

FISCAL YEAR
2018



BUDGET & OPERATING PLANS



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
Award*

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Florida Southwestern State College

Florida

For the Fiscal Year Beginning

July 1, 2016

Executive Director



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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 LaBelle 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 55 years. The College now offers five baccalaureate programs as well as operates two charter high schools at the Thomas Edison and Charlotte campuses.

2. Programs of Study

Florida SouthWestern State College has degree-granting authority as conferred by state law and institutional agreement. FSW offers 5 baccalaureate degrees, 20 Associate in Science degrees, 3 Associate in Arts degrees, and 21 certificate programs.

School of Arts, Humanities, and Social Sciences

Associate in Arts (AA)

College Credit Certificates

- Audio Technology, CCC

School of Pure and Applied Sciences

Associate in Science Degrees

- Science and Engineering Technology, AS

College Credit Certificates

- Scientific Workplace Preparation, CCC

School of Business and Technology

Bachelor of Applied Science Degrees

- Public Safety Administration, BAS
- Supervision and Management, BAS

Associate in Science Degrees

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

College Credit Certificates

- Accounting Technology Management, CCC
- Business Development and Entrepreneurship, CCC
- Computer Programmer, CCC
- Computer Programming Specialist, CCC
- Crime Scene Technician, CCC
- Digital Forensics, CCC
- Engineering Technology Support Specialist, CCC
- Financial Services Management, CCC
- Information Technology Support Specialist, CCC
- Intermodal Freight Transportation, CCC
- Network Enterprise Administration, CCC
- Network Security, CCC
- Small Business Management, CCC

School of Education

Bachelor of Science Degrees

- Elementary Education, BS

Associate in Science Degree

- Early Childhood Education, AS

School of Health Professions

Bachelor of Science Degree

- Cardiopulmonary Sciences, BS
- Nursing, BSN

Associate in Science Degrees

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

Advanced Technical Certificate

- Computed Tomography, ATC

College Credit Certificates

- Addiction Services, CCC
- Emergency Medical Technician, CCC
- Medical Information Coder/Biller, CCC
- Paramedic, CCC

Postsecondary Adult Vocational (PSAV)

- Fire Fighter I/II Certificate (PSAV)

Programs with Partner Colleges

Associate in Arts

- Associate in Arts, Focus in Optianry
- Associate in Arts, Focus in Physical Therapist Assistant

3. Locations and Distance Education

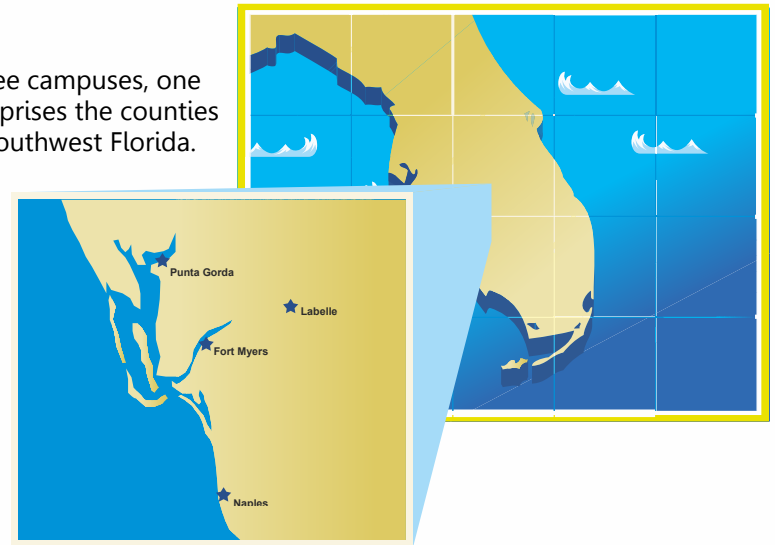
Florida SouthWestern State College operates three campuses, one center and an online division. FSW's district comprises the counties of Charlotte, Collier, Hendry, Glades and Lee in Southwest Florida.

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.

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 on Education 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)

The five counties of Southwest Florida are best known for their spectacular quality of life, with sunshine, warm waters, pristine beaches and thriving wildlife. The region is home to 1.2 million residents and a playground for 6.8 tourists each year.

From agriculture to manufacturing, information technology to life sciences, and tourism to sports; each county offers a unique combination of features that contribute to our vibrant and growing economy.

Lee and Collier counties ranked in the top 10 of the nation’s fastest-growing metro areas based on population increases from July 2013 to July 2014. The U.S. Census shows a population growth rate of 2.7% for Lee County, the sixth largest increase in the country; and a 2.5% increase for Collier County

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

Lee County		
Company	Industry	# of Employees
Lee Memorial Health System	Health Care	10,900
Lee County School District	Public Education	10,600
Publix Super Markets	Retail Trade	6,968
Walmart	Retail Trade	3,792
Win-Dixie	Retail Trade	3,348
Collier County		
Collier County Public Schools	Public Education	7,041
Naples Community Hospitals	Health Care	7,000
Collier County Administration	County Government	1,600
Arthrex, Inc.	Manufacturing	1,400
Ritz Carlton-Naples	Hospitality	1,100
Charlotte County		
Charlotte Regional Medical Center	Health Care	3,950
Palm Automotive	Automotive	2,656
Charlotte County School District	Public Education	2,140
St. Joseph Preferred Health Care, Inc.	Health Care	1,400
City of Port Charlotte	County Government	1,027

Source: Southwest Florida Economic Development Alliance website.

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:

	Counties Served by Florida SouthWestern State College				
	Lee	Charlotte	Collier	Hendry	Glades
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 2016, female students made up 61.1 % of the student body, with males making up 38.6%. Of the 16,616 students, 48.3% were White, 30% Hispanic and 10.7% were Black/African American. The age of Florida SouthWestern State College students varies as well with 26.1% of the students' ages 18-19, 17.6% between the ages of 20-21 and 17% ages 25-34.

Florida SouthWestern State College

Fall 2016 Enrollment

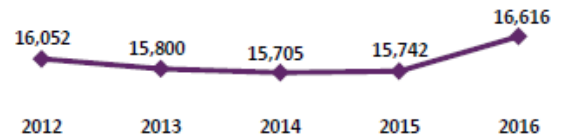
Published by the Office of Institutional Research

Enrollment	Fall 2015		Fall 2016		Percent Change
	n	%	n	%	
Total	15,742	100.0%	16,616	100.0%	5.6%
Full-Time	5,389	34.2%	5,708	34.4%	5.9%
Part-Time	10,353	65.8%	10,908	65.6%	5.4%
FTE*	4,647	---	4,914	---	5.7%

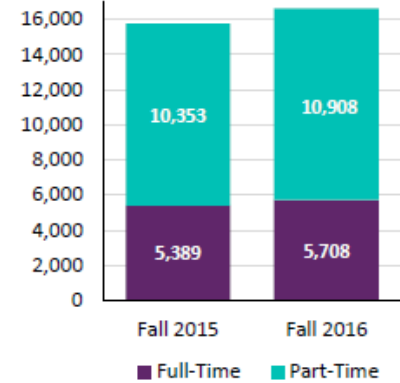
Credit Hour Production	Fall 2016		FTE* per Campus	Fall 2016
	n	%		
Total	147,418	100.0%	Total	4,914
Lee	75,110	51.0%	Lee	2,504
Collier	25,289	17.2%	Collier	843
Charlotte	12,764	8.7%	Charlotte	425
Hendry/Glades	3,051	2.1%	Hendry/Glades	102
FSW Online	31,204	21.2%	FSW Online	1,040

Residency Status	n	%
FL Resident	12,924	77.8%
Non-FL Resident	671	4.0%
F1 Non-Resident	30	0.2%
Dual Enrollment	2,991	18.0%

5-Year Fall Enrollment



Enrollment



Gender and Race/Ethnicity	Hispanic	Amer Ind/ Nat Alask	Asian	Black/ Afr Amer	Nat Haw/ Pac Islld	White	Two or More	Unknown	Total
Female	3,048	46	195	1,111	23	4,868	243	626	10,160
Male	1,918	15	143	659	5	3,140	137	391	6,408
Unknown	12	0	0	5	0	19	1	11	48
Total	4,978	61	338	1,775	28	8,027	381	1,028	16,616

Gender and Age	< 18	18 - 19	20 - 21	22 - 24	25 - 34	35 - 44	45 - 54	55 +	Total
Female	1,768	2,502	1,654	1,266	1,800	725	364	81	10,160
Male	883	1,819	1,267	904	1,034	314	137	50	6,408
Unknown	3	16	7	12	5	3	1	1	48
Total	2,654	4,337	2,928	2,182	2,839	1,042	502	132	16,616

Top 10 Academic Program Enrollment	n	FL Residents	n	Top 5 FL Counties Outside 5-County Area of FL Residents	n
1. AA General Studies	10,319	In 5-County Area	11,993	1. Sarasota County	169
2. AA Nursing Entry Focus	1,165	Lee County	7,257	2. Miami-Dade County	93
3. Non-Degree Seeking	729	Collier County	3,315	3. Broward County	85
4. AS Business Admin/Mgmt	520	Charlotte County	1,067	4. Palm Beach County	72
5. AS Nursing Basic Prog	469	Hendry County	328	5. Desoto County	56
6. BAS Supervision & Mgmt	461	Glades County	26		
7. AA Dental Hygiene Focus	277	Outside 5-County Area	931		
8. AS Emergency Med Serv Tech	222				
9. AA Radiologic Tech Focus	219				
10. AA Nursing Transition Focus	186				

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

Source: Local Banner Data 10-31-16



Brian Chapman Jr.
Chair



Tristan "Tris" Chapman,
Vice-Chair



Julia G. Perry



Christopher T. Vernon

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. Board meetings are held five or six times per year.



Braxton c. Rhone



Marjorie Starnes-Bilotti



Eric Loche



Sankey E. "Eddie"
Webb, III



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. 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, adaptive services, and communications and marketing.

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, public safety and facilities planning and development.

