

FLORIDA  
SOUTHWESTERN  
STATE COLLEGE



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*Budget & Operating Plans*

*Fiscal Year 2015-2016*

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## **M E M O R A N D U M**

**TO:** Board of Trustees

**FROM:** Dr. Jeff Allbritten  
President

**DATE:** June 19, 2015

**SUBJECT:** Budget and Operating Plans for the Fiscal Year July 1, 2015 – June 30, 2016

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This document includes the College's Operating Budget, Financial Aid Budget, Capital Outlay Budget, Collegiate High Schools Budget, Financing Corporation Budget, Foundation Budget, Student Tuition and Fees Schedule, Investment Policy and Wage and Salary Schedule all of which require Board Approval. Additional information is included also, and has been provided for your information.

As Florida's economy continues to recover, and consumer spending increases, so too does the health of Florida's annual budget. Entering the 2015 session, there was a projected surplus in the state budget of over \$1 billion for fiscal year 2015-16 after all issues were funded, including an increase in the state budget reserves. All this was prior to the realization of the loss of significant funds from the federal government in the Low Income Pool (LIP) to assist the state's hospitals in serving the needy.

Further compounding the state's budget difficulties was the mandatory investment in environmental preservation as required under the recently passed state constitutional amendment (Amendment 1).

Policy differences between the Senate and the House during the regular session on how to address the funding shortfall from the loss of LIP funding led to an unprecedented action by the Florida House; they adjourned Sine Die three days early without passing a state budget, leaving the Florida Senate to finish what little legislation was available and to also go home early. A special session was called for June 1 to address the budget and other specific policy issues, all of which was finally completed late Friday, June 19.

Even with a final State budget of \$79 billion for 2015-16, many priorities of the Governor and legislators fell victim to the realities of the impacts from the loss of the federal LIP funding. Governor Scott's plan to return to taxpayers \$673 million in tax cuts, legislative priorities such as increased education funding for the disabled and scores of others were eliminated or dramatically reduced during the special session.

Although Florida SouthWestern State College, and many other institutions within the Florida College System, will not benefit from increased state support beyond the earned performance funding, we remain fortunate that Florida and its leaders have governed in a fiscally responsible manner that allowed Florida to avoid many of the financial pitfalls of other states across the nation in prior years. Because of that prudent governance, the future of Florida and Florida's education system remains a promising destination for those seeking a better path forward.

The proposed budget and operating plans for fiscal year 2015-16 reflect a thoughtful and deliberate process to use the anticipated funds in the most efficient manner possible. College staff have critically reviewed each expense budget and revenue projections necessary to operate the College for the upcoming year. Implicit in the presentation of the budget material is the administration's commitment to manage the educational and financial affairs of the College within the guidelines set forth by this document as well as Florida Statute.

We thank you for your continued effort in leading Florida SouthWestern State College in a responsible and accountable manner. We also acknowledge the efforts of staff from all areas of the College in the development of the annual budget and operating plans.

**8099 College Parkway  
Fort Myers, Florida 33919  
(239) 489-9211**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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**Florida Southwestern State College  
Florida**

For the Fiscal Year Beginning

**July 1, 2014**

*Jeffrey R. Egan*

Executive Director



# Annual Budget and Operating Plans For Fiscal Year 2015-16

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# History of Florida SouthWestern State College



## 1. History and Characteristics

Florida SouthWestern State College was formally established in 1961 by the Florida Legislature as Edison Junior College. In 1965, the main campus was established on 80 acres in Fort Myers. Edison received accreditation from the Commission on Colleges of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in 1966. Since this initial accreditation, the College has undergone reaffirmation in 1971, 1981, 1991, 2001 and 2013. Accreditation at Level II membership was granted in 2005, and continued in 2007 following a site visit.

Edison Junior College was renamed Edison Community College in 1972 as a reflection of its expanded mission, and opened centers in Collier and Charlotte counties that same year. The College's service area represents tremendous diversity in both geography and economy. The Gulf Coast counties of Lee, Charlotte and Collier have experienced explosive population growth. In contrast, Glades and Hendry counties to the east remain rural, agrarian communities dependent on cattle and sugar cane production. Aligned with area growth, the College opened two permanent campuses, the Collier Campus in Naples and the Charlotte Campus in Punta Gorda. In 2009, the College moved into a 19-acre facility in La Belle known as the Hendry/Glades Center.

In 2001, the Florida Legislature authorized community colleges to offer limited baccalaureate degrees in areas of workforce need. Edison re-evaluated its mission statement and in 2006 enrolled 13 students into the Bachelors of Applied Science in Public Safety and Management program. In August 2008, following the creation of the new State College System and to support the College's addition of baccalaureate programs, the District Board of Trustees approved the name Edison State College. That name remained until 2014 when Edison became Florida SouthWestern State College. The mission of FSW reflects a commitment to all levels of educational attainment, our students, faculty and staff, and the community that we have served for the past 54 years. The College now offers ten baccalaureate programs as well as operates two charter high schools at the Thomas Edison and Charlotte campuses.



# History of Florida SouthWestern State College con't

## 2. Programs of Study

Florida SouthWestern State College has degree-granting authority as conferred by state law and institutional agreement. FSW offers 10 baccalaureate degrees, 21 Associate in Science degrees, the Associate in Arts degree, and 18 certificate programs.

### **School of Arts, Humanities, and Social Sciences and School of Pure and Applied Sciences**

*Associate in Arts (AA)*

*College Credit Certificates*

- Audio Technology (*pending approval from SACSCOC*)

### **School of Business and Technology**

*Bachelor of Applied Science Degrees*

- Public Safety Administration
- Supervision and Management

*Associate in Science Degrees*

- Accounting Technology
- Architectural Design and Construction Technology
- Business Administration and Management
- Civil Engineering Technology
- Computer Programming and Analysis
- Crime Scene Technology
- Criminal Justice Technology
- Network Systems Technology
- Paralegal Studies

*College Credit Certificates*

- Accounting Technology Management
- Business Development and Entrepreneurship
- Computer Programmer
- Computer Programming Specialist
- Crime Scene Technician
- Information Technology Support Specialist
- Intermodal Freight Transportation (*pending approval from SACSCOC*)
- Network Enterprise Administration (*pending approval from SACSCOC*)
- Network Security
- Small Business Management

### **School of Education**

*Bachelor of Science Degrees*

- Elementary Education
- Middle Grades Language Arts Education
- Middle Grades Mathematics Education
- Middle Grades Science Education
- Secondary Biology Education
- Secondary Mathematics Education



# History of Florida SouthWestern State College con't

## **School of Health Professions**

### *Bachelor of Applied Science Degree*

- Cardiopulmonary Sciences

### *Bachelor of Science Degree*

- Nursing

### *Associate in Science Degrees*

- Cardiovascular Technology
- Dental Hygiene
- Emergency Medical Services Technology
- Fire Science Technology
- Health Information Technology
- Human Services
- Nursing
- Radiologic Technology
- Respiratory Care

### *Certificates*

- Addiction Studies
- Computer Tomography (*pending approval from SACSCOC*)
- Emergency Medical Technician
- Firefighter Minimum Standards
- Human Services Assistant
- Paramedic
- Youth Development

## **Programs with Partner Colleges**

### *Associate in Science Degrees*

- Opticianry Program
- Physical Therapist Assistant Program





# History of Florida SouthWestern State College con't

## 3. Locations and Distance Education

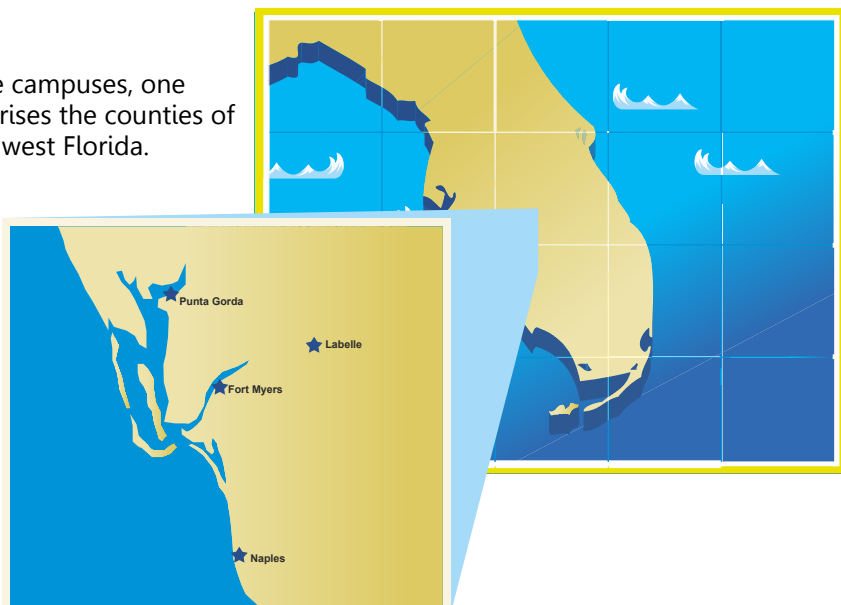
Florida SouthWestern State College operates three campuses, one center and an online division. FSW's district comprises the counties of Charlotte, Collier, Hendry, Glades and Lee in Southwest Florida.

The Thomas Edison (Lee) campus is located at 8099 College Parkway, Fort Myers, FL 33919.

The Charlotte Campus is located at 26300 Airport Road, Punta Gorda, FL 33950.

The Collier campus is located at 7505 Grand Lely Drive, Naples, FL 34113.

A Center is located in Hendry County at 1092 E Cowboy Way, La Belle, FL 33935.



## 4. Accreditation

Florida SouthWestern State College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate and baccalaureate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call (404) 679-4500 for questions about the accreditation of Florida SouthWestern State College. Further information can be found on the college's website at [www.fsw.edu/accreditation](http://www.fsw.edu/accreditation).

In addition to accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools, nine Florida SouthWestern State College programs are accredited by one of the following agencies.

Cardiovascular Technology (AS): Commission on Accreditation of Allied Health Education Programs (CAAHEP) in conjunction with the Joint Review Committee in Cardiovascular Technology

Dental Hygiene (AS): Commission on Dental Accreditation (CODA)

Emergency Medical Services Technology (AS): Commission on Accreditation of Allied Health Education Programs (CAAHEP) in conjunction with the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP).

Nursing (AS and BS): Accreditation Commission for Education in Nursing (ACEN)

Radiologic Technology (AS): Joint Review Committee on Education in Radiologic Technology (JRCERT)

Respiratory Care (AS): Commission on Accreditation for Respiratory Care (CoARC)

Health Information Technology (AS): Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM)

Paramedic Certificate: Commission on Accreditation of Allied Health Education Programs (CAAHEP) in conjunction with the Committee on Accreditation of Educational Programs for Emergency Medical Services Professions (CoAEMSP)

Physical Therapy Assistant (AS): Commission on Accreditation in Physical Therapy Education (CAPTE) (via Inter-institutional agreement with Broward College)



# Community Profile

Originally, Southwest Florida was best known as an agricultural region with cattle ranches and gladiolus fields. Today there are still several hundred farms located in the area. Major crops include citrus, vegetables, sugarcane, cattle and ornamentals. Seafood is also a large industry in the region. In 2010 over 15 million pounds of shellfish and fish were harvested by commercial fishermen in the five coastal counties of Southwest Florida. The region also appeals to companies in other industry sectors as healthcare, business services, logistic and manufacturing.

For several decades, Lee County has been ranked among the fastest growing metropolitan areas in the nation. The U.S. Census shows a population growth rate of 41.8% from 2000 to 2011 and a 12.2% growth is projected between 2010 and 2015, according to the University of Florida.

The growth of new jobs continues to increase as high technology industries move into the area. From biofuels, healthcare, technology, apparel design and sugar production, the Southwest Florida employers are the driving force behind this region's success.

## Largest Employers by County

<b>Lee County</b>		
<b>Company</b>	<b>Industry</b>	<b># of Employees</b>
Lee Memorial Health System	Health Care	10,425
Lee County School District	Public Education	10,333
Publix Supermarkets	Retail Trade	4,404
Lee County Administration	County Government	2,358
Walmart	Retail Trade	1,967
<b>Collier County</b>		
Naples Community Hospital	Health Care	4,000
Ritz-Carlton - Naples	Hospitality	1,110
Garquilo, Inc	Agriculture	1,110
Arthrex, Inc	Manufacturing	1,056
Collier County's Sheriff's office	Public Safety	1,029
<b>Charlotte County</b>		
Walmart	Retail Trade	1,500
St. Joseph Preferred Healthcare, Inc	Health Care	1,400
Fawcett Memorial Hospital	Health Care	865
Publix Supermarkets	Retail Trade	790
Port Charlotte HMA, LLC	Health Care	700



## Demographics

According to the 2010 US Census, the College serves an area of 1.1 million residents. Over half of those reside in Lee County, followed by Collier, Charlotte, Hendry and finally Glades counties. The demographics of these areas can be seen below:

	<b>Counties Served by Florida SouthWestern State College</b>				
	<b>Lee</b>	<b>Charlotte</b>	<b>Collier</b>	<b>Hendry</b>	<b>Glades</b>
Population	618,754	159,978	321,520	39,140	12,884
Persons under 18 years	19.1%	13.5%	19.0%	28.5%	18.3%
White alone	87.3%	90.8%	90.0%	82.0%	80.0%
Black or African American alone	9.0%	6.1%	7.1%	13.6%	13.2%
American Indian and Alaska Native alone	50.0%	30.0%	50.0%	2.2%	5.1%
Asian alone	1.6%	1.3%	1.3%	1.0%	70.0%
Native Hawaiian and Other Pacific Islander alone	10.0%	10.0%	10.0%	20.0%	0.0%
Two or More Races	1.5%	1.4%	1.1%	1.1%	90.0%
Hispanic or Latino	18.9%	6.5%	26.2%	49.6%	21.5%
White alone, not Hispanic or Latino	70.1%	85.1%	65.0%	34.9%	61.0%
Foreign born persons	15.0%	9.6%	23.1%	24.1%	15.0%
Language other than English spoken at home	21.2%	10.8%	31.4%	42.0%	21.6%
High school graduate or higher	87.1%	88.4%	85.1%	64.3%	75.6%
Median household income	\$48,453	\$44,596	\$56,104	\$35,736	\$35,219
Persons below poverty level	14.5%	11.9%	14.0%	28.7%	25.3%
Land area in square miles	784.51	680.28	1,998.32	1,152.75	806.01
Persons per square mile	788.70	235.2	160.9	34.0	16

The demographics of Florida SouthWestern State College can be analyzed by reviewing the chart on the following page. During Fall of 2014, female students made up 60.4 % of the student body, with males making up 39%. Of the 15,705 students, 52.4% were White, 27.2% Hispanic and 11.5% were Black/African American. The age of Florida SouthWestern State College students varies as well with 23.2% of the students ages 18-19, 18.9% between the ages of 25-34 and 16.8% ages 20-21.

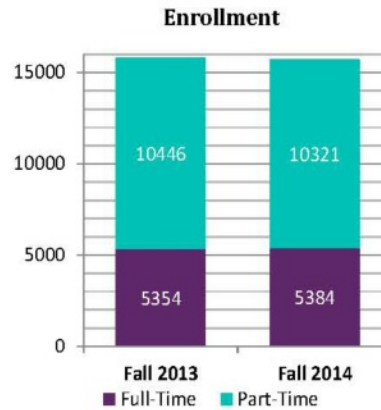


# Florida SouthWestern State College

## Fall 2014 Enrollment

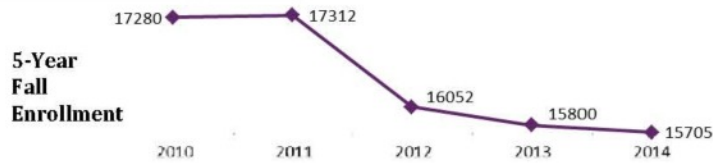
Published by the Office of Institutional Research

Enrollment	Fall 2013		Fall 2014		Percent Change
	n	%	n	%	
Total	15800	100.0%	15705	100.0%	-0.6%
Full-Time	5354	33.9%	5384	34.3%	0.6%
Part-Time	10446	66.1%	10321	65.7%	-1.2%
FTE*	4639	---	4475	---	-3.5%



Credit Hour Production	Fall 2014		FTE* per Campus	Fall 2014
	n	%		
Total	134262	100.0%	Total	4475
Lee	71262	53.1%	Lee	2375
Collier	23170	17.3%	Collier	772
Charlotte	11583	8.6%	Charlotte	386
Hendry/Glades	2669	2.0%	Hendry/Glades	89
FSW Online	25578	19.1%	FSW Online	853

Residency Status	n	%
FL Resident	12724	81.0%
Non-FL Resident	401	2.6%
F1 Non-Resident	26	0.2%
Dual Enrollment	2554	16.3%



Gender and Race/Ethnicity	Hispanic	Amer Ind/ Nat Alask	Asian	Black/ Afr Amer	Nat Haw/ Pac Isl	White	Two or More	Unknown	Total
Female	2597	28	166	1090	18	4993	153	444	9489
Male	1646	23	127	700	8	3214	125	286	6129
Unknown	33	0	0	13	1	29	0	11	87
Total	4276	51	293	1803	27	8236	278	741	15705

Gender and Age	< 18	18 - 19	20 - 21	22 - 24	25 - 34	35 - 44	45 - 54	55 +	Total
Female	1458	2123	1400	1202	1858	853	476	119	9489
Male	813	1512	1214	882	1091	382	187	48	6129
Unknown	4	12	22	15	21	11	1	1	87
Total	2275	3647	2636	2099	2970	1246	664	168	15705

Top 10 Majors	n	Top 10 FL Counties	n	Top 10 Courses	n
1. AA General Studies	9488	1. Lee	8757	1. ENC 1101	3540
2. AS Pre-Nursing	1521	2. Collier	3939	2. SLS 1515	2531
3. Non-Degree Seeking	478	3. Charlotte	1593	3. MAT 1033	2299
4. BAS Supervision & Mgmt	420	4. Hendry	403	4. MAC 1105	1761
5. AS Nursing Basic Prgm	376	5. Sarasota	226	5. PSY 2012	1487
6. AS Business/Admin Mgmt	361	6. Broward	86	6. ENC 1102	1228
7. AS Pre-Radiology Tech	303	7. DeSoto	69	7. BSC 1010	1102
8. BS Nursing	284	8. Miami-Dade	69	8. BSC 1010L	1053
9. AS Pre-Dental Hygiene	240	9. Palm Beach	46	9. MAT 0057	1012
10. AS Criminal Justice Tech	209	10. Glades	36	10. SPC 1017	999

\*FTE (Full-Time Equivalent) Enrollment = Total Student Credit Hour Production Divided by 30

Source: Local Banner Data 10-28-14



## Florida SouthWestern State College Board of Trustees



Sankey E. "Eddie"  
Webb, III, Chair



Brian Chapman, Jr.,  
Vice-Chair



Byron Donalds



Christopher T. Vernon



Julia G. Perry

The Board of Trustees of Florida SouthWestern State College is charged by Florida Statute and State Board of Education Rules with responsibility for establishing the policies which are required by law or necessary to the operation of Florida SouthWestern State College. The Boards of Trustees are responsible for cost-effective policy decisions appropriate to the College's mission, the implementation and maintenance of high-quality education programs with law and rules of the State Board of Education, the measurement of performance, the reporting of information, and the provision of input regarding state policy, budgeting and education standards. Trustees are appointed by the Governor of the State of Florida and confirmed by the Senate in regular session and serve without compensation. Regular board meetings are held on the fourth Tuesday of each month.



Braxton c. Rhone



Marjorie Starnes-Bilotti



Eric Loche



Tristan "Tris" Chapman



## Executive Officers

### **Dr. Jeffery S. Allbritten, President**

As Chief Administrative Officer, Dr. Allbritten is responsible for the efficient administration of the institution and its programs. He provides vision and leadership and strategically leads every aspect of the college.

### **Dr. Henry Peel, Chief of Staff**

Dr. Peel is responsible for facilitating the strategic planning and continuous improvement processes of the college. He advises the President and college leadership on issues of strategic planning, institutional performance, and compliance with external mandates.

### **Dr. Denis Wright, Provost and Vice President, Academic Affairs**

Dr. Wright serves as the chief academic officer of the College and provides leadership and integrity in the areas of academic program development, curriculum, evidence-based research, and organizational effectiveness; promotes shared governance; and develops and oversees academic policies and instructional delivery in support of the College's vision.

### **Dr. Christine Davis, Vice President, Student Affairs and Enrollment Management**

Dr. Davis is responsible for the development of partnerships, programs and policies to achieve the College's strategic initiatives for students in collaboration with student services leadership at the campuses. Areas under her purview include admissions, advising, assessment, counseling, judicial affairs, student life, student support services and programs, residence life and adaptive services.

### **Dr. Gina Doeble, Vice President, Administrative Services**

Dr. Doeble is responsible for the planning, operation and evaluation of the college's non-academic programs and services. Areas under her purview include financial services, budget administration, human resources, housing operations, auxiliary services, student financial aid and facilities planning and development.

### **Dr. Jeff Stewart, Vice President, Research, Technology and Accountability**

Dr. Stewart is responsible for institutional research, regional accreditation, institutional assessment, data integrity, analysis and interpretation, as well as provides administrative oversight for information technology, enterprise application systems and athletics.

### **Dr. Louis Traina, Vice President, Institutional Advancement**

Dr. Traina is the chief development officer of the College and provides leadership for the Foundation as well as Communications and Marketing. He is responsible for identifying, establishing and maintaining relationships with individuals, corporations and foundations while soliciting philanthropic commitments in support of the mission and strategic direction of the College.

### **Dr. Patricia Land, Regional Vice President for Economic & Community Relations/Charlotte Campus President**

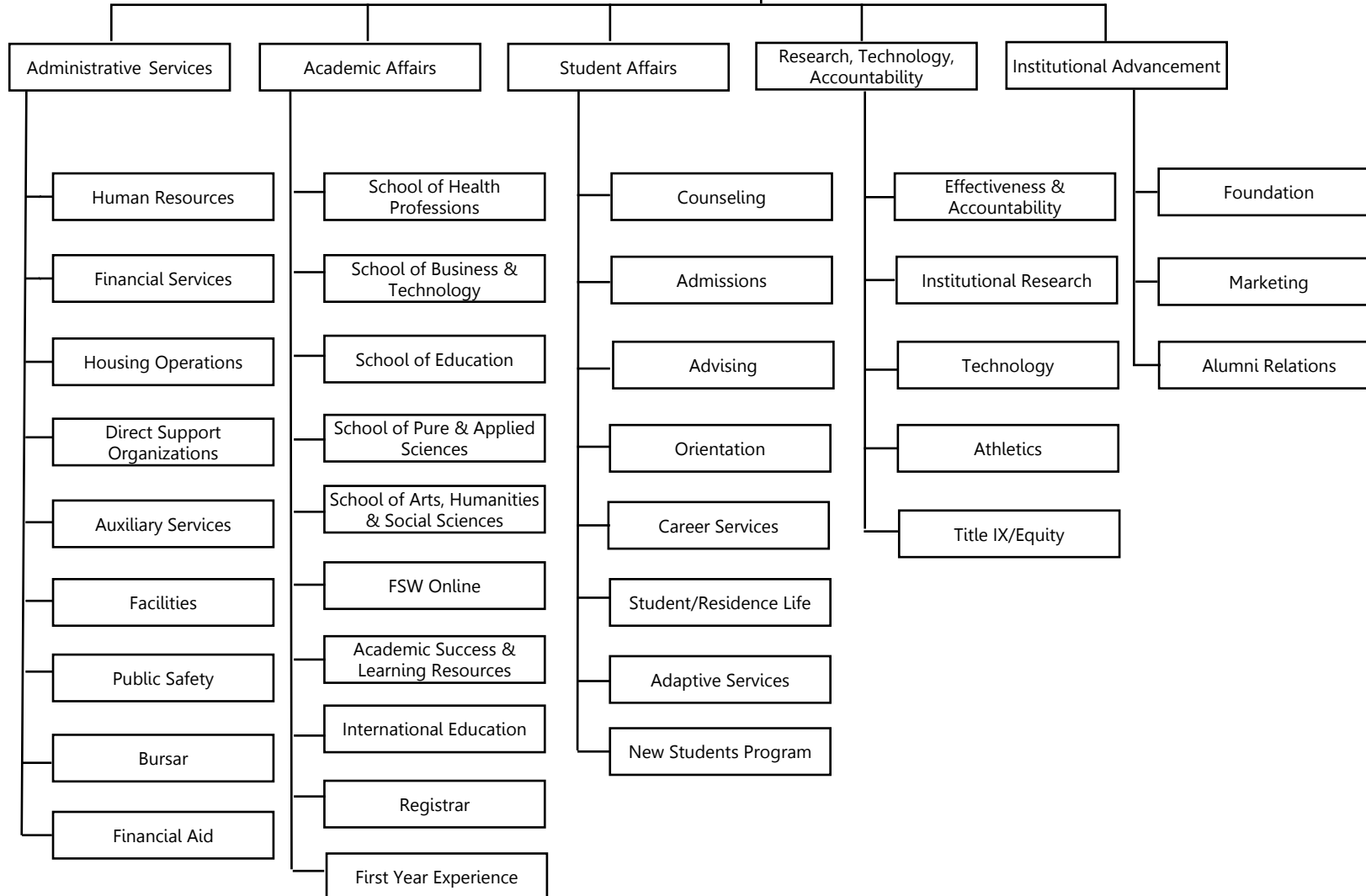
### **Dr. Robert Jones, Regional Vice President for Economic & Community Relations/Collier Campus President**

Both Dr. Land and Dr. Jones work closely with the local and regional community to enhance development efforts to secure resources and support college programs. They serve as chief executive officer of their assigned campuses and have responsibility for its operation.



Board of Trustees

President





# Organizational Units

Florida SouthWestern State College is structured into the following units:

## **Office of the President-**

The President is authorized to perform duties and make decisions which are necessary, proper and lawful for the operation of the College. As delegated by the Board of Trustees, the President has the responsibility, authority and duties for leadership, supervision and management of the College in accordance with the Florida Statutes, State Board of Education Rules, Division of Florida Colleges, and Rules and Policies of the Board of Trustees. Within the Office of the President are the Chief of Staff, General Counsel, Government Relations and the Regional Vice Presidents. All other offices ultimately report directly to the President.

## **Office of Academic Affairs-**

The Office of Academic Affairs is responsible for supporting faculty, overseeing curriculum, regulating academic and performance requirements and providing leadership to the School of Business and Technology, School of Health Professions, School of Pure and Applied Sciences, School of Arts, Humanities and Social Sciences, School of Education, FSW Online, and First Year Experience.

## **Office of Student Affairs and Enrollment Management-**

The Office of Student Affairs and Enrollment Management is responsible for enhancing the overall learning experience of the students. Areas under the direction of this office are Student Recruitment, Admissions, Advising, Orientation, Career Services, Student Life, Adaptive Services, Counseling, Residence Life, and New Students Program.

## **Office of Administrative Services-**

The Office of Administrative Services provides direction, support and oversight to operational units including Auxiliary Services, Budget and Financial Services, the Bursars office, Campus Safety and Security, Facilities Planning and Management, Financial Aid, Human Resources, Direct Support Organizations, and Housing Operations.

## **Office of Research, Technology and Accountability -**

The Office of Research, Technology and Accountability is responsible for providing support to the campus community in setting goals, evaluating success and improving their impact and effectiveness. In addition, they provide data and research on such things as enrollment, degrees and other state accountability measures. Also under the purview of the Office of Research, Technology and Accountability are Information Technology, Grants Development and Athletics.

## **Office of Institutional Advancement-**

The Institutional Advancement Department oversees the Foundation which includes multi modality communications, fundraising development, alumni relations, and philanthropic relationship building. The Foundation provides external financial support for the College mission by advancing fundraising analytics, prospect/donor cultivation and solicitation, and stewardship of gifts.

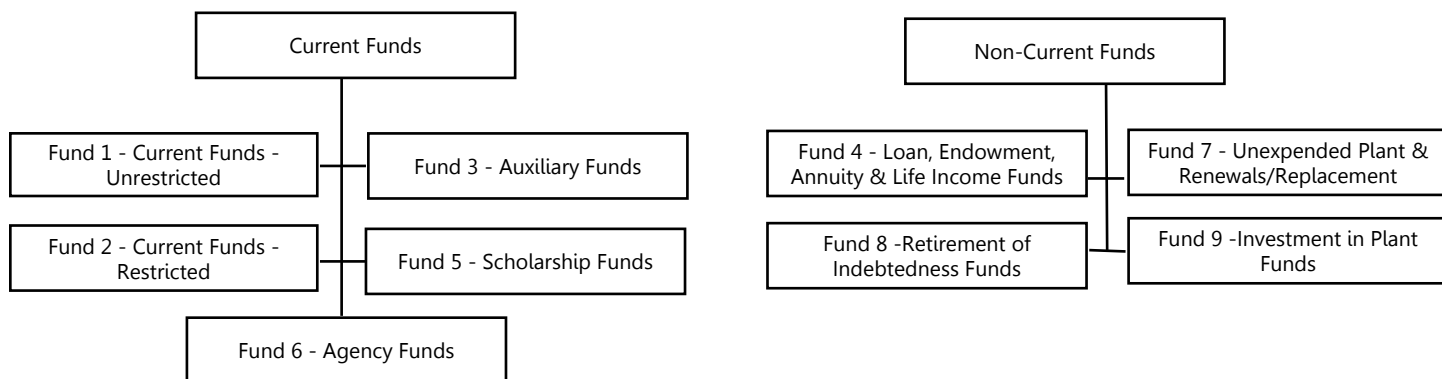




# Fund Structure

## **Fund Accounting**

The colleges utilize fund accounting which is a system by which resources are allocated to and accounted for as a separate entity (fund) according to the purpose for which resources may be used in accordance with limitations, regulations or restrictions imposed by sources outside the institution or the governing board. A fund is an accounting entity with a self balancing set of accounts consisting of assets, liabilities, fund balance and changes in the fund balance.



## **Fund 1 - Current Funds - Unrestricted**

This fund is used to account for those economic resources which may be used to accomplish the primary and supporting objectives of the college. The only restrictions on the resources of this fund are those imposed by law, regulation or the budget. Staff and Program Development funds shall be recorded in this fund, subject to applicable rules and regulations. Other reserved funds, such as course fees, shall be accounted for in the same manner. Resources accounted for in this fund have no restrictions imposed by external agencies and it is anticipated that such resources will be utilized in the near term. All direct instructional activities of the college are accounted for in this fund or the Current Funds-Restricted as appropriate. All state appropriated general revenues and lottery funds are reported in this fund.

## **Fund 2 - Current Funds - Restricted**

As in Fund 1, this fund is used to account for those economic resources which may be used to accomplish the primary and supporting objectives of the college, however, such resources have been restricted by the donors or other outside agencies. Local Board of Trustees may not create restricted funds; the restrictions must be imposed by agencies or individuals outside the college. Examples of restricted current funds would be gifts or grants received which may be used only for specified purposes or programs. Restricted funds received for constructions, loans or scholarships are not credited to this fund since they are not available for current operations. Likewise, course fees, financial aid fees, parking fees, etc. are not accounted for in this fund. Legislatively imposed categorical funds shall be recorded in this fund and expenditures or transfers accounted for thereto. The Division for the Florida's College System shall identify annually, those categorical funds which are subject to being recorded in this fund. Student activity and service fees may be recorded in this fund and expenditures or transfers accounted for thereto. Additionally, the Charter High Schools are included in this fund for annual reporting purposes however they are tracked separate from other restricted funds throughout the year.

## **Fund 3 - Auxiliary Funds**

Auxiliary enterprises are established primarily to provide non - instructional services for sale to students, faculty, staff and which are intended to be self - supporting. The general public may be incidentally served by auxiliary enterprises, although that is not their primary purpose. Fees charged by auxiliary enterprises are related to, but not necessarily equal to, the cost of the goods or services provided. Service departments may be accounted for in this fund if it is the policy of the college to operate the department on a self - supporting basis. This would require that the charges for the goods or services of the service department be adequate to recover all costs of operation including personnel expense. If it is the policy of the college to recover less than the full cost of operation of the service department, it should be accounted for in Fund 1. Service departments are those established to serve other departments of the institution and not to serve faculty, staff or the general public.



## Fund Structure

### **Fund 4 - Loan, Endowment, Annuity and Life Income Funds**

Loan funds are those resources available for loans to students regardless of whether the institution is responsible for the collection of the loan. Interest earned on loans as well as income and gains from investments of loan funds should also be accounted for in this fund. Endowment funds are those for which an outside agency or source stipulated that the principal of the fund is not expendable. Term endowments are accounted for as regular endowments, except that all or part of the principal may be expended after passage of a stated period of time or the occurrence of a particular event. Quasi - endowments are funds that the governing board, rather than an outside agency, has determined to be retained and invested. The principal and income may be utilized at the discretion of the Board, subject to any donor - imposed restrictions on use. Temporarily invested assets of the current or other funds are not quasi - endowments, and should be shown as investments of the current or other funds. Endowment funds of all types are classified as " restricted" if the income may be used only for certain designated purposes, such as scholarships or student loans. They are classified as " unrestricted" if the income may be used without restriction or any purpose by the college. Annuity funds consist of assets acquired by an institution under agreements whereby money or other property is made available to an institution on condition that it bind itself to pay stipulated amounts periodically to the donor or other designated individuals, which payments are to terminate at the time specified in the agreement. Life Income funds consists of charitable remainder trusts for which the institution is trustee and remainder in name. Endowment funds are typically recorded through the college's Foundation and are included in their budget and annual financial statements.

### **Fund 5 - Scholarship Funds**

This fund is used to account for resources available for awards to students which are not in payment for services rendered to the college and will not require repayment to the college. This category includes awards made to students as a result of selection by the institution or from an entitlement program. Recipients of grants are not required to perform a service to the institution nor are they expected to make repayment. If services are required in return for the financial assistance (i.e., College Work Study Program) the charges are not classified as scholarships, but should be charged to the organization or department which received the services. In those instances where the college has custody of the funds, but does not select the recipient and the funds are not based on entitlement, the funds will generally be accounted for in the Agency Fund. Financial Aid Fees shall be recorded in this fund and expenditures or transfers accounted for thereto.

### **Fund 6 - Agency Funds**

This fund is used to account for resources held by a college as custodian or fiscal agent for others, such as funds of student or staff organizations/clubs and temporary revenue/expenditure accounts which serve as clearing accounts for the college. Transactions of Agency Funds usually represent charges or credits to the individual asset and liability accounts. If a college wishes to, however, it may use its regular revenue and expenditure codes to record Agency Fund transactions. As a fiscal agent for other entities this fund is eliminated from the annual financial statements and is not included in the annual budget and operating plans.

### **Fund 7 - Unexpended Plant and Renewals/Replacement Funds**

This fund is used to account for resources that are available for the acquisition or construction of physical property to be used for institution purposes and resources designated for the major repair and/or replacement of institutional property, as well as associated liabilities. Appropriated funds from the state in the form of Public Education Capital Outlay (PECO) are recorded here. Capital improvement fees are included in this fund as well.

### **Fund 8 - Retirement of Indebtedness Funds**

This fund is used to account for the long - term debt of a college and for the resources which will be used to retire the debt and pay the interest on the obligation(s).



# Fund Structure

## **Fund 9 - Invested in Plant Funds**

This fund is used to account for the cumulative costs of plant assets and associated liabilities. The assets consist of:

- \* Land
- \* Buildings
- \* Other Structures and Improvements
- \* Furniture, Machinery and Equipment
- \* Construction in Progress
- \* Assets Under Capital Lease
- \* Data Software
- \* Artwork



## Revenue Sources

Florida SouthWestern State College receives revenue from a variety of sources. Below is a description of the revenue accounts used by the College:

### **Student Tuition & Fees -**

Included in this category are all resources stemming from credit hour rates (tuition) and other fees such as parking fees, technology fees, application fees, capital improvement fees, testing fees, access/id card fees, course fees and graduation fees.

### **Support from Federal Government -**

The revenue in this category comes from grants administered through the Federal Government as well as the indirect costs associated with those grants. Florida SouthWestern State college is approved to charge up to 35% for the administration of the grant.

### **Support from State Government -**

Included in this category is FSW's allocation of community college program funding (CCPF) and lottery funding from the State of Florida and any performance incentive funding allocated to the College. Also included is funding from the state for the Collegiate High Schools and Capital Outlay funding (PECO) related to construction, renovation or maintenance for College facilities.

### **Sales and Services -**

Sales and services revenue is generated primarily through the College's dental clinic which provides dentistry to over 2,000 patients each year as well as a partnership with the University of Florida.

### **Transfers -**

Interfund transfers move resources from one fund to another . These transfers are for specific amounts and purposes.

### **Other Sources -**

These include resources from various activities such as fines and penalties, investment gain or loss, interest earnings and indirect costs associated with the Collegiate High Schools.



# Expenditure Categories

Florida SouthWestern State College uses the following expense categories to account for expenses:

## **Personnel Expenses -**

All gross salary payments to employees are included in this category. Additionally, this category can be further broken down into the following:

- **Executive & Management** - this account includes personnel who exercise primary college-wide responsibility for the management of the institution.
- **Instructional Staff** - this account is used to record payments to personnel whose primary duty is to conduct organized instructional activities.
- **Other Professional Staff** - this account is used to record payments to individuals employed for the purpose of performing academic support, student services, and institutional support activities.
- **Technical, Clerical and Trade Staff** - this account is used to record salary payments to persons whose assignments require specialized knowledge or skills which may be acquired through experience or educational programs.
- **Instructional & Other Temporary Professionals** - this account is used to record payments to persons, normally other than regular salaried employees, when they conduct part-time organized instructional activities, such as adjuncts.
- **Student Employment** - this account is used to record payments to students for services rendered as student assistants.
- **Benefits** - all applicable payroll taxes, insurance, retirement contributions and any other taxes or allowances are recorded here.

