

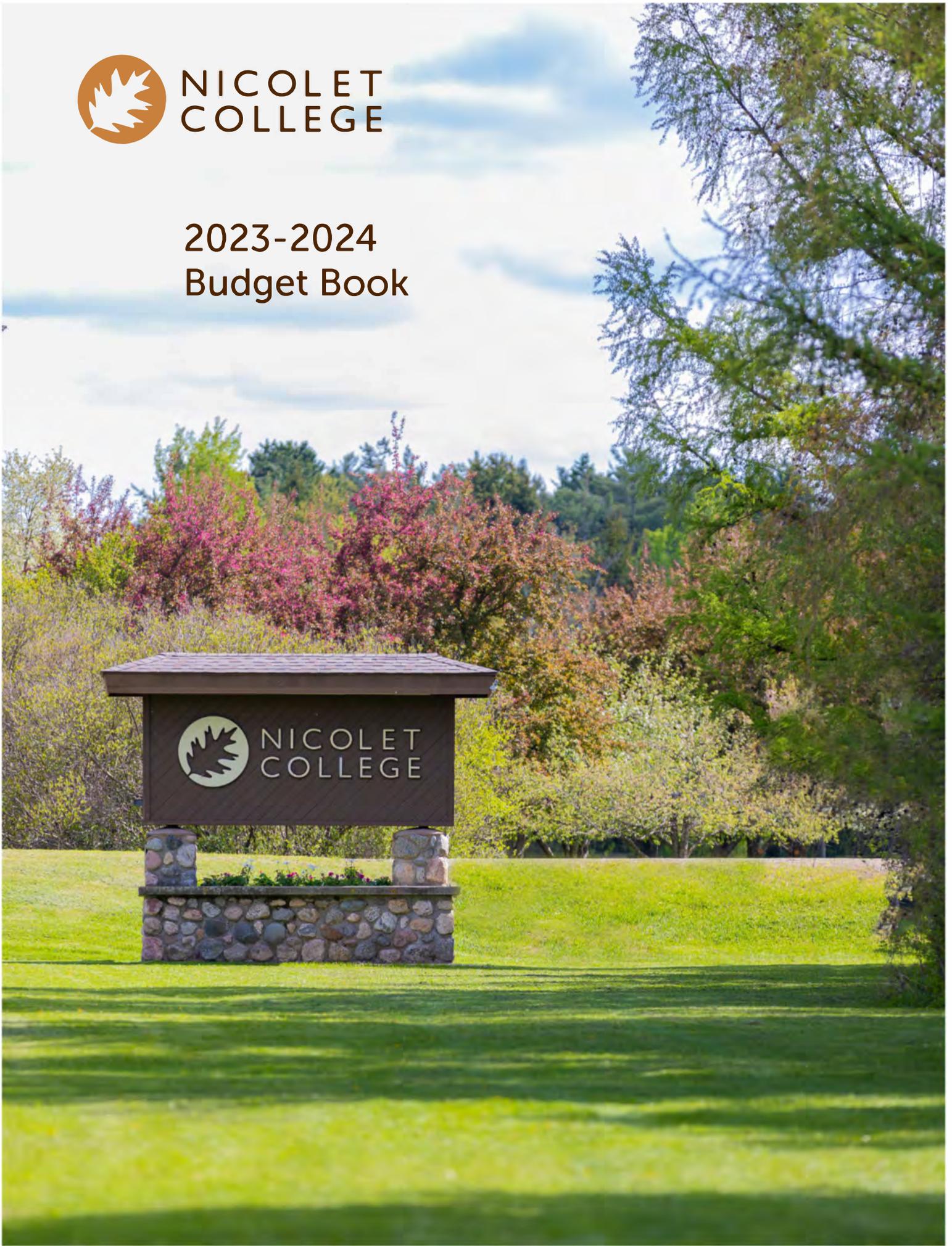


NICOLET  
COLLEGE

2023-2024  
Budget Book



NICOLET  
COLLEGE





## NICOLET COLLEGE

### **DISTRICT BUDGET 2023-2024**

#### **2022-2023 District Board of Trustees**

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Robert Martini, Additional Member  
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# SECTION 1 - INTRODUCTION



Dear Friends of Nicolet College,

Thank you for your interest in Nicolet College's fiscal plan for operation; we are pleased to present the 2023-24 (FY24) Budget Book. It provides a comprehensive overview of the college's financial operations. This plan advances Nicolet College's strategic plan, Horizons 2025, as we serve the approximately 90,000 people in our district and beyond.

The 2023-24 budget reflects the college's commitment to providing high-quality, affordable education to our learners. Nicolet College's FY24 overall operating budget for expenditures, which includes both General and Special Revenue Funds, is projected to be \$28,145,799. The General Fund accounts for most programs and services and is projected to be \$23,970,025, a 4% increase over the current fiscal year. Capital investment is projected to be \$3,334,221, a 16.7% decrease from the current fiscal year. The outcomes-based payment measure remains at 30% for General State Aid. Average tuition increased by 1.9% with State and Federal Grants contributing \$1,196,465, or 4.1% of total revenues.

College leaders prepared budgets aligning with Horizons 2025 Board Strategic Priorities and ELT Planning Expectations. In service to students and stakeholders, budget leaders were guided by principles and strategies that:

- Reflect agility/adaptability to change.
- Prioritize investments that ensure an exceptional user experience and maximize technology.
- Develop curricula that serve learners and employers across a 60-year continuum.
- Ensure accountability in all our work.
- Promote diversity, equity, inclusion, and belonging.
- Advance a continuous improvement mindset.

As we look to the horizon, Nicolet College faces several challenges and nearly endless possibilities for growth and innovation. We are confident that the college is well-positioned to meet these challenges and make the most of these possibilities. The college has a solid financial foundation, dedicated employees, and a supportive community.

Our 2023-24 budget positions us for continuous quality improvement, growth, and innovation while positioning the college for sustainability in all aspects (fiscal and environmental). I encourage you to review the FY24 Budget Book and learn more about the college's financial operations.

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

Sincerely,

---

Dianne Lazear  
Chair, Board of Trustees

---

Kate Ferrel  
President

## Mission, Values, and Goals

### Mission

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.

### Values

- We believe in the worth and dignity of the individual, and we therefore commit to treating each person with kindness and respect.
- We honor individual freedom of inquiry and individual and group contributions to governance.
- We value education as a lifelong process.
- We value our students and we strive to empower them to realize their educational goals.
- We value our staff and Board, and we strive to support each other in our common efforts to contribute fully to the success of Nicolet and each other.
- We value our communities and we strive to enrich them by being responsive to their needs through partnerships.

### Horizons 2025 College Planning Initiative

In August 2022, Nicolet College started the Horizons 2025 college planning initiative, with the foreseeable benchmark of HLC reaccreditation in 2025. Horizons 2025 is guided by the “elevations” model, which ensures that planning activities are aligned to “elevations” of decision-making.

Horizons 2025 Planning Guide				
				
	Elevation	Horizon	Thought Leaders	Role/Outputs
Direction	80,000 ft	5-10 years	Board	Determine long-term strategic priorities and overall direction
Expectations	30,000 ft	3-5 years	President and Executive Leadership Team	Set overall expectations for producing integrated and sustainable plans
Strategic Plans	20,000 ft	3 years	Academics, Enrollment, Technology, Marketing, Facilities	Build 3-year strategic plans that address Horizons 1 & 2 (see 3 Horizons Model)
Operations	10,000 ft	2-3 years	Core Teams Advance Teams	Create operational plans with measures for success that inform annual budgets
Tactics	Ground level	1-2 years	All Employees	Engage actions, policies, and procedures, and monitor measures of success

## Mission, Values, and Goals (Continued)

The Board and Executive Leadership Team (ELT) are focused on longer-term direction, priorities, and establishing expectations for the future. Strategic Plans are developed with Academics as the foundation, and enrollment, technology, marketing, and facilities support the academic plan's needs. Operational plans (10,000' elevation) are engaged at the team level to align with the strategic plans (20,000' elevation).

### Board Strategic Priorities

The Board of Trustees' role in planning is to set strategic priorities for the College based on macro trends in higher education and at Nicolet College (80,000' elevation). To do this, they reviewed trend data for the Nicolet College District and college, studied Trends in Higher Education published by the Society for College and University Planning (SCUP), and then built consensus around long-term strategic priorities for the College.

**At the highest level of institutional direction, the Nicolet College Board of Trustees sets two overarching priorities to implement that will advance our core mission and values for the next decade.**

- Develop and nurture a deeply imbedded **culture of continuous quality improvement (CQI) and a planning mindset**. This culture is evidenced by operations that effectively implement CQI strategies and planning in everything the college does and is utilized by all college employees.
- Develop and nurture a deeply imbedded **culture of sustainability that is present in all facets of the college**, impacting students, employees, and the community. Accelerated, critical environmental and societal changes demand that the college integrate a sustainable perspective that is evidenced in college policies, processes and outcomes. While Horizons 2025 is focused on the next three years, the college should incorporate the awareness that we are addressing issues and challenges that impact us now and for generations.

**The board further identifies three specific strategic priorities to implement over the next three years. These priorities will increase the value and contributions of Nicolet College to the community, increase learners' success while at the college and in their lives and careers, and increase student enrollment.**

- Improve **digital access**. Serve those we have not yet reached and advance toward a consistent user experience for students across all platforms.
- Identify and engage in **purposeful partnerships** that maximize our reach, our resources and the success of our students and community stakeholders.
- Build pathways of **global, lifelong learning** that support entire careers along the 60-year curriculum concept, where employers view Nicolet as a strategic workforce partner and individuals view Nicolet as their avenue to greater economic stability, civic engagement, and work and life fulfillment.

## Horizons 2025 Planning Expectations

### ELT Planning Expectations

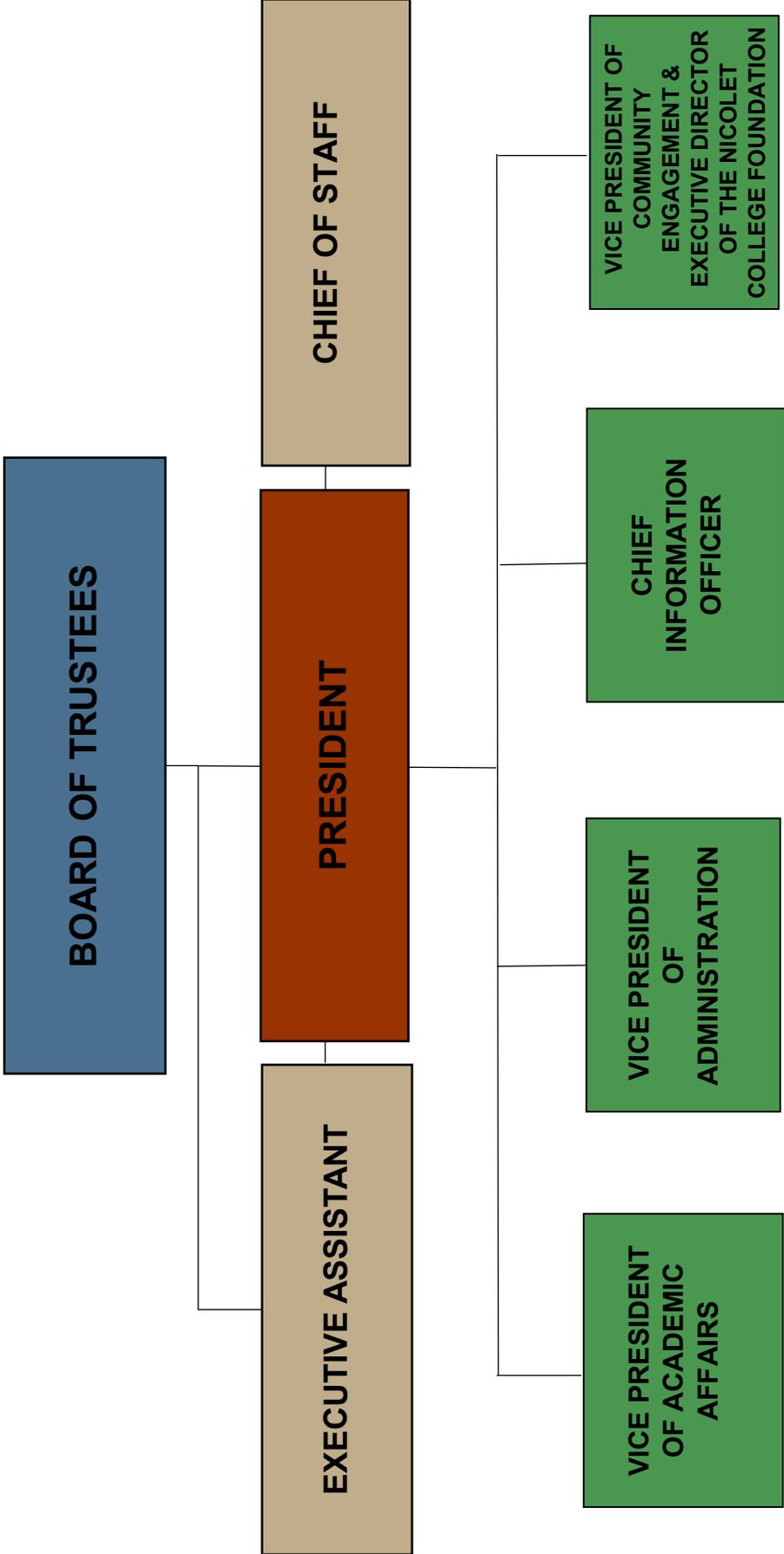
Following the Board's articulation of strategic priorities, the President and Executive Leadership Team determined overall college expectations for planning that will carry the College in the direction set by the Board. President and ELT expectations are future-oriented to provide growth and development direction for college strategic plans over the next 3-5 years.

