

# Finance Forum

Jeannie Smith, Chief Financial Officer | February 12, 2025

SOUTHWEST

TENNESSEE COMMUNITY COLLEGE

[southwest.tn.edu](https://southwest.tn.edu)



# Topics

- What We Do –Where We Been - Where We Are Going
- Who We Are
- Budget Update
- Enrollment
- Positions
- Questions

# What we do – Our Mission

## **Ensure good Stewardship of the Public Trust and to provide Best in Class Business Processes.**

- Stewardship – the job of taking care of something
- Public Trust – refers to the confidence that citizens have in their government and its institutions to act in the best interest of the public (taxpayers, our students, donors)
- Best in class – processes place a high priority on outcomes that are tied to our strategy and goals

# What we do – Where We Have Been **Accomplishments**

- Successfully demonstrated compliance to support SACSCOC decennial review of Institutional Finances
  - 3 State Audit reports – no findings
  - Excellent FY24 CFI score – target 3.0; SWTCC scored 4.4
  - Expanded budget process to engage broader stakeholders
- Implemented three finance departmental training programs:
  - Contracts
  - UKG Onboard training
  - Comprehensive Finance Training

# What we do – Where we Are Going

## 2025 Goals

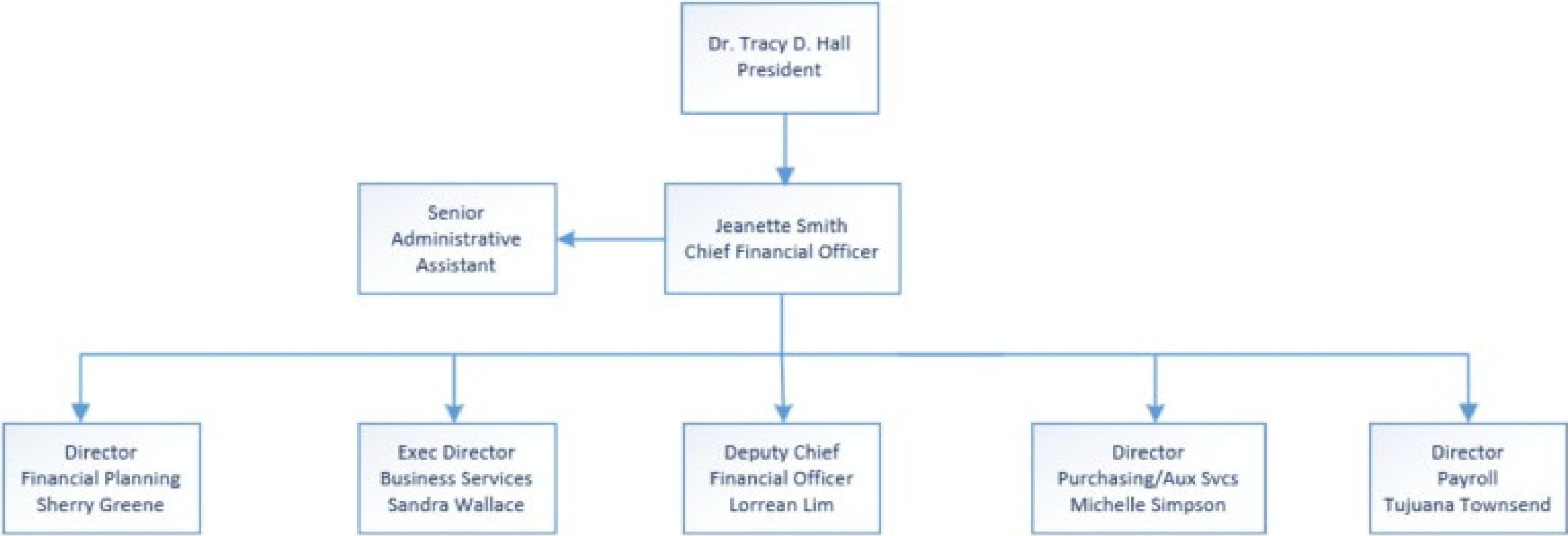
- **Conduct training and process awareness initiatives to ensure stakeholders have access to procedures**
  - Training
  - Updated and complete policies and procedures
  - Updated websites
- **Adopt Best in Class business practices**
  - Expanding credit card use
  - Debit Cards for Athletic Meal Allowances
  - Exploring new systems – Timekeeping and Invoice Payment Successfully demonstrated compliance to support SACSCOC decennial review of Institutional Finances
- **Ensure the financial integrity of the College**
  - Good audits
  - Meet target CFI scores
  - Balanced budget