## **Travel -**

All costs associated with travel including, mileage, rental car charges, air fare, per diem payments, etc. are recorded here.

## **Operating Expenses -**

A variety of expenses including postage, telephone services, printing, professional fees, repairs and maintenance, educational materials and supplies, etc. are recorded here.

## **Rental - Facilities & Equipment -**

Expenses related to the rentals of copy machines, equipment, facilities, etc. are recorded here.

## **Insurance -**

All property, fleet, general liability, student, workers compensation, etc. expenses are accounted for in this category.

## **Utilities -**

The cost of electricity, water, waste collection, and fuel, oil and gas is recorded here.

## **Contract Services -**

This account is used to record the cost of services such as institutional memberships, contracted instructional and non-instructional services, technology services, etc.

## **Transfers (to other funds) -**

This account is used to record the transfer of resources between funds.



## Expenditure Categories

### **Reserves -**

This account is used to formally set aside funds for other purposes such as technology replacement, furniture & equipment replacement or parking lot repairs.

### **Contingency -**

This account is used to record the budget for current expense contingencies and will not be used to record actual expenditures.

### **Capital Expenditures -**

Capitalized personal property represents any movable personal property (furniture, machinery, fixtures, equipment, supplies and similar items) costing \$5,000 or more with an expected useful life of 1 year or more. These items are formally capitalized on the college's general ledger and depreciated over their useful lives.



## Expense Functional Categories

The expenditures of Florida SouthWestern State College are grouped together by various functional categories. These categories are outlined in the State Accounting Manual for Florida 's Colleges and are described below:

### **Direct Instruction -**

This function includes formally organized activities designed for the purpose of transmitting knowledge, skills and attitudes to a specifically identified target or clientele group. In Florida's College System, it includes both credit and non-credit instructions in those areas generally referred to as Advance and Professional, Vocational, Developmental and Community Instructional Service.

### **Academic Support -**

This function includes activities that directly support, supplement or augment the instructional program of the college. Included in this category are Learning Resources, Academic Administration, Course and Curriculum Development and Academic Professional Personal Development.

### **Student Support -**

This function includes those activities provided by the college to assist and provide services for students, as well as to augment certain aspects of the instructional program.

### **Institutional Support-**

This function includes those activities undertaken to provide necessary services on a college wide basis. Included in this category are Executive Management, Fiscal Operations, General Administrative and Logistical Services, Administrative and Support Staff Services, and Community Relations.

### **Physical Plant Operation and Maintenance -**

This function includes those organizational units which are responsible for the operation and maintenance of the institution's physical facilities.

### **Student Financial Assistance -**

Legislated fee waivers for students are charged to this function.

### **Contingency & Transfers -**

This function includes budgeted contingencies and expenditures for all transfers.



## Capital Assets

College owned and leased assets are classified into three categories as follows:

- Real Property (Land, Buildings, Construction in Progress)
- Non-capitalized Personal Property (Equipment & Supplies)
- Capitalized Personal Property (Capital Outlay)

Real property represents real estate owned by the college, including buildings and fixtures thereon, and is controlled through real estate deeds and similar legal documents. Non-capitalized personal property represents movable items costing more than \$1,000 but less than \$5,000. These items are not formally capitalized and depreciated on the general ledger but are tracked for physical inventory purposes. Capitalized personal property represents any movable personal property (furniture, machinery, fixtures, equipment, supplies and similar items) costing \$5,000 or more with an expected useful life of 1 year or more. These items are formally capitalized on the college's general ledger and depreciated over their useful life. Depreciation is computed on the straight-line basis over the following estimated useful lives:

- Buildings - 40 years
- Other Structures and Improvements - 10 years
- Furniture, Machinery, and Equipment:
  - Furniture - 7 years
  - Vehicles, Office Machines, and Educational Equipment - 5 years
  - Computer Equipment - 3 years

During budget development, each budget administrator has the option of moving funds within their current budget to a capital budget account. For fiscal year 2016 the budget for capital expenditures within the operating budget is \$194,850 or less than 1% of the total budget. During the year however, funds can be moved to a capital budget account should the need to purchase such items arise.

The college charges a technology fee of \$4.07 per credit hour which is used in part to offset the cost technology replacement and upgrades. These expenditures occur within the Plant Fund. A portion of unused funds rollover to the following year for future technological expenditures.

On April 23, 2015 FSW broke ground on a new 3,300 seat facility named the Suncoast Credit Union Arena. Funding for the arena is being provided by private donations, capital improvement fees, locally derived funds and reserves. The project is expected to be completed in October of 2016, in time for the men's and women's basketball teams to play their first games. There will be no operating expenses included in the budget until fiscal year 2017.







## Basis of Budgeting

The budget and operating plans of Florida SouthWestern State College are prepared in accordance with Florida Statute and Administrative Code, specifically Rule 6A-14.0716 which states, in part:

*Each fiscal year, each community college shall prepare a budget in such form as prescribed by the State Board of Education for the Current Unrestricted Fund. Two copies of the budget approved by the board of trustees shall be submitted to the Chancellor, as designee of the Commissioner of Education, by June 30 or on a later date established by the Chancellor. The original or facsimile signature of the president on both copies shall certify board approval.*

*(1) The Chancellor, as designee of the Commissioner of Education, shall approve the operating budget for each community college after an examination for completeness, correctness, conformity with law and rule, State Board of Education guidelines and preparation according to accepted accounting standards. Anticipated budgeted revenues shall be reasonable and transfers from general current funds shall not handicap current operations. A contingency reserve is authorized in the general current fund.....*

*(4) Each fiscal year, as a part of the official budget, each community college board of trustees shall adopt a capital outlay budget for the capital outlay needs of the college for the entire fiscal year. This budget shall designate the proposed capital outlay expenditures by project for the year from all fund sources. Separate project accounts shall be kept in the Unexpended Plant Fund for all capital outlay projects.*

Florida SouthWestern State College uses the economic resources measurement focus and the accrual basis of accounting to prepare the annual financial statements and uses the same method of accounting to prepare the budget and operating plans. Revenues, expenses, gains, losses, assets, and liabilities resulting from exchange and exchange-like transactions are recognized when the exchange takes place. Revenues, expenses, gains, losses, assets, and liabilities resulting from non exchange activities are generally recognized when all applicable eligibility requirements, including time requirements, are met.

The College's component units, the Florida SouthWestern State College Foundation and the Florida SouthWestern State College Financing Corporation, use the economic resources measurement focus and accrual basis of accounting whereby revenues are recognized when earned and expenses are recognized when incurred, and follow GASB standards of accounting and financial reporting. The Foundation, although legally separate from the College, is financially accountable to the College and is included within the College's reporting entity as a discretely presented component unit. The Financing Corporation, due to their substantial economic relationship with the College is also included in the College's financial statement as a blended component unit.



# Budget Development and Adoption

Budget Activities	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
<b>President and Board of Trustees</b>								
Discussion of Strategic Directions								
Presidential Review								
BOT Review & Approval								
<b>President's Cabinet</b>								
Review of Department Budget's								
Offsite Retreat to Discuss Budget Strategies								
Recommendation of Budget Adjustments								
<b>Office of Financial Services</b>								
Preparation of Base Budgets								
Consolidation of New Budget Requests								
Staffing Plan Review								
Preparation of Final Consolidated Budget								
<b>College Budget Administrators</b>								
Strategic Plans Submitted								
New Budget Requests Submitted								
Base Budgets Allocated								



# Budget Development and Adoption

The budget development process for Florida SouthWestern State College is outlined below. In addition to providing a financial plan for the upcoming fiscal years revenue and expenses, FSW's budget document outlines new programs or initiatives and how they impact the strategic plan of the College. This process is in accordance with Florida Statute 1011.30.

## I. Preparation of Initial Revenue and Expense Budgets

Initial revenue and expense projections are completed by the Office of Financial Services. Individual budget administrators allocate their expense budgets to the account code level.

## II. New Budget Requests Identified

Budget administrators may complete requests for current budget adjustments including mandatory increases or new budget funding. These requests include operating budget increases, new positions or current position reclassifications.

## III. Review by Presidents Executive Staff

The President's Executive staff reviews new budget requests and discusses any internal or external factors that may have an impact on the upcoming budget. Strategies to reduce current budget in order to include new budget requests associated with the Strategic Plan are discussed.

## IV. Preparation of Proposed Budget

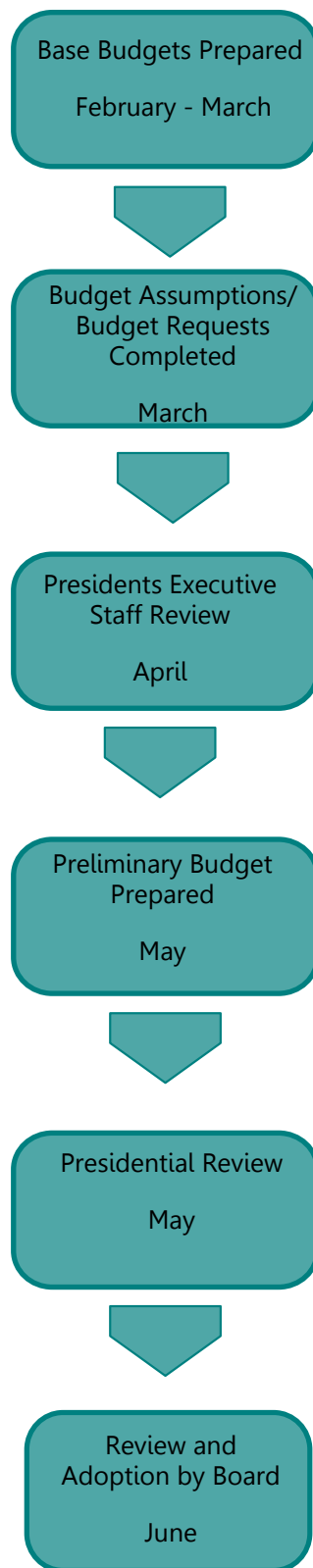
The Office of Financial Services prepares a draft budget which encompasses all approved requests and any budget adjustments brought forth by the President's Executive Staff.

## V. Presidential Review

The Vice President of Administrative Services reviews the budget with the President. All budget assumptions are verified and minor adjustments, if any, are made.

## VI. Review of Final Budget with Board of Trustees

A budget workshop is held with the Board of Trustees to review each fund's budget, assumptions made, and any internal/external factors influencing the budget process. Adoption of the budget is done at the June board meeting.





## Budget Amendments

Budget amendments can occur throughout the year for a variety of reasons. Typically there are two types of budget transfers; (1) Inter-Department Transfers which occur within the same fund between organizational units and (2) Intra-Department Transfers which occur within the same organizational unit but between different program codes or account codes.

Transfers within funds can be completed by the individual budget administrator provided the transfer is within the budget administrator's department(s) and does not involve salary categories. If the transfer does involve either of these circumstances the budget administrator must contact the Office of Financial Services to prepare and process the transfer.

Transfers between funds must adhere to the following:

1. Fund 1 Operating Fund -
  - a) Transfers from fund balance: Require approval of the President or designee and are approved by the Board of Trustees quarterly.
  - b) Transfers to Other Funds: Require approval of the President or designee and are approved by the Board of Trustees quarterly
2. Fund 3 Auxiliary Fund –
  - a) Transfers from fund balance: Require approval of the President or designee and are approved by the Board of Trustees quarterly.
  - b) Transfers to Other Funds: Require approval of the President or designee and are approved by the Board of Trustees quarterly
3. Fund 7 – Unexpended Plant Funds. Transfers out of Fund 7 are not allowed except as permitted by State Board Rule 6A-14.0715
4. Fund 8 - Debt Service Funds. Transfers to other funds are not permitted.
5. Restricted Funds (i.e. Funds 2,4,5,6,9). These funds are by definition restricted to a particular use and may not be transferred to another fund or otherwise expended unless it is to meet the terms of the restricted use.

Each quarter, budget amendments for the Operating Fund are brought forth to the Board of Trustees as a consent agenda item. The amendments are reviewed in detail with the Business Affairs & Facilities committee, and then recommended for approval by a member of the committee.



## Effectiveness Plans

Each of Florida SouthWestern State College's administrative units and academic programs identify operational outcomes and student learning outcomes that align with the institution's mission and strategic directions for the continuous improvement cycle. Units follow the appropriate calendar (fiscal year or the academic year) and develop an effectiveness plan at the start of the year. At the end of the year, units report their results and use the results to plan for the following year. The continuous improvement cycle is designed to ensure units use data to plan and make informed decisions. The effectiveness reports for each unit contain the following information:

1. Unit or program mission
2. Operational outcomes (administrative units)
3. Student learning outcomes and operational outcomes (academic programs)
4. Assessment method(s) (minimum of 1 for each outcome)
5. Plan for sharing the results
6. Description of the way last year's results were used to develop the current plan
7. Results for each assessment method
8. Use of results

Each unit has a person who was identified by the respective Vice President to serve as the unit leader. The unit leader is instructed to ensure the unit develops outcomes using the SMART (Drucker, 1954) criteria:

- Specific
- Measurable
- Aggressive yet attainable
- Realistic
- Time-bound

Our institution uses Compliance Assist to house our effectiveness plans and reports. All unit effectiveness plans and reports are entered into Compliance Assist by the unit leader or designee as part of the continuous improvement cycle. This annual continuous improvement process is a collaborative effort by which units and academic programs work together to identify goals, which include operational outcomes and student learning outcomes (academic programs), assessment method(s), analysis of results, and use the results for improvement and decision making.

At the end of the year, unit leaders enter results and share the results with all relevant stakeholders. At a minimum, the stakeholders include all staff and faculty of the unit. After the results are shared and constituents are able to process the results, unit leaders facilitate the use of the results to make improvements for the following year. This continuous improvement cycle provides the ability for all stakeholders to be involved in the planning and improvement process.

The Office of Effectiveness is responsible for collecting the annual effectiveness plans and reports from each of the administrative units and academic programs. The Office of Effectiveness staff members regularly meet with the administrative and academic leaders and faculty members to ensure that all of the elements are included in the plans and reports, and to provide any professional development or clarification needed or requested by the units.

Additionally, the Office of Effectiveness reviews all effectiveness plans and reports. By reviewing each of these reports, the Office of Effectiveness:

- Ensures the use of assessment data, evidence in making program changes, and modifications for improvement is included;
- Has an additional opportunity to seek clarification of the reports and plans; and,
- Has the opportunity to generate a summary report by administrative unit, educational program, and year that clearly indicates that all units have complied with the effectiveness reporting expectations and have indicated use of data, evidence by each unit for making changes, and modifications for improvement.



# Strategic Plans

## **MISSION**

The mission of Florida SouthWestern State College is to inspire learning; prepare a diverse population for creative and responsible participation in a global society; and serve as a leader for intellectual, economic, and cultural awareness in the community.

## **VISION**

Florida SouthWestern State College will be the catalyst for creating an innovative education system which provides accessible educational pathways that prepare students to be enlightened and productive citizens.

## **VALUES**

We value student success, integrity, intellectual inquiry, and academic rigor.

## **SPECIFIC STRATEGIC DIRECTIONS**

Within a continuous improvement model, striving for efficiency and effectiveness, Florida SouthWestern State College has committed to:

### **Enhancing the College Experience**

- Focusing our recruiting and admissions efforts
- Creating a robust residential life experience on the Thomas Edison Campus to support our residence halls
- Exploring the potential return of athletics as a component of student life / residential life
- Increasing scholarly activity vis-à-vis the creation of a sponsored programs office
- Expanding international education
- Providing efficient processes that enhance or improve student, faculty and staff overall experience with the college
- Exploring new workforce-related certificate and degree offerings including additional \$10,000 degree options

### **Increasing Community Connections**

- Emphasizing the arts as a community resource
- Refocusing the direction for the FSW Foundation and enhancing its role in the college
- Increasing service area coverage through regional vice presidents for economic and community
- Assessing and responding to regional workforce needs

During fiscal year 2015 many of these initiatives were put into motion. Each direction was fully discussed at a retreat conducted in April which included the Presidents Executive staff. Guidelines were developed and action plans assigned to appropriate college personnel. The strategic directions will be implemented over the next three fiscal years. For fiscal year 2016 current budget has been reallocated to support the initiatives. The Board of Trustees reviews the strategic directions annually.



## Goal 1: Enhancing the College Experience

### 1. Focusing Recruiting and Admissions Efforts

**1.1** Create a recruitment plan that includes targets for high performing students as well as out of district and out of state students

- A recruitment plan was developed including strategies for different groups of First Time Students. We have created:

- Overall Recruitment Plan
- High Performing Student Recruitment Plan
- Recruitment Plan for Students Out of Area
- Recruitment Plan for Students Out of State

**1.2** Monitor admissions to determine trend, yield rates, etc. to better predict enrollment projection

- Collected admissions trends, yield rates, etc. can be seen in Table 1. FSW is establishing baseline data and beginning to project improvements. This set of data is part of the overall recruitment plan.

**Table 1**  
**FSW Enrollment Data**

	2013	2014	2015 Goal	Revised Proposal 2015	Proposed 2016	Proposed 2017
1.2.1 Fall Total First-Time Degree Seeking Freshman Enrollment	2957	2993	3023 (+1%)	3078 (+3%)	3109 (+1%)	3140 (+1%)
1.2.2 Fall First-Time Degree Seeking Freshman Enrollment for High Performing Students*	Data N/A	1143	1177 (+3%)	1177 (+3%)	1212 (+3%)	1249 (+3%)
1.2.3 Fall First-Time Degree Seeking Freshman Enrollment for Florida Residents Outside of FSW's 5 county service area	172	202	204 (+1%)	217 (+7.4%)	228 (+5%)	239 (+5%)
1.2.4 Fall First-Time Degree Seeking Freshman Enrollment for targeted Out-of-State Students	23	37	46 (+25%)	46 (+25%)	51 (+10%)	56 (+10%)



**1.3** Focus on recruitment efforts for all campuses, considering if campuses need “focus” or “targeted” programs to enhance interest

- Table 2 illustrates fall enrollment by campus and subsequent projected increases. FSW is developing "targeted initiatives" to increase campus enrollments. As a beginning point, this table shows a 1% increase across the board.

**Table 2  
FSW Campus Enrollment**

Campus	2013	2014	2015 Goal	Revised Proposal 2015	Proposed 2016	Proposed 2017
Charlotte	305	246	248 (+1%)	246	248 (+1%)	251 (+1%)
Collier	615	642	648 (+1%)	662 (+3.1%)	669 (+1%)	675 (+1%)
Thomas Edison	1794	1901	1920 (+1%)	1951 (+2.6%)	1971(+1%)	1990 (+1%)
Hendry Glades	144	90	91 (+1%)	90	91 (+1%)	92 (+1%)
Online	99	114	115 (+1%)	129 (+13.2%)	130 (+1%)	132 (+1%)

- Possible academic programs has been identified for these sites:

- Logistics and related business Programs for Hendry Glades.
- Degree completion for CTC grads and potential pilot training offerings in Charlotte
- Public Administrations bachelor's will develop cohort at Collier (planning Stage)
- Elementary Ed (BS) will have Charlotte cohort(s) (begun Fall 2014)
- Supervision and Management (BAS) will develop 4 new concentrations: Accounting, Entrepreneurship, Retail Management and Marketing, Health Services administration





## Goal 1: Enhancing the College Experience cont.

- Network Enterprise Administration (CCC) developed and likely offered at Charlotte and Thomas Edison Campus
- Engineering technologies (CCC) at Hendry Glades (planning stage)
- Intermodal Freight Transportation (CCC) at Hendry Glades - Spring 2015
- Western Michigan University developing relationship at Charlotte (airframe and pilot training) (planning stage)
- Music Technology (CCC) being developed for Thomas Edison Campus (will need resources to establish lab component)

**1.4** Create a comprehensive scholarship plan, from increasing scholarships to the most effective use of current scholarship/financial aid dollars

- Four new President Scholarships will be offered for 2015-2016

- Academic Excellence Scholars - \$14,000
- Ambassador Scholars - \$12,000
- Academic Promise Scholars - \$10,000
- Bucs Scholars - \$26,000

**1.5** Create a plan to increase retention and graduation rates

- Create a plan for increasing retention and graduation rates from fall 14 to fall 15 for overall retention and subgroups

- Each academic area is creating an annual program review plan. Part of that plan is recruiting, retention, and graduation goals. Results will be reported in Compliance Assist. (reporting end of academic year)
- The College's Quality Enhancement Plan (QEP) is focused on increasing the retention and success of FTIC degree-seeking students through a first-year experience course. The plan includes retention and graduation goals. Achievement of the goals is reported annually. A fifth-year impact report will be submitted in 2017.
- The College's SB 1720 Implementation Plan is focused on increasing the retention and success of students with remedial needs through innovative curriculum and support strategies. The plan includes annual reports on retention, average time-to-degree completion, and mean number of excess credits accrued by degree completers and FTIC graduation rates.



**Goal 1: Enhancing the College Experience cont.**

- Tables 3.0 – 3.3 indicate both researched data and projected data for retention and graduation rates

**Table 3.0  
Fall to Fall Retention Rates**

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Proposed 2015</b>	<b>Proposed 2016</b>	<b>Proposed 2017</b>
1.5.1 All enrolled associate degree seeking students (excludes dual enrollment)	62.40%	60.10%	61.00%	61.00%	61.50%	62.00%
1.5.2 First-Time associate degree seeking freshmen	56.30%	56.20%	58.00%	58.00%	59.00%	60.00%
1.5.3 First-Time full time associate degree seeking freshmen	60.90%	60.50%	62.00%	62.00%	63.00%	64.00%
1.5.4 First-Time full time associate degree seeking freshmen prior year high school graduates	62.60%	63.10%	65.00%	65.00%	65.50%	66.00%
1.5.5 All enrolled baccalaureate degree seeking students	78.90%	81.40%	83.00%	83.00%	84.00%	85.00%
1.5.6 Dual enrollment spring high school graduates	19.40%	19.60%	20.00%	20.00%	21.00%	22.00%

**Table 3.1  
Degrees Conferred**

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Proposed AY 2014 - 2015</b>	<b>Proposed AY 2015 - 2016</b>	<b>Proposed AY 2016 - 2017</b>
1.5.7 Academic Year 2013 - 2014 Total completions: Certificates, associate degrees, and baccalaureate degrees						
* <i>Certificates</i>	256	251	251	251	254 (+1%)	256 (+1%)
* <i>Associate Degrees</i>	2377	2308	2354 (+2%)	2354 (+2%)	2378 (+1%)	2401 (+1%)
* <i>Baccalaureate Degrees</i>	356	332	342 (+3%)	342 (+3%)	349 (+2%)	356 (+2%)



**Goal 1: Enhancing the College Experience cont.**

**Table 3.2**  
**FSW Graduation Rates**

	Fall 2010	Fall 2011	Goal Fall 2012	Fall 2013	Fall 2014	Fall 2015
1.5.8 First-Time full time freshmen associate degree seeking 3 year graduation rate (Fall 2011 cohort)	23.1%	23.7%	25.0%	25.0%	25.5%	26.0%

**Table 3.3**  
**Degrees Conferred per 100 FTE**

1.5.9 Degrees and certificates conferred per 100 FTE	2013	2014	2015	Proposed AY 2014 - 2015	Proposed AY 2015 - 2016	Proposed AY 2016 - 2017
<i>Associate Degrees per 100 FTE</i>	25	24	25 (+2.5%)	25 (+2.5%)	25.5 (+5%)	26 (+5%)
<i>Baccalaureate Degrees per 100 FTE</i>	47	44	50 (+12.9%)	50 (+12.9%)	51 (+1%)	52 (+1%)

**2. Creating a Robust Residential Life Experience on Thomas Edison Campus to Support our Residence Hall**

**2.1** Determine a desirable climate that, while budget conscious, makes living in the residence hall a destination for students on the Thomas Edison Campus

- Table 4 illustrates the housing occupancy rate for the last 3 years.

**Table 4**  
**FSW Residence Hall Occupancy Rate**

	Fall 2012	Fall 2013	Fall 2014
Occupancy rate for the 3 years of housing	74.90%	76.60%	100.00%



# Strategic Plans

## Goal 1: Enhancing the College Experience cont.

### 2.2 Establish recreation and wellness centers on each campus

- The position of Residence Life Specialist was created and included in the fiscal year 2016 budget. Total budget is \$43,343.
- A wellness survey was sent to over 600 employees to gauge their interest in various wellness initiatives. Currently the results are being compiled and action plans are being generated.

## 3. Explore the return of athletics as a component of student life/residential life

### 3.1 Build phase one of the student activities facility

- Completed Athletics feasibility study and hired Athletic Director
- City of Palms Park agreement signed for baseball and softball
- Groundbreaking on the Suncoast Credit Union Arena occurred on April 23, 2015. The project budget is \$23.3M

### 3.2 Establish and implement the new athletics budget

- A three year athletics budget has been completed. The budget for FY 2016 is \$889,400
- Scholarships in the amount of \$370,000 have been designated for Athletics
- Hired baseball and softball coaches and signed initial class of students-athletes in Spring 2015 to begin competition in Fall 2015
- Hired men & women basketball coaches to begin competition in Spring 2016
- Conduct a feasibility study to determine the efficacy of initiating an "FSW Golf Classic " the proceeds of which would go to athletics

## 4. Increasing scholarly activity vis-a-vis the creation of a sponsored programs office

### 4.1 Develop a plan to establish an office of Sponsored Programs

- Contracted Hanover Research for 2 years to assist with grant development.
- Office of Sponsored Programs moved to Research, Technology and Accountability area along with Grants Specialist position.



# Strategic Plans

## Goal 1: Enhancing the College Experience cont.

### 5. Expand the International Education Program

#### 5.1 Establish an office of International Education

- Hired a Director and a Coordinator of International Education, as well as a Staff Assistant.
- Working on a Strategic Plan for the next 3 years.

#### 5.2 Establish international internships

- We have just begun to form partnerships with:

- Albertay University (Scotland). Their academic programs are very similar to ours.
- International College of Seville (Spain). This program is in coordination with Broward College.
- University College Dublin (Ireland). This partner specializes in internships abroad.
- Rajagiri College of Social Sciences (India). This is an ideal partner for our School of Health Professions as well as Business. Discussions are at the early stage.
- LondonSAE (London Study Abroad Experience). They have two very good Study Abroad Programs as well as a highly developed internship program.
- Reinvigorating Niels Brock and Salzburg (Denmark)

- Identified companies and corporations in the Southwest Florida area that have international locations for internship opportunities for our students:

- Gartner
- Hertz Corporation
- Chico's
- Arthrex
- ASG Software Solutions

- We have planned three international trips for 2015-2016 to meet with potential partners:

- Finland, Denmark and Austria, September – October / 2015
- Spain and Italy, October / 2015
- India, November / 2015



# Strategic Plans

## Goal 1: Enhancing the College Experience cont.

### 6. Provide Efficient Processes that Enhance or Improve the Student, Faculty and Staff Overall Experience with the College

**6.1** Create a facilities inventory with a strategic look at current space for new/existing programs to better consume the space on all campuses

- Updated the prioritized facilities project implementation recommendations from fall 2014
- A furniture refresh list was created to show the need of standard classroom or office furniture replacement and the annual cost.

**6.2** Evaluate Human Resources to determine the best mode and reconfigure as necessary

- Hired a new HR Director
- Determined functions within HR that should be centralized / decentralized
- Reviewed functions in HR that might be better placed in other units and moved the following functions:
  - Safety & Employment Risk Mgt.
  - Unemployment Claims
  - Workers Compensation Administration
  - Title IX and Equity
  - Employee Training Initiatives

**6.3** Evaluate the division of Developmental Education; look for efficiencies in academic affairs and reconfigure as necessary

- Newly developed College Success courses (compressed and modularized) are offered as part of the English Department and Mathematics Department curriculum.
- The College's Senate Bill 1720 Implementation Plan is focused on increasing the retention and success of students with remedial needs. The plan includes annual reports on achievement in developmental courses and success in the subsequent gateway courses (disaggregated by developmental strategy). The plan also includes annual reports on retention, average time-to-degree completion, and mean number of excess credits accrued by degree completers (disaggregated by developmental strategy). Results will inform future developmental course offerings.

## Goal 1: Enhancing the College Experience cont.



### 6.4 Consider the “spectrum of students” being served and determine budget implications

- A furniture refresh list was created to show the need of standard classroom or office furniture replacement and the annual cost.
- A total of \$100K is included in FY 2016 budget for additional access control to science and computer labs and closed circuit TV system for some interior areas like cafeterias, etc. as well as exterior areas like parking lots.
- A refresh plan was also created for all technology hardware.
- FY 2016 budget includes \$188K for a Banner Data Defense package to protect sensitive personal information, student grades, payroll, and general ledger information; to actively monitor all database traffic to detect and block threats; and to provide a platform to improve compliance reporting by consolidating audit data from databases, operating systems, directories, and other sources.

### 6.5 Enhance professional development for faculty, administrators, and staff (consider a professional development center which is a redesign of TLC and other development functions / activities from other divisions on campus)

- Received a gift of \$50K to support the remodeling a large classroom into a Professional Development and Training area for faculty and staff
- An operating budget of \$15K has been set up for the Professional Development Center for FY2016
- A Coordinator, Organization and Staff Development position was included in FY 2016 personnel budget for \$60,293

## 7. Explore new workforce-related certificate and degree offerings including additional \$10,000 degree options

### 7.1 Explore more articulation agreements between FSW and Florida Gulf Coast University and other state universities

- Completed Articulation between FSW and Hodges University (School Of Business)
- Working on agreement with University of Florida College of Agriculture in Immokalee
- Updated articulation agreement for all Career Centers
- A total of \$10,830 budgeted for Adjunct Instructors and \$2,500 for operations to support new Advanced Technical Certificate (ATC) in Computed Tomography
- Approved Intermodal Freight Transportation certificate program with a budget of \$15K for Adjunct Instructors and \$7,200 for operations from TAACCCT Grant.



## **Goal 1: Enhancing the College Experience cont.**

### **8. Fund New Initiatives that hold Promise for FSW**

#### **8.1 Enhance the Honors Program**

- Goal of 200 students by start of fall semester 2015
- Website fully developed showing what program includes, its requirements, forms, etc.
- Created Presidential Honors Scholarships
- Held Honors receptions for prospects and applicants
- Created a new logo and established new colors for the College
- Developed 6 new commercials
- Developed a jingle and radio ads

## **Goal 2: Increasing Community Connections**

### **9. Emphasize the Arts as a community resource**

- Held Arts @ FSW event in January 2015 in conjunction with Barbara B Mann Performing Arts Hall.
- Developed Arts @ FSW logo to be used for all events
- Continue displaying student art work on the 2nd Floor of I building

### **10. Refocusing the direction for the Florida SouthWestern State College Foundation and enhancing its role in the College**

#### **10.1 Align development officers for each Academic School**

- Starting in the fall of 2014, the FSW Foundation began providing speakers for the First Year Experience (FYE) Program with some success of both raising money as well as providing a speaker that helped the program enhance its own offerings.
- Donor and prospect participation in the advisory council meetings, with the approval and consent of the college's deans, has both provided an opportunity to raise money as well as enhance the quality/production of the advisory council.
- Foundation participation in Arts@FSW
- Additional opportunities for collaboration between the college and foundation office will be identified and seized as they emerge





## Goal 2: Increasing Community Connections cont.

### 10.2 Create proposals for naming the Schools

- This goal will be achieved by setting a timetable for prospect research, meeting, education, and solicitation. Naming rights for schools are now set @5M. By July, all professional fundraisers can finish a list of 10 individuals and businesses to approach about a naming, keeping in mind the opportunities for mission collaboration. Next steps include connecting the prospect to the school's leadership and exploring opportunities for collaboration. Eventually, naming rights and agreements may be pursued.

### 10.3 Set goals for annual giving and alumni giving

### 10.4 Established a comprehensive sports and recreation capital campaign

- Received a gift of \$5 million from Suncoast Credit Union for the constructions of the Arena

## 11. Increase Service Area Coverage through Regional Vice Presidents for Economic and Community Development

- Regional Vice Presidents joined and participated in Chamber of Commerce and Economic Development Offices throughout the 5 county service area
- A budget of \$95,700 has been established to support community events and sponsorships in the 5 counties service area.

## 12. Assess and Respond to Regional Workforce Needs

**12.1** Decentralize continuing education and allow for continuing education programs within the Schools of Health Professions, Business and Technology and Education.

- Continuing Education has been decentralized into the Schools with the start of FY 2015
- A total of \$481,000 has been budgeted to support Continuing Education Programs' operations in the Fiscal Year 2016

**12.2** Consider an articulation system with public schools, technical centers, etc.

- Have completed redo of articulation agreements. Vice President of Academic Affairs will meet with Center Directors before end of spring semester to discuss bringing college classes to their sites to promote A.S. degree completion.

