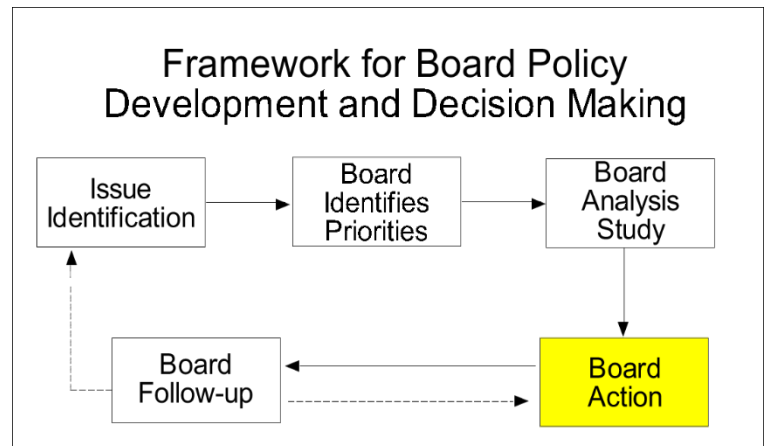


# Iowa State Board of Education

## Executive Summary

May 8, 2025



**Agenda Item:** Fiscal Year 2026 Certified Budget Approval - Indian Hills Community College

**State Board Priority:** Goal 4

**State Board Role/Authority:** Iowa Code Chapter 260C.17

**Presenter(s):** Amy Gieseke, Chief  
Bureau of Community Colleges

Matt Thompson, President  
Indian Hills Community College

Taren Ferguson, Vice President & Chief Financial Officer  
Indian Hills Community College

**Attachment(s):** Two

**Recommendation:** It is recommended that the State Board approve the Indian Hills Community College Fiscal Year 26 Certified Budget Report as provided.

**Background:** The State Board has statutory responsibility for approval of the community college certified budgets. The annual certified budget report is prepared by the Department of Education each year, along with staff from the colleges, in an effort to provide the State Board with background information necessary to review and approve these budgets.

## Indian Hills Community College (IHCC) FY26 Certified Budget Report Summary

**President:** Matt Thompson  
**Chief Financial Officer Name:** Taren Ferguson  
**Administrative Center:** Ottumwa  
**Total Number of Campuses/Locations:** 7
 

- Campuses: 1
- Additional locations/centers: 6
- High school locations:

**Area Number:** 15  
**Year Established:** 1966  
**Number of Employees:** 654 (419 full-time)  
**Counties Served:** 10  
**School Districts Served:** 21  
**FY25 State General Aid (SGA):** \$16,715,593

### 2023-2024 Student Profile

Credit Overview		Noncredit Overview	
Credit Student Enrollment	3,942	Noncredit Student Enrollment	4,984
Average Age, Years	21.5	Average Age, Years	34.3
Percent Enrolled Full-Time	31.4%	Average Contact Hours/Student	32.1
Percent Enrolled Part-Time	68.6%	Career and Technical Education (CTE)	1,733
Average Credits/Student/Year	18.1	Percent Enrolled in CTE	35.2%
Percent Enrolled Career and Technical Education (CTE)	23.9%	Adult Basic Education (ABE)	596
Percent Enrolled Other (A&S, AGS No Program of Study)	76.1%	Percent Enrolled in ABE	12.0%
Percent Concurrent Enrollment	49.0%	Percent Enrolled Other	52.8%
Tuition and Fees, Average/Credit	\$203	Noncredit Outcomes	
Pell Award Recipients	932	Employed 1st Year After Training	93.2%
Average Pell Award per Student	\$4,851	Employed in Iowa	97.5%
Credit Outcomes		Median Wages Before Training	\$17,308
Conferred Associate Degrees	535	Median Wages After Training	\$33,936
Conferred Diplomas/Certificates	154	Transferred to Credit Education	31.5%

### Credit Program Completions

Program	Completions
Associate of Arts and Associate of Science (2019-2023)	1434
Career and Technical Education Program Completions: Top Ten (2018-2022)	
Welding Technology/Welder	264
Registered Nursing/Registered Nurse	202
Computer Programming, Specific Applications	106
Licensed Practical/Vocational Nurse Training	99
Administrative Assistant and Secretarial Science, General	69
Laser and Optical Technology/Technician	65
Radiologic Technology/Science - Radiographer	64
Robotics Technology/Technician	61
Physical Therapy Assistant	60
Accounting Technology/Technician and Bookkeeping	58

## College Best Practice Highlight

Indian Hills Community College (IHCC) initiated monthly Learning Walks where academic and non-academic administrators visit classrooms and labs to observe teaching and learning interactions between students and faculty members. Learning Walks are non-evaluative and an investment in academic leaders who in turn can better understand and support quality learning. Learning Walks have taken place on all three of IHCC's campuses, within each academic area of the college, and incorporated the concurrent enrollment perspective through a panel discussion with K12 educators and administrators. Learning Walks have generated improved understanding of the teaching and learning process and has allowed administrators to see firsthand capital equipment investments being used within classrooms and labs.

