



# **Southwest Wisconsin Technical College**

## **District Board Meeting**

**Regular Meeting**

**June 20, 2024**

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

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## **Annotated Agenda**



### **BOARD MEETING NOTICE/AGENDA**

Thursday, June 20, 2024

6:00 p.m. – Budget Hearing

Regular Board Meeting - Immediately Following Budget Hearing

Southwest Tech Campus

1800 Bronson Boulevard, Fennimore, WI 53809

Conference Room 430

\*Student Success Plan Activity will be held in Room 430, Room 440, & Cafeteria\*

## **ANNOTATED AGENDA**

### **OPEN MEETING**

The following statement will be read: "The June 20, 2024, Southwest Wisconsin Technical College Board regular meeting 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](http://www.swtc.edu/about/board/meetings), posted on campus, at 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**

### **ADJOURN TO CLOSED SESSION**

#### **A. Consideration of adjourning to a 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 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.}**



**B. Approval of Closed Session Minutes from March 28, 2024.**

**RECONVENE TO OPEN SESSION**

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

**STUDENT SUCCESS AGENDA**

**A. \*Student Success Plan Activity – Budget Planning**

Board members will break into small groups for a short scenario activity where they act as students and engage with Financial Aid staff members – Sara Bahl, Margaret Chubb, and Riley Klein - to complete the budget planning portion of a Student Success Plan.

**B. Feedback and Discussion of Opportunities**

The Board members will return to Room 430 for a short debrief on the activity.

**CONSENT AGENDA**

**A. Approval of Agenda**

The June 20, 2024, Board meeting agenda is included in the electronic Board material.

**B. Minutes of the May 23, 2024, Regular Board Meeting**

Minutes of the May 23, 2024, retreat and regular 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 40 contracts totaling \$182,968.08 in May 2024 being presented for Board approval. The Contract Revenue Report is included within the electronic Board packet.

**E. Personnel Items**

The Personnel Report includes a recommendation for two new hires and one retirement. This report is included in the electronic Board packet.

**Recommendation:** Approve the June 20, 2024, Consent Agenda as presented.

## **OTHER ITEMS REQUIRING BOARD ACTION**

### **A. Approval of 2024-25 Budget**

Caleb White will present the 2024-25 budget document at the public hearing before the Board meeting. The budget document is available electronically with all other Board material. Mr. White and Kelly Kelly, Controller, will be present for any questions.

**Recommendation:** Approve the 2024-25 Budget as presented.

### **B. Approval of Darlington Outreach Site Lease**

Caleb White, Vice President of Administrative Services, will present a lease agreement for the Darlington Outreach Site located at 627 Main Street, Darlington, WI. The lease agreement is included with the electronic Board meeting information.

**Recommendation:** Approve the lease agreement with the City of Darlington to lease 840 square feet of office and educational space located at 627 Main Street, Darlington, WI for \$1220 annually from July 1, 2024, through June 30, 2025.

### **C. Approval of Digital Automated Forms RFP**

Mr. White will review a Request for Proposal (RFP) for a digital automated forms platform that offers the highest quality service at the best value to the College.

Purpose includes a platform that provides customizable digital forms, that can be sent, returned, and stored efficiently and securely using workflows between our Human Resources team and external new hires.

**Recommendation:** Award the RFP for Digital Automated Forms to Droplet of Lehi, Utah, in the amount of \$33,499.00, for a three-year term beginning July 1, 2024.

## **BOARD MONITORING OF COLLEGE EFFECTIVENESS**

### **A. Bridging District Workforce Data to SWTC Programming**

Extending the programming data discussion from the May meeting, Mandy Henkel, Director of College Effectiveness/Accreditation; Kris Wubben, Executive Dean; and Cynde Larsen, Chief Academic Officer, will use a real-time case study to highlight data use for a possible Advanced Manufacturing degree. A diagram that supports their presentation is included in the Board packet.

### **B. Staffing Update**

Krista Weber, Chief Human Resources Officer, will review this month's staffing update. A summary is included with the electronic Board material.

## **INFORMATION AND CORRESPONDENCE**

### **A. Enrollment Report**

- 1. 2024-25 Year-Over-Year FTE Comparison**
- 2. Student Success Scoreboard**

These reports are within the Board's packet of electronic material. Katie Glass, Executive Director of Marketing, along with Ms. Clendenen and Mr. White, will be available at the meeting for any questions the Board members may have.

**B. Chairperson's Report**

**C. Acting College President's Report**

- 1. Update Regarding the Legal Services RFP**
- 2. Building a Scaled Culture of Continuous Improvement in Teaching & Learning at SWTC** – Board members will be asked to share their thoughts on the following guiding questions: What are your thoughts on the sustainability and effectiveness of Team Action Plans for maintaining and further enhancing teaching quality and student success at the college? Are there other ways we could utilize Team Action Plans for continuous improvement?
- 3. Aspen 2025 Community College Excellence Prize**
- 4. College Happenings**

**D. Other Information Items**

**ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING**

**A. Agenda**

- 1. Professional Development – Aspen Institute (Remote)**
- 2. Oath of Office**
- 3. Election of 2024-25 Board Officers**
- 4. Approval of 2024-25 Signatory Policy**
- 5. Designation of 2024-25 College Legal Counsel**
- 6. Approval of 3-Year Facilities Plan**
- 7. Approval of 10-Year Facilities and Financing Plan**

**B. Time and Place**

- 1. Monday, July 8, 2024, Southwest Tech's Room 430, 1800 Bronson Blvd., Fennimore, WI 53809**
- 2. 5:00 – 7:00 p.m.: Professional Development (Virtually led by Aspen Institute), followed by the Annual Meeting.**

**ADJOURNMENT**

## **Open Meeting**

The following statement will be read: “The June 20, 2024, Southwest Wisconsin Technical College Board regular meeting 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](http://www.swtc.edu/about/board/meetings). Notice is also posted on Campus, at 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***

## **Adjourn to Closed Session**

### ***A. Consideration of adjourning to a 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 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.}

### ***B. Approval of Closed Session Minutes from March 28, 2024.***

## **Reconvene to Open Session**

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

## **Student Success Agenda**

### ***A. Student Success Plan Activity – Budget Planning***

Board members will break into small groups for a short scenario activity where they act as students and engage with staff members to complete the budget planning portion of a Student Success Plan. Financial Aid staff - Sara Bahl, Margaret Chubb, and Riley Klein - will lead a financial budget workshop with Board members.

## ***B. Feedback and Discussion of Opportunities***

The Board members will return to Room 430 for a short debrief on the activity.

## **Consent Agenda**

### ***A. Approval of Agenda***



#### **BOARD MEETING NOTICE/AGENDA**

Thursday, June 20, 2024

6:00 p.m. – Budget Hearing

Regular Board Meeting - Immediately Following Budget Hearing

Southwest Tech Campus

1800 Bronson Boulevard, Fennimore, WI 53809

Conference Room 430

\*Student Success Plan Activity will be held in Room 430, Room 440, & Cafeteria\*

## **AGENDA**

### **OPEN MEETING**

The following statement will be read: "The June 20, 2024, Southwest Wisconsin Technical College Board regular meeting 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](http://www.swtc.edu/about/board/meetings), posted on campus, at 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

### **ADJOURN TO CLOSED SESSION**

A. Consideration of adjourning to a 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 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.}

B. Approval of Closed Session Minutes from March 28, 2024.

#### **RECONVENE TO OPEN SESSION**

A. Action, if necessary, on Closed Session Items

#### **STUDENT SUCCESS AGENDA**

A. \*Student Success Plan Activity – Budget Planning

Board members will break into small groups for a short scenario activity where they act as students and engage with Financial Aid staff members – Sara Bahl, Margaret Chubb, and Riley Klein - to complete the budget planning portion of a Student Success Plan.

B. Feedback and Discussion of Opportunities

The Board members will return to Room 430 for a short debrief on the activity.

#### **CONSENT AGENDA**

A. Approval of Agenda

B. Minutes of the May 23, 2024, Regular Board Meeting

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. Approval of 2024-25 Budget

B. Approval of Darlington Outreach Site Lease

C. Approval of Digital Automated Forms RFP

#### **BOARD MONITORING OF COLLEGE EFFECTIVENESS**

A. Bridging District Workforce Data to SWTC Programming

B. Staffing Update

#### **INFORMATION AND CORRESPONDENCE**

A. Enrollment Report

1. 2024-25 Year-Over-Year FTE Comparison

2. Student Success Scoreboard

B. Chairperson's Report

C. Acting College President's Report

1. Update Regarding the Legal Services RFP
  2. Building a Scaled Culture of Continuous Improvement in Teaching & Learning at SWTC
  3. Aspen 2025 Community College Excellence Prize
  4. College Happenings
- D. Other Information Items

#### **ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING**

- A. Agenda
1. Professional Development – Aspen Institute (Remote)
  2. Oath of Office
  3. Election of 2024-25 Board Officers
  4. Approval of 2024-25 Signatory Policy
  5. Designation of 2024-25 College Legal Counsel
  6. Approval of 3-Year Facilities Plan
  7. Approval of 10-Year Facilities and Financing Plan
- B. Time and Place
1. Monday, July 8, 2024, Southwest Tech’s Room 430, 1800 Bronson Blvd., Fennimore, WI 53809
  2. 5:00 – 7:00 p.m.: Professional Development (Virtually led by Aspen Institute), followed by the Annual Meeting.

#### **ADJOURNMENT**

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

#### ***B. Approval of Minutes from the May 23, 2024, Regular Board Meeting***



#### **MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS OF SOUTHWEST WISCONSIN TECHNICAL COLLEGE MAY 23, 2024**

The Board of Southwest Wisconsin Technical College met in an open session of a regular meeting commencing at 6:10 p.m. on Thursday, May 23, 2024, in Room 430, on the District Campus, located at 1800 Bronson Boulevard, in the City of Fennimore, Grant County, Wisconsin. The following members were present:

Charles Bolstad (remote), David Blume (remote), Kent Enright (arrived at 6:12 p.m.), Tracy Fillback, Jeanne Jordie, Chris Prange, Donald Tuescher, and Steve Williamson. Absent: Jane Wonderling

Others present for all, or a portion, of the meeting included:

Southwest Tech Chief Student Services Officer and Acting President Holly Clendenen and College Staff: Heath Ahnen, Dennis Cooley, Katie Glass, Dan Imhoff, Cynde Larsen, Kim Maier, Lori Needham, Vicky Rundle, Matt Schneider, Amy Seeboth-Wilson, Angela Starkey, Kaye Woodke, Kris Wubben

Vice-Chairperson Prange called the meeting to order. Proof of notice was given regarding the time, place, and purpose. The following is the official agenda:



**BOARD MEETING NOTICE/AGENDA**

Thursday, May 23, 2024

6:00 p.m. – Regular District Board Meeting

Southwest Tech

1800 Bronson Boulevard

Fennimore, WI 53809

Main Meeting Room: Room 430

\*Student Success Plan Activity will be held in Room 430, Room 440, & Cafeteria

**AMENDED AGENDA**

**OPEN MEETING**

The following statement will be read: "The May 23, 2024, Southwest Wisconsin Technical College Board regular meeting 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](http://www.swtc.edu/about/board/meetings), 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

**STUDENT SUCCESS AGENDA**

A. \*Student Success Plan Activity – Career Assessment



Board members will break into small groups for a short scenario activity where they act as students and engage with a staff member to complete the career assessment portion of a Student Success Plan.

C. Feedback and Discussion of Opportunities

All Board members will return to Room 430 to discuss the activity.

**CONSENT AGENDA**

A. Approval of Agenda

B. Approval of Minutes from the April 26-27, 2024, Retreat & Regular Board Meeting

C. Financial Reports

1. Purchases Greater than \$2,500

2. Treasurer's Cash Balance

3. Budget Control

D. Contract Revenue

E. Personnel Items

F. Richland Center Outreach Subleases

a. Forward Service Corporation

b. United Migrant Opportunity Services (UMOS)

G. Hay Lease – 4.1 acres, SW Corner of County F & Hwy 18, Fennimore, WI

H. ACCT 2024-25 Membership Renewal

I. District Boards Association (DBA) 2024-25 Renewal

**OTHER ITEMS REQUIRING BOARD ACTION**

A. Approval of Dodgeville Outreach Site Lease

B. Approval of 2024-25 Compensation and Benefits Recommendation

**BOARD MONITORING OF COLLEGE EFFECTIVENESS**

A. Success Plan for the College

B. 2024-25 Budget Update

C. Review of Facilities Plan (Draft)

D. Staffing Update

E. SWTC Foundation Quarterly Report

F. SWTC Real Estate Foundation Quarterly Report

G. SWTC District Workforce Data

**INFORMATION AND CORRESPONDENCE**

A. Enrollment Reports

1. 2024-25 Year-Over-Year FTE Comparison

2. Student Success Scoreboard

B. Accessing College Email

C. Chairperson's Report

D. Acting College President's Report

1. Faculty Qualification Assurance System (FQAS) Audit
  2. Graduation Update
  3. College Happenings
- E. Other Information Items

#### **ESTABLISH BOARD AGENDA ITEMS FOR NEXT MEETING**

- A. Agenda
1. Public Budget Hearing and Approval
  2. Student Success Agenda – Budget Planning
- B. Date, Time, and Place
- Thursday, June 20, 2024, 6:00 p.m., Southwest Tech’s Room 430, 1800 Bronson Blvd., Fennimore, WI 53809

#### **ADJOURNMENT**

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

The Board engaged in an interactive activity, followed by a short debrief, focusing on the Career Assessment portion of a Student Success Plan. The activity was led by Matt Schneider, Advisor, and Kaye Woodke, Recruiter. Katie Glass, Executive Director of Marketing, prefaced the activity by sharing that the College’s Student Success Plans focus on College Health Indicator 1.0 – Access. Components of a success plan include career assessments (goal to be completed before application); supports and services (goal to be completed before acceptance); and financial budgeting for paying for life during a college (goal completed before enrollment). SWTC aims to have a transformational, rather than transactional, experience with every student by helping each student make informed decisions about careers, financial commitments, and future wages.

After a review of the Consent Agenda, including the May 23, 2024, agenda; April 26-27, 2024, Board retreat/meeting minutes; financial reports; thirty-seven contracts totaling \$166,575.66 in April 2024; the employment recommendation of Jennifer Bahl, Administrative Assistant – Continuing Education; the resignation of Jake Wienkes, IT Support Specialist; the retirement of Gina Udelhofen, Annual Giving/Donor Relations Coordinator; a 12-month lease (July 1, 2024 – June 30, 2025) for Forward Service Corporation to lease 100 square feet of space from the College at the Richland Center Outreach Site located at 373 West 6th Street, Richland Center, WI, for \$338.00 per month; a 12-month lease (July 1, 2024 – June 30, 2025) for UMOS, Inc. to lease 145 square feet of space from the College at the Richland Center Outreach Site located at 373 West 6th Street, Richland Center, WI, for \$369.80 per month; a five-month (June 1, 2024 – November 1, 2024) lease agreement for the College to lease for 4.1 acres of hay ground on the southwest corner of County Road F and Highway 18 to Winch’s Pine Grove Farms, LP, Fennimore, WI for \$512.50 per month; the 2024-25 membership to the

Association of Community College Trustees (ACCT) for \$4997; and the District Boards Association (DBA) 2024-25 fee assessment of \$24,737.62. Mr. Tuescher moved, seconded by Mr. Enright, to approve the Consent Agenda, as presented. The motion was unanimously adopted.

Dan Imhoff, Executive Director of Facilities, Safety, & Security, presented the lease agreement for the College's Outreach Site located at 1206 N. Johns Street, Dodgeville, WI. Mr. Tuescher moved, seconded by Mr. Enright, to approve the lease agreement between Southwest Tech and Dodgeville Chiropractic and Wellness Center for 600 square feet of educational space located at 1206 N. Johns Street, Dodgeville, WI for \$775 per month from July 1, 2024, through June 30, 2025.

Holly Clendenen, Chief Student Services Officer and Acting President, presented the 2024-25 Employee Compensation and Benefits recommendation. Mr. Tuescher motioned, seconded by Ms. Jordie, to approve as presented, 2024-25 Employee Compensation and Benefits, effective July 1, 2024:

- Compensation: 2% increase to base wage for all regular employees plus market/band reclass adjustments.
- Benefits: Health premium share increase from 10% to 11% for all tiers.
- Health benefit enhancements to include dry needling, redlight therapy, and infertility coverage (limited lifetime maximum).

Upon roll call vote, Mr. Williamson, Mr. Tuescher, Mr. Prange, Ms. Jordie, Ms. Fillback, Mr. Enright, and Mr. Blume members voted affirmatively, with Mr. Bolstad voting against. Motion adopted.

The Success Plan of the College was reviewed by the Board. Southwest Tech is one of ten colleges competitively selected to participate in the Unlocking Opportunities cohort. The first year was recently completed of the six-year project designed to improve the number of students completing high-wage programs and/or successfully transferring to and completing a bachelor's degree. Holly Clendenen, project lead, described to the Board the College's goals and strategies which serve as a road map for our strategic initiatives moving forward. Broader college plans (finance, facilities, and academics) are being aligned to ensure maximum success.

Ms. Clendenen presented an overview of the FY2025 Budget including the College's six Fund Accounts: General, Special Fund (non-aidable), Trust, Capital Projects, Debt Service, Enterprise (Auxiliaries), and Internal Service. The final budget numbers will be presented at the public hearing before the June 20 Board meeting, with the budget on the agenda for final Board approval.

Mr. Imhoff presented a draft of the College's 10-year Facilities Plan. The document will be used to build the 3-year plan. Both plans will be brought forth for the Board to approve in July.

A summary of open positions was provided under the College Staffing report by Cynde Larsen, Chief Academic Officer. Interviews are being conducted for a Math Instructor, Communication Instructor, and Nursing Instructor. Posted positions include a Cosmetology Instructor and IT Support Specialist.

The Southwest Tech Foundation and Real Estate Foundation FY 2024 3<sup>rd</sup> quarter reports were reviewed by Dennis Cooley, Executive Director of Advancement. Innovative thinking and a strong commitment to supporting the Student Success Plans initiative were the messages shared.

Amy Seeboth-Wilson, Director of Grants, and the Board engaged in an interactive discussion about Southwest Tech District Workforce Data and the College's process of aligning programs to the district's workforce needs.

The 2024-25 Year-Over-Year FTE Comparison Report was summarized by Ms. Glass. The report shows a 4.2% decrease in FTEs compared to one year ago. Fluctuations in data were noted due to a combination of possible variables including the continuous work being done to improve the new system, the new ways to pull reports, and different timing of registrations.

Ms. Glass and Ms. Clendenen presented an update on the progress made on Student Success Plans. As of May 16, 2024, 733 student plans are in progress and 351 are completed. 421 Career Assessments have been fulfilled; 437 students have a Financial Budget Plan; and 916 students have completed Academic Maps with Support Service Plans.

Heath Ahnen, Executive Director of IT Services, provided a demonstration to help connect the Board members with their college email accounts. He and his team will work individually on an as-needed basis.

Under Chairperson Bolstad's Report:

- Save the date for the DBA's fall meeting at Fox Valley Tech on November 8-9, 2024. Biodiversity will be a topic.
- The DBA Board of Directors' July virtual meeting will include professional development education.
- Nicolet's Board Chair will be part of a new student orientation presentation at ACCT.
- The WTCS graduate outcomes are completed and show impressive results for the system as a whole.

Under the Acting President's Report:

- Faculty Qualification Assurance System (FQAS) Audit – Held in April, The state systems office conducted a district review of the College's collective efficiency and effectiveness while striving for continuous improvement. Positive audit results show an intentional human-centered culture with support and alignment to strategic goals.
- Graduation was held on Saturday, May 18, 2024, and included four ceremonies.
- The WTCS budget development hearing was held on May 21, 2024, with Dr. Wood in attendance as the co-chair of the Presidents Association budget development committee. Ms. Clendenen was in attendance, as a guest. Dr. Wood presented draft outlines of budget priorities to the other Presidents later that day at the President's Association.
- College Updates include projections of an increase in dual credit enrollments by approximately 90 compared to last year and that the College was again chosen as a Top 20 for the Aspen College Excellence prize.

Under Other Informational Items, Mr. Williamson expressed gratitude for Dr. Wood's recent submission of feedback to the Department of Transportation concerning the Blue River Bridge project. Mr. Williamson shared that because of Dr. Wood's concerns, along with many others, the bridge is no longer slated for a two-year closure and will be used during the construction. This will save commuting students who use this bridge many miles of travel.

