



NICOLET
COLLEGE



2021-2022 Budget Book



DISTRICT BUDGET 2021-2022

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SECTION 1 - INTRODUCTION



Dear Nicolet College District Community Members:

Little more than a year ago, on March 8th 2020, an isolated outbreak of a novel coronavirus caused University of Washington to cancel in-person instruction and send their students home. Little did we know that what first appeared as an unfortunate situation in Seattle would quickly disrupt work across the country, send the economy into a tailspin, and claim over a half million American lives.

By month's end, our doors were closed to the public, parking lots were empty, and we were working and learning remotely. Almost overnight, the atmosphere of Nicolet's beautiful campus changed completely. Yet through it all, our people would not quit. With laser focus on meeting student needs, whether academic, technology, financial or counseling, they proved they had what it takes to meet almost any challenge, even a global pandemic.

Our dedicated faculty had already built most of the curriculum for flexible delivery options, and our talented IT team had wisely embraced cloud-based SAS solutions. As a result, we were able to quickly and seamlessly ramp up capacity. In short, we were well-positioned to handle this unforeseeable disruption and it showed. Enrollment at U.S. community colleges dropped over 10% this year; WICS numbers were much the same. Nicolet, however, saw no overall decline.

Then, on May 25, the killing of George Floyd in Minneapolis shook the nation. As The Los Angeles Times reported a few days later, "In this fraying, fraught moment, long-held assumptions and presumptions about life in this country have suddenly become part of a long-overdue daily discourse about race and justice, the instruments of governance, the reach of law enforcement, and the accountability of one citizen toward one another." As a public college, open and welcoming to all, and as human beings, our ideals and our strength of conviction are being put to the test.

To be sure, we are far from having the requisite knowledge and means to eradicate systemic bias and eliminate inequity, but our values – our belief in the worth and dignity of all individuals and our commitment to treat them with kindness and respect – bind us to the work. Nicolet, in solidarity with all 15 other WICS schools and the System Office has endorsed a comprehensive, five part Commitment to Progress. In it, we pledge "to embrace our responsibility and capacity to create inclusive, genuine spaces and systems that support equity."

We are pleased to present the Nicolet College 2021-2022 budget. It supports strategic investment in the future of our district and will enable us to deliver the education and training that will improve people's lives, and that will help businesses rebound and thrive in the post-pandemic economy.

Sincerely,


President


Board of Trustees Chair



**NICOLET
COLLEGE**

To be a model college recognized for educational excellence and valued as a vital resource by the people of Northern Wisconsin.

Vision

In service to the people of Northern Wisconsin, we deliver superior community college education that transforms lives, enriches communities, fosters economic development, and expands employment opportunities.

Mission

**2021-2024
College Goals**

Values

Core Abilities

- Individual worth and dignity; kindness and respect.
- Freedom of inquiry and contributions to governance.
- Education as a lifelong process.
- Empowering students to realize their educational goals.
- Contributing fully to the success of Nicolet and each other.
- Enriching our communities through partnerships.

- ▶ Apply Mathematic, Scientific, Artistic, and Technological Concepts
- ▶ Build Community
- ▶ Communicate Effectively
- ▶ Embrace Lifelong Learning
- ▶ Live Ethically
- ▶ Think Critically and Creatively

2021-2024 College Goals

1 *Help More Students Succeed*

Provide students with the resources they need to achieve their educational goals:

- ▶ Quality instruction across modalities
- ▶ Flexible and innovative choices
- ▶ Clear and timely communication
- ▶ Comprehensive support
- ▶ Positive role-modeling

Measures:

- ▶ Course pass rates
- ▶ Retention rates
- ▶ Completion rates
- ▶ Student feedback

2 *Grow Enrollment*

Develop and deliver high value education that meets the needs of our community:

- ▶ Be proactive, creative, and innovative in finding new ways to serve current and potential customers
- ▶ Provide seamless career pathways from high school to college
- ▶ Annually evaluate programs and services to ensure effective alignment with market opportunities and to ensure effective resource stewardship

Measures:

- ▶ Enrollment and FTEs in all mission areas
- ▶ High school to Nicolet transition rates
- ▶ Program metrics

2021-2024 College Goals

3 *Serve Community*

- ▶ Serve workforce needs
- ▶ Engage employers
- ▶ Support innovation and entrepreneurship

Measures:

- ▶ Graduate outcomes
- ▶ Workforce contracts
- ▶ Collaborative projects

4 *Champion Quality and Integrity*

- ▶ Continuously improve systems and processes to better serve students, the community, and each other
- ▶ Be accountable for internal and external deadlines, policies, laws and regulations, including safety, security, privacy, programming, financial, legal, and others

Measures:

- ▶ Automation efficiencies
- ▶ Balanced budgets
- ▶ Clean compliance audits and reviews

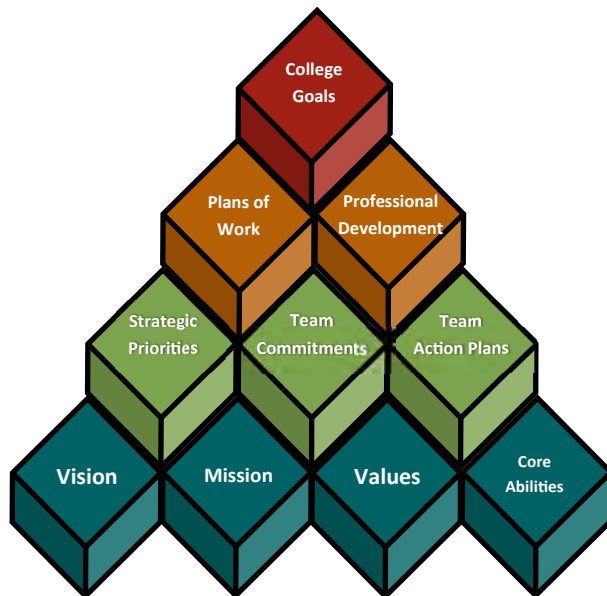
5 *Build Trust*

- ▶ Live and teach the Core Abilities
- ▶ Provide training and development for staff to better serve students, the community, and each other
- ▶ Pursue inter-team collaboration and communication to effectively manage college resources

Measures:

- ▶ Performance appraisals based on Core Abilities
- ▶ Investment and participation in professional development
- ▶ Inter-team projects and initiatives

College Strategy Development



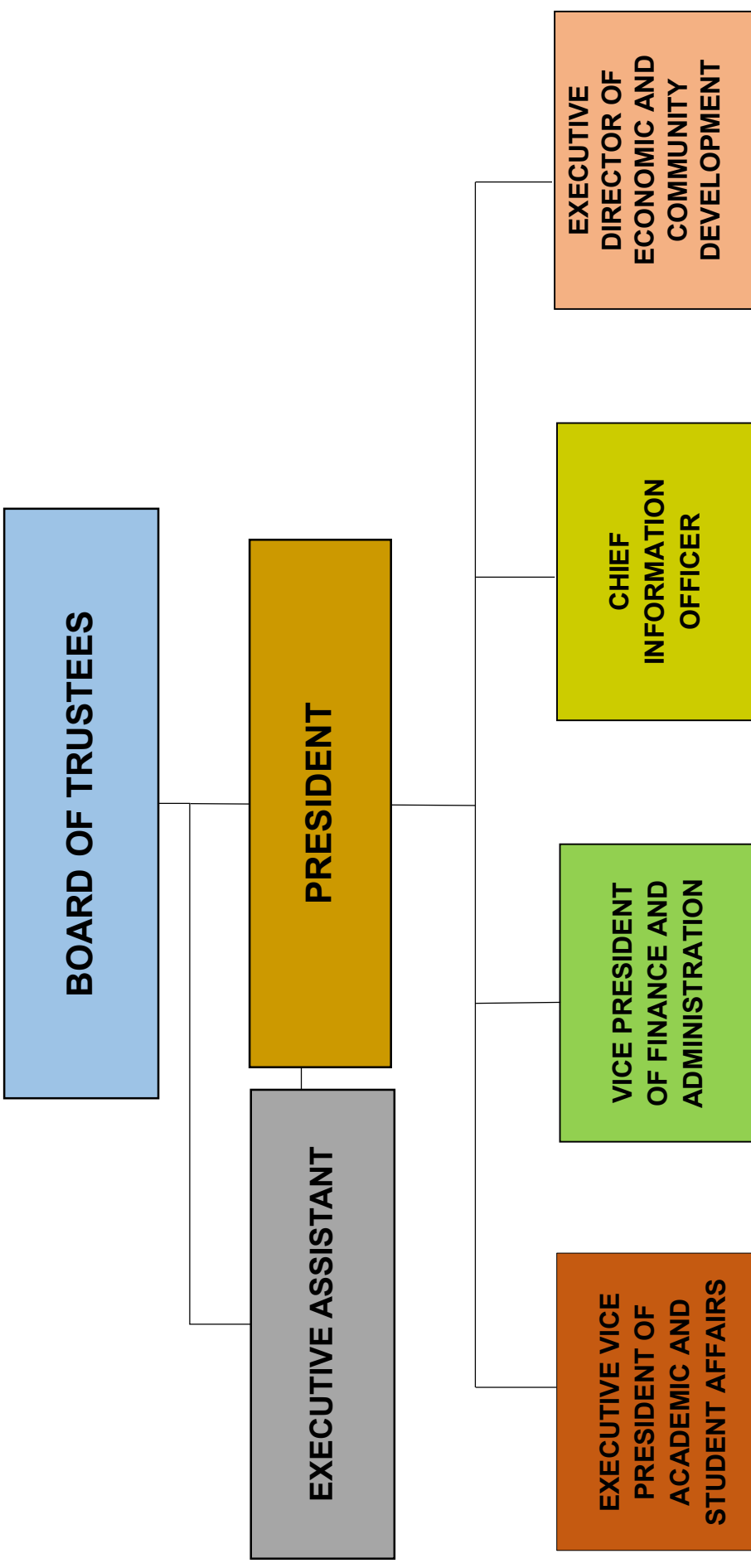
College strategy has many components, all of which contribute to institutional effectiveness and success. The **foundations** of **Vision, Mission, Values, and Core Abilities** are reviewed periodically to ensure continued relevance of purpose.

Strategic priorities, team commitments, and team action plans are components that change more frequently based on market trends and personnel changes. These building blocks represent **consensus agreements** among work units of the college, framing and focusing the work of teams for up to three years.

Plans of work and **professional development** are **individual contributions** and efforts toward delivering on the agreements. These should be reviewed and updated annually, aligned with the team's action plan.

College goals communicate and measure the desired **results** of our combined efforts, and are dependent on all the other building blocks being in place. Measures are tracked on their various timelines, and goals are updated or reaffirmed accordingly.

**NICOLET AREA TECHNICAL COLLEGE
ORGANIZATIONAL CHART**



NICOLET COLLEGE 2020-2021 HIGHLIGHTS

Help More Students Succeed

- The Nicolet College Foundation raised almost \$300,000 in donations.
- The Nicolet College Foundation awarded more than 300 scholarships, totaling more than \$230,000 to Nicolet College students.
- Eighty percent of Nicolet College employees are also Foundation donors.
- In addition to scholarships, the Nicolet College Foundation continues to respond to students' needs with the Student Emergency Assistance Fund and Juday Awards.
- The Automotive Technology, Industrial Mechanical, and Electromechanical Technology programs converted to the Nicolet MyWay competency-based education (CBE) format, affording students more flexibility in how they complete their coursework.
- The Many Ways of Knowing project funded by the Lumina foundation has built stronger relationships with leaders in the tribal communities within our district and beyond. This will help us to provide more educational pathways for students from these communities and to extend cultural knowledge to our non-native student populations. Providing professional development opportunities to our staff allows us to spread this knowledge to our entire staff and will help influence policy and practice moving forward.
- Five students from Nicolet College's DECA business and marketing club turned in impressive performances at a regional competition and qualified for the prestigious International Career Development Conference.
- Two students in Nicolet College apprenticeship programs recently received Tools of the Trade Apprenticeship Scholarships from the Ascendium Education Group. These students were able to use the money to buy tools, work clothing, and equipment needed in their trades.
- Nicolet College's family of patient simulators used to train health care students recently grew by three with the addition of high-tech female birthing simulators named Victoria and her newborns Tory and Vicki. The mother-daughter simulators can be programmed to give students a wide variety of birthing situations, from a normal delivery to ones that present with complications.
- Despite Top of the Hill restaurant being closed due to the pandemic, exquisite culinary creations from around the world were available for carry out at Nicolet College as Culinary Arts students resumed their popular Top of the Hill dining Service.
- For fall term 2020 and spring term 2021, the college's work in adopting and developing Open Education Resources has saved over 2,200 students an estimated \$261,487.

NICOLET COLLEGE 2020-2021 HIGHLIGHTS (Cont'd)

- Since the college started tracking student savings in the fall 2017, over 6,850 students have saved an estimated \$856,200.
- A one credit, online New Student Orientation course was created and offered to all new students starting fall 2020. There was an additional module created expressly for Nicolet MyWay CBE students. This course aims to better prepare students for post-secondary education and was taken and completed by almost all new enrollees.
- Enrollment staff worked with Information Technology to seamlessly transition the Welcome Center to remote operations, ensuring no disruption to the delivery of student services including, but not limited to: registration/advisement appointments, admission appointments, application processing, business office referrals, financial aid support and serving as the general college switchboard for other inquiries.
- To support students throughout the COVID-19 pandemic, the enrollment team focused on boosting mental health services. The marketing team created a video with our mental health services provider, Transitions, to help students learn more about free counseling services. Student engagement launched Headspace, a meditation app, to help students balance stress. In partnership with Transitions, the college launched the Be Well Podcast, a monthly podcast focused on helping the Nicolet community learn more about mental health and resources available.
- In partnership with the Wisconsin Technical College System (WTCS) colleges, career development launched Handshake which connects our students to employers looking to hire technical college graduates.
- The Nicolet College Foundation and enrollment team collaborated to create a single application for emergency financial assistance.
- While the campus was physically quiet due to the COVID-19 Safer at Home guidance, services to students continued in the virtual world. Nicolet services and departments that pivoted to online included Advising and Registration, Disability Support Services, tutoring labs and 24/7 online tutoring services through NetTutor, career exploration, admissions assistance and processing, the Financial Aid Office, emergency financial assistance through the Nicolet Foundation, the Academic Success Center, the Nicolet Library, IT help desk, and counseling services through Transitions Counseling.
- Academic Success created a support course called Prep Math for health occupations. This is a 12 hour, just-in-time, flexibly paced math brush-up to prepare health occupations students for the math they will encounter in their program and in the workplace.
- The admission team worked in collaboration with the advising and financial aid teams to successfully transition two 'walk in registration' sessions to 'call in registration' sessions. Utilizing existing technology and developing shared processes between teams, we successfully assisted registering new and continuing students for fall 2020 and spring 2021 academic terms, despite remote circumstances.

NICOLET COLLEGE 2020-2021 HIGHLIGHTS (Cont'd)

- A member of our psychology faculty hosted a campus-wide presentation on Trauma Informed Care. This presentation was a great opportunity for our staff to learn what to look for and how to help our students.

