



**Northcentral**  
TECHNICAL COLLEGE

# Budget & Planning 2021 - 2022

**Main Entrance**



1000 W. Campus Drive  
Wausau, WI 54401

715.675.3331

 [www.ntc.edu](http://www.ntc.edu)

**Budget**

*Linking NTC Strategic Planning  
and Resource Allocation*

# NORTHCENTRAL TECHNICAL COLLEGE

Wausau, Wisconsin

## DISTRICT BUDGET 2021-2022

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- Dr. Jeannie Worden, Executive Vice President
- Dr. Vicki Jeppesen, Vice President of College Advancement
- Dr. Darren Ackley, Vice President for Learning
- Roxanne Lutgen, MBA, JD, CPA, Vice President of Finance & General Counsel
- Rob Elliott, Associate Vice President of Facilities Management
- Dr. Chet Strebe, Associate Vice President of Information Technology & Chief Information Officer
- Katie Felch, Associate Vice President of Marketing, Public Relations & Legislative Advocacy
- Cher Vink, Associate Vice President of Human Resources

### MISSION STATEMENT

Northcentral Technical College provides high-quality, learner and employer focused, educational pathways committed to enriching lives and strengthening the economy.

### DISTRICT OFFICE

Northcentral Technical College  
1000 W. Campus Drive, Wausau, Wisconsin 54401, 715.675.3331

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# BUDGET AND PLANNING



**2021-2022**  
BUDGET & PLANNING

Dear District Community Members, Friends and Stakeholders -

We are pleased to present Northcentral Technical College's (NTC's) proposed budget for fiscal year 2022. In developing the budget, NTC's Board of Trustees, administration and staff allocate resources in alignment with the mission and vision of the College.

For more than 100 years, NTC has been a vital educational component for the citizens of north central Wisconsin. Today, our commitment to offering high quality educational opportunities to the communities we serve remains at the heart of what we do. With a focus on cultivating partnerships and collaborating with business and industry, K-12, higher education and government, NTC is building a brighter future for the District community.

The 2021-22 budget plan reflects the efforts of the NTC Board of Trustees, administration and staff to allocate resources to support growth in the quality educational programs and services we provide to residents of the NTC district in an ever changing educational landscape due to COVID-19. This budget includes an operating mill rate of 0.62456.

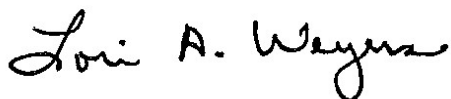
In 2020-21, NTC continued to serve the community through sound fiscal management and the reallocation of resources. NTC continues to meet the needs of the District through:

- **Access:** NTC continued to expand pathways to educational offerings, including new and expanded programming to meet learner and business needs. The College expanded opportunities for high school students to earn college credit through dual enrollment courses and academies. The College's **most flexible option – Virtual College**, continues to grow and thrive with over 80 programs and certificates serving students in nearly 50 states and countries. Incumbent workers and business were served by NTC's Workforce Training and Professional Development offerings, with over 400 businesses served in 2020-2021. The College's **newest delivery mode, NTC Connect**, will launch in 2021 and provide learners with the ultimate flexibility in selecting how they attend class.

- **Outreach:** NTC continues to **expand educational opportunities for learners** through the expansion of new programs and continuing education opportunities, and currently serves 1 in 5 residents in the NTC District.
- **Innovative Learning:** NTC students continue to make a difference locally – **93 percent of 2018-2020 graduates were employed within one year of graduation, with 68 percent of graduates working within the NTC District and 97 percent employed within the state of Wisconsin.** In addition, graduates in 31 of NTC’s programs had 100 percent job placement.
- **Transfer Opportunities:** The College creates seamless learning opportunities – students from high schools in the NTC District earned approximately **17,128 college credits** in 2019-20, **saving students \$1.9 million in tuition.** Students have the opportunity to transfer those credits to NTC and beyond, with **all of NTC’s associate degree programs offering junior status transfer** to at least one four-year college or university through the college’s 400+ transfer guides and 50+ partner colleges.
- **Partnership and Collaboration:** NTC recognizes that the needs of our communities, businesses and workforce change over time. Through a unique advisory committee model, NTC is **closer to business and industry** than any other educational system. Advisory committees, comprised of local business experts, assure that technical college programs meet business and industry needs.

We strongly believe this budget allows Northcentral Technical College to continue building futures as your college of choice one learner, one employer and one community at a time. We look forward to your continued support as we fulfill this vision.

Sincerely,



Lori A. Weyers, Ph.D.  
NTC President



Paul Proulx  
District Board Chairperson

# End of Year Highlights on NTC's Wildly Important Goals (WIGs)

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## WIG 1: Increase Student Success *(Increase 3-year graduation rate for all WTCS-approved programs from 42% to 50% by 6/30/22.)*

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- *Expanded the laptop scholarship program to include English Language Learner (ELL)/Adult Basic Education (ABE) and Alternative High School students, as well as students who did not apply for scholarships.*
- *NTC along with our Community College Alliance for Agriculture Advancement (C2A3) partners worked closely with the United States Department of Agriculture (USDA) and the National Resources Conservation Service (NRCS) to develop a collaborative agreement where the nine C2A3 colleges will conduct on-farm field studies on soil development through the use of cover crops, nutrient application timing and other conservation measures to share with Agriculture Producers. This collaborative agreement has opened some opportunities for future grant writing with the NRCS and the USDA.*
- *College 101 implementation; 13.82+ new FTE; 81% course completion; 414 course enrollments.*
- *Awarded the RAISE EM UP grant which included hiring Student Connection Specialists (SCS), a Project Manager and Career Advisor. The SCS's are already helping with outreach to students and supporting connection to advising and enrollment.*
- *Successful Phi Theta Kappa (PTK) Year:*
  - *5-star Chapter*
  - *Advisor recognition for Krista Reince and Carrie Heckendorf at the regional and international level*
  - *Award winning Honors in Action project*
  - *Inducted 131 new members, up from last year*

## WIG 2: Grow Skilled Workforce *(Increase FTEs from 2,865 to 2,894 by 6/30/22.)*

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- *Completed Day for NTC Students 2020 Campaigns (Wausau, Medford + Antigo) in January 2021 and raised \$245,000.*
- *Awarded 564 student scholarships in spring 2021, totaling \$374,930.*
- *Ranked 5th of 16 colleges for our Outcomes-Based Funding performance.*
  - *3rd in Wisconsin Technical College System (WTCS) for ABE Student Transitions*
- *Awarded a total of \$2,164,361 in Adult Education and Family Literacy Act (AEFLA), Perkins, and State grants for 2021-22.*
- *New programs approved through WTCS and Higher Learning Commission (HLC): Vet Technician Associate Degree, Data Analytics Associate Degree, Law Enforcement in the 21st Century Associate Degree, Industrial Automation Technical Diploma, Human Services Shared Agreement with Fox Valley Technical College (FVTC), Machine Tool Basics Certificate, Auto Collision Basics Certificate, Intro to Electrical Technology Certificate and Clinical Lab Assistant Certificate.*

# End of Year Highlights on NTC's Wildly Important Goals (WIGs) (CONTINUED)

- *Virtual College is now serving students in 41 states, including Wisconsin and 7 countries outside of the United States.*
- *Completed strategic plan.*
- *New programs: legal studies/paralegal, human resources, straight truck certificate.*
- *Launched Liberal Arts shared agreement; 30 student headcount, 17.43 new FTE.*
- *Transfer agreements created with UW-Stout for our Manufacturing Engineering and Mechanical Design programs to transfer into Stout's Bachelor of Science Engineering Technology (Production Operations and Mechanical Design concentrations respectively). The intention is that these can be completed in Wausau at NTC. Agreements to be signed as part of a larger transfer partnership with the UW system.*
- *Successful Commission on Dental Accreditation (CODA) virtual accreditation site visit.*
- *Launch of Medical Assistant Apprenticeship Program.*
- *Implemented part-time Nursing track and modified petition process for spring 2021 cohort.*
- *Secured 2 years of grant funding to continue and expand the successful Move to Manufacturing program.*
- *Piloted the Regional Technology Center model for employee and business access in Phillips and Wittenberg.*
- *The Interactive Video Conferencing (IVC) Ad Hoc committee completed its work of choosing our new IVC replacement. The new platform will consist of Zoom, Polycom Clariti cloud bridging service and new in room cameras and microphones. Upgrading our learning spaces has begun with expected completion in August 2022.*
- *Completed planning for the new Industry 4.0 Addition and Advanced Manufacturing + Engineering Lab Renovation.*
- *Completed the addition of the new bar/restaurant, SPOONS before the start of the fall 2020 semester.*
- *Completed the installation of a greenhouse at the Ag Center of Excellence.*
- *Worked with Learning to develop plans for the new robotic milker.*
- *Solicited, purchased, remodeled and installed a new HD Multi-Sport virtual gaming system in the cafeteria at the Wausau Campus.*
- *Hispanic Initiative:*
  - *Grew in person English Language Learning enrollments at the Spencer campus from 16 in spring 2020 to 33 in spring 2021 with additional enrollments in the virtual Zoom classes as well.*
  - *Food Safety testing offered in Spanish at the East and West region campuses. Interest continues to grow.*
  - *English Language Learner Basic Welding Class – two sections have successfully run with 15 individuals receiving certificates (an additional 1.20 FTE).*
- *Esports arenas opened at the Antigo, Medford and Phillips campuses.*
- *Soft launch of the Wittenberg Technology Center. Community members are invited to come to the Wittenberg campus and use the existing technology available on campus.*
- *NTC continues to be one of the few testing centers open to the public for Pearson Vue exams. People travel quite a distance from out of our district to test at NTC.*
- *NTC went live as a participant in Transferology a nation-wide network showing our transfer equivalencies to students interested in NTC.*



# End of Year Highlights on NTC's Wildly Important Goals (WIGs) (CONTINUED)

- Served 290 Youth Apprenticeship students.
- Developed an Auto Academy for high school students to begin in fall 2021.
- Coordinated pilot of Move to Manufacturing program for area high schools to begin in fall 2021
- Launched a communication plan for NTC Connect and created a new campaign landing page ([www.ntc.edu/ntcconnect](http://www.ntc.edu/ntcconnect)).
- Expanded the Workforce Training + Professional Development (WTPD) social media presence and saw a 1,560.75% Increase in Social Media Impressions (number of unique visitors who saw WTPD content) for WTPD over the last year.

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*WIG 3: Strengthen Infrastructure (Streamline and strengthen College-wide processes to 1) ensure and promote equity and inclusion and 2) increase the safety, sophistication, and efficiency of learning and work environments by 6/30/22.)*

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- Competency Based Education (CBE) is part of the Flexible Learning Taskforce. NTC's first CBE program submitted to the HLC was preliminarily approved. Second CBE Program has been submitted for approval to the HLC. Continuing to lead implementation of CBE offering through definition of processes, guidelines, and stakeholder input.
- Presented to Statewide Assessment Conference on NTC's project to review the curriculum for diversity equity and inclusion. Faculty and Dean of General Studies also presented at the conference on leading practices in using emerging technologies in the classroom.
- Academic Excellence (AE) is completing intensive training with Achieving the Dream (ATD) on implementing the Culturally Responsive Curriculum Scorecard that ATD introduced at their conference in 2021. We are one of the first institutions nationally to seek coaching and implementation of the scorecard leading practices.
- Assisted with planning, set-up and implementation of Department of Health Services (DHS) Community-Based Vaccination Clinic at Marathon County.
- Implemented SumTotal which is our new employee Learning Management System used to track all professional development.
- Enhanced our disaster recovery process by implementing backups of NTC data in multiple locations including the cloud.
- Completed the renovation of the following spaces:
  - Academic Resource Center – staff offices on second floor of the Timberwolf Learning Commons.
  - CHS Academic Resource Center – remodeled existing space to enlarge total footprint needed to increase student tutoring capacity.
  - Student Services Reconfiguration – remodeled Student Finance, One-Stop, and staff cubicles to allow for social distancing.
  - iTEC Improvements – completed aesthetic improvements of the iTEC Center and added two new collaboration rooms.

# End of Year Highlights on NTC's Wildly Important Goals (WIGs) (CONTINUED)

- *Completed the following building or site improvements:*
  - *C parking lot replacement at the Wausau Campus with new area for trailer parking.*
  - *A new parking lot and Americans with Disabilities Act (ADA) access was added at our Center for Diesel Training located in the Village of Maine Industrial Park.*
  - *Replaced a portion of the C Building roof over Testing, Security, and Student Services.*
  - *Repaired the exterior wall of the F Building to replace rusted siding and water infiltration.*
  - *Completed on-going improvements to sidewalks and lighting at all campuses.*
- *NTC maintained Moody's Aa1 bond rating and secured a 1.10% interest rate on \$11.5M and 1.15% on \$1.5M notes.*
- *NTC and NTC Foundation received clean audit opinions for 2019-20 and NTC applied for Government Finance Officers Association (GFOA) Comprehensive Annual Financial Report award. (Review is currently pending; if NTC receives an award for 2019-20, it will be the 25th consecutive year.)*
- *COVID Funding:*
  - *Submitted and received approval for \$296,743 of COVID-related expenses for Department of Administration (DOA) Coronavirus Relief Funds.*
  - *CARES Institutional (\$741,188), Strengthening Institutions Program (SIP) (\$73,720) and Student (\$741,188) Funds totaling \$1,556,096 have been fully spent and tracked. Annual report was submitted to the Department of Education and passed all data quality edits.*
  - *CRRSAA Institutional (\$3,250,463), SIP (\$166,633) and Student (\$741,189) Funds totaling \$4,158,285 are being diligently tracked, claims are being processed and all reporting is up-to-date.*
- *IT led the college-wide discussion to pick our new enterprise resource planning and student information systems. Preparation involved demos, remote sessions, meetings with WorkDay, assistance with Statement of Work document. The decision was made to move to WorkDay with the implementation of Human Resources and Financials to start July of 2021 with an expected completion date of June 2022.*
- *Organized a college-wide diversity presentation with Liz Murray (Homeless to Harvard) for staff development and awareness (fall 2020).*
- *Spearheaded the creation of the College's Inclusion Committee.*
- *Over 30 staff were certified in Adult Mental Health First Aid.*
- *Participated in the military friendly schools survey resulting in NTC earning the 2021-2022 Military Friendly® School designation.*
- *Translated the NTC College Viewbook into Spanish. Also translated several flyers and are evaluating a process to continue translation of appropriate materials to increase enrollment in ELL and General Education Development (GED) specifically.*
- *Successfully kept a safe and secure environment for our employees, students and community*
- *Created advocacy materials in support of AB 266 and coordinated letter writing campaigns in support of NTC and the WTCS.*

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Budget Planning Process**  
**2021-2022**

The Northcentral Technical College budget is adopted for one fiscal year beginning July 1, and ending June 30. This budget allocates financial resources for ongoing programs, courses and services as well as for new initiatives. Budgeting is done in accordance with Chapter 65 of the Wisconsin State Statutes, Wisconsin Technical College System Administrative Rules, and local district policy. It is prepared in the format required by the Wisconsin Technical College System and must be submitted to the state office by July 1 of each year. Expenditures must be accommodated within the authorized tax levy and other funding sources.

Budgeting is an important step in the College's strategic planning process and achievement of the College's goals. Instructional program area and operational budgets are developed using the Predictive Budgeting Model and are based upon meeting the needs of business and industry, the students and the college's strategic plan. The Executive Leadership Team works closely with the district Finance Department in developing and balancing the budget. During the May board meeting, the District Board of Trustees reviews the tentative budget summary and refers it to a public hearing. In June, preliminary budget information is shared with local municipalities, business leaders, and interested parties at the public hearing. Following the open hearing, the Board considers public input in adopting the budget at its regular meeting in June. The table below shows the planning process.

**Budget Planning Process Timeline:**

<b>Planning Level</b>	<b>Event</b>	<b>Responsible Party</b>	<b>Timeline</b>
STRATEGIC	Vision, Mission, Beliefs & Values Strategic Directions	Board of Trustees	Summer
OPERATIONAL	Budgeting Parameters Set	Executive Leadership, Board of Trustees	Sept – Mar
	Budget Preparation Kickoff	Finance	December
	Predictive Budget Meetings	Finance and Leaders	Dec – Jan
	Budget Reallocation Review	Executive Leadership	Dec – Mar
	Budget Development/Change	Executive Leadership	Jan – Mar
	Budget Compilation/Balancing	Finance	Jan – Apr
	Final Budget Document Compiled	Finance	April – May
EVALUATIONS	Review of Budget Data	College Staff	On-going

# **NORTHCENTRAL TECHNICAL COLLEGE**

## **Budget Preparation**

### **BUDGET CONSTRUCTION**

The budget itself is a natural outcome of the planning process. In October and November, the Learning Team, Facilities and Information Technology assess and prioritize capital needs in the following key areas: construction projects, facilities remodeling, furniture, major equipment, audio/visual equipment and computer hardware & software. Priorities are based on College strategic plans, new initiatives or equipment replacement plans for maintaining current operations.

While Deans and Directors are reviewing plans and submitting capital budget requests, the Executive Leadership Team (ELT) forecasts future-year revenues and expenditures. Resources (revenues) are estimated by reviewing trends, assessing the political environment and predicting growth. Some revenues are constrained by statutory rates or rules (parameters). Expenditures are projected based on current operations at future costs plus the cost of new initiatives and strategic investments.

Collectively, the College's policies, parameters and planning assumptions result in a forecast - a projected operating surplus or deficit for the future year. The forecast is compared to long-range planning estimates and long-range goals to ensure compatibility.

In years when revenue is constrained, such as in recent years, it is necessary to reduce projected expenditures or find new revenue sources. The Executive Leadership Team works with budget manager input to identify areas where expenditures can be reduced or eliminated. The forecast, together with required changes, becomes the preliminary operating budget.

The Board ensures that the Capital Expenditure plan is consistent with the College's strategic directions. The Capital Expenditure plan is shared with the Board for final approval in March. After Board approval, this plan becomes the Capital Budget. On occasion, College Leadership will request Capital Expenditure plan revisions to be subsequently approved by the Board, prior to adopting all budgets in June.

The draft Operating Budget is built in two major sections. Staff salary and benefit budgets are set by using existing staff records and applying future salary and benefit adjustments. Predictive budgeting is used to create variable salary and non-salary budgets, whereby requests are made by budget managers based upon prior years actuals adjusted for future year needs. Position budgets are submitted to budget managers who must verify staff-related budgets. The Executive Leadership Team ensures that the proposed budget conforms to the Budgeting Parameters set throughout the planning phase.

The Budgeting Parameters are shared with the Board repeatedly throughout the budget planning process. The proposed Operating Budget summary is presented to the Board in May. After public hearing, the Board adopts all budgets at its June meeting.

# **NORTHCENTRAL TECHNICAL COLLEGE**

## **Budget Preparation (CONTINUED)**

### **BUDGET MONITORING**

- Teams are expected to operate within their budgets, once established. Budget managers are held accountable and expected to be disciplined in budget management.
- Teams and managers are expected to use established purchasing procedures.

### **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, Wisconsin 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.

