



**Northcentral**  
TECHNICAL COLLEGE

# Budget & Planning 2024 - 2025



1000 W. Campus Drive  
Wausau, WI 54401

715.675.3331

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

**Budget**

*Linking NTC Strategic Planning  
and Resource Allocation*



# NTC District Board of Trustees and Administration

District Budget 2024-2025  
Members of the Board



Paul Proulx (Central)  
*Chairperson*



Troy Brown (East)  
*Vice Chairperson*



Charlie Paulson (West)  
*Secretary/Treasurer*



Sherry Bunten (East)  
*Member*



Tucona Crowder (Central)  
*Member*



Michael Endreas  
*Member*



Tom Felch (Central)  
*Member*



Keith Langenhahn  
*Member*



Heather Renzelmann (Central)  
*Member*

## EXECUTIVE LEADERSHIP TEAM

- Dr. Jeannie Worden, President
- Dr. Sarah Dillon, Vice President of Student Services & Regional Campuses
- Dr. Darren Ackley, Provost & Vice President for Learning
- Dr. Chet Strebe, Vice President of Business & Technology
- Katie Felch, Vice President of Community & Government Relations
- Cher Vink, Vice President of Human Resources, Facilities & Risk Management

## MISSION STATEMENT

Northcentral Technical College enriches our communities by providing high quality learner and employer focused educational pathways that transform lives.

## DISTRICT OFFICE

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

# Table of Contents

## Section 1 – Budget and Planning

Message from the Northcentral Technical College President and the Board Chairperson .....	5
Vision, Mission, and Values.....	6
Letter from the President – Strategic Plan .....	7
2023-2024 Mid-Year College-Wide Accomplishments.....	11
Budget Planning Process .....	20
2024-2025 Budget Assumptions .....	23
Facts, Trends and Forecasts .....	24
New Program Initiatives and Organizational Changes.....	29
Capital Resource Plan .....	31
Staff Position Summary .....	33

## Section 2 - Financial Data

Financial Structure.....	35
Basis of Budgeting and Basis of Accounting .....	37
Description of Revenue Sources .....	38
Description of Expenditure Functions .....	39
Budget Summary and Notice of Public Hearing - Legal Notice.....	40
Operational Budget Pie Charts:	
2023-2024 Operational Estimated Sources of Revenue .....	41
2024-2025 Operational Budgeted Sources of Revenue .....	41
2023-2024 Operational Estimated Expenditures by Function.....	42
2024-2025 Operational Budgeted Expenditures by Function .....	42
Pro-Forma Balance Sheet .....	43
Combined Budget Summary .....	44
Budgetary Statements of Resources, Uses, and Changes in Fund Balance:	
General Fund .....	45
Special Revenue Fund – Operational .....	46
Special Revenue Fund – Non-Aidable .....	47
Capital Projects Fund.....	48
Debt Service Fund .....	49
Enterprise Fund .....	50
Internal Services Fund .....	51
Schedule of Long-Term Obligations.....	52
Legal Debt Limitations .....	54

## Section 3 – Supplemental Data

Wisconsin Technical College System Map .....	56
Accreditation and Continuous Quality Improvement at NTC .....	57
NTC Organizational Chart .....	59
Student Enrollment Statistics .....	60
Program Offerings.....	61
Graduate Employment Statistics .....	64
Property Valuations and Mill Rates .....	65
Property Tax Levy History .....	66
Glossary of Terms .....	67

# BUDGET AND PLANNING



**2024-2025**  
**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 2025. 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 2024-25 Budget continues the College's tradition of excellence and sound fiscal management in support of the 2024-2029 Strategic Plan. This budget includes an operating mill rate of 0.46549.

Additionally, the FY25 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,



Dr. Jeannie Worden  
NTC President



Paul Proulx  
District Board Chairperson

# Mission, Vision, and Values

## **Our Vision**

Building futures as our community's college of choice.

## **Our Mission**

Northcentral Technical College enriches our communities by providing high quality learner and employer focused educational pathways that transform lives.

## **Strategic Directions**

### **Learner Success**

We believe in and promote a welcoming and supportive campus community that ensures every student has the opportunity to be successful.

### **Innovation**

We foster a leading-edge learning environment that embraces technology and ingenuity.

### **Continuous Improvement**

We prioritize data-informed decision making to enhance efficiencies and improve outcomes.

### **Integrity**

We recognize the importance of a culture of respect, civility and professionalism.

### **Community Commitment**

We are responsive to community needs through strong partnerships, collaboration and advocacy.

# Letter from the President

As the President of Northcentral Technical College, it is my honor to share the College's 2024-2029 Strategic Plan which sets the vision for the next five academic years. We recognize that our success hinges upon the strength of our communities and the engagement of our stakeholders. This Plan is the culmination of collective efforts from the entire NTC campus community, including students, employees and stakeholders, to provide direction to our future.

Through a dynamic and inclusive process with MGT, an outside consulting firm with extensive experience in higher education strategic planning, the strategic planning team completed several tasks to help inform and provide a foundation for the overall Plan including environmental scanning and institutional comparisons; a mission/vision/values review; community engagement with all College stakeholders through focus groups, surveys and stakeholder interviews; and a future envisioning session. I would like to express my heartfelt gratitude to each member of our campus community who took the time to participate in community engagement activities, ensuring that the Strategic Plan reflects NTC's values and aspirations.

This new Strategic Plan provides guidance to our priorities over the next five years, building on the strong foundation of service we have provided to the students, businesses and communities of the NTC District over the past century. In addition to updating our mission, vision and values, the Plan addresses our commitment to learner success, leading edge academics, collaborative partnerships and the strategic stewardship of resources.

We recognize that our collective College accomplishments – past, present and future – are made possible because of our employees. Our faculty and staff are comparable to none. They continually exhibit a high level of expertise, professionalism, forward thinking and responsibility – traits that they carry into the classroom and the services provided to local employers and communities.

As you review the 2024-2029 Strategic Plan, I would encourage you to reflect on your role in helping us advance and refine this great work. Through collaboration and shared purpose, we accelerate the realization of our goals. We truly have a great story to share, and we look forward to utilizing this Plan to continue to enrich the lives of our students and the broader community.

Warmest regards,

Dr. Jeannie Worden  
President

# Strategic Planning Process Overview

The process for developing NTC’s new Strategic Plan included discovery (environmental scan, mission/vision/values review), community engagement (focus groups, stakeholder interviews and surveys) and strategy development (future envisioning, mission/vision/values refinement and goal/objective development). The discovery phase helped to shape and guide the community engagement questions, which in turn guided the development of the overall goals and objectives, ensuring a holistic and collaborative process mindful of stakeholder feedback.

Coinciding with NTC’s strategic planning process, the Higher Learning Commission’s ten-year visit in fall 2023 offered feedback and insight from an additional external perspective. The HLC report confirmed many of the findings and emphasized the important work of the strategic planning process.

## Mission, Vision, Values

As NTC journeys from mission to vision, strong and well-defined values guide the work on goals and objectives to create an innovative future for NTC and the learners, businesses and communities it serves. The following revised Mission, Vision and Values reflect stakeholder feedback and provide a solid foundation for continued success.

### **Mission**

*Northcentral Technical College enriches our communities by providing high quality learner and employer focused educational pathways that transform lives.*

### **Vision**

*Building futures as our community’s college of choice.*

### **Values**

#### **Learner Success**

*We believe in and promote a welcoming and supportive campus community that ensures every student has the opportunity to be successful.*

#### **Innovation**

*We foster a leading edge learning environment that embraces technology and ingenuity.*

#### **Continuous Improvement**

*We prioritize data-informed decision making to enhance efficiencies and improve outcomes.*



## **Integrity**

*We recognize the importance of a culture of respect, civility and professionalism.*

## **Community Commitment**

*We are responsive to community needs through strong partnerships, collaboration and advocacy.*

## **Goals and Objectives**

The following goals and objectives are inspirationally designed to drive the College from its Mission to its Vision:

1. Expand comprehensive support to ensure learner success.
  - Develop systems and processes that reduce barriers to student success and address academic and non-academic student needs through informed utilization of data.
  - Enhance the student experience.
  - Optimize the delivery of flexible learning opportunities and short-term credentialing to meet unique learner needs while maximizing resources.
  - Improve student retention and persistence by broadening the role of advisors and faculty.
2. Foster a leading edge academic learning environment that supports student outcomes and embraces interdisciplinary learning and state of the art technology.
  - Create innovative learning opportunities that emulate the work environment.
  - Create a culture of responsibly utilizing AI as a tool to build a skilled workforce, drive economic growth, and create efficiencies within the College.
  - Evaluate and continuously improve programs and services to ensure effectiveness and relevancy; provide training when and where the learning is needed; tailor offerings to meet unique job market, industry and community needs and focus resources accordingly.
  - Shape the College's regional portfolio of programs and services by acknowledging the uniqueness of NTC's regional communities.
3. Build on collaborative partnerships to adapt to ever changing needs and strengthen the community while building the NTC brand.
  - Provide academic offerings that support community-wide talent attraction, retention and job creation to ensure District residents have every opportunity to stay and thrive.
  - Deepen our engagement with local communities, businesses, government and workforce development to capitalize on shared opportunities for economic growth and prosperity.

- Further invest in seamless K12 pathways that embrace career exploration and college readiness while increasing the pipeline to NTC.
  - Collaborate with higher education partners to continue building strong, innovative, flexible student focused pathways that support local workforce needs.
  - Enhance institutional branding and perception through storytelling and strategic marketing that establishes the College as a first choice in higher education.
4. Effectively use resources to enhance future stability.
- Continue building a caring campus culture that prioritizes the retention of our exceptional employees and attraction of new talent in support of student success.
  - Foster a data-informed, strategic approach to decision making that focuses on the accuracy, analysis, standardization and utilization of data.
  - Support strategic stewardship of resources through sustainable practices, responsible resource utilization and process efficiencies.
  - Further strengthen financial and budgetary management policies, procedures and practices to maintain the College's strong financial position.

# 2023-2024 Mid-Year College-Wide Accomplishments

January 9, 2024

## Learner Success

- The dental clinic converted to a new dental records software vendor, Axium. In addition, students have begun utilizing a Radiography Simulator and a Dental Pharmacy app. These changes have led to improved student interactions and skills when working with patients.
- The Medical Laboratory Technician Distance Learning program admitted 12 students this fall, essentially doubling the program's numbers.
- The Surgical Technology program admitted its first cohort of associate degree students. The program also admitted a cohort of technical diploma students to ensure a supply of graduates annually.
- The Radiography program admitted its largest class ever – 27 new students.
- During the 2022-2023 academic year, NTC served the 3<sup>rd</sup> highest number of Adult Basic Education (ABE) participants in the Wisconsin Technical College System (WTCS), and our Measurable Skill Gain was 2<sup>nd</sup> highest in the WTCS.
- Nursing is running National Council Licensure Examination (NCLEX) prep “boot camps” to help prepare 4<sup>th</sup> semester students for their Nursing boards.
- Hosted an IT program orientation for new students.
- Alternative High School had 24 first quarter graduates.
- There have been 44 adult GED/HSED graduates thus far.
- Adult Education/English Language Learner enrollments are up 7%
- There are over 60 students enrolled in Associate of Arts/Associate of Science.
- Law Enforcement (LE) Academy had 21 students enrolled in Fall of 2023 (tied for the highest numbers in our LE academy history).
- CDL was granted usage of Taylor Street to gain access to the back driving pad. This is a trial run for 6 months where we will be tracking usage.
- The 2022 Paramedic cohort had a 100 percent pass rate for the National Registry of Emergency Medical Technicians (NREMT).
- Student Services, in collaboration with Academic Excellence, implemented tutoring services for Medford Campus Health Academy students.
- 67 NTC students have accepted membership into Phi Theta Kappa (PTK).
- Hosted 55 Student Life events between August and November 2023
- 44 additional courses were moved to Direct Digital Access, giving students day-one access to their required course materials, and saving them an estimated \$17,500.
- Implemented a new pathway and program start option for Nursing. The new pathway is a non-HESI pathway that accounts for previously earned college credits.
- A general transfer fair was held in October 2023 and 16 college partners, and 51 students participated.

- The School of Agriculture, Transportation and Utilities Career and Transfer Fair was held in October 2023. Approximately 51 students attended with a total of 21 employers and 2 transfer partners in attendance.
- Expanded the Health Academic Resource Center (ARC) in Center for Health Science (CHS) to include more private learning spaces. The overall ARC space more than doubled in size and included more private individual spaces with the use of cubicle wall furniture systems.
- Launched a redesigned class search, course pages, and class pages of our website to improve the user experience of comparing courses and selecting classes, and to make the content more accessible.

### **Diversity, Equity, Inclusion + Accessibility (DEIA)**

- Created a Women in Engineering club during the Fall 2023 semester for all female students interested in Engineering Technology and related careers.
- Four students and four staff members participated in the WisCORE Conference, bringing back ideas to help make NTC more welcoming for all students, staff, and visitors.
- NTC is piloting telemedicine services for students, offering them free access to board-certified doctors 24 hours a day, 7 days a week, 365 days a year free of charge.
- Printed new edition of Spanish viewbook for our community members and K12s with higher populations of Spanish language speakers.
- Provided foster youth with specially made bags of hygiene products and provided sweatshirts, blankets, and socks with the goal to connect foster youth to NTC.
- Disability Services experienced a 21% increase in students requesting and receiving alternative textbooks and accessible materials and a 50% increase in students renting adaptive equipment, such as smart pens, audio recorders and C-pens to support the student in the classroom and break down barriers caused by their disability.
- There are 80 students receiving tuition support through the Promise, with 195 additional students receiving wrap-around services. The 2024-25 application is open, and we currently have 24 applications and counting.
- All flyers/materials are remediated with accessibility software, Equidox, to ensure Americans with Disabilities Act (ADA) compliance.
- Created active shooter training video in numerous languages to ensure all students have access to important safety information.

### **Access**

- Emergency Medical Services (EMS) open labs will be held in surrounding campuses for all EMS classes to support identified student needs and those of community industry partners, aimed at outlying departments within the district, beginning in the spring of 2024.
- FireVent customized training trailer was delivered in August of 2023 which will be used to work with on-campus partners as well as with remote sites/Workforce Training + Professional Development (WTPD).
- Awarded \$776,584 in new Workforce Advancement Training (WAT) grants.
- Partnering with QUEST Childcare on a project providing no cost entry level childcare training



- Expanded Community Technology Centers to all regional campuses. Antigo recently added a new office rental to a housing leasing company while they are building low-income housing units in Antigo.
- Updated our website to better reflect appointment and tour offerings in Wausau, Antigo, and Medford locations.
- The Testing Center added Flexible HESI Testing as an option for students petitioning into NTC's health programs. Flexible HESI Testing allows students to take the HESI A2 exam at a time that works best for them as opposed to taking the exam during the limited large group pre-scheduled dates.
- Decrease in Cohort Default Rate (CDR) for FY2020: 0.1% (previous year's CDR for FY2019 was 2%).
- In collaboration with Marketing, established a robust regional marketing plan including paid monthly newspaper, radio and social media ads promoting NTC and its variety of programs, classes, and resources. This marketing is focused in regional campus communities, including Antigo, Medford, Phillips, Spencer, Wittenberg/Ho-Chunk, Menominee Nation and Stockbridge-Munsee.
- Completed design and Request for Proposals (RFP) for new Mobile Health Learning Lab trailer. Issued a purchase order and will take delivery of the trailer in January 2024.
- Installed heat in the old red shed and is now the new Flexible Learning Lab. This will provide a heated space for NTC apprenticeship programs, such as Plumbing and Civil Engineering.
- Updated program costs on the website and collateral materials to ensure students have an accurate picture of educational cost.
- Hosted 9<sup>th</sup> annual Golf Fore Scholarships event raising \$25,000 for student scholarships.
- Began raising funds for NTC/UWSP Nursing 1+2+1 scholarship.
- Received \$15,000 TDS sponsorship grant to support Esports.
- Awarded 258 Fall semester scholarships for a total of \$167,785.
- Worked with the NTC Property Foundation to prepare to purchase NTC's Medford Campus.
- Developed capital campaign for student housing to support wood science and sawmill programming at NTC's Antigo Campus.