Dr. Jeff Stewart, Provost and Vice President, Academic Affairs

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

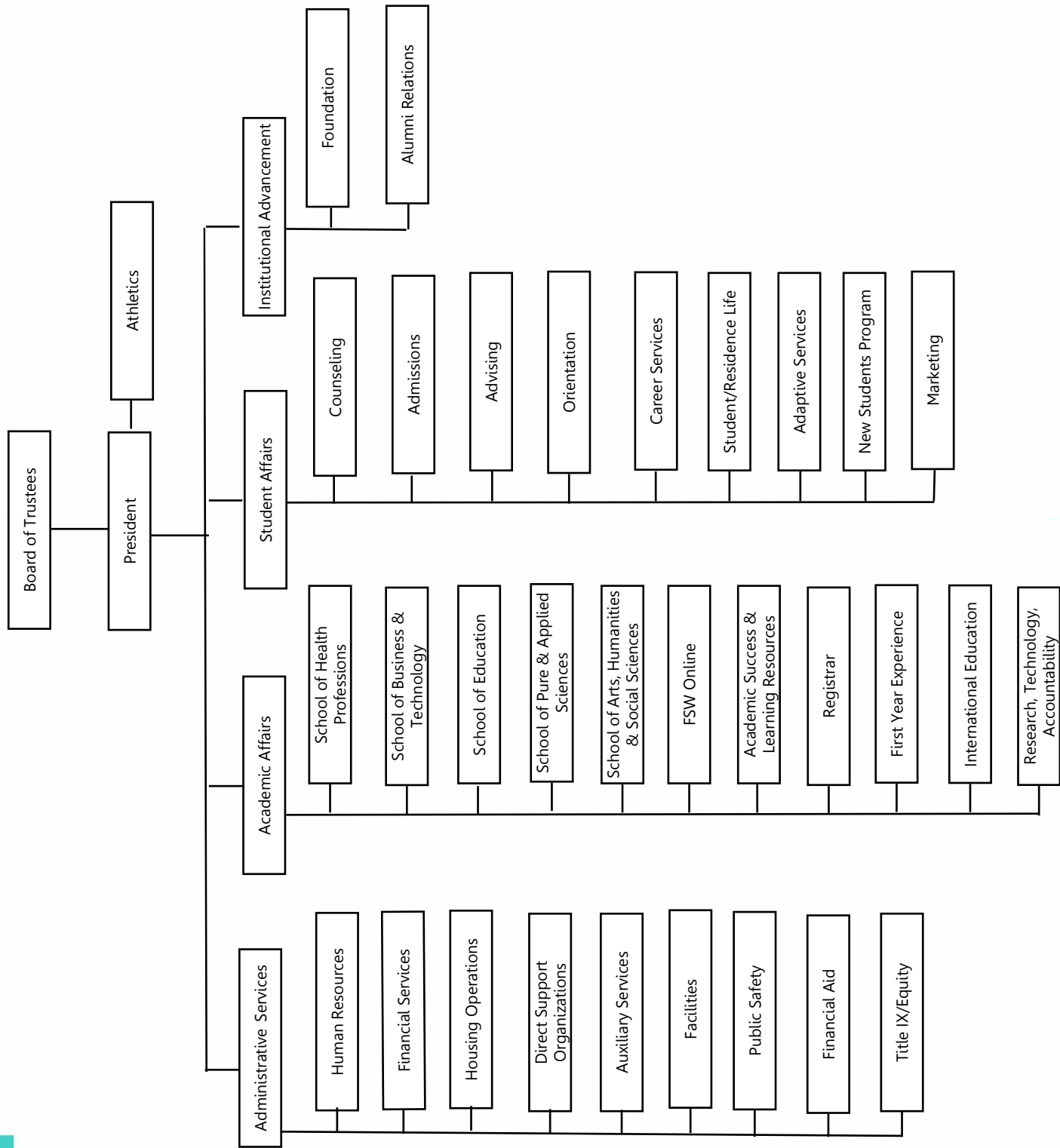
Dr. Louis Traina, Vice President, Institutional Advancement

Dr. Traina is the chief development officer of the College and provides leadership for the Foundation. 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. Denis Wright, 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. Wright 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.



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, Athletics, 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, International Education and First Year Experience. In addition, they provide data and research on such things as enrollment, degrees and other state accountability measures, as well as support the campus community in setting goals, evaluating success and improving their impact and effectiveness. Also under the purview of the Office of Academic Affairs are Information Technology, and Grants Development.

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, New Students Program, and Communications and Marketing.

Office of Administrative Services-

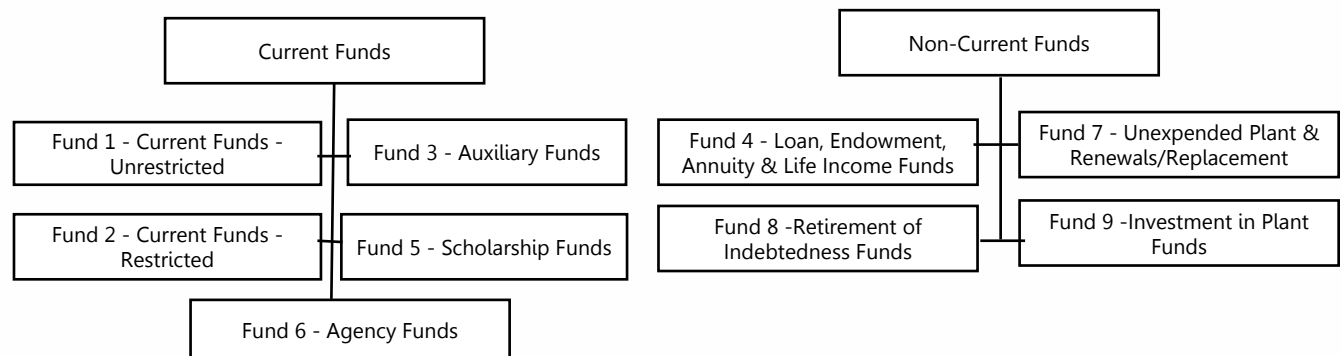
The Office of Administrative Services provides direction, support and oversight to operational units including Auxiliary Services, Budget and Financial Services, the Bursars office, Campus Safety and Security, Facilities Planning and Management, Financial Aid, Human Resources, Direct Support Organizations,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

Office of Institutional Advancement-

The Institutional Advancement Department oversees the Foundation which includes 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 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 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 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 and course 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.

Gifts, Contributions, Grants & Contracts -

The revenue in this category comes from the Dual Enrollment contracts with the School Districts, and from indirect costs charged to the Collegiate High Schools and Continuing Education Programs.

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.

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.

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 2018 the budget for capital expenditures within the operating budget is \$200,906 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.

The state provided a total of \$6.3M this year from the Public Education Capital Outlay (PECO) to support facilities projects at the college. These funds will be mainly used for capital renovations in Thomas Edison (Lee) Campus which includes Heating, Ventilation and Air Conditioning (HVAC), and classroom renovation / remodel in Hendry Hall (building K), infrastructure renovation / remodel of 1st and 2nd floor of Taeni Student Services Hall (building S); and renovation /remodel of Howard Hall (building Q).



In Fall 2016 the FSW Arena opened its doors, and the operating budget for Fiscal Year 2018 includes an additional \$192K to support the increase in utilities and custodial services at this location; as well as \$351K from Auxiliary Funds for additional personnel needed to plan, coordinate and operate events held within the arena.



Budget Development and Adoption

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



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

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

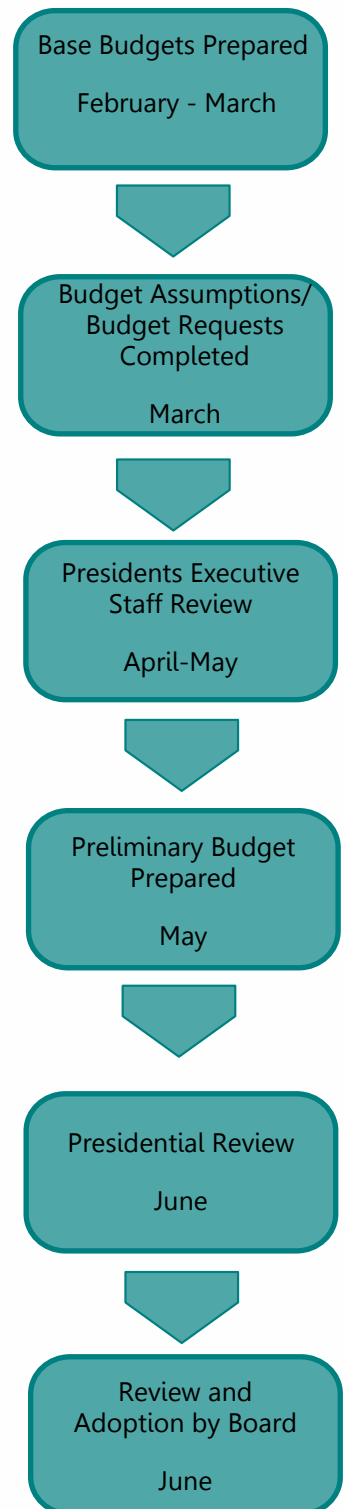
The Office of Financial Services prepares a draft budget which encompasses all approved requests and any budget adjustments brought forth by the President's Executive Staff.

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 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.

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 included use of data, evidence by each unit for making changes, and modifications for improvement.

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

- Focus recruiting, admissions, and retention efforts
- Create a robust residential life experience on Lee Campus to support our residence hall
- Explore the potential return of athletics as a component of student life/residential life
- Increase scholarly activity vis-à-vis the creation of a sponsored programs office
- Expand International Education
- Provide efficient processes that enhance or improve student, faculty and staff overall experience with the college
- Explore new workforce-related certificate and degree offerings including additional \$10,000 degree options

Increasing Community Connections

- Fund new initiatives that hold promise for FSW
- Emphasize the Arts as a community resource
- Refocus the direction for the FSW Foundation and enhancing its role in the college
- Increase service area coverage through regional vice presidents for economic and community development
- Assess and respond to regional workforce needs

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. For fiscal year 2018 current budget has been reallocated to support the initiatives.

Selected 2016-2017 Accomplishment Highlights

The 2016-2017 accomplishments are aligned with the following strategic directions.

MISSION

Every FSW student comes with the intent and commitment **to graduate** and **every FSW employee** is engaged in facilitating that commitment – students **DEDICATE TO GRADUATE**.