## FY26 Certified Budget Summary

The "published budgets" (or "certified budgets") contain the "best" estimate of revenues and expenditures, many of which are unknown at the time of the budget development. Specifically, state general aid, tuition and fees and salary/benefits may remain undetermined.

The funds used for published and certified budgets are the Unrestricted General Fund (Fund 1), Restricted General Fund (Fund 2), the Plant Fund (Fund 7) and the Bond and Interest Fund (Fund 7). For comparative purposes, the FY25 re-estimated budget and the FY24 actual budget numbers are included as well.

Resources	General Funds FY 2025/2026 Budget	Plant Funds FY 2025/2026 Budget	Bonds & Interest Funds FY 2025/ 2026 Budget	Total of All Funds FY 2025/2026 Budget	FY 2024/2025 Re-Estimate	FY 2023/ 2024 Audited Actual
<b>Total Resources</b>	67,503,681	9,554,822	1,892,612	78,951,115	74,765,335	93,654,718
<b>Total Expenditures</b>	67,604,216	14,200,000	1,863,088	83,667,304	74,884,033	87,946,064
<b>Net Resources minus Expenditures</b>	-100,535	-4,645,178	29,524	-4,716,189	-118,698	5,708,654
<b>Beginning Fund Balance</b>	11,967,669	18,712,393	-94,421	30,585,641	30,704,339	24,995,685
<b>Ending Fund Balance</b>	11,867,134	14,067,215	-64,897	25,869,452	30,585,641	30,704,339

## Department's Recommendation

The Department recommends approval of the certified fiscal year 2026 budget as submitted as statutorily compliant with Iowa Code Section 260C.17.

May 8, 2025

# Indian Hills Community College (IHCC) FY26 Certified Budget Report



State of Iowa  
**Department of Education**  
Grimes State Office Building  
400 E. 14<sup>th</sup> Street  
Des Moines, IA 50319-0146

## **State Board of Education**

Brooke Axiotis, *Des Moines*  
Cindy Dietz, *Cedar Rapids*  
Cassandra Halls, *Carlisle*  
Brian J. Kane, *Dubuque*  
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Beth Townsend, Iowa Workforce Development

### **Administration**

McKenzie Snow, Director and Executive  
Officer of the State Board of Education

### **Division of Higher Education Bureau of Community Colleges**

Amy Gieseke, Bureau Chief  
Kayli Sampson, Administrative Consultant Policy and Finance

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## Executive Summary

The Iowa Department of Education (Department), Bureau of Community Colleges annually prepares Iowa Community College Certified Budget Reports. These reports provide information to assist the Iowa State Board of Education (State Board) members in their role as outlined in Iowa Code chapter 260C.17, as follows:

*“The board of directors of each merged area shall prepare an annual budget designating the proposed expenditures for operation of the community college. The board shall further designate the amounts, which are to be raised by local taxation and the amounts which are to be raised by other sources of revenue for the operation. The budget of each merged area shall be submitted to the state board no later than May 1 preceding the next fiscal year for approval. The state board shall review the proposed budget and shall, prior to June 1, either grant its approval or return the budget without approval with the comments of the state board attached to it. Any unapproved budget shall be resubmitted to the state board for final approval.”*

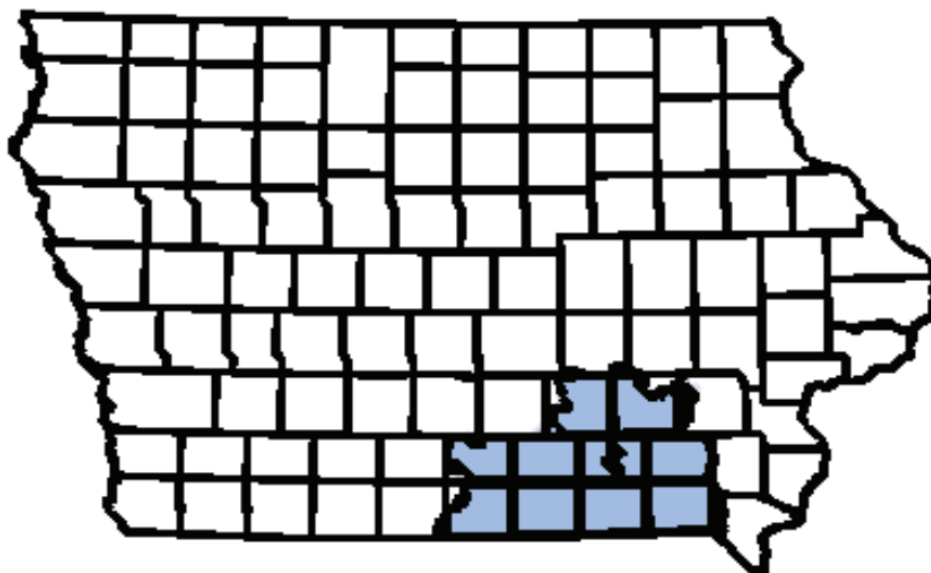
In accordance with Iowa Code, each community college’s projected budget must be reviewed and approved by the State Board on or before June 1 each year. At the time information for this report is requested from Iowa’s 15 community colleges, state general aid appropriations, tuition revenues and employee salaries may not be finalized for the next fiscal year. Only budget estimates can be provided. Community college staff demonstrated their best attempts at preparing the following budget estimates for next year.

