



Performance Monitoring Report: Business and Industry Services

November 16, 2021

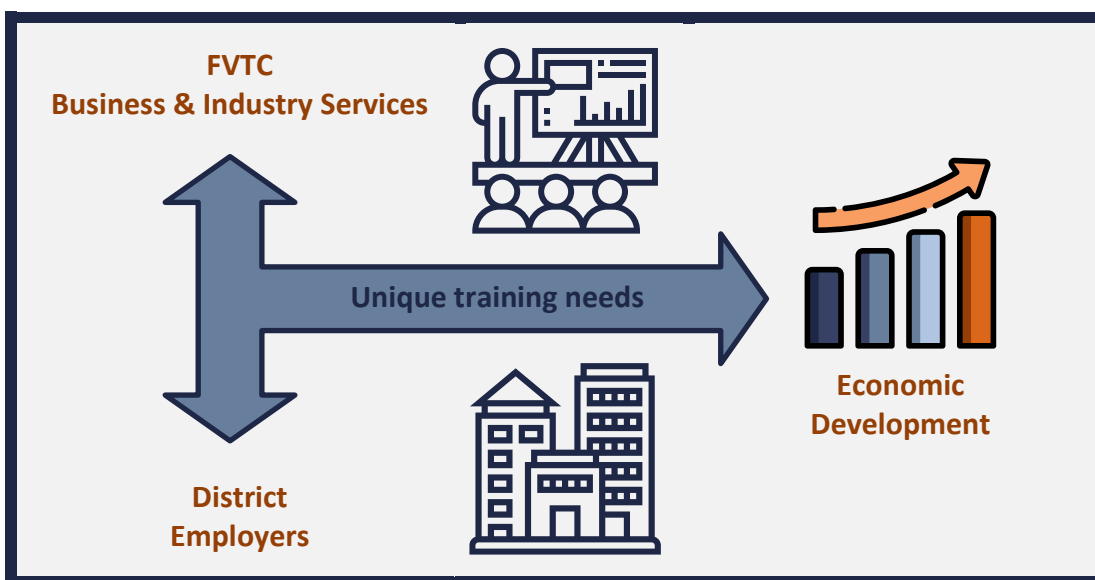
Business and Industry Services Purpose

To design and deliver customized training, consulting services, and technical assistance in partnership with public and private sector employers to further economic development.

Business and Industry Services Report Details

Overview

The Business and Industry Services (BIS) division of the College works with district employers to align their unique organizational needs for skills development and process improvement with the extensive industry expertise of FVTC faculty. Through a collaborative approach, training and technical assistance solutions target specific areas including technical skill gaps, process improvement, leadership, workplace safety, and communication skills. This approach consistently helps organizations improve profitability, expand organizational capacity, and enhance employee career pathways, which contribute to robust economic development in the College district.






What We Do

The design of FVTC’s customized training and technical assistance services reflects the client’s unique business, cultural, and market-driven requirements. Organizations today face many common challenges including succession planning, operational efficiency, process improvement, and addressing critical skill gaps. Acting as a collaborative partner, the BIS team leverages its web presence through timely response to service requests and face-to-face solution building to ensure the proper design and execution of training.




FVTC utilizes an integrated model of sourcing faculty and staff from its rich variety of degree programs and certificates to deliver customized training and technical assistance services to district organizations, onsite or at college locations. In turn, the staff members involved with training and technical assistance assignments can bring relevant industry experiences, perspectives and challenges back into the classroom. This shared learning between industry and academic programs offers the rigor of academic instruction to industry while making certain that academic programs reflect current industry practices and technology

| Training and Technical Assistance Categories |
|---|
| <ul style="list-style-type: none"> • ASCM (APICS) & Supply Chain Solutions • Employee Assessments • Business, Management & Finance • Communication Skills • Computer Technologies • Construction • Customer Service, Sales & Marketing • Engineering Technology • Environmental Health & Safety • Global Education & Services • Healthcare & Human Services • Horticulture, Agriculture & Natural Resources • Human Resources & Workplace Skills • Lean & Six Sigma • Learning & Training Technologies • Manufacturing • Public Safety & Corporate Security • Small Business & Entrepreneurship • Transportation |

| Types of Business & Industry Services |
|--|
|  <p>Customized Training</p> <p>Courses</p> <p>Seminars and workshops</p> <p>Professional development</p> <p>Credit-based career pathways</p> |
|  <p>Technical Assistance</p> <p>Consulting</p> <p>Facilitation</p> <p>Training plan development</p> <p>Strategic planning</p> <p>Assessments</p> <p>Prototyping</p> <p>Digital content creation</p> <p>Curriculum development</p> |
|  <p>Other Services</p> <p>Facility rentals (rooms & equipment)</p> |

