Southwest Wisconsin Technical College

District Board Meeting

Regular Meeting

March 30, 2023

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

Contents

Annotated Agenda

BOARD MEETING NOTICE/AGENDA

Thursday, March 30, 2023

6:00 p.m. - Online Educational Resources (OER) Presentation
6:30 p.m. - Dinner
7:00 p.m. - Regular District Board Meeting

Southwest Tech
1800 Bronson Boulevard
Fennimore, WI 53809
Room 430

ANNOTATED AGENDA

OPEN MEETING

The following statement will be read: "The March 30, 2023, 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, CESA 3, and at the Fennimore City Office 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

C. Student Senate Update

CONSENT AGENDA

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

B. Minutes of the Regular Board Meeting of February 23, 2023
Minutes of the February 23, 2023, 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 eight contracts totaling $10,990.44 in February 2023 being presented for Board approval. The Contract Revenue Report is included with the electronic Board material.

E. Personnel Items

The Personnel Report includes three new hires; one promotion/transfer; and one retirement being presented for approval. The report is included with the Board material.

Recommendation *– Approve the Consent Agenda as presented.*

OTHER ITEMS REQUIRING BOARD ACTION

A. Architecture & Engineering Services Request for Proposals (RFP)

A public opening of an Architectural & Engineering Services RFP was held on Friday, January 27, 2023. Proposals were received from twenty-one (21) vendors, which were then evaluated and scored according to stated criteria.

Recommendation*: Award the Request for Proposal (RFP) for architectural and engineering services to the following top scoring vendors: Eppstein, Milwaukee, WI; Angus Young, Janesville, WI; Sommerville, Green Bay, WI; OPN, Cedar Rapids, IA; and Boldt Technical Services, Appleton, WI, and allow the College to maintain the ability to select the best fit for a given project from the bench of the top five scoring firms.*

BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Review of Sustainability Master Plan Draft

Dan Imhoff, Executive Director of Facilities, Safety, & Security, and Amy Seeboth-Wilson, Director of Grants, will present a draft of the Sustainability Master Plan. The draft is included in the Board material.

B. Quality Teaching & Learning Monitoring Report

Cynde Larsen, Chief Academic Officer, will provide a presentation on the Board Monitoring Report: Quality Teaching & Learning. The Board Monitoring Report is included in the electronic packet of information.

C. Staffing Update

1. Staffing Summary

Krista Weber, Chief Human Resources Officer, will provide an update on College staffing. A summary is included within the Board packet.

2. Recruitment, Retention, Compensation, Benefits, and Culture: Trends and Opportunities

Krista Weber will present a summary outlining the College's compensation philosophy and sustainability plan. The reports are part of the Board packet.

D. Project RISE / ERP Update

Heath Ahnen, Executive Director of IT Services, and Caleb White will provide a Project RISE / ERP update. Their PowerPoint is included within the Board packet of materials.

E. 2023-24 Budget Update

Caleb White will present information on the 2023-24 budget status, which is available electronically with all other Board material.

INFORMATION AND CORRESPONDENCE

A. Enrollment Report

1. **FY 2023 Comparison FTE Report**
2. **FY 2024 Application Report**

   Caleb White will be available for any questions on the reports. The two reports are included in the electronic Board packet.

B. Chairperson's Report

1. **Board Member Expenses Discussion**

C. College President's Report

1. **WTCS Grant Update**
2. **Renewable Energy Funding Update**
3. **WTCS & Presidents' Association Update**
4. **Aspen Update**
5. **Discuss Spring District Board Retreat**
6. **Review 2023-24 District Board Monitoring Schedule (Draft)**

D. College Happenings

E. Other Information Items

ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING (REGULAR MEETING)

A. Agenda

1. SWTC Foundation Quarterly Report
2. SWTC Real Estate Foundation Quarterly Report
3. Recruitment, Retention, Compensation, Benefits, and Culture: Trends and Opportunities

B. Time and Place

1. Date Change from April 28, 29 to May 5, 6, 2023, UW-Platteville

ADJOURN TO CLOSED SESSION

A. **Consideration of adjourning to closed session for the purpose of**
   1. **Discussing the President's contract and performance evaluation per Wisconsin Statutes 19.85(1)(c)** {Considering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.}
   2. **Discussing preliminary notices of non-renewal per Wis. Stats. 19.85(1)(c)** {Considering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.}

B. **Approval of Closed Session Minutes from February 23, 2023**

RECONVENE TO OPEN SESSION

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

ADJOURNMENT

Open Meeting

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A. Roll Call

B. Reports/Forums/Public Input

C. Student Senate Update

Consent Agenda

A. Approval of Agenda

Southwest Wisconsin TECHNICAL COLLEGE

BOARD MEETING NOTICE/AGENDA

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A. Roll Call
B. Reports/Forums/Public Input
C. Student Senate Update

CONSENT AGENDA

A. Approval of Agenda
B. Minutes of the Regular Board Meeting of February 23, 2023
C. Financial Reports
    4. Purchases Greater than $2,500
    5. Treasurer's Cash Balance
    6. Budget Control
D. Contract Revenue
E. Personnel Items

OTHER ITEMS REQUIRING BOARD ACTION

A. Architecture & Engineering Services Request for Proposals (RFP)

BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. Review of Sustainability Master Plan Draft
B. Quality Teaching & Learning Monitoring Report
C. Staffing Update
    1. Staffing Summary
    2. Recruitment, Retention, Compensation, Benefits, and Culture: Trends and Opportunities
D. Project RISE / ERP Update
E. 2023-24 Budget Update

INFORMATION AND CORRESPONDENCE

A. Enrollment Report
   1. FY 2023 Comparison FTE Report
   2. FY 2024 Application Report
B. Chairperson's Report
   1. Board Member Expenses Discussion
C. College President's Report
   1. WTCS Grant Update
   2. Renewable Energy Funding Update
   3. WTCS & Presidents' Association Update
   4. Aspen Update
   5. Discuss Spring District Board Retreat
   6. Review 2023-24 District Board Monitoring Schedule (Draft)
D. College Happenings
E. Other Information Items

ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING (REGULAR MEETING)

A. Agenda
   1. SWTC Foundation Quarterly Report
   2. SWTC Real Estate Foundation Quarterly Report
   3. Recruitment, Retention, Compensation, Benefits, and Culture: Trends and Opportunities
B. Time and Place
   1. Date Change from April 28, 29 to May 5, 6, 2023, UW-Platteville

ADJOURN TO CLOSED SESSION

A. Consideration of adjourning to closed session for the purpose of
   1. Discussing the President's contract per Wisconsin Statutes 19.85(1)(c) {Considering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.}
   2. Discussing preliminary notices of non-renewal per Wis. Stats. 19.85(1)(c) {Considering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.}
B. Approval of Closed Session Minutes from February 23, 2023

RECONVENE TO OPEN SESSION

A. Action, if necessary, on Closed Session Items

ADJOURNMENT

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

B. Minutes of the Regular Board Meeting of February 23, 2023

MINUTES OF THE BOARD REGULAR MEETING OF THE BOARD OF DIRECTORS OF SOUTHWEST WISCONSIN TECHNICAL COLLEGE
FEBRUARY 23, 2023

The Board of Southwest Wisconsin Technical College met in open session of a regular meeting commencing at 6:01 p.m. on February 23, 2023, over Zoom Technology and in-person in Conference Room 430, on the District Campus located at 1800 Bronson Boulevard in the City of Fennimore, Grant County, Wisconsin.

Members present:
David Blume (on Campus), Charles Bolstad (Zoom), Kent Enright (Zoom), Jeanne Jordie (Zoom), Chris Prange (Zoom), Don Tuescher (on Campus)

Members absent:
Tracy Fillback, Jane Wonderling, Crystal Wallin

Others present for all, or a portion, of the meeting included:
SWTC President Jason Wood and SWTC Staff: Holly Clendenen, Dennis Cooley, Katie Garrity (Zoom), Katie Glass, Dan Imhoff, Cynde Larsen, Lori Needham, Krista Weber (Zoom), Caleb White

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
Thursday, February 23, 2023
6:00 p.m. - Regular District Board Meeting

Southwest Tech
1800 Bronson Boulevard
Fennimore, WI 53809
Room 430 or via remote Zoom

Join Zoom Meeting:
https://swtc.zoom.us/j/98938080755?pwd=cEl3Ym9VNUxFTVRMK1F5dkN4aHFVQT09
Meeting ID: 989 3808 0755
Passcode: 033038

AMENDED AGENDA

OPEN MEETING
The following statement will be read: "The February 23, 2023, regular meeting of the Southwest Wisconsin Technical College Board is called to order. This meeting is open to the public and in compliance with State Statutes. Notice of the meeting has been sent to the press and posted on the College's website at www.swtc.edu/about/board/meetings. Notice is also posted on Campus, CESA3, and the Fennimore City Office 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
C. Student Senate Update

CONSENT AGENDA

A. Approval of Agenda
B. Minutes of the Regular Board Meeting of January 26, 2023
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. 2021-22 Financial Audit
B. Fund & Account Transfers (2021-22 Budget Modifications)

BOARD MONITORING OF COLLEGE EFFECTIVENESS

A. 2023-24 Budget Priorities & Assumptions
B. Safety & Security Monitoring Report
C. Staffing Update
    1. Staffing Summary
    2. Recruitment, Retention, Compensation, Benefits, and Culture: Trends and Opportunities

INFORMATION AND CORRESPONDENCE

A. Enrollment Report
    1. FY 2023 FTE Comparison Report
    2. FY 2024 Application Comparison Report
B. Chairperson's Report
C. College President's Report
    1. Higher Learning Commission
    2. Unlocking Opportunity: The Post-Graduation Success & Equity Network
    3. Dodgeville Outreach Update
    4. College Happenings
D. Other Information Items

ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING

A. Agenda
    1. Quality Teaching & Learning Monitoring Report
B. Time and Place
    Thursday, March 23, 2023, 7:00 p.m., Southwest Tech, Room 430

ADJOURN TO CLOSED SESSION

A. Consideration of adjourning to closed session for the purpose of
    1. Discussing personnel issues per Wis. Stats. 19.85(1)(c) {Considering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.}

2. Discussing preliminary notices of non-renewal per Wis. Stats. 19.85(1)(c) {Considering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.}

B. Approval of Closed Session Minutes from January 26, 2023

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 February 23, 2023, agenda; January 26, 2023, Board meeting minutes; financial reports; eight contracts totaling $88,635.00 in January 2023; employment recommendations for Nikki Nemitz, Foundation Development Officer, and Dan Rogers, Programmer/Analyst; and the resignations of Tyler Horton, IT Support Specialist, and Anne Otto, Communication Instructor; Mr. Enright moved, seconded by Mr. Blume, to approve the Consent Agenda, as presented. Motion adopted.

Caleb White, Vice President for Administrative Services, and Jordan Boehm, of Clifton Larson Allen LLP, presented the College's 2021-22 Financial Audit. Mr. Boehm's presentation indicated that the independent auditors' 2021-22 report is an unmodified ("clean") audit opinion without compliance or internal control matters noted. Mr. Prange moved, seconded by Mr. Blume, to approve the 2021-22 financial audit, as presented. Motion adopted.

The 2021-22 Budget Modifications were presented by Mr. White. Four of the six College funds were affected by modifications: the General, Capital, Enterprise, and Special Revenue. Mr. Prange moved, seconded by Mr. Enright, to approve 2021-22 Budget Modifications, as presented. Upon a roll call vote, the following members voted affirmatively: Mr. Blume, Mr. Bolstad, Mr. Enright, Ms. Jordie, Mr. Prange, and Mr. Tuescher. Motion carried.

The 2023-24 Budget Priorities and Assumptions were reviewed. The budget priorities are aligned with the Strategic Directions and College key initiatives. Assumptions include a projected slight increase in state revenue, as well as considerations of Project RISE; health, dental and other benefits; inflationary pieces; and grant-funding opportunities. The budget is being built on projection of 1300 in FTEs. The preliminary budget will be brought to the Board in April 2023.

Dan Imhoff, Executive Director of Facilities, Safety & Security, presented the Board monitoring report on Safety and Security. The report included a review of campus initiatives including "if you see something, say something"; walk safe saltshaker campaign; updates to the lock system; security camera additions; and 24/7 IT endpoint monitoring.

Krista Weber, Chief Human Resources Officer, provided an update on College staffing noting that a Programmer/Analyst and a Foundation Development Officer have been hired. Other updates include an accepted offer on the Electromech Trainer position. The Nursing Instructor, EMS Instructor, and EPD Lab Assistant positions are reposted. The IT Support Specialist position was recently posted.

A summary outlining recruitment and retention data was given by Ms. Weber. A shift in organizational priorities and higher-ed trends post-pandemic were reviewed. Current College council projects were briefed and include enhancing employee engagement through diversity, equity, and inclusion; developing leaders/succession planning; campus-wide universal design; and research on benefits enhancement for employee recruitment and retention.

The Board reviewed enrollment and application reports noting that the FTE count has increased 3.18% compared to this time last year. Fall applications have increased by 77 applicants from this time last year.

Under the Chairperson's report, Chairperson Tuescher informed the Board of a new requirement within the District Boards Association's officer election process. Beginning this year, each college's District Board must appoint a delegate to the District Boards Association. After discussion, the Board unanimously agreed to designate Chuck Bolstad as the Southwest Tech District Board delegate. The District Boards Association election will be held in April 2023.

Under the College President's Report, President Wood indicated that a submission to The Higher Learning Commission in response to the Midwifery accreditation was completed.

Dr. Wood's report also described the College's involvement in the "Unlocking Opportunity: The Post-Graduation Success & Equity Network." This a national cohort of ten selected colleges from across the nation and involves a six-year commitment. The SWTC internal team is made up of Dr. Wood, Holly Clendenen, Cynde Larsen, Mandy Henkel, Katie Glass, Betsy Ralph-Tollefson, and Ryan Weigel.

The possibility of a Dodgeville Outreach opportunity was reviewed. The College is still in an agreement with Iowa County to explore a partnership, but nothing has been solidified.

College Happenings noted under the President's Report:

- Anthology Project RISE testing currently has a 77% pass rate. There was a recent impasse on the shopping cart experience for continuing education. Solution options are being explored.

- The Public Hearing/Southwest Tech District Board Appointment meeting will be on March 2, 2023, at 7:00 p.m. It will be on campus and over Zoom. There are three applicants for three positions.
- President Wood asked the Board to consider moving the date of the March District Board meeting. All Board members present were in favor of changing from March 23, 2023, to March 30, 2023. The meeting will be rescheduled to March 30, 2023.
- The April 28 & 29 District Board retreat was confirmed. The tentative plan is to hold at UW-Platteville.

There were not any items to discuss under agenda item “Other Information Items”.

Mr. Blume moved, seconded by Mr. Prange, to adjourn to closed session for the purpose of discussing personnel issues and preliminary notices of non-renewal per Wis. Stats. 19.85 (1)(c). Upon a roll call vote, the following members voted affirmatively: Mr. Blume, Mr. Bolstad, Mr. Enright, Ms. Jordie, Mr. Prange and Mr. Tuescher. The motion carried and the meeting adjourned to closed session at 7:33 p.m.

The Board reconvened to open session at 7:48 p.m. With no further business to come before the Board, Mr. Blume moved to adjourn the meeting, seconded by Ms. Jordie. The motion carried and the meeting adjourned at 7:49 p.m.

_____
Crystal Wallin, Secretary

C. Financial Reports

1. Purchases Greater than $2,500

SOUTHWEST WISCONSIN TECHNICAL COLLEGE
PURCHASES GREATER THAN $2,500
FOR THE PERIOD 2/01/2023 - 2/28/2023

Vendor	Expenditure Invoice #	Description	Amount
Sikich	3.1.23 REPORT MNTH	3.1.23 REPORT MNTH	297,624.32
HBS	584452-H	C9300-48UXM-E	284,041.08
IRS	2.3.23 IRS	2.3.23 IRS	120,155.20
IRS	2.17.23 PR SS	2.17.23 PR SOCIAL SECURITY	65,033.66
IRS	2.17.23 PR	2.17.23 PAYROLL	40,015.97
Anthology	ANTH_INV_013807	1/1/23-5/31/23 MNGD SVCS	38,500.00
HBS	578912-H	IT EQUIPMENT	34,013.04
Vanguard	57476	HP ELITEBOOKS BUNDLE	25,771.68
Healthequity	2/1/23 14-00-31	PR HSA PMT	20,274.35
Constellation	3683728	UTILTIES	20,119.84
WI DOR- PR	2.3.23 PR	2.3.23 PR	20,033.82
WI DOR- PR	2.17.23 PR	2.17.23 PAYROLL	19,905.46
IRS	2.17.23 PR MED	2.17.23 PR MEDICARE	15,209.46
HBS	579638-H	NETWORK ESSENTIALS	13,813.14
Western Tech	IN12647	APPRENTICESHIP INSTRUCTOR	12,180.00
WE	4474114250	UTILTIES	11,345.49
PCARD - Londerville	4008313	STEEL	11,139.68
Great West	2.3.23 PR	WI DEFERRED COMP 2.3.23 PR	9,884.95
Great West	2.17.23	BENEFIT	9,884.50
WageWorks	INV4717826	PMB PAYMENTS	8,968.16
CLA	3559214	AUDIT SERVICES 21/22	8,100.00
Fennimore Times	380651	COLLEDGE UP AD	8,058.68
Dubuque Glass	65182	KNOX DOORS	7,801.27
3287579	2106094	Student Refund	7,434.88
Delta	645734	DENTAL	7,396.59
Husch Blackwell	3290658	PROF SERVICES	7,335.00
3284275	2106022	Student Refund	6,355.74
WI Higher	FEB REFUND	FEBRUARY REFUND	5,845.00
Jones & Bartlett	659519	FIRE/EMERGENCY SVCS	5,509.69
3279231	2105958	Student Refund	5,448.78
Delta	653768	DENTAL	5,442.62
3369537	2106241	Student Refund	5,227.29
PCARD - CDW Govt	NFLN258	HPE SERVERS	5,122.72
3359244	2106186	Student Refund	5,004.98

SOUTHWEST WISCONSIN TECHNICAL COLLEGE
PURCHASES GREATER THAN $2,500
FOR THE PERIOD 2/01/2023 - 2/28/2023

	Expenditure		
3368708	2106210	Student Refund	4,957.04
Direct Fitness	0248531-IN	FITNESS CENTER EQUIPMENT	4,921.00
H & N	12555	REPAIR	4,850.00
3287333	2106090	Student Refund	4,781.13
Carolina	52046992RI	MICROBIOLOGYVHR	4,650.00
3284390	2106023	Student Refund	4,528.78
2656075	2105835	Student Refund	4,513.04
3285790	2106051	Student Refund	4,482.70
3280437	2105974	Student Refund	4,475.74
Delta	652544 DENTAL	DENTAL CLAIMS	4,413.70
3273137	2105922	Student Refund	4,279.00
Husch Blackwell	3290661	PROF SERVICES	4,230.00
3370209	2106258	Student Refund	4,216.42
3264541	2105900	Student Refund	4,144.88
3276898	2105939	Student Refund	4,086.37
1921918	2105826	Student Refund	4,073.97
3368904	2106217	Student Refund	4,020.28
Hydro-Flo	2415434	ACI BLOWER	3,897.66
2630900	2105871	Student Refund	3,865.85
2539720	2105829	Student Refund	3,846.90
3369121	2106227	Student Refund	3,824.42
3368652	2106207	Student Refund	3,745.83
3267869	2105913	Student Refund	3,734.83
US Omni	2.3.23 PR	2.3.23 PAYROLL VANGUARD	3,658.98
US Omni	BATCH# 6964353	BENEFITS	3,658.98
3290853	2106170	Student Refund	3,614.79
3286065	2106060	Student Refund	3,581.36
3273321	2105924	Student Refund	3,573.42
3358997	2106184	Student Refund	3,562.22
3281943	2105994	Student Refund	3,541.35
WTA Properties	MARCH '23 RENT	MARCH RENT	3,502.00
3258121	2105886	Student Refund	3,485.05
3288750	2106111	Student Refund	3,457.30
3286549	2106071	Student Refund	3,451.78
3261877	2103400	Student Refund	3,448.00
3368652	2103404	Student Refund	3,448.00
3275178	2105933	Student Refund	3,445.10
3287983	2106102	Student Refund	3,434.93
3368721	2106211	Student Refund	3,426.58
3290445	2106157	Student Refund	3,420.84

SOUTHWEST WISCONSIN TECHNICAL COLLEGE
PURCHASES GREATER THAN $2,500
FOR THE PERIOD 2/01/2023 - 2/28/2023

	Expenditure			
2705016	2105825	Student Refund	3,400.60	
2586404	2105856	Student Refund	3,381.45	
3286229	2106064	Student Refund	3,319.77	
Kraemer Air	21638	FILTERS	3,234.99	
3256619	2105883	Student Refund	3,204.65	
WageWorks	INV4709935	PMB PAYMENTS	3,153.06	
2705324	2105874	Student Refund	3,144.28	
3265965	2105907	Student Refund	3,134.17	
3269189	2105916	Student Refund	3,119.50	
2672433	2105824	Student Refund	3,101.45	
Uline Inc	159734411	STOOLS	3,084.35	
3373065	2106293	Student Refund	3,073.40	
3288817	2106113	Student Refund	2,966.02	
2684286	2105880	Student Refund	2,935.95	
3290545	2106160	Student Refund	2,932.32	
3289686	2106134	Student Refund	2,911.19	
3275002	2105918	Student Refund	2,895.72	
3280783	2105981	Student Refund	2,827.55	
3285199	2106039	Student Refund	2,819.47	
3282255	2105997	Student Refund	2,798.53	
Grainger	9609321618	PALLET RACK	2,758.36	
2073786	2105853	Student Refund	2,691.85	
3275114	2105932	Student Refund	2,687.52	
3280647	2105979	Student Refund	2,683.47	
3368754	2106212	Student Refund	2,676.91	
Vanguard	58004	BIS LAPTOPS	2,672.98	
3368895	2106216	Student Refund	2,659.27	
2547087	2105833	Student Refund	2,645.55	
3368192	2106191	Student Refund	2,627.92	
3307969	2106179	Student Refund	2,626.04	
Apple.Com	AL04228933	MACBOOK PRO	2,588.00	
3277362	2105945	Student Refund	2,581.02	
3368588	2106203	Student Refund	2,563.34	
3371010	2106271	Student Refund	2,561.30	
3290405	2106156	Student Refund	2,544.13	
2659205	2105872	Student Refund	2,542.10	
3286449	2106069	Student Refund	2,529.50	
2538790	2105834	Student Refund	2,521.99	
3307894	2106177	Student Refund	2,508.18	
3290261	2106149	Student Refund	2,506.38	
UW-Madison	AR0129944	KB ANNUAL SVC	2,500.00	

Total Invoices **$1,442,361.49**

	Bank Withdrawals			
Vendor	**Transaction Date**	**Audit Trail**	**Amount**	
MERCHANT SERVICE MERCH FEE - Jan 2023	2/2/2023	GNJL005774	6,340.68	
Total Bank Withdrawals				**$6,340.68**
	Payroll			
Payroll Period	**Payroll Date**		**Amount**	
02/17/2023 Payroll	2/17/2023		377,535.51	
02/03/2023 Payroll	2/3/2023		376,560.79	
Total Payroll				**$754,096.30**
Total Purchases >= $2,500				**$2,202,798.47**

2. Treasurer's Cash Balance

Southwest Wisconsin Technical College Report of Treasurers Cash Balance 2/28/2023			
Receipts			
Fund			
1 General	7,572,571.00		
2 Special Revenue	-		
3 Capital Projects	-		
4 Debt Service	-		
5 Enterprise	115,921.00		
6 Internal Service	318,920.00		
7 Financial Aid/Activities	652,216.00		
Total Receipts		**8,659,628.00**	
Expenses			
Fund			
1 General	1,667,342.00		
2 Special Revenue	-		
3 Capital Projects	407,910.00		
4 Debt Service	-		
5 Enterprise	90,510.00		
6 Internal Service	337,194.00		
7 Financial Aid/Activities	1,940,213.00		
Total Expenses		**4,443,169.00**	
Net cash change - month			**4,216,459.00**
EOM Cash Balances			
-Midwest One Operating 0356	15,352.23		
-Midwest One Investment 1324	24,879,682.22		
-Cash on Hand	2,940.00		
-Local Government Investment Pool	1,261,716.80		
Ending Cash/Investment Balance		**26,159,691.25**	

3. Budget Control

Southwest Wisconsin Technical College
YTD Summary for Funds 1-7
For 8 Months ended February 2023

	2022-23 Budget	2022-23 YTD Actual	2022-23 Percent	2021-22 Percent	2020-21 Percent	2019-20 Percent	2018-19 Percent
General Fund Revenue	24,757,300.00	19,958,472.84	80.62	76.38	85.56	83.20	81.05
General Fund Expenditures	25,265,400.00	15,795,077.42	62.52	56.28	63.11	59.80	61.41
Capital Projects Fund Revenue	4,275,000.00	4,174,958.74	97.66	2.98	100.13	0.69	99.46
Capital Projects Fund Expenditure	5,134,000.00	1,720,050.06	33.50	20.68	36.45	23.66	41.86
Debt Service Fund Revenue	6,538,500.00	4,359,505.83	66.67	69.86	64.95	63.38	63.17
Debt Service Fund Expenditures	7,401,644.00	1,186,619.44	16.03	16.35	17.91	8.03	10.85
Enterprise Fund Revenue	1,547,000.00	884,466.53	57.17	103.72	80.17	72.18	64.20
Enterprise Fund Expenditure	1,815,700.00	1,021,716.40	56.27	119.42	64.52	73.17	60.47
Internal Service Fund Revenue	4,455,000.00	2,636,854.91	59.19	59.73	59.04	56.05	58.57
Internal Service Fund Expenditure:	4,455,000.00	3,053,406.71	68.54	62.02	62.99	59.33	61.70
Trust & Agency Fund Revenue	8,302,800.00	3,858,361.81	46.47	57.16	51.62	36.80	62.82
Trust & Agency Fund Expenditure:	7,702,800.00	5,216,080.16	67.72	68.06	58.92	63.64	65.31
Grand Total Revenue	**49,875,600.00**	**35,872,620.66**	**71.92**	**65.33**	**75.80**	**63.04**	**74.66**
Grand Total Expenditures	**51,774,544.00**	**27,992,950.19**	**54.07**	**52.57**	**53.34**	**51.05**	**54.64**

D. Contract Revenue

There were eight contracts totaling $10,990.44 in February 2023 being presented for Board approval. The Contract Revenue Report is below.