### **Collaboration**

- School of Health Sciences continues an active partnership with Aspirus focusing on health career pipelines.
- Transfer/Pathway Opportunities:
  - Collaborated to create four new program transfer agreements with UWSP: Mechanical Design Engineering, Manufacturing Engineering, Electromechanical, and Automation Systems to Bachelor of Science Technology Management.
  - Currently working with LTC Northshore Healthcare to create a plan for Licensed Practical Nurse (LPN) to Registered Nurse (RN) completion pathway to meet proposed Centers for Medicare + Medicaid Services (CMS) staffing requirements.
  - Collaborated with Michigan Tech to develop two new transfer agreements for Civil Engineering Technology to Civil Engineering and Geospatial Engineering.

- NTC welcomed a dedicated advisor on campus from UW-Stout. Office hours are offered virtually or in-person at the Wausau campus two days per week.
- Three new agreements were created from NTC Automation Systems Technology, Electromechanical Technology, and Smart Manufacturing to UW-Stout Automation Leadership.
- A new agreement was developed with Concordia University from IT Software Developer to Concordia's Bachelor of Applied Computer Science.
- A new pathway to Purdue University Global from Paralegal/Legal Studies to a Bachelor of Science in Legal Support and Services was created.
- Intro to Health Careers will be offered as a new dual credit option with 7 high schools already signed up for Fall 2024.
- Supervisory Homerooms participated in Recruitment Training with Human Resources, and Legal Issues Training with Kevin Terry, attorney for Michael Best.
- Human Resources collaborated with Finance on process improvements for payroll/ledger activities and reconciliations.
- NTC employees have begun fostering a relationship with the Wausau Imaginarium and will partner on new and complementary initiatives together.
- Partnered with UWSP to consider the impact of Artificial Intelligence (AI) and how we can support our communities and industries with adapting and utilizing AI technology.
- Paramedic partnership with Wausau Fire Department for hired employees/students had 100 percent retention and pass rates for all WFD students.
- Successfully hosted several large community events: Department of Workforce Development (DWD) Winning with Wisconsin's Workforce, Run with the Cops, Quilt College, Mosinee Chamber, and Wausau Farmers Market.
- Wisconsin Department of Public Instruction held a training for School Nutrition which brought 30 attendees to our Student Engagement Center, greenhouse and grow pod.
- Food for America was hosted at the farm with Future Farmers of America (FFA) students leading the stations. There were 628 4th graders from the Wausau school district present.
- NTC staff committed \$16,895.72 towards our United Way workplace campaign, over a 20% increase from last year.
- Supported over 3,100 high school students enrolling in dual credit coursework.
- Over 325 registered Youth Apprenticeship students were involved in our School to Work program, 75% to grant goal to serve 434 students; anticipate exceeding goal by year end.
- Brought over 4,500 students and guests to campus since July 1, 2023, through tours, events, school visits, individual appointments, or other K12 meetings.
- Hosted joint event about Youth Apprenticeship and Registered Apprenticeship called "Grow Your Workforce: Superhighway to Good Jobs" with great community engagement.
- NTC was a sponsor and served as the host site for Asset Builders 15<sup>th</sup> Annual Wausau Financial Wellness Conference. The event featured a wide array of educational seminars on saving, investing, budgeting, and avoiding bad spending habits.
- Disability Services continues to strengthen the K12 relationships by supporting students in transition through Education and Transition fairs, campus tours, and attending the students final Individualized Education Plan (IEP) meeting. The IEP meeting allows for the future NTC student receiving accommodations in high school to meet with their new NTC case manager to learn about using accommodations at NTC.

- Disability Services has established a strong relationship with the Department of Vocational Rehabilitation (DVR) by supporting students through the DVR application process and connecting with DVR counselors to provide students with additional services and supports, helping them reach their educational goals. DVR collaborates with NTC, Disability Services and students in a variety of ways such as funding, counseling, job coaching, skill development, and more.
- Teamed up with Aspirus Talent Management and School of Health faculty for career exploration event “Career Kickstart: Healthcare Careers in YOUR community” at Medford NTC.
- Hosted over 40 students at annual NTC Youth Apprenticeship (YA) Day, including students from D.C. Everest, Mosinee, and Athens high schools.
- Planned career exploration events with Alternative High School students to highlight new and in-demand industries or careers and introduce them to NTC faculty and staff.
- Hosted the annual Heavy Metal Tour with over 2,259 students, focusing on exposure of the manufacturing field and how all students, including women, can be in the profession.
- In collaboration with the K12 Team, Wood Science faculty and Antigo Team, we hosted a 2-day event for Wood Discovery Days. This re-imagined event included exploring different areas of the wood industry, how this learning connects to rewarding careers, practice skill competitions, and how to get started in this program at NTC. We had over 120 students participate and already a strong lead for future enrollment.
- Student Services partnered with Learning to create and host our first ever “Preview Day,” our new signature recruitment event that will continue to be offered once a semester.
- Western Region Career Coach was hired focusing on outreach and community engagement in the Medford Community.
- Welcomed over 60 school counselors to NTC for School to Career meetings, informing them about NTC’s newest programs, learning spaces, and updates such as Free Application for Federal Student Aid (FAFSA) simplification.
- Expanding community partnerships throughout the regional areas:
  - Partnered with Antigo Historical Society to allow access to Antigo Campus during their community event over 2 days.
  - Partnership with Antigo Boys + Girls Club of the Northwoods to offer monthly programming to teens.
  - Member of the Langlade County Dream Up Team to expand childcare slots and increase the number of childcare professionals in Early Childhood Education. Expanding grant opportunities to local existing and potentially new providers.
  - Wittenberg Chamber asked for NTC representation on their board.
  - Assisted in Nueske’s 90<sup>th</sup> Anniversary Celebration in Wittenberg.
  - West Region Career Coach is an ambassador for the Medford Area Chamber.
  - Partnered with WTPD and Taylor County Health Department to host Supporting Healthy Aging, and Suicide Prevention training at the Medford Campus.
- Expanded regional facility use by community groups: 4-H programs, Boy Scouts, Girl Scouts, INCLUSA (Aging and Disability resource agency), Cowgirls for Agriculture, Sports and Education, Phillips Fire Service.
- Offered successful Young Women in Welding and Women in Industry summer camps to showcase welding, machine tool, and related skills to girls participating in the camps.
- Currently working with Community Partners Campus (CPC) on three major community partnership events:
  - Dental Clinic Day – NTC will host a day long dental clinic for the community.

- Sealant Clinic Day – NTC will host a community sealant day for those 6-17 years of age.
- Veterinary Clinic Day – NTC, Marathon County, and the Chamber will host a Veterinary Clinic Day for community pet owners in need of vaccinations and license services.
- In addition, CPC and NTC will begin hosting HSED and GED classes in January at CPC. Additional classes in ELL and ESL will be coming.
- Regional Forensic Science Center partnership with Marathon County (*President Goal*):
  - Working closely with Marathon County staff to help with building plans, Memorandum of Understanding (MOU) documents, and budgeting.
  - Partnered with Marathon County to create a promotional video to show donors the need in our community for access to a local resource for death investigations, education, and family support systems through a Regional Forensic Science Center and provided support to their fundraising event and grant writing opportunities.
  - Project has been approved and budget secured. Plan to begin construction in Summer 2024.
- Grants collaborated with Student Services and Learning to develop guidelines to offer Pasture to Plate program to interested students using the WTCS Meat Talent grant funds available for tuition and material fee reimbursement.
- NTC was nominated for the Annual Future of Industry award through Nuts, Bolts + Thingamajigs for work successfully done through grant-funded projects.
- Launched new NTC Foundation newsletter.
- Launched new Alumni outreach and donation campaign.
- Received donation from Aspirus to support Regional Health Academies to offset K12 school district costs.
- Joined Community College Alliance for Agriculture Advancement (C2A3) Grants Development Council.
- Hosted successful ribbon cutting ceremonies for the Health 4.0 Center for Simulation and Innovation and Veterinary Technician Learning Lab.
- 

### **Innovation + Growth**

- Health 4.0 (*President Goal*)
  - Created two new Hospital Simulation rooms.
  - Created a Virtual Reality lab.
  - Created an Immersive Reality room which includes an NTC tour and nursing scenarios.
  - Remodel and expansion of Surgical Technology space to include a classroom, scrub sink room, and a full surgical suite equipped with laparoscopic equipment and a synthetic cadaver (Syndaver).
  - Three diverse simulators are being added to the Center for Simulation and Innovation.
  - Installed and trained on the new Simulation Recording Software and inventory system for Health.
- Hired Program Director/Faculty, and Medical Director for new Respiratory Therapy program beginning Fall 2024.
- Piloting Professional Development budget process/requests
- In partnership with WTPD and the CDL/Truck Driving program, developed a new CDL Hazardous Materials Transport Endorsement which aligns with Entry Level Driver Training requirements – online course offering.



- Partnered with WTPD and community industry partners to develop an abbreviated, customized Class A/Class B truck driving training in continuing education while maintaining minimum driver education requirements.
- Approval and implementation of NARCAN box to address drug overdose needs.
- Hosted an AI and Automation Series which had over 60 participants from 10 different organizations.
- Offering 2 new Auto Apprenticeships
- Offering Diesel Pre-Apprenticeship
- Offering New Bus Driver training program
- 457 students received outreach from a Student Connection Specialist as a result of the predictive analytics model.
- Advisors helped support a first outreach to 648 students identified through the Predictive Analytics model.
- Disability Services obtained Glean, a note-taking software accommodation that allows students to capture information in their courses easily and offers real-time captioning.
- Have been working with the owner of Rivers Edge to lock in purchase adjacent to the Public Safety Center of Excellence (PSCE). We signed purchase agreements to transfer ownership on March 28, 2024.
- Worked with faculty and staff to design a space for the new Massage Therapy program. The construction was completed in November 2023. The new Therapeutic Massage Center is an extension of Studio Max located in the F Building.
- Completed the first large WTPD conference room in the A Building as part of the new home for WTPD corridor. The large conference room can be divided with a moveable wall partition into two smaller rooms.
- Finalizing plans for the new Meat Processing initiative. Currently renovating space in the existing D Building to create a Meat Processing Lab. This space would include meat saws, vacuum sealers, smokers, and a meat retail counter. Construction is scheduled to be completed in March 2024.
- Completed the design and bid process for the Antigo Sawmill. Received a \$510,430 US Department of Commerce's Economic Development Administration grant to support sawmill equipment. Construction is expected to be completed in April 2024.
- Creating an NTC Sustainability Plan that includes energy efficiency and alternative energy initiatives. Current projects include:
  - Solar system at the Agriculture Center of Excellence
  - Metering energy usage at the Wausau Campus
  - LED lighting upgrades
  - HVAC equipment and control upgrades
- Workday
  - Successful go-live of Workday HR Recruitment in August 2023.
  - Actively launching Adaptive Planning budgeting platform for the FY25 budgeting process.
  - Continued implementation of Modern Campus Destiny One to support our WTPD offerings.
  - Family and Medical Leave Act (FMLA) eligibility and absence tracking automated in Workday.
- Workday Student

- WTCS client reporting requirements facilitated with WTCS.
  - Move to production one completed successfully on October 25, 2023.
  - Successful go-live of Workday Student Online Application, Recruitment, Curriculum, and Scheduling in November 2023.
  - Created Workday Student resources page.
  - All data conversion activities completed for Workday Student implementation through move to production two end to end testing.
  - On track for the new integrations from Workday to Canvas and Starfish.
  - Created a new “Apply to NTC” landing page to support the launch of the new admissions application in Workday.
  - Updated the “Careers” page of our website to support the rollout of the new Workday Careers system.
- Formstack workflow forms were created by IT and functional areas and utilized campus-wide to increase business process efficiencies.
  - Implemented new payment plans with Transact and fine-tuned offerings for optimal student experience.
  - Ongoing improvements to IT security included updating our policy for multi factor authentication (MFA) and email retention policies, and enrolling 50 dental students in a MFA pilot for better security.
  - Successfully analyzed Outcomes Based Funding (OBF) data which resulted in \$100,000 more in funding for the College compared to the year prior.
  - Onboarded a new Extract Transform and Load (ETL) tool called Rapid Insight to improve data integrity and data usage including Predictive Analytics at the College.
  - Successfully completed a major version upgrade of our website’s content management system from (Drupal 9.5 to Drupal 10), allowing for continued security updates and a more modern development platform.
  - Redesigned the “Donors” page of our website to elevate the primary “Make a Gift” call to action of the page and added new donation forms to the “Make a Gift” page to support the switch from Cashnet to Blackbaud as well as split the forms up by gift type.
  - Designed new, modern, accessible expo set-ups to help our brand stand out.
  - New Digital Display rollout to enhance on campus communication
  - Successfully completed phase I and II of the strategic planning process with MGT. This included MGT conducting interviews with community members, employers, parents, students, and employees. In addition, they have received feedback from staff, student, and community focus groups. NTC Board members also had an opportunity to participate and provide input to the process through mission, vision, value review and future visioning. A survey was also deployed with over 507 respondents. *(President Goal)*
  - Expanded our Antigo High School Academy for Welding, with a new ‘Advanced Section’ starting in Fall 2023 along with our existing ‘Basic’ section. ‘Basic’ section students earn our Gas Metal Arc Welding (GMAW) Technical Diploma, while ‘Advanced’ students continuing from ‘Basic’ will earn the additional diplomas of Flux Cored Arc Welding (FCAW), Shielded Metal Arc Welding (SMAW), and Gas Tungsten Arc Welding (GTAW).
  - Began development of ‘Basic CNC Turning’ and ‘Basic CNC Milling’ certificates to offer incumbent workers, and for High School students.
  - Nursing Assistant is in the first year of a Core Industry Grant focusing on improving access to health education in the West Region. There is a Health Academy based in Medford with 12

students currently enrolled. Students have completed their Nursing Assistant course and are currently enrolled in General Anatomy and Physiology.

