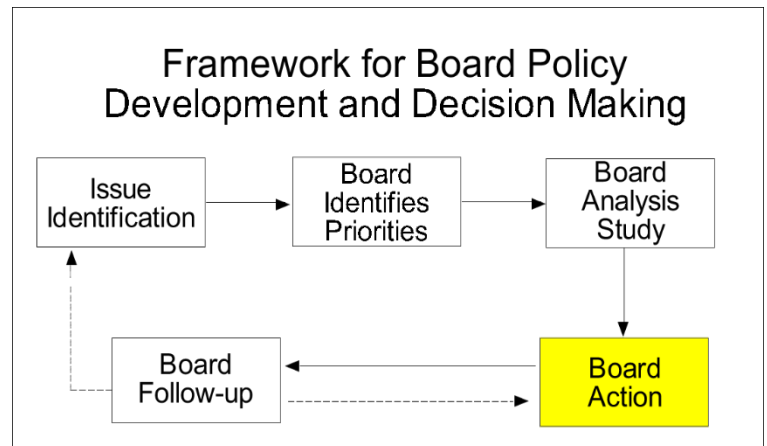


# Iowa State Board of Education

## Executive Summary

May 8, 2025



<b>Agenda Item:</b>	Fiscal Year 2026 Certified Budget Approval - Iowa Western Community College
<b>State Board Priority:</b>	Goal 4
<b>State Board Role/Authority:</b>	Iowa Code Chapter 260C.17
<b>Presenter(s):</b>	Amy Gieseke, Chief Bureau of Community Colleges  Dan Kinney Jr., President Iowa Western Community College  Eddie Holtz, Vice President of Finance and Operations Iowa Western Community College
<b>Attachment(s):</b>	Two
<b>Recommendation:</b>	It is recommended that the State Board approve the Iowa Western Community College Fiscal Year 26 Certified Budget Report as provided.
<b>Background:</b>	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.

## Iowa Western Community College (IWCC) FY26 Certified Budget Report Summary

**President:** Dan Kinney Jr.  
**Chief Financial Officer Name:** Eddie Holtz  
**Administrative Center:** Council Bluffs  
**Total Number of Campuses/Locations:** 19
 

- Campuses: 1
- Additional locations/centers: 10
- High school locations: 8

**Area Number:** 13  
**Year Established:** 1966  
**Total Number of Employees:** 1027 (458 full-time)  
**Counties Served:** 7  
**School Districts Served:** 26  
**FY25 State General Aid (SGA):** \$14,993,958

### 2023-2024 Student Profile

Credit Overview		Noncredit Overview	
Credit Student Enrollment	8,740	Noncredit Student Enrollment	5,863
Average Age, Years	20.5	Average Age, Years	39.6
Percent Enrolled Full-Time	21.1%	Average Contact Hours/Student	37.6
Percent Enrolled Part-Time	788.9%	Career and Technical Education (CTE)	2,184
Average Credits/Student/Year	13.8	Percent Enrolled in CTE	37.7%
Percent Enrolled Career and Technical Education (CTE)	27.7%	Adult Basic Education (ABE)	739
Percent Enrolled Other (A&S, AGS No Program of Study)	72.3%	Percent Enrolled in ABE	12.6%
Percent Concurrent Enrollment	33.6%	Percent Enrolled Other	49.7%
Tuition and Fees, Average/Credit	\$226	<b>Noncredit Outcomes</b>	
Pell Award Recipients	1,620	Employed 1st Year After Training	90.7%
Average Pell Award per Student	\$4,424	Employed in Iowa	98.9%
<b>Credit Outcomes</b>		Median Wages Before Training	\$27,396
Conferred Associate Degrees	796	Median Wages After Training	\$33,836
Conferred Diplomas/Certificates	508	Transferred to Credit Education	22.7%

### Credit Program Completions

Program	Completions
Associate of Arts and Associate of Science (2019-2023)	2388
Career and Technical Education Program Completions: Top Ten (2018-2022)	
Registered Nursing/Registered Nurse	649
Licensed Practical/Vocational Nurse Training	593
Welding Technology/Welder	170
Diesel Mechanics Technology/Technician	114
Business Administration and Management, General	99
Electrical, Electronic, and Communications Engineering Technology/Technician	94
Construction Trades, General	76
Veterinary/Animal Health Technology/Technician and Veterinary Assistant	75
Dental Hygiene/Hygienist	73
Airframe Mechanics and Aircraft Maintenance Technology/Technician	67

