



2013 - 2014 Budget

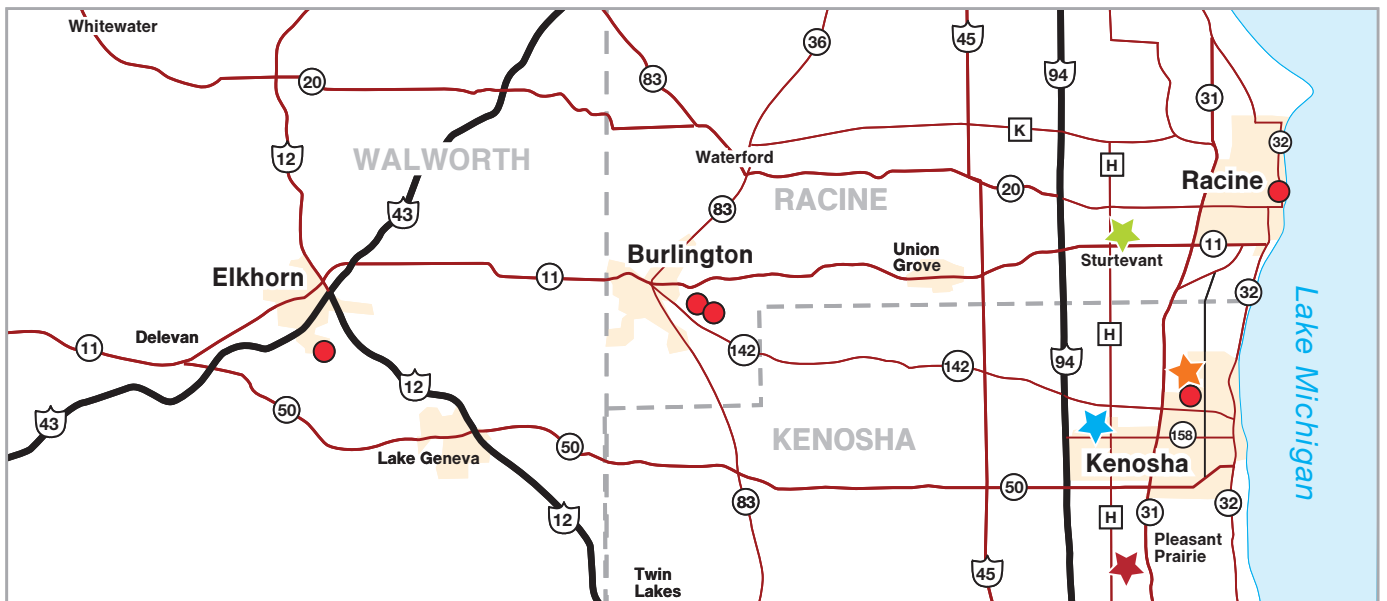
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Gateway Technical College





2013-14 BUDGET

Gateway Technical College District Board

Adopted May 16, 2013

Official Issuing Report:

Bane Thomey
CFO/Vice President Finance & Administration

Report Prepared by:

Bane Thomey

Special thanks to Gateway Marketing Department and Business Office staff for their assistance with this document

District Office: 3520 30th Avenue, Kenosha, Wisconsin 53144



Gateway Technical College District Board of Trustees

The Gateway Technical College District is governed by a nine-member board of trustees representing the communities served by the three-county district, which is comprised of two employer members, two employee members, one elected official, one school district administrator, and three additional members. Members are appointed by the chairpersons of the Kenosha, Racine, and Walworth County Boards of Supervisors, and serve staggered three-year terms.

The Gateway Board monthly meetings are open to the public. Information on their meetings can be found at www.gtc.edu/board.



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Racine County



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Walworth County



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Kenosha County



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Pamela Zenner-Richards
Racine County

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Introductory Section

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Bryan D. Albrecht, Ed.D.
President

BURLINGTON CENTER
496 McCanna Pkwy.
Burlington, WI 53105-3622
262.767.5200

**CENTER FOR BIOSCIENCE
& INFORMATION
TECHNOLOGY**
3520 – 30th Avenue
Kenosha, WI 53144-1690
262-564-3600

ELKHORN CAMPUS
400 County Road H
Elkhorn, WI 53121-2046
262.741.8200

**HERO (HEALTH AND
EMERGENCY RESPONSE
OCCUPATIONS) CENTER**
380 McCanna Pkwy.
Burlington, WI 53105-2046
262.767.5204

**HORIZON CENTER FOR
TRANSPORTATION
TECHNOLOGY**
4940 – 88th Avenue
Kenosha, WI 53144-7467
262.564.3900

**SC JOHNSON
IMET (INTEGRATED
MANUFACTURING
& ENGINEERING
TECHNOLOGY CENTER**
Renaissance Business Park
2320 Renaissance Blvd.
Sturtevant, WI 53177
262.898.7500

KENOSHA CAMPUS
3520 – 30th Avenue
Kenosha, WI 53144-1690
262.564.2200

**LAKEVIEW ADVANCED
TECHNOLOGY CENTER**
9449 – 88th Avenue (Highway H)
Pleasant Prairie, WI 53158-2216
262.564.3400

RACINE CAMPUS
1001 South Main Street
Racine, WI 53403-1582
262.619.6200

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Dear District Taxpayer:

We are pleased to present the following budget which represents the financial plan for the operation of Gateway Technical College for fiscal year 2014. The plan reflects the efforts of the Board of Trustees and staff to meet the needs of the College's owners, the taxpayers of the District.

Gateway's 2013-14 overall operating budgets for expenditures, which includes both General and Special Revenue Funds, is projected to be \$86,664,000. The General Fund, which accounts for the majority of programs and services, is projected to be \$78,259,000, a .63% increase over the current year. The expenditure budget for all funds is \$160,618,000, a 1.9% increase.

The budget calls for a total tax levy of \$59,436,000, which includes \$51,161,000 for operations and \$8,882,000 for debt retirement. The total levy will increase by 1.02%. With the current market in our service district, we anticipate a 2% decrease in district wide property values. Therefore, the tax rate assessed against a taxpayer's property will increase by 3.1%.

Gateway offers more than 65 associate degree and technical diploma programs, preparing students for careers in business, manufacturing, healthcare and service occupations. In 2012, the college graduated 1,208 students. The college continues to modify and expand its offerings to meet the community's need for skilled workers.

Gateway Technical College graduates continue to create a positive impact on the economies of their local communities. They bring skills that improve the productivity and effectiveness of area employers and contribute to their communities through their work, volunteerism, and becoming taxpaying citizens. Each year a survey is conducted of our graduates to determine the effectiveness of the education and support we provide. The response rate to the study is normally in the 75-80% range. The average wage of 2012 graduates is \$16.69 per hour and 86% of our graduates are employed. Approximately 70% of graduates are employed in the Gateway district.

Gateway continues to be the leader in providing economic growth in the region through high-skilled job training and career-based educational services. This budget document reflects our commitment to provide quality cost-effective services to the residents of the Gateway Technical College District, develop high-skilled high-wage jobs and enhance economic development in the region. We invite your participation and suggestions in improving Gateway's programs and services.

Sincerely,

Ram Bhatia
Chairperson, Board of Trustees

Bryan D. Albrecht, Ed.D.
President and Chief Executive Officer

GATEWAY TECHNICAL COLLEGE

MISSION, VALUES AND VISION

Our Mission

We collaborate to ensure economic growth and viability by providing education, training, leadership and technological resources to meet the changing needs of students, employers, and communities.

Our Values

- Diversity of individuals and perspectives
- Positive climate for working and learning
- Innovation and risk-taking
- Honest and ethical behavior
- Quality and excellence in education

Our Vision

We are the community technical college of choice for academic achievement, occupational advancement, and personal development. Vision 3.2.1 provides a framework for college growth and includes five strategic directions aligned with specific goals and measures. These strategies have been developed to assist us in reaching the overarching goals of Vision 3.2.1.

In FY13, input from various stakeholder groups was gathered. Committees were launched for each of the five strategic directions and developed three year action plans as well as additional measures and targets. These action plans were provided to and approved by the Executive Leadership Council (ELC) and will serve to guide the college. Progress on each strategic direction is presented to the District Board at their monthly meetings. The five strategic directions in Vision 3.2.1 are:

1. Students will experience educational excellence and academic success.

Gateway Will:

- Enhance transfer opportunities for students
- Design proactive systems to achieve individual student success
- Promote teaching excellence and an inspirational learning environment

VISION (continued)

2. Gateway will empower students to attain credentials and find employment in their career field.

Gateway Will:

- Develop pathways that connect student goals to completion of credentials
- Increase the career placement of graduates

3. Employees will work together in a college culture of innovation and opportunity.

Gateway Will:

- Engage employees to build a collaborative college climate characterized by high productivity, employee satisfaction, and trust in leadership
- Create opportunities for employees across the college to work together on continuous quality improvement

4. Gateway will strategically align programs and services with changing industry needs.

Gateway Will:

- Develop new programs and delivery methods that contribute to local economic development
- Offer education resulting in industry recognized national certifications

5. Gateway will be valued as the community's college and a place of opportunity for all.

Gateway Will:

- Be a college of first choice in the local higher education market
- Provide campuses that are learning destinations for the community
- Establish partnerships to create educational opportunities

GATEWAY TECHNICAL COLLEGE THE 2013-2014 BUDGET MESSAGE



As the local and national economy begin to recover, you may be looking for a new career or find yourself back on track with your current career. Either way, you can benefit your career and future through the many educational training opportunities at Gateway Technical College.

Those seeking a new career can find the breadth and depth of course offerings at Gateway, which will provide a foundation for which they can build on for their future. We offer hands-on training by instructors who know firsthand what skills are needed for students to succeed in their respective careers.

Those who are working can still benefit greatly from Gateway's training. Each year, many students enroll at Gateway to enhance their current skills, such as gaining industry certifications, to make themselves an even more valuable employee to their current employer – or give themselves an edge over other applicants if they find themselves out of work and seeking employment.

A recent graduate follow up survey indicates Gateway students are happy with their training here – and are finding jobs. About 85 percent of graduates responding to the survey said they have found employment within six months and six in ten in their specific career field. Another one in ten has benefited from Gateway transfer agreements or other educational training to propel them forward to earning a four-year degree. During the 2012-13 academic year, more than 23,000 students took classes at Gateway in courses ranging from welding or nursing to geotechnology and sustainable energy systems.

With more than 65 associate degree offerings and another 100 diploma and certificate programs, Gateway is the talent pipeline for southeastern Wisconsin. The next time you have your car repaired or visit your doctor's office, ask where your technician received their training.

On behalf of our board, administration, faculty and staff, we salute each of our graduates and thank you, our community, for your support in building a strong community through education and training.

Together we are building a stronger community.

- Bryan D. Albrecht, Ed.D., President and Chief Executive Officer



Gateway Technical College along with the other 15 technical colleges in Wisconsin adopted the theme “we are futuremakers” which describes in broad terms the impact technical colleges have within our communities. At Gateway, we believe we are future makers and have positioned our college to educate and train in careers that provide skilled workers. Gateway is continually expanding services and adding programs and services that align with the community’s needs. As a future maker, Gateway is committed to continue to strive for educational excellence.

Our Vision is clear....3 Counties, 2 Centuries, 1 Vision. What does it take to make a great college exceptional? Over the next three years, Gateway Technical College will be on a path to achieve Vision 3.2.1. Each year, our plan is revisited and aligned with the budget. The 2013-2014 Budget is a result of a shared vision of how Gateway can best serve our communities’ changing needs. The following sections outline many of the major initiatives included in the 3.2.1 strategic plan and 2013-2014 Budget.



Academic and Campus Affairs

Programming

Gateway continues to meet the education and training needs of Southeastern Wisconsin by offering Adult Basic Education (ABE), Certificate of General Educational Development (GED), High School Equivalency Diploma (HSED), English Language Learner (ELL), Adult High School (AHS) Remedial and Developmental, Technical Diploma and Associate Degree programs. Constant monitoring of community needs mandates that we upgrade programs, discontinue programs and add new programs on an annual basis. The most recent new programs and services include:

- Implementation of Weekend College General Studies Certificate Program. Additional “late start” sections offered to accommodate recent high school graduates and 4-yr college students home for the summer.
- Accounting on Demand program allows students to start virtually any on-line accounting class any Wednesday of the year.
- International study abroad programs continue to be offered in new program areas. For FY14, students will study Italian Language and Culture in Rome and Florence Italy; Graphics Students will study in Paris France and Berlin Germany. Nursing, Horticulture and IT students will participate in a service learning project in Belize; and a study-abroad opportunity in Germany is open to Accounting, Administrative Professional, Business Management, Graphic Communications, Information Technology, Marketing, and Supervisory Management program students.

- A Computer Numerical Control (CNC) Bridge program began in Spring 2012 to provide Adult Basic Education (ABE) and English Language Learner (ELL) support to potential CNC program students while they were simultaneously enrolled in two CNC program courses.
- Supplemental Instruction is available for Introduction to Psychology General Chemistry, College Math, and English Composition I. Supplemental Instruction (SI) is an academic assistance program that utilizes peer-assisted study sessions. SI sessions are regularly-scheduled informal review sessions in which students compare notes, discuss readings, and develop organizational tools. Students learn how to integrate course content and study skills while working together. The sessions are facilitated by “SI leaders”, students who have previously done well in the course and who attend all class lectures, take notes, and act as model students.

Gateway’s academic year consisting of (3) 15-week/semesters enables students to begin in the summer with a full semester, and if full-time, complete an Associates’ Degree in less than two years.

Post Secondary Partnership

Easing the transfer between educational institutions is important for the continuing success of our students. Select examples include Gateway partnerships with UW-Parkside, Marquette University, Milwaukee School of Engineering, Mount Mary College, and Upper Iowa University.

In March 2009, Gateway signed a General Studies Certificate Transfer Agreement with the University of Wisconsin – Parkside that provides for a seamless transfer process of general studies between the two institutions. This partnership is in line with a statewide initiative to increase the number of residents obtaining a baccalaureate degree. Most recently in January 2013 this program developed into a dual-enrollment program where students are admitted to UW-Parkside simultaneously.

Grant Activity

Grants support a wide variety of programs and services at Gateway. Through grant funding, the college is able to offer adult basic education (basic literacy; GED and high school equivalency diploma instruction; and English Language Learner instruction) at no cost to students other than fees for books and some tests. Grants also allow the college to support and retain students, implement new programs, and expand existing programs as needs arise. Grant funding is critical to some of Gateway’s most innovative initiatives like the CNC and welding boot camps. Grants are a critical component in providing education, training, and economic development services.

Facilities & Equipment

Positioning our college for continued growth is our goal. The 2013-14 budget includes a \$13 million investment in facilities and equipment at our campuses throughout the district to support programs and services targeting high-growth enrollment and community services.

SC Johnson iMET Center, Sturtevant – The iMET center opened an approximately 12,700 square foot addition to the existing building to support manufacturing programs and training in the areas of Computer Numerical Control (CNC) machining and welding. Additionally, approximately fifty more parking spaces are being added to support the building expansion.

Racine Campus –In the FY13 budget, projects included a new Learning Success Center; culinary program improvements; and the addition of multi-use classrooms to meet the needs of expected enrollment growth and improve the student experience. The bookstore was relocated to a more desirable campus location in the Racine Building. In FY14 the 50 year old boiler system on the campus will be replaced.

Elkhorn Campus – In FY12, the North Building on the Elkhorn Campus was expanded to provide new space for student support services, including registration and counseling. In FY13 a new Learning Success Center opened containing ABE, testing, and disability services. In FY14, the South Building will receive repairs and improvements to the HVAC, electrical and exterior.

Kenosha Campus –The Horticulture Center was completed last summer in time for fall semester students. In addition, the Manufacturing, Engineering and Technical wing has been remodeled and upgraded to support new programs in Geo Exchange, Solar, and Wind power. Improvements to the CNA and nursing labs are also anticipated. Projects in the planning stages include remodeling the student bookstore and creation of a Learning Success Center similar to those in Racine and Elkhorn.

Repairs and Other Remodeling – Gateway’s three-year strategic facility plan includes projects at the three main campuses improving and updating building infrastructure such as HVAC, electrical, and roofing. Other priorities include building aesthetics and general maintenance of parking lots and grounds.

Community and Government Relations

The college continues to be committed to serving as the resource our communities turn to for leadership, innovation and training. In order to do this, we must continue to play an active role in our communities by listening and addressing their needs, being active on board and committees and by developing partnerships with local agencies, organizations and businesses. Our connection with our elected officials at the local, state and federal levels is critical so that they are aware of the activities that are taking place at the college, the new initiatives and opportunities that Gateway has, along with the challenges we may be facing.

The Gateway Alumni Association provides networking opportunities for Gateway's graduates, newsletters, along with social activities for alumni and current students. The Alumni Association is a great way to stay connected to Gateway after graduation. The scholarship program offered through Gateway Technical College Foundation provides associate degree students access to more than 100 different scholarships in almost every program area. In FY13 more than \$87,000 was awarded to deserving Gateway students.

Gateway Technical College is committed to fostering a culture that supports sustainable initiatives. Our commitment to sustainability continues to expand as we look at new programming in the area of green jobs and technology, review and adjust policies and procedures to meet our concerns and to maintain our facilities in the most efficient way that we can. Gateway Technical College developed the Center for Sustainable Living as an educational and community resource. Connecting to the community and student body is important as we move towards our sustainability goals. The Earth Day celebration on our campuses helps us outreach to our communities. The Green Scholars program was implemented for Gateway students that are interested in the environment to participate in green activities, both on campus and at home, collect points and graduate with a certificate indicating their commitment to sustainability in their lives. Gateway Technical College continues to address ways to reduce our greenhouse gas emissions through the President's Climate Commitment which is a national high-visibility effort to address global warming by garnering institutional commitments to neutralize greenhouse gas emissions, and to accelerate the research and educational efforts of higher education. We have completed our 2nd greenhouse gas inventory as well as our first sustainability plan.

Learning Innovation and Technology

The Gateway Technical College's Learning Innovation Division (LID) continues to enhance the academic mission of the college through supportive technologies. Among our many projects this year, we have focused on improving network operations, including additional threat detection and monitoring tools, implementing our multi-phase roadmap for enhancements to our colleague student information system, which includes modules to support our retention processes as well as internal reporting enhancements, and deploying a mobile learning and student life application to provide additional access to our students as they engage with the college anywhere and at any time.

