



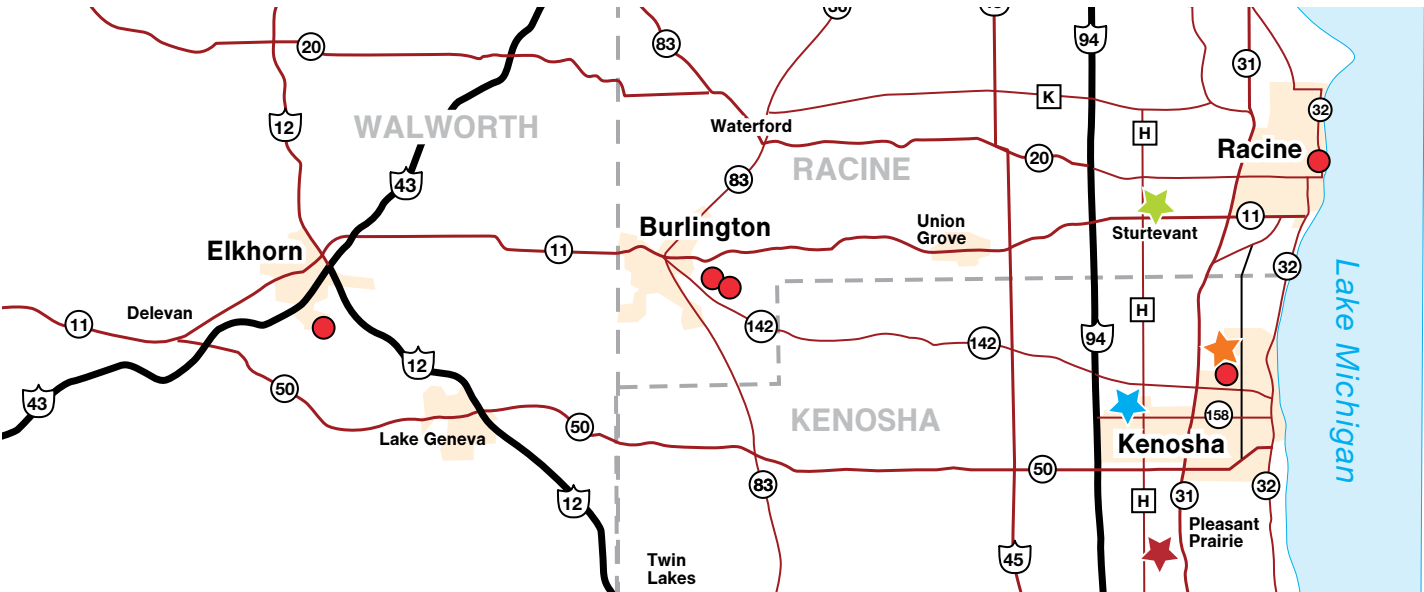
Gateway Technical College  
**2011 - 2012 Budget**

*Serving Southeastern Wisconsin*

we are  
futuremakers



## Gateway Technical College





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# 2011-12 BUDGET

## Gateway Technical College District Board

Adopted May 24, 2011

**Official Issuing Report:**

Mark W. Zlevor  
CFO/Vice President Administration

**Report Prepared by:**

Tina M. Schmitz  
Director Budget and Internal Audit

*Special thanks to Sandra Gray for cover design.*



## Gateway Technical College District Board of Trustees Fiscal Year 2011

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](http://www.gtc.edu/board).



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Racine County



**Leslie Scherrer**  
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# Introductory Section

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Bryan D. Albrecht  
President

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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 2012. 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 2011-12 overall operating budgets for expenditures, which includes both General and Special Revenue Funds, is projected to be \$87,163,890. The General Fund, which accounts for the majority of programs and services, is projected to be \$79,520,000, a 3.7% increase over the current year. The expenditure budget for all funds is \$159,253,890, a 5.6% increase.

The budget calls for a total tax levy of \$58,895,000, which includes \$51,161,000 for operations and \$7,734,000 for debt retirement. The total levy will increase by 1.0%. 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 3.0%.

Gateway offers more than 65 associate degree and technical diploma programs, preparing students for careers in business, manufacturing, healthcare and service occupations. In 2010, the college graduated 1,986 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 2010 graduates is \$16.44 per hour and 87% of our graduates are employed. Approximately 74% 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,

Roger Zacharias  
Chairperson, Board of Trustees

Bryan D. Albrecht  
President

# 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

At Gateway Technical College we value:

- 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 2012 provides a framework for college growth and includes nine goals matched with a planning process that involves all college staff. In the year 2009, Gateway renews its commitment to the Vision 2012 view of our future.

*Vision 2012: Achieving the Critical Degree of Success* – what does it take to make a great college exceptional? Through high quality education and training Gateway Technical College will strengthen its tri-county regional economy by serving 36,000 citizens annually totaling 6,000 full-time equivalent students by the year 2012. Together the college will:

### Model a positive, collaborative, and safe work environment.

*Strategies include:*

- Diverse workforce
- Professional and cultural learning opportunities
- Safety and security in all aspects of work
- Employee wellness
- Fair compensation/benefits for all employees

### Position our college for program and continuous quality improvement.

*Strategies include:*

- Accreditation, certifications, credentials
- Programs that respond to changing community needs
- Technology as a program growth strategy

### Demonstrate fiscal responsibility.

*Strategies include:*

- Positive year-end balances and long-term reserves
- Increased productivity and efficiency of programs
- New funding opportunities
- Sustainability and “green” strategies

## **GATEWAY VISION (continued)**

### **Deliver the “Gateway Experience.”**

*Strategies include:*

- Positive, professional customer service
- Consistent, effective branding
- Safe, consistent, professional-looking facilities and grounds

### **Promote innovation through technology.**

*Strategies include:*

- Web-based services throughout the college
- Expanded technology infrastructure
- New instructional delivery technologies

### **Increase pre-college opportunities for high school students.**

*Strategies include:*

- Uniform credit transfer process for all secondary school partners
- Scholarship opportunities for high school students through the Gateway foundation
- Strengthened marketing and transition services for secondary partners

### **Increase four-year college transfer opportunities.**

*Strategies include:*

- General Studies transfer agreements with UW colleges
- Increased 2+2 occupational transfer between colleges and universities
- Support of student and credit transfer opportunities

### **Expand opportunities for under-prepared students.**

*Strategies include:*

- Increased alignment of underprepared students with college success services
- Support of community-based education and training
- Increased transition options for ELL, ABE, GED, HSED, and AHS students

### **Engage our community through advocacy and action.**

*Strategies include:*

- Increased community investment through scholarship development
- Increased legislative support through communication and collaboration
- Use of business partnerships to strengthen program and community development
- Modeling of social responsibility, integrity, and transparency to the public

# GATEWAY TECHNICAL COLLEGE THE 2011-12 BUDGET MESSAGE



“In a time of unprecedented change Gateway Technical College stands tall in service to you, our community.

As we look to the future we are reminded of the historic value of our college to the communities which we serve. Like the pioneers in the 1800's and the industrialists in the 1900's, we too must keep our eye on the future. Gateways vision is an agenda designed to enrich our college community through innovative and responsive programs and services focused on the changing needs of our students.

This year Gateway turns 100 years old! As we celebrate this historic milestone I commit to continue to

honor the cornerstones of our college; integrity, innovation, quality and partnerships.

Congratulations to all those that help to share the Gateway experience and I look forward to continuing our journey into our next century.”

- Bryan D. Albrecht, President



Gateway Technical Colleges along with the other 15 technical colleges in Wisconsin adopted the theme “we are futuremakers” that 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 expanding services, and adding programs and services that align with the community needs. As a future maker, Gateway is committed to continue to strive for educational excellence.

Our vision is clear. Four years ago the college developed the Vision 2012 five-year strategic plan. Each year that plan is revisited and aligned with the budget. The 2011-12 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 Vision 2012 Strategic Plan and 2011-12 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:

- Fresh Water Resources Program, a program within Construction Sciences/Civil Engineering
- Wind Energy, a growing global wind power industry
- Snap-on Torque Training, a national certification program
- Developing a Solar Thermal program
- Geothermal Technician option available in our Air Conditioning, Heating, and Refrigeration Technology associate degree, along with an advanced certificate for Geothermal Specialist.
- Increase in number of General Studies sections offered to accommodate additional students including the summer term and added “Thin Layer” or general college courses in reading, writing, math and chemistry, to prepare individuals for General Studies
- 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 2011-2012 students will study Graphics and Computer Gaming in Parks, France, and Graphics and Business students will study in Germany.
- Service Learning will become an academic option for students this year. Two AmeriCorps VISTAs will provide support to students, faculty, and community agencies through our new Service Learning Center.

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, Carthage College, Marquette University, Milwaukee School of Engineering, Mount Mary College, and Upper Iowa University. Two new agreements have been made with Herzing University and University of Phoenix. .

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.

### **Dislocated Workers**

Gateway has developed a Dislocated Worker Team that collaborates closely with the Department of Workforce Development (DWD), but that can also work independently with businesses that may not qualify for DWD-funded services. Gateway's team is prepared to deliver services such as skills assessments, career counseling, academic program referral, student employment services, and customized training.

Gateway has developed partnerships with industry to develop emerging short term programs in wind – torque – a 6 week certificate course and geothermal technologies courses. In collaboration with DWD and local employers, Gateway developed a Boot Camp model for short-term training of dislocated workers. Boot Camps have been developed and delivered for CNC Operation, Welding, and Machine Repair.

Gateway is proud of its partnership with the Department of Workforce Development and has held GED and ABE classes at those centers. At the Racine Workforce Development Center, we also hold evening computer software classes in an open, self-paced lab environment with a Gateway instructor present at all times. Gateway serves on all three county workforce development boards to stay close to changing community needs.

### **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 need arises. Grant funding is critical to some of Gateway's most innovative initiatives like the CNC and welding boot camps, for example. Grants are a critical component in providing education, training, and economic development services.

New grants include Fund for the Improvement of Post-Secondary Education (FIPSE) and Health Professions Opportunity Program (HPOP) through the U.S. Department of Health and Human Services

### **Facilities & Equipment**

Positioning our college for continued growth is our goal. The 2011-12 Budget includes a \$10 million investment in facilities and equipment at our campuses throughout the district to support programs and services targeting high-growth enrollment and community services.

*Racine Campus* – The remodeling of the student center, lakefront entryway and adjacent grounds on the Racine Campus is near completion. The remodeling project provides space

for students to study, dine, socialize and enjoy a beautiful view of Lake Michigan to the east. Exterior work includes a new stairway, walkways, and plaza which exemplifies the Gateway experience. Projects in the planning stages include refurbishing the Lincoln Building, culinary program improvements and the addition of multi use classrooms to meet the needs of expected enrollment growth.

*Elkhorn Campus* – Work is underway to expand the North Building on the Elkhorn Campus. The \$1.5 million project will provide new space for student support services, including registration and counseling. The addition will create a new front door to the campus and a welcoming environment for residents new to the College. The FY 2012 budget also includes funding to refocus the South Building to support academic programming needs.

*Kenosha Campus* – Planning is underway for expansion of the Horticulture Center to provide for additional classroom space for programming in the area of sustainability. In addition, the Manufacturing, Engineering and Technical Wing will be remodeled and upgraded to support new programs in Geo Exchange, Solar, and Wind power.

*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 membership continues to grow. The Association provides networking opportunities for Gateway’s graduates, social activities for alumni and current students, newsletters, along with offering membership discounts at local businesses. 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 FY2011 more than \$67,000 was awarded to deserving Gateway students.

Gateway Technical College is committed to fostering a culture that supports sustainable initiatives. Gateway Technical College maintains the importance of the human and natural environment on each of our campuses in the tri-county area. 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 campus help 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 to equip society to re-stabilize the earth's climate. We have completed our greenhouse gas inventory and have begun the development of our climate action plan.

## **Learning Innovation and Technology**

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, adding user-requested options to our colleague student information system, and evaluating and adopting a learning management system to support online and on-ground students.

We continue to explore environmentally-sound computing methods at both the server and desktop levels. Our server virtualization efforts continue--with additional servers virtualized this year. This increases the amount of energy we are saving. Additionally, in collaboration with the Academic and Campus Affairs Division, we are exploring the possibilities inherent in Virtual Desktop Infrastructure (VDI) technologies. These systems provide the benefits and efficiencies of virtualization at the desktop level. We are in the very early stages of this effort and beginning to explore how the college might best leverage these tools to serve students, gain efficiencies, and conserve energy. Depending on the availability of capital budget allocations in support of this project, this year will see continuing pilot projects to evaluate software distribution and hardware options in support of any future VDI project. We are excited about the opportunities this technology provides and are hopeful that we will identify a way to integrate it into our college technologies.

This year we have made significant progress on enhancing technology-mediated delivery options for our K-12 partners through the 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 over distance learning technologies. We are beginning to deploy videoconferencing equipment to our high school partner sites to provide updated and enhanced technology to support the ongoing distance learning needs of these partners. This equipment deployment will be completed in the coming year. This robust infrastructure will support the distance learning delivery programs of the VANguard project and allow innovative instructors at our college and across our region the opportunity to reach additional students through technology.



After an exceptionally thorough evaluation process that involved faculty, technology specialists, and deans representing multiple areas of the college, we determined to remain with our current LMS solution provider—Blackboard. While there are a number of potential competitors with compelling feature sets, we determined that the Blackboard platform best fits the needs of our faculty and students. We were able to secure excellent pricing options through negotiations and are planning to enter into a long-term contract to continue these services. The importance of the Learning Management System to all students—not just those studying online or in blended classes—cannot be understated. This type of technology is central to our efforts to meet the needs of staff, students, and faculty in our increasingly technology-mediated learning environments.

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**

During times of economic downturn community colleges are seen as leaders of economic rebirth. Gateway's Workforce & Economic Development Division (WEDD) has operated under four banners this year – Grants, Leadership, Partnerships and Innovation. Grants to support the work of employers who are trying to do more with less, leadership as a way of sharing our best practices with other colleges and bringing new resources into the college, partnerships to allow us to align better with industry and offer the extra 'edge' to our students, and innovation which allows us to think in new ways and look for hidden opportunities.

In the area of grants, WEDD continued to maximize the WTCS Workforce Advancement Training (WAT) grant capacity. Gateway was awarded 11 WAT grants to assist companies with incumbent worker training. Additionally we secured US Economic Development Administration (EDA) funding for entrepreneurial training and prepared an EDA proposal in the area of Clean Energy covering six counties including Racine, Kenosha, Walworth, and Rock in Wisconsin, and Boone and Winnebago counties in Illinois. As a way to make our grant dollars go farther, WEDD used funding from the Kloss Foundation to create the Employer Training Assistance Program which provides mini-grants to qualified employers to help underwrite investments in employee skills training.