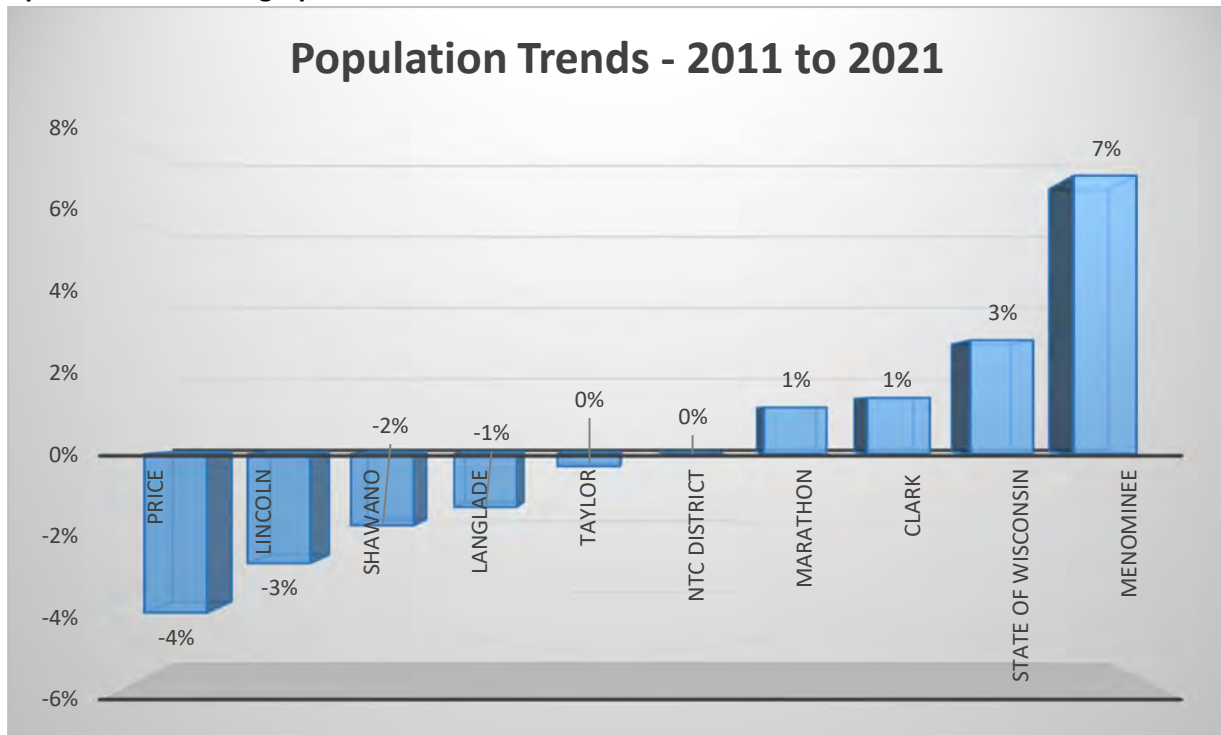
# NORTHCENTRAL TECHNICAL COLLEGE

## Facts, Trends and Forecasts

### 2021 – 2022

In planning for the new fiscal year budget, NTC takes into consideration emerging trends identified by NTC’s College Advancement Team through the Environmental Scanning and Institutional Research processes. These processes can help proactively define opportunities, potential threats, and areas of expected change that may impact NTC. The following information is used to aid the college in directing resources to the highest areas of community need.

#### Population and Demographic Trends



Source: EMSI – Demographic Overview by County (Counties more than 5% in NTC District included)

- The NTC district’s population has been steady since 2011. In certain counties in the district, population has decreased as much as 4%. Three counties experienced an increase in population with Menominee County increasing the most at 7%. (*Economic Modeling Specialists, Intl.*)
- The NTC district has seen population changes in the following age groups between 2011 and 2021:

Declining populations			Increasing Populations		
Age group	% change	# change	Age group	% change	# change
15 to 19 years	-12%	-2,453	60 to 79 years	+33	+17,342
40 to 54 years	-17.3%	-13,924			

(*Economic Modeling Specialists, Intl.*)

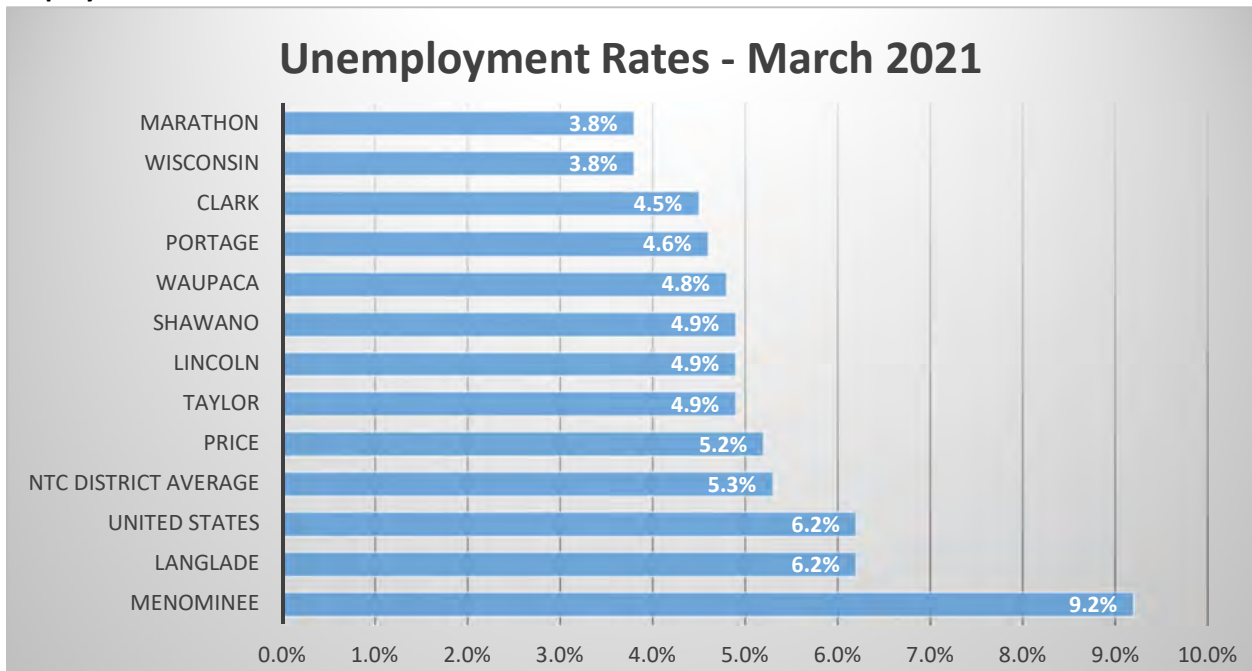
- High schools in the NTC district experienced a decrease of 18% in high school graduates when comparing 2010 to 2020. (*Wisconsin DPI WiseDash*)
- As the population and demographic profile of the NTC District changes, the College is well poised to serve learners with expanded support services and programming. With the large increase in aging populations in the District, the College has responded with expanded

## NORTHCENTRAL TECHNICAL COLLEGE Facts, Trends and Forecasts 2021 – 2022

specialized training and continuing education offerings. A retiring workforce also widens the skills gap, as retirees take their knowledge and skills with them.

- NTC’s Workforce Training + Professional Development team works diligently to fill the critical and growing need for a skilled workforce as demographic profiles change by offering customized training, conferences and professional development opportunities for younger incumbent workers.
- Close relationships and expanded programming in District K-12 schools ensure the College captures a larger market share of a declining pool of high school graduates.
- As the local, state and national economy adapts and responds to the COVID-19 pandemic, NTC has shown and is continuing to show responsiveness to local businesses and learners by expanding its online and flexible offerings available through NTC’s Virtual College and NTC’s newest delivery model, NTC Connect. NTC’s investment and innovations in online and flexible learning ensured that the College was well poised to quickly respond to workforce and learner needs during these unprecedented times.

### Employment Trends



Source: <https://jobcenterofwisconsin.com/wisconomy/query>, Not Seasonally Adjusted data

Unemployment rates in the NTC district spiked throughout the course of the COVID-19 pandemic and in March 2021 were 5.3% (up from 4.7% in March 2020). This is slightly higher than the Wisconsin rate of 4.8% but much lower than the National rate of 6.2%. Marathon County is experiencing the lowest unemployment rate, at 3.8% (*Wisconsin Department of Workforce Development*).

It is uncertain at this time whether the COVID-19 pandemic will have a lasting impact on the College and the NTC District. While enrollments declined slightly in 2020-21 compared to the previous year, there are signs that they will increase in 2021-22. In order to continue to respond to area need, the College is increasing its online and Virtual College offerings and researching and developing new and innovative programming.

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Facts, Trends and Forecasts**  
**2021 – 2022**

- NTC has seen an 91% decrease in dislocated workers served at the College during the past eight years, decreasing from 715 dislocated workers served in 2011-12 to 66 dislocated workers served in 2019-20. (*WTCS Outcomes-Based Funding Data, Criterion 9*) Rapid response teams from the College meet routinely with dislocated workers to identify potential career pathways.
- High growth is expected in jobs in geriatric care – this is based on labor market needs as well as the growing population of those over the age of 60 in the NTC district. (*Economic Modeling Specialists, Intl.*) Courses and programs offered at NTC’s Center for Geriatric Education ensure a skilled health workforce that is prepared for the challenges of an aging population.
- The number of jobs available in the NTC district has increased by 3% since 2011. This is lower than growth at the state (4%) and national (10%) levels. (*Economic Modeling Specialists, Intl*)
- As students seek career opportunities upon graduation, they are well prepared with the skills needed to be successful as evidenced by the College’s 93% job placement rate.

**Job Trends by County – 2011 Through 2021**

County	2011 Jobs	2021 Jobs	2011 to 2021 Change
Clark County	11,977	13,282	11%
Marathon County	72,080	76,408	6%
Taylor County	9,151	9,430	3%
<b>NTC District Average</b>	<b>137,830</b>	<b>141,657</b>	3%
Lincoln County	11,649	11,468	-2%
Shawano County	14,827	14,500	-2%
Langlade County	8,957	8,600	-4%
Price County	6,567	5,696	-13%
Menominee County	2,623	2,274	-13%

Source: EMSI – Industry Table> 2011-2021

- 93% of NTC program graduates over the last 3 years who responded to the Graduate Follow-Up Survey are employed. Of those employed, 82% are employed in the field from which they graduated. (*NTC Graduate Outcomes Report – 2018-2020 Data*)

**Program Trends**

- NTC’s Virtual College, which was implemented in academic year 2011-12, has increased from 77 FTEs in 2013-14 to 617 FTEs so far in 2020-21. The unduplicated number of students served through Virtual College has also increased from 265 students in 2013-14 to 1,637 students so far in 2020-21. These increases translate to a 701% increase in FTEs and a 518% increase in the number of students served over a six-year period (*NTC FTE Reports*). Flexible learning opportunities such as Virtual College continue to be integral to the College’s ability to meet the needs of the current workforce especially in light of the COVID-19 pandemic.
- NTC has increased the number of programs enrolling students from 78 in 2013-14 to 131 in 2019-20. This represents a 68% increase (*WTCS Outcomes-Based Funding Data*). Expanded and new programs are a direct response to industry need. NTC is adding programs in innovative areas in direct response to local employer and market needs.



# **NORTHCENTRAL TECHNICAL COLLEGE**

## **Budget Preparation Assumptions**

### **2021-2022**

#### **Program and Service Assumptions**

The Northcentral Technical College planning and budget process will select new objectives based on NTC's Strategic Directions:

#### **STRATEGIC DIRECTIONS**

##### **Learner Success**

Provide timely and relevant education, training, and services within safe and secure learning environments.

##### **Diversity, Equity + Inclusion**

Identify and reduce obstacles within learning and working environments, and actively promote purposeful diversity awareness and conversations.

##### **Access**

Foster the ability to learn, train, and work anywhere and anytime through training, connection, flexibility, and innovation.

##### **Collaboration**

Create, cultivate and strengthen intentional, mutually beneficial partnerships and practices.

##### **Innovation + Growth**

Apply research, implement new technologies, encourage creative intellectual exploration, and provide leading-edge education.

##### **Advocacy**

Actively promote policy and practice changes that impact education.

#### **Financial Assumptions**

- FTE projection of 2,817, an increase of 3%.
- District property tax revenue remains constant.
- State aids, based on FTEs, expenditures, property valuation, and performance measures remain constant.
- Tuition rate is budgeted to increase 1.5% and at an increased dollar amount of approximately \$313,000.
- On-line technology course fee revenue is budgeted as lost revenue in the amount of \$350,000, recoverable by federal Higher Education Emergency Relief Funding (HEERF).
- Salary increases are budgeted at 0% to 2% effective July 2021. Benefit increases are budgeted between 0% and 5%, and WRS contribution for staff is 6.75%.

## **NORTHCENTRAL TECHNICAL COLLEGE New Program Initiatives and Organizational Changes 2021-2022**

In the coming year, the College continues to build upon the rich array of programs and services offered to District residents through sound fiscal management and the reallocation of resources. Those reallocations are guided by NTC's core beliefs and values.

The 2021-2022 Budget includes the following:

- ***Learner Focus***

The College fosters a dedication to student success by providing a technologically advanced academic environment, a committed Student Success Team, and a strong institutional focus upon exceptional instruction. The College makes data-informed decisions about investment priorities based upon measurable student success points that include applications, matriculation, enrollment, retention, completion, graduation, transfer and placement. Greater emphasis has been placed on integrating staff advising and faculty mentoring of students to better provide wrap-around services to students.

- ***Continuous Improvement***

The College has designated the continued improvement of process efficiency as one of its Wildly Important Goals. Teams across the College are seeking ways to streamline processes, reduce redundancy and enhance services. An example of this work is the increased use of data visualization tools such as Tableau to allow for data-informed operational decision-making. Rather than relying on an annual, manual analysis of data in a backwards-looking fashion, teams are using Tableau to develop agile, predictive solutions based on the automated aggregation of information.

- ***Ingenuity***

The College has continued to serve as a leader in developing innovative solutions to the challenges posed by the COVID-19 pandemic. For example, the College has developed a robust series of online simulated science labs that not only allow for uninterrupted student learning regardless of circumstance, but have also facilitated increased student course completion rates. Learning has safely continued in-person due to rigorous cleaning procedures and facility adaptations. Advisors are connecting with students using both traditional meeting methods and new technologically-supported approaches. WiFi signals have been boosted to reach the parking lots of all campus locations to address the district-wide Internet connectivity deficit.

- ***Access***

NTC continues to increase access to education through the expansion of the College's flexible delivery options including the introduction of a new mode called "NTC Connect," which gives students the opportunity to decide every class period whether to attend in-person, synchronously online or asynchronously online. The College continues to support the delivery of regional programs and courses in multiple modes of delivery to maximize offerings in support of regional

**NORTHCENTRAL TECHNICAL COLLEGE**  
**New Program Initiatives and Organizational Changes**  
**2021-2022 (CONTINUED)**

learner needs. Students from out of district or those seeking a well-rounded collegiate experience have access to student housing – Timberwolf Suites.

▪ ***Service to Community***

The College remains dedicated to serving all stakeholders in our community by working closely with local K-12 districts, supporting local businesses and partnering with local government to seek efficiencies and opportunities in the expansion of regional educational opportunities. Strong relationships with other higher education partners to provide transfer options are important to learners. Opening a COVID-19 vaccination site at the Wausau campus is one example of the way that NTC stands in service to its community.

▪ ***Diversity***

NTC recognizes its role in embracing diversity and fostering relationships among the District’s increasingly diverse population. The College has launched a “We All Belong” campaign to ensure all stakeholders are welcomed and included in the campus community. Equity related to student access drives programming and student services. Scaling efforts to ensure all program curriculum is diverse, equitable, inclusive and accessible has been identified as a priority in the coming academic year. NTC uses data to advance strategies to not only improve access, but also to improve achievement differentials between student groups.

▪ ***Culture of Professionalism***

NTC believes that professional development provides opportunities for staff to gain and improve the knowledge and skills that are important to their role and thus support student achievement. Integrating the SumTotal Learning Management System at the College has facilitated a strategic approach to preparing NTC employees for the future.

▪ ***Advocacy***

In order to promote the success of our Learners, the College adopted Cengage Unlimited (Digital Learning and Online Textbooks) to reduce financial barriers for students. The NTC Promise Program and dual credit expansion further demonstrates the College’s focus on adding affordable educational resources while removing obstacles for students.

## **NORTHCENTRAL TECHNICAL COLLEGE**

### **Capital Resource Plan Definitions**

**Capital Equipment** – Moveable capital assets, including computers, vehicles, furniture, or other furnishings, having a useful life of greater than two years and a dollar value greater than \$5,000.

**Capital Facility Improvements** – Changing or upgrading existing buildings without adding size to the building.

**Building Expansion/Leases** – Adding size to an existing building, new building, or site acquisition.

**Capital Non-Facility Improvements** – Changing or upgrading sites not attached to any building, such as roads, parking lots, water and sewer mains, landscaping or signs.

### **Major Capital Plans for 2021-2022**

Each year, annual capital planning begins with determination of equipment needs by each individual instructional area. The divisional Deans and the Vice President for Learning then prioritize and approve instructional equipment needed in order to meet established College goals. The President of the College, in conjunction with the Vice President of Finance and General Counsel, the Associate Vice President of Information Technology & Chief Information Officer, and the Associate Vice President of Facilities Management, determine the prioritization of technology and facility needs. For 2021-22, the District Board approved the capital plan to spend \$14,392,300, funded through capital borrowings, donations, and capital fund balance.

The major expenditures planned for the 2021-2022 fiscal year are:

#### **Previously Committed Capital Expenditures \$1,653,190**

This category includes funding for ongoing distance education leases and other ongoing items, including software and license renewals and capital contingency.

#### **High Priority Educational Needs \$3,618,800**

This category includes equipment purchases needed for instruction. Examples include:

- Equipment for new Programs, Industry 4.0/Advanced Manufacturing Equipment, Certified Veterinary Technician, and Wood Saw Filing training
- Equipment to replace outdated equipment: dental chairs, robotic milking system, skid steer, corn planter/sprayer tractor, ambulance, CDL Semi Trailer(s)
- Equipment for programs that have started in the last two years, such as Civil Engineering

#### **Technology Maintenance \$5,805,310**

This category captures maintenance and renewal costs of technology throughout the College for all instruction and administrative responsibilities. Examples include maintenance and replacement costs for server and network equipment, data cabling, operating system upgrades, and microcomputer upgrades and replacements. Also included are IT consulting, Smart Classroom equipment and installation for NTC Connect classrooms, as well as advanced technology initiatives, which include the implementation of a new college-wide ERP system.

#### **Long Range Facility Plan Recommendations**

##### **Regional Campuses \$1,405,000**

Regional facility plans include a welding dust collection system at the Phillips Campus, wood saw filing improvements at the Antigo Campus, and technology hubs at the Phillips and Antigo Campuses. Planned for the Agriculture Center of Excellence are Veterinary Technician lab/classroom renovations, a robotic milker, water storage towers, open sheds, and expansion of locker rooms and shower area.

##### **Central Campus Facility and Improvement \$1,910,000**

Central campus plans include an addition to the I-Wing, H Building roof replacement, sidewalk/curb replacement, HVAC/ air handlers for Automotive, Center for Health Sciences, and G Building, E101 & 102 conference improvements, and LED Lighting Upgrades.

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Staff Position Summary - Full Time Equivalent (FTE) Basis**  
**2021-2022**

	2019-2020						2020-2021 <sup>(2)</sup>						2021-2022 <sup>(3)</sup>					
	General Fund	Special Revenue Fund	Capital Fund	Proprietary Fund	Fiduciary Fund	2019-2020	General Fund	Special Revenue Fund	Capital Fund	Proprietary Fund	Fiduciary Fund	2020-2021	General Fund	Special Revenue Fund	Capital Fund	Proprietary Fund	Fiduciary Fund	2021-2022
Administrators/ Supervisors	51.29	7.92	1.68	2.41	4.20	67.50	51.12	10.12	1.71	3.41	4.20	70.56	52.12	10.12	1.71	3.41	4.20	71.56
Teachers	119.75	11.13				130.88	130.47	11.23	0.30			142.00	136.47	11.23	0.30			148.00
Specialists	33.45	18.05	2.00	1.00		54.50	36.75	20.04	2.71			59.50	38.75	20.04	2.71			61.50
Other Staff	90.65	27.11	1.00	2.29	1.00	122.05	94.53	33.27	0.09	2.79	1.00	131.68	95.53	33.27	2.09	2.79	1.00	134.68
	295.14	64.21	4.68	5.70	5.20	374.93	312.87	74.66	4.81	6.20	5.20	403.74	322.87	74.66	6.81	6.20	5.20	415.74

Notes:

- 1 - FTE totals include grant funded positions, and do not include student workers or adjunct faculty.
- 2 - 2020-2021 FTE totals are estimated year-to-date through April 26, 2021.
- 3 - Projected 2021-2022 FTE totals are based on current positions, approved new positions, less positions not in place/posted for the new year.

