



**2009-2010  
ANNUAL REPORT  
TO THE COMMUNITY**

## OUR VISION

NWTC will provide the highest quality, life-long learning opportunities that are

- what you want
- when you want
- where you want, and
- how you want them

so you may continue your learning and successfully engage in a career that enhances your quality of life in a global community.



*Front Row—L to R: Carla Hedtke, Phyllis Habeck, Ben Villarruel, Jeff Rafn.  
Back row—L to R: Gerald Worrick, David Mayer, John Gower,  
Tony Vanderbloemen, Jeff Rickaby. Not pictured—Laurie Davidson.*

## OUR MISSION

We are a two-year technical college, serving Northeast Wisconsin by providing education, training, and lifelong learning opportunities for individuals and businesses leading to the development of a skilled workforce.

Our customers stimulate the economic vitality of our district as a result of the application of skills and knowledge acquired through the completion of certificates, degrees, diplomas, and courses.

**Laurene DeWitt Davidson**  
Marinette County  
Treasurer

**John Gower**  
Brown and Outagamie  
Counties  
Secretary

**Phyllis Habeck**  
Shawano County

**Carla Hedtke**  
Oconto County

**David Mayer**  
Kewaunee and  
Manitowoc Counties

**Jeff Rickaby**  
Florence County

**Tony Vanderbloemen**  
Brown and Outagamie  
Counties  
Chairperson

**Ben Villarruel**  
Brown and Outagamie  
Counties  
Vice-Chairperson

**Gerald Worrick**  
Door County

## NWTC Underwent Reaccreditation Process in 2010

NWTC has been reaccredited by The Higher Learning Commission of the North Central Association of Colleges and Schools. NWTC underwent a comprehensive evaluation visit Oct. 4-6, 2010. NWTC has been accredited by the Commission since 1971. Its accreditation is at the Applied Associate of Science level and includes degree sites at various other locations within the district. The Higher Learning Commission, which is recognized by the U.S. Department of Education, is one of six accrediting agencies in the United States that provide institutional accreditation on a regular basis. Institutional accreditation evaluates an entire institution and accredits it as a whole. (Other agencies provide accreditation for

specific programs.) While accreditation is voluntary, the Commission accredits approximately 1,100 institutions of higher education in a 19-state region. From 2007-2010, NWTC engaged in a process of self-study, addressing the Commission's requirements and criteria for accreditation. According to HLC policy revision 12.2(a) dated 2004, references to the College's accreditation status will be worded as follows: NWTC is accredited by The Higher Learning Commission and a member of the North Central Association ([www.ncahlc.org](http://www.ncahlc.org)).



# LETTER FROM THE PRESIDENT

**Dear Investors,**

2009-2010 was a year filled with exciting accomplishments for NWTC and our students, and a testament to the strength of the College. Record enrollments (up 11.6% since the prior year) reflected both the economic climate and NWTC's commitment to expand its reach to an even broader demographic, including those age 50 and over, through our Plus 50 initiative.

More than 41,000 recent high school graduates, dislocated workers, returning veterans, professionals in need of enhanced technical skills, as well as businesses and manufacturers requiring leading-edge training for employees were served by NWTC last year. NWTC worked with more than 1,000 businesses to provide training to over 25,000 employees.

This annual report reflects a clear sense of purpose and optimism about the future of NWTC, our students, business partners and the communities we serve. This optimism is not without warrant. During the last fiscal year:

- 88 percent of NWTC graduates were employed within six months of graduation.
- NWTC was the only college in the state to be selected as a national "Achieving the Dream" college promoting student success to achieve a credential.
- NWTC was one of 32 colleges to receive a Plus 50 grant and one of 20 U.S. colleges selected to receive a Lumina Foundation Adult Degree Completion grant to support the Plus 50 learning initiative.
- New programs, courses and certificates were introduced including gerontology, microbusiness, and sustainable energy, to meet the changing needs of students and businesses.

The following pages detail these and other updates and accomplishments of note. Also included are financial results that demonstrate NWTC's fiscal and social responsibility to you, the residents and taxpayers of our district. As you will see, the College introduced several initiatives that increased both its learning and operational productivity. In fact, NWTC remains one of the most efficient technical colleges in Wisconsin, with the fourth-lowest operational cost per FTE in the system.