Grow Enrollment

- Northwoods students interested in earning a bachelor's degree can now complete the first half of that credential entirely online with classes at Nicolet College. The 60-credit all-online University Transfer degree transfers to all University of Wisconsin campuses, including UW-Madison and UW-Milwaukee, as well as many other colleges, both public and private.
- A dual-enrolled welding student from Laona High School finished his Nicolet College Welding Technical Diploma before completing his senior year studies. Through the Transcribed Credit program, this student was awarded college credit for some of the classes he took in high school. The student finished the college credential with Nicolet MyWay classes, which offer students the opportunity to take courses in a highly-flexible format.
- Qualifying students attending Nicolet College were offered the opportunity to earn three credits for free thanks to a generous donation from the college's insurer, District Mutual Insurance. Students were awarded approximately \$10,000 in tuition assistance.
- The University Transfer Liberal Arts (UTLA) program is participating in a project with The Wisconsin Institute for Science Education and Community Engagement at the University of Wisconsin (WISCIENCE) with the aim to develop pathways and support systems for students who intend to pursue a higher degree in a Science, Technology, Engineering and Mathematics (STEM) field. As part of this project, we have purposefully partnered with UW-Stevens Point (UWSP) to build relationships between STEM faculty and advising staff from both institutions and to provide opportunities for Nicolet students to connect with UWSP early on in their transfer journey.
- Admission representatives and the dual credit coordinator worked to transition on campus recruitment events to a virtual platform, expanding the reach of Nicolet College to broader audiences and providing more access via online technology. Additionally, the recruitment team worked to provide supplemental content and increase awareness of Nicolet College brand through twice monthly Nicolet Q&A Live Facebook events, with support from marketing, at no additional cost.
- Ten district high school students participated in a virtual Pre-College IT Academy in June 2020, where they learned about IT careers from local employers and participated in Google's online IT Support Professional certification courses. Those who completed the entire Google certificate were eligible to receive credit for prior learning in Nicolet's IT program. The academy was sponsored by the Grow with Google grant and Grow North Regional Economic Development Corp.

NICOLET COLLEGE 2020-2021 HIGHLIGHTS (Cont'd)

- Through a collaboration with several district high schools, 40 students completed the three-credit Nursing Assistant Technical Diploma program onsite through Start College Now, giving them a foundational credential to enter the health care field and meet urgent workforce needs in their local communities. Participating students were from Rhinelander, Tomahawk, Northland Pines, Three Lakes, Phelps, Crandon, Wabeno, and Laona High Schools.
- For the first time, students can now study and test completely online for a GED/HSED.
- Five students from Laona High School completed core welding competencies onsite through an innovative Nicolet MyWay dual-credit pilot program.

Serve Community

- The College raised \$1.35 million in grant funds from state, federal, and private foundation sources to support seventeen academic, student support, and community projects.
- Nicolet is administering \$3.8 million in federal CARES, CRRSAA, and ARP Act funds to provide COVID-related support to students and make adjustments in College programming, as well as provide personal protective equipment (PPE).
- Employee Relations created capabilities to recruit and interview employees through secure virtual platforms.
- With demand for child care higher than ever in the Northwoods, people interested in learning what it takes to start an in-home child care center were invited to enroll in the Family Child Care Certificate program at Nicolet College. The 12-credit certificate, offered all online, prepares students to be registered with the State of Wisconsin as certified child care providers.
- The Jump! Start program is an innovative approach to post-secondary education for adult learners with intellectual disabilities and provides increased opportunities for college experiences, education, employment preparation, and peer interaction. The program is based at Nicolet College and is a partnership among Nicolet College, Headwaters, Inc., area high schools, state and local organizations, and advocacy groups that support people with disabilities of all ages. Prompted by the pandemic, the Jump! Start program offered its first classes in an online capacity.
- Early Childhood Education (ECE) and psychology faculty partnered to create a series of three Autism Spectrum Disorder courses, combined into a local certificate. This certificate was designed to meet the needs of local K-12 professionals, agencies working with children on the spectrum, and families, and has attracted students from all these populations.

NICOLET COLLEGE 2020-2021 HIGHLIGHTS (Cont'd)

- Nicolet College staff members contribute to the community in many ways. Here are a few of the ways staff support the community:
 - Accounting Advisory Committee Partnership with Northland Accounting to deliver CARES Act Seminars
 - Participation in Mad Money at Rhinelander High School
 - Representation on Forest County Board of Health
 - Representation on Ascension North Board of Directors
 - DECA Conference Judge
 - Rhinelander Chamber of Commerce
 - Representation on Oneida County Economic Development Corporation (OCEDC), Vilas County Economic Development Corporation (VCEDC)
 - Competency-based Education Network (CBEN) Board of Directors
- In collaboration with the North Central FoodShare Employment Training (FSET) program, Nicolet developed a pre-employment Office Essentials for Administrative Support Staff training program. The three-week online course was delivered twice, in summer and fall 2020, with 17 students completing the program.
- A Welding Pre-Apprenticeship Technical Certificate for unemployed and under-employed individuals was offered in spring and summer 2020, in partnership with the North Central Wisconsin Workforce Development Board (NCWWDB). Eight students participated in credit courses in Gas Metal Arc Welding (GMAW), as well as certification courses in OSHA compliance and First Aid/CPR.
- Nearly \$64,000 was awarded to Nicolet College by the WTCS for customized instruction for Ahlstrom-Munksjo employees to support workforce advancement in the skilled trades. Courses cover industrial hydraulics, pneumatics, welding, computer control systems, networking, and safety.
- Under Nicolet's leadership, several Northwoods economic and community development organizations worked in partnership to launch The GRID, which stands for Guiding Rural Innovation and Development. Designed to strengthen the entrepreneurial ecosystem and in northern Wisconsin and foster business growth, The GRID received nearly \$150,000 in grant funding and donations this past year to support entrepreneurs and small businesses and connect them to the information and resources they need to succeed.
- COVID-19 had a significant impact on the Learning in Retirement (LIR) program with a suspension of in-person classes in spring 2020. But in keeping with their mission of "learning never retires," members embraced new technology and adapted to teaching and learning virtually. Twenty virtual classes were offered last fall, and as everyone became more comfortable with technology, spring semester classes jumped to 34. And with the added benefit of being able to participate from anywhere, 58 new members joined LIR during the year.

NICOLET COLLEGE 2020-2021 HIGHLIGHTS (Cont'd)

- Although not part of the original plan, The GRID partners focused their efforts this past year on providing small business crisis assistance during the pandemic. Through its robust resource network, The GRID helped 27 Northwoods businesses find virtual training and resources, transition to online marketing and sales practices and delivery services, and navigate a host of state and federal emergency funding programs.
- To address professional development needs during the pandemic, The GRID launched a Remote Working 101 Facebook group and a resource management and information sharing site through the Nicolet College Library. Additionally, Nicolet's Continuing Education program offered virtual workshops on Leading through Crisis, Resilience during COVID: A New Work/Life Balance, and Navigating COVID-19 Tax Implications in partnership with Northland CPA's and Nicolet's accounting faculty.
- The Outdoor Adventure (OA) program was one of the few college programs that was able to hold in-person classes during the pandemic. From July 2020 through February 2021, OA had 46 different classes on the schedule, 15 of which were new offerings. Even with capacity limitations in place, student registrations totaled 224. Also during the past year, nine new instructors were brought into the program with wide-ranging skills and expertise.
- Pandemic Portraits, a community-wide art project hosted by the Nicolet Gallery gave Northwoods residents an opportunity to unleash their creativity and express their mental and emotional reactions to a very challenging time. Artwork was accepted on an ongoing basis between December 2020 and April 2021, with the exhibition creating its own viral impression on the walls of the gallery and online. The artwork that was submitted will be included in a time capsule to be sealed for 25 years at Nicolet College along with other objects representing our time.
- WXPB, ArtStart, and Nicolet College worked together to produce a virtual concert series called Home Grown featuring local musicians performing in the Nicolet College Theatre. Each weekly concert was aired on WXPB and live streamed between February and April 2021. The series was part of a three-part project called Working from Home that highlighted artists during the pandemic.
- A year ago a small group of community volunteers started brainstorming the idea of establishing a community garden in the Field at Nicolet. With approval from the Nicolet Board of Trustees and college leadership, this spring that idea moved from concept to reality with the official opening of the Northwoods Community Garden. Adjacent to the wind turbine and solar panels at the college's Renewable Energy Center, the fenced-in garden will feature 48 beds available for community members to rent. Each plot will measure 10 feet by 20 feet and have an annual rental fee of \$40. This spring and summer the college, in partnership with the Northwoods Community Garden Board, will offer a number of non-credit classes oriented towards gardening as well as sustainable permaculture practices that individuals can incorporate into their own property. For more information, visit northwoodscommunitygarden.com.

NICOLET COLLEGE 2020-2021 HIGHLIGHTS (Cont'd)

- Academic Success celebrated its 30th High School Equivalency Diploma (HSED) graduate at Oneida County Jail.

Champion Quality and Integrity

- The College and Foundation received unmodified annual audits.
- Nicolet College Fire Training Instructor, Mike Carlin, was named Wisconsin Fire Instructor of the Year. Carlin's ability to pivot and innovate amidst the pandemic drew a nomination from a fellow instructor for the Wisconsin Society of Emergency Services Instructor of the Year Award.
- The UTLA and General Education team revised English Comp I and Fundamentals of Speech as online courses with an emphasis on scaffolding learning. The team created specific sections for Start College Now and other new-to-college students, and implemented a cohort model.
- The UTLA and General Education team implemented multiple online and computer conferencing options for students in the Associate of Arts (AA) and Associate of Science (AS) programs to allow us to reach students across our district and our 1+1 programs. Courses modified included the Watercolor course and a number of science courses, namely College Physics courses that are now available via computer conferencing.
- Staying ahead of technology advancements is critical in providing support to students, staff, and stakeholders. Here are examples of some of the ways staff members' professional development provided technology support and services:
 - Staff member achieved Smartsheets Mobilizer and Project Manager credential
 - Form Assembly implementation (reduced dependence on paper and automate workflows)
 - Student Texting for improved and timely communication between staff and students
 - Established Cloud Environment for effectively tracking curriculum projects with automated workflows, adjunct assignments, FQAS tracking, advisory Committee tracking, Transcribed credit instructor tracking, Higher Learning Commission / accreditation project tracking, conference registrations, surveys, and performance appraisals
- Nicolet College's expertise and effectiveness with online teaching and learning and innovative practices to deliver highly flexible instruction and services took to the State, National, and International stage at the following virtual conferences:
 - National Association of Community College Entrepreneurs (NACCE)
 - CBExchange
 - WCET | WICHE
 - Wisconsin Technical College System (WTCS) Assessment Conference

NICOLET COLLEGE 2020-2021 HIGHLIGHTS (Cont'd)

Build Trust

- Nicolet was a 2020 Promising Places to Work in Community Colleges Award Winner – NISOD | Diverse: Issues in Higher Education.
- The former Human Resources and Staff Development functions were reorganized into one Employee Relations Team that serves employees throughout the entire employee experience.
- Several initiatives were put into place across the college which help to create an inviting, diverse, and inclusive place to learn and work. Some examples include re-programming systems (email and rosters) to accommodate preferred names and pronouns, Safe Zone training and refresher training, book reads, re-establishment of the Diversity, Equity, and Inclusion cross representative committee, and Criminal Justice program alignment with WTCS Commitments to Progress.
- In order to grow the college's comprehensive student support services, internationally-recognized quality instruction, and spirit of innovation, it is essential to have many voices and perspectives at the table as the college works to resolve issues and advance the college mission. Examples of these inclusive, collaborative initiatives include:
 - Remote Work Policy
 - Faculty Contract
 - Faculty Advancement
 - Salesforce Advisor Link (SAL) Enrollment Management System
 - Enterprise Resource Planning Software (ERP) RFI and RFP
 - Diversity, Equity, and Inclusion and Affirmative Action Plan
 - Strategic Enrollment Plan
 - Grants Development and Administration
 - Hiring Teams
 - Performance Appraisal System
 - Strengths-based Workplace
 - Degree Pursuit
 - All-Staff Conference
 - RFP Process and Review
 - Student Tuition Payment Plans
 - Sustainability Initiatives
 - Town Halls
 - Collaborative efforts to maximize federal stimulus funding related to the pandemic

NICOLET AREA TECHNICAL COLLEGE

Schedule of Full-time Staff Positions by Function

	2020-2021	2021-2022
	<u>Budget</u>	<u>Budget</u>
Instruction	79.0	79.0
Instructional Resources	5.8	5.9
Student Services	24.0	24.0
General Institutional	31.0	31.0
Physical Plant	9.0	9.0
Auxiliary Services	<u>3.2</u>	<u>2.1</u>
	<u>152.0</u>	<u>151.0</u> *

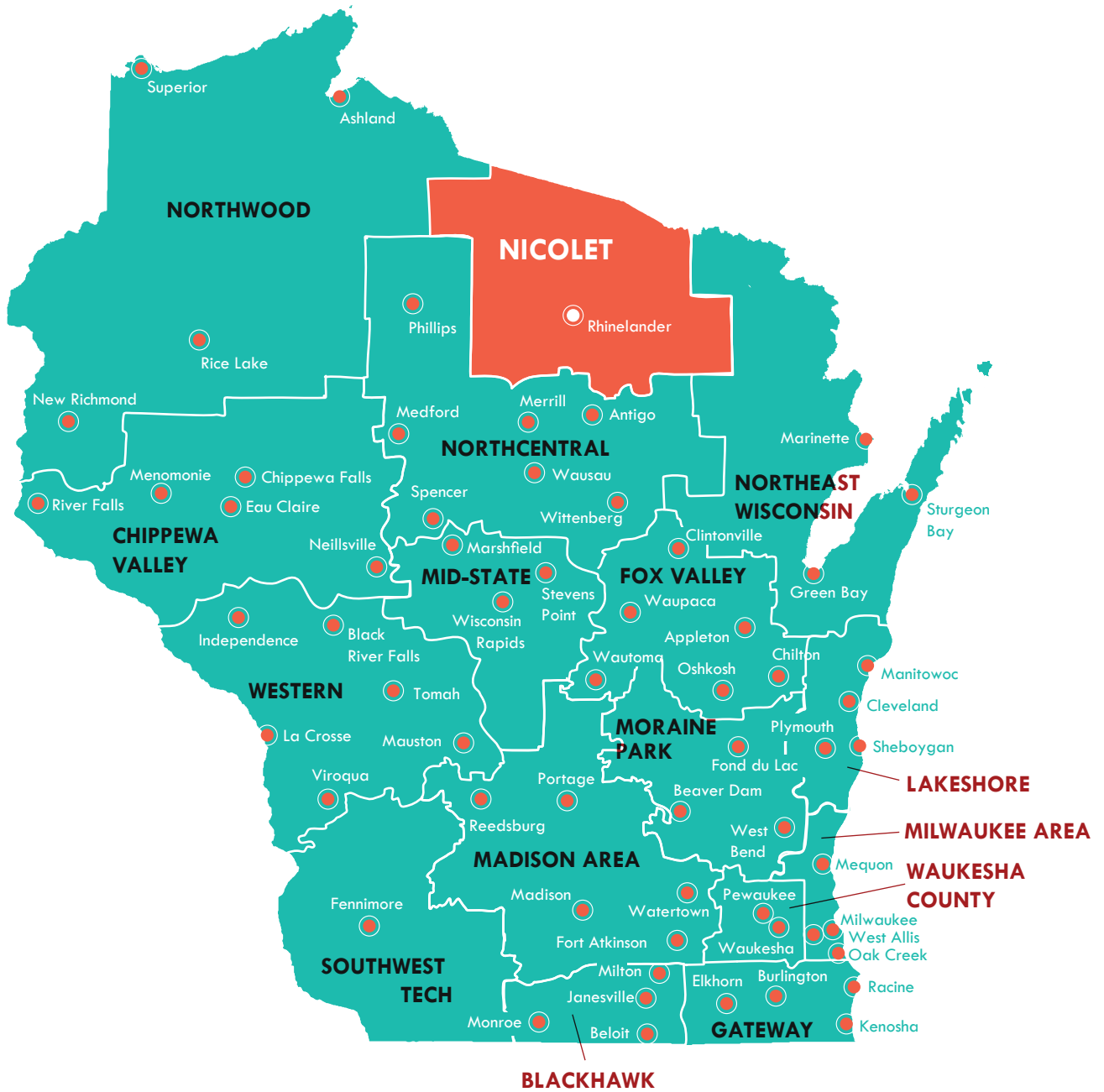
Organizational Staff Positions by Administrative Unit

	2020-2021	2021-2022
	<u>Budget</u>	<u>Budget</u>
President	1.0	1.0
Vice Presidents	2.0	2.0
Deans/Directors/Managers	21.0	21.0
Instruction	60.0	60.0
Professional	20.0	19.0
Clerical & Technical Support	41.0	41.0
Facilities	<u>7.0</u>	<u>7.0</u>
	<u>152.0</u>	<u>151.0</u> *

* Limited term employees are not included in above, totaling 5.0 and 1.0 in 20-21 and 21-22 respectively.

