



Fox Valley
TECHNICAL COLLEGE®
Knowledge That Works

2016-2017 Adopted District Budget

Fox Valley Technical College
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DISTRICT BUDGET 2016-2017

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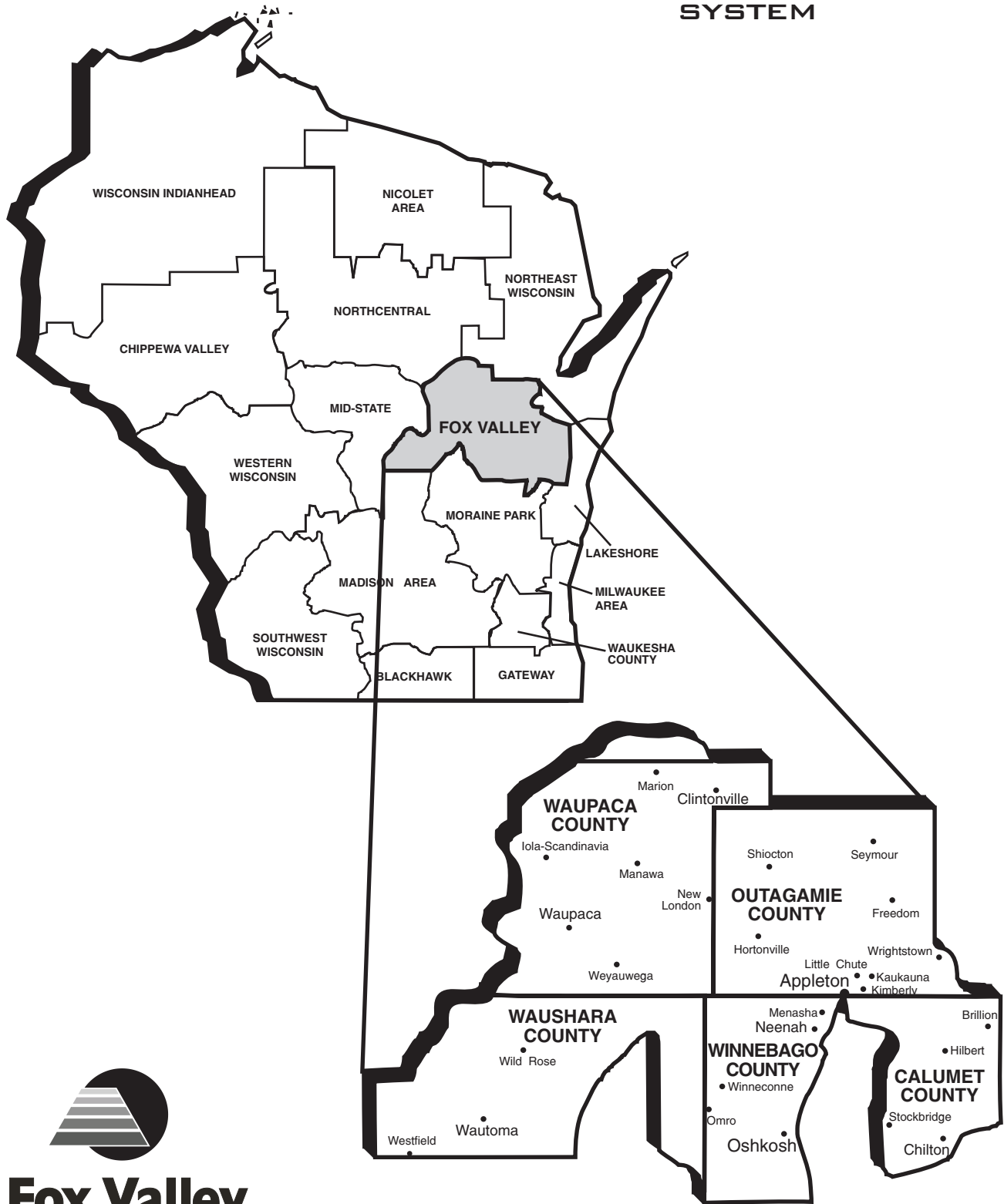
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WISCONSIN TECHNICAL COLLEGE SYSTEM



Fox Valley
TECHNICAL COLLEGE

FVTC District

FOX VALLEY TECHNICAL COLLEGE ADOPTED 2016-2017 BUDGET DOCUMENT

TABLE OF CONTENTS

District Board of Trustees, College Administration and Contact	i
District Map	ii
Table of Contents	iii

Section 1 – Policy & Operations

Message from the FVTC President and Board Chairperson	1
Key Accomplishments	4
Mission, Vision, Values, Purposes, Strategic Directions	7
Environmental Scan	10
Administrative Units	13
Board and Administrative Policies	14
Budget Planning Process	15
Assumptions	18
Operating Initiatives 2016-17	19
Capital Initiatives 2016-17	22

Section 2 – Financial

Budgetary Definitions	30
Combining Budget Summary	33
Position Summary	34
Budgeted Expenditures by Object Level	34
Combined Operating Fund Budgetary Statement	35
Operating Fund Budget Revenue & Expenditure Composition	36
Budget Analysis – Combined Operating Funds	37
General Fund Budgetary Statement	39
General Fund Budget Revenue & Expenditure Composition	40
Special Revenue/Operational Fund Budgetary Statement	41
Capital Project Fund Budgetary Statement	42
Debt Service Fund Budgetary Statement	43
Enterprise Fund Budgetary Statement	44
Internal Service Funds Budgetary Statement	45
Special Revenue/Non-Aidable Funds Budgetary Statement	46
Combined Budget Summary Budgetary Statement	47
Pro-Forma Balance Sheet	48
Combined Schedule of Long-Term General Obligations	49
Schedule of Long-Term General Obligations	50
Debt Limitation Schedule	54

Section 3 – Supplemental Data

District Map	55
Campus Locations	56
Program & Non-Program Student Enrollment	57
Full-Time Equivalent (FTE) Student Enrollment	57
Number of Program Degrees Awarded	58
Job Placement Rate for Program Graduates	58
Number Trained Through Business & Industry Instructional Contracts	59
FVTC Foundation Assets and Scholarship Awards	59
Degree/Diploma Program Offerings, Apprenticeships & Certificates.....	60
Tuition and Fees.....	62
Population, Equalized Valuation and Mill Rate Schedule	63
Property Tax Summary by Fund.....	64
2015 Equalized Value by Town, Village, and City.....	65
Principal Taxpayers and Employers	69
Glossary of Terms	70

Section 1

Policy & Operations



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May 15, 2016

To the Citizens of the Fox Valley Technical College District:

We welcome this opportunity to provide you with the highlights of our 2016-17 budget plan. The foundation of this plan is our mission, which is to provide high-quality education and training that support student goals, a skilled workforce and the economic vitality of our communities.

Our most recent graduate placement report shows that 94% of our alumni are employed within six months of graduation. The College's close connections to area employers help us create quality educational programs that are well-grounded in industry and highly relevant to workforce opportunities. Our extensive partnerships with employers also provide incredible resources for use by our technical programs, faculty and students.

Recent Investments to Support Future Success

In September 2015, the Board of Trustees endorsed the use of operating reserves to help finance several important remodeling projects. Some of these projects could not be initiated until after completion of the April 2012 referendum projects, due to staff and program relocations. Five key projects were started in 2015-16 and will be completed in 2016-17.

- Information Technology (IT) Programs Area Remodel - A large space in the northwest corner of the Appleton Main Campus was vacated when some staff/training moved to the Public Safety Training Center. This project encompasses the vacated space plus current IT space for a total of 13,310 square feet. The remodeled area will offer additional classrooms and lab space, makerspace for students and faculty, centralized office space and a glass exposed mini data center.
- Robotic Welding Lab/Office Remodel - The remodeled space will offer an increased number of welding cells and equipment with convenient access to the metallurgy lab. The project also includes increased office space to support additional instructors.
- Metal Fab/Welding Lab Remodel - The current lab will be remodeled to provide increased space and improved workflow for the metal fabrication lab, alignment with industry trends for material handling and project management and the ability to teach all forms of welding in all labs.
- D.J. Bordini Conference Center/Offices Remodel - The D.J. Bordini Center offers rooms for training or meetings for a wide range of customers. The Center has not been remodeled (except for the atrium) since its opening in the mid-1980s. In addition, the Center cannot accommodate large groups. The project, which covers 13,965 square feet, includes the creation of a larger conference center that can hold 460 participants, a breakout/dining area, improved staff work spaces and improved kitchen area.
- D.J. Bordini Testing Center/Classroom Remodel - When Printing Services relocated to the main campus, approximately 4,500 square feet became available. This space will be re-purposed as part of a broader project covering 16,524 square feet. The remodeled area will provide expanded testing/assessment center space, three large meeting rooms, three conference rooms and remodeled restrooms.

Plans and Initiatives for 2016-17

The College offers over 200 associate degree and technical diploma programs, apprenticeship trades and certificates each year. Several new academic programs will be available this fall:

- IT – Information Systems Security Analyst Associate Degree
- Therapeutic Massage Technical Diploma
- Occupational Aide Readiness (OAR) Project – Clerical Aide Technical Diploma
- Digital Marketing Technical Diploma
- Business Operations Technical Diploma

We anticipate delivering at least \$9.5 million of customized training for the region's businesses and other organizations. Key growth areas for this specialized training in the coming year include Truck Driving, Learning Innovations, and Package & Label Printing.

The College continues to receive large federal grants to provide criminal justice professionals with enhanced tools and training to protect the nation's children. In total, the College has budgeted \$10.3 million to coordinate and/or deliver national training for the US Department of Justice next year.

The programs and initiatives described above represent a small subset of the projects and programs supported by the proposed budget. Please refer to the following detailed sections of this document for more information:

Key Accomplishments for 2015-16

Operating Initiatives 2016-17

Capital Budget Initiatives 2016-17

Degree/Diploma Program Offerings, Apprenticeships and Certificates

Balancing the Budget

When revenue is constrained, as it has been in recent years, the College must reduce expenditures or find supplemental revenue. The 2016-17 Combined Operating Budget for expenditures is \$109 million, which is \$266,096 less than the current year budget.

Major sources of revenue are described here, in order of magnitude.

- **General State Aids** – State Aid is estimated at **\$38.3 million**. This figure includes \$29.1 million of Property Tax Relief Aid, formerly part of Property Tax Revenue (Local Government).
- **Program (Tuition) & Student Fees** – The College's second largest source of operating revenue is expected to be **\$23.7 million**. The state-set tuition rate is increasing 1.5% next year. The proposed budget conservatively assumes that enrollments will be the same as in the current year.
- **Property Tax Revenue (Local Government)** – State statute limits the operating levy increase to the value available from net new construction in the District. This value is anticipated to be 1.2%. When applied against our current operating levy plus Property Tax Relief Aid, this yields an allowable operating levy increase of 2.8% or \$604,829, resulting in a proposed budget of **\$21.7 million** for this item.
- **Federal Grant Revenue** – Total federal grant revenue is expected to be **\$12.1 million**. Grant revenue is divided between US Department of Justice grants (\$10.3 million) and other federal grants (\$1.8 million).

- **Business & Industry Training/Technical Assistance Fees – \$9.5 million** in revenue is expected to support the delivery of customized training and technical assistance for business and industry. This training is targeted to employers and their incumbent workforce. Professional Development Seminars are also delivered to employed individuals. Seminar revenue is included in business & industry category and accounts for \$766,932 of the total budget.
- **Other State Aid** – Other aids include program-specific grants totaling **\$2 million**.
- **Donations** – Donations of cash, equipment or supplies made by regional businesses and citizens directly lessen the financial burden placed on students and District taxpayers.

A number of changes were implemented in 2014-15 and 2015-16 which continue to impact staff compensation and benefits. These changes enabled the College to reduce staff costs without cutting positions, except for those positions closely tied to enrollment levels. Not only is the budget easier to balance but, with a full staff, the College can continue to deliver the high-quality programs and services for which it is known.

- New market-based salary schedules went into effect on July 1, 2014.
- All eligible employees and retirees moved to a high deductible health plan coupled with a health savings account on January 1, 2015. Full-time employees pay 15% of health and dental premiums and part-time employees pay 30%.
- For employees hired on or after July 1, 2014, there will be no health or dental benefits offered upon retirement.
- Effective July 1, 2015, the College began participating in the Wisconsin Technical College Health Insurance Consortium, saving the six founding colleges \$3.6 million in the first year alone through the power of collaborative purchasing.

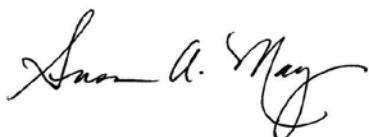
Additional Information about the 2016-17 Budget

This budget document represents the proposed fiscal plan for the operation of Fox Valley Technical College for the year beginning July 1, 2016. The plan supports the delivery of the College's progressive educational agenda to serve more than 44,000 people in our community and beyond.

If the District's property valuation increases 1.2% due to net new construction, the total mill rate will increase to \$1.122232 per \$1,000 of equalized valuation. This means that the owner of a \$100,000 property in the FVTC District could expect to pay \$112 in property taxes for technical college purposes, virtually the same amount that they are paying this year.

This budget reflects the efforts of the FVTC Board of Trustees, administration and staff to allocate resources to support the quality educational programs and services we provide to residents of the District. Through these programs and services, we have had a positive impact on the quality of life in our region. We consistently support the local economy each year by preparing 2,800 graduates annually for the workforce, as well as upgrading the skills of over 20,000 incumbent workers throughout the region. On behalf of the Fox Valley Technical College Board of Trustees, faculty and staff, we thank you for your continued support.

Sincerely,



Dr. Susan A. May
President/CEO



Stephen Kohler
Chair, Board of Trustees

Key Accomplishments 2015-16

Vision 2020 – Strategic Planning Process

FVTC has conducted an extensive strategic planning process to gather internal and external viewpoints for the 2016-20 Strategic Plan referred to as Vision 2020. This planning process began in the fall of 2015 with a cross-functional steering committee reviewing multiple inputs and observations in the environmental scan to prioritize the College's Strengths, Weaknesses, Opportunities, and Threats (SWOT). In January of 2016, a one-day Vision 2020 Summit of 75 staff and stakeholders worked to further refine the key priorities in the SWOT and review the Mission, Vision and Values statements. The Vision 2020 Summit featured three panels of external stakeholders including employers, community agencies and K-12 representatives to provide perspectives on the current and future role of FVTC in meeting the educational needs of our District. With the results of the Summit, a draft Vision 2020 Strategic Plan has been developed which includes Mission, Vision, and Strategic Directions. In addition, a change from previous strategic plans is the inclusion of Foundational College Strategies - Collaborative Culture and Operational Effectiveness. These elements are key to successfully supporting Vision 2020 with targeted efforts to be reflected in the Strategic Measures and College Annual Objectives. A survey was distributed to get feedback on the draft Vision 2020 in April and was completed by 190 staff, Summit participants and stakeholders. The final version of Vision 2020 will be approved by the FVTC Board of Trustees to be launched in the Fall of 2016.

AQIP Comprehensive Quality Review and Reaffirmation of Accreditation

In April of 2016, the Comprehensive Quality Review team visited FVTC to affirm the accuracy of the FVTC's 2014 Systems Portfolio and items that the 2015 Systems Appraisal has identified as needing clarification or verification. Federal Compliance was verified as successfully met to confirm the Reaffirmation of Accreditation by the Higher Learning Commission until 2024. Over 160 staff, students and stakeholders participated in the two day visit. The team noted that the College had much to celebrate in its continuous improvement journey and highlighted key evidence of a collaborative culture throughout the College.

FVTC Facilities Projects Implementation

Two remodeling projects began construction in January of 2016 and will be completed by June 30, 2016.

- IT Administrative Computing Remodel – By reallocating adjacent office space, the entire IT administrative staff will be brought together in one common space. The project covers 9,528 square feet of space that has not been updated for 13-20 years. The new space offers additional flexible office space for all IT administrative functions, improved space for media and IT repair, implementation and staging as well as additional conference rooms to facilitate team-based project work.
- Office Remodel – C Building – The Criminal Justice instructional program and the National Criminal Justice Training Center (NCJTC) occupy space on the north end of C Building. With the relocation of some staff/programs to the Public Safety Training Center, the footprint of these two areas can be reduced, allowing the College to expand the space available for IT instructional programming. The remodeled space offers a shared work room for the existing Criminal Justice areas and well as more efficient office space.

Key Accomplishments 2015-16, continued

Five additional projects are scheduled for completion by the Fall of 2016: Robotics Welding Lab/Office Remodel, Metal Fab/Welding Lab Remodel, D. J. Bordini Conference Center/Offices Remodel, D. J. Bordini Testing Center/Classroom Remodel and IT Instructional Programs Area Remodel. Refer to Capital Budget Initiatives 2016-17 for information about these projects.

US Department of Labor Initiatives

FVTC has achieved deliverables under four Department of Labor Trade Adjustment Assistance Community College and Career Training (TAACCCT) grants.

- Ending on 9/30/16, FVTC's Advanced Manufacturing Pathways (AMP Plus) grant has built capacity in such areas as machine tool, welding and automation programs while strengthening instructional delivery with technology-infused lessons using mobile applications.
- FVTC has worked with a WTCS consortium on the "Making the Future" grant to expand advanced manufacturing mobile applications across the state through the Greater Advanced Manufacturing Mobile Apps (GAMMA +) website. This grant will also end on 9/30/16.
- In 2013, a WTCS consortium was awarded funds for the INTERFACE grant to focus capacity-building efforts on IT programs. FVTC's Learning Innovation team has developed and expanded mobile applications to IT program areas.
- In 2014-15, a WTCS consortium was funded for a Round IV grant, ACT for Health Care. FVTC will be providing consultant services for augmented reality learning modules as a subject matter expert to review and approve the curriculum content.
- In addition, the WTCS received a Career Pathways grant which includes funding for a coordinator at each of the 16 colleges.

Student Relationship Management Project

This multi-year initiative is a collaborative effort involving Enrollment Services, Recruitment and Marketing. The project includes implementation of a Student Relationship Management (SRM) system in tandem with development of internal processes designed to move students from "Prospects" into "Enrolled" status. The CRM software system for higher education offers features designed to accommodate and coordinate various considerations such as multiple locations, academic calendars, content from all program areas, and tailored communications to students. The system uses a variety of communication modes to interact with students at the appropriate times. Once the system is operational, the prospects and their actions form the basis for the metrics to inform future efforts. The system will provide ongoing data via dashboards that provide timely information on which actions generate the desired responses.

Faculty Quality Assurance System (FQAS)

A Transition Team developed a comprehensive plan for implementation of the FQAS components, and is on track to that plan. Incorporated into the plan are significant opportunities for collaboration and information sharing with instructional leaders and faculty. Feedback from faculty has and continues to be applied to the design of system processes and procedures. The foundation of the system is a standard individual professional development planning process, which explicitly aligns with the strategic directions and departments' annual goal setting process. The Team continues to work on implementing a state-of-the-art Learning Management System (LMS) to support the process; developing a year-long training calendar to meet the FQAS identified training topic requirements, and finalizing processes and procedures for adjunct faculty. Projected date for full compliance (including system and process updates) is Fall 2016.

Key Accomplishments 2015-16, continued

PeopleTools and PeopleSoft Upgrade

Information technology teams, in collaboration with staff throughout the College, have successfully completed major administrative computing upgrades of our enterprise system, PeopleSoft, to include PeopleTools, Finance, Human Resources and the Student systems. All programmers and business analysts attended Oracle/PeopleSoft Training and are prepared to support all PeopleSoft Systems on the new upgraded releases.

Programs Launched in 2015-16

As was indicated in the 2015-16 Operating Initiatives, the following programs were successfully launched:

- **Criminal Justice Studies (AAS)** – In the Criminal Justice Studies program, students will gain an overview of the role of the criminal justice system in our society and become familiar with law enforcement, corrections, criminal procedures, traffic law, juvenile law and constitutional law.
- **Industrial Engineering Technician (AAS)** – This degree program will prepare students to be effective team members and problem solvers in today's fast-paced manufacturing environment. In this program, students learn about the issues facing industrial engineering and gain core background knowledge of lean production principles.
- **Manufacturing Engineering Technology (AAS)** – The Manufacturing Engineering Technology program will prepare students to work in all types of manufacturing industries designing and improving processes.
- **Quality Engineering Technology (AAS)** – In the Quality Engineering Technology program, students will gain the skills necessary to engage in continuous improvement activities as well as perform traditional quality and inspection duties.
- **Welding/Metal Fab Technician (Embedded 2-Year Technical Diploma)** – In this program, students will work with a variety of metals and will learn to produce and assemble structural metal products for industrial manufacturing.
- **IT-Web Design (Embedded 1-Year Technical Diploma)** – In the Web Designer technical diploma program, students learn languages and tools for designing and developing the content, presentation, and behavior of responsive websites.

MISSION, VISION, VALUES, PURPOSES, AND STRATEGIC DIRECTIONS

MISSION

We provide high-quality education and training that support student goals, a skilled workforce, and the economic vitality of our communities.

VISION

A model of innovation and distinction in technical education, recognized as an outstanding gateway to rewarding careers.

VALUES

Statements of core values are designed to characterize the desired teaching/learning environment and to guide the development of institutional policies and practices. Accordingly, all members of the Fox Valley Technical College community affirm the following College values:

- **Integrity** – We value responsible, accountable, ethical behavior in an atmosphere of honest, open communication, and with mutual respect.
- **Collaborative Partnerships** – We value partnerships with business, industry, labor, government, educational systems, and our communities.
- **Innovation** – We value creativity, responsible risk-taking, and enthusiastic pursuit of new ideas.
- **Continuous Improvement** – We value continuous improvement of our programs, services, and processes through employee empowerment and professional development in a team-based culture.
- **Customer Focus** – We value our internal and external customers and actively work to meet their needs.
- **Diversity** – We value an educational environment that attracts and supports a diverse student/staff community and fosters global awareness.
- **Sustainability** – We value the responsible use of resources to achieve balance among social, economic, and environmental practices.

PURPOSES

Fox Valley Technical College, consistent with statutorily mandated purposes, holds to the following purposes:

1. Deliver (a) Associate Degree, Diploma, and (b) Certificate-level educational programs which provide the skills and knowledge necessary to address occupational competencies from initial job-entry to advanced certification.
2. Provide training and education to upgrade the occupational skills of individuals and the business and industry work force.
3. Offer related academic and technical support courses for joint labor/management apprenticeship programs.
4. Design and deliver customized training, consulting services, and technical assistance in partnership with public and private sector employers to further economic development.
5. Provide community services and avocational or self-enrichment activities.
6. Collaborate with secondary schools, colleges and universities to enable students' smooth passage between educational systems.
7. Provide (a) basic skills programming and (b) counseling services necessary to enhance the success of students.
8. Offer educational programming and supportive services for special populations to address barriers prohibiting participation in education and employment.