While the business and economic world continues to change, NWTC's commitment to its students, business partners and the residents of Northeastern Wisconsin remains constant. We look forward to carrying on a 99-year tradition of providing excellence in technical education.

On behalf of NWTC's faculty and staff, thank you for your ongoing support. We value your input and welcome your comments and suggestions to help us enhance the services we offer to the people and businesses that are vital to our economy's growth and vitality.

Sincerely,

A handwritten signature in black ink, appearing to read "H. Jeffrey Rafn". The signature is fluid and cursive, written over a white background.

Dr. H. Jeffrey Rafn, President

# FAST FACTS

## NWTC is among Top Producers of Associate Degrees in U.S.

According to 2010 data, out of 5,000 institutions nationwide, NWTC ranks:

- 37th for the number of associate degrees awarded in Precision Production
- 30th for the number of associate degrees awarded in Business, Management, Marketing, and Related Support Services
- 38th for the number of associate degrees in Engineering Technologies/Technicians (1st in Wisconsin)
- 20th for associate degrees in Communication Technologies/Technicians
- 50th for the number of associate degrees awarded to American Indian graduates (2nd in Wisconsin)
- 52nd for the number of one-year certificates; 73rd for the two-year certificates

(Source: U.S. Department of Education Data published in *Community College Week*)

## Efficiency Initiatives

### NWTC Continues to Increase Its Learning and Operational Productivity

- Electricity use dropped 9.6% and gas dropped 6.7%, saving \$170,126 this year.
- 128 positions would have to be added to NWTC's staff in order to be at the state average of other colleges serving approximately the same number of full time equivalent (FTE) students.
- Since 2008 NWTC saved \$1,000,000 per year by moving to United Options PPO.
- NWTC ranks highest in faculty productivity and 3rd highest in non-faculty productivity.
- NWTC has the 4th lowest operating cost per full-time equivalent student among the 16 technical colleges and fourth lowest operating mill rate.

## Wellness Initiatives

Increase health risk assessment (HRA) participation, onsite fitness classes, Bellin Run Corporate Challenge, Flu & H1N1 vaccines, NUP Wellness Plan, Educational Sessions, and more.



## Impressive Facts

- NWTC serves approximately 41,500 students annually.
- NWTC served 1,133 businesses in 2009-2010 with customized training either on-site or in the classroom.
- NWTC offers more than 100 Associate Degrees, Technical Diplomas and Apprenticeships, and 84 certificates.
- NWTC has had enrollment growth of 79 percent in the past 13 years and employer demand for our graduates is up 300 percent during that same time period.
- 88 percent of last year's graduates were employed within 6 months after graduation and 72 percent of them had jobs in their field of study.
- Of the 2009 employed graduates, 95 percent got jobs in Wisconsin, and 74 percent of them work right here in the district.
- Annual salary for a new associate degree graduate working full-time in their field is \$35,100.  
*Source: 2010 Graduate Follow-Up Report*

<b>Total Learners</b>	<b>41,608</b>
<b>Students in Credit Courses</b>	<b>17,826</b>
<b>Apprenticeship students</b>	<b>447</b>
<b>Basic Education Students</b>	<b>3,271</b>
<b>Degree and Diploma Programs</b>	<b>86</b>
<b>Certificates</b>	<b>84</b>
<b>Number of graduates</b>	<b>2,435</b>
<b>Percent employed within 6 months of graduation</b>	<b>88</b>
<b>Percent employed related to their degree</b>	<b>72</b>
<b>Percent employed in NWTC's District</b>	<b>74</b>

## NWTC Prepares Students for Emerging Careers

NWTC continues to expand programming to meet the changing needs of our students and the business community. During the 2009-2010 academic year, several new programs, courses and certificates were introduced. These initiatives reflect NWTC's commitment to providing the technical skills and knowledge students seek for future employment and to assist companies with the ability to compete in a global marketplace.

### Fast Track for Entrepreneurs

Small businesses represent the majority of employers in the United States—employers that are integral to the continued growth of both our national and local economies.

With a finger on the pulse of current economic indicators and an eye toward the future, NWTC introduced a new Micro-Business Fast Track Certificate to address the training and education needs of dislocated workers, retirees and others with an entrepreneurial spirit who want to start their own business.

