after the events of 2020, enrollment is likely to slip even lower.

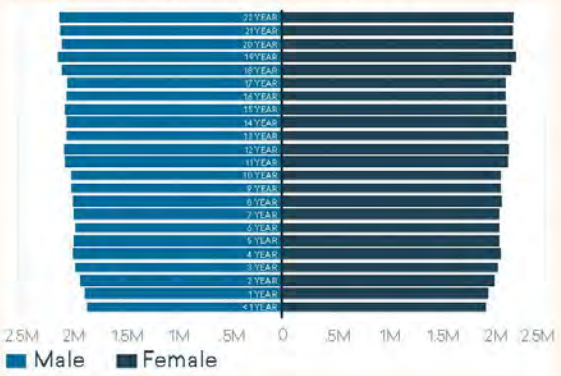
Fewer K–12 students also means fewer young people graduating and moving on to college. A December 2020 report from Inside Higher Ed predicts that the mid-2020s will see declining high school enrollments and class sizes, especially as the post-2008 birth dearth hits the upper grades.

When fertility rates were high and numbers of young adults were on the rise in the 1960s and 70s (see Chapter 1), college enrollment saw a tremendous upswing. The boomer generation created unprecedented demand for higher education. And even after population growth slowed, increased numbers of young people pursued postsecondary education as the means to a successful career. But that upward trend has peaked and is now moving in reverse. US colleges have lost more than 2 million students in the last decade.

And then came COVID. As we saw in the introduction, higher ed lost nearly half a million students last year. Meanwhile, EAB reports that delayed college plans, combined with the spike in high school dropout rates during COVID, will drive college enrollment numbers lower still. Even the best-case projections look grim.

Unlike birth rates, college enrollment rates tend to rise during recessions as people look for ways to increase their value in the job market. But 2020 was not a typical recession. New enrollment at 2-year colleges didn't just slump last year—it tumbled off a cliff. First-time student enrollment at community colleges fell a staggering 21%.

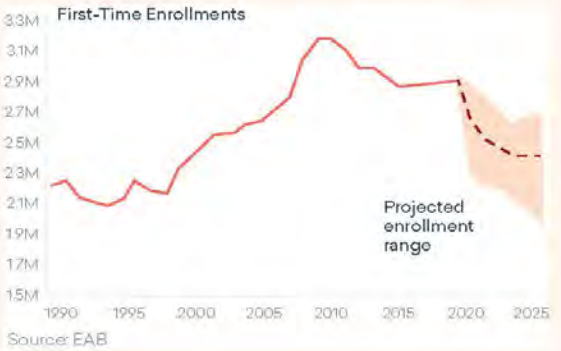
**2019 US school age population (birth-22years)**



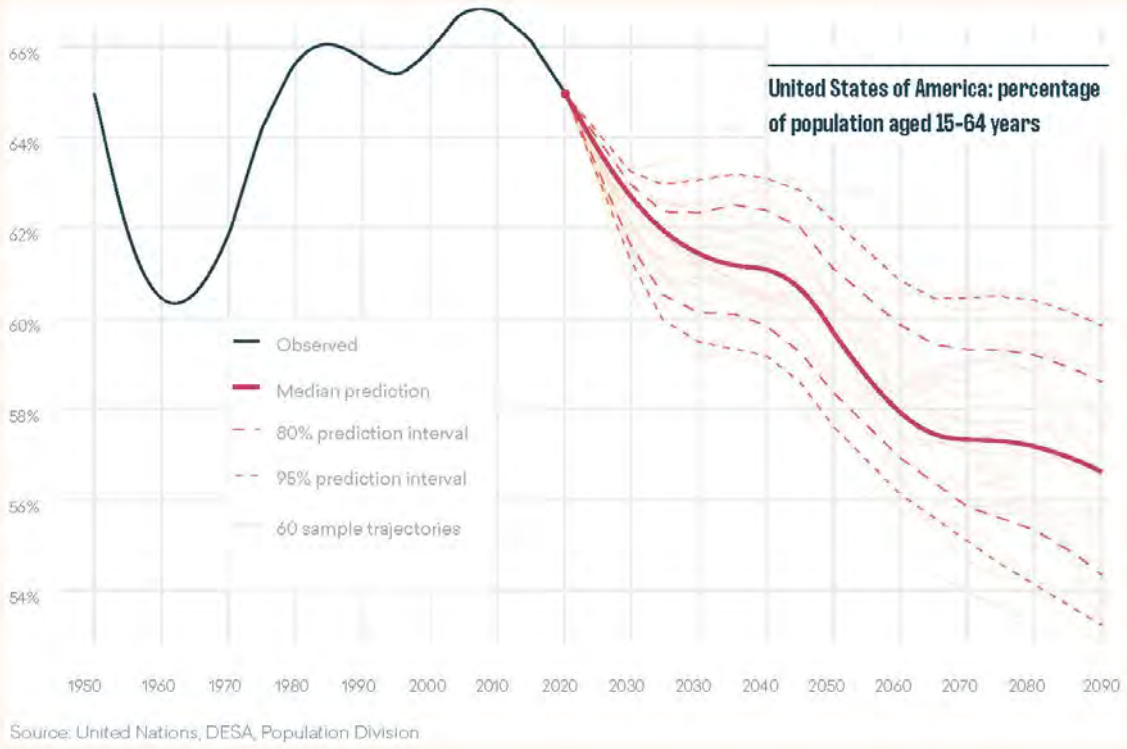

**Student enrollment at US colleges down 11% since 2011**


Source: National Student Clearinghouse Research Center

**First-time enrollments are projected to decline sharply**




Source: EAB




Source: United Nations, DESA, Population Division

## HUMAN RESOURCES AND RECRUITING

Hiring and recruiting will be increasingly competitive as employers scramble for a diminishing supply of talent. As we discussed in the previous chapter, the US labor force participation rate has fallen dramatically, shrinking the pool of talent for would-be employers. But the sansdemic is going to make a tough situation tougher still.