STRATEGIC DIRECTIONS

The strategic plan was formally adopted by the Board in August 2013. These directions will guide the College through 2016. Annual goals for each strategic direction have been articulated and implementation has begun. The key measures and targets will be monitored by College administration and the Board.

1. ***Learning Agility*** – Offer multiple access and delivery avenues to build and refine knowledge and skills.

Areas of Focus:

- Expand flexible delivery options for students
- Advance the assessment of technical skill attainment to more programs
- Expand high school student enrollments in dual credit programs

2. ***Innovation Leader*** – Focus our entrepreneurial spirit on new designs for education linked to emerging opportunities.

Areas of Focus:

- Strategic investment proposals
- New initiative requests
- Benchmark best practices of other colleges
- Explore new programs and certificate offerings

PURPOSES, continued

3. ***Student Success*** – Improve learning outcomes through the redesign of organizational practices.

Areas of Focus:

- Strengthen course completion rates
- Support student persistence to complete credentials
- Improve graduation rates
- Assist basic skills students in completing post-secondary courses
- Strengthen graduate employment rates in related fields
- Graduate more students in high demand fields

4. ***Robust Partnerships*** – Energize regional economic potential through strong and dynamic partner connections.

Areas of Focus:

- Connect with today's workplace through active advisory committees
- Target dialogue with key industry sectors
- Design more program pathways for K-12 students
- Expand contract services for employers
- Increase workforce training enrollments
- Collaborate with community organizations

5. ***Cohesive Culture*** – Build on strong working relationships to create a more cohesive organizational culture.

Areas of Focus:

- Advance cross-functional team projects
- Foster cohesiveness of the college culture
- Assess and respond to employee feedback

ENVIRONMENTAL SCAN

Key Sector Trends

Education trends – Higher Education

- ☐ The demographic dearth of traditional college age individuals compared to other population age groups coupled with low unemployment and baby boomer retirements point to the continued decline or leveling in higher education enrollment trends for the foreseeable future.
- ☐ Declining new enrollments have increased the focus toward keeping currently enrolled students in college to graduation.
- ☐ Retention to graduation is a major focus with increased efforts to utilize predictive (or action) analytics to identify patterns of at-risk behavior in order to monitor and intervene when students demonstrate early signs of difficulty staying on track to graduation.
- ☐ Colleges are challenged to organize more advising and counseling resources toward reaching the “Murky Middle”- students with a 2.0 to 3.0 grade point average - who are least likely to seek needed support compared to their peers who are higher achieving (likely to graduate) or more lower achieving (highly at-risk).
- ☐ With accelerating degree completion as a priority, the granting of credit to students for prior learning or experiences to equate to college credit is gaining interest and incentives.
- ☐ Community college researchers recommend a transformation from the dominant “cafeteria” model of college service design to a “guided pathways” design creating a less independent, self-directed college experience to a more streamlined and monitored approach to foster completion.
- ☐ Accrediting/funding entities continue to emphasize the need for colleges to examine and redesign areas of the curriculum that present persistent obstacles to successful learning outcomes.
- ☐ To recognize completion at progressive levels, colleges are urged to establish career pathways within degree programs that build certified expertise or credentials with logical on and off-ramps.
- ☐ Over 60 percent of FVTC program students attend part-time, which is a long term trend. However, with nearly full employment and workers in need of training, even more students will attend as part-time students, creating more demand for flexibility in class scheduling, format and delivery.
- ☐ Transcribed/dual credit for courses taken at the high school that apply to technical college courses are growing in popularity as a method for experiencing career pathways and earning college level credit, particularly in fields that are facing a skills shortage (e.g. manufacturing).
- ☐ Remedial course offerings are under scrutiny as often being a hindrance to college completion due to typical lack of relevancy to student career/degree aspirations.
- ☐ Some leading community colleges are admitting to “initiative fatigue” and recalibrating their retention efforts to a select, coordinated few initiatives for more targeted impact.

ENVIRONMENTAL SCAN, continued

❑ Regional educational ecosystems (K-12, community colleges, universities, and employers) are increasingly encouraged to be “better synced and linked” through connected relationships.

Political trends - State and National

❑ Continued distribution of Wisconsin state aid (up to 30%) to WTCS colleges based upon nine specific performance metrics is tightening college focus and priorities on these outcomes:

- Job placement rate of students in jobs related to students' programs of study
- Number of degrees and certificates (state recognized) awarded in high-demand fields
- Number of programs or courses with industry-validated curriculum
- Transition of adult students from basic education into skills training
- Participation by high school students in dual enrollment programs intended to help get a jumpstart on their college career
- Specialized workplace training offered by WTCS colleges to businesses and individuals
- Participation in statewide or regional collaboration or efficiency initiatives
- Training or other services provided to special populations or demographic groups that can be considered unique to the district
- Number of college credits granted through prior learning achievement

❑ The UW system is adjusting to a \$250 million funding cut in the 2015-17 State budget. The 13 two-year UW Colleges are consolidating and regionalizing administrative/leadership functions to absorb the funding cuts and minimize reduction in instructional resources.

❑ Dwindling state aid for higher education is raising the issue of realigning the UW System and the Wisconsin Technical College System into one comprehensive system.

❑ Governor Walker signed College Affordability Bills to provide additional support for the “Wisconsin Grant” program for technical college students who demonstrate financial need. The bill will allocate an additional \$1.0 million to Wisconsin grants for technical college students in the current biennium. In addition, \$320,000 will be provided annually for emergency grants for technical college students at risk of not completing their program because of short-term financial hardship. This program was modeled after and designed to supplement a successful model run by the Great Lakes Higher Education Guaranty Corporation.

❑ National conversation continues about tuition-free community college education or free college tuition based upon need in response to student debt and financial aid issues.

Technology trends

❑ Mobile access to information and systems from anywhere on virtually any type of device is a continuing technology trend that has already had a large impact on the FVTC website redesign and some classroom instruction.

❑ Enhanced online learning continues to grow in higher education. Insuring a high-quality learning experience is critical to the retention and success of students.

❑ The expansion of online learning in technical education has limitations and challenges due to the hands-on nature of many occupational program courses.

❑ Automation, technological changes, and digitalization across all industries creates the constant need for equipment and curriculum monitoring and modification in technical education programs.

ENVIRONMENTAL SCAN, continued

❑ The technology associated with student authentication in the grading of assignments/examinations of distance learners is being closely examined as employers and accreditors question the validity of some online education credentials.

Workforce/employment trends

❑ The strengthening economy continues to produce low unemployment. Employers will experience increasing difficulty in filling their workforce needs due to the demographic trends of fewer working age people available to participate in the workforce.

❑ High demand remains for very specific skill sets. The skills gap is a persistent concern in the New North region for many employers. Key areas include automated manufacturing systems, industrial maintenance, health care, office/administrative support, transportation, warehousing and material handling.

❑ The need for 'soft-skills' continues to be a high employer expectation.

❑ Employers and colleges are creating new ways of training unskilled/inadequately skilled employees in companies that need to "grow their own" workforce due to lack of available entry-level candidates. For example, currently employed entry level workers are provided training for jobs at the next level with unskilled workers filling their former positions.

❑ During the Great Recession, many companies/organizations who eliminated their training departments for increased efficiencies are turning to post-secondary training providers for training that is customized to their skill needs or collaborating with other similar companies to train employees from multiple companies.

❑ As the baby boomers retire, the millennial generation will be attracted to a workplace culture that aligns with their desire for flexibility, casual atmosphere, and fun. Rigid cultures are likely to lose talent to more appealing cultures.

❑ Above average wages and benefits (examples: signing bonus, pay off student loans, pay moving expenses for production workers, increased vacation, etc.) will increasingly be a difference maker in attracting talent.

ADMINISTRATIVE UNITS

The President, as the chief executive officer of the College, provides leadership and direction for the College's six administrative units:

FACILITIES AND OPERATIONS

This unit provides all aspects of building services including custodial, building operations, grounds, security services, and the safety and environmental function. In addition, this division takes leadership in the planning, bidding, implementation and oversight of major building projects.

HUMAN RESOURCE SERVICES

This unit includes employment and benefit services, employee relations, payroll, property and liability insurance, Faculty Quality Assurance System, training and staff development services.

FINANCIAL SERVICES

This unit includes general accounting, purchasing, accounts payable, budgeting, financial reporting, grant accounting, printing and student financial services.

FOUNDATION AND COMMUNITY RELATIONS

This unit has responsibility for partnering with the College to identify and secure resources that support lifelong learning and workforce development throughout the communities we serve. In addition, the unit provides leadership to efforts that strengthen the awareness, reputation and brand of the College, and directs activities that enable the College to give back to the communities within our district.

INFORMATION TECHNOLOGY SERVICES

This unit supports technology including IT infrastructure, hardware/software, information reporting, website development, A/V and helpdesk.

INSTRUCTIONAL SERVICES

This unit provides all educational programming and instructional services through ten instructional areas: 1) Business, 2) Center for Instructional Excellence, 3) General Studies, 4) Global Education & Services, 5) Health, 6) IT & Distance Education & Printing, 7) Manufacturing & Agriculture Technologies, 8) Public Safety, 9) Service Division, 10) Transportation & Construction Technologies.

The unit also includes Business and Industry Services, College Effectiveness, and the Venture Center. Because they are integrated closely with instructional programs, the College's food service and child care functions also operate under the umbrella of this unit. Instructional Services has responsibility for all programs and courses delivered through the campuses, regional centers and distance education modes. It also delivers customized training and technical assistance to employers who contract with the College.

STUDENT SERVICES

This unit includes enrollment services (admissions, center for new students, financial aid, and registration), marketing, counseling services, diversion and inclusion services, student assessment, student employment services, student life, services to students with disabilities and administration of all regional campuses and centers.

ACCREDITATION

Fox Valley Technical College is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools. FVTC maintains its accreditation with the Higher Learning Commission through the Academic Quality Improvement Program (AQIP) process. FVTC has been NCA-accredited since 1974.

FOX VALLEY TECHNICAL COLLEGE BOARD AND ADMINISTRATIVE POLICIES

The FVTC Board of Trustees and Administration regularly review and update the Board Policies of the College. The policies include, but are not limited to: Board Governance, Board Staff Relations and Executive Limitations.

FVTC Administration regularly reviews and updates the Administrative Policies of the College. FVTC policies are divided into six categories:

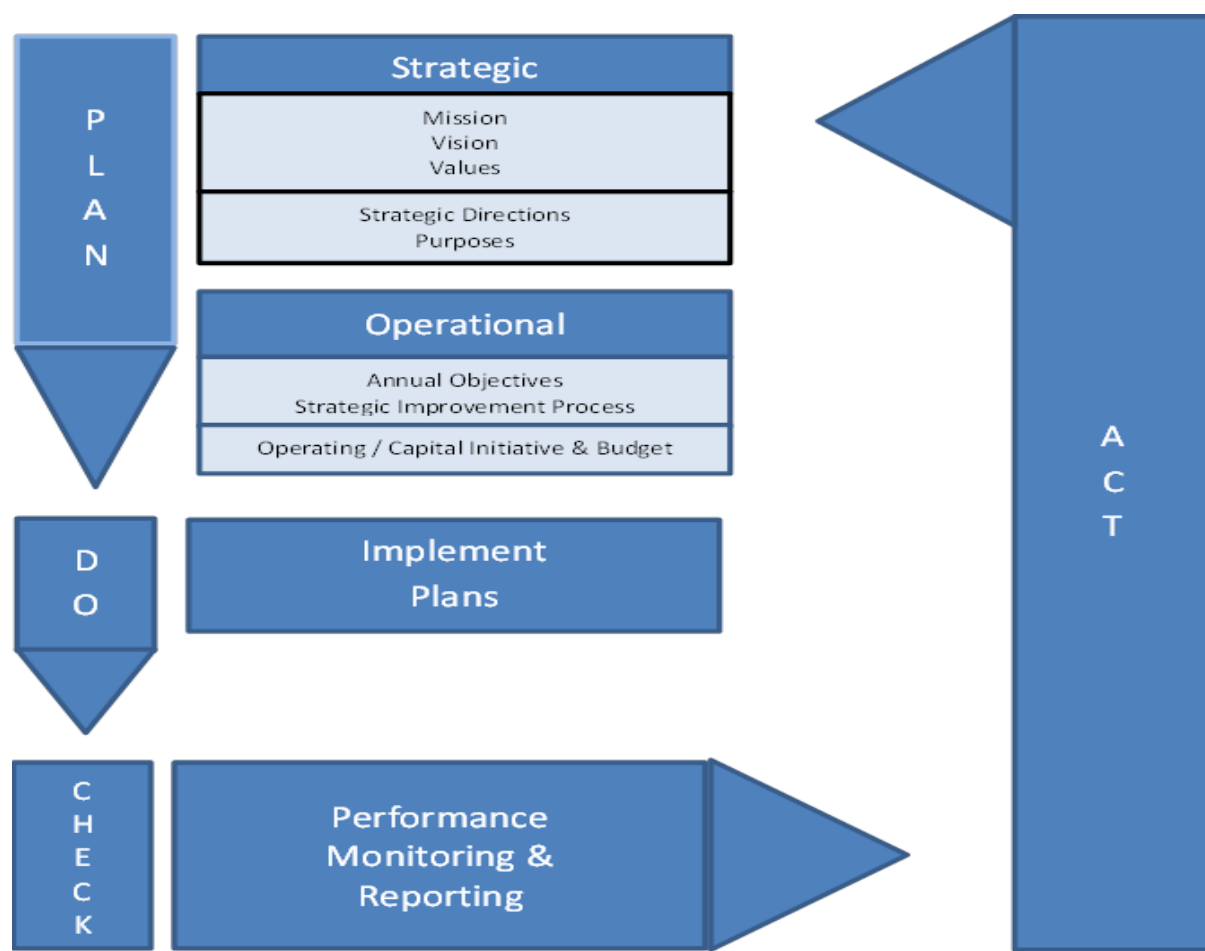
- I. Administration
- II. Fiscal Management*
- III. Health and Safety
- IV. Human Resources
- V. Instruction
- VI. Students

*Fiscal Management (financial) policies may be of particular interest to readers of this budget book. Some examples of fiscal management policies include cash and investment management, fund balance targets and audits. Copies of these policies are available upon request.

BUDGET PLANNING PROCESS

The Fox Valley Technical College budget is adopted for one year beginning July 1 and ending June 30. The budget allocates financial resources for ongoing programs, courses and services, as well as for initiatives. Budgeting is done in accordance with Chapter 65 of the Wisconsin Statutes, Wisconsin Technical College System Administrative Rules and local District policy, prepared in the format required by the Wisconsin Technical College System, and submitted to the State Office by July 1. Expenditures must be accommodated within the authorized tax levy and other funding sources.

The budgeting process is an integral step in implementing the College's strategic directions. Each department develops a budget based on institutional plans. The budgets are consolidated and reviewed by Financial Services, all budget managers and the Executive Team. In May, the Fox Valley Technical College Board of Trustees reviews the preliminary budget and refers it to public hearing. Between the May meeting and the June hearing, the public (local municipalities, business leaders and interested parties) is invited to discuss the proposed budget with College leaders. At the hearing, the Board considers public input prior to adopting the budget at its regular meeting in June. The chart below shows the planning process.



BUDGET PLANNING PROCESS, continued

PLANNING POLICY SUMMARY

- Planning and budget development is a cooperative effort involving all FVTC staff.
- Emphasis is placed on “reallocation” planning, meaning that initiatives are funded through creatively reallocating existing budget dollars rather than requesting new dollars.
- Significant new initiatives (such as those involving new or expanded academic programs) which require additional funding are submitted to the Executive Team as a Strategic Investment Proposal. After Team approval, Proposals are submitted for Board approval in order to use reserves as a funding source until they are self-sustaining (usually in 2-3 years).
- Smaller, yet powerful, projects and initiatives
 - that rely on reallocations can be implemented at any time during the year with the approval of the divisional dean and vice president OR
 - that require additional funding can be submitted for approval on the “New Initiative Request Form”.
- Grants and contracts can be used to fund initiatives at any time during the year.

BUDGET CONSTRUCTION

The budget itself is a natural outcome of the planning process. In October, departments submit capital budget requests in key areas: facilities, furniture, major equipment, audio/visual equipment and computer hardware & software. Requests are based on College strategic plans, new initiatives or department plans for maintaining current operations.

While department managers are reviewing plans and submitting capital budget requests, the Executive Team (College Administration) is forecasting future-year revenues and expenditures. Resources (revenues) are estimated by reviewing trends, assessing the political environment and predicting growth. Some revenues are constrained by statutory rates or rules (parameters). Expenditures are projected based on current operations at future costs plus the cost of approved new initiatives and strategic investments.

Collectively, the College’s policies, parameters and planning assumptions result in a forecast—a projected operating surplus or deficit for the future year. The forecast is compared to long-range planning estimates and long-range goals to ensure compatibility.

In years when revenue is constrained, such as in recent years, it is necessary to reduce projected expenditures or find new revenue sources. The Executive Team works with budget managers to identify areas where expenditures can be reduced or eliminated. The forecast, together with required changes, becomes the preliminary financial plan.

The preliminary financial plan is shared with the Board in February, together with the changes (interventions) that will be made in order to achieve a balanced budget. The Board ensures that the preliminary financial plan is consistent with the College’s strategic directions.

The draft Capital Budget is derived from all approved requests received from budget managers during the fall budget process and also incorporates on-going obligations. The Executive Team ensures that the proposed budget does not exceed the planning target endorsed by the Board.

The draft Operating Budget is built in two major sections. Salary and fringe-benefit budgets are set by using existing staff records and applying future salary schedules based on collective bargaining agreements or other pay policies. Non-salary budgets are set by using existing budgets and then adjusting for inflation and other known changes. In March, draft budgets are

BUDGET PLANNING PROCESS, continued

submitted to budget managers who must verify staff-related budgets. They may also request budget reductions, reallocations or approved increases in order to finalize proposed budgets. The Executive Team ensures that the proposed budget conforms to the targets set in the planning phase.

The proposed Capital Budget is presented to the Board for approval at its March or April meeting. The proposed Operating Budget is presented to the Board in May. After public hearing, the Board adopts all budgets at its June meeting.

BUDGET MONITORING

- Administration provides budget status reports to the Board monthly.
- Teams are expected to operate within their budgets, once established. Budget managers are held accountable and expected to be disciplined in budget management.
- Teams and managers are expected to use established purchasing procedures.
- Capital budgets not spent or supported with a plan of action by April will be pulled into an institutional contingency.

BUDGET MODIFICATION

The budget is a plan, and changes inevitably occur during the year that were not anticipated at the time the original budget was developed. Examples of changes include approval of new strategic initiatives, new grant funding or other significant changes in revenues or expenditures. Since the budget is approved by fund and function, changes impacting these parameters require the budget to be amended.

At least two thirds of the district board membership must approve any budget modification. Also, state statutes require that budget changes be published as a Class I notice within 10 days to be valid, and that the state office be notified within 30 days.

ASSUMPTIONS

Key assumptions for the 2016-17 budget year quantify the emerging trends identified through environmental scanning. Specific financial and demographic assumptions are established based upon the most current available information. The resulting framework of assumptions helps build the operating budgets necessary to carry out the mission of the College.

STUDENT ASSUMPTIONS

Enrollment, as defined by full-time equivalent (FTE) students, is projected at 6,403 for fiscal year 2016-17, a 0% increase over 2015-16 projected actual. The budget is set conservatively and the College has the discretion to offer additional class sections if warranted to serve a greater number of students.

PROGRAM, COURSE AND SERVICE ASSUMPTIONS

The FVTC planning and budgeting process supports efforts and initiatives that:

- Generate growth and innovation
- Strengthen access to technical education including K-12 districts, students and parents/families
- Support student success particularly through program redesign and guided pathways
- Continue to connect with employers and workforce partners to link with their emerging needs in order to enhance regional economic vitality
- Enhance measurability/accountability
- Align with and advance the strategies linked with the College strategic directions
- Promote the Foundational College Strategies of Collaborative Culture and Operational Effectiveness through cross-functional initiatives and streamlining systems
- Position the College for competitive advantage and mutual benefit of regional partners
- Promote cost effectiveness/return on investment

FINANCIAL ASSUMPTIONS

- Total tax levy is budgeted to increase by 1.6%
- Equalized property values are projected to increase by 1.2% due to new construction
- General State Aids will decline 0.5% overall
 - Property Tax Relief Aid of \$29.1 million will remain unchanged
 - General state aid will decrease 2.3% as the result of an increase in outcomes based aid (from 20% to 30%)
- Other State Aid revenue, primarily state grants, is 46.3% lower because of the two-year Blueprint for Prosperity grant portfolio -- some grants end on 6/30/16 and the rest on 12/31/16
- The State Board has increased the program fee rate (student tuition) by 1.5%
- Fee-paying FTEs will increase by 0% over 2015-16
- Federal revenue budget is 3.5% higher than 2015-16 due to numerous routine changes in the federal grant portfolio
- The year-end fund balance for the combined operating funds (excluding grant funds) is likely to exceed the guidelines established by Board policy
- New initiatives and priorities arising during the year will be funded through a reallocation of resources or reserves with Board approval

OPERATING INITIATIVES 2016-17

An operating initiative is a new or modified program or project—impacting staff, facilities, equipment, curriculum or services. It also includes continuing implementation of multi-year initiatives. The 2016-17 initiatives are highlighted below:

Vision 2020

FVTC has conducted an extensive strategic planning process to gather internal and external viewpoints for the 2016-20 Strategic Plan referred to as Vision 2020. With the results of broad-based internal and external feedback, a draft Vision 2020 Strategic Plan has been developed which includes Mission, Vision, and three Strategic Directions: Access to Technical Education, Student Success and Workforce & Community Development. Each strategic direction includes five to six strategies that set the focus of future initiatives. In addition, a change from previous strategic plans is the inclusion of Foundational College Strategies. These elements are key to successfully supporting Vision 2020. Upon Board approval this summer, implementation of the Vision 2020 plan will begin in the Fall of 2016.

Student Relationship Management (SRM) Project

This multi-year collaborative effort involving Recruitment, Marketing, and Retention teams will see the launch of the Recruitment module in 2016-17. This module will provide staff with multiple tools and measures to facilitate ongoing engagement with prospects as they move from inquiry to enrollment, and give teams the ability to make improvements based on data. Second year work will focus on the Retention module, which will provide faculty and staff with tools and measures to keep students in school until they complete credentials. The SRM brings the appropriate communication tools, including personal outreach, to students at the times when they have the potential to make the most impact.

Customer Service Registration Process

In 2016-17, work will continue to focus on streamlining and consolidating the registration and payment processes to be intuitive, consistent, efficient, and user-friendly. Based upon the results of a LEAN event in March of 2016, the team is working to design an on-line solution to achieve optimal functionality for both internal and external customers. A revised project charter is currently being completed to reflect the updated project. The current registration process is customized based on the type of educational offering. The College serves not only traditional program students, but also community course takers, employed individuals interested in business training and individuals who are eligible for grant-funded training. The redesigned process will provide a single sign-on solution, the ability for customers to create their own ID, a single registration system for all customers and a payment option that is visible and easily accessible.