### Horizons 2025: Planning Expectations

*The Nicolet College Executive Leadership Team establishes the following expectations for planning academics, enrollment, marketing, technology, facilities, budgets, and operations. We believe that every employee contributes to the success of the College, and our culture must reflect the willingness to act together toward a preferred future.*



**NICOLET AREA TECHNICAL COLLEGE  
ORGANIZATIONAL CHART**



## NICOLET COLLEGE 2022-2023 HIGHLIGHTS

### Agility, Flexibility, Adaptability, Sustainability

- The Small Business Administration (SBA) grant project was featured on a nationwide webinar for its program reporting dashboard and program catalog, highlighting available educational and networking opportunities. In the program's first year, which began in December 2021, the \$1 million SBA grant has brought in \$3 million in loans and grants to our region's small businesses. Through this grant, Nicolet developed strong partnerships with seven organizations to assist small businesses.
- In June 2022, Nicolet College joined the Higher Learning Commission's Assessment Academy. The Assessment Academy provides a structured, mentor-facilitated program to advance and accelerate an institution's efforts to assess student learning. Nicolet's assessment academy project is to evaluate core abilities to ensure they serve as meaningful institutional learning outcomes. In this first year, the team focused on assessment planning and design. They plan to pilot the assessment of two core abilities, build community and communicate effectively in fall 2023.
- The College assembled various teams to help prepare it for its Higher Learning Commission reaffirmation visit in 2025. These include a core team, a steering committee, and criterion teams. The core team organizes these teams' structures and includes Registrar Joe Haferman, Executive Assistant-Academic & Student Affairs Kris Peeters, Director of Business Intelligence Christin Van Kauwenberg, Chief of Staff Erika Warning-Meyer, and Associate Vice President of Academic Services Laura Wind-Norton. The steering committee started work in November 2022, with criterion teams beginning in March 2023. These criterion teams will assist the College in gathering relevant evidence and preparing an assurance argument for the 2025 visit.
- In January 2023, Nicolet College's Wisconsin Student Government and Career Center launched a student food pantry to address food insecurity. Nicolet partnered with outside organizations to secure food items. All students are offered a variety of food items to pick up every other week in the Lakeside Center or through 24/7 lockers. In the spring 2023 term, 110 food bags were delivered.
- The annual Earth Day Fair is an opportunity for the community to celebrate and learn about sustainable practices in the Northwoods at Nicolet College. A wide variety of about 40 businesses and community organizations staff informational booths to promote their connection to sustainability, and the fair features speakers on various topics connected by the theme for the year. The focus of the 2022 fair was permaculture, and 2023 was focused on water. The fair also featured music, food, art displays, and fun activities.
- In October 2022, Nicolet College received a Wisconsin Department of Safety and Professional Services (DSPS) grant under the Pilot Youth Firefighter Training Program. This funding will support fire training at the Northland Pines School District in partnership with the Eagle River Fire Department. Nicolet's public safety team will deliver this training in the fall 2023 term.

## **NICOLET COLLEGE 2022-2023 HIGHLIGHTS (Cont'd)**

- Academic Success modified the integrated instruction model into one that provides just-in-time support to expand the number of courses that include contextualized basic skill instruction. Through this model, Academic Success instructors are connected to programs and work more broadly with program faculty to provide timely basic skills for assignments that students typically might struggle with or where other gaps are identified. Many of these students connect and work with Academic Success outside of class once these connections are made.
- Employees were provided access to a variety of professional development opportunities during Campus Connection Day events including a keynote presentation "Ten Steps to Mental Well Being" by Dr. Tami West, AED/CPR certification, OUCH That Stereotype Hurts bias training, a benefits fair and wellbeing tools, tours of the new Career and Innovation Center and reorganized Academic Services areas, and current college initiatives. Campus Connection Day was coordinated by Employee Relations in collaboration with the ELT, and several employees contributed their expertise.
- The Nicolet College Foundation, Learning in Retirement, theatre, the visual arts, community enrichment, and Outdoor Adventure are part of one team now. This alignment puts the College and Foundation in a strategic position to build relationships within the campus community and the much larger district-wide community.

### **Optimize User Experience**

- In June 2022, Purdue University wildlife ecology students visited Nicolet College to learn about and experience the campus's rich and diverse northern natural ecosystem. Students started the day with a presentation by Jon Steigerwaldt, a Nicolet graduate who now works as Forest Conservation Director for the Ruffed Grouse Society. After this presentation, students headed into the woods on campus for an instructional tour led by Nicolet College Science Instructor Roger Dorsey, who focused on the dynamics of forest succession.
- Approximately 500 district 8th grade students from 13 local school districts attended this year's Heavy Metal Tour held on October 5, 2022. This year, eight local manufacturing employers welcomed students into their facilities. Additionally, Nicolet College's Welding/Metal Fabrication, Electromechanical Technology, and Industrial Maintenance programs invited students to tour their learning labs.
- College Visit Day, hosted in fall 2022, provided 161 high school juniors and seniors (from seven service area high schools) the opportunity to explore academic/career pathways supported by Nicolet College. Faculty from 14 Nicolet College programs hosted information sessions in the following areas: Accounting, Apprenticeships, Automotive Technician, Business Management/Administrative Professional, Cosmetology, Criminal Justice, Culinary Arts, Early Childhood Education, Electromechanical/Industrial Mechanical Technology, EMT/Fire Training, Health Occupations, Information Technology, University Transfer Liberal Arts, and Welding. Financial aid and scholarship application preparation topics were also addressed at the event.

## NICOLET COLLEGE 2022-2023 HIGHLIGHTS (Cont'd)

- In September, the College started K12 bimonthly updates. It includes pertinent college information including upcoming campus events, dual credit & admissions representative updates, student support services information, and Nicolet academic program updates. The updates are emailed to more than 70 K-12 administrators, dual credit teachers, local CESA partners, tribal education partners, and foster youth contacts.
- In December 2022, Nicolet College alum Cricket Koehn, D.D.S., was welcomed back to campus and honored with the Wisconsin Technical College District Boards Association 2022 Distinguished Alumni Award. Koehn attended Nicolet from 2011 to 2013, graduating with an Associate of Science degree. After earning her degree from Marquette University School of Dentistry, Cricket returned to Rhinelander to open her own practice in the Northwoods. Selection criteria laid out by the WTCS District Boards Association includes demonstrating the important role technical college education has played in her career and personal life, noteworthy accomplishments in her field, service to the community, and a commitment to personal and professional goals and accomplishments. Dr. Koehn was nominated by Heather Schallock, Vice President of Community Engagement and Executive Director of the Nicolet College Foundation.
- Nursing Instructor and Certified Nurse Educator Krista Polomis wrote the nasogastric chapter in the upcoming open educational resources (OER) Advanced Skills text. She will be listed in the text as one of the developing authors - along with Nicolet College. Additionally, Nicolet collaborated with other educational institutions to create and launch a Medical Terminology OER textbook, printable student companion guide, and LMS course shell (complete with assessments) for use within the Wisconsin Technical College System, high schools, and beyond Wisconsin borders. A school in Ontario is already building upon the work. Nicolet College's open educational resources (OER) have saved students \$1.5 million in textbook costs since its inception in fall 2017.
- Nicolet College hosted *Live from the Heart* events on campus on February 8 and 15, 2023. Approximately 200 students traveled to campus to view the livestream of the open-heart surgery, tour the college's healthcare learning labs, and participate in a presentation to learn about healthcare programs and pathways from high school. Additionally, students from three local school districts participated in the event remotely.
- In April 2023, Nicolet College hosted 210 high school students from 13 high schools at High School Competition Day. Students competed for prizes, trophies, and recognition in one of 13 interactive competitions: Automotive, Beauty Behind the Madness (Cosmetology), Build a Website (Information Technology), Crime Scene Investigation, Cupcake Challenge (Culinary), Flash Fiction, Hands-On Business Jeopardy, Health Occupations Mind and Body Challenge, Public Safety Challenge, Reading to Children (Early Childhood Education), Robot Pick-and-Place (Electromechanical Technology), Still Life Drawing, and, Welding. Faculty designed, hosted, and secured prizes for their competitions with support from local employers and Nicolet College students.

## NICOLET COLLEGE 2022-2023 HIGHLIGHTS (Cont'd)

- Culinary Instructor Mitch Below and Academic Success Instructor Amy Vickers collaborated to transform Culinary Math. The course resembles a restaurant setting with assessments around menu planning and costing. This helps students know what to expect while working in the culinary industry.

### **Collaboration, Accountability, Belonging**

- In April 2022, The Lakeside Center at Nicolet College was turned into “Nicolet Hospital” for a mental health crisis simulation, which brought together students from the College’s Criminal Justice, Emergency Medical Services, Nursing, Human Services, and Substance Use Disorder Counselor programs. One of the goals of the exercise was to improve communication between students in the different programs. Students from Rhinelander High School’s Raise Your Voice Club, which focuses on advocacy for mental health issues, also attended.
- In April 2022, Autism Awareness Month, the Diversity, Equity, and Inclusion (DEI) Committee collaborated with Employee Relations to present "Finding Our Infinity: Autism Awareness & Acceptance" by Colleen McCluskey, a Nicolet College Tutor. The DEI Committee and Employee Relations also planted, nurtured, and harvested produce in a Northwoods Community Garden plot and shared it with Nicolet College students. Three students were also provided with garden plots and participated in the free Learn & Grow program, learning how to plant and harvest their own healthy food.
- The Hodags Pride Club coordinated the Northwoods Pride Festival in June 2022 in partnership with many community volunteers. Over 200 community members attended workshops, entertainment, and special events, including a community resource fair. All proceeds and donations went towards LGBT+ student scholarships.
- George Rouman was honored with Nicolet College Foundation Friends and Partners Award for his long-standing commitment to advancing higher education and skills training in the Northwoods. For many years Rouman has also served as chairperson of Nicolet’s Business Advisory Committee, which advises the college on evolving changes in the business community.
- The SafeZone Team, consisting of employees across various departments, offers both introductory and advanced scenario training at Nicolet College. SafeZone training is done on college campuses around the country to help create an inclusive environment for LGBT students and staff. Research shows that the college’s visible support of the LGBT community makes a huge difference in their lives. In September 2022, the team offered an introductory training in-person for the first time since the start of COVID, in which there were five participants.
- Seventeen employees completed the Mental Health First Aid (MHFA) skills-based training course that teaches participants about mental health and substance-use issues. MHFA trainers Alyssa Borski and Christin Van Kauwenberg offered two classes in 2022 in August and October.

## NICOLET COLLEGE 2022-2023 HIGHLIGHTS (Cont'd)

- Nicolet College hosted two Student Accessibility Tours in November and December. The first-time events included an accommodations presentation hosted by the accommodations specialist, an admissions presentation, and a campus tour. Fifteen Tomahawk and Crandon School District students with varying disabilities attended the events. As noted by one teacher/chaperone, "The students enjoyed the tour, and now one is no longer saying he is going to drop out."
- On Veteran's Day, Nicolet College held a dinner and panel discussion with Northwoods veterans about their experiences serving in the military. On November 9, a Make a Thank-You Card activity was held. Seven cards were sent to deployed soldiers.
- In December 2022 and March 2023, dozens of students and staff participated in an educational exercise called the Burn Simulation. This scenario training exercise gave students from Firefighting, Emergency Medical Services, and Nursing programs experience working together in an emergency. The last phase of the scenario entailed professional staff from Aspirus MedEvac arriving in the Nicolet Emergency Room to transport the critically injured patients to a burn unit.
- The Culinary Arts program participated in several community service events throughout the district. A February 2023 bake sale benefited World Central Kitchen, a worldwide effort to feed the hungry in disaster-stricken zones. In April 2023, the program partnered with the Boys and Girls Club of the Northwoods to cater a Green Bay Packers event. Students designed the menu, prepared the food, ensured safe transport, and served food to guests. This opportunity provided them with experiential learning while building community.
- The Lumina Foundation-funded project (now known as the Indigenous Ways of Knowing) is a partnership between Nicolet and the Wisconsin Indian Education Association on pathways for Indigenous students. To honor the learning and the spirit of the Many Ways of Knowing, a WTCS Leadership Grant funded the creation of a report that attempts to capture the breadth and depth of this groundbreaking project. The report creation culminated in gathering many project participants, college staff, and WTCS leaders in a day of sharing on February 3, 2023.
- The Nicolet Nursing program hosted the Accreditation Commission for Education in Nursing (ACEN) peer reviewers for the program's accreditation review in the beginning of February 2023. The program received its final report from the visit at the end of March 2023 and the findings will be reviewed at the next ACEN Evaluation Review Panel/Board of Commissioners meeting in September 2023. The nursing program has been accredited since 1993 with reviews occurring every eight years.
- In March 2023, the Higher Learning Commission conducted a multi location visit to three of the sites off-campus where students can obtain 50% or more of a credential. The sites selected by HLC were the Lac du Flambeau Education Center, Northland Pines High School, and the Forest County Potawatomi Community Center. The purpose of such a visit, which is an early part of our comprehensive visit, is to ensure that students receive an educational experience that is high quality and consistent regardless of location.

## NICOLET COLLEGE 2022-2023 HIGHLIGHTS (Cont'd)

- The spring 2023 Diversity, Equity, and Inclusion Committee read the book *Evicted: Poverty and Profit in the American City* by Mathew Desmond. Thirty-eight people, ranging from an adjunct to a board member, signed up to participate. Three synchronous discussions were held throughout the term for people to gather and discuss their thoughts about the book, how it relates to the area, and how it impacts Nicolet students.