The working-age population is falling steeply as a percentage of the total population, and the resulting trouble for HR and recruitment is clear: fewer people of working-age means fewer people available to work (even if they were willing and ready to do so, which, as we have seen, many are not.) The so-called "War for Talent" will almost certainly intensify as companies compete to attract warm bodies from a declining cohort of young workers.

Already, 40% of HR leaders say that their organization has felt the negative impact of the present talent shortage. And before this decade is over, the shortage of educated workers is projected to be extreme. AAF reports that the American labor market will face a deficit of 800,000 workers who have associates degrees or some college, and a colossal shortage of 8.5 million American workers with bachelor's degrees or higher. What will these shortages cost us in terms of economic output? A projected $1.2 trillion. That is a 12-digit loss of economic output. And it's not the result of a stock market crash or bad business deals or falling behind in technology, or even a pandemic. It's the projected result of a massive shortage of educated people.

But simply churning out more college grads is a dream that's unlikely to become a reality. Higher ed, as we just showed, is facing recruitment shortfalls of its own, which means the supply of educated talent is going to be tighter still in the years ahead. Ready-made talent was a feature of the boomer workforce, but recruiters now need to adapt their expectations to the challenges of the present and the future.

Companies can no longer expect to hire the perfect candidate off the shelf. In fact, pulling any candidate off the shelf is getting harder. As we will discuss in a later section, on-the-job training, in-house recruitment, and high retention rates will be among the key survival strategies for HR.

### THE ECONOMY

All of the issues above, and many more, work together to shape the overall economy. The word economy comes from the Greek word oikonomos which means household management. Whether starting a business, going back to college, moving to a new city, or having another child, millions of trans-generational household decisions affect the prosperity of an entire society.

As University of Chicago economist Gary Becker explains, investment in human capital produces economic prosperity. In other words, economies are built by people. Economies are people.

More specifically, it's working people who keep the economy running. So what happens when we start losing people?

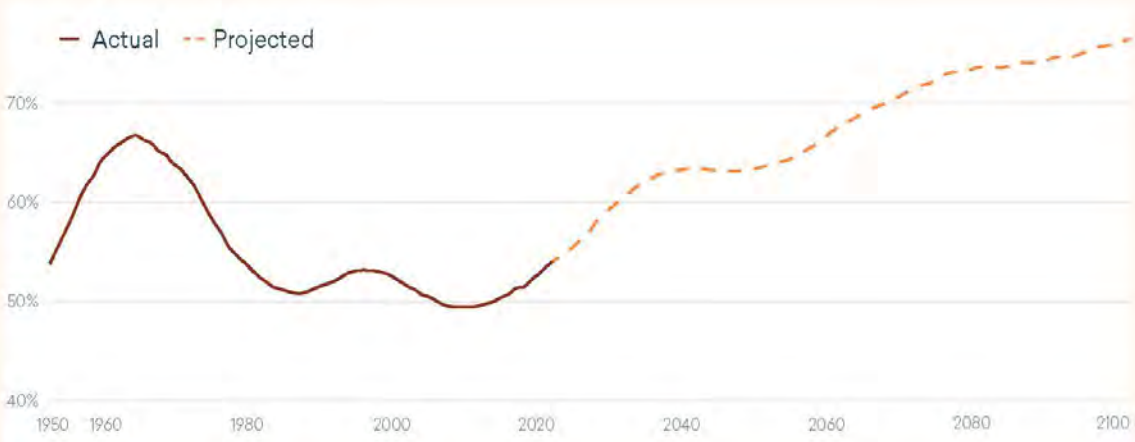
In some ways, the answer is already in front of us. As a report from the International Monetary Fund reminds us, the sheer size of the labor force is "one of the main determinants of economic output." And our labor force is shrinking.

As NBER describes it: "The more workers there are. . .the more income the nation is likely to generate." The reverse is true as well: the smaller the percentage of workers, the smaller the per-capita output of the nation will be.

The relationship between population growth and the economy isn't entirely straightforward and obvious, however. Short-term effects tend to obscure the long-term consequences.

For example, soaring population growth does not automatically equal economic prosperity. In fact, extreme population growth can understandably cause growing pains—such as the economic burden (especially in the short term) as parents labor to provide for large families, often on a single income as somebody must be present to care for young children. Prosperity arises not simply from population growth but from a combination of people and opportunity.

**Age dependancy ratio projection**




Source: United Nations - Population Division (2019 Revision)

Similarly complicating the issue is the fact that low fertility does contribute to short-term gains in economic output. These gains come largely from changes in the age dependency ratio—the percentage of non-working-age people (children under 15 and adults over 64) in the population who are dependent for support on those of working-age. With fewer dependent children to care for, the age dependency ratio drops for a time, allowing working-age adults to enter the job market in large numbers. The boomers were a case in point. Because of their smaller families, millions of young adults joined the workforce and caused innovation, living standards, and per-capita GDP to surge.

But this period of rapid, boomer-driven growth is now drawing to a close. And it was built, demographically speaking, on borrowed capital from their economic future—a future which is now our economic present. The age-dependency ratio was not eradicated by having fewer children. It was simply postponed. As boomers age out of the workforce, leaving fewer young people of working-age to replace them and support them financially, that dependency ratio is returning to collect what was borrowed... with interest.

But these caveats aside, it's impossible to weigh or enumerate the myriad of harsh consequences of the coming sansdemic. Fewer people means fewer new ideas. Fewer students. Fewer people in research and innovation. Fewer skills in the job market. Fewer employees. Fewer products and fewer goods. Fewer opportunities for growth. As a result, Stanford economics professor Charles Jones argues in a 2020 report, the standard of living will stagnate or decline.