Customized Training

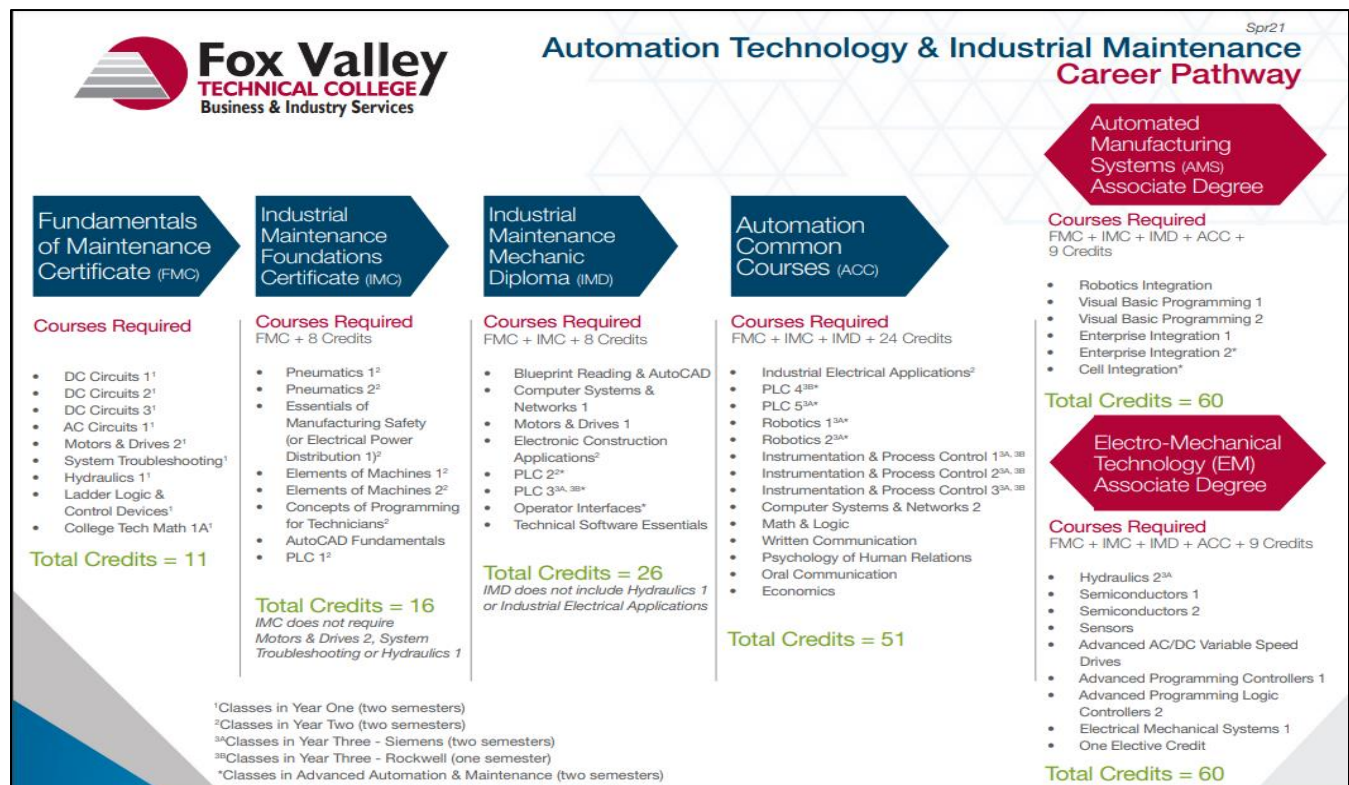
Customized Training is provided to our employer partners and they, largely, control the number of individuals that they would like to train in each engagement. Pandemic restrictions and socially distanced courses caused a decline in the total number of individual participants in workforce training (8,792; “For Whom” below) and in our total output measure of workforce credits earned. However, despite the decline, our number of employers served grew in the same period. This reflects the many relationships that we have with employers and that those relationships remained strong even when they chose to train fewer people in a training engagement.

