



Northcentral
TECHNICAL COLLEGE

Budget & Planning 2023 - 2024



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Budget

*Linking NTC Strategic Planning
and Resource Allocation*

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District Budget 2023-2024
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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



2023-2024
BUDGET & PLANNING

Message from the Northcentral Technical College President and Board Chairperson

Dear District Community Members, Friends and Stakeholders -

We are pleased to present Northcentral Technical College's (NTC's) proposed budget for fiscal year 2024. 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 2023-24 Budget continues the College's tradition of excellence and sound fiscal management in support of the 2021-24 Strategic Plan and Strategic Directions including Learner Success; Diversity, Equity, Inclusion & Accessibility; Access; Collaboration; Innovation & Growth; and Advocacy. This budget includes an operating mill rate of 0.50436.

Additionally, the FY24 budget aligns teaching and learning methodologies with the evolving skills needed by the workforce to ensure that NTC can successfully prepare its learners to support and lead Industry 4.0 initiatives across all industry sectors. With an emphasis on student success, flexibility and state-of-the-art technology, the College is well poised to meet learner, stakeholder and community needs.

We thank you for your continued support of Northcentral Technical College. Working together, we can continue to ensure that north central Wisconsin is a wonderful place to live, learn and work.

Sincerely,



Jeannie Worden
NTC President



Tom Felch
District Board Chairperson

Mission, Vision, and Values

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

These guiding principles and values are inherent at Northcentral Technical College.

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

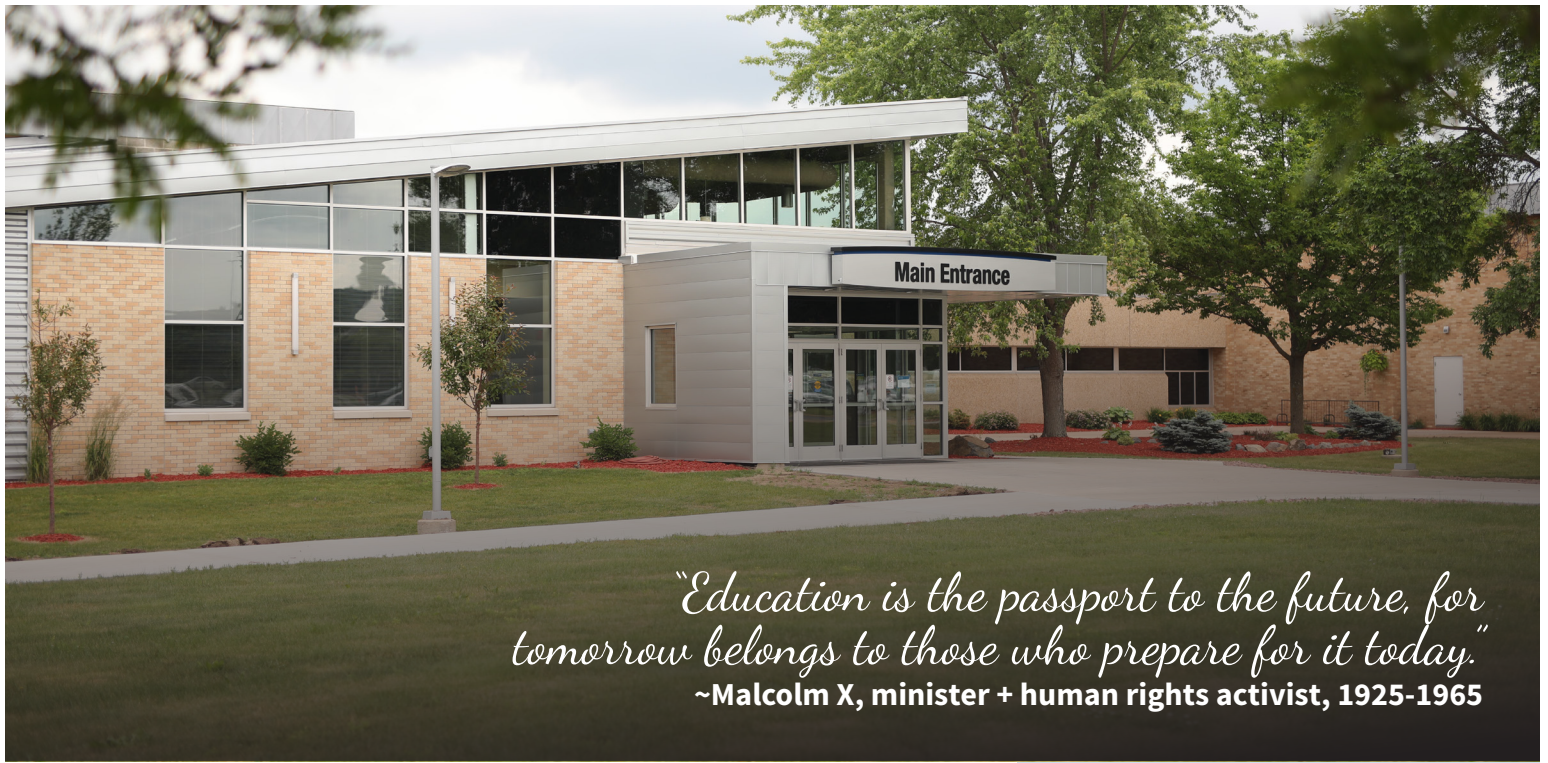
We believe in and promote the success of our learners, employers and communities.



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

Diversity, Equity, Inclusion + Accessibility: 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.

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 + Accessibility
- 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

DIVERSITY, EQUITY, INCLUSION +

ACCESSIBILITY:

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

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.

2022-2023 Mid-Year College-Wide Accomplishments

January 10, 2023

Learner Success

- Added course co/prerequisite information to program course list pages to help prospective students in planning their schedules.
- Successful launch of University Transfer Program. 50 new students enrolled in Fall 2022 (combination of our program and Madison College partnership).
- Celebrated National Transfer Week with a Transfer Fair that included 15 college partners, and 45 student participants in the week's various activities.
- Implementation of student progress tool allowing students and advisors to view percent of progress student has made toward credential completion.
- Decrease in Cohort Default Rate for FY2019 (from 8.5% to 2.0%).
- Improved CPL and Transfer pages on the website, launched option for prospective students to request an unofficial credit evaluation.
- Implemented Starfish flags for student engagement which can be sent to the Student Development team for direct outreach to engage students.
- Moved Alt High to the main campus. This will allow efficiencies in providing security coverage, introduces students to the college environment (hopefully increasing transition), saves operating costs, and eliminates the safety issues with students walking down the road without sidewalks to the bus stop.
- In Fall 2022, there are currently 44 Alt High students taking postsecondary classes in addition to their high school classes.
- Successfully hosted our Automotive Service Excellence (ASE) recertification visit and were recommended for our 5-year recertification.
- Developed and implemented a more robust lunch and learn format and rotation for our students utilizing our STEM Center and working with industry partners.
- Successful Accreditation Commission for Education in Nursing (ACEN) site visit for Nursing; recommended continued full accreditation.
- Open Educational Resources (OERs) were implemented for first semester nursing students.
- Completed 3-year nursing simulation clinical enhancement grant which included:
 - Hosting a nursing educator simulation conference
 - Installation of Pyxis machine
 - Virtual Reality equipment installed
 - Purchase of two ethnically diverse simulators
- Completed 2-year Career Pathways Nursing grant which included:
 - Purchase of Next Gen NCLEX preparation product for 3rd semester students
 - Increased tutoring for nursing students
- Radiography successfully completed a site visit with the Joint Review Committee on Education in Radiologic Technology (JRCERT) with an anticipated eight-year approval.
- Successfully completed the Faculty Quality Assurance System state office visit, with every area of code identified as "met." They commented that we were recognizably "innovative" and "a forward-thinking organization." They emphasized that these traits are "unique" in our system and they look to us to lead the way.

- Candidate Physical Ability Test (CPAT) continues its success, and the number of registrants this fall is five times higher than when the program started in 2019. Currently on track to beat fall comparable registrants from last year.
- In the 2021-2022 Fact-Book published by the WTCS, NTC is noted as ranking:
 - 3rd: Percent increase in headcount from last year
 - 5th: Total headcount in 2021-2022
 - 3rd: Non-post-secondary (AE/ELL) total headcount 21/22
 - 4th: Vocational-adult (CE/PD) total headcount 21/22
 - 3rd: Total headcount of justice involved students
 - 4th: Most academically disadvantaged students in the WTCS
- Completed the Veterinary Science Lab remodel at the Agriculture Center of Excellence, and currently working with Learning on attaining American Veterinary Medical Association (AVMA) Accreditation.
- Purchased and installed loafing sheds at the Agriculture Center of Excellence. The loafing sheds will allow the Veterinary program to bring in a variety of animal species for the students in the Veterinary Technician Program.
- Completed blacktop surfaces on the new CDL parking lot at the Public Safety Center of Excellence (PSCoE). This new lot will allow more area to store and park CDL trucks with electrical plugs for winter use. It will also allow for additional training areas when the EVOC track is in use by Public Safety.
- The Center of Excellence in Communication Technologies (Studio 7) is currently under construction with a ribbon cutting ceremony tentatively scheduled for March 2023.

Diversity, Equity, Inclusion + Accessibility

- Successful Veterans Affairs (VA) Audit and continued designation as a military friendly college.
- Created Timberwolf-to-Go option and relocated Timberwolf Table to the main building.
- Students + staff attended WisCORE, a WTCS conference on race and ethnicity.
- School of Learning Technologies, School of Engineering + Advanced Manufacturing and School of General Studies hosted engaging open house events for all NTC employees to learn about programs offered and tour facilities.
- Successfully awarded and began work on a National Science Foundation (NSF) grant ('Retooling Machine Tool') with a focus on supporting and developing manufacturing program access to underserved populations (in particular the southeast Asian population).
- Presented NTC's DEI rubric to General Education Deans at the bi-annual WTCS system-called meeting at the request of the state office.
- Presented at the Limitless Learning Summit to academic leaders from across the country on NTC's Affordable Educational Resources/Cengage Unlimited Initiative.

Access

- Improved website speed/performance by converting CSS background images to HTML responsive image elements and setting an HTML loading policy on large images. This will allow us to better serve students and community members with limited broadband connectivity.
- Enhanced Chatbot allowing student access to assistance 24/7.
- Regional Technology Centers in Antigo and Phillips have served over 150 individuals.
- Transitioned digital content provider to provide faculty + students increased access to content not available through Cengage.
- Developing new admission pathways for health programs to launch in Fall 2023.
- Revised Church Mutual Scholars program to allow current students to apply.

- Adjusted Promise Program application criteria to remove additional barriers. Currently have 79 applications for the 2023-2024 Promise program.
- Made improvements to our NTC Connect infrastructure to address issues discovered in our phase one rollout.
- Started a part-time Machine Tool section for full-time workers with six students enrolled in Fall 2022.
- Introduced Quality Technician Certificate as an embedded part of the Manufacturing Engineering Technology Associate Degree and expanding our Dual Credit options.
- Deployed Starfish Kiosks with badge scanners across service areas for enhanced data reporting and to streamline the check-in process.
- During the fall Timberwolves Care In-service Day, Public Safety + Community Services held an event at the PSCoE, and raised over \$700 to donate to Timberwolf Table as well as a large supply of non-perishable food items.
- Criminal Justice Academy conducted a fundraiser for 'No-Shave November' and raised over \$200 for Timberwolf Table.
- Continued flexibility in accommodating media requests in-person and online throughout evolving COVID case numbers.
- Continued education with software to ensure e-reader accessibility of designed documents.
- Awarded 245 scholarships totaling \$207,810 for the fall 2022 season.
- Collaborated with the Advising Team to re-structure the student emergency fund online application and disbursement process.
- Completed 2022 Employee Giving Campaign raising a total of \$100,830 (surpassing goal of \$82,000).
- Awarded over \$35,000 in student emergency funds (in addition to HEERF).
- Piloted a new component of A Day for NTC Students as a targeted campaign (for CDL, CNA, Veterinary Technician, Paralegal programs).
- Piloted the Sponsor-A-Scholar program in collaboration with Transfer + Placement.
- Piloted a new scholarship application process for students who enroll after the regular scholarship season has closed.

Collaboration

- Provided eight in-person Free Application for Federal Student Aid (FAFSA) completion events at regional campuses and one College Goal Wisconsin event in Wausau, serving 74 students.
- Exceeding pre-COVID event/activity participation with over 5,000 middle and high school students having participated in events in Fall 2022.
- Career Coaches have connected with over 3,800 current high school students.
- Development of Langlade County Human Resources Networking committee in partnership with Langlade County Economic Development Corporation.
- Planned and hosted NTC's fall Community Open House in-person.
- Dean of School of Agricultural Sciences, Utilities + Transportation has been appointed to the Governor's Wisconsin Agriculture Educational and Workforce Development Committee.
- Agriculture Center of Excellence, along with the Wausau Area Builders Association (WABA), hosted 800 students at the farm for Build My Future day.
- Agriculture Center of Excellence hosted 500-4th grade students at the farm for Food for America.
- Hosted Early Childhood Education Career + Job Exploration Day with roughly 23 volunteers from different child care settings and agencies. The nearly 50 attendees included community members, high school teachers and students, and NTC students.
- Started a Welding High School Academy at our Antigo campus in partnership with local high schools.

- Working on an Engineering Technology transfer pathway with UW-Stevens Point for completion in the Wausau area.
- Continued collaboration with the Greater Wausau Region Chamber of Commerce on the community powerhouse project.
- Facilitating short-term training options for Greenheck in partnership with Workforce Training + Professional Development (WT+PD).
- Expanded professional development offerings in Electromechanical and Automation program areas with several industry partners (Harley Davidson, Mullins Cheese, Regal-Beloit) in collaboration with WT+PD.
- Hosted Wisconsin Governor Tony Evers for an event recognizing the success of Wisconsin Apprenticeship which included a tour and presentation of our new Smart Manufacturing Lab.
- Kicked off our partnership with Engineering Tomorrow with four events held in our STEM Center and included 150 students.
- Hosted a Society of Manufacturing Engineers meeting which included sharing School of Engineering + Advanced Manufacturing program options, and a tour of our labs and facilities.
- Successfully invested and completed over \$700,000 in local business training with our 2022 Workforce Advancement Training (WAT) grant funds.
- Partnership with Comprehensive Drug Testing; launched training portal for partnership with Canadian Hockey League.
- Partnering with Wausau Fire Department (WFD) on a paramedic cohort of WFD new hires to take NTC paramedic program while employed with WFD to meet their hiring requirements. These 10+ new hires will be added to our regular paramedic class cohort which begins in January 2023.
- Completed the grant funded 2018 North Central Sustainable Agriculture + Research Education (SARE) Consortium Project - Community College Alliance for Agriculture Advancement (C2A3): Regionally-Specific and Collaborative Educational Approaches to Promote Sustainable Soil Health Practices; this was a collaboration with eight community colleges from seven states; NTC was the lead.
- Received Mine Safety and Health Administration (MSHA) State Grant funds to conduct safety and health training for Wisconsin's mine workers.
- Partnering with UW-Stevens Point on an awarded Wisconsin Economic Development Corporation (WEDC) Workforce Innovation Grant that will focus on the forestry industry; funds received will create a mini-sawmill at our Wood Technology Center of Excellence at our Antigo campus (\$4,497,518).
- Completed the summer community health survey with the Center for Disease Control + Prevention (CDC) and National Health and Nutrition Examination Survey (NHANES) partnership. The CDC used the C Parking Lot to set-up their health trailers. NTC worked closely with them to provide water, electric, sewer, and IT services. The community health survey was a huge success, drawing in a record number of participants. We received huge kudos from the CDC on our efforts and how smooth the process was.
- Have had 14 visits from 4-year college transfer partners in Fall 2022.
- Held a listening session with leaders in the Medford area with a goal of seeking input to improve programming and service to the Medford community.
- Hosted the Wisconsin Technical College District Boards Association summer meeting.
- Recognized as the Organization of the Year by the Hmong American Center.

