

# Kirkwood

COMMUNITY COLLEGE

## BUDGET BOOK

### FY2025





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## President's Message

**To:** Kirkwood Community College Board of Trustees

**From:** Dr. Kristie Fisher, President

**Subject:** Budget for Fiscal Year 2025

Kirkwood Community College's Fiscal Year 2025 Budget Book offers a clear and concise overview of our budget from July 1, 2024 to June 30, 2025. This document not only outlines our financial priorities but also reflects Kirkwood's ongoing commitment to responsibly serving our students and the wider community.

I'm pleased to share that we've once again balanced our operating budget, making sure our revenues and expenses align. This provides the College with long-term financial stability and allows us to invest wisely in our programs, facilities and services. Achieving this balance is a result of careful financial planning, smart resource management and a focus on responsible budgeting.

This fall, we launched our new Cybersecurity and Compliance program, a direct response to a growing need in the workforce. The demand for information security analysts is expected to grow by 32 percent by 2032, according to the U.S. Bureau of Labor Statistics. With cyber threats becoming more sophisticated, employers need skilled professionals to protect their organizations. Developed with industry input, this two-year program will not only teach students how to defend against cyberattacks but also equips them with the knowledge to meet evolving regulations and best practices. Our graduates will be well-prepared for successful careers in this fast-growing field, helping address the cybersecurity needs of businesses across Iowa and beyond.

On the financial side, for the first time since 2015, the College's property tax levy rate remains unchanged from the prior fiscal year at \$1.3955 per \$1,000 of valuation. By keeping the rate steady, we're reaffirming our commitment to fiscal responsibility while still providing exceptional value to the community. This allows us to keep Kirkwood accessible and affordable, without sacrificing the quality of education we offer.

Overall, Kirkwood continues to maintain a strong and solid financial position, thanks to thoughtful strategic planning and our ongoing commitment to balanced budgets. Our ability to navigate a complex financial landscape while investing in innovative programs speaks to the hard work and collaboration of everyone involved in our budgeting process.

Looking ahead, I see a bright future for Kirkwood. With the launch of new programs, strong financial health, and a dedicated team of educators and staff, we're ready to continue serving our students and community at the highest level. I look forward to what Fiscal Year 2025 will bring and am optimistic about what lies ahead for our college.

A handwritten signature in black ink that reads "Kristie Fisher". The script is fluid and cursive.

Dr. Kristie Fisher  
President, Kirkwood Community College





# Mission, Vision & Values

## Mission Statement

Kirkwood Community College ensures access to quality education, training, and lifelong learning with clear educational pathways that provide opportunities and support for all students to succeed.

## Vision Statement

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

## Core Values

- Respect
- Excellence
- Responsibility
- Diversity Equity Inclusion



## Board of Trustees



**James Mollenhauer, Chair**

Represents: District 7

Elected: 2004

Occupation: Retired Banker



**Tracy Pearson, Vice Chair**

Represents: District 2

Elected: 2014

Occupation: CPA



**Dr. Keith Stamp**

Represents: District 1

Elected: 2008

Occupation: Education  
Consultant



**Peggy Doerge**

Represents: District 3

Elected: 2023

Occupation: Retired Banker



**Lorraine Williams**

Represents: District 4

Elected: 2015

Occupation: Business Owner



**Alan Jensen**

Represents: District 5

Elected: 2015

Occupation: Retired  
Superintendent



**Joel Thys**

Represents: District 6

Elected: 2013

Occupation: Owner, Auto  
Dealerships



**Steve Caves**

Represents: District 8

Elected: 2021

Occupation: Retired Banker



**Leslie A. Wright**

Represents: District 9

Elected: 2021

Occupation: Consultant

# Cabinet Members

**Dr. Kristie Fisher**

President

**Jasmine Almoayyed**

Vice President, Continuing Education and Training Services

**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

**Troy McQuillen**

Vice President, Facilities, Public Safety & Operations

**Jon Neff**

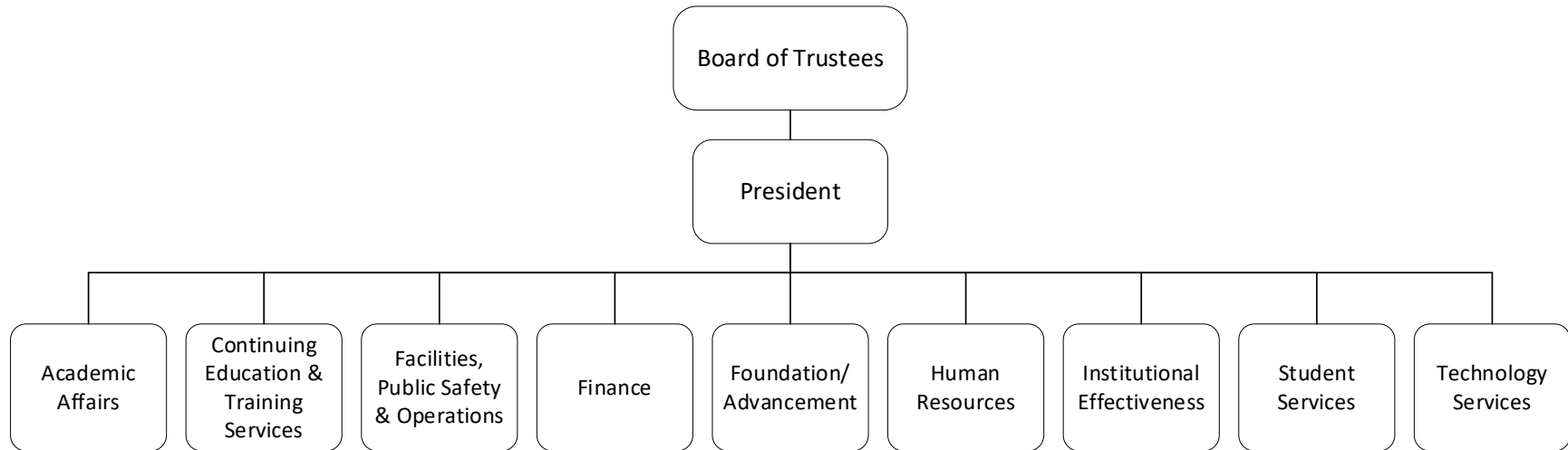
Vice President, Technology Services

**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".<sup>1</sup>

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.<sup>2</sup>

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.

<sup>1</sup> Legal Services Division. *Legislative Guide - Community Colleges*. Dec. 2016, [www.legis.iowa.gov/docs/publications/LG/802016.pdf](http://www.legis.iowa.gov/docs/publications/LG/802016.pdf).

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

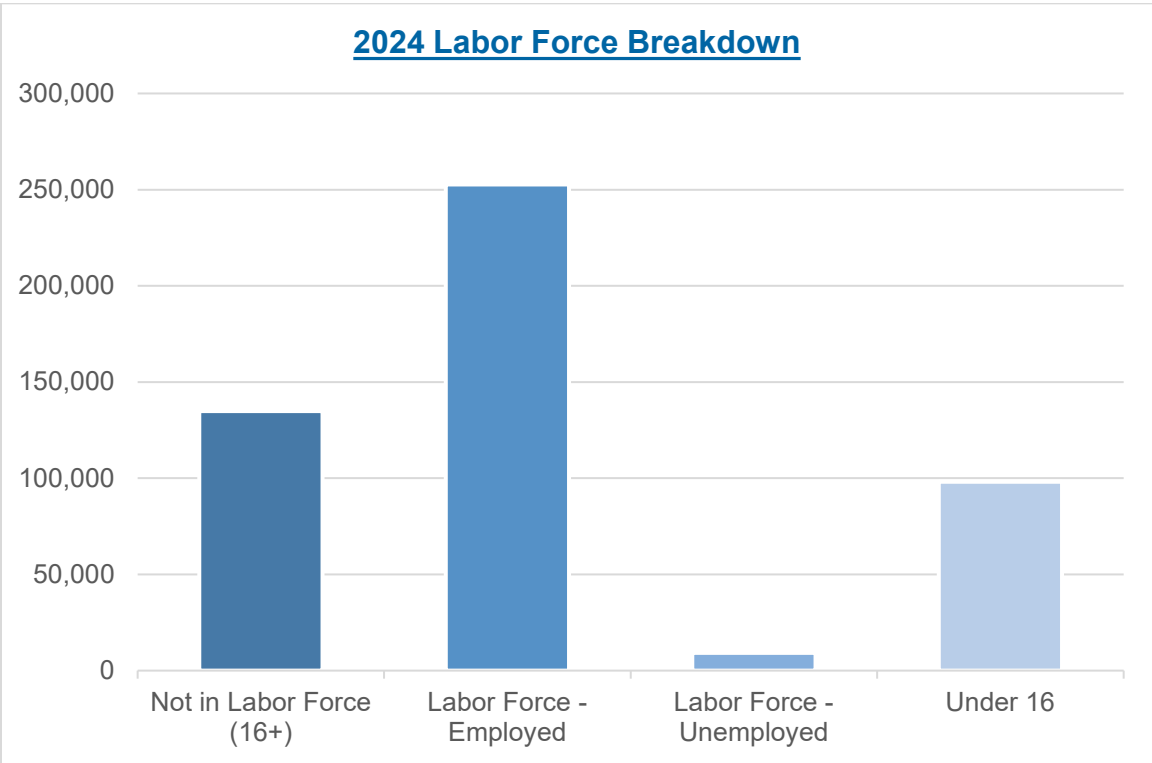


# Community Overview

Kirkwood Community College serves a seven-county region in Eastern Iowa, including Benton, Cedar, Iowa, Johnson, Jones, Linn, and Washington counties. Kirkwood's main campus is located in Cedar Rapids, Iowa. Along with main campus, Kirkwood owns and operates nine location throughout the region. Since Kirkwood's main campus is in Cedar Rapids, our community overview will focus on Cedar Rapids. According to the City of Cedar Rapids, the population of Cedar Rapids was 136,429 as of 2022. The population of the Cedar Rapids Iowa Metropolitan Statistical Area which includes the counties of Linn, Benton and Jones is 256,324 people.

Cedar Rapids is located in Linn County in East Central Iowa and is the second largest city in Iowa. The Cedar River runs through the city and prior to the floods in 2008 had aligned the city with the likes of Paris, France and Osaka, Japan for being one of the few cities with government buildings located on an island.

According to the Lightcast Q2 2024 Data Set Economy Overview for the 7 County Region, the 2023 population of the region was 492,521 with a total labor force of 272,653.



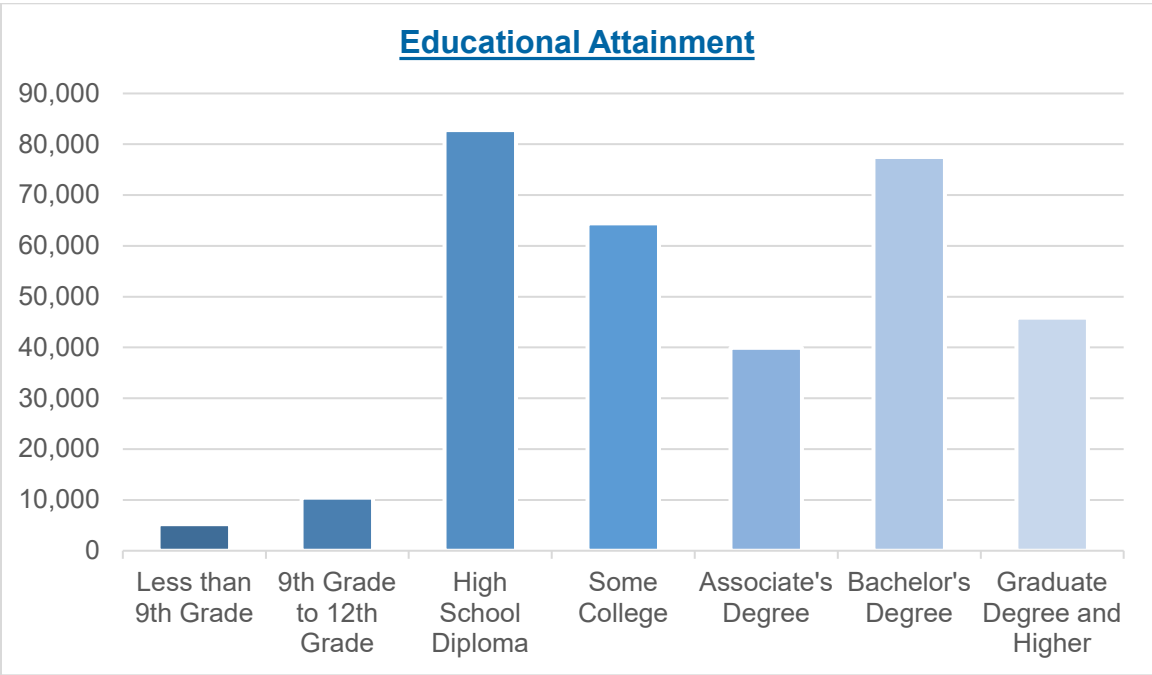
Source: Lightcast Q2 2024 Data Set Economy Overview for the 7 County Region

Within the labor force breakdown, in 2024, the top three industries of employment in the region were Education and Hospitals (State Government), Restaurants and Other Eating places, Education and Hospitals (Local Government).

Cedar Rapids has a rich history of manufacturing and industry and the majority of employers fall into five clusters: Advanced Manufacturing, Bioscience, Education Technology & Services, Food Processing, Logistics and Warehousing. Almost 300 different manufacturing plants and two dozen Fortune 500 companies call Cedar Rapids home.

Educational opportunities are easy to find in the area – there are over 21 Universities and Colleges within 100 miles of Cedar Rapids. According to the Cedar Rapids Metro Economic Alliance, there were 29,302 awards/degrees earned between July 2020 – June 2021. There is also a 94% high school graduation rate in the area.

In regards to educational attainment, the Lightcast Q2 2024 Data Set states that 23.8% of the regions’ residents possess a Bachelor’s Degree, which is 2.6% above the national average and 12.2% possess an Associate’s Degree which is 3.4% above the national average.



Source: Lightcast Q2 2024 Data Set Economy Overview for the 7 County Region

# Strategic Goals

## Strategic Planning Process

The strategic planning process for Kirkwood Community College includes an environmental scan; Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with input from the entire college community; and a review of the mission and vision statements, core values, and the Blueprint for Learner Success.

In 2022, the mission statement was changed to incorporate educational pathways and recognition of support for the student success, as well as a commitment to diversity, equity, and inclusion (DEI) in our values. The vision statement and Learner Success Blueprint were unchanged from the previous 2018 Strategic Planning process.

## Strategic Planning Process Pyramid



The strategic planning process pyramid denotes strategic alignment. Strategic alignment is essentially matching up the college priorities, which are laid out in the Learner Success Blueprint, to measurable actions based on the mission and vision of the college. The strategy pyramid is a visual tool to assist in planning and acting on the plan based on key performance indicators (KPIs).

### Strategic Planning Cycle



The Strategic Planning Cycle is a data-driven improvement cycle used for improving, optimizing, and sharing information regarding strategic priorities and key performance indicators. The

Strategic Plan is a dynamic plan, and institutional- and departmental-level KPIs will be reviewed annually in order to ensure data-driven decisions and continuous improvement based on the Mission, Vision, Core Values, and Learner Success Blueprint.

## Strengths, Weaknesses, Opportunities and Threats Analysis

A survey was administered to employees, trustees, students, and community members to evaluate the strengths and weaknesses internal to Kirkwood Community College, as well as the opportunities and threats external to the organization. Not every strength, weakness, opportunity, and threat is listed; rather, the major themes that were identified are included.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>◆ Accessible education</li> <li>◆ Affordable education</li> <li>◆ Meets community needs</li> <li>◆ Quality and variety of education, courses, and programs</li> <li>◆ Dedicated and talented faculty and staff*</li> <li>◆ Innovative*</li> <li>◆ Kirkwood culture*</li> <li>◆ Reputation*</li> <li>◆ Student support services**</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>◆ Communication barriers</li> <li>◆ Declining student enrollment, persistence, and retention</li> <li>◆ Insufficient number of faculty and staff</li> <li>◆ Limited employee recognition</li> <li>◆ Administratively heavy*</li> <li>◆ Student support services**</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>◆ Community responsiveness</li> <li>◆ Explore flexible learning modalities</li> <li>◆ Improve student support services</li> <li>◆ Leverage talented faculty and staff</li> <li>◆ More partnerships (K through 12, industry, businesses, other universities and colleges both private and public)*</li> <li>◆ Expand the reach of marketing*</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>◆ Declining enrollment</li> <li>◆ Economic and workforce changes</li> <li>◆ Government policy and funding changes</li> <li>◆ Increased competition</li> <li>◆ More employment opportunities for high school graduates</li> <li>◆ Nonacademic organizations offering education and training*</li> </ul>

*\*Indicates same themes from the 2021 – '23 Kirkwood Strategic Plan*

*\*\*Indicates same theme in Strengths and Weaknesses*



## **FY2024-2027 Strategic Plan Achievements**

- ◆ Integrated English Language Learner Students into Guided Pathways
- ◆ Created a Disaster Recovery Plan for recovery and protection of IT infrastructure
- ◆ Established a Data Governance Intranet Site

## Learner Success Blueprint

The guiding institutional priorities are Learner Success, Student Experience, Employee Development, Community Impact, and Operational Excellence. They serve as the foundation for institutional and departmental key performance indicators — what we do and what we measure.



## Strategic Plan Engagement

Connecting daily work of our faculty, staff, students, and community members directly with our strategic plan creates an environment where all members of the college community can see the value they provide in meeting goals and moving the college forward. There are several methodologies used to execute the strategic plan and share information and analysis of data. The organization-wide methods include, but are not limited to, departmental KPIs, dashboards, and leadership team reports. These have proven to assist in fostering an inclusive environment and serve as a foundation for the myriad of methods used to share data at the department level.

### Departmental KPIs

College departments establish departmental KPIs aligning with the Learner Success Blueprint, Institutional-Level KPIs, and Higher Learning Commission Criterion. Departments create a detailed action plan, provide quarterly progress reports, and analyze final results.

### Dashboards

Dashboards are graphical depictions that provide at-a-glance views of key performance indicators relevant to a particular objective or process. They are progress reports and integral pieces of the Measure and Analyze steps in the strategic planning cycle. Institutional-level KPI dashboards are found on the Institutional Effectiveness website ([www.kirkwood.edu/ie](http://www.kirkwood.edu/ie)).

### Leadership Team Reports

Monitoring and discussion of all levels of KPIs will be a component of Cabinet, department, and team meetings across the campuses. Leadership Team Report meetings are held quarterly and the analysis of departmental KPIs are shared on a rotational basis. More important than discussing the data that are represented in dashboards is the learning that takes place based on sharing information with colleagues regarding the changes made or not made based on the data. There are no failures, only learning that results in continuous improvement. It is evident that the Learner Success Blueprint applies to our strategic planning, just as it does to our students' learning.

## 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 FY2025.

Learner's Success						
Metric	Description	Primary Department	FY23	FY24	FY25 Target	Notes
1. Persistence	Proportion of credit students who return for the next semester (fall to spring)	Academic Affairs	74.0%	74.0%	76.0%	
2. Retention	Proportion of credit students who return for the next academic year (fall to fall)	Academic Affairs	51.0%	50.0%	52.0%	
3. Completion	Proportion of credit students who attain a degree, diploma, or certificate or transfer to a four-year institution within three years for <i>full-time</i> students	Academic Affairs	43.0%	51.0%	53.0%	
	Proportion of credit students who attain a degree, diploma, or certificate or transfer to a four-year institution within six years for <i>part-time</i> students	Academic Affairs	26.0%	28.0%	30.0%	
4. Teaching and Learning	Increase the student satisfaction survey participation rate by 5% by FY2023.	Academic Affairs	12.1%	10.2%	15.2%	
	Develop a process to transition and manage assessment in eLumen by fully integrating course, program, and KSLO assessment for five programs or Liberal Arts distribution groups by FY2024.	Academic Affairs		100.0%		New FY24 and Completed in FY24
	Collect data to establish benchmarks using the cocurricular assessment plan by FY2025.	Academic Affairs		90.0%	100.0%	New FY24
	Establish benchmarks for short-term student momentum measures correlated with student completion by FY2025.	Academic Affairs		50.0%	100.0%	New FY24
	Integrate high school concurrent enrollment into Guided Pathways by FY2025.	Academic Affairs		50.0%	100.0%	New FY24
	Integrate English Language Learner students into Guided Pathways by FY2024.	Academic Affairs		100.0%		New FY24 and Completed in FY24
	50% of career and technical education programs will adopt applied math as their math requirement by FY2025.	Academic Affairs		24.0%	50.0%	New FY24

Employee Development						
Metric	Description	Primary Department	FY23	FY24	FY25 Target	Notes
1. Employee Turnover	Maintain an employee departure rate of 9% or less.	Human Resources	10.64%	11.69%	9.00%	
2. Equity and Inclusion	Establish a minority employee/ population ratio of .70 minority employee population to Kirkwood's district minority population	Human Resources	0.6	0.59	0.70	
3. Employee Engagement and Inclusion	Increase Q12 Employee Engagement Mean Score from 3.89 to 3.96 by FY2025.	Human Resources	3.89	3.9	3.96	
	Achieve a 60% Q12 participation rate for FY2025.	Human Resources	57.00%	54.0%	60.0%	

Student Experience						
Metric	Description	Primary Department	FY23	FY24	FY25 Target	Notes
1. Active Collaborative Learning	Measure that the academic offerings are appropriate to higher education	Academic Affairs	53.5%		55.5%	Survey to measure KPI is completed every other year. Next Surey period to be in FY25
2. Academic Challenge	Measure that the institution offers programs that engage students in collecting, analyzing and communicating information; in master modes of intellectual inquiry or creative work; and in developing skills adaptable to changing environments	Academic Affairs	51.5%		53.5%	Survey to measure KPI is completed every other year. Next Surey period to be in FY25
3. Student-Faculty Interaction	Measure the institution has the faculty and staff needed for effective, high-quality programs and student services	Academic Affairs	52.6%		54.6%	Survey to measure KPI is completed every other year. Next Surey period to be in FY25
4. Support for Learners	Proper support is provided for student learning and resources for effective teaching	Academic Affairs	54.0%		56.0%	Survey to measure KPI is completed every other year. Next Surey period to be in FY25
5. Student Effort	Measure Student Effort to identify that the institution fulfills the claims it makes for an enriched educational environment.	Academic Affairs	49.3%		51.3%	Survey to measure KPI is completed every other year. Next Surey period to be in FY25
6. Equity and Inclusion	Complete campus climate survey in fall of 2023 and conduct additional qualitative assessment to better understand campus climate to prioritize future actions by FY2024.	Student Services	10.0%	10.0%	100.0%	
	Execute communication plan, including continued development of the college Diversity, Equity, and Inclusion website. Also, develop and share information that communicates progress on college-wide DEI initiatives with a focus on communicating the results of initiatives and programs, key performance indicators, and areas for improvement by FY2024.	Student Services	0.0%	50.0%	100.0%	New FY24

Operational Excellence							
Metric	Description	Primary Department	FY23	FY24	FY25 Target	FY25-FY27 Target	Notes
1. Enrollment	For Academic Year 2024 – 2025 increase enrollment from 233,150 to 240,000 total attempted credit hours.	Student Services	225,700	233,157	240,000		
2. Financials	Maintain a cash balance of 75 operating days	Finance	108	151	75		
	Achieve 2.5 or higher on the Higher Learning Commission's Above the Zone Composite Financial Index Status of 1.1 – 10.0	Finance	6.671	7.39	2.5		
	Maintain Moody's Bond rating of Aa2 Stable and Standard & Poor's AA Stable	Finance	100%	100%	100%		
3. Information Technology	Maintain technology experience metric (technology-service-data-security) of 4.35 through FY2025.	Technology Services	4.54	4.54	4.35		
	Complete the Disaster Recovery Plan to recover and protect IT infrastructure in the event of a disaster by FY2024.	Technology Services	100%	100%			Completed
4. Preventative Maintenance	Increase the preventative to reactive maintenance ratio from 44% to 50% by FY2025.	Facilities and Public Safety	44%	45%	50%		New FY25
	Create preventative maintenance schedule for 95% of building mechanical Assets by FY2025.	Facilities and Public Safety		50%	100%		
5. Reactive Maintenance	Increase the percent of reactive maintenance work order completion in 7 days from 74% to 80% by FY2025.	Facilities and Public Safety	74%	74%	80%		
6. Climate Action Plan	Complete the colleges First Climate Action Plan (CAP) by FY2025.	Facilities and Public Safety		70%	100%		New FY24
7. Chemical & Hazardous Waste Inventory	Inventory 100% of the college chemical and hazardous waste products by FY2024.	Facilities and Public Safety		100%			New FY24 and Completed in FY24
8. Emergency Management	Complete and Approve the College Emergency Management Plan using industry standards and best practices by FY2025.	Facilities and Public Safety	40%	60%	100%		
	Improve the college's emergency notification system coverage from 50% to 80% by FY2026.	Facilities and Public Safety	50%	55%		80%	
9. Business Continuity Management	Implement business continuity software and ensure all departments have 1st draft of BCP complete by end of FY2025.	Risk Management		50%	100%		New FY24
10. Data Governance	Data Governance intranet site will be operational by FY2024.	Institutional Effectiveness		100%			New FY24 and Completed in FY24



## Community Impact

Metric	Description	Primary Department	FY23	FY24	FY25 Target	FY25-FY27 Target	Notes
<b>1. Continuing Education</b>	Increase net profit 9%, to approximately \$644,903 Net Profit, by FY2027.	Continuing Education		\$591,654		\$644,903	New FY24
	Increase Continuing Education Full- Time Equivalent (FTE) enrollment as a percentage of institutional FTE enrollment to 14.12% by FY2027.	Continuing Education	11.22%	11.22%		14.12%	
<b>2. Foundation</b>	The newly created Kirkwood Alumni- Owned Business Directory will include 100 businesses submitted by alumni owners by FY2025.	Foundation		90	100		New FY24
	Foundation will increase Donor Retention Rate for first time donors to 24% by FY2025.	Foundation	20%	20%	24%		

## Budget Priorities and Significant Items

The FY2025 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 FY2025 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. Adoption of a balanced budget in FY2025 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 FY2025 property tax levy rate at \$1.3955 per \$1,000 valuation, matching the FY2024 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 first time since FY2015 that the property tax levy rate has not required an increase.

### Significant Items

- **Cybersecurity and Compliance Program** – Included in the budget for FY2025 are costs for a new Cybersecurity and Compliance Program to be offered by the College with courses beginning in the Fall 2024 semester. The budget includes expenses related to the program's faculty and educational operations. The addition of the Cybersecurity and Compliance Program allows the College to meet an identified community need by producing skilled workers in the field.