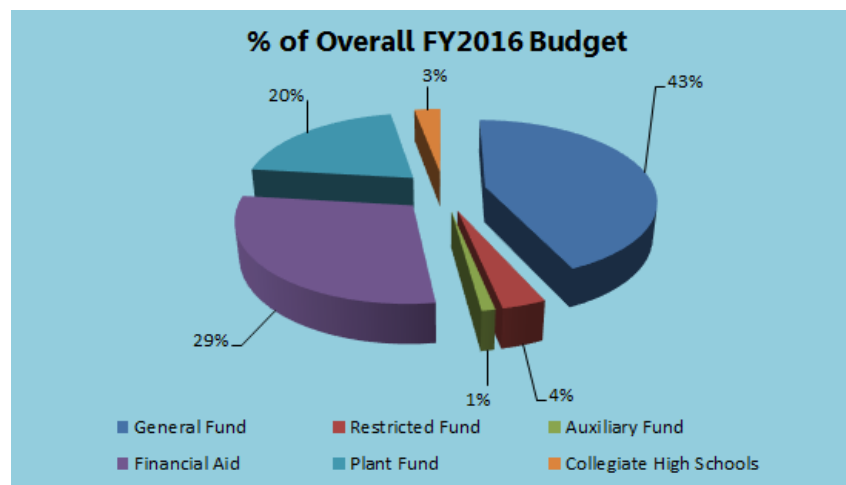
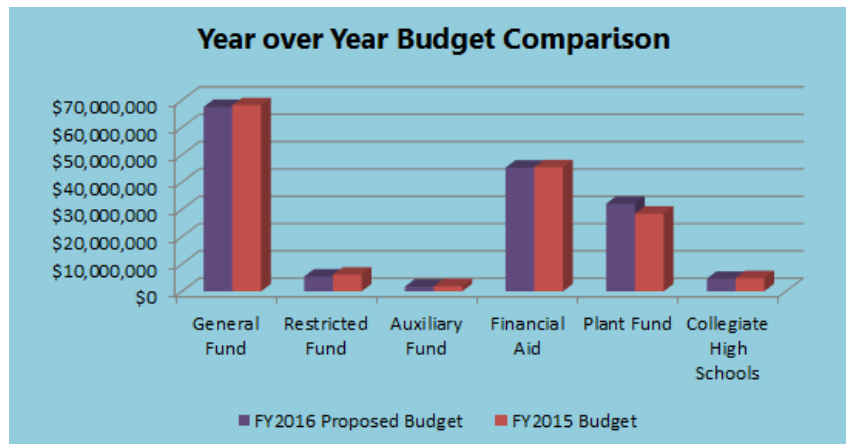


## Consolidated Funds

Fund Type	FY2016 Proposed Budget	FY2015 Budget <sup>1</sup>	Change	% Change
General Fund	\$67,350,240	\$68,113,877	(\$763,637)	-1.12%
Restricted Fund	\$5,420,136	\$6,102,225	(\$682,089)	-11.18%
Auxiliary Fund	\$1,683,562	\$1,457,365	\$226,197	15.52%
Financial Aid	\$45,253,409	\$45,416,177	(\$162,768)	-0.36%
Plant Fund <sup>2</sup>	\$38,379,222	\$28,413,017	\$9,966,205	35.08%
<b>Subtotal</b>	<b>\$158,086,569</b>	<b>\$149,502,661</b>	<b>\$8,583,908</b>	<b>5.74%</b>
Collegiate High Schools	\$4,553,251	\$4,828,723	(\$275,472)	-5.70%
<b>Grand Total</b>	<b>\$162,639,820</b>	<b>\$154,331,384</b>	<b>\$8,308,436</b>	<b>5.38%</b>

<sup>1</sup>General Fund budget as of April 30, 2015

<sup>2</sup>Includes prior year carryover funds





**Consolidated Funds**

<b>SOURCES OF FUNDS</b>	General Fund	Restricted Fund	Auxiliary Fund	Financial Aid Fund	Unexpended Plant Fund	Invested in Plant Fund	<b>Subtotal</b>	Collegiate High Schools	<b>Grand Total</b>
Student Fees	32,394,458	2,165,734	-	1,193,000	4,247,659	-	<b>40,000,851</b>	-	<b>40,000,851</b>
Support from State Govt.	30,608,910	550,000	-	1,629,000	629,964	-	<b>33,417,874</b>	4,338,251	<b>37,756,125</b>
Support from Fed. Govt.	135,000	1,862,555	-	40,642,699	-	-	<b>42,640,254</b>	85,000	<b>42,725,254</b>
Gifts, Contributions, Grants & Contracts	2,062,650	841,847	-	1,788,710	7,803,000	-	<b>12,496,207</b>	-	<b>12,496,207</b>
Sales & Services	408,744	-	1,683,562	-	-	-	<b>2,092,306</b>	130,000	<b>2,222,306</b>
Transfers (from other funds)	224,145	-	-	-	-	-	<b>224,145</b>	-	<b>224,145</b>
Other Sources	97,500	-	-	-	-	-	<b>97,500</b>	-	<b>97,500</b>
Board Designated Reserves	-	-	-	-	-	-	-	-	-
Fund Balance Transfers	1,418,833	-	-	-	25,698,599	-	<b>27,117,432</b>	-	<b>27,117,432</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>67,350,240</b>	<b>5,420,136</b>	<b>1,683,562</b>	<b>45,253,409</b>	<b>38,379,222</b>	<b>-</b>	<b>158,086,569</b>	<b>4,553,251</b>	<b>162,639,820</b>
<b>USES OF FUNDS</b>									
<b>Staff Costs</b>									
Executive & Mgt. Staff	5,136,355	158,926	130,880	-	-	-	<b>5,426,161</b>	-	<b>5,426,161</b>
Instructional Staff	15,628,366	29,724	-	-	-	-	<b>15,658,090</b>	1,168,387	<b>16,826,477</b>
Other Professional Staff	8,573,398	1,706,930	54,896	-	66,177	-	<b>10,401,401</b>	478,192	<b>10,879,593</b>
Tech., Clerical & Trade Staff	5,038,295	349,070	26,829	-	-	-	<b>5,414,194</b>	-	<b>5,414,194</b>
Instructional & Other Temp. Professionals	6,081,538	207,423	-	-	-	-	<b>6,288,961</b>	-	<b>6,288,961</b>
Student Employment	338,403	471,834	15,000	-	-	-	<b>825,237</b>	-	<b>825,237</b>
Benefits	11,139,537	821,240	69,087	-	20,118	-	<b>12,049,982</b>	558,335	<b>12,608,317</b>
<b>Total Staff Costs</b>	<b>51,935,892</b>	<b>3,745,147</b>	<b>296,692</b>	<b>-</b>	<b>86,295</b>	<b>-</b>	<b>56,064,026</b>	<b>2,204,914</b>	<b>58,268,940</b>
<b>Current Expenses</b>									
Travel	743,252	148,500	14,000	-	-	-	<b>905,752</b>	322,500	<b>1,228,252</b>
Operating Expenses*	5,053,440	687,489	200,500	45,253,409	10,073,576	-	<b>61,268,414</b>	653,639	<b>61,922,053</b>
Rental - Facilities & Equipment	396,452	134,500	161,968	-	-	-	<b>692,920</b>	250,000	<b>942,920</b>
Insurance	802,263	-	-	-	-	-	<b>802,263</b>	5,400	<b>807,663</b>
Utilities	2,031,011	-	25,000	-	-	-	<b>2,056,011</b>	75,000	<b>2,131,011</b>
Contract Services	5,836,413	704,500	193,300	-	1,052,955	-	<b>7,787,168</b>	703,720	<b>8,490,888</b>
Transfers (to other funds)	-	-	364,145	-	-	-	<b>364,145</b>	252,650	<b>616,795</b>
Other Expenses	56,667	-	-	-	-	-	<b>56,667</b>	29,000	<b>85,667</b>
Reserves	-	-	377,957	-	-	-	<b>377,957</b>	-	<b>377,957</b>
Budget Contingency	300,000	-	-	-	250,000	-	<b>550,000</b>	-	<b>550,000</b>
Bond Payments	-	-	-	-	-	1,390,528	<b>1,390,528</b>	-	-
<b>Total Current Expenses</b>	<b>15,219,498</b>	<b>1,674,989</b>	<b>1,336,870</b>	<b>45,253,409</b>	<b>11,376,531</b>	<b>1,390,528</b>	<b>76,251,825</b>	<b>2,291,909</b>	<b>77,153,206</b>
<b>Capital Expenditures</b>									
Capital Expenditures	194,850	-	50,000	-	18,607,385	-	<b>18,852,235</b>	56,428	<b>18,908,663</b>
<b>Total Capital Expenditures</b>	<b>194,850</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>18,607,385</b>	<b>-</b>	<b>18,852,235</b>	<b>56,428</b>	<b>18,908,663</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>67,350,240</b>	<b>5,420,136</b>	<b>1,683,562</b>	<b>45,253,409</b>	<b>30,070,211</b>	<b>1,390,528</b>	<b>151,168,086</b>	<b>4,553,251</b>	<b>154,330,809</b>
<b>Change in Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,309,011</b>	<b>(1,390,528)</b>	<b>6,918,483</b>	<b>-</b>	<b>8,309,011</b>

\*This line consists of disbursements for Financial Aid Fund and Renovation/Repairs/Maintenance for Unexpended Plant Fund



## Significant Items Affecting 2016 Operating Budget

In order to begin the budget development process, a number of budget assumptions must be made. As the process continues these assumptions are further refined. The budget therefore goes through many iterations before a final document is prepared and brought forth to the Board of Trustees. The following are the major assumptions used to prepare the Fiscal Year 2016 budget:

### **Revenue:**

- Per credit hour tuition rates remained at Fiscal Year 2015 levels
- The Capital Improvement fee increased by \$2.00 per Credit Hour
- A 2% enrollment decrease
- State funding decreased \$681,926
- All other fees are calculated using actual amounts from Fall 2014 and Spring 2015

### **Expenses:**

- Consumer price index used for contractual service increases is 1.5%
- Health insurance costs budgeted at \$7,800
- An additional \$288k for security initiatives
- An additional \$298k for contractual or fixed expenses with expected price increases
- Personnel salaries include a 1% recurring salary increase and a 1% non-recurring increase
- Operating expense budgets reduced by \$497k

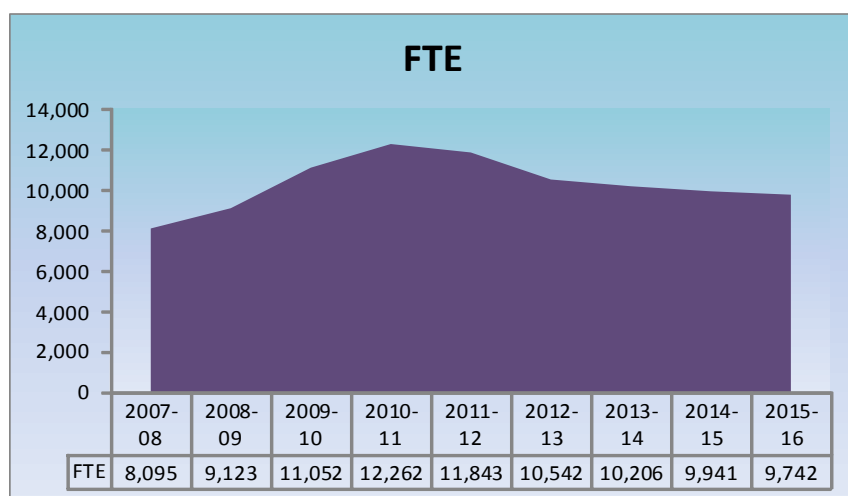


# Significant Items Affecting 2016 Operating Budget

## Revenues

### Tuition and Fees -

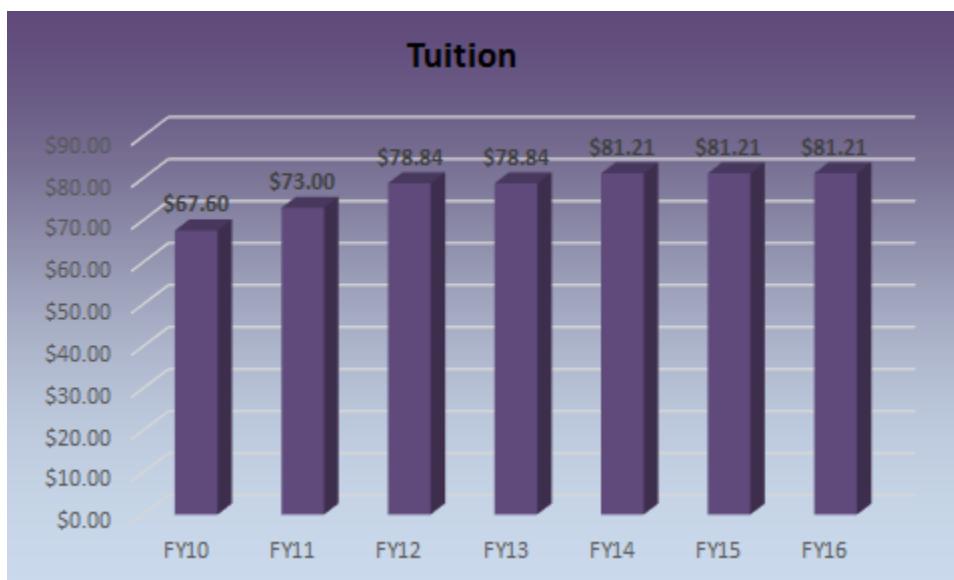
Tuition and fee revenue is calculated using three factors: (1) Current year actual amounts for Fall and Spring, projected amounts for Summer, (2) projected tuition rate increases (if any), (3) projected enrollment increases/decreases (if any). For fiscal year 2016 total student fee revenue projected for the operating fund (Fund 1) is \$33,804,403. Tuition makes up 78% while other fees make up the remaining 22%. This figure includes a 2% enrollment decrease projected for FY16. In FY07 enrollment began an upward climb hitting an all time in FY11 of 12,262 FTE. Enrollment began to decline in FY12 with the current FY15 FTE projected to be 9,941.



The College continually monitors enrollment and adjusts the budget as needed to offset any downfalls in revenue. Any budget amendments are approved by the Board of Trustees quarterly.

The college is committed to providing quality education at affordable prices. For the third time in four years the College has elected to not increase tuition. Course fees, defined as any and all variable costs associated with the conveyance of instruction that exceed the direct cost of the instructors salary and benefits, have also been analyzed by department heads and school Dean's. They are reviewed on a biennial schedule and adjustments have been made, both increasing and decreasing the fee. Course fees costs include,

consumable goods and services, cost of equipment, software, licenses, maintenance and associated supports costs, and the cost of additional instructional support. The School's of Pure & Applied Sciences, Arts and Humanities & Social Sciences performed their course review for Fiscal Year 2016.



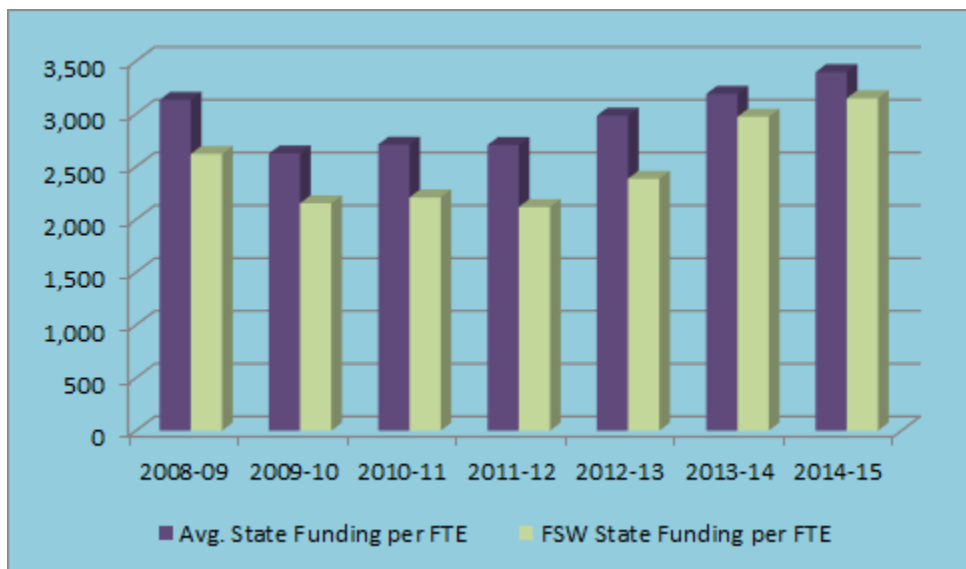


# Significant Items Affecting 2016 Operating Budget

## Revenues

### State Funding -

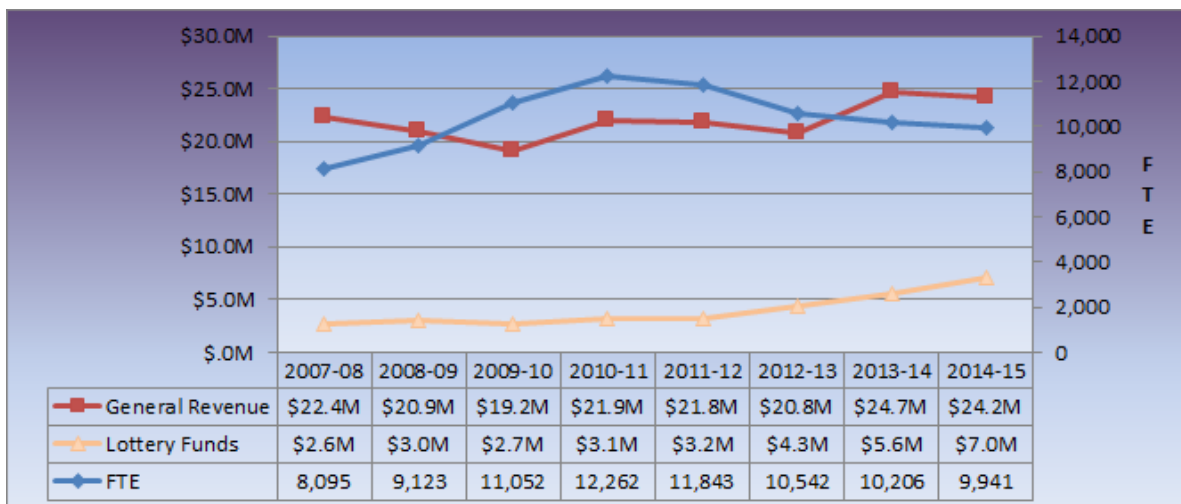
Funding comes from the State of Florida by way of the General Appropriations Act. Funds are designated as General Revenue (all moneys received by the state from every sources, except moneys deposited into trust funds and the Budget Stabilization Fund) or Lottery (a percentage of the gross revenue from the sale of online and instant lottery tickets).



The projected state funding per FTE for 2015-16 is \$3,142. Over the last several years FSW has been funded at an amount less than the state average. The total amount of funding received by FSW from the state for FY16 is projected to be \$30,608,910, a decrease of \$681,926 or 2.2% from the previous year. This represents 45.4% of the total operating budget. At the time this budget was prepared the State of Florida had not finalized the overall state budget therefore state appropriations to colleges are not final. It is expected that the number included in the budget for FSW may be adjusted when the final state appropriations are allocated.

The college has analyzed each department's budget and has reallocated funds to cover the costs of any price increases wherever possible. Operating budgets were reduced by \$497k in order to help reduce the initial budget shortfall.

Additionally, a larger portion of state appropriations comes from lottery funds. Unfortunately, these funds typically are received later in the year, which must be carefully monitored to ensure appropriate cash flow issues. The College does not have any concerns regarding cash flow and fully expects to meet all of its obligations.





# Significant Items Affecting 2016 Operating Budget

## Expenses

### Salaries and Benefits -

Salaries and benefits make up approximately 77% of the operating budget for FY16 and represent a 2.3% increase over the current budget for FY15. The "Other Professional Staff" category represent the largest increase over the prior year and is a result of a restructuring of positions from other funding sources. Benefits also increased from the current budget as a result of the salary increases included in the FY16 budget. Benefits for each employee are budgeted based on the current benefits elections plus any anticipated change in rates. Vacant and new positions are budgeted at the mid-point of the amounts on the Wage and Salary Schedule.

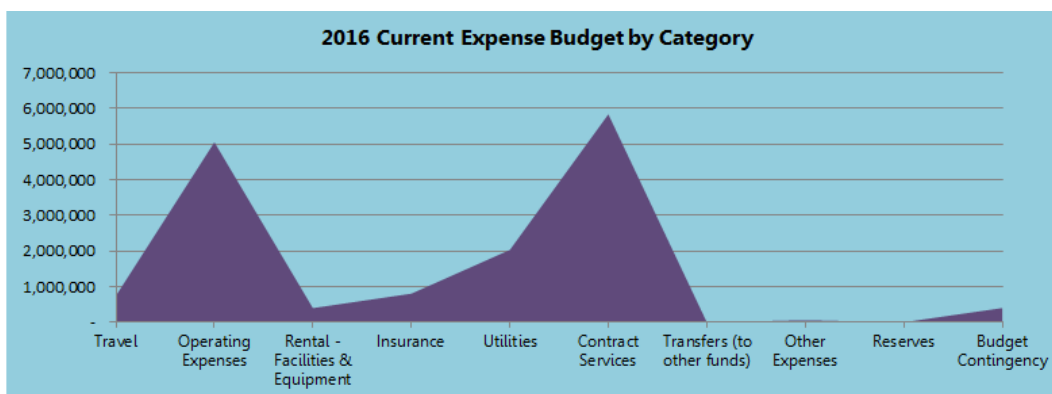
The number of employees slightly decreased over fiscal year 2014. The reduction in part-time instructors was due to the filling of vacant full time faculty positions, a more efficient process of scheduling classes and a slight enrollment decrease.

	2015	2014	2013	2012
Administrators	50	48	44	41
Regular Full Time	386	381	373	335
Regular Part Time	50	51	56	61
Full Time Instructors	184	171	174	146
Part Time Instructors	322	402	407	468
<b>Total Employee Count</b>	<b>992</b>	<b>1,053</b>	<b>1,054</b>	<b>1,051</b>

Benefit Rate Changes		
<i>Retirement</i>		
Class	FY15 Rate	FY16 Rate
Regular	\$7.37	\$7.37
Special Risk	\$19.82	\$19.82
Senior Management	\$21.14	\$21.14
<i>Health Insurance</i>		
Plan	FY15 Rate	FY16 Rate
HMO	\$584.00	\$650.00
PPO	\$618.00	\$650.00

### Current Expenses

General current expenses make up 23% of the operating budget. Contractual services makes up the largest piece of the \$14M current expense budget as it is 38% of the total. Examples of contracted services are GCA Services Group, provider of janitorial services; Ellucian Company, provider of Banner software; and Dothan Security, Inc, provider of uniform security services. This is followed by general operating expenses and then utilities. A contingency budget of \$400,000 has also been included as it has in past years, however, unlike past years a reserve budget was not able to be included in the overall budget. If funds become available at the end of the 2016 fiscal year, a transfer of funds may be made for technology and/or furniture and equipment needs.





# General Fund (Operating Budget)

## Fund 1: General Fund

	2015-16 Proposed Budget	2014-15 Current Budget	2013-14 Actual Amounts	2012-13 Actual Amounts	2011-12 Actual Amounts
<b>SOURCES OF FUNDS</b>					
Student Fees	32,394,458	32,113,387	33,664,608	32,160,725	35,226,082
Support from State Govt.	30,608,910	31,290,836	30,395,119	25,149,897	25,082,326
Support from Fed. Govt.	135,000	124,549	116,772	124,549	133,593
Gifts, Contributions, Grants & Contracts	2,062,650	535,659	407,248	211,616	92,400
Sales & Services	408,744	344,237	571,709	409,526	571,596
Transfers (from other funds)	224,145	529,199	240,579	321,632	408,867
Other Sources	97,500	179,958	191,917	223,630	243,829
Fund Balance Transfers	1,418,833	2,996,052	-	-	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>67,350,240</b>	<b>68,113,877</b>	<b>65,587,952</b>	<b>58,601,575</b>	<b>61,758,693</b>
<b>USES OF FUNDS</b>					
<b>Staff Costs</b>					
Executive & Mgt. Staff	5,136,355	4,966,323	4,839,583	4,217,223	4,213,432
Instructional Staff	15,628,366	15,328,294	15,041,410	14,072,575	12,912,361
Other Professional Staff	8,573,398	8,057,357	6,969,338	6,249,912	6,190,288
Tech., Clerical & Trade Staff	5,038,295	4,798,620	4,558,966	4,487,664	4,399,806
Instructional & Other Temp. Professionals	6,081,538	6,190,794	6,695,719	6,918,369	8,522,757
Student Employment	338,403	573,972	365,746	381,634	421,542
Benefits	11,139,537	10,864,759	9,456,296	8,122,891	6,485,130
<b>Total Staff Costs</b>	<b>51,935,892</b>	<b>50,780,119</b>	<b>47,927,058</b>	<b>44,450,268</b>	<b>43,145,316</b>
<b>Current Expenses</b>					
Travel	743,252	830,248	595,966	486,005	458,867
Operating Expenses	5,053,440	5,992,413	4,179,137	4,316,766	4,743,330
Rental - Facilities & Equipment	396,452	225,760	233,384	328,468	503,761
Insurance	802,263	923,620	790,817	801,703	737,507
Utilities	2,031,011	2,032,498	1,872,207	1,825,446	1,848,449
Contract Services	5,836,413	6,110,821	5,401,681	5,202,899	4,484,314
Transfers (to other funds)	-	176,413	5,100,000	1,065,390	1,574,828
Other Expenses	56,667	15,537	1,363,965	384,748	825,540
Budget Contingency	300,000	639,514	-	-	-
<b>Total Current Expenses</b>	<b>15,219,498</b>	<b>16,946,824</b>	<b>19,537,157</b>	<b>14,411,425</b>	<b>15,176,596</b>
<b>Capital Expenditures</b>					
Capital Expenditures	194,850	386,934	622,325	792,396	318,927
<b>Total Capital Expenditures</b>	<b>194,850</b>	<b>386,934</b>	<b>622,325</b>	<b>792,396</b>	<b>318,927</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>67,350,240</b>	<b>68,113,877</b>	<b>68,086,540</b>	<b>59,654,089</b>	<b>58,640,839</b>
<b>Change in Fund Balance</b>	<b>-</b>	<b>-</b>	<b>(2,498,588)</b>	<b>(1,052,514)</b>	<b>3,117,854</b>



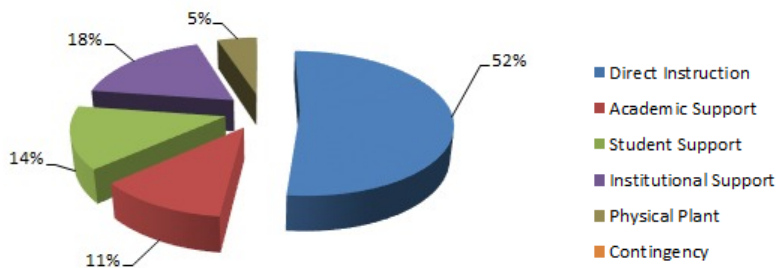


# General Fund (Operating Budget)

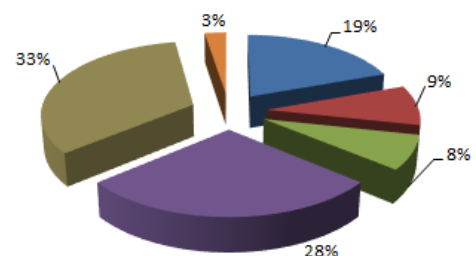
## Fund 1: General Fund - Functional Distribution of Budgets

	Direct Instruction	Academic Support	Student Support	Institutional Support	Physical Plant	Contingency
<b>Staff Costs</b>						
Executive & Mgt. Staff	251,398	1,493,057	807,787	2,331,799	252,314	-
Instructional Staff	14,909,315	531,259	187,792	-	-	-
Other Professional Staff	475,535	1,579,706	2,549,372	3,649,478	319,307	-
Tech., Clerical & Trade Staff	356,247	983,605	1,646,673	761,490	1,290,280	-
Instructional & Other Temp. Professionals	5,970,055	55,545	35,057	20,881	-	-
Student Employment	338,403	-	-	-	-	-
Benefits	4,604,890	1,408,145	1,956,740	2,418,988	750,774	-
<b>Total Staff Costs</b>	<b>26,905,843</b>	<b>6,051,317</b>	<b>7,183,421</b>	<b>9,182,636</b>	<b>2,612,675</b>	<b>-</b>
<b>Current Expenses</b>						
Travel	183,893	269,422	129,609	152,034	8,294	-
Operating Expenses	2,341,834	502,008	217,423	1,159,601	832,574	-
Rental - Facilities & Equipment	122,513	22,792	76,654	127,749	46,744	-
Insurance	11,594	669	-	790,000	-	-
Utilities	7,792	3,600	-	-	2,019,619	-
Contract Services	320,523	571,117	748,797	1,946,687	2,249,289	-
Other Expenses	35,680	-	-	20,537	450	-
Budget Contingency	-	-	-	-	-	300,000
<b>Total Current Expenses</b>	<b>3,023,829</b>	<b>1,369,608</b>	<b>1,172,483</b>	<b>4,196,608</b>	<b>5,156,970</b>	<b>300,000</b>
<b>Capital Expenditures</b>						
Capital Expenditures	4,500	-	-	166,500	23,850	-
<b>Total Capital Expenditures</b>	<b>4,500</b>	<b>-</b>	<b>-</b>	<b>166,500</b>	<b>23,850</b>	<b>-</b>
<b>TOTAL FUNCTIONAL BUDGET</b>	<b>29,934,172</b>	<b>7,420,925</b>	<b>8,355,904</b>	<b>13,545,744</b>	<b>7,793,495</b>	<b>300,000</b>
<b>% OF TOTAL</b>	<b>44.4%</b>	<b>11.0%</b>	<b>12.4%</b>	<b>20.1%</b>	<b>11.6%</b>	<b>0.4%</b>

**% of Total Salary Budget**



**% of Total Expense Budget**

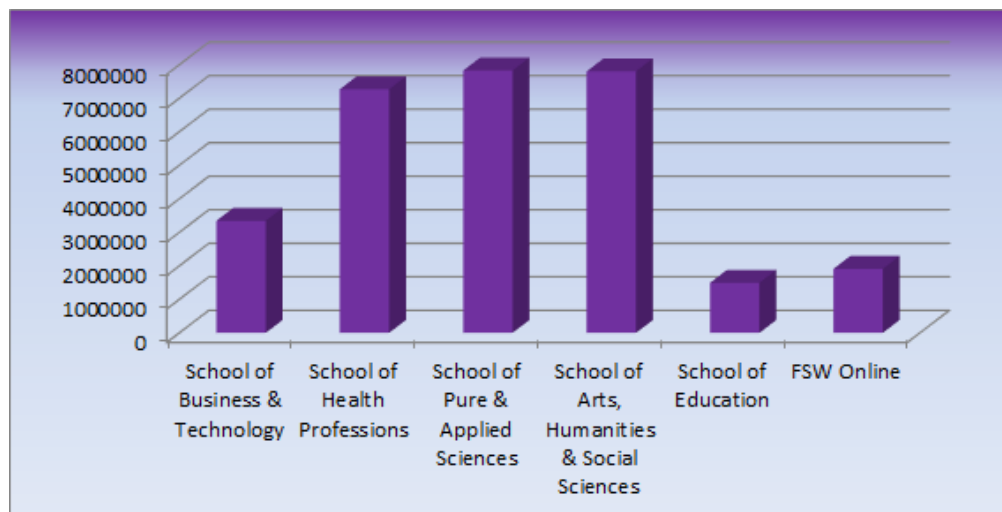




# General Fund (Operating Budget)

## Fund 1: General Fund - Individual School Budgets

	School of Business & Technology	School of Health Professions	School of Pure & Applied	School of Arts, Humanities & Social Sciences	School of Education	FSW Online
<b>Staff Costs</b>						
Executive & Mgt. Staff	219,456	320,221	112,211	113,334	180,370	106,018
Instructional Staff	1,409,291	2,808,474	4,645,159	3,940,826	488,775	-
Other Professional Staff	282,095	248,789	33,348	5,500	134,475	643,492
Tech., Clerical & Trade Staff	16,378	231,711	87,063	65,878	37,499	83,446
Instructional & Other Temp. Professionals	713,329	1,302,075	1,029,596	2,288,294	219,178	37,000
Student Employment	-	-	166,110	45,443	-	-
Benefits	526,258	1,098,442	1,366,109	1,197,108	245,625	269,403
<b>Total Staff Costs</b>	<b>3,166,807</b>	<b>6,009,712</b>	<b>7,439,596</b>	<b>7,656,383</b>	<b>1,305,922</b>	<b>1,139,359</b>
<b>Current Expenses</b>						
Travel	19,519	53,596	27,264	7,471	9,748	80,000
Operating Expenses	111,869	1,099,389	344,539	115,087	139,574	392,318
Rental - Facilities & Equipment	-	13,212	2,762	2,761	1,215	3,000
Insurance	200	10,519	-	-	875	-
Utilities	-	6,267	5,125	-	-	-
Contract Services	42,763	72,489	6,763	17,030	35,731	295,235
<b>Total Current Expenses</b>	<b>174,351</b>	<b>1,255,472</b>	<b>386,453</b>	<b>142,349</b>	<b>187,143</b>	<b>770,553</b>
<b>TOTAL SCHOOL BUDGET</b>	<b>3,341,158</b>	<b>7,265,184</b>	<b>7,826,049</b>	<b>7,798,732</b>	<b>1,493,065</b>	<b>1,909,912</b>
<b>% OF TOTAL</b>	<b>11.3%</b>	<b>24.5%</b>	<b>26.4%</b>	<b>26.3%</b>	<b>5.0%</b>	<b>6.4%</b>





## General Fund (Operating Budget)

Estimated Beginning Fund Balance as of 7/1/2015	11,006,302	
Revenue (not including prior year carry forward)		65,931,407
<b>Total Estimated Funds Available</b>		<b>76,937,709</b>
Personnel Expenses	(51,935,892)	
Operating Expenses	(15,219,498)	
Capital Expenses	(194,850)	
<b>Total Estimated Disbursements</b>		<b>(67,350,240)</b>
<b>Estimated Fund Balance as of 6/30/2016</b>		<b>9,587,469</b>
Board Designated Reserves (Disaster Recovery/Continuity of Operations, Building Maintenance & Repair Reserves)	4,109,617	
Reserved for Other Required Purposes	1,500,000	
<b>Total Estimated Unallocated Fund Balance as of 6/30/2016</b>		<b>3,977,852</b>
Percent of Estimated Unallocated Fund Balance as of 6/30/2016 to estimated funds available		5.17%

**\*State Board Rule: Fund Balance Minimum 5.0%**



# Current Restricted Fund

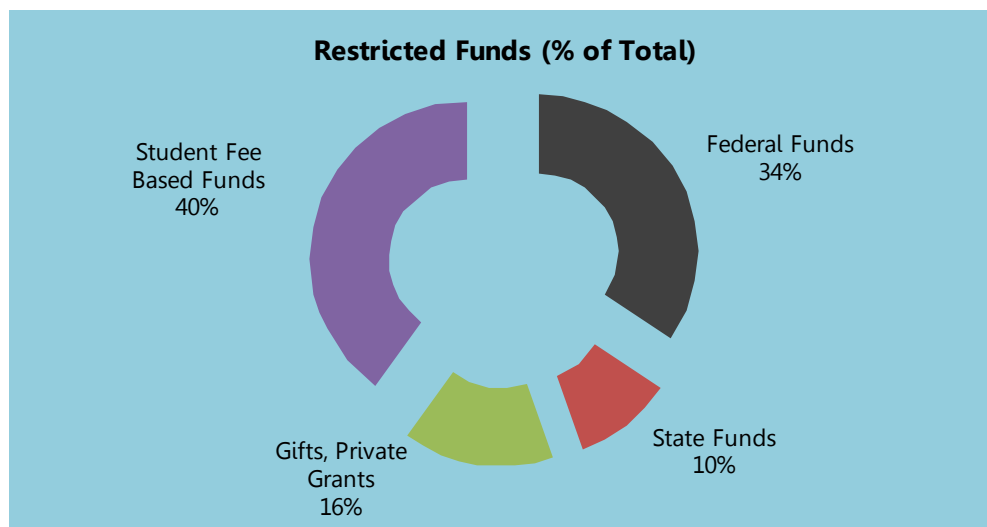
## Fund 2: Restricted Fund

	2015-16 Proposed Budget	2014-15 Current Budget	2013-14 Actual Amounts	2012-13 Actual Amounts	2011-12 Actual Amounts
<b>SOURCES OF FUNDS</b>					
Student Fees	2,165,734	2,226,036	2,295,062	2,265,231	2,543,960
Support from State Government	550,000	1,581,130	64,760	171,745	268,638
Support from Federal Government	1,862,555	3,703,044	1,852,137	1,905,972	1,754,726
Gifts, Contributions, Grants & Contracts	841,847	1,102,113	610,347	1,290,864	1,155,846
Transfers (from other funds)	-	1,290	-	16,430	160,009
Other Sources	-	-	6,181	3,109	8,125
Fund Balance Transfers	-	1,514,696	-	-	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>5,420,136</b>	<b>10,128,309</b>	<b>4,828,487</b>	<b>5,653,351</b>	<b>5,891,304</b>
<b>USES OF FUNDS</b>					
<b>Staff Costs</b>					
Executive & Mgt. Staff	158,926	180,791	89,333	155,304	156,466
Instructional Staff	29,724	30,000	146,781	329,354	337,809
Other Professional Staff	1,706,930	1,952,476	1,364,874	1,431,817	1,443,579
Tech., Clerical & Trade Staff	349,070	512,730	303,474	341,401	465,468
Instructional & Other Temp. Professionals	207,423	445,412	14,105	163,458	135,813
Student Employment	471,834	464,374	646,361	733,210	622,985
Benefits	821,240	1,109,945	651,732	659,108	708,908
<b>Total Staff Costs</b>	<b>3,745,147</b>	<b>4,695,728</b>	<b>3,216,660</b>	<b>3,813,652</b>	<b>3,871,028</b>
<b>Current Expenses</b>					
Travel	148,500	327,165	218,468	160,430	197,113
Operating Expenses	687,489	1,633,130	847,577	881,874	850,960
Rental - Facilities & Equipment	134,500	27,207	22,086	28,992	45,293
Insurance	-	1,085	675	394	536
Contract Services	704,500	2,503,417	253,324	420,812	700,118
Transfers (to other funds)	-	1,290	65,430	102,935	160,009
Other Expenses	-	-	-	-	150
Budget Contingency	-	140,100	-	-	-
<b>Total Current Expenses</b>	<b>1,674,989</b>	<b>4,633,394</b>	<b>1,407,560</b>	<b>1,595,437</b>	<b>1,954,179</b>
<b>Capital Expenditures</b>					
Capital Expenditures	-	799,187	350,358	312,682	243,300
<b>Total Capital Expenditures</b>	<b>-</b>	<b>799,187</b>	<b>350,358</b>	<b>312,682</b>	<b>243,300</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>5,420,136</b>	<b>10,128,309</b>	<b>4,974,578</b>	<b>5,721,771</b>	<b>6,068,507</b>
<b>Change in Fund Balance</b>	<b>-</b>	<b>-</b>	<b>(146,091)</b>	<b>(68,420)</b>	<b>(177,203)</b>



## Current Restricted Fund

	Total Revenue	Personnel Expense	Operating Expense	Total Expense
<b>Federal Grants</b>				
Upward Bound	182,516	182,516	-	182,516
Student Support Services	203,273	203,273	-	203,273
Carl D. Perkins Grant	175,913	175,913	-	175,913
TAACCCT - Xcel IT Program	476,466	374,151	102,315	476,466
Rookery Bay Research Grant	502,259	502,259	-	502,259
College Work Study	322,128	322,128	-	322,128
<b>Total Federal Funding</b>	<b>1,862,555</b>	<b>1,760,240</b>	<b>102,315</b>	<b>1,862,555</b>
<b>State Grants</b>				
Quick Response Training: Algenol Biofuels	250,000	-	250,000	250,000
Quick Response Training: Hertz Corporation	200,000	-	200,000	200,000
Quick Response Training: London Bay Group	50,000	-	50,000	50,000
Quick Response Training: TZ Insurance	50,000	-	50,000	50,000
<b>Total State Funding</b>	<b>550,000</b>	<b>-</b>	<b>550,000</b>	<b>550,000</b>
<b>Gifts, Private Grants &amp; Contracts</b>				
Academic Improvement Trust Fund	228,825	37,900	190,925	228,825
FSW Foundation Staff	502,386	502,386	-	502,386
Gallery Endowment	110,636	110,636	-	110,636
<b>Total Gifts, Private Grants &amp; Contracts Funding</b>	<b>841,847</b>	<b>650,922</b>	<b>190,925</b>	<b>841,847</b>
<b>Fee Based</b>				
Student Activity Fees	2,165,734	1,333,985	831,749	2,165,734
<b>Total Fee Based Funding</b>	<b>2,165,734</b>	<b>1,333,985</b>	<b>831,749</b>	<b>2,165,734</b>
<b>Total Restricted Funds</b>	<b>5,420,136</b>	<b>3,745,147</b>	<b>1,674,989</b>	<b>5,420,136</b>





# Auxiliary Fund

## Contracted Services

**Bookstore Operations**  
**Follett High Education Group**  
*\*Current Contract Ends June 30, 2015*

FSW contracts with Follett Higher Education Group to operate the Bookstore Services.

- Course Materials, including textbook rental
- Full Service Website
- FSW Merchandise & Spirit Wear Sales
- Cap & Gown & Graduation Merchandise



Contract Term	Financial Terms
July 1, 2015 – June 30, 2020	15% up to \$6.0M 16.0% \$6.0 to \$8.0M 17%.0% over \$8.0M <u>Years 1 &amp; 2:</u> \$1M Minimum Guarantee <u>Years 2-5:</u> 95% of actual paid commission from the preceding year



## Dining & Vending Services Food Services, Inc.

- 5 Operations on 3 Campuses
- National Brand Presence (Dunkin Donuts, Subway, Pizza Hut)
- Locally owned business relationships (Lean Box, Origami Sushi)
- Wellness and Sustainability programs
- FSW Collegiate High School lunch programs (NSLP)
- Dining Plans
- Full Service Catering
- College-Wide Vending

Contract Term	Financial Terms
May 6, 2010 – July 31, 2019	2% of all Net Sales, excluding the Collegiate HS Lunch Programs



## Auxiliary Fund



### Barbara B. Mann Performing Arts Hall Professional Facilities Management, Inc.

The College contracts with Professional Facilities Management, Inc. to operated one of the premier venues for entertainment in Southwest Florida. The hall provides a combination of one-night shows and an annual Broadway series including top touring shows.

