



Iowa Community Colleges  
Fiscal Year 2007  
Certified Budgets

May 2006

Iowa Department of Education  
Division of Community Colleges and Workforce Preparation  
Bureau of Community Colleges and Career and Technical Education

State of Iowa  
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# **ACKNOWLEDGMENTS**

The staff and administration of the Division of Community Colleges and Workforce Preparation wish to acknowledge and thank the fifteen community college presidents and their staff for their assistance in developing this report. The figures noted in this report were obtained from each of the fifteen community colleges.

# INTRODUCTION

## Purpose of the Report

The Department of Education, Division of Community Colleges and Workforce Preparation staff annually prepares a **Community College Certified Budget Report**. This report provides information to assist the State Board of Education members in their role as outlined in 260C.17, as follows:

*“The board of directors of each merged area shall prepare an annual budget designating the proposed expenditures for operation of the community college. The board shall further designate the amounts, which are to be raised by local taxation and the amounts which are to be raised by other sources of revenue for the operation. The budget of each merged area shall be submitted to the state board no later than May 1 preceding the next fiscal year for approval. The state board shall review the proposed budget and shall, prior to June 1, either grant its approval or return the budget without approval with the comments of the state board attached to it. Any unapproved budget shall be resubmitted to the state board for final approval.”*

To meet the Iowa Code, this report on each community college’s projected budget must be reviewed and approved by the State Board on or prior to June 1 of each year. At the time the information for this report is requested from Iowa’s 15 Community Colleges, state general aid appropriations, tuition revenues, and employee salaries are not finalized for the next fiscal year. Only budget estimates can be provided. Community college staff demonstrated their best attempts at preparing the following budget estimates for next year.

## Overview and Explanation of Budget Process

Each community college budget included in this report is the published budget approved by the college’s local board. This budget is used for determining tax levies. To prepare this budget, college staff must estimate revenues and expenditures for Fiscal Year 2007.

- According to Chapter 24 of the Code of Iowa, the local approved community college budget must be filed with their controlling county auditor (the controlling county auditor is usually the auditor in the most populated county in the merged area i.e., Linn County for Kirkwood Community College), and published in newspapers with a notice of a public hearing. The notice of the public hearing needs to be published at least 10 days prior to the hearing. The budgets must be sent to the controlling county auditor no later than March 15 of each year on the forms prescribed by the state appeal board in the Department of Management.

The funds used for published and certified budgets are the Unrestricted General Fund (Fund 1), the Restricted General Fund (Fund 2), the Plant Fund (Fund 7), and the Bond and Interest Fund (Fund 7). Table 1 includes the estimated budget by college for Fiscal Year 2007 of Fund 1, Fund 2, and Fund 7. State totals are listed in Table 2. For comparative purposes, the Fiscal Year 2006 re-estimated budget and the Fiscal Year 2005 actual revenue and expenditures for Fund 1, Fund 2, and Fund 7 are included.

## **Unrestricted General Fund (Fund 1)**

The Unrestricted General Fund (Fund 1) is available for any legally authorized purpose and is, therefore, used to account for all revenues and expenditures for activities not provided for in other funds. Organizational units to be financed through this fund are those which are generally directly related with the operation and support of the educational program of the college with the only restrictions being those imposed by the budget. Community colleges have primarily six sources of revenue available for general fund activities. These include:

1. State General Aid
2. Tuition and Fees
3. Local Support (Property Tax Levies)
4. Federal Aid
5. Sales and Service
6. Other Income (such as interest)

## **Restricted General Fund (Fund 2)**

The Restricted General Fund (Fund 2) 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. Some examples are: Tort Liability, Unemployment Compensation, Direct Federal Grants, and Chapter 260E (Industrial New Jobs Training), Chapter 260F Jobs Training, and 260G Accelerated Career Education Program.

## **Plant Fund (Fund 7) and Bond and Interest Fund (Fund 7)**

The Plant Funds (Fund 7) are used to account for resources that are available for the purchase and operation of physical facilities. Plant funds are generated from the local .2025 levies.

The Bond and Interest Fund (Fund 7) is used to account for resources that are available for the payment of interest on bonds and retirement of bonds issued.

## **Published Budgets**

The “published budgets” (or “certified budgets”) contain the “best” estimate of revenues and expenditures, many of which are unknown at the time of the budget development. Specifically, State General Aid, Tuition and Fees, and Salary/Benefits remain undetermined.

In public fund accounting, budgets are balanced, i.e., current revenues are equal to current expenditures. If at the end of the year, revenues exceed expenditures, a fund balance surplus will occur for that year. Conversely, when expenditures are greater than revenues, a fund balance deficit will occur for that year. Over the years, it has been common practice for colleges to gradually accumulate the fund balance up to some targeted amount that is a cushion to unforeseen future drops in revenues or increases in one-time expenditures.

**Table 1** depicts trends in revenues and expenditures for the General Funds (Fund 1 & Fund 2), Plant Fund (Fund 7) and Bond and Interest Fund (Fund 7) for each community college. The budgeted financial information of Fiscal Year 2007, re-estimated Fiscal Year 2006, and the actual revenue and expenditures for Fiscal Year 2005 are provided for a more accurate view of each institution's budget and a history of the revenues and expenditures. **Column A** in Tables 1 and 2 indicates the budgets for Fund 1 (Unrestricted) and Fund 2 (Restricted). **Column B** in Tables 1 and 2 indicates the Plant Fund Budget (Fund 7). **Column C** in Tables 1 and 2 indicates the Bond and Interest Fund Budget (Fund 7 - General Obligation Bonds). **Column D** in Tables 1 and 2 indicates the sum of Columns A, B, and C. **Column E** in Tables 1 and 2 indicates the Fiscal Year 2006 re-estimated certified (published) budget, after revenues and expenditures have been clarified. **Column F** in Tables 1 and 2 indicates the Fiscal Year 2005 actual data. **The beginning and ending fund balances for each fund are indicated for each community college.**

It should be noted that Hawkeye Community College included fixed assets (which includes land; buildings and fixed equipment; other structures and improvements; furniture, machinery, and equipment) in their beginning and ending fund balance. For the Plant Funds FY 2007 Budget fixed assets totaled \$42,301,769 in the ending fund balance.

**Table 2** summarizes the individual community college data into statewide totals.

The following section provides the Fiscal Year 2007 budget for each community college as submitted in the public hearings and to the county auditors for the certification process and is as provided to the Department of Education by the 15 Iowa Community Colleges. **It is important to remember that this document includes more data than Fund 1 (Unrestricted General Fund), which is normally used in other published documents. It also includes Fund 2 (Restricted General Fund) and Fund 7 (Plant Fund and Bond and Interest Fund).**

## EXECUTIVE SUMMARY

The Certified Budget is prepared annually by each community college. Each college has specific steps that it follows in order to prepare the Certified Budget and to submit it to the controlling county auditor by March 15 of each year. In January, the valuation reports are available from the county auditors to use as a basis for tax revenue estimates. In preparing the Certified Budget, historical year numbers are verified, current year numbers are re-estimated, and the next fiscal year numbers are estimated. Once the Certified Budget is prepared it is filed with the community college board. After filing with the community college board, a public hearing is set. The date for the public hearing must be published no sooner than 20 days before the hearing and no later than 10 days before the hearing. At that public hearing, any comments from the public are heard and the board votes to accept the budget. If adopted by the board, the budget is filed with the control county auditor.

To prepare the Certified Budget Report for the State Board of Education, each college sends in its certified budget to the financial consultant of the Bureau of Community Colleges and Career and Technical Education. Each College's Certified Budget is included separately in the report and data from all fifteen community colleges are combined to form a statewide total table. Each college is also asked to prepare and submit a narrative in which they answer specific questions. For the Fiscal Year 2007 Certified Budget Report, the colleges were asked what their current and future infrastructure needs are, to describe their ability or inability to keep current with technology, and to describe their greatest challenges regarding human resources, including projections on turnover of employees, including short-term and long-term estimates on retirements at your college. Each college's response is included in **Section B: College Narratives**.

## RECOMMENDATION

In accordance with the Code of Iowa, Chapter 24.17, the 15 community colleges have published their local board approved Fiscal Year 2007 budgets and have met the March 15<sup>th</sup> deadline to report budgets to the control county auditor of their merged area. In accordance with the Code of Iowa, Chapter 260C.17, the community colleges request the State Board of Education's approval of their individual budgets. The Department of Education, Division of Community Colleges and Workforce Preparation recommends this approval by the State Board.

**SECTION A: BUDGET ESTIMATE SUMMARY**

**TABLE 1 - BUDGET ESTIMATE SUMMARY BY COLLEGE**

**Table 1**  
**Area 1 – Northeast Iowa Community College**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$2,954,942                        | \$1,474,401                      | \$0                                       | \$4,429,343                                | \$4,098,157                       | \$4,269,882                  |
| Utility Replacement Tax          | \$125,891                          | \$54,406                         | \$0                                       | \$180,297                                  | \$167,644                         | \$0                          |
| Student Fees                     | \$1,021,419                        | \$0                              | \$0                                       | \$1,021,419                                | \$1,021,419                       | \$1,062,277                  |
| Tuition                          | \$12,667,439                       | \$0                              | \$0                                       | \$12,667,439                               | \$12,067,439                      | \$11,249,664                 |
| State Aid                        | \$7,488,640                        | \$0                              | \$0                                       | \$7,488,640                                | \$7,235,401                       | \$6,717,354                  |
| Other State Aid                  | \$931,138                          | \$200,000                        | \$0                                       | \$1,131,138                                | \$1,303,303                       | \$186,262                    |
| Federal Aid                      | \$1,516,218                        | \$0                              | \$0                                       | \$1,516,218                                | \$1,477,660                       | \$2,474,629                  |
| Sales-Service                    | \$1,989                            | \$0                              | \$0                                       | \$1,989                                    | \$10,375,999                      | \$17,473                     |
| Other                            | \$11,669,127                       | \$35,000                         | \$0                                       | \$11,704,127                               | \$3,014,846                       | \$2,521,780                  |
| Proceeds from Certificates       | \$0                                | \$0                              | \$0                                       | \$0  | \$0                               | \$0                          |
| <b>Total Resources</b>           | <b>\$38,376,803</b>                | <b>\$1,763,807</b>               | <b>\$0</b>                                | <b>\$40,140,610</b>                        | <b>\$40,761,868</b>               | <b>\$28,499,320</b>          |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$5,041,274                        | \$0                              | \$0                                       | \$5,041,274                                | \$4,805,345                       | \$4,514,094                  |
| Vocational and Technical         | \$8,028,431                        | \$0                              | \$0                                       | \$8,028,431                                | \$8,292,754                       | \$7,756,832                  |
| Adult Education                  | \$2,451,973                        | \$0                              | \$0                                       | \$2,451,973                                | \$2,337,222                       | \$2,377,625                  |
| Cooperative Programs/Services    | \$6,688,180                        | \$0                              | \$0                                       | \$6,688,180                                | \$6,585,775                       | \$4,873,086                  |
| Administration                   | \$1,586,362                        | \$0                              | \$0                                       | \$1,586,362                                | \$1,512,122                       | \$1,419,890                  |
| Student Services                 | \$1,074,898                        | \$0                              | \$0                                       | \$1,074,898                                | \$452,673                         | \$481,590                    |
| Learning Resources               | \$584,745                          | \$0                              | \$0                                       | \$584,745                                  | \$932,380                         | \$939,421                    |
| Physical Plant                   | \$2,618,061                        | \$1,554,269                      | \$0                                       | \$4,172,330                                | \$4,003,589                       | \$4,311,780                  |
| General Institution              | \$9,847,069                        | \$0                              | \$0                                       | \$9,847,069                                | \$10,454,733                      | \$2,792,225                  |
| <b>Total Expenditures</b>        | <b>\$37,920,993</b>                | <b>\$1,554,269</b>               | <b>\$0</b>                                | <b>\$39,475,262</b>                        | <b>\$39,376,592</b>               | <b>\$29,466,543</b>          |
| Net Resources minus Expenditures | \$455,810                          | \$209,538                        | \$0                                       | \$665,348                                  | \$1,385,276                       | (\$967,224)                  |
| Beginning Fund Balance           | \$2,806,663                        | (\$1,466,688)                    | \$0                                       | \$1,339,975                                | (\$45,301)                        | \$921,923                    |
| Ending Fund Balance              | \$3,262,473                        | (\$1,257,150)                    | \$0                                       | \$2,005,323                                | \$1,339,975                       | (\$45,301)                   |