Without further business to discuss Mr. Tuescher moved to adjourn, with Mr. Enright seconding the motion. The motion carried, and the meeting adjourned at 8:22 p.m.

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Kent Enright, Secretary

## C. Financial Reports

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

**SOUTHWEST WISCONSIN TECHNICAL COLLEGE  
PURCHASES GREATER THAN \$2,500  
FOR THE PERIOD 5/01/2024 - 5/31/2024**

Vendor	Expenditure Invoice #	Description	Amount
DTC	229014	23/24 JUNE PRINCIPAL	4,019,333.33
Associated Bank	228891	JUNE INTEREST 845-104	1,424,500.00
Associated Bank	228889	845-102 INT/PRINC	545,425.00
DTC	229015	23/24 JUNE INTEREST	215,333.32
IRS	5.10.24 PR	PAYROLL 5.10.24	207,877.59
WRS-PR	5.31.24 WRS PR	5.31.24 PAYROLL	146,024.70
IRS	5/24/24 PR	5/24/24 PR	132,175.54
Associated Bank	228890	INTEREST 845-103	97,275.00
SWTC REF	SPR 2324 HOUSING	SPR 2324 HOUSING	75,495.49
EMC	121394	PAYMENT 6	57,987.67
WI DOR- PR	5.10.24 PR	PAYROLL 5.10.24 DOR	31,085.15
WI DOR- PR	5.24.24 PR	5.24.24 PAYROLL	21,678.71
Healthequity	5/24/24 PR	HSA 5.24.24 PR	18,681.01
Healthequity	5.10.24 PR	HSA 5.10.24	18,567.55
NADA	231306	DIESEL ELECTRO INJ VALVE	18,195.00
Amazon.com	111-1436436-9536214	TOOL SET	12,796.00
Great West	5.10.24 PR	5.10.24 WI DEFERRED COMP	9,808.40
PCARD - WI Metals	400681	MATERIALS	9,075.00
Great West	5.24.24 PR	WI DEFERRED COMP	8,961.56
US Omni	5.10.24 PR	VANGUARD 5.10.24	6,618.69
US Omni	5.24.24 PR	VANGUARD	6,421.69
Rave	INV-61642	RAVE ALERTS	5,852.85
Symetra	PR 5.10.24	5.10.24 PAYROLL	5,827.96
Delta	795934	DENTAL CLAIMS	5,617.78
Employee Reimbursement	SWTC-00003063	Expense report number SWTC-007548 9013479	5,000.00
ACCT	106752	24/25 MEMBERSHIP DUES	4,997.00

ZS LLC	247018.1-1	REPAIR CONSTRUCTION DOCS	4,860.00
Delta	804659	DENTAL CLAIMS	4,647.25
Madison National	1000183 5.1.24	NIS 5.10.24	4,479.58
PCARD - UW Madison	5PN9S562SHT	Career Development Facilitator Training - Registration	4,350.00
Constellation	4032374	UTILITIES	4,306.15
WageWorks	INV6534143	HRA 2021	4,265.54
Jostens	34210142	CAPS/GOWNS	4,099.12
Trane	16670085	COMPRESSOR	4,037.80
Hinge Properties	JUNE '24 RENT	RENT	3,607.06
PCARD - Modern Learn	00000399	Consultation Services for UD Implementation	3,500.00
Trane	16791821	MOTOR	3,374.91
PCARD - Brand L	68981	Recruitment Tees	3,257.50
Delta	797191	DENTAL CLAIMS	3,150.52
Performance Food Gro	688482	CAFE	3,138.14
PCARD - Brand L	69500	2024 Trap Tee's	3,136.00
L & W	1010134916-001	CEILING TILES	2,940.32
Delta	803391	DENTAL CLAIMS	2,905.20
Performance Food Gro	704814	CAFE	2,842.26
Lamar	115940868	BILLBOARDS	2,556.00

**Total Invoices**

**\$7,180,065.34**

Bank Withdrawals			
Vendor	Transaction Date	Audit Trail	Amount
			0.00

**Total Bank Withdrawals**

**\$0.00**

Payroll		
Payroll Period	Payroll Date	Amount
05/10/2024 Payroll	5/10/2024	533,125.48
05/24/2024 Payroll	5/24/2024	405,830.22

**Total Payroll**

**\$938,955.70**

**Total Purchases >= \$2,500**

**\$8,119,021.04**

## 2. Treasurer's Cash Balance

Southwest Wisconsin Technical College			
Report of Treasurers Cash Balance 5/31/2024			
<b>Receipts</b>			
Fund			
1 General	335,247.00		
2 Special Revenue	-		
3 Capital Projects			
4 Debt Service	-		
5 Enterprise	61,345.00		
6 Internal Service	301,278.00		
7 Financial Aid/Activities	13,288.00		
<b>Total Receipts</b>		<b>711,158.00</b>	
<b>Expenses</b>			
Fund			
1 General	2,014,233.00		
2 Special Revenue	-		
3 Capital Projects	80,281.00		
4 Debt Service	6,301,867.00		
5 Enterprise	100,505.00		
6 Internal Service	34,174.00		
7 Financial Aid/Activities	61,690.00		
<b>Total Expenses</b>		<b>8,592,750.00</b>	
<b>Net cash change - month</b>			<b>(7,881,592.00)</b>
<b>EOM Cash Balances</b>			
-Midwest One Operating 0356	2,131,973.16		
-Midwest One Investment 1324	-		
-Cash on Hand	2,700.00		
-Local Government Investment Pool	10,695,711.45		
<b>Ending Cash/Investment Balance</b>		<b>12,830,384.61</b>	



### 3. Budget Control

**Southwest Wisconsin Technical College**  
**YTD Summary for Funds 1-7**  
**For 11 Months ended May 2024**

	<b>2023-24 Budget</b>	<b>2023-24 YTD Actual</b>	<b>2023-24 Percent</b>	<b>2022-23 Percent</b>	<b>2021-22 Percent</b>	<b>2020-21 Percent</b>	<b>2019-20 Percent</b>	
General Fund Revenue	24,772,300.00	23,110,816.27	93.29	86.46	82.20	90.16	86.99	
General Fund Expenditures	25,409,000.00	22,702,925.53	89.35	88.55	79.50	88.28	82.93	
Capital Projects Fund Revenue	5,471,000.00	4,071,611.76	74.42	105.59	98.74	101.09	100.19	
Capital Projects Fund Expenditures	5,947,000.00	4,462,891.05	75.04	46.54	4.62	54.67	53.48	
Debt Service Fund Revenue	6,656,000.00	4,560,440.44	68.52	70.43	73.97	68.92	66.74	
Debt Service Fund Expenditures	6,710,000.00	6,688,491.65	99.68	100.28	87.49	87.89	83.77	
Enterprise Fund Revenue	1,300,000.00	1,977,674.22	152.13	76.69	117.17	87.72	76.97	
Enterprise Fund Expenditure	1,905,300.00	1,440,081.65	75.58	74.07	142.73	78.90	84.12	
Internal Service Fund Revenue	4,455,000.00	3,452,777.55	77.50	80.59	82.09	81.35	76.32	
Internal Service Fund Expenditures	4,455,000.00	3,447,262.49	77.38	91.54	72.00	85.73	80.58	
Trust & Agency Fund Revenue	8,525,500.00	5,178,301.69	60.74	77.24	79.54	65.74	72.18	
Trust & Agency Fund Expenditures	7,830,500.00	6,631,750.58	84.69	77.67	75.28	71.40	77.29	
<b>Grand Total Revenue</b>	<b>51,179,800.00</b>	<b>42,351,621.93</b>	<b>82.75</b>	<b>83.63</b>	<b>83.19</b>	<b>83.42</b>	<b>81.89</b>	
<b>Grand Total Expenditures</b>	<b>52,256,800.00</b>	<b>45,373,402.95</b>	<b>86.83</b>	<b>84.19</b>	<b>78.56</b>	<b>81.12</b>	<b>78.87</b>	

## D. Contract Revenue

There were 40 contracts totaling \$182,968.08 in May 2024 being presented for Board approval:

### 2023-2024 CONTRACTS 5/1/2024 to 5/31/2024

<u>Contract Holder</u>	<u>Contract #</u>	<u>Service Provided</u>	<u>Contact</u>	<u>Number Served</u>	<u>Price</u>	<u>Exchange of Services</u> (Instructional Fees Waived)	<u>INDIRECT COST FACTOR</u>		
							<u>On-Campus</u>	<u>Off-Campus</u>	<u>Waiver</u>
Upland Hills Health	03-2024-0053-I-41	Microsoft Excel Basic	Dennis Cooley	26	\$ 1,150.00	No		X	
Upland Hills Health	03-2024-0053-I-41	Microsoft Excel Advanced	Dennis Cooley	32	\$ 1,150.00	No		X	
WI Department of Corrections	03-2024-0054-I-32	Equipment Safety	Dennis Cooley	8	\$ 8,050.00	No		X	
WI Department of Corrections	03-2024-0054-I-32	Blueprint Reading	Dennis Cooley	8	\$ 8,050.00	No		X	
WI Department of Corrections	03-2024-0054-I-32	GMAW Equipment	Dennis Cooley	8	\$ 8,050.00	No		X	
WI Department of Corrections	03-2024-0054-I-32	GMAW Carbon Steel S Process	Dennis Cooley	8	\$ 8,050.00	No		X	
WI Department of Corrections	03-2024-0054-I-32	GMAW Carbon Steel Spray Transfer	Dennis Cooley	8	\$ 8,050.00	No		X	
WI Department of Corrections	03-2024-0054-I-32	FCAW Equipment	Dennis Cooley	8	\$ 8,050.00	No		X	
WI Department of Corrections	03-2024-0054-I-32	FCAW Carbon Steel Gas Shielded	Dennis Cooley	8	\$ 8,050.00	No		X	
WI Department of Corrections	03-2024-0054-I-32	AWS Certification Tests	Dennis Cooley	8	\$ 3,400.00	No		X	
USA Clay Target League	03-2024-0056-T-42	League Director Duties - April	Caleb White		\$ 500.00	No		X	
Crossing Rivers Health	03-2024-0094-I-41	Leadership Academy 8	Dennis Cooley	39	\$ 18,360.00	No		X	
Amcor Flexibles	03-2024-0101-I-41	Fire Extinguisher Training	Dennis Cooley	80	\$ 1,248.35	No		X	
Amcor Flexibles	03-2024-0121-I-41	Leadership Academy 36 (WIG)	Dennis Cooley	18	\$ 5,296.50	No		X	
Richland Co Health & Human Srvc	03-2024-0129-I-41	Leadership Academy 36	Dennis Cooley	14	\$ 12,144.28	No		X	
Amcor Flexibles	03-2024-0133-I-41	OSHA 30 General Industry (WIG)	Dennis Cooley	4	\$ 1,417.50	No		X	
Schreiber Foods	03-2024-0136-I-41	Motor Controls (WIG)	Dennis Cooley	17	\$ 4,987.50	No		X	
Schreiber Foods	03-2024-0136-I-41	Intro to Programmable Logic Control (WIG)	Dennis Cooley	17	\$ 3,937.50	No		X	
Schreiber Foods	03-2024-0136-I-41	Pneumatics 1 (WIG)	Dennis Cooley	14	\$ 1,285.20	No		X	

Grant Co Emergency Mgmt	03-2024-0140-I-21	HazMat Refresher 2 Hr	Karl Sandry	64	\$	1,275.00	No	X
Grant Co Emergency Mgmt	03-2024-0140-I-21	HazMat Refresher 4 Hr	Karl Sandry	21	\$	750.00	No	X
Prairie du Chien Chamber	03-2024-0138-I-41	Leadership Academy 36 (WIG)	Dennis Cooley	17	\$	5,558.00	No	X
Cuba City Fire Department	03-2024-0144-I-42	BLS for Healthcare Provider Recertification	Gin Reynolds	22	\$	391.82	Yes	X
Grant Co Emergency Mgmt	03-2024-0145-I-21	Confined Space Refresher 2 Hr	Karl Sandry	62	\$	1,275.00	No	X
Grant Co Emergency Mgmt	03-2024-0145-I-21	Confined Space Refresher 8 Hr	Karl Sandry	20	\$	1,350.00	No	X
Minnesota Telecom Alliance	03-2024-0158-I-41	Leadership Academy 36	Dennis Cooley	16	\$	13,200.00	No	X
Cummins, Inc.	03-2024-0159-I-41	Spanish for the Workplace (WIG)	Dennis Cooley	19	\$	1,365.00	No	X
Amcor Flexibles	03-2024-0160-I-41	Safety NFPA 70E Arc Flash (WIG)	Dennis Cooley	18	\$	700.00	No	X
Western Technical College	03-2024-0161-T-18	Firefighter Practical Exam Administrators	Karl Sandry		\$	1,300.00	No	X
Seats, Inc.	03-2024-0164-I-41	Blueprint Reading 16 Hrs (WIG)	Dennis Cooley	18	\$	2,877.00	No	X
Prairie du Chien Chamber of Commerce	03-2024-0165-T-41	Business Before Breakfast Seminar	Dennis Cooley		\$	200.00	No	X
Boscobel School District	03-2024-0402-I-11	WI Statute 118.15 - Spring 2324	Mary Johannessen	1	\$	4,640.35	No	X
Fennimore School District	03-2024-0408-I-11	WI Statute 118.15 - Spring 2324	Mary Johannessen	3	\$	7,536.00	No	X
Iowa Grant School District	03-2024-0410-I-11	WI Statute 118.15 - Spring 2324	Mary Johannessen	2	\$	3,806.50	No	X
Platteville School District	03-2024-0416-I-11	WI Statute 118.15 - Spring 2324	Mary Johannessen	7	\$	16,751.58	No	X
Richland Center School District	03-2024-0422-I-11	WI Statute 118.15 - Spring 2324	Mary Johannessen	1	\$	578.00	No	X
Weston School District	03-2024-0428-I-11	WI Statute 118.15 - Spring 2324	Mary Johannessen	1	\$	1,689.75	No	X
Wauzeka School District	03-2024-0434-I-11	WI Statute 118.15 - Spring 2324	Mary Johannessen	1	\$	2,511.75	No	X
River Ridge School District	03-2024-0444-I-11	WI Statute 118.15 - Spring 2324	Mary Johannessen	1	\$	2,621.50	No	X
Cassville School District	03-2024-0448-I-11	WI Statute 118.15 - Spring 2324	Mary Johannessen	1	\$	1,364.00	No	X
TOTAL of all Contracts				620	\$	182,968.08		
Exchange of Services				22	\$	391.82		
For Pay Service				598	\$	182,576.26		

### ***E. Personnel Items***

The Personnel Report includes a recommendation for two new hires and one retirement:

#### **PERSONNEL REPORT June 20, 2024**

##### **EMPLOYMENT: NEW HIRE**

Name:	Anna Dickman
Title:	Communication Instructor
How many applicants & interviewed	6 applicants, 2 interviews
Start Date:	07/01/24
Salary/Wages:	\$60,000.00
Classification:	Full-Time
Education and/or Experience:	Finishing up Master's Degree in Communications and Composition from University of Minnesota – Mankato 3 years of experience as a high school teacher, including teaching a dual-enrollment course aligned with Anoka-Ramsey Community College

Name:	Elizabeth Moellers
Title:	Math Instructor
How many applicants & interviewed	4 applicants, 3 interviews
Start Date:	07/01/24
Salary/Wages:	\$64,000.00
Classification:	Full-Time
Education and/or Experience:	University of Wisconsin -Madison Bachelors - Psychology Western Governor's University – Master's Mathematics Education 2 years of experience as a high school math teacher at Platteville 1 year as a long-term sub at Fennimore High School

##### **PROMOTIONS/TRANSFER**

##### **NEW POSITION**

None	
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##### **RETIREMENTS / RESIGNATIONS**

Mary Johannesen (Retirement 06/30/2024)	Career Prep & Dual Enrollment Coordinator
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**Recommendation:** *Approve the June 20, 2024, Consent Agenda as presented.*

## **Other Items Requiring Board Action**

### ***A. Approval of 2024-25 Budget***

Caleb White, Vice President of Administrative Services, will present the 2024-25 budget document at the public hearing before the Board meeting. The budget document follows. Mr. White and Kelly Kelly, Controller, will be present for any questions.

**Recommendation:** *Approve the 2024-25 Budget as presented.*

# SOUTHWEST WISCONSIN TECHNICAL COLLEGE 2024–2025 BUDGET



1800 Bronson Boulevard, Fennimore, WI 53809  
[www.swtc.edu](http://www.swtc.edu)



## Southwest Wisconsin Technical College District 2024-2025 Budget

The Board is comprised of nine members (two employer members, two employee members, three additional members, one elected official member and one school district administrator). The Board is appointed by the K-12 School Board Chairpersons within the District and is confirmed by the Wisconsin Technical College System Board. The members are appointed for staggered three-year terms and elect a Chairperson, Vice Chairperson, Secretary and Treasurer for a one-year term.

The members of the Board and the expiration of their respective terms of office are as follows:

Board Members	Employer and Position	Expiration of Term
David A. Blume	ElderSpan Management, Maintenance Supervisor	June 2026
Charles J. Bolstad	Retired Educator	June 2025
Kent Enright	Carey's Seamless Gutters & Doors, Sales Representative	June 2027
Tracy Fillback	Local Representative for MommaT, LLC Montfort WI	June 2025
Jeanne Jordie	Sr. Recreation Coordinator Prairie du Chien WI	June 2025
Chris J. Prange	Retired Banker	June 2026
Don Tuescher	Tuescher Electric & Refrigeration, Darlington WI, President	June 2027
Steve Williamson	Board Supervisor, Richland County Purchasing Agent, Hartung Brothers Arena WI	June 2026
Jane Wonderling	Fennimore Community Schools, District Administrator	June 2027

### Administration

The District Board is empowered to employ a President to conduct the District's day-to-day operations. Dr. Jason Wood became the President effective July 1, 2015. Dr. Wood previously served as the Executive Vice President for Student & Academic Services at Central Wyoming College in Riverton, WY for 3 years. The other Administrative team members are listed below:

Name	Title	Years of Service
Caleb White	Vice President for Administrative Services	20.0
Cynde Larsen	Chief Academic Officer	20.0
Krista Weber	Chief Human Resources Officer	9.5
Holly Clendenen	Chief Student Services Officer	9.0
Katie Glass	Chief Communications Officer	8.0

**Budget prepared by:** Caleb White, Vice President for Administrative Services and Kelly Kelly, Controller.



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JULY 1, 2024—JUNE 30, 2025 BUDGET

# INTRODUCTION





June 2024

Dear Southwest Tech Community,

As we look forward to the 2024-2025 academic year, I am pleased to present the annual budget for Southwest Wisconsin Technical College. Our investments reflect our values and we are committed to improving the lives of the students we serve through integrity, learning, and continuous improvement.

This year's budget is designed to support our operational excellence while investing in our strategic priorities. It is important to us that every single student has a Success Plan in place prior to enrolling in their first class. We are developing new high-wage programs. We also want all students to be successful, especially the people who need it the most. Please note the following efforts:

1. **Investment in Academic Programs:** We are investing in high-value programs. This year, we will increase funding for program development, particularly in high-demand areas such as healthcare, information technology, precision agriculture, and advanced manufacturing. This will ensure that our students are well-prepared to meet the needs of the workforce.
2. **Student Success Plans:** Recognizing the diverse needs of our students, we are allocating additional resources to expand recruitment, advising, and support services. These enhancements will better support our students from enrollment through to job placement or transfer to a university, helping them to succeed both academically and professionally.
3. **Sustainability Initiatives:** In our commitment to stewardship of our future, we will implement new initiatives aimed at reducing operational costs over the long term. These investments include an on-campus solar array, energy-efficient upgrades to our facilities, and incorporating sustainability practices across our curriculum.

We acknowledge our faculty and staff for their efforts to help students be successful. Last year, the Aspen Institute for College Excellence recognized Southwest Tech as one of the 10 best 2-year colleges in the country. We aim to continue to improve.

We appreciate the generous support of local businesses, educational partners, and government agencies. Most importantly, I am grateful for our faculty and staff who generously donate to our foundation to support our students – for the 7<sup>th</sup> year in a row over 90% of our employees made at least one donation.