STRATEGIC DIRECTIONS

1. Focus recruiting and admissions upon entering FSW with the intent and commitment **to graduate**.
 - Continue to recruit high achieving students
 - Encourage full-time enrollment
 - Facilitate student completion of financial aid / scholarship applications
2. Explore new workforce-related certificate and degree options benefitting potential **FSW graduates**.
3. Support curricular and programmatic innovation to enhance the academic experience, engender student achievement, and increase the number of successful **FSW graduates**.
 - Continue to reinforce best teaching and learning practices through professional development offerings
 - Upgrade and increase academic technology to support active and engaged learning across the disciplines
 - Strengthen the academic learning community through opportunities for dialogue and collaboration within and across disciplines
4. Review college processes and procedures based on **facilitating graduation**. For example, move to “opt out” process for graduation.
5. Create a college experience that enhances FSW students’ – both residential and commuter, traditional and nontraditional – education to become **a well-rounded FSW graduate**.
 - Continue to enhance residence life programs
 - Continue to involve students in extracurricular activities – academic enrichment experiences, athletic events, cultural experiences, international experiences, research opportunities, etc.
 - Expand internship experiences
 - Explore how students can get a full program/degree/certificate on a satellite campus by articulating the satellite campus program of study including timelines of classes on each campus
 - Increase scholarly activity, including opportunities for student research
 - Expand international education



1. Focus recruiting and admissions upon entering FSW with the intent and commitment to graduate.

a. Continue to recruit high achieving students

First-Time Degree Seeking Freshman Enrollment	Fall 2014	Fall 2015	Fall 2016	% Change from Prior Year	Fall 2016 Original Goals	Fall 2016 Goal Status	Proposed Goal Fall 2017
Total First-Time Degree Seeking Freshman Enrollment	2,993	2,979	3,257	↑ 9.33%	3,109	●	3,140
First-Time Degree Seeking Freshman Enrollment for High Performing Students	1,143	1,292	1,427	↑ 10.45%	1,212	●	1,249
First-Time Degree Seeking Freshman Enrollment for Florida Residents Outside of FSW's 5-county Service Area	202	193	220	↑ 13.99%	228	●	239
First-Time Degree Seeking Freshman Enrollment for Targeted Out-of-State Students	37	59	61	↑ 3.39%	51	●	56

Percent Change Arrows: **Green** = increase from prior year; **Yellow** = decrease of 10% or less; **Red** = decrease greater than 10%

Goal Status: **Green** = met or exceeded target; **Yellow** = within 10% of target; **Red** = target not met

- The overall Fall 2016 total first-time degree seeking freshman enrollment increased 9.33% from Fall 2015.
- High performing students who were first-time degree seeking freshmen increased by 10.45% from Fall 2015
- Enrollment for FL residents outside of FSW's 5-county service area increased 13.99%.



2015 – 2016 Selected Strategic Directions Accomplishment Highlights

First-Time Degree Seeking Freshman Enrollment	Fall 2014	Fall 2015	Fall 2016	% Change from Prior Year	Fall 2016 Original Goals	Fall 2016 Goal Status	Proposed Goal Fall 2017
First-Time Degree Seeking Freshman Enrollment at the <u>Charlotte</u> Campus	246	247	282	↑ 14.17%	248	●	251
First-Time Degree Seeking Freshman Enrollment at the <u>Collier</u> Campus	642	663	667	↑ 0.60%	669	●	675
First-Time Degree Seeking Freshman Enrollment at the <u>Lee</u> Campus	1,901	1,790	1,999	↑ 11.68%	1971	●	1990
First-Time Degree Seeking Freshman Enrollment at the <u>Hendry Glades</u> Center	90	128	112	↓ -12.5%	91	●	92
First-Time Degree Seeking Freshman Enrollment <u>FSW Online</u>	114	151	197	↑ 30.46%	130	●	132

Percent Change Arrows: **Green** = increase from prior year; **Yellow** = decrease of 10% or less; **Red** = decrease greater than 10%

Goal Status: **Green** = met or exceeded target; **Yellow** = within 10% of target; **Red** = target not met

- All campuses except for Hendry Glades Center saw an increase in enrollment, with the largest increases being FSW Online and Charlotte

b. Encourage full-time enrollment

Fall-to-Fall Retention Associate Degree Seeking Students

All Enrolled Associate Degree Seeking Students (excludes Dual Enrollment)	Term	Fall 2013	Fall 2014	Fall 2015	% Change from Prior Year	Fall 2015 Goal	Fall 2015 Goal Status	Proposed Goal Fall 2016
	Total Students	11,894	11,528	11,211	↑ 7.7%	11,211	●	62.0%
	Retained (n)	7,145	7,113	7,776		6,895		
	Retained (%)	60.1%	61.7%	69.4%		61.5%		
First-Time Associate Seeking Freshmen	Total Students	2,942	2,975	2,966	↓ -0.4%	2,966	●	60%
	Retained (n)	1,654	1,786	1,769		1,780		
	Retained (%)	56.2%	60.0%	59.6%		60.0%		
First-Time Full-Time Associate Seeking Freshmen	Total Students	1,810	1,880	1,870	↑ 0.1%	1,870	●	64.0%
	Retained (n)	1,095	1,229	1,224		1,178		
	Retained (%)	60.5%	65.4%	65.5%		63.0%		
First-Time Full-Time Associate seeking Freshmen Prior Year High School Graduates	Total Students	1,337	1,447	1,553	↑ 0.1%	1,553	●	66.0%
	Retained (n)	844	991	1,066		1,017		
	Retained (%)	63.1%	68.5%	68.6%		65.5%		

Percent Change Arrows: Green = increase from prior year; Yellow = decrease of 10% or less; Red = decrease greater than 10%

Goal Status: Green = met or exceeded target; Yellow = within 10% of target; Red = target not met

- Fall-to-Fall retention for all associate degree-seeking students increased 7.7% from the previous cohort (Fall 2014).
- Fall-to-Fall retention for First-time associate degree-seeking students stayed relatively the same (0.4% decrease).
- Fall-to-Fall retention for First-time Full-time associate degree-seeking freshmen stayed relatively the same (0.1% increase).
- Fall-to-Fall retention for First-time Full-time associate degree-seeking freshmen Prior Year High School Graduates stayed relatively the same (0.1% increase).



Fall-to-Fall Retention Baccalaureate Degree Seeking Students

	Term	Fall 2013	Fall 2014	Fall 2015	% Change from Prior Year	Fall 2015 Goal	Fall 2015 Goal Status	Proposed Goal Fall 2016
All Enrolled Baccalaureate Degree Seeking Students	Total Students	1,007	1,072	925	↑ 0.2%	925	●	85.0%
	Retained (n)	820	832	720		777		
	Retained (%)	81.4%	77.6%	77.8%		84.0%		
	Retained (n)	844	991	1066		1017		
	Retained (%)	63.1%	68.5%	68.6%		65.5%		

Percent Change Arrows: **Green** = increase from prior year; **Yellow** = decrease of 10% or less; **Red** = decrease greater than 10%

Goal Status: **Green** = met or exceeded target; **Yellow** = within 10% of target; **Red** = target not met

- Fall-to-Fall retention rates for all baccalaureate degree-seeking students stayed relatively the same (0.2% increase).

Conversion of Dual Enrollment Students to Regular Degree Seeking Students

	Term	Spring 2014	Spring 2015	Spring 2016	% Change from Prior Year	Spring 2016 Goal	Spring 2016 Goal Status	Proposed Goal Spring 2017
Dual Enrollment Spring High School Graduates	Total Students	1,509	1,620	1,609	↓ -3.1%	---	●	22.0%
	Enrolled (n)	292	367	315		---		
	Enrolled (%)	19.4%	22.7%	19.6%		21.0%		

Percent Change Arrows: **Green** = increase from prior year; **Yellow** = decrease of 10% or less; **Red** = decrease greater than 10%

Goal Status: **Green** = met or exceeded target; **Yellow** = within 10% of target; **Red** = target not met

- Conversion of dual enrollment students to regular degree-seeking students for Spring high school graduates decreased 3.1% from Spring 2015.



3-Year Graduation Rates Associate Degree Seeking Students

First-Time Full-Time Associate Seeking Freshmen	Term	Fall 2011	Fall 2012	Fall 2013	% Change from Prior Year	Fall 2013 Goal	Fall 2013 Goal Status	Proposed Goal Fall 2014
	Students	1,812	1,532	1,810	↑ 1.9%	1,810	●	1,880
	Graduated (n)	430	346	444		453		489
	Graduated (%)	23.7%	22.6%	24.5%		25.0%		26.0%

- The 3-Year Graduation Rate for First-time Full-time Associate seeking freshmen increased 1.9% from the previous cohort (Fall 2012).
 - a. Facilitate student completion of financial aid /scholarship applications

2016-2017 Presidential Scholarships	# Awarded	Allocated
Academic Excellence Scholars	39	\$352,650
Academic Promise Scholars	41	\$250,000
Ambassador Scholars	36	\$192,325
Bucs Scholars	32	Out of State Tuition & Fee Waiver Provided by Bursar's Office
2016-2017 Honors Program Scholarships	# Awarded	Allocated
Honors Scholars	61	\$156,330

2. Explore new workforce-related certificate and degree options benefitting potential FSW graduates.

- Proposed new BAS, Information Systems Technology (waiting for final approvals)
- Pure and Applied Sciences: CCC, Audio Technology (Lee Campus) and CCC, Scientific Workplace Preparation (80% of courses available at Hendry Glades Center)
- School of Health Professions: ATC, Computed Tomography (students can schedule clinicals in any Florida county); CCC Medical Information Coder-Biller (30% of courses available online); CCC, Addiction Services (can be completed 100% online)
- School of Business and Technology: CCC, Digital Forensics (initially at Lee Campus with courses to be developed during the next year for online availability); CCC, Engineering Technology Support Specialist (initially offered in a cohort model at Hendry Glades Center, highly portable to other sites with appropriate instructional space); and CCC, Intermodal Freight Transportation (initially offered in a cohort model at Charlotte Campus and is also being developed for online availability)

- School of Education: Exploring the development of a new BS, Interdisciplinary Educational Studies degree; awarded more than 40+ T.E.A.C.H. scholarships (\$33,214 total) during 2016-2017, which increased the number of practicing teachers holding a Childhood Development Associate credential as well as the number of early childhood center directors holding a certified credential; identified and eliminated a policy barrier for non-degree seeking students seeking alternative teaching certification; enrollment in alternative certification courses has increased to over 100 students which is helping to bridge the teacher gap currently being experienced by area school districts

Degrees and Certificates Conferred

Degrees and Certificates Conferred	AY 2010-11	AY 2011-12	AY 2012-13	AY 2013-14	AY 2014-15	AY 2015-16	% Change from Prior AY	AY 2015-16 Goal	AY 2015-16 Goal Status	Proposed Goal AY 2016-17
Certificates	322	279	256	251	234	301	↑ 28.63%	254	●	256
Associate Degrees	2,213	2,422	2,377	2,308	1,942	2,102	↑ 8.24%	2,378	●	2,401
Baccalaureate Degrees	273	310	356	332	341	278	↓ 18.48%	349	●	356

Percent Change Arrows: Green = increase from prior year; Yellow = decrease of 10% or less; Red = decrease greater than 10%

Goal Status: Green = met or exceeded target; Yellow = within 10% of target; Red = target not met

- Associate degrees conferred from 2014-2015 to 2015-2016 increased by 8.24%.
- Baccalaureate degrees conferred from 2014-2015 to 2015-2016 decreased by 18.48%.
- Certificates conferred from 2014-2015 to 2015-2016 increased by 28.63%.

