

May 14, 2026

# Kirkwood 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

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### **Division of Higher Education and Postsecondary Readiness**

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# Table of Contents

Executive Summary .....	4
Report Overview .....	4
College Location .....	4
College Finances .....	5
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 .....	6
Students.....	6
Table 1.3: 2025 Credit student enrollment .....	6
Table 1.4: 2025 Noncredit student enrollment .....	7
Programs .....	8
Table 1.5: Top Ten CTE Programs by Completion .....	8
Faculty and Staff .....	9
Organizational Structure .....	9
Table 2.1: College Administration .....	10
Table 2.2: Credit Faculty.....	10
Table 2.3: Noncredit Faculty .....	11
Table 2.4: Professional Staff.....	11
Table 2.5: Clerical Staff .....	12
Table 2.6: Service Staff .....	12
Fiscal Detail .....	13
Table 3.1: KCC Adopted Budget and Certification of Community College Taxes .....	13
Table 3.2: KCC Long Term Debt - Fiscal Year July 1, 2026 – June 30, 2027 .....	14
Table 3.3: KCC Supplemental Detail Resources – Actual FY 2024/2025.....	15
Table 3.4: KCC Supplemental Detail Expenditures – Actual FY 2024/2025.....	16
Table 3.5: KCC Supplemental Detail Resources – Re-Estimated FY 2025/2026 .....	17
Table 3.6: KCC Supplemental Detail Expenditures – Re-Estimated FY 2025/2026 .....	18
Table 3.7: KCC Supplemental Detail Resources – Fiscal Year July 1, 2026 – June 30, 2027.....	19
Table 3.8: KCC Supplemental Detail Expenditures – Fiscal Year July 1, 2026 – June 30, 2027 .....	20
Table 3.9: KCC Adopted Budget Summary – Budget Estimate – Fiscal Year July 1, 2026 – June 30, 2027 .....	21
College Highlight for AY 26-27 .....	22
Major Strategic Priorities 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.”*

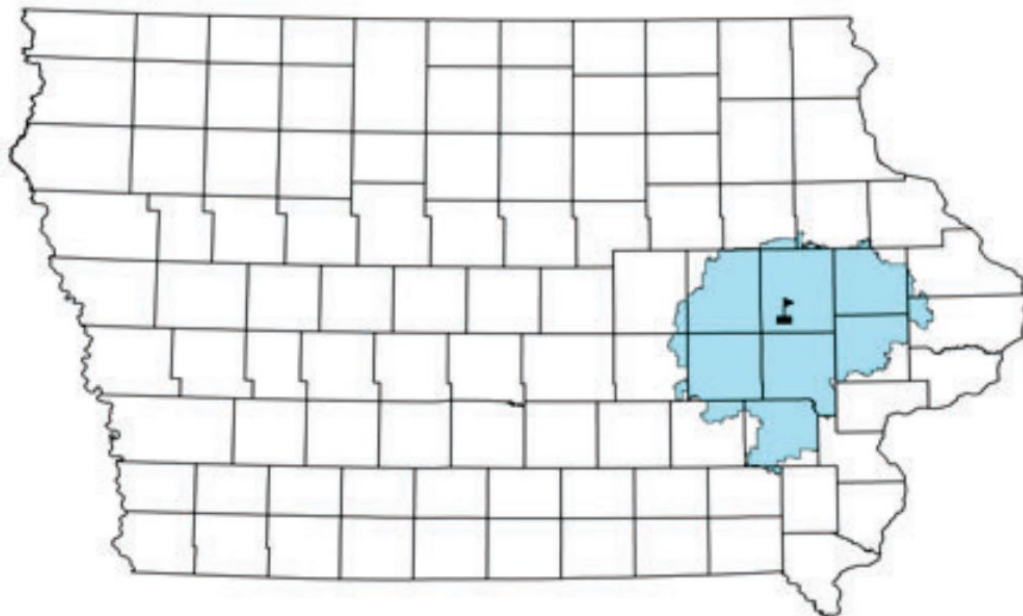
In accordance with Iowa Code, each community college’s projected budget must be reviewed and approved by the State Board on or before June 1 each year. At the time information for this report is requested from Iowa’s 15 community colleges, state general aid appropriations, tuition revenues and employee salaries may not be finalized for the next fiscal year. Only budget estimates can be provided. Kirkwood Community College (KCC) 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: Benton, Black Hawk, Buchanan, Cedar, Clinton, Delaware, Dubuque, Iowa, Jackson, Jefferson, Johnson, Jones, Keokuk, Linn, Louisa, Poweshiek, Tama, Washington



