APPENDIX C:

ENVIRONMENTAL SCAN

Milwaukee Area Technical College

Environmental Scanning

FANNING HOWEY BRAILSFORD & DUNLAVEY

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Executive Summary

Trends and Implications

The environmental scan seeks to identify among other factors the demographic, social, policy and economic trends that are likely to impact the institution in the future. Those trends may have a positive or negative impact on the college. Regardless, they will have an impact and the implications for MATC need to be identified. That shapes the framework for the future direction and form of the college.

The following table summarizes the factors with associated trends and implications that were identified during the environmental scanning process.

Section 1 - Demographics
1. Census Projections for the MATC Area
TREND Total population in the MATC Area is projected to decrease slightly from 1,046,909 to 1,031,245 by 2035.
IMPLICATIONS • Competition for students will increase • MATC needs to be aggressive in marketing its success story to potential students • Strengthened relationships with the twenty K-12 school districts and one high school district will become more important • Continue to adapt curriculum/programs to meet the changing workforce needs thereby improving MATC's position in the region.
2. Racial/Ethnic Diversity in the MATC Area
TREND Increasing racial/ethnic diversity in the MATC area.
IMPLICATIONS • Increased need to market MATC to minority students • Increased needs to finance education for undocumented students • Increased need for retention efforts for all students especially minority students • Increased need for English as a second language classes as well as bilingual classes when needed
3. High School Students
TREND Fewer high school graduates in the future thereby increasing competition for students from that demographic group.
IMPLICATIONS • Competition for students will increase • Enrollment might decrease slightly due to a smaller pool of graduates

- Marketing to keep enrollment is important
- There is a need to build an even stronger relationship with the twenty-one school districts within MATC
- Additional emphasis on adult programs (non-traditional)

4. Minority Population Growth in High School Graduates

TREND

Significant increases in the number of minority high school graduates.

IMPLICATIONS

- Increased need to market to minorities
- Increased need to finance education for undocumented students
- Increased need to foster retention of minority students
- Provision for English-as-a-second-language (ESL) students.

5. Enrollment Changes

TREND

The decreasing enrollment trend is being driven by two factors. First, as four-year college costs continue to escalate the number of students attending local two-year institutions throughout the country is increasing. That appears to be the case in the MATC area. Second, as the job market continues to be "tight" with a slow recovery from the Great Recession coupled with a shift in the occupations available, the number of older students seeking retraining in shrinking. It should be increasing but without viable employment opportunities older workers are not recognizing a value of additional education.

IMPLICATIONS

- Increased need to market to the broad spectrum of MATC potential students.
- Need to document/promote the linkage between shifting employment opportunities and MATC program offerings.
- Strengthen/develop relationships with leading and emerging area employers.
- Continue to have a working relationship with area Workforce Development Boards.

Section 2 - Employment

1. Movement to Service Sector and Advanced Manufacturing Jobs

TREND

As detailed in *Help Wanted* a report by the Georgetown University Center on Education and the Workforce, by 2018, sixty-one percent of Wisconsin's jobs will require some level of post-secondary education.

IMPLICATIONS

- More emphasis placed on critical thinking skills and problem solving.
- Increased opportunities for MATC to provide Extended Learning or Continuing Education for the workforce.
- Inter-disciplinary education for advanced skills.
- Need to review programs and alignment with changing employment opportunities.
- Supports the diversification of MATC programs that has occurred.
- Possibility of new programs

2. Cost of Higher Education vs. Income

TREND

Seven (7) of the top ten (10) occupations projected to experience increases in the number of positions available during the 2008 to 2018 period are in the health care field.

IMPLICATIONS

- Increased emphasis on health care program offerings

- Continued shift of program offerings from traditional manufacturing skills to advanced skills and critical thinking.
- Clearly, MATC is well positioned to meet future workforce needs, however the projections and changes need to be monitored going forward.

3. Largest Employers

TREND

The area is dominated by firms in the medical services retail industries and serves to emphasize the lessened reliance on manufacturing sector employers. Manufacturing, for so long not only in Wisconsin but throughout the Midwest, was the mainstay employment sector.

IMPLICATIONS

- Increased emphasis on health care program offerings
- Increased emphasis on service skills particularly IT relegated.
- Continued shift of program offerings from traditional manufacturing skills to advanced skills and critical thinking.
- This supports the fact that MATC is well positioned to meet future workforce needs.

Section 3 - Economics

1. Affordability of Higher Education

TREND

The cost of higher education continues to increase annually.

IMPLICATIONS

- Maintain key student services, especially financial aid counseling during and after graduation
- Middle class needs innovative assistance as the definition of "middle class" is, in itself, redefined.
- Need for increased scholarships
- Ability to partner with private sources such as the HERB KOHL EXCELLENCE SCHOLARSHIP PROGRAM to fund scholarships for students attending post-secondary institutions in the state of Wisconsin.

2. Affordability of Higher Education

TREND

The cost of education will continue to increase annually at a greater rate than household incomes.

IMPLICATIONS

- Not surprisingly MATC tuition costs continue to outpace the rise in household incomes emphasizing the need for student financial services.
- As post-secondary education continues to become less affordable the "pool" of students able to afford tuition decreases.
- Fee for services system increasingly under pressure.
- More difficult for students to attend in Madison or other large 4-year institutions. This may lead to increased demand/students for associate degree programs.

3. Revenue Sources for MATC

TREND

The share of revenue from the state will continue to decline forcing a greater share to be placed on federal sources and tuition. With the federal budget under increasing pressure relying on that revenue source is tenuous at best.

IMPLICATIONS

- Need to strengthen the case for the benefits of MATC post-secondary education with state and local legislators as well as federal representatives.
- Need to increase the availability and affordability of student loans.

4. Expenses for MATC

TREND

Increasing demand in all areas of the expense budget especially instruction and student aid.

IMPLICATIONS

- Increased need to continue to control costs.
- Potential need for salary and/or benefit reductions for faculty and staff.
- Additional revenue increases where possible.

Section 4 - Competition

1. Partnerships with Feeder Schools

TREND

Partnerships with secondary education districts to offer college credit to students while enrolled in high school.

IMPLICATIONS

- Additional student enrollment for MATC
- More students remaining local after high school
- Need for more specialized programs
- Better prepared students
- Marketing opportunity for future student enrollment

2. Innovative Partnerships to Remain Competitive

TREND

Partnerships and shared resources among high schools and higher education institutions are increasingly in demand. These partnerships are collaboratively being developed among high schools, post-secondary schools, higher education, technology industries, and local communities.

IMPLICATIONS

- Assist in further education and continuing education credits required by some industries
- Potential 'dangers' with too many online credits
- Healthcare partnerships vital
- Middle and high school crucial

3. Partnerships with the Private Sector

TREND

Partnerships between post-secondary schools and the business sector are increasing as schools seek new funding sources and training partners to assist students with their educational and career pursuits.

IMPLICATIONS

- Ability of local and regional economy
- Increase departmental collaboration
- Funding
- Scholarships
- Assess private sector

4. Recruiting Quality Faculty and Staff

TREND

Increasing faculty and staff retirements as the “baby boomer” generation retires.

IMPLICATIONS

- Need to attract new faculty and staff to prevent overburdening current employees and relying heavily on part time staff.
- Heavy competition both regionally and nationally for top candidates.

- Retains/creates jobs in education.
- Continuing need to address funding challenges.

5. MATC Area Higher Education Institutions

TREND

Continuing high level of competition for students within the Southeast Wisconsin region.

IMPLICATIONS

- Strong competition for students.
- Need to market MATC via traditional (school site visits, mass marketing, etc.) and non-traditional (social media, etc.) venues.
- Continuing/expanding opportunity to be a "feeder" institution not only to employment positions but academically to four-year institutions.

Section 5 – Labor Force

1. Number of People in the Labor Force

TREND

Slightly reduced labor force over the next ten (10) year period unless people, due to economic circumstances work past the previous planning retirement age of sixty-four (65).

IMPLICATIONS

- Slightly fewer people in the labor force equates to slightly less competition for available employment positions.
- Potential for increased competition for positions if older workers delay retirement due to economic conditions.
- This has the potential of being a significant socio-economic trend going forward.

2. Educational Attainment of the Labor Force

TREND

Increasing educational attainment in the labor force.

IMPLICATIONS

- Continuing demand for post-secondary education.
- Increase in the number of persons holding an associate degree.
- Potential for MATC to be a "feeder" to other, 4-year higher education institutions.

Section 6 –Social and Lifestyle Issues

1. Changing Generational Values

TREND

Differing set of values among millenials from "achievement" to "entitlement".

IMPLICATIONS

- Changing expectations create the need for adapted instructional methods
- Paradigm shift to "sense of entitlement" from "achievement based on effort" requires renewed educational effort towards "risk-reward" to counter changing attitudes.
- Demonstration of value though the alignment of MATC's program offerings with current and projected workforce needs is a key to attracting and retaining students of the millennial generation.

2. Keeping Students Attention

TREND

Increased use of project based learning to actively involve students. Move away from the "sage on the stage" lecture form of educational delivery.

IMPLICATIONS

• Bring more research to the classroom level • Redesign educational spaces to allow for collaborative project based learning • Infusing curriculum with technology based learning tools
Section 7 –Emerging Issues
1. Performance-Based Funding Models
TREND Returning to a form of performance-based funding model for post-secondary institutions.
IMPLICATIONS • Changing paradigm for post-secondary education. • Need to attain higher graduation rates. • Need to ensure "workforce" ready students especially from certification programs. • Potential wide variations in levels of state funding.

Based on the information gathered in the previous sections a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted. An on-line survey was prepared and disseminated to the MATC faculty and staff. The respondents were asked to select the top five factors from a list in each of those four (4) areas. The results were as follows:

Strengths	**Weaknesses**
Value - cost of tuition and fees, amount of education received as it relates to cost of attending **Academic Programs** - in reference to the quality and availability of programs **Location** - geographic relationship to students and other places in the state and region **Student/Teacher ratio** - number of students per class **Faculty/Staff** - quality of work, satisfaction with performance, helpfulness and support of students, other faculty and staff	**Communication** - coordination between units and between employees; communication between MATC and students **Campus Design/Condition** - design, maintenance, cleanliness, facilities, parking, ease of use of facilities **Reputation** - what MATC is known for; how well is it respected **Funding and support** - funding of mission/activities of the college; funding relative to other institutions **Staffing/Workload** - correct levels of staffing; ability to perform necessary functions with current staffing levels
Opportunities	**Threats**
Ability to sustain/grow enrollment - state demographics, high school graduation rates; issues related to traditional and non-traditional students	**Funding and support** - funding of mission/activities/operations of the college; funding relative to other institutions

Opportunities	Threats
Academic Programs - in reference to quality and availability of programs	**Competition** - other technical colleges and higher education institutions and their impact on MATC's changes for success
Communication - coordination between units and between employees; communication between MATC and students	**Reputation** - what MATC is known for; how well is it respected
Reputation - what MATC is known for; how well is it respected	**Ability to sustain/grow enrollment** - state demographics, high school graduation rates; issues related to traditional and non-traditional students
Technology Leadership/Cutting Edge - specific technology programs, reputation as a high-tech institution	**Communication** - coordination between units and between employees; communication between MATC and students

Overview

In preparing a Master Facility Plan it is important to analyze several key elements. It is important to understand the number of students enrolled in MATC. Another element is to assess and evaluate the physical and educational adequacy of the facilities. From this element emerges a plan to address current maintenance and capital improvement needs.

However, these elements represent a snapshot in time of the existing situation. It is important that a Master Facility Plan also look towards the future. A demographic analysis and projection provides information relative to the number of students likely to be enrolled in the future. This obviously helps plan for future space needs in terms of the number of spaces and approximate square footage of each.

It does not address the type and configuration of those spaces. What educational curriculum is likely to be delivered in ten years? How do those spaces need to be planned and designed in order to support that future curriculum? To answer those questions the planning process turns, in part, to an environmental scan.

The environmental scan seeks to identify among other factors the demographic, social, policy and economic trends that are likely to impact the institution in the future. Those trends may have a positive or negative impact on the college. Regardless, they will have an impact and the implications for MATC need to be identified. That shapes the framework for the future form of the college.

There are two main interrelated segments to the environmental scanning process. The first involves identifying seven (7) broad sections in which changes will have a direct impact on the Milwaukee Area Technical College. Within the broad sections are one or more subsections including:

Section 1 - Demographics

1- Census Projections for the MATC Area
2- Racial/Ethnic Diversity
3- High School Students
4- Minority Population Growth in High School Students

5- Enrollment Changes

Section 2 - Employment

1. Movement to Service Sector and Advanced Manufacturing Jobs
2. Alignment of MATC Program Offerings and Future Workforce Needs
3. Largest Employers

Section 3 - Economics

1- Affordability of Higher Education
2- Cost of Higher Education vs. Household Income
3- Revenue Sources for MATC
4- Expenses for MATC

Section 4 – Competition

1- Partnerships with Feeder Schools
2- Innovative Partnerships to Remain Competitive
3- Partnerships with Private Sector
4- Recruiting Quality Faculty and Staff
5- MATC Area Higher Education Institutions

Section 5- Labor Force

1- Number of People in the Labor Force
2- Educational Attainment of the Labor Force

Section 6- Social and Lifestyle Issues

1- Changing Generational Values
2- Keeping Students Attention

Section 7- Emerging Issues

1- Performance-Based Funding Models

For each subsection a common format is followed. A narrative description is provided along with a summary of the trend that is being experienced. This is backed by supporting data which is also presented. The implications of the trend for MATC are detailed. Finally, the sources of the information are documented.

Based on the information gathered a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis completes the environmental scan. Through the use of an on-line survey disseminated to the MATC faculty and staff the top five factors were identified in each of those four (4) areas. The results are then planned for in the Master Facilities Plan.

Section 1 - Demographics

Demographics 1 - Census Projections for MATC Area

The total population within the Milwaukee Area Technical College area is projected to peak in 2020 and then begin a slight decline. Among demographic age groups each is projected to decline with the exception of the seniors (+65).

TREND: Total population in the MATC Area is projected to decrease slightly from 1,046,909 to 1,031,245 by 2035.

Data

	2000	2005	2010	2015	2020	2025	2030	2035
Total Population	1,045,210	1,044,909	1,046,865	1,055,237	1,061,828	1,060,582	1,050,146	1,031,245
Pre-School (0-4)	73,802	73,686	74,756	74,364	72,532	68,297	64,093	61,216
School Age (5-19)	232,806	220,528	218,760	199,180	201,080	200,462	195,154	184,821
College Age (20-24)	73,990	72,966	82,540	72,218	62,178	62,643	62,501	62,707
Young Adult (25-44)	315,199	300,578	287,658	290,352	295,048	285,643	274,524	262,254
Older Adult (45-64)	215,025	248,180	259,764	274,296	265,722	255,135	247,759	247,021
Seniors (+65)	134,388	128,971	123,387	144,827	165,268	188,402	206,115	213,226
Percent (%) Change								
Total Population		-0.03%	0.19%	0.80%	0.62%	-0.12%	-0.98%	-1.80%
Pre-School (0-4)		-0.16%	1.45%	-0.52%	-2.46%	-5.84%	-6.16%	-4.49%
School Age (5-19)		-5.27%	-0.80%	-8.95%	0.95%	-0.31%	-2.65%	-5.29%
College Age (20-24)		-1.38%	13.12%	-12.51%	-13.90%	0.75%	-0.23%	0.33%
Young Adult (25-44)		-4.64%	-4.30%	0.94%	1.62%	-3.19%	-3.89%	-4.47%
Older Adult (45-64)		15.42%	4.67%	5.59%	-3.13%	-3.98%	-2.89%	-0.30%
Seniors (+65)		-4.03%	-4.33%	17.38%	14.11%	14.00%	9.40%	3.45%

The 2000 and 2010 data are based on actual U.S. Census Bureau decennial counts. The 2005 data are estimates prepared by the U.S. Census Bureau. The data from 2015 to

2035 are projections prepared and released by the Wisconsin Department of Administration in January, 2011.

Implications

- Competition for students will increase
- MATC needs to be aggressive in marketing its success story to potential students
- Strengthened relationships with the twenty K-12 school districts and one high school district will become more important
- Continue to adapt curriculum/programs to meet the changing workforce needs thereby improving MATC's position in the region.

Supporting Sources

U.S. Census Bureau, http://www.census.gov

U.S. Census Bureau, American FactFinder, (2010 Census data portal), http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml

Wisconsin Population & Household Projections: 2000-2035, Wisconsin Department of Administration, http://www.doa.state.wi.us/subcategory.asp?linksubcatid=105&locid=9

Demographics 2 – Racial/Ethnic Diversity in the MATC Area

During the past ten years the demographics of the population within the MATC area has continued to diversify. A significant change has been in the number of persons who identify themselves as Hispanic or of Latino origin. The percentage of persons who self-identify themselves thusly has increased from 8% of the total population in 2000 to 12.2% in 2010. Projections are for the Hispanic component of the population to continue to increase.

TREND: Increasing racial/ethnic diversity in the MATC area.

Data

Factor	2000 Census		2010 Census	
Total Population	1,045,210	% base	1,046,865	% base
One race	1,023,728	97.9%	1,017,425	97.2%
White	718,420	70.2%	668,634	65.7%
Black	232,173	22.7%	255,228	25.1%
American Indian/Alaska Native	7,002	0.7%	7,003	0.7%
Asian	25,431	2.5%	34,327	3.4%
Hawaiian/Pacific Islander	447	0.0%	380	0.0%
Some Other Race	40,255	3.9%	51,853	5.1%
Two or More Races	21,482	2.1%	29,440	2.8%
Hispanic or Latino origin		% base		% base
	83,691	8.0%	127,793	12.2%
One race	77,428	92.5%	118,670	92.9%
White	34,355	41.0%	60,901	47.7%
Black	2,694	3.2%	4,997	3.9%
American Indian/Alaska Native	1,073	1.3%	1,632	1.3%

Factor	2000 Census		2010 Census	
Asian	269	0.3%	418	0.3%
Hawaiian/Alaska Native	101	0.1%	66	0.1%
Some Other Race	38,935	46.5%	50,656	39.6%
Two or More Races	6,263	7.0%	9,123	7.0%

Implications

- Increased need to market MATC to minority students
- Increased needs to finance education for undocumented students
- Increased need for retention efforts for all students especially minority students
- Increased need for English as a second language classes as well as bilingual classes when needed

Supporting Sources

U.S. Census Bureau, http://www.census.gov

U.S. Census Bureau, American FactFinder, (2010 Census data portal), http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml

Wisconsin Population & Household Projections: 2000-2035, Wisconsin Department of Administration, http://www.doa.state.wi.us/subcategory.asp?linksubcatid=105&locid=9

Demographics 3 –High School Students

The number of high school students enrolled in the twenty-one public school districts within the MATC boundaries has declined over the past five years. On average these districts have seen slightly less than a two percent decrease (-1.93%) each year. Throughout the state of Wisconsin high school enrollment has also declined in the past five years at a slightly slower rate (-1.8%). Wisconsin is projected to have in the range of 5 and 10 percent (5-10%) fewer high school graduates over the next ten years. That trend is projected to be similar for the school districts within the MATC area.

TREND: Fewer high school graduates in the future thereby increasing competition for students from that demographic group.

