

A meeting of the Madison Area Technical College District Board was held on March 3, 2021 in a virtual format. Members of the public were given an opportunity to attend the meeting virtually through a phone line published as part of the notice.

Board members present: Shiva Bidar-Sielaff, Elton Crim, Randy Guttenberg, Arlyn Halvorson, Joseph Hasler, Frances Huntley-Cooper, Melanie Lichtfeld, and Christopher Polzer.

Also present: Jack E. Daniels, President; Jon Anderson, Legal Counsel; Valentina Ahedo, Dean of Goodman South Campus; Turina Bakken, Provost; Rosemary Buschhaus, Vice-President of Human Resources & Chief Human Resources Officer; Tim Casper, Executive Vice-President of Student Success & Institutional Learning and Effectiveness; James Falco, Associate Vice-President of Regional Campuses; Lucía Nuñez, Vice-President of Equity, Inclusion and Community Engagement; and Mark Thomas, Executive Vice-President for Finance and Administration & Chief Operating Officer.

Others present: Shawn Belling, Chief Information Officer; Brittany Campbell, Student Liaison; Kaden Crockett, Student; Sean Green, Student Senate President; Laurie Grigg, Joe Hanson, Enterprise Systems Engineer; Chief Financial Officer & Controller; Sylvia Ramirez, Vice-President of Administration; Jason Verhelst, Manager of Athletics, Fitness, Health & Recreation; and Kristin Rolling, Recording Secretary.

### **Call to Order** <sup>I</sup>

The meeting was duly noticed and called to order at 5:30 p.m.

### **Routine Business Matters** <sup>II</sup>

#### **Approval of Meeting Minutes** <sup>II</sup>

**There was a motion and a second to approve the meeting minutes of February 3, 2021, as submitted. Motion carried.**

## **New Business** <sup>III</sup>

### **Communications** <sup>III A</sup>

#### **Board Chair's Report** <sup>III A 1</sup>

##### **District Boards Association FY2020-21 Officer Nominations** <sup>III A 1 a</sup>

Ms. Huntley-Cooper announced that officer positions are available for the District Boards Association. No trustees expressed an interest in pursuing an officer position.

##### **Future Meeting & Event Schedule** <sup>III A 1 b</sup>

Ms. Huntley-Cooper reported that the Board will meet virtually through at least June 2021. The Board will discuss future meeting formats at their June 2021 meeting.

#### **Student Liaison Report** <sup>III A 2</sup>

Ms. Campbell reported that she recently attended the virtual National Legislative Summit, hosted by the Association of Community College Trustees. Ms. Campbell continues to serve on the Student Media Board. Ms. Campbell introduced Mr. Green to provide an update on the Student Senate. Mr. Green reported that the Student Senate continues its focus on its three-year organizational plan and the upcoming Student Senate elections.

#### **College/Campus Announcements** <sup>III A 3</sup>

Mr. Falco reported that the Portage campus staff assisted the American Red Cross in sponsoring a blood drive at a local church and, like in Fall 2020, the blood drive exceeded the goal set by the Red Cross. The new Classroom Live classrooms remodeling projects are complete in Watertown, Fort Atkinson, and Reedsburg and the technology infrastructure will be fully functioning by summer.

Ms. Ahedo reported that a cohort of social service incumbent workers who had participated in a Fast Forward grant targeting Centro Hispano and Dane County Human Services

staff of color recently completed their training. The students completed a series of human services program courses that enhances their capacity to serve their clients. Student Life Ambassadors continue to provide opportunities for extra-curricular activities that enhance the sense of belonging for student. They hosted a Trivia Event in February with the Regional Campuses, providing an opportunity to connect around something fun. The Legal Clinic recently added legal assistance for entrepreneurs to complement to the work of the Center for Entrepreneurship.