**Table 1**  
**Area 2 – North Iowa Area Community College**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$1,963,128                        | \$951,537                        | \$0                                       | \$2,914,665                                | \$2,832,540                       | \$2,757,930                  |
| Utility Replacement Tax          | \$74,410                           | \$36,066                         | \$0                                       | \$110,476                                  | \$0                               | \$0                          |
| Student Fees                     | \$663,859                          | \$0                              | \$0                                       | \$663,859                                  | \$658,793                         | \$604,886                    |
| Tuition                          | \$7,917,951                        | \$0                              | \$0                                       | \$7,917,951                                | \$7,445,668                       | \$7,394,817                  |
| State Aid                        | \$8,584,167                        | \$0                              | \$0                                       | \$8,584,167                                | \$8,293,881                       | \$7,859,917                  |
| Other State Aid                  | \$262,000                          | \$0                              | \$0                                       | \$262,000                                  | \$678,000                         | \$814,608                    |
| Federal Aid                      | \$2,736,356                        | \$0                              | \$0                                       | \$2,736,356                                | \$2,365,931                       | \$1,945,794                  |
| Sales-Service                    | \$455,203                          | \$0                              | \$0                                       | \$455,203                                  | \$437,203                         | \$321,132                    |
| Other                            | \$4,586,865                        | \$660,000                        | \$0                                       | \$5,246,865                                | \$4,906,152                       | \$5,355,092                  |
| Proceeds from Certificates       | \$0                                | \$0                              | \$0                                       | \$0  | \$0                               | \$0                          |
| <b>Total Resources</b>           | <b>\$27,243,939</b>                | <b>\$1,647,603</b>               | <b>\$0</b>                                | <b>\$28,891,542</b>                        | <b>\$27,618,168</b>               | <b>\$27,054,176</b>          |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$6,752,250                        | \$0                              | \$0                                       | \$6,752,250                                | \$6,523,000                       | \$5,646,839                  |
| Vocational and Technical         | \$3,324,299                        | \$0                              | \$0                                       | \$3,324,299                                | \$3,343,651                       | \$3,250,088                  |
| Adult Education                  | \$4,710,773                        | \$0                              | \$0                                       | \$4,710,773                                | \$4,531,689                       | \$4,170,482                  |
| Cooperative Programs/Services    | \$3,661,530                        | \$0                              | \$0                                       | \$3,661,530                                | \$2,908,600                       | \$2,605,098                  |
| Administration                   | \$969,885                          | \$0                              | \$0                                       | \$969,885                                  | \$818,938                         | \$1,123,745                  |
| Student Services                 | \$2,736,470                        | \$0                              | \$0                                       | \$2,736,470                                | \$2,663,498                       | \$2,672,574                  |
| Learning Resources               | \$513,671                          | \$0                              | \$0                                       | \$513,671                                  | \$489,210                         | \$582,288                    |
| Physical Plant                   | \$2,282,310                        | \$3,000,000                      | \$0                                       | \$5,282,310                                | \$3,990,771                       | \$2,471,026                  |
| General Institution              | \$2,695,799                        | \$0                              | \$0                                       | \$2,695,799                                | \$3,090,975                       | \$3,301,794                  |
| <b>Total Expenditures</b>        | <b>\$27,646,987</b>                | <b>\$3,000,000</b>               | <b>\$0</b>                                | <b>\$30,646,987</b>                        | <b>\$28,360,332</b>               | <b>\$25,823,934</b>          |
| Net Resources minus Expenditures | (\$403,048)                        | (\$1,352,397)                    | \$0                                       | (\$1,755,445)                              | (\$742,164)                       | \$1,230,242                  |
| Beginning Fund Balance           | \$3,940,961                        | \$3,971,019                      | \$0                                       | \$7,911,980                                | \$8,654,144                       | \$7,423,902                  |
| Ending Fund Balance              | \$3,537,913                        | \$2,618,622                      | \$0                                       | \$6,156,535                                | \$7,911,980                       | \$8,654,144                  |

**Table 1**  
**Area 3 – Iowa Lakes Community College**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$2,371,195                        | \$766,893                        | \$0                                       | \$3,138,088                                | \$2,657,038                       | \$2,385,658                  |
| Utility Replacement Tax          | \$59,169                           | \$19,128                         | \$0                                       | \$78,297                                   | \$71,734                          | \$80,541                     |
| Student Fees                     | \$800,000                          | \$0                              | \$0                                       | \$800,000                                  | \$782,500                         | \$827,137                    |
| Tuition                          | \$9,088,979                        | \$0                              | \$0                                       | \$9,088,979                                | \$8,336,500                       | \$7,719,428                  |
| State Aid                        | \$8,200,000                        | \$0                              | \$0                                       | \$8,200,000                                | \$7,674,000                       | \$7,295,985                  |
| Other State Aid                  | \$550,000                          | \$0                              | \$0                                       | \$550,000                                  | \$679,800                         | \$245,154                    |
| Federal Aid                      | \$3,100,000                        | \$0                              | \$0                                       | \$3,100,000                                | \$2,520,359                       | \$2,205,688                  |
| Sales-Service                    | \$275,000                          | \$0                              | \$0                                       | \$275,000                                  | \$188,300                         | \$134,375                    |
| Other                            | \$4,700,000                        | \$2,300,000                      | \$0                                       | \$7,000,000                                | \$5,473,869                       | \$4,292,583                  |
| Proceeds from Certificates       | \$0                                | \$0                              | \$0                                       | \$0  | \$0                               | \$0                          |
| <b>Total Resources</b>           | <b>\$29,144,343</b>                | <b>\$3,086,021</b>               | <b>\$0</b>                                | <b>\$32,230,364</b>                        | <b>\$28,384,100</b>               | <b>\$25,186,549</b>          |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$6,380,000                        | \$0                              | \$0                                       | \$6,380,000                                | \$6,001,549                       | \$5,498,786                  |
| Vocational and Technical         | \$6,225,000                        | \$0                              | \$0                                       | \$6,225,000                                | \$6,052,929                       | \$4,645,409                  |
| Adult Education                  | \$1,325,000                        | \$0                              | \$0                                       | \$1,325,000                                | \$1,161,170                       | \$1,107,066                  |
| Cooperative Programs/Services    | \$3,400,000                        | \$0                              | \$0                                       | \$3,400,000                                | \$2,707,411                       | \$2,554,185                  |
| Administration                   | \$1,000,000                        | \$0                              | \$0                                       | \$1,000,000                                | \$907,710                         | \$851,581                    |
| Student Services                 | \$1,860,000                        | \$0                              | \$0                                       | \$1,860,000                                | \$1,804,674                       | \$1,512,185                  |
| Learning Resources               | \$1,135,000                        | \$0                              | \$0                                       | \$1,135,000                                | \$1,109,237                       | \$927,768                    |
| Physical Plant                   | \$1,800,000                        | \$3,000,000                      | \$0                                       | \$4,800,000                                | \$4,129,240                       | \$4,948,203                  |
| General Institution              | \$6,040,000                        | \$0                              | \$0                                       | \$6,040,000                                | \$4,501,003                       | \$5,539,146                  |
| <b>Total Expenditures</b>        | <b>\$29,165,000</b>                | <b>\$3,000,000</b>               | <b>\$0</b>                                | <b>\$32,165,000</b>                        | <b>\$28,374,923</b>               | <b>\$27,584,329</b>          |
| Net Resources minus Expenditures | (\$20,657)                         | \$86,021                         | \$0                                       | \$65,364                                   | \$9,177                           | (\$2,397,780)                |
| Beginning Fund Balance           | \$2,627,373                        | \$500,000                        | \$0                                       | \$3,127,373                                | \$3,118,196                       | \$5,515,976                  |
| Ending Fund Balance              | \$2,606,716                        | \$586,021                        | \$0                                       | \$3,192,737                                | \$3,127,373                       | \$3,118,196                  |

**Table 1**  
**Area 4 – Northwest Iowa Community College**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$1,125,655                        | \$506,930                        | \$0                                       | \$1,632,585                                | \$1,343,639                       | \$1,329,267                  |
| Utility Replacement Tax          | \$32,301                           | \$14,527                         | \$0                                       | \$46,828                                   | \$37,001                          | \$36,605                     |
| Student Fees                     | \$413,500                          | \$0                              | \$0                                       | \$413,500                                  | \$413,500                         | \$337,016                    |
| Tuition                          | \$3,265,995                        | \$0                              | \$0                                       | \$3,265,995                                | \$3,225,380                       | \$2,983,260                  |
| State Aid                        | \$3,927,432                        | \$0                              | \$0                                       | \$3,927,432                                | \$3,764,070                       | \$3,569,332                  |
| Other State Aid                  | \$276,000                          | \$416,000                        | \$0                                       | \$692,000                                  | \$433,175                         | \$509,923                    |
| Federal Aid                      | \$1,250,000                        | \$0                              | \$0                                       | \$1,250,000                                | \$524,734                         | \$1,040,967                  |
| Sales-Service                    | \$15,600                           | \$0                              | \$0                                       | \$15,600                                   | \$15,000                          | \$16,834                     |
| Other                            | \$1,781,398                        | \$0                              | \$0                                       | \$1,781,398                                | \$318,284                         | \$1,291,119                  |
| Proceeds from Certificates       | \$1,508,000                        | \$0                              | \$0                                       | \$1,508,000                                | \$1,778,385                       | \$0                          |
| <b>Total Resources</b>           | <b>\$13,595,881</b>                | <b>\$937,457</b>                 | <b>\$0</b>                                | <b>\$14,533,338</b>                        | <b>\$11,853,168</b>               | <b>\$11,114,323</b>          |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$957,003                          | \$0                              | \$0                                       | \$957,003                                  | \$898,205                         | \$951,456                    |
| Vocational and Technical         | \$3,809,051                        | \$0                              | \$0                                       | \$3,809,051                                | \$3,434,965                       | \$3,393,209                  |
| Adult Education                  | \$765,007                          | \$0                              | \$0                                       | \$765,007                                  | \$724,830                         | \$707,830                    |
| Cooperative Programs/Services    | \$2,545,233                        | \$0                              | \$0                                       | \$2,545,233                                | \$1,865,353                       | \$12,000                     |
| Administration                   | \$844,854                          | \$0                              | \$0                                       | \$844,854                                  | \$643,415                         | \$802,744                    |
| Student Services                 | \$657,472                          | \$0                              | \$0                                       | \$657,472                                  | \$624,620                         | \$566,894                    |
| Learning Resources               | \$255,908                          | \$0                              | \$0                                       | \$255,908                                  | \$226,895                         | \$213,357                    |
| Physical Plant                   | \$942,472                          | \$1,566,000                      | \$0                                       | \$2,508,472                                | \$1,437,340                       | \$1,395,927                  |
| General Institution              | \$2,818,881                        | \$0                              | \$0                                       | \$2,818,881                                | \$1,997,545                       | \$2,918,719                  |
| <b>Total Expenditures</b>        | <b>\$13,595,881</b>                | <b>\$1,566,000</b>               | <b>\$0</b>                                | <b>\$15,161,881</b>                        | <b>\$11,853,168</b>               | <b>\$10,962,136</b>          |
| Net Resources minus Expenditures | \$0                                | (\$628,543)                      | \$0                                       | (\$628,543)                                | \$0                               | \$152,187                    |
| Beginning Fund Balance           | \$1,604,141                        | \$1,801,315                      | \$0                                       | \$3,405,456                                | \$3,405,456                       | \$3,253,269                  |
| Ending Fund Balance              | \$1,604,141                        | \$1,172,772                      | \$0                                       | \$2,776,913                                | \$3,405,456                       | \$3,405,456                  |

**Table 1**  
**Area 5 – Iowa Central Community College**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$2,400,950                        | \$1,012,500                      | \$0                                       | \$3,413,450                                | \$4,169,860                       | \$3,566,651                  |
| Utility Replacement Tax          | \$96,050                           | \$40,500                         | \$0                                       | \$136,550                                  | \$164,079                         | \$150,108                    |
| Student Fees                     | \$900,000                          | \$0                              | \$0                                       | \$900,000                                  | \$875,000                         | \$884,864                    |
| Tuition                          | \$12,070,000                       | \$0                              | \$0                                       | \$12,070,000                               | \$11,260,000                      | \$10,453,694                 |
| State Aid                        | \$8,479,369                        | \$0                              | \$0                                       | \$8,479,369                                | \$8,129,369                       | \$7,499,287                  |
| Other State Aid                  | \$1,055,000                        | \$500,000                        | \$0                                       | \$1,555,000                                | \$2,031,000                       | \$714,824                    |
| Federal Aid                      | \$2,505,500                        | \$400,000                        | \$0                                       | \$2,905,500                                | \$3,903,803                       | \$1,603,694                  |
| Sales-Service                    | \$1,102,000                        | \$155,000                        | \$0                                       | \$1,257,000                                | \$1,187,000                       | \$942,966                    |
| Other                            | \$4,250,000                        | \$1,323,000                      | \$0                                       | \$5,573,000                                | \$6,619,599                       | \$2,969,977                  |
| Proceeds from Certificates       | \$0                                | \$0                              | \$0                                       | \$0  | \$0                               | \$0                          |
| <b>Total Resources</b>           | <b>\$32,858,869</b>                | <b>\$3,431,000</b>               | <b>\$0</b>                                | <b>\$36,289,869</b>                        | <b>\$38,339,710</b>               | <b>\$28,786,065</b>          |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$4,673,100                        | \$0                              | \$0                                       | \$4,673,100                                | \$4,423,100                       | \$4,302,737                  |
| Vocational and Technical         | \$5,170,900                        | \$500,000                        | \$0                                       | \$5,670,900                                | \$6,290,900                       | \$6,029,333                  |
| Adult Education                  | \$2,685,400                        | \$0                              | \$0                                       | \$2,685,400                                | \$2,465,400                       | \$2,291,335                  |
| Cooperative Programs/Services    | \$4,791,900                        | \$0                              | \$0                                       | \$4,791,900                                | \$4,391,900                       | \$3,276,832                  |
| Administration                   | \$1,968,500                        | \$0                              | \$0                                       | \$1,968,500                                | \$1,898,500                       | \$2,042,631                  |
| Student Services                 | \$3,025,600                        | \$0                              | \$0                                       | \$3,025,600                                | \$2,895,600                       | \$2,632,341                  |
| Learning Resources               | \$392,500                          | \$0                              | \$0                                       | \$392,500                                  | \$372,500                         | \$327,582                    |
| Physical Plant                   | \$2,955,500                        | \$2,931,000                      | \$0                                       | \$5,886,500                                | \$7,107,500                       | \$6,719,446                  |
| General Institution              | \$7,252,100                        | \$0                              | \$0                                       | \$7,252,100                                | \$7,504,457                       | \$5,605,376                  |
| <b>Total Expenditures</b>        | <b>\$32,915,500</b>                | <b>\$3,431,000</b>               | <b>\$0</b>                                | <b>\$36,346,500</b>                        | <b>\$37,349,857</b>               | <b>\$33,227,613</b>          |
| Net Resources minus Expenditures | (\$56,631)                         | \$0                              | \$0                                       | (\$56,631)                                 | \$989,853                         | (\$4,441,548)                |
| Beginning Fund Balance           | \$4,937,796                        | \$7,889                          | \$0                                       | \$4,945,685                                | \$3,955,832                       | \$8,397,380                  |
| Ending Fund Balance              | \$4,881,165                        | \$7,889                          | \$0                                       | \$4,889,054                                | \$4,945,685                       | \$3,955,832                  |