## **Advocacy**

Successful Higher Learning Commission Re-Accreditation Site Visit. All criteria were met, there are no sanctions, and we are allowed to choose our own pathway for our 10-year accreditation. (*President Goal*)

- Program Accreditation:
  - Dental Hygiene successfully completed a site visit with the Commission on Dental Accreditation (CODA).
  - Phlebotomy successfully completed a site visit with the National Accrediting Agency for Clinical Laboratory Sciences (NAACLS).
  - Nursing Assistant successfully completed a site visit with the Department of Health Services.
  - Paramedic successfully completed a comprehensive virtual site visit with the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP).
- Formed AI Committee, updated Academic Honesty Policy, updated plagiarism detection to include AI, and created a Starfish process.
- Roll-out of new hourly employee vacation plan
- Bi-annual Criminal Justice Department of Justice (DOJ) Academy Audit passed, and the Academy is recertified to continue providing Preparatory Law Enforcement, full-time and part-time jail academy, and college certification track for the jail certification.
- WTPD was named the International Award Winner for Best Business and Industry program! This recognizes NTC as a top performer in providing outstanding and high-quality programming to our area employers.
- Nearing completion of the A-133 Financial Audit.
- Completed the spending of US Department of Education Higher Education Emergency Relief Funds (HEERF) for Institutional and Strengthening Institutions Program (SIP) portions, totaling over \$7.8 million. Quarterly and annual reports were completed and posted, as well as annual audits performed for compliance.
- Implemented US Bank Virtual Pay as new payment option for our suppliers. NTC will now receive quarterly rebates for all payments settled with this payment option.
- Collected and added customer testimonials to WTPD rental materials.
- Created advocacy materials and testimony in support of dental therapy.
- Hosted legislators on campus for tours including Congressman Tiffany's staff and Senator Mary Felzkowski.
- Marketing is working with HR to create a campaign that compiles employee stories highlighting NTC culture and benefits for employee recruitment.
- Worked with departments/programs on the Instructional Vitality Process (IVP) and possible improvements for next year. (*President Goal*)
- Kicked off a client reporting task force to improve efficiencies and understanding regarding client reported data. (*President Goal*)

# 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 Workday Adaptive Planning, NTC applies 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:

<b>Planning Level</b>	<b>Event</b>	<b>Responsible Party</b>	<b>Timeline</b>
STRATEGIC	Vision, Mission, Beliefs & Values Strategic Directions	Board of Trustees	Summer
OPERATIONAL	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 Development

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, it is necessary to reduce projected expenditures or identify 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. The Finance team holds regular meetings with College Deans and Directors to review progress.

## 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.

# 2024-2025 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.

## 24-25 Financial Budget Assumptions

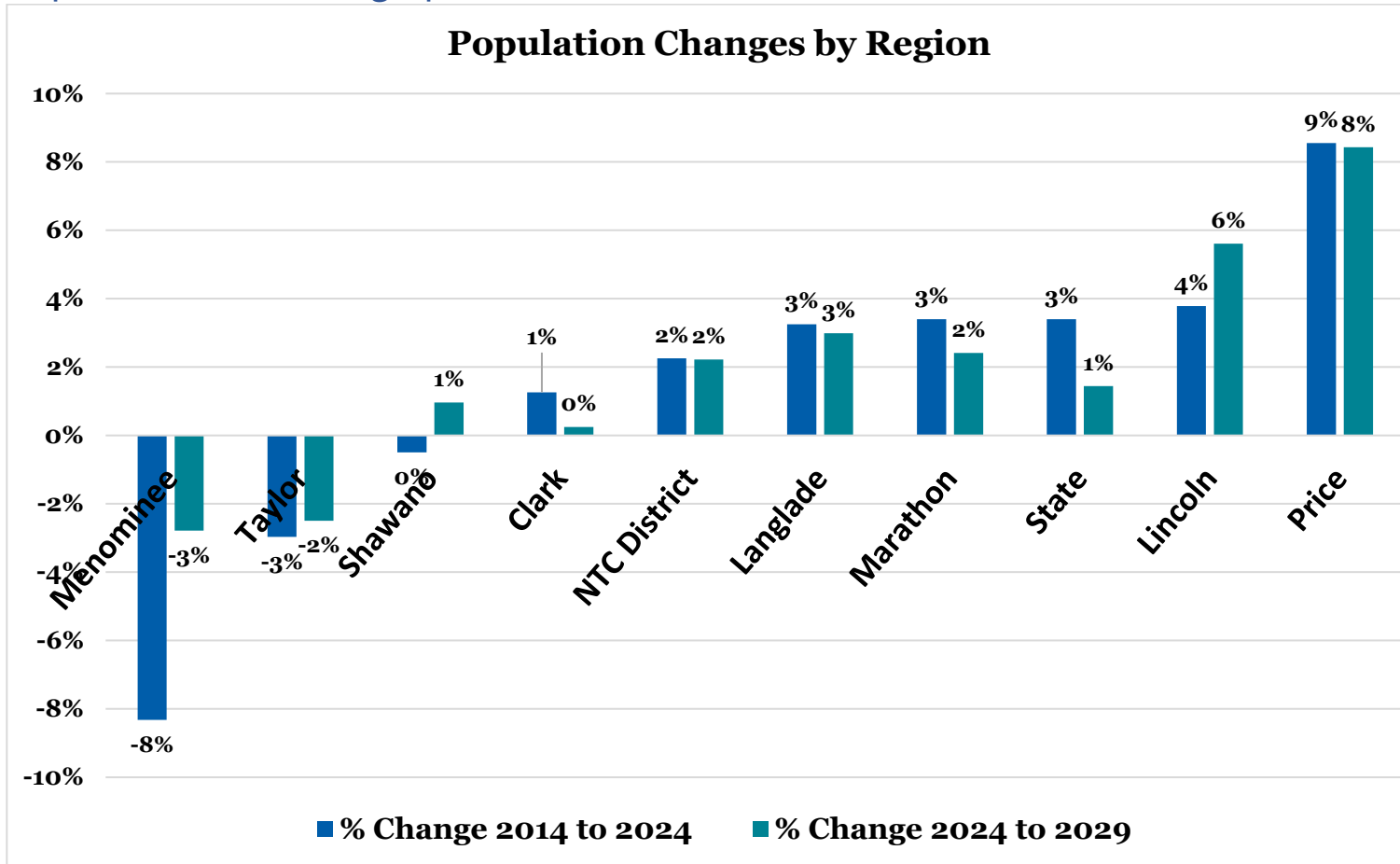
- FTE projection of 2,805, with an estimated headcount increase of 3%.
- Stable District property tax revenue and stable State Aids (based on FTEs, expenditures, property valuation, and performance measures).
- Tuition rate increase of 2.25% for occupational courses; 0% increase for Associate of Arts/Associate of Science courses.

# Facts, Trends, and Forecasts

2024-25

In planning for the new fiscal year budget, NTC takes into consideration emerging trends identified by NTC’s College 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



	2014 Population	2024 Population	2029 Population	# Increase in 2029	% Increase in 2029
Menominee	4,508	4,133	4,018	-115	-2.8%
Taylor	20,414	19,808	19,314	-494	-2.5%
Clark	34,348	34,782	34,869	87	0.3%
Shawano	41,349	41,144	41,541	397	1.0%
Marathon	135,173	139,766	143,140	3,374	2.4%
Langlade	19,258	19,884	20,478	594	3.0%
Lincoln	28,105	29,168	30,804	1,636	5.6%
Price	13,658	14,826	16,076	1,250	8.4%
NTC District	296,813	303,510	310,239	6,729	2.2%
State	5,753,199	5,948,693	6,034,425	85,732	1.4%

**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 2014 and will increase more quickly than the state rate over the next five years (2.2%). While there are counties in the District that have experienced a population decrease, most counties have experienced an increase in population, with Price County expecting the largest growth over the next five years at over 8%.
- 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 2014 and 2024 and estimates of what the population distribution will be in 2029.

Age Group	2014		2024		2029	
	Population	2014 Share	Population	2024 Share	Population Estimate	2029 Share Estimate
0-19	75,780	25.5%	72,977	24.0%	72,316	23.3%
20-39	64,442	21.7%	66,311	21.8%	69,174	22.3%
40-59	84,833	28.6%	74,106	24.4%	73,764	23.8%
60+	71,758	24.2%	90,117	29.7%	94,985	30.6%
Total	296,813		303,510		310,028	

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

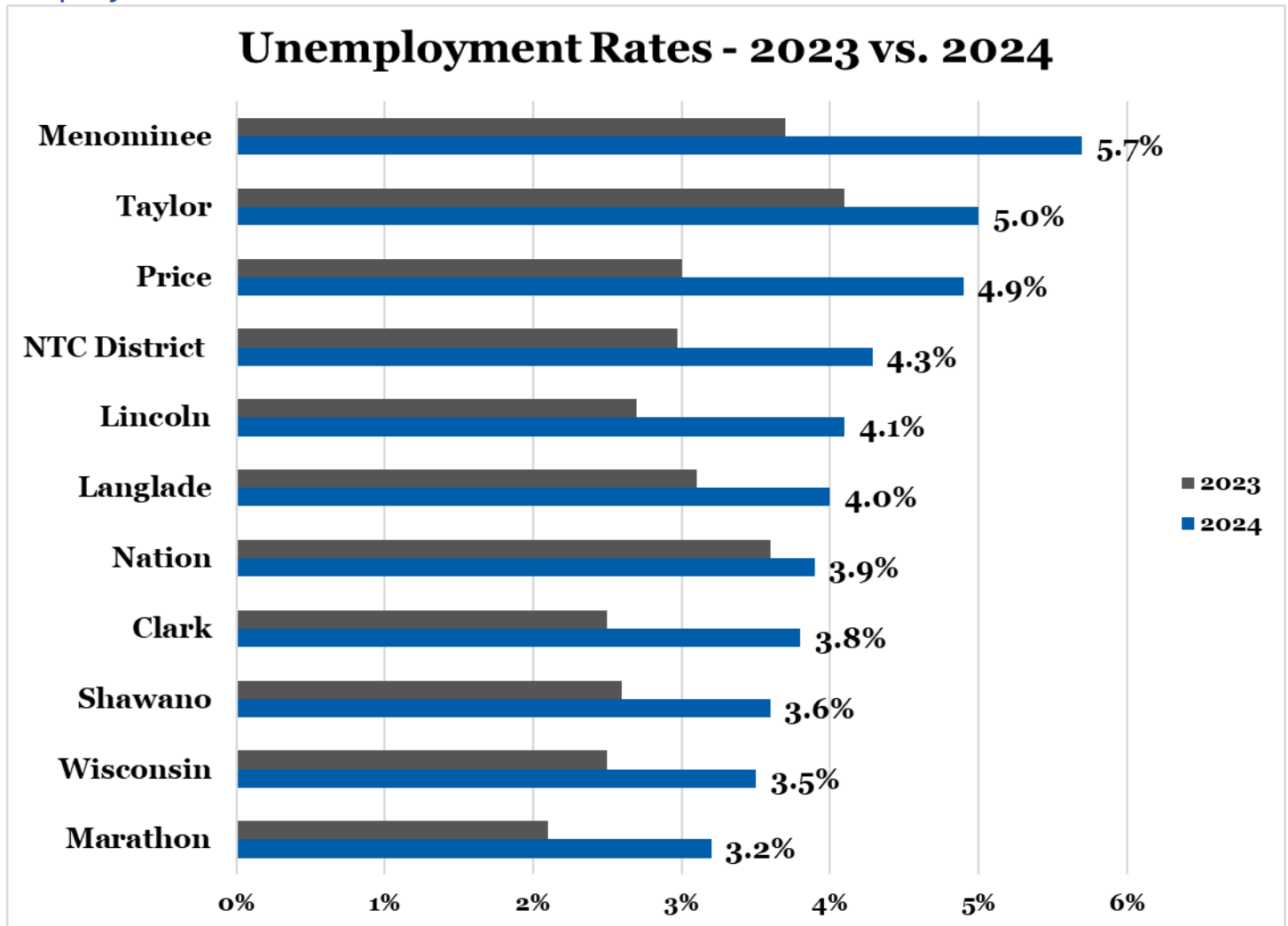
- In 2014 the population of 60+ was 24.2% of the total district population. By 2029, that proportion will increase to over 30% while the younger populations (0-19 and 20-39; the most popular demographics for postsecondary education) will remain static. With the aging populations in the District, the College has responded with expanded specialized training and continuing education offerings. A retiring workforce widens the skills gap for current workers.
- 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 nearly 20% in high school graduates when comparing 2013-2012 to 2022-2023. Although there is a continued 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 declines over the next several years and into the considerable future.

	2013-2014	2022- 2023	10 Year % Change
Clark	1,057	1,402	32.6%
Langlade	765	811	6.0%
Lincoln	1,118	1,287	15.1%
Marathon	4,480	5,694	27.1%
Menominee	185	245	32.4%
Portage	2,008	2,574	28.2%
Price	494	599	21.3%
Shawano	1,257	1,463	16.4%
Taylor	670	1,052	57.0%
Wood	2,923	3,405	16.5%
<b>NTC District High Schools</b>	<b>8,181</b>	<b>9,730</b>	<b>18.9%</b>
<b>State</b>	<b>182,423</b>	<b>241,971</b>	<b>32.6%</b>

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

**Note:** County totals include all school district graduates within that county. **NTC District High Schools** only includes the 28 high schools provided by Student Services. A full list is provided in the Appendix

## Employment Trends



Source: State of Wisconsin Department of Workforce Development

Unemployment rates in the NTC district have increased over the last year. In March 2024, NTC’s district had a cumulative unemployment rate of 4.3% — up from 3.0% in 2023. This is higher than both the Wisconsin rate of 3.5% and the National rate of 3.9% (last year 4.1%). 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 in the NTC District at 3.2%.

In response to learner, business and community needs, the College’s program portfolio includes flexible offerings and new and innovative programming.

- NTC has seen an 62% decrease in dislocated workers served at the College during the past five years, decreasing from 76 dislocated workers served in 2017-18 to 30 dislocated workers served in 2022-23. (*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 2021-2023 graduates that were seeking employment or employed six months out and 73% of them employed in field related to their discipline. (*WTCS Tableau Dashboard*)
- The number of jobs available in the NTC district has remained constant since 2024. This is slower than growth at both the state level (4.8%) and national level (10.2%). In addition, the growth in jobs in the NTC district vary significantly between positive (Marathon, Clark, Menominee, and Taylor) and negative (Price, Lincoln, Langlade, and Shawano) job growth (see table below).

## Job Trends by County – 2014 Through 2023

	<b>2014 Jobs</b>	<b>2023 Jobs</b>	<b>% Change from 2014</b>
Price	6,455	6,078	-5.8%
Lincoln	12,087	11,741	-2.9%
Langlade	8,844	8,612	-2.6%
Shawano	14,765	14,389	-2.5%
Taylor	9,040	9,149	1.2%
Marathon	76,043	77,545	2.0%
Clark	12,761	13,575	6.4%
Menominee	2,474	2,771	12.0%
NTC District	142,639	143,575	0.7%
Wisconsin	3,076,434	3,225,196	4.8%
United States	155,229,534	171,071,791	10.2%

*Source: Lightcast - Industry Table January to December Calendar Year*

## Program Trends

- Flexible learning, including in-person, Attend Your Way, online and eight-week course options, continue to be integral to the College’s ability to meet the needs of the current workforce.
- Beginning in 2024-25, the College will be working with Gray Decision Intelligence to review economic and program data for NTC’s current program portfolio and evaluate new program opportunities to ensure the College has the right program mix to serve learners, businesses and



communities. This directly aligns with the new 24-29 Strategic Plan which outlines NTC’s commitment to “*Evaluate and continuously improve programs and services to ensure effectiveness and relevancy; provide training when and where the learning is needed; tailor offerings to meet unique job market, industry and community needs and focus resources accordingly.*”

### **Appendix List of NTC District High Schools**

1. Abbotsford Middle/Senior High
2. Antigo High
3. Athens High
4. Bowler High
5. Chequamegon High
6. Colby High
7. DC Everest High
8. Edgar High
9. Enrich Excel Achieve Learning Academy
10. Loyal High
11. Marathon High
12. Medford High
13. Menominee Indian High
14. Merrill High
15. Mosinee High
16. Phillips High
17. Prentice High
18. Rib Lake High
19. Rosholt High
20. Spencer Junior High/High School
21. Stratford High (*formerly Stratford Junior/Senior High*)
22. Tigerton High
23. Wausau Area Virtual Education
24. Wausau East High
25. Wausau Engineering and Global Leadership Academy
26. Wausau West High
27. White Lake High
28. Wittenberg-Birnamwood High

# New Program Initiatives and Organizational Changes

## 2024-2025

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 2024-2025 Budget includes the following:

### Learner Success

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.

