

Iowa State Board of Education

Executive Summary

May 14, 2026

Agenda Item: Fiscal Year 2027 Certified Budget Approval - Indian Hills Community College

State Board Priority: Goal 4

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

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 2027 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 Fiscal Year 2027 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: 801 (461 full-time)
Counties Served: 10
School Districts Served: 21
FY26 State General Aid (SGA): \$16,981,361

2024-2025 Student Profile

Credit Overview		Noncredit Overview	
Credit Student Enrollment	3,849	Noncredit Student Enrollment	4,864
Average Age, Years	19.8	Average Age, Years	36.4
Percent Enrolled Full-Time	32.7%	Average Contact Hours/Student	32.4
Percent Enrolled Part-Time	67.3%	Career and Technical Education (CTE)	1,825
Average Credits/Student/Year	18.3	Percent Enrolled in CTE	37.5%
Percent Enrolled Career and Technical Education (CTE)	23.9%	Adult Basic Education (ABE)	564
Percent Enrolled Other (A&S, AGS No Program of Study)	76.1%	Percent Enrolled in ABE	11.6%
Percent Concurrent Enrollment	50.3%	Percent Enrolled Other	50.5%
Tuition and Fees, Average/Credit	\$210	Noncredit Outcomes	
Pell Award Recipients	928	Employed 1st Year After Training	90.8%
Average Pell Award per Student	\$5,207	Employed in Iowa	94.3%
Credit Outcomes		Median Wages Before Training	\$24,868
Conferred Associate Degrees	496	Median Wages After Training	\$33,760
Conferred Diplomas/Certificates	208	Transferred to Credit Education	25.6%

Credit Program Completions

Program	Completions
Career and Technical Education Program Completions: Top Ten (2019-2023)	
Welding Technology/Welder	269
Registered Nursing/Registered Nurse	149
Licensed Practical/Vocational Nurse Training	102
Computer Programming, Specific Applications	95
Radiologic Technology/Science - Radiographer	76
Laser and Optical Technology/Technician	62
Dental Assisting/Assistant	58
Dental Hygiene/Hygienist	52
Medical Insurance Coding Specialist/Coder	50
Diesel Mechanics Technology/Technician	47

College Best Practice Highlight

IHCC started a Non-Payment Plan process improvement to assist students with creating payment plans. This process improvement was a result of seeing bad debt write offs increasing several years in a row. It was a collegewide effort that had a number of successes listed below.

- Increased collaboration across campuses.
- Filling a realistic need for students.
- Helped to create a sense of urgency to get finances planned.
- Less late charges assessed to students due to bills being paid timely.
- Saw a decrease in student receivables by 83% from prior year.
- Has helped the institution’s cash flow.
- Slight decrease (4.5%) in students withdrawing or failing classes.
- Conversations with students up front have changed to promote more long-term planning.
- We should see a large decrease in bad debt write-offs (we do not have data on this just yet).

FY27 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 FY26 re-estimated budget and the FY25 actual budget numbers are included as well.

Resources	General Funds FY 2026/2027 Budget	Plant Funds FY 2026/2027 Budget	Bonds & Interest Funds FY 2026/ 2027 Budget	Total of All Funds FY 2026/2027 Budget	FY 2025/2026 Re-Estimate	FY 2025/ 2026 Audited Actual
Total Resources	65,307,619	9,666,813	1,854,737	76,829,169	76,427,296	66,063,526
Total Expenditures	65,540,806	13,000,000	1,854,737	80,395,543	76,702,489	62,865,572
Net Resources minus Expenditures	-233,187	-3,333,187	0	-3,566,374	-275,193	3,197,954
Beginning Fund Balance	12,023,830	21,544,486	58,784	33,627,100	33,902,293	30,704,339
Ending Fund Balance	11,790,643	18,211,299	58,784	30,060,726	33,627,100	33,902,293