**Table 1**  
**Area 6 – Iowa Valley Community College District**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$3,117,721                        | \$644,223                        | \$0                                       | \$3,761,944                                | \$2,817,501                       | \$2,955,345                  |
| Utility Replacement Tax          | \$155,432                          | \$32,118                         | \$0                                       | \$187,550                                  | \$148,992                         | \$150,856                    |
| Student Fees                     | \$1,400,000                        | \$0                              | \$0                                       | \$1,400,000                                | \$1,351,397                       | \$1,342,984                  |
| Tuition                          | \$8,293,659                        | \$0                              | \$0                                       | \$8,293,659                                | \$7,560,140                       | \$7,719,976                  |
| State Aid                        | \$7,600,000                        | \$0                              | \$0                                       | \$7,600,000                                | \$7,299,114                       | \$6,918,909                  |
| Other State Aid                  | \$547,000                          | \$733,332                        | \$0                                       | \$1,280,332                                | \$255,154                         | \$876,130                    |
| Federal Aid                      | \$2,837,000                        | \$0                              | \$0                                       | \$2,837,000                                | \$2,599,342                       | \$1,813,335                  |
| Sales-Service                    | \$230,000                          | \$0                              | \$0                                       | \$230,000                                  | \$240,570                         | \$259,871                    |
| Other                            | \$4,088,682                        | \$500,000                        | \$567,820                                 | \$5,156,502                                | \$4,199,871                       | \$4,100,279                  |
| Proceeds from Certificates       | \$3,000,000                        | \$6,000,000                      | \$0                                       | \$9,000,000                                | \$1,000,000                       | \$1,950,000                  |
| <b>Total Resources</b>           | <b>\$31,269,494</b>                | <b>\$7,909,673</b>               | <b>\$567,820</b>                          | <b>\$39,746,987</b>                        | <b>\$27,472,081</b>               | <b>\$28,087,685</b>          |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$6,352,925                        | \$0                              | \$0                                       | \$6,352,925                                | \$5,966,597                       | \$5,614,883                  |
| Vocational and Technical         | \$3,553,700                        | \$0                              | \$0                                       | \$3,553,700                                | \$2,789,198                       | \$3,017,306                  |
| Adult Education                  | \$5,234,000                        | \$0                              | \$0                                       | \$5,234,000                                | \$4,838,207                       | \$4,223,852                  |
| Cooperative Programs/Services    | \$5,671,811                        | \$0                              | \$0                                       | \$5,671,811                                | \$2,152,793                       | \$3,044,037                  |
| Administration                   | \$2,616,371                        | \$0                              | \$0                                       | \$2,616,371                                | \$3,808,674                       | \$2,230,454                  |
| Student Services                 | \$2,386,500                        | \$0                              | \$0                                       | \$2,386,500                                | \$2,279,396                       | \$2,188,374                  |
| Learning Resources               | \$538,000                          | \$0                              | \$0                                       | \$538,000                                  | \$511,066                         | \$489,856                    |
| Physical Plant                   | \$2,332,000                        | \$7,453,653                      | \$567,820                                 | \$10,353,473                               | \$3,535,173                       | \$4,018,068                  |
| General Institution              | \$2,580,000                        | \$0                              | \$0                                       | \$2,580,000                                | \$2,565,092                       | \$2,261,952                  |
| <b>Total Expenditures</b>        | <b>\$31,265,307</b>                | <b>\$7,453,653</b>               | <b>\$567,820</b>                          | <b>\$39,286,780</b>                        | <b>\$28,446,196</b>               | <b>\$27,088,782</b>          |
| Net Resources minus Expenditures | \$4,187                            | \$456,020                        | \$0                                       | \$460,207                                  | (\$974,115)                       | \$998,903                    |
| Beginning Fund Balance           | \$3,100,545                        | (\$456,020)                      | \$0                                       | \$2,644,525                                | \$3,618,640                       | \$2,619,737                  |
| Ending Fund Balance              | \$3,104,732                        | \$0                              | \$0                                       | \$3,104,732                                | \$2,644,525                       | \$3,618,640                  |

**Table 1**  
**Area 7 – Hawkeye Community College**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$3,901,488                        | \$1,290,030                      | \$2,235,412                               | \$7,426,930                                | \$6,371,385                       | \$5,866,195                  |
| Utility Replacement Tax          | \$146,544                          | \$42,508                         | \$71,812                                  | \$260,865                                  | \$203,351                         | \$189,841                    |
| Student Fees                     | \$549,056                          | \$0                              | \$0                                       | \$549,056                                  | \$489,245                         | \$439,987                    |
| Tuition                          | \$12,235,649                       | \$0                              | \$0                                       | \$12,235,649                               | \$12,185,649                      | \$11,739,013                 |
| State Aid                        | \$11,397,896                       | \$171,840                        | \$0                                       | \$11,569,736                               | \$10,795,439                      | \$10,008,601                 |
| Other State Aid                  | \$317,604                          | \$0                              | \$0                                       | \$317,604                                  | \$289,157                         | \$187,278                    |
| Federal Aid                      | \$1,983,318                        | \$0                              | \$0                                       | \$1,983,318                                | \$1,908,835                       | \$1,822,515                  |
| Sales-Service                    | \$26,563                           | \$0                              | \$0                                       | \$26,563                                   | \$25,355                          | \$19,908                     |
| Other                            | \$8,280,055                        | \$7,434,324                      | \$0                                       | \$15,714,379                               | \$15,661,756                      | \$4,406,192                  |
| Proceeds from Certificates       | \$5,000,000                        | \$0                              | \$5,000,000                               | \$10,000,000                               | \$5,000,000                       | \$3,995,000                  |
| <b>Total Resources</b>           | <b>\$43,838,174</b>                | <b>\$8,938,702</b>               | <b>\$7,307,224</b>                        | <b>\$60,084,100</b>                        | <b>\$52,930,172</b>               | <b>\$38,674,530</b>          |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$5,648,063                        | \$0                              | \$0                                       | \$5,648,063                                | \$5,537,141                       | \$5,292,018                  |
| Vocational and Technical         | \$9,750,680                        | \$0                              | \$0                                       | \$9,750,680                                | \$9,641,109                       | \$7,849,352                  |
| Adult Education                  | \$3,354,795                        | \$0                              | \$0                                       | \$3,354,795                                | \$3,265,062                       | \$3,094,812                  |
| Cooperative Programs/Services    | \$11,940,247                       | \$0                              | \$0                                       | \$11,940,247                               | \$11,716,422                      | \$5,094,713                  |
| Administration                   | \$1,807,775                        | \$0                              | \$0                                       | \$1,807,775                                | \$1,754,626                       | \$1,650,077                  |
| Student Services                 | \$1,771,844                        | \$0                              | \$0                                       | \$1,771,844                                | \$1,683,732                       | \$1,891,615                  |
| Learning Resources               | \$1,174,987                        | \$0                              | \$0                                       | \$1,174,987                                | \$1,046,641                       | \$873,832                    |
| Physical Plant                   | \$3,966,099                        | \$3,573,626                      | \$6,423,786                               | \$13,963,511                               | \$12,798,809                      | \$10,387,140                 |
| General Institution              | \$5,058,894                        | \$1,332,538                      | \$0                                       | \$6,391,432                                | \$6,349,026                       | \$4,562,787                  |
| <b>Total Expenditures</b>        | <b>\$44,473,383</b>                | <b>\$4,906,164</b>               | <b>\$6,423,786</b>                        | <b>\$55,803,333</b>                        | <b>\$53,792,568</b>               | <b>\$40,696,346</b>          |
| Net Resources minus Expenditures | (\$635,209)                        | \$4,032,538                      | \$883,438                                 | \$4,280,767                                | (\$862,396)                       | (\$2,021,816)                |
| Beginning Fund Balance           | \$15,865,456                       | \$44,449,096                     | \$128,250                                 | \$60,442,802                               | \$61,310,325                      | \$63,332,141                 |
| Ending Fund Balance              | \$15,230,247                       | \$48,481,634                     | \$1,011,688                               | \$64,723,569                               | \$60,447,929                      | \$61,310,325                 |

Note: Beginning and Ending Fund Balances include fixed assets. Of the \$48,481,634 Ending Fund Balance in Column B (Plant Fund FY 2007 Budget) the fixed assets amounted to \$42,301,769. The ending fund balance of the plant funds excluding fixed assets equals \$6,179,865.

**Table 1**  
**Area 9 – Eastern Iowa Community College District**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$5,886,703                        | \$1,986,876                      | \$0                                       | \$7,873,579                                | \$7,429,382                       | \$5,507,978                  |
| Utility Replacement Tax          | \$278,444                          | \$93,916                         | \$0                                       | \$372,360                                  | \$365,478                         | \$0                          |
| Student Fees                     | \$1,276,469                        | \$0                              | \$0                                       | \$1,276,469                                | \$1,070,572                       | \$1,247,275                  |
| Tuition                          | \$15,240,451                       | \$0                              | \$0                                       | \$15,240,451                               | \$14,145,545                      | \$14,158,092                 |
| State Aid                        | \$13,929,357                       | \$0                              | \$0                                       | \$13,929,357                               | \$12,955,617                      | \$12,311,409                 |
| Other State Aid                  | \$706,467                          | \$0                              | \$0                                       | \$706,467                                  | \$897,020                         | \$1,216,826                  |
| Federal Aid                      | \$4,178,256                        | \$0                              | \$0                                       | \$4,178,256                                | \$4,680,624                       | \$2,373,400                  |
| Sales-Service                    | \$1,077,390                        | \$151,700                        | \$0                                       | \$1,229,090                                | \$1,579,461                       | \$1,301,652                  |
| Other                            | \$8,566,734                        | \$0                              | \$0                                       | \$8,566,734                                | \$8,037,499                       | \$6,548,397                  |
| Proceeds from Certificates       | \$3,000,000                        | \$0                              | \$0                                       | \$3,000,000                                | \$3,000,000                       | \$0                          |
| <b>Total Resources</b>           | <b>\$54,140,271</b>                | <b>\$2,232,492</b>               | <b>\$0</b>                                | <b>\$56,372,763</b>                        | <b>\$54,161,198</b>               | <b>\$44,665,029</b>          |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$9,622,485                        | \$0                              | \$0                                       | \$9,622,485                                | \$9,281,785                       | \$8,168,655                  |
| Vocational and Technical         | \$11,447,518                       | \$0                              | \$0                                       | \$11,447,518                               | \$11,338,104                      | \$8,781,654                  |
| Adult Education                  | \$5,929,789                        | \$0                              | \$0                                       | \$5,929,789                                | \$5,730,587                       | \$3,552,146                  |
| Cooperative Programs/Services    | \$11,862,071                       | \$0                              | \$0                                       | \$11,862,071                               | \$11,535,929                      | \$6,677,695                  |
| Administration                   | \$1,994,059                        | \$0                              | \$0                                       | \$1,994,059                                | \$1,925,998                       | \$2,744,184                  |
| Student Services                 | \$4,033,040                        | \$0                              | \$0                                       | \$4,033,040                                | \$3,893,603                       | \$3,066,740                  |
| Learning Resources               | \$1,221,451                        | \$0                              | \$0                                       | \$1,221,451                                | \$1,179,221                       | \$1,034,659                  |
| Physical Plant                   | \$2,838,593                        | \$4,976,703                      | \$0                                       | \$7,815,296                                | \$7,299,857                       | \$5,903,592                  |
| General Institution              | \$4,721,501                        | \$0                              | \$0                                       | \$4,721,501                                | \$4,566,384                       | \$5,480,276                  |
| <b>Total Expenditures</b>        | <b>\$53,670,507</b>                | <b>\$4,976,703</b>               | <b>\$0</b>                                | <b>\$58,647,210</b>                        | <b>\$56,751,468</b>               | <b>\$45,409,601</b>          |
| Net Resources minus Expenditures | \$469,764                          | (\$2,744,211)                    | \$0                                       | (\$2,274,447)                              | (\$2,590,270)                     | (\$744,572)                  |
| Beginning Fund Balance           | \$5,827,840                        | \$4,851,260                      | \$0                                       | \$10,679,100                               | \$13,269,370                      | \$14,013,942                 |
| Ending Fund Balance              | \$6,297,604                        | \$2,107,049                      | \$0                                       | \$8,404,653                                | \$10,679,100                      | \$13,269,370                 |