WEDD demonstrated leadership in our district by spearheading initiatives in Lean and Six Sigma. Two sold-out events featuring Toyota Kata author Mike Rother were held this year. National leadership included presentations such as National Coalition of Advanced Technology Centers (NCATC) "*Modeling a New Education*". Association for Career & Technical Education (ACTE) presentations on Gateway's "green" initiatives and Gateway's Bootcamp and Smart Career Restart models. National webinar on Gateway's inclusion in Workforce Strategy Center's publication Employers, Low-income Young Adults, and Postsecondary Credentials, US Department of Labor, ETA Heartland Conference on Gateway's Bootcamps and American Association for Community Colleges (AACC) Gateway's industry partnerships and role in the National Coalition of Advanced Technology Centers (NCATC).

It's not just telling our story that makes us leaders, but holding positions in which we can make an impact, such as: president-elect of the National Coalition of Advanced Technology Centers, president of the Wisconsin Business Incubation Association, member of the APICS international curriculum review committee. Staff also participated in meetings that generate ideas about building entrepreneurship and job creation throughout the state, and served as panelists for the Wisconsin's Workforce Impacts Session where they discuss Gateway's entrepreneurial initiatives with the US Economic Development Administration.

Making things happen takes many people on all sides of the table. WEDD has developed partnerships and relationships that make a difference for our students and our communities as shown in the following examples. A local chapter of SCORE "Counselors to America's Small Business" a nonprofit association dedicated to educating entrepreneurs and the formation, growth and success of small business nationwide is now housed at Gateway's CATI in Sturtevant: WEDD administrators participated in the Walworth County Economic Summit and surveyed employers regarding training needs and a strategy to include more Walworth businesses in contracts for service and WAT grant applications. Gateway was one of the stops on the Snap-on Benchmarking Tour which took participants to Francis Tuttle Technology Center in OK, Wichita Area Technical College in KS, Gateway and Lakeshore Technical Colleges in WI. Participants learned about new programming in the areas of diesel, aviation, torque, and wind. Gateway is collaborating with Kenosha Unified School District to offer Apprenticeship Carpentry classes at Bradford High School in the evenings. As a charter member of the National Coalition of Certification Centers (NC3), Gateway is assisting with recruitment of additional education providers to join the 17 current members. NC3 provides Gateway access to world-class curriculum, developed collaboratively between educators and industry to train, assess, and certify program students and incumbent workers. Gateway along with Snap-on, Fox Valley Technical College, Moraine Park Technical College and Lakeshore Technical College developed a statewide marketing strategy for Snap-on Diagnostics training and certification including a statewide training calendar to better serves our customers – technicians throughout the state of Wisconsin.

Out of a position of leadership and partnerships comes innovation. It is through the perspectives of our partners and our customers that we develop new ways to assist dislocated workers. This past year saw the successful completion of two Welding Bootcamps and one Machine Repair Bootcamp. Additionally in collaboration with workforce development partners in all three counties WEDD developed the next generation of Bootcamps - Smart Career Restart Programs –Telecommunications Installer, Logistics Technician and Medical Receptionist. Each program includes industry certification as a validation of student skills. Gateway developed the national curriculum for Snap-on Torque Training & Certification and was the first to host a train-the-trainer session and include the training and certification opportunity in the Machine Repair Bootcamp. Another innovative program for dislocated workers was the offering of courses for Older Youth who had participated in the Summer Youth program. Using ARRA funds, PC Basics and College Success Skills were offered to a group of 13 students as an introduction to college-level classes.

New and continuing areas of focus for WEDD include: Green Business Practices Seminar Series: webinars on Critical Core Manufacturing Skills, Manufacturing Skills Standards Certification, Apprenticeship and Free Training ID Tool; Leadership Academy in

collaboration with Pierce Manufacturing to be housed at the HERO Center in Burlington. This academy will provide leadership training for Company Fire Officers at fire departments throughout the Gateway District. In order to support our registration process WEDD has been working with Gateway's Information Systems staff on an online registration process and e-commerce site. The site will go 'live' in July 2010.

Gateway's apprenticeship program remained strong despite a decrease nationally in apprenticeship training tied to the housing market and other economic indicators. Across all apprenticeship offerings, fifty-four apprentices completed their training this year and filled the needs of thirty-nine local employers. A sizeable increase in apprenticeship training came through a contract for service for national apprenticeship training for Great Lakes Naval which included maintenance technician, painting and decorating and pipefitters.

## **Business and Financial Services**

The Vision 2012 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. This year the Finance Division team developed a mission statement which encompasses our overall direction and purpose.

### **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 will focus its efforts on process improvement, increase efficiency and customer service through the increased use of technology. Business Office staff are collaborating with our IT Division in piloting a new technology called Virtual Desktop Infrastructure (VDI) in place of desktop computers. This new technology similar has functionality with reduced capital investment and energy usage. Projects are underway to improve and expand the use of credit card payments for College services. An "Electronic Storefront" will be established enabling all College departments to utilize E Commerce. Continuous process improvement is utilized to convert paper documents to electronic online images. This process saves costs of handling, postage, and materials and improves efficiency.

Gateway is partnering with the other Wisconsin Technical Colleges in implementing a joint purchasing program which utilizes SciQuest purchasing software. The new program, to be implemented in FY 2012, will ensure that Gateway receives the best pricing possible as a result of the combined purchasing power of the WTC System. In addition, the Business Office has expanded its support for the Foundation and Grants. The Foundation plays a critical role in providing resources for student most in need, and accurate and timely financial information is essential. The Finance staff will support several new grant programs in FY 2012, including Federal grants totaling over \$4.7 million.

Our Division is supporting Gateway's sustainable efforts through several new programs. Office supplies will be delivered to departments in reusable containers in place of cardboard boxes and plastic bags. The recycling process for printer cartridges and peripherals has been enhanced. Finance staff are collecting and reporting data for the Presidents' Climate Commitment.

## **Human Resources**

Gateway Technical College models a positive, collaborative, and safe work environment. This is the first of nine strategies in our strategic plan – Vision 2012. The Human Resources department is instrumental in assisting the college with programs and strategies to meet this goal.

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. Implementation has begun with the goal to receive this prestigious designation by November of 2011.

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. "Gateway will embrace web-based services throughout the college" – Human Resources is using an on-line application which will allow 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".

The benefit for the college includes accurate tracking of data, computer based reporting, reduced manual data entry, reduced use of paper, ability to review information remotely, and an effective use of technology.

## **Student Success**

Access to personal and educational success for all students is the goal of the Student Success team at Gateway Technical College. The Student Success team 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. This year the college will complete a major study of its student services model, processes and vision and make recommendations to the college for strengthening student success services.

*Online Services:* The continuous enhancement of online Student Services, which include Web Advisor, Student Email, Dynamic Forms, and cyber counseling, enable our students to access information and conduct school business any time of the day through the website.

*Student Access:* The establishment of Self Service Student Services Kiosks is another initiative designed to provide access for students. These kiosks will allow students, while on campus, to conduct their college business without having to stand in a line. The college established a district wide call center.

*Student Life:* The enhancement of Student Life Activities to create a receptive learning community is one of the Student Success team's highest priorities. The purchase of new student lounge furniture, entertainment consoles, table/electronic games, and televisions and a student gaming room all help to improve student life and are part of

our retention efforts. Creating a comfortable and engaging environment keeps students intellectually stimulated and forms an engaging learning community.



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## **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**, President

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

**Dr. John Thibodeau**, Assistant Provost/Vice President Institutional Effectiveness and Student Success

**Mark W. Zlevor**, Vice President Administration and Chief Financial Officer

**William Whyte**, Vice President Human Resources

**Jeffrey Robshaw**, Vice President Learning Innovation and Chief Information Officer

**Deborah Davidson**, Vice President Workforce and Economic Development

**Stephanie Sklba**, Vice President Community and Government Relations

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## **BUDGET PLANNING PROCESS**

### **Fiscal Year 2011 - 2012**

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 May, 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 regular meeting in June.

The tax rates shown in this document are tentative based on estimated property valuation. On or about October 1<sup>st</sup>, 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 2011-12 remains flat with the prior year based on our latest forecast.

#### *Financial Assumptions:*

- Equalized property values are expected to decrease by 2% compared to FY 2011.
- A 30% decrease in State Aid is budgeted for FY 2012 due to State budget changes.
- Grant activity increases in FY12 with several new Federal grants for employment and training programs while Perkins and general purpose revenue slightly decrease.
- The State Board increased the tuition rate by 5.5% or from \$106 to \$112 per credit.
- Operating revenues, other than tax levy, are expected to decrease by 3.3%.
- Personnel services are budgeted in accordance to contracts as negotiated. Health insurance rates increase on average by 1.7% in FY 2012 and dental insurance rates increase 6%.
- Other non-personnel expenses decrease by approximately 1.4% over the 2010-11 budget.
- 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 \$10 million in long-term borrowing for equipment, facility expansion and remodeling.

- The Board approved the tentative budget at their regular meeting on April 21, 2011 and held a public hearing at the Kenosha Campus on May 9, 2011. Subject to Board of Trustees review of that hearing, the final budget was approved at a regular Board of Trustees meeting on May 24, 2011. 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, 2011 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-county 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 2012.

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

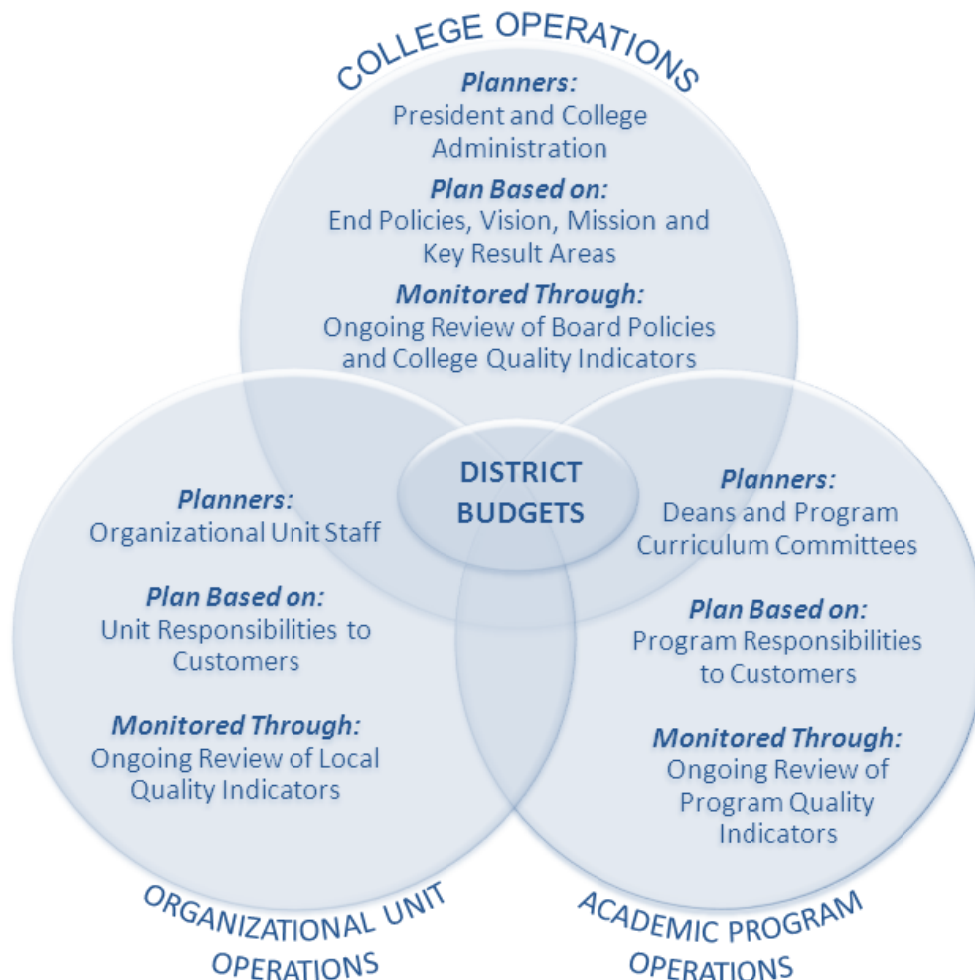
Individual academic programs also participate in a parallel form of quality planning mandated by the Wisconsin Technical College System. The WTCS Quality Review process prescribes a series of data measures in a state-wide scorecard for all programs to monitor.

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



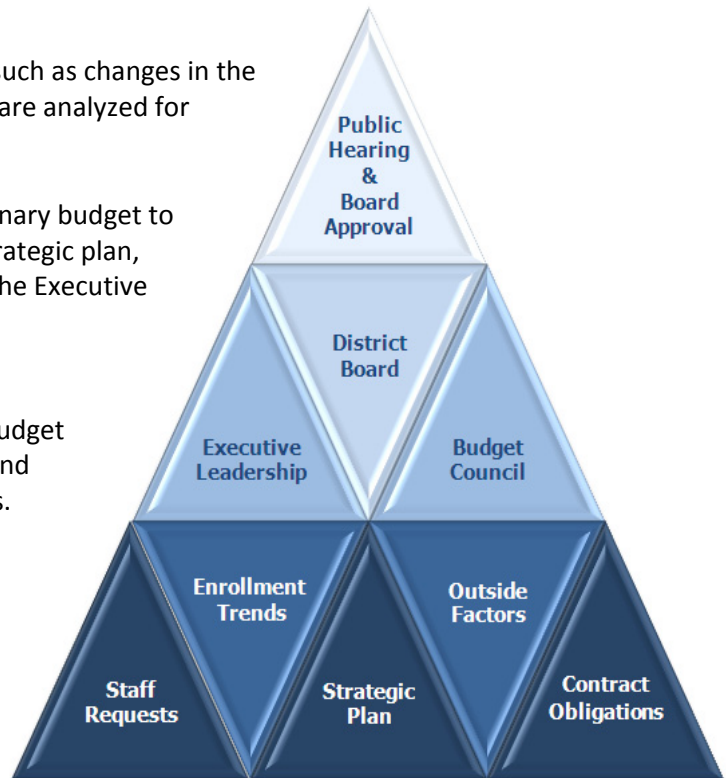
## The District Budget Council

An active council of 17 members of Gateway Technical College staff manage the operating budgets. The primary responsibility of the Budget Council is to ensure alignment of the Budget to Vision 2012, 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 responsibly 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 2012 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 (GESPP). Clerical staff is represented by Local No. 2738 AFL-CIO of the American Federation of State, County, and Municipal Employees (AFSCME).

