

# Iowa State Board of Education

## Executive Summary

May 14, 2026

**Agenda Item:** Fiscal Year 2027 Certified Budget Approval - Iowa Western 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

Dan Kinney Jr., President  
Iowa Western Community College

Eddie Holtz, Vice President of Finance and Operations  
Iowa Western Community College

**Attachment(s):** Two

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

## Iowa Western Community College Fiscal Year 2027 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:** 1,116 (413 full-time)  
**Counties Served:** 7  
**School Districts Served:** 26  
**FY26 State General Aid (SGA):** \$16,357,353

### 2024-2025 Student Profile

Credit Overview		Noncredit Overview	
Credit Student Enrollment	8,746	Noncredit Student Enrollment	7,660
Average Age, Years	20.3	Average Age, Years	37.3
Percent Enrolled Full-Time	21.7%	Average Contact Hours/Student	36.0
Percent Enrolled Part-Time	78.3%	Career and Technical Education (CTE)	3,370
Average Credits/Student/Year	13.8	Percent Enrolled in CTE	44.0%
Percent Enrolled Career and Technical Education (CTE)	24.4%	Adult Basic Education (ABE)	667
Percent Enrolled Other (A&S, AGS No Program of Study)	75.6%	Percent Enrolled in ABE	8.7%
Percent Concurrent Enrollment	35.9%	Percent Enrolled Other	43.6%
Tuition and Fees, Average/Credit	\$214	<b>Noncredit Outcomes</b>	
Pell Award Recipients	1,827	Employed 1st Year After Training	90.3%
Average Pell Award per Student	\$4,844	Employed in Iowa	82.4%
<b>Credit Outcomes</b>		Median Wages Before Training	\$25,880
Conferred Associate Degrees	701	Median Wages After Training	\$34,148
Conferred Diplomas/Certificates	659	Transferred to Credit Education	26.1%

### Top Ten CTE Programs by Completion

Program	Completions
Career and Technical Education Program Completions: Top Ten (2019-2023)	
Registered Nursing/Registered Nurse	614
Licensed Practical/Vocational Nurse Training	576
Welding Technology/Welder	141
Dental Hygiene/Hygienist	72
Dental Assisting/Assistant	61
Veterinary/Animal Health Technology/Technician and Veterinary Assistant	59
Radio and Television Broadcasting Technology/Technician	58
Medical/Clinical Assistant	58
Diesel Mechanics Technology/Technician	55
Psychology, General	53

### College Best Practice Highlight

We are continuing to implement a Zero-Based Budgeting model at Iowa Western Community College. This has not only identified efficiencies but has also given our budget managers a chance to get familiar with their budgets and expenditures.

## 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 and Interest Funds FY 2026/ 2027 Budget	Total of All Funds FY 2026/2027 Budget	FY 2025/2026 Re-Estimate	FY 2024/2025 Audited Actual
<b>Total Resources</b>	72,805,412	17,075,956	6,865,674	96,747,042	147,762,546	72,851,590
<b>Total Expenditures</b>	72,121,576	17,075,956	6,865,674	96,063,206	147,364,974	73,035,538
<b>Net Resources minus Expenditures</b>	683,836	0	0	683,836	397,572	-183,948
<b>Beginning Fund Balance</b>	14,310,053	12,569,575	247,431	27,127,059	26,729,487	26,913,435
<b>Ending Fund Balance</b>	14,993,889	12,569,575	247,431	27,810,895	27,127,059	26,729,487