Degrees and Certificates Conferred Per 100 FTE	AY 2010-11	AY 2011-12	AY 2012-13	AY 2013-14	AY 2014-15	AY 2015-16	% Change from Prior AY	AY 2015-16 Goal	AY 2015-16 Goal Status	Proposed Goal AY 2016-17
Associate Degrees Per 100 FTE	19.9	22.4	24.5	24.4	21.3	22.6	↑ 6.10%	24.0	●	26.0
Baccalaureate Degrees Per 100 FTE	37.9	38.3	47.4	44.3	44.7	42.2	↓ -5.59%	48.0	●	52.0

- Associate degrees conferred per 100 FTE from 2014-2015 to 2015-2016 increased by 6.10%.
- Baccalaureate degrees conferred per 100 FTE from 2014-2015 to 2015-2016 decreased by 5.59%.

3. Support curricular and programmatic innovation to enhance the academic experience, engender student achievement, and increase the number of successful FSW graduates.

- a. Continue to reinforce best teaching and learning practices through professional development offerings
 - Professional development now reaches more full-time faculty, adjunct faculty & staff.
 - A full-time staff position was created during AY 2015-2016 to provide organizational and staff development activities for all employees. Categories include instructional, technology, personal, professional, and communities, and are intended to meet the comprehensive needs of all faculty and staff.
 - There has been a 46% increase in the number of professional development sessions offered and an 86% increase in participation.
 - From August 1, 2016 – April 14, 2017, there were 286 professional development sessions offered with 3,109 attendees.
 - Faculty recognition continues to expand as the Teaching and Learning Center staff works closely with the Office of Academic Affairs and Professor Myra Walters (Coordinator, Professional Development and Faculty Engagement)
 - Master Teacher Recognition Awards: Professor Marty Ambrose (English), Dr. Rebecca Gubitti (Mathematics), Dr. Mary Myers (First Year Experience), Dr. Katie Paschall (Speech Communication)
 - NISOD Excellence Award: Wendy Morris (Instructional Assistant) and Professor Judith Sweeney (Nursing)
 - Faculty and staff accomplishments also continue to expand
 - 23 faculty members attended various conferences
 - 16 faculty members presented at various conferences
 - 17 publications were authored by faculty
 - 18 articles authored by faculty and staff were published in the *Charlotte Sun Newspaper*
 - Two faculty members completed their Ph.D.'s
 - Numerous faculty have gone through the IRB process in order to conduct research and have applied for grants and other funding opportunities
 - Faculty and staff participated in many volunteer opportunities with students and the community

4. Review college processes and procedures based on facilitating graduation. For example, move to "opt out" process for graduation.

- An automatic graduation process, "Auto Grad", has been implemented and it has removed many of the administrative steps students had to take to highlight completion of their degrees.
- Students have the opportunity to opt out of the process if they desire.
- The process has streamlined the graduation process and overall efficiency.
- The process played an integral role in increasing the number of students that graduated since its inception (Spring 2016).

Graduation Process (Previously)	Graduation Process (Now)	Future Enhancements
<ol style="list-style-type: none"> 1. Student meets with academic advisor to check degree completion status. 2. Student applies for graduation. If student does not apply, for graduation, degree will not be awarded. 3. Upon registration, students are charged a graduation fee of \$20. 4. At the end of the semester when grades are submitted, final degree audits are generated. 5. Manual degree audit check, then graduation processed. 	<ol style="list-style-type: none"> 1. Developed a robust automated system that generates degree audits. 2. Designed a report that identifies students that have 100% degree requirements met before processing graduation (system process) <p style="text-align: center;">HIGHLIGHTS</p> <ul style="list-style-type: none"> • <i>FSW eliminated the graduation fee.</i> • <i>Students are no longer required to do take any of the previous steps-applying to graduate.</i> 	<ol style="list-style-type: none"> 1. Develop another automated system that identifies students nearing completion. Will enhance retention and graduation strategies. For example, students needing 1-3 classes for their degrees, but not yet registered for those classes. (<i>System is in progress-near completion</i>). 2. Develop a system that will match a student's coursework to other degree programs that they could potentially earn.

Graduates and Impact of Change

Semester	2015 Graduates	2016 Graduates	Impact
Spring	1061	1126	+ 65
Summer	791	1008	+ 217
Fall	787	936	+ 149

5. Create a college experience that enhances FSW students' - both residential and commuter, traditional and nontraditional – education to become a well-rounded FSW graduate.

- a. Continue to enhance residence life programs

Residential Life

Term	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	% Change from Prior Year
Housing Occupancy Rate	74.9%	76.6%	100.0%	93.5%	98.0%	↑ 4.5%

- LightHouse Commons saw a 4.5% increase in occupancy from Fall 2015.
 - Numerous active programs are offered for residents
 - Fall 2016: 31 programs with 1,273 in attendance
 - Spring 2017: 37 programs with 1,383 in attendance
 - Numerous passive programs are also available



- b. Continue to involve students in extracurricular activities – academic enrichment experiences, athletic events, cultural experiences, international experiences, research opportunities, etc.
- c.
 - Spring 2017 – Honors Students:
 - Students participated in the prestigious Harvard Model United Nations Conference hosted by Harvard University (Boston, MA)
 - Students presented their research at the Southern Regional Honors Conference (Asheville, NC)
 - Students traveled to Nicaragua during Spring Break as part of a comparative politics course
 - In the local community, students performed a public art piece downtown at ArtWalk and hosted a beach clean-up (Punta Rassa, FL)
 - Numerous student events were hosted
 - Lee Campus: 164
 - Collier Campus: 144
 - Charlotte Campus: 242
 - Hendry Glades Center: 106

College-Wide New Student Orientation Sessions – Summer/Fall 2016

College-Wide New Student Orientation			
Campus	Registered	Not Registered	Attended
Lee	2,208	147	2,355
Collier	735	53	788
Charlotte	290	37	327
Hendry-Glades	128	1	129
Totals	3,361	238	3,599

- d. Expand internship experiences: <https://www.fsw.edu/internships>
- e. Faculty research initiatives

Faculty Mini-Grants (August 2016)

Faculty	Name of Project	Grant Amount
Furler, Robert	HIV-Mediated Inhibition of Potassium Channels Induces	\$8,500
Hermann, Henry	Defensive Mechanisms of Polistes major	\$2,300
Ulrich, Melanie	The Effect of Water Quality on Atlantic Blue Crab (<i>Callinectes sapidus</i>) Population Trends in the Caloosahatchee River	\$3,750
Witty, Michael	Improved Recovery of Nitrogen & Phosphorus from Waste Water	\$4,217

Faculty Mini-Grants (November 2016)

Faculty	Name of Project	Grant Amount
Ayudhya, Thep	Improving Analytical Method in Forensic Science	\$5,000
Campbell, Cindy	Bring Library Resources to Life for Students	\$6,074
Feemster, Ronald	Leg Man: A Novel	\$7,000
Gaidos, Gabriel	Toxicity Evaluation of Food Additives	\$5,000
Pritchett, Elijah	Rotten, Vicious and Damned: Punk's Subjectivity of Resistance	\$7,695

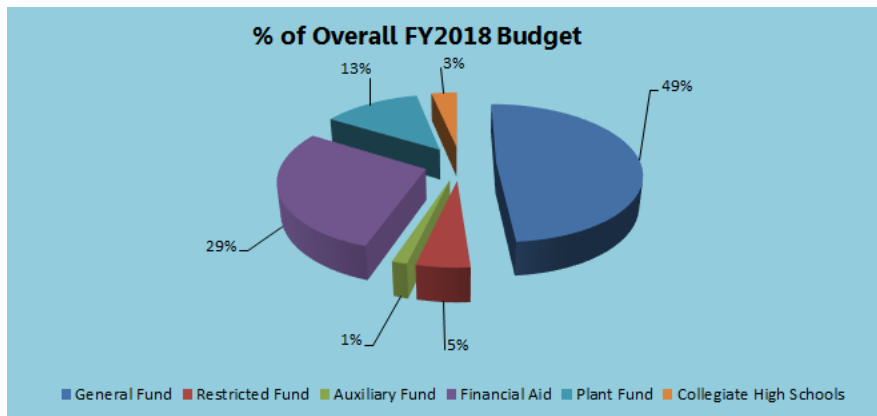
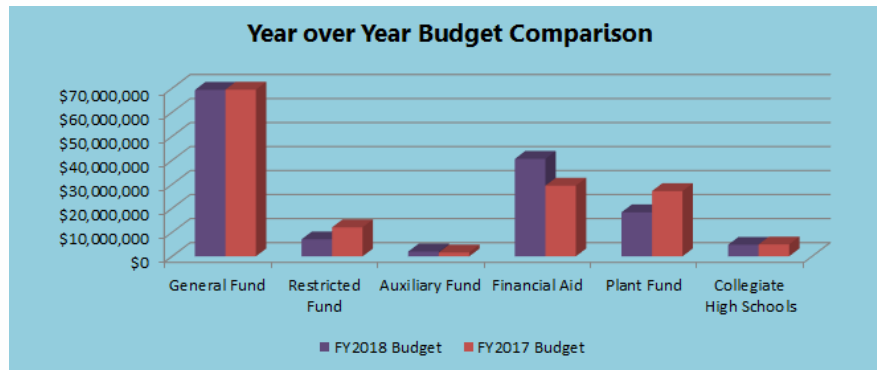
- f. Expand international education

Faculty Led Trips – Spring 2017		
Faculty	Country	# of Students
Dr, Bruno Baltodano	Managua, Nicaragua	14
Amanda Lehrian	Dublin, Ireland	7
Student(s) Study Abroad – Fall 2016		
Host Provider	Country	#Students/Program
CISAbroad	Dublin, Ireland	1 Internship for Criminal Justice