Please let me know if you have feedback. I welcome the opportunity for you to tour campus, see the great things we are doing, and meet the wonderful people who work here.

Sincerely,

A handwritten signature in black ink that reads "Jason S. Wood".

Jason S. Wood, Ph.D.  
President

A handwritten signature in black ink that reads "Chuck J. Bolstad".

Chuck J. Bolstad  
District Chairperson

## College Mission

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

## College Vision

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

## College Purposes

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

## College Values

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

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

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

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

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

## Core Abilities

In cooperation with representatives from business and industry, Southwest Tech faculty and staff have identified six skills that are essential to a person's successful performance on the job. These six core abilities will be evaluated in all programs within the college.

Southwest Tech's core abilities provide graduates with lifelong skills that will assist them in obtaining and keeping a job. Employers have said they prefer to hire and promote person who exhibit the following characteristics.

**Act Professionally** – To act professionally means that an individual recognizes an obligation to conform to the technical and ethical standards of his/her chosen career.

**Communicate Clearly** – To communicate clearly means an individual is able to apply appropriate writing, speaking, and listening skills to precisely convey information, ideas, and opinions.

**Value Learning** – The individual who values learning maintains acquired knowledge and skills, acquires new knowledge and skills quickly, and adapts to technological and workplace changes.

**Work Productively** – To work productively means an individual applies effective work habits and attitudes within a work setting.

**Work Cooperatively** – To work cooperatively means an individual is capable of working with others to complete tasks, solve problems, resolve conflicts, provide information, and offer support.

**Solve Problems** – To solve problems means an individual is able to use all elements of problem solving strategies to generate realistic, practical, and workable solutions.

## **2024-2025 COLLEGE BUDGET PROCESS**

The Board shall oversee the development of the annual budget.

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

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

1. The Board will annually review the College's Vision, Mission, Purposes, Values, financial assumptions (local, state, and federal funds) and other plans and related materials (e.g., strategic plan, capital budgeting plan, debt retirement schedule, etc.).
2. The Board will review the College's prior year's budget experience and discuss major issues and initiatives to be considered over the course of the development of the next year's budget.
3. The Board will review the budget process calendar, which includes the timetables for completion of the budget process in November.
4. The Board will review the President's proposed direction statements and establish budget assumptions and parameters in February.
5. The Board will review the President's proposed operating budget projections as well as any major capital budget initiatives included in the five-year capital plan.
6. The Board will review the President's final proposed College budget during the month of May.
7. Public hearings on the proposed budget will take place during the month of June.
8. Following the public hearings, the Board shall approve the budget by July 1.

## CURRENT ENVIRONMENT

Southwest Wisconsin Technical College plans to finish 2023-24 at 1,320 full-time equivalent students (FTEs), a increase of approximately 16 FTEs relative to 2022-23. That mark will exceed the college's budget goal for the year of 1,300 FTEs. Over the fifteen-year period from 2008-09 through 2023-24 the college total FTEs have declined by approximately 18%. In the face of declining enrollment in the district's high schools, loss of significant partnership contracts, a prolonged period of near full employment in the region and rapidly changing and ultra-competitive higher education environment, the College's ability to pursue growth in alternative areas over the fifteen-year period in opposition to those challenges is a significant accomplishment in service to regional students and employers. The budget for 2024-25 has been built on a projection of 1,355 FTEs, almost a 3% increase from the prior year.

Budget Priorities / Strategic Projects for 2024-25 include the following:

1. Access: Create transformational student success plans to improve access for all students
  - a. At Southwest Tech we want every person to know we care about their success. Faculty and staff unite to help students design plans to achieve their goals. Student success plans include career goals, an academic map, financial planning and budgeting, and a network of professionals to ensure supports and services are inevitable prior to classes beginning.
2. Completion: Enhance High-quality work-based learning to improve course completion and graduation for all students.
  - a. Graduation Matters. We help every student complete their courses and finish their degrees because we know students with degrees have more earning power and better opportunities to improve their lives.
3. Post-College Success: Innovate the curriculum and workforce to improve wage and transfer success for all graduates.
  - a. Southwest Tech graduates experience high levels of job placement. We seek to improve the wages they earn as our alumni increase their value to employers.

The operational budget (general and special revenue funds) for 2024-25 is projecting a slight increase in revenue levels in comparison to 2023-24. This is based on generating 1,355 FTEs and including anticipated increases in general state funding, new grant initiatives and customized instruction contracting balanced by sunseting grants. The local tax levy is predicated on an estimated three percent valuation increase generating an operational mill rate of .4026 or \$0.40 per \$1,000 of property valuation. General Fund budgeted expenditures for 2023-24 reflect significant inflationary pressures. Wage adjustments for 200 full-time staff and approximately 300 part-time staff require approximately \$391,000 in additional budget. Additional estimated increases in heat, electricity, general utilities, supplies, advertising/printing accounts and maintenance items have also been accounted for. These increases coupled with costs of new initiatives including new positions required for expanded services and programming have been balanced with grant funding, efficiency gains, reorganization savings and other adjustments to create the budget presented.

Serving 1,320 FTEs in 2023-24 is a credit to the College's ability to balance priorities with limited resources, outside enrollment pressures and an ever-increasing drain on resources to meet compliance requirements. To sustain future growth despite decreasing high school graduation rates in the district, an increased focus has been placed on creating an increasingly positive environment/culture for both staff and students, enhancement of quality teaching and learning and offering unique and effective support services for students. Our challenge moving forward is how we garner the resources needed to meet the increased demand for technical college trained workers that are so vital to the health of our regional economy while navigating the uncertain and ever-changing environment that has become a new normal for us all.



## Wisconsin Technical College Districts



**Southwest Wisconsin Technical College District** Barneveld School District, Belmont Community School District, School District of Benton, School District of Boscobel Area, School District of Cassville, School District of Cuba City, Darlington Community School District, Dodgeville School District, Fennimore Community School District, North Crawford School District, School District of Black Hawk, Southwestern Wisconsin Community School District, Highland School District, Iowa-Grant School District, School District of Ithaca, Lancaster Community School District, Mineral Point Unified School District, Pecatonica Area School District, School District of Platteville, School District of Potosi, Prairie du Chien Area School District, Kickapoo Area School District, Richland School District, Riverdale School District, School District of River Ridge, School District of Seneca, School District of Shullsburg, Joint School District, Villages of Wauzeka and Steuben, Towns of Wauzeka, Bridgeport, Eastman, Haney, Marietta and Prairie du Chien, School District of Weston, plus the portion of the School District of Argyle in Lafayette County.

JULY 1, 2024—JUNE 30, 2025 BUDGET

# FINANCIAL DATA





Southwest Wisconsin Technical College  
Schedule of Full-Time Staff Positions  
2024-2025 Budget Year

Function	2023-2024*	2024-2025*
Instructional	74	75
Instructional Resources	3	3
Student Services	54	43
General Institutional	50	45
Physical Plant	13	16
Auxiliary Services	6	6
Total	200	188

\*Does not include 31 regular part-time positions or approximately 250 part-time outreach positions.

Position Summary - FTE Basis

Category	2022-23 Actual	2023-24 Budget	General Fund	Enterprise Fund	Trust & Agency Fund	Total 24-25 Budget
Administrators/Supervisors	24	22	22			22
Teachers	99	97	87			87
Other Staff	110	110	104	11	1	116
<b>TOTAL</b>	233	233	213	11	1	225

NOTE: Above numbers include part-time instructors, students, and temporary staff.

\*Approximately 16 FTEs are supported through grant funding.

## **BASIS OF ACCOUNTING**

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurement made, regardless of the measurement focus applied.

The governmental, expendable trust and agency funds, are accounted for on a modified accrual basis. Under the modified accrual basis of accounting, transactions are recorded in the following manner:

- Revenues are recognized when they become both measurable and available (susceptible to accrual). All revenues are considered susceptible to accrual except summer school tuition and fees that are recorded as deferred revenue. For debt service, property taxes levied to make principal and interest payments with due dates within the fiscal year are revenue. Any debt service property taxes levied to make principal and interest payments with due dates outside the fiscal year are deferred revenue.
- Expenditures are recognized on an encumbrance basis when the purchase commitment is made, except for interest and principal on general long-term obligation debt, which are recognized as expenditures when due. Expenditures for claims and judgments are recognized when it becomes probable that an asset has been impaired or a liability has been incurred.
- Expenditures for compensated absences, including vacation and sick leave, are recognized when the liability is incurred for past services of an employee that vest and accumulate.
- Fixed assets are recorded as capital outlays at the time of purchase.
- Proceeds of long-term obligations are treated as a financing source when received.

The proprietary funds are accounted for on an accrual basis, whereby revenues are recognized when measurable and earned and expenses are recorded as liabilities when incurred and, where applicable, depreciation expense is also included.

The Governmental Accounting Standards Board (GASB) Statement No. 20 "Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities that Use Proprietary Fund Accounting" provides that proprietary funds may apply all GASB pronouncements as well as the following pronouncements issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements: Statements and interpretations of the Financial Accounting Standards Board (FASB), Accounting Principles Board (APB) Opinions, and Accounting Research Bulletins (ARBs) on the Committee on Accounting Procedure.

## **BASIS OF BUDGETING**

Southwest Wisconsin Technical College adopts an annual operating budget which is prepared on substantially the same basis as the financial statements, which are prepared in accordance with GAAP, except budgetary expenditures include encumbrances and budgetary revenues include all property taxes levied for the fiscal year.

## DESCRIPTION OF FUNCTIONAL UNITS

### Revenues

Southwest Wisconsin Technical College has a diversified funding base composed of property taxes, state aid, student fees, federal grants, and institutionally-generated revenues. Southwest Wisconsin Technical College believes that this diversity, the strength of the local economy, and its fiscal management will continue to provide the resources required to fulfill its mission now and in the future without significant changes in the level of services provided.

#### **Local Government**

Local Property Tax Levy Revenue. The debt service mill rate is added to the operational mill rate to get a total mill rate amount. The debt service tax levy is used to pay the principal and interest payments that are due that year. The operational tax levy is used to fund expenditures in the general fund.

#### **State Aids**

State Aids and any other revenue derived from State Government.

#### **Student Fees**

Fees are collected from students for tuition, materials, and miscellaneous items. Tuition and material fee rates are set annually by the Wisconsin Technical College System based upon estimated total operating expenditures of the districts.

**Program Fees:** A charge to recover a portion of the cost of operating the instructional areas other than books and consumable supplies.

**Material Fees:** Charges for instructional materials consumed by the student and/or instructor.

**Other Student Fees:** Other charges to students such as out-of-state tuition, application fees, and community services fees.

#### **Institutional Revenue**

Sales and services, investment income, rentals and other revenues derived from other than governmental sources, except for those more properly coded as other resources.

#### **Federal/State**

Grants, contracts, and any other reimbursements received from federal/state government sources.

## **Expenditures**

The Wisconsin Technical College System Board requires each technical college to classify expenditures by function to provide activity detail of our primary activity -- instruction. The following is a listing and description of the expenditure functions used by Southwest Wisconsin Technical College.

<b>Instruction</b> This function includes teaching, academic administration, including clerical support, and other activities related directly to the teaching of students, guiding the students in the educational program, and coordination and improvement of teaching.
<b>Instructional Resources</b> This function includes all learning resource activities such as the library and audio-visual aids center, learning resource center, instructional media center, instructional resources administration, and clerical support.
<b>Student Services</b> This function includes those non-instructional services provided for the student body such as student recruitment; student services administration and clerical support; admissions; registration; counseling, including testing and evaluation; health services; financial aids; placement; and follow-up. Non-instructional athletics such as intramural athletics are also included.
<b>General Institution</b> This function includes all services benefiting the entire College, exclusive of those chargeable directly to other functional categories. Examples of this type of expenditure are legal fees, external audit fees, general liability insurance, interest on operational borrowing, and public information. District Board, President's Office, Fiscal Services, Human Resources Services, and Information Technology are included in this function.
<b>Physical Plant</b> This function includes all services required for the operation and maintenance of the physical facilities. Principal and interest on long-term obligations are included under this function as are the general utilities such as heat, light, and power.
<b>Auxiliary Services</b> This function includes commercial-type activities such as the bookstore, child care center, and vending services.

## DEFINITION OF FUNDS

### Fund

A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

### Governmental Fund Category

#### General Fund (100)

The general fund type is available for any legally authorized purpose and is therefore used to account for all revenues and expenditures for the current operations of the district that are not required to be accounted for in another fund.

#### Special Revenue Fund (200)

A special revenue fund type is used to account for the proceeds and related financial activity of specific revenue sources that are legally restricted for a specific purpose except for major capital projects and expendable trusts. Such a fund requires budgetary accounting and is created either by statute, charter, or board resolution to provide certain activities with definite and continuing revenues. After the fund is created, it usually continues year after year until discontinued or revised by proper legal action.

Generally speaking, activities which are project in nature and not considered to be part of the regular program of the district should be budgeted and controlled through the Special Revenue Fund. Typical inclusions are: Vocational Education Act, Adult Education Act, and Job Training Partnership Act projects. Excluded would be construction or remodeling projects, and trust/agency activities, including student loans.

#### Capital Projects Fund (300)

The capital projects fund type is used to account for all resources and related financial activity for all capital expenditure projects regarding the acquisition of sites, purchase or construction of buildings (including equipping), lease/purchase of buildings, or remodeling and improvement of buildings. Any acquisition, construction, equipping, remodeling or improvement financed through the proprietary or trust/agency funds must be budgeted and accounted for in the respective fund.

#### Debt Service Fund (400)

The debt service fund type is used to account for the accumulation of resources for, and the payment of general long term debt and long term lease purchase debt principal and interest.

### Proprietary Fund Category

#### Enterprise Fund (500)

The enterprise fund type is used to record revenues and expenses related to providing goods or services to students, district staff, faculty or the general public. These funds are intended to be self-supporting and are operated in a manner similar to private business. All costs are recovered primarily through user charges. These services complement the educational and general objectives of the District.

#### Internal Service Fund (600)

The internal service fund type is used to account for the financing and related financial activities of goods and services provided by one department of the district to other departments of the district, or to other governmental units on a cost reimbursement basis.

### Fiduciary Fund Category

#### Trust and Agency Fund (700)

The trust and agency fund is used to account for financial resources held in a fiduciary capacity by the District. These funds account for student financial assistance, student activities, clubs and other student related activities.

SWTC PRO FORMA BALANCE SHEET - June 30, 2024

	<u>Governmental Fund Category</u>				<u>Proprietary Fund Cat.</u>		<u>Account Groups</u>		Total Memorandum Only
	<u>General</u>	<u>Spec. Rev</u> <u>Operational</u>	<u>Spec. Rev</u> <u>Non-Aidable</u>	<u>Debt</u> <u>Service</u>	<u>Capital</u> <u>Projects</u>	<u>Internal</u> <u>Enterprise</u> <u>Service</u>	<u>Fixed</u> <u>Assets</u>	<u>Long-term</u> <u>Debt</u>	
<b>Assets</b>									
Cash/Investments	7,659,363		664,111	1,777,490	224,489	1,039,334	2,365,263		13,730,050
Receivables:									
Property Taxes	3,635,271								3,635,271
Accounts	350,000					-			350,000
Due From Other Funds									
Inventory					2,099,700				2,099,700
Prepaid Expenses	300,000								300,000
Fixed Assets						-	50,274,222		50,274,222
Amount Available in Debt Service Fund(s)								1,777,490	1,777,490
Amount to be Provided for Long-term Debt								20,948,049	20,948,049
<b>Total Assets</b>	<b>11,944,634</b>	<b>-</b>	<b>664,111</b>	<b>1,777,490</b>	<b>224,489</b>	<b>3,139,034</b>	<b>2,365,263</b>	<b>50,274,222</b>	<b>93,114,782</b>
<b>Liabilities</b>									
Accounts Payable	175,000		1,000		1,475,000	15,000			1,666,000
Employee Related Payables	275,000		9,000			5,000			289,000
Due to Other Funds									
Deferred Revenues	475,000								475,000
Accrued Self-Insurance									-
General Long-term Debt								20,225,539	20,225,539
Compensated Absences/ Unfunded Pension								2,500,000	2,500,000
<b>Total Liabilities</b>	<b>925,000</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>1,475,000</b>	<b>20,000</b>	<b>-</b>	<b>22,725,539</b>	<b>25,155,539</b>
<b>Fund Equity</b>									
Investment in Fixed Assets							50,274,222		50,274,222
Retained Earnings						3,119,034	2,365,263		5,484,297
Contributed Capital									
Fund Balance:									
Reserve for Debt Service				1,777,490					1,777,490
Reserve for Self-Insurance									
Reserve for Student Organizations			654,111						654,111
Unreserved:									
Designated for Operations	11,019,634								11,019,634
Designated for Fund Balance for Subsequent Year					(1,250,511)				(1,250,511)
<b>Total Fund Equity</b>	<b>11,019,634</b>	<b>-</b>	<b>654,111</b>	<b>1,777,490</b>	<b>(1,250,511)</b>	<b>3,119,034</b>	<b>2,365,263</b>	<b>50,274,222</b>	<b>67,959,243</b>
<b>Total Liability &amp; Fund Equity</b>	<b>11,944,634</b>	<b>-</b>	<b>664,111</b>	<b>1,777,490</b>	<b>224,489</b>	<b>3,139,034</b>	<b>2,365,263</b>	<b>50,274,222</b>	<b>93,114,782</b>

Southwest Wisconsin Technical College  
General Fund  
July 1, 2024 - June 30, 2025  
Resources, Uses, and Changes in Fund Balance

	2022-23 <u>Actual*</u>	2023-24 <u>Budget</u>	2023-24 <u>Estimate**</u>	2024-25 <u>Budget</u>
<b>REVENUES</b>				
Local Government	5,020,419	5,118,300	5,163,100	5,267,000
State Aids	11,586,409	11,400,000	11,600,000	11,643,000
Program Fees	4,490,977	4,629,000	4,800,000	4,868,000
Material Fees	256,308	270,000	280,000	280,000
Other Student Fees	647,281	511,000	575,000	722,000
Institutional	2,662,708	1,994,000	2,400,000	2,917,700
Federal	<u>1,876,872</u>	<u>850,000</u>	<u>1,500,000</u>	<u>1,713,700</u>
Total Revenues	26,540,974	24,772,300	26,318,100	27,411,400
<b>EXPENDITURES</b>				
Instruction	15,837,617	14,200,000	15,910,000	15,824,800
Instructional Resources	297,990	309,000	299,000	295,100
Student Services	2,925,392	2,800,000	2,900,000	3,115,500
General Institutional	5,869,948	5,900,000	5,900,000	6,009,100
Physical Plant	2,298,273	2,200,000	2,200,000	2,417,150
Auxiliary Services	<u>10,491</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	27,239,711	25,409,000	27,209,000	27,661,650
<b>TRANSFERS TO (FROM) FUND BALANCES</b>				
Net Revenue (Expenditures)	(698,737)	(636,700)	(890,900)	(250,250)
<b>OTHER SOURCES (USES)</b>				
Operating Transfer In	1,308,833	296,000	250,000	280,764
Operating Transfer Out	<u>(38,812)</u>	<u>(45,000)</u>	<u>(51,000)</u>	<u>(52,000)</u>
Total Resources (Uses)	1,270,021	251,000	199,000	228,764
<b>TRANSFERS TO (FROM) FUND BALANCES</b>				
Reserve for Prepaids & Inventories	-	-	-	-
Reserve for Operations	571,284	(385,700)	(691,900)	(21,486)
Designated for Subsequent Years	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Transfers To (From) Fund Balance	571,284	(385,700)	(691,900)	(21,486)
Beginning Fund Balance	<u>11,140,250</u>	<u>11,471,250</u>	<u>11,711,534</u>	<u>11,019,634</u>
Ending Fund Balance	<u>11,711,534</u>	<u>11,085,550</u>	<u>11,019,634</u>	<u>10,998,148</u>

The General Fund is used to account for all financial activities except those required to be accounted for in another fund.

\*Actual is presented on a budgetary basis.

\*\*Estimate is based upon 10 months of actual and 2 months of estimate.