## Budget Context

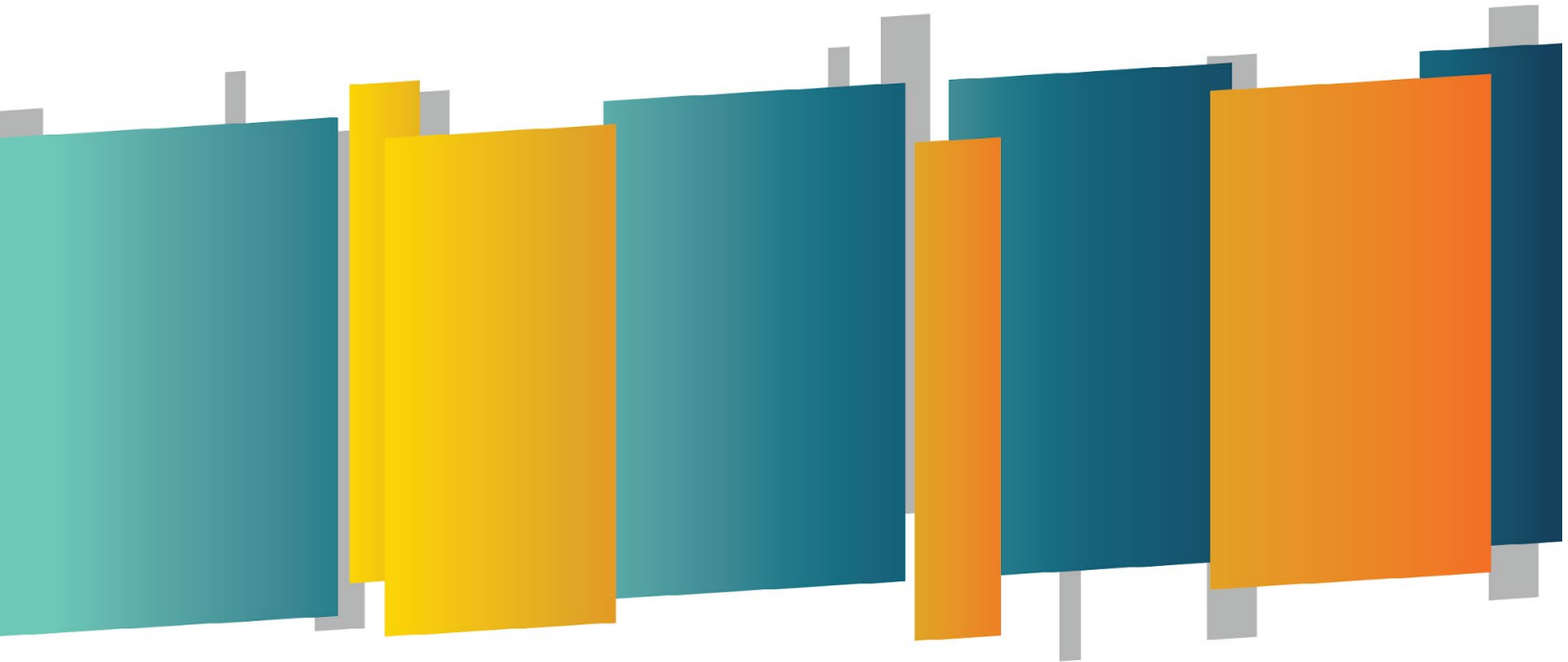
Some of the projects will be covered by the \$55m Bond Issue that was passed in November 2025 but most of the deferred maintenance and updates will be budgeted/planned decreases in our Fund Balances. Our overall fund balance will increase as we construct our new Transportation and Logistics Building.

## 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

# Iowa Western Community College Fiscal Year 2027 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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### **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, Chief  
Kayli Sampson, Administrative Consultant

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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 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.”*