# Finance Goals – How we set them

- Goals set at beginning of year
- Updated/Revised as needed in periodic Finance Leadership Mini Retreats
  - November
  - March
  - July



# Who We Are and What We Do



# Business Services

Sandra Wallace, Executive Director

[ap@southwest.tn.edu](mailto:ap@southwest.tn.edu); bursar@southwest.tn.edu; Farris 2020

- Accounts Payable
- Travel
- Cashiering
- Student Accounts Receivable
- Collections



# Business Services

## **Accounts Payable**

Wendy Love, Manager

x 4113

Calvin Harwell

x 4811

Telisha Epps

x 4197

## **Accounts Receivable**

Elbonie Halliburton, Manager

x 4149

Michon Anderson

X 4811

Edith Cleveland

x 5591

Natasha Jones

x 4689

# Business Services

**Cashiering  
Macon**

Alicia Hilliard

x 4210

Lisa Griffin

x 4210

**Cashiering  
Union**

Karmen Bennem

x 5292

# Business Services

- Biggest accomplishment –ACH
- Goals – ACH
- We want you to know
  - ACH
  - Submitting an invoice with a Purchase Requisition does not initiate a vendor payment

# Budget and Financial Planning

Sherry Greene, Director

[budget@southwest.tn.edu](mailto:budget@southwest.tn.edu)

- Budget
- Position Control
- Financial Planning

# Budget and Financial Planning

- Biggest accomplishment
  - Implementation of the 3-year budget plan reducing the deficit from \$10M to \$4.5M. New budget plan to be developed to eliminate the remaining deficit.
- Goals
  - Use Banner Budget Check to reduce over expenditures of budgets
  - Dynamic Forms & Banner 9 budget revision process
  - Streamline budget reporting process to reduce time to produce
- We want you to know
  - Individual Self-Service budget training available anytime. E-mail [budget@southwest.tn.edu](mailto:budget@southwest.tn.edu) to setup appointment

# College Budget and Planning Timeline

March 7 – Divisional Leaders Submit Position Change Requests and Operational Spending Plans for FY2025-2026

March 21 – FY2025 – 2026 Draft Estimated and Proposed Budget Submitted to Senior Leadership for Review and Prioritization

April 11 – Senior Leadership Finalize FY2025-2026 Estimated and Proposed Budget Decisions

May 2 – FY2025 – 2026 Estimated and Proposed Budget Submitted to TBR for Approval

June 13 – TBR Quarterly Board Meeting to Approve FY2025 – 2026 Estimated and Proposed Budget and Tuition Increases Approved

# Accounting Services

Lorrean Lim, Deputy CFO (llim@southwest.tn.edu)

Sindhuja Gopal, Director of Accounting (sgopal)

Tiffany Yarbrough, Banking Manager (tcyarbrough)

Beverly Scott, Senior Accountant (bscott14)

- **Accounting** – chart of accounts, journal entries, account reconciliations
- **Treasury Services** – banking, wire transfers, cash entries
- **Grants Accounting** – invoicing, drawdowns, reporting, compliance
- **Foundation Accounting** - COA, JE's, wire transfers, reporting
- **Financial Reporting** – financial reports, IPEDs, data analysis
- **Capital Projects Accounting** – fixed assets accounting, tagging equipment



# Accounting Services

- Biggest accomplishment – great audits
- Goals – provide Accounting process training:
  - Chart of Accounts - coding transactions
  - Banner Finance for budget, revenues, expenditures and fund balances
- We want you to know
  - Refer to the Document and Forms website under Financial Administration for updated forms <https://www.southwest.tn.edu/documents/financial-administration/index.php>
  - Sign up for training when available (i.e. Summer Institute)

# State Audits Conducted This Last Year

- FY22 financial audit
  - FY22 HEERF audit
  - FY23 financial review
  - FY23 HEERF audit
  - FY23 financial audit
- 
- Excellent results – NO FINDINGS

# Payroll Services

**Tujuana Townsend, Director**

**Keisha Hicks, Assistant Director**

**Teresa White, Payroll Specialist**

**Victoria Whiting, Payroll Specialist**

**Curtis Harris, Temporary staff**

[payroll@southwest.tn.edu](mailto:payroll@southwest.tn.edu); Union Parrish 226

- Payroll Processing
- UKG Time Capture
- Tax Reporting
- Deduction Remittance

# Payroll Services

- Biggest accomplishment
  - UKG - Training videos
  - 95% reduction in paper checks
- Goals -
  - Recommendation on possible conversion to new timekeeping system - from UKG to Banner Web for Time
  - Move to online direct deposit input and changes through self-service portal
- We want you to know
  - Refer to the Payroll \_Financial Administration website for information and forms
    - <https://www.southwest.tn.edu/documents/payroll/index.php>