Innovation + Growth

- Workday:
 - Successful go-live of Workday Financials and Workday Human Capital Management on July 1, 2022. Training and full rollout of all modules are on target to complete by June 30, 2023.
 - Workday business process enhancements made:
 - Our employee Open Enrollment process for benefits was successfully and efficiently processed in our new Workday platform. We are using Workday integrations to produce all vendor benefit files.
 - Streamlined + added validations to the Workday Activity Pay process to streamline adjunct and faculty pay which replaced our old Peoplesoft Request for Instructor Pay process.
 - Created or modified over 100 reports for the Workday implementation.
 - Integrated E-Verify to streamline our hiring process.
 - Configured and/or modified 25+ business processes in Workday to help streamline processes.
 - Created/updated several Workday Job Aids (training documents) for employees.
 - Finished implementing Virtual Vendor Payments integration for Workday.
 - Streamlined the process of hiring Financial Aid work-study students in Workday.
 - Successful Campus Store invoice integration, allowing invoices from Campus Store Accounting System (WinPrism) to be uploaded into Workday.
 - Launching a comprehensive, new and improved College-wide budgeting tool linked to Workday with a target implementation date of January 30, 2023.
 - Started Workday Student beginning July 2022 with target go-live date of October 2024.
- Built a new “For Employers” section on the Move to Manufacturing website, allowing existing employer partners to easily track participant activity and potential employer partners to connect with us for more information on getting started with the program.
- Implemented functionality that allows a prospective student’s program of choice to be automatically pre-selected in the online application when the application is accessed from program pages.
- Redesigned the NTC Foundation section to be more visually engaging and support the addition of policies and forms in order to ensure consistency and transparency in administrative functions.
- Redesigned the Campus Tours page and added functionality to automatically select a prospective student’s ideal tour location by desired program selection.
- Revitalized NTC's Virtual Tours of Wausau, Antigo, Phillips, Medford and Spencer campuses as well as the Public Safety Center of Excellence.
- Officially opened and held a ribbon cutting ceremony for our new Industry 4.0 Smart Manufacturing Lab and revealed our updated Engineering and Advanced Manufacturing Center of Excellence.
- Received initial WTCS approval for our Smart Manufacturing Technology Associate Degree with plans to launch in Fall 2023.
- Successfully started our Saw Filing program in Fall 2022 with six students graduating in Fall 2022 and eight additional students planned to start in February 2023.
- Community Education courses:

- New classes created to be hosted at the Agriculture Center of Excellence including Beekeeping, Wine Making, and Pasture Restoration as well as two offerings in our STEM Center.
- Signed a Memorandum of Understanding (MOU) with Master Gardeners of Marathon County as their educational partner for annual calendar of Continuing Education Unit (CEU) offerings.
- Radiology developed a new Canvas course for Clinical Preceptors.
- Esports team placed top 8 out of 32 teams in Wisconsin Collegiate Rocket League Tournament beating the 6th seed UW Madison team. They are also the #1 seed in the New England Collegiate Conference and won the divisional championship.
- Ran a first-time, summer jail academy to increase FTEs and support local employer requests.
- Running double the amount of truck driving/CDL classes since the prior year; added a third full-time truck driving faculty.
- Developed pre-paramedic preparation course for those entering the program to boost completing students and successful graduates.
- New Emergency Medical Responder hybrid course developed and running Spring 2023.
- Wisconsin Department of Agriculture, Trade and Consumer Protection Secretary Romanski visited campus to announce NTC as a recipient of \$250,000 in funding from Governor Evers for Meat Processing Development programming.

Advocacy

- Awarded the Government Finance Officers Association (GFOA) certificate of achievement for the 26th year, in recognition of innovative programs and contributions to the practice of government finance that exemplify outstanding financial management.
- NTC had a successful financial audit for fiscal year 2021-2022, confirming compliance with applicable laws and regulations.
- Retained Moody's Aa1 bond rating.
- No annual premium increase to employees for 2023 NTC health + drug plan.
- Awarded a \$20,000 Districts Mutual Insurance (DMI) grant for IT security improvements.
- NTC Foundation and NTC Property Foundation had successful financial audits for fiscal year 2021-2022, confirming compliance with applicable laws and regulations.
- The Financial Aid Office had a successful A-133 audit for fiscal year 2021-2022, confirming compliance with the laws and regulations that are applicable to the student financial aid programs and their administration.
- Completed Classification + Compensation Study and implemented College-wide in October 2022.
 - Beginning Compensation Management Administration.
 - Established and set-up grades in Workday based on the Classification + Compensation study.
- Completed a vacation benefit review/study and revamped the hourly vacation policy, effective July 1, 2023.
- Continue to improve our IT security posture. Recently went live with Cisco's Managed Detection and Response (MDR) service which provides 24/7 network monitoring to identify and respond to security threats. Enhanced our two-factor authentication (2FA) to protect new applications and provide additional functionality.

- We have upgraded the network switching and battery backup gear in several network closets at our Wausau and Spencer campuses.
- Technical Support provided:
 - Supported 78 special events
 - Disseminated 52 new laptops to employees
 - Replaced 219 desktop computers in classrooms
 - Closed 1,115 help desk tickets
 - Have set-up and disseminated 38 Foundation laptops to scholarship students
- Captured additional photos to support the rollout of photo gallery implementation of program pages online.
- Social Media Council creation to share top performing content and best practices.
- Continuing Education promotion through targeted emails resulted in higher open rates.
- Completed disbursement of US Department of Education's Higher Education Emergency Relief Funds (HEERF) to students impacted by COVID – approximately \$5.5 million was awarded to over 5,500 students.
- Completed the installation of infrared lighting to the HVAC units at all College owned facilities. This was a project covered under HEERF and will help reduce the transmission of viruses and bacteria.

Budget Process

Northcentral Technical College (NTC) adopts its budget for one fiscal year beginning July 1 and ending June 30. This annual budget allocates financial resources for ongoing programs, courses and services, and new initiatives, with consideration and focus on the future. NTC plans its budgets in accordance with Chapter 65 of the Wisconsin State Statutes, Wisconsin Technical College System Administrative Rules, and local district policy. NTC prepares its budget book in the format required by the Wisconsin Technical College System (WTCS) and submits the budget book to the WTCS state office by July 1 of each year. NTC must accommodate expenditures within the authorized tax levy and other funding sources.

Budgeting is an essential step in the College’s strategic planning process and achievement of the College’s goals. Utilizing our new Workday Adaptive Planning application, NTC uses a predictive budgeting model to develop operational budgets to meet 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 to develop and balance the budget. The District Board of Trustees reviews the tentative budget summary during its May board meeting and refers the budget to a public hearing at the next meeting. In June, the District Board of Trustees holds a public hearing where NTC shares preliminary budget information with local municipalities, business leaders, and interested parties, followed by a regular meeting where the Board considers public input and adopts the budget. The table below outlines the planning process.

Budget Planning Process Timeline:

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

Budget Construction

The budget is a natural outcome of the annual College strategic planning process. The Executive Leadership Team (ELT) starts the annual budget process with a Capital Expenditure budget, then builds the Operating budget to align with the Capital Budget priorities, new initiatives, revised operational costs, long-range planning estimates, and long-range strategic goals.

The Finance, Learning, Facilities, and Information Technology teams create the Capital Expenditure budget by assessing College strategic plans and prioritizing capital needs. The College considers new initiatives and equipment replacements in the following key areas: construction projects, facilities remodeling, furniture, major equipment, audio/visual equipment, and computer hardware & software. The ELT then reviews these budget requests using the College's policies, parameters, and planning assumptions. The Board also ensures that the Capital Expenditure plan is consistent with the College's strategic directions. NTC shares the Capital Expenditure plan with the Board for final approval in March. After Board approval, this plan becomes the Capital Budget. Before adopting all budgets in June, College Leadership may submit Capital Expenditure plan revisions for Board approval.

NTC builds its Operating Budget in two major sections. First, operational resources (revenues) are estimated by reviewing trends, assessing the political environment, and predicting growth. Next, NTC forecasts staff salary and benefit expenses using existing staff records, future salary and benefit adjustments, plus Dean and Director position requests. Deans and Directors also predict non-salary expenses for each team or instructional program area in alignment with priorities, revised operational costs, new initiatives, long-range planning estimates, and long-range strategic goals.

Statutory rates or rules (parameters) constrain some revenues, while student enrollment or grant awards drive other revenues. When revenue is constrained, such as in recent years, it is necessary to reduce projected expenditures or find new revenue sources. The ELT works with College Deans and Directors to identify areas where expenses can be reduced or eliminated.

The ELT ensures that the proposed Operating Budget conforms to the College Philosophy and Budgeting Parameters, which are shared with the Board repeatedly throughout the budget planning process. The Board reviews a summary of the proposed Operating Budget in May. After the June public hearing, the Board adopts all budgets at its June regular meeting.

Budget Monitoring

NTC leadership holds College Deans and Directors accountable for operating within their established budgets and following College-wide purchasing procedures.

Budget Modification

The budget is a plan, and unanticipated changes inevitably occur during the year. Budget modifications require approval by at least two-thirds of the district board membership. Examples of changes include approval of new strategic initiatives, new grant funding, or other significant changes in revenues or expenditures. Wisconsin state statutes require publication of a Class I notice of budget modifications within ten days after Board approval, followed by WTCS state office notice within 30 days.

2023-2024 Budget Assumptions

Program and Service Assumptions

Northcentral Technical College plans and prepares its annual budget using the NTC Strategic Directions as a guide.

- Continue to expand flexibility of offerings to ensure learners have the opportunity to balance work, life and education.
- Develop new and innovative programming, including the expansion of short-term credentials.
- Utilize new and existing state and federal grants to expand and support programs and services.

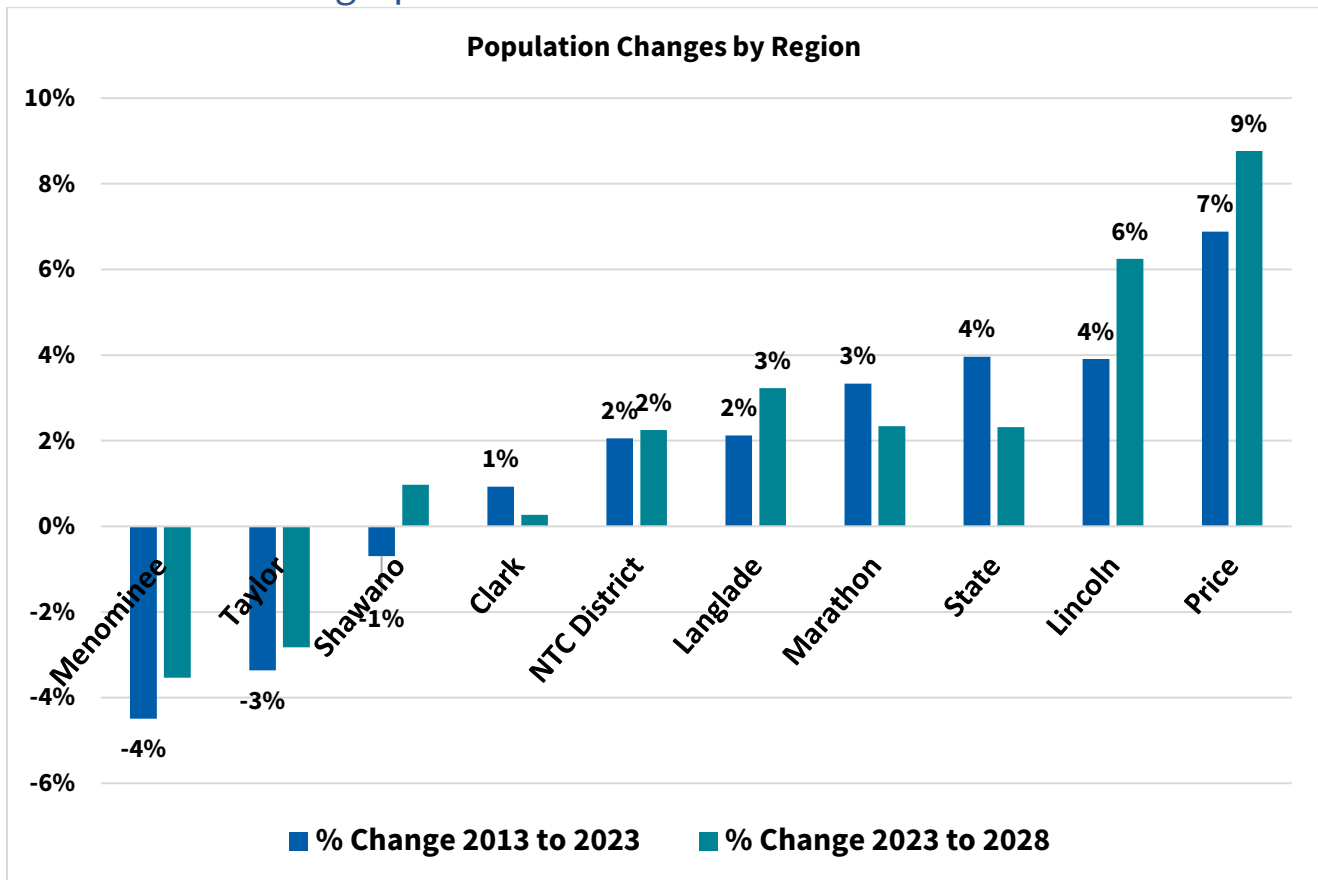
23-24 Financial Budget Assumptions

- FTE projection of 2,650, with an estimated headcount increase of 5%.
- Stable District property tax revenue and stable State Aids (based on FTEs, expenditures, property valuation, and performance measures).
- Tuition rate increase of 1.9% for occupational courses; 0% increase for Associate of Arts/Associate of Science courses.

2023-2024 Facts, Trends, and Forecasts

In planning for the new fiscal year budget, NTC takes into consideration emerging trends identified by NTC’s Institutional Research (IR) team. 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



	2013 Population	2023 Population	2028 Population Estimate	# Increase in 2028	% Increase in 2028
Menominee	4,384	4,187	4,039	-148	-3.5%
Taylor	20,422	19,735	19,178	-557	-2.8%
Clark	34,529	34,849	34,942	93	0.3%
Shawano	41,408	41,119	41,517	398	1.0%
Marathon	134,912	139,404	142,667	3,263	2.3%
Langlade	19,415	19,827	20,467	640	3.2%
Lincoln	28,301	29,407	31,244	1,837	6.2%
Price	13,740	14,686	15,973	1,287	8.8%
NTC District	297,111	303,214	310,028	6,814	2.2%
State	5,738,012	5,965,358	6,103,433	138,075	2.3%

Source: Lightcast-Demographic view by County (Counties more than 5% in NTC District included)

- The NTC district’s population as a whole has been increasing since 2013 and will increase at nearly the state rate over the next five years (2.2%). However, in certain counties within the district, population has decreased. Most counties have experienced an increase in population with Price County expecting the largest growth over the next five years at nearly 9%.
- The overall population growth of the region is not equitably distributed amongst age groups. The table below shows the changes within various age groups within NTC’s district between 2013 and 2023 and provides an estimate of the 2028 population.