Data

Secondary Enrollment 2008-2012 in the MATC Boundary

District	2007-08	2008-09	2009-10	2010-11	2011-12
Brown Deer School District	707	687	666	653	588
Cedarburg School District	1,126	1,117	1,115	1,067	1,105
Cudahy School District	869	853	841	808	758
Franklin Public School District	1,421	1,374	1,380	1,451	1,492
Germantown School District	1,402	1,387	1,428	1,454	1,419
Grafton School District	875	838	868	819	773
Greendale School District	913	941	938	966	937
Greenfield School District	1,105	1,124	1,177	1,289	1,295
Mequon-Thiensville School District	1,536	1,490	1,440	1,407	1,362
Milwaukee School District	25,518	24,847	23,871	22,986	21,649
Nicolet UHS School District	1,260	1,196	1,184	1,107	1,122
Northern Ozaukee School District	349	422	468	442	417
Oak Creek-Franklin Joint School District	1,989	2,014	1,998	1,964	2,004
Port Washington-Saukville School District	839	837	830	846	869
Saint Francis School District	598	590	605	579	593
Shorewood School District	654	629	638	639	656
South Milwaukee School District	1,239	1,221	1,205	1,201	1,169
Wauwatosa School District	2,121	2,136	2,227	2,271	2,288

West Allis-West Milwaukee School District	3,166	3,161	3,086	3,107	3,177
Whitefish Bay School District	934	890	897	890	952
Whithall School District	941	937	922	885	834
Total Enrollment	49,562	48,691	47,784	46,831	45,459
Change -/+		*-871*	*-907*	*-953*	*-1,372*
Other Public Enrollment	459	319	292	604	780
Total	**50,021**	**49,010**	**48,076**	**47,435**	**46,239**
% Change		-2.0%	-1.9%	-1.3%	-2.5%

Secondary Enrollment - State of Wisconsin

Year	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Enrollment	291,939	289,536	284,026	279,103	271,411	264,206
% Change		-0.8%	-1.9%	-1.7%	-2.8%	-2.7%

Supporting Sources

The historical high school enrollment data is provided by the Wisconsin Department of Public Instruction, 2012.

Knocking at the College Door: Projections of High School Graduates by State and Race/Ethnicity 1992-2022. Western Interstate Commission for Higher Education. 2008.

Implications

- Competition for students will increase
- Enrollment might decrease slightly due to a smaller pool of graduates
- Marketing to keep enrollment is important
- There is a need to build an even stronger relationship with the twenty-one school districts within MATC
- Additional emphasis on adult programs (non-traditional)

Demographics 4 – Minority Population Growth in HS Graduates

With the annual number of Latino high school graduates in Wisconsin projected to double in the next ten years, Latino enrollment at MATC can expect to see significant growth. Over the next five years Latino high school graduates will increase by 35% in Wisconsin, where this growth will be evident with programs like MATC.

TREND: Significant increases in the number of minority high school graduates.

Data

Academic Year	Total Public HS Graduates	American Indian/Alaska Native	Asian/Pacific Islander	Black non-Hispanic	Hispanic	White non-Hispanic	Pct. Minority	MATC Area HS Graduates	Number Minority
1991-92	48,563	382	885	1,950	822	44,524	8.3%	9,033	2,824
1992-93	50,027	472	904	2,055	898	45,698	8.7%	9,305	2,909
1993-94	48,371	463	942	2,077	930	43,959	9.1%	8,997	2,813
1994-95	51,735	442	967	2,030	942	47,354	8.5%	9,623	3,009
1995-96	52,620	490	968	1,993	1,007	48,162	8.5%	9,787	3,060
1996-97	55,189	480	1,072	2,264	1,186	50,187	9.1%	10,265	3,209
1997-98	57,607	529	1,190	2,531	1,284	52,073	9.6%	10,715	3,350
1998-99	58,312	538	1,373	2,581	1,405	52,415	10.1%	10,846	3,391
1999-00	58,545	532	1,520	2,573	1,446	52,474	10.4%	10,889	3,404
2000-01	59,341	547	1,567	2,835	1,557	52,835	11.0%	11,037	3,451
2001-02	60,575	623	1,757	3,148	1,792	53,255	12.1%	11,267	3,523
2002-03	63,272	668	1,859	3,196	1,870	55,679	12.0%	11,769	3,680
2003-04	63,251	684	1,935	3,474	2,036	55,123	12.9%	11,765	3,678
2004-05	63,229	700	2,011	3,751	2,201	54,566	13.7%	11,761	3,677
2005-06	63,471	732	2,126	3,923	2,495	54,196	14.6%	11,806	3,691
2006-07	64,153	741	2,215	4,199	2,674	54,324	15.3%	11,932	3,731
2007-08	64,367	716	2,351	4,210	2,734	54,356	15.6%	11,972	3,743
2008-09	63,222	762	2,369	4,049	2,899	53,143	15.9%	11,759	3,677
2009-10	62,780	732	2,253	4,308	3,204	52,284	16.7%	11,677	4,142
2010-11	61,494	732	2,332	4,126	3,434	50,870	17.3%	11,438	4,057
2011-12	60,585	694	2,303	4,059	3,586	49,944	17.6%	11,269	4,293
2012-13	59,098	618	2,289	3,832	3,952	48,408	18.1%	10,992	4,187
2013-14	59,408	664	2,387	3,725	4,185	48,447	18.5%	11,050	4,209

Academic Year	Total Public HS Graduates	American Indian/Alaska Native	Asian/Pacific Islander	Black non-Hispanic	Hispanic	White non-Hispanic	Pct. Minority	MATC Area HS Graduates	Number Minority
2014-15	58,908	628	2,303	3,639	4,473	47,865	18.7%	10,957	4,174
2015-16	59,705	655	2,285	3,750	4,858	48,156	19.3%	11,105	4,230
2016-17	60,605	684	2,474	3,715	5,223	48,508	20.0%	11,273	4,294
2017-18	61,872	669	2,608	3,732	5,994	48,869	21.0%	11,508	4,384
2018-19	61,982	713	2,665	3,767	6,889	47,948	22.6%	11,529	4,392
2019-20	61,627	749	2,637	3,664	7,087	47,490	22.9%	11,463	4,367
2020-21	63,034	756	2,801	3,709	7,368	48,400	23.2%	11,724	4,466
2021-22	63,284	789	3,057	3,756	7,816	47,866	24.4%	11,771	4,484

Implications

- Increased need to market to minorities
- Increased need to finance education for undocumented students
- Increased need to foster retention of minority students
- Provision for English-as-a-second-language (ESL) students.

Supporting Sources

Knocking at the College Door: Projections of High School Graduates by State and Race/Ethnicity 1992-2022. Western Interstate Commission for Higher Education. 2008.

Demographics 5 – Enrollment Changes

According to the Student Enrollment Unduplicated Headcount from the *Comprehensive Annual Financial Report* the number of students enrolled in MATC the past ten years peaked in 2002. There has been a slight decline each year with a rebound in 2009 followed by decreases in enrollment.

While the number of students pursuing an associate degree, as well as those students on a college parallel course has increased since 2002, the largest declines in enrollment have been in adults pursuing vocational certification and non-postsecondary classes. The number of students on the college parallel track as well as the associate degree track has increased.

TREND: The decreasing enrollment trend is being driven by two factors. First, as four-year college costs continue to escalate the number of students attending local two-year institutions throughout the country is increasing. That appears to be the case in the MATC area. Second, as the job market continues to be "tight" with a slow recovery from the Great Recession coupled with a shift in the occupations available, the number of older students seeking retraining in shrinking. It should be increasing but without viable employment opportunities older workers are not recognizing a value of additional education.

Data

Year	College Parallel	Associate Degree	Vocational: Diploma	Vocational: Adult	Community Service	Non-Postsecondary	Total	Percent Minority Students (2)
2002	3,642	19,225	3,166	17,780	202	14,849	58,864	39%
2003	3,953	20,517	3,122	15,160	121	14,440	57,313	40%
2004	3,836	20,984	2,984	15,081	73	13,469	56,427	41%
2005	4,113	21,156	3,015	13,323	56	13,333	54,996	42%
2006	4,400	20,421	2,785	12,134	57	11,916	51,713	43%
2007	4,341	19,314	2,817	10,534	27	10,704	47,737	42%

Year	College Parallel	Associate Degree	Vocational: Diploma	Vocational: Adult	Community Service	Non-Postsecondary	Total	Percent Minority Students (2)
2008	4,557	18,668	2,999	9,733	21	10,660	46,638	42%
2009	4,936	20,130	3,069	9,826	19	11,679	49,659	45%
2010	4,927	21,464	2,805	7,978	10	10,086	47,270	44%
2011	4,481	21,569	2,407	6,835	7	9,007	44,306	51%

Source: *Comprehensive Annual Financial Report*, Milwaukee Area Technical College District, Milwaukee, WI, years 2002 through 2011

Implications

- Increased need to market to the broad spectrum of MATC potential students.
- Need to document/promote the linkage between shifting employment opportunities and MATC program offerings.
- Strengthen/develop relationships with leading and emerging area employers.
- Continue to have a working relationship with area Workforce Development Boards.

Supporting Sources

Comprehensive Annual Financial Report, Milwaukee Area Technical College District, Milwaukee, WI, years 2002 through 2011

Section 2 – Employment

Employment 1 – Movement to Service Sector and Advanced Manufacturing Jobs in the MATC Area

The past decade has seen a dramatic shift in the "mix" of jobs the labor force is filling in both the MATC Area as well as the State of Wisconsin as a whole. The trend in the MATC Area continues to be away from traditional manufacturing and construction jobs towards a service dominated economy. During the period 1998 through 2009 over one-third (37%) of all manufacturing jobs in the region were lost.

Of the manufacturing jobs retained, many are being replaced by "advanced" manufacturing jobs. The existing labor force will have to be retrained or replaced by workers able to make this transition. That trend requires more post-secondary education not only in manufacturing but in other sectors of the economy.

TREND: As detailed in *Help Wanted* a report by the Georgetown University Center on Education and the Workforce, by 2018, sixty-one percent of Wisconsin's jobs will require some level of post-secondary education.

Data

Data from the U.S. Census Bureau *County Business Patterns* are shown following this section on a total of fourteen (14) pages. Please note that the data only cover the period from 1998 through 2009. The 2010 data will be released in May, 2012.

The data are presented in two sections. The first covers the aggregate information from Milwaukee, Ozaukee, and Washington. It is acknowledged both that the MATC Area does not cover the full extent of these three counties. However, it is further understood that the overwhelming majority of the population in those counties does reside within the MATC Area. Presumably, the majority of the jobs fall with the MATC Area as well.

The second section is the data for the State of Wisconsin as a whole.

Both sections are divided into six tables each based on the general 2-digit North American Industry Classification System (NAICS). That is the standard used by Federal

statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. The six tables are:

1. The number of employees
2. The number of establishments
3. The change from one year to the next in the number of employees as a number.
4. The change from one year to the next in the number of establishments as a number.
5. The change from one year to the next in the number of employees as a percentage.
6. The change from one year to the next in the number of establishments as a percentage.

Implications

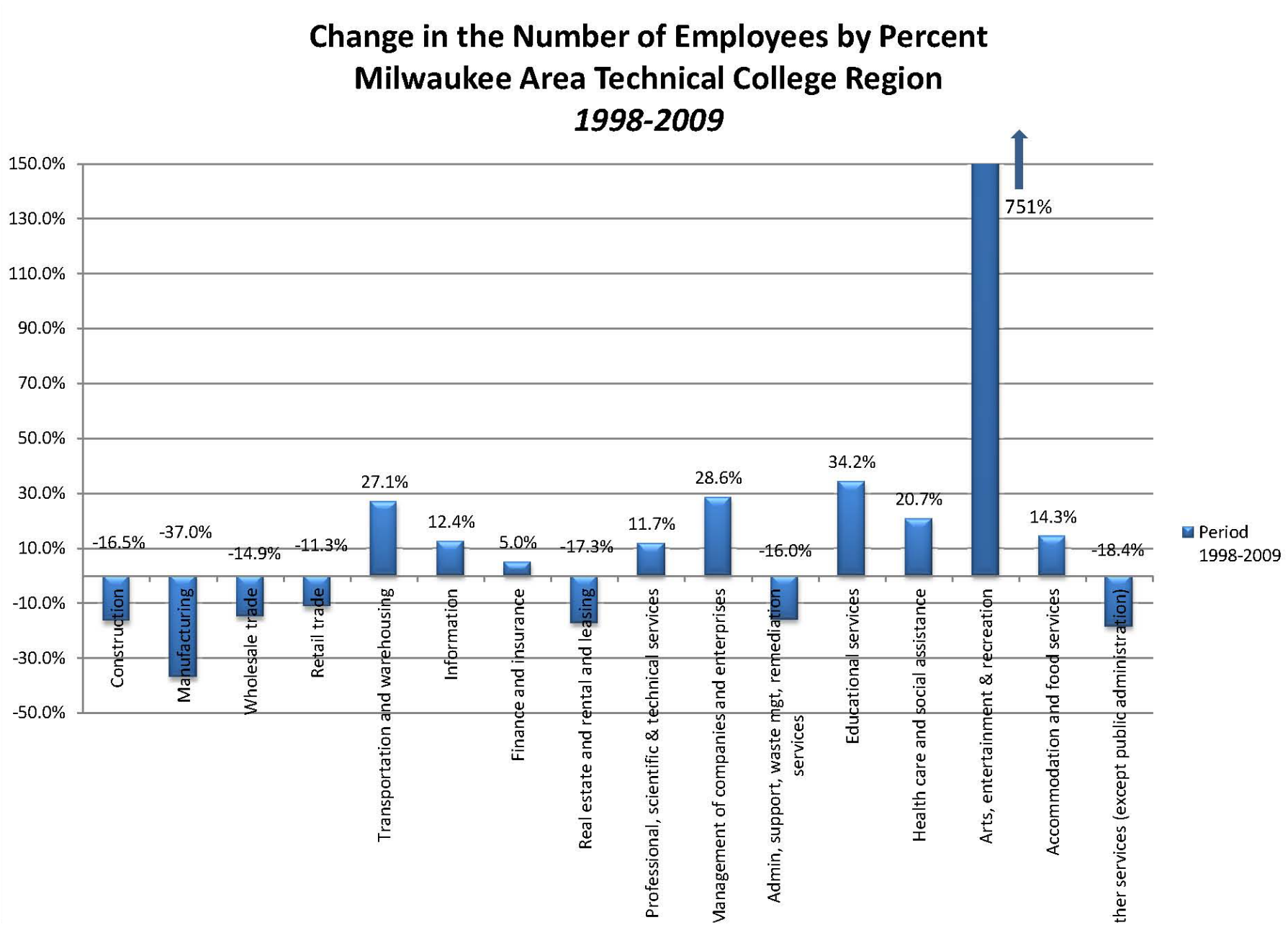
- More emphasis placed on critical thinking skills and problem solving.
- Increased opportunities for MATC to provide Extended Learning or Continuing Education for the workforce.
- Inter-disciplinary education for advanced skills.
- Need to review programs and alignment with changing employment opportunities.
- Supports the diversification of MATC programs that has occurred.
- Possibility of new programs.

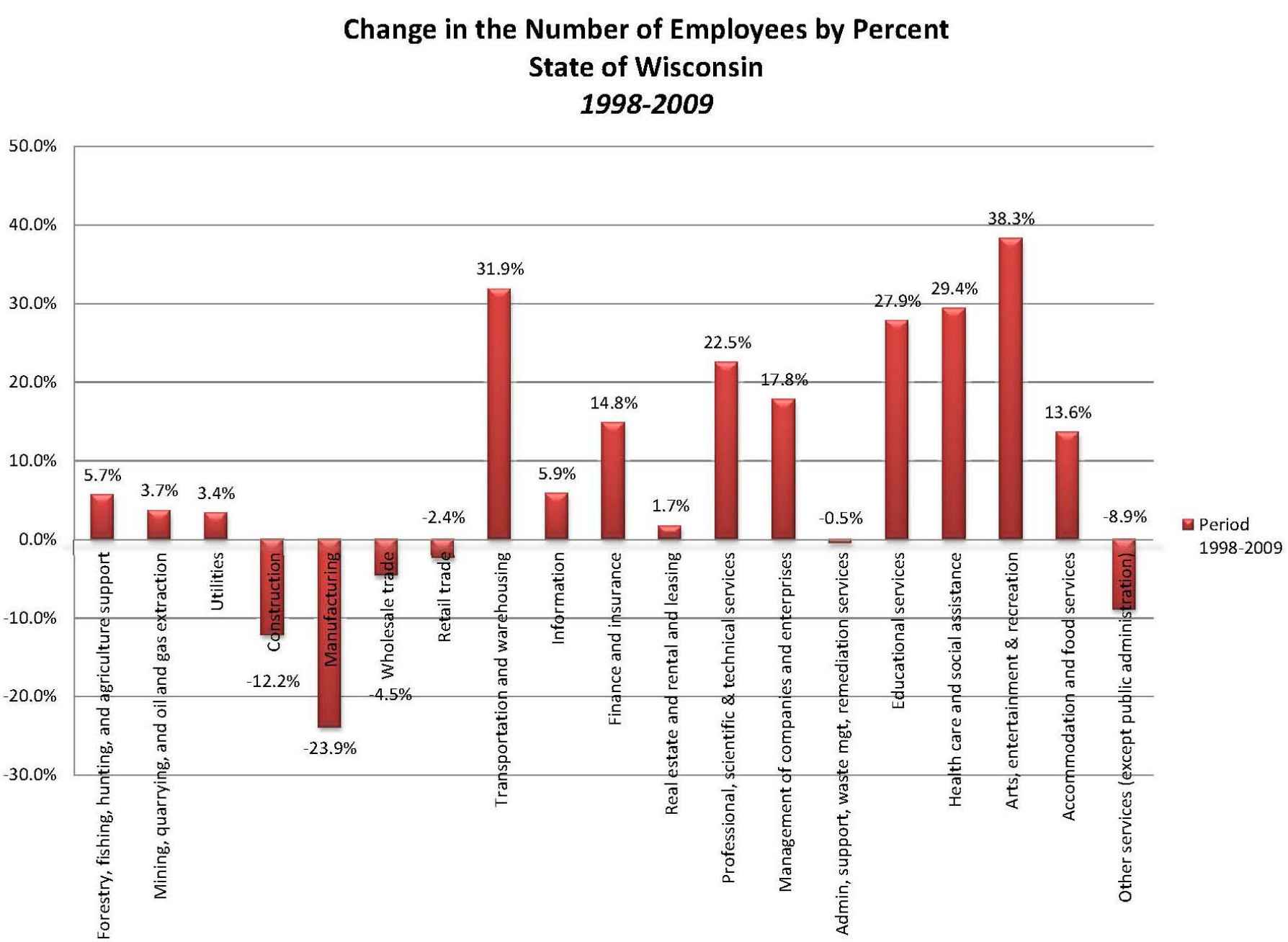
Supporting Sources

U.S. Census Bureau – County Business Patterns,

http://www.census.gov/epcd/cbp/index.html

Help Wanted, Georgetown University Center on Education and the Workforce


Change in the Number of Employees by Percent
Milwaukee Area Technical College Region
1998-2009
150.0%
130.0%
110.0%
90.0%
70.0%
50.0%
30.0%
10.0%
-10.0%
-30.0%
-50.0%
-16.5%
-37.0%
-14.9%
-11.3%
27.1%
12.4%
5.0%
-17.3%
11.7%
28.6%
-16.0%
34.2%
20.7%
751%
14.3%
-18.4%
Construction
Manufacturing
Wholesale trade
Retail trade
Transportation and warehousing
Information
Finance and insurance
Real estate and rental and leasing
Professional, scientific & technical services
Management of companies and enterprises
Admin, support, waste mgt, remediation services
Educational services
Health care and social assistance
Arts, entertainment & recreation
Accommodation and food services
ther services (except public administration)
Period 1998-2009