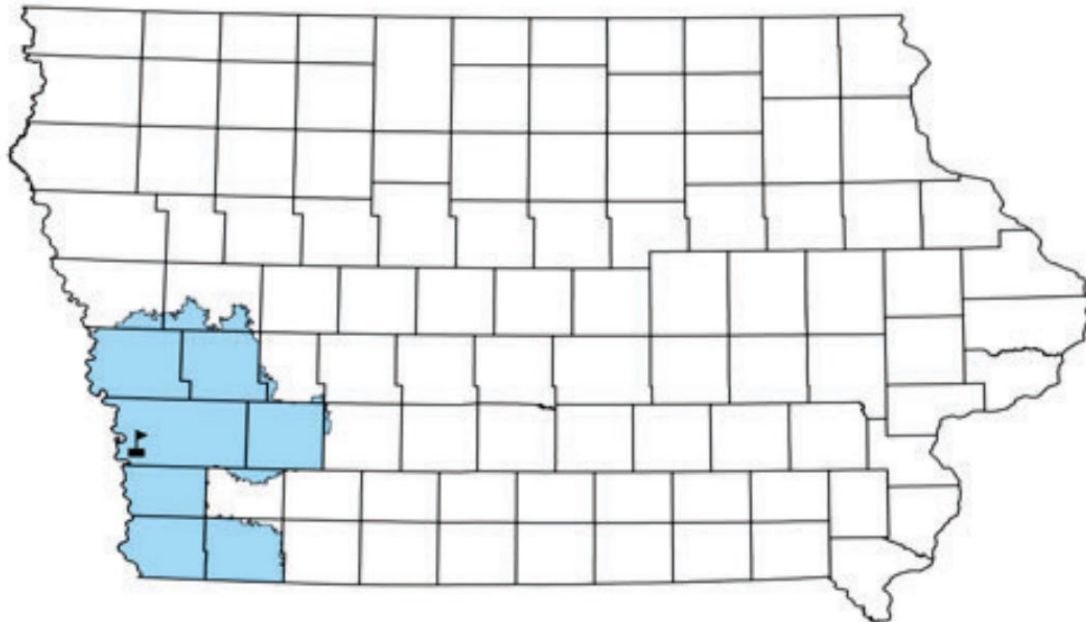
In accordance with Iowa Code, each community college’s projected budget must be reviewed and approved by the State Board on or before June 1 each year. At the time information for this report is requested from Iowa’s 15 community colleges, state general aid appropriations, tuition revenues and employee salaries may not be finalized for the next fiscal year. Only budget estimates can be provided. Iowa Western Community College (IWCC) 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 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	\$209	\$218	
Fees	\$17	\$17	
Cost of Enrollment	\$226	\$235	\$4 (1.7%)

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

Tuition and Fees	FY25 Actual	FY26 Actual	Change
Non-Resident Tuition	\$214	\$223	
Fees	\$17	\$17	
Cost of Enrollment	\$231	\$240	\$4 (1.7%)

## Total Revenues FY25

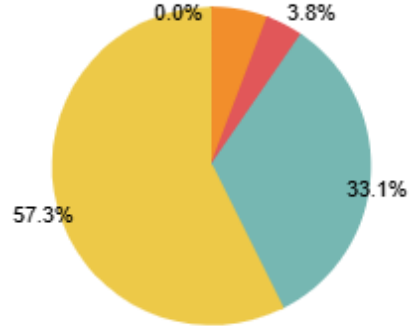
## Total Revenue

**\$45,662,115**

Previous Year: ▲ 3.1%

Five-Year Average Change: ▲ 2.5%

Revenue by Source



- Federal
- Local
- Other Income
- State Support
- Tuition and Fees

## Total Expenditures FY25

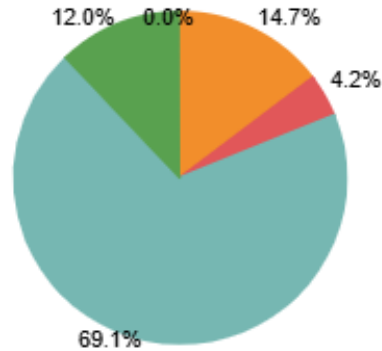
### Total Expenditures

**\$45,598,846**

Previous Year: ▲ 3.1%

Five-Year Average Change: ▲ 2.5%

Expenditures by Category



- Capital Outlay
- Current Expenses
- Materials, Supplies & Travel
- Salaries
- Services

## Students

Information regarding credit and noncredit student enrollment is provided below.

**Table 1.3: 2025 Credit student enrollment**

Students	FY25 Actual
Credit student enrollment	8,746
Full-time students	21.7%
Part-time students	78.3%
Concurrent enrollment	35.9%
Career and Technical Education (CTE)	24.4%
Pell Recipients	1,827

**Table 1.4: 2025 Noncredit student enrollment**

Students	FY25 Actual
Noncredit student enrollment	7,660
Career and Technical Education (CTE)	3,370
Enrolled in CTE	44.0%
Adult Basic Education (ABE)	8.7%
Transferred to credit education	20.5%

