

***The NWTC Equity Advantage***



**Fiscal Year 2022  
Adopted Budget**

July 1, 2021 – June 30, 2022



**District Board of Trustees**

<b>David Mayer</b> ( <i>Kewaunee and Manitowoc Counties</i> ) .....	Chairperson
<b>Cathy Dworak</b> ( <i>Brown and Outagamie Counties</i> ) .....	Vice-Chairperson
<b>Gerald Worrick</b> ( <i>Door County</i> ) .....	Secretary
<b>Richard Stadelman</b> ( <i>Shawano County</i> ) .....	Treasurer
<b>Carla Hedtke</b> ( <i>Oconto County</i> ) .....	Member
<b>Jeff Rickaby</b> ( <i>Florence County</i> ) .....	Member
<b>Dorothy Sadowski</b> ( <i>Marinette County</i> ) .....	Member
<b>Kim Schanock</b> ( <i>Brown and Outagamie Counties</i> ) .....	Member
<b>Ben Villarruel</b> ( <i>Brown and Outagamie Counties</i> ) .....	Member

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<b>Mr. Mohammed Bey</b> .....	Chief Officer of Diversity, Equity and Inclusion
<b>Dr. Aliesha Crowe</b> .....	Vice President of College Advancement
<b>Ms. Lisa Maas</b> .....	Vice President of Human Resources
<b>Mr. Robert Mathews</b> .....	Vice President of Business and Finance
<b>Mr. Dan Mincheff</b> .....	Chief Information Officer
<b>Dr. Kathryn Rogalski</b> .....	Vice President of Learning
<b>Dr. Colleen Simpson</b> .....	Vice President of Student Services

**Officials Issuing Budget Document**

<b>Dr. H. Jeffrey Rafn</b> .....	President
<b>Mr. Robert Mathews</b> .....	Vice President of Business and Finance

District Board of Trustees & Administration .....i  
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# Budget & Planning



## Section 1





Dear Investors in Northeast Wisconsin Technical College (NWTC):

In the face of pandemic-related declines in enrollment and sustainable resources, the College must *Gear Up* in preparation for the post-pandemic world. We know that we must ensure that every student succeeds in achieving a higher education credential.

The 2021-2022 budget was developed with the understanding that we:

- Must be more aggressive in our messaging, outreach, recruitment, and pipeline development,
- Must take deliberate action to eliminate explicit and implicit bias experienced by marginalized populations,
- Must be more intentional with part-time and full-time students to create an equitable and personalized academic, financial and career plan to enter and/or progress in a career pathway,
- Must maximize the flexibility of all educational offerings to support student access and success while meeting customer demand,
- Must increase and ensure equitable access to technology and data necessary to the learning process, decision making, and student service, and
- Must provide on-going education and training for an employer's existing workforce.

We remain focused on developing and sustaining PK-16 pathways through the ongoing development of dual credit opportunities in NWTC district high schools and the development of transfer agreements with the University of Wisconsin-Green Bay and other universities. The success of our students in completing a certificate, diploma, or degree remains the College's top priority with special attention paid to enrolling students of color in high wage programs, increasing the retention and persistence of pre-program students, and developing innovative solutions to improve learning outcomes. The creation of new academic credentials along with modifying and "right-sizing" existing programs continues to ensure the economic strength of area businesses and communities. Through superlative customer service and efficient business practices, NWTC ensures the strength of the College while providing a cost-effective institution of learning for its students and supporting taxpayers.

We thank you for your continued support of Northeast Wisconsin Technical College. Together, we can maintain and enhance the quality of life for all in our community. We look forward to serving you in 2022 and beyond.



Dr. H. Jeffrey Rafn  
President, NWTC



Mr. David Mayer  
Chairperson, NWTC Board of Trustees

TOLL FREE 800-422-NWTC

**GREEN BAY**  
920-498-5400  
2740 W. Mason Street | P.O. Box 19042  
Green Bay, WI 54307-9042

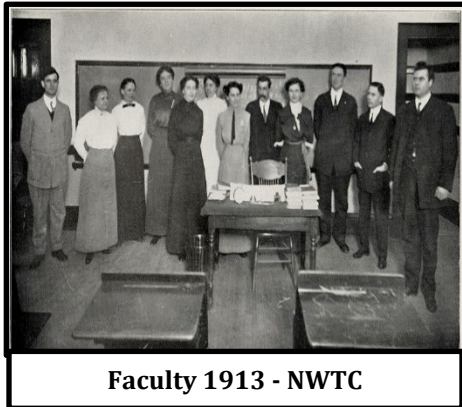
**MARINETTE**  
715-735-9361  
1601 University Drive  
Marinette, WI 54143

**STURGEON BAY**  
920-746-4900  
229 N. 14<sup>TH</sup> Avenue  
Sturgeon Bay, WI 54235

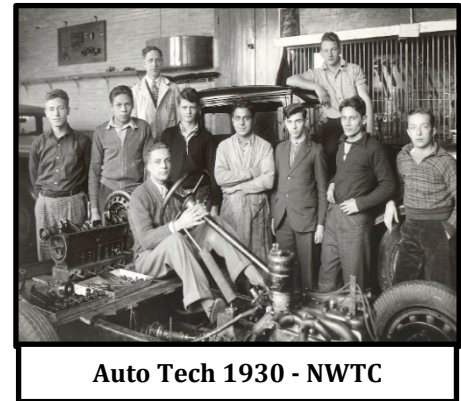
Officers	Name(b)	Membership Type(a)	County Representation	Occupation	Current Term Expires (June 30)
Chair	David Mayer	Employee	Kewaunee and Manitowoc	Teacher, Luxemburg/ Casco School District	2021
Vice-Chair	Cathy Dworak	Employer	Brown and Outagamie	Director of Community Outreach/Alumni Relations, Green Bay Packers	2021
Secretary	Gerald Worrick	Additional	Door	Retired, Former President & CEO at Ministry Door County Medical Center	2022
Treasurer	Richard Stadelman	Additional	Shawano	Clerk Town of Richmond Shawano County	2023
Member	Carla Hedtke	Employer	Oconto	Business Owner, NEW Rehabilitation Services	2022
Member	Dorothy Sadowski	Additional	Marinette	Retired, Former CEO of ThedaCare Medical Center Shawano	2023
Member	Kim Schanock	Employee	Brown and Outagamie	Coordinator of Community Partnerships and Grants for Green Bay Area Public School District	2022
Member	Jeff Rickaby	Elected Official	Florence	Coroner of Florence County	2023
Member	Ben Villarruel	School District Administrator	Brown and Outagamie	Superintendent, Unified School District of De Pere	2021

Notes:

- (a) The current NWTC Board is composed of nine (9) members, all of whom are District residents. The membership consists of two (2) employers who have power to employ or discharge, two (2) employees who do not have power to employ or discharge, three (3) additional members, one (1) public school administrator from a school system in the district, and one (1) elected official. Board members are appointed by an Appointment Committee consisting of the chair of each of the seven (7) counties in the District. Members of the Board serve three-year terms. Regular meetings of the Board are held monthly and, by State Statute, are open to the public. Periodic meetings are scheduled at other times, if necessary, to conduct business on timely issues. Board members receive no compensation for their services but are reimbursed for actual and necessary expenses in the performance of their duties.
- (b) The College Board members have coverage through the DMI issued Casualty Policy.(DMI-CO720-12-17), specifically the Educators Legal Liability, Employee Benefits Liability and the Fiduciary Liability portion of the Casualty Policy. Coverage is on a claims-made basis. There is a \$5,000,000 limit per claim. There is also a \$100,000 deductible per claim.



## District History



Northeast Wisconsin Technical College is a publicly supported, high technology college working closely with businesses, residents and students to provide the education and services that keep Northeast Wisconsin strong.

Wisconsin's Technical Colleges were founded to train the workforce. In the early 1900s, most workers learned both job skills and academic skills from their apprenticeship employer. In order to standardize young workers' skills in reading, writing, and math, the State of Wisconsin promoted the creation of city vocational schools. Schools sprang up in Green Bay and Marinette in 1912, followed in 1941 by Sturgeon Bay, serving working boys and girls ages 14-18. The schools eventually grew to serve adults of all ages, whether or not they were employed or apprenticed.

To serve all citizens, the State organized the Vocational Schools into Districts covering all counties. In 1967, Brown, Door, Kewaunee, and Oconto counties formed the Wisconsin Vocational, Technical and Adult Education District 13. The City and County of Marinette joined the District in 1968, while Florence county and part of Shawano county joined in 1970. The united Schools received a new name – the Northeast Wisconsin Technical Institute (NWTI). The Sturgeon Bay and Marinette campuses built new facilities in 1971, and the large, Green Bay campus complex was ready for classes in 1972. The Institute applied for and received National accreditation.

In 1987, the Institute's name changed again to Northeast Wisconsin Technical College. Other changes included an increased focus on servicing the educational needs of the businesses and industries in the communities. Starting in the early 1990's, the College pioneered the use of online technology to offer flexible options for education. The beginning of this century was marked by rapid growth and an increase in the number of students, buildings, locations, and educational options throughout the District. As the College continues to develop innovative ways to serve its students and community, the future holds even more possibilities.

## Campuses

### Green Bay

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NWTC's main campus in Green Bay features modern brick buildings equipped with the latest learning tools for hands-on education in over 200 career fields. You will also find real-life learning labs where students get ready for the workforce and earn academic credit while serving the community. Other services provided to the community include N.E.W. Clinic which serves uninsured, underinsured and Medical Assistance patients from Northeast Wisconsin. NWTC's Dental Clinic provides high quality dental service, and The Therapeutic Massage Student Clinic offers effective, affordable massage treatment. The Library is also open to all community members. The Student Center, administrative offices, and the Corporate Conference Center complete the College's largest campus. Community support for two successful referenda created industry-leading facilities in health sciences, business and information technology, traditional and renewable energy, advanced manufacturing, construction trades, public safety, and general studies.

### Marinette

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Located on the south edge of the city of Marinette, NWTC Marinette Campus is a full-service campus offering a variety of full- and part-time degrees and diplomas in health, business, information technology, engineering, manufacturing and automotive; plus, certificates, apprenticeships, and continuing education opportunities.

Many courses are also offered to meet personal or workplace goals, as well as personal enrichment and continuing education. The campus offers student services including academic advising, career services, tutoring, bookstore and much more.

### Sturgeon Bay

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NWTC Sturgeon Bay Campus is designed for high-tech education and training close to home. Individuals may take a course, earn a degree, or begin a bachelor's degree. Top academic programs at the campus include Nursing-Associate Degree, Practical Nursing, Diesel, and Welding. The Sturgeon Bay Campus offers 21 full- and part-time degrees and diplomas, plus certificates, apprenticeships, and continuing education opportunities.

## Center Locations

### NWTC Crivitz

#### ***Serving Coleman, Crivitz, Lena, Oconto and Wausaukee***

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A pathway to a rewarding career or a bachelor's degree starts at the NWTC Crivitz Center. Many students come to the center to start their four-year degree with the General Studies Transfer certificate or to complete their degree in Business Management or Human Resources. Start College Now courses are available for area high school juniors and seniors who want to jumpstart their education and career at the Northwoods Regional Technical Academy at Wausaukee High School.

## **NWTC Luxemburg**

***Serving Algoma, Casco, Denmark, Dyckesville, Kewaunee and Luxemburg***

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Individuals can take a class, complete a certificate or pursue a degree. NWTC Luxemburg Center has a full-service center for the answers needed to get started. Top programs include GED/HSED, Accounting, Nursing Assistant, Business Management or General Studies Transfer. Start College Now courses are available for area high school students who want to jumpstart their education and career at the Ahnapee Regional Technical Academy.

## **NWTC Aurora**

***Serving Aurora, Florence, Goodman, Niagara, Pembine and Tipler***

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Individuals can take a course, complete an associate degree, technical diploma or certificate. Top academic programs include Business Management, Accounting and Nursing Assistant. High school students in the area can get a jump start on college through enrollment at the Woodland Regional Technical Academy located within the center.

## **NWTC Oconto Falls**

***Serving Gillett, Lakewood, Oconto Falls, Suring and Townsend***

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Individuals may take a course, complete a degree or diploma program, or even start their bachelor's degree at the NWTC Oconto Falls Center. Top academic programs include Business Management, General Studies Transfer, Accounting, and Administrative Professional. This center provides a wide range of student services and personal attention to help students reach their goals.

## **NWTC Shawano**

***Serving Bonduel, Pulaski and Shawano***

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Individuals may take a course, complete a program, or even start their bachelor's degree at the NWTC Shawano Center. Top academic programs include Nursing, Business Management, Accounting, Farm Business Management, or General Studies Transfer. There are numerous opportunities to get involved in the College and in the community through student life activities and service-learning. NWTC and ThedaCare have created the first agreement in the State of Wisconsin that will allow nursing programs to be offered onsite. Students in Bonduel can jumpstart their college coursework through the Bonduel Regional Technical Academy.

## **Specialty Locations**

### **Artisan & Business Center**

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The NWTC Artisan and Business Center, located in downtown Green Bay's Arts District, is an entrepreneurial initiative dedicated to offering classes, workshops and seminars in various disciplines. The Artisan and Business Center is focused on serving the community by providing art-based projects that teach skills and support economic development through arts-based businesses.

### **Learning and Innovation Center in Partnership with Nicolet National Bank**

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Located in Sister Bay, the Learning and Innovation Center was designed with Northern Door County community members and businesses in mind, the center supports job creation and existing businesses in the area through training and business development resources. Community members can use the space for meetings, classes, training, and more.

### **North Coast Marine & Manufacturing Training Center®**

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Located in downtown Marinette, the NCMMTC<sup>SM</sup> is continually expanding. With a marine welding lab, electrical lab, fully functional computer lab, and conference space, training is conducted here around the clock for all shifts. Additionally, our instructors deliver essential employability and leadership training.

### **Universal Driving Facility**

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Located in Howard, the Universal Driving Facility (UDF) enhances emergency vehicle operations training for the NWTC Public Safety Department as well as Law Enforcement, EMS and Fire departments around the district. The driver training course has common features, such as a roundabout, that our officers and firefighters deal with on a daily basis. It also has a “crest” where the driver cannot see past that hill, providing the opportunity to train our public safety professionals how to approach a hill containing blind spots and preparing for unknown obstacles.

### **Woodland Kitchen and Business Incubator**

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Woodland Kitchen and Business Incubator is located in Aurora. The Center is a State-certified, and a fully equipped commercial kitchen available for use by growers, food processors, caterers, restaurants, chefs, special event food vendors, bakers, groups and organizations. The kitchen is inspected and licensed for commercial use, allowing for individuals to produce and sell food items in accordance with state regulations.

## **Regional Technical Academies**

### **Northwoods Regional Technical Academy**

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Northwoods Regional Technical Academy is located at Wausaukee High School. The Academy is a partnership between NWTC and the School Districts of Crivitz, Pembine, Wausaukee and Coleman. High school juniors and seniors take college courses for dual-credit which allows early exposure to relevant career pathways in the region. This jumpstart on college credits encourages transitions to NWTC post high school graduation. Tuition and book fees are paid for by the school districts through the Start College Now Program or the NWTC coursework is duplicated by the high school teacher through transcribed credit. Program tracks include: Automotive, Welding, Electro-Mechanical, Entrepreneurship, Information Technology, Nursing Assistant, and Healthcare Business Services Representative Certificate.

## **Ahnapee Regional Technical Academy**

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Ahnapee Regional Technical Academy is a partnership with Algoma and Kewaunee School Districts and NWTC. High school juniors and seniors take college courses for dual-credit which allows early exposure to relevant career pathways in the region. This jumpstart on college credits encourages transitions to NWTC post high school graduation. Tuition and book fees are paid for by the school districts through the Start College Now Program, contractual courses, or the NWTC coursework is duplicated by the high school teacher through transcribed credit. Program tracks include: Nursing Assistant, Healthcare Customer Service Representative, Welding, Agriculture, Manufacturing – Machining and CNC, Automotive, Diesel, Early Childhood Education, Emergency Medical Technician and Culinary.

## **Woodland Regional Technical Academy**

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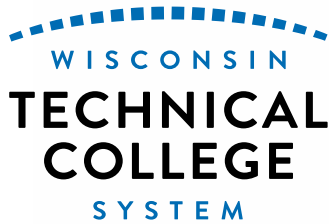
Woodland Regional Technical Academy, located in the Aurora Regional Learning Center, is a partnership between NWTC and Florence-Goodman-Niagara-Pembine School Districts. This partnership provides Start College Now courses for area high school juniors and seniors who want to jumpstart their education and career. Program tracks include Electro-Mechanical Technology, Emergency Medical Technician, Entrepreneurship, Health Care Customer Service, Nursing Assistant and Welding.

## **Bonduel Regional Technical Academy**

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Bonduel Regional Technical Academy provides opportunities for Bonduel High School juniors and seniors to earn dual-credit for high school and college at the same time. This jumpstart on college credits encourages transitions to NWTC post high school graduation. Tuition and book fees are paid for by the school districts through the Start College Now Program or the NWTC coursework is duplicated by the high school teacher through transcribed credit. Program tracks include: Electro-Mechanical Technology, Manufacturing – Welding and CNC, Information Technology, Nursing Assistant, Early College Practical Nursing and Welding. Tuition and book fees are paid for by the school districts through the Start College Now Program or the NWTC coursework is duplicated by the high school teacher through transcribed credit.





NWTC is one of 16 technical colleges in Wisconsin. Boundaries for each technical college district are determined by K-12 school districts. NWTC's service area is comprised of 32 K-12 school districts.







# Intentional Future Culture:

## Mission, Vision, Value Statements and Behaviors

Revised April 2021



**NORTHEAST**  
WI Technical College

## MISSION STATEMENT

We are a two-year technical college, serving Northeast Wisconsin by providing education, training, and life-long learning opportunities for all individuals and businesses leading to the development of a skilled and culturally inclusive workforce. Our customers stimulate the economic vitality of our district as a result of the application of skills and knowledge acquired through the completion of certificates, degrees, diplomas, and courses.

## OUR VISION

NWTC is a cutting edge life-long learning college that transforms, strengthens, and inspires.

# VALUE STATEMENTS



## CUSTOMER FOCUS:

We are committed to exceeding the service expectations of all of our internal and external customers with every interaction.



## EVERYONE HAS WORTH:

We are committed to embracing the worth of every individual, providing an inclusive place for all people, and creating a respectful and stimulating environment necessary for intellectual and personal growth.



## PASSION & INSPIRATION:

We have a personal passion for achieving the College's vision, inspiring and motivating others to action.



## CREATIVITY & INNOVATION:

We are committed to creating and fostering new concepts using proactive and critical thinking, leading to innovative solutions.



## COLLABORATION:

We are committed to open communication, teamwork, and productive debate that strengthens internal and external relationships, creating better solutions aligned to a common vision.



## EMOTIONAL INTELLIGENCE:

We are committed to improving outcomes by being aware of our emotions and their impact on others, and regulating them to foster positive and productive working relationships.



## RESULTS & ACCOUNTABILITY:

We are individually and collectively accountable for the sustainable and optimal use of resources and the achievement of meaningful, measurable results.