Change in the Number of Employees by Percent
State of Wisconsin
1998-2009
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
-10.0%
-20.0%
-30.0%
5.7%
3.7%
3.4%
-12.2%
-23.9%
-4.5%
-2.4%
31.9%
5.9%
14.8%
1.7%
22.5%
17.8%
-0.5%
27.9%
29.4%
38.3%
13.6%
-8.9%
Forestry, fishing, hunting, and agriculture support
Mining, quarrying, and oil and gas extraction
Utilities
Construction
Manufacturing
Wholesale trade
Retail trade
Transportation and warehousing
Information
Finance and insurance
Real estate and rental and leasing
Professional, scientific & technical services
Management of companies and enterprises
Admin, support, waste mgt, remediation services
Educational services
Health care and social assistance
Arts, entertainment & recreation
Accommodation and food services
Other services (except public administration)
Period
1998-2009

1998- 2009 County Business Patterns

Milwaukee Area Technical College Region

Number of Paid Employees

NAICS	NAICS code description	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
------	Total for all sectors	549,569	551,013	560,834	552,819	535,741	547,666	550,334	553,092	561,080	557,166	562,646	532,067
11----	Forestry, fishing, hunting, and agriculture support	8	0	0	11	23	0	6	26	0	20	27	29
21----	Mining, quarrying, and oil and gas extraction	65	76	76	60	58	0	0	0	0	90	45	39
22----	Utilities	0	0	0	0	0	0	0	0	0	0	0	0
23----	Construction	16,323	16,998	17,668	17,128	16,038	17,020	17,186	16,514	17,015	14,840	16,435	13,624
31----	Manufacturing	116,704	113,291	108,760	100,227	89,716	88,498	86,167	85,600	83,843	84,411	82,856	73,537
42----	Wholesale trade	27,362	27,509	27,993	27,985	26,522	27,441	26,524	29,043	28,368	27,669	25,041	23,283
44----	Retail trade	61,373	61,945	61,883	57,855	56,989	56,391	58,820	59,521	59,562	59,705	59,147	54,453
48----	Transportation and warehousing	15,094	15,846	16,192	16,699	16,290	18,853	19,582	19,908	20,546	20,728	20,950	19,178
51----	Information	12,255	13,252	13,735	14,857	14,159	16,489	16,019	15,821	15,124	14,267	14,437	13,778
52----	Finance and insurance	42,136	40,865	42,485	43,589	45,001	43,598	42,675	41,687	42,567	43,982	44,520	44,257
53----	Real estate and rental and leasing	7,586	7,746	7,390	7,305	6,810	6,754	6,701	6,683	6,574	6,552	6,084	6,276
54----	Professional, scientific & technical services	26,088	26,973	26,761	27,158	26,542	28,490	27,249	28,164	28,945	27,890	29,860	29,146
55----	Management of companies and enterprises	16,801	15,635	16,573	17,731	16,979	15,123	15,901	14,699	17,075	20,314	19,689	21,604
56----	Admin, support, waste mgt, remediation services	41,397	36,647	39,063	39,787	36,223	35,309	36,298	38,778	40,649	40,459	43,636	34,780
61----	Educational services	18,027	18,374	18,888	19,600	19,966	21,281	23,018	22,592	23,657	22,545	23,070	24,195
62----	Health care and social assistance	79,436	81,174	85,489	86,856	88,904	94,633	95,086	92,914	95,992	93,543	96,677	95,909
71----	Arts, entertainment & recreation	1,241	6,470	7,470	7,988	8,367	9,989	10,218	10,435	9,871	9,752	11,151	10,561
72----	Accommodation and food services	37,374	37,506	38,444	39,558	39,155	40,440	42,362	44,555	45,168	44,595	43,937	42,709
81----	Other services (except public administration)	30,299	30,706	31,964	28,425	27,999	27,357	26,522	26,152	26,124	25,804	25,084	24,709

1998- 2009 County Business Patterns

Milwaukee Area Technical College Region

Number of Establishments

NAICS	NAICS code description	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
------	Total for all sectors	27,166	27,317	27,301	27,197	27,152	27,102	27,288	27,383	27,510	27,145	26,893	26,287
11----	Forestry, fishing, hunting, and agriculture support	18	16	17	20	15	17	15	11	10	11	9	11
21----	Mining, quarrying, and oil and gas extraction	9	11	12	12	12	11	12	10	10	9	8	7
22----	Utilities	23	25	27	36	34	37	37	40	46	47	49	50
23----	Construction	2,199	2,237	2,195	2,118	2,073	2,133	2,182	2,198	2,140	2,105	2,003	1,846
31----	Manufacturing	2,020	1,958	1,912	1,884	1,845	1,833	1,813	1,793	1,753	1,723	1,707	1,626
42----	Wholesale trade	1,752	1,742	1,731	1,693	1,605	1,556	1,485	1,483	1,475	1,444	1,440	1,402
44----	Retail trade	3,861	3,832	3,747	3,767	3,701	3,673	3,643	3,633	3,599	3,588	3,533	3,410
48----	Transportation and warehousing	761	765	764	763	759	797	825	825	822	824	795	756
51----	Information	403	411	445	441	412	455	446	455	430	401	411	414
52----	Finance and insurance	1,670	1,695	1,740	1,743	1,774	1,770	1,768	1,784	1,862	1,822	1,825	1,749
53----	Real estate and rental and leasing	1,044	1,051	1,018	987	1,005	995	1,008	1,022	1,042	1,004	944	942
54----	Professional, scientific & technical services	2,625	2,700	2,699	2,692	2,782	2,792	2,800	2,777	2,748	2,668	2,587	2,573
55----	Management of companies and enterprises	235	243	267	270	274	261	256	274	283	290	281	292
56----	Admin, support, waste mgt, remediation services	1,477	1,478	1,484	1,534	1,442	1,382	1,421	1,446	1,550	1,516	1,700	1,650
61----	Educational services	333	345	346	368	378	381	396	404	400	428	411	414
62----	Health care and social assistance	3,025	3,024	3,140	3,230	3,464	3,532	3,585	3,631	3,664	3,642	3,595	3,630
71----	Arts, entertainment & recreation	362	357	359	351	350	365	369	373	385	373	392	385
72----	Accommodation and food services	2,143	2,131	2,123	2,136	2,173	2,186	2,255	2,291	2,359	2,375	2,365	2,302
81----	Other services (except public administration)	2,982	2,976	3,017	2,953	2,953	2,822	2,843	2,849	2,844	2,852	2,798	2,784

1998- 2009 County Business Patterns

Milwaukee Area Technical College Region

Change in the Number of Paid Employees

NAICS	NAICS code description	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Period 1998-2009
------	Total for all sectors	1,444	9,821	-8,015	-17,078	11,925	2,668	2,758	7,988	-3,914	5,480	-30,579	-17,502
11----	Forestry, fishing, hunting, and agriculture support	-8	0	11	12	-23	6	20	-26	20	7	2	21
21----	Mining, quarrying, and oil and gas extraction	11	0	-16	-2	-58	0	0	0	90	-45	-6	-26
22----	Utilities	0	0	0	0	0	0	0	0	0	0	0	0
23----	Construction	675	670	-540	-1,090	982	166	-672	501	-2,175	1,595	-2,811	-2,699
31----	Manufacturing	-3,413	-4,531	-8,533	-10,511	-1,218	-2,331	-567	-1,757	568	-1,555	-9,319	-43,167
42----	Wholesale trade	147	484	-8	-1,463	919	-917	2,519	-675	-699	-2,628	-1,758	-4,079
44----	Retail trade	572	-62	-4,028	-866	-598	2,429	701	41	143	-558	-4,694	-6,920
48----	Transportation and warehousing	752	346	507	-409	2,563	729	326	638	182	222	-1,772	4,084
51----	Information	997	483	1,122	-698	2,330	-470	-198	-697	-857	170	-659	1,523
52----	Finance and insurance	-1,271	1,620	1,104	1,412	-1,403	-923	-988	880	1,415	538	-263	2,121
53----	Real estate and rental and leasing	160	-356	-85	-495	-56	-53	-18	-109	-22	-468	192	-1,310
54----	Professional, scientific & technical services	885	-212	397	-616	1,948	-1,241	915	781	-1,055	1,970	-714	3,058
55----	Management of companies and enterprises	-1,166	938	1,158	-752	-1,856	778	-1,202	2,376	3,239	-625	1,915	4,803
56----	Admin, support, waste mgt, remediation services	-4,750	2,416	724	-3,564	-914	989	2,480	1,871	-190	3,177	-8,856	-6,617
61----	Educational services	347	514	712	366	1,315	1,737	-426	1,065	-1,112	525	1,125	6,168
62----	Health care and social assistance	1,738	4,315	1,367	2,048	5,729	453	-2,172	3,078	-2,449	3,134	-768	16,473
71----	Arts, entertainment & recreation	5,229	1,000	518	379	1,622	229	217	-564	-119	1,399	-590	9,320
72----	Accommodation and food services	132	938	1,114	-403	1,285	1,922	2,193	613	-573	-658	-1,228	5,335
81----	Other services (except public administration)	407	1,258	-3,539	-426	-642	-835	-370	-28	-320	-720	-375	-5,590

1998- 2009 County Business Patterns

Milwaukee Area Technical College Region

Change in the Number of Establishments

NAICS	NAICS code description	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Period 1998-2009
------	Total for all sectors	151	-16	-104	-45	-50	186	95	127	-365	-252	-606	-879
11----	Forestry, fishing, hunting, and agriculture support	-2	1	3	-5	2	-2	-4	-1	1	-2	2	-7
21----	Mining, quarrying, and oil and gas extraction	2	1	0	0	-1	1	-2	0	-1	-1	-1	-2
22----	Utilities	2	2	9	-2	3	0	3	6	1	2	1	27
23----	Construction	38	-42	-77	-45	60	49	16	-58	-35	-102	-157	-353
31----	Manufacturing	-62	-46	-28	-39	-12	-20	-20	-40	-30	-16	-81	-394
42----	Wholesale trade	-10	-11	-38	-88	-49	-71	-2	-8	-31	-4	-38	-350
44----	Retail trade	-29	-85	20	-66	-28	-30	-10	-34	-11	-55	-123	-451
48----	Transportation and warehousing	4	-1	-1	-4	38	28	0	-3	2	-29	-39	-5
51----	Information	8	34	-4	-29	43	-9	9	-25	-29	10	3	11
52----	Finance and insurance	25	45	3	31	-4	-2	16	78	-40	3	-76	79
53----	Real estate and rental and leasing	7	-33	-31	18	-10	13	14	20	-38	-60	-2	-102
54----	Professional, scientific & technical services	75	-1	-7	90	10	8	-23	-29	-80	-81	-14	-52
55----	Management of companies and enterprises	8	24	3	4	-13	-5	18	9	7	-9	11	57
56----	Admin, support, waste mgt, remediation services	1	6	50	-92	-60	39	25	104	-34	184	-50	173
61----	Educational services	12	1	22	10	3	15	8	-4	28	-17	3	81
62----	Health care and social assistance	-1	116	90	234	68	53	46	33	-22	-47	35	605
71----	Arts, entertainment & recreation	-5	2	-8	-1	15	4	4	12	-12	19	-7	23
72----	Accommodation and food services	-12	-8	13	37	13	69	36	68	16	-10	-63	159
81----	Other services (except public administration)	-6	41	-64	0	-131	21	6	-5	8	-54	-14	-198

1998- 2009 County Business Patterns

Milwaukee Area Technical College Region

Change in the Number of Paid Employees (by Percentage)

NAICS	NAICS code description	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Period 1998-2009
------	Total for all sectors	0.3%	1.8%	-1.4%	-3.1%	2.2%	0.5%	0.5%	1.4%	-0.7%	1.0%	-5.4%	-3.2%
11----	Forestry, fishing, hunting, and agriculture support	-100.0%			109.1%	-100.0%		333.3%	-100.0%		35.0%	7.4%	262.5%
21----	Mining, quarrying, and oil and gas extraction	16.9%	0.0%	-21.1%	-3.3%	-100.0%					-50.0%	-13.3%	-40.0%
22----	Utilities												
23----	Construction	4.1%	3.9%	-3.1%	-6.4%	6.1%	1.0%	-3.9%	3.0%	-12.8%	10.7%	-17.1%	-16.5%
31----	Manufacturing	-2.9%	-4.0%	-7.8%	-10.5%	-1.4%	-2.6%	-0.7%	-2.1%	0.7%	-1.8%	-11.2%	-37.0%
42----	Wholesale trade	0.5%	1.8%	0.0%	-5.2%	3.5%	-3.3%	9.5%	-2.3%	-2.5%	-9.5%	-7.0%	-14.9%
44----	Retail trade	0.9%	-0.1%	-6.5%	-1.5%	-1.0%	4.3%	1.2%	0.1%	0.2%	-0.9%	-7.9%	-11.3%
48----	Transportation and warehousing	5.0%	2.2%	3.1%	-2.4%	15.7%	3.9%	1.7%	3.2%	0.9%	1.1%	-8.5%	27.1%
51----	Information	8.1%	3.6%	8.2%	-4.7%	16.5%	-2.9%	-1.2%	-4.4%	-5.7%	1.2%	-4.6%	12.4%
52----	Finance and insurance	-3.0%	4.0%	2.6%	3.2%	-3.1%	-2.1%	-2.3%	2.1%	3.3%	1.2%	-0.6%	5.0%
53----	Real estate and rental and leasing	2.1%	-4.6%	-1.2%	-6.8%	-0.8%	-0.8%	-0.3%	-1.6%	-0.3%	-7.1%	3.2%	-17.3%
54----	Professional, scientific & technical services	3.4%	-0.8%	1.5%	-2.3%	7.3%	-4.4%	3.4%	2.8%	-3.6%	7.1%	-2.4%	11.7%
55----	Management of companies and enterprises	-6.9%	6.0%	7.0%	-4.2%	-10.9%	5.1%	-7.6%	16.2%	19.0%	-3.1%	9.7%	28.6%
56----	Admin, support, waste mgt, remediation services	-11.5%	6.6%	1.9%	-9.0%	-2.5%	2.8%	6.8%	4.8%	-0.5%	7.9%	-20.3%	-16.0%
61----	Educational services	1.9%	2.8%	3.8%	1.9%	6.6%	8.2%	-1.9%	4.7%	-4.7%	2.3%	4.9%	34.2%
62----	Health care and social assistance	2.2%	5.3%	1.6%	2.4%	6.4%	0.5%	-2.3%	3.3%	-2.6%	3.4%	-0.8%	20.7%
71----	Arts, entertainment & recreation	421.4%	15.5%	6.9%	4.7%	19.4%	2.3%	2.1%	-5.4%	-1.2%	14.3%	-5.3%	751.0%
72----	Accommodation and food services	0.4%	2.5%	2.9%	-1.0%	3.3%	4.8%	5.2%	1.4%	-1.3%	-1.5%	-2.8%	14.3%
81----	Other services (except public administration)	1.3%	4.1%	-11.1%	-1.5%	-2.3%	-3.1%	-1.4%	-0.1%	-1.2%	-2.8%	-1.5%	-18.4%

1998- 2009 County Business Patterns

Milwaukee Area Technical College Region

Change in the Number of Establishments (by Percentage)

NAICS	NAICS code description	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Period 1998-2009
------	Total for all sectors	0.6%	-0.1%	-0.4%	-0.2%	-0.2%	0.7%	0.3%	0.5%	-1.3%	-0.9%	-2.3%	-3.2%
11----	Forestry, fishing, hunting, and agriculture support	-12.5%	5.9%	15.0%	-33.3%	11.8%	-13.3%	-36.4%	-10.0%	9.1%	-22.2%	18.2%	-38.9%
21----	Mining, quarrying, and oil and gas extraction	18.2%	8.3%	0.0%	0.0%	-9.1%	8.3%	-20.0%	0.0%	-11.1%	-12.5%	-14.3%	-22.2%
22----	Utilities	8.0%	7.4%	25.0%	-5.9%	8.1%	0.0%	7.5%	13.0%	2.1%	4.1%	2.0%	117.4%
23----	Construction	1.7%	-1.9%	-3.6%	-2.2%	2.8%	2.2%	0.7%	-2.7%	-1.7%	-5.1%	-8.5%	-16.1%
31----	Manufacturing	-3.2%	-2.4%	-1.5%	-2.1%	-0.7%	-1.1%	-1.1%	-2.3%	-1.7%	-0.9%	-5.0%	-19.5%
42----	Wholesale trade	-0.6%	-0.6%	-2.2%	-5.5%	-3.1%	-4.8%	-0.1%	-0.5%	-2.1%	-0.3%	-2.7%	-20.0%
44----	Retail trade	-0.8%	-2.3%	0.5%	-1.8%	-0.8%	-0.8%	-0.3%	-0.9%	-0.3%	-1.6%	-3.6%	-11.7%
48----	Transportation and warehousing	0.5%	-0.1%	-0.1%	-0.5%	4.8%	3.4%	0.0%	-0.4%	0.2%	-3.6%	-5.2%	-0.7%
51----	Information	1.9%	7.6%	-0.9%	-7.0%	9.5%	-2.0%	2.0%	-5.8%	-7.2%	2.4%	0.7%	2.7%
52----	Finance and insurance	1.5%	2.6%	0.2%	1.7%	-0.2%	-0.1%	0.9%	4.2%	-2.2%	0.2%	-4.3%	4.7%
53----	Real estate and rental and leasing	0.7%	-3.2%	-3.1%	1.8%	-1.0%	1.3%	1.4%	1.9%	-3.8%	-6.4%	-0.2%	-9.8%
54----	Professional, scientific & technical services	2.8%	0.0%	-0.3%	3.2%	0.4%	0.3%	-0.8%	-1.1%	-3.0%	-3.1%	-0.5%	-2.0%
55----	Management of companies and enterprises	3.3%	9.0%	1.1%	1.5%	-5.0%	-2.0%	6.6%	3.2%	2.4%	-3.2%	3.8%	24.3%
56----	Admin, support, waste mgt, remediation services	0.1%	0.4%	3.3%	-6.4%	-4.3%	2.7%	1.7%	6.7%	-2.2%	10.8%	-3.0%	11.7%
61----	Educational services	3.5%	0.3%	6.0%	2.6%	0.8%	3.8%	2.0%	-1.0%	6.5%	-4.1%	0.7%	24.3%
62----	Health care and social assistance	0.0%	3.7%	2.8%	6.8%	1.9%	1.5%	1.3%	0.9%	-0.6%	-1.3%	1.0%	20.0%
71----	Arts, entertainment & recreation	-1.4%	0.6%	-2.3%	-0.3%	4.1%	1.1%	1.1%	3.1%	-3.2%	4.8%	-1.8%	6.4%
72----	Accommodation and food services	-0.6%	-0.4%	0.6%	1.7%	0.6%	3.1%	1.6%	2.9%	0.7%	-0.4%	-2.7%	7.4%
81----	Other services (except public administration)	-0.2%	1.4%	-2.2%	0.0%	-4.6%	0.7%	0.2%	-0.2%	0.3%	-1.9%	-0.5%	-6.6%