## 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.

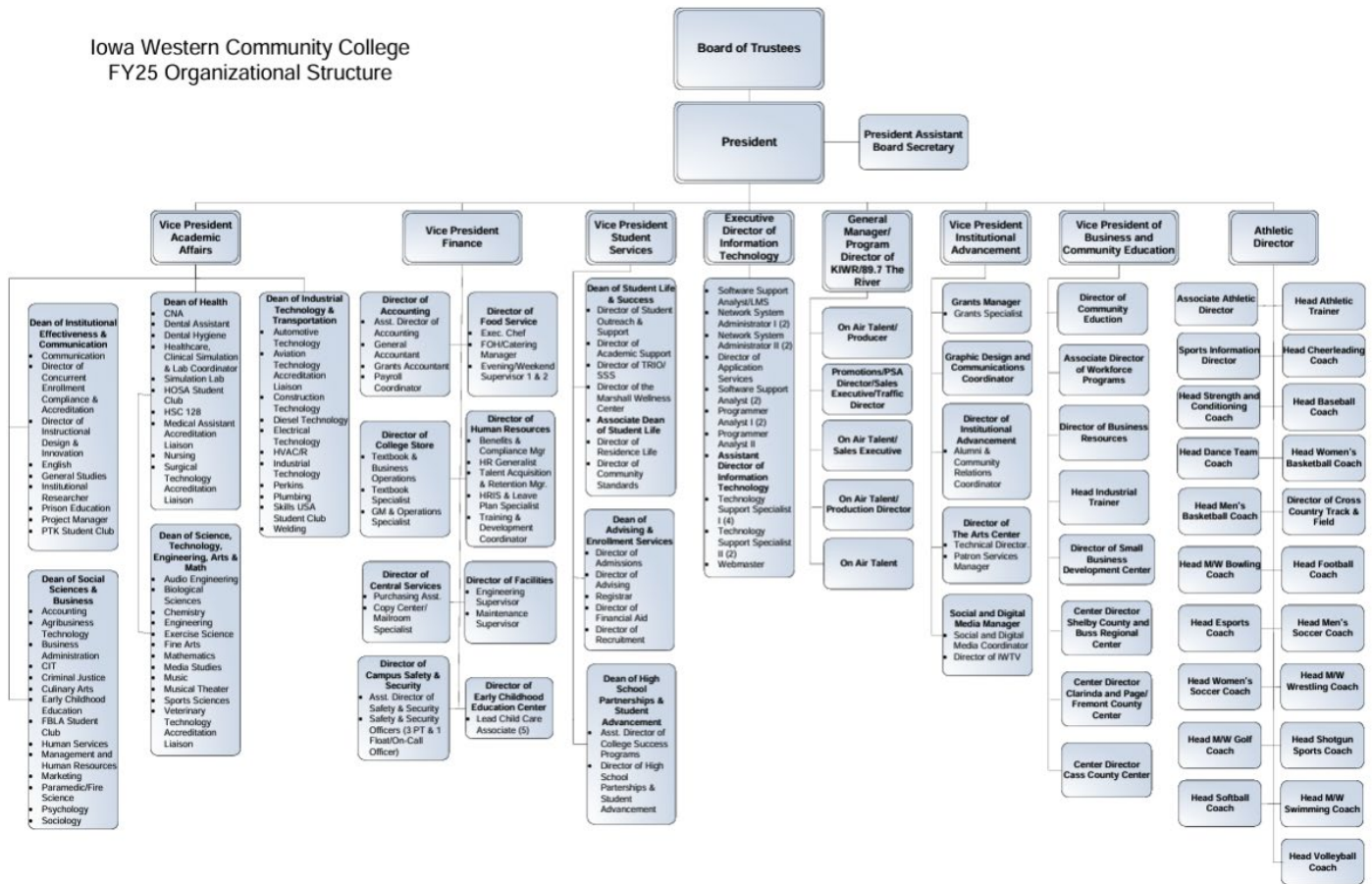
**Table 1.5: Top Ten CTE Programs by Completion**

Program	Years	Completions	Median Annual Wages
Registered Nursing/Registered Nurse	2019-2023	614	\$71,101
Licensed Practical/Vocational Nurse Training	2019-2023	576	\$37,345
Welding Technology/Welder	2019-2023	141	\$34,306
Dental Hygiene/Hygienist	2019-2023	72	\$68,211
Dental Assisting/Assistant	2019-2023	61	\$34,837
Veterinary/Animal Health Technology/Technician and Veterinary Assistant	2019-2023	59	\$41,281
Radio and Television Broadcasting Technology/Technician	2019-2023	58	\$25,513
Medical/Clinical Assistant	2019-2023	58	\$36,069
Diesel Mechanics Technology/Technician	2019-2023	55	\$54,871
Psychology, General	2019-2023	53	\$30,210