We continue to explore environmentally-sound computing methods at both the server and desktop levels. Our college computing virtualization efforts continue--with an additional 51 servers virtualized this year, bringing our total to 151 servers virtualized. We have also expanded the deployment of virtual desktops—including both non-academic as well as several student labs around the district. Additionally, VDI desktops are being used as kiosks for general use by students as well as in support of Student Services processes. Students in our Automotive Program are now using virtual desktops to access their courseware/simulation software. Our grand total of virtual desktops deployed to date stands at 435 desktops. This is a tremendous increase over last year and hallmarks our recognition of these innovative technologies in the support of our end users. This virtualization strategy simplifies end-user support, saves energy, and reduces costs at the desktop level by extending the amount of time that we use desktop hardware before phasing it out. We are excited about the opportunities this technology provides and have realized true enhancements as we have deployed it in our college support operation.

This year we have also seen significant growth in the college's VANguard initiative. This partnership with regional K-12 school districts allows them to share coursework among themselves as well as take advantage of Gateway programming delivered using distance learning technologies. This program served 394 students this year—a 31% increase over the prior year. Our videoconferencing infrastructure is proving to be reliable and robust and is enabling innovative instructors at our college and across our region the opportunity to reach additional students through technology.

We are proud of our accomplishments and we look forward to providing powerful enabling technology that supports our mission moving forward into the future.

Workforce & Economic Development

Over the past year WEDD continued to focus on partnerships, pathways, and strategic initiatives that provide the necessary link between workforce development and economic development.

At the heart of FY13 activities was the construction of the SC Johnson iMET Center. Preparation for the center provided an array of employer engagement opportunities around manufacturing topics relevant to their training needs, equipment suggestions, curriculum validation, and much more. The iMET Grand Opening was held on February 12, 2013 and included a number of highly visible activities including sessions facilitated by national and local experts in STEM, rapid prototyping and skills certification. The inclusion of a “Fab Lab” at iMET provides and encourages access across many sectors of industry and attracts professionals such as artists, business leaders, architects, engineers, manufacturers, as well as innovative students and inventors. Gateway will be running camps in the Fab Lab at this coming summer for middle school students. There are many additional innovative programs and services the college will bring to the community and students through utilization of this learning environment.

The addition of Tarnowski Hall's Flexible Manufacturing Lab increases WEDD's capacity to offer more Bootcamps. Through a generous donation from SC Johnson, Gateway has offered and will continue to offer CNC Machine Operator Bootcamps. Welding/Fabrication Bootcamp I started with refreshed curriculum based on input from instructors, workforce development partners, and businesses in the community. The curriculum was expanded to include additional coursework in welding, welding print reading, and metal fabrication. The upcoming Industrial Machine Repair/Technician Bootcamp will utilize facilities at both the Racine campus and iMET Center.

Using the Bootcamp model, Gateway will be offering a Youth CNC Bootcamp starting July 15, 2013 and running through January 24, 2014 for Racine County students entering their senior year of high school. The program enables students to finish high school and complete the Bootcamp at the same time. Area employers will serve as mentors and provide employment opportunities during the second semester of senior year.

The iMET Center has also increased WEDD's focus on economic development activities and linkages. Some highlights include: 1) hosting the inaugural Kenosha/Racine FastPitch Competition; 2) development of a product by a WEDD client that has been featured in Sears

Stores nationwide; 3) advancement of a client to the top 20 for the State of Wisconsin Governor's Business Plan Competition. Gateway has gained recognition for their leadership in this area and has been asked to share our success with other WTCS colleges.

A variety of pathway projects will continue throughout FY14 including a Certified Nursing Assistant (CNA) specialized program which integrates instruction in Adult Basic Education (ABE) and/or English Language Learners (ELL) with CNA courses.

In partnership with the Kenosha Area Business Alliance (KABA), Gateway hosted the first School2Skills Tour for high school students who visited local manufacturers and the SC Johnson iMET Center. Students learned about local manufacturing careers and the training required to obtain local employment in advanced manufacturing.

Gateway hosted a Tri-State Alliance for Regional Development meeting and provided a tour of the SC Johnson iMET Center. The Tri-State Alliance plans to convene technical high school administrators from the geographic area which includes Milwaukee through Chicago into Northern Indiana for a meeting on the importance of the manufacturing economy to this region and models of providing relevant secondary education.

Gateway was proud to serve as the host for the National Coalition of Advanced Technology Centers (NCATC) Fall Conference. Over 100 conference attendees interacted with Gateway staff and many of our industry partners including Snap-on, Modine, SC Johnson, and more. Tour of local industries along with a tour of Gateway's iMET Center, Horizon Center, Energy Labs, Pike Creek Center, and Center for Sustainable Living rounded out the conference.

Gateway programs highlighted at a number of recent conferences and events include: 1) Bootcamp presentation at the Association for Career and Technical Education Vision; 2) Bootcamp presentation for the US Department of Education, Office of Vocational & Adult Education Community College and Career Pathways Webinar; and 3) Gateway's role in the National Coalition of Certification Centers (NC3) has been recognized by the Community Colleges Futures Assembly by being named one of the ten finalists in the Workforce Development category.

WEDD surveyed businesses regarding their training and workshop needs and offer a slate of workshops. The professional development workshop is under development and will include many new topics based on our customer input. In order to enable communication with, and management of, our customer relationships WEDD is implementing Salesforce.com. WEDD recently launched an e-newsletter campaign titled Gateway Technical College, Workforce and Economic Development Division Opportunities. This publication promotes opportunities for our community partners and industry to connect with our programs and services

Our two projects with EST Oujda, Morocco continue to make strides. Working with Gateway instructors, the first replicated Biz Squad was started in the Middle East. Biz Squad students and instructors provided training to Moroccan instructors during the fall semester. Ten instructors from EST were trained at a national conference in order to build their entrepreneurial capacity to further the project objectives on both the Biz Squad efforts, along with rapid prototyping and product development which are deliverables of the

project. Additionally a delegation of educators and economic development professionals from Morocco visited the US with a stop at Gateway for a benchmarking study related to our work with the National Coalition of Certification Centers (NC3).

Business and Financial Services

The strategic plan provides the framework for the Finance Division's goals for the new budget year. The plan calls for a strong commitment to improving efficiency in College operations along with effective controls, procedures and financial reporting which are essential for Gateway to achieve its vision. The Finance Division team's mission statement which encompasses our overall direction and purpose is below:

Our Mission

The Business Office is responsible for managing the overall accounting, treasury, financial reporting and financial services operations of Gateway Technical College. This includes managing internal controls to mitigate risk; providing district-wide procurement services in accordance with college procurement policies; preparing and presenting financial reports to internal and external parties; ensuring that the accounting records of the College are timely and accurate; safeguarding the assets of the College to minimize risk of financial loss; and developing and maintaining financial systems and reporting tools to provide high-quality financial information that supports the College's Mission, Value, Vision and strategic management initiatives.

Value Statements

Integrity: We preserve the integrity of the accounting and reporting records through the diligent and thorough application of pertinent laws, regulations and policies; through the accurate and timely completion of assigned tasks; and through the appropriate documentation of transactions.

Accountability: We perform our duties to the best of our abilities and take pride in our work. We understand and commit fully to our responsibilities.

Transparency: We are committed to openly sharing information with others, effectively expressing our ideas and actively striving to understand the ideas of others.

Customer Service: We serve our customers by performing our tasks in a timely, consistent and accurate manner. When interfacing with our customers, we are polite, friendly, professional and efficient. When situations require, we take initiative and proactively address customers' needs.

Teamwork: We work together to achieve our individual and common goals. We share knowledge, encourage and support each other, and respect individual differences. We value the individual strengths of our team and the customers we serve.

Value: We continually examine the way we operate and seek opportunities to improve the effectiveness of our service.

Gateway's Business Office continues to focus on process improvement to increase efficiency and customer service. A cross functional team has been identified to lead Lean Six Sigma, a continuous quality improvement initiative for Gateway. The team's initial goal is to learn the process and tools, identify a cross functional team project, and further cascade the information and training throughout the organization.

Our Division is supporting Gateway's sustainable efforts through Gateway's GreenPrint. This initiative is aimed at reducing the college's carbon footprint by streamlining ink cartridge recycling, reducing the number of machines in use and eliminating unnecessary printing. The effort requires staff and students to use more centrally located machines and to login to print, allowing the college to track paper and energy usage. Finance staff continues to collect and report data for the Presidents' Climate Commitment.

The Business Office continues to provide support for the Foundation and Grants. The Foundation plays a critical role in providing resources for students most in need, and accurate and timely financial information is essential. The Finance staff will support several new grant programs in FY14, including Federal grants totaling over \$4.7 million.

Human Resources

Gateway Technical College models a positive, collaborative, and safe work environment. The Human Resources department is instrumental in assisting the college with programs and strategies to meet this goal.

An employee committee led by HR is currently developing a new performance evaluation system that will include a self-evaluation component.

HR and Institutional Effectiveness plan and develop training sessions for all "supervisors" on effective leadership.

The college encourages and promotes employee wellness. Human Resources has established a Wellness Committee to work towards this goal, understanding that a healthier bottom line requires work towards a healthier workforce. The Committee represents the various campus and employee groups in an effort to achieve district-wide wellness goals. The college recently received a gold award from the Wellness Council of America (WELCOA). Achievement of this award will also result in Gateway's contribution towards the success of the Well City Racine project. Racine received this recognition in April of 2012 and they are now pursuing the award for Racine County.

Payroll is working on a project to internally produce an online time sheet process. This process will convert a manual process to an online automated process and will allow employees to enter their hours through a web based system and supervisors to do the same with approvals.

The Human Resource department promotes innovation through the use of technology. Human Resources is using an on-line application system, Neogov, which allows applicants the opportunity to apply from anywhere in the world, 24/7. Once the application is submitted, the applicant will receive an immediate e-mail confirmation indicating that their application packet has been received with omissions documented. This will create an account they can use for future posted positions. An off-shoot of this has been the creation of an on-line process for adjunct instructors. In addition to the applications, there is now a process for posting qualified applicants in a file that the academic division can access when an opening occurs. HR has also been instrumental in automating the processing of “Letters of Employment”.

Student Success

Access to personal and educational success for all students is the goal of the Student Success division at Gateway Technical College. The Student Success division operates under a continuous improvement model with the goal to ensure that students have enrollment and student development and support services they need to achieve their academic goals. Last year the college implemented a new “team of experts” service model to expand and improve access to services for our students’ success. Some of the changes include:

New-Student Services: We have dedicated staff to work with prospective students and to help new Gateway students move through the admission process and enter our programs.

Student Finance on Campus: Students have access to experts on campus who will be able to explain all the options for paying for college and help students navigate those processes:

Expanded Counseling Options: We have counselors dedicated to helping students overcome personal barriers to their academic success and balance their studies with their other responsibilities. We also have dedicated career counselors to help students choose careers and find employment upon graduation.

Improved Processes: We are using new staffing models and automation to simplify and accelerate many of our internal processes. Students will experience better, faster, and friendlier service on the telephone, online, and in our Student Services Centers on campus.

In the coming year, we will add additional staff to our career centers to work with employers and students to improve job placement. New Disability Support Specialists will work with faculty and students to help transition students with disabilities successfully into Gateway.



Acknowledgement

The information in this report has been provided by the Executive Leadership of Gateway Technical College. Many thanks for their leadership and dedication to the college.

Executive Leadership

Bryan D. Albrecht, Ed.D., President and Chief Executive Officer

Deborah Davidson, Vice President Workforce and Economic Development

Zina Haywood, Executive Vice President and Provost for Academic and Campus Affairs

Jeffrey Robshaw, Vice President Learning Innovation and Chief Information Officer

Stephanie Sklba, Vice President Community and Government Relations

John Thibodeau, Ph.D. Assistant Provost/Vice President Institutional Effectiveness and Student Success

Bane Thomey, Chief Financial Officer/Vice President Finance and Administration

William Whyte, Vice President Human Resources and Facilities

BUDGET PLANNING PROCESS

Fiscal Year 2013 - 2014

The Gateway Technical College budget is adopted for the year beginning July 1st ending June 30th. The budget allocates financial resources for ongoing programs, courses and services, as well as for new initiatives. Budgeting is done in accordance with Chapter 65 of Wisconsin Statutes, Wisconsin Technical College System administrative rules and local district policy. It is prepared in the format required by the Wisconsin Technical College System and submitted to the system office by July 1. Expenditures must be accommodated within the authorized tax levy and other funding sources.

The budget process is an integral step in the achievement of the College's goals. Gateway's site-based management model calls for each department to be responsible for the development and management of its budget. The budget is consolidated and reviewed by the Business Office and the Executive Leadership Council. In April, the Gateway Board of Trustees reviews the preliminary budget and refers it to public hearing. Following the hearing, the Board considers public input in adopting the budget at its next regularly scheduled meeting. The final budget must be approved before June 30.

The tax rates shown in this document are tentative based on estimated property valuation. On or about October 1st, the Wisconsin Department of Revenue will provide the actual valuations at which time the Board will set its final mill rate. The campuses and departments are expected to manage within their budgets, once established. The Board is provided budget status reports on a quarterly basis.

Budget Planning Assumptions

Enrollment Projections: The total number full-time equivalents (FTE's) budgeted for 2013-14 was based on our latest forecast from FY13 as well as results of other technical colleges in the state.

Financial Assumptions:

- Equalized property values are expected to decrease by 2% compared to FY 2013.
- State Aid is budgeted flat for FY 2014 due to state budget changes.
- Grant activity increased in FY 2014 with two new federal grants entitled: Wisconsin Department of Public Instruction-Precollege Scholarship Program-Youth POWER of Finance and Making the Future: The Wisconsin Strategy. Grants for Adult Education and Family Literacy Act, C. D. Perkins and General Purpose Revenue funds have slightly decreased.
- The State Board increased the tuition rate by 4.5% or from \$117 to \$122 per credit.
- Operating revenues, including the tax levy and state aid are expected to remain flat while student fees increase by 4.5% and other revenues increase by 17.7%.
- Personnel services are budgeted in accordance to contracts as negotiated. Health insurance rates increased by 4.0% in FY14 and dental insurance rates increased 9.5%.
- All Employees contribute 12% of the cost of Health Insurance and ½ the cost of WRS.
- Extended pay was eliminated.
- Other non-personnel expenses increases by approximately 11.1% over the FY13 forecast.
- Utility expenses and bank fees will increase with inflation, while other expenses have been budgeted based on current year trends.
- The year-end fund balance in the General Fund will remain within the guidelines established by the Board policy.

- Debt Service will provide for \$11 million in long-term borrowing for equipment, facility expansion and remodeling.
- Anticipated fund balance use of \$2 million for capital expenditures.
- The Board approved the tentative budget at their regular meeting on April 18, 2013 and held a public hearing at the Elkhorn Campus on May 6, 2013. Subject to Board of Trustees review of that hearing, the final budget was approved at a regular Board of Trustees meeting on May 16, 2013. It should be noted that the mill rate is based on an estimate of property valuation in the district. Actual assessed values will be known on or about October 1, 2013 and the final mill rate will be determined at that time.

Planning Processes

To improve planning processes and coordinate activities more effectively, planning systems at the college are organized into an aligned model that reflects the mission and vision of the college and its units.

Policy Governance

The Gateway Technical College Board of Trustees has adopted policy governance as its guiding model of operation. Under policy governance, the Board communicates the wishes of the college's owners (district taxpayers) to the administration in the form of Ends Policies. The success of the college is defined entirely in terms of the effective fulfillment of these ends.

Strategic Directions/Ends Statements

Gateway Technical College is a key academic enterprise that serves Southeastern Wisconsin. By engaging in innovative higher education and technical training programs, as well as a variety of community partnerships, the tri-county community will utilize Gateway as a premiere technical resource for workforce education.

- *Gateway provides* academic programs and services that meet the current and future postsecondary technical education needs of our tri-community and assists in the preparation and transition of all learners.
- *Gateway provides* innovative and entrepreneurial programs and services that align with the educational, economic, and tri-county community needs for students' regional and global competitiveness.
- *Gateway provides* leadership in tri-county community and workforce development through collaborative partnerships with business, industry, labor, and community organizations to support economic development, keeping in mind the desire not to duplicate services for an efficient use of taxpayer dollars.
- *Gateway models* integrity, social responsibility, and continuous improvement in its internal and external processes and relationships.
- *Gateway provides* a positive return on taxpayer and community investment by leveraging its core capabilities in a financially and socially responsible manner.

Strategic vs. Operational Planning

The administration under the leadership of the President develops operational and strategic plans for the college in order to accomplish the Ends Policies set by the Board of Trustees, achieve the college's mission, and move toward the college's Vision 3.2.1.

Strategic plans focus on the nature and direction of the college in response to its changing environment. They promote movement toward the college's vision for its future and position it to achieve maximum success.

Resources are budgeted for initiatives that support the strategic goals of the institution.

Operational plans focus on the on-going realization of the college's mission. They promote continuous improvement of operational quality. Operational planning enables the college to maintain strengths and remedy deficiencies in outcomes as identified by its continuous measurement of quality indicators.

College-level Operational Planning

The Executive Leadership Committee (ELC) participates in monitoring the Ends Policies as well as another set of policies called Executive Limitations, which proscribe unacceptable means that the college may not use to achieve the ends. This monitoring process with the Board results in action plans for the college's operation to more fully accomplish the ends within the executive limitations.

Plans for maintaining and improving outcomes related to the college's quality indicators are also developed by the ELC or by units of the organization identified by ELC as responsible for the specific quality issue.

Resources are budgeted for activities that result in improvement of operational quality.

Organizational Unit Planning

Individual units of the college have distinct roles to fulfill in the overall accomplishment of the Ends Policies, so operational planning also takes place at the level of individual organizational units: campuses, divisions, departments, and work teams might develop quality plans for themselves.

To guide these plans, the college has created a planning structure and workbook to promote alignment of local plans. Each organizational unit begins with an analysis of its major responsibilities to its unique customers. For a campus, these may parallel the college's results areas and Ends Policies. For an individual department in a support area such as finance, facilities, or research, the list will be more specialized but still connected to the college's overall ends.

Local quality plans also define their own indicators of quality performance, data measures, and minimum standards of performance. Each organizational unit designs its own process for developing and monitoring its quality plan, involving whatever personnel it chooses to accomplish its task. Local quality plans are updated annually.

Local units of the college budget resources to support their activities that result in improvement of operational quality.