Lyman Stone describes the situation in stark terms:

**Even a modest decline in fertility results in literally tens of millions of fewer people. . .meaning a seismic impact on how many cities can expect to forecast growth, the distribution of political power, and the rate of GDP growth.**

To give an industry-specific example, the US could lose as much as $162 billion in revenue annually unless it finds more high-tech workers. For another example, the healthcare sector will dramatically downsize within the next few decades as boomers gradually die out. Healthcare, after skyrocketing to meet age-related needs, will diminish to meet the declining needs of a declining population.

Europe and Japan, as we already discussed above, can serve as an illustration of what can happen to schools, universities, businesses, social programs, GDPs, and the people themselves, after decades of low fertility. If our own population growth trends and falling fertility continue to follow the same pattern, we can expect similar crises to result.

# CH 5.

WORKFORCE FUTURE

## Can We Find an Oasis in the Demographic Drought?

TAKEAWAYS

»Immigration isn't a long-term solution to the US demographic problem, because almost every other country is facing a similar trajectory.

»Even in the highly unlikely scenario where we instantly raised our birth rates, the benefits wouldn't take full effect for decades.

»Capital investments and automation may mitigate but cannot avert the crisis. Technology cannot fully replace human beings.

»Broader recruitment strategies, targeted skills training, and higher retention can keep the talent pool from drying up prematurely.

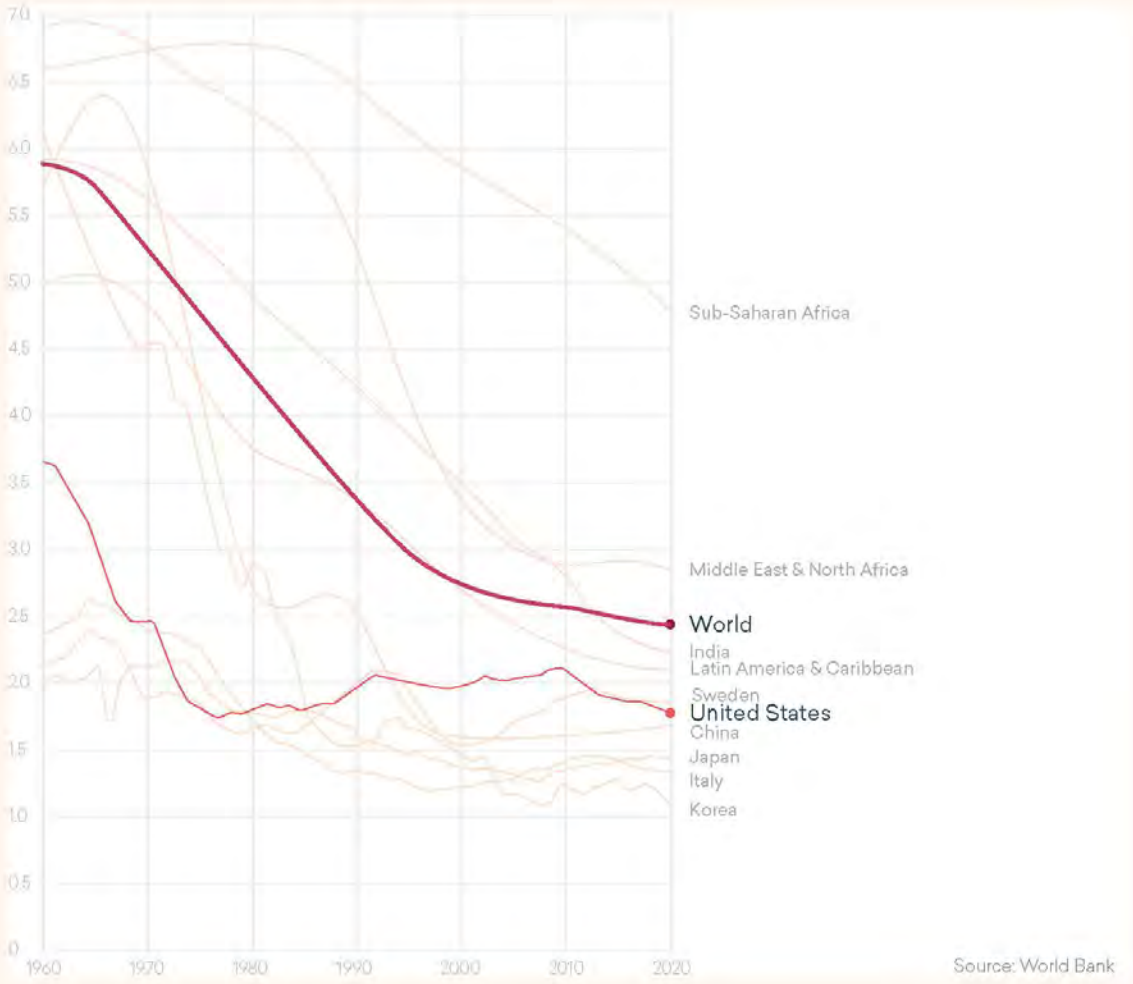
The point of this publication is primarily to raise awareness, not to provide a silver bullet, for there is none. Nevertheless, there are a few stopgaps we can employ to work with the challenge, even if we cannot immediately eradicate it.