Age Group	2013		2023		2028	2028
	Population	2013 Share	Population	2023 Share	Population Estimate	Share Estimate
0-19	76,603	25.8%	74,277	24.5%	74,021	23.9%
20-39	64,245	21.6%	65,619	21.6%	67,342	21.7%
40-59	86,111	29.0%	75,297	24.8%	74,822	24.1%
60+	70,152	23.6%	88,021	29.0%	93,844	30.3%
Total	297,111		303,214		310,028	

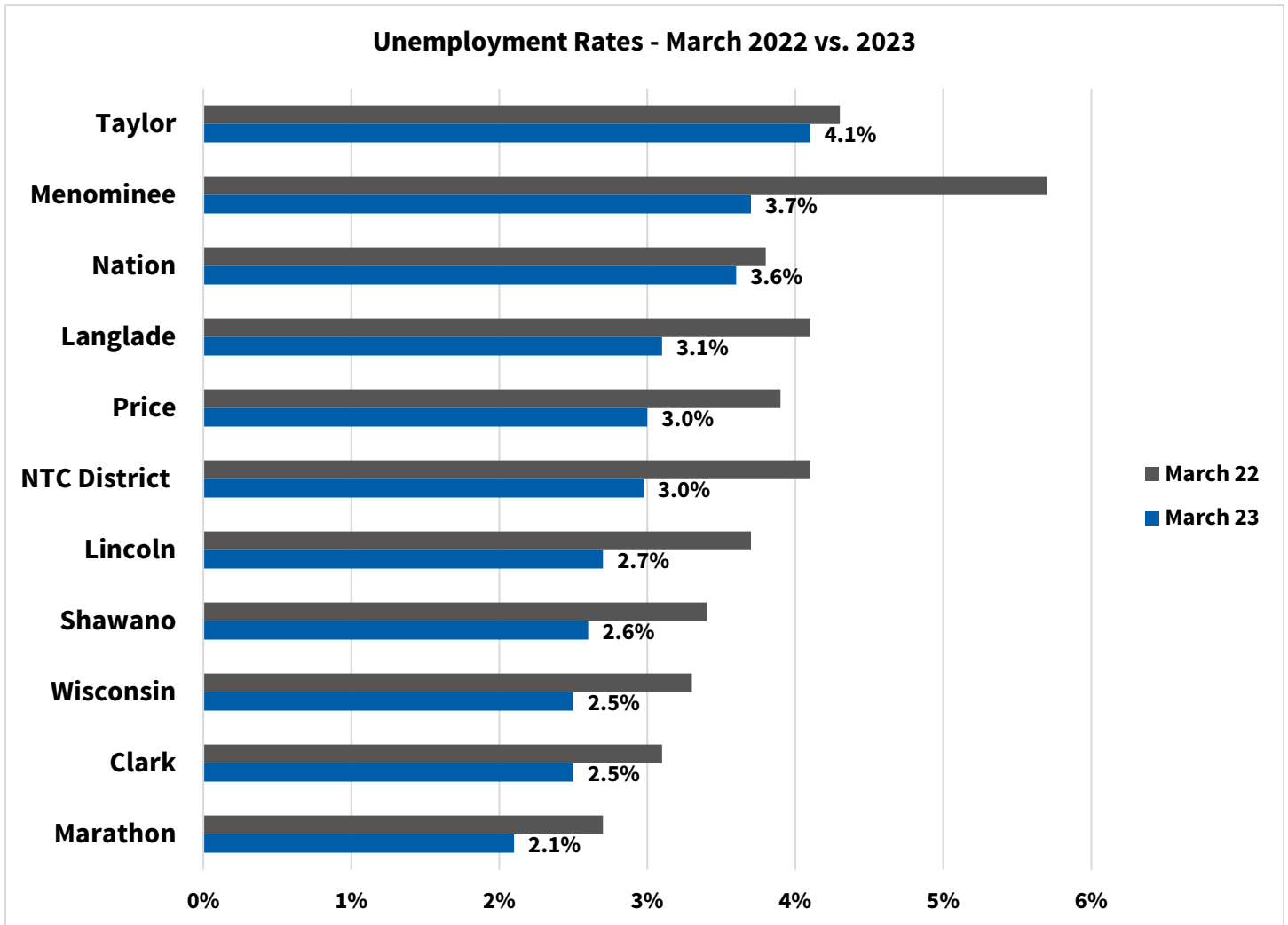
Source: Lightcast-Demographic view by County (Counties more than 5% in NTC District included)

- In 2013, the population of 60+ made up 23.6% of the total district population. By 2028, that proportion will increase to over 30% while the younger populations (0-19 and 20-39; the most popular demographics for postsecondary education) will remain static. The College has responded to the aging demographic shift by expanding continuing education offerings.
- 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 training, conferences and professional development opportunities for younger incumbent workers.
- High schools in the NTC district experienced an increase of 18% in high school graduates when comparing 2011-2012 to 2021-2022.
 - Although we are currently experiencing an increase in high school graduates, ensuring a close relationship and expanded programming in District K-12 schools will help the College capture a larger market share of a high school graduates as the traditional high school population experiences an anticipated decline over the next several years and into the considerable future.

	2011-12	2021- 22	10 Year % Change
Clark	984	1,249	26.9%
Langlade	1,518	1,448	-4.6%
Lincoln	1,598	1,864	16.6%
Marathon	9,164	11,438	24.8%
Menominee	488	610	25.0%
Portage	316	337	6.6%
Price	1,093	1,166	6.7%
Shawano	912	869	-4.7%
Taylor	1,246	1,782	43.0%
Wood	328	340	3.7%
NTC District	17,647	21,103	19.6%
State	376,614	483,084	28.3%

Source: Source: WI Dept of Public Instruction: WI WiseDash Data Files

Employment Trends



Source: State of Wisconsin Department of Workforce Development

- Unemployment rates in the NTC district have come down since the spike experienced during the COVID-19 pandemic and quite significantly from last year (March 2022). In March 2023, NTC's district had a cumulative unemployment rate of 3.0% — down from 4.1% in March 2022. This is higher than the Wisconsin rate of 2.5% but below the National rate of 3.6%. However, we do have a number of counties within our District with unemployment rates far lower than the state and national averages, with Marathon County experiencing the lowest unemployment rate at 2.1%.
- 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 and 2021-22 compared to previous years, enrollment in 2023 in terms of FTE has flatlined. However, enrollment in terms of headcount has increased fairly significantly as more students attend the College but do so on a part-time basis. The College will continue to meet the needs of part-time learners through flexible learning opportunities including online and Virtual College offerings and NTC Connect offerings.

- NTC has seen a 62% decrease in dislocated workers served at the College during the past five years, decreasing from 76 dislocated workers served in 2017-18 to 29 dislocated workers served in 2021-22. (*WTCS Outcomes-Based Funding Data, Criterion 9*) Rapid response teams from the College meet routinely with dislocated workers to identify potential career pathways.
- As students seek career opportunities upon graduation, they are well prepared with the skills needed to be successful as evidenced by the College’s 95% job placement rate for 2020-2022 graduates who were seeking employment or employed six months out, with 77% of them employed in a field related to their discipline. (*WTCS Tableau Dashboard*)
- High growth in jobs in geriatric care is expected to continue within NTC’s District based on labor market needs (*Bureau of Labor Statistics; Home Health and Personal Care Aides*), as well as the growing population of those over the age of 60 in the NTC District.
- The number of jobs available in the NTC district has increased by nearly 4% since 2012. This is slower than growth at both the state level (5.5%) and national level (12%). In addition, the growth in jobs in the NTC district varies significantly between positive (Marathon, Clark, and Menominee) and negative (Langlade, Shawano, and Taylor) job growth (see table below).

Job Trends by County – 2012 Through 2022

	2012 Jobs	2022 Jobs	% Change from 2012
Langlade	8,502	8,203	-3.5%
Shawano	13,759	13,380	-2.8%
Taylor	8,706	8,480	-2.6%
Price	6,744	6,734	-0.1%
Lincoln	10,954	11,184	2.1%
Marathon	70,507	74,921	6.3%
Clark	11,465	12,435	8.5%
Menominee	2,474	2,771	12.0%
NTC District	133,111	138,109	3.8%
Wisconsin	3,004,756	3,168,866	5.5%
United States	150,365,918	168,319,669	11.9%

Source: Lightcast - Industry Table January to December Calendar Year

Program Trends

- NTC’s virtual and online courses (including Virtual College) have increased from 287 FTEs in 2017-18 to 430 FTEs in 2021-22 (nearly 50% increase). The unduplicated number of students served through virtual and online courses has also increased from 1,221 students in 2017-18 to 1,499 students in 2021-22 (nearly 25% increase). (*FTE_REPORTS_YEAREND*).
- Flexible learning opportunities including in-person, hybrid, NTC Connect and Virtual College ensure the College’s ability to meet learners where they’re at while supporting the needs of the overall workforce.
- Expanded and new programs are a direct response to industry need. NTC is adding programs and state-of-the-art equipment in innovative areas, such as Industry 4.0 and Health 4.0, in direct response to local employer and market needs.

New Program Initiatives and Organizational Changes

2023-2024

In the coming year, the College continues to build upon the strong portfolio of programming 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 2023-2024 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 providing wrap-around services to students in safe and secure learning environments.

Diversity, Equity, Inclusion + Accessibility

NTC recognizes its role in embracing diversity and fostering relationships among the District's increasingly diverse population. The College's "We All Belong" campaign emphasizes that all stakeholders are welcomed and included in the campus community. Equity related to student access drives programming and student services. Over the last several years, the College conducted an audit to ensure all program curricula are diverse, equitable, inclusive and accessible. Mentoring programs have been implemented to ensure new employees are meaningfully welcomed into the NTC community.

Access

NTC continues to increase access to education through the expansion of the College's flexible delivery options including NTC Connect (students decide every class period whether to attend in-person, synchronously online or asynchronously online), which is delivered using technologically-advanced educational facilities and leading instructional methodologies. The College continues to support the delivery of regional programs and courses in multiple learning modes to maximize offerings in support of regional learner needs. The library loans portable Wi-Fi devices to students who need a more flexible internet access point and learners have access to dormitory-style housing with the College-adjacent Timberwolf Suites and.

Collaboration

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 opportunities in the expansion of regional educational offerings. Strong relationships with other higher education partners continue to be leveraged to provide students transfer options. The College partners work closely with local stakeholders in developing short-term credentials and just-in-time training opportunities to ensure Central Wisconsin businesses and industries continue to thrive. Efforts include the College's new Pasture to Plate Certificate, Garden to Market Specialist Technical Diploma, Nail Technology Certificate, QuickBooks Specialist Technical Diploma, Hospitality Management Associate Degree and Therapeutic Massage Technical Diploma.

Innovation + Growth

The College is preparing students for the employment opportunities of the future with a state-of-the-art Industry 4.0 facility and a corresponding Smart Manufacturing Technology Associate Degree. NTC is further expanding its virtual and augmented reality learning opportunities for students, particularly in Health Sciences and Public Safety. College Advisors are connecting with students using both traditional, face-to-face meeting methods and new technologically-enhanced approaches.

Advocacy

The College is preparing for a comprehensive site visit from the Higher Learning Commission (HLC), its institutional accrediting body. The visit and corresponding documentation will help assure the HLC that the College is meeting accreditation requirements, engaging in continuous improvement and in compliance with U.S. Department of Education guidelines. The College continues to promote the success of our Learners by reducing financial barrier with Cengage Unlimited Institutional (subscription digital textbook service. Additionally, the College's growing University Transfer Liberal Arts programming (Associate of Arts and Associate of Science degrees) has greatly expanded the ability of district residents to equitably access higher education.

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 Expenditure Plans for 2023-2024

Each year, NTC’s annual capital planning begins by determining equipment needs for each individual instructional area. The divisional Deans and the Vice President for Learning prioritize and approve instructional equipment needed 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 2023-24, the District Board approved the capital plan to spend \$13,301,003, funded through capital borrowings, donations, and capital fund balance.

Previously Committed Capital Expenditures \$6,189,003, which includes funding for ongoing items such as:

- Distance education leases
- Software and license renewals
- Advanced technology initiatives, including the continued implementation of a new college-wide ERP system
- Contingency
-

High Priority Educational Needs \$1,827,500, which includes equipment purchases needed for instruction such as:

- Equipment for new programs, including Industry 4.0 – Health and Smart Manufacturing, Massage Therapy, and Pasture to Plate
- Equipment to replace outdated equipment: Video Production equipment, Electrical Power Distribution equipment, Wood Saw Mill equipment, CDL tractor and trailer

Technology Maintenance \$1,757,500, which includes College-wide technology maintenance and renewal costs:

- Maintenance and replacement costs for server and network equipment
- Data cabling and operating system upgrades
- Microcomputer upgrades and replacements
- IT consulting
- Smart Classrooms

Long-Range Facility Plan Recommendations

Regional Campuses \$525,000, which includes regional improvements such as:

- Public Safety Center of Excellence, Merrill - site expansion and improvements, including Control Tower Overhang Infill Classroom and Rivers Edge
- Agriculture Center of Excellence, Wausau – C2A3 Hoop Hut

Central Campus Facility and Improvement \$3,002,000, which includes Wausau Campus improvements such as:

- Massage Therapy Remodel
- Industry 4.0 Heath Renovation
- Emergency Services Training Center
- WTPD Training Room
- CHS HVAC Upgrades, phase 3
- Carpet replacement in corridors
- Sidewalk and curb replacement
- LED lighting upgrades throughout the campus
- H Building air handler replacement
- Fleet vehicles and maintenance equipment purchases

NORTHCENTRAL TECHNICAL COLLEGE
Staff Position Summary - Full Time Equivalent (FTE) Basis⁽¹⁾
2022-2023

	2021-2022						2022-2023 ⁽²⁾						2023-2024 ⁽³⁾					
	General Fund	Special Revenue Fund	Capital Fund	Proprietary Fund	Fiduciary Fund	2021-2022	General Fund	Special Revenue Fund	Capital Fund	Proprietary Fund	Fiduciary Fund	2022-2023	General Fund	Special Revenue Fund	Capital Fund	Proprietary Fund	Fiduciary Fund	2023-2024
Administrators/ Supervisors	57.11	9.57	2.45	3.32	4.29	76.74	53.11	10.19	2.70	1.00	5.00	72.00	56.41	11.19	3.40	1.00	5.00	77.00
Teachers	131.58	11.42				143.00	135.77	11.23				147.00	140.77	11.23				152.00
Specialists	37.65	18.34	1.61			57.60	23.07	12.62	1.31			37.00	22.97	14.62	1.41			39.00
Other Staff	100.57	27.20		2.49	1.00	131.26	121.06	32.45	1.40	2.13	2.95	159.99	132.72	32.50	1.40	2.13	2.95	171.70
	326.91	66.53	4.06	5.81	5.29	408.60	333.01	66.49	5.41	3.13	7.95	415.99	352.87	69.54	6.21	3.13	7.95	439.70

Notes:

- 1 - FTE totals include grant funded positions, and do not include student workers or adjunct faculty.
- 2 - 2022-2023 FTE totals are estimated year-to-date through May 1, 2023.
- 3 - Projected 2023-2024 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, established for a specific purpose or objective. A fund includes accounts for assets, liabilities, fund balances, revenues, and expenditures necessary to record the fund's financial condition and results.

Governmental Funds

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

Special Revenue Fund - Operational - A Special Revenue Fund accounts 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-specific 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 - A Special Revenue Fund Non-Aidable Fund accounts for WTCS non-aidable activities, which must be excluded from the Special Revenue Fund - Operational Fund because they do not impact operational costs used in state aid and program fee computations. Resources 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. For GASB reporting purposes, no special revenue segregation occurs for non-aidable funds.