### Use Technology to Accelerate Success

- A year-long New Faculty Experience was implemented in August 2022. This experience provides all new faculty with scaffolded, reflective experiences focused on enhancing the quality of teaching and learning at Nicolet College. New faculty explore inclusive pedagogy, learner-centered teaching, campus resources, and more.
- In 2022, the Nicolet College marketing team worked with an outside video vendor to capture drone footage of all program labs to better showcase a day in the life of Nicolet students. The filming allowed Nicolet to acquire a fast, dynamic perspective featured in the new manufacturing center commercials and an upcoming "all programs" commercial. Strong collaboration between marketing, staff, students, and faculty was instrumental in making this production.
- Nicolet College's online Native American Art class was selected for one of only three WOW Awards given by the WICHE Cooperative for Educational Technologies (WCET). The course design team that created the online version of the class was led by Nate Wilson, Nicolet University Transfer Art instructor; Di Wu, Nicolet instructional designer; and Ernie St. Germaine, a tribal art expert with the Lac du Flambeau Band of Lake Superior Chippewa.
- The marketing team embarked upon a Nicolet College website refresh. Faculty and staff were invited to complete a survey and attend a listening session to provide feedback regarding the site. The refresh adds greater functionality to the Nicolet College homepage, improves readability, refreshes design elements, updates content, adds photos to improve the faculty and staff directory, enhances event calendars, increases video/photo use, and refines style boxes/content areas for better usability. After the website updates are made, an ADA (Americans Disabilities Act) compliance audit will be performed to identify any issues that may inhibit access for the Nicolet College website users. The WTCS Student Success grant is funding the compliance audit.
- In Nicolet's Basic Photography course, 21 students had the opportunity to "up" their photography skills using an industry-standard Adobe product called 'Lightroom.' These industry tools prepare students to produce quality art and build realistic workplace skills that can be touted on application materials in the future.

## NICOLET COLLEGE 2022-2023 HIGHLIGHTS (Cont'd)

### Design for the 60-Year Curriculum

- In the spring 2022 term, the business & entrepreneurship team launched a new nine-credit online Digital Marketing Certificate. Upon completing the certificate, students can earn internationally-recognized certification from the Digital Marketing Institute (DMI) and the American Marketing Association (AMA).
- For the first time, a jailed inmate has received Student of the Year honors from the Academic Success program at Nicolet College. David Brogli earned the award recently while incarcerated in the Oneida County Jail. In addition to his studies, Brogli voluntarily tutors a fellow inmate in reading, math, and financial literacy. Brogli said he plans to enroll in Nicolet's Substance Use Disorder Counselor program upon release.
- In August 2022, ten men from the McNaughton Correctional Center completed a Heavy Equipment Operator program at Nicolet. The seven-week program gave students entry-level skills required in running, maintaining, and servicing heavy equipment used in construction, road work, logging, and other related industries. This is Nicolet's fourth graduating class from the McNaughton Correctional Center. Earlier graduates earned Nicolet College credentials in Welding and Mechanical Maintenance.
- Throughout the academic year, academic staff from UW-Stevens Point and the School District of Rhinelander met with their counterparts at Nicolet College to create smooth pathways for students interested in health care and education careers.
- In the fall 2022 term, the University Transfer-Liberal Arts (UTLA) program launched a new course required for all new UTLA students, Foundations of University Learning (FUL). This one-credit course introduces critical thinking through the competencies of information literacy, metacognition, and self-efficacy. UTLA calls FUL "everybody's course" as it will rotate among UTLA instructors to provide multiple perspectives on Liberal Arts. The curriculum design invites instructors to choose their own text/media—a book, an article, a documentary, a podcast, an album, etc.—and guide students through introductory critical thinking processes by exploring that text/media. Additional course activities emphasize goal-setting, stress management, interaction with campus resources, and other skills applicable to university cultures and experiences. FUL emphasizes that participating in scholarly conversation with integrity significantly contributes to how humans fully engage with the world around them, respectfully encounter ideas/experiences different than their own, responsibly steward resources, effectively advocate for themselves and others, and positively effect changes for the good of their communities and the world. In time, the UTLA program hopes to build partnerships to expand the teaching and learning of these critical thinking skills across the college and district.
- In the fall 2022 term, Psychology Instructor Kristi Thoreson designed and delivered continuing education to the Lac du Flambeau community. Participants completed a two-day Autism Spectrum Overview training, which counted towards continuing education hours with the Wisconsin Early Childhood Registry.

## NICOLET COLLEGE 2022-2023 HIGHLIGHTS (Cont'd)

- In the Summer 2022 term, Nicolet College introduced a Forestry Equipment Maintenance Certificate. The certificate focuses on entry-level skills needed for the forestry industry. This four-week, four-credit certificate is transferrable to the Industrial Mechanical Technician program. The College collaborated with several industry partners to develop the competencies and the content delivery mode.
- The IT-Web Software Development program released an updated curriculum in the fall 2022 term. This new curriculum includes a special focus on the emerging world of blockchain technology. Students learn what a blockchain is, what a blockchain does, and the technologies and philosophies built on blockchains, such as cryptocurrency, decentralized finance (DeFi), smart contracts, and non-fungible tokens (NFT). Students also participated in an updated onboarding experience. Before the term started, all students met with Instructor Ethan Blue and Success Coach Alyssa Borski. This ensured that every student had their books, financial aid, and a rental laptop, if needed before the term began. The instructor met with students individually weekly and was joined by the Success Coach when possible.
- In September 2022, Nicolet College and ArtStart partnered to present the School of the Arts. Over the four-day event, attendees could participate in more than 20 arts-based classes, presentations, and events ranging from pouring molten metal to form art to embracing playful creativity through mindful drawing.
- Nicolet Business Instructors Lorelee Hood, Molly Gruett, and Niina Baum presented at the November 2022 Hire-Up seminar. The Future-Proof Your Workforce seminar was geared towards business professionals looking for effective strategies to address the worker shortage, retain employees and improve workplace efficiencies. Forty-five individuals from various area businesses participated in the event.
- In November 2022, the Culinary Arts program launched the Local Chef Spotlight Series with Culinary Instructor Mitch Below. Chef Below demonstrated how to prepare autumn greens salad, Parker House rolls with compound butter, and a canapé of smoked trout paté, wild rice cracker, and chive. In January, Chef Luke Olejniczak, a private chef in the Eagle River area, prepared a smoked duck and risotto dish. More than 60 people attended both events.
- Early Childhood Education and continuing education collaborated with Northwest Family Resources to offer an early childhood education conference in March 2023. Local childcare providers and students attended. The conference provided workforce training on incorporating STEM activities into early childhood settings.
- The Accounting program has offered several enrichment courses to the Nicolet community, staff, and students. The session topics ranged from saving for retirement and managing debt, personal budgeting, student tax tips, and internal controls and fraud prevention for small businesses.

## **NICOLET COLLEGE 2022-2023 HIGHLIGHTS (Cont'd)**

- In the spring 2023 term, Nicolet partnered with Aspirus Hospital to offer Acute Care Nursing Assistant classes. The Nursing Assistant program was also delivered in five district high schools. Forty-eight high school students from ten high schools enrolled in the Nursing Assistant program in the 2022-23 academic year.
- In the spring 2023 term, Academic Success partnered with Northern Advantage Job Center to provide a basic computer skills class. The focus audience was those who were searching for employment but needed help with using a computer, even when applying for jobs. This class was free and open to the public.
- The Medical Assistant program launched an embedded clinical practicum. Students gain experience with skills they already know, while continuing to develop new skills in the classroom before returning to the clinic for additional practice. The Medical Assistant program has a 100% satisfaction rate from employer surveys.
- In 2022-23, 630 students completed 3,070 credits while still enrolled in high school. These credits were earned through a variety of dual credit programs including Start College Now, Transcribed Credit, and 38.14 contracts with high schools.

# NICOLET AREA TECHNICAL COLLEGE

## Schedule of Full-time Staff Positions by Function

	<b>2022-2023</b>	<b>2022-2023</b>	<b>2023-2024</b>
	<b><u>Budget</u></b>	<b><u>Re-calculation*</u></b>	<b><u>Budget</u></b>
Instruction	79.5	79.5	80.0
Instructional Resources	6.9	8.1*	8.1*
Student Services	24.5	24.5	24.0
General Institutional	32.0	33.6*	33.6*
Physical Plant	9.0	9.0	9.0
Auxiliary Services	2.1	2.1	2.1
	<b>154.0</b>	<b>156.8*</b>	<b>156.8*</b>

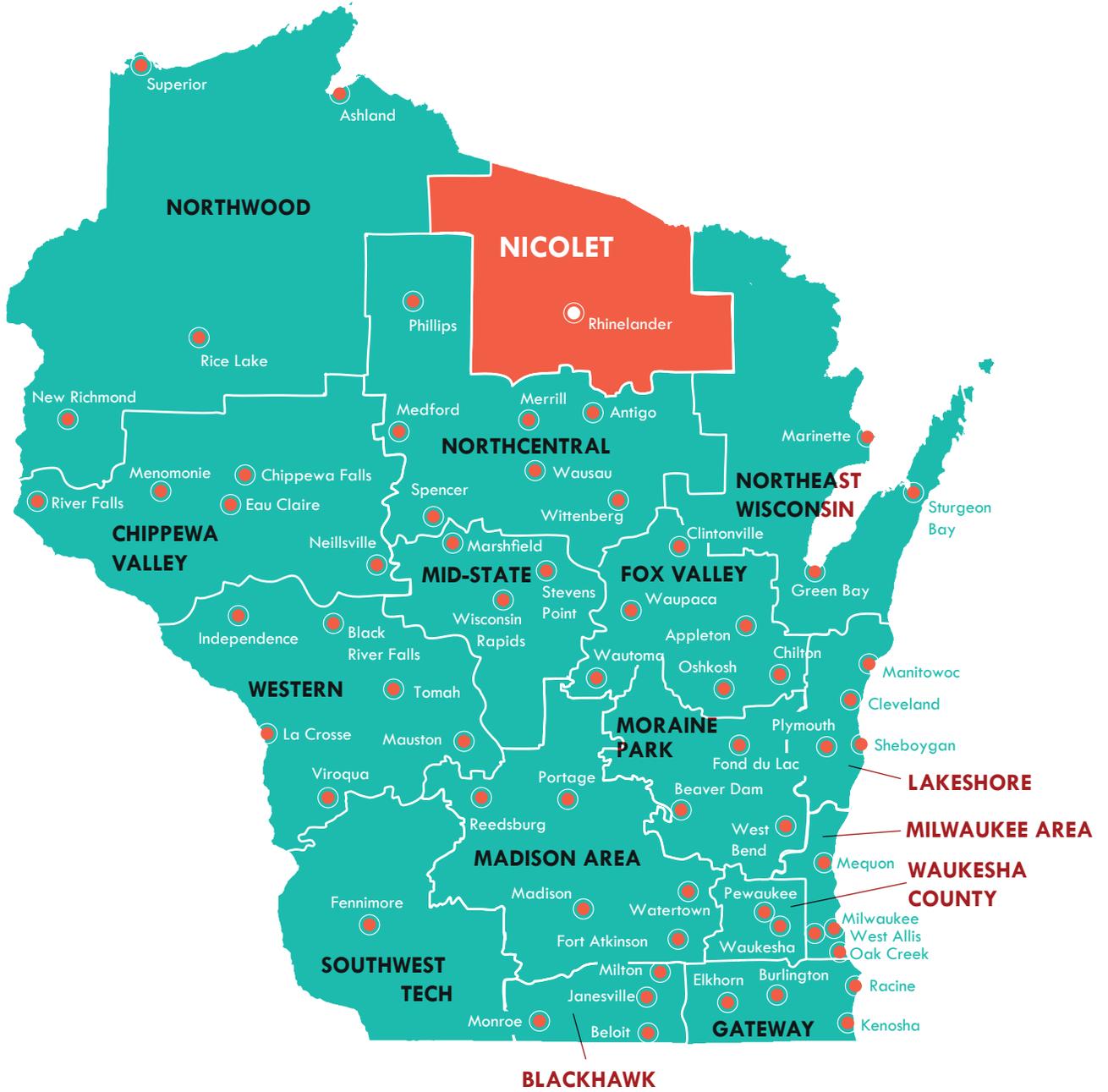
## Organizational Staff Positions by Administrative Unit

	<b>2022-2023</b>	<b>2022-2023</b>	<b>2023-2024</b>
	<b><u>Budget</u></b>	<b><u>Re-calculation*</u></b>	<b><u>Budget</u></b>
President	1.0	1.0	1.0
Vice Presidents	3.0	3.0	3.0
Deans/Directors/Managers	20.0	20.0	20.0
Instruction	61.0	61.0	61.0
Professional	20.0	20.0	20.0
Clerical & Technical Support	42.0	44.8*	44.8*
Facilities	7.0	7.0	7.0
	<b>154.0</b>	<b>156.8*</b>	<b>156.8*</b>

\*Beginning 2023-2024, a new formula for calculating FTEs will be used. Year-round, regular part-time employees will be added to FTE counts as a percentage of full time equivalent. In 2022-2023 this included Foundation (1 FTE), Public Safety (.6 FTE), and Library Support positions (1.2 FTE). This change in calculation will provide better transparency and understanding of work being completed by both part and full-time year-round staff.

Note: This does not include Limited Term Employees (LTE) or part-time seasonal positions.

# NICOLET AREA TECHNICAL COLLEGE DISTRICT MAP



**NICOLET AREA TECHNICAL COLLEGE**  
**Budget Planning Process**  
**2023-2024**

The Nicolet Area Technical College budget is adopted for one fiscal year beginning July 1, 2023 and ending June 30, 2024. 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, 2023. 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**

As we look to the horizon, Nicolet College faces several headwinds that we must acknowledge. Enrollment FTEs continue to decline. While the District's equalized valuation increased 16.53% for 2022-23, the College may only increase its operational levy by the District's Net New Construction for fiscal 2023-24. Our Net New Construction for 2022-23 was \$217,000. To put this in perspective, the 3% salary increase for 2022-23 exceeded \$355,000. Average tuition increased by 1% for 2022-23 for an estimated revenue increase of \$40,000. As you can see, our revenue additions do not cover the annual salary increases.

