



NICOLET  
COLLEGE

2022-2023  
Budget Book





## NICOLET COLLEGE

### **DISTRICT BUDGET 2022-2023**

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Kathleen Ferrel

#### **Budget Book Preparation**

John Van De Loo, Vice President of Finance &  
Administration

Gayle Shanks, Executive Assistant  
Also assisted by teams throughout the College

#### **District Office**

Nicolet Area Technical College  
5364 College Drive, PO Box 518  
Rhineland, WI 54501  
Phone: 715.365.4413

# TABLE OF CONTENTS

## SECTION 1 – INTRODUCTION

Transmittal Letter .....	2
Mission, Vision, Values, and Core Abilities .....	3
Nicolet College 2021-2024 Goals.....	4
Nicolet College Strategy Development.....	6
Nicolet College Organizational Chart .....	7
Nicolet College 2021-2022 Highlights .....	8
Schedule of Full-Time Staff Positions.....	18
Nicolet College District Map .....	19
Budget Planning Process for 2022-2023.....	20

## SECTION 2 – FINANCIAL DATA

Balance Sheet and Budgetary Definitions .....	24
Notice of Public Hearing and Budget Summary – General Fund .....	27
Combined Budgetary Summary .....	29
Budgetary Statements of Resources, Uses, and Changes in Fund Balance:	
General Fund .....	30
Special Revenue Aidable Funds .....	31
Special Revenue Non-Aidable Funds .....	32
Capital Projects Fund.....	33
Debt Service Fund .....	34
Enterprise Funds.....	35
Pro-Forma Balance Sheet.....	37
Combined Schedule of Long-Term Obligations.....	38
Legal Debt Limitations.....	39
Budgeted Expenditures by Object Level .....	40

## SECTION 3 – SUPPLEMENTAL DATA

Budget Charts:	
Total Budgeted Revenue .....	42
Total Budgeted Expenditures.....	43
Budgeted Expenditures – Funds 1 and 2 Operational .....	44
Total Budgeted Expenditures by Category .....	45
Capital Budget Allocation .....	46
Property Tax Impact and Seven-Year Equalized Valuation and Mill Rate .....	47
Full Equalized Valuation and Tax Levy	
Collected in 2021-2022 by Towns/Cities.....	48
Equalized Valuation for Nicolet District (2006-2023 projected) .....	50
Student Enrollment:	
2021 Graduate Profile.....	51
Student Enrollment by County – Credit and Non-Credit.....	52
Full-Time Equivalent (FTE) Students by Type of Instruction for 2001-2022.....	53
Academic Programs .....	54
Glossary of Terms .....	55







# SECTION 1 - INTRODUCTION





Dear Friends,

Thank you for your interest in Nicolet College's fiscal plan for operation; we are pleased to present the fiscal year 2022-23 (FY23) budget. As the Board of Trustees conducts its business throughout the year, top of mind are student, staff, taxpayer, and stakeholder needs. This plan advances the delivery of Nicolet College's progressive educational goals and strategies as we serve the approximately 90,000 people in our district, and beyond.

Nicolet College's FY23 overall operating budget for expenditures, which includes both General and Special Revenue Funds, is projected to be \$25,924,818. The General Fund, which accounts for the majority of programs and services, is projected to be \$23,040,767, a 1.8% increase over the current year. Capital investment is projected to be \$4,000,306 for FY23 a 13.7% decrease from the current year. Outcomes-based payment measure remains at 30% for General State Aid. Average tuition increased by 1% with State and Federal Grants contributing \$1,780,662, or 6% of total revenues.

In developing fiscal plans and strategies, leaders across the College prepared budgets that align with and advance College Goals: Helping More Students Succeed, Grow Enrollment, Serve Community, Champion Quality and Integrity, and Build Trust. In service to students and stakeholders, budget leaders expressly weaved threads into their budgets that:

- Reflect the principles of continuous quality improvement.
- Demonstrate a commitment to diversity, equity, and inclusion.
- Expand the College's commitment to building flexible delivery and service options.
- Promote affordability and efficiency through innovation.
- Seize opportunities and tackle challenges with an entrepreneurial mindset.

Nicolet College graduates continue to create a positive impact on their respective communities' economies. As we emerge from the pandemic to an endemic state, we invite you to join us in reflecting on the endless contributions our students and staff made in all industry areas to keep one another healthy, safe, and supplied.

On behalf of the Nicolet College Board of Trustees and staff, we thank you for your continued support.

Sincerely,

  
Ryan Zietlow  
Chair, Board of Trustees

  
Kate Ferrel  
President



**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

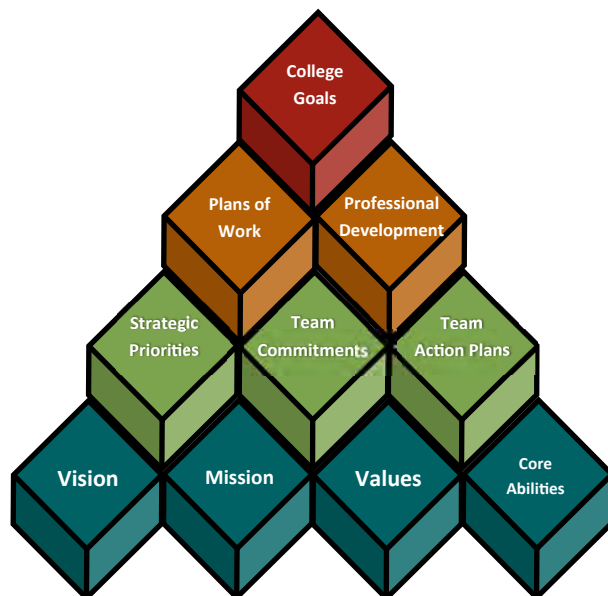
#### Measures:

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



NICOLET  
COLLEGE

# College Strategy Development



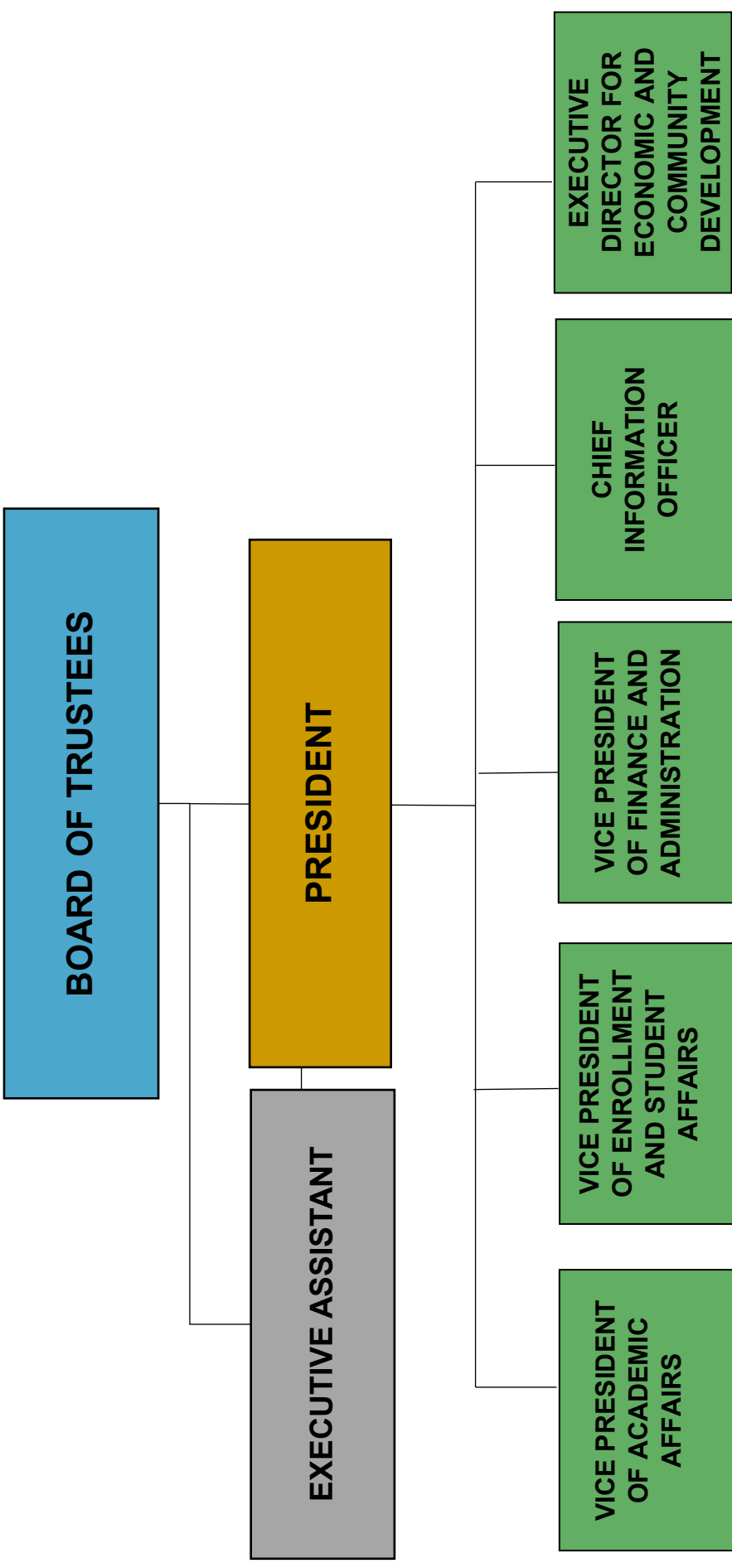
College strategy has many components, all of which contribute to institutional effectiveness and success. The **foundations** of **Vision, Mission, Values, and Core Abilities** are reviewed periodically to ensure continued relevance of purpose.

**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 2021-2022 HIGHLIGHTS

### Help More Students Succeed

- Following a nearly two-year hiatus, the College resumed its work with the Wisconsin Department of Corrections and McNaughton Correctional Center to offer skilled trades training to inmates nearing release to enhance reentry efforts and successful reintegration into the community. Past training academies focused on industrial maintenance and welding trades. This year's program incorporated courses in heavy equipment operation.
- Nicolet partnered with the North Central Wisconsin Workforce Development Board (NCWWDB) to offer specialized Heavy Equipment Operator and Welding Pre-Apprenticeship training programs in the spring and summer of 2022 under a Workforce Advancement Initiative Grant. These programs target unemployed, under-employed, and incumbent workers and include case management and other support services to enhance student retention and success.
- Ten students participated in Nicolet College's Business Internship Program. Six students completed the course in Summer and Fall Terms. All passed with flying colors and commented how valuable it was to take their classroom knowledge and put it to use in the "real world." For several, this was their first time working in a professional setting, so they also learned about how to dress, act, and communicate in a business environment. The employers have been very pleased with the relationships and have referred other firms to our business programs. A number of the students were offered full-time positions following their internships.
- Nicolet College invested in a Mechatronics Trainer for the Electromechanical Program that will allow us to keep up with technology advancements in the electromechanical maintenance field.
- The American Culinary Federation Jr. Culinary Club students traveled to Madison in March to assist the Wisconsin Restaurant Association with their ProStart cooking competition. Students assisted with time keeping, costing, and other duties. Our instructor also served as a judge in the competition.
- The Automotive Program received a grant to purchase a state-of-the art diagnostic wheel balancer, along with a center-clamp tire changer. The new machines allow the students to learn on the same advanced technology that is being used in industry.
- Academic Success is integrating basic skills into the Human Services Program for the first time, serving over 48 students. This integration supports learners and helps with retention and completion. Substance Use Disorder Counselor (SUDC) and Human Services courses have embedded Academic Success support to increase student success.
- Under the auspices of the Diversity, Equity, and Inclusion (DEI) Committee, the College created a Learn & Grow Program for students to learn how to grow their own food in our community garden.

## **NICOLET COLLEGE 2021-2022 HIGHLIGHTS (Cont'd)**

- Through an Equity & Inclusion grant, students were invited to attend free classes in November and December to learn how to prepare holiday meals. Participants received free holiday meal essentials to prepare and share with their families.
- Nicolet College has received Higher Education Emergency Relief Fund (HEERF) I, II, III awards totaling just over \$4 million. Spending to date is at 75%. No-cost extensions were granted for student and institutional funding until June 30, 2023.
- The Nicolet College Foundation provided more than 350 scholarships and awards, totaling more than \$280,000.
- Partnering in the Core Industry Consortium Grant “Nursing: Next Gen RN”, supports our faculty in development, evaluation, and implementation of case studies and questions designed to give students practice and prepare them for their nursing career. This will include providing training and professional development to nursing faculty on the new platform and the Next Generation National Council Licensure Examination for Registered Nurses (NCLEX).
- Many Cosmetology Program classes are offered virtually with asynchronous meetings and limited face-to-face classes. Many vendors and manufacturers offered free, virtual education to students and stylists as the pandemic persisted. Also during the pandemic, students participated in "Mock Interviews" via video. The salon community has been very supportive of the Cosmetology Program students by mentoring and allowing them to come to their salons to job shadow.
- Alan Murphy, President of King Research, Inc. the manufacturer of Barbicide, visited Nicolet College. Mr. Murphy presented information and offered the Cosmetology students education and certification in Infection Control.
- Partnering with Area Health Education Centers (AHEC), Dilya St. Louis created a multidisciplinary simulation focused on Mental Health. The simulation experience engaged students enrolled in Nursing, Emergency Medical Technician (EMT)/Paramedic, Fire, Police, and SUDC.
- Nicolet College invested in an obstetrics (OB) simulator called Super Tori. Simulation scenarios are used to supplement student learning in our rural area of low volume, high risk patients.
- The Medical Assistant Program completed their complement of highly flexible offerings utilizing the Consortium Grant with Northcentral Technical College (NTC) in Spring 2021. Currently all courses are available online with in-person lab classes scheduled by students when it best fits their schedule. Students have access to an embedded Academic Coach during scheduled lab time. Math support is provided during first term and writing support provided during the second term.