Capital Projects Fund - The Capital Projects Fund accounts 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 moveable and fixed equipment not purchased through proprietary or non-expendable trust funds is also 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 accounts for the accumulation of resources for, and the payment of principal and interest related to general long-term debt and long-term lease purchase debt.

Non-Governmental Funds

Proprietary Funds

Enterprise Fund - Enterprise Funds 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 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 account for activity controlled by the District and administered through a trust or held for the benefit of individuals, but not derived from the government's own source revenues or non-exchange transactions.

- Pension Trust Fund Type records 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 records resources and related financial activities for assets held in trust of the external portion of an investment pool.
- Private-Purpose Trust Fund Type records resources and related financial activity of trust arrangements where the individuals, private organizations, and other governments are the beneficiaries.
- Custodial Fund Type records 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 records 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 records all outstanding general long-term liabilities except for long-term liabilities of proprietary and fiduciary funds, which are accounted for in the respective fund.

Basis of Budgeting

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

Basis of Accounting

The basis of accounting refers to the timing of revenue and expense recognition in accounts and financial statements. The College accounts for governmental and fiduciary funds on a modified accrual basis, which records transactions 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, revenue includes property taxes levied to make principal and interest payments with due dates within the fiscal year, while deferred revenue includes any debt service property taxes levied to make principal and interest payments with due dates outside the fiscal year.
- 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 College incurs liability 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 College accounts for proprietary funds on an accrual basis, and recognizes revenues when measurable and earned and recognizes expenses as liabilities when incurred, including depreciation expense, where applicable.

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. NTC 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 on the 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, 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 function includes teaching, academic administration, including clerical support, and other activities related directly to the teaching of students, guiding the students in the educational program, and coordination and improvement of teaching.

Instructional Resources – The Instructional Resources function includes all learning resource activities such as the library and audio-visual aids center, learning resource center, instructional media center, instructional resources administration, and clerical support.

Student Services – This function includes 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, as well as non-instructional athletics such as varsity and intramural athletic activities.

General Institution – This function includes all services benefiting the entire College, excluding expenses chargeable directly to other functional categories. Examples are general personnel, employment relations, affirmative action programs, legal fees, external audit fees, general liability insurance, non-resident tuition, interest on operational borrowing, and public information.

Physical Plant – The Physical Plant function 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, 2023 - June 30, 2024

	General and Special Revenue Funds (Operational)			All Other Funds		
	Actual 2021-2022	Estimated (1) 2022-2023	Budget 2023-2024	Actual 2021-2022	Estimated (1) 2022-2023	Budget 2023-2024
SOURCES OF FUNDS						
<u>Revenue</u>						
Local Revenue-Property Tax	\$ 10,664,801	\$ 10,319,420	\$ 10,788,325	\$ 11,953,311	\$ 14,302,966	\$ 14,202,966
State	23,985,955	24,171,495	24,356,702	1,720,381	1,801,793	1,824,071
Student Fees	10,033,452	10,336,291	10,248,867	238,024	250,000	252,500
Institutional (2)	5,557,938	5,701,016	5,900,649	11,247,406	9,231,605	8,818,727
Federal	2,792,520	2,178,568	1,604,213	15,086,020	9,995,786	11,751,112
Total Revenue	\$ 53,034,666	\$ 52,706,790	\$ 52,898,756	\$ 40,245,142	\$ 35,582,150	\$ 36,849,376
<u>Other Funding Sources:</u>						
Proceeds from Debt	\$ -	\$ -	\$ -	\$ 12,017,328	\$ 12,400,000	\$ 17,857,820
Interfund Transfers In	952,360	1,066,877	1,485,000	1,830,000	-	-
Reductions in Fund Balance	-	1,407,800	1,805,184	68,619	2,906,330	3,099,087
Total Sources of Funds	\$ 53,987,026	\$ 55,181,467	\$ 56,188,940	\$ 54,161,089	\$ 50,888,480	\$ 57,806,283
USES OF FUNDS						
<u>Expenditures</u>						
Instruction	\$ 31,715,892	\$ 34,225,847	\$ 35,304,907	\$ 2,483,329	\$ 3,978,195	\$ 5,005,640
Instructional Resources	1,141,797	1,241,806	1,233,181	2,224,895	806,482	847,647
Student Services	4,483,398	4,784,177	4,673,611	14,587,365	10,254,502	10,838,984
General Institutional	9,321,078	10,528,286	10,595,227	5,998,608	7,270,798	6,920,452
Physical Plant	4,076,160	4,361,351	4,382,014	17,446,305	18,534,107	21,672,854
Auxiliary Service	-	-	-	7,516,174	8,493,000	8,310,000
Total Expenditures	\$ 50,738,325	\$ 55,141,467	\$ 56,188,940	\$ 50,256,676	\$ 49,337,083	\$ 53,595,577
<u>Other Uses</u>						
Interfund Transfers Out	\$ 2,612,512	\$ 40,000	\$ -	\$ 169,848	\$ 1,026,877	\$ 1,485,000
Increases to Fund Balance	636,189	-	-	3,734,565	524,520	2,725,706
Total Uses of Funds	\$ 53,987,026	\$ 55,181,467	\$ 56,188,940	\$ 54,161,089	\$ 50,888,480	\$ 57,806,283
FUND BALANCE						
Beginning	\$ 22,608,610	\$ 23,244,799	\$ 21,836,999	\$ 28,362,778	\$ 32,028,724	\$ 29,646,914
Ending	\$ 23,244,799	\$ 21,836,999	\$ 20,031,815	\$ 32,028,724	\$ 29,646,914	\$ 29,273,533

PROPERTY TAX AND EXPENDITURE HISTORY

Year	Equalized			Mill Rate	Percent Inc/(Dec)
	Valuation	Operational	Debt Service		
2020	\$ 17,244,992,207	0.63192	0.63817	1.27009	n/a
2021	\$ 18,157,430,905	0.62456	0.63817	1.26273	-0.58%
2022	\$ 18,700,654,022	0.57249	0.63817	1.21066	-4.12%
2023	\$ 21,040,837,383	0.50436	0.66551	1.16987	-3.37%
2024 (3)	\$ 21,040,837,383	0.50436	0.66551	1.16987	0.00%

Year	Total Expenditures	Expenditure	Tax	Tax Levy	\$100,000
	All Funds	Inc/(Dec)	Levy	Inc/(Dec)	of Property
2020	\$ 95,760,561	n/a	\$ 21,902,757	n/a	\$127.01
2021	\$ 90,115,796	-5.89%	\$ 22,927,965	4.68%	\$126.27
2022	\$ 100,995,001	12.07%	\$ 22,640,206	-1.26%	\$121.07
2023 (1)	\$ 104,478,550	3.45%	\$ 24,615,099	8.72%	\$116.99
2024 (3)	\$ 109,784,517	5.08%	\$ 24,615,099	0.00%	\$116.99

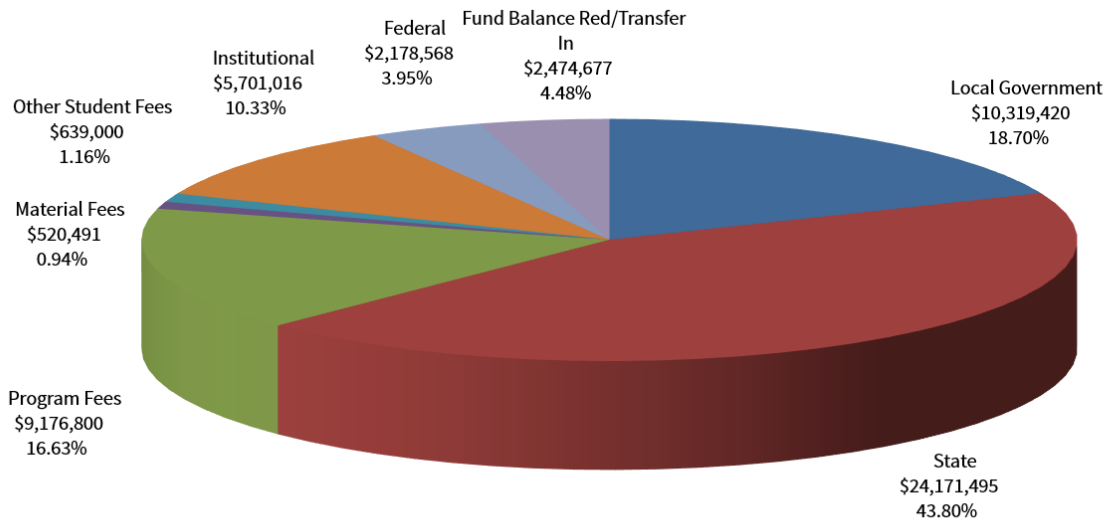
- (1) Nine months actual and three months estimated.
- (2) Consists of interest income, contract revenue, gifts, grants, sales and miscellaneous revenue.
- (3) Based on a projected no change in assessed valuation.

NOTICE OF PUBLIC HEARING

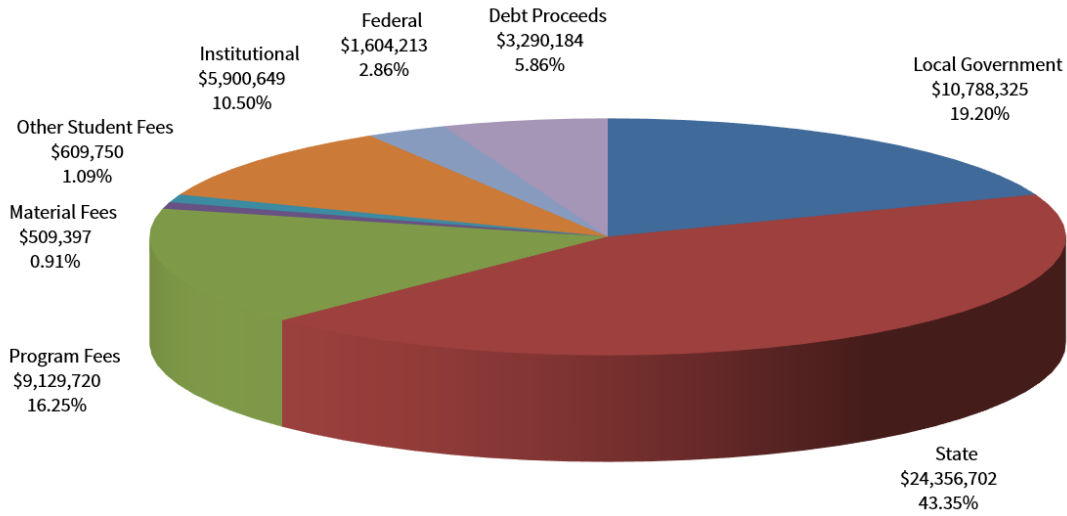
A public hearing on the proposed 2023-2024 budget for the Northcentral Technical College District will be held at Northcentral Technical College, Timberwolf Conference Center - D100, 1000 West Campus Drive, Wausau, WI 54401, and via Zoom, on Tuesday, June 6, 2023 at 12:00 p.m.

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

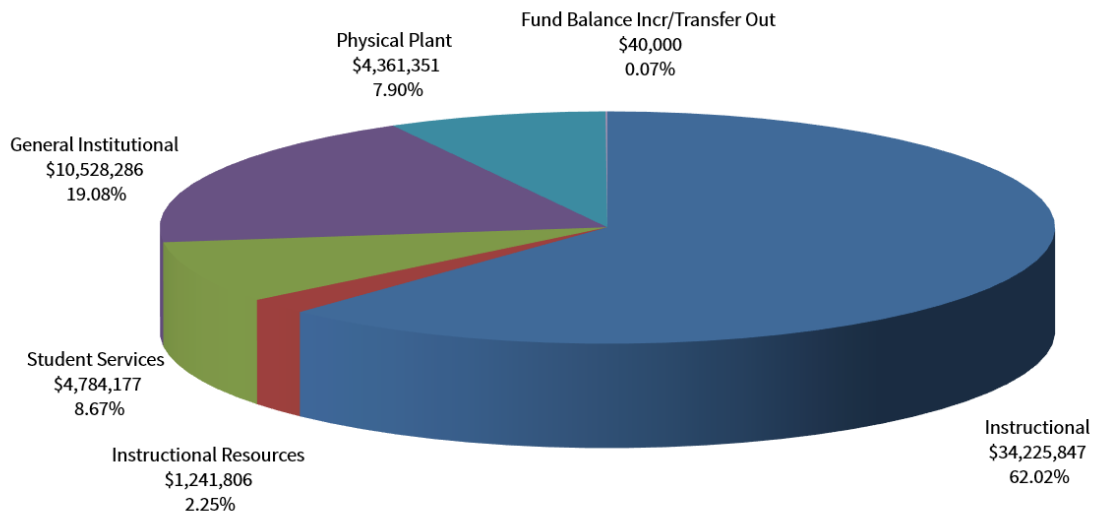
NORTHCENTRAL TECHNICAL COLLEGE
Operational (Funds 1 & 2)
Estimated Sources of Revenue
2022-2023



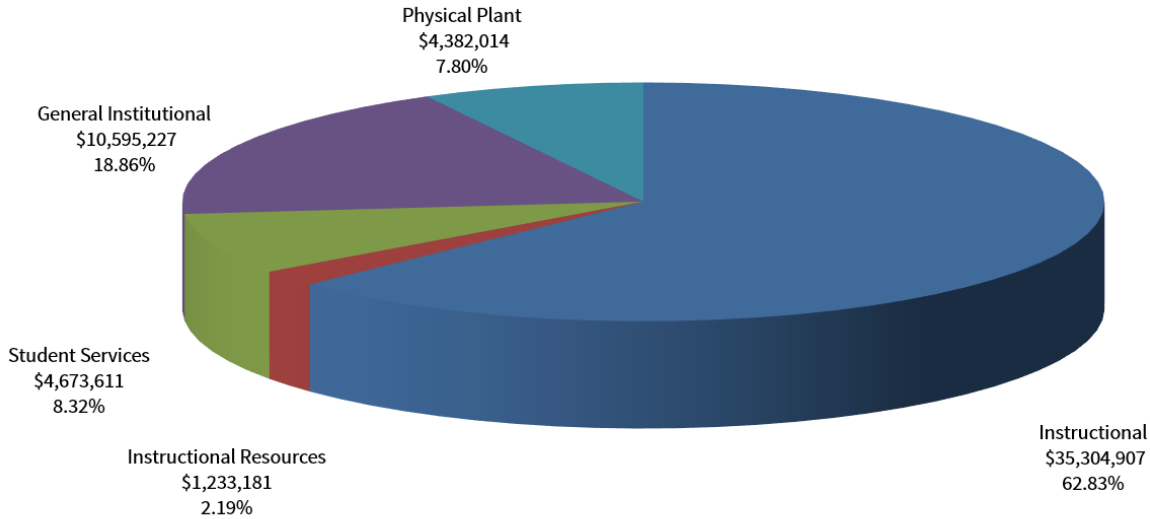
NORTHCENTRAL TECHNICAL COLLEGE
Operational (Funds 1 and 2)
Budgeted Sources of Revenue
2023-2024



NORTHCENTRAL TECHNICAL COLLEGE
Operational (Funds 1 and 2)
Estimated Expenditures by Function
2022-23



NORTHCENTRAL TECHNICAL COLLEGE
Operational (Funds 1 and 2)
Budgeted Expenditures by Function
2023-24



NORTHCENTRAL TECHNICAL COLLEGE
Pro-Forma Balance Sheet - Budgetary Basis
June 30, 2023