Overall, inflation is heading north of 8.0% with health insurance, deliver costs, and utilities significantly impacted. While we have been able to maintain a strong financial position, with these trends, it is not sustainable for the long term.

The Executive Leadership Team and Board of Trustees are guided by principles and strategies that reflect agility/adaptability to change; investing in resources that ensure an exceptional user experience and that maximize technology; developing curricula that serves learners and employers across a 60-year continuum; ensuring accountability in all our work; promoting diversity, equity, inclusion, and belonging; and advancing a continuous improvement mindset.

Beginning with you in developing your budget requests for 2023-24, together we need to be mindful of our changing demographics and economics, and be creative in the ways we plan for the future. All operational requests should be developed with these principles and strategies in mind, and presented with a logic toward how the requests will help the College achieve its mission. We look forward to a thoughtful and collaborative budget building process that drives growth and fosters innovation while tending to our daily duties.

#### **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.

2023-2024 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 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 Capital Funds Form: All Capital items (equipment over \$5,000) should be listed on this form. Please keep requests to absolute necessities.

There is an update for staff change requests for the 2023-24 budget building process. The Executive Leadership Team is requesting all staffing changes go through the ELT member for your specific area. Please speak with your ELT member for specific deliverables.



## 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, 2023 - JUNE 30, 2024**

A public hearing on the proposed FY 2023-2024 budget for the Nicolet Area Technical College District will be held in person and virtually on June 19, 2023, 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>
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	\$22,724,029,828	0.13654	0.01677	0.15331	-20.4%
2024 (1)	\$22,951,270,126	0.13518	0.01850	0.15360	0.2%

<u>Year</u>	<u>Total Expenditures (3)</u>	<u>Percent Inc (Dec)</u>	<u>Tax Levy (2)</u>	<u>Percent Inc (Dec)</u>	<u>Tax on a \$100,000 Home</u>
2018	\$30,903,911	-8.10%	\$6,656,380	1.95%	\$39.01
2019	\$29,592,932	-4.43%	\$6,777,353	1.82%	\$38.95
2020	\$29,509,675	-0.28%	\$6,810,957	0.05%	\$37.88
2021	\$30,107,966	1.99%	\$5,288,317	-22.36%	\$28.55
2022	\$30,606,345	1.63%	\$3,755,417	-28.99%	\$19.26
2023	\$29,470,647	-3.85%	\$3,483,766	7.23%	\$15.33
2024 (1)	\$32,272,683	8.68%	\$3,526,616	-1.23%	\$15.36

(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.

(3) Fiscal years 2018-2022 represent actual amounts; 2023 is projected; and 2024 is proposed budget

	<u>General Fund</u>	<u>Special Revenue Aidable</u>	<u>Special Revenue Non-Aidable</u>	<u>Capital Projects Fund</u>	<u>Debt Service Fund</u>	<u>Enterprise Fund</u>	<u>Total</u>
Tax Levy	\$2,407,331	\$611,372	\$27,361	\$0	\$424,000	\$56,552	\$3,526,616
Other Budgeted Revenue	\$21,562,694	\$1,199,851	\$2,226,194	\$250,730	\$0	\$312,111	\$25,551,580
Subtotal	\$23,970,025	\$1,811,223	\$2,253,555	\$250,730	\$424,000	\$368,663	\$29,078,196
Budgeted Expenditures	\$23,970,025	\$1,811,223	\$2,364,551	\$3,334,221	\$424,000	\$368,663	\$32,272,683
Excess of Revenue over (under) Expenditures	\$0	\$0	-\$110,996	-\$3,083,491	\$0	\$0	-\$3,194,487
Operating Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Estimated Fund Balance at 7/1/23	\$14,075,368	\$691,000	\$185,565	\$7,866,737	\$4,253,468	\$706,048	\$27,778,186
Estimated Fund Balance at 6/30/24	\$14,075,368	\$691,000	\$74,569	\$4,783,246	\$4,253,468	\$706,048	\$24,583,699

**NICOLET AREA TECHNICAL COLLEGE  
NOTICE OF PUBLIC HEARING  
Budget Summary - General Fund  
Fiscal Year 2023-2024**

<b>Resources</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2022-2023</b>	<b>2023-2024</b>	
	<b>Actual</b>	<b>Budget</b>	<b>Estimated (1)</b>	<b>Budget</b>	
<b>Revenue</b>					
Local Government	\$ 2,406,785	\$ 1,719,153	\$ 3,539,668	\$ 2,407,331	
State Aids	17,479,960	18,072,164	17,701,494	17,969,770	
Program Fees	2,819,226	2,860,685	2,918,824	2,891,222	
Material Fees	122,041	138,500	130,141	132,235	
Other Student Fees	31,143	81,600	21,329	22,082	
Institutional	401,435	166,000	311,277	545,000	
Federal	108,693	2,665	135	2,385	
Total Revenue	<u>23,369,283</u>	<u>23,040,767</u>	<u>24,622,868</u>	<u>23,970,025</u>	
<b>Transfers from Reserves and Designated Fund Balances (2)</b>					
	0	0	0	0	
<b>Total Resources</b>	<b><u>\$ 23,369,283</u></b>	<b><u>\$ 23,040,767</u></b>	<b><u>\$ 24,622,868</u></b>	<b><u>\$ 23,970,025</u></b>	
<b>Uses</b>					
<b>Expenditures</b>					
Instructional	\$ 9,625,636	\$ 11,131,127	\$ 10,291,772	\$ 10,597,680	
Instructional Resources	895,811	1,031,802	1,029,181	1,225,335	
Student Services	2,083,000	2,662,135	2,366,322	2,716,726	
General Institutional	5,761,065	6,405,358	5,743,977	7,485,319	
Physical Plant	1,876,149	1,810,345	1,717,760	1,944,965	
Auxiliary Services	0	0	0	0	
Total Expenditures	<u>20,241,661</u>	<u>23,040,767</u>	<u>21,149,012</u>	<u>23,970,025</u>	
<b>Transfers to Reserves and Designated for Operations (3)</b>					
	3,127,622	0	3,473,856	0	
<b>Total Uses of Funds</b>	<b><u>\$ 23,369,283</u></b>	<b><u>\$ 23,040,767</u></b>	<b><u>\$ 24,622,868</u></b>	<b><u>\$ 23,970,025</u></b>	
<b>Expenditures by Fund</b>					
General	\$ 20,241,661	\$ 23,040,767	\$ 21,149,012	\$ 23,970,025	4.03%
Special Revenue Aidable	2,701,417	2,884,051	2,174,962	1,811,223	-37.20%
Special Revenue Non-Aidable	3,160,188	2,778,555	1,424,652	2,364,551	-14.90%
Capital Projects	3,659,706	4,000,306	3,852,744	3,334,221	-16.65%
Debt Service	362,500	381,000	381,000	424,000	11.29%
Enterprise	480,873	579,864	488,277	368,663	-36.42%
<b>Total Expenditures</b>	<b><u>\$ 30,606,345</u></b>	<b><u>\$ 33,664,543</u></b>	<b><u>\$ 29,470,647</u></b>	<b><u>\$ 32,272,683</u></b>	-4.13%
<b>Revenues by Fund</b>					
General	\$ 23,369,283	\$ 23,040,767	\$ 24,622,868	\$ 23,970,025	4.03%
Special Revenue Aidable	2,701,417	2,884,051	2,174,962	1,811,223	-37.20%
Special Revenue Non-Aidable	3,189,282	2,778,555	1,424,652	2,253,555	-18.89%
Capital Projects	80,968	178,885	31,323	250,730	40.16%
Debt Service	368,025	381,000	381,000	424,000	11.29%
Enterprise	480,221	579,864	488,277	368,663	-36.42%
<b>Total Revenues</b>	<b><u>\$ 30,189,196</u></b>	<b><u>\$ 29,843,122</u></b>	<b><u>\$ 29,123,082</u></b>	<b><u>\$ 29,078,196</u></b>	-2.56%

(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**  
**2023-2024 Budgetary Statement of**  
**Resources, Uses and Changes in Fund Balance**

	2021-2022 <u>Actual</u>	2022-2023 <u>Budget</u>	2022-2023 <u>Estimated (1)</u>	2023-2024 <u>Budget</u>
<b><u>Resources</u></b>				
<b>Revenue</b>				
Local Government	\$ 3,753,064	\$ 3,404,602	\$ 4,891,819	\$ 3,526,616
State Aids	18,088,059	19,320,220	18,423,495	18,739,814
Program Fees	2,819,226	2,860,685	2,918,824	2,891,222
Material Fees	122,041	138,500	130,141	132,235
Other Student Fees	149,934	206,600	122,634	122,082
Institutional	975,191	751,050	793,417	1,117,161
Federal	4,282,227	3,161,465	1,842,752	2,549,066
Total Revenue	30,189,742	29,843,122	29,123,082	29,078,196
<b>Transfers from Reserves and Designated Fund Balances (2)</b>				
	3,578,738	3,821,421	3,821,421	3,194,487
Other Funding Sources	0	0	0	0
<b>Total Resources</b>	<b>\$ 33,768,480</b>	<b>\$ 33,664,543</b>	<b>\$ 32,944,503</b>	<b>\$ 32,272,683</b>
<b><u>Uses</u></b>				
<b>Expenditures</b>				
Instructional	\$ 11,978,519	\$ 13,675,851	\$ 11,951,061	\$ 12,268,567
Instructional Resources	1,231,552	1,334,037	1,361,090	1,558,046
Student Services	5,519,226	5,951,105	4,248,391	5,411,047
General Institutional	6,061,986	6,926,991	6,317,718	8,502,951
Physical Plant	5,334,189	5,196,695	5,104,110	4,143,409
Auxiliary Services	480,873	579,864	488,277	388,663
Total Expenditures	30,606,345	33,664,543	29,470,647	32,272,683
<b>Transfers to Reserves and Designated for Operations (3)</b>				
	3,162,135	0	3,473,856	0
Repayment of Debt	0	0	0	0
<b>Total Uses of Funds</b>	<b>\$ 33,768,480</b>	<b>\$ 33,664,543</b>	<b>\$ 32,944,503</b>	<b>\$ 32,272,683</b>
Beginning Fund Balance	\$ 31,701,449	\$ 31,284,846	\$ 27,463,425	\$ 27,115,860
Ending Fund Balance	\$ 31,284,846	\$ 27,463,425	\$ 27,115,860	\$ 23,921,373
<b>Expenditures by Fund</b>				
General	\$ 20,241,661	\$ 23,040,767	\$ 21,149,012	\$ 23,970,025
Special Revenue Aidable	2,701,417	2,884,051	2,174,962	1,811,223
Special Revenue Non-Aidable	3,160,188	2,778,555	1,424,652	2,364,551
Capital Projects	3,659,706	4,000,306	3,852,744	3,334,221
Debt Service	362,500	381,000	381,000	424,000
Enterprise	480,873	579,864	488,277	368,663
<b>Total Expenditures</b>	<b>\$ 30,606,345</b>	<b>\$ 33,664,543</b>	<b>\$ 29,470,647</b>	<b>\$ 32,272,683</b>

(1) 10 months actual and 2 months estimated.

(2) Represents decrease to balance.

(3) Represents increase to balance.

**NICOLET AREA TECHNICAL COLLEGE  
GENERAL FUND  
2023-2024 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance**

	<u>2021-2022 Actual</u>	<u>2022-2023 Budget</u>	<u>2022-2023 Estimated(1)</u>	<u>2023-2024 Budget</u>
<b><u>Resources</u></b>				
<b>Revenues</b>				
Local Government	\$ 2,406,785	\$ 1,719,153	\$ 3,539,668	\$ 2,407,331
State Aids	17,479,960	18,072,164	17,701,494	17,969,770
Program Fees	2,819,226	2,860,685	2,918,824	2,891,222
Material Fees	122,041	138,500	130,141	132,235
Other Student Fees	31,143	81,600	21,329	22,082
Institutional	401,435	166,000	311,277	545,000
Federal	108,693	2,665	135	2,385
Total Revenues	<u>23,369,283</u>	<u>23,040,767</u>	<u>24,622,868</u>	<u>23,970,025</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	0	0	0	0
<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	0	0	0	0
<b>Total Resources</b>	<b><u>\$ 23,369,283</u></b>	<b><u>\$ 23,040,767</u></b>	<b><u>\$ 24,622,868</u></b>	<b><u>\$ 23,970,025</u></b>
<b><u>Uses</u></b>				
<b>Expenditures</b>				
Instruction	\$ 9,625,636	\$ 11,131,127	\$ 10,291,772	\$ 10,597,680
Instructional Resources	895,811	1,031,802	1,029,181	1,225,335
Student Services	2,083,000	2,662,135	2,366,322	2,716,726
General Institutional	5,761,065	6,405,358	5,743,977	7,485,319
Physical Plant	1,876,149	1,810,345	1,717,760	1,944,965
Auxiliary Services	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	20,241,661	23,040,767	21,149,012	23,970,025
<b>Transfers to Reserves and Designated Fund Balance (3)</b>				
Designated for Operations	<u>3,127,622</u>	<u>0</u>	<u>3,473,856</u>	<u>0</u>
Total Transfers	3,127,622	0	3,473,856	0
<b>Total Uses</b>	<b><u>\$ 23,369,283</u></b>	<b><u>\$ 23,040,767</u></b>	<b><u>\$ 24,622,868</u></b>	<b><u>\$ 23,970,025</u></b>
Beginning Fund Balance	\$ 13,325,368	\$ 13,727,990	\$ 13,727,990	\$ 13,801,846
Fund Balance - Transfers Out	(2,725,000)	-	(3,400,000.00)	-
Ending Fund Balance	\$ 13,727,990	\$ 13,727,990	\$ 13,801,846	\$ 13,801,846

