

**SOUTHWEST TENNESSEE COMMUNITY COLLEGE****SUBJECT: Budget Policies and Procedures****EFFECTIVE DATE: July 1, 2000; Revised May 31, 2013; Revised September 15, 2024****Purpose**

As an institution, Southwest Tennessee Community College (“Southwest” or “the College”) is responsible for the prudent management of resources entrusted to its care. Ensuring that budgets developed by the College are prepared in accordance with sound budget principles is fundamental to good stewardship of financial resources. All College officials responsible for budgeting processes are directed to adhere not only to the specific requirements of this policy, but to also act within the spirit of this policy and in a manner that evidences forthrightness and engenders public trust.

**Definitions**

Budgeting – the process whereby the plans of the College are translated into an itemized, authorized, and systematic plan of operation, expressed in dollars, for a given period. Budgets are the blueprints for the orderly execution of program plans; they serve as control mechanisms to match anticipated and actual revenues and expenditures. It is widely recognized that budget control is essential for effective financial management of any organization.

Current Funds – the economic resources available for carrying out the primary functions of the College, which will be expended in the near future (i.e. within the current fiscal year). Current funds can be divided further into restricted and unrestricted funds.

Restricted Funds – any funds where the donor has placed certain limitation(s) on the use of the funds. Grants, contracts, and specific scholarships are examples of restricted funds.

Unrestricted Funds – any funds for which there is no special stipulation as to the purpose for which they should be expended. Tuition and fee revenue, as well as the legislative appropriation, are examples of sources for an unrestricted fund.

Plant Funds – the non-current resources which include all the capital assets of the College as well as the necessary provisions for the acquisition of new, and the replacement of existing institutional assets over a period of time.

**Policy and Procedure**

Southwest prepares an annual operating budget, which serves as a guide for financial expenditures for salaries and wages, travel, equipment, and other supplies and operating expenses. The establishment of effective budgetary control is essential in the administration of the College’s fiscal affairs. No budget administrator is

authorized to make firm commitments or incur obligations on behalf of the College until budget provisions have been made.

### Guiding Principles

Working with the College's shared governance process, the President has the responsibility and full authority to propose a budget to the Tennessee Board of Regents. The President will ensure that the process for budget development is open, provides for accountability, includes appropriate constituencies in budget planning, and incorporates clear guidelines and adequate training for those involved. In the development and submission of budgets, the President shall adhere to the following principles:

- A. Budgetary needs should be prioritized relative to the College's core mission and consistent with its strategic plan, with resources aligned accordingly. In situations where resources are constrained or limited, resources should be redistributed as needed to ensure that limited resources meet the highest priority needs of the College.
- B. Budgets must respect generational neutrality. In general, this is to say that the cost of educating the current generation of students should be borne by the current generation and not be deferred to future generations.
- C. Budgets must be balanced:
  1. In total, such that all planned expenditures do not exceed expended revenues and use of reserves or other non-recurring funds; and
  2. On a recurring basis, such that planned ongoing(recurring) expenditures do not exceed expected recurring revenues. Use of non-recurring revenues and/or funds to meet recurring expenditures is discouraged; however, it is acknowledged that special circumstances may arise when it is in the best interest of the College to do so. In the even non-recurring revenues and/or funds are budgeted to meet recurring expenses, this must be specifically disclosed to TBR as part of the budget consideration process, including justification and the College's plan for achieving recurring balance.
- D. A degree of fiscal conservatism must be incorporated in the budget to reduce the risk of year-end deficits by:
  1. Ensuring all costs are fully recognized and budgeted. Use of anticipated savings as a funding source (e.g., lapsed salaries) for recurring expenses is discouraged. If anticipated savings are used to fund recurring expenses, this must be specifically disclosed to TBR as part of the budget consideration process;
  2. Using financially conservative, yet reasonable, revenue estimates in light of existing conditions. Estimates of revenues derived from students must be based on analysis of historic enrollment patterns, modified for any recent observable patterns. The basis for student-derived revenue estimates must be communicated to TBR as part of the budget consideration process; and
  3. Maintaining appropriate contingency funds for revenue shortfalls and emergencies for both Education & General and Auxiliary operations, consistent with relevant TBR policies and guidelines.

