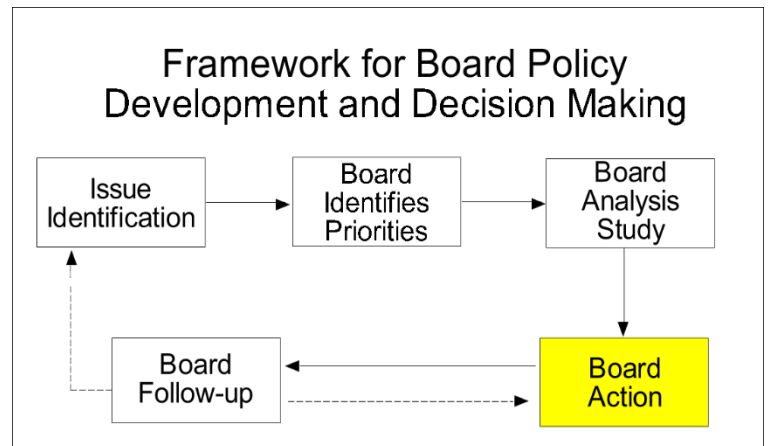


# Iowa State Board of Education

## Executive Summary

May 8, 2025



**Agenda Item:** Fiscal Year 2026 Certified Budget Approval - Southwestern 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

Lindsay Stoaks, President  
Southwestern Community College Community College

Brandi Shay, Chief Financial Officer  
Southwestern Community College Community College

**Attachment(s):** Two

**Recommendation:** It is recommended that the State Board approve the Southwestern 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.

## Southwestern Community College (SWCC) FY26 Certified Budget Report Summary

**President:** Lindsay Stoaks  
**Chief Financial Officer Name:** Brandi Shay  
**Administrative Center:** Creston  
**Total Number of Campuses/Locations:** 4
 

- Campuses: 1
- Additional locations/centers: 3
- High school locations: 0

**Area Number:** 14  
**Year Established:** 1966  
**Total Number of Employees:** 273 (160 full-time)  
**Counties Served:** 8  
**School Districts Served:** 22  
**FY25 State General Aid (SGA):** \$5,465,635

### 2023-2024 Student Profile

Credit Overview		Noncredit Overview	
Credit Student Enrollment	1,989	Noncredit Student Enrollment	4,509
Average Age, Years	20.7	Average Age, Years	37
Percent Enrolled Full-Time	26.9%	Average Contact Hours/Student	16.7
Percent Enrolled Part-Time	73.1%	Career and Technical Education (CTE)	2,498
Average Credits/Student/Year	15.9	Percent Enrolled in CTE	57.6%
Percent Enrolled Career and Technical Education (CTE)	28.2%	Adult Basic Education (ABE)	215
Percent Enrolled Other (A&S, AGS No Program of Study)	71.8%	Percent Enrolled in ABE	4.8%
Percent Concurrent Enrollment	48.4%	Percent Enrolled Other	37.6%
Tuition and Fees, Average/Credit	\$217	Noncredit Outcomes	
Pell Award Recipients	456	Employed 1st Year After Training	95.1%
Average Pell Award per Student	\$4,764	Employed in Iowa	98.7%
Credit Outcomes		Median Wages Before Training	\$29,648
Conferred Associate Degrees	255	Median Wages After Training	\$36,176
Conferred Diplomas/Certificates	159	Transferred to Credit Education	25.6%

### Credit Program Completions

Program	Completions
Associate of Arts and Associate of Science (2019-2023)	728
Career and Technical Education Program Completions: Top Ten (2018-2022)	
Licensed Practical/Vocational Nurse Training	220
Registered Nursing/Registered Nurse	204
Welding Technology/Welder	139
Carpentry/Carpenter	109
Automobile/Automotive Mechanics Technology/Technician	101
Computer Systems Networking and Telecommunications	51
Business Administration and Management, General	50
Agribusiness/Agricultural Business Operations	48
Electrician	35
Music Performance, General	24

## College Best Practice Highlight

In conjunction with statewide guided pathways initiatives, Southwestern desired to create a more consistent advising onboarding process for new students. During the 2021-22 academic year, the college piloted the use of a pre-advising questionnaire, which encouraged advisors to discuss the following topics when meeting with their advisees: completed college coursework, taken AP or CLEP exams, location of classes, course load (part-time versus full-time), student living status (on- or off-campus), first-generation college student identification, employment status (including number of hours worked each week), student-athlete status, and transfer plans. In addition, the pre-advising questionnaire encouraged students to share their academic strengths and weaknesses and career goals/interests. The pilot was met with good success, and as a result, the pre-advising questionnaire was fully implemented during the 2022-23 academic year.