Student Housing – Tech Village

In the fall of 2016, Tech Village will open adjacent to FVTC's Appleton campus providing housing for up to 270 students. The complex will feature 54 suite-style apartments containing three single bedrooms, one double bedroom, two full bathrooms and a common living and kitchen space. Each floor will have laundry facilities and a study or gathering area. Tech Village will be privately owned and managed, although some aspects will be closely coordinated with the College. This type of housing arrangement has become a common and practical approach for many schools across the country, bringing together what property management companies and colleges do best.

OPERATING INITIATIVES 2016-17, continued

DigArc System Implementation

The DigArc system offers two products that will support the curriculum management process from new program development to course approval to program/course modifications (Curriculog) to the course catalog content (Acalog). The new system replaces the home grown outdated software that the College has used for over 10 years. Curriculog has many built-in functions such as fully automated workflow, multiple approval processes, complete control over forms, built-in reporting, etc. The new system will be much easier to use and maintain as well as save staff time.

State Funding Initiatives

For 2016-17, WTCS and other state grant funding to the technical college districts is aimed at expanding the educational pathways in high demand fields and providing a variety of student-centered services to increase the successful completion of credentials leading to a job. State grants focus on a variety of areas including transportation, manufacturing, health care, business and printing. Other areas of funded projects focus on faculty development, veterans' services, basic skills and student services.

Faculty and Support Staff Merit-Based Pay Plan

The Merit-Based Pay Plan is designed to motivate employees to develop and contribute; identify and promote aspects of employee performance most needed to achieve Department/Division goals; provide pay increases tied to employee performance; and recognize exceptional contributions provided by employees and teams. Components of the plan include performance evaluations, Exceptional Merit Awards, and Salary Progression Plans. Beginning in 2016-17, the Merit-Based Pay Plan applies to all regular full-time and part-time faculty and support staff employees.

Asset/Equipment Management

One of the College's 2015-16 annual objectives was to conduct an analysis of internal processes and systems related to fixed asset/equipment management and recommend any necessary process changes for subsequent implementation. The next step is the implementation of a new PeopleSoft module, Asset Management. A new fixed asset accountant position was created for 2016-17. This person will lead the system implementation in partnership with IT and assume on-going responsibility for tracking and accounting for all of the College's fixed assets.

Office for Victims of Crime (OVC) Training Expansion

FVTC has been awarded a \$2 million, three-year federal grant that greatly expands training projects offered in conjunction with the OVC. The grant provides funding for training and technical assistance to support law enforcement professionals and community leaders serving American Indian and Alaska Native populations. This grant is part of a larger portfolio of federal Department of Justice grants, budgeted at \$10.3 million for 2016-17, dedicated to developing and delivering training to law enforcement and related professionals nationwide.

Programs Planned to Launch in 2016-17

IT – Information Systems Security Specialist – A.A.S. Degree

IT – Information Systems Security Specialists monitor and implement security measures to protect an organization's computer network(s) and systems. They may ensure or assist to ensure appropriate security controls are in place that will safeguard digital files and vital electronic infrastructure and may respond to computer security breaches and viruses.

OPERATING INITIATIVES 2016-17, continued

Occupational Aide Readiness (OAR) Project – Clerical Aide – Technical Diploma

A Clerical Aide provides a wide variety of services, including any combination of: maintaining basic office records, completing basic mailing projects, preparing basic business documents, using common office software, recognizing and greeting customers, and taking and relaying telephone messages. Upon completion, this diploma prepares graduates with the basic skills needed in an office.

Therapeutic Massage – Technical Diploma

The Therapeutic Massage technical diploma provides training for a professional career in massage therapy or enhances skills and knowledge of individuals already in the healthcare field. Students gain a comprehensive understanding of human anatomy with specific attention focused on the musculoskeletal system and will receive a high degree of technical training with emphasis on massage techniques and therapy applications. Hands-on and practical business application are part of the experience through the student-operated on-campus clinic. Upon successful completion, graduates are prepared to take the exam and obtain the Wisconsin Department of Safety and Professional Services massage therapy and bodywork therapy license.

Digital Marketing – Embedded Technical Diploma

The Digital Marketing technical diploma explores the power of electronic marketing. By learning the principles of digital marketing, students are able to effectively communicate marketing messages using targeted campaigns and tactics. Marketing technology tools are used to learn how to engage informed target audiences, while delivering business results. Graduates will be able to pursue employment in digital marketing at business to consumer (B2C) and business to business (B2B) organizations.

Business Operations – Embedded Technical Diploma

The Business Operations technical diploma is a great fit for either an entry level employee or a seasoned worker looking to update their skills. Students learn how to apply supervision, marketing, human resources and accounting skills in a business setting. In addition, opportunities to grow communication skills will round out the training. This diploma can be completed in one year.

CAPITAL BUDGET INITIATIVES 2016-17

The regular capital budget of **\$10.9 million** includes several categories: Buildings, Improvements (Building and Non-Building), Equipment (Instructional and Other), Furniture and Technology (Technology Refresh, Instructional Computing, Administrative Computing and Audio/Visual). This list includes descriptions of major high-cost items (\$50,000 or more) within each of the categories.

Buildings, Improvements & Architect Fees	Total	\$ 3,960,455
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Building Improvements	\$ 3,504,636
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\$ 498,604 Metal Fab/Welding Lab Remodel

The Appleton Campus lab struggles with capacity issues and the objective is to offer the same program choices and skills training in both Appleton and Oshkosh. The current lab will be remodeled to provide increased space and improved workflow for the metal fabrication lab, alignment with industry trends for material handling and project management and the ability to teach all forms of welding in all labs. Approximately 14,273 feet will be remodeled.

\$ 483,962 Robotic Welding Lab/Office Remodel

As noted above, the Appleton Campus lab struggles with capacity issues and the objective is to offer the same program choices and skills training in both Appleton and Oshkosh. The relocation of the Power Sports lab freed up approximately 3,655 square feet of space to expand the metal fabrication and welding programs. The remodeled space will offer an increased number of welding cells and equipment with convenient access to the metallurgy lab. The project also includes increased office space to support additional instructors.

\$ 425,000 Sustainable Technology Center HVAC

The HVAC at this site has been problematic for several years and needs to be replaced to support effective and efficient operations at the building. In addition to the replacement of the system, this project involves relocating the mezzanine, where the system will be located, in order to open up additional space to be used.

\$ 355,000 Roofing Projects

The roofs to be repaired or replaced are part of the comprehensive five-year College-wide roofing system revitalization plan. The plan identifies the systematic repair and replacement of each roof on all of the campus buildings with the scope of work to be determined each year. This year's focus will be on a section of the Main Campus Building and a section of the D.J. Bordini Center.

\$ 146,875 Replace Epoxy Floor (Room F162)

The floor in the Machine Tool Lab is very worn and needs to be redone. A significant portion of this expense is moving all of the machinery in order to perform the work. A more durable urethane surface will be applied which has a longer life and is easier to repair than typical epoxy flooring material used in other projects.

CAPITAL BUDGET INITIATIVES 2016-17, continued

\$ 135,000 HVAC Projects

Each year, the College completes a number of projects that support energy conservation. Projects are evaluated based on cost, best practices, payback and available incentives. This year's plan is to replace failing ductwork in various sections of the Appleton Main Campus, upgrade the building automation system software and install a second boiler at the FABTECH Education Center.

\$ 100,000 Energy Conservation Projects

Each year, the College completes a number of projects that support energy conservation in the facilities throughout the District. Projects are evaluated based on cost, best practices, payback and available incentives. This year's plan is to replace older classroom lights at the SJ Spanbauer Center and Riverside Campus, and continue to retrofit parking lot lights with LED kits.

\$ 100,000 Leasehold Improvement for new Adult Basic Education (ABE) Site

The College plans to end its lease at City Center in downtown Appleton and lease space from the Riverview Gardens site on College Avenue. While discussion is still in progress, there will be a need to construct two classrooms and an office.

\$ 75,000 Facilities General Painting Projects

The College annually designates specific funds for the general upkeep and maintenance of classrooms, shops and offices. The College maintains a list of priority areas. This year's focus will be painting various areas where new flooring will be replaced (e.g. SJ Spanbauer Center), Appleton Main Campus Criminal Justice classrooms, and installing chair rails in classrooms where chair/tables have damaged the walls.

\$ 75,000 Facilities Flooring/Carpet/Tile Upkeep

The College annually designates specific funds for the general upkeep and maintenance of flooring in classrooms, shops and offices. The College maintains a list of priority areas. This year's focus will be replacing the SJ Spanbauer Center vinyl composition tile (VCT) with no wax flooring, and front entry/hallway carpet.

\$ 67,427 Freezer/Cooler Replacement for Ione's (Room E140 A-C)

The existing freezer cooler is old and needs to be replaced. The project also includes the cost to replace the epoxy/urethane flooring in Ione's kitchen and extending it into the area vacated by the existing cooler freezer.

\$ 66,117 Parent Child Center Remodel (Rooms E101/103 and B106/108/110/112/114)

The existing carpet, vinyl composition tile (VCT) and tile floors are in poor condition and the walls need repainting. The project includes painting all walls and doors/frames and replacing all flooring. In addition, the partitions in the restrooms will be replaced and new flush assemblies installed in toilets.

\$ 51,614 Replace Epoxy Floor and Paint Auto Body Lab (Room T116)

This area is used for collision damage assessment training, with students from around the country. The project includes repainting the walls and replacing the original epoxy floor.

CAPITAL BUDGET INITIATIVES 2016-17, continued

\$ 50,300 **Veteran Resource Center Remodel (Room E119)**

The objective of this project is to create a Veteran Resource Center (VRC) that combines the VA Benefits team with the Veteran Retention Coordinator and incorporates additional space to serve Veteran student needs. The VRC will allow veterans to collaborate about shared experiences and needs as well as connect to key resources like staff expertise and computers.

\$ 50,000 **Building Envelope Refurbishment**

The majority of the work will focus on repairing portions of the Agriculture Building foundation. Additionally, after the IT Administrative Computing remodeling project is complete, the Entrance 18 exterior doors and frames will be replaced.

Non-Building Improvements	\$ 405,819
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\$ 325,000 **Roadway/Pavement Improvements**

Annual resurfacing and asphalt repaving are part of a comprehensive College-wide parking lot and roadway improvements plan. This year's plan is to replace the culverts at the entrance to the Trailer Parking Lot, crack seal and seal coat the Bordini Parking Lots and entrance road, replace damaged sidewalk sections, including a large area at Entrance 15, perform crack sealing in all Appleton parking lots, and typical small area pavement repairs.

Equipment	Total \$ 2,724,607
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Instructional Equipment	\$ 2,298,792
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\$ 320,000 **Robotic Arc Welding Systems (5)**

The Metal Fabrication and Welding lab at Appleton is being expanded and remodeled. The robotic arc welding systems are a vital component in the welding programs. The purchase of new equipment will help keep the program(s) current with industry standards and provide better safety for the students

\$ 140,000 **Press Brake & Off-line Software**

The Metal Fabrication and Welding lab at Appleton is being expanded and remodeled. A press brake, also known as a brake press, is a machine tool for bending sheet and plate material, most commonly sheet metal. The purchase of new equipment will help keep the program(s) current with industry standards and provide better safety for the students.

\$ 109,998 **ABB Robot Replacements (7)**

ABB is a leading supplier of industrial robots. The current ABB robots used in the Automated Manufacturing program cannot be upgraded to the newest software and hardware version. New robots are required to keep current with industry standards.

CAPITAL BUDGET INITIATIVES 2016-17, continued

\$ 102,488 Human Patient Simulator Replacements (2)

Since the Health Simulation Technology Center (HSTC) was built, the simulators are used more frequently by staff, students and community training collaborations with local health agencies. Some of the older METIMan simulators have had mechanical issues resulting in costly repairs. By purchasing two new simulators we will be able to alleviate some of these issues by replacing the older models that are nearing the end of their life. The METIMan simulators work directly with our \$300,000 LearningSpace system. Approximately 35-40 Nursing and EMS faculty and Adjunct instructors are trained on this platform.

\$ 90,000 Bridge Crane for Advanced Manufacturing Technology Center (AMTC)

The AMTC needs a 5 ton capacity bridge crane. An evaluation of the amount of material that flows through the AMTC showed that approximately 442,000 lbs. of material has moved through this facility since January 1st of 2015. This is a significant amount of material and anytime it is handled has inherent risk of safety involved. The bridge crane will provide a safer means of handling material for staff and students. When the AMTC was constructed, rails to support this type of crane were installed in anticipation of this need.

\$ 88,236 Squad Car Replacements (3)

The College currently spends nearly \$25,000 per year for used squad cars that are cycle-outs from local police departments. The cars are in poor condition and many times require significant repair. The 720-hour law enforcement academy requires vehicles that can be safely operated on the roadway due to RADAR and other new program changes. The cars are also used for EVOC training, pursuit training, instructor training and other driver safety programs. At current auction rate, purchasing new vehicles is actually a more cost effective way of maintaining a fleet.

\$ 75,000 Semi Trailer Replacements (5)

The purchase of semi tractors and trailers will support the Truck Driving and Diesel programs and increase the training capabilities. This new equipment will also continue to upgrade current equipment to meet and in many cases exceed the requirements of the industry.

\$ 60,000 Tool Sets (8)

Currently, Collision Repair and Refinishing students must purchase tools for their program and this large expense can be a deterrent to enrollment. The Automotive and Diesel programs have begun providing point-of-use tools, whereby tool boxes are assigned to each workstation on the shop floor. The purchase of the dedicated tool sets will benefit students in alleviating some of their program costs as well as teach students responsibility for the tools.

\$ 59,395 Pipe Beveler

The Welding/Metal Fabrication department has added a new welding class (Pipe Welding Techniques) that uses pipe coupons for welding labs. The pipe needs a beveled edge on both sides to be properly welded. Our current process involves one small air-operated beveling tool. The time to bevel both sides of one coupon takes approximately 15-20 minutes. With the new pipe beveler we will be able to bevel the pipe in 2-3 minutes per piece, reducing the total time spent by 30-50 hours a semester.

CAPITAL BUDGET INITIATIVES 2016-17, continued

\$ 55,000 Natural Resources Van Replacements (2)

The College currently has three 12-passenger vans and two 8-passenger vans. Van reservations are coordinated by the Manufacturing & Agriculture Technologies division since the highest usage is from Agriculture and Natural Resources instructors. The vans all have high mileage, and reliability issues have caused failures in which users have been stranded.

\$ 50,000 Digital Imaging System (2)

The Dental Radiography courses for both the dental assisting and the dental hygiene students incorporate the use of the digital sensor equipment in the course curriculum. The digital sensors are also used in the FVTC Dental Hygiene Clinic when treating our community patients. The Dental Clinic has gone completely digital with regards to taking dental images (X-rays).

\$ 50,000 Training Engine Replacements (2)

These engines will replace two worn out, outdated engines currently used in the diesel engine overhaul class. The lifespan of a training engine is typically ten years or more, depending on how many students work on the engine per year.

Non-Instructional Equipment	\$ 425,815
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\$ 155,000 Mechanical Repair Major Equipment

The College is currently out of OSHA compliance with regard to rooftop access and fall protection safety. Railings are needed at all roof access hatches, ladders, and locations where equipment is closer than 15' from the roof edge. These funds will be used to develop a fall protection plan at each of our buildings, and begin implementation of that plan. This will be phase 1 of a multi-year plan.

\$ 145,000 Multi-Functional Printer (MFP) Lease

This is the first year of a 5-year lease that covers MFPs for all sites, as provided under the lease agreement. An MFP has print, copy, scan and fax capabilities. The lease is divided into capital and operating components. The operating portion of the lease is budgeted in the Printing Services Fund.

\$ 86,600 Vehicle/Grounds Major Equipment

Facilities needs to replace two major items which are regularly used by the department. A multi-purpose 1998 ¾ ton pickup truck needs to be replaced due to the age and the poor condition it is in. A second lawn mowing/brushing tractor needs to be replaced due to the extremely rusted mower deck. The balance of funding is for various facility-upkeep items.

Furniture	Total \$ 1,307,453
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\$ 314,036 Information Technology (IT) Programs Area Remodel (C-Building)

A large space in the northwest corner of the Appleton Main Campus was vacated when some staff/training moved to the Public Safety Training Center. This project encompasses the vacated space plus current IT space for a total of 13,310 square feet. The remodeled area will offer additional classrooms and lab space,

CAPITAL BUDGET INITIATIVES 2016-17, continued

makerspace for students and faculty, centralized office space and a glass exposed mini data center. Furnishings for the remodeled space include (15) workstations for faculty and staff, tables and chairs for (2) conference rooms, chairs for (2) MakerSpace rooms and the Student Help Desk, a mobile instructor podium/chair, computer tables and chairs for (6) computer labs, a mobile instructor podium/chair, large tables and chairs for (2) pod classrooms, and a mobile instructor podium, tables and chairs for (1) classroom.

\$ 302,335 D.J. Bordini Testing Center/Classroom Remodel

When Printing Services relocated to the main campus, approximately 4,500 square feet became available. This space will re-purposed as part of a broader project covering 16,524 square feet. The remodeled area will provide expanded testing/assessment center space, three large meeting rooms, three conference rooms and remodeled restrooms. Furnishings for the remodeled space include a mobile instructor podium/chair, tables and chairs for (10) classrooms, a mobile instructor podium/chair, computer tables and chairs for 2 computer labs, tables and chairs for (3) conference rooms, 2 workstations for Testing Center staff, and tables and chairs for the Testing Center.

\$ 241,822 D.J. Bordini Conference Center/Offices Remodel

The D.J. Bordini Center offers rooms for training or meetings for a wide range of customers. The Center has not been remodeled (except for the atrium) since its opening in the mid-1980s. In addition, the Center cannot accommodate large groups and we frequently turn away potential customers and events. The project, which covers 13,965 square feet, includes the creation of a larger conference center that can hold 460 participants, a breakout/dining area, improved staff work spaces and improved kitchen area. Furnishings for the remodeled space include tables and chairs for (168) occupants in the large conference room, tables and chairs for the breakout room, some new furniture for the atrium and workstations for (20) staff and faculty.

\$ 114,482 Robotic Welding Lab/Office Remodel

As noted under Building Improvements, the Appleton Campus lab struggles with capacity issues and the objective is to offer the same program choices and skills training in both Appleton and Oshkosh. The remodeled space will offer an increased number of welding cells and equipment with convenient access to the metallurgy lab. The project also includes increased office space to support additional instructors. Furnishings for the remodeled space include a mobile instructor podium/chair, computer tables and chairs for (1) classroom, (10) workstations for staff/faculty, and a conference room table and chairs.

\$ 73,164 Metal Fab/Welding Lab Remodel

As noted Building Improvements, the Appleton Campus lab struggles with capacity issues and the objective is to offer the same program choices and skills training in both Appleton and Oshkosh. The current lab will be remodeled to provide increased space and improved workflow for the metal fabrication lab, alignment with industry trends for material handling and project management and the ability to teach all forms of welding in all labs. Furnishings for the remodeled space include a mobile instructor podium/chair, computer tables with chairs for (20) students, and for (3) classrooms.

CAPITAL BUDGET INITIATIVES 2016-17, continued

Technology	Total \$ 2,912,225
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Technology Refresh Program	\$ 820,000
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\$ 820,000 Technology Refresh Program

FVTC replaces all desktop-computing units on a regular, four-year replacement cycle (approximately 25% of computers per year). The plan includes replacement of student computers in labs and classrooms as well as faculty, support staff and management computers throughout the College. The request includes \$570,000 of desktop computers and \$250,000 of staff salary and fringe costs for computer installation.

Instructional Computing	\$ 682,125
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\$ 200,000 Datacenter Servers (25)

As a part of the C building redesign, the IT Instructional area will be building an instructional datacenter for our students. The hardware consists of servers, switches, power, and cabling for these racks. This datacenter will be connected directly to the College network, but configured for educational purposes only. The servers will be used for hardware configurations/troubleshooting, as well as connectivity and cabling to understand redundancy in a Server system. The datacenter will be used for numerous classes, including System Administration, Windows Server, Network Security, Network Infrastructure, and Virtualization.

\$ 106,600 Information Technology (IT) Programs Area Remodel (C-Building)

As noted in the Furniture section, a large space in the northwest corner of the Appleton Main Campus was vacated when some staff/training moved to the Public Safety Training Center. This project encompasses the vacated space plus current IT space for a total of 13,310 square feet. The remodeled area will offer additional classrooms and lab space, makerspace for students and faculty, centralized office space and a glass exposed mini data center. Desktop computers are needed for classrooms (73) and makerspace (6).

Non-Instructional Computing (Administrative)	\$ 714,600
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\$ 435,000 IT Infrastructure Upgrades

Administrative and instructional servers as well as other technology equipment will be replaced under a regular cycle of infrastructure upgrades and replacements. This includes the core hardware and server infrastructure that is used to support College operations and instruction.

\$ 100,000 Upgrade Phone System Architecture

The current technology underlying our landline phone system is out of date and in need of replacement. This project would provide updated software and infrastructure that would increase the functionality and usability of our phone system, and would also move us onto a supported environment.

CAPITAL BUDGET INITIATIVES 2016-17, continued

Audio/Visual Technology	\$ 695,400
<p>\$ 136,000 D.J. Bordini Testing Center/Classroom Remodel As noted in the <u>Furniture</u> section, when Printing Services relocated to the main campus, approximately 4,500 square feet became available. This space will be re-purposed as part of a broader project covering 16,524 square feet. The remodeled area will provide expanded testing/assessment center space, three large meeting rooms, and three conference rooms. Audio/Visual equipment for the remodeled space includes smartboards, projectors & instructor stations for (12) classrooms, (3) conference room monitors, and cameras for proctoring test takers in the Testing Center. Existing ITV room equipment will be used in the new ITV room.</p>	
<p>\$ 127,500 Information Technology (IT) Programs Area Remodel As noted in the <u>Furniture</u> & <u>Instructional Computing</u> sections, a large space in the northwest corner of the Appleton Main Campus was vacated when some staff/training moved to the Public Safety Training Center. This project encompasses the vacated space plus current IT space for a total of 13,310 square feet. The remodeled area will offer additional classrooms and lab space, makerspace for students and faculty, centralized office space and a glass exposed mini data center. Audio/Visual equipment for the remodeled space includes (1) staff conference room monitor, equipment for (2) pod classrooms (smartboard, projector, instructor station, monitors at student tables, and controls), smartboards, projectors & instructor stations for (4) classrooms and equipment to combine the AV for a dividable classroom.</p>	
<p>\$ 105,000 Upgrade ITV Classrooms (Chilton/Clintonville/Waupaca) Faculty that teach using interactive video conferencing have long requested to have the capability to teach from the second ITV classrooms at the regional centers. There are no instructor stations in these rooms, therefore an instructor cannot teach from the second ITV classrooms at Chilton, Clintonville and Waupaca. All of the current equipment used in the IP videoconferencing classrooms are beyond normal use (12-15 years). This project includes instructor stations and an upgrade to two way HD (Hi Def) video and audio in the second ITV classrooms at the regional centers. The upgrade will address both faculty and student concerns about availability and video quality.</p>	
<p>\$ 85,000 D.J. Bordini Testing Center/Classroom Remodel As noted in the <u>Furniture</u> section, the D.J. Bordini Center offers rooms for training or meetings for a wide range of customers. The Center has not been remodeled (except for the atrium) since it's opening in the mid-1980s. In addition, the Center cannot accommodate large groups and we frequently turn away potential customers and events. The project, which covers 13,965 square feet, includes the creation of a larger conference center that can hold 460 participants, a breakout/dining area, improved staff work spaces and improved kitchen. Audio/Visual equipment for the remodeled space includes (4) monitors for the lobby, to be combined into an information center, and an AV system for the large conference room (projectors, screens, lighting controls, speakers, monitors, etc.).</p>	

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Section 2

Financial



Fox Valley
TECHNICAL COLLEGE
Knowledge That Works

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BUDGETARY DEFINITIONS

FUND DESCRIPTIONS

A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Governmental Funds:

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

Special Revenue/Operational Fund – The special revenue fund is used to account for the proceeds from specific revenue sources (other than debt service, major capital projects or expendable trusts) that are restricted to expenditures for designated purposes because of legal or regulatory provisions. The fund includes federal grants, state grants and training & technical assistance contracts for business and industry.