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 2010-11, and positions included in the 2011-12 Budget.

Category	2010-11 Estimate	2011-12 Budget
Administrators	59	59
Clerical	97	97
Service	38	38
Teachers	310	310
Technical	101	101
<b>Total Positions <sup>(1)</sup></b>	<b>605</b>	<b>605</b>

The above changes are a direct result of responding to the growth in enrollments, expanded course offerings, and increased use in technology. Fiscal year 2010-11 includes adjustments for changes in positions made throughout the year.

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

*Sources: EECO Report, Budgetary Employee Worksheets*



**Financial Section**

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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 General Fixed Assets:** Represents the cost of general fixed 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, 2011 - JUNE 30, 2012

A public hearing on the proposed fiscal year 2011-12 budget for the Gateway Technical College District was held Monday, May 9, 2011 at 7:00p.m., in room 120, BioScience Building on the Kenosha Campus, Gateway Technical College, 3520 30th Avenue, Kenosha, 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		
1994-95	\$16,274,011,063	1.40437	0.21092	1.61529	0.50%
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	1.28201	4.53%
2010-11	\$41,935,823,079	1.21998	0.17114	1.39112	8.51%
2011-12 (1)	\$41,097,106,617	1.24488	0.18819	1.43307	3.02%

FISCAL YEAR	TOTAL EXPENDITURES (3)	PERCENT INCR (DECR)	PROPERTY TAX LEVY	PERCENT INCR (DECR)	TAX ON A \$100,000 HOUSE
1993-94	\$47,460,406	8.69%	\$24,765,364	9.06%	\$160.74
1994-95	\$49,855,192	5.05%	\$26,287,300	6.15%	\$161.53
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	\$151,831,122	22.01%	\$58,338,000	3.80%	\$139.11
2011-12	\$159,253,890	4.89%	\$58,895,000	0.95%	\$143.31

### 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	\$ -	\$ -	\$ 7,734,000	\$ 45,000	\$ 58,895,000
Other Budgeted Revenues	28,910,000	5,357,890	53,475,000	325,000	100,000	500,000	88,667,890
Subtotal	77,740,000	7,643,890	53,475,000	325,000	7,834,000	545,000	147,562,890
Budgeted Expenditures	79,520,000	7,643,890	53,475,000	10,325,000	7,745,000	545,000	159,253,890
Excess of Revenues Over Expenditures	(1,780,000)	-	-	(10,000,000)	89,000	-	(11,691,000)
Operating Transfers	1,000,000	(1,000,000)	-	-	-	-	-
Proceeds from Debt	-	-	-	10,000,000	-	-	10,000,000
Estimated Fund Balance 7/1/11	17,974,094	2,901,655	1,374,697	1,680,818	1,595,199	1,065,544	26,592,007
Estimated Fund Balance 6/30/12	\$ 17,194,094	\$ 1,901,655	\$ 1,374,697	\$ 1,680,818	\$ 1,684,199	\$ 1,065,544	\$ 24,901,007

- (1) Equalized valuation is projected to decline by 2% in fiscal year 2011-12.  
(2) The Operational Mill rate may not exceed 1.500 per s. 38.16 of the Wisconsin Statutes.  
(3) Fiscal years 2009-10 represent actual amounts; 2010-11 is projected; and 2011-12 is in the proposed budget.

**Gateway Technical College**  
**BUDGET SUMMARY - GENERAL FUND**

FISCAL YEAR JULY 1, 2011 - JUNE 30, 2012

	2009-10 ACTUAL <sup>(5)</sup>	2010-11 ADOPTED BUDGET	2010-11 MODIFIED BUDGET	2010-11 ESTIMATE <sup>(6)</sup>	2011-12 BUDGET
<b>REVENUES</b>					
Local Government	\$ 46,783,873	\$ 48,830,000	\$ 48,830,000	\$ 48,830,000	\$ 48,830,000
State Aids	7,663,112	7,200,000	7,200,000	7,200,000	5,100,000
Program Fees	14,653,706	15,197,000	15,197,000	17,000,000	17,935,000
Material Fees	806,132	836,000	836,000	900,000	950,000
Other Student Fees	1,656,273	1,517,000	1,517,000	1,750,000	1,735,000
Institutional	2,906,592	3,060,000	3,310,000	3,045,000	3,190,000
Federal	18,910	0	0	0	0
<b>TOTAL REVENUE</b>	<b>74,488,598</b>	<b>76,640,000</b>	<b>76,890,000</b>	<b>78,725,000</b>	<b>77,740,000</b>
<b>EXPENDITURES</b>					
Instruction	49,687,181	52,600,000	52,600,000	54,200,000	55,521,000
Instructional Resources	1,212,743	1,340,000	1,340,000	1,275,000	1,306,000
Student Services	7,622,951	7,800,000	7,800,000	7,800,000	7,939,000
General Institutional	6,309,285	7,200,000	7,200,000	7,100,000	7,198,000
Physical Plant	7,032,748	7,700,000	7,725,000	7,450,000	7,556,000
Public Service	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>71,864,908</b>	<b>76,640,000</b>	<b>76,665,000</b>	<b>77,825,000</b>	<b>79,520,000</b>
<b>NET REVENUE (EXPENDITURES)</b>	<b>2,623,690</b>	<b>0</b>	<b>225,000</b>	<b>900,000</b>	<b>(1,780,000)</b>
<b>OTHER SOURCES (USES)</b>					
Operating Transfers In (Out)	0	0	(1,209,650)	(1,209,650)	1,000,000
<b>TOTAL RESOURCES (USES)</b>	<b>2,623,690</b>	<b>0</b>	<b>(984,650)</b>	<b>(309,650)</b>	<b>(780,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Reserve for Operations	2,623,690	0	(984,650)	(309,650)	(780,000)
<b>TOTAL TRANSFERS TO (FROM) FUND BALANCE</b>	<b>2,623,690</b>	<b>0</b>	<b>(984,650)</b>	<b>(309,650)</b>	<b>(780,000)</b>
Beginning Fund Balance	15,660,054	18,283,744	18,283,744	18,283,744	17,974,094
Ending Fund Balance	\$ 18,283,744	\$ 18,283,744	\$ 17,299,094	\$ 17,974,094	\$ 17,194,094

ALL GATEWAY FUNDS	2009-10 ACTUAL <sup>(5)</sup>	2010-11 ADOPTED BUDGET	2010-11 MODIFIED BUDGET	2010-11 ESTIMATE <sup>(6)</sup>	2011-12 BUDGET	% Chng <sup>(7)</sup>
<b>EXPENDITURES BY FUND</b>						
General Fund	71,864,908	76,640,000	76,665,000	77,825,000	79,520,000	3.7%
Special Revenue - Operational Fund	4,681,577	5,322,122	5,322,122	5,322,122	7,643,890	43.6%
Special Revenue - Non Aidable Fund	30,335,611	32,147,800	50,358,000	50,358,000	53,475,000	6.2%
Capital Projects Fund	9,198,503	9,326,000	10,551,000	10,551,000	10,325,000	-2.1%
Debt Service Fund	7,099,404	7,407,000	7,300,000	7,300,000	7,745,000	6.1%
Enterprise Fund	1,259,086	320,000	590,000	475,000	545,000	-7.6%
<b>TOTAL EXPENDITURES BY FUND</b>	<b>\$124,439,089</b>	<b>\$131,162,922</b>	<b>\$150,786,122</b>	<b>\$151,831,122</b>	<b>\$159,253,890</b>	<b>5.6%</b>
<b>REVENUES BY FUND</b>						
General Fund	74,488,598	76,640,000	76,890,000	78,725,000	77,740,000	1.1%
Special Revenue - Operational Fund	4,950,991	5,322,122	5,322,122	5,322,122	7,643,890	43.6%
Special Revenue - Non Aidable Fund	30,567,111	32,147,800	50,358,000	50,358,000	53,475,000	6.2%
Capital Projects Fund	707,295	326,000	326,000	583,000	325,000	-0.3%
Debt Service Fund	7,314,083	7,477,000	7,437,000	7,437,000	7,834,000	5.3%
Enterprise Fund	1,350,152	320,000	590,000	590,000	545,000	-7.6%
<b>TOTAL REVENUE BY FUND</b>	<b>\$119,378,230</b>	<b>\$122,232,922</b>	<b>\$140,923,122</b>	<b>\$143,015,122</b>	<b>\$147,562,890</b>	<b>4.7%</b>

(5) Actual is presented on a budgetary basis.

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

(7) (2011-2012 budget - 2010-2011 budget) / 2010-2011 budget

**GENERAL FUND**  
2011-12 BUDGETARY STATEMENT OF  
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2009-10 ACTUAL*	2010-11 ADOPTED BUDGET	2010-11 MODIFIED BUDGET	2010-11 ESTIMATE**	2011-12 BUDGET
<b>REVENUES</b>					
Local Government	\$ 46,783,873	\$ 48,830,000	\$ 48,830,000	\$ 48,830,000	\$ 48,830,000
State Aids	7,448,585	7,000,000	7,000,000	7,000,000	4,900,000
Other State Aids	214,527	200,000	200,000	200,000	200,000
Program Fees	14,653,706	15,197,000	15,197,000	17,000,000	17,935,000
Material Fees	806,132	836,000	836,000	900,000	950,000
Other Student Fees	1,656,273	1,517,000	1,517,000	1,750,000	1,735,000
Federal	18,910	-	-	-	-
Institutional	2,906,592	3,060,000	3,310,000	3,045,000	3,190,000
<b>TOTAL REVENUE</b>	<u>74,488,598</u>	<u>76,640,000</u>	<u>76,890,000</u>	<u>78,725,000</u>	<u>77,740,000</u>
<b>EXPENDITURES</b>					
Instruction	49,687,181	52,600,000	52,600,000	54,200,000	55,521,000
Instructional Resources	1,212,743	1,340,000	1,340,000	1,275,000	1,306,000
Student Services	7,622,951	7,800,000	7,800,000	7,800,000	7,939,000
General Institutional	6,309,285	7,200,000	7,200,000	7,100,000	7,198,000
Physical Plant	7,032,748	7,700,000	7,725,000	7,450,000	7,556,000
<b>TOTAL EXPENDITURES</b>	<u>71,864,908</u>	<u>76,640,000</u>	<u>76,665,000</u>	<u>77,825,000</u>	<u>79,520,000</u>
Net Revenue (Expenditures)	2,623,690	-	225,000	900,000	(1,780,000)
<b>OTHER SOURCES (USES)</b>					
Operating Transfer In (Out)	-	-	(1,209,650)	(1,209,650)	1,000,000
<b>TOTAL RESOURCES (USES)</b>	<u>2,623,690</u>	<u>-</u>	<u>(984,650)</u>	<u>(309,650)</u>	<u>(780,000)</u>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Reserve for Operations	2,623,690	-	(984,650)	(309,650)	(780,000)
<b>TOTAL TRANSFERS TO (FROM) FUND BALANCE</b>	<u>2,623,690</u>	<u>-</u>	<u>(984,650)</u>	<u>(309,650)</u>	<u>(780,000)</u>
Beginning Fund Balance	15,660,054	18,283,744	18,283,744	18,283,744	17,974,094
Ending Fund Balance	<u>\$ 18,283,744</u>	<u>\$ 18,283,744</u>	<u>\$ 17,299,094</u>	<u>\$ 17,974,094</u>	<u>\$ 17,194,094</u>

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

### 2011-12 BUDGETARY STATEMENT OF RESOURCES, USES AND CHANGES IN FUND BALANCE

	2009-10 ACTUAL*	2010-11 ADOPTED BUDGET	2010-11 MODIFIED BUDGET	2010-11 ESTIMATE**	2011-12 BUDGET
<b>REVENUES</b>					
Local Government	\$ 2,206,000	\$ 2,286,000	\$ 2,286,000	\$ 2,286,000	\$ 2,286,000
State	996,921	902,696	902,696	902,696	607,582
Federal	1,709,446	2,076,901	2,076,901	2,076,901	4,705,908
Institutional	38,624	56,525	56,525	56,525	44,400
<b>TOTAL REVENUE</b>	<b>4,950,991</b>	<b>5,322,122</b>	<b>5,322,122</b>	<b>5,322,122</b>	<b>7,643,890</b>
<b>EXPENDITURES</b>					
Instruction	3,157,239	3,349,994	3,349,994	3,349,994	5,097,949
Student Services	839,268	957,668	957,668	957,668	1,231,393
General Institutional	368,561	688,060	688,060	688,060	979,988
Public Service	316,509	326,400	326,400	326,400	334,560
<b>TOTAL EXPENDITURES</b>	<b>4,681,577</b>	<b>5,322,122</b>	<b>5,322,122</b>	<b>5,322,122</b>	<b>7,643,890</b>
Net Revenue (Expenditures)	269,414	-	-	-	-
<b>OTHER SOURCES (USES)</b>					
Operating Transfer In (Out)	-	-	-	-	(1,000,000)
<b>TOTAL RESOURCES (USES)</b>	<b>269,414</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,000,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Reserve for Operations	269,414	-	-	-	(1,000,000)
<b>TOTAL TRANSFERS TO (FROM) FUND BALANCE</b>	<b>269,414</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,000,000)</b>
Beginning Fund Balance	2,632,241	2,901,655	2,901,655	2,901,655	2,901,655
Ending Fund Balance	<b>\$ 2,901,655</b>	<b>\$ 2,901,655</b>	<b>\$ 2,901,655</b>	<b>\$ 2,901,655</b>	<b>\$ 1,901,655</b>