Under the mentorship of professionals from NWTC's Center for Entrepreneurship, students work one-on-one with their instructors as they prepare to roll out their business. By completing the certificate's three courses, students receive the tools they need to:

- Determine the profitability of their business idea.
- Write a business plan.
- Prepare to launch their business.

### A Recipe for Success

In August 2010, NWTC opened the Woodland Kitchen and Business Incubator in the town of Aurora. The Incubator provides aspiring food entrepreneurs with the help they need to launch or grow their business. At the same time, local residents can take advantage of a variety of new learning opportunities.

Woodland Kitchen is a certified, fully-equipped commercial kitchen that provides small scale food entrepreneurs a place to prepare and process their food for consumer purchase. The 3,000 square foot facility is used by growers, food processors, caterers, restaurants, chefs, special event food vendors, bakers, groups and organizations.

Users of the kitchen pay just \$10 an hour, which is an affordable alternative to renovating/converting a home kitchen or building a commercial kitchen. Processors can maximize their potential for success by participating in required orientation and safety training, and by utilizing available mentoring, business planning, and marketing assistance.

The general public can also take advantage of the new NWTC facility. In fall, the College began to offer a variety of cooking and arts classes.



### NWTC Gets to the 'Art' of the Matter

A recent survey of Northeast Wisconsin artists revealed that many individuals who believed they had the artistic talent to succeed felt they lacked the required business expertise. NWTC responded to this newly identified need with the creation of the NWTC Artisan Center on Cedar Street, a facility in downtown Green Bay.



### Coming soon—future classrooms

The Cedar Street studio expands NWTC's offerings to support new certificates in wood turning and clay pottery. New entrepreneurship classes serve area artists interested in refining their business operations, freeing up time and energy for their art.

Sally Martin, Dean of Community and Regional Learning Services at NWTC summarized the intent of the studio. "Our vision is to pair art with the skills necessary to sell the items. We're very employment-oriented. Part of the focus in our classes is to identify a business plan, analyze sales potential and project startup costs even in the wood-turning class."

# Achieving the Dream:

## What it Means to NWTC, Students and Businesses



NWTC is finding new ways to keep students in school, including a new focus on reaching out to each student personally through Achieving the Dream: Community Colleges Count, a national network dedicated to student success.

NWTC was the first college in Wisconsin to be selected to join a select group of community colleges from throughout the United States currently participating in Achieving the Dream.

The group identifies new strategies to:

- Improve student success.
- Close achievement gaps.
- Encourage students to stay in college longer.
- Increase the number of students who earn credentials.

Bridgett Golman, dean of Student Success and chair of NWTC's campus-wide Dream Catchers team, which is putting Achieving the Dream in motion, explained the purpose of the initiative. "It's not just about helping students achieve their goals, it's also about enlightening students to dream bigger—to go beyond taking a class to consider a certificate, or to continue after a certificate to get a degree."



### Small steps lead to big impact

Achieving the Dream involves collecting accurate data about what contributes to student success (or lack of success). From there, focus is turned to making changes and implementing efforts that will have the greatest impact on the greatest number of students. Findings show that some small changes, like explaining more basics to new students, can make a big difference.

NWTC put this finding to the test as soon as the fall semester began. Staff from each NWTC division walked the halls, answering questions and guiding students to their classrooms. Through their efforts the staff helped countless students experience a better first day of college.

According to Krystal Schiltz who graduated from NWTC in May 2010, the faculty and staff are very willing to assist students. "It's a lot more of a personal relationship than I think you would get at a bigger school with bigger classes," said Schiltz.



## What makes the biggest difference?

Achieving the Dream was conceived in 2004 by Lumina Foundation for Education and seven national partner organizations. It now includes more than 130 institutions, reaching more than one million students.

**Through Achieving the Dream initiative, specific factors have been identified that can make a profound impact on students, including:**

**Engagement.** Active discussions in classrooms, interaction with faculty and mandatory in-person orientation all strengthen students to persist. A recent study found that often a relationship with just one person keeps a student in school.

**Advising.** More than 90 percent of surveyed students said that having help with setting goals and balancing school with other commitments helped them focus and kept them from taking on too much.