2022-2023 CONTRACTS
2/1/2023 to 2/28/2023

Contract Holder	Contract #	Service Provided	Contact	Number Served	Price	Exchange of Services (Instructional Fees Waived)	INDIRECT COST FACTOR: On-Campus	INDIRECT COST FACTOR: Off-Campus	INDIRECT COST FACTOR: Waiver
Plain Ambulance	03-2023-0034-T-42	EMT 2 Participant Agreement	Kris Schoville	14	$ 6,759.90	No		X	
USA Clay Target League	03-2023-0097-T-42	League Director Duties - February	Caleb White		$ 500.00	No		X	
Glen Haven First Responders	03-2023-0122-T-42	First Responder Refresher Participant Agreement	Kris Schoville	1	$ 64.38	No		X	
WI DNR-Dodgeville	03-2023-0137-I-21	Heartsaver CPR/AED/First Aid	Kris Schoville	11	$ 506.19	Yes		X	
Blue River EMS	03-2023-0154-I-42	BLS Recertification	Kris Schoville	7	$ 129.71	Yes		X	
Fennimore Fire Department	03-2023-0157-I-42	Heartsaver CPR/AED with First Aid	Kris Schoville	15	$ 690.26	Yes		X	
Skyline Homes	03-2023-0158-I-41	Heartsaver CPR/AED with First Aid	Kris Schoville	9	$ 1,080.00	No		X	
Mineral Point Family Dentistry	03-2023-0159-I-41	BLS for Healthcare Provider-CPR Recertification	Kris Schoville	19	$ 1,260.00	No		X	

TOTAL of all Contracts	76	$	10,990.44
Exchange of Services	33	$	1,326.16
For Pay Service	43	$	9,664.28

E. Personnel Items

The Personnel Report includes three employment recommendations, one promotion/transfer, and one retirement being presented for approval. The Personnel Report follows.

PERSONNEL REPORT
March 20, 2023

EMPLOYMENT: NEW HIRE

Name:	Mallory Fulcher
Title:	Emergency Medical Services Instructor
How many applicants & interviewed	4 applicants/2 interviews
Start Date:	5/22/2023
Salary/Wages	$58,000
Classification	Full Time
Education and/or Experience	Associates in Paramedics from Western Technical College, BS in English from UW-LaCrosse with 7 years of experience in emergency services including teaching assistant with Western Technical College

EMPLOYMENT: NEW HIRE

Name:	Jason Fiedler
Title:	Electromechanical Technician Trainer (BIS)
How many applicants & interviewed	3 applicants/3 interviews
Start Date:	3/6/2023
Salary/Wages	$72,000
Classification	Full Time
Education and/or Experience	Associates Degree – Electomechanical Technician from Southwest Tech with 25 years of experience in the field.

EMPLOYMENT: NEW HIRE

Name:	Andy Mumm
Title:	IT Support Specialist
How many applicants & interviewed	10 applicants/4 interviews
Start Date:	4/5/2023
Salary/Wages	$28.60/hour
Classification	Full Time
Education and/or Experience	Bachelor's in criminal justice from UW-Platteville with 12 years of IT Tech & Support Specialist experience.

PROMOTIONS/TRANSFER	**NEW POSITION**
Robin Hamel – Student Life Coordinator/Athletic Director	Mental Health Counselor

RETIREMENTS / RESIGNATIONS

Brenda Schwartzman (Retirement 6/30/2023)	Developmental Education Instructor

Recommendation: *Approve the Consent Agenda as presented.*

Other Items Requiring Board Action

A. Architecture & Engineering Services Request for Proposals (RFP)

Caleb White and Dan Imhoff, Executive Director of Facilities, Safety & Security, will review the current Architecture & Engineering Services RFP. A summary of the proposal follows.

***Recommendation**: Award the Request for Proposal (RFP) for architectural and engineering services to the following top scoring vendors: Eppstein, Milwaukee, WI; Angus Young, Janesville, WI; Sommerville, Green Bay, WI; OPN, Cedar Rapids, IA; and Boldt Technical Services, Appleton, WI, and allow the College to maintain the ability to select the best fit for a given project from the bench of the top five scoring firms.*

Architectural & Engineering Services
RFP #2023-0023

The public opening of the request for proposals (RFP) for Architectural & Engineering Services for the College was held on Friday, January 27 at 1:30 p.m. CST.

Purpose

A Request for Proposal (RFP) was issued for Architectural & Engineering Services. Four (4) WTCS Districts actively solicitated replies, several of the remaining twelve (12) WTCS Districts are considering piggybacking the award(s) wher their current obligation expires as well.

Scope, Summary

The scope of this RFP was to enter into an agreement(s)/contract(s) with independent firms for Architectural & Engineering Services, in accordance with this Request for Proposal, as described in the Statement of Work and Scope c Services. The College's seek firms who can provide service in an efficient and consistent manner, in accordance with this Request for Proposal, which best serves the College's needs while minimizing cost.

Proposals were received from twenty-one (21) vendors. An evaluation team consisting of Josh Bedward and Dan Imhoff reviewed and rated the proposals. Team scoring was based on the following criteria:

Evaluation Criteria

Submitted proposals were reviewed and evaluated in accordance with the evaluation criteria established below:

1. Project Experience, Proposed Project Team & Consultants, and Professional References	50 Points
2. Proposed Rates/Fee Proposal	35 Points
3. Building Information Model (BIM)	10 Points
4. Green/Sustainable Design Experience	5 Points

The evaluation team's average composite score ranking from high to low is as follows:

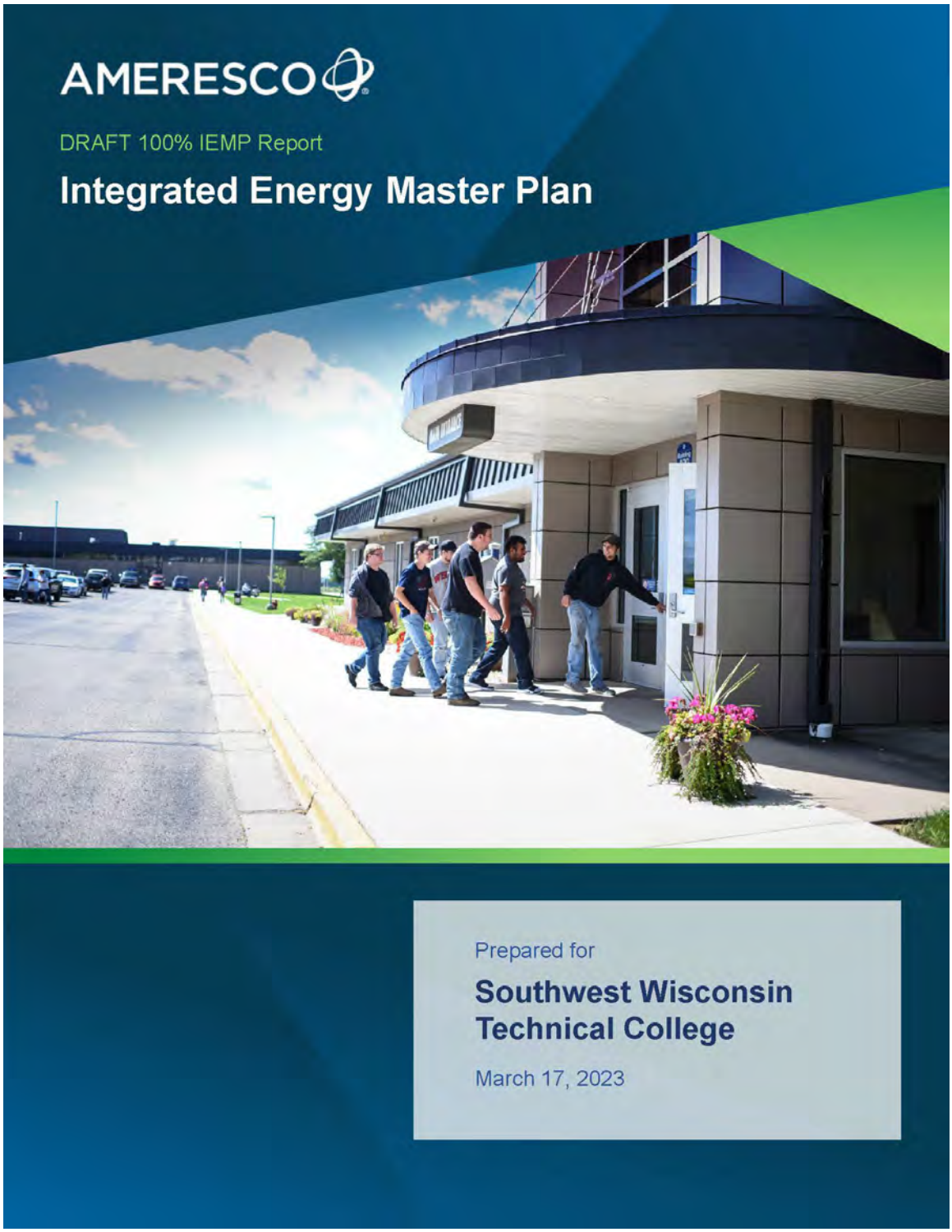
Ranking	Vendor			**SWTC Final Score**
1	Eppstein	Milwaukee, WI		**91.0**
2	Angus Young	Janesville, WI		**89.0**
3	Sommerville	Green Bay, WI		**89.0**
4	OPN	Cedar Rapids, IA		**88.0**
5	Boldt Technical Services	Appleton, WI		**86.0**

Recommendation: Award the RFP for architectural and engineering services to the above listed vendors as the top five scoring firms under the proposed standard hourly rates and fee schedules for each firm. The college will maintain the ability to select the best fit for a given project from the bench of top five scoring firms.

Board Monitoring of College Effectiveness

A. Review of Sustainability Master Plan Draft

Dan Imhoff and Amy Seeboth-Wilson, Director of Grants, will present the draft of the Sustainability Master Plan. The report follows.



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Section 1 | Executive Summary

Southwest Wisconsin Technical College (SWTC) demonstrates its commitment to sustainability by continuously investing in its facilities to create a more energy efficient and improved educational environment. Ameresco applauds the College for its energy efficiency progress to date. The objective for this Energy Master Plan is to identify a 10-year plan to further reduce Southwest Tech's carbon footprint, and to provide the most transformative effect on the energy consumption of the College with the lowest capital expense and highest impact on greenhouse gas emissions while improving building occupant comfort.

Ameresco's Energy Master Plan for Southwest Tech will provide a path to achieve a minimum of 50% reduction in building energy use and 100% reduction in greenhouse gas emissions from buildings. The plan will provide a path to reduce energy use and cost while simultaneously reducing the carbon impact of energy use and maintaining or improving occupant comfort. The plan will identify a specific and detailed 10-year plan for capital spending to achieve these goals. Ameresco will collaborate with Southwest Tech staff to identify possible funding sources, ROI, and partnerships to help achieve the stated goals.

This report represents Ameresco's Energy Master Plan and focuses on benchmarking of the campus buildings, facility and equipment survey, and identification of the high priority energy conservation measures (ECM) as well as their estimated impact on energy consumption and greenhouse gas emission reductions. Section 2 includes a capital investment plan to assist in prioritizing these recommendations.

Recommended Energy Efficiency Measures will save

61%

Overall energy consumption.

The identified ECMs include recommendations on fuel switching for facility heating and cooling. Estimations to date show that Ameresco's plan will help Southwest Tech move further towards reaching its sustainability goals of reducing its energy use intensity (EUI) across the campus. If all priority energy efficiency measures are implemented, the initiative will result in an overall energy consumption savings of 61%. Figures 1 and 2 are representative maps of pre- and post- retrofit energy consumption across the campus buildings. With the implementation of renewable

energy, the remaining energy consumption will be offset resulting in a net zero facility. In addition to energy savings, significant water and utility cost savings can be achieved.

The recommended ECMs in this report will also provide environmental and health benefits by reducing air pollution from greenhouse gases, which are generated by fossil fuels. The recommended ECMs will save the equivalent of 973 tons of CO_2 annually before the renewables are implemented. This is ~6% less than the numbers presented in the 80% report; because the ECMs regarding the central units have more comprehensively designed and developed. Our Energy Master Plan is expected to save an equivalent of 3,331 tons of CO_2 after solar is constructed; 3,331 tons of CO_2 saved is equal to the emissions savings from taking 718 cars off the road each year, or stated another way, it is the same as the carbon sequestered by 3,942 acres of U.S. forests. This also provides additional potential benefits for the College as carbon caps or carbon credits are likely to become a part of the energy marketplace in the future. In 2021, the social cost of carbon was raised to $51 per ton by US Government. A study published in Nature shows that each additional ton of CO_2 emitted into the atmosphere costs society $185 per ton- 3.6 times the current US federal government estimate, which is indicative of the rate increases to come. These project recommendations represent a 100% reduction in the carbon footprint of the Southwest Tech campus.

Recommended Measures will save equivalent to

3331

Tons of CO2 Annually

Recommended Measures will reduce campus facility carbon footprint by

100%

The Energy Master Plan achieves 61% overall energy reduction and 100% reduction in carbon emissions through four primary strategies:

1) **Electrification of gas-fired equipment of the campus**
2) **HVAC control strategies**
3) **Lighting upgrades**
4) **Solar Photovoltaic energy installations**

Each of these strategies and their resulting energy impact are presented in detail in the following sections. This report also includes the financial impact of the ECMs selected, including a capital investment plan. A facility equipment replacement plan that includes recommendations for project sequencing is presented. Recommendations for changes to equipment sizing and operation are included in the equipment replacements to meet 30-year climate projections.

Through our system and site investigations, Ameresco identified that the SWTC facilities are well maintained and operated. Because of this, many recommendations, generate utility cost savings, but will still require capital investment to achieve the greenhouse reduction goals. The Ameresco team looks forward to the continued discussion with Southwest Tech in moving towards this exciting goal.

AMERESCO | Energy Solutions For Every Need

Figure 1

Pre-Retrofit Energy Consumption

AMERESCO | Energy Solutions For Every Need

Figure 2

Post-Retrofit Energy Consumption

Section 2 | Project Financials

In alignment with the Energy Master Plan agreement, we have developed an Integrated Energy Master Plan (IEMP) project that aligns with the ten-year timeline of Southwest Tech's carbon reduction initiatives. Additionally, we have developed a secondary option for the College that will enable Southwest Tech to meet eighty percent of the carbon reduction and energy savings goals, in under two years. The two plans are compared in the graphic below and further detailed in the following pages.

AMERESCO | Energy Solutions For Every Need

Solution Options	Solution Technologies	Project Highlights	
1 IEMP	Occupancy Based VAV Control Demand Control Ventilation Lighting Upgrades Renewable Solar PV Electrification w/ Ground Source Heat Pumps Electrification w/ Air Source Heat Pumps Electrification of Gas Fired Water Heaters Electrification of Kitchen Equipment	Capital Expenditure Including Incentives	$28,022,000
		Energy Reduction	61%
		Emissions Reductions	100%
2 ALTERNATE	Occupancy Based VAV Control Demand Control Ventilation Lighting Upgrades Renewable Solar PV	Capital Expenditure Including Incentives	$4,540,000
		Energy Reduction	38%
		Emissions Reductions	80%

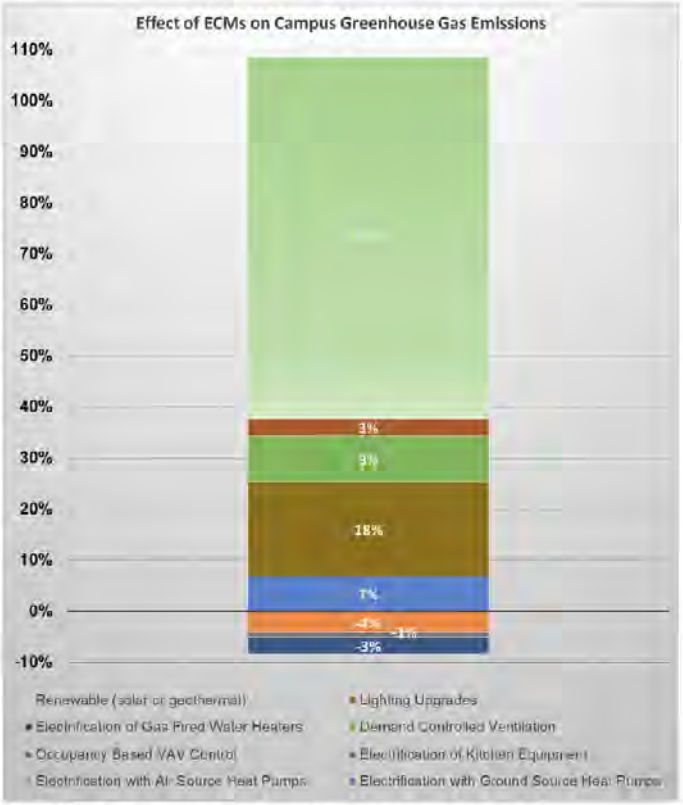
* "Capital Expenditure Including Incentives" references total project cost after applicable rebates and incentives are received by the college.

FINANCIAL DETAILS OF ENERGY MASTER PLAN

The first priority of a greenhouse gas emissions reduction hierarchy is to improve energy efficiency of the building systems. It is best to first reduce the energy required to operate the campus and then to look for clean fuel sources for the remaining energy needed. While renewable resources may represent a cost premium or require upfront investment over traditional sources of energy, they do not contribute to climate change and the emission of greenhouse gases. Ameresco has reviewed several strategies to address the emissions associated with the campus. These strategies, when combined, can help Southwest Tech meet its goals. Ameresco looks forward to working with the college to finalize the plan that best addresses the college's needs.

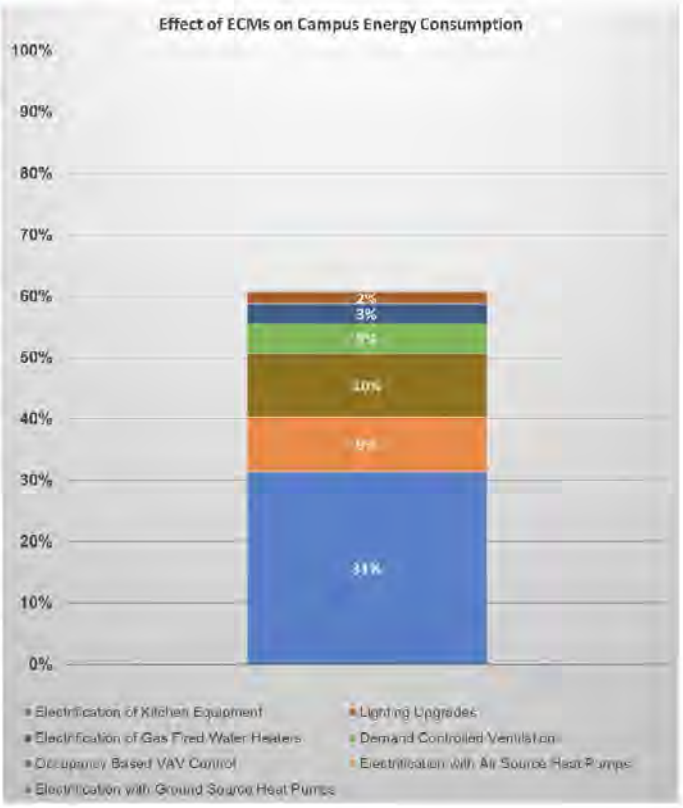
Scope 1 On-Site Emissions

On-site emissions refer to emissions produced by fuel used on-site including natural gas and diesel fuel. Ameresco recommends that Southwest Tech addresses these emissions by replacing gas fired equipment with new electric equipment. This approach will not only reduce the site generated carbon emissions but also will provide significant energy savings. While this reduces the on-site generation, there will be a minor emissions penalty for off-site emissions due to the increase in electric consumption, but this can be offset by utilizing the energy conservation and renewable energy strategies recommended for addressing the off-site emissions.



Scope 2 Off-Site Emissions

Off-site emissions refer to emissions produced by fuels used off-site to generate the power required by the buildings. This generally refers to the electricity consumption. Ameresco recommends reduction of carbon intensive electricity consumption by two strategies. These are ECMs that reduce the amount of electricity required, and on-site renewable energy technologies that reduce the amount of electricity purchased from non-renewable generation.



The key ECMs recommended to decrease off-site emissions are HVAC controls upgrades such as occupancy based VAV control, demand-controlled ventilation, and lighting upgrades.

Renewable technologies can be implemented via two main strategies to reduce the off-site emissions associated with the college. These are purchasing Renewable Energy Certificates (RECs) from off-site systems and the installation of on-site solar arrays. The prices of RECs have been significantly increasing in recent years, which makes it very challenging for the buyers of this method to make long term financial plans. On-site solar arrays may be implemented through multiple contracting methods, the most common of which are design-build construction where the college would own the system or through a power purchase agreement (PPA) where the solar array is installed on site but owned and maintained by another entity. If financially feasible for the college, Ameresco recommends that Southwest Tech owns the on-site solar arrays since this is the option with the highest financial return on investment. If this is not a financial option for the college and they would prefer to avoid the upfront costs of the solar installation

as well as the annual operation and maintenance, then Ameresco recommends a discussion regarding the option to install the solar panels through a PPA. Other financing options can also be discussed to meet the specific needs of the college.

Currently Southwest Tech uses 3.42 million kWh of electricity and 178,657 therms of natural gas annually. All gas fired HVAC equipment of the campus shall be converted to electric and the resulting all electric campus will have the total energy consumption of 3.39 million kWh, which will be slightly less than the pre-retrofit electric consumption of the college. To meet this remaining electric load, Ameresco recommends constructing 2.86MWs of behind the meter solar arrays on-site. The solar array would produce enough power to account for all the annual electricity needs of the campus. This would allow Southwest Tech to use solar energy to power the campus and can be branded as Southwest Tech's solar energy supply, aligning with the college's sustainability goal of reducing greenhouse gas emissions by 100% by 2033. The array could be located within the campus; educational kiosks along with student visits to the solar field could be included for educational purposes.

Solar energy is an intermittent energy source, and the power production does not always align with the campus power consumption. This can be addressed in two ways. The College can use net metering where excess power is sent to the grid and the utility provides a credit for this power, or an on-site battery energy storage system can be installed to store the excess power and release it to the campus when needed. The total quantity of electrical power that is net metered will be dependent on the post efficiency measure load profile of the campus and the ability to aggregate the utility accounts and net meter on a total campus basis. Due to the relatively small difference between the rate for power purchased from the utility and power exported to the utility, a battery does not provide a financial benefit at this time. This may be reevaluated when the rate structure and pricing changes.

In this final report, Ameresco compiled pricing information for the recommended ECMs including the solar installation following the discussion and feedback to the recommendations included in the 80% report. Potential rebates and incentives available to the college for eligible projects have been assembled. With this information, a 10-year financial model has been prepared to provide the recommendations on a timeline in the recommended order of priority. Facility equipment replacement plans and sequencing have been developed accordingly.

The 10-year Energy Master Plan for Southwest Tech required to meet the college's goal of 100% reduction in greenhouse gas emissions, provides 61% energy reduction, $348K annual savings and ~$15M total in incentives. Due to major construction work including the replacement of mechanical systems throughout campus, this project's

implementation price is nearly $43M. The cost and savings breakdown of the project is presented in Table 2.A. below.

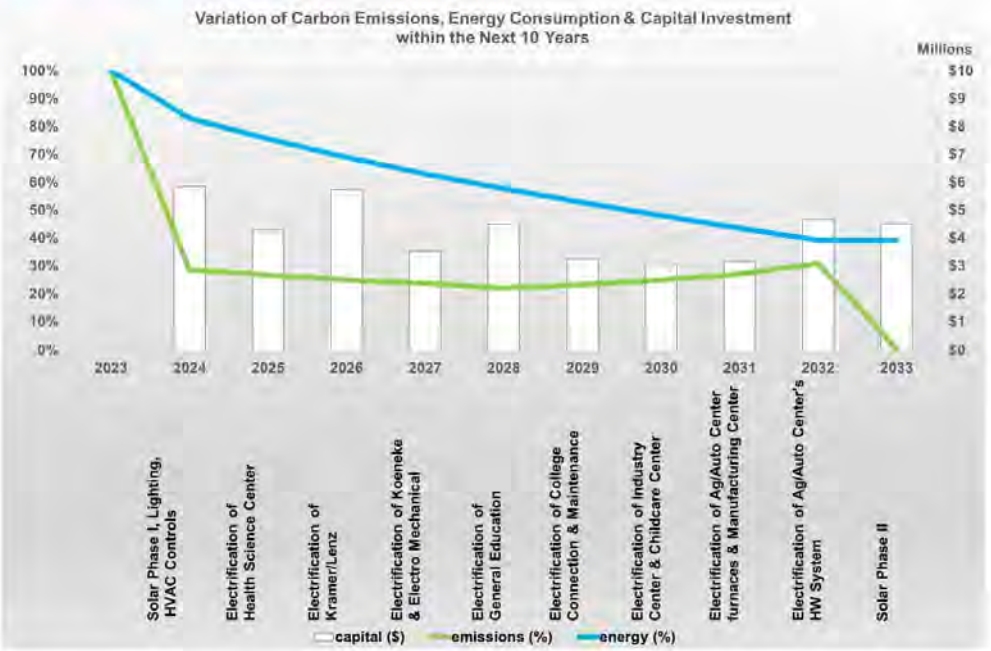
PROJECT TOTAL			
Total Annual Savings	Implementation Price	Estimated Incentives	Simple Payback
$348k	$43M	$15M	81

Table 2.A. Project Cost & Savings Breakdown

COST AND SAVINGS							
ECM #	ECM Description	Projected Annual Utility Savings	Operational Savings	Total Annual Savings	Implementation Price	Estimated Rebates and Incentives	Simple Payback
1	Electrification with Ground Source Heat Pumps	$51,000	$30,000	$81,000	$25,220,000	$10,088,000	187
2	Electrification with Air Source Heat Pumps	-$8,500	$14,000	$6,000	$6,200,000	$0	1,127
3	Occupancy Based VAV Control	$41,000	$0	$41,000	$740,000	$0	18
4	Demand Controlled Ventilation	$19,000	$0	$19,000	$60,000	$0	3
5	Electrification of Gas Fired Water Heaters	-$11,000	$0	-$11,000	$570,000	$0	(52)
6	Lighting Upgrades	$12,000	$21,000	$33,000	$540,000	$0	16
7	Electrification of Kitchen Equipment	-$2,500	$0	-$2,500	$180,000	$0	(72)
	Energy Savings Scope Total	**$101,000**	**$65,000**	**$166,500**	**$33,510,000**	**$10,088,000**	**141**
8	Renewable (solar)	$181,000	$0	$181,000	$9,100,000	$4,500,000	25
	Project Total	**$282,000**	**$65,000**	**$347,500**	**$42,610,000**	**$14,588,000**	**81**

* "Operational Savings" are based on longer life expectancy of the new equipment and lighting components. These are items that would typically need to be replaced as maintenance issues.

Ameresco recommends that the solar installations for Buildings 400, 1600 and 1700 move forward in 2023 to provide the most benefit from current federal incentive programs. Lighting upgrades are recommended to be made quickly in the first year of construction along with the implementation of HVAC controls strategies such as occupancy based VAV control and demand-controlled ventilation to achieve significant progress in reduction of greenhouse gas emissions as early as possible. Electrification strategies should then be implemented with the focus on details that they require during the remainder of the 10-year master plan. Finally, additional solar arrays should be installed in the 10th year of construction to offset the remaining electric consumption of the campus after electrification projects to complete the Energy Master Plan.