## 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>	28,909,472	7,770,915	0	36,680,387	28,108,297	22,219,370
<b>Total Expenditures</b>	28,730,000	7,500,000	0	36,230,000	27,690,000	21,904,653
<b>Net Resources minus Expenditures</b>	179,472	270,915	0	450,387	418,297	314,717
<b>Beginning Fund Balance</b>	5,489,149	3,320,439	0	8,809,588	8,391,291	8,076,574
<b>Ending Fund Balance</b>	5,668,621	3,591,354	0	9,259,975	8,809,588	8,391,291`

## 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

# Southwestern Community College (SWCC) 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*  
Mary Meisterling, *Cedar Rapids*  
John Robbins, *Iowa Falls*  
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.”*

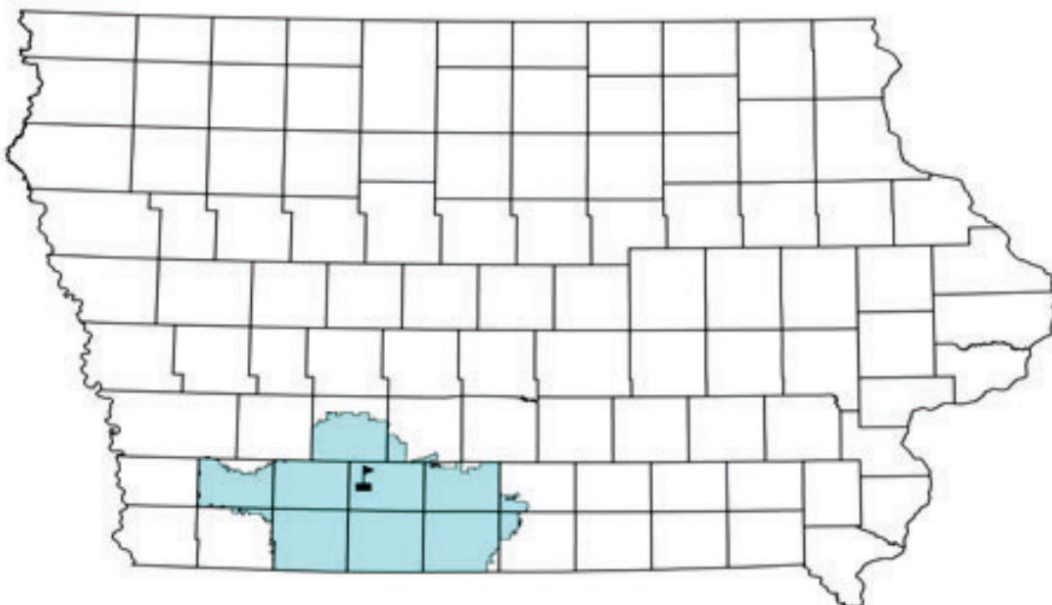
In accordance with Iowa Code, each community college’s projected budget must be reviewed and approved by the State Board on or before June 1 each year. At the time information for this report is requested from Iowa’s 15 community colleges, state general aid appropriations, tuition revenues and employee 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: Adair, Adams, Clarke, Decatur, Lucas, Madison, Montgomery, Page, Pottawattamie, Ringgold, Taylor, Union, 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

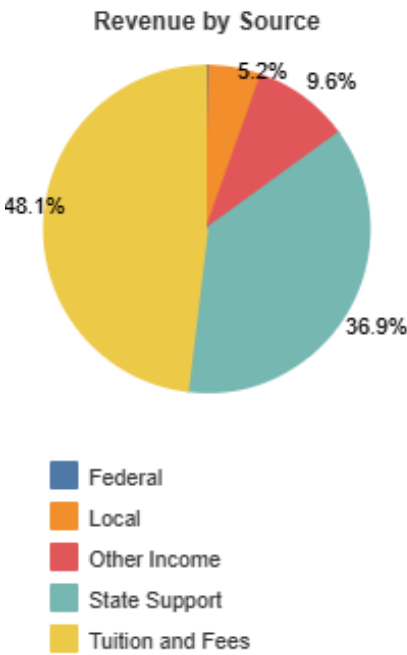
Tuition and Fees	FY24 Actual	FY25 Actual	Change
Resident Tuition	\$204	\$211	
Fees	\$13	\$13	
Cost of Enrollment	\$217	\$224	\$7 (3.2%)