Contract Term	Financial Terms
July 1, 1996 – June 30, 2016	<ul style="list-style-type: none"> <li>\$160,000 Management Fee Paid by FSW</li> <li>40% net profit received</li> <li>\$2.00 per ticket for capital improvement</li> </ul>

### Child Care Centers Child Care of Southwest Florida, Inc. Collier Child Care Resources, Inc.



Both the Edison and Collier Campuses offer full-service childcare for Students, Faculty, Staff and the Community. Both centers serve over 100 children each.

Center	Contract Term	Financial Terms
Thomas Edison Campus	November 1, 2009 – June 30, 2015	\$1,000 monthly expense reimbursement
Collier Campus	July 1, 2013 – June 30, 2016	\$1,000 monthly expense reimbursement



### Student Printing WEPA, Inc.

Students have access to printing college-wide at 12 strategically placed kiosks. WEPA offers cloud printing from anywhere, including home computer, laptop, USB, IOS and Android Devices.

Contract Term	Financial Terms
September 15, 2013 – September 15, 2015	FSW retains .02 of every B&W print less a 20% cloud fee



# Auxiliary Fund

## Self-Operated Operations

### Buc Card

The BUC card is the College's identification card and is a "One-Card" that provides access to events and other services on campus. Patrons can place funds onto their BUC Card for use at retail locations college-wide.

**2015 NACCU Marketing Excellence Award Winner!**

- Identification
- Campus Bucs (funds deposited by patron and used at campus retail locations)
- Library Card
- Access to Financial Aid Funds in Bookstore
- Dining Plans
- Student & Administrative Printing/Copying



**9,170 Meeting/Events Schedule in**

## Facility Rentals, Central Scheduling, Events &

### Conference Services

Auxiliary Services schedules all space on campus for internal and external users.

- Scheduling of space for all college events outside of academic classes
- Runs S25 Optimizer – which assigns space to academic courses effectively & efficiently
- Rental of facilities by outside

## Administrative Printing

Auxiliary Services, through a contract with Dex Imaging, Inc. manages the college's administrative printing program which includes all printers and multi-function devices college-wide. The goal of the administrative printing program is to save the college significant expense by doing the following:

- Removing expensive standalone printers and replacing with more cost effective multi-

**12% Saving in Printing Expenses  
Laser Printer Fleet Reduced by 191**







## Auxiliary Fund



### Trademark Licensing & Branding

Auxiliary Services regulates the use of the College's name and all identifying marks, when placed on merchandise and products, regardless of whether the items are created for resale. The goal is to ensure the protection of the College's excellent reputation and maintain high standards of use.

Auxiliary Services works in conjunction with buyers, wholesalers, retailers and Learfield Licensing Partners in regards to the branding and merchandising of goods bearing the FSW trademarks and logos.

*COMING in 2016 – 2017*

Management of the  
Suncoast Credit Union Arena

FSW Fitness Center





# Auxiliary Fund

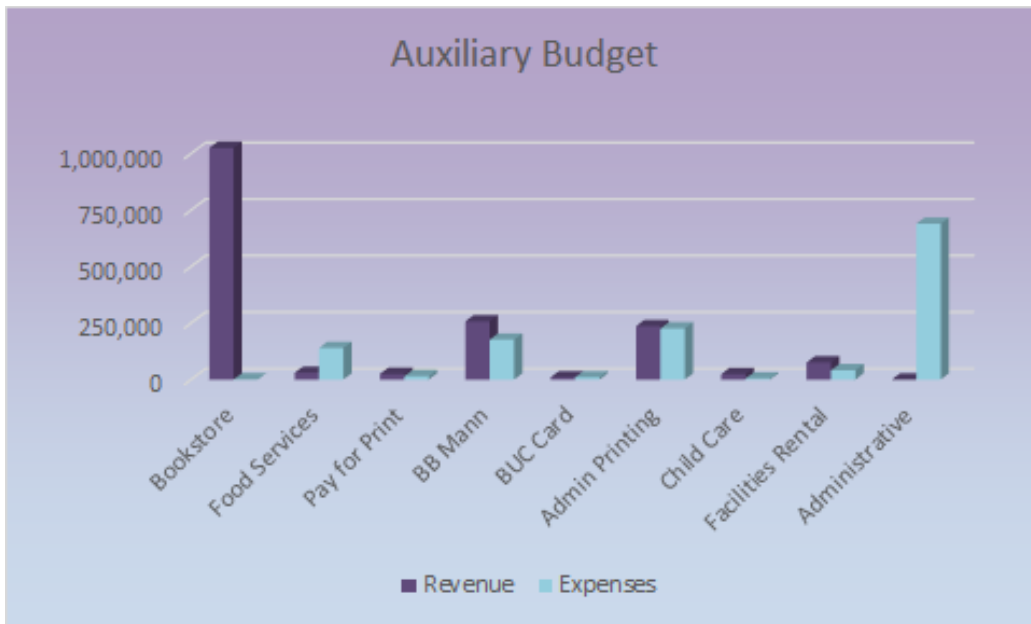
## Fund 3: Auxiliary Fund

	2015-16 Proposed Budget	2014-15 Current Budget	2013-14 Actual Amounts	2012-13 Actual Amounts	2011-12 Actual Amounts
<b>SOURCES OF FUNDS</b>					
Student Fees			37,000	-	27,400
Sales & Services	1,683,562	1,449,365	1,171,619	1,135,936	1,653,833
Transfers (from other funds)	-	-	-	-	164,539
Other Sources	-	8,000	17,960	(19,890)	540,000
<b>TOTAL FUNDS AVAILABLE</b>	<b>1,683,562</b>	<b>1,457,365</b>	<b>1,226,579</b>	<b>1,116,046</b>	<b>2,385,772</b>
<b>USES OF FUNDS</b>					
<b>Staff Costs</b>					
Executive & Mgt. Staff	130,880	118,300	70,460	66,070	82,404
Other Professional Staff	54,896	41,719	89,273	83,104	48,654
Tech., Clerical & Trade Staff	26,829	26,563	18,811	106,653	14,649
Instructional & Other Temp. Professionals	-	20,100	7,956	8,927	3,944
Student Employment	15,000	15,000	11,116	10,282	-
Benefits	69,087	74,612	54,105	75,216	590,287
<b>Total Staff Costs</b>	<b>296,692</b>	<b>296,294</b>	<b>251,721</b>	<b>350,252</b>	<b>739,938</b>
<b>Current Expenses</b>					
Travel	14,000	13,100	11,951	8,190	9,395
Operating Expenses	200,500	200,000	196,805	98,370	95,869
Rental - Facilities & Equipment	161,968	157,861	166,105	68,560	137,962
Insurance	-	-	-	56	-
Utilities	25,000	20,000	13,344	10,524	19,000
Contract Services	193,300	137,384	212,066	224,877	404,240
Transfers (to other funds)	364,145	382,405	360,764	420,819	537,583
Other Expenses	-	-	471	2,072	6,817
<b>Total Current Expenses</b>	<b>958,913</b>	<b>910,750</b>	<b>961,506</b>	<b>833,468</b>	<b>1,210,866</b>
<b>Capital Expenditures</b>					
Capital Expenditures	50,000	11,070	9,569	10,730	36,646
<b>Total Capital Expenditures</b>	<b>50,000</b>	<b>11,070</b>	<b>9,569</b>	<b>10,730</b>	<b>36,646</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>1,305,605</b>	<b>1,218,114</b>	<b>1,222,796</b>	<b>1,194,450</b>	<b>1,987,450</b>
<b>Change in Fund Balance</b>	<b>377,957</b>	<b>239,251</b>	<b>3,783</b>	<b>(78,404)</b>	<b>398,322</b>



# Auxiliary Fund

	<b>Revenue</b>	<b>Expenses</b>
Bookstore	1,025,000	1,000
Food Services	30,000	139,768
Pay for Print	25,000	15,000
BB Mann	257,387	177,000
BUC Card	10,000	10,000
Admin Printing	236,400	226,400
Child Care	24,000	5,000
Facilities Rental	75,775	41,600
Administrative	0	689,837
<b>Total</b>	<b>1,683,562</b>	<b>1,305,605</b>



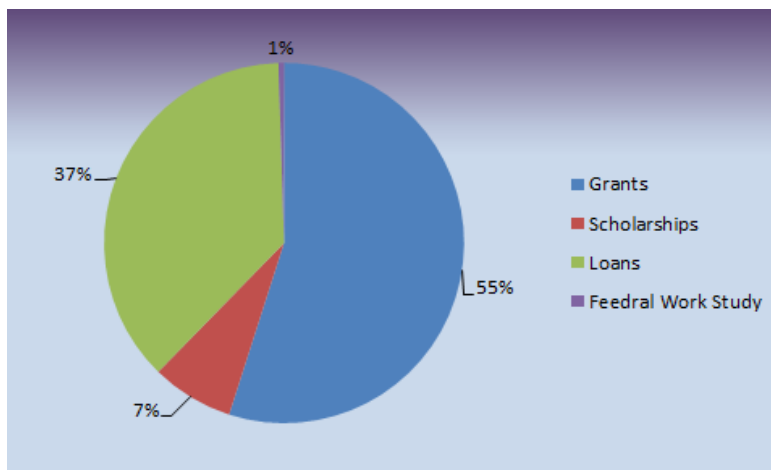


# Student Financial Aid Fund

## Student Financial Aid Paid Fiscal Year 2013-14

<u>Grants</u>	<b>Awards</b>	<b>Total Amount Paid</b>	<b>Average Amount Paid per Award</b>
Federal Pell Grant	7,707	\$24,885,744	\$3,229
Federal SEOG Grant	343	\$319,111	\$930
Florida Grants	498	\$775,618	\$1,557
<b>Scholarships</b>			
Florida Scholarships	765	\$901,561	\$1,179
Institutional/Foundation Scholarships	1,821	\$2,586,214	\$1,420
<b>Loans</b>			
Federal Direct Subsidized Loan	3,757	\$12,082,665	\$3,216
Federal Direct Unsubsidized Loan	1,405	\$5,158,020	\$3,671
Federal Direct Loan Parent PLUS	18	\$183,918	\$10,218
Private Loan	20	\$159,869	\$7,993
<b>Federal Work Study</b>			
Federal Work Study	94	\$234,220	\$2,492

	<b>Unduplicated Students</b>	<b>Total Amount Paid</b>	<b>Average Amount Paid per Student</b>
Grants	7,712	\$25,980,473	\$3,369
Scholarships	1,979	\$3,487,775	\$1,762
Loans	4,198	\$17,584,472	\$4,189
Federal Work Study	94	\$234,220	\$2,492
Paid Any Financial Aid	9,819	\$47,286,941	\$4,816



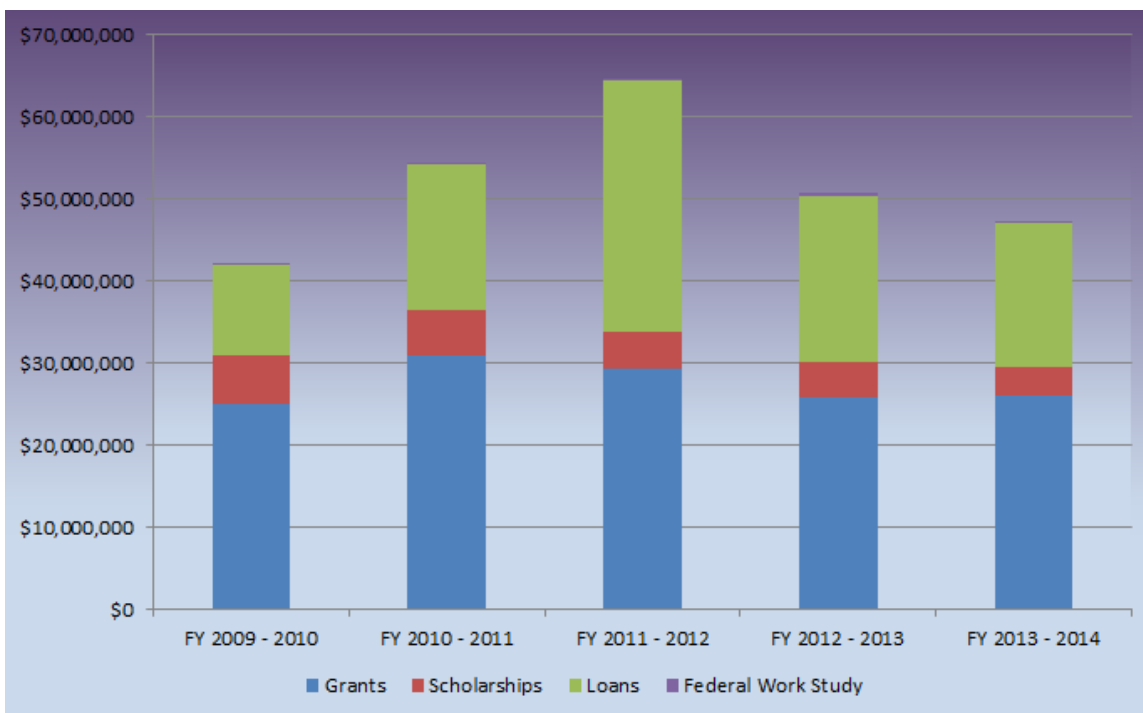


# Student Financial Aid Fund

## Student Financial Aid Paid Fiscal Year 2013-14

						5 Year
	<u>FY 2009 - 2010</u>	<u>FY 2010 - 2011</u>	<u>FY 2011 - 2012</u>	<u>FY 2012 - 2013</u>	<u>FY 2013 - 2014</u>	<u>% Change</u>
Grants	\$24,979,694	\$30,928,055	\$29,251,509	\$25,823,453	\$25,980,473	4.0%
Scholarships	\$6,025,060	\$5,443,634	\$4,451,956	\$4,244,329	\$3,487,775	-42.1%
Loans	\$11,041,135	\$17,883,085	\$30,810,545	\$20,380,477	\$17,584,472	59.3%
Federal Work Study	\$130,228	\$182,649	\$202,697	\$216,569	\$234,220	79.9%
<b>Total</b>	<b>\$42,176,117</b>	<b>\$54,437,423</b>	<b>\$64,716,707</b>	<b>\$50,664,828</b>	<b>\$47,286,941</b>	<b>12.1%</b>

						5 Year
	<u>FY 2009 - 2010</u>	<u>FY 2010 - 2011</u>	<u>FY 2011 - 2012</u>	<u>FY 2012 - 2013</u>	<u>FY 2013 - 2014</u>	<u>% Change</u>
Grants	7,116	8,601	8,770	7,658	7,712	8.40%
Scholarships	3,878	3,280	2,916	2,502	1,979	-49.00%
Loans	3,073	4,639	5,205	4,670	4,198	36.60%
Federal Work Study	53	61	63	72	94	77.40%
<b>Total</b>	<b>10,412</b>	<b>11,432</b>	<b>11,382</b>	<b>9,994</b>	<b>9,819</b>	<b>-5.70%</b>





# Student Financial Aid Fund

## Fund 5: Financial Aid Fund

	2015-16 Proposed Budget	2014-15 Current Budget	2013-14 Actual Amounts	2012-13 Actual Amounts	2011-12 Actual Amounts
<b>SOURCES OF FUNDS</b>					
Student Fees	1,193,000	1,193,089	1,241,488	1,215,153	1,368,537
Support from State Govt.	1,629,000	1,669,000	1,872,433	2,160,969	2,574,339
Support from Fed. Govt.	40,642,699	40,290,734	41,781,929	45,538,733	62,694,129
Gifts, Contributions, Grants & Contracts	1,788,710	1,684,041	1,626,552	1,264,435	1,436,490
Transfers (from other funds)	-	1,983,089		140,000	139,005
Other Sources	-	-	(43,799)	7,925	15,345
Fund Balance Transfers	-	687,433	-	-	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>45,253,409</b>	<b>47,507,386</b>	<b>46,478,603</b>	<b>50,327,215</b>	<b>68,227,845</b>
<b>USES OF FUNDS</b>					
<b>Staff Costs</b>					
Student Employment	-	-	990	4,677	10,941
<b>Total Staff Costs</b>	<b>-</b>	<b>-</b>	<b>990</b>	<b>4,677</b>	<b>10,941</b>
<b>Current Expenses</b>					
Disbursements	45,253,409	47,507,386	29,178,367	30,845,128	35,507,600
<b>Total Current Expenses</b>	<b>45,253,409</b>	<b>47,507,386</b>	<b>29,178,367</b>	<b>30,845,128</b>	<b>35,507,600</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>45,253,409</b>	<b>47,507,386</b>	<b>29,179,357</b>	<b>30,849,805</b>	<b>35,518,541</b>
<b>Change in Fund Balance</b>	<b>-</b>	<b>-</b>	<b>17,299,246</b>	<b>19,477,410</b>	<b>32,709,304</b>



# Student Financial Aid Fund

	<u>Revenue</u>	<u>Disbursements</u>
<b>Fee Based Funds</b>		
<b><i>STUDENT FINANCIAL AID FEES</i></b>	1,193,000	
Funds Received		
Academic Promise		272,000
Athletics		370,000
Baccalaureate Access Scholarships		92,000
Bucs (returning)		150,000
Child Care		28,000
Fine Arts/Student Govt./Other Scholarships		109,500
FSW Cares		44,000
Student Support Services		90,000
Summer College Readiness		37,500
<b>Total Student Financial Aid Fees</b>	<b>\$ 1,193,000</b>	<b>1,193,000</b>
<b>Institutional Funds</b>		
<b><i>PRIVATE FUNDS</i></b>		
Funds Received	\$ 1,788,710	
Outside Donor Restricted Scholarships		400,000
Foundation Donor Restricted Scholarships		10,100
Curtis		260,000
Academic		292,360
Need-Based Scholarships		107,975
Annually Funded Scholarships		160,000
Merit Based Scholarships - Recruitment		401,625
Honors Scholarships		104,150
Ambassador Scholars		40,000
Bruel Work Grant		12,500
<b>Total Private Funds</b>	<b>\$ 1,788,710</b>	<b>1,788,710</b>
<b>Total Institutional/Fee Based Funds</b>	<b>\$ 2,981,710</b>	<b>2,981,710</b>



# Student Financial Aid Fund

	Revenue	Disbursements
<b>Federal Funds</b>		
Funds Received	\$ 40,642,699	
PELL Grants		23,000,000
Ford Direct Loans		17,000,000
College Work Study		322,128
Supplemental Education Opportunity Grant		320,571
<b>Total Federal Funds</b>	<b>\$ 40,642,699</b>	<b>40,642,699</b>
<b>State Funds</b>		
Funds Received	\$ 1,629,000	
Florida Bright Futures Scholarship Fund		855,000
Florida Student Assistant Grant		774,000
<b>Total State Funds</b>	<b>\$ 1,629,000</b>	<b>1,629,000</b>
<b>Total Financial Aid</b>	<b>\$ 45,253,409</b>	<b>45,253,409</b>

## FY16 Financial Aid Funds by Source







# Plant and Capital Equipment Funds

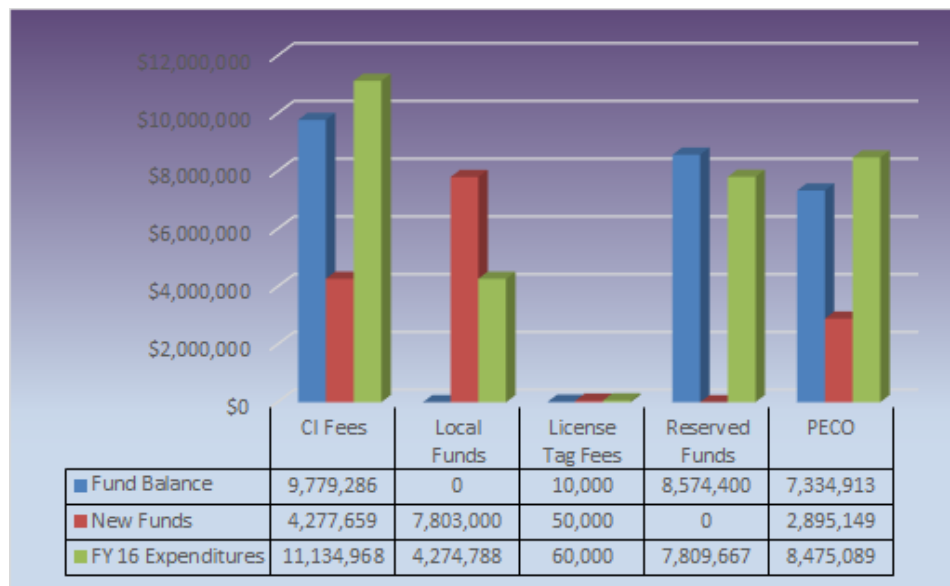
## **Fund 7: Plant and Capital Equipment Fund**

	2015-16 Proposed Budget	2014-15 Current Budget	2013-14 Actual Amounts	2012-13 Actual Amounts	2011-12 Actual Amounts
<b>SOURCES OF FUNDS</b>					
Student Fees	4,247,659	3,861,651	3,164,688	2,433,299	2,728,401
Support from State Govt.	629,964	7,032,270	4,176,967	2,302,177	994,007
Gifts, Contributions, Grants & Contracts	7,803,000	50,000	66,186	215,000	1,738,527
Transfers (from other funds)	-	7,817,976	25,746,324	1,111,782	1,400,000
Other Sources	-	298,339	316,968	332,704	259,320
Fund Balance	25,698,599	17,490,583	-	-	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>38,379,222</b>	<b>36,550,819</b>	<b>33,471,133</b>	<b>6,394,962</b>	<b>7,120,255</b>
<b>USES OF FUNDS</b>					
<b>Staff Costs</b>					
Other Professional Staff	66,177	181,389	63,602	62,970	106,499
Tech., Clerical & Trade Staff	-	-	-	451	1,074
Benefits	20,118	49,755	17,841	16,499	26,189
<b>Total Staff Costs</b>	<b>86,295</b>	<b>231,144</b>	<b>81,443</b>	<b>79,920</b>	<b>133,762</b>
<b>Current Expenses</b>					
Travel	-	-	-	-	-
Renovation/Repairs/Maintenance	10,073,576	1,505,611	2,598,428	1,332,969	2,386,664
Rental - Facilities & Equipment	-	25,644	30,855	30,159	97,648
Utilities	-	-	-	-	691
Contract Services	1,052,955	298,969	37,872	181,885	210,868
Transfers (to other funds)	-	10,057,976	5,658,109	700	-
Budget Contingency	250,000	16,663	-	-	-
<b>Total Current Expenses</b>	<b>11,376,531</b>	<b>11,904,863</b>	<b>8,325,677</b>	<b>1,545,713</b>	<b>2,695,871</b>
<b>Capital Expenditures</b>					
Capital Expenditures	18,607,385	23,464,911	5,174,367	3,920,551	11,195,087
<b>Total Capital Expenditures</b>	<b>18,607,385</b>	<b>23,464,911</b>	<b>5,174,367</b>	<b>3,920,551</b>	<b>11,195,087</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>30,070,211</b>	<b>35,600,918</b>	<b>13,581,487</b>	<b>5,546,184</b>	<b>14,024,720</b>
<b>Change in Fund Balance</b>	<b>8,309,011</b>	<b>949,901</b>	<b>19,889,646</b>	<b>848,778</b>	<b>(6,904,465)</b>



## Plant and Capital Equipment Funds

Type of Funds	Est. Beginning Fund Balance	Projected Revenue	Projected Interest	Estimated Available Funds	Estimated Expenditures	Ending Fund Balance
<b>Capital Improvement Fees</b>						
Capital Improvement Fees	2,654,846	2,247,659	30,000	4,932,505	1,921,850	3,010,655
Student Activities Facility	7,124,440	2,000,000	0	9,124,440	9,124,440	0
<b>Local Funds</b>						
Performing Arts Hall Agreement	0	303,000	0	303,000	274,788	28,212
Student Activities Facility	0	7,500,000	0	7,500,000	4,000,000	3,500,000
<b>License Tag Fees</b>						
Health Life Safety	10,000	50,000	0	60,000	60,000	0
<b>Reserved Funds</b>						
Furniture & Equipment Replacement	1,739,590	0	0	1,739,590	1,000,000	739,590
Parking Lot Improvement/Repair	298,910	0	0	298,910	200,000	98,910
Technology Refresh/Upgrade	1,052,955	0	0	1,052,955	1,052,955	0
Student Activities Facility	5,482,945	0	0	5,482,945	5,482,945	0
<b>PECO</b>						
FY14 Remodel/Renovation	825,680	0	0	825,680	825,680	0
FY15 Leonhardt Hall	4,800,000	0	0	4,800,000	4,800,000	0
FY15 Remodel/Renovation	1,500,000	0	0	1,500,000	818,320	681,680
FY15 Maintenance/Repairs/Safety	209,233	0	0	209,233	209,233	0
FY16 Maintenance/Repairs/Safety	0	549,964	0	549,964	300,000	249,964
<b>Total</b>	<b>\$25,698,599</b>	<b>\$12,650,623</b>	<b>\$30,000</b>	<b>\$38,379,222</b>	<b>\$30,070,211</b>	<b>\$8,309,011</b>





# Plant and Capital Equipment Funds

	Reserved Funds							PECO				Total
	CIF	Local Funds	License Tag Fees	Furniture Fund	Parking Fund	Technology Fund	Student Activities Facility Fund	FY14 PECO	FY15 PECO	FY15 SOD	FY16 SOD	
Estimated Fund Balance at 7/1/2016	9,779,286	0	10,000	1,739,590	298,910	1,052,955	5,482,945	825,680	6,300,000	209,233	0	<b>25,698,599</b>
Estimated New Revenue	4,277,659	7,803,000	50,000	0	0	0	0	0	0	0	549,964	<b>12,680,623</b>
<b>Total Available</b>	<b>14,056,945</b>	<b>7,803,000</b>	<b>60,000</b>	<b>1,739,590</b>	<b>298,910</b>	<b>1,052,955</b>	<b>5,482,945</b>	<b>825,680</b>	<b>6,300,000</b>	<b>209,233</b>	<b>549,964</b>	<b>38,379,222</b>
<b>Lee Campus</b>												
Bldg B - Roof Replacement								165,000				<b>165,000</b>
Bldg H - Building Renovation				500,000	200,000				5,300,000			<b>6,000,000</b>
Bldg K - Roof Replacement								175,680				<b>175,680</b>
Bldg K - Replace Jalousie Window								247,114				<b>247,114</b>
Bldg K - Replace lighting (1st & 2nd Floor)								177,206				<b>177,206</b>
Bldg M - HVAC									254,000			<b>254,000</b>
Bldg M - Maintenance/Repairs		274,788										<b>274,788</b>
Bldg S - Long Bridge								60,680	64,320			<b>125,000</b>
Student Activities Facility	9,124,440	4,000,000					5,482,945					<b>18,607,385</b>
Carpet/Paint Refresh												<b>0</b>
Miscellaneous Renovations												<b>0</b>
Contingency				250,000								<b>250,000</b>
Furniture Refresh				250,000								<b>250,000</b>
<b>Collier Campus</b>												
Replace Chiller #1 Condensing Coil	350,000											<b>350,000</b>
<b>Charlotte Campus</b>												
Replace Chiller #2	400,000											<b>400,000</b>
<b>District Wide</b>												
Miscellaneous Maintenance			60,000							209,233	300,000	<b>569,233</b>
Technology Upgrades/Refresh						1,052,955						<b>1,052,955</b>
Bond Payment	1,171,850											<b>1,171,850</b>
<b>Estimated Remaining Funds Available</b>	<b>3,010,655</b>	<b>3,528,212</b>	<b>0</b>	<b>739,590</b>	<b>98,910</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>681,680</b>	<b>0</b>	<b>249,964</b>	<b>8,309,011</b>

PECO - Public Education Capital Outlay  
 CIF - Capital Improvement Fees  
 SOD - Sum of Digits  
 FY14 & FY15 PECO is designated to the Thomas Edison Campus only.



## Retirement of Indebtedness Funds

### **State Board of Education Capital Outlay Bonds**

*\$120,000 - Series 2004A - Issued 08/25/2004.* These bonds are payable in annual installments of \$5,000 - \$15,000 for years 2005 - 2024. Interest is payable semi-annually each January 1 and July 1 at rates from 3% - 4.625%.

*\$325,000 - Series 2005A - Issued 06/01/2005.* These bonds are payable in annual installments of \$10,000 - \$25,000 for years 2006 - 2025. Interest is payable semi-annually each January 1 and July 1 at rates from 3% - 5%.

*\$615,000 - Series 2005A - Issued 06/01/2005.* These bonds are payable in annual installments of \$45,000 - \$75,000 for years 2006 - 2017. Interest is payable semi-annually each January 1 and July 1 at a rate of 5%.

*\$65,000 - Series 2005B - Issued 07/01/2005.* These bonds are payable in annual installments of \$5,000 - \$10,000 for years 2006 - 2018. Interest is payable semi-annually each January 1 and July 1 at a rate of 5%.

*\$1,475,000 - Series 2008A - Issued 05/01/2008.* These bonds are payable in annual installments of \$40,000 - \$145,000 for years 2009 - 2028. Interest is payable semi-annually each January 1 and July 1 at rates from 3.25% - 5%.

### **Florida Department of Education Capital Improvement Revenue Bonds**

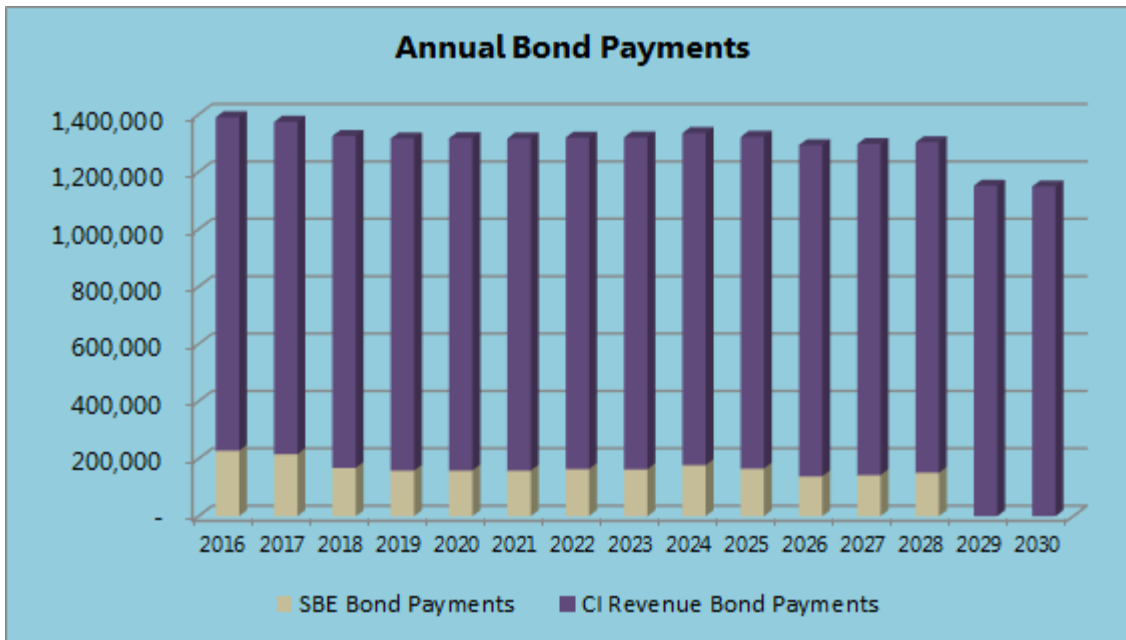
*\$15,900,000 - Series 2010A - Issued 12/01/2010.* These bonds are payable in annual installments of \$540,000 - \$1,175,000 for years 2011 - 2031. Interest is payable semi-annually each January 1 and July 1 at rates from 3% - 4.375%.



## Retirement of Indebtedness Funds

Fiscal Year	SBE Bond Payments						CI Revenue Bond Payments	
	2004-A Principal & Interest	2005-A Principal & Interest	2005-B Principal & Interest	2005-R Principal & Interest	2008-A Principal & Interest	Total SBE	2010-A Principal & Interest	Total
2016	8,696.25	23,668.75	11,500.00	76,250.00	108,312.50	228,427.50	1,171,850.00	1,390,527.50
2017	8,496.25	27,918.75	11,000.00	57,750.00	110,812.50	215,977.50	1,172,350.00	1,374,927.50
2018	13,296.25	26,918.75	10,500.00		118,062.50	168,777.50	1,170,550.00	1,325,427.50
2019	12,883.75	26,118.75			119,812.50	158,815.00	1,172,750.00	1,317,065.00
2020	12,463.75	25,318.75			121,312.50	159,095.00	1,173,750.00	1,317,745.00
2021	12,033.75	24,518.75			122,562.50	159,115.00	1,173,550.00	1,316,965.00
2022	11,593.75	23,718.75			128,562.50	163,875.00	1,172,150.00	1,319,725.00
2023	11,143.75	22,918.75			129,062.50	163,125.00	1,174,550.00	1,320,675.00
2024	15,693.75	27,093.75			135,025.00	177,812.50	1,175,550.00	1,335,662.50
2025		26,062.50			139,775.00	165,837.50	1,175,150.00	1,322,587.50
2026					139,025.00	139,025.00	1,173,350.00	1,293,275.00
2027					143,025.00	143,025.00	1,175,150.00	1,297,658.10
2028					151,525.00	151,525.00	1,174,106.25	1,303,637.50
2029							1,175,118.75	1,152,168.75
2030							1,174,218.75	1,149,615.00
<b>Grand Total</b>	<b>106,301.25</b>	<b>254,256.25</b>	<b>33,000.00</b>	<b>134,000.00</b>	<b>1,666,875.00</b>	<b>2,194,432.50</b>	<b>17,604,143.75</b>	<b>19,537,661.85</b>

SBE = State Board of Education  
 CI = Capital Improvement





## Collegiate High Schools

Florida SouthWestern Collegiate High Schools are publicly-funded early college high schools committed to educational innovation and academic excellence as it prepares students to become critical thinkers and productive global citizens. The high schools are created through a charter with the local school districts. Teachers, staff and the extended school community are dedicated to providing educational equality in a caring environment. Exemplary pedagogical techniques address the needs and abilities of all students, and community service opportunities integrate learning with real life issues. Florida SouthWestern State College operates two Collegiate High Schools, one on the Charlotte campus and one on the Lee Campus. Funding for the high schools comes primarily from the Florida Education Finance Program (FEFP).