During the electrification projects that include installation of ground source heat pumps, air source heat pumps, hybrid domestic hot water heaters and electric kitchen equipment, priority should be given to the buildings with the highest energy impact by trying to even out the annual capital investments. The chart above presents a recommended sequence of equipment upgrades throughout the next 10 years.

B. FINANCIAL DETAILS OF ALTERNATE PRIORITY SCOPES

Full electrification of the campus is required to meet Southwest Tech's goal of 100% reduction in greenhouse gas emissions. However, this is a significant financial cost for the college. For this reason, Ameresco presents an option for a smaller project that meets ~80% of the college's goals with just 18% of the total cost of the complete Master Plan.

This project can be implemented over the next two years with a favorable return on investment. This alternate project provides a total of 38% energy savings, 80% reduction in greenhouse gas emissions, and $271k annual utility savings. Total cost of for this scope of work is $7.8M, meaning the project simple payback is 17 years. The cost and savings breakdown of this alternative project is presented in Table 2.B. and the

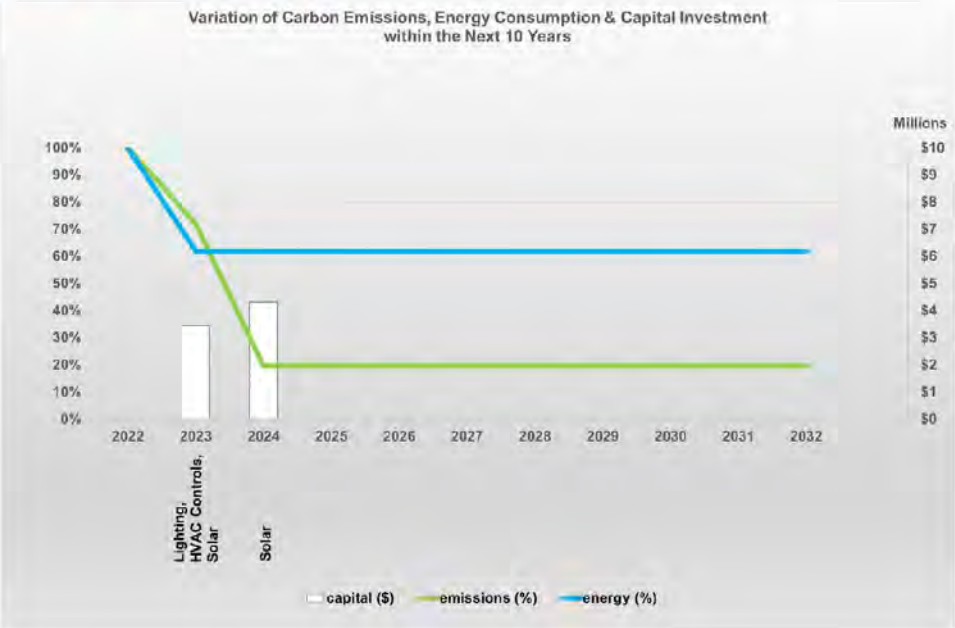
following chart shows the cost, savings, and capital expenditures if Southwest Tech chooses to implement this smaller size, high impact alternative project.

PROJECT TOTAL			
Total Annual Savings	**Implementation Price**	**Estimated Rebates**	**Simple Payback**
$273k	$7.84M	$3.3M	17

Table 2.B. Project Cost & Savings Breakdown

COST AND SAVINGS							
ECM #	**ECM Description**	**Projected Annual Utility Savings**	**Operational Savings**	**Total Annual Savings**	**Implementation Price**	**Estimated Rebates and Incentives**	**Simple Payback**
1	Occupancy Based VAV Control	$66,000	$0	$66,000	$740,000	$0	11
2	Demand Controlled Ventilation	$33,000	$0	$33,000	$60,000	$0	2
3	Lighting Upgrades	$11,000	$21,000	$32,000	$540,000	$0	17
	Energy Savings Scope Total	**$110,000**	**$21,000**	**$131,000**	**$1,340,000**	**$0**	**10**
4	Renewable (solar)	$142,000	$0	$142,000	$6,500,000	$3,300,000	23
	Project Total	**$252,000**	**$21,000**	**$273,000**	**$7,840,000**	**$3,300,000**	**17**

* "Implementation Price" includes cost for installation before estimated rebates and incentives.


Variation of Carbon Emissions, Energy Consumption & Capital Investment within the Next 10 Years
Millions
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
$10
$9
$8
$7
$6
$5
$4
$3
$2
$1
$0
2022
2023
2024
2025
2026
2027
2028
2029
2030
2031
2032
Lighting, HVAC Controls, Solar
Solar
capital ($)
emissions (%)
energy (%)

Section 3 | Facility Overview

A. SOUTHWEST TECH FACILITIES

The Southwest Wisconsin Technical College campus consists of 22 buildings located at 1800 Bronson Blvd in Fennimore Wisconsin. The facilities overall are well maintained, and recent renovations have occurred to enhance student experiences.

Many of the buildings are heated via natural gas fired equipment, either rooftop units heating the air or boiler systems to provide hot water. Cooling is provided to many of the buildings by DX refrigerant systems cooling the air provided to the spaces.

The following sections summarize a detailed utility assessment performed to identify the utility operational costs and utility consumption for each building. Ameresco also performed Energy Star Benchmarking, which provides comparison to other facilities with similar usage types.

B. UTILITY BASELINE AND BENCHMARKING

B.1 Utility Accounts

The first step in calculating potential energy savings from the recommended changes is setting a realistic baseline for existing system operation. Understanding the current energy consumption of the campus buildings is key to setting an accurate starting point. Ameresco evaluated the utility billing history for the electrical, natural gas, and water accounts provided. See Table 6.1 in the Appendices section of this report for a complete list of the accounts evaluated. For this report, based on the data provided, the baseline period was determined to be from July 2021 through June 2022 for electric and water, and from June 2021 through May 2022 for gas. Since baselines of both electric and gas included a year of data, this was a reasonable assumption for this analysis.

Buildings 700 was included in utility consumption for these time periods but have been removed from this analysis as Building 700 has been demolished. The demolition of accounts for an overall campus utility consumption reduction of less than 0.05%, and therefore has little impact on overall utility loads campus wide.

Baselines

July 2021-
June 2022

June 2021-
May 2022

B.2 Utility Rates

One requirement of this IEMP is a capital investment schedule that applies life cycle cost analysis as well as energy, water, utility, and greenhouse gas savings, along with sustainability to prioritize recommendations. The intent is to prioritize capital spending to coincide with largest impact initiatives, ranked by lowest marginal payback and lowest capital investment with the highest greenhouse gas savings potential. To accomplish this evaluation, it was necessary to calculate the annual energy cost savings from the ECMs, which requires determination of the utility rates correctly. The following Table 3.B.2 shows the average utility rates over the established 12-month baseline period for each utility service evaluated. These are the rates that are used in the calculations for utility cost savings presented in this report.

Table 3.B.2: Utility Rates Used in Savings Calculations

#	Facility	Electric Consumption Rate ($/kWh)	Electric Demand Rate ($/kW)	Natural Gas Rate ($/Therm) *	Water/Sewer Rate ($/kGal) *
100/150	General Education Building	$0.0531	$6.00	$0.73	$12.57
200	Koeneke Building	$0.0473	$7.62	$0.73	$12.57
300	Kramer Building/Lenz Center	$0.0473	$7.62	$0.74	$12.57
400	College Connection	$0.0474	$8.04	$0.74	$12.57
500	Industry Center	$0.0474	$7.64	$0.74	$12.57
600	Manufacturing Center	$0.0835	n/a	$0.81	$12.57
900	Industry/Facilities Storage Building	$0.0877	n/a	$0.88	
1000	Facilities Storage Building	$0.0820	n/a		
1100	Electromechanical Building	$0.0848	n/a	$0.88	$12.57
1200	Maintenance Building	$0.0822	n/a	$0.88	$12.57
1300	Manufacturing Center Storage	$0.0835	n/a		
1500	Child Care Center	$0.0824	n/a	$0.79	$12.57
1600	Health Science Center	$0.0534	$6.00	$0.73	$12.57
1700	Ag/Auto Center	$0.0272	$6.00	$0.80	$12.57
1900	Public Safety Building - Burn	$0.0833	n/a		
2000	Public Safety Building	$0.0823	n/a	$0.80	$12.57
2200	Public Safety Building - Electrical Power Distribution	$0.0850	n/a		
	Gun Range	$0.0868	n/a		
	EVOC Track	$0.0818	n/a		

* Rates shown are for Variable utility costs. Fixed fees, such as meter costs which will not change through implementation of savings projects, are not included in these rate evaluations.

Based on preliminary discussions with Fennimore Public Works, it is our understanding that the utility is currently undergoing a tariff study to revise the electric rate structure. The current electric rates are among the lowest in Wisconsin and changes are expected that will affect the amount that Southwest Tech pays for its electricity. Changes will alter the potential dollar savings reported. At this time, due to the uncertainty related to future tariff changes, no changes have been considered within the context of this master plan. Savings have been calculated using only the current electric consumption rates. Any future rate increases will increase the potential savings of the projects.

B.3 Baseline Use and Cost

B.3.1 Baseline Utility Use

The annual utility use for the buildings evaluated are listed in the following Figure 3.B.3.1 and Table 3.B.3.1. For buildings that share a meter, the usage was proportioned based on building square footage.

Figure 3.B.3.1 Distribution of Total Energy Consumption

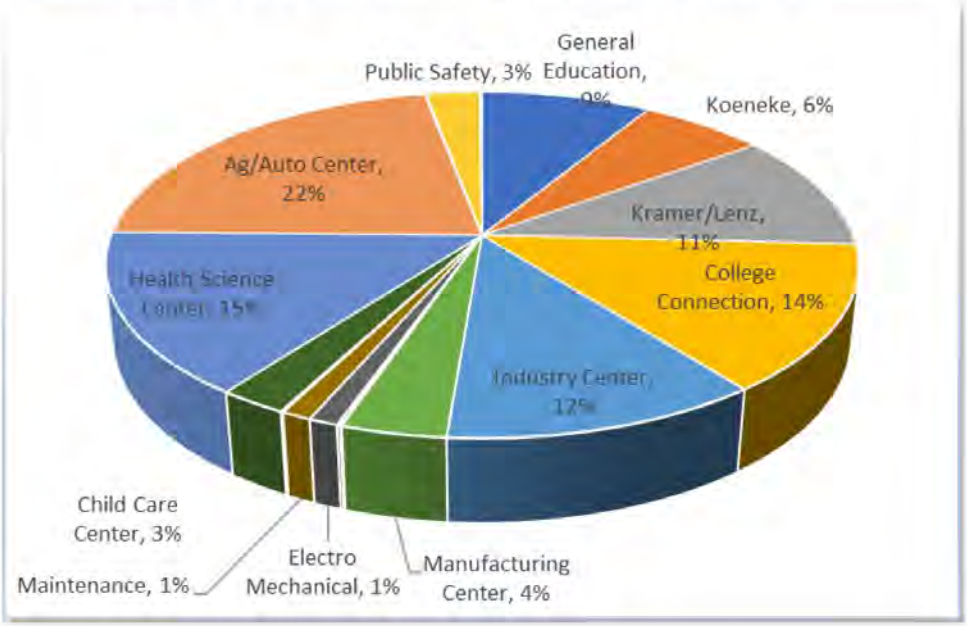


Table 3.B.3.1 Baseline Utility Consumption & Demand

#	Facility	Annual Electrical Usage (kWh)	Annual Electrical Demand (kW)	Annual Natural Gas Usage (Therm)	Annual Water/Sewer Usage (kGal)
100/150	General Education Building	240,800	1,101	17,094	28
200	Koeneke Building	200,883	783	11,967	50
300	Kramer Building/Lenz Center	275,217	1,073	22,786	74
400	College Connection	570,400	2,021	21,048	143
500	Industry Center	515,900	2,213	16,963	196
600	Manufacturing Center	90,967		8,319	9
900	Industry/Facilities Storage Building	4,354			
1000	Facilities Storage Building	10,800			
1100	Electromechanical Building	11,971		2,793	2
1200	Maintenance Building	20,297		2,581	8
1300	Manufacturing Center Storage	7,753			
1500	Child Care Center	69,960		5,090	259
1600	Health Science Center	587,800	1,679	24,740	95
1700	Ag/Auto Center	722,000	1,881	39,766	136
1900	Public Safety Building - Burn Tower	7,815			
2000	Public Safety Building	72,200		5,511	33
2200	Public Safety Building - Electrical Power Distribution	8,408			
	Gun Range	1,344			
	EVOC Track	312			
Campus Total		3,419,181		178,657	1,033

B.3.2 Baseline Utility Cost

The annual utility cost for the identified baseline periods was nearly $422,000. The following Figure 3.B.3.2 and Table 3.B.3.2 summarize the cost per building for each utility. From these numbers, Ameresco has identified that Ag/Auto Center, Health Science Center, Industry Center, and College Connection cost the most for utilities to operate. Not surprisingly, these buildings are also amongst the largest square footage on campus. To further understand the comparison between buildings, Ameresco reviewed the building Energy Use Indices (EUI) and Energy Cost indices (ECI) which provide building comparison based on building size.

Figure 3.B.3.2 Utility Costs per Building

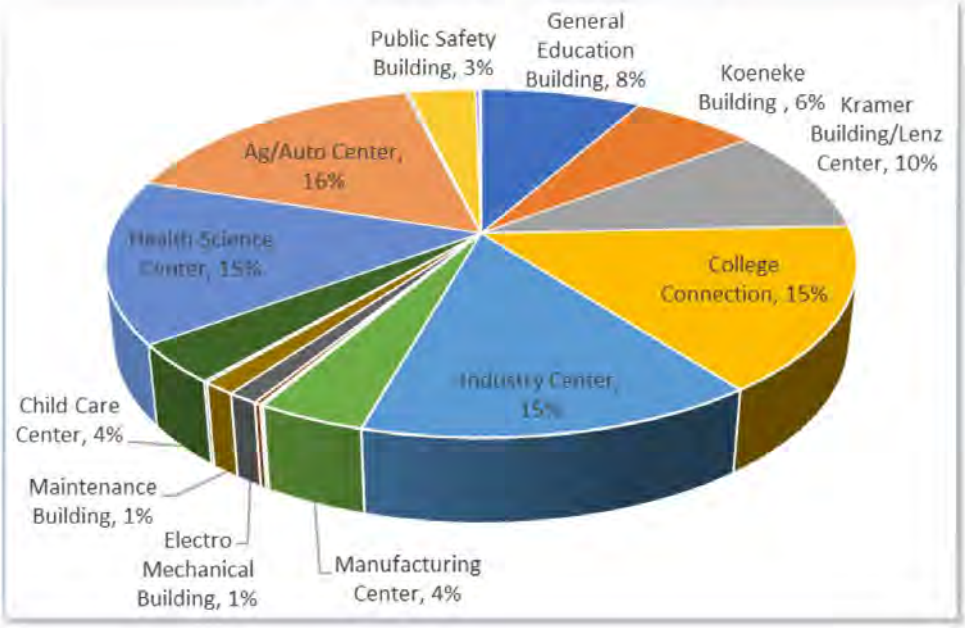


Table 3.B.3.2 Baseline Utility Cost Summary

#	Facility	Square Footage (Ft2)	Annual Electrical Cost ($)	Annual Natural Gas Cost ($)	Annual Water/Sewer Cost ($)	Annual Total Utility Cost ($)
100/150	General Education Building	42,727	$19,653	$12,515	$2,175	$34,344
200	Koeneke Building	29,913	$15,732	$8,762	$2,456	$26,950
300	Kramer Building/Lenz Center	40,982	$21,554	$16,835	$2,757	$41,146
400	College Connection	37,855	$43,891	$15,551	$5,451	$64,893
500	Industry Center	30,508	$42,006	$12,533	$7,189	$61,728
600	Manufacturing Center	23,465	$7,850	$7,023	$1,943	$16,816
900	Industry/Facilities Storage Building	4,183	$538			$538
1000	Facilities Storage Building	7,290	$1,058			$1,058
1100	Electromechanical Building	4,320	$1,187	$2,593	$974	$4,754
1200	Maintenance Building	6,640	$1,768	$2,402	$1,049	$5,219
1300	Manufacturing Center Storage	2,000	$669			$669
1500	Child Care Center	11,090	$5,939	$4,361	$5,065	$15,365
1600	Health Science Center	61,840	$41,692	$18,113	$4,089	$63,894
1700	Ag/Auto Center	71,871	$31,198	$32,098	$4,607	$67,902
1900	Public Safety Building - Burn Tower	5,000	$747			$747
2000	Public Safety Building	9,154	$6,046	$4,861	$3,312	$14,218
2200	Public Safety Building - Electrical Power Distribution	6,300	$886			$886
	Gun Range		$201			$201
	EVOC Track		$113			$113
Campus Total		395,138	$242,728	$137,646	$41,067	$421,442

B.4 Baseline Utility Indices

Facility performance indices are normalization methods used for benchmarking the performance of buildings. Two common energy performance indices are the Energy Use Index (EUI), which is a measure of the annual energy use per square foot of building area, and the Energy Cost Index (ECI), which is a measure of the annual energy cost per square foot. Note that both metrics exclude non-energy utilities (such as water and sanitary sewer).

The US Department of Energy maintains a database called the Commercial Building Energy Consumption Survey (CBECS) which is a national sample survey that collects information on the stock of U.S. commercial buildings, including their energy-related building characteristics and energy usage data (consumption and expenditures). In the 2012 CBECS survey, education buildings and public assembly were believed to be the most representative of the evaluated buildings. The Figure 3.B.4 below is provided as a comparative reference from the 2012 CBECS survey for these building types. The following Table 3.B.4 lists the baseline EUIs and ECIs for the buildings under study. From these evaluations, it's clear that the College Connection and Industry Center buildings are costing the college more per square foot to operate. We use this evaluation to identify buildings with higher potential to provide utility cost savings.

Figure 3.B.4 Baseline EUIs of Campus Buildings

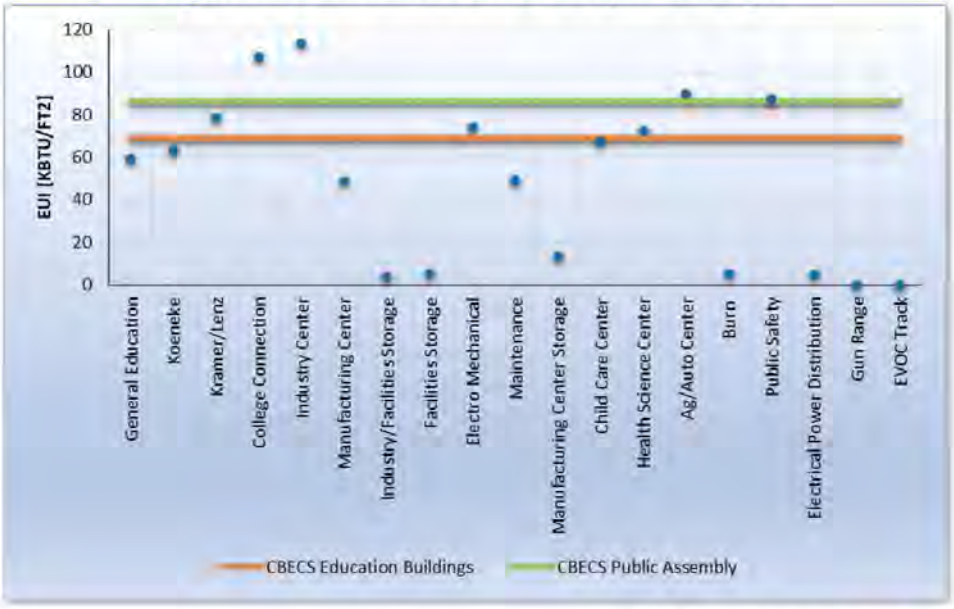


Table 3.B.4.1 Utility Indices Summary

#	Facility	Square Footage (Ft2)	Baseline EUI (kBtu/sf)	Baseline ECI ($/sf)
100/150	General Education Building	42,727	59	0.80
200	Koeneke Building	29,913	63	0.90
300	Kramer Building/Lenz Center	40,982	79	1.00
400	College Connection	37,855	107	1.71
500	Industry Center	30,508	113	2.02
600	Manufacturing Center	23,465	49	0.72
900	Industry/Facilities Storage Building	4,183	4	0.13
1000	Facilities Storage Building	7,290	5	0.15
1100	Electromechanical Building	4,320	42	1.10
1200	Maintenance Building	6,640	49	0.79
1300	Manufacturing Center Storage	2,000	13	0.33
1500	Child Care Center	11,090	67	1.39
1600	Health Science Center	61,840	72	1.03
1700	Ag/Auto Center	71,871	90	0.94
1900	Public Safety Building - Burn Tower	5,000	5	0.15
2000	Public Safety Building	9,154	87	1.55
2200	Public Safety Building - Electrical Power Distribution	6,300	5	0.14
	Gun Range			
	EVOC Track			
Campus Total		95,138	75	1.07

The Ameresco team compiled and uploaded the Southwest Tech campus utility data to ENERGY STAR Portfolio Manager to benchmark the facilities. The data on the website is ready to be shared with the Southwest Tech staff via a sharing function provided by the ENERGY STAR platform. This sharing requires Southwest Tech to create a user specific ENERGY STAR login.

Within the ENERGY STAR Portfolio Manager, uploaded data is used to compare the performance of the campus buildings with other similar buildings types. College/university buildings were not among the property types that qualify for this scoring system and K-12 school was the closest property type that allowed for modeling an educational campus with connected buildings. Therefore, we defined the Southwest

Tech's campus buildings as a K-12 school and compared them with the other K-12 schools in the country.

Table 3.B.4.2 below lists the ENERGY STAR scores of the campus buildings. In this scoring system, the score of 50 represents the nationwide average; therefore the scores higher than 50 show better than average performance and the scores lower than 50 show worse than average performance. In this scoring system, the Southwest Tech combined campus average received a score of 63, which showed that the college's campus buildings, on average, perform better than other school facilities nationwide.

Table 3.B.4.2 ENERGY STAR Scores of the Campus Buildings

#	Facility	ENERGYSTAR Score
100/150	General Education Building	77
200	Koeneke Building	67
300	Kramer Building/Lenz Center	59
400	College Connection	15
500	Industry Center	6
600	Manufacturing Center	89
900	Industry/Facilities Storage Building	100
1000	Facilities Storage Building	100
1100	Electromechanical Building	77
1200	Maintenance Building	92
1300	Manufacturing Center Storage	100
1500	Child Care Center	67
1600	Health Science Center	54
1700	Ag/Auto Center	29
1900	Public Safety Building - Burn Tower	100
2000	Public Safety Building	44
2200	Public Safety Building - Electrical Power Distribution	100
	Gun Range	Not comparable
	EVOC Track	Not comparable
Campus Total		63

C. FACILITY SURVEY

C.1 Facility Overview

The energy used in commercial buildings results in significant emissions of greenhouse gases linked to global climate change. Southwest Tech has a goal of reducing their greenhouse gas emissions from building energy use by 100% within the next 10 years. To achieve this goal, it is important to identify the types of building related greenhouse gas emissions across the campus. These are on-site, off-site, and total emissions.

On-site emissions are emissions from fuel that is directly burned at a building, for example natural gas that may be combusted for heating purposes. Off-site emissions are associated with energy purchased from a utility, for example emissions associated with the generation of electricity. Total Emissions is the sum of on-site and off-site emissions, and it is the primary metric quantifying the greenhouse gases associated with commercial buildings.

If the focus was only the on-site emissions, switching all gas fired equipment of campus to electric would be sufficient to reduce the emissions by 100%. Ameresco's evaluation of the utility data for the campus buildings, however, considers both the on-site and off-site carbon emissions (i.e. total emissions). This is a more holistic and realistic approach and requires a more comprehensive methodology to achieve the 100% emissions reduction goal. This approach includes not only campuswide electrification but also utilization of renewable resources for electric generation to offset the remaining electric consumption of the campus. For this reason, Ameresco prioritized identification and upgrade of the gas fired equipment as well as solar opportunities during the site visit and facility survey.

Currently, 60% of the total fuel consumption of the campus is gas (See Figure 3.C.1.1). This is because of the widely used gas fired boilers, furnaces, domestic hot water heaters, and kitchen equipment. Among all the campus buildings, the Ag/Auto Center, Health Science Center, College Connection, Industry Center are the highest contributors to the gas consumption and, as a result, they are the main drivers of the greenhouse gas emissions (See Figure 3.C.1.2, Table 3.C.1). These buildings are also the highest contributors to the overall energy consumption of the campus (See Figure 3.B.3.1). Because of this, many ECMs are targeted in these buildings and will be included earlier in the 10-year recommendations than other facility improvements.

Figure 3.C.1.1 Energy Consumption by Fuel Source

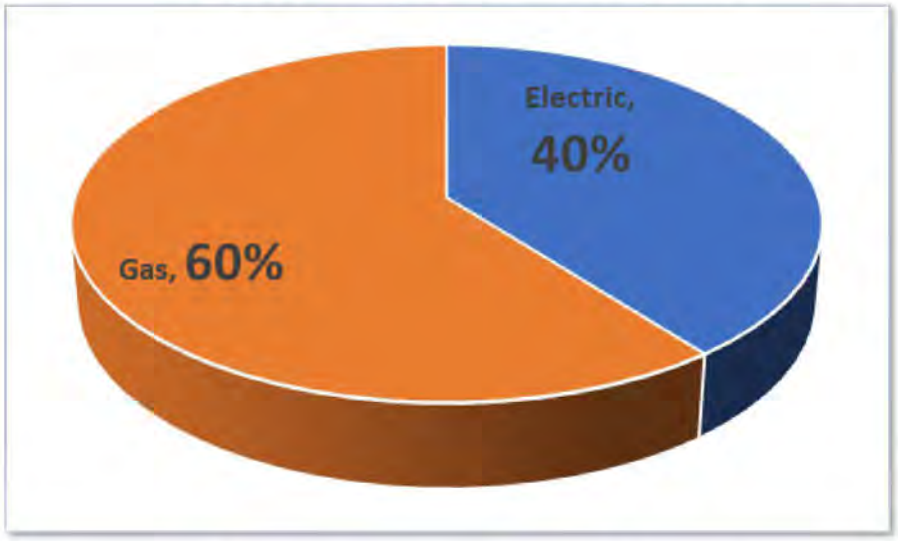


Figure 3.C.1.2 Distribution of Total Carbon Emissions

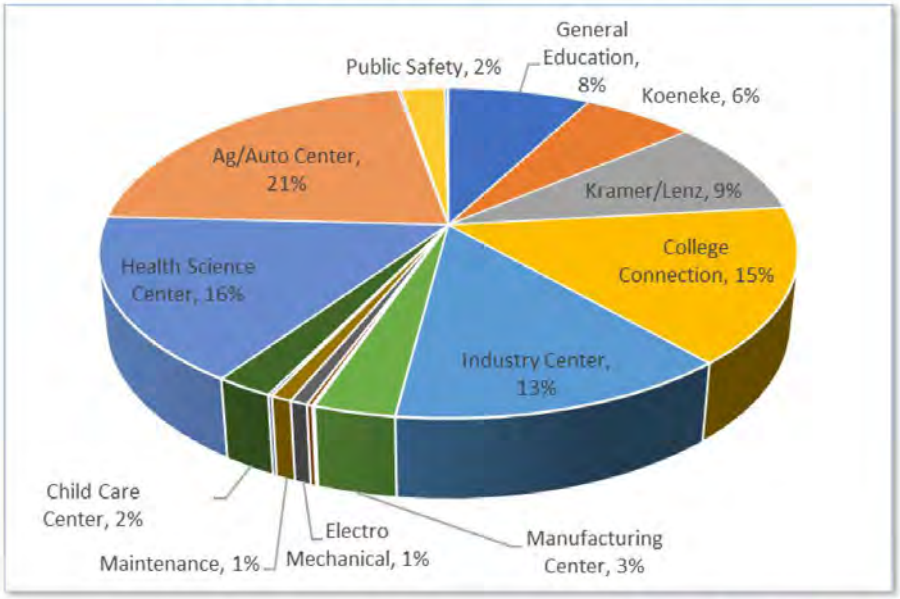


Table 3.C.1. Carbon Emissions of Campus Buildings

#	Facility	Square Footage (Ft2)	Carbon Emissions (Metric Tons)	Carbon Emissions Percentage of Campus (%)
100/150	General Education Building	42,727	259	8%
200	Koeneke Building	29,913	203	6%
300	Kramer Building/Lenz Center	40,982	313	9%
400	College Connection	37,855	509	15%
500	Industry Center	30,508	449	13%
600	Manufacturing Center	23,465	108	3%
900	Industry/Facilities Storage Building	4,183	3	0%
1000	Facilities Storage Building	7,290	8	0%
1100	Electromechanical Building	4,320	23	1%
1200	Maintenance Building	6,640	28	1%
1300	Manufacturing Center Storage	2,000	5	0%
1500	Child Care Center	11,090	76	2%
1600	Health Science Center	61,840	541	16%
1700	Ag/Auto Center	71,871	714	21%
1900	Public Safety Building - Burn Tower	5,000	5	0%
2000	Public Safety Building	9,154	80	2%
2200	Public Safety Building - Electrical Power Distribution	6,300	6	0%
	Gun Range		1	0%
	EVOC Track		0	0%
Campus Total		395,138	3,331	

C.2 Equipment Survey

The Ameresco team examined the facility equipment resources provided by the college. These included:

1) the Building Automation System
2) the college's asset management software AkitaBox
3) existing building drawings.