### Innovation + Growth

The College is preparing students for the employment opportunities of the future state-of-the-art facilities, including an Industry 4.0 Smart Manufacturing Lab and an interdisciplinary Health 4.0-focused building, replete with simulation and augmented reality elements. NTC is further expanding its extended and computer-mediated reality learning environments for students, particularly in Agriculture and Public Safety. College Advisors are connecting with students using both traditional, face-to-face meeting methods and new technologically enhanced approaches.

### Access + Inclusion

NTC meets students where they are to ensure every learner has the opportunity to be successful. NTC provides open-access educational opportunities for all district residents and is a reliable talent pipeline for employers. Mentoring and Onboarding Ambassador programs have been implemented to ensure new employees are intentionally welcomed into the NTC community. NTC continues to increase access to education through the expansion of the College's flexible delivery options including NTC Connect (students decide 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.

## Meaningful Engagement

The College continues to be a regional employer of choice, a status it has achieved through offering competitive salaries and an exceptional total rewards package. NTC has built an organizational culture of knowledge, civility, accountability and respect, in order to continue to serve learners, communities and businesses with integrity. The College continues to invest in employee professional development as part of the overall commitment to attract and retain the very best.

## Community Commitment

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 Dental Therapy program, made possible with legislative and business partnerships, which will help ensure reliable, affordable access to dental care in some of the region's most underserved, rural locations.

# 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 2024-2025

Each year, NTC's annual capital planning begins by determining equipment needs for each individual instructional area. The divisional Deans and the Provost and 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 Business and Technology, and the Senior Director of Facilities Management, determine the prioritization of technology and facility needs. For 2024-25, the District Board approved the capital plan to spend \$14,917,172, funded through capital borrowings, donations, and capital fund balance.

**Previously Committed Capital Expenditures \$4,503,676**, 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 and Artificial Intelligence technologies
- Contingency

**High Priority Educational Needs \$2,410,496**, which includes equipment purchases needed for instruction such as:

- Equipment for new programs, including Industry 4.0 Ag + Transportation CNG at Diesel, Industry 4.0 Smart Manufacturing, Artificial Intelligence initiative, virtual learning lab software tools, and Respiratory Therapy
- Equipment for existing programs such as Wood Technology (Saw Mill), CDL, Welding, EMS, Apprenticeship and more

**Technology Maintenance \$1,503,000**, 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 \$1,505,000**, which includes regional improvements such as:

- CDL and Donor Addition at the Merrill campus
- Industry 4.0 Ag + Transportation CNG at Diesel
- Splash Tower Replacement at Phillips campus

**Central Campus Facility and Improvement \$4,245,000**, which includes Wausau Campus improvements such as:

- Emergency Services Training Center addition
- E Parking Lot Resurfacing
- H Building Roof Replacement
- Continued HVAC upgrades in the Health Science building
- Remodeling of the D Building including Criminal Justice Classrooms, Student Life, and Student Engagement Vestibule Addition.
- Dental Vestibule Addition, improvements, and security in the Health Sciences Building
- WTPD Training Room Remodels and Additions

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Staff Position Summary - Full Time Equivalent (FTE) Basis <sup>(1)</sup>**  
**2024-2025**

	2022-2023						2023-2024 <sup>(2)</sup>						2024-2025 <sup>(3)(4)</sup>					
	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	General Fund	Special Revenue Fund	Capital Fund	Proprietary Fund	Fiduciary Fund	2024-2025
Administrators/ Supervisors	53.11	10.19	2.70	1.00	5.00	72.00	59.44	11.06	3.00	2.00	4.50	80.00	62.14	11.06	3.30	2.00	4.50	83.00
Teachers	135.77	11.23				147.00	140.82	8.18				149.00	144.82	8.18				153.00
Specialists	23.07	12.62	1.31			37.00	24.35	12.65	1.00			38.00	26.25	13.65	1.10			41.00
Other Staff	121.06	32.45	1.40	2.13	2.95	159.99	125.17	23.84	1.20	1.13	1.35	152.69	138.06	24.25	1.20	1.13	1.35	165.99
	333.01	66.49	5.41	3.13	7.95	415.99	349.78	55.73	5.20	3.13	5.85	419.69	371.27	57.14	5.60	3.13	5.85	442.99

**Notes:**

- 1 - FTE totals include grant funded positions, and do not include student workers or adjunct faculty.
- 2 - 2023-2024 FTE totals are estimated year-to-date through May 1, 2024.
- 3 - Projected 2024-2025 FTE totals are based on current positions, approved new positions, less positions not in place/posted for the new year.
- 4 - Projected 2024-2025 FTE totals include 24 open and on hold positions; these position statuses were not previously reported.

# FINANCIAL DATA



**2024-2025**  
**BUDGET & PLANNING**



# 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. Each fund includes accounts for assets, liabilities, fund balances, revenues, and expenditures necessary to record the fund's financial condition and operations.

## Governmental Funds

*General Fund* - The General Fund is the principal operating fund of the College 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 College should be budgeted and controlled through the Special Revenue Fund. Typical inclusions are Vocational Education Act, Adult Education Act, and Job Training Partnership 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 College operations where the cost of providing goods or services to students, College 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 College to other departments of the College, or to other governmental units on a cost-reimbursement basis.

### **Fiduciary Funds**

Fiduciary Funds account for activity controlled by the College 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 –**

The General Long-Term Debt 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 adheres to an annual operating budget formulated in alignment with the principles outlined in Generally Accepted Accounting Principles (GAAP), mirroring the structure and content of its financial statements. The College's budgetary process incorporates encumbrances within expenditure projections, while budgetary revenues encompass property taxes levied for the fiscal year and all tuition and fees accrued during the summer session that concludes within 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. All revenues are considered susceptible to accrual, except Summer session tuition and fees which are recorded as deferred revenue. 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.

# Description of Revenue Sources

Northcentral Technical College (NTC) 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, NTC 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. Also included are student activity fees, which are recorded in the special revenue – non-aidable fund and are used by student life to provide services to the students.

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

**Federal Revenue** – NTC receives federal grants for specific projects such as Adult Education and Family Literacy Act 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, academic resource 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, interest on operational borrowing, and public information.

**Physical Plant** – The Physical Plant function includes all services required for the operation and maintenance of the College'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, 2024 - June 30, 2025

	General and Special Revenue Funds (Operational)			All Other Funds		
	Actuals FY2023	Estimated (1) FY2024	Budget FY2025	Actuals FY2023	Estimated (1) FY2024	Budget FY2025
<b>SOURCES OF FUNDS</b>						
<u>Revenue</u>						
Local Government Revenue	10,491,597	10,888,754	11,392,222	13,916,433	15,679,266	16,147,606
State Aids	24,317,908	24,606,432	24,609,132	1,852,502	1,642,277	3,925,133
Statutory Program Fees	9,074,040	9,559,453	9,933,500	-	-	-
Material Fees	481,016	545,439	546,246	-	-	-
Other Student Fees	670,960	661,078	668,750	264,769	742,437	825,000
Institutional Revenue (2)	6,401,288	6,871,824	6,900,478	9,627,724	9,934,509	8,509,394
Federal Revenue	2,633,824	1,746,513	1,762,318	9,834,502	10,199,007	10,719,439
<b>Total Revenue</b>	<b>54,070,633</b>	<b>54,879,494</b>	<b>55,812,646</b>	<b>35,495,930</b>	<b>38,197,497</b>	<b>40,126,572</b>
<u>Other Funding Sources</u>						
Proceeds From Debt/Sales	-	-	-	12,300,505	13,900,000	13,500,000
Interfund Transfers In	528,878	-	500,000	1,567,235	1,200,000	-
Reductions in Fund Balance	171,688	117,841	1,952,315	246,999	1,647,031	2,280,688
<b>Total Sources of Funds</b>	<b>54,771,199</b>	<b>54,997,335</b>	<b>58,264,961</b>	<b>49,610,669</b>	<b>54,944,528</b>	<b>55,907,260</b>
<b>USES OF FUNDS</b>						
<u>Expenditures</u>						
Instructional	32,963,372	34,000,328	37,033,999	5,120,338	5,261,565	4,695,272
Instructional Resources	1,199,681	1,270,800	1,503,886	771,569	579,850	342,604
Student Services	4,603,432	4,934,996	5,236,440	10,285,882	11,476,039	12,329,879
General Institutional	9,827,429	9,491,219	10,076,831	6,605,151	7,645,771	5,793,234
Physical Plant	4,215,914	4,021,190	4,413,804	17,980,763	21,313,034	22,794,835
Auxiliary	-	-	-	7,823,736	7,867,124	8,376,450
<b>Total Expenditures</b>	<b>52,809,828</b>	<b>53,718,532</b>	<b>58,264,961</b>	<b>48,587,439</b>	<b>54,143,385</b>	<b>54,332,274</b>
<u>Other Uses</u>						
Interfund Transfers Out	1,813,319	1,200,000	-	282,794	-	500,000
Increases to Fund Balance	148,052	78,803	-	740,436	801,145	1,074,986
<b>Total Uses of Funds</b>	<b>54,771,199</b>	<b>54,997,335</b>	<b>58,264,961</b>	<b>49,610,669</b>	<b>54,944,530</b>	<b>55,907,259</b>
<b>FUND BALANCE</b>						
Beginning Balance	23,244,799	23,221,163	23,182,125	32,028,724	32,522,161	32,876,275
Ending Balance	23,221,163	23,182,125	21,229,810	32,522,161	32,876,275	31,670,573

**PROPERTY TAX AND EXPENDITURE HISTORY**

Year	Equalized Valuation	Operational	Debt Service	Mill Rate	Percent Inc/(Dec)
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	\$ 23,814,254,899	0.46549	0.65000	1.11549	-4.65%
2025 (3)	\$ 24,688,623,907	0.46549	0.65000	1.11549	0.00%

Year	Total Expenditures All Funds	Expenditure Inc/(Dec)	Tax Levy	Tax Levy Inc/(Dec)	\$100,000 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	\$ 101,397,267	0.40%	\$ 24,615,099	8.72%	\$116.99
2024	\$ 107,861,917	6.38%	\$ 26,564,481	7.92%	\$111.55
2025	\$ 112,597,235	4.39%	\$ 27,539,828	3.67%	\$111.55

(1) Nine months actual and three months estimated.

(2) Consists of interest income, contract revenue, gifts, grants, sales and miscellaneous revenue.

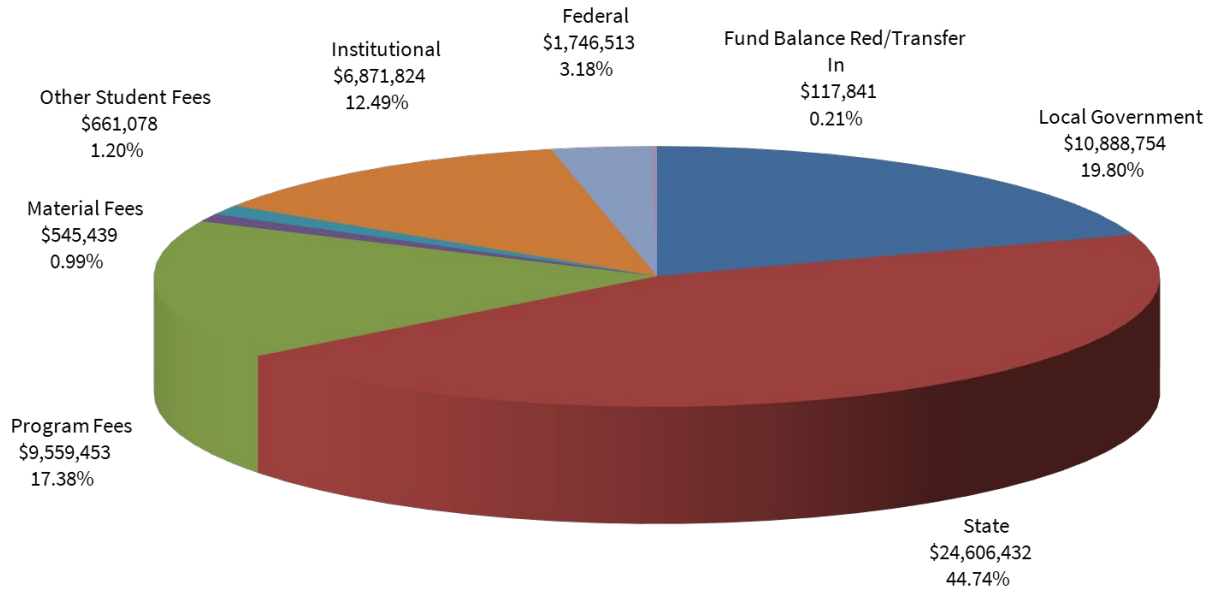
(3) For projected neutral mill rates: 3.67% increase in property valuation and 1.5% increase in net new construction.

**NOTICE OF PUBLIC HEARING**

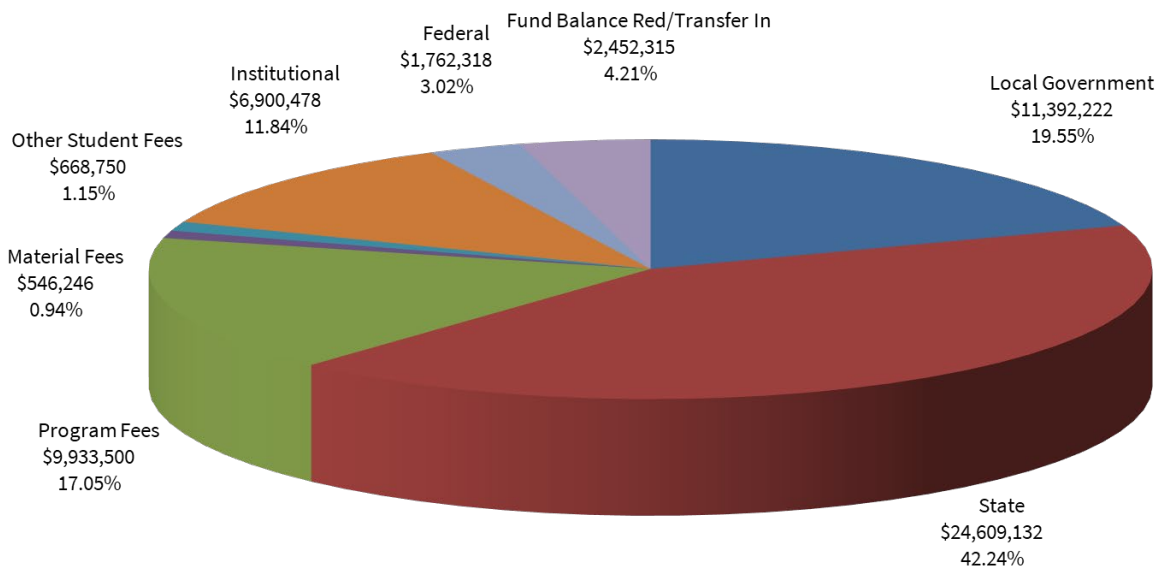
A public hearing on the proposed 2024-2025 budget for the Northcentral Technical College District will be held at Northcentral Technical College, Timberwolf Conference Center - D100, 1000 West Campus Drive, Wausau, WI 54401, and via Zoom, on Tuesday, June 4, 2024 at 12:00 p.m.