## **NICOLET COLLEGE 2021-2022 HIGHLIGHTS (Cont'd)**

- The Business Office worked with Financial Aid to streamline a process so that students can better use HEERF to pay for their education. This streamlined process allows the students to select tuition as one of their needs and the funds are automatically transferred, thus saving time and effort.
- The Student Affairs team hosted an On Course® Professional Development workshop, held virtually in February 2021. All Success Coaches attended along with other student support staff and faculty. Staff explored learner-centered strategies that empower students to become active and self-motivated learners. This workshop was covered by the Wisconsin Technical College System (WTCS) Completion Grant. Twenty-five staff and faculty attended this engaging workshop.
- To date, Open Educational Resources (OER) savings over the past year amount to \$274,432, with approximately 2,400 students being served. Total overall savings since implementing OER are \$1,223,392, with 10,108 students served. Nicolet College piloted OER in Fall 2017 with full implementation in January 2018.
- The wide use of BlueJeans technology to deliver courses resulted in the following:
  - 1,553,751 minutes of video conferencing
  - 934,081 miles of travel saved
  - \$142,550 estimated travel costs saved
  - 38,341 people connected
  - 7,422 meetings
  - 933 recordings
  - 95% positive meeting feedback

### **Grow Enrollment**

- More than 50 employees of Ahlstrom-Munksjo received customized instruction to support advancement in skilled trades through a WTCS Workforce Advancement Training (WAT) Grant.
- The Information Technology (IT) Web Software Development Program began developing new programming courses in which Blockchain programming serves as the foundation. The first courses in Blockchain programming will be offered in Fall 2022.
- A large-scale remodel of the Birchwoods Center has brought many of our Trade, Industry & Apprenticeship Programs under one roof. The Welding, Electromechanical Technology, Industrial Maintenance, Metal Fabrication, Forestry Maintenance, Carpentry, and Plumbing Apprenticeship Programs will now provide new, state-of-the-art labs and classrooms to learn the cutting-edge skills that are in high demand across the Northwoods.
- To expand access services in the Minocqua area, the Academic Success center moved to the Minocqua library, rent free.



## **NICOLET COLLEGE 2021-2022 HIGHLIGHTS (Cont'd)**

- Admissions, enrollment, and success coach staff attended three enrollment events in tribal communities, organized by Nicolet College's Tribal Outreach Coordinator. Across the three events, over 30 students from tribal communities were enrolled in Nicolet College courses.
- There is continued growth in Start College Now participation in the Nicolet College district from the 2020-21 to 2021-22 academic years in both headcount of participating students (up 12 students) and credits taken (up 128.75 credits).
- An online Academic Success orientation was created to reduce the amount of student travel. Students are introduced to the program, the supports offered, and can participate in the orientation wherever and whenever works best for them.
- The DEI Committee invited students to learn more about their work and join as a student representative.
- Eagle River Memorial Hospital was added as an acute care clinical site. This increases the number of clinical placements available to students.
- Nursing faculty created and edited OER for nursing courses to decrease book costs for students. The Nicolet College Nursing Program is currently using OER for Pharmacology, Basic Nursing Skills, and Advanced Nursing Skills.
- A team of University Transfer Liberal Arts (UTLA) faculty are designing and building the Foundations of University Learning course, an orientation to critical thinking, information literacy, and success as a university student. Our partnership with UW-Stevens Point through the Howard Hughes Medical Institute (HHMI) STEM Grant has allowed direct input in the design process from one of our primary transfer partners. This course will be a requirement for the Associate of Science and Associate of Arts Programs and is also generating interest from our district high schools.
- The first group of graduates completed the Autism Spectrum Disorder certificate. The program was also highlighted at the WTCS Board meeting hosted by Nicolet College.
- Nicolet College's Marketing Department helped the Cosmetology students keep a personal connection to high schools by creating several videos to promote the program and introduce them to career opportunities.
- The Nicolet College Cosmetology Program Facebook page is where cosmetology instructors connect with salon professionals, as well as the public. This offers an opportunity for area salons to share information regarding employment opportunities. Pictures of student work and Cosmetology Club events are also posted.
- During Spring 2022, the Criminal Justice Program offered an additional 720-hour Law Enforcement Recruit Academy. This additional cohort increased the number of professionally-trained law enforcement personnel in the workforce.

## **NICOLET COLLEGE 2021-2021 HIGHLIGHTS (Cont'd)**

- Nicolet College faculty are currently working with industry partners to redesign the Phlebotomy Program to meet industry needs.
- During Spring and Summer 2022 terms we will offer the integration of scooters in our Motorcycle Rider training.

### **Serve Community**

- Nicolet College was awarded a \$1 million grant from the U.S. Small Business Administration (SBA) under the Community Navigator Pilot Program to provide training and support to the region's smallest and most underserved businesses who were particularly hard hit by the pandemic. More than 700 applications were submitted nationwide for this competitive grant program, and Nicolet was the only successful applicant in Wisconsin. This two-year initiative, established by the American Rescue Plan, leverages the relationships and resource network of The GRID (Guiding Rural Innovation and Development) and focuses on businesses owned by socially and economically disadvantaged individuals, women, minorities, and veterans.
- Through its partnership with MashUp Lab Canada, and with funding from Associated Bank and the SBA, Nicolet offered a Virtual Business Incubator for Indigenous Entrepreneurs in Spring 2022. An important element of the program was a co-facilitation approach with one facilitator being an experienced Indigenous entrepreneur, and the other an expert in mainstream business start-up best practices.
- Nicolet College's Arts and Enrichment program was strengthened through the expansion of community partnerships with ArtStart, Rhinelander Area Chamber of Commerce, WXPB Public Radio, Northwoods Community Garden, and the Northern Arts Council. New community education classes, gallery exhibits, and art on campus are designed to appeal to a wide range of interests and support cultural engagement.
- During the past year, the Business Program faculty engaged in a comprehensive review of the Business Management Associate Degree Program. This review included review of occupations, educational competencies and alignment of courses. This work resulted in a reaffirmation by our advisory committee members that the program we are delivering is in alignment with their needs as employers.
- The Industrial Mechanical Technician (IMT) Program utilized capital budget for a new hydraulics trainer/simulator. This trainer was used to add customized training for a local forestry equipment dealer during Summer 2021. The training had positive feedback and Nicolet College is already planning additional training during Summer 2022.
- The Electromechanical Program assisted with Programmable Logic Controller (PLC) Training for Ahlstrom-Munksjo in conjunction with the WAT Grant.

## NICOLET COLLEGE 2021-2022 HIGHLIGHTS (Cont'd)

- In November 2021, Nicolet College hosted the first in-person job fair since the pandemic began. Employer attendance was up by 61% with students in attendance representing all areas of the College.
- Thirteen graduates from Oneida County Jail and Vilas County Jail received a high school credential. Academic Success facilitated the first general education course to be taught in one of our local jails.
- In October, a Jump!Start student presented at the national Self Determination Conference. Jump!Start is a partnership among Nicolet College; Headwaters, Inc.; area high schools; state and local organizations; and advocacy groups that support people with disabilities.
- The College raised \$1.3 million in grant funds from state, federal, and private foundation sources to support twelve academic, student support, and community projects.
- Employee Relations updated the College's Remote Work Policy and created a process to implement remote work agreements for employees, recognizing that the COVID-19 pandemic has permanently altered the way people work.
- Employee Relations partnered with Accolade, a confidential service to help employees navigate their benefits.
- The DEI Committee offered a book read of *How to be an Anti-Racist* by Dr. Ibram Kendi. Forty employees and students attended a live virtual presentation by the author or joined online and live virtual discussions.
- The Nicolet College Foundation raised more than \$300,000 in donations.
- The Many Ways of Knowing project funded by the Lumina Foundation, culminated with a two-day celebration of sovereignty hosted by the Forest County Potawatomi at their new community center. The celebration included a day of education with speakers from our tribal communities and a pow wow on the second day that brought together community members from across the district and state.
- The work of the Many Ways of Knowing project created the Indigenous Ways of Knowing technical certificate in the Associate of Arts Program. This 13-credit certificate includes curriculum in Indigenous language, culture, history, and sovereignty created by tribal experts from around the state, facilitated by faculty and staff at Nicolet College.
- The Early Childhood Education Program delivered a series of contracted courses to the Forest County Potawatomi child care center.
- A small, dedicated group of faculty and staff organized and presented the first TEDx Nicolet College event in October 2021 with the theme of "How Rural Communities Thrive in the 21st Century." The event featured a variety of speakers from across the Northwoods, offering a variety of perspectives and insights. Planning for the 2022 event is underway.



## **NICOLET COLLEGE 2021-2022 HIGHLIGHTS (Cont'd)**

- Through the efforts of our Tribal Outreach Coordinator, and with support from student affairs, two new cohorts of the Tribal Business Management certificate started in Spring 2022, one in the Forest County Potawatomi community and one in the Lac du Flambeau community.
- The Cosmetology Club Advisor organized two fund raisers to benefit the Oneida County Humane Society.
- Cosmetology students recently completed a fund raiser to pay for their America's Beauty Show trip to Chicago. The students researched, made, and sold personal care items that included hand sanitizer, lip balm, body butter, body scrub, bath bomb, soothing oil, wax melts, and loofah.
- Medical Assistant staff developed Credit for Prior Learning (CPL) to address an industry shortage of Medical Assistants. CPL honors prior learning, making students eligible for employment sooner.
- A Nursing Assistant course is now also being offered at Crandon High School. All Nursing Assistant courses are offered HYBRID. All theory is online and students come to campus or high school labs to practice and perform skills for competence. Nursing Assistant students participate in their clinical experience at area nursing homes.
- Substance Use Disorder Counselor and Human Services students recently worked with Oneida County Health Department on a project for grant writing and prevention. One of the student groups was chosen and has seen their idea come to life in the community.
- Substance Use Disorder Counselor and Human Services students volunteer at Oneida County Department of Social Services.
- A Nicolet College faculty member is working with Children's Wisconsin to review their counseling curriculum. This faculty member has previously worked with the Hope Consortium which is a subgroup of this organization.
- Continued partnership with Lakeshore Technical College for delivery of a shared Paramedic Program.
- Resumed the delivery of the Personal Safety Academy. This course provides personal safety skills needed to avoid dangerous encounters and the skills to safely escape from such an encounter.
- Began delivering a Firearms Safety Course (CCW). This course meets the training requirements of Wis. Stat. §175.60(4), license to carry a concealed weapon per Wisconsin §174.60(4).
- Motorcycle Training Courses recorded the highest enrollments within the last five years.

- **NICOLET COLLEGE 2021-2022 HIGHLIGHTS (Cont'd)**

- Nicolet College serves as a host site for the Occupational Safety and Health Administration (OSHA) Training Institute, a partnership with Northern Illinois University and the National Safety Education Center.
- Served and strengthened our business relationships with district business and industries by providing several safety and health training opportunities.

### **Champion Quality and Integrity**

- The Automotive Program worked diligently on their Automotive Service Excellence (ASE) re-accreditation, which evaluates and accredits entry-level automotive technology education programs against standards developed by the automotive service industry. Having the ASE accreditation within our Automotive Program, students receive a career-ready education, which fuse local partnerships, rigorous standard-based education, workplace experience, and mentorship together.
- Our interactions and activities with our Non-Traditional Occupational Students (NTO) Grant can now be tracked using Salesforce Advisor Link (SAL). We launched Advisor Link in Summer 2021 and this system will continue to serve as a tool for NTO grant reporting purposes, improving the previous manual process.
- Employee Relations enhanced our new employee orientation program by adding a welcome package and an individual coaching session using CliftonStrengths®.
- Employee Relations introduced required *Interviewer Bias* training for employees participating in personnel interviews, and now includes diversity-related questions in all interviews.
- The College and Foundation received unmodified annual audits.
- The Executive Leadership Team and DEI Committee attended interactive training based on the book *OUCH That Stereotype Hurts* by Leslie Aguilar.
- Nursing Program faculty member, Laurie Paugel, was named Chair of the WTCS Nursing Advisory Committee. The WTCS Nursing Advisory Committee is responsible for reviewing and refining the Nursing Assistant curriculum for the 16 WTCS Colleges.
- Nursing instructors from Nicolet College are preceptoring/mentoring Master's Nursing students from Bellin College and Rasmussen College.
- A Nicolet College Nursing instructor is serving as Wisconsin League of Nurses (WLN) Secretary.

## NICOLET COLLEGE 2021-2022 HIGHLIGHTS (Cont'd)

- Nicolet College upgraded credit card machines across campus improving security for those paying with credit or debit card. This allows the College to continue to be Payment Card Industry (PCI) compliant.