- E. Opportunities for cost savings arising from shared services and resources between departments and organizations within the College and among other institutions should be aggressively pursued.

### Budget Preparation Cycle

- A. Since it is recognized that a budget is a plan and that circumstances may necessitate revisions or changes to the original plan from time to time, Southwest submits detailed budgets to the Tennessee Board of Regents (TBR) for their approval three (3) times a year. These three (3) submissions are described as follows:
1. Proposed Budget – This is the original budget prepared in the spring for the fiscal year to begin July 1. It is normally submitted to TBR in May for approval at their June Board meeting. The budget basically is a continuation budget of the previous fiscal year. In most cases, the tuition and fee rates and other State budget changes are unknown during the budget preparation period.
  2. Revised Budget – This budget is considered the College’s official annual budget. It is a revision of the proposed budget and is normally referred to as the “October Revised Budget.” It is prepared as of October 31, after actual fall enrollments, faculty appointments, and other estimated costs and closing balances are known, and is normally submitted to TBR in late October for approval at their December Board meeting. At this time, additional funds may become available for budget allocations. During the budget process, campus personnel formulate budget plans in response to assessment results and in support of the College’s five-year strategic goals and objectives. Budget plans are made in accordance with annual planning and institutional effectiveness in light of anticipated revenues and external constraints and priorities.
  3. Spring Estimated Budget – This budget is the final budget submitted for the current year operations. It is submitted in the spring the same time as the proposed budget for the College, and contains the control totals against which final year-end expenditures are compared. At the end of each fiscal year, TBR staff will review the Annual Financial Report of the College by comparing actual year-end amounts to the Spring Estimated Budget.
- B. The major sources of unrestricted funds for the College are tuition & fees and State appropriations. All appropriations for public higher education in the State of Tennessee are coordinated by the Tennessee Higher Education Commission (THEC), which has the responsibility of recommending equitable funding levels for each public higher education institution in Tennessee. Appropriation requests are submitted to the THEC in August. This data includes, but is not necessarily limited to, factors such as the number of students enrolled and retained by level, types of courses taught, number of credit hours taught, gross square footage of buildings maintained and certain other factors as requested. THEC combines the requested data with a complex formula to determine a theoretical necessary funding level for each State higher education institution. The results of this process become a recommendation to the Governor, who uses this as a basis for the higher education appropriation in the proposed State budget. While the Governor’s proposal may or may not recommend the same funding levels as the THEC’s, the THEC formula results normally serve as a basis for the distribution of higher education funds.
- C. Each budget year will normally have unique guidelines and requirements depending on Legislative, State Government Executive Branch, the THEC, and/or TBR requirements. The College has the responsibility to ensure that all budget guidelines for a given fiscal year are incorporated into the budget and are carried

out operationally. Detailed budget preparation instructions are provided to budget administrators each budget cycle. These instructions and a planning timetable incorporate the annual State guidelines as well as the College's strategic planning and assessment processes.

- D. The budget is loaded into the Finance system. The College's fiscal year and related operating budget run from July 1 of the current year through June 30 of the subsequent year. It should be noted that approval of a budget does not waive any statutory, policy, or other restrictions for expending funds. All budgets are to be spent within TBR Guidelines and Policies.
- E. The Chief Financial Officer or designee has responsibility for budget preparation and submission, and also serves as an advisor on budgetary issues to the President and Senior Staff.