1998- 2009 County Business Patterns

Wisconsin, State of

Number of Paid Employees

NAICS	NAICS code description	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
------	Total for all sectors	2,319,343	2,368,404	2,414,834	2,400,575	2,355,816	2,383,503	2,435,143	2,449,114	2,482,281	2,484,051	2,496,850	2,355,879
11----	Forestry, fishing, hunting, and agriculture support	2,808	2,649	2,681	3,181	3,411	3,563	3,575	3,169	3,299	3,372	3,274	2,968
21----	Mining, quarrying, and oil and gas extraction	2,194	2,462	2,685	2,464	2,298	2,656	3,508	3,555	3,857	3,280	2,575	2,275
22----	Utilities	13,898	13,941	14,192	14,035	16,262	17,055	17,367	14,874	13,946	13,096	14,970	14,370
23----	Construction	107,027	116,946	123,412	119,934	117,141	117,557	122,822	119,663	120,114	117,145	112,171	93,989
31----	Manufacturing	566,219	573,353	572,060	543,531	499,518	489,984	489,281	493,661	492,822	485,103	482,775	431,014
42----	Wholesale trade	114,445	116,601	119,177	119,769	117,202	116,317	119,884	124,033	114,530	114,250	114,705	109,275
44----	Retail trade	309,194	316,102	322,117	315,694	309,173	312,483	321,178	317,423	321,788	322,428	319,348	301,908
48----	Transportation and warehousing	74,045	77,709	78,742	79,075	77,746	90,072	95,855	95,390	103,047	102,802	105,556	97,648
51----	Information	47,290	48,569	51,760	51,906	49,517	59,062	56,994	55,957	57,154	53,776	54,047	50,062
52----	Finance and insurance	126,572	128,200	129,115	132,936	136,673	138,844	137,908	135,409	139,953	141,296	146,664	145,343
53----	Real estate and rental and leasing	25,267	26,007	26,235	27,173	27,368	26,925	27,118	27,250	28,004	27,226	26,420	25,709
54----	Professional, scientific & technical services	82,860	87,696	89,025	92,118	90,826	93,675	94,498	96,891	102,240	101,384	102,811	101,541
55----	Management of companies and enterprises	55,086	51,958	52,727	56,172	57,989	55,053	60,674	58,565	59,305	67,260	64,725	64,900
56----	Admin, support, waste mgt, remediation services	116,764	117,491	123,292	117,893	111,379	115,292	121,464	132,266	136,788	138,478	139,707	116,187
61----	Educational services	41,317	42,966	43,883	44,326	45,069	46,256	49,532	48,148	48,747	50,637	51,831	52,836
62----	Health care and social assistance	291,781	296,494	304,120	317,889	331,180	341,134	346,114	348,275	358,027	362,334	375,367	377,578
71----	Arts, entertainment & recreation	29,202	29,852	32,256	32,675	33,143	36,192	38,602	39,109	37,843	37,903	40,674	40,387
72----	Accommodation and food services	191,531	194,092	197,751	199,482	198,215	206,430	213,765	220,168	225,445	226,210	227,239	217,633
81----	Other services (except public administration)	120,682	123,879	127,472	129,029	131,467	114,438	114,234	114,835	114,970	115,955	111,785	109,937

1998- 2009 County Business Patterns

Wisconsin, State of

Number of Establishments

NAICS	NAICS code description	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
------	Total for all sectors	138,635	139,646	140,415	140,540	142,086	142,220	144,116	145,159	145,836	146,286	144,081	140,861
11----	Forestry, fishing, hunting, and agriculture support	652	653	615	611	621	598	575	550	542	528	509	492
21----	Mining, quarrying, and oil and gas extraction	152	159	164	169	168	164	155	159	157	155	156	150
22----	Utilities	256	257	266	283	294	294	287	286	293	268	286	290
23----	Construction	15,677	15,952	16,232	16,059	16,368	16,671	17,096	17,364	17,032	16,706	15,906	14,818
31----	Manufacturing	10,115	10,005	9,904	9,846	9,771	9,766	9,804	9,754	9,670	9,646	9,583	9,218
42----	Wholesale trade	7,949	7,941	7,928	7,832	7,801	7,377	7,288	7,272	7,241	7,325	7,194	7,110
44----	Retail trade	21,487	21,409	21,354	21,465	21,366	21,372	21,312	21,219	21,102	21,065	20,542	19,897
48----	Transportation and warehousing	5,214	5,237	5,220	5,157	5,288	5,407	5,467	5,493	5,577	5,600	5,499	5,294
51----	Information	1,997	2,049	2,122	2,110	2,065	2,215	2,243	2,284	2,254	2,280	2,285	2,264
52----	Finance and insurance	8,155	8,271	8,433	8,467	8,822	9,003	9,104	9,152	9,488	9,656	9,694	9,525
53----	Real estate and rental and leasing	4,676	4,638	4,556	4,589	4,743	4,815	4,892	5,050	5,159	5,081	4,854	4,677
54----	Professional, scientific & technical services	10,337	10,512	10,652	10,848	11,278	11,259	11,374	11,492	11,586	11,567	11,322	11,346
55----	Management of companies and enterprises	743	773	818	851	883	875	957	1,013	1,019	1,084	1,075	1,020
56----	Admin, support, waste mgt, remediation services	6,124	6,169	6,205	6,521	6,229	6,194	6,405	6,563	6,699	6,829	6,960	6,792
61----	Educational services	1,169	1,206	1,237	1,273	1,310	1,355	1,389	1,403	1,429	1,495	1,484	1,495
62----	Health care and social assistance	12,217	12,282	12,558	12,723	13,332	13,540	13,763	14,008	14,260	14,368	14,457	14,503
71----	Arts, entertainment & recreation	2,265	2,244	2,262	2,377	2,458	2,540	2,612	2,620	2,633	2,700	2,742	2,704
72----	Accommodation and food services	13,051	12,934	12,855	12,958	13,229	13,307	13,722	13,972	14,120	14,401	14,251	14,027
81----	Other services (except public administration)	15,340	15,356	15,529	15,315	15,638	15,041	15,094	15,161	15,134	15,366	15,023	14,903

1998- 2009 County Business Patterns

Wisconsin, State of

Change in the Number of Paid Employees

NAICS	NAICS code description	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Period 1998-2009
------	Total for all sectors	49,061	46,430	-14,259	-44,759	27,687	51,640	13,971	33,167	1,770	12,799	-140,971	36,536
11----	Forestry, fishing, hunting, and agriculture support	-159	32	500	230	152	12	-406	130	73	-98	-306	160
21----	Mining, quarrying, and oil and gas extraction	268	223	-221	-166	358	852	47	302	-577	-705	-300	81
22----	Utilities	43	251	-157	2,227	793	312	-2,493	-928	-850	1,874	-600	472
23----	Construction	9,919	6,466	-3,478	-2,793	416	5,265	-3,159	451	-2,969	-4,974	-18,182	-13,038
31----	Manufacturing	7,134	-1,293	-28,529	-44,013	-9,534	-703	4,380	-839	-7,719	-2,328	-51,761	-135,205
42----	Wholesale trade	2,156	2,576	592	-2,567	-885	3,567	4,149	-9,503	-280	455	-5,430	-5,170
44----	Retail trade	6,908	6,015	-6,423	-6,521	3,310	8,695	-3,755	4,365	640	-3,080	-17,440	-7,286
48----	Transportation and warehousing	3,664	1,033	333	-1,329	12,326	5,783	-465	7,657	-245	2,754	-7,908	23,603
51----	Information	1,279	3,191	146	-2,389	9,545	-2,068	-1,037	1,197	-3,378	271	-3,985	2,772
52----	Finance and insurance	1,628	915	3,821	3,737	2,171	-936	-2,499	4,544	1,343	5,368	-1,321	18,771
53----	Real estate and rental and leasing	740	228	938	195	-443	193	132	754	-778	-806	-711	442
54----	Professional, scientific & technical services	4,836	1,329	3,093	-1,292	2,849	823	2,393	5,349	-856	1,427	-1,270	18,681
55----	Management of companies and enterprises	-3,128	769	3,445	1,817	-2,936	5,621	-2,109	740	7,955	-2,535	175	9,814
56----	Admin, support, waste mgt, remediation services	727	5,801	-5,399	-6,514	3,913	6,172	10,802	4,522	1,690	1,229	-23,520	-577
61----	Educational services	1,649	917	443	743	1,187	3,276	-1,384	599	1,890	1,194	1,005	11,519
62----	Health care and social assistance	4,713	7,626	13,769	13,291	9,954	4,980	2,161	9,752	4,307	13,033	2,211	85,797
71----	Arts, entertainment & recreation	650	2,404	419	468	3,049	2,410	507	-1,266	60	2,771	-287	11,185
72----	Accommodation and food services	2,561	3,659	1,731	-1,267	8,215	7,335	6,403	5,277	765	1,029	-9,606	26,102
81----	Other services (except public administration)	3,197	3,593	1,557	2,438	-17,029	-204	601	135	985	-4,170	-1,848	-10,745

1998- 2009 County Business Patterns

Wisconsin, State of

Change in the Number of Establishments

NAICS	NAICS code description	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Period 1998-2009
------	Total for all sectors	1,011	769	125	1,546	134	1,896	1,043	677	450	-2,205	-3,220	2,226
11----	Forestry, fishing, hunting, and agriculture support	1	-38	-4	10	-23	-23	-25	-8	-14	-19	-17	-160
21----	Mining, quarrying, and oil and gas extraction	7	5	5	-1	-4	-9	4	-2	-2	1	-6	-2
22----	Utilities	1	9	17	11	0	-7	-1	7	-25	18	4	34
23----	Construction	275	280	-173	309	303	425	268	-332	-326	-800	-1,088	-859
31----	Manufacturing	-110	-101	-58	-75	-5	38	-50	-84	-24	-63	-365	-897
42----	Wholesale trade	-8	-13	-96	-31	-424	-89	-16	-31	84	-131	-84	-839
44----	Retail trade	-78	-55	111	-99	6	-60	-93	-117	-37	-523	-645	-1,590
48----	Transportation and warehousing	23	-17	-63	131	119	60	26	84	23	-101	-205	80
51----	Information	52	73	-12	-45	150	28	41	-30	26	5	-21	267
52----	Finance and insurance	116	162	34	355	181	101	48	336	168	38	-169	1,370
53----	Real estate and rental and leasing	-38	-82	33	154	72	77	158	109	-78	-227	-177	1
54----	Professional, scientific & technical services	175	140	196	430	-19	115	118	94	-19	-245	24	1,009
55----	Management of companies and enterprises	30	45	33	32	-8	82	56	6	65	-9	-55	277
56----	Admin, support, waste mgt, remediation services	45	36	316	-292	-35	211	158	136	130	131	-168	668
61----	Educational services	37	31	36	37	45	34	14	26	66	-11	11	326
62----	Health care and social assistance	65	276	165	609	208	223	245	252	108	89	46	2,286
71----	Arts, entertainment & recreation	-21	18	115	81	82	72	8	13	67	42	-38	439
72----	Accommodation and food services	-117	-79	103	271	78	415	250	148	281	-150	-224	976
81----	Other services (except public administration)	16	173	-214	323	-597	53	67	-27	232	-343	-120	-437

1998- 2009 County Business Patterns

Wisconsin, State of

Change in the Number of Paid Employees (by Percentage)

NAICS	NAICS code description	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Period 1998-2009
------	Total for all sectors	2.1%	2.0%	-0.6%	-1.9%	1.2%	2.2%	0.6%	1.4%	0.1%	0.5%	-6.0%	1.6%
11----	Forestry, fishing, hunting, and agriculture support	-5.7%	1.2%	18.6%	7.2%	4.5%	0.3%	-11.4%	4.1%	2.2%	-2.9%	-10.3%	5.7%
21----	Mining, quarrying, and oil and gas extraction	12.2%	9.1%	-8.2%	-6.7%	15.6%	32.1%	1.3%	8.5%	-15.0%	-21.5%	-13.2%	3.7%
22----	Utilities	0.3%	1.8%	-1.1%	15.9%	4.9%	1.8%	-14.4%	-6.2%	-6.1%	14.3%	-4.2%	3.4%
23----	Construction	9.3%	5.5%	-2.8%	-2.3%	0.4%	4.5%	-2.6%	0.4%	-2.5%	-4.2%	-19.3%	-12.2%
31----	Manufacturing	1.3%	-0.2%	-5.0%	-8.1%	-1.9%	-0.1%	0.9%	-0.2%	-1.6%	-0.5%	-12.0%	-23.9%
42----	Wholesale trade	1.9%	2.2%	0.5%	-2.1%	-0.8%	3.1%	3.5%	-7.7%	-0.2%	0.4%	-5.0%	-4.5%
44----	Retail trade	2.2%	1.9%	-2.0%	-2.1%	1.1%	2.8%	-1.2%	1.4%	0.2%	-1.0%	-5.8%	-2.4%
48----	Transportation and warehousing	4.9%	1.3%	0.4%	-1.7%	15.9%	6.4%	-0.5%	8.0%	-0.2%	2.7%	-8.1%	31.9%
51----	Information	2.7%	6.6%	0.3%	-4.6%	19.3%	-3.5%	-1.8%	2.1%	-5.9%	0.5%	-8.0%	5.9%
52----	Finance and insurance	1.3%	0.7%	3.0%	2.8%	1.6%	-0.7%	-1.8%	3.4%	1.0%	3.8%	-0.9%	14.8%
53----	Real estate and rental and leasing	2.9%	0.9%	3.6%	0.7%	-1.6%	0.7%	0.5%	2.8%	-2.8%	-3.0%	-2.8%	1.7%
54----	Professional, scientific & technical services	5.8%	1.5%	3.5%	-1.4%	3.1%	0.9%	2.5%	5.5%	-0.8%	1.4%	-1.3%	22.5%
55----	Management of companies and enterprises	-5.7%	1.5%	6.5%	3.2%	-5.1%	10.2%	-3.5%	1.3%	13.4%	-3.8%	0.3%	17.8%
56----	Admin, support, waste mgt, remediation services	0.6%	4.9%	-4.4%	-5.5%	3.5%	5.4%	8.9%	3.4%	1.2%	0.9%	-20.2%	-0.5%
61----	Educational services	4.0%	2.1%	1.0%	1.7%	2.6%	7.1%	-2.8%	1.2%	3.9%	2.4%	1.9%	27.9%
62----	Health care and social assistance	1.6%	2.6%	4.5%	4.2%	3.0%	1.5%	0.6%	2.8%	1.2%	3.6%	0.6%	29.4%
71----	Arts, entertainment & recreation	2.2%	8.1%	1.3%	1.4%	9.2%	6.7%	1.3%	-3.2%	0.2%	7.3%	-0.7%	38.3%
72----	Accommodation and food services	1.3%	1.9%	0.9%	-0.6%	4.1%	3.6%	3.0%	2.4%	0.3%	0.5%	-4.4%	13.6%
81----	Other services (except public administration)	2.6%	2.9%	1.2%	1.9%	-13.0%	-0.2%	0.5%	0.1%	0.9%	-3.6%	-1.7%	-8.9%

1998- 2009 County Business Patterns

Wisconsin, State of

Change in the Number of Establishments (by Percentage)

NAICS	NAICS code description	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Period 1998-2009
------	Total for all sectors	0.7%	0.6%	0.1%	1.1%	0.1%	1.3%	0.7%	0.5%	0.3%	-1.5%	-2.3%	1.6%
11----	Forestry, fishing, hunting, and agriculture support	0.2%	-5.8%	-0.7%	1.6%	-3.7%	-3.8%	-4.3%	-1.5%	-2.6%	-3.6%	-3.5%	-24.5%
21----	Mining, quarrying, and oil and gas extraction	4.6%	3.1%	3.0%	-0.6%	-2.4%	-5.5%	2.6%	-1.3%	-1.3%	0.6%	-4.0%	-1.3%
22----	Utilities	0.4%	3.5%	6.4%	3.9%	0.0%	-2.4%	-0.3%	2.4%	-8.5%	6.7%	1.4%	13.3%
23----	Construction	1.8%	1.8%	-1.1%	1.9%	1.9%	2.5%	1.6%	-1.9%	-1.9%	-4.8%	-7.3%	-5.5%
31----	Manufacturing	-1.1%	-1.0%	-0.6%	-0.8%	-0.1%	0.4%	-0.5%	-0.9%	-0.2%	-0.7%	-4.0%	-8.9%
42----	Wholesale trade	-0.1%	-0.2%	-1.2%	-0.4%	-5.4%	-1.2%	-0.2%	-0.4%	1.2%	-1.8%	-1.2%	-10.6%
44----	Retail trade	-0.4%	-0.3%	0.5%	-0.5%	0.0%	-0.3%	-0.4%	-0.6%	-0.2%	-2.5%	-3.2%	-7.4%
48----	Transportation and warehousing	0.4%	-0.3%	-1.2%	2.5%	2.3%	1.1%	0.5%	1.5%	0.4%	-1.8%	-3.9%	1.5%
51----	Information	2.6%	3.6%	-0.6%	-2.1%	7.3%	1.3%	1.8%	-1.3%	1.2%	0.2%	-0.9%	13.4%
52----	Finance and insurance	1.4%	2.0%	0.4%	4.2%	2.1%	1.1%	0.5%	3.7%	1.8%	0.4%	-1.8%	16.8%
53----	Real estate and rental and leasing	-0.8%	-1.8%	0.7%	3.4%	1.5%	1.6%	3.2%	2.2%	-1.5%	-4.5%	-3.8%	0.0%
54----	Professional, scientific & technical services	1.7%	1.3%	1.8%	4.0%	-0.2%	1.0%	1.0%	0.8%	-0.2%	-2.1%	0.2%	9.8%
55----	Management of companies and enterprises	4.0%	5.8%	4.0%	3.8%	-0.9%	9.4%	5.9%	0.6%	6.4%	-0.8%	-5.4%	37.3%
56----	Admin, support, waste mgt, remediation services	0.7%	0.6%	5.1%	-4.5%	-0.6%	3.4%	2.5%	2.1%	1.9%	1.9%	-2.5%	10.9%
61----	Educational services	3.2%	2.6%	2.9%	2.9%	3.4%	2.5%	1.0%	1.9%	4.6%	-0.7%	0.7%	27.9%
62----	Health care and social assistance	0.5%	2.2%	1.3%	4.8%	1.6%	1.6%	1.8%	1.8%	0.8%	0.6%	0.3%	18.7%
71----	Arts, entertainment & recreation	-0.9%	0.8%	5.1%	3.4%	3.3%	2.8%	0.3%	0.5%	2.5%	1.6%	-1.4%	19.4%
72----	Accommodation and food services	-0.9%	-0.6%	0.8%	2.1%	0.6%	3.1%	1.8%	1.1%	2.0%	-1.0%	-1.6%	7.5%
81----	Other services (except public administration)	0.1%	1.1%	-1.4%	2.1%	-3.8%	0.4%	0.4%	-0.2%	1.5%	-2.2%	-0.8%	-2.8%

Employment 2 – Alignment of MATC Program Offerings and Future Workforce Needs

The shift in the "mix" of jobs the labor force detailed in the previous section over the past decade is projected to continue during the period 2008-2018. This is especially evident in the health care field. In the MATC area there has been a 20% increase in health care jobs during the 1998-2009 period. MATC is well positioned to continue to offer its students programs that are relative to future jobs.

TREND: Seven (7) of the top ten (10) occupations projected to experience increases in the number of positions available during the 2008 to 2018 period are in the health care field.

Data

On the following pages are data detailing the occupational changes in number and percent for 2008 to 2018. The data are ranked from those occupations projected to experience the greatest increase in number (Registered Nurses) to those that will experience the greatest decline (Welders, Cutters, Solderers, and Brazers). Those changes are compared to current MATC program offerings.

Implications

- Increased emphasis on health care program offerings
- Continued shift of program offerings from traditional manufacturing skills to advanced skills and critical thinking.
- Clearly, MATC is well positioned to meet future workforce needs, however the projections and changes need to be monitored going forward.