Budget Context

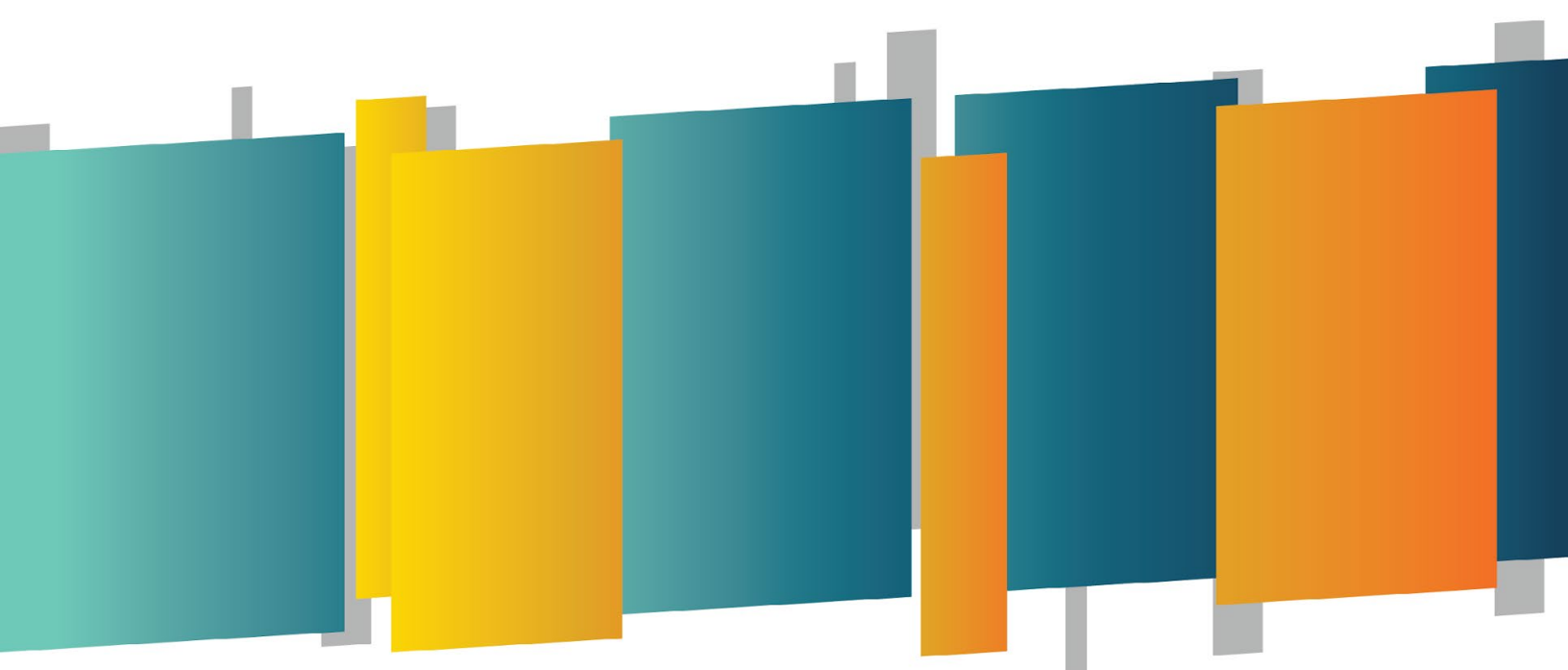
IHCC received a large amount of federal funds through grants and programs during FY25/26 which is reflected in the Total Resources row. We are spending plant fund dollars, as planned, to complete our General Obligation Bond projects after exhausting bond money, private dollars, and grant funding. In addition, we have a large roofing project and window project that we will be completing. Our Ending Fund Balance in our General Funds are decreasing due to utilizing reserves in our insurance levy.

Department's Recommendation

The Department recommends approval of the certified fiscal year 2027 budget as submitted as statutorily compliant with Iowa Code section 260C.17.

May 14, 2026

Indian Hills Community College Fiscal Year 2027 Certified Budget Report



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

State Board of Education

Todd Abrahamson, *Arnolds Park*
Cassandra Halls, *Carlisle*
Jeff Henderson, *Cedar Rapids*
Jeremy Lindquist, *Runnells*
Mary Meisterling, *Cedar Rapids*
John Robbins, *Iowa Falls*
Erica Roth, *Sioux Center*
Beth Townsend, *Iowa Workforce Development*
Cecelia Harris, *Student Member, Spirit Lake*