**Table 1**  
**Area 10 – Kirkwood Community College**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$7,167,056                        | \$3,046,478                      | \$3,048,605                               | \$13,262,139                               | \$9,297,973                       | \$9,389,922                  |
| Utility Replacement Tax          | \$279,447                          | \$94,221                         | \$94,287                                  | \$467,955                                  | \$287,566                         | \$290,410                    |
| Student Fees                     | \$83,045                           | \$0                              | \$0                                       | \$83,045                                   | \$83,045                          | \$90,292                     |
| Tuition                          | \$37,661,743                       | \$0                              | \$0                                       | \$37,661,743                               | \$36,324,579                      | \$35,472,764                 |
| State Aid                        | \$22,687,284                       | \$0                              | \$0                                       | \$22,687,284                               | \$21,321,279                      | \$19,369,288                 |
| Other State Aid                  | \$4,149,627                        | \$0                              | \$0                                       | \$4,149,627                                | \$4,149,627                       | \$2,689,125                  |
| Federal Aid                      | \$14,364,813                       | \$0                              | \$0                                       | \$14,364,813                               | \$14,364,813                      | \$10,976,623                 |
| Sales-Service                    | \$1,938,153                        | \$0                              | \$0                                       | \$1,938,153                                | \$1,938,153                       | \$620,888                    |
| Other                            | \$2,817,400                        | \$0                              | \$0                                       | \$2,817,400                                | \$2,817,400                       | \$6,748,746                  |
| Proceeds from Certificates       | \$15,500,000                       | \$15,000,000                     | \$0                                       | \$30,500,000                               | \$25,500,000                      | \$5,552,346                  |
| <b>Total Resources</b>           | <b>\$106,648,568</b>               | <b>\$18,140,699</b>              | <b>\$3,142,892</b>                        | <b>\$127,932,159</b>                       | <b>\$116,084,435</b>              | <b>\$91,200,404</b>          |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$18,690,355                       | \$0                              | \$0                                       | \$18,690,355                               | \$17,682,043                      | \$16,281,443                 |
| Vocational and Technical         | \$18,535,969                       | \$0                              | \$0                                       | \$18,535,969                               | \$20,389,221                      | \$17,769,253                 |
| Adult Education                  | \$16,002,379                       | \$0                              | \$0                                       | \$16,002,379                               | \$13,220,413                      | \$11,521,620                 |
| Cooperative Programs/Services    | \$7,662,894                        | \$0                              | \$0                                       | \$7,662,894                                | \$10,173,942                      | \$4,509,102                  |
| Administration                   | \$10,391,890                       | \$0                              | \$0                                       | \$10,391,890                               | \$7,059,254                       | \$6,152,156                  |
| Student Services                 | \$5,440,748                        | \$0                              | \$0                                       | \$5,440,748                                | \$4,995,506                       | \$4,353,595                  |
| Learning Resources               | \$3,431,776                        | \$0                              | \$0                                       | \$3,431,776                                | \$3,195,421                       | \$2,784,817                  |
| Physical Plant                   | \$9,538,593                        | \$12,250,000                     | \$3,142,892                               | \$24,931,485                               | \$21,491,115                      | \$15,243,547                 |
| General Institution              | \$15,691,640                       | \$0                              | \$0                                       | \$15,691,640                               | \$12,099,938                      | \$10,545,124                 |
| <b>Total Expenditures</b>        | <b>\$105,386,244</b>               | <b>\$12,250,000</b>              | <b>\$3,142,892</b>                        | <b>\$120,779,136</b>                       | <b>\$110,306,854</b>              | <b>\$89,160,657</b>          |
| Net Resources minus Expenditures | \$1,262,324                        | \$5,890,699                      | \$0                                       | \$7,153,023                                | \$5,777,581                       | \$2,039,747                  |
| Beginning Fund Balance           | \$5,705,090                        | (\$506,557)                      | \$0                                       | \$5,198,533                                | (\$579,048)                       | (\$2,618,795)                |
| Ending Fund Balance              | \$6,967,414                        | \$5,384,142                      | \$0                                       | \$12,351,556                               | \$5,198,533                       | (\$579,048)                  |

**Table 1**  
**Area 11 – Des Moines Area Community College**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$12,352,580                       | \$5,155,607                      | \$0                                       | \$17,508,187                               | \$16,344,290                      | \$14,137,997                 |
| Utility Replacement Tax          | \$444,937                          | \$185,751                        | \$0                                       | \$630,688                                  | \$590,006                         | \$0                          |
| Student Fees                     | \$2,748,901                        | \$0                              | \$0                                       | \$2,748,901                                | \$2,563,701                       | \$1,083,618                  |
| Tuition                          | \$33,598,624                       | \$0                              | \$0                                       | \$33,598,624                               | \$33,968,033                      | \$31,653,818                 |
| State Aid                        | \$22,950,079                       | \$0                              | \$0                                       | \$22,950,079                               | \$22,050,079                      | \$20,524,506                 |
| Other State Aid                  | \$2,142,568                        | \$660,670                        | \$0                                       | \$2,803,238                                | \$3,185,899                       | \$2,394,529                  |
| Federal Aid                      | \$7,157,694                        | \$0                              | \$0                                       | \$7,157,694                                | \$13,536,632                      | \$3,987,993                  |
| Sales-Service                    | \$413,657                          | \$0                              | \$0                                       | \$413,657                                  | \$686,349                         | \$839,617                    |
| Other                            | \$24,493,702                       | \$1,981,432                      | \$0                                       | \$26,475,134                               | \$26,386,417                      | \$20,436,986                 |
| Proceeds from Certificates       | \$0                                | \$0                              | \$0                                       | \$0  | \$0                               | \$15,704,999                 |
| <b>Total Resources</b>           | <b>\$106,302,742</b>               | <b>\$7,983,460</b>               | <b>\$0</b>                                | <b>\$114,286,202</b>                       | <b>\$119,311,406</b>              | <b>\$110,764,063</b>         |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$11,964,531                       | \$0                              | \$0                                       | \$11,964,531                               | \$10,819,103                      | \$15,188,778                 |
| Vocational and Technical         | \$31,938,959                       | \$0                              | \$0                                       | \$31,938,959                               | \$33,955,203                      | \$20,543,186                 |
| Adult Education                  | \$8,715,544                        | \$0                              | \$0                                       | \$8,715,544                                | \$8,749,785                       | \$10,048,369                 |
| Cooperative Programs/Services    | \$17,074,536                       | \$0                              | \$0                                       | \$17,074,536                               | \$16,154,733                      | \$12,288,492                 |
| Administration                   | \$3,039,283                        | \$0                              | \$0                                       | \$3,039,283                                | \$2,721,115                       | \$2,798,407                  |
| Student Services                 | \$7,084,746                        | \$0                              | \$0                                       | \$7,084,746                                | \$6,487,451                       | \$5,893,302                  |
| Learning Resources               | \$2,718,209                        | \$0                              | \$0                                       | \$2,718,209                                | \$2,604,162                       | \$2,609,147                  |
| Physical Plant                   | \$7,837,017                        | \$10,289,221                     | \$0                                       | \$18,126,238                               | \$22,926,831                      | \$22,588,565                 |
| General Institution              | \$15,513,857                       | \$0                              | \$0                                       | \$15,513,857                               | \$16,997,616                      | \$10,667,878                 |
| <b>Total Expenditures</b>        | <b>\$105,886,682</b>               | <b>\$10,289,221</b>              | <b>\$0</b>                                | <b>\$116,175,903</b>                       | <b>\$121,415,999</b>              | <b>\$102,626,124</b>         |
| Net Resources minus Expenditures | \$416,060                          | (\$2,305,761)                    | \$0                                       | (\$1,889,701)                              | (\$2,104,593)                     | \$8,137,939                  |
| Beginning Fund Balance           | \$16,211,630                       | \$2,883,697                      | \$0                                       | \$19,095,327                               | \$21,199,920                      | \$13,061,981                 |
| Ending Fund Balance              | \$16,627,690                       | \$577,936                        | \$0                                       | \$17,205,626                               | \$19,095,327                      | \$21,199,920                 |

**Table 1**  
**Area 12 – Western Iowa Tech Community College**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$2,593,004                        | \$1,052,609                      | \$0                                       | \$3,645,613                                | \$3,423,953                       | \$3,002,077                  |
| Utility Replacement Tax          | \$205,692                          | \$83,498                         | \$0                                       | \$289,190                                  | \$285,517                         | \$0                          |
| Student Fees                     | \$1,535,500                        | \$0                              | \$0                                       | \$1,535,500                                | \$1,538,972                       | \$1,614,963                  |
| Tuition                          | \$9,315,479                        | \$0                              | \$0                                       | \$9,315,479                                | \$9,442,480                       | \$9,526,450                  |
| State Aid                        | \$9,184,671                        | \$0                              | \$0                                       | \$9,184,671                                | \$8,684,671                       | \$8,084,396                  |
| Other State Aid                  | \$408,539                          | \$500,000                        | \$0                                       | \$908,539                                  | \$668,412                         | \$389,267                    |
| Federal Aid                      | \$2,509,545                        | \$1,000,000                      | \$0                                       | \$3,509,545                                | \$2,471,276                       | \$2,339,307                  |
| Sales-Service                    | \$112,850                          | \$28,080                         | \$0                                       | \$140,930                                  | \$119,002                         | \$131,571                    |
| Other                            | \$2,008,993                        | \$4,694,166                      | \$0                                       | \$6,703,159                                | \$4,052,186                       | \$5,167,306                  |
| Proceeds from Certificates       | \$12,512,120                       | \$0                              | \$0                                       | \$12,512,120                               | \$11,106,781                      | \$2,028,828                  |
| <b>Total Resources</b>           | <b>\$40,386,393</b>                | <b>\$7,358,353</b>               | <b>\$0</b>                                | <b>\$47,744,746</b>                        | <b>\$41,793,250</b>               | <b>\$32,284,165</b>          |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$3,185,641                        | \$0                              | \$0                                       | \$3,185,641                                | \$3,100,378                       | \$3,145,926                  |
| Vocational and Technical         | \$7,574,243                        | \$0                              | \$0                                       | \$7,574,243                                | \$7,598,332                       | \$7,445,295                  |
| Adult Education                  | \$1,645,439                        | \$0                              | \$0                                       | \$1,645,439                                | \$1,681,488                       | \$1,844,045                  |
| Cooperative Programs/Services    | \$12,849,904                       | \$0                              | \$0                                       | \$12,849,904                               | \$11,457,469                      | \$2,756,646                  |
| Administration                   | \$1,436,734                        | \$0                              | \$0                                       | \$1,436,734                                | \$1,415,665                       | \$1,431,572                  |
| Student Services                 | \$3,115,382                        | \$0                              | \$0                                       | \$3,115,382                                | \$2,595,581                       | \$1,502,321                  |
| Learning Resources               | \$299,979                          | \$0                              | \$0                                       | \$299,979                                  | \$301,542                         | \$297,428                    |
| Physical Plant                   | \$4,412,127                        | \$7,358,353                      | \$0                                       | \$11,770,480                               | \$7,301,150                       | \$10,816,599                 |
| General Institution              | \$5,894,834                        | \$0                              | \$0                                       | \$5,894,834                                | \$5,972,863                       | \$5,653,380                  |
| <b>Total Expenditures</b>        | <b>\$40,414,283</b>                | <b>\$7,358,353</b>               | <b>\$0</b>                                | <b>\$47,772,636</b>                        | <b>\$41,424,468</b>               | <b>\$34,893,212</b>          |
| Net Resources minus Expenditures | (\$27,890)                         | \$0                              | \$0                                       | (\$27,890)                                 | \$368,782                         | (\$2,609,047)                |
| Beginning Fund Balance           | \$3,436,409                        | \$1,963,498                      | \$0                                       | \$5,399,907                                | \$5,031,125                       | \$7,640,172                  |
| Ending Fund Balance              | \$3,408,519                        | \$1,963,498                      | \$0                                       | \$5,372,017                                | \$5,399,907                       | \$5,031,125                  |

**Table 1**  
**Area 13 – Iowa Western Community College**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$2,137,302                        | \$1,215,125                      | \$416,093                                 | \$3,768,520                                | \$4,353,777                       | \$4,106,441                  |
| Utility Replacement Tax          | \$121,923                          | \$0                              | \$0                                       | \$121,923                                  | \$0                               | \$0                          |
| Student Fees                     | \$652,874                          | \$0                              | \$0                                       | \$652,874                                  | \$652,874                         | \$4,194                      |
| Tuition                          | \$13,024,514                       | \$0                              | \$0                                       | \$13,024,514                               | \$12,563,889                      | \$12,173,586                 |
| State Aid                        | \$9,292,102                        | \$0                              | \$0                                       | \$9,292,102                                | \$8,937,900                       | \$9,502,757                  |
| Other State Aid                  | \$1,042,889                        | \$118,000                        | \$0                                       | \$1,160,889                                | \$1,110,428                       | \$0                          |
| Federal Aid                      | \$2,370,590                        | \$0                              | \$0                                       | \$2,370,590                                | \$2,395,215                       | \$2,112,104                  |
| Sales-Service                    | \$799,804                          | \$0                              | \$0                                       | \$799,804                                  | \$783,076                         | \$813,796                    |
| Other                            | \$6,184,917                        | \$7,368,192                      | \$1,000                                   | \$13,554,109                               | \$26,914,079                      | \$5,205,697                  |
| Proceeds from Certificates       | \$0                                | \$0                              | \$0                                       | \$0  | \$0                               | \$0                          |
| <b>Total Resources</b>           | <b>\$35,626,915</b>                | <b>\$8,701,317</b>               | <b>\$417,093</b>                          | <b>\$44,745,325</b>                        | <b>\$57,711,238</b>               | <b>\$33,918,575</b>          |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$5,588,363                        | \$0                              | \$0                                       | \$5,588,363                                | \$5,325,599                       | \$5,062,403                  |
| Vocational and Technical         | \$7,010,965                        | \$0                              | \$0                                       | \$7,010,965                                | \$6,799,181                       | \$6,461,643                  |
| Adult Education                  | \$2,499,418                        | \$0                              | \$0                                       | \$2,499,418                                | \$2,439,418                       | \$2,275,777                  |
| Cooperative Programs/Services    | \$5,194,811                        | \$0                              | \$0                                       | \$5,194,811                                | \$5,454,109                       | \$2,166,794                  |
| Administration                   | \$2,844,373                        | \$0                              | \$0                                       | \$2,844,373                                | \$2,217,022                       | \$1,965,857                  |
| Student Services                 | \$2,338,111                        | \$0                              | \$0                                       | \$2,338,111                                | \$2,157,171                       | \$2,091,237                  |
| Learning Resources               | \$292,935                          | \$0                              | \$0                                       | \$292,935                                  | \$284,935                         | \$265,210                    |
| Physical Plant                   | \$3,966,094                        | \$8,442,178                      | \$415,676                                 | \$12,823,948                               | \$27,391,549                      | \$7,890,009                  |
| General Institution              | \$5,881,492                        | \$0                              | \$0                                       | \$5,881,492                                | \$5,727,505                       | \$5,001,993                  |
| <b>Total Expenditures</b>        | <b>\$35,616,562</b>                | <b>\$8,442,178</b>               | <b>\$415,676</b>                          | <b>\$44,474,416</b>                        | <b>\$57,796,489</b>               | <b>\$33,180,923</b>          |
| Net Resources minus Expenditures | \$10,353                           | \$259,139                        | \$1,417                                   | \$270,909                                  | (\$85,251)                        | \$737,652                    |
| Beginning Fund Balance           | \$3,204,520                        | \$1,664,200                      | \$178,526                                 | \$5,047,246                                | \$5,126,570                       | \$4,388,918                  |
| Ending Fund Balance              | \$3,214,873                        | \$1,923,339                      | \$179,943                                 | \$5,318,155                                | \$5,041,319                       | \$5,126,570                  |