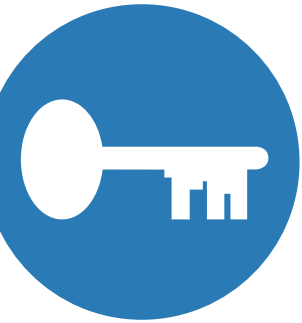


## VALUING TALENT & WELL BEING:

We are committed to fostering a mentally and physically healthy work environment that promotes learning and growth and attracts and retains talented people.



**ETHICS:** We are committed to ethical and honest behavior and personal responsibility for living and modeling the values of NWTC.








## CUSTOMER FOCUS

We are committed to exceeding the service expectations of all of our internal and external customers with every interaction.

### Overall:

- ★ Embrace the principle that students are central to what we do
- Actively seek and listen to the input of our customers and act on it
- Actively seek opportunities to strengthen internal and external relations

Every customer interaction will include our 5 Customer Focus Keys

-  Display positive attitude and make a personal connection
-  Be mindful of personal presentation and personal bias  
(body language/nonverbal/attitude)
-  Deliver above and beyond problem solving and flexibility
-  Provide accuracy in service and product knowledge
-  Follow-up and build customer loyalty

### Behaviors:

- ★ Be mindful, act on continuous improvement opportunities to better serve our students
- ★ Ensure work performance models our college philosophy of supporting Student Success
- Approach every customer interaction as an opportunity to grow our organization inclusively
- Proactively ask customers questions to learn about their needs and perceived image of NWTC
- Attend community events to build customer relations and engage in college partnerships
- Anticipate customer needs before they ask (be a step ahead) and create an action plan

## EVERYONE HAS WORTH

We are committed to embracing the worth of every individual, providing an inclusive place for all people, and creating a respectful and stimulating environment necessary for intellectual and personal growth.

### Overalls:

- ★ Work effectively to promote an environment where individual values and social differences are embraced
- Value the inherent worth of equity in every aspect of the College
- Seek innovative practices and initiatives that stimulate and advance diversity and inclusion
- ▲ Commit to the ongoing need for cultural competence and personal self-development

### Behaviors:

- ★ Ask questions about cultures, customs and different perspectives
- Discuss diversity and inclusion at department meetings
- Solicit feedback to understand equity versus equality
- Apply cultural competence knowledge in actions and decisions made
- ▲ Engage in diversity related events on and off campus

## PASSION AND INSPIRATION

We have a personal passion for achieving the College's vision, inspiring and motivating others to action.

### Overall:

- ★ Know how your work is connected to the college's vision
- Focus passion into:
  - intrinsic drive
  - extrinsic enthusiasm
  - positivity that impacts others
  - excitement that inspires others to action
- Share successes and best practices broadly to maximize impact
- ▲ Involve yourself in campus and community events that enhance your connection to the college and those we serve

### Behaviors:

- ★ Seek connection to something greater than oneself
- ★ Ask questions when the connection is difficult to envision
- Possess a positive, 'can-do' attitude, even in difficult times
- Commit to going above and beyond in pursuit of excellence
- Passion is contagious; inspire others through role modeling and mentoring
- When something works well, share success in forums such as Spark, team meetings, in-service sessions, or cross-functional work groups
- Speak positively about and advocate for the college, internally and externally.
- ▲ Volunteer to work on campus events, read scholarship applications, or engage with a student-facing team or committee
- ▲ Engage with diverse community groups or volunteer with organizations representative of our student population



## CREATIVITY AND INNOVATION

We are committed to creating and fostering new concepts using proactive and critical thinking, leading to innovative solutions.

### Overall:

- ★ Anticipate future trends and nurture a climate of experimentation
- Seek opportunities outside the college to generate new ideas
- Be willing to challenge the status quo/go against the grain
- ▲ Respond to change in ways that contribute to the growth and development of the college

### Behaviors:

- ★ Continue to evaluate current practices for improvement opportunities
- ★ Connect with other divisions to create new ideas
- ★ Be mindful of diversity to ensure inclusive innovation within the college and community
- Attend professional development to gain new perspectives
- Research best practices to build innovative ideas
- Challenge self and others to go against the norm; brainstorm unique ideas to benefit student success and the viability of the College
- Take prudent risks, learn from experience, and move forward
- ▲ Respect colleagues' ideas and be open to change
- ▲ Be an adaptable supporter. Seek to understand the change
- ▲ Support change in the organization once decisions are made

## COLLABORATION

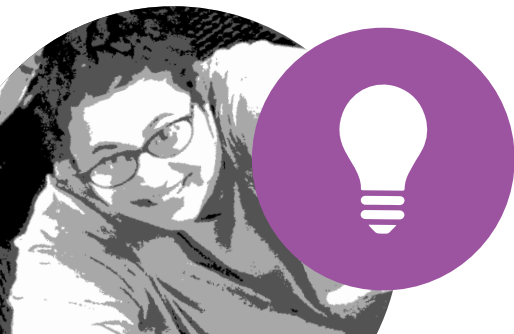
We are committed to open communication, teamwork, and productive debate that strengthens internal and external relationships, creating better solutions aligned to a common vision.

### Overall:

- ★ Remove barriers to teamwork and our learners' success
- Create and maintain timely, open, honest, and tactful communications
- Listen actively to understand, comprehend, analyze, engage, and act
- ▲ Embrace productive debate as a natural input to successful collaboration

### Behaviors:

- ★ Allow enough time for collaboration by proactively involving the right stakeholders in decision making
- ★ Clarify a common purpose, consistent with our vision and mission, for all stakeholders to work toward
- Seek and provide regular, constructive feedback
- Remain open to all input and receive feedback without defensiveness
- Encourage open dialogue about ideas
- Practice reflective listening techniques to clarify the viewpoints of others
- Ask insightful questions to explore possibilities and demonstrate engagement
- ▲ Leverage diversity in all of its forms to produce more complete and inclusive solutions
- ▲ Welcome differences of opinion as necessary to create a new way forward
- ▲ Set individual/team agendas aside to seek a win/win solution for the college and its customers



## EMOTIONAL INTELLIGENCE

We are committed to improving outcomes by being aware of our emotions and their impact on others, and regulating them to foster positive and productive working relationships.

### Overall:

- ★ Recognize and understand your own moods and emotions and how they may affect others
- Manage emotions to maximize positive impacts on people and results
- Pursue organizational goals with passion and perseverance
- ▲ Understand the emotional state of others and respond accordingly
- ✱ Create and maintain internal external professional networks

### Behaviors:

- ★ Spend time in self-assessment and collect feedback from others to check perceptions of how your behaviors impact them
- ★ Think, pause to reflect before responding
- Take ownership when interactions don't go as planned and determine what you could have done differently to influence a better result?
- Manage personal mood/emotions to positively impact service to our customers
- Persevere with energy and drive to achieve outcomes
- Sustain optimism and look for the positive in situations, even in the face of setbacks
- ▲ Reflectively listen to understand others and show empathy
- ▲ Observe nonverbal cues as indicators of emotion and alter the content or delivery of the message
- ✱ Manage relationships and build rapport
- ✱ Positively influence outcomes through working relationships built on trust

## RESULTS AND ACCOUNTABILITY

We are individually and collectively account-able for the sustainable and optimal use of resources and the achievement of meaningful, measurable results

### Overall:

- ★ Employ planning and organizing skills to proactively assess the resources needed to achieve set goals
- Hold self and others accountable to achievable goals with measurable outcomes
- Use evidence to identify problems and inform decisions
- ▲ Challenge self and others to continuously improve

### Behaviors:

- ★ Begin with the end in mind and ensure ownership of the steps that get you there
- ★ Commit to measure the results most critical to the success of the task/project
- ★ Employ Systems Thinking - Recognize the impact of your task/project on all college resources
- Set clear expectations of self and others
- Follow through on commitments in a timely manner
- Engage others in dialogue when their commitments are not met
- Effectively prioritize tasks to accomplish those most critical to the goals of the college
- Gather qualitative and quantitative data to make decisions with student success and the long-term sustainability of the college in mind.
- ▲ Explore best practices and alternative ways of reaching intended outcomes
- ▲ When expected outcomes are not reached, re-evaluate both process and outcomes and make changes that lead to the desired result





## VALUING TALENT AND WELL BEING

We are committed to fostering a mentally and physically healthy work environment that promotes learning and growth and attracts and retains talented people.

### Overall:

- ★ Promote and engage in life-long learning and individual growth
- Take proactive steps to enhance and maintain physical and mental well-being
- Demonstrate genuine interest in others and sensitivity to their cultural, physical and emotional needs
- ▲ Contribute your unique talents and viewpoints and leverage those of others

### Behaviors:

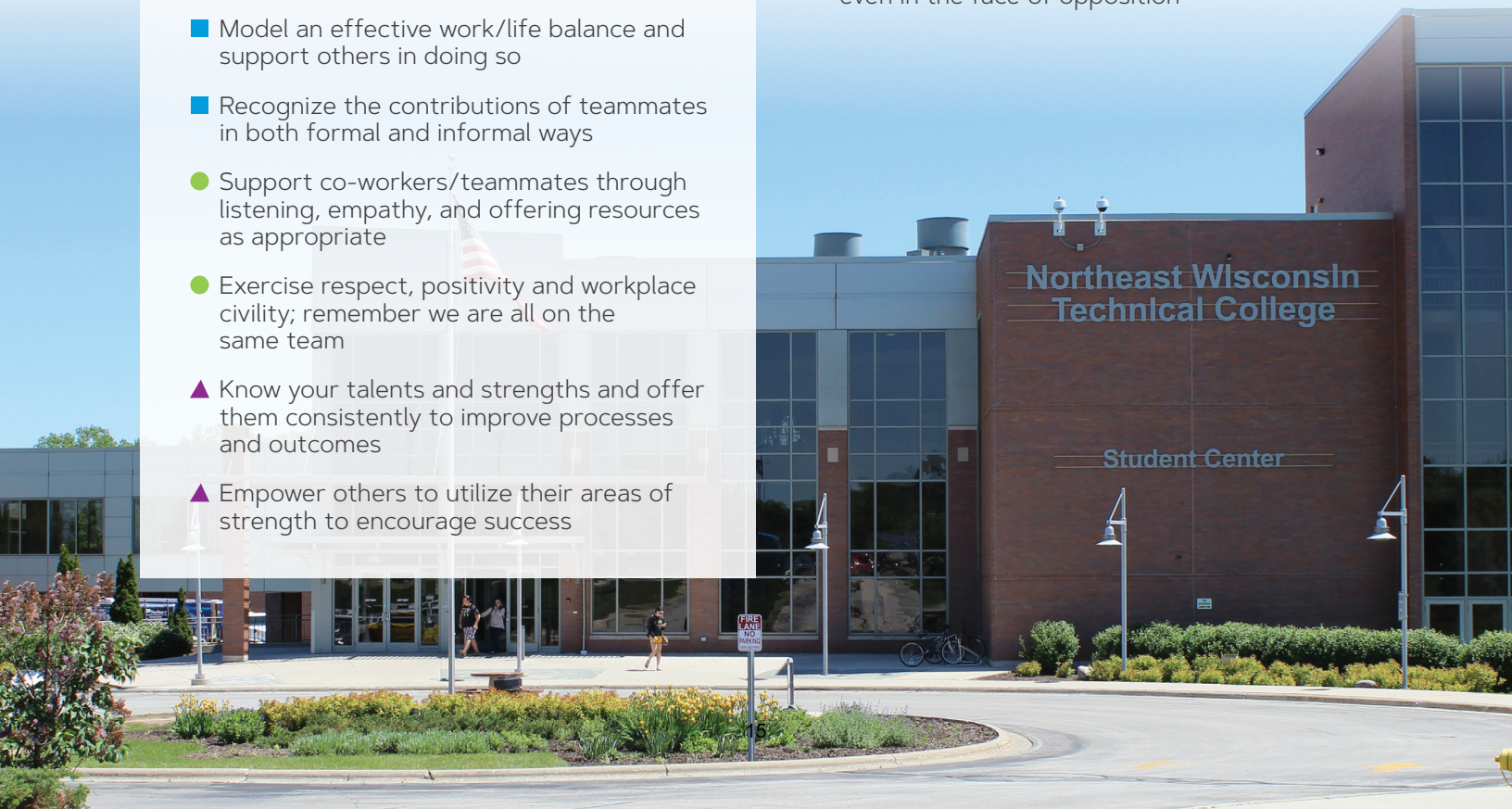
- ★ Employ a growth mindset; learning occurs in the classroom, on the job, and through collaborative relationships
- ★ Set and execute development goals that build upon both strengths and areas of opportunity in yourself and others
- Utilize wellness resources and activities, NWTC and other, to nurture mind and body
- Model an effective work/life balance and support others in doing so
- Recognize the contributions of teammates in both formal and informal ways
- Support co-workers/teammates through listening, empathy, and offering resources as appropriate
- Exercise respect, positivity and workplace civility; remember we are all on the same team
- ▲ Know your talents and strengths and offer them consistently to improve processes and outcomes
- ▲ Empower others to utilize their areas of strength to encourage success



We are committed to ethical and honest behavior and personal responsibility for living and modeling the values of NWTC

### Overall:

- Making decisions based upon what is right for the College and its customers, not personal gain
- Adhering to the NWTC "Code of Conduct"
- Suggesting and advocating for change even in the face of opposition



The budget and financial projections are initially developed during the departmental planning process and continue to be updated throughout the review process until budget adoption. The assumptions are shown below:

<b>FY 2021 Budget</b>	<b>\$</b>	<b>(1,500,000)</b>
<b>Revenue:</b>		
State Aid - Governor's Budget	\$	600,000
State Aid - Outcome Based Funding		350,000
Net New Construction		650,000
Tuition Increase (+1.5%)		300,000
Reduced FTEs (5,565 to 5,100)		(990,000)
Suspended Online Fees		(380,000)
Other Revenue Adjustments		2,000
<b>Net Change to Revenue</b>	<b>\$</b>	<b>532,000</b>
<b>Expense:</b>		
Salary - 2% Increase and Part-time Salary Adjustments	\$	(1,590,000)
Non-Discretionary		(250,000)
Environmental Climate Stewardship		(100,000)
Net Increase - Staffing		(27,000)
Net Reduction - Other Spending		935,000
<b>Net Change to Expense</b>	<b>\$</b>	<b>(1,032,000)</b>
<b>Total Operational Increase/Decrease to Fund Balance</b>	<b>\$</b>	<b>(2,000,000)</b>



The 2021-2022 budget reflects an expectation of strong economic recovery while enrollment stabilizes and shows signs of returning to pre-COVID-19 levels in fiscal year 2023.

## External Factors: Political, Economic, and Social

The COVID-19 pandemic has created political, economic, and social factors affecting NWTC.

- May 2020 high school graduates were less likely to enroll in college due to uncertainty from the pandemic. Students and their families indicated concerns about remote/virtual college, but many were also concerned about a transition to in-person learning.
- NWTC experienced approximately a 7.5% decline in enrollment during this academic year. While this decline is significant, it is less than many community colleges across the United States where double digit enrollment declines were common.
- With many families experiencing unemployment and/or a decrease in income, concerns about how to pay for college caused some students to delay enrollment.

In many respects the 2021-2022 budget is a pandemic recovery budget. Not only will the College be in a recovery mode, but so too will be the district's prospective and current students, businesses and communities. The budget also reflects the College's self-examination and action relative to eliminating explicit and implicit racial injustice, ensuring equitable outcomes for its students

As a result of the pandemic, the comfort with and use of technology has increased.

The following attributes of work have been accelerated:

- Incorporation of data analytics
- Integration of artificial intelligence
- Automation of routine and low skill jobs
- Ability for work to be accomplished remotely

Yet we know,

- To have a family sustaining career one must gain some post-secondary education after high school
- Since Academic Year 2010-2011, enrollment in the College has steadily fallen with the greatest annual decrease incurred during the pandemic
- Enrollments of high school dual credit students has remained high, demonstrating the strong desire of students to attend post-secondary education
- Potential and current students are waiting for the return of face-to-face classes before committing to a college

- Economic recovery is and will be uneven among industry sectors as well as among various demographic groups
- Employers need and demand a more highly skilled workforce

### **Internal Factors**

- In the graduate follow-up survey of 2020 alumni with an associate degree report earning a median annual wage of \$45,000 6 months after graduation. 88% of 2019-20 graduates available for work were employed. 73% of the graduates are working in jobs related to their chosen career. 71% of the graduates are employed in the district, and 94% are employed in the state.
- A mid-point review of Strategic Directions 2018-2023, the College's strategic plan, provided insight into progress towards goal achievement.
- Employee wellness participation continues to help the College manage healthcare costs. NWTC employee wellness scores remain above national average while spouse wellness scores fall below those of employees.

## National Recognition

- NWTC was named one of 10 finalists for the Bellwether Award in the category of Planning, Governance, and Finance 8-week Advantage development and implementation.
- Nearly 11 years ago, NWTC became the first Wisconsin college to join Achieving the Dream, then a small, select group of community colleges from around the country committed to improving student success. Currently, ATD is a national network of over 300 community colleges, and NWTC received the network's highest honor – the 2021 Leah Meyer Austin Award.

“The Leah Meyer Austin Award recognizes bold, transformational changes that put equity, access, and student success at the center of their institutional priorities,” said Dr. Karen A. Stout, ATD president and CEO. “Northeast Wisconsin Technical College has demonstrated a tenacious commitment to making the college ‘student-ready,’ a cultural shift that has shown clear, positive impacts in the success of its students.”

- NWTC was also named a 2020 Achieving the Dream Leader College of Distinction.

## COVID-19 Response

In the face of the pandemic, NWTC remained open, offering services to students and classes virtually. While the faculty and staff quickly transitioned to online learning in the Spring 2020 semester, lab and clinical-based course remained in person. All NWTC program students who were on track to complete during the Spring 2020 semester were able to complete their programs and courses. To meet the needs of students who did not have the technology for remote learning, NWTC loaned more than 700 laptops to students and provided internet access in all campus parking lots across the district.

As a community partner, NWTC loaned eight ventilators, two non-invasive ventilators and three boxes of supplies to area hospitals that needed this equipment and supplies at the beginning of the pandemic.

## **8-Week Advantage**

The College completed full-scale implementation of the 8-Week Advantage. Eight-week terms let students focus on a few classes at a time and complete the same number of credits per semester. Fifty percent of NWTC courses that serve seventy percent of NWTC students were offered in 8-week sessions during this academic year.

## **Teaching and Learning**

NWTC completed the first full year of operation of the Teaching and Learning Center. The TLC helps ensure student success by improving instruction through education and coaching. The TLC inspires continuous professional development leading to improvement in curriculum design, delivery, technology application, and assessment practices. During the pandemic, the TLC provided faculty with resources to implement flexible learning, hybrid, and remote learning. The TLC played a key role during the 8-Week Advantage transition in both faculty support and curriculum development.

## **Diversity, Equity, and Inclusion**

NWTC Engaged college leadership in professional development centered on Diversity, Equity, and Inclusion with Dr. Kathy Obear and the Center for Transformation & Change.

In the summer of 2020, Dr. Rafn worked with the district board to develop a one- year plan for policy discussions centered on Diversity, Equity, and Inclusion. Topics for discussion were developed based on the College's 2023 Strategic Directions and include student success, faculty/staff, and community relations initiatives.