# Collegiate High Schools

## Lee High School

	2015-16 Proposed Budget	2014-15 Current Budget	2013-14 Actual Amounts	2012-13 Actual Amounts	2011-12 Actual Amounts
<b>SOURCES OF FUNDS</b>					
State Funding	2,192,104	2,241,261	2,045,260	1,555,812	1,066,290
Federal Funding	45,000	50,000	47,033	50,018	189,695
Capital Funding	125,000	125,000	219,531	105,531	103,345
Local Grant Funding	-	-	1,000	250	-
Food Service Sales	70,000	80,000	73,532	68,997	52,890
Miscellaneous	-	-	3,939	2,713	4,473
Fund Balance Transfers	-	-	4,302	9,594	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>2,432,104</b>	<b>2,496,261</b>	<b>2,394,597</b>	<b>1,792,915</b>	<b>1,416,693</b>
<b>USES OF FUNDS</b>					
<b>Staff Costs</b>					
Instruction	556,507	531,124	535,387	512,543	411,239
Instructional Support	54,139	58,439	86,479	57,186	52,668
Administration	218,100	217,974	183,630	173,674	163,206
Benefits	281,609	270,697	229,750	203,239	155,382
<b>Total Staff Costs</b>	<b>1,110,355</b>	<b>1,078,234</b>	<b>1,035,247</b>	<b>946,642</b>	<b>782,494</b>
<b>Current Expenses</b>					
Travel	235,500	258,500	213,163	213,777	162,172
Operating Expenses	352,000	417,394	337,850	268,556	268,867
Facility Lease	125,000	125,000	100,000	120,301	107,674
Insurance	5,400	5,400	5,305	13,484	9,471
Utilities	33,000	35,000	24,731	24,401	30,078
Contract Services	372,000	317,586	359,070	41,447	45,119
Transfers Out - Indirect costs	103,421	159,326	100,266	35,000	-
Transfers Out - Loan repayment	50,000	50,000	75,000	-	-
Other Expenses	29,000	17,446	225	-	-
<b>Total Current Expenses</b>	<b>1,305,321</b>	<b>1,385,652</b>	<b>1,215,611</b>	<b>716,967</b>	<b>623,380</b>
<b>Capital Expenditures</b>					
Capital Expenditures	16,428	32,375	-	8,154	-
<b>Total Capital Expenditures</b>	<b>16,428</b>	<b>32,375</b>	<b>-</b>	<b>8,154</b>	<b>-</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>2,432,104</b>	<b>2,496,261</b>	<b>2,250,858</b>	<b>1,671,763</b>	<b>1,405,875</b>
<b>Change in Fund Balance</b>	<b>-</b>	<b>-</b>	<b>143,739</b>	<b>121,152</b>	<b>10,818</b>



# Collegiate High Schools

Florida SouthWestern Collegiate High School - Lee Campus  
Fiscal Year 2016 Budget

SOURCES OF FUNDS	Operating Budget	Grant Budget	Capital Outlay Budget	Total Budget
State Funding	2,192,104	-	-	2,192,104
Federal Funding	-	45,000	-	45,000
Capital Funding	-	-	125,000	125,000
Food Service Sales	-	70,000	-	70,000
<b>TOTAL FUNDS AVAILABLE</b>	<b>2,192,104</b>	<b>115,000</b>	<b>125,000</b>	<b>2,432,104</b>
<b>USES OF FUNDS</b>				
<b>Staff Costs</b>				
Instruction	556,507	-	-	556,507
Instructional Support	54,139	-	-	54,139
Administration	218,100	-	-	218,100
Benefits	281,609	-	-	281,609
<b>Total Staff Costs</b>	<b>1,110,355</b>	<b>-</b>	<b>-</b>	<b>1,110,355</b>
<b>Current Expenses</b>				
Travel	235,500	-	-	235,500
Operating Expenses	237,000	115,000	-	352,000
Rentals	-	-	125,000	125,000
Insurance	5,400	-	-	5,400
Utilities	33,000	-	-	33,000
Contract Services	372,000	-	-	372,000
Transfers Out-Indirect costs	103,421	-	-	103,421
Transfers Out-Loan repayment	50,000	-	-	50,000
Other Expenses	29,000	-	-	29,000
<b>Total Current Expenses</b>	<b>1,065,321</b>	<b>115,000</b>	<b>125,000</b>	<b>1,305,321</b>
<b>Capital Expenditures</b>				
Capital Expenditures	16,428	-	-	16,428
<b>Total Capital Expenditures</b>	<b>16,428</b>	<b>-</b>	<b>-</b>	<b>16,428</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>2,192,104</b>	<b>115,000</b>	<b>125,000</b>	<b>2,432,104</b>
Projected Carryover	-	-	-	-





# Collegiate High Schools

## Charlotte High School

SOURCES OF FUNDS	2015-16	2014-15	2013-14	2012-13	2011-12
	Proposed Budget		Actual Amounts	Actual Amounts	Actual Amounts
State Funding	1,896,147	2,087,462	1,916,331	1,954,718	1,413,760
Federal Funding	40,000	50,000	61,001	62,114	74,780
Capital Funding	125,000	125,000	208,824	134,566	244,166
Local Grant Funding	-	-	3,500	5,000	-
Food Service Sales	60,000	70,000	64,134	67,021	66,109
Miscellaneous	-	-	2,340	3,570	445
Fund Balance Transfers	-	-	18,917	14,022	10,239
<b>TOTAL FUNDS AVAILABLE</b>	<b>2,121,147</b>	<b>2,332,462</b>	<b>2,275,047</b>	<b>2,241,011</b>	<b>1,809,499</b>
<b>USES OF FUNDS</b>					
<b>Staff Costs</b>					
Instruction	611,880	636,934	649,650	627,295	501,185
Instructional Support	60,117	61,804	59,773	60,000	58,358
Administration	145,836	248,490	249,202	233,966	238,090
Benefits	276,726	267,542	256,712	221,234	179,748
<b>Total Staff Costs</b>	<b>1,094,559</b>	<b>1,214,770</b>	<b>1,215,337</b>	<b>1,142,495</b>	<b>977,380</b>
<b>Current Expenses</b>					
Travel	87,000	86,488	90,045	100,640	70,602
Operating Expenses	301,639	316,987	320,224	378,331	290,334
Facility Lease	125,000	125,000	100,000	164,277	151,861
Insurance	-	-	-	-	-
Utilities	42,000	40,000	42,817	35,026	36,469
Contract Services	331,720	331,600	334,297	55,003	48,111
Transfers Out - Indirect costs	99,229	137,492	97,135	176,616	85,000
Transfers Out - Loan repayment	-	50,000	50,000	75,000	-
Other Expenses	-	5,125	752	-	-
<b>Total Current Expenses</b>	<b>986,588</b>	<b>1,092,692</b>	<b>1,035,270</b>	<b>984,892</b>	<b>682,376</b>
<b>Capital Expenditures</b>					
Capital Expenditures	40,000	25,000	-	84,952	25,637
<b>Total Capital Expenditures</b>	<b>40,000</b>	<b>25,000</b>	<b>-</b>	<b>84,952</b>	<b>25,637</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>2,121,147</b>	<b>2,332,462</b>	<b>2,250,607</b>	<b>2,212,339</b>	<b>1,685,394</b>
<b>Change in Fund Balance</b>	<b>-</b>	<b>-</b>	<b>24,440</b>	<b>28,672</b>	<b>124,105</b>



# Collegiate High Schools

Florida SouthWestern Collegiate High School - Charlotte Campus  
Fiscal Year 2016 Budget

SOURCES OF FUNDS	Operating Budget	Grant Budget	Capital Outlay Budget	Total Budget
State Funding	1,896,147	-	-	1,896,147
Federal Funding	-	40,000	-	40,000
Capital Funding	-	-	125,000	125,000
Food Service Sales	-	60,000	-	60,000
<b>TOTAL FUNDS AVAILABLE</b>	<b>1,896,147</b>	<b>100,000</b>	<b>125,000</b>	<b>2,121,147</b>
<b>USES OF FUNDS</b>				
Staff Costs				
Instruction	611,880	-	-	611,880
Instructional Support	60,117	-	-	60,117
Administration	145,836	-	-	145,836
Benefits	276,726	-	-	276,726
<b>Total Staff Costs</b>	<b>1,094,559</b>	<b>-</b>	<b>-</b>	<b>1,094,559</b>
Current Expenses				
Travel	87,000	-	-	87,000
Operating Expenses	201,639	100,000	-	301,639
Rentals	-	-	125,000	125,000
Utilities	42,000	-	-	42,000
Contract Services	331,720	-	-	331,720
Transfers Out-Indirect costs	99,229	-	-	99,229
<b>Total Current Expenses</b>	<b>761,588</b>	<b>100,000</b>	<b>125,000</b>	<b>986,588</b>
Capital Expenditures				
Capital Expenditures	40,000	-	-	40,000
<b>Total Capital Expenditures</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>40,000</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>1,896,147</b>	<b>100,000</b>	<b>125,000</b>	<b>2,121,147</b>
Projected Carryover	-	-	-	-



## Direct Support Organizations

Pursuant to Florida Statute 1004.70, The Florida SouthWestern State College District Board of Trustees has certified the Florida SouthWestern State College Foundation, Inc. and the Florida SouthWestern State College Financing Corporation as direct support organizations. The purpose of the Foundation is to provide funds for student scholarships, instructional services, the Barbara B. Mann Performing Arts Hall, and other proper activity of Florida SouthWestern State College. The purpose of the Financing Corporation is to provide housing opportunities for the students of the College, to finance capital projects to meet current and future needs of the College, such as student housing, parking facilities, and/or other improvements, manage and invest funds held by it, or any other proper activity of Florida SouthWestern State College.

The fiscal years of both direct support organizations run from April 1 through March 31. Their financial statements are audited separately and included in the annual financial statements of the College.



# Direct Support Organizations - Financing Corporation

## Student Housing Budget

SOURCES OF FUNDS	<u>Operating</u>
Rent Revenue	2,376,980
Resident Activity Fee	24,231
Cancellation Fees	16,000
Application Fees	25,600
<b>TOTAL FUNDS AVAILABLE</b>	<b>2,442,811</b>

USES OF FUNDS	
Operating Expenses	279,000
Utilities	196,000
Contract Services	203,000
Reserves (Furniture/Carpet)	195,162
Resident Activities	24,231
Contingency	40,000
<b>Total Current Expenses</b>	<b>937,393</b>

<b>Gross Profit/Loss (before debt service)</b>	<b>1,505,418</b>
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### Debt Service

Interest	305,482
Principal	587,936
Swap Rate	612,000
<b>Total Expenses</b>	<b>1,505,418</b>

<b>Net Profit/Loss</b>	<b>-</b>
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## General Operating Budget

SOURCES OF FUNDS	<u>Operating</u>
Bandwidth Lease	311,880
Investment Income	75,000
High School Lease Revenue	250,000
<b>TOTAL FUNDS AVAILABLE</b>	<b>636,880</b>

USES OF FUNDS	
Operating Expenses	30,000
Insurance	200,000
Contract Services	264,550
<b>Total Current Expenses</b>	<b>494,550</b>

<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>494,550</b>
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<b>Net Profit/Loss</b>	<b>142,330</b>
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## Direct Support Organizations - Foundation

### Unrestricted Funds

<b>SOURCES OF FUNDS</b>	<b>2015-16 Budget</b>	<b>2014-15 Budget</b>	<b>% Change</b>
Operating Revenue	826,519	783,845	5%
Endowed Scholarship Funds	97,800	98,250	0%
Endowed Program Support Funds	15,000	15,000	0%
Non-Endowed Program Support Gifts	35,000	65,000	-46%
Event Revenue	126,000	12,000	950%
Annual Fund Gifts	50,000	50,000	0%
Annually Funded Scholarships	160,000	180,000	-11%
Misc Grants	15,000	15,000	0%
Alumni Revenue	-	10,000	-100%
Fund Balance	17,034	-	100%
<b>TOTAL FUNDS AVAILABLE</b>	<b>1,342,353</b>	<b>1,229,095</b>	<b>9%</b>
<b>USES OF FUNDS</b>			
<b>Current Expenses</b>			
Travel	14,500	11,500	26%
Operating Expenses	55,100	46,000	20%
Scholarships	257,800	278,250	-7%
Academic Program Support	50,000	80,000	-38%
Food and Food Products	128,500	110,500	16%
Rental - Facilities & Equipment	56,000	26,500	111%
Insurance	8,000	5,000	60%
Contract Services			
Staff Reimbursement to the College	503,453	449,477	12%
Accounting and Audit Fees	86,000	112,022	-23%
Other Services	137,000	87,500	57%
Other Expenses	46,000	22,346	106%
<b>Total Current Expenses</b>	<b>1,342,353</b>	<b>1,229,095</b>	<b>9%</b>

### Restricted Fund

<b>SOURCES OF FUNDS</b>	<b>2015-16 Budget</b>	<b>2014-15 Budget</b>
Temporarily Restricted Scholarship	342,535	325,082
Temporarily Restricted Non-Endowed Funds	48,000	48,000
Permanently Restricted Scholarships	797,375	750,936
Permanently Restricted Academic Funds	249,825	234,900
Operating Revenue from Investments	908,649	864,601
<b>TOTAL FUNDS AVAILABLE</b>	<b>2,346,384</b>	<b>2,223,519</b>
<b>USES OF FUNDS</b>		
<b>Current Expenses</b>		
Scholarships	1,160,910	1,076,018
Program Support:		
School of Health Professions	27,150	25,400
School of Arts, Humanities, & Social Sciences	59,725	58,300
School of Business & Technology	25,250	24,000
School of Education	10,000	29,000
School of Pure & Applied Sciences	8,500	8,400
Barbara B. Mann Performing Arts Hall	33,400	28,700
Rauschenberg Gallery	28,900	28,600
General Support	35,900	32,500
Winkler Property Carrying Fees	48,000	48,000
Investment Fees	139,000	139,000
<b>TOTAL CURRENT EXPENSES</b>	<b>1,576,735</b>	<b>1,497,918</b>
<b>Transfers</b>		
Transfer to Operating Funds	769,649	725,601
<b>Total Transfers</b>	<b>769,649</b>	<b>725,601</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>2,346,384</b>	<b>2,223,519</b>



## Supplemental Information



## Financial Policies

There are 28 locally-governed public colleges in the Florida College System. While governed by local boards, the colleges are coordinated under the jurisdiction of the State Board of Education. Administratively, the Chancellor of Florida Colleges is the chief executive officer of the system, reporting to the Commissioner of Education who serves as the chief executive officer of Florida's K-20 System. As such, Florida SouthWestern State College follows the laws, rules and policies set forth by Florida constitution, Florida legislature, the Title XLVIII K-20 Education Code and State Board of Education Administrative Rules. A complete listing can be found at <http://www.fldoe.org/schools/higher-ed/fl-college-system/policy>. Specifically related to the college's budgets, the following can be found in Florida Statute and Florida Administrative Code respectively:

### **Florida Statute**

Title XLVIII

K-20 EDUCATION CODE

Chapter 1011

PLANNING AND BUDGETING

1011.30 Budgets for Florida College System institutions.—Each Florida College System institution president shall recommend to the Florida College System institution board of trustees a budget of income and expenditures at such time and in such form as the State Board of Education may prescribe. Upon approval of a budget by the Florida College System institution board of trustees, such budget shall be transmitted to the Department of Education for review. Rules of the State Board of Education shall prescribe procedures for effecting budget amendments subsequent to the final approval of a budget for a given year.

History.—s. 629, ch. 2002-387; s. 167, ch. 2011-5; s. 13, ch. 2011-177.

### **Florida Administrative Code**

Rule: 6A-14.0716

Each fiscal year, each community college shall prepare a budget in such form as prescribed by the State Board of Education for the Current Unrestricted Fund. Two copies of the budget approved by the board of trustees shall be submitted to the Chancellor, as designee of the Commissioner of Education, by June 30 or on a later date established by the Chancellor. The original or facsimile signature of the president on both copies shall certify board approval.

(1) The Chancellor, as designee of the Commissioner of Education, shall approve the operating budget for each community college after an examination for completeness, correctness, conformity with law and State Board of Education rules, and preparation according to accepted accounting standards. Anticipated budgeted revenues shall be reasonable and transfers from general current funds shall not handicap current operations. A contingency reserve is authorized in the general current fund.



(2) Until a budget is approved, ordinary expenses may be paid at the same monthly rate as budgeted for the preceding year.

(3) Boards of trustees are authorized to amend budgets. Amended budgets are required to be in compliance with laws, rules and accepted educational accounting standards. Boards of trustees may, by rule, delegate authority for approval of budget amendments except as provided in subparagraphs (3)(b)1. and 2., of this rule.

(a) Budget amendments approved pursuant to the authority granted in this subsection may reallocate funds between organizational units of a fund and between general ledger object and class codes.

(b) The following budget amendments require approval by the chancellor:

1. Transfer of funds from the Current Unrestricted Fund.

2. Amendments which cause the unencumbered fund balance to be inconsistent with the statutory guidelines specified in Section 1011.84(3)(e), F.S.

(c) Overdrafts shall not be created in any fund or depository account.

(d) Salary deductions shall be made as required by law or as authorized by the board of trustees and approved in writing by the employee, and shall be remitted promptly.

(4) Each fiscal year, as a part of the official budget, each community college board of trustees shall adopt a capital outlay budget for the capital outlay needs of the college for the entire fiscal year. This budget shall designate the proposed capital outlay expenditures by project for the year from all fund sources. Separate project accounts shall be kept in the Unexpended Plant Fund for all capital outlay projects.

*Rulemaking Authority 1001.02(1), (9), 1011.01, 1011.30 FS. Law Implemented 1010.01, 1010.02, 1011.30, 1011.84, 1013.61 FS. History–New 9-30-96, Amended 7-20-04, 6-20-07.*

In addition Florida SouthWestern State College has many policies and procedures that govern the way the college does business. They can be found at <http://www.fsw.edu/generalcounsel/>. Specific to note are the following:

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TITLE: DUTIES, POWERS AND RESPONSIBILITIES OF THE PRESIDENT

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AUTHORITY: Florida Statutes; 1001.61(5); 1001.64; 1004.65  
State Board of Education Rule 6A-14.0734

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**POLICY:**

The College President is the executive officer and corporate secretary of the District Board of Trustees as well as the chief administrative officer of the College. The District Board of Trustees delegates to the President the responsibility, authority and duties for leadership, supervision and management of the College in accordance with the Florida Statutes, State Board of Education Rules, Division of Florida Colleges, Rules and Policies of the District Board of Trustees. Without limiting the generality of the foregoing and subject to the provisions of Board Policy 6Hx6:5.02(6) , the District Board of Trustees specifically delegates to the College President the authority to execute all documents, agreements, contracts and instruments of payment and conveyance on behalf of the District Board of Trustees up to an amount not exceeding three hundred Twenty-five thousand dollars (\$325,000).





The President is authorized by the District Board of Trustees to delegate any duties and responsibilities as may be appropriate. The President is authorized to perform such other duties and make decisions which are necessary, proper and lawful for the operation of the College, and to make interpretations of Statutes, State Board of Education, Division of Florida Colleges, Rules and District Board Policies in accordance with Florida Statute 1001.65.

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TITLE: DUTIES, POWERS AND RESPONSIBILITIES OF THE DISTRICT BOARD OF TRUSTEES

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AUTHORITY: Florida Statutes; 1001.61(5); 1001.64; 1004.65  
State Board of Education Rule 6A-14.0734

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Policy:

The District Board of Trustees of the Florida SouthWestern State College District is the governing board of the College. It is charged by Florida Statutes and State Board of Education Rules with responsibility for establishing the policies which are required by law or necessary to the operation of Florida SouthWestern State College. The Boards Of Trustees is responsible for cost-effective policy decisions appropriate to the College's mission, the implementation and maintenance of high-quality education programs within law and rules of the State Board of Education, the measurement of performance, the reporting of information, and the provision of input regarding state policy, budgeting, and education standards.

In carrying out this responsibility, the Board of Trustees, after considering recommendations submitted by the President, shall be authorized to adopt such rules, procedures, and policies as are necessary to operate the College in a manner that assures the fulfillment of the responsibilities assigned to the Board. These rules, procedures, and policies may supplement those prescribed by the Department of Education if they will contribute to the more orderly and efficient operation of the College. The Board of Trustees shall appoint suspend, or remove the President of the College.



**District Board of Trustee Policy  
(BOT)**



**Policy Title:** Florida Southwestern State College Investment

**Policy Number:** Policy  
6Hx6:1.06

**Specific Authority:**

Florida Statute 218.415  
Florida Administrative Code 6A-12.0765

**Policy Approved:** 02/26/08; 02/18/09; 11/24/09; 06/26/12; 01/27/15

**Policy:**

**I. PURPOSE**

The purpose of this Investment Policy (hereinafter "Policy") is to set forth the investment objectives and parameters for the management of the funds of the Florida SouthWestern State College District Board of Trustees, (hereinafter the "College"). This Policy is designed to ensure the prudent management of surplus funds, the availability of surplus funds when needed, and an investment return competitive with comparable funds and financial market indices.

**II. SCOPE AND GENERAL GUIDELINES**

- A. This Investment Policy applies to the surplus funds, in excess of those required to meet current expenses ("Fund") managed by the Investment Manager ("Manager"), for the benefit of the Florida SouthWestern State College District Board of Trustees.
- B. Management of the Fund shall be in accordance with Chapter 218.415, FS, State Board of Education rule 6A-14.0765, and Florida SouthWestern State College policy.
- C. Subject to the limitations provided above and throughout the Investment Policy, the Investment Manager shall have managerial discretion in terms of asset mix, security selection and timing of transactions.

**III. INVESTMENT OBJECTIVES**

Safety of Principal

The foremost objective of this investment program is the safety of the principal of those funds within the portfolios. Investment transactions shall seek to keep capital losses at a minimum, whether they are from securities defaults or erosion of market value. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.



Maintenance of Liquidity

The portfolios shall be managed in such a manner that funds are available to meet reasonably anticipated cash flow requirements in an orderly manner. Periodic cash flow analyses will be completed in order to ensure that the portfolios are positioned to provide sufficient liquidity.

Return on Investment

The portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. However, return is attempted through active management where the adviser utilizes a total return strategy (which includes both realized and unrealized gains and losses in the portfolio). This total return strategy seeks to increase the value of the portfolio through reinvestment of income and capital gains. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Despite this, an Investment Manager(s) may trade to recognize a loss from time to time to achieve a perceived relative value based on its potential to enhance the total return of the portfolio.

**IV. DELEGATION OF AUTHORITY**

Responsibility for the administration of the investment program is hereby delegated to the Vice President Administrative Services, who shall maintain an Investment Procedures and Internal Controls Manual based on this Policy. The Vice President Administrative Services shall be responsible for monitoring internal controls, administrative controls and to regulate the activities of the College's staff involved with the investment program. The College may employ an Investment Manager(s) to assist in managing some of the College's surplus funds. Such Investment Manager(s) must be registered under the Investment Advisers Act of 1940.

**V. PRUDENCE AND ETHICAL STANDARDS**

The standard of prudence to be used by investment officials shall be the "Prudent Person" standard and shall be applied in the context of managing the overall investment program. Investment officers acting in accordance with written procedures and this investment Policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectation are reported to the Board of Trustees in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this Policy. The "Prudent Person" rule states the following:

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.

While the standard of prudence to be used by investment officials who are officers or employees is the "Prudent Person" standard, any person or firm hired or retained to invest, monitor, or advise concerning these assets shall be held to the higher standard of



“Prudent Expert”. The standard shall be that in investing and reinvesting moneys and in acquiring, retaining, managing, and disposing of investments of these funds, the contractor shall exercise: the judgment, care, skill, prudence, and diligence under the circumstances then prevailing, which persons of prudence, discretion, and intelligence, acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims by diversifying the investments of the funds, so as to minimize the risk, considering the probable income as well as the probable safety of their capital.

**VI. ETHICS AND CONFLICTS OF INTEREST**

Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Also, employees involved in the investment process shall disclose any material financial interests in financial institutions that conduct business with the College, and they shall further disclose any material personal financial/investment positions that could be related to the performance of the College’s investment program.

**VII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES**

The Vice President Administrative Services will establish a system of internal controls as described in College Administrative Procedures No. 6037. The internal controls will be reviewed by Independent Auditors as part of any financial audit periodically required to ensure compliance with policies and procedures. The controls will be designed to prevent losses of public funds arising from fraud, employee error, and misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees and officers of the College.

**VIII. RISK AND DIVERSIFICATION**

Investments held shall be diversified to the extent practicable to control the risk of loss resulting from over concentration of assets in a specific duration, issuer, instrument, dealer or bank through which financial instruments are bought and sold. Diversification strategies shall be reviewed and revised quarterly by the Vice President Administrative Services.

**IX. CONTINUING EDUCATION**

The Vice President Administrative Services, management designee and/or appropriate staff shall annually complete eight (8) hours of continuing education in subjects or courses of study related to investment practices and products.

**X AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS**

The Investment Manager will maintain an approved list of investment institutions and dealers for the purchase and sale of securities. The Investment Manager is responsible for establishing and maintaining the approved list.



**XI. MATURITY AND LIQUIDITY REQUIREMENTS**

The Fund shall be constructed in such a manner as to provide sufficient liquidity to pay obligations as they come due. To the extent possible, investment maturities will be matched with known cash needs and anticipated cash-flow requirements, but in no event shall exceed five and a half (5.50) years.

**XII. COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS**

After the Investment Manager(s) has determined the approximate maturity date based on cash flow needs provided by the College and market conditions and has analyzed and selected one or more optimal types of investments, a minimum of three (3) Qualified Institutions and/or Primary Dealers must be contacted and asked to provide bids/offers on securities in questions. Bids will be held in confidence until the bid deemed to best meet the investment objectives is determined and selected.

However, if obtaining bids/offers are not feasible and appropriate, securities may be purchased utilizing the comparison to current market price method on an exception basis. Acceptable current market price providers include, but are not limited to:

- A. Telerate Information System
- B. Bloomberg Information Systems
- C. Wall Street Journal or a comparable nationally recognized financial publication providing daily market pricing
- D. Daily market pricing provided by the College's custodian or their correspondent institutions

Investment Manager(s) shall utilize the competitive bid process to select the securities to be purchased or sold. Selection by comparison to a current market price, as indicated above, shall only be utilized when, in judgment of the Investment Manager(s), competitive bidding would inhibit the selection process.

Examples of when this method may be used include:

- A. When time constraints due to unusual circumstances preclude the use of the competitive bidding process
- B. When no active market exists for the issue being traded due to the age or depth of the issue
- C. When a security is unique to a single dealer, for example, a private placement
- D. When the transaction involves new issues or issues in the "when issued" market



Overnight sweep investments or repurchase agreements will not be bid, but may be placed with the College's depository bank relating to the demand account for which the sweep investments or repurchase agreement was purchased.

**XIII. AUTHORIZED INVESTMENTS AND PORTFOLIO COMPOSITION**

Investments should be made subject to the cash flow needs and such cash flows are subject to revisions as market conditions and the College's needs change. However, when the invested funds are needed in whole or in part for the purpose originally intended or for more optimal investments, the Investment Manager(s) may sell the investment at the then-prevailing market price and place the proceeds into the proper account at the College's custodian.

The following are the investment requirements and allocation limits on security types, issuers, and maturities as established by the College. The Vice President Administrative Services and/or Investment Manager(s) shall have the option to further restrict investment percentages from time to time based on market conditions, risk and diversification investment strategies. The percentage allocations requirements for investment types and issuers are calculated based on the original cost of each investment at the time of purchase. Investments not listed in this Policy are prohibited.

In the event of a ratings downgrade of a security, the Investment Manager(s) shall notify the Vice President Administrative Services within five business days of such a decline in the required rating. The Investment Manager(s) and the Vice President Administrative Services will review the individual facts and circumstances of the situation and determine an appropriate course of action.

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**6Hx6:1.06**

In accordance with Section 218.415 (16), Florida Statutes, investments shall be limited to fixed income securities selected from the following types: <b>Sector</b>	<b>Sector Maximum (%)</b>	<b>Per Issuer Maximum (%)</b>	<b>Minimum Ratings Requirement<sup>1</sup></b>	<b>Maximum Maturity</b>
U.S. Treasury	100%	100%	N/A	5.50 Years
Other U.S. Government Guaranteed		10%		
Federal Agency/GSE: FNMA, FHLMC, FHLB, FFCB	75%	40% <sup>4</sup>	N/A	5.50 Years
Federal Agency/GSE other than those above		10%		
Supranationals where U.S. is a shareholder and voting member	25%	10%	Highest ST or LT Rating (A-1+/P-1, AAA/Aaa, or equivalent)	5.50 Years
Corporates	50% <sup>2</sup>	5% <sup>3</sup>	Three Highest LT Rating Categories (A-/A3 or equivalent)	5.50 Years
Municipals	25%	5%	Highest ST or Three Highest LT Rating Categories (SP-1/MIG 1, A-/A3, or equivalent)	5.50 Years
Agency Mortgage-Backed Securities (MBS)	25%	40% <sup>4</sup>	N/A	5.50 Years Avg. Life <sup>5</sup>
Asset-Backed Securities (ABS)	25%	5%	Highest ST or LT Rating (A-1+/P-1, AAA/Aaa, or equivalent)	5.50 Years Avg. Life <sup>5</sup>
Non-Negotiable Certificate of Deposit and Savings Accounts	50%	25%	None, if fully collateralized.	2 Years
Commercial Paper (CP)	50% <sup>2</sup>	5% <sup>3</sup>	Highest ST Rating Category (A-1/P-1, or equivalent)	270 Days
Bankers' Acceptances (BAs)	10% <sup>2</sup>	5% <sup>3</sup>	Highest ST Rating Category (A-1/P-1, or equivalent)	180 Days
Repurchase Agreements (Repo or RP)	40%	20%	Highest Counterparty Rating Category (A-1/P-1, or equivalent)	1 Year
Money Market Funds (MMFs)	100%	25%	Highest Fund Rating by all NRSROs who rate the fund (AAAm/Aaa-mf, or equivalent)	N/A
Fixed-Income Mutual Funds	20%	20%	Subject to specific review and approval by governing body	N/A
Intergovernmental Pools (LGIPs)	100%	50%	Highest Fund Quality and Volatility Rating Categories by all NRSROs, if rated (AAAm/AAAf, S1, or equivalent)	N/A
Florida Local Government Surplus Funds Trust Funds ("Florida Prime")	25%	N/A	Highest Fund Rating by all NRSROs who rate the fund (AAAm/Aaa-mf, or equivalent)	N/A



In accordance with Section 218.415 (16), Florida Statutes, investments shall be limited to fixed income securities selected from the following types: <b>Sector</b>	<b>Sector Maximum (%)</b>	<b>Per Issuer Maximum (%)</b>	<b>Minimum Ratings Requirement<sup>1</sup></b>	<b>Maximum Maturity</b>
<p><b>Notes:</b></p> <p><sup>1</sup> Rating by at least one Nationally Recognized Statistical Ratings Organization ("NRSRO"). ST=Short-term; LT=Long-term.</p> <p><sup>2</sup> Maximum allocation to all corporate and bank credit instruments is 50% combined.</p> <p><sup>3</sup> Maximum across all permitted investment sectors (excluding Treasuries, U.S. Federal Agencies, Agency MBS, Non-Negotiable CD's, Savings Accounts, Repos, Mutual Funds, LGIPs, and Florida Prime) is 5% combined per issuer.</p> <p><sup>4</sup> Maximum exposure to any one Federal agency, including the combined holdings of Agency debt and Agency MBS, is 40%.</p> <p><sup>5</sup> The maturity limit for MBS and ABS is based on the expected average life at time of purchase, measured using Bloomberg or other industry standard methods.</p> <p>* Federal National Mortgage Association (FNMA); Federal Home Loan Mortgage Corporation (FHLMC); Federal Home Loan Bank or its District banks (FHLB); Federal Farm Credit Bank (FFCB).</p>				

1. **U.S. Treasury** - U.S. Treasury obligations and obligations the principal and interest of which are backed by the full faith and credit of the U.S. Government.
2. **Federal Agency/GSE** - Debt obligations, participations or other instruments issued or fully guaranteed by any U.S. Federal agency, instrumentality or government-sponsored enterprise (GSE).
3. **Supranationals** – Debt obligations issued by multi-national financial organizations of which the U.S. is a shareholder and voting member, and which are denominated in U.S. dollars.
4. **Corporates** - Investment-grade corporate notes or bonds available for purchase in the U.S. and issued or guaranteed by a domestic corporation or financial institution.
5. **Municipals** - Investment-grade municipal debt obligations, whether taxable or tax-exempt, issued or guaranteed by a U.S. state or local government, agency, authority, municipality, subdivision or other municipal entity.
6. **Agency Mortgage Backed Securities** - Mortgage-backed securities (MBS), backed by residential, multi-family or commercial mortgages, that are fully guaranteed as to principal and interest by a U.S. Federal agency or government sponsored enterprise, including but not limited to pass-throughs, collateralized mortgage obligations (CMOs) and REMICs.
7. **Asset-Backed Securities** - Asset-backed securities (ABS) whose underlying collateral consists of loans, leases or receivables, such as auto loans/leases, credit card receivables, student loans, equipment loans/leases, or home-equity loans.
8. **Non-Negotiable Certificate of Deposit and Savings Accounts** - Non-negotiable interest bearing time certificates of deposit, or savings accounts in banks organized under the laws of this state or in national banks organized under the laws of the United States and





doing business in this state, provided that any such deposits are secured by the Florida Security for Public Deposits Act, Chapter 280, FS.

9. **Commercial Paper** - Commercial paper available for purchase in the U.S. and issued or guaranteed by a domestic corporation, company, financial institution or trust, including both unsecured debt and asset-backed programs.
10. **Bankers' Acceptances** - Bankers' acceptances issued, drawn on, or guaranteed by a U.S. bank or U.S. branch of a foreign bank.
11. **Repurchase Agreements** - Repurchase agreements (Repo or RP) that meet the following requirements:
  - a. Must be governed by a signed SIFMA Master Repurchase Agreement.
  - b. Must use a third party custodian to hold collateral, and may be of deliverable or tri-party form.
  - c. Acceptable collateral includes only securities that are direct obligations of, or that are fully guaranteed by, the United States or any agency of the United States, or U.S. Agency-backed mortgage related securities.
  - d. Collateral must at all times have a current market value of at least 102% of the current value of the principal and accrued interest of the agreement.
  - e. Final term of the agreement must be 1 year or less.
12. **Money Market Funds** - Shares in open-end and no-load money market funds, provided such funds are registered under the Investment Company Act of 1940, seek to maintain a \$1.00 net asset value, and operate in accordance with 17 CFR §270.2a-7.

A thorough investigation of any money market fund is required prior to investing, and on an annual basis. Attachment B is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool/fund. A current prospectus must be obtained.

13. **Fixed-Income Mutual Funds** - Shares in fixed-income mutual funds, but only after review and approval by the governing body.
14. **Local Government Investment Pools** – Intergovernmental, local government or state-sponsored investment pools that are authorized pursuant to the Florida Interlocal Cooperation Act, as provided in s. 163.01, FS.

A thorough investigation of any intergovernmental investment pool is required prior to investing, and on an annual basis. Attachment B is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool/fund. A current prospectus must be obtained.

15. **The Florida Local Government Surplus Funds Trust Funds ("Florida Prime")** A thorough investigation of the Florida Prime is required prior to investing, and on an annual basis. Attachment B is a questionnaire that contains a list of questions, to be



answered prior to investing, that cover the major aspects of any investment pool/fund. A current prospectus or portfolio report must be obtained.

### **Portfolio Limits and Other Specifications**

1. All investments must be denominated in U.S. dollars.
2. All limits and rating requirements apply at time of purchase.
3. Ratings requirements are for any one Nationally Recognized Statistical Ratings Organization ("NRSRO").
4. Maturity and average life are measured from settlement date.
5. The maximum maturity (or average life for MBS/ABS) from settlement of any investment is five and a half (5.50) years.
6. The minimum credit quality of any investment in the portfolio is A-/A3 long-term, or A-1/P-1 short-term, or its equivalent, by one NRSRO.
7. The maximum effective duration of the aggregate portfolio is three (3) years.
8. The maximum investment in any issuer (excluding U.S. Treasuries, U.S. Federal Agencies, Agency MBS, Non-Negotiable CD's, Savings Accounts, Repos, Mutual Funds, LGIPs, and Florida Prime) across all permitted investment types cannot exceed 5 percent.
9. Investment in callable, step-up callable and puttable securities is permitted.
10. Investment in variable-rate and floating-rate securities is permitted.
11. Subordinated, secured and covered debt is permitted if it meets the ratings requirements for the sector.
12. Zero coupon issues and strips are permitted, except for MBS.
13. Treasury TIPS are permitted.
14. Should a security fall below the minimum credit rating requirement dictated by this policy, the Investment Advisor will notify the College.
15. **The following are NOT PERMITTED:**
  - a. Reverse repurchase agreements
  - b. Floating rate securities whose coupon floats inversely to an index or whose coupon is determined based upon more than one index
  - c. Tranches of Collateralized Mortgage Obligations (CMO) which receive only the interest or principal from the underlying mortgage securities; commonly referred to as "IO's" and "PO's"
  - d. Derivatives and other securities whose future coupon may be suspended because of the movement of interest rates or an index. The only exceptions allowed are (1) "plain vanilla" floating rate notes which would have their coupon rate of interest



directly linked to a published interest rate index such as LIBOR or U.S. Treasury Bills and (2) other authorized investments specifically listed above which, by the most strict interpretation, may be considered a derivative (e.g. AAA-rated Asset-Backed and Mortgage-Backed Securities).

- e. Any financial institution or company domiciled in the United States, or foreign subsidiary of a company domiciled in the United States, which directly or through a United States or foreign subsidiary makes any loan, extends credit of any kind or character, advances funds in any manner, or purchases or trades any goods or services with Cuba, the government of Cuba, or any company doing business in Cuba in violation of federal law.
- f. Any financial institution or company domiciled outside of the United States if the President of the United States has applied sanctions against the foreign country in which the institution or company is domiciled pursuant to Sec. 4 of the Cuban Democracy Act of 1992.
- g. Derivatives (other than callables, and traditional floating or variable-rate instruments)
- h. Futures and options
- i. Convertible debt
- j. Equities
- k. Mutual funds, other than money market funds, unless specifically approved by the governing body
- l. Mortgage-backed Interest-only (I/Os) and principal-only (P/Os) structures
- m. Inverse floating-rate instruments
- n. Leveraged floating-rate instruments
- o. Currency, equity or index-linked notes or other structures that could return less than par at maturity
- p. Range notes
- q. Use of leverage
- r. Short sales

#### XIV. PERFORMANCE MEASUREMENT

In order to assist in the evaluation of the portfolios' performance, the College will use performance benchmarks for short-term and long-term portfolios. The use of benchmarks will allow the College to measure its returns against other investors in the same markets.

- A. The short-term investment portfolio shall be evaluated in comparison with the weighted average return (net book value rate of return) of the Standard and Poor's Rated GIP Index/Government Index's gross of fees average yield for the last 30 days. The Standard & Poor's GIP Index/Government Index represents Government Investment Pools that maintain a stable net asset value of \$1 per share with a



weighted average maturity of 60 days and is rated in Standard & Poor's two highest money market fund rating categories: "AAA<sub>m</sub>" and "AA<sub>m</sub>." Investments of current operating funds shall have maturities of no longer than twelve (12) months.

- B. Investment performance of funds designated as core funds (or "Investment Portfolio") and other non-operating funds that have a longer-term investment horizon will be compared to the Bank of America Merrill Lynch 1-3 Year U.S. Treasury Note Index or the Bank of America Merrill Lynch 1-5 Year U.S. Treasury Note Index, and the portfolio's total rate of return will be compared to the appropriate benchmark. The appropriate index will have a duration and asset mix that approximates the portfolios and will be utilized as a benchmark to be compared to the portfolios' total rate of return.

## **XV. REPORTING**

Unless otherwise indicated, the following are the responsibilities expected of the Investment Manager:

- A. Monthly reporting of holdings and transactions occurring in the Fund to the Florida SouthWestern State College. This report is to include at least (1) all assets held by the Fund by class/type, book value, approximate market value, income earned, accrued income and (2) all transactions occurring in the Fund during the month.
- B. Quarterly reporting of the Fund's performance. The Investment Manager will report the Fund's total rate of return, which reflects the true earnings of the Fund and incorporates cash flows, changes in market value and income earned to the Florida SouthWestern State College. The report will also include:
  - a) Recent market conditions, economic developments and anticipated investment conditions.
  - b) The investment strategies employed in the most recent quarter.
  - c) A description of all securities held in investment portfolios at month-end.
  - d) The total rate of return for the quarter, year-to-date and prior twelve (12) month period versus appropriate benchmarks.

Any areas of the Policy concern warranting possible revisions to current or planned investment strategies. The market values presented in these reports will be consistent with accounting guidelines in GASB Statement 31 and future GASB Statements.

- C. Calculation of the Fund's total rate of return will comply with the performance measurement standards in accordance with The CFA Institute's Global Investment Performance Standards (GIPS).