# FINANCIAL DATA



## FINANCIAL STRUCTURE

**FUND** - A fund is a fiscal and accounting entity with a self-balancing set of accounts, which is established for a specific purpose or objective. It includes accounts for assets, liabilities, fund balances, revenues, and expenditures necessary to record the financial condition and the results of operation of the fund.

### **GOVERNMENTAL FUNDS**

*General Fund* - The General Fund is the principal operating fund of the district and accounts for all financial activities of the district not required to be accounted for in another fund.

*Special Revenue Fund - Operational* - 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. In general, activities that are project in nature and not considered part of the regular program of the district should be budgeted and controlled through the Special Revenue Fund. Typical inclusions are Vocational Education Act, Adult Education Act, and Workforce Investment Act. Excluded would be construction or remodeling projects, and fiduciary activities, including student loans.

*Special Revenue Fund – Non-Aidable* – For GASB reporting purposes, this is a Special Revenue Fund. For State Reporting purposes, activities in this fund need to be excluded from the Special Revenue Fund – Operations because they do not impact operational costs used in state aid and program fee computations. Resources being held for the benefit of individuals where the College has administrative involvement should be included here. Student financial aid meets this definition since the College monitors compliance with the Federal requirements and is responsible for disbursing and returning funds.

*Capital Projects Fund* - The Capital Projects Fund 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. All movable and fixed equipment not purchased through proprietary or non-expendable trust funds must also be budgeted and accounted for in the capital projects fund. 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* - The Debt Service Fund is used to account for the accumulation of resources for, and the payment of general long term debt and long term lease purchase debt principal and interest.

### **NON-GOVERNMENTAL FUNDS**

#### **PROPRIETARY FUNDS**

*Enterprise Fund* - The Enterprise Fund 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* - Internal Service Funds are used to account for the financing and related financial activities of goods and services provided by one department of the district to other departments of the district, or to other governmental units on a cost reimbursement basis.

#### **FIDUCIARY FUNDS**

Fiduciary funds are used to account for the activity controlled by the government, not derived from the government's own source revenues or non-exchange transactions, and is administered through a trust or held for the benefit of individuals.

- Pension Trust Fund Type is used to record resources and related financial activities for assets held in trust for pension plans, other post-employment benefit plans, and employee benefit plans.

- Investment Trust Fund Type is used to record resources and related financial activities for assets held in trust of the external portion of an investment pool.
- Private-Purpose Trust Fund Type is used to record resources and related financial activity of trust arrangements where the individuals, private organizations, and other governments are the beneficiaries.
- Custodial Fund Type is used to record resources and related financial activity held in a custodial capacity, where funds are received, temporarily invested, and remitted to other parties.

#### **ACCOUNT GROUPS**

*General Capital Assets Account Group* - The General Capital Assets Account Group is used to record assets of a physical nature having a long period of usefulness such as land, buildings, and equipment, not including capital assets utilized in proprietary fund activities or in fiduciary funds. Minor equipment is not to be recorded in this account group.

*General Long-Term Debt Account Group* - This account group is used to record all outstanding general long-term liabilities except for the long-term liabilities of the proprietary and fiduciary funds, which are to be accounted for in the respective fund.



## **BASIS OF BUDGETING**

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

## **BASIS OF ACCOUNTING**

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

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

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

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

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

## DESCRIPTION OF REVENUE SOURCES

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

Local Government – Revenue of the district that is received from taxes levied on the equalized property value within the district. Annually in October, the property tax levy is billed based upon the equalized value of taxable property within the district, excluding tax incremental financing districts, to the local municipalities who act as assessors and collection agencies. All delinquencies are assumed by the respective counties; therefore, Northcentral Technical College will receive each levy in full. The debt service mill rate is added to the operational mill rate to determine a total mill rate.

State Revenue – General state aid is provided by the Wisconsin Technical College System to fund regular operations and is calculated using an expenditure-driven formula that takes into account full time equivalent student counts and equalized valuation throughout the district. State aid includes general, outcomes based, and property tax relief aid. Additionally, state grant revenue supports specific projects such as Career Pathways, Student Support, Core Industry, and Developing Markets.

Program Fees – Fees for tuition paid by students. Program Fees, which are set annually by the Wisconsin Technical College System, are based upon estimated total operating expenditures of all Wisconsin technical college districts.

Material Fees – Fees paid by students to cover the cost of instructional materials used by the student or instructor in the classroom. Material fees are also set annually by the Wisconsin Technical College System.

Other Student Fees – Examples of other student fees include group dynamics course fees, testing fees, application fees, and graduation fees.

Institutional Revenue – Revenue generated by business and industry contracts (38.14 contracts) for customized instruction and technical assistance, technical preparation contracts (tech prep, 118.15 slotter contracts), interest or investment earnings, and enterprise activities.

Federal Revenue – Northcentral Technical College receives federal grants for specific projects such as Adult Basic Education, Higher Education Emergency Relief Funding (HEERF), and Carl D. Perkins Career and Technical Education Act. Federal revenue includes student financial assistance such as Pell, Federal Supplemental Educational Opportunity Grants, and Federal Work Study.

## DESCRIPTION OF EXPENDITURE FUNCTIONS

The Wisconsin Technical College System Board requires each technical college to classify expenditures by function:

*Instruction* – This category 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 resource activities such as the library and audio-visual aids center, learning resource center, instructional media center, instructional resources administration, and clerical support.

*Student Services* – Encompassed in this category are those non-instructional services provided for the student body such as student recruitment, student services administration and clerical support, admissions, registration, counseling (including testing and evaluation), health services, financial aid, placement, and follow-up. Non-instructional athletics such as varsity and intramural athletics are also included.

*General Institution* – This function includes all services benefiting the entire college, exclusive of those chargeable directly to other functional categories. Examples of this type of expenditure are legal fees, external audit fees, general liability insurance, non-resident tuition, interest on operational borrowing, and public information. General personnel, employment relations, and affirmative action programs are included in this function.

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

*Auxiliary Services* – This function includes commercial-type activities such as the automotive repair shop, the dental clinic, and the campus store.

**NORTHCENTRAL TECHNICAL COLLEGE  
BUDGET SUMMARY AND NOTICE OF PUBLIC HEARING  
July 1, 2021 - June 30, 2022**

	General and Special Revenue Funds (Operational)			All Other Funds		
	Actual 2019-2020	Estimated (1) 2020-2021	Budget 2021-2022	Actual 2019-2020	Estimated (1) 2020-2021	Budget 2021-2022
<b>SOURCES OF FUNDS</b>						
<u>Revenue</u>						
Local Revenue-Property Tax	\$10,660,884	\$11,140,437	\$11,140,437	\$13,233,302	\$11,787,528	\$11,787,528
Revenue Recognized from Prior Levy	0	0	0	0	0	0
State	22,471,332	22,330,989	22,070,809	1,592,390	1,620,416	1,640,316
Student Fees	10,580,224	10,464,000	10,545,036	245,582	250,000	252,500
Institutional (2)	6,065,075	5,258,903	5,647,340	9,341,275	8,330,603	8,758,690
Federal	1,723,259	1,835,449	3,204,968	11,230,409	11,300,401	16,488,943
<b>Total Revenue</b>	<b>\$51,500,774</b>	<b>\$51,029,778</b>	<b>\$52,608,590</b>	<b>\$35,642,958</b>	<b>\$33,288,948</b>	<b>\$38,927,977</b>
<u>Other Funding Sources:</u>						
Proceeds from Debt	\$0	\$0	\$0	\$10,419,325	\$13,400,000	\$11,900,000
Interfund Transfers In	447,149	0	490,000	400,000	7,056	15,000
Reductions in Fund Balance	0	122,733	1,600,000	1,474,812	1,217,444	2,483,734
<b>Total Sources of Funds</b>	<b>\$51,947,923</b>	<b>\$51,152,511</b>	<b>\$54,698,590</b>	<b>\$47,937,095</b>	<b>\$47,913,448</b>	<b>\$53,326,711</b>
<b>USES OF FUNDS</b>						
<u>Expenditures</u>						
Instruction	\$31,359,989	\$30,435,054	\$33,694,205	\$2,326,679	\$2,904,240	\$4,709,919
Instructional Resources	1,009,220	861,072	1,350,831	980,446	1,241,058	2,195,920
Student Services	3,941,719	4,201,173	4,827,403	12,517,186	11,942,331	15,144,302
General Institutional	9,018,439	9,155,560	10,140,947	4,529,270	3,911,246	5,454,794
Physical Plant	3,700,796	3,993,121	4,288,417	17,896,091	16,746,984	17,065,925
Auxiliary Service	0	0	0	8,480,726	8,350,500	8,531,000
Public Service	0	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$49,030,163</b>	<b>\$48,645,980</b>	<b>\$54,301,803</b>	<b>\$46,730,398</b>	<b>\$45,096,359</b>	<b>\$53,101,860</b>
<u>Other Uses</u>						
Interfund Transfers Out	\$829,517	\$7,056	\$365,000	\$17,632	\$0	\$140,000
Increases to Fund Balance	2,088,243	2,499,475	31,787	1,189,065	2,817,089	84,851
<b>Total Uses of Funds</b>	<b>\$51,947,923</b>	<b>\$51,152,511</b>	<b>\$54,698,590</b>	<b>\$47,937,095</b>	<b>\$47,913,448</b>	<b>\$53,326,711</b>
<b>FUND BALANCE</b>						
Beginning	\$17,177,155	\$19,265,398	\$21,642,140	\$21,868,840	\$21,583,093	\$23,182,738
Ending	19,265,398	21,642,140	20,073,927	21,583,093	23,182,738	20,783,855
Less:						
Committed Fund Balance	16,365,398	18,864,873	18,896,660	6,919,006	5,732,372	5,511,972
Fund Balance Designated for Subsequent Year	\$2,900,000	\$2,777,267	\$1,177,267	\$14,664,087	\$17,450,366	\$15,271,883

**PROPERTY TAX AND EXPENDITURE HISTORY**

Year	Equalized Valuation	Operational	Debt Service	Mill Rate	Percent Inc/(Dec)
2018	\$16,025,457,462	0.64225	0.62620	1.26845	n/a
2019	\$16,540,469,445	0.63237	0.63005	1.26242	-0.48%
2020	\$17,244,992,207	0.63192	0.63817	1.27009	0.61%
2021	\$18,157,430,905	0.62456	0.63817	1.26273	-0.58%
2022 (3)	\$18,157,430,905	0.62456	0.63817	1.26273	0.00%

Year	Total Expenditures All Funds	Expenditure Inc/(Dec)	Tax Levy	Tax Levy Inc/(Dec)	Tax on \$100,000 of Property
2018	\$96,324,402	n/a	\$20,327,421	n/a	\$126.85
2019	\$93,268,162	-3.17%	\$20,881,030	2.72%	\$126.24
2020	\$95,760,561	2.67%	\$21,902,757	4.89%	\$127.01
2021 (1)	\$93,742,339	-2.11%	\$22,927,965	4.68%	\$126.27
2022 (3)	\$107,403,663	14.57%	\$22,927,965	0.00%	\$126.27

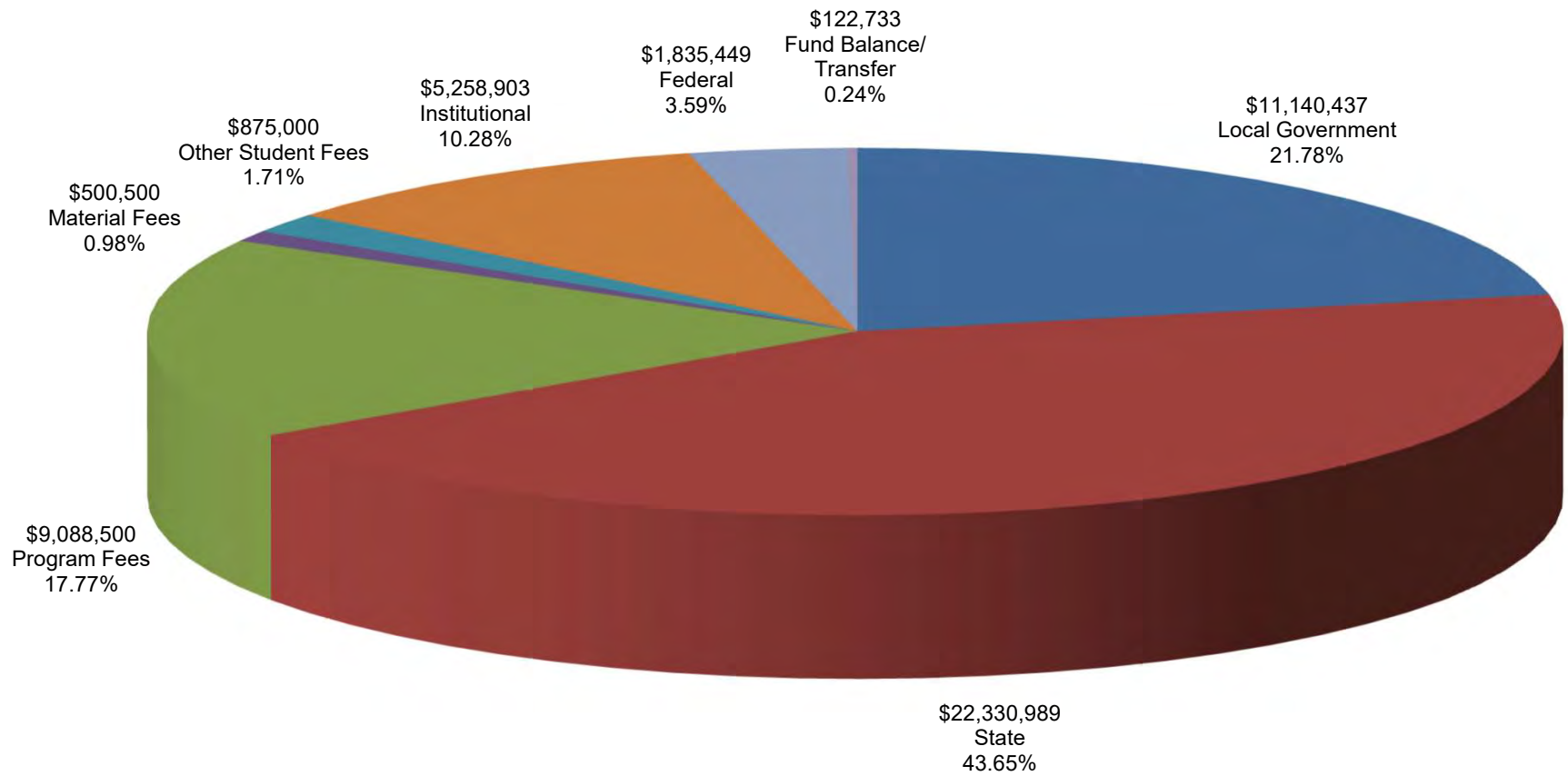
- (1) Nine months actual and three months estimated.  
(2) Consists of interest income, contract revenue, gifts, grants, sales and miscellaneous revenue.  
(3) Based on a projected no change in assessed valuation.

**NOTICE OF PUBLIC HEARING**

A public hearing on the proposed 2021-2022 budget for the Northcentral Technical College District will be held at Northcentral Technical College, Center for Health Sciences Room 1004, 1000 West Campus Drive, Wausau, WI 54401 and on Microsoft Teams on Tuesday, June 8, 2021 at Noon (12:00 p.m.).

The detailed budget is available for public inspection in the district finance department.

NORTHCENTRAL TECHNICAL COLLEGE  
Operational (Funds 1 & 2)  
Estimated Sources of Revenue  
2020-2021

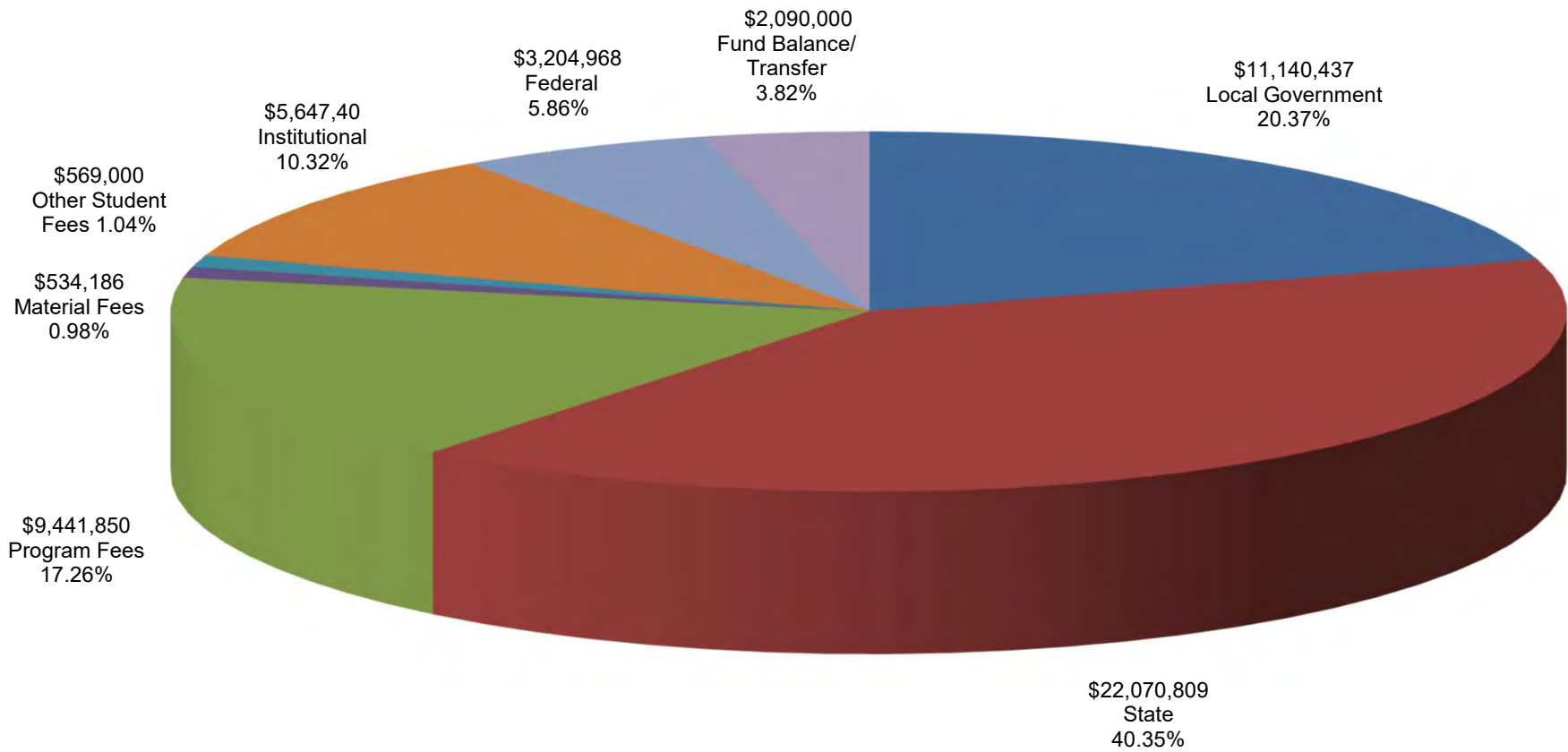


# NORTHCENTRAL TECHNICAL COLLEGE

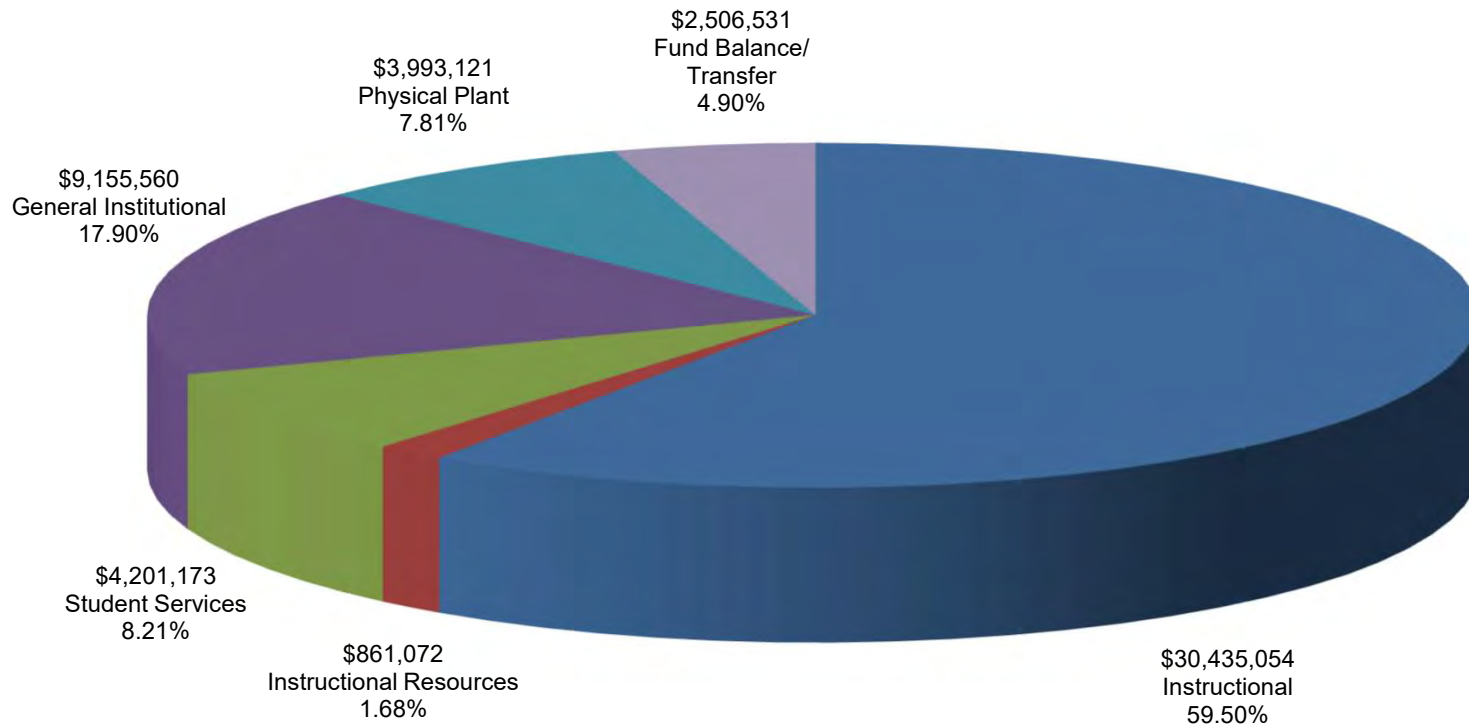
## Operational (Funds 1 and 2)