## Immigration will not fix the problem

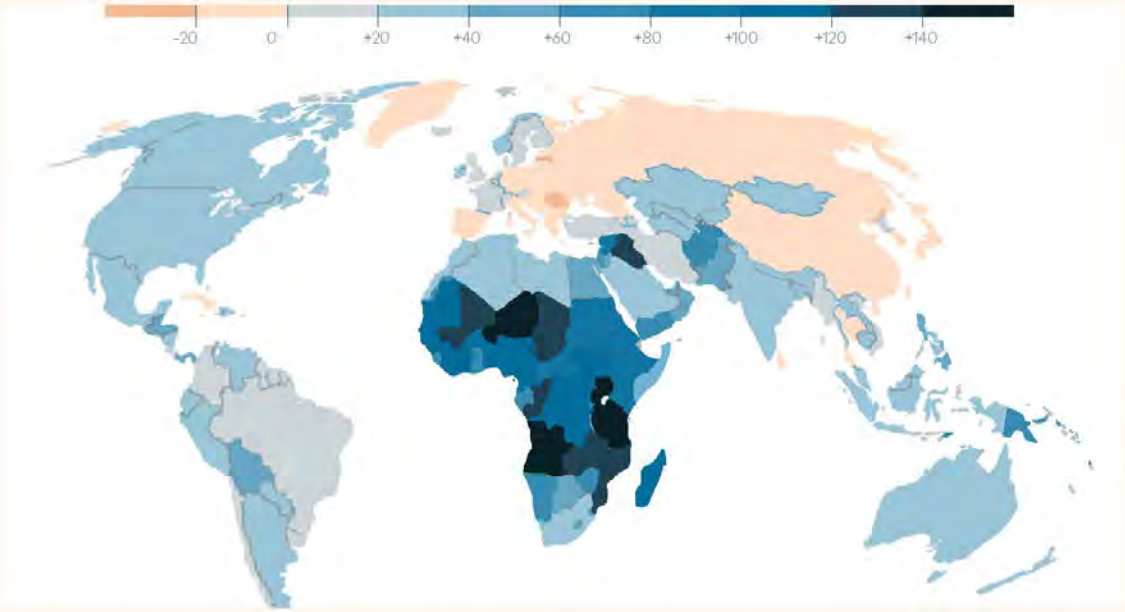
First, let's consider one apparent solution that isn't: immigration.

Now, immigration can temporarily slow the decline in population. In fact, immigration has certainly helped offset much of the fertility deficit in the US, especially in high-immigration regions like the southwest. In the coming decades close to 90% of US population growth is expected to come by way of immigration; without it, the US population would begin to shrink within about 15 years.

**Since 1960, fertility rates have declined not just in the US but around the world**



**Projected percent change in population, 2017–2050**




But the immigration solution is temporary at best. Immigration will not solve America's long-term population woes due to the fact that many of the countries that supply America's immigrants are themselves teetering on the edge of the same people problem. Mexico, which accounts for nearly 25% of all immigrants in the US, has a fertility rate that has fallen steadily for 50 years. It is now at just 2.12, barely above replacement rate. Immigration from Sub-Saharan Africa, South Asia, and parts of the Middle East, which currently have TFRs above 2.1, could ostensibly temporarily help offset shrinkage in the US, yet even in these regions, fertility rates are in decline.

Indeed, fertility rates are dropping around the world. During the baby boom of 1946-1964, fertility rates hit historic highs. Beginning in the mid-1960s, however, global fertility went into a freefall. By 2017, global TFR had dropped to less than half what it was in 1960: 2.4 and falling.

By the mid-1970s, fertility rates in much of the developed world dropped below that magic 2.1 replacement number. In fact, several of these nations, including Japan, Spain, Italy, and most of central and eastern Europe, have already stopped growing. Over the next 30 years, dozens more are projected to shrink—some by over 20%.

A 2020 study in *The Lancet* made international headlines with its projections that the world's human population will likely peak in 2064 and then gradually lose nearly 2 billion people by 2100 as the global TFR shrinks to a mere 1.66. 2064 is just 43 years off—not exactly the distant future—but a new report from Bloomberg cites economist James Pomeroy, who believes the COVID baby bust could halt global population growth a full decade sooner than that.

Meanwhile, as developing nations do just that—develop their economies and create new opportunities at home—their citizens will be more likely to stay put. The top three countries that account for immigrants into the US—Mexico, China, and India—are facing massive talent shortages of their own.

65% of Mexico's large companies reported talent shortages in 2018, while 63% of India's companies

also face major talent shortages, and China is struggling to fill roles, particularly for skilled labor. The high-demand roles that the US needs to fill are also in high demand around the world, meaning the competition for international talent may slow immigration. Low-fertility countries like the US should expect immigration from those countries to decline over the coming decades.

So it would be inadvisable for the US to rely on immigration to solve the coming sansdemic.

## Have more babies?

The obvious solution, it seems, would be to have more children. This indeed would have been the solution 20-40 years ago. But today this would require a solid two decades before the first of these new baby boomers would enter the labor force in the way the US so urgently needs.

Consider the attempts of other countries to encourage having more children. Global efforts at raising fertility rates, when they have had any measurable effect at all, have met with only minor success. Countries such as Russia, Singapore, and Italy have tried offering cash to families who have more children, but these initiatives have done little to up the birth rate. And consider this: the US, too, provides incentives in the form of per-child tax credits, yet we've already seen that fertility rates continue to slide.

The countries that have seen a somewhat higher degree of success at raising birth rates are those like Sweden and France that introduced a much more comprehensive package of incentives. These include extensive paid parental leave, childcare subsidies, reduced work hours, tax breaks, and so on. These incentives, however, carry their own economic burden, and even in these cases, the increase in fertility has been moderate at best. Nor is it clear whether these short-term increases represent a real increase in the total completed fertility or simply allowed people to have the same number of children a bit earlier in life. In spite of its massive package of parental incentives, Sweden's fertility rose from 1.7 to a peak of just 1.9 in 2010 and has dropped every year since, returning to 1.7 last year. Not a single European country has succeeded in raising its fertility rate above the 2.1 replacement level.

If Americans are to be inspired to have more children, it seems the motivation must come from sources beyond public incentives and accommodations. We've seen the long list of possible reasons that the fertility rate has fallen. The potential reasons for raising it will likely be just as varied.

But best case scenario, let's assume that Americans are indeed spurred on to have more children starting, well, immediately, in 2021. What can we do over the next two decades as we wait for these new people to join the labor market? Is there anything we can do? The answer is yes. We must look for ways to adapt.