## **Workforce Development**

The College launched new programs in 2021 including the first year of the Echocardiography Associate Degree program developed in response to demands of local healthcare providers. Additionally, the first year of Luxemburg-Casco Ahnapee Automotive Program provided high school students the opportunity to complete the NWTC Automotive Maintenance Technician technical diploma while in high school. The Ahnapee Diesel program, the first of its kind in Wisconsin, will be offered in during the 2021-22 school year to students in the Luxemburg/Casco and Kewaunee school districts.

Industry 4.0 is revolutionizing the way things are made and done here in Northeast Wisconsin and across the globe. This revolution brings together innovative, problem-solving processes and

technologies — including additive manufacturing, augmented and virtual reality, smart sensors, data analytics and predictive maintenance. NWTC is developing opportunities to increase awareness, understanding, and competencies in key Industry 4.0 technologies such as additive manufacturing, augmented/virtual reality and the Internet of Things (IOT). In addition, many NWTC programs, certificates, and classes currently include Industry 4.0 technology skills.

In 2022, NWTC will offer 8 new programs created in response to Industry 4.0 and other skills needs.

- Data Analytics Associate Degree
- Justice & Community Advocacy Associate Degree
- Substance Use Disorder Counseling Associate Degree
- Career & Technical Education Instruction Associate Degree
- Diesel Maintenance Technician Technical Diploma
- Landscape Technician Technical Diploma
- Additive Manufacturing Local Certificate
- Telecommunications Tower Technician 1 Certificate

NWTC has been named a grant recipient and participant in HP/EDUCAUSE Campus of the Future, a multi-year research project exploring the benefits of virtual reality (VR), augmented reality (AR), and 3D printing/scanning in higher education.

Of the 30 research study members, NWTC is the only technical college involved in year four of the grant project, which is being made possible by HP and EDUCAUSE, a nonprofit association for information technology (IT) in higher education. Major research universities, including Yale and Stanford, will be providing research and developing technology for the project, while NWTC will be working to integrate the latest devices into technical training and education.

NWTC completed a study of demand for regional and national Marine Manufacturing training for consideration of establishing a Marine Manufacturing Training Center of Excellence. At the same time, the college has increased training capacity for the maritime industry in direct response to Fincantieri Marinette Marine securing a multi-year U.S. Navy contract to build the next generation Frigate.



During the College's Future 2023 Strategic Planning process, college leaders traveled throughout the District, meeting with representatives from business, education, government and community groups, plus our own campuses and regional centers. Combining that feedback with local and national research on high-impact practices, the College has set the following overarching goals.

## 2023 Strategic Directions

1. In partnership with every in-district PK-12, students will come to NWTC with a career plan with college credits earned in high school.
2. NWTC is committed to the equitable access and success of learners from every background, culture and ability.
3. All graduates will possess the core employability skills necessary to continuing to learn while successfully engaging in a career.
4. Education and skill content areas meet current and future workforce demand.
5. All graduates will have a pathway to continue their formal learning upon completion of a credential.
6. NWTC will enhance its academic reputation while ensuring its institutional strength and resilience.

## Overarching Goals

- More students will complete academic programs.
- More students will graduate.
- More credentials will be granted.
- More students of color will graduate.
- More students will complete gateway courses.
- More students of color will complete gateway courses.
- More academic programs will produce more than one-third of the graduates needed to meet workforce demand.
- More residents will be served.
- Must ensure that every student succeeds in achieving a higher education credential.
- Must be more aggressive in our messaging, outreach, recruitment and pipeline development.
- Must be more intentional with part-time and full-time students to create a personalized academic, financial and career plan to enter and/or progress in a career pathway.
- Must maximize the flexibility of all educational offerings to support student success while meeting customer demand.
- Must provide on-going education and training for an employer's existing workforce.

The Northeast Wisconsin Technical College (NWTC) budget is adopted for the year beginning July 1st and ending June 30th. The budget allocates financial resources for ongoing programs, courses, services, and strategic initiatives. Budgeting is done in accordance with Chapter 65 of the Wisconsin Statutes, Wisconsin Technical College System Administrative Rules and local District Policy, prepared in the format required by the Wisconsin Technical College System, and submitted to the State Office by July 1. Expenditures must be accommodated within the authorized tax levy and other funding sources.

The budgeting process is an integral step in implementing the College's strategic initiatives. Planning and budget development is a cooperative effort involving all NWTC staff as each department develops a budget based on institutional goals for the year. The budgets are consolidated and reviewed by the Finance Office and the Executive Leadership Team for alignment with the strategic initiatives and overall goals of the College.

During the months of January through May, the College's Executive Leadership Team and College Board of Trustees review and assess various elements of the budget including historical trends, current projections and major budget assumptions. In April, the Board reviews the preliminary budget and authorizes the publishing of a legal notice to hold a public hearing in May. At the hearing, the Board considers public input prior to adopting the budget. After public hearing, the Board adopts all budgets at its May meeting.

The tax rates shown in this document are actual rates from October 1, 2020. On or about October 1, 2021 the Wisconsin Department of Revenue will provide new actual valuations at which time the Board will set its final mill rate.

The budget itself is a natural outcome of the planning process. In October, departments submit capital budget requests in key areas: facility and site improvements, major equipment, media hardware, computer hardware & software and furniture.

### **FY2022 College Strategic Priorities**

- ✓ Actively identify and address barriers at the individual and organizational level
- ✓ Ensure student success and credential completion
- ✓ Provide sufficient skilled workforce
- ✓ Continue strategic collaborative partnerships
- ✓ Maximize viability of the College

## **Budget Monitoring**

- Departments and teams are expected to operate within their budgets.
- Teams and managers are expected to use established purchasing procedures.
- Capital budgets not spent or supported with a plan of action by May will be moved into a capital reserve.

## **Budget Modification**

The budget is a plan, and changes inevitably occur during the year that were not anticipated at the time the original budget was developed. Examples of changes include approval of new strategic initiatives, new grant funding or other significant changes in revenues or expenditures. Since the budget is approved by fund and function, changes impacting these parameters require the budget to be amended.

At least two thirds of the district board membership must approve any budget modification. Also, state statutes require that budget changes be published as a Class I notice within 10 days to be valid, and that the state office be notified within 30 days.

## **Basis of Budgeting**

Governmental Funds are accounted and budgeted 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 measurable and available (susceptible to accrual). All revenues are considered susceptible to accrual except summer school tuition and fees and the debt service portion of the local tax levy not due until after June 30, which are recorded as deferred revenue.
- Expenditures are recorded when the related fund liability is incurred, except for interest and principal on general long-term obligation debt, which are recognized when due. Expenditures for claims and judgments are recognized when the liability is incurred.
- Fixed assets are recorded as capital outlays at the time of purchase.
- Proceeds of long-term obligations are recorded as a financing source when received.

Proprietary funds use the accrual basis of accounting. The measurement focus is based upon the determination of net income. Revenues are recorded when measurable and earned, and expenses are recorded at the time the liabilities are incurred.



The accounts of the District are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. The District's resources are allocated to and accounted for in individual funds, based upon the purpose for which they are to be spent and the means by which spending activities are controlled.



Category	2019-20 Actual	2020-21 Budget	2020-21 Budget by Fund				
			General	Special Revenue	Capital Projects	Proprietary	Total
Admin/Supervisors	93	90	77.54	7.61	1.85	1	88.00
Faculty	268.25	263	255.41	9.84	0	0	265.25
Other Staff	351.08	338.5	281.89	49.19	10.9	6.2	348.18
<b>Total</b>	<u>712.33</u>	<u>691.50</u>	<u>614.84</u>	<u>66.64</u>	<u>12.75</u>	<u>7.2</u>	<u>701.43</u>

The schedule above includes regular funded and authorized positions. It does not include full-time equivalent information for temporary, casual, students, and part-time instructors, which can fluctuate from year to year and are controlled by individual department needs based on enrollment.

# Financial Data



## Section 2



**NORTHEAST WISCONSIN TECHNICAL COLLEGE  
NOTICE OF PUBLIC HEARING  
JULY 1, 2021 - JUNE 30, 2022**

A public hearing on the proposed 2021-22 Budget for the Northeast Wisconsin Technical College  
will be held on May 12, 2021 at 4:00 p.m.

***To be held in the NWTC Green Bay Campus District Board Room (DO308)  
2740 West Mason Street, Green Bay, WI 54303***

To access the Budget Public Hearing meeting virtually via WebEx, go to: [www.nwtc.edu/board](http://www.nwtc.edu/board)

Click on the Icon at the top of the Board Page

**PROPERTY TAX AND EXPENDITURE HISTORY**

Year (1)	Equalized Valuation	Percent Increase	Mill Rates		Total Mill Rate	Percent Inc./(Dec.)
			Operational	Debt Service		
2017-18	\$38,879,464,634	2.64%	0.38132	0.45678	0.83810	-0.29%
2018-19	\$40,148,980,459	3.27%	0.38209	0.44234	0.82443	-1.63%
2019-20	\$42,019,115,760	4.66%	0.38287	0.42804	0.81091	-1.64%
2020-21	\$43,930,558,544	4.55%	0.38298	0.41236	0.79534	-1.92%
2021-22	\$44,369,864,129	1.00%	0.39294	0.41447	0.80741	1.52%

Year (2)	Total Expenditures All Funds	Expenditure Inc./(Dec.)%	Tax Levy	Tax Levy Inc./(Dec.)%	Tax On A \$100,000 House
2017-18	\$175,439,765	-1.83%	\$ 32,516,728	2.10%	\$84
2018-19	\$158,378,195	-9.73%	\$ 33,035,518	1.60%	\$82
2019-20	\$158,295,627	-0.05%	\$ 33,999,041	2.92%	\$81
2020-21	\$163,236,608	3.12%	\$ 34,865,997	2.55%	\$80
2021-22	\$165,386,820	1.32%	\$ 35,760,000	2.56%	\$81

	General Fund	Special Revenue Fund	Special Revenue Non-Aidable Funds	Capital Projects Fund	Debt Service Fund	Proprietary Funds	Total
Tax Levy	15,480,000	1,750,000	190,000	-	18,390,000	-	35,810,000
Other Budgeted Revenues	64,480,000	15,376,820	13,270,000	1,150,000	10,000	17,545,000	111,831,820
Total Budgeted Revenues	79,960,000	17,126,820	13,460,000	1,150,000	18,400,000	17,545,000	147,641,820
Budgeted Expenditures	82,160,000	16,256,820	13,420,000	14,725,000	21,000,000	17,825,000	165,386,820
Excess of Revenues Over Expenditures	(2,200,000)	870,000	40,000	(13,575,000)	(2,600,000)	(280,000)	(17,745,000)
Operating Transfers	1,070,000	(870,000)	-	-	-	(200,000)	-
Proceeds from Debt	-	-	-	12,900,000	-	-	12,900,000
Est. Fund Balance 7/1/21	21,588,337	(15,457)	878,300	(1,414,526)	7,951,329	6,080,248	35,068,231
Est. Fund Balance 6/30/22	20,458,337	(15,457)	918,300	(2,089,526)	5,351,329	5,600,248	30,223,231

(1) Fiscal years 2018 - 2021 represent actual amounts, and 2022 is the proposed budget.

(2) Fiscal years 2018 - 2020 represent actual amounts, 2021 is projected, and 2022 is the proposed budget.

**NORTHEAST WISCONSIN TECHNICAL COLLEGE**  
**Notice of Public Hearing**  
**Budget Summary - General Fund**  
**Fiscal Year 2021-22**

<b>REVENUES</b>	<b>2019-20</b> <b>Actual (3)</b>	<b>2020-21</b> <b>Budget</b>	<b>2020-21</b> <b>Estimated (4)</b>	<b>2021-22</b> <b>Budget</b>	
Local Government	\$ 14,221,906	\$ 14,802,519	\$ 14,800,000	\$ 15,480,000	
State Aids	41,388,297	40,870,000	40,920,000	41,770,000	
Program Fees	20,358,313	20,240,000	19,200,000	19,630,000	
Material Fees	1,105,471	1,180,000	1,000,000	1,100,000	
Other Student Fees	1,590,899	1,698,020	1,500,000	1,280,000	
Institutional	1,112,672	1,181,000	850,000	700,000	
Federal	-	-	-	-	
<b>Total Revenues</b>	<b>\$ 79,777,558</b>	<b>\$ 79,971,539</b>	<b>\$ 78,270,000</b>	<b>\$ 79,960,000</b>	
<b>EXPENDITURES</b>					
Instruction	\$ 49,627,915	\$ 51,482,352	\$ 48,740,000	\$ 50,200,000	
Instructional Resources	1,408,465	1,482,186	1,505,000	1,590,000	
Student Services	9,336,137	9,676,416	9,450,000	10,200,000	
General Institutional	13,188,046	13,094,182	13,364,000	14,180,000	
Physical Plant	5,315,862	5,981,267	5,755,000	5,990,000	
<b>Total Expenditures</b>	<b>\$ 78,876,425</b>	<b>\$ 81,716,403</b>	<b>\$ 78,814,000</b>	<b>\$ 82,160,000</b>	
Net Revenue (Expenditures)	\$ 901,133	\$ (1,744,864)	\$ (544,000)	\$ (2,200,000)	
<b>OTHER SOURCES (USES):</b>					
Operating Transfer In (Out)	\$ 25,367	\$ 1,244,864	\$ 1,044,864	\$ 1,070,000	
<b>Total Resources (Uses)</b>	<b>\$ 926,500</b>	<b>\$ (500,000)</b>	<b>\$ 500,864</b>	<b>\$ (1,130,000)</b>	
<b>TRANSFERS TO (FROM) FUND BALANCE:</b>					
Designated for Operations	926,500	(500,000)	500,864	(1,130,000)	
<b>Total Transfers To (From) Fund Balance</b>	<b>926,500</b>	<b>(500,000)</b>	<b>500,864</b>	<b>(1,130,000)</b>	
Beginning Fund Balance	20,160,973	21,087,473	21,087,473	21,588,337	
<b>Ending Fund Balance</b>	<b>\$ 21,087,473</b>	<b>\$ 20,587,473</b>	<b>\$ 21,588,337</b>	<b>\$ 20,458,337</b>	
<b>EXPENDITURES BY FUND</b>					
General	\$ 78,876,425	\$ 81,716,403	\$ 78,814,000	\$ 82,160,000	0.54%
Special Revenue	11,649,216	15,674,175	15,674,175	16,256,820	3.72%
Special Revenue - Non-Aidable	15,972,265	16,452,408	16,452,408	13,420,000	-18.43%
Capital Projects	13,568,967	16,386,025	16,386,025	14,725,000	-10.14%
Debt Service	21,307,681	18,160,000	18,160,000	21,000,000	15.64%
Enterprise	5,042,836	5,175,000	5,175,000	5,245,000	1.35%
Internal Service	11,878,237	12,575,000	12,575,000	12,580,000	0.04%
<b>Total Expenditures by Fund</b>	<b>\$ 158,295,627</b>	<b>\$ 166,139,011</b>	<b>\$ 163,236,608</b>	<b>\$ 165,386,820</b>	<b>-0.45%</b>
<b>REVENUE BY FUND</b>					
General	\$ 79,777,558	\$ 79,971,539	\$ 78,270,000	\$ 79,960,000	-0.01%
Special Revenue	11,647,674	17,128,975	17,128,975	17,126,820	-0.01%
Special Revenue - Non-Aidable	16,216,860	16,522,608	16,522,608	13,460,000	-18.54%
Capital Projects	449,367	1,298,817	1,298,817	1,150,000	-11.46%
Debt Service	18,144,841	18,215,000	18,215,000	18,400,000	1.02%
Enterprise	4,773,846	5,245,000	5,245,000	5,365,000	2.29%
Internal Service	12,222,924	12,575,000	12,575,000	12,180,000	-3.14%
<b>Total Revenue by Fund</b>	<b>\$ 143,233,070</b>	<b>\$ 150,956,939</b>	<b>\$ 149,255,400</b>	<b>\$ 147,641,820</b>	<b>-2.20%</b>

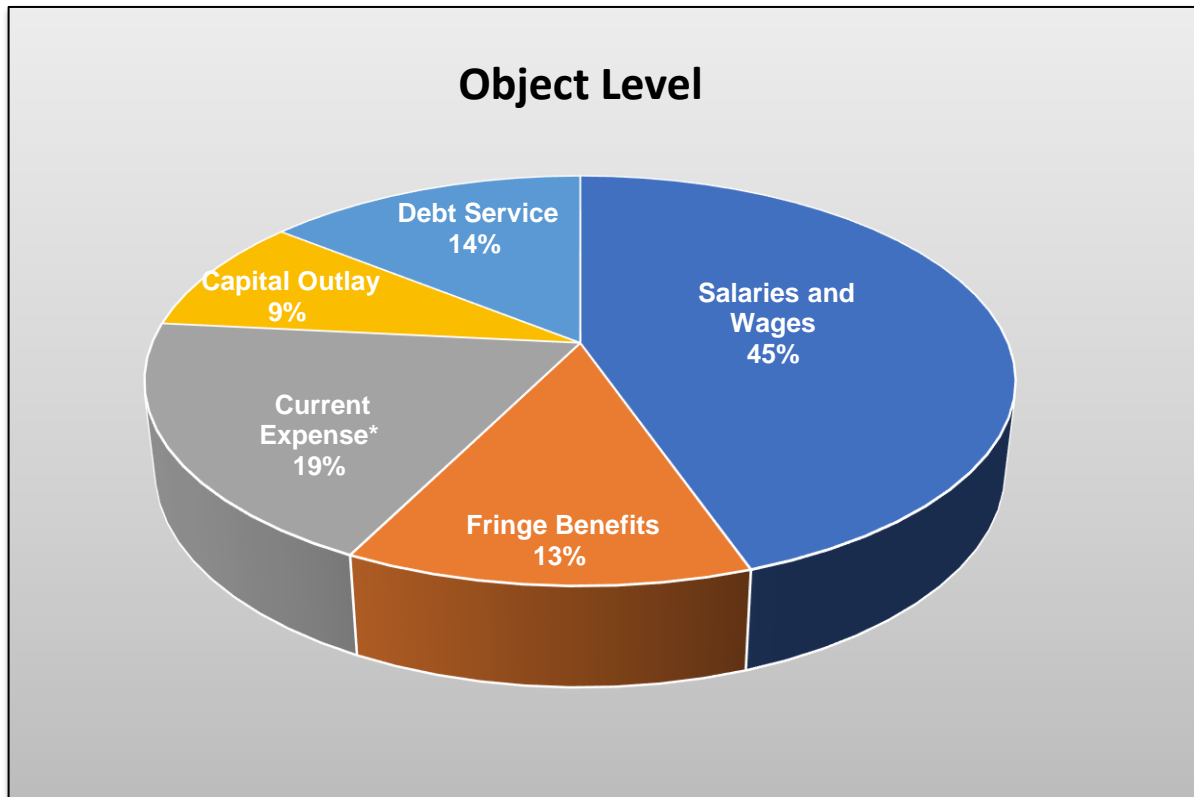
(3) Actual presented on a budgetary basis.

(4) Estimate is based upon 9 months of actual and 3 months of estimate.