Academic Program Planning

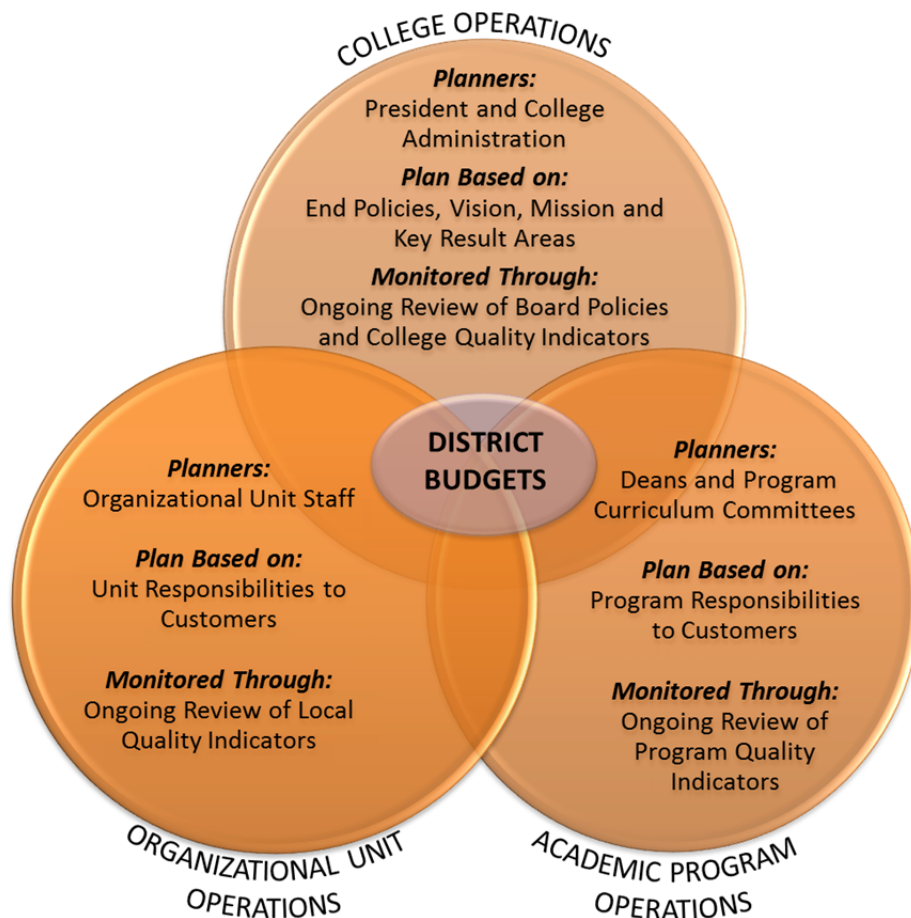
Individual academic programs also participate in a parallel form of quality planning mandated by the Wisconsin Technical College System. The WTCS Quality Review process prescribes a series of data measures in a state-wide scorecard for all programs to monitor.

All Gateway programs have a set of college-defined responsibilities to the college’s stakeholders and indicators of quality associated with them. The state-defined measurements as well as additional measures developed locally are used to determine a program’s level of performance. Minimum standards for state measures are determined by the system office; standards for locally developed measures are determined at the local level through a parallel process.

Programs complete annual monitoring activities and develop an in-depth self-study once every five years or sooner if a significant number of quality deficiencies are discovered. Quality Review activities are carried out by the program curriculum committee and facilitated by the program lead dean.

Federal Carl Perkins grant funds are used to supplement college resources to fund activities that improve the quality of educational programs.

Alignment of Planning Processes



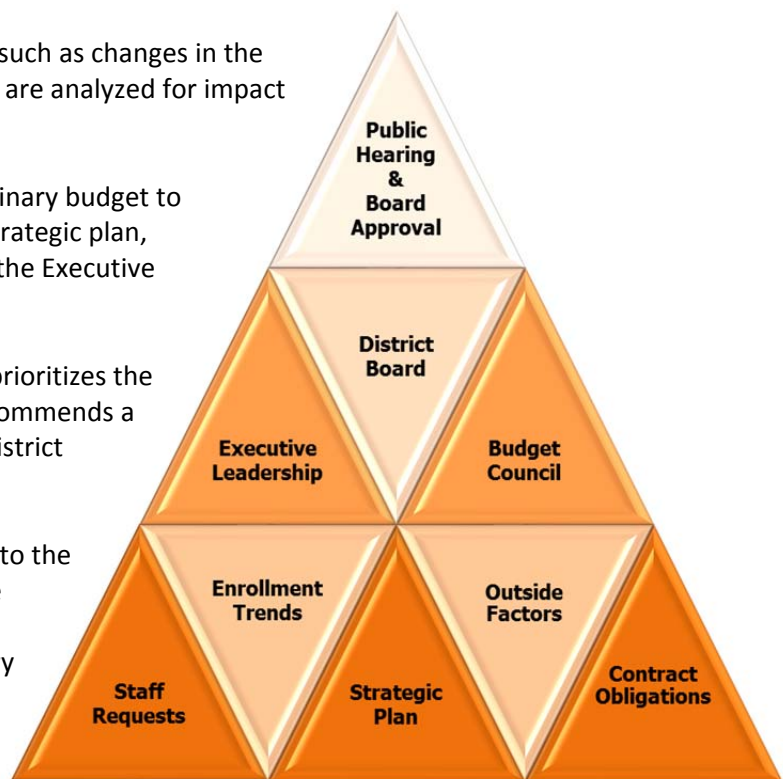
The District Budget Council

An active council of 17 members of Gateway Technical College staff manages the operating budgets. The primary responsibility of the Budget Council is to ensure alignment of the Budget to Vision 3.2.1, and develop a balance between the revenue and expenses of the college. This group meets regularly throughout the year to monitor the actual operating results compared to the Budget, and is proactive in resolving issues. Key monitoring reports aid the college in realizing the objectives set in each budget. The Budget Council facilitates the budget process by working closely with operations, the organizational units, and the academic programs. The process is a continuance of improvements and allows the college to react responsibility to needs of the community.

The Overall Alignment of the Planning and Budget Process

Our base begins with the strategic plan of the college and builds up through a process of analysis, teamwork, review, prioritization, and finally, approval by the District Board. Below is a summary of that process.

1. Goals and objectives from Vision 3.2.1 are reviewed annually, aligned and then incorporated into the preliminary budget.
2. Input is solicited from staff, programming needs are reviewed, contract obligations are incorporated, budget officers submit their requests, and then a preliminary budget is developed.
3. Enrollment trends and outside factors such as changes in the economy and needs of the community are analyzed for impact to the College.
4. The Budget Council reviews the preliminary budget to ensure that the budget supports the strategic plan, balances the budget and submits it to the Executive Leadership of the College.
5. The Executive Leadership Committee prioritizes the actions included in the budget and recommends a proposed tax levy and budget to the District Board of Trustees.
6. A series of presentations are provided to the Board where further refinement of the budget occurs, the Board sets the tax levy, and then approves the preliminary budget for a public hearing.
7. In May a public hearing is held along with a final submission of the budget to the District Board for approval. Once approved, the budget is adopted and a cycle of monitoring begins.



POSITION SUMMARY (FTE Basis)

Gateway Technical College currently employs full and part-time employees within four groups: administrative staff, faculty/counselors/professional non-faculty, technical/service, and clerical. Administrative staff is not represented by a union. Faculty, counselor, and professional non- faculty are represented by the Gateway Technical Education Association union (GTEA). Technical, service, and maintenance personnel are represented by the Gateway Educational Support Personnel union (GESP). Clerical staff is represented by Local No. 2738 AFL-CIO of the American Federation of State, County, and Municipal Employees (AFSCME).

The FY14 budget includes several new positions with a focus on supporting students. New positions expected to be filled this year are in the areas of student success and include administrative, clerical and technical positions.

As enrollments and community needs change throughout the year, resources may be realigned where needed. The chart below includes an estimate of FTE's for the fiscal year 2012-13, and positions included in the 2013-14 Budget.

Category	2012-13 Estimate	2013-14 Estimate	General Fund	Special Revenue Fund	Proprietary Fund	Fiduciary Fund	Total
Administrators	71	72	67	4	-	1	72
Clerical	89	92	90	2	-	-	92
Service	42	42	42	-	-	-	42
Teachers	297	297	287	18	-	-	305
Technical	119	122	93	17	1	3	114
Total Positions ⁽¹⁾	618	625	579	41	1	4	625

The above changes are a direct result of responding to the change in enrollments, expanded course offerings, student success restructuring and increased use in technology. Fiscal year 2012-13 includes adjustments for changes in positions made throughout the year.

(1) Numbers above reflect regular full and part-time positions, and excludes student employees, temporary staff, and adjuncts.

Sources: EECO Report, Budgetary Employee Worksheets

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CLASSIFICATION DESCRIPTIONS

REVENUES

The following sources are used to classify the district's revenue:

Local Government: Revenue of the district that is derived from taxes levied on the equalized property value within a district.

State Aids: Funds made available by the legislature for distribution to the district based on a statutory formula of distribution and on competitive categorical appropriations.

Other State Aids: Consists of state aid received for the computer exemptions from personal property tax beginning in fiscal year 2000.

Program Fees: Fees paid by students and set by the Wisconsin Technical College System Board for tuition.

Material Fees: Fees paid by students to cover the cost of instructional materials used by the student or instructor in the classroom.

Other Student Fees: Fees paid by students to cover the cost of graduation, transcripts, applications, student activities, registration, testing and student projects.

Institutional Revenue: Revenue of the district that is derived from interest income, contracted services, sales and rental income.

Federal Revenue: Revenue provided by the federal government often of a cost-reimbursement nature. Expenditures made with this revenue are identifiable as federally supported expenditures.

EXPENDITURES

The following functions are used to classify the district's expenditures:

Instruction: This function includes teaching, academic administration (including clerical support), and other activities related directly to the teaching of students, guiding students in the educational program, and the coordination and improvement of teaching.

Instructional Resources: This function includes all learning resource activities such as the library, audiovisual aids center, learning resources center, instructional media center, instructional resources administration, and clerical support.

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

General Institutional Expense: This function includes all services benefiting the entire district including the district board, district director/president's office, district business office, and general supporting administrative offices serving all functions of the district. Information Systems, Duplicating and Printing, Personnel, Central Stores and Affirmative Action programs are included in this function. This function excludes those services chargeable directly to other functional categories.

Physical Plant: This function includes all services required for the operation and maintenance of the district's physical facilities. Principal and interest on long-term obligations are included under this function as are the general utilities--heat, light and power.

Auxiliary Services: This function includes commercial-type activities such as the food service.

Public Service: This function represents the costs associated with the operation of a FM radio station (WGTD).

FUND EQUITY

The following reserves and designations are used to classify the district's fund equity:

Contributed Capital: Represents the original value of real estate donated to the College.

Investment in Capital Assets: Represents the cost of capital assets.

Retained Earnings: Represents that portion of the fund equity which has been accumulated from the operation of the Enterprise or Internal Service Funds.

Reserve for Debt Service: Segregation of the fund equity for Debt Service Fund resources legally restricted to the payment of general long-term debt principal and interest.

Reserve for Capital Projects: Segregation of a portion of the fund balance which is exclusively and specifically for the acquisition and improvement of sites and for the acquisition, construction, equipping, and renovation of buildings.

Reserve for Student Financial Assistance: Fund balance held in trust for student financial assistance.

Designated for Operations: Portion of the unreserved fund balance which is designated to be used to provide for normal fluctuations in operating cash balances (working capital) which are not planned to be met with short-term borrowing.

Gateway Technical College BUDGET SUMMARY

FISCAL YEAR JULY 1, 2013 - JUNE 30, 2014

A public hearing on the proposed fiscal year 2013-14 budget for the Gateway Technical College District was held Monday, May 6, 2013 at 7:00p.m., South Building in room 112, Elkhorn Campus, Gateway Technical College, 400 County Road H, Elkhorn, Wisconsin. A detailed budget is available for public inspection at the Administration Center, Kenosha Campus, 3520 30th Avenue, Kenosha WI 53144-1690, Monday through Friday between the hours of 8:00 a.m. and 4:30 p.m.

PROPERTY TAX HISTORY and EXPENDITURE SURVEY

FISCAL YEAR	EQUALIZED VALUATION	MILL RATES		TOTAL MILL RATE	PERCENT INCR (DECR)
		OPERATIONAL (2)	DEBT SERVICE		
1995-96	\$17,439,040,375	1.37463	0.22128	1.59591	-1.20%
1996-97	\$18,535,059,125	1.37239	0.21174	1.58413	-0.74%
1997-98	\$19,503,890,279	1.35439	0.21127	1.56566	-1.17%
1998-99	\$20,680,398,460	1.34121	0.22429	1.56550	-0.01%
1999-00	\$22,286,342,703	1.34249	0.20324	1.54573	-1.26%
2000-01	\$23,361,009,349	1.41110	0.19264	1.60374	3.75%
2001-02	\$25,054,872,713	1.43378	0.18559	1.61937	0.97%
2002-03	\$26,953,225,195	1.36875	0.18684	1.55559	-3.94%
2003-04	\$29,223,903,873	1.30031	0.18266	1.48297	-4.67%
2004-05	\$32,011,436,858	1.23456	0.17253	1.40709	-5.12%
2005-06	\$35,561,553,706	1.16826	0.16169	1.32995	-5.48%
2006-07	\$39,735,348,517	1.08577	0.14974	1.23551	-7.10%
2007-08	\$42,651,718,457	1.05097	0.14654	1.19751	-3.08%
2008-09	\$43,959,586,231	1.07715	0.14931	1.22646	2.42%
2009-10	\$43,837,848,897	1.12328	0.15874	1.28202	4.53%
2010-11	\$41,935,823,079	1.21998	0.17114	1.39112	8.51%
2011-12	\$41,111,928,678	1.24443	0.18812	1.43255	2.98%
2012-13	\$38,180,224,464	1.33999	0.21673	1.55672	8.67%
2013-14 (1)	\$37,416,619,975	1.36733	0.23738	1.60471	3.08%

FISCAL YEAR	TOTAL EXPENDITURES (3)	PERCENT INCR (DECR)	PROPERTY TAX LEVY	PERCENT INCR (DECR)	TAX ON A \$100,000 HOUSE
1995-96	\$51,935,680	4.17%	\$27,831,224	5.87%	\$159.59
1996-97	\$59,444,773	14.46%	\$29,361,941	5.50%	\$158.41
1997-98	\$57,505,844	-3.26%	\$30,536,419	4.00%	\$156.57
1998-99	\$64,449,772	12.08%	\$32,375,164	6.02%	\$156.55
1999-00	\$65,026,016	0.89%	\$34,448,589	6.40%	\$154.57
2000-01	\$69,345,501	6.64%	\$37,464,985	8.76%	\$160.37
2001-02	\$78,182,879	12.74%	\$40,573,084	8.30%	\$161.94
2002-03	\$91,369,361	16.87%	\$41,928,338	3.34%	\$155.56
2003-04	\$90,624,795	-0.81%	\$43,338,000	3.36%	\$148.30
2004-05	\$88,207,339	-2.67%	\$45,043,000	3.93%	\$140.71
2005-06	\$92,959,591	5.39%	\$47,295,000	5.00%	\$133.00
2006-07	\$100,174,338	7.76%	\$49,093,282	3.80%	\$123.55
2007-08	\$97,829,397	-2.34%	\$51,075,834	4.04%	\$119.75
2008-09	\$112,347,984	14.84%	\$53,914,744	5.56%	\$122.65
2009-10	\$124,439,089	10.76%	\$56,201,000	4.24%	\$128.20
2010-11	\$149,386,142	20.05%	\$58,338,000	3.80%	\$139.11
2011-12	\$150,394,244	0.67%	\$58,895,000	0.95%	\$143.26
2012-13	\$157,616,000	4.80%	\$59,436,000	0.92%	\$155.67
2013-14	\$160,618,000	1.90%	\$60,043,000	1.02%	\$160.47

BUDGET/FUND BALANCE SUMMARY - ALL FUNDS

	General Fund	Special Revenue Operational Fund	Special Revenue Non Aidable Fund	Capital Projects Fund	Debt Service Fund	Proprietary Funds	Total
Tax Levy	\$ 48,830,000	\$ 2,286,000	\$ -	\$ -	\$ 8,882,000	\$ 45,000	\$ 60,043,000
Other Budgeted Revenues	29,429,000	6,119,000	50,354,000	150,000	150,000	555,000	86,757,000
Subtotal	78,259,000	8,405,000	50,354,000	150,000	9,032,000	600,000	146,800,000
Budgeted Expenditures	78,259,000	8,405,000	50,354,000	14,000,000	9,000,000	600,000	160,618,000
Excess of Revenues Over Expenditures	-	-	-	(13,850,000)	32,000	-	(13,818,000)
Operating Transfers	(1,000,000)	(1,000,000)	-	2,000,000	-	-	-
Proceeds from Debt	-	-	-	11,000,000	-	-	11,000,000
Estimated Fund Balance 7/1/13	20,190,021	2,855,443	1,860,120	2,114,075	1,653,723	758,108	29,431,490
Estimated Fund Balance 6/30/14	\$ 19,190,021	\$ 1,855,443	\$ 1,860,120	\$ 1,264,075	\$ 1,685,723	\$ 758,108	\$ 26,613,490

(1) Equalized valuation is projected to decline by 2.0% in fiscal year 2013-14.

(2) The Operational Mill rate may not exceed 1.500 per s. 38.16 of the Wisconsin Statutes.

(3) Fiscal years 2011-12 represent actual amounts; 2012-13 is projected; and 2013-14 is in the proposed budget.