### Administration of Operating Budgets

- A. Level of Budget Control – In accordance with the National Association of College and University Business Officers functional classification of expenditures and transfers per College and University Business Administration, the College's budget controls amounts are approved for major unrestricted educational and general functional classifications of Instruction, Research, Public Service, Academic Support, Student Services, Institutional Support, Operation and Maintenance of Plant, and Scholarships and Fellowships where applicable. Auxiliary enterprises, such as College stores or food services, are managed as self-supporting activities, and controlled on a profit or break-even basis. Once approved, the College may not exceed those functional control limits established by TBR without prior approval of the Chancellor.
  - 1. Additionally, control amounts are approved for educational and general transfers, both mandatory and non-mandatory. Funds transferred to other funds whether mandatory or non-mandatory are restricted in the other funds for the designated purpose. This restriction, however, does not prevent subsequent reallocations or transfers to other funds.
  - 2. All discretionary allocations of the fund balance must be approved.
  - 3. Once approved, the College may not exceed the educational and general total expenditure control limits established by TBR without prior approval of the Chancellor.
- B. Individual Account Responsibility – The College is divided into "Budget Allocations", which general constitute and individual department or activity. For budget control purposes, each separate expenditure number is assigned to one designated individual (known as a "Budget Administrator"), who has primary responsibility for budgetary administration of the account. Generally, any higher-level official in the same organizational line may also approve or disapprove budget actions for an account.
- C. Use of Account Codes for Management Control – Each of the budget allocations are divided into the following areas, or "Account Codes" for budget control purposes.

#### **ACCOUNT CODE GROUP**

Codes 61000 – 61670 Salaries

Codes 62000 – 62980 Benefits

Codes 73000 – 73960 Travel

Codes 74000 – 76650 Supplies & Operating Expenses  
 Codes 78000 – 78610 Equipment and other Capital Outlay

With the exception of salaries and benefits, and service department charges, all budgeting is pooled in the generic account code for expenditure. A revised Chart of Accounts is distributed online to all staff at the beginning of each fiscal year. (Finance Internal Webpage)

**All operating budget requests will be prepared and submitted on the following expenditures categories, or account code groups, as appropriate:**

**ACCOUNT CODE POOL GROUP**

74199	Printing, Duplication, and Film Processing
74292	Communications and Shipping
74399	Maintenance, Repairs, and Service by Others
74499	Professional and Administrative Services
74545	Supplies
74659	Rentals and Insurance
74790	Awards and Indemnities
74880	Grants and Subsidies
74984	Other Services and Expenses

- D. Certain Requirements for Restricted Funds – Specific requirements or conditions imposed upon the allocation of funds when properly approved will be followed, i.e. grant matching funds requirements. Such provisions will take precedence over the general guidelines in effect.
- E. College-wide Pooled Funds – Certain categories of expenditures may be administered on a college-wide basis and will therefore not be budgeted initially in individual department budgets. These categories may include items such as part-time instructors and overloads, state board scholarships, advertising, software, etc. These items are charged to the appropriate departments as costs are incurred and funds are then transferred from the “pooled” accounts to departmental budgets as payment for these costs.
- F. Service Center – Certain campus departments have been designated as “Service Centers” by TBR in accordance with National Association of College and University Business Officers (NACUBO) guidelines. Designated Service Centers are as follows:
1. Duplicating
  2. Motor Pool
  3. Local Telephone
  4. Computer Center
  5. Mail Services

The determination of budgetary levels and charges for these services are based on usage. The total costs of the service centers are then to be “Charged Back” to the user departments based on a predetermined rate structure. The College will set aside funds for the cost of “Renewal and Replacement” of Service Center equipment from Current Funds to the Plant Fund. The user department is then only being charged an equipment usage fee, rather than being assessed the full amount of the replacement of major equipment

in a given fiscal year. The renewal and replacement charges are issued in lieu of depreciation expense. All equipment purchases for service centers are charged to the appropriate plant fund account. All service center department usage will be charged back to the appropriate user department budgets with the exception of computer center usage charges. Computer center charges will be assessed to the functional area level.