### Build Trust

- A cross-functional team (admissions, success coaching and financial aid) presented 'Setting the Stage: Collaborative Supports for Student Success' at the national Competency-Based Education Network (C-BEN) conference in Austin, TX in November 2021. In this presentation, the team highlighted the Nicolet College approach to supporting students through their educational journey from the admissions, coaching, and financial aid perspectives and our variety of student-centered collaborations.
- Nicolet College was named a 2021 *Most Promising Places to Work in Community Colleges* for the second year in a row. The award is presented by *Diverse* magazine and the National Institute for Staff and Organizational Development.
- The Strengths-Based Workplace initiative sponsored three employees to become new Certified Strengths Coaches through the Gallup organization.
- The DEI Committee contributed to the creation and launch of the WTCS Employees of Color Mentoring Program. Information is provided to new employees as part of employee onboarding, and employees are encouraged to participate as Mentors or Mentees.
- Employee Relations and the DEI Committee created monthly newsletters to grow awareness of the programs and resources available.
- Eighty percent of Nicolet College employees are also Foundation donors.
- The Nicolet College Foundation Board approved plans to honor former Nicolet College President Richard Nelson by building two miles of multi-use trails in the inner circle on campus in his name.
- Another member of the nursing staff earned their distinguished Nurse Educator Certification through the National League for Nursing. The nurse educator certification was created to establish nursing education as a specialty area of practice and create a means for faculty to demonstrate their expertise in this role.
- A member of our psychology faculty facilitated an in-depth discussion on Trauma Informed Care with the Enrollment Team. This discussion was a great opportunity for the Enrollment Team to identify trauma-specific learner challenges, solutions, and opportunities for growth.
- The Many Ways of Knowing professional development series for faculty and staff continued. The archive of sessions is available to all staff and the series will continue with an emphasis on implementation of the knowledge gained.

### **NICOLET COLLEGE 2021-2022 HIGHLIGHTS (Cont'd)**

- The Early Childhood Education (ECE) Program hosted a regional ECE Conference on campus in March 2022.
- Nicolet College Medical Assistant faculty and staff regularly participate in professional development in an effort to elevate our students and curriculum. They presented the use of Video Assessment tools at Fox Valley Technical College's Virtual Assessment Conference in April 2021 and participated in the Continuing Education Professional Development Conference in Wisconsin Dells in November 2021.



## NICOLET AREA TECHNICAL COLLEGE

### Schedule of Full-time Staff Positions by Function

	<b>2021-2022</b>	<b>2022-2023</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>
Instruction	79.0	79.5
Instructional Resources	5.9	6.9
Student Services	24.0	24.5
General Institutional	31.0	32.0
Physical Plant	9.0	9.0
Auxiliary Services	<u>2.1</u>	<u>2.1</u>
	<b><u>151.0</u></b>	<b><u>154.0</u></b> *

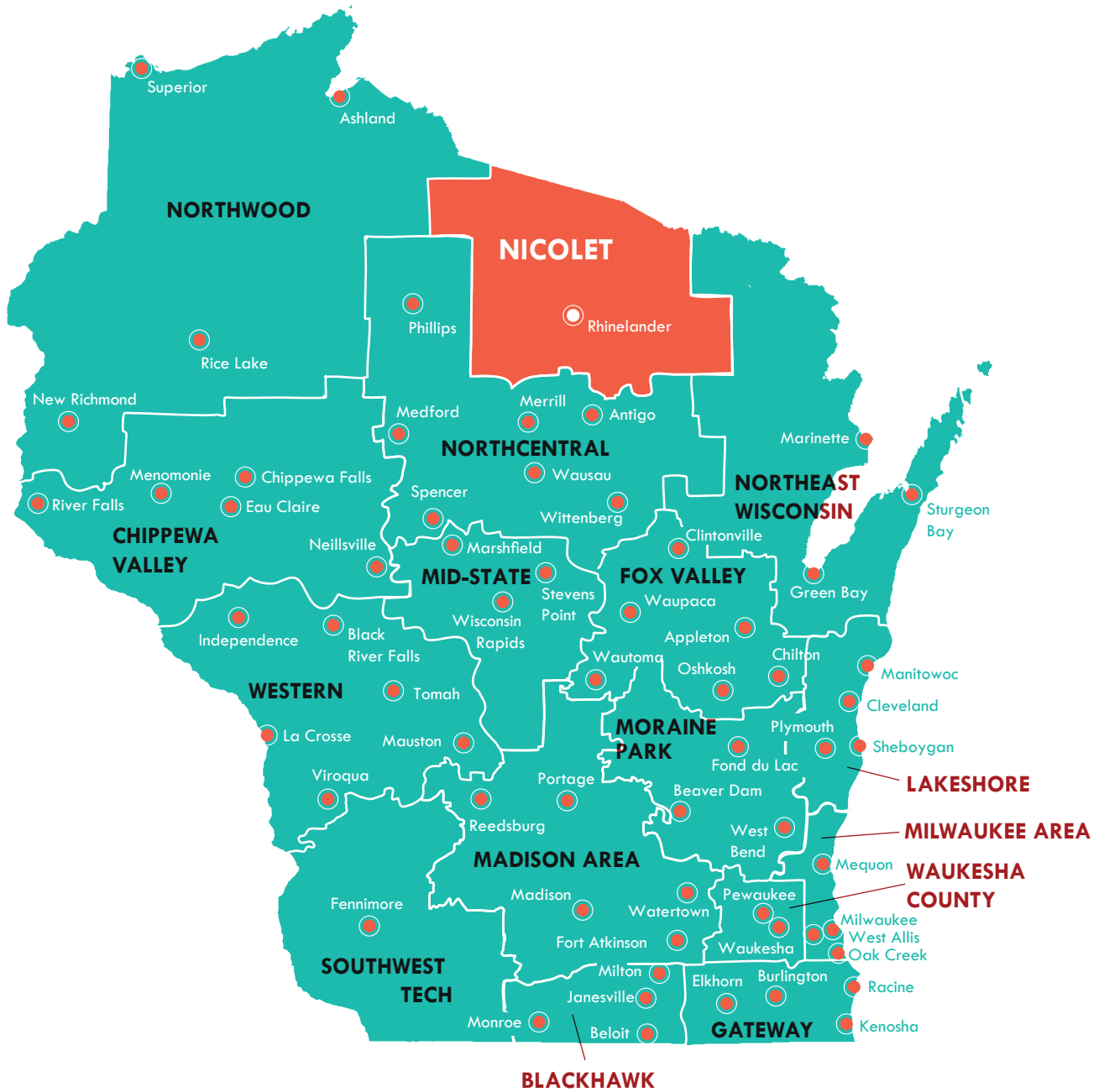
### Organizational Staff Positions by Administrative Unit

	<b>2021-2022</b>	<b>2022-2023</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>
President	1.0	1.0
Vice Presidents	2.0	3.0
Deans/Directors/Managers	21.0	20.0
Instruction	60.0	61.0
Professional	19.0	20.0
Clerical & Technical Support	41.0	42.0
Facilities	<u>7.0</u>	<u>7.0</u>
	<b><u>151.0</u></b>	<b><u>154.0</u></b> *

\* Limited term employees are not included in above, totaling 1.0 and 2.0 in 21-22 and 22-23 respectively.

# NICOLET AREA TECHNICAL COLLEGE

## DISTRICT MAP



**NICOLET AREA TECHNICAL COLLEGE**  
**Budget Planning Process**  
**2022-2023**

The Nicolet Area Technical College budget is adopted for one fiscal year beginning July 1, 2022 and ending June 30, 2023. 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, 2022. 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**

<b>Planning Level</b>	<b>Event</b>	<b>Responsible Party</b>	<b>Timeline</b>
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 5.28% for 2021-22. Nicolet will continue to only be able to increase its operational levy by the District's Net New Construction for fiscal 2022-23. 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 efficiencies, savings, and inter-departmental collaborations.

As we continue to Champion Quality and Integrity (College Goal #4) and to Build Trust (College Goal #5), when building your departmental budget(s) for Fiscal Year '23 (July 1, 2022 to June 30, 2023), please construct budgets that:

- 1) Reflect the principles of continuous quality improvement.
- 2) Demonstrate a commitment to diversity, equity, and inclusion.
- 3) Expand the College's commitment to building flexible delivery and service options.
- 4) Promote affordability and efficiency through innovation.
- 5) Seize opportunities and tackle challenges with an entrepreneurial mindset.

We look forward to another successful budget building process reflective of College Goals and your own Team Commitments. Thank you for building an ethical, responsible, innovative, and long-term College-sustaining budget.

#### **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.

2022-2023 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.



**NICOLET AREA TECHNICAL COLLEGE**  
**Budget Planning Process (Cont'd)**

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, 2022 - JUNE 30, 2023**

A public hearing on the proposed FY 2022-2023 budget for the Nicolet Area Technical College District will be held in person and virtually on June 20, 2022, at 4:30 PM in the Red Oak Center room #102, Highway G, Rhinelander WI 54501 and virtually using Zoom ID #979 1441 6575. The detailed budget is available for public inspection by contacting the President/District Director's office at 715-365-4415.

**Property Tax and Expenditure History**

<u>Year</u>	<u>Mill Rates</u>				
	<u>Equalized Valuation</u>	<u>Operational</u>	<u>Debt Levy</u>	<u>Total Mill Rate</u>	<u>Percent Inc (Dec)</u>
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	\$19,500,432,166	0.17399	0.01859	0.19258	-32.5%
2023 (1)	\$19,695,436,488	0.15352	0.01934	0.17286	-10.2%

<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>
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	\$33,223,015	-2.34%	\$3,755,417	-28.99%	\$19.26
2023 (1)	\$33,664,543	1.33%	\$3,404,602	-9.34%	\$17.29

(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. An additional \$1.6 million was shifted in 2021-2022 and 2022-2023 for Property Tax Relief Aid.

	<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	\$1,719,153	\$1,012,224	\$27,361	\$0	\$381,000	\$264,864	\$3,404,602
Other Budgeted Revenue	21,321,614	1,871,827	2,751,194	178,885	0	315,000	\$26,438,520
Subtotal	\$23,040,767	\$2,884,051	2,778,555	178,885	381,000	579,864	29,843,122
Budgeted Expenditures	23,040,767	2,884,051	2,778,555	4,000,306	381,000	579,864	\$33,664,543
Excess of Revenue over (under) Expenditures	0	0	0	(3,821,421)	0	0	(\$3,821,421)
Operating Transfers	0	0	0	0	0	0	\$0
Proceeds from Debt	0	0	0	0	0	0	\$0
Estimated Fund Balance at 7/1/22	\$14,075,368	\$691,000	\$185,565	\$7,893,356	\$4,253,468	\$706,048	\$27,804,805
Estimated Fund Balance at 6/30/23	\$14,075,368	\$691,000	\$185,565	\$4,071,935	\$4,253,468	\$706,048	\$23,983,384

**NICOLET AREA TECHNICAL COLLEGE**  
**NOTICE OF PUBLIC HEARING**  
**Budget Summary - General Fund**  
**Fiscal Year 2022-2023**

<b><u>Resources</u></b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>	<b>2022-2023</b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimated (1)</u></b>	<b><u>Budget</u></b>
<b>Revenue</b>				
Local Government	3,456,859	\$ 2,997,061	\$ 1,980,437	\$ 1,719,153
State Aids	16,407,479	16,379,132	17,395,756	18,072,164
Program Fees	2,947,051	2,818,409	2,818,409	2,860,685
Material Fees	131,594	157,000	157,000	138,500
Other Student Fees	99,751	77,500	77,500	81,600
Institutional	213,284	200,000	200,000	166,000
Federal	289,626	2,500	2,500	2,665
Total Revenue	<u>23,545,644</u>	<u>22,631,602</u>	<u>22,631,602</u>	<u>23,040,767</u>
<b>Transfers from Reserves and Designated Fund Balances (2)</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Resources</b>	<b><u>\$ 23,545,644</u></b>	<b><u>\$ 22,631,602</u></b>	<b><u>\$ 22,631,602</u></b>	<b><u>\$ 23,040,767</u></b>

<b><u>Uses</u></b>				
<b>Expenditures</b>				
Instructional	\$ 9,767,618	\$ 11,043,888	\$ 10,543,888	\$ 11,131,127
Instructional Resources	879,820	899,715	899,715	1,031,802
Student Services	2,122,152	2,661,122	2,411,122	2,662,135
General Institutional	5,607,277	6,228,164	6,228,164	6,405,358
Physical Plant	1,684,851	1,798,713	1,798,713	1,810,345
Auxiliary Services	0	0	0	0
Total Expenditures	<u>20,061,718</u>	<u>22,631,602</u>	<u>21,881,602</u>	<u>23,040,767</u>

<b>Transfers to Reserves and Designated for Operations (3)</b>	<u>3,483,926</u>	<u>0</u>	<u>750,000</u>	<u>0</u>
<b>Total Uses of Funds</b>	<b><u>\$ 23,545,644</u></b>	<b><u>\$ 22,631,602</u></b>	<b><u>\$ 22,631,602</u></b>	<b><u>\$ 23,040,767</u></b>

<b><u>Expenditures by Fund</u></b>					<b>Budget to Budget % Change</b>
General	\$ 20,061,718	\$ 22,631,602	\$ 21,881,602	\$ 23,040,767	1.81%
Special Revenue Aidable	2,764,743	2,473,486	2,473,486	2,884,051	16.60%
Special Revenue Non-Aidable	2,628,164	2,542,659	2,542,659	2,778,555	9.28%
Capital Projects	3,141,758	4,637,590	4,637,590	4,000,306	-13.74%
Debt Service	1,018,163	362,500	362,500	381,000	5.10%
Enterprise	493,420	575,178	575,178	579,864	0.81%
<b>Total Expenditures</b>	<b><u>\$ 30,107,966</u></b>	<b><u>\$ 33,223,015</u></b>	<b><u>\$ 32,473,015</u></b>	<b><u>\$ 33,664,543</u></b>	<b>1.33%</b>