Gateway Technical College
BUDGET SUMMARY - GENERAL FUND

FISCAL YEAR JULY 1, 2013 - JUNE 30, 2014

	2011-12 ACTUAL ⁽⁵⁾	2012-13 ADOPTED BUDGET	2012-13 MODIFIED BUDGET	2012-13 ESTIMATE ⁽⁶⁾	2013-14 BUDGET
REVENUES					
Local Government	\$ 48,853,225	\$ 48,830,000	\$ 48,830,000	\$ 48,830,000	\$ 48,830,000
State Aids	6,176,745	5,265,000	5,265,000	5,265,000	5,265,000
Program Fees	17,544,686	18,371,000	18,371,000	18,371,000	17,923,000
Material Fees	843,688	920,000	920,000	920,000	841,000
Other Student Fees	1,771,420	1,845,000	1,845,000	1,845,000	1,855,000
Institutional	3,167,289	2,530,000	3,230,000	3,230,000	3,515,000
Federal	36,727	5,000	5,000	5,000	30,000
TOTAL REVENUE	78,393,780	77,766,000	78,466,000	78,466,000	78,259,000
EXPENDITURES					
Instruction	54,334,091	51,953,000	52,653,000	52,653,000	51,223,000
Instructional Resources	1,312,328	1,302,000	1,302,000	1,302,000	1,194,000
Student Services	7,784,714	9,008,000	9,008,000	9,008,000	10,162,000
General Institutional	6,885,048	7,840,000	7,840,000	7,840,000	7,951,000
Physical Plant	7,635,163	7,663,000	7,663,000	7,663,000	7,729,000
Public Service	0	0	0	0	0
TOTAL EXPENDITURES	77,951,344	77,766,000	78,466,000	78,466,000	78,259,000
NET REVENUE (EXPENDITURES)	442,436	0	0	0	0
OTHER SOURCES (USES)					
Operating Transfers In (Out)	1,000,000	0	(1,000,000)	(1,000,000)	(1,000,000)
TOTAL RESOURCES (USES)	1,442,436	0	(1,000,000)	(1,000,000)	(1,000,000)
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Operations	1,442,436	0	(1,000,000)	(1,000,000)	(1,000,000)
TOTAL TRANSFERS TO (FROM) FUND BALANCE	1,442,436	0	(1,000,000)	(1,000,000)	(1,000,000)
Beginning Fund Balance	19,747,585	21,190,021	21,190,021	21,190,021	20,190,021
Ending Fund Balance	\$ 21,190,021	\$ 21,190,021	\$ 20,190,021	\$ 20,190,021	\$ 19,190,021

ALL GATEWAY FUNDS	2011-12 ACTUAL ⁽⁵⁾	2012-13 ADOPTED BUDGET	2012-13 MODIFIED BUDGET	2012-13 ESTIMATE ⁽⁶⁾	2013-14 BUDGET	% Chng ⁽⁷⁾
EXPENDITURES BY FUND						
General Fund	77,951,344	77,766,000	78,466,000	78,466,000	78,259,000	-0.3%
Special Revenue - Operational Fund	5,978,005	8,035,000	8,035,000	8,035,000	8,405,000	4.6%
Special Revenue - Non Aidable Fund	47,609,168	50,793,000	50,793,000	47,635,000	50,354,000	-0.9%
Capital Projects Fund	10,563,322	14,325,000	14,325,000	14,325,000	14,000,000	-2.3%
Debt Service Fund	7,717,922	8,375,000	8,575,000	8,575,000	9,000,000	5.0%
Enterprise Fund	574,483	600,000	600,000	580,000	600,000	0.0%
TOTAL EXPENDITURES BY FUND	\$150,394,244	\$159,894,000	\$160,794,000	\$157,616,000	\$160,618,000	-0.1%
REVENUES BY FUND						
General Fund	78,393,780	77,766,000	78,466,000	78,466,000	78,259,000	-0.3%
Special Revenue - Operational Fund	6,555,002	8,035,000	8,035,000	8,035,000	8,405,000	4.6%
Special Revenue - Non Aidable Fund	47,805,792	50,793,000	50,793,000	47,886,000	50,354,000	-0.9%
Capital Projects Fund	210,959	950,000	950,000	1,460,000	150,000	-84.2%
Debt Service Fund	7,825,707	8,375,000	8,475,000	8,475,000	9,032,000	6.6%
Enterprise Fund	586,625	600,000	600,000	580,000	600,000	0.0%
TOTAL REVENUE BY FUND	\$141,377,865	\$146,519,000	\$147,319,000	\$144,902,000	\$146,800,000	-0.4%

(5) Actual is presented on a budgetary basis.

(6) Estimated is based upon 9 months actual and 3 months estimate.

(7) (2013-2014 budget - 2012-2013 budget) / 2012-2013 budget.

GENERAL FUND
2013-14 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2011-12 ACTUAL*	2012-13 ADOPTED BUDGET	2012-13 MODIFIED BUDGET	2012-13 ESTIMATE**	2013-14 BUDGET
REVENUES					
Local Government	\$ 48,853,225	\$ 48,830,000	\$ 48,830,000	\$ 48,830,000	\$ 48,830,000
State Aids	6,011,222	5,100,000	5,100,000	5,100,000	5,100,000
Other State Aids	165,523	165,000	165,000	165,000	165,000
Program Fees	17,544,686	18,371,000	18,371,000	18,371,000	17,923,000
Material Fees	843,688	920,000	920,000	920,000	841,000
Other Student Fees	1,771,420	1,845,000	1,845,000	1,845,000	1,855,000
Federal	36,727	5,000	5,000	5,000	30,000
Institutional	3,167,289	2,530,000	3,230,000	3,230,000	3,515,000
TOTAL REVENUE	78,393,780	77,766,000	78,466,000	78,466,000	78,259,000
EXPENDITURES					
Instruction	54,334,091	51,953,000	52,653,000	52,653,000	51,223,000
Instructional Resources	1,312,328	1,302,000	1,302,000	1,302,000	1,194,000
Student Services	7,784,714	9,008,000	9,008,000	9,008,000	10,162,000
General Institutional	6,885,048	7,840,000	7,840,000	7,840,000	7,951,000
Physical Plant	7,635,163	7,663,000	7,663,000	7,663,000	7,729,000
TOTAL EXPENDITURES	77,951,344	77,766,000	78,466,000	78,466,000	78,259,000
Net Revenue (Expenditures)	442,436	-	-	-	-
OTHER SOURCES (USES)					
Operating Transfer In (Out)	1,000,000	-	(1,000,000)	(1,000,000)	(1,000,000)
TOTAL RESOURCES (USES)	1,442,436	-	(1,000,000)	(1,000,000)	(1,000,000)
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Operations	1,442,436	-	(1,000,000)	(1,000,000)	(1,000,000)
TOTAL TRANSFERS TO (FROM) FUND BALANCE	1,442,436	-	(1,000,000)	(1,000,000)	(1,000,000)
Beginning Fund Balance	19,747,585	21,190,021	21,190,021	21,190,021	20,190,021
Ending Fund Balance	\$ 21,190,021	\$ 21,190,021	\$ 20,190,021	\$ 20,190,021	\$ 19,190,021

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

* Actual is represented on a budgetary basis.

** Estimate is based upon 9 months actual and 3 months estimate.

SPECIAL REVENUE - OPERATIONAL FUND

2013-14 BUDGETARY STATEMENT OF RESOURCES, USES AND CHANGES IN FUND BALANCE

	2011-12 ACTUAL*	2012-13 ADOPTED BUDGET	2012-13 MODIFIED BUDGET	2012-13 ESTIMATE**	2013-14 BUDGET
REVENUES					
Local Government	\$2,286,000	\$2,286,000	\$2,286,000	\$ 2,286,000	\$2,286,000
State	895,822	1,180,000	1,180,000	1,180,000	913,000
Federal	3,315,846	4,524,000	4,524,000	4,524,000	4,689,000
Institutional	57,334	45,000	45,000	45,000	517,000
TOTAL REVENUE	<u>6,555,002</u>	<u>8,035,000</u>	<u>8,035,000</u>	<u>8,035,000</u>	<u>8,405,000</u>
EXPENDITURES					
Instruction	4,198,030	5,855,000	5,855,000	5,855,000	5,938,000
Student Services	1,049,363	1,388,000	1,388,000	1,388,000	1,600,000
General Institutional	387,975	457,000	457,000	457,000	532,000
Public Service	342,637	335,000	335,000	335,000	335,000
TOTAL EXPENDITURES	<u>5,978,005</u>	<u>8,035,000</u>	<u>8,035,000</u>	<u>8,035,000</u>	<u>8,405,000</u>
Net Revenue (Expenditures)	576,997	-	-	-	-
OTHER SOURCES (USES)					
Operating Transfer In (Out)	(1,000,000)	-	-	-	(1,000,000)
TOTAL RESOURCES (USES)	<u>(423,003)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(1,000,000)</u>
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Operations	(423,003)	-	-	-	(1,000,000)
TOTAL TRANSFERS TO (FROM) FUND BALANCE	<u>(423,003)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(1,000,000)</u>
Beginning Fund Balance	3,278,446	2,855,443	2,855,443	2,855,443	2,855,443
Ending Fund Balance	<u>\$2,855,443</u>	<u>\$2,855,443</u>	<u>\$2,855,443</u>	<u>\$ 2,855,443</u>	<u>\$ 1,855,443</u>

The Special Revenue - Operational Fund is used to account for the proceeds and related financial activity of specific revenue sources that are legally restricted to specific purpose other than expendable trusts or major capital projects.

* Actual is represented on a budgetary basis.

** Estimate is based upon 9 months actual and 3 months estimate.

SPECIAL REVENUE - NON AIDABLE FUND

2013-14 BUDGETARY STATEMENT OF RESOURCES, USES AND CHANGES IN FUND BALANCE

	2011-12 ACTUAL*	2012-13 ADOPTED BUDGET	2012-13 MODIFIED BUDGET	2012-13 ESTIMATE**	2013-14 BUDGET
REVENUES					
Local Government	\$ -	\$ -	\$ -	\$ -	\$ -
State Aids	2,529,869	2,536,500	2,536,500	2,430,000	2,563,000
Other Student Fees	910,988	930,000	930,000	885,000	925,000
Institutional	5,051,389	5,519,500	5,519,500	4,571,000	5,669,000
Federal	<u>39,313,546</u>	<u>41,807,000</u>	<u>41,807,000</u>	<u>40,000,000</u>	<u>41,197,000</u>
TOTAL REVENUE	47,805,792	50,793,000	50,793,000	47,886,000	50,354,000
EXPENDITURES					
Student Services	47,010,782	50,114,000	50,114,000	47,025,000	49,590,000
General Institutional	<u>598,386</u>	<u>679,000</u>	<u>679,000</u>	<u>610,000</u>	<u>764,000</u>
TOTAL EXPENDITURES	47,609,168	50,793,000	50,793,000	47,635,000	50,354,000
Net Revenue (Expenditures)	196,624	-	-	251,000	-
OTHER SOURCES (USES)					
Operating Transfer In (Out)	-	-	-	-	-
TOTAL RESOURCES (USES)	196,624	-	-	251,000	-
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Student Organizations	<u>196,624</u>	-	-	<u>251,000</u>	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	196,624	-	-	251,000	-
Beginning Fund Balance	1,412,496	1,609,120	1,609,120	1,609,120	1,860,120
Ending Fund Balance	<u>\$ 1,609,120</u>	<u>\$ 1,609,120</u>	<u>\$ 1,609,120</u>	<u>\$ 1,860,120</u>	<u>\$ 1,860,120</u>

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

* Actual is represented on a budgetary basis.

** Estimate is based upon 9 months actual and 3 months estimate.

CAPITAL PROJECTS FUND
2013-14 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2011-12 ACTUAL*	2012-13 ADOPTED BUDGET	2012-13 MODIFIED BUDGET	2012-13 ESTIMATE**	2013-14 BUDGET
REVENUES					
Local	\$ 85,506	\$ -	\$ -	\$ -	\$ -
State	35,183	20,000	20,000	20,000	70,000
Federal	-	5,000	5,000	40,000	5,000
Institutional	90,270	925,000	925,000	1,400,000	75,000
TOTAL REVENUE	210,959	950,000	950,000	1,460,000	150,000
EXPENDITURES					
Instruction	3,544,566	4,000,000	4,000,000	4,000,000	3,450,000
Instructional Resources	113,416	50,000	50,000	50,000	55,000
Student Services	357,767	750,000	750,000	750,000	260,000
General Institutional	1,416,168	2,000,000	2,000,000	2,000,000	1,475,000
Physical Plant	5,129,632	7,500,000	7,500,000	7,500,000	8,750,000
Public Service	1,773	25,000	25,000	25,000	10,000
TOTAL EXPENDITURES	10,563,322	14,325,000	14,325,000	14,325,000	14,000,000
Net Revenue (Expenditures)	(10,352,363)	(13,375,000)	(13,375,000)	(12,865,000)	(13,850,000)
OTHER SOURCES (USES)					
Proceeds from Debt	10,000,000	12,000,000	12,000,000	12,000,000	11,000,000
Operating Transfer In (Out)	229,250	-	1,000,000	1,000,000	2,000,000
TOTAL RESOURCES (USES)	(123,113)	(1,375,000)	(375,000)	135,000	(850,000)
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Capital Projects	(123,113)	(1,375,000)	(375,000)	135,000	(850,000)
TOTAL TRANSFERS TO (FROM) FUND BALANCE	(123,113)	(1,375,000)	(375,000)	135,000	(850,000)
Beginning Fund Balance	2,102,188	1,979,075	1,979,075	1,979,075	2,114,075
Ending Fund Balance	<u>\$ 1,979,075</u>	<u>\$ 604,075</u>	<u>\$ 1,604,075</u>	<u>\$ 2,114,075</u>	<u>\$ 1,264,075</u>

The Capital Projects Fund is used to account for financial resources and related financial activity for the acquisition and improvement of sites and for the acquisitions, construction, equipping and renovation of buildings.

* Actual is represented on a budgetary basis.

** Estimate is based upon 9 months actual and 3 months estimate.

DEBT SERVICE FUND
 2013-14 BUDGETARY STATEMENT OF
 RESOURCES, USES AND CHANGES IN FUND BALANCE

	2011-12 ACTUAL*	2012-13 ADOPTED BUDGET	2012-13 MODIFIED BUDGET	2012-13 ESTIMATE**	2013-14 BUDGET
REVENUES					
Local Government	\$ 7,734,000	\$ 8,275,000	\$ 8,275,000	\$ 8,275,000	\$ 8,882,000
Institutional	91,707	100,000	200,000	200,000	150,000
TOTAL REVENUE	<u>7,825,707</u>	<u>8,375,000</u>	<u>8,475,000</u>	<u>8,475,000</u>	<u>9,032,000</u>
EXPENDITURES					
Physical Plant	7,717,922	8,375,000	8,575,000	8,575,000	9,000,000
TOTAL EXPENDITURES	<u>7,717,922</u>	<u>8,375,000</u>	<u>8,575,000</u>	<u>8,575,000</u>	<u>9,000,000</u>
Net Revenue (Expenditures)	107,785	-	(100,000)	(100,000)	32,000
OTHER SOURCES (USES)					
Operating Transfer In (Out)	-	-	-	-	-
TOTAL RESOURCES (USES)	<u>107,785</u>	<u>-</u>	<u>(100,000)</u>	<u>(100,000)</u>	<u>32,000</u>
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Debt Service	107,785	-	(100,000)	(100,000)	32,000
TOTAL TRANSFERS TO (FROM) FUND BALANCE	<u>107,785</u>	<u>-</u>	<u>(100,000)</u>	<u>(100,000)</u>	<u>32,000</u>
Beginning Fund Balance	1,645,938	1,753,723	1,753,723	1,753,723	1,653,723
Ending Fund Balance	<u>\$ 1,753,723</u>	<u>\$ 1,753,723</u>	<u>\$ 1,653,723</u>	<u>\$ 1,653,723</u>	<u>\$ 1,685,723</u>

The Debt Service Fund is used to account for the accumulation of resources for, and payment of, general long-term debt principal and interest.

* Actual is represented on a budgetary basis.

** Estimate is based upon 9 months actual and 3 months estimate.

ENTERPRISE FUND
2013-14 BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2011-12 ACTUAL*	2012-13 ADOPTED BUDGET	2012-13 MODIFIED BUDGET	2012-13 ESTIMATE**	2013-14 BUDGET
REVENUES					
Local Government	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Other Student Fees	231,258	260,000	260,000	205,000	215,000
Institutional Federal	310,367	295,000	295,000	330,000	340,000
		-	-	-	-
TOTAL REVENUE	586,625	600,000	600,000	580,000	600,000
EXPENDITURES					
Auxiliary Services	574,483	600,000	600,000	580,000	600,000
TOTAL EXPENDITURES	574,483	600,000	600,000	580,000	600,000
Net Revenue (Expenditures)	12,142	-	-	-	-
OTHER SOURCES (USES)					
Residual Equity Transfer In (Out)	-	-	-	-	-
Operating Transfer In (Out)	(229,250)	-	-	-	-
TOTAL RESOURCES (USES)	(217,108)	-	-	-	-
TRANSFERS TO (FROM) FUND BALANCE					
Retained Earnings	(217,108)	-	-	-	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	(217,108)	-	-	-	-
Beginning Fund Balance	975,216	758,108	758,108	758,108	758,108
Ending Fund Balance	\$ 758,108	\$ 758,108	\$ 758,108	\$ 758,108	\$ 758,108

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

* Actual is represented on a budgetary basis.

** Estimate is based upon 9 months actual and 3 months estimate.

COMBINED FUND SUMMARY

JULY 1, 2013 - JUNE 30, 2014
BUDGETARY STATEMENT OF
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2011-12 ACTUAL*	2012-13 ADOPTED BUDGET	2012-13 MODIFIED BUDGET	2012-13 ESTIMATE**	2013-14 BUDGET
REVENUES					
Local Government	\$ 59,003,731	\$ 59,436,000	\$ 59,436,000	\$ 59,436,000	\$ 60,043,000
State Aids	9,472,096	8,836,500	8,836,500	8,730,000	8,646,000
Other State Aids	165,523	165,000	165,000	165,000	165,000
Program Fees	17,544,686	18,371,000	18,371,000	18,371,000	17,923,000
Material Fees	843,688	920,000	920,000	920,000	841,000
Other Student Fees	2,913,666	3,035,000	3,035,000	2,935,000	2,995,000
Institutional	8,768,356	9,414,500	10,214,500	9,776,000	10,266,000
Federal	42,666,119	46,341,000	46,341,000	44,569,000	45,921,000
TOTAL REVENUE	141,377,865	146,519,000	147,319,000	144,902,000	146,800,000
EXPENDITURES					
Instruction	62,076,687	61,808,000	62,508,000	62,508,000	60,611,000
Instructional Resources	1,425,744	1,352,000	1,352,000	1,352,000	1,249,000
Student Services	56,202,626	61,260,000	61,260,000	58,171,000	61,612,000
General Institutional	9,287,577	10,976,000	10,976,000	10,907,000	10,722,000
Physical Plant	20,482,717	23,538,000	23,738,000	23,738,000	25,479,000
Auxiliary Services	574,483	600,000	600,000	580,000	600,000
Public Service	344,410	360,000	360,000	360,000	345,000
TOTAL EXPENDITURES	150,394,244	159,894,000	160,794,000	157,616,000	160,618,000
NET REVENUE (EXPENDITURES)	(9,016,379)	(13,375,000)	(13,475,000)	(12,714,000)	(13,818,000)
OTHER SOURCES (USES)					
Proceeds From Debt	10,000,000	12,000,000	12,000,000	12,000,000	11,000,000
TOTAL RESOURCES (USES)	983,621	(1,375,000)	(1,475,000)	(714,000)	(2,818,000)
TRANSFERS TO (FROM) FUND BALANCE					
Reserve for Operations	1,019,433	-	(1,000,000)	(1,000,000)	(2,000,000)
Reserve for Capital Projects	(123,113)	(1,375,000)	(375,000)	135,000	(850,000)
Reserve for Debt Service	107,785	-	(100,000)	(100,000)	32,000
Retained Earnings	(217,108)	-	-	-	-
Reserved for Student Financial Asst/Organizations	196,624	-	-	251,000	-
Due to Others	-	-	-	-	-
Designated for Subsequent Years	-	-	-	-	-
TOTAL TRANSFERS TO (FROM) FUND BALANCE	983,621	(1,375,000)	(1,475,000)	(714,000)	(2,818,000)
Beginning Fund Balance	29,161,869	30,145,490	30,145,490	30,145,490	29,431,490
Ending Fund Balance	30,145,490	28,770,490	28,670,490	29,431,490	26,613,490
EXPENDITURES BY FUND					
General Fund	77,951,344	77,766,000	78,466,000	78,466,000	78,259,000
Special Revenue Operational Fund	5,978,005	8,035,000	8,035,000	8,035,000	8,405,000
Special Revenue Non-Aidable Fund	47,609,168	50,793,000	50,793,000	47,635,000	50,354,000
Capital Projects Fund	10,563,322	14,325,000	14,325,000	14,325,000	14,000,000
Debt Service Fund	7,717,922	8,375,000	8,575,000	8,575,000	9,000,000
Enterprise Fund	574,483	600,000	600,000	580,000	600,000
TOTAL EXPENDITURES BY FUND	\$150,394,244	\$159,894,000	\$160,794,000	\$157,616,000	\$160,618,000

* Actual is presented on a budgetary basis.