## Report Overview

The report contains information relating to college location, tuition and fees, those served by the college, programs offered by the college, information on college faculty and staff, and certified budget information as provided by the community college.

## College Location

Counties served: Appanoose, Davis, Decatur, Henry, Iowa, Jefferson, Keokuk, Lee, Lucas, Mahaska, Marion, Monroe, Poweshiek, Van Buren, Wapello, Washington, Wayne



# College Finances

An overview of tuition and fees for the 2024 and 2025 academic years, total revenue and expenditures is provided below.

Table 1.1: In-State (Resident) Tuition and Fees

Tuition and Fees	FY24 Actual	FY25 Actual	Change
Resident Tuition	\$203	\$210	
Fees	\$0	\$0	
Cost of Enrollment	\$203	\$210	\$7 (3.4%)

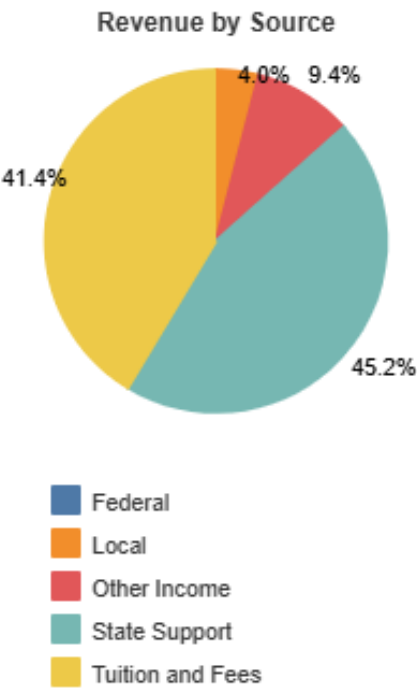
Table 1.2: Out-of-State (Non-Resident) Tuition and Fees

Tuition and Fees	FY24 Actual	FY25 Actual	Change
Non-Resident Tuition	\$255	\$255	
Fees	\$0	\$0	
Cost of Enrollment	\$255	\$255	\$0 (0.0%)

## Total Revenue FY24

Total Revenue  
\$36,549,568

Previous Year: ▲ 5.0%  
Five-Year Average Change: ▲ 1.3%

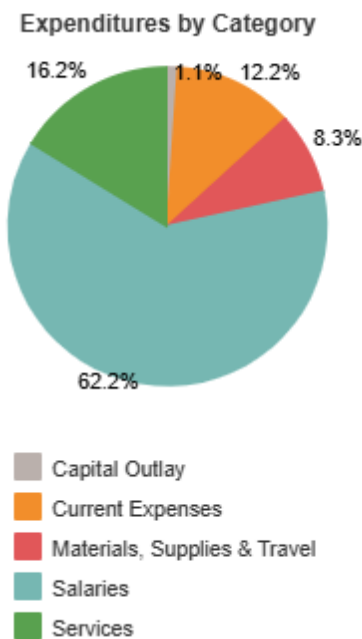




## Total Expenditures FY24

**Total Expenditures**  
**\$36,524,324**

Previous Year: ▲ 5.0%  
Five-Year Average Change: ▲ 1.3%



## Students

Information regarding credit and non-credit student enrollment is provided below.

**Table 1.3: 2024 Credit student enrollment**

Students	FY24 Actual
Credit student enrollment	3,942
Full-time students	31.4%
Part-time students	68.6%
Concurrent enrollment	49.0%
Career and Technical Education (CTE)	23.9%
Pell Recipients	932

**Table 1.4: 2024 Noncredit student enrollment**

Students	FY24 Actual
Noncredit student enrollment	4,984
Career and Technical Education (CTE)	1,733
Enrolled in CTE	35.2%
Adult Basic Education (ABE)	12.0%
Transferred to credit education	31.5%

## Programs

Credit programs provided by Iowa's 15 community colleges fall under two general categories: arts and sciences (A&S) and career and technical education (CTE). The A&S programs are college parallel (transfer) programs of study designed to provide a strong general education component to satisfy the first two years of liberal arts and science requirements for a bachelor's degree. In accordance with Iowa Code, A&S programs consist of 60 to 64 credit hours and culminate in an Associate of Arts (AA) or an Associate of Science (AS) degree, the latter consisting of at least 20 math and science credits. These degrees are intended to prepare students to transfer into four-year colleges or universities with junior standing.