| Measure | 2020-21 Target | 2020-21 Actual | Performance Rating |
|--|----------------|----------------|---|
| Measure 3.3 – Number of credits earned in workforce training categories [OBF7*] | 27,905 | 23,410 |  |

Innovative Training Solutions – Upskilling Existing Employees: An example of how FVTC provides customized training solutions to its employer partners is the Automation Technology & Industrial Maintenance training cohort program. Originated in collaboration with Fox Valley Workforce Development Board and grant funding from the State of Wisconsin Fast Forward program, employers are provided with the opportunity to develop existing talent in their organizations to address the shortage of automation and maintenance technicians in the district workforce. This innovative program builds the skills of existing employees to empower them to advance in their careers, fill a critical skills gap in their organizations, and provide for long-term employment retention and educational pathway.

Highlights of the Automation Technology & Industrial Maintenance Career Pathway:


- 30 distinct employers served and 475 registrations since inception
- One-day-a-week training model allowed employees minimal work disruption
- Employees earned credit towards certificates, technical diplomas, and associate degrees while being trained



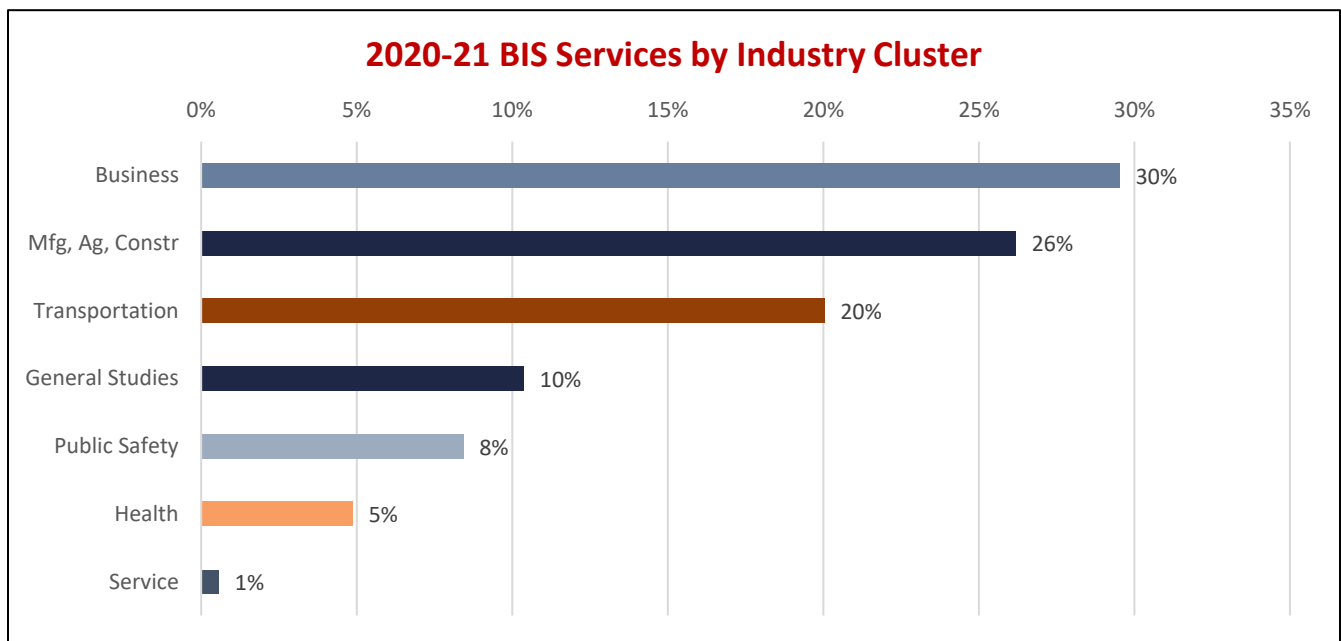
¹Classes in Year One (two semesters)
²Classes in Year Two (two semesters)
^{3A}Classes in Year Three - Siemens (two semesters)
^{3B}Classes in Year Three - Rockwell (one semester)
^{*}Classes in Advanced Automation & Maintenance (two semesters)