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

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Operational (Funds 1 & 2)**  
**Estimated Sources of Revenue**  
**2023-2024**

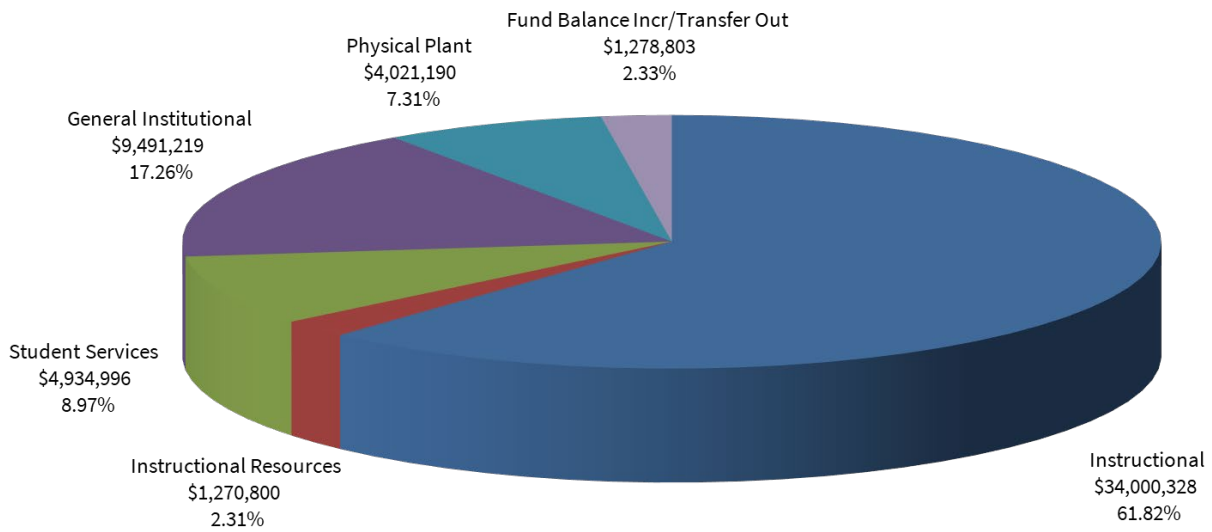


**NORTHCENTRAL TECHNICAL COLLEGE**  
**Operational (Funds 1 and 2)**  
**Budgeted Sources of Revenue**  
**2024-2025**

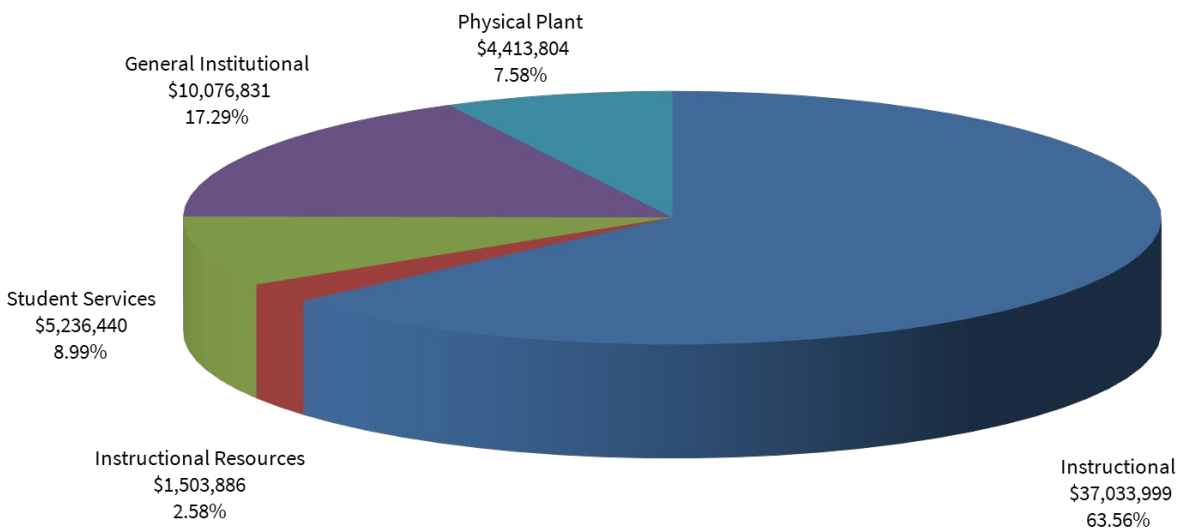




**NORTHCENTRAL TECHNICAL COLLEGE**  
**Operational (Funds 1 and 2)**  
**Estimated Expenditures by Function**  
**2023-2024**



**NORTHCENTRAL TECHNICAL COLLEGE**  
**Operational (Funds 1 and 2)**  
**Budgeted Expenditures by Function**  
**2024-2025**



**NORTHCENTRAL TECHNICAL COLLEGE**  
**Pro-Forma Balance Sheet - Budgetary Basis**  
**June 30, 2024**

	Governmental Fund Groups				Proprietary Fund Types		Account Groups		
	General	Special Revenue Operational	Special Revenue Non-Aidable	Capital Projects	Debt Service	Enterprise	Internal Service	General Long-Term Obligations	Capital Assets
<b>ASSETS AND OTHER DEBITS</b>									
Cash and Investments	\$15,584,773	(\$1,496,200)	\$1,137,745	\$19,189,334	\$3,569,714	\$390,833	\$6,195,649	\$0	\$0
Receivables:									
Taxes	3,200,000				4,500,000				
Accounts	6,000,000	700,000	200,000	500,000		23,000	10,000		
Interest									
Due from Other Governments		900,000	80,000						
Transfers from Other Funds				1,200,000					
Inventories						140,000			
Prepaid Expenditures	480,000	200							
Land, Building, and Equipment									78,719,555
Amount Available in Debt Service								5,969,714	
Amount to be Provided for Long-term Debt								42,940,286	
<b>Total Assets and Other Debits</b>	<u>\$25,264,773</u>	<u>\$104,000</u>	<u>\$1,417,745</u>	<u>\$20,889,334</u>	<u>\$8,069,714</u>	<u>\$553,833</u>	<u>\$6,205,649</u>	<u>\$48,910,000</u>	<u>\$78,719,555</u>
<b>LIABILITIES</b>									
Accounts Payable	\$300,000	\$36,000	\$1,300,000	\$600,000		\$50,000	\$60,000		
Accrued Salaries and related items	1,680,000								
Transfers To Other Funds	1,200,000								
Due To Student Organizations									
Deferred Revenues	2,200,000	68,000	60,000		2,100,000	90,000			
Long-term Notes Payable								48,910,000	
Unfunded Employee Benefits									
<b>Total Liabilities</b>	<u>5,380,000</u>	<u>104,000</u>	<u>1,360,000</u>	<u>600,000</u>	<u>2,100,000</u>	<u>140,000</u>	<u>60,000</u>	<u>48,910,000</u>	<u>0</u>
<b>FUND EQUITY</b>									
Investment in General Fixed Assets									78,719,555
Retained Earnings - Unreserved						413,833	6,145,649		
Fund balances									
Reserved:									
Capital projects				20,289,334					
Debt service					5,969,714				
Prepaid expenditures	480,000								
Encumbrances	20,000								
Student organizations			57,745						
Unreserved:									
Designated for Operations	10,578,420	0							
Designated for State Aids Fluctuations	925,000								
Designated for Subsequent Years	1,500,000								
Designated for Subsequent Year	3,317,608	0							
Designated for Post Employment Benefits	3,063,745								
Designated for Special Projects									
<b>Total Fund Equity</b>	<u>19,884,773</u>	<u>0</u>	<u>57,745</u>	<u>20,289,334</u>	<u>5,969,714</u>	<u>413,833</u>	<u>6,145,649</u>	<u>0</u>	<u>78,719,555</u>
<b>Total Liabilities and Fund Equity</b>	<u>\$25,264,773</u>	<u>\$104,000</u>	<u>\$1,417,745</u>	<u>\$20,889,334</u>	<u>\$8,069,714</u>	<u>\$553,833</u>	<u>\$6,205,649</u>	<u>\$48,910,000</u>	<u>\$78,719,555</u>

Northcentral Technical College  
 Combined Fund Summary  
 2024-2025 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	<u>FY2023</u> <u>Actuals</u>	<u>FY2024</u> <u>Budget</u>	<u>FY2024</u> <u>Estimated (1)</u>	<u>FY2025</u> <u>Budget</u>
<b>Revenues</b>				
Local Government Revenue	24,408,030	24,991,291	26,568,020	27,539,828
State Aids	26,170,410	26,180,773	26,248,710	28,534,265
Statutory Program Fees	9,074,040	9,129,720	9,559,453	9,933,500
Material Fees	481,016	509,397	545,439	546,246
Other Student Fees	935,729	862,250	1,403,516	1,493,750
Institutional Revenue	16,029,012	14,719,376	16,806,333	15,409,872
Federal Revenue	12,468,326	13,355,325	11,945,520	12,481,757
<b>Total Revenues</b>	<b>89,566,563</b>	<b>89,748,132</b>	<b>93,076,992</b>	<b>95,939,218</b>
<u>Other Funding Sources</u>				
Proceeds From Debt/Sales	12,300,505	17,857,820	13,900,000	13,500,000
Interfund Transfers In	2,096,113	1,485,000	1,200,000	500,000
Reductions in Fund Balance	418,687	4,654,271	1,764,872	4,233,003
<b>Total Sources of Funds</b>	<b>104,381,868</b>	<b>113,745,223</b>	<b>109,941,864</b>	<b>114,172,221</b>
<b>Expenditures</b>				
Instruction	38,083,710	40,310,547	39,261,893	41,729,272
Instructional Resources	1,971,250	2,080,828	1,850,649	1,846,490
Student Services	14,889,314	15,512,595	16,411,035	17,566,320
General Institutional	16,432,580	17,515,679	17,136,990	15,870,064
Physical Plant	22,196,677	26,054,868	25,334,225	27,208,639
Auxiliary Services	7,823,736	8,310,000	7,867,124	8,376,450
<b>Total Expenditures</b>	<b>101,397,267</b>	<b>109,784,517</b>	<b>107,861,916</b>	<b>112,597,235</b>
<u>Other Uses</u>				
Interfund Transfers Out	2,096,113	1,485,000	1,200,000	500,000
Increases to Fund Balance	888,488	2,725,706	879,948	1,074,986
<b>Total Uses of Funds</b>	<b>104,381,868</b>	<b>113,995,223</b>	<b>109,941,864</b>	<b>114,172,221</b>
<b>Transfers To (From) Fund Balance</b>				
Reserves for Prepaid Items	-	-	355,000	-
Reserved for Encumbrances	-	-	20,000	-
Designated for Operations	(23,636)	1,172,657	(2,906,411)	1,052,135
Designated for State Aids Fluctuations	-	-	(21,037)	-
Designated for Subsequent Year	-	(1,292,200)	2,199,767	(2,940,705)
Designated for Subsequent Years	-	(1,419,055)	1,500,000	-
Designated for Post-Employment Benefits	-	(266,586)	(1,186,357)	(63,745)
Reserve for Student Organizations	1,079	(60,965)	32,749	87,470
Reserve for Capital Projects	(59,707)	2,725,706	(447,031)	(1,417,172)
Reserve for Debt Service	125,009	(1,621,122)	155,901	685,606
Retained Earnings	427,056	(1,167,000)	612,495	(561,606)
<b>Total Transfers To (From) Fund Balance</b>	<b>469,801</b>	<b>(1,928,565)</b>	<b>315,076</b>	<b>(3,158,017)</b>
Beginning Fund Balance	55,273,523	51,483,913	55,743,324	56,058,400
Ending Fund Balance	55,743,324	49,555,348 <sup>(2)</sup>	56,058,400	52,900,383

(1) Nine months actual and three months estimated.

(2) Aligned to approved original budget.

Northcentral Technical College  
General Fund  
2024-2025 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	FY2023 Actuals	FY2024 Budget	FY2024 Estimated (1)	FY2025 Budget
<b>Revenues</b>				
Local Government Revenue	9,591,597	10,188,326	10,288,754	10,892,222
State Aids	22,078,799	22,090,918	21,965,579	22,570,252
Statutory Program Fees	8,872,369	8,892,600	9,341,399	9,686,000
Material Fees	451,593	480,187	517,846	509,096
Other Student Fees	124,868	108,500	137,269	146,000
Institutional Revenue	877,377	651,000	1,334,636	994,274
Federal Revenue	6,550	6,985	7,000	5,000
<b>Total Revenues</b>	<b>42,003,153</b>	<b>42,418,515</b>	<b>43,592,483</b>	<b>44,802,844</b>
<u>Other Funding Sources</u>				
Interfund Transfers In	422,615	1,485,000	-	500,000
Reductions in Fund Balance	171,688	1,500,000	-	1,500,000
<b>Total Sources of Funds</b>	<b>42,597,456</b>	<b>45,403,515</b>	<b>43,592,483</b>	<b>46,802,844</b>
<b>Expenditures</b>				
Instruction	24,008,102	26,796,507	25,374,681	28,202,923
Instructional Resources	1,087,668	1,197,131	1,220,314	1,461,848
Student Services	2,781,409	3,051,331	2,958,483	3,400,007
General Institutional	9,077,599	10,001,632	8,760,770	9,347,973
Physical Plant	4,194,949	4,356,914	3,999,433	4,390,093
Auxiliary Services	-	-	-	-
<b>Total Expenditures</b>	<b>41,149,727</b>	<b>45,403,515</b>	<b>42,313,680</b>	<b>46,802,844</b>
<u>Other Uses</u>				
Interfund Transfers Out	1,447,729	-	1,200,000	-
Increases to Fund Balance	-	-	78,803	-
<b>Total Uses of Funds</b>	<b>42,597,456</b>	<b>45,403,515</b>	<b>43,592,483</b>	<b>46,802,844</b>
<b>Transfers to (From) Fund Balance</b>				
Reserved for Prepaid Items	-	-	355,000	-
Reserved for Encumbrances	-	-	20,000	-
Designated for Operations	(171,688)	1,285,641	(2,906,411)	1,122,291
Designated for State Aids Fluctuations	-	-	(21,037)	-
Designated for Subsequent Year	-	(1,100,000)	2,317,608	(2,558,546)
Designated for Subsequent Years	-	(1,419,055)	1,500,000	-
Designated for Post-Employment Benefits	-	(266,586)	(1,186,357)	(63,745)
<b>Total Transfers To (From) Fund Balance</b>	<b>(171,688)</b>	<b>(1,500,000)</b>	<b>78,803</b>	<b>(1,500,000)</b>
Beginning Fund Balance	19,977,658	18,777,658	19,805,970	19,884,773
Ending Fund Balance	19,805,970	17,277,658 (2)	19,884,773	18,384,773
Fund Balance Designated for Operations as % of Expenses	25.00%	24.13%	25.00%	25.00%

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

(1) Nine months actual and three months estimated

(2) Aligned to approved original budget.