<b>Personnel Services:</b>		<b>84,687,971</b>
Salaries and Wages	65,914,600	
Fringe Benefits	18,773,371	
<b>Current Expense*</b>		<b>28,338,249</b>
<b>Capital Outlay</b>		<b>13,535,600</b>
<b>Debt Service</b>		<b>21,000,000</b>
<b>Total Budgeted Expenditures</b>		<b><u>147,561,820</u></b>

\*Includes minor equipment

General Fund, Special Revenue Funds, Capital Projects Funds, and Debt Service Fund Only.



**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 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 and special revenue-operational categories.

**State Aids:** State Aids and any other revenue derived from the 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 WTCS based upon estimated total operating expenditures of all 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, graduation fees, and community service fees.

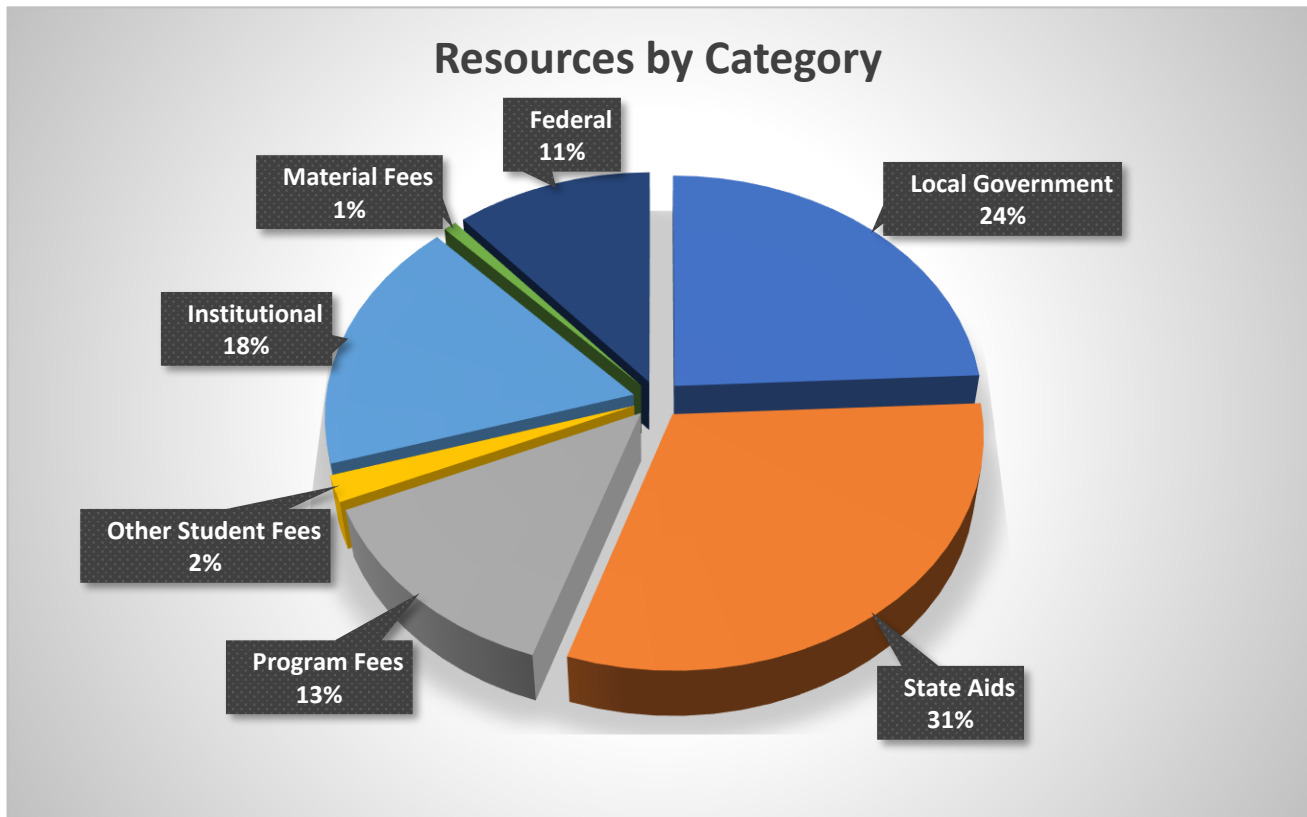
**Institutional:** Sales and services including Bookstore, Cafeteria Services, Campus Buzz, Re-sale accounts, and other revenues derived from other than governmental sources, except for those more properly coded as other resources.

**Federal:** Grants, contracts, and any other reimbursements received from the federal government sources.



2021-22 Budgeted Revenues by Resource

<b>Resources by Category</b>	<b>2021-22 Budget</b>
Local Government	35,810,000
State Aids	45,550,129
Program Fees	19,695,000
Material Fees	1,120,000
Other Student Fees	2,718,000
Institutional	26,092,638
Federal	16,656,053
<b>Total Resources</b>	<b>147,641,820</b>



## Governmental Fund Category

**General Fund Type:** The general fund type is available for any legally authorized purpose and is therefore used to account for all revenues and expenditures for activities not provided for in other funds. This fund is used to record the current operations of the district.

**Special Revenue Fund Type:** 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 that 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 as follows: 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 Type:** 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. All movable and fixed equipment not purchased through proprietary or non-expendable trust funds must be budgeted and accounted for in the capital projects fund type. Minor equipment purchased for and within two years of the acquisition of a building shall be budgeted and accounted for in the appropriate capital projects fund.

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

## Proprietary Fund Category

**Enterprise Fund Type:** The enterprise fund type is used to account for district operations where the cost of providing goods or services to students, district staff, faculty or the general public on a continuing basis is financed or recovered primarily through user charges or where the district board has decided that periodic determination of revenues, expenses or net income is appropriate.

**Internal Service Fund Type:** 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.

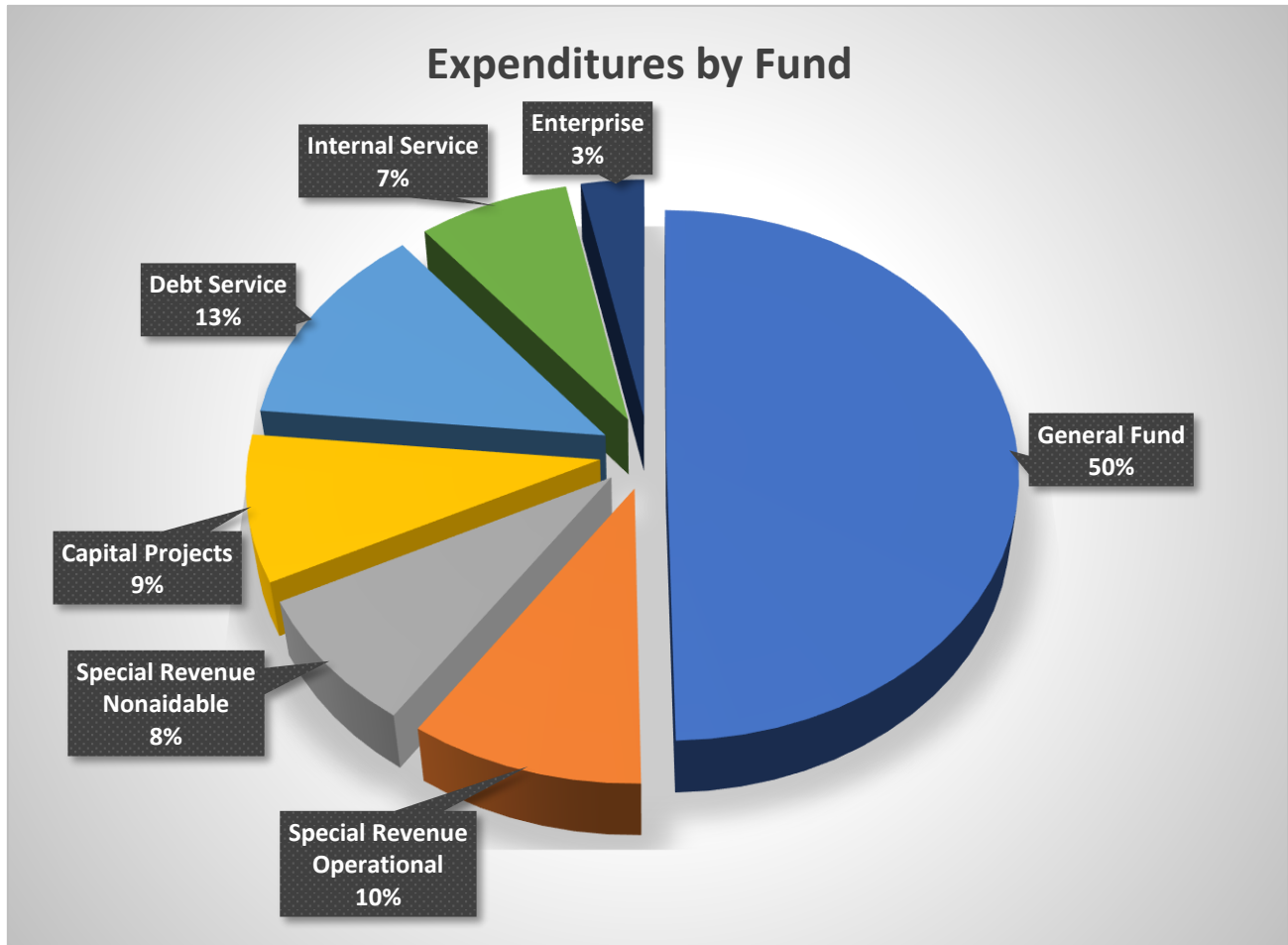
## Account Groups

**General Fixed Assets Account Group:** The general fixed assets account group is used to record assets of a physical nature having a long period of usefulness such as land, building and equipment. However, the general fixed asset account group does not include fixed assets utilized in proprietary fund activities or in trust/agency funds. Minor equipment is not to be recorded in this account group.

**General Long-Term Debt Account Group:** The general long-term debt account group is used to record all un-matured general long-term liabilities except for the long-term liabilities of the proprietary and trust/agency funds which should be accounted for in the appropriate fund.

2021-22 Budgeted Expenditures by Fund

<b>Expenditures by Fund</b>	<b>2021-22 Budget</b>
General Fund	82,160,000
Special Revenue Operational	16,256,820
Special Revenue Nonaidable	13,420,000
Capital Projects	14,725,000
Debt Service	21,000,000
Enterprise	5,245,000
Internal Service	12,580,000
<b>Total All Funds</b>	<b>165,386,820</b>



**Expenditures are classified by the following functions:**

**Instruction:** Instruction 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.

**Instructional Resources:** Instructional Resources includes all learning resources activities such as the library, audio-visual services, instructional media center, instructional resources administration and clerical support.

**Student Services:** Student services includes those non-instructional services provided for the student body. These include student recruitment, student services administration and clerical support, admissions, registration, counseling, testing and evaluation, health services, financial aid, placement, and follow-up.

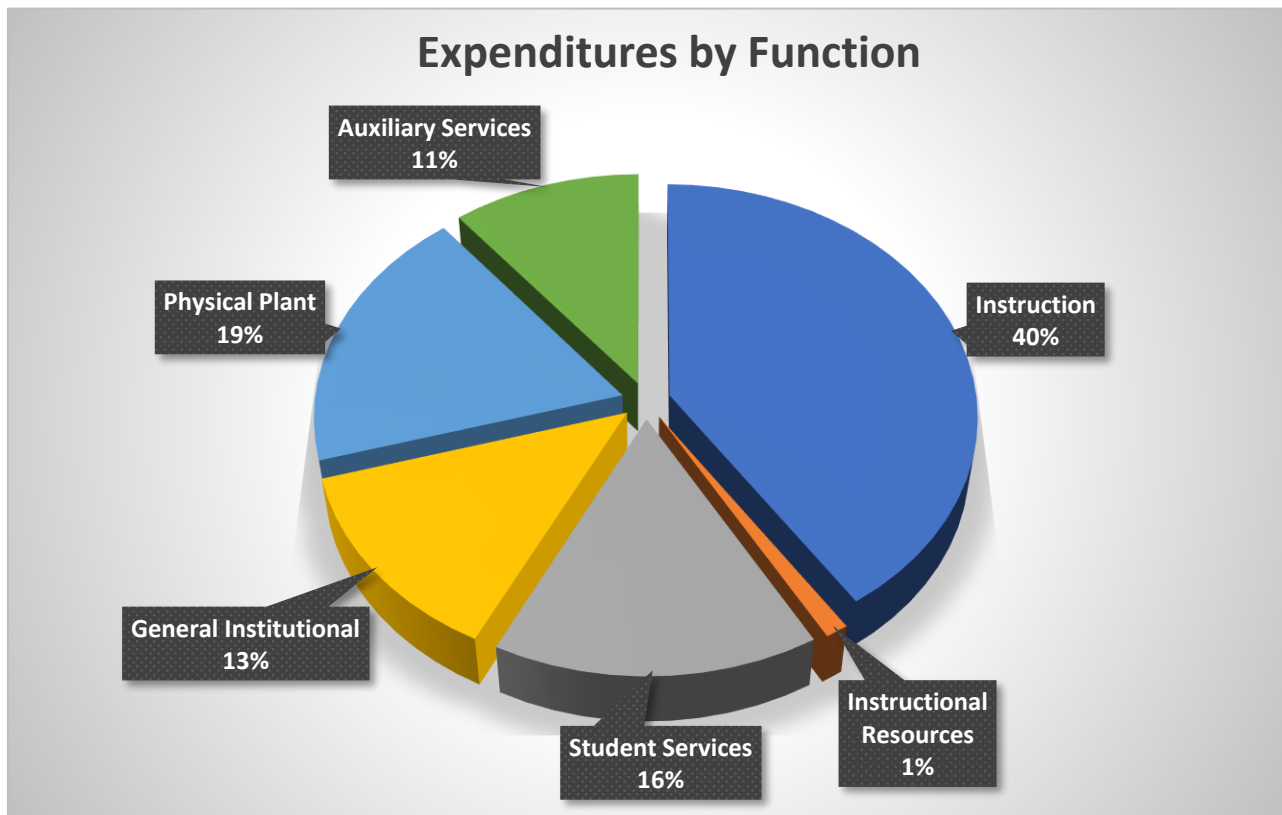
**General Institutional:** General institutional includes all services benefiting the entire College except for those identifiable to other specific functional categories. Examples of this type of expenditures are general administrative functions including the NWTC Board, the office of the President, the business office and general supporting administrative offices. Also, legal fees, external audit fees, general property and liability insurance, human resources and staff development are included.

**Physical Plant:** Physical plant includes all services required for the operation and maintenance of the physical facilities. Principal and interest on long-term debt obligations are also included in this function as are general utilities such as heat, light, and power.

**Auxiliary Services:** Auxiliary services includes the commercial type activities in the enterprise and internal service funds such as bookstore, vending services, and the self-insurance fund.

## 2021-22 Budgeted Expenditures by Function

<b>Expenditures by Function</b>	<b>2021-22 Budget</b>
Instruction	67,149,385
Instructional Resources	1,850,600
Student Services	25,896,805
General Institutional	21,764,930
Physical Plant	30,844,200
Auxiliary Services	17,880,900
<b>Total All Functions</b>	<b>165,386,820</b>



**COMBINED FUND SUMMARY**  
 2021-22 BUDGETARY STATEMENT OF  
 RESOURCES, USES, AND CHANGES IN FUND BALANCE

<b>REVENUES</b>	<b>2019-20 Actual (1)</b>	<b>2020-21 Budget</b>	<b>2020-21 Estimated (2)</b>	<b>2021-22 Budget</b>
Local Government	\$ 34,093,045	\$ 34,921,000	\$ 34,918,481	\$ 35,810,000
State Aids	45,445,599	45,933,567	45,983,567	45,550,129
Program Fees	20,387,019	20,325,000	19,285,000	19,695,000
Material Fees	1,112,395	1,205,000	1,025,000	1,120,000
Other Student Fees	3,159,263	3,253,020	3,055,000	2,718,000
Institutional	25,497,877	26,927,865	26,596,865	26,092,638
Federal	13,537,872	18,391,487	18,391,487	16,656,053
<b>Total Revenues</b>	<b>143,233,070</b>	<b>150,956,939</b>	<b>149,255,400</b>	<b>147,641,820</b>
<b>EXPENDITURES</b>				
Instruction	63,344,519	70,540,213	67,797,861	67,149,385
Instructional Resources	2,059,493	1,638,482	1,661,296	1,850,600
Student Services	27,636,750	28,864,483	28,638,067	25,896,805
General Institutional	17,584,056	19,408,250	19,678,068	21,764,930
Physical Plant	30,749,736	27,937,583	27,711,316	30,844,200
Auxiliary Services	16,921,073	17,750,000	17,750,000	17,880,900
<b>Total Expenditures</b>	<b>158,295,627</b>	<b>166,139,011</b>	<b>163,236,608</b>	<b>165,386,820</b>
<b>Net Revenue (Expenditures)</b>	<b>(15,062,557)</b>	<b>(15,182,072)</b>	<b>(13,981,208)</b>	<b>(17,745,000)</b>
<b>OTHER SOURCES (USES):</b>				
Proceeds from Debt	13,326,081	12,789,804	12,789,804	12,900,000
Operating Transfer In	125,075	1,699,864	1,499,864	1,070,000
Operating Transfer Out	(125,075)	(1,699,864)	(1,499,864)	(1,070,000)
<b>Total Other Sources (Uses)</b>	<b>13,326,081</b>	<b>12,789,804</b>	<b>12,789,804</b>	<b>12,900,000</b>
<b>TOTAL RESOURCES (USES)</b>	<b>\$ (1,736,476)</b>	<b>\$ (2,392,268)</b>	<b>\$ (1,191,404)</b>	<b>\$ (4,845,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE:</b>				
Reserve for Capital Projects	(223,440)	(2,388,072)	(2,388,072)	(675,000)
Reserve for Debt Service	(2,732,919)	144,804	144,804	(2,600,000)
Retained Earnings	(250,657)	-	200,000	(80,000)
Reserve for Self Insurance	344,687	325,000	325,000	(400,000)
Reserve for Student Organizations	200,895	26,200	26,200	40,000
Designated for Operations	924,958	(500,200)	500,664	(1,130,000)
<b>Total Transfers To (From) Fund Balance</b>	<b>(1,736,476)</b>	<b>(2,392,268)</b>	<b>(1,191,404)</b>	<b>(4,845,000)</b>
Beginning Fund Balance	37,996,111	36,259,635	36,259,635	35,068,231
Ending Fund Balance	36,259,635	33,867,367	35,068,231	30,223,231
<b>EXPENDITURES BY FUND</b>				
General	78,876,425	81,716,403	78,814,000	82,160,000
Special Revenue	11,649,216	15,674,175	15,674,175	16,256,820
Special Revenue - Non-Aidable	15,972,265	16,452,408	16,452,408	13,420,000
Capital Projects	13,568,967	16,386,025	16,386,025	14,725,000
Debt Service	21,307,681	18,160,000	18,160,000	21,000,000
Enterprise	5,042,836	5,175,000	5,175,000	5,245,000
Internal Service	11,878,237	12,575,000	12,575,000	12,580,000
<b>Total Expenditures by Fund</b>	<b>\$ 158,295,627</b>	<b>\$ 166,139,011</b>	<b>\$ 163,236,608</b>	<b>\$ 165,386,820</b>

(1) Actual is presented on a budgetary basis.