For Whom

Fox Valley Technical College’s customized training and technical assistance work primarily serves companies and individual workers, with some additional contracted service to K-12 partners and correctional institutions. In 2020-21, the College exceeded the target set by the Board of Trustees and served a total of 2,278 individual employers through workforce training contracts. Measure 3.5 on the College’s strategic plan scorecard is shown below along with a performance rating which reflects the College’s results over the past academic year.

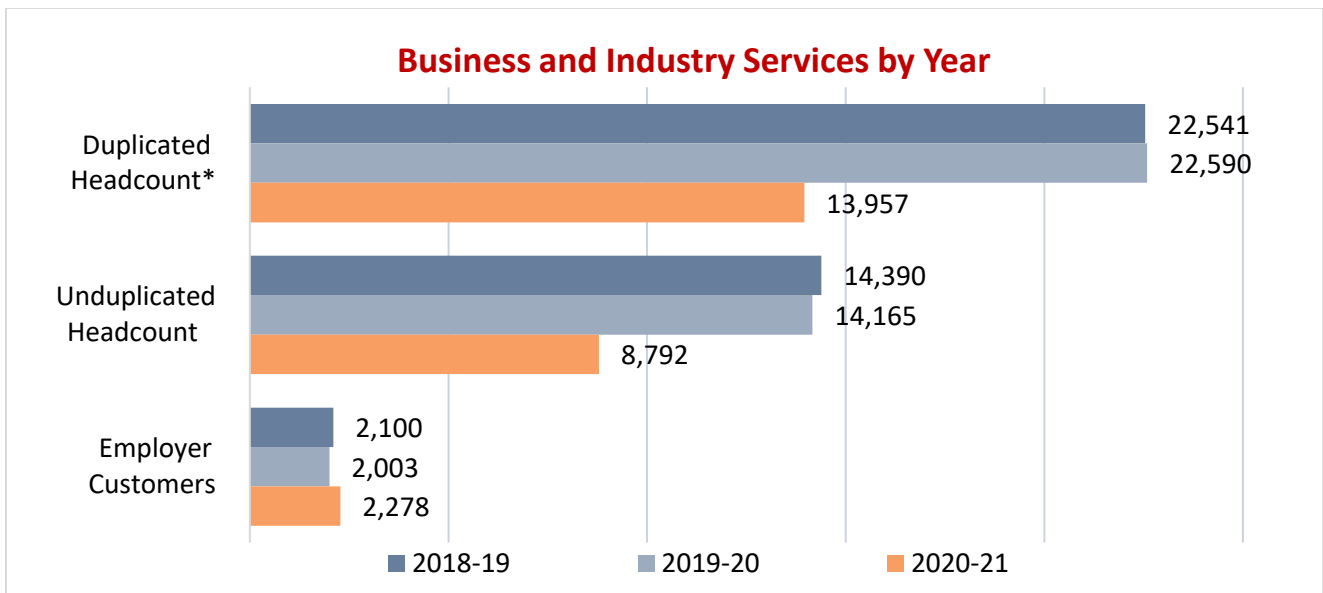
| Measure | 2020-21 Target | 2020-21 Actual | Performance Rating |
|--|----------------|----------------|---|
| Measure 3.5 – Number of employers served through workforce training | 1,865 | 2,278 |  |

To serve a broad range of employers, the College maintains consistent and coordinated outreach efforts through organized campaigns, using multiple communications platforms and tools. This outreach serves as a continuous contact point with employers, reminding them of training and technical assistance opportunities throughout the year. Each industry cluster across the College provides some level of customized training and technical assistance to our industry partners. The chart below reflects the distribution of those services by industry cluster in the last year.



Source: Data warehouse query as of November 3, 2021

In 2020-21, we exceeded the goal of serving 1,865 employers and increased number of employer customers served by 1% over 2019-20. As outlined above in Measure 3.3 and in the following chart, total credits earned, total enrollments, and individuals served were constrained by COVID-19 mitigation measures, smaller classes and businesses suspending trainings and group gatherings during the pandemic.