Administration

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

Division of Higher Education and Postsecondary Readiness

Bureau of Community Colleges

Amy Gieseke, Bureau Chief
Kayli Sampson, Administrative Consultant

It is the policy of the Iowa Department of Education not to discriminate on the basis of race, creed, color, sexual orientation, national origin, sex, disability, religion, age, political party affiliation, or actual or potential parental, family or marital status in its programs, activities, or employment practices as required by the Iowa Code sections 216.9 and 256.10(2), Titles VI and VII of the Civil Rights Act of 1964 (42 U.S.C. § 2000d2000e), the Equal Pay Act of 1973 (29 U.S.C. § 206, et seq.), Title IX (Educational Amendments, 20 U.S.C.§§ 1681 – 1688), Section 504 (Rehabilitation Act of 1973, 29 U.S.C. § 794), and the Americans with Disabilities Act (42 U.S.C. § 12101, et seq.). If you have questions or complaints related to compliance with this policy by the Iowa Department of Education, please contact the legal counsel for the Iowa Department of Education, Grimes State Office Building, 400 E. 14th Street, Des Moines, IA 50319-0146, telephone number: 515-281-5295, or the Director of the Office for Civil Rights, U.S. Department of Education, Cesar E. Chavez Memorial Building, 1244 Speer Boulevard, Suite 310, Denver, CO 80204-3582, telephone number: 303-844-5695, TDD number: 800-877-8339, email: OCR.Denver@ed.gov

Table of Contents

Executive Summary	3
Report Overview	4
College Location	4
College Finances	4
Table 1.1: In-State (Resident) Tuition and Fees.....	5
Table 1.2: Out-of-State (Non-Resident) Tuition and Fees.....	5
Total Revenue FY25.....	5
Total Expenditures FY25.....	5
Students	6
Table 1.3: 2025 Credit student enrollment	6
Table 1.4: 2024 Noncredit student enrollment.....	6
Programs.....	7
Table 1.5: Top Ten CTE Programs by Completion	8
Faculty and Staff	8
Organizational Structure.....	9
Table 2.1: College Administration.....	9
Table 2.2: Credit Faculty	9
Table 2.3: Noncredit Faculty.....	10
Table 2.4: Professional Staff	10
Table 2.5: Clerical Staff	11
Table 2.6: Service Staff	11
Fiscal Detail.....	13
Table 3.1: IHCC Adopted Budget and Certification of Community College Taxes.....	13
Table 3.2: IHCC Long Term Debt - Fiscal Year July 1, 2026 – June 30, 2027	14
Table 3.3: IHCC Supplemental Detail Resources – Actual FY 2024/2025.....	15
Table 3.4: IHCC Supplemental Detail Expenditures – Actual FY 2024/2025	16
Table 3.5: IHCC Supplemental Detail Resources – Re-Estimated FY 2025/2026	17
Table 3.6: IHCC Supplemental Detail Expenditures – Re-Estimated FY 2025/2026	18
Table 3.7: IHCC Supplemental Detail Resources – Fiscal Year July 1, 2026 – June 30, 2027	19
Table 3.8: IHCC Supplemental Detail Expenditures – Fiscal Year July 1, 2026 – June 30, 2027	20
Table 3.9: IHCC Adopted Budget Summary – Budget Estimate – Fiscal Year July 1, 2026 – June 30, 2027	21
College Highlight for AY 26-27	22

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 section 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.”

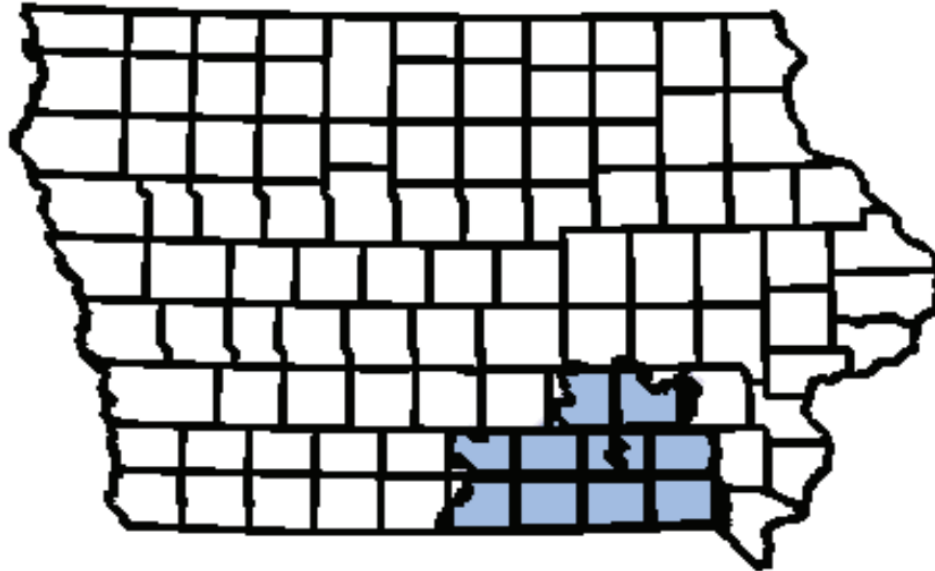
In accordance with Iowa Code, each community college’s projected budget must be reviewed and approved by the State Board on or before June 1 each year. At the time information for this report is requested from Iowa’s 15 community colleges, state general aid appropriations, tuition revenues and employee salaries may not be finalized for the next fiscal year. Only budget estimates can be provided. Indian Hills Community College (IHCC) 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 FY25 and FY26, total revenue and expenditures is provided below.