### Budgeted Sources of Revenue

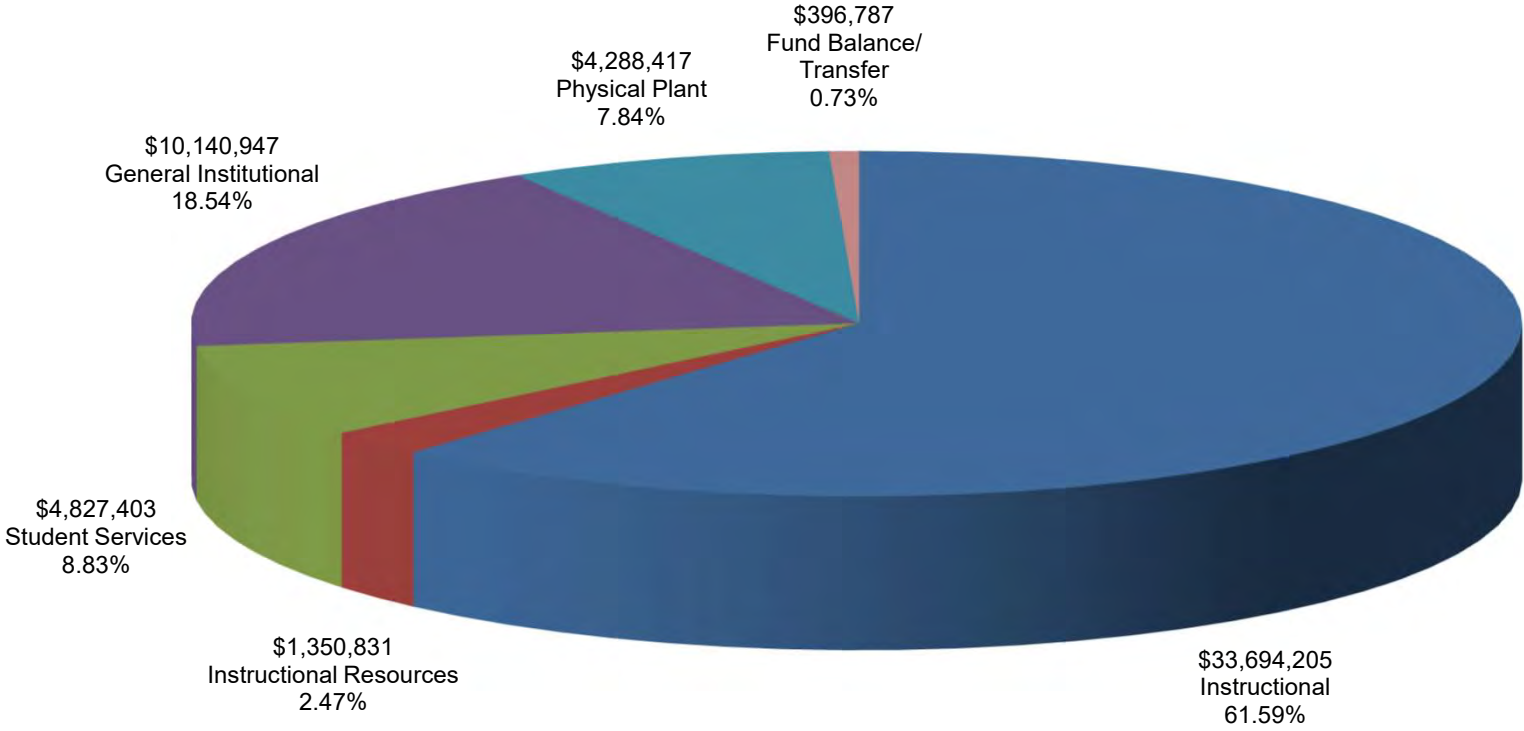
#### 2021-2022



NORTHCENTRAL TECHNICAL COLLEGE  
Operational (Funds 1 and 2)  
Estimated Expenditures by Function  
2020-2021



NORTHCENTRAL TECHNICAL COLLEGE  
Operational (Funds 1 and 2)  
Budgeted Expenditures by Function  
2021-2022





**NORTHCENTRAL TECHNICAL COLLEGE**  
**Budgeted Expenditures by Object Level (1)**  
**2021-2022 Budget Year**

Personnel Services		
Salaries and Wages	\$33,969,721	
Fringe Benefits	<u>11,677,422</u>	\$45,647,143
Current Expense		8,654,660
Capital Expense		17,320,778
Debt Retirement		<u>12,140,780</u>
Total Budgeted Expenditures		<u><u>\$83,763,361</u></u>

(1) General Fund, Special Revenue Fund - Operational, Capital Projects Fund, and Debt Service Fund only.

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Pro-Forma Balance Sheet - Budgetary Basis**  
**June 30, 2021**

	Governmental Fund Groups				Proprietary Fund Types		Account Groups		
	General	Special Revenue Operational	Special Revenue Non-Aidable	Capital Projects	Debt Service	Enterprise	Internal Service	General Long-Term Obligations	Capital Assets
<b>ASSETS AND OTHER DEBITS</b>									
Cash and Investments	\$13,646,723	\$2,440,417	\$1,150,923	\$18,040,366	\$6,375,187	\$191,452	\$1,425,734	\$0	\$0
Receivables:									
Taxes	6,100,000								
Accounts	1,100,000	150,000		35,000		150,000	10,000		
Interest									
Due from Other Governments		505,000	150,000	200,000					
Due from Other Funds							40,000		
Inventories						200,000			
Prepaid Expenditures	160,000								
Land, Building, and Equipment									134,386,264
Amount Available in Debt Service								3,839,263	
Amount to be Provided for Long-term Debt								44,910,737	
Total Assets and Other Debits	<u>\$21,006,723</u>	<u>\$3,095,417</u>	<u>\$1,300,923</u>	<u>\$18,275,366</u>	<u>\$6,375,187</u>	<u>\$541,452</u>	<u>\$1,475,734</u>	<u>\$48,750,000</u>	<u>\$134,386,264</u>
<b>LIABILITIES</b>									
Accounts Payable	\$200,000	\$130,000	\$1,070,000	\$825,000		\$90,000	\$10,000		
Accrued Salaries and related items	1,240,000								
Due To Other Funds	40,000								
Due To Student Organizations			130,000						
Deferred Revenues	800,000	50,000	60,000		2,535,924	65,000			
Long-term Notes Payable								48,750,000	
Unfunded Employee Benefits									
Total Liabilities	<u>2,280,000</u>	<u>180,000</u>	<u>1,260,000</u>	<u>825,000</u>	<u>2,535,924</u>	<u>155,000</u>	<u>10,000</u>	<u>48,750,000</u>	<u>0</u>
<b>FUND EQUITY</b>									
Investment in General Fixed Assets									134,386,264
Retained Earnings - Unreserved						386,452	1,465,734		
Fund balances									
Reserved:									
Capital projects				17,450,366					
Debt service					3,839,263				
Prepaid expenditures	160,000								
Student organizations			40,923						
Unreserved:									
Designated for Operations	9,616,176	2,638,150							
Designated for State Aids Fluctuations	910,158								
Designated for Subsequent Years	900,000								
Designated for Subsequent Year	1,600,000	277,267							
Designated for Post Employment Benefits	5,540,389								
Designated for Special Projects									
Total Fund Equity	<u>18,726,723</u>	<u>2,915,417</u>	<u>40,923</u>	<u>17,450,366</u>	<u>3,839,263</u>	<u>386,452</u>	<u>1,465,734</u>	<u>0</u>	<u>134,386,264</u>
Total Liabilities and Fund Equity	<u>\$21,006,723</u>	<u>\$3,095,417</u>	<u>\$1,300,923</u>	<u>\$18,275,366</u>	<u>\$6,375,187</u>	<u>\$541,452</u>	<u>\$1,475,734</u>	<u>\$48,750,000</u>	<u>\$134,386,264</u>

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Combined Budgetary Summary**  
**2021-2022 Budgetary Statement of Resources, Uses and Changes in Fund Balance**

	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimated and Revised (1)	2021-2022 Budget
<b>Revenues</b>				
Local Government	23,894,186	21,902,757	22,927,965	22,927,965
Revenue Recognized from Prior Year Levy	0	0	0	0
State Aids	24,063,722	23,272,451	23,951,405	23,711,125
Program Fees	9,114,918	8,162,800	9,088,500	9,441,850
Material Fees	519,633	550,985	500,500	534,186
Other Student Fees	1,191,255	1,419,624	1,125,000	821,500
Institutional Revenue	15,406,350	15,042,867	13,589,506	14,406,030
Federal Revenue	12,953,668	12,413,627	13,135,850	19,693,911
Total Revenues	<u>87,143,732</u>	<u>82,765,111</u>	<u>84,318,726</u>	<u>91,536,567</u>
<b>Expenditures</b>				
Instruction	33,686,668	34,548,174	33,339,294	38,404,124
Instructional Resources	1,989,666	2,021,965	2,102,130	3,546,751
Student Services	16,458,905	17,382,141	16,143,504	19,971,705
General Institutional	13,547,709	14,395,580	13,066,806	15,595,741
Physical Plant	21,596,887	21,970,614	20,740,105	21,354,342
Auxiliary	8,480,726	9,071,350	8,350,500	8,531,000
Public Service	0	50,000	0	0
Total Expenditures	<u>95,760,561</u>	<u>99,439,824</u>	<u>93,742,339</u>	<u>107,403,663</u>
Net Revenue (Expenditures)	(8,616,829)	(16,674,713)	(9,423,613)	(15,867,096)
<b>Other Sources (Uses)</b>				
Proceeds from Debt	10,419,325	13,400,000	13,400,000	11,900,000
Total Resources (Uses)	<u>10,419,325</u>	<u>13,400,000</u>	<u>13,400,000</u>	<u>11,900,000</u>
<b>Transfers To (From) Fund Balance</b>				
Designated for Operations	(754,970)	(1,909,897)	2,018,613	(1,568,213)
Designated for State Aids Fluctuations	93,825	(108,196)	(14,034)	0
Designated for Subsequent Years	900,000	0	0	0
Designated for Subsequent Year	2,000,000	0	(122,733)	0
Designated for Post-Employment Benefits	(150,612)	0	494,896	0
Reserve for Student Organizations	1,102	140,807	30,810	84,851
Reserve for Capital Projects	(1,426,806)	263,063	2,786,279	(2,178,482)
Reserve for Debt Service	938,276	(1,606,990)	(1,044,944)	(138,252)
Retained Earnings	201,681	(53,500)	(172,500)	(167,000)
Total Transfers To (From) Fund Balance	<u>1,802,496</u>	<u>(3,274,713)</u>	<u>3,976,387</u>	<u>(3,967,096)</u>
Beginning Fund Balance	39,045,995	40,848,491	40,848,491	44,824,878
Ending Fund Balance	40,848,491	37,573,778	44,824,878	40,857,782

(1) Nine months actual and three months estimated; revised May 4, 2021

**NORTHCENTRAL TECHNICAL COLLEGE**  
**General Fund**  
**2021-2022 Budgetary Statement of Resources, Uses and Changes in Fund Balance**

	<b>2019-2020</b>	<b>2020-2021</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated and</b>	<b>Budget</b>
			<b>Revised (1)</b>	
<b>Revenues</b>				
Local Government	9,560,884	9,597,520	10,040,437	10,040,437
State Aids	19,819,942	18,999,198	19,988,000	19,996,894
Program Fees	8,899,300	7,932,800	8,900,000	9,213,200
Material Fees	492,008	517,765	475,000	501,756
Other Student Fees	514,611	189,000	460,000	91,000
Institutional Revenue	505,885	398,000	192,500	264,000
Federal Revenue	8,075	0	8,000	0
Total Revenues	<u>39,800,705</u>	<u>37,634,283</u>	<u>40,063,937</u>	<u>40,107,287</u>
<b>Expenditures</b>				
Instruction	22,000,227	23,220,933	22,050,000	24,820,364
Instructional Resources	937,026	790,319	709,000	1,011,372
Student Services	2,416,874	2,664,449	2,515,000	2,957,785
General Institutional	8,415,394	8,824,807	8,582,000	9,361,349
Physical Plant	3,590,382	4,011,185	3,708,462	4,046,417
Total Expenditures	<u>37,359,903</u>	<u>39,511,693</u>	<u>37,564,462</u>	<u>42,197,287</u>
Net Revenue (Expenditures)	2,440,802	(1,877,410)	2,499,475	(2,090,000)
<b>Other Sources (Uses)</b>				
Interfund Transfers In (Out)	(752,851)	0	0	490,000
Total Resources (Uses)	<u>(752,851)</u>	<u>0</u>	<u>0</u>	<u>490,000</u>
<b>Transfers To (From) Fund Balance</b>				
Designated for Operations	(755,262)	(1,769,214)	2,018,613	(1,600,000)
Designated for State Aids Fluctuations	93,825	(108,196)	(14,034)	0
Designated for Subsequent Years	900,000	0	0	0
Designated for Subsequent Year	1,600,000	0	0	0
Designated for Post-Employment Benefits	(150,612)	0	494,896	0
Total Transfers To (From) Fund Balance	<u>1,687,951</u>	<u>(1,877,410)</u>	<u>2,499,475</u>	<u>(1,600,000)</u>
Beginning Fund Balance	14,539,297	16,227,248	16,227,248	18,726,723
Ending Fund Balance	16,227,248	14,349,838	18,726,723	17,126,723

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

(1) Nine months actual and three months estimated; revised May 4, 2021

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Special Revenue Fund - Operational**  
**2021-2022 Budgetary Statement of Resources, Uses and Changes in Fund Balance**

	<b>2019-2020</b>	<b>2020-2021</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated and</b>	<b>Budget</b>
			<b>Revised (1)</b>	
<b>Revenues</b>				
Local Government	1,100,000	1,100,000	1,100,000	1,100,000
State Aids	2,651,390	2,489,891	2,342,989	2,073,915
Program Fees	215,618	230,000	188,500	228,650
Material Fees	27,625	33,220	25,500	32,430
Other Student Fees	431,062	437,774	415,000	478,000
Institutional Revenue	5,559,190	4,755,533	5,066,403	5,383,340
Federal Revenue	1,715,184	1,513,907	1,827,449	3,204,968
Total Revenues	<u>11,700,069</u>	<u>10,560,325</u>	<u>10,965,841</u>	<u>12,501,303</u>
<b>Expenditures</b>				
Instruction	9,359,762	8,131,283	8,385,054	8,873,841
Instructional Resources	72,194	41,072	152,072	339,459
Student Services	1,524,845	1,604,529	1,686,173	1,869,618
General Institutional	603,045	473,055	573,560	779,598
Physical Plant	110,414	433,969	284,659	242,000
Total Expenditures	<u>11,670,260</u>	<u>10,683,908</u>	<u>11,081,518</u>	<u>12,104,516</u>
Net Revenue (Expenditures)	29,809	(123,583)	(115,677)	396,787
<b>Other Sources (Uses)</b>				
Interfund Transfers In (Out)	370,483	(17,100)	(7,056)	(365,000)
Total Resources (Uses)	<u>370,483</u>	<u>(17,100)</u>	<u>(7,056)</u>	<u>(365,000)</u>
<b>Transfers To (From) Fund Balance</b>				
Designated for Operations	292	(140,683)	0	31,787
Designated for Subsequent Year	400,000	0	(122,733)	0
Total Transfers To (From) Fund Balance	<u>400,292</u>	<u>(140,683)</u>	<u>(122,733)</u>	<u>31,787</u>
Beginning Fund Balance	2,637,858	3,038,150	3,038,150	2,915,417
Ending Fund Balance	3,038,150	2,897,467	2,915,417	2,947,204

Special Revenue Funds-Operational are used to account for the proceeds and related financial activity of specific revenue sources that are legally restricted to specific purposes other than expendable trusts or major capital projects.

(1) Nine months actual and three months estimated; revised May 4, 2021

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Special Revenue Fund - Non-Aidable**  
**2021-2022 Budgetary Statement of Resources, Uses and Changes in Fund Balance**

	<b>2019-2020</b>	<b>2020-2021</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated and</b>	<b>Budget</b>
			<b>Revised (1)</b>	
<b>Revenues</b>				
Local Government	166,715	200,000	200,000	200,000
State Aids	1,230,181	1,190,300	1,241,730	1,284,682
Other Student Fees	245,582	792,850	250,000	252,500
Institutional Revenue	58,497	210,000	56,000	56,560
Federal Revenue	<u>10,817,313</u>	<u>10,893,720</u>	<u>10,152,632</u>	<u>13,385,411</u>
Total Revenues	12,518,288	13,286,870	11,900,362	15,179,153
<b>Expenditures</b>				
Instruction	0	0	0	0
Student Services	12,517,186	13,113,163	11,876,608	15,109,302
General Institutional	0	0	0	0
Public Service	<u>0</u>	<u>50,000</u>	<u>0</u>	<u>0</u>
Total Expenditures	12,517,186	13,163,163	11,876,608	15,109,302
Net Revenue (Expenditures)	1,102	123,707	23,754	69,851
<b>Other Sources (Uses)</b>				
Interfund Transfers In (Out)	<u>0</u>	<u>17,100</u>	<u>7,056</u>	<u>15,000</u>
Total Resources (Uses)	0	17,100	7,056	15,000
<b>Transfers To (From) Fund Balance</b>				
Reserve for Student Organizations	<u>1,102</u>	<u>140,807</u>	<u>30,810</u>	<u>84,851</u>
Total Transfers To (From) Fund Balance	1,102	140,807	30,810	84,851
Beginning Fund Balance	9,011	10,113	10,113	40,923
Ending Fund Balance	10,113	150,920	40,923	125,774

Special Revenue Funds-Non-Aidable are used to account for assets held by the District as an agent for individuals, private organizations, other governmental units, or other funds.