# 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	5
Part-time Administrative	0
Temporary Administrative	0
Adjunct Administrative	0
Total College Administration	5

## 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	96
Part-time Faculty	0
Temporary Faculty	0
Adjunct Faculty	299
Total Faculty	395

## 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	161
Part-time Professional Staff	41
Temporary Professional Staff	3
Adjunct Professional Staff	1
Total Professional Staff	206

## 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	102
Part-time Clerical	84
Temporary Clerical	194
Adjunct Clerical	1
Total Clerical Staff	381

## Table 2.6: Service Staff

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

Professional Staff	FY25 Actual
Full-time Service Staff	39
Part-time Service Staff	56
Temporary Service Staff	24
Adjunct Service Staff	0
Total Service Staff	119

# 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	2,900,019	0.20250	2,806,338	93,681
Restricted General	2				
Unemployment Compensation	3				
Tort Liability	4	600,000	0.04190	580,670	19,330
Insurance	5	6,750,000	0.47133	6,531,909	218,091
Early Retirement	6				
Equipment Replacement	7	1,288,897	0.09000	1,247,262	41,635
Cash Reserve	8				
Standby	9	0	0.00000	0	0
<b>Total General Funds</b>	10	11,538,916	0.80573	11,166,179	372,737
Plant Funds	11	2,900,019	0.20250	2,806,338	93,681
Bonds & Interest Funds	12	6,865,674	0.46462	6,650,781	214,893
<b>Grand Total - All Funds</b>	13	21,304,609	1.47285	20,623,298	681,311

Taxable Valuation	WITH Gas & Electric Utilities	14,321,080,748	WITHOUT Gas & Electric	13,858,461,313
Tax Increment Valuation	WITH Gas & Electric Utilities	455,991,141	WITHOUT Gas & Electric	455,991,141
Debt Service Valuation	WITH Gas & Electric Utilities	14,777,071,889	WITHOUT Gas & Electric	14,314,452,454

**Table 3.2: IWCC 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	GO Bonds 2017	14,500,000	640,000	315,844	955,844	0				955,844
2	GO Bonds 2020A	7,830,000	600,000	83,500	683,500	0				683,500
3	GO Bonds 2020B	7,260,000	500,000	76,700	576,700	0				576,700
4	GO Bonds 2020C	11,500,000	465,000	295,463	760,463	0				760,463
5	GO Bonds 2021	6,040,000	725,000	47,500	772,500	0				772,500
6	GO Bonds 2026C	55,000,000	0	3,116,667	3,116,667	0				3,116,667
<b>Totals</b>		102,130,000	2,930,000	3,935,674	6,865,674	0	0	0	0	6,865,674

**Table 3.3: IWCC 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	2,538,382		38,158	1,173,410	3,666,866	1,942,113	1,128,145			1,050,240	7,327,441	18,864,755
Utility Replacement Tax	2	84,958		1,277	39,292	122,785	65,031	37,776			35,167	245,359	631,645
400-409 Student Fees	3	2,075,279	1,275								11,840		2,088,394
410-414 Tuition	4	24,111,788											24,111,788
421-424 State Aid	5	14,993,963											14,993,963
429 Other State Aid	6	108,850	3,348,141										3,456,991
430-449 Federal Aid	7	17,998	1,482,416										1,500,414
450-469 Sales-Service	8	373,219	371,186										744,405
470-499 Other	9	972,104	2,528,157								2,958,974		6,459,235
480 Proceeds from Certificates	10												0
<b>Total Resources</b>	11	45,276,541	7,731,175	39,435	1,212,702	3,789,651	2,007,144	1,165,921	0	0	4,056,221	7,572,800	72,851,590
<b>Beginning Fund Balance</b>	12	6,607,986	2,518,479	330,746	-310,561	2,929,833	-952,225	961,782		92,850	14,514,934	219,611	26,913,435