### One-Time and Improvement Funding

- A. Budget requests for items or services, which are of a non-recurring nature, are considered “one-time” for funding purposes. These requests may include new equipment purchases or equipment replacements, major software purchases, consulting services, or any other request for expenditures that do not occur on an annual basis or based on the institutional effective process. The allocation of College funds for one-time funding is made contingent upon funds availability. Requests will be evaluated on: 1) innovation; and 2) contribution towards achieving the College’s goals and objectives, and 3) congruence with the College’s institutional effectiveness plan.
- B. Per the College’s capitalization policy, which is in conformance with TBR policy, the definition of equipment is an item, which costs in excess of five thousand dollars (\$5,000) and benefits a program for more than three (3) years.

### Technology Access Fee

Funds derived from the Technology Access Fee that all students are assessed must be spent in accordance with TBR regulations governing the use of these funds for instructional and student support purposes. Allocations of these funds are based on a College-wide priority setting process.

### International Student Fee

Funds derived from the International Student Fee that all students are assessed must be spent in accordance with TBR regulations governing the use of these funds for instructional and student support purposes. Allocations of these funds are based on a College-wide priority setting process.

### Personnel Budget

- A. Position Control – Position control is a part of the personnel budget process. The number of authorized permanent positions at the College is controlled with unrestricted educational and general accounts. Control exists on the total number of positions at the College and on the classification of those positions (i.e., faculty, professional, and clerical/support). Positions are reported to the TBR office each year in the Proposed and Revised budgeting processed. Authorized permanent positions for the College are approved at the June and December TBR meetings.

- B. Salary Lapse – Salaries and benefits are budgeted by position for the full fiscal year. However, an estimate for College-wide personnel attrition may be included in the budget. This estimate, called “Salary Lapse”, is a negative line item, and allows the reallocation of funds that otherwise would be committed to salaries and benefits. Due to the possible inclusion of salary lapse as a budgetary item, personnel budget items may not be reallocated for purposes other than that for which they were intended. For example, in extenuating circumstances, and with approval of the President, salary dollars of a vacant full-time position may be utilized for part-time salaries or outside consultants to perform the duties of a full-time position.
- C. Group Position Allocations – Generic (group) positions are budgeted to cover the costs of adjunct faculty, overloads, part-time temporary (non-instructional) employees, institutional student employees, and Federal College Work Study match for FWSP student workers when required. Allocation of employees in these categories to individual departments during a fiscal year will be based upon need. The adjunct faculty and overload budget control and accountability is the responsibility of the Provost or designee in Academic Affairs.
- All requests for the employment of student workers (FWSP or institutional students) must be made through the Financial Aid Office to determine student eligibility for financial aid. In all instances, priority should be granted for students filling temporary staffing needs.
- D. Other Personnel Provisions – Salary increases, when granted, are consistent with State policy for the fiscal year. Specific institutional guidelines will be established for the administration of the salary plan based upon current State policy.

#### Budget Maintenance and Monitoring

- A. Budget Control – The principal purpose of budget control is to ensure that expenditures do not exceed allocations. **The responsibility for ensuring that all expenditures remain within the budgeted amount rests with the administrative head of the unit, which has been allocated the funds.** Deans, directors, and other officials as appropriate should review budget reports for departments under their jurisdiction to ensure that departments or activities are operating within budget limits.
- B. Accounting for Expenditures – The College must account for expenditures based upon the purpose or activity for which the cost was incurred. Expenditures must be charged to the correct account and to the correct object classification without regard to available budget balances. Amounts are not to be incorrectly charged simply because an adequate budget balance remains in a particular control area or account. Budget revisions must be processed to transfer adequate funds to the proper account or budget control area. Incorrect charges to departments need to be brought to the attention of the accounting personnel as soon as possible for necessary corrections.
- C. Budget Revisions – When a change to the current approved budget for an activity is desired, a “Request for Budget Revision” should be submitted. A budget revision will not be made until necessary approvals have been received. All budget transfers are to be made between “Pool Object Codes” and must be in

whole dollars. A brief explanation of the purpose of or the necessity for the transfer must be included under “Reason for the Request.” Requests for budget revisions must be initiated at the departmental level, and signed in accordance with the approval process. All requests for revision to transfer existing budgeted funds between departmental object codes and/or departments are to be prepared by the department head, approved according to the following schedule, and submitted to the Director of Budget and Financial Planning.