## Technological innovation won't save us

Mitigating the worst effects of our falling fertility rates is going to require a lot of creative thinking. To a limited extent, innovation and technology can help fill some of the gaps left by a shrinking workforce. Automation and new technologies have already helped reduce the human workload in sectors like manufacturing, and may eventually play a key role in other sectors as well. As Adam Hayes at Investopedia reports:

> *"It is clear that to sustain economic growth, either the birth rate needs to increase by a large amount or productivity needs to keep increasing. To grow productivity, workers need to work harder, or technology must advance, allowing each worker to contribute more economic output without sacrificing the quality of life."*

Innovation and technology can help fill some of the gaps left by a shrinking workforce, but to what extent is a matter of ongoing debate The claim that AI and tech will replace humans in the workplace has raised concerns about the future of the job market. But historic patterns and current shortages indicate that AI will, at very least, be a poor replacement for human talent in the near term.

Previous technological innovations have tended to create a net reallocation in jobs over time—from stable hands to auto mechanics, for example—rather than a net loss of jobs. Technology has tended to create more jobs for humans, not fewer. As computers increase, so do the development, tech support, and assembly jobs that make them possible. With increasing automation, many jobs actually become more sophisticated and require more investment in workers, as we can see with the demand for advanced manufacturing.

It's true that automation and new technologies have already helped reduce the human workload in specific sectors like manufacturing, and may eventually play a key role in other sectors as well. But for an AI takeover to even remain a possibility, technological innovation must continue apace (or accelerate), and for that we need more humans developing these technologies. The real challenge that every sector of the market is feeling is not a shortage of robots but of human workers. Yet humans, especially those with the necessary skills, will be increasingly hard to find in the plenteous numbers we need to fill those high-tech roles.

Companies trying to invest in AI development already face significant worker and skill shortages. As for robotic automation, analysis of market share for robotic automation has shown that the industries already most invested in it (automotive, electronics, and metal) are still the ones driving the market while collaborative robots are not meeting the standards needed for market penetration.

The good news and the bad news is that no matter how advanced technology becomes, it will never be able to fully replace humans. This may come as a relief since it means robots are probably not coming to steal your job. But it should also serve as a warning that technology will only be able to do so much to make up for the shortage of actual people.

Human beings have high-demand skills such as leadership, problem-solving, and collaboration that no computer yet can successfully replicate. These continue to rank incredibly high in job postings across the labor market.

**Top human skills requested in top job postings**


Source: Emsi job posting analytics

Ours remains a human capital economy. People, not robots, still drive business and create prosperity. Technology alone cannot compensate for a loss of human creativity and ingenuity. For at least the foreseeable future, AI will mostly likely work alongside human talent, rather than replace it.

## Recruit beyond traditional demographics

Colleges and universities are increasingly aware of the need to reach non-traditional students. As the number of college-bound high school graduates declines, programs geared toward adult learning and non-degree training could further boost enrollment. Higher ed should also continue to expand recruitment to areas and communities that are underrepresented in the college classroom.

Talent acquisition may need to take a similar approach. We've seen that the active prime-age workforce is shrinking, so HR directors will need to seek out additional people who have sometimes been overlooked as candidates to fill job openings. This includes people nearing retirement age.

Greater longevity and better health outcomes are starting to redefine what we mean by "working-age" adults. Older employees can be an advantage to businesses, and for many, their work expertise is still peaking at age 65 and beyond. Mature adults can continue to bring experience, insight, and value to a company in ways that young talent can't easily replace. Cultivating, reskilling, and retaining older workers can help businesses prevent and fill many of the talent gaps that are facing other companies.

Companies will also need to adjust to the changing expectations of their both older talent and new recruits. Higher pay and promotions may not be the incentives that attract new talent or drive retention among these demographics. Instead, incentives like flexible or reduced hours, mobility, and recognition may be what draws new people and keeps good employees happy. Rather than relying on what worked in the past, find out what motivates people in the present, and adapt.

## Reskilling, upskilling, and alignment

Focusing on skills is more critical than ever. As job openings sit unfilled for months, and as qualified candidates are harder to find, higher ed and HR will have to work together to create the talent that businesses need. Companies can't assume they'll be able to find the right talent. Instead, they must build that talent base for themselves. By working with higher ed to build programs that meet the needs of the job market, offering upskilling or reskilling opportunities to current employees, and providing on-the-job training for new recruits, businesses can close or at least narrow their talent gaps.

On the flip side, colleges and universities should be proactive about understanding the needs of employers and developing responsive programs to help. Ideally, these programs will be developed in collaboration with industry partners who can also provide real-world work opportunities for students.

## Retain students and employees

Colleges and universities must focus on retention, not just enrollment. Part of this will involve recognizing the kinds of students the college serves, and considering the obstacles they may face in continuing their education. For example, as of 2012, 1 out of every 5 women in college was a single mom. In 2020, when their kids were sent home, those moms had to trade the college classroom for the homeschool classroom.

Helping these students with adult responsibilities complete their education, despite the challenges, can allow postsecondary educators to boost retention. Creativity will be key. Retention may require more flexible schedules and self-paced courses, deferred payment plans, mentorship programs, child care assistance, or improved social opportunities for students on the margins of college life.

Just as the demands of the current workforce have changed, the needs of the current college student have changed over time. Today, nearly three-quarters of college students could be described as nontraditional. Attracting and keeping nontraditional students will require nontraditional strategies.

Similarly, businesses must focus on retaining current employees, not just hiring. As Japan has discovered, weathering a talent drought requires businesses to obsess about retaining especially their older employees. As people live longer and jobs in the developed world require less physical exertion, older adults could work well past the current retirement age. In many cases, they must. To keep their aging economy from collapse, the Labor Force Participation rate in Japan for people over age 65 has risen to 25%.

In the years ahead, the US will need to move toward similar integration of older workers. Remember how the population pyramid has been squeezed into a population balloon? In less than 15 years, the number of adults aged 65+ is projected to surpass the number of children under 18 in the US. This presents challenges for HR and recruitment—especially at a time when health concerns have driven older workers into early retirement.