Following the review of equipment data, the team visited the campus and inspected the facilities to evaluate the current status of the equipment. Priority review was given to high consuming buildings as well as the most aged equipment. The following summaries highlight the key information collected. These surveys, along with the equipment resources provided the basis of the energy conservation measures developed.

C.2.1 (100) General Education Building

General Education Building is a 30,726 ft^2 building constructed in 1971 with an addition in 1984. It is a single-story building which utilizes 2 Aerco BMK 1.5 boilers, each with a capacity of 1,290 MBH, for building heating. The building is served by a single Trane rooftop unit with DX cooling, electric resistance preheats, and hot water reheat. The unit is typically 20% outside air and its fans have VFDs for fan control. The unit is also on a schedule set based on building usage. The windows are single pane. It also has a single 55-gallon Phoenix gas fired domestic hot water heater with 100 MBH input. A current upgrade project is scheduled which will convert all of the lights to LED by the end of the year.

C.2.2 (150)

Building 150 is a 12,001ft^2 building, which is served by 1 rooftop unit with hot water preheat system. The building is fed hot water from Building 100; therefore, its energy consumption is presented together with Building 100.

C.2.3 (200) Koeneke Building

The Koeneke Building is a 29,913ft^2 building constructed in 1970. It is a single-story building, which utilizes 2 Aerco boilers, each with a capacity of 930 MBH, to provide hot water heating. The building is served by 1 roof top unit (Trane unit). The unit has a DX cooling coil and hot water heating coil and the zones that it serves have hot water

reheat. The building has single pane windows that need upgrading to double pane. The building has a single 55-gallon Phoenix gas fired domestic hot water heater with 100 MBH input. Classrooms in the building currently have fluorescent lights, which are scheduled to be converted to LED by the end of the year.

C.2.4 (300) Kramer Building

The Kramer Building (Building 300) is a 40,982 ft^2 building constructed in 1973. It is a single-story building, utilizing 2 Aerco boilers, one with the capacity of 930 MBH and the other 1,840 MBH, for building hot water heat. The building is served by 2 Trane Intellipak rooftop units, each with DX cooling and hot water heating coils. Zones served by the rooftop units have hot water reheat for individualized zone temperature control. There is also one mini-split unit serving the data closet. Lenz Center is part of the building 300, and the air handling units serving it (i.e. 365, 366, 367) are all constant volume units. Building 300 has single pane windows. There is a single, 125-gallon Nickelshield gas fired domestic hot water heater with 399 MBH input in the building. Currently, approximately 90% of the building has LED lights and the rest will be converted to LED by the end of the year.

C.2.5 (400) College Connection/ Lenz Center

College Connection is a 37,855 ft^2 building constructed in 1970 and Lenz Center was constructed in 1999. It is a single-story building, which is served by 2 make up air units and 6 rooftop units. All eight units utilize gas fired heating and DX cooling. The makeup air units serve the kitchen. Individual spaces are served by VAV boxes with hot water reheat coils, which are fed by the boilers in the (300) Kramer Building. The rooftop unit that is serving the auditorium is oversized since its service area used to be a shop. The building has a kitchen that contains several gas-fired pieces of cooking equipment such as stoves, ovens and deep friers. The building has one, 130-gallon A.O. Smith gas fired domestic hot water heater with 399 MBH power input as well as one

24,000 watt electric domestic hot water heater. There is currently a mix of LED and fluorescent lights in the building. The Student Center has prismatic fluorescent fixtures.

C.2.6 (500) Industry Center

Industry Center is a 30,508 ft^2 building constructed in 1970. It is a single-story building that is served by 2 rooftops and 2 makeup air units, all with dx cooling and gas heating. Reheat coils for zone temperature control in the building are electric resistance heating. The makeup air units operate between 5am-9pm. One rooftop unit operates between 5am-7:45pm, and the other operates between 5am-6pm. These times are set by the facilities team based on maintaining space temperatures for occupancy based on the building schedule. The units setback to maintain space temperatures of 60F and 80F during the unoccupied hours. The fans stay off until temperature drops below 60F or rises above 80F. The building has a large air filtering system for welding tables. In winter, it takes the exhaust air, filters it, and sends it back inside as return air. In summer, when the doors are open for makeup air, the system exhausts the air out. The filtering system operates continuously 24/7. The building has one 4,500 watt 50 gallon electric domestic hot water heater and one 119-gallon gas fired domestic hot water heater with 199 MBH input. Lights are primarily LEDs.

C.2.7 (600) Manufacturing Center

Manufacturing Center is a 23,465 ft^2 building constructed in 1972. It is a single-story building that is served by 1 Trane rooftop unit and 1 makeup air unit. Both the rooftop unit and the makeup air unit are dx cooling and gas fired heating and they are constant volume. There are two additional residential style furnaces serving the building. The building also contains a 75-gallon gas fired domestic hot water heater with 75 MBH input. Lights are primarily fluorescent in the rooms, with many of the corridors having been converted to LED.

C.2.8 (700, 800, 900, 1000, 1300, 1800) Storage Buildings

The storage buildings on campus do not have heating or cooling; therefore, they are less energy consuming buildings. Building 700 has been demolished. Building 800 (dry storage) is minimally used. Building 900 is the Industry/Facilities Storage Building. It is 4,183 ft^2 and does not have any heating or cooling system. Building 1000 is the Facilities Storage Building. It is 7,290 ft^2 and does not have any heating or cooling system. The building 1300 is Manufacturing Center Storage. It is 2,000 ft^2, it is cold storage only and does not have any space heating or cooling system. Building 1800 is Ag and Auto Center Storage. It is 6,200 ft^2 and does not have any heating or cooling system.

C.2.9 (1100) Electromechanical Building

The Electromechanical Building is a 4,320 ft^2 building constructed in 1997. It is a single-story building that is served by 3 furnaces, 2 air conditioners, and 2 hanging unit heaters. The building has one 4,500 watt 30-gallon Rheem electric domestic hot water heater.

C.2.10 (1200) Facilities

Building 1200 is a 6,640ft^2 building constructed in 1997. It is a single-story building that is served by 1 residential furnace air conditioner, 2 radiant heaters, and 1 gas fired cabinet unit heater for the wash bay.

C.2.11 (1500) Child Care Center

Child Care Center is a 11,090 ft^2 building constructed in 2009. It is a single-story building that is served by 1 roof top unit, 1 energy recovery unit, and 1 mini split unit. The energy recovery unit and the rooftop are two separate units, side by side. The rooftop unit has DX cooling, no heating, and is constant volume. The building contains 2 RBI boilers that are serving the radiant heating system and the reheat coils inside the VAV units. The hot water supply pumps are constant speed. The building has fluorescent lights controlled by occupancy sensors. The building has (1) 80-gallon Phoenix gas fired domestic hot water heater with 199 MBH input. According to the BAS, the building has additional equipment including 5 unit heaters, 3 convectors, and 1 fan coil unit.

C.2.12 (1600) Health Science Center

Health Science Center is a 61,840 ft^2 building constructed in 2010. It is a 3-story building that is served by 2 air handling units. The smaller air handling unit serves the Clinic area of the building. The larger air handling unit serves every location other than the clinic. The AHUs utilize chilled water cooling and hot water heating. The zones served by the air handlers have hot water reheat. The data center is served by 3 Liebert systems, which are DX units that utilize the chilled water glycol loop. The lights within

the building are fluorescent. They are typically parabolic T8 2 lamp fixtures. The building has (2) Aerco boilers each with 1.5 million BTU supplying heating hot water. The hot water supply pumps are variable flow, controlled by VFDs, but the chilled water pumps are constant speed. The building is cooled by a 90-ton scroll type air-cooled chiller and (3) 180-ton thermal storage tanks that are partially buried in the ground outside of the building. The chiller operates from 8pm to 10am to generate ice in the thermal storage tanks. During the day, chilled water is provided to the facility from the thermal storage tanks. The building has (2) 119-gallon Phoenix gas fired domestic hot water heaters, each with 199 MBH input.

C.2.13 (1700) Ag/Auto Center

The Ag/Auto Center is a 71,871 ft2 building constructed in 2010. The building has a 1st floor and a mezzanine floor, and it is served by 2 roof top units, 7 makeup air units, 6 energy recovery units, and 2 boilers. In addition, there are 3 data rooms, each with individual Mitsubishi split units for cooling. The roof top units are cooling only DX units. The makeup air units are gas fired heating only units. All these units are constant volume. The hot water boilers each have a capacity of 1,290 MBH. The zone reheats and cabinet unit heaters are fed hot water from the boilers. There are also electric duct heaters and gas fired infrared heaters in the building. The Auto shop and hallways have T8 fluorescent lights controlled by occupancy sensors. The building has (3) 80-gallon Phoenix gas fired domestic hot water heaters each with 199 MBH input. The building also has a 12-year-old roof that had membrane deteriorations. Many of the rooftop mounted units are piled with snow in winter and have low spots with algae growth in the warmer months.

C.2.14 (1900) Burn Building

The Burn Building is a 5,000 ft2 building that allows fire crews an opportunity to practice live-burn training in a controlled and safe environment. The building does not have cooling or heating; therefore, is excluded from this analysis.

C.2.15 (2000) Public Safety Building

Public Safety is a 9,154 ft2 single story building and it is served by a single AC unit. It contains (2) 399 MBH HTP heating hot water boilers that serve the zone reheats.

C.2.16 (2200) Electrical Power Distribution Building

The Electrical Power Distribution Building is a 6,300 ft^2 single story building and it is served by 2 radiant heat tubes. It also contains a residential furnace which is designed as a makeup air unit and interlocked with the exhaust system, which is said to be rarely used. The building has a 60-gallon gas-fired domestic hot water heater.

Section 4 | Energy Conservation Measures

Based on the facility evaluation, Ameresco recommends the following ECMs to achieve the college's energy master plan goals. These recommendations closely follow Southwest Tech's order of prioritization: avoidance, reduction, renewable offsets.

Accordingly, the recommended ECMs are presented in two separate sections. The first section focuses on electrification of gas fired equipment and improved operation of the remaining electric systems, along with solar installations. This section includes ECMs that provide the highest impact on energy savings and greenhouse gas emission reductions, thereby driving the college to quickly reach the 50% energy savings and 100% reduction of greenhouse gas emissions goals. The second section includes additional ECMs that can provide solutions for deferred maintenance, climate resiliency and financial assistance.

Within these recommendations, Ameresco provides energy savings estimations for the identified ECMs. We also provide turnkey pricing for budgeting purposes as well as a financial path to accomplishing the project goals.

A. PRIORITY RECOMMENDATIONS

This section describes the scopes and energy impact of 8 energy conservation measures that Ameresco recommends with urgency due to their impact on college's goals for energy savings and greenhouse gas emissions reduction. The ECMs are presented in the order of their impact on energy savings. Sequential savings assume that each ECM is implemented in the order they are presented. Modifying the order of implementation may affect the savings accomplished by each individual measure. These measures include:

1. Electrification with Water Source Heat Pumps
2. Electrification with Air Source Heat Pumps
3. Occupancy Based VAV Control
4. Demand Controlled Ventilation
5. Electrification of Gas Fired Domestic Hot Water Heaters
6. Lighting Upgrades and Controls
7. Electrification of Gas Fired Kitchen Equipment
8. Solar Installation

Table **4.A.1** summarizes the expected performance of the buildings before and after the first 7 energy conservation measures. With the implementation of these priority ECMs, the energy use intensity of the campus is expected to decrease from 75 KBtu/ft2 to 29 KBtu/ft2. Table **4.A.2** and Table **4.A.3** show the expected variation in energy consumption and energy cost of the campus after the implementation of each ECM. The results shows that the campus's annual energy consumption will decrease 17,980 MMBTU, which corresponds to 61% energy savings. The CO2 emissions will decrease

973 tons, which corresponds to 29% reduction in carbon emissions. The utility cost will decrease approximately $100K, based on current utility rates without the solar installation. With the implementation of solar, we expect that the remaining 71% of the CO2 emissions will be entirely offset resulting in a net zero facility. The total annual utility cost savings is also expected to reach $282K.

Table 4.A.1. Energy Use Intensities Before and After Recommended ECM Implementation

#	Facility	Baseline Energy Consumption [MMBTU]	Post-retrofit Energy Consumption [MMBTU]	Baseline EUI (kBtu/sf)	Post-retrofit EUI (kBtu/sf)
100/150	General Education Building	2,531	560	59	13
200	Koeneke Building	1,882	626	63	21
300	Kramer Building/Lenz Center	3,217	784	79	19
400	College Connection	4,051	2,014	107	53
500	Industry Center	3,456	1,693	113	55
600	Manufacturing Center	1,142	473	49	20
900	Industry/Facilities Storage Building	15	15	4	4
1000	Facilities Storage Building	37	37	5	5
1100	Electromechanical Building	320	155	74	36
1200	Maintenance Building	327	154	49	23
1300	Manufacturing Center Storage	26	26	13	13
1500	Child Care Center	748	221	67	20
1600	Health Science Center	4,479	1,623	72	26
1700	Ag/Auto Center	6,439	2,866	90	40
1900	Public Safety Building - Burn Tower	27	27	5	5
2000	Public Safety Building	797	242	87	26
2200	Public Safety Building - Electrical Power Distribution	29	29	5	5
	Gun Range				
	EVOC Track				
Campus Total		29,523	11,548	75	29

Table 4.A.2. Gas and Electric Cost Savings with Each Recommended ECM.

#	Description	Gas Savings [Therms]	Electric Savings* [KWH]	Total Energy Savings [MMBTU]	Total Energy Savings [%]	Total CO2 Savings [Tons]	Total CO2 Savings [%]
1	Electrification with Water Source Heat Pumps	110,358	-517,452	9,268	31%	226	7%
2	Electrification with Air Source Heat Pumps	44,966	-539,135	2,656	9%	-137	-4%
3	Occupancy Based VAV Control	0	883,100	3,013	10%	615	18%
4	Demand Controlled Ventilation	0	430,845	1,470	5%	300	9%
5	Electrification of Gas Fired Water Heaters	20,218	-315,607	947	3%	-112	-3%
6	Lighting Upgrade	0	165,269	564	1.9%	115	3%
7	Electrification of Kitchen Equipment	3,115	-73,027	62	0.2%	-34	-1%
Campus Total		178,658	33,992	17,980	61%	973	29%

*Negative "savings" noted for increased electrical consumption due to switching heating sources from natural gas to electrified options.

Table 4.A.3. Gas and Electric Cost Savings with Each Recommended ECM.

ECM#	Description	Gas Cost Savings [$]	Electric Cost Savings*[$]	Net Cost Savings [$]
1	Electrification with Water Source Heat Pumps	$84,000	-$33,000	$51,000
2	Electrification with Air Source Heat Pumps	$36,000	-$44,500	-$8,500
3	Occupancy Based VAV Control	$0	$41,000	$41,000
4	Demand Controlled Ventilation	$0	$19,000	$19,000
5	Electrification of Gas Fired Water Heaters	$15,600	-$26,600	-$11,000
6	Lighting Upgrade	$0	$12,000	$12,000
7	Electrification of Kitchen Equipment	$2,300	-$4,800	-$2,500
Campus Total		$137,900	-36,900	$101,000

*Negative "savings" noted for electrical costs accounts for increased electrical consumption due to switching heating sources from natural gas to electrified options.

For the design of these ECMs, Ameresco recommends the use of ASHRAE 90.1, 62.1, 189.1. During the implementation and monitoring stage, it is recommended that Southwest Tech has an on-site energy manager that would follow and check the progress in energy conservation, identify issues and timely bring them up to the attention of the college. It would be helpful to make sure each building has its own gas and electric meter to be able to isolate and identify issues during the implementation. Solar system shall have its own monitoring system that would be tracked from the BAS.

ECM 1

Electrification with Water Source Heat Pumps

Water Source Heat Pumps use a heat exchanger to transfer heat from air to water, which results in good efficiency, quiet operation, and small system footprint.

ECM-1 | DESCRIPTION

Several campus Southwest Tech buildings have gas fired boilers that feed hot water to zone reheat coils, unit heaters or radiant floor heating system. These buildings already have hot water piping and pumps installed which can be used to distribute the required condenser water. This gives opportunity to relatively effortless installation of a very efficient heat pump technology, i.e. water source heat pump.

BENEFITS TO SW TECH

ELECTRIFICATION OF HOT WATER SYSTEM

- Improves efficiency
- Reduces greenhouse gas emissions
- Provides better zone control
- Quieter operation
- Reduces footprint
- Reduces maintenance

Water source heat pumps are individual packaged units that connect to a single or two-pipe water loop. Each individual unit is independent from others and can be in heating or cooling mode year-round, while a boiler and cooling tower or a ground coupled loop maintains the loop temperature. Since each unit is independent, one unit going down does not affect the whole system. Water source heat pumps typically also have very simple controls that include just one unit and one thermostat. Among all the system types, water source heat pumps are the most energy, cost and space efficient in the industry.

Water source heat pumps can be placed near to the point of use as they can be placed in dropped ceilings or utility closets. This results in less fan energy consumption. Since fan energy consumption can be a large energy component of an HVAC system, minimizing it should be a goal of good overall system design.

Water source heat pumps in heating mode are very efficient units because they benefit from two primary technologies. One is extraction of thermal energy from the water loop

and the other is capturing the heat of compression in the refrigerant circuit. As a result, these units can easily provide 4 to 6 times higher heating than the electricity used. This is clearly a more efficient system than a hot water system that utilizes a gas fired boiler with a standard efficiency of 80% or less.

Within the scope of this ECM, Ameresco also proposes to replace the current RTU units serving the reheat coils with new Dedicated Outdoor Air Units. Using a dedicated outdoor air unit instead of a mixed air system has several benefits. These units save energy since the system does not need to condition as much air. They are sized to provide the exact ventilation needs of the spaces; therefore, provide better ventilation. They can also provide better humidity control in individual spaces compared to the mixed air units.

ECM-1 | SCOPE OF WORK

Ameresco recommends that the hot water coils and radiant system of the following eight (8) buildings are modified. The zone reheat coils of the campus buildings that are currently utilizing hot water shall be replaced with individual water source heat pumps. The existing hot water loop shall be converted to a condensing water loop. A ground source wellfield loop shall be installed and connected to the building's condensing loop. Ameresco recommends new electric boiler(s) shall also be installed and connected to this condensing water loop as a backup heat source to maintain the minimum water loop temperature.

For the existing building systems requiring hot water, such as the radiant system in Building 1500 and other unit heaters across campus, a water-to-water heat pump shall be installed as a replacement of the gas fired boiler. These water-to-water heat pumps use the same condenser loop as the water source heat pumps, but produce hot water instead of heating or cooling the air.

The central rooftop units that are serving these zone units shall be converted to dedicated outdoor air units.

Below are the buildings and their equipment that this ECM shall be applied to:

- (100/150) General Education Building, zone reheat coils
- (200) Koeneke Building, central hot water heating coil and zone reheat coils
- (300) Kramer/ Lenz Center, central hot water heating coil and zone reheat coils
- (400) College Connection, zone reheat coils, new DOAS' central heating coil
- (1500) Child Care Center, radiant floor heating system and zone reheat coils
- (1600) Health Science Center, central hot water heating coil and zone reheat coils
- (1700) Ag/Auto Center, zone reheat coils and cabinet heaters, new DOAS' central heating coil
- (2000) Public Safety Building, zone reheats

ECM-1 | SAVINGS SUMMARY

Ameresco calculated the potential heating energy savings that can be obtained by electrification of the hot water systems of the campus by using the minimum acceptable efficiencies of water source heat pumps in ASHRAE 90.1-2019 and compared to the rated efficiencies of the current boilers. Results showed that the total energy consumption of the campus can be reduced by at least 31% while providing 7% reduction in carbon emissions.

Gas Savings (Therm)	Electric Savings (KWH)	Total Energy Savings (MMBTU)	Total Energy Savings (%)	CO2 Emissions Reduction (%)
110,358	-517,452	9,268	31%	7%

ECM 2

Electrification with Air Source Heat Pumps

Air Source Heat Pumps can transfer more energy than they use and provide custom zone control and quieter operation.

ECM-2 | DESCRIPTION

Several campus buildings of Southwest Tech have gas fired furnaces within roof top, makeup air or residential style units. These furnaces are both energy and maintenance intensive due to their age and relatively low efficiency. There is opportunity to improve the quality of the operation of these systems by providing a quieter operation and custom zone control.

BENEFITS TO SW TECH

ELECTRIFICATION OF FURNACES

- Improves efficiency
- Reduces greenhouse gas emissions
- Provides better zone control
- Quieter operation
- Reduces maintenance

Variable Refrigerant Flow (VRF) systems, a type of air source heat pump, can modulate between about 15% to 100% of capacity and do not use full capacity unless it is necessary to maintain heating or cooling loads. These systems operate by varying the refrigerant flow and motor speeds with the help of a direct current inverter on the compressor. VRFs operate at the speed necessary to meet the demand and thereby provide significant energy savings at part load conditions. Heat recovery type of VRFs are recommended as they can provide additional savings by capturing heat from a zone that requires cooling and reusing it in a zone that requires heating. This allows multiple diverse zones to be connected to a single set of central compressors and reduce the

operation of the compressors by sharing the heating/cooling available between the diverse zones. Unlike standard zone reheat systems, VRF systems also do not waste energy by cooling air and heating it up again to control the supply air temperature. Instead, they carefully regulate the temperature and the amount of refrigerant flow in the indoor unit to achieve a desired leaving air temperature. In addition to all these performance and operation benefits, these units also at very low sound rating, ranging between 19-34 decibels at their indoor units, which is quieter than a human whisper. As a result, they are highly preferable for buildings that particularly require a quiet indoor space such as school buildings and offices. For renovation of systems that do not currently include a hot water or chilled water systems, choosing air source heat pumps for replacement is more cost effective compared to ground source heat pumps.

While all gas fired central heating units of the campus buildings is intended to be included as part of this ECM to maximize energy efficiency and provide the most consistency, scope adjustments can be made to accommodate ongoing renovation projects.

ECM-2 | SCOPE OF WORK

Ameresco recommends that the furnaces of the following six (6) buildings are replaced with properly sized air source heat pumps. Staging of these replacements should occur based on existing equipment condition and any other future building renovations planned for the areas served by this equipment.

- (400) College Connection, 2 make up air units and 6 rooftop units
- (500) Industry Center, 2 rooftops and 2 makeup air units
- (600) Manufacturing Center, 1 Trane rooftop unit and 1 makeup air unit
- (1100) Electromechanical, 3 furnaces
- (1200) Facilities, 1 residential furnace air conditioner
- (1700) Ag/Auto Center, 7 makeup air units

ECM-2 | SAVINGS SUMMARY

Ameresco calculated the potential energy savings that can be obtained by replacing the existing gas fired furnaces with comparable air source heat pumps by using the minimum efficiencies of air source heat pumps required in ASHRAE 90.1-2019. Existing equipment was evaluated based on the rated 80% furnace efficiency for the current units and did not account for any efficiency degradation based on the age of the equipment. Results showed that the total energy consumption of the campus can be reduced at least by 9% with a small penalty of just 4% increase in greenhouse emissions.

Gas Savings (Therm)	Electric Savings (KWH)	Total Energy Savings (MMBTU)	Total Energy Savings (%)	CO2 Emissions Reduction (%)
44,966	-539,135	2,656	9%	-4%

ECM 3

Occupancy Based VAV Control

Reducing the VAV supply flow to the spaces during the unoccupied hours of the day can provide significant cooling, heating and fan savings. Coupling this approach with VFDs and static pressure reset controls on supply fans during low load conditions can maximize the fan savings while providing controlled fan speed and reducing duct leakage, and noise.

ECM-3 | DESCRIPTION

The Southwest Tech campus buildings have several air handling units that run at constant speed and operate continuously during the day. Installing variable frequency drives can provide significant electric savings while providing a soft start and better speed controls for the fans. By operating the fans at the minimum required speed to deliver the required air to the spaces, the air systems within the building will operate at a quieter noise level.

BENEFITS TO SW TECH

OCCUPANCY BASED VAV CONTROL

- Reduces heating/cooling when not required
- Reduces fan power when not required
- Reduces peak demand
- Reduces duct leakage
- Reduces noise
- Controlled starting, stopping and acceleration

There are several variable air flow systems on the campus that run based on constant static pressure setpoints. Dynamically adjusting the static pressure setpoint based on the system zone airflow demands can provide significant fan energy savings while ensuring a less noisy operation with reduced duct leakage.

ECM-3 | SCOPE OF WORK

Ameresco recommends replacing several RTU units with new Dedicated Outdoor Air Systems as part of ECM-1. This ECM recommends occupancy-based airflow reductions on these new DOAS units to further improve their efficiencies. This approach will include installation of VFDs, implementation of static pressure reset controls and installation of occupancy sensors.