Southwest Wisconsin Technical College  
Special Revenue - Non-Aidable Fund  
July 1, 2024 - June 30, 2025  
Resources, Uses, and Changes in Fund Balance

	<u>2022-23</u> <u>Actual*</u>	<u>2023-24</u> <u>Budget</u>	<u>2023-24</u> <u>Estimate**</u>	<u>2024-25</u> <u>Budget</u>
REVENUES				
State Aids	660,407	600,000	700,000	700,000
Other Student Fees	267,182	970,000	350,000	400,000
Institutional	970,494	385,500	900,000	900,000
Federal	<u>4,729,070</u>	<u>6,570,000</u>	<u>5,500,000</u>	<u>7,100,000</u>
Total Revenues	6,627,153	8,525,500	7,450,000	9,100,000
EXPENDITURES				
Student Services	5,954,904	7,797,500	7,440,000	9,080,000
Auxiliary	<u>31,481</u>	<u>33,000</u>	<u>35,000</u>	<u>45,000</u>
Total Expenditures	5,986,385	7,830,500	7,475,000	9,125,000
Net Revenue (Expenditures)	640,768	695,000	(25,000)	(25,000)
OTHER SOURCES (USES)				
Operating Transfer In (Out)	<u>(655,818)</u>	<u>(650,000)</u>	<u>52,000</u>	<u>52,000</u>
TRANSFERS TO (FROM) FUND BALANCE	(655,818)	(650,000)	52,000	52,000
TRANSFERS TO (FROM) FUND BALANCES				
Reserve for Student Organizations	<u>(15,050)</u>	<u>45,000</u>	<u>27,000</u>	<u>27,000</u>
Total Transfers To (From) Fund Balance	(15,050)	45,000	27,000	27,000
Beginning Fund Balance	<u>642,161</u>	<u>632,161</u>	<u>627,111</u>	<u>654,111</u>
Ending Fund Balance	<u>627,111</u>	<u>677,161</u>	<u>654,111</u>	<u>681,111</u>

Special Revenue - Non-Aidable Fund is used to account for assets held by a district in a trustee capacity or as an agent for individuals, private organizations, other government units, or other funds.

\*Actual is presented on a budgetary basis.

\*\*Estimate is based upon 10 months of actual and 2 months of estimate.



Southwest Wisconsin Technical College  
Capital Projects Fund  
July 1, 2024 - June 30, 2025  
Resources, Uses, and Changes in Fund Balance

	2022-23 <u>Actual*</u>	2023-24 <u>Budget</u>	2023-24 <u>Estimate**</u>	2024-25 <u>Budget</u>
<b>REVENUES</b>				
Institutional	109,484	75,000	116,000	75,000
Federal	<u>370,246</u>	<u>1,396,000</u>	<u>500,000</u>	<u>654,400</u>
Total Revenues	479,730	1,471,000	616,000	729,400
<b>EXPENDITURES</b>				
Instruction	619,797	1,045,000	500,000	930,000
Instructional Resources	6,342	64,000	6,000	60,000
General Institutional	1,721,534	829,000	1,500,000	848,000
Physical Plant	<u>1,067,242</u>	<u>4,009,000</u>	<u>4,300,000</u>	<u>1,972,365</u>
Total Expenditures	3,414,915	5,947,000	6,306,000	3,810,365
Net Revenue (Expenditures)	(2,935,185)	(4,476,000)	(5,690,000)	(3,080,965)
<b>OTHER SOURCES (USES)</b>				
Proceeds from Debt	4,000,000	4,000,000	4,000,000	4,000,000
Operating Transfer In (Out)	<u>(1,308,833)</u>	<u>(296,000)</u>	<u>(250,000)</u>	<u>(280,764)</u>
Total Resources (Uses)	2,691,167	3,704,000	3,750,000	3,719,236
<b>TRANSFERS TO (FROM) FUND BALANCES</b>				
Reserve for Capital Projects	<u>(244,018)</u>	<u>(772,000)</u>	<u>(1,940,000)</u>	<u>638,271</u>
Total Transfers To (From) Fund Balance	(244,018)	(772,000)	(1,940,000)	638,271
Beginning Fund Balance	<u>933,507</u>	<u>534,507</u>	<u>689,489</u>	<u>(1,250,511)</u>
Ending Fund Balance	<u>689,489</u>	<u>(237,493)</u>	<u>(1,250,511)</u>	<u>(612,240)</u>

Capital Projects Funds are used to account for financial resources and related financial activity for the acquisition and improvement of sites and for the acquisition, construction, equipping, and renovation of buildings.

\*Actual is presented on a budgetary basis.

\*\*Estimate is based upon 10 months of actual and 2 months of estimate.

**Southwest Wisconsin Technical College**

**Capital Projects Fund**

July 1, 2024 - June 30, 2025

Revenue for Capital Projects includes proceeds from debt of \$4,000,000. This amount is flat from the prior year borrowing level.

The amount of outstanding debt is approximately twenty-two million. Ten million of this debt is due to the capital expansion project that was completed as approved through the passage of \$31.9 million referendum on 4/1/08. The remaining outstanding debt of approximately twelve million is from annual borrowing for maintenance projects, remodeling and equipment replacement and upgrades. A debt service strategy which sets the annual borrowing in close relationship to annual principal payments, accounts for the consistent level of debt. This capital borrowing plan affords the College the ability to maintain high quality in both equipment and physical plant.

**Equipment/Software Budget by Department**

Agriculture and Industry	701,000	
Public Safety	-	
Health and Service	<u>229,000</u>	
Subtotal Instruction		930,000
Library/Media/Distance Education	<u>60,000</u>	
Subtotal Instructional Resources		60,000
College-wide Computing/Network/Telecommunications	581,685	
Enterprise Planning Resource Project	<u>266,315</u>	
Subtotal General Institutional		848,000
Custodial/Physical Plant/Fleet Vehicles and Grounds	67,365	
85 Acre Farm Purchase	1,300,000	
Remodeling/Maintenance Projects	436,000	
Engineering/Architect Fees	80,000	
Classroom/Office Furniture	<u>89,000</u>	
Subtotal for Physical Plant		<u>1,972,365</u>
<b>TOTAL CAPITAL PROJECTS</b>		<b><u>\$ 3,810,365</u></b>

Southwest Wisconsin Technical College  
Debt Service Fund  
July 1, 2024 - June 30, 2025  
Resources, Uses, and Changes in Fund Balance

	2022-23 <u>Actual*</u>	2023-24 <u>Budget</u>	2023-24 <u>Estimate**</u>	2024-25 <u>Budget</u>
REVENUES				
Local Government	6,510,000	6,600,000	6,600,000	6,700,000
State Aids	24,702	20,000	23,000	24,000
Institutional	38,898	36,000	38,000	36,000
Federal Aids	-	-	-	-
Total Revenues	<u>6,573,600</u>	<u>6,656,000</u>	<u>6,661,000</u>	<u>6,760,000</u>
EXPENDITURES				
Physical Plant	<u>7,422,281</u>	<u>6,710,000</u>	<u>6,688,492</u>	<u>6,747,389</u>
Total Expenditures	<u>7,422,281</u>	<u>6,710,000</u>	<u>6,688,492</u>	<u>6,747,389</u>
Net Revenue (Expenditures)	(848,681)	(54,000)	(27,492)	12,611
OTHER SOURCES (USES)				
Refunding Debt Issued	-	-	-	-
Premium Issuance of Debt	<u>170,840</u>	-	<u>143,920</u>	<u>140,000</u>
Total Resources (Uses)	<u>(677,841)</u>	-	<u>143,920</u>	<u>140,000</u>
TRANSFERS TO (FROM) FUND BALANCES				
Reserve for Debt Service	<u>(677,841)</u>	<u>(54,000)</u>	<u>116,428</u>	<u>152,611</u>
Total Transfers To (From) Fund Balance	<u>(677,841)</u>	<u>(54,000)</u>	<u>116,428</u>	<u>152,611</u>
Beginning Fund Balance	<u>2,338,903</u>	<u>1,658,443</u>	<u>1,661,062</u>	<u>1,777,490</u>
Ending Fund Balance	<u>1,661,062</u>	<u>1,604,443</u>	<u>1,777,490</u>	<u>1,930,101</u>

Debt Service Funds are used to account for the accumulation of resources for, and payment of, general long-term debt and long-term lease purchase principal and interest.

\*Actual is presented on a budgetary basis.

\*\*Estimate is based upon 10 months of actual and 2 months of estimate.

Southwest Wisconsin Technical College  
Enterprise Fund  
July 1, 2024 - June 30, 2025  
Resources, Uses, and Changes in Fund Balance

	<u>2022-23</u> <u>Actual*</u>	<u>2023-24</u> <u>Budget</u>	<u>2023-24</u> <u>Estimate**</u>	<u>2024-25</u> <u>Budget</u>
REVENUES				
Federal	76,449	-	50,000	30,000
Institutional	<u>1,219,677</u>	<u>1,300,000</u>	<u>2,100,000</u>	<u>2,300,000</u>
Total Revenues	1,296,126	1,300,000	2,150,000	2,300,000
EXPENDITURES				
Auxiliary Services	<u>2,155,988</u>	<u>1,905,300</u>	<u>2,000,000</u>	<u>2,400,000</u>
Total Expenditures	2,155,988	1,905,300	2,000,000	2,400,000
Net Revenue (Expenditures)	(859,862)	(605,300)	150,000	(100,000)
OTHER SOURCES (USES)				
Operating Transfer In (Out)	<u>694,630</u>	<u>695,000</u>	-	-
Total Resources (Uses)	694,630	695,000	-	-
TRANSFERS TO (FROM) FUND BALANCES				
Retained Earnings	<u>(165,232)</u>	<u>89,700</u>	<u>150,000</u>	<u>(100,000)</u>
Total Transfers To (From) Fund Balance	(165,232)	89,700	150,000	(100,000)
Beginning Fund Balance	<u>3,134,266</u>	<u>3,179,266</u>	<u>2,969,034</u>	<u>3,119,034</u>
Ending Fund Balance	<u><u>2,969,034</u></u>	<u><u>3,268,966</u></u>	<u><u>3,119,034</u></u>	<u><u>3,019,034</u></u>

Enterprise Funds are used to account for operations where the costs of providing goods or services to the student body, faculty and staff, or the general public are financed primarily through user fees.

\*Actual is presented on a budgetary basis.

\*\*Estimate is based upon 10 months of actual and 2 months of estimate.

Southwest Wisconsin Technical College  
Internal Service Fund\*\*\*  
July 1, 2024 - June 30, 2025  
Resources, Uses, and Changes in Fund Balance

	2022-23 <u>Actual*</u>	2023-24 <u>Budget</u>	2023-24 <u>Estimate**</u>	2024-25 <u>Budget</u>
REVENUES				
Institutional	<u>3,909,921</u>	<u>4,455,000</u>	<u>3,920,000</u>	<u>4,455,000</u>
Total Revenues	3,909,921	4,455,000	3,920,000	4,455,000
EXPENDITURES				
General Institutional	1,518			
Auxiliary Services	<u>3,654,711</u>	<u>4,455,000</u>	<u>3,800,000</u>	<u>4,455,000</u>
Total Expenditures	3,656,229	4,455,000	3,800,000	4,455,000
Net Revenue (Expenditures)	253,692	-	120,000	-
OTHER SOURCES (USES)				
Operating Transfer In (Out)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Resources (Uses)	-	-	-	-
TRANSFERS TO (FROM) FUND BALANCES				
Retained Earnings	<u>253,692</u>	<u>-</u>	<u>120,000</u>	<u>-</u>
Total Transfers To (From) Fund Balance	253,692	-	120,000	-
Beginning Fund Balance	<u>1,991,571</u>	<u>1,991,571</u>	<u>2,245,263</u>	<u>2,365,263</u>
Ending Fund Balance	<u>2,245,263</u>	<u>1,991,571</u>	<u>2,365,263</u>	<u>2,365,263</u>

Internal Service Funds are used to account for the financing and related financial activity of goods and services provided by one department to other departments of the District on a cost reimbursement basis.

\*Actual is presented on a budgetary basis.

\*\*Estimate is based upon 10 months of actual and 2 months of estimate.

\*\*\*Our self-funded health insurance and dental insurance programs are processed through the Internal Service Fund.

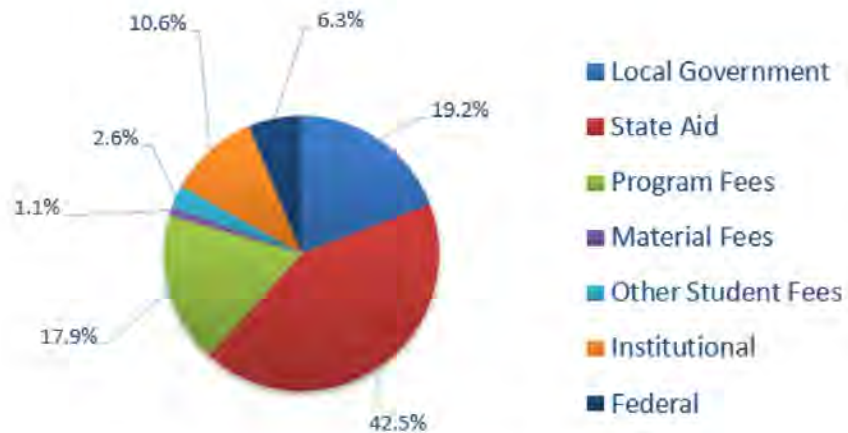
Southwest Wisconsin Technical College  
Classification Breakdown by Fund  
2024-25 Fiscal Year

	General	Spec. Rev. Operational	Spec. Rev. Non-Aidable	Capital Projects	Debt Service	Enterprise	Internal Service	Total
Personnel Services	20,159,500		176,164			868,298		21,203,962
Salaries	14,793,862		134,578			617,426		15,545,866
Fringe	5,365,638		41,586			250,872		5,658,096
Current Expense	7,502,150					906,702	4,405,000	12,813,852
Resale Merchandise			8,948,836			625,000	50,000	9,623,836
Capital				3,810,365				3,810,365
Debt Service					6,747,389			6,747,389
Total Expenditures	27,661,650	-	9,125,000	3,810,365	6,747,389	2,400,000	4,455,000	54,199,404

2023-24 Expenditures  
General – Operational



Southwest Wisconsin Technical College  
2024-25 Revenue Sources  
General – Operational



	2024-25	
Revenues	Budget	Percent
Local Government	5,267,000	19.2
State Aid	11,643,000	42.5
Program Fees	4,868,000	17.8
Material Fees	280,000	1.0
Other Student Fees	722,000	2.6
Institutional	2,917,700	10.6
Federal	1,713,700	6.3
<b>Total Revenues</b>	<b>27,411,400</b>	<b>100.0</b>

Southwest Wisconsin Technical College  
Schedule of Long-term Obligations  
2024-25 Budget Year

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
G.O. Refunding bonds (AR) 10/01/14 to Robert W. Baird & Co. Inc. in the amount of \$5,215,000			
2024-2025	525,000	65,700	590,700
2025-2026	540,000	49,950	589,950
2026-2027	550,000	33,750	583,750
2027-2028	<u>575,000</u>	<u>17,250</u>	<u>592,250</u>
Total Payments Due	2,190,000	166,650	2,356,650
G.O. Refunding Bond (12 years) issued to 12/20/17 to Robert W. Baird & Co. Inc. in the amount of \$6,485,000			
2024-2025	-	194,550	194,550
2025-2026	1,555,000	194,550	1,749,550
2026-2027	1,595,000	147,900	1,742,900
2027-2028	1,645,000	100,050	1,745,050
2028-2029	<u>1,690,000</u>	<u>50,700</u>	<u>1,740,700</u>
Total Payments Due	6,485,000	687,750	7,172,750
G.O. Refunding Bond issued 03/06/2019 to Robert W. Baird & Co. Inc. in the amount of \$7,775,000			
2024-2025	<u>1,425,000</u>	<u>71,250</u>	<u>1,496,250</u>
Total Payments Due	1,425,000	71,250	1,496,250
Promissory note (5 years) issued 02/16/2021 to Huntington Securities, Inc. in the amount of \$4,000,000			
2024-2025	<u>800,000</u>	<u>18,000</u>	<u>818,000</u>
Total Payments Due	800,000	18,000	818,000



Southwest Wisconsin Technical College  
Schedule of Long-term Obligations  
2024-25 Budget Year

Promissory note (5 years) issued 04/14/2022 to Northland Securities, Inc. in the amount of \$4,000,000

2024-2025	800,000	32,000	832,000
2025-2026	<u>800,000</u>	<u>16,000</u>	<u>816,000</u>
Total Payments Due	1,600,000	48,000	1,648,000

Promissory note (5 years) issued 12/07/2022 to StoneX Financial Inc. in the amount of \$4,000,000

2024-2025	800,000	120,000	920,000
2025-2026	800,000	80,000	880,000
2026-2027	<u>800,000</u>	<u>40,000</u>	<u>840,000</u>
Total Payments Due	2,400,000	240,000	2,640,000

Promissory note (5 years) issued 12/7/2023 to Huntington Securities Inc. in the amount of \$4,000,000

2024-2025	800,000	160,000	960,000
2025-2026	800,000	120,000	920,000
2026-2027	800,000	80,000	880,000
2027-2028	<u>800,000</u>	<u>40,000</u>	<u>840,000</u>
Total Payments Due	3,200,000	400,000	3,600,000

Promissory note (5 years) to be issued in 2024 to the successful bidder in the amount of \$4,000,000 to finance construction, facility improvements, remodeling, and equipment purchases.

2024-2025	800,000	93,889	893,889
2025-2026	800,000	160,000	960,000
2026-2027	800,000	120,000	920,000
2027-2028	800,000	80,000	880,000
2028-2029	<u>800,000</u>	<u>40,000</u>	<u>840,000</u>
Total Payments Due	4,000,000	493,889	4,493,889

Southwest Wisconsin Technical College  
Combined Schedule of Long-term Obligations  
Summary of Fiscal Year  
2024-25 Budget

<b>Fiscal Year(s)</b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
2024-2025	5,950,000	755,389	6,705,389
2025-2026	5,295,000	620,500	5,915,500
2026-2027	4,545,000	421,650	4,966,650
2027-2028	3,820,000	237,300	4,057,300
2028-2029	<u>2,490,000</u>	<u>90,700</u>	<u>2,580,700</u>
Total Payments Due	\$ 22,100,000	\$ 2,125,539	\$ 24,225,539

**Southwest Wisconsin Technical College**  
**Debt Limit**  
**2024-25 Budget Year**

State statutes impose two debt limitations on WTCS districts' debt. The following computations are based on the aggregate debt outstanding as of June 30, 2024, net of resources available to fund principal and interest payments.

The aggregate indebtedness of the District may not exceed five (5) percent of the equalized value of the taxable property located in the District per s.67.03 (1) Wisconsin Statutes. This limitation applies to indebtedness for all purposes - bonds, promissory notes and capital leases, including taxable and nontaxable borrowings. The maximum aggregate indebtedness of the District budgeted for FY 2024-25 budget is \$22,100,000. The five (5) percent limit is \$635,057,063.

The bonded indebtedness of the District may not exceed two (2) percent of the equalized value of the property located in the District per s.67.03 (9) Wisconsin Statutes. This limitation applies to bonded indebtedness for the purchase of district sites, the construction and remodeling of district facilities and the equipping of district facilities. The key word is "bonded;" only include bonded indebtedness issued under s.67.05, Wisconsin Statutes. The maximum bonded indebtedness of the District budgeted for FY 2024-25 budget is \$10,100,000. The two (2) percent limit is \$254,022,825.