## College Best Practice Highlight

Iowa Western Community College has done several things over the past year to improve the College's budget. We implemented a zero-based budgeting approach for FY26. This included meeting individually with all departments to identify the necessities of their budgets while looking for efficiencies and savings. Our high school MOUs were also updated to establish consistency across our region as well as the state while ensuring the costs charged to the high schools fairly represented actual costs of offering the programs. A deferred maintenance plan was developed to address energy savings, facility reliability, as well as future budget savings. These "best practices" that have been implemented will help the College with sustainability as we strive to keep our tuition affordable while maintaining our facility and helping us insure our employees are compensated fairly.

## 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 and 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>	67,214,808	31,262,815	6,763,332	105,240,955	98,460,764	76,753,827
<b>Total Expenditures</b>	66,909,973	31,262,815	6,763,332	104,936,120	96,713,768	73,322,306
<b>Net Resources minus Expenditures</b>	304,835	0	0	304,835	1,746,996	3,431,521
<b>Beginning Fund Balance</b>	13,925,886	14,514,934	219,611	28,660,431	26,913,435	23,481,914
<b>Ending Fund Balance</b>	14,230,721	14,514,934	219,611	28,965,266	28,660,431	26,913,435

## 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

# Iowa Western Community College (IWCC) 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**

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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.”*

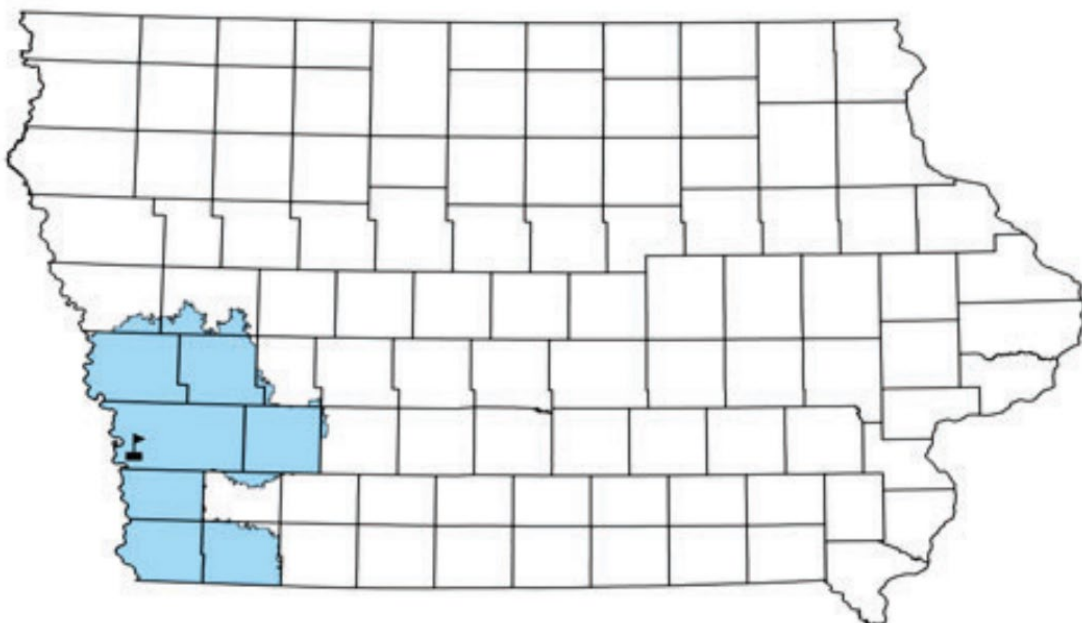
In accordance with Iowa Code, each community college’s projected budget must be reviewed and approved by the State Board on or before June 1 each year. At the time information for this report is requested from Iowa’s 15 community colleges, state general aid appropriations, tuition revenues and employee 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: Adair, Adams, Audubon, Cass, Crawford, Fremont, Harrison, Mills, Monona, Montgomery, Page, Pottawattamie, Shelby