<b><u>Revenues by Fund</u></b>					
General	\$ 23,545,644	\$ 22,631,602	\$ 22,631,602	\$ 23,040,767	1.81%
Special Revenue Aidable	2,764,743	2,473,486	2,473,486	2,884,051	16.60%
Special Revenue Non-Aidable	2,614,434	2,528,555	2,528,555	2,778,555	9.89%
Capital Projects	208,612	5,050	5,050	178,885	3442.28%
Debt Service	1,024,912	362,500	362,500	381,000	5.10%
Enterprise	531,419	575,178	575,178	579,864	0.81%
<b>Total Revenues</b>	<b><u>\$ 30,689,764</u></b>	<b><u>\$ 28,576,371</u></b>	<b><u>\$ 28,576,371</u></b>	<b><u>\$ 29,843,122</u></b>	<b>4.43%</b>

(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**  
**2022-2023 Budgetary Statement of**  
**Resources, Uses and Changes in Fund Balance**

	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>	<b>2022-2023</b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Estimated (1)</u></b>	<b><u>Budget</u></b>
<b><u>Resources</u></b>				
<b>Revenue</b>				
Local Government	\$ 5,288,168	\$ 4,772,041	\$ 3,755,417	\$ 3,404,602
State Aids	17,431,968	16,714,526	17,731,150	19,320,220
Program Fees	2,947,051	2,818,409	2,818,409	2,860,685
Material Fees	131,594	157,000	157,000	138,500
Other Student Fees	228,248	202,500	202,500	206,600
Institutional	771,077	871,335	871,335	751,050
Federal	3,891,658	3,040,560	3,040,560	3,161,465
Total Revenue	<u>30,689,764</u>	<u>28,576,371</u>	<u>28,576,371</u>	<u>29,843,122</u>
<b>Transfers from Reserves and</b>				
<b>Designated Fund Balances (2)</b>				
Other Funding Sources	0	0	0	0
Total Resources	<u><b>\$ 33,636,640</b></u>	<u><b>\$ 33,223,015</b></u>	<u><b>\$ 33,223,015</b></u>	<u><b>\$ 33,664,543</b></u>
<b><u>Uses</u></b>				
<b>Expenditures</b>				
Instructional	\$ 12,346,114	\$ 13,458,656	\$ 12,958,656	\$ 13,675,851
Instructional Resources	1,163,565	1,177,325	1,177,325	1,334,037
Student Services	5,310,361	5,459,779	5,209,779	5,951,105
General Institutional	6,115,313	7,105,664	7,105,664	6,926,991
Physical Plant	4,679,193	5,446,413	5,446,413	5,196,695
Auxiliary Services	493,420	575,178	575,178	579,864
Total Expenditures	<u>30,107,966</u>	<u>33,223,015</u>	<u>32,473,015</u>	<u>33,664,543</u>
<b>Transfers to Reserves and</b>				
<b>Designated for Operations (3)</b>				
Repayment of Debt	0	0	0	0
Total Uses of Funds	<u><b>\$ 33,636,640</b></u>	<u><b>\$ 33,223,015</b></u>	<u><b>\$ 33,223,015</b></u>	<u><b>\$ 33,664,543</b></u>
Beginning Fund Balance	\$ 31,119,651	\$ 31,701,449	\$ 31,701,449	\$ 27,804,805
Ending Fund Balance	\$ 31,701,449	\$ 27,054,805	\$ 27,804,805	\$ 23,983,384

**Expenditures by Fund**

General	\$ 20,061,718	\$ 22,631,602	\$ 21,881,602	\$ 23,040,767
Special Revenue Aidable	2,764,743	2,473,486	2,473,486	2,884,051
Special Revenue Non-Aidable	2,628,164	2,542,659	2,542,659	2,778,555
Capital Projects	3,141,758	4,637,590	4,637,590	4,000,306
Debt Service	1,018,163	362,500	362,500	381,000
Enterprise	493,420	575,178	575,178	579,864
Total Expenditures	<u><b>\$ 30,107,966</b></u>	<u><b>\$ 33,223,015</b></u>	<u><b>\$ 32,473,015</b></u>	<u><b>\$ 33,664,543</b></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  
2022-2023 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance**

	<b>2020-2021 <u>Actual</u></b>	<b>2021-2022 <u>Budget</u></b>	<b>2021-2022 <u>Estimated(1)</u></b>	<b>2022-2023 <u>Budget</u></b>
<b><u>Resources</u></b>				
<b>Revenues</b>				
Local Government	3,456,859	\$ 2,997,061	\$ 1,980,437	\$ 1,719,153
State Aids	16,407,479	16,379,132	17,395,756	18,072,164
Program Fees	2,947,051	2,818,409	2,818,409	2,860,685
Material Fees	131,594	157,000	157,000	138,500
Other Student Fees	99,751	77,500	77,500	81,600
Institutional	213,284	200,000	200,000	166,000
Federal	289,626	2,500	2,500	2,665
Total Revenues	<u>23,545,644</u>	<u>22,631,602</u>	<u>22,631,602</u>	<u>23,040,767</u>
<b>Transfers from Reserves and Designated Fund Balances (2)</b>				
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>
<b>Other Funding Sources (2)</b>				
Proceeds from Debt	0	0	0	0
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>
<b>Total Resources</b>	<b><u>\$ 23,545,644</u></b>	<b><u>\$ 22,631,602</u></b>	<b><u>\$ 22,631,602</u></b>	<b><u>\$ 23,040,767</u></b>
<b><u>Uses</u></b>				
<b>Expenditures</b>				
Instruction	\$ 9,767,618	\$ 11,043,888	\$ 10,543,888	\$ 11,131,127
Instructional Resources	879,820	899,715	899,715	1,031,802
Student Services	2,122,152	2,661,122	2,411,122	2,662,135
General Institutional	5,607,277	6,228,164	6,228,164	6,405,358
Physical Plant	1,684,851	1,798,713	1,798,713	1,810,345
Auxiliary Services	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	<u>20,061,718</u>	<u>22,631,602</u>	<u>21,881,602</u>	<u>23,040,767</u>
<b>Transfers to Reserves and Designated Fund Balance (3)</b>				
Designated for Operations	<u>3,483,926</u>	<u>0</u>	<u>750,000</u>	<u>0</u>
Total Transfers	<u>3,483,926</u>	<u>0</u>	<u>750,000</u>	<u>0</u>
<b>Total Uses</b>	<b><u>\$ 23,545,644</u></b>	<b><u>\$ 22,631,602</u></b>	<b><u>\$ 22,631,602</u></b>	<b><u>\$ 23,040,767</u></b>
Beginning Fund Balance	\$ 13,393,442	\$ 13,325,368	\$ 13,325,368	\$ 14,075,368
Fund Balance - Transfers Out	(3,552,000)	-	-	-
Ending Fund Balance	\$ 13,325,368	\$ 13,325,368	\$ 14,075,368	\$ 14,075,368

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  
2022-2023 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance**

	<b>2020-2021 <u>Actual</u></b>	<b>2021-2022 <u>Budget</u></b>	<b>2021-2022 <u>Estimated(1)</u></b>	<b>2022-2023 <u>Budget</u></b>
<b><u>Resources</u></b>				
<b>Revenues</b>				
Local Government	\$ 703,407.00	\$ 1,216,226	\$ 1,216,226	\$ 1,012,224
State Aids	830,552	335,394	335,394	1,079,221
Institutional	244,239	260,000	260,000	260,000
Federal	986,545	661,866	661,866	532,606
Total Revenues	<u>2,764,743</u>	<u>2,473,486</u>	<u>2,473,486</u>	<u>2,884,051</u>
<b>Transfers from Reserves and Designated Fund Balances (2)</b>				
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>
<b>Other Funding Sources (2)</b>				
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>
<b>Total Resources</b>	<b><u>\$ 2,764,743</u></b>	<b><u>\$ 2,473,486</u></b>	<b><u>\$ 2,473,486</u></b>	<b><u>\$ 2,884,051</u></b>
<b><u>Uses</u></b>				
<b>Expenditures</b>				
Instruction	\$ 2,137,638	\$ 2,002,168	\$ 2,002,168	\$ 2,074,399
Instructional Resources	234,800	234,800	234,800	277,604
Student Services	392,305	236,518	236,518	510,415
General Institutional	0	0	0	21,633
Physical Plant	0	0	0	0
Auxiliary Services	0	0	0	0
Total Expenditures	<u>2,764,743</u>	<u>2,473,486</u>	<u>2,473,486</u>	<u>2,884,051</u>
<b>Transfers to Reserves and Designated Fund Balance (3)</b>				
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>
<b>Total Uses</b>	<b><u>\$ 2,764,743</u></b>	<b><u>\$ 2,473,486</u></b>	<b><u>\$ 2,473,486</u></b>	<b><u>\$ 2,884,051</u></b>
Beginning Fund Balance	\$ 603,000	\$ 691,000	\$ 691,000	\$ 691,000
Fund Balance Transfers In	88,000	-	-	-
Ending Fund Balance	\$ 691,000	\$ 691,000	\$ 691,000	\$ 691,000

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  
2022-2023 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance**

	<b>2020-2021 <u>Actual</u></b>	<b>2021-2022 <u>Budget</u></b>	<b>2021-2022 <u>Estimated(1)</u></b>	<b>2022-2023 <u>Budget</u></b>
<b><u>Resources</u></b>				
<b>Revenues</b>				
Local Government	\$ 51,894	\$ 27,361	\$ 27,361	\$ 27,361
Other Student Fees	128,497	125,000	125,000	125,000
Institutional	0	0	0	0
Federal	2,434,043	2,376,194	2,376,194	2,626,194
Total Revenues	<u>2,614,434</u>	<u>2,528,555</u>	<u>2,528,555</u>	<u>2,778,555</u>
<b>Transfers from Reserves and Designated Fund Balances (2)</b>				
Reserve For Student Activities	13,730	14,104	14,104	0
Total Transfers	<u>13,730</u>	<u>14,104</u>	<u>14,104</u>	<u>0</u>
<b>Total Resources</b>	<b><u>\$ 2,628,164</u></b>	<b><u>\$ 2,542,659</u></b>	<b><u>\$ 2,542,659</u></b>	<b><u>\$ 2,778,555</u></b>
<b><u>Uses</u></b>				
<b>Expenditures</b>				
Student Services	\$ 2,628,164	\$ 2,542,659	\$ 2,542,659	\$ 2,778,555
Total Expenditures	<u>2,628,164</u>	<u>2,542,659</u>	<u>2,542,659</u>	<u>2,778,555</u>
<b>Transfers to Reserves and Designated Fund Balance (3)</b>				
Designated for Operations	0	0	0	0
Total Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Other Funding Sources</b>				
Residual Equity Transfer	0	0	0	0
Total Other Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Uses</b>	<b><u>\$ 2,628,164</u></b>	<b><u>\$ 2,542,659</u></b>	<b><u>\$ 2,542,659</u></b>	<b><u>\$ 2,778,555</u></b>
Beginning Fund Balance	\$ 213,399	\$ 199,669	\$ 199,669	\$ 185,565
Ending Fund Balance	\$ 199,669	\$ 185,565	\$ 185,565	\$ 185,565

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  
2022-2023 Budgetary Statement of  
Resources, Uses and Changes in Fund Balance**

	<b>2020-2021 <u>Actual</u></b>	<b>2021-2022 <u>Budget</u></b>	<b>2021-2022 <u>Estimated(1)</u></b>	<b>2022-2023 <u>Budget</u></b>
<b><u>Resources</u></b>				
<b>Revenues</b>				
Local Government	\$ 0	\$ 0	\$ 0	\$ 0
State Aids	193,937	0	0	168,835
Institutional	14,675	5,050	5,050	10,050
Federal	0	0	0	0
Total Revenues	<u>208,612</u>	<u>5,050</u>	<u>5,050</u>	<u>178,885</u>
<b>Transfers from Reserves and Designated Fund Balances (2)</b>				
Reserve For Capital Projects	2,933,146	4,632,540	4,632,540	3,821,421
Total Transfers	<u>2,933,146</u>	<u>4,632,540</u>	<u>4,632,540</u>	<u>3,821,421</u>
<b>Other Funding Sources (2)</b>				
Proceeds from Debt	0	0	0	0
Total Other Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Resources</b>	<b><u>\$ 3,141,758</u></b>	<b><u>\$ 4,637,590</u></b>	<b><u>\$ 4,637,590</u></b>	<b><u>\$ 4,000,306</u></b>
<b><u>Uses</u></b>				
<b>Expenditures</b>				
Instruction	\$ 440,858	\$ 412,600	\$ 412,600	\$ 470,325
Instructional Resources	48,945	42,810	42,810	24,631
Student Services	167,740	19,480	19,480	0
General Institutional	508,036	877,500	877,500	500,000
Physical Plant	1,976,179	3,285,200	3,285,200	3,005,350
Total Expenditures	<u>3,141,758</u>	<u>4,637,590</u>	<u>4,637,590</u>	<u>4,000,306</u>
<b>Transfers to Reserves and Designated Fund Balance (3)</b>				
Reserve for Capital Projects	0	0	0	0
Total Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Uses</b>	<b><u>\$ 3,141,758</u></b>	<b><u>\$ 4,637,590</u></b>	<b><u>\$ 4,637,590</u></b>	<b><u>\$ 4,000,306</u></b>
Beginning Fund Balance	\$ 11,995,042	\$ 12,525,896	\$ 12,525,896	\$ 7,893,356
Fund Balance Transfers In	3,464,000	-	-	-
Ending Fund Balance	\$ 12,525,896	\$ 7,893,356	\$ 7,893,356	\$ 4,071,935