Special Revenue/Non-Aidable Fund – These funds, formerly classified as expendable trust funds, are used to account for assets held in trust by the District in a trustee capacity. Examples include student segregated fees and student financial aids, such as the Pell Grant, Supplemental Educational Opportunity Grant and the College Work-Study program.

Capital Projects Fund – The capital projects fund is used to account for financial resources used for the acquisition of sites, building construction, remodeling or improvement and equipment (other than those financed by proprietary or trust/agency funds).

Debt Service Fund – The debt service fund is used to account for the accumulation of resources for, and the payment of, general long-term debt, including long-term lease/purchase obligations and special assessments.

Proprietary Funds:

Enterprise Fund – This fund is intended to be self-supporting and is operated in a manner similar to private business where the intent of the District is that all costs of providing certain goods and services to the students, staff or general public are recovered primarily through user charges. These services complement the educational and general objectives of the District.

Internal Service Fund – An internal service fund is used to account for financing of goods or services provided by one department to other departments on a cost-reimbursement basis. FVTC uses an internal service fund to account for all collections and claim payments of the District's health and dental self-insurance programs. It also uses an internal service fund for Printing Services.

Fiduciary Funds:

Agency Funds – The agency fund is used to record resources and related financial activity where the District acts as an agent or custodian for others, such as the Boards Association and student clubs. Agency funds are not included in the combined statements, nor are they presented separately in this book.

BUDGETARY DEFINITIONS, continued

REVENUE SOURCES

Local Government – Local property tax levy revenue--derived from taxes levied on the equalized property value within the district.

General State Aids – General aid received from the state government to fund regular operations and debt-service costs. Property Tax Relief Aid is fixed. General Aid is distributed among technical colleges using two methods. Eighty percent is allocated on an expenditure-driven formula and the other 20% on performance-criteria rankings.

Other State Aid – State grants for specific training and education activities, contracts and other reimbursements from state government sources.

Program Fees – Fees (tuition) paid by students as set by the Wisconsin Technical College System Board (WTCS).

Material Fees – Fees paid by students to cover the cost of instructional materials used by the student or instructor in the classroom as set by the WTCS.

Other Student Fees – Fees paid by students to cover the cost of graduation, transcripts, applications, student activities, registration, testing and other supplemental fees.

Institutional Revenue – Revenue generated from business and industry contracts for customized instruction and technical assistance, interest or investment earnings, sales and rental income.

Federal Revenue – Federal government grants for specific projects, often of a cost-reimbursement nature.

EXPENDITURE FUNCTIONS

Instructional – Teaching, academic administration, including clerical support, and other activities related directly to the teaching of students, guiding the students in the educational program, and coordination and improvement of teaching.

Instructional Resources – All learning resource activities such as library and instructional design and development center, learning resources center, instructional media center, instructional resources administration and clerical support.

Student Services – Non-instructional services provided for the student body such as student recruitment, student services administration and clerical support, admissions, registration, counseling, including testing and evaluation, non-instructional alcohol and other drug abuse services, health services, financial aids, placement, and follow-up.

General Institutional – All services benefiting the entire District, exclusive of those chargeable directly to other functional categories. This classification also includes the District Board, President's Office, the District Business Office, and general supporting administrative offices serving all functions of the District. Additional examples of this type of expenditure are legal fees, external audit fees, general liability insurance, data processing, personnel, employment relations and affirmative action programs.

BUDGETARY DEFINITIONS, continued

Physical Plant – 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 – Commercial type activities such as automotive resale, daycare center, cafeteria and vending services.

BASIS OF ACCOUNTING AND BUDGETING

Basis of accounting refers to when revenues and expenditures are recognized and reported in the financial statements. The annual financial statements of the District are prepared in accordance with GAAP (accrual basis of accounting). However, both the budget and the statements presented here are prepared on a *modified* accrual basis for all governmental funds. Under the modified accrual basis of accounting, transactions are recorded in the following manner:

- Revenues are recognized when they become both measurable and available (susceptible to accrual). All revenues are considered susceptible to accrual except summer school tuition and fees and the portion of the debt-service tax levy associated with principal and interest due after June 30, which are recorded as deferred revenue.
- Expenditures are recognized when the liability is incurred, except for interest on general long-term obligation debt, which is recognized when due. Budgetary expenditures include encumbrances created by purchase orders open at the end of the fiscal year.
- Expenditures for compensated absences, including vacation and sick leave, are recognized when the liability is incurred for past services of an employee that vest and accumulate.
- Repayment of principal on general long-term obligation debt is recorded as an expenditure.
- Fixed assets are recorded as capital outlay expenditures at the time of purchase.

Budgets for proprietary funds are prepared on an accrual basis.

FOX VALLEY TECHNICAL COLLEGE
Combining Budget Summary
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	Governmental Fund Types				Proprietary Fund Types	
	Special Revenue/		Special Revenue/	Capital Project	Debt Service	
	General	Operational	Non-Aidable			
REVENUES						Total
Local Government	\$20,316,289	\$1,429,505	\$141,953	\$0	\$16,649,335	\$0
General State Aids	38,306,253	0	0	0	0	0
Other State Aid	216,000	1,787,533	1,815,450	207,475	0	0
Program Fees	19,868,948	174,651	0	0	0	0
Materials Fees	1,409,581	22,499	0	0	0	0
Other Student Fees	1,577,036	609,026	2,092,217	0	0	0
Institutional	604,000	8,588,722	1,201,200	4,740	5,445	0
Federal	24,000	12,060,606	35,418,909	26,500	0	25,000
Total Revenues	\$82,322,107	\$24,672,542	\$40,669,729	\$238,715	\$16,654,780	\$184,545,308
EXPENDITURES						
Instructional	\$52,716,309	\$20,982,417	\$0	\$3,184,657	\$0	\$0
Instructional Resources	1,146,946	4,052	0	304,598	0	0
Student Services	6,166,239	1,717,019	40,226,939	23,167	0	0
General Institutional	18,146,483	1,062,493	442,790	1,569,222	0	0
Auxiliary Services	0	0	0	0	0	0
Physical Plant	6,783,878	299,832	0	5,912,071	17,286,600	0
Total Expenditures	\$84,959,855	\$24,065,813	\$40,669,729	\$10,993,715	\$17,286,600	\$196,634,489
Net Revenue(Expenditures)	(\$2,637,748)	\$606,729	\$0	(\$10,755,000)	(\$631,820)	(\$12,089,181)
Proceeds from Debt	0	0	0	10,900,000	171,675	0
Operating Transfer In (Out)	1,889,109	(606,729)	0	(145,000)	145,000	0
Total Resources (Uses)	(\$748,639)	\$0	\$0	\$0	(\$315,145)	(\$1,017,506)
Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$32,144
Reserve for Self Insurance	0	0	0	0	0	14,134
Reserve for Debt Service	0	0	0	0	(315,145)	(315,145)
Designated for Operations	(748,639)	0	0	0	0	(748,639)
Total Transfers To (From) Fund Balance	(\$748,639)	\$0	\$0	\$0	(\$315,145)	(\$1,017,506)
Beginning Fund Balance	25,393,837	1,543,323	1,024,367	4,714,183	16,122,865	6,858,227
Ending Fund Balance	\$24,645,198	\$1,543,323	\$1,024,367	\$4,714,183	\$15,807,720	\$55,338,285

FOX VALLEY TECHNICAL COLLEGE

Position Summary - FTE Basis

<u>Category</u>	<u>2014-15 Actual</u>	<u>2015-16 Estimated</u>	<u>2016-17 Budget</u>
Administrators / Supervisors	144.14	147.69	150.69
Teachers	436.42	428.34	428.34
Specialists (Counselors)	6.44	6.40	6.40
Other Staff	389.94	390.79	401.79
Total	976.94	973.22	987.22

Note: Includes full-time, part-time, temporary, adjunct and student employees.

Budgeted Expenditures by Object Level 2016-17 Budget Year

	<u>Governmental Fund Types</u>					<u>Total</u>
	<u>General</u>	<u>Special Revenue/ Operational</u>	<u>Special Revenue/ Non-Aidable</u>	<u>Capital Project</u>	<u>Debt Service</u>	
Personnel Services:						
Salaries and Wages	\$50,977,479	\$12,541,810	\$1,431,534	\$281,418	\$0	\$65,232,241
Fringe Benefits	18,107,733	4,053,999	312,470	103,889	0	22,578,091
Total Salaries & Fringes	\$69,085,212	\$16,595,809	\$1,744,004	\$385,307	\$0	\$87,810,332
Other Expenses	15,874,643	7,470,004	38,908,085	0	0	62,252,732
Capital Outlay	0	0	17,640	10,608,408	0	10,626,048
Debt Service	0	0	0	0	17,286,600	17,286,600
Total Budgeted Expenditures	\$84,959,855	\$24,065,813	\$40,669,729	\$10,993,715	\$17,286,600	\$177,975,712

FOX VALLEY TECHNICAL COLLEGE
Combined Operating Fund
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2014-15 Actual	2015-16 Budget#	2015-16 Estimated *	2016-17 Budget
REVENUES				
Local Government	\$20,926,628	\$16,606,858	\$16,606,858	\$21,745,794
General State Aids	38,503,970	38,514,870	38,514,870	38,306,253
Other State Aid	2,727,103	3,729,504	3,729,504	2,003,533
Program Fees	20,489,165	20,615,872	19,791,964	20,043,599
Materials Fees	1,318,506	1,396,955	1,441,600	1,432,080
Other Student Fees	2,191,992	2,366,451	2,266,703	2,186,062
Institutional	9,795,460	8,074,761	8,074,761	9,192,722
Federal	12,636,560	11,677,686	11,677,686	12,084,606
Total Revenues	\$108,589,384	\$102,982,957	\$102,103,946	\$106,994,649
EXPENDITURES				
Instructional	\$71,561,889	\$74,773,179	\$71,466,150	\$73,698,726
Instructional Resources	834,727	1,123,797	1,123,797	1,150,998
Student Services	7,616,364	7,671,193	7,671,193	7,883,258
General Institutional	17,321,571	18,599,525	17,861,401	19,208,976
Physical Plant	6,802,281	7,124,070	7,124,070	7,083,710
Total Expenditures	\$104,136,832	\$109,291,764	\$105,246,611	\$109,025,668
Net Revenue (Expenditures)	\$4,452,552	(\$6,308,807)	(\$3,142,665)	(\$2,031,019)
OTHER SOURCES (USES)				
Operating Transfer In (Out)	(97,132)	493,790	493,790	1,282,380
Total Resources (Uses)	\$4,355,420	(\$5,815,017)	(\$2,648,875)	(\$748,639)
TRANSFERS TO (FROM) FUND BALANCE				
Designated for Operations	\$4,355,420	(\$5,815,017)	(\$2,648,875)	(\$748,639)
Total Transfers To (From) Fund Balance	\$4,355,420	(\$5,815,017)	(\$2,648,875)	(\$748,639)
Beginning Fund Balance	25,230,615	29,586,035	29,586,035	26,937,160
Ending Fund Balance	\$29,586,035	\$23,771,018	\$26,937,160	\$26,188,521
Expenditures by Fund:				
General	\$79,319,931	\$84,744,054	\$80,698,901	\$84,959,855
Special Revenue/Operational	24,816,901	24,547,710	24,547,710	24,065,813
	\$104,136,832	\$109,291,764	\$105,246,611	\$109,025,668

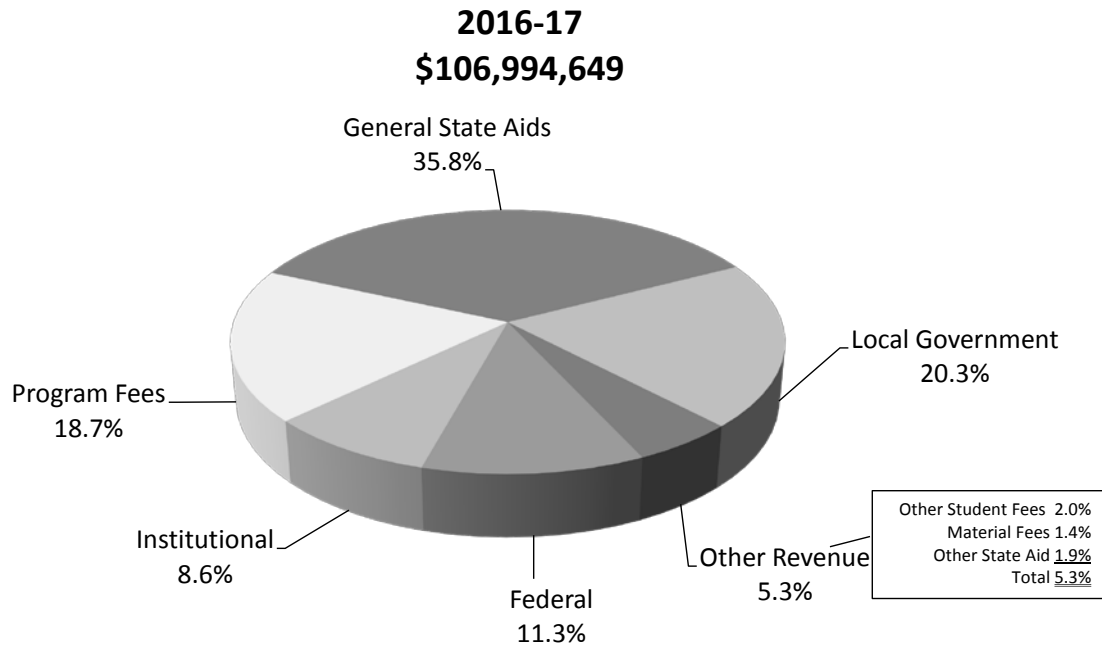
Consists of the General and Special Revenue/Operational Funds.

Revised through April 30, 2016

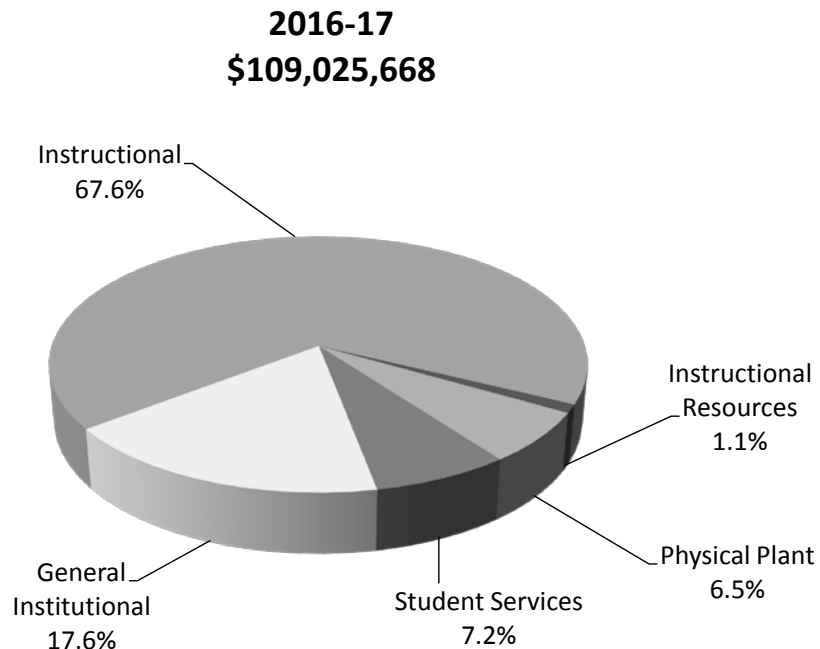
* 10 months actual and 2 months estimated.

FOX VALLEY TECHNICAL COLLEGE

Operating Fund Budget Revenue Composition



Operating Fund Budget Expenditure Composition



BUDGET ANALYSIS – COMBINED OPERATING FUNDS

The Operating Funds (General and Special Revenue/Operational Funds) budget represents the allocation of resources which are necessary to meet the operating needs of the College. The following sections describe the anticipated differences between the 2015-16 and 2016-17.

REVENUES

Local Government – State statutes restrict the operating levy in 2016 to the value available from net new construction in the District. The budget assumes net new construction equal to 1.2% of equalized property value (Valuation Factor). When the Valuation Factor is applied against the sum of the current operating levy plus Property Tax Relief Aid, it results in an allowable increase of \$604,829. The debt-service levy is expected to remain about the same. Therefore, the total property tax levy is estimated to increase only 1.6%.

State Aid – Wisconsin Act 145 legislation required the state to allocate \$406 million to the 16 technical colleges in order to provide property tax relief. The College's share of the new Property Tax Relief Aid is \$29.1 million and is the same in both years. The \$208,617 decrease in the budget is due to a decline in general state aid. While the total pool available to the 16 technical colleges is unchanged, an additional 10% will be allocated based on specific outcomes (30% total) while the other 70% will use the traditional distribution. The four largest colleges are likely to receive relatively less general aid under the new performance-based model.

Other State Aid – State grant awards will decrease \$1.7 million. The two-year Blueprint for Prosperity grant portfolio will drop by \$1.4 million as some grants end on 6/30/16 and the rest at 12/31/16.

Program & Material Fees – Student enrollments are expected to be the same as projected-actual enrollments for fiscal year 2015-16. Since the 2015-16 budget was never amended for the 4% enrollment decline occurring this year, the 2016-17 Program Fees (tuition) budget is \$572,273 lower despite the 1.5% increase in the tuition rate. The Material Fees revenue budget is \$35,125 higher, reflecting various rate increases which took effect in 2015-16 but were never budgeted.

Other Student Fees – The 7.6% decrease is due to enrollment-related declines in various processing, testing and online course fees (\$96,000) as well as Aviation program fees (\$84,000).

Institutional – The budget is 13.9% or \$1.1 million higher. The largest component of Institutional Revenue is contract training for business & industry, with anticipated growth next year in Truck Driving, Learning Innovations and Package & Label Printing contracts.

Federal – The majority of Federal revenue is generated by FVTC's National Criminal Justice Training Center through delivery of nationwide training activities under several grants (\$10.3 million). Criminal Justice grant revenue is \$1 million higher. Other federal grants are down by \$602,655 because several grants end in 2015-16 or soon thereafter. Typically, some new grants are awarded after budget adoption.

EXPENDITURES

The types of expenditures included in each major function (Instructional, Instructional Resources, Student Services, General Institutional, and Physical Plant) were defined under the Budgetary Definitions section. The changes in expenditures by object (for all functions combined) are:

BUDGET ANALYSIS – COMBINED OPERATING FUNDS, continued

Fiscal Year 2015-16 Operational Expenditures \$109,291,764

Fiscal Year 2016-17 Budget Increase/(Decrease):

Salary and Wages	\$ 798,573	
Fringe Benefits	(607,749)	
Training Consultant	(267,100)	
Instructional Supplies	(143,345)	
Facilities Leases/Rentals	(146,898)	
Utilities	172,162	
All Other	<u>(71,739)</u>	<u>(266,096)</u>

Fiscal Year 2016-17 Operational Expenditures \$109,025,668

The Salary and Wages budget is 1.3% higher. The overall staffing level is about the same. The cost of competitive wage increases for all employees is partly offset by staff-replacements savings under the new market-based salary schedules that went into effect on July 1, 2014.

Fringe Benefits are \$607,749 less in 2016-17. All eligible employees and retirees moved to a high deductible health plan (HDHP) coupled with a health savings account (HSA) on January 1, 2015. Full-time employees pay 15% of health and dental premiums and part-time employees pay 30%. Effective July 1, 2015, the College began participating in the Wisconsin Technical College Health Insurance Consortium, saving the six founding colleges \$3.6 million in the first year alone through the power of collaborative purchasing. In addition, the cost of health & dental insurance for retirees will decline \$394,000 because there will be fewer retirees under age 65, the age at which they pay 100% of the health insurance premium or find alternative coverage.

The Training Consultant budget is lower due to changes in specific grants and contracts. The use of professional trainers varies greatly from year to year.

The decline in the Instructional Supplies budget reflects the current-year decline in enrollments.

The Facilities Leases/Rentals budget decrease reflects the relocation of the Washington D.C. office to a smaller, less costly space.

The Utilities budget increase reflects the restoration of the heating-fuel budget which was amended downward in the current year due to the mild winter.

OTHER SOURCES (USES)

Operating Transfer In (Out) – The \$788,590 increase reflects a 12-month (vs. six month) transfer from the Health & Dental self-insurance fund excess reserves to cover the College's contribution to employee health savings accounts (HSA).

TRANSFERS TO (FROM) FUND BALANCE

Designated for Operations – The 2016-17 budget of \$748,639 is for Board-approved strategic investments in the start-up phase. In contrast, the 2015-16 budget of \$5.8 million includes a \$4.8 million transfer from fund balance to support several major remodeling projects.