(2) Estimate is based upon 9 months of actual and 3 months of estimate.

## GENERAL FUND

### RESOURCES, USES, AND CHANGES IN FUND BALANCE

	<b>2019-20</b>	<b>2020-21</b>	<b>2020-21</b>	<b>2021-22</b>
	<b>Actual (1)</b>	<b>Budget</b>	<b>Estimated (2)</b>	<b>Budget</b>
<b>REVENUES</b>				
Local Government	\$ 14,221,906	\$ 14,802,519	\$ 14,800,000	\$ 15,480,000
State Aids	41,388,297	40,870,000	40,920,000	41,770,000
Program Fees	20,358,313	20,240,000	19,200,000	19,630,000
Material Fees	1,105,471	1,180,000	1,000,000	1,100,000
Other Student Fees	1,590,899	1,698,020	1,500,000	1,280,000
Institutional	1,112,672	1,181,000	850,000	700,000
Federal	-	-	-	-
<b>Total Revenues</b>	<b>79,777,558</b>	<b>79,971,539</b>	<b>78,270,000</b>	<b>79,960,000</b>
<b>EXPENDITURES</b>				
Instruction	49,627,915	51,482,352	48,740,000	50,200,000
Instructional Resources	1,408,465	1,482,186	1,505,000	1,590,000
Student Services	9,336,137	9,676,416	9,450,000	10,200,000
General Institutional	13,188,046	13,094,182	13,364,000	14,180,000
Physical Plant	5,315,862	5,981,267	5,755,000	5,990,000
<b>Total Expenditures</b>	<b>78,876,425</b>	<b>81,716,403</b>	<b>78,814,000</b>	<b>82,160,000</b>
<b>Net Revenue (Expenditures)</b>	<b>901,133</b>	<b>(1,744,864)</b>	<b>(544,000)</b>	<b>(2,200,000)</b>
<b>OTHER SOURCES (USES):</b>				
Operating Transfer In (Out)	25,367	1,244,864	1,044,864	1,070,000
<b>Total Other Sources (Uses)</b>	<b>25,367</b>	<b>1,244,864</b>	<b>1,044,864</b>	<b>1,070,000</b>
<b>TOTAL RESOURCES (USES):</b>	<b>\$ 926,500</b>	<b>\$ (500,000)</b>	<b>\$ 500,864</b>	<b>\$ (1,130,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE:</b>				
Reserved for Operations	926,500	(500,000)	500,864	(1,130,000)
<b>Total Transfers To (From) Fund Balance</b>	<b>926,500</b>	<b>(500,000)</b>	<b>500,864</b>	<b>(1,130,000)</b>
Beginning Fund Balance	20,160,973	21,087,473	21,087,473	21,588,337
Ending Fund Balance	<b>\$ 21,087,473</b>	<b>\$ 20,587,473</b>	<b>\$ 21,588,337</b>	<b>\$ 20,458,337</b>

(1) Actual is presented on a budgetary basis.

(2) Estimate is based upon 9 months of actual and 3 months of estimate.



**SPECIAL REVENUE FUND**  
RESOURCES, USES, AND CHANGES IN FUND BALANCE

	2019-20 Actual (1)	2020-21 Budget	2020-21 Estimated (2)	2021-22 Budget
<b>REVENUES</b>				
Local Government	\$ 1,658,314	\$ 1,813,481	\$ 1,813,481	\$ 1,750,000
State Aids	1,859,168	2,873,567	2,873,567	1,622,029
Program Fees	28,706	85,000	85,000	65,000
Material Fees	6,924	25,000	25,000	20,000
Other Student Fees	130,710	137,000	137,000	114,000
Institutional	5,975,743	6,957,757	6,957,757	7,516,738
Federal	1,988,109	5,237,170	5,237,170	6,039,053
<b>Total Revenue</b>	<b>11,647,674</b>	<b>17,128,975</b>	<b>17,128,975</b>	<b>17,126,820</b>
<b>EXPENDITURES</b>				
Instruction	9,019,800	11,785,126	11,785,126	11,494,785
Instructional Resources	1,001	-	-	-
Student Services	1,938,380	2,684,230	2,684,230	2,180,805
General Institutional	676,575	1,019,819	1,019,819	2,581,230
Physical Plant	13,460	185,000	185,000	-
Auxiliary Services	-	-	-	-
<b>Total Expenditures</b>	<b>11,649,216</b>	<b>15,674,175</b>	<b>15,674,175</b>	<b>16,256,820</b>
<b>Net Revenue (Expenditures)</b>	<b>(1,542)</b>	<b>1,454,800</b>	<b>1,454,800</b>	<b>870,000</b>
<b>OTHER SOURCES (USES):</b>				
Operating Transfer In (Out)	-	(1,455,000)	(1,455,000)	(870,000)
<b>Total Other Sources (Uses)</b>	<b>-</b>	<b>(1,455,000)</b>	<b>(1,455,000)</b>	<b>(870,000)</b>
<b>TOTAL RESOURCES (USES):</b>	<b>\$ (1,542)</b>	<b>\$ (200)</b>	<b>\$ (200)</b>	<b>\$ -</b>
<b>TRANSFERS TO (FROM) FUND BALANCE:</b>				
Designated for Operations	(1,542)	(200)	(200)	-
<b>Total Transfers To (From) Fund Balance</b>	<b>(1,542)</b>	<b>(200)</b>	<b>(200)</b>	<b>-</b>
Beginning Fund Balance	(13,715)	(15,257)	(15,257)	(15,457)
	<b>\$ (15,257)</b>	<b>\$ (15,457)</b>	<b>\$ (15,457)</b>	<b>\$ (15,457)</b>

(1) Actual is presented on a budgetary basis.

(2) Estimate is based upon 9 months of actual and 3 months of estimate.

**SPECIAL REVENUE FUND - NON-AIDABLE**  
**RESOURCES, USES, AND CHANGES IN FUND BALANCE**

	<b>2019-20</b>	<b>2020-21</b>	<b>2020-21</b>	<b>2021-22</b>
	<b>Actual (1)</b>	<b>Budget</b>	<b>Estimated (2)</b>	<b>Budget</b>
<b>REVENUES</b>				
Local Government	\$ 227,142	\$ 190,000	\$ 190,000	\$ 190,000
State Aids	2,156,686	2,140,000	2,140,000	2,016,000
Other Student Fees	1,437,654	1,418,000	1,418,000	1,324,000
Institutional	888,882	307,000	307,000	313,000
Federal	11,506,496	12,467,608	12,467,608	9,617,000
<b>Total Revenue</b>	<b>16,216,860</b>	<b>16,522,608</b>	<b>16,522,608</b>	<b>13,460,000</b>
<b>EXPENDITURES</b>				
Student Services	15,972,265	16,452,408	16,452,408	13,420,000
<b>Total Expenditures</b>	<b>15,972,265</b>	<b>16,452,408</b>	<b>16,452,408</b>	<b>13,420,000</b>
<b>Net Revenue (Expenditures)</b>	<b>244,595</b>	<b>70,200</b>	<b>70,200</b>	<b>40,000</b>
<b>OTHER SOURCES (USES):</b>				
Operating Transfer In (Out)	(43,700)	(44,000)	(44,000)	-
<b>Total Other Sources (Uses)</b>	<b>(43,700)</b>	<b>(44,000)</b>	<b>(44,000)</b>	<b>-</b>
<b>TOTAL RESOURCES (USES):</b>	<b>\$ 200,895</b>	<b>\$ 26,200</b>	<b>\$ 26,200</b>	<b>\$ 40,000</b>
<b>TRANSFERS TO (FROM) FUND BALANCE:</b>				
Reserve for Student Organizations	200,895	26,200	26,200	40,000
<b>Total Transfers To (From) Fund Balance</b>	<b>200,895</b>	<b>26,200</b>	<b>26,200</b>	<b>40,000</b>
Beginning Fund Balance	651,205	852,100	852,100	878,300
Ending Fund Balance	<b>\$ 852,100</b>	<b>\$ 878,300</b>	<b>\$ 878,300</b>	<b>\$ 918,300</b>

(1) Actual is presented on a budgetary basis.

(2) Estimate is based upon 9 months of actual and 3 months of estimate.

## **CAPITAL PROJECTS FUND**

### RESOURCES, USES, AND CHANGES IN FUND BALANCE

	<b>2019-20</b>	<b>2020-21</b>	<b>2020-21</b>	<b>2021-22</b>
	<b>Actual (1)</b>	<b>Budget</b>	<b>Estimated (2)</b>	<b>Budget</b>
<b>REVENUES</b>				
Local Government	\$ -	\$ -	\$ -	\$ -
State Aids	41,448	50,000	50,000	142,100
Institutional	364,652	562,108	562,108	7,900
Federal	43,267	686,709	686,709	1,000,000
<b>Total Revenues</b>	<b>449,367</b>	<b>1,298,817</b>	<b>1,298,817</b>	<b>1,150,000</b>
<b>EXPENDITURES</b>				
Instruction	4,696,804	7,272,735	7,272,735	5,454,600
Instructional Resources	650,027	156,296	156,296	260,600
Student Services	389,968	51,429	51,429	96,000
General Institutional	3,719,435	5,294,249	5,294,249	5,003,700
Physical Plant	4,112,733	3,611,316	3,611,316	3,854,200
Auxiliary Services	-	-	-	55,900
<b>Total Expenditures</b>	<b>13,568,967</b>	<b>16,386,025</b>	<b>16,386,025</b>	<b>14,725,000</b>
<b>Net Revenue (Expenditures)</b>	<b>(13,119,600)</b>	<b>(15,087,208)</b>	<b>(15,087,208)</b>	<b>(13,575,000)</b>
<b>OTHER SOURCES (USES):</b>				
Proceeds from Debt	12,900,000	12,700,000	12,700,000	12,900,000
Operating Transfer In (Out)	(3,840)	(864)	(864)	-
<b>Total Other Sources (Uses)</b>	<b>12,896,160</b>	<b>12,699,136</b>	<b>12,699,136</b>	<b>12,900,000</b>
<b>TOTAL RESOURCES (USES):</b>	<b>\$ (223,440)</b>	<b>\$ (2,388,072)</b>	<b>\$ (2,388,072)</b>	<b>\$ (675,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE:</b>				
Reserve for Capital Projects	(223,440)	(2,388,072)	(2,388,072)	(675,000)
<b>Total Transfers To (From) Fund Balance</b>	<b>(223,440)</b>	<b>(2,388,072)</b>	<b>(2,388,072)</b>	<b>(675,000)</b>
Beginning Fund Balance	1,196,986	973,546	973,546	(1,414,526)
Ending Fund Balance	<b>\$ 973,546</b>	<b>\$ (1,414,526)</b>	<b>\$ (1,414,526)</b>	<b>\$ (2,089,526)</b>

(1) Actual is presented on a budgetary basis.

(2) Estimate is based upon 9 months of actual and 3 months of estimate.

**DEBT SERVICE FUND**  
RESOURCES, USES, AND CHANGES IN FUND BALANCE

	2019-20 Actual (1)	2020-21 Budget	2020-21 Estimated (2)	2021-22 Budget
<b>REVENUES</b>				
Local Government	\$ 17,985,683	\$ 18,115,000	\$ 18,115,000	\$ 18,390,000
Institutional	159,158	100,000	100,000	10,000
<b>Total Revenues</b>	<b>18,144,841</b>	<b>18,215,000</b>	<b>18,215,000</b>	<b>18,400,000</b>
<b>EXPENDITURES</b>				
Physical Plant	21,307,681	18,160,000	18,160,000	21,000,000
<b>Total Expenditures</b>	<b>21,307,681</b>	<b>18,160,000</b>	<b>18,160,000</b>	<b>21,000,000</b>
<b>Net Revenues (Expenditures)</b>	<b>(3,162,840)</b>	<b>55,000</b>	<b>55,000</b>	<b>(2,600,000)</b>
<b>OTHER SOURCES (USES):</b>				
Proceeds from Debt	426,081	89,804	89,804	-
Operating Transfer In (Out)	3,840	-	-	-
<b>Total Other Sources (Uses)</b>	<b>429,921</b>	<b>89,804</b>	<b>89,804</b>	<b>-</b>
<b>TOTAL RESOURCES (USES):</b>	<b>\$ (2,732,919)</b>	<b>\$ 144,804</b>	<b>\$ 144,804</b>	<b>\$ (2,600,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE:</b>				
Reserve for Debt Service	(2,732,919)	144,804	144,804	(2,600,000)
<b>Total Transfers To (From) Fund Balance</b>	<b>(2,732,919)</b>	<b>144,804</b>	<b>144,804</b>	<b>(2,600,000)</b>
Beginning Fund Balance	10,539,444	7,806,525	7,806,525	7,951,329
Ending Fund Balance	<b>\$ 7,806,525</b>	<b>\$ 7,951,329</b>	<b>\$ 7,951,329</b>	<b>\$ 5,351,329</b>

(1) Actual is presented on a budgetary basis.

(2) Estimate is based upon 9 months of actual and 3 months of estimate.

**ENTERPRISE FUND**  
RESOURCES, USES, AND CHANGES IN FUND BALANCE

	2019-20 Actual	2020-21 Budget	2020-21 Estimated (1)	2021-22 Budget
<b>REVENUES</b>				
Local Government	\$ -	\$ -	\$ -	\$ -
Institutional	4,773,846	5,245,000	5,245,000	5,365,000
<b>Total Revenues</b>	<b>4,773,846</b>	<b>5,245,000</b>	<b>5,245,000</b>	<b>5,365,000</b>
<b>EXPENDITURES</b>				
Auxiliary Services	5,042,836	5,175,000	5,175,000	5,245,000
<b>Total Expenditures</b>	<b>5,042,836</b>	<b>5,175,000</b>	<b>5,175,000</b>	<b>5,245,000</b>
<b>Net Revenue (Expenditures)</b>	<b>(268,990)</b>	<b>70,000</b>	<b>70,000</b>	<b>120,000</b>
<b>OTHER SOURCES (USES):</b>				
Operating Transfer In (Out)	18,333	(70,000)	130,000	(200,000)
<b>Total Other Sources (Uses)</b>	<b>18,333</b>	<b>(70,000)</b>	<b>130,000</b>	<b>(200,000)</b>
<b>TOTAL RESOURCES (USES):</b>	<b>\$ (250,657)</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ (80,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE:</b>				
Retained Earnings	(250,657)	-	200,000	(80,000)
<b>Total Transfers To (From) Fund Balance</b>	<b>(250,657)</b>	<b>-</b>	<b>200,000</b>	<b>(80,000)</b>
Beginning Fund Balance	1,686,522	1,435,865	1,435,865	1,635,865
Ending Fund Balance	<b>\$ 1,435,865</b>	<b>\$ 1,435,865</b>	<b>\$ 1,635,865</b>	<b>\$ 1,555,865</b>

(1) Estimate is based upon 9 months of actual and 3 months of estimate.

**INTERNAL SERVICE FUND**

RESOURCES, USES, AND CHANGES IN FUND BALANCE

	<b>2019-20</b>	<b>2020-21</b>	<b>2020-21</b>	<b>2021-22</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated (1)</b>	<b>Budget</b>
<b>REVENUES</b>				
Institutional	\$ 12,222,924	\$ 12,575,000	\$ 12,575,000	\$ 12,180,000
<b>Total Revenues</b>	<b>12,222,924</b>	<b>12,575,000</b>	<b>12,575,000</b>	<b>12,180,000</b>
<b>EXPENDITURES</b>				
Auxiliary Services	11,878,237	12,575,000	12,575,000	12,580,000
<b>Total Expenditures</b>	<b>11,878,237</b>	<b>12,575,000</b>	<b>12,575,000</b>	<b>12,580,000</b>
<b>Net Revenue (Expenditures)</b>	<b>344,687</b>	<b>-</b>	<b>-</b>	<b>(400,000)</b>
<b>OTHER SOURCES (USES):</b>				
Operating Transfer In (Out)	-	325,000	325,000	-
<b>Total Other Sources (Uses)</b>	<b>-</b>	<b>325,000</b>	<b>325,000</b>	<b>-</b>
<b>TOTAL RESOURCES (USES):</b>	<b>\$ 344,687</b>	<b>\$ 325,000</b>	<b>\$ 325,000</b>	<b>\$ (400,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE:</b>				
Retained Earnings	-	-	-	-
Reserve for Self-Insurance	344,687	325,000	325,000	(400,000)
<b>Total Transfers To (From) Fund Balance</b>	<b>344,687</b>	<b>325,000</b>	<b>325,000</b>	<b>(400,000)</b>
Beginning Fund Balance	3,774,696	4,119,383	4,119,383	4,444,383
Ending Fund Balance	<b>\$ 4,119,383</b>	<b>\$ 4,444,383</b>	<b>\$ 4,444,383</b>	<b>\$ 4,044,383</b>

(1) Estimate is based upon 9 months of actual and 3 months of estimate.