Requirements for Restricted Funds: Grant administrators are required to submit their budget and modifications via appropriate budget forms. The forms will document the College classification of the grant/contract budget using the account code structure.

**Budget Revision to Transfer Funds**

**Approval Required**

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| <p>1. Between existing object codes<br/>Within a Departmental Budget</p> | <p>1. Department Head(s)<br/>2. Department Heads’ Supervisor</p>   |
| <p>2. Between Departments but<br/>Within the same major function</p>     | <p>1. Department Head(s)<br/>2. Department Heads’ Supervisor(s)<br/>3. Appropriate Vice President</p>                                |
| <p>3. Between Departments but in<br/>Different functional areas</p>      | <p>1. Department Head(s)<br/>2. Department Heads’ Supervisor(s)<br/>3. Appropriate Vice President<br/>4. Chief Financial Officer</p> |

Transfers involving salaries and benefits, or equipment require the President’s Approval.  
Transfers of \$1,000 or more require approval of the Chief Financial Officer.

**Financial Exigency**

All of the budget policies and procedures of the College are subject to temporary or permanent revision as required by TBR, or other authorities. These provisions may also be altered or waived due to financial exigency.

**Responsible**

Source of Policy: Business and Finance Administrator: Chief Financial Officer

Related Policy: \_\_\_\_\_ TBR Policy Reference: 4.01.00.01

Approved: \_\_\_\_\_ Date: September 15, 2024  
President



APPENDIX

## BUDGET ACCOUNT CODES AND DEFINITIONS

**I. Personnel Account Codes**Administrative Employees

Account Code 61100 – Administrative Employees: Full-Time Permanent  
Annual salaries and wages for permanent full-time administrative personnel. (EEO=1)

Account Code 61170 – Administrative Employees: Temporary  
Annual costs of temporary full-time administrative personnel. (EEO-1)

Account Code 61130 – Administrative Employees: Part-Time Permanent  
Annual salaries and wages for permanent part-time administrative personnel. (EEO=1)

Account Code 61120 – Administrative Longevity  
Annual longevity costs for permanent full-time and permanent part-time administrative personnel. (account codes 61100 & 61130)

Professional Employees

Account Code 61600 – Professional Employees: Full-Time Permanent  
Annual salaries and wages for permanent full-time professional personnel. (EEO=3)

Account Code 61670 – Professional Employees: Temporary  
Annual costs of temporary full-time professional personnel. (EEO-3)

Account Code 61630 – Professional Employees: Part-Time Permanent  
Annual salaries and wages for permanent part-time professional personnel. (EEO=3)

Account Code 61620 – Professional Longevity  
Annual longevity costs for permanent full-time and permanent part-time professional personnel. (account codes 61600 & 61630)

Faculty

Account Code 61230 – Faculty Fiscal Year 12-Month Faculty: Full-Time Permanent  
Annual salaries and wages for permanent full-time faculty on fiscal year (12 month) contract.

Account Code 61200 – Faculty Academic Year 9-Month Faculty: Full-Time Permanent  
Annual salaries and wages for permanent full-time faculty on academic year (9 month) contract.  
Full-time academic year faculty salaries and wages.

Account Code 61265 – Faculty Summer Adjunct

Temporary part-time summer adjunct salaries and wages required to perform mission of academic department. **(Do NOT include overload pay for fiscal or academic year faculty.)**

Account Code 61270 – Faculty Summer Overload

Summer overload salaries and wages required to perform mission of department for full-time fiscal and academic year faculty only.

Account Code 61215 – Faculty Extra Pay Fall Overload

Fall overload salaries and wages required to perform mission of academic department for full-time fiscal and academic year faculty only.

Account Code 61220 – Faculty Extra Pay Spring Overload

Spring overload salaries and wages required to perform mission of academic department for full-time fiscal and academic year faculty only.