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

Tuition and Fees	FY25 Actual	FY26 Actual	Change
Resident Tuition	\$210	\$218	
Fees	\$0	\$0	
Cost of Enrollment	\$210	\$218	\$8 (3.8%)

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

Tuition and Fees	FY25 Actual	FY26 Actual	Change
Non-Resident Tuition	\$255	\$255	
Fees	\$0	\$0	
Cost of Enrollment	\$255	\$255	\$0 (0.0%)

Total Revenue FY25

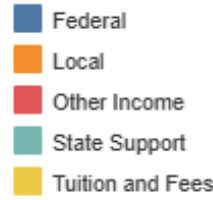
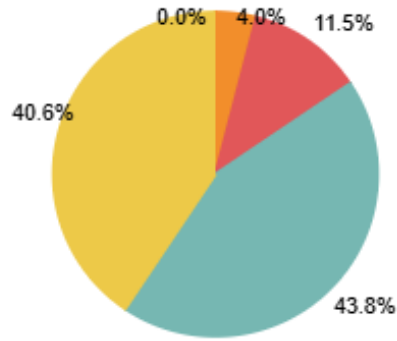
Total Revenue

\$38,229,538

Previous Year: ▲ 4.6%

Five-Year Average Change: ▲ 2.0%

Revenue by Source



Total Expenditures FY25

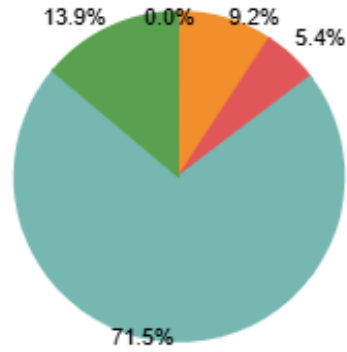
Total Expenditures

\$38,058,104

Previous Year: ▲ 4.2%

Five-Year Average Change: ▲ 1.9%

Expenditures by Category



Students

Information regarding credit and noncredit student enrollment is provided below.

Table 1.3: 2025 Credit student enrollment

Students	FY25 Actual
Credit student enrollment	3,849
Full-time students	32.7%
Part-time students	67.3%
Concurrent enrollment	50.3%
Career and Technical Education (CTE)	23.9%
Pell Recipients	928

Table 1.4: 2025 Noncredit student enrollment

Students	FY25 Actual
Noncredit student enrollment	4,864
Career and Technical Education (CTE)	1,825
Enrolled in CTE	37.5%
Adult Basic Education (ABE)	11.6%
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
Welding Technology/Welder	2019-2023	269	\$41,521
Registered Nursing/Registered Nurse	2019-2023	149	\$67,655
Licensed Practical/Vocational Nurse Training	2019-2023	102	\$54,333
Computer Programming, Specific Applications	2019-2023	95	\$62,471
Radiologic Technology/Science - Radiographer	2019-2023	76	\$52,452

Laster and Optical Technology/Technician	2019-2023	62	\$71,134
Dental Assisting/Assistant	2019-2023	58	\$32,899
Dental Hygiene/Hygienist	2019-2023	52	\$60,460
Medical Insurance Coding Specialist/Coder	2019-2023	50	\$41,330
Diesel Mechanics Technology/Technician	2019-2023	47	\$52,762

