



## Budget Committee Meeting Minutes

**Date:** Thursday, August 14, 2025

**Time:** 3:00 PM

**Location:** Boyd Conference Room

**Members Present:** Charlie Cole, Cathy Deeb, Randy Price, Cynthia Higgins-Atwell, Darrin Martin, Shannon Remines (virtual), Josh Grubb, Donna Linkous

**Absent:**

**Guests: Call to Order:**

Randy Price called the meeting to order at 3:00 PM in the Boyd Conference Room.

### 1. Opening Comments

Randall Price welcomed attendees and noted that the meeting would focus on the FY2025 closeout, FY2026 budget updates, deferred maintenance and business office operations.

### 2. Budget Update – FY2025 & FY2026 Review (*Presenter: Cynthia Higgins-Atwell*)

#### FY2025 Closeout

- The College is in the midst of multiple audits: foundation audit, research audit, financial statement audit, and a single audit for food programs.
- Preliminary financial statements are not yet available; anticipated for the next board meeting.
- To close FY2025, the College obtained a **\$400,000 interest-free loan from the Foundation** to cover utilities and major vendor invoices.
  - Repayment terms: \$100,000 annually (or \$50,000 per semester), full repayment within 4 years.
- Additional \$300,000 in reclassified Title III expenses drawn down to assist cash flow.
- Combined funding from the foundation loan and Title III drawdown totaled approximately \$700,000, enabling payroll completion.
- Some vendors are delayed in payment but being addressed as cash becomes available.

#### FY2026 Proposed Budget

- Mrs. Higgins-Atwell reviewed the FY2026 budget and explained each funding account.
- Major FY2026 capital project: **installing air conditioning in the Student Union** (outside contract, completion targeted by December 31, 2025).
- The FY2026 Budget is included in the meeting materials. A breakdown of the funds are below:
  - Fund 0354 – General Admin Fund: State Appropriated Funding
  - Fund 4371 – Tuition & Fees: Tuition and Fees Generated Funding
    - This part of the budget is primarily based on a budgeted 981 full-time undergraduate students.
  - Fund 4372 & Fund 4373 – Auxiliary and Capital Fees: Generated from miscellaneous student fees

- This part of the budget is primarily based on a budgeted 981 full-time undergraduate students
- Fund 4375 – Gifts Grants and Donations: - This is money received from the State of WV. This is the channel in which we receive money for scholarships, grants, or other state payments to BSU.
- Fund 8767 – Federal Grants/Contracts Fund: This is federal grant money separated by each grant; including Title III, Futures, Project Success, etc.
- Mrs. Higgins-Atwell reviewed the cash summary (in meeting attachments)
  - Regarding Fund 8767 which shows a negative \$900,000 cash balance - Everything in Fund 8767 nets out to approximately \$80,000 positive net cash. The negative number in Fund 8767 and Sub-fund 0000 represents accounts that are in the process of being cleaned up.
  - The cash report reflects a Cash Balance of approximately \$2M.
  - Typical payroll is approximately \$500,000. The larger than usual payroll estimated at \$638k is due to employees leaving the University and the University needing to pay out accrued vacation time. Payroll in the summer also consists of adjuncts and faculty overload.
    - The University is working to minimize adjuncts and overload through classroom and scheduling efficiencies.
    - The University plans to increase summer course enrollment for next year to improve cashflow during the summer.
    - The University is also actively building an online school to increase opportunities for students to enroll and increase cash flow throughout the year.
  - Cash will increase in August/September due to new students beginning the academic year.

#### **4. Discussion of Deferred Maintenance Projects**

- Deferred maintenance budget will rise as spending occurs, with costs reimbursed by the state.
  - AC project in the Student Union is outside deferred maintenance scope due to funding restrictions.
  - Deferred maintenance projects were discussed in detail during the facilities meeting.
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#### **5. Discussion of Business Office**

- **Accounts Receivable:**
  - Increase in unpaid balances from Fall 2024 (66 students unpaid) to Fall 2025 (177 students unpaid).
    - Change attributed to staffing turnover in the business office and delays in financial aid packaging.
    - New hires with collections and payment-handling experience expected to improve recovery rates.
  - Mrs. Higgins-Atwell discussed the University's student accounts receivable. The attached report reflects previous term balances.
    - The "Number" column in the report reflects the number of students who have not paid their balance.

- The “% Uncollected” column reflects the percentage of tuition and fees that remains uncollected from previous terms.
- The “Payment Plan” column reflects the number of students who are on payment plans for balances due from previous terms.
- The Terms are explained like this:
  - 202401 – Fall 2023-2024
  - 202402 – Spring 2023-2024
  - 202403 – Summer I 2023-2024
  - 202404 – Summer II 2023-2024
  - 202501 – Fall 2024-2025
  - 202502 – Spring 2024-2025
- The committee discussed setting goals and benchmarks for better accounts receivable management. The following ideas were discussed:
  - Budgeting uncollected tuition and fees – Bad Debt
    - On average over the past two fall and spring semesters (202401, 202402, 202501, 202502) – bad debt is approximately 5%
  - Report and track status or percentage of students who are on payment plans as a percentage of students.
- Mrs. Higgins-Atwell reviewed the following plans to control AR this Fall/Spring
  - Coaches will be more involved – notified of students with balances and work with coaches to get students connected with business office team
  - Students with mid-term balances will be placed on hold and unable to register for next semester
  - Students who have not made payment arrangements will be recommended for withdrawal prior to the withdrawal date.
  - The University is reviewing internal practices to identify opportunities to award funding to students earlier, package their financial aid earlier, and ultimately send billing statements to students earlier to ensure students have adequate time to understand their bill and make payment arrangements through the business office. The goal is to send billing statements and begin payment plans in June of each year, which is approximately two months earlier than has been done in the past.
- **Enrollment & Revenue Collection:**
  - Board members emphasized the importance of focusing on **paid enrollment**, not just total enrollment, to avoid mid-year budget shortfalls.
  - Discussion on balancing retention efforts with timely payment enforcement, including earlier financial aid packaging and proactive payment plans.
  - The committee recommended a more structured way of reporting accounts receivable moving forward, and President Martin agreed to work on this with Mrs. Higgins-Atwell and report back to the committee during the next committee meeting.
- **Communication Strategies:**
  - Transitioning from email to text messaging for billing reminders to improve student responsiveness.

## 6. Other Items

- Potential gift expected September 9, 2025; portion may be restricted at donor’s request.
- Interest expressed in hiring a **full-time fundraiser** to rebuild unrestricted foundation funds.



- Possible guest presentation from President Davis (Livingston College) on foundation operations.

## 7. Adjournment

Meeting adjourned at 4:04 PM.

Minutes submitted by: Donna Linkous, Executive Secretary