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  
2022-2023 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance**

	<b>2020-2021 <u>Actual</u></b>	<b>2021-2022 <u>Budget</u></b>	<b>2021-2022 <u>Estimated(1)</u></b>	<b>2022-2023 <u>Budget</u></b>
<b><u>Resources</u></b>				
<b>Revenues</b>				
Local Government	\$ 1,018,163	\$ 362,500	\$ 362,500	\$ 381,000
Institutional	6,749	0	0	0
Total Revenues	<u>1,024,912</u>	<u>362,500</u>	<u>362,500</u>	<u>381,000</u>
<b>Transfers from Reserves and Designated Fund Balances (2)</b>				
Reserve for Debt Repayment	<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>
<b>Other funding Sources (2)</b>				
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>
<b>Total Resources</b>	<b><u>\$ 1,024,912</u></b>	<b><u>\$ 362,500</u></b>	<b><u>\$ 362,500</u></b>	<b><u>\$ 381,000</u></b>
<b><u>Uses</u></b>				
<b>Expenditures</b>				
Physical Plant	\$ 1,018,163	\$ 362,500	\$ 362,500	\$ 381,000
Total Expenditures	<u>1,018,163</u>	<u>362,500</u>	<u>362,500</u>	<u>381,000</u>
<b>Transfers to Reserves and Designated Fund Balance (3)</b>				
Reserve for Debt Repayment	6,749	0	0	0
Repayment of Debt	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Transfers	<u>6,749</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Uses</b>	<b><u>\$ 1,024,912</u></b>	<b><u>\$ 362,500</u></b>	<b><u>\$ 362,500</u></b>	<b><u>\$ 381,000</u></b>
Beginning Fund Balance	\$ 4,246,719	\$ 4,253,468	\$ 4,253,468	\$ 4,253,468
Ending Fund Balance	\$ 4,253,468	\$ 4,253,468	\$ 4,253,468	\$ 4,253,468

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  
2022-2023 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance**

	<b>2020-2021 <u>Actual</u></b>	<b>2021-2022 <u>Budget</u></b>	<b>2021-2022 <u>Estimated(1)</u></b>	<b>2022-2023 <u>Budget</u></b>
<b><u>Resources</u></b>				
<b>Revenues</b>				
Local Government	\$ 57,845	\$ 168,893	\$ 168,893	\$ 264,864
Institutional	292,130	406,285	406,285	315,000
Federal	181,444	0	0	0
Total Revenues	<u>531,419</u>	<u>575,178</u>	<u>575,178</u>	<u>579,864</u>
<b>Transfers from Fund Balance</b>				
Retained Earnings (2)	<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>
<b>Total Resources</b>	<b><u>\$ 531,419</u></b>	<b><u>\$ 575,178</u></b>	<b><u>\$ 575,178</u></b>	<b><u>\$ 579,864</u></b>
<b><u>Uses</u></b>				
<b>Expenditures</b>				
Auxiliary Services	\$ 493,420	\$ 575,178	\$ 575,178	\$ 579,864
Total Expenditures	<u>493,420</u>	<u>575,178</u>	<u>575,178</u>	<u>579,864</u>
<b>Transfers to Fund Balance</b>				
Retained Earnings (3)	<u>37,999</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Transfers	<u>37,999</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Uses</b>	<b><u>\$ 531,419</u></b>	<b><u>\$ 575,178</u></b>	<b><u>\$ 575,178</u></b>	<b><u>\$ 579,864</u></b>
Beginning Fund Balance	\$ 668,049	\$ 706,048	\$ 706,048	\$ 706,048
Ending Fund Balance	\$ 706,048	\$ 706,048	\$ 706,048	\$ 706,048

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  
2022-2023 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance**

<b>SUMMARY OF ACTIVITIES</b>	<b>2021-2022 <u>Estimated</u></b>	<b>2022-2023 <u>Budget</u></b>
<b><u>Bookstore</u></b>		
<b>Revenues</b>		
Local Government	\$ 35,221	\$ 127,052
Institutional	375,000	300,000
<b>Total Revenues</b>	<b>\$ 410,221</b>	<b>\$ 427,052</b>
<b>Expenditures</b>		
Personnel	\$ 78,121	\$ 94,952
Other Operational Costs	332,100	332,100
<b>Total Expenditures</b>	<b>\$ 410,221</b>	<b>\$ 427,052</b>
<b><u>Café/Spirit Shop</u></b>		
<b>Revenues</b>		
Local Government	\$ 133,672	\$ 137,812
Institutional	30,785	15,000
<b>Total Revenues</b>	<b>\$ 164,457</b>	<b>\$ 152,812</b>
<b>Expenditures</b>		
Personnel	\$ 117,457	\$ 121,812
Other Operational Costs	47,000	31,000
<b>Total Expenditures</b>	<b>\$ 164,457</b>	<b>\$ 152,812</b>
<b><u>Summer Institute</u></b>		
<b>Revenues</b>		
Local Government	\$ 0	\$ 0
Institutional	500	0
<b>Total Revenues</b>	<b>\$ 500</b>	<b>\$ -</b>
<b>Expenditures</b>		
Personnel	\$ 0	\$ 0
Other Operational Costs	500	0
<b>Total Expenditures</b>	<b>\$ 500</b>	<b>\$ -</b>

**NICOLET AREA TECHNICAL COLLEGE  
PRO-FORMA BALANCE SHEET  
June 30, 2022**

	Governmental Fund Groups					Proprietary	Account Groups			TOTAL	
	General	Special Revenue Aidable	Special Revenue Non-Aidable	Capital Projects	Debt Service		Enterprise	Fixed Assets	Long-term Debt		Memorandum Only
<b>Assets:</b>											
Cash	\$ 1,998,368	\$ 691,000	\$ 369,565	\$ 0	\$ 0	\$ 603,048	\$ 0	\$ 0	0	3,661,981	
Investments	9,600,000	0	0	7,873,356	4,253,468	0	0	0	0	21,726,824	
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	50,129,038	0	0	50,139,038	
Available Debt Service	0	0	0	0	0	0	0	350,000	0	350,000	
Amt Provided Long-Term Debt	0	0	0	0	0	0	0	1,200,000	0	1,200,000	
<b>Total Assets</b>	<b>\$14,655,368</b>	<b>\$1,091,000</b>	<b>\$419,565</b>	<b>\$7,893,356</b>	<b>\$4,253,468</b>	<b>\$713,048</b>	<b>\$50,129,038</b>	<b>\$1,550,000</b>		<b>\$80,704,843</b>	
<b>Liabilities:</b>											
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	1,550,000	0	1,550,000	
<b>Total Liabilities</b>	<b>\$580,000</b>	<b>\$400,000</b>	<b>\$234,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,000</b>	<b>\$0</b>	<b>\$1,550,000</b>		<b>\$2,771,000</b>	
<b>Fund Equity:</b>											
Investment in Fixed Assets	0	0	0	0	0	0	50,129,038	0	0	50,129,038	
Retained Earnings	0	0	0	0	0	706,048	0	0	0	706,048	
Fund Balance:											
Reserve for Prepaid Items	267,000	0	0	0	0	0	0	0	0	267,000	
Reserve for Student Organizations	0	0	185,565	0	0	0	0	0	0	185,565	
Reserve for Non-Liquid Assets	10,000	0	0	0	0	0	0	0	0	10,000	
Reserve for Capital Projects	0	0	0	7,893,356	0	0	0	0	0	7,893,356	
Reserve for Debt Service	0	0	0	0	4,253,468	0	0	0	0	4,253,468	
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	5,763,368	691,000	0	0	0	0	0	0	0	6,454,368	
<b>Total Fund Equity</b>	<b>\$14,075,368</b>	<b>\$691,000</b>	<b>\$185,565</b>	<b>\$7,893,356</b>	<b>\$4,253,468</b>	<b>\$706,048</b>	<b>\$50,129,038</b>	<b>\$0</b>		<b>\$77,933,843</b>	
<b>Total Liabilities and Fund Equity</b>	<b>\$14,655,368</b>	<b>\$1,091,000</b>	<b>\$419,565</b>	<b>\$7,893,356</b>	<b>\$4,253,468</b>	<b>\$713,048</b>	<b>\$50,129,038</b>	<b>\$1,550,000</b>		<b>\$80,704,843</b>	



**NICOLET AREA TECHNICAL COLLEGE  
COMBINED SCHEDULE OF LONG-TERM OBLIGATIONS  
2022-2023 Budget Year**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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
<b>Total Payments Due</b>	<b>\$ 1,550,000</b>	<b>\$ 79,000</b>	<b>\$ 1,629,000</b>

<u>Calendar Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	0	15,500	15,500
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
<b>Total Payments Due</b>	<b>\$ 1,550,000</b>	<b>\$ 79,000</b>	<b>\$ 1,629,000</b>

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>
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
<b>Total Payments Due</b>	<b>\$ 800,000</b>	<b>\$ 40,000</b>	<b>\$ 840,000</b>

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>
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
<b>Total Payments Due</b>	<b>\$ 750,000</b>	<b>\$ 39,000</b>	<b>\$ 789,000</b>

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  
2022-2023 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 2021		\$ 19,500,432,166
Net G.O. Debt Outstanding as of 6/30/22		\$ 1,550,000
	<u>5%</u>	<u>2%</u>
Legal Debt Limit	\$ 975,021,608	\$ 390,008,643
Percent of Debt Limit Remaining	99%	99%

**Future Financing**

No new borrowing will take place for the fiscal period 2022-2023.

**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\*  
2022-2023**

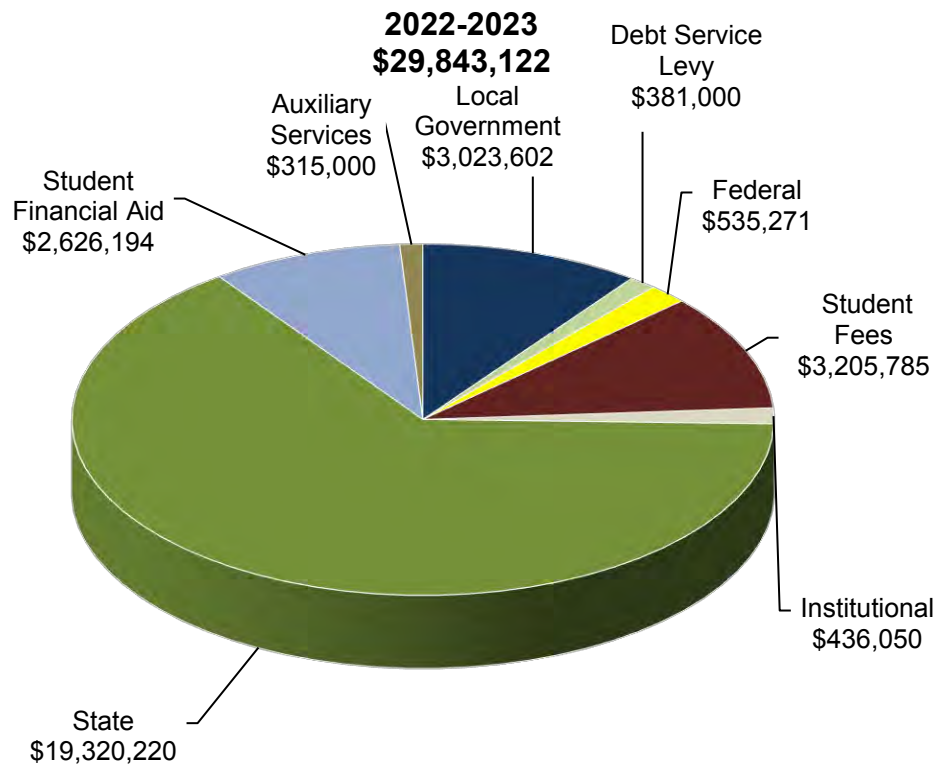
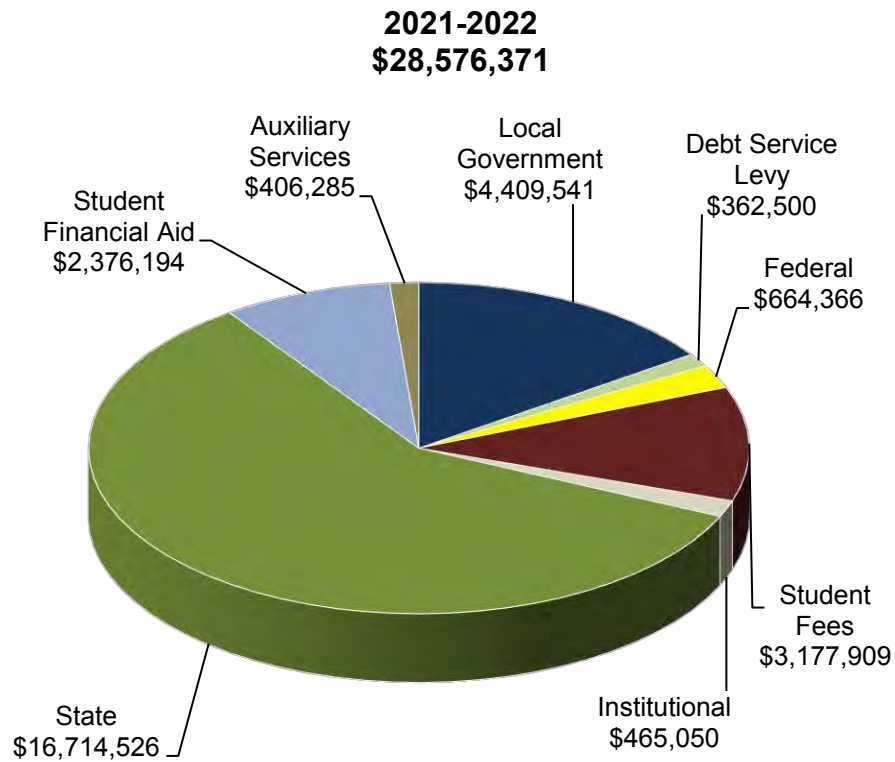
Personnel Services	
Salaries and Wages	\$ 13,555,203
Fringe Benefits	7,021,677
Current Expenses	5,347,938
Capital Expenses	4,000,306
Debt Retirement	<u>381,000</u>
<b>Total Budgeted Expenditures</b>	<b><u><u>\$ 30,306,124</u></u></b>