Dr. Bakken reported that Summer 2021 puts an emphasis on remote courses, except in cases where spring completion efforts dictate in-person learning or where a hybrid, in-person or other flexible delivery option is the best delivery mode for student access, retention, success or to meet program requirements. Final changes to the Summer catalog will be complete by March 8, 2021, and monitored for needed refinements. Initial planning for Fall 2021 was a mirror of Fall 2020, with an emphasis on remote delivery options including Online and Online Live, with over a third of the offerings in hybrid or in person to accommodate program requirements. Hybrid, in-person and other flexible delivery options will be added in areas where data suggest in-person learning is more beneficial for students related to access, course success and retention, specifically focusing these adjustments on Goodman South including the STEM Academy, Academic Advancement, transfer options, hospitality and high demand manufacturing related programs. Final changes will be completed by March 23, 2021, and monitored for needed refinements based on student need and the evolving health situation. Brent Sieling, a full-time faculty member and program director in our Network Specialist IT program, has been named WTCS 2021 Outstanding IT Educator. Interior design student Elisabet Islas for being named a finalist for the Mortar Crane Kick Award which is the top student project category in this

International Commercial Design Competition. The college launched a new industry digital badge for Meeting Planners International (MPI) linked to their signature Healthcare Meeting Compliance Certificate. The credential is designed for meeting professionals who specialize in healthcare and pharmaceutical events. Using virtual reality technology, two faculty created an opportunity for students to travel on a mission to Mars while learning about teamwork, sustainability, communication, and botany. Dr. Kit Carlson, biology instructor and Dr. Angelika Gulbis, sociology instructor, along with CETL, partnered to complete the trip.

Dr. Casper reported that Cohort Default Rate is the lowest it's been since 2009. For the second straight year, Madison College is ranked third nationally in the Military Friendly ratings of large community colleges. That's the highest ranking of any Wisconsin college. The American Advertising Awards recognize the nation's largest advertising competition and reward the creative spirit of excellence in the art of advertising. Madison College's Marketing and Public Relations team received the Bronze ADDY for the Student Welcome Packet. Designer Meghan Johns received two awards for her work as a Madison College student. Meghan received a Gold award and Best in Show. Her campaign will move on the regional competition. Meghan is now a full-time graphic designer in the Marketing and PR department. With help from Technology Services, the Marketing and Public Relations team recently launched a new retargeting campaign aimed at recently applied students. The goal of this campaign is to close the gap between the total number of applicants and the final number of students who enroll. A comprehensive email, direct to voice mail, direct mail and texting recruitment campaign launches on March 22, 2021, and the Summer School marketing campaign, Shine On, begins on March 10, 2021. The Fall 2021 marketing campaign launches on April 1, 2021. A new website

for prospective students on July 15, 2021. Career and Employment Services hosted their first ever virtual Employer Workshop in February.

Ms. Nuñez reported that the college's Center for International Education recently hosted a virtual Student Showcase.

Dr. Thomas reported that since implementing the COVID screening application last year, screeners have received and reviewed almost 500,000 individual app responses. Out of that almost half million, we have had only 77 confirmed positive cases on campus, or 0.0154%. There are still zero confirmed transmissions on campus, so, as the college moves forward, we are very confident that we will be able to do so in a way that continues to put health and safety first. Dr. Thomas introduced Mr. Belling, Mr. Crockett, and Mr. Verhelst to share information about the college's newest athletics activity, esports. They shared information about the growth in interest in esports and Madison College's experience with the activity.

### **President's Report** III A 4

"On March 15, 2020, I sent out a memo to all staff indicating that from March 16 – 29, facilities will be closed to the public district-wide and employees were to remain at home. This was done because it was in response to escalating concerns regarding the continued spread of COVID-19 and to support social distancing. There were also instructions provided to employees on how to get essentials to work remotely. And as a reminder, we stated that we continue to be committed to providing a safe space for all students, employees, and staff. Be reminded that we had been tracking this since early February.

On March 19, 2020 a special bulletin was communicated that facilities would be closed through May 15th in an effort to help slow the spread of COVID-19. Beginning March 30, Classes resumed in online delivery formats as appropriate and whenever possible. All college-

wide activities were canceled until May 15. During those crucial 2 weeks, faculty did an awesome job in preparing their courses for on-line delivery. Two weeks.

On March 23, due to the emergency support students needed due to job and family economic loss, housing and food concerns, Tammy Thayer and I put out a communique asking for support for the Emergency Support Fund that supports students who need additional assistance to live – buy groceries, supplies, maintain housing and more. Our faculty and staff stepped up to greatly increase the capability of the Fund to support student emergencies.