Fund Type	FY2018 Budget	FY2017 Budget ¹	Change	% Change
General Fund	\$69,655,425	\$72,139,136	(\$2,483,711)	-3.44%
Restricted Fund	\$7,093,919	\$12,085,430	(\$4,991,511)	-41.30%
Auxiliary Fund	\$2,023,471	\$1,598,215	\$425,256	26.61%
Financial Aid	\$40,730,133	\$46,452,536	(\$5,722,403)	-12.32%
Plant Fund ²	\$26,930,001	\$27,171,595	(\$241,594)	-0.89%
Subtotal	\$146,432,949	\$159,446,912	(\$13,013,963)	-8.16%
Collegiate High Schools	\$4,812,660	\$4,961,579	(\$148,919)	-3.00%
Grand Total	\$151,245,609	\$164,408,491	(\$13,162,882)	-8.01%

¹General Fund budget as of April 30, 2017

²Includes prior year carryover funds



Consolidated Funds

SOURCES OF FUNDS	Financial Aid Fund				Unexpended Plant Fund	Invested in Plant Fund	Subtotal	Collegiate High Schools		Grand Total
	General Fund	Restricted Fund	Auxiliary Fund	Financial Aid Fund				Collegiate High Schools	Grand Total	
Student Fees	33,717,257	2,309,464	-	1,318,000	4,157,021	-	41,501,742	-	41,501,742	
Support from State Govt.	31,086,622	2,532,600	-	1,316,127	7,432,308	-	42,367,657	4,587,660	46,955,317	
Support from Fed. Govt.	35,000	1,377,856	-	35,918,452	-	-	37,331,308	80,000	37,411,308	
Gifts, Contributions, Grants & Contracts	2,505,086	730,779	-	2,147,554	290,000	-	5,673,419	-	5,673,419	
Sales & Services	588,683	-	2,023,471	-	-	-	2,612,154	140,000	2,752,154	
Transfers (from other funds)	471,458	-	-	-	6,350,000	-	6,821,458	5,000	6,826,458	
Other Sources	144,919	-	-	-	-	-	144,919	-	144,919	
Fund Balance Transfers	1,106,400	143,220	-	-	8,700,672	-	9,950,292	-	9,950,292	
TOTAL FUNDS AVAILABLE	69,655,425	7,093,919	2,023,471	40,700,133	26,930,001	-	146,402,949	4,812,660	151,215,609	
USES OF FUNDS										
Staff Costs										
Executive & Mgt. Staff	5,266,186	325,248	144,815	-	-	-	5,736,249	-	5,736,249	
Instructional Staff	16,699,297	241,983	-	-	-	-	16,941,280	1,158,198	18,099,478	
Other Professional Staff	9,207,418	1,236,855	350,314	-	-	-	10,794,587	515,212	11,309,799	
Tech., Clerical & Trade Staff	4,658,262	110,172	143,343	-	-	-	4,911,777	-	4,911,777	
Instructional & Other Temp. Professionals	5,435,243	78,270	55,000	-	-	-	5,568,513	-	5,568,513	
Student Employment	430,416	412,433	57,000	-	-	-	899,849	-	899,849	
Benefits	11,266,363	651,424	221,872	-	-	-	12,139,659	530,769	12,670,428	
Total Staff Costs	52,963,185	3,056,385	972,344	-	-	-	56,991,914	2,204,179	59,196,093	
Current Expenses										
Travel	594,663	171,500	23,270	-	-	-	789,433	328,816	1,118,249	
Operating Expenses*	4,367,590	907,998	274,150	40,700,133	13,684,917	-	59,934,788	850,032	60,784,820	
Rental - Facilities & Equipment	249,687	117,500	70,768	-	-	-	437,955	210,500	648,455	
Insurance	791,300	-	-	-	-	-	791,300	500	791,800	
Utilities	2,430,684	-	12,000	-	-	-	2,442,684	152,000	2,594,684	
Contract Services	5,918,326	2,700,100	249,218	-	-	-	8,867,644	783,000	9,650,644	
Transfers (to other funds)	139,084	-	303,050	-	6,350,000	-	6,792,134	113,533	6,905,667	
Other Expenses	1,700,000	-	-	-	1,789,890	-	3,489,890	5,100	3,494,990	
Reserves	-	-	103,671	-	-	-	103,671	-	103,671	
Budget Contingency	300,000	140,436	-	-	300,000	-	740,436	60,000	800,436	
Bond and Loan Payments	-	-	-	-	-	1,789,890	1,789,890	-	1,789,890	
Total Current Expenses	16,491,334	4,037,534	1,036,127	40,700,133	22,124,807	-	86,179,826	2,503,481	88,683,307	
Capital Expenditures										
Capital Expenditures	200,906	-	15,000	-	582,760	-	798,666	105,000	903,666	
Total Capital Expenditures	200,906	-	15,000	-	582,760	-	798,666	105,000	903,666	
TOTAL EXPENDITURES & TRANSFERS	69,655,425	7,093,919	2,023,471	40,700,133	22,707,567	1,789,890	143,970,406	4,812,660	148,783,066	
Change in Fund Balance	-	-	-	-	4,222,434	(1,789,890)	2,432,543	-	2,432,543	

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

In order to begin the budget development process, a number of budget assumptions and estimates 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 and estimates used to prepare the Fiscal Year 2018 budget:

Revenue:

- Base at risk of \$781,577 is restored
- No changes to tuition or associated fees
- 1 % Enrollment increase
- State funding decreased by \$656,617
- \$100K transfer from Auxiliary Funds
- Some course fees changed with an overall impact to the revenue of (\$117,607)
- All other fees are calculated using actual amounts from Fall 2016 and Spring 2017

Expenses:

- An additional \$117,872 for new initiatives
- An additional \$437k for contractual or fixed expenses with expected price increases
- Personnel salaries include a 1% recurring salary increase and a 1% non-recurring increase for Faculty.
- \$600K cut to operating budgets.
- A \$200K cut to employee tuition reimbursement benefits. This will be absorbed within current operating budgets.
- 4% increase in Health Insurance Rates
- An additional \$177K to cover increase in Florida Retirement System rates.

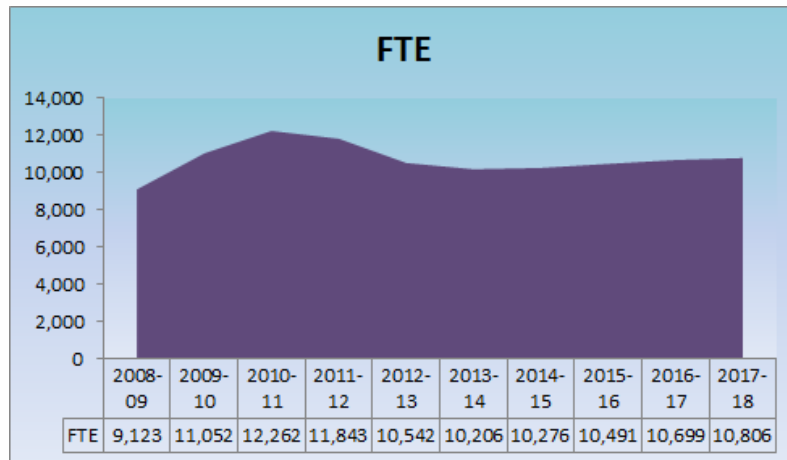
Significant Items Affecting 2018 Operating Budget

Revenues

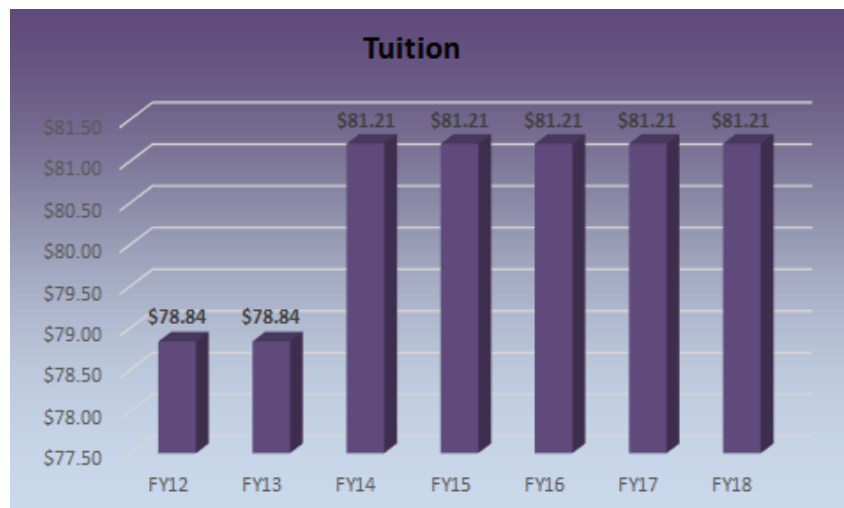
Tuition and Fees -

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 2018 total student fee revenue projected for the operating fund (Fund 1) is \$33,717,257. Tuition makes up 89% while other fees make up the remaining 11%. This figure is based on a 1% enrollment increase projection for Fiscal Year 2018. Enrollment has increased steadily since FY14 with the current FY17 FTE projected to be 10,699.

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 fifth year in a row 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 fee costs include, consumable goods and services, cost of equipment, software, licenses, maintenance and associated supports costs, and the cost of additional instructional support. The Schools of Arts, Humanities and Social Sciences, Pure and Applied Sciences and the Division of Academic Success, performed their course fee review for Fiscal Year 2018.