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  
2023-2024 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance**

	<b>2021-2022 Actual</b>	<b>2022-2023 Budget</b>	<b>2022-2023 Estimated(1)</b>	<b>2023-2024 Budget</b>
<b>Resources</b>				
<b>Revenues</b>				
Local Government	\$ 759,940	\$ 1,012,224	\$ 706,287	\$ 611,372
State Aids	539,063	1,079,221	691,054	519,364
Institutional	283,266	260,000	258,351	260,000
Federal	1,119,148	532,606	519,270	420,487
Total Revenues	<u>2,701,417</u>	<u>2,884,051</u>	<u>2,174,962</u>	<u>1,811,223</u>
<b>Transfers from Reserves and Designated Fund Balances (2)</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 (2)</b>				
Residual Equity Transfers	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>\$ 2,701,417</u></b>	<b><u>\$ 2,884,051</u></b>	<b><u>\$ 2,174,962</u></b>	<b><u>\$ 1,811,223</u></b>
<b>Uses</b>				
<b>Expenditures</b>				
Instruction	\$ 2,119,259	\$ 2,074,399	\$ 1,406,144	\$ 1,199,967
Instructional Resources	305,051	277,604	299,988	259,789
Student Services	256,564	510,415	457,417	329,770
General Institutional	20,543	21,633	11,413	21,697
Physical Plant	0	0	0	0
Auxiliary Services	0	0	0	0
Total Expenditures	<u>2,701,417</u>	<u>2,884,051</u>	<u>2,174,962</u>	<u>1,811,223</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>Total Uses</b>	<b><u>\$ 2,701,417</u></b>	<b><u>\$ 2,884,051</u></b>	<b><u>\$ 2,174,962</u></b>	<b><u>\$ 1,811,223</u></b>
Beginning Fund Balance	\$ 691,000	\$ 675,000	\$ 675,000	\$ 675,000
Fund Balance Transfers Out	(16,000)	-	-	-
Ending Fund Balance	\$ 675,000	\$ 675,000	\$ 675,000	\$ 675,000

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  
2023-2024 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance**

	<b>2021-2022 <u>Actual</u></b>	<b>2022-2023 <u>Budget</u></b>	<b>2022-2023 <u>Estimated(1)</u></b>	<b>2023-2024 <u>Budget</u></b>
<b><u>Resources</u></b>				
<b>Revenues</b>				
Local Government	\$ 16,651	\$ 27,361	\$ 0	\$ 27,361
Other Student Fees	118,791	125,000	101,305	100,000
Institutional	0	0	0	0
Federal	3,054,386	2,626,194	1,323,347	2,126,194
Total Revenues	<u>3,189,828</u>	<u>2,778,555</u>	<u>1,424,652</u>	<u>2,253,555</u>
<b>Transfers from Reserves and Designated Fund Balances (2)</b>				
Reserve For Student Activities	<u>0</u>	<u>0</u>	<u>0</u>	<u>110,996</u>
Total Transfers	0	0	0	110,996
<b>Total Resources</b>	<b><u>\$ 3,189,828</u></b>	<b><u>\$ 2,778,555</u></b>	<b><u>\$ 1,424,652</u></b>	<b><u>\$ 2,364,551</u></b>
<b><u>Uses</u></b>				
<b>Expenditures</b>				
Student Services	<u>\$ 3,160,188</u>	<u>\$ 2,778,555</u>	<u>\$ 1,424,652</u>	<u>\$ 2,364,551</u>
Total Expenditures	3,160,188	2,778,555	1,424,652	2,364,551
<b>Transfers to Reserves and Designated Fund Balance (3)</b>				
Designated for Operations	<u>29,640</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Transfers	29,640	0	0	0
<b>Other Funding Sources</b>				
Residual Equity Transfer	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Other Sources	0	0	0	0
<b>Total Uses</b>	<b><u>\$ 3,189,828</u></b>	<b><u>\$ 2,778,555</u></b>	<b><u>\$ 1,424,652</u></b>	<b><u>\$ 2,364,551</u></b>
Beginning Fund Balance	\$ 199,669	\$ 229,309	\$ 229,309	\$ 229,309
Ending Fund Balance	\$ 229,309	\$ 229,309	\$ 229,309	\$ 118,313

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  
2023-2024 Budgetary Statement of  
Resources, Uses and Changes in Fund Balance**

	<b>2021-2022 <u>Actual</u></b>	<b>2022-2023 <u>Budget</u></b>	<b>2022-2023 <u>Estimated(1)</u></b>	<b>2023-2024 <u>Budget</u></b>
<b><u>Resources</u></b>				
<b>Revenues</b>				
Local Government	\$ 0	\$ 0	\$ 0	\$ 0
State Aids	69,036	168,835	30,947	250,680
Institutional	11,932	10,050	376	50
Federal	0	0	0	0
Total Revenues	<u>80,968</u>	<u>178,885</u>	<u>31,323</u>	<u>250,730</u>
<b>Transfers from Reserves and Designated Fund Balances (2)</b>				
Reserve For Capital Projects	3,578,738	3,821,421	3,821,421	3,083,491
Total Transfers	<u>3,578,738</u>	<u>3,821,421</u>	<u>3,821,421</u>	<u>3,083,491</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>\$ 3,659,706</u></b>	<b><u>\$ 4,000,306</u></b>	<b><u>\$ 3,852,744</u></b>	<b><u>\$ 3,334,221</u></b>
<b><u>Uses</u></b>				
<b>Expenditures</b>				
Instruction	\$ 233,624	\$ 470,325	\$ 253,145	\$ 470,920
Instructional Resources	30,690	24,631	31,921	72,922
Student Services	19,474	0	0	0
General Institutional	280,378	500,000	562,328	995,935
Physical Plant	3,095,540	3,005,350	3,005,350	1,774,444
Auxiliary Services	0	0	0	20,000
Total Expenditures	<u>3,659,706</u>	<u>4,000,306</u>	<u>3,852,744</u>	<u>3,334,221</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>\$ 3,659,706</u></b>	<b><u>\$ 4,000,306</u></b>	<b><u>\$ 3,852,744</u></b>	<b><u>\$ 3,334,221</u></b>
Beginning Fund Balance	\$ 12,525,896	\$ 11,688,158	\$ 7,866,737	\$ 7,445,316
Fund Balance Transfers In	2,741,000	-	3,400,000.00	-
Ending Fund Balance	\$ 11,688,158	\$ 7,866,737	\$ 7,445,316	\$ 4,361,825

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  
2023-2024 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance**

	<u>2021-2022</u> <u>Actual</u>	<u>2022-2023</u> <u>Budget</u>	<u>2022-2023</u> <u>Estimated(1)</u>	<u>2023-2024</u> <u>Budget</u>
<b><u>Resources</u></b>				
<b>Revenues</b>				
Local Government	\$ 362,500	\$ 381,000	\$ 381,000	\$ 424,000
Institutional	5,525	0	0	0
Total Revenues	368,025	381,000	381,000	424,000
<b>Transfers from Reserves and Designated Fund Balances (2)</b>				
Reserve for Debt Repayment	0	0	0	0
Total Transfers	0	0	0	0
<b>Other funding Sources (2)</b>				
Proceeds from Debt	0	0	0	0
Total Other Sources	0	0	0	0
<b>Total Resources</b>	<b>\$ 368,025</b>	<b>\$ 381,000</b>	<b>\$ 381,000</b>	<b>\$ 424,000</b>
<b><u>Uses</u></b>				
<b>Expenditures</b>				
Physical Plant	\$ 362,500	\$ 381,000	\$ 381,000	\$ 424,000
Total Expenditures	362,500	381,000	381,000	424,000
<b>Transfers to Reserves and Designated Fund Balance (3)</b>				
Reserve for Debt Repayment	5,525	0	0	0
Repayment of Debt	0	0	0	0
Total Transfers	5,525	0	0	0
<b>Total Uses</b>	<b>\$ 368,025</b>	<b>\$ 381,000</b>	<b>\$ 381,000</b>	<b>\$ 424,000</b>
Beginning Fund Balance	\$ 4,253,468	\$ 4,258,993	\$ 4,258,993	\$ 4,258,993
Ending Fund Balance	\$ 4,258,993	\$ 4,258,993	\$ 4,258,993	\$ 4,258,993

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  
2023-2024 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance**

	<b>2021-2022 <u>Actual</u></b>	<b>2022-2023 <u>Budget</u></b>	<b>2022-2023 <u>Estimated(1)</u></b>	<b>2023-2024 <u>Budget</u></b>
<b><u>Resources</u></b>				
<b>Revenues</b>				
Local Government	\$ 207,188	\$ 264,864	\$ 264,864	\$ 56,552
Institutional	273,033	315,000	223,413	312,111
Federal	0	0	0	0
Total Revenues	480,221	579,864	488,277	368,663
<b>Transfers from Fund Balance</b>				
Retained Earnings (2)	0	0	0	0
Total Transfers	0	0	0	0
<b>Total Resources</b>	<b>\$ 480,221</b>	<b>\$ 579,864</b>	<b>\$ 488,277</b>	<b>\$ 368,663</b>
 <b><u>Uses</u></b>				
<b>Expenditures</b>				
Auxiliary Services	\$ 480,873	\$ 579,864	\$ 488,277	\$ 368,663
Total Expenditures	480,873	579,864	488,277	368,663
<b>Transfers to Fund Balance</b>				
Retained Earnings (3)	(652)	0	0	0
Total Transfers	(652)	0	0	0
<b>Total Uses</b>	<b>\$ 480,221</b>	<b>\$ 579,864</b>	<b>\$ 488,277</b>	<b>\$ 368,663</b>
Beginning Fund Balance	\$ 706,048	\$ 705,396	\$ 705,396	\$ 705,396
Ending Fund Balance	\$ 705,396	\$ 705,396	\$ 705,396	\$ 705,396

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  
2023-2024 Budgetary Statement of  
Resources, Uses, and Changes in Fund Balance**

<b>SUMMARY OF ACTIVITIES</b>	<b>2022-2023 <u>Estimated</u></b>	<b>2023-2024 <u>Budget</u></b>
<b><u>Bookstore</u></b>		
<b>Revenues</b>		
Local Government	\$ 112,100	\$ 47,052
Institutional	240,000	304,111
<b>Total Revenues</b>	<b><u>\$ 352,100</u></b>	<b><u>\$ 351,163</u></b>
<b>Expenditures</b>		
Personnel	\$ 94,952	\$ 63,363
Other Operational Costs	257,148	287,800
<b>Total Expenditures</b>	<b><u>\$ 352,100</u></b>	<b><u>\$ 351,163</u></b>
<b><u>Café/Spirit Shop</u></b>		
<b>Revenues</b>		
Local Government	\$ 128,911	\$ 9,500
Institutional	7,266	8,000
<b>Total Revenues</b>	<b><u>\$ 136,177</u></b>	<b><u>\$ 17,500</u></b>
<b>Expenditures</b>		
Personnel	\$ 105,177	\$ 0
Other Operational Costs	31,000	17,500
<b>Total Expenditures</b>	<b><u>\$ 136,177</u></b>	<b><u>\$ 17,500</u></b>

**NICOLET AREA TECHNICAL COLLEGE  
PRO-FORMA BALANCE SHEET  
June 30, 2023**

	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	\$ 2,271,000	\$ 25,000	\$ 373,000	\$ 0	\$ 0	\$ 56,000	\$ 0	\$ 0	\$ 2,725,000			
Investments	11,000,000	0	0	8,851,000	3,878,000	0	0	0	23,729,000			
Receivables	1,800,000	250,000	40,000	0	0	0	0	0	2,090,000			
Due From Other Funds	97,000	0	0	0	0	0	0	0	97,000			
Inventories	65,000	0	0	0	0	27,000	0	0	92,000			
Prepaid Expenses	90,000	0	0	20,000	0	11,000	57,000,000	0	110,000			
Fixed Assets	0	0	0	0	0	0	0	0	57,011,000			
Available Debt Service	0	0	0	0	0	0	0	424,000	424,000			
Amt Provided Long-Term Debt	0	0	0	0	0	0	0	776,000	776,000			
<b>Total Assets</b>	<b>\$15,323,000</b>	<b>\$275,000</b>	<b>\$413,000</b>	<b>\$8,871,000</b>	<b>\$3,878,000</b>	<b>\$94,000</b>	<b>\$57,000,000</b>	<b>\$1,200,000</b>	<b>\$87,054,000</b>			
<b>Liabilities:</b>												
Accounts Payable	100,000	0	0	0	0	4,000	0	0	104,000			
Other Current Liabilities	0	0	30,000	0	0	0	0	0	30,000			
Employment Related Payables	326,000	0	0	0	0	0	0	0	326,000			
Due To Other Funds	0	250,000	100,000	0	0	0	0	0	350,000			
Deferred Revenues	50,000	0	0	0	0	3,000	0	0	53,000			
General Long-Term Debt	0	0	0	0	0	0	0	1,875,000	1,875,000			
<b>Total Liabilities</b>	<b>\$476,000</b>	<b>\$250,000</b>	<b>\$130,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,000</b>	<b>\$0</b>	<b>\$1,875,000</b>	<b>\$2,738,000</b>			
<b>Fund Equity:</b>												
Investment in Fixed Assets	0	0	0	0	0	0	57,591,000	0	57,591,000			
Retained Earnings	0	0	0	0	0	646,000	0	0	646,000			
Fund Balance:												
Reserve for Prepaid Items	325,000	0	0	0	0	0	0	0	325,000			
Reserve for Student Organizations	0	0	229,000	0	0	0	0	0	229,000			
Reserve for Non-Liquid Assets	13,000	0	0	0	0	0	0	0	13,000			
Reserve for Capital Projects	0	0	0	11,688,000	0	0	0	0	11,688,000			
Reserve for Debt Service	0	0	0	0	4,259,000	0	0	0	4,259,000			
Reserve for Post Employment Benefit	7,345,000	0	0	0	0	0	0	0	7,345,000			
Unreserved:												
Designated for State Aid Fluctuation	160,000	0	0	0	0	0	0	0	160,000			
Designated for Operations	5,065,000	675,000	0	0	0	0	0	0	5,740,000			
<b>Total Fund Equity</b>	<b>\$12,908,000</b>	<b>\$675,000</b>	<b>\$229,000</b>	<b>\$11,688,000</b>	<b>\$4,259,000</b>	<b>\$646,000</b>	<b>\$57,591,000</b>	<b>\$0</b>	<b>\$87,996,000</b>			
<b>Total Liabilities and Fund Equity</b>	<b>\$13,384,000</b>	<b>\$925,000</b>	<b>\$359,000</b>	<b>\$11,688,000</b>	<b>\$4,259,000</b>	<b>\$653,000</b>	<b>\$57,591,000</b>	<b>\$1,875,000</b>	<b>\$90,734,000</b>			

**NICOLET AREA TECHNICAL COLLEGE  
COMBINED SCHEDULE OF LONG-TERM OBLIGATIONS  
2023-2024 Budget Year**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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>\$ 1,200,000</b>	<b>\$ 48,000</b>	<b>\$ 1,248,000</b>

<u>Calendar Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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>\$ 1,200,000</b>	<b>\$ 36,000</b>	<b>\$ 1,236,000</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  
2023-2024 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 2022		\$ 22,724,029,828
Net G.O. Debt Outstanding as of 6/30/23		\$ 1,200,000
	<u>5%</u>	<u>2%</u>
Legal Debt Limit	\$ 1,136,201,491	\$ 454,480,596
Percent of Debt Limit Remaining	99%	99%

**Future Financing**

No new borrowing will take place for the fiscal period 2023-2024.

