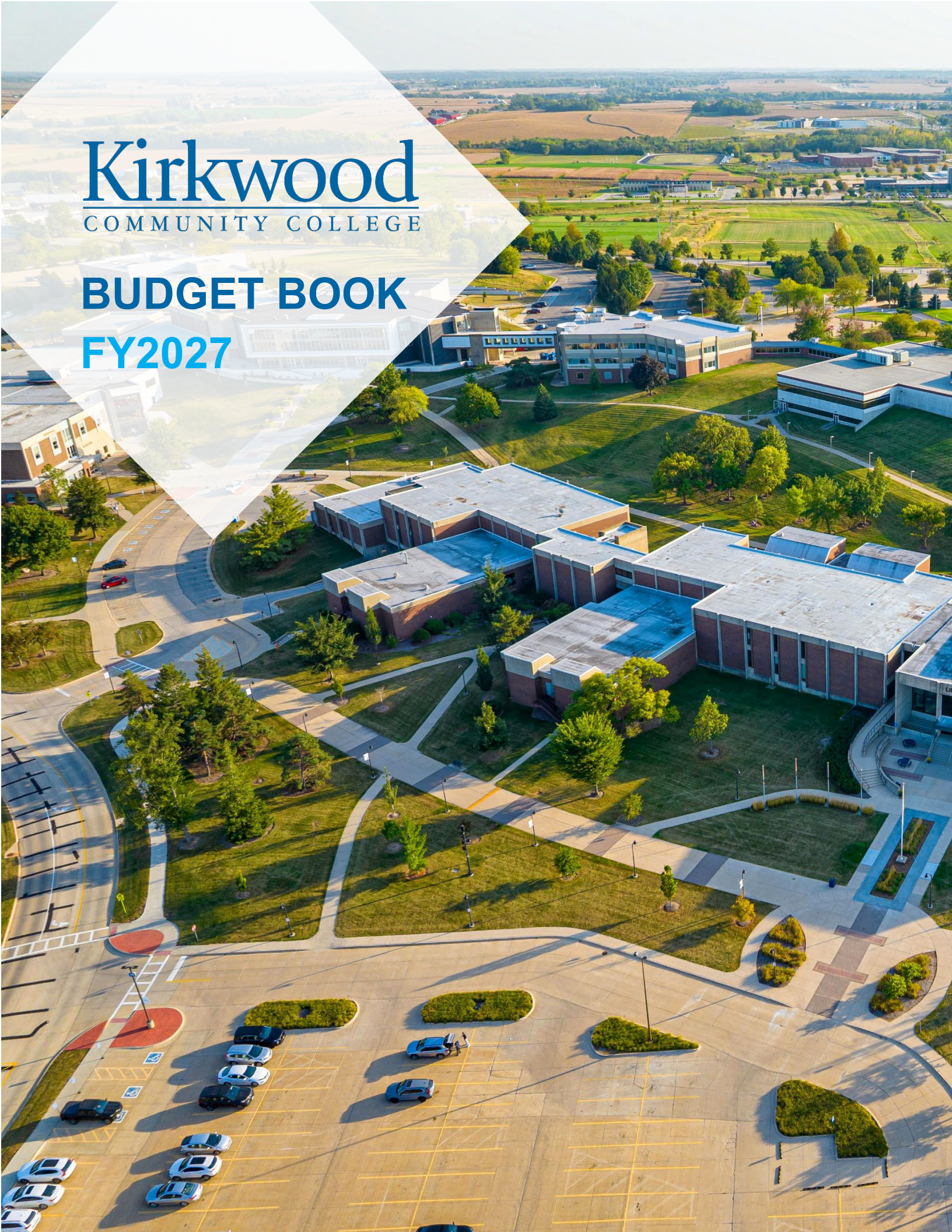


Kirkwood
COMMUNITY COLLEGE

# BUDGET BOOK

## FY2027

# Contents


President's Message ..... 7

Mission, Vision & Values ..... 9

Board of Trustees ..... 10

Cabinet Members ..... 11

Organization Chart ..... 12

College History & Overview ..... 13

Community Overview ..... 14

Strategic Goals ..... 16

- Strategic Planning Process ..... 16
- Strengths, Weaknesses, Opportunities and Threats Analysis ..... 17
- Strategic Plan Focus Areas ..... 18
- Institutional Key Performance Indicators (KPIs) ..... 20

Budget Priorities and Significant Items ..... 21

Budget Planning Process & Financial Policies ..... 24

- Budget Development Process ..... 24
- Budget Amendment Process ..... 26
- FY27 Budget Calendar ..... 27
- Basis of Accounting and Budgeting ..... 28
- Financial Policies ..... 30

Summary of Funds ..... 34

Operating Budget ..... 36

Revenue Sources ..... 37

- State Appropriations ..... 37
- Tuition and Fees ..... 37
- Property Tax ..... 38
- Federal Appropriations ..... 40

Sales and Services....40
Interest on Investments....40
Other and Non-Operating....40
General Fund I – Revenues....41
Expenditures....46
Salaries and Benefits....46
Operating Expenditures....48
Capital Expenditures....51
General Fund I – Expenditures....53
General Fund I – Percentage of Total Expenditures....61
Fund Balance....62
GENERAL FUND I – Funds 11 + 13 Fund Balance....63
Fund 11 Operating Budgets....64
Academic Affairs....65
Academic Affairs Administration....67
Academic Advising....68
Academic Innovation, Strategy and Design....69
Agricultural Sciences....70
Health and Wellness....71
Arts and Humanities....72
Business and Information Technology....73
Communication, English and Media....74
Learning Commons and Test Center....75
Library Services....76
Global Learning....77
Hospitality Arts....78
Industrial Technology....79

Math and Science....80
Social Sciences....81
Workplace Learning Connection....82
Regional Centers....83
Continuing Education & Training Services....86
Continuing Education Administration and Marketing....88
Corporate Training....89
High School Completion and Grants Development....90
Personal and Professional Development....91
Regulated Programs....92
Other Training and Events....93
Facilities, Public Safety & Operations....94
Building Automation....96
Capital Projects....97
Central Receiving....98
Custodial Operations....99
Facilities Administration....100
Grounds....101
Maintenance Operations....102
Public Safety....103
Finance....104
Finance Department....105
Grants Cost Share....106
Foundation/Advancement....107
Government and Community Relations....108
Human Resources....109
Employee Development....110

Human Resources Administration ..... 111
Institutional Effectiveness ..... 112
President's Office ..... 113
Student Services ..... 114
Admissions ..... 116
Athletics ..... 117
Dean of Students ..... 118
Registrar's Office ..... 119
Financial Aid ..... 120
Student Services Operations ..... 121
Marketing ..... 122
Student Engagement ..... 123
Office of Engagement and Student Support ..... 124
Student Life and Recreation ..... 125
Student Services Administration ..... 126
Technology Services ..... 127
Information Technology Administration ..... 128
Telecommunications & Infrastructure ..... 129
Fund 13 Departments ..... 130
Academic Affairs Fund 13 Units ..... 131
Industrial Technology ..... 131
Arts and Humanities ..... 131
Farm Lab Enterprise & Atherton Wetland Outdoor Learning Lab ..... 131
Study Abroad ..... 132
Facilities Services Fund 13 Units ..... 133
Fleet Management ..... 133
Bookstore ..... 133

Hotel & Campus Services ..... 133
Equestrian Center ..... 133
President's Fund 13 Units ..... 134
ICCAC and President's Office Projects ..... 134
Student Services Fund 13 Units ..... 135
Athletic Department ..... 135
Personnel ..... 136
Debt Obligations ..... 137
Glossary ..... 142
Recognition ..... 144

# President’s Message

**To:** Kirkwood Community College Board of Trustees
**From:** Dr. Kristie Fisher, President
**Subject:** Budget for Fiscal Year 2027

The Fiscal Year 2027 Budget Book for Kirkwood Community College provides an overview of the College's financial plan for the period from July 1, 2026, through June 30, 2027. It reflects the strategic planning, responsible financial stewardship, and long-term investments that support the College's mission of serving students and the communities throughout our seven-county service area. The budget also demonstrates Kirkwood's ongoing commitment to maintaining a strong financial foundation while adapting to the changing needs of the region we serve.

I’m pleased to report that once again, we have a balanced general fund budget. Reaching this milestone each year takes careful planning, sound financial management, and a shared commitment to making thoughtful decisions. It allows us to continue investing in the people, programs, and services that support student success while maintaining the financial strength that has long been a part of Kirkwood.

As the needs of our students and workforce continue to change, so do the programs we offer. This year, we made the difficult decision to discontinue our Web Application Development and Visual Communication and Design programs following sustained enrollment declines. We also continue expanding opportunities in high-demand fields through programs such as the new Business Analytics Technician program. These decisions reflect our commitment to aligning our academic offerings with regional workforce needs and preparing students for meaningful career opportunities.

Our budget also reflects our commitment to being responsible stewards of the public's investment. For FY2027, the College will maintain its property tax levy rate at $1.43000 per $1,000 of valuation. Holding the levy rate flat while continuing to invest in our mission is possible because of the careful planning and disciplined financial management that guide our decisions each year.

Enrollment trends continue to shape our planning as well. During FY2026, credit enrollment increased, driven largely by growth in our College Credit in High School programs. While that growth is encouraging, our FY2027 budget is based on forecasting models that anticipate a decline in overall credit hours. Planning conservatively today helps ensure we remain financially strong and prepared to meet future challenges.

Kirkwood continues to be in a strong financial position, thanks to years of strategic planning, long-term financial management, and our annual commitment to adopting a balanced budget. That strong foundation allows us to respond to changing needs, invest in new opportunities, and continue providing the high-quality education and workforce training our students and communities depend on.

As we look ahead, I'm confident in the direction of our college. The decisions reflected in this budget will help ensure Kirkwood remains financially strong while continuing to evolve alongside the needs of our students, employers, and communities. I'm grateful to our Board of Trustees, faculty, staff, and community partners for their dedication and support. Together, we will continue creating opportunities that strengthen our communities and change lives.



Dr. Kristie Fisher
President, Kirkwood Community College



# Mission, Vision & Values

**Mission Statement**

Kirkwood Community College provides access to quality education and training, offering personalized support for all students while innovating to respond to the evolving needs of the community

**Vision Statement**

To be the community college leader in regional, national, and global education.

**Core Values**

- Respect
- Innovation
- Collaboration
- Excellence



# Board of Trustees



**Tracy Pearson, Chair**

Represents: District 2

Elected: 2014



**Alan Jensen, Vice Chair**

Represents: District 5

Elected: 2015



**Dr. Keith Stamp**

Represents: District 1

Elected: 2008



**Peggy Doerge**

Represents: District 3

Elected: 2025



**Lorraine Williams**

Represents: District 4

Elected: 2015



**Joel Thys**

Represents: District 6

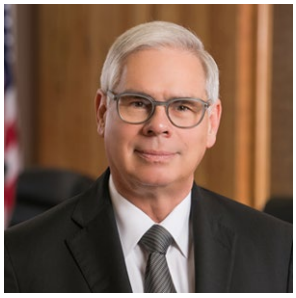
Elected: 2013



**Doug Bannon**

Represents: District 7

Elected: 2025



**Steve Caves**

Represents: District 8

Elected: 2021



**Leslie A. Wright**

Represents: District 9

Elected: 2021

# Cabinet Members

**Dr. Kristie Fisher**

President

**Dr. Jennifer Bradley**

Vice President, Academic Affairs

**Melissa Payne**

Vice President, Student Services

**Casey Dunning**

Vice President, Finance

**Wes Fowler**

Vice President, Human Resources and Institutional Effectiveness

**Cheri Kampman**

Vice President, Continuing Education and Training Services

**Troy McQuillen**

Vice President, Facilities, Public Safety & Operations

**Jon Neff**

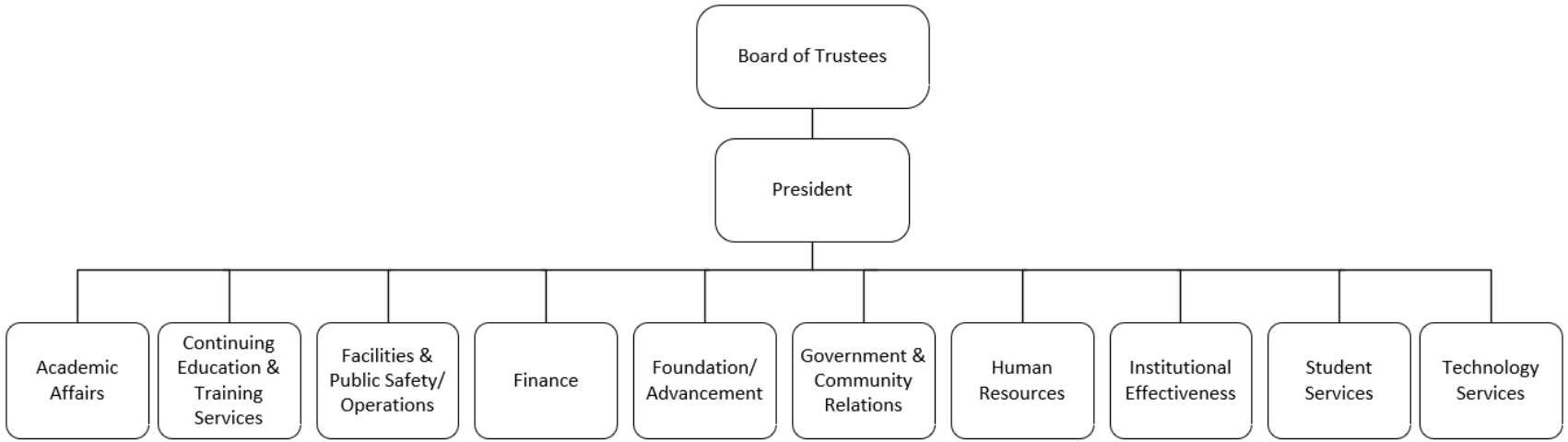
Vice President, Technology Services

**Jody Pellerin**

Vice President, Advancement



# Organization Chart



# College History & Overview

Iowa's Community Colleges got their start in 1961 when the General Assembly directed the Iowa Department of Public Instruction "to prepare a detailed statewide plan for the development of public area community colleges and to investigate the availability of vocational-technical education".[1]

In 1966, the College was created and officially known as Merged Area (Education) 10, in the Counties of Benton, Cedar, Iowa, Johnson, Jones, Linn and Washington, State of Iowa. The College started in rented quarters at 107 Eighth Ave SE in Cedar Rapids. For the 200 students enrolled, classes were offered in auto mechanics, data processing, practical nursing, machine shop, floriculture, electronic technology, drafting, and design.

The school moved to 4401 Sixth Street SW in the spring of 1967 and in 1968 temporary buildings were set up on the southwest side off Bowling Street. In 1969, the College's name changed to Kirkwood Community College, after Iowa Governor Samuel J. Kirkwood.[2]

Today Kirkwood Community College has 9 locations across seven counties. Kirkwood is the area's leading provider of accessible, affordable, and exceptional education and training. Kirkwood offers 130 career and college transfer programs, plus over 2,000 non-credit courses from personal interest to workforce training. Kirkwood has one of the largest continuing education programs in the country with annual noncredit enrollment exceeding 60,000 registrations in non-credit open enrollment classes, conferences, seminars and contracted training programs focused on continuing professional education, vocational and personal enrichment programs.

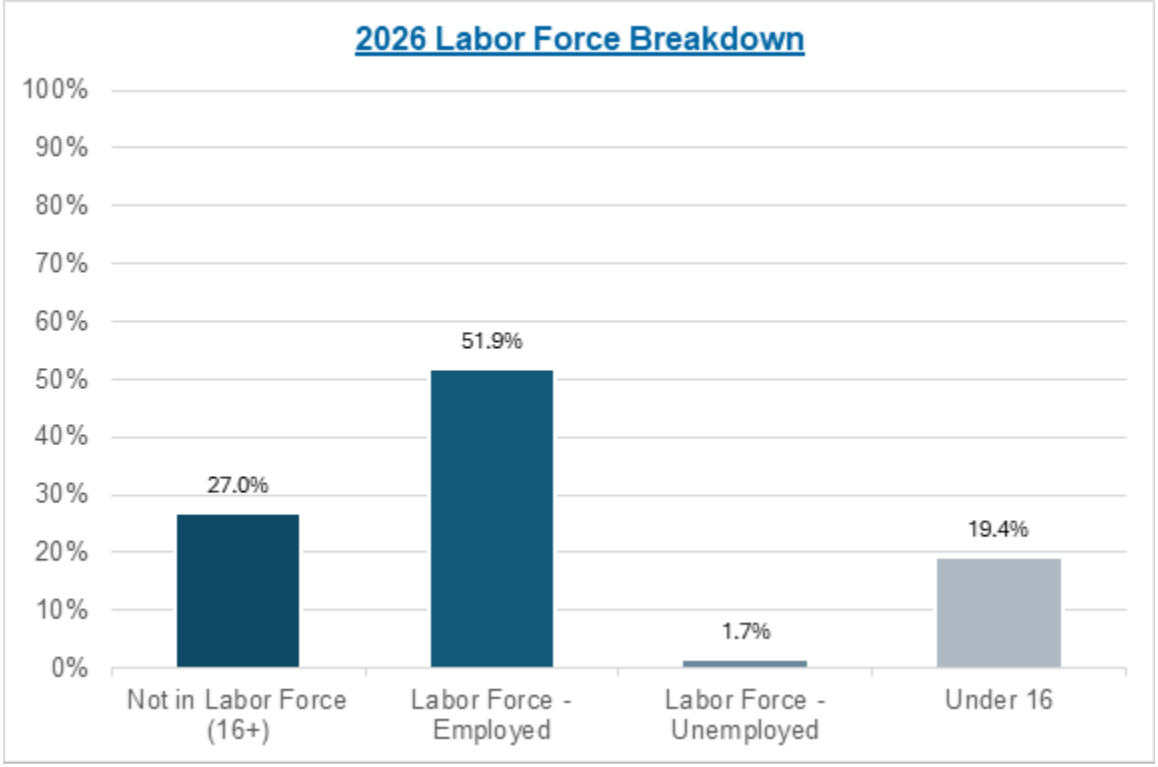
1 Legal Services Division. *Legislative Guide - Community Colleges*. Dec. 2016, www.legis.iowa.gov/docs/publications/LG/802016.pdf.

2 **Time Machine: Kirkwood turns 50** Gazette et al. **https://www.thegazette.com/news/time-machine-kirkwood-turns-50/**

# Community Overview

Kirkwood Community College primarily serves a seven-county region in Eastern Iowa that is commonly known as Iowa's Creative Corridor.  Iowa's Creative Corridor is anchored by Interstates 80 and 380, with Cedar Rapids and Iowa City as its urban core. The seven-county area includes Benton, Cedar, Iowa, Johnson, Jones, Linn, and Washington counties.

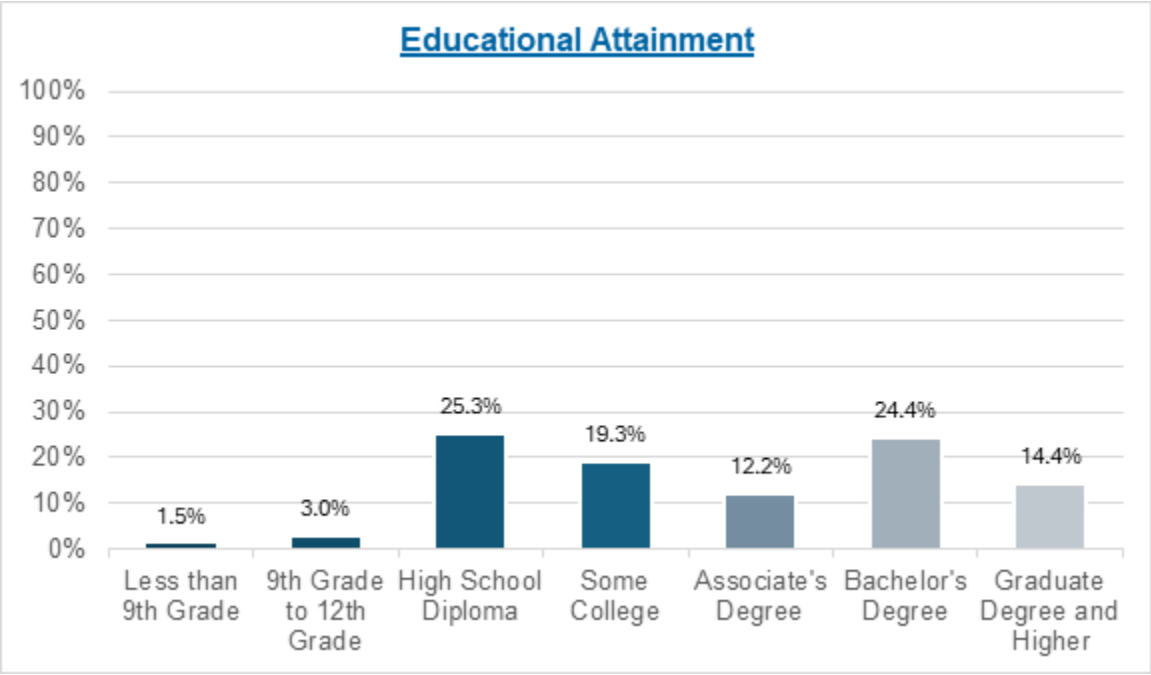
According to the *Lightcast Q2 2026 Data Set Economy Overview for the 7 County Region*, the 2026 population of the region was 500,418 with a total labor force of 267,884. The population increased by 2.2% between 2020 and 2025 and is expected to increase another 2.1% by 2030.




*Source: Lightcast Q2 2026 Data Set Economy Overview for the 7 County Region*

In 2026, the largest three industries in the region are Government, Health Care and Social Assistance, and Manufacturing. Between 2020 and 2025, the number of available jobs in the region increased by 4.9%, which fell short of the national growth rate of 10.6%. The region's unemployment rate is 3.08%, decreasing from 3.98% 5-years prior.

With regard to educational attainment, the Lightcast Q2 2026 Data Set states that 24.4% of the region's residents possess a bachelor's degree, which is 2.5% above the national average and 12.2% possess an associate's degree which is 3.3% above the national average. Kirkwood is the region's top producer of Certificates and associate's degrees, and has the most graduates of any non-regent institution.



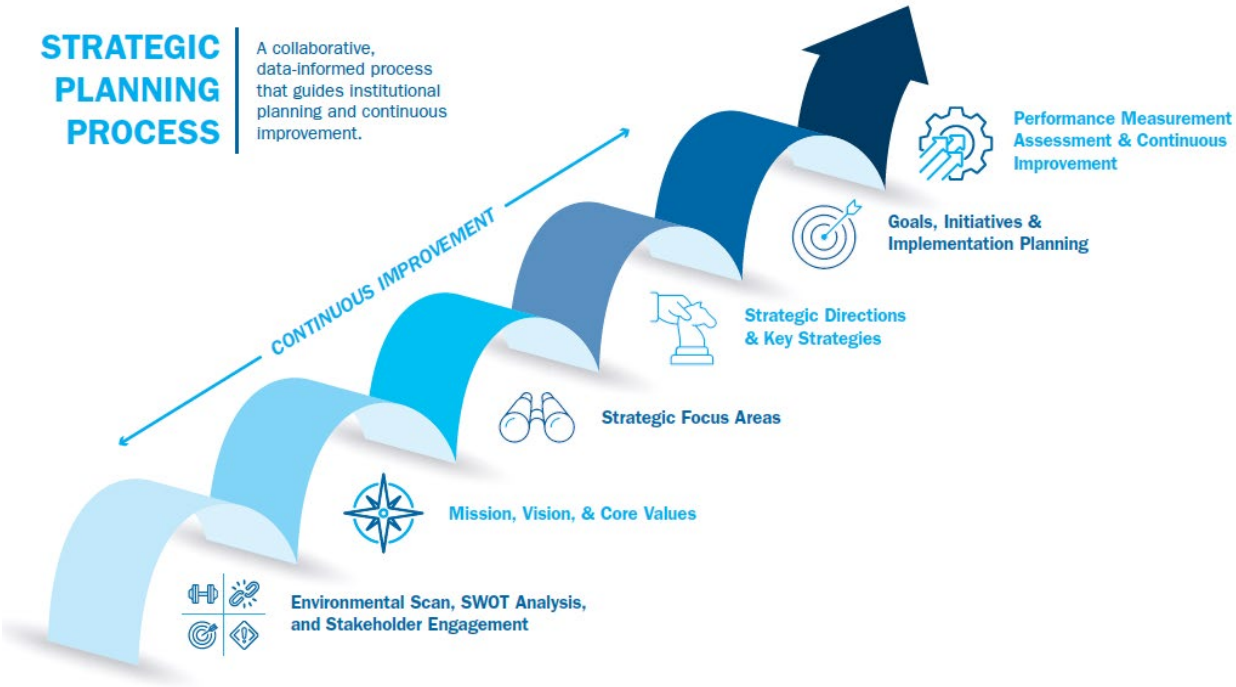

*Source: Lightcast Q2 2026 Data Set Economy Overview for the 7 County Region*

# Strategic Goals

## Strategic Planning Process

Strategic planning at Kirkwood Community College is a collaborative, data-informed process that aligns institutional priorities with the college's Mission, Vision, and Core Values. The process ensures that strategic decisions, resource allocation, and institutional initiatives support the college's long-term direction while fostering continuous improvement.

The process begins with an environmental scan, SWOT analysis, and stakeholder engagement to identify institutional strengths, opportunities, challenges, and emerging needs. These insights inform the review of the Mission, Vision, and Core Values, the identification of Strategic Focus Areas, and the development of Strategic Directions, Key Strategies, and implementation plans. Performance measurement, assessment, and continuous improvement are used to evaluate progress, inform decision-making, and ensure the Strategic Plan remains responsive to the evolving needs of students, employees, and the communities Kirkwood serves.



## Strengths, Weaknesses, Opportunities and Threats Analysis

The SWOT analysis was developed using input gathered through a college-wide survey completed by faculty and staff. Survey responses were synthesized into key themes and subsequently reviewed and refined by Cabinet to validate the findings and establish a shared understanding of Kirkwood's strategic strengths, weaknesses, opportunities, and threats. The SWOT analysis table lists the major themes identified through the environmental scan; supporting subthemes have been consolidated and are not included.

| Strengths | Weaknesses |
|---|---|
| ♦ Culture and Connection<br>♦ Public Perception<br>♦ Community Impact<br>♦ Operational Excellence/Fiscal Strength<br>♦ Innovation<br>♦ Student Experience<br>♦ Personalized Support | ♦ Business Continuity<br>♦ Employee Development<br>♦ Internal Communication<br>♦ Academic Delivery<br>♦ Career Workforce Awareness |
| **Opportunities** | **Threats** |
| ♦ Service-Based Employee Training<br>♦ Culture and Engagement<br>♦ Partnerships<br>♦ Innovation and Growth<br>♦ Facilities and Infrastructure | ♦ Talent Acquisition<br>♦ Public Higher Education Perception<br>♦ Enrollment and Competition<br>♦ Financial and Policy Environment<br>♦ Cybersecurity<br>♦ Student Expectations<br>♦ Workforce Trends |

# Strategic Plan Focus Areas

**FY2027-FY2030**

## ◆ FOCUS AREA: STUDENT SUCCESS

### Strategic Direction

Students achieve personal, academic, and professional success through equitable access, personalized support, and engaged learning. They thrive in welcoming, student-centered spaces and leave Kirkwood confident, prepared, and deeply connected to their communities.

### Key Strategies

1. Enhance student engagement through inclusive, quality instruction and active learning experiences that strengthen connection, promote collaboration, and emphasize real-world application of knowledge.
2. Strengthen and personalize the student experience by proactively providing personal and academic supports.
3. Integrate purpose and career readiness by embedding exploration, reflection, and applied learning opportunities that students can clearly articulate across the student experience.

## ◆ FOCUS AREA: WORKFORCE AND CAREER ALIGNMENT

### Strategic Direction

Every student is prepared for educational and career advancement through responsive programs, strong employer partnerships, and hands-on learning experiences. By aligning education and training with industry needs, Kirkwood equips students with the skills, credentials, and confidence to thrive in a changing workforce.

### Key Strategies

4. Align programs and credentials with workforce demand by using labor-market data and employer insight to ensure pathways lead to good-paying, in-demand careers.
5. Expand career-connected and work-based learning opportunities by integrating experiential and applied learning across all programs to enhance career readiness for every student.

## ◆ FOCUS AREA: TRUSTED PARTNER AND REGIONAL LEADER

### Strategic Direction

Strong relationships, clear communication, and active community engagement make Kirkwood a trusted partner and regional leader. By enhancing visibility, demonstrating value, being good stewards of our resources, and delivering responsive programs, the college builds public trust, strengthens its reputation, and remains competitive in a dynamic educational landscape.

### Key Strategies

6. Strengthen community presence and engagement by deepening Kirkwood's role as a regional connector among education, business, and civic partners through purposeful collaboration and visibility.
7. Communicate a unified and compelling Kirkwood story by delivering consistent, mission-driven messaging that highlights the college's transformative impact across communities.

## ◆ FOCUS AREA: INSTITUTIONAL STRENGTH AND RESILIENCE

### Strategic Direction

Financial stability, empowered leadership, an inclusive culture, and efficient operations position the college for long-term success. By investing in people, strengthening systems, and promoting continuous improvement, Kirkwood remains adaptable, mission-driven, and prepared for the future.

### Key Strategies

8. Ensure long-term financial stability through strategic decision making, diversified revenue sources, and effective resource alignment.
9. Empower leadership and build organizational capacity by developing people, fostering collaboration, and ensuring strong succession planning that sustains institutional excellence.
10. Advance operational excellence and adaptability by modernizing systems and processes, including digital infrastructure and data integration, to improve efficiency, support continuous improvement, and reinforce a student-first culture.

## Institutional Key Performance Indicators (KPIs)

Key performance indicators are monitored and reviewed by the College's Institutional Effectiveness team and reported on the Kirkwood Community College's website under KPI Dashboards. The Institutional Effectiveness team administers processes to engage in ongoing self-evaluation in order to measure achievements and outcomes as they relate to Kirkwood's mission. Kirkwood Community College has identified the following metrics as key performance indicators for FY2027.

| Enrollment | | | | | |
|---|---|---|---|---|---|
| **Metric** | **Description** | **KPI Goal** | **FY25** | **FY26** | **FY27 Target** |
| **1. Credit** | # of credit Hours related to Credit Enrollment | Increase Credit Enrollment by 2% | 17,300 | Not Yet Available | 17,650 |
| **1a. Regular Credit Students** | # of credit Hours related to Regular College Credit Enrollment | Increase regular credit enrollment by 2% | 10,787 | Not Yet Available | 10,950 |
| **1b. College Credit in High School** | # of credit Hours related to Credit Enrollment in High School | Increase College credit in high school by 2% | 6,576 | Not Yet Available | 6,700 |
| **2. Noncredit** | # of Credit Hours related to Noncredit | Increase # of Credit hours to 30,000 | 27,704 | Not Yet Available | 30,000 |
| **Student Success** | | | | | |
| **Metric** | **Description** | **KPI Goal** | **FY25** | **FY26** | **FY27 Target** |
| **3. Persistance Rate** | Proportion of credit students who return for the next semester (fall to spring) | Maintain a persistence rate of 76% or higher. | 76.0% | 76.0% | 76.0% |
| **4. Retention Rates** | Proportion of credit students who return for the next academic year (fall to fall) | Increase from 52% to 54%. | 52.0% | 52.0% | 54.0% |
| **5. Full-Time Completion Rate (3 year)** | Proportion of credit students who attain a degree, diploma, or certificate or transfer to a four-year institution within three years for full-time students | Increase Full-time Completion rate from 55% to 57%. | 53.0% | 55.0% | 57.0% |
| **6. Part-time Completion Rate (6 year)** | Proportion of credit students who attain a degree, diploma, or certificate or transfer to a four-year institution within six years for part-time students | Increase Part-time completion rate from 31% to 32%. | 25.0% | 31.0% | 32.0% |
| **College Internal Operations** | | | | | |
| **Metric** | **Description** | **KPI Goal** | **FY25** | **FY26** | **FY27 Target** |
| **7. Annual donor-funded student Support** | Amount of funding raised by the Kirkwood Foundation annually to support students. | Annual donor-funded student support reaches $4.0M | $3.71M | Not Yet Available | $4M |

# Budget Priorities and Significant Items

The FY2027 budget included funding for the continued implementation of major strategic initiatives and programs at the College and placed an emphasis on the adoption of a balanced budget for each of its operating funds. The initiatives are designed to improve the student experience at the institution, better position the College for future financial success, and better serve the surrounding community's needs.

## Budget Priorities

- **Balanced Budget –** The College placed an emphasis on the adoption of a balanced operating budget in FY2027 whereas revenues equal expenditures in the College's primary operating funds. Each of the primary operating funds were independently balanced so that the Unrestricted General Fund budget was not reliant on budgeted income generation from the College's more volatile auxiliary and enterprise operations. The adoption of a balanced budget in FY2027 was of highest importance to help preserve the College's cash reserves and long-term financial stability. In order to avoid repeat commentary, specific changes to service levels, action items, and trends are discussed in greater detail in the Revenue Sources and Expenditures sections later in this document.

- **Property Tax Levy Rate –** The College maintained the FY2027 property tax levy rate at $1.43000 per $1,000 valuation, matching the FY2026 rate. This was achieved through a multi-pronged approach, including expense analysis, strategic fund balance allocations, and growing revenues from increased property valuations within the service area. This is the second time in the last three fiscal years that the College's property tax levy rate has not required an increase.

## Significant Items

- **Academic Program Changes** - As part of the College's annual program review, the AAS in Web Development and the AAS in Visual Communications will be discontinued due to sustained enrollment declines and significant changes in related occupations that have reduced program viability. At the same time, financial resources were redirected to support the launch of the AAS in Cyber Security and Compliance and the AAS in Business Analytics Technician, which aligns with current labor market demand and projected employment growth.

- **State General Aid –** The FY2027 budget includes a reduced increase to State General Aid revenue allocation compared to prior fiscal years. In an effort to remedy a funding formula issue, the Community College Presidents agreed to modify the distribution of State General Aid increases beginning in FY2025. This modified distribution agreement will result in the College receiving a 75% share of its typical State General Aid increase in FY2027. This change to funding distribution has been included in the College's budget as well as long term financial planning.