FOX VALLEY TECHNICAL COLLEGE
General Fund
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2014-15 Actual	2015-16 Budget#	2015-16 Estimated *	2016-17 Budget
REVENUES				
Local Government	\$19,622,472	\$15,297,062	\$15,297,062	\$20,316,289
General State Aids	38,503,970	38,514,870	38,514,870	38,306,253
Other State Aid	216,895	246,000	246,000	216,000
Program Fees	20,360,401	20,423,908	19,600,000	19,868,948
Materials Fees	1,295,354	1,371,355	1,416,000	1,409,581
Other Student Fees	1,608,703	1,700,748	1,601,000	1,577,036
Institutional	540,147	350,000	350,000	604,000
Federal	23,489	25,000	25,000	24,000
Total Revenues	\$82,171,431	\$77,928,943	\$77,049,932	\$82,322,107
EXPENDITURES				
Instructional	\$50,295,898	\$53,099,084	\$49,792,055	\$52,716,309
Instructional Resources	834,727	1,123,797	1,123,797	1,146,946
Student Services	5,408,882	6,105,872	6,105,872	6,166,239
General Institutional	16,489,178	17,744,679	17,006,555	18,146,483
Physical Plant	6,291,246	6,670,622	6,670,622	6,783,878
Total Expenditures	\$79,319,931	\$84,744,054	\$80,698,901	\$84,959,855
Net Revenue (Expenditures)	\$2,851,500	(\$6,815,111)	(\$3,648,969)	(\$2,637,748)
OTHER SOURCES (USES)				
Operating Transfer In (Out)	523,957	1,000,094	1,000,094	1,889,109
Total Resources (Uses)	\$3,375,457	(\$5,815,017)	(\$2,648,875)	(\$748,639)
TRANSFERS TO (FROM) FUND BALANCE				
Designated for Operations	\$3,375,457	(\$5,815,017)	(\$2,648,875)	(\$748,639)
Total Transfers To (From) Fund Balance	\$3,375,457	(\$5,815,017)	(\$2,648,875)	(\$748,639)
Beginning Fund Balance	24,667,255	28,042,712	28,042,712	25,393,837
Ending Fund Balance	\$28,042,712	\$22,227,695	\$25,393,837	\$24,645,198

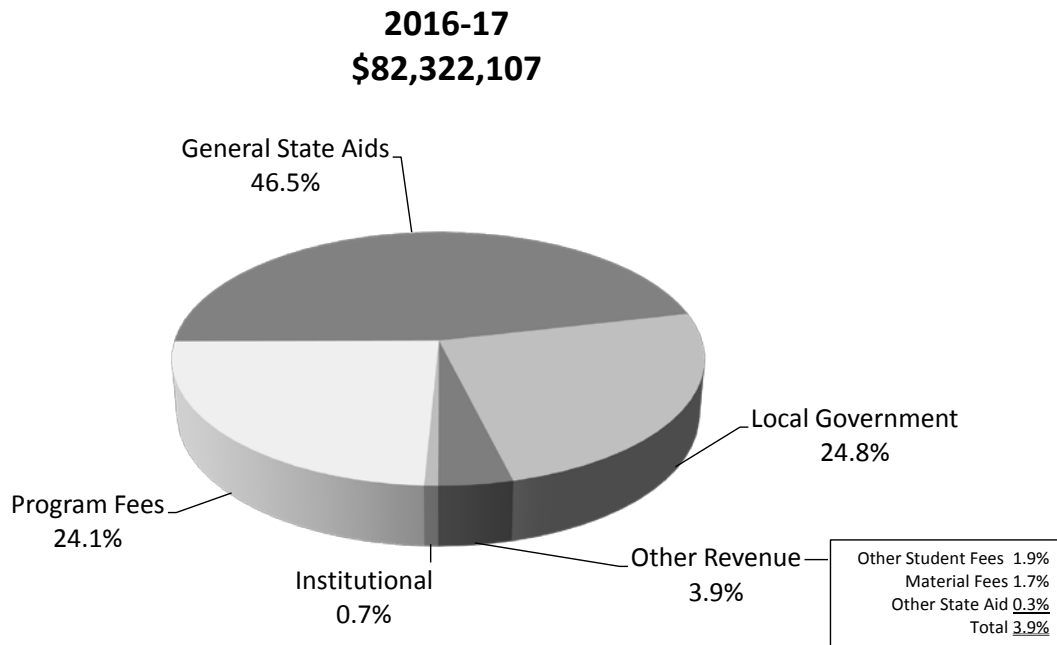
The General Fund is the principal operating fund of the District and accounts for all financial activities of the District not required to be accounted for in another fund.

Revised through April 30, 2016

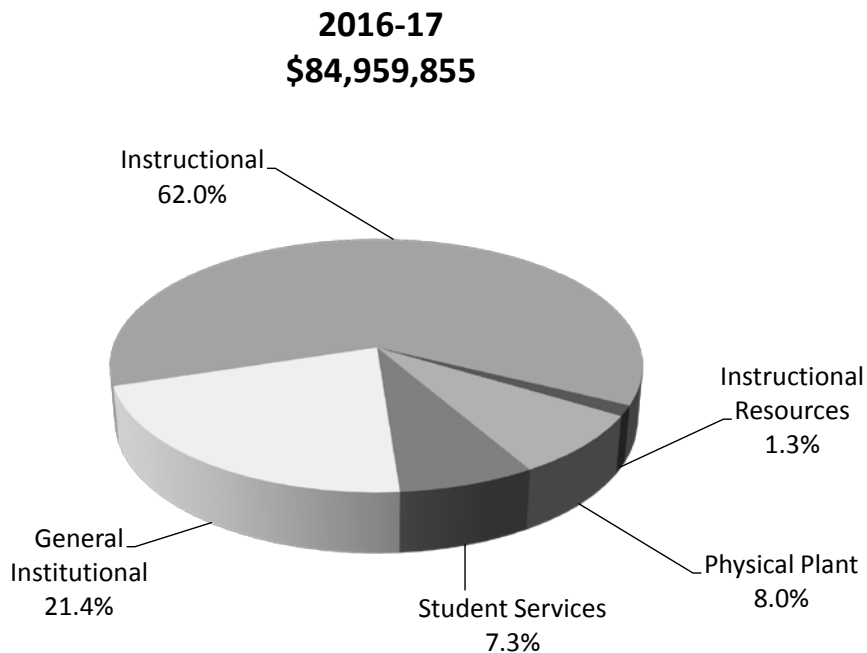
* 10 months actual and 2 months estimated.

FOX VALLEY TECHNICAL COLLEGE

General Fund Budget Revenue Composition



General Fund Budget Expenditure Composition



FOX VALLEY TECHNICAL COLLEGE
Special Revenue/Operational Fund
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2014-15 Actual	2015-16 Budget#	2015-16 Estimated *	2016-17 Budget
REVENUES				
Local Government	\$1,304,156	\$1,309,796	\$1,309,796	\$1,429,505
General State Aids	0	0	0	0
Other State Aid	2,510,208	3,483,504	3,483,504	1,787,533
Program Fees	128,764	191,964	191,964	174,651
Materials Fees	23,152	25,600	25,600	22,499
Other Student Fees	583,289	665,703	665,703	609,026
Institutional	9,255,313	7,724,761	7,724,761	8,588,722
Federal	12,613,071	11,652,686	11,652,686	12,060,606
Total Revenues	\$26,417,953	\$25,054,014	\$25,054,014	\$24,672,542
EXPENDITURES				
Instructional	\$21,265,991	\$21,674,095	\$21,674,095	\$20,982,417
Instructional Resources	0	0	0	4,052
Student Services	2,207,482	1,565,321	1,565,321	1,717,019
General Institutional	832,393	854,846	854,846	1,062,493
Physical Plant	511,035	453,448	453,448	299,832
Total Expenditures	\$24,816,901	\$24,547,710	\$24,547,710	\$24,065,813
Net Revenue (Expenditures)	\$1,601,052	\$506,304	\$506,304	\$606,729
OTHER SOURCES (USES)				
Operating Transfer In (Out)	(621,089)	(506,304)	(506,304)	(606,729)
Total Resources (Uses)	\$979,963	\$0	\$0	\$0
TRANSFERS TO (FROM) FUND BALANCE				
Designated for Operations	\$979,963	\$0	\$0	\$0
Total Transfers To (From) Fund Balance	\$979,963	\$0	\$0	\$0
Beginning Fund Balance	563,360	1,543,323	1,543,323	1,543,323
Ending Fund Balance	\$1,543,323	\$1,543,323	\$1,543,323	\$1,543,323

The Special Revenue/Operational Fund is used to account for the proceeds from specific revenue sources (other than debt service, major capital projects or expendable trusts) that are restricted to expenditures for designated purposes because of legal or regulatory provisions. The fund includes training and technical assistance contracts for business and industry and federal and state grants.

Revised through April 30, 2016

* 10 months actual and 2 months estimated.

FOX VALLEY TECHNICAL COLLEGE
Capital Project Fund
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2014-15 Actual	2015-16 Budget#	2015-16 Estimated *	2016-17 Budget
REVENUES				
Local Government	\$0	\$4,826,448	\$4,826,448	\$0
Other State Aid	74,123	190,488	190,488	207,475
Institutional	134,976	62,000	62,000	4,740
Federal	499,221	126,218	126,218	26,500
Total Revenues	\$708,320	\$5,205,154	\$5,205,154	\$238,715
EXPENDITURES				
Instructional	\$3,990,883	\$3,840,945	\$3,840,945	\$3,184,657
Instructional Resources	227,872	275,705	275,705	304,598
Student Services	74,540	15,242	15,242	23,167
General Institutional	1,695,821	2,209,191	2,209,191	1,569,222
Physical Plant	13,743,600	11,192,261	7,192,261	5,912,071
Total Expenditures	\$19,732,716	\$17,533,344	\$13,533,344	\$10,993,715
Net Revenue (Expenditures)	(\$19,024,396)	(\$12,328,190)	(\$8,328,190)	(\$10,755,000)
OTHER SOURCES (USES)				
Proceeds from Debt	12,700,000	10,500,000	10,500,000	10,900,000
Operating Transfer In (Out)	(435,959)	(354,360)	(354,360)	(145,000)
Total Resources (Uses)	(\$6,760,355)	(\$2,182,550)	\$1,817,450	\$0
TRANSFERS TO (FROM) FUND BALANCE				
Reserve for Capital Projects	(\$6,778,578)	(\$2,182,550)	\$1,817,450	\$0
Designated for Subsequent Year	18,223	0	0	0
Total Transfers To (From) Fund Balance	(\$6,760,355)	(\$2,182,550)	\$1,817,450	\$0
Beginning Fund Balance	9,657,088	2,896,733	2,896,733	4,714,183
Ending Fund Balance	\$2,896,733	\$714,183	\$4,714,183	\$4,714,183

The Capital Projects Fund is used to account for financial resources used for the acquisition of sites, building construction, remodeling or improvement and movable and fixed equipment (other than those financed by proprietary or trust/agency funds).

Revised through April 30, 2016

* 10 months actual and 2 months estimated.

FOX VALLEY TECHNICAL COLLEGE
Debt Service Fund
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2014-15 Actual	2015-16 Budget#	2015-16 Estimated *	2016-17 Budget
REVENUES				
Local Government	\$16,634,242	\$16,646,308	\$16,646,308	\$16,649,335
Institutional	13,441	4,719	4,719	5,445
Total Revenues	\$16,647,683	\$16,651,027	\$16,651,027	\$16,654,780
EXPENDITURES				
Physical Plant	\$19,392,513	\$19,032,421	\$19,032,421	\$17,286,600
Total Expenditures	\$19,392,513	\$19,032,421	\$19,032,421	\$17,286,600
Net Revenue (Expenditures)	(\$2,744,830)	(\$2,381,394)	(\$2,381,394)	(\$631,820)
OTHER SOURCES (USES)				
Proceeds from Debt	853,651	168,350	168,350	171,675
Operating Transfer In (Out)	522,524	392,950	392,950	145,000
Total Resources (Uses)	(\$1,368,655)	(\$1,820,094)	(\$1,820,094)	(\$315,145)
TRANSFERS TO (FROM) FUND BALANCE				
Reserve for Debt Service	(\$1,368,655)	(\$1,820,094)	(\$1,820,094)	(\$315,145)
Total Transfers To (From) Fund Balance	(\$1,368,655)	(\$1,820,094)	(\$1,820,094)	(\$315,145)
Beginning Fund Balance	19,311,614	17,942,959	17,942,959	16,122,865
Ending Fund Balance	\$17,942,959	\$16,122,865	\$16,122,865	\$15,807,720

The Debt Service Fund is used to account for principal and interest payments on long-term debt obligations and capital lease purchase agreements. The ending fund balance must be sufficient to make any payments during the first six months of the subsequent fiscal year. This is the period which is prior to the date the tax levy collections will be received.

Revised through April 30, 2016

* 10 months actual and 2 months estimated.

FOX VALLEY TECHNICAL COLLEGE
Enterprise Fund
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2014-15 Actual	2015-16 Budget#	2015-16 Estimated *	2016-17 Budget
REVENUES				
Institutional	\$3,203,248	\$3,311,407	\$3,311,407	\$3,334,020
Federal	49,599	25,000	25,000	25,000
Total Revenues	\$3,252,847	\$3,336,407	\$3,336,407	\$3,359,020
EXPENDITURES				
Auxiliary Services	\$3,114,822	\$3,451,893	\$3,451,893	\$3,474,496
Total Expenditures	\$3,114,822	\$3,451,893	\$3,451,893	\$3,474,496
Net Revenue (Expenditures)	\$138,025	(\$115,486)	(\$115,486)	(\$115,476)
OTHER SOURCES (USES)				
Operating Transfer In (Out)	18,683	147,620	147,620	147,620
Total Resources (Uses)	\$156,708	\$32,134	\$32,134	\$32,144
TRANSFERS TO (FROM) FUND BALANCE				
Retained Earnings	\$156,708	\$32,134	\$32,134	\$32,144
Total Transfers To (From) Fund Balance	\$156,708	\$32,134	\$32,134	\$32,144
Beginning Fund Balance	510,147	666,855	666,855	698,989
Ending Fund Balance	\$666,855	\$698,989	\$698,989	\$731,133

The Enterprise Fund is used to record the revenue and expenditures related to rendering services for students, staff and others and is intended to be self-supporting. These services complement the educational program objectives of the District. Some of these services include Food Service Operations, Auto Parts Store, and Day Care Center.

Revised through April 30, 2016

* 10 months actual and 2 months estimated.

FOX VALLEY TECHNICAL COLLEGE
Internal Service Funds
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2014-15 Actual	2015-16 Budget#	2015-16 Estimated *	2016-17 Budget
REVENUES				
Institutional	\$16,751,237	\$16,950,766	\$16,950,766	\$16,628,415
Total Revenues	\$16,751,237	\$16,950,766	\$16,950,766	\$16,628,415
EXPENDITURES				
Auxiliary Services	\$15,297,822	\$17,849,471	\$17,849,471	\$15,184,281
Total Expenditures	\$15,297,822	\$17,849,471	\$17,849,471	\$15,184,281
Net Revenue (Expenditures)	\$1,453,415	(\$898,705)	(\$898,705)	\$1,444,134
OTHER SOURCES (USES)				
Operating Transfer In (Out)	70,000	(680,000)	(680,000)	(1,430,000)
Total Resources (Uses)	\$1,523,415	(\$1,578,705)	(\$1,578,705)	\$14,134
TRANSFERS TO (FROM) FUND BALANCE				
Reserve for Self Insurance	\$1,506,386	(\$1,578,705)	(\$1,578,705)	\$14,134
Retained Earnings	17,029	0	0	0
Total Transfers To (From) Fund Balance	\$1,523,415	(\$1,578,705)	(\$1,578,705)	\$14,134
Beginning Fund Balance	6,913,517	8,436,932	8,436,932	6,858,227
Ending Fund Balance	\$8,436,932	\$6,858,227	\$6,858,227	\$6,872,361
Expenditures by Fund:				
Health and Dental Fund	\$14,567,541	\$17,047,471	\$17,047,471	\$14,382,281
Printing Services Fund	730,281	802,000	802,000	802,000
	\$15,297,822	\$17,849,471	\$17,849,471	\$15,184,281

The Internal Service Funds are used to account for the financing and related financial activities of goods and services provided by one department of the district to other departments of the district, or to other governmental units on a cost reimbursement basis. Examples include the Printing Services Fund and the Health and Dental Fund. The Printing Services Fund accounts for all internal printing and copying revenue and expenses. The Health and Dental Insurance Fund accounts for the self-funded insurance program for Fox Valley Technical College. The program is currently funded by employer & employee contributions based upon rates established by the actuarial consultant of the District. Claims are paid by a third party administrator under contract with the District.

Revised through April 30, 2016

* 10 months actual and 2 months estimated.

FOX VALLEY TECHNICAL COLLEGE
Special Revenue/Non-aidable Funds
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2014-15 Actual	2015-16 Budget#	2015-16 Estimated *	2016-17 Budget
REVENUES				
Local Government	\$117,543	\$153,612	\$153,612	\$141,953
Other State Aid	1,832,709	1,783,500	1,783,500	1,815,450
Other Student Fees	2,048,492	2,192,572	2,192,572	2,092,217
Institutional	1,512,367	1,221,400	1,221,400	1,201,200
Federal	29,070,649	35,350,836	35,350,836	35,418,909
Total Revenues	\$34,581,760	\$40,701,920	\$40,701,920	\$40,669,729
EXPENDITURES				
Student Services	\$34,401,448	\$40,259,241	\$40,259,241	\$40,226,939
General Institutional	406,507	442,679	442,679	442,790
Total Expenditures	\$34,807,955	\$40,701,920	\$40,701,920	\$40,669,729
Net Revenue (Expenditures)	(\$226,195)	\$0	\$0	\$0
OTHER SOURCES (USES)				
Operating Transfer In (Out)	(78,116)	0	0	0
Total Resources (Uses)	(\$304,311)	\$0	\$0	\$0
TRANSFERS TO (FROM) FUND BALANCE				
Reserve for Student Organizations	(\$304,311)	\$0	\$0	\$0
Total Transfers To (From) Fund Balance	(\$304,311)	\$0	\$0	\$0
Beginning Fund Balance	1,328,678	1,024,367	1,024,367	1,024,367
Ending Fund Balance	\$1,024,367	\$1,024,367	\$1,024,367	\$1,024,367
Expenditures by Fund:				
Financial Aid	\$32,438,169	\$38,442,948	\$38,442,948	\$38,531,312
Student Segregated Fees	2,369,786	2,258,972	2,258,972	2,138,417
	\$34,807,955	\$40,701,920	\$40,701,920	\$40,669,729

The Special Revenue/Non-Aidable Funds, formerly classified as Expendable Trust Funds, are used to account for assets held in trust by the District in a trustee capacity. Examples include Student Financial Aids and Student Segregated Fees, such as the Pell Grant, Supplemental Educational Opportunity Grant and the College Work-Study program.

Revised through April 30, 2016

* 10 months actual and 2 months estimated.

FOX VALLEY TECHNICAL COLLEGE
Combined Budget Summary
2016-17 Budgetary Statement of
Resources, Uses, and Changes in Fund Balance

	2014-15	2015-16	2015-16	2016-17
	Actual	Budget#	Estimated *	Budget
REVENUES				
Local Government	\$37,678,413	\$38,233,226	\$38,233,226	\$38,537,082
General State Aids	38,503,970	38,514,870	38,514,870	38,306,253
Other State Aid	4,633,935	5,703,492	5,703,492	4,026,458
Program Fees	20,489,165	20,615,872	19,791,964	20,043,599
Materials Fees	1,318,506	1,396,955	1,441,600	1,432,080
Other Student Fees	4,240,484	4,559,023	4,459,275	4,278,279
Institutional	31,410,729	29,625,053	29,625,053	30,366,542
Federal	42,256,029	47,179,740	47,179,740	47,555,015
Total Revenues	\$180,531,231	\$185,828,231	\$184,949,220	\$184,545,308
EXPENDITURES				
Instructional	\$75,552,772	\$78,614,124	\$75,307,095	\$76,883,383
Instructional Resources	1,062,599	1,399,502	1,399,502	1,455,596
Student Services	42,092,352	47,945,676	47,945,676	48,133,364
General Institutional	19,423,899	21,251,395	20,513,271	21,220,988
Physical Plant	39,938,394	37,348,752	33,348,752	30,282,381
Auxiliary Services	18,412,644	21,301,364	21,301,364	18,658,777
Total Expenditures	\$196,482,660	\$207,860,813	\$199,815,660	\$196,634,489
Net Revenue (Expenditures)	(\$15,951,429)	(\$22,032,582)	(\$14,866,440)	(\$12,089,181)
OTHER SOURCES (USES)				
Proceeds from Debt	13,553,651	10,668,350	10,668,350	11,071,675
Total Resources (Uses)	(\$2,397,778)	(\$11,364,232)	(\$4,198,090)	(\$1,017,506)
TRANSFERS TO (FROM) FUND BALANCE				
Retained Earnings	\$173,737	\$32,134	\$32,134	\$32,144
Reserve for Self-Insurance	1,506,386	(1,578,705)	(1,578,705)	14,134
Reserve for Student Organizations	(304,311)	0	0	0
Reserve for Capital Projects	(6,778,578)	(2,182,550)	1,817,450	0
Reserve for Debt Service	(1,368,655)	(1,820,094)	(1,820,094)	(315,145)
Designated for Operations	4,355,420	(5,815,017)	(2,648,875)	(748,639)
Designated for Subsequent Year	18,223	0	0	0
Total Transfers To (From) Fund Balance	(\$2,397,778)	(\$11,364,232)	(\$4,198,090)	(\$1,017,506)
Beginning Fund Balance	62,951,659	60,553,881	60,553,881	56,355,791
Ending Fund Balance	\$60,553,881	\$49,189,649	\$56,355,791	\$55,338,285
Expenditures by Fund:				
General	\$79,319,931	\$84,744,054	\$80,698,901	\$84,959,855
Special Revenue/Operational	24,816,901	24,547,710	24,547,710	24,065,813
Special Revenue/Non-Aidable	34,807,955	40,701,920	40,701,920	40,669,729
Capital Projects	19,732,716	17,533,344	13,533,344	10,993,715
Debt Service	19,392,513	19,032,421	19,032,421	17,286,600
Enterprise	3,114,822	3,451,893	3,451,893	3,474,496
Internal Service	15,297,822	17,849,471	17,849,471	15,184,281
Total Uses	\$196,482,660	\$207,860,813	\$199,815,660	\$196,634,489

Revised through April 30, 2016

* 10 months actual and 2 months estimated.