## COMBINING FUND SUMMARY

### 2021-22 BUDGETARY STATEMENT OF RESOURCES, USES, AND CHANGES IN FUND BALANCES

REVENUES	General	Special Revenue		Capital
	Fund	Operational	Non-Aidable	Projects
Local Government	\$ 15,480,000	\$ 1,750,000	\$ 190,000	\$ -
State Aids	41,770,000	1,622,029	2,016,000	142,100
Program Fees	19,630,000	65,000	-	-
Material Fees	1,100,000	20,000	-	-
Other Student Fees	1,280,000	114,000	1,324,000	-
Institutional	700,000	7,516,738	313,000	7,900
Federal	-	6,039,053	9,617,000	1,000,000
<b>Total Revenues</b>	<b>79,960,000</b>	<b>17,126,820</b>	<b>13,460,000</b>	<b>1,150,000</b>
<b>EXPENDITURES</b>				
Instruction	50,200,000	11,494,785	-	5,454,600
Instructional Resources	1,590,000	-	-	260,600
Student Services	10,200,000	2,180,805	13,420,000	96,000
General Institutional	14,180,000	2,581,230	-	5,003,700
Physical Plant	5,990,000	-	-	3,854,200
Auxiliary Services	-	-	-	55,900
<b>Total Expenditures</b>	<b>82,160,000</b>	<b>16,256,820</b>	<b>13,420,000</b>	<b>14,725,000</b>
<b>Net Revenue (Expenditures)</b>	<b>(2,200,000)</b>	<b>870,000</b>	<b>40,000</b>	<b>(13,575,000)</b>
<b>OTHER SOURCES (USES):</b>				
Proceeds from Debt	-	-	-	12,900,000
Operating Transfer In (Out)	1,070,000	(870,000)	-	-
<b>Total Other Sources (Uses)</b>	<b>1,070,000</b>	<b>(870,000)</b>	<b>-</b>	<b>12,900,000</b>
<b>TOTAL RESOURCES (USES)</b>	<b>\$ (1,130,000)</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ (675,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE:</b>				
Reserve for Capital Projects	-	-	-	(675,000)
Reserve for Debt Service	-	-	-	-
Retained Earnings	-	-	-	-
Reserve for Self Insurance	-	-	-	-
Reserve for Student Organizations	-	-	40,000	-
Designated for Operations	(1,130,000)	-	-	-
<b>Total Transfers To (From) Fund Balance</b>	<b>(1,130,000)</b>	<b>-</b>	<b>40,000</b>	<b>(675,000)</b>
Beginning Fund Balance	21,588,337	(15,457)	878,300	(1,414,526)
Ending Fund Balance	20,458,337	(15,457)	918,300	(2,089,526)

<b>REVENUES</b>	<b>Debt Service</b>	<b>Enterprise</b>	<b>Internal Service</b>	<b>Total</b>
Local Government	\$ 18,390,000	\$ -	\$ -	\$ 35,810,000
State Aids	-	-	-	45,550,129
Program Fees	-	-	-	19,695,000
Material Fees	-	-	-	1,120,000
Other Student Fees	-	-	-	2,718,000
Institutional	10,000	5,365,000	12,180,000	26,092,638
Federal	-	-	-	16,656,053
<b>Total Revenues</b>	<b>18,400,000</b>	<b>5,365,000</b>	<b>12,180,000</b>	<b>147,641,820</b>
<b>EXPENDITURES</b>				
Instruction	-	-	-	67,149,385
Instructional Resources	-	-	-	1,850,600
Student Services	-	-	-	25,896,805
General Institutional	-	-	-	21,764,930
Physical Plant	21,000,000	-	-	30,844,200
Auxiliary Services	-	5,245,000	12,580,000	17,880,900
<b>Total Expenditures</b>	<b>21,000,000</b>	<b>5,245,000</b>	<b>12,580,000</b>	<b>165,386,820</b>
<b>Net Revenue (Expenditures)</b>	<b>(2,600,000)</b>	<b>120,000</b>	<b>(400,000)</b>	<b>(17,745,000)</b>
<b>OTHER SOURCES (USES):</b>				
Proceeds from Debt	-	-	-	12,900,000
Operating Transfer In (Out)	-	(200,000)	-	-
<b>Total Other Sources (Uses)</b>	<b>-</b>	<b>(200,000)</b>	<b>-</b>	<b>12,900,000</b>
<b>TOTAL RESOURCES (USES)</b>	<b>\$ (2,600,000)</b>	<b>\$ (80,000)</b>	<b>\$ (400,000)</b>	<b>\$ (4,845,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE:</b>				
Reserve for Capital Projects	-	-	-	(675,000)
Reserve for Debt Service	(2,600,000)	-	-	(2,600,000)
Retained Earnings	-	(80,000)	-	(80,000)
Reserve for Self Insurance	-	-	(400,000)	(400,000)
Reserve for Student Organizations	-	-	-	40,000
Designated for Operations	-	-	-	(1,130,000)
<b>Total Transfers To (From) Fund Balance</b>	<b>(2,600,000)</b>	<b>(80,000)</b>	<b>(400,000)</b>	<b>(4,845,000)</b>
Beginning Fund Balance	7,951,329	1,635,865	4,444,383	35,068,231
Ending Fund Balance	5,351,329	1,555,865	4,044,383	30,223,231



The Pro-Forma Balance Sheet represents a projected estimate of the financial position of NWTC at June 30<sup>th</sup>.

## Assets

- **Cash and Cash Equivalents:** Includes funds in secured interest-bearing and noninterest-bearing accounts at local financial institutions and the State of Wisconsin Local Government Investment Pool.
- **Receivables:** Estimated amounts due primarily from tax levy, state and federal projects, contract training and agency billings.
- **Amount Available in Debt Service Funds:** An account in the general long-term debt group of accounts which designates the amount of assets available in a Debt Service Fund for the retirement of the general obligation debt.
- **Amount to be Provided for Long-Term Obligations:** An account in the general long-term debt group of accounts which represents the amount to be provided from taxes or other general revenue to retire outstanding general obligation indebtedness.

## Liabilities and Fund Equity

- **General Long Term Debt:** Principal payments due on the general obligation debt recorded in the Debt Service Fund.
- **Deferred Revenues:** Student program and material fees paid in advance.

**PRO-FORMA BALANCE SHEET - JUNE 30, 2021**  
 PREPARED ON BUDGETARY BASIS

	Governmental Fund Category				
	General	Special Revenue Operational	Non-Aidable	Capital Projects	Debt Service
<b>ASSETS</b>					
Cash and cash equivalents	\$ 18,070,000	\$ 50,000	\$ 1,250,000	\$ 1,585,000	\$ 1,751,000
Receivables:					
Property Taxes	2,700,000				6,200,000
Accounts	4,100,000	1,250,000	320,000	50,000	
Due from Other Funds	520,000				
Inventory					
Other Current Assets					
Prepays/Deposits	500,000				
Fixed Assets					
Available for LTD					
To be Provided for LTD Oblig.					
<b>Total Assets</b>	<b>\$ 25,890,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,570,000</b>	<b>\$ 1,635,000</b>	<b>\$ 7,951,000</b>
<b>LIABILITIES</b>					
Accounts Payable	\$ 250,000	\$ 200,000	\$ 50,000	\$ 3,000,000	
Accrued Wages, Taxes and Fringes	1,950,000	300,000	40,000	50,000	
Deferred Revenues	2,100,000	300,000	600,000		
Due to Other Funds		520,000			
General Long-Term Debt					
<b>Total Liabilities</b>	<b>4,300,000</b>	<b>1,320,000</b>	<b>690,000</b>	<b>3,050,000</b>	<b>-</b>
<b>FUND EQUITY</b>					
Investment in capital assets					
Nonspendable:					
Prepays	500,000	-			
Restricted					
Restricted for capital projects				(3,415,000)	
Encumbrances				2,000,000	
Restricted for debt service					7,951,000
Assigned:					
Assigned for self-funded insurance					
Assigned for post-employment benefits	3,400,000				
Assigned for enterprise					
Assigned for student organizations			880,000		
Assigned for operations	17,690,000				
Unassigned/Unrestricted		(20,000)			
<b>Total Fund Equity</b>	<b>21,590,000</b>	<b>(20,000)</b>	<b>880,000</b>	<b>(1,415,000)</b>	<b>7,951,000</b>
<b>Total Liabilities &amp; Fund Equity</b>	<b>\$ 25,890,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,570,000</b>	<b>\$ 1,635,000</b>	<b>\$ 7,951,000</b>

	Proprietary Fund Category		Account Groups		Total
	Enterprise	Internal Service	Fixed Assets	Long-Term Obligations	Memorandum Only
<b>ASSETS</b>					
Cash and cash equivalents	\$ 600,000	\$ 5,430,000			\$ 28,736,000
Receivables:					
Property Taxes					8,900,000
Accounts	200,000				5,920,000
Due from Other Funds					520,000
Inventory	721,000				721,000
Other Current Assets					-
Prepays/Deposits	100,000	10,000			610,000
Fixed Assets	140,000		127,200,000		127,340,000
Available for LTD				7,951,000	7,951,000
To be Provided for LTD Oblig.				85,119,000	85,119,000
<b>Total Assets</b>	<b>\$ 1,761,000</b>	<b>\$ 5,440,000</b>	<b>\$ 127,200,000</b>	<b>\$ 93,070,000</b>	<b>\$ 265,817,000</b>
<b>LIABILITIES</b>					
Accounts Payable	\$ 75,000	\$ 150,000			\$ 3,725,000
Accrued Wages, Taxes and Fringes	30,000	850,000			3,220,000
Deferred Revenues	20,000				3,020,000
Due to Other Funds					520,000
General Long-Term Debt				93,070,000	93,070,000
<b>Total Liabilities</b>	<b>125,000</b>	<b>1,000,000</b>	<b>-</b>	<b>93,070,000</b>	<b>103,555,000</b>
<b>FUND EQUITY</b>					
Investment in capital assets			127,200,000		127,200,000
Nonspendable:					
Prepays					500,000
Restricted					
Restricted for capital projects					(3,415,000)
Encumbrances					2,000,000
Restricted for debt service					7,951,000
Assigned:					
Assigned for self-funded insurance		4,440,000			4,440,000
Assigned for post-employment benefits					3,400,000
Assigned for enterprise	1,636,000				1,636,000
Assigned for student organizations					880,000
Assigned for operations					17,690,000
Unassigned/Unrestricted					(20,000)
<b>Total Fund Equity</b>	<b>1,636,000</b>	<b>4,440,000</b>	<b>127,200,000</b>	<b>-</b>	<b>162,262,000</b>
<b>Total Liabilities &amp; Fund Equity</b>	<b>\$ 1,761,000</b>	<b>\$ 5,440,000</b>	<b>\$ 127,200,000</b>	<b>\$ 93,070,000</b>	<b>\$ 265,817,000</b>

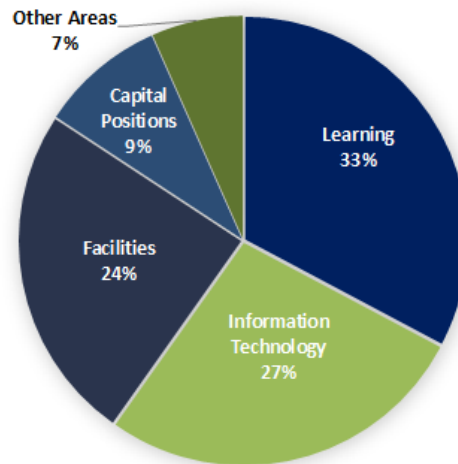
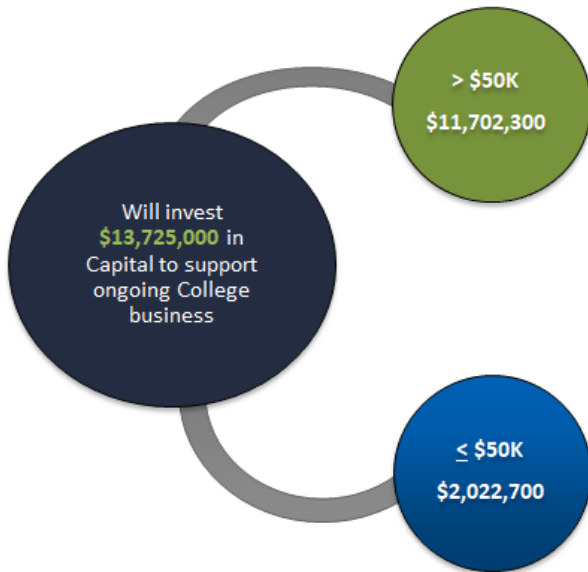


Project #	Project Title	Total
<b>Learning Projects</b>		
01	NCMMTC <sup>SM</sup> Electrical Lab Upgrade	\$ 75,000
02	Mobile Modular <sup>TM</sup> Trainers	77,000
03	NCMMTC <sup>SM</sup> Instructor /Staff Work Space	292,400
04	NCMMTC <sup>SM</sup> Learning/Customer Materials Storage	335,500
05	Echocardiography Program Equipment	620,000
06	Classroom Refresh - HS130	52,500
07	Radiographic X-ray Tube and table	121,000
08	Marinette Campus Remodel	480,000
09	CPR Equipment Update	70,000
10	Automotive Collision and Auto Tech Training Vehicles	100,000
11	Snap on scanners	300,000
12	X-Ray Equipment for Medical Imaging Certificate	109,700
13	Coordinate Measuring Machine (CMM)	53,200
14	CNC Machining Center	125,000
15	Cell Tower Installation	150,000
<b>Information &amp; Instructional Technology</b>		
16	Computer Services	1,300,000
17-18	Information Technology Admin	576,300
19-20	Media Services	317,000
21-29	Network Services	1,404,100
<b>Facilities Improvements</b>		
30	Districtwide Security Improvements	70,000
31	Districtwide Flooring Improvements	100,000
32	Districtwide Furniture Improvements	100,000
33	Districtwide Facilities Fleet Vehicles and Equipment	130,000
34	Districtwide MEP Improvements	135,000
35	Districtwide Energy Improvements	190,000
36	Districtwide Envelope Improvements	330,000
37	Districtwide Facilities Improvements	350,000
38	Districtwide Roof Improvements	580,000
39	Districtwide Pavement Improvements	790,000
40	Artisan Center Purchase	450,000
<b>Other Areas</b>		
41	Concur Software	111,000
42	Sturgeon Bay Main Restroom Remodel	115,900
43	Software Payable Expense	442,000
44	Capital Positions	1,249,700
<b>Capital Budget Requests with Total Costs &gt; \$50,000</b>		<b>11,702,300</b>
<b>Capital Budget Requests with Total Costs ≤ \$50,000</b>		<b>2,022,700</b>
<b>Total Capital Budget</b>		<b>\$ 13,725,000</b>



Debt Proceeds	\$ 12,900,000
Software Payable	433,600
Capital Reserve	241,400
Grant Funding	142,100
Interest Revenue	7,900
<b>Total Funding</b>	<b>\$ 13,725,000</b>

## Sustaining Capital



Investment by Area		
Learning	33%	\$ 4,495,800
Information Technology	27%	3,711,400
Facilities	24%	3,355,000
Capital Positions	9%	1,249,700
Other Areas	7%	913,100
<b>Total</b>		<b>\$ 13,725,000</b>

# Capital Requests > \$50,000

#	Division - Department	Project Title	Amount	Executive Summary
1	Learning - Corporate Training & Economic Development (CTED)	NCMMTC <sup>SM</sup> Electrical Lab Upgrade	\$ 75,000	Due to Financieri Marinette Marine (FMM) signing an electrical contract for this year, this upgrade is essential for this training. Upgrades will reflect the electrical training needs and specifications for the current fleet of ships being designed and built by FMM.
2	Learning - CTED	Mobile Modular <sup>SM</sup> Trainers	77,000	Purchase 10 Allen-Bradley ControlLogix PLC Training Systems. Mobile Modular <sup>SM</sup> Trainers to upskill incumbent workers with Industry 4.0 skills.
3	Learning - CTED	NCMMTC <sup>SM</sup> Instructor/Staff Work Space	292,400	With the rapid growth at NCMIMTC <sup>SM</sup> -- 4 new hires in January 2021, multiple part-time trainers and anticipated long term growth -- NCMIMTC <sup>SM</sup> requests reconfiguration of space to increase instructor/staff work stations. Reconfigure Room 106B, current reception area, current staff/instructor space and add an instructor station adjacent to current weld shop (Room 113).
4	Learning - CTED	NCMMTC <sup>SM</sup> Learning/Customer Materials Storage	335,500	Addition on north or east side of NCMIMTC <sup>SM</sup> building for storage of learning/customer materials. Space needs to be climate controlled and maintain inventory standards for both NWTC and Customer materials to follow government contract regulations.
5	Learning - Health Sciences & Education	Echocardiography Program Equipment	620,000	Echocardiography is a growing field in NWTC's district. With no other Associate Degree Echocardiography programs in the state, NWTC would be answering a need that no other technical college can. The employment outlook and job placement rates would ensure a successful program. To ensure students are entry-level ready an investment in equipment is necessary. In total, this request encompasses 3 ultrasound machines, 3 tables/beds, 1 Echo phantom, 3 ultrasound chairs, and 1 Vascular Flo Lab. Students would work hands on in their lab on this equipment, not only during lab and clinic, but also during open lab practice time.
6	Learning - Health Sciences & Education	Classroom Refresh - HS130	52,500	HS130 is a general classroom that seats 36 students. This request is part of a room refresh schedule for Health Sciences classrooms. Purchase chairs, tables on wheels, update technology and paint to offer a more flexible learning environment for our students.
7	Learning - Health Sciences & Education	Radiographic X-Ray Tube and Table	121,000	This project will replace the original overhead x-ray tube and table that was purchased in 2005 for the Radiography program. This will replace the computed radiography unit with a digital radiography unit. A new digital radiography unit will give students productive lab time as well as expose them to the same state-of-the-art equipment they will see in the field.
8	Learning - Marinette Campus	Marinette Campus Remodel	480,000	Remodel of approximately 6,300 sq. ft. on the west side of campus, to replace open space and cubicles no longer in use with multiple flexible classroom spaces, one office, and a small conference room, for use by CTED and for larger credit-bearing classes.
9	Learning - Public Safety	CPR Equipment Update	70,000	This project upgrades NWTC's CPR training equipment to comply with new American Heart Association (AHA) guidelines which outlines the equipment needed for district wide open enrollment and CTED course offerings. This equipment offers a significant upgrade in manikin technology that provides more accurate feedback by using computerized display of compression speed, release of compression and ventilation during psychomotor skills that would allow instructors to provide more accurate immediate feedback and the student to experience more realistic stressors that they will encounter in the field.

# Capital Requests > \$50,000

#	Division - Department	Project Title	Amount	Executive Summary
10	Learning - Trades & Engineering Technologies	Automotive Collision and Auto Tech Training Vehicles	\$ 100,000	Purchase 4 – 5 vehicles with collision avoidance systems to replace aging vehicles across 5 campuses. These will be used for a wide range of training in the 1st and 2nd year Auto Tech and Auto Collision programs.
11	Learning - Trades & Engineering Technologies	Snap on scanners	300,000	Diagnostic scan tools for use by students in the automotive labs (at all five locations across the district) to diagnose automotive vehicles. The purchase will replace all 43 sets of scan tools.
12	Learning - Trades & Engineering Technologies	X-Ray Equipment for Medical Imaging Certificate	109,700	The Biomedical Engineering Technology Advisory Committee has been requesting a local certificate in Medical Imaging to support the labor needs. The X-Ray unit is a key part to delivering the curriculum.
13	Learning - Trades & Engineering Technologies	Coordinate Measuring Machine (CMM)	53,200	This request is to replace two Coordinate Measuring Machines in our inspection lab. We will be able to teach the operating software on these machines to an entire classroom of students at once (vs. two at a time currently). This will also allow for more corporate training opportunities.
14	Learning - Trades & Engineering Technologies	CNC Machining Center	125,000	This request is for a UMC Machining Center to be used in the CNC Machinist and CNC Technician programs. This machine will replace a mill that is no longer adequate for the program.
15	Learning - Trades & Engineering Technologies	Cell Tower Installation	150,000	Equipment cost and installation of a cell tower and training equipment for the new telecommunications programs on the Green Bay campus.
16	Information & Instructional Technology - Computer Services	Computer Lifecycle	1,300,000	With over 6,000 computers in use, the computer replacement process is an annual requirement. We continue to work towards reducing the number of computers in use, such that our annual 6 year refresh would be contained to less than \$1M per year. Current replacement requests exceed the budget target.
17	Information & Instructional Technology - Information Services Admin	CashNet Payment Processing Solution	312,000	CashNet is a payment processing solution providing credit card processing, electronic checks, flexible payment plans for student accounts, and other features not available with our former provider.
18	Information & Instructional Technology - Information Services Admin	Blackboard Licensing for FY 2022 & FY 2023	264,300	Blackboard is the Learning Management System (LMS) used by NWTTC. This budget request provides funding for the final two years on a seven year agreement for this software. NWTTC has started the process to negotiate a new LMS contract for FY 2024.