Also on March 23, the Governor's Safer-at-Home Order was enacted.

The college set protocols for entry into buildings as well as preparing our facilities to be clean. We also set protocols for individuals entering into our facilities – staff and contractors alike.

On April 1 we held the first Board virtual meeting. On April 9, the CARES Act was approved. On April 13, Cabinet began Scenario Planning as we looked out 6, 12, 18 and 24 months. April 16, Madison College extended closure of all campuses through June 1 due to the global coronavirus pandemic. The continued shutdown was made in response to the governor's Safer at Home order that was extended to May 26. Continued closures resulted in employees' continued work remotely and the decision that all summer courses would be delivered online.

On April 28, we held an all-college forum that had as its main parameters, Health and Safety being the guiding factor in decisions based on instructional and service needs and the impact on students. There was a plan developed to finish academic year on-time, and quoting from Provost Bakken, 'Nearly 90% of all spring courses will finish on-time on May 15. That is simply awesome. For those 10% of courses that need some face-to-face completion efforts, those efforts will begin as soon as May 4 for essential programs in protective services and health,

with strict protocols. Course-by-course planning is nearly finalized for the remainder of spring courses. Those efforts will take place on May 15-29 when possible, and into June if incompletes are needed. The summer course offerings have been streamlined, are primarily online and many course starts moved back to June 15 to allow more time for spring completion. Fall planning and adjustments are well underway, and will be focused on being as flexible as possible.'

And, as we looked at our employees, it was first stated at this April 28 forum that there was no intention to have furloughs or layoffs of full-time employees. And, we have held steadfast in that intention to this day. And also outlined at that forum, the five phases to return to a fully open campus starting August 31 along with public events, professional travel, and full access to the facilities. However, we also stated that all re-opening and planning would be subject to change as more information about public health conditions were known. And as we know, spikes in the pandemic began to occur and we made a decision that allowed us to remain as healthy and safe as possible and serve our students. Protocols on masking, excellent hygiene habits, screening and a caution to protect not only oneself from others, but others from oneself. As a result, the fall semester looked like: 95% of our classes are either fully remote or hybrid with about 5% purely, face to face. Those face to face classes were in areas where that face to face demand was heavy – HPS (Police and Fire Academies), Health, and portions of ASET. It was our intent to end all face-to-face classes or portions thereof related to hybrid classes by Thanksgiving. And, for the vast majority of hybrid and face to face classes, we met that objective with exceptions in those areas I described previously.

We provided PPE to health providers and assisted in making modifications to masks. We are a part of our district-wide communities and anyway we could provide assistance we were going to do. All Hands were on deck.

On May 21 we held the very first Madison College Virtual Graduation

We also had to manage organizational change without losing any ground and maintaining our frameworks. Dr. Spearman left to become President of Rock Valley College. Dr. Casper was promoted to Executive Vice-President for Student Success and Institutional Effectiveness. Dr. Keyimani Alford was named Dean of Retention and Persistence; Emily Sanders, Dean of Operations; and Ali Zarrinnam, Vice-President for Strategic Enrollment Management; Dr. Thomas became the Executive Vice-President of Finance and Administration and assumed responsibility for Information Technology, Early Learning Campus and athletics. Sylvia Ramirez was promoted to Vice-President of Administration inclusive of budget; and Laurie Grigg was named Chief Financial Officer/Controller. Rose Buschhaus became the Vice-President of Human Resources; and Kristin Polywacz was named Director of Employee Learning and Organizational Development. Dr. Geoff Bradshaw was also appointed the Academic Diversity Officer whose role was to assist the Schools in developing and monitoring their Equity and Inclusion Plans – which are 95% complete.

And, in the early or middle stages of the pandemic – however you define it -on May 25 George Floyd was murdered. This action returned the entire nation to “in-your-face” issues of racism, discrimination, economic disparities among people of color – not to mention a heightened awareness of educational disparities. Protests and unrest became common and the push-back by groups strongly supported by the last President and his political supporters were active across the country. It was through these events, that there was a re-awakening of the racism monster, and that fueled changes in how we engage Black folks and people of color in, once again, attempting to provide a fair, equitable and level playing field. Our heightened efforts,

led by Lucia Nunez and Geoff Bradshaw continues to evolve during this time and will be ongoing.