Northcentral Technical College  
Special Revenue Fund - Operational  
2024-2025 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	FY2023 Actuals	FY2024 Budget	FY2024 Estimated (1)	FY2025 Budget
<b>Revenues</b>				
Local Government Revenue	900,000	600,000	600,000	500,000
State Aids	2,239,109	2,265,784	2,640,854	2,038,880
Statutory Program Fees	201,671	237,120	218,055	247,500
Material Fees	29,423	29,210	27,594	37,150
Other Student Fees	546,092	501,250	523,809	522,750
Institutional Revenue	5,523,911	5,249,649	5,537,188	5,906,204
Federal Revenue	2,627,274	1,597,228	1,739,513	1,757,318
<b>Total Revenues</b>	<b>12,067,480</b>	<b>10,480,241</b>	<b>11,287,011</b>	<b>11,009,802</b>
<u>Other Funding Sources</u>				
Interfund Transfers In	106,263	-	-	-
Reductions in Fund Balance		305,184	117,841	452,315
<b>Total Sources of Funds</b>	<b>12,173,743</b>	<b>10,785,425</b>	<b>11,404,852</b>	<b>11,462,117</b>
<b>Expenditures</b>				
Instruction	8,955,270	8,508,400	8,625,647	8,831,076
Instructional Resources	112,013	36,050	50,486	42,038
Student Services	1,822,023	1,622,280	1,976,513	1,836,433
General Institutional	749,830	593,595	730,449	728,858
Physical Plant	20,965	25,100	21,757	23,712
<b>Total Expenditures</b>	<b>11,660,101</b>	<b>10,785,425</b>	<b>11,404,852</b>	<b>11,462,117</b>
<u>Other Uses</u>				
Interfund Transfers Out	365,590	-	-	-
Increases to Fund Balance	148,052	-	-	-
<b>Total Uses of Funds</b>	<b>12,173,743</b>	<b>10,785,425</b>	<b>11,404,852</b>	<b>11,462,117</b>
<b>Transfers To (From) Fund Balance</b>				
Designated for Operations	148,052	(112,984)		(70,156)
Designated for Subsequent Year		(192,200)	(117,841)	(382,159)
<b>Total Transfers To (From) Fund Balance</b>	<b>148,052</b>	<b>(305,184)</b>	<b>(117,841)</b>	<b>(452,315)</b>
Beginning Fund Balance	3,267,141	3,059,341	3,415,193	3,297,352
Ending Fund Balance	<b>3,415,193</b>	<b>2,754,157</b> (2)	<b>3,297,352</b>	<b>2,845,037</b>

Special Revenue Funds-Operational are used to account for the proceeds and related financial activity of specific revenue sources that are legally

(1) Nine months actual and three months estimated

(2) Aligned to approved original budget.

Northcentral Technical College  
Special Revenue Fund - Non-Aidable  
2024-2025 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	<u>FY2023 Actuals</u>	<u>FY2024 Budget</u>	<u>FY2024 Estimated (1)</u>	<u>FY2025 Budget</u>
<b>Revenues</b>				
Local Government Revenue	65,770	200,000	200,000	100,000
State Aids	1,475,013	1,532,614	1,435,941	1,438,956
Other Student Fees	264,769	252,500	742,437	825,000
Institutional Revenue	49,738	55,500	56,000	50,750
Federal Revenue	8,424,021	8,717,405	9,063,645	10,022,643
<b>Total Revenue</b>	<u>10,279,311</u>	<u>10,758,019</u>	<u>11,498,024</u>	<u>12,437,349</u>
<u>Other Funding Sources</u>				
Reductions in Fund Balance	-	60,965	-	-
<b>Total Sources of Funds</b>	<u>10,279,311</u>	<u>10,818,984</u>	<u>11,498,024</u>	<u>12,437,349</u>
<b>Expenditures</b>				
Instruction	-	-	10,000	20,000
Student Services	10,278,232	10,818,984	11,455,275	12,329,879
<b>Total Expenditures</b>	<u>10,278,232</u>	<u>10,818,984</u>	<u>11,465,275</u>	<u>12,349,879</u>
<u>Other Uses</u>				
Interfund Transfers Out	-	-	-	-
Increases to Fund Balance	1,079	-	32,749	87,470
<b>Total Uses of Funds</b>	<u>10,279,311</u>	<u>10,818,984</u>	<u>11,498,024</u>	<u>12,437,349</u>
<b>Transfers To (From) Fund Balance</b>				
Reserve for Student Operations	1,079	(60,965)	32,749	87,470
<b>Total Transfers To (From) Fund Balance</b>	<u>1,079</u>	<u>(60,965)</u>	<u>32,749</u>	<u>87,470</u>
Beginning Fund Balance	23,917	74,437	24,996	57,745
Ending Fund Balance	<u>24,996</u>	<u>13,472</u> (2)	<u>57,745</u>	<u>145,215</u>

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

(2) Aligned to approved original budget.

Northcentral Technical College  
 Capital Projects Fund  
 2024-2025 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	FY2023 Actuals	FY2024 Budget	FY2024 Estimated (1)	FY2025 Budget
<b>Revenues</b>				
State Aids	377,489	291,457	206,336	2,486,177
Institutional Revenue	995,232	335,227	1,087,756	-
Federal Revenue	1,410,481	3,033,707	1,135,362	696,796
<b>Total Revenues</b>	<b>2,783,202</b>	<b>3,660,391</b>	<b>2,429,454</b>	<b>3,182,973</b>
<u>Other Funding Sources</u>				
Proceeds From Debt/Sales	12,000,000	17,457,820	13,500,000	13,500,000
Interfund Transfers In	1,567,235	-	1,200,000	-
Reductions in Fund Balance	59,707		1,647,031	1,417,172
<b>Total Sources of Funds</b>	<b>16,410,144</b>	<b>21,118,211</b>	<b>18,776,485</b>	<b>18,100,145</b>
<b>Expenditures</b>				
Instruction	5,120,338	5,005,640	5,251,566	4,675,272
Instructional Resources	771,569	847,647	579,850	342,604
Student Services	7,650	20,000	20,764	-
General Institutional	6,605,151	6,920,452	7,645,771	5,793,234
Physical Plant	3,899,173	5,598,766	5,278,534	7,289,035
<b>Total Expenditures</b>	<b>16,403,881</b>	<b>18,392,505</b>	<b>18,776,485</b>	<b>18,100,145</b>
<u>Other Uses</u>				
Interfund Transfers Out	6,263	-	-	-
Increases to Fund Balance	-	2,725,706	-	-
<b>Total Uses of Funds</b>	<b>16,410,144</b>	<b>21,118,211</b>	<b>18,776,485</b>	<b>18,100,145</b>
<b>Transfers To (From) Fund Balance</b>				
Reserve for Capital Projects	(59,707)	2,725,706	(447,031)	(1,417,172)
<b>Total Transfers To (From) Fund Balance</b>	<b>(59,707)</b>	<b>2,725,706</b>	<b>(447,031)</b>	<b>(1,417,172)</b>
Beginning Fund Balance	20,796,072	18,860,619	20,736,365	20,289,334
Ending Fund Balance	<b>20,736,365</b>	<b>21,586,325</b> (2)	<b>20,289,334</b>	<b>18,872,162</b>

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

(2) Aligned to approved original budget.



Northcentral Technical College  
Debt Service Fund

2024-2025 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	FY2023 Actuals	FY2024 Budget	FY2024 Estimated (1)	FY2025 Budget
<b>Revenues</b>				
Local Government Revenue	13,770,657	14,002,966	15,479,266	16,047,606
Institutional Revenue	135,437	50,000	311,135	143,800
<b>Total Revenues</b>	<b>13,906,094</b>	<b>14,052,966</b>	<b>15,790,401</b>	<b>16,191,406</b>
<u>Other Funding Sources</u>				
Premium on Long-Term Debt	300,505	400,000	400,000	-
Interfund Transfers In	-	-	-	-
Reductions in Fund Balance	-	1,621,122	-	-
<b>Total Sources of Funds</b>	<b>14,206,599</b>	<b>16,074,088</b>	<b>16,190,401</b>	<b>16,191,406</b>
<b>Expenditures</b>				
Physical Plant	14,081,590	16,074,088	16,034,500	15,505,800
<b>Total Expenditures</b>	<b>14,081,590</b>	<b>16,074,088</b>	<b>16,034,500</b>	<b>15,505,800</b>
<u>Other Uses</u>				
Increases to Fund Balance	125,009	-	155,901	685,606
<b>Total Uses of Funds</b>	<b>14,206,599</b>	<b>16,074,088</b>	<b>16,190,401</b>	<b>16,191,406</b>
<b>Transfers To (From) Fund Balance</b>				
Reserve for Debt Service	125,009	(1,621,122)	155,901	685,606
<b>Total Transfers To (From) Fund Balance</b>	<b>125,009</b>	<b>(1,621,122)</b>	<b>155,901</b>	<b>685,606</b>
Beginning Fund Balance	5,688,804	6,138,804	5,813,813	5,969,714
Ending Fund Balance	<b>5,813,813</b>	<b>4,517,682</b> (2)	<b>5,969,714</b>	<b>6,655,320</b>

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

(2) Aligned to approved original budget.

Northcentral Technical College  
Enterprise Fund  
2024-2025 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	FY2023 Actuals	FY2024 Budget	FY2024 Estimated (1)	FY2025 Budget
<b>Revenues</b>				
Local Government Revenue	80,006	-	-	-
Institutional Revenue	2,036,885	1,998,000	2,138,528	2,145,760
<b>Total Revenues</b>	<b>2,116,891</b>	<b>1,998,000</b>	<b>2,138,528</b>	<b>2,145,760</b>
<u>Other Funding Sources</u>				
Reductions in Fund Balance	187,292	102,000	-	-
<b>Total Sources of Funds</b>	<b>2,304,183</b>	<b>2,100,000</b>	<b>2,138,528</b>	<b>2,145,760</b>
<b>Expenditures</b>				
Auxiliary Services	2,221,844	2,100,000	2,074,200	1,843,850
<b>Total Expenditures</b>	<b>2,221,844</b>	<b>2,100,000</b>	<b>2,074,200</b>	<b>1,843,850</b>
<u>Other Uses</u>				
Interfund Transfers Out	82,339	-	-	-
Increases to Fund Balance	-	-	64,328	301,910
<b>Total Uses of Funds</b>	<b>2,304,183</b>	<b>2,100,000</b>	<b>2,138,528</b>	<b>2,145,760</b>
<b>Transfers To (From) Fund Balance</b>				
Retained Earnings	(187,292)	(102,000)	64,328	301,910
<b>Total Transfers To (From) Fund Balance</b>	<b>(187,292)</b>	<b>(102,000)</b>	<b>64,328</b>	<b>301,910</b>
Beginning Fund Balance	536,797	560,797	349,505	413,833
Ending Fund Balance	<b>349,505</b>	<b>458,797</b> (2)	<b>413,833</b>	<b>715,743</b>

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

(1) Nine months actual and three months estimated  
(2) Aligned to approved original budget.

Northcentral Technical College  
Internal Service Fund  
2024-2025 Budgetary Statement of Resources, Uses and Changes in Fund Balance

	FY2023 Actuals	FY2024 Budget	FY2024 Estimated <sup>(1)</sup>	FY2025 Budget
<b>Revenues</b>				
Institutional Revenue	6,410,432	6,380,000	6,341,091	6,169,084
<b>Total Revenues</b>	<b>6,410,432</b>	<b>6,380,000</b>	<b>6,341,091</b>	<b>6,169,084</b>
<u>Other Funding Sources</u>				
Reductions in Fund Balance	-	1,065,000	-	863,516
<b>Total Sources of Funds</b>	<b>6,410,432</b>	<b>7,445,000</b>	<b>6,341,091</b>	<b>7,032,600</b>
<b>Expenditures</b>				
Auxiliary Services	5,601,892	6,210,000	5,792,924	6,532,600
<b>Total Expenditures</b>	<b>5,601,892</b>	<b>6,210,000</b>	<b>5,792,924</b>	<b>6,532,600</b>
<u>Other Uses</u>				
Interfund Transfers Out	194,192	1,235,000	-	500,000
Increases to Fund Balance	614,348	-	548,167	-
<b>Total Uses of Funds</b>	<b>6,410,432</b>	<b>7,445,000</b>	<b>6,341,091</b>	<b>7,032,600</b>
<b>Transfers To (From) Fund Balance</b>				
Retained Earnings	614,348	(1,065,000)	548,167	(863,516)
<b>Total Transfers To (From) Fund Balance</b>	<b>614,348</b>	<b>(1,065,000)</b>	<b>548,167</b>	<b>(863,516)</b>
Beginning Fund Balance	4,983,134	4,012,257	5,597,482	6,145,649
Ending Fund Balance	<b>5,597,482</b>	<b>2,947,257</b> <sup>(2)</sup>	<b>6,145,649</b>	<b>5,282,133</b>

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

(2) Aligned to approved original budget.

**NORTHCENTRAL TECHNICAL COLLEGE**  
**Schedule of Long-Term Obligations**  
**2024-2025 Budget Year**

	<b>Date</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Rate</b>	<b>Outstanding Balance</b>
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).	06/30/2024	1,020,000	63,400	1,083,400	2.000%	3,170,000
	06/30/2025	1,055,000	43,000	1,098,000	2.000%	2,150,000
	06/30/2026	1,095,000	21,900	1,116,900	2.000%	1,095,000
	<b>Total Due</b>	<b>3,170,000</b>	<b>128,300</b>	<b>3,298,300</b>		
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).	06/30/2024	145,000	9,100	154,100	2.000%	455,000
	06/30/2025	150,000	6,200	156,200	2.000%	310,000
	06/30/2026	160,000	3,200	163,200	2.000%	160,000
	<b>Total Due</b>	<b>455,000</b>	<b>18,500</b>	<b>473,500</b>		
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).	06/30/2024	105,000	6,400	111,400	2.000%	320,000
	06/30/2025	105,000	4,300	109,300	2.000%	215,000
	06/30/2026	110,000	2,200	112,200	2.000%	110,000
	<b>Total Due</b>	<b>320,000</b>	<b>12,900</b>	<b>332,900</b>		
General obligation promissory notes, Series 2017 (\$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).	06/30/2024	915,000	99,019	1,014,019	3.000%	3,835,000
	06/30/2025	945,000	71,569	1,016,569	3.000%	2,920,000
	06/30/2026	975,000	43,219	1,018,219	2.125%	1,975,000
	06/30/2027	1,000,000	22,500	1,022,500	2.250%	1,000,000
	<b>Total Due</b>	<b>3,835,000</b>	<b>236,306</b>	<b>4,071,306</b>		
General obligation promissory notes, Series 2018 (\$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).	06/30/2024	1,080,000	197,700	1,277,700	4.000%	5,855,000
	06/30/2025	1,125,000	154,500	1,279,500	4.000%	4,775,000
	06/30/2026	1,170,000	109,500	1,279,500	3.000%	3,650,000
	06/30/2027	1,215,000	74,400	1,289,400	3.000%	2,480,000
	06/30/2028	1,265,000	37,950	1,302,950	3.000%	1,265,000
	<b>Total Due</b>	<b>5,855,000</b>	<b>574,050</b>	<b>6,429,050</b>		
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).	06/30/2024	880,000	195,781	1,075,781	4.000%	5,860,000
	06/30/2025	920,000	160,581	1,080,581	4.000%	4,980,000
	06/30/2026	955,000	123,781	1,078,781	5.000%	4,060,000
	06/30/2027	995,000	76,031	1,071,031	3.000%	3,105,000
	06/30/2028	1,035,000	46,181	1,081,181	2.125%	2,110,000
	06/30/2029	1,075,000	24,188	1,099,188	2.250%	1,075,000
	<b>Total Due</b>	<b>5,860,000</b>	<b>626,544</b>	<b>6,486,544</b>		
General obligation promissory notes, Series 2020 (\$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).	06/30/2024	540,000	102,250	642,250	3.000%	4,270,000
	06/30/2025	560,000	86,050	646,050	3.000%	3,730,000
	06/30/2026	585,000	69,250	654,250	3.000%	3,170,000
	06/30/2027	610,000	51,700	661,700	2.000%	2,585,000
	06/30/2028	630,000	39,500	669,500	2.000%	1,975,000
	06/30/2029	660,000	26,900	686,900	2.000%	1,345,000
	06/30/2030	685,000	13,700	698,700	2.000%	685,000
	<b>Total Due</b>	<b>4,270,000</b>	<b>389,350</b>	<b>4,659,350</b>		