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

### 2011-12 BUDGETARY STATEMENT OF RESOURCES, USES AND CHANGES IN FUND BALANCE

	2009-10 ACTUAL*	2010-11 ADOPTED BUDGET	2010-11 MODIFIED BUDGET	2010-11 ESTIMATE**	2011-12 BUDGET
<b>REVENUES</b>					
Local Government	\$ -	\$ -	\$ -	\$ -	\$ -
State Aids	1,830,398	1,973,500	2,576,000	2,576,000	1,887,500
Other Student Fees	763,409	785,000	785,000	785,000	875,000
Institutional	4,390,642	4,639,300	5,159,300	5,159,300	5,053,500
Federal	<u>23,582,662</u>	<u>24,750,000</u>	<u>41,837,700</u>	<u>41,837,700</u>	<u>45,659,000</u>
<b>TOTAL REVENUE</b>	<b>30,567,111</b>	<b>32,147,800</b>	<b>50,358,000</b>	<b>50,358,000</b>	<b>53,475,000</b>
<b>EXPENDITURES</b>					
Instruction	-	-	-	-	-
Student Services	29,865,380	31,578,800	49,497,000	49,497,000	52,974,000
General Institutional	<u>470,231</u>	<u>569,000</u>	<u>861,000</u>	<u>861,000</u>	<u>501,000</u>
<b>TOTAL EXPENDITURES</b>	<b>30,335,611</b>	<b>32,147,800</b>	<b>50,358,000</b>	<b>50,358,000</b>	<b>53,475,000</b>
Net Revenue (Expenditures)	231,500	-	-	-	-
<b>OTHER SOURCES (USES)</b>					
Operating Transfer In (Out)	<u>(231,000)</u>	-	<u>(15,350)</u>	<u>(15,350)</u>	-
<b>TOTAL RESOURCES (USES)</b>	<b>500</b>	<b>-</b>	<b>(15,350)</b>	<b>(15,350)</b>	<b>-</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Reserve for Student Financial Asst/Organizations	<u>500</u>	-	<u>(15,350)</u>	<u>(15,350)</u>	-
<b>TOTAL TRANSFERS TO (FROM) FUND BALANCE</b>	<b>500</b>	<b>-</b>	<b>(15,350)</b>	<b>(15,350)</b>	<b>-</b>
Beginning Fund Balance	1,389,547	1,390,047	1,390,047	1,390,047	1,374,697
Ending Fund Balance	<u>\$ 1,390,047</u>	<u>\$ 1,390,047</u>	<u>\$ 1,374,697</u>	<u>\$ 1,374,697</u>	<u>\$ 1,374,697</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**  
2011-12 BUDGETARY STATEMENT OF  
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2009-10 ACTUAL*	2010-11 ADOPTED BUDGET	2010-11 MODIFIED BUDGET	2010-11 ESTIMATE**	2011-12 BUDGET
<b>REVENUES</b>					
State	\$ 20,442	24,000	24,000	20,000	20,000
Federal	4,793	2,000	2,000	463,000	5,000
Institutional	682,060	300,000	300,000	100,000	300,000
<b>TOTAL REVENUE</b>	<b>707,295</b>	<b>326,000</b>	<b>326,000</b>	<b>583,000</b>	<b>325,000</b>
<b>EXPENDITURES</b>					
Instruction	2,777,185	3,500,000	3,500,000	3,500,000	3,500,000
Instructional Resources	8,616	21,000	21,000	21,000	50,000
Student Services	73,174	85,000	285,000	285,000	300,000
General Institutional	814,413	1,200,000	1,200,000	1,200,000	1,230,000
Physical Plant	5,512,598	4,500,000	5,525,000	5,525,000	5,225,000
Public Service	12,517	20,000	20,000	20,000	20,000
<b>TOTAL EXPENDITURES</b>	<b>9,198,503</b>	<b>9,326,000</b>	<b>10,551,000</b>	<b>10,551,000</b>	<b>10,325,000</b>
Net Revenue (Expenditures)	(8,491,208)	(9,000,000)	(10,225,000)	(9,968,000)	(10,000,000)
<b>OTHER SOURCES (USES)</b>					
Proceeds from Debt	9,000,000	9,000,000	9,000,000	9,000,000	10,000,000
Operating Transfer In (Out)	231,000	-	1,225,000	1,225,000	-
<b>TOTAL RESOURCES (USES)</b>	<b>739,792</b>	<b>-</b>	<b>-</b>	<b>257,000</b>	<b>-</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Reserve for Capital Projects	739,792	-	-	257,000	-
<b>TOTAL TRANSFERS TO (FROM) FUND BALANCE</b>	<b>739,792</b>	<b>-</b>	<b>-</b>	<b>257,000</b>	<b>-</b>
Beginning Fund Balance	684,026	1,423,818	1,423,818	1,423,818	1,680,818
Ending Fund Balance	<b>\$ 1,423,818</b>	<b>\$ 1,423,818</b>	<b>\$ 1,423,818</b>	<b>\$ 1,680,818</b>	<b>\$ 1,680,818</b>

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**  
2011-12 BUDGETARY STATEMENT OF  
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2009-10 ACTUAL*	2010-11 ADOPTED BUDGET	2010-11 MODIFIED BUDGET	2010-11 ESTIMATE**	2011-12 BUDGET
<b>REVENUES</b>					
Local Government	\$ 6,959,000	\$ 7,377,000	\$ 7,177,000	\$ 7,177,000	\$ 7,734,000
Institutional	355,083	100,000	260,000	260,000	100,000
<b>TOTAL REVENUE</b>	<u>7,314,083</u>	<u>7,477,000</u>	<u>7,437,000</u>	<u>7,437,000</u>	<u>7,834,000</u>
<b>EXPENDITURES</b>					
Physical Plant	7,099,404	7,407,000	7,300,000	7,300,000	7,745,000
<b>TOTAL EXPENDITURES</b>	<u>7,099,404</u>	<u>7,407,000</u>	<u>7,300,000</u>	<u>7,300,000</u>	<u>7,745,000</u>
Net Revenue (Expenditures)	214,679	70,000	137,000	137,000	89,000
<b>OTHER SOURCES (USES)</b>					
Proceeds from Debt	3,110,000	-	-	-	-
Payment to Refunded Bond Escrow Agent	(3,040,000)	-	-	-	-
Operating Transfer In (Out)	-	-	-	-	-
<b>TOTAL RESOURCES (USES)</b>	<u>284,679</u>	<u>70,000</u>	<u>137,000</u>	<u>137,000</u>	<u>89,000</u>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Reserve for Debt Service	284,679	70,000	137,000	137,000	89,000
<b>TOTAL TRANSFERS TO (FROM) FUND BALANCE</b>	<u>284,679</u>	<u>70,000</u>	<u>137,000</u>	<u>137,000</u>	<u>89,000</u>
Beginning Fund Balance	1,173,520	1,458,199	1,458,199	1,458,199	1,595,199
Ending Fund Balance	<u>\$ 1,458,199</u>	<u>\$ 1,528,199</u>	<u>\$ 1,595,199</u>	<u>\$ 1,595,199</u>	<u>\$ 1,684,199</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**  
2011-12 BUDGETARY STATEMENT OF  
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2009-10 ACTUAL*	2010-11 ADOPTED BUDGET	2010-11 MODIFIED BUDGET	2010-11 ESTIMATE**	2011-12 BUDGET
<b>REVENUES</b>					
Local Government	\$ 300,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Other Student Fees	289,167	-	245,000	245,000	200,000
Institutional	748,025	275,000	300,000	300,000	300,000
Federal	12,960	-	-	-	-
<b>TOTAL REVENUE</b>	<b>1,350,152</b>	<b>320,000</b>	<b>590,000</b>	<b>590,000</b>	<b>545,000</b>
<b>EXPENDITURES</b>					
Auxiliary Services	1,259,086	320,000	590,000	475,000	545,000
<b>TOTAL EXPENDITURES</b>	<b>1,259,086</b>	<b>320,000</b>	<b>590,000</b>	<b>475,000</b>	<b>545,000</b>
Net Revenue (Expenditures)	91,066	-	-	115,000	-
<b>OTHER SOURCES (USES)</b>					
Residual Equity Transfer In (Out)	-	-	-	-	-
Operating Transfer In (Out)	-	-	-	-	-
<b>TOTAL RESOURCES (USES)</b>	<b>91,066</b>	<b>-</b>	<b>-</b>	<b>115,000</b>	<b>-</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Retained Earnings	91,066	-	-	115,000	-
<b>TOTAL TRANSFERS TO (FROM) FUND BALANCE</b>	<b>91,066</b>	<b>-</b>	<b>-</b>	<b>115,000</b>	<b>-</b>
Beginning Fund Balance	859,478	950,544	950,544	950,544	1,065,544
Ending Fund Balance	<b>\$ 950,544</b>	<b>\$ 950,544</b>	<b>\$ 950,544</b>	<b>\$ 1,065,544</b>	<b>\$ 1,065,544</b>

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, 2011 - JUNE 30, 2012  
BUDGETARY STATEMENT OF  
RESOURCES, USES AND CHANGES IN FUND BALANCE

	2009-10 ACTUAL*	2010-11 ADOPTED BUDGET	2010-11 MODIFIED BUDGET	2010-11 ESTIMATE**	2011-12 BUDGET
<b>REVENUES</b>					
Local Government	\$ 56,269,315	\$ 58,538,000	\$ 58,338,000	\$ 58,338,000	\$ 58,895,000
State Aids	10,275,904	9,900,196	10,502,696	10,498,696	7,415,082
Other State Aids	214,527	200,000	200,000	200,000	200,000
Program Fees	14,653,706	15,197,000	15,197,000	17,000,000	17,935,000
Material Fees	806,132	836,000	836,000	900,000	950,000
Other Student Fees	2,708,849	2,302,000	2,547,000	2,780,000	2,810,000
Institutional	9,121,026	8,430,825	9,385,825	8,920,825	8,987,900
Federal	25,328,771	26,828,901	43,916,601	44,377,601	50,369,908
<b>TOTAL REVENUE</b>	<b>119,378,229</b>	<b>122,232,922</b>	<b>140,923,122</b>	<b>143,015,122</b>	<b>147,562,890</b>
<b>EXPENDITURES</b>					
Instruction	55,621,605	59,449,994	59,449,994	61,049,994	64,118,949
Instructional Resources	1,221,359	1,361,000	1,361,000	1,296,000	1,356,000
Student Services	38,400,773	40,421,468	58,539,668	58,539,668	62,444,393
General Institutional	7,962,490	9,657,060	9,949,060	9,849,060	9,908,988
Physical Plant	19,644,750	19,607,000	20,550,000	20,275,000	20,526,000
Auxiliary Services	1,259,086	320,000	590,000	475,000	545,000
Public Service	329,026	346,400	346,400	346,400	354,560
<b>TOTAL EXPENDITURES</b>	<b>124,439,089</b>	<b>131,162,922</b>	<b>150,786,122</b>	<b>151,831,122</b>	<b>159,253,890</b>
<b>NET REVENUE (EXPENDITURES)</b>	<b>(5,060,860)</b>	<b>(8,930,000)</b>	<b>(9,863,000)</b>	<b>(8,816,000)</b>	<b>(11,691,000)</b>
<b>OTHER SOURCES (USES)</b>					
Proceeds From Debt	12,110,000	9,000,000	9,000,000	9,000,000	10,000,000
Payments to Bond Escrow Agent	(3,040,000)	-	-	-	-
<b>TOTAL RESOURCES (USES)</b>	<b>4,009,140</b>	<b>70,000</b>	<b>(863,000)</b>	<b>184,000</b>	<b>(1,691,000)</b>
<b>TRANSFERS TO (FROM) FUND BALANCE</b>					
Reserve for Operations	2,893,104	-	(984,650)	(309,650)	(1,780,000)
Reserve for Capital Projects	739,792	-	-	257,000	-
Reserve for Debt Service	284,679	70,000	137,000	137,000	89,000
Retained Earnings	91,066	-	-	115,000	-
Reserved for Student Financial Asst/Organizations	500	-	(15,350)	(15,350)	-
Due to Others	-	-	-	-	-
Designated for Subsequent Years	-	-	-	-	-
<b>TOTAL TRANSFERS TO (FROM) FUND BALANCE</b>	<b>4,009,141</b>	<b>70,000</b>	<b>(863,000)</b>	<b>184,000</b>	<b>(1,691,000)</b>
Beginning Fund Balance	22,398,866	26,408,007	26,408,007	26,408,007	26,592,007
Ending Fund Balance	26,408,007	26,478,007	25,545,007	26,592,007	24,901,007
<b>EXPENDITURES BY FUND</b>					
General Fund	71,864,908	76,640,000	76,665,000	77,825,000	79,520,000
Special Revenue Operational Fund	4,681,577	5,322,122	5,322,122	5,322,122	7,643,890
Special Revenue Non-Aidable Fund	30,335,611	32,147,800	50,358,000	50,358,000	53,475,000
Capital Projects Fund	9,198,503	9,326,000	10,551,000	10,551,000	10,325,000
Debt Service Fund	7,099,404	7,407,000	7,300,000	7,300,000	7,745,000
Enterprise Fund	1,259,086	320,000	590,000	475,000	545,000
<b>TOTAL EXPENDITURES BY FUND</b>	<b>\$124,439,089</b>	<b>\$131,162,922</b>	<b>\$150,786,122</b>	<b>\$151,831,122</b>	<b>\$159,253,890</b>

\* 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, 2011

	GOVERNMENTAL FUND TYPES				PROPRIETARY FUND TYPE			ACCOUNT GROUPS			TOTAL
	General	Special Revenue Operational	Special Revenue Non-Aidable	Debt Service	Capital Projects	Enterprise	Internal Service	General Fixed Assets	General L/T Debt	Memorandum Only	
<b>ASSETS</b>											
Cash and Investments	4,775,040		11,000	1,684,199	2,180,818	100					8,651,157
Receivables:											
Property Taxes	17,000,000										-
Accounts	2,000,000	20,000				6,000					17,000,000
Federal & State Aid		1,600,000	300,000								2,026,000
Due From Other Funds		426,655	1,093,697			1,075,944					1,900,000
Prepaid Expense	1,500,000										2,596,296
Fixed Assets								96,595,000			1,500,000
Amount Available in Debt Service Fund											96,595,000
Amount to be Provided for											-
Long Term Debt								36,135,000			-
<b>TOTAL ASSETS</b>	<b>\$ 25,275,040</b>	<b>\$ 2,046,655</b>	<b>\$ 1,404,697</b>	<b>\$ 1,684,199</b>	<b>\$ 2,180,818</b>	<b>\$ 1,082,044</b>	<b>\$ -</b>	<b>\$ 96,595,000</b>	<b>\$ 36,135,000</b>	<b>\$ -</b>	<b>\$ 166,403,453</b>
<b>LIABILITIES</b>											
Accounts Payable	2,000,000	30,000	10,000		500,000	1,500					2,541,500
Employee Related Payables	1,500,000	115,000	20,000			15,000					1,650,000
Due to Other Funds	2,596,296										2,596,296
Deferred Revenues	2,000,000										2,000,000
Debt Service Payable									36,135,000		36,135,000
<b>TOTAL LIABILITIES</b>	<b>\$ 8,096,296</b>	<b>\$ 145,000</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 16,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 36,135,000</b>	<b>\$ -</b>	<b>\$ 44,922,796</b>
<b>FUND EQUITY</b>											
Investment in General Fixed Assets								96,595,000			96,595,000
Retained Earnings											1,065,544
Fund Balances:											
Reserved for:											
Prepaid Expenses	1,500,000										-
Capital Projects					1,680,818						1,500,000
Debt Service				1,684,199							1,680,818
Student Organizations			874,697								1,684,199
Student Financial Assistance			500,000								874,697
Designated:											500,000
Operations (incl encumbrances)	15,678,744	1,901,655									17,580,399
<b>TOTAL FUND EQUITY</b>	<b>\$ 17,178,744</b>	<b>\$ 1,901,655</b>	<b>\$ 1,374,697</b>	<b>\$ 1,684,199</b>	<b>\$ 1,680,818</b>	<b>\$ 1,065,544</b>	<b>\$ -</b>	<b>\$ 96,595,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 121,480,657</b>
<b>TOTAL LIABILITIES AND FUND EQUITY</b>	<b>\$ 25,275,040</b>	<b>\$ 2,046,655</b>	<b>\$ 1,404,697</b>	<b>\$ 1,684,199</b>	<b>\$ 2,180,818</b>	<b>\$ 1,082,044</b>	<b>\$ -</b>	<b>\$ 96,595,000</b>	<b>\$ 36,135,000</b>	<b>\$ -</b>	<b>\$ 166,403,453</b>

## SCHEDULE OF LONG-TERM OBLIGATIONS

General Obligation Bonds (15 years) issued in the amount of \$5,000,000 on June 1, 2002 through R. W. Baird & Company to finance the construction of a Center for Bioscience & Information Technology on the Kenosha Campus and a Center for Advanced Technology & Innovation (CATI) at Renaissance Park, Sturtevant, WI. (#746) Fiscal years 2013-2017 debt was refunded April 2010. (See issue #768).