**Table 1**  
**Area 14 – Southwestern Community College**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$904,708                          | \$411,517                        | \$0                                       | \$1,316,225                                | \$1,289,370                       | \$1,271,707                  |
| Utility Replacement Tax          | \$80,292                           | \$48,483                         | \$0                                       | \$128,775                                  | \$69,667                          | \$72,667                     |
| Student Fees                     | \$334,600                          | \$0                              | \$0                                       | \$334,600                                  | \$369,620                         | \$350,129                    |
| Tuition                          | \$3,682,000                        | \$0                              | \$0                                       | \$3,682,000                                | \$3,283,434                       | \$3,113,456                  |
| State Aid                        | \$4,590,000                        | \$0                              | \$0                                       | \$4,590,000                                | \$3,810,283                       | \$3,612,936                  |
| Other State Aid                  | \$342,800                          | \$450,000                        | \$0                                       | \$792,800                                  | \$1,308,746                       | \$82,388                     |
| Federal Aid                      | \$918,300                          | \$0                              | \$0                                       | \$918,300                                  | \$794,504                         | \$825,874                    |
| Sales-Service                    | \$12,700                           | \$0                              | \$0                                       | \$12,700                                   | \$14,600                          | \$23,195                     |
| Other                            | \$6,463,208                        | \$2,000,000                      | \$0                                       | \$8,463,208                                | \$6,952,881                       | \$3,308,586                  |
| Proceeds from Certificates       | \$0                                | \$0                              | \$0                                       | \$0  | \$0                               | \$0                          |
| <b>Total Resources</b>           | <b>\$17,328,608</b>                | <b>\$2,910,000</b>               | <b>\$0</b>                                | <b>\$20,238,608</b>                        | <b>\$17,893,105</b>               | <b>\$12,660,938</b>          |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$2,588,608                        | \$0                              | \$0                                       | \$2,588,608                                | \$2,154,078                       | \$2,005,706                  |
| Vocational and Technical         | \$3,244,000                        | \$0                              | \$0                                       | \$3,244,000                                | \$2,582,948                       | \$2,231,244                  |
| Adult Education                  | \$1,431,000                        | \$0                              | \$0                                       | \$1,431,000                                | \$1,107,098                       | \$1,007,089                  |
| Cooperative Programs/Services    | \$4,049,700                        | \$0                              | \$0                                       | \$4,049,700                                | \$2,684,367                       | \$2,086,546                  |
| Administration                   | \$1,215,800                        | \$0                              | \$0                                       | \$1,215,800                                | \$979,499                         | \$849,144                    |
| Student Services                 | \$1,062,400                        | \$0                              | \$0                                       | \$1,062,400                                | \$884,212                         | \$844,068                    |
| Learning Resources               | \$214,100                          | \$0                              | \$0                                       | \$214,100                                  | \$178,121                         | \$163,344                    |
| Physical Plant                   | \$1,467,900                        | \$3,000,000                      | \$0                                       | \$4,467,900                                | \$6,000,177                       | \$1,673,986                  |
| General Institution              | \$2,055,100                        | \$0                              | \$0                                       | \$2,055,100                                | \$1,476,026                       | \$1,380,246                  |
| <b>Total Expenditures</b>        | <b>\$17,328,608</b>                | <b>\$3,000,000</b>               | <b>\$0</b>                                | <b>\$20,328,608</b>                        | <b>\$18,046,526</b>               | <b>\$12,241,373</b>          |
| Net Resources minus Expenditures | \$0                                | (\$90,000)                       | \$0                                       | (\$90,000)                                 | (\$153,421)                       | \$419,565                    |
| Beginning Fund Balance           | \$3,318,976                        | \$838,890                        | \$0                                       | \$4,157,866                                | \$4,311,287                       | \$3,891,722                  |
| Ending Fund Balance              | \$3,318,976                        | \$748,890                        | \$0                                       | \$4,067,866                                | \$4,157,866                       | \$4,311,287                  |

**Table 1**  
**Area 15 – Indian Hills Community College**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$2,084,348                        | \$755,442                        | \$0                                       | \$2,839,790                                | \$2,726,869                       | \$2,726,857                  |
| Utility Replacement Tax          | \$123,348                          | \$44,705                         | \$0                                       | \$168,053                                  | \$165,107                         | \$148,667                    |
| Student Fees                     | \$360,000                          | \$0                              | \$0                                       | \$360,000                                  | \$350,000                         | \$439,031                    |
| Tuition                          | \$10,650,000                       | \$0                              | \$0                                       | \$10,650,000                               | \$10,650,000                      | \$9,992,630                  |
| State Aid                        | \$12,614,700                       | \$0                              | \$0                                       | \$12,614,700                               | \$11,972,648                      | \$11,362,216                 |
| Other State Aid                  | \$137,000                          | \$1,628,266                      | \$0                                       | \$1,765,266                                | \$1,394,172                       | \$649,415                    |
| Federal Aid                      | \$4,759,256                        | \$899,000                        | \$0                                       | \$5,658,256                                | \$2,960,904                       | \$2,988,433                  |
| Sales-Service                    | \$0                                | \$3,767,040                      | \$0                                       | \$3,767,040                                | \$1,442,582                       | \$398,189                    |
| Other                            | \$4,046,276                        | \$295,336                        | \$410,550                                 | \$4,752,162                                | \$3,545,134                       | \$5,818,180                  |
| Proceeds from Certificates       | \$0                                | \$0                              | \$0                                       | \$0  | \$0                               | \$0                          |
| <b>Total Resources</b>           | <b>\$34,774,928</b>                | <b>\$7,389,789</b>               | <b>\$410,550</b>                          | <b>\$42,575,267</b>                        | <b>\$35,207,416</b>               | <b>\$34,523,618</b>          |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$4,281,205                        | \$0                              | \$0                                       | \$4,281,205                                | \$3,950,040                       | \$3,913,839                  |
| Vocational and Technical         | \$12,140,551                       | \$0                              | \$0                                       | \$12,140,551                               | \$9,591,853                       | \$9,366,113                  |
| Adult Education                  | \$2,858,500                        | \$0                              | \$0                                       | \$2,858,500                                | \$2,701,700                       | \$2,591,962                  |
| Cooperative Programs/Services    | \$3,212,487                        | \$0                              | \$0                                       | \$3,212,487                                | \$2,891,969                       | \$3,278,161                  |
| Administration                   | \$1,951,021                        | \$0                              | \$0                                       | \$1,951,021                                | \$1,824,791                       | \$1,652,554                  |
| Student Services                 | \$3,211,100                        | \$0                              | \$0                                       | \$3,211,100                                | \$3,071,250                       | \$3,176,812                  |
| Learning Resources               | \$1,045,500                        | \$0                              | \$0                                       | \$1,045,500                                | \$970,000                         | \$953,797                    |
| Physical Plant                   | \$3,571,000                        | \$0                              | \$0                                       | \$3,571,000                                | \$3,345,500                       | \$3,296,011                  |
| General Institution              | \$3,756,381                        | \$7,755,830                      | \$395,550                                 | \$11,907,761                               | \$6,293,077                       | \$5,702,231                  |
| <b>Total Expenditures</b>        | <b>\$36,027,745</b>                | <b>\$7,755,830</b>               | <b>\$395,550</b>                          | <b>\$44,179,125</b>                        | <b>\$34,640,180</b>               | <b>\$33,931,480</b>          |
| Net Resources minus Expenditures | (\$1,252,817)                      | (\$366,041)                      | \$15,000                                  | (\$1,603,858)                              | \$567,236                         | \$592,138                    |
| Beginning Fund Balance           | \$3,075,179                        | \$3,079,242                      | \$351,706                                 | \$6,506,127                                | \$5,938,891                       | \$5,346,753                  |
| Ending Fund Balance              | \$1,822,362                        | \$2,713,201                      | \$366,706                                 | \$4,902,269                                | \$6,506,127                       | \$5,938,891                  |

**Table 1**  
**Area 16 – Southeastern Community College**  
**Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$1,389,446                        | \$545,076                        | \$770,696                                 | \$2,705,218                                | \$2,638,968                       | \$2,622,693                  |
| Utility Replacement Tax          | \$93,506                           | \$36,683                         | \$49,154                                  | \$179,343                                  | \$178,137                         | \$170,896                    |
| Student Fees                     | \$100,000                          | \$0                              | \$0                                       | \$100,000                                  | \$100,000                         | \$203,837                    |
| Tuition                          | \$9,150,000                        | \$0                              | \$0                                       | \$9,150,000                                | \$8,885,000                       | \$8,477,697                  |
| State Aid                        | \$6,984,927                        | \$0                              | \$0                                       | \$6,984,927                                | \$6,733,160                       | \$6,346,191                  |
| Other State Aid                  | \$745,000                          | \$457,800                        | \$0                                       | \$1,202,800                                | \$1,180,100                       | \$1,091,162                  |
| Federal Aid                      | \$1,610,000                        | \$0                              | \$0                                       | \$1,610,000                                | \$1,573,000                       | \$1,601,229                  |
| Sales-Service                    | \$740,000                          | \$140,000                        | \$0                                       | \$880,000                                  | \$775,000                         | \$643,131                    |
| Other                            | \$2,990,000                        | \$3,000                          | \$437,918                                 | \$3,430,918                                | \$3,386,667                       | \$4,402,996                  |
| Proceeds from Certificates       | \$2,000,000                        | \$0                              | \$0                                       | \$2,000,000                                | \$1,000,000                       | \$625,000                    |
| <b>Total Resources</b>           | <b>\$25,802,879</b>                | <b>\$1,182,559</b>               | <b>\$1,257,768</b>                        | <b>\$28,243,206</b>                        | <b>\$26,450,032</b>               | <b>\$26,184,832</b>          |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$3,820,000                        | \$0                              | \$0                                       | \$3,820,000                                | \$3,666,000                       | \$3,407,914                  |
| Vocational and Technical         | \$4,630,000                        | \$0                              | \$0                                       | \$4,630,000                                | \$4,245,000                       | \$3,797,603                  |
| Adult Education                  | \$2,070,000                        | \$0                              | \$0                                       | \$2,070,000                                | \$2,010,000                       | \$1,950,484                  |
| Cooperative Programs/Services    | \$5,320,000                        | \$0                              | \$0                                       | \$5,320,000                                | \$4,390,000                       | \$4,378,269                  |
| Administration                   | \$1,419,000                        | \$0                              | \$0                                       | \$1,419,000                                | \$1,220,800                       | \$1,307,672                  |
| Student Services                 | \$2,577,500                        | \$0                              | \$0                                       | \$2,577,500                                | \$2,477,000                       | \$2,390,838                  |
| Learning Resources               | \$635,000                          | \$0                              | \$0                                       | \$635,000                                  | \$610,000                         | \$586,740                    |
| Physical Plant                   | \$1,725,000                        | \$1,417,000                      | \$0                                       | \$3,142,000                                | \$3,104,000                       | \$2,912,015                  |
| General Institution              | \$3,650,913                        | \$0                              | \$1,257,768                               | \$4,908,681                                | \$6,630,842                       | \$5,452,748                  |
| <b>Total Expenditures</b>        | <b>\$25,847,413</b>                | <b>\$1,417,000</b>               | <b>\$1,257,768</b>                        | <b>\$28,522,181</b>                        | <b>\$28,353,642</b>               | <b>\$26,184,283</b>          |
| Net Resources minus Expenditures | (\$44,534)                         | (\$234,441)                      | \$0                                       | (\$278,975)                                | (\$1,903,610)                     | \$549                        |
| Beginning Fund Balance           | \$2,920,132                        | \$587,000                        | \$71,100                                  | \$3,578,232                                | \$5,983,053                       | \$5,982,504                  |
| Ending Fund Balance              | \$2,875,598                        | \$352,559                        | \$71,100                                  | \$3,299,257                                | \$4,079,443                       | \$5,983,053                  |