On July 13, 2020, the Board passed a Resolution denouncing systemic racism

Mental health issues have become greater with all of the pressures of the pandemic and racism coupled with a negative and personal historical past that many have endured. The student affairs council, with a great deal of student support and input, recommended mental health recommendations in support of student's mental health needs. Students have also continued to meet as a senate focusing on key issues.

Speaking for myself and probably the majority of our colleagues, we have mostly missed being around students, colleagues and involved with community engagements. Most we haven't seen, outside of our screens, for nearly a year now.

The fall brought spikes, increased screening and new strains. Enrollment loss. And yet, we remained steadfast in our vision and facilitations as evidenced through the work we continue to do. A couple of examples include providing significant technology support for student and staying engaged with communities by holding early voting and voting in support of municipalities and the public. Our communications with businesses, associations, and community-based organizations has continued – though through a Zoom or Teams lens. We even did “fun things” like the Cabinet “cook-off” and yes congratulating Turina as the next “Madison's best chef”.

On December 17, we hosted a Fall Virtual Graduation.

In early January, 2021, the college received CRRSAA funding.

We have constantly adapted to a changing landscape - fluidity at its best. And doing it together. There has been no other time than during this last year where the phrase, “We are in this together” was more pronounced.

If I say it once, I’ll continue to say it – the faculty and staff have been superb – that’s why it was important to recognize the work that they did – not just in our communications but in providing them with a token of our appreciation in the form of a recognition of work bonus.

We have become good at what we do as it relates to remote instruction, service and administrative functions. We have seen people step up. Without the work of Kristin Polywacz and Kristin Uttech, our communications and our marketing efforts would be disastrous. And, though we may have become technology masters of Teams, Zoom, WebEx, and other platforms, we’re still learning where the unmute button is. And a big thank you to Joshua Cottilier who has overseen our efforts in securing a safe, healthy environment. And to Josh, Denise Reimer and Susan Weber who are guiding us through all of the ins and outs of vaccinations.

We have planned, changed plans, planned, revised plans – because of unknowns, changing orders, changes in different county directions, and the fluidity of our situations and environment. With widespread vaccinations, continuing to be masked and following social spacing protocols, continued good hygiene habits, open communication, and collaborative planning, we look forward to not returning to what we have known as pre-COVID, but what is the “new” environment we will adapt to and continue to be adaptable. We realize how students learn best and we are working toward a plan where there is a balance between remote and in-person classes. I expect to be able to provide a plan forward by the end of the month. One that is able to move effectively with changes that arise.

I believe we are a stronger college than pre-COVID – primarily on the internal front. First, our faculty, staff and administrators are phenomenal. Our ability to collaborate on issues and current and future actions is solidly framed. The old phrases “We can’t do that”, “That’s not how we do it” were transformed into “Yes, we can”. That is evidenced by the sheer work faculty made in transforming their curriculum. We learned that we can teach remotely and can perform administrative tasks (e.g., accounting, budgeting) remotely. Now that we affirm that we can do many of our tasks remotely (especially administrative tasks) we will continue. This will also add another dimension to hiring – both faculty and staff. We are stronger in knowing we can be flexible and adaptable to situations that disrupt our educational processes and how we serve our students and communities.

We affirm that students learn differently – many in an in-presence format better than on-line. We know we need to be understanding of different learning styles and provide avenues in which students learn best. This has led to more in-depth facilitation of teaching and learning for our faculty. It is also important with the services we provide wherein we try to meet student needs and issues. These are issues that affect retention, persistence and ultimately, success. These issues are often external to the college (housing, food, childcare) and also encompasses mental health issues. Our role is to ask questions to be able to better students. Our role is a greater understanding of cultures, history and experiences students live through. Everyone is different and recognizing and leveling the playing ground and addressing equity will serve these students greatly.

Our hiring processes will change to become much more willing to have faculty and staff do their work remotely; but more importantly, having our hires reflect the demographics of our student population. Our communication has been outstanding – internally and externally and that

will continue. We have analyzed a lot of the data during the past 12 months on student access and success and we will continue this analysis and related decision making ongoing.