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2011-2012	530,000	23,850	553,850
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 530,000</b>	<b>\$ 23,850</b>	<b>\$ 553,850</b>

General Obligation Promissory Notes (10 years) issued in the amount of \$3,750,000 on October 15, 2003 through R. W. Baird & Company to finance the acquisition of equipment and various campus remodeling projects. (#750)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2011-2012	205,000	15,386	220,386
2012-2013	215,000	7,955	222,955
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 420,000</b>	<b>\$ 23,341</b>	<b>\$ 443,341</b>

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>
2011-2012	110,000	12,312	122,312
2012-2013	115,000	8,463	123,463
2013-2014	120,000	4,380	124,380
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 345,000</b>	<b>\$ 25,155</b>	<b>\$ 370,155</b>

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>
2011-2012	105,000	18,169	123,169
2012-2013	110,000	14,231	124,231
2013-2014	115,000	9,694	124,694
2014-2015	120,000	4,950	124,950
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 450,000</b>	<b>\$ 47,044</b>	<b>\$ 497,044</b>

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>
2011-2012	425,000	39,445	464,445
2012-2013	100,000	24,570	124,570
2013-2014	340,000	21,070	361,070
2014-2015	250,000	9,000	259,000
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 1,115,000</b>	<b>\$ 94,085</b>	<b>\$ 1,209,085</b>

General Obligation Promissory Notes (7 years) issued in the amount of \$1,000,000 on April 1, 2006 through Harris N.A. to finance various facility remodeling and repair projects. (#755)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2011-2012	190,000	14,240	204,240
2012-2013	200,000	7,400	207,400
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 390,000</b>	<b>\$ 21,640</b>	<b>\$ 411,640</b>

## SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

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>
2011-2012	155,000	34,800	189,800
2012-2013	165,000	28,212	193,212
2013-2014	170,000	21,200	191,200
2014-2015	175,000	14,400	189,400
2015-2016	185,000	7,400	192,400
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 850,000</b>	<b>\$ 106,012</b>	<b>\$ 956,012</b>

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>
2011-2012	145,000	31,581	176,581
2012-2013	150,000	25,600	175,600
2013-2014	155,000	19,600	174,600
2014-2015	165,000	13,400	178,400
2015-2016	170,000	6,800	176,800
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 785,000</b>	<b>\$ 96,981</b>	<b>\$ 881,981</b>

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>
2011-2012	540,000	147,526	687,526
2012-2013	560,000	124,576	684,576
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
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 3,590,000</b>	<b>\$ 527,406</b>	<b>\$ 4,117,406</b>

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>
2011-2012	130,000	35,000	165,000
2012-2013	135,000	29,800	164,800
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
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 875,000</b>	<b>\$ 126,800</b>	<b>\$ 1,001,800</b>

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>
2011-2012	130,000	33,975	163,975
2012-2013	135,000	29,100	164,100
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
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 875,000</b>	<b>\$ 124,713</b>	<b>\$ 999,713</b>



## SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

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>
2011-2012	1,120,000	108,380	1,228,380
2012-2013	1,195,000	74,780	1,269,780
2013-2014	185,000	35,943	220,943
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
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 3,315,000</b>	<b>\$ 294,911</b>	<b>\$ 3,609,911</b>

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>
2011-2012	105,000	22,919	127,919
2012-2013	120,000	20,819	140,819
2013-2014	130,000	18,119	148,119
2014-2015	135,000	15,194	150,194
2015-2016	140,000	11,988	151,988
2016-2017	145,000	8,488	153,488
2017-2018	150,000	4,500	154,500
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 925,000</b>	<b>\$ 102,027</b>	<b>\$ 1,027,027</b>

General Obligation Promissory Notes (10years) 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>
2011-2012	50,000	25,283	75,283
2012-2013	100,000	24,033	124,033
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
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 855,000</b>	<b>\$ 129,449</b>	<b>\$ 984,449</b>

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>
2011-2012	100,000	29,350	129,350
2012-2013	105,000	26,850	131,850
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
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 905,000</b>	<b>\$ 143,500</b>	<b>\$ 1,048,500</b>

## SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

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>
2011-2012	1,300,000	154,400	1,454,400
2012-2013	1,330,000	128,400	1,458,400
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
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 5,500,000</b>	<b>\$ 521,125</b>	<b>\$ 6,021,125</b>

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>
2011-2012	-	27,775	27,775
2012-2013	135,000	27,775	162,775
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
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 1,000,000</b>	<b>\$ 153,350</b>	<b>\$ 1,153,350</b>

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>
2011-2012	25,000	144,625	169,625
2012-2013	740,000	144,125	884,125
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
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 4,585,000</b>	<b>\$ 696,550</b>	<b>\$ 5,281,550</b>

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>
2011-2012	875,000	128,500	1,003,500
2012-2013	900,000	111,000	1,011,000
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
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 4,325,000</b>	<b>\$ 553,050</b>	<b>\$ 4,878,050</b>

## SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

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>
2011-2012	-	31,750	31,750
2012-2013	-	31,750	31,750
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
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 1,500,000</b>	<b>\$ 199,075</b>	<b>\$ 1,699,075</b>

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>
2011-2012	-	40,572	40,572
2012-2013	-	40,912	40,912
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
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 1,500,000</b>	<b>\$ 285,084</b>	<b>\$ 1,785,084</b>

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>
2011-2012	-	39,178	39,178
2012-2013	-	44,775	44,775
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
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 1,500,000</b>	<b>\$ 316,778</b>	<b>\$ 1,816,778</b>

General Obligation Promissory Notes (10 years) Proposed issuances totaling \$10,000,000 including issues in the amount of \$6,000,000 in August 2011 (\$4,500,000 for Equipment and \$1,500,000 for remodeling); \$1,500,000 in October 2011, \$1,500,000 in April 2012 and \$1,000,000 in June 2012 to finance various facility remodeling projects. (#773B - #776B)

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2011-2012	135,000	158,650	293,650
2012-2013	160,000	317,683	477,683
2013-2014	1,365,000	376,150	1,741,150
2014-2015	2,095,000	330,900	2,425,900
2015-2016	2,185,000	258,300	2,443,300
2016-2017	680,000	187,200	867,200
2017-2018	710,000	145,050	855,050
2018-2019	740,000	117,100	857,100
2019-2020	770,000	87,900	857,900
2020-2021	800,000	57,550	857,550
2021-2022	360,000	35,450	395,450
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 10,000,000</b>	<b>\$ 2,071,933</b>	<b>\$ 12,071,933</b>

## SCHEDULE OF LONG-TERM OBLIGATIONS (Cont'd)

### COMBINED SCHEDULE OF LONG-TERM OBLIGATIONS

<u>FISCAL YEAR</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2011-2012	6,375,000	1,317,666	7,692,666
2012-2013	6,670,000	1,292,809	7,962,809
2013-2014	6,985,000	1,141,240	8,126,240
2014-2015	6,545,000	921,914	7,466,914
2015-2016	6,140,000	701,545	6,841,545
2016-2017	4,415,000	500,414	4,915,414
2017-2018	2,880,000	328,062	3,208,062
2018-2019	2,610,000	230,958	2,840,958
2019-2020	1,935,000	141,288	2,076,288
2020-2021	1,220,000	72,513	1,292,513
2021-2022	360,000	35,450	395,450
<b>TOTAL PAYMENTS DUE</b>	<b>\$ 46,135,000</b>	<b>\$ 6,683,859</b>	<b>\$ 52,818,859</b>

## **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 2011-12 is \$46,135,000. The 5% limit is \$2,054,855,331.

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. The bonded indebtedness of the district budgeted for FY 2011-12 is \$530,000. The 2% limit is \$821,942,132.

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## PROPERTY TAX IMPACT

The tax rate for the 2011-12 budget is \$1.43307 per thousand dollars of valuation, including 1.24488 for operations and 0.18819 for debt service. The tax rate for the 2010-11 budget was 1.39112 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.



**2012 - \$150,000 House  
Tax Rate = \$1.43  
Tax Assessed = \$215**

Based upon a \$150,000 house, the projected annual 2012 tax payment by the owner to support the educational programs and services at Gateway Technical College for 2011-12 will be \$1.43 per \$1,000 of equalized valuation, or \$215 as in this example



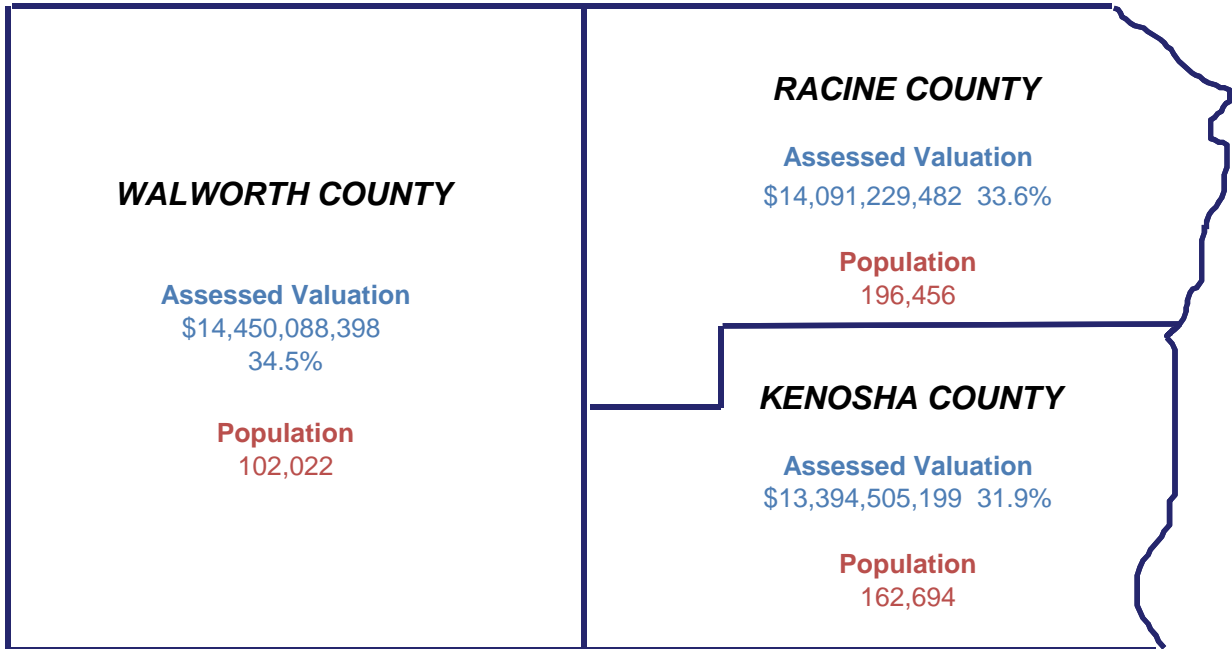
# Gateway Technical College

## Equalized Valuations and Mill Rates

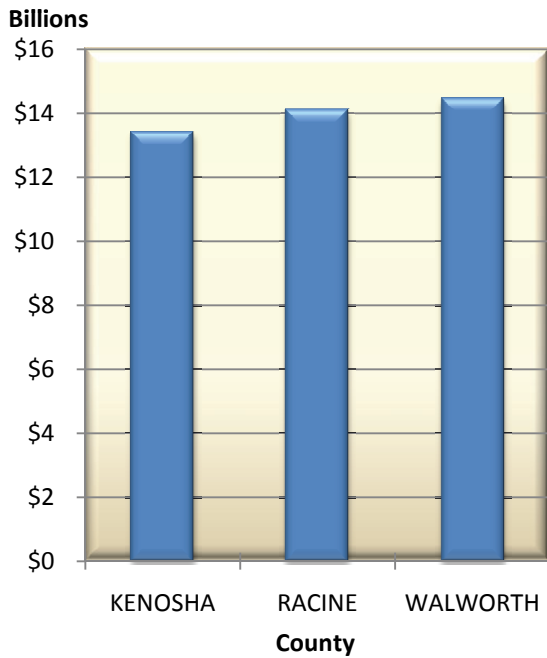
Fund	Actual 2007-08	% Change	Actual 2008-09	% Change	Actual 2009-10	% Change	Actual 2010-11	% Change	Proposed 2011-12	% Change
General	\$42,301,670	4.5%	\$44,728,262	5.7%	\$46,736,000	4.5%	\$48,830,000	4.5%	\$48,830,000	0.0%
Special Revenue - Operational	2,144,164	-6.5%	2,257,000	5.3%	2,206,000	-2.3%	2,286,000	3.6%	2,286,000	0.0%
Special Revenue - Non Aidable	45,000	73.1%	50,000	11.1%	0	-100.0%	0	0.0%	0	0.0%
Enterprise	335,000	1.0%	316,000	-5.7%	300,000	-5.1%	45,000	-85.0%	45,000	0.0%
<b>Operational Tax Levy</b>	<b>44,825,834</b>	<b>3.90%</b>	<b>47,351,262</b>	<b>5.63%</b>	<b>49,242,000</b>	<b>3.99%</b>	<b>51,161,000</b>	<b>3.90%</b>	<b>51,161,000</b>	<b>0.0%</b>
Debt Service	6,250,000	4.00%	6,563,482	5.02%	6,959,000	6.03%	7,177,000	3.13%	7,734,000	7.8%
<b>Total Tax Levy</b>	<b>\$51,075,834</b>	<b>4.04%</b>	<b>\$53,914,744</b>	<b>5.56%</b>	<b>\$56,201,000</b>	<b>4.24%</b>	<b>\$58,338,000</b>	<b>3.80%</b>	<b>\$58,895,000</b>	<b>1.0%</b>
<b>Mill Rates</b>										
Operations	1.05097	-3.2%	1.07715	2.5%	1.12328	4.3%	1.21998	8.6%	1.24488	2.0%
Debt Service	0.14654	-2.1%	0.14931	1.9%	0.15874	6.3%	0.17114	7.8%	0.18819	10.0%
<b>Total Mill Rate</b>	<b>1.19751</b>	<b>-3.1%</b>	<b>1.22646</b>	<b>2.4%</b>	<b>1.28202</b>	<b>4.5%</b>	<b>1.39112</b>	<b>8.5%</b>	<b>1.43307</b>	<b>3.0%</b>
<b>Property Values</b>										
Equalized Valuation - Taxable	\$42,651,718,457	7.34%	\$43,959,586,231	3.07%	\$43,837,848,897	-0.28%	\$41,935,823,079	-4.34%	\$41,097,106,617	-2.0%
Value of Tax Exempt Computers <sup>(1)</sup>	\$141,236,600	-11.8%	\$166,517,300	17.9%	\$158,219,900	-5.0%	\$123,576,900	-21.9%	\$123,576,900	0.0%
State Aid for Exempt Computers	\$169,136	-14.5%	\$204,227	20.7%	\$202,841	-0.7%	\$171,910	-15.2%	\$177,094	3.0%