	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
ASSETS AND OTHER DEBITS									
Cash and Investments	\$14,755,781	\$1,789,341	\$1,614,437	\$19,359,619	\$4,738,804	\$430,797	\$5,037,134	\$0	\$0
Receivables:									
Taxes	3,000,000				3,900,000				
Accounts	3,800,000	500,000		1,000		50,000	10,000		
Interest									
Due from Other Governments		1,000,000	20,000						
Transfers from Other Funds	1,066,877								
Inventories						200,000			
Prepaid Expenditures	125,000								
Land, Building, and Equipment									69,594,159
Amount Available in Debt Service								6,138,804	
Amount to be Provided for Long-term Debt								42,771,196	
Total Assets and Other Debits	<u>\$22,747,658</u>	<u>\$3,289,341</u>	<u>\$1,634,437</u>	<u>\$19,360,619</u>	<u>\$8,638,804</u>	<u>\$680,797</u>	<u>\$5,047,134</u>	<u>\$48,910,000</u>	<u>\$69,594,159</u>
LIABILITIES									
Accounts Payable	\$400,000	\$120,000	\$1,500,000	\$500,000		30,000	\$8,000		
Accrued Salaries and related items	1,470,000								
Transfers To Other Funds		40,000					1,026,877		
Due To Student Organizations			0						
Deferred Revenues	2,100,000	70,000	60,000		2,500,000	90,000			
Long-term Notes Payable								48,910,000	
Unfunded Employee Benefits									
Total Liabilities	<u>3,970,000</u>	<u>230,000</u>	<u>1,560,000</u>	<u>500,000</u>	<u>2,500,000</u>	<u>120,000</u>	<u>1,034,877</u>	<u>48,910,000</u>	<u>0</u>
FUND EQUITY									
Investment in General Fixed Assets									69,594,159
Retained Earnings - Unreserved						560,797	4,012,257		
Fund balances									
Reserved:									
Capital projects				18,860,619					
Debt service					6,138,804				
Prepaid expenditures	125,000								
Student organizations			74,437						
Unreserved:									
Designated for Operations	9,670,878	2,867,141							
Designated for State Aids Fluctuations	946,037								
Designated for Subsequent Years	1,419,055								
Designated for Subsequent Year	2,100,000	192,200							
Designated for Post Employment Benefits	4,516,688								
Designated for Special Projects									
Total Fund Equity	<u>18,777,658</u>	<u>3,059,341</u>	<u>74,437</u>	<u>18,860,619</u>	<u>6,138,804</u>	<u>560,797</u>	<u>4,012,257</u>	<u>0</u>	<u>69,594,159</u>
Total Liabilities and Fund Equity	<u>\$22,747,658</u>	<u>\$3,289,341</u>	<u>\$1,634,437</u>	<u>\$19,360,619</u>	<u>\$8,638,804</u>	<u>\$680,797</u>	<u>\$5,047,134</u>	<u>\$48,910,000</u>	<u>\$69,594,159</u>

Northcentral Technical College
 Combined Fund Summary
 2023-2024 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	<u>2021-2022 Actual</u>	<u>2022-2023 Budget</u>	<u>2022-2023 Estimated & Revised (1)</u>	<u>2023-2024 Budget</u>
Revenues				
Local Government	\$ 22,618,112	\$ 24,622,386	\$ 24,622,386	\$ 24,991,291
State Aids	25,706,336	25,506,823	25,973,288	26,180,773
Program Fees	8,978,112	9,234,000	9,176,800	9,129,720
Material Fees	470,675	533,611	520,491	509,397
Other Student Fees	822,689	803,500	889,000	862,250
Institutional Revenue	16,805,344	14,807,967	14,932,621	14,719,376
Federal Revenue	17,878,540	11,122,260	12,174,354	13,355,325
Total Revenues	93,279,808	86,630,547	88,288,940	89,748,132
<u>Other Funding Sources:</u>				
Proceeds from Debt	12,017,328	11,900,000	12,400,000	17,857,820
Interfund Transfers In	2,782,360	1,026,877	1,066,877	1,485,000
Reductions in Fund Balance	68,619	8,022,173	4,314,130	4,904,271
Total Sources of Funds	\$ 108,148,115	\$ 107,579,597	\$ 106,069,947	\$ 113,995,223
Expenditures				
Instruction	34,199,221	41,327,644	38,204,042	40,310,547
Instructional Resources	3,366,692	1,580,781	2,048,288	2,080,828
Student Services	19,070,763	13,984,858	15,038,679	15,512,595
General Institutional	15,319,686	18,027,584	17,799,084	17,515,679
Physical Plant	21,522,465	22,110,793	22,895,457	26,054,868
Auxiliary	7,516,174	9,020,000	8,493,000	8,310,000
Total Expenditures	100,995,001	106,051,660	104,478,550	109,784,517
<u>Other Uses</u>				
Interfund Transfers Out	2,782,360	1,026,877	1,066,877	1,485,000
Increases to Fund Balance	4,370,754	501,060	524,520	2,725,706
Total Uses of Funds	\$ 108,148,115	\$ 107,579,597	\$ 106,069,947	\$ 113,995,223
Transfers To (From) Fund Balance				
Reserves for prepaid items	1,631	-	-	-
Designated for Operations	1,557,103	(1,092,548)	(143,079)	1,172,657
Designated for State Aids Fluctuations	40,462	37,019	(22,768)	-
Designated for Subsequent Year	1,600,000	(2,110,836)	(1,207,800)	(1,292,200)
Designated for Subsequent Years	(1,539,306)	55,529	(34,153)	(1,419,055)
Designated for Post-Employment Benefits	(1,023,701)	-	-	(266,586)
Reserve for Student Organizations	22,211	51,060	50,520	(60,965)
Reserve for Capital Projects	(68,619)	(3,666,337)	(1,935,453)	2,725,706
Reserve for Debt Service	382,360	450,000	450,000	(1,621,122)
Retained Earnings	3,329,994	(1,245,000)	(946,877)	(1,417,000)
Total Transfers To (From) Fund Balance	4,302,135	(7,521,113)	(3,789,610)	(2,178,565)
Beginning Fund Balance	50,971,388	55,273,523	55,273,523	51,483,913
Ending Fund Balance	<u>\$ 55,273,523</u>	<u>\$ 47,752,410</u>	<u>\$ 51,483,913</u>	<u>\$ 49,305,348</u>

(1) Nine months actual and three months estimated; revised May 2, 2023.

Northcentral Technical College
General Fund
2023-2024 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	2021-2022 Actual	2022-2023 Budget	2022-2023 Estimated & Revised (1)	2023-2024 Budget
Revenues				
Local Government	\$ 9,564,800	\$ 9,519,420	\$ 9,519,420	\$ 10,188,325
State Aids	21,691,319	22,090,918	22,090,918	22,090,918
Program Fees	8,750,712	8,942,800	8,942,800	8,892,600
Material Fees	441,678	491,491	491,491	480,187
Other Student Fees	108,278	139,000	139,000	108,500
Institutional Revenue	436,112	344,000	544,000	651,000
Federal Revenue	6,985	-	-	6,985
Total Revenues	40,999,884	41,527,629	41,727,629	42,418,515
<u>Other Funding Sources:</u>				
Interfund Transfers In	567,360	1,026,877	1,066,877	1,485,000
Reductions in Fund Balance	-	3,100,000	1,200,000	1,500,000
Total Sources of Funds	\$ 41,567,244	\$ 45,654,506	\$ 43,994,506	\$ 45,403,515
Expenditures				
Instruction	\$23,196,053	27,460,413	25,800,413	26,796,507
Instructional Resources	938,770	1,069,688	1,069,688	1,197,131
Student Services	2,683,733	3,054,200	3,054,200	3,051,331
General Institutional	8,520,250	9,832,090	9,832,090	10,001,632
Physical Plant	3,928,513	4,238,115	4,238,115	4,356,914
Total Expenditures	39,267,319	45,654,506	43,994,506	45,403,515
<u>Other Uses</u>				
Interfund Transfers Out	2,111,000	-	-	-
Increases to Fund Balance	188,925	-	-	-
Total Uses of Funds	\$ 41,567,244	\$ 45,654,506	\$ 43,994,506	\$ 45,403,515
Transfers To (From) Fund Balance				
Reserved for prepaid items	1,631	-	-	-
Unreserved fund balance				
Designated for Operations	1,109,839	(1,092,548)	(143,079)	1,285,641
Designated for State Aids Fluctuations	40,462	37,019	(22,768)	-
Designated for Subsequent Year	1,600,000	(2,100,000)	(1,000,000)	(1,100,000)
Designated for Subsequent Years	(1,539,306)	55,529	(34,153)	(1,419,055)
Designated for Post-Employment Benefits	(1,023,701)	-	-	(266,586)
Total Transfers To (From) Fund Balance	188,925	(3,100,000)	(1,200,000)	(1,500,000)
Beginning Fund Balance	19,788,733	19,977,658	19,977,658	18,777,658
Ending Fund Balance	<u>\$ 19,977,658</u>	<u>\$ 16,877,658</u>	<u>\$ 18,777,658</u>	<u>\$ 17,277,658</u>
Fund Balance Designated for Operations as % of Expenses			21.98%	24.13%

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 2, 2023.

Northcentral Technical College
Special Revenue Fund - Operational
2023-2024 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	2021-2022	2022-2023	2022-2023	2023-2024
	Actual	Budget	Estimated & Revised (1)	Budget
Revenues				
Local Government	\$ 1,100,001	\$ 900,000	\$ 800,000	\$ 600,000
State Aids	2,294,636	1,877,726	2,080,577	2,265,784
Program Fees	227,400	291,200	234,000	237,120
Material Fees	28,997	42,120	29,000	29,210
Other Student Fees	476,387	412,000	500,000	501,250
Institutional Revenue	5,121,826	5,360,460	5,157,016	5,249,649
Federal Revenue	2,785,535	2,287,727	2,178,568	1,597,228
Total Revenues	12,034,782	11,171,233	10,979,161	10,480,241
<u>Other Funding Sources:</u>				
Interfund Transfers In	385,000	-	-	-
Reductions in Fund Balance	-	10,836	207,800	305,184
Total Sources of Funds	\$ 12,419,782	\$ 11,182,069	\$ 11,186,961	\$ 10,785,425
Expenditures				
Instruction	8,519,839	8,555,207	8,425,434	8,508,400
Instructional Resources	203,027	88,000	172,118	36,050
Student Services	1,799,665	1,667,018	1,729,977	1,622,280
General Institutional	800,828	766,844	696,196	593,595
Physical Plant	147,647	105,000	123,236	25,100
Total Expenditures	11,471,006	11,182,069	11,146,961	10,785,425
<u>Other Uses</u>				
Interfund Transfers Out	501,512	-	40,000	-
Increases to Fund Balance	447,264	-	-	-
Total Uses of Funds	\$ 12,419,782	\$ 11,182,069	\$ 11,186,961	\$ 10,785,425
Transfers To (From) Fund Balance				
Designated for Operations	447,264	-	-	(112,984)
Designated for Subsequent Year	-	(10,836)	(207,800)	(192,200)
Total Transfers To (From) Fund Balance	447,264	(10,836)	(207,800)	(305,184)
Beginning Fund Balance	2,819,877	3,267,141	3,267,141	3,059,341
Ending Fund Balance	<u>\$ 3,267,141</u>	<u>\$ 3,256,305</u>	<u>\$ 3,059,341</u>	<u>\$ 2,754,157</u>

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 2, 2023.

Northcentral Technical College
Special Revenue Fund - Non-Aidable
2023-2024 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	2021-2022 Actual	2022-2023 Budget	2022-2023 Estimated & Revised (1)	2023-2024 Budget
Revenues				
Local Government	\$ 45,581	\$ 200,000	\$ 300,000	\$ 200,000
State Aids	1,142,731	1,295,027	1,419,190	1,532,614
Other Student Fees	238,024	252,500	250,000	252,500
Institutional Revenue	55,458	56,560	55,000	55,500
Federal Revenue	13,117,187	7,510,613	8,280,832	8,717,405
Total Revenues	14,598,981	9,314,700	10,305,022	10,758,019
<u>Other Funding Sources:</u>				
Interfund Transfers In	-	-	-	-
Reductions in Fund Balance	-	-	-	60,965
Total Sources of Funds	\$ 14,598,981	\$ 9,314,700	\$ 10,305,022	\$ 10,818,984
Expenditures				
Student Services	14,576,770	9,263,640	10,254,502	10,818,984
Total Expenditures	14,576,770	9,263,640	10,254,502	10,818,984
<u>Other Uses</u>				
Interfund Transfers Out	-	-	-	-
Increases to Fund Balance	22,211	51,060	50,520	-
Total Uses of Funds	\$ 14,598,981	\$ 9,314,700	\$ 10,305,022	\$ 10,818,984
Transfers To (From) Fund Balance				
Reserve for Student Organizations	22,211	51,060	50,520	(60,965)
Total Transfers To (From) Fund Balance	22,211	51,060	50,520	(60,965)
Beginning Fund Balance	1,706	23,917	23,917	74,437
Ending Fund Balance	\$ 23,917	\$ 74,977	\$ 74,437	\$ 13,472

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 2, 2023.

Northcentral Technical College
Capital Projects Fund
2023-2024 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	2021-2022 Actual	2022-2023 Budget	2022-2023 Estimated & Revised (1)	2023-2024 Budget
Revenues				
State Aids	\$ 577,650	\$ 243,152	\$ 382,603	\$ 291,457
Institutional Revenue	234,650	195,070	553,605	335,227
Federal Revenue	1,967,905	1,323,920	1,714,954	3,033,707
Total Revenues	2,780,205	1,762,142	2,651,162	3,660,391
<u>Other Funding Sources:</u>				
Proceeds from Debt	11,500,000	11,500,000	12,000,000	17,457,820
Interfund Transfers In	1,764,000	-	-	-
Reductions in Fund Balance	68,619	3,666,337	1,935,453	-
Total Sources of Funds	\$ 16,112,824	\$ 16,928,479	\$ 16,586,615	\$ 21,118,211
Expenditures				
Instruction	2,483,329	5,312,024	3,978,195	5,005,640
Instructional Resources	2,224,895	423,093	806,482	847,647
Student Services	10,595	-	-	20,000
General Institutional	5,998,608	7,428,650	7,270,798	6,920,452
Physical Plant	5,395,397	3,764,712	4,531,141	5,598,766
Total Expenditures	16,112,824	16,928,479	16,586,615	18,392,505
<u>Other Uses</u>				
Interfund Transfers Out	-	-	-	0
Increases to Fund Balance	-	-	-	2,725,706
Total Uses of Funds	\$ 16,112,824	\$ 16,928,479	\$ 16,586,615	\$ 21,118,211
Transfers To (From) Fund Balance				
Reserve for Capital Projects	(68,619)	(3,666,337)	(1,935,453)	2,725,706
Total Transfers To (From) Fund Balance	(68,619)	(3,666,337)	(1,935,453)	2,725,706
Beginning Fund Balance	20,864,691	20,796,072	20,796,072	18,860,619
Ending Fund Balance	<u>\$ 20,796,072</u>	<u>\$ 17,129,735</u>	<u>\$ 18,860,619</u>	<u>\$ 21,586,325</u>

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

(1) Nine months actual and three months estimated; revised May 2, 2023.