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

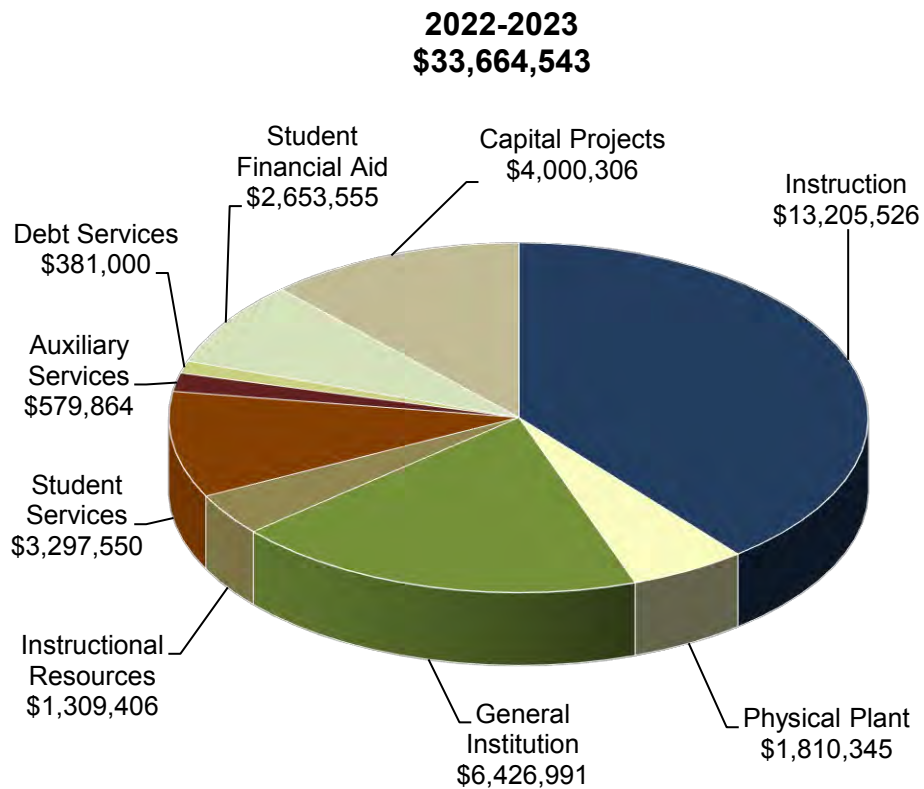
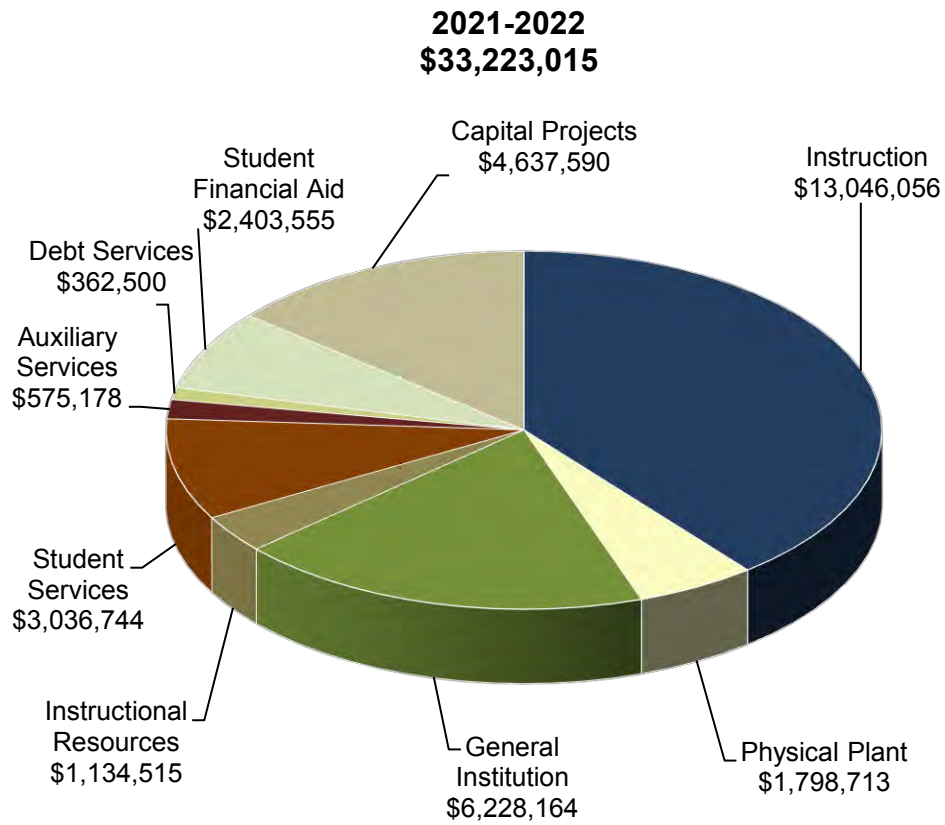


## SECTION 3 - SUPPLEMENTAL DATA

**NICOLET AREA TECHNICAL COLLEGE**  
**Total Budgeted Revenue**  
**Comparison of 2021-2022 to 2022-2023**

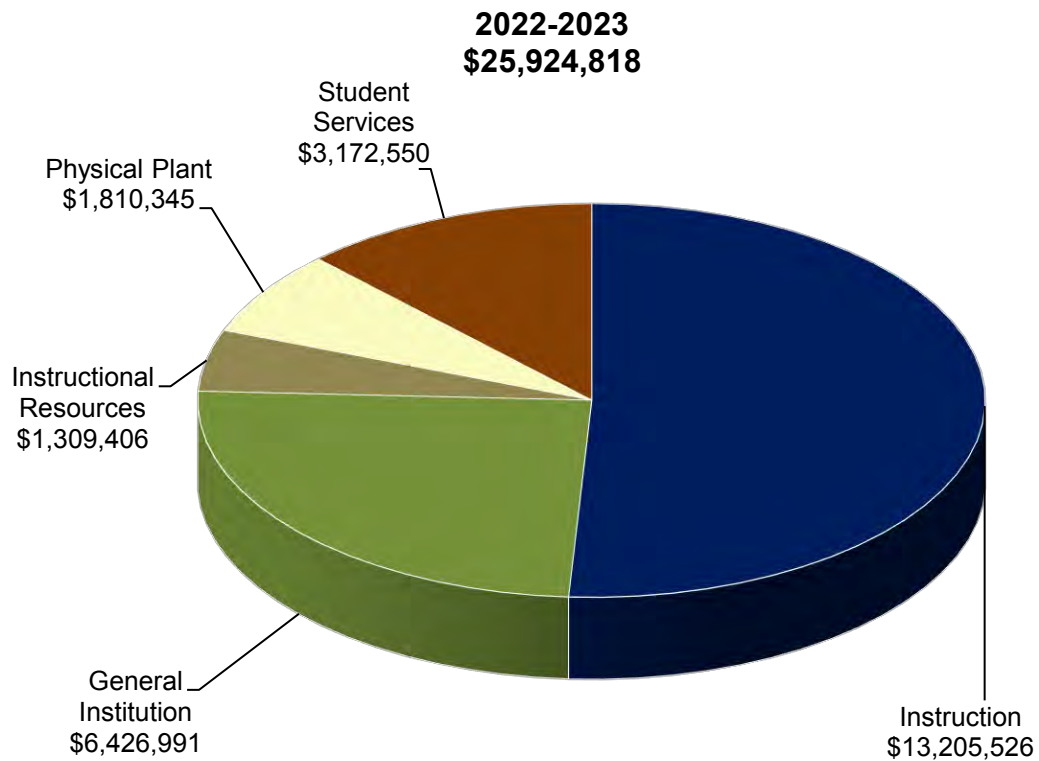
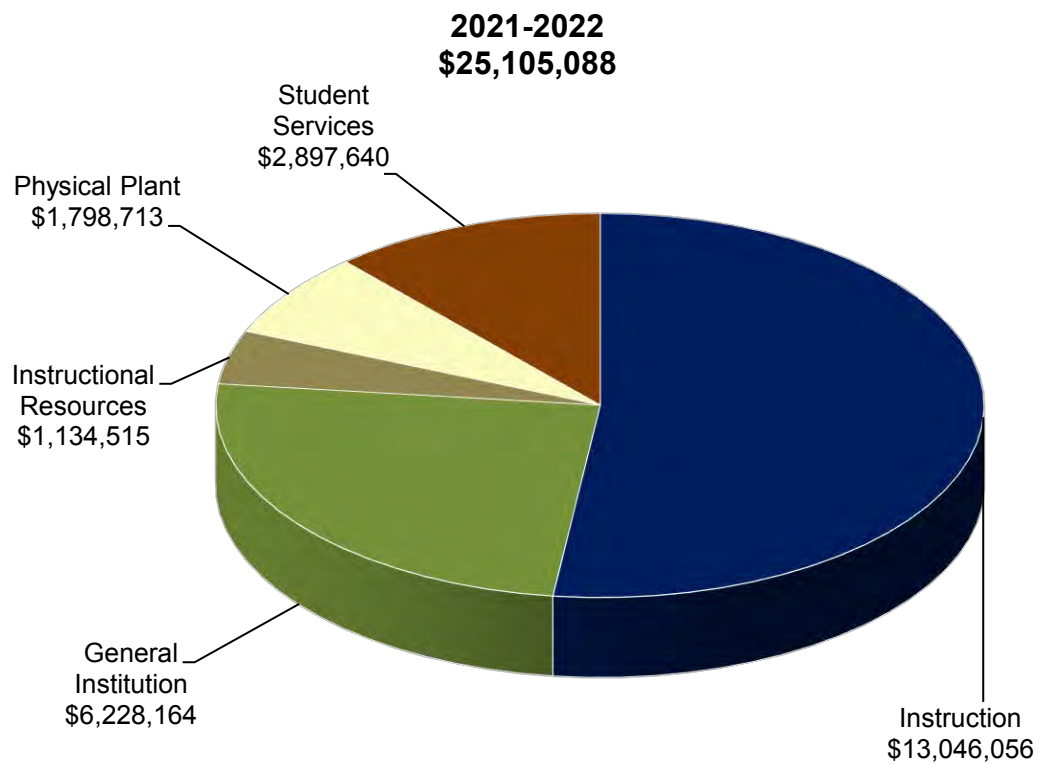