# Capital Requests > \$50,000

#	Division - Department	Project Title	Amount	Executive Summary
19	Information & Instructional Technology - Media Services	Classroom Technology Lifecycle	\$ 200,000	Classroom technology refresh covers the replacements of projectors, screens, microphones, cameras, and room control technology. Technology is replaced when it no longer functions or repair costs exceed replacement costs. NWTC has more than 500 rooms with classroom technology.
20	Information & Instructional Technology - Media Services	Lifecycle - Cisco Phone Licenses to Microsoft Teams (Year 1 of 2)	117,000	The Cisco phone contract expires June 30, 2023 (FY 23). The recommendation is to switch to Microsoft Teams for phone services saving the college \$50,000 per year and providing additional functionality. FY 2022 is year one of a two-year implementation schedule.
21	Information & Instructional Technology - Network Services	Cisco Unified Communications FLEX contract Year 4 of 5	72,000	This is year 4 of a 5-year contract for the Cisco phone system, Jabber instant messaging, and WebEx video conferencing.
22	Information & Instructional Technology - Network Services	Renewal - Commvault Data Protection Software	97,000	Commvault is the software NWTC uses to backup its systems. This is a three year renewal on the services.
23	Information & Instructional Technology - Network Services	Lifecycle - Servers	105,000	This request is to replace servers used for network authentication, one server used for the automotive program, and misc. server components. These pieces are necessary to continue the lifecycle of equipment needed to run the college.
24	Information & Instructional Technology - Network Services	Renewal - VMware Contract Year 2 of 3	110,000	This software runs the data center servers and the Virtual Desktop Environment for the College. A separate budget request supports the College of Business VMware environment.
25	Information & Instructional Technology - Network Services	Lifecycle - Cisco Wireless Replacement (Year 2 of 3)	121,100	This project continues the upgrade of equipment which provides wireless connectivity in and around our buildings. This investment will upgrade 1/3 (180) of the access points in use.
26	Information & Instructional Technology - Network Services	Lifecycle - Data Storage	150,000	To maintain our data integrity and recovery ability, we need to replace the data storage unit in Marinette. This is the second of three locations where we maintain college wide backups.
27	Information & Instructional Technology - Network Services	Renewal - Rapid7 Insight IDR and Insight VM Security System	167,000	This project renews our Security Event Management System (SEIM) which is a tool that IT uses to identify, collect, analyze, and respond to security event data from hundreds of applications, systems and network devices. With these tools, IT team members can quickly assess risk and assign resources to help ensure that critical vulnerabilities are addressed in a timely manner.
28	Information & Instructional Technology - Network Services	Renewal - Palo Alto CorTex XDR	182,000	Cortex XDR is a next-generation information security tool used by IT to protect NWTC computers and servers from modern cyber-attacks. With Cortex XDR, IT is able to run custom remediation tasks, like quarantining an infected computer even if the device is disconnected from the NWTC network. This capability is crucial in our current remote learning environment, with many staff and students connecting from off-site, untrusted networks.





**SERIES 2015C DS16001 - NOTE**

General Obligation promissory note (\$10,000,000) issued October 1, 2015, to finance FY16 capital equipment (\$4,900,000) and building improvement (1,100,000) and Referendum approved capital expansion (\$4,000,000) over ten years at 2% - 4% interest with Robert W. Baird & Co., Inc. Principal due annually on April 1, with a final maturity due on April 1, 2025.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	505,000	74,150	579,150
2022-23	520,000	59,000	579,000
2023-24	535,000	43,400	578,400
2024-25	550,000	22,000	572,000
<b>Total</b>	<b>\$2,110,000</b>	<b>\$198,550</b>	<b>\$2,308,550</b>

**SERIES 2016A DS16002 - NOTE**

General Obligation promissory note (\$7,050,000) issued May 2, 2016, to finance FY16 capital equipment (\$5,550,000), building improvement (\$1,100,000) and site improvement (\$400,000) over five years at 2% - 3% interest with Morgan Stanley & Co. LLC. Principal due annually on October 1, with a final maturity due on October 1, 2021.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	1,465,000	14,650	1,479,650
<b>Total</b>	<b>\$1,465,000</b>	<b>\$14,650</b>	<b>\$1,479,650</b>

# DEBT SERVICE SCHEDULE & SUMMARY

## 2021-22 BUDGET YEAR

### SERIES 2016A RD16001 - BONDS

General Obligation Bonds (\$17,000,000) issued May 2, 2016, to finance Referendum approved capital expansion over fourteen years at 2% - 3% interest with Morgan Stanley & Co. LLC. Principal due annually on October 1, with a final maturity due on October 1, 2030.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	1,115,000	321,225	1,436,225
2022-23	1,140,000	287,400	1,427,400
2023-24	1,160,000	252,900	1,412,900
2024-25	1,185,000	223,650	1,408,650
2025-26	1,220,000	199,600	1,419,600
2026-27	1,255,000	174,850	1,429,850
2027-28	1,295,000	142,875	1,437,875
2028-29	1,330,000	103,500	1,433,500
2029-30	1,370,000	63,000	1,433,000
2030-31	1,415,000	21,225	1,436,225
<b>Total</b>	<b>\$12,485,000</b>	<b>\$1,790,225</b>	<b>\$14,275,225</b>

### SERIES 2016B DS17001 - NOTE

General Obligation promissory note (\$12,700,000) issued October 3, 2016, to finance FY17 capital equipment (\$7,000,000) and building improvement (\$700,000) over six years and Referendum (\$5,000,000) over ten years at 1% - 3% interest with Robert W. Baird & Co., Inc. Principal due annually on April 1, with a final maturity due on April 1, 2026.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	2,080,000	103,700	2,183,700
2022-23	495,000	41,300	536,300
2023-24	505,000	31,400	536,400
2024-25	525,000	21,300	546,300
2025-26	540,000	10,800	550,800
<b>Total</b>	<b>\$4,145,000</b>	<b>\$208,500</b>	<b>\$4,353,500</b>

# DEBT SERVICE SCHEDULE & SUMMARY

## 2021-22 BUDGET YEAR

### SERIES 2017A DS17002 - NOTE

General Obligation promissory note (\$12,800,000) issued June 1, 2017, to finance FY17 approved capital equipment (\$6,900,000), building improvement (\$600,000), and site improvement (\$300,000) over six years and Referendum (\$5,000,000) over ten years at 2% - 3% interest with UMB Bank, N.A. Principal due annually on October 1, with a final maturity due on October 1, 2026.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	2,195,000	144,800	2,339,800
2022-23	2,235,000	100,500	2,335,500
2023-24	630,000	68,700	698,700
2024-25	645,000	49,575	694,575
2025-26	655,000	30,075	685,075
2026-27	675,000	10,125	685,125
<b>Total</b>	<b>\$7,035,000</b>	<b>\$403,775</b>	<b>\$7,438,775</b>

### SERIES 2017 RD18001 - BONDS

General Obligation Bonds (\$15,000,000) issued August 1, 2017, to finance Referendum approved capital expansion over ten years at 3% - 5% interest with Robert W. Baird & Co., Inc. Principal due annually on April 1, with a final maturity due on April 1, 2033.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22		442,531	442,531
2022-23	1,300,000	442,531	1,742,531
2023-24		390,532	390,532
2024-25		390,532	390,532
2025-26		390,532	390,532
2026-27	1,225,000	390,532	1,615,532
2027-28	1,600,000	329,281	1,929,281
2028-29	1,645,000	265,281	1,910,281
2029-30	1,700,000	215,931	1,915,931
2030-31	1,750,000	164,931	1,914,931
2031-32	1,805,000	112,431	1,917,431
2032-33	1,865,000	58,281	1,923,281
<b>Total</b>	<b>\$12,890,000</b>	<b>\$3,593,326</b>	<b>\$16,483,326</b>

## DEBT SERVICE SCHEDULE & SUMMARY

### 2021-22 BUDGET YEAR

#### SERIES 2017B DS18001 - NOTE

General Obligation promissory note (\$16,000,000) issued November 27, 2017, to finance FY18 approved capital equipment (\$9,000,000) over six years and Referendum (\$7,000,000) over ten years at 2% - 4% interest with Raymond James & Associates, Inc. Principal due annually on April 1, with a final maturity due on April 1, 2027.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	2,140,000	267,200	2,407,200
2022-23	2,185,000	181,600	2,366,600
2023-24	2,230,000	94,200	2,324,200
2024-25	810,000	49,600	859,600
2025-26	825,000	33,400	858,400
2026-27	845,000	16,900	861,900
<b>Total</b>	<b>\$9,035,000</b>	<b>\$642,900</b>	<b>\$9,677,900</b>

#### SERIES 2018A DS18002 - NOTE

General Obligation promissory note (\$16,200,000) issued April 4, 2017, to finance FY18 approved capital equipment (\$3,050,000), building improvement (\$1,050,000), and site improvement (\$600,000) over six years and Referendum (\$11,500,000) over ten years at 3% - 4% interest with Citigroup Global Markets Inc. Principal due annually on April 1, with a final maturity due on April 1, 2028.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	2,395,000	341,850	2,736,850
2022-23	2,345,000	270,000	2,615,000
2023-24	1,595,000	199,650	1,794,650
2024-25	760,000	135,850	895,850
2025-26	1,225,000	105,450	1,330,450
2026-27	1,075,000	68,700	1,143,700
2027-28	1,215,000	36,450	1,251,450
<b>Total</b>	<b>\$10,610,000</b>	<b>\$1,157,950</b>	<b>\$11,767,950</b>

# DEBT SERVICE SCHEDULE & SUMMARY

## 2021-22 BUDGET YEAR

### SERIES 2018B DS19001 - NOTE

General Obligation promissory note (\$8,900,000) issued November 1, 2018, to finance FY19 approved capital equipment (\$6,000,000), building improvement (\$1,200,000), and site improvement (\$400,000) over six years and Referendum (\$1,300,000) over ten years at 2% - 4% interest with J.P. Morgan Securities LLC. Principal due annually on April 1, with a final maturity due on April 1, 2028.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	1,330,000	248,500	1,578,500
2022-23	1,370,000	208,600	1,578,600
2023-24	1,415,000	153,800	1,568,800
2024-25	1,455,000	97,200	1,552,200
2025-26		39,000	39,000
2026-27		39,000	39,000
2027-28	1,300,000	39,000	1,339,000
<b>Total</b>	<b>\$6,870,000</b>	<b>\$825,100</b>	<b>\$7,695,100</b>

### SERIES 2019A DS19002 - NOTE

General Obligation promissory note (\$4,510,000) issued June 3, 2019, to finance FY19 building and remodeling improvements (\$1,450,000), capital equipment (\$2,510,000), and site improvement (\$550,000) over six years at 3% interest with USB Financial Services, Inc. Principle due annually on April 1, with a final maturity due on April 1, 2025.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	705,000	88,500	793,500
2022-23	725,000	67,350	792,350
2023-24	750,000	45,600	795,600
2024-25	770,000	23,100	793,100
<b>Total</b>	<b>\$2,950,000</b>	<b>\$224,550</b>	<b>\$3,174,550</b>

# DEBT SERVICE SCHEDULE & SUMMARY

## 2021-22 BUDGET YEAR

### SERIES 2019B DS20001 - NOTE

General Obligation promissory note (\$6,500,000) issued November 20, 2019, to finance FY20 building and remodeling improvements (\$1,350,000), capital equipment (\$4,100,000), and site improvement (\$1,050,000) over six years at 2.5% - 3% interest with USB Financial Services, Inc. Principle due annually on April 1, with a final maturity due on April 1, 2026.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	950,000	140,250	1,090,250
2022-23	975,000	111,750	1,086,750
2023-24	1,000,000	82,500	1,082,500
2024-25	1,035,000	52,500	1,087,500
2025-26	1,065,000	26,625	1,091,625
<b>Total</b>	<b>\$5,025,000</b>	<b>\$413,625</b>	<b>\$5,438,625</b>

### SERIES 2020A DS20002 - NOTE

General Obligation promissory note (\$6,400,000) issued March 5, 2020, to finance FY20 approved capital equipment (\$4,700,000), building improvement (\$1,000,000) over six years and Referendum (\$700,000) over ten years at 1.25% - 2% interest with Robert W. Baird & Co., Inc. Principal due annually on April 1, with a final maturity due on April 1, 2029.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	1,000,000	91,625	1,091,625
2022-23	1,000,000	79,125	1,079,125
2023-24	1,025,000	66,625	1,091,625
2024-25	1,050,000	51,250	1,101,250
2025-26	1,075,000	35,500	1,110,500
2026-27		14,000	14,000
2027-28		14,000	14,000
2028-29	700,000	14,000	714,000
<b>Total</b>	<b>\$5,850,000</b>	<b>\$366,125</b>	<b>\$6,216,125</b>

# DEBT SERVICE SCHEDULE & SUMMARY

2021-22 BUDGET YEAR

## SERIES 2020B DS21001 - NOTE

General Obligation promissory note (\$4,300,000) issued October 7, 2020, to finance FY21 building and remodeling improvements (\$1,100,000), capital equipment (\$2,800,000), and site improvement (\$400,000) over six years at 1% - 2% interest with Robert W. Baird & Co., Inc. Principle due annually on April 1, with a final maturity due on April 1, 2027.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	680,000	55,700	735,700
2022-23	690,000	42,100	732,100
2023-24	695,000	28,300	723,300
2024-25	705,000	21,350	726,350
2025-26	710,000	14,300	724,300
2026-27	720,000	7,200	727,200
<b>Total</b>	<b>\$4,200,000</b>	<b>\$168,950</b>	<b>\$4,368,950</b>

## SERIES 2021A DS21002 - NOTE

General Obligation promissory note (\$4,000,000) issued February 10, 2021, to finance FY21 building and remodeling improvements (\$1,100,000), capital equipment (\$2,900,000) over six years at .5% - 1% interest with Robert W. Baird & Co., Inc. Principle due annually on April 1, with a final maturity due on April 1, 2027.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	275,000	31,424	306,424
2022-23	735,000	26,150	761,150
2023-24	740,000	22,475	762,475
2024-25	745,000	18,775	763,775
2025-26	750,000	15,050	765,050
2026-27	755,000	7,550	762,550
<b>Total</b>	<b>\$4,000,000</b>	<b>\$121,424</b>	<b>\$4,121,424</b>



## DEBT SERVICE SCHEDULE & SUMMARY

### 2021-22 BUDGET YEAR

The indebtedness shown below is the estimated repayment schedule of \$4,400,000 of general obligation debt to be used for the purpose of building remodeling, site improvements, and major equipment. The interest cost is estimated as the debt has not been issued as of this writing. Plans for financing are \$4,400,000 June 2021.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	300,000	89,222	389,222
2022-23	780,000	102,500	882,500
2023-24	800,000	83,000	883,000
2024-25	820,000	63,000	883,000
2025-26	840,000	42,500	882,500
2026-27	860,000	21,500	881,500
<b>Total</b>	<b>\$4,400,000</b>	<b>\$401,722</b>	<b>\$4,801,722</b>

The indebtedness shown below is the estimated repayment schedule of \$12,900,000 of general obligation debt to be used for the purpose of building remodeling, site improvements, and major equipment. The interest cost is estimated as the debt has not been issued as of this writing. Plans for financing are \$6,450,000 October 2021, and \$6,450,000 February 2022.

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	1,175,000	78,385	1,253,385
2022-23	1,285,000	316,417	1,601,417
2023-24	1,985,000	261,000	2,246,000
2024-25	2,040,000	211,375	2,251,375
2025-26	2,085,000	160,375	2,245,375
2026-27	2,135,000	108,250	2,243,250
2027-28	2,195,000	54,875	2,249,875
<b>Total</b>	<b>\$12,900,000</b>	<b>\$1,190,677</b>	<b>\$14,090,677</b>

# DEBT SERVICE SCHEDULE & SUMMARY

2021-22 BUDGET YEAR

## CONSOLIDATED ACTUAL & ESTIMATED LONG TERM INDEBTEDNESS

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	18,310,000	2,533,712	20,843,712
2022-23	17,780,000	2,336,323	20,116,323
2023-24	15,065,000	1,824,082	16,889,082
2024-25	13,095,000	1,431,057	14,526,057
2025-26	10,990,000	1,103,207	12,093,207
2026-27	9,545,000	858,607	10,403,607
2027-28	7,605,000	616,481	8,221,481
2028-29	3,675,000	382,781	4,057,781
2029-30	3,070,000	278,931	3,348,931
2030-31	3,165,000	186,156	3,351,156
2031-32	1,805,000	112,431	1,917,431
2032-33	1,865,000	58,281	1,923,281
	<u>\$105,970,000</u>	<u>\$11,722,049</u>	<u>\$117,692,049</u>

### LEGAL DEBT LIMIT

The aggregate indebtedness of the District may not exceed 5% of the equalized value of the taxable property located in the District per s.67.03 (1) Wisconsin Statutes. The maximum aggregate indebtedness of the District budgeted for fiscal year 2020-21 is \$93,070,000. The 5% limit is \$2,299,002,635.

The bonded indebtedness of the District may not exceed 2% of the equalized value of the property located in the District per s.67.03 (9) Wisconsin Statutes. The maximum aggregate indebtedness of the District budgeted for fiscal year 2020-21 is \$25,375,000. The 2% limit is \$919,601,054.