Certain painful consequences from the current demographic shift are unavoidable. Colleges and businesses may close for lack of people. The economy may shrink and living standards decline. But those who study the data and plan creatively can fare better in the coming years.

CONCLUSION

# Value people more

A talent deficit of over 6 million Americans within the next seven years threatens not just colleges and companies but our common way of life. Losing people means losing many of the goods and services and standards of living we have grown to expect. If we want classrooms full, jobs filled, packages delivered, hospitals staffed, and help available when we call, we need people.

People are a resource we can no longer afford to take for granted. As one generation ages, as the next generation opts out of the labor force, and as the coming generations shrink, we need to do the best we can to keep the people we have. Retain, retain, retain. Keep your people, keep your students.

So this is the lesson for colleges, employers, and families everywhere: Every student you enroll, every person you hire, every child born is so much more important than you have ever imagined.

And for the millions of dislocated and job-hunting Americans, there is good news! Times of talent shortages also mean times of opportunity. The labor market needs you. Employers need you. It is a workers' market.

In a human capital economy, people are the key ingredient—a truth that will become only more apparent during the coming sansdemic. Every student, every employee, every potential employee is valuable.

# Glossary

**Birth rate**
The number of live births per thousand of population per year.

**Fertility rate**
The number live births per 1,000 women of childbearing age in a given year.

**Labor force**
The population that is employed or actively seeking employment and available to work.

**Labor force participation rate**
The percentage of a given population that is employed or actively seeking employment and available to work.

**Population decline**
A net decrease in population due to decreased fertility, increased mortality, or emigration

**Population growth**
A net increase in population due to increased fertility, decreased mortality, or immigration.

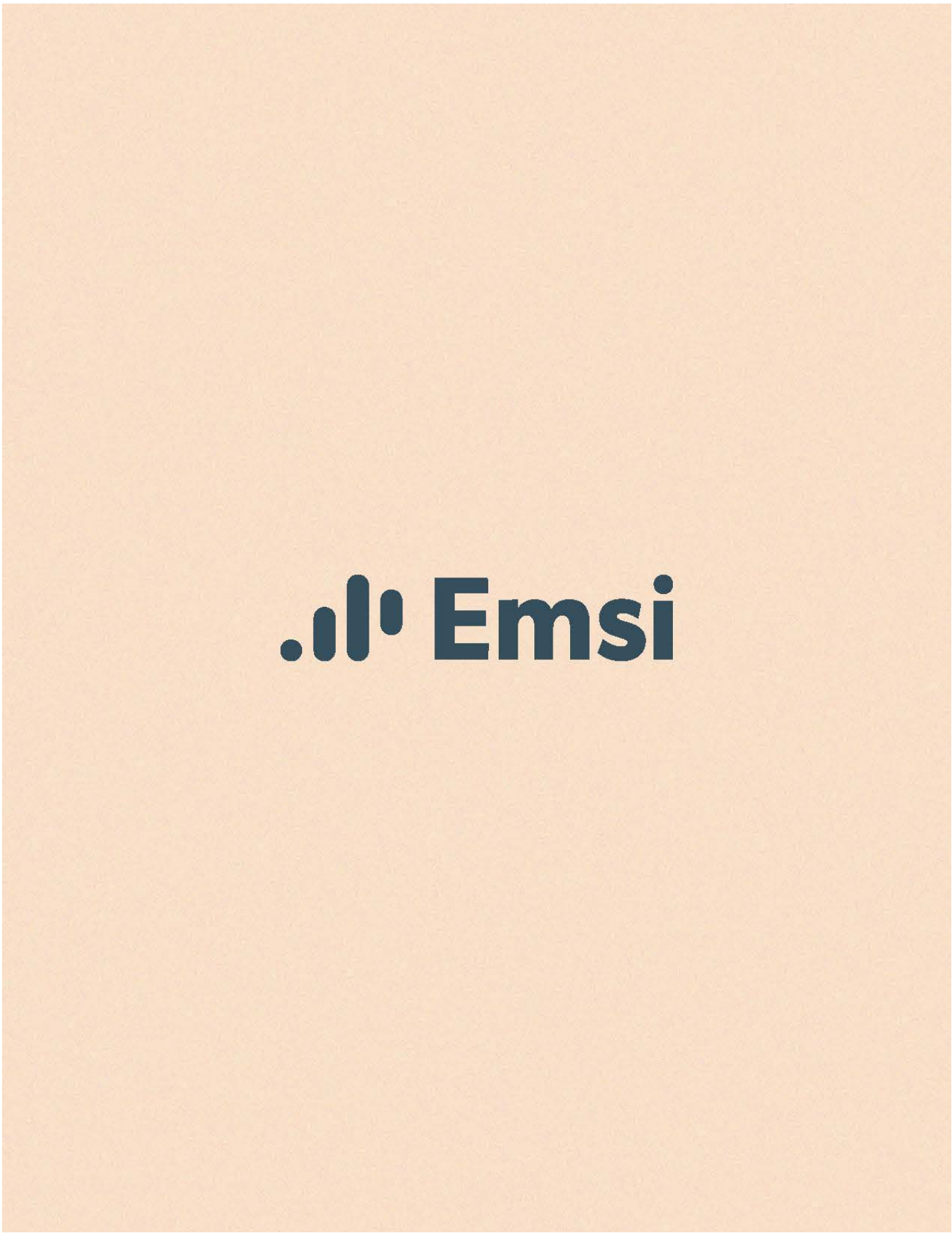
**Population growth rate**
The change in population, positive or negative, expressed as a percentage of the original population.

**Prime-age working population**
The population between 25 and 54.

**Replacement rate**
The number of live births per woman over the course of her childbearing required to replace a given population.