## 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	\$217	\$221	
Fees	\$0	\$0	
Cost of Enrollment	\$217	\$221	\$4 (1.8%)

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

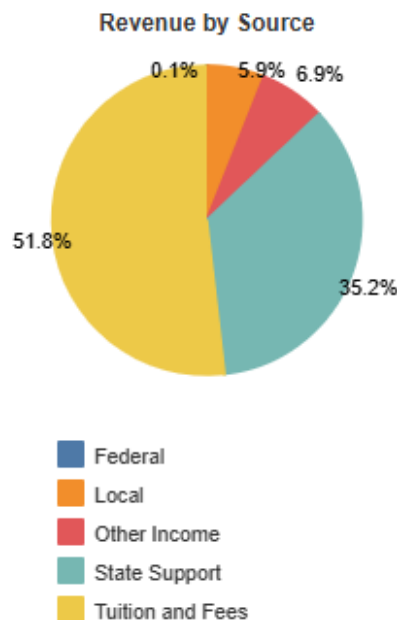
Tuition and Fees	FY25 Actual	FY26 Actual	Change
Non-Resident Tuition	\$290	\$296	
Fees	\$0	\$0	
Cost of Enrollment	\$290	\$296	\$6 (2.1%)

## Total Revenue FY25

**Total Revenue**  
**\$103,920,454**

Previous Year: ▲ 1.5%

Five-Year Average Change: ▲ 1.0%



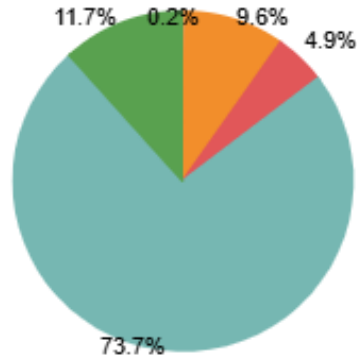
## Total Expenditures FY25

**Total Expenditures**  
**\$102,150,746**

Previous Year: ▲ 1.5%

Five-Year Average Change: ▲ 4.2%

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	17,300
Full-time students	20.5%
Part-time students	79.5%
Concurrent enrollment	38.0%
Career and Technical Education (CTE)	33.3%
Pell Recipients	4,166

**Table 1.4: 2025 Noncredit student enrollment**

Students	FY25 Actual
Noncredit student enrollment	27,704
Career and Technical Education (CTE)	15,582
Enrolled in CTE	56.2%
Adult Basic Education (ABE)	7.0%
Transferred to credit education	30.0%

## 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	636	\$71,757
Licensed Practical/Vocational Nurse Training	2019-2023	566	\$53,893
Business Administration and Management, General	2019-2023	472	\$40,117
Medical/Clinical Assistant	2019-2023	171	\$40,971
Dental Assisting/Assistant	2019-2023	135	\$37,276
Agricultural Production Operations, General	2019-2023	118	\$40,217
Agricultural/Farm Supplies Retailing and Wholesaling	2019-2023	110	\$40,885
Natural Resources/Conservation, General	2019-2023	109	\$32,850
Computer Programming, Specific Applications	2019-2023	105	\$49,512
Surgical Technology/Technologist	2019-2023	105	\$49,166