(1) Nine months actual and three months estimated; revised May 4, 2021

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Capital Projects Fund**  
**2021-2022 Budgetary Statement of Resources, Uses and Changes in Fund Balance**

	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimated and Revised (1)	2021-2022 Budget
<b>Revenues</b>				
Local Government	0	0	0	0
State Aids	362,209	593,062	378,686	355,634
Institutional Revenue	570,859	611,484	86,959	183,130
Federal Revenue	413,096	6,000	1,147,769	3,103,532
Total Revenues	<u>1,346,164</u>	<u>1,210,546</u>	<u>1,613,414</u>	<u>3,642,296</u>
<b>Expenditures</b>				
Instruction	2,326,679	3,195,958	2,904,240	4,709,919
Instructional Resources	980,446	1,190,574	1,241,058	2,195,920
Student Services	0	0	65,723	35,000
General Institutional	4,529,270	5,097,718	3,911,246	5,454,794
Physical Plant	5,336,575	4,463,233	3,704,868	4,925,145
Total Expenditures	<u>13,172,970</u>	<u>13,947,483</u>	<u>11,827,135</u>	<u>17,320,778</u>
Net Revenue (Expenditures)	(11,826,806)	(12,736,937)	(10,213,721)	(13,678,482)
<b>Other Sources (Uses)</b>				
Proceeds from Debt	10,000,000	13,000,000	13,000,000	11,500,000
Interfund Transfers In (Out)	400,000	0	0	0
Total Resources (Uses)	<u>10,400,000</u>	<u>13,000,000</u>	<u>13,000,000</u>	<u>11,500,000</u>
<b>Transfers To (From) Fund Balance</b>				
Reserve for Capital Projects	(1,426,806)	263,063	2,786,279	(2,178,482)
Total Transfers To (From) Fund Balance	<u>(1,426,806)</u>	<u>263,063</u>	<u>2,786,279</u>	<u>(2,178,482)</u>
Beginning Fund Balance	16,090,893	14,664,087	14,664,087	17,450,366
Ending Fund Balance	14,664,087	14,927,150	17,450,366	15,271,884

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

(1) Nine months actual and three months estimated; revised May 4, 2021

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Debt Service Fund**  
**2021-2022 Budgetary Statement of Resources, Uses and Changes in Fund Balance**

	<b>2019-2020</b>	<b>2020-2021</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated and</b>	<b>Budget</b>
			<b>Revised (1)</b>	
<b>Revenues</b>				
Local Government	13,009,883	11,005,237	11,587,528	11,587,528
Revenue Recognized from Prior Year Levy	0	0	0	0
Institutional Revenue	68,584	50,000	9,644	15,000
Total Revenues	<u>13,078,467</u>	<u>11,055,237</u>	<u>11,597,172</u>	<u>11,602,528</u>
<b>Expenditures</b>				
Physical Plant	12,559,516	13,062,227	13,042,116	12,140,780
Total Expenditures	<u>12,559,516</u>	<u>13,062,227</u>	<u>13,042,116</u>	<u>12,140,780</u>
Net Revenue (Expenditures)	518,951	(2,006,990)	(1,444,944)	(538,252)
<b>Other Sources (Uses)</b>				
Proceeds from Debt	419,325	400,000	400,000	400,000
Interfund Transfers In (Out)	0	0	0	0
Total Resources (Uses)	<u>419,325</u>	<u>400,000</u>	<u>400,000</u>	<u>400,000</u>
<b>Transfers To (From) Fund Balance</b>				
Reserve for Debt Service	938,276	(1,606,990)	(1,044,944)	(138,252)
Total Transfers To (From) Fund Balance	<u>938,276</u>	<u>(1,606,990)</u>	<u>(1,044,944)</u>	<u>(138,252)</u>
Beginning Fund Balance	3,945,931	4,884,207	4,884,207	3,839,263
Ending Fund Balance	4,884,207	3,277,217	3,839,263	3,701,011

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

(1) Nine months actual and three months estimated; revised May 4, 2021



**NORTHCENTRAL TECHNICAL COLLEGE**  
**Enterprise Fund**  
**2021-2022 Budgetary Statement of Resources, Uses and Changes in Fund Balance**

	<b>2019-2020</b>	<b>2020-2021</b>	<b>2020-2021</b>	<b>2021-2022</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated and</b>	<b>Budget</b>
			<b>Revised (1)</b>	
<b>Revenues</b>				
Local Government	56,704	0	0	0
Institutional Revenue	2,041,306	2,067,850	2,082,000	2,130,000
Federal Revenue	0	0	0	0
Total Revenues	<u>2,098,010</u>	<u>2,067,850</u>	<u>2,082,000</u>	<u>2,130,000</u>
<b>Expenditures</b>				
Auxiliary Services	2,128,384	2,171,350	2,113,500	2,130,000
Total Expenditures	<u>2,128,384</u>	<u>2,171,350</u>	<u>2,113,500</u>	<u>2,130,000</u>
Net Revenue (Expenditures)	(30,374)	(103,500)	(31,500)	0
<b>Other Sources (Uses)</b>				
Interfund Transfers In (Out)	(17,632)	0	0	0
Total Resources (Uses)	<u>(17,632)</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Transfers To (From) Fund Balance</b>				
Retained Earnings	(48,006)	(103,500)	(31,500)	0
Total Transfers To (From) Fund Balance	<u>(48,006)</u>	<u>(103,500)</u>	<u>(31,500)</u>	<u>0</u>
Beginning Fund Balance	465,958	417,952	417,952	386,452
Ending Fund Balance	417,952	314,452	386,452	386,452

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

(1) Nine months actual and three months estimated; revised May 4, 2021

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Internal Service Fund**  
**2021-2022 Budgetary Statement of Resources, Uses and Changes in Fund Balance**

	<u>2019-2020 Actual</u>	<u>2020-2021 Budget</u>	<u>2020-2021 Estimated and Revised (1)</u>	<u>2021-2022 Budget</u>
<b>Revenues</b>				
Institutional Revenue	6,602,029	6,950,000	6,096,000	6,374,000
Total Revenues	6,602,029	6,950,000	6,096,000	6,374,000
<b>Expenditures</b>				
Auxiliary Services	6,352,342	6,900,000	6,237,000	6,401,000
Total Expenditures	6,352,342	6,900,000	6,237,000	6,401,000
Net Revenue (Expenditures)	249,687	50,000	(141,000)	(27,000)
<b>Other Sources (Uses)</b>				
Interfund Transfers In (Out)	0	0	0	(140,000)
Total Resources (Uses)	0	0	0	(140,000)
<b>Transfers To (From) Fund Balance</b>				
Retained Earnings	249,687	50,000	(141,000)	(167,000)
Total Transfers To (From) Fund Balance	249,687	50,000	(141,000)	(167,000)
Beginning Fund Balance	1,357,047	1,606,734	1,606,734	1,465,734
Ending Fund Balance	1,606,734	1,656,734	1,465,734	1,298,734

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

(1) Nine months actual and three months estimated; revised May 4, 2021

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Schedule of Long-Term Obligations**  
**2021-2022 Budget Year**

General obligation promissory notes, Series 2013A (\$12,000,000 for new construction on the Phillips campus, building remodeling and improvement projects, building and site maintenance and repairs, site improvements, engineering costs related to the capital budget, and equipment acquisition, installation and related costs -- interest rate varying from 2% to 3%, dated June 11, 2013, with first interest payment due March 1, 2014, semiannually September and March thereafter, principal payments due annually commencing September 2014).

<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Amount of Levy</u>
2021-22	1,470,000	49,013	1,519,013	1,559,313
2022-23	1,525,000	17,156	1,542,156	0
	<u>\$2,995,000</u>	<u>\$66,169</u>	<u>\$3,061,169</u>	<u>\$1,559,313</u>

General obligation promissory notes, Series 2016A (\$10,000,000 for the construction of an addition to the Student Life Center on the Wausau Campus, construction of a tactical safety range and multi-media classroom on the Merrill Campus, remodeling and improvement projects, building and site maintenance and repairs, site improvements, and equipment acquisition, installation and related costs -- interest rate 2%, dated May 2, 2016, with first interest payment due March 1, 2017, semiannually September and March thereafter, principal payments due annually commencing March 2017).

<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Amount of Levy</u>
2021-22	950,000	102,100	1,052,100	1,042,600
2022-23	985,000	83,100	1,068,100	1,058,250
2023-24	1,020,000	63,400	1,083,400	1,073,200
2024-25	1,055,000	43,000	1,098,000	1,087,450
2025-26	1,095,000	21,900	1,116,900	1,105,950
	<u>\$5,105,000</u>	<u>\$313,500</u>	<u>\$5,418,500</u>	<u>\$5,367,450</u>

General obligation promissory notes, Series 2016B (\$1,500,000 for remodeling and improvement projects and equipment acquisition, installation and related costs -- interest rate 2%, dated June 15, 2016, with first interest payment due March 1, 2017, semiannually September and March thereafter, principal payments due annually commencing March 2017).

<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Amount of Levy</u>
2021-22	135,000	14,600	149,600	148,250
2022-23	140,000	11,900	151,900	150,500
2023-24	145,000	9,100	154,100	152,650
2024-25	150,000	6,200	156,200	154,700
2025-26	160,000	3,200	163,200	161,600
	<u>\$730,000</u>	<u>\$45,000</u>	<u>\$775,000</u>	<u>\$767,700</u>

General obligation promissory notes, Series 2016C (\$1,500,000 for remodeling and improvement projects and equipment acquisition, installation and related costs -- interest rate varying between 2% to 3%, dated June 30, 2016, with first interest payment due March 1, 2017, semiannually September and March thereafter, principal payments due annually commencing March 2017).

<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Amount of Levy</u>
2021-22	155,000	12,700	167,700	166,150
2022-23	160,000	9,600	169,600	168,000
2023-24	105,000	6,400	111,400	110,350
2024-25	105,000	4,300	109,300	108,250
2025-26	110,000	2,200	112,200	111,100
	<u>\$635,000</u>	<u>\$35,200</u>	<u>\$670,200</u>	<u>\$663,850</u>

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Schedule of Long-Term Obligations**  
**2021-2022 Budget Year**

General obligation promissory notes, Series 2017A (\$10,700,000 for purchase of the diesel building and construction of building additions at the Agricultural Center of Excellence on the Wausau Campus; construction of a building addition on the Merrill Campus; remodeling and improvement projects; building and site maintenance and repairs; site improvements; and equipment acquisition, installation and related costs -- interest rate varying between 2% to 3%, dated June 1, 2017, with first interest payment due September 1, 2017, semiannually March and September thereafter, principal payments due annually commencing March 2018).

<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Amount of Levy</u>
2021-22	865,000	151,669	1,016,669	1,003,693
2022-23	890,000	125,719	1,015,719	1,002,368
2023-24	915,000	99,019	1,014,019	1,000,293
2024-25	945,000	71,569	1,016,569	1,002,393
2025-26	975,000	43,219	1,018,219	1,007,859
2026-27	1,000,000	22,500	1,022,500	1,011,250
	<u>\$5,590,000</u>	<u>\$513,694</u>	<u>\$6,103,694</u>	<u>\$6,027,856</u>

General obligation promissory notes, Series 2018A (\$11,500,000 for construction of building additions on the Merrill Campus (not to exceed \$1,500,000); remodeling and improvement projects (not to exceed \$1,500,000); building and site maintenance and repairs; site improvements; and equipment acquisition, installation and related costs -- interest rate varying between 3% and 4%, dated May 22, 2018, with first interest payment due September 1, 2018, semiannually March and September thereafter, principal payments due annually commencing March 2019).

<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Amount of Levy</u>
2021-22	995,000	258,600	1,253,600	1,238,675
2022-23	1,035,000	228,750	1,263,750	1,248,225
2023-24	1,080,000	197,700	1,277,700	1,256,100
2024-25	1,125,000	154,500	1,279,500	1,257,000
2025-26	1,170,000	109,500	1,279,500	1,261,950
2026-27	1,215,000	74,400	1,289,400	1,271,175
2027-28	1,265,000	37,950	1,302,950	1,283,975
	<u>\$7,885,000</u>	<u>\$1,061,400</u>	<u>\$8,946,400</u>	<u>\$8,817,100</u>

General obligation promissory notes, Series 2019A (\$11,500,000 for construction of building additions on the Wausau Campus (not to exceed \$1,500,000); building and site maintenance and repairs; site improvements; and equipment acquisition, installation and related costs -- interest rate varying between 0.5% and 5%, dated May 28, 2019, with first interest payment due September 1, 2019, semiannually March and September thereafter, principal payments due annually commencing March 2020).

<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Amount of Levy</u>
2021-22	815,000	245,881	1,060,881	1,052,731
2022-23	845,000	229,581	1,074,581	1,057,681
2023-24	880,000	195,781	1,075,781	1,058,181
2024-25	920,000	160,581	1,080,581	1,062,181
2025-26	955,000	123,781	1,078,781	1,054,906
2026-27	995,000	76,031	1,071,031	1,056,106
2027-28	1,035,000	46,181	1,081,181	1,070,184
2028-29	1,075,000	24,188	1,099,188	1,087,094
	<u>\$7,520,000</u>	<u>\$1,102,006</u>	<u>\$8,622,006</u>	<u>\$8,499,066</u>

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Schedule of Long-Term Obligations**  
**2021-2022 Budget Year**

General obligation promissory notes, Series 2020A (\$10,000,000 for construction of new building space on the Wausau Campus (not to exceed \$1,500,000); remodeling and improvement projects (not to exceed \$1,500,000); building and site maintenance and repairs; site improvements; and equipment acquisition, installation and related costs -- interest rate varying between 2% and 3%, dated June 25, 2020, with first interest payment due September 1, 2020, semiannually March and September thereafter, principal payments due annually commencing March 2021).

<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	done	<u>Amount of Levy</u>
2021-22	500,000	132,850	632,850		625,350
2022-23	520,000	117,850	637,850		630,050
2023-24	540,000	102,250	642,250		634,150
2024-25	560,000	86,050	646,050		637,650
2025-26	585,000	69,250	654,250		645,475
2026-27	610,000	51,700	661,700		655,600
2027-28	630,000	39,500	669,500		663,200
2028-29	660,000	26,900	686,900		680,300
2029-30	685,000	13,700	698,700		691,850
	\$5,290,000	\$640,050	\$5,930,050		\$5,863,625

General obligation promissory notes, Series 2021A (\$1,500,000 for construction of new building space on the Wausau Campus; remodeling and improvement projects; building and site maintenance and repairs; site improvements; and equipment acquisition, installation and related costs -- interest rate varying between 1.5% and 3%, dated March 29, 2021, with first interest payment due September 1, 2021, semiannually March and September thereafter, principal payments due annually commencing March 2022).

<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Amount of Levy</u>
2021-22	125,000	26,768	151,768	152,775
2022-23	130,000	26,525	156,525	155,225
2023-24	135,000	23,925	158,925	157,575
2024-25	140,000	21,225	161,225	159,825
2025-26	145,000	18,425	163,425	161,975
2026-27	150,000	15,525	165,525	164,025
2027-28	160,000	12,525	172,525	170,125
2028-29	165,000	7,725	172,725	171,488
2029-30	170,000	5,250	175,250	173,975
2030-31	180,000	2,700	182,700	181,350
	\$1,500,000	\$160,593	\$1,660,593	\$1,648,338

General obligation promissory notes, Series 2021B (\$11,500,000 for construction of new building space on the Wausau Campus (not to exceed \$1,500,000); remodeling and improvement projects (not to exceed \$1,500,000); building and site maintenance and repairs; site improvements; and equipment acquisition, installation and related costs -- interest rate varying between 2% and 3%, dated June 1, 2021, with first interest payment due September 1, 2021, semiannually March and September thereafter; principal payments due September 1, 2021, annually March 2022 thereafter).

<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Amount of Levy</u>
2021-22	4,740,000	182,838	4,922,838	4,438,050
2022-23	635,000	155,650	790,650	781,125
2023-24	665,000	136,600	801,600	791,625
2024-25	690,000	116,650	806,650	799,750
2025-26	720,000	102,850	822,850	815,650
2026-27	745,000	88,450	833,450	822,275
2027-28	780,000	66,100	846,100	838,300
2028-29	810,000	50,500	860,500	852,400
2029-30	840,000	34,300	874,300	865,900
2030-31	875,000	17,500	892,500	883,750
	\$11,500,000	\$951,438	\$12,451,438	\$11,888,825

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Schedule of Long-Term Obligations**  
**2021-2022 Budget Year**

**COMBINED:**

<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Amount of Levy</u>
2021-22	10,750,000	1,177,018	11,927,018	11,427,587
2022-23	6,865,000	1,005,831	7,870,831	6,251,424
2023-24	5,485,000	834,175	6,319,175	6,234,124
2024-25	5,690,000	664,075	6,354,075	6,269,199
2025-26	5,915,000	494,325	6,409,325	6,326,465
2026-27	4,715,000	328,606	5,043,606	4,980,431
2027-28	3,870,000	202,256	4,072,256	4,025,784
2028-29	2,710,000	109,313	2,819,313	2,791,281
2029-30	1,695,000	53,250	1,748,250	1,731,725
2030-31	1,055,000	20,200	1,075,200	1,065,100
	<u>\$48,750,000</u>	<u>\$4,889,049</u>	<u>\$53,639,049</u>	<u>\$51,103,122</u>

The indebtedness shown on this page includes the total present obligation for debts incurred for the purposes of capital purchases, and for construction and improvements to the facilities of the District. No dollars are included for operating purposes.

## **NORTHCENTRAL TECHNICAL COLLEGE**

### **Legal Debt Limitations**

#### **2021-2022 Budget Year**

State statutes impose two debt limitations on WTCS districts' debt. The following computations are based on the aggregate debt budgeted to be outstanding as of June 30, 2021 net of resources available to fund principal and interest payments.

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. This limitation applies to indebtedness for all purposes - bonds, promissory notes and capital leases, including taxable and nontaxable borrowings. It also applies to Wisconsin Retirement System prior service liability refinanced with the proceeds of promissory notes or bonds.

The maximum aggregate indebtedness of the district budgeted for fiscal year 2020-2021 net of resources available to fund this debt is \$44,910,737. The 5% limit is approximately \$965,286,730.

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. This limitation applies to bonded indebtedness for the purchase of district sites, the construction and remodeling of district facilities and the equipping of district facilities.

The maximum bonded indebtedness of the district budgeted for fiscal year 2020-2021 net of resources to fund this debt is \$0. The 2% limit is approximately \$386,114,692.