**Table 3.4: IWCC 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	8,802,045	0										8,802,045
2000 Vocational and Technical	2	7,007,986	168,648					1,486,259					8,662,893
3000 Adult Education	3	2,407,741	1,697,719										4,105,460
4000 Cooperative Programs/Services	4	458,337	1,788,657										2,246,994
5000 Administration	5	6,400,121	7,850										6,407,971
6000 Student Services	6	7,531,113	189,251										7,720,364
7000 Learning Resources	7	262,998											262,998
8000 Physical Plant	8	6,664,703	491,825			5,102,035					6,001,580	7,544,980	25,805,123
9000 General Institution	9	5,678,231	2,804,296	2,317	533,015	152,929	-149,098						9,021,690
<b>Total Expenditures</b>	10	45,213,275	7,148,246	2,317	533,015	5,254,964	-149,098	1,486,259	0	0	6,001,580	7,544,980	73,035,538
<b>Ending Fund Balance</b>	11	6,671,252	3,101,408	367,864	369,126	1,464,520	1,204,017	641,444	0	92,850	12,569,575	247,431	26,729,487

**Table 3.5: IWCC 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	2,601,545		0	870,845	4,886,461	473,311	1,157,868			2,605,203	6,550,395	19,145,628
Utility Replacement Tax	2	87,112		0	29,155	163,539	15,902	38,749			87,184	212,937	634,578
400-409 Student Fees	3	2,176,867											2,176,867
410-414 Tuition	4	26,246,906											26,246,906
421-424 State Aid	5	16,470,039											16,470,039
429 Other State Aid	6		4,759,132										4,759,132
430-449 Federal Aid	7	41,624	3,678,640										3,720,264
450-469 Sales-Service	8	366,835	456,002										822,837
470-499 Other	9	961,931	4,253,936								13,570,428		18,786,295
480 Proceeds from Certificates	10										55,000,000		55,000,000
<b>Total Resources</b>	11	48,952,859	13,147,710	0	900,000	5,050,000	489,213	1,196,617	0	0	71,262,815	6,763,332	147,762,546
<b>Beginning Fund Balance</b>	12	6,671,252	3,101,408	367,864	369,126	1,464,520	1,204,017	641,444	0	92,850	12,569,575	247,431	26,729,487

**Table 3.6: IWCC 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	9,334,050											9,334,050
2000 Vocational and Technical	2	7,585,699	2,574,801										10,160,500
3000 Adult Education	3	2,658,478	1,992,128										4,650,606
4000 Cooperative Programs/Services	4	472,831	3,455,387										3,928,218
5000 Administration	5	7,386,383	213,296										7,599,679
6000 Student Services	6	7,610,454	998,140										8,608,594
7000 Learning Resources	7	361,819	0										361,819
8000 Physical Plant	8	7,609,609	732,574								71,262,815	6,763,332	86,368,330
9000 General Institution	9	5,771,794	3,181,384	50,000	850,000	4,750,000	0	1,750,000					16,353,178
<b>Total Expenditures</b>	10	48,791,117	13,147,710	50,000	850,000	4,750,000	0	1,750,000	0	0	71,262,815	6,763,332	147,364,974
<b>Ending Fund Balance</b>	11	6,832,994	3,101,408	317,864	419,126	1,764,520	1,693,230	88,061	0	92,850	12,569,575	247,431	27,127,059

**Table 3.7: IWCC 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	2,806,338		0	580,670	6,531,909	0	1,247,262		0	2,806,338	6,650,781	20,623,298
Utility Replacement Tax	2	93,681		0	19,330	218,091	0	41,635		0	93,681	214,893	681,311
400-409 Student Fees	3	2,176,867											2,176,867
410-414 Tuition	4	26,846,906											26,846,906
421-424 State Aid	5	17,067,239											17,067,239
429 Other State Aid	6		4,997,088										4,997,088
430-449 Federal Aid	7	41,624	3,862,572										3,904,196
450-469 Sales-Service	8	366,835	478,802										845,637
470-499 Other	9	961,930	4,466,633								14,175,937		19,604,500
480 Proceeds from Certificates	10												0
<b>Total Resources</b>	11	50,361,420	13,805,095	0	600,000	6,750,000	0	1,288,897	0	0	17,075,956	6,865,674	96,747,042
<b>Beginning Fund Balance</b>	12	6,832,994	3,101,408	317,864	419,126	1,764,520	1,693,230	88,061	0	92,850	12,569,575	247,431	27,127,059