- **Credit Hour Enrollment –** FY2026 saw total credit hour enrollment growth compared to FY2025 actuals. While this growth is an encouraging sign, the College understands that the growth came from lower margin College Credit in High School programs with declining Regular Enrollment. Because of these factors, the College maintains a conservative approach to budgeting for revenues. The FY2027 budget includes Credit Hour assumptions of declining credit hour enrollment compared to FY2026 actuals. This assumption was informed by modeling enrollment trends for FY2027, which showed a forecasted decline. In total the College budgeted for a 2.6% decline to regular enrollment with heavier emphasis placed on declining Out of State and International Student credit hours due to market trends for these enrollment categories.

- **Facilities Master Plan** – During late FY2026, the College's Board of Trustees voted in favor of the adoption of a new Facilities Master Plan. In FY2027, the priority of the college's Facilities Master Plan is to advance strategic preparations for an $88 million dollar bond referendum to be voted on by the public in November 2026. This is accomplished 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. Following the public vote on the November 2026 bond referendum, the College will finalize updated forecasting in its Plant Funds to account for the additional resources for the associated capital projects.

- **East Hall Construction** – In FY2027 Kirkwood Community College is planning to continue expenditures 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 college's first CMaR project (Construction Manager at Risk 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.

# Budget Planning Process & Financial Policies

## Budget Development Process

The annual budget process is designed to strategically allocate resources to support both daily operations and strategic initiatives of the College.

The budget process begins in August when the Finance Department begins meeting with the Grants Directors for the next fiscal year budget. Proposals and budgets are submitted for Workforce Training and Education Development (WTED) funding and reviewed and approved by a designated team of college representatives. For all other grants and special funding, the team works directly with the Finance Department and the Grants Directors to create their budgets and submit those to the Finance Department by the end of November.

The rest of the College's finances begins in January when property valuations are made available to the College by the Iowa Department of Management. At this time the College prepares its certified budget for revenues and expenditures that is filed with and approved by the Iowa Department of Education. The College's certified budget is published in the local newspaper for public notice. The certified budget is used to set the College's property tax levy rates for the upcoming fiscal year and establish official revenue and expenditures budgets for the Department of Education. The certified budget is reviewed and approved by the Board of Trustees annually prior to filing with the State of Iowa. The public hearing and Board of Trustees approval for the College's 2026 certified budget was conducted on April 9, 2026.

In conjunction with the certified budget, the College prepares a detailed budget for its underlying department level operating funds. This process begins when Cabinet reviews the strategic priorities for the upcoming fiscal year setting expenditure directives and revenue assumptions in alignment with these priorities. The Finance Department communicates the directives and assumptions along with the budget timeline to Budget Officers for their review. Expenditures approved in the College's detailed operating fund budget cannot exceed the expenditure levels approved in the certified budget submitted to the Iowa Department of Education.

Following distribution of operating fund budget directives, the Finance Department populates the revenue, part-time staff, and operating expense budget templates with initial department budgets based on prior year allocations adjusted for college wide directives and known

operational changes. Subsequent to these updates the Finance Department coordinates with the Budget Officers to review existing budgets. Budget Officers communicate any budget neutral reallocations of funding that are needed between spending categories and areas of operation to align with expected activity in the upcoming fiscal year.

Any additional department funding needs beyond the initial allocation are requested via the submission of a Budget Modification Request Form. Following the submission of a Budget Modification Request Form, new requests are aggregated by the Finance Department and reviewed to ensure proper alignment to the College's General Ledger. After initial review, requests are provided to Cabinet to assess the requests and determine which new requests are approved in alignment with the College's strategic priorities and the most effective use of the College's funding.

The College's Finance Department provides the budget allocation for all Full Time Personnel and works closely with the Budget Officers and Cabinet members to assist with the budgeting process. In February, Human Resources and the Finance Department begin accepting requests for any staffing changes and department reorganizations for the upcoming fiscal year. Requests for new positions are reviewed and approved by Cabinet. Following Cabinet approval, the Finance Department updates Full-Time Personnel listings and associated expenditures in the College's budgeting software to reflect the financial impacts of new positions and department reorganizations.

Upon completion of the departmental operating fund budgets, input is reviewed by the Finance Department for accuracy, and an initial detailed operating fund budget is presented to Cabinet. Following the initial detailed operating fund budget presentation, members of the Cabinet meet with the Finance Department to analyze their areas and request final modifications. Once all members of Cabinet have provided their modifications, the final detailed operating fund budget is presented to the President and Cabinet for approval. Upon receiving President and Cabinet approval the final detailed operating fund budget is presented to the Board of Trustees during their June 2026 meeting. The Board of Trustees provide the final approval for adoption of the detailed operating fund budget for the fiscal year during this meeting.

**The detailed operating fund budget proposed to the Board of Trustees in June 2026 was adopted with no changes. Operating Budget adoption was effective June 18, 2026.**

## Budget Amendment Process

Budget maintenance and monitoring is an ongoing process throughout the fiscal year. Every month, the Finance Department reviews spending actuals compared to budget along with historical trend analysis to prepare written status reports for Cabinet review. Analysis includes a forecast of the net income expectations for the College. Expenditures and revenues are reviewed during this monthly analysis with financial implications being discussed with Cabinet members for each department. Potential reallocation of savings is also reviewed quarterly to ensure the College maintains alignment between spending and strategic priorities. Finance provides updated budget projections throughout the fiscal year to the Board of Trustees for review.

Throughout the year, the Finance Department tracks and reports to the Cabinet and Board of Trustees material budget amendments that will be requested. This process ensures unbudgeted expenditures do not jeopardize the College's financial strength and ensures department accountability. Material budget amendments require Cabinet and Board of Trustees approvals.

If the College anticipates material changes to expenditure actuals related to the College's certified budget filed with the Iowa Department of Education, the College will propose a formal budget amendment. Proposed budget amendments do not impact property tax levies but are used to meet State of Iowa requirements if actual expenses will exceed originally budgeted amounts. The State of Iowa does not require revenue amendments. Amendments to the certified budget are published in the local newspaper for public notice and are filed with the State of Iowa upon adoption by the Board of Trustees.

# FY27 Budget Calendar

| August | Budget Tasks |
|---|---|
| 1 | Distribute proposal link and budget templates for WTED projects |
| **September** | **Budget Tasks** |
| 2 | WTED proposal requests due to Finance |
| 30 | WTED projects approved and entered into Adaptive Planning |
| **October** | **Budget Tasks** |
| 13 | Finance Department begins meetings with Grants directors |
| **November** | **Budget Tasks** |
| 10 | Grants budget templates due to Finance |
| **December** | **Budget Tasks** |
| 12 | Grants and WTED Budgets Finalized in Adaptive |
| 16 | Cabinet reviews strategic priorities to set operating fund budget directives and assumptions |
| **January** | **Budget Tasks** |
| 2 | Finance Department prepares financial calendar |
| 2 | Initial property tax valuations are made available by Iowa Department of Management |
| 5 | OEPI budget templates distributed to Cabinet |
| 5 | Finance salary projections file is created |
| 5 | Department budget trainings |
| 5 | Operating fund budget process and timelines are communicated to Budget Officers |
| 9 | Finance Department begins preparation certified budget based on initial property tax valuations |
| 20 | Budget Modification Request Form is released to Budget Officers to request additional departmental funding in the operating fund budget |
| 23 | OEPI budget templates due to Finance |
| 26 | Budget team begins meeting with Budget Officers to review budgets |
| **February** | **Budget Tasks** |
| 9 | OEPI budgets reviewed and approved by Finance |
| 16 | HR and Finance begin personnel review and reorganization meetings with Cabinet members |
| 20 | Completed operating fund budget input tasks are due back to Finance Department |
| 20 | Completed Budget Modification Requests are due to Finance Department for operating fund budget requests |
| 27 | Approved OEPI budgets loaded into Adaptive |
| **March** | **Budget Tasks** |
| 6 | Final property valuations are made available by Iowa Department of Management |
| 6 | Finance Department finalizes certified budget inputs based on updated property valuations |
| 6 | Budget Modification Requests are provided to Cabinet for review to determine alignment with strategic priorities and approve for entry into the budget |
| 20 | Certified budget preparation is completed and ready to be published in local newspaper |
| 26 | Certified budget is published in the local newspaper providing notice of public hearing regarding the adoption of the proposed certified budget |
| 31 | Personnel review and reorganization requests are completed and input into Adaptive Planning |
| **April** | **Budget Tasks** |
| 9 | Public hearing and adoption of certified budget and associated property tax rates are approved by the Board of Trustees |
| **May** | **Budget Tasks** |
| 8 | Certified budget is approved by the Iowa State Board of Education |
| 19 | Final operating fund budget reviewed for alignment with strategic priorities and directives completed by the President and Cabinet |
| **June** | **Budget Tasks** |
| 18 | Board of Trustees reviews and approves the operating fund budget and proposed FY27 tuition rates |
| 30 | Operating fund budget locked in Adaptive Planning |

## Basis of Accounting and Budgeting

### Basis of Accounting

For financial reporting purposes, the College is considered a special-purpose government engaged only in business type activities as defined in GASB Statement No. 34. Accordingly, the basic financial statements of the College have been prepared using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property tax is recognized as revenue in the year for which it is levied. Grants and similar funding items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

### Basis of Budgeting

The Board of Trustees approves a budget annually designating the proposed expenditures for operation of the College on a basis consistent with accounting principles generally accepted in the United States of America. Following required public notice and hearing, and in accordance with Chapter 260C of the Code of Iowa, the Board of Trustees certifies the approved budget to the appropriate county auditors and then submits the budget to the State Board of Education for approval. The College's budget is comparable to the financial statements in the College's annual Financial & Compliance Report. The budget may be amended during the year utilizing similar statutorily prescribed procedures. Formal and legal budgetary control is based on total operating expenditures.

### Budgetary Controls & Department Accountability

The College measures budgetary results on a total departmental basis with revenue and expenditures being measured separately. The College requires that departments do not spend more than their expenditure budget. To ensure department accountability, the College employs the following guidelines.

Revenues:

- Revenues are budgeted conservatively.
- Actual revenues are expected to meet or exceed budgeted amounts.
- Revenues in excess of budget does not mean a department can spend more than their approved expenditure budget.

Expenditures:

- Total actual expenditures may not exceed total budgeted expenses regardless of funds/cash available.
- Expenses should be charged to the appropriate account based on account definitions regardless if budget is remaining for the account.
- Actual Operating expenses can be over budget for one account and under for another as long as total budgeted operating expenses are not exceeded.
- Actual Part-time personnel expenses may not exceed Budgeted Part-Time Personnel expenses. Special circumstances may allow funds to be reallocated from professional or contractual services.

Additional Guidelines:

- Full Time Personnel: Departments may not reallocate unspent Full Time Personnel budgets (wages and benefits) for other uses as the adopted budget includes savings from vacant positions to balance the operating budget.
- Capital Expenses: Departments are authorized to purchase only items approved within the budget. Changes require a request to be submitted to Cabinet and Cabinet level approval.
- Controllable Expenses: Departments are expected to manage expenses that are considered to be controllable to ensure that total actual expenses do not exceed total budgeted expenses. These include:
    - Part Time Payroll
    - Discretionary Operating Expenses (i.e. Supplies, Travel, Training, etc.)
- Non-Controllable Expenses: Budgets are set by the Finance Department for expenses that are not fully controllable by departments as they are subject to external, normal maintenance or economic factors. Departments may not reallocate unspent budget from Non-Controllable Expenses. If budget is exceeded due to external/economic factors, the Finance Department will determine and review saving opportunities in other departments to offset the unexpected budget overage. These include:
    - Non-Discretionary Expenses (i.e. Utilities, etc.)

## Financial Policies

Kirkwood Community College has policies and procedures governing all areas of the College. The following is a summary of the financial policies and related procedures. For a complete list of policies, visit the College's website at https://www.kirkwood.edu/about-us/trustees/board-policies-and-procedures

**Finance Committee (203)**

The Finance Committee is responsible for assisting the Board of Trustees to ensure the quality and integrity of accounting and financial practices.

The Finance Committee will be composed of three members selected by the Board Chair each year during December or when vacancy occurs. The primary function of the Finance Committee is to assist the Board of Trustees of Kirkwood Community College in fulfilling its oversight responsibilities with respect to the quality and integrity of the accounting and financial reporting practices of Kirkwood and its related financial controls through:

- Review the College's financial reporting process and systems of internal accounting and financial controls;
- Evaluate the independence and performance of the College's outside auditors; and
- Providing an avenue of communication among the outside auditors, management and the Board.

**Payment of Bills (213)**

The Treasurer shall have the authority to approve and make payment of the bills against Kirkwood Community College. Prior to the meeting of the Board of Trustees, the Treasurer shall submit to two Trustees on a rotating basis, a list of such paid bills, certified by the Treasurer as a true and correct statement of the bills with the approval of the President noted, for review and ratification by the Board of Trustees.

**Duties of the President (302)**

The President shall direct the preparation of an annual budget showing the estimated financial needs for the ensuing fiscal year, including recommendations for resident and non-resident tuition rates and the anticipated income from all sources, and submit the budget to the Board in accordance with the requirements of law. The President is responsible for the overall accountability of the College. This applies to not only financial accountability, but to the management and utilization of human resources, as well. The President shall provide sound financial management and leadership regarding the finances of the College, with an emphasis on maintaining the operation of the College at its current or greater capacity regardless of external factors.

**Depository of Funds (722)**

At the annual meeting in July, the Board of Trustees shall designate by resolution, which shall be entered in the official minutes of the Board, the name and location of the bank or banks selected as the official College depository. The Board of Trustees shall also designate the maximum amount that may be kept on deposit in each institution.

**Purchasing (730)**

It is the policy of the College to purchase products and services from within the College service territory, provided such products and services are competitive. All such purchases shall be administered through College Purchasing procedures developed, written and administered by College administration. Such procedures are to be reviewed annually.

**Capital Assets (730.1)**

Purchases of personal or real property will be made in accordance with the Kirkwood Purchasing Procedure as well as any applicable state or federal regulations. Donations of personal or real property will be coordinated through the Kirkwood Foundations and adhere to applicable policies and procedures.

Donated or purchased personal or real property in excess of $5,000 with an estimated useful life of at least 3 years is considered a capital asset. Capital assets will be recorded within the fixed asset system for tracking, depreciation and reporting purposes. Each capital asset will be assigned an asset number, and if possible, an asset identification sticker will be affixed to the asset.

**Purchasing (730.3)**

This procedure applies when a need arises for College funds to be utilized for procuring equipment, product or services directly related to College activities. Purchases will be awarded without favoritism or prejudice to the most cost-effective quote or bid meeting the specifications of the request. The College reserves the right to reject any or all bids or quotes. Unless otherwise noted, all purchases for equipment, products, and services will be initiated by the issuance of a purchase order. When possible, practical and cost competitive purchases will be made with local vendors as well as targeted small businesses.

**Competitive Bidding(730.5)**

A Request for Proposal (RFP) and Request for Quotation (RFQ) are used to solicit bids from qualified vendors and identify which vendor might be the best qualified to complete the project. For non-construction purchases RFPs and RFQs are not legally required but may be used by the initiator of the purchase when soliciting bids is deemed to be advantageous to the College.

**Approval and Payment for Goods and Services (734)**

The Board of Trustees shall audit and allow all just claims against the community college. A payment shall be made payable only to the person performing the service or furnishing the supplies for which the payment is issued. Payments issued prior to audit and allowance by the board shall be allowed by the board at the first meeting held after the issuance and shall be entered in the minutes of the meeting.

**Investment (744)**

The Board of Trustees shall require the College administration to develop, write and administer an investment procedure that complies with Iowa Code Chapter 12B.10. The investment procedure shall apply to all funds, proceeds and transactions accounted for in the financial statements of the College.

**Investment (744.1)**

The Investment Procedure of Kirkwood Community College shall apply to all operating funds, bond proceeds and other funds and all investment transactions involving operating funds, bond proceeds and other funds accounted for in the financial statements of Kirkwood Community College. Each investment made pursuant to this Investment Procedure must be authorized by applicable law and this written Investment Procedure.

The investment of bond funds or sinking funds shall comply not only with this Investment Procedure but also be consistent with any applicable bond resolution.

This Investment Procedure is intended to comply with Iowa Code Chapter 12B.10(Senate File 2036, 74th General Assembly, 1997 Regular Session) and comply with rules as adopted by the Iowa State Treasurer.

**Balanced Budget**

The College strives to develop budgets resulting in a net zero or positive impact on the ending fund balance, thus resulting in a balanced budget for the fiscal year. General Fund operating expenditures presented in the budget cannot exceed projected funds available at the time the budget is produced. Available funds include the projected revenue for the upcoming fiscal year and any fund balances that have been carried over from prior fiscal years. In accordance with the College's strategic plan, the budget is also developed to ensure the college holds adequate financial reserves, requiring the college to end the fiscal year with a cash balance supporting at least 90 operating days.

# Summary of Funds

Kirkwood Community College manages its resources in accordance with accounting standards as outlined by the Iowa Department of Education (IDOE) in the Iowa Community College Accounting Manual. The IDOE defines a Fund as “A sum of money or other resources segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations, and constituting an independent fiscal and accounting entity.” The College’s primary budgeting and operation includes both the College’s Unrestricted General Fund and Auxiliary Fund. Below are fund definitions for each of the College’s major funds as defined by the IDOE.

## Fund Definitions

**Fund 11 – Unrestricted General Fund**

This fund is available for legally authorized purposes and is, therefore, used to account for all revenues and expenditures for activities not provided for in other funds. Organizational units to be financed through this fund are those which are generally directly related with the operation and support of the educational program of the college, and the only restrictions are those imposed by the budget.

**Fund 13 – Auxiliary Fund**

This fund is to record resources received, held, and disbursed by a community college over which the community college has determination as to the nature and degree of receipts and expenditures. Includes the college’s enterprise operations.

**Fund 17 – Unexpended Plant Fund**

This fund is used to account for resources which will be expended for the acquisition or construction of physical property to be used for community college purposes and resources designated for the major repair and/or replacement of community college property.

**Fund 22 – Restricted General Fund**

This fund is used to account for resources that are available for the operation and support of the educational program, but which are restricted as to their use. Including:

- Tort Liability
- Unemployment Compensation
- Federal Grants
- State and Local Grants
- Chapter 260E Industrial New Jobs Training Activities

**Fund 24 – Agency Fund**

This fund is used to record resources received, held, and disbursed by a community college as fiscal agent for others. Normally, revenue and expenditure of agency funds are not community college revenue and expenditures and should be reported separately.

**Fund 25 – Scholarship Fund**

This fund is used to account for resources available for awards to students who are not in payment of services rendered to the community college and will not require repayment to the community college.

**Fund 27 – Expended Plant Fund**

The expended plant fund is used to account for the cumulative cost of plant assets, net of cumulative deletions.

# Operating Budget

| | Fund 11 BUDGET | Fund 13 BUDGET | Funds 11 + 13 BUDGET |
|---|---|---|---|
| **REVENUES** | | | |
| State & Federal Appropriations | 37,818,005 | - | 37,818,005 |
| Credit Tuition | 49,892,154 | - | 49,892,154 |
| Contract Trng & NonCredit Tuition | 5,609,778 | - | 5,609,778 |
| Fees | 1,828,542 | - | 1,828,542 |
| Property Taxes | 6,577,467 | - | 6,577,467 |
| Sales & Service | 2,861,928 | 14,697,269 | 17,559,197 |
| Investment Income | 525,000 | - | 525,000 |
| Other & NonOperating | 1,808,066 | 1,154,369 | 2,962,435 |
| Foundation Transfers | (1,709,869) | (30,000) | (1,739,869) |
| **TOTAL REVENUES** | **105,211,071** | **15,821,638** | **121,032,709** |
| | | | |
| **EXPENDITURES** | | | |
| **Total Salaries and Benefits** | **84,117,178** | **7,035,029** | **91,152,207** |
| Prof Services, Maintenance, Rentals | 3,578,737 | 382,818 | 3,961,555 |
| Materials & Supplies | 3,083,153 | 456,285 | 3,539,438 |
| Travel | 1,670,077 | 907,266 | 2,577,343 |
| Media | 2,022,622 | 254,596 | 2,277,218 |
| Utilities | 3,325,000 | 38,000 | 3,363,000 |
| Contracted Services | 2,337,921 | 99,975 | 2,437,896 |
| Non-Capital Equipment | 357,675 | 73,000 | 430,675 |
| Insurance - P&C, Tort, Auto, WC | - | 8,000 | 8,000 |
| Cost of Goods Sold | 6,000 | 5,610,678 | 5,616,678 |
| Special Programs Expenses | 4,000 | 334,170 | 338,170 |
| Other Expenses | 4,304,809 | 637,398 | 4,942,207 |
| Bad Debt Expense | 750,000 | 10,000 | 760,000 |
| **Total Operating Expenditures** | **21,439,994** | **8,812,186** | **30,252,180** |
| Interest Expense | 7,843 | 440,116 | 447,959 |
| Payment of Debt Principal | 163,974 | 675,000 | 838,974 |
| Capital Expenses | 525,000 | 78,115 | 603,115 |
| **Total Non Operating Expenditures** | **696,817** | **1,193,231** | **1,890,048** |
| Payroll Savings from Open/On Hold Positions | (2,000,000) | - | (2,000,000) |
| Items Funded through Fund Balance | - | 70,835 | 70,835 |
| Assumed Operating Expense Savings | (500,000) | - | (500,000) |
| **Total Other Estimated Expenses (Savings)** | **(2,500,000)** | **70,835** | **(2,429,165)** |
| **TOTAL EXPENDITURES** | **103,753,989** | **17,111,281** | **120,865,270** |
| | | | |
| **Excess (deficiency) of revenues over (under) expenditures** | **1,457,082** | **(1,289,643)** | **167,439** |
| Net Transfers In(Out) | (1,457,082) | 1,289,643 | (167,439) |
| **CHANGE IN NET POSITION** | **-** | **-** | **-** |

# Revenue Sources

## State Appropriations

The College receives funding through the State of Iowa Department of Education. State General Aid is set by the Iowa Legislature and is allocated to the community colleges based on a three year rolling average of full time equivalent enrollment. The allocation is communicated by the Iowa Department of Education during the budget period and the actual allocation is reflected in the College's budget for the fiscal year.

| | FY2025-2026 Allocation | FY2026-2027 Allocation | Increase/ Decrease | % Change |
|---|---|---|---|---|
| **State General Aid** | 36,879,301 | 37,266,534 | **387,233** | **1.05%** |

## Tuition and Fees

**Credit Tuition –** Credit tuition is paid by students on a per credit hour tuition rate based on their residency status. Tuition rates are set for the fiscal year by the Board of Trustees. Revenue is forecast by analyzing annual historic enrollment trends and an expected credit hour level is set by the President's Cabinet prior to the budgeting process. Tuition revenue is offset by any refunds that are issued throughout the semester.

### Credit Tuition Rates Per Credit Hour (Change from FY2026)

**Iowa Resident Tuition:** $229 (+$8)

**Out of State Tuition:** $306 (+$10)

**International Tuition:** $400 (+$0)

### Credit Hour and Headcount Assumptions % Change from FY2026*

**Regular Enrollment:** -2.6%

**Concurrent Enrollment:** +0.0%

***Credit Hour assumptions are applied as a driver to estimated actuals for FY2026**

**Contracted Training & Non Credit Tuition –** Non-Credit tuition is paid by students for courses that are not applied towards a degree program. Courses include, but are not limited to, continuing education, adult learning, state and federally mandated programs, and certifications and licensures. Budgets for these courses are submitted by the department's budget officers and are based on expected course volume for the fiscal year.

**Fees –** Fees are assessed to credit and non-credit students for various reasons and are included in the budget based on the expected headcount and credit hour levels set by the President's Cabinet prior to the budgeting process. Assumptions related to credit hours and headcount are shown in the Credit Tuition section above. Types of fees assessed to students include, but are not limited to, a flat $50 technology fee for each student, lab fees for applicable courses, third party credentials, and course related materials and supplies.

## Property Tax

The College receives funding through local property taxes based on the assessed property values of taxable properties within Merged Area X. The general property tax levy is limited to funding the general operations of the College. General operations property tax levy revenue received an increase of $223k compared to FY2026. In addition to general operations, property tax revenue is levied for restricted purposes including Unemployment, Tort Liability, Insurance, Early Retirement, Equipment Replacement, Plant Fund, and Debt Service. Property tax rates are budgeted based on predetermined levy rates and are entered to the operating budget by the Finance Department's budget officer.

Actual and Taxable Valuations as of January in Merged Area X are shown below for FY2027:

## Actual Valuations

| Property Type | FY2025-2026 Assessed Valuation as of January 1, 2024 | FY2026-2027 Assessed Valuation as of January 1, 2025 | Increase/ Decrease | % Change |
|---|---|---|---|---|
| **Residential** | 44,190,646,525 | 48,241,033,805 | 4,050,387,280 | 9.17% |
| **Agricultural Land** | 3,995,905,916 | 4,905,901,682 | 909,995,766 | 22.77% |
| **Ag Buildings** | 337,294,991 | 365,087,305 | 27,792,314 | 8.24% |
| **Commercial** | 7,205,645,615 | 7,871,815,331 | 666,169,716 | 9.25% |
| **Industrial** | 937,378,188 | 1,120,032,872 | 182,654,684 | 19.49% |
| **Multi-residential** | - | - | - | 0.00% |
| **Personal RE** | - | - | - | 0.00% |
| **Railroads** | 244,386,691 | 225,096,237 | (19,290,454) | -7.89% |
| **Utilities** | 199,007,224 | 213,712,524 | 14,705,300 | 7.39% |
| **Other** | 999,146 | - | (999,146) | -100.00% |
| **Total Valuation** | **57,111,264,296** | **62,942,679,756** | **5,831,415,460** | **10.21%** |
| **Less Military** | 60,005,975 | 57,675,163 | (2,330,812) | -3.88% |
| **Less Homestead** | 229,964,412 | 233,000,504 | 3,036,092 | 1.32% |
| **Net Valuation** | **56,821,293,909** | **62,652,004,089** | **5,830,710,180** | **10.26%** |
| **TIF Valuation** | **2,651,059,600** | **2,981,364,365** | **330,304,765** | **12.46%** |
| **Utility Replacement** | **4,278,726,877** | **4,305,336,727** | **26,609,850** | **0.62%** |

## Taxable Valuations

| Property Type | FY2025-2026 Assessed Valuation as of January 1, 2024 | FY2026-2027 Assessed Valuation as of January 1, 2025 | Increase/ Decrease | % Change |
|---|---|---|---|---|
| **Residential** | 20,544,650,637 | 20,993,558,185 | 448,907,548 | 2.19% |
| **Agricultural Land** | 2,950,974,483 | 2,915,481,372 | (35,493,111) | -1.20% |
| **Ag Buildings** | 249,092,635 | 216,965,515 | (32,127,120) | -12.90% |
| **Commercial** | 5,859,762,396 | 6,402,648,113 | 542,885,717 | 9.26% |
| **Industrial** | 812,390,393 | 971,625,051 | 159,234,658 | 19.60% |
| **Multi-residential** | - | - | - | 0.00% |
| **Personal RE** | - | - | - | 0.00% |
| **Railroads** | 219,073,664 | 201,652,750 | (17,420,914) | -7.95% |
| **Utilities** | 199,007,224 | 209,965,124 | 10,957,900 | 5.51% |
| **Other** | 999,146 | - | (999,146) | -100.00% |
| **Total Valuation** | **30,835,950,578** | **31,911,896,110** | **1,075,945,532** | **3.49%** |
| **Less Military** | 60,005,975 | 57,675,163 | (2,330,812) | -3.88% |
| **Less Homestead** | 229,964,412 | 233,000,504 | 3,036,092 | 1.32% |
| **Net Valuation** | **30,545,980,191** | **31,621,220,443** | **1,075,240,252** | **3.52%** |
| **TIF Valuation** | **2,402,965,293** | **2,698,364,665** | **295,399,372** | **12.29%** |
| **Utility Replacement** | **620,354,020** | **647,736,657** | **27,382,637** | **4.41%** |

**Tax Rate History per $1,000 Valuation**

| Fiscal Year | General | Unemployment | Tort Liablility | Insurance | Early Retirement | Equipment | Plant Fund | Debt | Total Levy Rate |
|---|---|---|---|---|---|---|---|---|---|
| 2026 | 0.20250 | 0.00062 | 0.01623 | 0.50733 | 0.15646 | 0.09000 | 0.20250 | 0.25436 | 1.43000 |
| 2026 | 0.20250 | 0.00064 | 0.01514 | 0.51329 | 0.15646 | 0.09000 | 0.20250 | 0.24947 | 1.43000 |
| 2025 | 0.20250 | 0.00067 | 0.01388 | 0.53290 | 0.10000 | 0.09000 | 0.20250 | 0.25305 | 1.39550 |
| 2024 | 0.20250 | 0.00262 | 0.01416 | 0.52013 | 0.10460 | 0.09000 | 0.20250 | 0.25899 | 1.39550 |
| 2023 | 0.20250 | 0.00265 | 0.01383 | 0.47412 | 0.10589 | 0.09000 | 0.20250 | 0.25304 | 1.34453 |
| 2022 | 0.20250 | 0.00272 | 0.01380 | 0.44961 | 0.10895 | 0.09000 | 0.20250 | 0.24187 | 1.31195 |

## Federal Appropriations

The College recognizes federal appropriations available to the general fund of the institution. These funding sources include indirect federal grant cost recovery and Veterans Affairs reimbursements. Revenue is calculated by applying the federally approved indirect cost rate agreement to qualifying grant expenses for the upcoming fiscal year and by projecting the number of qualifying students for Veterans Affairs reimbursement.

## Sales and Services

The College generates revenue through its enterprise operations (the Hotel, EagleTech, Bookstore, Farm Lab, and the Equestrian Center), athletics, and the continuing education department. Revenue is budgeted by the managers of the enterprise operations and is based on sales forecasts for the upcoming fiscal year.

## Interest on Investments

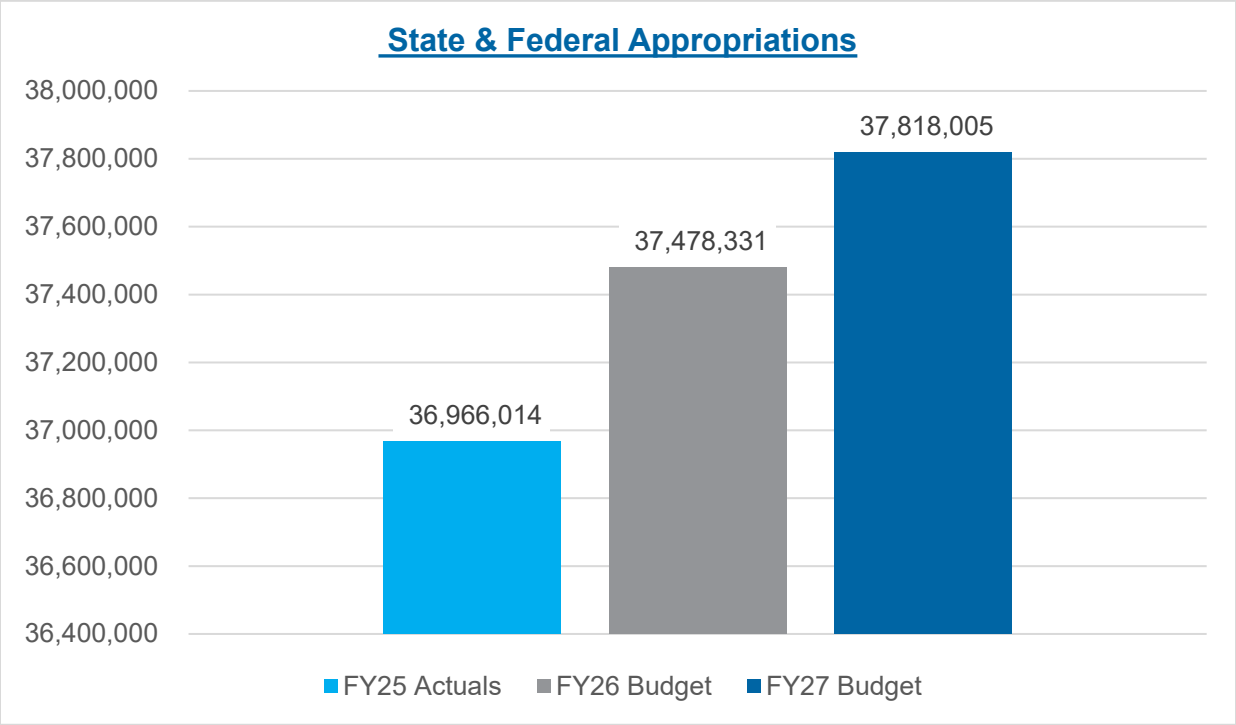
The College earns income on the investment of its fund balances. Each investment is made pursuant to the Investment Procedure and the Investment Policy of the College which is in line with the Iowa State Code. Projected interest rates and fund balances are used to estimate investment income by the Finance Department's budget officer during the budgeting period.