- **State General Aid** – The FY2025 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 50% share of its typical State General Aid increase in FY2025 and at least one additional subsequent year. This change to funding distribution has been included in the College’s budget as well as long term financial planning.
- **Credit Hour Enrollment** – FY2024 saw credit hour enrollment growth compared to FY2023 actuals. While this growth is an encouraging sign, the College maintains a conservative approach to budgeting for revenues. The FY2025 budget includes Credit Hour assumptions of flat credit hour enrollment compared to FY2024 actuals. This represents an increase in credit hour growth assumptions compared to the FY2024 budget which included an assumption of 3.5% decrease to regular enrollment credit hours.

# Budget Planning Process & Financial Policies

## Budget Development Process

The annual budget process is designed to strategically allocate resources in alignment with the learner success framework to support both daily operations and strategic initiatives of the College.

The budget process begins in September when the Finance Department begins meeting with the Grants Directors for the next fiscal year budget. Proposal links and budget templates are distributed for the Workforce Training and Education Development Fund (WTED) grants. The grants 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 October.

The budget process for 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 are 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 2025 certified budget was conducted on April 11, 2024.

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 March, 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, inputs are 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 July 2024 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 July 2024 was adopted with no changes. Operating Budget adoption was effective July 16, 2024.**

## **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.



## FY25 Budget Calendar

<b>September</b>	<b>Budget Tasks</b>
5	Finance Department begins meetings with Grants directors for FY2025 Budget
15	Distribute proposal link and budget templates for WTED projects
30	WTED proposal requests due to Finance
<b>October</b>	<b>Budget Tasks</b>
31	Grants and WTED FY2025 Budgets Finalized in Adaptive
<b>January</b>	<b>Budget Tasks</b>
3	Finance Department prepares financial calendar for FY25
8	Initial property tax valuations are made available by Iowa Department of Management
8	Finance Department begins preparation certified budget based on initial property tax valuations
<b>March</b>	<b>Budget Tasks</b>
8	Final property valuations are made available by Iowa Department of Management
8	Finance Department finalizes certified budget inputs based on updated property valuations
8	Finance salary projections file is created
16	Operating fund budget process and timelines are communicated to Budget Officers
16	Operating fund budget input tasks are released to Budget Officers in Adaptive Planning
16	Budget Modification Request Form is released to Budget Officers to request additional departmental funding in the operating fund budget
22	Certified budget preparation is completed and ready to be published in local newspaper
22	Cabinet reviews strategic priorities to set operating fund budget directives and assumptions
27	Certified budget is published in the local newspaper providing notice of public hearing regarding the adoption of the proposed certified budget
<b>April</b>	<b>Budget Tasks</b>
5	Completed operating fund budget input tasks are due back to Finance Department
11	Public hearing and adoption of certified budget and associated property tax rates are approved by the Board of Trustees
12	Completed Budget Modification Requests are due to Finance Department for operating fund budget requests
16	Budget Modification Requests are provided to Cabinet for review and determine alignment with strategic priorities
28	Personnel review and reorganization requests are completed and input into Adaptive Planning
28	Cabinet approval of Budget Modification Requests are due back to Finance Department
<b>May</b>	<b>Budget Tasks</b>
9	Certified budget is approved by the Iowa State Board of Education
<b>June</b>	<b>Budget Tasks</b>
25	Final FY25 operating fund budget reviewed for alignment with strategic priorities and directives completed by the President and Cabinet
<b>July</b>	<b>Budget Tasks</b>
16	Board of Trustees reviews and approves the operating fund budget and proposed FY25 tuition rates
18	FY25 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 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 expenses can be over budget for one account and under for another as long as total budgeted expenses are not exceeded.

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 reallocate budget to the department as needed. 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>

### **Audit Committee (203)**

The Audit Committee is responsible for assisting the Board of Trustees to ensure the quality and integrity of accounting and financial practices. The primary function of the Audit 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 bills, certified by the Treasurer as a true and correct statement of the vouchers with the approval of the President noted, for review and ratification by the Board of Trustees. All unpaid vouchers shall be available for inspection by the Board of Trustees at each meeting of the Board.

### **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 banks (722)**

The Board of Trustees shall designate by resolution, 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.

### **Capital Assets (730.01)**

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 (730.03)**

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.

Based on the requirements of purchase, vendors will be contacted to obtain a quote, bid or initiate a formal RFP. Vendors may be contacted by the initiator. Once all quotes/bids/RFPs are gathered, the purchase decision will be made based on all factors. If all other factors are equal, the lowest quote/bid/RFP will be awarded the purchase.

### **Requests for Proposal (730.05)**

A Request for Proposal (RFP) is used to solicit bids from qualified vendors and identify which vendor might be the best qualified to complete the project.

Purchases of \$100,000 or greater require a sealed bid process. Construction related purchases will follow Chapter 26 of Iowa Code for sealed bid procedures.

While purchases in excess of \$100,000 require a Request for Proposal, use of the RFP to solicit bids from qualified vendors should be considered for:

- Costly and/or complex purchases, especially when there are a variety of factors you need to evaluate and consider when selecting the right vendor and solution.
- Request requires technical expertise, specialized capability, or where the product or service being requested does not yet exist, and the proposal may require research and development to create whatever is being requested.
- Re-bidding a good or service that has not been bid for five years or more.

### **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.



**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 that adequate financial reserves, a cash balance supporting at least 75 operating days is required at the end of the fiscal year.

## 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 include 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 revenue 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 the only restrictions being 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

	<u>Fund 11</u> <u>BUDGET</u>	<u>Fund 13</u> <u>BUDGET</u>	<u>Funds 11 + 13</u> <u>BUDGET</u>
<b>REVENUES</b>			
State & Federal Appropriations	36,866,127	-	36,866,127
Credit Tuition	47,171,563	-	47,171,563
Tuition Refunds	(330)	-	(330)
Contract Trng & NonCredit Tuition	5,777,158	-	5,777,158
Fees	1,858,446	-	1,858,446
Property Taxes	6,146,960	-	6,146,960
Sales & Service	1,223,886	14,238,087	15,461,973
Investment Income	500,000	-	500,000
Other & NonOperating	1,650,330	1,186,235	2,836,565
Foundation Transfers	(1,610,000)	(30,000)	(1,640,000)
<b>TOTAL REVENUES</b>	<b>99,584,140</b>	<b>15,394,322</b>	<b>114,978,462</b>
<b>EXPENDITURES</b>			
<b>Total Salaries and Benefits</b>	<b>78,231,897</b>	<b>6,773,376</b>	<b>85,005,273</b>
Prof Services, Maintenance, Rentals	3,345,535	421,946	3,767,481
Materials & Supplies	3,286,055	491,798	3,777,853
Travel	1,471,718	699,136	2,170,854
Media	2,069,940	247,488	2,317,428
Utilities	2,950,000	125,000	3,075,000
Contracted Services	2,199,628	142,775	2,342,403
Non-Capital Equipment	114,975	62,000	176,975
Insurance - P&C, Tort, Auto, WC	850	17,900	18,750
Cost of Goods Sold	-	5,776,126	5,776,126
Special Programs Expenses	3,000	334,170	337,170
Other Expenses	4,242,731	534,954	4,777,685
Bad Debt Expense	750,000	10,000	760,000
<b>Total Operating Expenditures</b>	<b>20,434,433</b>	<b>8,863,293</b>	<b>29,297,726</b>
Interest Expense	11,880	477,066	488,946
Principal Expense	159,938	635,000	794,938
Capital Expenses	450,000	74,730	524,730
<b>Total Non Operating Expenditures</b>	<b>621,818</b>	<b>1,186,796</b>	<b>1,808,614</b>
<b>TOTAL EXPENDITURES</b>	<b>99,288,148</b>	<b>16,823,465</b>	<b>116,111,613</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>295,992</b>	<b>(1,429,143)</b>	<b>(1,133,151)</b>
Net Transfers In(Out)	(1,994,657)	1,429,142	(565,514)
Payroll Savings from Open/On Hold Positions	1,698,665		1,698,665
<b>Total Transfers and Other</b>	<b>(295,992)</b>	<b>1,429,142</b>	<b>1,133,151</b>
<b>Net Income (Loss)</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 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.

	<u>FY2023-2024</u> <u>Allocation</u>	<u>FY2024-2025</u> <u>Allocation</u>	<u>Increase/ Decrease</u>	<u>% Change</u>
<b>State General Aid</b>	35,775,303	36,302,120	<b>526,817</b>	<b>1.47%</b>

## 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 FY2024)

**Iowa Resident Tuition:** \$217 (+\$7)

**Out of State Tuition:** \$290 (+\$9)

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

### Credit Hour and Headcount Assumptions % Change from FY2024\*

**Regular Enrollment:** +0.0%

**Concurrent Enrollment:** +1.6%

\*Credit Hour assumptions are applied as a driver to estimated actuals for FY2024

**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 \$267k compared to FY2024. 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 1 in Merged Area X are shown below for FY2025:



**Actual Valuations**

<b><u>Property Type</u></b>	<b><u>FY2023-2024</u></b>	<b><u>FY2024-2025</u></b>	<b><u>Increase/ Decrease</u></b>	<b><u>% Change</u></b>
	<b><u>Assessed Valuation as of January 1, 2022</u></b>	<b><u>Assessed Valuation as of January 1, 2023</u></b>		
Residential	35,481,880,887	43,116,065,567	7,634,184,680	21.52%
Agricultural Land	3,102,351,308	3,997,820,705	895,469,397	28.86%
Ag Buildings	185,730,670	315,296,484	129,565,814	69.76%
Commercial	6,070,742,628	6,993,344,703	922,602,075	15.20%
Industrial	881,779,507	949,205,222	67,425,715	7.65%
Multi-residential	-	-	-	0.00%
Personal RE	-	-	-	0.00%
Railroads	225,999,831	239,055,840	13,056,009	5.78%
Utilities	202,757,970	198,523,705	(4,234,265)	-2.09%
Other	-	-	-	0.00%
<b>Total Valuation</b>	<b>46,151,242,801</b>	<b>55,809,312,226</b>	<b>9,658,069,425</b>	<b>20.93%</b>
Less Military	29,013,543	62,203,882	33,190,339	114.40%
Less Homestead		111,310,126	111,310,126	0.00%
<b>Net Valuation</b>	<b>46,122,229,258</b>	<b>55,635,798,218</b>	<b>9,513,568,960</b>	<b>20.63%</b>
TIF Valuation	2,226,730,869	2,564,442,705	337,711,836	15.17%
Utility Replacement	3,497,561,616	3,744,250,455	246,688,839	7.05%

**Taxable Valuations**

<b><u>Property Type</u></b>	<b><u>FY2023-2024</u></b>	<b><u>FY2024-2025</u></b>	<b><u>Increase/ Decrease</u></b>	<b><u>% Change</u></b>
	<b><u>Assessed Valuation as of January 1, 2022</u></b>	<b><u>Assessed Valuation as of January 1, 2023</u></b>		
Residential	18,975,856,867	19,565,812,402	589,955,535	3.11%
Agricultural Land	2,843,016,103	2,871,576,372	28,560,269	1.00%
Ag Buildings	170,202,005	226,474,390	56,272,385	33.06%
Commercial	4,932,454,355	5,657,500,224	725,045,869	14.70%
Industrial	769,550,264	825,064,726	55,514,462	7.21%
Multi-residential	-	-	-	0.00%
Personal RE	-	-	-	0.00%
Railroads	202,673,756	214,407,376	11,733,620	5.79%
Utilities	202,757,970	198,523,705	(4,234,265)	-2.09%
Other	-	-	-	0.00%
<b>Total Valuation</b>	<b>28,096,511,320</b>	<b>29,559,359,195</b>	<b>1,462,847,875</b>	<b>5.21%</b>
Less Military	29,013,543	62,203,882	33,190,339	114.40%
Less Homestead		111,310,126	111,310,126	0.00%
<b>Net Valuation</b>	<b>28,067,497,777</b>	<b>29,385,845,187</b>	<b>1,318,347,410</b>	<b>4.70%</b>
TIF Valuation	2,209,890,422	2,318,006,303	108,115,881	4.89%
Utility Replacement	612,017,200	614,433,389	2,416,189	0.39%

## Tax Rate History per \$1,000 Valuation

<u>Fiscal Year</u>	<u>General</u>	<u>Unemployment</u>	<u>Tort Liability</u>	<u>Insurance</u>	<u>Early Retirement</u>	<u>Equipment</u>	<u>Plant Fund</u>	<u>Debt</u>	<u>Total Levy Rate</u>
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	1.34462
2022	0.20250	0.00272	0.01380	0.44961	0.10895	0.09000	0.20250	0.24187	1.31195
2021	0.20250	0.00280	0.01174	0.41570	0.08202	0.09000	0.20250	0.25004	1.25730
2020	0.20250	0.00291	0.00970	0.35099	0.10471	0.09000	0.20250	0.25000	1.21331

## 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 are based on sales forecasts for the upcoming fiscal year.

## Interest on Investments

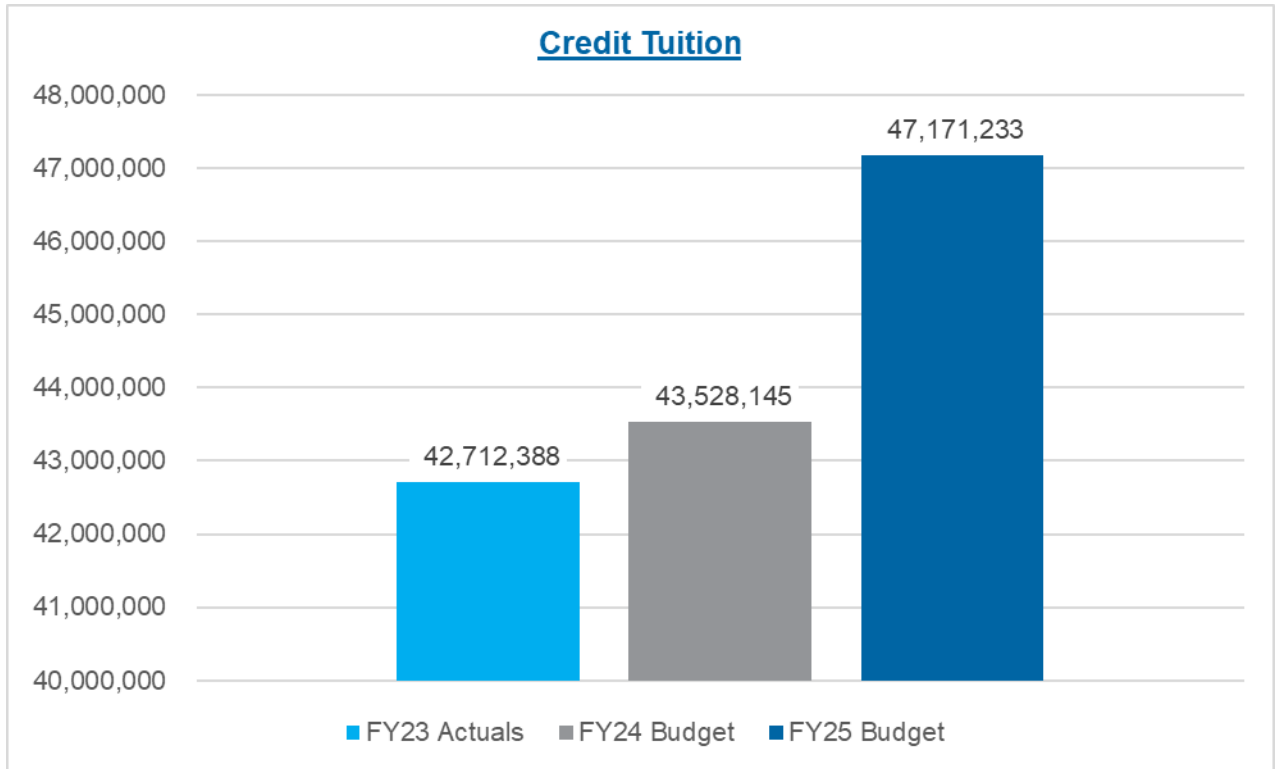
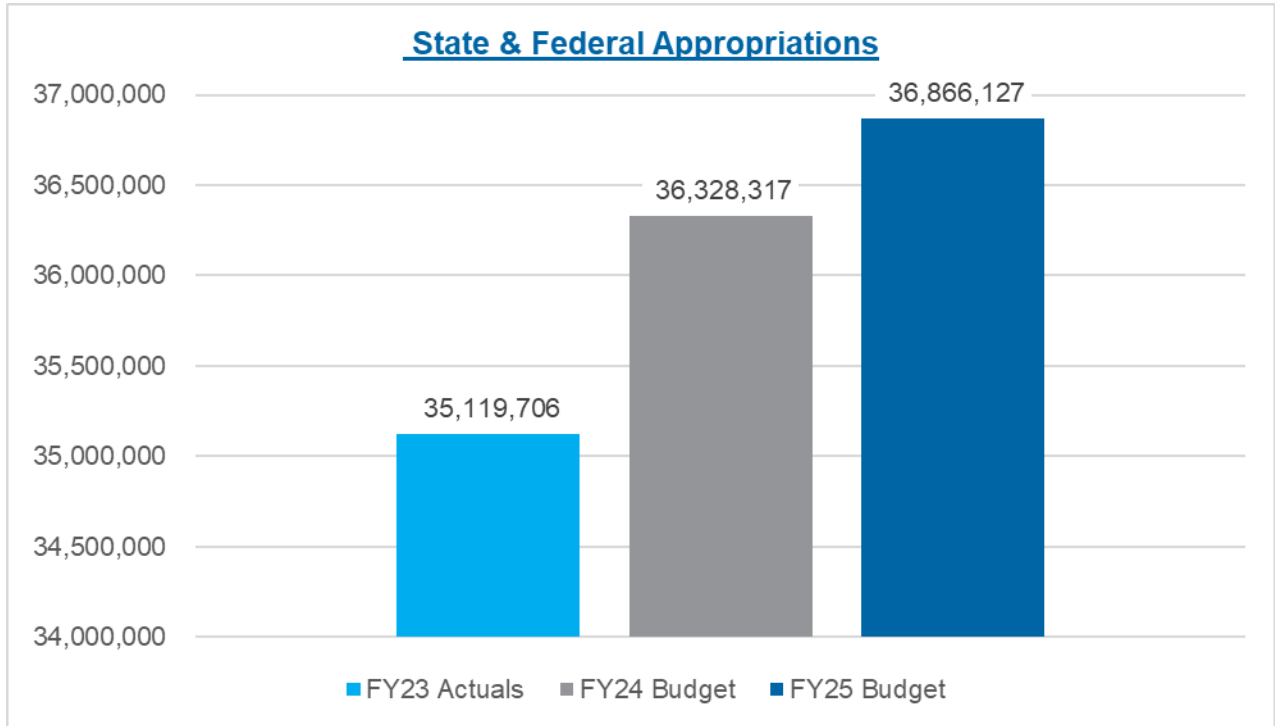
The College earns income on the investment of its fund balances. Each investment is made pursuant to the Investment Procedure and the Investment Policy of the College which is in line with the Iowa State Code. Projected interest rates and fund balances are used to estimate investment income by the Finance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

	<u>FY2020-2021</u>	<u>FY2021-2022</u>	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Increase/</u>	<u>% Change</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Decrease</u>	
Investment Income	83,241	84,244	1,541,637	850,000	500,000	(350,000)	-41%

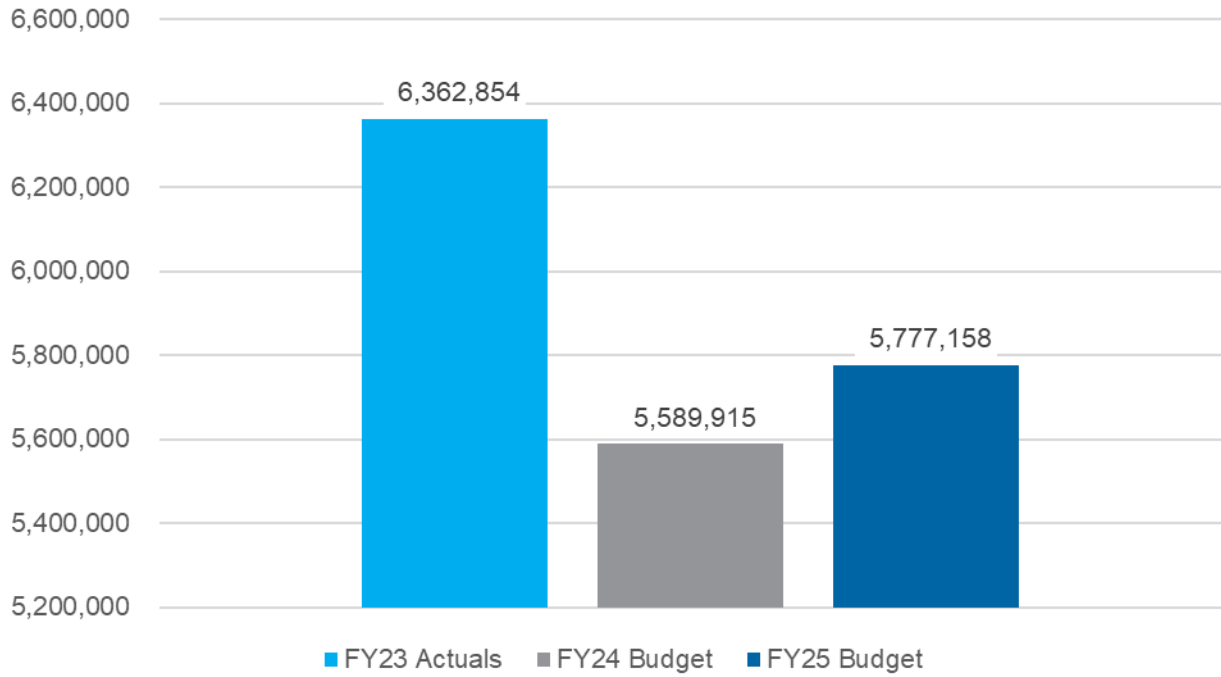
## Other and Non Operating

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.