Noncredit programs consist of a variety of instructional offerings, including personal and academic basic development, workforce preparation skill development, technical courses directly related to specific industry-based work opportunities, continuing education for recertification and licensure and courses to pursue special interests.

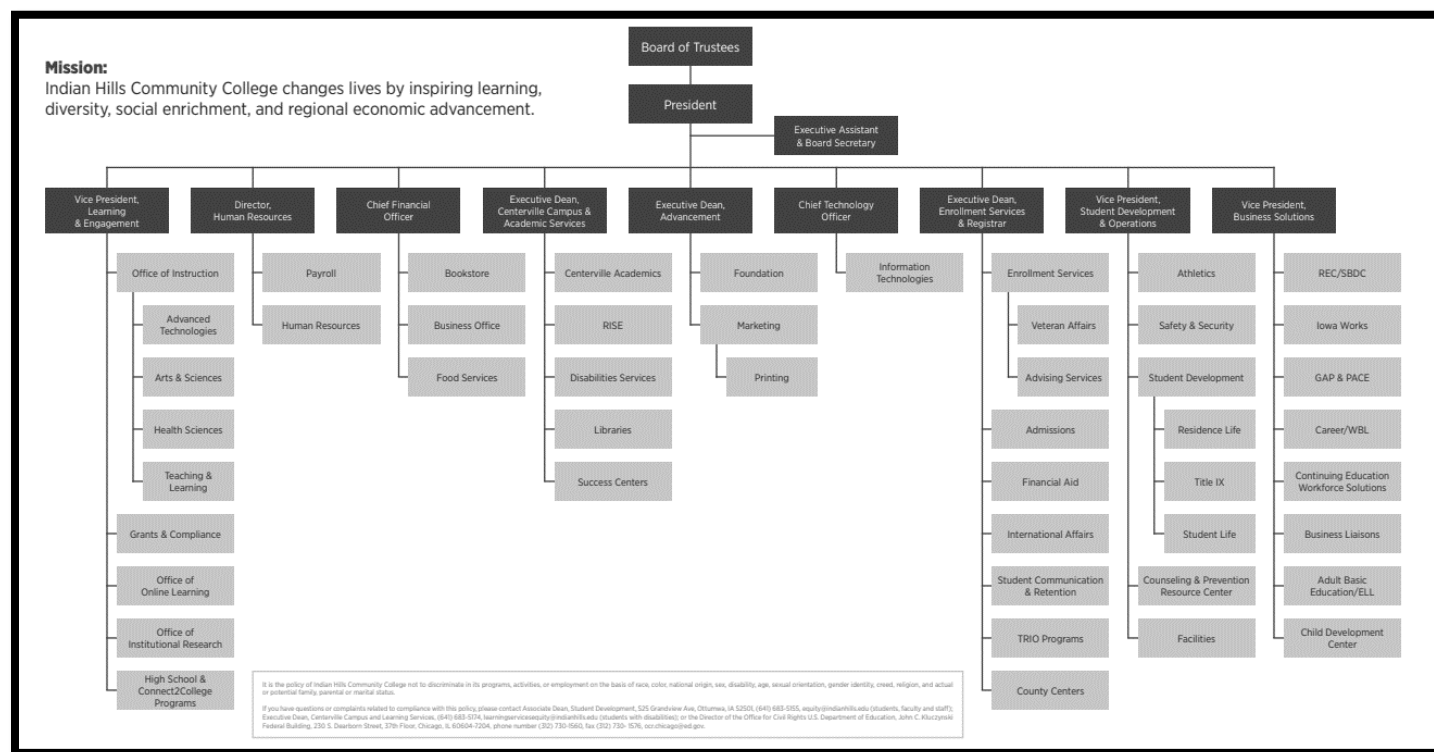
**Table 1.5: Top Ten CTE Programs by Completion**

Program	Years	Completions	Median Annual Wages
Welding Technology/Welder	2018-2022	264	\$49,696
Registered Nursing/Registered Nurse	2018-2022	202	\$63,301
Computer Programming, Specific Applications	2018-2022	106	\$59,243
Licensed Practical/Vocational Nurse Training	2018-2022	99	\$54,804
Administration Assistant and Secretarial Science, General	2018-2022	69	\$27,345
Laster and Optical Technology/Technician	2018-2022	55	\$72,600
Radiologic Technology/Science - Radiographer	2018-2022	64	\$52,520
Robotics Technology/Technician	2018-2022	61	\$62,309
Physical Therapy Technician/Assistant	2018-2022	60	\$40,693
Accounting Technology/Technician and Bookkeeping	2018-2022	58	\$40,434

# Faculty and Staff

Information about the college's organizational structure, including specific positions, is provided below.