Southwest Wisconsin Technical College  
Combined Budget Summary  
2024-25 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance

	2022-23 <u>Actual*</u>	2023-24 <u>Budget</u>	2023-24 <u>Estimate**</u>	2024-25 <u>Budget</u>
<b>REVENUES</b>				
Local Government	11,530,419	11,718,300	11,763,100	11,967,000
State Aids	12,271,518	12,020,000	12,323,000	12,367,000
Program Fees	4,490,977	4,629,000	4,800,000	4,868,000
Material Fees	256,308	270,000	280,000	280,000
Other Student Fees	914,463	1,481,000	925,000	1,122,000
Institutional	8,911,182	8,245,500	9,474,000	10,683,700
Federal	<u>7,052,637</u>	<u>8,816,000</u>	<u>7,550,000</u>	<u>9,468,100</u>
Total Revenues	45,427,504	47,179,800	47,115,100	50,755,800
<b>EXPENDITURES</b>				
Instruction	16,457,414	15,245,000	16,410,000	16,754,800
Instructional Resources	304,332	373,000	305,000	355,100
Student Services	8,880,296	10,597,500	10,340,000	12,195,500
General Institutional	7,593,000	6,729,000	7,400,000	6,857,100
Physical Plant	10,787,796	12,919,000	13,188,492	11,136,904
Auxiliary Services	<u>5,852,671</u>	<u>6,393,300</u>	<u>5,835,000</u>	<u>6,900,000</u>
Total Expenditures	49,875,509	52,256,800	53,478,492	54,199,404
Net Revenue (Expenditures)	(4,448,005)	(5,077,000)	(6,363,392)	(3,443,604)
<b>OTHER SOURCES (USES)</b>				
Proceeds from Debt	4,000,000	4,000,000	4,000,000	4,000,000
Refunding/Premium	170,840	-	-	-
Operating Transfer In (Out)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Resources (Uses)	(277,165)	(1,077,000)	(2,363,392)	556,396
<b>TRANSFERS TO (FROM) FUND BALANCES</b>				
Reserve for Prepaids & Inventories	-	-	-	-
Reserve for Capital Projects	(244,018)	(772,000)	(1,940,000)	638,271
Reserve for Debt Service	(677,841)	(54,000)	116,428	152,611
Retained Earnings	88,460	89,700	270,000	(100,000)
Reserve for Student Organizations	(15,050)	45,000	27,000	27,000
Reserve for Operations	571,284	(385,700)	(691,900)	(21,486)
Designated for Subsequent Years	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Transfers To (From) Fund Balance	(277,165)	(1,077,000)	(2,218,472)	696,396
Beginning Fund Balance	<u>20,180,658</u>	<u>19,467,198</u>	<u>19,903,493</u>	<u>17,685,021</u>
Ending Fund Balance	<u>19,903,493</u>	<u>18,390,198</u>	<u>17,685,021</u>	<u>18,381,417</u>

\*Actual is presented on a budgetary basis.

\*\*Estimate is based upon 10 months of actual and 2 months of estimate.

Southwest Wisconsin Technical College  
Combined Budget Summary  
2024-25 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance

	<u>2022-23</u> <u>Actual*</u>	<u>2023-24</u> <u>Budget</u>	<u>2023-24</u> <u>Estimate**</u>	<u>2024-25</u> <u>Budget</u>
<b>REVENUES BY FUND</b>				
General Fund	26,540,974	24,772,300	26,318,100	27,411,400
Special Revenue-Non-Aidable Fund	6,627,153	8,525,500	7,450,000	9,100,000
Capital Projects Fund	479,730	1,471,000	616,000	729,400
Debt Service Fund	6,573,600	6,656,000	6,661,000	6,760,000
Enterprise Fund	1,296,126	1,300,000	2,150,000	2,300,000
Internal Service Fund	<u>3,909,921</u>	<u>4,455,000</u>	<u>3,920,000</u>	<u>4,455,000</u>
Total Revenue by Fund	<u>45,427,504</u>	<u>47,179,800</u>	<u>47,115,100</u>	<u>50,755,800</u>
<b>EXPENDITURES BY FUND</b>				
General Fund	27,239,711	25,409,000	27,209,000	27,661,650
Special Revenue-Non-Aidable Fund	5,986,385	7,830,500	7,475,000	9,125,000
Capital Projects Fund	3,414,915	5,947,000	6,306,000	3,810,365
Debt Service Fund	7,422,281	6,710,000	6,688,492	6,747,389
Enterprise Fund	2,155,988	1,905,300	2,000,000	2,400,000
Internal Service Fund	<u>3,656,229</u>	<u>4,455,000</u>	<u>3,800,000</u>	<u>4,455,000</u>
Total Expenditures by Fund	<u>49,875,509</u>	<u>52,256,800</u>	<u>53,478,492</u>	<u>54,199,404</u>

\*Actual is presented on a budgetary basis.

\*\*Estimate is based upon 10 months of actual and 2 months of estimate.










JULY 1, 2024–JUNE 30, 2025 BUDGET


# SUPPLEMENTAL DATA



### District Profile


Southwest Wisconsin Technical College District is located primarily within the counties of Crawford, Grant, Iowa, Lafayette, and Richland. The College is organized along public school district lines and encompasses 30 public school districts. There is only one centrally located campus at Fennimore.

Program Name	Program Type	Learning Options
<a href="#">Accounting</a>	Associate Degree	
<a href="#">Accounting Assistant</a>	Technical Diploma	
<a href="#">Agribusiness Science &amp; Technology - Agribusiness Management</a>	Associate Degree	
<a href="#">Agribusiness Science &amp; Technology - Agronomy</a>	Associate Degree	
<a href="#">Agribusiness Science &amp; Technology - Agronomy Technician</a>	Technical Diploma	
<a href="#">Agribusiness Science &amp; Technology - Animal Science</a>	Associate Degree	
<a href="#">Agribusiness Science &amp; Technology - Applicator Technician</a>	Certificate	
<a href="#">Agricultural Power &amp; Equipment Technician</a>	Technical Diploma	
<a href="#">Artisanal Modern Meat Butchery</a>	Technical Diploma	
<a href="#">Auto Collision Repair &amp; Refinish Technician</a>	Technical Diploma	
<a href="#">Automotive Technician</a>	Technical Diploma	
<a href="#">Building Performance Technician</a>	Technical Diploma	
<a href="#">Building Trades—Carpentry</a>	Technical Diploma	
<a href="#">Business Management</a>	Associate Degree	
<a href="#">Cancer Information Management (CIM) (Online)</a>	Advanced Technical Certificate	
<a href="#">Cancer Information Management (CIM) (Online)</a>	Associate Degree	
<a href="#">Child Care Services</a>	Technical Diploma	
<a href="#">CNC Machine Operator/Programmer (Precision Machining Technology)</a>	Technical Diploma	
<a href="#">Construction Electrician Apprenticeship</a>	Apprenticeship	
<a href="#">Cosmetology</a>	Technical Diploma	
<a href="#">Criminal Justice – Law Enforcement 2</a>	Associate Degree	
<a href="#">Criminal Justice – Law Enforcement 720 Academy</a>	Technical Diploma	
<a href="#">Criminal Justice Studies</a>	Associate Degree	
<a href="#">Dairy and Livestock Technician</a>	Technical Diploma	
<a href="#">Dairy Goat Herd Management</a>	Certificate	
<a href="#">Data Analytics</a>	Associate Degree	
<a href="#">Data Analytics</a>	Certificate	
<a href="#">Data Analytics Visualization</a>	Certificate	








•  offered online



Program Name	Program Type	Learning Options
<a href="#">Driver Safety Education Certification</a>	Short Term Technical Diploma	
<a href="#">Driver Education</a>		
<a href="#">Early Childhood Education</a>	Associate Degree	
<a href="#">Early Childhood Licensing Basic Ages 0-2</a>	Certificate	
<a href="#">Electrical Power Distribution</a>	Technical Diploma	
<a href="#">Electro-Mechanical Technology</a>	Associate Degree	
<a href="#">EMT/AEMT</a>	Technical Diploma	
<a href="#">Farm Business &amp; Production Management</a>		
<a href="#">Golf Course Management</a>	Associate Degree	
<a href="#">Graphic &amp; Web Design</a>	Associate Degree	
<a href="#">Health Information Technology (HIT)</a>	Associate Degree	
<a href="#">Human Services Associate</a>	Associate Degree	
<a href="#">Individualized Technical Studies</a>	Associate Degree	
<a href="#">Industrial Electrician Apprenticeship</a>	Apprenticeship	
<a href="#">Industrial Mechanic</a>	Technical Diploma	
<a href="#">Instrumentation and Controls Technology</a>	Associate Degree	
<a href="#">IT-Cybersecurity and Network Administration</a>	Associate Degree	
<a href="#">IT-Network Systems Technician</a>	Technical Diploma	
<a href="#">Laboratory Science Technician</a>	Technical Diploma	
<a href="#">Leadership Development</a>	Associate Degree	
<a href="#">Logistics Certificate</a>	Certificate	
<a href="#">Mechatronics Technician Apprenticeship</a>	Apprenticeship	
<a href="#">Medical Assistant</a>	Technical Diploma	
<a href="#">Medical Coding Specialist</a>	Technical Diploma	
<a href="#">Medical Laboratory Technician</a>	Associate Degree	
<a href="#">Midwife (Direct Entry)</a>	Associate Degree	
<a href="#">Nail Technician</a>	Technical Diploma	
<a href="#">Nonprofit Leadership</a>	Associate Degree	
<a href="#">Nonprofit Essentials</a>	Certificate	

•  offered online



Program Name	Program Type	Learning Options
<a href="#">Nonprofit Marketing</a>	Certificate	
<a href="#">Nonprofit Strategic Planning</a>	Certificate	
<a href="#">Nursing (Associate Degree)</a>	Associate Degree	
<a href="#">Nursing Assistant (CNA)</a>	Technical Diploma	
<a href="#">Payroll Assistant</a>	Certificate	
<a href="#">Physical Therapist Assistant</a>	Associate Degree	
<a href="#">Plumbing Apprenticeship</a>	Apprenticeship	
<a href="#">Production Planner Certificate</a>	Certificate	
<a href="#">Purchasing Agent/Buyer Certificate</a>	Certificate	
<a href="#">Radiography</a>	Associate Degree	
<a href="#">Solar Installation Technician</a>	Certificate	
<a href="#">Supply Chain Assistant</a>	Technical Diploma	
<a href="#">Supply Chain Management</a>	Associate Degree	
<a href="#">Surgical Technology</a>	Associate Degree	
<a href="#">Sustainable Energy Management</a>	Associate Degree	
<a href="#">Tax Preparer Assistant</a>	Certificate	
<a href="#">Technical Studies-Journeyworker</a>	Associate Degree	
<a href="#">University Transfer</a>	Associate Degree	
<a href="#">University Transfer - Associate of Arts</a>	Associate Degree	
<a href="#">University Transfer - Associate of Science</a>	Associate Degree	
<a href="#">Welding</a>	Technical Diploma	

•  offered online

For Continuing Education offerings, please refer to the [Continuing Education](#) area of our website.

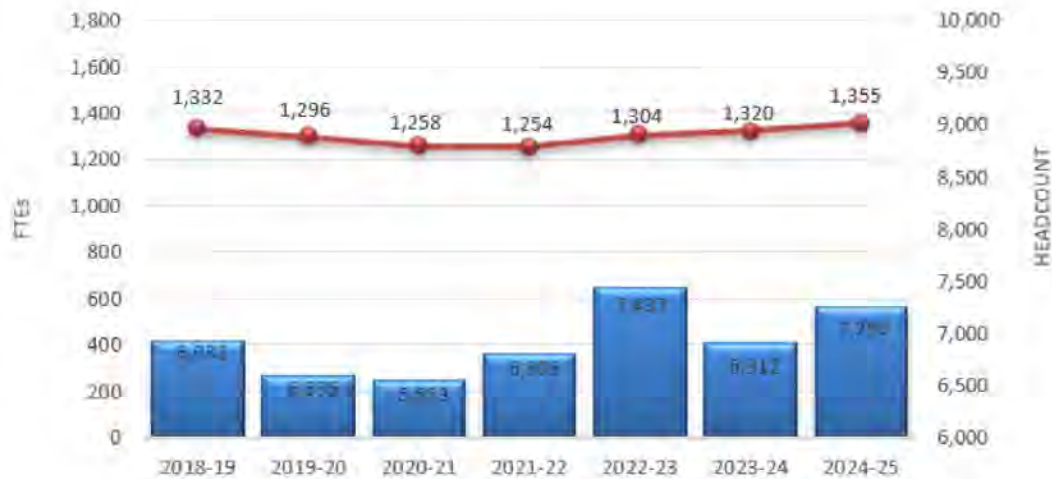
### Southwest Wisconsin Technical College Equalized Valuations and Mill Rates

Year	Equalized Valuation	Operational Mill Rate	Debt Mill Rate	Combined Mill Rate
2020-21 Actual	9,373,628,285	0.5783	0.6028	1.1811
2021-22 Actual	10,005,850,141	0.5065	0.6206	1.1271
2022-23 Actual	11,264,911,310	0.4453	0.5779	1.0232
2023-24 Actual	12,701,141,261	0.4066	0.5196	0.9262
2024-25 Projected	13,082,175,499	0.4026	0.5121	0.9147

#### MILL RATE HISTORY



### Southwest Wisconsin Technical College Student FTE and Head Count



Program Type	2018-19	2019-20	2020-21	2021-22	2022-23	Projected 2023-24	Budget 2024-25
Post-Secondary <sup>(1)</sup>	1,159	1,147	1,126	1,111	1,145	1,170	1,205
Vocational Adult <sup>(2)</sup>	64	62	64	64	68	65	65
Non-Postsecondary <sup>(3)</sup>	109	87	68	79	90	85	85
Community Services <sup>(4)</sup>	0	0	0	0	1	0	0
<b>Total FTE</b>	<b>1,332</b>	<b>1,296</b>	<b>1,258</b>	<b>1,254</b>	<b>1,304</b>	<b>1,320</b>	<b>1,355</b>
<b>Headcount</b>	<b>6,932</b>	<b>6,595</b>	<b>6,553</b>	<b>6,809</b>	<b>7,437</b>	<b>6,912</b>	<b>7,250</b>

(1) Post-Secondary: Students enrolled in courses at the liberal arts transfer, associate degree, technical diploma, apprenticeship and certificate levels.

(2) Vocational Adult: Students enrolled in courses for personal development in increasing their job skills or learning new skills.

(3) Non-Postsecondary: Students enrolled in remedial and basic education courses.

(4) Community Services: Students enrolled in self-enrichment activities.

Southwest Wisconsin Technical College  
Notice of Public Hearing  
July 1, 2024 - June 30, 2025

A public hearing on the proposed 2024-2025 budget for Southwest Wisconsin Technical College will be held on June 20, 2024 at 6:00 p.m. in Room 430 on the Fennimore Campus. The detailed budget is available for public inspection at the District Business Office.

**EXPENDITURE HISTORY**

<u>Fiscal Year</u>	<u>Equalized Valuation</u>	<u>Mill Rates Operational <sup>(2)</sup></u>	<u>Debt Service</u>	<u>Total Mill Rate</u>	<u>Percent Inc./Dec.</u>
2020-21	9,373,628,285	0.5783	0.6028	1.1811	(2.40)
2021-22	10,005,850,141	0.5065	0.6206	1.1271	(4.57)
2022-23	11,264,911,310	0.4453	0.5779	1.0232	(9.22)
2023-24	12,701,141,261	0.4066	0.5196	0.9262	(9.48)
2024-25 <sup>(1)</sup>	13,082,175,499	0.4026	0.5121	0.9148	(1.23)
<u>Fiscal Year <sup>(2)</sup></u>	<u>Total Expenditures All Funds</u>	<u>Percent Inc./Dec.</u>	<u>Property Tax Levy</u>	<u>Percent Inc./Dec.</u>	<u>Tax on a \$100,000 House</u>
2020-21	46,764,275	10.28	11,071,039	1.22	118.11
2021-22	48,211,000	3.09	11,277,569	1.87	112.71
2022-23	48,960,300	1.55	11,526,626	2.21	102.32
2023-24	53,478,492	9.23	11,763,712	2.06	92.62
2024-25	54,199,404	1.35	11,967,000	1.73	91.48

<sup>(1)</sup> Fiscal year 2025 equalized valuation is projected to increase 3% from fiscal year 2024.

<sup>(2)</sup> Fiscal years 2021 through 2023 represent actual amounts; 2024 is estimated; 2025 is the proposed budget.

**Budget/Fund Summary – All Funds**

	<u>General</u>	<u>Special Revenue Operational</u>	<u>Special Revenue Non-Aidable</u>	<u>Capital Projects</u>	<u>Debt Service</u>	<u>Enterprise</u>	<u>Internal Service</u>	<u>Total</u>
Tax Levy	5,267,000	-	-	-	6,700,000	-	-	11,967,000
Other Budgeted Revenues	22,144,400	-	9,100,000	729,400	60,000	2,300,000	4,455,000	38,788,800
Total Budgeted Revenues	27,411,400	-	9,100,000	729,400	6,760,000	2,300,000	4,455,000	50,755,800
Budgeted Expenditures	27,661,650	-	9,125,000	3,810,365	6,747,389	2,400,000	4,455,000	54,199,404
Excess of Revenues								
Over Expenditures	(250,250)	-	(25,000)	(3,080,965)	12,611	(100,000)	-	(3,443,604)
Operations Transfers	228,764	-	52,000	(280,764)	140,000	-	-	-
Proceeds from Debt	-	-	-	4,000,000	-	-	-	4,000,000
Est. Fund Balance 07/01/23	11,019,634	-	654,111	(1,250,511)	1,777,490	3,119,034	2,365,263	17,685,021
Est. Fund Balance 06/30/24	10,998,148	-	681,111	(612,240)	1,930,101	3,019,034	2,365,263	18,381,417

Southwest Wisconsin Technical College  
Notice of Public Hearing  
Budget Summary - General Fund  
Fiscal Year 2024-2025

	2022-23 <u>Actual<sup>(3)</sup></u>	2023-24 <u>Budget</u>	2023-24 <u>Estimate<sup>(4)</sup></u>	2024-25 <u>Budget</u>	
<b>REVENUES</b>					
Local Government	5,020,419	5,118,300	5,163,100	5,267,000	
State Aids	11,586,409	11,400,000	11,600,000	11,643,000	
Program Fees	4,490,977	4,629,000	4,800,000	4,868,000	
Material Fees	256,308	270,000	280,000	280,000	
Other Student Fees	647,281	511,000	575,000	722,000	
Institutional	2,662,708	1,994,000	2,400,000	2,917,700	
Federal	<u>1,876,872</u>	<u>850,000</u>	<u>1,500,000</u>	<u>1,713,700</u>	
Total Revenues	26,540,974	24,772,300	26,318,100	27,411,400	
<b>EXPENDITURES</b>					
Instruction	15,837,617	14,200,000	15,910,000	15,824,800	
Instructional Resources	297,990	309,000	299,000	295,100	
Student Services	2,925,392	2,800,000	2,900,000	3,115,500	
General Institutional	5,869,948	5,900,000	13,687,100	6,009,100	
Physical Plant	<u>10,491</u>	<u>-</u>	<u>12,195,500</u>	<u>-</u>	
Total Expenditures	<u>27,239,711</u>	<u>25,409,000</u>	<u>27,209,000</u>	<u>27,661,650</u>	
Net Revenue (Expenditures)	(698,737)	(636,700)	(890,900)	(250,250)	
<b>OTHER SOURCES (USES)</b>					
Operating Transfer In (Out)	<u>1,270,021</u>	<u>251,000</u>	<u>199,000</u>	<u>228,764</u>	
Total Resources (Uses)	1,270,021	251,000	199,000	228,764	
<b>TRANSFERS TO (FROM) FUND BALANCES</b>					
Reserve for Prepaids & Inventories	-	-	-	-	
Reserve for Operations	571,284	(385,700)	(691,900)	(21,486)	
Designated for Subsequent Years	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Total Transfers To (From) Fund Balance	571,284	(385,700)	(691,900)	(21,486)	
Beginning Fund Balance	<u>11,140,250</u>	<u>11,471,250</u>	<u>11,711,534</u>	<u>11,019,634</u>	
Ending Fund Balance	<u>11,711,534</u>	<u>11,085,550</u>	<u>11,019,634</u>	<u>10,998,148</u>	
<b>EXPENDITURES BY FUND</b>					
					%Change <sup>(5)</sup>
General Fund	27,239,711	25,409,000	27,209,000	27,661,650	8.87
Special Revenue-Operational Fund	-	-	-	-	-
Special Revenue-Non-Aidable Fund	5,986,385	7,830,500	7,475,000	9,125,000	16.53
Capital Projects Fund	3,414,915	5,947,000	6,306,000	3,810,365	(35.93)
Debt Service Fund	7,422,281	6,710,000	6,688,492	6,747,389	0.56
Enterprise Fund	2,155,988	1,905,300	2,000,000	2,400,000	25.96
Internal Service Fund	<u>3,656,229</u>	<u>4,455,000</u>	<u>3,800,000</u>	<u>4,455,000</u>	-
Total Expenditures by Fund	49,875,509	52,256,800	53,478,492	54,199,404	3.72
<b>REVENUES BY FUND</b>					
General Fund	26,540,974	24,772,300	26,318,100	27,411,400	10.65
Special Revenue-Operational Fund	-	-	-	-	-
Special Revenue-Non-Aidable Fund	6,627,153	8,525,500	7,450,000	9,100,000	6.74
Capital Projects Fund	479,730	1,471,000	616,000	729,400	-
Debt Service Fund	6,573,600	6,656,000	6,661,000	6,760,000	1.56
Enterprise Fund	1,296,126	1,300,000	2,150,000	2,300,000	76.92
Internal Service Fund	<u>3,909,921</u>	<u>4,455,000</u>	<u>3,920,000</u>	<u>4,455,000</u>	-
Total Revenue by Fund	45,427,504	47,179,800	47,115,100	50,755,800	7.58

<sup>(3)</sup> Actual is presented on a budgetary basis.