NICOLET AREA TECHNICAL COLLEGE

DISTRICT MAP



NICOLET AREA TECHNICAL COLLEGE
Budget Planning Process
2021-2022

The Nicolet Area Technical College budget is adopted for one fiscal year beginning July 1, 2021 and ending June 30, 2022. This budget allocates financial resources for ongoing programs, courses and services. Budgeting is done in accordance with Chapter 65 of the Wisconsin State Statutes, Wisconsin Technical College System Administrative Rules, and local district policy. It is prepared in the format required by the Wisconsin Technical College System and must be submitted to the state office by July 1, 2021. Expenditures must be accommodated within the authorized tax levy and other funding sources.

Budgeting is an important step in the college's strategic planning process. Instructional program area and operational budgets are developed using zero-based budgeting to meet the needs of business and industry, the student, and the strategic plan of the college. The Executive Leadership Team works closely with the budget builders in developing and balancing the budget. During the May board meeting, the District Board of Trustees reviews the tentative budget and refers it to a public hearing. In June, preliminary budget information is shared with local municipalities, business leaders, and interested parties at the public hearing. The Board then considers public input in adopting the budget at its regular meeting in June. The table below shows the budget planning process:

Budget Planning Process Timeline

Planning Level	Event	Responsible Party	Timeline
STRATEGIC	Mission, Vision, Purposes, Values	Board of Trustees	Fall
	Strategic Direction	Board of Trustees	Fall
	Budget Adoption	Board of Trustees	June
OPERATIONAL	Budget Parameters Set and Prior Year Budget Review	Executive Leadership and Board of Trustees	Oct – April
	Budget Preparation Kick-Off	Finance	November
	Zero-Based Budget Meetings with Administrators	Executive Leadership	Nov – March
	Budget Development/Change	Executive Leadership	Jan – March
	Budget Compilation/Balancing	Finance	Feb – April
	Final Budget Document Compiled	Executive Leadership and Finance	April – May
EVALUATIONS	Review of Budget Data	College Staff	Ongoing

NICOLET AREA TECHNICAL COLLEGE

Budget Planning Process (Cont'd)

Budget Climate

The District's equalized valuation increased 3.01% for 2020-21. However, due to the COVID-19 pandemic and the unknowns related to the State's biennium budgets, Nicolet could potentially see State aid cuts. Nicolet will continue to only be able to increase its operational levy by the District's Net New Construction for fiscal 2021-22. Nicolet's outcomes based payment measures will remain at 30% for General State Aid, and we are not sure if a tuition freeze will be on the short-term horizon. Please look at all your line items for possible savings opportunities.

When building your departmental budget(s), please keep in mind your Team Commitments.

Again, we will continue to build the 2021-2022 budget that will:

- 1) Expand the College's flexible delivery and service options (Nicolet My Way).
- 2) Support the rollout of more programs in our Competency Based Educational (CBE) model.
- 3) Promote affordability and efficiency through innovation across the College.
- 4) Raise the profile of entrepreneurial mindset as a cornerstone of economic development in the Northwoods.

Forms and Directions

Below is a description of all the documents that should be prepared by you. These forms and spreadsheets are attached and should be submitted electronically.

2021-2022 Budget Preparation Worksheets for Expenses – with spending history for area: Budget builders use this document to scrutinize their budgets. Since this is a zero-based budget, please fill in all accounts that will need budget dollars. The VP of Finance and Administration will calculate all full-time salaries and fringe benefit amounts at a later date. If full-time positions work/teach in several departments, please communicate the allocation percentage in your budget meeting.

The Request for New Staff Form: The staff request form will require a detailed rationale/explanation as to why the position is needed and should include a request for anticipated salary and related fringe benefit amount. Please contact the VP of Finance

and Administration for help with these budget estimates. Budget builders should thoroughly discuss new staff requests with their Vice President or Executive Leadership Team member before the request is submitted.

The Request for Capital Funds Form: All Capital items (equipment over \$5,000) should be listed on this form. Please keep requests to absolute necessities.

The Detailed Account Spreadsheet: This spreadsheet should be completed for all funding requests for each of these specific line items -- Overtime, Curriculum Development, Travel Directed, Professional Development, Degree Pursuit, Certification, and Tuition Reimbursement.



SECTION 2 - FINANCIAL DATA

NICOLET AREA TECHNICAL COLLEGE

Balance Sheet and Budgetary Definitions

PRO FORMA BALANCE SHEET

Pro Forma – This statement represents a projected estimate of the June 30th Balance Sheet of the District on a Budgetary Basis.

Encumbrances – Obligations in the form of purchase orders, contracts, or other commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when the actual liability is established.

Fund Balance – The fund equity in each fund. For financial reporting purposes, fund balances are classified into the following categories:

Reserved: A portion of fund balance that is not available for other expenditures and is legally segregated for a specific future use.

Unreserved: Designated - A portion of fund balance established to indicate tentative plans for financial resource utilization in the future period. Such plans are subject to change and may never be legally authorized or result in expenditures.

REVENUE SOURCES

Local Government – Local Property Tax Levy Revenue.

State Aids – State Aids and any other revenue derived from State Government.

Program Fees – A charge to recover a portion of the cost of operating the instructional areas other than books and consumable supplies.

Material Fees – Charges for instructional materials consumed by the student and/or instructor.

Other Student Fees – Other charges to students such as out-of-state tuition, application fees, graduation fees, and community services fees.

Institutional – Sales and services, investment income, fines, rentals and other revenues derived from other than governmental sources except for those more properly coded as other resources.

Federal – Grants, contracts and any other reimbursements received from Federal Government sources.

EXPENDITURE FUNCTIONS

A function is a group of related activities aimed at accomplishing a major service or regulatory program for which a District is responsible. Expenditure functions included in the fund statements follow:

Instruction – This function includes teaching, academic administration, and other activities related directly to the teaching of students, guiding the students in the educational program, and coordination and improvement of teaching.

NICOLET AREA TECHNICAL COLLEGE

Balance Sheet and Budgetary Definitions (Cont'd)

Instructional Resources – This function includes all learning resource activities such as library and audio-visual aids centers. It also includes instructional media, open laboratories, copy center, instructional resources administration, and clerical support.

Student Services – This function includes those non-instructional services provided for the student body such as student recruitment, student services administration and clerical support, admissions, registration, counseling, health services, financial aids, placement, and follow-up.

General Institutional – This function includes all services benefiting the entire District, exclusive of those chargeable directly to other functional categories. Examples of this type of expenditure are legal fees, external audit fees, general liability insurance, and interest on operational borrowing, public information, and administrative data processing. General personnel, employment relations, and affirmative action programs should be included in this function.

Physical Plant – This function includes all services required for the operation and maintenance of the District's physical facilities. Principal and interest on long-term obligations are included under this function as are the general utilities: Heat, Electricity, and Water.

Auxiliary Services – This function includes commercial type activities such as bookstore, events, and vending services.

Public Service – This function includes items of general public benefit such as educational television and cultural events.

DESCRIPTION OF FUNDS

Governmental Fund Category

Fund Type

Number

Fund Name and Description

- 1 **General Fund Type:** The general fund type is available for any legally authorized purpose and is therefore used to account for all revenues and expenditures for activities not provided for in other funds. This fund is used to record the current operations of the District.
- 2 **Special Revenue Aidable Fund Type:** A special revenue fund type is used to account for the proceeds and related financial activity of specific revenue sources that are legally restricted for a specific purpose except for major capital projects and expendable trusts. Such a fund requires budgetary accounting and is created either by statute, charter, or board resolution to provide certain activities with definite and continuing revenues. After the fund is created, it usually continues year after year until discontinued or revised by proper legal action.
- 3 **Capital Projects Fund Type:** The capital projects fund type is used to account for all resources and related financial activity for all capital expenditure projects regarding the acquisition of sites, purchase or construction of buildings (including equipping), lease/purchase of buildings, or remodeling and improvement of buildings.

NICOLET AREA TECHNICAL COLLEGE

Balance Sheet and Budgetary Definitions (Cont'd)

Any acquisition, construction, equipping, remodeling, or improvement financed through the proprietary or trust/agency funds must be budgeted and accounted for in the respective fund.

All movable and fixed equipment not purchased through proprietary or non-expendable trust funds must be budgeted and accounted for in the capital projects fund type. Minor equipment purchased for and within two years of the acquisition of a building shall be budgeted and accounted for in the appropriate capital project fund.

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

Non-Governmental Fund Category

Proprietary Fund Category

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

Fund Category

- 7 **Expendable Trust Fund Type:** The expendable trust fund type is used to record resources and related financial activities where both the principal and earnings may be expended and where the District Board acts as trustee.
- 7 **Nonexpendable Trust Fund Type:** The nonexpendable trust fund type is used to record resources and related financial activities where the principal may not be expended and where the District Board acts as trustee.
- 7 **Agency Fund Type:** The agency fund type is used to record resources and related financial activity where the District Board acts as an agent or custodian for others, rather than as an owner.

Account Groups

- 8 **General Capital Assets Account Group:** The general capital assets account group is used to record assets of a physical nature having a long period of usefulness such as land, building, and equipment. However, the general fixed asset account group does not include capital assets utilized in proprietary fund activities or in trust/agency funds. Minor equipment is not to be recorded in this account group.
- 9 **General Long-Term Debt Account Group:** The general long-term debt account group is used to record all outstanding general long-term liabilities except for the long-term liabilities of the proprietary and trust/agency funds, which should be accounted for in the respective fund.

**NICOLET AREA TECHNICAL COLLEGE
NOTICE OF PUBLIC HEARING
JULY 1, 2021 - JUNE 30, 2022**

A public hearing on the proposed FY 2021-2022 budget for the Nicolet Area Technical College District will be held virtually on June 21, 2021, at 4:30 PM. In light of the pandemic, in-person seating is limited. Priority seating will be given first to members of the public without reliable internet access. Details for access to the meeting can be found at www.nicoletcollege.edu or by calling 715-365-4415. The detailed budget is available for public inspection by contacting the President's/District Director's office at 715-365-4415.

Property Tax and Expenditure History

<u>Year</u>	<u>Equalized Valuation</u>	<u>Operational</u>	<u>Mill Rates Debt Levy</u>	<u>Total Mill Rate</u>	<u>Percent Inc (Dec)</u>
2012	\$17,797,692,813	1.01661	0.13330	1.14991	3.5%
2013	\$17,129,584,429	1.05627	0.16293	1.21920	6.0%
2014	\$16,596,215,001	1.09639	0.16817	1.26456	3.7%
2015	\$16,886,262,849	0.20870	0.16528	0.37398	-70.4%
2016	\$16,847,431,047	0.21514	0.16566	0.38080	1.8%
2017	\$16,846,197,901	0.22189	0.16568	0.38757	1.8%
2018	\$17,064,946,529	0.22651	0.16355	0.39006	0.6%
2019	\$17,398,278,141	0.22912	0.16042	0.38954	-0.1%
2020	\$17,981,673,296	0.22967	0.14910	0.37877	-0.3%
2021	\$18,522,099,995	0.23054	0.05497	0.28551	-24.6%
2022 (1)	\$18,707,320,995	0.23571	0.01938	0.25509	-10.7%

<u>Year</u>	<u>Total Budgeted Expenditures</u>	<u>Percent Inc (Dec)</u>	<u>Tax Levy (2)</u>	<u>Percent Inc (Dec)</u>	<u>Tax on a \$100,000 Home</u>
2012	\$38,007,543	6.11%	\$20,465,789	0.00%	\$114.99
2013	\$37,086,254	-2.42%	\$20,884,373	2.05%	\$121.92
2014	\$34,953,378	-5.75%	\$20,986,762	0.49%	\$126.46
2015	\$35,979,652	2.94%	\$6,315,178	-69.91%	\$37.40
2016	\$38,662,830	7.46%	\$6,415,477	1.59%	\$38.08
2017	\$36,589,653	-5.36%	\$6,529,053	1.77%	\$38.76
2018	\$33,521,677	-8.38%	\$6,656,380	1.95%	\$39.01
2019	\$33,659,154	0.41%	\$6,777,353	1.82%	\$38.95
2020	\$33,732,635	0.22%	\$6,810,957	0.05%	\$37.88
2021	\$34,019,809	0.09%	\$5,288,317	-22.36%	\$28.55
2022 (1)	\$33,223,015	-2.34%	\$4,772,041	-9.76%	\$25.51

(1) Based on projected full equalized valuations

(2) Wisconsin Act 145 shifted approximately \$14.9 million of operational property tax levy to State Aid funding beginning with the 2014-2015 budget.