**XVI. THIRD-PARTY CUSTODIAL AGREEMENTS**

All securities purchased by Florida SouthWestern State College or by its approved Investment Manager under this Policy shall be properly designated as an asset of the College and held in safe keeping by a third party custodial bank or other third party custodial institution. A third party custodian is defined as any bank depository chartered by the Federal Government, the State of Florida, or any other state or territory of the United States which has a branch or principal place of business in the State of Florida, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in the State of Florida. Certificates of deposits will be placed in the provider's safekeeping department for the term of the deposit.

If a bank or trust company serves in the capacity of Investment Manager, said bank or trust company could also perform required custodial and reporting services. No withdrawal of securities, in whole or in part, shall be made from safekeeping except by those designated within the Investment Management and Custodial Agreement between the Custodian and the College.

The custodian shall provide the Vice President Administrative Services or designee with safekeeping statements that provide detail information on the securities held by the custodian. On a monthly basis, the custodian will also provide reports that list all securities held for the College, the book value of holdings and the market value as of month-end.

Security transactions between a broker/dealer and the custodian involving the purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction. Securities held as collateral shall be held free and clear of any liens.

**XVII. MASTER REPURCHASE AGREEMENT**

All approved institutions and dealers transacting repurchase agreements are to execute and perform as stated in the Securities Industry and Financial Markets Association (SIFMA) master repurchase agreement and all transactions are to adhere to the requirements of the SIFMA master repurchase agreement.



## Tuition and Fees

Student fees are established by the Board of Trustees upon the recommendation of the President and are published annually in the college catalog and the college's schedule of classes. Instructional programs encompassed by these fees include college credit instruction leading to an Associate in Arts (AA), Associate in Science (AS), Bachelor's of Science (BS) and Bachelor of Applied Science (BAS) degrees, as well as Career Certificate and Applied Technology Diplomas. The State Board of Education annually adopts a standard tuition rate for the following fall term for Lower Level Credit Programs, Upper Level Credit Programs, Career Certificate and Applied Technology Diploma Programs and Adult General Education and Vocational Preparatory from which the college may vary no more than 10% below or 15% above the standard rate. In addition, the college is allowed, and has elected, to establish a separate student activity and service fee, not to exceed 10% of tuition, a financial aid fee not to exceed 5% of the total student tuition or out-of-state fees, a capital improvement fee not to exceed 20% of tuition for resident students and a technology fee not to exceed 5% of tuition. Fees charged for continuing workforce education must support the associated costs of the program. Other user fees pertaining to instructional and non-instructional services may also be established.



## Tuition and Fees

### Resident Student Fees per Credit Hour

	<b>Lower Level Credit Programs</b>	<b>Upper Level Credit Programs</b>	<b>Career Certificate &amp; Applied Technology Diploma Programs</b>	<b>Continuing Workforce Education</b>
Tuition	\$81.21	\$91.79	\$72.03	\$106.00
Financial Aid Fee	\$4.07	\$4.59	\$7.21	\$0.00
Activity Fee	\$8.13	\$9.18	\$0.00	\$0.00
Capital Improvement Fee	\$13.88	\$13.56	\$0.00	\$0.00
Technology Fee	\$4.07	\$4.59	\$3.61	\$0.00
<b>Total</b>	<b>\$111.36</b>	<b>\$123.71</b>	<b>\$82.85</b>	<b>\$106.00</b>

<b>Fees for Total Academic Year (30 credit hours)</b>	<b>\$3,340.80</b>	<b>\$3,711.30</b>	<b>\$2,485.44</b>	<b>\$3,180.00</b>
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### Non-Resident Student Fees per Credit Hour

	<b>Lower Level Credit Programs</b>	<b>Upper Level Credit Programs</b>	<b>Career Certificate &amp; Applied Technology</b>	<b>Continuing Workforce Education</b>
Tuition (Resident Portion)	\$81.21	\$91.79	\$72.03	\$106.00
Tuition (Non-Resident Portion)	\$243.79	\$511.41	\$216.08	\$0.00
Financial Aid Fee	\$16.25	\$30.16	\$28.82	\$0.00
Activity Fee	\$8.13	\$9.18	\$0.00	\$0.00
Capital Improvement Fee	\$69.00	\$122.64	\$0.00	\$0.00
Technology Fee	\$16.25	\$30.16	\$14.41	\$0.00
<b>Total</b>	<b>\$434.63</b>	<b>\$795.34</b>	<b>\$331.34</b>	<b>\$106.00</b>

<b>Fees for Total Academic Year (30 credit hours)</b>	<b>\$13,038.90</b>	<b>\$23,860.20</b>	<b>\$9,940.25</b>	<b>\$3,180.00</b>
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## Testing, Application and Other Fees

### **TESTING FEES**

CLEP Administrative Fee	\$25.00
Placement Test, Other FL Colleges/Universities	\$25.00
Test Proctoring, Other Colleges/Universities	\$40.00
Nursing HESI Test	\$65.00

### **CERTIFICATION FEES**

Certification Exam up to 2 hours	\$75.00
Certification Exam up to 3 hours	\$100.00
Certification Exam up to 4 hours	\$125.00
Certification Exam up to/exceeding 5 hours	\$150.00

### **APPLICATION FEES**

Application to FSW - Non-Degree Seeking	\$20.00
Application to FSW - US Citizen	\$30.00
Application to FSW - Non-US Citizen	\$60.00
Application Fee - Cardiovascular Technology Program	\$15.00
Application Fee - Dental Hygiene Program	\$15.00

### **OTHER FEES**

Student Access/ID Fee (New)	\$30.00
Student Access/ID Fee (Replacement)	\$15.00
Lost Library Materials	\$42.00
Short-Term Loan Application Fee (non-refundable)	\$20.00
Tuition Installment Plan - Process Fee (non-refundable)	\$5.00
Dental Clinic Fee - Adult	\$40.00
Dental Clinic Fee - Child	\$30.00
Dental Clinic Periodontal Checkup - Adult	\$10.00
Distance Learning (Per Credit Hour)	\$20.00
Parking Fine	\$15.00
Parking Fine- Handicapped	\$50.00
Parking Fee (Per Credit Hour)**	\$2.00
** Not applicable to FSW Online Courses	
Graduation Processing Fee	\$20.00
Convenience Fee	\$6.00
Transcript Request (each)	\$5.00
Late Registration/payment fee	\$75.00





# Course Fees

## School of Business and Technology

* ACG 1001	Accounting I	\$30.00	* CTS 1131	A+ Hardware	\$40.00
* ACG 2011	Financial Accounting II	\$30.00	* CTS 1133	A+ Software	\$40.00
* ACG 2021	Financial Accounting	\$30.00	COP 2800	JAVA Programming	\$40.00
* ACG 2450	Accounting Software Applications	\$30.00	CTS 2120	Computer & Network Security (Security +)	\$40.00
* ACG 2071	Managerial Accounting	\$30.00	CTS 2142	Introduction to Project Management	\$40.00
* ACG 2930	Special Topics / Capstone - Accounting	\$30.00	CTS 2306	Configuring Windows	\$40.00
* ACG 3024	Accounting for Non-Accounting Majors	\$25.00	CTS 2321	Linux Internet Servers	\$40.00
BCN 1040	Intro to Sustainability in Constr	\$20.00	CTS 2334	Microsoft Windows Servers	\$40.00
BCN 1230C	Materials & Methods of Construction	\$20.00	CTS 2339	Microsoft Server Exchange	\$40.00
BCN 1272	Blueprint Reading	\$20.00	CTS 2346	Microsoft Windows Server Administration	\$40.00
BCN 2710	Construction Procedures	\$20.00	* CTS 2392	Configuring Advanced Windows Servers	\$40.00
BCT 1720	Construction Scheduling	\$20.00	CTS 2655	Internet Working w/ Cisco Routers	\$40.00
BCT 1760	Building Codes	\$20.00	EGS 1001	Intro to Engineering	\$20.00
BCT 1770	Construction Estimating	\$20.00	* ENT 1000	Introduction to Entrepreneurship	\$15.00
BCT 2708	Advanced Construction Project Mgmt	\$20.00	* ENT 2012	Entrepreneurship Management	\$15.00
BCT 2730	Construction Management	\$20.00	ETD 1102	Engineering Graphics I (Manual)	\$20.00
CGS 1000	Data Processing Concepts	\$40.00	ETD 1103C	Engineering Graphics I - AutoCAD	\$30.00
CGS 1100	Microcomputer Skills	\$40.00	ETD 1320	Computer Aided Drafting	\$30.00
CGS 2260	Computer Hardware & Software Maint.	\$40.00	ETD 1395	AutoCAD for Residential Architecture	\$30.00
* CGS 2108	Computer Applications with Flowcharting	\$40.00	ETD 1530	Drafting & Design	\$20.00
* CGS 2135	Introduction to Computer Forensics	\$40.00	ETD 2340	Advanced Computer Aided Drafting	\$30.00
CIS 2321	Data Systems & Management	\$40.00	ETD 2350	Advanced Computer Aided Drafting	\$30.00
CIE 1640	Intro to Crime Scene Technology	\$40.00	ETD 2930	Special Topics / Capstone - Engineering	\$20.00
CIE 2602	Computerized Crime Scene Graphic	\$25.00	* FIN 2001	Business Finance	\$25.00
CIE 2643C	Advanced Crime Scene Technology	\$60.00	* FIN 2100	Personal Finance	\$25.00
CIE 2649	Forensic Death Investigation	\$40.00	* FIN 3400	Financial Management I	\$25.00
CIE 2670	Introduction for Forensic Science	\$10.00	* GEB 1011	Introduction to Business	\$15.00
CIE 2671	Latent Fingerprint Development	\$75.00	* GEB 2930	Special Topics / Capstone - Business	\$35.00
CIE 2677	Modern Fingerprinting Technology	\$25.00	GIS 1040	Geographic Information Systems	\$20.00
CIE 2770C	Crime Scene Photography	\$125.00	GIS 1045	Geo. Info. Systems Customization	\$20.00
* CIE 2930	Criminal Justice Capstone	\$20.00	* ISM 3004	Information Resources / Management	\$25.00
CJL 2610	Courtroom Presentation of Scientific Evidence	\$50.00	* MAN 2021	Management Principles	\$25.00
CNT 1000	Networking Essentials	\$40.00	MAN 4915	Management Capstone	\$30.00
CNT 1512	Wireless Network Administration	\$40.00	* MAN 4723	Strategic Management Capstone	\$30.00
COP 1000	Intro to Computer Programming - Visual Basic	\$40.00	* MAR 2011	Marketing Principles	\$25.00
COP 1224	Programming with C++	\$40.00	PLA 2942	Paralegal Internship-Malpractice Insurance	\$10.00
COP 1822	Internet Programming - HTML	\$40.00	PLA 2930	Special Topics / Capstone - Paralegal	\$20.00
COP 2172	Advanced Visual Basic	\$40.00	* SBM 2000	Small Business Management	\$15.00
COP 2228	Advanced C++	\$40.00	* SLS 1331	Personal Business Skills	\$15.00
COP 2360	C# Programming I	\$40.00	SUR 1100C	Surveying	\$20.00
COP 2362	C# Programming II	\$40.00	SUR 2140C	Advanced Surveying	\$20.00
COP 2700	Database Programming	\$40.00			

## School of Arts, Humanities and Social Sciences

ART 1201C	Basic Design	\$35.00	MVP 2221	Applied Music - Percussion	\$50.00
ART 1203C	Three-dimensional Design	\$35.00	MVP 2321	Applied Music - Percussion	\$100.00
ART 1300C	Drawing I	\$35.00	MVS 1212	Applied Music - Viola	\$50.00
ART 1301C	Drawing II	\$35.00	MVS 1213	Applied Music - Cello	\$50.00
ART 2750C	Ceramics	\$35.00	MVS 1214	Applied Music - String Bass	\$50.00
ART 2751C	Ceramics II	\$35.00	MVS 1216	Applied Music - Guitar	\$50.00
** CPO 2001	Intro to Comparative Politics	\$2,500.00	MVS 1311	Applied Music - Violin	\$100.00
* CRW 2001	Creative Writing	\$35.00	MVS 1312	Applied Music - Viola	\$100.00
* CRW 2002	Creative Writing II	\$35.00	MVS 1313	Applied Music - Cello	\$50.00
ENC 0022	Writing for College Success	\$55.00	MVS 1314	Applied Music - String Bass	\$100.00
* ENC 1101	Composition I	\$35.00	MVS 1316	Applied Music - Guitar	\$100.00
* ENC 1102	Composition II	\$35.00	MVS 2221	Applied Music - Violin	\$50.00
FRE 1120	Elementary French I	\$15.00	MVS 2222	Applied Music - Viola	\$50.00
FRE 1121	Elementary French II	\$15.00	MVS 2223	Applied Music - Cello	\$50.00
** FRE 2022	French II	\$2,500.00	MVS 2224	Applied Music - String Bass	\$50.00
GER 1120	German I	\$15.00	MVS 2226	Applied Music - Guitar	\$50.00
GER 1121	German II	\$15.00	MVS 2321	Applied Music - Violin	\$100.00
HUM 2211	Ancient World Through Medieval	\$5.00	MVS 2322	Applied Music - Viola	\$100.00
HUM 2235	Renaissance Through Age of Reason	\$5.00	MVS 2323	Applied Music - Cello	\$100.00
HUM 2250	Humanities - Romantic To Present	\$5.00	MVS 2324	Applied Music - String Bass	\$100.00
HUM 2510	Humanities Through the Arts	\$5.00	MVS 2326	Applied Music - Guitar	\$100.00
HUM 2930	Humanities - Great Human Question	\$5.00	MVS 1211	Applied Music - Violin	\$50.00
MVB 1211	Applied Music - Trumpet	\$50.00	MVV 1211	Applied Music - Voice	\$50.00
MVB 1212	Applied Music - Horn	\$50.00	MVV 1311	Applied Music - Voice	\$100.00
MVB 1213	Applied Music - Trombone	\$50.00	MVV 2221	Applied Music - Voice	\$50.00
MVB 1214	Applied Music - Baritone Horn	\$50.00	MVV 2321	Applied Music - Voice	\$100.00
MVB 1215	Applied Music - Tuba	\$50.00	MVV 1211	Applied Music - Flute	\$50.00
MVB 1311	Applied Music - Trumpet	\$100.00	MVV 1212	Applied Music - Oboe	\$50.00
MVB 1312	Applied Music - Horn	\$100.00	MVV 1213	Applied Music - Clarinet	\$50.00



## Course Fees con't

### School of Arts, Humanities and Social Sciences con't

MVB 1313	Applied Music - Trumpet	\$100.00	MVV 1214	Applied Music - Bassoon	\$50.00
MVB 1314	Applied Music - Baritone Horn	\$100.00	MVV 1215	Applied Music - Saxophone	\$50.00
MVB 1315	Applied Music - Tuba	\$100.00	MVV 1311	Applied Music - Flute	\$100.00
MVB 2221	Applied Music - Trumpet	\$50.00	MVV 1312	Applied Music - Oboe	\$100.00
MVB 2222	Applied Music - Horn	\$50.00	MVV 1313	Applied Music - Clarinet	\$100.00
MVB 2223	Applied Music - Trombone	\$50.00	MVV 1314	Applied Music - Bassoon	\$100.00
MVB 2224	Applied Music - Baritone Horn	\$50.00	MVV 1315	Applied Music - Saxophone	\$100.00
MVB 2225	Applied Music - Tuba	\$50.00	MVV 2221	Applied Music - Flute	\$50.00
MVB 2321	Applied Music - Trumpet	\$100.00	MVV 2222	Applied Music - Oboe	\$50.00
MVB 2322	Applied Music - Horn	\$100.00	MVV 2223	Applied Music - Clarinet	\$50.00
MVB 2323	Applied Music - Trombone	\$100.00	MVV 2224	Applied Music - Bassoon	\$50.00
MVB 2324	Applied Music - Baritone Horn	\$100.00	MVV 2225	Applied Music - Saxophone	\$50.00
MVB 2325	Applied Music - Tuba	\$100.00	MVV 2321	Applied Music - Flute	\$100.00
MVK 1211	Applied Music - Piano	\$50.00	MVV 2322	Applied Music - Oboe	\$100.00
MVK 1212	Applied Music - Harpsichord	\$50.00	MVV 2323	Applied Music - Clarinet	\$100.00
MVK 1213	Applied Music - Organ	\$50.00	MVV 2324	Applied Music - Bassoon	\$100.00
MVK 1311	Applied Music - Piano	\$100.00	MVV 2325	Applied Music - Saxophone	\$100.00
MVK 1312	Applied Music - Harpsichord	\$100.00	PGY 2401C	Photography I	\$35.00
MVK 1313	Applied Music - Organ	\$100.00	PGY 2404C	Photography II	\$35.00
MVK 2221	Applied Music - Piano	\$50.00	PGY 2410C	Photography II	\$35.00
MVK 2222	Applied Music - Harpsichord	\$50.00	* SPC 2023	Introduction to Public Speaking	\$20.00
MVK 2223	Applied Music - Organ	\$50.00	* SPC 1017	Fundamentals of Speech Communications	\$20.00
MVK 2321	Applied Music - Piano	\$100.00	SPN 1120	Beginning Spanish I	\$15.00
MVK 2322	Applied Music - Harpsichord	\$100.00	SPN 1121	Beginning Spanish II	\$15.00
MVK 2323	Applied Music - Organ	\$100.00	WOH 1012	World Civilization I	\$5.00
MVP 1211	Applied Music - Percussion	\$50.00	WOH 1023	World Civilization II	\$5.00
MVP 1311	Applied Music - Percussion	\$100.00	WOH 1030	World Civilization III	\$5.00

### School of Pure and Applied Sciences

AST 2003L	Astronomy I Lab	\$55.00	* MAC 1147	Precalculus Algebra/Trigonometry	\$35.00
AST 2004L	Astronomy II Lab	\$55.00	* MAC 2233	Calculus for Business/Social/Life Sciences	\$35.00
BSC 1010L	Biological Science I	\$42.00	* MAC 2311	Calculus with Analytic Geometry I	\$35.00
BSC 1011L	Biological Science II	\$42.00	* MAC 2312	Calculus with Analytic Geometry II	\$35.00
BSC 1050C	Man & the Environment Lab	\$42.00	* MAC 2313	Calculus with Analytic Geometry III	\$35.00
BSC 1051C	Environmental Biology: So FL Lab	\$42.00	* MAP 2302	Differential Equations	\$35.00
BSC 1084C	Anatomy and Physiology	\$42.00	MAT 0057	Mathematics for College Success	\$55.00
BSC 1093C	Anatomy & Physiology I Lab	\$42.00	* MAT 1033	Intermediate Algebra	\$35.00
BSC 1094C	Anatomy & Physiology II	\$42.00	MCB 2010C	Microbiology	\$42.00
BSC 2008C	The Biology of Behavior	\$42.00	* MGF 1106	Mathematics for Liberal Arts I	\$35.00
CHM 2025L	Intro to College Chemistry I Lab	\$55.00	* MGF 1107	Mathematics for Liberal Arts II	\$35.00
CHM 2032L	General Chemistry for Health Sciences Lab	\$55.00	* MTG 3212	College Geometry	\$35.00
CHM 2045L	General Chemistry I Lab	\$55.00	OCB 1000C	The Living Ocean	\$55.00
CHM 2046L	General Chemistry II Lab	\$55.00	OCB 2010L	Marine Biology Lab	\$42.00
CHM 2210L	Organic Chemistry I Lab	\$55.00	OCE 1001C	Intro to Oceanography	\$55.00
CHM 2211L	Organic Chemistry II Lab	\$55.00	PCB 3023C	Cell Biology	\$27.00
HSC 1421	Health Safety Nutrition Child	\$5.00	PCB 3043C	General Ecology with Lab	\$27.00
ISC 1001C	Foundation of Interdisciplinary Science I	\$55.00	PCB 3063C	Genetics	\$27.00
ISC 1002C	Foundation of Interdisciplinary Science II	\$55.00	PHY 2048L	General Physics I Lab	\$55.00
* MAC 1105	College Algebra	\$35.00	PHY 2049L	General Physics II Lab	\$55.00
* MAC 1106	Combined College Algebra/Precalculus	\$35.00	PHY 2053L	College Physics I Lab	\$55.00
* MAC 1114	Trigonometry	\$35.00	PHY 2054L	College Physics II Lab	\$55.00
* MAC 1140	Precalculus Algebra	\$35.00	* STA 2023	Introduction to Statistics	\$35.00

### School of Health Professions

CVT 1800L	Cardiovascular Pre Practicum I	\$75.00	NUR 1511	Intro to Mental Health in Nursing	\$50.00
CVT 1801L	Cardiovascular Pre Practicum II	\$75.00	NUR 1932	Advanced Placement Seminar	\$50.00
CVT 1800L	Cardiovascular Prepracticum Program Insurance	\$10.00	NUR 2140	Advanced Pharmacology Concepts	\$50.00
CVT 2420C	Invasive Cardiology I	\$75.00	NUR 2260	Advanced Adult Nursing II	\$50.00
CVT 2421C	Invasive Cardiology II	\$75.00	* NUR 2260L	Advanced Adult Nursing II Clinical	\$300.00
CVT 2805C	Cardiovascular Intervention Pre-Practicum	\$75.00	* NUR 2260L	Advanced Adult Nursing II Clinical (Sim Lab)	\$65.00
CVT 2840L	Cardiovascular Technology Program Insurance	\$10.00	NUR 2310	Pediatric Nursing Concepts	\$50.00
CVT 2840L	Cardiovascular Practicum II	\$175.00	NUR 2310	Nursing Program Insurance	\$10.00
CVT 2841L	Cardiovascular Practicum III	\$175.00	* NUR 2310L	Pediatric Nursing Clinical	\$300.00
CVT 2842L	Cardiovascular Practicum IV	\$175.00	* NUR 2310L	Pediatric Nursing Clinical (Sim Lab)	\$65.00
DEH 1002L	Dental Hygiene Preclinical	\$410.00	NUR 2424	Maternal Nursing Concepts	\$50.00
DEH 1802L	Dental Hygiene II Clinical	\$410.00	* NUR 2424L	Maternal Nursing Concepts Clinical	\$300.00
DEH 2702L	Community Dental Health Lab	\$240.00	* NUR 2424L	Maternal Nursing Concepts Clinical (Sim Lab)	\$65.00
DEH 2804L	Dental Hygiene III Clinical	\$410.00	NUR 2520	Mental Health Nursing	\$50.00
DEH 2806	Dental Hygiene Program Insurance	\$10.00	* NUR 2520L	Mental Health Nursing Clinical	\$200.00
DEH 2806L	Dental Hygiene IV Clinical	\$350.00	NUR 2523	Mental Health Concepts Lifespan	\$50.00
DEH 2808L	Dental Hygiene V Clinical	\$350.00	NUR 2530	Nursing Major Mental Health Disorders	\$50.00



# Course Fees con't

## School of Health Professions con't

* DES 1020C	Dental Anatomy	\$340.00	NUR 2810	Professional Issues/Role Development	\$50.00
DES 1100C	Dental Hygiene Program Insurance	\$10.00	* NUR 2941L	Clinical Preceptorship	\$200.00
DES 1100C	Dental Materials	\$410.00	NUR 3066C	Advanced Health Assessment	\$100.00
DES 1200C	Dental Radiology	\$410.00	* NUR 3066C	Advanced Health Assessment (Sim Lab)	\$65.00
DES 2832C	Expanded Functions Lab	\$240.00	NUR 3125	Pathophysiology for Nursing Practice	\$100.00
EMS 2119	EMT Tech. Program Insurance	\$10.00	NUR 3145	Pharmacology & Alternative Therapeutics	\$100.00
EMS 2119L	Fundamentals of EMS Care Lab	\$275.00	NUR 3655	Multicultural Nursing	\$30.00
EMS 2671	EMS Tech./Paramedic Program Insurance	\$10.00	NUR 3805	Professional Roles and Dimensions in Nursing	\$100.00
EMS 2671L	Paramedic I Lab	\$280.00	NUR 3826	Legal Ethical Aspects in Nursing	\$30.00
EMS 2672L	Paramedic II Lab	\$225.00	NUR 3870	Informatics for Health Prof	\$100.00
EMS 2673L	Paramedic III Lab	\$350.00	NUR 3895	Teaching and Learning for the Healthcare Professional	\$30.00
EMS 2674L	Paramedic IV Lab	\$280.00	NUR 4165	Nursing Research for Nursing Practice	\$30.00
FFP 0010C	Firefighter I Minimum Standards	\$850.00	NUR 4169	Evidence Based Nursing Practice	\$30.00
FFP 0020C	Firefighter I Minimum Standards	\$850.00	NUR 4295	Critical Care Nursing	\$30.00
FFP 1304	Fire Apparatus Operations	\$40.00	NUR 4636	Community Health Nursing Theory	\$100.00
HIM 1000	Intro to Health Info Mgmt	\$50.00	NUR 4636L	Community Health Nursing Theory	\$100.00
HIM 1802	Professional Practice Experience	\$50.00	NUR 4827L	Leadership in Nursing	\$100.00
HIM 2222	Basic ICD9 Coding	\$50.00	NUR 4827L	Leadership Nurs Practicum	\$100.00
HIM 2253	Basic CPT-4 Coding	\$50.00	NUR 4847	Clinical Decision Making	\$100.00
HIM 2283	Advanced Coding and Reimbursement	\$50.00	* NUR 4847	Clinical Decision Making (Sim Lab)	\$65.00
HIM 2813	Professional Practice Experience II	\$50.00	RET 1275C	Clinical Care Techniques - Program Insurance	\$10.00
HIM 2940	Professional Practice Experience III	\$50.00	RET 1275C	Clinical Care Techniques	\$350.00
NUR 1001C	Transitioning to Professional Nursing	\$50.00	* RET 1275C	Clinical Care Techniques (Sim Lab)	\$65.00
* NUR 1001C	Transitioning to Professional Nursing Clinical	\$300.00	RET 1832L	Clinical Practicum I	\$400.00
* NUR 1001C	Transitioning to Professional Nursing SimLab	\$65.00	* RET 1832L	Clinical Practicum I (Sim Lab)	\$65.00
NUR 1022	Nursing Program Insurance	\$10.00	RET 2234C	Respiratory Care I	\$200.00
NUR 1022	Fundamentals of Nursing	\$50.00	* RET 2234C	Respiratory Care I (Sim Lab)	\$65.00
NUR 1022L	Fundamentals of Nursing ATI	\$300.00	RET 2254C	Respiratory Care Therapeutics	\$200.00
* NUR 1022L	Fundamentals of Nursing Clinical	\$300.00	RET 2264C	Respiratory Care II	\$250.00
* NUR 1022L	Fundamentals of Nursing Clinical (Sim Lab)	\$65.00	* RET 2714	NeoNatal Pediatrics (Sim Lab)	\$65.00
* NUR 1023L	Fundamentals of Nursing Practicum Lab	\$200.00	RET 2874L	Clinical Practicum II	\$850.00
* NUR 1023L	Fundamentals of Nursing Practicum Lab (Sim Lab)	\$65.00	RET 2874L	Respiratory Care Program Insurance	\$10.00
* NUR 1060C	Health Assessment	\$50.00	RET 2875L	Clinical Practicum III	\$850.00
NUR 1060C	Health Assessment Clinical	\$200.00	RET 2876L	Clinical Practicum IV	\$650.00
* NUR 1060C	Health Assessment (Sim Lab)	\$65.00	RTE 1503L	Radiographic Positioning I Lab	\$200.00
NUR 1062	Health Assessment & Skills Practicum	\$50.00	RTE 1503L	Radiologic Tech. Program Insurance	\$10.00
* NUR 1062L	Health Assessment & Skills Practicum	\$200.00	RTE 1804	Radiology Practicum I	\$200.00
* NUR 1062L	Health Assessment & Skills Practicum (Sim Lab)	\$65.00	RTE 1814	Radiology Practicum II	\$200.00
* NUR 1142	Intro to Pharmacology & Math Calculations	\$50.00	RTE 1824	Radiologic Tech. Program Insurance	\$10.00
NUR 1211	Adult Nursing I	\$50.00	RTE 1824	Radiology Practicum III	\$200.00
* NUR 1211L	Adult Nursing I Clinical	\$200.00	RTE 2834	Radiology Practicum IV	\$219.00
* NUR 1211L	Adult Nursing I Clinical (Sim Lab)	\$65.00	RTE 2844	Radiology Practicum V	\$200.00

## School of Education

CHD 1120	Infant/Toddler Development	\$5.00	EEC 1947	Early Childhood Practicum II	\$25.00
CHD 1134	Management of Early Childhood Learning	\$5.00	EEC 2521	Administration of Child Care Centers	\$20.00
CHD 1135	Understanding Young Children	\$5.00	EEX 1013	Special Needs in Early Childhood	\$5.00
CHD 1220	Intro to Child Development	\$5.00	EME 2040	Intro to Educational Technology	\$5.00
CHD 1332	Creative Experiences for the Young Child	\$15.00	ESE 4323	Educational Assessment	\$10.00
CHD 2324	Early Childhood Language Arts/Reading	\$5.00	LAE 3342C	Middle Grades Practicum I: Composition	\$69.00
EDE 3315	Math in the Elementary Classroom	\$10.00	LAE 3326C	Middle Grades Practicum II: Literature	\$69.00
EDE 4220	Integrated Health & Recreation	\$10.00	* LAE 4940	Internship in Middle Grades Language Arts	\$300.00
EDE 4223	Integrated Music Art Movement	\$10.00	MAE 3320C	Teach MS Math w/Practicum	\$65.00
EDE 4226C	Integrated Social Science, Lang. Arts, Literature	\$100.00	MAE 3321	Teaching Geometry in Middle School w/Practicum	\$69.00
EDE 4304C	Integrated Math and Science	\$100.00	MAE 3823C	Teaching Algebra in Middle School w/Practicum	\$69.00
* EDE 4940	Final Internship, Elementary Education	\$300.00	MAE 4330C	Special Methods Teaching High School Math	\$69.00
EDF 2005	Introduction to the Teaching Profession	\$10.00	* MAE 4940	Final Internship, Secondary Education Math	\$300.00
EDF 2085	Introduction to Diversity for Educators	\$10.00	* MAE 4943	Internship: Middle Grades Mathematics Education	\$300.00
EDF 3214	Human Development and Learning	\$5.00	RED 4519	Diag & Intervention Reading	\$25.00
EDG 3410	Classroom Mgmt & Comm	\$5.00	SCE 3320C	Spec Methods Teaching Middle School Science	\$69.00
EDG 3620	Curriculum and Instruction	\$25.00	SCE 3362C	Methods Teach HS Sci W Pract	\$69.00
* EDG 4004	Special Topics – Education 1	\$20.00	SCE 3420C	Teach Physical Science in Mid School w/Practicum	\$69.00
EDM 3230	Middle Grades Curriculum and Instruction	\$10.00	SCE 3326C	Special Methods Teaching High School Science	\$69.00
EEC 1000	Foundations in Early Childhood Education	\$5.00	* SCE 4940	Final Internship Secondary Education Biology	\$300.00
EEC 1003	Introduction to School Age Child Care	\$5.00	* SCE 4943	Internship: Middle Grades Science Education	\$300.00
EEC 1202	Principles of Early Childhood	\$5.00	TSL 4140	ESOL Methods Current & Assess	\$10.00
EEC 1603	Positive Guidance Behavior Management	\$5.00	TSL 4080	Second Language Acquis & Culture	\$10.00
EEC 1946	Early Childhood Practicum	\$25.00			



## Course Fees con't

### Academic Success and Learning Resources

EAP 0200	Speech/Listening Learning Assistance	\$40.00	EAP 0460	Grammar Learning Assistance	\$40.00
EAP 0220	Reading Learning Assistance	\$40.00	EAP 1500	Speech/Listening Learning Assistance	\$50.00
EAP 0240	Writing Learning Assistance	\$40.00	EAP 1520	Reading Learning Assistance	\$50.00
EAP 0260	Grammar Learning Assistance	\$40.00	EAP 1540	Writing Learning Assistance	\$50.00
EAP 0300	Speech/Listening Learning Assistance	\$40.00	EAP 1560	Grammar Learning Assistance	\$50.00
EAP 0320	Reading Learning Assistance	\$40.00	EAP 1600	English Academic Speech/Listening	\$50.00
EAP 0340	Writing Learning Assistance	\$40.00	EAP 1620	English Academic Reading	\$50.00
EAP 0360	Grammar Learning Assistance	\$40.00	EAP 1640	English Academic Writing	\$50.00
EAP 0400	Speech/Listening Learning Assistance	\$40.00	* REA 0019	Reading for College Success	\$55.00
EAP 0420	Reading Learning Assistance	\$40.00	SLS 1515	Cornerstone Experience	\$40.00
EAP 0440	Writing Learning Assistance	\$40.00			

\* Denotes New or Revised Fee

\*\* Apply to SPRING 2016 section only (International Travel)



## Schedule of Facility Use and Fees

LEE CAMPUS EVENT SPACE FEES					
MULTI-PURPOSE ROOMS	Max. Capacity	EXTERNAL USER	GOVERNMENT/	COLLEGE	Requirements
			Non –Profit 501c3 50% Discount	MISSION-RELATED 75% Discount	
AA-177	200	\$400.00	\$200.00	\$100.00	Up to 4 Hours
		\$800.00	\$400.00	\$200.00	Full Day
U-102	250	\$500.00	\$250.00	\$125.00	Up to 4 Hours
		\$1,000.00	\$500.00	\$250.00	Full Day
J-117/118	80	\$250.00	\$125.00	\$62.50	Up to 4 Hours
		\$500.00	\$250.00	\$125.00	Full Day
Cafeteria (S Building)	200	\$150.00	\$75.00	\$37.50	Up to 4 Hours
		\$300.00	\$150.00	\$75.00	Full Day
Glass Room in Dining (S Building)		\$75.00	\$37.50	\$18.75	Up to 4 Hours
		\$150.00	\$75.00	\$37.50	Full Day
Conference Rooms	varies	\$75.00	\$37.50	\$18.75	Up to 4 Hours
		\$150.00	\$75.00	\$37.50	Full Day
AUDITORIUMS	Max. Capacity	EXTERNAL USER	GOVERNMENT/	COLLEGE	Requirements
			Non –Profit 501c3 50% Discount	MISSION-RELATED 75% Discount	
Rush Auditorium	170	\$250.00	\$125.00	\$62.50	Up to 4 Hours
		\$500.00	\$250.00	\$125.00	Full Day
LECTURE HALLS	Max. Capacity	EXTERNAL USER	GOVERNMENT/	COLLEGE	Requirements
			Non –Profit 501c3 50% Discount	MISSION-RELATED 75% Discount	
Walker Hall A-105	90	\$200.00	\$100.00	\$50.00	Per Use/Day
Areca Hall P-103	120	\$150.00	\$75.00	\$37.50	Per Use/Day
Hendry Hall K-143	118	\$150.00	\$75.00	\$37.50	Per Use/Day
COMPUTER/SCIENCE LABS**	Max. Capacity	EXTERNAL USER	GOVERNMENT/	COLLEGE	Requirements
			Non –Profit 501c3 50% Discount	MISSION-RELATED 75% Discount	
Computer/Science Labs	varies	\$300.00	\$150.00	\$75.00	Per Use/Day

\*\* Lab Tech Fees may be required with the use of computer and/or science labs.



## Schedule of Facility Use and Fees

CLASSROOMS	Max. Capacity	EXTERNAL USER	GOVERNMENT/	COLLEGE	Requirements
			Non -Profit 501c3	MISSION-RELATED	
			50% Discount	75% Discount	
Classrooms up to 30	30	\$30.00	\$15.00	\$7.50	Per Hour
Classrooms up to 39	39	\$35.00	\$17.50	\$8.75	Per Hour
Classrooms up to 49	49	\$40.00	\$20.00	\$10.00	Per Hour
Classrooms 50+	50+	\$45.00	\$22.50	\$11.25	Per Hour

OUTDOOR	Max. Capacity	EXTERNAL USER	GOVERNMENT/	COLLEGE	Requirements
			Non -Profit 501c3	MISSION-RELATED	
			50% Discount	75% Discount	
Outdoor Space		\$175.00	\$87.50	\$43.75	Up to 4 Hours
		\$350.00	\$175.00	\$87.50	Full Day
Recreation Field		\$175.00	\$87.50	\$43.75	Up to 4 Hours
		\$350.00	\$175.00	\$87.50	Full Day
Inspiration Garden		\$175.00	\$87.50	\$43.75	Up to 4 Hours
		\$350.00	\$175.00	\$87.50	Full Day
Bell Tower		\$125.00	\$62.50	\$31.25	Up to 4 Hours
		\$250.00	\$125.00	\$62.50	Full Day
Corridor		\$175.00	\$87.50	\$43.75	Up to 4 Hours
		\$350.00	\$175.00	\$87.50	Full Day
Picnic Area		\$25.00	\$12.50	\$6.26	Up to 4 Hours
		\$50.00	\$25.00	\$12.50	Full Day
Basketball Court (Per Court)		\$20.00	\$10.00	\$5.00	Up to 4 Hours
		\$40.00	\$20.00	\$10.00	Full Day
Volleyball Court		\$30.00	\$15.00	\$7.50	Up to 4 Hours
		\$60.00	\$30.00	\$15.00	Full Day



## Schedule of Facility Use and Fees

<b>COLLIER CAMPUS EVENT SPACE FEES</b>					
<b>MULTI-PURPOSE ROOMS</b>	<b>Max. Capacity</b>	<b>EXTERNAL USER</b>	<b>GOVERNMENT/</b>	<b>COLLEGE</b>	<b>Requirements</b>
			<b>Non –Profit 501c3</b>	<b>MISSION-RELATED</b>	
			<b>50% Discount</b>	<b>75% Discount</b>	
Multi-Purpose Room J-103 AND J-104	120	\$350.00	\$175.00	\$87.50	Up to 4 Hours
		\$700.00	\$350.00	\$175.00	Full Day
Multi-Purpose Room J-103 OR J-104	60	\$200.00	\$100.00	\$50.00	Up to 4 Hours
		\$400.00	\$200.00	\$100.00	Full Day
Multi-Purpose Room M-201	112	\$350.00	\$175.00	\$87.50	Up to 4 Hours
		\$700.00	\$350.00	\$175.00	Full Day
Multi-Purpose Room N-148	115	\$350.00	\$175.00	\$87.50	Up to 4 Hours
		\$700.00	\$350.00	\$175.00	Full Day
Cafeteria C-101	125	\$75.00	\$37.50	\$18.75	Up to 4 Hours
		\$150.00	\$75.00	\$37.50	Full Day
Conference Room	varies	\$75.00	\$37.50	\$18.75	Up to 4 Hours
		\$150.00	\$75.00	\$37.50	Full Day
<b>AUDITORIUMS</b>	<b>Max. Capacity</b>	<b>EXTERNAL USER</b>	<b>GOVERNMENT/</b>	<b>COLLEGE</b>	<b>Requirements</b>
			<b>Non –Profit 501c3</b>	<b>MISSION-RELATED</b>	
			<b>50% Discount</b>	<b>75% Discount</b>	
Auditorium (B-101)	244	\$350.00	\$175.00	\$87.50	Up to 4 Hours
		\$700.00	\$350.00	\$175.00	Full Day
<b>CLASSROOMS</b>	<b>Max. Capacity</b>	<b>EXTERNAL USER</b>	<b>GOVERNMENT/</b>	<b>COLLEGE</b>	<b>Requirements</b>
			<b>Non –Profit 501c3</b>	<b>MISSION-RELATED</b>	
			<b>50% Discount</b>	<b>75% Discount</b>	
Classrooms up to 30	30	\$30.00	\$15.00	\$7.50	Per Hour
Classrooms up to 39	39	\$35.00	\$17.50	\$8.75	Per Hour
Classrooms up to 49	49	\$40.00	\$20.00	\$10.00	Per Hour
Classrooms 50+	50+	\$45.00	\$22.50	\$11.25	Per Hour



## Schedule of Facility Use and Fees

<b>COMPUTER/ SCIENCE LABS**</b>	<b>Max. Capacity</b>	<b>EXTERNAL USER</b>	<b>GOVERNMENT/ Non –Profit 501c3 50% Discount</b>	<b>COLLEGE MISSION- RELATED 75% Discount</b>	<b>Requirements</b>
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\*\* Lab Tech Fees may be required with the use of computer and/or science labs.