**Total fertility rate**
For a given year, the number of children a woman would have in her lifetime assuming the fertility rates at each age for the year in question continue unchanged.

**Working-age population**
The population between 15 and 64.


Emsi

Southwest Wisconsin TECHNICAL COLLEGE

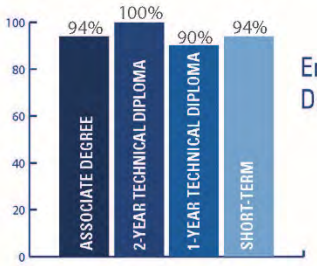
2020 Report

# GRADUATE SUCCESS

**97%** of graduates are **satisfied/very satisfied** with their training.

About **65%** of Southwest Tech graduates report the main reason for attending Southwest Tech is directly tied to **employability**.

**94%** were employed within the first year of graduation.




Employment by Degree Level

**86%** of graduates are employed within Wisconsin.

50% are within the 5-county district
36% are in Wisconsin but outside the district
14% are employed outside of the state

## Top 10 Programs of 2020

Based on Median Hourly Wage*

| | |
|---|---|
| Nursing-Associate Degree | $30.25 |
| Direct Entry Midwife | $27.69 |
| Criminal Justice-Law Enforcement Academy | $26.78 |
| Cancer Information Management | $24.00 |
| Electro-Mechanical Technology | $23.50 |
| Electrical Power Distribution | $22.83 |
| Medical Laboratory Technician | $22.23 |
| Cosmetology | $22.03 |
| Accounting | $21.75 |
| Criminal Justice Studies | $19.04 |

*Median salaries reflect the middle salary where half of the responding graduates received more than the salary shown and half received less than the salary shown.

## WHERE ARE THE 2020 GRADUATES EMPLOYED?

Upland Hills Health Grant
Grant Regional Health Center
Southwest Health Center
Wanzek Construction
UW Health
J&R Underground
Cardinal Glass Automation Group
Walmart
Lafayette Manor
Lafayette County Sheriff's Office
Schmitt Woodland hills
Southwest Tech
Energizer
Telcom Construction
SSM Health St. Mary's Hospital
UW-Platteville
Gundersen Boscobel Area Hospital & Clinics
TC Networks
USPS
Mercy Health
Care & Rehab-Boscobel
Grant County Sheriffs Department
Heartland Country Village
Boscobel Area Schools
Village of Muscoda
Prairieland Midwifery
Crossing Rivers Health
SSM Health St. Clare Hospital
Peoples State Bank