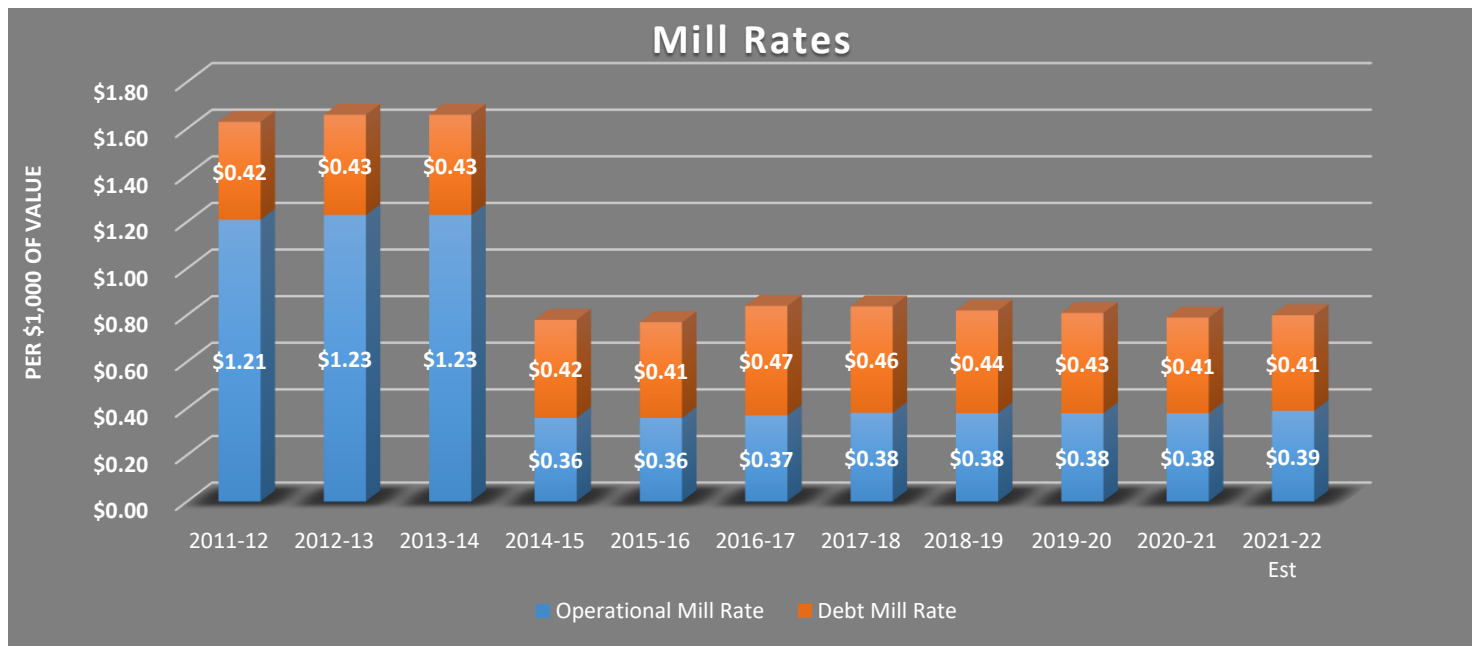
# Supplemental Data



## Section 3



Budget Year	Equalized Valuation	Percent Change	Operational Mill Rate	Debt Mill Rate	Total Mill Rate	Percent Change	Tax Levy	Percent Change
2011-12	\$36,168,183,259	-1.28%	\$1.21	\$0.42	\$1.63	94.00%	58,899,447	-0.35%
2012-13	\$35,550,452,088	-1.71%	\$1.23	\$0.43	\$1.66	1.74%	58,899,447	0.00%
2013-14	\$35,741,529,296	0.54%	\$1.23	\$0.43	\$1.66	0.20%	59,326,580	0.73%
2014-15	\$36,046,369,757	0.85%	\$0.36	\$0.42	\$0.78	-52.71%	28,293,109	-52.31%
2015-16	\$37,234,760,389	3.30%	\$0.36	\$0.41	\$0.77	-0.90%	28,938,868	2.28%
2016-17	\$37,878,901,692	1.73%	\$0.37	\$0.47	\$0.84	8.03%	31,846,801	10.05%
2017-18	\$38,879,464,634	2.64%	\$0.38	\$0.46	\$0.84	-0.29%	32,516,728	2.10%
2018-19	\$40,148,980,459	3.27%	\$0.38	\$0.44	\$0.82	-1.63%	33,035,518	1.60%
2019-20		4.66%	\$0.38	\$0.43	\$0.81	-1.64%	33,999,041	2.92%
2020-21		4.55%	\$0.38	\$0.41	\$0.80	-1.92%	34,865,997	2.55%
2021-22 Est	\$44,369,864,129	1.00%	\$0.39	\$0.41	\$0.81	1.52%	35,760,000	2.56%



	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimate</u>	<u>2022 Forecast</u>
<b>Post-Secondary Education</b>					
Associate Degree	4,639	4,521	4,469	4,158	4,158
% of Change	-1.4%	-2.5%	-1.2%	-7.0%	0.0%
Technical Diploma	783	758	688	640	640
% of Change	<u>0.8%</u>	<u>-3.2%</u>	<u>-9.2%</u>	<u>-7.0%</u>	<u>0.0%</u>
<b>Total Post-Secondary Ed. % of Change</b>	<b>5,422 -1.1%</b>	<b>5,279 -2.6%</b>	<b>5,157 -2.3%</b>	<b>4,799 -7.0%</b>	<b>4,799 0.0%</b>
<b>Continuing Education - Adult, Community Education and Non- Post Secondary</b>					
Vocational Adult	177	158	135	126	126
% of Change	-3.3%	-10.7%	-14.6%	-7.0%	0.0%
Community Service	17	16	13	12	12
% of Change	0.0%	-5.9%	-18.8%	-7.0%	0.0%
Non-Post Secondary	239	172	176	164	164
% of Change	<u>-14.0%</u>	<u>-28.0%</u>	<u>2.3%</u>	<u>-7.0%</u>	<u>0.0%</u>
<b>Total Adult, Community Ed. And Non-Post Secondary % of Change</b>	<b>433 -9.4%</b>	<b>346 -20.1%</b>	<b>324 -6.4%</b>	<b>301 -7.0%</b>	<b>301 0.0%</b>
<b>Total District FTE's % of Change</b>	<b>5,855 -1.7%</b>	<b>5,625 -3.9%</b>	<b>5,481 -2.6%</b>	<b>5,100 -7.0%</b>	<b>5,100 0.0%</b>

**UNDUPLICATED ENROLLMENTS\*\***

<b>Total District Unduplicated</b>					
Enrollments	30,503	27,984	24,604	22,279	22,279
% of Change	0.7%	-8.3%	-12.1%	-9.5%	0.0%

\*One Full-Time Equivalence (FTE) equals 30 credits of course work. The FTE totals are factors in the state aid formulas.

\*\*Unduplicated Enrollment indicates the total number of individual students served by the District.

NWTC's 2020 Graduate Employment Statistics Report indicates that NWTC graduates continue to be in high demand among area employers. The statistics come from NWTC's annual Graduate Follow-Up Report, a survey of thousands of NWTC graduates each year to check on the status of students who graduated within the past year and from five years ago.

There were 2,649 students in the graduating class of 2020. Of the 1,735 graduates who completed the survey, 88% were employed within a few months of graduation. Of those, 73% had jobs directly related to their degree, with a median annual salary of \$45,000 for associate degree graduates, and 98% are satisfied or very satisfied with the education they got at the College.

Full results are available on the NWTC website:

<https://www.nwtc.edu/student-experience/career-services/graduate-success>

Other highlights include the following:

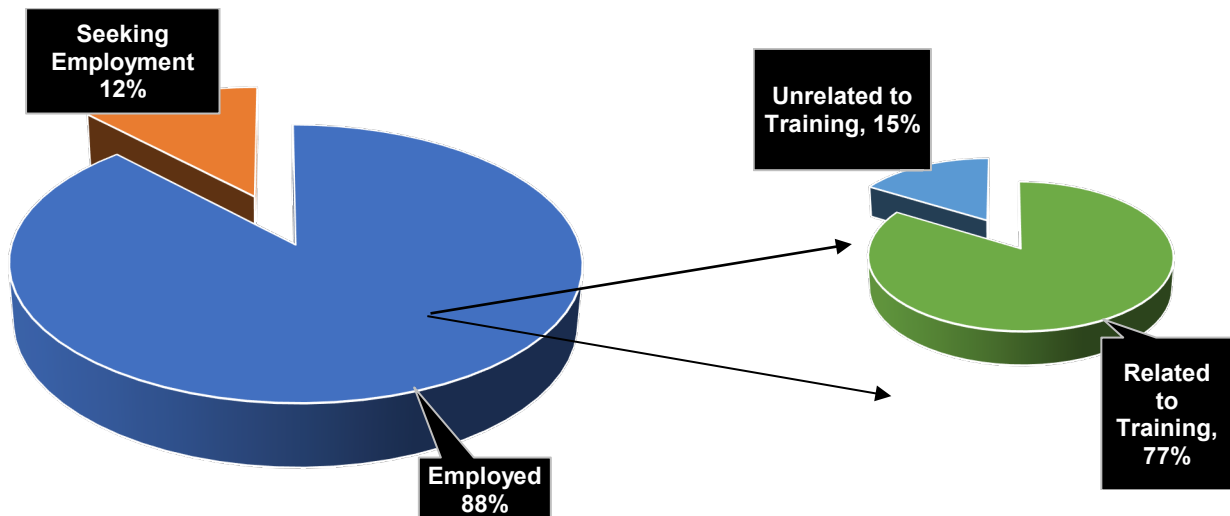
### **New graduates: Starting off right**

- **Graduate pay:** Median hourly wage for associate degree graduates was \$18.50
- **Graduates have staying power:** 71% of new graduates are employed in the NWTC District, and 94% are employed in Wisconsin.

Year	Number of Graduates	Number of Respondents	Percent Employed in Related Occupation	Median Annual Salary	Percent Residing in District	Percent Residing in State
2005-06	1,925	N/A	76%	30,804	73%	97%
2006-07	2,111	N/A	76%	31,092	76%	97%
2007-08	2,355	N/A	78%	31,202	72%	93%
2008-09	2,334	N/A	76%	29,745	74%	95%
2009-10	2,355	1,918	71%	31,188	73%	95%
2010-11	2,621	1,602	77%	32,757	75%	96%
2011-12	2,401	1,624	76%	33,277	69%	94%
2012-13	2,473	1,662	77%	36,023	70%	95%
2013-14	2,493	1,682	80%	37,156	71%	97%
2014-15	2,568	1,860	76%	38,207	71%	97%
2015-16	2,461	1,425	80%	39,997	69%	94%
2016-17	2,483	1,656	79%	41,597	73%	95%
2017-18	2,624	1,812	78%	42,000	80%	96%
2018-19	2,768	1,740	77%	45,500	72%	94%
2019-20	2,649	1,735	73%	45,000	71%	94%

Statistics are based on a survey of NWTC's graduates conducted approximately six months after graduation, therefore, 2020-21 statistics are not available. Statistics include graduates of NWTC's post-secondary, vocational and technical programs. This data does not reflect the activities of students who complete only portions of their programs.

### 2019 - 20 Job Placement







76

## Certificates

56 Local

17 Pathway

2 General Studies Transfer  
(UW-Green Bay & UW-Oshkosh)

75

## Associate Degrees

4 Shared

54

## Technical Diplomas

2 Shared

22

## Apprenticeships



	Designed Pathways (Total)	Associate Degree	Technical Diploma	Pathway Certificate	Local Certificate	Apprenticeship
Agriculture, Food & Natural Resources	19	6	3	1	8	1
Architecture & Construction	27	8	5	1	2	11
Arts, Audiovisual Technology & Communication	12	1	3	0	8	0
Business Management & Administration	24	8	4	5	7	0
Education & Training	9	3	1	2	3	0
Finance	3	1	1	0	1	0
General Studies Transfer	2	0	0	0	2	0
Health Science	27	12	10	1	4	0
Hospitality & Tourism	6	2	3	0	1	0
Human Services	11	3	2	2	4	0
Information Technology	14	6	4	1	3	0
Law, Public Safety & Security	15	6	6	2	1	0
Manufacturing	26	2	4	2	8	10
Marketing, Sales & Services	10	3	2	0	5	0
Science, Technology, Engineering & Mathematics	9	8	0	0	1	0
Transportation, Distribution & Logistics	11	4	6	0	1	0
Other	2	2	0	0	0	0
<b>Total</b>	<b><u>227</u></b>	<b><u>75</u></b>	<b><u>54</u></b>	<b><u>17</u></b>	<b><u>59</u></b>	<b><u>22</u></b>



## Agriculture, Food and Natural Resources

### Apprenticeship

Organic Vegetable Farm Manager Apprenticeship

### Associate Degree

Enology

Environmental Engineering Technology

Farm Production - Dairy Science

Sustainable Food & Agriculture Systems

Viticulture

### Associate Degree-Shared

Wind Energy Technology (shared w/LTC)

### Local Certificate

Farm Hand - Dairy Science Certificate

Plant Healthcare Mgmt Certificate

Renewable Energy - Solar Certificate

Renewable Energy - Solar Thermal Certificate

Sustainable Agriculture Certificate

Vineyard Management Certificate

Winemaking Certificate

Winemaking-Advanced Certificate

### Technical Diploma

Dairy Science

Farm Business & Production Management

Landscape Technician

### WTCS Pathway Certificate

Landscape Installation Certificate

## Architecture and Construction

### Apprenticeship

Bricklaying/Masonry Apprentice

Carpentry Apprentice

Electric Line Apprentice

Electricity (Construction) Apprentice

HVAC Apprentice (ABC)

Plumbing Apprentice (ABC)

Plumbing Apprentice (JAC)

Resilient Floor Apprentice

Sheet Metal Construction Apprentice

Steamfitting-Construction Apprentice

Substation Electrical Apprentice

### Associate Degree

Architectural Technology

Construction Management - Carpentry

Construction Management - Electricity

Construction Management - Masonry  
Energy Management Technology  
Heating, Ventilation, Air Conditioning and Refrigeration Technology  
Prototype & Design Technician  
Solar Energy Technology

**Local Certificate**

Energy Management Certificate  
Telecommunications Tower Tech 1

**Technical Diploma**

Carpentry  
Electrical Power Distribution  
Electricity  
Gas Utility Construction & Service  
Refrigeration, Air Cond & Heating Service Tech

**WTCS Pathway Certificate**

HVAC Fundamentals

**Arts, Audiovisual Technology and Communication**

**Associate Degree**

Digital Media Technology

**Local Certificate**

Audio Production Certificate  
Clay Certificate  
Digital Photography - Advanced  
Digital Photography Certificate  
Drone Technology  
Music Production  
Web Design Certificate  
Woodturning Certificate

**Technical Diploma**

Photography  
Printing  
Video Production

**Business, Management and Administration**

**Associate Degree**

Administrative Professional  
Business Analyst  
Business Management  
Human Resources  
Leadership Development  
Manufacturing Operations Management  
Small Business Entrepreneurship

**Associate Degree-Shared**

Broadcast Captioning (shared w/LTC)

**Local Certificate**

Business Operations Certificate  
Employee Benefits/Relations/Development Certificate

Entrepreneurship Certificate  
Ethical Leadership Certificate  
Health Care Leadership Adv Certificate  
Health Care Leadership Certificate  
Quality Improvement & Innovation Certificate

**Technical Diploma**

Business Requirements Specialist  
Health Office Professional  
Office Assistant  
Project Management

**WTCS Pathway Certificate**

Business Professional Essentials  
Business Software Essentials  
Human Resource Compliance  
Organizational Safety and Health  
Supervision

**Education and Training**

**Associate Degree**

Career & Technical Education Instruction  
Foundations of Teacher Education

**Local Certificate**

Children's Learning Certificate  
Library Assistant Certificate  
Special Education Certificate

**Local Certificate-transfer**

General Studies Transfer Certificate UW-Green Bay  
General Studies Transfer Certificate UW-Oshkosh

**Technical Diploma**

Early Childhood Assistant Teacher

**WTCS Pathway Certificate**

Intro to Education  
Intro to Para-educator Careers

**Finance**

**Associate Degree**

Accounting

**Local Certificate**

Small Business Bookkeeping Certificate

**Technical Diploma**

Accounting Assistant

**Health Sciences**

**Associate Degree**

Dental Hygienist  
Diagnostic Medical Sonography  
Echocardiography  
Gerontology

Health Information Technology  
Health Navigator  
Medical Laboratory Technician  
Nursing  
Physical Therapist Assistant  
Radiography  
Respiratory Therapy  
Wellness & Health Promotion

**Local Certificate**

Care Coordinator Certificate  
Gerontology Certificate  
Personal Care Worker Certificate  
Phlebotomy Certificate

**Technical Diploma**

Dental Assistant  
Medical Assistant  
Medical Coding Specialist  
Medication Assistant  
Nursing Assistant  
Practical Nursing  
Surgical Technologist  
Therapeutic Massage

**Technical Diploma-Shared**

Ophthalmic Medical Assistant (shared w/LTC)  
Pharmacy Technician (shared w/LTC)

**WTCS Pathway Certificate**

Healthcare Customer Service Representative

**Hospitality and Tourism**

**Associate Degree**

Event Management  
Hospitality Management

**Local Certificate**

Baking & Pastry Certificate

**Technical Diploma**

Culinary Production Specialist  
Hotel Management  
Restaurant Management

**Human Services**

**Associate Degree**

Early Childhood Education  
Human Services Associate  
Substance Use Disorder Counseling

**Local Certificate**

Early Childhood: Child Care Administration Certificate  
EC: Infant Toddler Certificate

EC: The Preschool Certificate  
Substance Abuse Specialty Certificate

**Technical Diploma**

Instructional Assistant (Paraeducator)  
Substance Use Disorder Counselor Education

**WTCS Pathway Certificate**

Early Childhood Licensing Basic Ages 0-2  
Early Childhood Licensing Basic Ages 3 - 5

**Information Technology**

**Associate Degree**

IT - Computer Support Specialist  
IT - Cybersecurity Specialist  
IT - Data Specialist  
IT - Network Specialist  
IT - Software Developer  
IT - Web Development & Design

**Local Certificate**

Computer Support Certificate  
Data Analytics & Visualization Certificate  
Web Programmer

**Technical Diploma**

Cisco System Administrator  
IT - Computer Support Technician  
IT - Web Programmer  
Web Design

**WTCS Pathway Certificate**

Networking

**Law, Public Safety and Security**

**Associate Degree**

Criminal Justice - Law Enforcement 2  
Fire Medic  
Fire Protection Technician  
Justice & Community Advocacy  
Legal Studies/Paralegal

**Associate Degree-Shared**

Court Reporting (shared w/LTC)

**Local Certificate**

Professional Private Investigator Certificate

**Technical Diploma**

Advanced Emergency Medical Technician  
Criminal Justice-720 Law Enforcement Academy  
Emergency Medical Technician - Paramedic  
Emergency Medical Technician (EMT)  
Fire Science  
Legal Studies/Paralegal Post-Baccalaureate

## **WTCS Pathway Certificate**

Emergency Dispatch  
Law Office Administration

## **Manufacturing**

### **Apprenticeship**

ABC Steamfitting Apprentice  
Electrical & Instrumentation Apprentice  
Industrial Electrician Apprentice  
Instrumentation Apprentice  
Machinist Apprentice  
Maintenance Mechanic/Millwright Apprentice  
Maintenance Technician Apprentice  
Millwright – Pipefitter Apprentice  
Pipefitting Apprentice  
Welding Apprentice

### **Associate Degree**

Automation Systems Technology  
Electromechanical Technology

### **Local Certificate**

Additive Manufacturing Certificate  
Flux Core Welding Certificate  
Industrial Maintenance Certificate  
MIG Welding Certificate  
Stick Welding Certificate  
TIG Welding Certificate  
Weld Inspection Certificate

### **Technical Diploma**

CNC Technician  
Machine Tool Operation  
Metal Fabrication/Welding  
Welding

### **WTCS Pathway Certificate**

CNC Operator (K-12)  
Engineering Helper (K-12)

## **Marketing, Sales and Service**

### **Associate Degree**

Design & Graphic Technology  
Marketing  
Supply Chain Management

### **Local Certificate**

Customer Service Certificate  
Digital Marketing Certificate  
Professional Sales Certificate  
Promotions & Event Management Certificate  
Social Media Design Certificate



**Technical Diploma**

Digital Marketing  
Sales Representative

**Not otherwise assigned****Associate Degree**

Individualized Technical Studies  
Individualized Technical Studies-Journeyworker

**Science, Technology, Engineering and Mathematics****Associate Degree**

Bio-Medical Electronics  
Civil Engineering Technology  
Electrical Engineering Technology  
Laboratory Science Technology  
Manufacturing Engineering Technology  
Mechanical Design Technology  
Utilities Engineering Technology

**Associate Degree-Shared**

Nuclear Technology (shared w/LTC)

**Local Certificate**

CAD (Computer Aided Drafting) Certificate

**Transportation, Distribution and Logistics****Associate Degree**

Auto Collision Repair and Refinishing Technology  
Automotive Technology  
Diesel Heavy Equipment Technology  
Diesel Medium and Heavy Truck Technology

**Local Certificate**

Service Writer Certificate

**Technical Diploma**

Auto Collision Repair & Refinish Technician  
Automotive Maintenance & Light Repair Technician  
Automotive Service Technician  
Diesel Heavy Equipment Technician  
Diesel Maintenance Technician  
Diesel Medium and Heavy Truck Technician