**Effective developmental (pre-college level) education.** Students who complete any developmental ed course are more likely to succeed—even more than students who were academically ready for college.



# Dream Catchers

 **Northwest**  
Wisconsin Technical College

[www.nwtc.edu](http://www.nwtc.edu)



# Plus 50 Initiative Focuses on Education Boom for Boomers

**Many adults over 50 are ready for a change. NWTC was selected as a national grant recipient to make it easier.**

A combination of improved quality of life and rapid economic change have prompted many adults over 50 to update their job skills, change careers entirely, start a business or refocus on helping their communities. NWTC is leading the way to engage baby boomers in learning, training or re-training programs through the Plus 50 Initiative. In fact, about 20 percent of NWTC's students are age 50 and over.



## Why Plus 50—and why now?

The Plus 50 Initiative is conducted by the American Association of Community Colleges (AACC) to benchmark and showcase the most current and innovative programs at community colleges to engage the 50+ learner. It began its efforts to help community colleges faced with an expanding baby boomer student population by focusing on learning, training, career development and volunteering.



NWTC was one of 32 colleges in the United States chosen for the initiative's expansion. Community colleges participate in the three-year grant program

in learning teams, launching new programs for students in the 50+ population with the help of seed grants. They are aided with valuable expertise from five Mentor Colleges that already have established programs for students over the age of 50. NWTC was paired as a learning partner with Century College in White Bear Lake, Minnesota.

## How is NWTC addressing the needs of 50+ learners?

Rehired, rewired, re-inspired. Whether the goal of 50+ students is to get rehired, find a new career or stay current in a changing, or take the opportunity to “re-invent” themselves, NWTC is addressing the needs of a new, albeit older, generation of students.

### Plus 50 services

The Plus 50 office can help you with:

- Returning to school
- Pursuing financial aid and affordability options
- Credit for prior learning or experience
- Choosing credit classes and programs
- Updating your skills
- Personal enrichment (fun topics like pottery, photography, and computers)

**Contact: Donna Meves, (920) 498-6872  
or (800) 422-NWTC, ext. 6872; or  
donna.meves@nwtc.edu; or learn more online  
at [www.nwtc.edu/Plus50](http://www.nwtc.edu/Plus50)**

The Plus 50 Initiative is an effort to change the way programming and services are developed and implemented at community college for plus 50 learners. A significant contribution of the Initiative is informing other community colleges of the knowledge gained in order to advance expansion of Plus 50 programming to community colleges nationwide.

Said George R. Boggs, AACC President and CEO, “With President Obama calling our nation’s community colleges to help unemployed and laid-off Americans get back to work, we are seeing increased demand from college leaders for support in structuring effective programs for plus 50 adults. This expansion effort will share best practices with more colleges and help them more efficiently work with baby boomers.”



## Partnership Helps Reduce Cost of Post-Secondary Education

High school juniors and seniors in Northern Marinette County now have the opportunity to jump start their college education and future careers by utilizing a new NWTC Welding and Automotive Lab. Working in collaboration with Wausaukee, Pembine, and Crivitz high schools, NWTC opened a lab to give students the opportunity to take up to a full semester of credits in NWTC Welding and Automotive Technology programs, thus reducing their cost of post-secondary education. When the lab is not in use by high school students, NWTC uses the space to provide learning opportunities for adults and businesses.

The Welding and Automotive Lab includes 12 new, multi-process welders that incorporate the latest in welding technology. In addition, students in the auto courses utilize the newest Snap-on diagnostic software, two automotive lifts, and a new air handling system.

Jan Dooley, Wausaukee School administrator, is a strong proponent of the collaborative effort with NWTC. “The future of this region is highly dependent upon having a trained labor force, community partnerships and supportive infrastructure to support economic viability,” said Dooley. “Ultimately, the region benefits through job creation, job retention and increased entrepreneurial activity.”



## Maritime Alliance Builds Skilled Workforce

NWTC took a proactive approach to meet the expected rise in demand for skilled workers in the maritime industry. The College partnered with state shipbuilders to establish a maritime alliance group and help the companies train a 21st century workforce.