Computer/Science Lab	varies	\$300.00	\$150.00	\$75.00	Per Use/Day
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<b>OUTDOOR</b>	<b>Max. Capacity</b>	<b>EXTERNAL USER</b>	<b>GOVERNMENT/ Non –Profit 501c3 50% Discount</b>	<b>COLLEGE MISSION- RELATED 75% Discount</b>	<b>Requirements</b>
Breezeway		\$175.00	\$87.50	\$43.75	Up to 4 Hours
		\$350.00	\$175.00	\$87.50	Full Day
Courtyard		\$175.00	\$87.50	\$43.75	Up to 4 Hours
		\$350.00	\$175.00	\$87.50	Full Day
Lawn		\$175.00	\$87.50	\$43.75	Up to 4 Hours
		\$350.00	\$175.00	\$87.50	Full Day
Rooftop Garden		\$175.00	\$87.50	\$43.75	Up to 4 Hours
		\$350.00	\$175.00	\$87.50	Full Day





## Schedule of Facility Use and Fees

<b>CHARLOTTE CAMPUS EVENT SPACE FEES</b>					
<b>MULTI-PURPOSE ROOMS</b>	<b>Max. Capacity</b>	<b>EXTERNAL USER</b>	<b>GOVERNMENT/</b>	<b>COLLEGE</b>	<b>Requirements</b>
			<b>Non –Profit 501c3</b>	<b>MISSION-RELATED</b>	
			<b>50% Discount</b>	<b>75% Discount</b>	
Cafeteria (O-112 or K-125)	150	\$75.00	\$37.50	\$18.75	Up to 4 Hours
		\$150.00	\$75.00	\$37.50	Full Day
Conference Room (O-116)		\$75.00	\$37.50	\$18.75	Up to 4 Hours
		\$150.00	\$75.00	\$37.50	Full Day
Multi-Purpose Room (O-117)	49	\$150.00	\$75.00	\$37.50	Up to 4 Hours
		\$250.00	\$125.00	\$62.50	Full Day
Conference Room (O-118)	10	\$75.00	\$37.50	\$18.75	Up to 4 Hours
		\$150.00	\$75.00	\$37.50	Full Day
<b>AUDITORIUMS</b>	<b>Max. Capacity</b>	<b>EXTERNAL USER</b>	<b>GOVERNMENT/</b>	<b>COLLEGE</b>	<b>Requirements</b>
			<b>Non –Profit 501c3</b>	<b>MISSION-RELATED</b>	
			<b>50% Discount</b>	<b>75% Discount</b>	
Auditorium (O-124)	280	\$350.00	\$175.00	\$87.50	Up to 4 Hours
		\$700.00	\$350.00	\$175.00	Full Day
Auditorium Lobby (O-121)	150	\$150.00	\$75.00	\$37.50	Full Day; Free with Auditorium Use
<b>CLASSROOMS</b>	<b>Max. Capacity</b>	<b>EXTERNAL USER</b>	<b>GOVERNMENT/</b>	<b>COLLEGE</b>	<b>Requirements</b>
			<b>Non –Profit 501c3</b>	<b>MISSION-RELATED</b>	
			<b>50% Discount</b>	<b>75% Discount</b>	
Classrooms up to 30	30	\$30.00	\$15.00	\$7.50	Per Hour
Classrooms up to 39	39	\$35.00	\$17.50	\$8.75	Per Hour
Classrooms up to 49	49	\$40.00	\$20.00	\$10.00	Per Hour
Classrooms 50+	50+	\$45.00	\$22.50	\$11.25	Per Hour
<b>COMPUTER/SCIENCE LABS**</b>	<b>Max. Capacity</b>	<b>EXTERNAL USER</b>	<b>GOVERNMENT/</b>	<b>COLLEGE</b>	<b>Requirements</b>
			<b>Non –Profit 501c3</b>	<b>MISSION-RELATED</b>	
			<b>50% Discount</b>	<b>75% Discount</b>	
Computer/Science Lab	varies	\$300.00	\$150.00	\$75.00	Per Use/Day

\*\* Lab Tech Fees may be required with the use of computer and/or science labs.



## Schedule of Facility Use and Fees

OUTDOOR	Max. Capacity	EXTERNAL USER	GOVERNMENT/ Non –Profit 501c3	COLLEGE MISSION- RELATED	Requirements
			50% Discount	75% Discount	
Observatory		\$200.00	NA*	NA*	Private Viewing
* Not eligible for discount pricing because fees are based on actual staffing and facility costs.					
Picnic Area		\$25.00	\$12.50	\$6.26	Up to 4 Hours
		\$50.00	\$25.00	\$12.50	Full Day
POPs Field		\$300.00	\$150.00	\$75.00	Up to 4 Hours
		\$600.00	\$300.00	\$150.00	Full Day
Bell Tower		\$125.00	\$62.50	\$31.25	Up to 4 Hours
		\$250.00	\$125.00	\$62.50	Full Day
The Bowl		\$175.00	\$87.50	\$43.75	Up to 4 Hours
		\$350.00	\$175.00	\$87.50	Full Day
Breezeway		\$15.00	\$7.50	\$3.75	Up to 4 Hours
		\$30.00	\$15.00	\$7.50	Full Day
Tennis Courts (Per Court)		\$20.00	\$10.00	\$5.00	Up to 4 Hours
		\$40.00	\$20.00	\$10.00	Full Day
Volleyball Court		\$30.00	\$15.00	\$7.50	Up to 4 Hours
		\$60.00	\$30.00	\$15.00	Full Day
Basketball Court (Per Court)		\$20.00	\$10.00	\$5.00	Up to 4 Hours
		\$40.00	\$20.00	\$10.00	Full Day
Racquetball Court (Per Court)		\$10.00	\$5.00	\$2.50	Up to 4 hours
		\$20.00	\$10.00	\$5.00	Full Day
Outside Area - Other <i>(other areas not specified above)</i>		\$175.00	\$87.50	\$43.75	Up to 4 Hours
		\$350.00	\$175.00	\$87.50	Full Day



## Schedule of Facility Use and Fees

<b>HENDRY/GLADES CAMPUS EVENT SPACE FEES</b>					
<b>MULTI-PURPOSE ROOMS</b>	<b>Max. Capacity</b>	<b>EXTERNAL USER</b>	<b>GOVERNMENT/</b>	<b>COLLEGE</b>	<b>Requirements</b>
			<b>Non –Profit 501c3</b>	<b>MISSION-RELATED</b>	
			<b>50% Discount</b>	<b>75% Discount</b>	
Student Lounge A-119	200	\$100.00	\$50.00	\$25.00	Up to 4 Hours
		\$200.00	\$100.00	\$50.00	Full Day
<b>CONFERENCE ROOMS</b>	<b>Max. Capacity</b>	<b>EXTERNAL USER</b>	<b>GOVERNMENT/</b>	<b>COLLEGE</b>	<b>Requirements</b>
			<b>Non –Profit 501c3</b>	<b>MISSION-RELATED</b>	
			<b>50% Discount</b>	<b>75% Discount</b>	
Conference Room A-106	24	\$75.00	\$37.50	\$18.75	Up to 4 Hours
		\$150.00	\$75.00	\$37.50	Full Day
Conference Room A-110	12	\$75.00	\$37.50	\$18.75	Up to 4 Hours
		\$150.00	\$75.00	\$37.50	Full Day
<b>CLASSROOMS</b>	<b>Max. Capacity</b>	<b>EXTERNAL USER</b>	<b>GOVERNMENT/</b>	<b>COLLEGE</b>	<b>Requirements</b>
			<b>Non –Profit 501c3</b>	<b>MISSION-RELATED</b>	
			<b>50% Discount</b>	<b>75% Discount</b>	
Classrooms up to 30	30	\$30.00	\$15.00	\$7.50	Per Hour
Classrooms up to 39	39	\$35.00	\$17.50	\$8.75	Per Hour
Classrooms up to 49	49	\$40.00	\$20.00	\$10.00	Per Hour
Classrooms 50+	50+	\$45.00	\$22.50	\$11.25	Per Hour
<b>COMPUTER/ SCIENCE LABS**</b>	<b>Max. Capacity</b>	<b>EXTERNAL USER</b>	<b>GOVERNMENT/</b>	<b>COLLEGE</b>	<b>Requirements</b>
			<b>Non –Profit 501c3</b>	<b>MISSION-RELATED</b>	
			<b>50% Discount</b>	<b>75% Discount</b>	
Computer/Science Lab	varies	\$300.00	\$150.00	\$75.00	Per Use/Day
<b>OUTDOOR EVENTS</b>	<b>Max. Capacity</b>	<b>EXTERNAL USER</b>	<b>GOVERNMENT/</b>	<b>COLLEGE</b>	<b>Requirements</b>
			<b>Non –Profit 501c3</b>	<b>MISSION-RELATED</b>	
			<b>50% Discount</b>	<b>75% Discount</b>	
OUTDOORS		\$175.00	\$87.50	\$43.75	Up to 4 Hours
		\$350.00	\$175.00	\$87.50	Full Day

\*\* Lab Tech Fees may be required with the use of computer and/or science labs.



# Schedule of Facility Use and Fees

## College & University Partners

University Partners meeting the requirements identified in the College Operating Procedure 04-0601: Use of College Facilities will be charged flat rates on classroom and lab space for academic use as follows:

<i>Class meetings per week:</i>	Semester Rate				
	1X / Week	2X / Week	3X / Week	4X / Week	5X / Week
Classroom – up to 40 seats	\$700.00	\$1,400.00	\$2,100.00	\$2,800.00	\$3,500.00
Computer Lab	\$1,200.00	\$2,400.00	\$3,600.00	\$4,800.00	\$6,000.00
Technology Fee	\$35.00	\$70.00	\$105.00	\$140.00	\$175.00

## Parking Lot Fees

Parking is available on a first come, first serve basis and is included in the facility rental fees outlined above. Parking lots may also be used unrelated to facility rentals.

**Unrestricted usage**, first come first served parking for use as overflow parking for community events, for example, will be billed based on established service fees.

**Restricted usage**, when a lot will be restricted from student and general public use, the following rates will apply:

RESTRICTED PARKING	Max. Capacity	EXTERNAL USER	Requirements
Parking Lot up to 100 spaces	100	\$100.00	Per Day
Parking Lot up to 175 spaces	175	\$175.00	Per Day
Parking Lot up to 250 spaces	250	\$250.00	Per Day
Parking Lot up to 325 spaces	325	\$325.00	Per Day
Parking Lot 326+ spaces	326+	\$500.00	Per Day



# Schedule of Facility Use and Fees

## College Wide Service Fees

SERVICE FEES	Fee	Requirements
Technical Support	\$35.00	Per Hour
Basic Audio/Visual Set Up Fee	\$35.00	EACH ROOM
Custodial Services	\$25.00	Per Hour
Security	\$35.00	Per Hour
Lab Tech Fee	\$35.00	Per Hour
ADDITIONAL SERVICES	AT COST	

- Hendry/Glades Events with IT and Security needs will be charged a 4 hour minimum for these service fees. Other locations will be charged either hourly or a 4 hour minimum depending on day and time of the event.
- Additional services provided to support an event will be billed back at cost (i.e. additional utility costs, room set up changes, audio/visual equipment not readily available in room, mowing, equipment rental, ant control, etc.). Estimates will be provided at time of reservation.
- Lab Tech Fees may be required with the use of computer and/or science labs.
- Any damages to the rooms or equipment will be billed back to the respective party at the rate it costs to repair or replace.

## Multiple Meeting Discount

The College will offer a discounted rate for customers who schedule and contract for multiple events on the same Facility Use Agreement within a six (6) month timeframe. Direct Service Fees will not be discounted and the events must be scheduled at least one (1) month in advance of the first scheduled event. Multiple Events means distinct events held on separate dates through the determined timeframe. One event which spans multiple days (i.e. two day conference) does not qualify as multiple events.



# Collegiate High Schools

## Charter School System Fees for 2015-2016

### **Florida SouthWestern Collegiate High School - Charlotte Campus**

Lunch Charge - Full Pay	\$3.75
Lunch Charge - Reduced	\$.40
Textbook Replacement Fee	Replacement Cost
Equipment Repair or Replacement Fee	Repair or Replacement Cost
ID Card Replacement	\$5.00

### **Florida SouthWestern Collegiate High School - Lee Campus**

Lunch Charge - Full Pay	\$3.75
Lunch Charge - Reduced	\$.40
Textbook Replacement Fee	Replacement Cost
Equipment Repair or Replacement Fee	Repair or Replacement Cost
ID Card Replacement	\$5.00



## Wage and Salary Schedule

Florida SouthWestern State College is an Equal Access, Equal Opportunity institution. All programs, activities, employment and facilities of Florida SouthWestern State College are available to all on a non-discriminatory basis, without regard to race, sex, age, color, religion, national origin, ethnicity, disability, sexual orientation, marital status, genetic information or veteran's status. The College is an equal access/equal opportunity institution. Questions pertaining to educational equity, equal access, or equal opportunity should be addressed to the College Equity Officer.



# Wage and Salary Schedule

## Presidential Compensation Methodology

It is the goal of the Board of Trustees to attract, motivate and retain a highly qualified individual to serve Florida SouthWestern State College as its President whose knowledge, experience and contributions advance the mission of the College.

It is therefore the intent of the Board of Trustees to compensate the President in a manner that is fair, reasonable, competitive, and fiscally prudent.

In order to provide competitive and fair compensation, it is the intent of the Board of Trustees to attain parity with the national average salary of comparable institutions as identified in the Administrative Salary Survey conducted by the College and University Professional Association for Human Resources (CUPA).

To implement this policy a salary mid-point range will be set at the average median salary for college presidents of peer institutions as identified in the CUPA survey. Peer institutions are defined as institutions that are comparable in size of enrollment, operating budget and academic programs. The high and low end of the salary range is established at 20% of the salary mid-point. Pursuant to Florida Statute 1012.885 no more than \$200,000 in remuneration will be provided from state appropriated funds (excluding retirement and health benefits).

The Board will consider the following factors in determining presidential salary: performance, years of experience, advancement of institutional goals, leadership in the Florida College System and/or national settings, and market competition for Florida College Presidents. The Board has the discretion to deviate from the established salary range if, in their collective judgment, circumstances warrant such deviation. However, any deviations from the approved range must be documented in the board minutes.

The President is entitled to standard benefits offered to all employees. Standard benefits include, health insurance, life insurance, long-term disability, retirement and the 403 (b) matching program. In addition, other compensation in the form of benefits or allowances may be provided to the President as deemed appropriate by the Board of Trustees. These benefits or allowances will be compensated at flat amounts and will not be calculated as a percentage of salary.

Each year the Board will evaluate the President's performance. In addition the Board will annually review and approve the President's total compensation package to include salary, allowances and benefits in conjunction with the corresponding amount of each item.

Adopted by District Board of Trustees 5/22/12





# Wage and Salary Schedule

## Employee Skills and Compensation Philosophy

### Executive Employees

This philosophy enables the Board of Trustees to attract, motivate, and retain highly skilled executive officers who are capable of providing long term successful, effective, and sustainable growth and development for Florida SouthWestern State College. It is the desire of the Board to compensate its executive officers in a manner that reflects their performance and their dedication to the College. The following guiding principles should apply to the College and its direct support organizations.

Compensation should be based on the level of job responsibility, individual performance, years of experience, and overall college performance.

Compensation should reflect the value of the job in the marketplace. To attract and retain a highly skilled team of executive officers, the College must remain competitive with the compensation of other top quality highly successful colleges and universities who compete for their talent.

Florida SouthWestern State College is accredited by the Southern Association of Colleges and Schools as a Level II baccalaureate degree granting institution. Therefore executive compensation shall be competitive with other four-year colleges and universities.

The College strives to provide top tier compensation based upon the expectation of top tier individual performance and overall College performance.

The College also competes with many larger colleges and universities for top executive talent. Therefore, Florida SouthWestern State must consider compensation packages that discourage executives from pursuing more lucrative opportunities at other institutions.

Compensation should continuously insure that successful, high achieving, and dedicated executives remain highly motivated, committed to Florida SouthWestern State College for the long term.

The executive staff shall have well defined performance goals that are accompanied by performance evaluations designed to cultivate success, maximize performance, and instill empowerment.

### Faculty

The Florida SouthWestern State College Board of Trustees recognizes that attracting competent faculty is essential to maintaining a strong academic institution. In higher education today, faculty must fulfill several roles including teacher, advisor, researcher, and community representative.

Faculty members must have the academic credentials needed to successfully perform in the classroom as well as the motivation and desire to help students achieve their goals. Faculty members must possess two important attributes—the knowledge of scholarship in their chosen field and the ability to communicate knowledge in a manner that best suits students' learning styles. In addition, faculty should be willing to represent Florida SouthWestern State College in service activities that promote the College's mission in the community.



## Wage and Salary Schedule

The Florida SouthWestern State College District Board of Trustees recognizes its role in attracting and supporting faculty. As such, to attract and retain a highly energized and qualified faculty, the College shall provide attractive and competitive compensation packages, professional development opportunities, and excellent learning environments. This commitment should result in retaining the best faculty, compensated within the *top tier* of their peer group, and who are excited about providing excellent educational experiences for Florida SouthWestern State College students.

### **Staff**

The quality of education and service that Florida SouthWestern State College provides is a direct result of the skills, abilities, and performance of its employees. As such, the College places great value in its staff and desires to attract, retain, and motivate a qualified, creative, dedicated, and diverse workforce. The compensation philosophy is based on the following guiding principles.

The College seeks to recruit employees who have exceptional skills in their specific field, value continual learning, and demonstrate an ongoing commitment to improvement.

Total compensation will recognize the importance of each position at the College. Related policies and procedures will employ equity and sustainability standards when recognizing the relative value of each function and rewarding individual performance.

Florida SouthWestern State College compensation packages will be externally competitive and internally equitable. Florida SouthWestern State College will design and administer plans and programs in a financially sustainable manner to ensure the College's mission of providing quality education.

For all skills and compensation philosophies it should be noted that in addition to salary, Florida SouthWestern State College's total compensation approach recognizes the intrinsic value of benefits afforded to its employees. The College strives to include benefits such as health and wellness benefits, retirement programs, an excellent work environment, and the tuition reimbursement and matriculation programs. Florida SouthWestern State College complies with all applicable laws including equal employment opportunity laws, benefits regulations, and the Fair Labor Standards Act.

Adopted by District Board of Trustees 4/22/08



# Wage and Salary Schedule

## Wage and Salary Schedule Introduction

Florida SouthWestern State College is committed to the concept of equal access/equal opportunity in hiring individuals upon the basis of their qualifications, suitability, and abilities. The College will not discriminate on the basis of race, sex, color, age, religion, national origin, ethnicity, disability, sexual orientation, marital status, genetic information, or veteran's status in its employment practices or in the granting of salaries to employees.

The Wage and Salary Schedule is established pursuant to Florida Statute 1001.65 - Community college presidents; powers and duties, paragraph (3) "Establish and implement policies and procedures to recruit, appoint, transfer, promote, compensate, evaluate, reward, demote, discipline, and remove personnel, within law and rules of the State Board of Education and in accordance with rules or policies approved by the Florida College System institution board of trustees." and pursuant to Florida SouthWestern State College Board of Trustees Policy Manual, policy number 6Hx6:5.02(3), which states:

"To pay compensation and benefits, which are nondiscriminatory and competitive with rates and benefits being paid for similar jobs by other employers in the labor market. However, all policy decisions regarding compensation and benefits must take into consideration the College's overall economic condition and competitive position. The College will pay employees on a regular basis and in a manner so that the amount, method, and timing of such payments comply with any applicable laws or regulations."

The Schedule recognizes the Florida SouthWestern State College Faculty Federation (FSWSCFF) "...as the exclusive bargaining agent for all full-time personnel on the faculty salary schedule to include (1) instructional faculty, (2) counselors, and (3) library faculty..." (Article 1, CNA). Salaries for full-time faculty, therefore, are included in this Schedule by reference to the Agreement between the District Board of Trustees and the FSWSCFF.

It is the responsibility of the Board of Trustees to approve the compensation package and to authorize the Chairman of the Board of Trustees to execute a contract with the President of Florida SouthWestern State College. Maximum salaries for positions may be adjusted by the Consumer Price Index annually.

Board approval of the operating budget including the following wage and salary schedules constitutes authority for the President of the College, or his designated representative, to execute all other contracts and appointments. The President of the College is authorized to establish compensation and make adjustments in the staffing, as he deems necessary for carrying out the mission of the College.



# Wage and Salary Schedule

## Executive/Administrator Salary Schedule

### Executives

<u>Job Code</u>	<u>Title</u>	<u>Minimum Salary</u>
1000	President*	---
1120	Chief of Staff	\$112,472.00
1133	Campus President/Regional Vice President, Economic	\$112,472.00
1127	Provost and Vice President, Academic Affairs	\$112,472.00
1141	Vice President, Administrative Services	\$112,472.00
2142	Vice President, Institutional Advancement	\$112,472.00
1122	Vice President, Research, Technology & Accountability	\$112,472.00
1121	Vice President, Student Affairs & Enrollment	\$112,472.00
1125	General Counsel	\$112,472.00

*\*The District Board of Trustees shall determine the compensation of the President.*



# Wage and Salary Schedule

## College Administrators

<b>Job Code</b>	<b>Title</b>	<b>Minimum Salary</b>	<b>Maximum Salary</b>
2137	Assistant Vice President, Academic Affairs	\$90,000.00	\$145,800.00
2134	Assistant Vice President, Enrollment & Student Success	\$90,000.00	\$145,800.00
2145	Assistant Vice President, Financial Services	\$90,000.00	\$145,800.00
3449	Chief Information Officer	\$85,000.00	\$139,944.00
2100	Dean, School of Arts, Humanities and Social Sciences	\$85,000.00	\$139,944.00
2100	Dean, School of Business and Technology	\$85,000.00	\$139,944.00
2127	Dean, School of Education & Charter Schools	\$85,000.00	\$139,944.00
2106	Dean, School of Health Professions	\$85,000.00	\$139,944.00
2100	Dean, School of Pure and Applied Sciences	\$85,000.00	\$139,944.00
2124	Dean, Teaching Innovation, Faculty Development and Online Learning	\$85,000.00	\$139,944.00
2315	Director, Hendry/Glades Center	\$85,000.00	\$139,944.00
3306	Director, Human Resources	\$85,000.00	\$139,944.00
3532	Senior Director, Foundation Administration and Development	\$85,000.00	\$139,944.00
3210	Registrar	\$85,000.00	\$139,944.00
2139	Campus Dean, Student Affairs and Academic Services	\$80,000.00	\$131,712.00
3088	Director, Auxiliary Services	\$80,000.00	\$131,712.00
3190	Director, Facilities Planning & Development	\$80,000.00	\$131,712.00
3096	Director, Effectiveness and Accountability	\$75,000.00	\$123,480.00
3438	Director, Intercollegiate Athletics	\$75,000.00	\$123,480.00
3193	Director, Admissions	\$70,000.00	\$115,248.00
3033	Director, Communications & Public Information Officer	\$70,000.00	\$115,248.00
2140	Director, Housing and Residence Life Operations	\$70,000.00	\$115,248.00
2112	Associate Dean	\$65,000.00	\$107,016.00
2144	Associate Dean for Student Affairs and Director of Campus Life	\$65,000.00	\$107,016.00
2135	Director, Academic Advising	\$60,000.00	\$98,784.00
3396	Director, Academic Support Programs	\$60,000.00	\$98,784.00
3437	Director, DSO Finance	\$60,000.00	\$98,784.00
2202	Director, Dual Enrollment	\$60,000.00	\$98,784.00
3080	Director, Facilities Maintenance & Engineering	\$60,000.00	\$98,784.00
3599	Director, First Year Experience	\$60,000.00	\$98,784.00
3212	Director, Governmental Relations	\$60,000.00	\$98,784.00
3203	Director, Institutional Research	\$60,000.00	\$98,784.00
3222	Director, Student Financial Aid	\$60,000.00	\$98,784.00
2143	Director, Corporate Training and Services	\$55,000.00	\$90,552.00
3201	Director, Procurement Services	\$55,000.00	\$90,552.00
3227	Director, Public Safety	\$55,000.00	\$90,552.00



# Wage and Salary Schedule

## Professional and Career Service Staff

Professional and career service staff positions at Florida SouthWestern State College are assigned a pay grade with corresponding salary ranges as outlined below.\* Employees in part-time regular positions are limited to working no more than 25 hours per week and do not receive benefits except those required by statute or regulation.

### Professional and Career Service Staff

Professional and career service staff positions at Florida SouthWestern State College are assigned a pay grade with corresponding salary ranges as outlined below.\* Employees in part-time regular positions are limited to working no more than 25 hours per week and do not receive benefits except those required by statute or regulation.

<u>Pay Grade</u>	<u>Minimum</u>	<u>Midpoint</u>
30	\$60,000.00	\$78,000.00
29	\$55,879.41	\$72,643.24
28	\$52,716.42	\$68,531.35
27	\$50,206.12	\$65,267.95
26	\$47,815.35	\$62,159.96
25	\$45,538.43	\$59,199.96
24	\$43,369.93	\$56,380.91
23	\$41,304.70	\$53,696.11
22	\$39,337.81	\$51,139.15
21	\$37,464.58	\$48,703.95
20	\$35,680.55	\$46,384.72

The following pages contain a listing of all staff positions, by title, with pay grade and related classification information. Key as follows:

- Job code = unique position identification code
- FLSA = The Fair Labor Standards Act (FLSA) provides guidelines for exemption status. Positions listed as E are salaried positions exempt from the overtime provisions of the FLSA. Those designated as NE are not exempt from the overtime provisions, will be paid on an hourly basis and all applicable overtime provisions apply.
- Pay Grade = grade level for the position.
- Minimum/Maximum = salary range for the position.

\* Salaries listed for professional and career service staff are based on a 243 duty day calendar unless otherwise noted. Exempt employee salaries are calculated at 1,944 hours per year (243 duty days x 8 hours/day), yet the expectation for exempt employees is that work may be required beyond the 243 duty day calendar and 8 hour day. Non-exempt employee salaries are 1,822.5 hours per year (243 duty days x 7.5 hours/day). Non-exempt employees will be paid for all hours worked and receive overtime pay for hours worked over 40 in a work week (Monday-Sunday). Overtime for non-exempt employees requires supervisory approval.



# Wage and Salary Schedule

<b>Job Title</b>	<b>Job Code</b>	<b>FLSA</b>	<b>Pay Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Academic Advisor	3492	E	16	\$29,354.48	\$48,329.21
Academic Services Specialist	3305	E	19	\$33,981.48	\$55,947.10
Academic Support Preceptor	4342	NE	13	\$25,150.00	\$39,760.56
Accounting Assistant	4265	NE	14	\$26,300.00	\$42,477.12
Accounting Specialist	4480	NE	15	\$27,956.64	\$46,027.82
Accounts Payable/Receivable Clerk	4595	NE	14	\$26,300.00	\$42,477.12
Accounts Payable Supervisor	3502	E	21	\$37,464.58	\$61,681.68
Accounts Receivable Analyst	3501	E	19	\$33,981.48	\$55,947.10
Adaptive Services Specialist	3412	E	16	\$29,354.48	\$48,329.21
Administrative Assistant	3465	E	16	\$29,354.48	\$48,329.21
Administrative Specialist	4405	NE	15	\$27,956.64	\$46,027.82
Admissions Counselor	3442	E	17	\$30,822.20	\$50,745.67
Admissions Processing Specialist	4121	NE	14	\$26,300.00	\$42,477.12
Application Development Specialist	3582	E	23	\$41,304.70	\$68,004.05
Applications Support Specialist	3545	E	25	\$45,538.43	\$74,974.46
Assessment Analyst	3463	E	19	\$33,981.48	\$55,947.10
Assistant Coach	3592	E	22	\$39,337.81	\$64,765.76
Assistant Director, Application Development and Integration	3477	E	30	\$60,000.00	\$98,784.00
Assistant Director, Auxiliary Services	3253	E	26	\$47,815.35	\$78,723.19
Assistant Director, Campus Enrollment Services	3564	E	23	\$41,304.70	\$68,004.05
Assistant Director, Employee Services	3585	E	30	\$60,000.00	\$98,784.00
Assistant Director, Hendry Glades Center	3027	E	27	\$50,206.12	\$82,659.34
Assistant Director, Human Resources Operations	3136	E	30	\$60,000.00	\$98,784.00
Assistant Director, Institutional Research	3433	E	27	\$50,206.12	\$82,659.34
Assistant Director, Network Systems and Infrastructure	3487	E	30	\$60,000.00	\$98,784.00
Assistant Director, Residence Life	3095	E	23	\$41,304.70	\$68,004.05
Assistant Director, Student Engagement	3077	E	23	\$41,304.70	\$68,004.05
Assistant Director, Student Financial Aid	3436	E	24	\$43,369.93	\$71,404.26
Assistant Director, Student Life	3077	E	23	\$41,304.70	\$68,004.05
Assistant Director, Technology User Services	3476	E	29	\$55,879.41	\$91,999.87
Assistant Instructional Designer	3287	E	16	\$29,354.48	\$48,329.21
Associate Director, Academic Advising	3439	E	26	\$47,815.35	\$78,723.19
Associate Director, Admissions	3272	E	26	\$47,815.35	\$78,723.19
Associate Director, Admissions Evaluation and Processing	3574	E	26	\$47,815.35	\$78,723.19
Associate Director, Enrollment Management Systems and Communications	3507	E	26	\$47,815.35	\$78,723.19
Auxiliary Services Accounting Coordinator	3432	E	23	\$41,304.70	\$68,004.05
Auxiliary Services Associate	3583	NE	15	\$27,956.64	\$46,027.82
Auxiliary Services Specialist	4483	E	17	\$30,822.20	\$50,745.67
Benefits Specialist	3586	E	20	\$35,680.55	\$58,744.46
Bursar	3499	E	25	\$45,538.43	\$74,974.46
Campus Coordinator, Student Life	3030	E	20	\$35,680.55	\$58,744.46
Campus Coordinator, Student Services	3418	E	20	\$35,680.55	\$58,744.46
Campus Director, Library	3232	E	26	\$47,815.35	\$78,723.19
Career Specialist	3349	E	15	\$27,956.64	\$46,027.82



# Wage and Salary Schedule

<b>Job Title</b>	<b>Job Code</b>	<b>FLSA</b>	<b>Pay Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Cashier	4585	NE	13	\$25,150.00	\$39,760.56
Center Coordinator, Student Life	3028	E	20	\$35,680.55	\$58,744.46
Center Coordinator, Student Services	3522	E	20	\$35,680.55	\$58,744.46
Clinical Coordinator	3283	E	24	\$43,369.93	\$71,404.26
Clinical Coordinator, Nursing	3581	E	23	\$41,304.70	\$68,004.05
Coastal Training Specialist, Rookery Bay	3474	E	21	\$37,464.58	\$61,681.68
Construction Manager/Building Official	3112	E	28	\$52,716.42	\$86,792.31
Continuing Education Coordinator, Health Professions	3576	E	17	\$30,822.20	\$50,745.67
Controller	3215	E	25	\$45,538.43	\$74,974.46
Coordinator, Academic Assessment	3516	E	25	\$45,538.43	\$74,974.46
Coordinator, Academic Affairs	3565	E	20	\$35,680.55	\$58,744.46
Coordinator, Academic Services	3317	E	20	\$35,680.55	\$58,744.46
Coordinator, Academic Support Center	3417	E	23	\$41,304.70	\$68,004.05
Coordinator, Academic Technology	3023	E	23	\$41,304.70	\$68,004.05
Coordinator, Accountability	3431	E	20	\$35,680.55	\$58,744.46
Coordinator, Accounting	3311	E	24	\$43,369.93	\$71,404.26
Coordinator, Administrative Technology	3107	E	23	\$41,304.70	\$68,004.05
Coordinator, Alumni Relations and Development	3589	E	22	\$39,337.81	\$64,765.76
Coordinator, Application Administration & Support	3486	E	28	\$52,716.42	\$86,792.31
Coordinator, Articulation and Corporate Affairs	3202	E	23	\$41,304.70	\$68,004.05
Coordinator, Assessment and Student Success	3242	E	23	\$41,304.70	\$68,004.05
Coordinator, Biological Monitoring Services, Rookery Bay	3470	E	20	\$35,680.55	\$58,744.46
Coordinator, Budget	3468	E	23	\$41,304.70	\$68,004.05
Coordinator, Campus Services	3453	E	23	\$41,304.70	\$68,004.05
Coordinator, Campus Technology	3590	E	19	\$33,981.48	\$55,947.10
Coordinator, Career Services	3316	E	22	\$39,337.81	\$64,765.76
Coordinator, Coastal Training Program, Rookery Bay	3244	E	23	\$41,304.70	\$68,004.05
Coordinator, Clinical Placements (School of Education)	3593	E	24	\$43,369.93	\$71,404.26
Coordinator, Construction and Fixed Asset Accounting	3467	E	23	\$41,304.70	\$68,004.05
Coordinator, Effectiveness	3503	E	24	\$43,369.93	\$71,404.26
Coordinator, Faculty Development and Training	3074	E	22	\$39,337.81	\$64,765.76
Coordinator, Firefighter Program	3406	E	25	\$45,538.43	\$74,974.46
Coordinator, International Student and Scholar Program	3527	E	23	\$41,304.70	\$68,004.05
Coordinator, International Student Services	3312	E	19	\$33,981.48	\$55,947.10
Coordinator, Legal & Risk	3562	E	22	\$39,337.81	\$64,765.76
Coordinator, Library Circulation Services	3084	E	19	\$33,981.48	\$55,947.10
Coordinator, New Student Programs	3092	E	19	\$33,981.48	\$55,947.10
Coordinator, Peer Tutorial Services	3394	E	20	\$35,680.55	\$58,744.46
Coordinator, Plant Operations	3400	E	21	\$37,464.58	\$61,681.68
Coordinator, Retention & Student Success	3249	E	23	\$41,304.70	\$68,004.05
Coordinator, School of Education Professional Development Center	3512	E	24	\$43,369.93	\$71,404.26
Coordinator, Student Affairs	3517	E	19	\$33,981.48	\$55,947.10