**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 \*  
 2023-2024**

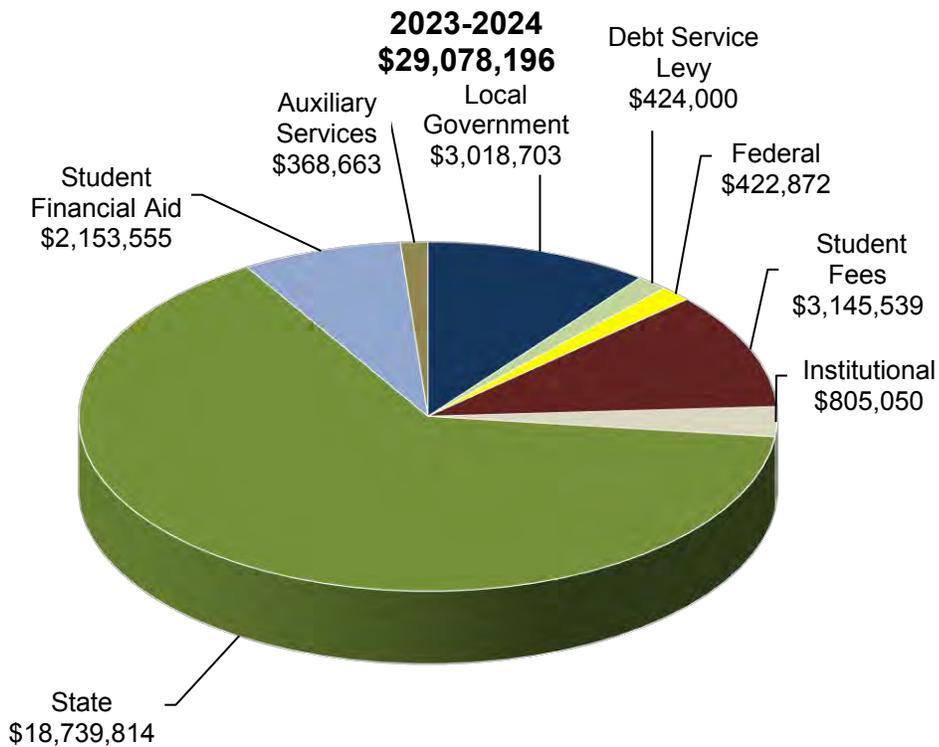
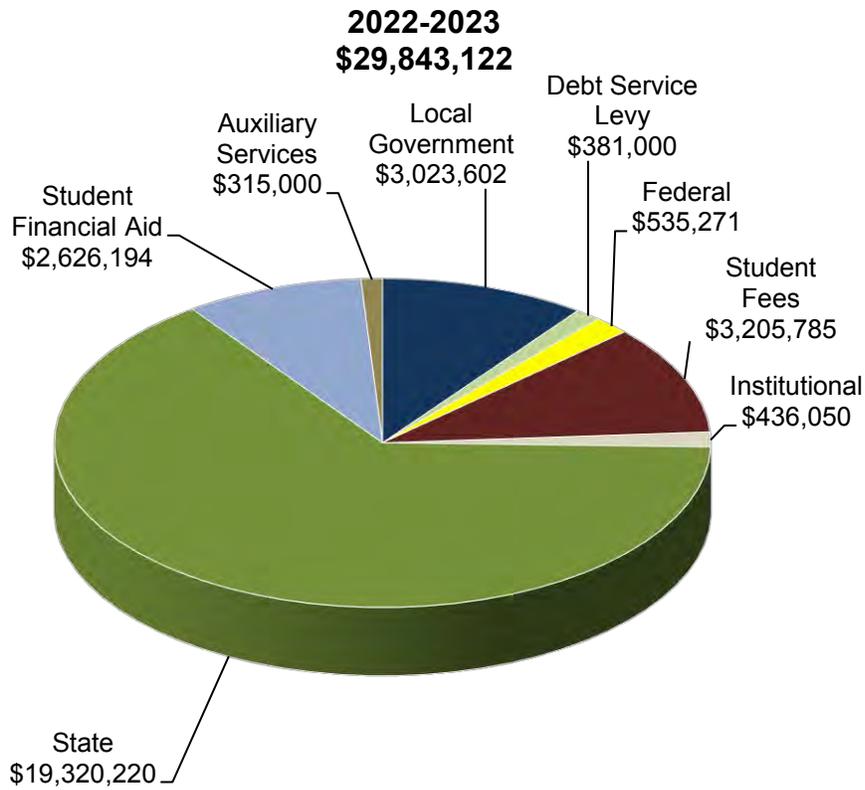
Personnel Services		
Salaries and Wages	\$	13,682,756
Fringe Benefits		6,333,015
Current Expenses		5,765,477
Capital Expenses		3,334,221
Debt Retirement		424,000
<b>Total Budgeted Expenditures</b>	<b>\$</b>	<b>29,539,469</b>

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

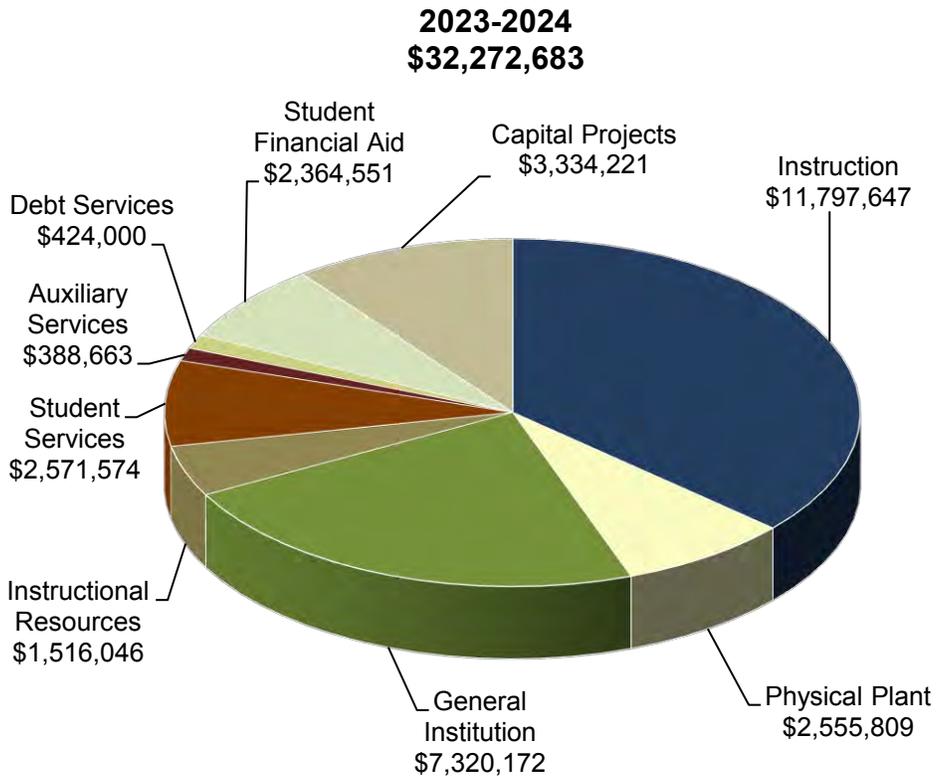
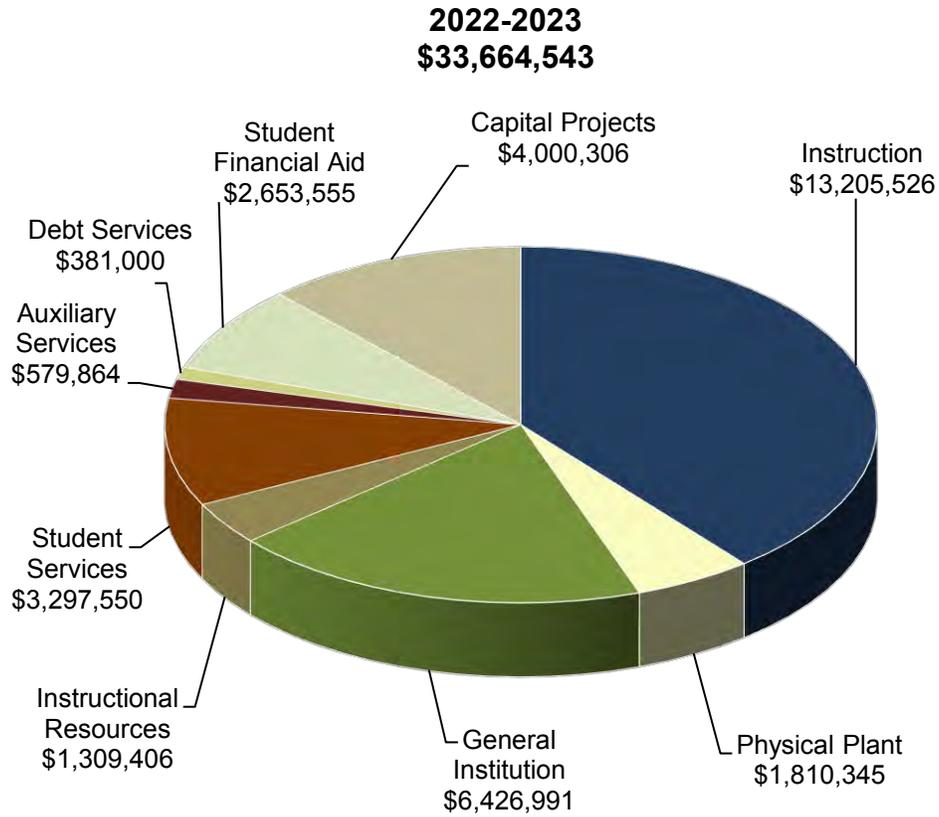