** Estimated is based upon 9 months actual and 3 months estimate.

GATEWAY TECHNICAL COLLEGE PRO FORMA BALANCE SHEET AS OF JUNE 30, 2013

	GOVERNMENTAL FUND TYPES				PROPRIETARY FUND TYPE			ACCOUNT GROUPS		TOTAL
	Special Revenue	Special Revenue Non-Aidable	Debt Service	Capital Projects	Enterprise	Internal Service	Capital Assets	General L/T Debt	Memorandum Only	
ASSETS										
Cash and Investments	11,577,590		1,653,723	3,729,000						16,960,313
Receivables:										
Property Taxes	16,966,705									16,966,705
Accounts	1,600,000	4,197	40,000							1,644,197
Federal & State Aid		1,551,909	5,000,000							6,551,909
Due From Other Funds		1,352,607	380,000		768,108					2,500,715
Prepaid Expense	366,000									366,000
Fixed Assets						111,766,750				111,766,750
Amount Available in Debt Service Fund										
Amount to be Provided for										
Long Term Debt							44,580,000			44,580,000
TOTAL ASSETS	\$ 30,510,295	\$ 2,908,713	\$ 5,420,000	\$ 3,729,000	\$ 768,108	\$ -	\$ 44,580,000	\$ 111,766,750	\$ 201,336,589	\$ 201,336,589
LIABILITIES										
Accounts Payable	2,540,000			1,614,925	10,000					4,188,529
Employee Related Payables	2,548,000									2,578,666
Due to Other Funds	2,500,715	1,000								6,059,595
Deferred Revenues	2,731,559	3,558,880								2,731,559
Debt Service Payable							44,580,000			44,580,000
TOTAL LIABILITIES	\$ 10,320,274	\$ 53,270	\$ 3,559,880	\$ 1,614,925	\$ 10,000	\$ -	\$ 44,580,000	\$ -	\$ 60,138,349	\$ 60,138,349
FUND EQUITY										
Investment in Capital Assets								111,766,750		111,766,750
Retained Earnings										758,108
Fund Balances:										
Reserved for:										
Prepaid Expenses	366,000									366,000
Capital Projects				2,114,075						2,114,075
Debt Service			1,653,723							1,653,723
Student Organizations			1,700,120							1,700,120
Student Financial Assistance			160,000							160,000
Designated:										
Operations (incl encumbrances)	19,084,021	2,855,443								21,939,464
Post Retirement Benefits	740,000									740,000
Subsequent Year										
Subsequent Years										
TOTAL FUND EQUITY	\$ 20,190,021	\$ 2,855,443	\$ 1,860,120	\$ 2,114,075	\$ 758,108	\$ -	\$ 111,766,750	\$ -	\$ 141,198,240	\$ 141,198,240
TOTAL LIABILITIES AND FUND EQUITY	\$ 30,510,295	\$ 2,908,713	\$ 5,420,000	\$ 3,729,000	\$ 768,108	\$ -	\$ 111,766,750	\$ 44,580,000	\$ 201,336,589	\$ 201,336,589

SCHEDULE OF LONG-TERM OBLIGATIONS

General Obligation Promissory Notes (10 years) issued in the amount of \$4,500,000 on September 1, 2004 through R. W. Baird & Company to finance \$3,500,000 for equipment and \$1,000,000 for the Kenosha Campus Student Commons construction project. (#752)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	120,000	4,380	124,380
TOTAL PAYMENTS DUE	\$ 120,000	\$ 4,380	\$ 124,380

General Obligation Promissory Notes (10 years) issued in the amount of \$2,000,000 on April 1, 2005 through R. W. Baird & Company to finance \$1,000,000 for the District's share of the Burlington Campus expansion project, \$900,000 for other remodeling and improvement projects, and \$100,000 for the acquisition of equipment. (#753)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	115,000	9,694	124,694
2014-2015	120,000	4,950	124,950
TOTAL PAYMENTS DUE	\$ 235,000	\$ 14,644	\$ 249,644

General Obligation Promissory Notes (10 years) issued in the amount of \$4,500,000 on September 1, 2005 through Piper Jaffray & Co. to finance \$3,500,000 for equipment and \$1,000,000 of facility repair and remodeling projects. (#754)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	340,000	21,070	361,070
2014-2015	250,000	9,000	259,000
TOTAL PAYMENTS DUE	\$ 590,000	\$ 30,070	\$ 620,070

General Obligation Promissory Notes (9 years) issued in the amount of \$1,180,000 on February 15, 2007 through R. W. Baird & Company to finance \$1,000,000 of facility remodeling and improvement projects and \$180,000 for financing construction of a building addition for the Horizon Center. (#757)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	170,000	21,200	191,200
2014-2015	175,000	14,400	189,400
2015-2016	185,000	7,400	192,400
TOTAL PAYMENTS DUE	\$ 530,000	\$ 43,000	\$ 573,000

General Obligation Promissory Notes (9 years) issued in the amount of \$1,100,000 on March 15, 2007 through R. W. Baird & Company to finance \$1,000,000 of facility remodeling and improvement projects. (#758)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	155,000	19,600	174,600
2014-2015	165,000	13,400	178,400
2015-2016	170,000	6,800	176,800
TOTAL PAYMENTS DUE	\$ 490,000	\$ 39,800	\$ 529,800

General Obligation Promissory Notes (10 years) issued in the amount of \$4,500,000 on September 6, 2007 through R. W. Baird & Company to finance \$3,500,000 for equipment and \$1,000,000 of facility remodeling and improvement projects. (#759)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	585,000	100,776	685,776
2014-2015	610,000	76,645	686,645
2015-2016	635,000	51,483	686,483
2016-2017	660,000	26,400	686,400
TOTAL PAYMENTS DUE	\$ 2,490,000	\$ 255,304	\$ 2,745,304

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$1,000,000 on December 6, 2007 through R. W. Baird & Company to finance \$1,000,000 of facility remodeling and improvement projects. (#760)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	145,000	24,400	169,400
2014-2015	150,000	18,600	168,600
2015-2016	155,000	12,600	167,600
2016-2017	160,000	6,400	166,400
TOTAL PAYMENTS DUE	\$ 610,000	\$ 62,000	\$ 672,000

General Obligation Promissory Notes (9 years) issued in the amount of \$1,000,000 on January 4, 2008 through R. W. Baird & Company to finance \$1,000,000 of facility remodeling and improvement projects. (#761)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	145,000	24,038	169,038
2014-2015	150,000	18,600	168,600
2015-2016	155,000	12,600	167,600
2016-2017	160,000	6,400	166,400
TOTAL PAYMENTS DUE	\$ 610,000	\$ 61,638	\$ 671,638

General Obligation Promissory Notes (10 years) issued in the amount of \$4,500,000 on August 21, 2008 through R. W. Baird & Company to finance \$3,500,000 for equipment and \$1,000,000 of facility remodeling and improvement projects. (#762)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	185,000	35,942	220,942
2014-2015	190,000	29,468	219,468
2015-2016	200,000	22,817	222,817
2016-2017	210,000	15,568	225,568
2017-2018	215,000	7,955	222,955
TOTAL PAYMENTS DUE	\$ 1,000,000	\$ 111,750	\$ 1,111,750

General Obligation Promissory Notes (9 years) issued in the amount of \$1,000,000 on February 10, 2009 through R. W. Baird & Company to finance \$1,000,000 of facility remodeling and improvement projects. (#763)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	130,000	18,119	148,119
2014-2015	135,000	15,194	150,194
2015-2016	140,000	11,987	151,987
2016-2017	145,000	8,488	153,488
2017-2018	150,000	4,500	154,500
TOTAL PAYMENTS DUE	\$ 700,000	\$ 58,288	\$ 758,288

General Obligation Promissory Notes (10 years) issued in the amount of \$1,000,000 on May 13, 2009 through R. W. Baird & Company to finance \$1,000,000 of facility remodeling and improvement projects. (#764)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	105,000	21,533	126,533
2014-2015	110,000	18,645	128,645
2015-2016	115,000	15,345	130,345
2016-2017	120,000	11,895	131,895
2017-2018	125,000	8,295	133,295
2018-2019	130,000	4,420	134,420
TOTAL PAYMENTS DUE	\$ 705,000	\$ 80,133	\$ 785,133

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10years) issued in the amount of \$1,000,000 on July 9, 2009 through R. W. Baird & Company to finance \$1,000,000 of facility remodeling and improvement projects. (#765)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	105,000	23,700	128,700
2014-2015	110,000	20,550	130,550
2015-2016	115,000	16,975	131,975
2016-2017	120,000	12,950	132,950
2017-2018	125,000	8,750	133,750
2018-2019	125,000	4,375	129,375
TOTAL PAYMENTS DUE	\$ 700,000	\$ 87,300	\$ 787,300

General Obligation Promissory Notes (10 years) issued in the amount of \$5,500,000 on October 14, 2009 through R. W. Baird & Company to finance \$3,500,000 for equipment and \$1,000,000 of facility construction and improvement projects. (#766)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	1,370,000	88,500	1,458,500
2014-2015	275,000	47,400	322,400
2015-2016	290,000	39,150	329,150
2016-2017	300,000	30,450	330,450
2017-2018	310,000	21,450	331,450
2018-2019	325,000	11,375	336,375
TOTAL PAYMENTS DUE	\$ 2,870,000	\$ 238,325	\$ 3,108,325

General Obligation Promissory Notes (9 years) issued in the amount of \$1,000,000 on February 9, 2010 through R. W. Baird & Company to finance \$1,000,000 of facility remodeling and improvement projects. (#767)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	135,000	25,075	160,075
2014-2015	140,000	22,375	162,375
2015-2016	140,000	19,225	159,225
2016-2017	145,000	15,025	160,025
2017-2018	150,000	10,675	160,675
2018-2019	155,000	5,425	160,425
TOTAL PAYMENTS DUE	\$ 865,000	\$ 97,800	\$ 962,800

General Obligation Promissory Notes (10 years) issued in the amount of \$4,610,000 on April 15 2010 through R. W. Baird & Company. \$3,110,000 was issued for refunding fiscal years 2013-2017 of bonds issued June 11, 2002 and \$1,500,000 to finance facility remodeling and improvement projects. (#768)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	765,000	125,625	890,625
2014-2015	785,000	106,500	891,500
2015-2016	815,000	78,625	893,625
2016-2017	850,000	54,175	904,175
2017-2018	195,000	21,175	216,175
2018-2019	200,000	14,350	214,350
2019-2020	210,000	7,350	217,350
TOTAL PAYMENTS DUE	\$ 3,820,000	\$ 407,800	\$ 4,227,800

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$4,500,000 on September 01, 2010 through R. W. Baird & Company. \$3,000,000 was issued for equipment and \$1,500,000 to finance facility construction at the Elkhorn Campus. (#769)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	515,000	84,000	599,000
2014-2015	535,000	68,550	603,550
2015-2016	280,000	52,500	332,500
2016-2017	290,000	42,700	332,700
2017-2018	300,000	32,550	332,550
2018-2019	310,000	22,050	332,050
2019-2020	320,000	11,200	331,200
TOTAL PAYMENTS DUE	\$ 2,550,000	\$ 313,550	\$ 2,863,550

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on November 08, 2010 through R. W. Baird & Company. \$500,000 was issued for equipment and \$1,000,000 to finance facility remodeling and site improvement projects. (#770)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	195,000	31,750	226,750
2014-2015	200,000	27,850	227,850
2015-2016	205,000	23,850	228,850
2016-2017	215,000	19,750	234,750
2017-2018	220,000	15,450	235,450
2018-2019	230,000	11,050	241,050
2019-2020	235,000	5,875	240,875
TOTAL PAYMENTS DUE	\$ 1,500,000	\$ 135,575	\$ 1,635,575

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on April 04, 2011 through UBS Financial Services Inc. \$500,000 was issued for equipment and \$1,000,000 to finance building construction and remodeling projects. (#771)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	170,000	40,912	210,912
2014-2015	175,000	37,512	212,512
2015-2016	180,000	34,012	214,012
2016-2017	180,000	29,513	209,513
2017-2018	190,000	24,112	214,112
2018-2019	195,000	18,413	213,413
2019-2020	200,000	12,563	212,563
2020-2021	210,000	6,563	216,563
TOTAL PAYMENTS DUE	\$ 1,500,000	\$ 203,600	\$ 1,703,600

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on May 16, 2011 through R.W. Baird & Company. \$500,000 was issued for equipment and \$1,000,000 to finance facility remodeling and improvement projects. (#772)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	170,000	44,775	214,775
2014-2015	175,000	41,375	216,375
2015-2016	175,000	37,875	212,875
2016-2017	180,000	33,500	213,500
2017-2018	190,000	28,100	218,100
2018-2019	200,000	22,400	222,400
2019-2020	200,000	16,400	216,400
2020-2021	210,000	8,400	218,400
TOTAL PAYMENTS DUE	\$ 1,500,000	\$ 232,825	\$ 1,732,825

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$4,500,000 on September 08, 2011 through UMB Bank for equipment. (#773)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	1,015,000	53,957	1,068,957
2014-2015	1,055,000	42,793	1,097,793
2015-2016	1,100,000	31,187	1,131,187
2016-2017	185,000	19,088	204,088
2017-2018	190,000	16,497	206,497
2018-2019	200,000	13,363	213,363
2019-2020	210,000	9,462	219,462
2020-2021	215,000	5,053	220,053
TOTAL PAYMENTS DUE	\$ 4,170,000	\$ 191,400	\$ 4,361,400

General Obligation Promissory Notes (10 years) issued in the amount of \$2,500,000 on November 15, 2011 through BMO Harris Bank, N.A. to finance the Pike Creek Horticulture addition and various remodeling projects. (#774)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	265,000	53,375	318,375
2014-2015	275,000	48,075	323,075
2015-2016	285,000	42,575	327,575
2016-2017	290,000	36,875	326,875
2017-2018	300,000	30,350	330,350
2018-2019	310,000	23,600	333,600
2019-2020	320,000	15,850	335,850
2020-2021	330,000	8,250	338,250
TOTAL PAYMENTS DUE	\$ 2,375,000	\$ 258,950	\$ 2,633,950

General Obligation Promissory Notes (9 years) issued in the amount of \$2,000,000 on March 08, 2012 through Northland Securities Inc. to finance the Racine Culinary Arts addition and various remodeling projects. (#775)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	215,000	30,000	245,000
2014-2015	225,000	26,775	251,775
2015-2016	235,000	23,400	258,400
2016-2017	245,000	19,875	264,875
2017-2018	255,000	16,200	271,200
2018-2019	265,000	12,375	277,375
2019-2020	275,000	8,400	283,400
2020-2021	285,000	4,275	289,275
TOTAL PAYMENTS DUE	\$ 2,000,000	\$ 141,300	\$ 2,141,300

General Obligation Promissory Notes (10 years) issued in the amount of \$1,000,000 on May 09, 2012 through Bosch, Inc. to finance the Racine Students Services Relocation/remodel. (#776)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	-	19,925	19,925
2014-2015	110,000	19,925	129,925
2015-2016	115,000	18,000	133,000
2016-2017	115,000	15,988	130,988
2017-2018	120,000	13,975	133,975
2018-2019	125,000	11,875	136,875
2019-2020	130,000	9,375	139,375
2020-2021	140,000	6,775	146,775
2021-2022	145,000	3,625	148,625
TOTAL PAYMENTS DUE	\$ 1,000,000	\$ 119,463	\$ 1,119,463

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$6,500,000 on July 12, 2012 through Hutchinson, Shockey, Erley & Co. to finance \$5,000,000 for equipment, \$550,000 for the iMET expansion, and \$950,000 for various remodeling projects. (#777)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	-	173,750	173,750
2014-2015	730,000	173,750	903,750
2015-2016	750,000	151,850	901,850
2016-2017	775,000	121,850	896,850
2017-2018	800,000	106,350	906,350
2018-2019	820,000	90,350	910,350
2019-2020	850,000	65,750	915,750
2020-2021	875,000	46,625	921,625
2021-2022	900,000	24,750	924,750
TOTAL PAYMENTS DUE	\$ 6,500,000	\$ 955,025	\$ 7,455,025

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on November 08, 2012 through Hutchinson, Shockey, Erley & Co. to finance \$500,000 for equipment and \$1,000,000 for various remodeling projects. (#778)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	-	32,145	32,145
2014-2015	165,000	32,145	197,145
2015-2016	170,000	27,195	197,195
2016-2017	180,000	23,795	203,795
2017-2018	185,000	21,095	206,095
2018-2019	190,000	18,320	208,320
2019-2020	195,000	12,620	207,620
2020-2021	205,000	8,720	213,720
2021-2022	210,000	4,620	214,620
TOTAL PAYMENTS DUE	\$ 1,500,000	\$ 180,655	\$ 1,680,655

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on December 27, 2012 through Bernard Securities Inc. to finance \$1,400,000 for the Racine Campus Learning Success Center and \$100,000 various remodeling projects. (#779)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	-	24,027	24,027
2014-2015	130,000	24,028	154,028
2015-2016	135,000	21,427	156,427
2016-2017	135,000	18,728	153,728
2017-2018	140,000	16,027	156,027
2018-2019	145,000	13,228	158,228
2019-2020	150,000	10,327	160,327
2020-2021	155,000	7,328	162,328
2021-2022	160,000	3,840	163,840
TOTAL PAYMENTS DUE	\$ 1,150,000	\$ 138,960	\$ 1,288,960

General Obligation Promissory Notes (10 years) issued in the amount of \$1,500,000 on April 01, 2013 through R.W. Baird & Co. to finance \$1,500,000 of facility remodeling and improvement projects. (#780)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	135,000	31,625	166,625
2014-2015	140,000	28,925	168,925
2015-2016	145,000	26,125	171,125
2016-2017	145,000	23,225	168,225
2017-2018	150,000	20,325	170,325
2018-2019	150,000	17,325	167,325
2019-2020	155,000	14,325	169,325
2020-2021	155,000	11,225	166,225
2021-2022	160,000	8,125	168,125
2022-2023	165,000	4,125	169,125
TOTAL PAYMENTS DUE	\$ 1,500,000	\$ 185,350	\$ 1,685,350

SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

General Obligation Promissory Notes (10 years) issued in the amount of \$1,000,000 on May 09, 2013 through R.W. Baird & Co. to finance \$1,000,000 of facility remodeling and improvement projects. (#781)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	50,000	18,660	68,660
2014-2015	100,000	19,863	119,863
2015-2016	100,000	17,863	117,863
2016-2017	100,000	15,863	115,863
2017-2018	100,000	13,863	113,863
2018-2019	105,000	11,863	116,863
2019-2020	105,000	9,763	114,763
2020-2021	110,000	7,663	117,663
2021-2022	115,000	5,463	120,463
2022-2023	115,000	2,875	117,875
TOTAL PAYMENTS DUE	\$ 1,000,000	\$ 123,735	\$ 1,123,735

General Obligation Promissory Notes (10 years) Proposed issuances totaling \$11,000,000 including issues in the amount of \$6,750,000 in July 2013 (\$5,250,000 for Equipment and \$1,500,000 for remodeling); \$1,250,000 in August 2013, \$1,500,000 in October 2013, \$1,500,000 in November 2013 to finance various facility remodeling projects. (#782B - #785B)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	-	255,000	255,000
2014-2015	490,000	446,667	936,667
2015-2016	1,135,000	420,400	1,555,400
2016-2017	1,180,000	375,000	1,555,000
2017-2018	1,235,000	327,800	1,562,800
2018-2019	1,285,000	278,400	1,563,400
2019-2020	1,335,000	227,000	1,562,000
2020-2021	1,390,000	173,600	1,563,600
2021-2022	1,445,000	118,000	1,563,000
2022-2023	1,505,000	60,200	1,565,200
TOTAL PAYMENTS DUE	\$ 11,000,000	\$ 2,682,067	\$ 13,682,067

COMBINED SCHEDULE OF LONG-TERM OBLIGATIONS

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2013-2014	7,300,000	1,457,553	8,757,553
2014-2015	7,870,000	1,453,960	9,323,960
2015-2016	8,125,000	1,223,266	9,348,266
2016-2017	7,085,000	983,501	8,068,501
2017-2018	5,645,000	765,494	6,410,494
2018-2019	5,465,000	604,557	6,069,557
2019-2020	4,890,000	436,260	5,326,260
2020-2021	4,280,000	294,477	4,574,477
2021-2022	3,135,000	168,423	3,303,423
2022-2023	1,785,000	67,200	1,852,200
TOTAL PAYMENTS DUE	\$ 55,580,000	\$ 7,454,687	\$ 63,034,687

DEBT LIMIT

The aggregate indebtedness of the district may not exceed 5% of the equalized value of the taxable property located in the district per §67.03(1) of the Wisconsin Statutes. The aggregate indebtedness of the district budgeted for FY 2013-14 is \$55,580,000. The 5% limit is \$1,870,830,999.

The bonded indebtedness of the district may not exceed 2% of the equalized value of the property located in the district per §67.03(9) of the Wisconsin Statutes. There is no bonded indebtedness of the district budgeted for FY 2013-14. The 2% limit is \$748,332,400.

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PROPERTY TAX IMPACT

The tax rate for the 2013-14 budget is \$1.60471 per thousand dollars of valuation, including 1.36733 for operations and 0.23738 for debt service. The tax rate for the 2012-13 budget was 1.55672 per \$1,000 of valuation.

By state statute, Gateway Technical College cannot assess more than \$1.50 per \$1,000 of equalized valuation for operational costs. There is no limit established for costs assessed for debt service.

The equalized value is determined by the Wisconsin Department of Revenue using the full value of the taxable property in a district (less tax incremental financing districts). A formula is used that standardizes property values across all municipalities.

Gateway bills the municipalities based on a mill rate (taxes billed per \$1,000 of valuation). Each city, town and village bill the taxpayers based on assessed valuation. Rates can vary among municipalities within a district. Therefore the municipalities' mill rate to the taxpayer may be higher or lower than the rate Gateway bills to the municipality.



**2014 - \$150,000 House
Tax Rate = \$1.60
Tax Assessed = \$240**

Based upon a \$150,000 house, the projected annual 2014 tax payment by the owner to support the educational programs and services at Gateway Technical College for 2013-14 will be \$1.60 per \$1,000 of equalized valuation, or \$240 as in this example.

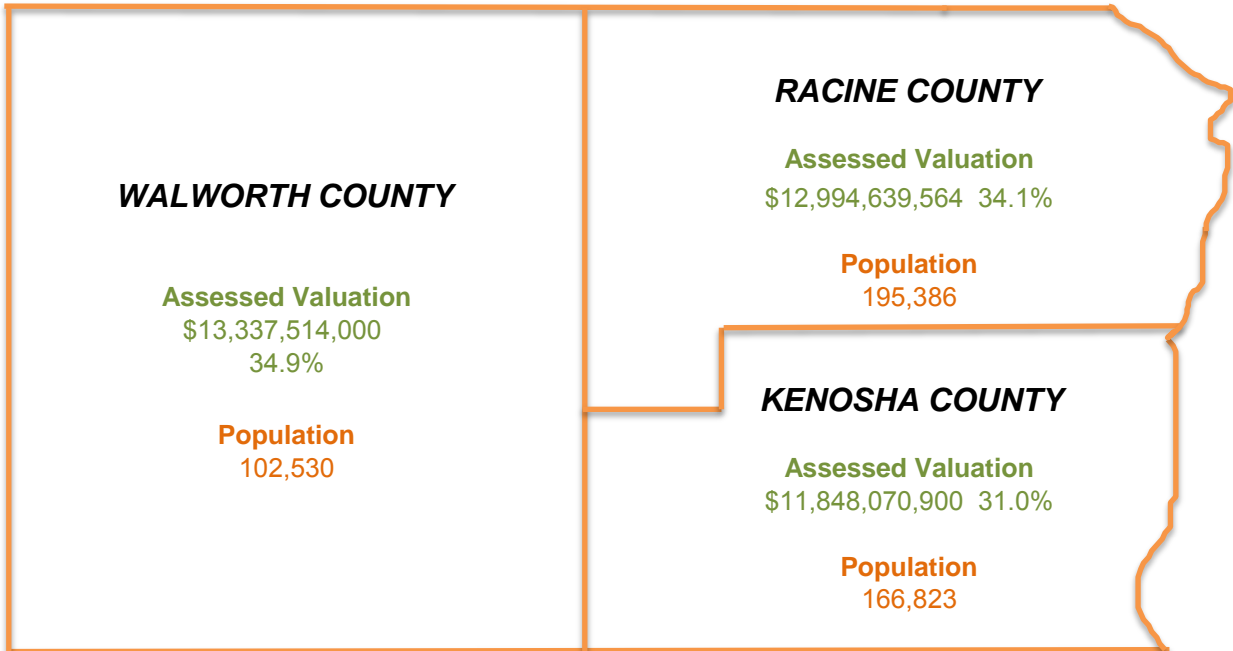
Gateway Technical College

Equalized Valuations and Mill Rates

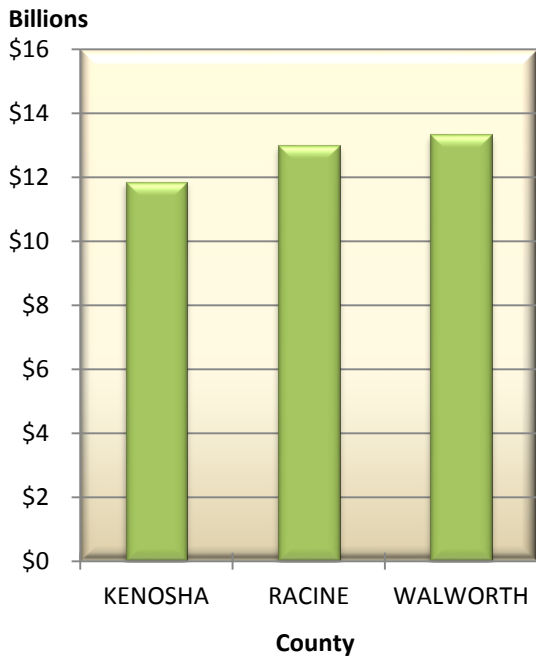
Fund	Actual 2009-10	% Change	Actual 2010-11	% Change	Actual 2011-12	% Change	Actual 2012-13	% Change	Proposed 2013-14	% Change
General	\$46,736,000	4.5%	\$48,830,000	4.5%	\$48,830,000	0.0%	\$48,830,000	0.0%	\$48,830,000	0.0%
Special Revenue - Operational	2,206,000	-2.3%	2,286,000	3.6%	2,286,000	0.0%	2,286,000	0.0%	2,286,000	0.0%
Special Revenue - Non Aidable	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Enterprise	300,000	-5.1%	45,000	-85.0%	45,000	0.0%	45,000	0.0%	45,000	0.0%
Operational Tax Levy	49,242,000	3.99%	51,161,000	3.90%	51,161,000	0.00%	51,161,000	0.00%	51,161,000	0.00%
Debt Service	6,959,000	6.03%	7,177,000	3.13%	7,734,000	7.76%	8,275,000	7.00%	8,882,000	7.34%
Total Tax Levy	\$56,201,000	4.24%	\$58,338,000	3.80%	\$58,895,000	0.95%	\$59,436,000	0.92%	\$60,043,000	1.02%
Mill Rates										
Operations	1.12328	4.3%	1.21998	8.6%	1.24443	2.0%	1.33999	7.7%	1.36733	2.0%
Debt Service	0.15874	6.3%	0.17114	7.8%	0.18812	9.9%	0.21673	15.2%	0.23738	9.5%
Total Mill Rate	1.28202	4.53%	1.39112	8.51%	1.43255	2.98%	1.55672	8.67%	1.60471	3.08%
Property Values										
Equalized Valuation - Taxable	\$43,837,848,897	-0.28%	\$41,935,823,079	-4.34%	\$41,111,928,678	-1.96%	\$38,180,224,464	-7.13%	\$37,416,619,975	-2.00%
Value of Tax Exempt Computers ⁽¹⁾	\$158,219,900	-5.0%	\$123,576,900	-21.9%	\$115,543,100	-6.5%	\$103,779,427	-10.2%	\$103,000,000	-0.8%
State Aid for Exempt Computers	\$202,841	-0.7%	\$171,910	-15.2%	\$165,522	-3.7%	\$161,556	-2.4%	\$165,265	2.3%

⁽¹⁾ Wisconsin Act 237 exempted business computers from being subject to property taxes beginning with the FY 2000 tax levy. The act calls for state aid to offset the loss of property tax revenue.

ASSESSED VALUATION POPULATION 2012-2013

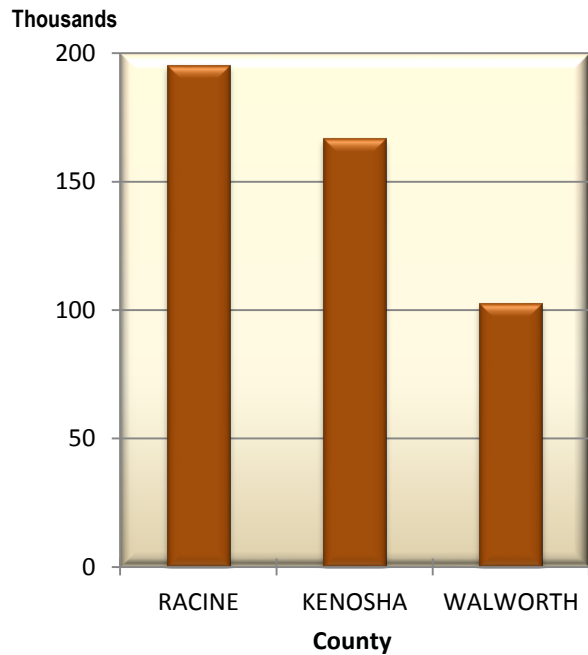


ASSESSED VALUATION 2012-2013



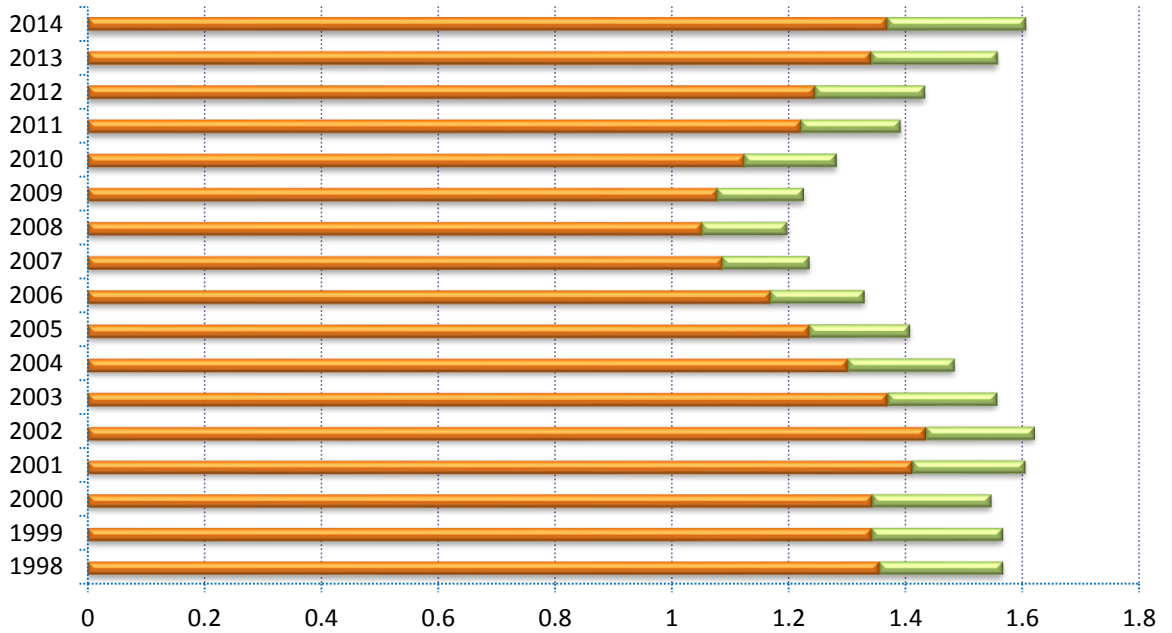
Source: WI Dept of Revenue

POPULATION (est.) 2012-2013



Source: WI Dept of Administration
Demographic Services Center

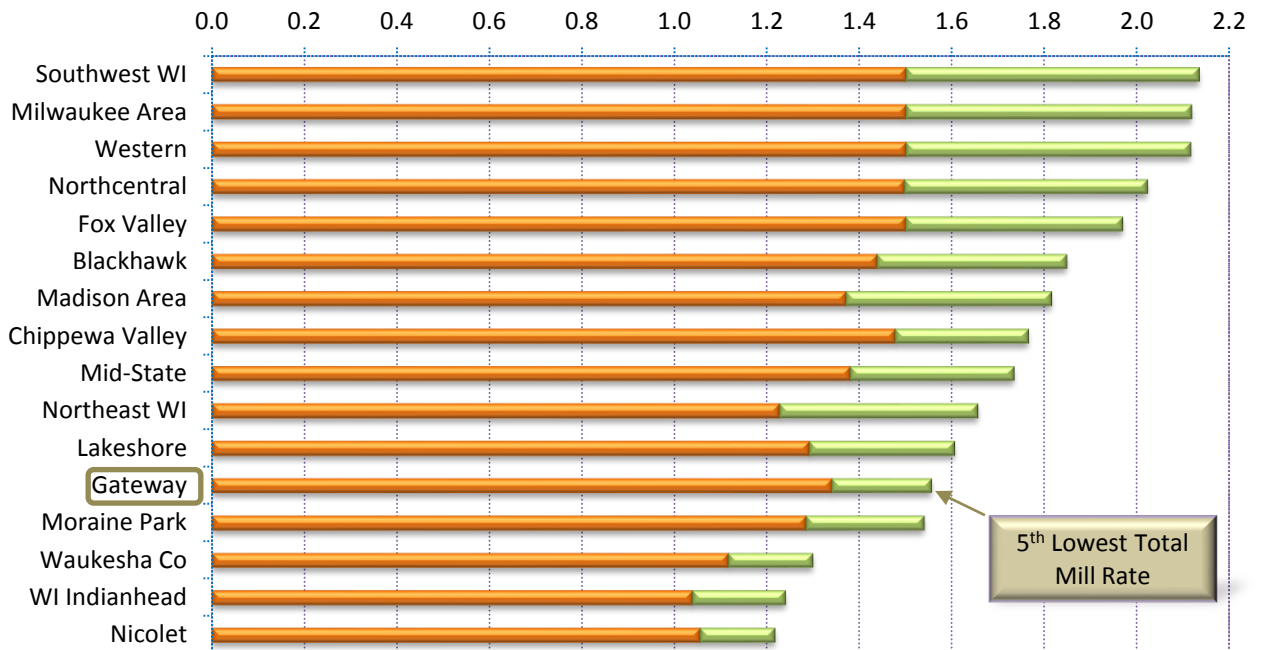
GATEWAY TECHNICAL COLLEGE TOTAL MILL RATES 1998 – 2014*



* Proposed

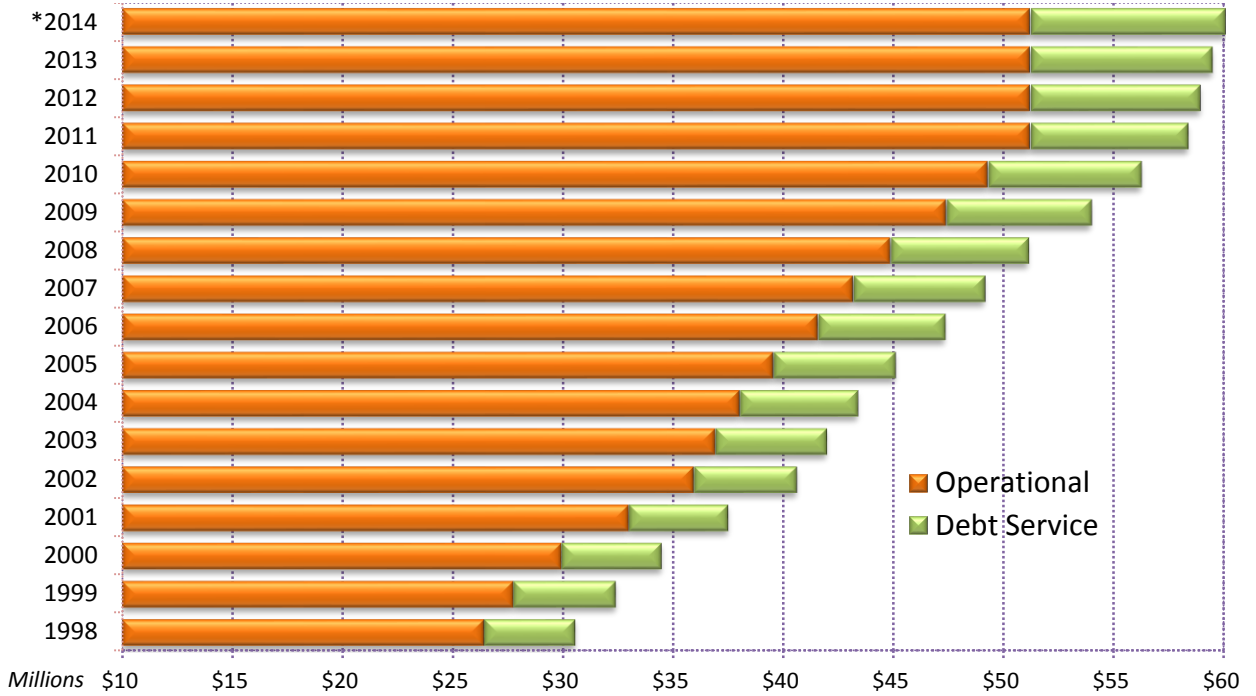
TOTAL MILL RATES BY DISTRICT Fiscal Year 2012-13