## Wage and Salary Schedule

<b>Job Title</b>	<b>Job Code</b>	<b>FLSA</b>	<b>Pay Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Coordinator, Student Information Systems	3363	E	29	\$55,879.41	\$91,999.87
Coordinator, Student Leadership and Civic Engagement	3393	E	21	\$37,464.58	\$61,681.68
Coordinator, Student Services	3418	E	20	\$35,680.55	\$58,744.46
Coordinator, Talent Acquisition	3600	E	23	\$41,304.70	\$68,004.05
Coordinator, Technology Center	3109	E	23	\$41,304.70	\$68,004.05
Coordinator, TRiO Programs – Student Support Services	3567	E	21	\$37,464.58	\$61,681.68
Coordinator, TRiO Programs – Upward Bound	3571	E	21	\$37,464.58	\$61,681.68
Coordinator, Veterans Affairs	3462	E	21	\$37,464.58	\$61,681.68
Corporate Training Associate	3515	NE	14	\$26,300.00	\$42,477.12
Database Administrator, Lead	3510	E	29	\$55,879.41	\$91,999.87
Degree Audit System Specialist I	3528	NE	18	\$32,363.31	\$53,282.96
Degree Audit System Specialist II	3456	E	20	\$35,680.55	\$58,744.46
Dental Clinic Assistant	4482	NE	14	\$26,300.00	\$42,477.12
Dental Clinic Supervisor	4103	E	27	\$50,206.12	\$82,659.34
Design Support Associate	3578	NE	13	\$25,150.00	\$39,760.56
Desktop Support Technician	4452	NE	14	\$26,300.00	\$42,477.12
Development Specialist	3511	NE	16	\$29,354.48	\$48,329.21
Director, Academic Services	3427	E	28	\$52,716.42	\$86,792.31
Director, Adaptive Services	3466	E	30	\$60,000.00	\$98,784.00
Director, Design and Development	3308	E	29	\$55,879.41	\$91,999.87
Director, Development	3111	E	29	\$55,879.41	\$91,999.87
Director, Donor Relations and Event Management	3591	E	27	\$50,206.12	\$82,659.34
Director, Education Assessment and Research	3594	E	27	\$50,206.12	\$82,659.34
Director, Exhibitions and Collections	3076	E	30	\$60,000.00	\$98,784.00
Director, Faculty Development and Training	3284	E	29	\$55,879.41	\$91,999.87
Director, International Education	3513	E	28	\$52,716.42	\$86,792.31
Director, Legal and Risk	3561	E	27	\$50,206.12	\$82,659.34
Director of Records	3533	E	25	\$45,538.43	\$74,974.46
Director, Online Learning	3285	E	29	\$55,879.41	\$91,999.87
Director, Simulation Education	3273	E	25	\$45,538.43	\$74,974.46
Director, Testing Services	3075	E	26	\$47,815.35	\$78,723.19
Director, TRiO Programs	3566	E	26	\$47,815.35	\$78,723.19
Dispatcher/Public Safety Technician	3484	NE	14	\$26,300.00	\$42,477.12
Dual Enrollment Specialist	3252	E	17	\$30,822.20	\$50,745.67
Education Specialist, Rookery Bay	3471	E	19	\$33,981.48	\$55,947.10
Employee Services Associate	3596	NE	15	\$27,956.64	\$46,027.82
Executive Assistant	3460	E	18	\$32,363.31	\$53,282.96
Facilities Coordinator	3444	E	18	\$32,363.31	\$53,282.96
Facilities Database/Systems Manager/Fire Official	3320	E	22	\$39,337.81	\$64,765.76
Faculty Development and Training Associate	3570	NE	13	\$25,150.00	\$39,760.56
Financial Aid Assistant	4404	NE	13	\$25,150.00	\$39,760.56
Financial Aid Communications Associate	3452	E	22	\$39,337.81	\$64,765.76
Financial Aid Services Supervisor	3419	E	18	\$32,363.31	\$53,282.96
Financial Aid Specialist	4337	NE	15	\$27,956.64	\$46,027.82
Fiscal Specialist	4477	NE	17	\$30,822.20	\$50,745.67
Fixed Asset Specialist	3469	E	16	\$29,354.48	\$48,329.21
Foundation Specialist	4150	NE	16	\$29,354.48	\$48,329.21



## Wage and Salary Schedule

<b>Job Title</b>	<b>Job Code</b>	<b>FLSA</b>	<b>Pay Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Geographic Information Systems (GIS) Specialist, Rookery Bay	3473	E	21	\$37,464.58	\$61,681.68
Graduation Specialist	4202	NE	18	\$32,363.31	\$53,282.96
Graphic Artist & Creative Coordinator	3032	E	22	\$39,337.81	\$64,765.76
Head Coach*	3509	E	28	\$52,716.42	\$86,792.31
Health and Science Lab Manager	3379	E	18	\$32,363.31	\$53,282.96
Horticulturist	4142	NE	15	\$27,956.64	\$46,027.82
Human Resources Manager, Applications and Processing	3446	E	25	\$45,538.43	\$74,974.46
Human Resources Manager, Benefits	3506	E	25	\$45,538.43	\$74,974.46
Human Resources Specialist	3352	E	20	\$35,680.55	\$58,744.46
Information Security Officer	3332	E	29	\$55,879.41	\$91,999.87
Instructional Assistant	4575	NE	14	\$26,300.00	\$42,477.12
Instructional Designer	3286	E	24	\$43,369.93	\$71,404.26
Integration Support Specialist	4201	NE	18	\$32,363.31	\$53,282.96
International Student Admissions Specialist	3313	E	17	\$30,822.20	\$50,745.67
Library Assistant	4380	NE	14	\$26,300.00	\$42,477.12
Library Associate	4102	NE	16	\$29,354.48	\$48,329.21
Lieutenant	3504	E	25	\$45,538.43	\$74,974.46
Maintenance Mechanic	4365	NE	14	\$26,300.00	\$42,477.12
Maintenance Technician	4140	NE	15	\$27,956.64	\$46,027.82
Maintenance Technician II	3443	NE	17	\$30,822.20	\$50,745.67
Manager, Grants Administration and Development	3573	E	22	\$39,337.81	\$64,765.76
Manager, Student Affairs Operations	3569	E	24	\$43,369.93	\$71,404.26
Marine Mechanic, Rookery Bay	4143	NE	15	\$27,956.64	\$46,027.82
Network Administrator	3543	E	28	\$52,716.42	\$86,792.31
Nursing Support Specialist	4206	NE	15	\$27,956.64	\$46,027.82
Office Assistant	4473	NE	12	\$24,150.00	\$36,220.80
Officer	4155	NE	17	\$30,822.20	\$50,745.67
Online Support Specialist	3288	E	16	\$29,354.48	\$48,329.21
Payroll Manager	3587	E	25	\$45,538.43	\$74,974.46
Payroll Representative	3588	NE	17	\$30,822.20	\$50,745.67
Procurement Specialist	4476	NE	16	\$29,354.48	\$48,329.21
Procurement Support Clerk	4207	NE	14	\$26,300.00	\$42,477.12
Program Director	3230	E	25	\$45,538.43	\$74,974.46
Program Director, Health Information Technology**	3514	E	25	\$45,538.43	\$74,974.46
Program Director, Nursing, ASN	3580	E	29	\$55,879.41	\$91,999.87
Program Director, Nursing, RN to BSN	3579	E	29	\$55,879.41	\$91,999.87
Program Specialist	4255	NE	15	\$27,956.64	\$46,027.82
Program Support Specialist	3372	E	17	\$30,822.20	\$50,745.67
Programmer	3034	E	21	\$37,464.58	\$61,681.68
Project Coordinator	3461	E	22	\$39,337.81	\$64,765.76
Public Relations and Marketing Associate	3031	E	23	\$41,304.70	\$68,004.05
Public Safety Technician	4160	NE	14	\$26,300.00	\$42,477.12
Public Safety Technician II	4122	NE	16	\$29,354.48	\$48,329.21
Purchasing Card Specialist	3207	E	19	\$33,981.48	\$55,947.10
Receiving and Distribution Clerk	4500	NE	12	\$24,150.00	\$36,220.80
Receiving and Distribution Supervisor	4171	E	17	\$30,822.20	\$50,745.67
Registration Specialist	4203	NE	14	\$26,300.00	\$42,477.12



# Wage and Salary Schedule

<b>Job Title</b>	<b>Job Code</b>	<b>FLSA</b>	<b>Pay Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Registration Supervisor	3519	E	19	\$33,981.48	\$55,947.10
Reports Coordinator/Programmer	3206	E	28	\$52,716.42	\$86,792.31
Research Analyst	3426	E	20	\$35,680.55	\$58,744.46
Residence Life Specialist	3073	E	16	\$29,354.48	\$48,329.21
Science Lab Technician	4440	NE	15	\$27,956.64	\$46,027.82
Selective Program Admissions Specialist	3344	E	16	\$29,354.48	\$48,329.21
Senior Coordinator, Retention and Student Success	3577	E	24	\$43,369.93	\$71,404.26
Senior Director, Development	3388	E	30	\$60,000.00	\$98,784.00
Senior Programmer Analyst	3361	E	28	\$52,716.42	\$86,792.31
Senior Staff Assistant	4465	NE	15	\$27,956.64	\$46,027.82
Senior Switchboard Operator	4590	NE	13	\$25,150.00	\$39,760.56
Sergeant	3326	NE	20	\$35,680.55	\$58,744.46
Simulation Technician	4403	E	21	\$37,464.58	\$61,681.68
Staff Assistant	4470	NE	14	\$26,300.00	\$42,477.12
Student Enrollment Specialist, Trade Adjustment Assistance (TAA) Program	3508	E	16	\$29,354.48	\$48,329.21
Student Life Communications Associate	3584	NE	14	\$26,300.00	\$42,477.12
Student Life Specialist	3366	E	15	\$27,956.64	\$46,027.82
Student Records Specialist	4406	NE	14	\$26,300.00	\$42,477.12
Student Services and Testing Representative	3595	NE	14	\$26,300.00	\$42,477.12
Student Services Specialist	4205	NE	14	\$26,300.00	\$42,477.12
Student Support Services Specialist	3488	E	15	\$27,956.64	\$46,027.82
Supervisor, Cashiering Services	3441	E	18	\$32,363.31	\$53,282.96
Switchboard Operator	4589	NE	12	\$24,150.00	\$36,220.80
System Wide Monitoring Program Manager, Rookery Bay	3472	E	20	\$35,680.55	\$58,744.46
Technology Coordinator, Collegiate High School Campus	3447	E	19	\$33,981.48	\$55,947.10
Testing Specialist	4350	NE	14	\$26,300.00	\$42,477.12
Title IX Coordinator/Equity Officer	3529	E	25	\$45,538.43	\$74,974.46
Transfer Articulation Systems Specialist	4515	NE	14	\$26,300.00	\$42,477.12
Transfer Transcript Evaluator	4355	NE	15	\$27,956.64	\$46,027.82
Unified Communications Specialist	3454	E	23	\$41,304.70	\$68,004.05
UNIX Administrator	3542	E	28	\$52,716.42	\$86,792.31
Upward Bound Specialist	3568	NE	15	\$27,956.64	\$46,027.82
User Support Analyst	3500	E	29	\$55,879.41	\$91,999.87
Veterans Affairs Specialist	4402	NE	17	\$30,822.20	\$50,745.67
Videography Associate	3578	NE	13	\$25,150.00	\$39,760.56
Volunteer Coordinator, Rookery Bay	3526	E	20	\$35,680.55	\$58,744.46
Web Developer	3334	E	21	\$37,464.58	\$61,681.68
Webmaster	3478	E	29	\$55,879.41	\$91,999.87

\*Indicates a non-Administrator on contract.

\*\*Indicates 10.5 month position



# Wage and Salary Schedule

## Intercollegiate Athletics

<b>Title</b>	<b>Job Code</b>	<b>Pay Grade</b>	<b>Status</b>	<b>Minimum</b>	<b>Maximum</b>
Director, Intercollegiate Athletics	3438	Admin	Administrator	\$75,000.00	\$123,480.00
Assistant Athletic Director, Sports Medicine and Compliance	3601	30	Staff	\$60,000.00	\$98,784.00
Head Coach	3509	28	Non-Administrator on Contract	\$52,716.42	\$86,792.31
Assistant Coach	3592	22	Staff	\$39,337.81	\$64,765.76
Sports Information Director	3602	22	Staff	\$39,337.81	\$64,765.76



# Wage and Salary Schedule

## FSW State Collegiate High School Wage and Salary Schedule 2015-2016

### Compensation Schedule

#### Instructional (196 days)

A teacher's salary will be placed in a range based on their previous effective teaching experience. Pay and benefits will be delivered based on current College processes and procedures.

Tier 1 (0-5 years of effective teaching experience)	Minimum Salary	\$38,192.00
Tier 2 (6-10 years of effective teaching experience)	Minimum Salary	\$40,000.00
Tier 3 (11+ years of effective teaching experience)	Minimum Salary	\$43,000.00

#### School Counselor (211 days)

Guidance Counselors will receive an initial annual salary based on number of qualifying years of effective service. Pay will be delivered based on current College processes and procedures and Guidance Counselors will receive an equivalent benefit package as Teachers.

Minimum Salary \$45,000.00

#### Administrative

The Principal and Assistant Principal will be compensated in alignment with existing College policies and procedures.

Principal (243 days)	Minimum Salary	\$81,000.00
Assistant Principal (232 days)	Minimum Salary	\$65,000.00

#### Coordinator, High School Operations (243 days)

The Coordinator, High School Operations shall be compensated in alignment with existing College policies and procedures.

Minimum Salary \$35,680.55

#### Administrative Assistant (243 days)

The Administrative Assistant shall be compensated in alignment with existing College policies and procedures.

Minimum Salary \$29,354.48



# Wage and Salary Schedule

## Staff Assistant (243 days)

The Staff Assistant shall be compensated in alignment with existing College policies and procedures.

Minimum Salary \$26,300.00

## Student Support Assistant (243 days)

The Student Support Assistant shall be compensated in alignment with existing College policies and procedures.

Minimum Salary \$26,300.00

## Office Assistant (243 days)

The Office Assistant shall be compensated in alignment with existing College policies and procedures.

Minimum Salary \$24,150.00

## Instructional Assistant

The Instructional Assistant shall be compensated in alignment with existing College policies and procedures.

Minimum Rate \$14.43/hour

## Overload (teaching extra classes) and Part-Time Teachers

Payment for service is based on highest documented degree earned and should be delivered incrementally following the College's current payroll procedures:

	<u>Per Class/Per Semester</u>
Bachelor's Degree	\$2,250.00
Master's Degree	\$2,500.00
Doctorate Degree	\$2,750.00

## Substitutes

Each school shall maintain a list of qualified substitute teachers who have been hired through the appropriate College Human Resource procedures and have been fingerprinted at the local school districts.

Bachelor's Degree	\$11.50 per hour
Master's Degree	\$12.50 per hour
Long-term substitution	\$19.50 per hour



# Wage and Salary Schedule

## Supplemental Compensation

### Major Club Sponsor

A major club sponsor is working with students after school several days a week, sometimes in the evening and sometimes on weekends. The established club is a pivotal part of the school's activity program.

\$800.00 max/semester\*

### Academic/Service Club Sponsor

An academic/service club sponsor is working with students after school more than one day a week, sometimes in the evening and sometimes on weekends. An academic club is an outgrowth of the academic program. These clubs stem from a desire of both teacher and students to explore issues and concepts in greater depth or in a different framework than the classroom. Service clubs are designed to provide opportunities for students to be of service to their school or to their community.

\$400.00 max/semester\*

### Special Interest Club Advisor

A special interest club sponsor is working with students typically one day a week, rarely in the evening and almost never on weekends. A special interest club is one that is usually generated by student interest. Students identify a need for an organization and approach the principal and a prospective sponsor to ask for permission to start a new club.

\$200.00 max/semester\*

\*May be prorated for partial semester service.

## Staff Development or Student Supervision

Per Title IIa guidelines, employees will be compensated at the federally established \$15.00/hour plus the current social security rate.

## Professional Academic Services

Employees working on items that are of academic nature, but happen outside the scope of normal teaching will be compensated accordingly. Examples of professional academic services, includes, , but are not limited to, new course development, grant-funded activities, or other duties assigned by the principal that are academic and /or content specific. Payment for these services will be calculated using the hourly rate equivalent from the employee's base salary and the number of hours spent completing the service(s).



# Wage and Salary Schedule

## Homebound/Hospital Instruction

When a student is ill for an extended period of time and unable to attend school, he/she may have a legally binding IEP that indicates that homebound/hospital instruction is necessary. In cases that warrant this type of instructional service, high school teachers must provide that instruction. Payment for these services will be calculated using the hourly rate equivalent from the employee's base salary, the number of hours spent completing the instruction, plus 20%. Employees will also be compensated for mileage.

## Advanced Degrees

In accordance with F.S. 1012.22 (1)(c)3, instructional personnel hired on or after July 1, 2011 will be paid an appropriate salary supplement each academic year, not added to base salary, as long as their advanced degree is in the employee's teaching discipline.

Master's Degree	\$2,500.00 supplement
Doctorate Degree	\$4,000.00 supplement

## Salary Increases-Instructional, School Counselor, Administrative, Support

Salary increases will occur based on the individual's annual evaluation and annual budget and will go into effect the next contract year.

Value of Highly Effective Rating	Minimum Salary Increase	1%
Value of Effective Rating	Minimum Salary Increase	.5%
Value of Needs Improvement Rating	No Increase	
Value of Unsatisfactory Rating	No Increase	





# Wage and Salary Schedule

## **OPS Temporary Positions**

Temporary and On-Call OPS positions are established to meet a workload of a temporary, casual or seasonal nature and are filled on an as-needed basis. Hours are scheduled on an as-needed basis only, as determined either by the type of assignment, location, or by the availability of the employee. Employees in temporary OPS positions are limited to working no more than 25 hours per week and are not guaranteed a specific length of employment, or a set number of hours per week. Temporary OPS positions do not receive benefits except those required by statute or regulation.

<b><u>Job Code</u></b>	<b><u>Title</u></b>	<b><u>Minimum Rate</u></b>
4101	Clinical Associate	\$20.06 (Varies by Department)
PROCT	Test Proctor	\$12.50
9103A	Peak Partner (On-Call)	\$10.00
8100A	Student Assistant <ul style="list-style-type: none"><li>• Tutor</li><li>• Work Study</li></ul>	\$8.30
8100A	Peer Advisor	\$10.20
8100B	Student Peer Architect	\$8.55
8200A	Student Resident Assistant	Stipend
9092A	OPT College Temp	Varies



# Wage and Salary Schedule

## APPENDIX B of 2013-2016 COLLECTIVE NEGOTIATIONS AGREEMENT

### FACULTY WAGE AND SALARY SCHEDULE

#### FULL-TIME FACULTY

##### A. NEW FACULTY NINE-MONTH CONTRACT SALARY FOR SEMESTERS FALL AND

SPRING (For those faculty whose full-time contracts began on or after August 16, 2013):

SCHEDULE I: Bachelor's Degree .....Base of \$ 46,770.06

SCHEDULE II: Master's Degree .....Base of \$ 48,769.42

SCHEDULE III: Master's Degree plus 30 approved Semester Hours beyond  
Master's or 45 approved Quarter Hours.....Base of \$ 50,766.96

SCHEDULE IV: Master's Degree plus 60 approved Semester Hours beyond  
Master's or 90 approved Quarter Hours..... Base of \$ 54,764.75

SCHEDULE V: Doctorate.....Base of \$ 55,964.25

The following steps are to be followed in computing a new faculty member's salary:

1. The faculty member is placed on one of the five schedules above according to academic degree earned. The degree used for placement on the schedule must normally be in the subject area to be taught, with the approval of the Provost/VPAA.
2. \$200.00 is allowed an incoming faculty member for each year of verifiable teaching experience (10 years maximum), and this total is added to the base on the appropriate schedule.

##### B. RETURNING INSTRUCTIONAL FACULTY NINE-MONTH CONTRACT FOR SEMESTERS FALL AND SPRING (For those faculty whose full-time contracts began prior to August 16, 2015)

For 2015-2016, returning faculty member's contracted salary for nine (9) months (exclusive of any supplemental, substitute, overload, or unique or special contracts for instructional support services above and beyond the faculty member's usual contracted services to the College) will be increased by 1% on current salary effective August 16, 2015 paid no later than the second pay period of the contract year Fall and Spring. In addition, a 1% lump sum amount calculated on the new base salary will be paid no later than the second pay period of the contract year Fall and Spring.

NOTE: No returning faculty member will earn less than the beginning salary for new faculty described in Section A. above.



## Wage and Salary Schedule

C. CHANGES IN CURRENT PLACEMENT FOR FACULTY ON THE SALARY SCHEDULE Verification of hours and changes in schedule placement must be approved by the Provost/VPAA and must be accomplished prior to September 15 for full year salary change and February 1 for second half of the year salary change. Verification shall be on the basis of official transcripts. The placement on a different schedule will be effective retroactively to the beginning of the contract year if verification is accomplished prior to September 15. Placement verified after September 15 but prior to February 1 will be effective with the second pay period in February. Once a faculty member is qualified in his or her subject area, any additional graduate hours may be counted, with prior approval of the Provost/VPAA for placement on Schedule III (Master's degree plus 30 graduate semester hours) and Schedule IV (Master's degree plus 60 graduate semester hours).

### D. LIBRARY FACULTY AND COUNSELORS ASSIGNED TO A BASIC CONTRACT OF 208 DUTY DAYS

For 2015-2016, returning Library faculty member's contracted salary for two hundred and eight (208) duty days (exclusive of any supplemental, substitute, overload, unique or special contracts for instructional support services above and beyond the faculty member's usual contracted services to the College) will be increased by 1% on current salary effective July 1, 2015, paid no later than the second pay period of the fiscal year. In addition, a 1% lump sum amount calculated on the new base salary will be paid no later than the second pay period of the fiscal year.

### E. NEW LIBRARY FACULTY AND COUNSELORS ASSIGNED A BASIC CONTRACT OF 208 DAYS

Salary Schedule Amount from Appendix B, Section A divided by 166 duty days (a daily rate of pay) x the total number of duty days to be worked (208 duty days).

### F. SALARIES FOR FULL-TIME INSTRUCTORS USED AS SUBSTITUTES AND FOR SUPPLEMENTAL INSTRUCTIONAL HOURS

Bachelor's	=	\$32.88	per contact hour
Master's	=	\$34.77	per contact hour
Master's+ 30	=	\$36.64	per contact hour
Master's+ 60	=	\$38.62	per contact hour
Doctorate	=	\$40.52	per contact hour

The substitute rates noted in this section shall not be applicable to a faculty member who assumes full responsibility for teaching a class for the balance of a semester/term where there is at least 40% of the scheduled classes remaining in the semester/term. In this situation the faculty member will be regarded as a "replacement" rather than as a "substitute." If the additional load hours result in the faculty teaching more than the normal 15-16 hour semester load then the replacement faculty member will be compensated using the overload rate. Total compensation will be pro-rated based on the percentage of teaching hours remaining in the semester.



## Wage and Salary Schedule

### G. OVERLOAD PAY (Effective 8/16/13)

Full-time professors are paid for additional teaching beyond their normal contractual commitments during a regular semester, and for all Summer A, Summer B or a Summer A and B combination full-semester teaching on a per-instructional hour basis. The amount of pay is determined by (a) the degree held by the professor, and (b) the number of instructional hours of the additional teaching, as determined in Article 6.2 of this Agreement.

<u>Degree</u>	<u>*Per Instructional Hour</u>
Bachelor's	\$722.00
Master's	\$807.00
Master's+ 30	\$841.00
Master's+ 60	\$855.00
Doctorate	\$891.00

\*Compensation for portions of an instructional hour shall be computed by multiplying the rate for one instructional hour by the appropriate fraction to be paid of the instructional hour.

### H. INDEPENDENT STUDY, INDIVIDUAL PRACTICA, AND INDIVIDUAL COOPERATIVE INTERNSHIPS (Effective 8/16/13)

Full-time professors will be paid \$100.00 per credit per student for Independent Study, Individual Practica, and Cooperative Internships. A maximum of 24 credits, \$2,400.00 is permitted per semester for a faculty member. (Note: \$200.00 will be paid to faculty who have only one credit for a semester of independent study, individual practice, and individual cooperative internships.) Any practica taught in groups of seven or more would be compensated according to the existing wage & salary schedule. These hours will not count toward total faculty load hours.

### I. HONOR'S RESEARCH

The Honor's Project Advisor will be paid \$400.00 per student for the semester during which he/she is overseeing an Honor's Project.



# Wage and Salary Schedule

## Part-Time Instructional Faculty

### A. SALARIES FOR PART-TIME CREDIT INSTRUCTORS

1. Part-time instructors are paid on a per-course basis. Part-time instructors are limited to a schedule of up to a maximum of twelve (12) credit hours per fall or spring semester and no more than nine (9) credit hours at any one time during the summer semester. The amount of pay per course is determined by the number of contact hours normally expected per course. For part-time instructors, load hours per course refers to the total number of hours per term the instructor is normally expected to meet each class. Normally, 16 contact hours equal one load hour.

Per Assigned Load Hour  
\$750.00

Total Salary for 3-Hour Course  
\$2,250.00

2. The College may also wish to contract with part-time instructors for periods of time shorter than a full term. Such contracts will be based on the actual number of contact hours to be worked.  
\$46.88 per contact hour

### B. SALARIES FOR SUBSTITUTE INSTRUCTORS

\$36.00 per contact hour

### C. PART-TIME FACULTY WHO DO NOT COMPLETE A COURSE AS CONTRACTED ARE PAID AS FOLLOWS:

Total contract amount per course x % of class taught (see below) = Salary to be paid

% of class taught = number of sessions taught ÷ total number of sessions scheduled.

Example: The course is scheduled to be taught 2 times per week for 16 weeks = 32 sessions. Each class is 75 minutes. The contract amount is \$2,250.00. The faculty member taught 21 sessions.

- 1) Total minutes scheduled for this course are 32 sessions x 75 minutes = 2,400 minutes
- 2) Total minutes faculty member taught is 21 sessions x 75 minutes = 1,575 minutes
- 3)  $1,575 \div 2,400 = 65.6\%$
- 4) The faculty member would be paid  $\$2,250.00 \times .656 = \$1,476.00$

### D. SUBSTITUTES FOR ABOVE COURSES ARE PAID AS FOLLOWS:

Number of class days x hours per day taught = total hours taught x amount paid per hour (using Substitute Salary Schedule) = SALARY PAID.

### E. AUTHORIZED REASSIGNMENTS

Adjunct faculty members may be reassigned or released from a course(s) in order to perform curriculum development, instructional supervision, student services, or other related work other than classroom instruction. These activities are compensated in accordance with Section A, number 1 of this Section. The specific terms and conditions of these special contracts will be determined by the College in view of program or service needs and delineated in a special contract letter to the Adjunct faculty member.

### F. INDEPENDENT STUDY, INDIVIDUAL PRACTICA AND INDIVIDUAL COOPERATIVE INTERNSHIPS:

Adjunct professors will be paid \$200.00 per student up to \$1,200.00 for a group of six students. Any practica taught in groups of seven or more would be compensated according to the existing wage and salary schedule. These hours will not count toward total faculty load hours



# Wage and Salary Schedule

## Non-Credit Instruction

### **A. CONTINUING WORKFORCE EDUCATION INSTRUCTION**

A non-credit continuing education instructor is paid an hourly rate within a wage range determined by internal and external market conditions and based on verifiable, professional related experience. The amount of hours paid per course is determined by the number of contact hours normally expected per course. The wage range provides the College the ability to generate revenue at least equal to the full cost of instruction. The specific cost for each class must be specified in the contract for that class.

Arts & Crafts classes	\$25.00 - \$50.00 per hour
Vocational	\$25.00 - \$50.00 per hour
Health	\$25.00 - \$50.00 per hour
Professional/Corporate CE training	\$25.00 - \$50.00 per hour
Speech Pathology	\$80.00 per hour
Dental Hygienist Local Anesthesia	\$100.00 per hour

### **B. SPECIAL FEES FOR FLORIDA SOUTHWESTERN STATE COLLEGE STANDARDIZED TEST PREPARATION AND ADMINISTRATION**

1. Special fees may be paid to persons selected by an appropriate administrator to administer Florida SouthWestern State College standardized testing sessions during non-duty hours.

The fee schedule for such special fees for Fair Labor Standards Act (FLSA) exempt employees will be as follows:

Room Supervisor	\$14.50 per hour
Proctor	\$12.50 per hour

The fee schedule for such special fees for FLSA non-exempt employees will be in accordance with the overtime compensation laws specified in the Fair Labor Standards Act.

The appropriate administrator will assign specific duties and responsibilities of Room Supervisors and Proctors to the persons selected in accordance with the particular test(s) to be administered.

2. CLAST Review Instructor \$26.00 per contact hour



# Wage and Salary Schedule

## Benefits Schedule

- 1. RETIREMENT:** Florida SouthWestern State College employees participate in the Florida Retirement System. Eligible employees may elect to withdraw from the Florida Retirement System and participate in an optional retirement program. Contributions will be made to the FRS by eligible employees and the College, as provided in the FRS membership guidelines, statutes, policies and/or rules.
- 2. MEDICAL INSURANCE:** The College pays 100% of the premium for all full-time employees. Coverage is provided by Florida Blue. Dependent coverage is available at the employees' cost.
- 3. LIFE INSURANCE:** A \$15,000 term life and accidental death/dismemberment policy is provided for all full-time Florida SouthWestern State College employees. This coverage is purchased by the College at a cost of approximately \$40.00 per year per employee. Additional supplemental term life insurance may be purchased by the employee.
- 4. LONG-TERM DISABILITY INSURANCE:** The College will pay 100% of the premium for all full-time employees. Coverage is provided by Standard Insurance Company. Short-term disability insurance may be purchased by the employee.
- 5. VOLUNTARY DEFERRED COMPENSATION PLAN:** 403(b) Match Plan – For non-faculty full time employees, the College will match up to 3% of the employee's salary if the employee is contributing an equal portion to the annuity program.
- 6. VACATION LEAVE:** Full-time Professional and Career Service staff with 0-60 months of service earns 12 days' vacation leave each year (one day per month). The rate increases to 15 days per year for employees with 61-120 months of service, and 18 days per year for employees with 121 months or more. Full-time administrators earn 24 days per year and executives earn 30 days per year.
- 7. SICK LEAVE:** All full-time employees accrue one day of sick leave per month of service (given they have worked the majority of the month). This leave may be accumulated from year to year. Sick leave may also be approved for illness or death of an immediate member of the family or household, or other close relative.
- 8. PERSONAL LEAVE:** Employees are entitled to use four days of sick leave as personal leave days during each fiscal year, which may be charged to the employee's unused sick leave. Personal leave days do not accumulate from year to year.
- 9. HOLIDAYS:** Most national holidays are observed by the College as non-duty days.
- 10. EDUCATION BENEFITS:**
  - Tuition Scholarships** allow eligible employees or dependents (as defined by policy) to take some Florida SouthWestern State College credit classes per college operating policy. The scholarship may also apply to employees taking some non-credit classes.
  - Tuition Reimbursement** pays a designated amount for eligible regular status, full time employee's coursework at another accredited institution (as defined by policy). Tuition reimbursement is based on the availability of funds during each fiscal year.
- 11. ALTERNATIVE PLAN TO SOCIAL SECURITY:** The Alternate Plan to Social Security is provided to adjunct instructors (both credit and non-credit), substitute instructors, clinical associates/fire academy instructors, clinical supervisors, clinical assistants and nursing preceptors. These employees contribute 7.5% of salary to purchase tax sheltered annuities instead of contributing 6.2% to Social Security.

\*Additional benefits may be available at the employee's expense.



## Glossary

<b><u>Acronym</u></b>	<b><u>Description</u></b>
AA	Associate in Arts Degree
AAA	Rate for lowest risk of default securities
AAAm	Money Market Fund rating category
AAM	Money Market Fund rating category
AIMR	Association of Investment Management and Research
AS	Associate in Science Degree
AY	Academic Year
BAS	Bachelor of Applied Science Degree
BS	Bachelor of Science Degree
CAAHEP	Commission on Accreditation of Allied Health Education Programs
CCC	College Credit Certificates
CCPF	Community College Program Funding
CI	Capital Improvement
CLAST	College Level Academic Skills Test
CMO	College Mortgage Obligation
CoAEMSP	Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions
CPI	Consumer Price Index
CTC	Community Technology Center
CUPA	College and University Professional Association of Human Resources
EIFS	Exterior Insulation Finishing System
EMS	Emergency Medical Services
FEFP	Florida Education Finance Program
FLSA	Florida Labor Standards
FRS	Florida Retirement System
FSEOG	Federal Supplemental Educational Opportunity Grant
FSW	Florida SouthWestern State College
FSWFF	Florida SouthWestern State College Faculty Federation
FT	Full Time
FTE	Full Time Equivalents
FTIC	First Time In College
FY	Fiscal Year
FYE	First Year Experience
GAA	General Appropriation Act
GASB	Governmental Accounting Standards Board
HOPE	Helping Others Pursue Education
HVAC	Heating, Ventilating and Air Conditioning
ID	Identification
IEP	Individualized Education Program
IO	Interest Only
IT	Information Technology
LGIP30D	Local Government Investment Pool All 30 Day rate
LIBOR	London Interbank Offered Rate
Mgt	Management
NE	Non-Exempt for overtime provisions
OPS	Other Professional Services
PECO	Public Education Capital Outlay
PO	Principal Only
PT	Part Time
SACSCOC	Southern Association of Colleges and Schools Commission on Colleges
SBE	State Board of Education
SOD	Sum of Digits (maintenance, repairs and services)
SREF	State Requirements for Educational Facilities
TAACCT	Trade Adjustment Assistance Community College and Career Training Program
TLC	Teaching and Learning Center
VPAA	Vice President Academic Affairs





# Glossary

## Glossary of Terms

### **Academic Support**

An expense classification that includes support services to the instructional areas. Examples are libraries, computing support and academic administration.

### **Account**

A descriptive heading under which similar financial transactions are grouped.

### **Accrual Basis**

The basis of accounting under which revenues are recognized when earned and expenses are recognized when they become a legal obligation or liability.

### **Adjunct Professor**

Part Time Instructors contracted for periods of time shorter than a full term. Such contracts are based on the actual number of contact hours to be worked.

### **Banner**

An enterprise system designed for higher education. FSW utilizes Banner for students, finance, financial aid and human resources/payroll.

### **Bond**

A bond is a written promise to pay a specific sum of money, called the face value or principle amount, at a specified date (or dates) in the future, called the maturity date, and with periodic interest at a rate specified in the bond. A bond is generally issued for specific purpose or project, such as construction of a new facility.

### **BUC Card**

The BUC Card is the Florida SouthWestern State College identification card. This little card is much more than the official ID, from access to student activities and library services to accessing the dorm rooms for on campus residents.

### **Budget Adjustment**

Any approved change after the formal adoption of the budget by the Board.

### **Capital Budget**

The Capital Budget includes funding for capital assets and infrastructure such as facilities, renovation and certain equipment.

### **Capital Outlay**

Money spent to acquire, maintain, repair, or upgrade capital assets. Capital assets, also known as fixed assets, may include machinery, land, facilities, or other business necessities that are not expended during normal use. Capital outlays, also referred to as capital expenditures, are recorded as liabilities.

### **Compliance Assist**

Web based software system designed to assist in housing effectiveness plans and reports for continuing improvement.

### **Contingency**

Contingency funds are those appropriations set aside as a reserve for emergencies or unforeseen expenses.

### **Consumer Price Index**

A measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services

### **Credit Hour**

The unit of measuring educational credit usually based on the number of classroom hours per week throughout a term.



## Glossary

### **Debt Service Funds**

Reserve established to service interest and principal payment on short term and long term debt (Bond)

### **Endowment Fund**

A fund held by a charitable organization which the donor has imposed a restriction that prohibits some or the entire fund from being spent currently.

### **Exempt Employees**

Employees who are exempt from the overtime provisions of the Fair Labor Standards Act (FLSA)

### **First Year Experience**

A program to connect students to the resources, tools and programs that are essential for their success in the first year and beyond.

### **Fiscal Year**

The Fiscal year is the period over which a college budgets its spending. It consists of a period of twelve months, not necessarily concurrent with the calendar year; a period to which appropriations are made and expenses are authorized and at the end of which accounts are made up and the books are balanced. FSW's fiscal year is from July 1<sup>st</sup> to June 30<sup>th</sup>.

### **Fringe Benefits**

Various benefits other than salaries and wages provided by the College to employees which include: retirement, health insurance, long term disability insurance, life insurance, earned leave, etc.

### **Full Time Equivalent (FTE)**

An FTE is equal to 100% of the normal full time work hours per job classification. It also means "full time equivalency" for the purposes of full time enrolled students.

### **Fund**

An income source established for the purpose of carrying on specific activities, or attaining certain objectives, in accordance with special regulations, restrictions or limitations. The terms and conditions established by this income source and/or the college must be complied with in making expenses against the particular account.

### **Fund Accounting**

A method of accounting that separates and tracks financial transactions to meet restrictions and reporting requirements imposed by funding sources and/or the college.

### **Fund Balance**

The balance remaining in each fund account representing the funds available for unforeseen occurrences, such as revenue shortfalls and unanticipated expenses as well as for future use as the restrictions governing the fund allows.

### **General Fund**

This fund is used to account for all transactions not required to be accounted for in another fund, and is used for all general purpose operating activities of the college.

### **Grant**

Monetary award, usually from the federal or state government, restricted to use for a specific purpose. Each specific grant should be set up as a fund and accounted for separately using a complete group of self-balancing accounts.

### **Investment Income**

Income or revenue derived from investments in securities or other properties in which money is held, either temporarily or permanently, in expectation of obtaining revenues.

### **Non-Exempt Employees**

Employees who are subject to all Fair Labor Standards Act (FLSA) provisions of overtime.



## Glossary

### **OPS Employment**

Other Personal Services (OPS) employment is a temporary employer/employee relationship used solely for accomplishing short term or intermittent tasks.

### **Plant Funds**

Funds to be used for the construction, alteration or purchase of physical property of the college.

### **Restricted Fund**

The restricted fund is used to account for funds that have restrictions on their use. The purpose of the funds is determined by the donors or sponsoring agency. The revenues for the restricted fund come largely from federal Grants/Contracts, State of Florida Grants/Contracts, Local Grants/Contracts and Private Gifts/Grants. Each specific Grant is accounted for separately using a complete group of self-balancing accounts.

### **Retention**

A measure of whether students who took a course in the indicated program during Fall of an academic year returned to the College for the Fall of the subsequent academic year. This measure does not indicate whether the student took another course in the same program, only that they returned to the college.

### **Supplies and Services**

Any un-capitalized article, material or service that is consumed in use, is expendable or loses its original shape or appearance with use. This category includes the cost of outside or contracted services as well as materials and supplies necessary for the conduct of the College's business.

### **State Appropriations**

Revenue received by the College from the State of Florida.

### **Student Tuition and Fees**

Include all student tuition and fees assessed against students for educational and general purposes. Tuition is the amount per billable hour times the number of billable hours charged to a student for taking a course at the college. Fees include laboratory fees, application fees, transcript fees, and similar charges not covered by tuition.