Faculty and Staff

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

Organizational Structure

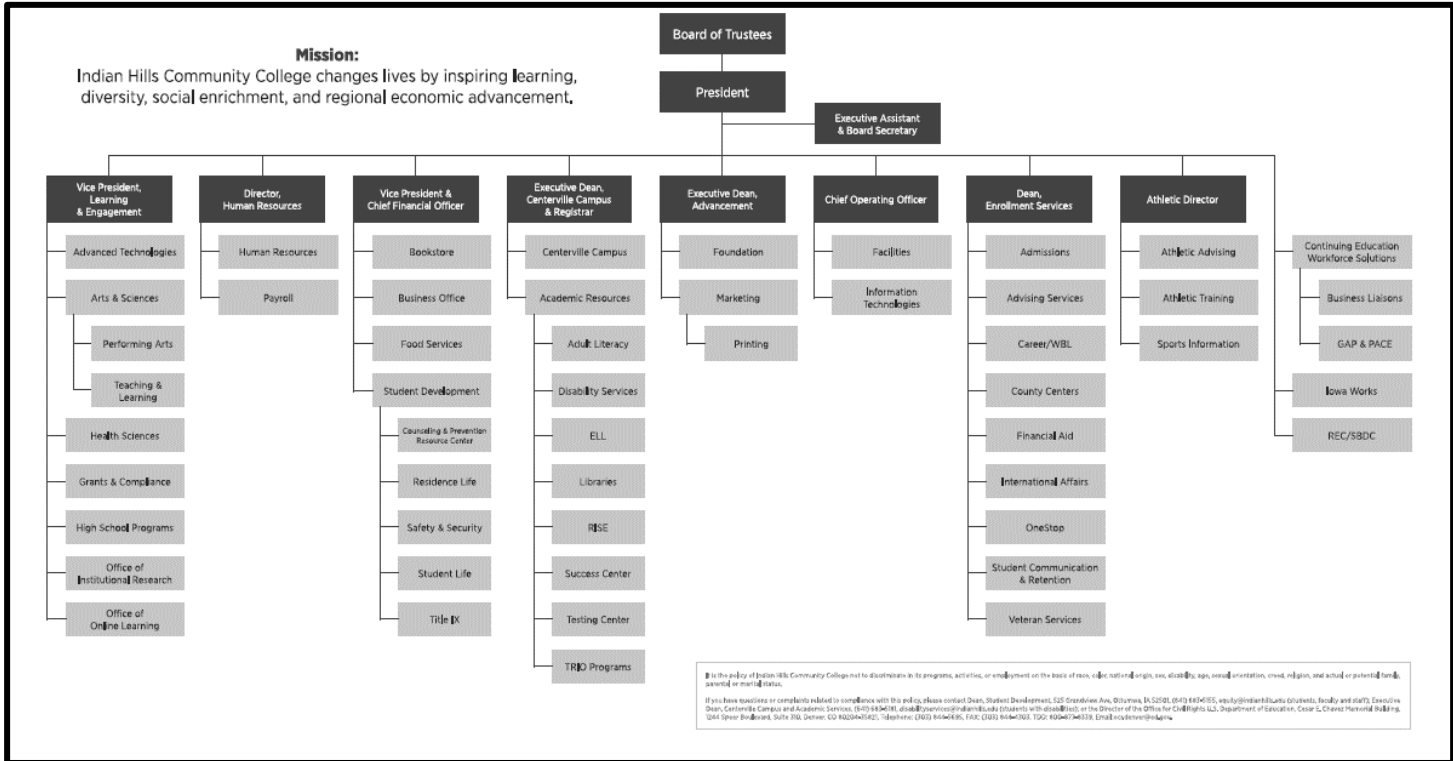


Table 2.1: College Administration

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

College Administration	FY25 Actual
Full-time Administrative	10
Part-time Administrative	0
Temporary Administrative	0
Adjunct Administrative	0
Total College Administration	10

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 of their time) is instructional.

Faculty	FY25 Actual
Full-time Faculty	115
Part-time Faculty	2
Temporary Faculty	0
Adjunct Faculty	118
Total Faculty	235

Table 2.3: Noncredit Faculty

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

Noncredit Faculty	FY25 Actual
Full-time Noncredit Faculty	10

Part-time Noncredit Faculty	0
Temporary Noncredit Faculty	0
Adjunct Noncredit Faculty	0
Total Noncredit Faculty	10

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	FY25 Actual
Full-time Professional Staff	174
Part-time Professional Staff	7
Temporary Professional Staff	13
Adjunct Professional Staff	0
Total Professional Staff	194

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	FY25 Actual
Full-time Clerical	38
Part-time Clerical	11
Temporary Clerical	58
Adjunct Clerical	0
Total Clerical Staff	107

Table 2.6: Service Staff

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

Professional Staff	FY25 Actual
Full-time Service Staff	114
Part-time Service Staff	38
Temporary Service Staff	92
Adjunct Service Staff	1
Total Service Staff	245