- (100/150) General Education, the 2 new DOAS units
- (200) Koeneke, the new DOAS unit
- (300) Kramer/ Lenz Center, the new DOAS unit
- (400) College Connection, the 2 new DOAS units
- (500) Industry Center, the 2 new DOAS units
- (600) Manufacturing Center, the new DOAS unit
- (1500) Child Care Center, the new DOAS unit
- (1600) Health Science Center, the new DOAS unit
- (1700) Ag/Auto Center, the 2 new DOAS units
- (2000) Public Safety, the new DOAS unit

For the systems that do not currently have terminal units that will be regulating the air to the space, controls upgrade will be necessary to convert the system from constant volume to a variable air volume system.

Fan static pressure reset controls strategy will be applied on their supply fans of the new DOAS units. This requires programming changes to the existing control systems to accept feedback on the existing damper positions for the existing terminal units. Occupancy sensors shall be installed in the zones that are served by these systems. The programming of the VAV boxes serving these zones shall also be updated so that they are controlled to close when the zones are unoccupied.

ECM-3 | SAVINGS SUMMARY

Ameresco calculated the potential energy savings that can be obtained by installing DOAS units with VFDs as a replacement of the currently constant volume systems, implementing supply pressure reset control in these new systems and reducing the supply flows of these new systems during the unoccupied hours of the day. Results showed that the total energy consumption of the campus can be reduced by 10% with the implementation of this ECM. The total CO2 emissions of the campus is also expected to decrease by 18% with this ECM.

Gas Savings (Therm)	Electric Savings (KWH)	Total Energy Savings (MMBTU)	Total Energy Savings (%)	CO2 Emissions Reduction (%)
0	883,100	3,013	10%	18%

ECM 4

Demand Controlled Ventilation

Adjusting the amount of ventilation based on varying building occupancy provides energy savings while ensuring high indoor air quality

ECM-4 | DESCRIPTION

Many of the campus buildings include makeup air units that provide 100% outdoor air and operate continuously during the day. Dynamically adjusting the outdoor air supply of buildings such that the units provide the exact outdoor air flow rates required for the instantaneous occupancy can provide significant heating, cooling and fan energy savings while ensuring a healthy indoor environment.

BENEFITS TO SW TECH

Demand Controlled Ventilation

- Improves efficiency
- Maintains indoor air quality
- Reduces system size

ECM-4 | SCOPE OF WORK

Ameresco identified the following new units proposed in ECM-1 and recommends that CO2 sensors be installed at their exhaust air ducts and their outdoor air dampers be controlled based on the signals from these sensors. For the units replacing the kitchen make-up air units, optic sensors shall be installed to detect occupancy. For the Ag/Auto Center, CO sensors will be needed to maintain health and safety of the spaces. Ameresco realizes that there is need for makeup air for the system exhaust that run on specific activities in the buildings and this recommendation shall not override these requirements.

- (100/150) General Education, the 2 new DOAS units
- (200) Koeneke, the new DOAS unit
- (300) Kramer/ Lenz Center, the new DOAS unit
- (400) College Connection, the 2 new DOAS units
- (500) Industry Center, the 2 new DOAS units
- (600) Manufacturing Center, the new DOAS unit
- (1500) Child Care Center, the new DOAS unit
- (1600) Health Science Center, the new DOAS unit
- (1700) Ag/Auto Center, the 2 new DOAS units
- (2000) Public Safety, the new DOAS unit

ECM-4 | SAVINGS SUMMARY

Ameresco calculated the potential energy savings that can be obtained by implementing demand-controlled ventilation to the abovementioned systems. Results showed that the

total energy consumption of the campus can be reduced by 5% and the CO2 emissions can be decreased by 6% with implementation of this ECM.

Gas Savings (Therm)	Electric Savings (KWH)	Total Energy Savings (MMBTU)	Total Energy Savings (%)	CO2 Emissions Reduction (%)
0	430,845	1,470	5%	9%

ECM 5

Electrification of Gas Fired Domestic Water Heaters

Heat pump water heaters use electricity to move heat from one place to another instead of generating heat directly, which results in 2-3 times higher efficiency than conventional electric resistance heaters.

ECM-5 | ESCRIPTION

Nearly every building on the Southwest Tech campus contains one or more gas-fired domestic hot water heaters that contribute to the greenhouse gas emissions of the campus. Replacing them with hybrid heat pump water heaters can eliminate significant natural gas usage and reduce greenhouse gas emissions. Hybrid water heaters run as a heat pump at high outdoor temperatures and switch to electric resistance heating when the temperature drops below a minimum threshold.

BENEFITS TO SW TECH

Electrification of Gas Fired Water Heaters

- Improves efficiency
- Reduces greenhouse gas emissions
- Decreases operating cost

ECM-5 | SCOPE OF WORK

Ameresco identified the following gas fired units and recommends that they are replaced with hybrid domestic hot water heaters.

- (100/150) General Education Building, (1) 55-gallon unit
- (200) Koeneke Building, (1) 55-gallon unit
- (300) Kramer/ Lenz Center, (1) 125-gallon unit
- (400) College Connection, (1) 130-gallon unit
- (500) Industry Center, (1) 119-gallon unit
- (600) Manufacturing Center, (1) 75-gallon unit
- (1500) Child Care Center, (1) 80-gallon unit
- (1600) Health Science Center, (2) 119-gallon units
- (1700) Ag/Auto Center, (2) 80-gallon units

- (2000) Public Safety Building, (1) 60-gallon unit

ECM-5 | SAVINGS SUMMARY

Ameresco calculated the potential energy savings that can be obtained by replacing the abovementioned domestic hot water heaters with hybrid water heaters. In these calculations, it was assumed that the domestic hot water heaters will run 5 hours/day with maximum of 65% loading. This is a conservative estimate based on partially occupied facilities and standard use of domestic hot water for restroom use. It was also assumed that the new units will switch to electric resistance heating when required to meet the hot water loop temperature. For our calculations, we assumed it to be 40F outdoor air temperature. Results showed that the total energy consumption of the campus can be reduced by 3% with a penalty of 3% in CO2 emissions.

Gas Savings (Therm)	Electric Savings (KWH)	Total Energy Savings (MMBTU)	Total Energy Savings (%)	CO2 Emissions Reduction (%)
20,218	-315,607	947	3%	-3%

ECM 6

Lighting Upgrades and Controls

Light fixture upgrades use new technology to reduce energy consumption, maintenance, and material costs while providing a higher quality learning environment.

ECM-6 | DESCRIPTION

Several campus buildings on campus have a variety of older style fluorescent fixture types. These fluorescent lights are both energy and maintenance intensive due low life expectancy of these components. In addition, there is opportunity to improve the quality of light and aesthetics of the spaces by upgrading the fixtures to LED.

BENEFITS TO SW TECH

LED Lighting Upgrade

- Improves efficiency
- Reduces maintenance
- Improves light quality and color rendering

ECM-6 | SCOPE OF WORK

Ameresco recommends that all existing lighting be upgraded to LED. For the purposes of this study, we focused on high energy consuming lighting systems. The Ameresco team was informed that Buildings 100/150, 200 and 300 are scheduled to be upgraded to LED lighting by the end of 2022; therefore, fluorescent lights of these buildings were

not included in the scope of this analysis. While performing the facility audit, the team identified that:

- Building 500 currently has LED lights.
- The Student Activities Center within Building 400 still has fluorescent lights.
- Building 600 had fluorescent lights except those in the corridors where there are LED bulbs. Based on this information provided by the staff,

Ameresco recommends the following lighting upgrade scope shown in Table 4.A.3.

Table 4.A.3. Building Lights & Lighting Upgrade Areas

#	Facility	Scope description	Light count Included in the Scope	Total Wattage Included in the Scope
100/150	General Education Building	None	0	0
200	Koeneke Building	None	0	0
300	Kramer Building/Lenz Center	None	0	0
400	College Connection	Student activities center	71	2,676
500	Industry Center	None	0	0
600	Manufacturing Center	All except corridors	631	23,637
1200	Maintenance Building	All	178	6,658
1500	Child Care Center	All	298	11,158
1600	Health Science Center	All	1,658	62,069
1700	Ag/Auto Center	All	1,930	72,259
Total			4,766	178,457

*Plans had limited information.

ECM-6 | SAVINGS SUMMARY

Ameresco calculated the potential energy savings that can be obtained by upgrading the fluorescent lights listed in Table 4.A.3 to LEDs utilizing a 17 Watts lamp replacement for each of the existing T8 lamp. Results showed that the total energy consumption of the campus can be reduced by approximately 2% and the CO2 emissions can be decreased by 3% with the implementation of this ECM.

Gas Savings (Therm)	Electric Savings (KWH)	Total Energy Savings (MMBTU)	Total Energy Savings (%)	CO2 Emissions Reduction (%)
0	165,269	564	2%	3%

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ECM 7

Electrification of Gas Fired Kitchen Equipment

Electric kitchen appliances are more efficient than gas-powered equipment since they convert all the energy consumed directly to heat.

ECM-7 | DESCRIPTION

The kitchen in Building 400 utilizes gas fired equipment. By upgrading to electric equipment, significant gas energy can be saved which reduces greenhouse gas emissions.

BENEFITS TO SW TECH

Electrification of Gas Fired Kitchen Equipment

- Improves efficiency
- Reduces greenhouse gas emissions

ECM-7 | SCOPE OF WORK

Ameresco identified eight (8) pieces of gas-fired kitchen equipment in Building 400-College Connection and recommends that they are replaced with comparable electric equipment.

- 2 stoves
- 3 ovens
- 3 deep friers

ECM-7 | SAVINGS SUMMARY

Ameresco calculated the potential energy savings that can be obtained by replacing the gas-fired equipment with comparable electric equipment. In these calculations, it was assumed that the kitchen is operating 6 hours/day and the average equipment load is 30%. Results showed that the energy savings from this ECM is negligible and there is a small penalty in CO2 emissions. Yet, since the college has the goal of zero carbon emissions, all gas fired equipment in the campus shall need to be replaced with electric, which shall then be offset by electric generation from renewable sources.

Gas Savings (Therm)	Electric Savings (KWH)	Total Energy Savings (MMBTU)	Total Energy Savings (%)	CO2 Emissions Reduction (%)
3,115	-73,027	62	0.2%	-1%

ECM 8

Solar Installation

Ameresco is performing a solar feasibility study for the campus to provide a recommended path forward to integrate on-site renewables into the campus sustainability strategy.

UTILITY ANALYSIS AND ARRAY SIZING

Ameresco evaluated the electrical consumption of the buildings on campus to determine the best opportunities to incorporate solar power on campus. This included determining the annual electrical usage of each building and the associated utility rate for supplied power. Based on our significant experience in solar projects, an average capacity factor of 1250kWh/kW is appropriate to use to preliminarily determine the approximate size of array needed to serve a building's electrical load on an annual basis in this geographic area. This capacity will vary based on the location of potential arrays, the direction the panels face, and the angle at which the panels are mounted. We then determined available roof capacities and further refined the system sizes based on the reduced production of approximately 1100 kWh/kW from roof mount systems. When the College moves forward with final designs, the production estimates would be updated accordingly. We have also noted the best candidates for on-site solar based on the largest system sizes. Larger systems are more economical to build and will represent a greater value for the College and provide greater progress towards sustainability goals. Assuming that the College would like to implement all measures mentioned in this report for the Master Plan, a post-retrofit electric consumption profile has been produced and the corresponding solar sizes to meet this load has been determined (See Table 4.B.1). This analysis showed that the campus will require a total of 2.86MW solar array to achieve the 100% reduction of carbon emissions

Table 4.B.1. Preliminary Electric Sizing per Building

#	Facility	Baseline	Proposed Post Retrofit	Priority Initial Systems to Build
		Annual Electrical Usage (kWh)	Annual Electrical Usage (kWh)	
100/150	General Education Building	240,800	120,552	
200	Koeneke Building	200,883	43,579	
300	Kramer Building/Lenz Center	275,217	183,563	
400	College Connection	570,400	230,084	✓
500	Industry Center	515,900	590,457	
600	Manufacturing Center	90,967	496,174	
900	Industry/Facilities Storage Building	4,354	138,632	
1000	Facilities Storage Building	10,800	4,354	
1100	Electromechanical Building	11,971	10,800	
1200	Maintenance Building	20,297	45,455	
1300	Manufacturing Center Storage	7,753	45,080	
1500	Child Care Center	69,960	7,753	
1600	Health Science Center	587,800	64,737	✓
1700	Ag/Auto Center	722,000	475,599	✓
1900	Public Safety Building – Burn Tower	7,815	839,738	
2000	Public Safety Building	72,200	7,815	
2200	Public Safety Building – Electrical Power Distribution	8,408	70,753	
	Gun Range	1,344	8,408	
	EVOC Track	312	1,344	
Campus Total		3,419,181	3,385,189	

UTILITY REGULATIONS

Ameresco reached out to Fennimore Public Works to gather information on regulations and potential rebates for solar projects. Due to the variable nature of solar power, not all of the power produced can be used instantaneously onsite. The value of power exported to the grid is regulated by net metering policies, also referred to as net billing. Currently, the utility bases its net metering compensation on the wholesale value that

the utility pays for the power which is generally lower than the retail supply rate. It is our understanding that the Fennimore utility is currently undergoing a study to review existing rates. As part of the new tariff changes, this may shift to a set export rate for all parties. While the exact rate cannot be determined at this time, the value of exported power is approximately 4 cents per kWh based on discussions with the utility. As the College reaches a higher percentage of solar power to meet each of its building loads, the value of the net metered power will become more impactful as more power will be instantaneously exported to the grid and will depend on the load profile of the buildings after the electrification measures. At this time, we have conservatively assumed 50% of the power would be net metered.

Fennimore Public Works is regulated by the Public Service Commission (PSC) of Wisconsin. Distributed generation is limited to 15MW and must meet the technical requirements of PSC Chapter 119 of the Wisconsin Administrative Code. Based on these limits, the College will be able to install enough on-site solar to meet its load and comply with applicable regulations. Due to this large limit, there may also be opportunity for the College to consolidate their multiple electric accounts to provide additional benefits including the possible use of more of the power at the time of generation reducing the amount of net metered power and possible centralized battery energy storage systems.

Fennimore Utility has also partnered with Focus on Energy to help residents and businesses install both energy efficiency and renewable energy projects. The Focus on Energy program has rebates for renewable projects available for schools under their special sector program. These rebates are based on system size and require a reservation application as well as a final solar rebate application. However, these rebates are not available to entities that claim the solar investment tax credit. The production tax credit may be an option to obtain the rebates and federal incentives. At this time, the Investment Tax Credit has been included as it represents a greater value than the rebates.

RECOMMENDED SOLAR SIZES

The current Investment Tax Credit provides significant opportunities to meet the College's goals while reducing the financial burden to the College. In 2024, additional requirements will go into effect that will increase the cost of installing solar arrays or reduce the available incentive. In order for the College to benefit from the full credit for the initial projects, moving forward with construction beginning in 2023 is recommended.

Based on the utility requirements, building consumption, and value of solar power, Ameresco recommends a multi-phased approach. This will allow the College to take advantage of the Investment Tax Credit while working within its budget constraints. System sizes can be based not only on annual consumption, but also instantaneous consumption to determine the value to the College. Larger systems are more

economical to build but may have lower savings per kWh due to exported power. Based on College priorities, a balance can be achieved between the two. This can be done in several ways: sizing systems to meet base power loads, accounting for net metering, and/or using battery energy storage systems to store excess solar power for when it is needed.

- Sizing the systems to meet base loads may increase the per kWh value depending on economies of scale and will not allow the College to meet its greenhouse gas reduction goals.
- Net metering has no capital investments but can reduce the value of each kWh of solar energy.
- Battery energy storage systems require significant initial investments but may also be able to provide additional benefits such as backup power or utility demand reduction.
- Controlling the systems to not export and to instead curtail their production does not provide benefits to the College.

To make the largest impact and provide the best value, Ameresco recommends starting with installing solar systems connected to the buildings with the largest post retrofit loads that do not exceed the pre-retrofit baseline loads: College Connection, Health Science Center, and Ag/Auto Center. Based on the measures that the College intends to move forward with, the approximate sizes for the systems can be updated. It is assumed that the college will use the less costly net metering approach to tackle the intermittent nature of solar electric generation rather than a battery energy storage system.

Based on the post-retrofit load profile on Table 4.B.1, Ameresco divided the installation of the 2.86 MW solar system into 2 phases. The first phase includes the loads of Buildings 400, 1600 and 1700. This installation would have the size of 1.59 MW, produce 1,905,794 kwh and provide a total utility savings of $ annually and would cost ~$4,6 M. The second phase includes the loads of all other buildings. It would have the size of 1.27MW, produce 1,479,395 kwh and provide a total utility savings of $88,444annually and would cost ~$4,5M. More details on the sizing of these solar installations per building are given in Tables 4.B.2.

Table 4.B.2. Solar Electric Sizing per Building

#	Facility	Rooftop		Ground Mount	
		Rooftop System Size	Rooftop Production	Ground Mount Size	GM Production
100/ 150	General Education Building	149	164,131	0	0
200	Koeneke Building	167	183,563	0	0
300	Kramer Building/Lenz Center	209	230,084	0	0
400	College Connection			472	590,457
500	Industry Center	200	220,000	221	276,174
600	Manufacturing Center			111	138,632
900	Industry/Facilities Storage Building			3	4,354
1000	Facilities Storage Building			9	10,800
1100	Electromechanical Building			36	45,455
1200	Maintenance Building			36	45,080
1300	Manufacturing Center Storage			6	7,753
1500	Child Care Center			52	64,737
1600	Health Science Center			380	475,599
1700	Ag/Auto Center	500	550,000	232	289,738
1900	Public Safety Building – Burn Tower			6	7,815
2000	Public Safety Building			57	70,753
2200	Public Safety Building – Electrical Power Distribution			7	8,408
	Gun Range			1	1,344
	EVOC Track			0	312
Campus Total		**1,225**	**1,347,778**	**1,630**	**2,037,411**

OWNERSHIP AND FINANCING OPTIONS

There are several options available to the College to provide the necessary funds to use on-site solar energy. The most economical option is for the College to purchase and own the solar arrays based on the current incentives available. This provides the best financial return due to the tax-exempt status of the College. The College can choose to operate and maintain the system itself or hire a third-party vendor to do so. If purchasing a system outright or financing a system is not feasible, a power purchase agreement (PPA) may be an option. In a PPA, a third party owns and operates the systems and sells the power back to the College. All operation and maintenance is performed by the PPA vendor and its associated risk is held by the vendor. There is no legislation in Wisconsin specifically allowing or prohibiting PPAs; this is a detailed discussion that is required with the utility and should include the College as well as the potential PPA vendor when a final system is identified.

B. ADDITIONAL RECOMMENDATIONS

This section describes four additional project scopes that will have minimal direct impact on energy consumption or site greenhouse gas emissions on campus. However, each provides a benefit to the college as part of the facility operation.

- Replacing HVAC equipment with identified increases to the equipment capacity will accommodate future climate changes
- Roofing replacements ensure that the facility is weathertight and can add additional insulation value for better thermal efficiency
- Window upgrades enhance occupant comfort, improved temperature control, and reduce energy usage within buildings
- Plumbing upgrades will reduce excess water usage to preserve a valuable and diminishing resource as well as reduce utility costs

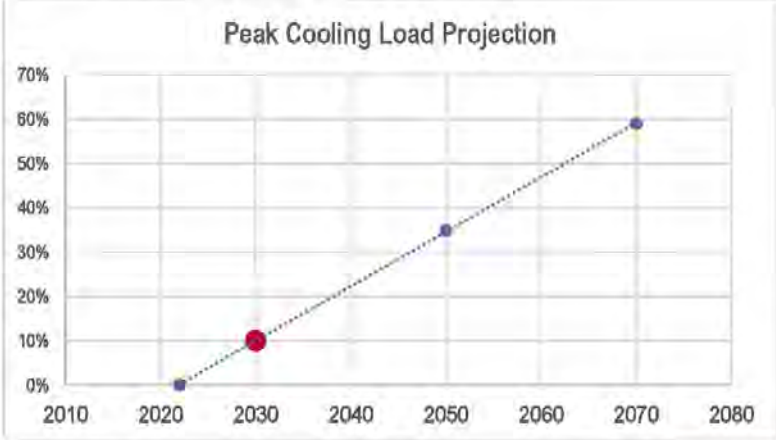
HVAC Upgrades

Within this master plan, the team focused on providing energy savings for the campus buildings. With this objective, the team investigated opportunities in providing energy savings by increasing capacity of the existing units through improved efficiencies.

Chillers tend to operate with higher efficiency at lower part load ratios; increasing the capacity while keeping the loads the same decreases the operating part load ratio for chillers. Health Science Center currently has a 90-ton air-cooled scroll chiller, which was a good sample candidate for this ECM. Therefore, we calculated the savings that can be achieved by increasing the size of this chiller. The team selected the largest size (130 ton) available for the same type and brand of the chiller, which corresponded to 44% increase in capacity. The results showed that the overall energy consumption of the campus can be decreased just by 1% by increasing the capacity of the air-cooled chiller in Health Science Center. Although this ECM does not bring significant savings, it will help college meet their 30 year climate resiliency goal.

Gas Savings (Therm)	Electric Savings (KWH)	Total Energy Savings (MMBTU)	Total Energy Savings (%)	CO2 Emissions Reduction (%)
0	91,192	311	1.1%	0%

Latest research studies show that the peak cooling is expected to increase by 35% by 2050. Studies also show that the peak cooling will increase by up to 59% by 2070. Using these two points, we estimated a 10% increase in peak cooling load by the year 2030 that Southwest Tech requested us to focus on. Based on these estimations, Ameresco recommends that, during the HVAC replacements for electrification, the new units to be sized for 10% higher cooling load to meet the climate projections for 2030. The ground source heat pumps recommended as part of Ameresco's master plan is expected to help the college meet the increasing cooling demands of the next 10 years as their efficiencies will not be affected by the peak outdoor air temperatures.



ECM 10 Roof Upgrades

During the site visit, Ameresco learned that the roof of Ag/Auto Center requires immediate care. It is a 12-year-old roof that has both structural and deterioration issues. Ameresco calculated potential energy savings that can be obtained from the replacement of this roof. In these calculations, the current roof was assumed to have a U- value compliant with ASHRAE 90.1.-2010 standard, and the proposed roof was assumed to meet the ASHRAE-90.1.-2019 standard. Results showed that this upgrade can reduce the overall energy consumption of the building by 0.4% and the overall campus only by 0.1%. While not a significant energy change, this is a maintenance need for the campus and would provide operational benefits.

Gas Savings (Therm)	Electric Savings (KWH)	Total Energy Savings (MMBTU)	Total Energy Savings (%)	CO2 Emissions Reduction (%)
0	7,184	25	0.1%	0%

Ameresco team is aware that the college has plans to replace the roofs of Kramer, Lenz Center, College Connection and Industry Center. Given the savings potential identified for the roof replacement of Ag/Auto Center, our team can include these additional buildings if the replacement details are shared for evaluation.

ECM 11 Window Upgrades

During the campus walkthrough and discussions with the facility staff, the Ameresco team became aware that the windows in General Education Building, Koeneke, and Kramer Buildings are single pane windows. The college has upgraded similar windows to convert the existing to 2 pane windows in other buildings.

Ameresco calculated potential energy savings obtained by upgrading these windows from single pane windows to ASHRAE 90.1-2019 compliant windows. Results showed that this upgrade can reduce the overall energy consumption of the campus by only 0.5%. However, the upgraded windows will provide additional benefits of reducing drafts within the space, enhancing occupant comfort.

For these savings calculations, there are no additional gas savings calculated based on the assumption that recommended electrification scopes of work have been upgraded prior to the window replacements.

Gas Savings (Therm)	Electric Savings (KWH)	Total Energy Savings (MMBTU)	Total Energy Savings (%)	CO2 Emissions Reduction (%)
0	44,730	153	0.5%	0%

ECM 12

Plumbing Upgrades

Southwest Tech campus includes several buildings built in 1970s through the 1990s. Ameresco would like to bring to the college's attention to the fact that fixture flow rates and appliance standards required by the code changed significantly since. Below is a summary of this progress. Ameresco recommends that the plumbing fixtures of the campus are upgraded to the lowest flow available, assuming that they are compatible with the campus plumbing systems, to obtain an expected 30% water savings. This would not contribute to the energy savings or greenhouse gas emissions goals of the campus, but it can provide cost savings for the college that can be redirected to use for the implementation of the other ECMs listed in this submittal as well as providing significant environmental benefits.

Table 4.B.14. Fixture and Appliance Standards Over Time

#	1975	1980	1992	2009	2011	2013
Toilets (gpf)	5	3.6	1.6	1.6	1.28	1.28
Faucets (gpm)	2.5	2.5	2.5	2.2	1.8	1.8/1.5

Section 5 | Project Milestones

This IEMP has been developed through a collaborative process utilizing the following milestones to develop scopes of work that meet or exceed the goals of the college. At each major milestone, meetings were held to discuss project findings and any required adjustments were made to ensure this final report achieves these goals.

Preliminary Recommendations

- Preliminary ECM list

80% Recommendations Submittal & Presentation

- Benchmark campus buildings through Energy Star Portfolio Manager
- Breakdown of current energy usage
- Draft ECMs and estimated contribution towards the energy and carbon emission goals
- Presentation of above.

100% Recommendations Final ECMs and their final impact on savings and carbon emissions

- A capital investment plan to prioritize recommendations
- Recommendations for design standards
- Recommendations for specific components and personnel roles for ongoing energy monitoring. Include submetering recommendations.
- Recommendations to upgrade HVAC and other buildings to meet 30-year climate projections for the southwest Wisconsin region.