	<u>General Fund</u>	<u>Special Revenue Aidable</u>	<u>Special Revenue Non-Aidable</u>	<u>Capital Projects Fund</u>	<u>Debt Service Fund</u>	<u>Enterprise Fund</u>	<u>Total</u>
Tax Levy	\$2,997,061	\$1,216,226	\$27,361	\$0	\$362,500	\$168,893	\$4,772,041
Other Budgeted Revenue	19,634,541	1,257,260	2,501,194	5,050	0	406,285	\$23,804,330
Subtotal	\$22,631,602	\$2,473,486	2,528,555	5,050	362,500	575,178	28,576,371
Budgeted Expenditures	22,631,602	2,473,486	2,542,659	4,637,590	362,500	575,178	\$33,223,015
Excess of Revenue over (under) Expenditures	0	0	(14,104)	(4,632,540)	0	0	(\$4,646,644)
Operating Transfers	0	0	0	0	0	0	\$0
Proceeds from Debt	0	0	0	0	0	0	\$0
Estimated Fund Balance at 7/1/21	\$14,143,442	\$603,000	\$194,784	\$8,012,808	\$4,246,719	\$668,049	\$27,868,802
Estimated Fund Balance at 6/30/22	\$14,143,442	\$603,000	\$180,680	\$3,380,268	\$4,246,719	\$668,049	\$23,222,158

NICOLET AREA TECHNICAL COLLEGE
NOTICE OF PUBLIC HEARING
Budget Summary - General Fund
Fiscal Year 2021-2022

	2019-2020	2020-2021	2020-2021	2021-2022	
<u>Resources</u>	<u>Actual</u>	<u>Budget</u>	<u>Estimated (1)</u>	<u>Budget</u>	
Revenue					
Local Government	\$ 3,069,928	\$ 2,847,311	\$ 2,847,311	\$ 2,997,061	
State Aids	16,376,986	16,192,276	16,192,276	16,379,132	
Program Fees	2,914,264	2,776,758	2,776,758	2,818,409	
Material Fees	157,514	157,000	157,000	157,000	
Other Student Fees	148,912	169,500	169,500	77,500	
Institutional	604,743	263,606	263,606	200,000	
Federal	5,774	3,000	3,000	2,500	
Total Revenue	23,278,121	22,409,451	22,409,451	22,631,602	
Transfers from Reserves and Designated Fund Balances (2)					
	0	0	0	0	
Total Resources	\$ 23,278,121	\$ 22,409,451	\$ 22,409,451	\$ 22,631,602	
<u>Uses</u>					
Expenditures					
Instructional	\$ 9,815,181	\$ 10,959,487	\$ 10,309,487	\$ 11,043,888	
Instructional Resources	888,683	885,522	885,522	899,715	
Student Services	2,110,251	2,527,345	2,527,345	2,661,122	
General Institutional	5,701,774	6,283,818	6,183,818	6,228,164	
Physical Plant	1,715,370	1,753,279	1,753,279	1,798,713	
Auxiliary Services	0	0	0	0	
Total Expenditures	20,231,259	22,409,451	21,659,451	22,631,602	
Transfers to Reserves and Designated for Operations (3)					
	3,046,862	0	750,000	0	
Total Uses of Funds	\$ 23,278,121	\$ 22,409,451	\$ 22,409,451	\$ 22,631,602	
<u>Expenditures by Fund</u>					
General	\$ 20,231,259	\$ 22,409,451	\$ 21,659,451	\$ 22,631,602	0.99%
Special Revenue Aidable	2,415,879	2,789,887	2,789,887	2,473,486	-11.34%
Special Revenue Non-Aidable	2,235,045	2,697,170	2,697,170	2,542,659	-5.73%
Capital Projects	1,224,815	4,232,234	4,232,234	4,637,590	9.58%
Debt Service	2,734,742	1,018,163	1,018,163	362,500	-64.40%
Enterprise	667,935	872,902	622,902	575,178	-34.11%
Total Expenditures	\$ 29,509,675	\$ 34,019,807	\$ 33,019,807	\$ 33,223,015	-2.34%
<u>Revenues by Fund</u>					
General	\$ 23,278,121	\$ 22,409,451	\$ 22,409,451	\$ 22,631,602	0.99%
Special Revenue Aidable	2,415,879	2,789,887	2,789,887	2,473,486	-11.34%
Special Revenue Non-Aidable	2,274,237	2,678,555	2,678,555	2,528,555	-5.60%
Capital Projects	217,009	250,000	250,000	5,050	-97.98%
Debt Service	2,738,516	1,018,163	1,018,163	362,500	-64.40%
Enterprise	667,858	872,902	622,902	575,178	-34.11%
Total Revenues	\$ 31,591,620	\$ 30,018,958	\$ 29,768,958	\$ 28,576,371	-4.81%

(1) 10 months actual and 2 months estimated.

(2) Represents decrease to balance. See Pro-Forma Balance Sheet for total.

(3) Represents increase to balance. See Pro-Forma Balance Sheet for total.

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

	2019-2020 Actual	2020-2021 Budget	2020-2021 Estimated (1)	2021-2022 Budget
<u>Resources</u>				
Revenue				
Local Government	\$ 6,809,784	\$ 5,291,727	\$ 5,291,727	\$ 4,772,041
State Aids	17,056,947	17,147,408	17,147,408	16,714,526
Program Fees	2,914,264	2,776,758	2,776,758	2,818,409
Material Fees	157,514	157,000	157,000	157,000
Other Student Fees	277,194	294,500	294,500	202,500
Institutional	1,953,335	1,204,106	954,106	871,335
Federal	2,422,582	3,147,459	3,147,459	3,040,560
Total Revenue	<u>31,591,620</u>	<u>30,018,958</u>	<u>29,768,958</u>	<u>28,576,371</u>
Transfers from Reserves and Designated Fund Balances (2)				
Other Funding Sources	0	0	0	0
Total Resources	<u>\$ 32,599,503</u>	<u>\$ 34,019,807</u>	<u>\$ 33,769,807</u>	<u>\$ 33,223,015</u>
<u>Uses</u>				
Expenditures				
Instructional	\$ 11,782,275	\$ 13,626,990	\$ 12,976,990	\$ 13,458,656
Instructional Resources	1,123,483	1,184,968	1,184,968	1,177,325
Student Services	4,849,036	5,751,786	5,751,786	5,459,779
General Institutional	6,148,147	6,840,068	6,740,068	7,105,664
Physical Plant	4,938,799	5,743,093	5,743,093	5,446,413
Auxiliary Services	667,935	872,902	622,902	575,178
Total Expenditures	<u>29,509,675</u>	<u>34,019,807</u>	<u>33,019,807</u>	<u>33,223,015</u>
Transfers to Reserves and Designated for Operations (3)				
Repayment of Debt	0	0	0	0
Total Uses of Funds	<u>\$ 32,599,503</u>	<u>\$ 34,019,807</u>	<u>\$ 33,769,807</u>	<u>\$ 33,223,015</u>
Beginning Fund Balance	\$ 29,037,706	\$ 31,119,651	\$ 31,119,651	\$ 27,868,802
Ending Fund Balance	\$ 31,119,651	\$ 27,118,802	\$ 27,868,802	\$ 23,222,158

Expenditures by Fund

General	\$ 20,231,259	\$ 22,409,451	\$ 21,659,451	\$ 22,631,602
Special Revenue Aidable	2,415,879	2,789,887	2,789,887	2,473,486
Special Revenue Non-Aidable	2,235,045	2,697,170	2,697,170	2,542,659
Capital Projects	1,224,815	4,232,234	4,232,234	4,637,590
Debt Service	2,734,742	1,018,163	1,018,163	362,500
Enterprise	667,935	872,902	622,902	575,178
Total Expenditures	<u>\$ 29,509,675</u>	<u>\$ 34,019,807</u>	<u>\$ 33,019,807</u>	<u>\$ 33,223,015</u>

(1) 10 months actual and 2 months estimated.

(2) Represents decrease to balance.

(3) Represents increase to balance.

**NICOLET AREA TECHNICAL COLLEGE
GENERAL FUND
2021-2022 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance**

	2019-2020 <u>Actual</u>	2020-2021 <u>Budget</u>	2020-2021 <u>Estimated(1)</u>	2021-2022 <u>Budget</u>
<u>Resources</u>				
Revenues				
Local Government	\$ 3,069,928	\$ 2,847,311	\$ 2,847,311	\$ 2,997,061
State Aids	16,376,986	16,192,276	16,192,276	16,379,132
Program Fees	2,914,264	2,776,758	2,776,758	2,818,409
Material Fees	157,514	157,000	157,000	157,000
Other Student Fees	148,912	169,500	169,500	77,500
Institutional	604,743	263,606	263,606	200,000
Federal	5,774	3,000	3,000	2,500
Total Revenues	<u>23,278,121</u>	<u>22,409,451</u>	<u>22,409,451</u>	<u>22,631,602</u>
Transfers from Reserves and Designated Fund Balances (2)				
Designated for Operations	0	0	0	0
Total Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Other Funding Sources (2)				
Proceeds from Debt	0	0	0	0
Residual Equity Transfers	0	0	0	0
Total Other Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Resources	<u>\$ 23,278,121</u>	<u>\$ 22,409,451</u>	<u>\$ 22,409,451</u>	<u>\$ 22,631,602</u>
<u>Uses</u>				
Expenditures				
Instruction	\$ 9,815,181	\$ 10,959,487	\$ 10,309,487	\$ 11,043,888
Instructional Resources	888,683	885,522	885,522	899,715
Student Services	2,110,251	2,527,345	2,527,345	2,661,122
General Institutional	5,701,774	6,283,818	6,183,818	6,228,164
Physical Plant	1,715,370	1,753,279	1,753,279	1,798,713
Auxiliary Services	0	0	0	0
Total Expenditures	<u>20,231,259</u>	<u>22,409,451</u>	<u>21,659,451</u>	<u>22,631,602</u>
Transfers to Reserves and Designated Fund Balance (3)				
Designated for Operations	3,046,862	0	750,000	0
Total Transfers	<u>3,046,862</u>	<u>0</u>	<u>750,000</u>	<u>0</u>
Total Uses	<u>\$ 23,278,121</u>	<u>\$ 22,409,451</u>	<u>\$ 22,409,451</u>	<u>\$ 22,631,602</u>
Beginning Fund Balance	\$ 13,103,580	\$ 13,393,442	\$ 13,393,442	\$ 14,143,442
Fund Balance - Transfers Out	(2,757,000)	-	-	-
Ending Fund Balance	\$ 13,393,442	\$ 13,393,442	\$ 14,143,442	\$ 14,143,442

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

(1) 10 months actual and 2 months estimated.

(2) Represents decrease to balance.

(3) Represents increase to balance.

**NICOLET AREA TECHNICAL COLLEGE
SPECIAL REVENUE AIDABLE FUNDS
2021-2022 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance**

	2019-2020 <u>Actual</u>	2020-2021 <u>Budget</u>	2020-2021 <u>Estimated(1)</u>	2021-2022 <u>Budget</u>
<u>Resources</u>				
Revenues				
Local Government	\$ 780,526	\$ 1,186,490	\$ 1,186,490	\$ 1,216,226
State Aids	612,338	725,132	725,132	335,394
Institutional	735,023	260,000	260,000	260,000
Federal	287,992	618,265	618,265	661,866
Total Revenues	<u>2,415,879</u>	<u>2,789,887</u>	<u>2,789,887</u>	<u>2,473,486</u>
Transfers from Reserves and Designated Fund Balances (2)				
Designated for Operations	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Other Funding Sources (2)				
Residual Equity Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Other Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Resources	<u>\$ 2,415,879</u>	<u>\$ 2,789,887</u>	<u>\$ 2,789,887</u>	<u>\$ 2,473,486</u>
<u>Uses</u>				
Expenditures				
Instruction	\$ 1,677,339	\$ 2,227,816	\$ 2,227,816	\$ 2,002,168
Instructional Resources	234,800	234,800	234,800	234,800
Student Services	503,740	327,271	327,271	236,518
General Institutional	0	0	0	0
Physical Plant	0	0	0	0
Auxiliary Services	0	0	0	0
Total Expenditures	<u>2,415,879</u>	<u>2,789,887</u>	<u>2,789,887</u>	<u>2,473,486</u>
Transfers to Reserves and Designated Fund Balance (3)				
Designated for Operations	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Uses	<u>\$ 2,415,879</u>	<u>\$ 2,789,887</u>	<u>\$ 2,789,887</u>	<u>\$ 2,473,486</u>
Beginning Fund Balance	\$ 665,000	\$ 603,000	\$ 603,000	\$ 603,000
Fund Balance Transfer Out	(62,000)	-	-	-
Ending Fund Balance	\$ 603,000	\$ 603,000	\$ 603,000	\$ 603,000

Special Revenue Funds are used to account for financial activities of specific revenue sources like federal and state grants and contracts for services.

(1) 10 months actual and 2 months estimated.

(2) Represents decrease to balance.

(3) Represents increase to balance.

**NICOLET AREA TECHNICAL COLLEGE
SPECIAL REVENUE NON-AIDABLE FUNDS
2021-2022 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance**

	2019-2020 <u>Actual</u>	2020-2021 <u>Budget</u>	2020-2021 <u>Estimated(1)</u>	2021-2022 <u>Budget</u>
<u>Resources</u>				
Revenues				
Local Government	\$ 17,139	\$ 27,361	\$ 27,361	\$ 27,361
Other Student Fees	128,282	125,000	125,000	125,000
Institutional	0	0	0	0
Federal	2,128,816	2,526,194	2,526,194	2,376,194
Total Revenues	<u>2,274,237</u>	<u>2,678,555</u>	<u>2,678,555</u>	<u>2,528,555</u>
Transfers from Reserves and Designated Fund Balances (2)				
Reserve For Student Activities	0	18,615	18,615	14,104
Total Transfers	<u>0</u>	<u>18,615</u>	<u>18,615</u>	<u>14,104</u>
Total Resources	<u>\$ 2,274,237</u>	<u>\$ 2,697,170</u>	<u>\$ 2,697,170</u>	<u>\$ 2,542,659</u>
<u>Uses</u>				
Expenditures				
Student Services	\$ 2,235,045	\$ 2,697,170	\$ 2,697,170	\$ 2,542,659
Total Expenditures	<u>2,235,045</u>	<u>2,697,170</u>	<u>2,697,170</u>	<u>2,542,659</u>
Transfers to Reserves and Designated Fund Balance (3)				
Designated for Operations	39,192	0	0	0
Total Transfers	<u>39,192</u>	<u>0</u>	<u>0</u>	<u>0</u>
Other Funding Sources				
Residual Equity Transfer	0	0	0	0
Total Other Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Uses	<u>\$ 2,274,237</u>	<u>\$ 2,697,170</u>	<u>\$ 2,697,170</u>	<u>\$ 2,542,659</u>
Beginning Fund Balance	\$ 174,207	\$ 213,399	\$ 213,399	\$ 194,784
Ending Fund Balance	\$ 213,399	\$ 194,784	\$ 194,784	\$ 180,680

Special Revenue Non-Aidable Funds are used to account for assets held by district in a trustee capacity, or as an agent for individuals, private organizations, other governmental units or other funds.

(1) 10 months actual and 2 months estimated.

(2) Represents decrease to balance.

(3) Represents increase to balance.