## 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

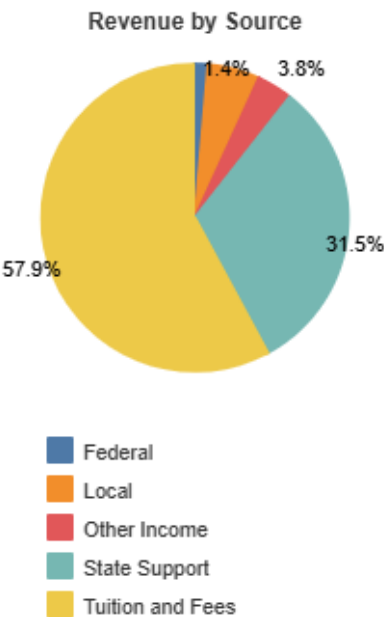
Tuition and Fees	FY24 Actual	FY25 Actual	Change
Resident Tuition	\$209	\$214	
Fees	\$17	\$17	
Cost of Enrollment	\$226	\$231	\$5 (2.2%)

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

Tuition and Fees	FY24 Actual	FY25 Actual	Change
Non-Resident Tuition	\$214	\$219	
Fees	\$17	\$17	
Cost of Enrollment	\$231	\$236	\$5 (2.2%)

## Total Revenues AY24

**Total Revenue**  
**\$44,272,881**  
Previous Year: ▲ 4.3%  
Five-Year Average Change: ▲ 2.6%





# Total Expenditures AY24

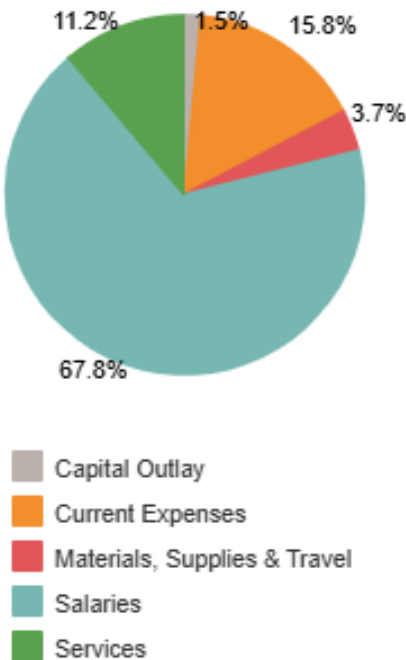
## Total Expenditures

\$44,240,472

Previous Year: ▲ 4.7%

Five-Year Average Change: ▲ 2.7%

Expenditures by Category



# 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	8,740
Full-time students	21.1%
Part-time students	78.9%
Concurrent enrollment	33.6%
Career and Technical Education (CTE)	27.7%
Pell Recipients	1,620

**Table 1.4: 2024 Noncredit student enrollment**

Students	FY24 Actual
Noncredit student enrollment	5,863
Career and Technical Education (CTE)	2,184
Enrolled in CTE	37.7%
Adult Basic Education (ABE)	12.6%
Transferred to credit education	22.7%