Section 6 | Appendices

Table 6.1. Utility Accounts Audited

Meter #	Account Name	Utility Type	Account Number	Meter Number	Service Location	Provider	Rate Tariff	Building Served
1	Calculated 200 G1	Natural Gas	0718430012-00010/RG-197224	1840096	1800 Bronson Blvd Bldg 200	Constellation		200
2	Calculated 400 G1	Natural Gas	0718430012-00008/RG-197223	1618642	1800 Bronson Blvd Bldg 400	Constellation		400
3	100 E1	Electricity	13370-00	314730882	1800 Bronson Blvd Bldg 100	Fennimore Municipal Utilities		100 & 150
4	100 W1	Water	13370-00	B78869889	1800 Bronson Blvd Bldg 100	Fennimore Municipal Utilities	1.5	100 & 150
5	Calculated 200 E1	Electricity	13400-00	314730932	1800 Bronson Blvd Bldg 200	Fennimore Municipal Utilities		200
6	200 W1	Water	13400-00	B78869898	1800 Bronson Blvd Bldg 200	Fennimore Municipal Utilities	1.5	200
7	300 W1	Water	13410-00	B78869899	1800 Bronson Blvd Bldg 300	Fennimore Municipal Utilities	1.5	300
8	400 E1	Electricity	13380-00	314730930	1800 Bronson Blvd Bldg 400 A	Fennimore Municipal Utilities		400
9	400 W1	Water	13380-00	B78869888	1800 Bronson Blvd Bldg 400 A	Fennimore Municipal Utilities	1.5	400
10	400 W2	Water	13470-00	B78869897	1800 Bronson Blvd Bldg 400 B	Fennimore Municipal Utilities	1.5	400
11	500 E1	Electricity	13390-00	314730927	1800 Bronson Blvd Bldg 500	Fennimore Municipal Utilities		500
12	500 W1	Water	13390-00	B15983679	1800 Bronson Blvd Bldg 500	Fennimore Municipal Utilities	2	500
13	Calculated 600 E1	Electricity	13450-00	311792358	1800 Bronson Blvd Bldg 600	Fennimore Municipal Utilities		600

14	Calculated 600 E2	Electricity	13460-00	314730863	1800 Bronson Blvd Bldg 600/700	Fennimore Municipal Utilities		600
15	600 W1	Water	13460-00	B79639873	1800 Bronson Blvd Bldg 600/700	Fennimore Municipal Utilities	1.5	600
16	900 E1	Electricity	13440-00	314730818	1800 Bronson Blvd New Storage	Fennimore Municipal Utilities		900
17	500 Ag Auto W2	Water	13420-00	B79639872	1800 Bronson Blvd Welding/Ag Auto	Fennimore Municipal Utilities	1.5	500
18	600 G1	Natural Gas	0718430012-00003	0WG2581728	1800 Bronson Blvd	WE Energies	Firm Comm/Ind Sales Class 2 (WGC) Fg-2	600
19	Calculated 900 G1	Natural Gas	0718430012-00007	0WG1885315	1800 Bronson Blvd	WE Energies	Firm Comm/Ind Sales Class 1 (WGC) Fg-1	900
20	Calculated 100/150 G1	Natural Gas	0718430012-00010/RG-197224	1840096	1800 Bronson Blvd Bldg 200	Constellation		100 & 150
21	Calculated 300 G1	Natural Gas	0718430012-00008/RG-197223	1618642	1800 Bronson Blvd Bldg 400	Constellation		300
22	Calculated 500 G1	Natural Gas	0718430012-00008/RG-197223	1618642	1800 Bronson Blvd Bldg 400	Constellation		500
23	Calculated 300 E1	Electricity	13400-00	314730932	1800 Bronson Blvd Bldg 200	Fennimore Municipal Utilities		300

Integrated Energy Master Plan

DRAFT 100% IEMP Report

AMERESCO

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B. Quality Teaching & Learning Monitoring Report

Cynde Larsen, Chief Academic Officer, will provide a presentation on the Board Monitoring Report: Quality Teaching & Learning. The report follows.

Board Monitoring Report
Quality Teaching, and Learning
March 2023

Executive Summary

Alignment with Mission, Vision, Values, and Purposes

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

The College's purposes are enumerated in Wisconsin State Statute 38 and include the provision of teaching and learning services that:

- Provide occupational education and training and retraining programs, including general education courses, to facilitate student achievement in occupational skills training.
- Contract with secondary schools to provide educational opportunities for high school-age students.
- Coordinate and cooperate with secondary schools to facilitate the transition of a secondary school student to postsecondary education.
- Provide a collegiate transfer program
- Provide education in basic skills to enable students to function in society effectively
- Provide education and services which promote success and equity in post-graduation outcomes

Teaching and learning endeavors are guided by our College Values:

- Inclusivity
- Learning
- Integrity
- Accountability
- Continuous Improvement

Alignment with Strategic Directions

Southwest Tech's Strategic Directions comprise:

- Engaging Students in High-Quality Experiential Learning
- Strengthening a Culture of Caring and Success
- Enhancing the College's Economic Impact

2023-2025 Priority Project Goals established to advance engaging students in high-quality experiential learning include:

- Starting 5 new programs that lead to high-wage/high-demand careers by 2025
- Revitalizing at least 3 existing programs per year to increase enrollments leading to high-wage/high-demand careers
- Increasing dual credit enrollments in each of our thirty school districts by 5% per year through 2025
- Offering 2 Spanish-speaker-supported degree programs by 2025
- Creating transferable Associate of Arts and Associate of Science Degrees with transferability to a 4-year college with junior status by 2024.
- Expanding services and programming to increase the number of students served in Prairie du Chien from 81 in FY 2022 to 200 students by FY 2025. Also, increase the number of students served in Dodgeville from 31 in FY 2022 to 100 by FY 2025.
- Increasing the rate of students in High School Equivalence Diploma (HSED) Programs enrolling in college-level programming from 20% to 40% by 2025.
- Identifying and beginning at least 1 new academic program per year through 2025 to offer at the Prairie du Chien and Dodgeville outreach centers.

Competitive Positioning Statement

Southwest Wisconsin Technical College is committed to providing students with high-quality experiential learning which prepares them for strong post-graduate outcomes, including well-paying jobs and transfer to bachelor's level study, should that be their goal. Programs are designed to meet the demands of regional, state, and national job markets. Learning outcomes at the course and program levels guide teaching and student learning. Faculty teams comprises industry experts who bring their real-world experiences to the classroom. An extensive network of program advisory committees provides insights that help programs remain on the cutting edge of their fields. Students participate in a wide range of hands-on learning activities, including portfolio, internship, clinical, and practicum experiences.

Recognizing and Valuing People

Southwest Tech Faculty and Staff – In April 2022, Southwest Tech welcomed peer reviewers from the Higher Learning Commission (HLC) for a 4-Year on-site Assurance Review. The site visit team praised the work done by teams and systems across the College to align Southwest Tech practices with the HLC Criteria for Accreditation. The Accreditation Core team including Mandy Henkel, Derek Dachelet, Karen Campbell, and Katie Garrity provided leadership for this important work.

2022-2023 Academic Reorganization Team – An interdisciplinary team led by Katie Glass and Amy Seeboth-Wilson was tasked with redesigning academic leadership to improve College Health Indicator #1 – Equity in Student Learning. The team performed literature reviews, conducted interviews, made presentations, and gathered data from all members of the campus community. They provided formal recommendations to the Executive Team in March of 2023 and are working with Academic Leadership to implement a Faculty Lead model.

Presentation of the Data

The work of attaining priority project goals is mediated through the Academic Master Plan. The Plan is a living document and is integrated with the Fiscal and Facilities Plans. Current Academic Master Plan activities and priorities follow.

Priority Project: New Programs

Fall 2022

The Surgical Technology Associate Degree program launched in August of 2022. Seven students are currently enrolled. In the program's second semester, Spring term 2023, four students are completing clinical rotations with district hospital surgical teams. Fourteen applications have been received for Fall 2023 enrollment.

Fall 2023 Planning

The following programs will launch:

The Sustainable Energy Management Associate Degree program: Embedded credentials in development include a Building Performance Technician Technical Diploma and Solar Installer embedded certificate. Students will participate in authentic learning and assessment experiences, including work with the SWTC Energy Innovation Grant Project.

The Artisanal Modern Meat Butchery Short-Term Technical Diploma – Program approval was granted on March 15, 2023. The program will be offered beginning in Fall 2023 through a contract with the Platteville school district.

The University Transfer – Associate of Arts Degree

The University Transfer – Associate of Sciences Degree

Programs Under Consideration for Future Development:

Radiography Technician – High Demand/High Wage

Respiratory Therapist Technician – High Demand/High Wage

Paramedic Associate Degree – High Demand/High Wage

Computer Programming – High Demand/High Wage and a Department of Workforce Development 'Hot Job' for the College district area

University Transfer – Associate of Arts – Elementary and Middle School Education Pathway – High Demand/High Wage and a Department of Workforce Development 'Hot Job' for the College district area

University Transfer – Associate of Arts and Sciences – Additional Pathways

Priority Project: Revitalizing Programs

Spring 2023

The Nursing Associate Degree program launched a January start program option with financial support from 6 Southwest District hospitals. The associated additional Spring and Fall course offerings allowed an additional twenty-five students to enter or persist in the Spring 2023 term

Fall 2023

Cancer Information Management – Advanced Technical Certificate. Approval is pending for this advanced technical certificate which will allow experienced Health Information Technology (HIT) professionals to gain the knowledge and skills needed to pursue a career in Cancer Information Management.

IT Cybersecurity Specialist Associate Degree - Program approval was received on March 15, 2023. Program students will be enrolled for a Fall 2023 start. The program was created to revitalize the IT Network Specialist Associate Degree. The second year of the IT Network Specialist Program will be taught out in FY 24.

Programs Under Consideration for Revitalization –

Nursing Assistant - Technical Diploma – Currently piloting embedded supports for students who are primary Spanish speakers.

Welding – Technical Diploma – Currently exploring embedded supports for students who are primary Spanish speakers.

Cosmetology – Technical Diploma – Currently exploring embedded supports for students who are primary Spanish speakers.

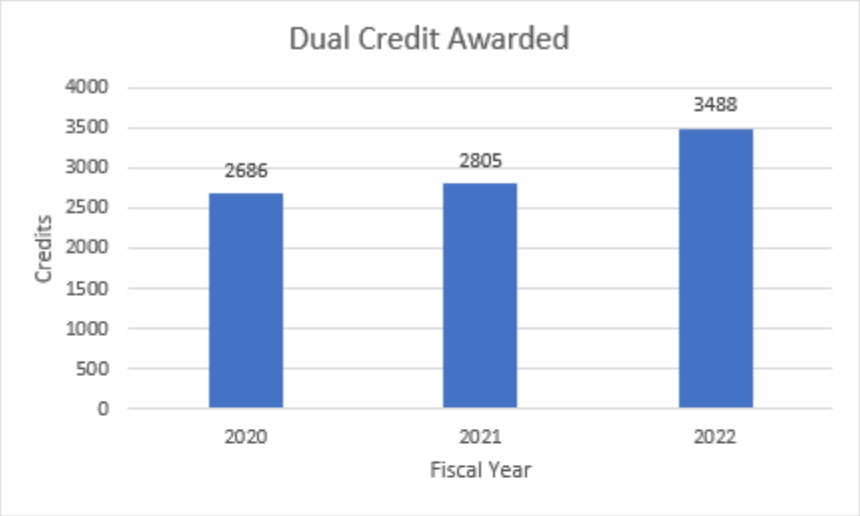
Priority Project: Increasing Dual Credit Enrollment

Dual credit instruction is a key strategy for advancing College Health Indicator 1 – Equity in Student Learning. Dual credit learning saves students time and money and can speed up their time to earning credentials and to entering the workforce with a well-paying job. Dual credit learning can significantly decrease the cost of obtaining a college degree. Dual credit learning helps prepare students for rigorous college coursework, and participation in dual credit programs is associated with improved college enrollment rates following high school graduation.

The offering of dual credit programs raises Southwest Tech's visibility in the district and builds and strengthens relationships with students, parents, and K12 educators. The award rates of dual credit have increased steadily from 2020 through 2022 as indicated in Figure 1.

Figure 1

Dual Credit Awarded by Fiscal Year



Priority Project: Programmatic Support for students who are native Spanish speakers.

The enrollment team has supported the Nursing Assistant instructors and students with 2 pilot courses in the Spring 2023 term. Each course has featured embedded bilingual nursing assistants who support students during orientation and in lab and clinical courses. Teams are currently exploring Welding and Cosmetology for possible expansion of embedded support for students who are primary Spanish speakers.

Priority Project: Associate and Arts and Associate of Sciences degree program development.

Early enrollees in the Associate of Arts and Associate of Science degrees have expressed high rates of interest in transferring to bachelor's programs for education degrees with the goal of teaching in the K-12 system. Program pathways to facilitate transfer to bachelor's programs within a 60 credit + 60 credit to completion model are underway. A transfer agreement with Lakeland University to their Liberal Studies bachelor's degree is in place and signing ceremonies with Franklin University, and UW-Platteville are scheduled. The Program Review workgroup monitors data regarding student transfer program intent and communicates this information to the Academic Council for program pathway development planning.

Priority Project: Expanding services and programming to increase the number of students served in Prairie du Chien from 81 in FY2022 to 200 students by FY2025.

One hundred, thirty-nine Prairie du Chien area students have been served through Adult Basic Education at the Outreach Site, Correctional Facility, and the Crawford County Jail in FY 23.

Priority Project: Increasing the number of students served in Dodgeville from 31 in FY2022 to 100 by FY2025.

Eighty-four students have been served at the Dodgeville Outreach Site in FY 22 & 23.

Priority Project: Increase the rate of students in HSED programs that enroll in college-level programming from 20% to 40% by 2025.

The percentage of students that have transitioned as of Spring 2023 is 28%. All GED/HSED students participate in transition services to encourage their enrollment in post-secondary education. Julie Pluemer and Kris Wubben have consulted with other WTCS colleges to explore successful strategies. Planning is underway to enhance the academic offerings in order to increase the number of students who successfully transition.

Evidence of Learning – Student Program Learning Outcomes

End of Program Student Learning Outcomes -Technical Skill Attainment

Technical Skills Attainment (TSA) is the system by which WTCS programs assess and report End of Program Student Learning Outcomes attainment. In Fiscal Year 22, faculty members assessed 889 program completers with 94.6% of completers demonstrating TSA proficiency (Table 1) All program students are included in the TSA statistics, and students designated as 'Not Assessed' include those who are in the early phases of program completion. Faculty members use the data derived from the TSA system to identify program learning outcomes for continuous improvement work in their next year's Team Action Plans. Forty-five faculty TAP teams are implementing continuous improvement projects across 154 team action plans in fiscal year 2023.

Table 1

SWTC Fiscal year 22 Technical Skill Attainment

9/12/2022 2:06:24 PM /State Reporting/TSA Program Status

TSA Program Status - FY 2022

Prg. #	Program Name	Approved	Passed	Did Not Pass	Not Assessed	Total	Notes
10-101-1	Accounting	Yes	7	3	54	64	
31-101-1	Accounting Assistant	Yes	8	1	5	14	
30-531-6	Advanced EMT	Yes	10	0	1	11	
10-006-7	Agribusiness Science & Technology - AgBus Mgmt	Yes	3	0	13	16	
10-006-5	Agribusiness Science & Technology - Agronomy	Yes	3	1	8	12	
31-006-3	Agribusiness Science & Technology - Agronomy Tech	Yes	1	0	0	1	
10-006-6	Agribusiness Science & Technology - Animal Science	Yes	8	1	22	31	
32-070-1	Agricultural Power & Equipment Technician	Yes	15	0	21	36	
31-405-1	Auto Collision Repair & Refinish Technician	Yes	0	8	1	9	
32-404-2	Automotive Technician	Yes	7	0	13	20	
31-475-1	Building Trades-Carpentry	Yes	7	0	4	11	
10-102-3	Business Management	Yes	29	1	92	122	
10-530-5	Cancer Information Management	Yes	22	0	74	96	
31-307-1	Child Care Services	Yes	1	0	4	5	
10-513-1	Clinical Laboratory Technician	Yes	7	0	13	20	
31-444-1	CNC Machine Operator/Programmer	Yes	6	0	1	7	
31-502-1	Cosmetology	Yes	10	0	19	29	
10-504-5	Criminal Justice Studies	Yes	6	0	14	20	
10-504-6	Criminal Justice-Law Enforcement 2	Yes	11	0	22	33	
30-504-2	Criminal Justice-Law Enforcement 720 Academy	Yes	8	0	0	8	
10-316-1	Culinary Arts	Yes	5	0	0	5	
30-508-2	Dental Assistant	Yes	13	0	12	25	
10-510-6	Direct Entry Midwife	Yes	5	0	170	175	
30-812-1	Driver and Safety Education Certification	Yes	7	0	8	15	
10-307-1	Early Childhood Education	Yes	32	2	17	51	
31-413-2	Electrical Power Distribution	Yes	37	6	37	80	
10-620-1	Electro-Mechanical Technology	Yes	11	0	18	29	
30-531-3	Emergency Medical Technician	Yes	23	0	36	59	
32-080-4	Farm Operations & Management - Ag Mechanics	Yes	9	0	2	11	
32-080-3	Farm Operations & Management - Dairy	Yes	2	1	5	8	
31-080-3	Farm Operations & Management - Dairy Technician	Yes	3	0	0	3	
31-080-2	Farm Operations & Management - Farm Ag Maintenance	Yes	2	0	0	2	
32-080-6	Farm Operations & Management - Livestock	Yes	0	0	4	4	
31-080-7	Farm Operations & Management - Livestock Tech	Yes	1	0	0	1	
10-325-1	Golf Course Management	Yes	4	7	3	14	
10-201-2	Graphic and Web Design	Yes	7	0	18	25	
10-530-1	Health Information Technology	Yes	15	0	42	57	
10-520-3	Human Services Associate	Yes	8	0	33	41	
31-620-1	Industrial Mechanic	Yes	0	0	1	1	
10-620-3	Instrumentation and Controls Technology	Yes	1	0	2	3	
31-154-6	IT-Computer Support Technician	Yes	12	0	5	17	** 2023 WTCS TSA Review
10-150-2	IT-Network Specialist	Yes	7	0	25	32	** 2023 WTCS TSA Review
30-513-3	Laboratory Science Technician (2020)	Yes	0	0	11	11	
10-196-1	Leadership Development	Yes	0	0	0	0	** 2023 WTCS TSA Review
31-509-1	Medical Assistant	Yes	20	0	12	32	
31-530-2	Medical Coding Specialist	Yes	35	3	79	117	
10-513-1	Medical Laboratory Technician	Yes	7	0	13	20	
30-502-4	Nail Technician	Yes	2	0	3	5	
30-543-1	Nursing Assistant	Yes	164	14	13	191	
10-524-1	Physical Therapist Assistant	Yes	4	0	18	22	
31-182-1	Supply Chain Assistant	Yes	2	0	4	6	
10-182-1	Supply Chain Management	Yes	5	0	32	37	
31-442-1	Welding (Days)	Yes	21	0	3	24	
31-442-1	Welding (Evening)	Yes	8	0	2	10	
10-102-1	Data Analytics	No	0	0	0	0	New for FY 23
10-196-6	Nonprofit Leadership	No	0	0	0	0	New for FY 23
10-543-1	Nursing-Associate Degree**	NCLEX	0	0	0	0	** Renewal of TSA (NCLEX)
30-443-1	Building Maintenance and Construction (Correctional)	No					** 2023 WTCS TSA Review
10-499-5	Technical Studies-Journeyworker	No	0	0	0	0	
	Approved Programs/Students	54	841	48	1,009	1,888	
	Student Percentages:		37.8%	2.8%	58.4%		

Evidence of Learning - Licensure/Certification Exam Results

Graduate performance on normed and standardized licensure and certification examinations is a direct measure of student learning and an important indicator of quality teaching and learning.

The American Society for Clinical Pathology (ASCP) Board of Certification Examination Results for Southwest Tech's Medical Laboratory Technician (MLT). Graduates Certification by ASCP may be required by some employers hiring Medical Laboratory Technicians in the clinical laboratory setting. While completion of the ASCP MLT Certification exam is not a mandatory part of the MLT program, SWTC encourages all graduates to apply for ASCP certification. In addition to traditionally higher pay scales for certified technicians, the ASCP certification exam demonstrates an individual's commitment to the laboratory profession. It offers greater career advancement and a variety of job opportunities. Students who graduate from an accredited Medical Laboratory Technician Program are eligible to take the ASCP Board of Certification (BOC) examination for MLTs. Table 2 shows the passing rate for Southwest Tech Graduates, who take the MLT ASCP Certification Exam within 1 year of graduation. Rates have been consistently above the national pass rate.

Table 2

Pass rates for SWTC Graduates, who take the MLT ASCP Certification Exam within 1 year of graduation

Year	# Graduates Completing Exam	# Graduates Who Passed Exam	SWTC Pass Rate	National Pass Rate
2020	4	4	100%	85.2%
2021	9	8	88.9%	80.6%
2022	7	6	85.7%	83.2%

The National Council State Board of Nursing (NCSBN) National Council Licensure Examination-Registered Nurse (NCLEX-RN) is a nationwide examination for the licensing of nurses in the United States. A.D.N. graduates must successfully pass the exam in order to practice as Registered Nurses. Table 3 shows the first-time pass rate for Southwest Tech A.D.N. graduates. This number dipped below 80% in 2021 and were above the national average in 2020 and 2022.

Table 3

First-Time SWTC A.D.N. NCLEX-RN Pass Rates by Year

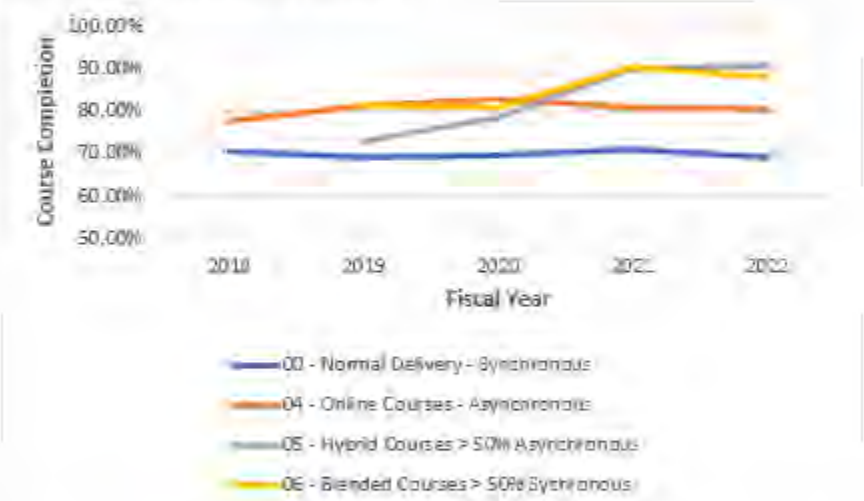
Year	#Graduates Completing Exam	# Graduates Who Passed Exam	SWTC Pass Rate	National Pass Rate
Apr-Mar 2020	41	36	88%	86.57%
Apr-Mar 2021	34	27	79%	82.48%
Apr-Mar 2022	52	42	80.77%	79.9%

Evidence of Learning - Graduation/Retention/Course Completion

Course completion is an indirect measure of student learning. Figure 2 illustrates course completion rates by synchronous, asynchronous, blended, and hybrid modalities. Courses that contain a mixture of synchronous and asynchronous modalities demonstrated the greatest improve in course completion from 2018 through 2022.

Figure 2

Yearly Course Completion by Modality



Three-Year Program Completion Rates by year from 2018 to 2020 are displayed in Table 4. The table comprises all programs for which 3-year Southwest Tech and WTCS data were available. Positive values in the 3-Year Average Difference column indicate Southwest Tech programs with higher 3-year graduation rates when compared with similar WTCS programs, while negative numbers indicate higher WTCS 3-year average graduation rates.

Table 4

SWTC and WTCS Program Completion Rates by Fiscal Year

Program	2018 3-Year Graduation Rate		2019 3-Year Graduation Rate		2020 3-Year Graduation Rate		3-Year Average Difference * (SWTC-WTCS)
	SWTC	WTCS	SWTC	WTCS	SWTC	WTCS	
Building Trades - Carpentry	62.50%	59.10%	100.00%	34.80%	72.70%	26.10%	38.40%
Medical Assistant	82.10%	38.60%	76.50%	38.40%	70.40%	37.90%	38.10%
Electromechanical Technology	65.00%	33.90%	52.60%	27.40%	60.00%	24.20%	30.70%
Early Childhood Education	46.90%	19.30%	40.60%	19.40%	61.50%	21.40%	29.60%
Welding	75.00%	49.80%	67.50%	47.90%	78.40%	37.50%	28.50%
Human Services Associate	43.80%	12.90%	42.30%	13.20%	34.60%	14.50%	26.70%
Dental Assistant - Short Term	100.00%	64.50%	94.10%	56.20%	58.80%	56.10%	25.40%
Advanced EMT	100.00%	81.30%	83.30%	78.00%	100.00 %	59.20%	21.60%
Industrial Electrician Apprentice	0.00%	9.20%	50.00%	7.50%	40.00%	9.60%	21.2%
Business Management	26.90%	14.70%	39.50%	15.70%	35.80%	15.70%	18.70%
Accounting	44.40%	22.10%	33.30%	21.10%	45.20%	23.90%	18.60%
IT - Computer Support Technician	46.20%	31.20%	41.70%	27.60%	52.00%	27.70%	17.80%
Medical Coding Specialist	37.50%	36.10%	66.00%	37.70%	54.30%	36.50%	15.80%
Automotive Technician	61.10%	39.60%	44.40%	37.60%	47.10%	31.70%	14.60%
Medical Laboratory Technician	41.70%	34.50%	33.30%	32.90%	64.30%	28.80%	14.40%
Accounting Assistant	55.60%	50.60%	80.00%	48.80%	50.00%	46.40%	13.20%
Criminal Justice Studies	33.30%	25.20%	45.50%	30.40%	39.10%	25.20%	12.40%
Cosmetology	50.00%	48.00%	76.50%	50.20%	50.00%	41.30%	12.30%
Emergency Medical Technician	74.30%	75.80%	91.90%	70.10%	83.90%	67.70%	12.20%
Auto Collision Repair & Refinish Technician	44.40%	61.00%	77.80%	44.60%	60.00%	41.60%	11.70%
Network Specialist	29.60%	24.20%	41.90%	21.90%	31.80%	22.30%	11.70%
Physical Therapist Assistant	28.60%	12.40%	31.60%	12.50%	16.00%	16.30%	11.70%
Nursing - Associate Degree	33.30%	27.70%	39.30%	27.50%	45.90%	28.60%	11.60%

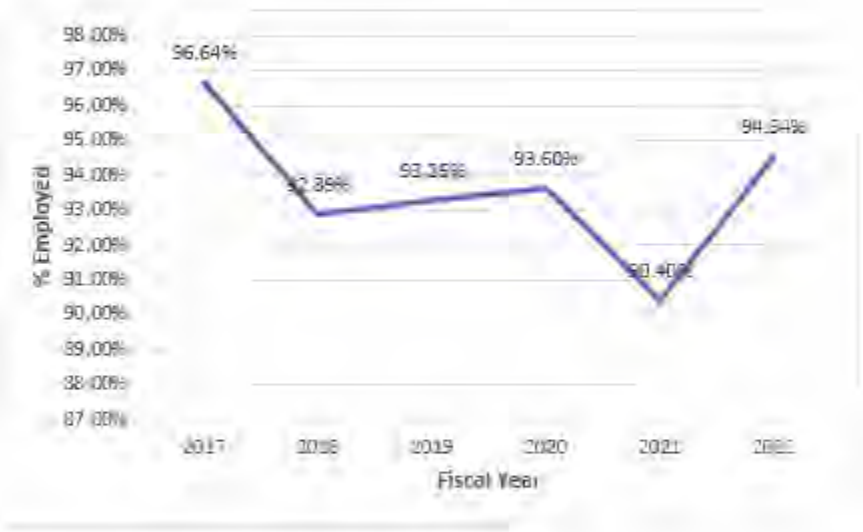
Electrical Power Distribution	80.00%	84.50%	100.00%	84.70%	95.50%	76.00%	10.10%
Nursing Assistant	94.10%	84.70%	92.70%	87.10%	93.50%	87.20%	7.10%
Health Information Technology	36.80%	28.20%	30.00%	22.90%	25.90%	27.80%	4.60%
Graphic And Web Design	61.90%	45.90%	41.70%	32.30%	21.40%	33.30%	4.50%
Plumbing Apprentice	0.00%	11.00%	0.00%	0.00%	20.00%	1.10%	2.6%
CJ-Law Enforcement 720 Academy	100.00%	91.00%	85.70%	93.40%	94.10%	88.40%	2.40%
Supply Chain Management	29.20%	34.00%	22.20%	23.30%	38.90%	27.80%	1.70%
Child Care Services	60.00%	63.40%	50.00%	52.90%	42.90%	46.20%	-3.20%
Electricity (Construction) Apprentice	16.70%	7.50%	0.00%	7.60%	0.00%	11.70%	-3.4%
Leadership Development	26.30%	23.30%	14.30%	26.20%	14.30%	23.30%	-6.00%
Liberal Arts - Associate of Science	0.00%	5.30%	0.00%	6.30%	0.00%	7.00%	-6.2%
Liberal Arts - Associate of Arts	0.00%	6.90%	0.00%	8.30%	0.00%	11.60%	-8.9%
Agricultural Power & Equipment Technician	57.10%	92.30%	50.00%	63.60%	73.90%	62.50%	-12.50%

Evidence of Learning – Job Placement

Job placement is an indirect, but important measure of student learning. Southwest Tech graduate job placement has remained above 92% since 2017, except for the fiscal year 2021. The 2021 results are likely pandemic related. Job placement rates rebounded to 94.54% in the fiscal year 2022, as indicated in Figure 3.