# Faculty and Staff

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

## Organizational Structure

### KIRKWOOD COMMUNITY COLLEGE • LEADERSHIP TEAM • ORGANIZATIONAL CHART 2025-26

#### Kristie L. Fisher, President

Jasmine Almoayed, Vice President, Government and Community Relations  
Jennifer Bradley, Vice President, Academic Affairs  
Casey Dunning, Vice President, Finance and Chief Financial Officer  
Wes Fowler, Vice President, Human Resources and Institutional Effectiveness  
Cheri Kampman, Vice President, Continuing Education and Training Services  
Troy McQuillen, Vice President, Operations  
Jon Neff, Vice President, Technology Services  
Melissa Payne, Vice President, Student Services  
Jody Pellerin, Vice President, Advancement  
Peg Sprengeler, Executive Assistant and Board Secretary

#### Academic Affairs

Jennifer Bradley, Vice President, Academic Affairs  
Dave Hunt, Executive Director of Operations  
Matt Gilchrist, Executive Director-Academic Services  
Molly Schwarz, Director-Academic Advising  
Hailey Hebl, Director-Learning Commons  
Judy Stoffel, Director, Guided Pathways  
Dawn Wood, Dean, Global Learning  
Darek Benesh, Associate Dean, Global Learning  
Kristy Black, Executive Dean, K-12 Partnerships  
Sharon Grice, Director, Kirkwood Regional Center at the Univ. of Iowa  
Sarah Matheny, Director, Regional Center Linn County  
Kasey Keeling, Director, Operations, Benton & Iowa County Centers  
Tera Pickens, Director, Regional Center Washington County  
Caitlyn Miller, Director, Regional Center Jones County  
Kristine Bullock, Director, The Workplace Learning Connection  
VACANT, Director, Academic Innovation, Strategy & Design and Testing Services  
Colette Atkins, Associate Vice President, Academic Affairs  
Bradley Kinsinger, Dean, Agricultural Sciences and Hospitality Arts  
Ashley Moeller, Associate Dean, Agricultural Sciences  
Joe Greathouse, Dean, Industrial Technology  
Victoria Dabler, Associate Dean, Industrial Technology  
Tamara Alt, Dean, Business & Information Technology  
Michael Gayle, Associate Dean, Business & Info. Technology  
Kendra Lindloff, Dean of Health  
Laura Green, Associate Dean, Allied Health  
Kara Stineman, Associate Dean, Nursing  
Macee Tracy, Associate Director, Operations-Health Sciencekara  
Jennifer Cunningham, Dean, Arts & Humanities  
Bryant Manning, Associate Dean, Arts & Humanities  
VACANT, Dean, Communication, English, and Media  
Carolyn Gonzalez, Associate Dean, Communication, English, and Media  
Wendy Jamison, Dean, Mathematics/Science  
Jana Fowler, Associate Dean, Math/Science  
Amanda Humphrey, Dean, Social Sciences  
Angela Gillis, Associate Dean, Social Sciences

#### Human Resources and Institutional Effectiveness

Wes Fowler, Vice President, Human Resources and Institutional Effectiveness

##### Human Resources

Sarah Brown, Senior Director-Human Resources  
Linda Arens, Director-Payroll and Benefits

##### Institutional Effectiveness

Cort Iverson, Senior Director, Institutional Research/Data Governance  
Jen Hughes, Director, Compliance Reporting  
Megan Thole, Senior Director of Institutional Planning and ALO

#### Student Services

Melissa Payne, Vice President, Student Services  
Bobbi Miller, Associate Vice President & Dean of Students  
Nick Borders, Director of Student Services  
Matt Falduto, Senior Director, Financial Aid  
VACANT, Manager, Student Assistance & Outreach  
Katie Tanner, Registrar  
Mindy Thornton, Executive Director, Student Services  
Seth Vander Tuig, Senior Director, Student Engagement & Campus Life  
Mialisa Wright, Director, Engagement & Student Support  
Nick Kettmann, Director, Admissions  
Kevin Hansen, Executive Director, Communications and Marketing  
Justin Hoehn, Director, Media Relations & Communications  
Tierney Kettmann, Director, Integrated Marketing & Engagement  
Todd Rima, Director, Athletics