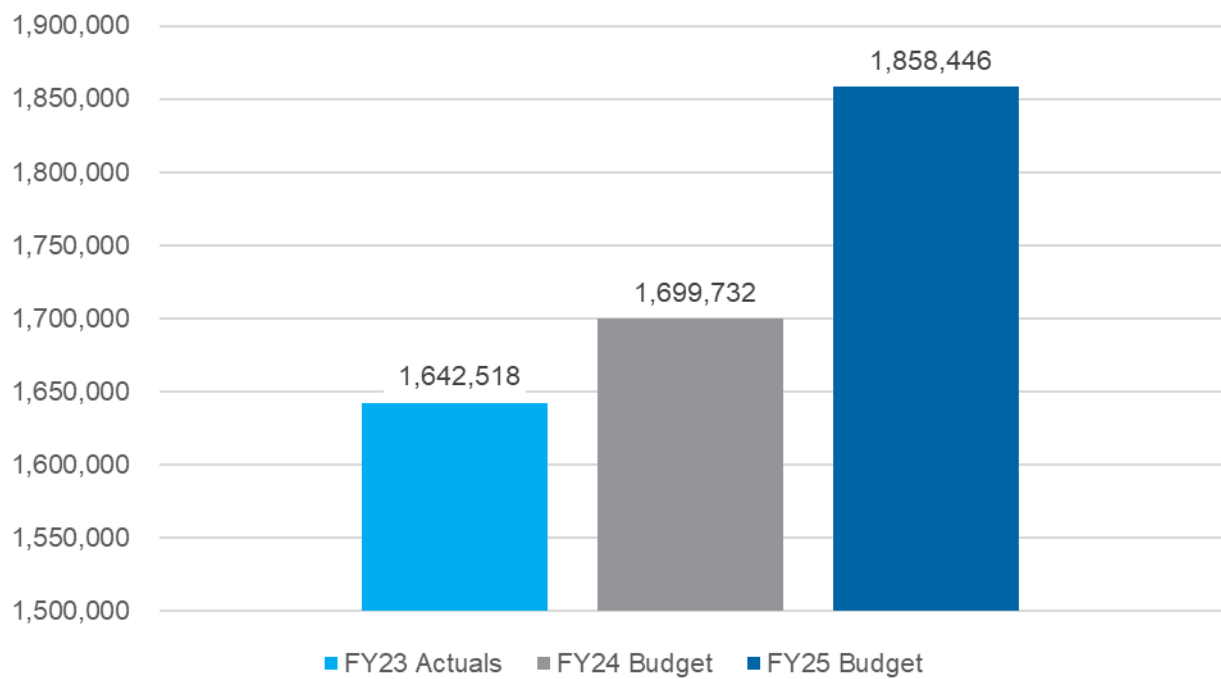
# General Fund I – Revenues



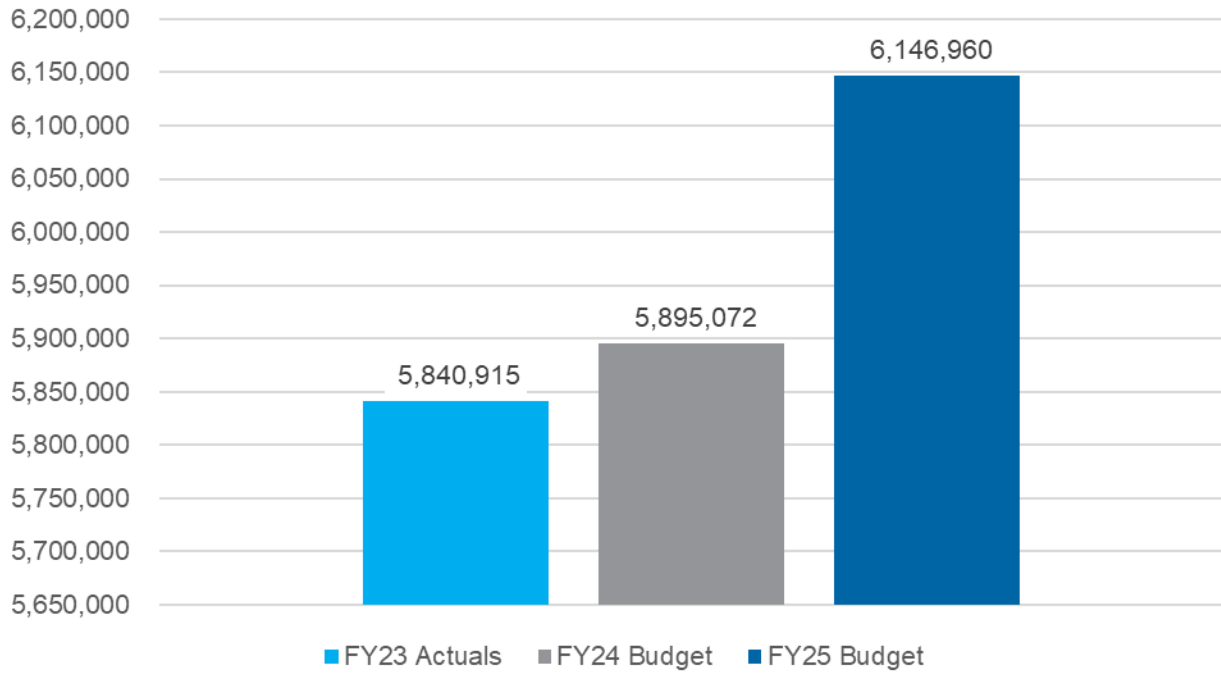
### Contract Trng & NonCredit Tuition



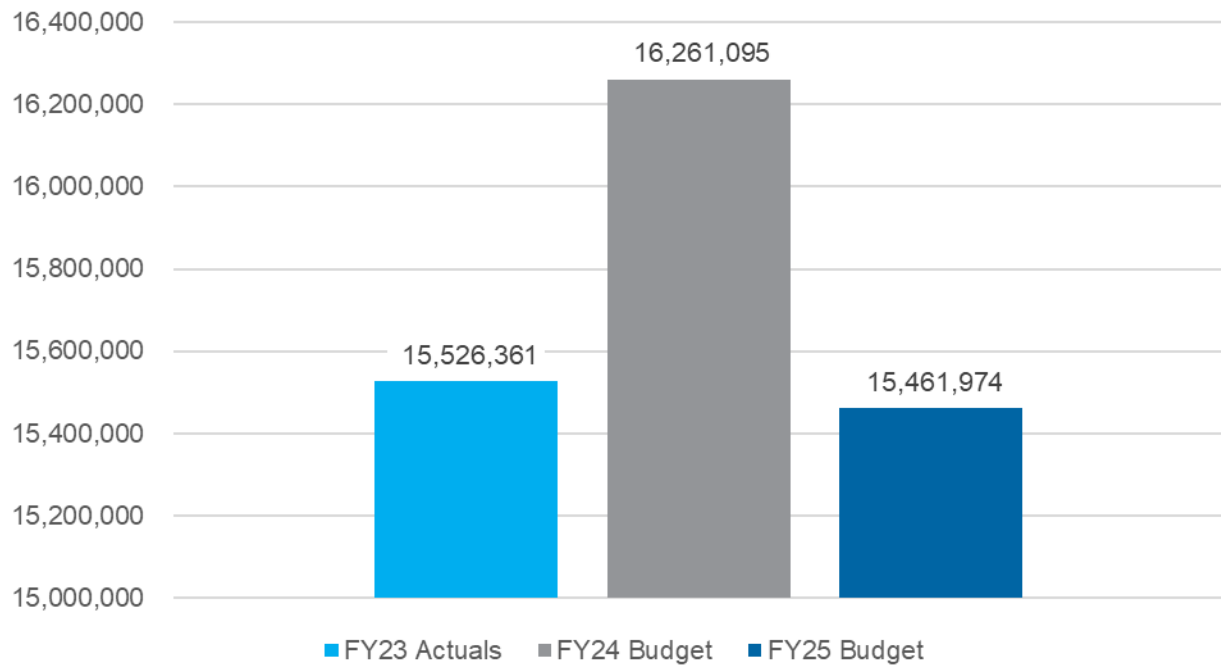
### Fees

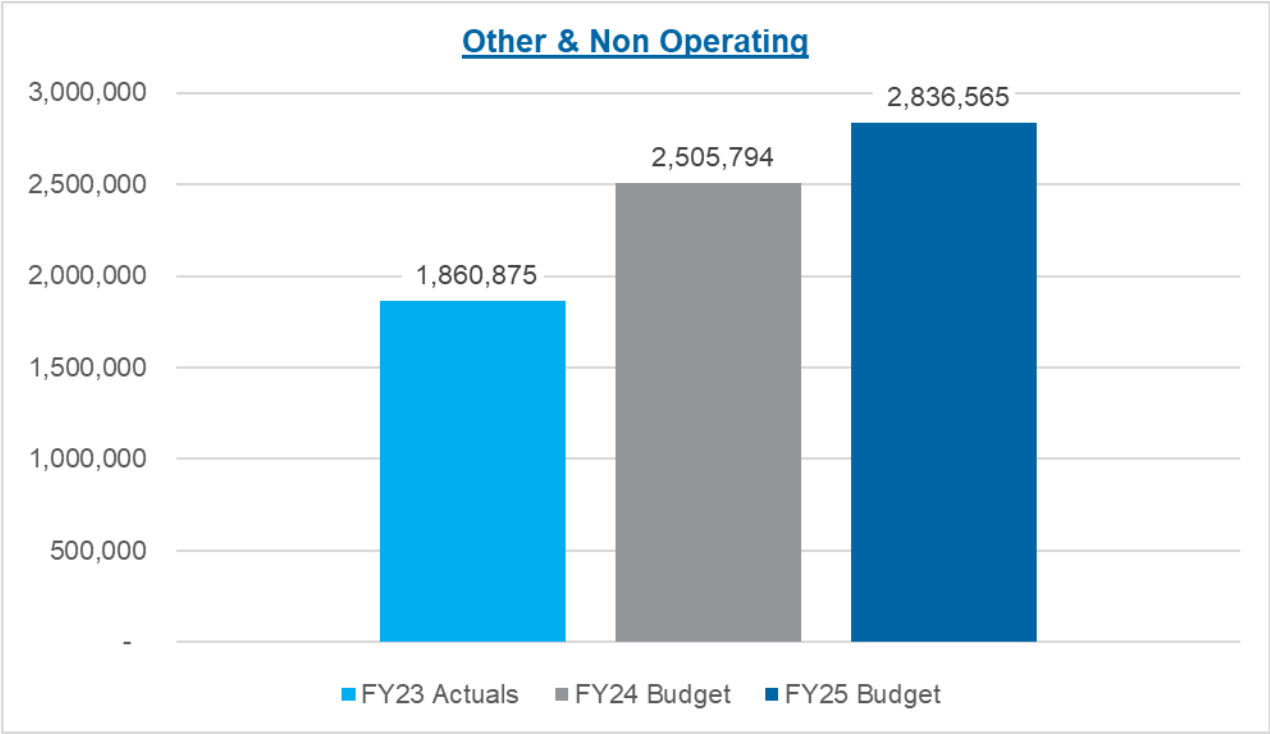
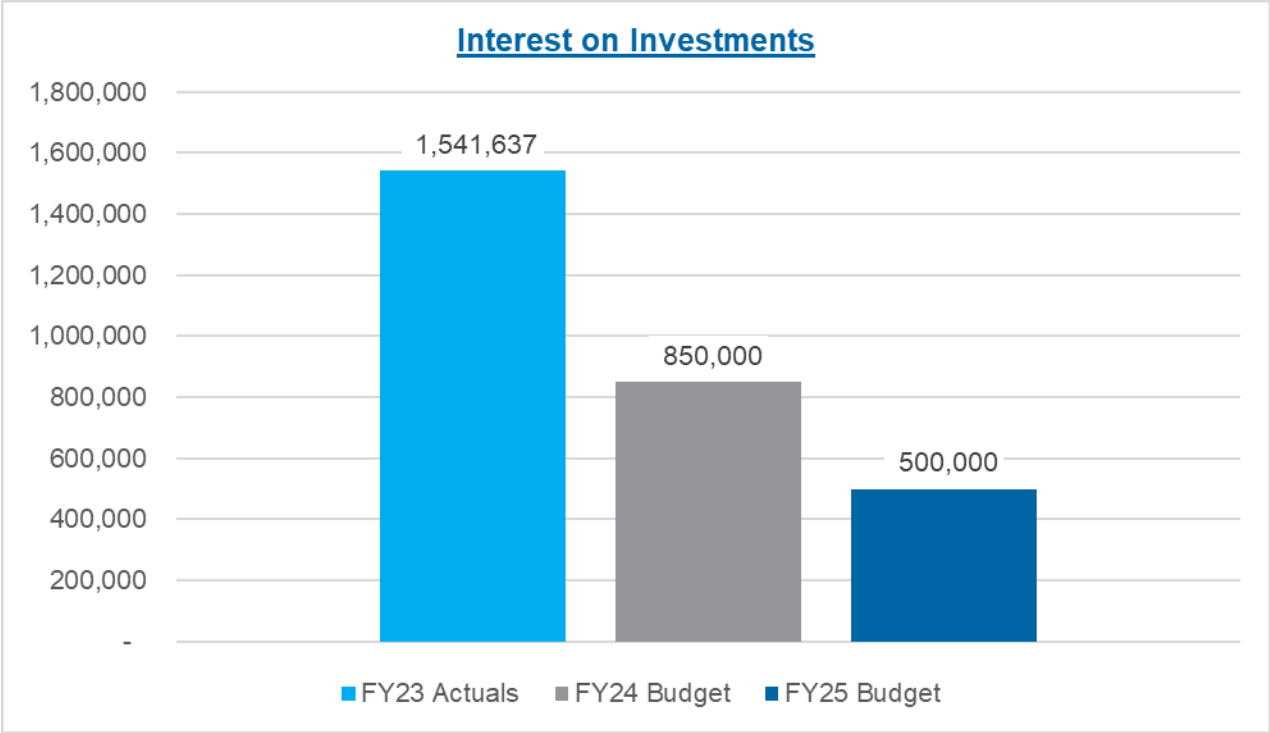


### Property Taxes

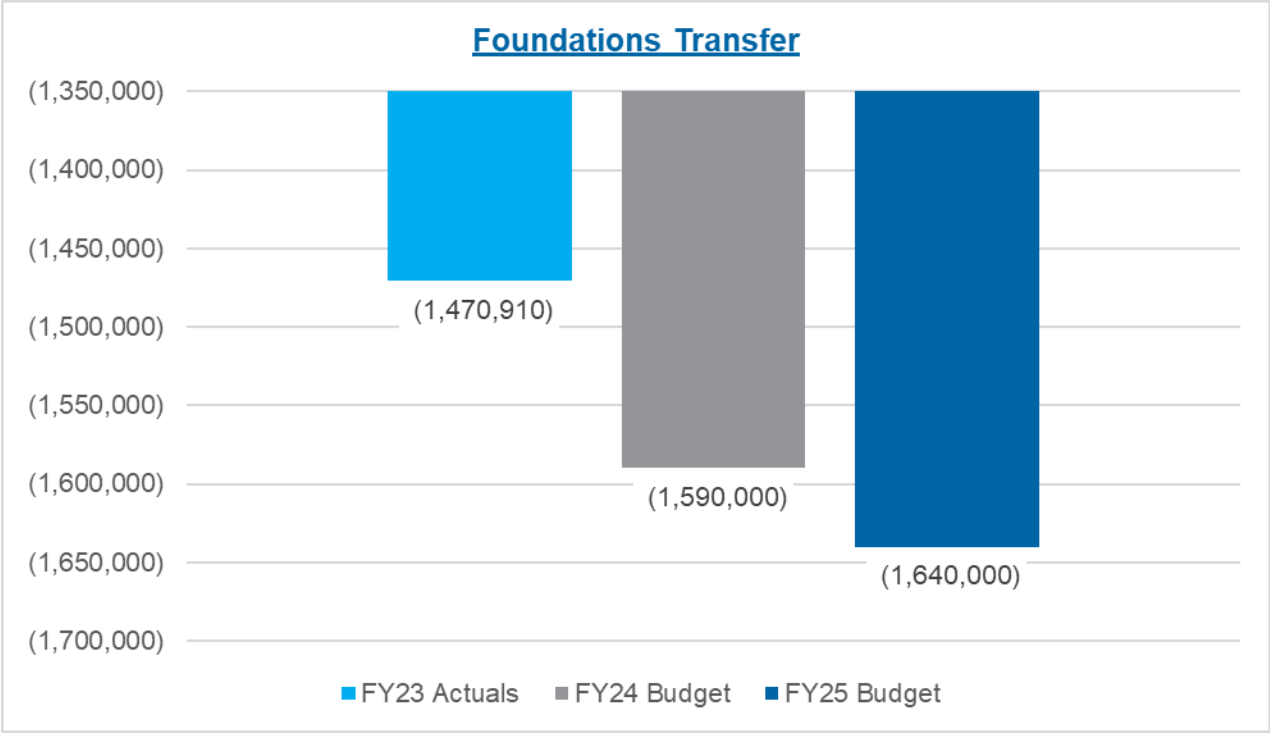


### Sales and Services









**\*\*\*Activity shown in the Foundation Transfers table are contra-revenue activity and offset 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 FY2025 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 FY2025 Budget. Adjunct faculty pay and full time faculty overload pay was increased by \$10 per credit hour in the FY2025 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, and Life Insurance
  - In FY2024, to offset the growth rate of health insurance premiums and their cost to the College, \$545K of previously accumulated reserves were used to buy down 6% of the initially proposed health care package. Final budgets for health insurance included a package increase of approximately 5.3% to College paid premiums. Continued monitoring of health insurance premium costs will be necessary. Additional buy downs in future fiscal years are anticipated in order to

offset rising costs of health insurance premiums to employees. Dental and Vision insurance premiums remained unchanged from FY2024 rates.

- Retirement benefits including IPERS (Iowa Public Employee's Retirement System) and TIAA
  - IPERS and TIAA contribution rates remain at 9.44% in FY2025, unchanged from FY2024.
- FICA Taxes
  - FICA tax rates remain at 7.65% in FY2025, unchanged from FY2024

## Operating Expenditures

Budgets for controllable operating expenditures were initially budgeted to be flat for the FY2025 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 FY2024 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 FY2025 Utilities Expenses increased approximately 8.4% over the FY2024 Budget. Increases to Utilities were based on FY2024 actual usage data and projected rate levels for FY2025.

## **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 budget based on historical trending and are budgeted with input from the 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 and 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 FY2025 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. Beginning in FY2024 the College added general fund supported Principal Expenses to the annual operating budget. 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.

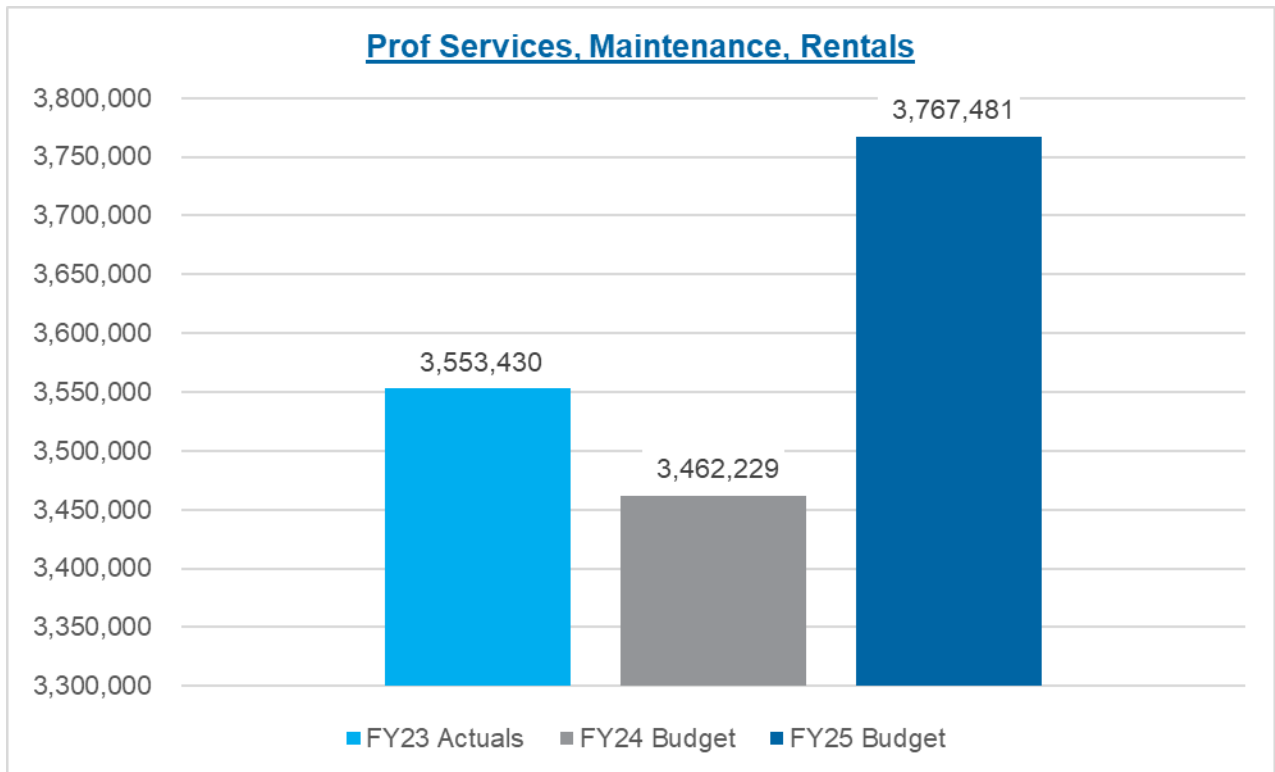
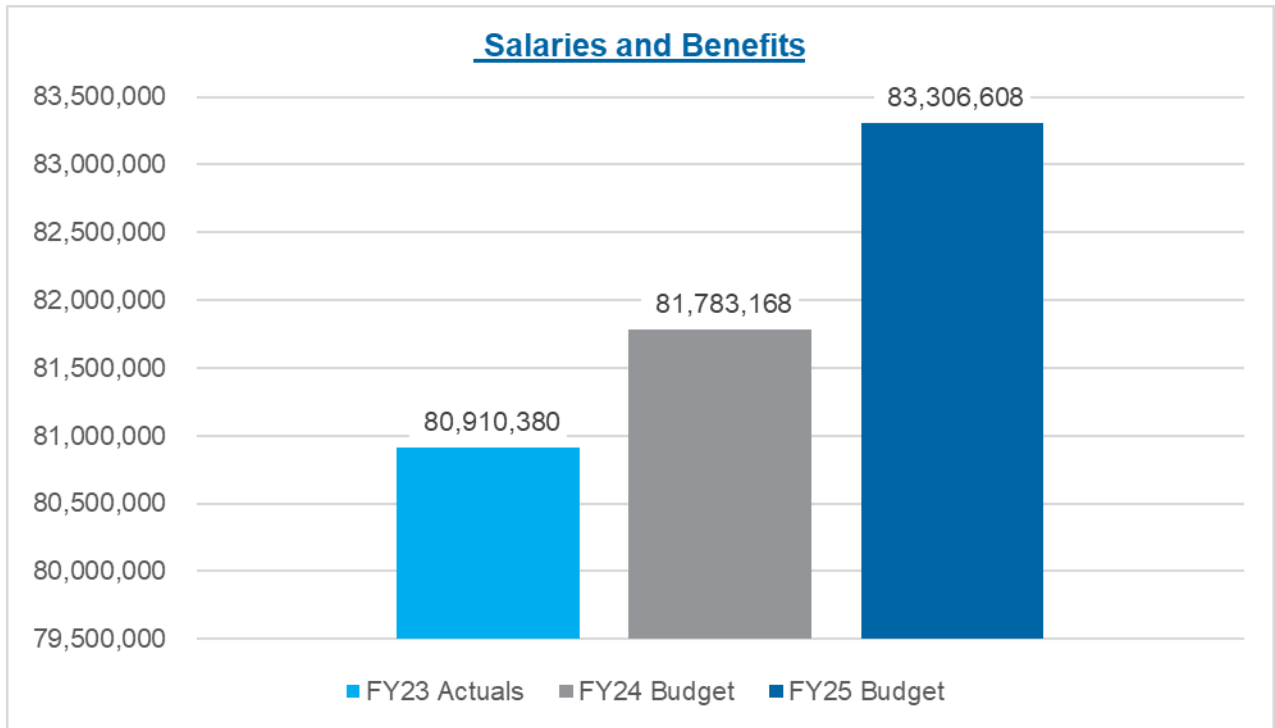
<b>Unrestricted General Fund - Fund 11</b>					
<b>Unit</b>	<b>Object #</b>	<b>Object</b>	<b>FY 2024 Budget</b>	<b>FY 2025 Budget</b>	<b>Increase/ Decrease</b>
Professional Education	800020	Vehicles	13,000		(13,000)
Central Receiving	800020	Vehicles	35,000		(35,000)
Grounds	800000	Furniture & Equipment	149,000		(149,000)
Maintenance Operations	800020	Vehicles	75,000		(75,000)
Custodial Operations	800000	Furniture & Equipment	35,000		(35,000)
Public Safety	800000	Furniture & Equipment	50,000		(50,000)
FCM Projects	800020	Furniture & Equipment	50,000		(50,000)
Telecommunications & Infrastructure	800030	Hardware/Software	360,000	450,000	90,000
<b>Unrestricted General Fund Total</b>			<b>767,000</b>	<b>450,000</b>	<b>(317,000)</b>

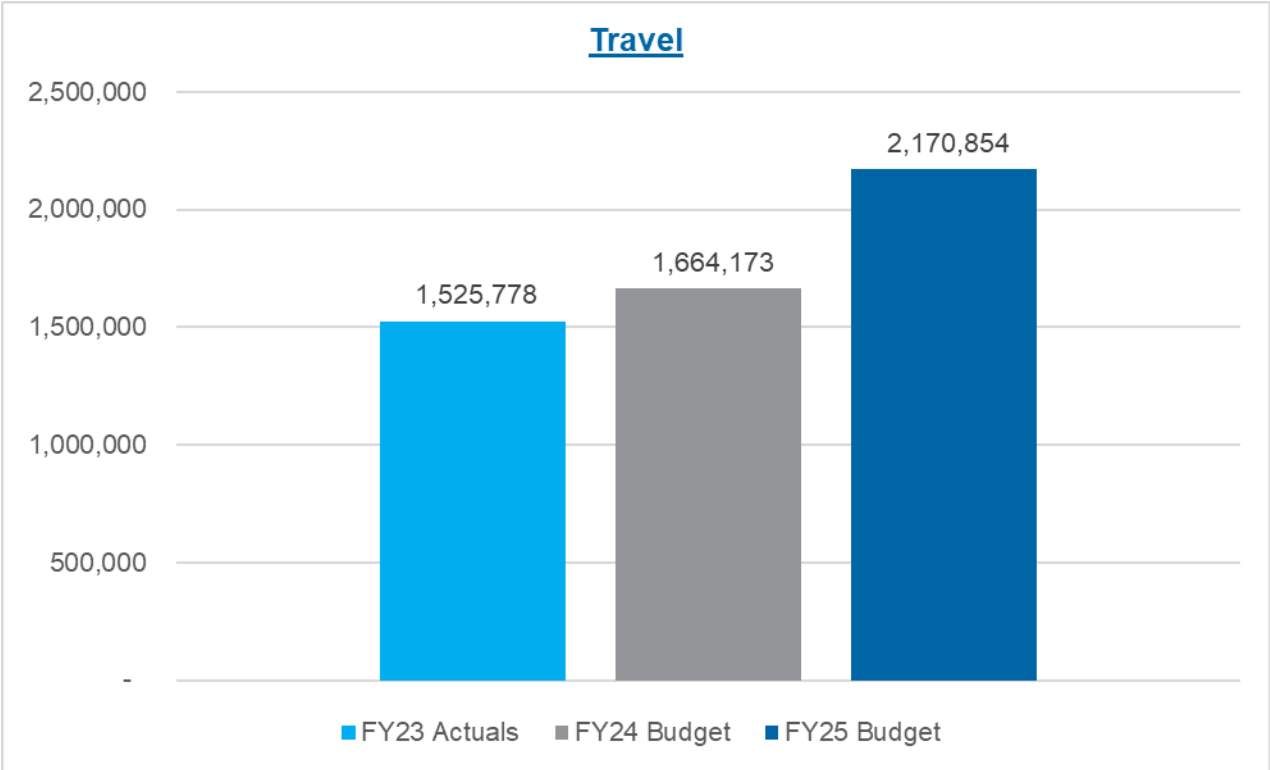
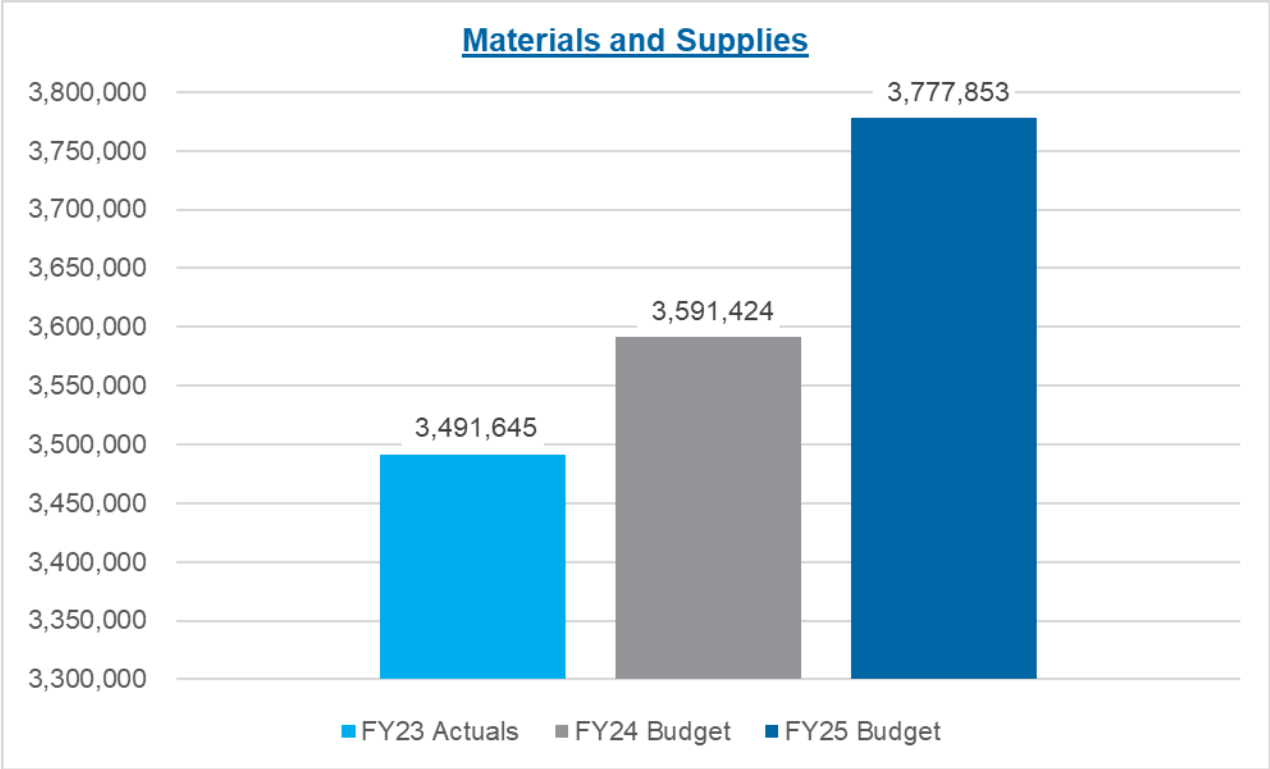
<b>Auxiliary Fund - Fund 13</b>					
<b>Unit</b>	<b>Object #</b>	<b>Object</b>	<b>FY 2024 Budget</b>	<b>FY 2025 Budget</b>	<b>Increase/ Decrease</b>
Fleet Management	800020	Vehicles	74,980	74,730	(250)
<b>Auxiliary Fund Total</b>			<b>74,980</b>	<b>74,730</b>	<b>(250)</b>