**NICOLET AREA TECHNICAL COLLEGE
CAPITAL PROJECTS FUND
2021-2022 Budgetary Statement of
Resources, Uses and Changes in Fund Balance**

	2019-2020 <u>Actual</u>	2020-2021 <u>Budget</u>	2020-2021 <u>Estimated(1)</u>	2021-2022 <u>Budget</u>
<u>Resources</u>				
Revenues				
Local Government	\$ 0	\$ 0	\$ 0	\$ 0
State Aids	67,623	230,000	230,000	0
Institutional	149,386	20,000	20,000	5,050
Federal	0	0	0	0
Total Revenues	<u>217,009</u>	<u>250,000</u>	<u>250,000</u>	<u>5,050</u>
Transfers from Reserves and Designated Fund Balances (2)				
Reserve For Capital Projects	<u>1,007,806</u>	<u>3,982,234</u>	<u>3,982,234</u>	<u>4,632,540</u>
Total Transfers	<u>1,007,806</u>	<u>3,982,234</u>	<u>3,982,234</u>	<u>4,632,540</u>
Other Funding Sources (2)				
Proceeds from Debt	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Other Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Resources	<u>\$ 1,224,815</u>	<u>\$ 4,232,234</u>	<u>\$ 4,232,234</u>	<u>\$ 4,637,590</u>
<u>Uses</u>				
Expenditures				
Instruction	\$ 289,755	\$ 439,687	\$ 439,687	\$ 412,600
Instructional Resources	0	64,646	64,646	42,810
Student Services	0	200,000	200,000	19,480
General Institutional	446,373	556,250	556,250	877,500
Physical Plant	<u>488,687</u>	<u>2,971,651</u>	<u>2,971,651</u>	<u>3,285,200</u>
Total Expenditures	<u>1,224,815</u>	<u>4,232,234</u>	<u>4,232,234</u>	<u>4,637,590</u>
Transfers to Reserves and Designated Fund Balance (3)				
Reserve for Capital Projects	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Uses	<u>\$ 1,224,815</u>	<u>\$ 4,232,234</u>	<u>\$ 4,232,234</u>	<u>\$ 4,637,590</u>
Beginning Fund Balance	\$ 10,183,848	\$ 11,995,042	\$ 11,995,042	\$ 8,012,808
Fund Balance Transfers In	2,819,000	-	-	-
Ending Fund Balance	\$ 11,995,042	\$ 8,012,808	\$ 8,012,808	\$ 3,380,268

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) 10 months actual and 2 months estimated.

(2) Represents decrease to balance.

(3) Represents increase to balance.

**NICOLET AREA TECHNICAL COLLEGE
DEBT SERVICE FUND
2021-2022 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance**

	2019-2020 <u>Actual</u>	2020-2021 <u>Budget</u>	2020-2021 <u>Estimated(1)</u>	2021-2022 <u>Budget</u>
<u>Resources</u>				
Revenues				
Local Government	\$ 2,681,000	\$ 1,018,163	\$ 1,018,163	\$ 362,500
Institutional	57,516	0	0	0
Total Revenues	<u>2,738,516</u>	<u>1,018,163</u>	<u>1,018,163</u>	<u>362,500</u>
Transfers from Reserves and Designated Fund Balances (2)				
Reserve for Debt Repayment	0	0	0	0
Total Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Other funding Sources (2)				
Proceeds from Debt	0	0	0	0
Total Other Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Resources	<u>\$ 2,738,516</u>	<u>\$ 1,018,163</u>	<u>\$ 1,018,163</u>	<u>\$ 362,500</u>
<u>Uses</u>				
Expenditures				
Physical Plant	\$ 2,734,742	\$ 1,018,163	\$ 1,018,163	\$ 362,500
Total Expenditures	<u>2,734,742</u>	<u>1,018,163</u>	<u>1,018,163</u>	<u>362,500</u>
Transfers to Reserves and Designated Fund Balance (3)				
Reserve for Debt Repayment	3,774	0	0	0
Repayment of Debt	0	0	0	0
Total Transfers	<u>3,774</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Uses	<u>\$ 2,738,516</u>	<u>\$ 1,018,163</u>	<u>\$ 1,018,163</u>	<u>\$ 362,500</u>
Beginning Fund Balance	\$ 4,242,945	\$ 4,246,719	\$ 4,246,719	\$ 4,246,719
Ending Fund Balance	\$ 4,246,719	\$ 4,246,719	\$ 4,246,719	\$ 4,246,719

Debt Service Funds are 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) 10 months actual and 2 months estimated.

(2) Represents decrease to balance.

(3) Represents increase to balance.

**NICOLET AREA TECHNICAL COLLEGE
ENTERPRISE FUNDS
2021-2022 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance**

	2019-2020 <u>Actual</u>	2020-2021 <u>Budget</u>	2020-2021 <u>Estimated(1)</u>	2021-2022 <u>Budget</u>
<u>Resources</u>				
Revenues				
Local Government	\$ 261,191	\$ 212,402	\$ 212,402	\$ 168,893
Institutional	406,667	660,500	410,500	406,285
Federal	0	0	0	0
Total Revenues	<u>667,858</u>	<u>872,902</u>	<u>622,902</u>	<u>575,178</u>
Transfers from Fund Balance				
Retained Earnings (2)	<u>77</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Transfers	<u>77</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Resources	<u>\$ 667,935</u>	<u>\$ 872,902</u>	<u>\$ 622,902</u>	<u>\$ 575,178</u>
<u>Uses</u>				
Expenditures				
Auxiliary Services	\$ 667,935	\$ 872,902	\$ 622,902	\$ 575,178
Total Expenditures	<u>667,935</u>	<u>872,902</u>	<u>622,902</u>	<u>575,178</u>
Transfers to Fund Balance				
Retained Earnings (3)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Uses	<u>\$ 667,935</u>	<u>\$ 872,902</u>	<u>\$ 622,902</u>	<u>\$ 575,178</u>
Beginning Fund Balance	\$ 668,126	\$ 668,049	\$ 668,049	\$ 668,049
Ending Fund Balance	\$ 668,049	\$ 668,049	\$ 668,049	\$ 668,049

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

(1) 10 months actual and 2 months estimated.

(2) Represents decrease to balance.

(3) Represents increase to balance.

**NICOLET AREA TECHNICAL COLLEGE
ENTERPRISE FUNDS
2021-2022 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance**

SUMMARY OF ACTIVITIES	2020-2021 <u>Estimated</u>	2021-2022 <u>Budget</u>
<u>Bookstore</u>		
Revenues		
Local Government	\$ 20,000	\$ 35,221
Institutional	405,000	375,000
Total Revenues	<u>\$ 425,000</u>	<u>\$ 410,221</u>
Expenditures		
Personnel	\$ 88,686	\$ 78,121
Other Operational Costs	336,314	332,100
Total Expenditures	<u>\$ 425,000</u>	<u>\$ 410,221</u>
<u>Café/Spirit Shop</u>		
Revenues		
Local Government	\$ 192,402	\$ 133,672
Institutional	5,000	30,785
Total Revenues	<u>\$ 197,402</u>	<u>\$ 164,457</u>
Expenditures		
Personnel	\$ 172,402	\$ 117,457
Other Operational Costs	25,000	47,000
Total Expenditures	<u>\$ 197,402</u>	<u>\$ 164,457</u>
<u>Summer Institute</u>		
Revenues		
Local Government	\$ 0	\$ 0
Institutional	500	500
Total Revenues	<u>\$ 500</u>	<u>\$ 500</u>
Expenditures		
Personnel	\$ 0	\$ 0
Other Operational Costs	500	500
Total Expenditures	<u>\$ 500</u>	<u>\$ 500</u>

**NICOLET AREA TECHNICAL COLLEGE
PRO-FORMA BALANCE SHEET
June 30, 2021**

	Governmental Fund Groups						Proprietary	Account Groups			TOTAL
	General	Special Revenue	Special Revenue	Capital Projects	Debt Service	Enterprise		Fixed Assets	Long-term Debt	Memorandum Only	
		Aidable	Non-Aidable								
Assets:											
Cash	\$ 2,066,442	\$ 603,000	\$ 378,784	\$ 0	\$ 0	\$ 565,049	\$ 0	\$ 0	\$ 0	3,613,275	
Investments	9,600,000	0	0	7,992,808	4,246,719	0	0	0	0	21,839,527	
Receivables	2,153,000	400,000	50,000	0	0	0	0	0	0	2,603,000	
Due From Other Funds	604,000	0	0	0	0	0	0	0	0	604,000	
Inventories	8,000	0	0	0	0	100,000	0	0	0	108,000	
Prepaid Expenses	292,000	0	0	20,000	0	0	0	0	0	312,000	
Fixed Assets	0	0	0	0	0	10,000	57,590,000	0	0	57,600,000	
Available Debt Service	0	0	0	0	0	0	0	362,500	0	362,500	
Amt Provided Long-Term Debt	0	0	0	0	0	0	0	1,512,500	0	1,512,500	
Total Assets	\$14,723,442	\$1,003,000	\$428,784	\$8,012,808	\$4,246,719	\$675,049	\$57,590,000	\$1,875,000		\$88,554,802	
Liabilities:											
Accounts Payable	300,000	0	0	0	0	4,000	0	0	0	304,000	
Other Current Liabilities	0	0	30,000	0	0	0	0	0	0	30,000	
Employment Related Payables	140,000	0	0	0	0	0	0	0	0	140,000	
Due To Other Funds	0	400,000	204,000	0	0	0	0	0	0	604,000	
Deferred Revenues	140,000	0	0	0	0	3,000	0	0	0	143,000	
General Long-Term Debt	0	0	0	0	0	0	0	1,875,000	0	1,875,000	
Total Liabilities	\$580,000	\$400,000	\$234,000	\$0	\$0	\$7,000	\$0	\$1,875,000		\$3,096,000	
Fund Equity:											
Investment in Fixed Assets	0	0	0	0	0	0	57,590,000	0	0	57,590,000	
Retained Earnings	0	0	0	0	0	668,049	0	0	0	668,049	
Fund Balance:											
Reserve for Prepaid Items	288,000	0	0	0	0	0	0	0	0	288,000	
Reserve for Student Organizations	0	0	194,784	0	0	0	0	0	0	194,784	
Reserve for Non-Liquid Assets	14,000	0	0	0	0	0	0	0	0	14,000	
Reserve for Capital Projects	0	0	0	8,012,808	0	0	0	0	0	8,012,808	
Reserve for Debt Service	0	0	0	0	4,246,719	0	0	0	0	4,246,719	
Reserve for Post Employment Benefit	7,345,000	0	0	0	0	0	0	0	0	7,345,000	
Unreserved:											
Designated for State Aid Fluctuation	690,000	0	0	0	0	0	0	0	0	690,000	
Designated for Operations	5,806,442	603,000	0	0	0	0	0	0	0	6,409,442	
Total Fund Equity	\$14,143,442	\$603,000	\$194,784	\$8,012,808	\$4,246,719	\$668,049	\$57,590,000	\$0		\$85,458,802	
Total Liabilities and Fund Equity	\$14,723,442	\$1,003,000	\$428,784	\$8,012,808	\$4,246,719	\$675,049	\$57,590,000	\$1,875,000		\$88,554,802	

**NICOLET AREA TECHNICAL COLLEGE
COMBINED SCHEDULE OF LONG-TERM OBLIGATIONS
2021-2022 Budget Year**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	325,000	37,500	362,500
2022-23	350,000	31,000	381,000
2023-24	400,000	24,000	424,000
2024-25	400,000	16,000	416,000
2025-26	400,000	8,000	408,000
Total Payments Due	\$ 1,875,000	\$ 116,500	\$ 1,991,500

<u>Calendar Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021	0	18,750	18,750
2022	325,000	34,250	359,250
2023	350,000	27,500	377,500
2024	400,000	20,000	420,000
2025	400,000	12,000	412,000
2026	400,000	4,000	404,000
Total Payments Due	\$ 1,875,000	\$ 116,500	\$ 1,991,500

Promissory Note (10 years) for \$1,500,000 issued May 2, 2016 to finance building remodeling (not to exceed \$1,500,000).

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	200,000	20,000	220,000
2022-23	200,000	16,000	216,000
2023-24	200,000	12,000	212,000
2024-25	200,000	8,000	208,000
2025-26	200,000	4,000	204,000
Total Payments Due	\$ 1,000,000	\$ 60,000	\$ 1,060,000

Promissory Note (10 years) for \$1,500,000 issued June 30, 2016 to finance building remodeling (not to exceed \$1,500,000).

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021-22	125,000	17,500	142,500
2022-23	150,000	15,000	165,000
2023-24	200,000	12,000	212,000
2024-25	200,000	8,000	208,000
2025-26	200,000	4,000	204,000
Total Payments Due	\$ 875,000	\$ 56,500	\$ 931,500

The Combined Schedule of Long-Term Obligations is prepared on a fiscal year payment basis. Local tax levy assessments are based on a calendar year payment schedule; therefore, these amounts will not be identical.

**NICOLET AREA TECHNICAL COLLEGE
LEGAL DEBT LIMITATIONS
2021-2022 Budget Year**

The District has taxing power and may incur indebtedness for certain purposes specified by Section 67.03(1), Wisconsin Statutes in an aggregate amount not exceeding five percent (5%) of the equalized value of taxable property within the district as last determined by the State of Wisconsin Department of Revenue. In general, such indebtedness may be in the form of bonds and promissory notes for various public purposes. Pursuant to Section 67.03(9), Wisconsin Statutes, any vocational, technical and adult education district may incur bonded indebtedness for the purpose of purchasing school sites and the construction and equipping of school buildings in an amount not to exceed two percent (2%) of the value of its taxable property.

The District is required by constitution and statute to provide for the payment of its debt by the levy of direct, irrepealable taxes sufficient to pay the principal of and interest on the debt.

Unused Debt Margin

Equalized Value of Property in the District for 2020		\$ 18,522,099,995
Net G.O. Debt Outstanding as of 6/30/21		\$ 1,875,000
	<u>5%</u>	<u>2%</u>
Legal Debt Limit	\$ 926,105,000	\$ 370,442,000
Percent of Debt Limit Remaining	99%	99%

Future Financing

No new borrowing will take place for the fiscal period 2021-2022.

History of Debt Administration

The District has never issued any obligations to avoid default, nor has the District ever defaulted in the payment of its obligations.