**NICOLET AREA TECHNICAL COLLEGE**  
**Total Budgeted Expenditures**  
**Comparison of 2021-2022 to 2022-2023**



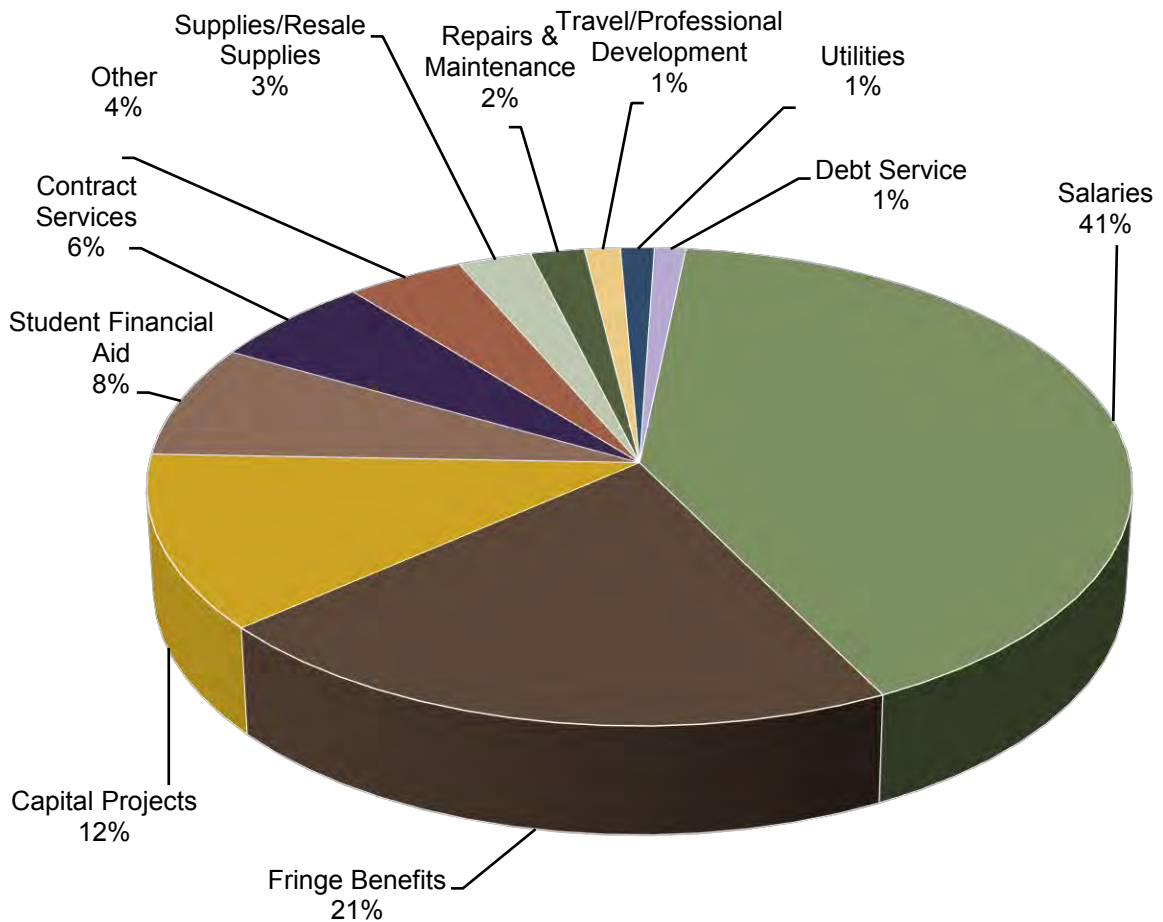


**NICOLET AREA TECHNICAL COLLEGE**  
**Budget Expenditures - Funds 1 & 2 Operational**  
**Comparison of 2021-2022 to 2022-2023**

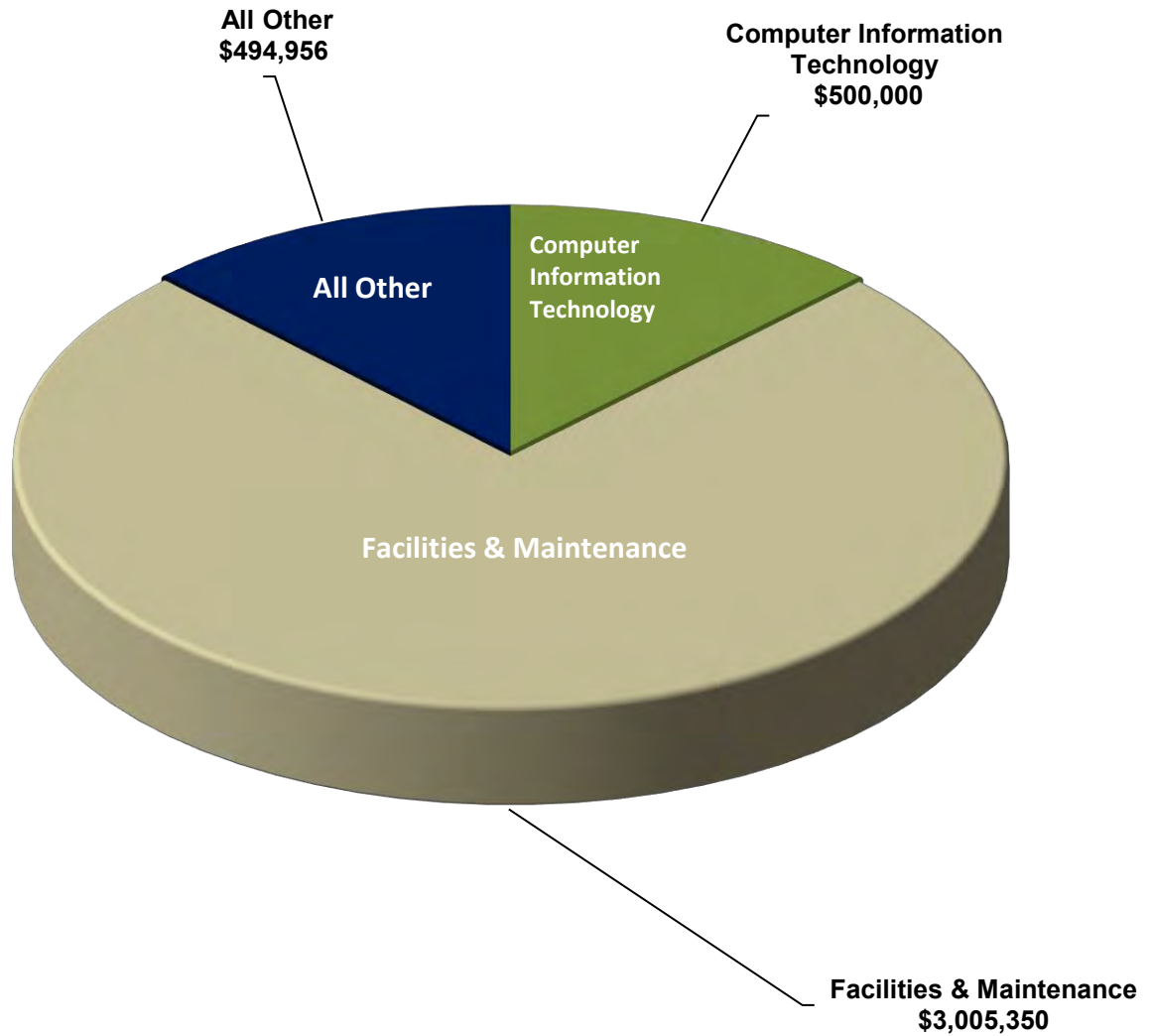


**NICOLET AREA TECHNICAL COLLEGE**  
**Total Budgeted Expenditures by Category**  
**2022-2023**  
**\$33,664,543**

<u>Category Expenditures</u>	<u>Amount</u>
Salaries	\$ 13,762,398
Fringe Benefits	7,118,664
Capital Projects	4,000,306
Student Financial Aid	2,544,111
Contract Services	2,029,151
Other	1,430,260
Supplies/Resale Supplies	896,546
Repairs & Maintenance	656,276
Travel/Professional Development	435,741
Utilities	410,090
Debt Service	381,000
<b>Total All Funds</b>	<b>\$ 33,664,543</b>



**NICOLET AREA TECHNICAL COLLEGE**  
**2022-2023 Capital Budget Allocation**  
**\$4,000,306**



## NICOLET AREA TECHNICAL COLLEGE PROPERTY TAX IMPACT

The proposed tax rate for the 2022-2023 budget is **\$0.1729 per thousand dollars of equalized valuation**, including \$0.1535 for operations and \$0.0194 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 2022-2023 will be \$0.1729 per \$1,000 of equalized valuation, or \$17.29.

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

<b>Tax Year</b>	<b>Equalized Value (1)</b>	<b>Operational Tax Levy (2)</b>	<b>Debt Service Levy</b>	<b>Operational Mill Rate</b>	<b>Debt Service Mill Rate</b>	<b>Total Mill Rate</b>
<b>2016-17</b>	\$16,846,197,901	\$3,738,053	\$2,791,000	0.2219	0.1657	<b>0.3876</b>
<b>2017-18</b>	\$17,064,946,529	\$3,865,380	\$2,791,000	0.2265	0.1636	<b>0.3901</b>
<b>2018-19</b>	\$17,398,278,141	\$3,986,353	\$2,791,000	0.2291	0.1604	<b>0.3895</b>
<b>2019-20</b>	\$17,981,673,296	\$4,129,957	\$2,681,000	0.2297	0.1491	<b>0.3788</b>
<b>2020-21</b>	\$18,522,099,995	\$4,270,154	\$1,018,163	0.2305	0.0550	<b>0.2855</b>
<b>2021-22</b>	\$18,707,320,995	\$3,392,917	\$362,500	0.1740	0.0186	<b>0.1926</b>
<b>2022-23</b>	\$19,695,436,488	\$3,023,602	\$381,000	0.1535	0.0194	<b>0.1729</b>

(1) 2022-23 projected/budgeted equalized valuation is estimated at 1% increase in cumulative property value.

**NICOLET AREA TECHNICAL COLLEGE  
2021-2022 FULL EQUALIZED VALUATION OF NICOLET DISTRICT  
INCLUDING TAX LEVY FOR EACH TOWN/CITY**

**2021-2022 Certified Full Value of Nicolet College District**      \$      **19,500,432,166**  
**Total Levy Amount**      \$      **3,755,417**

				<b>Total Equalized Value</b>	<b>Percent Apportionment</b>	<b>Total Taxes Levied</b>
21002	578	T	Alvin	45,290,000	0.232251263	8,722.00
21004	579	T	Argonne	44,700,600	0.229228766	8,608.50
21006	580	T	Armstrong Creek	45,963,000	0.235702469	8,851.61
21008	581	T	Blackwell	24,981,900	0.128109468	4,811.04
21010	582	T	Caswell	11,817,300	0.060600195	2,275.79
21012	583	T	Crandon	65,057,200	0.333619273	12,528.79
21014	584	T	Freedom	83,969,200	0.430601739	16,170.89
21016	585	T	Hiles	155,811,700	0.799016651	30,006.41
21018	586	T	Laona	122,246,000	0.626888671	23,542.28
21020	587	T	Lincoln	206,342,000	1.058140650	39,737.59
21022	588	T	Nashville	234,287,200	1.201446190	45,119.31
21024	589	T	Popple River	12,984,000	0.066583140	2,500.47
21026	590	T	Ross	15,066,600	0.077262903	2,901.54
21028	591	T	Wabeno	85,249,500	0.437167234	16,417.45
21211	592	C	Crandon	102,580,800	0.526043726	19,755.14
<b>Forest County</b>						<b>\$ 241,948.81</b>
26012	724	T	Mercer	497,509,700	2.551275250	95,811.02
26020	728	T	Sherman	138,704,600	0.711289877	26,711.90
<b>Iron County</b>						<b>\$ 122,522.92</b>
34004	894	T	Ainsworth	89,707,500	0.460028266	17,275.98
34008	896	T	Elcho	276,685,200	1.418867020	53,284.37
34014	899	T	Neva	13,905,253	0.071307409	2,677.89
34018	901	T	Parrish	15,113,400	0.077502898	2,910.56
34020	902	T	Peck	2,959,240	0.015175253	569.89
34030	907	T	Upham	182,372,104	0.935220832	35,121.44
<b>Langlade County</b>						<b>\$ 111,840.13</b>
35002	913	T	Birch	178,980	0.000917826	34.47
35004	914	T	Bradley	521,352,500	2.673543310	100,402.70
35010	917	T	Harrison	185,959,356	0.953616589	35,812.28
35012	918	T	King	192,443,000	0.986865308	37,060.91
35018	921	T	Rock Falls	17,439,733	0.089432546	3,358.57
35026	925	T	Skanawan	59,610,600	0.305688610	11,479.88
35028	926	T	Somo	21,707,200	0.111316507	4,180.40
35030	927	T	Tomahawk	80,994,900	0.415349256	15,598.10
35032	928	T	Wilson	82,421,700	0.422666017	15,872.87
35286	930	C	Tomahawk	241,122,900	1.236500290	46,435.74
<b>Lincoln County</b>						<b>\$ 270,235.92</b>

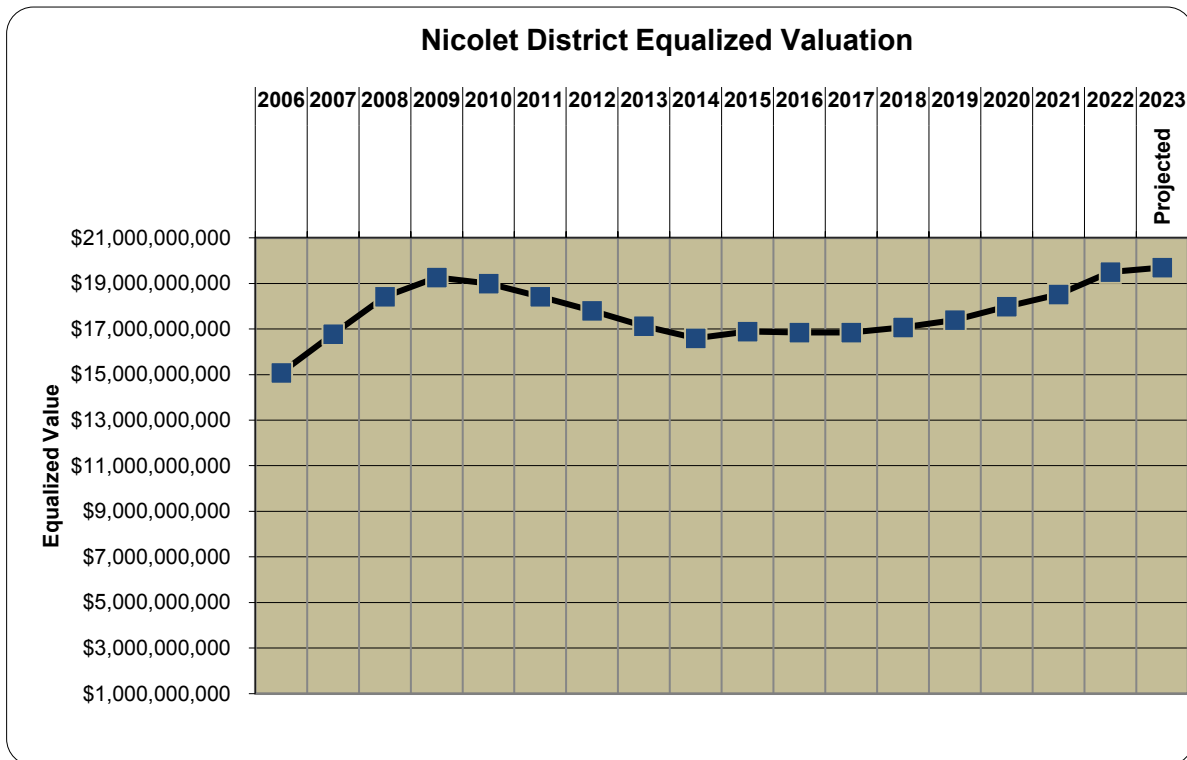
**NICOLET AREA TECHNICAL COLLEGE  
2021-2022 FULL EQUALIZED VALUATION OF NICOLET DISTRICT  
INCLUDING TAX LEVY FOR EACH TOWN/CITY (Cont'd)**