## HIRED BEFORE GRADUATION


Southwest TECH

**EQUIPMENT MAINTENANCE TECH**
TESLA - FREMONT, CA



7-13-21

711 Graduates
537 respondents (76%)

## GRADUATE SUCCESS RESULTS BY PROGRAM

| PROGRAM | No. of Grads | No. of Grads Still in School | No. of Grads Replied | Grads Employed (Excluding those in school) | | Employed in Related Occupation | | Employed in Unrelated Occupations | | Empl. in SWTC District | Median Hourly Wage^ | Hourly Wage Range |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | No. | % | No. | % | No. | % | # | | |
| **Two-Year Associate Degree** | | | | | | | | | | | **$20.99** | **$10.00 – $60.00** |
| Accounting | 8 | 1 | 8 | 6 | 86% | 4 | 67% | 2 | 33% | 4 | $21.75 | $18.50 – $22.22 |
| Agri-Business/Science Technology - Agribusiness | 7 | 1 | 5 | 3 | 75% | 3 | 100% | 0 | 0% | 1 | * | * |
| Agri-Business/Science Technology - Agronomy | 4 | 0 | 3 | 3 | 100% | 3 | 100% | 0 | 0% | 0 | * | * |
| Agri-Business/Science Technology - Animal Science | 11 | 0 | 9 | 8 | 89% | 8 | 100% | 0 | 0% | 3 | $17.40 | $12.50 – $22.00 |
| Business Management | 29 | 4 | 24 | 19 | 95% | 15 | 79% | 4 | 21% | 12 | $15.39 | $12.00 – $23.50 |
| Cancer Information Management | 17 | 0 | 15 | 15 | 100% | 12 | 80% | 3 | 20% | 0 | $24.00 | $21.01 – $27.56 |
| Criminal Justice Studies | 13 | 1 | 13 | 11 | 92% | 9 | 82% | 2 | 18% | 7 | $19.04 | $13.95 – $25.50 |
| Culinary Arts | 2 | 0 | 1 | 0 | 0% | 0 | 0% | 0 | 0% | 0 | * | * |
| Culinary Management | 3 | 0 | 3 | 3 | 100% | 3 | 100% | 0 | 0% | 1 | * | * |
| Direct Entry Midwife | 10 | 0 | 6 | 6 | 100% | 6 | 100% | 0 | 0% | 0 | $27.69 | $15.39 – $51.93 |
| Early Childhood Education | 9 | 1 | 8 | 7 | 100% | 7 | 100% | 0 | 0% | 2 | $15.00 | $10.00 – $17.41 |
| Electromechanical Technology | 14 | 2 | 10 | 8 | 100% | 7 | 88% | 0 | 0% | 3 | $23.50 | $17.00 – $25.00 |
| Golf Course Management | 6 | 1 | 5 | 3 | 75% | 3 | 100% | 0 | 0% | 0 | * | * |
| Graphic And Web Design | 6 | 2 | 6 | 2 | 50% | 1 | 50% | 1 | 50% | 1 | * | * |
| Health Information Technology | 20 | 0 | 17 | 13 | 76% | 8 | 62% | 5 | 38% | 4 | $17.56 | $13.50 – $26.93 |
| Human Services Associate | 10 | 2 | 8 | 6 | 100% | 5 | 83% | 1 | 17% | 3 | $17.49 | $15.00 – $18.00 |
| Instrumentation and Controls Technology | 5 | 0 | 3 | 3 | 100% | 3 | 100% | 0 | 0% | 0 | * | * |
| IT-Network Specialist | 10 | 0 | 6 | 6 | 100% | 6 | 100% | 0 | 0% | 2 | $17.31 | $16.82 – $24.04 |
| Leadership Development | 6 | 2 | 6 | 3 | 75% | 2 | 67% | 1 | 33% | 1 | * | * |
| Medical Laboratory Technician | 4 | 0 | 4 | 4 | 100% | 4 | 100% | 0 | 0% | 2 | $22.23 | $20.90 – $22.98 |
| Nursing-Associate Degree | 33 | 0 | 23 | 23 | 100% | 23 | 100% | 0 | 0% | 12 | $30.25 | $24.00 – $38.00 |
| Physical Therapist Assistant | 6 | 1 | 6 | 4 | 80% | 3 | 75% | 1 | 25% | 1 | * | * |
| Supply Chain Management | 8 | 1 | 4 | 2 | 67% | 2 | 100% | 0 | 0% | 1 | * | * |
| **Two-Year Technical Diploma** | | | | | | | | | | | **$15.00** | **$10.00 – $36.70** |
| Agricultural Power & Equipment Technician | 10 | 0 | 7 | 7 | 100% | 7 | 100% | 0 | 0% | 3 | $16.50 | $14.00 – 36.70 |
| Auto Collision Repair & Refinishing Technician | 7 | 0 | 2 | 2 | 100% | 1 | 50% | 1 | 50% | 0 | * | * |
| Automotive Technician | 7 | 0 | 6 | 6 | 100% | 6 | 100% | 0 | 0% | 4 | $15.00 | $14.00 – 17.00 |
| Farm Operations & Mgmt - Crop Operations | 1 | 0 | 1 | 1 | 100% | 1 | 100% | 0 | 0% | 1 | * | * |
| Farm Operations & Mgmt - Dairy | 6 | 1 | 4 | 3 | 100% | 3 | 100% | 0 | 0% | 2 | $14.00 | $10.00 – $15.00 |
| Farm Operations & Mgmt - Dairy Technician | 2 | 0 | 2 | 2 | 100% | 1 | 50% | 1 | 50% | 1 | * | * |
| Farm Operations & Mgmt - Farm Ag Maintenance | 7 | 0 | 6 | 6 | 100% | 6 | 100% | 0 | 0% | 4 | $15.00 | $13.00 – $17.00 |
| Farm Operations & Mgmt - Livestock Tech | 2 | 1 | 1 | 0 | 0% | 0 | 0% | 0 | 0% | 0 | * | * |
| **One-Year Technical Diploma** | | | | | | | | | | | **$20.00** | **$9.00 – $55.00** |
| Accounting Assistant | 3 | 0 | 2 | 1 | 50% | 0 | 0% | 1 | 100% | 0 | * | * |
| Building Trades - Carpentry | 8 | 1 | 5 | 4 | 100% | 3 | 75% | 1 | 25% | 2 | * | * |
| Child Care Services | 3 | 3 | 3 | 0 | 0% | 0 | 0% | 0 | 0% | 0 | * | * |
| CNC Machine Operator/Programmer | 5 | 0 | 3 | 3 | 100% | 3 | 100% | 0 | 0% | 1 | * | * |
| Cosmetology | 12 | 0 | 8 | 7 | 88% | 6 | 86% | 1 | 14% | 5 | $22.03 | $9.00 – $55.00 |
| Electrical Power Distribution | 43 | 0 | 34 | 32 | 94% | 25 | 78% | 7 | 22% | 11 | $22.83 | $15.00 – $45.75 |
| Industrial Mechanic | 3 | 0 | 2 | 2 | 100% | 2 | 100% | 0 | 0% | 1 | * | * |
| IT-Computer Support Technician | 8 | 4 | 7 | 3 | 100% | 0 | 0% | 3 | 100% | 3 | | |
| Medical Assistant | 19 | 2 | 16 | 11 | 79% | 9 | 82% | 2 | 18% | 5 | $15.50 | $15.00 – $17.05 |
| Security Operations | 1 | 0 | 1 | 1 | 100% | 0 | 0% | 1 | 100% | 0 | * | * |
| Supply Chain Assistant | 1 | 0 | 0 | 0 | 0% | 0 | 0% | 0 | 0% | 0 | * | * |
| Welding | 27 | 1 | 22 | 17 | 81% | 14 | 82% | 3 | 18% | 7 | $17.00 | $10.00 – $23.50 |
| **Less Than One-Year Technical Diploma** | | | | | | | | | | | **$16.25** | **$9.35 – $45.68** |
| Criminal Justice - Law Enforcement Academy | 16 | 1 | 10 | 9 | 100% | 8 | 89% | 1 | 11% | 3 | $26.78 | $22.84 – $31.25 |
| Dental Assistant | 10 | 1 | 8 | 7 | 100% | 5 | 71% | 2 | 29% | 3 | $16.20 | $14.00 – $18.00 |
| Medical Coding Specialist | 23 | 4 | 21 | 13 | 76% | 6 | 46% | 7 | 54% | 2 | $14.38 | $13.00 – $22.67 |
| Nail Technician | 1 | 0 | 0 | 0 | 0% | 0 | 0% | 0 | 0% | 0 | * | * |
| Nursing Assistant | 186 | 80 | 135 | 50 | 91% | 38 | 76% | 11 | 22% | 23 | $15.25 | $9.35 – $19.30 |
| **College-Wide** | **711** | **120** | **537** | **379** | **91%** | **312** | **82%** | **64** | **17%** | **150** | **$18.50** | **$9.00 – $60.00** |

^ Median salaries reflect the middle salary where half of the responding graduates received more than the wage shown and half received less than the wage shown.
* This program is designed for individuals presently employed in supervisory positions or those desiring such positions; therefore, salary may not be accurately reflected.

## ***Adjournment***