And I caution that issues that were prevalent during the pandemic will not go away. We can't lose any further ground on social issues that have arisen as well as the disparities identified as a result of the pandemic – health care, housing, job loss – these have impacted people of color and females disproportionately. Also highlighted has been cultural differences and how they are evidenced or masked. This is a different recession than 10 years ago and we are seeing that difference hit communities of color and poverty hard. We have to position ourselves to better serve our communities and partner to better serve those communities.

These executives in front of you have done work up and beyond their descriptions. We have met often, in most instances twice a week in addition to multiple individual communiques. They have worked as a team to get us where we are and where we want to be. Without their thinking, support and actions, we would not be close to where we are today. My hat's off to them. This is the best team I have had the fortune of working with in my total career. And, without their executive assistants and mine, I'm convinced that our successes this past year could not have been accomplished.

This has been the most unpredictable year. Others say unprecedented. I could not agree more. Many thank yous to all of you for your support during this time – and my utmost appreciation, on this one-year anniversary of COVID related actions, to faculty, staff and students. Thank you.”

**Action Items** <sup>III B</sup>

**Fiscal Year 2019 20 Single Audit** <sup>III B 1</sup>

Dr. Thomas reported that On November 4, 2020 a representative from Clifton Larson Allen, LLP (CLA), the district's external auditor, presented the draft FY2019-20 audit report including an unmodified audit opinion on the financial statements. At that time, the auditors were still waiting on the federal guidance for auditing the CARES ACT funds received by the District. The Single Audit needed to be separated from the rest of the financials due to the delay in that guidance. The Single Audit with the unmodified audit opinion is being presented for Board approval.

**There was a motion by Ms. Bidar-Sielaff, seconded by Mr. Hasler, to accept the June 30, 2020 Single Audit report. Motion carried.**

**Capital Projects Borrowing** <sup>III B 2</sup>

**Resolution Authorizing the Issuance of Not to Exceed \$3,500,000 General Obligation Promissory Notes, Series 2020-21I** <sup>III B 2 a</sup>

Ms. Grigg reported that the resolution is the authorization to begin the process to borrow for capital projects and totals \$3,500,000, including \$1,500,000 for building remodeling and improvement, and \$2,000,000 for the cost of acquisition of movable equipment and technology. Once the borrowing is authorized, the resolution is published as public notice per Section 67.12(12)(e)5 of the Wisconsin Statutes. Bids are then received.

**There was a motion by Ms. Bidar-Sielaff, seconded by Dr. Crim, to adopt the Resolution Authorizing the Issuance of Not to Exceed \$3,500,000 General Obligation Promissory Notes, Series 2020-21I. Motion carried.**

**Resolution Establishing the Parameters For the Sale of Not to Exceed  
\$3,500,000 General Obligation Promissory Notes, Series 2020-21I** <sup>III B 2 b</sup>

Ms. Grigg reported that the resolution limits the delegation of authority by stating that the General Obligation Promissory Notes may not be issued unless the True Interest Cost is equal to or less than 3.0%.

**There was a motion by Mr. Hasler, seconded by Dr. Crim to adopt the resolution Authorizing the Parameters to Award the Sale of \$3,500,000 General Obligation Promissory Notes, Series 2020-21I. Motion carried.**

**Consent Agenda** <sup>III B 3</sup>

**General fund financial report as of January 31, 2020** <sup>III B 3 a</sup>

**Requests for proposals/request for bids/sole sources** <sup>III B 3 b</sup>

**Supplier payments greater than or equal to \$2,500 and schedule of checks issued for the period January 16, 2021 through February 15, 2021**  
<sup>III B 3 c</sup>

**38.14 contracts for January 2021** <sup>III B 3 d</sup>

**Employment of personnel** <sup>III B 3 e</sup>

**Resignations and separations** <sup>III B 3 f</sup>

**Retirements** <sup>III B 3 g</sup>

**There was a motion by Mr. Halvorson, seconded by Mr. Polzer, to approve Consent Agenda items III.B.3.a. through g. Motion carried**

**Adjournment** <sup>V</sup>

**There was a motion by Mr. Hasler, seconded by Mr. Polzer, to adjourn the meeting. Motion carried.**

The meeting adjourned at 7:24 p.m.

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Elton J. Crim, Jr., Secretary