# SUPPLEMENTAL DATA

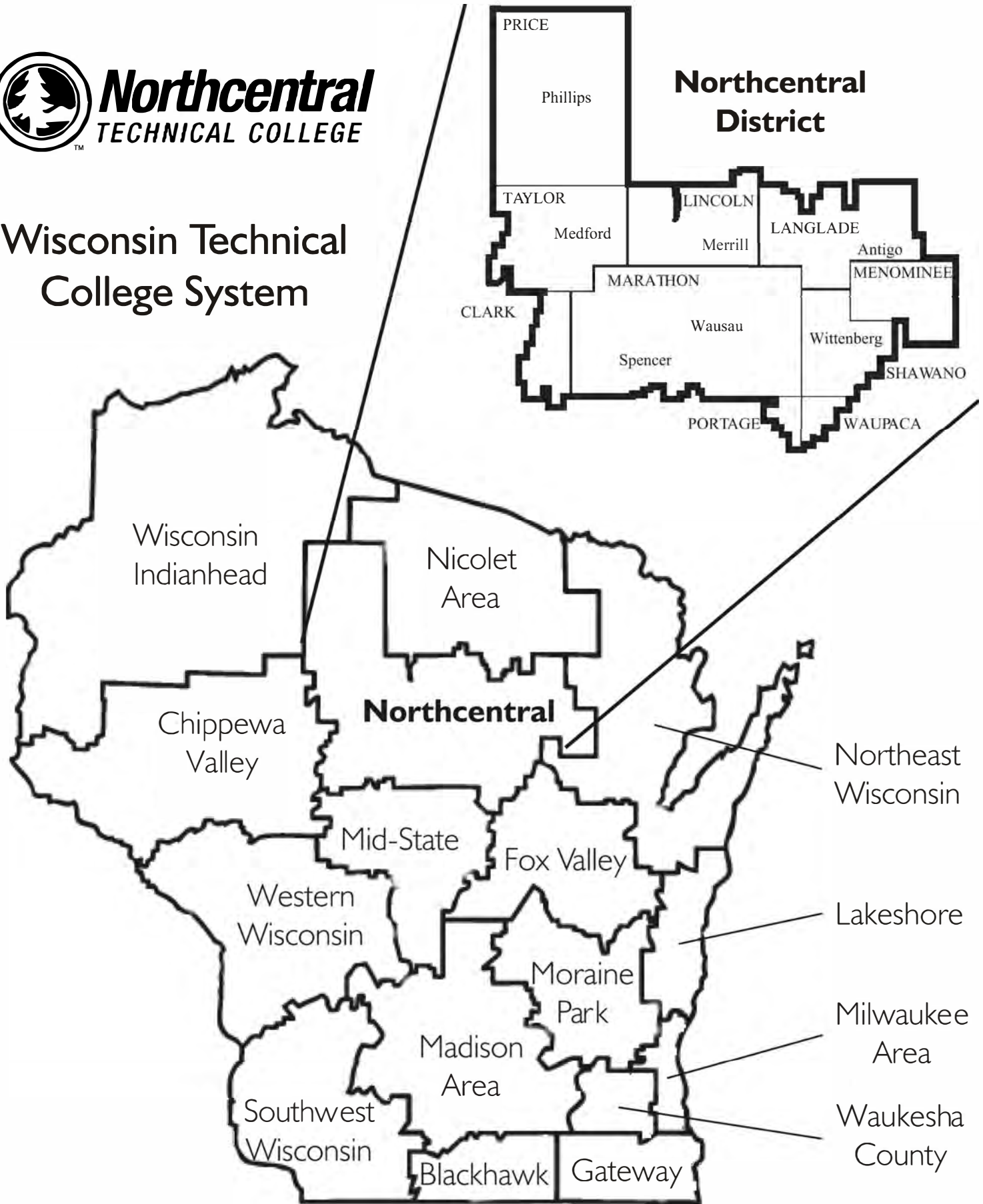


**2021-2022**  
BUDGET & PLANNING





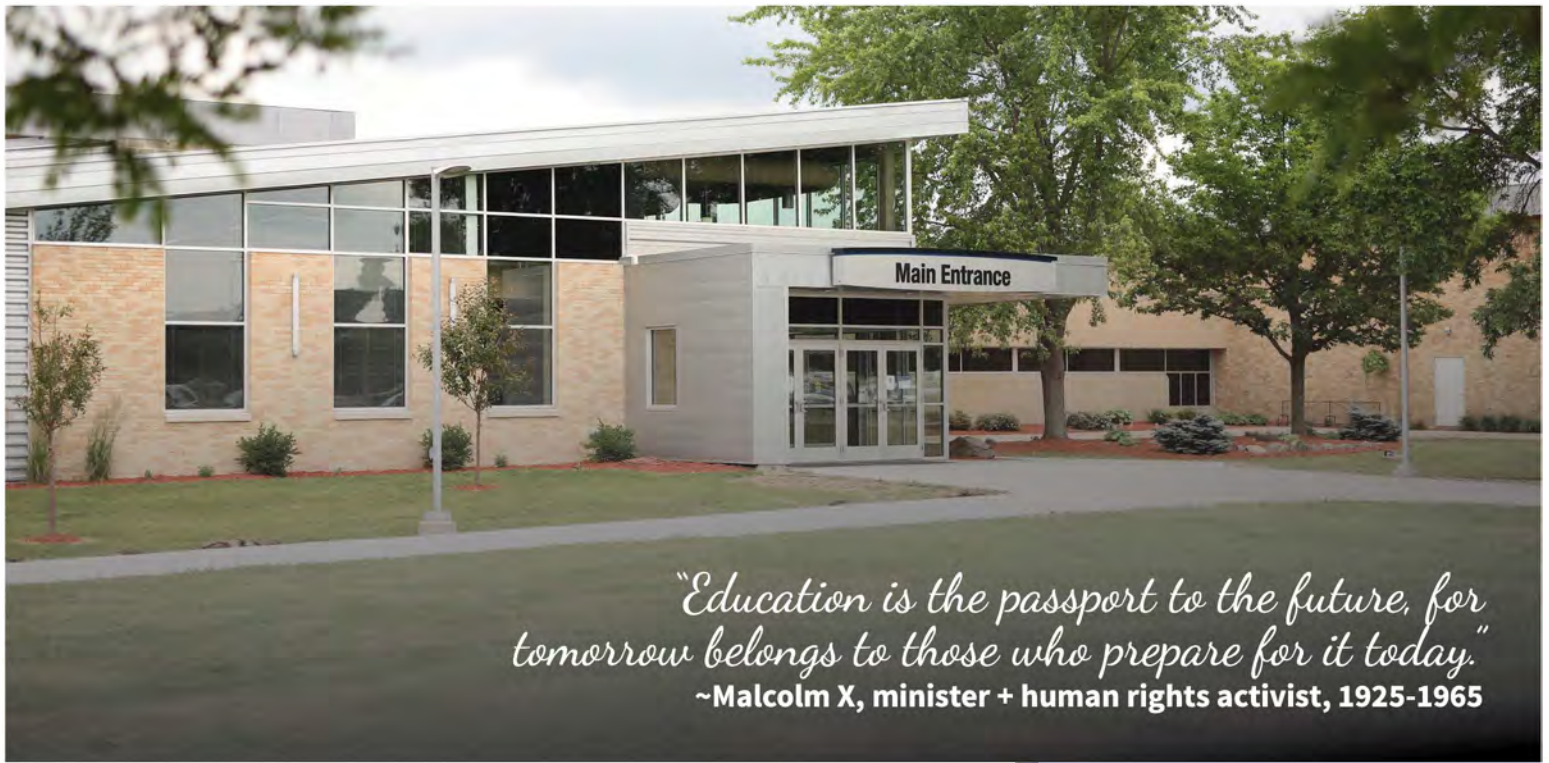
# Wisconsin Technical College System



**Main Entrance**

# STRATEGIC PLAN

## 2021-2024



*“Education is the passport to the future, for tomorrow belongs to those who prepare for it today.”*  
~Malcolm X, minister + human rights activist, 1925-1965

## FOCUSED DIRECTIONS

### OUR VISION

Building futures as your college of choice, one learner, one employer, and one community at a time.

### OUR MISSION

Northcentral Technical College provides high-quality, learner and employer focused, educational pathways committed to enriching lives and strengthening the economy.

### OUR CORE BELIEFS & VALUES

**Learner focus:** We believe in and promote an engaging life-long learning environment that supports learners as they realize their educational and career goals.

**Continuous improvement:** We believe in and promote the continuous improvement of learning, support systems and processes to meet learner, employer and community needs.

**Ingenuity:** We believe in and promote a learning environment that fosters innovation and entrepreneurship.

**Access:** We believe in and promote flexible educational opportunities to serve all learning communities.

**Service to community:** We believe in and promote service to our communities through leadership, collaboration and volunteerism.

**Diversity:** We believe in and promote an inclusive environment that celebrates, embraces and respects individual differences.

**Culture of professionalism:** We believe in and promote a culture of knowledgeable, forward-thinking, accountable, caring and collaborative employees who act with integrity and respect.

**Advocacy:** We believe in and promote the success of our learners, employers and communities.

## ABOUT NTC

- Established in 1912
- Serves all or part of 10 counties over 5,900 sq. miles
- 6 campuses in Wausau, Antigo, Medford, Phillips, Spencer, and Wittenberg
- 3 Centers of Excellence in wood technology, public safety, and agriculture
- 27,000+ individuals received education and training in 2019-2020
- 1,426 students graduated from a WTCS-approved program in 2019-20
- 820 businesses served in 2019-20
- Train essential workers in agriculture, healthcare, business, public safety, automotive, human services, manufacturing, engineering, transportation, public services, and liberal arts
- Accredited by the Higher Learning Commission + program accreditors

# EDUCATION 4.0: DIRECTING OUR FUTURE

Cyber-physical systems are changing how industry works, thus affecting skills required by employees. 60% of all occupations will have at least 1/3 of activities automated due to the 4th industrial revolution (Industry 4.0)—manufacturing, healthcare, information technology, agriculture, etc. Industry 4.0 impacts the technical and critical thinking skills needed by the workforce as technology provides constant connection, flexibility, and adaptability and teamwork requires problem solving, social, and process skills.

Education 4.0 is about evolving with the times, and for NTC this means understanding and providing the education and training our learners need to impact businesses and communities.

By aligning teaching and learning methodologies with the evolving skills needed by the workforce, NTC can successfully prepare its learners to support and lead Industry 4.0 initiatives. This includes remote learning, flexibility, accountability, good time management, project-based learning, personalization, and analytics—not only in what is being taught, but also in how it is taught.

“NTC is a key part of the solution to the...region’s most urgent challenge over the next decade: developing a pipeline of skilled workers to support the needs of current and future employers...”

~Greater Wausau region economic development strategic plan, 2019

## WE LISTENED TO WHAT YOU TOLD US...

...through listening sessions, surveys, 1-on-1 conversations, group discussions and reviewing others’ strategic plans, as well as through research and data analysis.

- Business + industry
- Chambers of Commerce
- Counties/Cities/Towns
- Wisconsin 2- and 4-year colleges and universities
- Region-wide K12 school districts
- Parents of K12 students
- Associations/organizations
- Workforce development boards
- NTC advisory committees
- NTC students
- NTC staff
- NTC Inclusion Committee
- NTC Board of Trustees

## SUMMARY OF FINDINGS

- Our district has strong industries that provide ample jobs and good living wages, many with plans for growth, thus opportunities for NTC graduates are plentiful.
- However, employers struggle to find sufficient numbers of skilled workers to maintain and grow success, therefore hindering business expansion and slowing the attraction of new companies into the area.
- Employers of our learners—traditional college students, incumbent workers, individuals re-careering, and those seeking professional and/or personal development—want them to possess skills that support success in their endeavors in the workforce and their communities: communicating effectively, thinking critically, modeling integrity, respecting diversity.
- Employers—especially small and entrepreneurial businesses—are challenged by the pace of change in technology, trends, and client expectations; they need technical assistance in utilizing existing processes and practices to maximum capacity, exploring new opportunities, and implementing strategies with an up-scaled workforce.
- Our region’s population growth is stagnant; it is not projected to increase substantially over the next five years, a large number of individuals are retiring, and high schools are graduating smaller classes.
- Central Wisconsin has low racial diversity overall; however, many K-12 schools are serving increasingly diverse populations.
- NTC has a growing population of under-resourced learners needing aid and advocacy in pursuing educational and career goals.
- The district’s primary and secondary schools have limited resources and are looking for innovative ways to promote career technical education exploration, offer accelerated and affordable credential attainment for students, and strengthen professional collaboration.
- Our region has insufficient broadband infrastructures for remote learning and working.
- Students, staff, and communities have an increased need for services that support mental health, food insecurity, health + wellness, dependent care, and affordable housing.
- Our students and staff have multiple commitments vying for their time and attention—dependent care, careers, health issues, resources, support systems—and are looking for new opportunities for flexibility, efficiencies, collaborations, and customization.
- NTC students, alum, employees, and partners are proud of their connection to the College.
- Staff, donors, and partners are passionate about providing excellent, quality education and support services to increase student success, economic development, and community vibrancy



## TEAM ACTION PLANS AND INDIVIDUAL ACTION PLANS

### NTC'S WILDLY IMPORTANT GOALS (WIGs)

NTC adopted three wildly important goals in 2018, goals that all College departments and individuals focus on to affect change through 2022. NTC was the first Wisconsin technical college to embrace and adopt WIGs college-wide, knowing that every employee impacts the College's mission. Staff were trained to implement the 4 disciplines of execution:

1. Focus on the wildly important
2. Act on the lead measures
3. Keep a compelling scoreboard
4. Create a cadence of accountability

These WIGs offer measurable goals that are tracked and shared throughout the year and adjusted as needed. Each team creates, implements, and evaluates Team Action Plans (TAPs) annually that they can influence and align under one or more WIGs. Teams, supervisors, and the College Advancement Team review and analyze TAPs to identify strategies and activities that were successful so promising and best practices can be shared with other programs, departments, and partners. During the 2021-22 academic year, the College will gather quantitative and qualitative data to inform new / renewed WIGs.

## WILDLY IMPORTANT GOALS

NTC's WIGs strengthen student success, our workforce, and our infrastructures. The new and enhanced Strategic Directions provide focus for which these WIGs can work to impact our communities. WIGs are monitored and evaluated to determine impact.

### WILDLY IMPORTANT GOALS

- Increase Student Success: Increase 3-year graduation rate for all WTCS-approved programs from 42% to 50% by 6.30.2022
- Grow Skilled Workforce: Increase FTEs from 2,799 to 3,058 by 6.30.2022
- Strengthen infrastructure: Streamline College-wide processes to increase the safety, sophistication and efficiency of learning and work environments by 6.30.2022

### Strategic Directions

- Learner success
- Diversity, Equity + Inclusion
- Access
- Collaboration
- Innovation + Growth
- Advocacy

## (RE)NEW STRATEGIC DIRECTIONS

The voices, responses, observations, data and research have been analyzed and synthesized into six new/enhanced Strategic Directions to lead NTC in and through the next 2 1/2 years. These Directions are reviewed individually here, but their power is found when woven together with blurred lines and overlapping intention.

The Strategic Directions are deliberately broad in order to support and include the various types of stakeholders NTC collaborates with and serves (accreditors, alum, businesses, communities, donors, employees, funders, government, K16, non-profit organizations, parents, students) through various education and services (academic programs, continuing education, dual credit, professional development, transfer, workforce training) provided through various means (apprenticeships, classes, clinicals, collaboration, conferences, face-to-face, group, hybrid, internships, labs, lectures, one-on-one, online, virtual, workshops, certificates, technical diplomas, associate degrees) by various teams (Learning, Student Services, Facilities, Finance, Human Resources, Information Technology, Marketing + Public Relations, College Advancement, and the NTC Foundation).

These Strategic Directions provide focus for the College's Wildly Important Goals (page 3) so deliberate action can be made by teams and individuals to make a positive impact.

## LEARNER SUCCESS:

### **PROVIDE TIMELY AND RELEVANT EDUCATION, TRAINING, AND SERVICES WITHIN SAFE AND SECURE LEARNING ENVIRONMENTS.**

- Relevant programs and training—offer new educational opportunities to meet shifting workforce needs; enhance curriculum to include evolving technical skills and expected success skills; provide training when and where the learning is needed; create seamless matriculation and articulation systems
- Support services—ensure physical and cyber learning environments are secure; increase access to online and face-to-face services that support health and well-being
- Virtual College—provide additional online learning programs; strengthen online advising and tutoring; implement strategies to support technology needs
- Academic excellence—ensure relevancy to industry; deliver high quality curriculum through effective and appropriate and effective methodologies; provide professional development to enhance teaching and services; increase equity and inclusion conversations

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## DIVERSITY, EQUITY + INCLUSION:

### **IDENTIFY AND REDUCE OBSTACLES WITHIN LEARNING AND WORKING ENVIRONMENTS, AND ACTIVELY PROMOTE PURPOSEFUL DIVERSITY AWARENESS AND CONVERSATIONS.**

- Inclusion Committee—revitalize diversity committee with concrete expectations and autonomy; identify and implement a plan to minimize barriers; lead uncomfortable conversations; strengthen the culture of acceptance; review data and provide a metric for continuous improvement
- Professional development—host offerings that strengthen awareness, provide growth, and open dialogue; reveal relevant opportunities, elevate equity, activate diversity, and lead inclusively
- Culture advancement—ensure curriculum intentionally encourages inclusion and provides opportunities for exploration and discussion; recruit and employ diverse faculty and staff; enroll diverse learners; actively participate in diverse community collaborations

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## ACCESS:

### **FOSTER THE ABILITY TO LEARN, TRAIN, AND WORK ANYWHERE AND ANYTIME THROUGH TRAINING, CONNECTION, FLEXIBILITY, AND INNOVATION.**

- Technology hubs—implement solutions to the lack of broadband access; create technology hubs within our campuses that promote entrepreneurship, creativity, innovation, and learning; provide easy access and information technology support to learners, partners, and the community; create access to Industry 4.0 smart factories/learning at regional campuses and partner sites
- Learning delivery—expand access to learning during nontraditional times, in nontraditional ways and in nontraditional places; enhance efficiencies and impact of needed face-to-face learning; create learning communities that promote networking and engagement

## COLLABORATION:

### **CREATE, CULTIVATE AND STRENGTHEN INTENTIONAL, MUTUALLY BENEFICIAL PARTNERSHIPS AND PRACTICES.**

- Business + industry—Strengthen and increase opportunities for career exploration and on-the-job training through internships, clinicals, apprenticeships, job shadowing and mentoring; ensure curriculum represents relevant application in the workforce; enhance graduation-to-workforce practices; cultivate relationships that support donations of human, financial and material resources and expertise
  - Colleges + universities—Develop and strengthen seamless and beneficial transfer opportunities, awareness, and promotion; create unique collaborations that accelerate degree completion and allow for team-teaching opportunities; share expertise and application
  - Community organizations—Build strategies that align with and support our community partners including chambers of commerce, economic development agencies, non-profits, and others that improve our communities' social health, well-being and overall functioning; participate in community activities to build a multidimensional awareness of regional resources to impact challenges and initiatives; actively discover and implement opportunities to move toward shared goals
  - K12—Increase high school offerings to attract and strengthen the number of students who stay in our communities after graduation to attend college, begin their careers, and or impact their communities; equip K12 faculty and staff with the awareness, knowledge, abilities, tools, and resources needed to promote and provide career information and skills to support employers within our region
- 

## INNOVATION + GROWTH:

### **APPLY RESEARCH, IMPLEMENT NEW TECHNOLOGIES, ENCOURAGE CREATIVE INTELLECTUAL EXPLORATION, AND PROVIDE LEADING-EDGE EDUCATION.**

- Data-informed decision-making—Broaden and deepen predictive analytics to identify behaviors that put students at risk of not succeeding and implement interventions that increase success; use quantitative data to begin conversations for change, then use qualitative data to deepen and widen awareness and solutions; find gaps between success and challenges, then implement strategies to narrow those gaps; identify and reinforce indicators of success in the classroom and workforce; provide training on the use of and analysis of data
  - Intellect + experience—Tap into the innovative ingenuities of staff, students and partners; identify others who have promising and best practices, learn from them, then customize practices to NTC's culture and communities; embrace and pilot new ideas; encourage informed risk taking
  - Trends to practices—Identify, support, teach, and implement business, industry, social, and cultural trends; evaluate and assess processes and practices for continuous improvement
- 

## ADVOCACY:

### **ACTIVELY PROMOTE POLICY AND PRACTICE CHANGES THAT IMPACT EDUCATION.**

- Learners—Formalize increased junior status articulation agreements; identify credit for prior learning and experience; ensure non-duplication of learning; offset educational costs
- Infrastructure—Create spaces for learning and growth supported with sufficient technologies; ensure safety and security of cyber and physical spaces; secure appropriate fiscal resources needed to lead and support initiatives; implement plans of action to increase awareness of NTC's services, programs, career opportunities, partnerships, and brand
- College/program accreditation—Align with requirements for excellence; identify changes to align with industry needs; hire staff who promote quality and success
- NTC policies and practices—Reduce barriers and increase impact; ensure cross-training and succession; use technology to increase efficiencies, consistencies, and accountability



*"Collaboration strengthens, promotes success and sustainability and launches solutions more quickly with a greater impact."*

**~Dr. Lori A. Weyers , NTC President**

## **NORTHCENTRAL TECHNICAL COLLEGE**

NTC staff take the College's mission and their responsibilities seriously. They are passionate and dedicated to the success of our learners and communities. They are determined, committed, and innovative as they combine personal experiences with professional development to continuously improve strategies to bring about positive change. Although still referenced as a best kept secret, NTC enjoys strong collaborations with partners who equally believe in the power of education as the great social equalizer.