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

Tuition and Fees	FY24 Actual	FY25 Actual	Change
Non-Resident Tuition	\$211	\$218	
Fees	\$13	\$13	
Cost of Enrollment	\$224	\$231	\$7 (3.1%)

## Total Revenues AY24

**Total Revenue**  
**\$14,539,085**  
Previous Year: ▲ 0.3%  
Five-Year Average Change: ▲ 2.7%



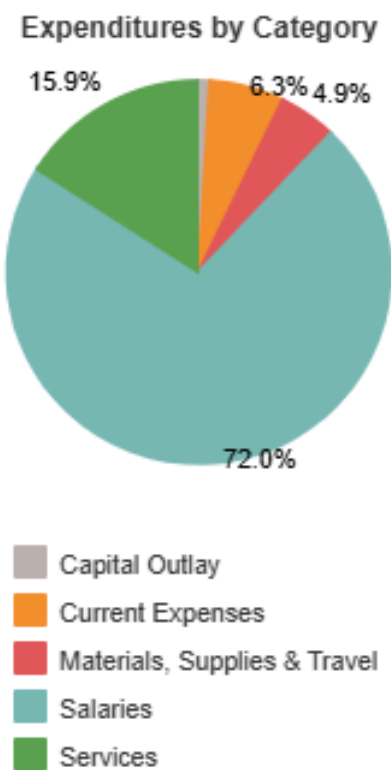


# Total Expenditures AY24

Total Expenditures  
\$14,557,865

Previous Year: ▼ -1.0%

Five-Year Average Change: ▲ 3.0%



## 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	1,989
Full-time students	26.9%
Part-time students	73.1%
Concurrent enrollment	48.4%
Career and Technical Education (CTE)	28.2%
Pell Recipients	456

**Table 1.4: 2024 Noncredit student enrollment**

Students	FY24 Actual
Noncredit student enrollment	4,509
Career and Technical Education (CTE)	2,498
Enrolled in CTE	57.6%
Adult Basic Education (ABE)	4.8%
Transferred to credit education	25.6%

## 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
Licensed Practical/Vocational Nurse Training	2018-2022	220	\$44,6649
Registered Nursing/Registered Nurse	2018-2022	204	\$67,440
Welding Technology/Welder	2018-2022	139	\$31,601
Carpentry/Carpenter	2018-2022	109	\$32,329
Automobile/Automotive Mechanics Technology/Technician	2018-2022	101	\$27,740
Computer Systems Networking and Telecommunications	2018-2022	51	\$36,309
Business Administration and Management, General	2018-2022	50	\$34,871
Agribusiness/Agricultural Business Operations	2018-2022	48	\$34,243
Electrician	2018-2022	35	\$44,156
Music Performance, General	2018-2022	24	\$17,955