## Organizational Structure



**Table 2.1: College Administration**

Chief executive officer and the cabinet and/or administrative team.

College Administration	FY24 Actual
Full-time Administrative	14
Part-time Administrative	0
Temp Administrative	0
Adjunct Administrative	0
Total College Administration	14

## Table 2.2: Credit Faculty

Personnel involved in direct instructional (for credit course) contact with students, including counselors, librarians, and tutors, if the principal activity (50% or more their time) is instructional.

Faculty	FY24 Actual
Full-time Faculty	119
Part-time Faculty	2
Temp Faculty	0
Adjunct Faculty	125
Total Faculty	246

## Table 2.3: Noncredit Faculty

Personnel involved in full-time direct instructional (for non-credit course) contact with students.

Noncredit Faculty	FY24 Actual
Full-time Noncredit Faculty	9
Part-time Noncredit Faculty	0
Temp Noncredit Faculty	0
Adjunct Noncredit Faculty	0
Total Noncredit Faculty	9

## Table 2.4: Professional Staff

Persons employed for the primary purpose of performing academic support, student services, and institutional support activities. Includes all data processing staff (non-data entry), media support staff, and business office personnel.

Professional Staff	FY24 Actual
Full-time Professional Staff	172
Part-time Professional Staff	8
Temp Professional Staff	13
Adjunct Professional Staff	6
Total Professional Staff	199

## Table 2.5: Clerical Staff

Persons whose assignments are typically associated with clerical activities and/or specifically secretarial in nature. Include personnel who are responsible for internal and external communications, recording and retrieving data (other than computer programmers), and/or information and other paperwork required in an office.

Clerical Staff	FY24 Actual
Full-time Clerical	36
Part-time Clerical	8
Temp Clerical	75
Adjunct Clerical	0
Total Clerical Staff	119

## Table 2.6: Service Staff

Include maintenance and repair staff, machine operators, vehicle drivers, and security.

Professional Staff	FY24 Actual
Full-time Service Staff	67
Part-time Service Staff	43
Temp Service Staff	85
Adjunct Service Staff	0
Total Service Staff	195

## Fiscal Detail

**Table 3.1: IHCC Adopted Budget and Certification of Community College Taxes**

ESTIMATED TAX LEVIES COMPLETED BY THE COMMUNITY COLLEGE  Tax Levies Adopted		Estimated Dollars Necessary to be Raised By Property Tax AND Utility Replacement Tax	Approved Tax Rate	Property Taxes Levied	Estimated Utility Replacement Dollars
Unrestricted General	1	1,554,822	0.20250	1,503,693	51,129
Restricted General	2				
Unemployment Compensation	3				
Tort Liability	4	550,000	0.07163	531,899	18,101
Insurance	5	2,810,000	0.36597	2,717,564	92,436
Early Retirement	6	900,000	0.11722	870,434	29,566
Equipment Replacement	7	691,032	0.09000	668,308	22,724
Cash Reserve	8				
Standby	9				
<b>Total General Funds</b>	10	6,505,854	0.84732	6,291,898	231,956
Plant Funds	11	1,554,822	0.20250	1,503,693	51,129
Bonds & Interest Funds	12	1,883,587	0.23967	1,823,085	60,502
<b>Grand Total - All Funds</b>	13	9,944,263	1.28949	9,618,676	325,587

Taxable Valuation	WITH Gas & Electric Utilities	7,678,132,810	WITHOUT Gas & Electric	7,425,645,644
Tax Increment Valuation	WITH Gas & Electric Utilities	181,002,836	WITHOUT Gas & Electric	181,002,836
Debt Service Valuation	WITH Gas & Electric Utilities	7,859,135,646	WITHOUT Gas & Electric	7,606,648,480



**Table 3.2: IHCC Long Term Debt - Fiscal Year July 1, 2025 – June 30, 2026**

	Series Name (A)	Original Amount of Issue (B)	Original Principal Due (C)	Original Interest Due (D)	Subtotal Original Obligation Due (C) + (D) = (E)	Bond Administration Costs (F)	Payment Reduction due to Principal Surplus Levied in Prior Years (G)	Interest Savings from Surplus Levy (H)	Amount Paid from Other Sources & Fund Balance in Appropriate Fund (I)	Net Amount Levied for this Fiscal Year (E) + (F) - (G) - (H) - (I) = (J)
1	2022	20,000,000	945,000	562,087.5	1,507,087.5					1,507,087.5
2	2023	8,000,000		356,000	356,000	20,500				376,500
3					0					
4					0					
5					0					
<b>Totals</b>		28,000,000	945,00	918,087.5	1,863,087.5	20,500	0	0	0	1,883,587.5