FOX VALLEY TECHNICAL COLLEGE
Pro-forma Balance Sheet - Budgetary Basis
July 1, 2016

	Governmental Fund Category			Proprietary Fund Category			Fiduciary		Account Groups			Total
	General	Special Revenue Operational	Debt Service	Capital Projects	Enterprise	Internal Service Fund	Special Revenue Non-Aidable	Fixed Assets	Long-Term Debt	Memorandum Only		
ASSETS												
Cash	\$1,687	\$45,826	\$299,050	\$5,672,599	\$880,900	\$7,277,690	\$1,297,520	\$0	\$0	\$15,475,272		
Investments	44,795,700		16,874,169	350,658						62,020,527		
Receivables												
Property Taxes	4,021,956	351,359	4,465,446	1,294,716		5,600	41,207			10,174,684		
Accounts Receivable	950,400	3,700,628		0	125,000		493,600			5,275,228		
Due from Other Funds	0		0							0		
Inventory					140,600	315,500				140,600		
Prepaid Expenses	0									315,500		
Fixed Assets								210,674,880		210,674,880		
Amount Available in Debt Service Funds									16,122,865	16,122,865		
Amount to be Provided for Long-Term Debt									77,194,325	77,194,325		
Total Assets	\$49,769,743	\$4,097,813	\$21,638,665	\$7,317,973	\$1,146,500	\$7,598,790	\$1,832,327	\$210,674,880	\$93,317,190	\$397,393,881		
LIABILITIES												
Accounts Payable	\$6,786,054	\$2,008,650	\$5,515,800	\$2,600,890	\$184,621	\$740,563	\$28,560			\$17,865,138		
Employee Related Payables	7,180,252	6,740								7,186,992		
Due to Other Funds										0		
Deferred Revenues	10,409,600	539,100		2,900	262,890		779,400		93,317,190	11,993,890		
General Long-Term Debt										93,317,190		
Total Liabilities	\$24,375,906.00	\$2,554,490	\$5,515,800	\$2,603,790	\$447,511	\$740,563	\$807,960	\$0	\$93,317,190	\$130,363,210		
FUND EQUITY												
Investment in Fixed Assets								\$210,674,880		\$210,674,880		
Retained Earnings					558,528	45,866				604,394		
Retained Earnings-Resale Inventory					140,461					140,461		
Fund Balance:												
Reserved:												
Reserve for Self Insurance						6,812,361				6,812,361		
Reserve for Student Organizations							753,770			753,770		
Reserve for Stdt Fin Assistance							270,597			270,597		
Reserve for Capital Projects				4,611,691						4,611,691		
Reserve for Debt Service			16,122,865							16,122,865		
Unreserved:												
Designated for Operations	17,181,097	1,543,323								18,724,420		
Designated for State Aid Fluctuations	1,211,156									1,211,156		
Designated for Subsequent Years	1,816,735			102,492						1,919,227		
Designated for Subsequent Year	5,184,849									5,184,849		
Total Fund Equity	\$25,393,837	\$1,543,323	\$16,122,865	\$4,714,183	\$698,989	\$6,858,227	\$1,024,367	\$210,674,880	\$0	\$267,030,671		
Total Liabilities and Fund Equity	\$49,769,743	\$4,097,813	\$21,638,665	\$7,317,973	\$1,146,500	\$7,598,790	\$1,832,327	\$210,674,880	\$93,317,190	\$397,393,881		

FOX VALLEY TECHNICAL COLLEGE
Combined Schedule of Long-term General Obligations
2016-17 Budget Year

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2016-17	14,315,000	2,649,480	16,964,480
2017-18	14,010,000	2,404,968	16,414,968
2018-19	10,425,000	2,011,713	12,436,713
2019-20	11,030,000	1,687,300	12,717,300
2020-21	9,915,000	1,366,275	11,281,275
2021-22	7,640,000	1,092,038	8,732,038
2022-23	6,465,000	878,263	7,343,263
2023-24	5,465,000	703,238	6,168,238
2024-25	4,925,000	549,375	5,474,375
2025-26	5,320,000	395,700	5,715,700
2026-27	5,530,000	232,950	5,762,950
2027-28	5,000,000	75,000	5,075,000
	<u>\$100,040,000</u>	<u>\$14,046,298</u>	<u>\$114,086,298</u>

<i>Calendar Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
2016	14,315,000	1,329,813	15,644,813
2017	14,010,000	2,639,335	16,649,335
2018	10,425,000	2,170,600	12,595,600
2019	11,030,000	1,852,825	12,882,825
2020	9,915,000	1,521,775	11,436,775
2021	7,640,000	1,210,775	8,850,775
2022	6,465,000	973,300	7,438,300
2023	5,465,000	783,225	6,248,225
2024	4,925,000	623,250	5,548,250
2025	5,320,000	475,500	5,795,500
2026	5,530,000	315,900	5,845,900
2027	5,000,000	150,000	5,150,000
	<u>\$100,040,000</u>	<u>\$14,046,298</u>	<u>\$114,086,298</u>

FOX VALLEY TECHNICAL COLLEGE
Schedule of Long-term General Obligations
2016-17 Budget Year

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
Promissory Note (7 years) The Depository Trust Company Issued August 2009 \$7,200,000 @ 1.95% - 3.25% Fiscal Agent: Associated Trust Co. Building Improvements, Remodeling, Capital Equipment, & Non-Building Capital Projects	December 2016	1,210,000	19,663	1,229,663
	Total Due	\$1,210,000	\$19,663	\$1,229,663
Promissory Note (7 years) The Depository Trust Company Issued August 2010 \$8,750,000 @ 2% - 3% Fiscal Agent: Associated Trust Co. Building Construction & Improvements, Remodeling, Capital Equipment and Non-Building Capital Projects	December 2016	1,120,000	31,175	1,151,175
	June 2017	0	17,175	17,175
	December 2017	1,145,000	17,175	1,162,175
	Total Due	\$2,265,000	\$65,525	\$2,330,525
Promissory Note (5 years) The Depository Trust Company Issued August 2011 \$7,900,000 @ 2% Fiscal Agent: Associated Trust Co. Building Construction & Improvements, Remodeling, Capital Equipment and Non-Building Capital Projects	December 2016	1,210,000	12,100	1,222,100
	Total Due	\$1,210,000	\$12,100	\$1,222,100
Promissory Note (5 years) The Depository Trust Company Issued October 2011 \$1,500,000 @ 2% - 2.5% Fiscal Agent: Associated Trust Co. Building Improvements & Remodeling	December 2016	310,000	3,875	313,875
	Total Due	\$310,000	\$3,875	\$313,875
School Facilities Bonds (14 years) Janney Montgomery Scott LLC Issued July 2012 \$14,775,000 @ 3% Fiscal Agent: Associated Trust Co. Purchase and Construction of Buildings, Remodeling, Acquisition of Land and Capital Equipment	December 2016	0	221,625	221,625
	June 2017	0	221,625	221,625
	December 2017	0	221,625	221,625
	June 2018	0	221,625	221,625
	December 2018	0	221,625	221,625
	June 2019	0	221,625	221,625
	December 2019	0	221,625	221,625
	June 2020	0	221,625	221,625
	December 2020	0	221,625	221,625
	June 2021	0	221,625	221,625
	December 2021	0	221,625	221,625
	June 2022	0	221,625	221,625
	December 2022	0	221,625	221,625
	June 2023	0	221,625	221,625
	December 2023	0	221,625	221,625
	June 2024	0	221,625	221,625
	December 2024	3,925,000	221,625	4,146,625
	June 2025	0	162,750	162,750
	December 2025	5,320,000	162,750	5,482,750
	June 2026	0	82,950	82,950
	December 2026	5,530,000	82,950	5,612,950
	Total Due	\$14,775,000	\$4,259,025	\$19,034,025
Promissory Note (7 years) Janney Montgomery Scott LLC Issued July 2012 \$11,480,000 @ 2% - 4% Fiscal Agent: Associated Trust Co. Building Construction & Improvements, Remodeling, Capital Equipment and Non-Building Capital Projects	December 2016	1,275,000	85,875	1,360,875
	June 2017	0	60,375	60,375
	December 2017	1,305,000	60,375	1,365,375
	June 2018	0	40,800	40,800
	December 2018	1,340,000	40,800	1,380,800
	June 2019	0	20,700	20,700
	December 2019	1,380,000	20,700	1,400,700
	Total Due	\$5,300,000	\$329,625	\$5,629,625

FOX VALLEY TECHNICAL COLLEGE
Schedule of Long-term General Obligations
2016-17 Budget Year

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
School Facilities Bonds (15 years) Piper Jaffray Issued December 2012 \$50,450,000 @ 2% - 3% Fiscal Agent: Associated Trust Co. Purchase and Construction of Buildings, Remodeling, Acquisition of Land and Capital Equipment	December 2016	3,150,000	533,025	3,683,025
	June 2017	0	485,775	485,775
	December 2017	3,250,000	485,775	3,735,775
	June 2018	0	437,025	437,025
	December 2018	3,340,000	437,025	3,777,025
	June 2019	0	386,925	386,925
	December 2019	3,730,000	386,925	4,116,925
	June 2020	0	330,975	330,975
	December 2020	3,840,000	330,975	4,170,975
	June 2021	0	273,375	273,375
	December 2021	3,950,000	273,375	4,223,375
	June 2022	0	214,125	214,125
	December 2022	4,075,000	214,125	4,289,125
	June 2023	0	153,000	153,000
	December 2023	4,200,000	153,000	4,353,000
	June 2024	0	90,000	90,000
	December 2024	1,000,000	90,000	1,090,000
	June 2025	0	75,000	75,000
	December 2025	0	75,000	75,000
	June 2026	0	75,000	75,000
	December 2026	0	75,000	75,000
	June 2027	0	75,000	75,000
	December 2027	5,000,000	75,000	5,075,000
	Total Due	\$35,535,000	\$5,725,425	\$41,260,425
Promissory Note (7 years) The Depository Trust Company Issued August 2013 \$11,475,000 @ 2% - 4% AVG Fiscal Agent: Associated Trust Co. Building Construction & Improvements, Remodeling, Capital Equipment and Non-Building Capital Projects	December 2016	1,255,000	122,850	1,377,850
	June 2017	0	104,025	104,025
	December 2017	1,290,000	104,025	1,394,025
	June 2018	0	83,100	83,100
	December 2018	1,330,000	83,100	1,413,100
	June 2019	0	56,500	56,500
	December 2019	1,385,000	56,500	1,441,500
	June 2020	0	28,800	28,800
	December 2020	1,440,000	28,800	1,468,800
	Total Due	\$6,700,000	\$667,700	\$7,367,700
Promissory Note (7 years) The Depository Trust Company Issued September 2013 \$1,500,000 @ 2% - 3% AVG Fiscal Agent: Associated Trust Co. Building Improvements and Remodeling	December 2016	200,000	14,900	214,900
	June 2017	0	12,900	12,900
	December 2017	205,000	12,900	217,900
	June 2018	0	9,825	9,825
	December 2018	210,000	9,825	219,825
	June 2019	0	6,675	6,675
	December 2019	220,000	6,675	226,675
	June 2020	0	3,375	3,375
	December 2020	225,000	3,375	228,375
	Total Due	\$1,060,000	\$80,450	\$1,140,450
Promissory Note (7 years) The Depository Trust Company Issued October 2013 \$1,500,000 @ 2% - 3% AVG Fiscal Agent: Associated Trust Co. Building Improvements and Remodeling	December 2016	200,000	12,475	212,475
	June 2017	0	10,475	10,475
	December 2017	205,000	10,475	215,475
	June 2018	0	8,425	8,425
	December 2018	205,000	8,425	213,425
	June 2019	0	6,375	6,375
	December 2019	210,000	6,375	216,375
	June 2020	0	3,225	3,225
	December 2020	215,000	3,225	218,225
	Total Due	\$1,035,000	\$69,475	\$1,104,475

FOX VALLEY TECHNICAL COLLEGE
Schedule of Long-term General Obligations
2016-17 Budget Year

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
Promissory Note (8 years) The Depository Trust Company Issued June 2014 \$1,500,000 @ 2% - 3% AVG Fiscal Agent: Associated Trust Co. Building Improvements and Remodeling	December 2016	140,000	12,350	152,350
	June 2017	0	10,950	10,950
	December 2017	150,000	10,950	160,950
	June 2018	0	9,450	9,450
	December 2018	150,000	9,450	159,450
	June 2019	0	7,200	7,200
	December 2019	155,000	7,200	162,200
	June 2020	0	4,875	4,875
	December 2020	160,000	4,875	164,875
	June 2021	0	2,475	2,475
	December 2021	165,000	2,475	167,475
	Total Due	\$920,000	\$82,250	\$1,002,250
Promissory Note (7 years) The Depository Trust Company Issued July 2014 \$10,800,000 @ 2% - 4% AVG Fiscal Agent: Associated Trust Co. Building Improvements, Remodeling, Capital Equipment and Non-Building Capital Projects	December 2016	1,170,000	121,300	1,291,300
	June 2017	0	103,750	103,750
	December 2017	1,060,000	103,750	1,163,750
	June 2018	0	87,850	87,850
	December 2018	1,090,000	87,850	1,177,850
	June 2019	0	66,050	66,050
	December 2019	1,125,000	66,050	1,191,050
	June 2020	0	47,300	47,300
	December 2020	1,160,000	47,300	1,207,300
	June 2021	0	24,100	24,100
	December 2021	1,205,000	24,100	1,229,100
	Total Due	\$6,810,000	\$779,400	\$7,589,400
Promissory Note (8 years) The Depository Trust Company Issued May 2015 \$1,900,000 @ 2% - 3% AVG Fiscal Agent: Associated Trust Co. Purchase and Construction of Buildings, Remodeling, Acquisition of Land and Capital Equipment	December 2016	205,000	18,850	223,850
	June 2017	0	16,800	16,800
	December 2017	210,000	16,800	226,800
	June 2018	0	14,700	14,700
	December 2018	215,000	14,700	229,700
	June 2019	0	12,550	12,550
	December 2019	220,000	12,550	232,550
	June 2020	0	10,350	10,350
	December 2020	225,000	10,350	235,350
	June 2021	0	6,975	6,975
	December 2021	230,000	6,975	236,975
	June 2022	0	3,525	3,525
	December 2022	235,000	3,525	238,525
	Total Due	\$1,540,000	\$148,650	\$1,688,650
Promissory Note (8 years) The Depository Trust Company Issued August 2015 \$7,500,000 @ 2% - 3% AVG Fiscal Agent: Associated Trust Co. Building Improvements, Remodeling, Capital Equipment and Non-Building Capital Projects	December 2016	2,250,000	83,775	2,333,775
	June 2017	0	61,275	61,275
	December 2017	825,000	61,275	886,275
	June 2018	0	53,025	53,025
	December 2018	845,000	53,025	898,025
	June 2019	0	44,575	44,575
	December 2019	860,000	44,575	904,575
	June 2020	0	35,975	35,975
	December 2020	875,000	35,975	910,975
	June 2021	0	27,225	27,225
	December 2021	895,000	27,225	922,225
	June 2022	0	13,800	13,800
	December 2022	920,000	13,800	933,800
	Total Due	\$7,470,000	\$555,525	\$8,025,525
Promissory Note (5 years) The Depository Trust Company Issued September 2015 \$1,500,000 @ 2% - 3% AVG Fiscal Agent: Associated Trust Co. Building Improvements and Remodeling	December 2016	305,000	16,475	321,475
	June 2017	0	13,425	13,425
	December 2017	295,000	13,425	308,425
	June 2018	0	10,475	10,475
	December 2018	300,000	10,475	310,475
	June 2019	0	7,475	7,475
	December 2019	305,000	7,475	312,475
	June 2020	0	4,425	4,425
	December 2020	295,000	4,425	299,425
	Total Due	\$1,500,000	\$88,075	\$1,588,075

FOX VALLEY TECHNICAL COLLEGE
Schedule of Long-term General Obligations
2016-17 Budget Year

	<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>
Promissory Note (5 years)	December 2016	315,000	19,500	334,500
The Depository Trust Company	June 2017	0	16,350	16,350
Issued October 2015	December 2017	285,000	16,350	301,350
\$1,500,000 @ 2% - 3% AVG	June 2018	0	13,500	13,500
Fiscal Agent: Associated Trust Co.	December 2018	290,000	13,500	303,500
Building Improvements and Remodeling	June 2019	0	9,150	9,150
	December 2019	300,000	9,150	309,150
	June 2020	0	4,650	4,650
	December 2020	310,000	4,650	314,650
Total Due		\$1,500,000	\$106,800	\$1,606,800
Pro Forma Promissory Note (7 years)	December 2016	0	0	0
The Depository Trust Company	June 2017	0	131,393	131,393
To be Issued August 2016	December 2017	3,410,000	131,393	3,541,393
\$7,900,000 @ 2.5% AVG	June 2018	0	56,125	56,125
Fiscal Agent: Associated Trust Co.	December 2018	705,000	56,125	761,125
Building Improvements, Remodeling,	June 2019	0	47,313	47,313
Capital Equipment and Non-Building	December 2019	720,000	47,313	767,313
Capital Projects	June 2020	0	38,313	38,313
	December 2020	740,000	38,313	778,313
	June 2021	0	29,063	29,063
	December 2021	755,000	29,063	784,063
	June 2022	0	19,625	19,625
	December 2022	775,000	19,625	794,625
	June 2023	0	9,938	9,938
	December 2023	795,000	9,938	804,938
Total Due		\$7,900,000	\$663,535	\$8,563,535
Pro Forma Promissory Note (7 years)	December 2016	0	0	0
The Depository Trust Company	June 2017	0	27,750	27,750
To be Issued September 2016	December 2017	185,000	27,750	212,750
\$1,500,000 @ 3% AVG	June 2018	0	19,725	19,725
Fiscal Agent: Associated Trust Co.	December 2018	205,000	19,725	224,725
Building Improvements and Remodeling	June 2019	0	16,650	16,650
	December 2019	210,000	16,650	226,650
	June 2020	0	13,500	13,500
	December 2020	215,000	13,500	228,500
	June 2021	0	10,275	10,275
	December 2021	220,000	10,275	230,275
	June 2022	0	6,975	6,975
	December 2022	230,000	6,975	236,975
	June 2023	0	3,525	3,525
	December 2023	235,000	3,525	238,525
Total Due		\$1,500,000	\$196,800	\$1,696,800
Pro Forma Promissory Note (7 years)	December 2016	0	0	0
The Depository Trust Company	June 2017	0	25,625	25,625
To be Issued October 2016	December 2017	190,000	25,625	215,625
\$1,500,000 @ 3% AVG	June 2018	0	19,650	19,650
Fiscal Agent: Associated Trust Co.	December 2018	200,000	19,650	219,650
Building Improvements and Remodeling	June 2019	0	16,650	16,650
	December 2019	210,000	16,650	226,650
	June 2020	0	13,500	13,500
	December 2020	215,000	13,500	228,500
	June 2021	0	10,275	10,275
	December 2021	220,000	10,275	230,275
	June 2022	0	6,975	6,975
	December 2022	230,000	6,975	236,975
	June 2023	0	3,525	3,525
	December 2023	235,000	3,525	238,525
Total Due		\$1,500,000	\$192,400	\$1,692,400

FOX VALLEY TECHNICAL COLLEGE
Debt Limitation Schedule
FY 2016-17 Budget

The aggregate indebtedness of the District may not exceed 5% of the equalized value of the taxable property located in the District per s.67.03(1) of Wisconsin State Statutes.

Estimated Equalized Value*	\$35,037,873,936
Maximum Aggregate Indebtedness	\$84,062,135
5% Limit	\$1,751,893,697

The maximum bonded indebtedness of the District for purchasing and constructing buildings and equipment may not exceed 2% of the equalized value of the taxable property located in the District per s.67.03(9) of Wisconsin State Statutes.

Estimated Equalized Value*	\$35,037,873,936
Maximum Bonded Indebtedness	\$0
2% Limit	\$700,757,479

* Estimated equalized value includes TIF Districts. Estimated at a 1.2% increase

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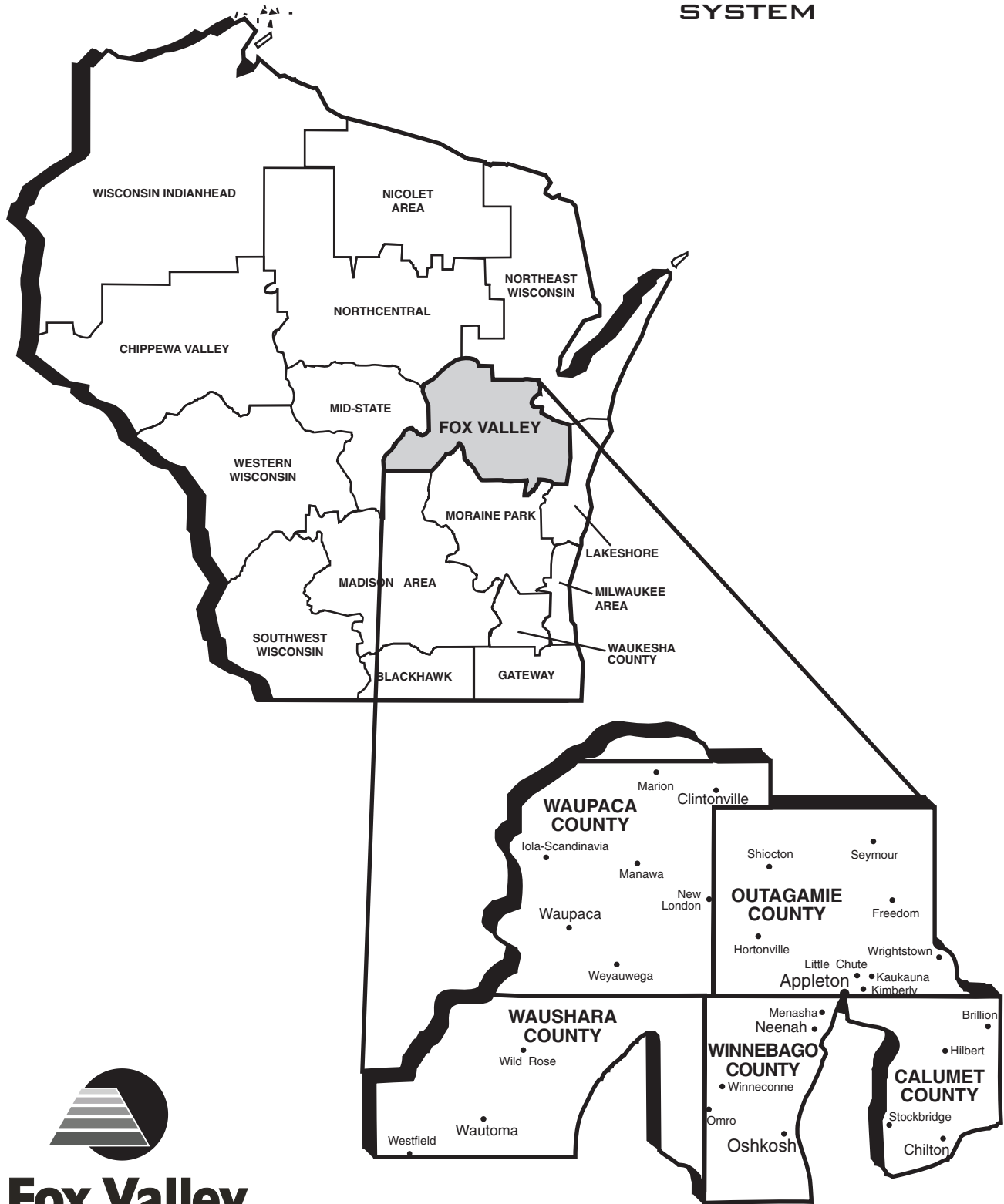
Section 3