				<b>Total Equalized Value</b>	<b>Percent Apportionment</b>	<b>Total Taxes Levied</b>
43002	1156	T	Cassian	274,206,500	1.406156020	52,807.02
43004	1157	T	Crescent	284,751,400	1.460231230	54,837.77
43006	1158	T	Enterprise	99,256,900	0.508998463	19,115.01
43008	1159	T	Hazelhurst	404,738,600	2.075536570	77,945.05
43010	1160	T	Lake Tomahawk	259,162,400	1.329008500	49,909.81
43012	1161	T	Little Rice	87,319,000	0.447779820	16,816.00
43014	1162	T	Lynne	38,215,700	0.195973605	7,359.63
43016	1163	T	Minocqua	1,892,683,500	9.705854120	364,495.33
43018	1164	T	Monico	28,814,600	0.147763905	5,549.15
43020	1165	T	Newbold	547,271,000	2.806455750	105,394.12
43022	1166	T	Nokomis	301,801,300	1.547664670	58,121.26
43024	1167	T	Pelican	316,776,700	1.624459900	61,005.24
43026	1168	T	Piehl	17,468,700	0.089581092	3,364.14
43028	1169	T	Pine Lake	333,575,500	1.710605680	64,240.38
43030	1170	T	Schoepke	130,874,600	0.671136921	25,203.99
43032	1171	T	Stella	85,732,600	0.439644615	16,510.49
43034	1172	T	Sugar Camp	443,778,700	2.275737770	85,463.44
43036	1173	T	Three Lakes	1,059,569,700	5.433570350	204,053.22
43038	1174	T	Woodboro	193,438,600	0.991970836	37,252.64
43040	1175	T	Woodruff	409,290,100	2.098877070	78,821.59
43276	1176	C	Rhineland	553,614,100	2.838983750	106,615.68
<b>Oneida County</b>						<b>\$ 1,494,880.96</b>
63002	1715	T	Arbor Vitae	632,056,600	3.241244060	121,722.23
63004	1716	T	Boulder Junction	529,766,900	2.716693130	102,023.16
63006	1717	T	Cloverland	286,522,900	1.469315640	55,178.93
63008	1718	T	Conover	431,706,200	2.213828890	83,138.51
63010	1719	T	Lac Du Flambeau	1,024,278,600	5.252594360	197,256.82
63012	1720	T	Land O Lakes	493,789,700	2.532198750	95,094.62
63014	1721	T	Lincoln	640,808,600	3.286125120	123,407.70
63016	1722	T	Manitowish Waters	613,238,700	3.144744150	118,098.26
63018	1723	T	Phelps	437,218,800	2.242098000	84,200.13
63020	1724	T	Plum Lake	296,383,400	1.519881190	57,077.88
63022	1725	T	Presque Isle	608,543,400	3.120666220	117,194.03
63024	1726	T	Saint Germain	740,557,400	3.797646090	142,617.45
63026	1727	T	Washington	631,715,700	3.239495900	121,656.58
63028	1728	T	Winchester	305,485,300	1.566556560	58,830.73
63221	1729	C	Eagle River	189,484,900	0.971695901	36,491.23
<b>Vilas County</b>						<b>\$ 1,513,988.26</b>
<b>Total number of Taxation Districts - 69</b>				<b>Nicolet District Total Taxes Levied</b>		<b>\$ 3,755,417.00</b>



**NICOLET AREA TECHNICAL COLLEGE**  
**Chart of Equalized Valuation for Nicolet District 2006-2023**

<u>Year</u>	<u>Equalized Value</u>	<u>Inc/Dec</u>
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	\$19,500,432,166	5.3%
2023 Projected	\$19,695,436,488	1.0%



## NICOLET AREA TECHNICAL COLLEGE 2021 GRADUATE PROFILE

During 2020-21, Nicolet College awarded 503 credentials to 437 students.

State-recognized Degrees and Diplomas .....	497
Associate of Arts and Associate of Science Degrees .....	46
Associate of Applied Science Degrees .....	91
Technical Diplomas.....	343
Apprenticeships.....	17
Local Certificates .....	6

### 2019-20 GRADUATE FOLLOW-UP SURVEY

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

Graduates in the labor force were employed:.....	92%
Graduates not employed who are continuing their education:.....	11%
Graduates employed in their field of training: .....	70%
Graduates employed within the Nicolet College District: .....	62%
Median annual salary of graduates working in a related field:.....	\$46,317

### 2021 ENROLLMENTS

Students working toward a post-secondary credential (unduplicated count): 1,822

Full-time: 220 (12%)  
Part-time: 1,602 (88%)

Enrollments by Category (duplicated count)

Adult Basic Education.....	748
Adult Vocational, Professional Development, and Continuing Education.....	1,225
Applied Associate Degrees .....	1,203
Liberal Arts and University Transfer .....	684
Technical Diplomas .....	342

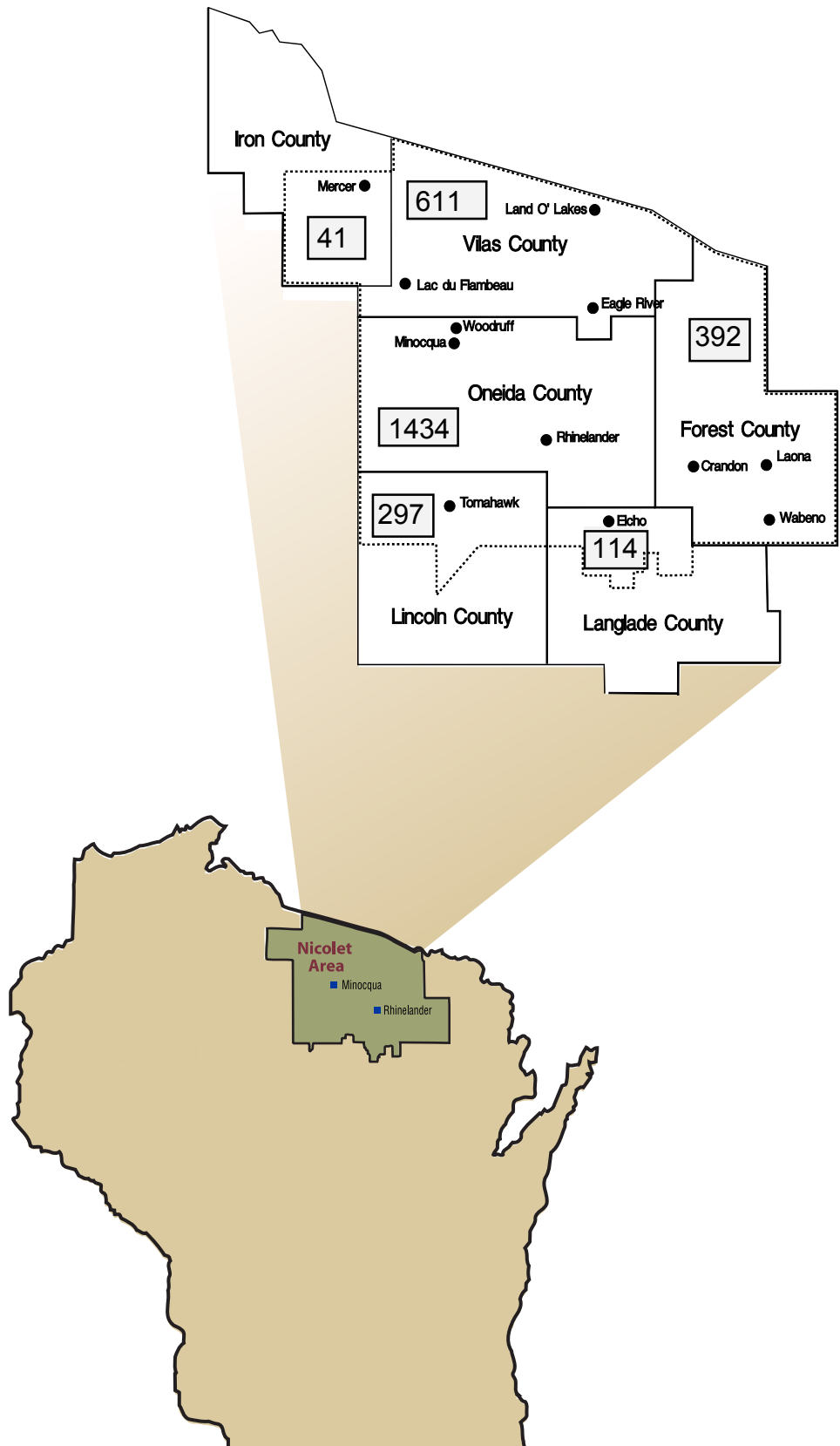
# **NICOLET AREA TECHNICAL COLLEGE** **Student Enrollment by County** **Credit and Non-Credit**

Student enrollment from the six counties within the Nicolet College District for 2021-22.  
 (As of 5/2022)

Forest	392
Iron	41
Langlade	114
Lincoln	297
Oneida	1434
Vilas	611

Other Enrollments:

Out of State - 95  
 Out of District - 867



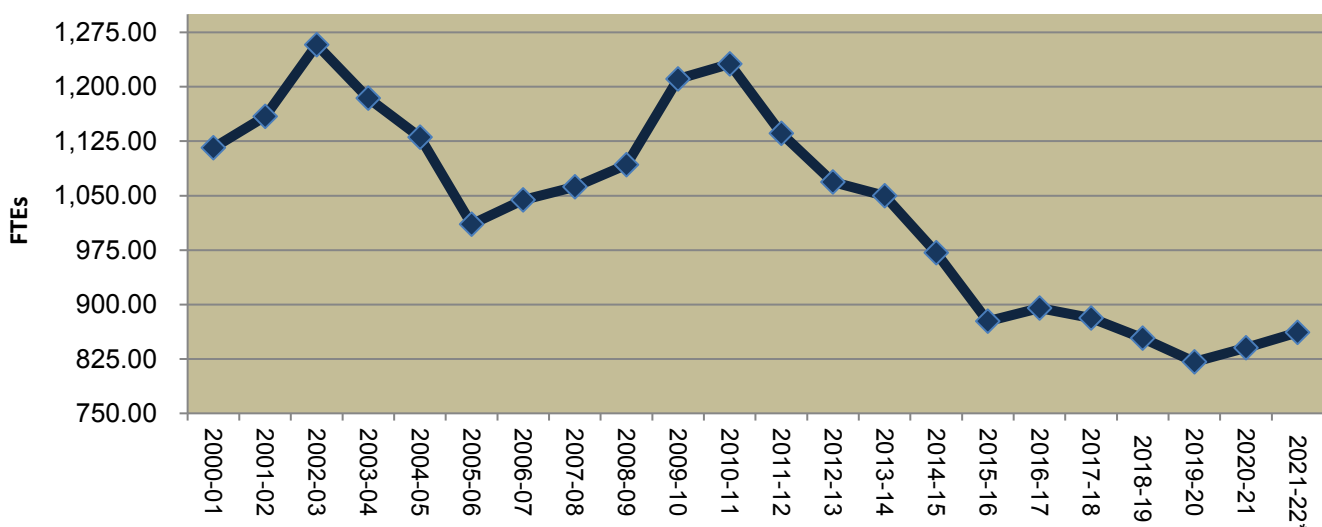
**NICOLET AREA TECHNICAL COLLEGE**  
**Full-Time Equivalent (FTE) Students by Type of Instruction for 2001-2022**

<u>YEAR</u>	<u>COLLEGIATE TRANSFER</u>	<u>ASSOCIATE DEGREE</u>	<u>VOCATIONAL</u>	<u>ADULT VOCATIONAL</u>	<u>COMMUNITY</u>	<u>TOTAL</u>
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	216.16	377.56	219.77	26.92	-	840.41
2021-22*	238.50	356.96	241.30	24.67	-	861.43

\*Estimated

One FTE = 30 credit hours of instruction

**Comparison of Total FTEs by Year**



# NICOLET AREA TECHNICAL COLLEGE

## 2022-2023 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
40-513-2	Phlebotomy
40-801-2	Professional Communication
40-809-1	Green Scholar
40-809-2	Indigenous Ways of Knowing
40-890-2	Professional Development

### Apprenticeships

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

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

Revised 5/6/22

## 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 1<sup>st</sup> to June 30<sup>th</sup> 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.

**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 total of the general, special revenue, capital projects, and debt service funds.

**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.