#### Technology Services

Jon Neff, Vice President, Technology Services  
Craig Meinick, Executive Director, Technology Infrastructure  
Mark Zuber, Senior Manager  
Ryan Seber, Manager  
Patrick Clemence, Executive Director, Applications Support and Development  
Jill Davis, Director-ERP Systems  
Sara Swanson, Sr. Director-Special Projects  
Malinda Higgins, Senior Director, Development  
Justin Thoensen, Senior Director, Technology Projects

#### Continuing Education and Training Services

Cheri Kampman, Vice President, Continuing Education and Training Services  
Kori Hesser, Senior Project Manager  
Michael Wampler, Regional Director, Small Business Development Center  
Carla Andorf, Executive Director, Workforce Services  
Stephanie Hasakis, Manager, Secondary Programs  
Jes Merino, Director, Skills to Employment  
Doris Nyaga, Director, Grants Development  
Quinn Pettifer, Director, Corporate Training  
Tyler McCarville, Senior Manager, Job Training Programs  
Tim McMullin, Senior Director, Operations  
Megan Newman, Operations Manager  
Jodi Schafer, Director, Career and Community Education  
Kim Fensterman, Senior Manager

#### Operations

Troy McQuillen, Vice President, Operations

##### Facilities and Public Safety

David Heffer, Senior Director, Public Safety & Emergency Mgmt  
Jim Bayne, Senior Director, Custodial Services  
Colby Dye, Senior Director, Maintenance, Automation and EHS  
Monica Davis, Architect, Construction & Facilities Planning  
Brett Eilers, Director, Grounds Maintenance  
Jolene Bruno, Finance Manager  
**Enterprise Services**  
Jackie Bohr, Executive Director, The Hotel at Kirkwood  
Lee Ann Grimley, Manager, Retail Operations  
Renee Price, Manager, Iowa Equestrian Center

#### Finance

Casey Dunning, Vice President, Finance and Chief Financial Officer  
Danielle Pickering, Executive Director, Finance  
Jaime Lehmkuhl, Senior Manager, Accounts Receivable  
Kristin Klimesh, Senior Manager, Accounts Payable  
Micah Wieditz, Manager II, Finance  
Sarah Schrobilgen, Executive Director, Finance  
Jason Mittermaier, Manager, Risk

#### Foundation/Advancement

Jody Pellerin, Vice President, Advancement  
Jody Donaldson, Director, Advancement  
Dennis Green, Director, KCCK-FM

## 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 their time) is instructional.

Faculty	FY25 Actual
Full-time Faculty	243
Part-time Faculty	91
Temporary Faculty	14
Adjunct Faculty	575
Total Faculty	923

### 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	17
Part-time Noncredit Faculty	0
Temporary Noncredit Faculty	0
Adjunct Noncredit Faculty	0
Total Noncredit Faculty	17

### 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	420
Part-time Professional Staff	46
Temporary Professional Staff	28
Adjunct Professional Staff	0
Total Professional Staff	494

## 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	77
Part-time Clerical	169
Temporary Clerical	13
Adjunct Clerical	0
Total Clerical Staff	259

## Table 2.6: Service Staff

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

Professional Staff	FY25 Actual
Full-time Service Staff	129
Part-time Service Staff	347
Temporary Service Staff	62
Adjunct Service Staff	0
Total Service Staff	538