Supplemental Data



www.fvtc.edu

WISCONSIN TECHNICAL COLLEGE SYSTEM



Fox Valley
TECHNICAL COLLEGE

FVTC District

FOX VALLEY TECHNICAL COLLEGE

Campus Locations

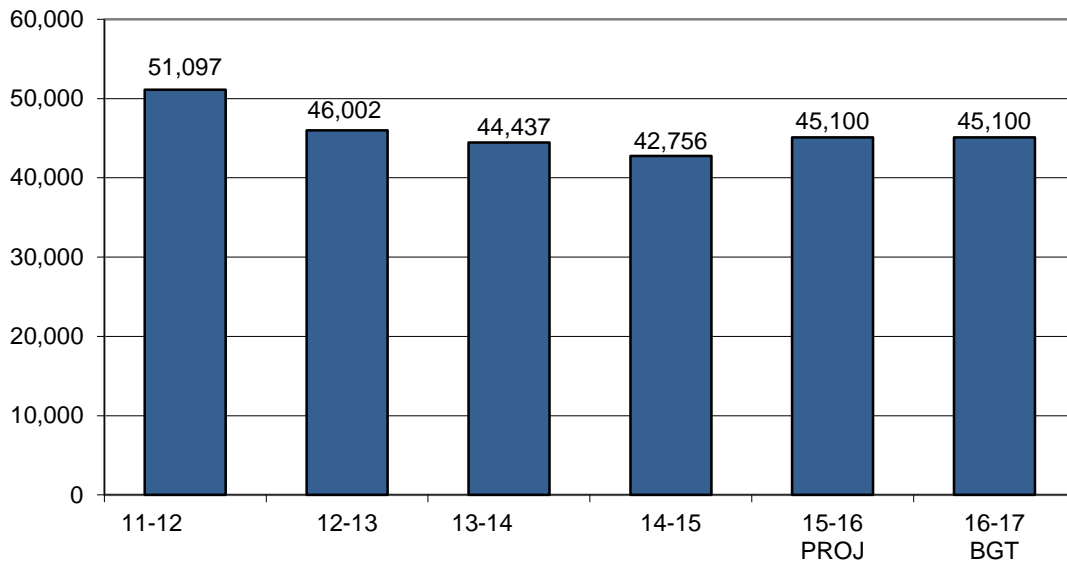
In addition to the campuses in Appleton and Oshkosh, FVTC operates four regional centers where full-time staff are assigned. Campus and regional center locations and square footage are summarized as follows:

Campus	Owned or Leased	Location	Square Footage
Campuses:			
Appleton Main Campus	Owned	1825 N. Bluemound Drive, Appleton	603,701
Oshkosh Riverside Campus	Owned	150 N. Campbell Road, Oshkosh	66,786
Facilities:			
Advanced Manufacturing Technology Center	Leased	4200 Poberezny Rd, Oshkosh	26,721
D.J. Bordini Center	Owned	5 Systems Drive, Appleton	78,813
FABTECH Education Center	Leased	3729 Oregon Street, Oshkosh	14,460
J. J. Keller - Transportation Center	Owned	1825 N. Bluemound Drive, Appleton	122,498
National Criminal Justice Training Center	Leased	2614 Chapel Lake Drive Suite 101, Gambrills, MD	280
Public Safety Training Center	Ground Leased	W6400 County Road BB, Appleton	111,295
S. J. Spanbauer Aviation & Industrial Center	Owned	3601 Oregon Street, Oshkosh	76,469
S.J. Spanbauer Center - 8 Bay Hangar	Leased	3601 Oregon Street, Oshkosh	11,030
Service Motor Company Agriculture Center	Owned	1825 N. Bluemound Drive, Appleton	41,902
Sustainable Technology Center	Leased	11 Tri-Park Way, Appleton	10,000
Regional Centers:			
Chilton Regional Center	Owned	1200 E. Chestnut Street, Chilton	21,800
Clintonville Regional Center	Leased	525 S. Main Street, Clintonville	16,500
Waupaca Regional Center	Leased	1979 Godfrey Drive, Waupaca	15,530
Wautoma Regional Center	Leased	205 E. Main Street, Wautoma	2,050
Other Locations			
Appleton City Center Plaza	Leased	10 E. College Ave, Appleton	4,400
Oshkosh Senior Center	Leased	200 Campbell Road, Oshkosh	Various Classrooms

Note:

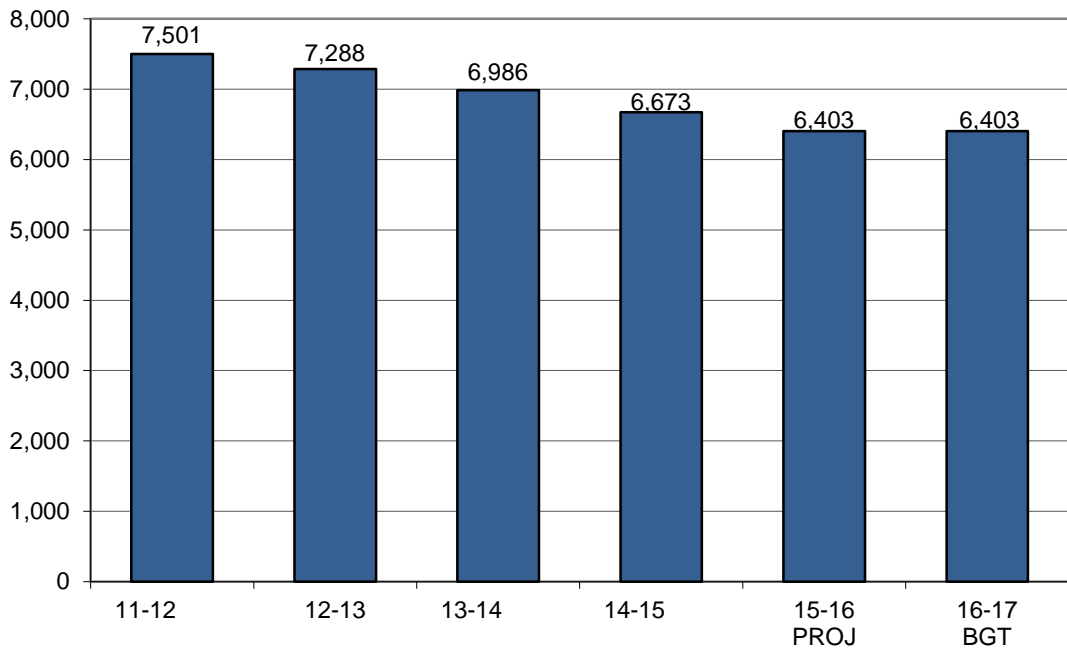
FVTC also uses area schools, malls, community facilities and health care facilities to conduct classes.

FOX VALLEY TECHNICAL COLLEGE Program & Non-Program Student Enrollment



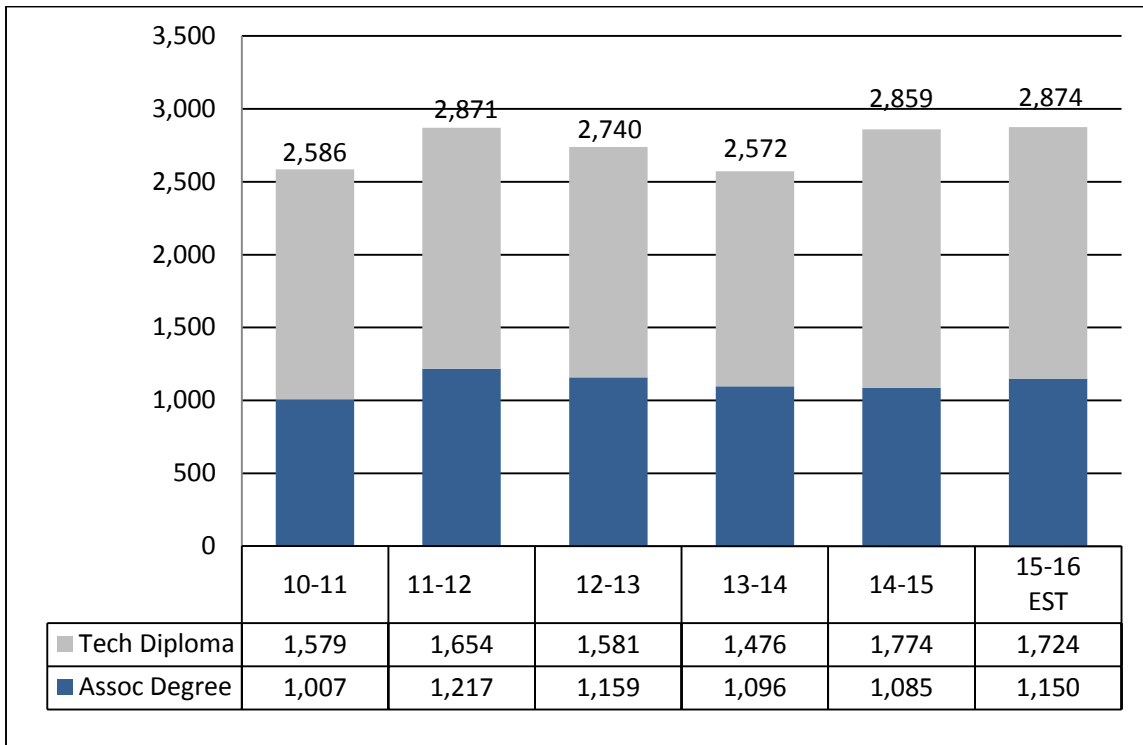
Source: WTCS Portal & FVTC Data Warehouse Reports
 2010-11 through 2014-15 is actual
 2015-16 is projected
 2016-17 is budgeted

FOX VALLEY TECHNICAL COLLEGE Full-time Equivalent (FTE) Student Enrollment



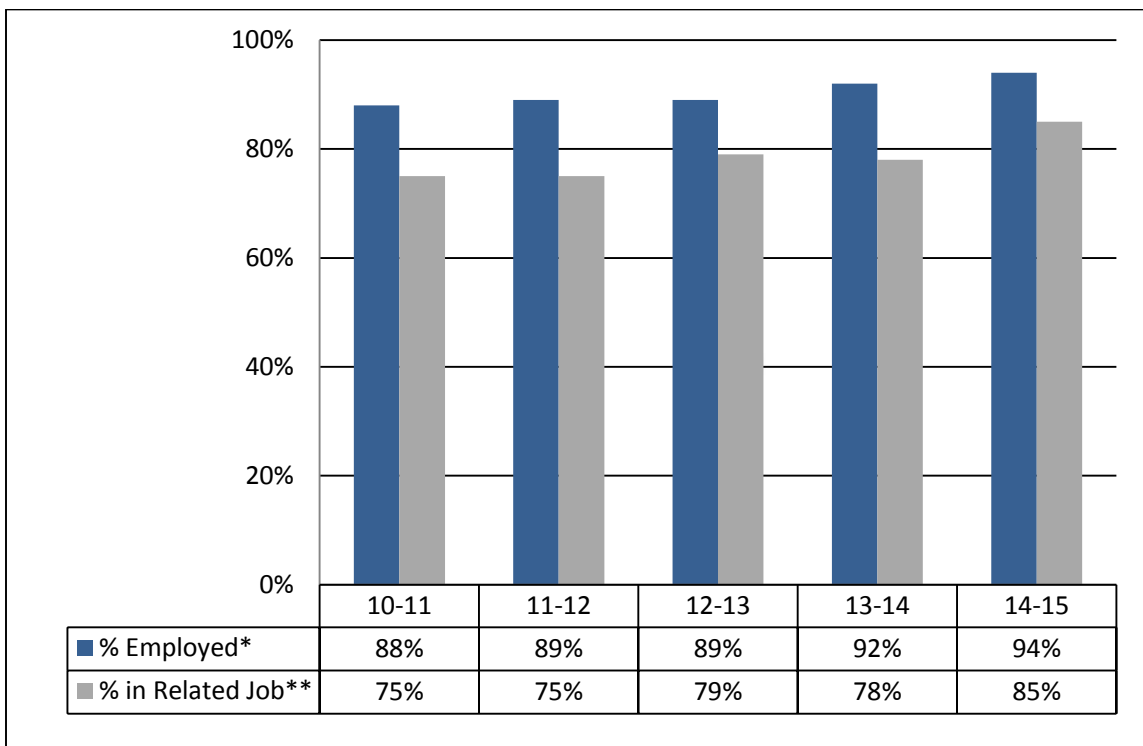
Source: WTCS Portal (CLI 570B)
 2010-11 through 2014-15 is actual
 2015-16 is projected
 2016-17 is budgeted

FOX VALLEY TECHNICAL COLLEGE Number of Program Degrees Awarded



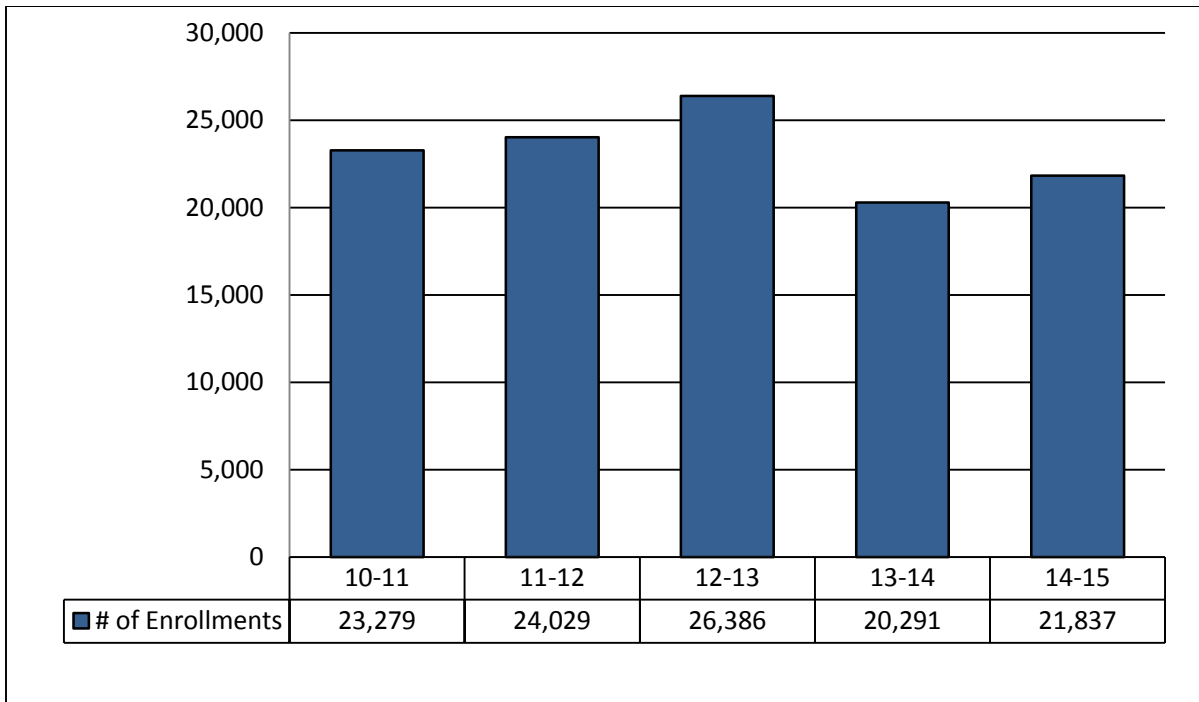
Source: FVTC Data Warehouse. Graduates may have more than one degree.
 Note: The number of graduates is estimated for 2015-16 as of 5/12/16.

FOX VALLEY TECHNICAL COLLEGE Job Placement Rate for Program Graduates



* Six months after graduation for graduates in the labor market.
 **Six months following graduation for employed graduates.
 Source: 2016 Graduate Employment Report – 71% response rate

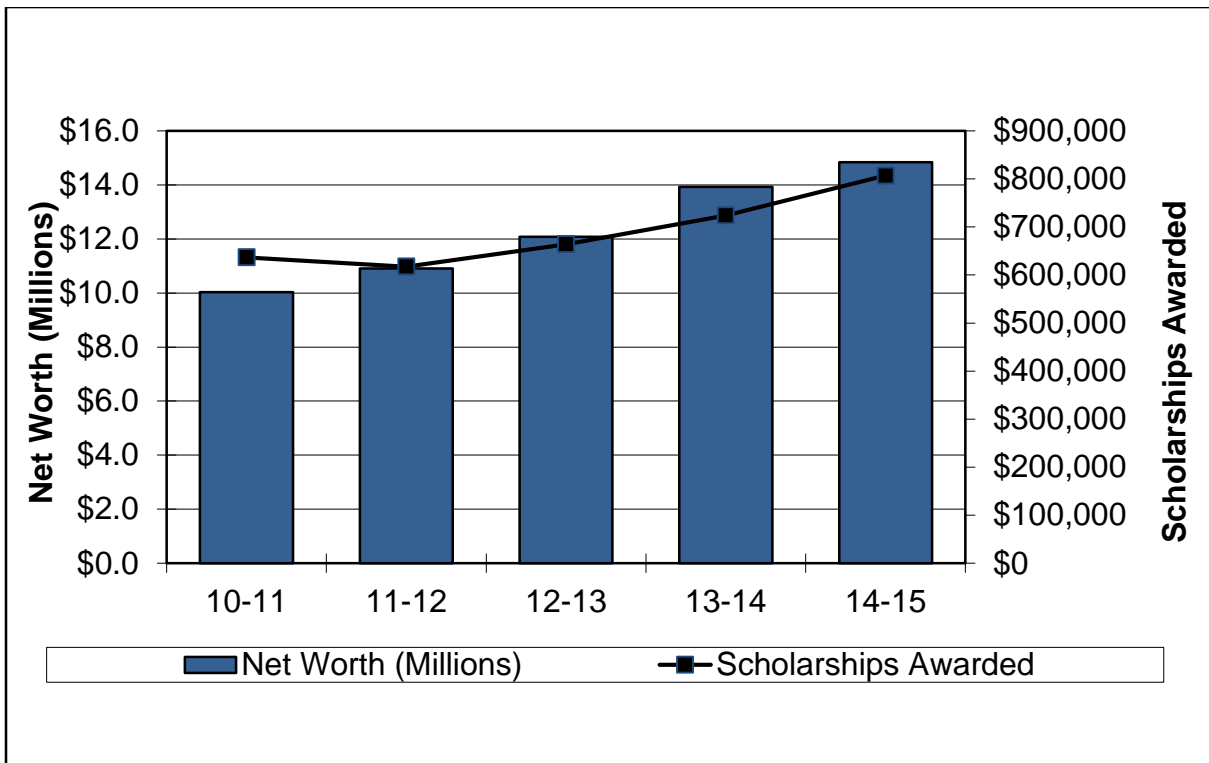
FOX VALLEY TECHNICAL COLLEGE
Number Trained Through Business & Industry Instructional Contracts



Source: Business & Industry Performance Monitoring Reports 2013-2016

Note: Number reflects duplication of trainees across contracts.

FVTC FOUNDATION
FVTC Foundation Assets and Scholarship Awards



FOX VALLEY TECHNICAL COLLEGE
Degree/Diploma Program Offerings, Apprenticeships & Certificates

FVTC offers a broad spectrum of educational opportunities available both day and evening, full-time or part-time. Classes are offered during Fall and Winter semesters as well as a Summer term. In addition to these offerings, many students take advantage of Adult Basic Education (ABE), General Educational Development Certificate (GED), High School Equivalency Diploma (HSED), English Language Learning (ELL), and program-preparation courses.

FVTC also offers many non-degree program courses and seminars, as well as customized employee training to meet the needs of businesses and citizens in the community.

ASSOCIATE DEGREE; Aid Code 10 (60-70 credits)	
• Accounting	• Industrial Engineering Technology
• Administrative Professional	• Industrial Welding Technology
• Aeronautics – Pilot Training	• Interior Design
• Agriculture Power Equipment	• Interior Design – Kitchen & Bath Design
• Agri-Business/Science Technology	• IT – Information Systems Security Specialist
• Aircraft Electronics	• IT – Network Specialist
• Alcohol & Other Drug Abuse Associate	• IT – Network Systems Administration
• Automated Manufacturing Systems Technology	• IT – Software Developer
• Automotive Technology	• IT – Web Development & Design Specialist
• Automotive Technology – GM ASEP	• IT – Computer Support Specialist
• Automotive Technology – Imports	• Laboratory Science Technician
• Banking & Financial Services	• Manufacturing Engineering Technology
• Broadcast Captioning (shared with LTC*)	• Marketing
• Business Management	• Mechanical Design Technology
• Construction Management Technology	• Medical Administrative Professional
• Court Reporting (shared with LTC*)	• Meeting & Event Management
• Criminal Justice Studies	• Natural Resources Technician
• Culinary Arts	• Nursing – Associate Degree
• Dental Hygienist	• Occupational Therapy Assistant
• Diesel Equipment Technology	• Paralegal
• Early Childhood Education	• Paramedic Technician
• Electrical Engineering Technology	• Printing and Publishing
• Electro-Mechanical Technology	• Professional Communications
• Electronic Engineering Technology	• Quality Engineering Technology
• Energy & Environmental Engineering Technology	• Safety Engineering Technology
• Fire Protection Technician	• Security and Asset Protection
• Forensic Science	• Supply Chain Management
• Health Information Technology	• Supervisory Management
• Hospitality Management	• Technical Studies – Journeyworker
• Human Resources	• Vehicle Refinishing & Repair Technology
• Individualized Technical Studies	• Wind Energy Technology (*shared with LTC)

TECHNICAL DIPLOMA (<1-Yr); Aid Code 30 (2 to 25 Credits)	
• Criminal Justice – Law Enforcement 720 Academy	• Production Welding
• Emergency Medical Technician	• Therapeutic Massage
• Farm Business & Production Management	• Truck Driving
• Nursing Assistant	

Degree/Diploma Program Offerings, Apprenticeships & Certificates - continued

TECHNICAL DIPLOMA (1-Yr); Aid Code 31 (26 to 54 Credits)	
• Accounting Assistant	• Industrial Maintenance Mechanic
• Aeronautics – Professional Pilot	• IT – Help Desk Support Specialist
• Agribusiness Agronomy Technician	• IT – Web Design
• Agribusiness Dairy Technician	• Kitchen Steward (OAR Project)
• Agribusiness Management Technician	• Laboratory Science Assistant
• Agriculture Equipment Service Technician	• Landscape Worker (OAR Project)
• Automotive Maintenance Technician	• Mechanical CAD Drafting
• Business Operations	• Medical Assistant
• Clerical Aide (OAR Project)	• Medical Coding Specialist
• Dental Assistant	• Medical Office Assistant
• Diesel Engine Service Technician (FABTECH)	• Metal Fabrication/Welding
• Diesel Equipment Mechanic	• Office Assistant
• Digital Marketing	• Outdoor Power Equipment Technician
• Early Childhood Assistant Teacher (OAR Project)	• Pharmacy Technician (shared with LTC*)
• Electricity	• Practical Nursing
• Emergency Medical Technician – Paramedic	• Precision Agriculture Technician
• Farm Operation	• Residential Building Construction
• Food Service Production	• Therapeutic Massage
• Horticulture Technician	• Wood Manufacturing Technology

TECHNICAL DIPLOMA (2-Yr); Aid Code 32 (55 to 70 Credits)	
• Airframe & Powerplant Mechanics	• Diesel Power Generation & Marine Service Tech (FABTECH)
• Auto Collision Repair and Refinishing Technician	• Horticulture/Landscape Specialist
• Automotive Technician	• Machine Tool Technician
• Automotive Technician - Imports	• Welding/Metal Fab Technician
• Diesel Construction Equipment Service Technician (FABTECH)	

APPRENTICE; Aid Code 50	
• Cosmetology Apprentice	• Patternmaking Apprentice
• Electrician Apprentice (ABC)	• Pipe Fabricator
• Electronic Systems Technician (Apprentice)	• Pipefitting Apprentice
• Industrial Electrician Apprentice	• Plumbing Apprentice
• Machinist Apprentice	• Sheet Metal Construction
• Maintenance Mechanic/Millwright Apprentice	• Steamfitting Apprentice
• Maintenance Technician Apprentice	• Steamfitting Service Apprentice
• Millwright – Pipefitter	• Tool & Die Apprentice
• Operating Engineer Apprentice	

Certificates – Fox Valley Technical College Advantage Series Certificates are a way to develop specialized skills that can be a real advantage in the workplace. Each certificate focuses on enhancing a specific set of skills. It is possible to complete many of these certificates in less than a year; and, in many cases, credit courses can be applied to a related associate degree program. A complete list of our certificates (numbering over 100) can be found on the FVTC web site www.fvtc.edu/programs.