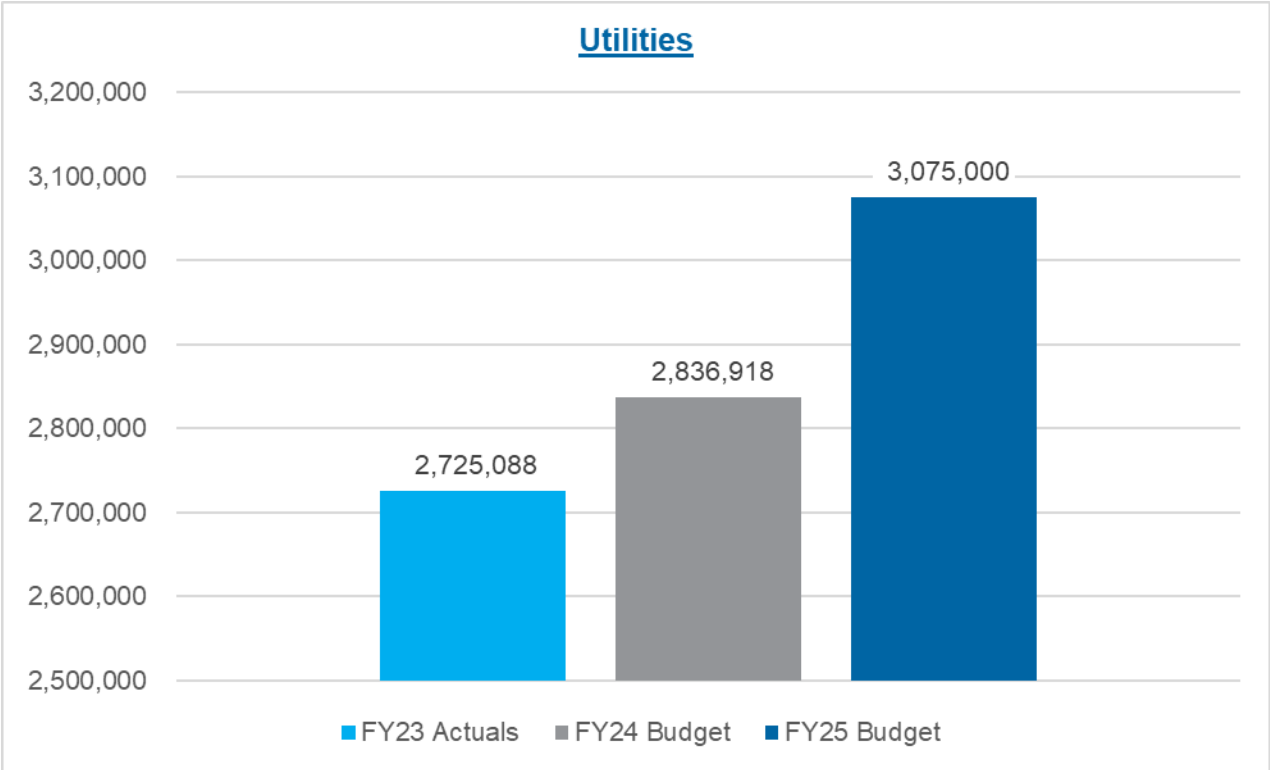
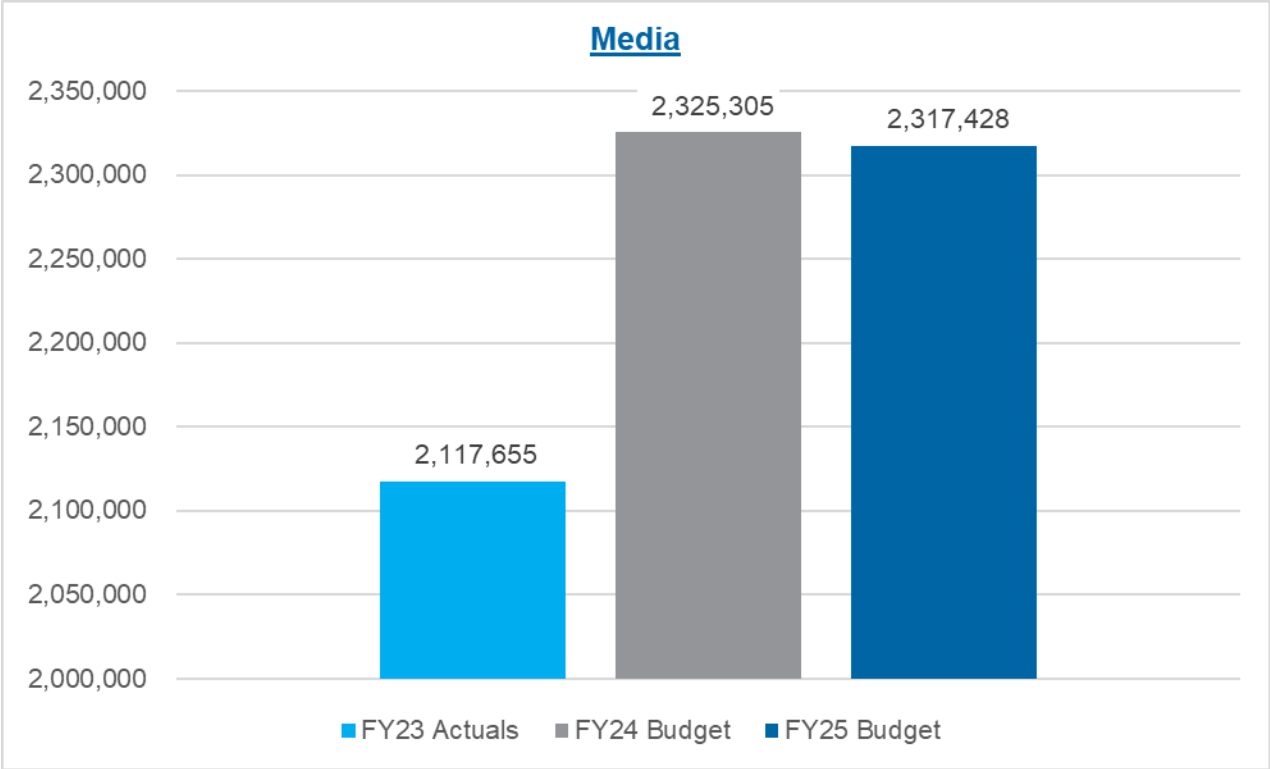
Budgets for capital expenditures in FY2025 include \$450,000 in Fund 11 for IT infrastructure and software costs. The budget in Fund 13 for \$74,980 is designated for two fleet vehicles for the Fleet Management unit.

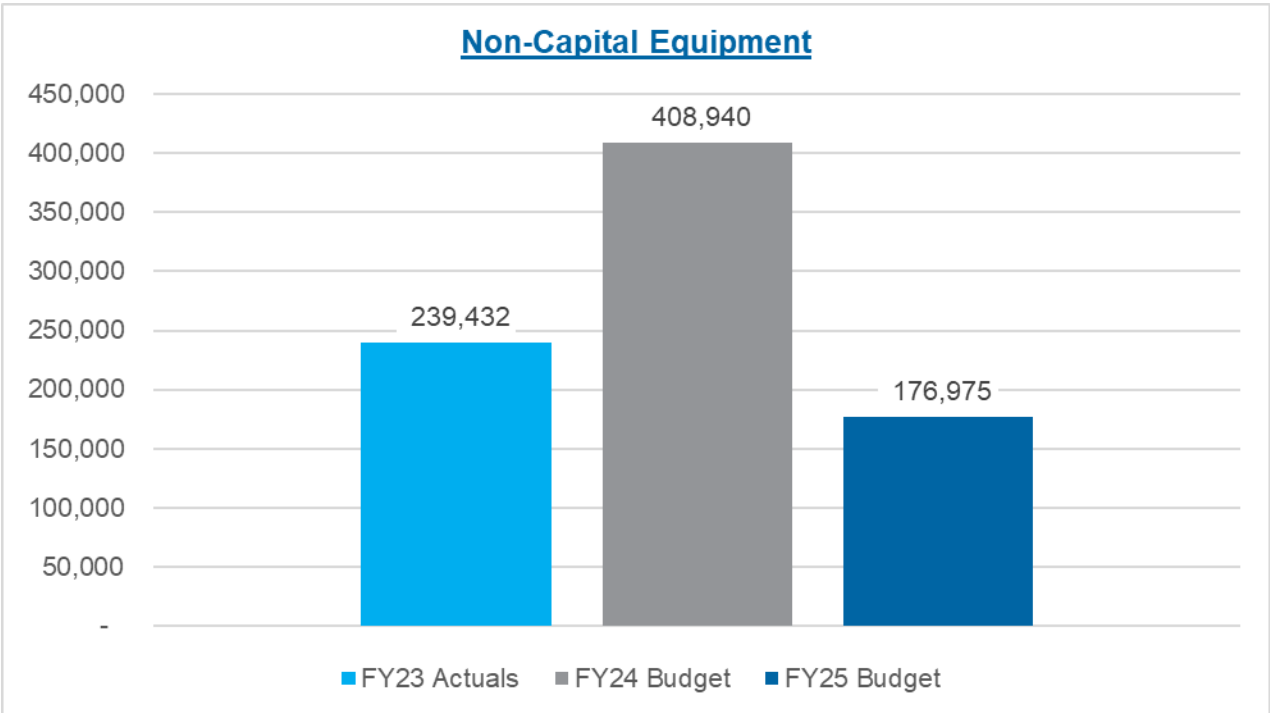
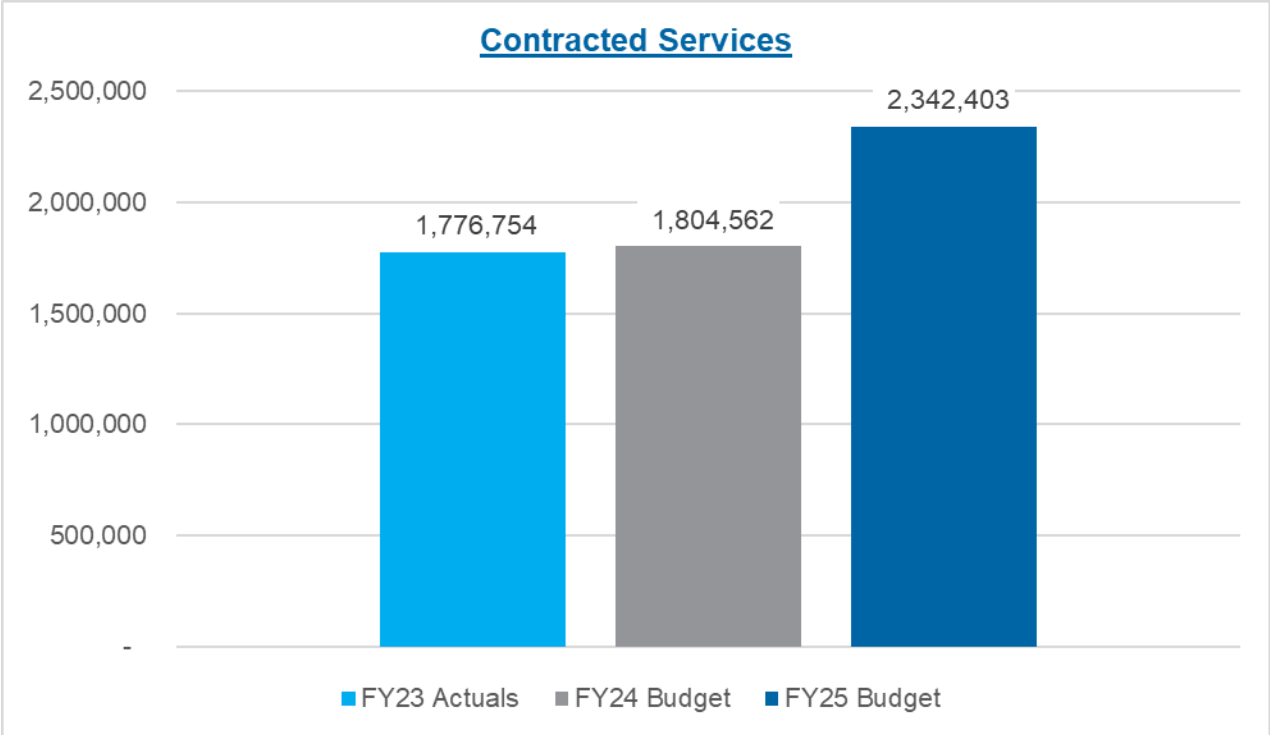
Nonrecurring capital expenditures, such as purchasing new equipment or updating facilities, impact both current and future budgets. In the short term, these costs can limit available annual funds. While in the long term, they may lead to increased efficiency and revenue, ultimately improving future financial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

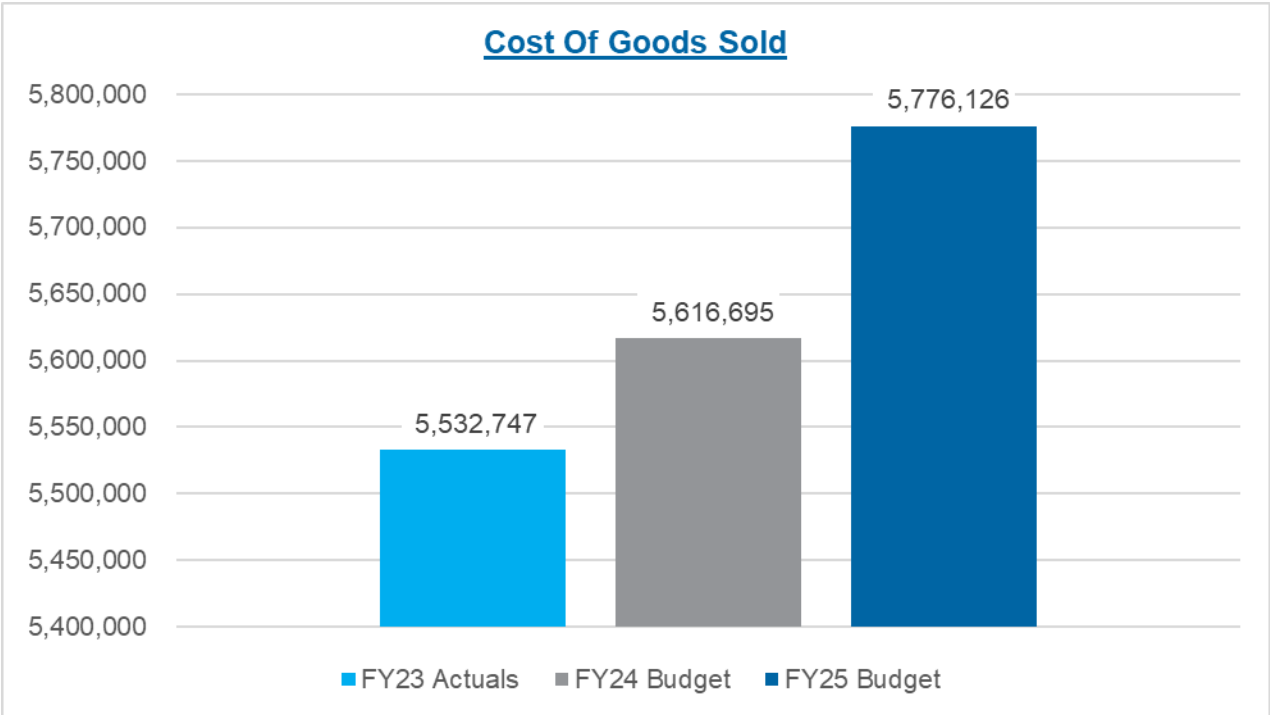
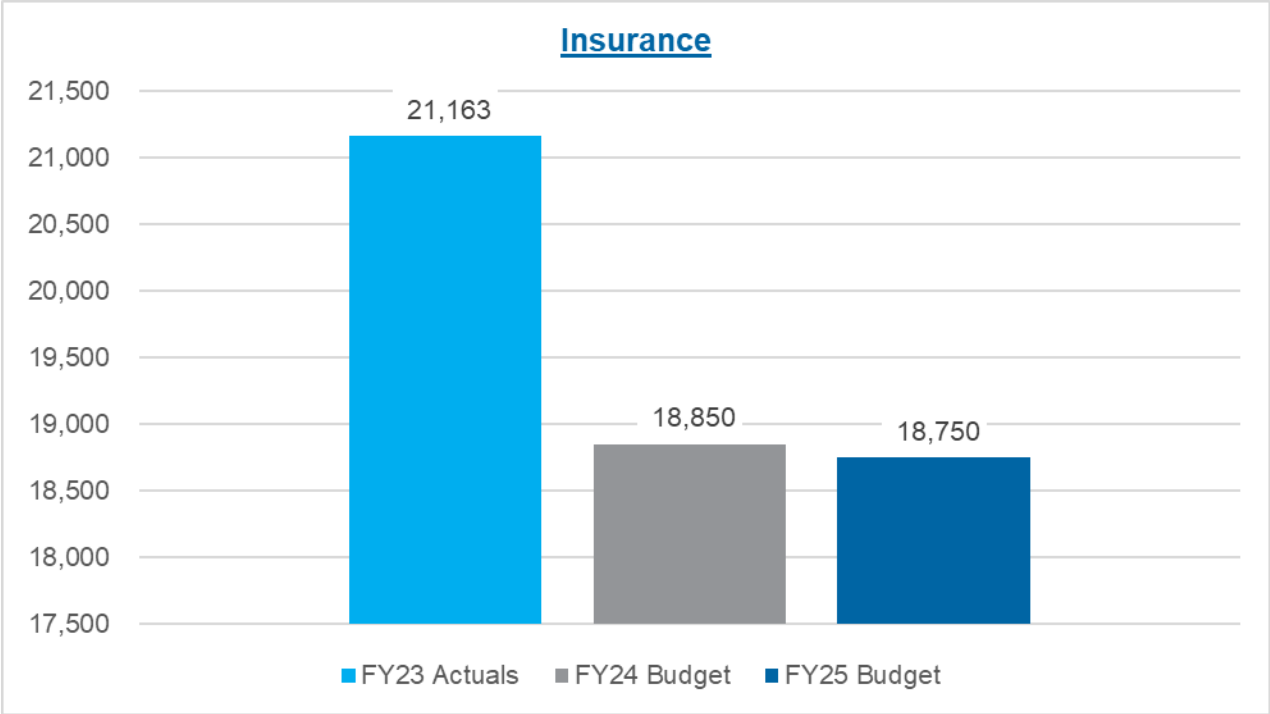
# General Fund I – Expenditures



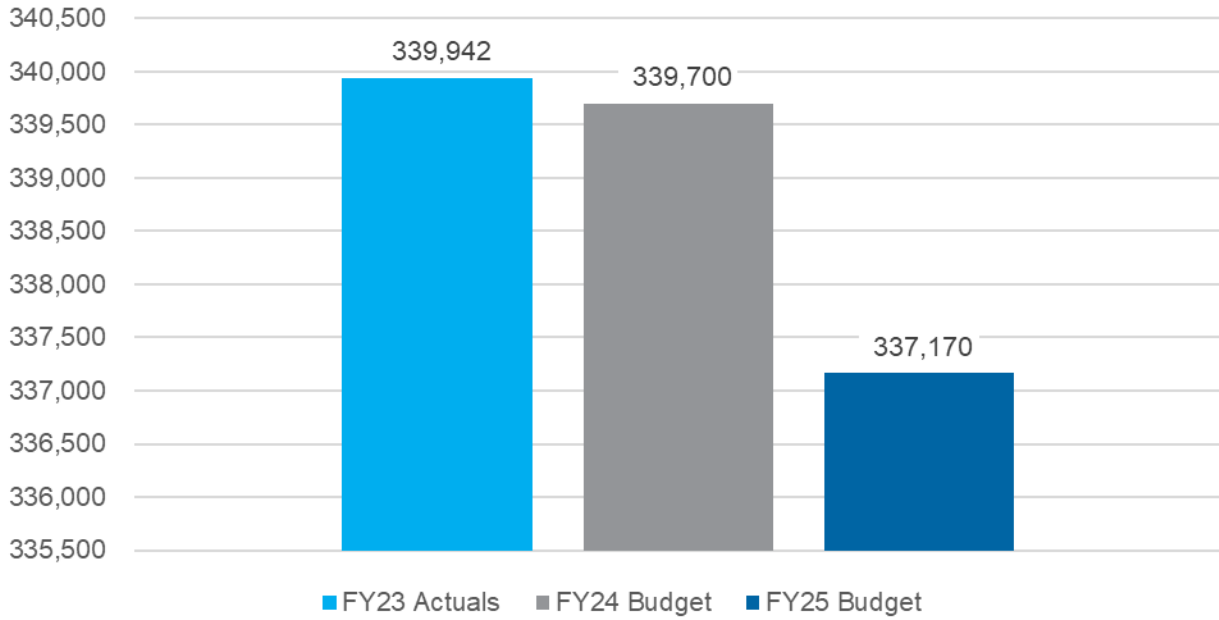




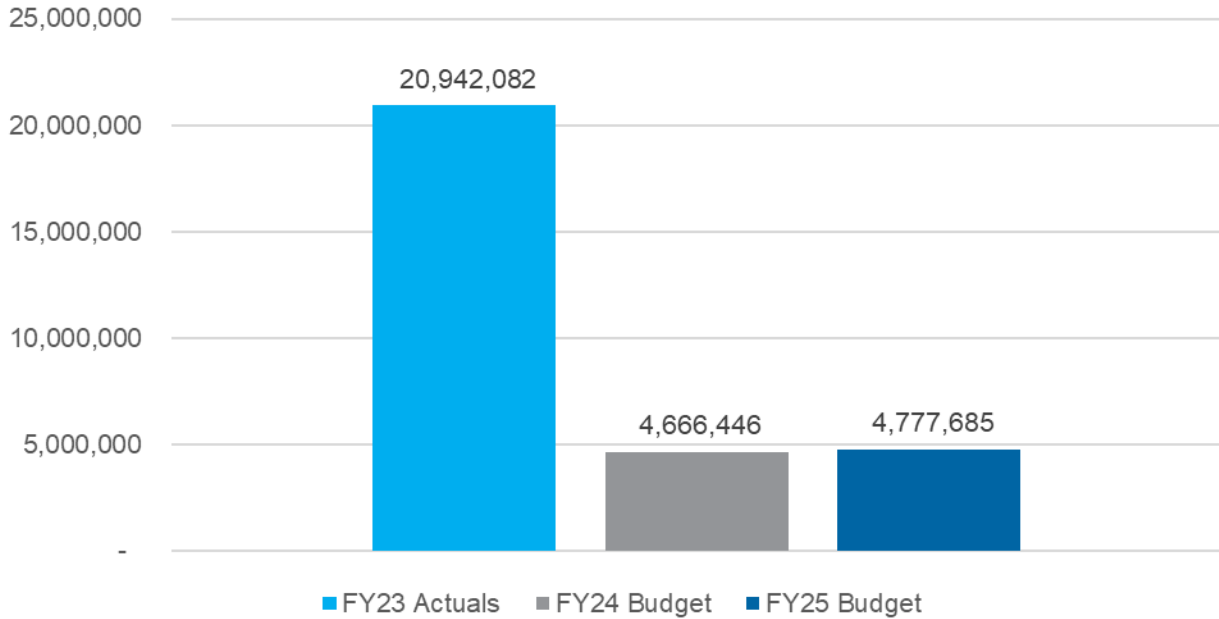


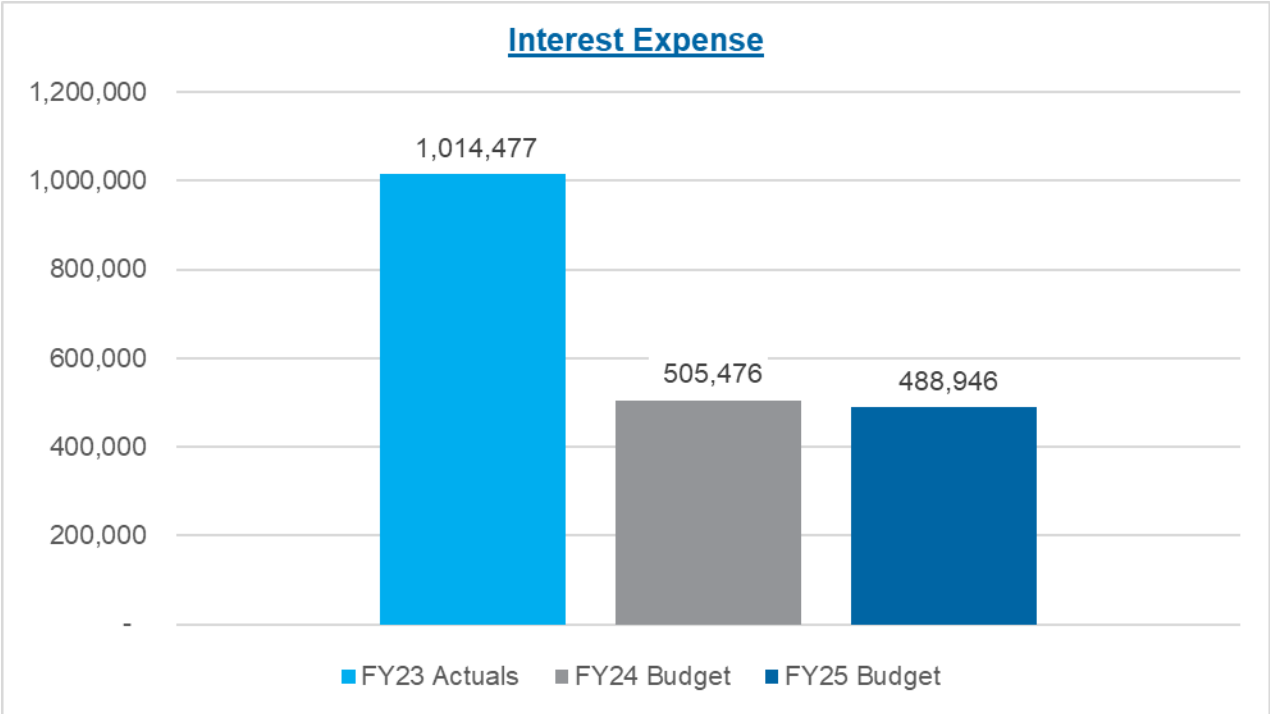
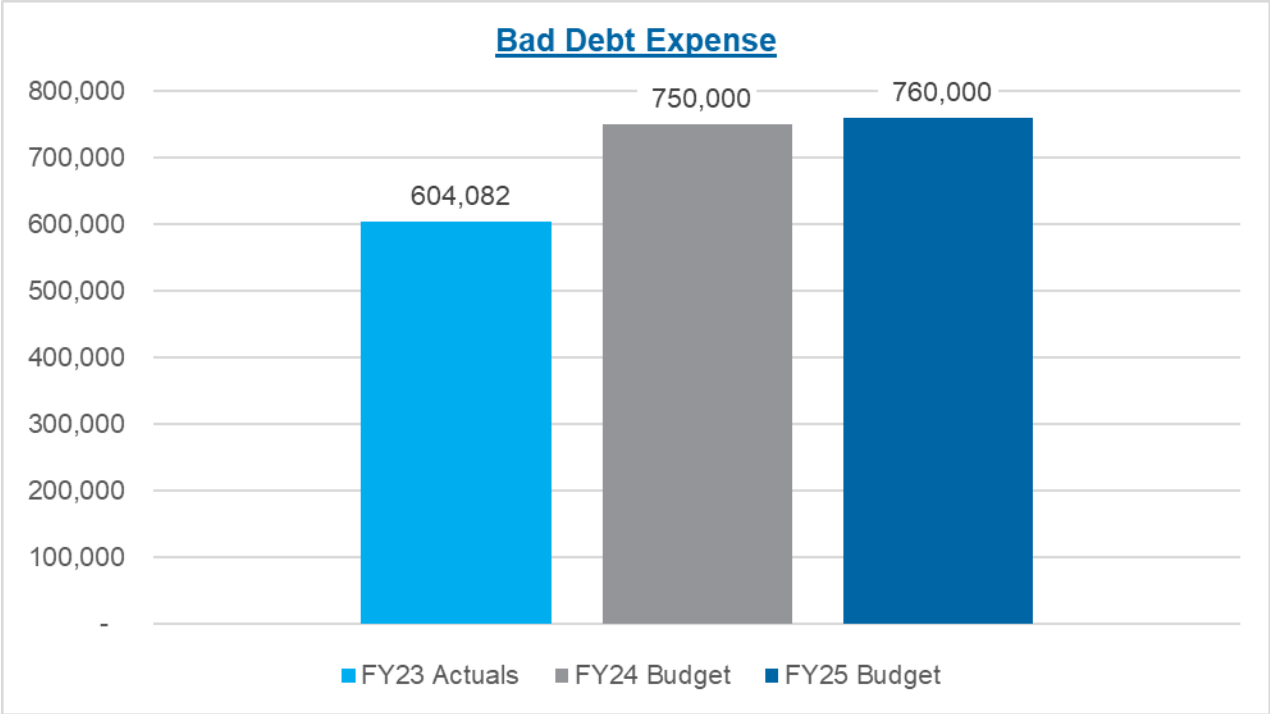