Supporting Sources

Wisconsin Jobs, 2008-2018, Wisconsin Dept. of Workforce Development, Office of Economic Advisors, Wisconsin Projections 2008-2018

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Registered Nurses	3220	20.0%	▪ Registered Nursing A.A.S.				Y
Nursing Aides, Orderlies, and Attendants	1550	15.2%		▪ Medical Assistant Technical Diploma ▪ Nursing Assistant Technical Diploma			Y
Hairdressers, Hairstylists, and Cosmetologists	710	19.9%		▪ Barber/Cosmetologist Technical Diploma	▪ Barber/Cosmetologist Instructor Certificate ▪ Barber/Cosmetologist Manager Certificate	▪ Barber/Cosmetologist	Y
Licensed Practical and Licensed Vocational Nurses	530	15.8%	▪ Practical Nursing LPN-RN Educational Progression A.A.S	▪ Practical Nursing Technical Diploma			Y
Fitness Trainers and Aerobics Instructors	380	12.3%					N
Dental Hygienists	340	21.7%	▪ Dental Hygiene A.A.S. Degree	▪ Dental Assistant Technical Diploma ▪ Dental Technician Technical Diploma			Y
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	280	16.2%	▪ Air Conditioning and Refrigeration Technology A.A.S	▪ Air Conditioning, Refrigeration, and Heating Technical Diploma		▪ Heat and Frost Insulator ▪ Refrigeration and Air Conditioning	Y
Radiologic Technologists and Technicians	230	14.6%	▪ Radiography A.A.S. Degree				Y
Surgical Technologists	200	24.7%	▪ Anesthesia Technology A.A.S. ▪ Surgical Technology A.A.S.				Y

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Medical Records and Health Information Technicians	170	14.4%		▪ Medical Coding Technical Diploma ▪ Medical Interpreter Technical Diploma	▪ Electronic Health Records Clinician Practioner Consultant Certificate ▪ Electronic Health Records Implementation Support Specialist Certificate ▪ Electronic Health Records Practice Workflow and Information Management Redesign Specialist Certificate ▪ Electronic Health Records Technical/Software Support Specialist Certificate ▪ Medical Billing Certificate ▪ Medical Transcription Certificate		Y
Respiratory Therapists	150	22.1%	▪ Respiratory Therapist A.A.S. Degree				Y
Paralegals and Legal Assistants	130	8.7%	▪ Paralegal A.A.S. Degree ▪ Legal Administrative Professional A.A.S. Degree (Accelerated Program)		▪ Paralegal Certificate		Y

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Health Technologists and Technicians, All Other	110	13.9%	▪ Biomedical Electronics Technology A.A.S. ▪ Biotechnology A.S. ▪ Cardiovascular Technology A.A.S. ▪ Clinical Laboratory Technician A.A.S ▪ Radiography A.A.S.	▪ Optician - Vision Care Technical Diploma ▪ Phlebotomy Technical Technical Diploma ▪ Renal Dialysis Technician Technical Diploma	▪ Healthcare Informatics Advanced Technical Certificate ▪ Electronic Health Records Clinician Practioner Consultant Certificate ▪ Electronic Health Records Implementation Support Specialist Certificate ▪ Electronic Health Records Practice Workflow and Information Management Redesign Specialist Certificate ▪ Electronic Health Records Technical/Software Support Specialist Certificate		Y
Medical and Clinical Laboratory Technicians	110	13.1%	▪ Clinical Laboratory Technician A.A.S. Degree				Y
Medical Equipment Repairers	90	24.3%	▪ Biomedical Electronics Technology A.A.S. Degree▪ Biotechnology A.S. Degree		▪ Biotechnology Certificate		Y
Physical Therapist Assistants	90	22.0%	▪ Physical Therapist Assistant A.A.S. Degree				Y

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Massage Therapists	80	25.0%					N
Veterinary Technologists and Technicians	80	12.9%					N
Medical Transcriptionists	70	5.8%	▪ Medical Administrative Specialist A.A.S.	▪ Medical Coding Technical Diploma	▪ Medical Billing Certificate ▪ Medical Transcription Certificate		Y
Real Estate Sales Agents	70	13.0%	▪ Real Estate A.A.S				Y
Cardiovascular Technologists and Technicians	60	20.7%	▪ Cardiovascular Technology A.A.S. Degree				Y
Diagnostic Medical Sonographers	50	15.2%					N
Occupational Therapist Assistants	50	20.8%	▪ Occupational Therapy Assistant A.A.S. Degree				Y
Emergency Medical Technicians and Paramedics	40	2.5%		▪ Emergency Medical Technician (Basic Technical Diploma) Technical Diploma ▪ EMT intermediate Technician Technical Diploma			Y
Skin Care Specialists	40	33.3%					N
Bus and Truck Mechanics and Diesel Engine Specialists	30	1.9%	▪ Automotive Technology - Comprehensive A.A.S.	▪ Diesel and Powertrain Servicing Technical Diploma			Y

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Computer Specialists, All Other	30	6.8%	▪ IT Computer Support Specialist A.A.S. Degree ▪ IT Information Systems Security Specialist A.A.S. Degree ▪ IT Information Systems Security Specialist A.A.S. Degree (Accelerated) ▪ IT Network Specialist A.A.S. Degree ▪ IT Network Specialist A.A.S. Degree (In-Person Accelerated) ▪ IT Network Specialist A.A.S. Degree (Online Accelerated) ▪ IT Programmer/Analyst A.A.S. Degree	▪ Computerized Accounting Assistant Technical Diploma ▪ Computer Numerical Control (CNC) Machine Operator/Programmer Technical Diploma	▪ Adobe Creative Suite Digital Publishing Certificate ▪ Computer Programming Certificate ▪ Graphic Technologies/Computer Skills Certificate ▪ Information Design and Publishing Certificate ▪ Information Security Fundamentals Certificate ▪ Infrastructure Security Certificate ▪ IT Security Auditing Certificate ▪ LAN Specialist Certificate ▪ Microcomputer Skills Certificate ▪ Multimedia Certificate ▪ Personal and Professional Web Design Certificate ▪ Web Programming Certificate		Y
Dietetic Technicians	20	13.3%	▪ Dietetic Technician A.A.S		▪ Dietary Manager Certificate		Y
Electrical and Electronic Engineering Technicians	20	1.3%	▪ Electronic Engineering Technology A.A.S. Degree ▪ Electronic Technology A.A.S. Degree	▪ Electricity Technical Diploma	Basic Electronics (Computer Multimedia Lab) Certificate Basic Electronics (Core Curriculum) Certificate Energy Engineering Technology Certificate		Y

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Environmental Science and Protection Technicians, Including Health	20	13.3%	▪ Environmental Health and Water Quality Technology A.A.S. Degree		▪ Lean Certificate ▪ Native Landscape Plants Certificate ▪ Plant Health Care Certificate ▪ Sustainable Operations Certificate		Y
Life, Physical, and Social Science Technicians, All Other	20	6.3%	▪ Technical Studies: Apprentice A.A.S Degree ▪ Liberal Arts and Sciences A.A. / A.S. Degrees ▪ Liberal Arts and Sciences A.A. Degree (Accelerated Online)		▪ Labor Relations Certificate ▪ Lean Certificate ▪ Materials Management Certificate ▪ Sustainable Operations Certificate		Y
Radiation Therapists	20	22.2%	▪ Radiography A.A.S. Degree				Y
Telecommunications Equipment Installers and Repairers, Except Line Installers	20	1.6%				▪ Telecommunications (DVD) Installer/Technician	Y
Aircraft Mechanics and Service Technicians	10	1.5%		▪ Aviation Technician Airframe Technical Diploma ▪ Aviation Technician Powerplant Technical Diploma			Y
Audio and Video Equipment Technicians	10	6.3%	▪ Computer Electronics Technology A.A.S.		▪ Multimedia Certificate		Y
Avionics Technicians	10	14.3%					N

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Civil Engineering Technicians	10	2.6%	▪ Civil Engineering Technology A.A.S. Degree		▪ 3D Solid Modeling Certificate		Y
Electronic Home Entertainment Equipment Installers and Repairers	10	7.1%	▪ Computer Electronics Technology A.A.S.		▪ Multimedia Certificate		Y
Forest and Conservation Technicians	10	8.3%			▪ Native Landscape Plants Certificate ▪ Plant Health Care Certificate ▪ Sustainable Operations Certificate		Y
Industrial Engineering Technicians	10	1.4%		▪ Power Engineering Technical Diploma	▪ Industrial Electronics and Controls Certificate ▪ 3D Solid Modeling Certificate	▪ Industrial Electrician (Maintenance Electrician)	Y
Manicurists and Pedicurists	10	6.7%			▪ Nail Technician Certificate		Y
Nuclear Medicine Technologists	10	8.3%	▪ Biotechnology A.S. Degree				Y
Security and Fire Alarm Systems Installers	10	5.3%	▪ Fire Protection Technician A.A.S.			▪ Sprinkler Fitter	Y
Aerospace Engineering and Operations Technicians	0	0.0%			▪ 3D Solid Modeling Certificate		Y
Agricultural and Food Science Technicians	0	0.0%					N
Animal Breeders	0	0.0%					N
Barbers	0	0.0%		▪ Barber/Cosmetologist Technical Diploma	▪ Barber/Cosmetologist Instructor Certificate	▪ Barber/Cosmetologist	Y

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Broadcast Technicians	0	0.0%	▪ Television and Video Production A.A.S. Degree		▪ Advanced Television Post Production Certificate		Y
Camera Operators, Television, Video, and Motion Picture	0	0.0%	▪ Animation A.A.S. ▪ Computer Simulation and Gaming A.A.S. ▪ Television and Video Production A.A.S. ▪ Visual Communication/Computer Graphics A.A.S.		▪ Advanced Television Post Production Certificate ▪ Graphic Arts Certificate ▪ Graphic Technologies/Computer Skills Certificate ▪ Multimedia Certificate		Y
Commercial Divers	0	0.0%					N
Commercial Pilots	0	0.0%					N
Computer Support Specialists	0	0.0%			▪ Cisco Internetworking Certificate (CCNA) ▪ Information Security Fundamentals Certificate ▪ Infrastructure Security Certificate ▪ Microsoft Network Administration Certificate ▪ System Administration and Security Certificate		Y
Court Reporters	0	0.0%					N

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Electric Motor, Power Tool, and Related Repairers	0	0.0%	▪ Electronic Engineering Technology A.A.S. Degree ▪ Electronic Technology A.A.S. Degree	▪ Electricity Technical Diploma ▪ Electrical Power Distribution/Line Mechanic Technical Diploma ▪ Power Engineering Technical Diploma	▪ Industrial Electronics and Controls Certificate	▪ Machine Repair ▪ Machine Tool (Machinist) ▪ Tool and Die Maker ▪ Tool Maker	Y
Electrical and Electronics Installers and Repairers, Transportation Equipment	0	0.0%	▪ Electronic Engineering Technology A.A.S. Degree ▪ Electronic Technology A.A.S. Degree	▪ Electricity Technical Diploma ▪ Electrical Power Distribution/Line Mechanic Technical Diploma	▪ Industrial Electronics and Controls Certificate	▪ Industrial Electrician (Maintenance Electrician)	Y
Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	0	0.0%	▪ Electronic Engineering Technology A.A.S. ▪ Electronic Technology A.A.S.	▪ Electricity Technical Diploma ▪ Electrical Power Distribution/Line Mechanic Technical Diploma ▪ Power Engineering Technical Diploma	▪ Industrial Electronics and Controls Certificate	▪ Industrial Electrician (Maintenance Electrician)	Y
Electro-Mechanical Technicians	0	0.0%			▪ Energy Engineering Technology Certificate ▪ 3D Solid Modeling Certificate		Y
Embalmers	0	0.0%	▪ Funeral Service A.A.S.				Y

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Engineering Technicians, Except Drafters, All Other	0	0.0%	▪ Electronic Engineering Technology A.A.S. Degree	▪ Power Engineering Technical Diploma			Y
Environmental Engineering Technicians	0	0.0%			▪ Sustainable Operations Certificate		Y
Fashion Designers	0	0.0%	▪ Fashion/Retail Marketing A.A.S. Degree				Y
Fish and Game Wardens	0	0.0%			▪ Sustainable Operations Certificate		Y
Funeral Directors	0	0.0%	▪ Funeral Service A.A.S. Degree				Y
Gaming Dealers	0	0.0%					N
Geological and Petroleum Technicians	0	0.0%					N
Insurance Appraisers, Auto Damage	0	0.0%					N
Interior Designers	0	0.0%	▪ Interior Design A.A.S. Degree			▪ Painter and Decorator	Y
Library Technicians	0	0.0%					N
Makeup Artists, Theatrical and Performance	0	0.0%			▪ Barber/Cosmetologist Instructor Certificate ▪ Barber/Cosmetologist Manager Certificate		Y
Nuclear Technicians	0	0.0%					N

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Occupational Health and Safety Technicians	0	0.0%	▪ Occupational Therapy Assistant A.A.S. Degree				Y
Psychiatric Technicians	0	0.0%					N
Radio Mechanics	0	0.0%			▪ Basic Electronics (Computer Multimedia Lab) Certificate ▪ Basic Electronics (Core Curriculum) Certificate		Y
Real Estate Brokers	0	0.0%	▪ Real Estate A.A.S.				Y
Respiratory Therapy Technicians	0	0.0%	▪ Respiratory Therapist A.A.S. Degree				Y
Semiconductor Processors	0	0.0%	▪ Electronic Engineering Technology A.A.S. Degree ▪ Electronic Technology A.A.S. Degree		▪ Basic Electronics (Computer Multimedia Lab) Certificate ▪ Basic Electronics (Core Curriculum) Certificate ▪ Industrial Electronics and Controls Certificate		Y
Slot Key Persons	0	0.0%					N
Social Science Research Assistants	0	0.0%	▪ Liberal Arts and Sciences A.A. / A.S. Degrees ▪ Liberal Arts and Sciences A.A. Degree (Accelerated Online)				Y
Chefs and Head Cooks	-10	-1.8%		▪ Baking Production Technical Diploma ▪ Culinary Assistant Technical Diploma	▪ Baking - Advanced Pastry Certificate	▪ Culinary (Cook)	Y

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Drafters, All Other	-10	-3.4%					N
Electrical and Electronics Repairers, Commercial and Industrial Equipment	-10	-1.3%	▪ Electronic Engineering Technology A.A.S. Degree ▪ Electronic Technology A.A.S. Degree	▪ Electricity Technical Diploma ▪ Electrical Power Distribution/Line Mechanic Technical Diploma	▪ Basic Electronics (Computer Multimedia Lab) Certificate ▪ Basic Electronics (Core Curriculum) Certificate ▪ Industrial Electronics and Controls Certificate	▪ Industrial Electrician (Maintenance Electrician) ▪ Machine Repair	Y
Electronic Equipment Installers and Repairers, Motor Vehicles	-10	-11.1%	▪ Electronic Engineering Technology A.A.S. Degree ▪ Electronic Technology A.A.S. Degree		▪ Basic Electronics (Computer Multimedia Lab) Certificate ▪ Basic Electronics (Core Curriculum) Certificate		Y
Legal Secretaries	-10	-0.7%	▪ Medical Administrative Specialist A.A.S. Degree				Y
Sound Engineering Technicians	-10	-14.3%			▪ Basic Electronics (Computer Multimedia Lab) Certificate ▪ Basic Electronics (Core Curriculum) Certificate ▪ Multimedia Certificate		Y
Jewelers and Precious Stone and Metal Workers	-20	-22.2%					N

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Architectural and Civil Drafters	-30	-6.5%	▪ Architectural Technology A.A.S. ▪ Civil Engineering Technology A.A.S.				Y
Chemical Technicians	-30	-6.1%	▪ Chemical Technician A.A.S. Degree				Y
Electrical and Electronics Drafters	-30	-10.3%	▪ Electronic Engineering Technology A.A.S. Degree▪ Electronic Technology A.A.S. Degree		▪ Basic Electronics (Computer Multimedia Lab) Certificate▪ Basic Electronics (Core Curriculum) Certificate	▪ Industrial Electrician (Maintenance Electrician)	Y
Travel Agents	-30	-10.0%	▪ eBusiness Technology Specialist A.A.S. ▪ Hotel/Hospitality Management A.A.S.		▪ Marketing and Sales, Hotel Hospitality Certificate ▪ Hospitality Management Certificate ▪ Rooms Division - Hotel Hospitality Certificate		Y

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Desktop Publishers	-40	-21.1%	▪ Graphic Design A.A.S. ▪ Visual Communication/Computer Graphics A.A.S.		▪ Adobe Creative Suite Digital Publishing Certificate ▪ Graphic Arts Certificate ▪ Graphic Technologies/Computer Skills Certificate ▪ Information Design and Publishing Certificate		Y
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	-60	-8.6%	▪ Welding Technology A.A.S.	▪ Welding Technical Diploma	▪ Certified Welding Inspector Advanced Technical Certificate ▪ Flux Core Welding Certificate ▪ Metallurgical Technician Certificate	▪ Industrial Pipe Fitter ▪ Machine Repair ▪ Machine Tool (Machinist) ▪ Patternmaker ▪ Sheet Metal Worker ▪ Steel Foundry and Molder (Foundry/Metal Casting) ▪ Tool and Die Maker ▪ Tool Maker	Y
Automotive Service Technicians and Mechanics	-70	-2.0%	▪ Automotive Technology - Comprehensive A.A.S.	▪ Automotive Maintenance Technician Technical Diploma ▪ Auto Collision Repair and Finish Technician Technical Diploma			Y
Mechanical Engineering Technicians	-70	-9.9%	▪ Mechanical Design Technology A.A.S.				Y

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Computer, Automated Teller, and Office Machine Repairers	-90	-12.2%	▪ IT Computer Support Specialist A.A.S. ▪ IT Information Systems Security Specialist A.A.S. ▪ IT Information Systems Security Specialist A.A.S. (Accelerated) ▪ IT Network Specialist A.A.S. ▪ IT Network Specialist A.A.S. (In-Person Accelerated) ▪ IT Network Specialist A.A.S. (Online Accelerated) ▪ IT Programmer/Analyst A.A.S.	▪ Office Technology Assistant Technical Diploma	▪ Computer Programming Certificate ▪ Graphic Technologies/Computer Skills Certificate ▪ Microcomputer Skills Certificate ▪ Microsoft Network Administration Certificate ▪ LAN Specialist Certificate		Y
Mechanical Drafters	-100	-8.8%	▪ Mechanical Design Technology A.A.S.				Y
Prepress Technicians and Workers	-170	-19.3%	▪ Graphic Design A.A.S. ▪ Visual Communication/Computer Graphics A.A.S.		▪ Adobe Creative Suite Digital Publishing Certificate ▪ Graphic Arts Certificate ▪ Graphic Technologies/Computer Skills Certificate ▪ Information Design and Publishing Certificate		Y

Occupational Changes in Number and Percent (2008 to 2018) as Compared to MATC Program Offerings

Occupational Title	Change in Number	Change in Percent	Associate Degree	Technical Diploma	Certification	Apprenticeship	MATC Program
Welders, Cutters, Solderers, and Brazers	-230	-5.5%	▪ Welding Technology A.A.S.	▪ Welding Technical Diploma ▪ Tool and Die Making Technical Diploma	▪ Foundry/Metal Casting Certificate ▪ Certified Welding Inspector Advanced Technical Certificate ▪ Flux Core Welding Certificate ▪ Metallurgical Technician Certificate		Y

Employment 3 – Largest Employers in the Milwaukee WDA, W-O-W WDA and Wisconsin

An analysis of the twenty (20) largest employers in the Milwaukee Workforce Development Area (WDA), the Waukesha-Ozaukee-Washington (W-O-W) Workforce Development Area and the State of Wisconsin shows an employer "mix" dominated by the medical service, retail and education sectors. While the W-O-W WDA also includes Waukesha County which is not part of the actual MATC area, it is included due to its geographic proximity. Also, the data from the Wisconsin Workforce Development Board is only by WDA areas not individual counties.

In the combined forty (40) largest employers in the collective Milwaukee/W-O-W area, eleven (11) are in the medical service sector and seven (7) are in the retail sector and seven in education. There are also a significant number of public sector employers in the top twenty (20) for each unit.

Considering only private sector employers the market is dominated by medical services companies and retail companies both in the WDA area as well as the state as a whole. There are only three (3) manufacturing companies in the top forty (40) of the combined Milwaukee/W-O-W WDA and one (1) statewide.

TREND: The area is dominated by firms in the medical services retail industries and serves to emphasize the lessened reliance on manufacturing sector employers. Manufacturing, for so long not only in Wisconsin but throughout the Midwest, was the mainstay employment sector.