<sup>(4)</sup> Estimate is based upon 10 months of actual and 2 months of estimate

<sup>(5)</sup> (2024-25 Budget - 2023-24 Budget)/2023-24 Budget.

***B. Approval of Darlington Outreach Site Lease***

Mr. White will present a lease agreement for the Darlington Outreach Site located at 627 Main Street, Darlington, WI. The lease agreement is included with the electronic Board meeting information.

**Recommendation:** Approve the lease agreement with the City of Darlington to lease 840 square feet of office and educational space located at 627 Main Street, Darlington, WI for \$1220 annually from July 1, 2024, through June 30, 2025.

## LEASE AGREEMENT

THIS AGREEMENT OF LEASE is made as of this 1<sup>st</sup> day of July 2024 by and between City of Darlington, Lessor, and Southwest Wisconsin Technical College, Lessee:

### 1. PREMISES AND TERM.

- 1.1 Demised Premises. Lessor leases to Lessee the following: 840 square feet of floor space located at 627 Main Street, Darlington, WI, room 258
- 1.2 Term. This lease is for a term of 12 months commencing on July 1, 2024, and ending June 30, 2025.
- 1.3 Termination This lease shall continue until the date specified in paragraph 1.2 or an extension date agreed upon as specified in paragraph 1.4 or until terminated in accordance with this paragraph. This lease or any renewal thereof may be terminated by mutual written agreement of the parties before the end of the fixed term or the end of each and every renewal period hereafter upon such terms and conditions as the parties shall agree.
- 1.4 Renewal. This lease may be renewed by mutual written agreement of the parties before the end of the fixed term or the end of each and every renewal period hereafter upon such terms and conditions as the parties shall agree.

### 2. RENT.

- 2.1 Payments. The Lessee shall yield and pay the sum of \$1,220 per year as rent for the premises for the term of this Agreement, payable in two equal payments July 15 and January 15.

### 3. USE AND SIGNS.

- 3.1 Use. Lessee shall use and occupy the demised premises solely for educational and office purposes. Lessee shall not use the demised premises in any way which, in the judgment of the Lessor, poses a hazard to the Lessor, the premises, other Lessees, if any, or the building in part or in whole; nor shall Lessee use the demised premises so as to cause damage to the building in part or in whole; nor shall Lessee use the premises so as to cause damage, annoyance, nuisance or inconvenience to the building occupants or others.
- 3.2 Signs. Lessee shall have the privilege of placing on and in the demised premises such interior and exterior signs as Lessee deems necessary and proper in the conduct of Lessee's business, provided:
  - (a) Lessee obtains all permits and licenses at its own cost which may be

required for the erection and maintenance thereof; and

- (b) Such signs may lawfully be permitted to be erected and maintained; and
- (c) Lessee obtains the Lessor's consent to the placement of any exterior sign on the building or grounds. Lessor's consent consists of City approval for location, materials and installation method for the placement of both exterior and interior signs.

4. CARE AND REPAIR OF DEMISED PREMISES; UTILITIES.

4.1 Utilities.

- (a) Lessor shall be responsible for water, sewer, heat, electricity, and gas.
- (b) Lessee shall be responsible for telephone and WiFi/broadband service expenses.

4.2 Maintenance.

- (a) Lessor is responsible for purchasing cleaning and paper products and is further responsible for providing general interior custodial and maintenance services.
- (b) Lessor is responsible for all exterior maintenance, including snow removal from the parking lot and sidewalks, mowing of grass and care of shrubbery and trees. Lessor is not responsible for the maintenance of exterior signage placed on the premises by Lessee.
- (c) Lessor shall, except as otherwise specifically provided herein and except for damages resulting from the act or negligence of Lessee, its agents, employees, invitees or permittees, maintain in good repair and tenantable condition the demised premises including the building and any and all equipment, fixtures and appurtenances whether severable or nonseverable, furnished by the Lessor under this lease. Lessee shall promptly report any problems with heating, air conditioning, electricity or plumbing.
- (d) Lessee shall commit no waste and shall take good care of the demised premises. Upon the expiration or termination of this lease or any renewal thereof, Lessee shall vacate the demised premises, remove its property therefrom and forthwith yield and place Lessor in peaceful possession of the leased premises free and clear of any liens, claims or encumbrances and in as good condition as the premises existed at the commencement of this lease, ordinary wear and tear, and damage by fire, act of God, casualty or other cause not due to misuse and neglect by Lessee or Lessee's agents, servants,



customers, visitors or permittees excepted.

- 4.2 Lessee property. All improvements made by Lessee to the demised premises which are or become so attached to the demised premises that they cannot be removed without material injury to the demised premises shall become the property of the Lessor. No such improvements will be made without written approval by the lessor. Not later than the last day on which Lessee has the right to possession of the premises, Lessee may, nevertheless, remove all Lessee's personal property.

5. ALTERATIONS.

- 5.1 Lessee shall have the right, at Lessee's expenses, from time to time, without Lessor's consent, to redecorate the demised premises, and to make nonstructural alterations, changes, installations, additions or improvements (collectively "changes") in, on, to or about such parts thereof as he shall deem expedient or necessary for its purpose.

6. ASSIGNMENT AND SUBLETTING.

- 6.1 Lessee shall not have the right, without Lessor's written consent, to assign this lease or sublet the demised premises or any part thereof.

7. OTHER FACILITIES.

- 7.1 Lessee shall have nonexclusive access to all off street parking available on the premises.

8. INDEMNITY - LIABILITY INSURANCE

- 8.1 Liability insurance. The Lessee must obtain and maintain during the term of this lease, a liability insurance policy covering its operations on the demised premises.
- 8.2 Contents insurance. During the term of this lease, Lessee shall, at Lessee's expense, be responsible for insuring its personal property located on the demised premises against damage and destruction by fire, theft or other perils.

9. NOTICES.

- 9.1 Any notice, demand, request or other communication hereunder given or made by either party to the other shall be in writing and shall be deemed to be duly given only if personally served on the other party or mailed by first class, postage prepaid regular mail addressed as follows:
- (a) if to Lessor, to Mayor, City of Darlington, 627 Main Street, Darlington, WI 53530
  - (b) if to Lessee, to Vice President for Administrative Services, Southwest

Wisconsin Technical College, 1800 Bronson Boulevard, Fennimore, WI  
53809

or at such other addresses as Lessor or Lessee, respectively, may designate in writing  
by notice pursuant to this paragraph.

10. COMPLETE AGREEMENT AND CONSTRUCTION FORM OF AGREEMENT.

- 10.1 Complete agreement. Both parties acknowledge that no representations, warranties, promises, covenants or undertakings of any kind have been made to either party as an inducement to enter into this lease agreement, other than those expressly set forth herein or in any attachment hereto. This lease is intended to be and is the complete agreement of the parties.
- 10.2 Paragraph headings. Paragraph headings are for convenience only. They are not part of this lease agreement of the parties and shall not be used in the construction or interpretation thereof.
- 10.3 Form of agreement. With respect to the form of the lease agreement, both parties assume joint responsibility for the form and composition of each paragraph, and they further agree that this lease agreement shall be interpreted as though each of the parties participated equally in the composition of each and every part thereof.
- 10.4 Construction. This lease agreement is not to be strictly construed for or against either of the parties. It shall be interpreted simply and fairly with regard to both parties.
- 10.5 Choice of law. The parties intend this lease agreement to be construed in accordance with the laws of the State of Wisconsin.
- 10.6 Severability. Both parties agree that in the event any court of competent jurisdiction at any time holds that a portion of this lease agreement is invalid, illegal, unenforceable, void or voidable, the remainder of the lease agreement, to the extent consistent with such holding, shall not be affected thereby and shall continue in full force and effect.

11. MISCELLANEOUS PROVISIONS.

- 11.1 Revision or modification Any future revision, modification, amendment or waiver of any of the provisions of this lease agreement shall be effective only if made in writing, dated, signed and executed with the same formality as this lease agreement. Any such revision, modification or amendment shall specifically provide that it is intended to revise, modify, or amend this lease agreement. Failure of either party to insist upon strict performance of any of the provisions of this lease agreement shall

not be construed as a waiver of any subsequent default of the same or similar nature.

- 11.2 Access to premises. Lessor may enter the demised premises at any reasonable time on reasonable notice to Lessee for any purpose related to the performance of Lessor's obligations thereunder.
- 11.3 Interruption of services. Interruption of any service maintained in the demised premises if caused by mechanical difficulties or any causes beyond the Lessor's control shall not entitle Lessee to any claim against Lessor or to any abatement in rent, nor shall the same constitute constructive or partial eviction, unless Lessor fails to take such measures as may be reasonable in the circumstances to restore the service without undue delay. If the demised premises are rendered unfit in whole or in part for the uses specified in this lease agreement, for a period of more than 3 days, by the making of repairs, replacement or additions, other than those made with Lessee's consent or caused by misuse or neglect by Lessee or Lessee's agent, customers, visitors or permittees, there shall be a proportionate abatement of rent during the period of such unfitness.

IN WITNESS WHEREOF, the said Lessor has caused these presents to be signed this \_\_\_\_ day of \_\_\_\_\_ 2024.

CITY OF DARLINGTON

BY:

\_\_\_\_\_  
Mike McDermott, Mayor

IN WITNESS WHEREOF, the said Lessee has caused these presents to be signed this \_\_\_\_ day of \_\_\_\_\_ 2024.

SOUTHWEST WISCONSIN TECHNICAL COLLEGE

BY:

\_\_\_\_\_  
Caleb White, Vice President for Administrative Services

### ***C. Approval of Digital Automated Forms RFP***

Mr. White will review a Request for Proposal (RFP) for a digital automated forms platform that offers the highest quality service at the best value to the College. The purpose includes a platform that provides customizable digital forms, that can be sent, returned, and stored efficiently and securely using workflows between our Human Resources team and external new hires. A Summary of the RFP follows.

**Recommendation:** Award the RFP for Digital Automated Forms to Droplet of Lehi, Utah, in the amount of \$33,499.00, for a three-year term beginning July 1, 2024.

## Digital Automated Forms

### RFP #2024-15

The public opening of the request for proposals (RFP) for Digital Automated Forms for the college was held on Tuesday, May 28, 2024, at 2:00 p.m. CST.

#### Purpose

Request for Proposal (RFP) is being sought for the digital automated forms platform that can offer the highest quality service at the best value to the College. The purpose of this request is to obtain a platform that provides customizable digital forms, that can be sent, returned, and stored efficiently and securely using workflows between our Human Resources team, and external new hires.

#### Scope, Summary

The College seeks a platform that can provide digital automated forms in an efficient manner, in accordance with the RFP, which best serves the needs of the College while minimizing cost and maximizing return. The proposed digital automated forms platforms should describe its ability to meet the scope of services as outlined in the RFP.

Summary of need for Decision: Security, Compliance, new hire experience, need a process that can be accessed by anyone from HR whether working remotely or on campus. Secure automation tool for onboarding forms including state and federal forms, internally created forms, and other vendor created forms.

Proposals were received from three vendors. An evaluation team consisting of Demi Vetesnik, Sarah Imhoff and Adam Phillips reviewed and rated the proposals based on the evaluation criteria. The evaluation team was unable to score Government Jobs due to missing required documentation.

#### Evaluation Criteria

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

1. 40% - Demo/Product capabilities
2. 25% - Pricing
3. 25% - Customizability and security
4. 10% - References and experience in education

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

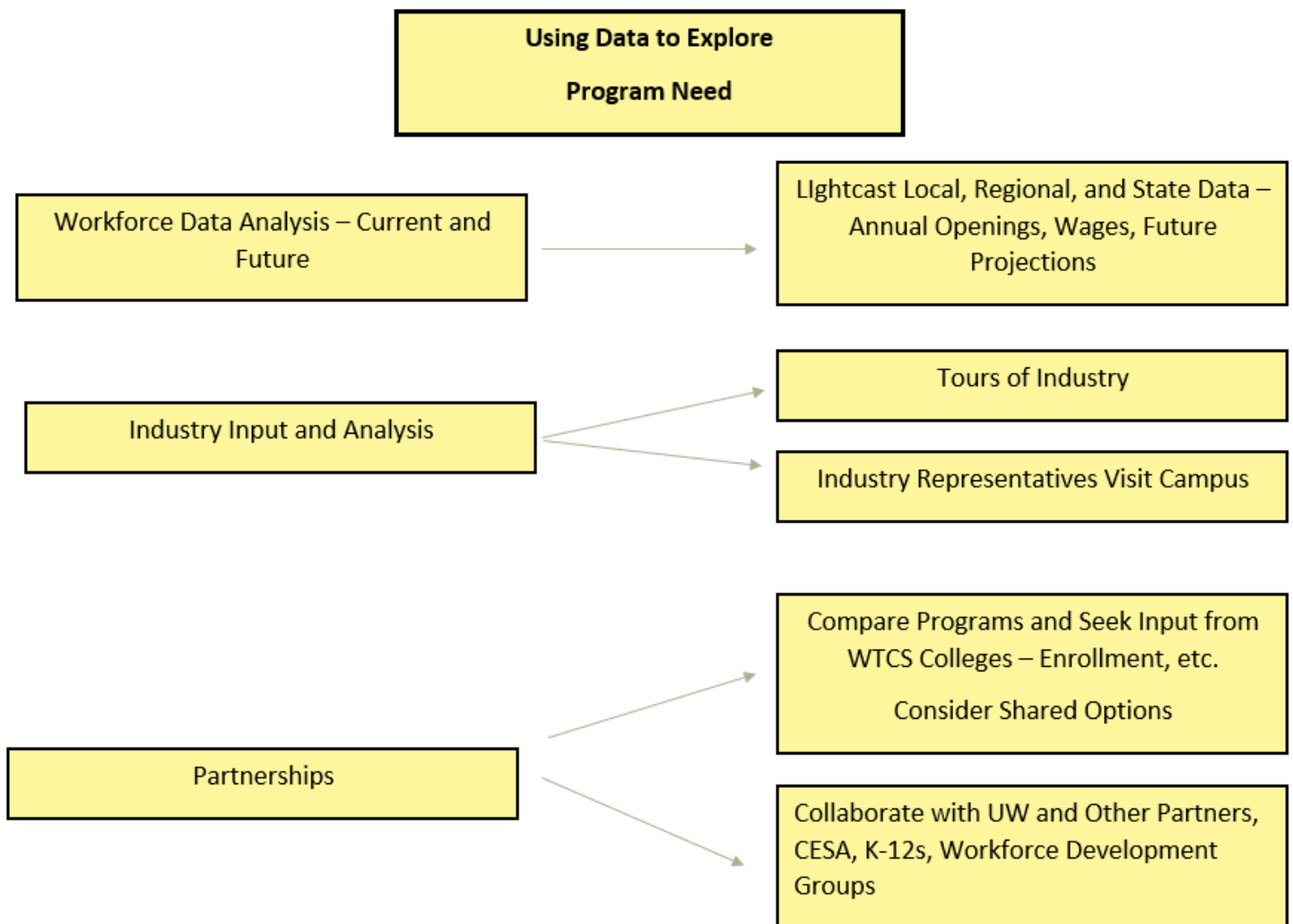
Ranking	Vendor	Location	SWTC Final Score	3-Year Price
1	Droplet	Lehi, Utah	87	\$33,499
2	NGWeb Solutions	Jacksonville, Illinois	84	\$36,700
3	Government Jobs	Segundo, California	0	

**Recommendation: Award the RFP for Digital Automated Forms to Droplet of Lehi, Utah for a three-year term beginning July 1, 2024**

## **Board Monitoring of College Effectiveness**

### **A. Bridging District Workforce Data to SWTC Programming**

Extending the programming data discussion from the May meeting, Mandy Henkel, Director of College Effectiveness/Accreditation; Kris Wubben, Executive Dean; and Cynde Larsen, Chief Academic Officer, will use a real-time case study to highlight data use for a possible Advanced Manufacturing degree. A supporting diagram follows.



## B. Staffing Update

A summary of College Staffing follows:

	<b>Name</b>	<b>Title</b>	<b>Status and/or Additional Info</b>	<b>Effective Date</b>	<b>Funding Source &amp;/or Estimated Wage Range/Hired Salary</b>
1	New	Sustainable Energy Management Instructor/Energy Coordinator	Ashley Wojtalewicz	7/31/2023	BS: \$50,365 - \$80,083 AS: \$52,977 - \$84,234 MS: \$55,588 - \$88,385 Hired at \$70,000
2	Replacement	Communication Instructor	Sarah Gleisner	8/9/2023	MS: \$56,533 - \$89,888 Hired at \$65,000
3	Replacement	Disability Services Specialist	Tracy Allen	7/17/2023	C4 \$51,471-\$72,438 Hired at \$68,000
4	New	IT Systems Analyst (Student Services, Fin Aid, Student Accounts) Re-posted: Business Analyst - Student Information System	Renuka Vallarapu	2/6/2024	C42: \$24.88 - \$34.83 Hired at \$34/hour
5	Replacement	Accounting Instructor	Julie Johl	8/7/2023	BS: \$51,221 - \$81,444 AS: \$53,878 - \$85,666 MS: \$56,533 - \$89,888 Hired at \$63,000
6	Replacement	Web Designer	Eesha Gongula	10/4/2023	C43 \$54,575- \$76,406 Hired at \$66,560
7	Replacement	Multicultural Success Coach	Karla Escobar	8/28/2023	C41: \$48,908 - \$68,472 Hired at \$63,000
8	Replacement	Student Engagement Coordinator	Brittany Sherman	8/1/2023	C41: \$48,908 - \$68,472 Hired at \$56,000
9	Replacement	Child Care Aide - Part-time	Abby Meier	8/28/2023	A12: \$19.56 - \$22.87 Hired at \$19.56/hour

10	Replacement	Director of Development and Major Gifts	Angela Herting	10/18/2023	D61: \$64,582 - \$93,645 Hired at \$79,000
11	Replacement	Academic Success Coach	JoLynn Moss	10/11/2023	B24: \$22 - 28.61/hourly Hired at \$26/hour
12	Replacement	Advisor	Beth Cummins	10/17/2023	C42: \$51,742 - \$72,438 Hired at \$67,477
13	Replacement	Associate Degree Nursing Instructor	Michelle Young	3/18/2024	BS: \$51,221 - \$81,444 AS: \$53,878 - \$85,666 MS:\$56,533 - \$89,888 Hired at \$67,000
14	New	Radiography Program Director & Instructor	Rachel McGuire	1/5/2024	MS: \$56,533 – \$89,888 Hired at \$65,000
15	Replacement	Administrative Assistant - Academic Division	Tina Leis	1/28/2023	B22: \$19.56 - \$25.37/hourly Hired at \$23/hour
16	New	Academic Success Coach (Part-Time)	JoAnn Wiederholt	1/26/2024	B24: \$22.00 – \$28.61/hourly Hired at \$25/hour
17	Replacement	Automotive Technician Instructor	George Whiteaker	2/5/2024	BS: \$51,221 - \$81,444 AS: \$53,878 - \$85,666 MS:\$56,533 - \$89,888 Hired at \$64,000
18	Replacement	Welding Instructor	Gary Bakken	5/1/2024	BS: \$51,221 - \$81,444 AS: \$53,878 - \$85,666 MS:\$56,533 - \$89,888 Hired at \$66,500
19	Replacement	Administrative Assistant - College Effectiveness	Natalie Volberding	4/1/2024	B22: \$19.56 - \$25.37/hr Hired at \$21.00/hour
20	Replacement	Continuing Education Specialist Re-posted: Administrative Assistant - Continuing Education	Jennifer Bahl	5/27/2024	B22: \$19.56 - \$25.37/hr Hired at \$21.50/hour