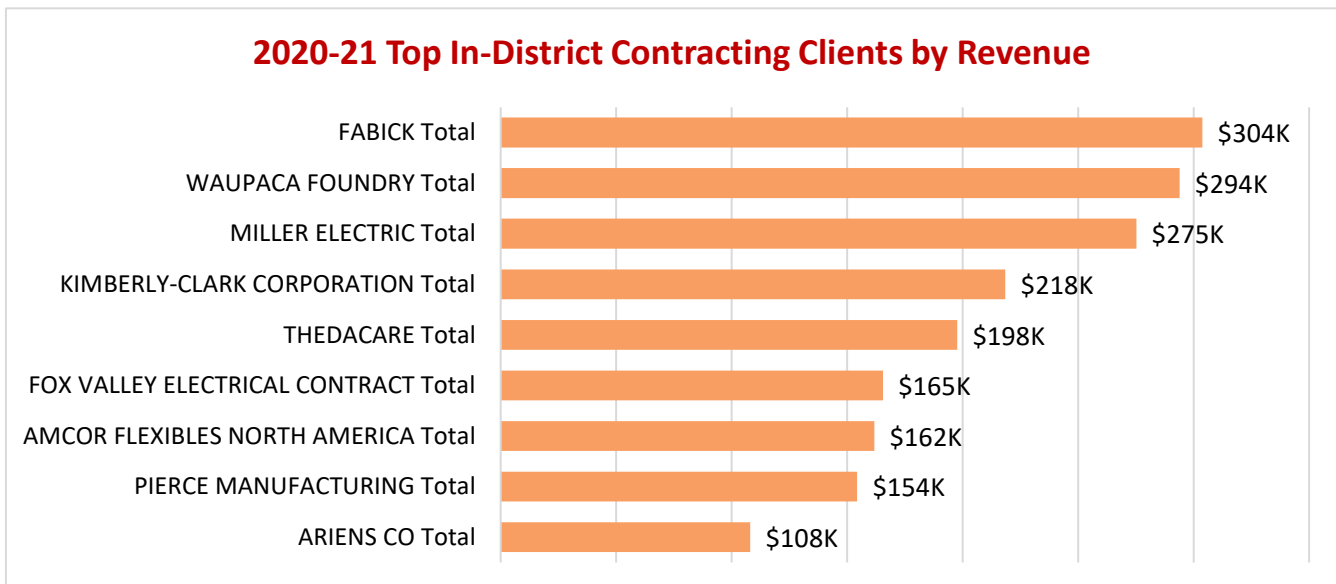


Source: Data warehouse query as of September 7, 2021, and FVTC Strategic Plan 2020-21 year-end
 *Technical assistance contracts, although significant, do not contribute to enrollments and headcount.

The above chart demonstrates that 2,278 businesses sent 8,792 employees to FVTC for training. Those 8,792 employees enrolled in 13,957 training opportunities, which resulted in a total of 23,410 workforce training credits earned (see “Strategic Measure 3.3,” Page 3).

Profile of Organizations Served

Through long-term workforce and process improvement partnerships, FVTC is a preferred provider of business solutions to employers and organizations. The below graph highlights a sampling of regional employer partners, representing multiple industry clusters in the FVTC district. The continuing need for technical and professional labor demonstrates an opportunity for BIS to support building capacity and expertise across of industry clusters.



Source: FVTC PeopleSoft Finance (9/1/2021); Includes reportable revenue, as well as State funding for WAT grants, but excludes internal transfers for support. Unaudited 2020-21 data.

Participant and Employer Satisfaction

Participant feedback is requested at the conclusion of each training session. The instructor, instructional content, level of learning experience, and overall satisfaction with the training experience are evaluated. In addition, the employer is polled at the completion of the contracted training event to determine the level of customer service experienced, the overall value of the training, and whether the employer would employ the College again for future training. Our employer partners continue to rate the quality and satisfaction of the training we provide very highly.