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	1,666,813	0.20250	1,613,262	53,551
Restricted General	2				
Unemployment Compensation	3	45,000	0.00547	43,578	1,422
Tort Liability	4	575,000	0.06986	556,555	18,445
Insurance	5	3,100,000	0.37662	3,000,427	99,573
Early Retirement	6	600,000	0.07289	580,694	19,306
Equipment Replacement	7	740,806	0.09000	717,005	23,801
Cash Reserve	8				
Standby	9	0	0.00000	0	0
Total General Funds	10	6,727,619	0.81734	6,511,521	216,098
Plant Funds	11	1,666,813	0.20250	1,613,262	53,551
Bonds & Interest Funds	12	1,854,737	0.21959	1,796,678	58,059
Grand Total - All Funds	13	10,249,169	1.23943	9,921,461	327,708

Taxable Valuation	WITH Gas & Electric Utilities	8,231,186,344	WITHOUT Gas & Electric	7,966,723,541
Tax Increment Valuation	WITH Gas & Electric Utilities	215,244,799	WITHOUT Gas & Electric	215,244,799
Debt Service Valuation	WITH Gas & Electric Utilities	8,446,431,143	WITHOUT Gas & Electric	8,181,968,340

Table 3.2: IHCC Long Term Debt - Fiscal Year July 1, 2026 – June 30, 2027

	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	965,000	533,737.5	1,498,737.5	0	0			1,498,737.5
2	2023	8,000,000	0	356,000	356,000	0				356,000
3					0					
4					0					
5					0					
Totals		28,000,000	965,000	889,737.5	1,854,737.5	0	0	0	0	1,854,737.5

Table 3.3: IHCC Supplemental Detail Resources – Actual 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	1,486,780			539,986	2,943,338	270,050	660,786			1,486,780	1,918,936	9,306,656
Utility Replacement Tax	2	60,338			21,914	119,449	10,959	26,817			60,338	77,876	377,691
400-409 Student Fees	3	1,683,584											1,683,584
410-414 Tuition	4	13,844,271											13,844,271
421-424 State Aid	5	16,715,591											16,715,591
429 Other State Aid	6	35,680	1,619,357		3,345	18,245	1,672	4,099			409,224	11,914	2,103,536
430-449 Federal Aid	7		4,319,854										4,319,854
450-469 Sales-Service	8	593,843	78,308								440,864		1,113,015
470-499 Other	9	3,809,452	6,175,050								6,614,826		16,599,328
480 Proceeds from Certificates	10												0
Total Resources	11	38,229,539	12,192,569	0	565,245	3,081,032	282,681	691,702	0	0	9,012,032	2,008,726	66,063,526
Beginning Fund Balance	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 3.4: IHCC Supplemental Detail Expenditures – Actual 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	4,766,153	388,121										5,154,274
2000 Vocational and Technical	2	8,578,792	959,643										9,538,435
3000 Adult Education	3	1,415,050	2,449,554										3,864,604
4000 Cooperative Programs/Services	4	20,947	2,793,573										2,814,520
5000 Administration	5	4,894,061						680,396					5,574,457
6000 Student Services	6	5,467,315	1,767,321										7,234,636
7000 Learning Resources	7	289,211											289,211
8000 Physical Plant	8	5,216,126				2,618,595					5,428,103	1,891,573	15,154,397
9000 General Institution	9	7,410,448	4,287,097	33,858	550,174		959,461						13,241,038
Total Expenditures	10	38,058,103	12,645,309	33,858	550,174	2,618,595	959,461	680,396	0	0	5,428,103	1,891,573	62,865,572
Ending Fund Balance	11	5,410,731	5,599,763	105,871	171,604	773,619	-762,404	23,249	288,745	0	22,279,664	11,451	33,902,293

Table 3.5: IHCC Supplemental Detail Resources – Re-Estimated FY 2025/2026

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			531,899	2,717,564	870,434	668,308			1,503,693	1,823,085	9,618,676
Utility Replacement Tax	2	51,129			18,101	92,436	29,566	22,724			51,129	60,502	325,587
400-409 Student Fees	3	2,000,000											2,000,000
410-414 Tuition	4	15,000,000											15,000,000
421-424 State Aid	5	16,981,361											16,981,361
429 Other State Aid	6	20,000	2,500,000		5,224	13,049	4,179	3,208			410,000	8,746	2,964,406
430-449 Federal Aid	7	1,887,266	8,000,000										9,887,266
450-469 Sales-Service	8	700,000	150,000								300,000		1,150,000
470-499 Other	9	4,500,000	6,500,000								7,500,000		18,500,000
480 Proceeds from Certificates	10												0
Total Resources	11	42,643,449	17,150,000	0	555,224	2,823,049	904,179	694,240	0	0	9,764,822	1,892,333	76,427,296
Beginning Fund Balance	12	5,410,731	5,599,763	105,871	171,604	773,619	-762,404	23,249	288,745	0	22,279,664	11,451	33,902,293