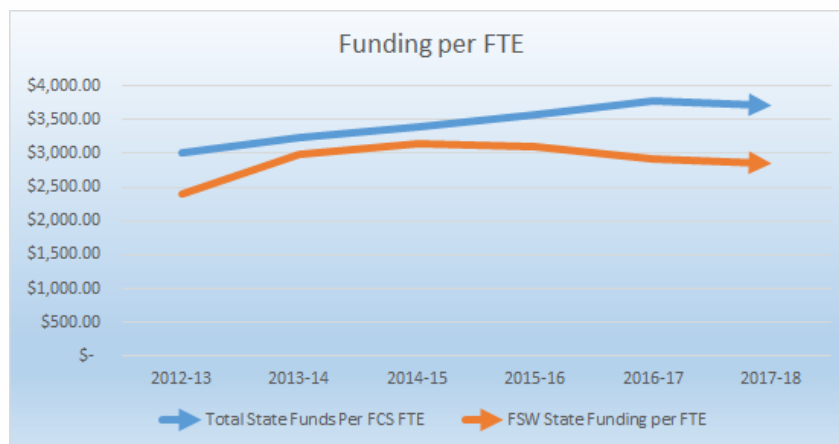
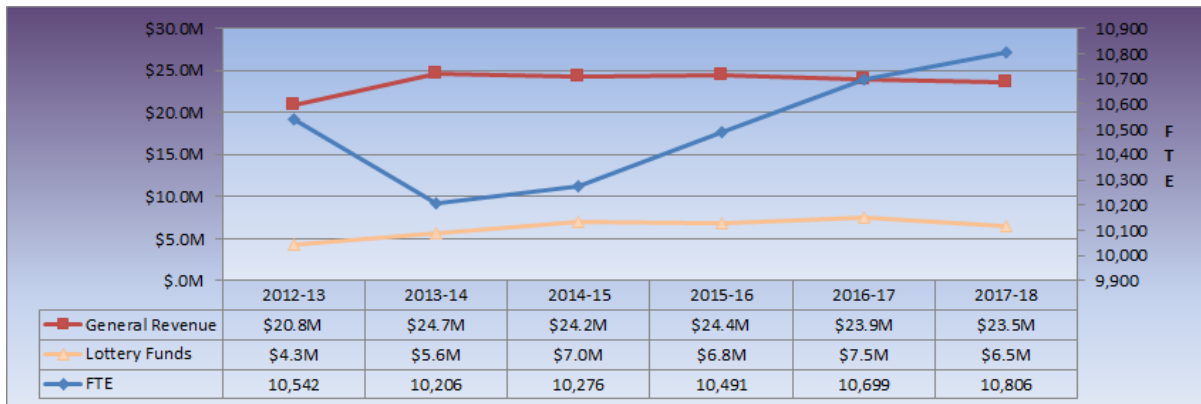
Significant Items Affecting 2018 Operating Budget

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). Beginning in FY16 a portion of State Funding was allocated to Performance Base Funding. The funding was derived from a reallocation of current state (base) funds and additional state funds (investment).

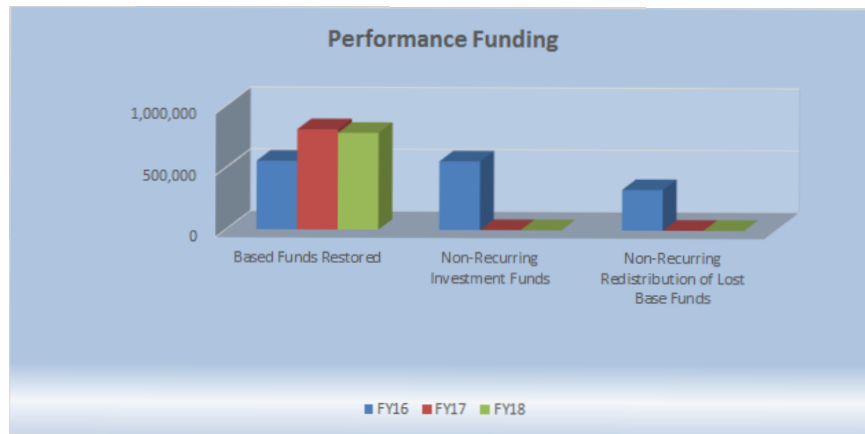
Over the last several years FSW has been funded at an amount less than the state average. The total amount of funding received by FSW from state appropriations for FY18 is projected to be \$30,771,966 (not including Performance Based Industry Certifications and indirect cost from State Grants). It represents 44.3% of the total operating budget. This total includes \$781,577, which is the "base at risk" in the Performance Funding model. A portion of state appropriations comes from lottery funds. 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 2018 Operating Budget

	Program Fund Appropriations			Base Funds Removed for Performance Funding	Performance Funding			Total Performance Funding
	Recurring General Revenue	Lottery Funds	Total Appropriation		Based Funds Restored	Non-Recurring Investment Funds	Non-Recurring Redistribution of Lost Base Funds	
FY16	24,396,667	6,765,992	31,162,659	(553,749)	553,749	553,749	328,772	1,436,270
FY17	23,882,856	7,545,727	31,428,583	(809,614)	809,614	0	0	809,614
FY18	23,540,029	6,450,360	29,990,389	(781,577)	781,577*	0	0	781,577

*assumption





Significant Items Affecting 2018 Operating Budget

Expenses

Salaries and Benefits -

Salaries and benefits make up approximately 76% of the operating budget for FY18. Below is a summary of the number of staff for the last 3 years as reported on the Integrated Post Secondary Education Data System (IPEDS) Report. The "Instructional Staff" category decreased over the prior year mainly in the part-time instructors category due to a more efficient process of scheduling classes. The Business and Financial Operations Occupations shows a small increase as a result of a reorganization in Financial Aid approved as a new initiative for FY17 budget. The total number of employees slightly decreased over Fall 2015. Benefits for each employee are budgeted based on the current benefits elections plus any anticipated change in rates.

Number of Staff by employment status and occupational category

Occupational Category	Fall 2016			Fall 2015			Fall 2014		
	Full Time	Part Time	FTE Staff	Full Time	Part Time	FTE Staff	Full Time	Part Time	FTE Staff
Instructional Staff	173	386	302	176	418	315	172	450	322
Library and Student and Academic Affairs and Other Education Services Occupations	55	206	124	64	168	120	59	191	123
Management Occupations	47	0	47	45	0	45	45	0	45
Business and Financial Operations Occupations	57	0	57	52	2	53	47	1	47
Computer, Engineering, and Science Occupations	36	0	36	36	1	36	37	1	37
Community, Social Service, Legal Arts, Design, Entertainment, Sports and Media Occupations	33	19	39	33	15	38	37	1	37
Healthcare Practitioners and Technical Occupations	29	2	30	27	1	27	29	1	29
Service Occupations	28	5	30	31	7	33	29	7	31
Office Administrative Support Occupations	88	66	110	98	42	112	101	212	172
Natural resources, Construction, and Maintenance Occupations	3	0	3	5	0	5	4	0	4
Total Number of Staff	549	684	778	567	654	784	560	864	847

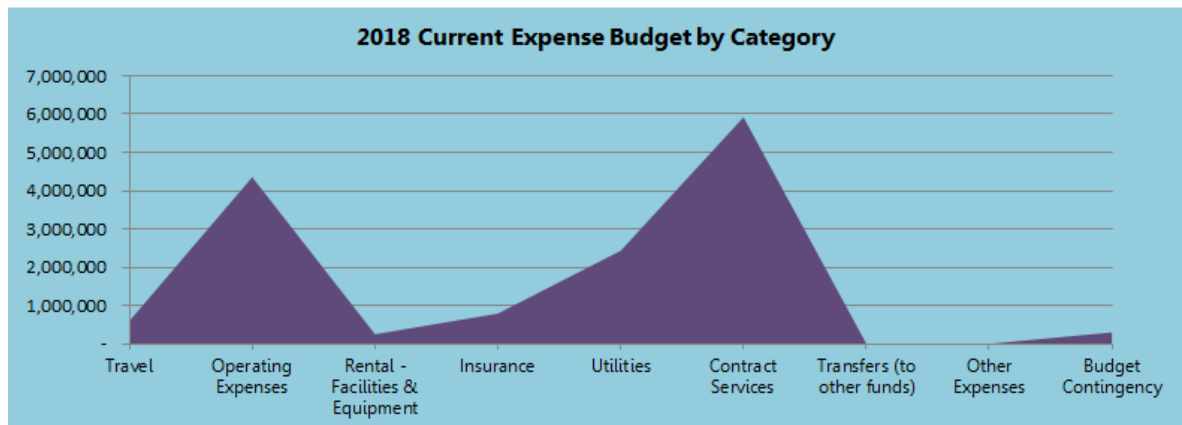
Benefit Rate Changes			
<i>Retirement</i>			
Class	FY16 Rate	FY17 Rate	
Regular	\$7.52	\$7.92	
Special Risk	\$22.57	\$23.27	
Senior Manage	\$21.77	\$21.77	
<i>Health Insurance</i>			
Plan	FY17 Rate	FY18 Rate	
HMO	\$586	\$598	
PPO	\$606	\$634	

Significant Items Affecting 2018 Operating Budget

Expenses

Current Expenses

General current expenses make up 23.7% of the operating budget. Contractual services makes up the largest piece of the \$16.4M current expense budget as it is 34% of the total. Examples of contracted services are GCA Services Group, provider of janitorial services; and Ellucian Company, provider of Banner software. This is followed by general operating expenses and then utilities. A contingency budget of \$300,000 has also been included. If funds become available at the end of the 2018 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

	2017-18 Proposed Budget	2016-17 Current Budget	2015-16 Actual Amounts	2014-15 Actual Amounts	2013-14 Actual Amounts
SOURCES OF FUNDS					
Student Tuition and Fees	33,717,257	32,994,783	32,790,292	30,984,009	33,664,608
Support from State Govt.	31,086,622	31,636,465	32,311,516	31,518,948	30,395,119
Support from Fed. Govt.	35,000	100,000	108,328	155,552	116,772
Gifts, Contributions, Grants & Contracts	2,505,086	2,290,450	2,448,675	2,228,682	407,248
Sales & Services	588,683	572,938	562,340	586,341	571,709
Transfers (from other funds)	471,458	163,050	246,625	440,871	240,579
Other Sources	144,919	233,418	272,841	276,193	191,917
Fund Balance Transfers	1,106,400	4,148,032	-	-	-
TOTAL FUNDS AVAILABLE	69,655,425	72,139,136	68,740,616	66,190,596	65,587,952
USES OF FUNDS					
Staff Costs					
Executive & Mgt. Staff	5,266,186	5,301,838	5,564,110	4,998,053	4,839,583
Instructional Staff	16,699,297	15,772,757	15,860,566	15,572,065	15,041,410
Other Professional Staff	9,207,418	9,341,126	8,253,024	7,808,638	6,969,338
Tech., Clerical & Trade Staff	4,658,262	4,825,748	4,694,066	4,589,101	4,558,966
Instructional & Other Temp. Professionals	5,435,243	6,050,305	5,580,798	6,358,977	6,695,719
Student Employment	430,416	514,657	450,981	480,996	365,746
Benefits	11,266,363	10,972,452	10,929,180	8,982,142	9,456,296
Total Staff Costs	52,963,185	52,778,882	51,332,725	48,789,972	47,927,058
Current Expenses					
Travel	594,663	906,320	672,158	631,509	595,966
Operating Expenses	4,367,590	5,776,103	6,443,497	5,576,125	4,179,137
Rental - Facilities & Equipment	249,687	334,353	156,622	142,671	233,384
Insurance	791,300	827,719	735,738	796,425	790,817
Utilities	2,430,684	2,084,729	1,853,758	1,966,233	1,872,207
Contract Services	5,918,326	6,118,567	5,282,680	5,391,728	5,401,681
Transfers (to other funds)	139,084	2,701,440	2,356,125	1,440,638	5,100,000
Other Expenses	1,700,000	150	714,768	599,671	1,363,965
Budget Contingency	300,000	181,465	-	-	-
Total Current Expenses	16,491,334	18,930,846	18,215,346	16,545,000	19,537,157
Capital Expenditures					
Capital Expenditures	200,906	429,408	529,200	665,016	622,325
Total Capital Expenditures	200,906	429,408	529,200	665,016	622,325
TOTAL EXPENDITURES & TRANSFERS	69,655,425	72,139,136	70,077,271	65,999,988	68,086,540
Change in Fund Balance	-	-	(1,336,656)	190,608	(2,498,588)