**Table 3.3: IHCC Supplemental Detail Resources– Actual FY 2023/2024**

Resources		Unrestricted	Restricted	Unemployment	Tort Liability	Insurance	Early Retirement	Equipment Replacement	Cash Reserve	Standby	Plant Funds	Bond & Interest Funds	Total
Taxes Levied on Property	1	1,413,758			583,043	2,997,734	295,722	628,340			1,413,758	1,776,631	9,108,986
Utility Replacement Tax	2	57,374			23,661	121,656	12,001	25,500			57,374	72,101	369,667
400-409 Student Fees	3	1,627,435											1,627,435
410-414 Tuition	4	13,497,780	5,000										13,502,780
421-424 State Aid	5	16,463,807											16,463,807
429 Other State Aid	6	52,409	2,215,005		4,433	22,797	2,235	4,775			473,933	13,538	2,789,125
430-449 Federal Aid	7		5,208,131										5,208,131
450-469 Sales-Service	8	525,573	44,478								440,933		1,010,984
470-499 Other	9	2,911,432	7,227,842								25,434,529		35,573,803
480 Proceeds from Certificates	10										8,000,000		8,000,000
<b>Total Resources</b>	11	36,549,568	14,700,456	0	611,137	3,142,187	309,958	658,615	0	0	35,280,527	1,862,270	93,654,718
<b>Beginning Fund Balance</b>	12	5,214,052	5,032,869	169,109	118,855	-120,559	-220,620	43,940	288,745		14,652,704	-183,410	24,995,685

**Table 3.4: IHCC Supplemental Detail Expenditures– Actual FY 2023/2024**

Expenditures		Unrestricted	Restricted	Unemployment	Tort Liability	Insurance	Early Retirement	Equipment Replacement	Cash Reserve	Standby	Plant Funds	Bond & Interest Funds	Total
1000 Liberal Arts and Sciences	1	4,569,230	296,370										4,865,600
2000 Vocational and Technical	2	9,010,854	2,649,836										11,660,690
3000 Adult Education	3	1,463,564	2,845,051										4,308,615
4000 Cooperative Programs/Services	4	22,260	3,228,679										3,250,939
5000 Administration	5	6,035,300						690,612					6,725,912
6000 Student Services	6	4,662,207	1,426,983										6,089,190
7000 Learning Resources	7	308,884											308,884
8000 Physical Plant	8	5,027,763	0			2,710,446					31,777,496	1,784,562	41,300,267
9000 General Institution	9	5,424,263	3,233,903	29,380	573,459		174,962						9,435,967
<b>Total Expenditures</b>	10	36,524,325	13,680,822	29,380	573,459	2,710,446	174,962	690,612	0	0	31,777,496	1,784,562	87,946,064
<b>Ending Fund Balance</b>	11	5,239,295	6,052,503	139,729	156,533	311,182	-85,624	11,943	288,745	0	18,695,735	-105,702	30,704,339

**Table 3.5: IHCC Supplemental Detail Resources– Re-Estimated FY 2024/2025**

Resources		Unrestricted	Restricted	Unemployment	Tort Liability	Insurance	Early Retirement	Equipment Replacement	Cash Reserve	Standby	Plant Funds	Bond & Interest Funds	Total
Taxes Levied on Property	1	1,464,604			531,091	2,897,023	265,582	650,935			1,464,604	1,893,354	9,167,193
Utility Replacement Tax	2	52,054			18,909	102,977	9,418	23,135			52,054	65,687	324,234
400-409 Student Fees	3	1,700,000											1,700,000
410-414 Tuition	4	13,800,000											13,800,000
421-424 State Aid	5	16,715,593											16,715,593
429 Other State Aid	6	18,500	3,000,000		3,694	18,998	1,863	3,979			500,000	11,281	3,558,315
430-449 Federal Aid	7		5,200,000										5,200,000
450-469 Sales-Service	8	550,000	100,000								350,000		1,000,000
470-499 Other	9	6,300,000	6,200,000								9,000,000		21,500,000
480 Proceeds from Certificates	10	0	1,800,000										1,800,000
<b>Total Resources</b>	11	40,600	16,300,000	0	553,694	3,018,998	276,863	678,049	0	0	11,366,658	1,970,322	74,765,335
<b>Beginning Fund Balance</b>	12	5,239,295	6,052,503	139,729	156,533	311,182	-85,624	11,943	288,745	0	18,695,735	-105,702	30,704,339