	Date	Principal	Interest	Total	Rate	Outstanding Balance
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).	06/30/2024	135,000	23,925	158,925	2.000%	1,245,000
	06/30/2025	140,000	21,225	161,225	2.000%	1,110,000
	06/30/2026	145,000	18,425	163,425	2.000%	970,000
	06/30/2027	150,000	15,525	165,525	2.000%	825,000
	06/30/2028	160,000	12,525	172,525	3.000%	675,000
	06/30/2029	165,000	7,725	172,725	1.500%	515,000
	06/30/2030	170,000	5,250	175,250	1.500%	350,000
	06/30/2031	180,000	2,700	182,700	1.500%	180,000
	<b>Total Due</b>	<b>1,245,000</b>	<b>107,300</b>	<b>1,352,300</b>		
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).	06/30/2024	665,000	136,600	801,600	3.000%	6,125,000
	06/30/2025	690,000	116,650	806,650	2.000%	5,460,000
	06/30/2026	720,000	102,850	822,850	2.000%	4,770,000
	06/30/2027	745,000	88,450	833,450	3.000%	4,050,000
	06/30/2028	780,000	66,100	846,100	2.000%	3,305,000
	06/30/2029	810,000	50,500	860,500	2.000%	2,525,000
	06/30/2030	840,000	34,300	874,300	2.000%	1,715,000
	06/30/2031	875,000	17,500	892,500	2.000%	875,000
	<b>Total Due</b>	<b>6,125,000</b>	<b>612,950</b>	<b>6,737,950</b>		
General obligation promissory notes, Series 2022 (\$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).	06/30/2024	545,000	255,225	800,225	5.000%	5,775,000
	06/30/2025	565,000	227,975	792,975	5.000%	5,230,000
	06/30/2026	590,000	199,725	789,725	5.000%	4,665,000
	06/30/2027	615,000	170,225	785,225	5.000%	4,075,000
	06/30/2028	635,000	139,475	774,475	5.000%	3,460,000
	06/30/2029	665,000	107,725	772,725	5.000%	2,825,000
	06/30/2030	690,000	74,475	764,475	4.000%	2,160,000
	06/30/2031	720,000	46,875	766,875	3.125%	1,470,000
	06/30/2032	750,000	24,375	774,375	3.250%	750,000
	<b>Total Due</b>	<b>5,775,000</b>	<b>1,246,075</b>	<b>7,021,075</b>		
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).	06/30/2024	8,500,000	397,500	8,897,500	5.000%	12,000,000
	06/30/2025	1,110,000	175,000	1,285,000	5.000%	3,500,000
	06/30/2026	1,165,000	119,500	1,284,500	5.000%	2,390,000
	06/30/2027	1,225,000	61,250	1,286,250	5.000%	1,225,000
<b>Total Due</b>	<b>12,000,000</b>	<b>753,250</b>	<b>12,753,250</b>			

# NORTHCENTRAL TECHNICAL COLLEGE

## Legal Debt Limitations

### 2024 – 2025 Budget Year

State statutes impose two limitations on debt held by WTCS districts. The following computations are based on the aggregate debt budgeted to be outstanding as of June 30, 2024, 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 2023 -2024 net of resources available to fund this debt is \$53,849,714. The 5% limit is approximately \$1,274,352,630.

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 2023-2024 net of resources to fund this debt is \$0. The 2% limit is approximately \$509,741,052.



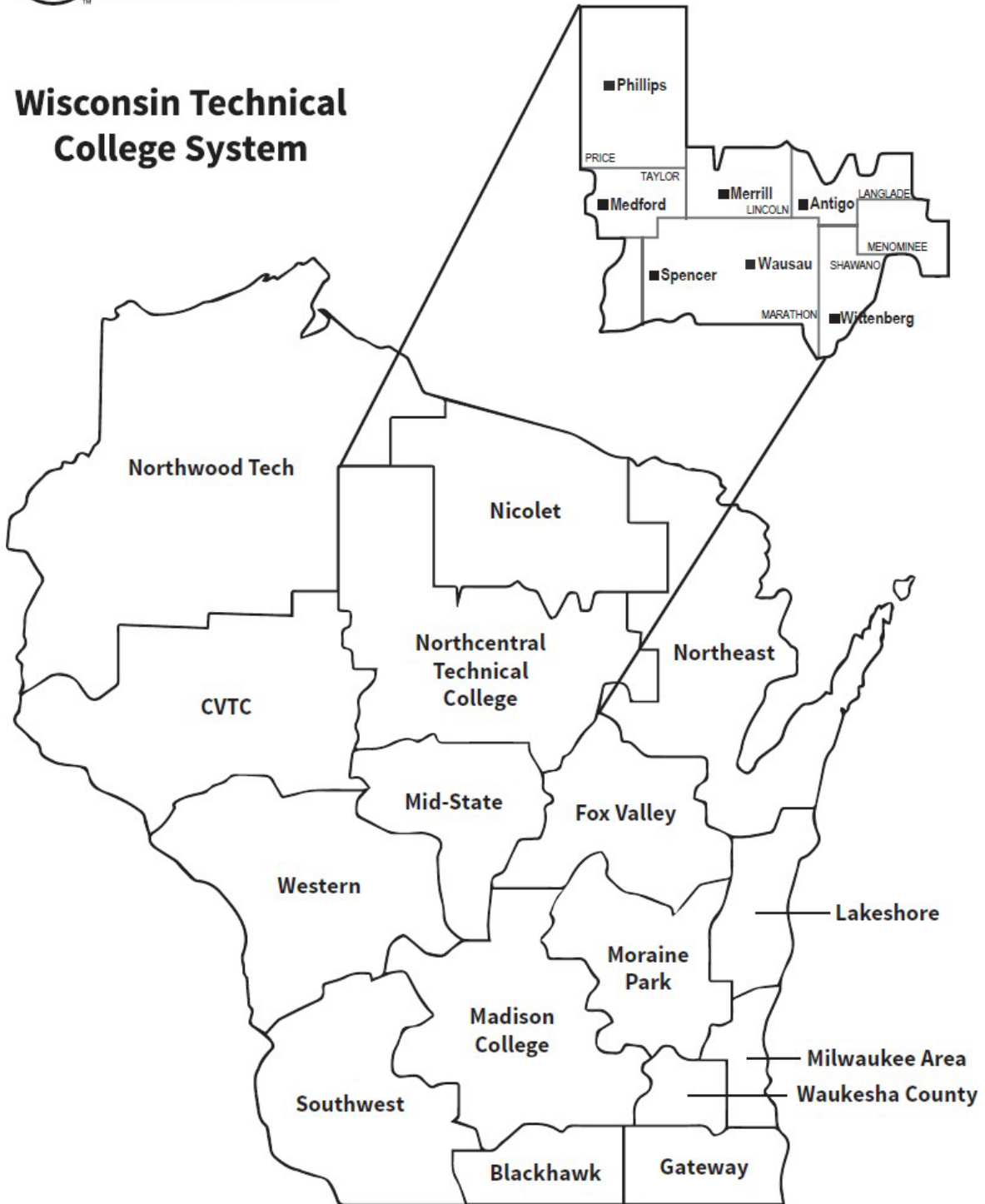
# SUPPLEMENTAL DATA



# District Map and Locations



## Wisconsin Technical College System





# Accreditation & Continuous Quality Improvement at NTC

Northcentral Technical College is institutionally accredited by the Higher Learning Commission (HLC). NTC underwent a comprehensive institutional reaccreditation by the HLC during the 2023-2024 academic year under the Open Pathways framework. NTC deployed cross-functional teams to gather and contextualize artifacts as part of the HLC assurance process, which validated that NTC is committed to carrying out its mission with integrity, while engaging in continuous evaluation of its instructional quality and institutional effectiveness. The HLC determined that NTC “Met” in every Criteria category, allowing the College to operate for another decade before its next comprehensive assurance site visit.

## Continuous Quality Improvement at NTC

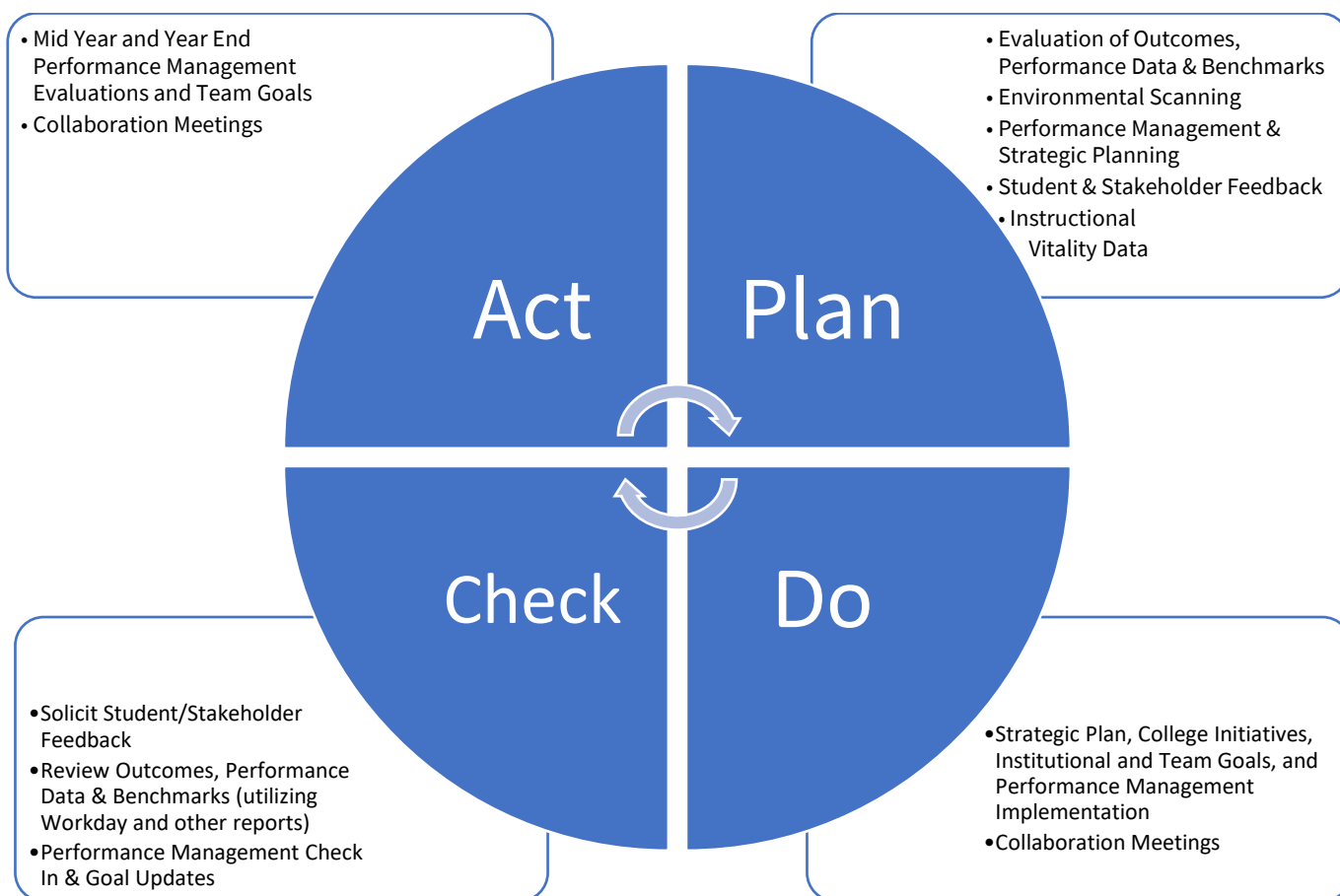
NTC is committed to an ethos of Continuous Quality Improvement. At NTC, quality is strategic, integrated, and intentional in how NTC employees approach their tasks. Quality is embedded in the culture of the College and its key processes and starts at the top of the organization with the President and 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,

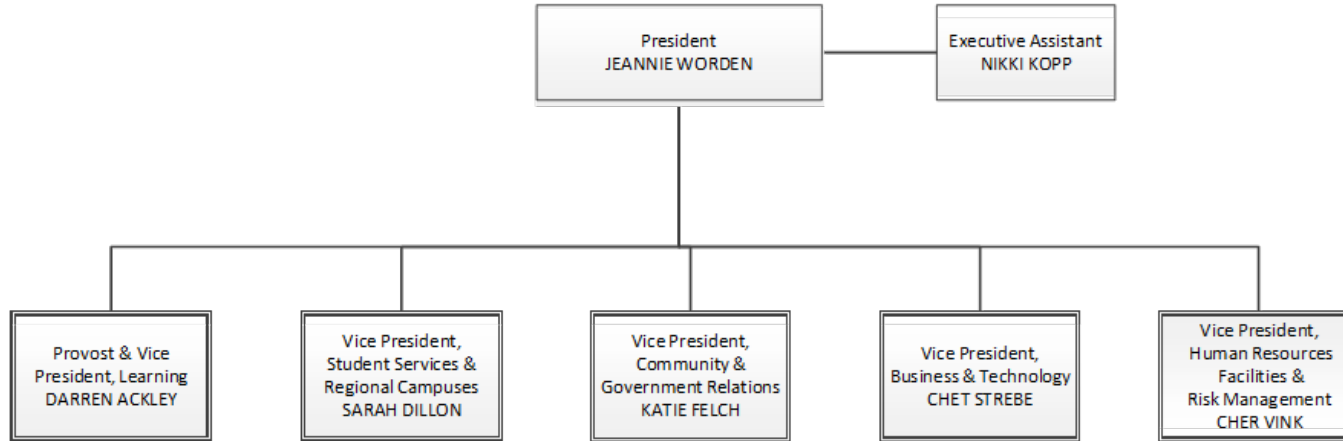
analyzes, and prioritizes stakeholder feedback. Listening Sessions help the College identify community/stakeholder, employer, graduate, employee, and student concerns. NTC utilizes Economic Modeling Specialists International (EMSI) software to monitor district educational, economic, and labor market 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. 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, advisory committee feedback, 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**  
**2023-2024**

	2019-2020	2020-2021	2021-2022	2022-23	2023-24	2024-25
<b><u>Head Count Enrollments</u></b>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
Postsecondary (1)	10,060	8,346	9,800	9,694	10,200	10,450
Basic Education (2)	4,947	4,681	4,700	4,973	5,225	5,350
Continuing Education (3)	7,845	6,432	8,600	9,620	9,650	10,100
<b>TOTAL (4)</b>	<b>22,852</b>	<b>19,459</b>	<b>23,100</b>	<b>24,287</b>	<b>25,075</b>	<b>25,900</b>
<b><u>Full-Time Equivalent Enrollments</u></b>						
Postsecondary (1)	2,351	2,278	2,225	2,185	2,265	2,324
Basic Education (2)	411	406	365	352	375	380
Continuing Education (3)	100	71	95	108	85	101
<b>TOTAL</b>	<b>2,862</b>	<b>2,755</b>	<b>2,685</b>	<b>2,645</b>	<b>2,725</b>	<b>2,805</b>

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

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

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

(4) The headcount listed above is unduplicated within the category, but many students enroll in several categories. The total unduplicated headcount is as follows: 2019-2020 17,801, 2020-2021 16,078, 2021-2022 18,686 and 2022-2023 19,545 and 2023-24 (estimated) 20,500, 2024-25 (projected) 21,500.

(5) Estimated numbers as of April 2024 (week #43); fiscal year end numbers will be available in August of 2024.