Operational
Debt Service

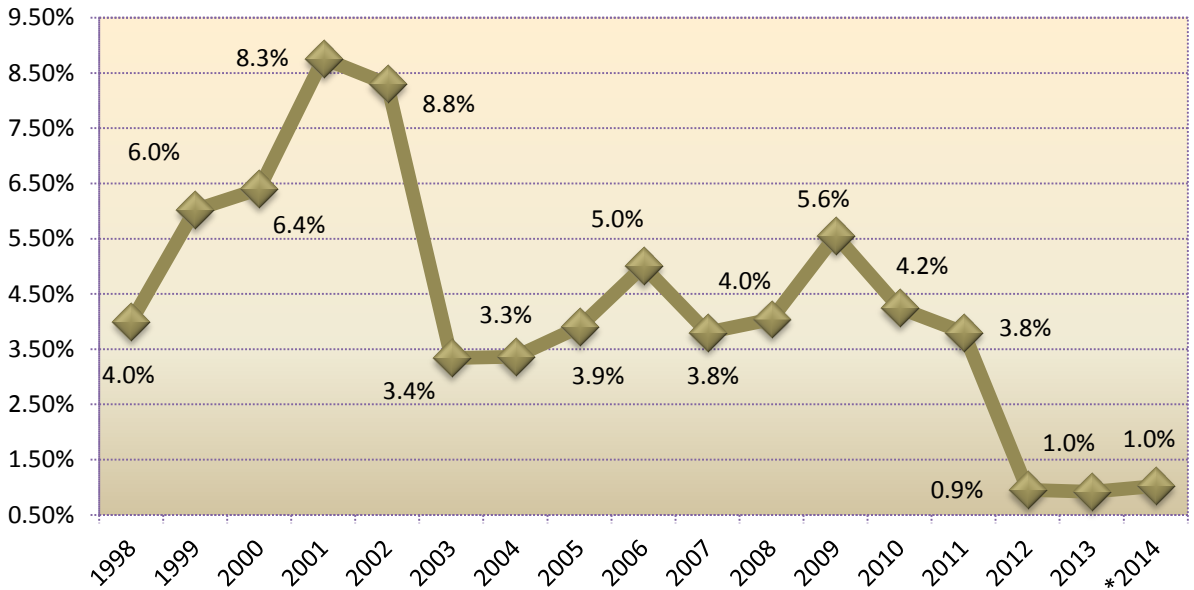


5th Lowest Total Mill Rate

TOTAL TAX LEVY 1998 – 2014*



TAX LEVY PERCENT CHANGE 1998 – 2014*



* Proposed

Source: Comprehensive Annual Financial Report, June 30, 2012

BUDGET SUMMARY 2013-14 GENERAL FUND

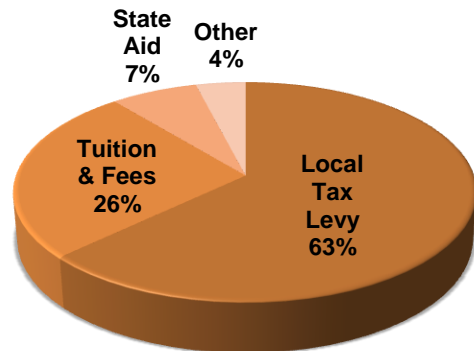
The General Fund is used to account for all financial activities except those required to be accounted for in another fund.

<u>Revenues</u>	<u>FY14 Budget</u>	<u>% of Total</u>
Local Tax Levy	\$48,830,000	63%
Tuition & Fees	20,619,000	26%
State Aid	5,265,000	7%
Other Revenues	<u>3,545,000</u>	<u>4%</u>
Total Revenue	\$78,259,000	100%

<u>Expenses</u>	<u>FY14 Budget</u>	<u>% of Total</u>
Salaries & Wages	\$46,115,000	59%
Fringe Benefits	18,606,000	24%
Other Expenses	<u>13,538,000</u>	<u>17%</u>
Total Expenses	\$78,259,000	100%

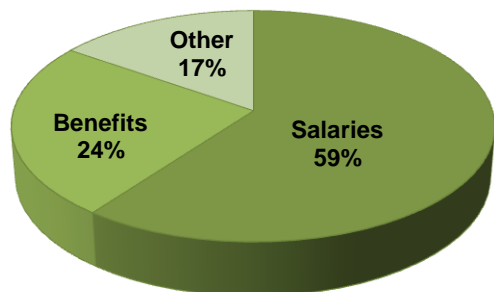
Revenues

The General Fund includes \$78.3 million in revenues, \$48.8 million from local tax levy, \$20.6 from student tuition and fees, \$5.3 million from state aid, and \$3.5 million from other revenue sources consisting of interest, book store royalties, contracts for services, high school contracts, room rentals, etc.

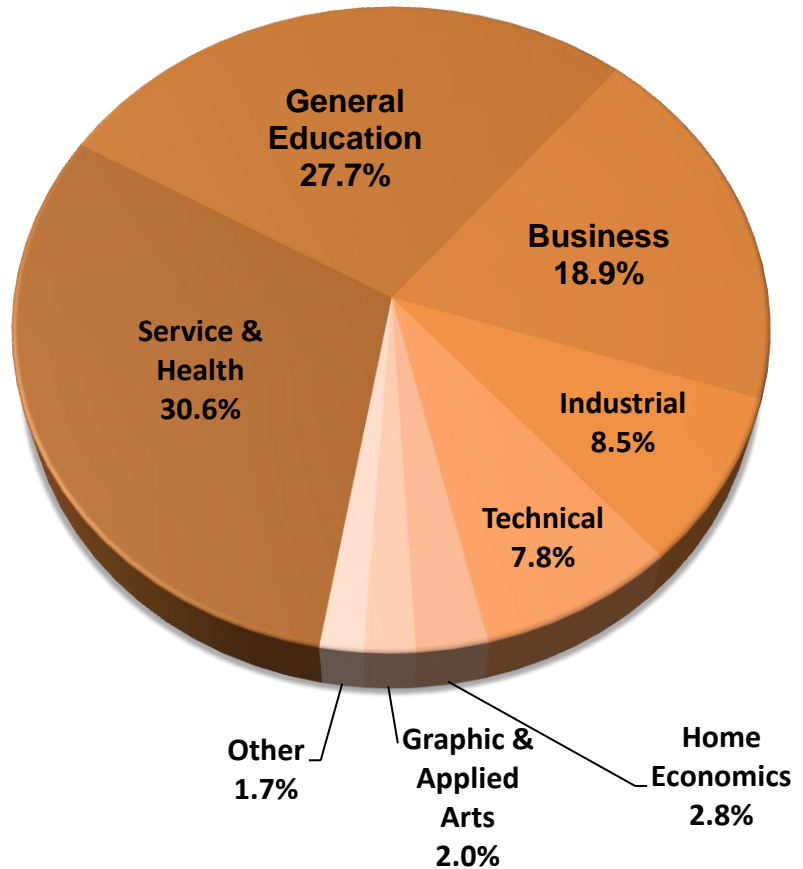


Expenses

\$78.3 million of operating expenses is budgeted in the General Fund. This budget was developed using a zero-based budgeting approach with some controlled growth built in. \$46.1 million is budgeted for salaries and wages, \$18.6 million for employee fringe benefits, and \$13.5 million for other current expenses consisting of utility expense, professional services, supplies, and various other operating costs.



GENERAL FUND EXPENSES INSTRUCTIONAL PROGRAMS 2013-14 Budget



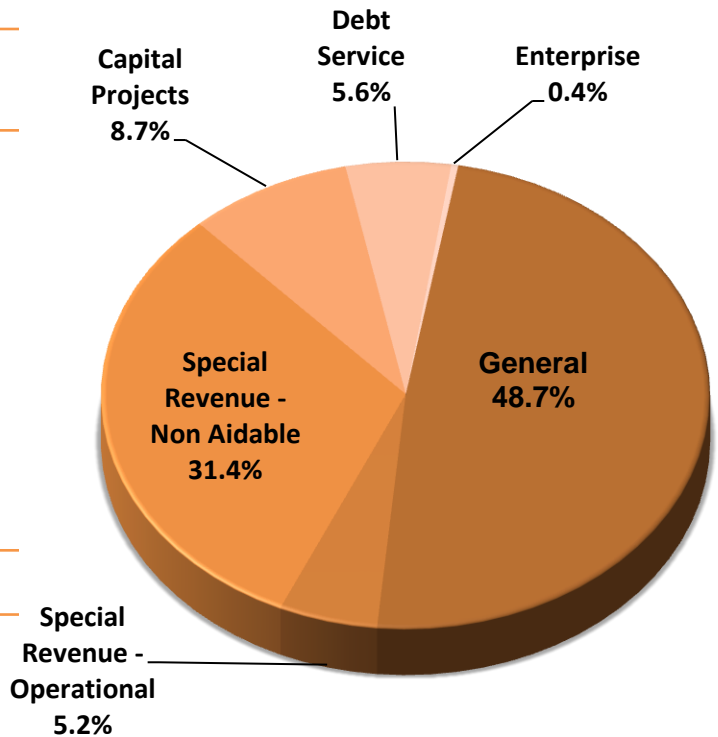
Gateway Technical College prepares students for rewarding careers through more than 65 associate degree and diploma programs. In addition, advanced technical certificates are offered to professionals seeking additional training or certification in their fields of expertise.

Gateway also supports a robust Apprenticeship program of on-the-job and classroom training.

Each of our degree and diploma program areas require general studies courses such as math, science, and communications appropriate to the field of work.

BUDGET SUMMARY 2013-14 Expenditures by Fund

Expenditures by Fund	2012-14 Budget
General	\$78,259,000
Special Revenue-Operational	8,405,000
Special Revenue-Non Aidable	50,354,000
Capital Projects	14,000,000
Debt Service	9,000,000
Enterprise	600,000
Total All Funds	\$160,618,000



General Fund – used to account for all financial activities except those required to be accounted for in another fund.

Special Revenue-Operational Fund – used to account for the proceeds and related financial activity of specific revenue sources that are legally restricted to specific purpose other than expendable trusts or major capital projects.

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

Capital Projects Fund – used to account for financial resources and related financial activity for the acquisition and improvement of sites and for the acquisitions, construction, equipping and renovation of buildings.

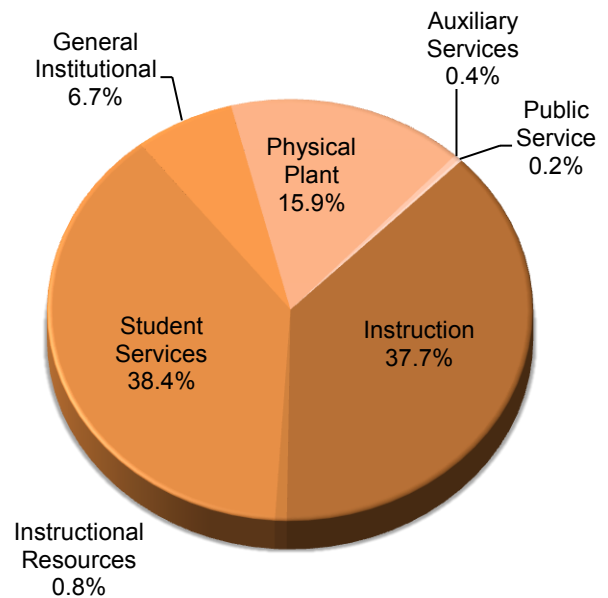
Debt Service Fund – used to account for the accumulation of resources for, and payment of, general long-term debt principal and interest.

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

BUDGET SUMMARY 2013-14

Expenditures by Function

Expenditures by Function	2013-14 Budget
Instruction	\$60,611,000
Instructional Resources	1,249,000
Student Services	61,612,086
General Institutional	10,722,000
Physical Plant	23,479,000
Auxiliary Services	600,000
Public Service	345,000
Total All Funds	\$160,618,000



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

Instructional Resources – This function includes all learning resource activities such as the library and audio-visual aids center, learning resource center, instructional media center, instructional resources administration, and clerical support.

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

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

Physical Plant – This function includes all services required for the operation and maintenance of the physical facilities. Principal and interest on long-term obligations are included under this function as are the general utilities such as heat, light, and power.

Auxiliary Services – This function includes commercial-type activities.

Public Service – This function includes the radio station, WGTD.

THE GATEWAY DOLLAR

Fiscal Year 2013-14

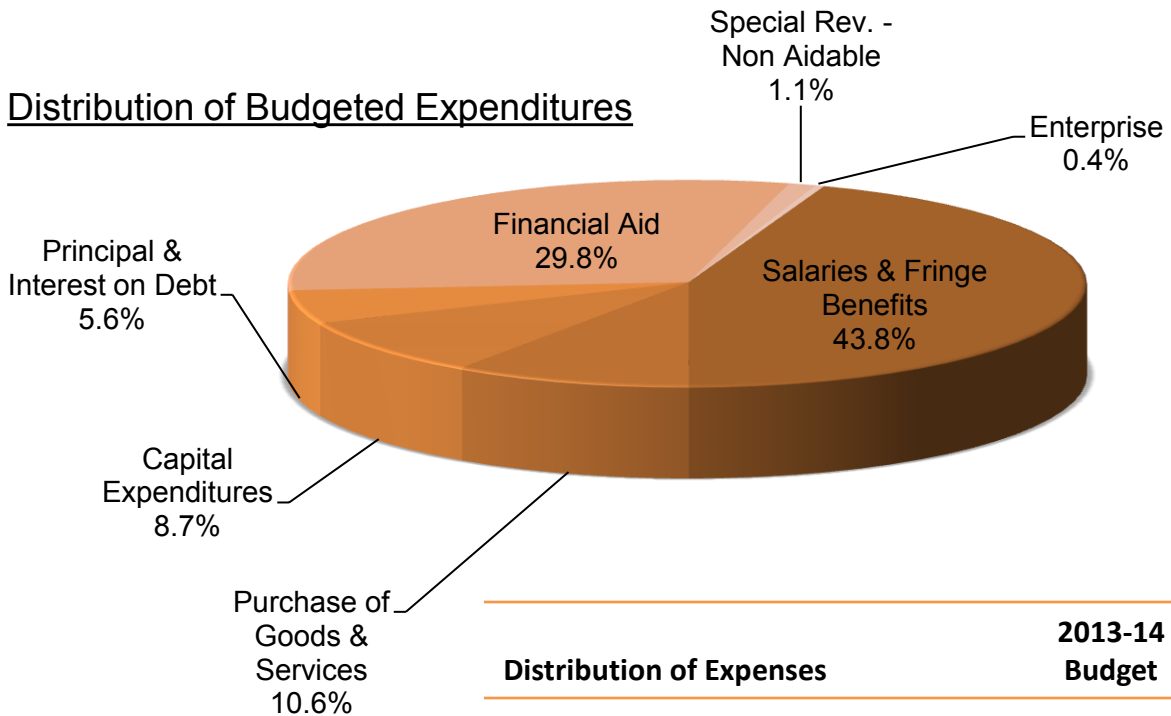
All Funds

INDIRECT MONEY FLOW IMPACT...

Gateway’s related spending for goods and services in Kenosha, Racine and Walworth Counties stimulates the economy whenever a local dollar changes hands.

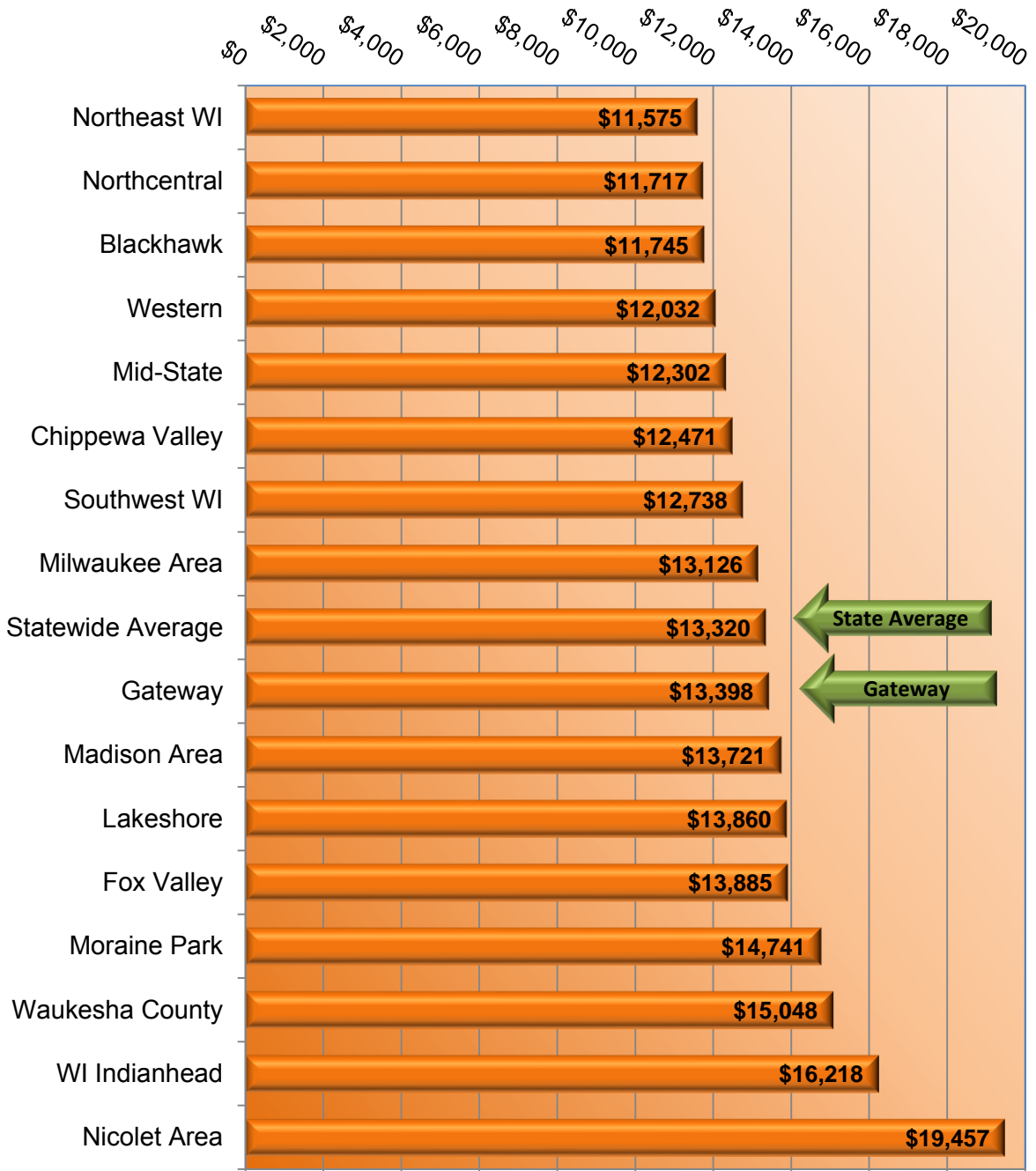
Economists estimate that a multiplier effect of these transactions can range from one to more than three rounds of exchange . . .