**Table 3.6: IHCC Supplemental Detail Expenditures– Re-Estimated FY 2024/2025**

Expenditures		Unrestricted	Restricted	Unemployment	Tort Liability	Insurance	Early Retirement	Equipment Replacement	Cash Reserve	Standby	Plant Funds	Bond & Interest funds	Total
1000 Liberal Arts and Sciences	1	4,800,000	450,000										5,250,000
2000 Vocational and Technical	2	9,700,000	2,800,000										12,500,000
3000 Adult Education	3	1,600,000	2,950,000										4,550,000
4000 Cooperative Programs/Services	4	40,000	3,650,000										3,690,000
5000 Administration	5	6,000,000						689,992					6,689,992
6000 Student Services	6	5,500,000	2,100,000										7,600,000
7000 Learning Resources	7	380,000											380,000
8000 Physical Plant	8	5,800,000				3,100,000					11,350,000	1,959,041	22,209,041
9000 General Institution	9	6,775,000	4,340,000	50,000	575,000		275,000						12,015,000
<b>Total Expenditures</b>	10	40,595,000	16,290,000	50,000	575,000	3,100,000	275,000	689,992	0	0	11,350,000	1,959,041	74,884,033
<b>Ending Fund Balance</b>	11	5,245,046	6,062,503	59,729	135,227	230,180	-83,761	0	288,745	0	18,712,393	-94,421	30,585,641

**Table 3.7: IHCC Supplemental Detail Resources– Fiscal Year July 1, 2025 – June 30, 2026**

Resources		Unrestricted	Restricted	Unemployment	Tort Liability	Insurance	Early Retirement	Equipment Replacement	Cash Reserve	Standby	Plant Funds	Bond & Interest Funds	Total
Taxes Levied on Property	1	1,503,693		0	531,899	2,717,564	870,434	668,308		0	1,503,693	1,823,085	9,618,676
Utility Replacement Tax	2	51,129		0	18,101	92,436	29,566	22,724		0	51,129	60,502	325,587
400-409 Student Fees	3	2,100,000											2,100,000
410-414 Tuition	4	15,000,000	40,000										15,040,000
421-424 State Aid	5	16,900,000											16,900,000
429 Other State Aid	6	70,000	3,000,000		2,955	15,198	1,490	3,184			500,000	9,025	3,601,852
430-449 Federal Aid	7		8,000,000										8,000,000
450-469 Sales-Service	8	700,000	165,000								500,000		1,365,000
470-499 Other	9	6,000,000	6,000,000								4,000,000		16,000,000
480 Proceeds from Certificates	10		3,000,000								3,000,000		6,000,000
<b>Total Resources</b>	11	42,324,822	20,205,000	0	552,955	2,825,198	901,490	694,216	0	0	9,554,822	1,892,612	78,951,115
<b>Beginning Fund Balance</b>	12	5,245,046	6,062,503	89,729	135,227	230,180	-83,761	0	288,745	0	18,712,393	-94,421	30,585,641

**Table 3.8: IHCC Supplemental Detail Expenditures– Fiscal Year July 1, 2025 – June 30, 2026**

Expenditures		Unrestricted	Restricted	Unemployment	Tort Liability	Insurance	Early Retirement	Equipment Replacement	Cash Reserve	Standby	Plant Funds	Bond & Interest Funds	Total
1000 Liberal Arts and Sciences	1	5,100,000	500,000										5,600,000
2000 Vocational and Technical	2	10,600,000	2,900,000										13,500,000
3000 Adult Education	3	1,800,000	4,200,000										6,000,000
4000 Cooperative Programs/Services	4	50,000	3,900,000										3,950,000
5000 Administration	5	65,00,000						694,216					7,194,216
6000 Student Services	6	5,500,000	2,400,000										7,900,000
7000 Learning Resources	7	500,000											500,000
8000 Physical Plant	8	5,500,000				2,825,000					14,200,000	1,863,088	24,388,088
9000 General Institution	9	42,300,000	20,200,000	50,000	585,000		950,000						14,635,000
<b>Total Expenditures</b>	10	42,300,000	20,200,000	50,000	585,000	2,825,000	950,000	694,216	0	0	14,200,000	1,863,088	83,667,304
<b>Ending Fund Balance</b>	11	5,269,868	6,067,503	39,729	103,182	230,375	-132,271	0	288,745	0	14,067,215	-64,897	25,869,452