Although NWTC already offered more than 12 programs that supported boat construction jobs, the College will add two new programs, Marine Engineering Technology associate degree and Marine Construction technical diploma will be offered in the fall of 2011, to serve the needs of Marinette Marine and the shipbuilding industry as a whole.



## NWTC Goes Green-er

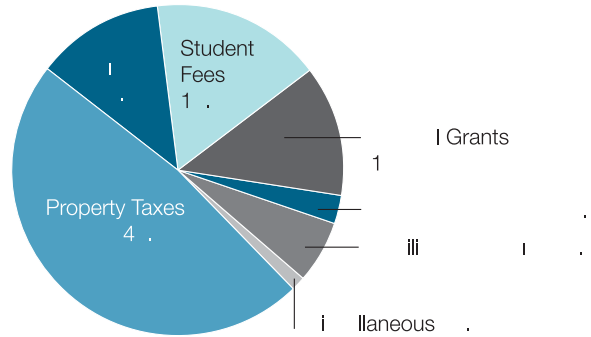
With global demand rising for “greener” products, employees who are skilled in eco-friendly technologies are also in demand. Due to its proactive approach to education and training, NWTC was prepared to offer additional programs, degrees and certificates to help students prepare to compete—and succeed—in an emerging industry. These included Renewable Energy and Sustainable Practices certificates: Biofuels, Renewable Energy-Solar, Sustainable Design; Utilities Engineering Technician program; Energy Management associate degree; and the Solar Energy Technology associate degree.

# NWTC 2009-2010 FINANCIAL RESULTS

## Revenue (Unduplicated) - All Funds

Tax Levy	\$57,420,056
State Aids	14,903,716
Federal Grants	15,404,336
Student Program Fees	16,507,315
Student Material Fees	1,048,266
Other Student Fees	2,214,636
Auxiliary Enterprise Revenues	7,301,390
Business & Industry Contracts	3,262,244
School District Contracts	70,395
Miscellaneous	1,239,381
Investment Income	238,257
<b>Total Revenues</b>	<b>\$119,609,992</b>

**Percentage change from FY2008-09: 11.3%**



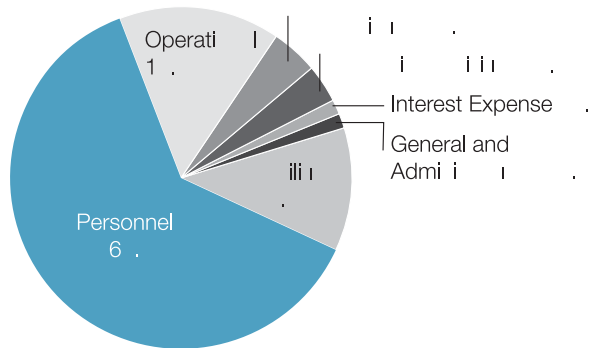
NOTES: Tuition and fee income was strong in fiscal 2008-09 due to an increase in student tuition rates and growth in student FTE's. Federal grants and auxiliary enterprise also allow NWTC to expand programs, while reducing the share of property tax support.

## Expenses (Unduplicated) -

All Funds except capital project expenditures

Salaries, Wages & Benefits	\$69,883,067
Travel, Memberships & Subscriptions	1,266,735
Supplies, Printing & Minor Equipment	6,144,490
Contract Services	7,505,235
Rentals, Repairs & Maintenance	2,162,747
Credit	1,030,945
Enterprise Activities	4,033,835
Insurance	1,207,540
Utilities	1,496,105
Depreciation	4,873,155
Student Aid	10,669,764
Interest Expense	1,752,271
<b>Total Expenses</b>	<b>\$112,025,889</b>

**Percentage change from FY2008-09: 12%**



NOTES: Capital project expenditures were \$9,658,358

Source: NWTC's Basic Financial Statements, audited by Wipfli CPAs and Consultants, presented in accordance with generally accepted accounting principles (GAAP.)

NOTES: NWTC enrollments grew by 11.6% last year, setting a record. This increase in enrollments affects the revenue and expenses of the College budget.