Northcentral Technical College
Debt Service Fund
2023-2024 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	<u>2021-2022 Actual</u>	<u>2022-2023 Budget</u>	<u>2022-2023 Estimated and Revised (1)</u>	<u>2023-2024 Budget</u>
Revenues				
Local Government	\$ 11,907,730	\$ 14,002,966	\$ 14,002,966	\$ 14,002,966
Institutional Revenue	8,210	50,000	50,000	50,000
Total Revenues	11,915,940	14,052,966	14,052,966	14,052,966
<u>Other Funding Sources:</u>				
Premium on Long-Term Debt	517,328	400,000	400,000	400,000
Interfund Transfers In	-	-	-	-
Reductions in Fund Balance	-	-	-	1,621,122
Total Sources of Funds	\$ 12,433,268	\$ 14,452,966	\$ 14,452,966	\$ 16,074,088
Expenditures				
Physical Plant	12,050,908	14,002,966	14,002,966	16,074,088
Total Expenditures	12,050,908	14,002,966	14,002,966	16,074,088
<u>Other Uses</u>				
Interfund Transfers Out	-	-	-	-
Increases to Fund Balance	382,360	450,000	450,000	-
Total Uses of Funds	\$ 12,433,268	\$ 14,452,966	\$ 14,452,966	\$ 16,074,088
Transfers To (From) Fund Balance				
Reserve for Debt Service	382,360	450,000	450,000	(1,621,122)
Total Transfers To (From) Fund Balance	382,360	450,000	450,000	(1,621,122)
Beginning Fund Balance	5,306,444	5,688,804	5,688,804	6,138,804
Ending Fund Balance	<u>\$ 5,688,804</u>	<u>\$ 6,138,804</u>	<u>\$ 6,138,804</u>	<u>\$ 4,517,682</u>

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 2, 2023.

Northcentral Technical College
Enterprise Fund
2023-2024 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	2021-2022 Actual	2022-2023 Budget	2022-2023 Estimated and Revised (1)	2023-2024 Budget
Revenues				
Institutional Revenue	\$ 2,150,116	\$ 2,005,000	\$ 1,991,000	\$ 1,998,000
Federal Revenue	928	-	-	-
Total Revenues	2,151,044	2,005,000	1,991,000	1,998,000
<u>Other Funding Sources:</u>				
Interfund Transfers In	4,000	-	-	-
Reductions in Fund Balance	-	295,000	-	352,000
Total Sources of Funds	\$ 2,155,044	\$ 2,300,000	\$ 1,991,000	\$ 2,350,000
Expenditures				
Auxiliary Services	2,085,577	2,300,000	1,967,000	2,100,000
Total Expenditures	2,085,577	2,300,000	1,967,000	2,100,000
<u>Other Uses</u>				
Interfund Transfers Out	29,848	-	-	-
Increases to Fund Balance	39,619	-	24,000	-
Total Uses of Funds	\$ 2,155,044	\$ 2,300,000	\$ 1,991,000	\$ 2,100,000
Transfers To (From) Fund Balance				
Retained Earnings	39,619	(295,000)	24,000	(352,000)
Total Transfers To (From) Fund Balance	39,619	(295,000)	24,000	(352,000)
Beginning Fund Balance	497,178	536,797	536,797	560,797
Ending Fund Balance	<u>\$ 536,797</u>	<u>\$ 241,797</u>	<u>\$ 560,797</u>	<u>\$ 208,797</u>

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 2, 2023.

Northcentral Technical College
Internal Service Fund
2023-2024 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	<u>2021-2022 Actual</u>	<u>2022-2023 Budget</u>	<u>2022-2023 Estimated & Revised (1)</u>	<u>2023-2024 Budget</u>
Revenues				
Institutional Revenue	\$ 8,798,972	\$ 6,796,877	\$ 6,582,000	\$ 6,380,000
Total Revenues	8,798,972	6,796,877	6,582,000	6,380,000
<u>Other Funding Sources:</u>				
Interfund Transfers In	62,000	-	-	-
Reductions in Fund Balance	-	950,000	970,877	1,065,000
Total Sources of Funds	\$ 8,860,972	\$ 7,746,877	\$ 7,552,877	\$ 7,445,000
Expenditures				
Auxiliary Services	5,430,597	6,720,000	6,526,000	6,210,000
Total Expenditures	5,430,597	6,720,000	6,526,000	6,210,000
<u>Other Uses</u>				
Interfund Transfers Out	140,000	1,026,877	1,026,877	1,485,000
Increases to Fund Balance	3,290,375	-	-	-
Total Uses of Funds	\$ 8,860,972	\$ 7,746,877	\$ 7,552,877	\$ 7,695,000
Transfers To (From) Fund Balance				
Retained Earnings	3,290,375	(950,000)	(970,877)	(1,065,000)
Total Transfers To (From) Fund Balance	3,290,375	(950,000)	(970,877)	(1,065,000)
Beginning Fund Balance	1,692,759	4,983,134	4,983,134	4,012,257
Ending Fund Balance	<u>\$ 4,983,134</u>	<u>\$ 4,033,134</u>	<u>\$ 4,012,257</u>	<u>\$ 2,947,257</u>

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

(1) Nine months actual and three months estimated; revised May 2, 2023.

NORTHCENTRAL TECHNICAL COLLEGE

Schedule of Long-Term Obligations

2022-2023 Budget Year

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>
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
\$	3,170,000	\$ 128,300	\$ 3,298,300	\$ 3,266,600

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>
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
\$	455,000	\$ 18,500	\$ 473,500	\$ 468,950

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>
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
\$	320,000	\$ 12,900	\$ 332,900	\$ 329,700

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>
2023-24	915,000	99,019	1,014,019	1,000,294
2024-25	945,000	71,569	1,016,569	1,002,394
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
\$	3,835,000	\$ 236,306	\$ 4,071,306	\$ 4,021,797

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>
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>\$ 5,855,000</u>	<u>\$ 574,050</u>	<u>\$ 6,429,050</u>	<u>\$ 6,330,200</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>
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>\$ 5,860,000</u>	<u>\$ 626,544</u>	<u>\$ 6,486,544</u>	<u>\$ 6,388,653</u>

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>	<u>Amount of Levy</u>
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
	<u>\$ 4,270,000</u>	<u>\$ 389,350</u>	<u>\$ 4,659,350</u>	<u>\$ 4,608,225</u>

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>
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
	<u>\$ 1,245,000</u>	<u>\$ 107,300</u>	<u>\$ 1,352,300</u>	<u>\$ 1,340,338</u>

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>
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
	<u>\$ 6,125,000</u>	<u>\$ 612,950</u>	<u>\$ 6,737,950</u>	<u>\$ 6,669,650</u>

General obligation promissory notes, Series 2022A (\$11,500,000 for construction of building additions 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 3% and 5%, dated May 24, 2022, with first interest payment due September 1, 2022, semiannually March and September thereafter; principal payments due September 1, 2022, annually March 2023 thereafter).

<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Amount of Levy</u>
2023-24	545,000	255,225	800,225	786,600
2024-25	565,000	227,975	792,975	778,850
2025-26	590,000	199,725	789,725	774,975
2026-27	615,000	170,225	785,225	769,850
2027-28	635,000	139,475	774,475	758,600
2028-29	665,000	107,725	772,725	756,100
2029-30	690,000	74,475	764,475	750,675
2030-31	720,000	46,875	766,875	755,625
2031-32	750,000	24,375	774,375	762,188
	<u>\$ 5,775,000</u>	<u>\$ 1,246,075</u>	<u>\$ 7,021,075</u>	<u>\$ 6,893,463</u>

General obligation promissory notes, Series 2023A (\$12,000,000 for construction of building additions 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 rates of 5%, dated June 1, 2023, with first interest payment due September 1, 2023, semiannually March and September thereafter; principal payments due September 1, 2023, annually March 2024 thereafter).

<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Amount of Levy</u>
2023-24	8,500,000	397,500	8,897,500	6,735,000
2024-25	1,110,000	175,000	1,285,000	1,257,250
2025-26	1,165,000	119,500	1,284,500	1,255,375
2026-27	1,225,000	61,250	1,286,250	1,255,625
\$	12,000,000	\$ 753,250	\$ 12,753,250	\$ 10,503,250

COMBINED:

<u>Budget Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total (1)</u>	<u>Amount of Levy (2)</u>	<u>Calendar Year</u>
2023-24	14,530,000	1,486,900	16,016,900	13,755,725	2024
2024-25	7,365,000	1,067,050	8,432,050	8,305,300	2025
2025-26	7,670,000	813,550	8,483,550	8,356,816	2026
2026-27	6,555,000	560,081	7,115,081	7,005,906	2027
2027-28	4,505,000	341,731	4,846,731	4,784,384	2028
2028-29	3,375,000	217,038	3,592,038	3,547,381	2029
2029-30	2,385,000	127,725	2,512,725	2,482,400	2030
2030-31	1,775,000	67,075	1,842,075	1,820,725	2031
2031-32	750,000	24,375	774,375	762,188	2032
\$	48,910,000	\$ 4,705,525	\$ 53,615,525	\$ 50,820,825	

(1) 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.

(2) The College collects Property Tax Levy dollars on a calendar-year basis; whereas, the College budgets using a fiscal year of July 1 to June 30.

NORTHCENTRAL TECHNICAL COLLEGE

Legal Debt Limitations

2023-2024 Budget Year

State statutes impose two debt limitations on debt held by WTCS districts. The following computations are based on the aggregate debt budgeted to be outstanding as of June 30, 2023, 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 2022-2023 net of resources available to fund this debt is \$42,771,196. The 5% limit is approximately \$1,123,016,209.

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 2022-2023 net of resources to fund this debt is \$0. The 2% limit is approximately \$449,206,484.

NORTHCENTRAL TECHNICAL COLLEGE

Budgeted Expenditures by Object Level⁽¹⁾

2023-2024 Budget Year

Personnel Services			
Salaries and Wages	\$33,688,519		
Fringe Benefits	10,986,340		\$44,674,859
Current Expense			12,295,913
Capital Expense			17,610,673
Debt Retirement			16,074,088
Total Budgeted Expenditures			\$90,655,533

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

SUPPLEMENTAL DATA



2023-2024
BUDGET & PLANNING

District Map and Locations

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:

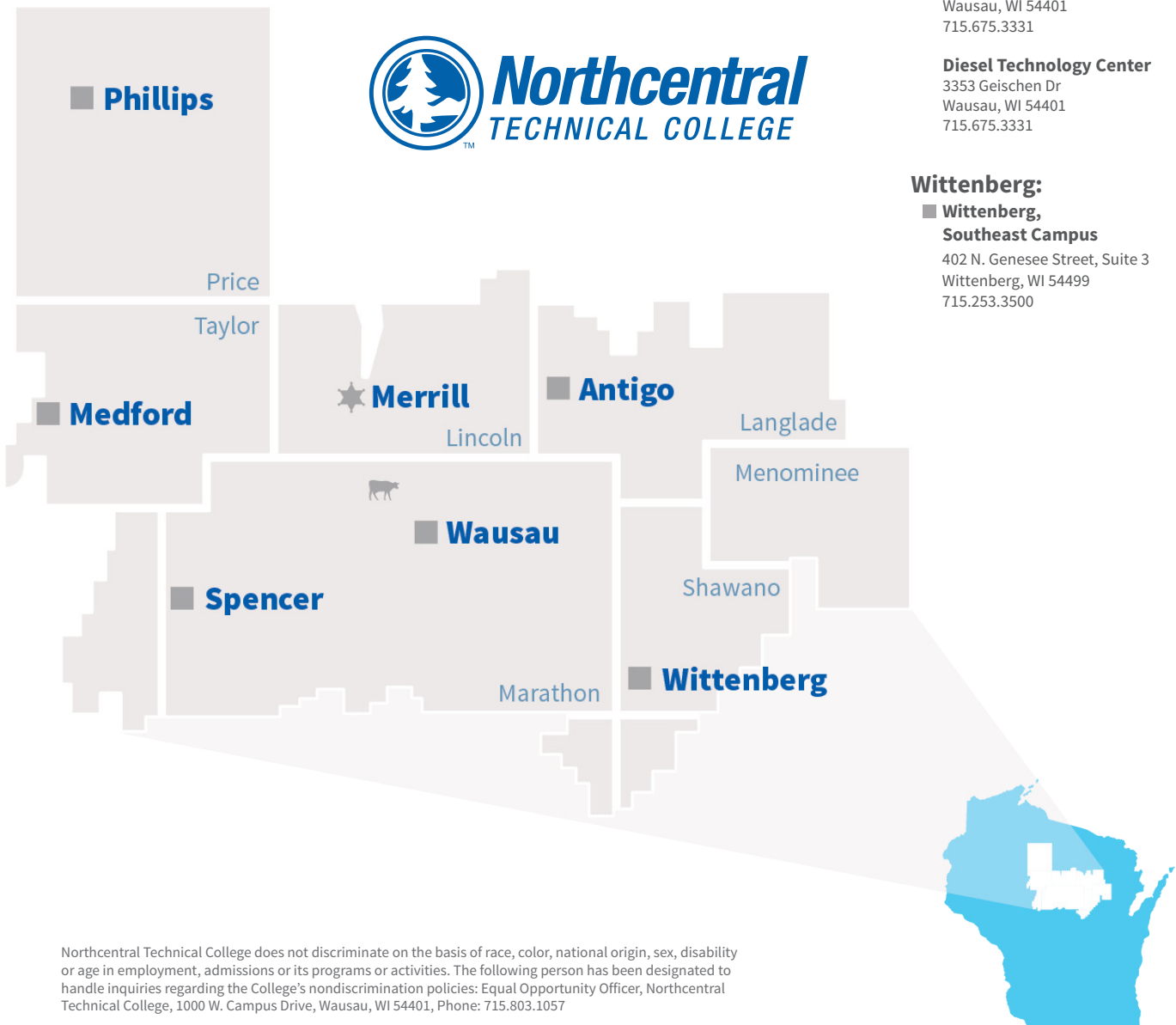
- **Public Safety Center of Excellence**
1603 Champagne Street
Merrill, WI 54452

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

Accreditation & Continuous Quality Improvement at NTC

Northcentral Technical College is institutionally accredited by the Higher Learning Commission (HLC). NTC will undergo a comprehensive institutional reaccreditation by the HLC during the 2023-2024 academic year under the Open Pathways framework. In preparation for the HLC site visit in November of 2023, NTC has deployed cross-functional teams to gather and contextualize artifacts that assure the HLC that NTC is committed to carrying out its mission with integrity, while engaging in continuous evaluation of its instructional quality and institutional effectiveness. This assurance argument provides a detailed demonstration of NTC's commitment to continuous quality improvement.