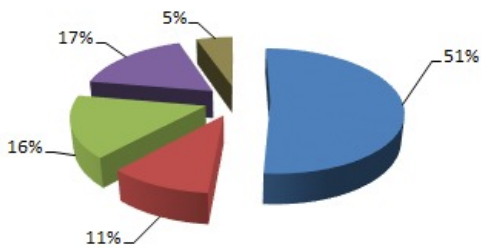


General Fund (Operating Budget)

Fund 1: General Fund - Functional Distribution of Budgets

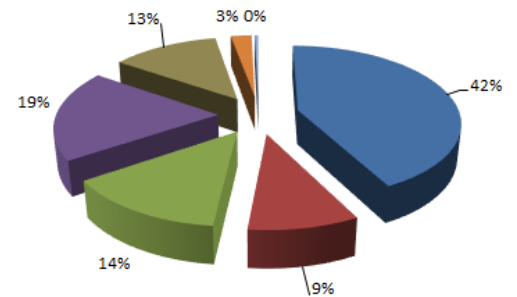
	Direct Instruction	Academic Support	Student Support	Institutional Support	Physical Plant	Student Financial Aid Assistance	Contingency
Staff Costs							
Executive & Mgt. Staff	356,518	1,432,511	1,029,090	2,276,395	171,672	-	-
Instructional Staff	15,773,670	549,902	375,725	-	-	-	-
Other Professional Staff	482,765	1,555,041	3,231,142	3,494,806	443,664	-	-
Tech., Clerical & Trade Staff	125,238	683,800	1,576,001	857,174	1,416,049	-	-
Instructional & Other Temp. Professionals	5,311,981	37,000	67,105	19,157	-	-	-
Student Employment	430,416	-	-	-	-	-	-
Benefits	4,594,308	1,189,345	2,125,696	2,529,599	827,415	-	-
Total Staff Costs	27,074,896	5,447,599	8,404,759	9,177,131	2,858,800	-	-
Current Expenses							
Travel	95,584	241,693	126,457	128,373	2,556	-	-
Operating Expenses	1,924,102	420,560	164,484	1,059,850	798,594	-	-
Rental - Facilities & Equipment	20,239	17,074	42,655	100,934	68,785	-	-
Insurance	6,300	-	-	785,000	-	-	-
Utilities	5,792	3,600	-	-	2,421,292	-	-
Contract Services	367,586	302,486	818,852	1,874,108	2,555,294	-	-
Transfers (to other funds)	34,940	-	104,144	-	-	-	-
Other Expenses	-	-	-	-	-	1,700,000	-
Budget Contingency	-	-	-	-	-	-	300,000
Total Current Expenses	2,454,543	985,413	1,256,592	3,948,265	5,846,521	1,700,000	300,000
Capital Expenditures							
Capital Expenditures	19,500	-	-	141,500	39,906	-	-
Total Capital Expenditures	19,500	-	-	141,500	39,906	-	-
TOTAL FUNCTIONAL BUDGET	29,548,939	6,433,012	9,661,351	13,266,896	8,745,227	1,700,000	300,000
% OF TOTAL	42.4%	9.2%	13.9%	19.0%	12.6%	2.4%	0.4%

% of Total Salary Budget



% of Total Expense Budget

- Direct Instruction
- Academic Support
- Student Support
- Institutional Support
- Physical Plant
- Student Financial Aid Assistance
- Contingency

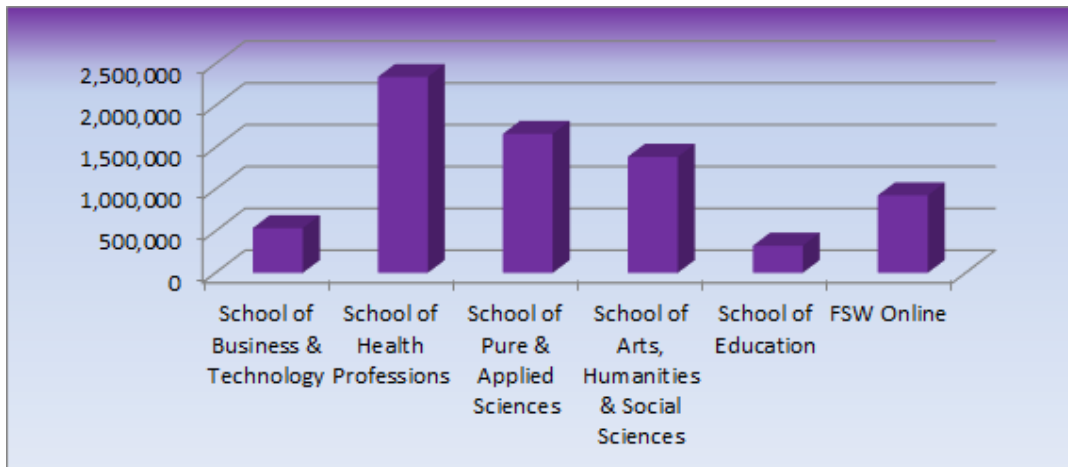




General Fund (Operating Budget)

Fund 1: General Fund - Individual School Budgets

	School of Business & Technology	School of Health Professions	School of Pure & Applied Sciences	School of Arts, Humanities & Social Sciences	School of Education	FSW Online
Staff Costs						
Executive & Mgt. Staff	315,635	319,381	115,000	208,000	179,205	
Instructional Staff	1,321,474	3,579,904	5,151,529	4,282,565	508,101	
Other Professional Staff	129,132	392,261	182,345	78,310	146,673	609,674
Tech., Clerical & Trade Staff	-	107,523	29,290	37,412	-	26,432
Instructional & Other Temp. Professionals	523,966	1,024,526	1,120,326	2,239,388	154,230	37,000
Student Employment	-	-	174,528	54,036	-	-
Benefits	452,635	1,287,386	1,479,472	1,263,109	218,186	193,610
Total Staff Costs	2,742,842	6,710,981	8,252,490	8,162,820	1,206,395	866,716
Current Expenses						
Travel	5,287	53,489	17,465	1,331	8,285	3,000
Operating Expenses	65,833	892,556	155,076	104,882	86,541	407,115
Rental - Facilities & Equipment	-	14,289	2,347	2,346	1,032	-
Insurance	200	6,100	-	-	-	-
Utilities	-	4,267	5,125	-	-	-
Contract Services	13,242	73,240	6,763	17,030	11,731	324,768
Transfers (to other funds)	-	-	-	-	34,940	-
Total Current Expenses	84,562	1,043,941	186,776	125,589	142,529	734,883
Capital Expenditures						
Capital Expenditures	-	15,000	-	-	-	-
Total Capital Expenditures	-	15,000	-	-	-	-
TOTAL SCHOOL BUDGET	2,827,404	7,769,922	8,439,266	8,288,409	1,348,924	1,601,599
% OF TOTAL	9.3%	25.7%	27.9%	27.4%	4.5%	5.3%





General Fund (Operating Budget)

Estimated Beginning Fund Balance as of 7/1/2017	8,725,273	
Revenue (not including prior year carry forward)		68,549,025
Total Estimated Funds Available		77,274,298
Personnel Expenses		(52,963,185)
Operating Expenses		(16,491,334)
Capital Expenses		(200,906)
Total Estimated Disbursements		(69,655,425)
Estimated Fund Balance as of 6/30/2018		7,618,873
Board Designated Reserves (Disaster Recovery/Continuity of Operations, Building Maintenance & Repair Reserves)		4,109,618
Reserved for Other Required Purposes		1,240,513
Total Estimated Unallocated Fund Balance as of 6/30/2018		2,268,742
Percent of Estimated Unallocated Fund Balance as of 6/30/2018 to estimated funds available		9.47%