2020-21 Satisfaction Results

924
participant evaluations


4.59
average rating from participants

4.82
average rating from employers

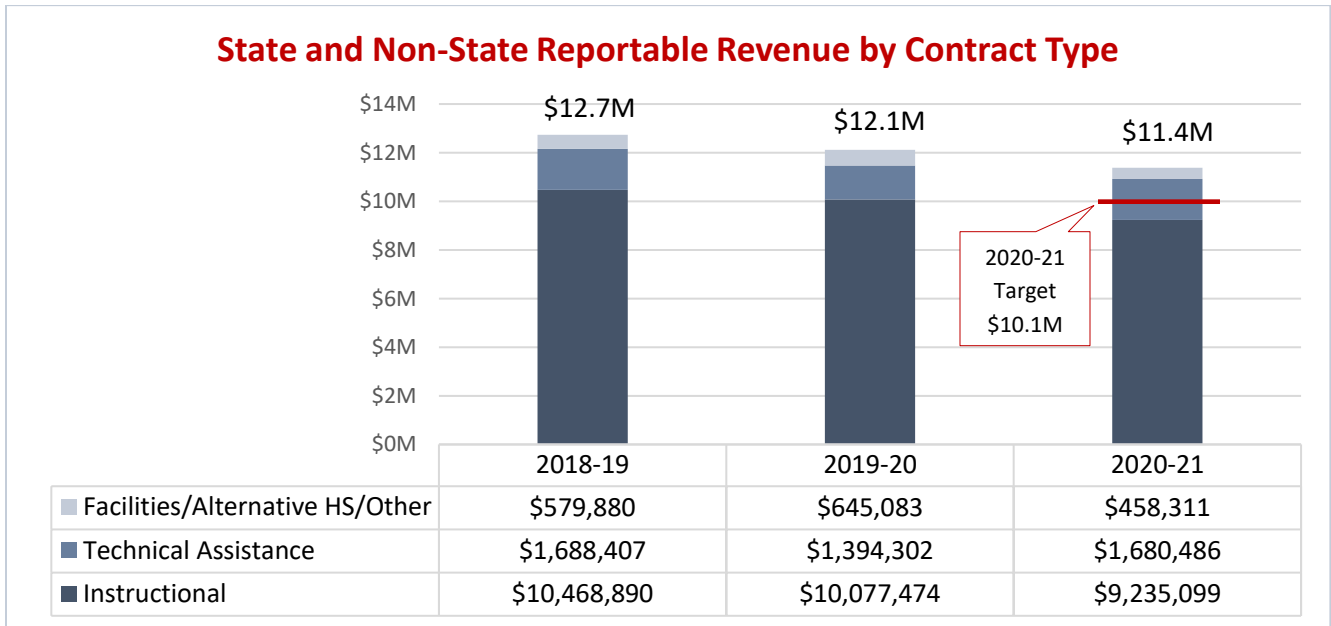
(5-point scale)

At What Cost

As reflected in 2020-21 Strategic Plan Measure 3.4, the College provided \$10.9M in customized training and technical assistance services to our employer partners. This level of revenue, exceeding the FVTC Board approved target of \$10.1M for the academic year.

| Measure | 2020-21 Target | 2020-21 Actual | Performance Rating |
|--|----------------|----------------|---|
| Measure 3.4 – Customized training/technical assistance volume | \$10.1M | \$10.9M |  |