**SECTION A: BUDGET ESTIMATE SUMMARY**

**TABLE 2 - BUDGET ESTIMATE SUMMARY - STATEWIDE TOTALS**

**Table 2  
Statewide Totals  
Fiscal Year 2007 Budget Estimate Summary**

|                                  | (A)                                | (B)                              | (C)                                       | (D)  | (E)                               | (F)                          |
|----------------------------------|------------------------------------|----------------------------------|---|--|-----------------------------------|------------------------------|
|                                  | General Funds<br>FY 2007<br>Budget | Plant Funds<br>FY 2007<br>Budget | Bond & Interest<br>Fund FY 2007<br>Budget | Total of<br>all Funds<br>FY 2007<br>Budget | FY 2006<br>Re-estimated<br>Budget | FY 2005<br>Audited<br>Actual |
| <b>Resources:</b>                |                                    |                                  |   |  |                                   |                              |
| Taxes Levied on Property         | \$52,350,226                       | \$20,815,244                     | \$6,470,806                               | \$79,636,276                               | \$71,794,702                      | \$65,896,600                 |
| Utility Replacement Tax          | \$2,317,386                        | \$826,510                        | \$215,253                                 | \$3,359,150                                | \$2,734,279                       | \$1,290,591                  |
| Student Fees                     | \$12,839,223                       | \$0                              | \$0                                       | \$12,839,223                               | \$12,320,638                      | \$10,532,490                 |
| Tuition                          | \$197,862,483                      | \$0                              | \$0                                       | \$197,862,483                              | \$191,343,736                     | \$183,828,345                |
| State Aid                        | \$157,910,624                      | \$171,840                        | \$0                                       | \$158,082,464                              | \$149,656,911                     | \$140,983,084                |
| Other State Aid                  | \$13,613,632                       | \$5,664,068                      | \$0                                       | \$19,277,700                               | \$19,563,993                      | \$12,046,891                 |
| Federal Aid                      | \$53,796,846                       | \$2,299,000                      | \$0                                       | \$56,095,846                               | \$58,077,632                      | \$40,111,585                 |
| Sales-Service                    | \$7,200,909                        | \$4,241,820                      | \$0                                       | \$11,442,729                               | \$19,807,650                      | \$6,484,598                  |
| Other                            | \$96,927,357                       | \$28,594,450                     | \$1,417,288                               | \$126,939,095                              | \$122,286,640                     | \$82,573,916                 |
| Proceeds from Certificates       | \$42,520,120                       | \$21,000,000                     | \$5,000,000                               | \$68,520,120                               | \$48,385,166                      | \$29,856,173                 |
| <b>Total Resources</b>           | <b>\$637,338,808</b>               | <b>\$83,612,932</b>              | <b>\$13,103,347</b>                       | <b>\$734,055,087</b>                       | <b>\$695,971,347</b>              | <b>\$573,604,272</b>         |
| <b>Expenditures:</b>             |                                    |                                  |   |  |                                   |                              |
| Liberal Arts and Sciences        | \$95,545,803                       | \$0                              | \$0                                       | \$95,545,803                               | \$90,133,963                      | \$88,995,477                 |
| Vocational and Technical         | \$136,384,265                      | \$500,000                        | \$0                                       | \$136,884,265                              | \$136,345,348                     | \$112,337,520                |
| Adult Education                  | \$61,679,018                       | \$0                              | \$0                                       | \$61,679,018                               | \$56,964,069                      | \$52,764,494                 |
| Cooperative Programs/Services    | \$105,925,304                      | \$0                              | \$0                                       | \$105,925,304                              | \$97,070,772                      | \$59,601,656                 |
| Administration                   | \$35,085,908                       | \$0                              | \$0                                       | \$35,085,908                               | \$30,708,129                      | \$29,022,668                 |
| Student Services                 | \$42,375,811                       | \$0                              | \$0                                       | \$42,375,811                               | \$38,965,967                      | \$35,264,486                 |
| Learning Resources               | \$14,453,761                       | \$0                              | \$0                                       | \$14,453,761                               | \$14,011,331                      | \$13,049,246                 |
| Physical Plant                   | \$52,252,766                       | \$70,812,003                     | \$10,550,174                              | \$133,614,943                              | \$135,862,601                     | \$104,575,914                |
| General Institution              | \$93,458,460                       | \$9,088,368                      | \$1,653,318                               | \$104,200,146                              | \$96,227,083                      | \$76,865,875                 |
| <b>Total Expenditures</b>        | <b>\$637,161,095</b>               | <b>\$80,400,371</b>              | <b>\$12,203,492</b>                       | <b>\$729,764,958</b>                       | <b>\$696,289,262</b>              | <b>\$572,477,336</b>         |
| Net Resources minus Expenditures | \$177,713                          | \$3,212,561                      | \$899,855                                 | \$4,290,129                                | (\$317,915)                       | \$1,126,935                  |
| Beginning Fund Balance           | \$78,582,711                       | \$64,167,841                     | \$729,582                                 | \$143,480,134                              | \$144,298,460                     | \$143,171,525                |
| Ending Fund Balance              | \$78,760,424                       | \$67,380,402                     | \$1,629,437                               | \$147,770,263                              | \$143,980,545                     | \$144,298,460                |

Note: Hawkeye Community College included fixed assets in their Beginning and Ending Fund Balance. Of the \$67,380,402 Ending Fund Balance in Column B (Plant Fund FY 2007 Budget), \$42,301,769 is fixed assets. The ending fund balance of the plant funds excluding fixed assets equals a balance of \$25,078,633. The Ending Fund Balance total of all funds excluding the fixed assets equals \$105,468,494.

## **SECTION B: COLLEGE NARRATIVES**

## **COMMUNITY COLLEGE NARRATIVES**

To augment the proposed fiscal year 2007 budget data, each community college has prepared a narrative, which highlights aspects of their projected fiscal year 2007 budget activities. In many instances, the data provide linkages to the fiscal year 2007 budget and to the institution's strategic plan. Three questions were posed to each college. The specific questions the colleges were asked to address are the following:

1. What are your current and future infrastructure needs?
2. Please describe your ability or inability to keep current with technology.
3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college.

The following section includes each of the fifteen community college budgets grammatically edited.

# NORTHEAST IOWA COMMUNITY COLLEGE

## 1. What are your current and future infrastructure needs?

Northeast Iowa Community College has two campuses, located in Calmar and Peosta, Iowa, that are approaching 40 and 30 years old respectively. Each year that goes by puts greater and greater pressure on the institution's ability to maintain the existing infrastructure at the campuses.

The main funding for these infrastructure improvements is the college Plant Fund, a 20¼ levy which not only must provide resources for maintaining the existing infrastructure, but also provide funds for rapidly increasing utility costs, technology costs, remodeling, ADA facilities improvement, and new construction needs.

Infrastructure areas in which funds are urgently needed include sidewalks, HVAC systems, roofs, parking lots, streets and curbing, tuck pointing of buildings, sewer and water lines, gas and electrical service lines, underground cabling and landscaping. It is increasingly difficult to meet upkeep of infrastructure needs of campuses and facilities that are approaching forty years of age.

## 2. Please describe your ability or inability to keep current with technology.

The technology churn rate (the rate at which one model replaces another) is increasingly fast. Community colleges are caught in a difficult cycle of purchase/use/replace that cannot be maintained with current funding models. It does not do anyone a favor to have a large one-time replacement funding, for instance, without an on-going replacement program. This can cause a quick build-up of capability, along with its corresponding build-up of expectations. Without the ability to maintain this, the benefits of the initial funding are gone within 2-3 years. This is a waste and leads to frustration and disappointment.

Along with the technology itself, it is necessary to have an on-going means of funding for training. Budgets at community colleges are always tight, and fluctuate with enrollments. It is difficult to maintain the funding needed to learn the new technologies and support them. It is too easy to pretend that the cost of technology is the cost of acquisition. This is seldom the case. It does not run itself, fix itself, integrate itself, or train users by itself. The technology itself is usually a relatively minor part of the real cost of using technology, yet the other costs are seldom accounted for, and the quickest one to go is often training. This is short-sighted, if understandable. But it must be understood that training is not fluff. It is the only way to get a real return on the public's investments in technology.

## Northeast Iowa Community College, Continued

### 3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college.

The greatest challenges facing Northeast Iowa Community College (NICC) relating to human resources are benefit costs and coverage; and compensation, classification, and credentialing.

Every organization, institution, or business with employees has faced and will continue to face rising benefit costs—especially in health care. The increasing complexity in dealing with benefit plans and the challenges these issues bring to labor negotiations and settlements are constant issues for NICC.

Compensation issues range from the difficulty in finding qualified faculty members who are willing to accept jobs in education that pay less than those in the business and clinical settings to establishing competitive support staff wages in a collective bargaining environment that finds half the staff in a rural setting and the other half in a metropolitan area. Classification issues relate to the support staff employees and the ever-changing job and technical skills needed to keep all areas of the College running. Classification also touches the professional staff of the College and the need to classify and compensate administrative and managerial staff in a manner comparable to peer institutions and businesses. Credentialing relates to hiring faculty that are both qualified and competent in their discipline.

Regarding estimates of short- and long-term retirements at NICC, the average age of full-time faculty at NICC is 49.6. The average age of members of the President's Cabinet is 48.3. The average age of full-time administrators is 44.8 and the average age of those in full-time support staff positions is 44.6 years. Seeing these numbers, it is apparent that the graying of the staff is of concern. However, since 1996, the Board of Trustees has offered an early retirement bonus to employees ages 55 to 62. This option has been attractive to a small number of employees. In fact, only 10% of those eligible each year have taken the offer. In all classifications—faculty, professional staff, and support staff—there are individuals with longevity greater than 30 years. The average longevity of full-time employees is 10.7 years.

The College does foresee retirements in all staff classifications consistent with those being faced by other Iowa community colleges. We anticipate faculty hiring difficulties in some disciplines which we hope to counter partially by encouraging former students in our programs to return to the College to teach. Though we will have support staff resignations in some key areas, we have been successful in hiring for support staff openings at Level I and Level II of our four-level classification scale. Employees in Level III and Level IV are typically younger and there is much turn-over in these classifications as many of the positions are part-time.

# NORTH IOWA AREA COMMUNITY COLLEGE

## 1. What are your current and future infrastructure needs?

NIACC is currently in the process of building a new maintenance/storage building. This will allow the college to use the existing maintenance area as a business incubator. A 1.2 million dollar grant from the Small Business Administration will pay for the remodeling necessary to make the existing space suitable for the incubator.

In the planning stages is a recreational/practice facility for students and our athletic programs. This will provide additional amenities that students are seeking.

NIACC's technology department is in the process of developing a two-year plan to give the campus wireless internet connectivity.

A new pig facility will be built this summer. The facility will provide needed space for the college's increasing involvement with the production and selling of show pigs.

Several other projects are under study including adding additional space on to the current science and math wing. Also being studied is an addition to the Student Learning Center. As the college continues to work on retention initiatives it is apparent that more and more students need educational support outside of the classroom.

In order for the college to complete the above projects, it will be necessary to extend the current plant fund levy that runs out in 2008. There are plans underway to take renewal of the levy to the taxpayers at the September 2006 school elections. How aggressive the college is with the current infrastructure needs will depend on the outcome of the election.

## 2. Please describe your ability or inability to keep current with technology.

NIACC has the additional 6-cent equipment levy that is helping the college keep current with technology. Technology continues to change at a rapid pace but the cost of technology continues to decrease. This helps the college in its endeavor to keep the latest technology in the classroom and in the hands of its students.

## North Iowa Area Community College, Continued

- 3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college.**

One long-range challenge is coping with the rising healthcare costs. While we have managed to maintain our current level of benefit provided to employees this could prove problematic in the future.

Another concern is the ability to attract quality faculty. We continue to have the challenge of offering a competitive wage to our industrial and technical faculty, particularly in health care. Nationally, there exists a shortage of nursing faculty.

NIACC is fortunate to experience relatively low turn over rates. Our turnover rate for last year for all employees was 6.5 percent. Currently 33 percent of our faculty is age 55 older. Taking a longer-range look at our faculty 50 and older the percentage increases to 55 percent. Several top tier administrators are also over the age of 55. Given our demographics turn over rates are likely to increase in the next several years.

# IOWA LAKES COMMUNITY COLLEGE

## 1. What are your current and future infrastructure needs:

In analyzing our needs we see a need for the following area:

- a. A scheduled replacement of our HVAC units in Estherville and Emmetsburg
- b. A Fine Arts facility to bring our programs together and have the ability to offer drama to our curriculum
- c. A place for our Computer Aided Drafting & Design program, which plans to expand
- d. A new facility to house our Wind Turbine Technology program. We do not have the space to accommodate all of the students who wish to enroll in the program and being able to teach additional activities, like blade repair

## 2. Please describe your ability or inability to keep current with technology:

It is very difficult to keep current with our technology needs. During the summer of 2005, we upgraded our network system and are planning on upgrading the telephone system, which is our first upgrade in 10 years. The total cost of this is around \$725,000. This cost does not include the initial purchase or upgrade of our 1,200+ computers. In order for us to do the above we sold Capital Loan Notes, which will be repaid over a period of 5 years. The current way to plan for the next major upgrade would be set aside funds each year and have these funds available when the need arises. Unfortunately, it does not appear that there are sufficient funds available in our general fund budget to do this.

## 3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college:

We have two greatest challenges regarding human resources. The first one is that of providing adequate medical insurance coverage at a reasonable cost. We are almost at a point where the cost of providing medical insurance to our employees equals the cost of the salary. We have looked at changing our plan, and have made minor modifications, but to do a major overhaul would involve the faculty union. The other challenge is to secure the necessary funding to provide an annual salary/benefit increase to our faculty and staff.

We do not anticipate any great changes in the makeup of our faculty and staff. This year we made available to our senior employees the opportunity for early retirement. We had seven employees who took advantage of this. The window is shut and don't know when we will offer an early retirement incentive in the future. When the window does open we would expect 5 – 10 employees to take advantage of the opportunity.

# NORTHWEST IOWA COMMUNITY COLLEGE

## 1. What are your current and future infrastructure needs?

A campus space needs assessment was completed in February 2003, and the College has now begun updating the campus master plan. Identified needs include additional dormitory space, classroom, office and storage space, a multi-use space for student recreation and large group events, and campus image improvements including landscaping and repair of exterior brick facades. Major remodeling of aging facilities is necessary in some areas. Our traditional shop areas for Heavy Equipment, Automotive, Autobody, and Welding, original building areas from 1966-1975, need modernization and space adjustment.

ACE PIAP funds have assisted in remodeling areas in the Trade and Technology area and building a Health addition. The current ACE project will provide permanent facilities for the new Radiologic Technology program. We have received a Dept. of Labor grant to begin a Bio Science lab technician program in the next two years, and that will require expanded labs, classroom, and office space.

There are major electrical and HVAC needs on campus. Systems are outdated and performance is an issue. Before any additional construction, the campus electrical distribution system needs to be updated to handle the capacity. Parking lots also need resurfacing.

The technology infrastructure environment at NCC is designed with scalability for expansion of utilization. This expansion is continual and presents challenges in upgrading both hardware and system management solutions that provide for a stable and planned capability to meet the needs of expanding utilization. Our most immediate needs center on the increase of wireless, video conferencing and web technologies.

All of these improvements are necessary to provide a competitive educational environment for student success and to prepare students to bring the benefits of an educated workforce to Iowa businesses.

## 2. Please describe your ability or inability to keep current with technology.

It is extremely challenging to keep current with technology with a small number of staff and faculty; however, it is a priority at our institution. Technology advancement requires not only keeping current with technology, but implementing those endeavors with current staff while maintaining required support of existing systems. Faculty and staff development is also an ongoing necessity to be properly trained on current technology.

The Iowa Community Colleges in cooperation with the Iowa Communications Network are working to create an Iowa Community College Infrastructure. This Intranet will provide opportunities to replace the obsolete video classroom with modern, more functional Video over IP capabilities. This project will also provide disaster recovery opportunities as well as a platform to share resources in instructional technology. We are using consortium efforts to provide technical support where feasible.

**Northwest Iowa Community College, Continued**

**3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college.**

One of the greatest challenges in human resources today is the ability to attract qualified faculty at a comparable salary being offered in the business and/or industry arena. Even though the college offers excellent benefits, the ability to offer competitive salaries lags. The College desires to increase full-time faculty numbers but employs an increasing number of adjunct employees.