# SECTION 3 - SUPPLEMENTAL DATA

**NICOLET AREA TECHNICAL COLLEGE  
Total Budgeted Revenue  
Comparison of 2022-2023 to 2023-2024**

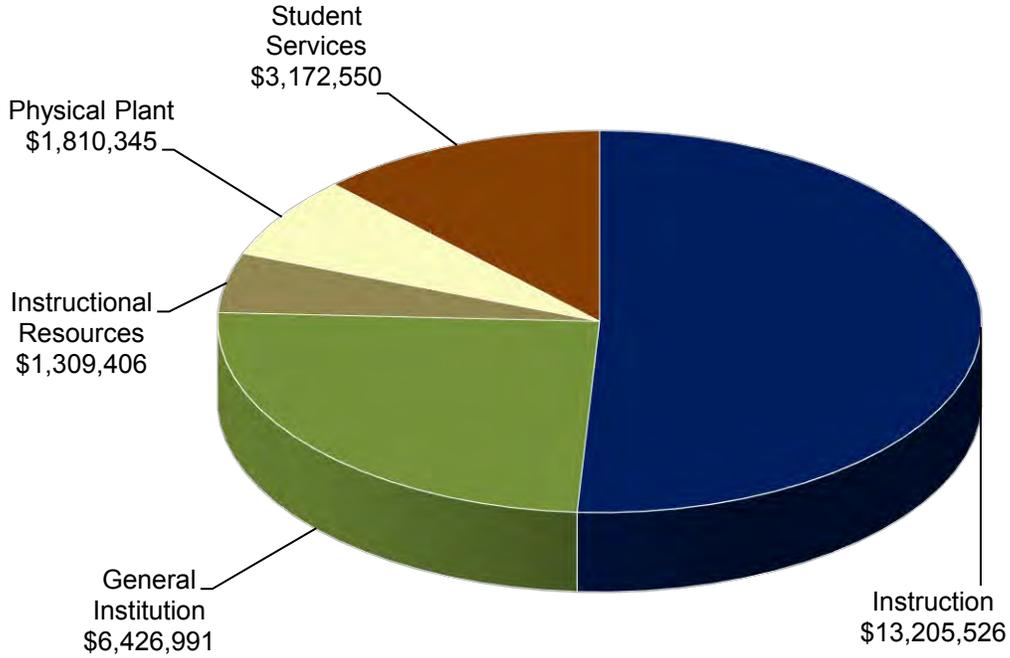


**NICOLET AREA TECHNICAL COLLEGE  
Total Budgeted Expenditures  
Comparison of 2022-2023 to 2023-2024**

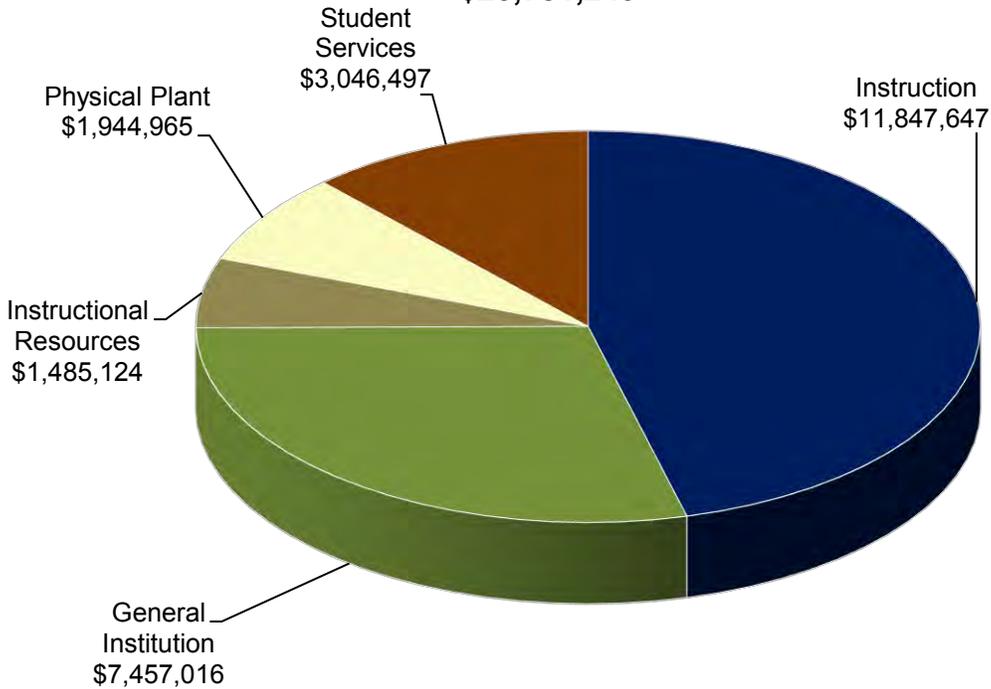


**NICOLET AREA TECHNICAL COLLEGE**  
**Budget Expenditures - Funds 1 & 2 Operational**  
**Comparison of 2022-2023 to 2023-2024**

**2022-2023**  
**\$25,924,818**

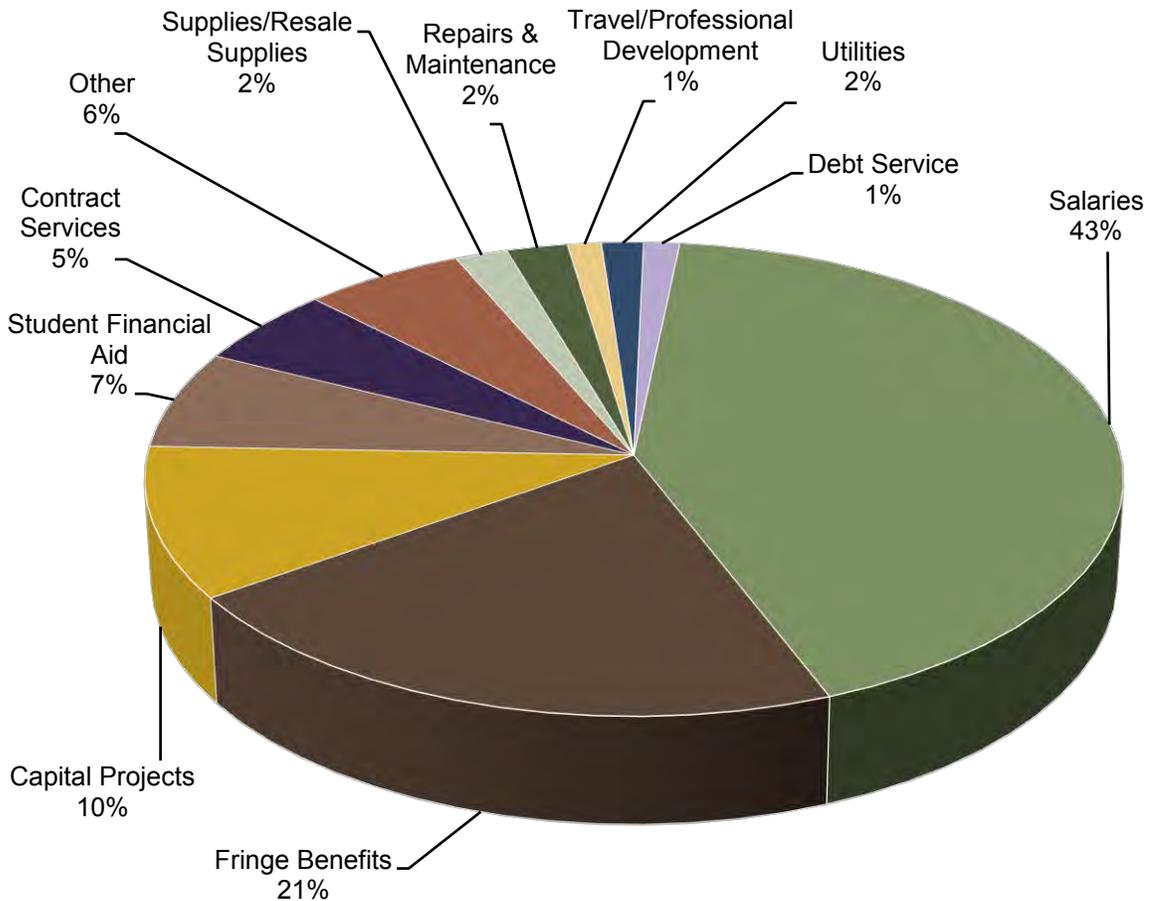


**2023-2024**  
**\$25,781,249**

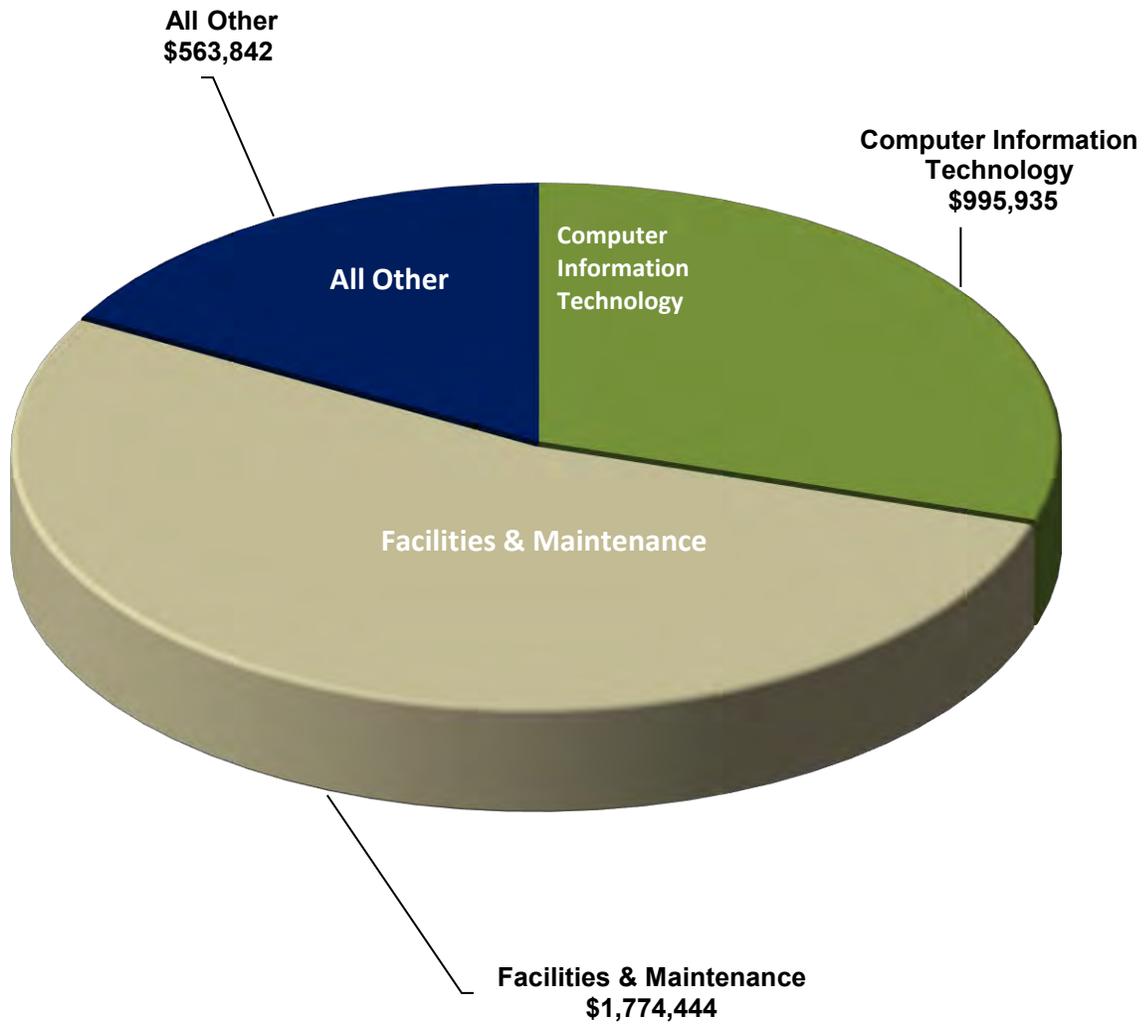


**NICOLET AREA TECHNICAL COLLEGE**  
**Total Budgeted Expenditures by Category**  
**2023-2024**  
**\$32,272,683**

<u>Category Expenditures</u>	<u>Amount</u>
Salaries	\$ 13,682,756
Fringe Benefits	6,843,015
Capital Projects	3,334,221
Student Financial Aid	2,153,555
Contract Services	1,721,995
Other	1,888,827
Supplies/Resale Supplies	617,558
Repairs & Maintenance	717,585
Travel/Professional Development	398,493
Utilities	490,678
Debt Service	424,000
<b>Total All Funds</b>	<b>\$ 32,272,683</b>



**NICOLET AREA TECHNICAL COLLEGE  
2023-2024 Capital Budget Allocation  
\$3,334,221**



**NICOLET AREA TECHNICAL COLLEGE  
PROPERTY TAX IMPACT**

The proposed tax rate for the 2023-24 budget is **\$.1536 per thousand dollars of equalized valuation**, including \$.1351 for operations and \$.0185 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 2023-2024 will be \$.1536 per \$1,000 of equalized valuation, or \$15.36.

**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>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>	\$19,500,432,166	\$3,392,917	\$362,500	0.1740	0.0186	<b>0.1926</b>
<b>2022-23</b>	\$22,724,029,828	\$3,102,766	\$381,000	0.1365	0.0168	<b>0.1533</b>
<b>2023-24</b>	\$22,951,270,126	\$3,102,616	\$424,000	0.1352	0.0185	<b>0.1536</b>

(1) 2023-24 projected/budgeted equalized valuation is estimated at 1% increase in cumulative property value.

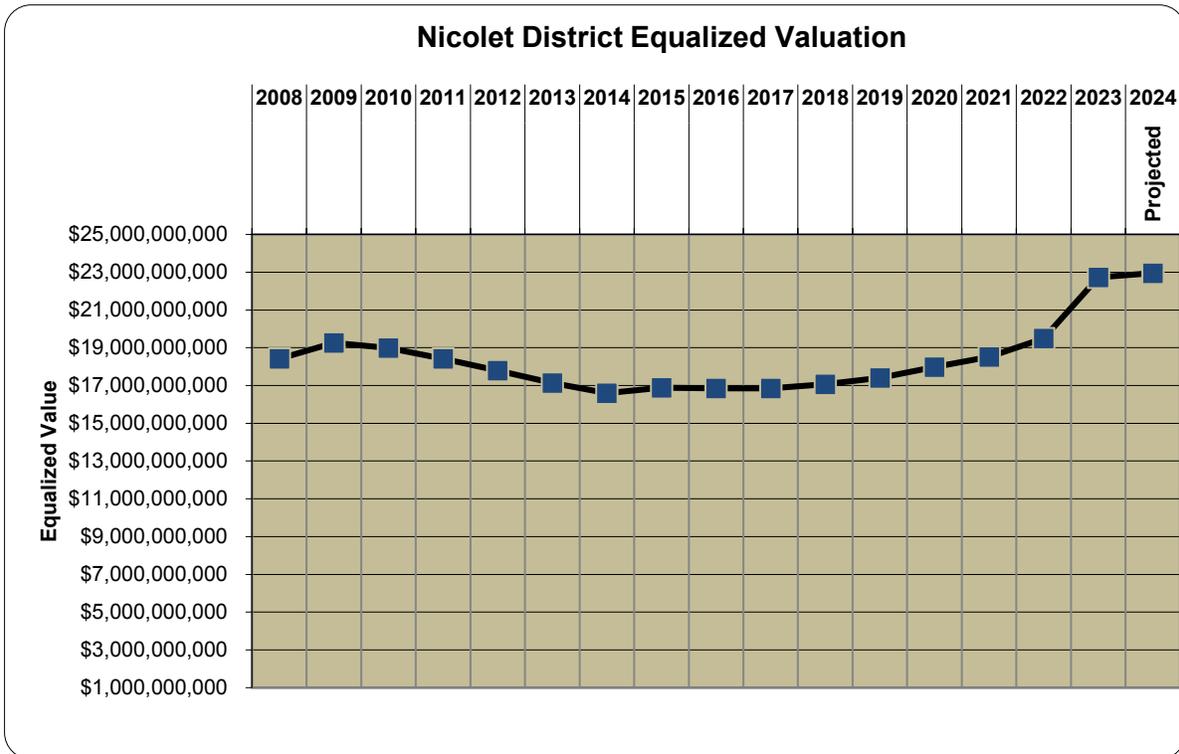


**NICOLET AREA TECHNICAL COLLEGE  
2022-2023 FULL EQUALIZED VALUATION OF NICOLET DISTRICT  
INCLUDING TAX LEVY FOR EACH TOWN/CITY (Cont'd)**