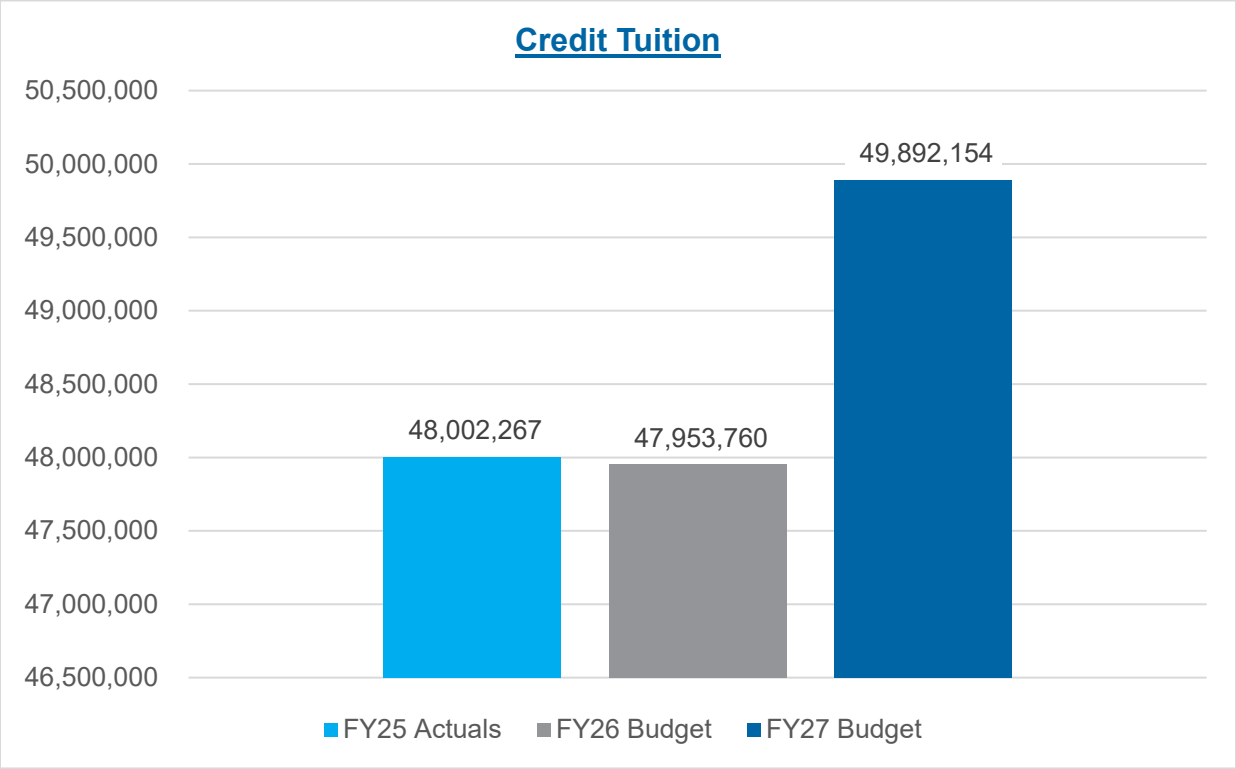
| | FY2022-2023 Actual | FY2023-2024 Actual | FY2024-2025 Actual | FY2025-2026 Budget | FY2026-2027 Budget | Increase/ Decrease | % Change |
|---|---|---|---|---|---|---|---|
| **Investment Income** | 1,541,637 | 1,546,696 | 1,845,737 | 525,000 | 525,000 | - | **0%** |

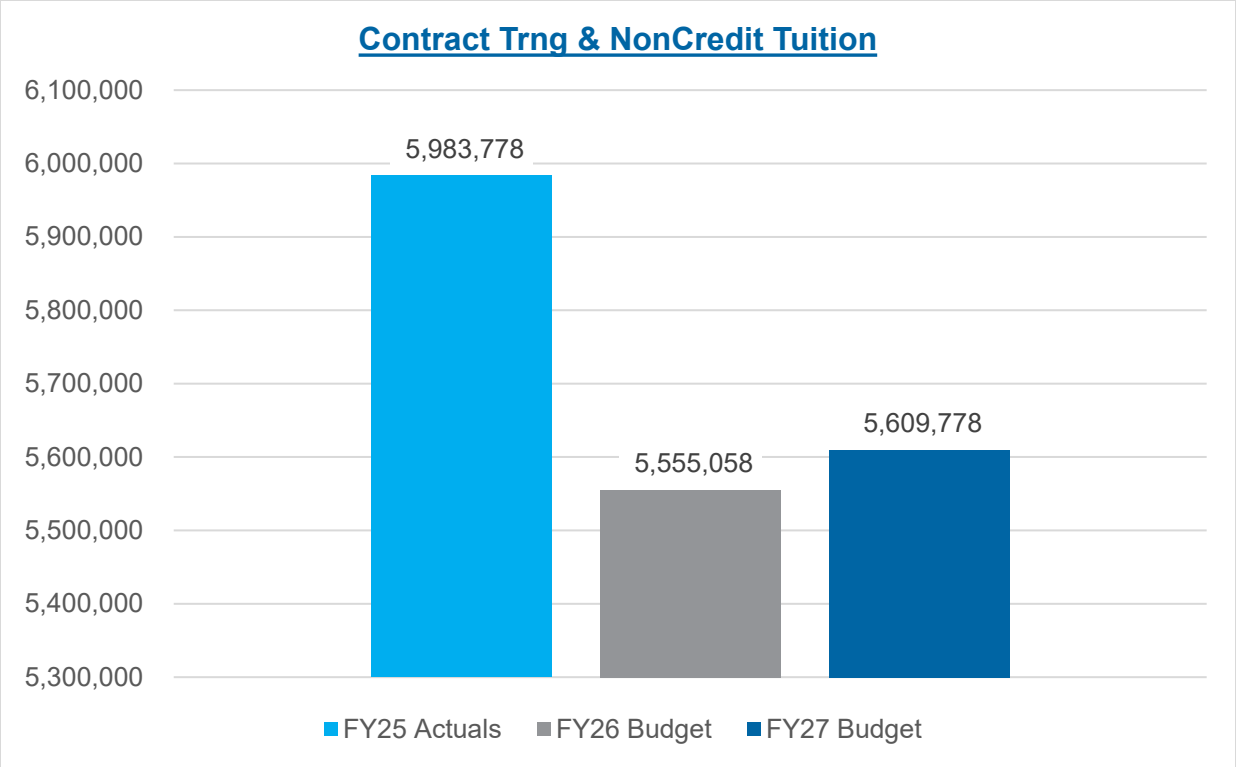
## Other and Non-Operating

This includes revenue from various activities not captured in other revenue categories. Budgeting is based on expected activity for the upcoming fiscal year based on historical trend and is entered at the department level as needed.

# General Fund I – Revenues




Contract Trng & NonCredit Tuition
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6,000,000
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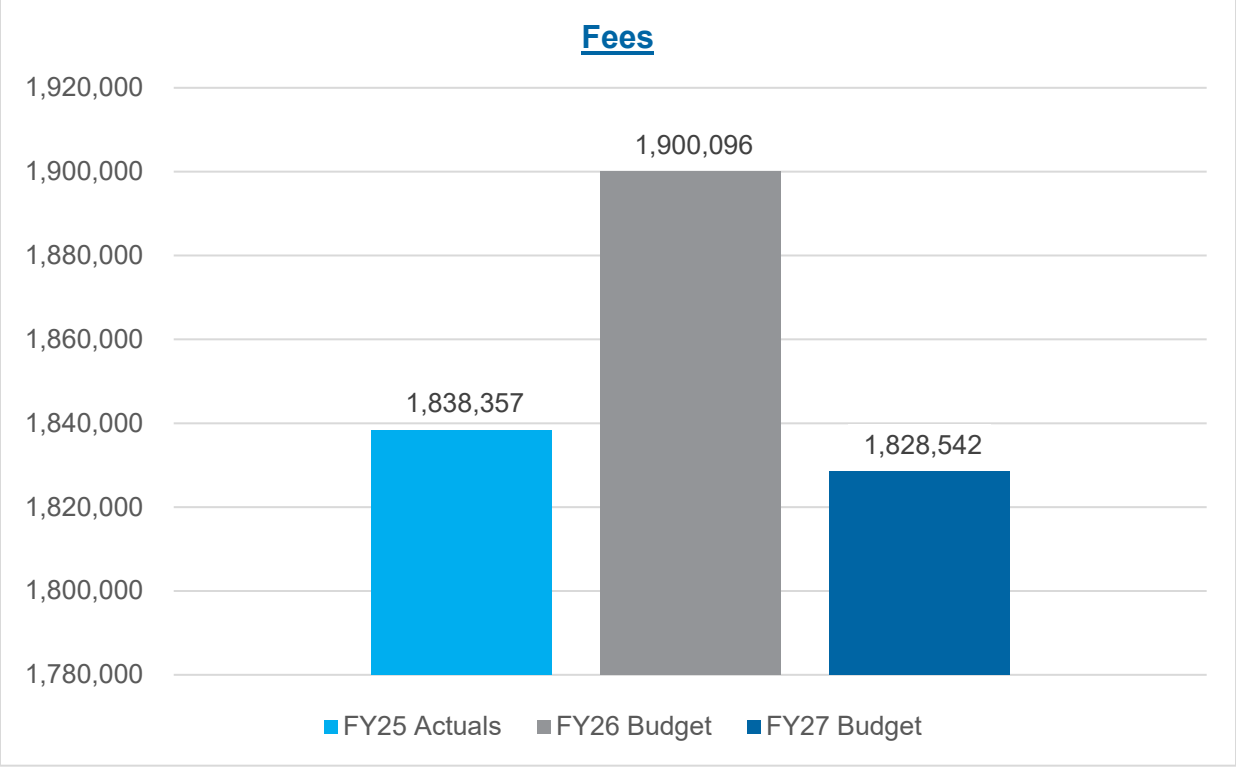
5,555,058
5,609,778
FY25 Actuals
FY26 Budget
FY27 Budget


Fees
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1,780,000
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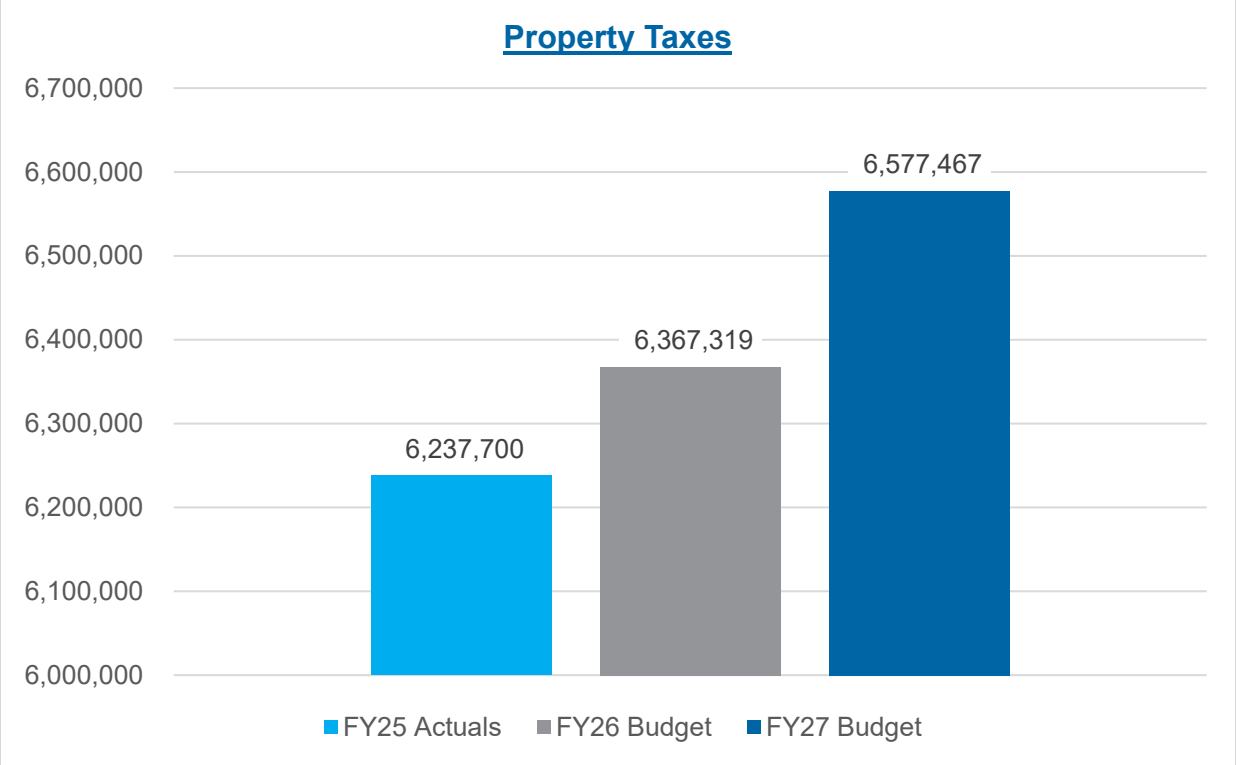
1,900,096
1,828,542
FY25 Actuals
FY26 Budget
FY27 Budget


Property Taxes
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6,400,000
6,300,000
6,200,000
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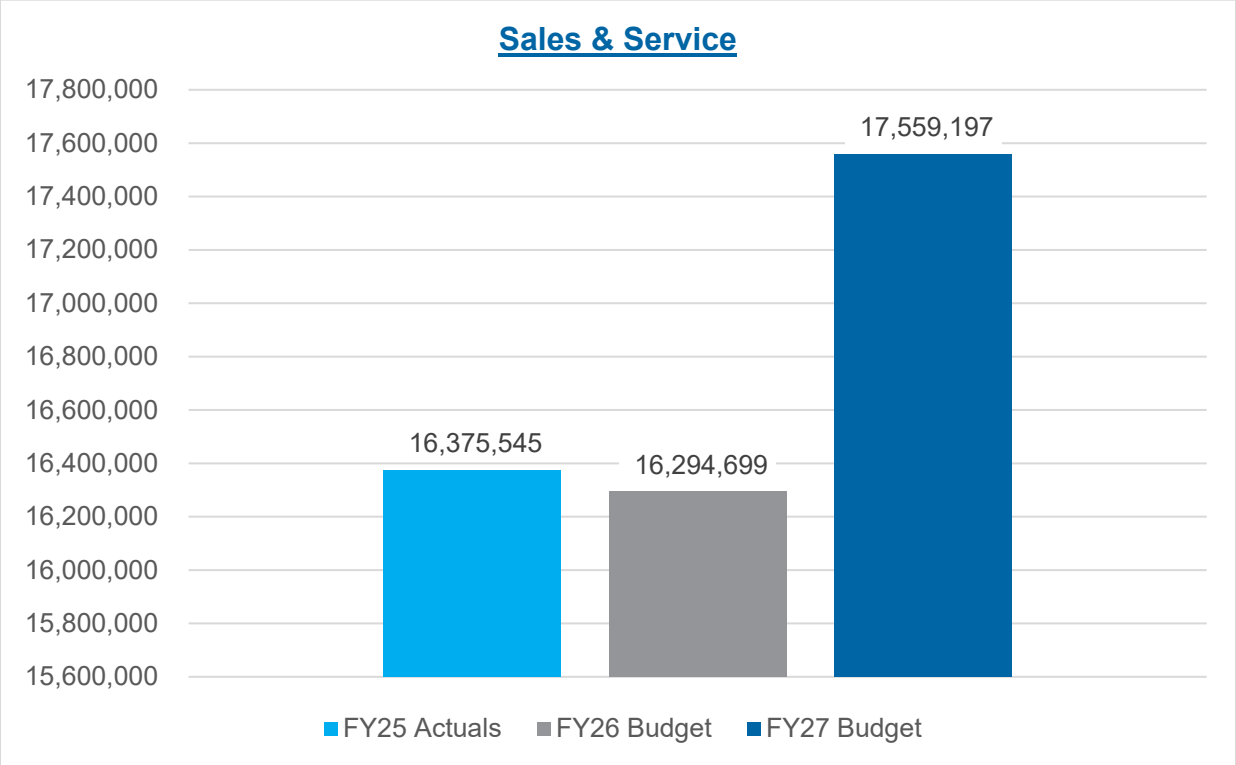
FY25 Actuals
FY26 Budget
FY27 Budget


Sales & Service
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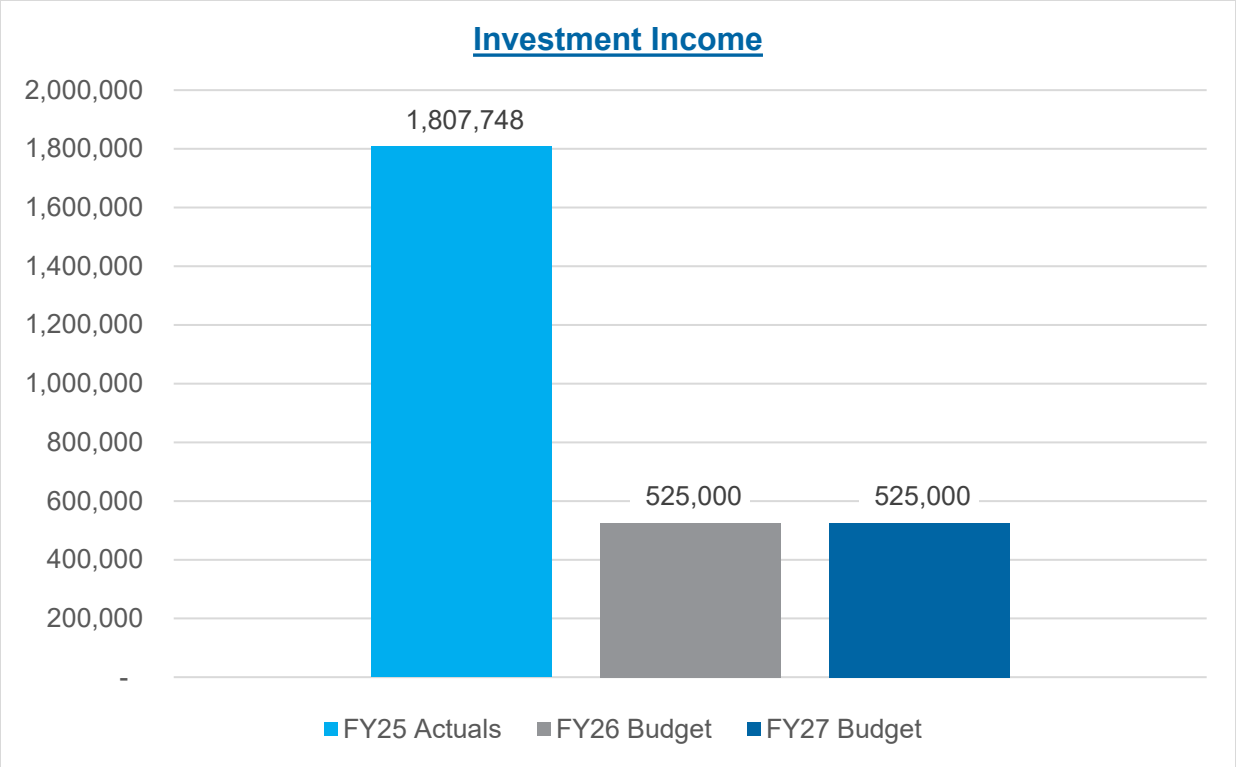
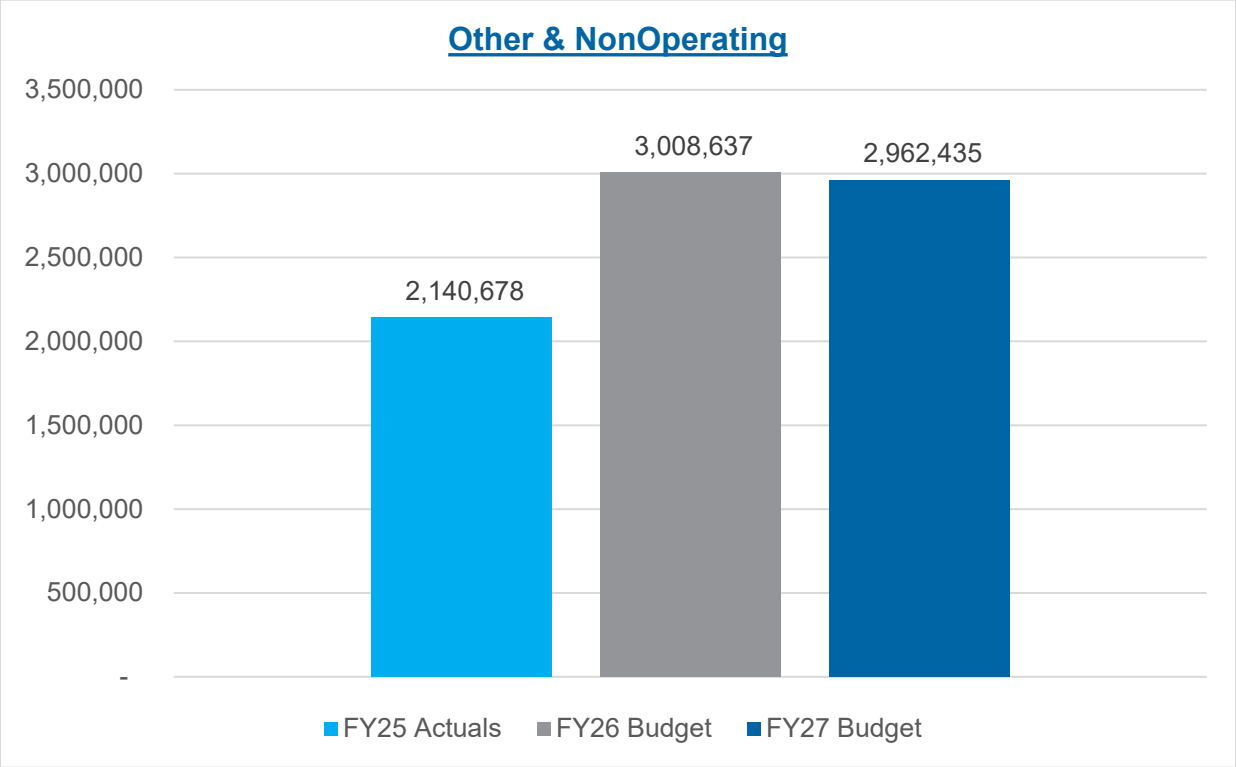
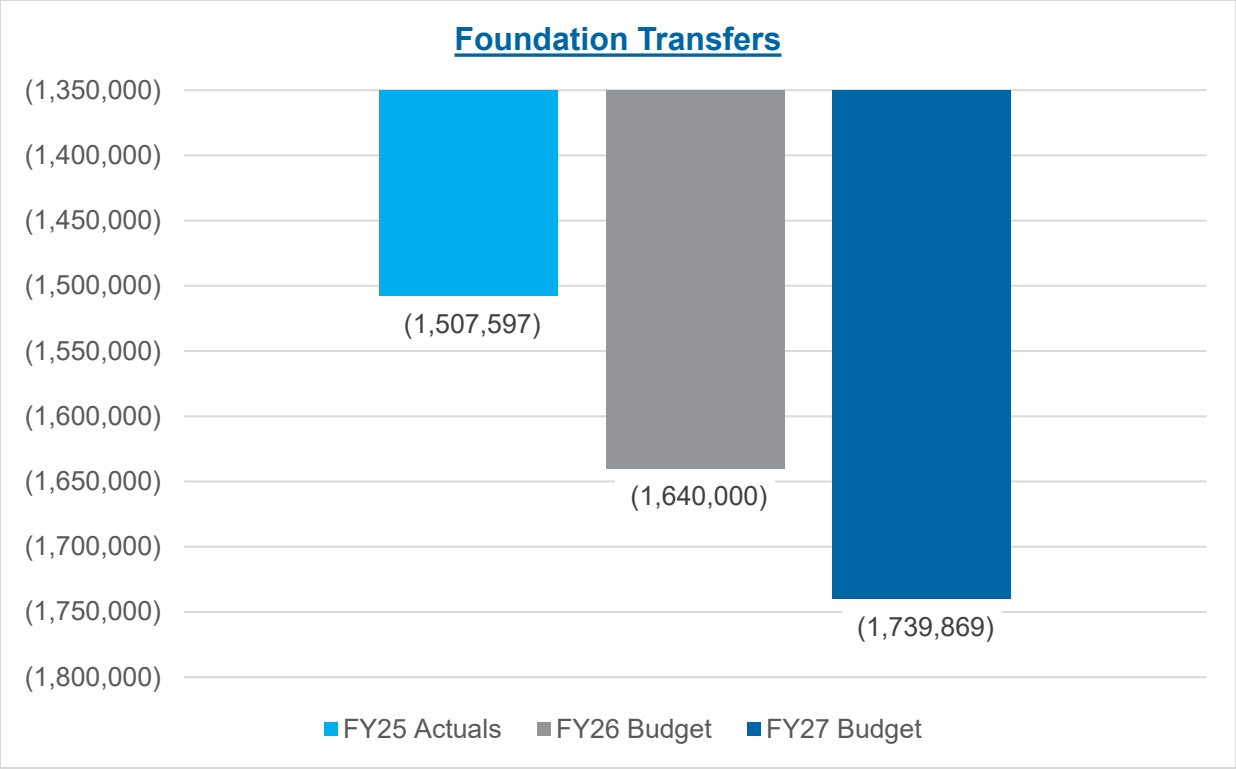
17,600,000
17,400,000
17,200,000
17,000,000
16,800,000
16,600,000
16,400,000
16,200,000
16,000,000
15,800,000
15,600,000
16,375,545
16,294,699
17,559,197
FY25 Actuals
FY26 Budget
FY27 Budget


Investment Income
2,000,000
1,800,000
1,600,000
1,400,000
1,200,000
1,000,000
800,000
600,000
400,000
200,000
-
1,807,748
525,000
525,000
FY25 Actuals
FY26 Budget
FY27 Budget


Other & NonOperating
3,500,000
3,000,000
2,500,000
2,000,000
1,500,000
1,000,000
500,000
-
2,140,678
3,008,637
2,962,435
FY25 Actuals
FY26 Budget
FY27 Budget




*****Activity shown in the Foundation Transfers table is contra-revenue activity and is offset with total revenues earned.**

# Expenditures

## Salaries and Benefits

This expenditure category includes all of the College's Staff and Instructor's salaries, wages and benefits for all employees.

Salaries and Wages are forecasted based on the current employee listing obtained from the human resource employee database system, utilizing each individual employee's respective salary and wage increases for the new fiscal year. Full time positions are budgeted by the Finance Department and all full time positions are planned for a full year of expenditures in order to reflect the maximum financial exposure per position. The College then uses historical trending of payroll savings from open and unfilled positions to determine a budgeted anticipated payroll savings. This allows the College to budget and forecast for the full burden of approved positions while also developing an operating budget that aligns with anticipated actual activity for the fiscal year. The cost savings from open positions are shown as a standalone line item in the expenditures section of the budget and are monitored by the Finance Department throughout the fiscal year to ensure that savings are in alignment with the budgeted estimate. Full time employees were budgeted to receive a 3% raise in the FY2027 Budget.

Part time and temporary positions are input as needed by the department budget officers based on the anticipated need for the upcoming fiscal year.  Part time staff pay scales received a 1.5% increase per hour in the FY2027 Budget. Adjunct faculty pay and full time faculty overload pay was increased by $10 per credit hour in the FY2027 Budget.

Benefits are budgeted based on each individual employee's benefit selection for the new fiscal year. Benefits include coverage pertaining to:

- Health, Vision, Dental, AD&D, Long Term Disability and Life Insurance
    - In FY2026 (Actuals), to offset the growth rate of health insurance premiums and their cost to the College, $653K of previously accumulated reserves were used to buy down 6.5% of the initially proposed health care package. Final FY2027 budgets for health insurance included a package increase of approximately 8.05% to College paid premiums.
    - For FY2027, the College's portion of dental insurance premiums will remain unchanged from FY2026 rates
    - Vision insurance premiums remained unchanged from FY2026 rates.

- Retirement benefits including IPERS (Iowa Public Employee's Retirement System) and TIAA
    - IPERS and TIAA College contribution rates remain at 9.44% for FY2027, unchanged from FY2026.

- FICA Taxes
    - FICA tax rates remain at 7.65% for FY2027, unchanged from FY2026

## Operating Expenditures

Budgets for controllable operating expenditures were initially budgeted to be flat for the FY2027 Budget based on the prior year's approved budget amounts. These amounts were then adjusted for operational changes that were approved by Cabinet during the FY2026 operational year. Requests to increase controllable operating expenditures were submitted by departments for Cabinet review and approval. Reallocation of budgeted expenditures between controllable operating expenditure categories were requested by budget officers and any changes were based on historical trend analysis in conjunction with projected changes to activity and future service levels. Budgets for non-controllable expense categories (i.e. Utilities) are set by the Finance Department. Departments may not reallocate budget dollars from non-controllable expense categories.

**Professional Services, Maintenance, Rentals**

This category includes:

- Contract and professional services
- Facilities and equipment maintenance
- College property expenses
- Printing, postage, and telephone
- Advertising

**Materials & Supplies**

This category reflects the consumable expenses of the College including all Instructional, Office, Technology, and Facility Materials & Supplies.

**Travel**

This category includes all projected costs associated with staff and faculty travel for the upcoming fiscal year, including:

- Mileage Reimbursement
- Meals and Incidentals
- Hotel
- Airfare
- Vehicle Rental

**Media**

This category includes:

- Advertising
- Printing
- Postage & Shipping
- Telephone/Cellular & Data
- Periodical/Magazine Subscriptions
- Library Books/Periodicals

**Utilities**

Utilities are deemed to be a non-controllable expense for the College and budget for this category is determined by the Finance Department. Budget for FY2027 Utilities Expenses increased approximately 13.33% from the FY2026 Budget and are based on projected rate increases for FY2027.

**Contracted Services**

This category includes the costs of contracts with vendors for services rendered to the College.

**Non-Capital Equipment**

This category includes the costs of equipment purchases that do not meet the criteria for capital expenditures. These purchases are typically for items between $1,000 and $4,999.

**Insurance**

This category includes the costs of insurance coverage for the college.

**Cost of Goods Sold**

This spending category includes the cost of selling goods related to:

- The Hotel
- EagleTech
- Bookstore
- All other retail operations

Expenses are budgeted based on historical trending and are budgeted with input from each department's budget officers.

**A portion of this category is transitioned to Materials & Supplies. This is due to The Hotel sharing costs with the college culinary arts program and classes*.

**Special Program Expenses**

This category includes activity for the Animal Health, Farm Lab Enterprise operations. These expenses include:

- Feed Expenses
- Veterinary Expenses
- Livestock Purchases
- Breeding Expenses
- Seed/Fertilizer/Chemical Expenses
- Hired Services

**Other Expenses**

This category includes activity for spending that is not accounted for in other expense categories. These expenses include:

- Collection Agency Expenses
- Meeting Expenses
- Catering/Food Expenses
- Memberships
- Testing Fees
- Legal Publications
- Banking Fees
- Training/Conference Fees
- Employee Recognition
- Emergency Grant Program Expenses
- Cabinet Contingency Funds

**Bad Debt Expense**

Bad Debt Expenses are deemed to be a non-controllable expense for the College and budget for this category is determined by the Finance Department. Budget for FY2027 Bad Debt Expenses was held flat from the prior year's budget. Bad Debt Expense estimates were based on historical expense rates incurred for this category.

**Interest Expense**

This category reflects interest costs associated with bond debt, certificates of participation, capital loan notes, and Iowa Energy Loans held by the College. The Finance Department plans these expenditures based on the repayment schedules and the College's long term debt schedules.

**Principal Expense**

This category reflects principal costs associated with bond debt, certificates of participation, capital loan notes, and Iowa Energy Loans held by the College. The Finance Department plans these expenditures based on the repayment schedules and the College's long term debt schedules. This change allows the College to present a more holistic assessment of expense obligations and better forecast the effect of the fiscal year's operations on the College's cash reserves.

# Capital Expenditures

## Cost & Sources of Capital Expenditures Funding

**Capital Expenditures**

According to the Capital Assets policy 730.01, donated or purchased personal or real property in excess of $5,000 with an estimated useful life of at least 3 years is considered a capital asset. Beyond these requirements, the specific identification of capital projects is based on project type and is described in additional detail below. Budgeting for these expenses is completed with input from the department's budget officers based on need for the upcoming fiscal year. A summary of budgeted capital expenditures by Fund and Department is provided in the Capital Expenditures section of this document.

### Annual Capital Improvements

These requests are generally repair or renovation projects that are less than $25,000 in cost and unable to be completed through the normal work order process. The requests are reviewed by Cabinet. Facilities will visit specified areas to gather cost estimates and determine priorities. Order of priority is influenced by improvements that directly impact College safety, student learning and availability of funds. The complete list of requests with estimates and priorities is reviewed by the President and Vice President of Facilities for final approval. Approved projects will be scheduled once funding becomes available.

### Long-Term Capital Plan

The long-term capital plan is formulated and maintained by several parties including but not limited to the President, the Vice President of Facilities, the Chief Financial Officer and other members of Cabinet. Project requests of this nature are generally large in scope and funding. All such requests are approved by the Board of Trustees prior to requesting bids. Generally, a sealed-bid process is utilized for these requests. Once the bid process is complete and a vendor is awarded, the project commences. The Vice President of Facilities oversees the project and any related contracts.

## Land

Purchases of land by the College are restricted by Iowa Code Section 260C.35. The College may not purchase land that would increase the aggregate of purchased land owned by the merged area to more than 320 acres. Donated land is excluded from this restriction.

## Site Improvements, Buildings and Building Improvements

Requests related to site improvements, buildings or building improvements will generally fall within the annual capital improvement process or within the long-term capital plan. All such requests will be coordinated through the Facilities department.

| Unrestricted General Fund - Fund 11 | | | | |
|---|---|---|---|---|
| Unit | Object # - Object Name | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
| 652010 - Facilities Construction Mgmt | 800000 - Furniture & Equipment | - | 50,000 | 50,000 |
| 652015 - FCM Projects | 800000 - Furniture & Equipment | 50,000 | - | (50,000) |
| 652030 - Custodial Operations | 800000 - Furniture & Equipment | 25,000 | 25,000 | - |
| 454020 - Infrastructure | 800030 - Hardware/Software | 450,000 | 450,000 | - |
| Unrestricted General Fund Total | | 525,000.00 | 525,000.00 | (0.00) |

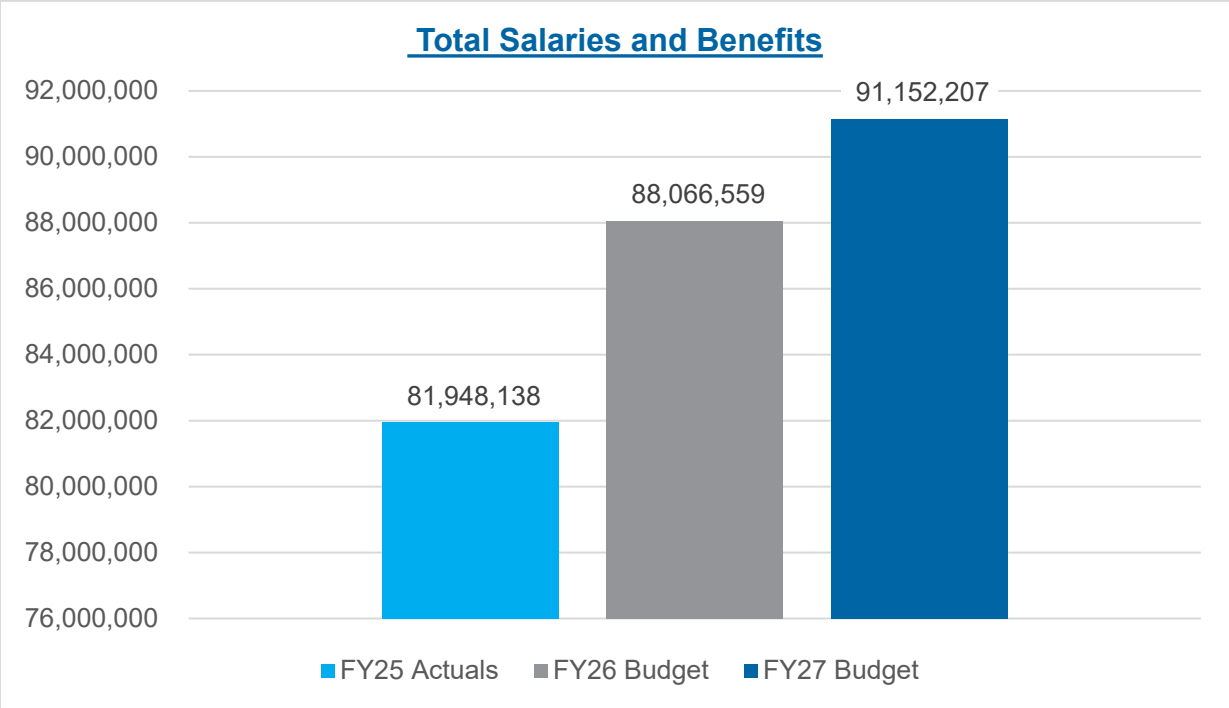
Budgets for capital expenditures in FY2027 in Fund 11 includes $25,000 in Custodial Operations for Furniture & Equipment, $50,000 in Facilities Construction Management for Furniture & Equipment as part of Capital projects and $450,000 for IT infrastructure and software costs.