## 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.

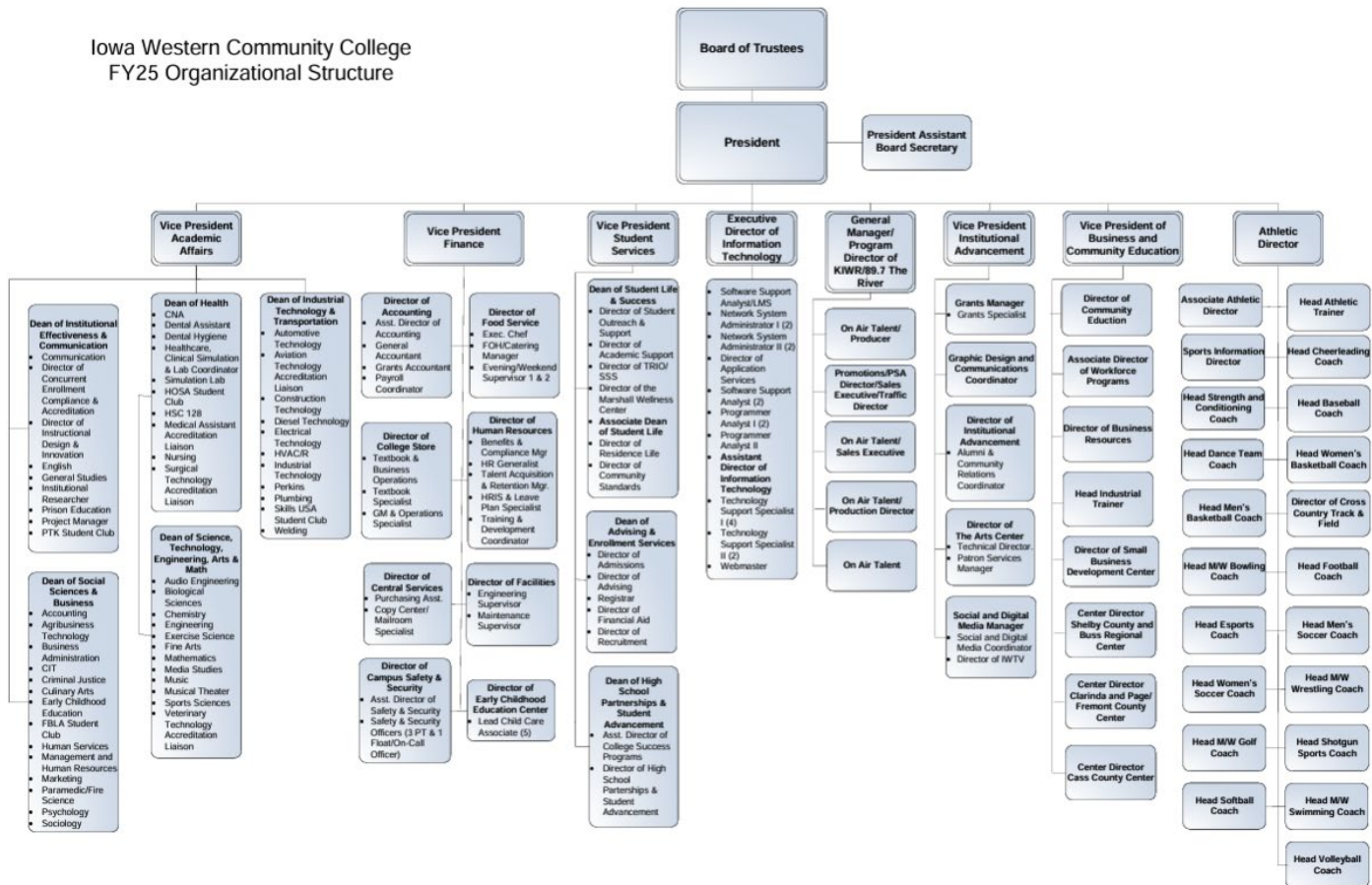
**Table 1.5: Top Ten CTE Programs by Completion**

Program	Years	Completions	Median Annual Wages
Registered Nursing/Registered Nurse	2018-2022	649	\$66,101
Licensed Practical/Vocational Nurse Training	2018-2022	593	\$37,269
Welding Technology/Welder	2018-2022	170	\$36,919
Diesel Mechanics Technology/Technician	2018-2022	114	\$51,017
Business Administration and Management, General	2018-2022	99	\$28,807
Electrical, Electronic, and Communications Engineering Technology/Tech	2018-2022	94	\$43,694
Constructions Trades, General	2018-2022	76	\$30,599
Veterinary/Animal Health Technology/Technician and Veterinary Assistant	2018-2022	75	\$39,131
Dental Hygiene/Hygienist	2018-2022	73	\$65,867
Airframe Mechanics and Aircraft Maintenance Technology/Technician	2018-2022	67	\$53,029

# 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	7
Part-time Administrative	0
Temp Administrative	0
Adjunct Administrative	0
Total College Administration	7

## 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	98
Part-time Faculty	2
Temp Faculty	0
Adjunct Faculty	319
Total Faculty	419

## 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	10
Part-time Noncredit Faculty	0
Temp Noncredit Faculty	0
Adjunct Noncredit Faculty	1
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	202
Part-time Professional Staff	40
Temp Professional Staff	2
Adjunct Professional Staff	0
Total Professional Staff	244