# Faculty and Staff

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

## Organizational Structure

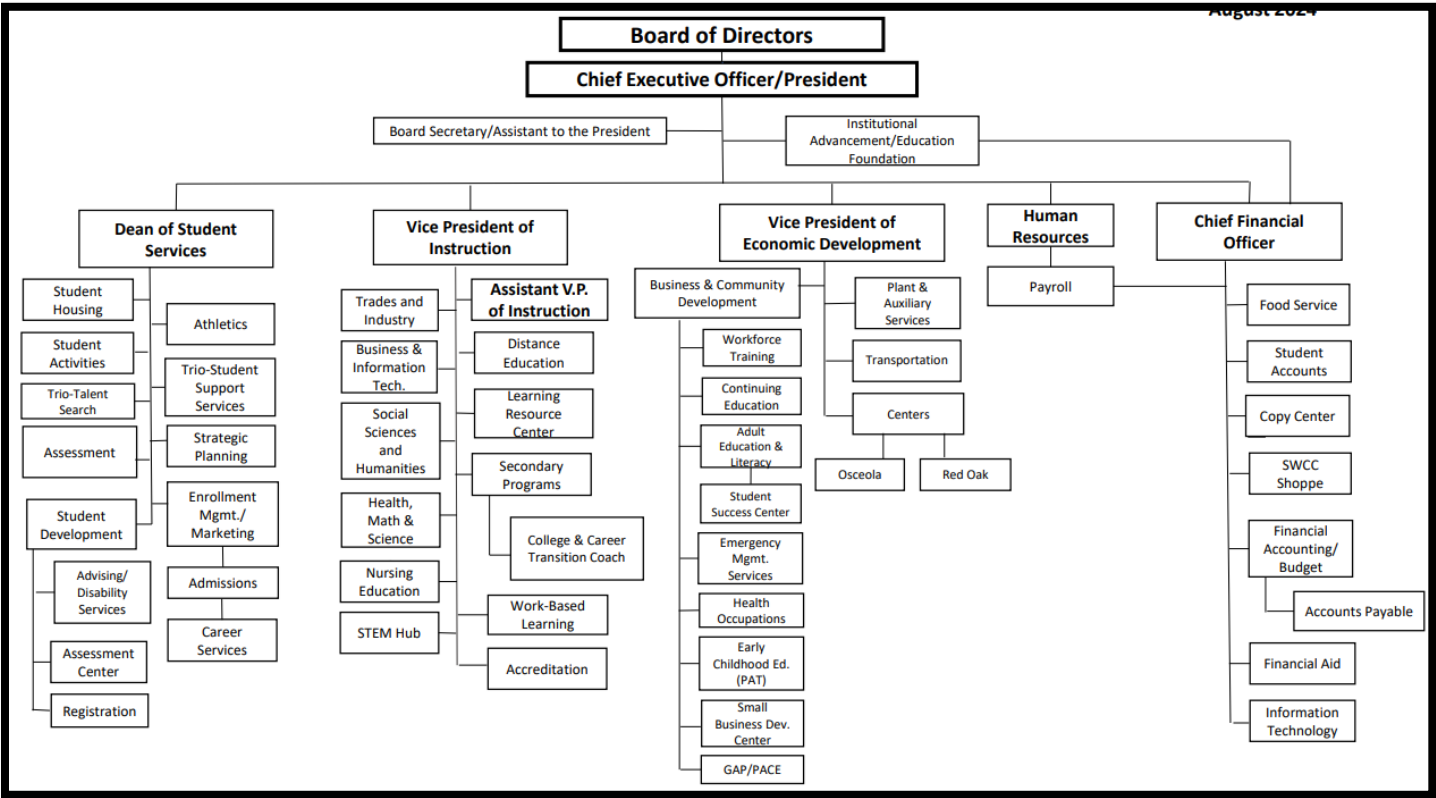


Table 2.1: College Administration

Chief executive officer and the cabinet and/or administrative team

College Administration	FY24 Actual
Full-time Administrative	8
Part-time Administrative	0
Temp Administrative	1
Adjunct Administrative	0
Total College Administration	9

## 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	39
Part-time Faculty	0
Temp Faculty	0
Adjunct Faculty	99
Total Faculty	138

## 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	11
Part-time Noncredit Faculty	0
Temp Noncredit Faculty	0
Adjunct Noncredit Faculty	0
Total Noncredit Faculty	11

### 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	73
Part-time Professional Staff	0
Temp Professional Staff	10
Adjunct Professional Staff	0
Total Professional Staff	83

### 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	25
Part-time Clerical	8
Temp Clerical	8
Adjunct Clerical	0
Total Clerical Staff	41

## Table 2.6: Service Staff

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

Professional Staff	FY24 Actual
Full-time Service Staff	15
Part-time Service Staff	3
Temp Service Staff	5
Adjunct Service Staff	0
Total Service Staff	23

## Fiscal Detail

**Table 3.1: SWCC 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	866,618	0.20250	842,890	23,728
Restricted General	2				
Unemployment Compensation	3				
Tort Liability	4	185,000	0.04323	179,941	5,059
Insurance	5	1,900,000	0.44397	1,847,989	52,011
Early Retirement	6	385,000	0.08996	374,451	10,549
Equipment Replacement	7	385,164	0.09000	374,618	10,546
Cash Reserve	8				
Standby	9				
<b>Total General Funds</b>	10	3,721,782	0.86966	3,619,889	101,893
Plant Funds	11	866,618	0.20250	842,890	23,728
Bonds & Interest Funds	12	0	0.00000	0	0
<b>Grand Total - All Funds</b>	13	4,588,400	1.07216	4,462,779	125,621