Account Code 61240 – Faculty Part-Time Adjunct Pay Fall

Fall temporary part-time adjunct salaries and wages required to perform mission of academic department. **(Do NOT include costs for fiscal or academic year faculty.)**

Account Code 61245 – Faculty Part-Time Adjunct Pay Spring

Spring temporary part-time adjunct salaries and wages required to perform mission of academic department. **(Do NOT include costs for fiscal or academic year faculty.)**

Account Code 61235 – Faculty Longevity

Annual longevity costs for permanent full-time faculty on fiscal year (12 month) and academic year (9 month) contracts. (account codes 61200 & 61230)

Support Employees

Account Code 61300 – Support Employees: Full-Time Permanent

Annual salaries and wages of permanent full-time support staff. (EEO=4,5,6,7)

Account Code 61340 – Support Employees: Temporary

Annual cost of temporary full-time support staff. (EEO=4,5,6,7)

Account Code 61360 – Support Employees: Part-Time Permanent

Annual salaries and wages of permanent part-time support staff. (EEO=4,5,6,7)

Account Code 61320 – Support Longevity

Annual longevity costs for permanent full-time and part-time support staff. (account codes 61300 & 61330)

## Student Employees

Account Code 61410 – Student General (Non-College Work Study-CWS)

Annual cost of student employees. **(Do NOT include any college work study costs.)**

## **II. Travel Account Codes**

Account Code 73000 – Travel

Cost for all transportation, meals, lodging, and registration fees in connection with in-state and out-of-state travel. An explanation/justification is required for any funds requested.

Account Code 73920 – Motor Pool Usage

Motor pool usage should be anticipated based on use of state vehicles.

(Multiply anticipated mileage times the rate of \$.38 per mile.)

*Restricted Use: Funds cannot be transferred to any other account code.*

## **III. Operating Account Codes**

Account Code 74199 – Printing, Duplicating, and Film Processing by Non-College Vendors

Includes printing of forms, supplies, pamphlets, bulletins, and publications by outside sources.

Includes costs relating to microfilm, microfiches, and other film processing outside of the College. Excludes duplicating and printing by the print shop or the use of College copy machines.

Account Code 74130 – Printing, Duplicating, and Film Processing by College Print Shop & Use of College Copy Machines

Includes printing of forms, supplies, pamphlets, bulletins, and publications by the College Print Shop. Also includes the use of College copy machines.

*Restricted Use: Funds cannot be transferred to any other account code.*

Account Code 74292 – Communications and Shipping Costs

Includes long distance telephone expenses, postal charges, and freight and express charges not included in the cost of merchandise. Excludes local telephone calls.

Account Code 74399 – Maintenance, Repairs, and Service by Non-College Vendors

Includes maintenance performed or repairs made to office equipment, data processing, lab and scientific equipment. Also includes maintenance and servicing of buildings, grounds, and plant equipment. Excludes any maintenance or repairs performed by college personnel.

Account Code 74499 – Professional and Administrative Services by Non-College Vendors

Includes professional services rendered by outside sources, including architects, accountants, engineers, and other consultants. Also, includes legal, medical, and data processing services by outside sources. Includes the costs of professional dues, institutional memberships, periodicals, and journals.

*Note: Request software separately in Parts 3 and 5. Excludes internal departmental chargebacks and computer software.*

Account Code 74545 – Supplies

Includes consumable instructional and operational supplies. Also includes STCC Library periodicals and books.

Account Code 74659 – Rentals

Includes the rent or lease of buildings, land, and equipment.

Account Code 74984 – Other Services and Operating Expenses

Includes the cost of services and expenses not otherwise classified (for example, catering, or food services).

Account Code 75199 – Utilities

For use by Physical Plant only for utilities.

Account Code 75299 – Motor Pool Operation (Physical Plant Only)

For use by the College motor pool only for costs of maintaining the STCC motor pool.

Account Code 78589 – Library Acquisitions

For use by the STCC Library only for costs of books, bindings, periodicals, subscriptions, microfilm, CD-ROM, and other multimedia.