<sup>(1)</sup> 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 2010-2011

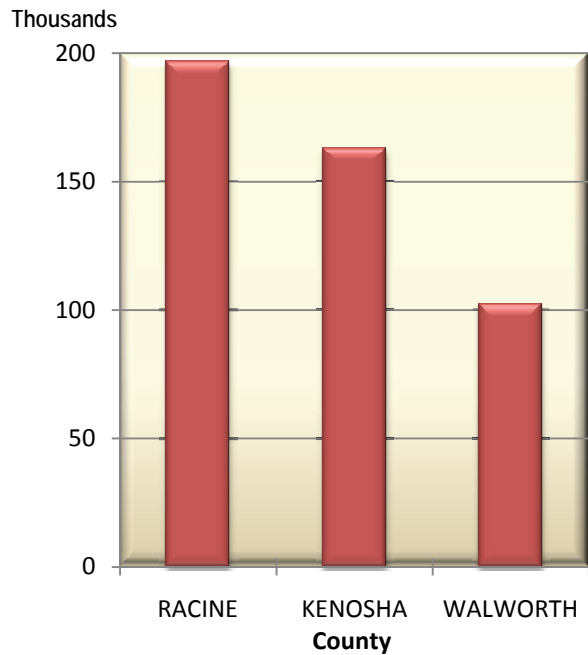


**ASSESSED VALUATION  
2010-2011**



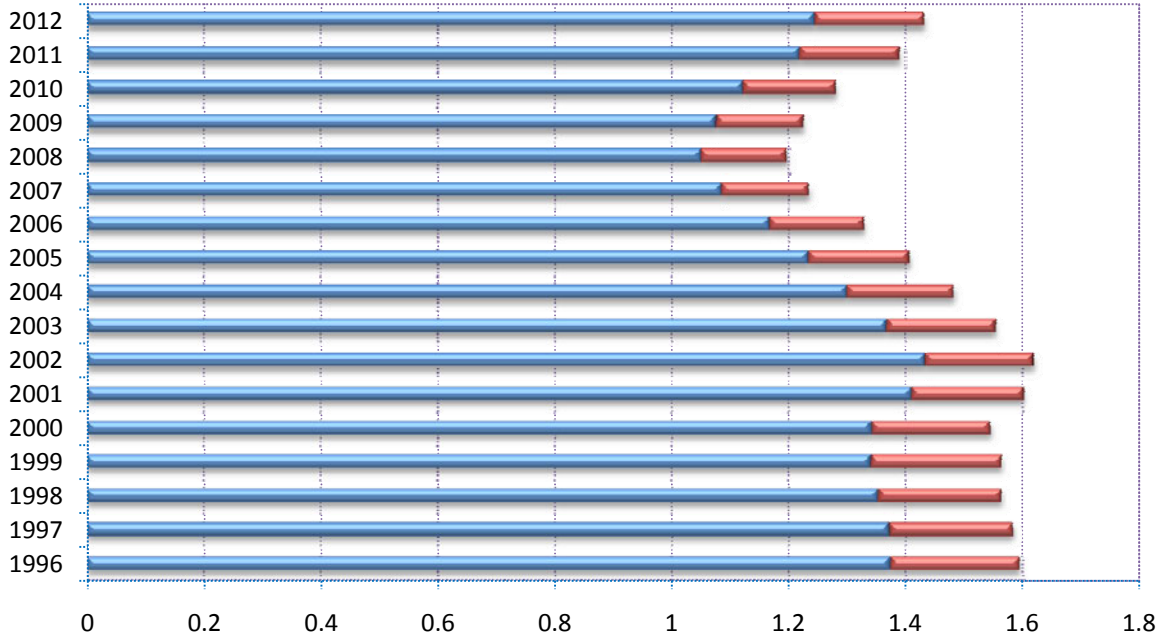
Source: WI Dept of Revenue

**POPULATION (est.)  
2010-2011**



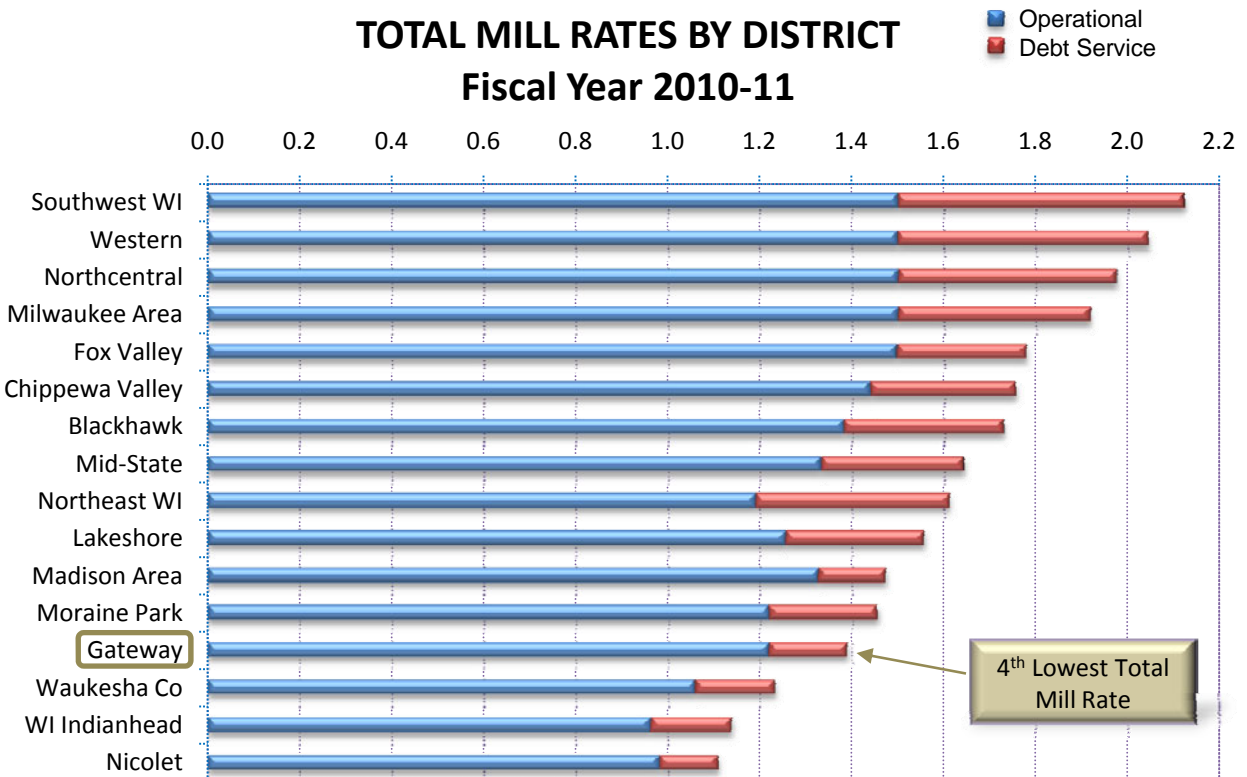
Source: WI Dept of Administration  
Demographic Services Center

# GATEWAY TECHNICAL COLLEGE TOTAL MILL RATES 1996 – 2012\*



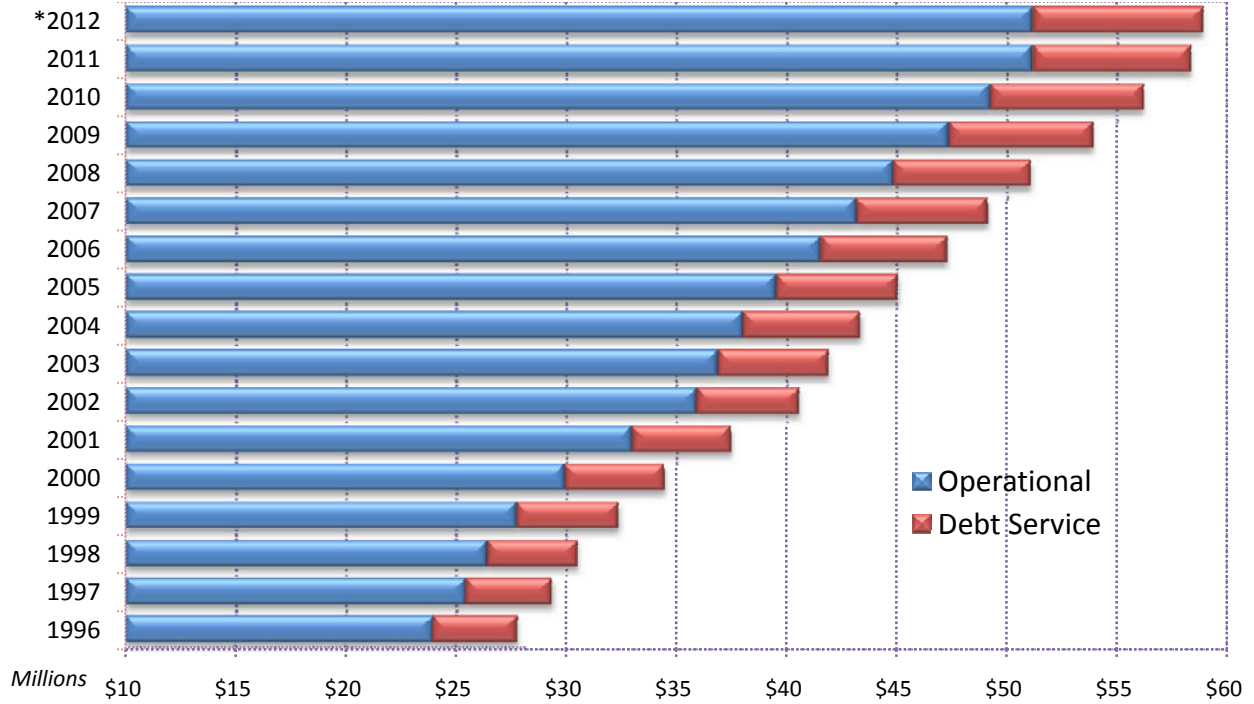
\* Proposed

## TOTAL MILL RATES BY DISTRICT Fiscal Year 2010-11

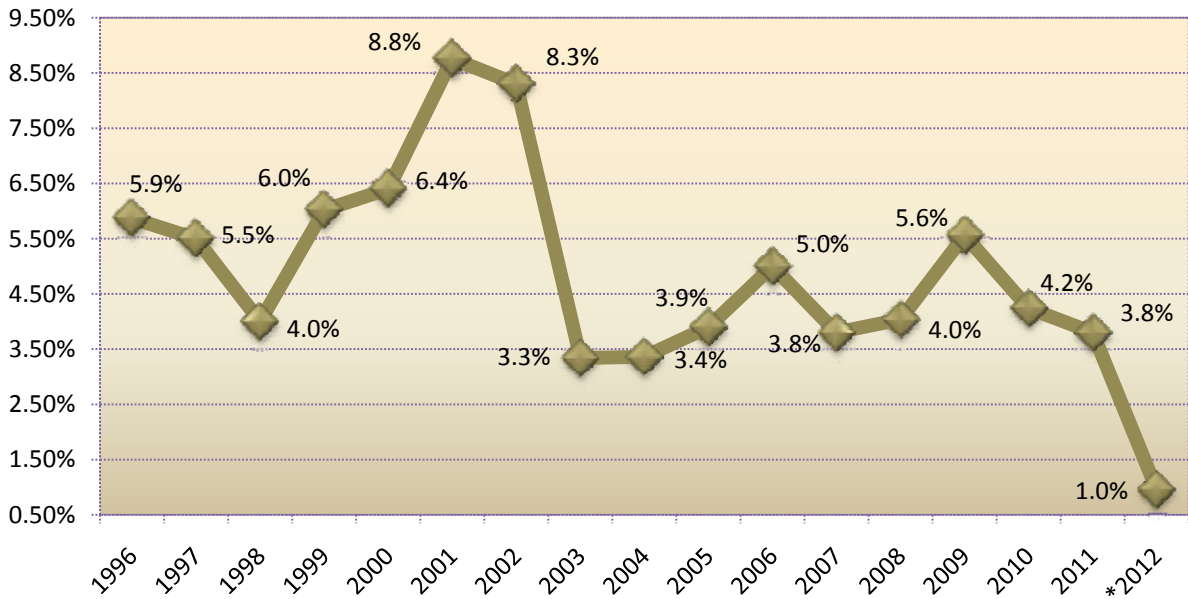


Source: Comprehensive Annual Financial Report, June 30, 2010  
WTCS Mill Rates and Total Tax Levy

## TOTAL TAX LEVY 1996 – 2012\*



## TAX LEVY PERCENT CHANGE 1996 – 2012\*



\* 2011 Proposed

Source: Comprehensive Annual Financial Report, June 30, 2010

## BUDGET SUMMARY 2011-12 GENERAL FUND

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

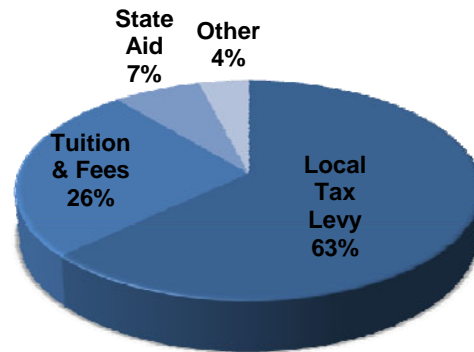
<u>Revenues</u>	<u>FY12 Budget</u>	<u>% of Total</u>
Local Tax Levy	\$48,830,000	63%
Tuition & Fees	20,620,000	26%
State Aid	5,100,000	7%
Other Revenues	<u>3,190,000</u>	<u>4%</u>
Total Revenue	\$77,740,000	100%

<u>Expenses</u>	<u>FY12 Budget</u>	<u>% of Total</u>
Salaries & Wages	\$46,608,000	59%
Fringe Benefits	21,457,000	27%
Other Expenses	<u>11,455,000</u>	<u>14%</u>
Total Expenses	\$79,520,000	100%

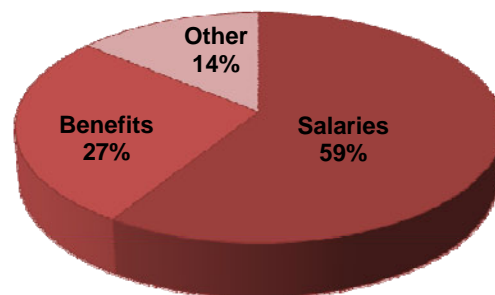
### Revenues

The General Fund includes \$77.7 million in revenues, \$48.8 million from local tax levy, \$20.6 from student tuition and fees, \$5.1 million from state aid, and \$3.2 million from other revenue sources consisting of interest, book store royalties, contracts for services, high school contracts, room rentals, etc.