In addition, with the growing Hispanic/Latino population, it is important that the college employ individuals who have the skills to facilitate minority students and families with college admissions and assist the students with their academic pursuits.

The Technology & Information Services Department is currently understaffed in the areas of application support, report development, web administration and development and live level one helpdesk support. Maintenance and business office staffing is at the same level as 1986.

Northwest Iowa Community College has offered a voluntary early retirement program for eligible employees of the College whose early retirement would be effective between July 1, 2006, and June 30, 2007. The college anticipates six or more individuals requesting early retirement with four retiring at the end of the current fiscal year. In 2008 there is the potential to have 29 employees age 55 and over and in 2011, 40 employees age 55 and over.

# IOWA CENTRAL COMMUNITY COLLEGE

## 1. What are your current and future infrastructure needs?

A major challenge continues to be the repair and upkeep of 30 year old buildings. Normal wear and tear along with the high student use requires custodial and maintenance personnel to spend additional time and financial resources to keep them attractive and appealing to students.

The maintenance staff has to continually reevaluate maintenance priorities due to unexpected and unplanned maintenance requirements. The College is attempting to replace heating, ventilation, and air-conditioning (HVAC) systems, but building design and airflow limitations hamper progress in this area. Due to the age of the systems, replacement parts are difficult to find and the system is expensive to maintain. A disproportionate amount of maintenance time and financial resources are required during the summer and winter seasons to maintain the HVAC systems.

The flat roofs on the aging buildings are another challenge. Roofs that have not been replaced tend to develop leaks as rapidly as they can be repaired.

Resurfacing or replacement of parking lots is a future need. Several parking lots are in poor condition.

## 2. Please describe your ability or inability to keep current with technology.

Technology continues to play a major role in the educational process at Iowa Central. From individual computers to the integrated Iowa Communications Network (ICN), Iowa Central has invested a great amount of time, personnel, and financial resources to keep pace with evolving technology.

Computer availability for educational and support purposes has been a priority. In 1991 Iowa Central had fewer than 60 computers at all centers. Today the College maintains over 1200 computers. Every full-time staff member of the College has a computer, with the only exception being custodians. However, custodians do have access to computers with e-mail and Internet capabilities.

The technology team is responsible for the repair and maintenance of computers and technology systems at all centers. A technology planning team prepares a technology plan annually for the College to address training, support, and equipment needs.

**Iowa Central Community College, Continued**

A listing of the technology request amounts and the amounts that were funded for the last four and current fiscal years follows:

|          | FY 2002   | FY 2003     | FY 2004   | FY 2005     | FY 2006     |
|----------|-----------|-------------|-----------|-------------|-------------|
| Requests | \$779,035 | \$1,187,122 | \$689,192 | \$1,132,281 | \$1,505,099 |
| Funded   | \$523,461 | \$ 491,589  | \$476,056 | \$ 423,779  | \$???       |

The most critical needs relate to the extraordinary costs of maintaining current technology with up-to-date instructional technology and equipment. It is extremely difficult to keep up with the rapidly changing needs for instructional technology and equipment. The loss of the Vocational Technical Technology Improvement Funds (funded FY 98 through FY 02 for a five year total of \$719,243) from the state has made it challenging to try and meet these needs.

**3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college.**

One of the greatest Human Resources (HR) challenges is assuring the successful interviewing of job applicants. A team-based hiring process exists. When a position becomes available, the appropriate Vice President establishes an interview team, which screens applications, interviews qualified applicants, and makes a recommendation of the top 2-3 candidates to be called in to visit with the President and Vice President (if the Vice President is not involved in the initial interview). The President and Vice President converse with the interview chair to make a final decision. The team-based hiring process is followed for ALL full-time positions posted. The HR staff monitor and assist the teams throughout the team-based hiring process.

An Iowa Central manual “The Hiring Process” is provided to the interview team to help insure the successful interviewing of job applicants. A section of that manual titled “Guidelines for Pre-Employment Questions and Inquiries” provides a list of 22 subjects and the questions that may be asked and the questions that may not be asked related to that subject.

The heart of the institution is its employees. It is said that hiring is Job1, hiring is Job2, and hiring is Job3. Hiring is THE most important function of the personnel process assuring that the most qualified, the most personable, the most likely to succeed person is hired. Doing so will help improve retention and help eliminate turnover. Iowa Central has an annual turnover of 5-10% of employees.

Iowa Central’s most effective retention strategy is good leadership that starts at the top with the President of the College. The President’s leadership has created a work environment that makes it enjoyable to be a part of Iowa Central and, quite simply, makes people want to apply for employment at Iowa Central and remain at Iowa Central. The orientation/mentor process for new employees, the creation of staff development activities, and the recognition of employees improves retention.

## Iowa Central Community College, Continued

Iowa Central has a strategy for reducing turnover of staff who have been employed one year or less. New employees go through a general orientation process designed to cover the most basic and most important topics that need to be communicated in the first month of employment. A mentor is assigned and employees in and out of the new employee's department/division are made aware of the new employee in their area. All employees are encouraged to be a part of the "mentoring" process, not just the staff member assigned as the mentor.

Iowa Central has approximately 250 regular full-time employees. In the last ten years 85 employees retired under a College Retirement Incentive Program. Twenty-three employees are eligible for the current Retirement Incentive Program for those employees at least 55 years of age with ten years of service. Without a monetary incentive, we anticipate 3-5 retirements a year. With a monetary incentive, we anticipate 5-10 retirements a year.

# IOWA VALLEY COMMUNITY COLLEGE

## 1. What are your current and future infrastructure needs?

The District continues to struggle with the on-going maintenance and recurring repair needs of present infrastructure. This is especially true in light of the fact the IVCCD plant levy is nearly 100% committed to increasing utility expenses.

Future needs include new construction, vocational equipment and technology upgrades. These needs were recently identified (December 2005) in reference to an unsuccessful general obligation bond election (51%). These needs included at ECC – an agriculture complex and a student life center; at MCC -- an events center and fine arts center; at Continuing Ed – a welding lab; at Grinnell – additional classroom space; and District-Wide – upgrades in technology and communications. The District plans to pursue the bond issue again in the near future.

## 2. Please describe your ability or inability to keep current with technology.

There are constant and expensive requirements in order to keep current with information technology. Software maintenance, communication equipment, servers and connectivity issues as well as training issues all focused on critical processes create an urgent need for additional funding and long range planning to address the ever changing technology.

So far we have been able to keep pace with the most critical needs. At the same time, given the other pressures on the operating budget and the increasing reliance on IT equipment for every day processing and productivity, an inability to address these issues in the future due to staffing and financial constraints would create a major obstacle. Should that occur we will begin to fall behind in our usage of current technology and lose all ability to embrace creative and innovative instructional delivery systems.

Additional state funding for technology is needed.

## 3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college.

Our greatest challenges are the inability to recruit qualified, diversified employees and the inability to compete with the salaries and benefits offered in positions in larger cities within our driving area – Des Moines, Cedar Rapids, Waterloo. Other challenges include staying abreast of changing employment laws and regulations as well as having the time and resources to adequately train supervisors and employees.

Our District has just been through a one-time early retirement period (December, 2005) with many employees taking advantage of the program. It does not appear that our District will have large numbers of retirees now for another three (3) years. However, after that three (3) years, we will have 25-30 employees eligible for retirement. Our current staffing patterns would require that all of these positions be filled again thus magnifying the current challenge of recruiting qualified and diversified employees.

# HAWKEYE COMMUNITY COLLEGE

**1. What are your current and future infrastructure needs?**

Repair of parking lots, roadways, sidewalks and curbing is continuous.

**2. Please describe your ability or inability to keep current with technology.**

Classroom instructional technology is in constant need of replacing or updating. Computer projection systems have a life of four years before the need to be replaced. Projection lamps for the projectors are costing the college \$30,000 a year. Industrial instructional technology such as lathes and CNC machines need to be replaced more frequently than industrial equipment of an earlier era.

**3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college.**

Providing health insurance benefits is a challenge that takes away from our ability to offer competitive compensation. Approximately 15% of the College's employees will be age 62 or older in the next five years. There are four senior administrators retiring in 2006.

# EASTERN IOWA COMMUNITY COLLEGE DISTRICT

## 1. What are your current and future infrastructure needs?

As many of the buildings within the Eastern Iowa Community College District were built around the 1966-1972 timeframe, general building renewal is becoming of prime importance. That would include building envelope tuck-pointing, new windows, doors, and building mechanicals such as boilers and HVAC units. In addition, most of the older buildings were not designed to meet current ADA accessibility requirements; as such restrooms and common areas likely need to be renovated to meet such requirements. In addition many of the driveways, parking lots and sidewalks have exceeded or are nearing their expected lifespan and will need replacement. A primary need at our Scott Community College Campus is the addition of a second entrance off of highway 67. At this point in time the campus has only one entrance and exit making egress from the campus in emergency situations extremely difficult and dangerous. The future needs of EICCD will depend largely upon program and community needs, but to mention a few, the Clinton Campus will need to expand its community education and developmental education offerings through the addition of a major facility. The Muscatine Campus has acquired some metal buildings from Muscatine Community Schools that will need major remodeling to function as an educational delivery and educational support area. The Scott Campus is in need of an Allied Health/Nursing/Science addition in order to meet the growing need for Health professionals. The District will have to address the future of its Career Assistance Center (major renovation or relocation), which provides GED, ABE and ESL programming for a large number of local citizens.

## 2. Please provide your ability or inability to keep current with technology.

Eastern Iowa Community College District installed a district-wide technology network in the mid 90's. This network provides desktop access to an EICCD Intranet as well as Internet access for all employees and students. At the time of installation the system was state-of-the-market and could easily keep pace with growing demands and activity. EICCD's technology network has reached the end of its useful lifespan. The initial cabling no longer meets current standards and will not allow us to support technologies such as Voice Over IP (VOIP), high-speed video programming, and the district has no wireless capabilities at all. In addition, the hardware that was installed to initially power the network, the servers, routers, and switches are struggling to keep pace with the volume of data being moved through the system. If the entire network is not re-engineered and re-built in the very near future, EICCD will not be able to implement the instructional technologies required by many programs and demanded by many student. In addition, EICCD will not be able to implement effective digital communication with students (email) nor will it be able to effectively implement and maintain effective e-Commerce process.

## 3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college.

With tight budgets at Eastern Iowa Community College District, the challenge is staff development for both time available and dollars available. At times competitive salaries are difficult to keep up with. The current number for retirements this year is very small with 7 people retiring. However, the District currently has 20% of our employees age 55 and over.

# KIRKWOOD COMMUNITY COLLEGE

## **1. What are your current and future infrastructure needs?**

Speaking about infrastructure from an IT perspective we need a secure and reliable data center. We currently have over 90 servers, 50% of those require 99.999% uptime to support the mission of the College. Currently we have two areas we host those servers, neither has adequate HVAC or UPS and neither has generator support. In our area of the Midwest, spring and summer bring strong electrical storms that can wreak havoc on a server room that is not designed properly. We are introducing wireless networking where it makes the most impact and we will need to revamp our network infrastructure to accommodate secure levels of access based on user type. This revamp will consist of both hardware and software changes.

## **2. Please describe your ability or inability to keep current with technology.**

We do a good job of choosing the right current technology to stay up to speed on. For example, we have a 10-year-old PBX that fits our needs well and can be adapted to support VOIP down the road. There are many newer systems on the market but this piece of equipment delivers all the functionality we need so we choose to stay with it. By contrast, with some of our large enterprise computing systems supporting the College we are applying monthly updates as they come out from the vendor and we are performing whole version upgrades to keep current. The main barrier to staying current is that we support over 90 servers, around 40 have at least monthly updates and 10 perform full version upgrades yearly which involve about 4 months of work to ensure the new version will work, with 4 System Administrators on staff it can be difficult to keep up with all the changes so we really have to be careful about what other duties we commit to and we have to place a premium on prioritizing effectively.

## **3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college.**

Two challenges come to mind. One is the recruitment and retention of a diverse workforce; especially among the faculty positions. The second is keeping a level of control in regard to health care - these costs continue to rise and plan modifications are continuously examined. Turnover was 7% for 2004 - 2005, and was 8% for 2003 - 2004. Our average age of employees 46.87 (July 1, 2005) and was 46.11 (July 1, 2004). Our average years of service was 10.4 (July 1, 2005) and 9.6 (July 1, 2004). Kirkwood had 12 retirements for 2004 - 2005 and 6 for 2003 - 2004. We are very aware of our aging workforce and are actively working to development our next group of leaders.

# DES MOINES AREA COMMUNITY COLLEGE

## **1. What are your current and future infrastructure needs?**

If DMACC is to meet the workforce needs being projected for Iowa, it will be necessary to build capacity. With enrollments increasing, space is at a premium and waiting lists for many of the College's programs continue to grow. DMACC has been able to rely on growth as a source of funding for the past several years, which will no longer be available as space continues to be an issue. The capacity of the College will need to be increased in order to handle the anticipated growth/needs. This is reaching critical proportions.

## **2. Please describe your ability or inability to keep current with technology.**

DMACC utilizes a significant portion of its 20.25 cent Plant Fund levy and almost all of its 9 cent Equipment Replacement levy in an effort to keep current with technology. Each year these funds meet only about one-half of the requested needs. Technology is no longer limited to computers and networks, but includes virtually every program offered at DMACC. New machinery, software and hardware are being introduced at a rapid rate in Iowa businesses and industries. In order to keep the College's curriculum up-to-date and in tune with the needs of these businesses and industries, constant upgrading and training is required. DMACC struggles with this issue constantly. With the current funding stream, we are often forced to fill gaps and meet emergencies, rather than do what should be done.

## **3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college.**

Many DMACC departments have seen only token staff increases for the past several years even though the number of students served has increased significantly. At the current staffing levels, a significant budget increase is required to fund modest salary increases and meet the double-digit increase in the cost of health insurance. In addition, growth is handled by ever increasing the number of courses taught by adjuncts. Between retirements and resignations, about 10% of the College's permanent work-force is replaced annually. This allows for some re-assignment and re-allocation, but not increases. To better serve students and business and industry, the College needs to grow its service staff and continue to strive to hire more full-time faculty members.