**NICOLET AREA TECHNICAL COLLEGE
BUDGETED EXPENDITURES BY OBJECT LEVEL*
2021-2022**

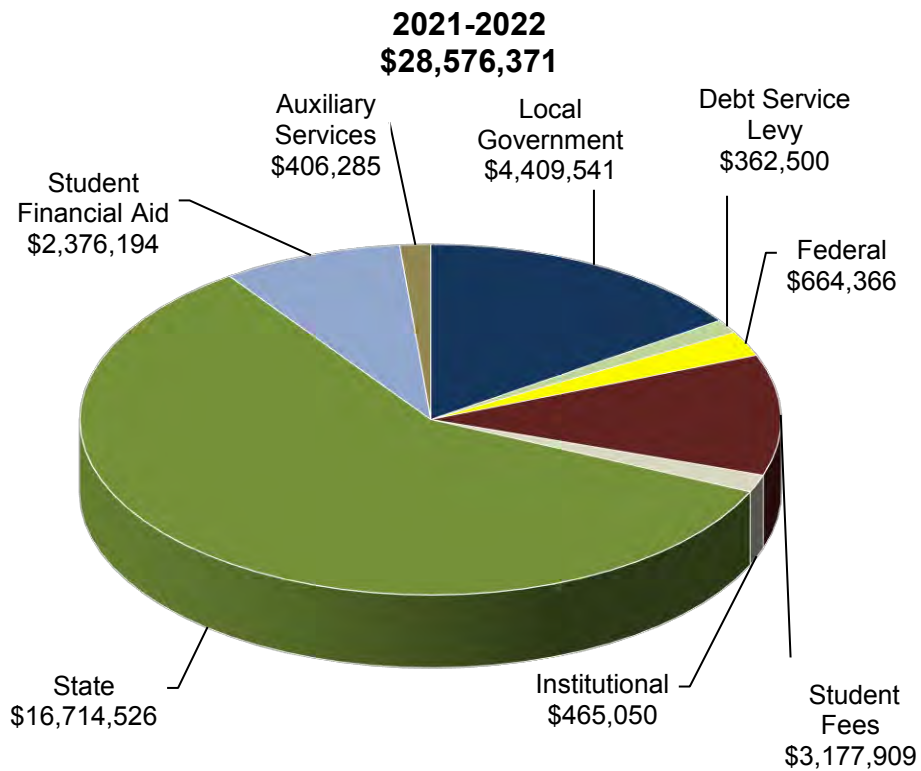
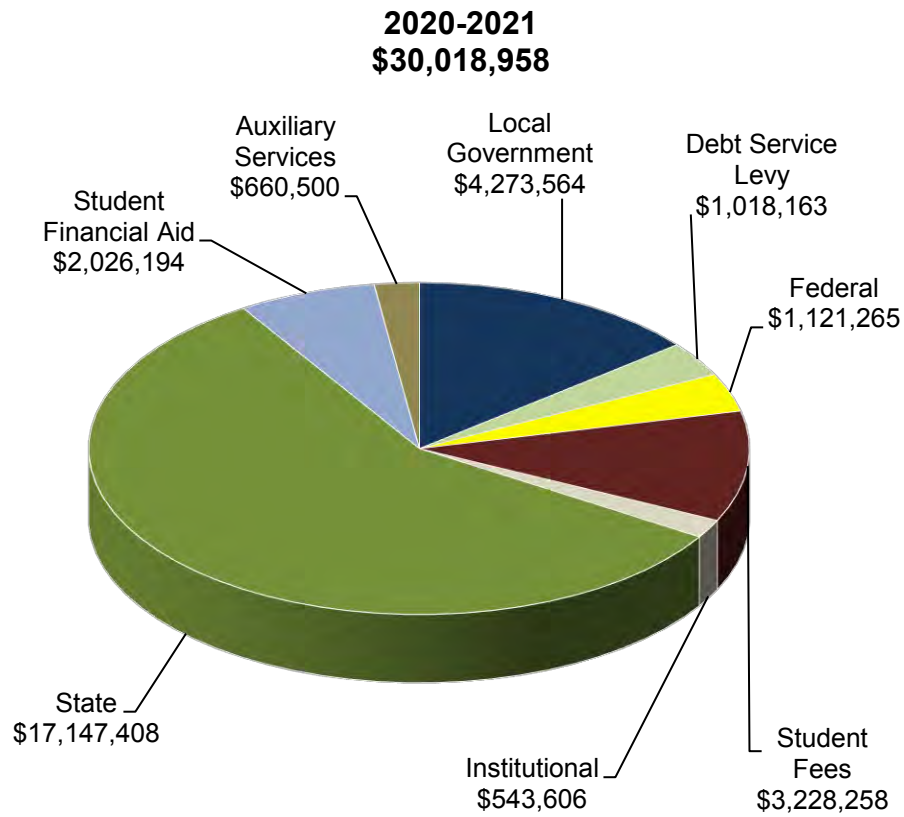
Personnel Services	
Salaries and Wages	\$ 13,044,758
Fringe Benefits	6,725,988
Current Expenses	5,334,342
Capital Expenses	4,637,590
Debt Retirement	<u>362,500</u>
Total Budgeted Expenditures	<u>\$ 30,105,178</u>

* Includes General Fund, Special Revenue Aidable Fund, Capital Projects Funds, and Debt Service Funds only (Excludes Enterprise Funds and Special Revenue Non-Aidable Fund).

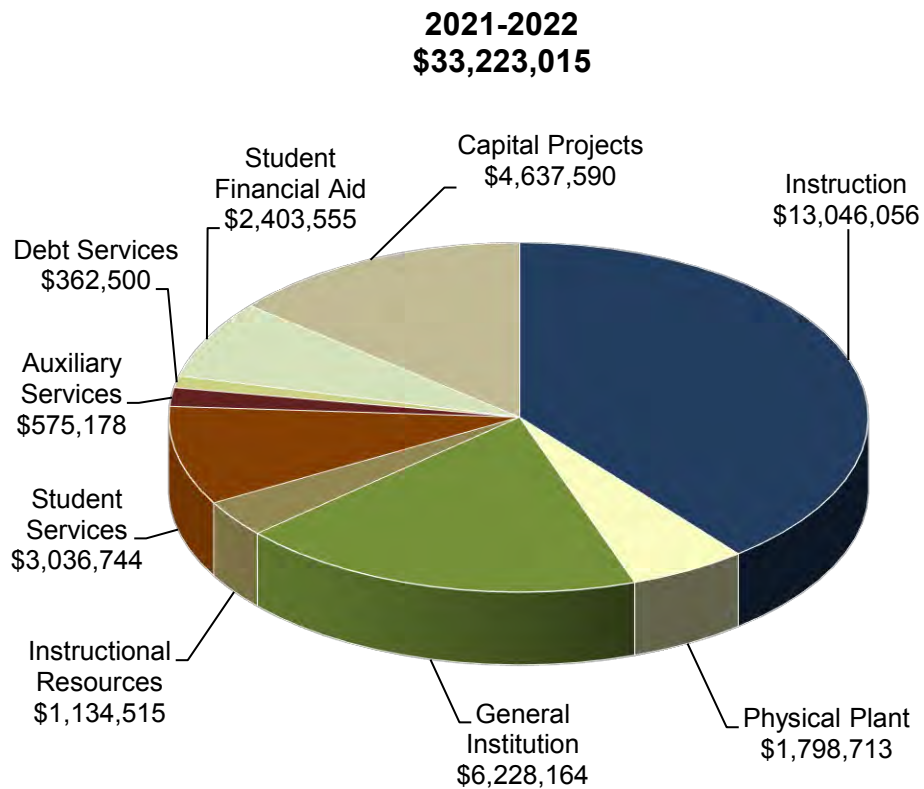
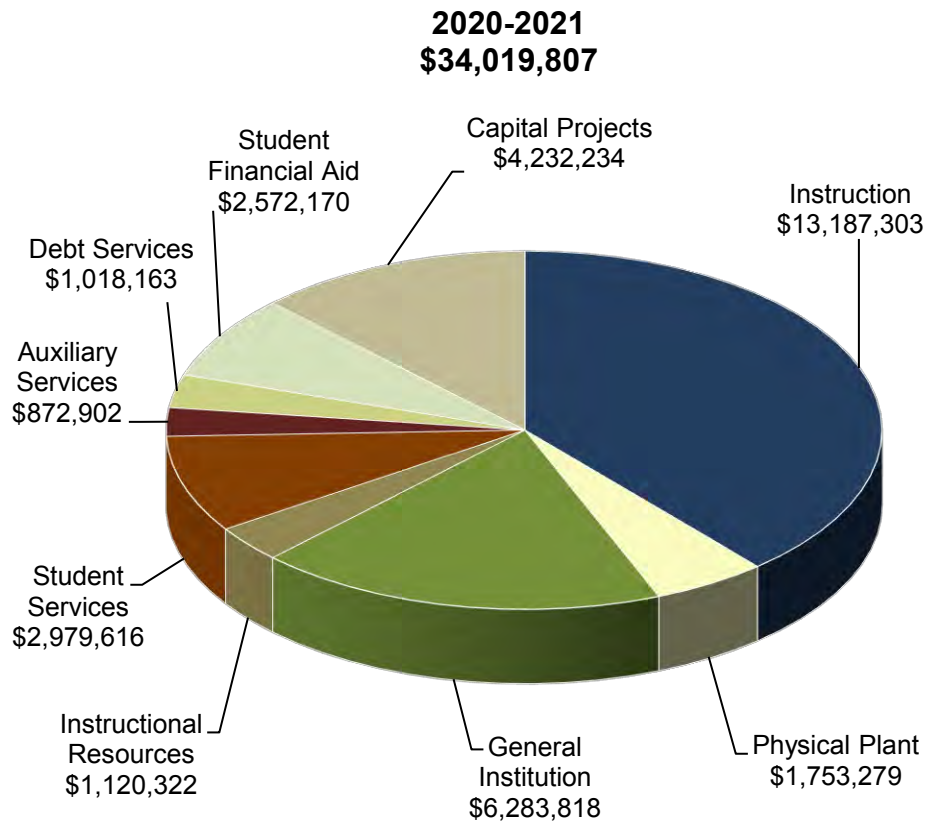


SECTION 3 - SUPPLEMENTAL DATA

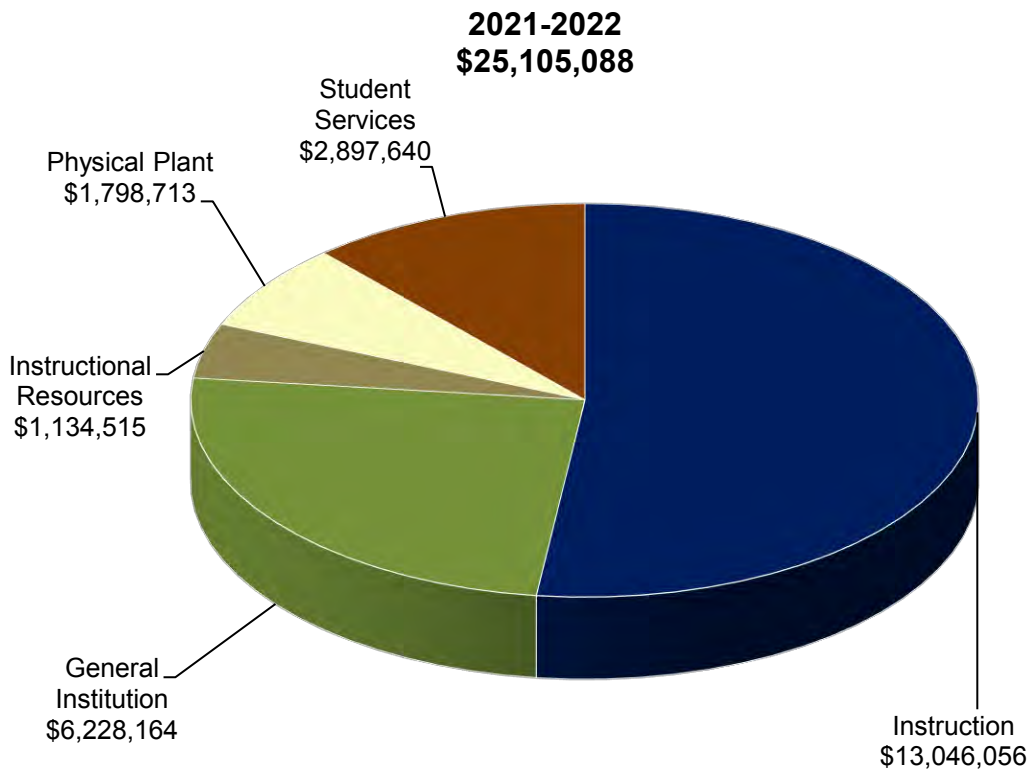
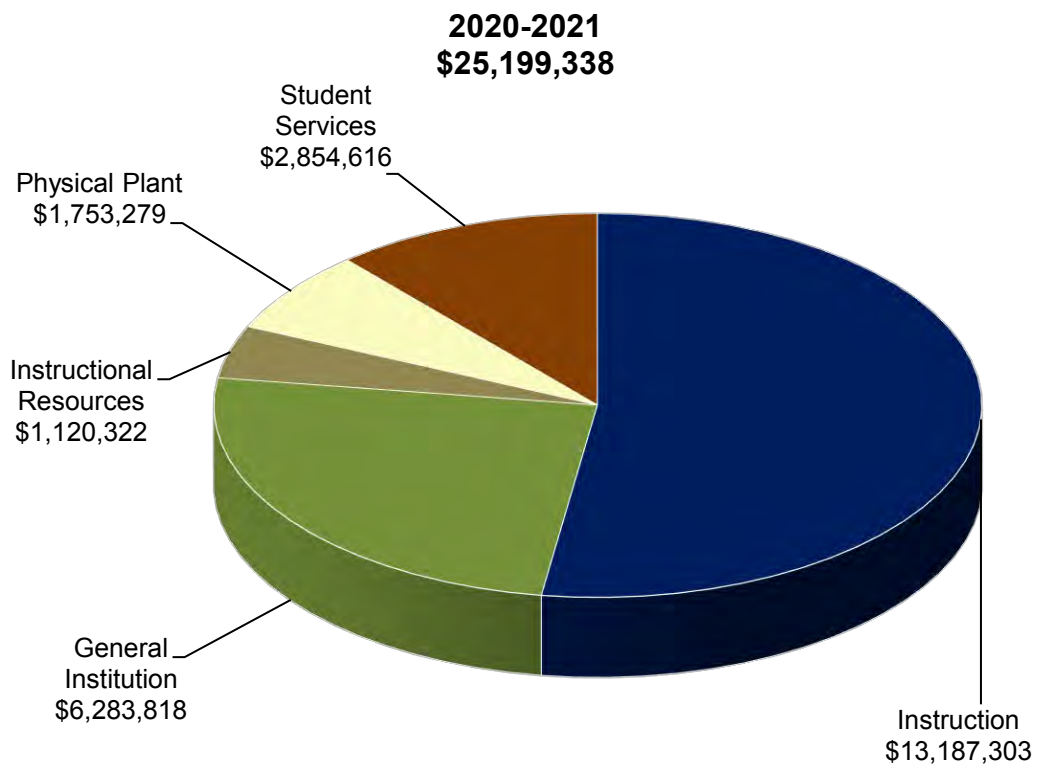
NICOLET AREA TECHNICAL COLLEGE
Total Budgeted Revenue
Comparison of 2020-2021 to 2021-2022



NICOLET AREA TECHNICAL COLLEGE
Total Budgeted Expenditures
Comparison of 2020-2021 to 2021-2022