Table 3.6: IHCC Supplemental Detail Expenditures – Re-Estimated FY 2025/2026

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	5,000,000	450,000										5,450,000
2000 Vocational and Technical	2	8,500,000	2,900,000										11,400,000
3000 Adult Education	3	1,700,000	4,500,000										6,200,000
4000 Cooperative Programs/Services	4	40,000	1,500,000										1,540,000
5000 Administration	5	6,500,000						717,489					7,217,489
6000 Student Services	6	6,250,000	1,800,000										8,050,000
7000 Learning Resources	7	380,000											380,000
8000 Physical Plant	8	6,000,000				3,000,000					10,500,000	1,845,000	21,345,000
9000 General Institution	9	8,250,000	6,000,000	30,000	580,000		260,000						15,120,000
Total Expenditures	10	42,620,000	17,150,000	30,000	580,000	3,000,000	260,000	717,489	0	0	10,500,000	1,845,000	76,702,489
Ending Fund Balance	11	5,434,180	5,599,763	75,871	146,828	596,668	-118,225	0	288,745	0	21,544,486	58,784	33,627,100

Table 3.7: IHCC Supplemental Detail Resources – Fiscal Year July 1, 2026 – June 30, 2027

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	1,613,262		43,578	556,555	3,000,427	580,694	717,005		0	1,613,262	1,796,678	9,921,461
Utility Replacement Tax	2	53,551		1,422	18,445	99,573	19,306	23,801		0	53,551	58,059	327,708
400-409 Student Fees	3	2,200,000											2,200,000
410-414 Tuition	4	15,000,000											15,000,000
421-424 State Aid	5	17,300,000											17,300,000
429 Other State Aid	6	50,000	2,500,000								500,000		3,050,000
430-449 Federal Aid	7		6,000,000										6,000,000
450-469 Sales-Service	8	700,000	230,000								500,000		1,430,000
470-499 Other	9	5,100,000	6,500,000								5,000,000		16,600,000
480 Proceeds from Certificates	10		3,000,000								2,000,000		5,000,000
Total Resources	11	42,016,813	18,230,000	45,000	575,000	3,100,000	600,000	740,806	0	0	9,666,813	1,854,737	76,829,169
Beginning Fund Balance	12	5,434,180	5,599,763	75,871	146,828	596,668	-118,225	0	288,745	0	21,544,486	58,784	33,627,100

Table 3.8: IHCC Supplemental Detail Expenditures – Fiscal Year July 1, 2026 – June 30, 2027

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	5,200,000	500,000										5,700,000
2000 Vocational and Technical	2	8,750,000	2,250,000										11,000,000
3000 Adult Education	3	1,700,000	4,500,000										6,200,000
4000 Cooperative Programs/Services	4	50,000	3,000,000										3,050,000
5000 Administration	5	6,000,000						740,806					6,740,806
6000 Student Services	6	6,000,000	2,000,000										8,000,000
7000 Learning Resources	7	350,000											350,000
8000 Physical Plant	8	6,000,000				3,300,000					13,000,000	1,854,737	24,154,737
9000 General Institution	9	7,950,000	6,000,000	50,000	600,000		600,000						15,200,000
Total Expenditures	10	42,000,000	18,250,000	50,000	600,000	3,300,000	600,000	740,806	0	0	13,000,000	1,854,737	80,395,543
Ending Fund Balance	11	5,450,993	5,579,763	70,871	121,828	396,668	-118,225	0	288,745	0	18,211,299	58,784	30,060,722

Table 3.9: IHCC Adopted Budget Summary – Budget Estimate – Fiscal Year July 1, 2026 – June 30, 2027