### Special Programs Expenses



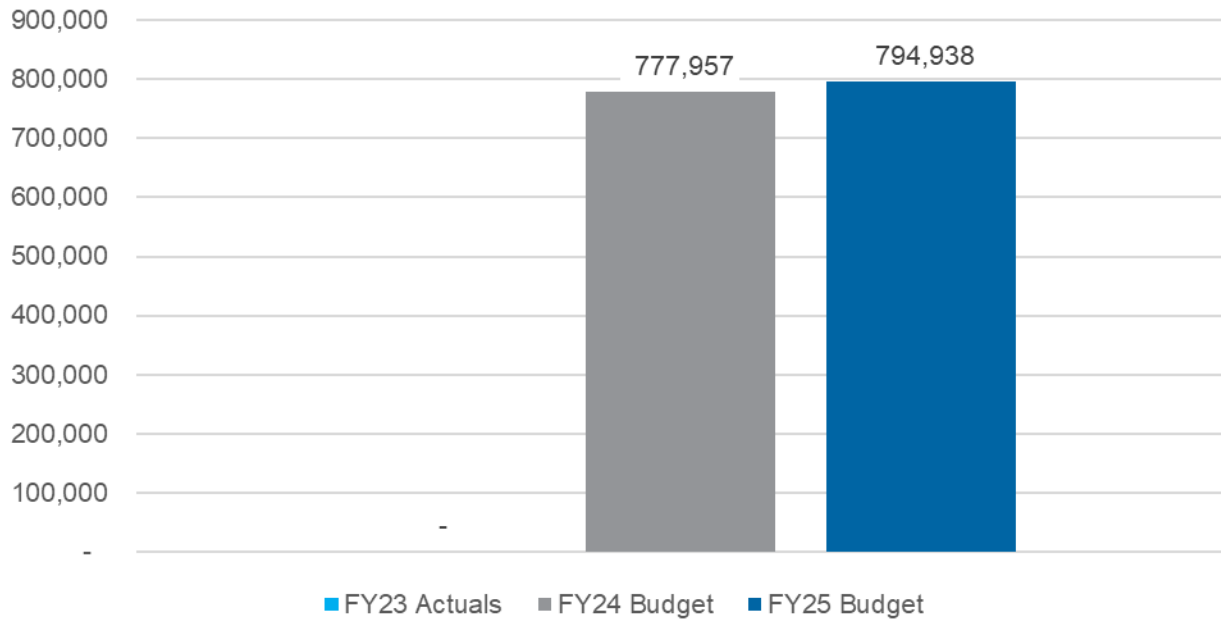
### Other Expenses



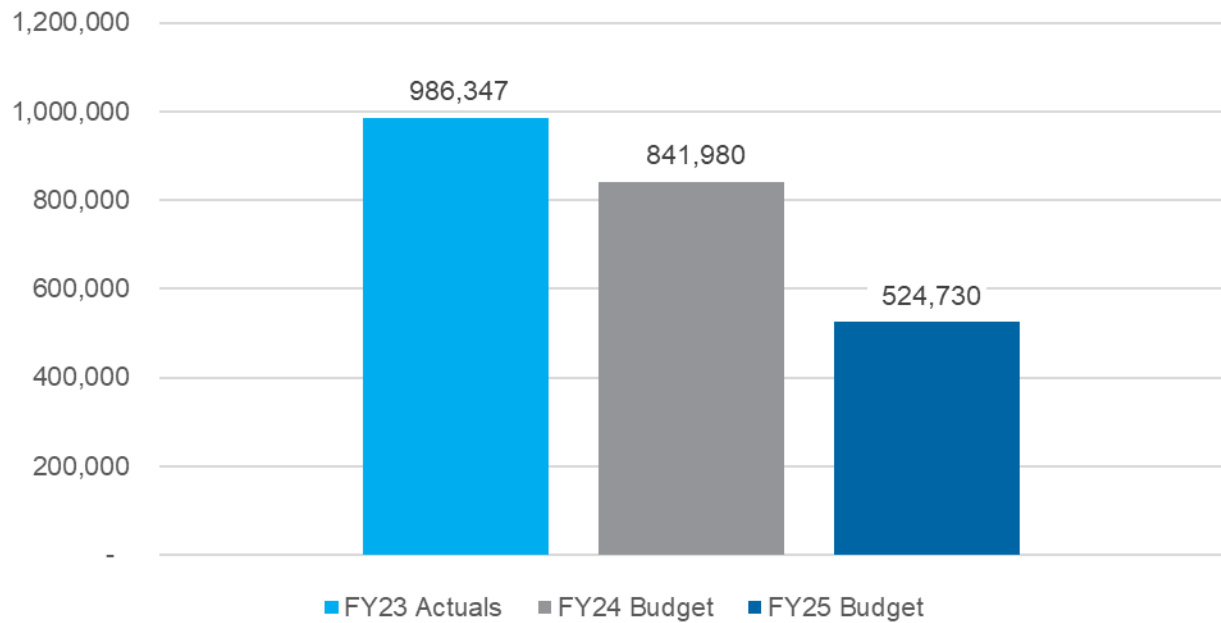




### Principal Expense

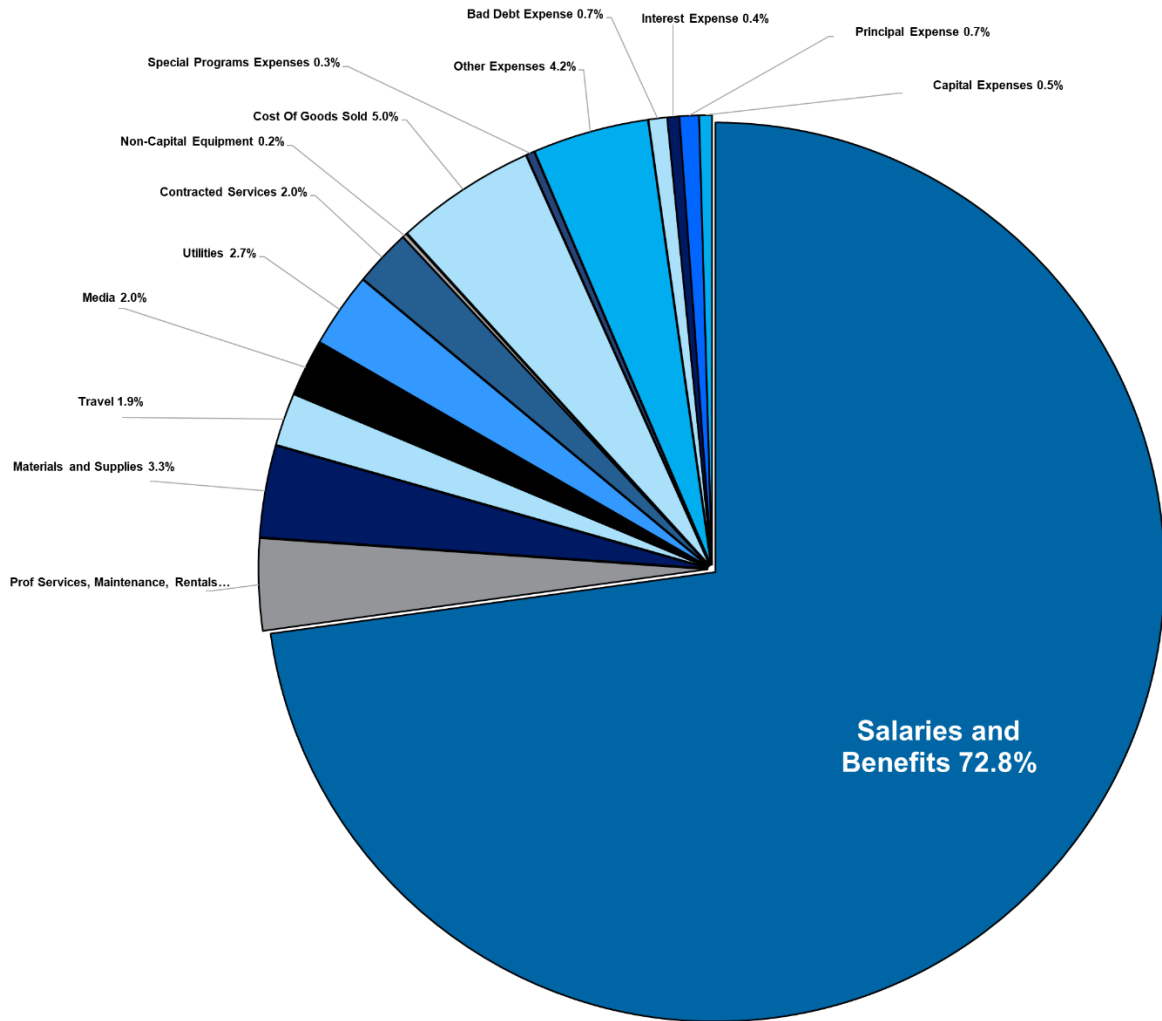


### Capital Expenses



## General Fund I – Percentage of Total Expenditures

<b>EXPENDITURES</b>	<b>FY23 Actuals</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
Salaries and benefits	64.3%	73.4%	72.8%
Prof Services, Maintenance, Rentals	2.8%	3.1%	3.3%
Materials and supplies	2.8%	3.2%	3.3%
Travel	1.2%	1.5%	1.9%
Media	1.7%	2.1%	2.0%
Utilities	2.2%	2.5%	2.7%
Contracted Services	1.4%	1.6%	2.0%
Non-Capital Equipment	0.2%	0.4%	0.2%
Insurance	0.0%	0.0%	0.0%
Cost Of Goods Sold	4.4%	5.0%	5.0%
Special Programs Expenses	0.3%	0.3%	0.3%
Other Expenses	16.6%	4.2%	4.2%
Bad Debt Expense	0.5%	0.7%	0.7%
Interest Expense	0.8%	0.5%	0.4%
Principal Expense	0.0%	0.7%	0.7%
Capital Expenses	0.8%	0.8%	0.5%



# Transfers

Description	Unit Name	Transfer Out Amount	Transfer In Amount
<b>Auto Body Repair</b>			
Transfer to Auto Body Repair Enterprise account to fund difference between revenues and expenses	Finance Department Automotive Body Repair	1,032	(1,032)
<b>Auto Mechanics</b>			
Transfer to Auto Mechanics Enterprise account to fund difference between revenues and expenses	Finance Department Automotive Mechanics	4,100	(4,100)
<b>AWS ATF (New FY25)</b>			
Transfer from AWS ATF account to fund difference between revenues and expenses	AWS ATF Finance Department	36,450	(36,450)
<b>Drama</b>			
Fund Drama Fund 13 Unit that does not self support	Finance Department Drama	27,182	(27,182)
<b>Fund Faculty PD</b>			
Fund faculty professional development	Finance Department Faculty Professional Development	70,500	(70,500)
<b>Grants Transfer G_SSS_2021</b>			
Transfer to cover budgeted shortfall of revenues in G_SSS_2021	Student Services Federal Grants	24,734	(24,734)
<b>Grants Transfer G_SSS_ESL</b>			
Transfer to cover budgeted shortfall of revenues in G_SSS_ESL	Student Services Federal Grants	40,166	(40,166)
<b>Fund 13 Enterprise Transfer</b>			
Replaces Mentoring Wages Transfer	Finance Department Enterprise Operations	1,112,066	(1,112,066)
<b>Fund 13 Transfer (New FY25)</b>			
Transfer for Café operations support	Finance Department Enterprise Operations	264,200	(264,200)
<b>Innovation Fund I_NURS_PRECEPT</b>			
Annual Funding to Approved Innovation Fund Projects	Finance Department Innovation Projects	13,500	(13,500)
<b>Instrumental Music</b>			
Fund Instrumental Music Fund 13 Unit that does not self support	Finance Department Instrumental Music	14,700	(14,700)
<b>KCCK Donation</b>			
Donation to cover portion of KCCK salaries plus fundraising software	Finance Department KCCK-FM Contributors	504,127	(504,127)
<b>Vocal Music</b>			
Fund Vocal Music Fund 13 Unit that does not self support	Finance Department Vocal Music	25,300	(25,300)
<b>WLC Contribution</b>			
Annual contribution to Workplace Learning Connections for operations	Finance Department WPLC Contributions	50,000	(50,000)

## 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 75 operating days should be maintained.

## GENERAL FUND I – Funds 11 + 13 Fund Balance

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change from</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>FY24</u>
				<u>Inc(Dec)</u>
<b>REVENUES</b>				
State & Federal Appropriations	35,119,706	36,328,317	36,866,127	537,810
Credit Tuition	43,008,600	43,528,475	47,171,563	3,643,087
Tuition Refunds	(296,212)	(330)	(330)	-
Contract Trng & NonCredit Tuition	6,362,854	5,589,915	5,777,158	187,243
Fees	1,642,518	1,699,732	1,858,446	158,713
Property Taxes	5,840,915	5,895,072	6,146,960	251,888
Sales & Service	15,526,361	16,261,095	15,461,974	(799,121)
Investment Income	1,541,637	850,000	500,000	(350,000)
Other & NonOperating	1,860,875	2,505,794	2,836,565	330,771
Foundation Transfers	(1,470,910)	(1,590,000)	(1,640,000)	(50,000)
<b>TOTAL REVENUES</b>	<b>109,136,344</b>	<b>111,068,071</b>	<b>114,978,463</b>	<b>3,910,392</b>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>80,910,380</b>	<b>84,034,440</b>	<b>85,005,273</b>	<b>970,832</b>
Prof Services, Maintenance, Rentals	3,553,430	3,462,229	3,767,481	305,252
Materials & Supplies	3,491,645	3,591,424	3,777,853	186,429
Travel	1,525,778	1,664,173	2,170,854	506,682
Media	2,117,655	2,325,305	2,317,428	(7,877)
Utilities	2,725,088	2,836,918	3,075,000	238,082
Contracted Services	1,776,754	1,804,562	2,342,403	537,841
Non-Capital Equipment	239,432	408,940	176,975	(231,965)
Insurance - P&C, Tort, Auto, WC	21,163	18,850	18,750	(100)
Cost of Goods Sold	5,532,747	5,616,695	5,776,126	159,431
Special Programs Expenses	339,942	339,700	337,170	(2,530)
Other Expenses	20,942,082	4,666,446	4,777,685	111,240
Bad Debt Expense	604,082	750,000	760,000	10,000
<b>Total Operating Expenditures</b>	<b>42,869,798</b>	<b>27,485,242</b>	<b>29,297,726</b>	<b>1,812,484</b>
Interest Expense	1,014,477	505,476	488,946	(16,530)
Principal Expense	-	777,957	794,938	16,981
Capital Expenses	986,347	841,980	524,730	(317,250)
<b>Total Non Operating Expenditures</b>	<b>2,000,824</b>	<b>2,125,413</b>	<b>1,808,614</b>	<b>(316,799)</b>
Payroll Savings from Open/On Hold Positions		(2,251,272)	(1,698,665)	552,607
All Other Expenses(Savings)				
<b>Total Other Estimated Expenses (Savings)</b>	<b>-</b>	<b>(2,251,272)</b>	<b>(1,698,665)</b>	<b>552,607</b>
<b>TOTAL EXPENDITURES</b>	<b>125,781,003</b>	<b>111,393,823</b>	<b>114,412,948</b>	<b>3,019,124</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>(16,644,659)</b>	<b>(325,753)</b>	<b>565,515</b>	<b>891,268</b>
Net Transfers In(Out)	(2,215,973)	(474,999)	(565,515)	(90,516)
<b>CHANGE IN NET POSITION</b>	<b>(18,860,631)</b>	<b>(800,752)</b>	<b>-</b>	<b>800,752</b>
Beginning Fund Balance:	56,303,657	37,443,026	36,642,274	
<b>ENDING FUND BALANCE:</b>	<b>37,443,026</b>	<b>36,642,274</b>	<b>36,642,274</b>	

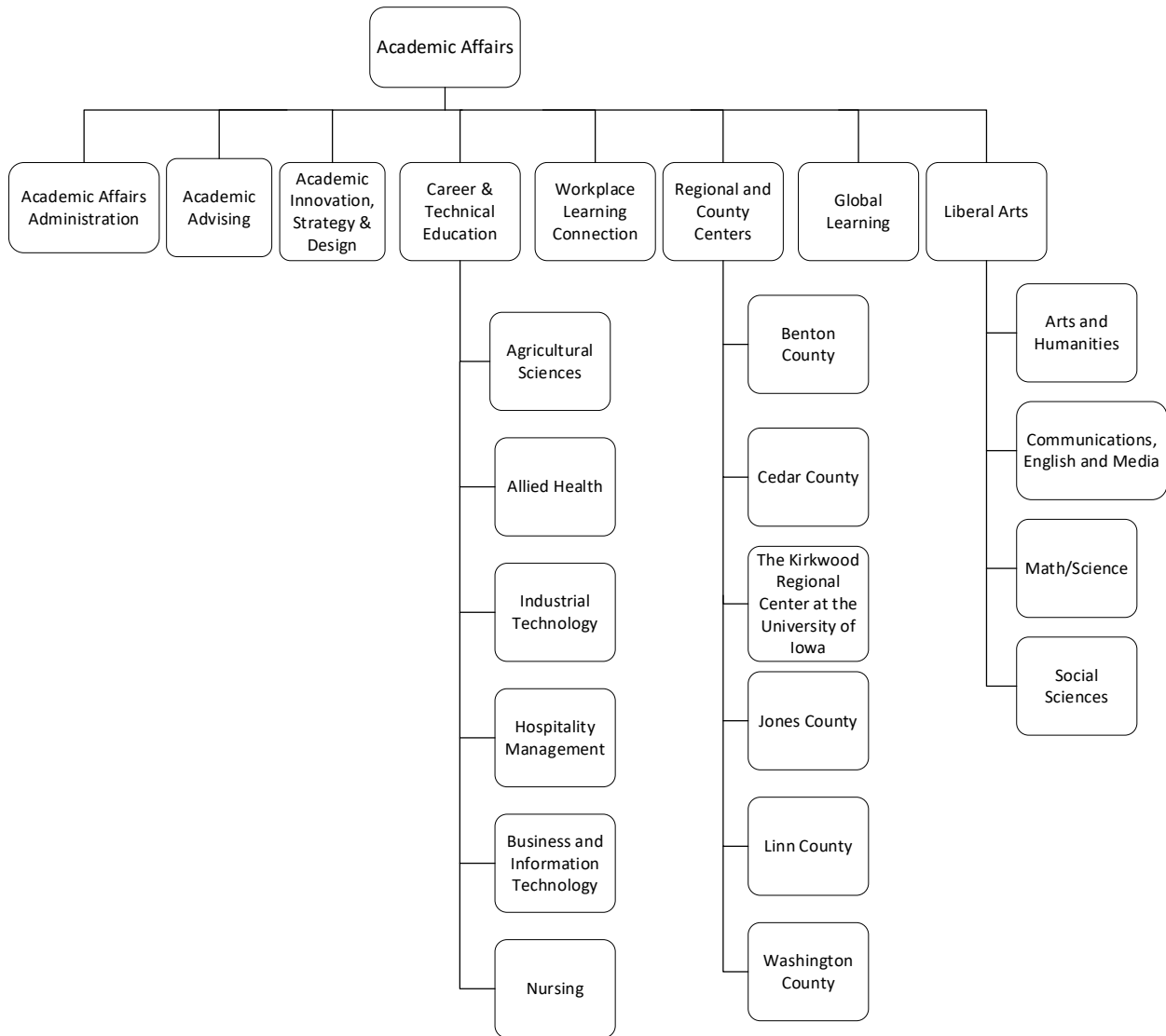
\*\*\*Data presented in this table is reflective of only activity resulting in increases and decreases to the ending fund balances of the College.

# Fund 11 Operating Budgets

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY 2024-2025</u>	<u>Change</u> <u>From FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>REVENUES</b>				
State & Federal Appropriations	35,119,706	36,328,317	36,866,127	537,810
Credit Tuition	43,008,600	43,528,475	47,171,563	3,643,087
Tuition Refunds	(296,212)	(330)	(330)	-
Contract Trng & NonCredit Tuition	6,362,854	5,589,915	5,777,158	187,243
Fees	1,642,518	1,699,732	1,858,446	158,713
Property Taxes	5,840,915	5,895,072	6,146,960	251,888
Sales & Service	1,205,102	1,055,542	1,223,886	168,345
Investment Income	1,319,368	700,000	500,000	(200,000)
Other & NonOperating	603,459	1,211,166	1,650,330	439,164
Foundation Transfers	(1,440,910)	(1,560,000)	(1,610,000)	(50,000)
<b>TOTAL REVENUES</b>	<b>93,365,399</b>	<b>94,447,889</b>	<b>99,584,140</b>	<b>5,136,251</b>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>73,794,025</b>	<b>75,954,170</b>	<b>78,231,897</b>	<b>2,277,727</b>
Prof Services, Maintenance, Rentals	3,100,533	2,979,327	3,345,535	366,208
Materials & Supplies	2,910,197	3,044,889	3,286,055	241,166
Travel	957,579	1,258,748	1,471,718	212,970
Media	1,903,723	2,088,037	2,069,940	(18,097)
Utilities	2,614,933	2,733,385	2,950,000	216,615
Contracted Services	1,629,723	1,697,491	2,199,628	502,137
Non-Capital Equipment	170,686	320,700	114,975	(205,725)
Insurance - P&C, Tort, Auto, WC	661	850	850	-
Special Programs Expenses	809	3,000	3,000	-
Other Expenses	20,934,545	3,871,588	4,242,731	371,143
Bad Debt Expense	559,045	750,000	750,000	-
<b>Total Operating Expenditures</b>	<b>34,782,434</b>	<b>18,748,016</b>	<b>20,434,433</b>	<b>1,686,417</b>
Interest Expense	508,157	13,860	11,880	(1,980)
Principal Expense	-	157,957	159,938	1,981
Capital Expenses	801,770	767,000	450,000	(317,000)
<b>Total Non Operating Expenditures</b>	<b>1,309,927</b>	<b>938,817</b>	<b>621,818</b>	<b>(316,999)</b>
Payroll Expected Savings	-	(1,500,000)	(1,698,665)	(198,665)
FY24 CCTC Positions (Fund Balance Reserves)	-	(298,394)	-	298,394
FY24 Equity Coaches (Fund Balance Reserves)	-	(271,266)	-	271,266
FY24 AMT Program Salaries (Fund Balance Reserves)	-	(231,092)	-	231,092
<b>Other Estimated Expenses (Savings)</b>	<b>-</b>	<b>(2,300,752)</b>	<b>(1,698,665)</b>	<b>602,087</b>
<b>TOTAL EXPENDITURES</b>	<b>109,886,387</b>	<b>93,340,251</b>	<b>97,589,483</b>	<b>4,249,232</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>(16,520,988)</b>	<b>1,107,638</b>	<b>1,994,657</b>	<b>887,018</b>
Net Transfers In(Out)	(2,592,174)	(1,678,889)	(1,994,657)	(315,768)
<b>Net Income (Loss)</b>	<b>(19,113,162)</b>	<b>(571,251)</b>	<b>-</b>	<b>571,251</b>

# 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.





	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY 2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>From FY24</u>
				<u>Inc(Dec)</u>
<b>REVENUES</b>				
State & Federal Appropriations	30,819,995	31,044,181	31,419,375	375,194
Credit Tuition	42,645,514	43,236,950	46,850,512	3,613,561
Tuition Refunds	(2,788)	(330)	(330)	-
Contract Trng & NonCredit Tuition	55,605	46,715	46,715	-
Fees	1,633,623	1,680,067	1,832,711	152,643
Sales & Service	549,702	555,395	706,084	150,689
Other & NonOperating	332,532	492,540	646,204	153,664
<b>Foundation Transfers</b>	<b>(1,440,910)</b>	<b>(1,560,000)</b>	<b>(1,610,000)</b>	<b>(50,000)</b>
<b>TOTAL REVENUES</b>	<b>74,593,273</b>	<b>75,495,518</b>	<b>79,891,270</b>	<b>4,395,752</b>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>45,591,993</b>	<b>46,567,234</b>	<b>47,174,077</b>	<b>606,843</b>
Prof Services, Maintenance, Rentals	304,671	248,304	297,594	49,290
Materials & Supplies	1,243,334	1,463,401	1,602,751	139,350
Travel	355,639	511,833	593,168	81,335
Media	198,927	282,628	283,804	1,176
Contracted Services	295,705	351,790	521,340	169,550
Non-Capital Equipment	6,069	7,700	7,700	-
Special Programs Expenses	809	3,000	3,000	-
Other Expenses	1,117,944	1,344,091	1,549,140	205,049
<b>Total Operating Expenditures</b>	<b>3,523,098</b>	<b>4,212,747</b>	<b>4,858,497</b>	<b>645,750</b>
Capital Expenses	5,234	-	-	-
<b>Total Non Operating Expenditures</b>	<b>5,234</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>49,120,326</b>	<b>50,779,981</b>	<b>52,032,575</b>	<b>1,252,593</b>
<b>Excess (deficiency) of revenues</b>				
<b>over (under) expenditures</b>	<b>25,472,948</b>	<b>24,715,537</b>	<b>27,858,695</b>	<b>3,143,159</b>
Net Transfers In(Out)	317,632	338,467	120,500	(217,967)
<b>Net Income (Loss)</b>	<b>25,790,580</b>	<b>25,054,004</b>	<b>27,979,195</b>	<b>2,925,192</b>

## 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>1,133,882</b>	<b>1,212,094</b>	<b>1,342,257</b>	<b>130,162</b>
Prof Services, Maintenance, Rentals	73,375	5,000	5,000	-
Materials & Supplies	5,756	7,050	7,050	-
Travel	74,087	97,100	104,600	7,500
Media	11,347	13,738	13,738	-
Other Expenses	157,842	85,000	85,000	-
<b>Total Operating Expenditures</b>	<b>322,408</b>	<b>207,887</b>	<b>215,387</b>	<b>7,500</b>
<b>TOTAL EXPENDITURES</b>	<b>1,456,289</b>	<b>1,419,982</b>	<b>1,557,644</b>	<b>137,662</b>

## 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>1,530,558</b>	<b>1,974,626</b>	<b>2,148,911</b>	<b>174,284</b>
Materials & Supplies	16,547	19,225	16,225	(3,000)
Travel	6,392	21,000	21,000	-
Media	95	1,250	750	(500)
Non-Capital Equipment	970	-	-	-
Other Expenses	13,044	20,700	24,200	3,500
<b>Total Operating Expenditures</b>	<b>37,048</b>	<b>62,175</b>	<b>62,175</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>1,567,606</b>	<b>2,036,801</b>	<b>2,211,086</b>	<b>174,284</b>

## Academic Innovation, Strategy and Design

Academic Innovation, Strategy, and Design focus' on bringing the degrees and a variety of individual courses to the students, online or via WebLive.