Taxable Valuation	WITH Gas & Electric Utilities	4,279,594,535	WITHOUT Gas & Electric	4,162,419,361
Tax Increment Valuation	WITH Gas & Electric Utilities	269,498,256	WITHOUT Gas & Electric	269,498,256
Debt Service Valuation	WITH Gas & Electric Utilities	4,549,092,791	WITHOUT Gas & Electric	4,431,917,617



Table 3.2: SWCC 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					0					
2					0					
3					0					
4					0					
5					0					
Totals		0	0	0	0	0	0	0	0	0

**Table 3.3: SWCC 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	755,343			105,354	1,392,997	288,498	335,302			755,343		3,632,837
Utility Replacement Tax	2	21,662			3,017	39,981	8,286	9,628			21,662		104,236
400-409 Student Fees	3	527,897	480										528,377
410-414 Tuition	4	6,464,062											6,464,062
421-424 State Aid	5	5,279,888											5,279,888
429 Other State Aid	6	60,172	1,580,066		4,533	62,903	13,217	15,758			34,550		1,771,219
430-449 Federal Aid	7	38,410	1,148,698										1,187,108
450-469 Sales-Service	8	13,265											13,265
470-499 Other	9	1,079,837	2,119,185			39,356							3,238,378
480 Proceeds from Certificates	10												0
<b>Total Resources</b>	11	14,240,536	4,848,429	0	112,924	1,535,237	31,001	360,688	0	0	811,555	0	22,219,370
<b>Beginning Fund Balance</b>	12	1,249,172	1,502,082	122,285	106,755	456,473	608,858	700,629	103,947	605,452	2,620,921		8,076,574

**Table 3.4: SWCC 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	2,872,553	815,147										3,687,727
2000 Vocational and Technical	2	3,205,573	463,856										3,669,429
3000 Adult Education	3	501,488	1,005,790										1,507,278
4000 Cooperative Programs/Services	4		744,220										744,220
5000 Administration	5	1,415,669	112,605	13,906				578,563					2,120,743
6000 Student Services	6	1,685,415	642,564										2,327,979
7000 Learning Resources	7	216,930											216,930
8000 Physical Plant	8	2,079,624	0			1,540,246					223,318		3,843,188
9000 General Institution	9	2,282,060	964,492		137,376		403,231						3,787,159
<b>Total Expenditures</b>	10	14,259,312	4,748,701	13,906	137,376	1,540,246	403,231	578,563	0	0	223,318	0	21,904,653
<b>Ending Fund Balance</b>	11	1,230,396	1,601,810	108,379	82,303	451,464	515,628	482,754	103,947	605,452	3,209,158	0	8,391,291

**Table 3.5: SWCC 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	812,401			165,248	1,604,060	359,703	361,067			812,401		4,114,880
Utility Replacement Tax	2	23,267			4,752	45,940	10,297	10,341			23,267		117,864
400-409 Student Fees	3	650,000	275										650,275
410-414 Tuition	4	6,500,000	3400										6,503,400
421-424 State Aid	5	5,465,635											5,465,635
429 Other State Aid	6	50,000	2,200,000		1,105	11,055	2,480	2,490			405,613		2,672,743
430-449 Federal Aid	7	20,000	1,600,000										1,620,000
450-469 Sales-Service	8	12,500	1,000										13,500
470-499 Other	9	1,700,000	5,250,000										6,950,000
480 Proceeds from Certificates	10												0
<b>Total Resources</b>	11	15,233,803	9,054,675	0	171,105	1,661,055	372,480	373,898	0	0	1,241,281	0	28,108,297
<b>Beginning Fund Balance</b>	12	1,230,396	1,601,810	108,379	82,303	451,464	515,628	482,754	103,947	605,452	3,209,158	0	8,391,291