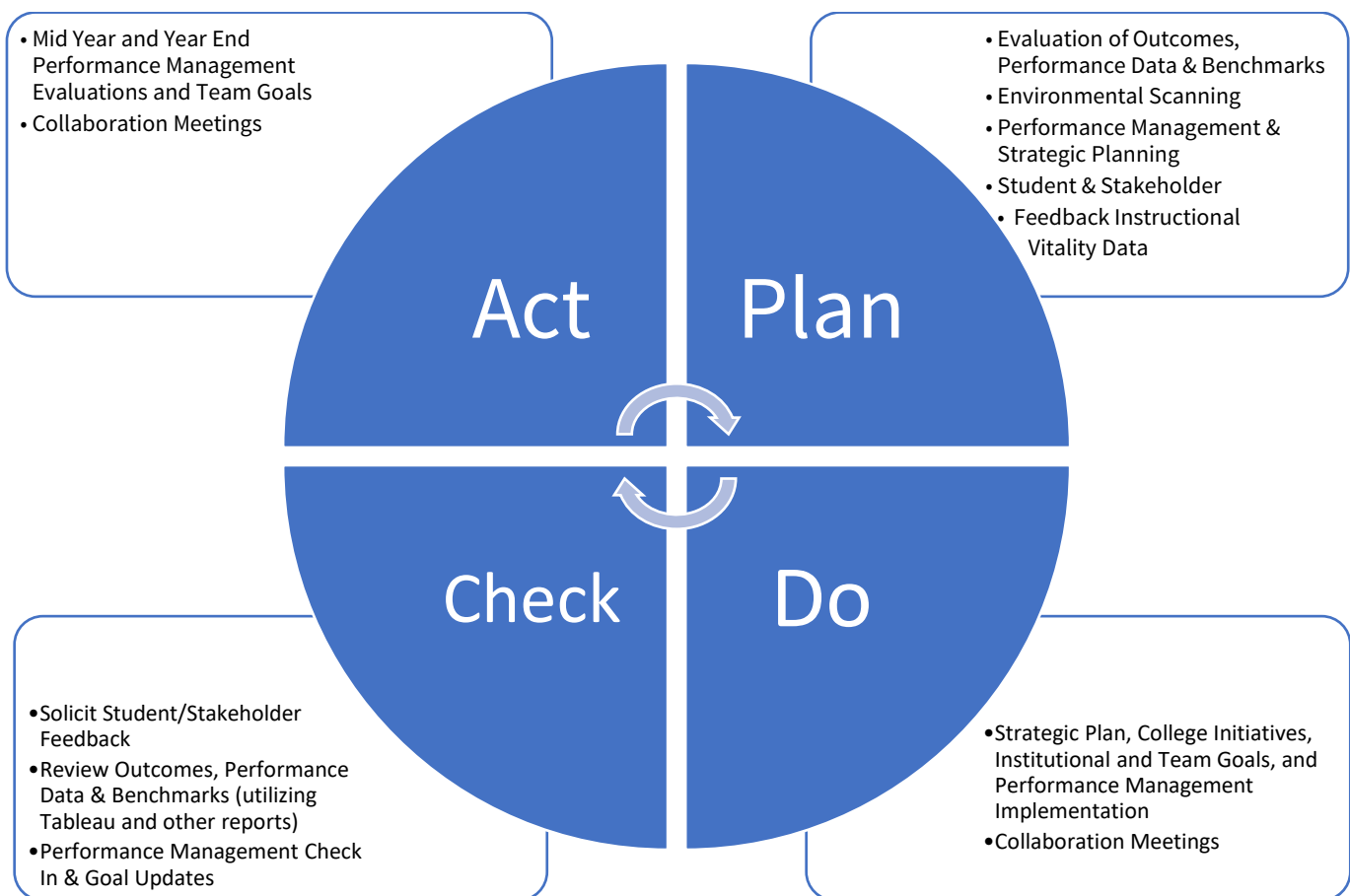
Continuous Quality Improvement at NTC

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 and the Executive Leadership Team (ELT). This commitment 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:

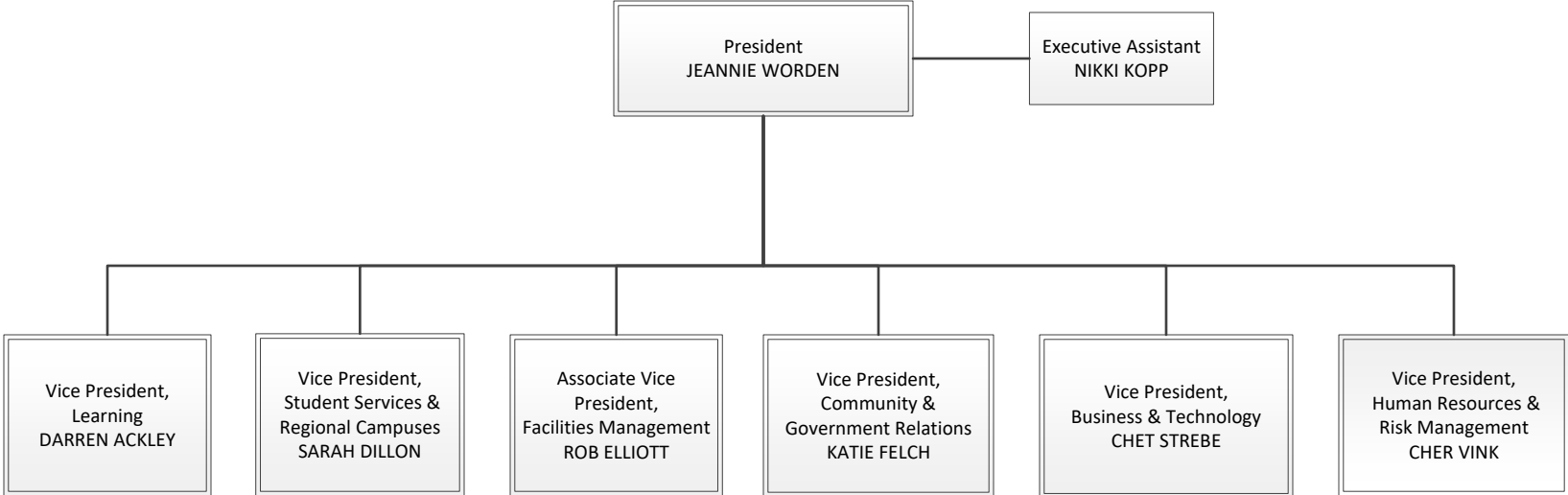
- **Instructional Vitality Process:** The Instructional Vitality Process (IVP) is an annual program evaluation to promote continuous improvement that is facilitated by members of the Institutional Research and Academic Excellence Teams. The evaluation may include program data regarding student success (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 (Student Survey, 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 team goals.
- **Strategic Plan and College Goals:** The Executive Leadership Team sets the Strategic Plan and establishes institutional goals that will be reflected on departmental or academic team goals. Institutional goals are aligned with the Strategic Plan of the College. Each department or academic team documents their team goals that align with the institutional Strategic Plan and Executive Leadership Team goals.
- **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 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 College is currently developing the next iteration of its strategic plan. The NTC Board of Trustees will approve this new strategic plan in order to achieve the College's mission and goals based on stakeholder needs. The Executive Leadership Team will then identify operational strategies to support these Strategic Directions. From the Executive Leadership Team's identified College-wide 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 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 ORGANIZATIONAL CHART



NORTHCENTRAL TECHNICAL COLLEGE
Student Enrollment Statistics
2022-2023

	2018-2019	2019-2020	2020-2021	2021-2022	2022-23	2023-24
<u>Head Count Enrollments</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
Postsecondary (1)	9,962	10,060	8,346	9,800	9,850	9,900
Basic Education (2)	4,653	4,947	4,681	4,700	5,500	5,500
Continuing Education (3)	9,458	7,845	6,432	8,600	9,300	9,400
TOTAL (4)	<u>24,073</u>	<u>22,852</u>	<u>19,459</u>	<u>23,100</u>	<u>24,650</u>	<u>24,800</u>
<u>Full-Time Equivalent Enrollments</u>						
Postsecondary (1)	2,345	2,351	2,278	2,225	2,185	2,170
Basic Education (2)	355	411	406	365	375	365
Continuing Education (3)	98	100	71	95	110	115
TOTAL	<u>2,798</u>	<u>2,862</u>	<u>2,755</u>	<u>2,685</u>	<u>2,670</u>	<u>2,650</u>

(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: 2018-2019 19,220, 2019-2020 17,801, 2020-2021 16,078, 2021-2022 18,686 and 2022-2023 (estimated) 19,750 and 2023-24 (projected) 19,900.

(5) Estimated numbers as of April 2023 (week #43); fiscal year end numbers will be available in August of 2023.

Degree/Diploma Program Offerings

2023-2024

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

TECHNICAL PROGRAMS

Accelerated – Human Resource Management
Accelerated – Leadership
Accelerated – Lean Organizations
Accelerated – Supervision
Accounting Assistant
Advanced EMT
Applied Mechanical CAD Technician
Architectural Design Software
Architectural Technician
Automotive Technician
Basic Machining
Business Operations
Cosmetology
Criminal Justice – Law Enforcement 720 Academy
Crop Scout
Culinary Assistant
Dental Assistant (Short-Term)
Diesel Equipment Mechanic
Early Childhood Education Teacher
Early Childhood Teacher
Electrical Power Distribution
Emergency Medical Technician
Emergency Medical Technician – Paramedic
EMT – Firefighter
Fire Science
Flux Cored Arc Welding (FCAW)
Garden to Market Specialist
Gas Metal Arc Welding (GMAW)
Gas Tungsten Arc Welding (GTAW)
Gas Utility Construction & Service
Healthcare Receptionist
Human Services Assistant
Industrial Automation
Industrial Electronics and Maintenance Technician
Industrial Environmental Engineering Technician
Industrial Manufacturing Engineering Technician

Industrial Safety Engineering Technician
IT – Computer Support Technician
IT – Help Desk Support Specialist
IT – Junior Developer
IT – Network Technician
IT – Software Development Specialist
IT – Web Design Specialist
Machine Tool Operation
Machine Tool Technics
Manufacturing Basics
Manufacturing Technician
Marketing – Digital Internet Marketing
Marketing – Digital Marketing Promotions
Marketing – Social Media
Medical Assistant
Medical Coding Specialist
Medical Office Specialist
Nursing Assistant (CNA)
Office Assistant
Phlebotomy Technician
Quality Manufacturing
QuickBooks Specialist
Shielded Metal Arc Welding (SMAW)
Substance Abuse Counselor Education
Supply Chain Assistant
Surgical Technologist
Therapeutic Massage
Truck Driving (CDL Class A)
Welding
Welding Robotic Operation
Wood Technology

Certificates

Administrative Professional Customer Service
Agronomy
Applied Design Software
Applied Manufacturing & Design Concepts
Applied Mathematics
Auto Collision Fundamentals
Band Saw Filer
Basic Digital Photography and Digital Video
Basic Wood Manufacturing
Business Administration
Business Requirements Specialist
CNC Router
Communication
Counseling Skills in the Helping Profession
Critical Care Paramedic
Data Analysis Specialist
Digital Marketing Basics
Early Childhood Education - The Registry Preschool
Early Childhood Licensing Basic Ages 0-2
Electrical Maintenance
Emerging Technologies
Entrepreneurship Fundamentals
Equine Fundamentals
Esports Business Management
Finance
Furniture Design and Craftsmanship
General Studies Transfer
Gerontology
Google IT Support Professional
Hardwood Manufacturers
Hardwood Sawmilling
Health Science
Human Services
Industrial Laser Operator - Machine Tool
Industrial Laser Operator - Welding
Information Technology
Internet Graphic Design
Intro to Education
Intro to Graphics
IT - A+ Exam Preparation
IT - CCNA Exam Prep NEW
IT - Information Security

Jail Academy
Law, Public Safety, Corrections, and Security
Leadership Essentials
Lean Manufacturing Leadership
Local Anesthesia for Dental Hygienists
Logistics
Managerial Accounting
Manufacturing
Manufacturing Fundamentals
Marketing - Basics
Marketing - Promotions
Marketing - Sales Representative
Mathematics
Mechanical Design Drawing Software
Metal Forming
Microsoft Office
Move to Manufacturing
Multimedia & Computer Arts
Nail Technology
Non-Profit Management
Office Technology Basics
Pasture to Plate Butchery
Planning and Inventory Management
Precision Agriculture Equipment Technician
Print Production
Professional Communication - Criminal Justice
Professional Communication - Digital Marketing
Professional Communication - Marketing
Project Management
Promotional Graphic Design
Purchasing Agent/Buyer
Quality Technician
Retail Operations
Science, Technology, Engineering, and Mathematics
Small Business Bookkeeping
Social and Behavioral Science
Sterile Processing Technician
Straight Truck (CDL Class B)
SUDC Specialization
Supply Chain Operations Effectiveness
Transportation, Distribution, and Logistics
Youth and Family