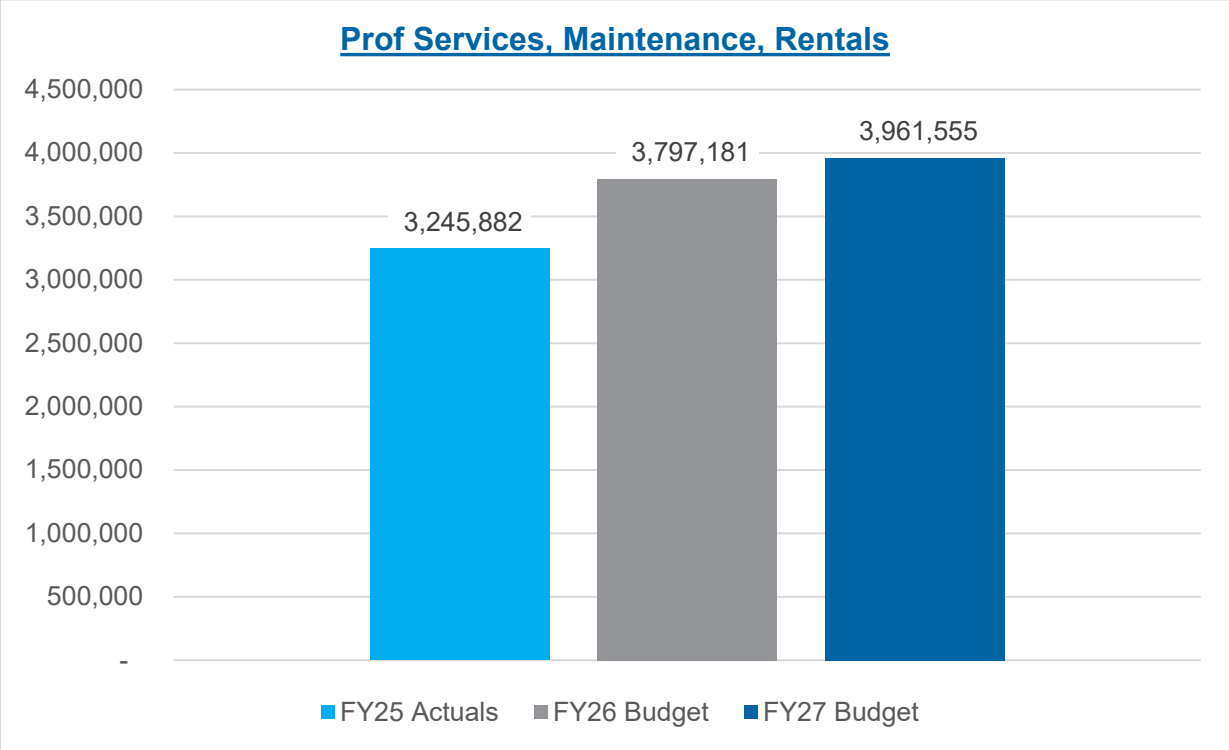
| Auxiliary Fund - Fund 13 | | | | |
|---|---|---|---|---|
| Unit | Object # - Object Name | FY2025-2026 FY26 Budget | FY2026-2027 FY27 Budget | Change from FY26 Inc(Dec) |
| 651015 - Fleet Management | 800020 - Vehicles | 78,115 | 78,115 | - |
| Unrestricted General Fund Total | | 78,115.00 | 78,115.00 | - |

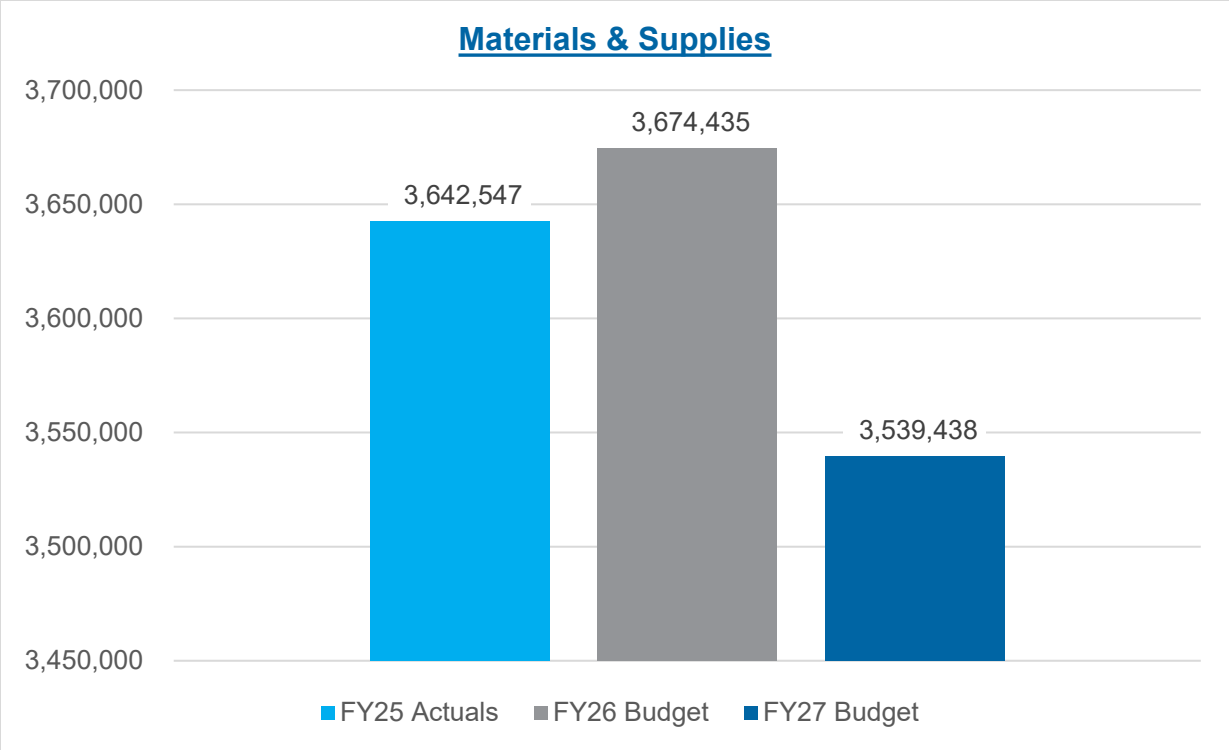
The budget in Fund 13 for $78,115 is designated for fleet vehicles for the Fleet Management unit.

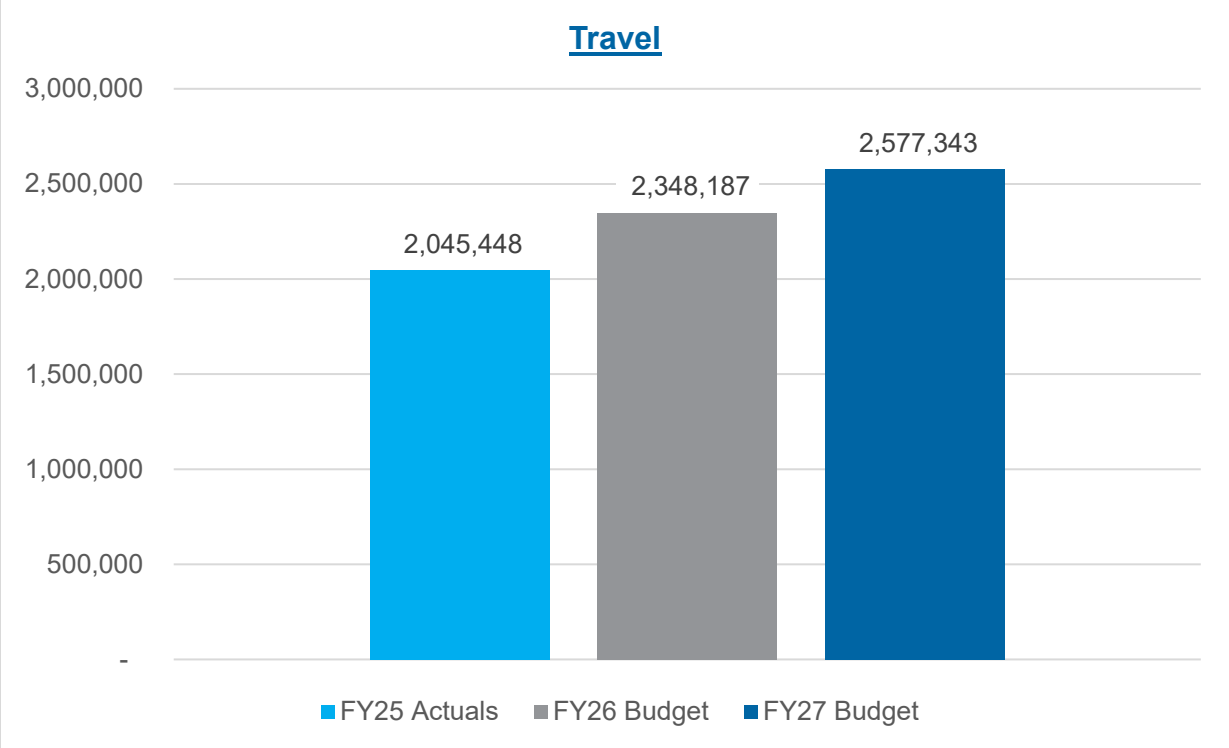
Nonrecurring capital expenditures, such as purchasing new equipment or updating facilities, impact both current and future budgets. In the short term, these costs can limit available annual funds. While in the long term, they may lead to increased efficiency and revenue, ultimately improving future financial performance.

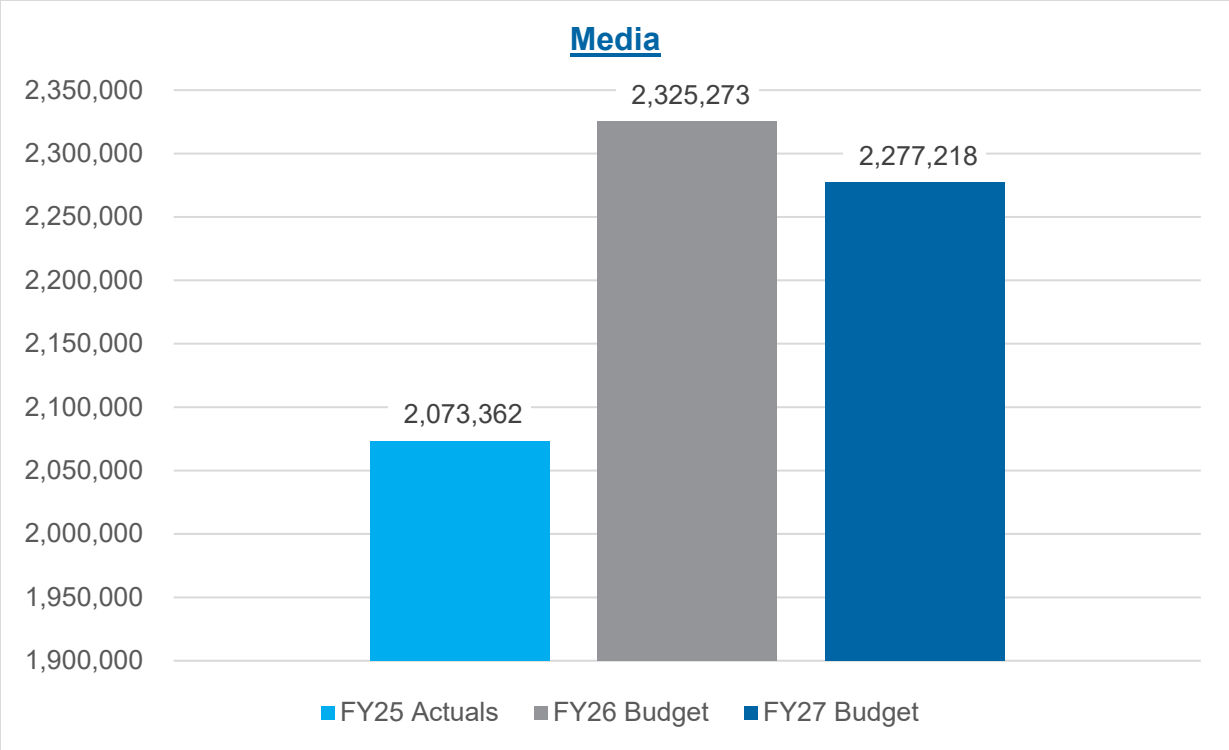
# General Fund I – Expenditures

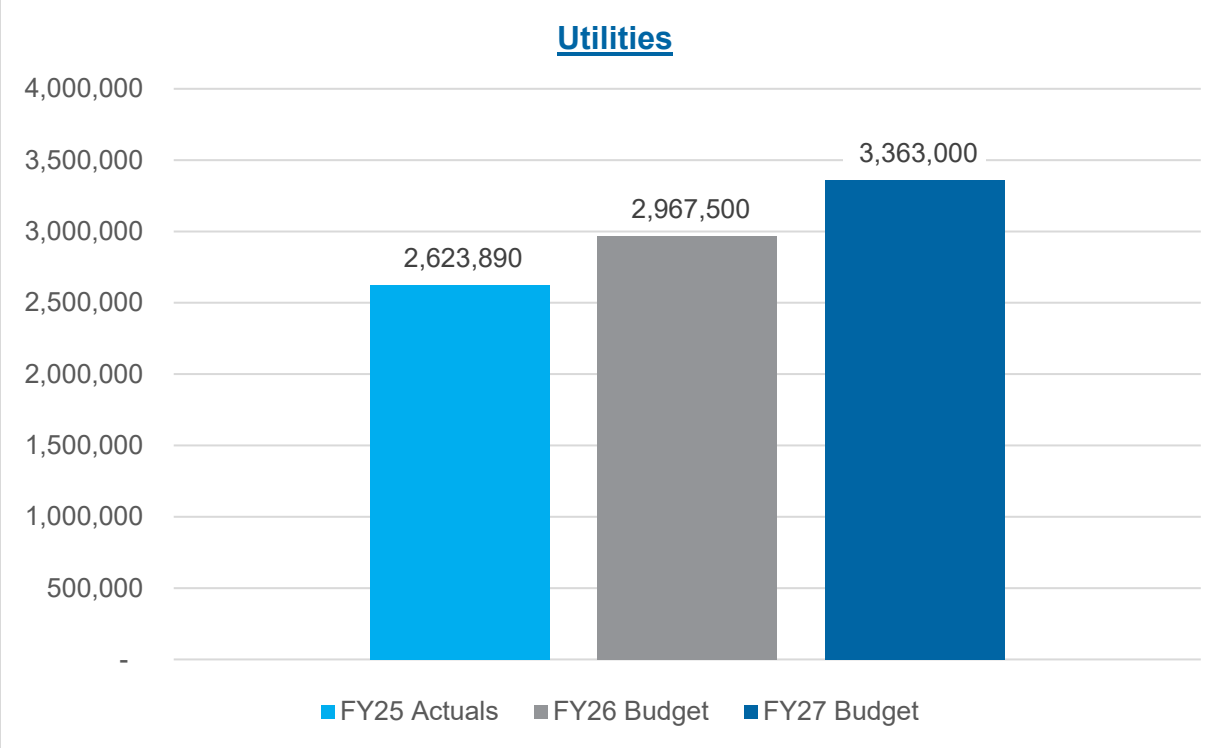


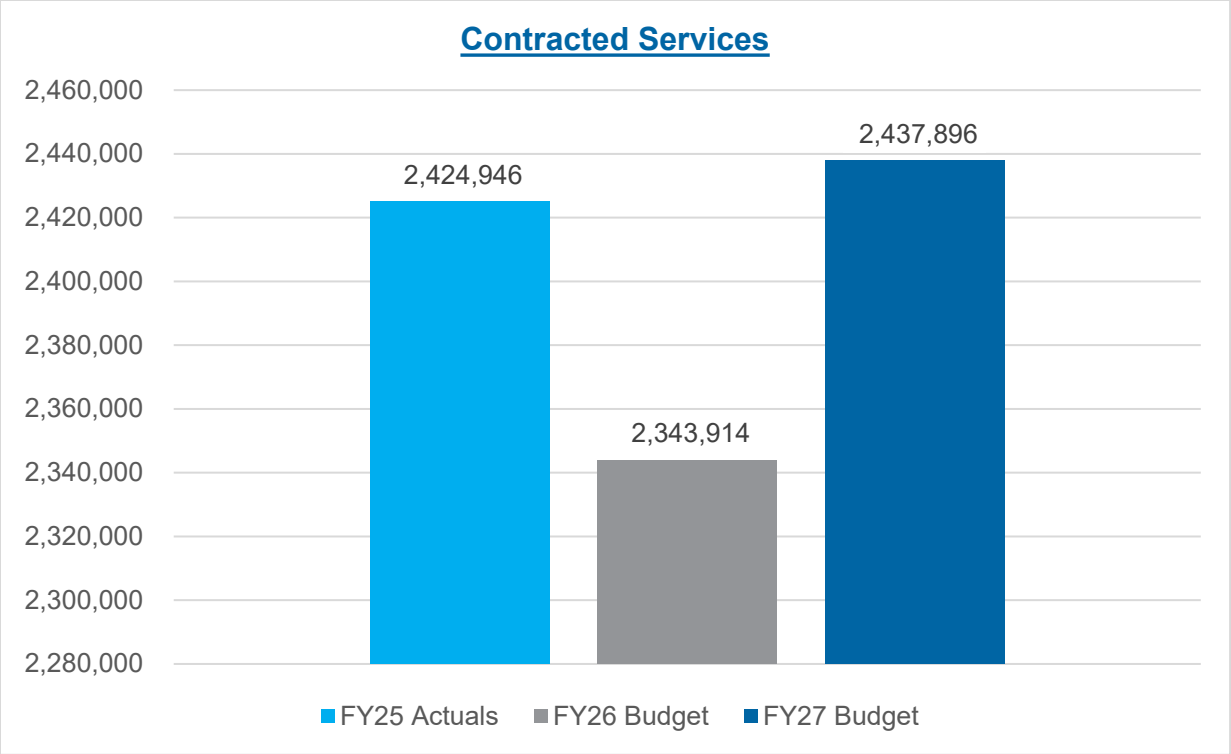



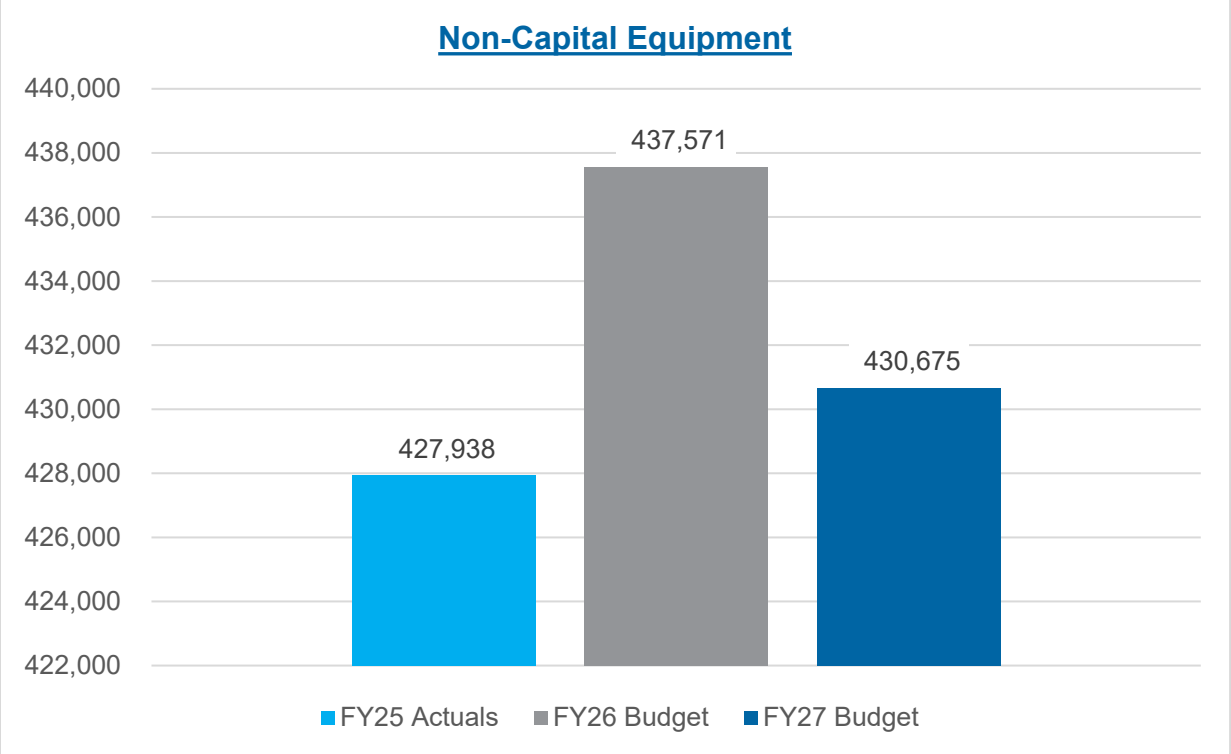

Materials & Supplies
3,700,000
3,650,000
3,600,000
3,550,000
3,500,000
3,450,000
3,642,547
3,674,435
3,539,438
FY25 Actuals
FY26 Budget
FY27 Budget

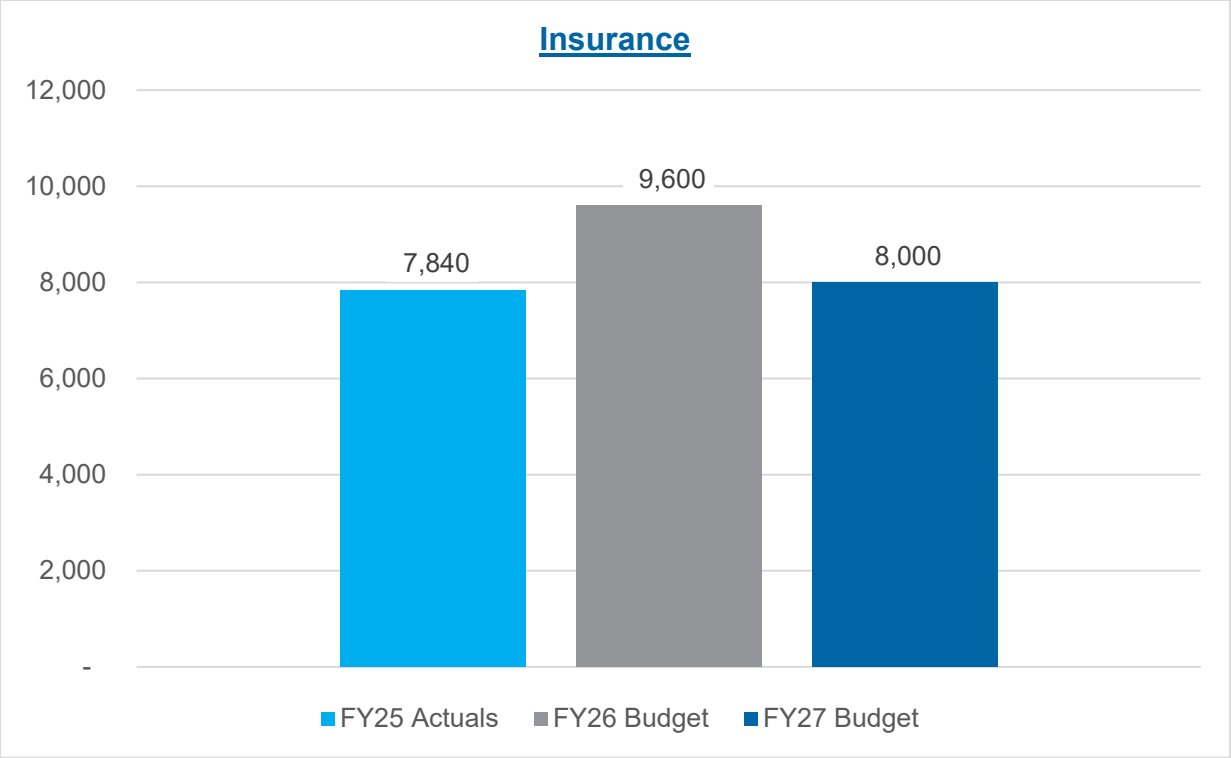

Travel
3,000,000
2,500,000
2,000,000
1,500,000
1,000,000
500,000
-
2,045,448
2,348,187
2,577,343
FY25 Actuals
FY26 Budget
FY27 Budget

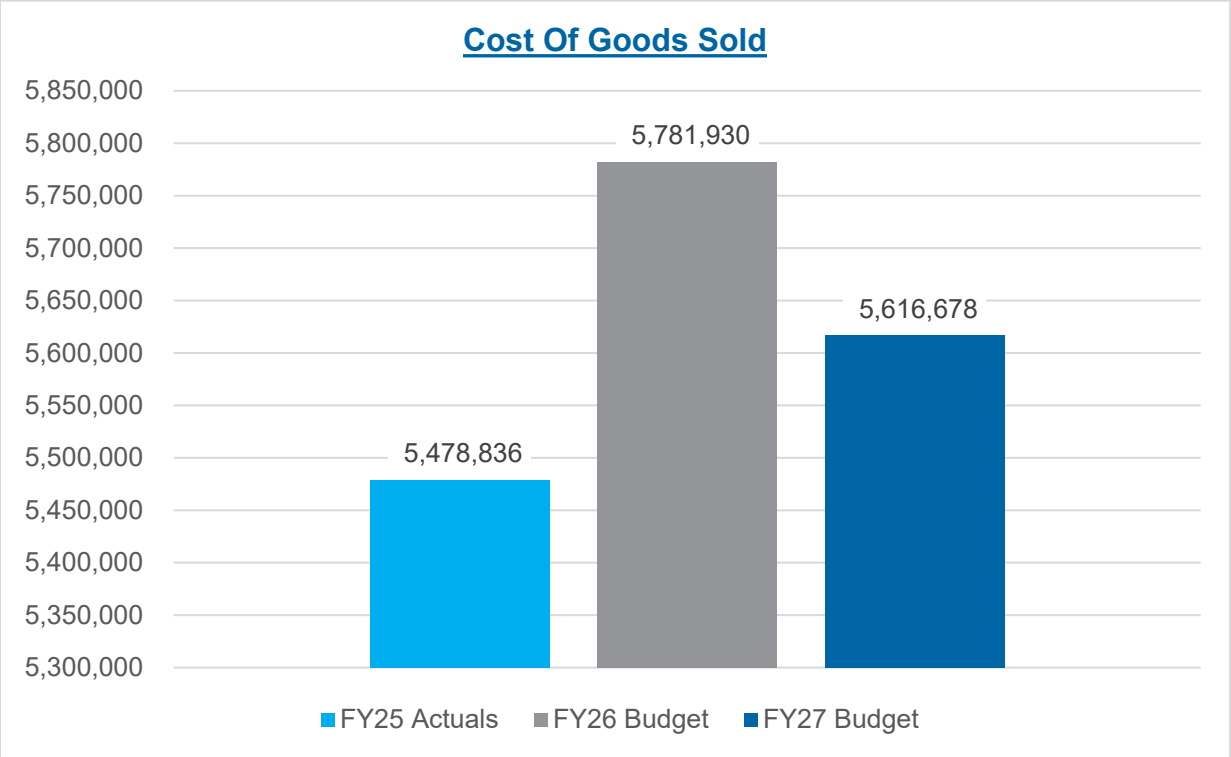

Media
2,350,000
2,300,000
2,250,000
2,200,000
2,150,000
2,100,000
2,050,000
2,000,000
1,950,000
1,900,000
2,073,362
2,325,273
2,277,218
FY25 Actuals
FY26 Budget
FY27 Budget

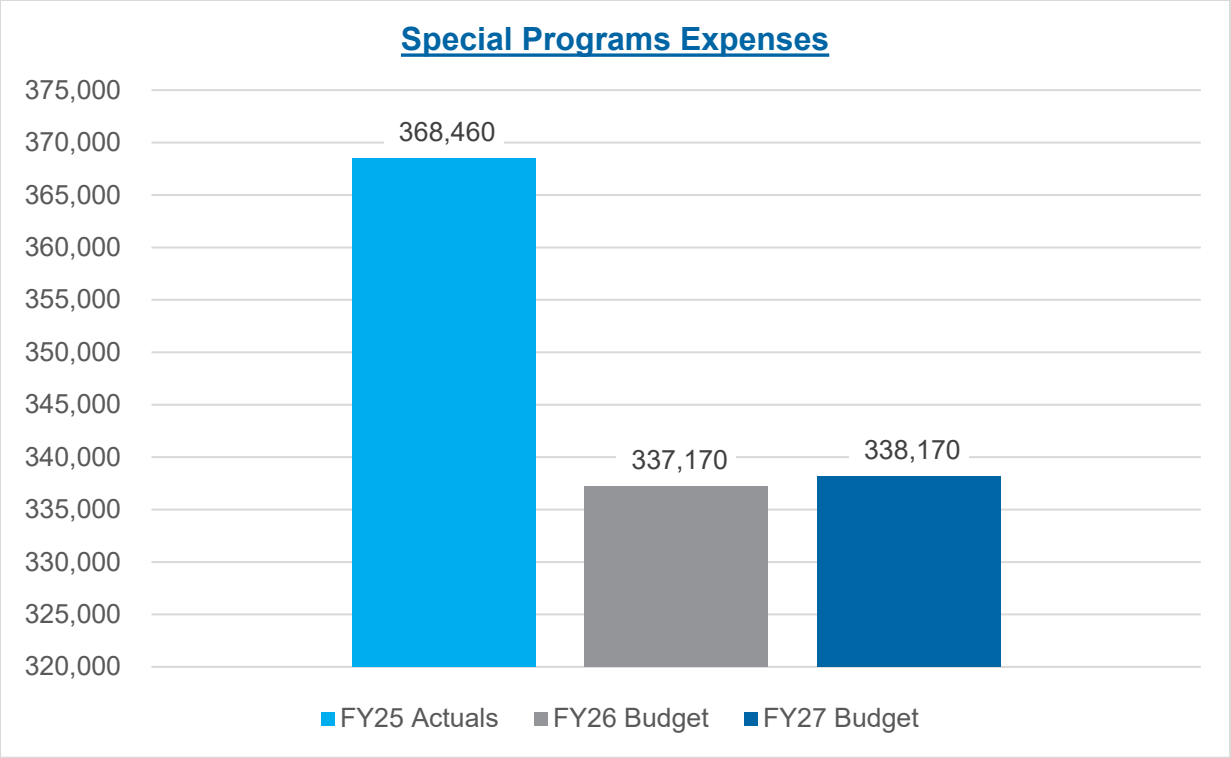

Utilities
4,000,000
3,500,000
3,000,000
2,500,000
2,000,000
1,500,000
1,000,000
500,000
-
2,623,890
2,967,500
3,363,000
FY25 Actuals
FY26 Budget
FY27 Budget

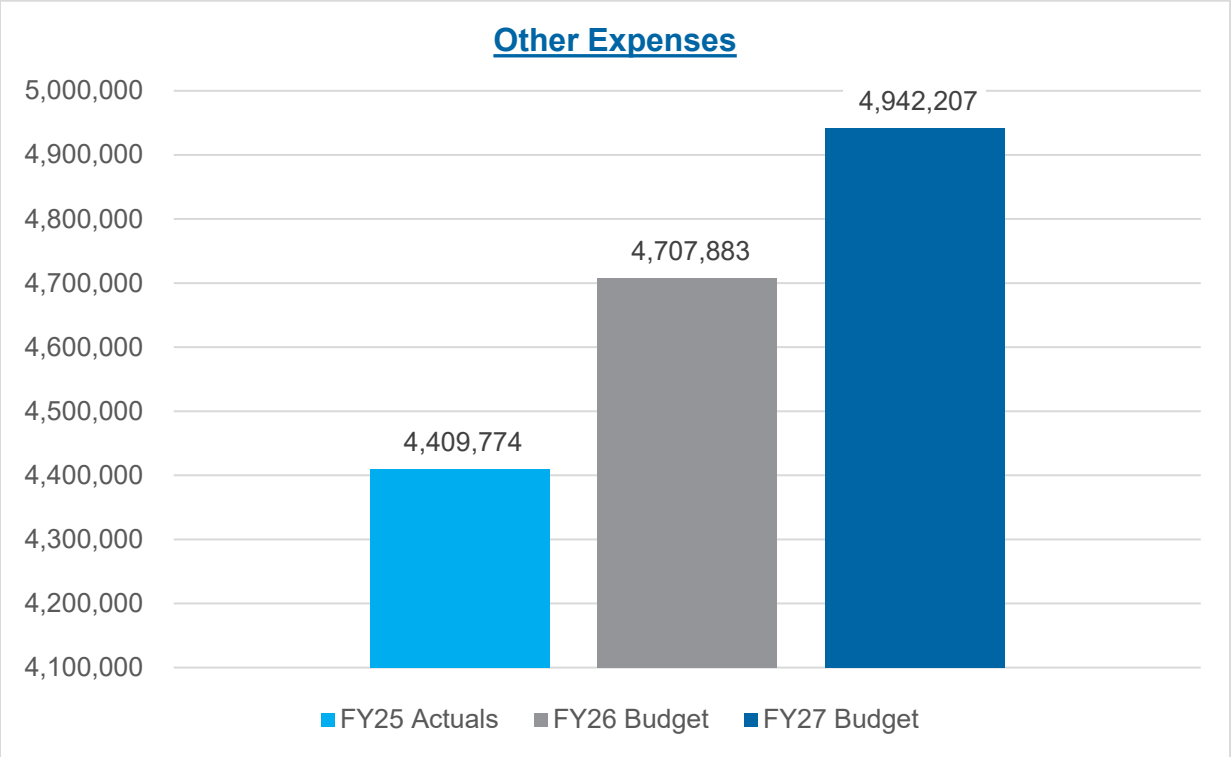

Contracted Services
2,460,000
2,440,000
2,420,000
2,400,000
2,380,000
2,360,000
2,340,000
2,320,000
2,300,000
2,280,000
2,424,946
2,343,914
2,437,896
FY25 Actuals
FY26 Budget
FY27 Budget