Available online programs

- Business Administration and Economics
- English and Journalism
- History, Religion and Humanities
- Paralegal
- Psychology and Sociology
- Water Environmental Technology
- World Languages (French, German, Spanish)

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>1,245,897</b>	<b>1,191,823</b>	<b>1,122,296</b>	<b>(69,527)</b>
Prof Services, Maintenance, Rentals	87	3,000	3,000	-
Materials & Supplies	814	14,800	14,800	-
Travel	12,801	17,800	22,800	5,000
Media	576	1,576	1,576	-
Non-Capital Equipment	-	600	600	-
Other Expenses	8,408	94,400	146,400	52,000
<b>Total Operating Expenditures</b>	<b>22,686</b>	<b>132,176</b>	<b>189,176</b>	<b>57,000</b>
<b>TOTAL EXPENDITURES</b>	<b>1,268,584</b>	<b>1,323,999</b>	<b>1,311,472</b>	<b>(12,527)</b>

## Agricultural Sciences

Kirkwood Community College has 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 Ag Technology
- Diesel Truck Technology
- Horticulture Science
- Parks and Natural Resources
- Veterinary Technician

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>2,891,480</b>	<b>2,873,349</b>	<b>2,946,207</b>	<b>72,858</b>
Prof Services, Maintenance, Rentals	14,819	14,900	14,900	-
Materials & Supplies	135,888	155,700	155,700	-
Travel	12,175	23,150	23,150	-
Media	13,593	31,324	31,324	-
Contracted Services	827	7,900	7,900	-
Non-Capital Equipment	259	3,000	3,000	-
Special Programs Expenses	809	3,000	3,000	-
Other Expenses	37,846	29,200	29,200	-
<b>Total Operating Expenditures</b>	<b>216,216</b>	<b>268,174</b>	<b>268,174</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>3,107,696</b>	<b>3,141,523</b>	<b>3,214,381</b>	<b>72,858</b>

## Allied Health

Allied Health 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.

Allied Health Programs include:

### Dental

- Dental Assisting
- Dental Hygiene

### Patient Care

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

### Non-Credit/Continuing Education Programs

- EFDA
- EKG Technician
- Phlebotomy
- Nurse Aide Training
- Continuing Education Health Careers
- Dental Continuing Education

### Other Health Programs

- Health Occupations
- Paramedic
- Pharmacy Technician

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>3,101,535</b>	<b>3,006,777</b>	<b>2,938,750</b>	<b>(68,027)</b>
Prof Services, Maintenance, Rentals	27,533	52,930	64,075	11,145
Materials & Supplies	77,636	98,160	80,560	(17,600)
Travel	22,811	35,900	36,900	1,000
Media	2,161	2,309	2,169	(140)
Contracted Services	156,796	248,070	244,470	(3,600)
Non-Capital Equipment	309	-	-	-
Other Expenses	9,680	20,750	19,800	(950)
<b>Total Operating Expenditures</b>	<b>296,927</b>	<b>458,119</b>	<b>447,974</b>	<b>(10,145)</b>
<b>TOTAL EXPENDITURES</b>	<b>3,398,462</b>	<b>3,464,896</b>	<b>3,386,724</b>	<b>(78,172)</b>

## 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

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>3,514,151</b>	<b>3,827,883</b>	<b>3,602,842</b>	<b>(225,041)</b>
Prof Services, Maintenance, Rentals	16,927	13,702	13,702	-
Materials & Supplies	109,913	131,378	131,378	-
Travel	22,949	21,648	54,648	33,000
Media	571	1,300	4,000	2,700
Other Expenses	12,619	14,833	14,833	-
<b>Total Operating Expenditures</b>	<b>162,979</b>	<b>182,861</b>	<b>218,561</b>	<b>35,700</b>
<b>TOTAL EXPENDITURES</b>	<b>3,677,129</b>	<b>4,010,744</b>	<b>3,821,402</b>	<b>(189,341)</b>

## 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
- Computer Software Development
- Computer Support Specialist
- Cybersecurity and Compliance
- Network and System Administration
- Web Technologies

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>3,110,034</b>	<b>3,139,570</b>	<b>3,154,077</b>	<b>14,507</b>
Prof Services, Maintenance, Rentals	19	1,700	1,700	-
Materials & Supplies	17,919	16,850	18,850	2,000
Travel	26,442	23,124	24,624	1,499
Media	3,890	7,300	4,600	(2,700)
Contracted Services	-	200	200	-
Non-Capital Equipment	-	2,600	2,600	-
Other Expenses	10,976	18,277	19,277	1,000
<b>Total Operating Expenditures</b>	<b>59,247</b>	<b>70,052</b>	<b>71,851</b>	<b>1,799</b>
<b>TOTAL EXPENDITURES</b>	<b>3,169,282</b>	<b>3,209,621</b>	<b>3,225,927</b>	<b>16,306</b>



## 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
- English
- Digital Media
- 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>3,413,544</b>	<b>4,052,691</b>	<b>4,106,127</b>	<b>53,435</b>
Prof Services, Maintenance, Rentals	583	700	1,200	500
Materials & Supplies	3,118	5,916	6,466	550
Travel	1,812	11,118	12,418	1,300
Media	1,012	10,800	23,400	12,600
Contracted Services	100	600	600	-
Other Expenses	7,160	8,888	14,738	5,850
<b>Total Operating Expenditures</b>	<b>13,785</b>	<b>38,022</b>	<b>58,822</b>	<b>20,800</b>
<b>TOTAL EXPENDITURES</b>	<b>3,427,329</b>	<b>4,090,713</b>	<b>4,164,949</b>	<b>74,235</b>

## Library & Learning Commons

The Library & Learning Commons department focuses on helping students. The department offers a wealth of books, periodicals and databases to support student's studies as well as knowledgeable librarians to assist with student questions. It also provides classroom and individual instructions, Internet and computer-based instruction, aptitude and skills assessment, counseling, advising and peer tutoring. In addition, this department can arrange special accommodations for students with learning disabilities.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>1,424,948</b>	<b>896,714</b>	<b>902,692</b>	<b>5,977</b>
Prof Services, Maintenance, Rentals	5,973	8,500	8,500	-
Materials & Supplies	9,439	6,700	6,700	-
Travel	1,603	50	50	-
Media	141,469	159,440	159,440	-
Contracted Services	5,401	4,000	4,000	-
Other Expenses	69,309	3,050	3,050	-
<b>Total Operating Expenditures</b>	<b>233,194</b>	<b>181,740</b>	<b>181,740</b>	<b>-</b>
Capital Expenses	5,234	-	-	-
<b>Total Non Operating Expenditures</b>	<b>5,234</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>1,663,377</b>	<b>1,078,454</b>	<b>1,084,432</b>	<b>5,977</b>

## 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>1,977,786</b>	<b>2,156,601</b>	<b>1,921,313</b>	<b>(235,288)</b>
Prof Services, Maintenance, Rentals	992	9,800	9,800	-
Materials & Supplies	11,926	17,482	17,482	-
Travel	60,655	100,891	100,891	-
Media	3,159	6,223	6,223	-
Contracted Services	111,505	61,000	111,000	50,000
Other Expenses	27,133	37,523	37,523	-
<b>Total Operating Expenditures</b>	<b>215,370</b>	<b>232,920</b>	<b>282,920</b>	<b>50,000</b>
<b>TOTAL EXPENDITURES</b>	<b>2,193,156</b>	<b>2,389,521</b>	<b>2,204,233</b>	<b>(185,288)</b>

## 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)

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>760,427</b>	<b>855,349</b>	<b>733,675</b>	<b>(121,674)</b>
Prof Services, Maintenance, Rentals	1,416	17,000	17,000	-
Materials & Supplies	128,288	187,600	187,600	-
Travel	8,021	17,300	15,800	(1,500)
Media	177	525	2,025	1,500
Contracted Services	17,514	23,250	23,250	-
Non-Capital Equipment	-	1,500	1,500	-
Other Expenses	10,985	14,500	14,500	-
<b>Total Operating Expenditures</b>	<b>166,402</b>	<b>261,675</b>	<b>261,675</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>926,829</b>	<b>1,117,024</b>	<b>995,350</b>	<b>(121,674)</b>

## 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

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>3,522,002</b>	<b>3,859,767</b>	<b>4,184,971</b>	<b>325,204</b>
Prof Services, Maintenance, Rentals	35,375	36,150	81,500	45,350
Materials & Supplies	215,389	232,570	248,640	16,070
Travel	17,518	13,800	30,086	16,286
Media	2,839	14,400	3,836	(10,564)
Contracted Services	-	300	25,000	24,700
Non-Capital Equipment	959	-	-	-
Other Expenses	147,826	280,680	241,305	(39,375)
<b>Total Operating Expenditures</b>	<b>419,907</b>	<b>577,900</b>	<b>630,367</b>	<b>52,467</b>
<b>TOTAL EXPENDITURES</b>	<b>3,941,909</b>	<b>4,437,667</b>	<b>4,815,338</b>	<b>377,671</b>

## 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

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>4,845,114</b>	<b>5,842,988</b>	<b>5,956,988</b>	<b>113,999</b>
Prof Services, Maintenance, Rentals	495	300	300	-
Materials & Supplies	34,574	53,000	52,850	(150)
Travel	2,542	18,478	18,478	-
Media	73	55	205	150
Contracted Services	326	450	450	-
Other Expenses	78,781	6,727	6,727	-
<b>Total Operating Expenditures</b>	<b>116,792</b>	<b>79,010</b>	<b>79,010</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>4,961,906</b>	<b>5,921,998</b>	<b>6,035,998</b>	<b>113,999</b>

## Nursing

Students in the nursing program gain hands-on experience in the classroom, an incredible model hospital environment and local health centers.

Program include:

- Licensed Practical Nurse (LPN)
- Associate Degree Nursing (ADN)
- Associate Degree Nursing (LPN to AND) – LPN Transfer

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>3,246,442</b>	<b>3,175,017</b>	<b>3,247,656</b>	<b>72,640</b>
Prof Services, Maintenance, Rentals	42,313	28,965	30,300	1,335
Materials & Supplies	48,174	56,875	50,275	(6,600)
Travel	15,260	12,900	12,900	-
Media	6,410	7,770	7,700	(70)
Contracted Services	-	2,500	100,000	97,500
Non-Capital Equipment	970	-	-	-
Other Expenses	379,543	537,541	691,005	153,464
<b>Total Operating Expenditures</b>	<b>492,670</b>	<b>646,551</b>	<b>892,180</b>	<b>245,629</b>
<b>TOTAL EXPENDITURES</b>	<b>3,739,112</b>	<b>3,821,568</b>	<b>4,139,836</b>	<b>318,269</b>

## 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

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>3,189,361</b>	<b>4,052,468</b>	<b>4,053,852</b>	<b>1,385</b>
Prof Services, Maintenance, Rentals	6,450	-	-	-
Materials & Supplies	11,028	13,550	16,300	2,750
Travel	5,469	22,531	35,078	12,547
Media	1,026	1,600	1,600	-
Contracted Services	-	120	120	-
Other Expenses	10,248	14,382	40,807	26,425
<b>Total Operating Expenditures</b>	<b>34,220</b>	<b>52,183</b>	<b>93,905</b>	<b>41,722</b>
<b>TOTAL EXPENDITURES</b>	<b>3,223,582</b>	<b>4,104,651</b>	<b>4,147,757</b>	<b>43,107</b>



## 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>351,985</b>	<b>385,825</b>	<b>484,903</b>	<b>99,079</b>
Prof Services, Maintenance, Rentals	7,683	-	14,778	14,778
Materials & Supplies	2,429	1,050	1,000	(50)
Travel	10,340	7,200	7,000	(200)
Media	19	2,560	760	(1,800)
Non-Capital Equipment	1,067	-	-	-
Other Expenses	7,611	8,500	8,250	(250)
<b>Total Operating Expenditures</b>	<b>29,149</b>	<b>19,310</b>	<b>31,788</b>	<b>12,478</b>
<b>TOTAL EXPENDITURES</b>	<b>381,134</b>	<b>405,135</b>	<b>516,691</b>	<b>111,557</b>

## 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

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>2,148,845</b>	<b>2,525,531</b>	<b>2,668,099</b>	<b>142,568</b>
Prof Services, Maintenance, Rentals	53,982	54,832	31,760	(23,072)
Materials & Supplies	381,013	407,760	553,140	145,380
Travel	21,596	37,919	39,097	1,178
Media	90	5,688	5,688	-
Contracted Services	3,237	2,250	3,200	950
Other Expenses	111,935	134,035	137,420	3,385
<b>Total Operating Expenditures</b>	<b>571,854</b>	<b>642,484</b>	<b>770,305</b>	<b>127,821</b>
<b>TOTAL EXPENDITURES</b>	<b>2,720,699</b>	<b>3,168,015</b>	<b>3,438,404</b>	<b>270,389</b>

## Benton County Regional Center

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>258,465</b>	<b>278,246</b>	<b>304,313</b>	<b>26,067</b>
Materials & Supplies	1,426	1,595	1,595	-
Travel	5,148	4,500	6,825	2,325
Media	755	2,008	2,008	-
Other Expenses	1,030	930	930	-
<b>Total Operating Expenditures</b>	<b>8,358</b>	<b>9,033</b>	<b>11,358</b>	<b>2,325</b>
<b>TOTAL EXPENDITURES</b>	<b>266,823</b>	<b>287,279</b>	<b>315,671</b>	<b>28,392</b>

Iowa County Regional Center

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>148,967</b>	<b>156,834</b>	<b>182,109</b>	<b>25,275</b>
Materials & Supplies	2,643	2,550	2,550	-
Travel	7,193	5,850	6,450	600
Media	1,166	2,188	2,188	-
Other Expenses	2,444	1,725	1,725	-
<b>Total Operating Expenditures</b>	<b>13,447</b>	<b>12,313</b>	<b>12,913</b>	<b>600</b>
<b>TOTAL EXPENDITURES</b>	<b>162,413</b>	<b>169,147</b>	<b>195,022</b>	<b>25,875</b>

Kirkwood Regional Center at the University of Iowa

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>252,192</b>	<b>271,155</b>	<b>281,504</b>	<b>10,349</b>
Materials & Supplies	4,536	12,600	12,600	-
Travel	5,676	4,550	5,350	800
Media	1,260	2,300	2,300	-
Contracted Services	-	650	650	-
Other Expenses	1,121	2,550	2,550	-
<b>Total Operating Expenditures</b>	<b>12,592</b>	<b>22,650</b>	<b>23,450</b>	<b>800</b>
<b>TOTAL EXPENDITURES</b>	<b>264,785</b>	<b>293,805</b>	<b>304,954</b>	<b>11,149</b>

Jones County Regional Center

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>264,099</b>	<b>268,994</b>	<b>279,594</b>	<b>10,601</b>
Prof Services, Maintenance, Rentals	79	79	79	-
Materials & Supplies	4,068	5,600	5,600	-
Travel	4,439	7,949	7,949	-
Media	764	676	676	-
Contracted Services	-	500	500	-
Other Expenses	2,743	3,300	3,300	-
<b>Total Operating Expenditures</b>	<b>12,092</b>	<b>18,104</b>	<b>18,104</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>276,191</b>	<b>287,098</b>	<b>297,698</b>	<b>10,601</b>

**Linn County Regional Center**

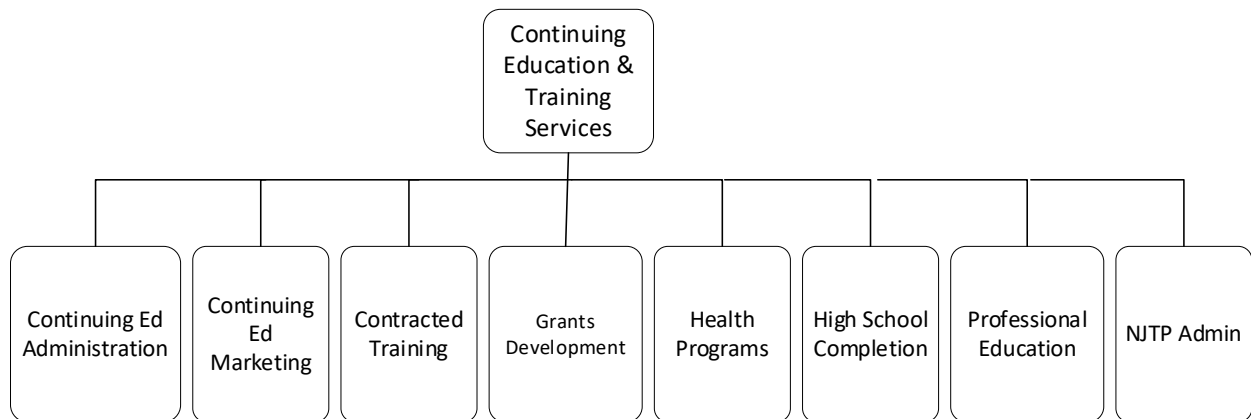
	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>303,627</b>	<b>282,878</b>	<b>311,982</b>	<b>29,104</b>
Materials & Supplies	7,817	8,750	8,750	-
Travel	4,231	2,700	2,700	-
Media	1,237	2,288	2,288	-
Other Expenses	2,269	3,850	3,850	-
<b>Total Operating Expenditures</b>	<b>15,554</b>	<b>17,588</b>	<b>17,588</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>319,182</b>	<b>300,466</b>	<b>329,570</b>	<b>29,104</b>

**Washington County Regional Center**

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>265,457</b>	<b>280,053</b>	<b>298,959</b>	<b>18,906</b>
Materials & Supplies	3,770	6,640	6,640	-
Travel	5,036	4,375	4,375	-
Media	4,948	5,310	5,310	-
Other Expenses	2,085	2,750	2,750	-
<b>Total Operating Expenditures</b>	<b>15,839</b>	<b>19,075</b>	<b>19,075</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>281,297</b>	<b>299,128</b>	<b>318,034</b>	<b>18,906</b>

## 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.



*NJTP Admin is in Fund 22.*

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY 2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>From FY24</u>
				<u>Inc(Dec)</u>
<b>REVENUES</b>				
State & Federal Appropriations	4,200,448	5,182,215	5,343,995	161,780
Credit Tuition	363,085	291,525	321,051	29,526
Tuition Refunds	(293,424)	-	-	-
Contract Trng & NonCredit Tuition	6,307,249	5,543,200	5,730,443	187,243
Fees	8,220	19,015	25,085	6,070
Sales & Service	270,180	180,225	219,250	39,025
<b>TOTAL REVENUES</b>	<b>10,855,758</b>	<b>11,216,180</b>	<b>11,639,824</b>	<b>423,644</b>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>5,408,685</b>	<b>5,138,669</b>	<b>5,674,073</b>	<b>535,404</b>
Prof Services, Maintenance, Rentals	224,002	177,077	155,995	(21,082)
Materials & Supplies	517,983	450,375	525,190	74,815
Travel	39,190	44,930	53,050	8,120
Media	242,339	292,859	319,228	26,369
Contracted Services	573,560	572,650	607,005	34,355
Non-Capital Equipment	8,723	12,000	12,000	-
Other Expenses	410,752	387,140	413,360	26,220
<b>Total Operating Expenditures</b>	<b>2,016,550</b>	<b>1,937,031</b>	<b>2,085,828</b>	<b>148,797</b>
Capital Expenses	25,766	13,000	-	(13,000)
<b>Total Non Operating Expenditures</b>	<b>25,766</b>	<b>13,000</b>	<b>-</b>	<b>(13,000)</b>
<b>TOTAL EXPENDITURES</b>	<b>7,451,000</b>	<b>7,088,700</b>	<b>7,759,901</b>	<b>671,201</b>
<b>Excess (deficiency) of revenues</b>				
<b>over (under) expenditures</b>	<b>3,404,758</b>	<b>4,127,480</b>	<b>3,879,923</b>	<b>(247,557)</b>
<b>Net Income (Loss)</b>	<b>3,404,758</b>	<b>4,127,480</b>	<b>3,879,923</b>	<b>(247,557)</b>

## Continuing Education Administration

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

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>1,575,494</b>	<b>1,426,072</b>	<b>637,876</b>	<b>(788,196)</b>
Prof Services, Maintenance, Rentals	1,665	1,520	1,520	-
Materials & Supplies	11,290	9,500	9,500	-
Travel	6,609	8,000	8,000	-
Media	1,766	3,280	3,280	-
Contracted Services	1,525	1,000	1,000	-
Other Expenses	61,653	58,480	58,480	-
<b>Total Operating Expenditures</b>	<b>84,508</b>	<b>81,780</b>	<b>81,780</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>1,660,002</b>	<b>1,507,852</b>	<b>719,656</b>	<b>(788,196)</b>

## Continuing Education Marketing

The Continuing Education Marketing Department 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	-	-	<b>91,805</b>	<b>91,805</b>
Prof Services, Maintenance, Rentals	24,726	30,600	5,000	(25,600)
Materials & Supplies	520	2,000	2,000	-
Travel	-	-	3,000	3,000
Media	195,872	242,400	256,000	13,600
Contracted Services	14,627	19,800	25,800	6,000
Other Expenses	895	500	500	-
<b>Total Operating Expenditures</b>	<b>236,640</b>	<b>295,300</b>	<b>292,300</b>	<b>(3,000)</b>
<b>TOTAL EXPENDITURES</b>	<b>236,640</b>	<b>295,300</b>	<b>384,105</b>	<b>88,805</b>



## Contracted 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>1,002,718</b>	<b>932,828</b>	<b>850,588</b>	<b>(82,240)</b>
Prof Services, Maintenance, Rentals	10,443	6,400	6,400	-
Materials & Supplies	43,092	39,900	42,600	2,700
Travel	13,579	12,850	13,000	150
Media	13,972	11,750	13,050	1,300
Contracted Services	371,218	324,500	341,250	16,750
Other Expenses	44,161	44,850	43,350	(1,500)
<b>Total Operating Expenditures</b>	<b>496,466</b>	<b>440,250</b>	<b>459,650</b>	<b>19,400</b>
<b>TOTAL EXPENDITURES</b>	<b>1,499,184</b>	<b>1,373,078</b>	<b>1,310,238</b>	<b>(62,840)</b>

## Grants Development

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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>128,062</b>	<b>131,157</b>	<b>135,829</b>	<b>4,672</b>
Prof Services, Maintenance, Rentals	-	480	-	(480)
Materials & Supplies	150	1,700	1,200	(500)
Travel	348	5,400	7,900	2,500
Media	-	100	100	-
Contracted Services	13,600	32,000	28,480	(3,520)
Other Expenses	4,473	800	2,800	2,000
<b>Total Operating Expenditures</b>	<b>18,571</b>	<b>40,480</b>	<b>40,480</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>146,633</b>	<b>171,637</b>	<b>176,309</b>	<b>4,672</b>

## Health Occupations

Health Occupations houses both credit and non-credit programs specific to health careers offering both short-term certificates and 2-year degree programs. Additionally, Health Occupations oversees the Simulation Center which provides credit students as well as local businesses and industries with the opportunity to practice medical interventions on high-fidelity mannequins.