Data

On the following pages are data detailing the top twenty employers in the two regional Workforce Development Areas and the state of Wisconsin. The first section includes both public and private employers. The second section "pulls out" the public sector employers and lists only private sector employers.

There are two tables in each section. The first is a breakdown, by sector, of the top twenty employers for each area. The second is a listing of those employers. Please note that the data from the Wisconsin Department of Workforce Development does not

list the actual number of employees. Rather each listing is categorized into groups; 1,000 or more employees, 500-999 employees, etc.

DISTRIBUTION BY SECTOR OF 20 LARGEST PUBLIC AND PRIVATE EMPLOYERS

Sector	Milwaukee WDA	W-O-W WDA	WDA Totals	Wisconsin
Commercial Service	1	2	3	1
Education	4	3	7	2
Entertainment Service	1		1	
Financial Service	1		1	
Industrial Service	1		1	
Manufacturing	1	3	4	1
Medical Service	6	5	11	6
Public	3	2	5	4
Retail	2	5	7	6

TOP TWENTY PUBLIC AND PRIVATE EMPLOYERS BY AREA

Rank	Company
	Milwaukee WDA
1	Milwaukee Public School
2	Aurora Health Care Metro, Inc
3	City of Milwaukee
4	County of Milwaukee
5	Froedtert Memorial Lutheran Hospital
6	Medical College of Wisconsin Inc
7	Children's Health System Group
8	Northwestern Mutual Life Insurance
9	U.W. - Milwaukee
10	Aurora Health Care Inc
11	Columbia St. Mary's Group
12	Department of Veterans Affairs
13	U.S. Postal Service
14	Mega Marts LLC
15	Marquette University
16	Potawatomi Bingo Casino

Rank	Company
	Milwaukee WDA
17	Wisconsin Electric Power Co
18	Wal-Mart
19	Johnson Controls Inc
20	Rockwell Automation Inc
	W-O-W WDA
1	Kohl's Department Stores Inc
2	Quad/Graphics Inc
3	Wal-Mart
4	Waukesha Memorial Hospital Inc
5	School District of Waukesha
6	County of Waukesha
7	Ultra Mart Foods LLC
8	Target Corporation
9	General Electric Co
10	M & I Marshall & Ilsley Bank
11	School District of Elmbrook
12	GE Medical Systems LLC
13	Columbia St. Mary's Group
14	Community Memorial Hosp of Menomonee
15	Cooper Power Systems Inc
16	Aurora Advanced Healthcare Inc
17	West Bend Joint School District #1
18	Kohl's Value Services Inc
19	U.S. Postal Service
20	Homes for Independent Living of
	State of Wisconsin
1	Wal-Mart
2	U.W. - Madison
3	U.S. Postal Service
4	Milwaukee Public Schools
5	Department of Corrections
6	Menard Inc
7	Aurora Health Care Metro, Inc
8	City of Milwaukee
9	Marshfield Clinic
10	Department of Veterans Affairs
11	Ultra Mart Foods LLC

Rank	Company
	State of Wisconsin
12	Gundersen Lutheran Administrative
13	Kohler Co
14	Aurora Medical Group Inc
15	Target Corporation
16	Kwik Trip Inc
17	County of Milwaukee
18	United Healthcare Services Inc
19	Department of Health Services
20	Walgreens

DISTRIBUTION BY SECTOR OF 20 LARGEST PRIVATE EMPLOYERS

Sector	Milwaukee WDA	W-O-W WDA	WDA Totals	Wisconsin
Commercial Service	2	3	5	1
Education	2		2	1
Financial Services	2	1	3	1
Industrial Service	2	1	3	
Manufacturing	1	2	3	1
Medical Services	8	7	15	9
Retail	3	6	9	7

TOP TWENTY PRIVATE EMPLOYERS BY AREA

Rank	Company
	Milwaukee WDA
1	Aurora Health Care Metro, Inc
2	Froedtert Memorial Lutheran Hospital
3	Medical College of Wisconsin Inc
4	Children's Health System Group
5	Northwestern Mutual Life Insurance
6	Aurora Health Care Inc
7	Columbia St. Mary's Group
8	Mega Marts LLC
9	Marquette University
10	Wisconsin Electric Power Co
11	Wal-Mart

Rank	Company
	Milwaukee WDA
12	Johnson Controls Inc
13	Rockwell Automation Inc
14	Fis Management Services LLC
15	Wheaton Franciscan Inc
16	Lutheran Social Services of
17	U.S. Bank Natl Assn
18	Wheaton Franciscan Healthcare-
19	Pa Staffing Service Inc
20	The Bon-Ton Department Stores Inc
	W-O-W WDA
1	Kohl's Department Stores Inc
2	Quad/Graphics Inc
3	Wal-Mart
4	Waukesha Memorial Hospital Inc
5	Ultra Mart Foods LLC
6	Target Corporation
7	General Electric Co
8	M & I Marshall & Ilsley Bank
9	GE Medical Systems LLC
10	Columbia St. Mary's Group
11	Community Memorial Hospital
12	Cooper Power Systems Inc
13	Aurora Advanced Healthcare Inc
14	Kohl's Value Services Inc
15	Homes for Independent Living of
16	Nissen & Associates Staffing
17	Lindengrove Inc
18	Aurora Medical Group Inc
19	Mega Marts LLC
20	United Parcel Service Inc
	State of Wisconsin
1	Wal-Mart
2	Menard Inc
3	Aurora Health Care Metro, Inc
4	Marshfield Clinic
5	Ultra Mart Foods LLC
6	Gundersen Lutheran Administrative
7	Kohler Co

Rank	Company
	State of Wisconsin
8	Aurora Medical Group Inc
9	Target Corporation
10	Kwik Trip Inc
11	United Healthcare Services Inc
12	Walgreens
13	Aurora Health Care Inc
14	Froedtert Memorial Lutheran Hospital
15	Quad/Graphics Inc
16	Columbia St. Mary's Group
17	ShopKo Stores Operating Co LLC
18	Thedacare Group
19	Medical College of Wisconsin Inc
20	M & I Marshall & Ilsley Bank

Implications

- Increased emphasis on health care program offerings
- Increased emphasis on service skills particularly IT relegated.
- Continued shift of program offerings from traditional manufacturing skills to advanced skills and critical thinking.
- This supports the fact that MATC is well positioned to meet future workforce needs.

Supporting Sources

Wisconsin Dept. of Workforce Development, Office of Economic Advisors

Section 3 - Economics

Economics 1 – Affordability of Higher Education - MATC

Colleges and universities face rising operational and capital costs and increasing barriers for making education affordable. Efforts have been made to make education accessible for traditional and nontraditional students; however innovation comes with a cost at the student and institutional level. With rising budgets, institutions must still meet the needs of the student base while providing an affordable platform.

TREND: The cost of education continues increase annually.

Data

The following table presents data taken from the *Comprehensive Annual Financial Report* prepared by MATC. The average increase has be 4.6% annually.

Year	College Parallel $	Percent Change	Associate Degree, Adult, and Vocational Programs $	Percent Change	Vocational Programs $	Percent Change
2002	$90.00	4.8%	$64.00	4.1%	$230.00	6.5%
2003	$94.00	4.4%	$67.00	4.7%	$230.00	0.0%
2004	$97.00	3.2%	$70.00	4.5%	$230.00	0.0%
2005	$103.00	6.2%	$76.00	8.6%	$230.00	0.0%
2006	$109.00	5.8%	$80.50	5.9%	$230.00	0.0%
2007	$117.90	8.2%	$87.00	8.1%	$241.50	5.0%
2008	$124.00	5.2%	$92.05	5.8%	$255.00	5.6%
2009	$131.50	6.0%	$97.05	5.4%	$269.79	5.8%
2010	$136.10	3.5%	$101.42	4.5%	$281.93	4.5%
2011	$140.87	3.5%	$105.98	4.5%	$294.62	4.5%

Implications

- Maintain key student services, especially financial aid counseling during and after graduation

- Middle class needs innovative assistance as the definition of "middle class" is, in itself, redefined.
- Need for increased scholarships
- Ability to partner with private sources such as the HERB KOHL EXCELLENCE SCHOLARSHIP PROGRAM to fund scholarships for students attending post-secondary institutions in the state of Wisconsin.

Supporting Sources

Comprehensive Annual Financial Report, Milwaukee Area Technical College District, Milwaukee, WI, years 2002 through 2011

Economics 2 – Cost of Higher Education vs. Household Income

The rate at which household income has increased has decreased substantially. Since 2007 household incomes in the MATC area have risen by just under 1.8% annually. During the same period tuition at MATC has increased by approximately 4.6% annually *(see previous section)*.

TREND: The cost of education will continue to increase annually at a greater rate than household incomes.

Data

The following table presents household income data for both the MATC area and the State of Wisconsin. The information is from the U.S. Census Bureau and Applied Geographic Solutions. The average increase, over the last five years, has been 1.8% annually within the MATC area and 1.7% across the state as a whole.

	MATC	State of Wisconsin
1980	$21,562	$20,455
1990	$42,883	$41,073
2000	$51,999	$53,863
2007	$62,630	$60,962
2012	$68,191	$66,105

Implications

- Not surprisingly MATC tuition costs continue to outpace the rise in household incomes emphasizing the need for student financial services.

- As post-secondary education continues to become less affordable the "pool" of students able to afford tuition decreases.
- Fee for services system increasingly under pressure.
- More difficult for students to attend in Madison or other large 4-year institutions. This may lead to increased demand/students for associate degree programs.

Supporting Sources

U.S. Census Bureau, http://www.census.gov

U.S. Census Bureau, American FactFinder, (2010 Census data portal), http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml

Applied Geographic Solutions, 2011, Demographic Pack

Economics 3 – Revenue Sources for MATC

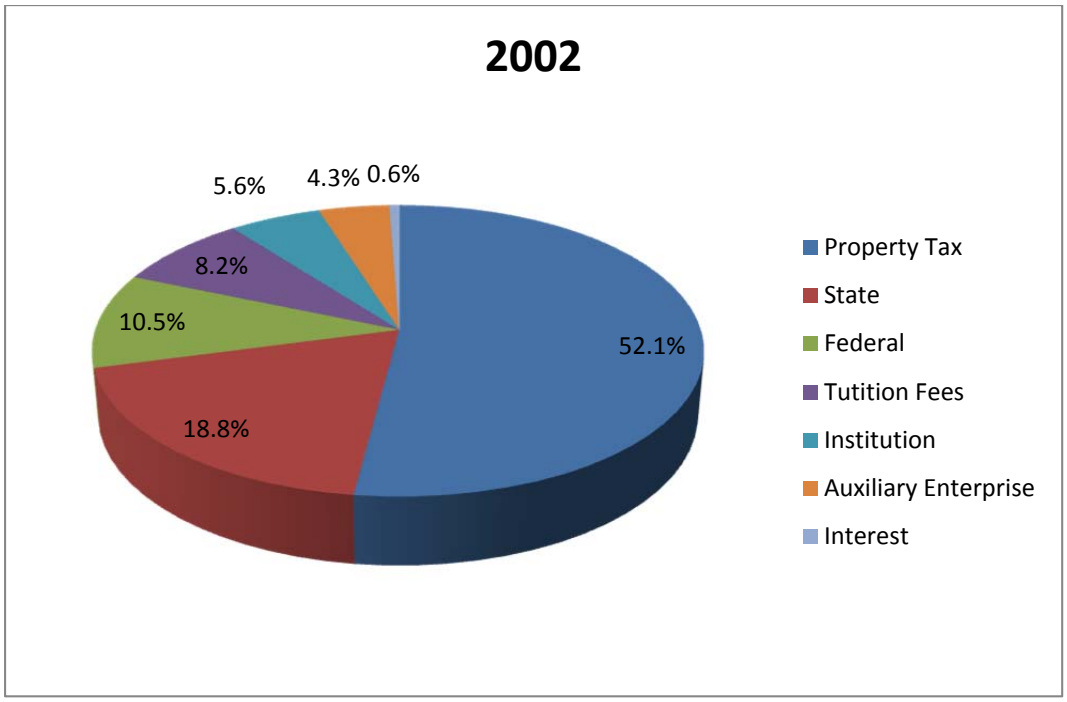
In 2002, the second largest revenue source for MATC, after property taxes, was support from the State of Wisconsin. State funding accounted for 18.8% of MATC revenue in 2002. In 2012, the state share had slipped to third place at 12.9% behind property taxes and federal sources.

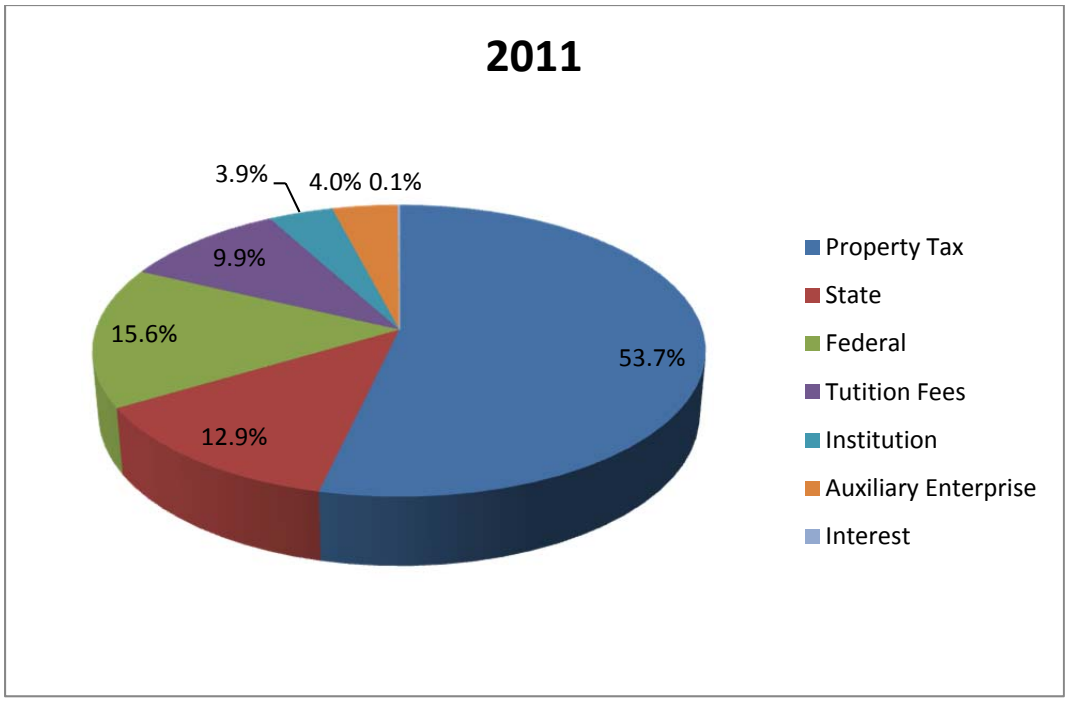
While the percent of revenue from property taxes has increased over the past nine years, the portions from federal sources and tuition have increased more.

TREND: The share of revenue from the state will continue to decline forcing a greater share to be placed on federal sources and tuition. With the federal budget under increasing pressure relying on that revenue source is tenuous at best.

Data

The following charts show the percent of the revenue to MATC by source for the years 2002 and 2011 respectively.





Implications

- Need to strengthen the case for the benefits of MATC post-secondary education with state and local legislators as well as federal representatives.
- Need to increase the availability and affordability of student loans.

Supporting Sources

Comprehensive Annual Financial Report, Milwaukee Area Technical College District, Milwaukee, WI, years 2002 through 2011

Economics 4 – Expenses for MATC

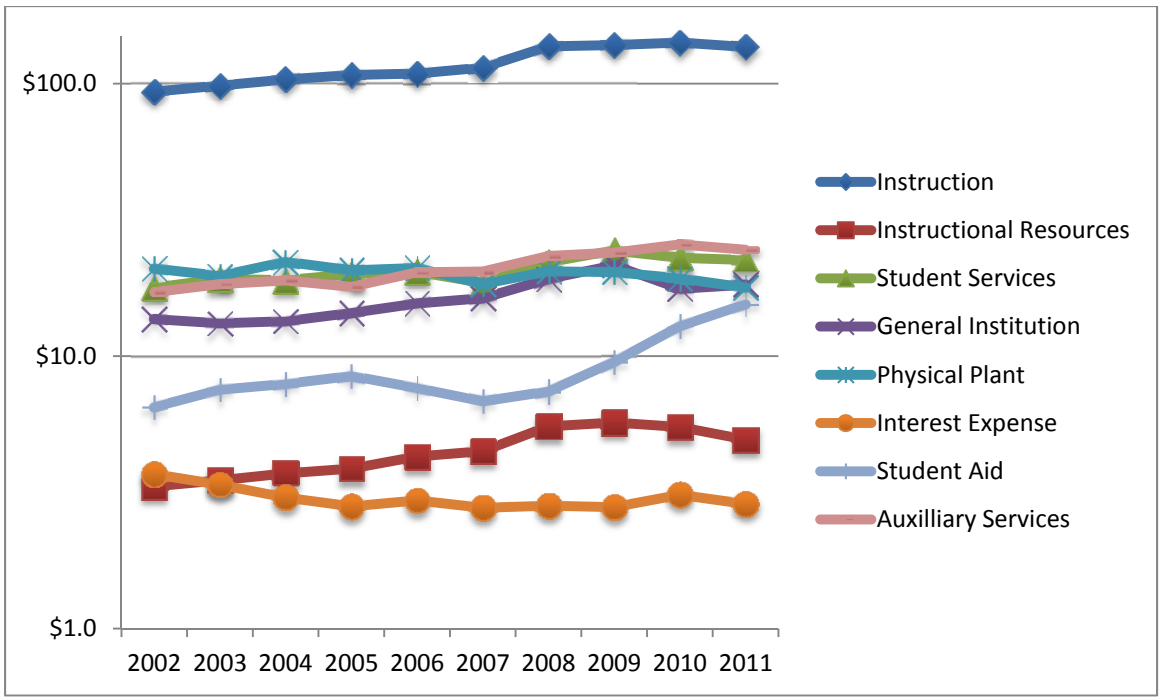
Since 2002, the largest increase in expenses for MATC has been in the cost of instruction. Clearly, there is a need to attract and retain outstanding faculty members to support the educational mission. The need for dollars extends beyond only covering faculty and staff salaried but also the increasing costs of benefits as well.

However, since the start of the Great Recession in late 2007 the need to provide additional financial assistance to students has increased at the fastest rate. The increased cost of tuition coupled with an increase in household incomes that does not keep pace has resulted in the need to allocated additional student aid dollars.

TREND: Increasing demand in all areas of the expense budget especially instruction and student aid.

Data

The following charts show the percent of the expenses to MATC by source for the years 2002 through 2011.



Implications

- Increased need to continue to control costs.
- Potential need for salary and/or benefit reductions for faculty and staff.
- Additional revenue increases where possible.

Supporting Sources

Comprehensive Annual Financial Report, Milwaukee Area Technical College District, Milwaukee, WI, years 2002 through 2011

Section 4 - Competition

Competition 1 – Partnerships with Feeder Schools

Higher education institutions are increasingly playing a significant role in the quality of our nation's secondary education. Efforts are increasing to build sustaining and mutually reinforcing partnerships with public school districts that are "feeder" schools to higher educational institutions.

TREND: Partnerships with secondary education districts to offer college credit to students while enrolled in high school.