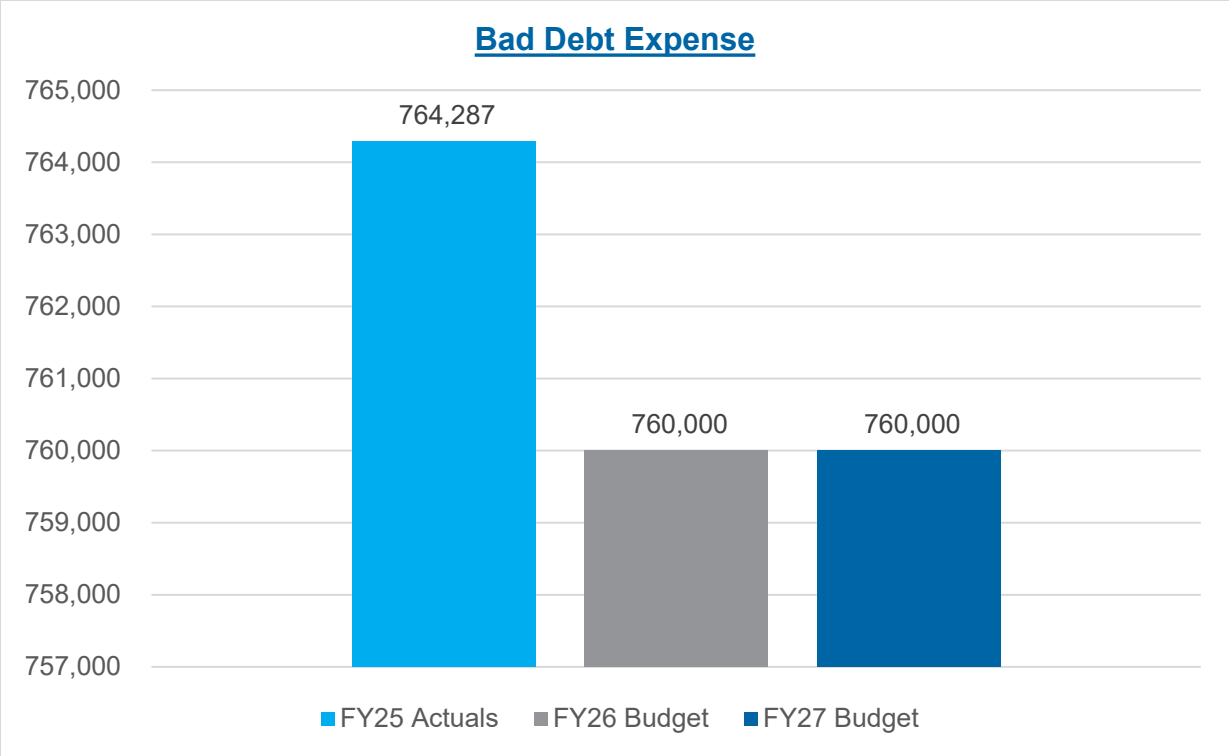

Non-Capital Equipment
440,000
438,000
436,000
434,000
432,000
430,000
428,000
426,000
424,000
422,000
427,938
437,571
430,675
FY25 Actuals
FY26 Budget
FY27 Budget

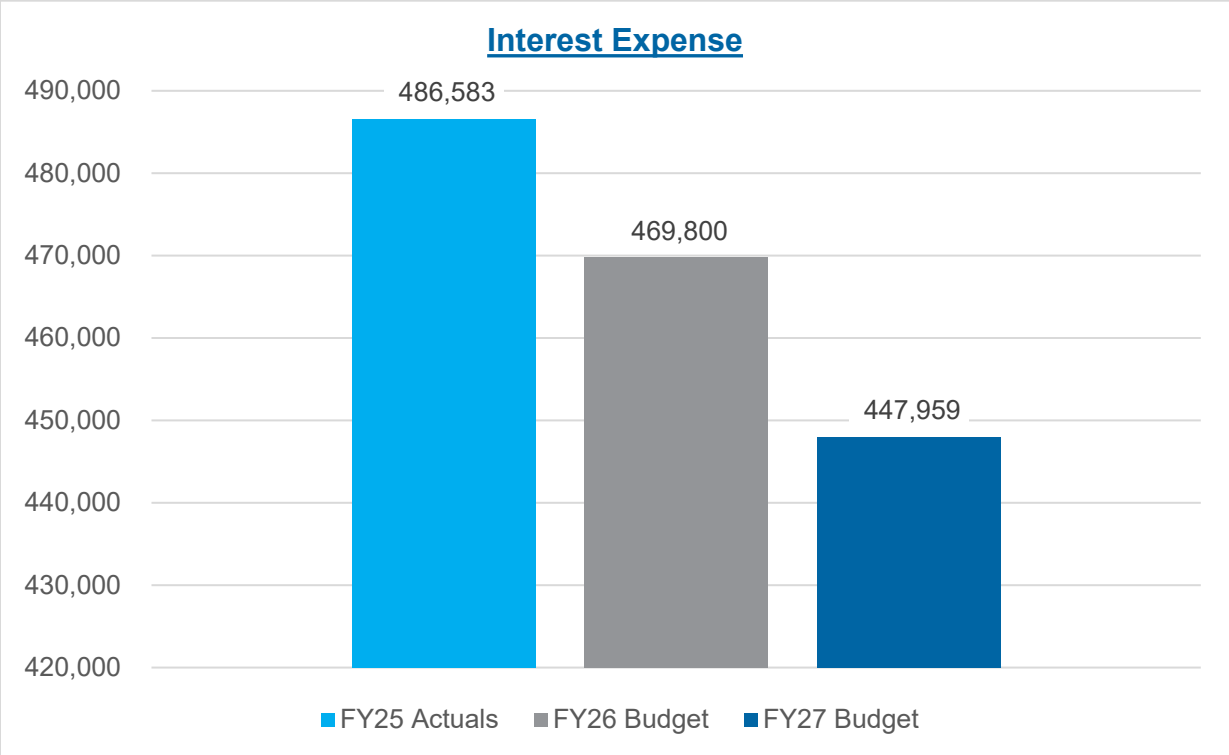

Insurance
12,000
10,000
8,000
6,000
4,000
2,000
-
7,840
9,600
8,000
FY25 Actuals
FY26 Budget
FY27 Budget

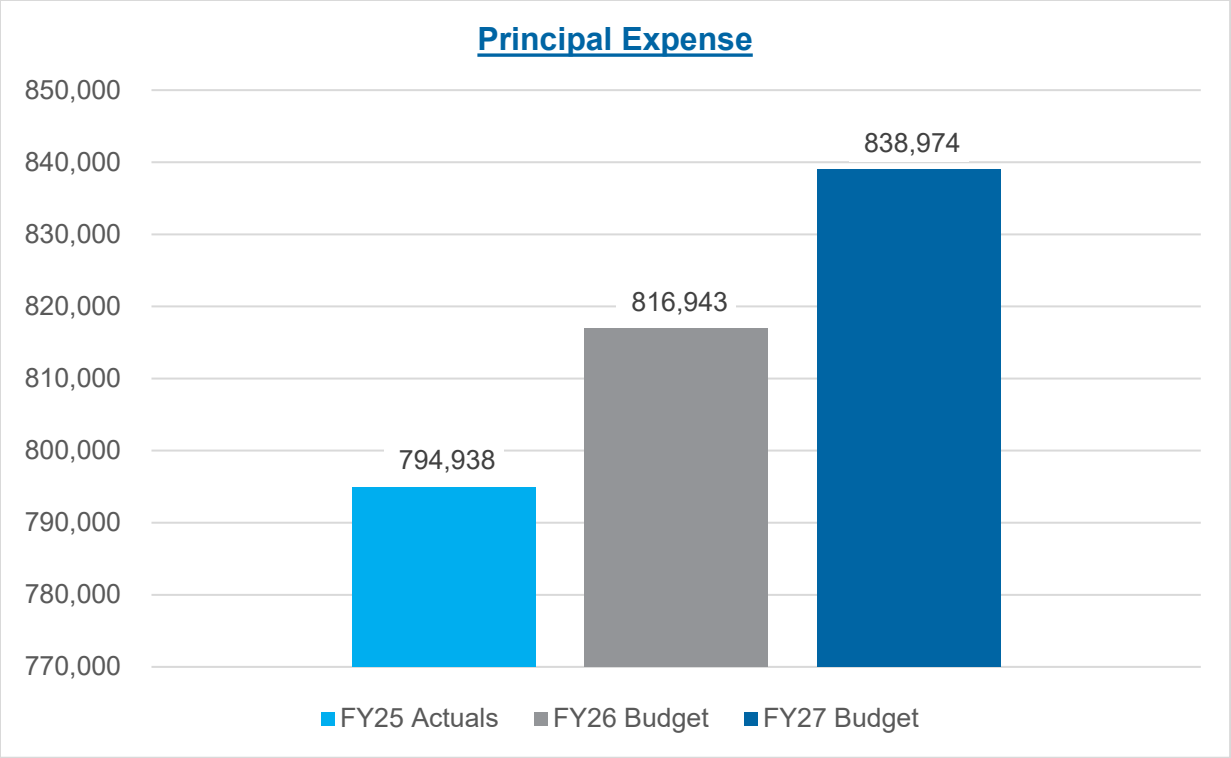

Cost Of Goods Sold
5,850,000
5,800,000
5,750,000
5,700,000
5,650,000
5,600,000
5,550,000
5,500,000
5,450,000
5,400,000
5,350,000
5,300,000
5,478,836
5,781,930
5,616,678
FY25 Actuals
FY26 Budget
FY27 Budget

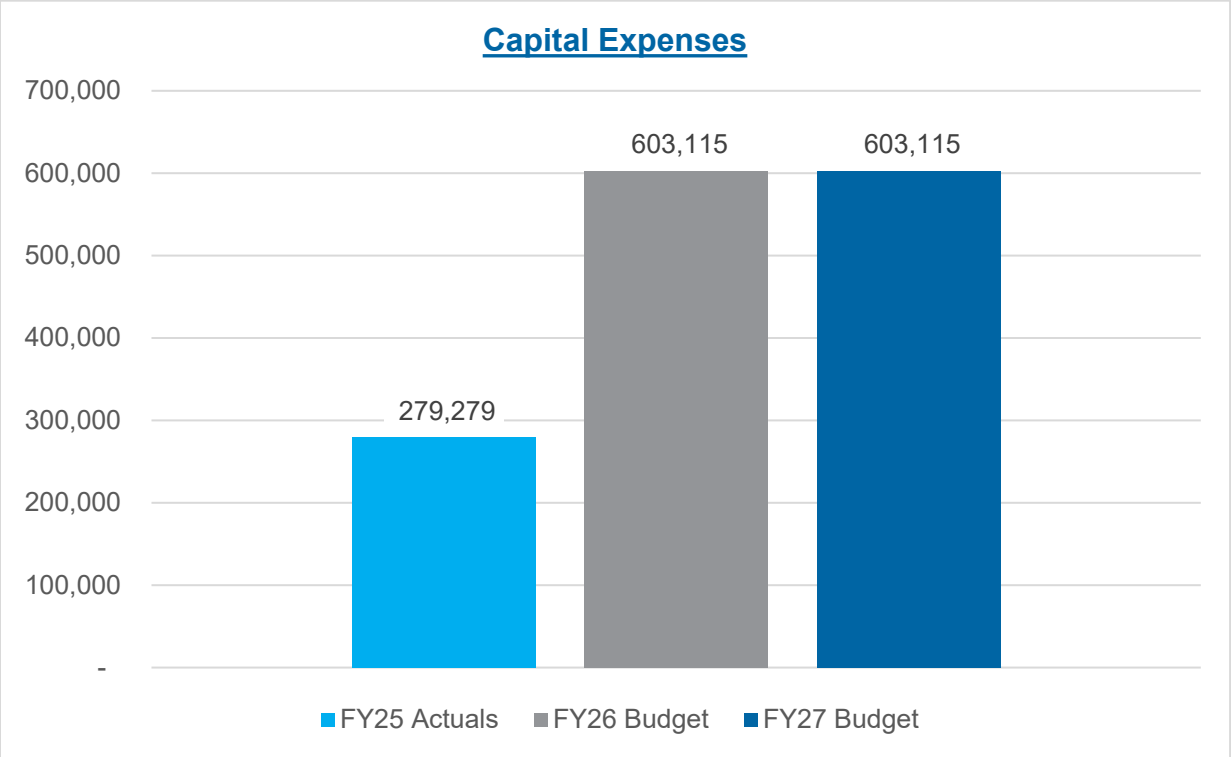

Special Programs Expenses
375,000
370,000
365,000
360,000
355,000
350,000
345,000
340,000
335,000
330,000
325,000
320,000
368,460
337,170
338,170
FY25 Actuals
FY26 Budget
FY27 Budget


Other Expenses
5,000,000
4,900,000
4,800,000
4,700,000
4,600,000
4,500,000
4,400,000
4,300,000
4,200,000
4,100,000
4,409,774
4,707,883
4,942,207
FY25 Actuals
FY26 Budget
FY27 Budget


Bad Debt Expense
765,000
764,000
763,000
762,000
761,000
760,000
759,000
758,000
757,000
764,287
760,000
760,000
FY25 Actuals
FY26 Budget
FY27 Budget

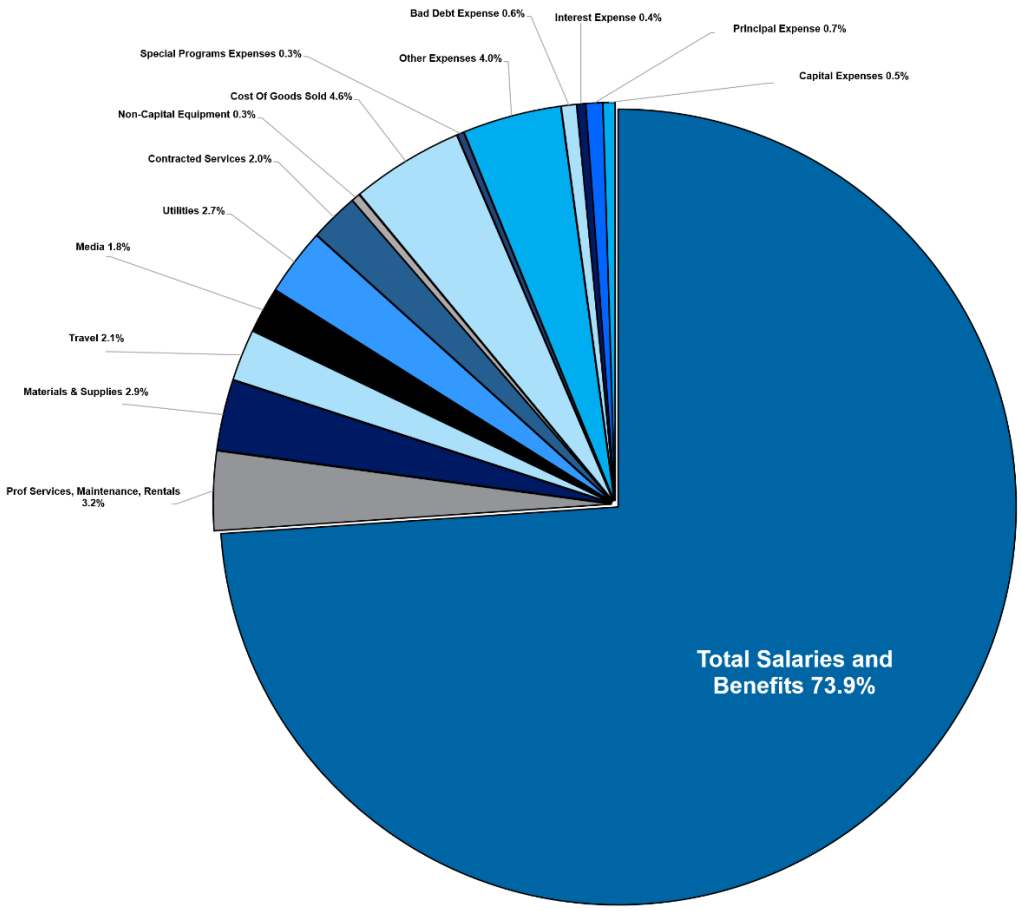

Interest Expense
490,000
480,000
470,000
460,000
450,000
440,000
430,000
420,000
486,583
469,800
447,959
FY25 Actuals
FY26 Budget
FY27 Budget


Principal Expense
850,000
840,000
830,000
820,000
810,000
800,000
790,000
780,000
770,000
794,938
816,943
838,974
FY25 Actuals
FY26 Budget
FY27 Budget


Capital Expenses
700,000
600,000
500,000
400,000
300,000
200,000
100,000
-
279,279
603,115
603,115
FY25 Actuals
FY26 Budget
FY27 Budget

## General Fund I – Percentage of Total Expenditures

| EXPENDITURES | FY25 Actuals | FY26 Budget | FY27 Budget | FY24 | FY25 | FY26 |
|---|---|---|---|---|---|---|
| Total Salaries and Benefits | 81,948,138 | 88,066,559 | 91,152,207 | 73.8% | 73.7% | 73.9% |
| Prof Services, Maintenance, Rentals | 3,245,882 | 3,797,181 | 3,961,555 | 2.9% | 3.2% | 3.2% |
| Materials & Supplies | 3,642,547 | 3,674,435 | 3,539,438 | 3.3% | 3.1% | 2.9% |
| Travel | 2,045,448 | 2,348,187 | 2,577,343 | 1.8% | 2.0% | 2.1% |
| Media | 2,073,362 | 2,325,273 | 2,277,218 | 1.9% | 1.9% | 1.8% |
| Utilities | 2,623,890 | 2,967,500 | 3,363,000 | 2.4% | 2.5% | 2.7% |
| Contracted Services | 2,424,946 | 2,343,914 | 2,437,896 | 2.2% | 2.0% | 2.0% |
| Non-Capital Equipment | 427,938 | 437,571 | 430,675 | 0.4% | 0.4% | 0.3% |
| Insurance | 7,840 | 9,600 | 8,000 | 0.0% | 0.0% | 0.0% |
| Cost Of Goods Sold | 5,478,836 | 5,781,930 | 5,616,678 | 4.9% | 4.8% | 4.6% |
| Special Programs Expenses | 368,460 | 337,170 | 338,170 | 0.3% | 0.3% | 0.3% |
| Other Expenses | 4,409,774 | 4,707,883 | 4,942,207 | 4.0% | 3.9% | 4.0% |
| Bad Debt Expense | 764,287 | 760,000 | 760,000 | 0.7% | 0.6% | 0.6% |
| Interest Expense | 486,583 | 469,800 | 447,959 | 0.4% | 0.4% | 0.4% |
| Principal Expense | 794,938 | 816,943 | 838,974 | 0.7% | 0.7% | 0.7% |
| Capital Expenses | 279,279 | 603,115 | 603,115 | 0.3% | 0.5% | 0.5% |



# Fund Balance

Fund balance is defined as the net position of funds, calculated as the difference between a fund's assets and liabilities. Adequate fund balances are maintained for the purposes of risk mitigation due to unforeseen events, including loss of revenue or unanticipated expenditures. Fund balances are also intended to allow the College to maintain a strong financial position supporting ongoing daily operations. Per the College's Strategic Plan, cash balance reserves equaling 90 operating days should be maintained.

# GENERAL FUND I – Funds 11 + 13 Fund Balance

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **REVENUES** | | | | |
| State & Federal Appropriations | 36,966,014 | 37,478,331 | 37,818,005 | 339,674 |
| Credit Tuition | 48,002,267 | 47,953,760 | 49,892,154 | 1,938,394 |
| Contract Trng & NonCredit Tuition | 5,983,778 | 5,555,058 | 5,609,778 | 54,720 |
| Fees | 1,838,357 | 1,900,096 | 1,828,542 | (71,554) |
| Property Taxes | 6,237,700 | 6,367,319 | 6,577,467 | 210,148 |
| Sales & Service | 16,375,545 | 16,294,699 | 17,559,197 | 1,264,498 |
| Investment Income | 1,807,748 | 525,000 | 525,000 | - |
| Other & NonOperating | 2,140,678 | 3,008,637 | 2,962,435 | (46,202) |
| Foundation Transfers | (1,507,597) | (1,640,000) | (1,739,869) | (99,869) |
| **TOTAL REVENUES** | **117,844,489** | **117,442,899** | **121,032,709** | **3,589,810** |
| | | | | |
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **81,948,138** | **88,066,559** | **91,152,207** | **3,085,648** |
| Prof Services, Maintenance, Rentals | 3,245,882 | 3,797,181 | 3,961,555 | 164,374 |
| Materials & Supplies | 3,642,547 | 3,674,435 | 3,539,438 | (134,997) |
| Travel | 2,045,448 | 2,348,187 | 2,577,343 | 229,156 |
| Media | 2,073,362 | 2,325,273 | 2,277,218 | (48,055) |
| Utilities | 2,623,890 | 2,967,500 | 3,363,000 | 395,500 |
| Contracted Services | 2,424,946 | 2,343,914 | 2,437,896 | 93,982 |
| Non-Capital Equipment | 427,938 | 437,571 | 430,675 | (6,896) |
| Insurance - P&C, Tort, Auto, WC | 7,840 | 9,600 | 8,000 | (1,600) |
| Cost of Goods Sold | 5,478,836 | 5,781,930 | 5,616,678 | (165,253) |
| Special Programs Expenses | 368,460 | 337,170 | 338,170 | 1,000 |
| Other Expenses | 4,409,774 | 4,707,883 | 4,942,207 | 234,325 |
| Bad Debt Expense | 764,287 | 760,000 | 760,000 | - |
| **Total Operating Expenditures** | **27,513,209** | **29,490,645** | **30,252,180** | **761,535** |
| Interest Expense | 486,583 | 469,800 | 447,959 | (21,841) |
| Payment of Debt Principal | - | 816,943 | 838,974 | 22,031 |
| Capital Expenses | 279,279 | 603,115 | 603,115 | - |
| **Total Non Operating Expenditures** | **765,862** | **1,889,858** | **1,890,048** | **190** |
| Payroll Savings from Open/On Hold Positio | - | (2,000,000) | (2,000,000) | - |
| Items Funded through Fund Balance | - | 94,427 | 70,835 | (23,592) |
| Assumed Operating Expense Savings | - | (500,000) | (500,000) | - |
| **Total Other Estimated Expenses (Savings)** | **-** | **(2,405,573)** | **(2,429,165)** | **(23,592)** |
| **TOTAL EXPENDITURES** | **110,227,209** | **117,041,489** | **120,865,270** | **3,823,781** |
| | | | | |
| **Excess (deficiency) of revenues over (under) expenditures** | **7,617,280** | **401,410** | **167,439** | **(233,971)** |
| Net Transfers In(Out) | (11,399,283) | (401,410) | (167,439) | 233,971 |
| **CHANGE IN NET POSITION** | **(3,782,003)** | **-** | **-** | **-** |
| | | | | |
| Beginning Fund Balance: | 39,611,550 | 35,829,547 | 35,829,547 | |
| | | | | |
| **ENDING FUND BALANCE:** | **35,829,547** | **35,829,547** | **35,829,547** | |

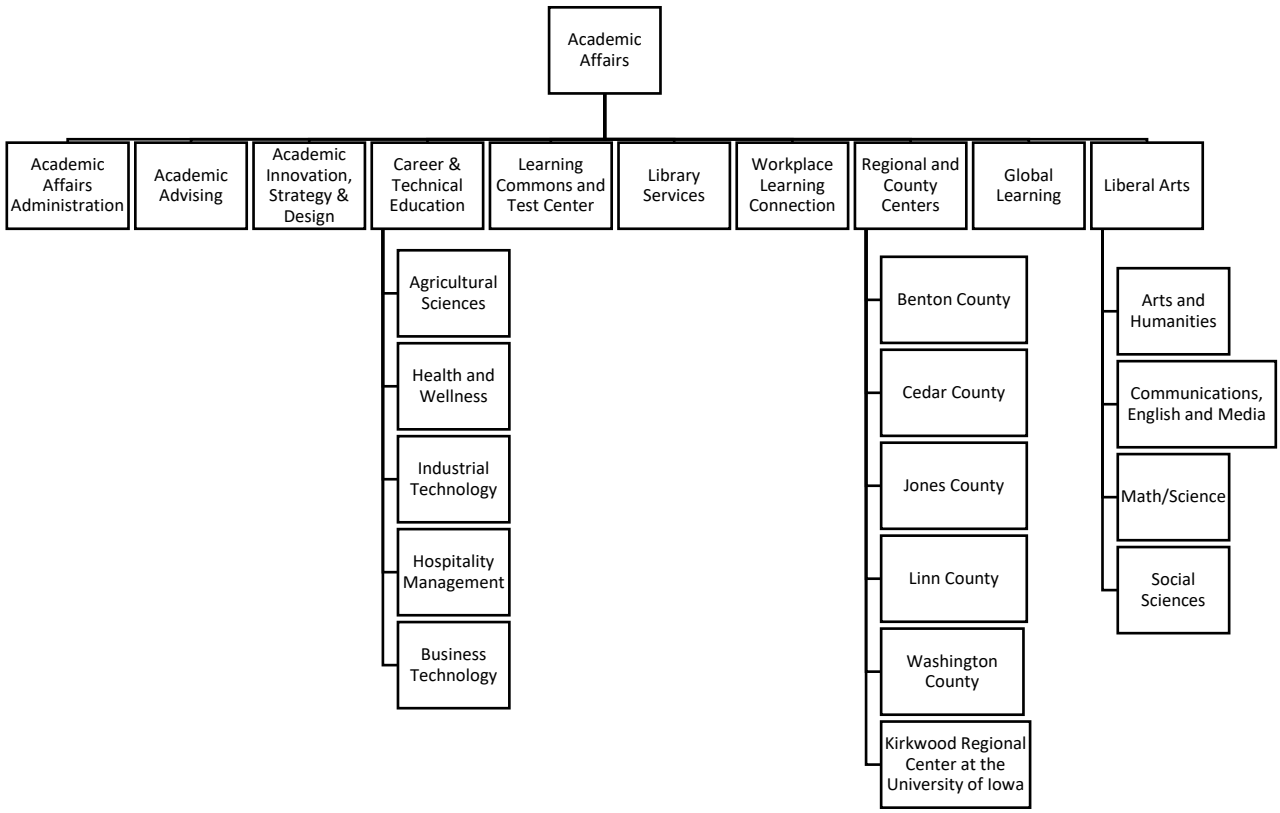
****Data presented in this table is reflective of only activity resulting in increases and decreases to the ending fund balances of the College.*

# Fund 11 Operating Budgets

| | FY 2024-2025 ACTUAL | FY 2025-2026 BUDGET | FY2026-27 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **REVENUES** | | | | |
| State & Federal Appropriations | 36,966,014 | 37,478,331 | 37,818,005 | (339,674) |
| Credit Tuition | 48,002,267 | 47,953,760 | 49,892,154 | (1,938,394) |
| Contract Trng & NonCredit Tuition | 5,983,778 | 5,555,058 | 5,609,778 | (54,720) |
| Fees | 1,838,357 | 1,900,096 | 1,828,542 | 71,554 |
| Property Taxes | 6,237,700 | 6,367,319 | 6,577,467 | (210,148) |
| Sales & Service | 1,878,975 | 1,978,322 | 2,861,928 | (883,606) |
| Investment Income | 1,800,992 | 525,000 | 525,000 | - |
| Other & NonOperating | 976,730 | 1,863,230 | 1,808,066 | 55,164 |
| Foundation Transfers | (1,477,597) | (1,610,000) | (1,709,869) | 99,869 |
| **TOTAL REVENUES** | **102,207,215** | **102,011,115** | **105,211,071** | **(3,199,956)** |
| | | | | |
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **75,275,109** | **81,326,846** | **84,117,178** | **(2,790,332)** |
| Prof Services, Maintenance, Rentals | 2,829,759 | 3,334,919 | 3,578,737 | (243,818) |
| Materials & Supplies | 3,151,391 | 3,185,947 | 3,083,153 | 102,794 |
| Travel | 1,238,715 | 1,657,811 | 1,670,077 | (12,266) |
| Media | 1,832,031 | 2,080,006 | 2,022,622 | 57,384 |
| Utilities | 2,576,618 | 2,950,000 | 3,325,000 | (375,000) |
| Contracted Services | 2,320,094 | 2,230,501 | 2,337,921 | (107,420) |
| Non-Capital Equipment | 380,825 | 366,275 | 357,675 | 8,600 |
| Insurance - P&C, Tort, Auto, WC | 1,188 | 1,600 | - | 1,600 |
| Cost of Goods Sold | - | - | 6,000 | (6,000) |
| Special Programs Expenses | - | 3,000 | 4,000 | (1,000) |
| Other Expenses | 3,707,687 | 4,084,741 | 4,304,809 | (220,069) |
| Bad Debt Expense | 764,287 | 750,000 | 750,000 | - |
| **Total Operating Expenditures** | **18,802,596** | **20,644,801** | **21,439,994** | **(795,194)** |
| Interest Expense | 11,213 | 9,884 | 7,843 | 2,041 |
| Payment of Debt Principal | - | 161,943 | 163,974 | (2,031) |
| Capital Expenses | 215,279 | 525,000 | 525,000 | - |
| **Total Non Operating Expenditures** | **226,492** | **696,827** | **696,817** | **10** |
| Payroll Savings from Open/On Hold Positions | | (2,000,000) | (2,000,000) | - |
| Items Funded through Fund Balance | | | | - |
| Assumed Operating Expense Savings | | (500,000) | (500,000) | - |
| **Total Other Estimated Expenses (Savin** | **-** | **(2,500,000)** | **(2,500,000)** | **-** |
| **TOTAL EXPENDITURES** | **94,304,197** | **100,168,473** | **103,753,989** | **3,585,516** |
| | | | | |
| **Excess (deficiency) of revenues over (under) expenditures** | **7,903,018** | **1,842,642** | **1,457,082** | **385,560** |
| Net Transfers In(Out) | (6,672,019) | (1,842,641) | (1,457,082) | (385,560) |
| **CHANGE IN NET POSITION** | **1,230,999** | **0** | **0** | **0** |

# Academic Affairs

The Academic Affairs division consists of dedicated deans, directors, department coordinators, faculty, and support staff responsible for and committed to excellence in learning and teaching. Academic Affairs manages the College's program portfolio, ensuring that the academic programs offered are of the highest quality, including exceptional instruction, up to date curriculum, and industry standard instructional equipment. Our focus is on providing academic programs that meet local industry need and students' educational goals by providing instruction, a learning environment, and academic supports designed to help students develop the skills they need to be successful at a transfer institution, in the world of work, and as a lifelong learner.



| | FY 2024-2025 ACTUAL | FY 2025-2026 BUDGET | FY2026-27 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **REVENUES** | | | | |
| State & Federal Appropriations | 31,561,877 | 32,009,748 | 32,667,925 | 658,177 |
| Credit Tuition | 47,869,561 | 47,773,936 | 49,842,154 | 2,068,218 |
| Contract Trng & NonCredit Tuition | 45,857 | 62,135 | 39,985 | (22,150) |
| Fees | 1,837,079 | 1,897,846 | 1,827,892 | (69,954) |
| Sales & Service | 816,439 | 776,976 | 1,541,485 | 764,509 |
| Other & NonOperating | 442,664 | 408,120 | 197,441 | (210,679) |
| Foundation Transfers | (1,477,597) | (1,237,764) | (1,296,874) | (59,110) |
| **TOTAL REVENUES** | **81,095,881** | **81,690,997** | **84,820,007** | **3,129,011** |
| | | | | |
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **46,200,708** | **48,258,710** | **49,918,038** | **1,659,328** |
| Prof Services, Maintenance, Rentals | 251,298 | 400,875 | 401,376 | 502 |
| Materials & Supplies | 1,534,302 | 1,594,660 | 1,587,153 | (7,507) |
| Travel | 419,864 | 629,610 | 587,061 | (42,549) |
| Media | 227,533 | 304,864 | 262,037 | (42,827) |
| Contracted Services | 427,156 | 499,340 | 503,620 | 4,280 |
| Non-Capital Equipment | 12,730 | 7,700 | 5,100 | (2,600) |
| Cost of Goods Sold | - | - | 6,000 | 6,000 |
| Special Programs Expenses | - | 3,000 | 4,000 | 1,000 |
| Other Expenses | 1,235,539 | 1,313,511 | 1,476,068 | 162,557 |
| **Total Operating Expenditures** | **4,108,423** | **4,753,560** | **4,832,415** | **78,855** |
| Capital Expenses | 8,856 | - | - | - |
| **Total Non Operating Expenditures** | **8,856** | **-** | **-** | **-** |
| **TOTAL EXPENDITURES** | **50,317,987** | **53,012,270** | **54,750,453** | **1,738,182** |
| | | | | |
| **Excess (deficiency) of revenues over (under) expenditures** | **30,777,894** | **28,678,726** | **30,069,555** | **1,390,828** |
| Net Transfers In(Out) | 122,026 | 120,500 | 120,500 | - |
| **CHANGE IN NET POSITION** | **30,899,920** | **28,799,226** | **30,190,055** | **1,390,828** |

## Academic Affairs Administration

The Academic Affairs Administration budget represents the managerial oversight of the College's Academic Affairs department and the associated operating costs of department administration.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **1,118,336** | **2,037,225** | **2,426,496** | **389,271** |
| Prof Services, Maintenance, Rentals | 84 | 5,000 | 5,000 | - |
| Materials & Supplies | 6,083 | 7,050 | 6,250 | (800) |
| Travel | 135,542 | 141,100 | 146,300 | 5,200 |
| Media | 9,743 | 13,738 | 12,888 | (850) |
| Contracted Services | 6,000 | 66,000 | 66,000 | - |
| Other Expenses | 115,221 | 115,000 | 188,400 | 73,400 |
| **Total Operating Expenditures** | **272,673** | **347,887** | **424,837** | **76,950** |
| Capital Expenses | 8,856 | - | - | - |
| **Total Non Operating Expenditures** | **8,856** | - | - | - |
| TOTAL EXPENDITURES | 1,399,865 | 2,385,112 | 2,851,333 | 466,221 |

## Academic Advising

Academic Advising helps currently enrolled students with their academic futures, from developing an academic plan to choosing the best courses to smoothly transfer to a four-year school. Advisors assist students with important academic decisions, provide information about academic options and form supportive relationships that help students throughout their time at Kirkwood.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **2,049,094** | **2,203,087** | **2,235,947** | **32,860** |
| Materials & Supplies | 6,922 | 16,225 | 11,000 | (5,225) |
| Travel | 1,866 | 21,000 | 13,000 | (8,000) |
| Media | 1,112 | 750 | 1,200 | 450 |
| Other Expenses | 19,376 | 24,200 | 24,425 | 225 |
| **Total Operating Expenditures** | **29,277** | **62,175** | **49,625** | **(12,550)** |
| TOTAL EXPENDITURES | 2,078,371 | 2,265,262 | 2,285,572 | 20,310 |

## Academic Innovation, Strategy and Design

The Academic Innovation, Strategy, and Design department serves as a dynamic hub for educational excellence and innovation, fostering a collaborative community where instructors can enhance their teaching practice and advance student learning. We partner with educators across disciplines to explore evidence-based pedagogical approaches, integrate emerging technologies, and develop inclusive teaching strategies that engage learners.