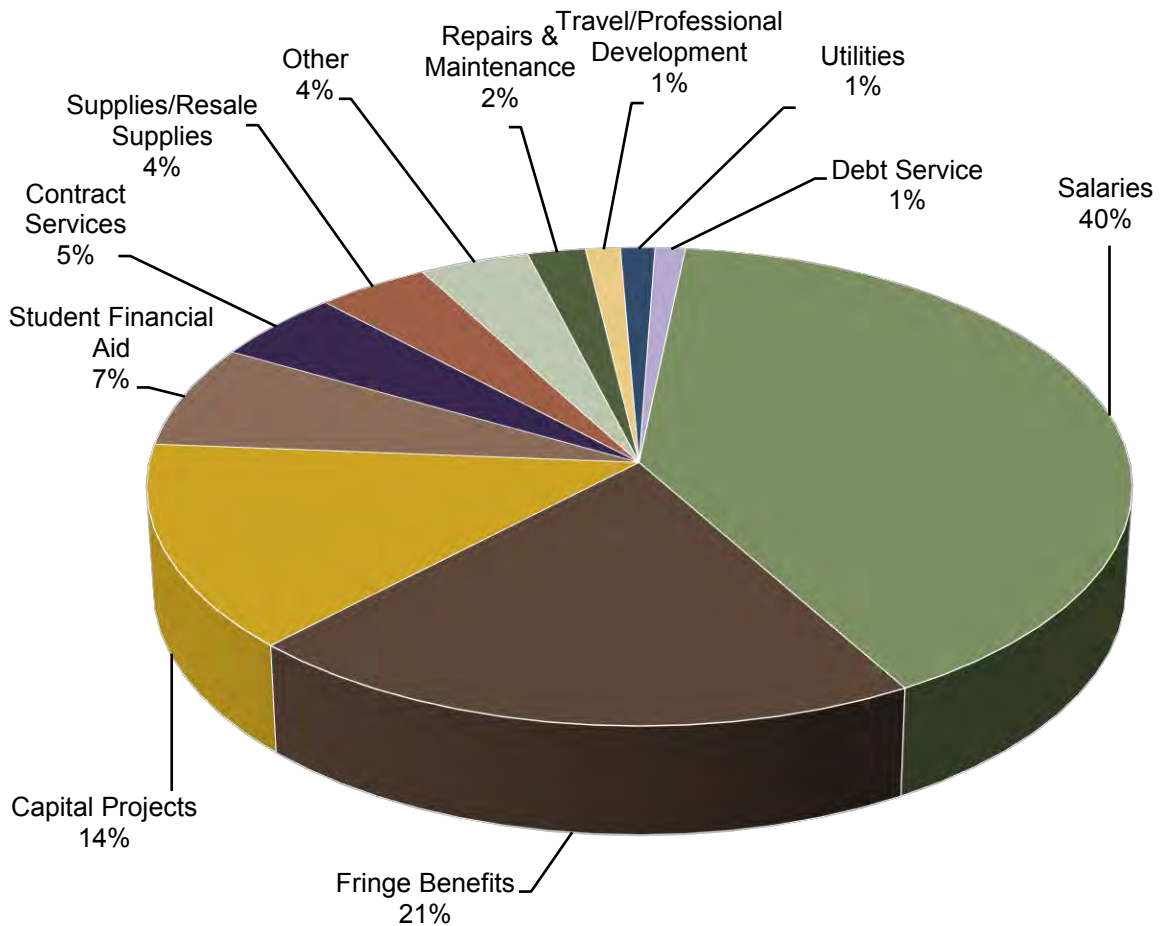


NICOLET AREA TECHNICAL COLLEGE
Budget Expenditures - Funds 1 & 2 Operational
Comparison of 2020-2021 to 2021-2022

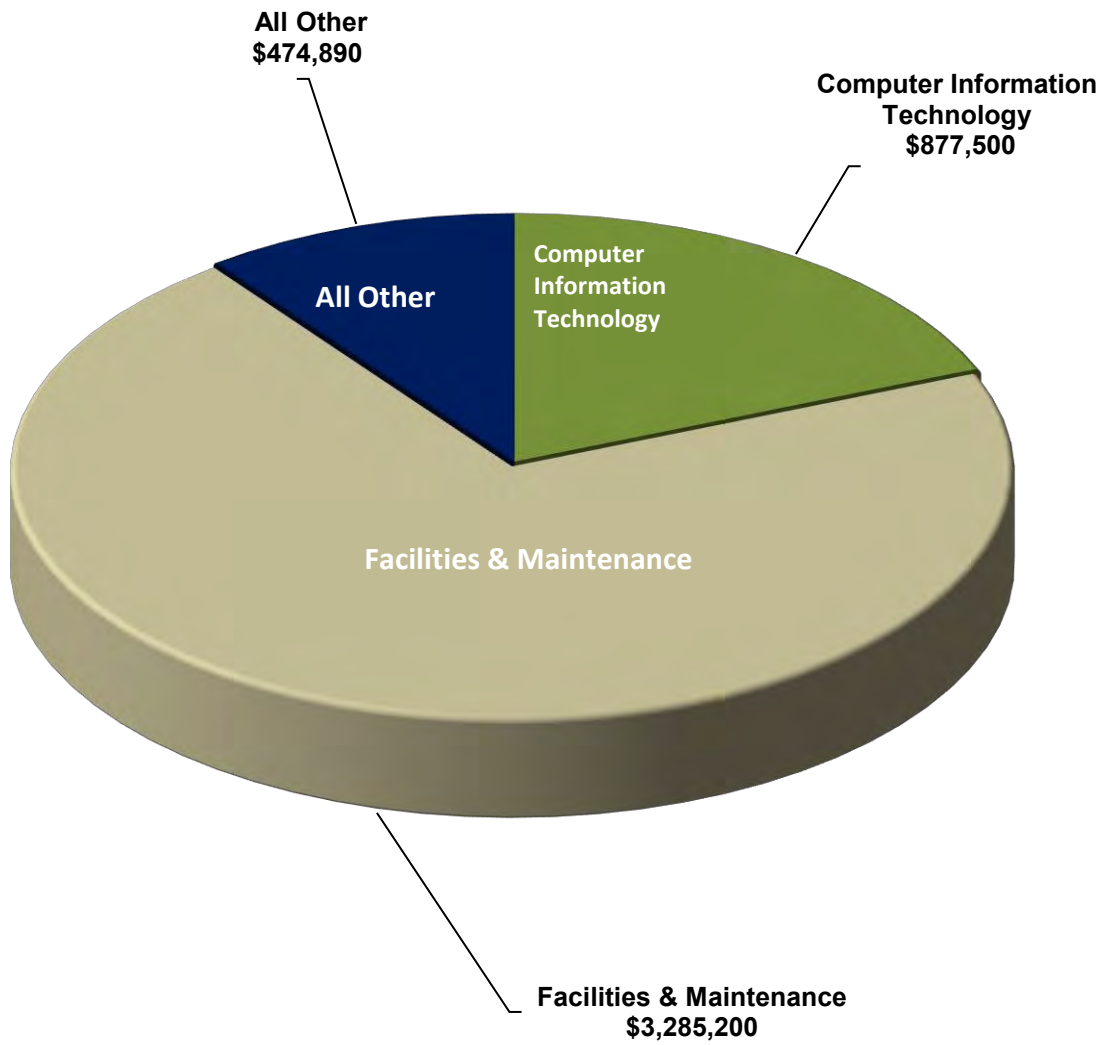


NICOLET AREA TECHNICAL COLLEGE
Total Budgeted Expenditures by Category
2021-2022
\$33,223,015

<u>Category Expenditures</u>	<u>Amount</u>
Salaries	\$ 13,320,178
Fringe Benefits	6,815,194
Capital Projects	4,637,590
Student Financial Aid	2,294,111
Contract Services	1,589,907
Supplies/Resale Supplies	1,354,083
Other	1,319,757
Repairs & Maintenance	698,016
Travel/Professional Development	417,889
Utilities	413,790
Debt Service	362,500
Total All Funds	\$ 33,223,015



NICOLET AREA TECHNICAL COLLEGE
2021-2022 Capital Budget Allocation
\$4,637,590



NICOLET AREA TECHNICAL COLLEGE PROPERTY TAX IMPACT

The proposed tax rate for the 2021-2022 budget is **\$.2551 per thousand dollars of equalized valuation**, including \$.2357 for operations and \$.0194 for debt service.

The equalized value is determined by the Wisconsin Department of Revenue using the full value of the taxable property in a district. A formula is used that standardizes property values across all municipalities. Each city and town in the Nicolet District bills the taxpayers based on assessed valuation. Rates can vary among municipalities within a district. Therefore, the municipalities' mill rate to the taxpayer may be higher or lower than the rate Nicolet bills to the municipality.

For a home valued at \$100,000, the projected annual tax payment by the owner to support the educational programs and services at Nicolet Area Technical College for 2021-2022 will be \$.2551 per \$1,000 of equalized valuation, or \$25.51.

NICOLET AREA TECHNICAL COLLEGE Seven-Year Equalized Valuation and Mill Rate Schedule

Tax Year	Equalized Value (1)	Operational Tax Levy	Debt Service Levy	Operational Mill Rate	Debt Service Mill Rate	Total Mill Rate
2015-16	\$16,847,431,047	\$3,624,477	\$2,791,000	0.2151	0.1657	0.3808
2016-17	\$16,846,197,901	\$3,738,053	\$2,791,000	0.2219	0.1657	0.3876
2017-18	\$17,064,946,529	\$3,865,380	\$2,791,000	0.2265	0.1636	0.3901
2018-19	\$17,398,278,141	\$3,986,353	\$2,791,000	0.2317	0.1619	0.3936
2019-20	\$17,981,673,296	\$4,129,957	\$2,681,000	0.2297	0.1491	0.3788
2020-21	\$18,522,099,995	\$4,270,154	\$1,018,163	0.2305	0.0550	0.2855
2021-22	\$18,707,320,995	\$4,409,541	\$362,500	0.2357	0.0194	0.2551

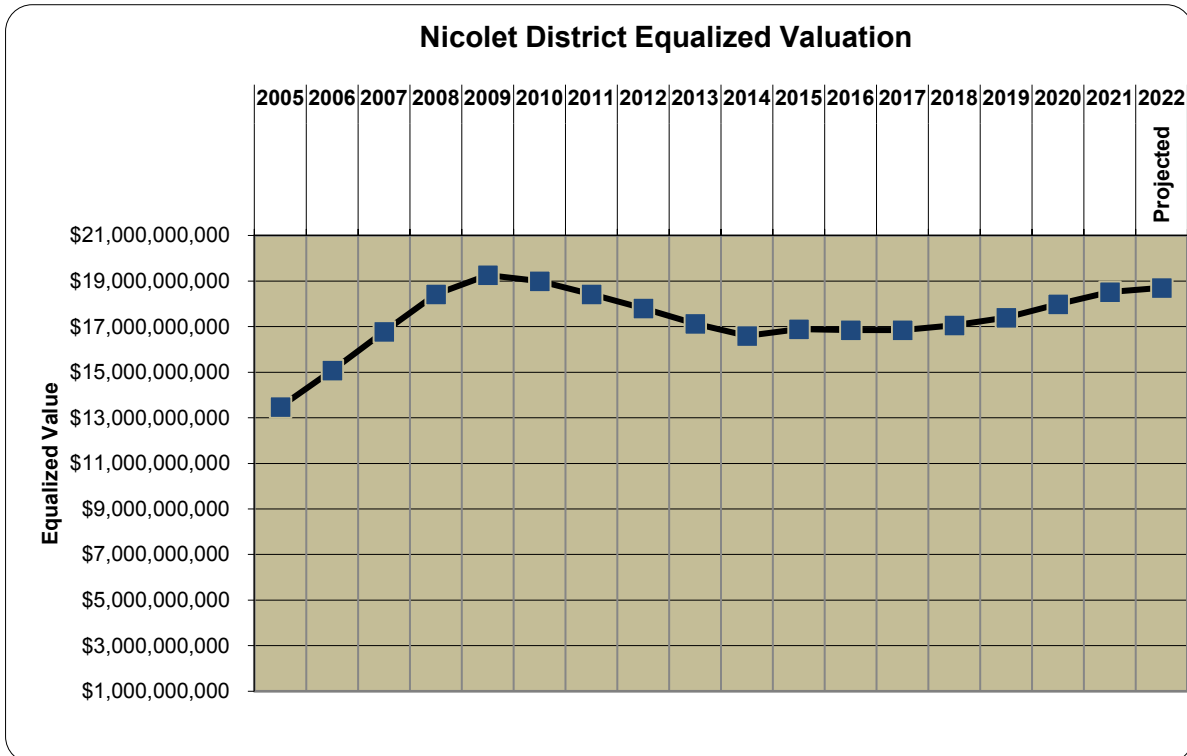
(1) 2021-22 projected/budgeted equalized valuation is estimated at 1% increase in cumulative property value.

**NICOLET AREA TECHNICAL COLLEGE
2020-2021 FULL EQUALIZED VALUATION OF NICOLET DISTRICT
INCLUDING TAX LEVY FOR EACH TOWN/CITY (Cont'd)**

			Total Equalized Value	Percent Apportionment	Total Taxes Levied
43002	1156	T Cassian	268,058,800	1.447237630	76,534.51
43004	1157	T Crescent	278,949,100	1.506033870	79,643.85
43006	1158	T Enterprise	93,360,400	0.504048677	26,655.69
43008	1159	T Hazelhurst	394,415,600	2.129432410	112,611.14
43010	1160	T Lake Tomahawk	262,691,800	1.418261430	75,002.16
43012	1161	T Little Rice	78,027,700	0.421268107	22,277.99
43014	1162	T Lynne	36,103,800	0.194922822	10,308.14
43016	1163	T Minocqua	1,809,656,700	9.770256600	516,682.12
43018	1164	T Monico	27,444,700	0.148172723	7,835.84
43020	1165	T Newbold	555,824,100	3.000869770	158,695.51
43022	1166	T Nokomis	267,284,300	1.443056130	76,313.38
43024	1167	T Pelican	320,166,300	1.728563720	91,411.93
43026	1168	T Piehl	16,423,500	0.088669751	4,689.14
43028	1169	T Pine Lake	322,364,100	1.740429540	92,039.43
43030	1170	T Schoepke	126,865,900	0.684943392	36,221.98
43032	1171	T Stella	81,502,700	0.440029478	23,270.15
43034	1172	T Sugar Camp	406,696,200	2.177918270	115,175.22
43036	1173	T Three Lakes	980,964,300	5.296182940	280,078.94
43038	1174	T Woodboro	180,165,700	0.972706659	51,439.81
43040	1175	T Woodruff	382,731,700	2.066351550	109,275.22
43276	1176	C Rhinelander	544,960,700	2.942218760	155,593.85
Oneida County					\$ 2,121,756.00
63002	1715	T Arbor Vitae	594,867,000	3.211660670	169,842.80
63004	1716	T Boulder Junction	503,965,900	2.720889640	143,889.27
63006	1717	T Cloverland	273,134,400	1.474640570	77,983.67
63008	1718	T Conover	399,012,200	2.154249250	113,923.53
63010	1719	T Lac Du Flambeau	938,176,700	5.065174580	267,862.49
63012	1720	T Land O Lakes	454,458,200	2.453599780	129,754.13
63014	1721	T Lincoln	588,637,500	3.178027870	168,064.19
63016	1722	T Manitowish Waters	585,636,800	3.161827220	167,207.45
63018	1723	T Phelps	414,875,100	2.239892350	118,452.61
63020	1724	T Plum Lake	284,275,200	1.534789250	81,164.52
63022	1725	T Presque Isle	574,586,300	3.102166060	164,052.38
63024	1726	T Saint Germain	720,290,700	3.888817680	205,653.01
63026	1727	T Washington	588,082,000	3.175028750	167,905.59
63028	1728	T Winchester	279,197,100	1.507372820	79,714.65
63221	1729	C Eagle River	178,833,400	0.965513630	51,059.42
Vilas County					\$ 2,106,529.71
Total number of Taxation Districts - 69			Nicolet District Total Taxes Levied		\$ 5,288,317.00

NICOLET AREA TECHNICAL COLLEGE
Chart of Equalized Valuation for Nicolet District 2005-2022

<u>Year</u>	<u>Equalized Value</u>	<u>Inc/Dec</u>
2005	\$13,478,340,722	10.0%
2006	\$15,079,963,229	11.9%
2007	\$16,775,488,969	11.2%
2008	\$18,415,298,408	9.8%
2009	\$19,260,468,201	4.6%
2010	\$18,995,630,893	-1.4%
2011	\$18,422,543,427	-3.0%
2012	\$17,797,692,813	-3.4%
2013	\$17,129,584,429	-3.8%
2014	\$16,596,215,001	-3.1%
2015	\$16,886,262,849	1.7%
2016	\$16,847,431,047	-0.2%
2017	\$16,846,197,901	0.0%
2018	\$17,064,946,529	1.3%
2019	\$17,398,278,141	2.0%
2020	\$17,981,673,296	3.4%
2021	\$18,522,099,995	3.0%
2022 Projected	\$18,707,320,995	1.0%



NICOLET AREA TECHNICAL COLLEGE 2020 GRADUATE PROFILE

During 2019-20, Nicolet College awarded 342 credentials to 305 students.