*LTC = Lakeshore Technical College

FOX VALLEY TECHNICAL COLLEGE

Tuition and Fees

<i>Year</i>	<i>Tuition per Credit</i>	<i>Percent Change</i>	<i>Average Materials Fee per Credit</i>	<i>Student Activity Fees Per Credit</i>	<i>Full-time ⁽¹⁾ Tuition & Fees</i>	<i>Percent Change</i>
2006-07	\$87.00	8.07%	\$5.37	\$8.70	\$3,032.00	7.77%
2007-08	\$92.05	5.80%	\$5.06	\$9.20	\$3,189.25	5.19%
2008-09	\$97.05	5.43%	\$5.33	\$9.70	\$3,362.35	5.43%
2009-10	\$101.40	4.48%	\$5.45	\$10.15	\$3,509.92	4.39%
2010-11	\$106.00	4.54%	\$5.55	\$10.60	\$3,664.53	4.40%
2011-12	\$111.85	5.52%	\$6.14	\$11.15	\$3,874.34	5.73%
2012-13	\$116.90	4.51%	\$6.12	\$10.55	\$4,007.05	3.43%
2013-14	\$122.20	4.53%	\$6.29	\$11.00	\$4,184.74	4.43%
2014-15	\$125.85	2.99%	\$7.20	\$11.35	\$4,332.03	3.52%
2015-16	\$128.40	2.03%	\$7.45	\$11.55	\$4,422.06	2.08%
2016-17	\$130.35	1.52%	\$7.45	\$11.70	\$4,485.06	1.42%

(1) Full-time equals 30 credits per academic year. Students taking more than 30 credits pay proportionately higher fees.

FOX VALLEY TECHNICAL COLLEGE

Population, Equalized Valuation and Mill Rate

<i>Year</i>	<i>Population</i>	<i>Equalized Valuation ⁽¹⁾</i>	<i>Percent Change</i>	<i>Operational Mill Rate</i>	<i>Debt Service Mill Rate</i>	<i>Total Mill Rate</i>
2007-08 Actual	453,206	\$32,076,057,556	4.81%	\$1.499999	\$0.169559	\$1.669558
2008-09 Actual	455,565	\$33,441,677,759	4.26%	\$1.499999	\$0.182529	\$1.682528
2009-10 Actual	457,464	\$33,793,327,840	1.05%	\$1.498715	\$0.216704	\$1.715419
2010-11 Actual	458,949	\$33,560,983,112	-0.69%	\$1.497050	\$0.282418	\$1.779468
2011-12 Actual	460,126	\$33,353,717,586	-1.30%	\$1.499157	\$0.291369	\$1.790526
2012-13 Actual	461,299	\$32,558,306,438	-2.38%	\$1.499232	\$0.470178	\$1.969410
2013-14 Actual	466,566	\$32,786,202,317	-1.70%	\$1.502922	\$0.470545	\$1.973468
2014-15 Actual	468,200	\$33,265,574,421	1.46%	\$0.623925	\$0.500044	\$1.123969
2015-16 Actual	470,726	\$33,931,537,136	2.00%	\$0.627231	\$0.490585	\$1.117816
2016-17 Estimated	473,080	⁽²⁾ \$34,338,715,582 ⁽³⁾	1.20%	\$0.637376	\$0.484856	\$1.122232

(1) Equalized value (TID OUT)

(2) Estimated at a .50% increase

(3) Estimated at a 1.20% increase

FOX VALLEY TECHNICAL COLLEGE
FY 2016-17 Budget
Property Tax Summary
by Fund

TAX LEVY BY FUND	Actual 2013-14	Actual 2014-15	Actual 2015-16	Budget 2016-17
General Fund	\$47,317,821	\$19,333,530	\$14,993,062	\$20,316,289
Special Revenue Fund	1,849,069	1,304,156	1,309,796	1,429,505
Capital Projects Fund	0	0	4,826,448	0
Financial Aid Fund	108,231	117,543	153,612	141,953
OPERATIONAL TAX LEVY	\$49,275,121	\$20,755,229	\$21,282,918	\$21,887,747
Debt Service Fund	15,427,396	16,634,242	16,646,308	16,649,335
TOTAL TAX LEVY	\$64,702,517	\$37,389,471	\$37,929,226	\$38,537,082
State Aid - Computer Exemption	427,899	230,356	265,056	268,237
State Aid - Property Tax Relief Aid	0	29,119,516	29,119,516	29,119,516
TOTAL LEVY + STATE AID	\$65,130,416	\$37,619,827	\$67,313,798	\$67,924,835
 EQUALIZED VALUATION	 \$32,786,202,317	 \$33,265,574,421	 \$33,931,537,136	 \$34,338,715,582
Value of Exempt Computers	216,825,600	204,948,900	237,119,900	239,965,339
TOTAL EQUALIZED VALUE	\$33,003,027,917	\$33,470,523,321	\$34,168,657,036	\$34,578,680,920

FOX VALLEY TECHNICAL COLLEGE

2015 Equalized Value

	Equalized Value	Percent of Total
<u>Brown County</u>		
Town of: Holland	\$72,754,390	0.2144%
Morrison	\$1,210,434	0.0036%
<u>Calumet County</u>		
Town of: Brillion	\$101,418,400	0.2989%
Brothertown	\$100,073,699	0.2949%
Charlestown	\$51,421,328	0.1515%
Chilton	\$107,073,000	0.3156%
Harrison	\$92,467,700	0.2725%
New Holstein	\$444,744	0.0013%
Rantoul	\$70,140,000	0.2067%
Stockbridge	\$164,466,100	0.4847%
Woodville	\$75,405,100	0.2222%
Village of: Harrison	\$814,157,200	2.3994%
Hilbert	\$48,564,700	0.1431%
Potter	\$13,051,000	0.0385%
Sherwood	\$243,422,500	0.7174%
Stockbridge	\$69,217,800	0.2040%
City of: Appleton	\$586,500,000	1.7285%
Brillion	\$174,493,600	0.5143%
Chilton	\$203,808,300	0.6006%
Kaukauna	\$46,500	0.0001%
Menasha	\$177,285,700	0.5225%
<u>Manitowoc County</u>		
Town of: Eaton	\$635,650	0.0019%
Maple Grove	\$20,958,634	0.0618%
Rockland	\$25,696,350	0.0757%
<u>Outagamie County</u>		
Town of: Black Creek	\$93,094,300	0.2744%
Bovina	\$88,118,200	0.2597%
Buchanan	\$585,068,200	1.7243%
Center	\$306,297,900	0.9027%
Cicero	\$79,526,500	0.2344%
Dale	\$229,390,100	0.6760%
Deer Creek	\$40,727,500	0.1200%
Ellington	\$230,652,300	0.6798%
Freedom	\$476,909,200	1.4055%
Grand Chute	\$2,359,012,300	6.9523%
Greenville	\$1,146,625,700	3.3792%
Hortonia	\$112,793,600	0.3324%
Kaukauna	\$124,949,400	0.3682%
Liberty	\$66,669,600	0.1965%
Maine	\$67,507,700	0.1990%
Maple Creek	\$42,980,900	0.1267%
Oneida	\$153,385,520	0.4520%

FOX VALLEY TECHNICAL COLLEGE

2015 Equalized Value

	Equalized Value	Percent of Total
<u>Outagamie County (cont)</u>		
Town of: Osborn	\$94,014,700	0.2771%
Seymour	\$94,733,800	0.2792%
Vandenbroek	\$145,332,700	0.4283%
Village of: Bear Creek	\$15,642,800	0.0461%
Black Creek	\$50,310,400	0.1483%
Combined Locks	\$268,592,200	0.7916%
Hortonville	\$162,566,700	0.4791%
Kimberly	\$442,773,500	1.3049%
Little Chute	\$652,063,750	1.9217%
Nichols	\$8,689,600	0.0256%
Shiocton	\$36,571,800	0.1078%
Wrightstown	\$21,710,100	0.0640%
City of: Appleton	\$4,010,584,800	11.8196%
Kaukauna	\$904,221,100	2.6648%
New London	\$101,785,050	0.3000%
Seymour	\$171,020,900	0.5040%
<u>Portage County</u>		
Town of: Amherst	\$2,665,478	0.0079%
Belmont	\$23,308,299	0.0687%
Lanark	\$44,886,850	0.1323%
New Hope	\$11,899,961	0.0351%
<u>Shawano County</u>		
Town of: Belle Plaine	\$87,063,373	0.2566%
Grant	\$43,324,114	0.1277%
Herman	\$6,576,087	0.0194%
Lessor	\$9,899,193	0.0292%
Maple Grove	\$6,951,548	0.0205%
Navarino	\$3,202,313	0.0094%
Pella	\$62,044,595	0.1829%
Seneca	\$5,717,770	0.0169%
City of: Marion	\$1,517,700	0.0045%
<u>Waupaca County</u>		
Town of: Bear Creek	\$60,029,500	0.1769%
Caledonia	\$149,340,000	0.4401%
Dayton	\$356,124,600	1.0495%
Dupont	\$49,775,800	0.1467%
Farmington	\$437,630,700	1.2897%
Fremont	\$80,882,800	0.2384%
Harrison	\$30,283,897	0.0893%
Helvetia	\$69,431,400	0.2046%
Iola	\$106,490,400	0.3138%
Larrabee	\$86,482,500	0.2549%
Lebanon	\$114,568,700	0.3376%

FOX VALLEY TECHNICAL COLLEGE

2015 Equalized Value

	Equalized Value	Percent of Total
<u>Waupaca County (cont)</u>		
Town of: Lind	\$118,074,700	0.3480%
Little Wolf	\$99,221,700	0.2924%
Matteson	\$64,349,200	0.1896%
Mukwa	\$218,415,200	0.6437%
Royalton	\$122,300,800	0.3604%
Saint Lawrence	\$61,836,100	0.1822%
Scandinavia	\$101,152,800	0.2981%
Union	\$57,324,900	0.1689%
Waupaca	\$89,945,000	0.2651%
Weyauwega	\$51,555,300	0.1519%
Wyoming	\$32,228,553	0.0950%
Village of: Big Falls	\$3,019,000	0.0089%
Embarrass	\$14,227,200	0.0419%
Fremont	\$71,563,900	0.2109%
Iola	\$62,551,800	0.1843%
Ogdensburg	\$6,879,900	0.0203%
Scandinavia	\$15,463,000	0.0456%
City of: Clintonville	\$183,030,600	0.5394%
Manawa	\$76,990,300	0.2269%
Marion	\$48,604,600	0.1432%
New London	\$223,399,200	0.6584%
Waupaca	\$338,201,100	0.9967%
Weyauwega	\$85,583,200	0.2522%
<u>Waushara County</u>		
Town of: Aurora	\$66,267	0.0002%
Bloomfield	\$93,874,387	0.2767%
Coloma	\$91,794,300	0.2705%
Dakota	\$98,978,100	0.2917%
Deerfield	\$49,826,797	0.1468%
Leon	\$143,480,541	0.4229%
Marion	\$318,535,306	0.9388%
Mount Morris	\$235,825,500	0.6950%
Poy Sippi	\$855,486	0.0025%
Richford	\$60,885,500	0.1794%
Rose	\$59,243,436	0.1746%
Saxeville	\$132,282,241	0.3899%
Springwater	\$275,688,300	0.8125%
Warren	\$20,029,300	0.0590%
Wautoma	\$122,393,100	0.3607%
Village of: Coloma	\$21,331,800	0.0629%
Lohrville	\$14,928,400	0.0440%
Redgranite	\$32,784,300	0.0966%
Wild Rose	\$27,504,700	0.0811%
City of: Wautoma	\$69,248,100	0.2041%

FOX VALLEY TECHNICAL COLLEGE

2015 Equalized Value

	Equalized Value	Percent of Total
<u>Winnebago County</u>		
Town of: Algoma	\$590,195,100	1.7394%
Black Wolf	\$273,586,600	0.8063%
Clayton	\$474,288,100	1.3978%
Menasha	\$1,469,133,900	4.3297%
Neenah	\$408,897,400	1.2051%
Nekimi	\$126,414,489	0.3726%
Nepeuskun	\$6,657,960	0.0196%
Omro	\$193,838,500	0.5713%
Oshkosh	\$318,771,900	0.9395%
Poygan	\$154,725,700	0.4560%
Rushford	\$90,716,374	0.2674%
Utica	\$81,800,672	0.2411%
Vinland	\$235,435,400	0.6939%
Winchester	\$140,495,400	0.4141%
Winneconne	\$296,203,400	0.8729%
Wolf River	\$171,812,800	0.5064%
Village of: Winneconne	\$170,820,100	0.5034%
City of: Appleton	\$67,803,200	0.1998%
Menasha	\$757,679,900	2.2330%
Neenah	\$1,761,213,300	5.1905%
Omro	\$178,339,500	0.5256%
Oshkosh	\$3,498,100,300	10.3093%
GRAND TOTAL	<u>\$33,931,537,136</u>	<u>100.0000%</u>

Equalized Value - TID - OUT excluding exempt computers

FOX VALLEY TECHNICAL COLLEGE Principal Taxpayers and Employers

Outagamie County

Name of Business	Type of Business	Number of Employees	2015 Equalized Valuation ⁽¹⁾	Percentage of Equalized Valuation
Fox River Shopping Center	Retail Shopping Mall	(A)	\$83,643,000	0.24%
Thomas Wright Enterprises (Outagamie County)	Apartments	(A)	63,962,500	0.18%
R. Winters Associates	Developer/Real Estate	(A)	61,503,700	0.18%
Pfefferle Investments	Real Estate	(A)	48,975,900	0.14%
Bergstrom (Outagamie County)	Automotive Dealership	(A)	40,417,500	0.12%
Mills Properties	Commercial/Apartments	(A)	39,174,600	0.11%
Ridgeview Highland/United Financial	Commercial/Apartments	(A)	35,993,600	0.10%
Miller Electric	Welding Equipment Manufacturer	1,575	33,485,300	0.10%
Expera Specialty Solutions (formerly, Thilmany LLC)	Specialty Papers Manufacturer	(A)	30,241,500	0.09%
Toonen Companies	Apartment Complexes	(A)	30,218,000	0.09%
ThedaCare	Health care providers	6,000 ⁽¹⁾	(B)	
Affinity Health Care	Health Care	4,300 ⁽²⁾	(B)	
Thrivent Financial for Lutherans	Fraternal life and health insurance	1,800	(A)	
Appleton Area School District	Education	1,641	(B)	
The Boldt Company	Nonresidential construction	1,300	(A)	
Outagamie County	Government	1,200	(B)	
Appvion Inc. (Appleton Paper)	Paper products mfr.	1,000	(A)	
McCain Snack Foods	Frozen snacks mfr.	1,000	(A)	
Sara Lee Foods (Hillshire Farms)	Meat Processing	900	(A)	
			<u>\$467,615,600</u>	<u>1.33%</u>

Winnebago County

Name of Business	Type of Business	Number of Employees	2015 Equalized Valuation	Percentage of Equalized Valuation
Dumke & Associates	Real Estate	(A)	66,324,685	0.19%
Kimberly Clark	Paper Products Manufacturer	2,000	63,966,878	0.18%
Midwest Realty (Security Homes Inc.)	Real Estate	(A)	57,604,509	0.16%
Oshkosh Truck Corp.	Truck & Large Vehicle Mfr.	4,600 ⁽³⁾	49,874,981	0.14%
Thomas N. Rusch et al.	Real Estate	(A)	47,585,274	0.14%
Bergstrom (Winnebago County)	Automotive Dealership, Hotel	(A)	47,573,366	0.14%
Curwood, Inc. (Bemis)	Plastics Container Manufacturer	1,125	46,145,419	0.13%
Thomas Wright Enterprises (Winnebago County)	Apartments	(A)	44,109,051	0.13%
Plexus Corporation & Affiliates	Electronic design, manufacturing & testing	1,500	41,929,179	0.12%
Badger I & II LLC	Paper Products Office Building	(A)	33,621,214	0.10%
ThedaCare	Health care providers	6,000 ⁽¹⁾	(B)	
Affinity Health Care	Health Care	4,300 ⁽²⁾	(B)	
Spectrum Software	Computer system designers	2,000	(A)	
Oshkosh Area School District	Education	1,342	(B)	
University of Wisconsin-Oshkosh	Education	1,205	(B)	
JJ Keller & Associates	Commercial printing & publishing	1,200	(A)	
			<u>\$498,734,556</u>	<u>1.42%</u>

Source:

Outagamie and Winnebago Counties, and Municipality Official Statements. Infogroup (www.salesgenie.com) and direct employer inquiries. Provided by R. W. Baird & Co., Inc.

Current equalized property valuation for the District (TID IN)

\$35,037,873,936

Notes:

(1) Includes Appleton Medical Center, Theda Clark Medical Center, New London Hospital, clinics, homecare and rehabilitation facilities throughout the Fox Valley area.

(2) Includes St. Elizabeth Hospital, Mercy Medical Center, clinics, homecare, occupational care and rehabilitation facilities throughout the Fox Valley area.

(3) Includes full-time and part-time.

(A) Not Available.

(B) Tax Exempt.

Note: Fluctuations in Assessed Valuations may be due to the sale of real or personal property.

Fluctuations in Assessed Valuations for some manufacturing companies due to State revaluations.

Fluctuations in Number of Employees may be due to downsizing and lay-offs.

GLOSSARY OF TERMS

Accreditation: the assurance offered by recognized agencies that a college or program is of sufficient quality to rate its approval.

ABE: is the Adult Basic Education program at Fox Valley Technical College that prepares students to achieve their high school credential.

Associate degree program: the recognition given by a college for completing 64-72 credits in occupationally-specific courses, supportive courses, general education and elective courses, taking approximately two years to complete and resulting in the Associate of Applied Sciences degree.

A.A.S.: Associate of Applied Science

Apprenticeship: a two to five year contract between the State of Wisconsin, the apprentice, and their employer. Apprentices come to the College for "field related instruction" and are sponsored by their employer.

Certificate: the recognition given by Fox Valley Technical College for completing a focused set of specialty courses that can generally be completed in less than a year.

Customized Instruction & Technical Assistance: educational services generally defined as one of the following:

- Customized Instruction – generates credits
- Technical Assistance (non-instructional activities) – does not generate credits

These services can be provided to the following service recipients: public and private educational institutions, federal and state agencies, local government bodies, business and industry and foreign government and out-of-state businesses.

DWD: Department of Workforce Development primary responsibilities include providing job services, training and employment assistance to people looking for work.

Equalized Valuation: the full value of the taxable property in a 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.

Full-time equivalent student (FTE): a student taking at least 15 credits (approximately 5 courses) each semester or 30 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.

FVTC Foundation Inc.: the Foundation is a non-profit organization whose mission is to partner with FVTC in securing and providing various resources to promote lifelong learning and workforce development throughout the communities we serve.

General Obligation Debt (or General Obligation Promissory Notes): long-term debt for facility upgrade and capital equipment backed by the full faith and credit of the district.

Instructional Television (ITV): ITV equipment, such as monitors, cameras and microphones, creates a virtual classroom that links learners to one instructor from remote locations.

IPEDS: the Integrated Postsecondary Education Data System. It is a system of interrelated surveys conducted annually by the U.S. Department's National Center for Education Statistics (NCES). IPEDS gathers information from every college, university, and technical and vocational institution that participates in the federal student financial aid programs.

Levy: the total amount of taxes or special assessments imposed by a governmental unit.

Mill Rate: tax rate in mills (\$.001) per dollar of valuation. Mill rates are usually expressed in mills per \$1,000 of valuation. FVTC has two components in its mill rate: operational and debt service. By state statute, the operational component increase cannot exceed the percentage of net new construction in the District.

OAR: is the Occupational Aid Readiness project for technical diplomas prepares students with work readiness and occupational skills for entry-level positions.

Regional centers: the four facilities operated by Fox Valley Technical College in Chilton, Clintonville, Waupaca, and Wautoma in which classes and services are offered to serve residents in those parts of the District.

Student Segregated Fees: student activity fees which fund non-instructional student activities such as student organizations and health services.

Technical diploma program: the recognition given by a college for completing a sequence of courses in which 70% must be occupationally-specific. Generally can be completed in about a year, but will vary from six weeks to two years in length.

TID - IN: Tax Incremental District (TID) properties are included in the equalized property value.

TID - OUT: Tax Incremental District (TID) properties are not included in the equalized property value. (see also TIF below)

TIF: the Tax Incremental Finance Law (TIF) was approved by the Wisconsin Legislature in 1975 as a financial tool that cities and villages could use to promote tax base expansion. It is targeted toward eliminating blighted areas, rehabilitating areas declining in value, and promoting industrial development. The area under development is called a "TIF District" or "TID".

Wisconsin Act 10 (Wisconsin Budget Repair Bill): The 2011 legislation impacts collective bargaining, compensation, retirement, health insurance, and sick leave of public sector employees. The bill requires employees of Wisconsin Retirement System (WRS) employers to contribute 50% of the annual pension payment. It requires state employees to pay at least 12.6% of the average cost of annual health insurance premiums. State aid for technical colleges was correspondingly reduced \$35 million beginning fiscal year 2011–12. The bill also limits collective bargaining for most public employees to wages. The total wage increase is capped by the consumer price index (CPI). Contracts are limited to one year and wages frozen until the new contract is settled.

Wisconsin Act 145: The 2013 legislation provides \$406 million in property tax relief by removing this amount from the property tax rolls applicable to technical colleges and paying the same amount directly to the 16 technical schools as state aid. Aid is allocated based on the relative property value of each technical college district.

Wisconsin Technical College System (WTCS): the State System of 16 technical colleges in various parts of Wisconsin.