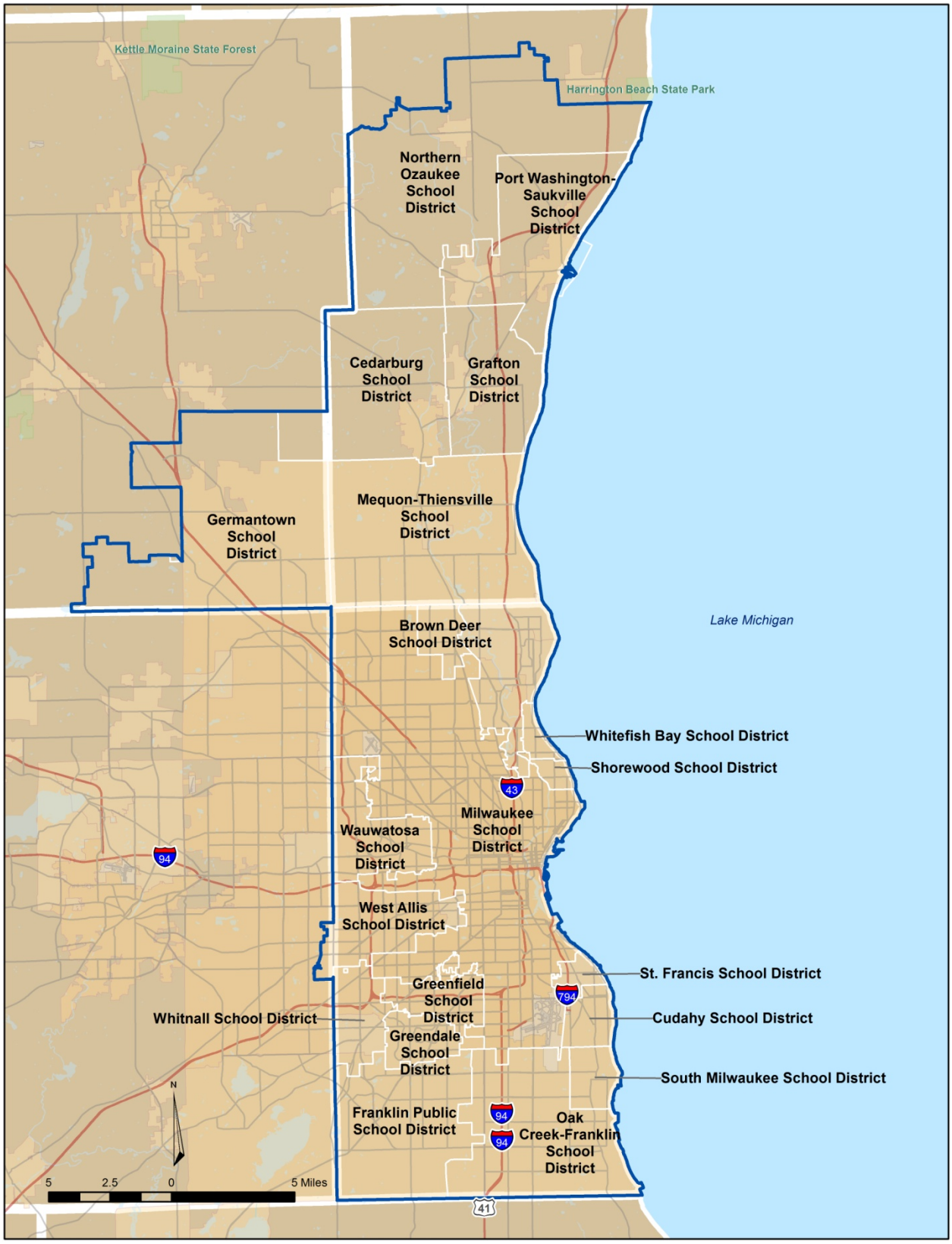
Data

As shown in the following map, there are twenty-one school districts in the immediate MATC area that represent "feeder" schools.

Implications

- Additional student enrollment for MATC
- More students remaining local after high school
- Need for more specialized programs
- Better prepared students
- Marketing opportunity for future student enrollment

MATC Area School Districts



Competition 2 – Innovative Partnerships to Remain Competitive

TREND: Partnerships and shared resources among high schools and higher education institutions are increasingly in demand. These partnerships are collaboratively being developed among high schools, post-secondary schools, higher education, technology industries, and local communities.

Implications

- Assist in further education and continuing education credits required by some industries
- Potential 'dangers' with too many online credits
- Healthcare partnerships vital
- Middle and high school crucial

Competition 3 – Partnerships with Private Sector

TREND: Partnerships between post-secondary schools and the business sector are increasing as schools seek new funding sources and training partners to assist students with their educational and career pursuits.

Implications

- Ability of local and regional economy
- Increase departmental collaboration
- Funding
- Scholarships
- Assess private sector

Competition 4 – Recruiting Quality Faculty and Staff

As the "Baby Boomer" generation moves into retirement there will be an increasing number of faculty and staff positions needing to be filled. Recruiting and maintaining high quality staff and administrators relies on creative methods of reaching out to candidates and offering excellent benefit packages. This includes housing and support for further education.

TREND: Increasing faculty and staff retirements as the "baby boomer" generation retires.

Implications

- Need to attract new faculty and staff to prevent overburdening current employees and relying heavily on part time staff.
- Heavy competition both regionally and nationally for top candidates.
- Retains/creates jobs in education.
- Continuing need to address funding challenges.

Supporting Sources

"Demographics" *Trends in Higher Education*, Society for College and University Planning. 18 July 2008, <http:www.scup.org/pdf/SCUP Trends 7-2007.pdf>

Competition 5 – MATC Area Higher Education Institutions

Including the Milwaukee Area Technical College there are forty-six (46) higher education institutions within a twenty-five (25) mile radius of downtown Milwaukee. This is not surprising given the concentration of people, jobs and opportunities in Southeast Wisconsin.

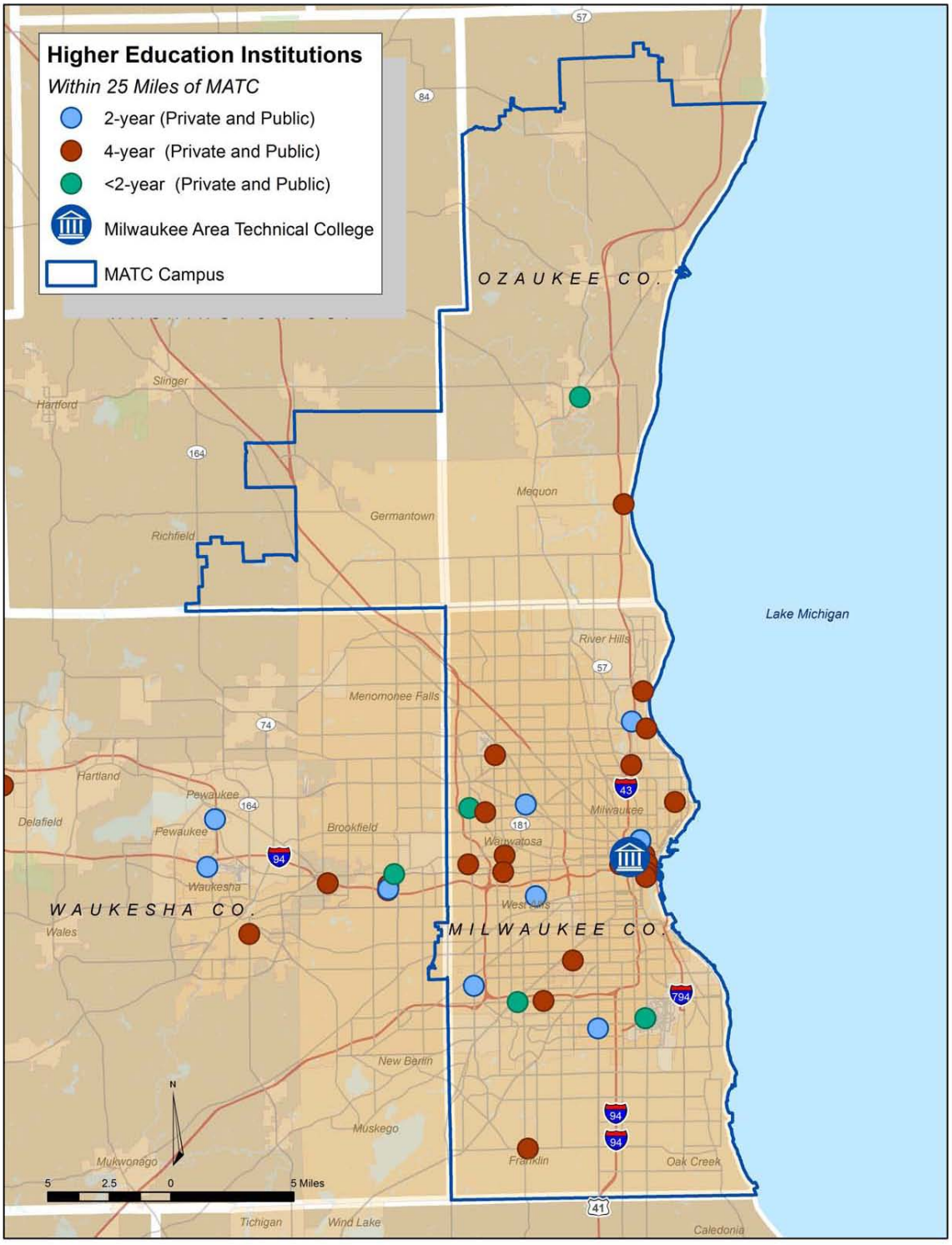
TREND: Continuing high level of competition for students within the Southeast Wisconsin region.

Data

There is a map and an associated data table on the following pages illustrating the geographic location and list of other higher educational institutions with the MATC region.

Implications

- Strong competition for students.
- Need to market MATC via traditional (school site visits, mass marketing, etc.) and non-traditional (social media, etc.) venues.
- Continuing/expanding opportunity to be a "feeder" institution not only to employment positions but academically to four-year institutions.


Higher Education Institutions
Within 25 Miles of MATC
2-year (Private and Public)
4-year (Private and Public)
<2-year (Private and Public)
Milwaukee Area Technical College
MATC Campus
OZAUKEE CO.
WAUKESHA CO.
MILWAUKEE CO.
Lake Michigan
Slinger
Hartford
Germantown
Mequon
Richfield
River Hills
Menomonee Falls
Hartland
Pewaukee
Delafield
Brookfield
Wauwatosa
Milwaukee
Waukesha
Wales
New Berlin
Muskego
Mukwonago
Franklin
Oak Creek
Tichigan
Wind Lake
Caledonia
5 2.5 0 5 Miles

AREA HIGHER EDUCATION INSTITUTIONS

Name	Address	City	Type	Awards offered
Alverno College	3400 S 43rd St	Milwaukee	4-year, Private not-for-profit	Associate's degree; Bachelor's degree;Postbaccalaureate certificate;Master's degree;Post-master's certificate
ITT Technical Institute-Greenfield	6300 W Layton Ave	Greenfield	4-year, primarily associate's, Private for-profit	Associate's degree;Bachelor's degree
Regency Beauty Institute-Greenfield	7995 West Layton Ave.	Greenfield	< 2-year, Private for-profit	One but less than two years certificate
Sanford-Brown College-West Allis	6737 W Washington St.	West Allis	2-year, Private for-profit	One but less than two years certificate;Associate's degree
Marquette University	1250 W Wisconsin Avenue	Milwaukee	4-year, Private not-for-profit	Bachelor's degree;Postbaccalaureate certificate;Master's degree;Post-master's certificate;Doctor's degree - research/scholarship;Doctor's degree - professional practice
Milwaukee Area Technical College	700 W State St	Milwaukee	2-year, Public	Less than one year certificate;One but less than two years certificate;Associate's degree
University of Wisconsin-Milwaukee	2200 E Kenwood Blvd	Milwaukee	4-year, Public	Two but less than 4 years certificate;Bachelor's degree;Postbaccalaureate certificate;Master's degree;Post-master's certificate;Doctor's degree - research/scholarship;Doctor's degree - professional practice
Bryant and Stratton College-Milwaukee	310 W. Wisconsin Avenue Suite 500	Milwaukee	4-year, primarily associate's, Private for-profit	Associate's degree;Bachelor's degree
Empire Beauty School-Milwaukee	5655 South 27th St	Milwaukee	2-year, Private for-profit	Less than one year certificate;Two but less than 4 years certificate
Aurora St. Luke's Medical Center-School of Diagnostic Medical Sonography	180 W. Grange Ave.	Milwaukee	< 2-year, Private not-for-profit	One but less than two years certificate
Aurora St. Luke's Medical Center-School of Radiologic Technology	180 W. Grange Avenue	Milwaukee	2-year, Private not-for-profit	Two but less than 4 years certificate
Visions in Hair Design Institute of Cosmetology	7213 W Burleigh St	Milwaukee	2-year, Private for-profit	Less than one year certificate;Two but less than 4 years certificate
Advanced Institute of Hair Design	4111 S. 108th Street	Greenfield	2-year, Private for-profit	Less than one year certificate;Two but less than 4 years certificate
Art Institute of Wisconsin (The)	320 East Buffalo Street	Milwaukee	4-year, Private for-profit	Associate's degree;Bachelor's degree

AREA HIGHER EDUCATION INSTITUTIONS (CON'T)

Name	Address	City	Type	Awards offered
DeVry University's Keller Graduate School of Management-Wisconsin	411 East Wisconsin Avenue	Milwaukee	4-year, Private for-profit	Post baccalaureate certificate;Master's degree
Milwaukee School of Engineering	1025 N Broadway	Milwaukee	4-year, Private not-for-profit	Bachelor's degree;Master's degree
DeVry University-Wisconsin	411 E. Wisconsin Ave.	Milwaukee	4-year, Private for-profit	Bachelor's degree
Milwaukee Institute of Art & Design	273 E Erie St	Milwaukee	4-year, Private not-for-profit	Bachelor's degree
The Institute of Beauty and Wellness	327 East Saint Paul Avenue	Milwaukee	2-year, Private for-profit	Less than one year certificate;One but less than two years certificate;Two but less than 4 years certificate
Bryant and Stratton College-Wauwatosa	10950 W Potter Road	Wauwatosa	4-year, primarily associate's, Private for-profit	Associate's degree;Bachelor's degree
Medical College of Wisconsin	8701 Watertown Plank Road	Milwaukee	4-year, Private not-for-profit	Post baccalaureate certificate;Master's degree; Doctor's degree - research/scholarship;Doctor's degree - professional practice
Wisconsin Lutheran College	8800 W Bluemound Rd	Milwaukee	4-year, Private not-for-profit	Bachelor's degree;Master's degree
Columbia College of Nursing	4425 N Port Washington Rd	Glendale	4-year, Private not-for-profit	Bachelor's degree
Kaplan College-Milwaukee	111 W. Pleasant St-Ste 101	Milwaukee	2-year, Private for-profit	Less than one year certificate;One but less than two years certificate;Associate's degree
Lakeside School of Massage Therapy	1726 N 1st Street	Milwaukee	< 2-year, Private not-for-profit	Less than one year certificate
Milwaukee Career College	3077 N Mayfair Rd Ste 300	Milwaukee	< 2-year, Private for-profit	Less than one year certificate
Mount Mary College	2900 N. Menomonee River Pky	Milwaukee	4-year, Private not-for-profit	Bachelor's degree;Postbaccalaureate certificate;Master's degree;Post-master's certificate;Doctor's degree - professional practice
Anthem College-Brookfield	440 South Executive Dr-Ste 230	Brookfield	2-year, Private for-profit	One but less than two years certificate;Associate's degree
Herzing University-Brookfield	555 S Executive Dr	Brookfield	4-year, primarily associate's, Private for-profit	One but less than two years certificate;Associate's degree;Bachelor's degree
Ottawa University-Milwaukee	245 South Executive Drive	Brookfield	4-year, Private not-for-profit	Bachelor's degree;Master's degree

AREA HIGHER EDUCATION INSTITUTIONS (CON'T)

Name	Address	City	Type	Awards offered
PC ProSchools	15800 W Bluemound Rd	Brookfield	< 2-year, Private for-profit	Less than one year certificate;One but less than two years certificate
Sacred Heart School of Theology	7335 S Hwy 100	Franklin	4-year, Private not-for-profit	Post baccalaureate certificate;Master's degree
Wisconsin School of Professional Psychology	9120 W Hampton Ave	Milwaukee	4-year, Private not-for-profit	Master's degree; Doctor's degree - professional practice
University of Phoenix-Milwaukee Campus	20075 Watertower Blvd	Brookfield	4-year, Private for-profit	Less than one year certificate;Bachelor's degree;Master's degree
Advanced Institute of Hair Design	5780 N. Port Washington Rd.	Glendale	2-year, Private for-profit	Two but less than 4 years certificate
Bryant and Stratton College-Glendale	500 Silverspring Rd Ste K340	Glendale	4-year, primarily associate's, Private for-profit	Associate's degree;Bachelor's degree
Cardinal Stritch University	6801 N Yates Rd	Milwaukee	4-year, Private not-for-profit	Associate's degree;Bachelor's degree;Postbaccalaureate certificate;Master's degree;Post-master's certificate;Doctor's degree - research/scholarship
Carroll University	100 N East Ave	Waukesha	4-year, Private not-for-profit	Bachelor's degree;Postbaccalaureate certificate;Master's degree; Doctor's degree - professional practice
The Academy Waukesha	2000 Silvernail Rd	Waukesha	2-year, Private for-profit	Two but less than 4 years certificate
Waukesha County Technical College	800 Main Street	Pewaukee	2-year, Public	Less than one year certificate;One but less than two years certificate;Associate's degree
Concordia University-Wisconsin	12800 N Lake Shore Dr	Mequon	4-year, Private not-for-profit	One but less than two years certificate;Associate's degree;Bachelor's degree;Postbaccalaureate certificate;Master's degree;Post-master's certificate;Doctor's degree - professional practice
Midwest College of Oriental Medicine-Racine	6232 Bankers Road	Racine	4-year, Private for-profit	Post baccalaureate certificate;Master's degree
Blue Sky School of Professional Massage and Therapeutic Bodywork	350 Double Tree Lane	Grafton	< 2-year, Private not-for-profit	Less than one year certificate

AREA HIGHER EDUCATION INSTITUTIONS (CON'T)

Name	Address	City	Type	Awards offered
Nashotah House	2777 Mission Rd	Nashotah	4-year, Private not-for-profit	Master's degree;Post-master's certificate;Doctor's degree - professional practice
Gateway Technical College	3520 30th Ave	Kenosha	2-year, Public	Less than one year certificate;One but less than two years certificate;Associate's degree;Two but less than 4 years certificate
Herzing University-Kenosha	4006 Washington Rd	Kenosha	4-year, primarily associate's, Private for-profit	One but less than two years certificate;Associate's degree;Bachelor's degree

Section 5 - Labor Force

Labor Force 1 - Number of People in the Labor Force

In the MATC area the numbers of people in the labor force (ages 18-64) declined between 1990 and 2000 before rebounding to a peak in 2010. According to data from the U.S. Census Bureau the size of the labor force should again decrease during the next ten (10) year period.

It is important to consider that not all persons in the labor force are employable. Physical challenges and other factors build a baseline that actually reduces the number of people in the labor force who hold or are seeking employment.

However, there are indications, not yet fully quantifiable, that people in the labor force are working past the typical socio-demographic retirement age of sixty-five (65).

TREND: Slightly reduced labor force over the next ten (10) year period unless people, due to economic circumstances work past the previous planning retirement age of sixty-four (65).

Data

	1980	1990	2000	2010	2020
Total Workforce	637,325	639,265	634,898	639,409	633,609
18 to 20 years	60,435	45,904	46,155	43,500	41,273
21 to 24 years	85,309	65,842	58,519	57,362	55,667
25 to 34 years	174,592	191,394	152,439	134,837	134,867
35 to 44 years	104,886	151,264	162,760	145,160	131,137
45 to 54 years	107,401	95,349	135,055	150,238	144,927
55 to 64 years	104,702	89,512	79,970	108,312	125,738

Implications

- Slightly fewer people in the labor force equates to slightly less competition for available employment positions.