	Number of Graduates	Number Responding	% Employed	% Employed in Field	Average Hourly Wage	Average Annual Salary	Annual Salary Range
Accounting Assistant Technical Diploma	39	29	90%	56% ⁵	\$19.03	\$39,588	\$37,440 - \$44,990
Accounting Associate Degree	88	49	79%	71%	\$17.78	\$38,109	\$24,960 ³ - \$51,428
Administrative Professional	11	5	100%	80%	\$14.67	\$30,507	\$24,960 - \$35,360
Advanced EMT	28	19	89%	100%	\$18.33	\$36,556	\$23,920 ³ - \$62,400 ⁴
Agri-Business	13	8	100%	57% ⁵	\$17.00	\$29,380	\$25,480 - \$33,280
Architectural Design & Technology	35	18	100%	100%	\$19.53	\$42,947	\$32,000 - \$52,000
Automation Systems Technology	17	6	100%	100%	\$25.16	\$53,988	\$49,920 - \$59,951
Automotive Technician Technical Diploma	18	11	82%	56% ⁵	\$17.26	\$40,726	\$26,000 - \$54,340
Automotive Technology Associate Degree	9	5	100%	60%	\$16.75	\$34,840	\$33,280 - \$36,400
Business Analyst ¹	3	2					
Business Management	92	39	93%	85%	\$22.19	\$51,454	\$29,120 - \$100,008 ⁴
Cosmetology ¹	3						
Criminal Justice - Law Enforcement 720 Academy	78	34	81%	96%	\$22.97	\$53,717	\$32,240 - \$84,864 ⁴
Criminal Justice Studies ²	73	44	67%	71%	\$21.17	\$50,749	\$31,200 - \$74,100 ⁴
Crop Science	8	4	100%	75%	\$16.18	\$38,457	\$24,960 - \$52,910
Culinary Arts	17	10	100%	86%	\$12.67	\$28,080	\$27,040 - \$29,120
Dairy Science	26	13	100%	89%	\$13.36	\$29,663	\$20,800 ³ - \$39,000
Dental Assistant Technical Diploma	34	18	100%	75%	\$15.57	\$30,843	\$27,040 - \$33,280
Dental Hygienist Associate Degree	91	47	100%	93%	\$31.60	\$60,327	\$42,640 - \$78,624 ⁴
Diesel Equipment Mechanic Technical Diploma	18	14	83%	100%	\$17.13	\$39,451	\$23,712 ³ - \$54,080
Diesel Technology Associate Degree	17	13	83%	80%	\$26.50	\$55,120	\$37,440 - \$66,560
Digital Marketing ¹	21	12	67%	67%	\$23.04		
Early Childhood Education	42	23	100%	89%	\$14.80	\$31,002	\$23,377 - \$46,800
Electrical Power Distribution	27	13	67%	63%	\$24.99	\$58,254	\$37,440 - \$78,000 ⁴
Electromechanical Technology	62	38	95%	78%	\$21.75	\$49,652	\$23,400 ³ - \$66,300
Emergency Medical Technician	236	123	94%	64%	\$15.30	\$42,179	\$22,745 ³ - \$73,000 ⁴
Emergency Medical Technician - Paramedic	29	21	100%	88%	\$18.56	\$44,911	\$20,592 ³ - \$59,904 ⁴
Fire Medic Associate Degree	7	4	100%	100%	\$18.03	\$56,448	\$55,000 - \$59,015
Fire Science Technical Diploma ¹	1	1	100%	100%			
Fire Services Leadership ¹	1	1	100%	100%			
Foundations of Teacher Education ¹	3	1	100%	100%			
Gas Utility Construction & Service	9	7	100%	86%	\$25.23	\$55,653	\$51,480 - \$63,180
Graphic Communication Technologies	26	16	100%	64%	\$14.53	\$31,757	\$24,960 - \$42,120
Human Resources ¹	1						
Human Services Assistant Technical Diploma	144	112	79%	65%	\$15.88	\$37,042	\$27,040 - \$44,158
Human Services Associate Degree	88	37	92%	73%	\$17.86	\$37,780	\$33,280 - \$44,200
Individualized Technical Studies ¹	1	1	100%	100%			
Industrial Electronics and Maintenance Technician	20	16	100%	60%	\$28.10	\$67,257	\$60,934 - \$73,580
IT - Computer Support Specialist	33	20	75%	75%	\$18.76	\$39,697	\$30,000 - \$43,680
IT - Computer Support Technician ¹	2	2	100%	50% ⁵			
IT - Cybersecurity Specialist ¹	2	1					
IT - Network Specialist	21	8	100%	100%	\$21.13	\$48,547	\$42,640 - \$58,000
IT - Software Developer	41	15	82%	78%	\$24.65	\$51,740	\$29,120 - \$69,000 ⁴
IT - Web Designer ¹	7	5	75%	33% ⁵			
Leadership Development	26	19	92%	82%	\$23.64	\$55,041	\$33,898 - \$75,000 ⁴
Machine Tool Operation	13	9	83%	60%	\$17.85	\$39,520	\$33,280 - \$45,760
Machine Tool Technics	13	4	100%	100%	\$20.71	\$43,077	\$41,600 - \$44,554
Manufacturing Engineering Technology ¹	16	3	100%	100%			
Marketing Associate Degree	22	11	100%	88%	\$16.90	\$39,437	\$28,080 - \$50,232
Mechanical Design Engineering Technology	51	28	89%	76%	\$21.42	\$45,376	\$34,320 - \$62,000 ⁴
Medical Assistant	52	29	96%	96%	\$16.01	\$32,938	\$29,120 - \$39,978
Medical Coding Specialist	49	33	83%	53% ⁵	\$21.42	\$51,617	\$35,360 - \$90,000 ⁴
Medical Laboratory Technician	14	7	86%	100%	\$20.87	\$43,116	\$33,602 - \$59,280 ⁴
Medical Office Specialist ¹	10	5	50%	100%			
Nursing Assistant Technical Diploma (CNA)	1105	588	94%	82%	\$14.66	\$32,478	\$21,840 ³ - \$70,720 ⁴
Nursing Associate Degree	279	128	100%	99%	\$29.44	\$59,485	\$45,190 - \$145,600 ⁴
Office Assistant	10	9	100%	83%	\$14.77	\$30,722	\$30,160 - \$31,200
Paramedic Technician Associate Degree	14	8	100%	100%	\$21.70	\$49,053	\$34,632 - \$65,728 ⁴
Phlebotomy Technician	58	41	100%	95%	\$14.99	\$31,432	\$26,208 - \$39,312
Radiography	44	33	100%	84%	\$23.38	\$48,461	\$35,360 - \$61,006 ⁴
Safety Engineering Technology ¹	5	2	100%	100%			
Sign Language Interpreting in Education	8	4	100%	100%	\$23.45	\$45,642	\$41,059 - \$52,000
Small Business Entrepreneurship	39	17	80%	88%	\$18.36	\$42,347	\$27,040 - \$50,000
Substance Abuse Counselor Education Technical Diploma	40	29	100%	60%	\$18.20	\$46,138	\$33,280 - \$54,054
Substance Use Disorder Counseling Associate Degree	22	14	89%	88%	\$19.24	\$41,460	\$35,360 - \$46,176
Supply Chain Management	6	3	100%	67%	\$19.45	\$48,157	\$43,430 - \$52,884
Surgical Technologist	22	14	100%	75%	\$22.47	\$48,846	\$41,600 - \$65,780 ⁴
Technical Studies - Journey Worker ¹	9	4	100%	67%			
Truck Driving	90	56	90%	93%	\$22.42	\$59,519	\$23,712 ³ - \$88,920 ⁴
Video Production ¹	24	11	67%	33% ⁵	\$16.41		
Welding Technical Diploma	54	33	90%	89%	\$20.58	\$46,797	\$36,920 - \$64,740 ⁴
Welding Fabrication & Robotics Associate Degree	17	8	100%	83%	\$19.60	\$44,142	\$43,043 - \$45,240
Wood Science	13	8	100%	86%	\$19.18	\$45,726	\$31,200 - \$66,144 ⁴
Embedded Technical Diplomas	461	334	90%	64%	\$21.11	\$56,058	\$29,120 - \$183,040 ⁶
COLLEGE-WIDE 3 YEAR TOTALS	4128	2357	92%	81%	\$20.51	\$47,234	\$20,592³ - \$183,040⁶

Table Notes:

- ¹Wages not displayed. Programs with fewer than two graduates reporting full-time employment wages (35+ hours/week) in a related field will not display annual wages.
- ²Many graduates seeking municipal jobs can take six to 18 months to be processed for employment eligibility due to substantial testing and background checks.
- ³Graduates of this program may be working fewer than 40 hours/week. Refer to average salary for more accurate estimates of actual wages.
- ⁴Wages may be higher than typical due to graduates working more than 40 hours per week or having previous employment in the field.
- ⁵Lower employment rate in the field may be due to graduates responding earlier than 6 months after graduation.
- ⁶Embedded Technical diplomas ladder into associate degree and technical diploma offerings. Wages may be higher than typical due to graduates' previous employment or additional degrees earned. Individuals graduating with embedded technical diplomas are often incumbent workers upgrading their skills.
- Some programs display a wide range of salaries. For more accurate estimates of wages, refer to the Average Annual Salary column.

Examples of Employers Who Hire NTC Graduates

- Abbyland Trucking
- Ahlstrom-Munksjo Mosinee
- Antigo Fire Department
- Applied Laser Technologies
- AROW Global Corporation
- Ascension Hospital
- Aspirus Inc
- Athenian Living
- Attic Correctional Services
- Bell Tower Residence
- Birnamwood Veterinary Service
- Bone & Joint Clinic
- Boys & Girls Club of Langlade County
- Brickners of Antigo
- BW Paper Systems
- Cedar Creek Dental
- Church Mutual
- City of Merrill
- City of Wausau
- Cloverleaf Terrace LLC
- Colby Fire Department
- Colby Metal Inc
- Color Vision
- County Materials
- Crystal Finishing Systems
- DC Everest Area Schools
- Dix & Gillette Counseling LLP
- Dorchester Head Start
- E.L.M. Repair
- Eastbay
- ENT Associates
- Everest Metro Police Department
- Flambeau Hospital
- G3 Industries
- Goetsch's Welding & Machine
- Good Samaritan Health Center
- Gordon Aluminum
- Great Lakes Cheese
- Green Bay Packaging
- Greenheck Fan Corporation
- Homme Home of Wittenberg
- Imperial Industries
- Industrial Air Products
- Intercon Construction Company
- J & D Tube Benders Inc
- Jarp Industries
- Jensen & Son Asphalt
- JX Truck Center
- Kafka Granite
- Karl's Transport Inc
- Kolbe & Kolbe Millwork
- Kocourek Chevrolet
- Kretz Lumber
- Kronenwetter Veterinary Care
- KW Transit
- L & S Electric
- Lange Machine & Tool
- Lincoln County Sheriff's Department
- Linetec
- Lutheran Social Services
- Marathon Cheese
- Marathon County Sheriff's Department
- Marquip Ward United
- Marshfield Clinic
- Medford Co-Op
- Medford Dental Clinic
- Merrill Steel
- Metro Animal Hospital
- Mosinee Fire Department
- Mosinee Veterinary Clinic
- Nestle Pizza Company
- New Vision Wilderness Therapy
- North Central Health Care
- Northwest Tool & Manufacturing Company Inc
- Northwoods Veterinary Services
- Oldcastle Building Envelope
- Park Falls Ambulance
- Phillips-Medisize
- Phillips Police Department
- Pride TLC Therapy & Living Campus
- Regal-Beloit
- Reindl Printing
- Rennes Health Center
- Rib Lake Police Department
- Ryan Manufacturing
- S D Ellenbecker Inc
- Schreiner Forestry Inc
- Schuetz Metals Inc
- Sentry Insurance
- SF Transport Ltd
- Sierra Pacific Windows
- Skyward Inc
- Sonoco Products
- South Area Fire and Emergency Response District
- Sport & Spine Clinic
- Stratford Homes
- Swiderski Equipment
- VCA Companion Care Animal Hospital
- Volm Companies Inc
- Waukesha Bearings Corporation
- Wausau Child Care
- Wausau Comprehensive Treatment
- Wausau Fire Department
- Wausau Homes
- Wausau Police Department
- Wausau Supply
- Wausau Tile
- Wausau Window & Wall Systems
- Weather Shield
- Wisconsin Public Service
- YMCA

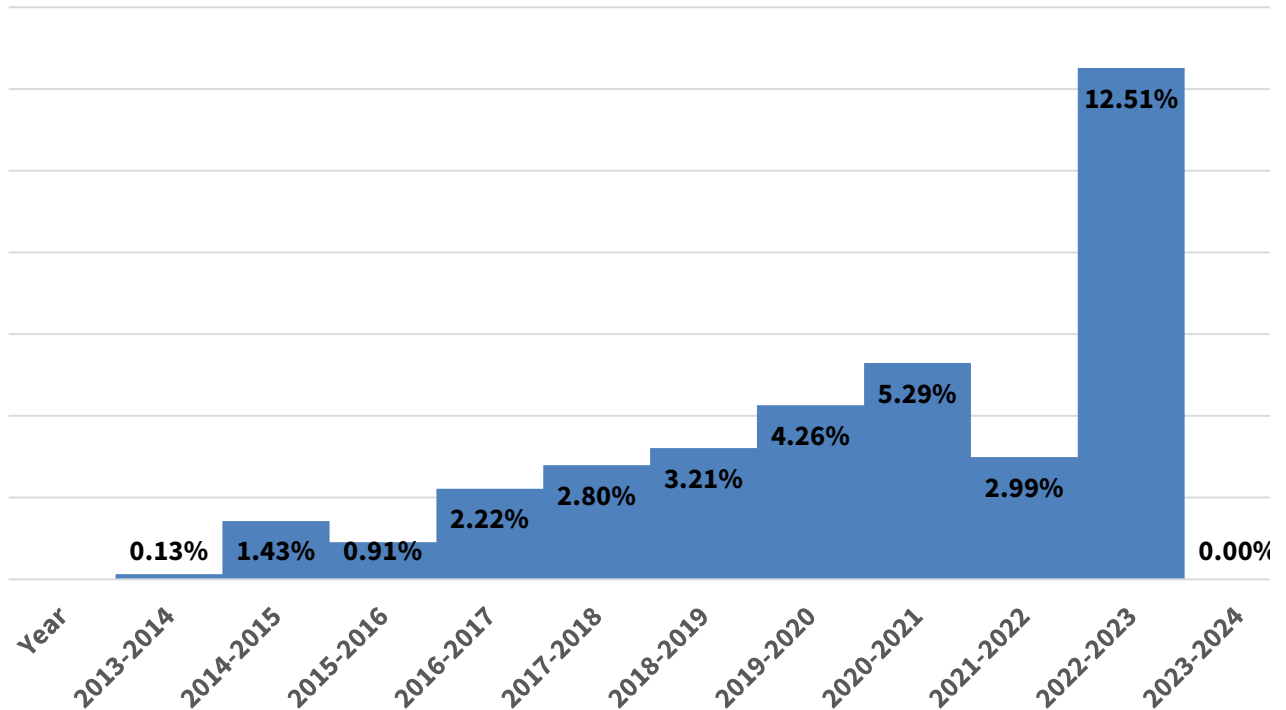
NORTHCENTRAL TECHNICAL COLLEGE

Property Valuations and Mill Rates

2023-2024 Budget Year

Year		Property Valuation	Operational Mill Rate	Debt Mill Rate
2013-2014	Actual	14,900,465,191	1.51035	0.57486
2014-2015	Actual	15,113,021,324	0.62683 (1)	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	Actual	18,700,654,022	0.57249 (1)	0.63817
2022-2023	Actual	21,040,837,383	0.50436 (1)	0.66551
2023-2024	Projected (2)	21,040,837,383	0.50436	0.66551

**Percent Increase/Decrease in
Equalized Value of District Property**



(1) Mill rate reflects a change in Wisconsin State Statutes related to Property Tax Relief Aid providing a dollar-for-dollar reduction in property tax funding with an increase in state aid funding.

(2) Projected to remain the same as prior year until annual valuations are available.

NORTHCENTRAL TECHNICAL COLLEGE Property Tax Levy 2023-2024 Budget

TAX DISTRIBUTION BY FUND	2019-2020		2020-2021		2021-2022		2022-2023		2023-2024 (projected)	
	Amount	Mill Rate	Amount	Mill Rate	Amount	Mill Rate	Amount	Mill Rate	Amount	Mill Rate
General Operations										
General Fund	\$ 9,597,520	0.55654	\$ 10,040,437	0.55297	\$ 9,406,009	0.50298	\$ 9,512,133	0.45208	\$ 9,512,133	0.45208
Special Revenue Fund - Operational	1,100,000	0.06379	1,100,000	0.06058	1,100,000	0.05882	900,000	0.04277	900,000	0.04277
Special Revenue Fund - Non-Aidable	200,000	0.01160	200,000	0.01101	200,000	0.01069	200,000	0.00951	200,000	0.00951
Total General Operations	\$ 10,897,520	0.63192	\$ 11,340,437	0.62456	\$ 10,706,009	0.57249	\$ 10,612,133	0.50436	\$ 10,612,133	0.50436
Debt Retirement										
Debt Service Fund	\$ 11,005,237	0.63817	\$ 11,587,528	0.63817	\$ 11,934,197	0.63817	\$ 14,002,966	0.66551	\$ 14,002,966	0.66551
Total Debt Retirement	\$ 11,005,237	0.63817	\$ 11,587,528	0.63817	\$ 11,934,197	0.63817	\$ 14,002,966	0.66551	\$ 14,002,966	0.66551
Total Levy	\$ 21,902,757	1.27009	\$ 22,927,965	1.26273	\$ 22,640,206	1.21066	\$ 24,615,099	1.16987	\$ 24,615,099	1.16987

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

STATISTICS	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024 (projected)
Equalized Valuation (TID Out)	\$ 17,244,992,207	\$ 18,157,430,905	\$ 18,700,654,022	\$ 21,040,837,383	\$ 21,040,837,383 (2)
Tax Levy Requested	\$ 21,902,757	\$ 22,927,965	\$ 22,640,206	\$ 24,615,099	\$ 24,615,099
Total Mill Rate	1.27009	1.26273	1.21066	1.16987	1.16987
Mill Rate - General Operations	0.63192	0.62456	0.57249 (1)	0.50436 (1)	0.50436 (2)
Mill Rate - Debt Retirement	0.63817	0.63817	0.63817	0.66551	0.66551 (2)

(1) Mill rate reflects a change in Wisconsin State Statutes related to Property Tax Relief Aid providing a dollar-for-dollar reduction in property tax funding with an increase in state aid funding.

(2) Property valuations and mill rates projected to remain the same as prior year for budget purposes; actual mill rates determined at October Board meeting.

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 the allocation of tax levy to municipalities in a taxing district.

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 1st and ends June 30th.

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 educational 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 occur.

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.

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.



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 Medford, WI 54451
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MERRILL:

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 Center of Excellence
 1603 Champagne Street
 Merrill, WI 54452
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PHILLIPS:

■ Phillips, North Campus
 1408 Pine Ridge Road
 Phillips, WI 54555
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SPENCER:

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 Spencer, WI 54479
 715.659.5120

WAUSAU:

■ Wausau, Central Campus
 Center for Health Sciences
 Engineering and Advanced
 Manufacturing Center of
 Excellence
 Information Technology
 Entrepreneurial Center
 Professional Conference
 Center
 SPOONS Restaurant
 STEM Center
 Studio Max Salon + Spa
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