21	Replacement	Mathematics Instructor	Elizabeth Moellers	7/1/2024	MS: \$56,533 – \$89,888 Hired at \$64,000
22	Replacement	Communication Instructor	Anna Dickman	7/1/2024	AS: \$53,878 – \$85,666 Hired at \$60,000
23	Replacement	Nursing Instructor	Re-post	6/11/2024	BS: \$51,221 - \$81,444 AS: \$53,878 - \$85,666 MS: \$56,533 - \$89,888
24	Replacement	Academic Success Coach	Carolyn Laufenberg	4/15/2024	B24: \$22.00 – \$28.61/hr Hired at \$28.61/hour
25	Replacement	Cosmetology Instructor	Interviewing Candidates	6/10/2024	BS: \$51,221 - \$81,444 AS: \$53,878 - \$85,666 MS: \$56,533 - \$89,888
26	Replacement	IT Support Specialist	Scheduling Interviews	6/10/2024	C42: \$24.88 - \$34.83/hr
27	Replacement	Advisor	Posted	6/3/2024	C42: \$51,741.76 - \$72,438.46
28	Replacement	Student Engagement Coordinator and Athletic Director	Posted	6/3/2024	C41 \$48,908.24 - \$68,471.54

## Information and Correspondence

### A. Enrollment Reports

#### 1. 2024-25 Year-Over-Year FTE Comparison

FTE COMPARISON REPORT - June 10, 2024		Headcount					FTE's				
Program Number	Program Name	FY 22-23 6/15/22	FY 23-24 6/13/23	FY 24-25 06/10/24	23 to 25 Change	24 to 25 Change	FY 22-23 6/15/22	FY 23-24 6/13/23	FY 24-25 06/10/24	23 to 25 Change	24 to 25 Change
101011	Accounting	40	25	26	(14)	1	16.70	12.07	10.67	(6.03)	(1.40)
311011	Accounting Assistant	6	8	4	(2)	(4)	2.27	3.00	1.43	(0.83)	(1.57)
100066	Agribusiness Science & Technology - Animal Science	31	25	21	(10)	(4)	16.73	12.93	13.73	(3.00)	0.80
100917	Animal Science	-	-	15	15	15	-	-	6.60	6.60	6.60
100067	Agribusiness Science & Technology - Agribusiness	14	16	24	10	8	8.17	8.53	11.67	3.50	3.13
100065	Agribusiness Science & Technology - Agronomy	6	10	20	14	10	3.13	4.87	10.23	7.10	5.37
310063	Agribusiness Science & Technology - Agronomy Tech	-	2	1	1	(1)	-	0.93	0.50	0.50	(0.43)
320701	Agricultural Power & Equipment Technician	28	34	34	6	-	14.73	16.83	18.33	3.60	1.50
303163	Artisanal Modern Meat Butchery (new Jan 2024)	-	-	14	14	14	-	-	2.03	2.03	2.03
314051	Auto Collision Repair & Refinish Technician	8	8	8	-	-	4.47	4.47	4.40	(0.07)	(0.07)
324042	Automotive Technician	20	30	29	9	(1)	9.90	13.80	13.17	3.27	(0.63)
BAS-ED	Basic Education (73,74,75,76)	33	31	15	(18)	(16)	0.47	0.40	-	(0.47)	(0.40)
REMEDI	Basic Education Remedial/Developmental	97	94	68	(29)	(26)	-	-	-	-	-
314751	Building Trades-Carpentry	8	13	8	-	(5)	3.97	6.37	3.93	(0.03)	(2.43)
101021	Business Analyst / Data Analyst	1	4	6	5	2	0.63	1.77	1.47	0.83	(0.30)
101023	Business Management	74	65	64	(10)	(1)	32.60	29.43	28.83	(3.77)	(0.60)
105305	Cancer Information Management	52	60	49	(3)	(11)	21.97	23.30	14.57	(7.40)	(8.73)
115301	Cancer Information Management (CIM) ATC (New 23-	-	-	11	11	11	-	-	2.97	2.97	2.97
313071	Child Care Services	4	3	5	1	2	1.70	1.40	1.90	0.20	0.50
315021	Cosmetology	36	40	33	(3)	(7)	17.50	19.50	15.53	(1.97)	(3.97)
105046	Criminal Justice - Law Enforcement 2	22	26	31	9	5	12.70	10.47	12.53	(0.17)	2.07
105045	Criminal Justice Studies	8	12	5	(3)	(7)	3.23	5.33	2.03	(1.20)	(3.30)
305042	Criminal Justice-Law Enforcement 720 Academy	-	-	6	6	6	-	-	1.60	1.60	1.60
310915	Dairy & Livestock Technician	-	-	1	1	1	-	-	0.50	0.50	0.50
305082	Dental Assistant	16	4	10	(6)	6	8.53	2.13	4.83	(3.70)	2.70
105106	Direct Entry Midwife	90	86	79	(11)	(7)	35.90	32.23	32.67	(3.23)	0.43
308121	Driver and Safety Education Certification	6	6	3	(3)	(3)	1.00	1.40	0.50	(0.50)	(0.90)

Program Number	Program Name	FY 22-23 6/15/22	FY 23-24 6/13/23	FY 24-25 06/10/24	23 to 25 Change	24 to 25 Change	FY 22-23 6/15/22	FY 23-24 6/13/23	FY 24-25 06/10/24	23 to 25 Change	24 to 25 Change
103071	Early Childhood Education	38	43	36	(2)	(7)	16.80	18.30	14.90	(1.90)	(3.40)
314132	Electrical Power Distribution	46	42	44	(2)	2	22.70	20.80	21.57	(1.13)	0.77
106201	Electromechanical Technology	20	22	12	(8)	(10)	10.57	12.27	6.70	(3.87)	(5.57)
305313	Emergency Medical Technician	-	-	1	1	1	-	-	0.07	0.07	0.07
104813	Energy Management Technology (Sustainable Energy Mgmt)	-	1	1	1	-	-	0.47	0.50	0.50	0.03
320804	Farm Operations & Management - Ag Mechanics	5	1	-	(5)	(1)	2.57	0.53	-	(2.57)	(0.53)
320803	Farm Operations & Management - Dairy	9	2	-	(9)	(2)	4.10	1.13	-	(4.10)	(1.13)
310803	Farm Operations & Management - Dairy Technician	-	1	-	-	(1)	-	0.67	-	-	(0.67)
310802	Farm Operations & Management - Farm Ag	4	3	-	(4)	(3)	1.23	0.30	-	(1.23)	(0.30)
320806	Farm Operations & Management - Livestock	5	3	-	(5)	(3)	2.60	1.23	-	(2.60)	(1.23)
310807	Farm Operations & Management - Livestock Tech	1	-	-	(1)	-	0.53	-	-	(0.53)	-
103251	Golf Course Management	11	13	11	-	(2)	5.87	6.77	5.63	(0.23)	(1.13)
102012	Graphic And Web Design	25	32	31	6	(1)	12.17	15.30	14.27	2.10	(1.03)
105301	Health Information Technology	34	28	29	(5)	1	11.53	9.67	8.93	(2.60)	(0.73)
105203	Human Services Associate	30	20	14	(16)	(6)	15.70	10.73	7.30	(8.40)	(3.43)
504131	Industrial Electrician Apprentice	-	-	3	3	3	-	-	0.20	0.20	0.20
316201	Industrial Mechanic	2	2	-	(2)	(2)	1.13	1.13	-	(1.13)	(1.13)
106203	Instrumentation and Controls Technology	3	-	1	(2)	1	1.27	-	0.03	(1.23)	0.03
101512	IT - Cybersecurity Specialist	-	10	27	27	17	-	4.70	13.67	13.67	8.97
311546	IT-Computer Support Technician (suspended)	4	2	-	(4)	(2)	2.03	1.07	-	(2.03)	(1.07)
101502	IT - Network Specialist (teach out)	23	5	-	(23)	(5)	10.30	2.27	-	(10.30)	(2.27)
311509	IT - Network Systems Technician	-	-	3	3	3	-	-	1.57	1.57	1.57
101961	Leadership Development	9	6	4	(5)	(2)	3.53	1.53	2.20	(1.33)	0.67
208001	Liberal Arts - Associate of Arts	28	27	34	6	7	5.27	6.83	13.27	8.00	6.43
208002	Liberal Arts - Associate of Science	6	13	4	(2)	(9)	1.47	3.83	1.30	(0.17)	(2.53)
315091	Medical Assistant	23	18	16	(7)	(2)	12.63	6.93	6.70	(5.93)	(0.23)
315302	Medical Coding Specialist	47	36	37	(10)	1	14.60	14.03	13.30	(1.30)	(0.73)
105131	Medical Laboratory Technician	10	9	5	(5)	(4)	4.27	4.03	2.20	(2.07)	(1.83)
305024	Nail Technician	1	3	3	2	-	0.17	0.50	0.50	0.33	-
NONDEG	Non-Degree	845	822	643	(202)	(179)	17.03	17.39	14.27	(2.76)	(3.12)
101966	Nonprofit Leadership	5	6	7	2	1	2.00	2.60	2.70	0.70	0.10
105431	Nursing - Associate Degree	163	162	137	(26)	(25)	51.33	52.87	44.47	(6.87)	(8.40)
305431	Nursing Assistant	57	68	71	14	3	8.17	6.20	5.67	(2.50)	(0.53)
105241	Physical Therapist Assistant	11	14	13	2	(1)	4.70	4.50	4.63	(0.07)	0.13

Program Number	Program Name	FY 22-23 6/15/22	FY 23-24 6/13/23	FY 24-25 06/10/24	23 to 25 Change	24 to 25 Change	FY 22-23 6/15/22	FY 23-24 6/13/23	FY 24-25 06/10/24	23 to 25 Change	24 to 25 Change
504275	Plumbing Apprentice	17	14	22	5	8	1.43	1.40	2.17	0.74	0.77
105261	Radiography	-	-	11	11	11	-	-	4.67	4.67	4.67
311821	Supply Chain Assistant	2	1	1	(1)	-	0.87	0.37	0.20	(0.67)	(0.17)
101821	Supply Chain Management	18	21	19	1	(2)	8.03	8.73	7.07	(0.97)	(1.67)
105121	Surgical Technology	7	12	18	11	6	4.67	5.67	7.40	2.73	1.73
104995	Technical Studies-Journeyworker	2	1	1	(1)	-	0.20	0.10	0.10	(0.10)	-
UNDEC	Undeclared	226	303	270	44	(33)	40.30	50.77	41.03	0.73	(9.74)
UNDES	Undesignated + 24-25 SCNOW + Transcribed Credit	93	122	150	57	28	11.63	14.97	26.77	15.13	11.80
314421	Welding	39	34	36	(3)	2	20.30	16.47	18.13	(2.17)	1.67
	<b>TOTALS:</b>	<b>2,469</b>	<b>2,524</b>	<b>2,305</b>	<b>(164)</b>	<b>(219)</b>	<b>549.99</b>	<b>538.22</b>	<b>530.70</b>	<b>(19.29)</b>	<b>(7.52)</b>
										<b>-3.5%</b>	<b>-1.4%</b>

## 2. Student Success Scoreboard



A presentation slide with a white background and a blue header. The header contains the college's logo and name. The main title is 'Southwest Tech Student Success Plans'. Below the title, there are three lines of text: 'Complete Plans = 403', 'In Progress = 724', and 'Total = 1,127'. At the bottom right, there is a small logo and the tagline 'THIS IS WHERE ANYTHING IS POSSIBLE'.

Southwest Wisconsin  
TECHNICAL COLLEGE

Southwest Tech Student Success Plans

Complete Plans = 403

In Progress = 724

Total = 1,127

THIS IS WHERE ANYTHING IS POSSIBLE

## Southwest Tech Student Success Plans

### 403 Complete Plans, 724 Plans Started

\*numbers reported below are started plans, not only completed plans\*

- 46 adult education (AE) and English Language Learners (ELL) students started plan
  - Goal is 50
- 222 dual enrollment students have a plan started
  - Goal is 150
- 145 students in one or more Special Population Category have a plan started
  - Goal is 300
- 71 students are University Transfer Students have a plan started
  - Goal is 50



THIS IS WHERE ANYTHING IS POSSIBLE

## Proposed New Scoreboard

1. Career Assessments
  - 445 career assessments completed
2. Financial Budget and Gap
  - 488 Students with a Financial Budget Plan
3. Academic Map with Supports & Services
  - 956 Academic Map with Supports and Services Plans are complete



THIS IS WHERE YOU GROW

## Proposed New Scoreboard

### 4. Complete Student Success Plans

- A. 372 Students with Career Assessment, Financial Budget, and Supports & Services with Educational Plan BEFORE classes start
- B. Special Population Students with Complete Plan and Non-Special Population Students with Complete Plan
  - 34 completed student success plans are Special Population Students
  - Most SSPs completed at NSR do not have Special Population indicator marked yet



THIS IS WHERE YOU GROW

### ***B. Chairperson's Report***

### ***C. Acting College President's Report***

#### **1. Update Regarding the Legal Service RFP**

#### **2. Building a Scaled Culture of Continuous Improvement in Teaching & Learning at SWTC**

Board members are asked to read the article below and will be asked at the meeting to share their thoughts on the following guiding questions: "What are your thoughts on the sustainability and effectiveness of Team Action Plans for maintaining and further enhancing teaching quality and student success at the college? Are there other ways we could utilize Team Action Plans for continuous improvement?"



# Building a Scaled Culture of Continuous Improvement in Teaching & Learning at Southwest Wisconsin Technical College



*Photo courtesy of Southwest Wisconsin Technical College*

By Konrad Mugglestone, Senior Research Manager



# Introduction

The biennial Aspen Prize for Community College Excellence is rooted in intensive research on community colleges that achieve high, improving, and equitable levels of student outcomes, defined as success both in college and after graduation. One area of inquiry for the Aspen Prize is what applicants have done to advance teaching and learning. Student learning is an important area of outcomes assessed during the Aspen Prize process, both because it is a core college function and because evidence shows that improved learning can help colleges improve student retention and completion rates. But while national data reveal that community colleges have done a lot of work to improve associate degree completion rates<sup>1</sup>—which increased by six percentage points from 2014 – 2021<sup>2</sup>—researchers and reformers have often concluded that colleges have not put the same degree of effort into improving classroom teaching and student learning outcomes.<sup>3</sup>

However, there are strong examples of institution-wide practice to advance teaching and learning, several of which Aspen documented in a guide on improving teaching and learning at community colleges.<sup>4</sup> In the 2023 Aspen Prize cycle, Aspen learned of another community college—Aspen Prize finalist Southwest Wisconsin Technical College (SWTC)—that achieved strong outcomes in substantial part due to scaled improvements in faculty teaching. As described below, this technical college’s teaching and learning reform efforts are noteworthy, especially their continuous improvement system—called Team Action Plans (TAPs)—which faculty use to inform and document teaching and learning improvements across the college. Perhaps most impressive is the speed at which SWTC implemented this system after being admonished by its accreditor in 2016 for inadequate efforts to advance teaching practices.

When Aspen visited six years later, faculty could consistently cite specific improvements in student learning in their courses from semester to semester and year to year. College leaders believe these reforms helped the college increase its combined graduation and transfer rate by 10 percentage points, from 51 percent in 2015 to 61 percent in 2021. This rate is 14 percentage points higher than the national average.<sup>5</sup>

1. Jonathan Gyurko, Penny MacCormack, Martha Bless, and Jacqueline Jodi, “Why Colleges and Universities Need to Invest in Quality Teaching More Than Ever”, (November 2016), <https://acue.org/wp-content/uploads/2018/07/ACUE-White-Paper1.pdf>.
2. U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Graduation Rates component final data (2014 - 2020) and provisional data (2021).
3. Charlene Nunley, Trudy Bers, and Terri Manning, “Learning Outcomes Assessment in Community Colleges”, (July 2011), <http://niloa.limereddev.com/documents/OccasionalPaper10.pdf>.
4. Aspen College Excellence Program, “Building a Faculty Culture of Student Success”, (2014), <https://www.aspeninstitute.org/wp-content/uploads/files/content/docs/pubs/BuildingaFacultyCulture.pdf>.
5. U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Graduation Rates component final data (2015-2021).

# Never Waste a Crisis

In 2016, SWTC was in an unenviable position. The college had recently experienced its second presidential transition in five years, and its new president, Jason Wood, was facing a substantial budget shortfall and sharp enrollment declines. Soon after his arrival, the college received more bad news: a negative accreditation review from the Higher Learning Commission ordered ongoing monitoring of the college due to a lack of evidence that SWTC and its faculty used data to improve student outcomes.<sup>6</sup> In particular, accreditors found that SWTC's leaders were not interrogating their student learning data, that course planning lacked clear direction, and that faculty were not held accountable for instructional quality. In addition, each program or course was assessed on a three-to-five-year cycle, an interval inconsistent with a culture of continuous improvement.

When faced with similar findings, leaders of other colleges have chosen to contest accreditors' conclusions or aim to adopt the minimum reforms needed to eliminate monitoring protocols. SWTC took a different approach. President Wood and his senior leadership team used the negative review as a call to action, focusing the college on changing students' classroom experience.

## The Result:

The creation of a process and culture to continuously improve student learning, backed by actionable data.

6. Higher Learning Commission, "Letter to Southwest Wisconsin Technical College", (July 2017): [https://www.hlcommission.org/download/\\_BoardActionLetters/Southwest%20Wisconsin%20Technical%20College%20Action%20Letter.pdf](https://www.hlcommission.org/download/_BoardActionLetters/Southwest%20Wisconsin%20Technical%20College%20Action%20Letter.pdf).



# Starting with Institutional Goals

Responding to the accreditor's findings required an urgent, "all hands on deck" response at SWTC, according to President Wood. As a first step, college leaders set high-level goals for the institution.

- **Engage students in high-quality learning**
- **Strengthen a culture of accountability**
- **Enhance the college's economic impact**

SWTC leaders assigned metrics to each of these goals, with specific targets for improvement. The metrics—which became known as the College Health Indicators—included well-established indicators such as graduation, retention, and job placement rates. Leaders chose these metrics because they were critical to achieving the college's student success mission; they were quantifiable and actionable; and, finally, at least one of the goals was applicable to everyone at the college, regardless of role, position, or responsibility. But the most important target for the system was faculty, as their behavior would determine the extent to which the college would raise student learning outcomes.

Next, SWTC's leaders searched for a system that could drive improvement across the indicators. The college reached out to peers from the Wisconsin Technical College System (WTCS) and sent representatives to national assessment conferences to learn from exemplars. SWTC leaders were most impressed when a peer in the WTCS, Northcentral Technical College, shared information about its TAPs system.<sup>7</sup> Here's how their program works: Each department or team creates annual plans that align to the college's high-level strategic goals and are within the team's control. The teams are responsible for implementing these plans and evaluating their outcomes for the following year. A College Assessment Workgroup, made up of fellow staff, reviews and analyzes the TAPs in order to identify successful strategies and activities that can be shared with other programs, departments, and partners. At SWTC, senior leaders particularly liked how the TAPs system ensured that every team had manageable goals aligned to the college's high-level strategic goals, and they set out to implement their own version.

7. Northcentral Technical College, "Strategic Plan: 2021-2024" (2020): <https://www.ntc.edu/sites/default/files/2021-03/strategic-plan-booklet.pdf>.

# Building Support

For the TAPs system to work at SWTC, college leaders needed faculty and staff buy-in. To ensure this, the president and senior team led by example, setting their own goals and making them public. The fact that TAPs applied to everyone at the college—not just faculty—was important to the system’s success. When they first rolled it out, college leaders required that every employee set goals but did not attach any accountability to whether outcomes associated with goals were accomplished. One intent was that faculty could see they were not alone in their efforts to improve the college’s teaching and learning practices, and they would be emboldened by the knowledge that the college would not penalize them for setting and then missing a goal.

In addition, the college provided data inquiry training to faculty, staff, and the college’s board members so each could identify and understand areas of opportunity. Institutional research (IR) staff knew that many of their colleagues lacked experience with this kind of data and with setting quantitative or qualitative goals using these data. Additionally, IR staff developed a series of workshops and established office hours to ensure that those using the TAPs system understood the inquiry questions and background context associated with their data.