**Table 3.6: SWCC 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	3,025,000	850,000										3,875,000
2000 Vocational and Technical	2	3,500,000	625,000										4,125,000
3000 Adult Education	3	575,000	1,600,000										2,175,000
4000 Cooperative Programs/Services	4		1,500,000										1,500,000
5000 Administration	5	1,350,000	375,000					500,000					2,225,000
6000 Student Services	6	1,850,000	1,250,000										3,100,000
7000 Learning Resources	7	225,000											225,000
8000 Physical Plant	8	2,250,000	0			1,650,000					1,130,000		5,030,000
9000 General Institution	9	2,400,000	2,500,000		165,000		370,000						5,435,000
<b>Total Expenditures</b>	10	15,175,000	8,700,000	0	165,000	1,650,000	370,000	500,000	0	0	1,130,000	0	27,690,000
<b>Ending Fund Balance</b>	11	1,289,199	1,956,485	108,379	88,408	462,519	518,108	356,652	103,947	605,452	3,320,439	0	8,809,588

**Table 3.7: SWCC 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	842,890		0	179,941	1,847,989	374,451	374,618		0	842,890	0	4,462,779
Utility Replacement Tax	2	23,728		0	5,059	52,011	10,549	10,546		0	23,728	0	125,621
400-409 Student Fees	3	675,000	300										675,300
410-414 Tuition	4	6,675,000	3,500										6,678,500
421-424 State Aid	5	5,520,292											5,520,292
429 Other State Aid	6	55,000	3,000,000		906	9,396	1,886	1,910			404,297		3,473,395
430-449 Federal Aid	7	30,000	1,850,000										1,880,000
450-469 Sales-Service	8	13,500	1,000										14,500
470-499 Other	9	1,850,000	5,500,000								6,500,000		13,850,000
480 Proceeds from Certificates	10												0
<b>Total Resources</b>	11	15,685,450	10,354,800	0	185,906	1,909,396	386,886	387,074	0	0	7,770,915	0	36,680,387
<b>Beginning Fund Balance</b>	12	1,289,199	1,956,485	108,379	88,408	462,519	518,108	356,652	103,947	605,452	3,320,439	0	8,809,588

**Table 3.8: SWCC 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	3,125,000	925,000										4,050,000
2000 Vocational and Technical	2	3,625,000	1,675,000										5,300,000
3000 Adult Education	3	600,000	1,600,000										2,200,000
4000 Cooperative Programs/Services	4		1,600,000										1,600,000
5000 Administration	5	1,400,000	500,000					370,000					2,270,000
6000 Student Services	6	1,900,000	1,500,000										3,400,000
7000 Learning Resources	7	235,000											235,000
8000 Physical Plant	8	2,325,000				1,850,000					7,500,000		11,675,000
9000 General Institution	9	2,450,000	2,600,000		175,000		275,000						5,500,000
<b>Total Expenditures</b>	10	15,660,000	10,400,000	0	175,000	1,850,000	275,000	370,000	0	0	7,500,000	0	36,230,000
<b>Ending Fund Balance</b>	11	1,314,609	1,911,285	108,379	99,314	521,915	629,994	373,726	103,947	605,452	3,591,354	0	9,259,975

**Table 3.9: SWCC 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	3,619,889	842,890	0	4,462,779	4,114,880	3,632,837
Utility Replacement Tax	2	101,893	23,728	0	125,621	117,864	104,236
Student Fees	3	675,300	0	0	675,300	650,275	528,377
Tuition	4	6,678,500	0	0	6,678,500	6,503,400	6,464,062
State Aid	5	5,520,292	0		5,520,292	5,465,635	5,279,888
Other State Aid	6	3,069,098	404,297	0	3,473,395	2,672,743	1,771,219
Federal Aid	7	1,880,000	0	0	1,880,000	1,620,000	1,187,108
Sales-Service	8	14,500	0	0	14,500	13,500	13,265
Other	9	7,350,000	6,500,000	0	13,850,000	6,950,000	3,238,378
Proceeds from Certificates	10	0	0	0	0	0	0
<b>Total Resources</b>	11	28,909,472	7,770,915	0	36,680,387	28,108,297	22,219,370
<b>Expenditures:</b>							
Liberal Arts and Sciences	12	4,050,000	0	0	4,050,000	3,875,000	3,687,727
Vocational and Technical	13	5,300,000	0	0	5,300,000	4,125,000	3,669,429
Adult Education	14	2,200,000	0	0	2,200,000	2,175,000	1,507,278
Cooperative Programs/Services	15	1,600,000	0	0	1,600,000	1,500,000	744,220
Administration	16	2,270,000	0	0	2,270,000	2,225,000	2,120,743
Student Services	17	3,400,000	0	0	3,400,000	3,100,000	2,327,979
Learning Resources	18	235,000	0	0	235,000	225,000	216,930
Physical Plant	19	4,175,000	7,500,000	0	11,675,000	5,030,000	3,843,188
General Institution	20	5,500,000	0	0	5,500,000	5,435,000	3,787,159
<b>Total Expenditures</b>	21	28,730,000	7,500,000	0	36,230,000	27,690,000	21,904,653
<b>Net Resources minus Expenditures</b>	22	179,472	270,915	0	450,387	418,297	314,717
<b>Beginning Fund Balance</b>	23	5,489,149	3,320,439	0	8,809,588	8,391,291	8,076,574
<b>Ending Fund Balance</b>	24	5,668,621	3,591,354	0	9,259,975	8,809,588	8,391,291