# Purchasing

Michelle Simpson, Director

Missy Street, Purchasing Specialist

Lana Harris, PT Temporary

[purchasing@southwest.tn.edu](mailto:purchasing@southwest.tn.edu); Farris 2019

- Procurement
- Contracts
- Credit Cards
- Auxiliary Services
- Diverse Supplier Initiative

# Purchasing

- **Biggest accomplishment**
  - Converted to Contracts+
  - Improved compliance with contract policy
- **Goals**
  - Expand training
  - Expand credit card use
  - Expand athletic debit card use
- **We want you to know**
  - Competitive sourcing requirements
  - Review outstanding purchase orders monthly
  - Plan purchases far in advance – competitive sourcing and contracts take time
  - **ALWAYS CALL PURCHASING FIRST!!!**

# TBR PURCHASING POLICY 4:02:10:00

## Bid Thresholds

Up to \$25,000 – no bids required\*

\$25,000 - \$100,000 – at least 3 written bids\*\*

\$100,000+ - formal sealed bids required

\*The \$25,000 is only for a one-time purchase with vendor. Policy states it is cumulative purchase within the life span of the purchase of goods and/or services.

\*\*Except for small dollar purchases (under \$25,000), for purchases totaling less than \$100,000 in expense or revenue, including renewal terms of multi-year awards, Institutions shall solicit bids, by sending written documentation detailing the good and/or service being requested with detailed specifications, to at least 3 bidders.



# Purchasing

Purchasing Website – Being updated, so it can be an excellent source for information

<https://www.southwest.tn.edu/financial-and-administrative-services/purchasing/index.php>

- Policies and Procedures
- Purchasing guidelines
- Contracts – new process began 1/1/24
- Forms/templates

## Review Open Encumbrances (POs) Frequently

Financial managers must review all open purchase orders (PO) to determine the status:

- PO should be closed – item is no longer needed. Cancel PO.
- PO should have been paid in full but is open in error. Notify [ap@southwest.tn.edu](mailto:ap@southwest.tn.edu) and [purchasing@southwest.tn.edu](mailto:purchasing@southwest.tn.edu) for investigation into why PO was not closed.

Need a determination on:

- Invoice was paid but PO was not closed in error, or
- Invoice has not been paid because either invoice or receiving report was not received.
- Item has not been received and the PO should be carried forward to FY26.
- All blanket orders will close automatically at 6/30/25.

Purchase orders must have a completed [Receiving Report](#) submitted to pay the invoice

## Year End Procurement Deadlines

Standard template contracts with an effective date of **July 1, 2025** must be submitted via the applicable DocuSign template no later than **June 12, 2025 to TBR**.

Vendor generated contracts, for a **July 1, 2025** start date, must be submitted for review to TBR Contracts and Reporting no later than **May 1, 2025**.

All requisitions except blanket requisitions must be submitted to Purchasing electronically via Jaggaer (SciQuest). Blanket paper requisitions for FY26 may be submitted to the Purchasing Department at any time. Please indicate in the upper-right hand corner of the requisition that the order is for "FY26" (July 1, 2025-June 30, 2026).

If your Department is processing requisitions through Jaggaer (SciQuest) for FY 2025—2026, please submit those requisitions on or after July 1, 2025.

Please contact Purchasing if you have questions regarding your purchasing needs.

# Budget Update

# Strong Financial Position Historically

## Sound Management and Healthy Reserves

- No Debt
- Healthy Reserves
  - Very important given volatility of our enrollment

# Budget Tied Directly to Strategic Plan

What Works – What Doesn't Work



Focus 2025 Strategic Plan and Specific Tactics



Critical Needs Identified



Budget Development and Decisions



Critical Positions, Professional Development, Academic Equipment and Facility Needs etc.

Critical Positions, Professional Development, Academic Equipment  
and Facility Needs etc.