Credit Programs include:

- Emergency Medical Technician
- Paramedic
- Pharmacy Technician

Non-Credit Programs include:

- Emergency Medical Responder
- Emergency Medical Technician for Continuing Education
- Advanced Emergency Medical Technician
- Certified Nursing Assistant
- Medication Aid
- Medication Manager
- 90-hour Food Service
- Medical Office Professional
- CPR, First Aid, Blood Borne Pathogens, ACLS, PALS

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>1,305,572</b>	<b>1,354,737</b>	<b>1,426,974</b>	<b>72,237</b>
Prof Services, Maintenance, Rentals	13,666	13,100	14,825	1,725
Materials & Supplies	169,193	144,700	188,700	44,000
Travel	1,761	6,805	9,155	2,350
Media	1,105	4,275	1,660	(2,615)
Contracted Services	5,050	2,200	5,500	3,300
Other Expenses	37,139	38,400	37,675	(725)
<b>Total Operating Expenditures</b>	<b>227,913</b>	<b>209,480</b>	<b>257,515</b>	<b>48,035</b>
<b>TOTAL EXPENDITURES</b>	<b>1,533,485</b>	<b>1,564,217</b>	<b>1,684,489</b>	<b>120,272</b>

## High School Completion

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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>493,706</b>	<b>527,408</b>	<b>626,809</b>	<b>99,400</b>
Prof Services, Maintenance, Rentals	28,750	10,000	10,000	-
Materials & Supplies	13,911	20,000	20,000	-
Travel	4,813	-	-	-
Media	3,018	-	-	-
Contracted Services	600	20,000	20,000	-
Other Expenses	16,705	5,000	5,000	-
<b>Total Operating Expenditures</b>	<b>67,797</b>	<b>55,000</b>	<b>55,000</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>561,503</b>	<b>582,408</b>	<b>681,809</b>	<b>99,400</b>

## Professional Education

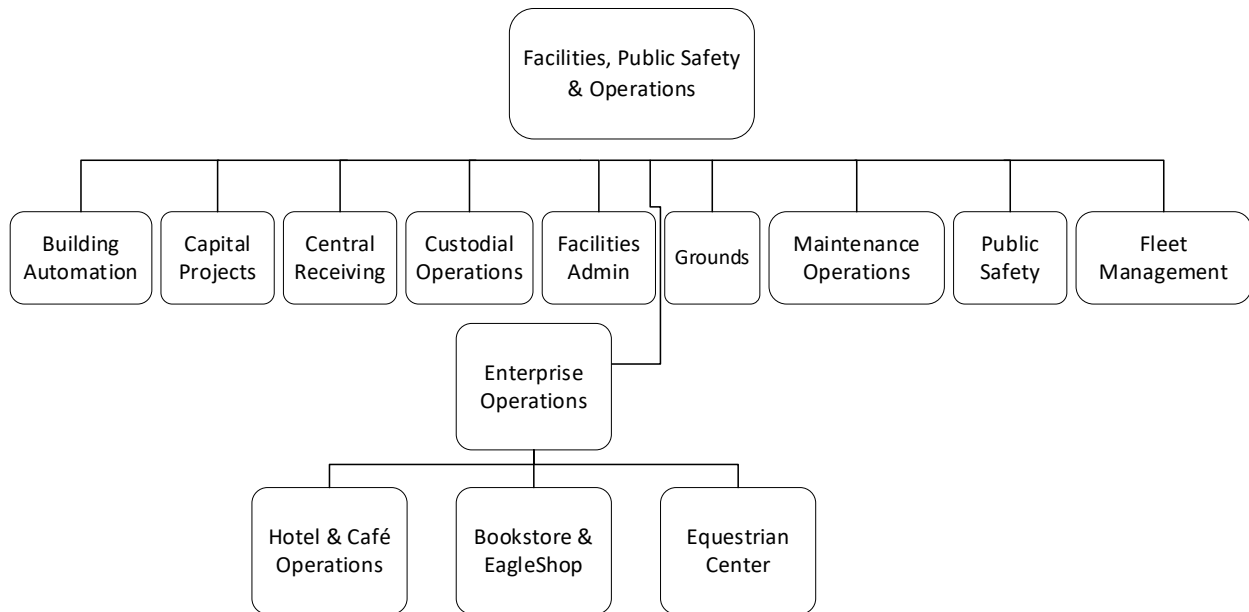
The Professional Education division of Continuing Education provides working professionals with the skills and knowledge necessary to excel in their careers. This department offers a wide range of courses, workshops, and certificate programs that cover areas such as leadership development, project management, 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>896,646</b>	<b>766,467</b>	<b>1,904,192</b>	<b>1,137,725</b>
Prof Services, Maintenance, Rentals	144,088	114,977	118,250	3,273
Materials & Supplies	264,541	232,575	261,190	28,615
Travel	8,531	11,875	11,995	120
Media	22,357	31,054	45,138	14,084
Contracted Services	155,673	173,150	184,975	11,825
Non-Capital Equipment	8,723	12,000	12,000	-
Other Expenses	239,916	239,110	265,555	26,445
<b>Total Operating Expenditures</b>	<b>843,828</b>	<b>814,741</b>	<b>899,103</b>	<b>84,362</b>
Capital Expenses	25,766	13,000	-	(13,000)
<b>Total Non Operating Expenditures</b>	<b>25,766</b>	<b>13,000</b>	<b>-</b>	<b>(13,000)</b>
<b>TOTAL EXPENDITURES</b>	<b>1,766,240</b>	<b>1,594,208</b>	<b>2,803,295</b>	<b>1,209,087</b>

# 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.

In fiscal year 2025, the enterprise operations moved from Finance to Facilities, Public Safety & Operations.



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

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY 2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>From FY24</u>
				<u>Inc(Dec)</u>
<b>REVENUES</b>				
Sales & Service	40,698	11,400	11,400	-
Other & NonOperating	39,159	24,760	(240)	(25,000)
<b>TOTAL REVENUES</b>	<b>79,856</b>	<b>36,160</b>	<b>11,160</b>	<b>(25,000)</b>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>4,366,837</b>	<b>4,737,831</b>	<b>4,972,117</b>	<b>234,285</b>
Prof Services, Maintenance, Rentals	1,399,078	1,346,977	1,498,777	151,800
Materials & Supplies	593,349	521,224	551,224	30,000
Travel	23,876	27,275	27,275	-
Media	192,616	195,332	195,332	-
Utilities	2,614,933	2,733,385	2,950,000	216,615
Contracted Services	171,330	132,535	447,535	315,000
Non-Capital Equipment	133,327	130,400	10,400	(120,000)
Other Expenses	71,625	107,620	125,120	17,500
<b>Total Operating Expenditures</b>	<b>5,200,134</b>	<b>5,194,748</b>	<b>5,805,663</b>	<b>610,915</b>
Interest Expense	(116)	-	-	-
Capital Expenses	320,378	394,000	-	(394,000)
<b>Total Non Operating Expenditures</b>	<b>320,262</b>	<b>394,000</b>	<b>-</b>	<b>(394,000)</b>
<b>TOTAL EXPENDITURES</b>	<b>9,887,233</b>	<b>10,326,579</b>	<b>10,777,780</b>	<b>451,200</b>
<b>Excess (deficiency) of revenues</b>				
<b>over (under) expenditures</b>	<b>(9,807,377)</b>	<b>(10,290,419)</b>	<b>(10,766,620)</b>	<b>(476,200)</b>
<b>Net Income (Loss)</b>	<b>(9,807,377)</b>	<b>(10,290,419)</b>	<b>(10,766,620)</b>	<b>(476,200)</b>

## 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>60</b>	-	-	-
Prof Services, Maintenance, Rentals	-	20,000	20,000	-
Materials & Supplies	5,065	5,500	6,500	1,000
Media	784	1,080	1,080	-
Utilities	2,614,933	2,733,385	2,950,000	216,615
Non-Capital Equipment	128	-	-	-
Other Expenses	4,200	6,050	6,050	-
<b>Total Operating Expenditures</b>	<b>2,625,110</b>	<b>2,766,015</b>	<b>2,983,630</b>	<b>217,615</b>
Interest Expense	(116)	-	-	-
<b>Total Non Operating Expenditures</b>	<b>(116)</b>	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,625,055</b>	<b>2,766,015</b>	<b>2,983,630</b>	<b>217,615</b>



## 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>101,795</b>	<b>104,992</b>	<b>107,878</b>	<b>2,885</b>
Prof Services, Maintenance, Rentals	347,583	270,000	270,000	-
Materials & Supplies	4,139	3,080	3,080	-
Travel	-	1,800	1,800	-
Media	1,070	1,104	1,104	-
Contracted Services	133,272	119,500	119,500	-
Non-Capital Equipment	76,166	60,000	-	(60,000)
Other Expenses	1,771	2,500	2,500	-
<b>Total Operating Expenditures</b>	<b>564,000</b>	<b>457,984</b>	<b>397,984</b>	<b>(60,000)</b>
Capital Expenses	4,250	50,000	-	(50,000)
<b>Total Non Operating Expenditures</b>	<b>4,250</b>	<b>50,000</b>	<b>-</b>	<b>(50,000)</b>
<b>TOTAL EXPENDITURES</b>	<b>670,044</b>	<b>612,976</b>	<b>505,862</b>	<b>(107,115)</b>

## Central Receiving

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

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>217,275</b>	<b>177,803</b>	<b>151,130</b>	<b>(26,673)</b>
Prof Services, Maintenance, Rentals	2,595	2,500	2,500	-
Materials & Supplies	7,697	7,950	8,450	500
Media	182,345	182,000	182,000	-
Contracted Services	30,330	5,500	5,500	-
Other Expenses	26	100	100	-
<b>Total Operating Expenditures</b>	<b>222,992</b>	<b>198,050</b>	<b>198,550</b>	<b>500</b>
Capital Expenses	45,498	35,000	-	(35,000)
<b>Total Non Operating Expenditures</b>	<b>45,498</b>	<b>35,000</b>	<b>-</b>	<b>(35,000)</b>
<b>TOTAL EXPENDITURES</b>	<b>485,765</b>	<b>410,853</b>	<b>349,680</b>	<b>(61,173)</b>

## Custodial Operations

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

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>2,090,761</b>	<b>2,224,422</b>	<b>2,220,181</b>	<b>(4,241)</b>
Prof Services, Maintenance, Rentals	796,346	839,780	875,780	36,000
Materials & Supplies	280,540	196,294	202,294	6,000
Media	1,570	2,328	2,328	-
Non-Capital Equipment	19,613	40,000	-	(40,000)
Other Expenses	165	400	400	-
<b>Total Operating Expenditures</b>	<b>1,098,234</b>	<b>1,078,802</b>	<b>1,080,802</b>	<b>2,000</b>
Capital Expenses	29,742	35,000	-	(35,000)
<b>Total Non Operating Expenditures</b>	<b>29,742</b>	<b>35,000</b>	<b>-</b>	<b>(35,000)</b>
<b>TOTAL EXPENDITURES</b>	<b>3,218,737</b>	<b>3,338,224</b>	<b>3,300,983</b>	<b>(37,241)</b>

## 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>341,289</b>	<b>354,272</b>	<b>529,874</b>	<b>175,602</b>
Prof Services, Maintenance, Rentals	101,198	19,010	19,010	-
Materials & Supplies	21,243	16,600	17,600	1,000
Travel	9,889	5,800	5,800	-
Media	1,007	960	960	-
Contracted Services	-	-	15,500	15,500
Non-Capital Equipment	1,909	-	-	-
Other Expenses	53,992	86,070	86,070	-
<b>Total Operating Expenditures</b>	<b>189,238</b>	<b>128,440</b>	<b>144,940</b>	<b>16,500</b>
<b>TOTAL EXPENDITURES</b>	<b>530,527</b>	<b>482,712</b>	<b>674,814</b>	<b>192,102</b>

## Grounds

The Grounds department is responsible for maintenance to 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>656,534</b>	<b>711,822</b>	<b>547,326</b>	<b>(164,496)</b>
Prof Services, Maintenance, Rentals	117,135	64,687	180,487	115,800
Materials & Supplies	134,002	125,800	129,300	3,500
Travel	3,136	4,450	4,450	-
Media	1,063	1,140	1,140	-
Non-Capital Equipment	15,874	10,400	10,400	-
Other Expenses	3,303	4,300	4,300	-
<b>Total Operating Expenditures</b>	<b>274,514</b>	<b>210,777</b>	<b>330,077</b>	<b>119,300</b>
Capital Expenses	146,742	149,000	-	(149,000)
<b>Total Non Operating Expenditures</b>	<b>146,742</b>	<b>149,000</b>	<b>-</b>	<b>(149,000)</b>
<b>TOTAL EXPENDITURES</b>	<b>1,077,790</b>	<b>1,071,599</b>	<b>877,403</b>	<b>(194,196)</b>

## Maintenance Operations

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

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>959,106</b>	<b>1,164,519</b>	<b>304,475</b>	<b>(860,044)</b>
Prof Services, Maintenance, Rentals	34,221	131,000	131,000	-
Materials & Supplies	118,758	140,000	145,000	5,000
Travel	3,629	4,800	4,800	-
Media	3,019	3,480	3,480	-
Contracted Services	4,324	5,000	5,000	-
Non-Capital Equipment	19,638	20,000	-	(20,000)
Other Expenses	4,300	6,300	6,300	-
<b>Total Operating Expenditures</b>	<b>187,890</b>	<b>310,580</b>	<b>295,580</b>	<b>(15,000)</b>
Capital Expenses	94,146	75,000	-	(75,000)
<b>Total Non Operating Expenditures</b>	<b>94,146</b>	<b>75,000</b>	<b>-</b>	<b>(75,000)</b>
<b>TOTAL EXPENDITURES</b>	<b>1,241,141</b>	<b>1,550,099</b>	<b>600,055</b>	<b>(950,044)</b>

## 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>16</b>	<b>-</b>	<b>1,111,252</b>	<b>1,111,252</b>
Materials & Supplies	21,905	26,000	39,000	13,000
Travel	7,222	10,425	10,425	-
Media	1,758	3,240	3,240	-
Contracted Services	3,404	2,535	302,035	299,500
Other Expenses	3,868	1,900	19,400	17,500
<b>Total Operating Expenditures</b>	<b>38,157</b>	<b>44,100</b>	<b>374,100</b>	<b>330,000</b>
Capital Expenses	-	50,000	-	(50,000)
<b>Total Non Operating Expenditures</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>(50,000)</b>
<b>TOTAL EXPENDITURES</b>	<b>38,173</b>	<b>94,100</b>	<b>1,485,352</b>	<b>1,391,252</b>

# 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 and Risk Transfer.



	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY 2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>From FY24</u>
				<u>Inc(Dec)</u>
<b>REVENUES</b>				
State & Federal Appropriations	95,087	97,421	98,257	836
Fees	675	650	650	-
Property Taxes	5,840,915	5,895,072	6,146,960	251,888
Sales & Service	-	-	14,024	14,024
Investment Income	1,319,368	700,000	500,000	(200,000)
Other & NonOperating	152,903	629,366	934,366	305,000
<b>TOTAL REVENUES</b>	<b>7,408,948</b>	<b>7,322,509</b>	<b>7,694,257</b>	<b>371,748</b>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>2,152,392</b>	<b>2,277,888</b>	<b>2,870,529</b>	<b>592,641</b>
Prof Services, Maintenance, Rentals	277,415	226,340	368,211	141,871
Materials & Supplies	9,977	14,200	15,001	801
Travel	9,686	13,050	16,442	3,392
Media	10,684	14,500	14,450	(50)
Contracted Services	38,760	94,204	37,602	(56,602)
Other Expenses	18,397,476	448,000	565,250	117,250
Bad Debt Expense	559,045	750,000	750,000	-
<b>Total Operating Expenditures</b>	<b>19,303,043</b>	<b>1,560,294</b>	<b>1,766,956</b>	<b>206,662</b>
Interest Expense	508,273	13,860	11,880	(1,980)
Principal Expense	-	157,957	159,938	1,981
<b>Total Non Operating Expenditures</b>	<b>508,273</b>	<b>171,817</b>	<b>171,818</b>	<b>1</b>
<b>TOTAL EXPENDITURES</b>	<b>21,963,708</b>	<b>4,009,999</b>	<b>4,809,303</b>	<b>799,304</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>(14,554,759)</b>	<b>3,312,510</b>	<b>2,884,954</b>	<b>(427,556)</b>
Net Transfers In(Out)	(3,356,526)	(2,587,016)	(2,050,257)	536,759
<b>Net Income (Loss)</b>	<b>(17,911,286)</b>	<b>725,494</b>	<b>834,697</b>	<b>109,203</b>



## 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.

	<u>FY2022-</u> <u>2023</u> <u>ACTUAL</u>	<u>FY2023-</u> <u>2024</u> <u>BUDGET</u>	<u>FY2024-</u> <u>2025</u> <u>BUDGET</u>	<u>Change</u> <u>from FY24</u> <u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>2,009,404</b>	<b>1,984,276</b>	<b>2,179,840</b>	<b>195,564</b>
Prof Services, Maintenance, Rentals	277,415	226,340	368,211	141,871
Materials & Supplies	9,790	14,200	14,200	-
Travel	6,237	13,050	13,100	50
Media	10,432	14,500	14,450	(50)
Contracted Services	1,539	5,000	5,000	-
Other Expenses	18,395,098	448,000	446,000	(2,000)
Bad Debt Expense	559,045	750,000	750,000	-
<b>Total Operating Expenditures</b>	<b>19,259,554</b>	<b>1,471,090</b>	<b>1,610,961</b>	<b>139,871</b>
Interest Expense	508,273	13,860	11,880	(1,980)
Principal Expense	-	157,957	159,938	1,981
<b>Total Non Operating Expenditures</b>	<b>508,273</b>	<b>171,817</b>	<b>171,818</b>	<b>1</b>
<b>TOTAL EXPENDITURES</b>	<b>21,777,231</b>	<b>3,627,183</b>	<b>3,962,619</b>	<b>335,436</b>

## Grants Cost Share

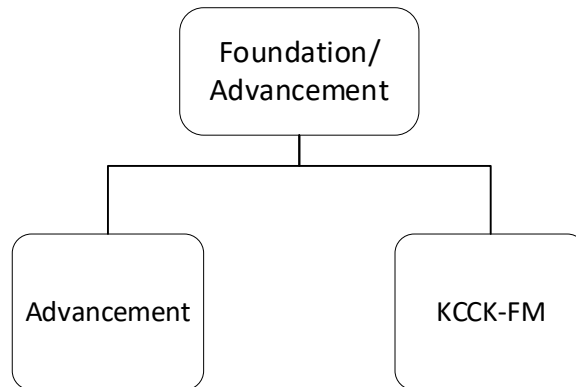
Grants Cost Share represents the College’s commitment of expenditures in support of grant awards for activity associated with the grant project which is not paid for by the grant award’s funds. These funds are housed within the finance department and included in the table above.

**Grant awards are tracked separately in Fund 22.**

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>142,988</b>	<b>155,876</b>	<b>365,221</b>	<b>209,345</b>
Materials & Supplies	188	-	801	801
Travel	3,449	-	3,342	3,342
Media	253	-	-	-
Contracted Services	37,221	89,204	32,602	(56,602)
Other Expenses	2,378	-	119,250	119,250
<b>Total Operating Expenditures</b>	<b>43,488</b>	<b>89,204</b>	<b>155,995</b>	<b>66,791</b>
<b>TOTAL EXPENDITURES</b>	<b>186,476</b>	<b>245,080</b>	<b>521,216</b>	<b>276,136</b>

## Foundation/Advancement

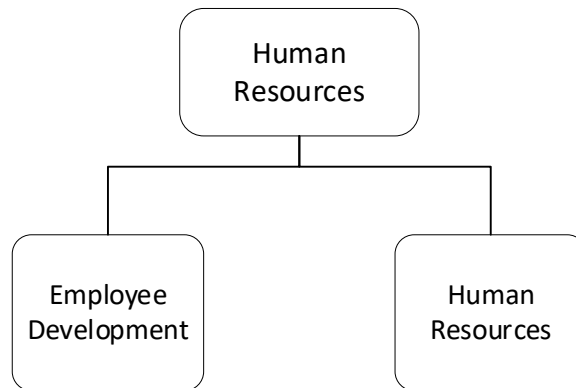
The Foundation is a nonprofit, tax exempt corporation charged with raising funds to support students through education and training. The Foundation is a component unit within the College and produces its own financial statements. The Foundation vision is to be a model for excellence in fundraising, scholarship 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.



	<u>FY2022-2023</u> <u>ACTUAL</u>	<u>FY2023-2024</u> <u>BUDGET</u>	<u>FY 2024-2025</u> <u>BUDGET</u>	<u>Change</u> <u>From FY24</u> <u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
Total Salaries and Benefits	714,983	736,004	801,003	64,999
<b>TOTAL EXPENDITURES</b>	<b>714,983</b>	<b>736,004</b>	<b>801,003</b>	<b>64,999</b>
Excess (deficiency) of revenues over (under) expenditures	(714,983)	(736,004)	(801,003)	(64,999)
<b>Net Income (Loss)</b>	<b>(714,983)</b>	<b>(736,004)</b>	<b>(801,003)</b>	<b>(64,999)</b>

# 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.



	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY 2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>From FY24</u>
				<u>Inc(Dec)</u>
<b>REVENUES</b>				
Sales & Service	1,124	-	-	-
<b>TOTAL REVENUES</b>	<b>1,124</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>1,527,192</b>	<b>1,551,769</b>	<b>1,726,554</b>	<b>174,785</b>
Prof Services, Maintenance, Rentals	102,951	78,919	84,848	5,929
Materials & Supplies	17,040	16,043	16,043	-
Travel	8,978	19,950	18,450	(1,500)
Media	68,749	65,410	64,910	(500)
Contracted Services	131,531	143,500	139,071	(4,429)
Non-Capital Equipment	-	100	100	-
Other Expenses	102,438	149,200	149,700	500
<b>Total Operating Expenditures</b>	<b>431,686</b>	<b>473,122</b>	<b>473,122</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>1,958,878</b>	<b>2,024,891</b>	<b>2,199,676</b>	<b>174,785</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>(1,957,755)</b>	<b>(2,024,891)</b>	<b>(2,199,676)</b>	<b>(174,785)</b>
<b>Net Income (Loss)</b>	<b>(1,957,755)</b>	<b>(2,024,891)</b>	<b>(2,199,676)</b>	<b>(174,785)</b>

## Employee Development

Employee Development provides the College with professional development services and training opportunities to achieve individual, team, and organizational performance goals. L&D offers a variety of programs, including New Employee Onboarding for Staff, Compliance, Leadership Development, DEI, skills, and technical training.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>514,578</b>	<b>498,688</b>	<b>645,311</b>	<b>146,623</b>
Prof Services, Maintenance, Rentals	23,973	12,800	18,729	5,929
Materials & Supplies	10,816	10,500	10,500	-
Travel	8,191	17,500	16,000	(1,500)
Media	7,473	9,000	8,500	(500)
Contracted Services	43,237	31,500	27,071	(4,429)
Other Expenses	49,316	66,200	66,700	500
<b>Total Operating Expenditures</b>	<b>143,006</b>	<b>147,500</b>	<b>147,500</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>657,584</b>	<b>646,188</b>	<b>792,811</b>	<b>146,623</b>

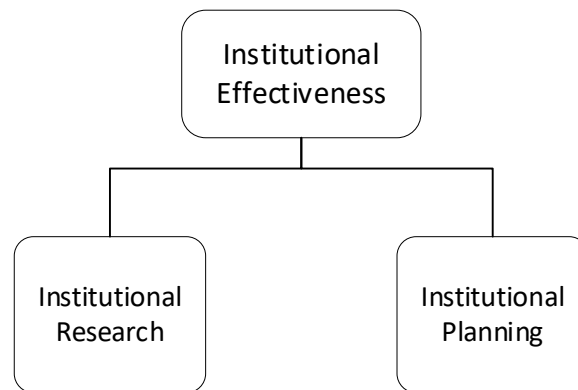
## Human Resources Administration

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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>1,012,614</b>	<b>1,053,081</b>	<b>1,081,243</b>	<b>28,162</b>
Prof Services, Maintenance, Rentals	78,978	66,119	66,119	-
Materials & Supplies	6,224	5,543	5,543	-
Travel	786	2,450	2,450	-
Media	61,276	56,410	56,410	-
Contracted Services	88,293	112,000	112,000	-
Non-Capital Equipment	-	100	100	-
Other Expenses	53,123	83,000	83,000	-
<b>Total Operating Expenditures</b>	<b>288,680</b>	<b>325,622</b>	<b>325,622</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>1,301,295</b>	<b>1,378,703</b>	<b>1,406,865</b>	<b>28,162</b>

## Institutional Effectiveness

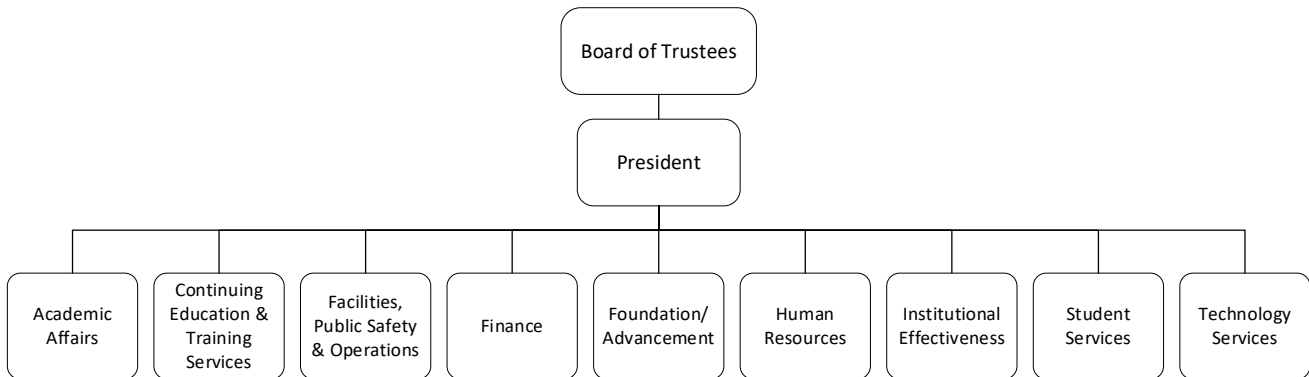
The Institutional Effectiveness team administers processes whereby the College engages in ongoing self-evaluation in order to measure achievements and outcomes as they relate to Kirkwood's mission. The department is responsible for facilitation and support processes involving Process Improvement, Institutional 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.