Figure 3.

Job Placement in 6 Months of Graduation



Teaching – Delivery Methods

Delivery of instruction through asynchronous online, hybrid, and blended modalities has increased from 2018 through 2023 as illustrated in Table 5 and Figure 4. Hybrid courses feature 50% or more asynchronous online learning while blended courses feature 50% or more face-to-face learning. The academic team is committed to offering a strong mix of asynchronous online, hands-on face-to-face, and flexible offerings. Developing a wider range of face-to-face summer offerings is a goal for Summer 2024, aligned with the development of the University Transfer Associate of Arts and Associate of Science degrees.

Table 5

Alternative Learning FTE by Course Delivery Method 2020-2023

	2020	2021	2022	2023
Asynchronous Online Courses	330.5	427	443.7	421.6
Hybrid Courses	2.9	17.3	17.8	19.5
Blended Courses	127.1	14.4	142.9	155.4
Total	460.5	458.7	604.4	596.5

Figure 4

Alternative Learning FTE by Course Delivery Method 2018-2023

Teaching – Open Educational Resources (OER)

The OER project team, initially chartered in 2022, advances the attainment of College Health Indicator #1 through the promotion of free and affordable educational resources. The Charger Tech 360 system has facilitated the use and development of OER, with most students having the technology needed to access a wide range of open and affordable resources. The General Education Faculty team has led the initiative with the wide adoption of OER as illustrated in Table 6. The Associate Degree Nursing (A.D.N.) faculty has been an early adopter of program-based OER, benefitting from a multi-million-dollar WTCS Nursing OER development project.

Table 6

Open Educational Resources Student Numbers and Savings by Year

Fiscal Year	General Education Students Participating (may be duplicative)	General Education Total Student Savings	Program Course Students Participating (may be duplicative)	Program Courses Total Student Savings
2021	42	$5,570.50	N/A	N/A
2022	1,122	$203,778.17	27	$6,155.19
2023	957	$223,763.72	204	$27,418.12

Strengths

1. Recent engagement from across the college with academic organization
2. Involvement in the Aspen Unlocking Opportunity (UO) Cohort
3. Strong 2022 Higher Learning Commission 4-Year Assurance visit
4. Guidance from Aspen UO in the development of AA and AS degrees
5. Continued availability of Special Advisory to the President, Katie Garrity
6. Faculty development with the implementation of the Academic Leads model
7. High rates of full-time versus part-time faculty members
8. Charger Tech 360
9. Increasing implementation of OER
10. A strong WTCS curriculum support system
11. Improving support for programmatic accreditation including the compliance officer and accreditation workgroup
12. Standardized advisory meeting agendas
13. Mandatory WIDS syllabi on Schoology

Weaknesses

1. Building the diversity of our faculty and staff teams
2. Limitations in LMS and ERP integration
3. Continued implementation of ERP
4. New academic leadership
5. Possible unanticipated student support needs with increasing rigor of general education courses

Strategic Initiatives Designed to Improve our Performance

1. Program-related support for students who are English language learners
2. Implementation of the Academic Leads model
3. Spanish in the Workforce initiatives throughout the district
4. Charger 360
5. OER Development and expansion
6. Aspen Unlocking Opportunities project
7. Enhanced General Education courses to promote learning and transferability
8. Universal Design initiatives
9. Increasing implementation of 8-week classes and other alternative learning models
10. Dual credit initiatives with strategic career pathways

C. Staffing Update

1. Staffing Summary

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

	Name	Title	Status and/or Additional Info	Effective Date	Funding Source &/or Estimated Wage Range/Hired Salary
1	New	Institutional Research Analyst	Leonor Chivas	7/11/2022	D63-Salary Band: $66,953 - $97,083 Hired at $83,000
2	Replacement	Medical Lab Tech Instructor-50%	Shannon Cathman	7/1/2022	BS: $48,898 - $77,750 AS: $51,434 - $81,781 MS: $53,969 – $85,811 Hired at $62,000
3	Replacement	Electromechanical Technician Instructor	Stephen Goss	7/1/2022	BS: $48,898 - $77,750 AS: $51,434 - $81,781 MS: $53,969 – $85,811 Hired at $69,027.13
4	Replacement	Administrative Assistant	Nanette Hubbard	6/27/2022	B22 - Hourly Range: $18.48 - $24.03 Hired at $19.23/hour
5	New	Administrative Assistant	Tina Lies	7/1/2022	B22: $18.48 - $24.03 Hired at $19.23/hour
6	Replacement	Carpentry Instructor	Andy Reynolds	7/15/2022	BS: $48,898 - $77,750 AS: $51,434 - $81,781 MS: $53,969 – $85,811 Hired at $55,000
7	Replacement	Child Care Aide (Part-time)	Anna Schmitz	8/29/2022	A12: $19.23/hour Hired at $19.23/hour
8	New	Associate Degree Nursing Instructor	Heather Norsby	8/1/2022	BS: $48,898 - $77,750 AS: $51,434 - $81,781 MS: $53,969 – $85,811 Hired at $69,000
9	Replacement	Associate Degree Nursing Instructor	Brianna Spehle	8/3/2022	BS: $48,898 - $77,750 AS: $51,434 - $81,781 MS: $53,969 – $85,811 Hired at $68,000
10	Replacement	Multicultural Success Coach	Akshay Sukhwal	10/19/2022	C42: $48,795 - $68,313 Hired at $58,000
11	Replacement	Carpenter	Timothy Hoffman	8/30/2022	B24: $21.64 -$28.13 Hired at $25.50/hour
12	Replacement	Reference & Instruction Librarian	Margaret Gardner	11/1/2022	C42: $54,876-$71,227 Hired at $64,000

	Name	Title	Status and/or Additional Info	Effective Date	Funding Source &/or Estimated Wage Range/Hired Salary
13	Replacement	Associate Degree Nursing Instructor	Holly Muench	12/7/2022	BS: $50,365 - $80,083 AS: $52,977 - $84,234 MS: $55,588 – $88,385 Hired at $71,000
14	Replacement	IT Systems Analyst (Finance, HR & Payroll)	Simon Chappell	12/13/2022	C42: $24.46 - $34.24 Hired at $32.00
15	Replacement	Student Services Specialist	Ramona Hach	1/3/2023	A13: $19.23-$22.73 Hired $19.23
16	New	Programmer/Analyst	Dan Rogers	2/27/2023	C44 : $57,152 - $80,013 Hired at $75,000
17	New	Administrative Assistant - Business & Industry Services	Gabby Snider	1/3/2023	B22: $19.23 - $24.94 Hired $19.23
18	Replacement	Associate Degree Nursing Instructor	Reposted	3/15/2023	BS: $50,365 - $80,083 AS: $52,977 - $84,234 MS: $55,588 – $88,385
19	Replacement	Mental Health Counselor	Robin Hamel	7/1/2023	C44 : $57,152 - $80,013 Hired at $67,000
20	Replacement	Emergency Medical Services (EMS) Instructor	Mallory Fulcher	5/22/2023	BS: $50,365 - $80,083 AS: $52,977 - $84,234 MS: $55,588 – $88,385 Hired at $58,000
21	New	Foundation Development Officer	Nikki Nemitz	2/16/2023	C43 $53,663 - $75,129 Hired at $61,000
22	New	Electromechanical Technician Trainer	Jason Fielder	3/6/2023	C44 : $57,152 - $80,013 Hired at $72,000
23	Replacement	Electrical Power Distribution (EPD) Lab Assistant	Offer Pending	4/1/2023	B21 : $19.23 - $24.60
24	New	Sustainable Energy Management Instructor/Energy Coordinator	On Hold	3/15/2023	BS: $50,365 - $80,083 AS: $52,977 - $84,234 MS: $55,588 – $88,385
25	Replacement	IT Support Specialist	Andy Mumm	4/5/2023	C42: $24.46 - $34.24 Hired at $28.60
26	Replacement/New	Process Improvement Anaylst/Trainer	Posting	7/1/2023	C44 : $57,152 - $80,013

2. Recruitment, Retention, Compensation, Benefits, and Culture: Trends and Opportunities

Krista Weber will present a summary outlining the College's Compensation Philosophy and Sustainability Plan. Below you will find reports summarizing the topics.

COMPENSATION PHILOSOPHY

Southwest Tech is committed to being the employer of choice in southwest Wisconsin. Our valued employees are the key to delivering on our commitment to improve lives through excellence in learning. Our compensation philosophy, including salary and benefits, is a reflection of our College's values. The College will pursue sustainable compensation goals in accordance with its overall fiscal position while respecting the goals of the philosophy. Southwest Tech's compensation philosophy is designed to meet the following key objectives:

Externally Competitive Salary and Benefits. Southwest Tech will strive for salary and benefits to be at the 75th percentile of comparisons to identified benchmark technical colleges and regional industry employers. We will provide affordable and comprehensive benefit options that best fit employee needs and promote consumerism.

Equitable. The College shall provide a framework of consistent compensation practices that are fair, equitable and free of discrimination. Southwest Tech will commit to continually improving this process by conducting periodic performance evaluations and updating position descriptions. We will regularly assess our market to ensure that our salary rates remain competitive.

Excellence. Southwest Tech employs high quality employees and we value continuous improvement as part of our commitment to excellence. Our compensation practices must attract and retain employees who exemplify our values and delivery on our mission and vision. Qualified employees who work to advance their skills and knowledge as they contribute to the achievement of organizational objectives will also be paid competitively. External hires will be paid competitively in order to attract new talent within the designated ranges.

Emphasis on Student Success. Individual goals are developed to support overall College performance and strategic priorities, including student access and success. We support and promote continual employee learning and growth by providing personal and professional development in order to produce high-quality, relevant programs and services. This is essential to student success and our growth and sustainability as a college.

Easy to Communicate. Because Southwest Tech is confident of the equity, validity, and reliability of the compensation system and practices, we maintain open communication with employees regarding their individual compensation. The compensation system is easily implemented, communicated and is simplistic in its design. Each employee will know how his/her compensation is determined. The College will develop a communication plan for our compensation program that supports our status as an employer of choice.

Southwest Tech, as stewards over entrusted public funds, is fiscally responsible as we administer compensation and benefits to employees. It is important to us that our compensation practices are sustainable well into the future. The College will seek opportunities, where appropriate, to invest in employees through compensation and benefits that are sustainable by connecting broad college performance measures that increase revenue with ongoing strategic investments in the people who work here.

Multi-Level Sustainability Plan

This multi-level compensation plan for regular full and part-time employees is a combination of base-building and incentive pay, rewarding employees for college-wide and individual performance.

Level One

Compensation Maintenance Schedule

- Increase salaries by variable % increase (based on CPI)
- Review and adjust ranges annually as necessary
- Develop maintenance schedule for market reviews of our ranges/positions (every 3-5 years)

Level Two

College-wide Performance Management

- Pay fixed dollar (lump sum) incentives when the college reaches goals based on strategic directions (*Increase Student Access and Improve Student Success, Ensure Fiscal Sustainability, Strengthen a Culture of Integrity*) annually. Goals can vary each year. This is not base-building compensation.

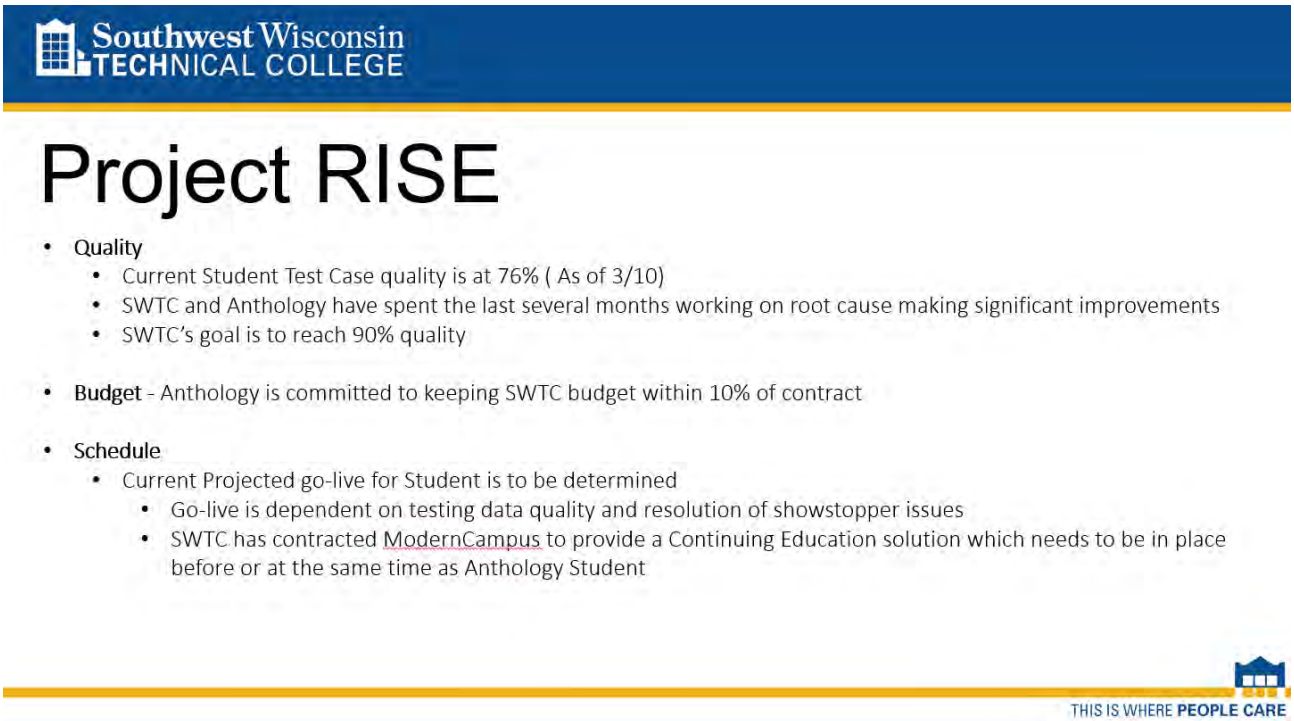
Level Three

Individual Performance Management

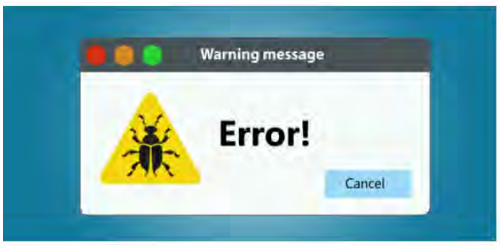
- Performance Evaluations are tied to compensation percentage to move employees through the ranges. This is base-building compensation.
- The Performance Evaluation is:
    - Based on college mission, vision and values
    - Focused on competence and character
    - Increases communication with supervisor (in addition to the two coaching sessions each year)

D. Project RISE / ERP Update

Heath Ahnen, Executive Director of IT Services, and Caleb White will provide an update on Project RISE. A summary of the update follows.

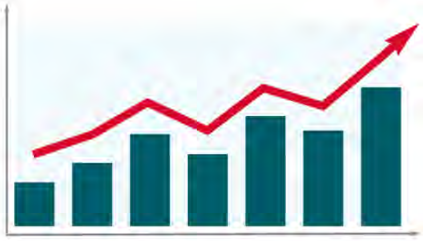


Blockers



- Quality Rate below 90%
  - Current Rate after ETL 8 is 76%
  - Root cause analysis continues
  - Additional round of testing has been scheduled
- Product Defects impacting Registration, Billing, and Financial Aid
  - Scheduled fixes TBD
  - Anthology product team must schedule fixes – quarterly release schedule
- State Reporting
  - All state reports must be complete and accurate
  - Functionality still in development

Path Forward



- Quality Rate is improving
  - Up 22% points in Round 8 – Largest improvement to date
  - Recent End to End Process testing
    - First time able to do end to end processes
    - Very few issues with new data entered into the system
- Root cause analysis continues
  - Additional round of testing has been scheduled
  - Defects and issues have been narrowed down to a short list
- Continuing Education Solution
  - Proven solution with Lumens by ModernCampus
  - 3 other Wisconsin State Technical College Schools use this solution

E. 2023-24 Budget Update

Caleb White will present information on the 2023-24 budget status. Information regarding the update follows.

Southwest Wisconsin Technical College 3.20.23
General Fund 2023-2024 Budgetary Development Status

REVENUES	2021-22 Actual	2022-23 Budget	2023-24 Budget	Change	
Local Government	5,163,622	5,118,300	5,066,800	(51,500)	20%
State Aids	10,718,350	11,649,600	11,231,200	(418,400)	44%
Program Fees	4,343,652	4,629,000	4,657,400	28,400	18%
Material Fees	244,019	270,000	250,000	(20,000)	1%
Other Student Fees	482,819	511,000	517,000	6,000	2%
Institutional	2,225,450	1,994,000	2,774,700	780,700	11%
Federal	1,066,285	585,400	767,460	182,060	3%
Total Revenues	24,244,197	24,757,300	25,264,560	507,260	100%
EXPENDITURES					
Instruction	13,533,503	13,687,100	14,785,700	1,098,600	56%
Instructional Resources	265,455	299,000	469,300	170,300	2%
Student Services	2,875,650	2,823,900	2,836,965	13,065	11%
General Institutional	5,218,232	6,347,500	5,857,365	(490,135)	22%
Physical Plant	2,010,734	2,107,900	2,342,100	234,200	9%
Total Expenditures	23,903,574	25,265,400	26,291,430	1,026,030	100%
Net Revenue (Expenditures)	340,623	(508,100)	(1,026,870)		
Operating Transfer In (Out)	22,639	(35,000)	(100,000)		
Change in Fund balance	363,262	(543,100)	(1,126,870)		
Beginning Fund Balance	10,776,988	10,854,310	10,311,210		
Ending Fund Balance	11,140,250	10,311,210	9,184,340		

Budget Assumptions/Considerations

1,300 FTEs

Health/Dental changes @ 0%/0%

8.00% CPI raise (8% = $1.2M)

Information and Correspondence

A. Enrollment Report

1. FY 2023 FTE Comparison Report

Southwest Tech — Here. Now.

March 20 2023: School Years 2020-21, 2021-22, and 2022-23 FTE Comparison

Program Code	Program Title	SY 20-21 03/15/21 Students	SY 21-22 03/21/22 Students	SY 22-23 03/20/23 Students	21 to '23 Student Change	22 to '23 Student Change	SY 20-21 03/15/21 FTE	SY 21-22 03/21/22 FTE	SY 22-23 03/20/23 FTE	21 to '23 FTE Change	22 to '23 FTE Change
10-101-1	Accounting	70	60	60	(10)	-	45.90	39.83	34.83	(11.07)	(5.00)
10-006-7	Agribusiness Science & Technology - AgBus Mgmt	9	14	16	7	2	4.57	13.93	16.63	12.07	2.70
10-006-5	Agribusiness Science & Technology - Agronomy	19	12	11	(8)	(1)	18.37	9.77	10.67	(7.70)	0.90
10-006-6	Agribusiness Science & Technology - Animal Science	20	29	36	16	7	16.57	23.57	32.03	15.47	8.47
10-102-3	Business Management	132	115	108	(24)	(7)	82.50	71.77	67.00	(15.50)	(4.77)
10-530-5	Cancer Information Management	111	86	66	(45)	(20)	56.10	52.33	37.10	(19.00)	(15.23)
10-504-X	Criminal Justice	49	45	32	(17)	(13)	33.47	31.97	26.37	(7.10)	(5.60)
10-316-1	Culinary Arts	6	5		(6)	(5)	5.10	5.60		(5.10)	(5.60)
10-317-1	Culinary Management	2			(2)	-	1.53			(1.53)	-
10-102-1	Data Analytics		5	5	5	-		2.27	3.23	3.23	0.97
10-510-6	Direct Entry Midwife	124	138	147	23	9	49.27	65.43	71.97	22.70	6.53
10-307-1	Early Childhood Education	63	50	51	(12)	1	43.43	32.03	31.20	(12.23)	(0.83)
10-620-1	Electro-Mechanical Technology	33	27	23	(10)	(4)	30.53	23.13	21.10	(9.43)	(2.03)
10-325-1	Golf Course Management	10	13	15	5	2	9.87	12.17	14.83	4.97	2.67
10-201-2	Graphic And Web Design	19	23	27	8	4	15.00	17.97	25.20	10.20	7.23
10-530-1	Health Information Technology	47	42	37	(10)	(5)	18.87	19.97	18.10	(0.77)	(1.87)
10-520-3	Human Services Associate	32	39	34	2	(5)	26.07	29.17	28.27	2.20	(0.90)
10-825-1	Individualized Technical Studies	3			(3)	-	1.40			(1.40)	-
10-620-3	Instrumentation and Controls Technology	4		2	(2)	2	0.90		2.20	1.30	2.20
10-150-2	IT-Network Specialist	27	23	17	(10)	(6)	14.53	12.07	12.00	(2.53)	(0.07)
10-196-1	Leadership Development	11	13	12	1	(1)	3.47	6.63	6.40	2.93	(0.23)
10-513-1	Medical Laboratory Technician	21	20	14	(7)	(6)	14.57	14.93	10.10	(4.47)	(4.83)
10-196-6	Nonprofit Leadership	1	9	12	11	3	0.40	4.90	6.77	6.37	1.87
10-543-1	Nursing-Associate Degree	225	205	212	(13)	7	126.77	105.13	116.87	(9.90)	11.73
10-524-1	Physical Therapist Assistant	31	22	18	(13)	(4)	18.93	14.07	11.77	(7.17)	(2.30)
10-182-1	Supply Chain Management	25	33	36	11	3	10.97	15.30	19.27	8.30	3.97
10-512-1	Surgical Technology			9	9	9			6.77	6.77	6.77
10-499-5	Technical Studies-Journeyworker		1	2	2	1		0.30	0.30	0.30	-
	Total Associate Degree	**1,094**	**1,029**	**1,002**	**(92)**	**(27)**	**649.07**	**624.23**	**630.97**	**(18.10)**	**6.73**

Southwest Tech
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March 20 2023: School Years 2020-21, 2021-22, and 2022-23 FTE Comparison

Program Code	Program Title	SY 20-21 03/15/21 Students	SY 21-22 03/21/22 Students	SY 22-23 03/20/23 Students	21 to '23 Student Change	22 to '23 Student Change	SY 20-21 03/15/21 FTE	SY 21-22 03/21/22 FTE	SY 22-23 03/20/23 FTE	21 to '23 FTE Change	22 to '23 FTE Change
31-101-1	Accounting Assistant	13	10	12	(1)	2	5.57	4.00	5.40	(0.17)	1.40
30-531-6	EMT-IV (Advanced EMT)		12	6	6	(6)		2.03	0.80	0.80	(1.23)
31-006-3	Agribusiness Science & Technology - Agronomy Tech	1	1	1	-	-	1.13	0.10	0.60	(0.53)	0.50
32-070-1	Agricultural Power & Equipment Technician	35	36	29	(6)	(7)	33.10	34.47	28.43	(4.67)	(6.03)
31-405-1	Auto Collision Repair & Refinish Technician	11	9	9	(2)	-	8.07	9.07	8.17	0.10	(0.90)
32-404-2	Automotive Technician	34	20	19	(15)	(1)	22.97	15.83	17.73	(5.23)	1.90
31-408-1	Bricklaying & Masonry	1	5	4	3	(1)	0.07	2.80	3.57	3.50	0.77
30-443-1	Building Maintenance & Construction		1	1	1	-		0.07	0.07	0.07	-
31-475-1	Building Trades-Carpentry	9	9	7	(2)	(2)	8.20	7.90	5.33	(2.87)	(2.57)
31-307-1	Child Care Services	5	4	5	-	1	3.40	2.10	2.70	(0.70)	0.60
30-420-2	CNC Machine Operator/Programmer	2	7	11	9	4	1.30	5.07	8.97	7.67	3.90
31-502-1	Cosmetology	19	26	31	12	5	13.60	19.23	22.57	8.97	3.33
30-504-2	Criminal Justice-Law Enforcement 720 Academy	14	7	10	(4)	3	9.33	5.13	8.00	(1.33)	2.87
30-508-2	Dental Assistant	11	18	18	7	-	5.57	9.47	9.20	3.63	(0.27)
30-812-1	Driver and Safety Education Certification	26	13	21	(5)	8	5.40	2.10	4.60	(0.80)	2.50
31-413-2	Electrical Power Distribution	44	44	44	-	-	40.60	37.00	41.17	0.57	4.17
50-413-2	Electricity (Construction) Apprentice	20	23	23	3	-	3.03	3.07	3.00	(0.03)	(0.07)
30-531-3	Emergency Medical Technician	108	58	77	(31)	19	17.17	8.37	14.57	(2.60)	6.20
32-080-4	Farm Operations & Management - Ag Mechanics	9	11	6	(3)	(5)	7.47	10.10	4.73	(2.73)	(5.37)
31-080-6	Farm Operations & Management - Crop Operations	1			(1)	-	0.07			(0.07)	-
32-080-3	Farm Operations & Management - Dairy	8	7	6	(2)	(1)	5.97	6.10	5.87	(0.10)	(0.23)
31-080-3	Farm Operations & Management - Dairy Technician	3	2	3	-	1	0.67	1.50	1.93	1.27	0.43
31-080-2	Farm Operations & Management - Farm Ag Maintenance	4	2	3	(1)	1	2.40	0.20	2.07	(0.33)	1.87
32-080-6	Farm Operations & Management - Livestock	1	3	5	4	2	1.03	2.73	4.70	3.67	1.97
31-080-7	Farm Operations & Management - Livestock Tech		1		-	(1)		0.77		-	(0.77)
50-413-1	Industrial Electrician Apprentice	10	6	11	1	5	1.67	0.80	2.27	0.60	1.47
31-620-1	Industrial Mechanic	3	1	2	(1)	1	2.83	0.47	1.33	(1.50)	0.87
31-154-6	IT-Computer Support Technician	15	13	9	(6)	(4)	11.53	9.33	7.20	(4.33)	(2.13)
31-513-1	Laboratory Science Technician	5	11	7	2	(4)	2.80	5.27	1.00	(1.80)	(4.27)
50-620-1	Mechatronics Technician Apprentice	5			(5)	-	1.27			(1.27)	-
31-509-1	Medical Assistant	44	31	26	(18)	(5)	34.40	22.43	20.20	(14.20)	(2.23)

Southwest Tech Here. Now.