## **FY25 INVESTMENTS**

Current year Investments/allocations

- \$884,520 – July budget
- 289,000 – October budget
- \$1,173,520 - Total FY25 Allocations (stated to be one-time)
- Without allocations, we would be at \$3.3M Gap
- \$1.2M in academic equipment
- \$75k in professional development



# Operating Budget

- By State Law, our budget must be balanced  
Expenditures = Revenue
- Revenue – Primary Source is Enrollment
  - Tuition and Fees – 37% - **Enrollment**
  - State Appropriations – 56% - **Student Outcomes**
  - Private Gifts and Other Sources – 7%
- \$66M Operating Budget

# Enrollment

Students are our top priority

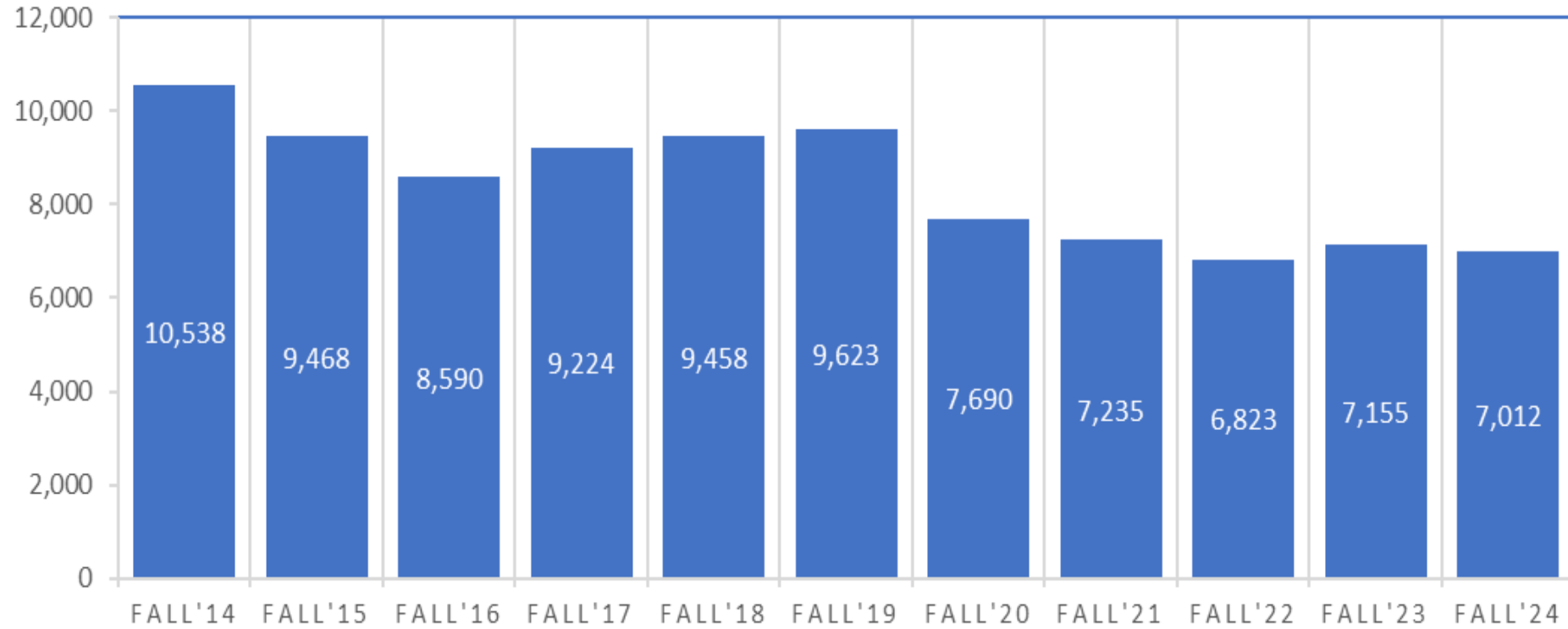


Mission



Focus 2025 Strategic Plan

## FALL ENROLLMENT



# Enrollment Growth Needed to Eliminate Budget Gap

Timeframe	Full-Time Equivalent	Headcount	Tuition Revenue Generated
Fall 2025 (FY26)	900 FTE Students	1440 HC Students	\$ 4,500,000
		OR	
Fall 2025 (FY26)	700 FTE Students	1120 HC Students	\$ 3,500,000
Fall 2026 (FY26)	200 FTE Students	320 HC Students	\$ 1,000,000

# Positions

\$49M      Positions and Benefits

\$17M      Operating Budget

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\$66M      Total Budget

**75% of our Operating Budget is in Positions and Benefits**

# Takeaways

1. We are financially sound
2. Strategic Plan drives all budget decisions
3. Consider all costs for reduction – spend wisely to drive the Strategic Plan
4. Enrollment critical – we all own it
5. Focus on student retention and new enrollment – core mission
6. Finance is focusing on excellence - Strengthening Financial Services

Operations

Questions?