# Fiscal Detail

## Table 3.1: KCC 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	6,534,464	0.20250	6,403,297	131,167
Restricted General	2				
Unemployment Compensation	3	20,000	0.00062	19,605	395
Tort Liability	4	523,600	0.01623	513,212	10,388
Insurance	5	16,371,131	0.50733	16,042,394	328,737
Early Retirement	6	5,048,750	0.15646	4,947,456	101,294
Equipment Replacement	7	2,904,206	0.09000	2,845,910	58,296
Cash Reserve	8				
Standby	9	0	0.00000	0	0
<b>Total General Funds</b>	10	31,402,151	0.97314	30,771,874	630,277
Plant Funds	11	6,534,464	0.20250	6,403,297	131,167
Bonds & Interest Funds	12	8,894,350	0.25436	8,729,530	164,820
<b>Grand Total - All Funds</b>	13	46,830,965	1.43000	45,904,701	926,264

Taxable Valuation	WITH Gas & Electric Utilities	32,268,957,100	WITHOUT Gas & Elec	31,621,220,443
Tax Increment Valuation	WITH Gas & Electric Utilities	2,698,364,665	WITHOUT Gas & Elec	2,698,364,665
Debt Service Valuation	WITH Gas & Electric Utilities	34,967,321,765	WITHOUT Gas & Elec	34,319,585,108

**Table 3.2: KCC 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	General Obligation School Refunding Bonds, Series 2017	515,000	1,725,000	69,000	1,794,000	0				1,794,000
2	General Obligation School Bonds, Series 2018	9,770,000	0	112,500	112,500	0				112,500
3	General Obligation School Bonds, Series 2019	28,440,000	0	373,650	373,650	0				373,650
4	General Obligation Plant Refunding Notes, Series 2020A	24,065,000	2,170,000	470,400	2,640,400	0			2,640,400	0
5	Plant Fund Levy Notes Series 2020B	24,330,000	0	938,450	938,450	0			938,450	0
6	General Obligation School Bonds, Series 2020C	36,530,000	4,955,000	1,144,200	6,099,200	0				6,099,200
7	Surplus Levy - Fiscal Year 2027	515,000	515,000	0	515,000	0				515,000
<b>Totals</b>		124,165,000	9,365,000	3,108,200	12,473,200	0	0	0	3,578,850	8,894,350

**Table 3.3: KCC 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	6,237,700		20,723	422,740	16,226,394	3,046,105	2,740,794			6,166,789	8,295,020	43,156,265
Utility Replacement Tax	2												0
400-409 Student Fees	3	1,838,357											1,838,357
410-414 Tuition	4	52,508,448											52,508,448
421-424 State Aid	5	36,302,123											36,302,123
429 Other State Aid	6	553,904	5,596,952	233	4,860	186,610	35,018	31,516			70,911	95,459	6,575,463
430-449 Federal Aid	7	109,986	5,628,866										5,738,852
450-469 Sales-Service	8	1,739,288	14,002										1,753,290
470-499 Other	9	2,917,409	14,552,435								12,763,505		30,233,349
480 Proceeds from Certificates	10		4,639,005									3,570,767	8,209,772
<b>Total Resources</b>	11	102,207,215	30,431,260	20,956	427,600	16,413,004	3,081,123	2,772,310	0	0	19,001,205	11,961,246	186,315,919
<b>Beginning Fund Balance</b>	12	27,792,338	7,242,201	405,042	261,179	1,995,150	-5,009,976	1,079,256			17,931,216	1,204,174	52,900,580