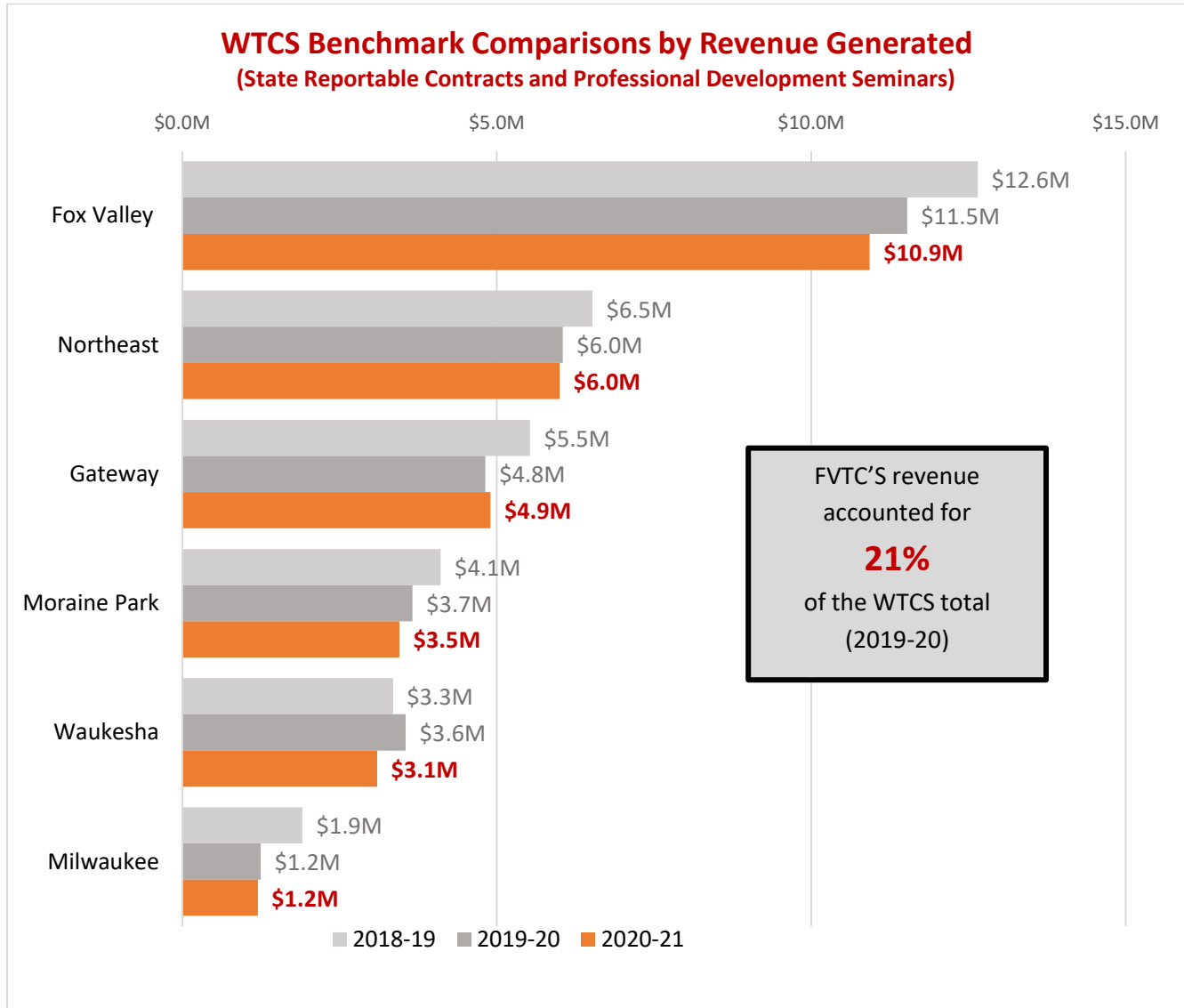
As with nearly every service at the College, the pandemic impact has been felt in overall service volume. As the chart below reflects, the 2020-21 year shows a \$700,000 decline in overall revenue for the year. However, redeployment of staff and resources did allow us to control total expenses and achieve full cost-recovery for our services (see “Cost Recovery”, Page 8).



Source: FVTC PeopleSoft Finance (9/1/2021); Includes state and non-state reportable revenue, but excludes internal transfers for support. Unaudited 2020-21 data.