Distribution of Budgeted Expenditures



Distribution of Expenses	2013-14 Budget
Salaries & Fringe Benefits	\$70,212,000
Purchase of Goods & Services	17,061,000
Capital Expenditures	14,000,000
Principal Interest & Debt	9,000,000
Financial Aid	47,935,000
Special Revenue-Non Aidable	1,830,000
Enterprise Fund	580,000
Total All Funds	\$160,618,000

TOTAL 2011-12 ACTUAL COSTS PER FTE BY DISTRICT



Source: WTCS Schedule B-7, Total 2011-12 Actual Costs per FTE by District

**GENERAL FUND - RESERVE BALANCE
FUND BALANCE PERCENTAGE TO REVENUES**

At June 30,	Fund Balance Designated for Operations	% to Revenues	Total Fund Balance	% to Revenues
2001 Actual ⁽¹⁾	\$ 11,345,000	25.5	\$ 11,990,000	26.1
2002 Actual ⁽¹⁾	\$ 13,384,000	27.8	\$ 14,379,000	28.2
2003 Actual ⁽¹⁾	\$ 14,179,000	26.0	\$ 15,571,000	28.6
2004 Actual ⁽¹⁾	\$ 14,079,000	24.8	\$ 15,299,000	26.9
2005 Actual ⁽¹⁾	\$ 12,634,000	21.7	\$ 14,702,000	25.2
2006 Actual ⁽¹⁾	\$ 12,459,000	20.5	\$ 14,708,000	24.2
2007 Actual ⁽¹⁾	\$ 12,387,222	19.6	\$ 14,518,000	23.0
2008 Actual ⁽¹⁾	\$ 12,847,355	19.9	\$ 14,901,305	23.1
2009 Actual ⁽¹⁾	\$ 13,433,648	19.5	\$ 15,660,054	22.8
2010 Actual ⁽¹⁾	\$ 15,990,142	21.5	\$ 18,283,744	24.5
2011 Actual ⁽¹⁾	\$ 17,349,608	21.8	\$ 19,747,585	24.9
2012 Actual ⁽¹⁾	\$ 19,889,908	25.4	\$ 21,190,021	27.0
2013 Forecast ⁽²⁾	\$ 19,084,021	24.9	\$ 21,269,021	27.7
2014 Proposed	\$ 20,269,021	25.9	\$ 20,269,021	25.9

⁽¹⁾ Source: Comprehensive Annual Financial Report

⁽²⁾ Source: May 2013 forecast

Strategies:

- Maintain reserve balance at level to alleviate need for short-term borrowing.
- Set aside or designate a portion of reserve for fluctuation in state aid.

Executive Limitation:

To maintain adequate combined operating fund balance reserves sufficient to provide for an average of two (2) months operating expenses, but not to exceed an amount greater than three (3) months.

FULL-TIME ENROLLMENT STATISTICS (FTE'S) ⁽¹⁾

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	EST.
By Aid Category												
Associate Degree	2,903	3,216	3,330	3,296	3,580	3,600	3,477	3,910	4,634	5,157	5,053	4,952
Vocational Diploma	528	575	577	534	426	414	400	394	430	437	428	420
Basic Education	859	981	912	821	853	831	807	744	769	660	647	634
Vocational Adult	229	208	196	200	183	158	148	140	152	128	125	123
Community Services	1	-	-	-	-	-	-	-	-	-	-	-
Grand Total:	4,520	4,980	5,015	4,851	5,042	5,003	4,833	5,188	5,985	6,382	6,254	6,129
By Division												
Agriculture	42	38	44	48	48	43	41	42	39	43	43	42
Business	1,037	1,061	985	909	858	872	843	914	1,023	1,193	1,202	1,178
Graphic & Applied Arts	102	90	72	70	69	68	66	95	96	98	91	89
Home Economics	150	148	156	150	143	137	132	123	130	150	142	139
Industrial	198	178	145	146	145	143	138	126	143	163	178	174
Service & Health	767	910	982	1,036	1,119	1,092	1,055	1,178	1,408	1,538	1,552	1,521
Technical	213	253	253	229	227	279	269	299	377	392	329	322
Television	20	15	20	18	18	17	-	14	5	-	-	-
General Education	1,991	2,286	2,358	2,245	2,415	2,353	2,273	2,396	2,765	2,806	2,681	2,627
Grand Total:	4,520	4,980	5,015	4,851	5,042	5,003	4,817	5,188	5,985	6,382	6,217	6,093

Source: Wisconsin Technical College System: Client Reporting VE215570A & Schedule B-7

⁽¹⁾ A full-time equivalent (FTE) is equal to 30 annual student credits based on a mathematical calculation which varies somewhat by program and which is subject to state approval and audit of student and course data.

FULL-TIME ENROLLMENT STATISTICS HEADCOUNT ⁽¹⁾

Student Enrollment							
Fiscal Year Ended June 30	Aidable				Non-Aidable		
	Associate degree	Technical Diploma	Vocational Adult	Non-post- secondary (ABE)	Community service program	Duplicated Total	Unduplicated Total
2001	7,307	2,265	13,419	6,898	0	29,889	26,485
2002	8,214	2,840	13,274	8,101	22	32,451	28,252
2003	8,512	3,296	12,892	8,097	0	32,797	28,524
2004	8,910	3,480	11,714	7,813	0	31,917	27,511
2005	8,747	3,001	12,049	7,181	0	30,978	26,955
2006	9,008	2,746	10,874	6,918	0	29,546	25,540
2007	9,046	2,803	9,425	6,595	0	27,869	23,999
2008	9,087	2,073	8,599	6,456	0	26,215	22,789
2009	9,866	2,072	8,203	6,721	0	26,862	23,085
2010	11,021	2,253	8,057	7,347	0	28,678	24,322
2011	12,352	2,351	7,050	6,481	0	28,234	23,756
2012	11,744	2,451	7,069	5,976	0	27,240	22,689
2013 Est.	12,918	2,696	7,776	6,574	0	29,964	24,958

Fiscal Year Ended June 30	Agriculture	Business	Graphics & Applied Arts	Home Economics	Industrial	Service & Health	Technical & Television	General Education	Duplicated Total
2001	161	6,258	444	3,683	1,195	6,768	1,370	11,060	30,939
2002	149	7,197	386	3,994	1,222	6,722	1,582	16,524	37,776
2003	160	7,900	425	4,400	1,350	7,400	1,700	18,165	41,500
2004	170	6,340	321	3,453	1,048	6,683	1,402	15,421	34,838
2005	179	6,476	295	2,990	909	6,665	1,423	15,263	34,200
2006	162	5,645	260	2,648	876	6,472	1,458	14,640	32,161
2007	144	4,964	260	1,999	920	6,644	1,687	14,330	30,948
2008	143	4,447	310	1,571	850	6,853	1,544	13,654	29,372
2009	135	4,856	327	1,066	713	6,829	1,913	14,531	30,370
2010	137	5,168	387	841	1,018	7,913	1,967	15,378	32,809
2011	170	5,527	371	789	983	8,134	1,821	14,754	32,549
2012	150	5,516	351	672	1,198	8,261	1,517	14,063	31,728
2013 Est.	165	6,068	386	739	1,318	9,087	1,669	15,469	34,901

Source: Wisconsin Technical College System; Client Reports VE215572A/B

⁽¹⁾ Represents the duplicated and unduplicated count of students enrolled in District courses. A student may be enrolled in more than one program, but is counted only once in the Unduplicated Total. Therefore, the Unduplicated Total column does not equal the sum of the individual programs.

**WISCONSIN TECHNICAL COLLEGE SYSTEM
ENROLLMENT COMPARISON
BY DISTRICT**

DISTRICT	FISCAL YEAR 2011		FISCAL YEAR 2012	
	FTE'S	% OF TOTAL	FTE'S	% OF TOTAL
Milwaukee Area	14,542	17.7%	13,990	17.9%
Madison Area	11,050	13.4%	10,672	13.6%
Fox Valley	7,823	9.5%	7,501	9.6%
Northeast	7,561	9.2%	7,355	9.4%
Gateway	6,382	7.7%	6,217	7.9%
Waukesha County	4,892	5.9%	4,625	5.9%
Chippewa Valley	4,728	5.7%	4,426	5.7%
Western	4,121	5.0%	3,854	4.9%
Northcentral	3,843	4.7%	3,739	4.8%
Moraine Park	3,526	4.3%	3,138	4.0%
Indianhead	2,978	3.6%	2,774	3.5%
Blackhawk	2,830	3.4%	2,564	3.3%
Mid-State	2,575	3.1%	2,341	3.0%
Lakeshore	2,516	3.1%	2,253	2.9%
Southwest	1,768	2.1%	1,644	2.1%
Nicolet	1,231	1.5%	1,136	1.5%

Source: WTCS Client Report VE215570B

Gateway Technical College 2012 Graduate Profile

GRADUATE EMPLOYMENT

- 86% of graduates are employed
- 70% of graduates employed in the Gateway district
- 67% of graduates employed in a field related to their training
- Average full-time wage \$16.69 per hour



DIVERSITY OF OUR GRADUATES

- 73% are women
- 26% are minorities

GRADUATES GOALS

- 37% attended Gateway to prepare for getting a job
- 27% attended to prepare for further education
- 22% attended to prepare for a career change
- 8% attended to upgrade their current job skills
- 5% attended for personal interest
- 1% other

Source: 2012 Graduate Follow-Up Study R P & E

weare
futuremakers

CAMPUS/CENTER LOCATIONS

2013-2014 Gateway Technical College Associate Degree Programs

(current as of date printed)
Most programs may be started on any campus.

Length of Program
(full time)

ASSOCIATE DEGREES	Elkhorn Campus	Burlington Center	HERO Center	Kenosha Campus	Horizon Center	Lakeview Center	Racine Campus	iMET Center	Online	Program	Length of Program
	■	■		■	■	■	■	■	■	■	Accounting (10-101-1)
■			■				■	■	■	Administrative Professional (10-106-6)	2 Years
■				■	■					Aeronautics – Pilot Training (10-402-1)	2 Years
■										Air Conditioning, Heating, and Refrigeration Technology (10-601-1A)	2 Years
■								■		Geothermal Technician (Concentration Area 10-601-1B)	
■						■		■		Architectural – Structural Engineering Technician (10-614-6)	2 Years
■										Automated Manufacturing Systems Technology (10-628-3)	2 Years
■										Automotive Technology (10-602-3)	2 Years
■							■			Business Management (10-102-3)	2 Years
■							■			Civil Engineering Technology – Highway Technology (10-607-4)	2 Years
■							■			Civil Engineering Technology – Fresh Water Resources (10-607-9)	2 Years
■							■			Criminal Justice - Law Enforcement (10-504-1)	2 Years
■					■		■			Culinary Arts (10-316-1)	2 Years
■							■			Diesel Equipment Technology (10-412-1)	2 Years
■							■			Early Childhood Education (10-307-1)	2 Years
■							■			Electrical Engineering Technology (10-662-1A)	2 Years
■										Biomedical Engineering Technology (Concentration Area 10-662-1B)	
■										Sustainable Energy Systems (Concentration Area 10-662-1C)	
■								■		Electro - Mechanical Technology (10-620-1)	2 Years
■							■			Electronics (10-605-1)	2 Years
■			■				■			Fire Protection Technician (10-503-2)	2 Years
■							■			Graphic Communications (10-204-3)	2 Years
■							■			+ Health Information Technology (10-530-1)	2 Years
■										Horticulture (10-001-1)	2 Years
■										Greenhouse and Floral (Concentration Area 10-001-1A)	
■										Nursery and Landscaping (Concentration Area 10-001-1B)	
■							■			Hotel/Hospitality Management (10-109-1)	2 Years
■							■			Human Service Associate (10-520-3)	2 Years
■										+ Individualized Technical Studies (10-825-1)	2 Years
■										Technical Studies – Journeyworker (10-499-5)	
■							■			Industrial Mechanical Technician (10-462-1)	2 Years
■							■			Information Technology – Computer Support Specialist (10-154-3)	2 Years
■							■			Information Technology – Network Specialist (10-150-2A)	2 Years
■										Security Analyst (Concentration Area 10-150-2B)	
■										Information Technology – Programmer/Analyst (10-152-1)	2 Years
■										Information Technology – Web Developer/Administrator (10-152-3)	2 Years
■										Instructional Assistant – Associate Degree (10-522-2)	2 Years
■										Interior Design (10-304-1)	2 Years
■							■			Land Survey Technician (10-607-7)	2 Years
■							■			Marketing (10-104-3)	2 Years
■										General Marketing (Concentration Area 10-104-3A)	
■										Business to Business (Concentration Area 10-104-3B)	
■										Marketing Communications (Concentration Area 10-104-3D)	
■								■		Mechanical Design Technology (10-606-1)	2 Years
■										Mechanical Engineering Tech (Concentration Area 10-606-1A)	
■										Mechatronics (Concentration Area 10-606-1B)	
■										+ Nursing – Associate Degree (ADN/RN) (10-543-1)	2 Years
■										Paramedic Technician (10-531-1)	2 Years
■										Physical Therapist Assistant (10-524-1)	2 Years
■							■			Professional Communications (10-699-1)	2 Years
■							■			Supervisory Management (10-196-1)	2 Years
■										+ Surgical Technology (10-512-1)	2 Years

■ Most program courses taught at this location – some travel may be required to other locations.

General Studies courses are offered on all campuses.

+ Special Conditions; Contact Student Services

* Shared program

CAMPUS/CENTER LOCATIONS

TECHNICAL DIPLOMAS	Elkhorn Campus	Burlington Center	HERO Center	Kenosha Campus	Horizon Center	Lakeview Center	Racine Campus	iMET Center	Online
	■	■	■	■	■	■	■	■	■

2013-2014 Gateway Technical College Technical Diploma Programs

(current as of date printed)
Most programs may be started on any campus.

Length of Program
(full time)

Advanced EMT (30-531-6)	20 Weeks
Automotive Maintenance Technician (31-404-3)	1 Year
CNC Production Technician (31-444-2)	1 Year
Community Pharmacy Technician (30-536-1)	18 Weeks
Cosmetology (31-502-1)	1 Year
Criminal Justice – Law Enforcement Academy (30-504-1)	13 Weeks
+ Dental Assistant (31-508-1)	1 Year
Diesel Equipment Mechanic (31-412-1)	1 Year
+ Emergency Medical Technician (30-531-3)	20 Weeks
EMT-Paramedic (31-531-1)	1 Year
Facilities Maintenance (31-443-2)	1 Year
+ Health Unit Coordinator (30-510-2)	1 Year
Medical Assistant (31-509-1)	1 Year
Nursing Assistant (30-543-1)	6 Weeks
Office Assistant (31-106-1)	1 Year
+ Practical Nursing (31-543-1) (Listed on Nursing (10-543-1) Curriculum Sheet)	1 Year
Small Business Entrepreneurship (31-145-1)	1 Year
+ Welding (31-442-1)	1 Year
Robotics (Concentration Area 31-442-1A)	
Advanced Welding (Concentration Area 31-442-1B)	
Pipe Welding (Concentration Area 31-442-1C)	
+ Welding/Maintenance and Fabrication (30-442-2)	18 Weeks

CAMPUS/CENTER LOCATIONS

ATCS	Elkhorn Campus	Burlington Center	HERO Center	Kenosha Campus	Horizon Center	Lakeview Center	Racine Campus	iMET Center	Online
	■	■	■	■	■	■	■	■	■

2013-2014 Gateway Technical College Advanced Technical Certificates

(current as of date printed)
Contact Student Services for enrollment information.

Computer Animation (10-810-18)
Digital Photography (10-810-17)
Game Programming (10-810-16)
Geothermal Specialist (10-810-19)
Gerontological and Rehabilitative Nursing Care (10-810-21)
IBM Enterprise Programming and Administration (10-810-11)
Mobile Applications Development (10-810-22)
Multimedia (10-810-2)
Oracle (10-810-4)
Urban Farming (10-810-20)

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Administration Center
3520 - 30th Avenue
Kenosha, WI 53144-1690
262.564.3300

Burlington Center
496 McCanna Pkwy.
Burlington, WI 53105-3623
262.767.5200

SC Johnson iMET Center
2320 Renaissance Blvd.
Sturtevant, WI 53177-1763
262.898.7500

**Center for Bioscience and
Information Technology**
3520 - 30th Avenue
Kenosha, WI 53144-1690
262.564.3600

Elkhorn Campus
400 County Road H
Elkhorn, WI 53121-2046
262.741.8200

HERO Center
380 McCanna Pkwy
Burlington, WI 53105-3622
262.767.5204

**Horizon Center for
Transportation Technology**
4940 - 88th Avenue (Highway H)
Kenosha, WI 53144-7467
262.564.3900

Kenosha Campus
3520 - 30th Avenue
Kenosha, WI 53144-1690
262.564.2200

**LakeView Advanced
Technology Center**
9449 - 88th Avenue
Pleasant Prairie, WI 53158-2216
262.564.3400

Racine Campus
1001 South Main Street
Racine, WI 53403-1582
262.619.6200

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