Through these initiatives, we strive to advance teaching excellence, foster student success, and cultivate an institutional culture that values and rewards innovative pedagogy.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **766,913** | **907,590** | **892,293** | **(15,297)** |
| Prof Services, Maintenance, Rentals | - | 3,000 | 3,000 | - |
| Materials & Supplies | 731 | 6,300 | 2,400 | (3,900) |
| Travel | 2,379 | 30,050 | 18,800 | (11,250) |
| Media | 576 | 1,576 | 576 | (1,000) |
| Contracted Services | 675 | - | - | - |
| Non-Capital Equipment | - | 600 | - | (600) |
| Other Expenses | 48,056 | 87,350 | 79,650 | (7,700) |
| **Total Operating Expenditures** | **52,417** | **128,876** | **104,426** | **(24,450)** |
| TOTAL EXPENDITURES | 819,330 | 1,036,466 | 996,719 | (39,747) |

## Agricultural Sciences

Kirkwood Community College has one of the largest two-year agriculture department in the nation based on number of graduates. The agricultural programs provide students with hands-on learning experiences in many fields of interest.

Agricultural Sciences Programs include:

- Agriculture Business
- Agricultural Science
- Diesel Technologies
- Horticulture Sciences
- Parks and Natural Resources
- Pet Grooming
- Veterinary Technician

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **2,907,334** | **3,042,247** | **3,088,452** | **46,206** |
| Prof Services, Maintenance, Rentals | 19,368 | 14,900 | 16,400 | 1,500 |
| Materials & Supplies | 167,630 | 153,700 | 156,300 | 2,600 |
| Travel | 14,078 | 23,150 | 19,800 | (3,350) |
| Media | 7,197 | 31,324 | 7,876 | (23,448) |
| Contracted Services | 21,446 | 7,900 | 23,400 | 15,500 |
| Non-Capital Equipment | - | 3,000 | 1,000 | (2,000) |
| Special Programs Expenses | - | 3,000 | 4,000 | 1,000 |
| Other Expenses | 38,633 | 28,150 | 40,218 | 12,068 |
| **Total Operating Expenditures** | **268,351** | **265,124** | **268,994** | **3,870** |
| TOTAL EXPENDITURES | 3,175,685 | 3,307,371 | 3,357,446 | 50,076 |

## Health and Wellness

Health and Wellness prepares students to be part of the health care profession by offering programs that keep pace with technological advances and changes in health care. These programs lead to certification or licensure appropriate to the particular career. All programs are taught by health care professionals and include clinical and/or practicum experience.

Health and Wellness Programs include:

Dental

- Dental Assisting
- Dental Hygiene

Patient Care

- Diagnostic Assistant
- Electroneurodiagnostic Technician
- Medical Assisting
- Medical Laboratory Technology
- Nursing
- Occupational Therapy Assistant
- Paramedic
- Pharmacy Technician
- Physical Therapist Assistant
- Respiratory Therapist
- Surgical Technology

Non-Credit/Continuing Education Programs

- Expanded Functions Dental Assisting (EFDA)
- EKG (Telemetry) Technician
- Phlebotomy
- Nurse Aide Training
- Continuing Education Health Careers
- Dental Continuing Education

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **6,628,452** | **6,629,437** | **7,184,889** | **555,452** |
| Prof Services, Maintenance, Rentals | 65,713 | 105,425 | 66,775 | (38,650) |
| Materials & Supplies | 174,483 | 153,160 | 169,500 | 16,340 |
| Travel | 34,441 | 68,080 | 60,880 | (7,200) |
| Media | 10,575 | 10,069 | 8,699 | (1,370) |
| Contracted Services | 180,398 | 254,470 | 178,800 | (75,670) |
| Non-Capital Equipment | 6,513 | - | - | - |
| Other Expenses | 520,098 | 472,621 | 555,536 | 82,915 |
| **Total Operating Expenditures** | **992,221** | **1,063,825** | **1,040,190** | **(23,635)** |
| TOTAL EXPENDITURES | 7,620,673 | 7,693,262 | 8,225,079 | 531,817 |

## Arts and Humanities

Kirkwood's Arts & Humanities department provides a place for exploring community and world cultures through art, music, philosophy, religion, speech, theatre and world languages.

Programs include:

- Anthropology
- Apparel Merchandising
- Art
- Digital Arts
- Graphic Communication Technology
- Humanities
- Interior Design
- Music
- Philosophy
- Religious Studies
- Theatre
- World Languages

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **3,707,732** | **3,461,644** | **3,476,591** | **14,946** |
| Prof Services, Maintenance, Rentals | 9,256 | 14,150 | 40,450 | 26,300 |
| Materials & Supplies | 160,357 | 138,270 | 159,045 | 20,775 |
| Travel | 30,312 | 38,423 | 52,869 | 14,446 |
| Media | 4,706 | 3,300 | 3,750 | 450 |
| Other Expenses | 11,566 | 16,288 | 23,428 | 7,140 |
| **Total Operating Expenditures** | **216,198** | **210,431** | **279,542** | **69,111** |
| TOTAL EXPENDITURES | 3,923,930 | 3,672,075 | 3,756,133 | 84,057 |

## Business and Information Technology

Kirkwood's Business & Information Technology programs help students prepare for a career that's in high demand.

Programs include:

- Administrative Management
- Business Administration
- Business Administration: Accounting
- Business Administration: Financial Services
- Business Administration: Management
- Business Administration: Management – Online
- Business Administration: Marketing Management
- Business Analytics Technician
- Computer Software Development
- Computer Support Specialist
- Cybersecurity and Compliance
- Network and System Administration
- Web Application Development

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **3,113,115** | **3,496,484** | **3,589,907** | **93,423** |
| Prof Services, Maintenance, Rentals | - | 1,700 | 4,075 | 2,375 |
| Materials & Supplies | 10,899 | 19,850 | 19,850 | - |
| Travel | 10,612 | 22,625 | 18,435 | (4,190) |
| Media | 1,412 | 2,600 | 1,600 | (1,000) |
| Contracted Services | 1,199 | 200 | 200 | - |
| Non-Capital Equipment | 1,852 | 2,600 | 2,600 | - |
| Other Expenses | 22,695 | 22,277 | 33,127 | 10,850 |
| **Total Operating Expenditures** | **48,670** | **71,851** | **79,887** | **8,035** |
| TOTAL EXPENDITURES | 3,161,784 | 3,568,335 | 3,669,793 | 101,458 |

## Communication, English and Media

The Communication, English and Media department prepares students for success with smaller class sizes and collaborative learning. These classes can prepare students for success in a variety of rewarding careers.

Programs include:

- Communication Studies
- Digital Media
- English
- Journalism

There are two publications that also roll up into the Communication, English and Media department. The Communique is a print publication produced by students, and is published biweekly in the fall and spring semesters. The Cedar Valley Divide is the college's literary magazine, providing a creative outlet for Kirkwood students, staff, and members of the local community. The magazine is published once a year by Kirkwood's student editorial staff.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **4,146,879** | **4,145,963** | **4,101,329** | **(44,634)** |
| Prof Services, Maintenance, Rentals | - | 1,200 | 100 | (1,100) |
| Materials & Supplies | 2,708 | 3,350 | 3,400 | 50 |
| Travel | 2,525 | 7,100 | 5,300 | (1,800) |
| Media | 10,944 | 22,350 | 12,800 | (9,550) |
| Contracted Services | - | 600 | - | (600) |
| Other Expenses | 4,878 | 14,938 | 8,800 | (6,138) |
| **Total Operating Expenditures** | **21,055** | **49,538** | **30,400** | **(19,138)** |
| TOTAL EXPENDITURES | 4,167,934 | 4,195,501 | 4,131,729 | (63,772) |

## Learning Commons and Test Center

The Learning Commons and Test Center are dedicated to supporting student success and academic achievement by providing resources and services that help students reach their academic goals. The Learning Commons offers academic support through Learning Assistants, Academic Coaches, and other resources that help students strengthen course content knowledge and develop effective study skills, while also providing classroom space and individual study rooms for learning and collaboration. The Test Center provides a secure and convenient environment for students to complete exams and assessments.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **527,547** | **641,104** | **774,282** | **133,178** |
| Prof Services, Maintenance, Rentals | 1,200 | - | 2,500 | 2,500 |
| Materials & Supplies | 3,330 | 10,400 | 4,100 | (6,300) |
| Travel | 1,581 | 4,750 | 3,800 | (950) |
| Media | 576 | 500 | 500 | - |
| Contracted Services | - | 750 | 750 | - |
| Other Expenses | 64,921 | 63,050 | 67,800 | 4,750 |
| **Total Operating Expenditures** | **71,608** | **79,450** | **79,450** | - |
| TOTAL EXPENDITURES | 599,155 | 720,554 | 853,732 | 133,178 |

## Library Services

The Library Services team supports student learning, research, and academic success by providing access to a wide range of books, periodicals, and online databases. Librarians are available to assist students with research strategies, locating resources, evaluating information, and properly citing sources. Whether working on a class assignment, conducting in-depth research, or exploring personal interests, students can rely on Library Services for expert guidance and access to valuable academic resources.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **603,297** | **651,294** | **655,798** | **4,504** |
| Prof Services, Maintenance, Rentals | 6,890 | 6,600 | 9,900 | 3,300 |
| Materials & Supplies | 12,808 | 6,200 | 6,200 | - |
| Travel | 939 | 700 | 700 | - |
| Media | 151,831 | 176,000 | 172,400 | (3,600) |
| Contracted Services | 5,048 | 5,250 | 5,250 | - |
| Non-Capital Equipment | 22 | - | - | - |
| Other Expenses | 3,031 | 2,400 | 2,700 | 300 |
| **Total Operating Expenditures** | **180,570** | **197,150** | **197,150** | - |
| TOTAL EXPENDITURES | 783,867 | 848,444 | 852,948 | 4,504 |

## Global Learning

Global Learning advances the college as a global learning community by fostering intercultural learning experiences for faculty, staff and students. This department is responsible for international student admission, international student services and advising, study abroad programming and advising, the English Language Acquisition course sequence, immigrant and English learner services and managing the college's international partnerships and grant programs.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **1,829,597** | **1,818,262** | **1,891,816** | **73,554** |
| Prof Services, Maintenance, Rentals | 8,372 | 9,800 | 7,500 | (2,300) |
| Materials & Supplies | 7,136 | 11,282 | 10,782 | (500) |
| Travel | 37,631 | 87,891 | 77,890 | (10,000) |
| Media | 1,796 | 6,223 | 4,217 | (2,006) |
| Contracted Services | 169,687 | 111,000 | 180,000 | 69,000 |
| Other Expenses | 27,859 | 36,723 | 34,672 | (2,051) |
| **Total Operating Expenditures** | **252,481** | **262,920** | **315,062** | **52,142** |
| TOTAL EXPENDITURES | 2,082,078 | 2,081,182 | 2,206,878 | 125,696 |

## Hospitality Arts

Students in this program gain hands-on experience in two state-of-the-art facilities: The Class Act, which features exquisite dining for the public and The Hotel at Kirkwood Center. Classes teach management techniques and food preparation, technical subjects such as financial record keeping, food fundamentals, nutrition, computers, food purchasing, sanitation, equipment, human relations and the safety and legal aspects of the hospitality industry.

Programs include:

- Culinary Arts
- Hospitality Management
- Baking & Pastry Arts Certificate (non-credit)

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **717,760** | **751,647** | **792,782** | **41,135** |
| Prof Services, Maintenance, Rentals | 9,266 | 17,000 | 15,000 | (2,000) |
| Materials & Supplies | 130,278 | 186,900 | 160,000 | (26,900) |
| Travel | 6,958 | 15,800 | 14,800 | (1,000) |
| Media | 81 | 2,025 | 2,025 | - |
| Contracted Services | 9,246 | 23,250 | 13,250 | (10,000) |
| Non-Capital Equipment | 1,953 | 1,500 | 1,500 | - |
| Cost of Goods Sold | - | - | 6,000 | 6,000 |
| Other Expenses | 11,021 | 14,500 | 14,900 | 400 |
| **Total Operating Expenditures** | **168,803** | **260,975** | **227,475** | **(33,500)** |
| TOTAL EXPENDITURES | 886,563 | 1,012,622 | 1,020,257 | 7,635 |

## Industrial Technology

Kirkwood's Industrial Technology department offers state-of-the-art laboratories to give students hands-on, real-world experience needed for many high-demand careers. Industrial Technologies programs last from nine months to two years, depending on the degree.

Programs include:

- Advanced Welding Technologies
- Architectural Technology
- Automotive Collision Repair
- Automotive Technology
- Aviation Maintenance Technology
- CAD/Mechanical Engineering Technology
- Carpentry
- CNC Machining Technology
- Construction Management
- Electronics Engineering Technology
- HVAC Installer
- Industrial Maintenance Technology
- Plumbing Pre-Apprenticeship
- Water Environmental Technology Online

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **4,035,239** | **3,980,395** | **4,096,411** | **116,016** |
| Prof Services, Maintenance, Rentals | 77,092 | 153,182 | 186,809 | 33,627 |
| Materials & Supplies | 236,371 | 225,273 | 217,325 | (7,948) |
| Travel | 43,505 | 33,030 | 28,800 | (4,230) |
| Media | 5,263 | 8,886 | 7,578 | (1,308) |
| Contracted Services | 30,232 | 25,000 | 25,000 | - |
| Non-Capital Equipment | 224 | - | - | - |
| Other Expenses | 187,878 | 211,233 | 197,204 | (14,029) |
| **Total Operating Expenditures** | **580,566** | **656,604** | **662,717** | **6,112** |
| TOTAL EXPENDITURES | 4,615,806 | 4,637,000 | 4,759,128 | 122,129 |

## Math and Science

In Kirkwood's mathematics and science courses, students learn to observe, collect data, experiment and communicate results and then apply those skills to solve problems. By working on one of the Mathematics and Science programs of study below, students earn an Associate's Degree in Liberal Arts.

Programs include:

- Computer Science
- Engineering
- Math
- Science

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **5,901,015** | **5,966,290** | **6,170,724** | **204,434** |
| Prof Services, Maintenance, Rentals | 83 | 300 | 300 | - |
| Materials & Supplies | 54,909 | 52,850 | 52,850 | - |
| Travel | 1,894 | 17,978 | 17,978 | - |
| Media | 188 | 205 | 205 | - |
| Contracted Services | 415 | 450 | 450 | - |
| Other Expenses | 7,587 | 12,717 | 12,717 | - |
| **Total Operating Expenditures** | **65,074** | **84,500** | **84,500** | - |
| TOTAL EXPENDITURES | 5,966,089 | 6,050,790 | 6,255,224 | 204,434 |

## Social Sciences

Students in the social science program learn to analyze human behavior from many angles through conducting research and interpreting the results.

Programs include:

- Criminal Justice
- Early Childhood Education
- Economics
- Education
- Fire Science Technology
- History
- Human Services
- Paralegal
- Political Science
- Psychology
- Sociology

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **3,627,434** | **3,795,990** | **3,737,164** | **(58,825)** |
| Prof Services, Maintenance, Rentals | 1,550 | - | - | - |
| Materials & Supplies | 33,539 | 17,200 | 17,200 | - |
| Travel | 20,296 | 32,578 | 32,578 | - |
| Media | 971 | 1,600 | 1,600 | - |
| Contracted Services | 300 | 120 | 120 | - |
| Non-Capital Equipment | 420 | - | - | - |
| Other Expenses | 34,167 | 37,061 | 39,011 | 1,950 |
| **Total Operating Expenditures** | **91,242** | **88,559** | **90,509** | **1,950** |
| TOTAL EXPENDITURES | 3,718,676 | 3,884,549 | 3,827,673 | (56,875) |

## Workplace Learning Connection

Workplace Learning Connection provides career exploration opportunities for middle school and high school students interested in exploring career options. From speaker events and career fairs to job shadow and internship opportunities and much more. Workplace Learning Connection helps educators develop career preparation and exploration programs that truly make an impact, while helping businesses connect with the workforce of tomorrow.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **450,754** | **534,258** | **566,712** | **32,454** |
| Prof Services, Maintenance, Rentals | 20,608 | 14,778 | 14,778 | - |
| Materials & Supplies | 2,575 | 1,000 | 1,000 | - |
| Travel | 12,900 | 7,000 | 7,000 | - |
| Media | 133 | 760 | 760 | - |
| Other Expenses | 9,838 | 8,250 | 8,250 | - |
| **Total Operating Expenditures** | **46,054** | **31,788** | **31,788** | **-** |
| **TOTAL EXPENDITURES** | **496,809** | **566,046** | **598,500** | **32,454** |

## Regional Centers

Kirkwood offers educational opportunities beyond the Main Campus location in Cedar Rapids. These additional locations are known as regional centers and offer the student services needed throughout the eastern Iowa area. Regional centers are located in Benton, Iowa, Johnson, Jones, Linn and Washington County. Each regional center has its own unique offerings from traditional programming to early college credit for high school students to continuing education programs to job assistance.

### High School Academies

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **2,470,632** | **2,500,067** | **2,533,801** | **33,735** |
| Prof Services, Maintenance, Rentals | 31,251 | 53,760 | 28,710 | (25,050) |
| Materials & Supplies | 498,400 | 547,215 | 553,215 | 6,000 |
| Travel | 28,754 | 38,557 | 32,882 | (5,675) |
| Media | 2,257 | 5,188 | 5,188 | - |
| Contracted Services | 2,510 | 3,200 | 9,250 | 6,050 |
| Non-Capital Equipment | 1,746 | - | - | - |
| Other Expenses | 90,954 | 129,498 | 129,025 | (473) |
| **Total Operating Expenditures** | **655,873** | **777,418** | **758,270** | **(19,148)** |
| TOTAL EXPENDITURES | 3,126,505 | 3,277,485 | 3,292,071 | 14,587 |

### Benton County Center

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **295,293** | **315,534** | **361,371** | **45,837** |
| Prof Services, Maintenance, Rentals | 50 | - | - | - |
| Materials & Supplies | 1,019 | 1,595 | 1,595 | - |
| Travel | 6,936 | 6,825 | 7,125 | 300 |
| Media | 2,745 | 2,008 | 2,213 | 205 |
| Other Expenses | 1,337 | 930 | 930 | - |
| **Total Operating Expenditures** | **12,086** | **11,358** | **11,863** | **505** |
| TOTAL EXPENDITURES | 307,380 | 326,892 | 373,234 | 46,342 |

Kirkwood Regional Center at the University of Iowa

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **249,206** | **288,450** | **276,003** | **(12,447)** |
| Materials & Supplies | 8,456 | 10,700 | 10,700 | - |
| Travel | 3,074 | 5,350 | 5,350 | - |
| Media | 1,123 | 2,800 | 2,800 | - |
| Contracted Services | - | 650 | 650 | - |
| Other Expenses | 2,035 | 3,550 | 3,550 | - |
| **Total Operating Expenditures** | **14,688** | **23,050** | **23,050** | - |
| TOTAL EXPENDITURES | 263,894 | 311,500 | 299,053 | (12,447) |

Jones County Regional Center

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **281,910** | **277,857** | **277,310** | **(547)** |
| Prof Services, Maintenance, Rentals | (227) | 79 | 79 | - |
| Materials & Supplies | 4,297 | 5,600 | 5,600 | - |
| Travel | 5,848 | 7,949 | 7,949 | - |
| Media | 1,697 | 676 | 676 | - |
| Contracted Services | - | 500 | 500 | - |
| Other Expenses | 2,612 | 3,300 | 3,300 | - |
| **Total Operating Expenditures** | **14,227** | **18,104** | **18,104** | - |
| TOTAL EXPENDITURES | 296,137 | 295,961 | 295,414 | (547) |

Linn County Regional Center

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **295,090** | **318,243** | **317,022** | **(1,220)** |
| Prof Services, Maintenance, Rentals | 279 | - | - | - |
| Materials & Supplies | 4,371 | 8,750 | 8,750 | - |
| Travel | 2,105 | 2,700 | 2,700 | - |
| Media | 2,682 | 2,288 | 2,288 | - |
| Other Expenses | 2,924 | 3,850 | 3,850 | - |
| **Total Operating Expenditures** | **12,361** | **17,588** | **17,588** | - |
| TOTAL EXPENDITURES | 307,452 | 335,831 | 334,610 | (1,220) |

Washington County Regional Center

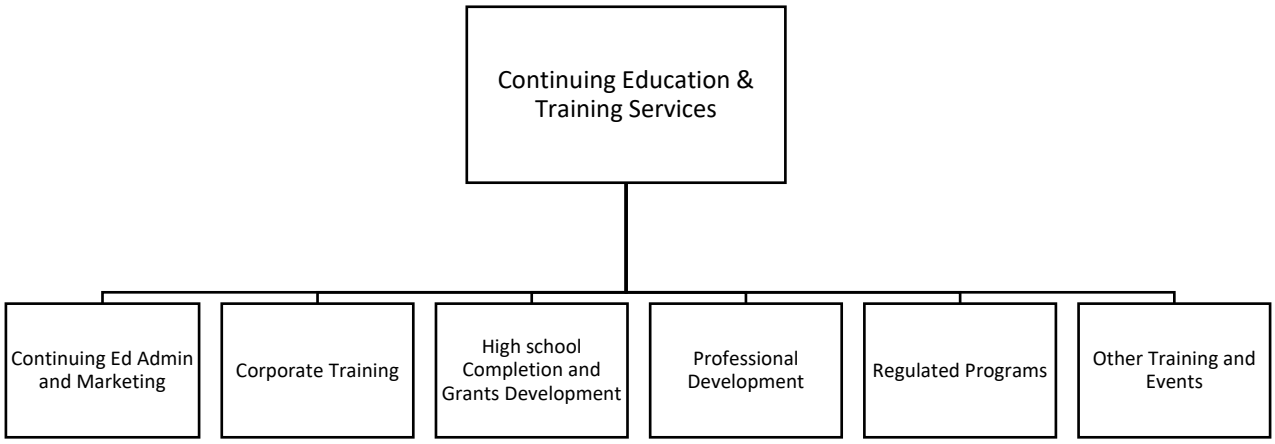
| | FY2023-2024 ACTUAL | FY2024-2025 BUDGET | FY2025-2026 BUDGET | Change from FY25 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **279,718** | **298,959** | **306,438** | **7,479** |
| Materials & Supplies | 2,283 | 6,640 | 6,640 | - |
| Travel | 6,361 | 4,375 | 4,375 | - |
| Media | 5,482 | 5,310 | 7,810 | 2,500 |
| Other Expenses | 2,918 | 2,750 | 2,750 | - |
| **Total Operating Expenditures** | **17,045** | **19,075** | **21,575** | **2,500** |
| TOTAL EXPENDITURES | 296,763 | 318,034 | 328,013 | 9,979 |

Iowa County Center

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **286,135** | **306,438** | **314,709** | **8,271** |
| Prof Services, Maintenance, Rentals | 406 | - | - | - |
| Materials & Supplies | 4,429 | 6,640 | 7,140 | 500 |
| Travel | 3,599 | 4,375 | 4,375 | - |
| Media | 7,478 | 7,810 | 7,810 | - |
| Other Expenses | 2,288 | 2,750 | 2,750 | - |
| **Total Operating Expenditures** | **18,199** | **21,575** | **22,075** | **500** |
| TOTAL EXPENDITURES | 304,334 | 328,013 | 336,784 | 8,771 |

# Continuing Education & Training Services

Continuing Education offers quality classes, workshops, certificates, and training programs taught by highly skilled learning facilitators, at convenient times and locations to advance professional careers or enrich personal life. Career certificates offer a fast track to in-demand jobs in healthcare, technology, manufacturing, transportation, and more. Corporate training offers an incredibly deep, diverse resource base to develop leaders from within, employee behavior change, and skill mastery. Customizable training is led by industry-proven experts and focused on real-world application, so people spend more time investing their developed skills directly into the business.



| | FY 2024-2025 ACTUAL | FY 2025-2026 BUDGET | FY2026-27 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **REVENUES** | | | | |
| State & Federal Appropriations | 5,263,330 | 5,365,826 | 5,090,859 | (274,967) |
| Credit Tuition | 132,706 | 179,823 | 50,000 | (129,823) |
| Contract Trng & NonCredit Tuition | 5,937,920 | 5,492,923 | 5,569,793 | 76,870 |
| Fees | 528 | 1,600 | - | (1,600) |
| Sales & Service | 365,724 | 214,000 | 224,750 | 10,750 |
| Other & NonOperating | - | - | 3,500 | 3,500 |
| **TOTAL REVENUES** | **11,700,207** | **11,254,172** | **10,938,902** | **(315,270)** |
| | | | | |
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **4,963,616** | **5,994,730** | **6,240,815** | **246,085** |
| Prof Services, Maintenance, Rentals | 109,988 | 118,444 | 137,570 | 19,126 |
| Materials & Supplies | 384,601 | 416,077 | 389,292 | (26,785) |
| Travel | 37,461 | 39,455 | 64,475 | 25,020 |
| Media | 205,811 | 299,405 | 301,815 | 2,410 |
| Contracted Services | 627,300 | 599,080 | 613,035 | 13,955 |
| Non-Capital Equipment | 11,914 | 12,000 | 12,000 | - |
| Other Expenses | 363,093 | 397,935 | 374,110 | (23,825) |
| **Total Operating Expenditures** | **1,740,168** | **1,882,396** | **1,892,297** | **9,901** |
| Capital Expenses | 40,130 | - | - | - |
| **Total Non Operating Expenditures** | **40,130** | **-** | **-** | **-** |
| **TOTAL EXPENDITURES** | **6,743,913** | **7,877,126** | **8,133,112** | **255,986** |
| | | | | |
| **Excess (deficiency) of revenues over (under) expenditures** | **4,956,294** | **3,377,046** | **2,805,790** | **(571,256)** |
| **CHANGE IN NET POSITION** | **4,956,294** | **3,377,046** | **2,805,790** | **(571,256)** |

## Continuing Education Administration and Marketing

The Continuing Education Administration budget represents the managerial oversight of the College's Continuing Education department and the associated operating costs of department administration. Continuing Education Marketing coordinates advertising, promotion, and communications to both internal and external audiences specific to the needs of Continuing Education programs. The team ensures that all communications are in line with current brand standards.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **2,947,587** | **3,814,635** | **4,055,090** | **240,455** |
| Prof Services, Maintenance, Rentals | 5,120 | 8,520 | 8,520 | - |
| Materials & Supplies | 15,198 | 22,300 | 22,300 | - |
| Travel | 8,905 | 19,425 | 19,425 | - |
| Media | 167,072 | 264,955 | 264,955 | - |
| Contracted Services | 24,528 | 32,550 | 32,550 | - |
| Other Expenses | 66,318 | 64,210 | 64,210 | - |
| **Total Operating Expenditures** | **287,141** | **411,960** | **411,960** | **-** |
| **TOTAL EXPENDITURES** | **3,234,728** | **4,226,595** | **4,467,050** | **240,455** |

**All Continuing Administration Personnel and expense budgets beginning in FY27 are now consolidated here in Continuing Education Admin and Marketing. Previously these personnel were split between each individual Continuing Ed Department.*

## Corporate Training

Corporate Training offers organizations in the community a resource to develop leaders from within, employee behavior change, skill mastery, and many other opportunities involving customizable training.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **665,768** | **616,296** | **647,515** | **31,219** |
| Prof Services, Maintenance, Rentals | 52,057 | 66,399 | 61,500 | (4,899) |
| Materials & Supplies | 243,972 | 234,325 | 234,540 | 215 |
| Travel | 2,302 | 3,180 | 4,000 | 820 |
| Media | 22,578 | 20,478 | 22,310 | 1,832 |
| Contracted Services | 185,856 | 137,800 | 145,000 | 7,200 |
| Non-Capital Equipment | 11,914 | 12,000 | 12,000 | - |
| Other Expenses | 156,037 | 197,325 | 185,250 | (12,075) |
| **Total Operating Expenditures** | **674,716** | **671,507** | **664,600** | **(6,907)** |
| Capital Expenses | 40,130 | - | - | - |
| **Total Non Operating Expenditures** | **40,130** | - | - | - |
| TOTAL EXPENDITURES | 1,380,614 | 1,287,803 | 1,312,115 | 24,312 |

## High School Completion and Grants Development

High School Completion provides students with the education required to finish their high school diploma and prepares students for college and the workplace. This area allows students to receive either their Iowa Adult High School diploma or Iowa High School Equivalency (HiSET Test) diploma. The Grants Development office researches, applies, and maintains the contracts for various grant funding opportunities to support the mission of the college. Grant awards help the College meet community needs by providing accessible, quality education and training, and promote opportunities for lifelong learning.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **578,805** | **790,312** | **811,709** | **21,397** |
| Prof Services, Maintenance, Rentals | 30,294 | 25,000 | 22,400 | (2,600) |
| Materials & Supplies | 13,978 | 21,250 | 20,150 | (1,100) |
| Travel | 8,222 | 9,800 | 9,450 | (350) |
| Media | 534 | 652 | 1,130 | 478 |
| Contracted Services | 10,535 | 29,480 | 46,000 | 16,520 |
| Other Expenses | 7,953 | 9,300 | 14,100 | 4,800 |
| **Total Operating Expenditures** | **71,516** | **95,482** | **113,230** | **17,748** |
| TOTAL EXPENDITURES | 650,321 | 885,794 | 924,939 | 39,145 |

## Personal and Professional Development

The Professional Education division of Continuing Education provides working professionals with the skills and knowledge necessary to excel in their careers. This department offers a wide range of courses, workshops, and certificate programs that cover areas such as leadership development, project management, data analysis, marketing strategies, and industry-specific training. The experienced instructors and practical curriculum ensure that professionals can acquire relevant expertise and stay up-to-date with the latest trends and best practices in their respective fields. In addition to professional classes, leisure classes are also offered to give community members an opportunity to learn and pursue areas of interest ranging from arts and crafts to fitness, cooking, dancing, and activities for children.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **303,880** | **435,681** | **405,705** | **(29,977)** |
| Prof Services, Maintenance, Rentals | 21,434 | 16,200 | 43,000 | 26,800 |
| Materials & Supplies | 34,442 | 61,700 | 41,450 | (20,250) |
| Travel | 5,226 | 100 | 10,500 | 10,400 |
| Media | 2,936 | 2,650 | 3,000 | 350 |
| Contracted Services | 89,926 | 62,000 | 70,735 | 8,735 |
| Other Expenses | 92,338 | 79,300 | 72,850 | (6,450) |
| **Total Operating Expenditures** | **246,303** | **221,950** | **241,535** | **19,585** |
| TOTAL EXPENDITURES | 550,183 | 657,631 | 647,240 | (10,392) |

## Regulated Programs

The Regulated Programs division of Continuing Education has courses to assist the community in training and obtaining certifications related to:

- Certified Nursing Assistance
- CPR, First Aid, Blood Borne Pathogens, ACLS, PALS
- Specialized Driving License Training (Bus, Motorcycle, Truck)
- Safety (Forklift, OSHA, etc)

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **665,768** | **616,296** | **647,515** | **31,219** |
| Prof Services, Maintenance, Rentals | 52,057 | 66,399 | 61,500 | (4,899) |
| Materials & Supplies | 243,972 | 234,325 | 234,540 | 215 |
| Travel | 2,302 | 3,180 | 4,000 | 820 |
| Media | 22,578 | 20,478 | 22,310 | 1,832 |
| Contracted Services | 185,856 | 137,800 | 145,000 | 7,200 |
| Non-Capital Equipment | 11,914 | 12,000 | 12,000 | - |
| Other Expenses | 156,037 | 197,325 | 185,250 | (12,075) |
| **Total Operating Expenditures** | **674,716** | **671,507** | **664,600** | **(6,907)** |
| Capital Expenses | 40,130 | - | - | - |
| **Total Non Operating Expenditures** | **40,130** | **-** | **-** | **-** |
| **TOTAL EXPENDITURES** | **1,380,614** | **1,287,803** | **1,312,115** | **24,312** |

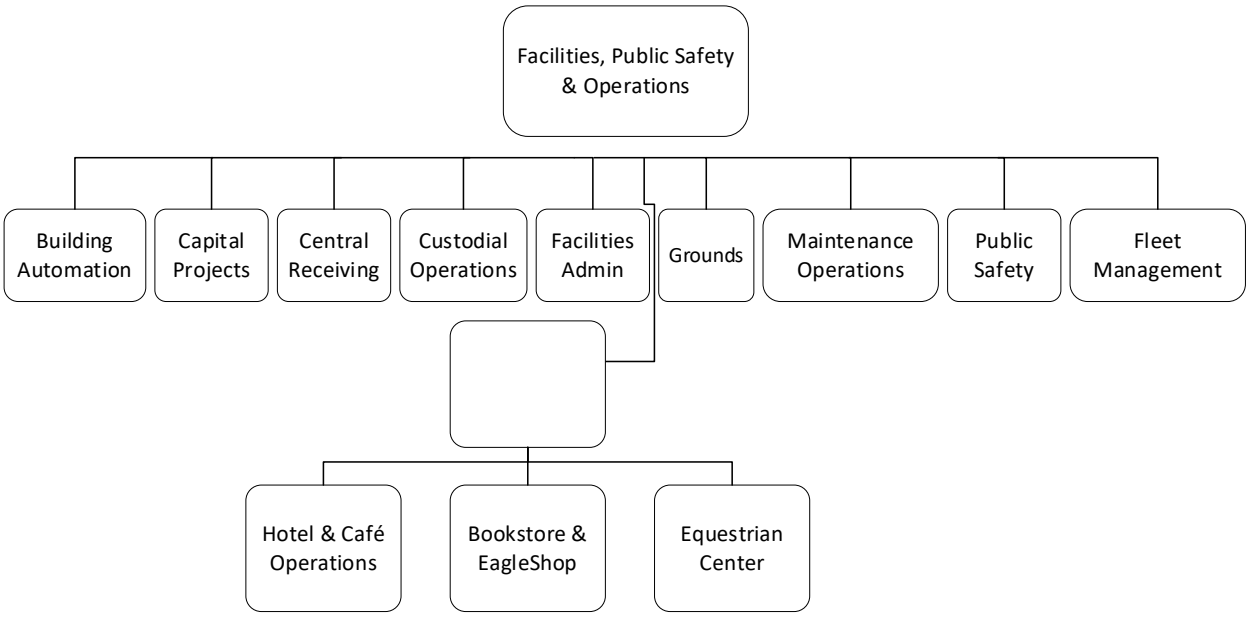
## Other Training and Events

Continuing Education supports the community through Other contractual training opportunities and specialized events and conferences.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **7,472** | **6,459** | **6,459** | **-** |
| Prof Services, Maintenance, Rentals | - | 175 | - | (175) |
| Materials & Supplies | - | - | 250 | 250 |
| Travel | - | 50 | 14,200 | 14,150 |
| Media | 334 | 650 | 400 | (250) |
| Contracted Services | 3,600 | 2,000 | 18,500 | 16,500 |
| Other Expenses | - | 12,400 | 2,500 | (9,900) |
| **Total Operating Expenditures** | **3,934** | **15,275** | **35,850** | **20,575** |
| **TOTAL EXPENDITURES** | **11,407** | **21,734** | **42,309** | **20,575** |

# Facilities, Public Safety & Operations

Facilities is responsible for taking care of every Kirkwood location across the College's seven-county service area. This includes maintenance and preventative services, construction and renovation management, grounds and landscaping, custodial services, and energy management, as well as many other duties. The College's dedicated Public Safety team works together in partnership with students, faculty, and staff as well as local, state, and federal police agencies to make this community a safer place to live, work, and learn.