## 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	104
Part-time Clerical	90
Temp Clerical	197
Adjunct Clerical	1
Total Clerical Staff	392

## Table 2.6: Service Staff

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

Professional Staff	FY24 Actual
Full-time Service Staff	37
Part-time Service Staff	50
Temp Service Staff	27
Adjunct Service Staff	0
Total Service Staff	114

## Fiscal Detail

**Table 3.1: IWCC 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	2,692,397	0.20250	2,605,203	87,194
Restricted General	2				
Unemployment Compensation	3				
Tort Liability	4	900,000	0.06769	870,845	29,155
Insurance	5	5,050,000	0.37982	4,886,461	163,539
Early Retirement	6	489,213	0.03679	473,311	15,902
Equipment Replacement	7	1,196,617	0.09000	1,157,868	38,749
Cash Reserve	8				
Standby	9				
<b>Total General Funds</b>	10	10,328,227	0.77680	9,993,688	334,539
Plant Funds	11	2,692,387	0.20250	2,605,203	87,184
Bonds & Interest Funds	12	6,763,332	0.49455	6,550,395	212,937
<b>Grand Total - All Funds</b>	13	19,783,946	1.47385	19,149,286	634,660

Taxable Valuation	WITH Gas & Electric Utilities	13,295,740,223	WITHOUT Gas & Electric	12,865,201,273
Tax Increment Valuation	WITH Gas & Electric Utilities	379,961,056	WITHOUT Gas & Electric	379,961,056
Debt Service Valuation	WITH Gas & Electric Utilities	13,675,701,279	WITHOUT Gas & Electric	13,245,162,329



**Table 3.2: IWCC 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	GO Bonds 2021	6,040,000	755,000	62,600	817,600					817,600
2	GO Bonds 2020C	11,500,000	1,475,000	310,088	1,785,088					1,785,088
3	GO Bonds 2017	14,500,000	2,595,000	334,444	2,929,444					2,929,444
4	GO Bonds 2020A	7,830,000	550,000	94,500	644,500					644,500
5	GO Bonds	7,260,000	500,000	86,700	586,700					586,700
<b>Totals</b>		47,130,000	5,875,000	888,332	6,763,332	0	0	0	0	6,763,332

**Table 3.3: IWCC 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	2,348,546		49,150	738,190	4,084,710		1,043,799			2,670,296	5,563,248	16,497,939
Utility Replacement Tax	2	80,147		1,677	25,192	139,395		35,621			91,127	196,284	569,443
400-409 Student Fees	3	1,937,874											1,937,874
410-414 Tuition	4	23,690,603											23,690,603
421-424 State Aid	5	13,950,727											13,950,727
429 Other State Aid	6		3,636,730										3,636,730
430-449 Federal Aid	7	600,749	637,462										1,238,211
450-469 Sales-Service	8	347,435	235,823										583,258
470-499 Other	9	1,240,979	4,176,740								9,231,323		14,649,042
480 Proceeds from Certificates	10												0
<b>Total Resources</b>	11	44,197,060	8,686,755	50,827	763,382	4,224,105	0	1,079,420	0	0	11,992,746	5,759,532	76,753,827
<b>Beginning Fund Balance</b>	12	6,575,579	1,880,997	279,919	-274,169	2,529,624	860,884	1,840,954		92,850	9,475,665	219,611	23,481,914

**Table 3.4: IWCC 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	8,536,514											8,536,514
2000 Vocational and Technical	2	6,917,753	1,394,182										8,311,935
3000 Adult Education	3	2,184,207	1,967,026										4,151,233
4000 Cooperative Programs/Services	4	325,991	2,997,983										3,323,974
5000 Administration	5	5,893,147	128,915										6,022,062
6000 Student Services	6	6,531,593	134,362										6,665,955
7000 Learning Resources	7	220,383											220,383
8000 Physical Plant	8	7,911,401	30,957			3,823,896					6,953,477	5,759,532	24,479,263
9000 General Institution	9	5,643,664	1,395,848	0	799,774		1,813,109	1,958,592					11,610,987
<b>Total Expenditures</b>	10	44,164,653	8,049,273	0	799,774	3,823,896	1,813,109	1,958,592	0	0	6,953,477	5,759,532	73,322,306
<b>Ending Fund Balance</b>	11	6,607,986	2,518,479	330,746	-310,561	2,929,833	-952,225	961,782	0	92,850	14,514,934	219,611	26,913,435