				<u>Total Equalized Value</u>	<u>Percent Apportionment</u>	<u>Total Taxes Levied</u>
43002	1156	T	Cassian	328,347,800	1.444936490	50,338.21
43004	1157	T	Crescent	319,195,500	1.404660630	48,935.09
43006	1158	T	Enterprise	118,762,800	0.522630893	18,207.24
43008	1159	T	Hazelhurst	469,793,600	2.067386830	72,022.92
43010	1160	T	Lake Tomahawk	313,459,000	1.379416430	48,055.64
43012	1161	T	Little Rice	101,698,800	0.447538578	15,591.20
43014	1162	T	Lynne	44,288,000	0.194895009	6,789.69
43016	1163	T	Minocqua	2,198,027,400	9.672700740	336,974.22
43018	1164	T	Monico	35,895,000	0.157960539	5,502.98
43020	1165	T	Newbold	616,807,200	2.714338980	94,561.22
43022	1166	T	Nokomis	369,922,200	1.627889960	56,711.88
43024	1167	T	Pelican	369,582,700	1.626395950	56,659.83
43026	1168	T	Piehl	19,837,300	0.087296576	3,041.21
43028	1169	T	Pine Lake	381,715,200	1.679786570	58,519.83
43030	1170	T	Schoepke	155,768,100	0.685477449	23,880.43
43032	1171	T	Stella	99,631,400	0.438440720	15,274.25
43034	1172	T	Sugar Camp	548,327,100	2.412983540	84,062.70
43036	1173	T	Three Lakes	1,193,877,900	5.253812410	183,030.53
43038	1174	T	Woodboro	227,764,200	1.002305500	34,917.98
43040	1175	T	Woodruff	470,578,100	2.070839120	72,143.19
43276	1176	C	Rhineland	611,426,100	2.690658760	93,736.26
<b>Oneida County</b>						<b>\$ 1,378,956.50</b>
63002	1715	T	Arbor Vitae	704,161,200	3.098751430	107,953.25
63004	1716	T	Boulder Junction	637,298,700	2.804514450	97,702.72
63006	1717	T	Cloverland	363,108,100	1.597903640	55,667.22
63008	1718	T	Conover	483,777,500	2.128924770	74,166.76
63010	1719	T	Lac Du Flambeau	1,194,900,500	5.258312500	183,187.30
63012	1720	T	Land O Lakes	539,472,000	2.374015540	82,705.15
63014	1721	T	Lincoln	807,517,900	3.553585810	123,798.61
63016	1722	T	Manitowish Waters	777,222,800	3.420268350	119,154.15
63018	1723	T	Phelps	518,849,000	2.283261390	79,543.48
63020	1724	T	Plum Lake	374,824,200	1.649461840	57,463.39
63022	1725	T	Presque Isle	657,854,100	2.894971120	100,854.02
63024	1726	T	Saint Germain	852,399,500	3.751093030	130,679.30
63026	1727	T	Washington	775,927,500	3.414568220	118,955.57
63028	1728	T	Winchester	335,111,400	1.474700580	51,375.12
63221	1729	C	Eagle River	206,168,300	0.907269976	31,607.16
<b>Vilas County</b>						<b>\$ 1,414,813.20</b>
<b>Total number of Taxation Districts - 69</b>						<b>\$ 3,483,766.00</b>
				<b>Nicolet District Total Taxes Levied</b>		<b>\$ 3,483,766.00</b>

**NICOLET AREA TECHNICAL COLLEGE**  
**Chart of Equalized Valuation for Nicolet District 2008-2024**

<u>Year</u>	<u>Equalized Value</u>	<u>Inc/Dec</u>
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	\$22,724,029,828	16.5%
2024 Projected	\$22,951,270,126	1.0%



**NICOLET AREA TECHNICAL  
COLLEGE 2022 GRADUATE PROFILE**

During 2021-22, Nicolet College awarded 426 credentials to 390 students.

State-recognized Degrees and Diplomas .....	404
Associate of Arts and Associate of Science Degrees .....	54
Associate of Applied Science Degrees .....	68
Technical Diplomas.....	262
Apprenticeships.....	20
Local Certificates .....	22

**2020-21 GRADUATE FOLLOW-UP SURVEY**

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

Graduates in the labor force were employed:.....	91%
Graduates not employed who are continuing their education:.....	86%
Graduates employed in their field of training: .....	59%
Graduates employed within the Nicolet College District: .....	52%
Median annual salary of graduates working in a related field:.....	\$47,099

**2022 ENROLLMENTS**

Students working toward a post-secondary credential (unduplicated count): 1,872  
     Full-time: 226 (12%)  
     Part-time: 1,646 (88%)

Enrollments by Category (duplicated count)

Adult Basic Education.....	771
Adult Vocational, Professional Development, and Continuing Education.....	1,788
Applied Associate Degrees .....	1,247
Liberal Arts and University Transfer .....	693
Technical Diplomas .....	302

# NICOLET AREA TECHNICAL COLLEGE

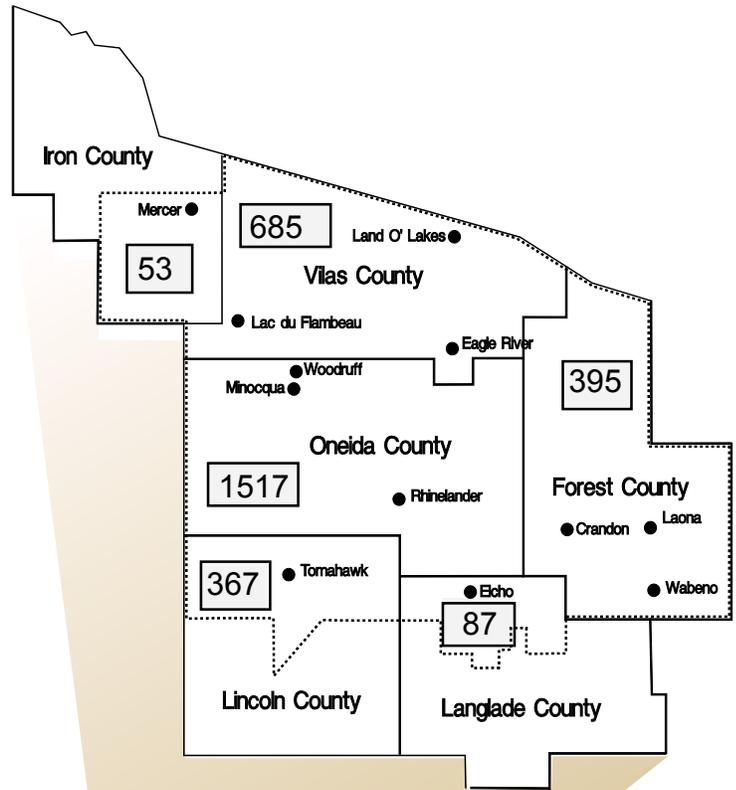
## Student Enrollment by County Credit and Non-Credit

Student enrollment from the six counties within the Nicolet College District for 2022-23.  
(As of 5/15/2023)

Forest	395
Iron	53
Langlade	87
Lincoln	367
Oneida	1517
Vilas	685

Other Enrollments:

Out of State - 129  
Out of District - 859

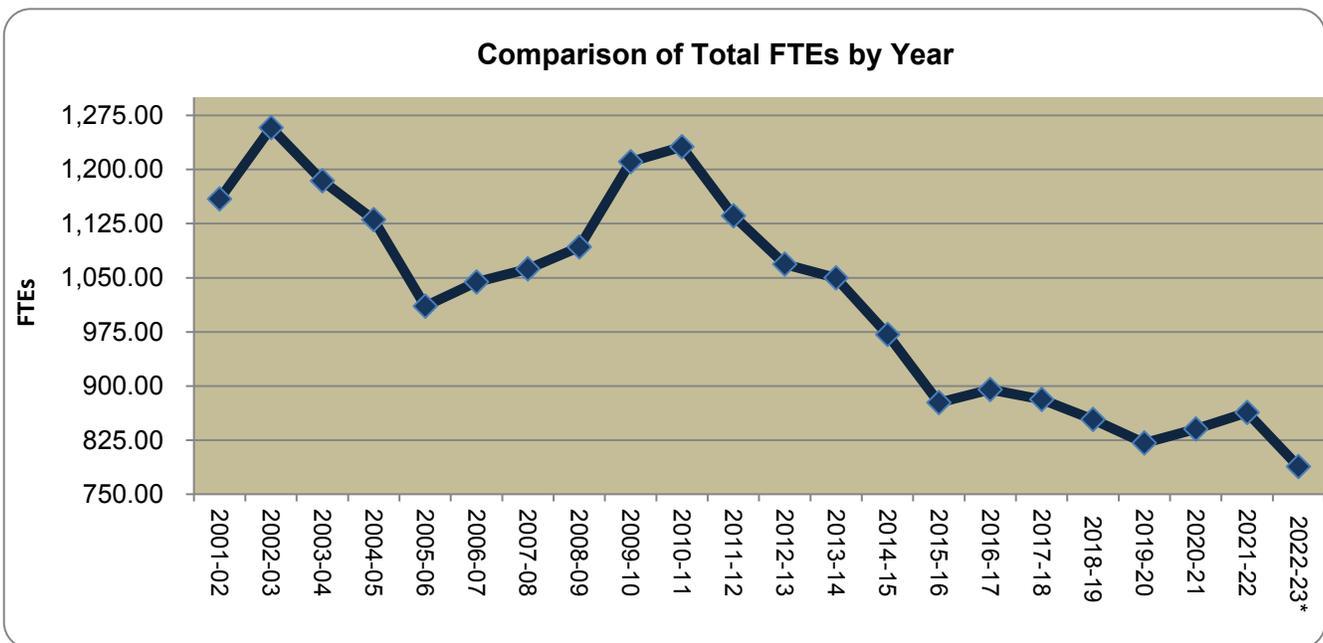


**NICOLET AREA TECHNICAL COLLEGE**  
**Full-Time Equivalent (FTE) Students by Type of Instruction for 2002-2023**

<u>YEAR</u>	<u>COLLEGIATE TRANSFER</u>	<u>ASSOCIATE DEGREE</u>	<u>VOCATIONAL</u>	<u>ADULT VOCATIONAL</u>	<u>COMMUNITY</u>	<u>TOTAL</u>
<b>2001-02</b>	314.06	492.15	228.43	82.47	41.86	<b>1,158.97</b>
<b>2002-03</b>	310.86	564.49	255.88	88.83	37.93	<b>1,257.99</b>
<b>2003-04</b>	283.32	558.26	222.90	86.60	33.42	<b>1,184.50</b>
<b>2004-05</b>	288.83	505.51	230.16	77.23	28.64	<b>1,130.37</b>
<b>2005-06</b>	263.00	425.49	205.33	84.20	32.66	<b>1,010.68</b>
<b>2006-07</b>	273.29	451.09	200.85	80.22	38.40	<b>1,043.85</b>
<b>2007-08</b>	273.43	463.73	219.60	71.28	34.25	<b>1,062.29</b>
<b>2008-09</b>	301.03	444.60	247.06	68.56	31.32	<b>1,092.57</b>
<b>2009-10</b>	300.53	499.39	296.98	83.97	30.02	<b>1,210.89</b>
<b>2010-11</b>	317.83	556.93	258.85	69.88	27.90	<b>1,231.39</b>
<b>2011-12</b>	292.96	520.72	237.30	50.40	34.21	<b>1,135.59</b>
<b>2012-13</b>	259.90	501.70	227.53	44.90	34.81	<b>1,068.84</b>
<b>2013-14</b>	238.66	523.39	206.39	42.88	38.49	<b>1,049.81</b>
<b>2014-15</b>	243.80	461.30	185.00	49.82	31.40	<b>971.32</b>
<b>2015-16</b>	206.93	453.46	137.70	47.78	31.03	<b>876.90</b>
<b>2016-17</b>	219.10	451.53	152.42	48.19	23.74	<b>894.98</b>
<b>2017-18</b>	225.90	436.09	151.70	44.69	22.77	<b>881.15</b>
<b>2018-19</b>	211.20	425.93	169.61	31.21	15.69	<b>853.64</b>
<b>2019-20</b>	194.13	394.77	189.86	29.75	12.45	<b>820.96</b>
<b>2020-21</b>	216.16	377.56	219.77	26.92	-	<b>840.41</b>
<b>2021-22</b>	238.40	356.96	241.96	26.06	-	<b>863.38</b>
<b>2022-23*</b>	180.73	335.61	239.99	31.87	-	<b>788.20</b>

\*Estimated

One FTE = 30 credit hours of instruction



**NICOLET AREA TECHNICAL COLLEGE**  
**2023-2024 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
10-106-9	Office Management
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)
10-543-1	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
30-154-6	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
30-504-2	Criminal Justice Law Enforcement 720 Academy
30-504-3	Corrections Specialist
30-510-5	Medication Assistant
30-531-3	Emergency Medical Technician

**Technical Diplomas (cont.)**

30-531-6	Advanced EMT
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
31-509-1	Medical Assistant
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 Certificate
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 5/1/23*

## 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.

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

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

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

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

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

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

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

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

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

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

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