***We are the College that cares.***

## **EVALUATION + ANALYSIS**

NTC practices continuous assessment and improvement. An evaluation and analysis of the successes and challenges of the work implemented toward the College's Strategic Directions and Wildly Important Goals will be presented to the Executive Leadership Team and Board of Trustees annually; a Board Dashboard will be created and adopted through 2023 to track and report data important to transparency and accountability; and the Strategic Plan for 2021-2024 will be reviewed twice a year by the Executive Leadership Team in order to ensure it remains nimble, proactive, and responsive to changing/shifting economies, environments, trends, and needs. Best and promising practices will be shared with staff, advisory committees, donors, and external partners in order to broaden impact.



**Antigo:**

■ **Antigo, East Campus**

**Wood Technology  
Center of Excellence**

312 Forrest Avenue  
Antigo, WI 54409  
715.623.7601

**Medford:**

■ **Medford, West Campus**

1001 Progressive Avenue  
Medford, WI 54451  
715.748.3603

**Phillips:**

■ **Phillips, North Campus**

1408 Pine Ridge Road  
Phillips, WI 54555  
715.339.4555

**Wausau:**

■ **Wausau, Central Campus**

**Advanced Manufacturing &  
Engineering Center of Excellence**

**Center for Business & Industry**

**Center for Geriatric Education**

**Center for Health Sciences**

1000 W. Campus Drive  
Wausau, WI 54401  
715.675.3331

**Agriculture  
Center of Excellence**

6625 County Road K  
Wausau, WI 54401  
715.675.3331

**Diesel Technology Center**

3353 Geischen Dr  
Wausau, WI 54401  
715.675.3331

**Merrill:**

■ **Public Safety  
Center of Excellence**

1603 Champagne Street  
Merrill, WI 54452

**Spencer:**

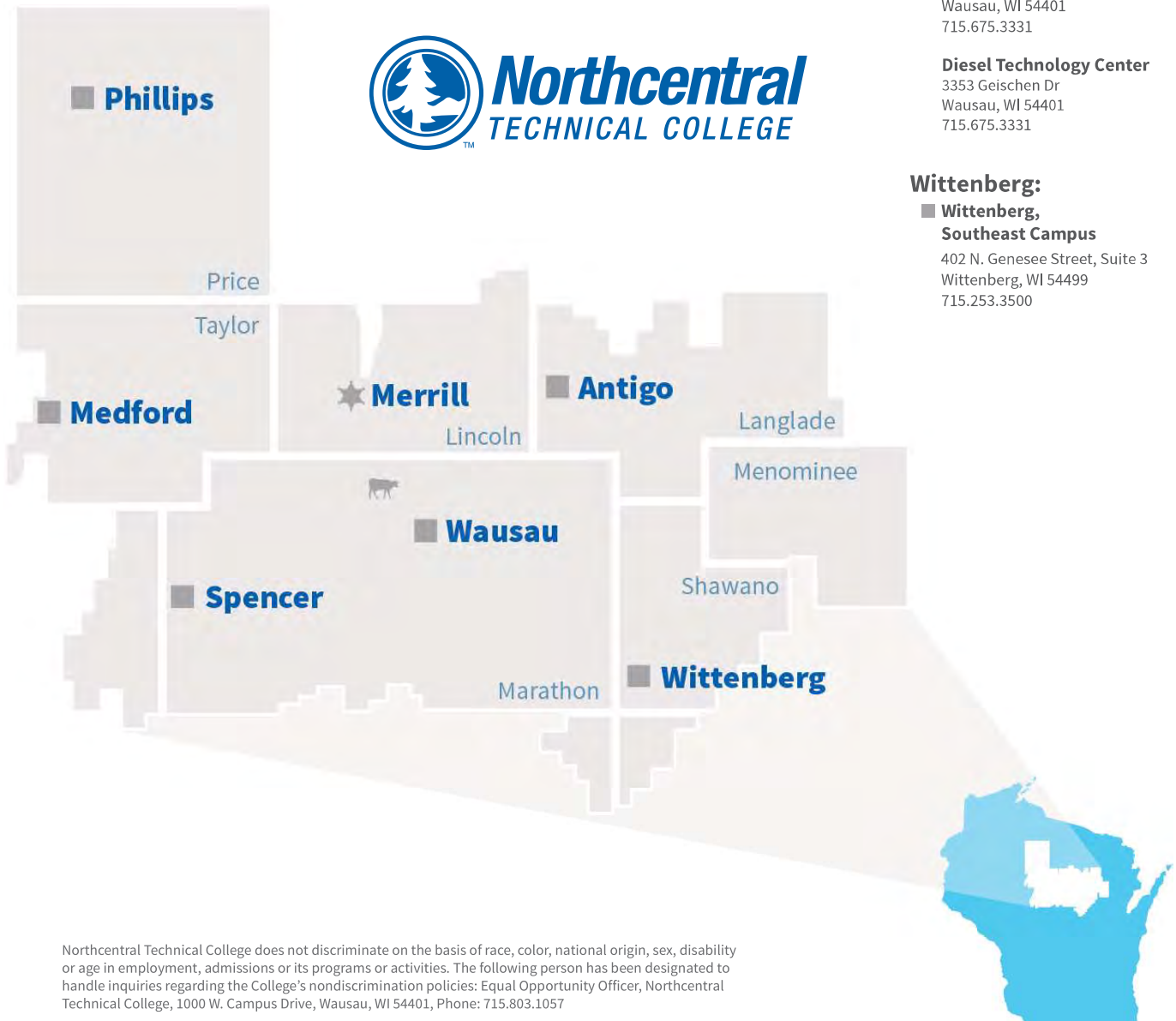
■ **Spencer, Southwest Campus**

808 N. Pacific Street  
Spencer, WI 54479  
715.659.5120

**Wittenberg:**

■ **Wittenberg,  
Southeast Campus**

402 N. Genesee Street, Suite 3  
Wittenberg, WI 54499  
715.253.3500



Northcentral Technical College does not discriminate on the basis of race, color, national origin, sex, disability or age in employment, admissions or its programs or activities. The following person has been designated to handle inquiries regarding the College's nondiscrimination policies: Equal Opportunity Officer, Northcentral Technical College, 1000 W. Campus Drive, Wausau, WI 54401, Phone: 715.803.1057

# NORTHCENTRAL TECHNICAL COLLEGE

## Accreditation & Continuous Quality Improvement at NTC

Northcentral Technical College is institutionally accredited by the Higher Learning Commission (HLC). NTC's institutional accreditation is reaffirmed by HLC through 2022-23. In working with HLC the College has benefited from building on positive improvements through HLC's Academic Quality Improvement Program (AQIP) Pathway of accreditation and more recently through HLC's Open Pathway of accreditation. The Open Pathway also focuses on quality improvement, as institutions identify and complete an ongoing Quality Initiative Project. NTC has identified scaling the College's Guided Pathway efforts to help students determine, enter, persist, and complete their chosen field of study. The Quality Initiative Project will focus and guide continuous quality improvement efforts at the College over the next several years.

In spring 2016, NTC took the next step in continuous quality improvement by joining Achieving the Dream, a network of more than 200 community colleges in 35 states helping community colleges focus efforts on student success and completion. Achieving the Dream provides a framework for integrating college-wide student success efforts and tracking progress and benchmarking results. Previously, NTC aligned its accreditation quality projects with its Achieving the Dream student success and completion strategies to leverage both the Achieving the Dream national network and the continuous improvement best practices of AQIP. Moving forward, NTC will leverage best practices learned through Achieving the Dream to align with its Quality Initiative Project and other continuous quality improvements at the College.

### Continuous Quality Improvement at NTC

Continuous Quality Improvement is a College Strategic Direction. At NTC, quality is strategic, integrated, and intentional in how NTC employees approach their tasks. Quality is embedded in the culture of the College and its key processes and starts at the top of the organization with the President. The quality philosophy spills down to the Executive Leadership Team (ELT) and to employees and is engrained in how the College plans, evaluates, and executes tasks. The heart of NTC's quality journey is its evaluation model that provides an ongoing process of data collection, analysis, and continuous improvement. To promote student success, a College-wide conscious effort to stay well-informed of performance along each step within the student pathway (developmental education through student graduation and transfer) is systematically examined for effectiveness and quality and is guided by learner needs utilizing the Deming cycle of Plan-Do-Check-Act. The following evaluation and strategic planning processes support continuous quality improvement at NTC:

**Instructional Vitality Process:** The Instructional Vitality Process (IVP) is an annual program evaluation to promote continuous improvement that is facilitated by members of the Academic and College Effectiveness Team. The evaluation includes program data regarding student success (course completion, drop reasons, fall-to-spring retention, 3-year graduation) and program health (enrollment trends, graduate success, cost per FTE). In addition, as survey results and feedback (CCSSE, Graduate Follow-up, Advisory Committee input, etc.) become available they are shared with internal stakeholders to be used for continuous improvement efforts. Faculty formally analyze Instructional Vitality Process data each fall, prior to developing

# NORTHCENTRAL TECHNICAL COLLEGE

## Accreditation & Continuous Quality Improvement at NTC

### (Continued)

the Wildly Important Goals (WIGs) that their team will focus on for the year and prior to any curriculum modification.

**Team Action Plans and Wildly Important Goals:** The Executive Leadership Team establishes institutional goals that will be reflected on departmental or academic Team Action Plans. Beginning in 2018-19, the Team Action Plans are in the form of Wildly Important Goals (WIGs). These institutional goals are aligned with the Strategic Directions of the College. Each department or academic team documents their Wildly Important Goals that align with the institutional Wildly Important Goals on their Team Action Plan. Team Action Plans are developed in the fall, monitored throughout the year to ensure institutional goals are met, and are used to inform the Team Action Plan and Wildly Important Goals for the following academic year.

**Employee Performance Management:** Individual employee performance management provides a mechanism for supervisors and employees to monitor progress at the employee-level. The model, which ties personal performance to team Wildly Important Goals, is designed to create an ongoing evaluation conversation that promotes continuous improvement at the employee level.

**Stakeholder Satisfaction & Environmental Scanning Data:** NTC systematically gathers, analyzes, and prioritizes stakeholder feedback. Listening Sessions help the College identify community/stakeholder, employer, graduate, employee, and student concerns. NTC gathers feedback with College-wide student and employee surveys, alternating between the two each year. NTC utilizes Economic Modeling Specialists International (EMSI) software to monitor district educational, economic, and labor market trends. In addition, NTC collects qualitative environmental scanning data.

### **Connecting NTC's Key Planning and Continuous Improvement Processes**

Quality is linked with NTC's planning processes in order to promote student success. The NTC Board of Trustees develops and approves a strategic plan to achieve the College's mission and goals based on stakeholder needs. After the Board sets College Strategic Directions, the Executive Leadership Team identifies operational strategies to support these Strategic Directions. From the Executive Leadership Team's identified College-wide Wildly Important Goals, the process cascades down to the department or academic team level to support the College-wide goals. Both the Executive Leadership Team and individual teams determine quality initiatives identified through the Instructional Vitality Process, stakeholder feedback and environmental scanning data, or best practices learned from others (such as through the WTCS Student Success Center, Achieving the Dream, or through professional development). Team Action Plans and Wildly Important Goals provide a centralized location for both teams and supervisors to document priorities, thereby providing accountability for completing initiatives. The individual Performance Management process supports the College and team goals.

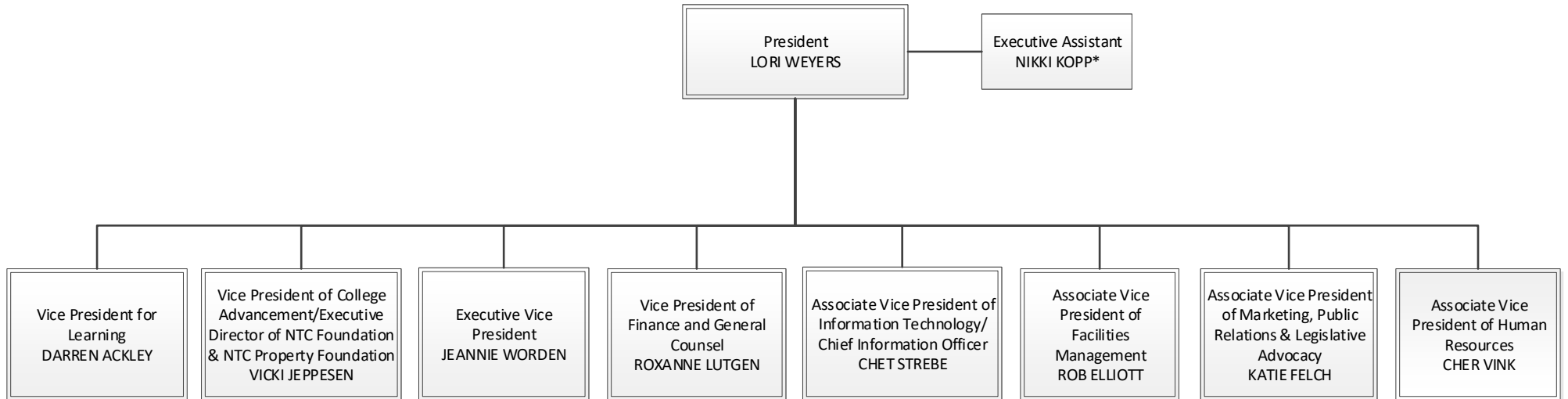
# NORTHCENTRAL TECHNICAL COLLEGE

## Accreditation & Continuous Quality Improvement at NTC

(Continued)



# NORTHCENTRAL TECHNICAL COLLEGE Organizational Chart



\*Also provides administrative support to the Executive Vice President

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Student Enrollment Statistics**  
**2021-2022**

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
<u>Head Count Enrollments</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated (5)</u>	<u>Projected</u>
Postsecondary (1)	9,311	9,903	9,962	10,060	9,500	10,000
Basic Education (2)	5,391	4,584	4,653	4,947	4,600	4,800
Continuing Education (3)	9,074	9,154	9,458	7,845	5,500	8,900
<b>TOTAL (4)</b>	<b>23,776</b>	<b>23,641</b>	<b>24,073</b>	<b>22,852</b>	<b>19,600</b>	<b>23,700</b>
<u>Full-Time Equivalent Enrollments</u>						
Postsecondary (1)	2,695	2,558	2,345	2,351	2,265	2,335
Basic Education (2)	450	403	355	411	390	400
Continuing Education (3)	97	121	98	100	60	82
<b>TOTAL</b>	<b>3,242</b>	<b>3,082</b>	<b>2,798</b>	<b>2,862</b>	<b>2,715</b>	<b>2,817</b>

(1) Postsecondary: Students enrolled in courses at the associate degree, technical diploma, apprenticeship, and certificate levels.

(2) Basic Education: Students enrolled in remedial courses.

(3) Continuing Education: Students enrolled in courses for personal development to increase job skills or to learn new skills.

(4) The headcount listed above is unduplicated within the category, but many students enroll in several categories. The total unduplicated headcount is as follows: 2016-2017 18,574, 2017-2018 19,071, 2018-2019 19,220, 2019-2020 17,801, 2020-2021 15,500 (estimated), and 2021-2022 19,200 (projected).

(5) Estimated numbers as of April 2021 (week #46); fiscal year end numbers will be available in August of 2021.

# NORTHCENTRAL TECHNICAL COLLEGE DISTRICT

## Degree/Diploma Program Offerings

### 2021-2022

#### OUR OFFERINGS

Northcentral Technical College has over 200 programs and certificates in the Business, Service Occupations, and Trades and Technical Areas. Many of these programs have qualities that are unique to the state and to the country. Following is a list of the programs offered:

#### ASSOCIATE DEGREE PROGRAMS

Accounting	Electromechanical Technology	Mechanical Design Engineering Technology
Administrative Professional	Fire Medic	Medical Laboratory Technician
Agri-Business	Fire Services Leadership	Nursing
Architectural Design & Technology	Foundations of Teacher Education	Legal Studies/Paralegal
Automation Systems Technology	Graphic Communication Technologies	Paramedic Technician
Automotive Technology	Human Resources	Radiography
Business Analyst	Human Services Associate	Safety Engineering Technology
Business Management	Individualized Technical Studies	Sign Language Interpreting in Education
Civil Engineering Technology	IT - Computer Support Specialist	Small Business Entrepreneurship
Criminal Justice Studies	IT - Cybersecurity Specialist	Sports and Recreation Management
Crop Science	IT - Network Specialist	Substance Use Disorder Counselor (SUDC)
Culinary Arts	IT - Software Developer	Supply Chain Management
Dairy Science	IT - Web Designer	Technical Studies-Journey Worker
Data Analytics	Law Enforcement in the 21st Century	Veterinary Technician
Dental Hygienist	Leadership Development	Video Production
Diesel Technology	Manufacturing Engineering Technology	Welding Fabrication & Robotics
Digital Marketing	Marketing	Wood Science
Early Childhood Education		

#### TWO-YEAR TECHNICAL PROGRAMS

Automotive Technician	Machine Tool Technics	
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#### ONE-YEAR TECHNICAL PROGRAMS

Accounting Assistant	Gas Utility Construction & Service	Medical Coding Specialist
Business Operations	Hospitality Specialist	Medical Office Specialist
Cosmetology	Human Services Assistant	Office Assistant
Culinary Assistant	Industrial Electronics & Maintenance Technician	Substance Abuse Counselor Education
Diesel Equipment Mechanic	IT - Computer Support Technician	Supply Chain Assistant
Early Childhood Teacher	Machine Tool Operation	Surgical Technologist
Electrical Power Distribution	Manufacturing Technician	Welding
Emergency Medical Technician - Paramedic	Medical Assistant	Wood Technology
Fire Science		

#### SHORT-TERM TECHNICAL PROGRAMS

Accelerated - Human Resource Management	Emergency Medical Technician	IT - Software Development Specialist
Accelerated - Leadership	Flux Core Arc Welding (FCAW)	IT - Web Design Specialist
Accelerated - Lean Organizations	Gas Metal Arc Welding (GMAW)	Manufacturing Basics
Accelerated - Supervision	Gas Tungsten Arc Welding (GTAW)	Marketing - Digital Internet Marketing
Advanced EMT	Healthcare Receptionist	Marketing - Digital Marketing Promotions
Applied Mechanical CAD Technician	Industrial Automation	Marketing - Social Media
Architectural Design Software	Industrial Environmental Engineering Technician	Nursing Assistant (CNA)
Automotive Maintenance and Light Repair Technician	Industrial Manufacturing Engineering Technician	Phlebotomy Technician
Basic Machining	Industrial Safety Engineering Technician	Quality Manufacturing
Construction Technologies	IT - Help Desk	Shielded Metal Arc Welding (SMAW)
Criminal Justice - Law Enforcement 720 Academy	IT - Junior Developer	Truck Driving
Crop Scout	IT - Network Technician	Welding Robotic Operation
Dental Assistant (Short-Term)		

**NORTHCENTRAL TECHNICAL COLLEGE DISTRICT**  
**Degree/Diploma Program Offerings (CONTINUED)**  
**2021-2022**

**APPRENTICESHIP PROGRAMS**

Dairy Grazier	IT - Service Desk Technician	Medical Assitant
Data Analyst	IT - Software Developer	Millwright/Maintenance Mechanic
Electrical and Instrumentation	Lubrication Technician	Plumbing
Industrial Electrician	Machinist	Tool & Die
Instrumentation	Maintenance Technician	