Benchmark Comparisons

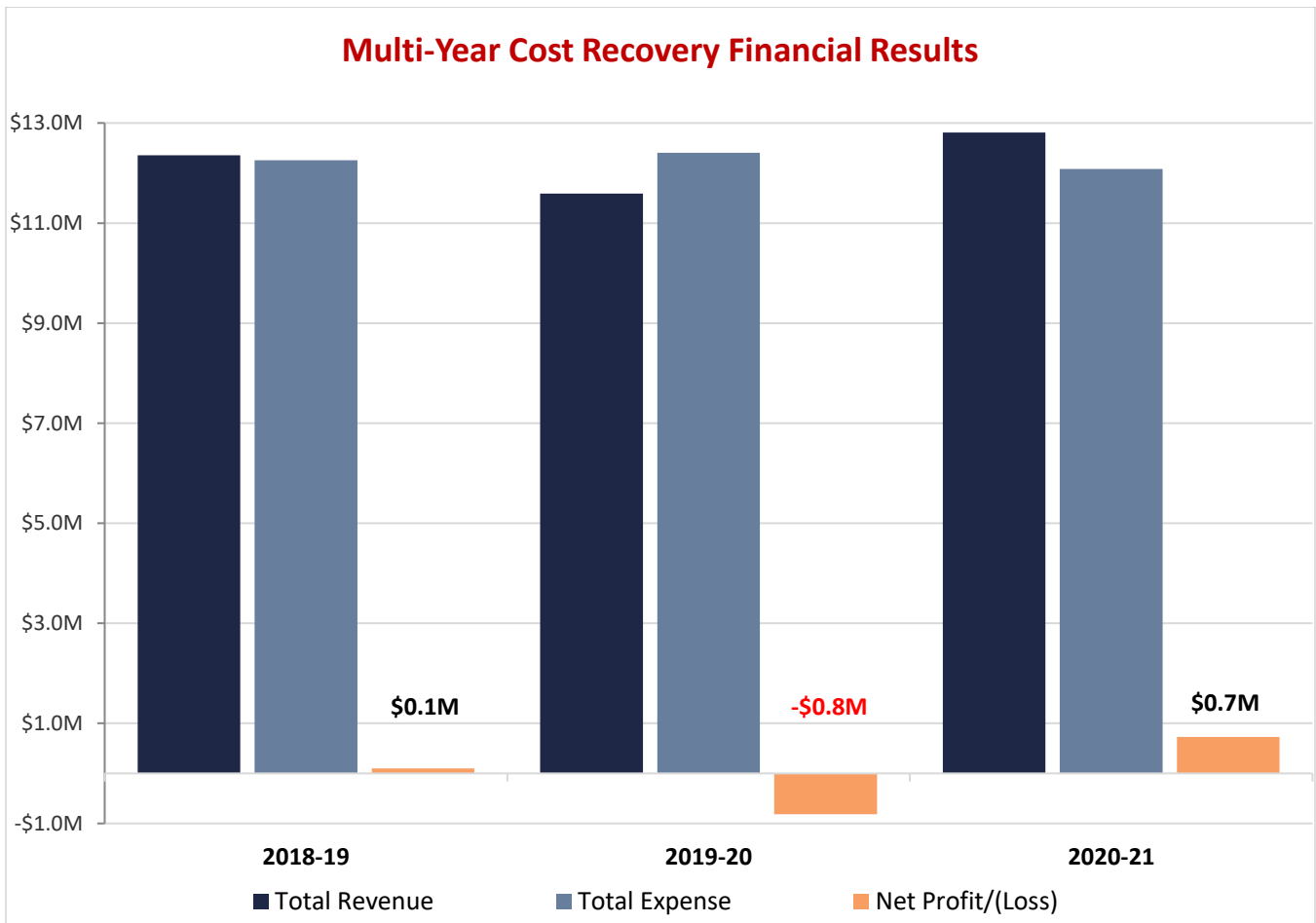
FVTC continues to lead the WTCS in contracted services as measured by revenue. The chart below shows how Fox Valley Technical College compares to other select WTCS colleges.



Sources: 2020 WTCS CNT310 Report; WTCS Report Contract vs PDS 2020; 2020-21 unaudited totals self-reported by each college. Includes customized instruction, technical assistance, and professional development account 4588. Includes WAT grants. Excludes facilities, alternative high school, other, and program & material fees from professional development.

Cost Recovery

A key objective our contract training and technical assistance is the delivery of services to organizations in a way that elevates their workforce while recovering the cost to the College for those services. The College delivers these services on a fee-for-service basis, in a way that does not negatively impact college operations, reflects market based rates, and recovers the direct cost of the faculty, equipment and training engagements. The “Multi-Year Cost Recovery” graphic below depicts this principle over the past three years. In the past year, we fully recovered the costs of providing this training throughout our district and ended with net revenue of \$700,000.



Source: FVTC PeopleSoft Finance (9/1/2021). Data is based on fiscal year. Total activity includes all contracting, professional development, and internal transfers from fund 100. Results do not include WAT grant revenue. Unaudited 2020-21