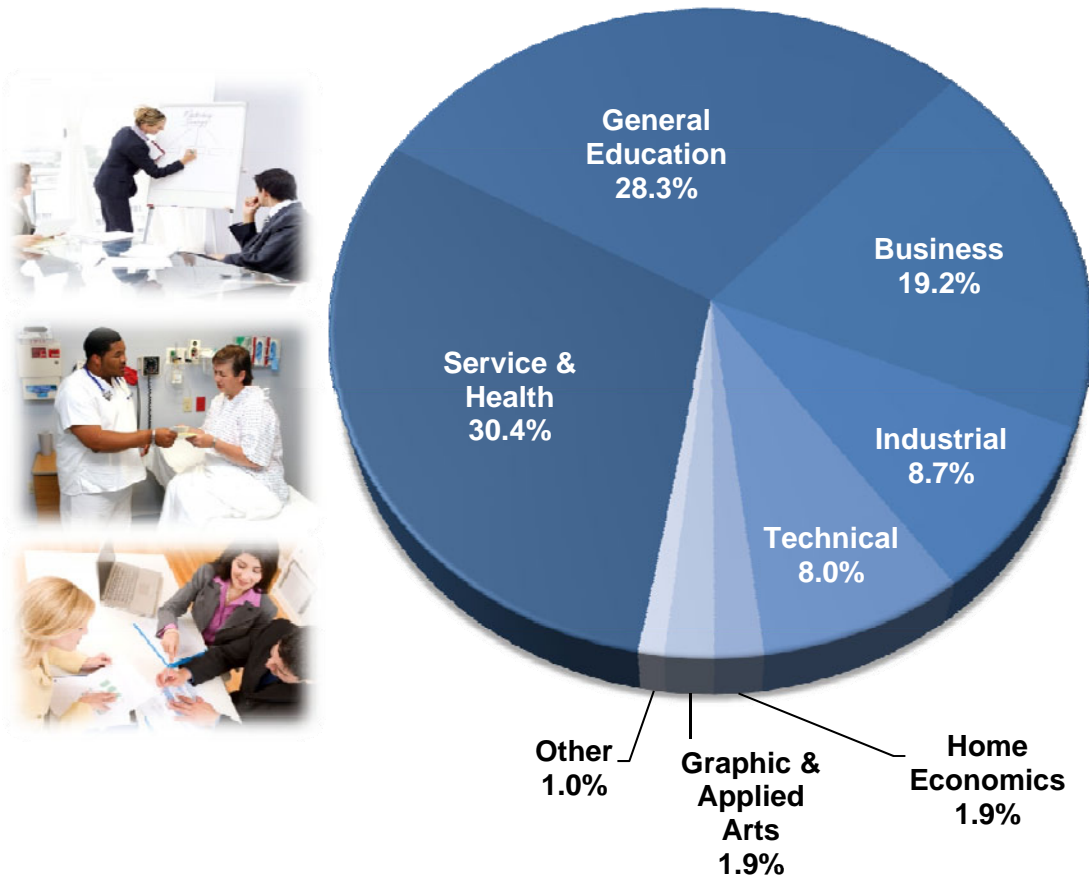


### Expenses

\$79.5 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. \$46.6 million is budgeted for salaries and wages, \$21.5 million for employee fringe benefits, and \$11.5 million for other current expenses consisting of utility expense, professional services, supplies, and various other operating costs.



## GENERAL FUND EXPENSES INSTRUCTIONAL PROGRAMS 2011-12 Budget



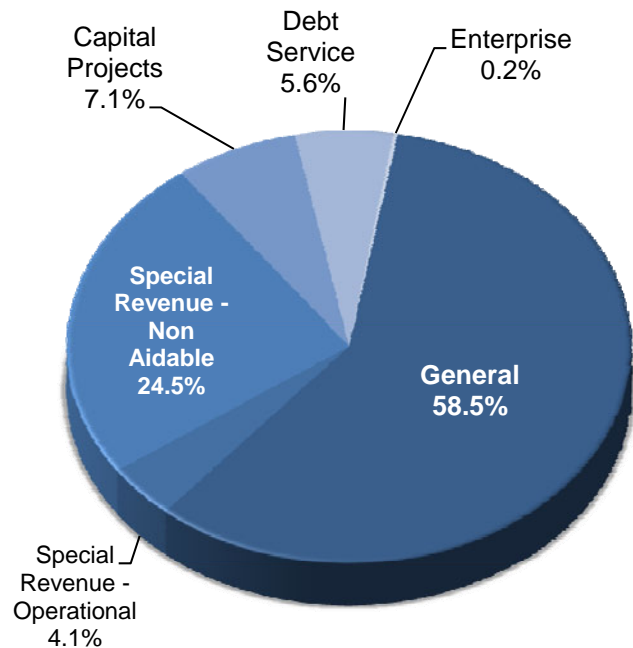
Gateway Technical College prepares students for rewarding careers through more than 65 associate degree and diploma programs. In addition, advanced technical certificates are offered to professionals seeking additional training or certification in their fields of expertise.

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 2011-12 Expenditures by Fund

Expenditures by Fund	2011-12 Budget
General	\$79,520,000
Special Revenue- Operational	7,643,890
Special Revenue- Non Aidable	53,475,000
Capital Projects	10,325,000
Debt Service	7,745,000
Enterprise	545,000
<b>Total All Funds</b>	<b>\$159,253,890</b>



**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.

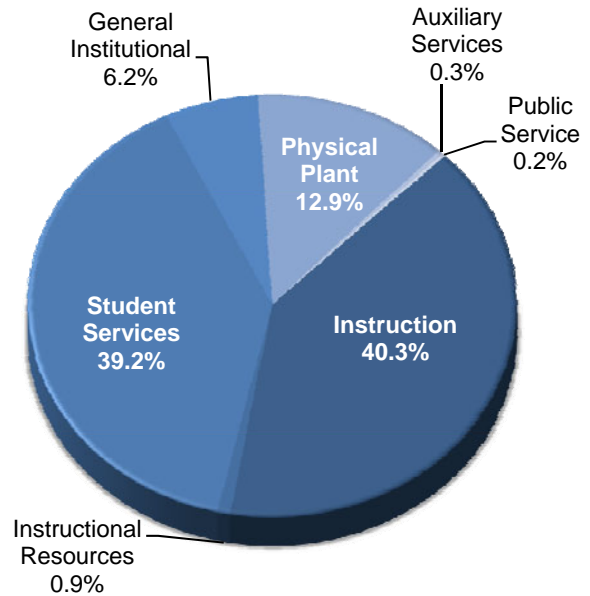
**Capital Projects Fund** – used to account for financial resources and related financial activity for the acquisition and improvement of sites and for the acquisitions, construction, equipping and renovation of buildings.

**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 2011-12 Expenditures by Function

Expenditures by Function	2011-12 Budget
Instruction	\$64,118,949
Instructional Resources	1,356,000
Student Services	62,444,393
General Institutional	9,908,988
Physical Plant	20,526,000
Auxiliary Services	545,000
Public Service	354,560
<b>Total All Funds</b>	<b>\$159,253,890</b>