## College Highlight for AY25-26

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

In conjunction with statewide guided pathways initiatives, Southwestern desired to create a more consistent advising onboarding process for new students. During the 2021-22 academic year, the college piloted the use of a pre-advising questionnaire, which encouraged advisors to discuss the following topics when meeting with their advisees: completed college coursework, taken AP or CLEP exams, location of classes, course load (part-time versus full-time), student living status (on- or off-campus), first-generation college student identification, employment status (including number of hours worked each week), student-athlete status, and transfer plans. In addition, the pre-advising questionnaire encouraged students to share their academic strengths and weaknesses and career goals/interests. The pilot was met with good success, and as a result, the pre-advising questionnaire was fully implemented during the 2022-23 academic year.

Southwestern uses a variety of surveys and assessment tools to document institutional performance, and at this time, the outcomes and results have been very positive, particularly as they pertain to the results of the bi-annual Survey of Entering Student Engagement (SENSE). Momentum from this project, along with continued efforts centered-around the guided pathways effort, led Southwestern to undertake a Higher Learning Commission Quality Initiative project analyzing the college's advising practices. In addition, several new strategic plan goals have been set, which key in on the integration of assisting students with identifying clear academic pathways to achieve success and employing holistic advising practices while promoting wraparound services.

## 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.)

Throughout the past two years, Southwestern board members, administrators, and employees have invested a tremendous amount of time and effort in developing a vision to drive the college forward. The first key pillar was the development of a new master facilities plan during the 2023-24 academic year. This process was instrumental in identifying the blueprint and vision for future renovation and construction projects with input from students, employees, and constituents.

Another key planning pillar has centered-around the development of the FY2026-29 strategic plan. Work began in August 2024 with a college-wide workshop identifying internal and external challenges and opportunities, and conducting a thorough review of demographic trends across the college's service region. From there, five key initiatives emerged with actionable plans. Below are three key strategic plan strategies embedded within the College's FY2026-29 strategic plan:

1. **Construct a Skilled Trades Facility at the Creston Campus:** In an effort to meet regional workforce demands, Southwestern will begin construction, during the 2025-26 academic year, on a 14,500 square foot facility to house the college's growing electrical technology, carpentry and building trades, and EMS programs. The completion of the project, which is scheduled for the spring of 2027, will positively impact more than 250 students on an annual basis and will result in additional space for future career and technical education programming at the main campus, as well as the college's recently-renovated Agricultural Sciences Center.
2. **Launch an Applied Engineering Technology Career Academy Program in Osceola:** In conjunction with the opening of the Osceola Regional Business and Industrial Technology (ORBIT) Center in Osceola during the 2025-26 academic year, Southwestern will debut an applied engineering technology career academy program for area high school students. The career academy program will provide students with opportunities to learn basic skills in various areas of manufacturing and troubleshooting, while looking on from an engineering mindset. Students will complete training in welding, electrical, hydraulic, pneumatics, and blueprint reading. The 20-credit certificate may be stacked with earned credits and applied to the college's applied engineering technology diploma and AAS degree. The career academy also provides students with opportunities to earn industry-recognized

credentials, such as OSHA 10-hour general industry safety certification.

3. **Construct a Regional Career Academy Center in Mount Ayr:** Through a partnership with five area school districts in southern Iowa, as well as strong support from Ringgold County Development, a regional career academy center will be constructed in Mount Ayr during the 2025-26 academic year. Initial career academy programming will include automotive repair technology, welding technology, nurse assisting, and education. The construction of the center will reduce a transportation barrier for area school districts so students may easily access high-quality career and technical education programming opportunities.