**Table 3.4: KCC 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	24,446,724	657,066										25,103,790
2000 Vocational and Technical	2	21,075,231	2,679,336										23,754,567
3000 Adult Education	3	6,577,259	3,093,518										9,670,777
4000 Cooperative Programs/Services	4	3,771,609	5,567,431										9,339,040
5000 Administration	5	4,987,779	1,814,683	40,589	410,282	15,736,355	1,722,729	2,479,030					27,191,447
6000 Student Services	6	8,214,398	2,629,403										10,843,801
7000 Learning Resources	7	1,089,623	439,710										1,529,333
8000 Physical Plant	8	9,901,961	3,894,269								9,831,929		23,628,159
9000 General Institution	9	21,186,668	10,881,251								3,570,767	11,738,140	47,376,826
<b>Total Expenditures</b>	10	101,251,252	31,656,667	40,589	410,282	15,736,355	1,722,729	2,479,030	0	0	13,402,696	11,738,140	178,437,740
<b>Ending Fund Balance</b>	11	28,748,301	6,016,794	385,409	278,497	2,671,799	-3,651,582	1,372,536	0	0	23,529,725	1,427,280	60,778,759

**Table 3.5: KCC 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	6,185,561		19,549	462,466	15,678,946	4,779,224	2,749,138			6,185,561	8,219,773	44,280,218
Utility Replacement Tax	2	125,622		451	9,358	318,286	97,069	55,832			125,622	154,877	887,117
400-409 Student Fees	3	1,885,000											1,885,000
410-414 Tuition	4	53,280,000											53,280,000
421-424 State Aid	5	36,725,000											36,725,000
429 Other State Aid	6	440,000	6,500,000										6,940,000
430-449 Federal Aid	7	70,000	6,000,000										6,070,000
450-469 Sales-Service	8	1,750,000	20,000										1,770,000
470-499 Other	9	2,725,000	15,480,000										18,205,000
480 Proceeds from Certificates	10		8,000,000									3,577,250	11,577,250
<b>Total Resources</b>	11	103,186,183	36,000,000	20,000	471,824	15,997,232	4,876,293	2,804,970	0	0	6,311,183	11,951,900	181,619,585
<b>Beginning Fund Balance</b>	12	28,748,301	6,016,794	385,409	278,497	2,671,799	-3,651,582	1,372,536	0	0	23,529,725	1,427,280	60,778,759

**Table 3.6: KCC 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	26,000,000	560,000										26,560,000
2000 Vocational and Technical	2	21,100,000	3,540,000										24,640,000
3000 Adult Education	3	7,475,000	3,550,000										11,025,000
4000 Cooperative Programs/Services	4	4,000,000	7,240,000										11,240,000
5000 Administration	5	5,086,183	500,000	60,000	471,824	15,997,232	2,100,000	2,804,970					27,020,209
6000 Student Services	6	8,100,000	3,360,000										11,460,000
7000 Learning Resources	7	1,125,000	1,120,000										2,245,000
8000 Physical Plant	8	10,500,000	4,760,000								5,500,000		20,760,000
9000 General Institution	9	19,800,000	11,370,000								3,577,250	11,951,900	46,699,150
<b>Total Expenditures</b>	10	103,186,183	36,000,000	60,000	471,824	15,997,232	2,100,000	2,804,970	0	0	9,077,250	11,951,900	181,649,359
<b>Ending Fund Balance</b>	11	28,748,301	6,016,794	345,409	278,497	2,671,799	-875,289	1,372,536	0	0	20,763,658	1,427,280	60,748,985

**Table 3.7: KCC 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	6,403,297		19,605	513,212	16,042,394	4,947,456	2,845,910		0	6,403,297	8,729,530	45,904,701
Utility Replacement Tax	2	131,167		395	10,388	328,737	101,294	58,296		0	131,167	164,820	926,264
400-409 Student Fees	3	2,000,000											2,000,000
410-414 Tuition	4	54,160,000											54,160,000
421-424 State Aid	5	37,155,000											37,155,000
429 Other State Aid	6	550,000	6,525,000	129	3,374	105,479	32,530	18,712			42,102	52,884	7,330,210
430-449 Federal Aid	7	100,000	10,000,000										10,100,000
450-469 Sales-Service	8	2,500,000	20,000										2,520,000
470-499 Other	9	3,250,000	16,480,000										19,730,000
480 Proceeds from Certificates	10		8,000,000									3,578,850	11,578,850
<b>Total Resources</b>	11	106,249,464	41,025,000	20,129	526,974	16,476,610	5,081,280	2,922,918	0	0	6,576,566	12,526,084	191,405,025
<b>Beginning Fund Balance</b>	12	28,748,301	6,016,794	345,409	278,497	2,671,799	-875,289	1,372,536	0	0	20,763,658	1,427,280	60,748,985