**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.

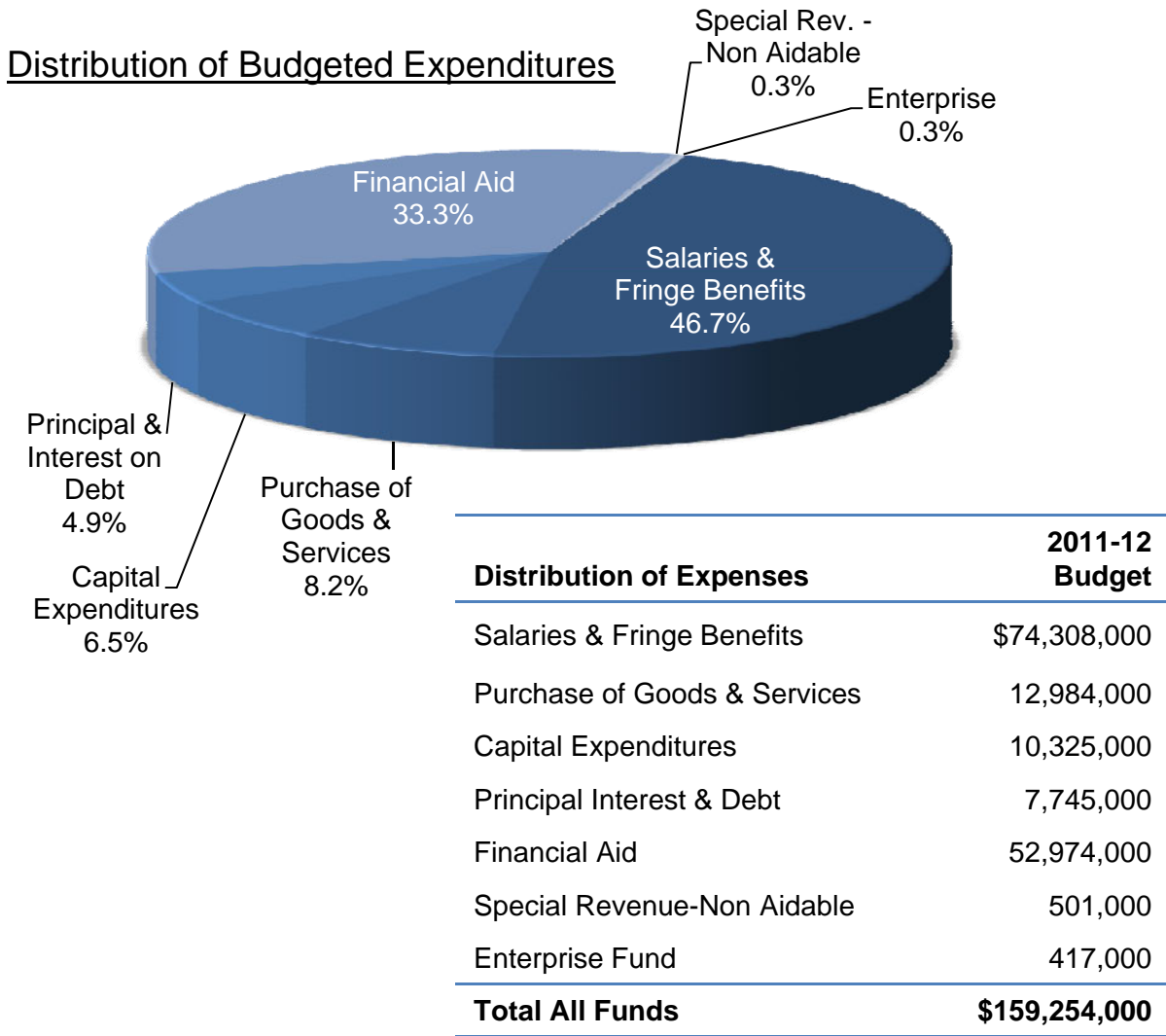


**THE GATEWAY DOLLAR**  
**Fiscal Year 2011-12**  
**All Funds**

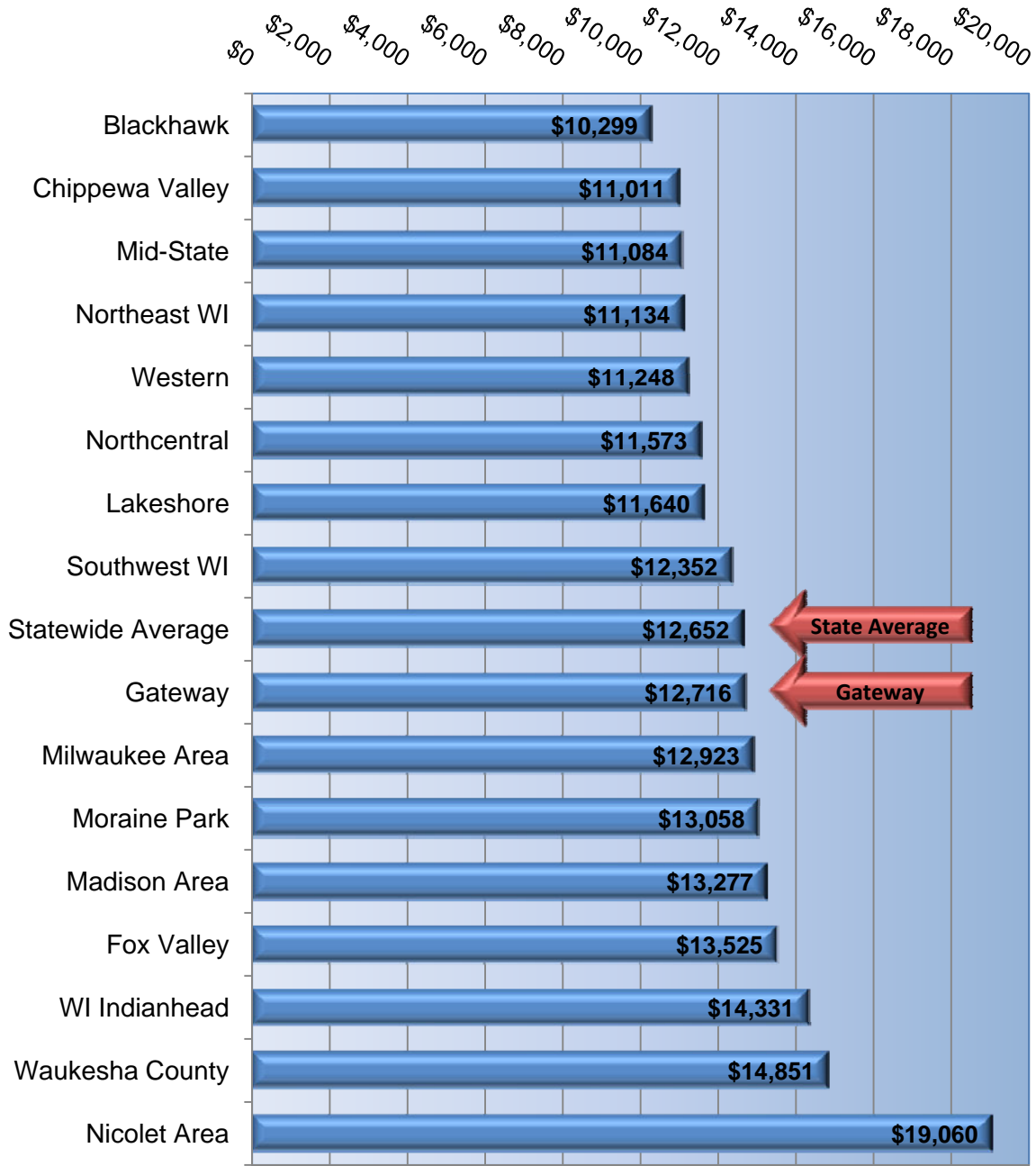
**INDIRECT MONEY FLOW IMPACT...**

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 . . .



## TOTAL 2009-10 ACTUAL COSTS PER FTE BY DISTRICT



Source: WTCS Schedule B-7, Total 2009-10 Actual Costs per FTE by District

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

<u>At June 30,</u>	<u>Fund Balance Designated for Operations</u>	<u>% to Revenues</u>	<u>Total Fund Balance</u>	<u>% to Revenues</u>
2001 Actual <sup>(1)</sup>	\$ 11,345,000	25.5	\$ 11,990,000	26.1
2002 Actual <sup>(1)</sup>	\$ 13,384,000	27.8	\$ 14,379,000	28.2
2003 Actual <sup>(1)</sup>	\$ 14,179,000	26.0	\$ 15,571,000	28.6
2004 Actual <sup>(1)</sup>	\$ 14,079,000	24.8	\$ 15,299,000	26.9
2005 Actual <sup>(1)</sup>	\$ 12,634,000	21.7	\$ 14,702,000	25.2
2006 Actual <sup>(1)</sup>	\$ 12,459,000	20.5	\$ 14,708,000	24.2
2007 Actual <sup>(1)</sup>	\$ 12,387,222	19.6	\$ 14,518,000	23.0
2008 Actual <sup>(1)</sup>	\$ 12,847,355	19.9	\$ 14,901,305	23.1
2009 Actual <sup>(1)</sup>	\$ 13,433,648	19.5	\$ 15,660,054	22.8
2010 Actual <sup>(1)</sup>	\$ 15,990,142	21.5	\$ 18,283,744	24.5
2011 Forecast	\$ 15,665,142	19.9	\$ 17,958,744	22.8
2012 Proposed	\$ 14,885,142	19.1	\$ 17,178,744	22.1

<sup>(1)</sup> Source: Comprehensive Annual Financial Report

**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) <sup>(1)</sup>

	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	EST.
<b>By Aid Category</b>												
Associate Degree	2,247	2,440	2,903	3,216	3,330	3,296	3,580	3,600	3,477	3,910	4,634	5,240
Vocational Diploma	441	425	528	575	577	534	426	414	400	394	430	440
Basic Education	610	636	859	981	912	821	853	831	807	744	769	525
Vocational Adult	199	223	229	208	196	200	183	158	148	140	152	125
Community Services	1	-	1	-	-	-	-	-	-	-	-	-
<b>Grand Total:</b>	<b>3,498</b>	<b>3,724</b>	<b>4,520</b>	<b>4,980</b>	<b>5,015</b>	<b>4,851</b>	<b>5,042</b>	<b>5,003</b>	<b>4,833</b>	<b>5,188</b>	<b>5,985</b>	<b>6,330</b>
<b>By Division</b>												
Agriculture	34	40	42	38	44	48	48	43	41	42	39	45
Business	863	897	1,037	1,061	985	909	858	872	843	914	1,023	1,150
Graphic & Applied Arts	88	102	102	90	72	70	69	68	66	95	96	120
Home Economics	102	121	150	148	156	150	143	137	132	123	130	135
Industrial	200	174	198	178	145	146	145	143	138	126	143	150
Service & Health	580	635	767	910	982	1,036	1,119	1,092	1,055	1,178	1,408	1,475
Technical	154	180	213	253	253	229	227	279	269	299	377	400
Television	11	13	20	15	20	18	18	17	-	14	5	5
General Education	1,466	1,562	1,991	2,286	2,358	2,245	2,415	2,353	2,273	2,396	2,765	2,850
<b>Grand Total:</b>	<b>3,498</b>	<b>3,724</b>	<b>4,520</b>	<b>4,980</b>	<b>5,015</b>	<b>4,851</b>	<b>5,042</b>	<b>5,003</b>	<b>4,817</b>	<b>5,188</b>	<b>5,985</b>	<b>6,330</b>

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

<sup>(1)</sup> 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<sup>(1)</sup>

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
2000	7,254	2,246	12,435	6,687	11	28,633	25,512
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 Est.	12,123	2,478	8,863	8,082	0	31,546	26,754

Fiscal Year Ended June 30	Agriculture	Business	Graphics & Applied Arts	Home Economics	Industrial	Service & Health	Technical & Television	General Education	Duplicated Total
2000	135	7,000	300	3,000	1,300	6,180	1,135	11,250	30,300
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 Est.	151	5685	426	925	1120	8704	2164	16916	36,090

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

<sup>(1)</sup> 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**

<b>DISTRICT</b>	<b>FISCAL YEAR 2009</b>		<b>FISCAL YEAR 2010</b>	
	<b>FTE'S</b>	<b>% OF TOTAL</b>	<b>FTE'S</b>	<b>% OF TOTAL</b>
Milwaukee Area	13,464	18.5%	14,618	18.0%
Madison Area	9,605	13.2%	10,812	13.3%
Northeast	6,677	9.2%	7,453	9.2%
Fox Valley	6,486	8.9%	7,413	9.1%
<b>Gateway</b>	<b>5,188</b>	<b>7.1%</b>	<b>5,985</b>	<b>7.4%</b>
Waukesha County	4,249	5.8%	4,832	5.9%
Chippewa Valley	4,407	6.1%	4,575	5.6%
Western	3,783	5.2%	4,137	5.1%
Northcentral	3,167	4.4%	3,692	4.5%
Moraine Park	3,233	4.4%	3,648	4.5%
Indianhead	2,933	4.0%	3,148	3.9%
Blackhawk	2,358	3.2%	2,915	3.6%
Lakeshore	2,242	3.1%	2,660	3.3%
Mid-State	2,287	3.1%	2,564	3.1%
Southwest	1,617	2.2%	1,740	2.1%
Nicolet	1,093	1.5%	1,211	1.5%

Source: WTCS Client Report VE215570B

# Gateway Technical College 2010 Graduate Profile

## GRADUATE EMPLOYMENT

- 87% of graduates are employed
- 74% of graduates employed in the Gateway district
- 58% of graduates employed in a field related to their training
- Average full-time wage \$16.44 per hour



## DIVERSITY OF OUR GRADUATES

- 75% are women
- 20% are minorities

## GRADUATES GOALS

- 35% attended Gateway to prepare for getting a job
- 27% attended to prepare for further education
- 24% attended to prepare for a career change
- 10% attended to upgrade their current job skills
- 3% attended for personal interest
- 1% other

*Source: 2010 Graduate Follow-Up Study R P & E*

weare  
futuremakers

**CAMPUSES**

<b>ASSOCIATE DEGREES</b>	<b>Elkhorn</b>	<b>Kenosha</b>	<b>Racine</b>
--------------------------	----------------	----------------	---------------

# 2011-2012 Associate Degree Programs at Gateway Technical College *(current as of date printed)*

*Most programs may be started on any campus.*

**Length of Program (full time)**

■	Accounting (10-101-1) .....	2 Years
■	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 (Option Area 10-601-1B) .....	
■	Architectural – Structural Engineering Technician (10-614-6) .....	2 Years
■	Automated Manufacturing Systems Technician (10-628-3) .....	2 Years
■	Automotive Technology (10-602-3) .....	2 Years
■	* Broadcast Captioning (shared program with LTC) (10-170-1) .....	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 (Option Area 10-662-1B)	
■	Sustainable Energy Systems (Option 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 (Option Area 10-001-1A)	
■	Nursery and Landscaping (Option Area 10-001-1B)	
■	Hotel/Hospitality Management (10-109-1) .....	2 Years
■	Human Services 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 (10-150-2) .....	2 Years
■	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
■	* Judicial Reporting (shared program with LTC) (10-106-1)	
■	Land Survey Technician (10-607-7) .....	2 Years
■	Marketing (10-104-3) .....	2 Years
■	General Marketing (Option Area 10-104-3A)	
■	Business to Business (Option Area 10-104-3B)	
■	Mechanical Design Technology (10-606-1) .....	2 Years
■	Mechanical Engineering Tech (Option Area 10-606-1A)	
■	Mechatronics (Option 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
+	Radiography (10-526-1) .....	2 Years
■	Supervisory Management (10-196-1) .....	2 Years
+	Surgical Technology (10-512-1) .....	2 Years
■	Technical Communications (10-699-1) .....	2 Years

■ All courses taught at this campus  
 + Special Conditions; Contact Student Services  
 \* Shared program  
 General Studies courses are offered on all campuses.





CAMPUSES

<b>TECHNICAL DIPLOMAS</b>	Elkhorn	Kenosha	Racine
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## 2011-2012 Technical Diploma Programs at Gateway Technical College *(current as of date printed)*

Most programs may be started on any campus.

Length of Program (full time)

Automotive Maintenance Technician (31-404-3) . . . . .	1 Year
Barber/Cosmetologist (31-502-1) . . . . .	1 Year
Building Trades – Carpentry (31-475-1) . . . . .	1 Year
CNC Production Technician (31-444-2) . . . . .	1 Year
Community Pharmacy Technician (30-536-1) . . . . .	18 Weeks
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 (EMT) – Basic (30-531-3) . . . . .	20 Weeks
EMT – Intermediate (30-531-7) . . . . .	20 Weeks
EMT – Intermediate Technician (30-531-6) . . . . .	20 Weeks
EMT – Paramedic (31-531-1) . . . . .	1 Year
Facilities Maintenance (31-443-2) . . . . .	1 Year
+ Health Unit Coordinator (30-510-2) . . . . .	18 Weeks
Medical Assistant (31-509-1) . . . . .	1 Year
Medical Transcription (31-106-7) . . . . .	1 Year
Nursing Assistant (30-543-1) . . . . .	6 Weeks
Office Assistant (31-106-1) . . . . .	1 Year
+ Practical Nursing (31-543-1) . . . . . (Program 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 (Option Area 31-442-1A)	
Advanced Welding (Option Area 31-442-1B)	
Pipe Welding (Option Area 31-442-1C)	
+ Welding/Maintenance and Fabrication (30-442-2) . . . . .	18 Weeks



CAMPUSES

<b>ATCS</b>	Elkhorn	Kenosha	Racine
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## 2011-2012 Advanced Technical Certificates at Gateway Technical College *(current as of date printed)*

See Student Services for Enrollment Information

Computer Animation (10-810-18)
Digital Photography (10-810-17)
Financial Planning (10-809-8)
Game Programming (10-810-16)
Geothermal Specialist (10-810-19)
Multimedia (10-810-2)
Network Security (10-810-10)
Oracle (10-810-4)
Telecommunication Engineering Tech (10-810-14)

■ All courses taught at this campus  
 + Special Conditions; Contact Student Services  
 \* Shared program  
 General Studies courses are offered on all campuses.

**Administration Center**

3520 - 30th Avenue  
Kenosha, WI 53144-1690  
262.564.3300  
262.564.3301 FAX  
262.564.2816 TTY

**Burlington Center**

496 McCanna Pkwy.  
Burlington, WI 53105-3622  
262.767.5200  
262.767.5201 FAX  
262.767.5206 TTY

**Center for Advanced  
Technology & Innovation**

Renaissance Business Park  
2320 Renaissance Blvd.  
Sturtevant, WI 53177  
262.898.7500  
262.898.7501 FAX

**Center for Bioscience  
& Information Technology**

3520 - 30th Avenue  
Kenosha, WI 53144-1690  
262.564.3600  
262.564.3601 FAX

**Elkhorn Campus**

400 County Road H  
Elkhorn, WI 53121-2046  
262.741.8200  
262.741.8201 FAX  
262.741.8206 TTY

**HERO Center**

380 McCanna Pkwy.  
Burlington, WI 53121-2046  
262-767.5204  
FAX 262.767.5209

**Horizon Center for  
Transportation Technology**

4940 - 88th Avenue  
Kenosha, WI 53144-7467  
262.564.3900  
262.564.3901 FAX

**Kenosha Campus**

3520 - 30th Avenue  
Kenosha, WI 53144-1690  
262.564.2200  
262.564.2201 FAX  
262.564.2206 TTY

**LakeView Advanced  
Technology Center**

9449 - 88th Avenue  
(Highway H)  
Pleasant Prairie, WI 53158-2216  
262.564.3400  
262.564.3401 FAX

**Racine Campus**

1001 South Main Street  
Racine, WI 53403-1582  
262.619.6200  
262.619.6201 FAX  
262.619.6206 TTY

**WGTD-FM/91.1**

3520 - 30th Avenue  
Kenosha, WI 53144-1690  
262.564.3800  
262.619.6800  
262.564.3801 FAX



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