*Fleet Management & Enterprise Operations will be addressed in the Fund 13 section.*

| | FY 2024-2025 ACTUAL | FY 2025-2026 BUDGET | FY2026-27 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **REVENUES** | | | | |
| Sales & Service | 330,757 | 700,194 | 700,194 | - |
| Other & NonOperating | 51,228 | (240) | (240) | - |
| **TOTAL REVENUES** | **381,985** | **699,954** | **699,954** | **-** |
| | | | | |
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **4,547,464** | **5,519,555** | **5,752,586** | **233,032** |
| Prof Services, Maintenance, Rentals | 1,305,076 | 1,457,623 | 1,435,823 | (21,800) |
| Materials & Supplies | 620,023 | 618,780 | 649,280 | 30,500 |
| Travel | 16,276 | 41,035 | 42,035 | 1,000 |
| Media | 172,670 | 180,782 | 180,782 | - |
| Utilities | 2,576,618 | 2,950,000 | 3,325,000 | 375,000 |
| Contracted Services | 458,101 | 513,035 | 503,035 | (10,000) |
| Non-Capital Equipment | 184,485 | 257,300 | 257,300 | - |
| Other Expenses | 97,638 | 115,320 | 115,620 | 300 |
| **Total Operating Expenditures** | **5,430,887** | **6,133,875** | **6,508,875** | **375,000** |
| Capital Expenses | 66,476 | 75,000 | 75,000 | - |
| **Total Non Operating Expenditures** | **66,476** | **75,000** | **75,000** | **-** |
| **TOTAL EXPENDITURES** | **10,044,827** | **11,728,430** | **12,336,462** | **608,032** |
| | | | | |
| **Excess (deficiency) of revenues over (under) expenditures** | **(9,662,842)** | **(11,028,476)** | **(11,636,508)** | **(608,032)** |
| **CHANGE IN NET POSITION** | **(9,662,842)** | **(11,028,476)** | **(11,636,508)** | **(608,032)** |

## Building Automation

Building Automation works as part of the Maintenance Operations team. Automation provide oversight to all building HVAC and lighting controls. This department manages the campus utilities, room temperature set-points and occupancy.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **25** | - | - | - |
| Materials & Supplies | 1,859 | 5,500 | 5,500 | - |
| Media | 336 | 1,080 | 1,080 | - |
| Utilities | 2,576,618 | 2,950,000 | 3,325,000 | 375,000 |
| Non-Capital Equipment | 3,488 | 5,000 | 5,000 | - |
| Other Expenses | 4,439 | 6,050 | 6,050 | - |
| **Total Operating Expenditures** | **2,586,740** | **2,967,630** | **3,342,630** | **375,000** |
| TOTAL EXPENDITURES | 2,586,765 | 2,967,630 | 3,342,630 | 375,000 |

## Capital Projects

Capital Projects manages building and grounds capital requests. These requests may include space renovations, interior refreshes, general improvements and equipment installations and projects range from $5,000 to multi-million dollar requests.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **89,618** | **123,786** | **120,673** | **(3,113)** |
| Prof Services, Maintenance, Rentals | 434,052 | 399,000 | 379,000 | (20,000) |
| Materials & Supplies | 4,302 | 3,080 | 33,580 | 30,500 |
| Travel | - | 1,800 | 1,800 | - |
| Media | 822 | 1,104 | 1,104 | - |
| Contracted Services | 140,240 | 119,500 | 109,000 | (10,500) |
| Non-Capital Equipment | 64,015 | 110,000 | 110,000 | - |
| Other Expenses | 674 | 2,500 | 2,500 | - |
| **Total Operating Expenditures** | **644,104** | **636,984** | **636,984** | **-** |
| Capital Expenses | 66,476 | 50,000 | 50,000 | - |
| **Total Non Operating Expenditures** | **66,476** | **50,000** | **50,000** | **-** |
| **TOTAL EXPENDITURES** | **800,197** | **810,770** | **807,657** | **(3,113)** |

## Central Receiving

Central Receiving collects and delivers all Kirkwood mail, making it the central hub for distribution of campus mail.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **140,812** | **154,146** | **158,496** | **4,350** |
| Prof Services, Maintenance, Rentals | 2,994 | 3,200 | 3,200 | - |
| Materials & Supplies | 4,638 | 8,450 | 8,450 | - |
| Media | 163,030 | 167,000 | 167,000 | - |
| Contracted Services | 21,268 | 20,500 | 20,500 | - |
| Non-Capital Equipment | 210 | - | - | - |
| Other Expenses | 32 | 100 | 100 | - |
| **Total Operating Expenditures** | **192,172** | **199,250** | **199,250** | - |
| TOTAL EXPENDITURES | 332,984 | 353,396 | 357,746 | 4,350 |

## Custodial Operations

Custodial Operations provides general and detailed cleaning for all campus spaces.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **2,225,419** | **2,356,845** | **2,603,988** | **247,143** |
| Prof Services, Maintenance, Rentals | 608,546 | 768,680 | 768,680 | - |
| Materials & Supplies | 231,942 | 216,294 | 216,294 | - |
| Travel | 732 | 1,200 | 1,200 | - |
| Media | 1,873 | 2,328 | 2,328 | - |
| Contracted Services | 47,096 | 40,000 | 40,000 | - |
| Non-Capital Equipment | 39,866 | 45,000 | 45,000 | - |
| Other Expenses | 769 | 1,100 | 1,100 | - |
| **Total Operating Expenditures** | **930,825** | **1,074,602** | **1,074,602** | - |
| Capital Expenses | - | 25,000 | 25,000 | - |
| **Total Non Operating Expenditures** | - | **25,000** | **25,000** | - |
| TOTAL EXPENDITURES | 3,156,244 | 3,456,447 | 3,703,590 | 247,143 |

## Facilities Administration

The Facilities Administration budget represents the managerial oversight of the College's Facilities and Public Safety departments and the associated operating costs of department administration.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **489,883** | **551,309** | **642,282** | **90,973** |
| Prof Services, Maintenance, Rentals | 551 | - | - | - |
| Materials & Supplies | 16,735 | 15,600 | 15,600 | - |
| Travel | 7,795 | 17,800 | 17,800 | - |
| Media | 1,235 | 1,410 | 1,410 | - |
| Contracted Services | 670 | 1,000 | 1,000 | - |
| Other Expenses | 76,047 | 87,570 | 87,570 | - |
| **Total Operating Expenditures** | **103,034** | **123,380** | **123,380** | - |
| TOTAL EXPENDITURES | 592,918 | 674,689 | 765,662 | 90,973 |

## Grounds

The Grounds department is responsible for maintenance of outdoor campus landscapes, parking lots, sidewalk, trees and turf. This includes lawn mowing in the spring and summer, planting and caretaking of trees, shrubs and ornamental plants, as well as snow removal in the winter.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **487,394** | **547,382** | **484,385** | **(62,997)** |
| Prof Services, Maintenance, Rentals | 215,747 | 200,487 | 199,987 | (500) |
| Materials & Supplies | 120,603 | 139,300 | 139,300 | - |
| Travel | 2,482 | 5,010 | 5,010 | - |
| Media | 734 | 1,140 | 1,140 | - |
| Contracted Services | 89 | - | 500 | 500 |
| Non-Capital Equipment | 28,345 | 39,300 | 39,300 | - |
| Other Expenses | 3,363 | 4,300 | 4,300 | - |
| **Total Operating Expenditures** | **371,363** | **389,537** | **389,537** | **-** |
| **TOTAL EXPENDITURES** | **858,757** | **936,919** | **873,922** | **(62,997)** |

## Maintenance Operations

Maintenance Operations maintains the HVAC, Electrical and Plumbing systems of the college.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **170,993** | **644,513** | **643,874** | **(639)** |
| Prof Services, Maintenance, Rentals | 20,659 | 86,256 | 84,956 | (1,300) |
| Materials & Supplies | 205,264 | 187,556 | 187,556 | - |
| Travel | 250 | 4,800 | 5,800 | 1,000 |
| Media | 3,283 | 3,480 | 3,480 | - |
| Contracted Services | 1,429 | 145,500 | 145,500 | - |
| Non-Capital Equipment | 37,755 | 50,000 | 50,000 | - |
| Other Expenses | 1,363 | 6,300 | 6,600 | 300 |
| **Total Operating Expenditures** | **270,003** | **483,892** | **483,892** | **-** |
| **TOTAL EXPENDITURES** | **440,996** | **1,128,405** | **1,127,766** | **(639)** |

## Public Safety

Public Safety is responsible for campus public safety dispatch and emergency management operations. This department includes patrols of campus as well as regional centers.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **943,320** | **1,141,574** | **1,098,889** | **(42,685)** |
| Prof Services, Maintenance, Rentals | 22,528 | - | - | - |
| Materials & Supplies | 34,680 | 43,000 | 43,000 | - |
| Travel | 5,015 | 10,425 | 10,425 | - |
| Media | 1,358 | 3,240 | 3,240 | - |
| Contracted Services | 247,309 | 186,535 | 186,535 | - |
| Non-Capital Equipment | 10,806 | 8,000 | 8,000 | - |
| Other Expenses | 10,951 | 7,400 | 7,400 | - |
| **Total Operating Expenditures** | **332,647** | **258,600** | **258,600** | - |
| TOTAL EXPENDITURES | 1,275,967 | 1,400,174 | 1,357,489 | (42,685) |

# Finance

The role of the Finance department is to efficiently and effectively manage the financial resources and activities of the College. The essential operations of the Finance department ensure long-term institutional financial sustainability while assisting students and staff with their business needs. Functions managed by the Finance team include Accounts Payable, Accounts Receivable, Request for Proposal, Budgeting/Financial Planning, Financial Reporting, Purchasing Cards, Grants Accounting and Risk Transfer.

Finance

| | FY 2024-2025 ACTUAL | FY 2025-2026 BUDGET | FY2026-27 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **REVENUES** | | | | |
| State & Federal Appropriations | 136,279 | 98,257 | 54,721 | (43,536) |
| Fees | 750 | 650 | 650 | - |
| Property Taxes | 6,237,700 | 6,367,319 | 6,577,467 | 210,148 |
| Sales & Service | 14,021 | 14,024 | - | (14,024) |
| Investment Income | 1,800,992 | 525,000 | 525,000 | - |
| Other & NonOperating | 408,993 | 454,366 | 418,366 | (36,000) |
| **TOTAL REVENUES** | **8,598,734** | **7,459,615** | **7,576,204** | **116,589** |
| | | | | |
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **2,801,415** | **2,966,894** | **3,167,651** | **200,757** |
| Prof Services, Maintenance, Rentals | 335,271 | 369,340 | 430,000 | 60,660 |
| Materials & Supplies | 5,875 | 10,721 | 11,399 | 678 |
| Travel | 1,837 | 17,715 | 19,900 | 2,185 |
| Media | 10,400 | 13,718 | 13,718 | - |
| Contracted Services | 26,614 | 35,700 | 33,300 | (2,400) |
| Other Expenses | 764,054 | 569,250 | 584,750 | 15,500 |
| Bad Debt Expense | 764,287 | 750,000 | 750,000 | - |
| **Total Operating Expenditures** | **1,908,338** | **1,766,444** | **1,843,067** | **76,623** |
| Interest Expense | 11,213 | 9,884 | 7,843 | (2,041) |
| Payment of Debt Principal | - | 161,943 | 163,974 | 2,031 |
| **Total Non Operating Expenditures** | **11,213** | **171,827** | **171,817** | **(10)** |
| **TOTAL EXPENDITURES** | **4,720,966** | **4,905,165** | **5,182,535** | **277,370** |
| | | | | |
| **Excess (deficiency) of revenues over (under) expenditures** | **3,877,768** | **2,554,450** | **2,393,669** | **(160,781)** |
| Net Transfers In(Out) | (6,812,777) | (2,117,349) | (1,915,582) | 201,768 |
| **CHANGE IN NET POSITION** | **(2,935,009)** | **437,100** | **478,087** | **40,986** |

## Finance Department

The Finance department budget represents the managerial oversight of the College's Finance Department and the associated operating costs of department administration**.** Additionally, the Finance Department budget houses various college wide general operations. This includes expense transfers to support college operations, bad debt expenses, and principal and interest payments on Fund 11 supported debts.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **2,434,683** | **2,276,228** | **2,317,040** | **40,812** |
| Prof Services, Maintenance, Rentals | 335,271 | 369,340 | 430,000 | 60,660 |
| Materials & Supplies | 5,558 | 9,721 | 9,721 | - |
| Travel | 1,401 | 13,600 | 13,600 | - |
| Media | 9,536 | 13,550 | 13,550 | - |
| Contracted Services | 5,324 | 5,000 | 5,000 | - |
| Other Expenses | 650,727 | 449,750 | 463,000 | 13,250 |
| Bad Debt Expense | 764,287 | 750,000 | 750,000 | - |
| **Total Operating Expenditures** | **1,772,105** | **1,610,961** | **1,684,871** | **73,910** |
| Interest Expense | 11,213 | 9,884 | 7,843 | (2,041) |
| **Principal Expense** | - | 161,943 | 163,974 | 2,031 |
| **Total Non Operating Expenditures** | **11,213** | **171,827** | **171,817** | **(10)** |
| TOTAL EXPENDITURES | 4,218,001 | 4,059,016 | 4,173,728 | 114,712 |

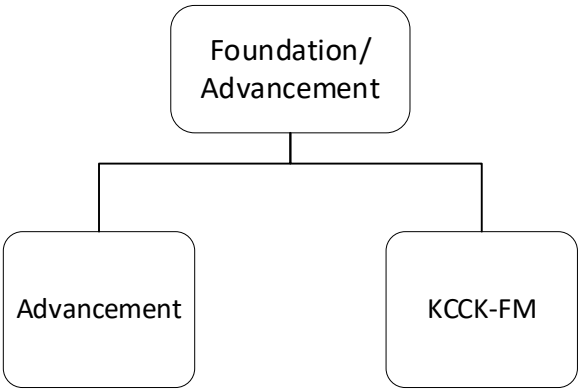
## Grants Cost Share

Grants Cost Share represents the College's commitment of expenditures in support of grant awards for activity associated with the grant project which is not paid for by the grant award's funds. These funds are housed within the finance department and included in the table above. **Grant awards are tracked separately in Fund 22.**

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **366,732** | **355,048** | **363,855** | **8,807** |
| Materials & Supplies | 316 | 1,000 | 1,678 | 678 |
| Travel | 436 | 4,115 | 6,300 | 2,185 |
| Media | 864 | 168 | 168 | - |
| Contracted Services | 21,290 | 30,700 | 28,300 | (2,400) |
| Other Expenses | 113,327 | 119,500 | 121,750 | 2,250 |
| **Total Operating Expenditures** | **136,233** | **155,483** | **158,196** | **2,713** |
| TOTAL EXPENDITURES | 502,965 | 510,531 | 522,051 | 11,520 |

# Foundation/Advancement

The Foundation is a nonprofit, tax exempt corporation charged with raising funds to support students through education and training. The Foundation is a component unit within the College and produces its own financial statements. The Foundation vision is to be a model for excellence in fundraising, scholarship administration, alumni relations, and investment stewardship by providing resources that are not typically supported by taxes, tuition, or other funding sources. The Kirkwood Foundation is one of the largest community college scholarship programs in the country with total assets of $43 million as of December 2020 — including $39.5 million in investments. The Foundation consistently awards over $3 million in annual scholarships.




| | FY 2024-2025 ACTUAL | FY 2025-2026 BUDGET | FY2026-27 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **REVENUES** | | | | |
| Other & NonOperating | - | 923,434 | 1,111,449 | 188,015 |
| Foundation Transfers | - | (372,236) | (412,995) | (40,759) |
| **TOTAL REVENUES** | **-** | **551,198** | **698,454** | **147,256** |
| | | | | |
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **797,231** | **828,762** | **858,529** | **29,767** |
| Travel | - | 500 | 500 | - |
| Other Expenses | 45 | - | - | - |
| **Total Operating Expenditures** | **45** | **500** | **500** | **-** |
| **TOTAL EXPENDITURES** | **797,276** | **829,262** | **859,029** | **29,767** |
| | | | | |
| **Excess (deficiency) of revenues over (under) expenditures** | **(797,276)** | **(278,064)** | **(160,575)** | **117,489** |
| **CHANGE IN NET POSITION** | **(797,276)** | **(278,064)** | **(160,575)** | **117,489** |

# Government and Community Relations

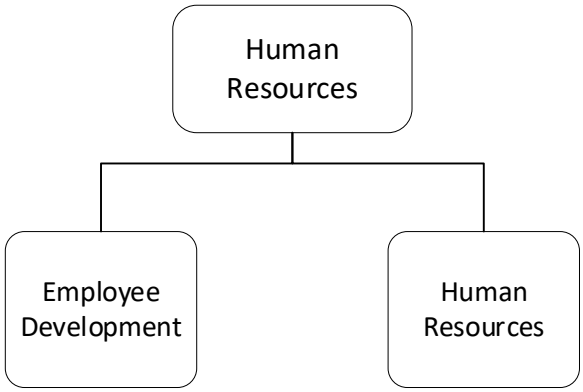
The Government & Community Relations unit leads the college's external engagement efforts, building and maintaining relationships with government officials, community leaders, business stakeholders, and advocacy organizations. The team ensures the college's interests are represented in local, state, and federal policy discussions and that community partnerships support institutional priorities. The budget for this unit supports strategic outreach initiatives, stakeholder engagement activities, and advocacy efforts that advance the college's mission and strengthen its public and community presence.




| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **11,812** | **200,170** | **216,242** | **16,072** |
| Prof Services, Maintenance, Rentals | 244 | - | - | - |
| Materials & Supplies | - | 2,000 | 2,000 | - |
| Travel | 1,689 | 37,000 | 37,000 | - |
| Media | - | 5,000 | 5,000 | - |
| Other Expenses | 932 | 11,000 | 11,000 | - |
| **Total Operating Expenditures** | **2,865** | **55,000** | **55,000** | - |
| TOTAL EXPENDITURES | 14,678 | 255,170 | 271,242 | 16,072 |

# Human Resources

Kirkwood Human Resources is responsible for all aspects of the employee life cycle at the College. This includes talent acquisition and development, payroll and benefits administration, employee relations, collective bargaining, H.R. policies and procedures, H.R. compliance, learning and development, employee engagement, managerial development, and employee diversity, equity, and inclusion. Kirkwood Human Resources works to ensure that Kirkwood is a great place to work and has a workforce able to meet the needs of our students and community.




| | FY 2024-2025 ACTUAL | FY 2025-2026 BUDGET | FY2026-27 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **REVENUES** | | | | |
| Sales & Service | 220 | - | - | - |
| **TOTAL REVENUES** | **220** | **-** | **-** | **-** |
| | | | | |
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **1,726,222** | **1,840,069** | **1,725,218** | **(114,850)** |
| Prof Services, Maintenance, Rentals | 37,811 | 84,848 | 84,848 | - |
| Materials & Supplies | 10,178 | 13,543 | 13,543 | - |
| Travel | 12,224 | 21,450 | 21,450 | - |
| Media | 76,102 | 67,910 | 67,910 | - |
| Contracted Services | 225,267 | 162,071 | 162,071 | - |
| Other Expenses | 118,716 | 144,700 | 174,700 | 30,000 |
| **Total Operating Expenditures** | **480,297** | **494,523** | **524,523** | **30,000** |
| **TOTAL EXPENDITURES** | **2,206,518** | **2,334,591** | **2,249,741** | **(84,850)** |
| | | | | |
| **Excess (deficiency) of revenues over (under) expenditures** | **(2,206,298)** | **(2,334,591)** | **(2,249,741)** | **84,850** |
| **CHANGE IN NET POSITION** | **(2,206,298)** | **(2,334,591)** | **(2,249,741)** | **84,850** |

## Employee Development

Employee Development provides the College with professional development services and training opportunities to achieve individual, team, and organizational performance goals. This department offers a variety of programs, including new employee onboarding for staff, compliance, leadership development, skills, and technical training.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **655,936** | **733,420** | **714,242** | **(19,177)** |
| Prof Services, Maintenance, Rentals | 17,113 | 18,729 | 18,729 | - |
| Materials & Supplies | 5,648 | 8,000 | 8,000 | - |
| Travel | 8,160 | 16,000 | 16,000 | - |
| Media | 9,324 | 8,500 | 8,500 | - |
| Contracted Services | 29,836 | 30,071 | 30,071 | - |
| Other Expenses | 54,893 | 64,700 | 94,700 | 30,000 |
| **Total Operating Expenditures** | **124,974** | **146,000** | **176,000** | **30,000** |
| TOTAL EXPENDITURES | 780,911 | 879,420 | 890,242 | 10,823 |

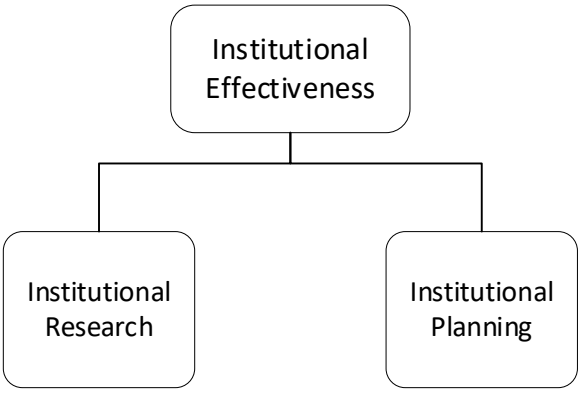
## Human Resources Administration

The Human Resources department budget represents the managerial oversight of the College's Human Resources department and the associated operating costs of department administration**.** Additionally, the Human Resources department budget houses various college wide operations. This includes funding for background checks, continuing education benefits, Equal Employment Opportunity, Americans with Disabilities Act, and college wide events.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **1,070,286** | **1,106,649** | **1,010,976** | **(95,673)** |
| Prof Services, Maintenance, Rentals | 20,698 | 66,119 | 66,119 | - |
| Materials & Supplies | 4,530 | 5,543 | 5,543 | - |
| Travel | 4,064 | 5,450 | 5,450 | - |
| Media | 66,778 | 59,410 | 59,410 | - |
| Contracted Services | 195,430 | 132,000 | 132,000 | - |
| Other Expenses | 63,823 | 80,000 | 80,000 | - |
| **Total Operating Expenditures** | **355,322** | **348,523** | **348,523** | - |
| TOTAL EXPENDITURES | 1,425,608 | 1,455,171 | 1,359,499 | (95,673) |

# Institutional Effectiveness

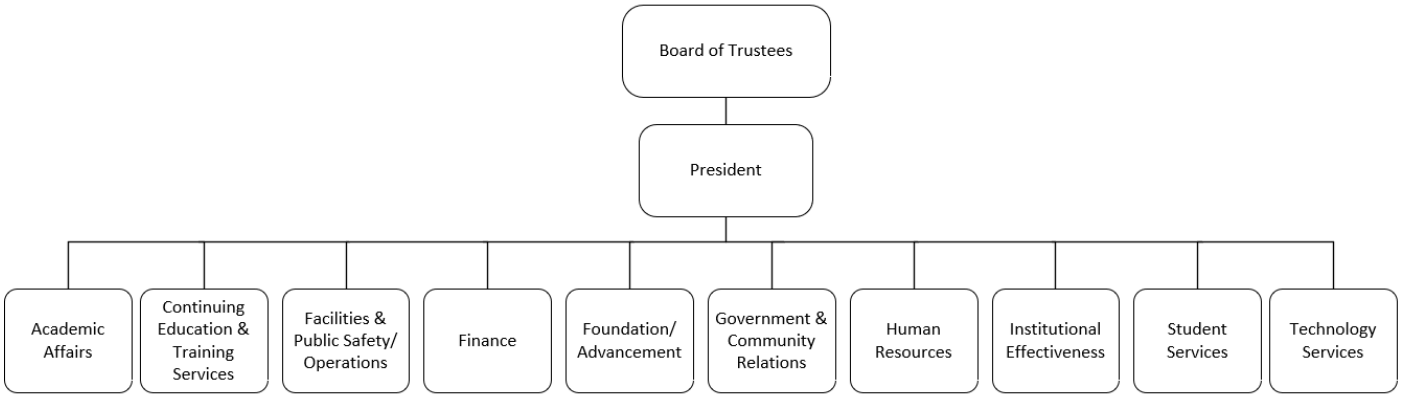
The Institutional Effectiveness team administers processes whereby the College engages in ongoing self-evaluation in order to measure achievements and outcomes as they relate to Kirkwood's mission. The department is responsible for facilitation and support processes involving Process Improvement, Institutional Research, The Innovation Fund, Strategic Planning, and Accreditation. The culture of Institutional Effectiveness at the College is one of collaboration while holding each other mutually accountable toward goal achievement as we strive to make data-driven decisions and continuously improve to the benefit of Kirkwood students and community partners.




| | FY 2024-2025 ACTUAL | FY 2025-2026 BUDGET | FY2026-27 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **1,117,594** | **1,159,425** | **1,200,114** | **40,689** |
| Prof Services, Maintenance, Rentals | 23,576 | 41,600 | 41,600 | - |
| Materials & Supplies | 1,461 | 4,000 | 4,000 | - |
| Travel | 14,187 | 17,950 | 17,950 | - |
| Media | 576 | 576 | 576 | - |
| Other Expenses | 28,595 | 57,042 | 57,042 | - |
| **Total Operating Expenditures** | **68,395** | **121,168** | **121,168** | **-** |
| **TOTAL EXPENDITURES** | **1,185,989** | **1,280,593** | **1,321,282** | **40,689** |
| | | | | |
| **Excess (deficiency) of revenues over (under) expenditures** | **(1,185,989)** | **(1,280,593)** | **(1,321,282)** | **(40,689)** |
| **CHANGE IN NET POSITION** | **(1,185,989)** | **(1,280,593)** | **(1,321,282)** | **(40,689)** |

# President's Office

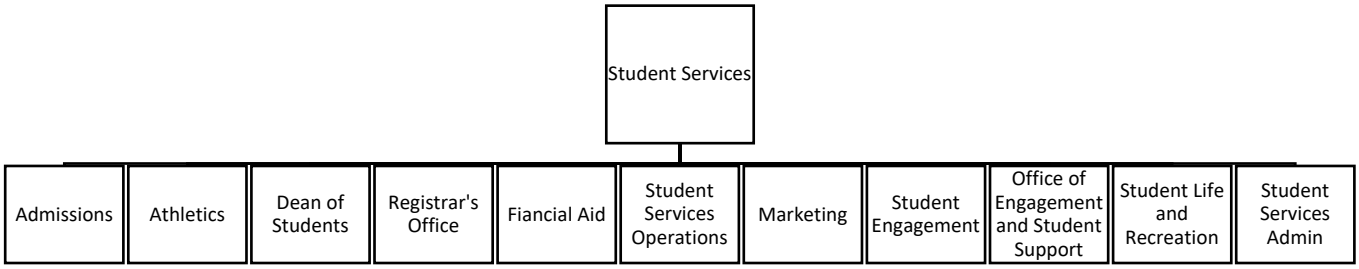
The primary responsibility of the President's Office is to provide vision for the College and continuous leadership and direction for the planning and operation of all aspects of the College's programs and services in conformity with the Board of Trustees policies. The board is charged with setting Kirkwood policy and ensuring the effectiveness of the institution by monitoring and evaluating strategic initiatives and the financial direction of the College.




| | FY 2024-2025 ACTUAL | FY 2025-2026 BUDGET | FY2026-27 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **736,280** | **627,668** | **668,079** | **40,411** |
| Prof Services, Maintenance, Rentals | 35,500 | 2,000 | 2,000 | - |
| Materials & Supplies | 6,435 | 10,000 | 10,000 | - |
| Travel | 55,368 | 120,700 | 100,700 | (20,000) |
| Media | 5,835 | 4,050 | 4,050 | - |
| Contracted Services | 21,520 | 7,725 | 7,725 | - |
| Non-Capital Equipment | - | 1,775 | 1,775 | - |
| Insurance - P&C, Tort, Auto, WC | 1,188 | 1,600 | - | (1,600) |
| Other Expenses | 384,755 | 716,210 | 741,210 | 25,000 |
| **Total Operating Expenditures** | **510,600** | **864,060** | **867,460** | **3,400** |
| TOTAL EXPENDITURES | 1,246,880 | 1,491,728 | 1,535,539 | 43,811 |
| | | | | |
| **Excess (deficiency) of revenues over (under) expenditures** | **(1,246,880)** | **(1,491,728)** | **(1,535,539)** | **(43,811)** |
| CHANGE IN NET POSITION | (1,246,880) | (1,491,728) | (1,535,539) | (43,811) |

# Student Services

Student Services provides advice and assistance to students on all matters pertaining to enrollment in classes, including admissions, academic advising, financial aid, college marketing, and registration and student records. Additionally, the division provides career exploration and decision making, job placement services, and also administers a number of student support functions including personal counseling services, the College food pantry, and specialized student assistance services. The division also provides opportunities for student engagement through student life and oversight of student organizations, campus recreation, and intercollegiate athletics.



| | FY 2024-2025 ACTUAL | FY 2025-2026 BUDGET | FY2026-27 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **REVENUES** | | | | |
| State & Federal Appropriations | 4,528 | 4,500 | 4,500 | - |
| Sales & Service | 351,815 | 273,129 | 395,500 | 122,371 |
| Other & NonOperating | 67,664 | 70,000 | 70,000 | - |
| **TOTAL REVENUES** | **424,007** | **347,629** | **470,000** | **122,371** |
| | | | | |
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **9,019,160** | **9,951,471** | **10,296,915** | **345,444** |
| Prof Services, Maintenance, Rentals | 228,205 | 254,690 | 272,690 | 18,000 |
| Materials & Supplies | 338,420 | 344,465 | 254,785 | (89,680) |
| Travel | 666,027 | 725,596 | 772,206 | 46,610 |
| Media | 835,775 | 879,638 | 862,671 | (16,967) |
| Contracted Services | 174,355 | 162,650 | 264,235 | 101,585 |
| Non-Capital Equipment | 59,315 | 22,500 | 16,500 | (6,000) |
| Other Expenses | 689,674 | 663,323 | 673,860 | 10,537 |
| **Total Operating Expenditures** | **2,991,772** | **3,052,862** | **3,116,947** | **64,085** |
| Capital Expenses | 11,727 | - | - | - |
| **Total Non Operating Expenditures** | **11,727** | **-** | **-** | **-** |
| **TOTAL EXPENDITURES** | **12,022,659** | **13,004,333** | **13,413,862** | **409,529** |
| | | | | |
| **Excess (deficiency) of revenues over (under) expenditures** | **(11,598,652)** | **(12,656,704)** | **(12,943,862)** | **(287,158)** |
| Net Transfers In(Out) | 1,213 | - | - | - |
| **CHANGE IN NET POSITION** | **(11,597,439)** | **(12,656,704)** | **(12,943,862)** | **(287,158)** |

## Admissions

The Admissions Office is responsible for recruiting and communicating with new and returning Kirkwood students as they navigate the onboarding process. The team visits high schools, attends college fairs and represents Kirkwood at off-campus recruitment events. The Admissions team also hosts individual and group campus visits to allow prospective students to learn more about Kirkwood and explore the campus.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **1,049,739** | **1,197,430** | **1,363,771** | **166,341** |
| Prof Services, Maintenance, Rentals | 162 | 2,500 | 500 | (2,000) |
| Materials & Supplies | 12,135 | 17,950 | 10,800 | (7,150) |
| Travel | 21,965 | 16,950 | 23,625 | 6,675 |
| Media | 5,791 | 6,000 | 6,330 | 330 |
| Contracted Services | 14,582 | 20,000 | 18,000 | (2,000) |
| Other Expenses | 104,116 | 106,810 | 110,955 | 4,145 |
| **Total Operating Expenditures** | **158,750** | **170,210** | **170,210** | - |
| TOTAL EXPENDITURES | 1,208,489 | 1,367,640 | 1,533,981 | 166,341 |

## Athletics

Kirkwood Community College Athletics provides opportunities for students to engage in organized and directed collegiate athletic competition. These student-athletes learn valuable, practical skills such as sportsmanship, time management, verbal communication with adults and peers, leadership and interaction and coordination in diverse groups. Their athletic endeavors enrich and augment the education they receive inside the classroom setting.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **1,167,998** | **1,274,431** | **1,300,662** | **26,231** |
| Prof Services, Maintenance, Rentals | 52,962 | 49,310 | 49,310 | - |
| Materials & Supplies | 98,306 | 91,555 | 97,255 | 5,700 |
| Travel | 476,232 | 527,435 | 570,070 | 42,635 |
| Media | 8,886 | 7,181 | 7,181 | - |
| Contracted Services | 66,148 | 64,750 | 69,750 | 5,000 |
| Non-Capital Equipment | 9,570 | 5,000 | 5,000 | - |
| Other Expenses | 71,047 | 59,413 | 59,413 | - |
| **Total Operating Expenditures** | **783,152** | **804,644** | **857,979** | **53,335** |
| TOTAL EXPENDITURES | 1,951,149 | 2,079,075 | 2,158,642 | 79,566 |