**Table 3.9: IHCC Adopted Budget Summary – Budget Estimate – Fiscal Year July 1, 2025 – June 30, 2026**

Resources:		General Funds FY 2025/2026 Budget	Plant Funds FY 2025/2026 Budget	Bonds & Interest Funds FY 2025/2026 Budget	Total of All Funds FY 2025/2026 Budget	FY 2024/2025 Re-Estimated Budget	FY 2023/2024 Audited Actual
Taxes Levied on Property	1	6,291,898	1,503,693	1,823,085	9,618,676	9,167,193	9,108,986
Utility Replacement Tax	2	213,956	51,129	60,502	325,587	324,234	369,667
Student Fees	3	2,100,000	0	0	2,100,000	1,700,000	1,627,435
Tuition	4	15,040,000	0	0	15,040,000	13,800,000	13,502,780
State Aid	5	16,900,000	0		16,900,000	16,715,593	16,493,807
Other State Aid	6	3,092,827	500,000	9,025	3,601,852	3,558,315	2,789,125
Federal Aid	7	8,000,000	0	0	8,000,000	5,200,000	5,208,131
Sales-Service	8	865,000	500,000	0	1,365,000	1,000,000	1,010,984
Other	9	12,000,000	4,000,000	0	16,000,000	21,500,000	35,573,803
Proceeds from Certificates	10	3,000,000	3,000,000	0	6,000,000	1,800,000	8,000,000
<b>Total Resources</b>	11	67,503,681	9,554,822	1,892,612	78,951,115	74,765,335	93,654,718
<b>Expenditures:</b>							
Liberal Arts and Sciences	12	5,600,000	0	0	5,600,000	5,250,000	4,865,600
Vocational and Technical	13	13,500,000	0	0	13,500,000	12,500,000	11,660,690
Adult Education	14	6,000,000	0	0	6,000,000	4,550,000	4,308,615
Cooperative Programs/Services	15	3,950,000	0	0	3,950,000	3,690,000	3,250,939
Administration	16	7,194,216	0	0	7,194,216	6,689,992	6,725,912
Student Services	17	7,900,000	0	0	7,900,000	7,600,000	6,089,190
Learning Resources	18	500,000	0	0	500,000	380,000	308,884
Physical Plant	19	8,325,000	14,200,000	1,863,088	24,388,088	22,209,041	41,300,367
General Institution	20	14,635,000	0	0	14,635,000	12,015,000	9,435,967
<b>Total Expenditures</b>	21	67,604,216	14,200,000	1,863,088	83,667,304	74,884,033	87,946,064
<b>Net Resources minus Expenditures</b>	22	-100,535	-4,645,178	29,524	-4,716,189	-118,698	24,995,685
<b>Beginning Fund Balance</b>	23	11,967,669	18,712,393	-94,421	30,585,641	30,704,339	24,995,685
<b>Ending Fund Balance</b>	24	11,867,134	14,067,215	-64,897	25,869,452	30,585,641	30,704,339



## College Highlight for AY25-26

Please provide a description of a good practice you've recently implemented that you think has applicability statewide.

Indian Hills Community College (IHCC) initiated monthly Learning Walks where academic and non-academic administrators visit classrooms and labs to observe teaching and learning interactions between students and faculty members. Learning Walks are non-evaluative and an investment in academic leaders who in turn can better understand and support quality learning. Learning Walks have taken place on all three of IHCC's campuses, within each academic area of the college, and incorporated the concurrent enrollment perspective through a panel discussion with K12 educators and administrators. Learning Walks have generated improved understanding of the teaching and learning process and has allowed administrators to see firsthand capital equipment investments being used within classrooms and labs.

## Major Strategic Priorities for AY25-26

Please provide a list of some of the college's major strategic priorities for AY 25-26 (as example, breaking ground on a new building; selling an underutilized building; refurbishing to align space to new, in-demand CTE program, starting a new academic program; winding down a low-enrollment program, etc.)

**Strategic Plan Implementation** – The IHCC Board of Trustees approved the 2025-2028 Strategic Plan during January 2025. Indian Hills is shifting prior practices to be more inclusive of all employees in the strategic planning process. Employees were provided the opportunity to volunteer to be on a Strategic Plan Priority Committee. Committees are now comprised of employees from all campuses and will be working together to develop action plans to accomplish the work of the Strategic Priorities set within the plan. Prior efforts were departmental and were much more siloed. IHCC is the first completed Strategic Plan following rule changes set forth by the Iowa Department of Education.

**New Student Wellness Facility** – IHCC broke ground on a new 25,500 square foot Student Wellness Facility during April 2025. The new facility on the Ottumwa Main Campus will provide needed space for students to participate in co-curricular activities. The Student Wellness Facility features space for cardiovascular and weight training, intramural activities including volleyball, basketball, and pickleball, student gathering space, and a fitness classroom. The new facility will open during May 2026. The intent of this space is to provide continued engagement and community for students, faculty, and staff serving as student recruitment and retention hub.

**Sustainability Plan for College and Career Transition Coaches** – IHCC and K12 partners have found great value in the 8 College and Career Transition Coaches hired to serve area school districts. With grant funding running out and decreased State General Aid, IHCC will be working with K12 partners to establish plans to sustain the positions that have provided needed support to students. Without collaboration, partnership, and funding, the progress made supporting K12 students will come to an end without a viable plan to sustain the positions.

**New Payment Plan Process** – IHCC is rolling out a New Payment Plan Process to students starting August 2025 following a trend of increasing bad debt write-offs and to protect the institution against financial aid scammers. Students will be required to have an executed payment plan or an accepted financial aid package in place by August 1<sup>st</sup> to remain enrolled in classes. Students who have not met these requirements will be contacted by admissions, advisors, and financial aid to provide counseling and support on how to remain enrolled and offered assistance in completing the financial aid process. We believe this will further support students and decrease future bad debt write-offs.