State-recognized Degrees and Diplomas	337
Associate of Arts and Associate of Science Degrees	45
Associate of Applied Science Degrees	69
Technical Diplomas.....	210
Apprenticeships.....	13
Local Certificates	5

2018-19 GRADUATE FOLLOW-UP SURVEY

Graduates of state-recognized degrees and diplomas received follow-up surveys;
132 graduates responded.

Graduates in the labor force were employed:.....	92%
Graduates not employed who are continuing their education:.....	18%
Graduates employed in their field of training:	77%
Graduates employed within the Nicolet College District:	64%
Median annual salary of graduates working in a related field:.....	\$42,399

2020 ENROLLMENTS

Students working toward a post-secondary credential (unduplicated count): 1,802

Full-time: 238 (13%)

Part-time: 1,564 (87%)

Enrollments by Category (duplicated count)

Adult Basic Education.....	597
Adult Vocational, Professional Development, and Continuing Education.....	2,135
Applied Associate Degrees	1,202
Liberal Arts and University Transfer	623
Non-credit Community Education	542
Technical Diplomas	347

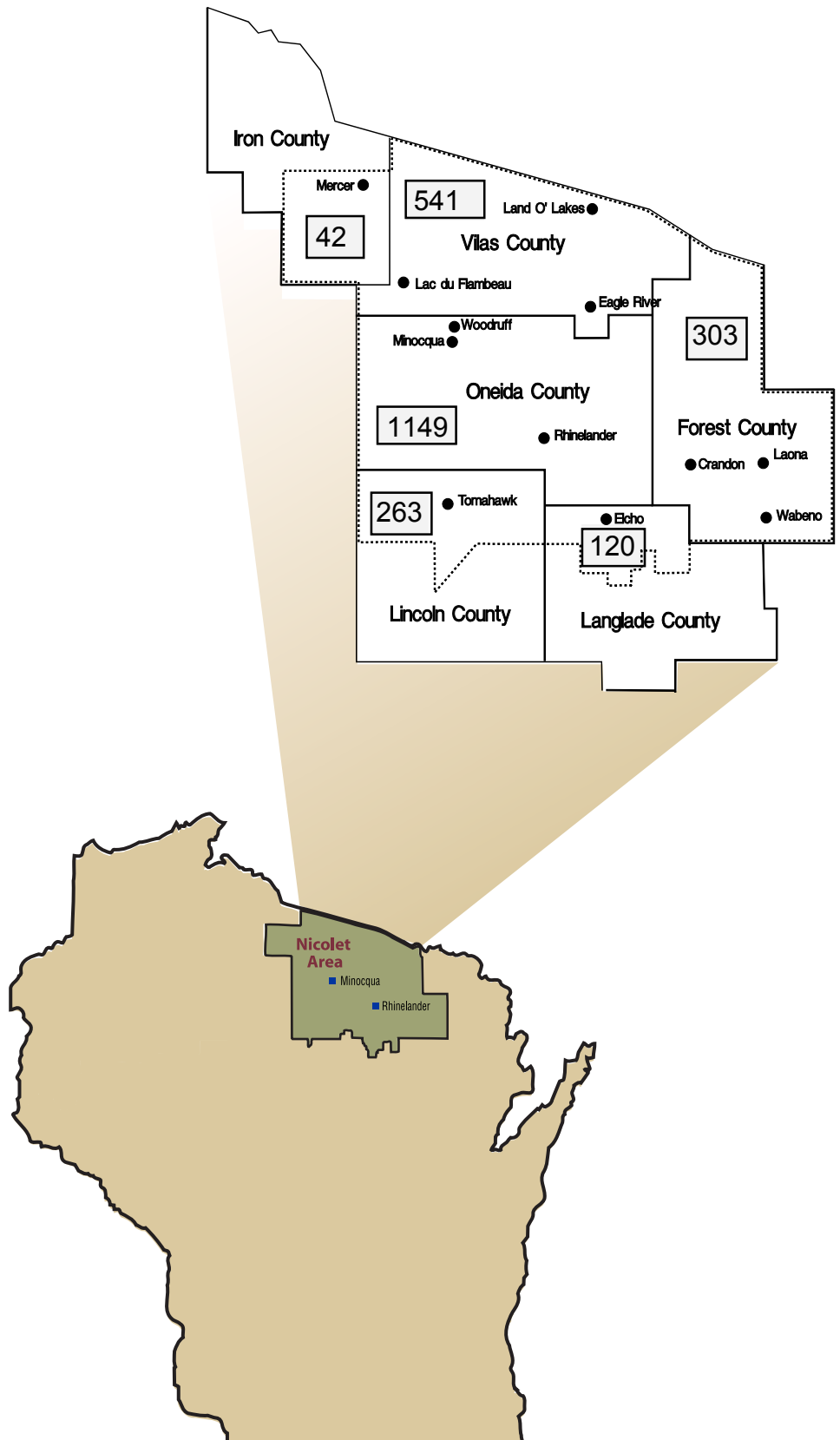
NICOLET AREA TECHNICAL COLLEGE **Student Enrollment by County** **Credit and Non-Credit**

Student enrollment from the six counties within the Nicolet College District for 2020-21.
 (As of 5/2021)

Forest	303
Iron	42
Langlade	120
Lincoln	263
Oneida	1149
Vilas	541

Other Enrollments:

Out of State - 65
 Out of District - 698



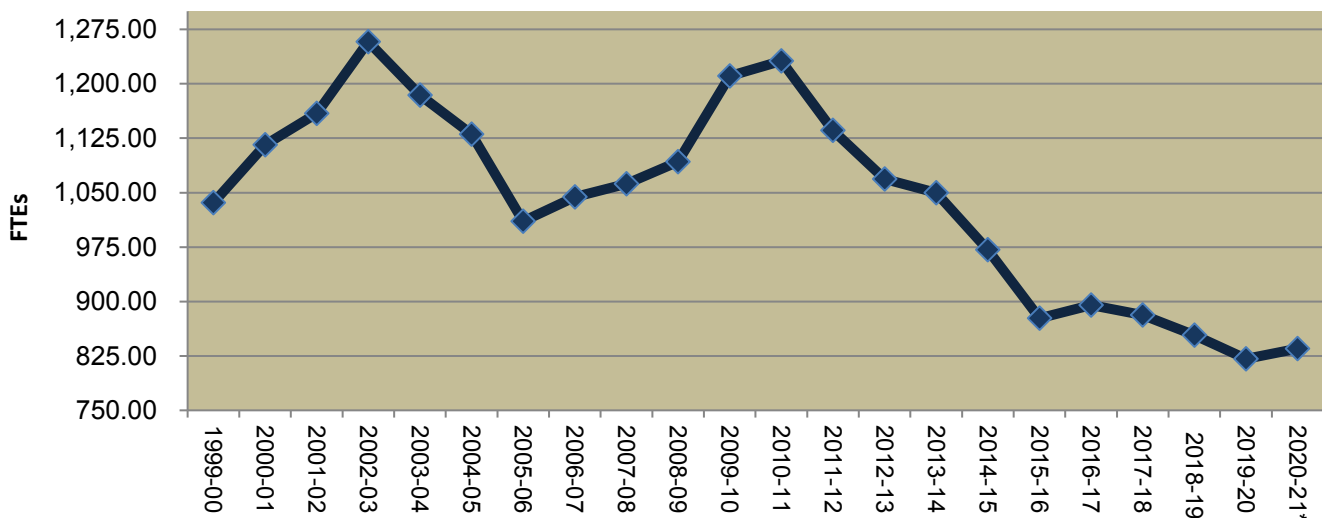
NICOLET AREA TECHNICAL COLLEGE
Full-Time Equivalent (FTE) Students by Type of Instruction for 2000-2021

<u>YEAR</u>	<u>COLLEGIATE TRANSFER</u>	<u>ASSOCIATE DEGREE</u>	<u>VOCATIONAL</u>	<u>ADULT VOCATIONAL</u>	<u>COMMUNITY</u>	<u>TOTAL</u>
1999-00	239.69	467.10	208.55	82.09	38.60	1,036.03
2000-01	289.76	469.70	230.68	86.48	39.42	1,116.04
2001-02	314.06	492.15	228.43	82.47	41.86	1,158.97
2002-03	310.86	564.49	255.88	88.83	37.93	1,257.99
2003-04	283.32	558.26	222.90	86.60	33.42	1,184.50
2004-05	288.83	505.51	230.16	77.23	28.64	1,130.37
2005-06	263.00	425.49	205.33	84.20	32.66	1,010.68
2006-07	273.29	451.09	200.85	80.22	38.40	1,043.85
2007-08	273.43	463.73	219.60	71.28	34.25	1,062.29
2008-09	301.03	444.60	247.06	68.56	31.32	1,092.57
2009-10	300.53	499.39	296.98	83.97	30.02	1,210.89
2010-11	317.83	556.93	258.85	69.88	27.90	1,231.39
2011-12	292.96	520.72	237.30	50.40	34.21	1,135.59
2012-13	259.90	501.70	227.53	44.90	34.81	1,068.84
2013-14	238.66	523.39	206.39	42.88	38.49	1,049.81
2014-15	243.80	461.30	185.00	49.82	31.40	971.32
2015-16	206.93	453.46	137.70	47.78	31.03	876.90
2016-17	219.10	451.53	152.42	48.19	23.74	894.98
2017-18	225.90	436.09	151.70	44.69	22.77	881.15
2018-19	211.20	425.93	169.61	31.21	15.69	853.64
2019-20	194.13	394.77	189.86	29.75	12.45	820.96
2020-21*	216.47	376.18	215.45	26.74	-	834.84

*Estimated

One FTE = 30 credit hours of instruction

Comparison of Total FTEs by Year



NICOLET AREA TECHNICAL COLLEGE **2021-2022 Academic Programs**

Associate Degrees

20-800-1	Liberal Arts - Associate of Arts
20-800-2	Liberal Arts - Associate of Science
20-800-2A	Liberal Arts - Associate of Science: Natural Resource Emphasis

Associate of Applied Science Degrees

10-101-1	Accounting
10-102-3	Business Management
10-106-6	Administrative Professional
10-152-4	IT - Web Software Developer
10-154-3	IT - Computer Support Specialist
10-307-1	Early Childhood Education
10-316-1	Culinary Arts
10-317-1	Culinary Management
10-462-1	Industrial Mechanical Technician
10-499-5	Technical Studies - Journey Worker
10-504-5	Criminal Justice Studies
10-504-8	Criminal Justice Correctional Officer
10-520-3	Human Services Associate
10-526-1*	Radiography (LTC)
10-536-1*	Pharmacy Services Management (LTC)
10-543-1	Nursing - Associate Degree
10-550-1	Substance Use Disorder Counseling
10-620-1	Electromechanical Technology
10-825-1	Individualized Technical Studies

Technical Diplomas

30-101-3	Bookkeeper
30-196-6	Leadership Essentials
30-106-3	Receptionist
30-150-4	IT - Network Technician
30-152-4	IT - Web Development Specialist
30-152-5	IT - Software Development Specialist
30-154-6	IT - User Support Technician
30-157-1	IT – Virtualization
30-307-7	Early Childhood Education Preschool
30-442-2	Welding/Maintenance & Fabrication
30-462-2	Mechanical Maintenance
30-504-3	Corrections Specialist
30-510-5	Medication Assistant
30-531-3	Emergency Medical Technician
30-531-6	Advanced EMT

Technical Diplomas (cont.)

30-543-1	Nursing Assistant
31-101-1	Accounting Assistant
31-106-1	Office Assistant
31-316-1	Culinary Assistant
31-404-2	Automotive Service Technician
31-442-1	Welding
31-457-2	Metal Fabrication
31-462-2	Industrial Maintenance Mechanic
31-502-1	Cosmetology
31-504-4	Law Enforcement Recruit
31-509-1	Medical Assistant
31-531-1*	EMT-Paramedic (LTC)
31-536-1*	Pharmacy Technician (LTC)
31-543-1	Practical Nursing
31-620-2	Industrial Electronics Technician
32-404-2	Automotive Technician

Technical Certificates

40-102-5	Native American Tribal Management
40-104-1	Digital Marketing
40-150-1	IT Security
40-307-1	Family Child Care
40-307-2	Autism Spectrum Disorder
40-307-9	Infant Toddler
40-316-0	Culinary Career Essentials
40-316-1	Baking
40-316-2	Catering
40-316-4	Kitchen Assistant
40-316-6	Kitchen Management
40-442-2	Gas Metal Arc Welding
40-442-4	Shielded Metal Arc Welding
40-462-2	Forestry Equipment Maintenance
40-801-2	Professional Communication
40-809-1	Green Scholar
40-890-2	Professional Development

Apprenticeships

50-410-1	Carpentry Apprentice
50-427-5	Plumbing Apprentice
50-435-1	Pipefitting Apprentice
50-447-9	Heavy Equipment Operator Apprentice

**Students completing a collaborative program are considered graduates of the college listed.*

Revised 4/2/21

NICOLET AREA TECHNICAL COLLEGE GLOSSARY OF TERMS

Accreditation - The assurance offered by recognized agencies that a college or program is of sufficient quality to rate its 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 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 bookstore, events, and vending services.

Budget - A plan of financial operation representing an estimate of proposed expenditures for a given period and the proposed means of financing them.

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 one year.

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.

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

Financial Accounting Manual (FAM) - Accounting regulations which 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. Nicolet College uses a July 1st to June 30th fiscal year.

Full-time Equivalent (FTE) - A student taking at least 15 credits each semester or 30 credits per year. When total credits taken by all students are divided by 30, the calculation produces a universal, comparable measure of enrollment that is used to assess productivity of different institutions.

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

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

Government Fund Types - The total of the general, special revenue, capital projects, and debt service funds.

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

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. Nicolet has two components in its mill rate: Operation and Debt Service.

Operating Funds - The general and special revenue funds combined.

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

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

State Aid - Funds made available by the legislature for distribution to each district, based on a prescribed formula of distribution, to offset some of the instructional expenses.

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

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

Wisconsin Technical College System (WTCS) - The state system of 16 technical colleges in various parts of Wisconsin.