Resources:		General Funds FY 2026/2027 Budget	Plant Funds FY 2026/2027 Budget	Bonds & Interest Funds FY 2026/2027 Budget	Total of All Funds FY 2026/2027 Budget	FY 2025/2026 Re-Estimated Budget	FY 2024/2025 Audited Actual
Taxes Levied on Property	1	6,511,521	1,613,262	1,796,678	9,921,461	9,618,676	9,306,656
Utility Replacement Tax	2	216,098	53,551	58,059	327,708	325,587	377,691
Student Fees	3	2,200,000	0	0	2,200,000	2,000,000	1,683,584
Tuition	4	15,000,000	0	0	15,000,000	15,000,000	13,844,271
State Aid	5	17,300,000	0	0	17,300,000	16,981,361	16,715,591
Other State Aid	6	2,550,000	500,000	0	3,050,000	2,964,406	2,103,536
Federal Aid	7	6,000,000	0	0	6,000,000	9,887,266	4,319,854
Sales-Service	8	930,000	500,000	0	1,430,000	1,150,000	1,113,015
Other	9	11,600,000	5,000,000	0	16,600,000	18,500,000	16,599,328
Proceeds from Certificates	10	3,000,000	2,000,000	0	5,000,000	0	0
Total Resources	11	65,307,619	9,666,813	1,854,737	76,829,169	76,427,296	66,063,526
Expenditures:							
Liberal Arts and Sciences	12	5,700,000	0	0	5,700,000	5,450,000	5,154,274
Vocational and Technical	13	11,000,000	0	0	11,000,000	11,400,000	9,538,435
Adult Education	14	6,200,000	0	0	6,200,000	6,200,000	3,864,604
Cooperative Programs/Services	15	3,050,000	0	0	3,050,000	1,540,000	2,814,520
Administration	16	6,740,806	0	0	6,740,806	7,217,489	5,574,457
Student Services	17	8,000,000	0	0	8,000,000	8,050,000	7,234,636
Learning Resources	18	350,000	0	0	350,000	380,000	289,211
Physical Plant	19	9,300,000	13,000,000	1,854,737	24,154,737	21,345,000	15,154,397
General Institution	20	15,200,000	0	0	15,200,000	15,120,000	13,241,038
Total Expenditures	21	65,540,806	13,000,000	1,854,737	80,395,543	76,702,489	62,865,572
Net Resources minus Expenditures	22	-233,187	-3,333,187	0	-3,566,374	-275,193	3,197,954
Beginning Fund Balance	23	12,023,830	21,544,486	58,784	33,627,100	33,902,293	30,704,339
Ending Fund Balance	24	11,790,643	18,211,299	58,784	30,060,726	33,627,100	33,902,293

College Highlight for AY 26-27

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

IHCC started a Non-Payment Plan process improvement to assist students with creating payment plans. This process improvement was a result of seeing bad debt write offs increasing several years in a row. It was a collegewide effort that had a number of successes listed below.

- Increased collaboration across campuses.
- Filling a realistic need for students.
- Helped to create a sense of urgency to get finances planned.
- Less late charges assessed to students due to bills being paid timely.
- Saw a decrease in student receivables by 83% from prior year.
- Has helped the institution's cash flow.
- Slight decrease (4.5%) in students withdrawing or failing classes.
- Conversations with students up front have changed to promote more long-term planning.
- We should see a large decrease in bad debt write-offs (we do not have data on this just yet).

Major Strategic Priorities for AY 26-27

Please provide a list of some of the college's major strategic priorities (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.)

IHCC will open a new 25,500 square foot student recreation and wellness facility at the start of the fall 2026 academic term. This project was identified as a need by students who felt the college needed to increase on-campus activities and additional opportunities for student engagement. The facility will have weight-lifting and cardio spaces available, 4 pickleball courts, 2 volleyball courts, and 2 basketball courts for intramural activities. Additionally, the facility has a lounge space for student gathering and fun activities.

The Advance Student Outcomes Strategic Planning Committee identified the need to increase on-campus student activities and engagement. IHCC will be incentivizing student engagement with a new program geared to driving more participation in on-campus activities. Beginning with the fall 2026 this program will start with the following parameters.

Participation Requirement: For the pilot, students will be able to earn a \$50 gift card by attending six events, including one from each of the four categories:

- Academic Support
- Athletics
- Performing Arts
- Student Life

Tracking: Students will complete a short Formstack at each event (first/last name, optional student ID, and event), which will be accessed via QR code signage.

The Powering Progress IHCC Strategic Planning Committee is launching a new communication tool, a podcast called, "What's Up Warriors," that will focus on internal and external communication related to Academics, Activities, and Access to Knowledge. The podcast will be a joint production by faculty, staff, and IHCC Interactive Media program.

The Ignite IHCC Strategic Planning Committee is working to establish a faculty and staff mentoring program to provide a more structured approach to onboard new faculty and staff members. The mentoring project is set to launch during the fall 2026 academic term.