**Table 3.5: IWCC 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	2,510,231			1,160,409	3,626,262	1,958,352	1,115,658			2,510,231	5,574,793	18,455,936
Utility Replacement Tax	2	85,652			39,591	123,738	66,839	38,068			85,652	184,939	624,479
400-409 Student Fees	3	1,519,797											1,519,797
410-414 Tuition	4	23,464,726											23,464,726
421-424 State Aid	5	14,254,299											14,254,299
429 Other State Aid	6		5,016,237										5,016,237
430-449 Federal Aid	7	894,259	5,493,605										6,387,864
450-469 Sales-Service	8	319,722	524,181										843,903
470-499 Other	9	879,279	2,913,154								14,101,090		17,893,523
480 Proceeds from Certificates	10										10,000,000		10,000,000
<b>Total Resources</b>	11	43,927,965	13,947,177	0	1,200,000	3,750,000	2,025,191	1,153,726	0	0	26,696,973	5,759,732	98,460,764
<b>Beginning Fund Balance</b>	12	6,607,986	2,518,479	330,746	-310,561	2,929,833	-952,225	961,782	0	92,850	14,514,934	219,611	26,913,435

**Table 3.6: IWCC 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	8,876,363											8,876,363
2000 Vocational and Technical	2	7,390,959	2,897,153										10,288,112
3000 Adult Education	3	1,913,986	1,353,187										3,267,173
4000 Cooperative Programs/Services	4	283,126	2,026,807										2,309,933
5000 Administration	5	6,241,508	226,579										6,468,087
6000 Student Services	6	6,341,527	2,250,284										8,591,811
7000 Learning Resources	7	227,495											227,495
8000 Physical Plant	8	6,579,128	1,190,000			4,034,438	1,562,179	0			26,696,973	5,759,732	45,822,450
9000 General Institution	9	6,012,740	3,906,461	25,000	918,143								10,862,344
<b>Total Expenditures</b>	10	43,866,832	13,850,471	25,000	918,143	4,034,438	1,562,179	0	0	0	26,696,973	5,759,732	96,713,768
<b>Ending Fund Balance</b>	11	6,669,119	2,615,185	305,746	-28,704	2,645,395	-489,213	2,115,508	0	92,850	14,514,934	219,611	28,660,431

**Table 3.7: IWCC 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	2,605,203		0	870,845	4,886,461	473,311	1,157,868		0	2,605,203	6,550,395	19,149,286
Utility Replacement Tax	2	87,194		0	29,155	163,539	15,902	38,749		0	87,184	212,937	634,660
400-409 Student Fees	3	1,537,714											1,537,715
410-414 Tuition	4	24,441,363											24,441,363
421-424 State Aid	5	15,989,338											15,989,338
429 Other State Aid	6		4,759,132										4,759,132
430-449 Federal Aid	7	660,824	3,678,640										4,339,464
450-469 Sales-Service	8	319,722	456,022										775,724
470-499 Other	9	789,909	4,253,936								13,570,428		18,614,273
480 Proceeds from Certificates	10										15,000,000		15,000,000
<b>Total Resources</b>	11	46,431,268	13,147,710	0	900,000	5,050,000	489,213	1,196,617	0	0	31,262,815	6,763,332	105,240,955
<b>Beginning Fund Balance</b>	12	6,669,119	2,615,185	305,746	--28,704	2,645,395	-489,213	2,115,508	0	92,850	14,514,934	219,611	28,660,431