# Degree/Diploma Program Offerings

2024-2025

## 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 - Software Developer
Administrative Professional	IT - Web Designer
Agri-Business	Law Enforcement in the 21st Century
Agronomy	Leadership Development
Architectural Design & Technology	Legal Studies / Paralegal
Automation Systems Technology	Manufacturing Engineering Technology
Automotive Technology	Marketing
Business Analyst	Mechanical Design Engineering Technology
Business Management	Medical Administrative Professional
Civil Engineering Technology	Medical Laboratory Technician
Criminal Justice Studies	Nursing
Culinary Arts	Paramedic Technician
Dairy Science	Radiography
Data Analytics	Respiratory Therapy
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)
Foundations of Teacher Education	Supply Chain Management
Graphic Communication Technologies	Surgical Technology
Hospitality Management	Technical Studies-Journey Worker
Human Resources	University Transfer
Human Services	Veterinary Technician
Individualized Technical Studies	Video Production
IT - Computer Support Specialist	Welding Fabrication & Robotics
IT - Cybersecurity Specialist	Wood Science
IT - Network Specialist	

## 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  
Furniture Design and Craftsmanship  
General Studies Transfer  
Gerontology  
Google IT Support Professional  
Hardwood Manufacturers  
Hardwood Sawmilling  
Individual Tax Preparer  
Industrial Laser Operator - Machine Tool  
Industrial Laser Operator - Welding  
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  
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



3 Year Report - 2019 through 2021 NTC Graduates

	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% <sup>5</sup>	\$19.03	\$39,588	\$37,440 - \$44,990
Accounting Associate Degree	88	49	79%	71%	\$17.78	\$38,109	\$24,960 <sup>3</sup> - \$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 <sup>3</sup> - \$62,400 <sup>4</sup>
Agri-Business	13	8	100%	57% <sup>5</sup>	\$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% <sup>5</sup>	\$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 <sup>1</sup>	3	2					
Business Management	92	39	93%	85%	\$22.19	\$51,454	\$29,120 - \$100,008 <sup>4</sup>
Cosmetology <sup>2</sup>	3						
Criminal Justice - Law Enforcement 720 Academy	78	34	81%	96%	\$22.97	\$53,717	\$32,240 - \$84,864 <sup>4</sup>
Criminal Justice Studies <sup>2</sup>	73	44	67%	71%	\$21.17	\$50,749	\$31,200 - \$74,100 <sup>4</sup>
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 <sup>3</sup> - \$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 <sup>4</sup>
Diesel Equipment Mechanic Technical Diploma	18	14	83%	100%	\$17.13	\$39,451	\$23,712 <sup>3</sup> - \$54,080
Diesel Technology Associate Degree	17	13	83%	80%	\$26.50	\$55,120	\$37,440 - \$66,560
Digital Marketing <sup>1</sup>	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 <sup>4</sup>
Electromechanical Technology	62	38	95%	78%	\$21.75	\$49,652	\$23,400 <sup>3</sup> - \$66,300
Emergency Medical Technician	236	123	94%	64%	\$15.30	\$42,179	\$22,745 <sup>3</sup> - \$73,000 <sup>4</sup>
Emergency Medical Technician - Paramedic	29	21	100%	88%	\$18.56	\$44,911	\$20,592 <sup>3</sup> - \$59,904 <sup>4</sup>
Fire Medic Associate Degree	7	4	100%	100%	\$18.03	\$56,448	\$55,000 - \$59,015
Fire Science Technical Diploma <sup>1</sup>	1	1	100%	100%			
Fire Services Leadership <sup>1</sup>	1	1	100%	100%			
Foundations of Teacher Education <sup>1</sup>	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 <sup>1</sup>	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 <sup>1</sup>	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 <sup>1</sup>	2	2	100%	50% <sup>5</sup>			
IT - Cybersecurity Specialist <sup>1</sup>	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 <sup>4</sup>
IT - Web Designer <sup>1</sup>	7	5	75%	33% <sup>5</sup>			
Leadership Development	26	19	92%	82%	\$23.64	\$55,041	\$33,898 - \$75,000 <sup>4</sup>
Machine Tool Operation	13	9	83%	60%	\$17.85	\$39,520	\$33,280 - \$45,760
Machine Tool Technicians	13	4	100%	100%	\$20.71	\$43,077	\$41,600 - \$44,554
Manufacturing Engineering Technology <sup>1</sup>	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 <sup>4</sup>
Medical Assistant	52	29	96%	96%	\$16.01	\$32,938	\$29,120 - \$39,978
Medical Coding Specialist	49	33	83%	53% <sup>5</sup>	\$21.42	\$51,617	\$35,360 - \$90,000 <sup>4</sup>
Medical Laboratory Technician	14	7	86%	100%	\$20.87	\$43,116	\$33,602 - \$59,280 <sup>4</sup>
Medical Office Specialist <sup>1</sup>	10	5	50%	100%			
Nursing Assistant Technical Diploma (CNA)	1105	588	94%	82%	\$14.66	\$32,478	\$21,840 <sup>3</sup> - \$70,720 <sup>4</sup>
Nursing Associate Degree	279	128	100%	99%	\$29.44	\$59,485	\$45,190 - \$145,600 <sup>4</sup>
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 <sup>4</sup>
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 <sup>4</sup>
Safety Engineering Technology <sup>1</sup>	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 <sup>4</sup>
Technical Studies - Journey Worker <sup>1</sup>	9	4	100%	67%			
Truck Driving	90	56	90%	93%	\$22.42	\$59,519	\$23,712 <sup>3</sup> - \$88,920 <sup>4</sup>
Video Production <sup>1</sup>	24	11	67%	33% <sup>5</sup>	\$16.41		
Welding Technical Diploma	54	33	90%	89%	\$20.58	\$46,797	\$36,920 - \$64,740 <sup>4</sup>
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 <sup>4</sup>
Embedded Technical Diplomas	461	334	90%	64%	\$21.11	\$56,058	\$29,120 - \$183,040 <sup>6</sup>
<b>COLLEGE-WIDE 3 YEAR TOTALS</b>	<b>4128</b>	<b>2357</b>	<b>92%</b>	<b>81%</b>	<b>\$20.51</b>	<b>\$47,234</b>	<b>\$20,592<sup>3</sup> - \$183,040<sup>6</sup></b>

Table Notes:

<sup>1</sup>Wages 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.

<sup>2</sup>Many graduates seeking multiple jobs can take six to 18 months to be processed for employment eligibility due to substantial testing and background checks.

<sup>3</sup>Graduates of this program may be working fewer than 40 hours/week. Refer to average salary for more accurate estimates of actual wages.

<sup>4</sup>Wages may be higher than typical due to graduates working more than 40 hours per week or having previous employment in the field.

<sup>5</sup>Lower employment rate in the field may be due to graduates responding earlier than 6 months after graduation.

<sup>6</sup>Standard Technical diploma 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 in-demand positions regarding 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
- Arlstrom-Munro Mosinee
- Antigo Fire Department
- Applied Laser Technologies
- ARW Global Corporation
- Ascension Hospital
- Aspirus Inc
- Athenian Living
- Atco Correctional Services
- Bell Tower Residences
- Birmingham 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
- Coverlet 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
- Greenhark Fan Corporation
- Homme Home of Wittenberg
- Imperial Industries
- Industrial Air Products
- Intercon Construction Company
- J & D Tube Benders Inc
- Jarp Industries
- Jensen & Son Asphalt
- JK Truck Center
- Kalka Granite
- Karl's Transport Inc
- Kolbe & Kolbe Milkwork
- Kocourak 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
- Nasfle Pizza Company
- New Vision Wellness Therapy
- North Central Health Care
- Northwest Tool & Manufacturing Company/Ino
- Northwoods Veterinary Services
- Odoastie Building Envelope
- Park Falls Ambulance
- Phillips-Medias Inc
- Phillips Police Department
- Pride TLC Therapy & Living Campus
- Regal Baloit
- Reind Printing
- Rennes Health Center
- Rio Laife Police Department
- Ryan Manufacturing
- S.D. Ellenbocker Inc
- Schneider 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
- Suiders Equipment
- VCA Companion Care Animal Hospital
- Volm Companies Inc
- Waukeena 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



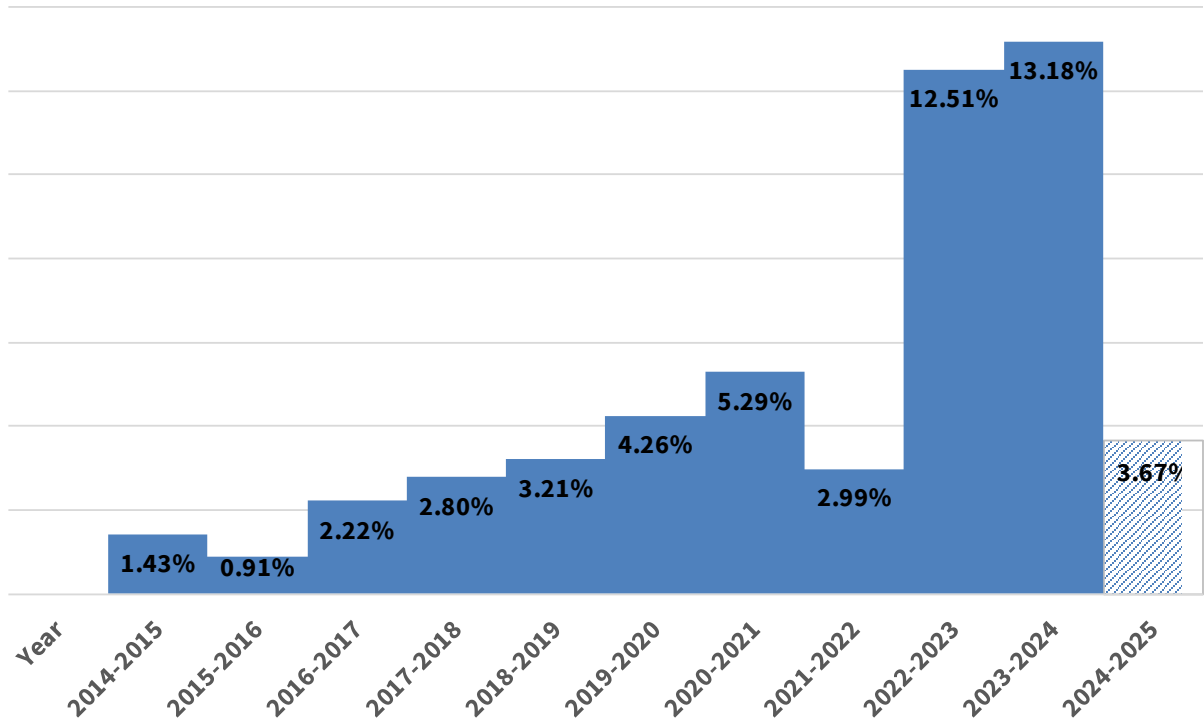
# NORTHCENTRAL TECHNICAL COLLEGE

## Property Valuations and Mill Rates

### 2024-2025 Budget Year

Year		Property Valuation	Operational Mill Rate	Debt Mill Rate
2014-2015	Actual	15,113,021,324	0.62683 <sup>(1)</sup>	0.59124
2015-2016	Actual	15,250,959,190	0.63534	0.62575
2016-2017	Actual	15,589,508,123	0.63925	0.62620
2017-2018	Actual	16,025,457,462	0.64225	0.62620
2018-2019	Actual	16,540,469,445	0.63237	0.63005
2019-2020	Actual	17,244,992,207	0.63192	0.63817
2020-2021	Actual	18,157,430,905	0.62456	0.63817
2021-2022	Actual	18,700,654,022	0.57249 <sup>(1)</sup>	0.63817
2022-2023	Actual	21,040,837,383	0.50436 <sup>(1)</sup>	0.66551
2023-2024	Actual	23,814,254,899	0.46549	0.65000
2024-2025	Projected	24,688,623,907 <sup>(3)</sup>	0.46549 <sup>(2)</sup>	0.65000

**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) Mill rate projected to remain the same as prior year until annual valuations are available.

(3) Projected 3.67% increase in valuations and 1.5% increase for net new construction equates neutral mill rate.

# NORTHCENTRAL TECHNICAL COLLEGE

## Property Tax Levy

### 2024-2025 Budget

TAX DISTRIBUTION BY FUND	2020-2021		2021-2022		2022-2023		2023-2024		2024-2025 (projected)	
	Amount	Mill Rate	Amount	Mill Rate	Amount	Mill Rate	Amount	Mill Rate	Amount	Mill Rate
General Operations										
General Fund	\$ 10,040,437	0.55297	\$ 9,406,009	0.50298	\$ 9,512,133	0.45208	\$ 10,285,215	0.43189	\$ 10,892,222	0.44118
Special Revenue Fund - Operational	1,100,000	0.06058	1,100,000	0.05882	900,000	0.04277	600,000	0.02519	500,000	0.02025
Special Revenue Fund - Non-Aidable	200,000	0.01101	200,000	0.01069	200,000	0.00951	200,000	0.00840	100,000	0.00405
Total General Operations	\$ 11,340,437	0.62456	\$ 10,706,009	0.57249	\$ 10,612,133	0.50436	\$ 11,085,215	0.46549	\$ 11,492,222	0.46549
Debt Retirement										
Debt Service Fund	\$ 11,587,528	0.63817	\$ 11,934,197	0.63817	\$ 14,002,966	0.66551	\$ 15,479,266	0.65000	\$ 16,047,606	0.65000
Total Debt Retirement	\$ 11,587,528	0.63817	\$ 11,934,197	0.63817	\$ 14,002,966	0.66551	\$ 15,479,266	0.65000	\$ 16,047,606	0.65000
Total Levy	\$ 22,927,965	1.26273	\$ 22,640,206	1.21066	\$ 24,615,099	1.16987	\$ 26,564,481	1.11549	\$ 27,539,828	1.11549

#### DISTRICT DESCRIPTION

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

<u>STATISTICS</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>	<u>2024-2025 (projected)</u>
Equalized Valuation (TID Out)	\$ 18,157,430,905	\$ 18,700,654,022	\$ 21,040,837,383	\$ 23,814,254,899	\$ 24,688,623,907 <sup>(2)</sup>
Tax Levy Requested	\$ 22,927,965	\$ 22,640,206	\$ 24,615,099	\$ 26,564,481	\$ 27,539,828
Total Mill Rate	1.26273	1.21066	1.16987	1.11549	1.11549
Mill Rate - General Operations	0.62456	0.57249 <sup>(1)</sup>	0.50436 <sup>(1)</sup>	0.46549	0.46549 <sup>(2)</sup>
Mill Rate - Debt Retirement	0.63817	0.63817	0.66551	0.65000	0.65000 <sup>(2)</sup>

(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 projected to increase by 3.67% and net new construction by 1.5% for budget purposes to keep mill rates neutral; 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 1<sup>st</sup> and ends June 30<sup>th</sup>.

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

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





**ANTIGO:**

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

**MEDFORD:**

■ Medford, West Campus  
1001 Progressive Avenue  
Medford, WI 54451  
715.748.3603

**MERRILL:**

Public Safety  
Center of Excellence  
1603 Champagne Street  
Merrill, WI 54452  
715.348.7205

**PHILLIPS:**

■ Phillips, North Campus  
1408 Pine Ridge Road  
Phillips, WI 54555  
715.339.4555

**SPENCER:**

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

**WAUSAU:**

■ Wausau, Central Campus  
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  
1000 W. Campus Drive  
Wausau, WI 54401  
715.675.3331  
Agriculture  
Center of Excellence  
6625 County Road K  
Wausau, WI 54401  
715.675.3331  
Diesel Technology Center  
3353 Geischen Dr  
Wausau, WI 54401  
715.675.3331

**WITTENBERG:**

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