Finally, college leaders publicly celebrated success stories and continue to do so today. The college devotes three days per year to focusing on its Institutional/Instructional Vitality Process (IVP). These “IVP Days” are mandatory for all employees, and to ensure participation, everyone’s calendars are entirely blocked off. During these events, leaders present data on the college’s goals and give those who have particularly successful evidence-based strategies an opportunity to share their ideas and results.



Photo Credit: Rattankun Thongbun via Getty Images



# A Detailed Look at the System

Since TAPs was instituted, core processes have evolved and crystallized. These processes are similar across programs and staff-levels, but given the focus of this case study on improving teaching and learning outcomes, the descriptions and examples below focus on faculty use.

**Starting with institutional strategic goals:** Before each academic year begins, the College Effectiveness Team reviews the College Health Indicators, as well as metrics on student learning. The team also studies the past year's TAPs and their contributions to the strategic goals of the college. Based on those analyses, the College Effectiveness Team works with the college's senior leaders to set quantitative institutional goals for the coming year, which inform the TAPs and themes for the college's IVP days. For instance, recent strategic goals have included efforts to improve performance on "core skills" such as workplace communication and reading comprehension or to improve diversity, equity, and inclusion in campus staff and student representation.

**Identifying team-level & individual plans and goals:** After institutional goals are set, faculty meet in department-level teams to develop and submit a plan into the TAPs system in alignment with the college's institutional goals. After setting team-level goals, individual faculty are required to identify areas of need and room for improvement based on student outcomes data and set their own individual goals that connect to their team's TAPs. They are supported by internal facilitators trained by the college in data interpretation and analysis, who can guide teams in analyzing data to help all faculty members set measurable goals.



Photo Credit: Skynesher via Getty Images



Faculty are given broad flexibility in setting individual goals and reform plans within these guidelines, and innovation and experimentation are encouraged. What does this look like in practice? In the example TAP sheet shown on page 8, a Lab Science Technician instructor, using the college's Learning Management System (LMS), identified that only half of the students in one of their courses passed a test tied to professional communication. The instructor decided to incorporate role-playing activities into the course's monthly lab activities to help students practice these workplace skills. Towards the bottom of the TAP sheet, the instructor identifies that their plan is aligned to the broader collegewide strategic priority of "Engaging students in high-quality learning."

In another example (not shown), a mathematics faculty member identified from prior-year data that the Chapter 5 test on graphing revealed weak learning outcomes for more than 40 percent of students in their general education math course. To respond, the faculty member shifted the course set-up to decrease lecture time and increase face-to-face work time where students could ask questions about difficult problems. While it is not hard to find similar examples of teaching adjustments at other community colleges, the scale of adoption at SWTC is notable. The college's TAPs system is structured to ensure that such analysis and planning is done by every faculty member every year.

**Finalizing and publishing goals:** After plans are submitted, an assessment work group of faculty and staff from across the college conducts an audit to ensure that plans are viable and include at least one element aligned to the institution's strategic direction. After the audit, every employee's goals (including those for the president and senior team members) are entered into the centralized TAP hub. Any SWTC staff member can access them, providing an additional layer of community accountability to achieve results. The hub also provides all employees with an easy-to-use repository of the college's strategic priorities, relevant data, and unified curriculum templates for faculty use.



**Monitoring and evaluation:** Each team meets at least three times per semester to review strategies and progress towards team goals. Everyone also submits a mid-year review, in which they identify successes and pain points on their individual goals. For instance, in the first case described above, the Lab Tech instructor recognized that some students struggled with the newly developed role-playing activity. The instructor adjusted their course to spend more time with students in these specific activities to provide additional practice.

This mid-year review is designed to be simple and focused, requiring that only a few sentences be submitted. It also includes opportunities for faculty to request additional resources and support to help them reach their goals.

When the year concludes, faculty are provided with updated data informing them of the effectiveness of their strategies. They then review their data and document the relationship between their actions and the target metric. For the Lab Tech professor, students in their course averaged 90 percent on the LMS's Mastery Tool. Similarly, the math faculty member found meaningful success from their reforms—with data showing that nine out of ten students passed the test (the remaining student was only two points from a passing grade). And as successful strategies are celebrated, faculty whose strategies do not succeed are encouraged to experiment with a new approach. Perhaps because there are no negative consequences associated with attempting a strategy and failing to meet goals, faculty express a willingness to experiment with new course structures and teaching methods.



Photo Credit: PeopleImages via Getty Images

**Celebrating success:** At the end of each year, every employee of the college, regardless of role or level, gathers at the college's summer IVP day. At this event, all employees celebrate the college's achievements and review how they and their teams performed on their goals. This review of performance and data kicks off the next cycle of goal setting and Team Action Plan creation.

When successful, faculty and staff are encouraged by their managers to continue the strategies in future semesters. At times, they are asked how the successful strategies can be adapted for additional classes or lessons. The most successful strategies are chosen for celebration and presentation at future IVP Days.

# Sample Team Action Plan

School Year	2021-2022
Program	Laboratory Science Technician
Quality Project Title	TAP #1 Strengthen Student Learning - Program Outcome: Communicate with colleagues in a professional manner.
Improvement Plan	Faculty member selected this outcome based on the program outcome mastery bridge and because it is very important in the industry. The past 2 years I have studied the laboratory safety program outcome and embedded it throughout the program learning plans. Insert role playing activities into Quality Lab Skills course to strengthen student learning.
Metric	Program Outcome Mastery Bridge Report
Initial Metric Value	50%
Goal	75%
Target Date	7/1/2022
Current Progress	Complete
Mid-Year Review	<p>Although speaking professionally to peers and instructor are always enforced in classroom activities, role playing activities have not been done yet. Instructor will make this a "station" during lab activities at least once a month during the spring semester. Instructor will set up various one-on-one role-playing activities and have the students respond. Examples of this will include a job performance review with constructive criticism and a meeting with management discussing a co-worker.</p> <p>4/14/22 Update: Students have been practicing the role-playing activities as a station in lab. Some students have found this activity more challenging than others. The instructor makes sure to help the pairs that are struggling. These activities will continue throughout the semester.</p>
Final Notes	Students were evaluated and averaged 90% on the Schoology Mastery Tool.
Status	Goal Met
Final Metric Value	90%
Strategic Priorities/College Health Indicator	2021-2022: Engage Students in High Quality Learning; Student Learning
Created	10/7/2021 3:03 PM
Created By	[Instructor Name]
Modified	8/16/2023 4:00 PM



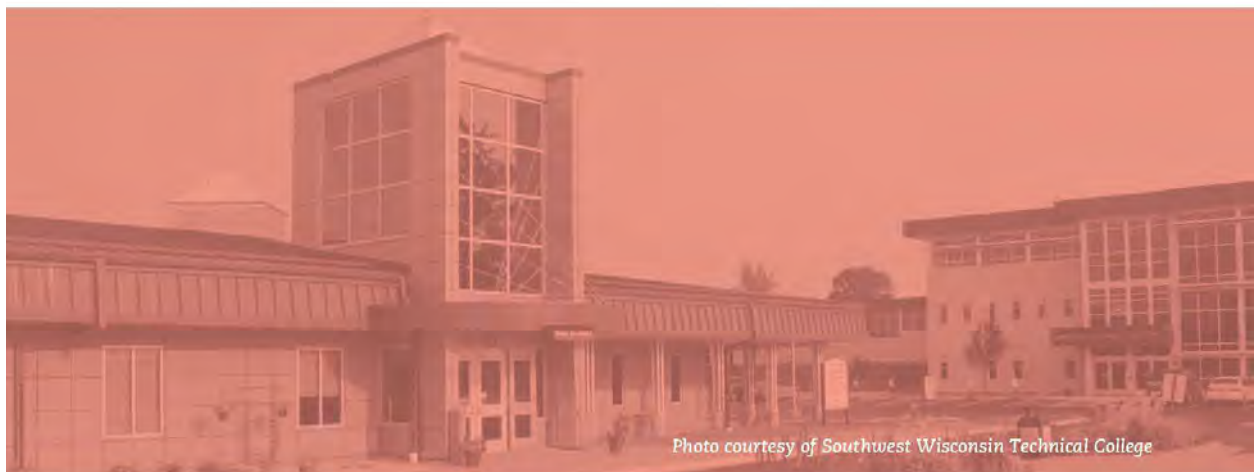
# Factors for Success

Four factors seemed to drive SWTC's success, from which other colleges can learn.

- **Goals are set and revisited multiple times per year.**  
SWTC's Team Action Plans system includes several moments throughout the year when all faculty are supported by the college in setting and reviewing goals, a consistent process that helps shift the outcome assessment process from a compliance exercise to a professional activity that is built into regular practice.
- **The data system is clear and simple, and supported by expert staff.**  
TAPs is designed to make institutional data available to every employee in a centralized, easy-to-access format, so that they don't need to be a data expert to identify areas of opportunity and develop strategies for continuous improvement. Trained facilitators are available to help everyone to use the data effectively.
- **Transparency and shared accountability.**  
All faculty, staff, and administrators can access and monitor every user's progress on their TAPs goals, building a shared sense of accountability and responsibility.
- **Frequently communicating what works.**  
While failure to engage in the process of improving student outcomes through TAPs can result in top-down accountability, SWTC leaders have focused their communications around TAPs on positive messages, highlighting those with exceptional results in multiple venues, including all-staff Institutional Vitality Days. Leaders believe that a focus on communicating what works has increased the spread of effective practices and provided a positive incentive for faculty to try to achieve better learning outcomes through better teaching practices.

# Conclusion

Strong teaching practices are a critical component of excellent community colleges. Southwest Wisconsin Technical College used an accreditation crisis to introduce scaled improvements in faculty teaching with a new system of goal setting and continuous improvement. SWTC's Team Action Plans system engaged faculty and staff across the college and helped SWTC to increase its combined graduation and transfer rate by 10 percentage points over six years—a remarkable accomplishment. The college's implementation of this system serves as a model for how to introduce teaching and learning reforms that encourage innovation, build faculty buy-in, and celebrate success. The result is a broadly used system that faculty use to deliver real and measurable improvement in student outcomes, and has also helped establish a culture of shared accountability.



**COLLEGE  
EXCELLENCE  
PROGRAM**  
aspen institute

3. Aspen 2025 Community College Excellence Prize
4. College Happenings

***D. Other Information Items***

**Establish Board Agenda Items for Next Meeting**

***A. Agenda***

1. Professional Development – Aspen Institute (Remote)
2. Oath of Office
3. Election of 2024-25 Board Officers
4. Approval of 2024-25 Signatory Policy
5. Designation of 2024-25 Legal Counsel
6. Approval of 3-Year Facilities Plan
7. Approval of 10-Year Facilities and Financing Plan


***B. Date, Time, & Place***

**F. Monday, July 8, 2024, Southwest Tech’s Room 430, 1800 Bronson Blvd., Fennimore, WI 53809**

**G. 5:00 – 7:00 p.m.: Professional Development (Virtually led by Aspen Institute), followed by the Annual Meeting.**


**Adjournment**

**Appendix ~ Southwest Wisconsin Technical College Strategic Directions (2023 - 2026)**

 **Southwest Wisconsin  
TECHNICAL COLLEGE**

# STRATEGIC DIRECTIONS

2023–2026



For seven years in a row, Southwest Tech ranks  
among the best two-year colleges in the nation!

THIS IS WHERE  
*Everyone Belongs*



# 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.



*Lori Needham, executive assistant, is known around campus for her unwavering kindness and infectious positivity. She extends trust generously and helps the entire campus community to feel like they belong here.*

### 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.

*Kelly Kelly, Director of Fiscal Services, regularly seeks opportunities to provide work-based learning opportunities for students in the accounting program. She considers them an essential part of her team and holds them accountable for demonstrating professional behavior, communication, and the technical skills needed for today's workforce.*



### 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.

*Stacey Place, Physical Therapist Assistant program instructor, recently took on the role of academic lead for several health science*

*programs. The primary role of academic leads is to serve as coaches, mentors, and guides on a peer-to-peer basis, with the overarching goal of enhancing student learning outcomes.*

### 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.

*Holly Straka, Workforce Innovation Grant coordinator, is working on her masters degree while also leading the \$2.9 million Workforce Innovation Grant which funds Southwest Tech's Advance Southwest Wisconsin project. The project helps the Southwest Wisconsin workforce excel and increase their career potential in the post-pandemic manufacturing sector by providing job site training, educational pathways, and advanced support.*



### 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.



*Matt Nation, evening custodian, regularly seeks opportunities to support students who need it the most by hiring them for the evening custodian crew. Matt makes adjustments to job duties to make sure students feel confident and supported. Matt answers many after-hours calls and is the first to extend a helping hand.*

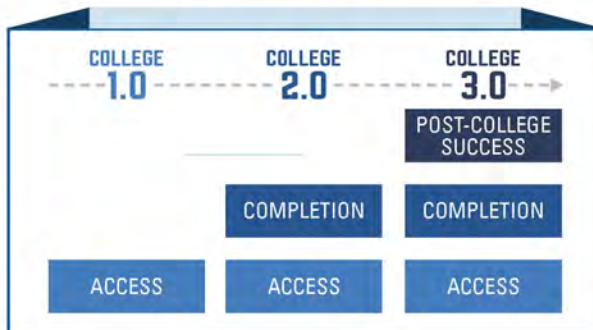


Building relationships with prospective students, current students, and employers is what we do best. At Southwest Tech, we care.

The front cover shows a recruiter meeting with students from Darlington High School, a non-traditional occupation student in the Building Trades-Carpentry program, and the first cohort of students in the high wage Surgical Technology program.



# College Health Indicators



COLLEGE HEALTH INDICATORS (CHI)		2023 ACTUAL	2024 GOAL
CHI 1A.	Promoting Equity in Student Learning-Graduation Rate Comparison:		
	For Special Population* Students	42%	70%
	For Non-Special Population Students	60%	
CHI 2A.	Course Completion Rate	91%	95%
CHI 3A.	Year-to-Year Graduate Wage Growth	8%	10%
CHI 4A.	5-Year Graduate Wage Growth	67%	75%

\*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.

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.

Each year, the Wisconsin Technical College District Boards Association recognizes individuals and business leaders in the state who exemplify the very best of Wisconsin's technical education system and colleges. The Association also recognizes partners in our communities who promote the value of a technical college education. For the last two years in a row, Southwest Tech District Board



▲ Charles Bolstad  
Donald Tuescher ▶

Chairs Donald Tuescher and Charles Bolstad were honored as the Wisconsin Technical College System Board Member of the Year.



## College Governance



### Executive Team

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

*The Aspen Institute College Excellence Program selected Holly Clendenen as one of 35 leaders for the 2023-24 class of the Aspen Rising Presidents Fellowship.*



### 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\*.

*Cynde Larsen, Ph.D., chief academic officer and 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.*



**COLLEGE 1.0-ACCESS**

**STRATEGIC DIRECTION:** Create transformational student success plans to improve access for all students.

**This Is Where People Care.** At Southwest Tech we want every person to know we care about their success. Faculty and staff unite to help students design plans to achieve their goals. Student success plans include: career goals, an academic map, financial planning and budgeting, and a network of professionals to ensure supports and services are inevitable.

**PERFORMANCE**

*We know we will be successful when more people chose to be students at Southwest Tech, especially if they live in the college's five-county district.*

**GOALS**

- 50 Adult Basic Education and English Language Learners students will have a student success plan by the end of the spring 2024 semester.
- 150 dual enrollment high school students will have a student success plan by the end of the spring 2024 semester.
- 300 special population\* degree-seeking students will have a student success plan by the end of the spring 2024 semester.
- 50 university transfer students have a student success plan by the end of the spring 2024 semester.
- All program students will have a success plan before their first course begins in the 2024 fall term.



*An eager group of adults in Darlington is on their way to learning English. A partnership between Southwest Wisconsin Technical College and the Darlington Community School District, has drawn approximately 60 adult learners to weekly classes since September.*



*Cody M. Burke completed the HSED program at our Richland Center Outreach Center. He is from Soldiers Grove, Wisconsin, and was a student at North Crawford High School. Cody will attend Southwest Tech in Fennimore this fall as a part of the Agricultural Power and Equipment Technology program. Good luck with your future, Cody!*

**COLLEGE 2.0-COMPLETION**

**STRATEGIC DIRECTION:** Enhance high-quality work-based learning to improve course completion and graduation for all students.

**This Is Where You Succeed.** Graduation Matters. We help every student complete their courses and finish their degrees because we know students with degrees have more earning power and better opportunities to improve their lives.

**PERFORMANCE**

*We know we will be successful when more students graduate and we make improvements to decrease achievement gaps for special population students. Southwest Tech emphasizes work-based learning\* so students learn first-hand from industry experts how to excel in the workforce or successfully transfer to a four-year university.*

**GOALS**

- All academic programs will incorporate or enhance at least one formal work-based learning initiative into the curriculum before the fall 2024 semester.
- During the 2023-24 academic year, all academic program advisory committees will consider student success rates and outcomes and identify curriculum or industry innovations that will increase wages.
- The Boards of Directors for the College, Foundation, and Real Estate Foundation will adopt fundraising priorities aligned with supporting needs-based scholarships and work-based learning by November of 2023 and establish fundraising goals for each of the next three years.
- Universal Design initiatives will be assessed for impact on student success with investments in the opportunities that will have the most impact on students during the 2024-25 budget development cycle.

*All students are better off when they have authentic work-based learning opportunities similar to what they will experience in the workplace. The internal partnerships between marketing and the Graphic & Web Design program create meaningful experiences that align with program outcomes. Pictured are Graphic & Web Design students Sabrina Splinter and Alexa Weber whose t-shirt designs were selected to be sold in the Chargers Bookstore.*



\*Work-based learning is a course-based opportunity to engage and interact with industry experts while learning to demonstrate essential employability and technical skills necessary for today's workforce. Work-based learning can take various forms, such as practicum, clinical, and internship courses; apprenticeships, and other course-based learning experiences in which students interact directly with potential employers.

**COLLEGE 3.0-POST-COLLEGE SUCCESS**

**STRATEGIC DIRECTION:** Innovate the curriculum and workforce to improve wage and transfer success for all graduates.

**This is Where You Excel.** Southwest Tech graduates experience high levels of job placement. We seek to improve the wages they earn as our alumni increase their value to employers.

**PERFORMANCE**

*We know we will be successful when local employers report graduates have increased knowledge, skills, and abilities and recognize the high value by increasing wages.*

**GOALS**

- Add five new high-wage programs by 2026. We will pursue radiology technician, respiratory therapist, software developer, paramedic, and one still to-be-determined.
- Through the Team Action Plan process of Instructional Vitality, we will plan and implement curriculum modifications for at least one element of each low-wage program during the 2023-24 academic year.
- Strengthen the college's relationship with the University of Wisconsin-Platteville to help more Southwest Tech students complete their bachelor's degree.



*As a Nursing student Kylie Meier participated in the Southwest Tech sponsored trip to Haiti.*



*While working as an LPN and working her way through the Nursing-Associate Degree program, Kylie was selected as the DRIVEN Award recipient at Southwest Health in Platteville, Wisconsin. Kylie is described as "A nurse who shows compassion for people every day." Kylie is known for her energy, empathy, flexibility in meeting others' needs, dedication, and caring nature.*

*While working as an LPN and working her way through the Nursing-Associate Degree program, Kylie was selected as the DRIVEN Award recipient at Southwest Health in Platteville, Wisconsin. Kylie is described as "A nurse who shows compassion for people every day." Kylie is known for her energy, empathy, flexibility in meeting others' needs, dedication, and caring nature.*



*After working for seven years as an LPN, ADN, and BSN, Kylie has started seeing her own patients as an Advanced Practice Nurse Prescriber in 2023.*

**Kylie Meier**

- 2018 Nursing-Associate Degree
- 2020 Bachelor of Science in Nursing
- 2022 Advanced Practice Nurse Prescriber

## COLLEGE EXCELLENCE PROGRAM

aspen institute

The Aspen Institute College Excellence Program (Aspen) and its partners at the Community College Research Center (CCRC) have launched a first-of-its-kind initiative that reflects the next wave of the two-year college student success movement: a bold focus on excellence and equity in post-completion outcomes. In the spring of 2023, Southwest Tech was selected to join a ten-college network to work closely with Aspen, CCRC, expert

coaches, and field practitioners over three years on comprehensive reforms and then three additional years of evaluation, all with one overarching goal: thousands more community college students, including students of color and those from lower-income backgrounds, entering and completing programs that lead directly to jobs that pay a family-sustaining wage or to efficient and effective completion of a bachelor's degree.