# WESTERN IOWA TECH COMMUNITY COLLEGE

## **1. What are your current and future infrastructure needs?**

As the College celebrates its 40<sup>th</sup> anniversary, we are also dealing with other infrastructure issues that come with the aging facilities. Infrastructure concerns include water lines, sewer, power lines as well as the main roads and parking lots. Facilities are in a constant state of needing repairs or maintenance. Future building needs include a student activities center as well as dormitory facilities on the main campus.

## **2. Please describe your ability or inability to keep current with technology.**

Western Iowa Tech Community College struggles to keep current with ever-changing technology. While our strong heritage is in vocational education, technology permeates all areas of higher education. Funding issues limit the deployment of technology that business and industry demand of graduates. The elimination of the state technology funds further aggravates the problem of keeping current with technological equipment needs.

## **3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college.**

At the present, funding for salaries and benefits continues to create the greatest challenge. The College recently reinstated a voluntary early retirement program. The impact of the retirements is not yet known. Until such time as the retirements are determined, the College's projection on employee turnover is not known. The College does have a number of employees 55 years of age or older.

# IOWA WESTERN COMMUNITY COLLEGE

## 1. What are your current and future infrastructure needs?

- a. Additional classroom space for health career programs, technical music (recording) labs, and mass communications (TV, Radio, graphic arts).
- b. Student/community wellness expansion that would also improve physical education instruction and better address the physical fitness and health needs of its employees.
- c. Expand food service production area and dining space to meet growing resident student population. This expansion is also needed to meet student growth/lab space necessary for the Culinary Arts program.
- d. Due to enrollment growth must expand IWCC's library/learning resources area. Expanded housing capacity has also increased demand by students for these learning resources services.

## 2. Please describe your ability or inability to keep current with technology.

- a. Merged Area 13 voters recently reauthorized the six-cent levy for instructional equipment replacement funds and this will assist the institution to stay relatively current. However the cost of technology is rising faster as larger enrollments have pushed demand for technology. More technology requires additional technology support staffing to provide help desk services.

## 3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college.

- a. The high cost of health insurance continues to pressure the institution.
- b. Inability to attract and retain qualified employees as they move into the private sector for higher paying employment.
- c. Currently 20% (71 employees) of IWCC's full-time employees will be eligible for retirement within the next 10 years. Twenty-eight of the 71 will be eligible to retire in the next 1-5 years. Approximately half of the 71 are instructional staff.
- d. The significant growth in enrollment experienced by the college requires increased numbers of faculty and support staff to serve the wide spectrum of student needs. Stagnant local funding is not being compensated for by increased state appropriations so there is continuous pressure on local boards to increase tuition at rates well above the rate of inflation.

# SOUTHWESTERN COMMUNITY COLLEGE

## 1. What are your current and future infrastructure needs?

### Current Infrastructure needs

New HVAC system for the Instructional Building  
Re-roofing the round portion of the Instructional Building  
Roof repair at the Osceola Center  
Construction of a new dormitory  
Upgraded electrical service to the Instructional Building  
Installation of a new generator  
New walk out doors in the automotive area  
Remodeling of the Red Oak Center  
Construction of the Allied Health and Science Center

### Future Infrastructure needs

New paving for main entrance and east entrance to campus  
Remodeling of all entrances to the Instructional Building  
Expansion and remodeling of the Student Center  
Building soccer fields  
Expansion of the Administration Building  
New Business and Technology Building  
Additional dormitories  
New flooring for all buildings  
Addition to the Performing Arts Building  
New science lab  
New faculty offices  
Remodeling of classrooms 331 to 339 and room 511

## 2. Please describe your ability or inability to keep current with technology.

Southwestern Community College stays current with learning about new technology by attending various training opportunities, seminars, and presentations by vendors, which include hands on demonstrations. From this knowledge we prioritize our implementation of technology in order that students' needs are met first. Every year we have more equipment and software requests from faculty than we can fill. Although funding does not keep up with the advances in technology, we make choices to the best of our ability to enable the student to benefit from the newest technology. Increased funding for technology would help ensure that our graduates are on the forefront of the application of technological advances.

**Southwestern Community College, Continued**

**3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college.**

The greatest human resource challenge at Southwestern is attracting and retaining qualified staff for faculty and professional positions. We are extending our recruitment efforts into national publications and have relied on online sources more heavily in the past two years to enhance our ability to attract qualified candidates. We are also aware that our salaries are lower than market standard in most classifications and are working on strategies to improve our hiring base for all positions. Our turnover rate averaged a little over 8% the past two years. A probable turnover rate forecasted for next year is 8-10%. We have received three early retirement requests this fiscal year and have one anticipated request for next year. The Early Retirement Benefit is being reviewed annually by the Board, and the possibility exists that the plan may be suspended. This may result in more eligible employees looking toward applying for the benefit than expected.

# INDIAN HILLS COMMUNITY COLLEGE

## 1. What are your current and future infrastructure needs?

IHCC has infrastructure maintenance demands that will remain on going. Costs related to energy renovations (lighting, heating, insulation of roofs, etc.), building maintenance and aging roadways, are only examples of needs that are perpetual. The college is applying the \$.2025 levy to a low property valuation and consequently has limited resources with which to work. Aging the community college system to 40 years results in an appeal to promote updating the 15 community college facilities and equipment to modern standards. Equipment for high technology, while questionably considered infrastructure needs, is very costly to provide and maintain, e.g. laser, robotics, biotechnology and health occupations programs.

## 2. Please describe your ability or inability to keep current with technology.

Changing industry mandates the colleges, as trainers, place graduates with the skills needed for current jobs. While substantial and active advisory committees are in place, for the college to react to continually changing demands is a challenge. Minimizing obsolescence is a first priority, along with maintaining safety, teaching processes, and training people to be flexible. Unless there is a continuation of state dollars, untethered by earmarks, the colleges will be challenged to pursue their locally defined missions.

## 3. Please describe your greatest challenge regarding human resources. Please include projections on turnover of employees including short-term and long-term estimates on retirements at your college.

IHCC's greatest challenge in filling positions is dealing with salaries \$8,000-\$10,000 or more below standards of other state's junior college salaries and competing with private enterprise. Iowa is near the bottom in salary comparability for staff who need certification or licensure. This \$25 million dollar statewide issue needs address by an ambitious legislative effort. Employee turnover remains static at around 10-12%. The college is experiencing retirements at 1-3% annually and savings on new hires are considered in annual budget development. This trend has been consistent since the college system aged from the 30 year marker through the present.

# SOUTHEASTERN COMMUNITY COLLEGE

## 1. What are your current and future infrastructure needs?

- Original Facilities – The original West Burlington facility was opened in 1970. The most critical needs are to replace the boiler and chiller with newer, high efficiency units. Energy efficiency efforts are ongoing for this facility, as well as wiring and cabling for technology.
- Expansion – Years of expanding facilities has created a number of infrastructure issues: 1) a second primary electrical feed will be necessary prior to any additional facility expansion at the West Burlington campus, 2) all new facility planning requires a water run-off plan, and 3) vehicle and pedestrian traffic patterns have changed with years of expansion, and with the changing of the main entrance from the east to the south side of the campus, a need for alternate and new roadways, sidewalks, and parking lots has been created.
- Technology – SCC is in the process of connecting all of its locations to a centralized information and communication system. The ongoing need for high-speed access to technology is essential to our facility and strategic planning.

Security issues and the lack of a main back up power supply continue to draw attention.

## 2. Please describe your ability or inability to keep current with technology.

SCC has a number of elements in place to ensure that the college's technical environment is up to date and can meet future needs.

- Annual Tech Request Process – allows all departments and individuals to request technical and training resources for the next fiscal year. A budget committee makes final decisions based on the strategic direction of the college.
- Strategic Planning Process – process that collects information and input from all stakeholders to develop technology vision, goals, and objectives for the next 5 years. A Technology Advisory Committee provides input on IT services, policies and procedures, and training programs as well as researches emerging technologies.
- Inventory Tracking System – SCC uses an inventory tracking system called “Altiris” to provide technical specifications on all equipment. Altiris provides a real time picture of our technical environment that allows up to analyze our systems at any given time. This is critical for a life cycle process.

## **Southeastern Community College, Continued**

- Life Cycle Process – Altiris inventory system is in place to track all technical equipment such as computers, servers and network equipment. This inventory system allows us to life cycle all equipment to ensure we are current with program and business needs.
- Standards – every year we update our minimum standards for equipment and replace equipment that falls below the standard levels. These standards are based on industry trends as well as the current applications and services we provide end users.
- Accessibility – SCC is connecting all locations to a centralized information and communication system. This allows the college to administer and maintain one system to ensure that all end users have equal access to resources to meet current and future needs.

The greatest challenge to technical planning is providing adequate funding and resources. Technology planning will continue to be a priority as we look to future programming.

### **3. Please describe your greatest challenges regarding human resources. Please include projections on turnover of employees, including short-term and long-term estimates on retirements at your college.**

It is estimated that 45% of the regular workforce at SCC will retire between the years 2001 to 2011, with 20% of the workforce already opting for early retirement by 2006. Currently, 25% of our workforce is 55 years of age or older. The challenges are:

- Attracting qualified, properly credentialed applicants.
- Funding professional improvement/training opportunities.
- Offering competitive salaries and benefits.
- Containing employee insurance costs.

## **APPENDIX A: GLOSSARY OF TERMS**

# **GLOSSARY OF TERMS**

Fiscal Year

Operation time period, which is from July 1 to June 30 for the community colleges.

## **Accounting Funds**

General Fund

The General Fund is available for any legally authorized purpose and is, therefore, used to account for revenue and expenditures for activities not provided for in other funds. The General Fund consists of the Unrestricted Fund and the Restricted Fund.

Unrestricted Fund 1

The Unrestricted Fund (Fund 1) is to include the organizational units to be financed and are directly concerned with the operation of and support of the educational program as a whole—with the only restrictions are those imposed by the budget.

Restricted Fund 2

The Restricted Fund (Fund 2) is used to account for resources that are available for the operation and support of the education program, but which are restricted as to their use by an outside agency or person.

Combined Funds 1 and 2

The total of Fund 1 plus Fund 2 (Unrestricted and Restricted Funds).

Auxiliary Fund 3

The Auxiliary Fund (Fund 3) is used to record resources received, held, and disbursed by an institution, over which the institution has determination as to the nature and degree of receipts and expenditures.

Agency Fund 4

The Agency Fund (Fund 4) records resources received, held, and disbursed by a college, as a fiscal agent for others. Revenue and expenditures should not be included as college revenue or expenditures and should be reported separately.

Scholarship Fund 5

The Scholarship Fund (Fund 5) contains resources identified as: 1) those funds available for awards to students, but are not in payment for services rendered to the institution and do not require repayment; and 2) off-campus work study shall be reported in this fund, but on-campus work study should not be. It should be reported in the fund which received the benefit of the work study student.

Loan Fund 6

Loan Funds (Fund 6) are those whose principle is loanable to needy students through interest bearing loans.

|  |  |
|--|--|
| Plant Fund 7                               | Plant Funds (Fund7) include several sub-funds such as the unexpended plant sub-fund, the debt service sub-fund, investment in plant sub-fund and the voted tax sub-fund. All revenue and expenditures contained in these sub-funds relate to the historical or current cost of land, buildings, and their upkeep and operation.  |
| Endowment Fund 8                           | Endowment Funds (Fund 8) are those resources, the principal of which shall be maintained inviolate to conform to restrictions placed thereon by the donor or other outside agency. Generally, only the income from these funds may be used and the net income, from endowment fund investments, should not be reported as transactions of the endowment fund group, but should be reported directly in the fund group from which such income will be expended. |
| Accounting Functions<br>(within all Funds) | Liberal Arts and Sciences Education, Vocational and Technical Education, General Adult Education, Cooperative Programs or Services, General Administration, Student Services, Learning Resources, Physical Plant, and General Institution.   |

### **Revenue Sources**

|                           |  |
|---------------------------|--|
| Unrestricted Fund Balance | The excess of revenue over expenditures from current or preceding years, which are available to be spent for any purpose.  |
| Restricted Fund Balance   | An excess of revenue over expenditures from current or previous years that must be spent for specific purposes.  |
| Student Fees              | Incidental fees collected from students; such as lab, graduation, transcript, and other similar type fees.   |
| Tuition                   | Tuition charges paid by students for attending classes/programs at an institution.   |
| Local Tax Support         | Taxes levied on property in a merged area for specific purposes; such as equipment replacement, operations, tort, and other similar activities.  |
| State Support             | Revenue received from state sources; such as state general aid, state work-study, and other types of monies from the state treasury.   |
| Federal Support           | Revenue categorized as being federal in origin, even though it may pass through on state warrants. Examples are federal vocational aid, special needs, Titles I, II, III, VI and VII, and similar funds. |
| Sales and Services        | Incidental revenue produced by a sub-group of the institution; such as vending machines, rental of college facilities, bookstore, and other similar activities.  |

Other Income Any other miscellaneous income; such as interest, gifts/grants or any other source of income not identified in any other area.

### **Expenditure Categories**

Salaries, Related Payroll and Fringe Benefits A group of expense accounts, which relate to the salaries, related payroll, and fringe benefits, for employees of the community college.

Services This group of accounts is charged with fees paid for services by persons not on the institution's payroll.

Materials, Supplies and Travel This category of expenses is identified as materials, supplies, and travel.

Other Current Expenses Miscellaneous expenses related to operation of the community college.

Instructional Equipment Necessary equipment purchased for use in an instructional program or course offered by a community college.

Capital Outlay Purchased equipment, vehicles, library books/films, land buildings and fixed equipment, other structures, and improvements necessary for the operation of an institution.

### **Terms**

NACUBO National Association of College and University Business Officers

AICPA Association of Independent Certified Public Accountants

GAAP Generally Accepted Accounting Principles