## Dean of Students

The Dean of Students Office provides support services to Kirkwood students. The Dean of Students Office helps students understand their rights and responsibilities as a Kirkwood student. Additionally, the Dean of Students Office works with students to connect with on campus and off campus academic and personal supports.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **715,793** | **813,688** | **759,097** | **(54,591)** |
| Prof Services, Maintenance, Rentals | 35,691 | 38,000 | 36,000 | (2,000) |
| Materials & Supplies | 5,580 | 7,500 | 8,500 | 1,000 |
| Travel | 7,386 | 10,000 | 10,000 | - |
| Media | 1,749 | 1,200 | 1,200 | - |
| Non-Capital Equipment | 2,212 | 1,500 | 1,500 | - |
| Other Expenses | 30,347 | 24,500 | 28,950 | 4,450 |
| **Total Operating Expenditures** | **82,964** | **82,700** | **86,150** | **3,450** |
| **TOTAL EXPENDITURES** | **798,757** | **896,388** | **845,247** | **(51,141)** |

## Registrar's Office

The Registrar's Office (formally known as Enrollment Services) supports college credit students, staff, faculty, and the community in navigating the registration and records landscape. This department helps create, import, maintain, and release as appropriate, student data from the point of admission through graduation. The Registrar's Office also maintains curriculum records (courses, programs, degree audits), and facilitates both internal and external approvals. In addition, they host the annual commencement ceremony, aka, the happiest day of the year.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **700,540** | **822,174** | **848,121** | **25,947** |
| Prof Services, Maintenance, Rentals | 39,483 | 41,108 | 41,108 | - |
| Materials & Supplies | 4,025 | 2,600 | 2,600 | - |
| Travel | 10,478 | 6,918 | 6,918 | - |
| Media | 19 | 50 | 50 | - |
| Contracted Services | 29,991 | 21,900 | 21,900 | - |
| Other Expenses | 14,565 | 15,800 | 15,800 | - |
| **Total Operating Expenditures** | **98,560** | **88,376** | **88,376** | - |
| TOTAL EXPENDITURES | 799,100 | 910,550 | 936,497 | 25,947 |

## Financial Aid

The Financial Aid Office manages the federal, state, and local financial aid programs. The Financial Aid Office also develops individualized plans for financing a student's education, helps students navigate the financial aid process, and identifies financial resources crucial to student success.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **703,838** | **730,298** | **728,009** | **(2,289)** |
| Prof Services, Maintenance, Rentals | 305 | - | 24,000 | 24,000 |
| Materials & Supplies | 1,787 | 4,810 | 4,810 | - |
| Travel | 7,252 | 8,392 | 8,392 | - |
| Media | 288 | 294 | 294 | - |
| Other Expenses | 345,729 | 309,850 | 309,850 | - |
| **Total Operating Expenditures** | **355,360** | **323,346** | **347,346** | **24,000** |
| **TOTAL EXPENDITURES** | **1,059,198** | **1,053,644** | **1,075,355** | **21,711** |

***Includes Emergency Grant funds***

## Student Services Operations

Student Services Operations encompasses the planning, coordination, and delivery of student-focused services that support learners from enrollment through graduation or transfer. The department works collaboratively with academic and administrative units to ensure efficient processes, regulatory compliance, and a positive student experience. Student Services Operations also analyzes service performance, implements process improvements, manages policies and procedures, and leverages technology to enhance accessibility and student engagement.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **1,193,476** | **1,079,198** | **1,108,250** | **29,052** |
| Prof Services, Maintenance, Rentals | - | - | 8,000 | 8,000 |
| Travel | 3,835 | 3,400 | 3,400 | - |
| Media | 288 | 312 | 312 | - |
| Other Expenses | 17 | 3,500 | 10,500 | 7,000 |
| **Total Operating Expenditures** | **4,140** | **7,212** | **22,212** | **15,000** |
| TOTAL EXPENDITURES | 1,197,616 | 1,086,410 | 1,130,462 | 44,052 |

## Marketing

The Marketing Department coordinates College advertising, promotion, and communications to both internal and external audiences. The team ensures that all communications are in line with current brand standards.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **1,472,061** | **1,642,478** | **1,698,278** | **55,800** |
| Prof Services, Maintenance, Rentals | 76,053 | 76,800 | 76,800 | - |
| Materials & Supplies | 145,121 | 134,000 | 55,070 | (78,930) |
| Travel | 13,229 | 15,800 | 15,800 | - |
| Media | 806,747 | 845,725 | 829,070 | (16,655) |
| Contracted Services | 13,055 | - | 95,585 | 95,585 |
| Non-Capital Equipment | 756 | - | - | - |
| Other Expenses | 13,425 | 13,950 | 13,950 | - |
| **Total Operating Expenditures** | **1,068,386** | **1,086,275** | **1,086,275** | - |
| TOTAL EXPENDITURES | 2,540,447 | 2,728,753 | 2,784,553 | 55,800 |

## Student Engagement

Student Engagement offers educational and social programs and services to support student success outside the classroom. Advancing the priorities of high quality service, student advocacy and engagement, and support for the diverse student community, student engagement connects students to Kirkwood and community resources, and to one another.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **868,108** | **987,349** | **951,117** | **(36,232)** |
| Prof Services, Maintenance, Rentals | 14,232 | 12,000 | 12,000 | - |
| Materials & Supplies | 9,102 | 9,500 | 9,500 | - |
| Travel | 6,880 | 12,000 | 12,000 | - |
| Media | 107 | 500 | 500 | - |
| Other Expenses | 19,489 | 16,000 | 16,000 | - |
| **Total Operating Expenditures** | **49,809** | **50,000** | **50,000** | - |
| TOTAL EXPENDITURES | 917,917 | 1,037,349 | 1,001,117 | (36,232) |

## Office of Engagement and Student Support

The Office of Engagement and Student Support designs and implements programs to help students feel connected, supported and confident at Kirkwood. Through a variety of programs and services, the department works to ensure students have access to resources, guidance and community they need to succeed. This includes access to Student Engagement and Success Coaches, TRIO Student Support Services, Project START and The Student Food Pantry.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **432,562** | **567,792** | **591,930** | **24,138** |
| Prof Services, Maintenance, Rentals | 216 | 4,500 | 500 | (4,000) |
| Materials & Supplies | 4,978 | 7,700 | 6,200 | (1,500) |
| Travel | 237 | 11,090 | 9,090 | (2,000) |
| Media | 37 | 1,000 | 1,000 | - |
| Contracted Services | 11,667 | 14,000 | 14,000 | - |
| Other Expenses | 17,470 | 18,100 | 15,600 | (2,500) |
| **Total Operating Expenditures** | **34,604** | **56,390** | **46,390** | **(10,000)** |
| TOTAL EXPENDITURES | 467,166 | 624,182 | 638,320 | 14,138 |

## Student Life and Recreation

The Student Life and Recreation department focuses on providing a number of opportunities for the college community to experience outside of the classroom.

Opportunities include:

- Rec Center (Fitness Classes, Wellness Programs, Intramurals and More)
- Student Clubs and Organizations

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **488,668** | **608,031** | **625,879** | **17,848** |
| Prof Services, Maintenance, Rentals | 8,682 | 12,472 | 14,472 | 2,000 |
| Materials & Supplies | 51,500 | 59,050 | 54,050 | (5,000) |
| Travel | 32,580 | 72,700 | 72,700 | - |
| Media | 10,818 | 11,076 | 12,576 | 1,500 |
| Contracted Services | 38,911 | 40,000 | 43,000 | 3,000 |
| Non-Capital Equipment | 46,777 | 16,000 | 10,000 | (6,000) |
| Other Expenses | 56,635 | 70,200 | 73,700 | 3,500 |
| **Total Operating Expenditures** | **245,904** | **281,498** | **280,498** | **(1,000)** |
| Capital Expenses | 11,727 | - | - | - |
| **Total Non Operating Expenditures** | **11,727** | - | - | - |
| TOTAL EXPENDITURES | 746,299 | 889,529 | 906,377 | 16,848 |

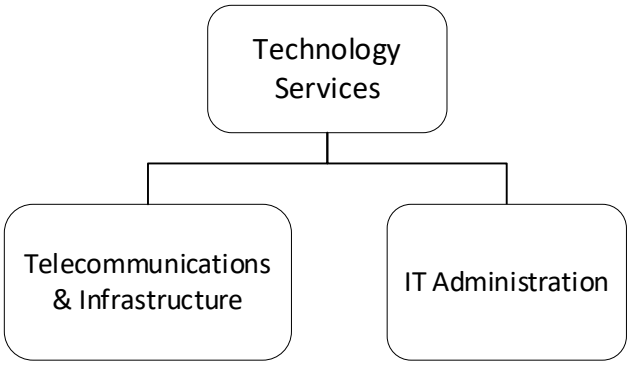
## Student Services Administration

The Student Services Administration budget represents the managerial oversight of the College's Student Services department and the associated operating costs of department administration.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **226,379** | **228,602** | **321,802** | **93,199** |
| Prof Services, Maintenance, Rentals | - | 10,000 | 10,000 | - |
| Materials & Supplies | - | 6,000 | 6,000 | - |
| Travel | 83,519 | 40,211 | 40,211 | - |
| Media | 1,046 | 6,300 | 4,158 | (2,142) |
| Contracted Services | - | 2,000 | 2,000 | - |
| Other Expenses | 5,041 | 17,000 | 19,142 | 2,142 |
| **Total Operating Expenditures** | **89,606** | **81,511** | **81,511** | - |
| TOTAL EXPENDITURES | 315,985 | 310,113 | 403,313 | 93,199 |

# Technology Services

Kirkwood Technology Services is responsible for serving the technology needs of the entire college. In addition to ensuring that the technology requirements are met in classrooms, departments, and offices, the division also handles application support and development, hardware and infrastructure, as well as other technology-related projects.




| | FY 2024-2025 ACTUAL | FY 2025-2026 BUDGET | FY2026-27 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **REVENUES** | | | | |
| Other & NonOperating | 6,181 | 7,550 | 7,550 | - |
| **TOTAL REVENUES** | **6,181** | **7,550** | **7,550** | **-** |
| | | | | |
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **3,353,606** | **3,979,392** | **4,072,991** | **93,598** |
| Prof Services, Maintenance, Rentals | 502,789 | 605,500 | 772,830 | 167,330 |
| Materials & Supplies | 250,096 | 171,700 | 161,700 | (10,000) |
| Travel | 13,784 | 6,800 | 6,800 | - |
| Media | 297,328 | 324,062 | 324,062 | - |
| Contracted Services | 359,782 | 250,900 | 250,900 | - |
| Non-Capital Equipment | 112,380 | 65,000 | 65,000 | - |
| Other Expenses | 24,646 | 96,450 | 96,450 | - |
| **Total Operating Expenditures** | **1,560,807** | **1,520,412** | **1,677,742** | **157,330** |
| Capital Expenses | 88,090 | 450,000 | 450,000 | - |
| **Total Non Operating Expenditures** | **88,090** | **450,000** | **450,000** | **-** |
| **TOTAL EXPENDITURES** | **5,002,503** | **5,949,804** | **6,200,733** | **250,928** |
| | | | | |
| **Excess (deficiency) of revenues over (under) expenditures** | **(4,996,322)** | **(5,942,254)** | **(6,193,183)** | **(250,928)** |
| Net Transfers In(Out) | 17,519 | 154,208 | 338,000 | 183,792 |
| **CHANGE IN NET POSITION** | **(4,978,803)** | **(5,788,046)** | **(5,855,183)** | **(67,136)** |

## Information Technology Administration

Information Technology Administration oversees the enterprise software management and associated software support personnel for the College.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **2,265,613** | **2,679,010** | **2,778,053** | **99,043** |
| Prof Services, Maintenance, Rentals | 62,700 | 147,500 | 147,500 | - |
| Materials & Supplies | 30,923 | 43,500 | 33,500 | (10,000) |
| Travel | 3,974 | 4,000 | 4,000 | - |
| Media | 3,293 | 5,150 | 5,150 | - |
| Contracted Services | 1,530 | 64,900 | 64,900 | - |
| Non-Capital Equipment | 9,408 | 31,000 | 31,000 | - |
| Other Expenses | 18,558 | 68,450 | 68,450 | - |
| **Total Operating Expenditures** | **130,386** | **364,500** | **354,500** | **(10,000)** |
| TOTAL EXPENDITURES | 2,395,999 | 3,043,510 | 3,132,553 | 89,043 |

## Telecommunications & Infrastructure

Telecommunications & Infrastructure oversees the enterprise infrastructure hardware management and associated infrastructure hardware support personnel for the College.

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-2027 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| EXPENDITURES | | | | |
| **Total Salaries and Benefits** | **1,087,993** | **1,300,382** | **1,294,938** | **(5,444)** |
| Prof Services, Maintenance, Rentals | 440,089 | 458,000 | 625,330 | 167,330 |
| Materials & Supplies | 219,173 | 128,200 | 128,200 | - |
| Travel | 9,810 | 2,800 | 2,800 | - |
| Media | 294,036 | 318,912 | 318,912 | - |
| Contracted Services | 358,252 | 186,000 | 186,000 | - |
| Non-Capital Equipment | 102,972 | 34,000 | 34,000 | - |
| Other Expenses | 6,088 | 28,000 | 28,000 | - |
| **Total Operating Expenditures** | **1,430,420** | **1,155,912** | **1,323,242** | **167,330** |
| Capital Expenses | 88,090 | 450,000 | 450,000 | - |
| **Total Non Operating Expenditures** | **88,090** | **450,000** | **450,000** | - |
| TOTAL EXPENDITURES | 2,606,504 | 2,906,294 | 3,068,180 | 161,886 |

# Fund 13 Departments

| | FY2024-2025 ACTUAL | FY2025-2026 BUDGET | FY2026-27 BUDGET | Change from FY26 Inc(Dec) |
|---|---|---|---|---|
| **REVENUES** | | | | |
| Sales & Service | 14,496,569 | 14,316,377 | 14,697,269 | 380,892 |
| Investment Income | 6,757 | - | - | - |
| Other & NonOperating | 1,163,948 | 1,145,407 | 1,154,369 | 8,962 |
| Foundations Transfer | (30,000) | (30,000) | (30,000) | - |
| **TOTAL REVENUES** | **15,637,274** | **15,431,784** | **15,821,638** | **389,854** |
| | | | | |
| **EXPENDITURES** | | | | |
| **Total Salaries and Benefits** | **6,673,029** | **6,739,713** | **7,035,029** | **295,316** |
| Prof Services, Maintenance, Rentals | 416,122 | 462,262 | 382,818 | (79,444) |
| Materials & Supplies | 491,155 | 488,488 | 456,285 | (32,203) |
| Travel | 806,733 | 690,376 | 907,266 | 216,890 |
| Media | 241,331 | 245,267 | 254,596 | 9,329 |
| Utilities | 47,271 | 17,500 | 38,000 | 20,500 |
| Contracted Services | 104,852 | 113,413 | 99,975 | (13,438) |
| Non-Capital Equipment | 47,113 | 71,296 | 73,000 | 1,704 |
| Insurance - P&C, Tort, Auto, WC | 6,652 | 8,000 | 8,000 | - |
| Cost of Goods Sold | 5,478,836 | 5,781,930 | 5,610,678 | (171,253) |
| Special Programs Expenses | 368,460 | 334,170 | 334,170 | - |
| Other Expenses | 702,087 | 623,142 | 637,398 | 14,256 |
| Bad Debt Expense | - | 10,000 | 10,000 | - |
| **Total Operating Expenditures** | **8,710,613** | **8,845,844** | **8,812,186** | **(33,659)** |
| Interest Expense | 475,370 | 459,916 | 440,116 | (19,800) |
| Principal Expense | - | 655,000 | 675,000 | 20,000 |
| Capital Expenses | 64,000 | 78,115 | 78,115 | - |
| **Total Non Operating Expenditures** | **539,370** | **1,193,031** | **1,193,231** | 200 |
| Items Funded through Fund Balance | - | 94,427 | 70,835 | (23,592) |
| **Total Other Estimated Expenses (Savings)** | **-** | **94,427** | **70,835** | **(23,592)** |
| **TOTAL EXPENDITURES** | **15,923,012** | **16,873,016** | **17,111,281** | **238,265** |
| | | | | |
| **Excess (deficiency) of revenues over (under) expenditures** | **(285,738)** | **(1,441,232)** | **(1,289,643)** | **151,589** |
| Net Transfers In(Out) | (4,748,663) | 1,441,232 | 1,289,643 | (151,589) |
| **CHANGE IN NET POSITION** | **(5,034,401)** | **-** | **-** | **-** |

# Academic Affairs Fund 13 Units

## Industrial Technology

Industrial Technology auxiliary operations include a variety of programs designed to support student success.  Activities include revenue and expenditures related to automotive repair and mechanics operations that allow students to receive hands on experience in their programs. Additional operations include funding allocations include Snap-On Tool Program and American Welding Society testing administration.

## Arts and Humanities

Kirkwood's Arts & Humanities department provides a place for exploring community and world cultures through art, music, philosophy, religion, speech, theatre and world languages.

Organizations

- Phi Theta Kappa Honor Society

Other

- Ballantyne Auditorium Admission events

## Farm Lab Enterprise & Atherton Wetland Outdoor Learning Lab

The Farm Lab Enterprise is an extension to our traditional classrooms providing experiential learning opportunities for our students and community. The Farm Lab is comprised of livestock and crop enterprises where students engage through practical and hands-on farming experiences.

The Atherton Wetland Outdoor Learning Lab is an extension to our traditional classrooms providing experiential learning opportunities for our students. The property exhibits 675 acres of land set aside for natural resources, enabling students to develop their skills in managing prairies, woodlands, wetlands, and the wildlife that utilize these ecosystems. As a byproduct of this management, the site provides recreational opportunities to the community as a whole.

## Study Abroad

Study Abroad provides academic credit educational experiences abroad for Kirkwood students from all academic programs including CTE and Liberal Arts programs. All study abroad programs are taken for course credit and include a travel component to a country outside the U.S. Each program has specific objectives for the participating students' academic programs, including global learning, developing intercultural competencies, and career-specific learning. Programs vary in length but are primarily short-term faculty-led programs that are 2-3 weeks in length. Study Abroad prepares students to be employed and competitive in our community's global workforce.

# Facilities Services Fund 13 Units

## Fleet Management

Fleet Management is responsible for overseeing the fleet vehicles that are available to employees for travel usage. This includes approving vehicle usage requests, maintaining vehicles and purchasing new vehicles as needed. In the FY27 budget, a set calculated cost based on prior year's usage is applied to charge most departments while a few areas are charged using a bill-back system based on the duration of time that a vehicle is deployed.

## Bookstore

The Kirkwood Bookstore and EagleShop are the official source for course materials, tech products, Kirkwood logo apparel and gifts. The Bookstore collects and publishes the booklist for each semester and coordinates the Day 1 Digital inclusive access program. EagleShop is an Apple authorized Campus Store and sells both Apple and Windows technology.

## Hotel & Campus Services

"Campus Services" encompasses all food and beverage options on Campus.  There are three food and beverage outlets: Fully Charged (offering ice cream, coffee and assorted drinks, grab and go items) and is located on the second floor of Iowa Hall. The Café – offering grab and go, made to order and assorted snacks and beverages. Linn Hall (offering coffee and assorted drinks, and grab and go items). In addition, Campus Catering is available to accommodate 2 – 5,000 people with custom menus and delivery available.

The Hotel at Kirkwood Center, is an AAA Four Diamond Hotel and one of the largest two-year teaching hotels in the USA. Offering 71 guest rooms, 19,000 square feet of meetings space and The Class Act Restaurant. In addition to the restaurant, Maikka is the lobby bar that is also open daily. The Hotel caters to corporate business, local catering business as well as social catering events such as weddings and galas.

## Equestrian Center

The Iowa Equestrian Center provides a space for the community to host a variety of events, from world and national qualifying competitions to regional and local shows, every week of the year.

# President's Fund 13 Units

## ICCAC and President's Office Projects

The College administers payroll and fringe benefits for the Commissioner, Assistant Commissioner/Sports Information Director, and part time staff on behalf of the Iowa Community College Athletic Conference. Expenditures are reimbursed to the College quarterly based on prior period actuals. Additionally, the College will periodically host conferences and retreats for various organizations. These conferences are supported by donations and sponsorship agreements.

# Student Services Fund 13 Units

## Athletic Department

Activity includes the revenue generating activities for the various teams and clubs operated by the Athletic Department. This includes both fundraising efforts completed by teams as well as funds generated and expended in support of camps run by the teams for area youth. Funds generated by these operations are tracked and held in a fund balance. Funds carried between fiscal years may be used to support the associated team or club up to the amount of revenue that has been carried forward.

# Personnel

The College commits approximately 75% of the operating budget to salaries and benefits. The information below provides analysis of the General Funded full-time employees (funds 11 & 13).

| | FY2024-2025 Budget | FY2025-2026 Budget | FY2026-2027 Budget | Change from FY26 Inc (Dec) |
|---|---|---|---|---|
| President's Office | 4.5 | 5 | 5 | 0.0 |
| Academic Affairs | 360.38 | 366.22 | 374.7 | 8.5 |
| Continuing Education & Training Services | 41.18 | 42.29 | 43.79 | 1.5 |
| Facilities, Public Safety & Enterprises | 64.7 | 146.5 | 150.5 | 4.0 |
| Finance | 106.86 | 22.61 | 22.06 | (0.6) |
| The Foundation | 7 | 7 | 7 | 0.0 |
| Human Resources | 12.5 | 12.5 | 11.5 | (1.0) |
| Institutional Effectiveness | 10.5 | 9.5 | 9.5 | 0.0 |
| Student Services | 97.1 | 98.6 | 99.6 | 1.0 |
| Technology Services | 31.87 | 32.07 | 31.57 | (0.5) |
| **TOTAL FULL-TIME PERSONNEL** | **736.59** | **742.29** | **755.22** | **5.7** |

**Changes in Personnel for Budget Year**

- There are no major personnel changes in the FY27 budget. Small changes are attributed to retirements, terminations and resulting department restructuring after those types of changes.

Full time employment status is determined by the position classification held.

- **Full time Faculty** is all instructors and instructor coordinators teaching or coordinating post high school credit courses, counselors, counselor-coordinators for students applying for admission to or enrolled in post-high school credit courses, and librarians, who are employed by Kirkwood Community College on a contract of nine months or longer.
- **Full time Staff** (includes hourly and salary) is defined as the rest of the positions who are not instructors and instructor coordinators.

# Debt Obligations

The College's debt service fund consists of certificates payable, notes payable, general obligation bonds payable and certificates of participation. The table below represents the outstanding obligations of the College at July 1, 2026 and the budgeted activity for FY27 related to principal and interest amounts due for the year. The table also identifies the primary source of repayment funding for each specific type of obligation. Only the certificates of participation are ultimately guaranteed by the general fund operations of the College. Other payable types are backed by participating company tax withholdings, statutory tax levy, and voter tax levy.

| Type: | Certificates Payable | Notes Payable | Bonds Payable | Certificates of Participation | Totals |
|---|---|---|---|---|---|
| Payment Source: | Company W/H Tax | Statutory Tax Levy | Voter Tax Levy | Fund 1 | |
| Iowa Code | ICC 260E | ICC 260C.19 | ICC 260 | ICC 260 | |
| **Debt Rollforward:** | | | | | |
| **Beg of Yr 07/01/26** | **27,800,000** | **$36,758,336** | **46,535,000** | **$9,085,000** | **$120,178,336** |
| **Additions** | $5,000,000 | | | | **$5,000,000** |
| **Refinancings** | | | | | **$0** |
| **Deletions** | (5,400,000) | (2,333,974) | ($6,680,000) | ($675,000) | **($15,088,974)** |
| **End of Yr 07/01/27** | **$42,840,000** | **$45,335,207** | **$39,855,000** | **$8,410,000** | **$136,440,207** |
| **Short Term Debt versus Long Term Debt Split:** | | | | | |
| **Due in Less Than 1 Yr** | $5,195,000 | $2,426,030 | $8,880,000 | $960,000 | **$17,311,030** |
| **Long-Term Liability** | $42,645,000 | $42,909,177 | $30,975,000 | $7,450,000 | **$124,129,177** |
| **Interest Expense** | | | | | |
| **Interest Expense** | $827,743 | $1,416,693 | $1,699,350 | $322,316 | **$4,266,102** |

| Fiscal Year | Certificates Payable | | Notes Payable | | Bonds Payable | | Certificates of Participation | | Totals | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest |
| 2027 | 5,400,000 | 827,743 | 2,333,974 | 1,416,693 | 6,680,000 | 1,699,350 | 675,000 | 322,316 | 15,088,974 | 4,266,102 |
| 2028 | 5,195,000 | 681,873 | 2,426,030 | 1,327,837 | 8,880,000 | 1,432,150 | 960,000 | 301,097 | 17,311,030 | 3,742,957 |
| 2029 | 4,730,000 | 542,893 | 2,518,112 | 1,235,355 | 7,220,000 | 1,084,450 | 995,000 | 267,486 | 15,463,112 | 3,136,184 |
| 2030 | 4,285,000 | 414,360 | 2,610,220 | 1,139,247 | 7,500,000 | 803,150 | 1,030,000 | 233,850 | 15,425,220 | 2,596,607 |
| 2031 | 3,990,000 | 296,525 | 2,540,000 | 1,040,050 | 7,785,000 | 519,200 | 1,065,000 | 198,503 | 15,380,000 | 2,060,278 |
| 2032 | 1,955,000 | 185,458 | 2,640,000 | 938,450 | 8,030,000 | 272,300 | 1,100,000 | 161,150 | 13,725,000 | 1,563,358 |
| 2033 | 1,300,000 | 102,183 | 2,745,000 | 832,850 | 440,000 | 17,600 | 590,000 | 130,400 | 5,225,000 | 1,089,033 |
| 2034 | 755,000 | 45,085 | 2,855,000 | 723,050 | - | - | 615,000 | 106,800 | 4,225,000 | 874,935 |
| 2035 | 190,000 | 9,120 | 2,970,000 | 608,850 | - | - | 640,000 | 82,200 | 3,800,000 | 700,170 |
| 2036 | - | - | 3,090,000 | 490,050 | - | - | 665,000 | 56,600 | 3,755,000 | 546,650 |
| 2037 | - | - | 3,215,000 | 366,450 | - | - | 750,000 | 30,000 | 3,965,000 | 396,450 |
| 2038 | - | - | 3,340,000 | 237,850 | - | - | - | - | 3,340,000 | 237,850 |
| 2039 | - | - | 3,475,000 | 104,250 | - | - | - | - | 3,475,000 | 104,250 |
| 2040 | - | - | - | - | - | - | - | - | - | - |
| 2041 | - | - | - | - | - | - | - | - | - | - |
| 2042 | - | - | - | - | - | - | - | - | - | - |
| 2043 | - | - | - | - | - | - | - | - | - | - |
| 2044 | - | - | - | - | - | - | - | - | - | - |
| 2045 | - | - | - | - | - | - | - | - | - | - |
| 2046 | - | - | - | - | - | - | - | - | - | - |

*Table does not include the anticipated Additions for NJTP bonds for FY2027 Budget

**Certificates Payable**

Kirkwood Community College administers and issues certificates to fund the Iowa Industrial New Jobs Training Program (NJTP) in Area X in accordance with Chapter 260E of the Code of Iowa. NJTP's purpose is to provide tax-aided training or retraining for employees of industries which are new to or are expanding their operations within the State of Iowa. Certificates are sold by the College to fund approved projects and are to be retired by proceeds from anticipated jobs credits from withholding taxes, incremental property tax, budgeted reserves and in the case of default, from standby property taxes. The estimated total amount of annual NJTP contracts for FY27 is approximately $5 million and awarded as 10-year bonds to each approved local business.

**Notes Payable**

The majority of notes payable represents the debt instruments related to the statutory tax levy contained within the Iowa Chapter 260C.19, which allows for a 20¼ cent annual levy. This levy is restricted to the construction, repairs and maintenance of college facilities. The levy will generate approximately $6.4 million in FY2027 and the College is authorized to levy it through June 30, 2041. Collateral on all capital loan notes payable is the underlying capital assets that the proceeds were used for.

As allowed by Iowa Code Section 260C.19, the college has issued capital loans to fund the purchase and construction of various projects. The major projects funded through the outstanding Plant Fund Notes balances, specifically the capital loan notes referred to as the college's 2020A and the recently refinanced 2020B note series, include the Linn Hall Renovation, Johnson County Regional Center, campus wide HVAC (Heating, Venting, and Cooling) and mechanical system repairs. In addition to the notes covering the prior listed items relevant to the tax levy, the college also has energy management capital loan agreements (Iowa Energy Loans) to specifically finance the construction of a wind turbine as allowed by Iowa Code Section 476.46. No new capital loan agreements are expected to occur during FY27.

**General Obligation School Bonds Payable**

General Obligation Bonds (GOB or GO Bonds) represent voter approved tax levy funding for the construction and renovation of the College facilities. In September 2017, the voters in the College service territory approved $60 million of general obligation bonds to be issued and levied for multiple projects. The issuances related to the approved $60 million occurred over the course of 3 years, 2018, 2019, and 2020. In 2021, the 2013B GO Bond was refinanced and renamed 2021A. Major projects funded with these GO Bonds include Iowa Student Hall renovation, Washington Hall renovation, Auto Technology, and others.

In November 2027, voters in the Kirkwood Community College service area will consider an $88 million General Obligation Bond. The proposed bond would fund improvements to instructional spaces, laboratories, technology, and facilities that support many of the college's highest-demand academic programs. The proposed improvements focus on instructional spaces where students gain hands-on experience using equipment and technology similar to what they will encounter in today's workplaces. Programs that would benefit include the following:

- Nurses
- Paramedics
- Health care professionals
- Agricultural professionals
- Business professionals
- Information technology specialists
- Skilled professionals in manufacturing and the trades

Specific projects and further information can be found on Kirkwood Community College's Website HERE[1].

1 November 2026 Bond Information 2026, https://www.kirkwood.edu/about-us/faculty-leadership/leadership-team/bond-2026

## Certificates of Participation

Certificates of Participation, also referred to as general fund lease certificates, are debt instruments that are generally used as interim financing obligations until the debt agreement's terms are fully structured and final. The Certificates of participation are funded and supported through the College's General Fund. The current outstanding certificates balance are related to projects for The Hotel. The College issued these certificates of participation for the construction and expansion of the College facilities to accommodate anticipated enrollment growth and expand the lodging management, restaurant management, and culinary arts programs. The hotel asset funded by the debt instrument is the collateral. No new certificates are expected in FY27.

## Debt Ratings

Generally, a rating agency bases its rating on the information and materials furnished to it and on investigations, studies and assumptions of its own. There is no assurance that the rating will continue for any given period of time, or that such rating will not be revised, suspended or withdrawn, if, in the judgement of Moody's, S&P or both, circumstances so warrant. A revision, suspension or withdrawal of a rating may have an adverse effect on the market price of the Certificates. Below are the most recent updates to the College's ratings from Moody's Investors Service and S&P.

As of May 2024, Moody's Investors Service gave an Aa1 rating on Kirkwood Community College's general obligation unlimited tax (GOULT). Moody's Investors Service also assigned Aa1 to the recent 2026 Iowa Industrial New Jobs Training Certificates. Standard and Poor's (S&P) assigned Kirkwood a long-term rating of "AA".

Moody's assign Aa1 to Kirkwood Community College, IA's GO INJT certificates. April 20th, 2026

S&P Global Ratings. *Kirkwood Community College, Iowa; General Obligation.* April 2024

**Debt Limit**

The amount of general obligation debt a political subdivision of the State of Iowa can incur is controlled by the constitutional debt limit, which is an amount equal to 5% of the actual value of property within the corporate limits. The below table includes the two most recent valuations available on the Iowa Department of Management's Local Government Property Valuation System. The College's debt limit based upon the most recent valuation are as follows.

| | 1/1/24 | 1/1/25 |
|---|---|---|
| Actual Valuation | 63,751,080,386 | 69,938,705,181 |
| X | 5.00% | 5.00% |
| Statutory Debt Limit: | 3,187,554,019 | 3,496,935,259 |

# Glossary

**Benefits**

Various benefits provided to employees, other than salary, including but not limited to medical and dental insurance, retirement contributions, vision insurance, life insurance, long term disability insurance and paid leave.

**CMaR (Construction Manager at Risk)**

Project Delivery Method where a construction manager acts as an advisor during the design phase and then transitions into a general contractor who promises to finish the project within a guaranteed maximum price.

**EagleShop**

Retail store providing technology equipment and services as well as college branded apparel and accessories.

**Fiscal Year**

Kirkwood Community College's fiscal year is July 1 to June 30.

**Fund Balance**

The net position of funds, calculated as the difference between a fund's assets and liabilities.

**Full time Faculty**

All instructors and instructor coordinators teaching or coordinating post high school credit courses, counselors, counselor-coordinators for students applying for admission to or enrolled in post-high school credit courses, and librarians, who are employed by Kirkwood Community College on a contract of nine months or longer.

**Full time Staff**

Includes hourly and salary employees and includes all full time staff positions that are not instructors or instructor coordinators.

**Iowa Public Employee's Retirement System (IPERS)**

IPERS is a plan that provides security in retirement through guaranteed benefits. Employees who receive the benefits package have the choice between TIAA-CREF or IPERS.

**Guided Pathways**

The Guided Pathways framework is a resource on how to reform the student experience to increase student persistence, retention and college completion.

**260E New Jobs Training Program (NJTP)**

The Iowa Industrial New Jobs Training (260E) program assists business creating new positions with new employee training in the state of Iowa.

**Unrestricted General Fund**

The unrestricted general fund is the primary operating fund of the college.

**Restricted General Fund**

These are funds that have restrictions on use, determined by external entities.

**Request for Proposal (RFP)**

A document used to gather bids for a project or service.

**Statutory Tax Levy**

Funding source related to the College's Plant Fund Notes (Notes Payable) and Certificates Of Participation (COPs). The College is authorized to levy property taxes through June 30th, 2041; which allows for a 20¼ cent annual levy based on Iowa Chapter 260C.19.

**TIAA-CREF**

TIAA-CREF is a provider of financial services, with a specialty in academic areas. Employees who receive the benefits package have the choice between TIAA-CREF or IPERS.

**Voter Tax Levy**

Voter Approved funding from the College's Service territory's levy. Traditionally issued in the form of General Obligation Bonds (GOB or GO Bonds) for the construction and renovation of the College facilities.

# Recognition

Kirkwood Community College's FY27 budget and budget book required significant planning and input from all levels across the entire College. Special thanks and appreciation to all who participated in the development of this document.

Kirkwood
COMMUNITY COLLEGE