# 2009-2010 BENCHMARKS

## NWTC is the 3rd-largest of Wisconsin's Technical Colleges

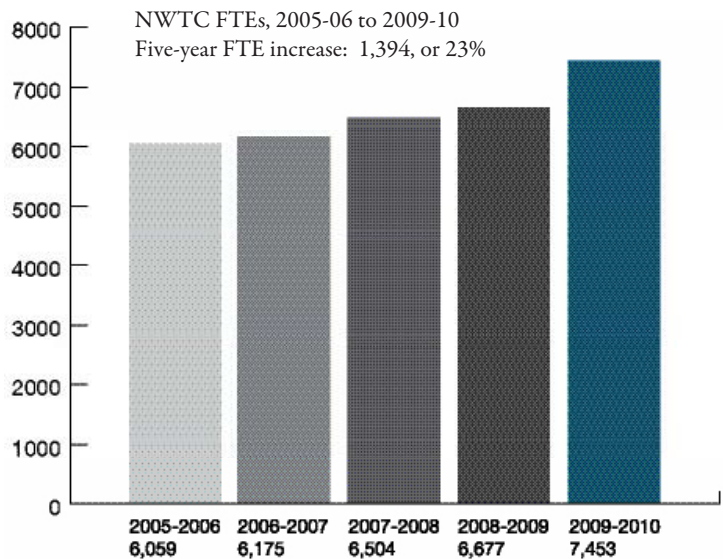
NWTC served 7,453 (FTE) students in 2009-2010, the third-largest total in the WTCS. They included degree and diploma students, adults changing careers, employees and employers advancing their skills, and community members improving their quality of life. NWTC also granted the third-largest number of degrees, with 2,435.

## Cost per student is 4th lowest in Wisconsin

NWTC's operational cost per student is fourth-lowest in the WTCS—\$11,134 compared to a state average of \$12,651. Change from 5 years ago: \$200 or less than 1.8%, despite the increase in offerings and services.

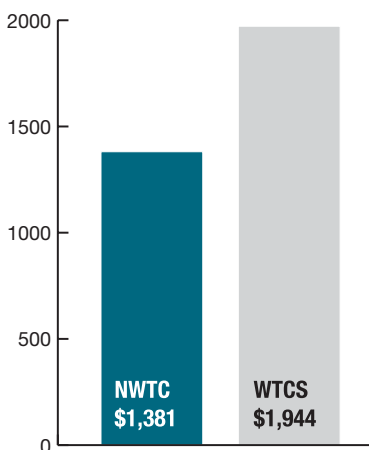
*Sources: Cost Allocation Report and Full Time/Part Time Enrollments By Program Aid Code, WTCS Office.*

## Number of FTE students continues to rise



## NWTC tax levy is the 2nd lowest in the state

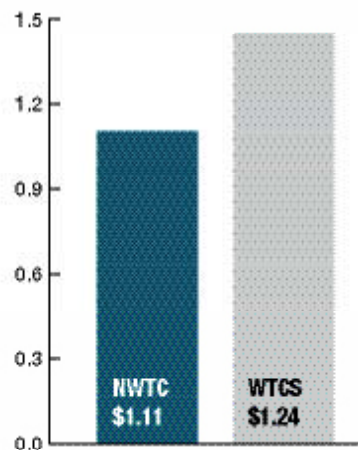
NWTC tax levy per person.....\$1,381  
WTCS average .....\$1,944



*Source: Mill Rate and Total Tax Levy, WTCS Office*

## NWTC operating mill rate is still the 4th lowest in the state

NWTC operating mill rate.....\$1.11  
WTCS operating mill rate average.....\$1.24



*Source: Mill Rate and Total Tax Levy, WTCS Office*



we are  
futuremakers

**Green Bay Campus**

*P.O. Box 19042  
2740 W. Mason St.  
Green Bay, WI 54307-9042  
(920) 498-5444*

**Marinette Campus**

*1601 University Dr.  
Marinette, WI 54143  
(715) 735-9361*

**Sturgeon Bay Campus**

*229 N. 14th Ave.  
Sturgeon Bay, WI 54235  
(920) 746-4900*

## 2009-2010 ANNUAL REPORT TO THE COMMUNITY

Northeast Wisconsin Technical College is committed to equal opportunity for all and does not discriminate in admission or access to, or treatment or employment in, its programs and activities on the basis of race, color, creed, national origin, sex, age, or handicap. 7174CA jk 1.11

[www.nwtc.edu](http://www.nwtc.edu)