**CERTIFICATES**

Administrative Professional Customer Service	Equine Fundamentals	Medical Scribe Specialist
Agronomy	Esports Business Management	Metal Forming
Applied Design Software	Furniture Design and Craftsmanship	Microsoft Office
Applied Manufacturing & Design Concepts	General Studies Transfer	Multimedia & Computer Arts
Auto Collision Basics	Gerontology	Non-Profit Management
Auto Collision Technician	Google IT Support Professional	Office Technology Basics
Automation - Control and Communication	Hardwood Manufacturers	Patient Services Specialist
Basic Digital Photography and Digital Video	Hardwood Sawmilling	Plastics Injection Molding Technician
Basic Wood Manufacturing	Industrial Laser Operator - Machine Tool	Print Production
Bookkeeping Technology	Industrial Laser Operator - Welding	Production Planner
Business Administration	Internet Graphic Design	Professional Communication - Criminal Justice
Business Requirements Specialist	Intro to Graphics	Professional Communication - Digital Marketing
CDL Straight Truck	IT - A+ Exam Preparation	Professional Communication - Marketing
Clinical Lab Assistant	IT - Information Security	Professional Communication - Sign Language
CNC Router	Jail Academy	Project Management
Communication	Leadership Essentials	Promotional Graphic Design
Computed Tomography Imaging Clinical	Lean Manufacturing Leadership	Purchasing Agent/Buyer
Computed Tomography Imaging Non Clinical	Local Anesthesia for Dental Hygienists	QuickBooks
Counseling Skills in the Helping Profession	Logistics	Retail Operations
Critical Care Paramedic	Manufacturing Fundamentals	Service Sector Supply Chain Management
Data Analysis Specialist	Marketing - Basics	Small Business Bookkeeping
Digital Marketing Basics	Marketing - Promotions	Social and Behavioral Science
Early Childhood Education - The Registry Preschool	Marketing - Sales Representative	SUDC Specialization
Electrical Maintenance	Materials Specialist	Supply Chain Operations Effectiveness
Emergency Medical Services Leadership	Mathematics	Technology Education Broad-Based Curriculum
Emerging Technologies	Mechanical Design Drawing Software	Youth & Family
Entrepreneurship Fundamentals		

**SPECIAL SERVICES**

Academic Resource Center	Career Services	Start College Now
Accommodations for Students with Disabilities	Counseling Services	Student Life
Advising Services	Diversity Services	Testing & Assessment Services
Alternative High School	English Language Learners (ELL)	Transfer Services
Campus Café	Financial Aid & Foundation Scholarships	Tutoring Services
Campus Store	Non-Traditional Occupations Services	Youth Apprenticeship
Career Coaches		

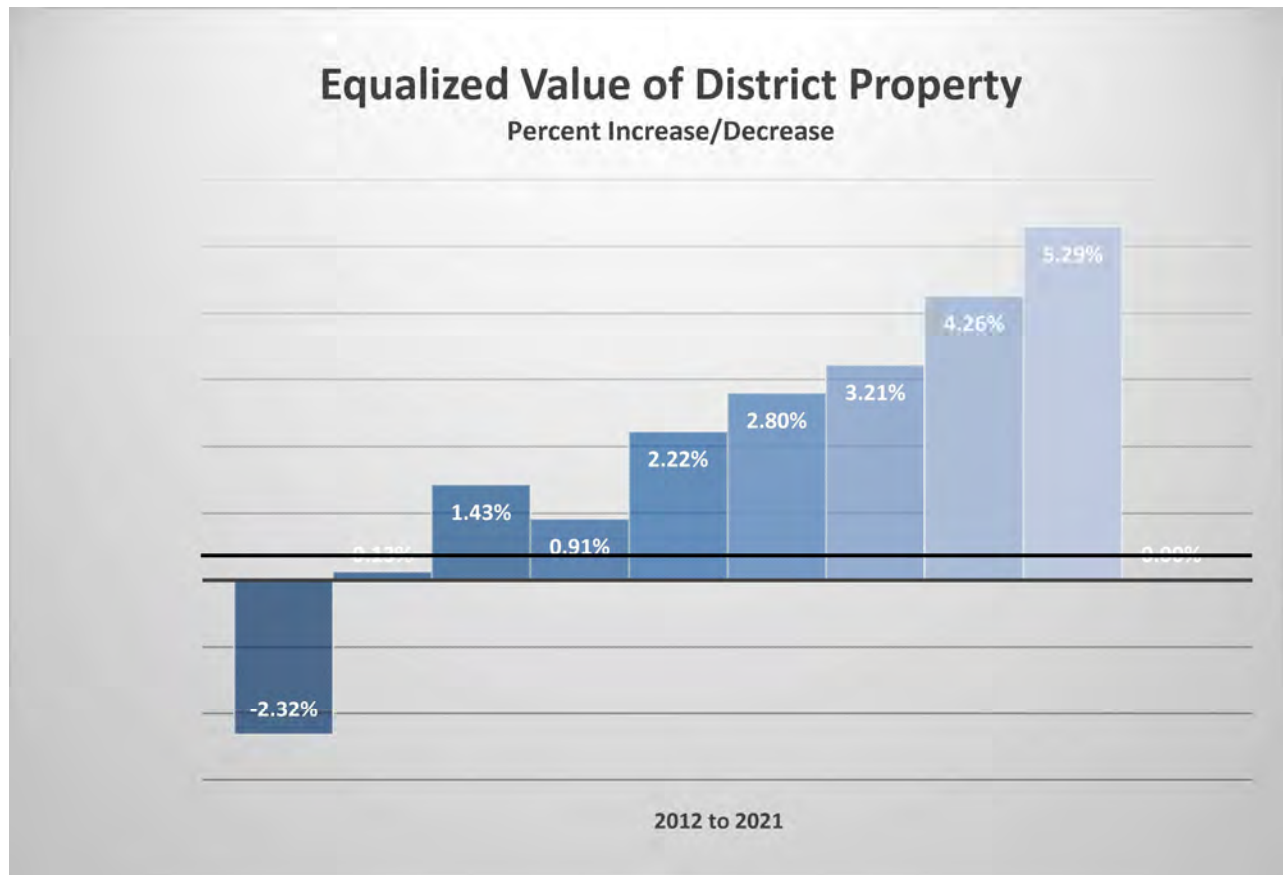
Northcentral Technical College also offers numerous non-degree program courses and seminars designed to meet the needs of business and citizens in the NTC taxing district.





**NORTHCENTRAL TECHNICAL COLLEGE**  
**Property Valuations and Mill Rates**  
**2021-2022 Budget Year**

Year		Property Valuation	Operational Mill Rate	Debt Mill Rate
2011-2012	Actual	\$15,235,061,955	1.49970	0.52281
2012-2013	Actual	14,881,761,339	1.49674	0.52576
2013-2014	Actual	14,900,465,191	1.51035	0.57486
2014-2015	Actual	15,113,021,324	0.62683 <sup>(1)</sup>	0.59124
2015-2016	Actual	15,250,959,190	0.63534	0.62575
2016-2017	Actual	15,589,508,123	0.63925	0.62620
2017-2018	Actual	16,025,457,462	0.64225	0.62620
2018-2019	Actual	16,540,469,445	0.63237	0.63005
2019-2020	Actual	17,244,992,207	0.63192	0.63817
2020-2021	Actual	18,157,430,905	0.62456	0.63817
2021-2022	Projected <sup>(2)</sup>	18,157,430,905	0.62456	0.63817



(1) Mill rate reflects a change in Wisconsin State Statutes providing a dollar for dollar reduction in property tax funding with an increase in state aid funding  
(2) Projected to remain the same

**NORTHCENTRAL TECHNICAL COLLEGE  
Property Tax Levy  
2021-2022 Budget**

TAX DISTRIBUTION BY FUND	2017-2018		2018-2019		2019-2020		2020-2021		2021-2022	
	Amount	Mill Rate	Amount	Mill Rate	Amount	Mill Rate	Amount	Mill Rate	Amount	Mill Rate
General Operations										
General Fund	\$8,992,280	0.56112	\$9,159,743	0.55378	\$9,597,520	0.55654	\$10,040,437	0.55297	\$10,040,437	0.55297
Special Revenue Fund - Operational	1,100,000	0.06864	1,100,000	0.06650	1,100,000	0.06379	1,100,000	0.06058	1,100,000	0.06058
Special Revenue Fund - Non-Aidable	200,000	0.01248	200,000	0.01209	200,000	0.01160	200,000	0.01101	200,000	0.01101
Capital Projects Fund										
Total General Operations	\$10,292,280	0.64225	\$10,459,743	0.63237	\$10,897,520	0.63192	\$11,340,437	0.62456	\$11,340,437	0.62456
Debt Retirement										
Debt Service Fund	\$10,035,141	0.62620	\$10,421,287	0.63005	\$11,005,237	0.63817	\$11,587,528	0.63817	\$11,587,528	0.63817
Total Debt Retirement	\$10,035,141	0.62620	\$10,421,287	0.63005	\$11,005,237	0.63817	\$11,587,528	0.63817	\$11,587,528	0.63817
Total Levy	\$20,327,421	1.26845	\$20,881,030	1.26242	\$21,902,757	1.27009	\$22,927,965	1.26273	\$22,927,965	1.26273

DISTRICT DESCRIPTION

Menominee County; Price County; Taylor County less the portion of the School District of Gillman, the School District of Flambeau, the Stanley-Boyd Area School District, the School District of Thorp, and the School District of Owen-Withee; Marathon County less the portion of the School District of Auburndale and the Unified School District of Marshfield; Langlade County less the portion of the School District of Elcho and the School District of Rhinelander; plus the portion of the School District of Colby, the School District of Loyal, the School District of Spencer, and the School District of Abbotsford in Clark County; the Merrill Area Common Public School District in Lincoln County; the Unified School District of Antigo, the School District of Bowler, and the Wittenberg-Birnamwood School District in Shawano County; the Rosholt School District in Portage and Waupaca Counties; and the School District of Tigerton in Shawano and Waupaca Counties.

<u>STATISTICS</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>
Equalized Valuation (TID Out)	\$16,025,457,462	\$16,540,469,445	\$17,244,992,207	\$18,157,430,905	\$18,157,430,905 (1)
Tax Levy Requested	20,327,421	20,881,030	21,902,757	22,927,965	22,927,965
Total Mill Rate	1.26845	1.26242	1.27009	1.26273	1.26273
Mill Rate -General Oper.	0.64225	0.63237	0.63192	0.62456	0.62456
-Debt Retire.	0.62620	0.63005	0.63817	0.63817	0.63817

(1) Projected to remain the same

# NORTHCENTRAL TECHNICAL COLLEGE

## Glossary of Terms

**Accreditation** – The assurance offered by recognized agencies that a college or program is of sufficient quality to earn the agency’s approval.

**Assessed Valuation** – The valuation set upon real estate or other property by the state through the Wisconsin Department of Revenue. This valuation is multiplied by the tax rates set annually by the board to determine and levy property taxes due. Assessed value may be different than market value.

**Auxiliary Services** – The expenditure function used to record costs for all activities of a commercial enterprise or of a proprietary nature, such as the campus store, campus cafe, and vending services.

**Bond Rating** – A level of risk assigned to general obligation promissory notes assessed by rating agencies. A higher bond rating indicates less risk.

**Bonded Debt** – The portion of outstanding indebtedness that includes general obligation bonds that are backed by approved, irrevocable future tax levies for debt service. General obligation promissory notes are not included in the calculation of bonded indebtedness.

**Budget** – A plan of financial operation representing an estimate of proposed expenditures for a given period and the proposed financing or revenues.

**Capital Outlay** – An appropriation and expenditure category for government assets with a value of \$5,000 or more and a useful economic lifetime of more than two years.

**Capital Projects Fund** – Accounts for financial resources used for the acquisition or construction of major capital assets and remodeling, other than those financed by enterprise or internal service funds.

**Current Expense** – Expenses that are not salaries, wages, or fringe benefits. Current expense examples include: supplies, travel, utilities, and insurance.

**Custodial Fund** – Used to record resources and related financial activity held in a custodial capacity, where funds are received, temporarily invested, and remitted to other parties.

**Debt Limit** – The maximum amount of gross or net debt legally permitted.

**Debt Proceeds** – Amounts received from the issuance of general obligation promissory notes.

**Debt Service** – Expenditures for the retirement of debt, as well as the interest payment on that debt.

**Debt Service Fund** – Accounts to measure the resources for and the payment of general long-term debt principal and interest.

**Deficit** – The excess of expenditures/uses over revenues/resources.

**Designated for Subsequent Year(s)** – A portion of this year’s unreserved fund balance to provide for the excess of expenditure and other financial uses over revenues and other financial sources budgeted in the next year(s).

**Encumbrance** – Obligation in the form of a purchase order, contract, or salary commitment that is chargeable to an appropriation and for which a part of the appropriation is reserved. The purchase order, contract, or salary commitment ceases to be an encumbrance when paid or when an actual liability is established.

**Enterprise Funds** – Accounts to measure net income for ongoing activities which are similar to those often found in the private sector and the services are provided primarily through user charges.

**Equalized Valuation** – The full value of the taxable property in the NTC district, as determined by the Wisconsin Department of Revenue. Full value less the value of tax incremental financial districts (TIF) is used for allocation of tax levy to municipalities in a taxing district.

## NORTHCENTRAL TECHNICAL COLLEGE Glossary of Terms (CONTINUED)

**Financial Accounting Manual (FAM)** – The FAM outlines accounting regulations that the sixteen technical colleges within the State of Wisconsin must follow.

**Fiscal Year** – A twelve-month period to which the annual operating budget applies and, at the end of which, a governmental unit determines its financial position and the results of its operations. NTC's fiscal year begins July 1<sup>st</sup> and ends June 30<sup>th</sup>.

**Full-time Equivalent (FTE)** – A student taking at least fifteen credits each semester or thirty credits per year. When total credits taken by all students are divided by thirty, the calculation produces a universal, comparable measure of enrollment that is used to assess productivity of different institutions.

**Function** – A group of related activities aimed at accomplishing a major service/activity for which a governmental unit is responsible, such as instruction or student services.

**Fund Balance** – The excess of assets over liabilities; may be reserved or unreserved.

**General Fund** – The primary operating fund of the district that reflects all financial activity not required to be accounted for in another fund.

**General Obligation Debt** – Long-term debt for facility upgrade and capital equipment backed by the full faith and credit of the district.

**Government Fund Types** – The general, special revenue, capital projects, and debt service funds.

**Institutional Revenue** – Revenue generated for contracts for instruction with business and industry, interest income, and miscellaneous user charges.

**Internal Service Fund** – Accounts to measure the financing and related financial activities of providing goods or services from one department to another department within the college on a cost-reimbursement basis.

**Levy** – The total amount of taxes or special assessments imposed by a government unit.

**Mill Rate** – Tax rate in mills (\$.001) per dollar of valuation. Mill rates are usually expressed in mills per \$1,000 of valuation. NTC has two components in its mill rate: Operational and Debt Service.

**Modified Accrual Basis** – An accounting method commonly used by government agencies that combines accrual-basis accounting with cash-basis accounting. Modified accrual accounting recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are occurred.

**NTC** – Northcentral Technical College.

**Net New Construction** – Includes changes to equalized value due to new building construction and land improvements less changes to equalized value due to demolition/destruction of building and removal of land improvements.

**Operating Funds** – The general and special revenue funds combined.

**Operating Transfers** – All interfund (between funds) transfers other than residual equity transfers (e.g. legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended).

**Operational Expenditures** – Salaries, fringe benefits, materials, supplies, services, and other expenditures related to district operations.

**Other Financing Sources** – Funds received from general long-term debt proceeds, transfers in, and reserves re-appropriated from fund balance. Such amounts are classified separately from revenues.

**Other Financing Uses** – Funds used for operating transfers out. Such amounts are classified separately from expenditures.

**Pro Forma Balance Sheet** – A statement that projects the college's balance sheet for a future period.

## NORTHCENTRAL TECHNICAL COLLEGE Glossary of Terms (CONTINUED)

**Reserve** – An account used to earmark a specific portion of fund balance to indicate that it is not available for other expenditures but is designated for a specific purpose.

**Retained Earnings** – An equity account reflecting the accumulated earnings of a proprietary (enterprise) fund.

**Revenue** – All funds that the district receives, including tax payments, fees for specific services, receipts from other governmental units, and interest income.

**Special Revenue Fund** – Accounts to measure the proceeds of specific revenue sources (other than debt service, major capital projects or expendable trust) that are restricted to expenditures for designated purposes because of legal or regulatory provisions. Special Revenue Funds consist of federal and state grants and business and industry contracts.

**Special Revenue Non-Aidable Fund** – Funds used to account for assets held by the district in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds, e.g. Federal financial aid.

**State Aid** – Funds made available by the Wisconsin state legislature for distribution to each Wisconsin Technical College district, based on a prescribed formula of distribution, to offset some portion of the instructional expenses.

**Statements** – Presentation of financial data that shows the financial position and the results of financial operations of a fund, group of accounts, or an entire entity for a particular accounting period.

**Statute** – A written law enacted by a duly organized and constituted legislative body.

**Surplus** – The excess of revenues/resources over expenditures/uses.

**Tax Incremental Financing District (TIF)** – Property within a municipality whose incremental growth in equalized valuation is excluded from the equalized valuation calculation when determining the amount of taxes to assess a municipality. Special statutes govern the creation of TIF districts.

**Tax Rate** – The amount of tax stated in terms of the unit of the tax base (mill rates).

**Tax Rate Limit** – The maximum rate at which a governmental unit may levy a tax.

**Taxes** – Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

**Tuition and Fees** – Revenue generated from charges to students. The Wisconsin Technical College System Board determines both rates.

**Wisconsin Act 145** – 2013 legislation providing \$406 million in property tax relief by removing this amount from the property tax rolls applicable to technical colleges and paying the same amount to the 16 technical colleges as state aid. Aid is allocated based upon the relative property value of each technical college district.

**Wisconsin Statutes – Chapter 65** - “Municipal Budget Systems” details the requirements for creating, publishing, adopting and amending government budgets.

**Wisconsin Technical College System (WTCS)** – The state system of sixteen technical colleges in various parts of Wisconsin.



### Antigo:

- **Antigo, East Campus**  
**Wood Technology Center of Excellence**  
 312 Forrest Avenue  
 Antigo, WI 54409  
 715.623.7601

### Medford:

- **Medford, West Campus**  
 1001 Progressive Avenue  
 Medford, WI 54451  
 715.748.3603

### Merrill:

- **Public Safety Center of Excellence**  
 1603 Champagne Street  
 Merrill, WI 54452

### Phillips:

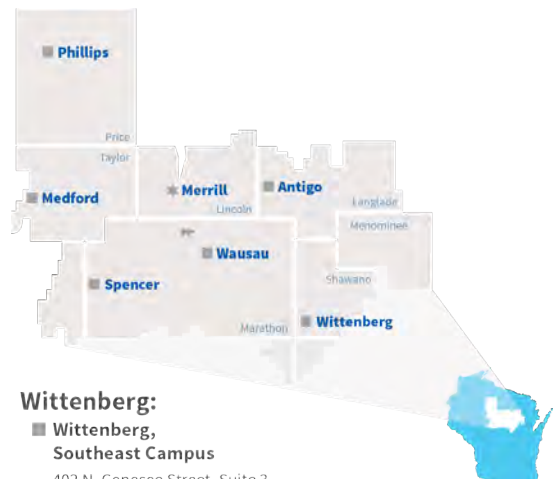
- **Phillips, North Campus**  
 1408 Pine Ridge Road  
 Phillips, WI 54555  
 715.339.4555

### Spencer:

- **Spencer, Southwest Campus**  
 808 N. Pacific Street  
 Spencer, WI 54479  
 715.659.5120

### Wausau:

- **Wausau, Central Campus**  
**Advanced Manufacturing & Engineering Center of Excellence**  
**Center for Business & Industry**  
**Center for Geriatric Education**  
**Center for Health Sciences**  
 1000 W. Campus Drive  
 Wausau, WI 54401  
 715.675.3331
- Agriculture Center of Excellence**  
 6625 County Road K  
 Wausau, WI 54401  
 715.675.3331
- Diesel Technology Center**  
 3353 Geischen Dr  
 Wausau, WI 54401  
 715.675.3331



### Wittenberg:

- **Wittenberg, Southeast Campus**  
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