**Table 3.8: KCC 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	26,000,000	750,000										26,750,000
2000 Vocational and Technical	2	22,250,000	3,050,000										25,300,000
3000 Adult Education	3	7,250,000	3,525,000										10,775,000
4000 Cooperative Programs/Services	4	4,000,000	6,325,000										10,325,000
5000 Administration	5	5,200,000	2,075,000	60,000	526,974	16,476,610	3,250,000	2,922,918					30,511,502
6000 Student Services	6	8,600,000	3,000,000										11,600,000
7000 Learning Resources	7	1,150,000	500,000										1,650,000
8000 Physical Plant	8	10,300,000	9,425,000								5,000,000		24,725,000
9000 General Institution	9	21,499,464	12,375,000								3,578,850	11,958,200	49,411,514
<b>Total Expenditures</b>	10	106,249,464	41,025,000	60,000	526,974	16,476,610	3,250,000	2,922,918	0	0	8,578,850	11,958,200	191,048,016
<b>Ending Fund Balance</b>	11	28,748,301	6,016,794	305,538	278,497	2,671,799	955,991	1,372,536	0	0	18,761,374	1,995,164	61,105,994

**Table 3.9: KCC 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	30,771,874	6,403,297	8,729,530	45,904,701	44,280,218	43,156,265
Utility Replacement Tax	2	630,277	131,167	164,820	926,264	887,117	0
Student Fees	3	2,000,000	0	0	2,000,000	1,885,000	1,838,357
Tuition	4	54,160,000	0	0	54,160,000	53,280,000	52,508,448
State Aid	5	37,155,000	0		37,155,000	36,725,000	36,302,123
Other State Aid	6	7,235,224	42,102	52,884	7,330,210	6,940,000	6,575,463
Federal Aid	7	10,100,000	0	0	10,100,000	6,070,000	5,738,852
Sales-Service	8	2,520,000	0	0	2,520,000	1,770,000	1,753,290
Other	9	19,730,000	0	0	19,730,000	18,205,000	30,233,349
Proceeds from Certificates	10	8,000,000	0	3,578,850	11,578,850	11,577,250	8,209,772
<b>Total Resources</b>	11	172,302,375	6,576,566	12,526,084	191,405,025	181,619,585	186,315,919
<b>Expenditures:</b>							
Liberal Arts and Sciences	12	26,750,000	0	0	26,750,000	26,560,000	25,103,790
Vocational and Technical	13	25,300,000	0	0	25,300,000	24,640,000	23,754,567
Adult Education	14	10,775,000	0	0	10,775,000	11,025,000	9,670,777
Cooperative Programs/Services	15	10,325,000	0	0	10,325,000	11,240,000	9,339,040
Administration	16	30,511,502	0	0	30,511,502	27,020,209	27,191,447
Student Services	17	11,600,000	0	0	11,600,000	11,460,000	10,843,801
Learning Resources	18	1,650,000	0	0	1,650,000	2,245,000	1,529,333
Physical Plant	19	19,725,000	5,000,000	0	24,725,000	20,760,000	23,628,159
General Institution	20	33,874,464	3,578,850	11,958,200	49,411,514	46,699,150	47,376,826
<b>Total Expenditures</b>	21	170,510,966	8,578,850	11,958,200	191,048,016	181,649,359	178,437,740
<b>Net Resources minus Expenditures</b>	22	1,791,409	-2,002,284	567,884	357,009	-29,774	7,878,179
<b>Beginning Fund Balance</b>	23	38,558,047	20,763,658	1,427,280	60,748,985	60,778,759	52,900,580
<b>Ending Fund Balance</b>	24	40,349,456	18,761,374	1,995,164	61,105,994	60,748,985	60,778,759