March 20 2023: School Years 2020-21, 2021-22, and 2022-23 FTE Comparison

Program Code	Program Title	SY 20-21 03/15/21 Students	SY 21-22 03/21/22 Students	SY 22-23 03/20/23 Students	21 to '23 Student Change	22 to '23 Student Change	SY 20-21 03/15/21 FTE	SY 21-22 03/21/22 FTE	SY 22-23 03/20/23 FTE	21 to '23 FTE Change	22 to '23 FTE Change
31-530-2	Medical Coding Specialist	102	104	77	(25)	(27)	42.23	58.77	35.93	(6.30)	(22.83)
30-504-4	Nail Technician	3	2	7	4	5	1.20	1.00	2.63	1.43	1.63
30-543-1	Nursing Assistant	233	176	201	(32)	25	29.67	21.17	26.93	(2.73)	5.77
50-427-5	Plumbing Apprentice	18	21	23	5	2	2.52	4.17	3.59	1.08	(0.58)
31-504-5	Security Operations	1			(1)	-	0.70			(0.70)	-
31-182-1	Supply Chain Assistant	7	6	4	(3)	(2)	3.93	2.43	2.00	(1.93)	(0.43)
31-442-1	Welding	53	47	46	(7)	(1)	41.10	30.93	37.83	(3.27)	6.90
	Total Technical Diploma	**878**	**747**	**764**	**(114)**	**17**	**371.95**	**345.97**	**345.09**	**(26.86)**	**(0.88)**
20-800-1	Liberal Arts - Associate of Arts	31	51	38	7	(13)	9.67	18.67	10.93	1.27	(7.73)
20-800-2	Liberal Arts - Associate of Science	12	9	12	-	3	3.27	3.60	4.67	1.40	1.07
	Undeclared Majors	477	613	805	328	192	83.30	106.50	141.53	58.23	35.03
	Total Liberal Arts & Undeclared Majors	**520**	**673**	**855**	**335**	**182**	**96.23**	**128.77**	**157.13**	**60.90**	**28.37**
	Total	**2,492**	**2,449**	**2,621**	**129**	**172**	**1,117.25**	**1,098.97**	**1,133.19**	**15.94**	**34.22**
	Percent of Change									**1.43%**	**3.11%**
	Vocational Adult (Aid Codes 42-47)	2,741	2,889	3,296	555	407	57.95	58.82	60.89	2.94	2.07
	Community Services (Aid Code 60)	48	-	36	(12)	36	0.16	-	0.43	0.27	0.43
	Basic Skills (Aid Codes 73,74,75,76)	191	290	363	172	73	34.40	52.27	58.63	24.23	6.37
	Basic Skills (Aid Codes 77 & 78)	307	159	210	(97)	51	11.50	6.67	8.57	(2.93)	1.90
	Grand Total	**5,779**	**5,787**	**6,526**	**747**	**739**	**1,221.26**	**1,216.72**	**1,261.71**	**40.45**	**44.98**
	Total Percent of Change									**3.31%**	**3.70%**
					Budgeted/Goal FTEs		1,275	1,250	1,250		
					% of Budgeted/Goal FTEs Achieved to date		**95.8%**	**97.3%**	**100.9%**		
					Final Actual FTEs Achieved		1,256	1,253			
					% of Final Actual FTEs Achieved to date		97.2%	97.1%			
					22/23 Projected Ending FTEs using historical trend		**1,298**	**1,299**			
					Will budget be met		**YES**	**YES**			

2. FY 2024 Application Comparison Report

Program Application Comparison 2022/23 vs. 2023/24

		03/16/22			3/20/2023			
PROGRAM	CAP	IP	ACCEPT	TOTAL	IP	ACCEPT	TOTAL	YOY
Accounting		5	7	12	11	3	14	2
Accounting Assistant		4	0	4	3	0	3	-1
Agribusiness Science & Technology - Agbus Mgmt	20		11	11		22	22	11
Agribusiness Science & Technology - Agronomy	20		6	6		9	9	3
Agribusiness Science & Technology - Agronomy Tech	20		0	0		4	4	4
Agribusiness Science & Technology - Animal Science	20		26	26		25	25	-1
Agricultural Power & Equipment Technician	22		17	17		25	25	8
Auto Collision Repair & Refinish Technician	22		9	9		14	14	5
Automotive Technician	22		26	26		33	33	7
Building Trades-Carpentry	20		7	7		22	22	15
Business Management		33	16	49	30	20	50	1
Cancer Information Management	30	10	24	34	18	30	48	14
Child Care Services	13	4	2	6	3	5	8	2
CNC Machine Operator/Programmer	15		0	0		0	0	0
Cosmetology	24		41	41		47	47	6
Criminal Justice Studies	70	11	6	17	10	5	15	-2
Criminal Justice-Law Enforcement 2		2	16	18	9	21	30	12
Data Analytics			0	0	9	0	9	9
Dental Assistant	18	2	21	23	3	8	11	-12
Driver and Safety Education Certification		1	0	1	6	0	6	5
Early Childhood Education	28	17	17	34	20	23	43	9
Electrical Power Distribution	44		87	87		97	97	10
Electro-Mechanical Technology	24		19	19		20	20	1
Farm Operations & Management - Ag Mechanics	20		4	4				-4
Farm Operations & Management - Dairy	20		5	5				-5
Farm Operations & Management - Dairy Technician	20		0	0				0
Farm Operations & Management - Farm Ag Maintenance	20		1	1				-1
Farm Operations & Management - Livestock	20		5	5				-5
Farm Operations & Management - Livestock Tech	20		3	3				-3
Golf Course Management			9	9		8	8	-1
Graphic and Web Design	25		24	24		25	25	1
Health Information Technology	22	2	7	9	2	13	15	6
Human Services Associate	31		27	27		19	19	-8
Industrial Mechanic	6		2	2		3	3	1
Instrumentation and Controls Technology	6		2	2		0	0	-2
IT-Computer Support Technician			6	6		8	8	2
IT-Network Specialist			16	16		10	10	-6
Laboratory Science Technician	15		2	2		0	0	-2
Leadership Development			0	0		0	0	0
Liberal Arts - Associate of Arts		13	7	20				-20
Liberal Arts - Associate of Science		13	0	13				-13
Liberal Arts - Associate of Arts (SWTC)					15	8	23	23
Liberal Arts - Associate of Science (SWTC)					11	4	15	15
Logistics			0	0		2	2	2
Medical Assistant	32		21	21		20	20	-1

Program Application Comparison 2022/23 vs. 2023/24

		03/16/22			3/20/2023			
PROGRAM	CAP	IP	ACCEPT	TOTAL	IP	ACCEPT	TOTAL	YOY
Medical Coding Specialist	23	8	27	35	11	25	36	1
Medical Laboratory Technician	16	6	4	10	5	3	8	-2
Nail Technician			9	9		12	12	3
Nonprofit Leadership			1	1	2	0	2	1
Nursing-Associate Degree	54	105	49	154	118	52	170	16
Nursing-Associate Degree-Part-time	28		20	20		6	6	-14
Payroll Assistant			0	0		1	1	1
Pharmacy Tech (Shared)			0	0		0	0	0
Physical Therapist Assistant	18	5	4	9	6	10	16	7
Supply Chain Assistant		1	0	1	3	0	3	2
Supply Chain Management		1	1	2	6	1	7	5
Surgical Technology		11	3	14	10	7	17	3
Sustainable Energy Management						1	1	1
Tax Preparer Assistant			0	0		1	1	1
Technical Studies-Journeyworker			0	0	1	0	1	1
Undecided		42	0	42	29	0	29	-13
Welding	40		40	40		42	42	2
TOTAL		**296**	**657**	**953**	**341**	**714**	**1055**	**102**

Spring 2023-24

PROGRAM	CAP	IP	ACCEPT	TOTAL	IP	ACCEPT	TOTAL	YOY
Direct Entry Midwife	32	35	46	81	42	33	75	-6
TOTAL		**35**	**46**	**81**	**42**	**33**	**75**	**-6**

B. Chairperson's Report

1. **Board Member Expenses Discussion**

C. College President's Report

1. **WTCS Grant Update**
2. **Renewable Energy Funding Update**
3. **WTCS & Presidents' Association Update**
4. **Aspen Update**
5. **Discuss Spring District Board Retreat**

6. Review 2023-24 District Board Monitoring Schedule (Draft)

The draft of the 2023-24 District Board Monitoring Schedule follows.

SOUTHWEST TECH BOARD MONITORING SCHEDULE
JULY 2023 – JUNE 2024

DATE	ACTIVITY/PURPOSE	LOCATION
July 10, 2023	**Southwest Tech Annual Board Meeting** ➢ Oath of Office ➢ Election of Officers ➢ Three-year & Ten-Year Facilities Plan	**Southwest Tech**
July 11-12	WTCS Board Meeting	Gateway - Racine
July 20-22	District Boards Association Summer Meeting	Fox Valley - Appleton
August 9	Real Estate Foundation Board Meeting	Southwest Tech
TBD	Foundation Board Meeting	Southwest Tech
August 24, 2023	**Southwest Tech Board Meeting** ➢ Foundation Quarterly Report ➢ Real Estate Foundation Quarterly Report	**Southwest Tech**
September 12-13	WTCS Board Meeting	Moraine Park – Fond du Lac
September 21, 2023	**Southwest Tech Board Meeting** ➢ Aspen Unlocking Opportunities Site Visit to SWTC ➢ Compliance Monitoring Report ➢ Layla Merrifield, District Boards Association	**Southwest Tech**
Oct. 9-12	Association of Community College Trustees Leadership Congress	Las Vegas
October 19, 2023 (May include Foundation, REF meetings)	**Southwest Tech Board Meeting/Half-Day Retreat** ➢ Resolution for Adoption of 2023 Tax Levy ➢ Fund & Account Transfers (2022-23 Budget Modifications) ➢ Review of Purchasing Activity ➢ WI Code of Ethics Resolution ➢ Foundation Quarterly Report ➢ Real Estate Foundation Quarterly Report ➢ Student Access Monitoring Report	**TBD**
Oct. 9-12	Association of Community College Trustees Leadership Congress	Waukesha
TBD	Real Estate Foundation Board Meeting	Southwest Tech
TBD	Foundation Board Meeting	Southwest Tech
November 7-8	WTCS Board Meeting	Lakeshore - Cleveland
November 16, 2023	**Southwest Tech Board Meeting** ➢ 2024-25 Budget Process	**Southwest Tech**

3-23-2023

DATE	ACTIVITY/PURPOSE	LOCATION
December 15	Southwest Tech Winter Graduation	Southwest Tech
December 21, 2023	**Southwest Tech Board Meeting** ➢ Financial Audit	**Southwest Tech**
TBD	District Boards Association Legislative Seminar	
January 16	WTCS Board Meeting	WTCS Office - Madison
January 25, 2024	**Southwest Tech Board Meeting** ➢ Foundation Quarterly Report ➢ Real Estate Foundation Quarterly Report ➢ Safety & Security Monitoring Report	**Southwest Tech**
TBD	Foundation Board Meeting	Southwest Tech
February 1	Real Estate Foundation Board Meeting	Southwest Tech
February 4-7	Association of Community College Trustees National Legislative Summit	Washington DC
February 22, 2024	**Southwest Tech Board Meeting** ➢ Budget Assumptions & Parameters	**Southwest Tech**
March 19-20	WTCS Board Meeting	Waukesha -Pewaukee
March 21, 2024	**Southwest Tech Board Meeting** ➢ Quality Teaching & Learning Monitoring Report	**Southwest Tech**
April 11-12	District Boards Association Spring Meeting	Southwest Tech
April 26-27, 2024	**Southwest Tech Board Retreat** ➢ Foundation Quarterly Report ➢ Real Estate Foundation Quarterly Report	**TBD**
TBD	Real Estate Foundation Board Meeting	Southwest Tech
TBD	Foundation Board Meeting	Southwest Tech
May 16, 2024	**Southwest Tech Board Meeting** ➢ Proposed Budget ➢ State of College Report ➢ Financial Sustainability Monitoring Report ➢ President's Evaluation & Contract	**Southwest Tech**
May 18	Southwest Tech Graduation	Southwest Tech
May 21	WTCS Board Meeting	WTCS Office – Madison
June 20, 2024	**Southwest Tech Board Meeting** ➢ Public Budget Hearing/Approval ➢ College Culture Monitoring Report	**Southwest Tech**
July 8, 2024	**Southwest Tech Annual Board Meeting**	**Southwest Tech**

D. College Happenings

E. Other Informational Items

Establish Board Agenda Items for Next Meeting

A. Agenda

1. **SWTC Foundation Quarterly Report**
2. **SWTC Real Estate Foundation Quarterly Report**
3. **Recruitment, Retention, Compensation, Benefits and Culture: Trends and Opportunities**

B. Time and Place

1. **Date Change from April 28, 29 to May 5, 6, 2023, UW-Platteville**

Adjourn to Closed Session

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

1. **Discussing the President's contract and performance review per Wis. Stats. 19.85(1)(c)** {Considering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.}
2. **Discussing preliminary notices of non-renewal per Wis. Stats. 19.85(1)(c)** {Considering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.}

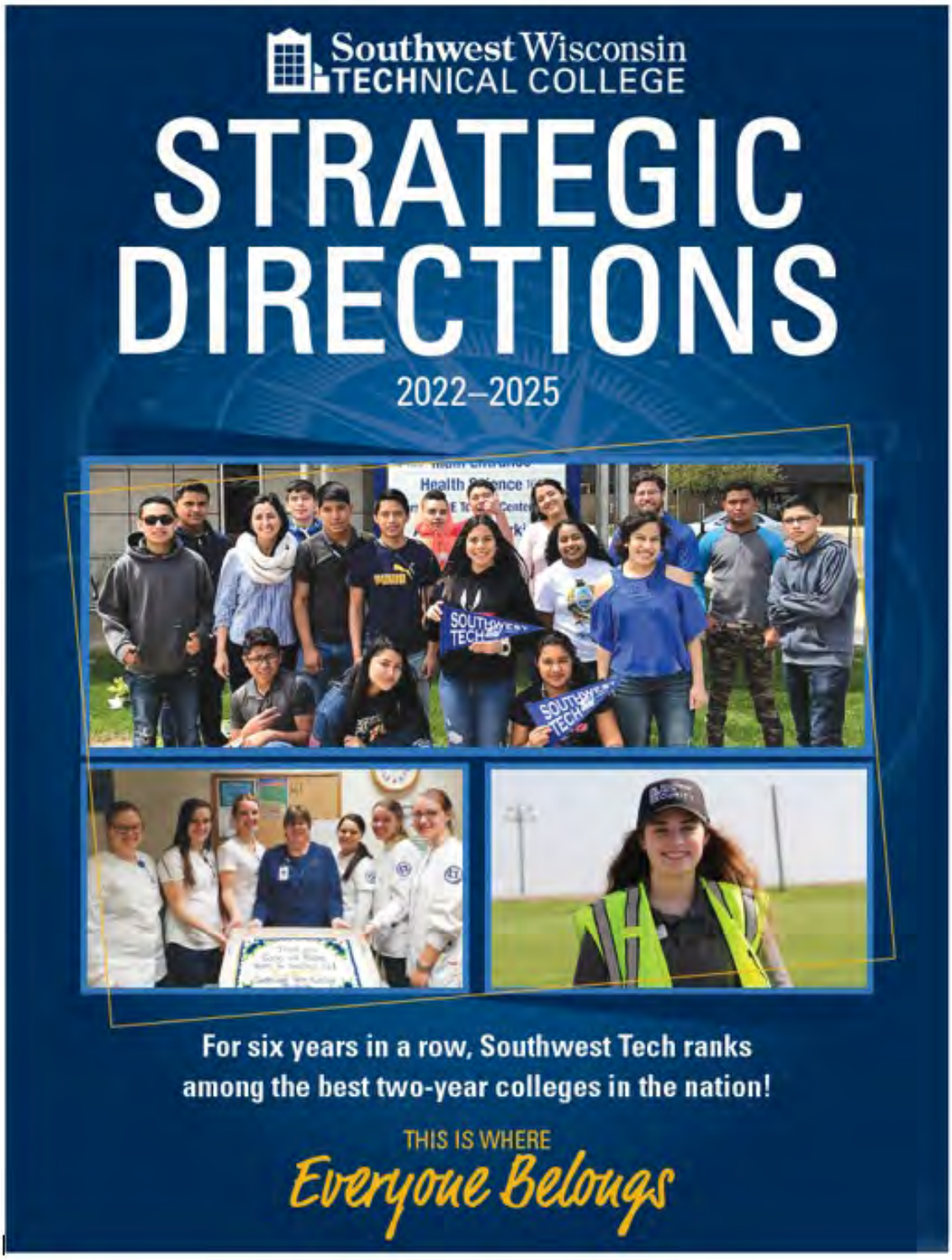
B. Approval of Closed Session Minutes from February 23, 2023

Reconvene to Open Session

A. Action, if necessary, on Closed Session Items

Adjournment

Appendix ~ Southwest Wisconsin Technical College Strategic Directions (2022-2025)



Who We Are

Mission

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

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.

Values

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.

Joe Randall, Electrical Power Distribution program instructor, teaches his students integrity by volunteering in Richland Center to hang holiday lights in the park for the southwest Wisconsin community to enjoy.

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.

Tonia Breuer, Medical Assistant program instructor, assists a student with essential hands-on education that helps them succeed in the workplace.

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.

Jake Mootz, IT support specialist, assists students with enrolling in Charger Tech 360 at New Student Orientation. Charger Tech 360 is more than just a laptop, it's support, software, and service when you need it providing a successful learning experience.

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.

Tom Kretschman, Criminal Justice Instructor, prepares students to take a leadership role in campus safety.

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.

Christena Bowers, disability and support services manager, took students to a conference in Wisconsin Dells. They presented to high school educators on their experiences transitioning from high school to college and how teachers can better prepare their students for that transition.

Building relationships with prospective students, current students, and employers is what we do best. At Southwest Tech, we care.

The front cover shows a recruiter meeting with students from Darlington High School, Nursing-Associate Degree students celebrating their last day of clinical at Boscobel Care and Rehab, and State Student Ambassador and Criminal Justice Studies student Hannah Masters serving in her campus security role.

What We Do

We Provide
AFFORDABLE EDUCATION

Jenna graduated with zero debt.
Average debt is $3,815 and many students receive scholarships to further reduce costs.

ANNUAL COST OF COLLEGE TUITION

Sources: U.S. Department of Education–Net Price Calculator Center; UW HELP System Tuition Chart, The College Board 2021, College Costs Calculator

We Help
OUR STUDENTS GET GOOD JOBS

Victoria was hired locally in the law enforcement field before graduation.

90%
Were Employed Within the First Year of Graduation.

$42,820
Median Salary
6 Months After Graduating With an Associate Degree.

Source: 2020 Graduate Outcomes Report

We Promote
LIFELONG LEARNING

Transfer credits helped Tory build his career.

- Benton High School, 2008
- UW-Platteville, Biology, 2012
- Southwest Tech, Nursing-Associate Degree, 2015
- UW-Madison, Bachelor of Science-Nursing, 2017
- Clarke University, Doctor of Nursing Practice, 2021

Transfer Credits to Southwest Tech
You may be able to transfer credits, utilize existing credits, or earn new credits for skills and knowledge you gained at another college, in the military, or on the job.

Transfer Credits from Southwest Tech
Southwest Tech has transfer agreements with private colleges, universities, and the University of Wisconsin System.

College Health Indicators

The District Board of Directors reviews College Health Indicators (CHI) semi-annually. The CHI are metrics that provide a trend of performance year-over-year with benchmarks that compare Southwest Tech to other Wisconsin Technical College System colleges or national performance standards.

GOAL
To achieve after implementing activities/ initiatives. Targets are determined and approved by the Executive Team.

ACTUAL
Current or most recent measure available.

STRATEGIC DIRECTION
Engage Students in High Quality Experiential Learning

COLLEGE HEALTH INDICATOR (CHI)	ACTUAL	GOAL
1. Equity in Student Learning	51%	75%
2. Enrollment Headcount	6805	6900
3. Retention Rate	71%	74%
4. Graduation Rate	55%	65%
5. Job Placement	90%	97%
6. Student Satisfaction (7-point scale)	5.79	6.00
7. Employer Satisfaction	100%	100%

STRATEGIC DIRECTION
Strengthen a Culture of Caring and Success

8. Employee Satisfaction (5-point scale)	4.07	4.50
9. Employee Retention	94.79%	95%

STRATEGIC DIRECTION
Enhance the College's Economic Impact

10. Full Time Equivalent (FTE) Count	1253.01	1300.00
11. Economic Impact:		
11 a. Job Placement In-District	44%	56%
11 b. Five-Year Graduate Wage Growth	47%	57%
11 c. Job Placement in Industry	83%	90%

College Governance

Executive Team
Leads the college to achieve excellence with integrity through learning and service.

Krista Weber, chief human resources officer, works closely with the president to lead the Executive Team. Her efforts are part of our commitment to succession planning and leadership development.

College Council
Cultivates College Values as core behaviors of a positive, caring culture of wellness and trust.

Josh Bedward, facilities manager and master electrician, co-leads the College Council and took a lead role in developing and implementing the performance management evaluations.

Academic Council
Leads efforts to ensure all students learn, progress, and achieve their goals, especially our Special Populations*.

Kim Maier, Ph.D., executive dean, leads the Academic Council.

Operations Council
Leads the achievement of sustainable college operations.

Heath Ahnen, executive director of information technology services, is co-leading the implementation of a new Enterprise Resource Planning system.

Leadership Council
Creates mutual understanding among all supervisors to consistently communicate with and engage all faculty and staff.

Kris Wubben, director of student success, and Chantel Hampton, diversity, equity, and inclusion coordinator, co-lead the Leadership Council.

*The Wisconsin Technical College System (WTCS) defines special populations as students of color, Pell Grant recipients, military veterans, incarcerated individuals, dislocated workers, and persons with disabilities.

10.07.22

PRIORITY PROJECT 1

This Is Where You Succeed

Access to high-quality academic programming helps students succeed in the workforce. The Academic Plan focuses on emerging industries and revitalizing existing programs.

Karen Bricco, lab science adjunct instructor, brought her Laboratory Science Technician program students from Boscobel, Richland Center, and Platteville high schools to visit Southwest Tech's campus. We offer these courses in the high schools through Southwest Tech's CollEDGE Up program.

GOOD ★
More students in relevant programs.

BETTER ★★
Recruit and graduate students into high-wage/high-demand jobs.

BEST ★★★
Dynamic programming provides life-long learning opportunities responsive to the workforce and individuals.

PERFORMANCE
We know we will be successful when all academic programs achieve high-wage/high-demand status. We also start new programs when an industry sector aligns with our mission as a technical college.

ACADEMIC COUNCIL

GOALS

1. Start five new programs that lead to high-wage/high-demand careers by 2025.
2. Revitalize at least three existing programs per year to increase enrollments leading to high-wage/high-demand careers.
3. Increase dual credit enrollments in each of our thirty school districts by 5% per year through 2025.
4. Offer two Spanish-speaker-supported degree programs by 2025.
5. 100% of Associate of Arts and Associate of Science Degree students will have transferability to a four-year college with junior status by 2024.
6. Expand services and programming to increase the number of students served in Prairie du Chien from 81 in FY2022 to 200 students by FY2025. Also increase the number of students served in Dodgeville from 31 in FY2022 to 100 by FY2025.
7. Increase the rate students in High School Equivalency Diploma (HSED) programs enroll in college-level programming from 20% to 40% by 2025.
8. Identify and begin at least one new academic program per year through 2025 to offer at the Prairie du Chien and Dodgeville outreach centers.

PRIORITY PROJECT 2

This Is Where Innovation Is Valued

Using one-time funding sources, we will reduce our operating expenses through investments in renewable energies. We will create student learning opportunities through partnerships between academics and operations.

Dan Imhoff, executive director of facilities, safety, and security, reviews designs that utilize renewable energies to save money the college can invest in supporting students.

GOOD ★
One-time capital dollars reduce operational costs in the long run.

BETTER ★★
Financial savings invested in student success.

BEST ★★★
Students engage in renewable energy trainings and programs leading to high-wage, high-demand employment opportunities

PERFORMANCE
We know we will be successful when sustainable projects in renewable energies save money to invest in supporting students.

EXECUTIVE TEAM

GOALS

1. Reduce our greenhouse gas emissions 20% by 2025.
2. Reduce our heat and electric costs 20% by 2025.
3. Graduate at least 20 students to serve renewable energy and energy efficiency needs of our region by 2025 through our new Sustainable Energy Management Associate Degree.

PRIORITY PROJECT 3

This Is Where People Care

At Southwest Tech we want every student to know we care about their success. We also want our faculty, staff, and leadership to be representative of our district population and student body.

Southwest Tech Midwifery students and faculty members were able to attend the Art and Science of Birth (Integrando la Ciencia y el Arte del Nacimiento) in Puerto Rico. These connections last a lifetime.

GOOD ★
Student and employee recruitment, retention, and promotion result in improved outcomes for everyone.

BETTER ★★
Everyone at Southwest Tech demonstrates fairness, trust, and respect for all people.

BEST ★★★
All students are more successful throughout their lives because of the efforts of our faculty and staff.

PERFORMANCE
We know we will be successful when student learning improves inside and outside of the classroom, focusing on achievement gaps between our special and non-special populations.

COLLEGE COUNCIL

GOALS

1. Increase the percent of racially diverse employees at the College to better reflect our student population.
2. Help all students be more successful by 3% each year AND ensure our special populations* achieve at the same success rates as the general student body in:
   a. Enrollment headcount
   b. Graduation rate
   c. Job placement
   d. University transfer rate
   e. Salary growth over 5 years
3. Provide technical assistance and guidance to at least three other organizations who decide to implement Universal Design by 2025.

This Is Where Students Succeed

Southwest Wisconsin Technical College is one of the 10 finalists out of nearly 1,200 two-year colleges for the Aspen Prize for Community College Excellence.

The Aspen Prize honors colleges with outstanding achievement in five critical areas: teaching and learning, certificate and degree completion, transfer and bachelor's attainment, workforce success, and equity for students of color and students from low-income backgrounds. By focusing on student success and lifting up models that work, the Aspen Prize aims to celebrate excellence, advance a focus on equitable student success, and stimulate replication of effective culture and practice.

*The Wisconsin Technical College System (WTCS) defines special populations as students of color, Pell Grant recipients, military veterans, incarcerated individuals, dislocated workers, and persons with disabilities.

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