**Table 3.8: IWCC 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	9,507,412											9,507,412
2000 Vocational and Technical	2	7,909,127	2,703,541										10,612,668
3000 Adult Education	3	2,764,817	2,091,734										4,856,551
4000 Cooperative Programs/Services	4	513,744	3,628,156										4,141,900
5000 Administration	5	7,681,838	223,961										7,905,799
6000 Student Services	6	7,990,872	1,048,047										9,038,919
7000 Learning Resources	7	376,292											376,292
8000 Physical Plant	8	7,738,652	769,203			6,061,166					17,075,956	6,865,674	38,510,651
9000 General Institution	9	5,878,666	3,340,453	0	598,895	195,000		1,100,000					11,113,014
<b>Total Expenditures</b>	10	50,361,420	13,805,095	0	598,895	6,256,166	0	1,100,000	0	0	17,075,956	6,865,674	96,063,206
<b>Ending Fund Balance</b>	11	6,832,994	3,101,408	317,864	420,231	2,258,354	1,693,230	276,958	0	92,850	12,569,575	247,431	27,810,895

**Table 3.9: IWCC 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	11,166,179	2,806,338	6,650,781	20,623,298	19,145,628	18,864,755
Utility Replacement Tax	2	372,737	93,681	214,893	681,311	634,578	631,645
Student Fees	3	2,176,867	0	0	2,176,867	2,176,867	2,088,394
Tuition	4	26,846,906	0	0	26,846,906	26,246,906	24,111,788
State Aid	5	17,067,239	0	0	17,067,239	16,470,039	14,993,963
Other State Aid	6	4,997,088	0	0	4,997,088	4,759,132	3,456,991
Federal Aid	7	3,904,196	0	0	3,904,196	3,720,264	1,500,414
Sales-Service	8	845,637	0	0	845,637	822,837	744,405
Other	9	5,428,563	14,175,937	0	19,604,500	18,786,295	6,459,235
Proceeds from Certificates	10	0	0	0	0	55,000,000	0
<b>Total Resources</b>	11	72,805,412	17,075,956	6,865,674	96,747,042	147,762,546	72,851,590
<b>Expenditures:</b>							
Liberal Arts and Sciences	12	9,507,412	0	0	9,507,412	9,334,050	8,802,045
Vocational and Technical	13	10,612,668	0	0	10,612,668	10,160,500	8,662,893
Adult Education	14	4,856,551	0	0	4,856,551	4,650,606	4,105,460
Cooperative Programs/Services	15	4,141,900	0	0	4,141,900	3,928,218	2,246,994
Administration	16	7,905,799	0	0	7,905,799	7,599,679	6,407,971
Student Services	17	9,038,919	0	0	9,038,919	8,608,594	7,720,364
Learning Resources	18	376,292	0	0	376,292	361,819	262,998
Physical Plant	19	14,569,021	17,075,956	6,865,674	38,510,651	86,368,330	25,805,123
General Institution	20	11,113,014	0	0	11,113,014	16,353,178	9,021,690
<b>Total Expenditures</b>	21	72,121,576	17,075,956	6,865,674	96,063,206	147,364,974	73,035,538
<b>Net Resources minus Expenditures</b>	22	683,836	0	0	683,836	397,572	-183,948
<b>Beginning Fund Balance</b>	23	14,310,053	12,569,575	247,431	27,127,059	26,729,487	26,913,435
<b>Ending Fund Balance</b>	24	14,993,889	12,569,575	247,431	27,810,895	27,127,059	26,729,487

## College Highlight for AY 26-27

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

We are continuing to implement a Zero-Based Budgeting model at Iowa Western Community College. This has not only identified efficiencies but has also given our budget managers a chance to get familiar with their budgets and expenditures.

## 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.)*

Iowa Western has a lot of strategic projects this upcoming fiscal year including about \$2m in residence housing updates, \$1m investments in career academies, \$3m in center updates (Atlantic, Clarinda, Shenandoah), several deferred maintenance projects for HVAC and electrical, as well as construction of our new \$52m Transportation and Logistic Building that is planned to open Fall of 2027.