## College Highlight for AY 26-27

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

**Skills 2027 Report** - The Skills 2027 Report is based on a regional employer survey conducted by Kirkwood Community College across its seven-county service area, with input from 156 organizations representing diverse industries and workforce sizes. The survey examined hiring challenges, skill gaps, and workforce needs through 2027, helping guide Kirkwood's training strategies and employer partnerships.

Findings show ongoing workforce challenges, with more than 62% of employers reporting difficulty filling positions due to a shortage of qualified candidates, a limited labor pool, and competitive wages and benefits. Employers identified persistent gaps in both technical skills and foundational work habits, such as reliability, accountability, and attendance. The report also highlights the growing impact of technology and artificial intelligence, with increasing demand for training in AI tools, industry-specific technologies, and AI safety practices.

These insights reinforce Kirkwood's role as a strategic workforce partner. The college is using the findings to strengthen internal collaboration and expand outreach with employers and community groups. Recommended solutions include workforce readiness training, customized technical education, onboarding support, work-based learning and apprenticeships, and AI-focused training to help build a resilient, adaptable workforce through 2027.

## 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.)*

**1. Kirkwood Foundation Major Gifts Campaign** - In FY27, the Kirkwood Foundation looks to complete a \$15 million major gifts campaign. Titled The Community's College – The Community's Future, the campaign supports five strategic college priorities aligned with Kirkwood's mission to promote access, student success, and workforce readiness:

- Scholarships, including new awards for non-credit certificate programs, to reduce financial barriers to acquiring in-demand career skills and training;
- Student Success Funds to provide emergency assistance for non-tuition expenses that may otherwise derail student persistence and program completion;
- Expanded, community-based English language acquisition courses to help immigrants and refugees develop the foundational language skills needed to live and work successfully in the community;
- Health sciences program enhancements, including laboratory renovations, simulation technology upgrades, and curriculum redesign, to ensure workforce readiness across Kirkwood's 14 health sciences programs; and
- An Innovation Fund to enable Kirkwood to rapidly develop and deploy new training and skill-building initiatives in response to evolving workforce needs.

**2. Academic Program Changes** - As part of our annual program review, we are discontinuing the AAS in Web Development and the AAS in Visual Communications due to sustained enrollment declines and significant changes in related occupations that have reduced program viability.

At the same time, resources were redirected to support the launch of the AAS in Cyber Security and Compliance and the AAS in Business Analytics Technician, which align with current labor market demand and projected employment growth.

**3. Facilities Master Plan** – In FY27, the priority of the college’s facilities master plan is to advance strategic preparations for a November 2026 bond referendum by clearly defining high-impact capital projects that support student success, workforce alignment, campus sustainability, and the renewal of aging infrastructure. The plan outlines key initiatives to enhance learning environments, address deferred maintenance needs, prioritize sustainability efforts, and improve campus access, navigation, and wayfinding. Together, these efforts establish a comprehensive roadmap to guide the college forward in pursuing a bond referendum in November 2026.

**4. East Hall Construction** – In FY2027 Kirkwood Community College is planning to continue expenditure of Plant Funds for site improvements at the new East Hall facility that was purchased by the College during FY2025. The plan to improve East Hall at Kirkwood Community College focuses on modernizing the facility to better support the Information Technology team, Continuing Education programming, and the Kirkwood Data Center. Upgrades will include modernized office spaces, flexible learning and training classrooms for workforce development, enhanced capacity, public safety, and reliability for data center operations. This is the colleges first CMaR project and construction is planned to begin in July 2026 and be completed by December 2026, positioning East Hall to better serve both instructional and information technology needs.