**Table 3.8: IWCC 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	8,961,084											8,961,084
2000 Vocational and Technical	2	7,261,812	2,574,801										9,836,613
3000 Adult Education	3	2,292,840	1,992,128										4,284,968
4000 Cooperative Programs/Services	4	342,204	3,455,387										3,797,591
5000 Administration	5	6,186,247	213,296										6,399,543
6000 Student Services	6	6,857,496	998,140										7,855,636
7000 Learning Resources	7	231,344	0										231,344
8000 Physical Plant	8	8,304,880	732,574			4,750,000		1,750,000			31,262,815	6,763,332	53,563,601
9000 General Institution	9	5,924,356	3,181,384	50,000	850,000								10,005,740
<b>Total Expenditures</b>	10	46,362,263	13,147,710	50,000	850,000	4,750,000	0	1,750,000	0	0	31,262,815	6,763,332	104,936,120
<b>Ending Fund Balance</b>	11	6,738,124	2,615,185	255,746	21,296	2,945,395	0	1,562,125	0	92,850	14,514,934	219,611	28,965,266

**Table 3.9: IWCC 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	9,993,688	2,605,203	6,550,395	19,149,286	18,455,936	16,497,939
Utility Replacement Tax	2	334,539	87,184	212,937	634,660	624,479	569,443
Student Fees	3	1,537,715	0	0	1,537,715	1,519,797	1,937,874
Tuition	4	24,441,363	0	0	24,441,363	23,464,726	23,690,727
State Aid	5	15,989,338	0		15,989,338	14,254,299	13,950,727
Other State Aid	6	4,759,132	0	0	4,759,132	5,016,237	3,636,730
Federal Aid	7	4,339,464	0	0	4,339,464	6,387,864	1,238,211
Sales-Service	8	775,724	0	0	775,724	843,903	583,258
Other	9	5,043,845	13,570,428	0	18,614,273	17,893,523	14,649,042
Proceeds from Certificates	10	0	15,000,000	0	15,000,000	10,000,000	0
<b>Total Resources</b>	11	67,214,808	31,262,815	6,763,332	105,240,955	98,460,764	76,753,827
<b>Expenditures:</b>							
Liberal Arts and Sciences	12	8,961,084	0	0	8,961,084	8,876,363	8,536,514
Vocational and Technical	13	9,836,613	0	0	9,836,613	10,288,112	8,311,935
Adult Education	14	4,284,968	0	0	4,284,968	3,267,173	4,151,233
Cooperative Programs/Services	15	3,797,591	0	0	3,797,591	2,309,933	3,323,974
Administration	16	6,399,543	0	0	6,399,543	6,468,087	6,022,062
Student Services	17	7,855,636	0	0	7,855,636	8,591,811	6,665,955
Learning Resources	18	231,344	0	0	231,344	227,495	220,383
Physical Plant	19	15,537,454	31,262,815	6,763,332	53,563,601	45,822,450	24,479,263
General Institution	20	10,005,740	0	0	10,005,750	10,862,344	11,610,987
<b>Total Expenditures</b>	21	66,909,973	31,262,815	6,763,332	104,936,120	96,713,768	73,322,306
<b>Net Resources minus Expenditures</b>	22	304,835	0	0	304,835	1,746,996	3,431,521
<b>Beginning Fund Balance</b>	23	13,925,886	14,514,934	219,611	28,660,431	26,913,435	23,481,914
<b>Ending Fund Balance</b>	24	14,230,721	14,514,934	219,611	28,965,266	28,660,431	26,913,435



## College Highlight for AY25-26

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

Iowa Western Community College has done several things over the past year to improve the College's budget. We implemented a zero-based budgeting approach for FY26. This included meeting individually with all departments to identify the necessities of their budgets while looking for efficiencies and savings. Our high school MOUs were also updated to establish consistency across our region as well as the state while ensuring the costs charged to the high schools fairly represented actual costs of offering the programs. A deferred maintenance plan was developed to address energy savings, facility reliability, as well as future budget savings. These "best practices" that have been implemented will help the College with sustainability as we strive to keep our tuition affordable while maintaining our facility and helping us insure our employees compensated.

## 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.)

Iowa Western has developed plans for a Transportation and Logistic building on our Council Bluffs campus. The building will help address our needs for career and technical lab space as our programs continue to grow and struggle with the lack of lab space. This building would help with growth in more than a dozen programs between both credit and non-credit. We are also expanding our Career Academies in both East Mills and Glenwood districts that will bring between 6-8 programs to these areas for the upcoming academic year. Our non-credit department is expanding relationships with area industries to offer much needed training for areas such as carpet installers, appliance repair, and more.