	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY 2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>From FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				-
<b>Total Salaries and Benefits</b>	<b>1,075,609</b>	<b>1,112,781</b>	<b>1,192,123</b>	<b>79,342</b>
Prof Services, Maintenance, Rentals	20,599	40,500	41,600	1,100
Materials & Supplies	2,911	5,800	7,250	1,450
Travel	20,888	19,332	16,950	(2,382)
Media	1,368	1,368	576	(792)
Other Expenses	33,812	43,418	57,042	13,624
<b>Total Operating Expenditures</b>	<b>79,577</b>	<b>110,418</b>	<b>123,418</b>	<b>13,000</b>
<b>TOTAL EXPENDITURES</b>	<b>1,155,187</b>	<b>1,223,199</b>	<b>1,315,541</b>	<b>92,342</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>(1,155,187)</b>	<b>(1,223,199)</b>	<b>(1,315,541)</b>	<b>(92,342)</b>
<b>Net Income (Loss)</b>	<b>(1,155,187)</b>	<b>(1,223,199)</b>	<b>(1,315,541)</b>	<b>(92,342)</b>

# 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.

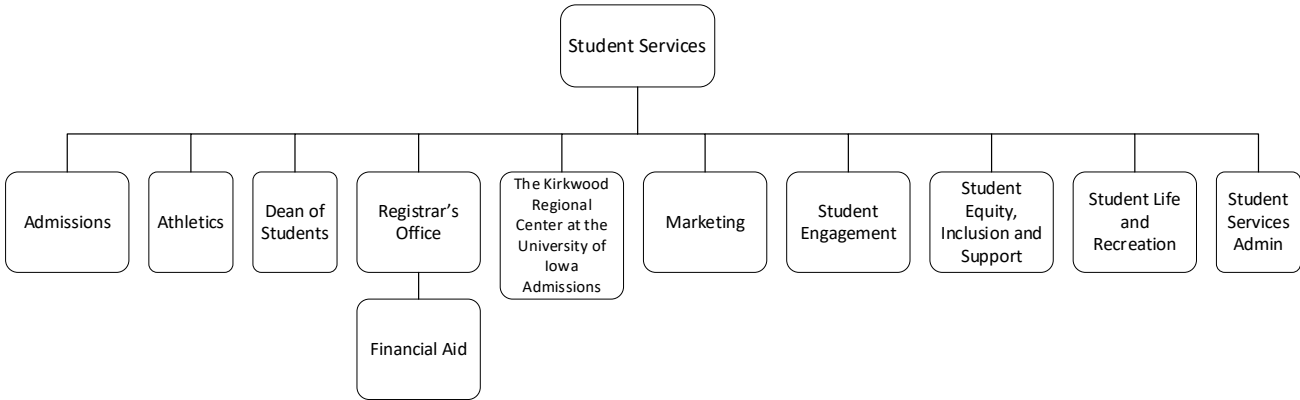


	<u>FY2022-2023</u> <u>ACTUAL</u>	<u>FY2023-2024</u> <u>BUDGET</u>	<u>FY 2024-2025</u> <u>BUDGET</u>	<u>Change</u> <u>From FY24</u> <u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>633,829</b>	<b>648,571</b>	<b>670,028</b>	<b>21,457</b>
Prof Services, Maintenance, Rentals	34,924	10,000	20,000	10,000
Materials & Supplies	9,989	15,100	15,100	-
Travel	65,011	111,568	111,568	-
Media	3,192	4,900	4,900	-
Contracted Services	33,847	7,000	7,725	725
Non-Capital Equipment	1,497	2,500	1,775	(725)
Insurance - P&C, Tort, Auto, WC	661	850	850	-
Other Expenses	269,180	631,139	626,139	(5,000)
<b>Total Operating Expenditures</b>	<b>418,301</b>	<b>783,057</b>	<b>788,057</b>	<b>5,000</b>
<b>TOTAL EXPENDITURES</b>	<b>1,052,130</b>	<b>1,431,629</b>	<b>1,458,085</b>	<b>26,457</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>(1,052,130)</b>	<b>(1,431,629)</b>	<b>(1,458,085)</b>	<b>(26,457)</b>
Net Transfers In(Out)	16,644	-	-	-
<b>Net Income (Loss)</b>	<b>(1,035,487)</b>	<b>(1,431,629)</b>	<b>(1,458,085)</b>	<b>(26,457)</b>



# 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.



	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY 2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>From FY24</u>
				<u>Inc(Dec)</u>
<b>REVENUES</b>				
State & Federal Appropriations	4,176	4,500	4,500	-
Sales & Service	343,399	308,522	273,129	(35,393)
Other & NonOperating	71,099	64,500	70,000	5,500
<b>TOTAL REVENUES</b>	<b>418,674</b>	<b>377,522</b>	<b>347,629</b>	<b>(29,893)</b>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>8,647,021</b>	<b>9,152,909</b>	<b>9,389,226</b>	<b>236,317</b>
Prof Services, Maintenance, Rentals	230,823	233,710	261,010	27,300
Materials & Supplies	396,147	380,846	375,596	(5,250)
Travel	432,835	506,811	630,816	124,005
Media	874,173	906,977	862,677	(44,300)
Contracted Services	150,542	154,312	197,850	43,538
Non-Capital Equipment	10,150	13,000	18,000	5,000
Other Expenses	500,187	665,130	661,130	(4,000)
<b>Total Operating Expenditures</b>	<b>2,594,857</b>	<b>2,860,786</b>	<b>3,007,079</b>	<b>146,293</b>
<b>TOTAL EXPENDITURES</b>	<b>11,241,878</b>	<b>12,013,695</b>	<b>12,396,305</b>	<b>382,610</b>
<b>Excess (deficiency) of revenues</b>				
<b>over (under) expenditures</b>	<b>(10,823,204)</b>	<b>(11,636,173)</b>	<b>(12,048,676)</b>	<b>(412,503)</b>
Net Transfers In(Out)	430,076	569,660	(64,900)	(634,560)
<b>Net Income (Loss)</b>	<b>(10,393,127)</b>	<b>(11,066,513)</b>	<b>(12,113,576)</b>	<b>(1,047,063)</b>

## 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 campus.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>279,554</b>	<b>291,693</b>	<b>212,080</b>	<b>(79,613)</b>
Prof Services, Maintenance, Rentals	680	3,000	3,000	-
Materials & Supplies	1,638	1,900	1,900	-
Travel	4,435	1,600	1,600	-
Media	4,835	5,170	5,170	-
Contracted Services	737	2,000	2,000	-
Other Expenses	2,747	9,700	9,700	-
<b>Total Operating Expenditures</b>	<b>15,072</b>	<b>23,370</b>	<b>23,370</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>294,626</b>	<b>315,063</b>	<b>235,450</b>	<b>(79,613)</b>

## 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>847,685</b>	<b>1,146,544</b>	<b>1,165,695</b>	<b>19,151</b>
Prof Services, Maintenance, Rentals	49,062	42,310	42,310	-
Materials & Supplies	123,138	101,955	101,955	-
Travel	336,164	341,711	464,166	122,455
Media	7,548	10,931	10,931	-
Contracted Services	57,730	63,750	64,750	1,000
Non-Capital Equipment	3,529	2,000	2,000	-
Other Expenses	62,262	61,613	60,113	(1,500)
<b>Total Operating Expenditures</b>	<b>639,434</b>	<b>624,270</b>	<b>746,225</b>	<b>121,955</b>
<b>TOTAL EXPENDITURES</b>	<b>1,487,119</b>	<b>1,770,814</b>	<b>1,911,921</b>	<b>141,106</b>

## 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>2,190,992</b>	<b>720,934</b>	<b>678,159</b>	<b>(42,775)</b>
Prof Services, Maintenance, Rentals	69,381	60,000	60,000	-
Materials & Supplies	34,536	10,500	10,500	-
Travel	19,215	8,000	8,000	-
Media	733	500	500	-
Non-Capital Equipment	1,424	-	-	-
Other Expenses	36,252	22,500	22,500	-
<b>Total Operating Expenditures</b>	<b>161,541</b>	<b>101,500</b>	<b>101,500</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>2,352,533</b>	<b>822,434</b>	<b>779,659</b>	<b>(42,775)</b>

## 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. We create, import, maintain, and release as appropriate, student data from the point of admission through graduation. We serve military-connected students and facilitate their VA funding. We maintain curriculum records (courses, programs, degree audits), and facilitate both internal and external approvals. And we host the annual commencement ceremony, aka, the happiest day of the year.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>1,751,134</b>	<b>634,742</b>	<b>816,232</b>	<b>181,490</b>
Prof Services, Maintenance, Rentals	30,467	32,100	32,100	-
Materials & Supplies	3,209	2,640	2,640	-
Travel	7,157	3,468	3,468	-
Media	291	344	344	-
Contracted Services	25,890	21,900	21,900	-
Other Expenses	31,412	5,400	5,400	-
<b>Total Operating Expenditures</b>	<b>98,426</b>	<b>65,852</b>	<b>65,852</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>1,849,560</b>	<b>700,594</b>	<b>882,084</b>	<b>181,490</b>

## 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	-	<b>738,071</b>	<b>704,793</b>	<b>(33,278)</b>
Materials & Supplies	-	4,760	4,960	200
Travel	-	8,392	8,392	-
Media	-	344	144	(200)
Other Expenses	232,154	309,850	309,850	-
<b>Total Operating Expenditures</b>	<b>232,154</b>	<b>323,346</b>	<b>323,346</b>	-
<b>TOTAL EXPENDITURES</b>	<b>232,154</b>	<b>1,061,417</b>	<b>1,028,139</b>	<b>(33,278)</b>

*Includes Emergency Grant funds*

## Kirkwood Regional Center at the University of Iowa Admissions

Kirkwood Regional Center at the University of Iowa Admissions assists prospective students through the admissions funnel, from recruitment to application. Additionally, the team assists with onboarding, orientation and support services. The team also coordinates student life events during activity hour throughout the school year.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>608,578</b>	<b>1,019,704</b>	<b>1,112,417</b>	<b>92,713</b>
Prof Services, Maintenance, Rentals	1,832	2,800	2,800	-
Materials & Supplies	1,583	1,700	1,700	-
Travel	4,960	7,050	7,050	-
Media	288	312	312	-
Other Expenses	7,382	15,815	15,815	-
<b>Total Operating Expenditures</b>	<b>16,046</b>	<b>27,677</b>	<b>27,677</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>624,623</b>	<b>1,047,381</b>	<b>1,140,094</b>	<b>92,713</b>



## 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>1,331,709</b>	<b>1,379,319</b>	<b>1,427,209</b>	<b>47,890</b>
Prof Services, Maintenance, Rentals	63,768	33,300	79,300	46,000
Materials & Supplies	131,373	136,500	136,500	-
Travel	12,446	21,400	21,400	-
Media	842,480	871,500	825,500	(46,000)
Contracted Services	-	200	200	-
Non-Capital Equipment	5,082	-	-	-
Other Expenses	9,040	23,375	23,375	-
<b>Total Operating Expenditures</b>	<b>1,064,188</b>	<b>1,086,275</b>	<b>1,086,275</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>2,395,897</b>	<b>2,465,594</b>	<b>2,513,484</b>	<b>47,890</b>

## 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.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>7,676</b>	<b>1,114,116</b>	<b>1,157,022</b>	<b>42,906</b>
Prof Services, Maintenance, Rentals	100	24,000	24,000	-
Materials & Supplies	10,781	13,441	13,441	-
Travel	411	15,000	15,000	-
Media	446	1,200	1,200	-
Contracted Services	250	-	-	-
Other Expenses	9,107	23,500	23,500	-
<b>Total Operating Expenditures</b>	<b>21,095</b>	<b>77,141</b>	<b>77,141</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>28,770</b>	<b>1,191,257</b>	<b>1,234,163</b>	<b>42,906</b>

## Student Equity, Inclusion and Support

The Student Equity, Inclusion and Support Office designs and implements programs that address gaps in opportunity, inclusion, and achievement. The Student Equity, Inclusion and Support office provides opportunities to students in programs such as Trio-SSS, Trio-SSS-ESL, KPACE, Project Start, Equity in Student Success Coaches, Student Food Pantry, and other programs focused on meeting the needs of underrepresented students.

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	-	<b>414,660</b>	<b>482,964</b>	<b>68,305</b>
Prof Services, Maintenance, Rentals	-	-	3,500	3,500
Materials & Supplies	-	8,300	7,800	(500)
Travel	-	16,590	12,590	(4,000)
Media	-	1,500	1,500	-
Contracted Services	-	-	14,000	14,000
Other Expenses	-	25,100	22,100	(3,000)
<b>Total Operating Expenditures</b>	-	<b>51,490</b>	<b>61,490</b>	<b>10,000</b>
<b>TOTAL EXPENDITURES</b>	-	<b>466,150</b>	<b>544,454</b>	<b>78,305</b>

## Student Life and Recreation

The Student Life and Recreation department focus' 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

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>494,985</b>	<b>527,471</b>	<b>534,169</b>	<b>6,698</b>
Prof Services, Maintenance, Rentals	14,968	34,200	12,000	(22,200)
Materials & Supplies	57,330	67,000	62,050	(4,950)
Travel	27,580	67,150	72,700	5,550
Media	11,905	9,176	11,076	1,900
Contracted Services	51,995	46,462	75,000	28,538
Non-Capital Equipment	115	11,000	16,000	5,000
Other Expenses	42,799	49,700	50,200	500
<b>Total Operating Expenditures</b>	<b>206,693</b>	<b>284,688</b>	<b>299,026</b>	<b>14,338</b>
<b>TOTAL EXPENDITURES</b>	<b>701,678</b>	<b>812,159</b>	<b>833,195</b>	<b>21,036</b>

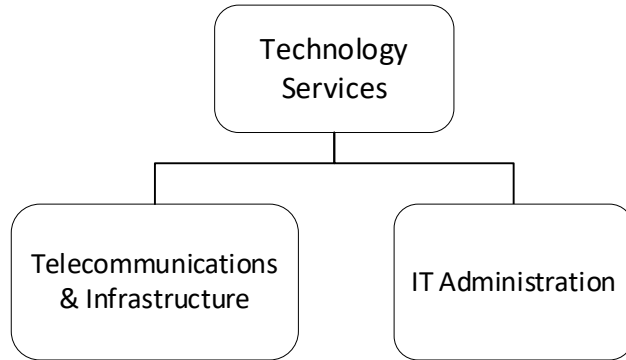
## Student Services Administration

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

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>279,554</b>	<b>291,693</b>	<b>212,080</b>	<b>(79,613)</b>
Prof Services, Maintenance, Rentals	680	3,000	3,000	-
Materials & Supplies	1,638	1,900	1,900	-
Travel	4,435	1,600	1,600	-
Media	4,835	5,170	5,170	-
Contracted Services	737	2,000	2,000	-
Other Expenses	2,747	9,700	9,700	-
<b>Total Operating Expenditures</b>	<b>15,072</b>	<b>23,370</b>	<b>23,370</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>294,626</b>	<b>315,063</b>	<b>235,450</b>	<b>(79,613)</b>

# 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.



	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY 2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>From FY24</u>
				<u>Inc(Dec)</u>
<b>REVENUES</b>				
Other & NonOperating	7,766	-	-	-
<b>TOTAL REVENUES</b>	<b>7,766</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>3,675,483</b>	<b>4,030,514</b>	<b>3,762,168</b>	<b>(268,346)</b>
Prof Services, Maintenance, Rentals	506,072	617,500	617,500	-
Materials & Supplies	119,466	177,900	177,900	-
Travel	1,477	4,000	4,000	-
Media	311,676	324,062	324,062	-
Contracted Services	234,448	241,500	241,500	-
Non-Capital Equipment	10,920	155,000	65,000	(90,000)
Other Expenses	31,130	95,850	95,850	-
<b>Total Operating Expenditures</b>	<b>1,215,189</b>	<b>1,615,812</b>	<b>1,525,812</b>	<b>(90,000)</b>
Capital Expenses	450,392	360,000	450,000	90,000
<b>Total Non Operating Expenditures</b>	<b>450,392</b>	<b>360,000</b>	<b>450,000</b>	<b>90,000</b>
<b>TOTAL EXPENDITURES</b>	<b>5,341,064</b>	<b>6,006,326</b>	<b>5,737,980</b>	<b>(268,346)</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>(5,333,299)</b>	<b>(6,006,326)</b>	<b>(5,737,980)</b>	<b>268,346</b>
<b>Net Income (Loss)</b>	<b>(5,333,299)</b>	<b>(6,006,326)</b>	<b>(5,737,980)</b>	<b>268,346</b>

## Information Technology Administration

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

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>2,202,987</b>	<b>2,504,644</b>	<b>2,508,485</b>	<b>3,841</b>
Prof Services, Maintenance, Rentals	108,791	147,500	147,500	-
Materials & Supplies	32,235	49,500	49,500	-
Travel	462	3,000	3,000	-
Media	4,565	5,150	5,150	-
Contracted Services	60,115	65,500	65,500	-
Non-Capital Equipment	4,549	31,000	31,000	-
Other Expenses	23,951	67,850	67,850	-
<b>Total Operating Expenditures</b>	<b>234,668</b>	<b>369,500</b>	<b>369,500</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>2,437,654</b>	<b>2,874,144</b>	<b>2,877,985</b>	<b>3,841</b>

## Telecommunications & Infrastructure

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

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>from FY24</u>
				<u>Inc(Dec)</u>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>1,472,497</b>	<b>1,525,870</b>	<b>1,253,683</b>	<b>(272,187)</b>
Prof Services, Maintenance, Rentals	397,281	470,000	470,000	-
Materials & Supplies	87,231	128,400	128,400	-
Travel	1,015	1,000	1,000	-
Media	307,111	318,912	318,912	-
Contracted Services	174,333	176,000	176,000	-
Non-Capital Equipment	6,371	124,000	34,000	(90,000)
Other Expenses	7,179	28,000	28,000	-
<b>Total Operating Expenditures</b>	<b>980,521</b>	<b>1,246,312</b>	<b>1,156,312</b>	<b>(90,000)</b>
Capital Expenses	450,392	360,000	450,000	90,000
<b>Total Non Operating Expenditures</b>	<b>450,392</b>	<b>360,000</b>	<b>450,000</b>	<b>90,000</b>
<b>TOTAL EXPENDITURES</b>	<b>2,903,410</b>	<b>3,132,182</b>	<b>2,859,995</b>	<b>(272,187)</b>



## Fund 13 Departments

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>From FY24</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>Inc(Dec)</u>
<b>REVENUES</b>				
Sales & Service	14,321,260	15,205,553	14,238,087	(967,467)
Investment Income	222,269	150,000	-	(150,000)
Other & NonOperating	1,276,831	1,294,628	1,186,235	(108,393)
Foundations Transfer	(30,000)	(30,000)	(30,000)	-
<b>TOTAL REVENUES</b>	<b>15,790,360</b>	<b>16,620,181</b>	<b>15,394,322</b>	<b>(1,225,860)</b>
<b>EXPENDITURES</b>				
<b>Total Salaries and Benefits</b>	<b>7,116,355</b>	<b>8,080,270</b>	<b>6,773,376</b>	<b>(1,306,895)</b>
Prof Services, Maintenance, Rentals	452,897	482,902	421,946	(60,956)
Materials & Supplies	581,448	546,535	491,798	(54,737)
Travel	568,199	405,425	699,136	293,711
Media	213,932	237,268	247,488	10,220
Utilities	110,155	103,533	125,000	21,467
Contracted Services	147,031	107,071	142,775	35,704
Non-Capital Equipment	68,746	88,240	62,000	(26,240)
Insurance - P&C, Tort, Auto, WC	20,502	18,000	17,900	(100)
Cost of Goods Sold	5,532,747	5,616,695	5,776,126	159,431
Special Programs Expenses	339,133	336,700	334,170	(2,530)
Other Expenses	500,640	794,857	534,954	(259,903)
Bad Debt Expense	45,038	-	10,000	10,000
<b>Total Operating Expenditures</b>	<b>8,580,468</b>	<b>8,737,226</b>	<b>8,863,293</b>	<b>126,067</b>
Interest Expense	506,320	491,616	477,066	(14,550)
Principal Expense	-	620,000	635,000	15,000
Capital Expenses	184,577	74,980	74,730	(250)
<b>Total Non Operating Expenditures</b>	<b>690,897</b>	<b>1,186,596</b>	<b>1,186,796</b>	<b>200</b>
Payroll Savings from Open/On Hold Positions		(751,272)		751,272
<b>Other Estimated Expenses (Savings)</b>	<b>-</b>	<b>(751,272)</b>	<b>-</b>	<b>751,272</b>
<b>TOTAL EXPENDITURES</b>	<b>16,387,720</b>	<b>17,252,821</b>	<b>16,823,465</b>	<b>(429,356)</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>(597,360)</b>	<b>(632,639)</b>	<b>(1,429,143)</b>	<b>(796,504)</b>
Net Transfers In(Out)	376,202	1,203,890	1,429,143	225,253
<b>Net Income (Loss)</b>	<b>(221,159)</b>	<b>571,251</b>	<b>-</b>	<b>(571,251)</b>

## 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.

### Culinary Showcase

The Culinary Showcase event, which is conducted towards the end of each fall and spring semester, creates opportunity for graduating Culinary Arts students to showcase their culinary skills and abilities in a live-format, “dinner and a show” event conducted in the Executive Technology Amphitheater within The Center for Hospitality Arts. The Culinary Showcase features a student-created, 8 course meal that is served by students participating in yet another hospitality course. The Culinary Showcase includes culinary technique demonstrations by the graduating class as those students describe, explain, and demonstrate their menu items prior to each course being served to the one hundred attendees that can be accommodated in the Amphitheater. Attendees include members of the public, as well as friends and family of the Showcase students.

### 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:

- Music
- Theatre

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 FY25 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 along with providing tech support for students and the community.

### 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).

	<u>FY2022-2023</u>	<u>FY2023-2024</u>	<u>FY2024-2025</u>	<u>Change</u> <u>from FY24</u>
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Inc (Dec)</u>
President's Office	4.5	4.5	4.5	-
Academic Affairs	383.2	365.4	360.38	(5.0)
Continuing Education & Training Services	47.7	45.6	41.18	(4.4)
Facilities & Security	67.5	64.9	64.7	(0.2)
Finance & Operations	106.6	105.75	106.86	1.1
The Foundation	6.5	6.5	7	0.5
Human Resources	12	12	12.5	0.5
Institutional Effectiveness	10.5	10.5	10.5	-
Student Services	100	96.15	97.1	0.9
Technology Services	35	36	31.87	(4.1)
<b>TOTAL FULL-TIME PERSONNEL</b>	<b>773.5</b>	<b>747.3</b>	<b>736.59</b>	<b>-10.71</b>

### Changes in Personnel for Budget Year

- Academic Affairs – This department's decrease is due to retirements.
- Continuing Education & Training Services – The NJTP units were moved from Fund 13 to Fund 22 in this budget year to better align with the restricted use of funds. This change caused a decrease in the personnel listed in the table above as it only shows General Fund employees (funds 11 & 13).
- Technology Services – This year to better align with individual duties, many of the employees in this department were recategorized to be split between Fund 11 and Fund 22 sources. The move to Fund 22 caused a decrease in the personnel listed in the table above as it only shows General Fund employees (funds 11 & 13).

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, 2024 and the budgeted activity for FY25 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	
<b>Debt Rollforward:</b>					
Beg of Yr 07/01/24	38,525,000	\$41,170,217	59,100,000	\$13,320,000	\$152,115,217
Additions	\$4,000,000				\$4,000,000
Refinancings					\$0
Deletions	(7,045,000)	(2,164,938)	(\$6,120,000)	(\$635,000)	(\$15,964,938)
End of Yr 07/01/25	\$42,840,000	\$45,335,207	\$52,980,000	\$12,685,000	\$153,840,207
<b>Short Term Debt versus Long Term Debt Split:</b>					
Due in Less Than 1 Yr	\$5,780,000	\$2,246,943	\$6,445,000	\$655,000	\$15,126,943
Long-Term Liability	\$41,060,000	\$43,088,264	\$46,535,000	\$12,030,000	\$142,713,264
<b>Interest Expense</b>					
Interest Expense	\$1,030,868	\$1,584,329	\$2,058,075	\$477,066	\$5,150,338

Fiscal Year	Certificates Payable		Notes Payable		Bonds Payable		Certificates of Participation		Totals	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2025	7,045,000	1,030,868	2,164,938	1,584,329	6,120,000	2,058,075	635,000	477,066	15,964,938	5,150,338
2026	5,780,000	881,123	2,246,943	1,502,134	6,445,000	1,929,650	655,000	459,916	15,126,943	4,772,823
2027	5,155,000	728,883	2,333,974	1,416,693	6,680,000	1,699,350	675,000	440,116	14,843,974	4,285,042
2028	4,985,000	594,650	2,426,030	1,327,837	6,950,000	1,432,150	960,000	418,897	15,321,030	3,773,535
2029	4,510,000	465,645	2,518,112	1,235,355	7,220,000	1,161,650	995,000	385,286	15,243,112	3,247,936
2030	4,040,000	347,563	2,610,220	1,139,247	7,500,000	880,350	1,030,000	351,650	15,180,220	2,718,810
2031	3,765,000	241,365	2,540,000	1,040,050	7,785,000	596,400	1,065,000	316,303	15,155,000	2,194,118
2032	1,710,000	140,873	2,640,000	938,450	8,030,000	349,500	1,100,000	278,950	13,480,000	1,707,773
2033	1,055,000	68,868	2,745,000	832,850	2,370,000	94,800	1,145,000	237,100	7,315,000	1,233,618
2034	480,000	23,040	2,855,000	723,050	-	-	1,190,000	190,900	4,525,000	936,990
2035	-	-	2,970,000	608,850	-	-	1,240,000	142,800	4,210,000	751,650
2036	-	-	3,090,000	490,050	-	-	1,290,000	92,700	4,380,000	582,750
2037	-	-	3,215,000	366,450	-	-	1,340,000	41,800	4,555,000	408,250
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	-	-	-	-	-	-	-	-	-	-

\*Table does not include the anticipated Additions for NJTP bonds for FY25 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 FY25 is approximately \$4 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 \$5.8 million in FY2024 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. Two of the three Iowa Energy loans were paid off in early FY23 based on standard payment schedule. No new capital loan agreements are expected to occur during FY25.

### **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. No new GO Bonds were issued in 2023 and are not expected for FY25.

### **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 FY25.

### **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 April 2023, 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 2024 Iowa Industrial New Jobs Training Certificates.<sup>1</sup> Standard and Poor’s (S&P) assigned Kirkwood a long-term rating of “AA”.<sup>2</sup>

**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.

	<u>1/1/22</u>	<u>1/1/23</u>
Actual Valuation	50,400,221,727	61,944,491,378
X	5.00%	5.00%
Statutory Debt Limit:	2,520,011,086	3,097,224,569

<sup>1</sup> Moody’s assign Aa1 to Kirkwood Community College, IA’s GO INJT certificates. April 19th, 2024

<sup>2</sup> S&P Global Ratings. *Kirkwood Community College, Iowa; General Obligation*. April 2024

# 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.

## **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 30<sup>th</sup>, 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 FY25 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.

The logo for Kirkwood Community College features the word "Kirkwood" in a large, white, serif font with a horizontal line underneath. Below the line, the words "COMMUNITY COLLEGE" are written in a smaller, white, all-caps, sans-serif font. The logo is positioned in the upper left quadrant of a background composed of large, overlapping diamond shapes in two shades of blue (a darker navy blue and a lighter sky blue) separated by white lines.

# Kirkwood

COMMUNITY COLLEGE

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