- Potential for increased competition for positions if older workers delay retirement due to economic conditions.
- This has the potential of being a significant socio-economic trend going forward.

Supporting Sources

U.S. Census Bureau, http://www.census.gov

U.S. Census Bureau, American FactFinder, (2010 Census data portal), http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml

Wisconsin Population & Household Projections: 2000-2035, Wisconsin Department of Administration, http://www.doa.state.wi.us/subcategory.asp?linksubcatid=105&locid=9

Labor Force 2 - Educational Attainment

The past ten years has seen an upward trend in educational attainment across the labor force. The percentage of the labor force with either less than a 9th grade education or dropping out of high school prior to receiving a diploma is decreasing while the percentage with a high school diploma or continuing on to some level of post-secondary education is increasing.

TREND: Increasing educational attainment in the labor force.

Data

	2000	2010	2020
MATC Area			
Less than 9th grade	5.59%	3.58%	2.51%
9th to 12th grade, no diploma	12.89%	7.56%	5.01%
High school graduate	28.94%	30.06%	30.33%
Some college, no degree	21.21%	21.36%	21.16%
Associate degree	6.28%	7.32%	7.87%
Bachelor's degree	16.74%	19.60%	21.27%
Graduate or professional degree	8.34%	10.52%	11.85%
Milwaukee County			
Less than 9th grade	5.94%	3.95%	2.82%
9th to 12th grade, no diploma	13.81%	8.10%	5.37%
High school graduate	29.40%	30.93%	31.50%
Some college, no degree	21.08%	21.89%	22.08%
Associate degree	6.14%	6.97%	7.38%
Bachelor's degree	15.72%	18.10%	19.47%
Graduate or professional degree	7.92%	10.05%	11.37%

	2000	2010	2020
Ozaukee County			
Less than 9th grade	2.91%	0.93%	0.37%
9th to 12th grade, no diploma	5.24%	3.23%	2.17%
High school graduate	24.17%	22.35%	20.64%
Some college, no degree	22.04%	14.96%	11.04%
Associate degree	7.04%	10.18%	12.10%
Bachelor's degree	25.59%	32.55%	36.44%
Graduate or professional degree	13.01%	15.81%	17.24%
Washington County			
Less than 9th grade	4.35%	0.94%	0.30%
9th to 12th grade, no diploma	6.90%	5.67%	4.76%
High school graduate	35.14%	34.56%	33.67%
Some college, no degree	22.89%	24.83%	25.73%
Associate degree	8.77%	9.21%	9.25%
Bachelor's degree	16.00%	17.79%	18.69%
Graduate or professional degree	5.95%	7.01%	7.60%
State of Wisconsin			
Less than 9th grade	5.35%	3.35%	2.40%
9th to 12th grade, no diploma	9.56%	6.72%	5.22%
High school graduate	34.57%	34.32%	33.82%
Some college, no degree	20.59%	20.54%	20.30%
Associate degree	7.50%	9.23%	10.31%
Bachelor's degree	15.26%	17.40%	18.71%
Graduate or professional degree	7.16%	8.45%	9.24%

Implications

- Continuing demand for post-secondary education.
- Increase in the number of persons holding an associate degree.
- Potential for MATC to be a "feeder" to other, 4-year higher education institutions.

Supporting Sources

U.S. Census Bureau, http://www.census.gov

U.S. Census Bureau, American FactFinder, (2010 Census data portal), http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml

Wisconsin Population & Household Projections: 2000-2035, Wisconsin Department of Administration, http://www.doa.state.wi.us/subcategory.asp?linksubcatid=105&locid=9

Section 6 – Lifestyle Changes

Lifestyle Changes 1 – Changing Generational Values

Students leaving high school and entering college within the next three (3) to five (5) years will enter with a sense of confidence, connectedness, and will be more open to change. This group of students is known as millenials.

These students are more ethnically diverse, less likely to have served in the military, less religious, and more liberal than older adults. Moreover, they are on track to be the most educated generation in American history.

Millenials, in general, have an inflated sense of "entitlement". They have an overall sense that achievement is to be owed rather than to be earned. As they mature, particularly during the immediate post-high school years and recognize that success is not automatically forthcoming; millenials do seek value in return for effort put forth.

TREND: Differing set of values among millenials from "achievement" to "entitlement".

Supporting Sources

Taylor, Paul and Keeter, Scott [editors]. Pew Research Center. Millenials A Portrait of Generation Next. February, 2010. www.pewresearch.org/millennials.

Implications

- Changing expectations create the need for adapted instructional methods
- Paradigm shift to "sense of entitlement" from "achievement based on effort" requires renewed educational effort towards "risk-reward" to counter changing attitudes.
- Demonstration of value though the alignment of MATC's program offerings with current and projected workforce needs is a key to attracting and retaining students of the millennial generation.

U.S. Census Bureau, http://www.census.gov

U.S. Census Bureau, American FactFinder, (2010 Census data portal), http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml

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Lifestyle Changes 2 – Keeping Students' Attention

Attracting and maintaining students' attention and continued work at MATC will require outreach and marketing of success stories. Communicating through web, email, cell phones, and blogs are only a few of the methods to keep continued attention of students; traditional and nontraditional.

TREND: Increased use of project based learning to actively involve students. Move away from the "sage on the stage" lecture form of educational delivery.

Implications

- Bring more research to the classroom level
- Redesign educational spaces to allow for collaborative project based learning
- Infusing curriculum with technology based learning tools

Section 7 – Emerging Issues

Emerging Issues 1 – Performance Based Funding Models

The number of occupations requiring post-secondary education has more than doubled since 1970. This trend has driven the growth in enrollment at two- and four-year institutions. Some economists predict a shortage of college graduates by the year 2025.

Rather than tie funding to the number of students enrolled, some states are looking at performance-based funding models. This has been tried in the past with poor results. However, with ever tightening budgets and employer needs to have "workforce ready" students some states are again turning to performance-based funding models. They believe that they can avoid the shortcomings that derailed earlier models. This is currently being tried in Washington, Ohio, Indiana and Tennessee.

If these performance-based models do, in fact, result in more students completing some level of post-secondary education and being "workforce ready" this could emerge as a significant trend in other states.

TREND: Returning to a form of performance-based funding model for post-secondary institutions.

Implications

- Changing paradigm for post-secondary education.
- Need to attain higher graduation rates.
- Need to ensure "workforce" ready students especially from certification programs.
- Potential wide variations in levels of state funding.

Supporting Sources

Tying Funding to Community College Outcomes, 2012, Jobs for the Future.

Section 8 - SWOT Analysis

Strengths, Weaknesses, Opportunities and Threat (SWOT) Analysis

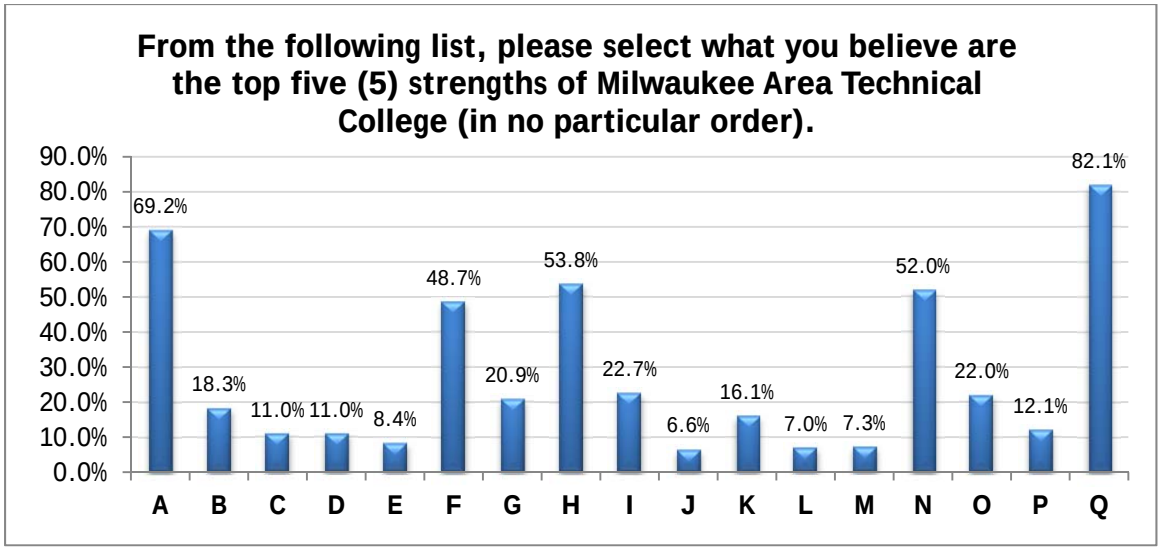
Based on the information gathered in the previous sections a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted. An on-line survey was prepared and disseminated to the MATC faculty and staff. The respondents were asked to select the top five factors from a list in each of those four (4) areas. The results were as follows:

Strengths	Weaknesses
Value - cost of tuition and fees, amount of education received as it relates to cost of attending	**Communication** - coordination between units and between employees; communication between MATC and students
Academic Programs - in reference to the quality and availability of programs	**Campus Design/Condition** - design, maintenance, cleanliness, facilities, parking, ease of use of facilities
Location - geographic relationship to students and other places in the state and region	**Reputation** - what MATC is known for; how well is it respected
Student/Teacher ratio - number of students per class	**Funding and support** - funding of mission/activities of the college; funding relative to other institutions
Faculty/Staff - quality of work, satisfaction with performance, helpfulness and support of students, other faculty and staff	**Staffing/Workload** - correct levels of staffing; ability to perform necessary functions with current staffing levels
Opportunities	**Threats**
Ability to sustain/grow enrollment - state demographics, high school graduation rates; issues related to traditional and non-traditional students	**Funding and support** - funding of mission/activities/operations of the college; funding relative to other institutions

Opportunities	Threats
Academic Programs - in reference to quality and availability of programs	**Competition** - other technical colleges and higher education institutions and their impact on MATC's changes for success
Communication - coordination between units and between employees; communication between MATC and students	**Reputation** - what MATC is known for; how well is it respected
Reputation - what MATC is known for; how well is it respected	**Ability to sustain/grow enrollment** - state demographics, high school graduation rates; issues related to traditional and non-traditional students
Technology Leadership/Cutting Edge - specific technology programs, reputation as a high-tech institution	**Communication** - coordination between units and between employees; communication between MATC and students

In addition to the list of factors in each of the four SWOT categories, respondents were also asked to provide feedback on other factors that were not listed. In the following sections, details from both the survey as well as key user generated comments are provided.

Strengths

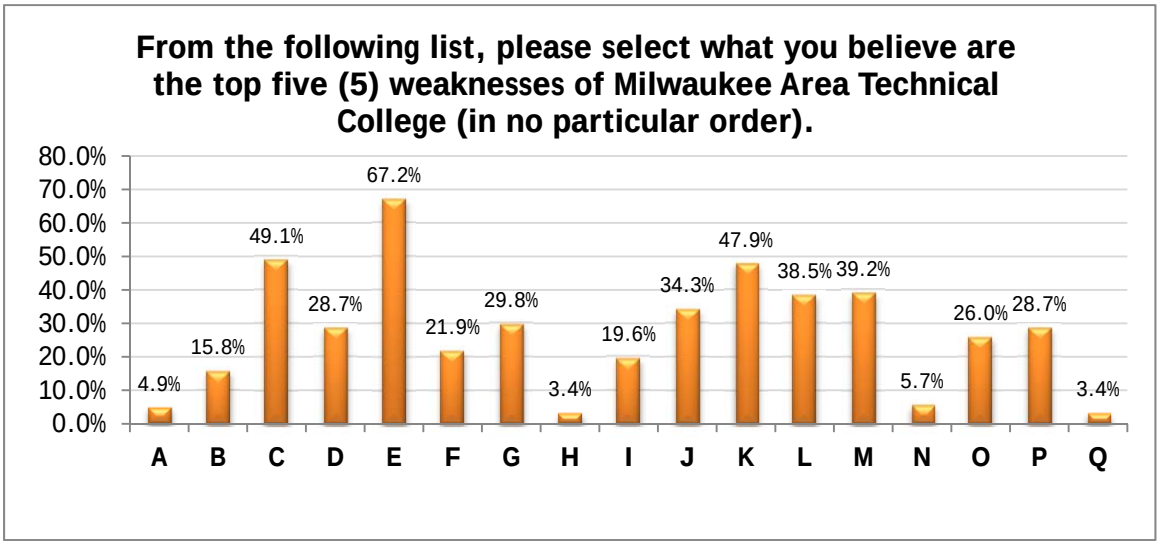


A Academic Programs - in reference to the quality and availability of programs
B Alternative Program Delivery - such as distance learning
C Campus Design/Condition - design, maintenance, cleanliness, facilities, parking, ease of use of facilities
D College Leadership/Admin - quality of management, openness, vision, mission
E Communication - coordination between units and between employees; communication between MATC and students
F Faculty/Staff - quality of work, satisfaction with performance, helpfulness and support of students, other faculty and staff
G Institutional Quality/Student Satisfaction - general perceptions of MATC as a school that produces competent graduates
H Location - geographic relationship to students and other places in the state and region
I Placement - efforts/processes to help graduates find jobs
J Recruiting/Scholarships - efforts/processes to attract students to MATC
K Reputation - what MATC is known for; how well is it respected
L Staffing/Workload - correct levels of staffing; ability to perform necessary functions with current staffing levels
M Funding and support - funding of mission/activities of the college; funding relative to other institutions
N Student/Teacher ratio - number of students per class
O Technology Leadership/Cutting Edge - specific technology programs, reputation as a high-tech institution
P Technology Service and Support - hardware/software issues, technology training, use of technology inside the institution
Q Value - cost of tuition and fees, amount of education received as it relates to cost of attending

The following key factors from the respondents were also received.

- The diversities among students, staff, administrators, and faculty are a strength that enhances the learning process. The multicultural society demands understanding, respect for others, and skills in negotiating differences.
- Respondents see the president of the college as a major strength in leadership. Dr. Burke is dedicated and committed to the students and staff.

Weaknesses



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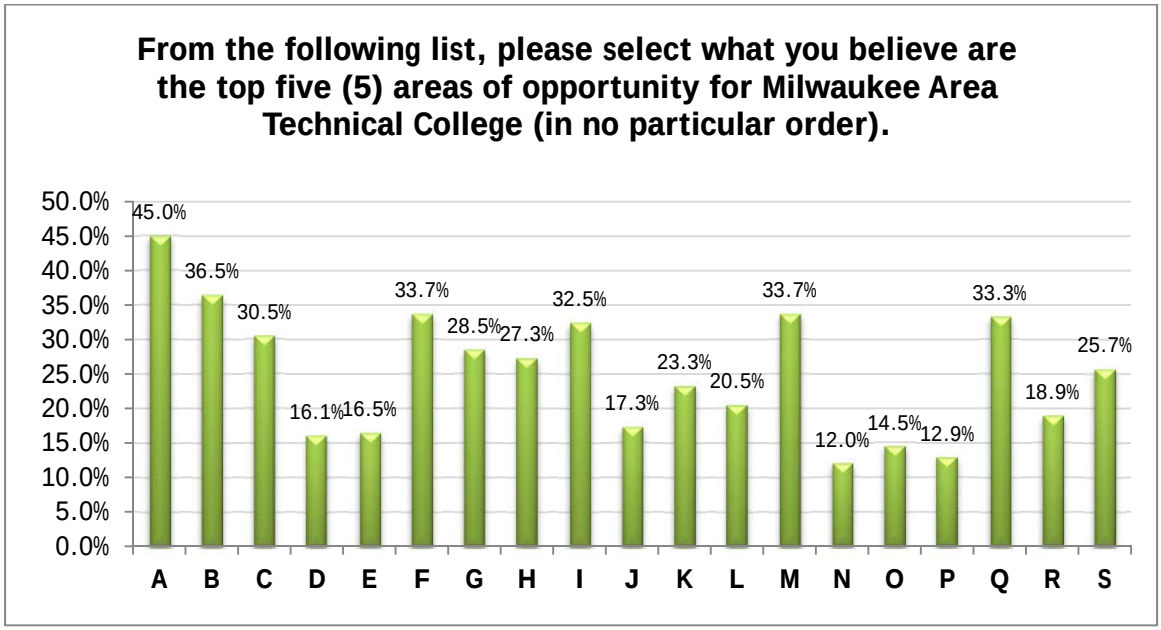
Respondents also added the following key factors.

- Negative press and media coverage are particularly a problem for the college's reputation.
- The "welcome center" is ineffective. Primarily it lacks communication and organization and does not serve the broader need of the students. It presents a gap in services for students and staff.
- There is a lack of communication between the campuses.
- The competition between academic programs for student enrollment and funding fosters a lack of collaboration and communication between programs.

Opportunities



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H Faculty/Staff - quality of work, satisfaction with performance, helpfulness and support of students, other faculty and staff

I Institutional Quality/Student Satisfaction - general perceptions of MATC as a school that produces competent graduates with good post-graduation opportunities

J Location - geographic relationship to students and other places in the state and region

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Q Technology Leadership/Cutting Edge - specific technology programs, reputation as a high-tech institution

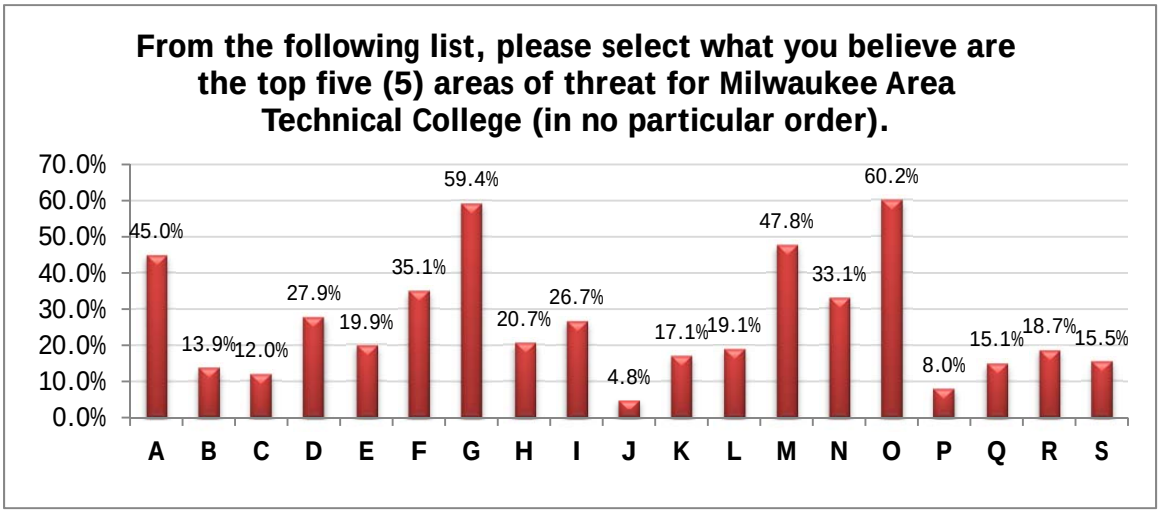
R Technology Service and Support - hardware/software issues, technology training, use of technology inside the institution

S Value - cost of tuition and fees, amount of education received as it relates to cost of attending

The following key factors from the respondents were also received.

- There are many opportunities with businesses and industries outside the United States. International competition is a key opportunity.
- As the strategic plan unfolds, there lies an opportunity rebrand MATC and further refine academic and non-academic programs.
- There is an opportunity and a need for a seamless collaboration with a 4-year institution.
- There is an opportunity in vocational English as a second language (VESL).

Threats



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Respondents also added the following key factors.

- Engaging businesses and industries to help fund and train workers with their specific industries' changing needs.
- Politics and "for profit education" are marginalizing public education.
- Adapting to the changing economy and technology are becoming more difficult given limited funding.