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

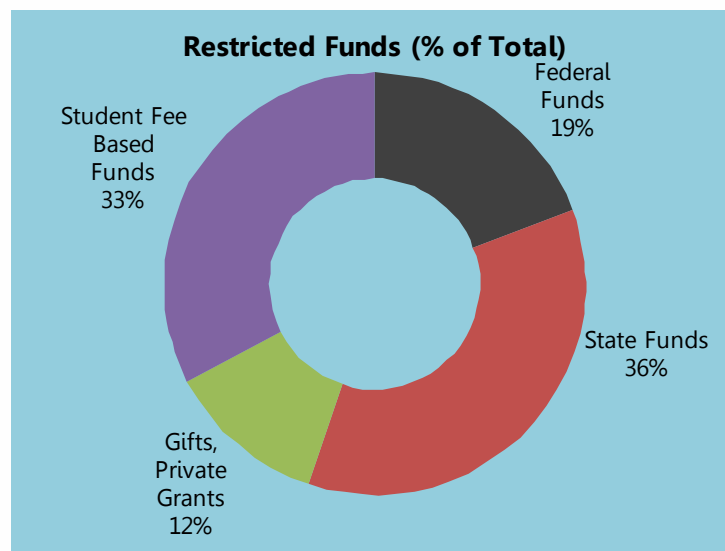


Current Restricted Fund

Fund 2: Restricted Fund

	2017-18 Proposed Budget	2016-17 Current Budget	2015-16 Actual Amounts	2014-15 Actual Amounts	2013-14 Actual Amounts
SOURCES OF FUNDS					
Student Fees	2,309,464	2,313,851	2,217,957	2,196,812	2,295,062
Support from State Government	2,532,600	5,792,988	1,883,589	1,443,482	64,760
Support from Federal Government	1,377,856	2,148,090	1,750,751	2,010,684	1,852,137
Gifts, Contributions, Grants & Contracts	730,779	1,003,794	634,537	1,017,992	610,347
Transfers (from other funds)		60,000	57,463	146,649	-
Other Sources		10,035	62,012	(57,156)	6,181
Fund Balance Transfers	143,220	756,672	-	-	-
TOTAL FUNDS AVAILABLE	7,093,919	12,085,430	6,606,308	6,758,463	4,828,487
USES OF FUNDS					
Staff Costs					
Executive & Mgt. Staff	325,248	368,566	189,132	180,577	89,333
Instructional Staff	241,983	158,673	32,689	30,000	146,781
Other Professional Staff	1,236,855	1,288,837	1,633,045	1,627,398	1,364,874
Tech., Clerical & Trade Staff	110,172	164,467	206,732	258,981	303,474
Instructional & Other Temp. Professionals	78,270	147,892	43,125	32,354	14,105
Student Employment	412,433	431,773	352,250	504,399	646,361
Benefits	651,424	663,683	615,427	632,924	651,732
Total Staff Costs	3,056,385	3,223,890	3,072,400	3,266,633	3,216,660
Current Expenses					
Travel	171,500	381,533	241,827	199,175	218,468
Operating Expenses	907,998	1,730,804	1,095,542	810,190	847,577
Rental - Facilities & Equipment	117,500	130,641	22,468	19,851	22,086
Insurance	-	65,595	27,079	560	675
Utilities	-	-	12,232	-	-
Contract Services	2,700,100	5,924,161	1,984,108	1,791,271	253,324
Transfers (to other funds)	-	5,000	110,819	23,740	65,430
Budget Contingency	140,436	123,478	-	-	-
Total Current Expenses	4,037,534	8,361,211	3,494,074	2,844,787	1,407,560
Capital Expenditures					
Capital Expenditures		500,328	334,607	462,304	350,358
Total Capital Expenditures	-	500,328	334,607	462,304	350,358
TOTAL EXPENDITURES & TRANSFERS	7,093,919	12,085,430	6,901,080	6,573,724	4,974,578
Change in Fund Balance	-	-	(294,772)	184,739	(146,091)

	Total Revenue	Personnel Expense	Operating Expense	Total Expense
Federal Grants				
Carl D. Perkins Grant	347,727	347,727	-	347,727
TAACCCT - Xcel IT Program	717,696	227,696	490,000	717,696
College Work Study	312,433	312,433	-	312,433
Total Federal Funding	1,377,856	887,856	490,000	1,377,856
State Grants				
Quick Response Training: ACI Worldwide Corp	159,600	-	159,600	159,600
Quick Response Training: Altair	330,750	-	330,750	330,750
Quick Response Training: Cheney Brothers	617,400	-	617,400	617,400
Quick Response Training: eMaint Enterprises	222,075	-	222,075	222,075
Quick Response Training: First Family Insurance	404,775	-	404,775	404,775
Quick Response Training: FiveStar Gourmet Foods	154,350	-	154,350	154,350
Quick Response Training: Herc Rentals	350,175	-	350,175	350,175
Quick Response Training: Hertz Corporation	63,000	-	63,000	63,000
Quick Response Training: Marjam Supply of Florida	39,375	-	39,375	39,375
Quick Response Training: Safran Oil Systems	37,800	-	37,800	37,800
Quick Response Training: Paramount	153,300	-	153,300	153,300
Total State Funding	2,532,600	-	2,532,600	2,532,600
Gifts, Private Grants & Contracts				
Academic Improvement Trust Fund	218,500	77,976	140,524	218,500
Nursing Program Support	103,044	103,044	-	103,044
FSW Foundation Staff	503,592	503,592	-	503,592
Gallery Endowment	48,863	48,863	-	48,863
Total Gifts, Private Grants & Contracts Funding	873,999	733,475	140,524	873,999
Fee Based				
Student Activity Fees	2,309,464	1,435,054	874,410	2,309,464
Total Fee Based Funding	2,309,464	1,435,054	874,410	2,309,464
Total Restricted Funds	7,093,919	3,056,385	4,037,534	7,093,919



CONTRACTED SERVICES

Bookstore Operations *Follett Higher Education Group*

FSW contracts with Follett Higher Education Group to operate of 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 Years 1 & 2: \$1M Minimum Guarantee Years 2-5: 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



CONTRACT TERM	FINANCIAL TERMS
May 6, 2010 – July 31, 2019	Annual subsidy not to exceed \$15,000

Beverage Vending Services

Pepsico

The College contracts with Pepsico to provide college-wide vending and Pepsi products. In August 2016, FSW entered an Exclusive Pouring Rights Contract with Pepsico.

CONTRACT TERM	FINANCIAL TERMS
August 2016 - August 2023	<ul style="list-style-type: none"> • Sponsorship Fee of \$65,000 annually • 35% commission on all beverage vending • \$2.00/case rebate on all 24-pk packaged product purchased by College, BBMann, Dining Services and Suncoast Arena • \$1.00/case rebate on all 12-pk packaged product purchased by College, BBMann, Dining Services and Suncoast Arena • \$20,000 annually for marketing support • \$3,500 annually in Gatorade side-line support • \$1,000 annually in Sustainability support



PEPSICO



Snackworks

That's Good Times!

The Right Choice...



for a Healthier You!

Snack Vending Services

Snackworks

In August 2016, FSW contracted with Snackworks to provide college-wide snack vending. They boast a wide variety of options including a selection of pre-identified heart-healthy snacks.

CONTRACT TERM	FINANCIAL TERMS
August 2016 - August 2021	24-27% commission depending on product

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

The College contracts with Professional Facilities Management, Inc. to operate 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, 2026	<ul style="list-style-type: none"> • \$160,000 Management Fee Paid by FSW • 40% net profit received • \$2.00 per ticket for capital improvement



Child Care Centers *Child Care of Southwest Florida, Inc.* *Greater Naples YMCA*

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

The Greater Naples YMCA was recently selected through a competitive bid process to become the provider effective July 1, 2016.



CAMPUS	CONTRACT TERM	FINANCIAL TERMS
Thomas Edison Campus	November 1, 2009 – June 30, 2019	\$1,000 monthly expense reimbursement
Collier Campus	July 1, 2016 – June 30, 2018	\$6,250 monthly plus 10% of net profit with an annual guarantee of \$10,000

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, 2017	FSW retains .02 of every B&W print less a 20% cloud fee



FSWBucGear.com

Follett / Advanced Online

New online store for spirit gear products and clothing. Launched in May 2016 with \$1,000 in sales in the first 2 weeks.

CONTRACT TERM	FINANCIAL TERMS
Amendment to Follett Contract	15% commission on the retail price at which a product is sold.

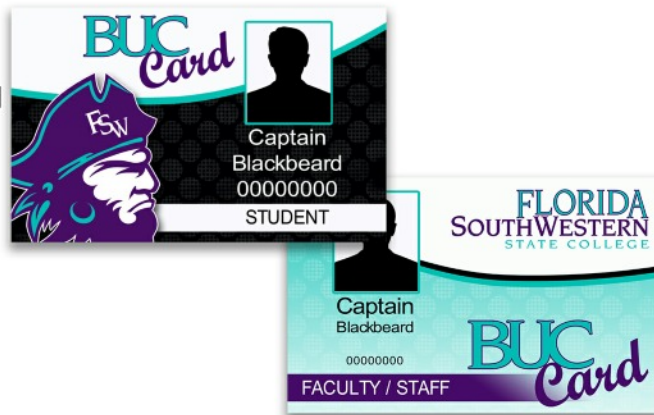


SELF-OPERATED OPERATIONS

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.

- 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



BUC Card



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.

Royalties received to date \$2,413.18

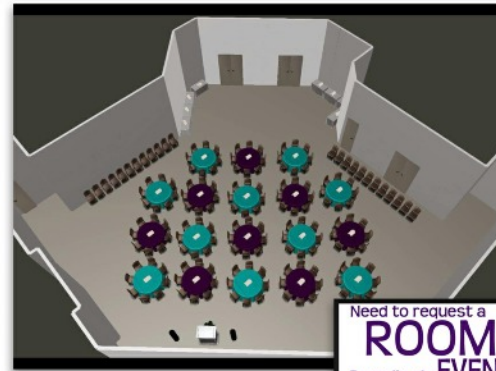


Facility Rentals, Central Scheduling, Events & Conference Services

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 organizations
- Day & Residential Conference Services
- FSW Athletic & Academic Camps
- One Stop Shop Event Coordination

10,518 Meeting/Events Scheduled in FY17



Need to request a **ROOM?** or **EVENT SERVICES?**
 Coordinate **EVENT SERVICES?**
 CLICK HERE TO SUBMIT YOUR REQUEST

need to PRINT or COPY?

Your BUC Card will be required

Don't have a BUC Card?
 Get One TODAY! at any of our issuing locations.
 Valid Photo ID required.

LEE CAMPUS
 Building 5-101

COLLIER CAMPUS
 Building M Lobby

CHARLOTTE CAMPUS
 Building 3-102

HENDRY/GLADES CENTER
 Building A-113

PaperCut

Category	Amount	Percentage
Administrative	100,000	100.00%
Faculty	100,000	100.00%
Student	100,000	100.00%
Staff	100,000	100.00%
Other	100,000	100.00%

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-function devices
- Educating faculty & staff on more economical ways to print – duplex, B&W, scan and email vs. print, etc.

Suncoast Credit Union Arena

The Suncoast Credit Union Arena opened on November 29, 2016 to a sold-out crowd attending back-to-back FSW Basketball games. FSW entered a partnership with Professional Facilities Management, Inc. and Auxiliary Services to manage the arena.

First Successful basketball season with ticket sales totaling \$83,523

Events hosted since opening in November:

- Bridal Expo
- Home and Garden Show
- Next Level
- Fort Myers Chamber of Commerce Leadership
- State of the College Address
- Campus Rec & Intramurals
- Lee County Schools Athletic Directors meeting
- SWFL Economic Development Alliance
- Leadership Royale
- Lee County JROTC Awards Ceremony
- FSW Commencement
- Constitution Review Commission
- Lee County Elementary Science Fair
- Five Lee County High School Graduations



Fitness Center

The state of the art Fitness Center opened on February 23, 2017 to all students, faculty and staff. It serves as the strength and conditioning facility for athletics and offers personal training, health and wellness programming, group fitness classes and campus recreation.



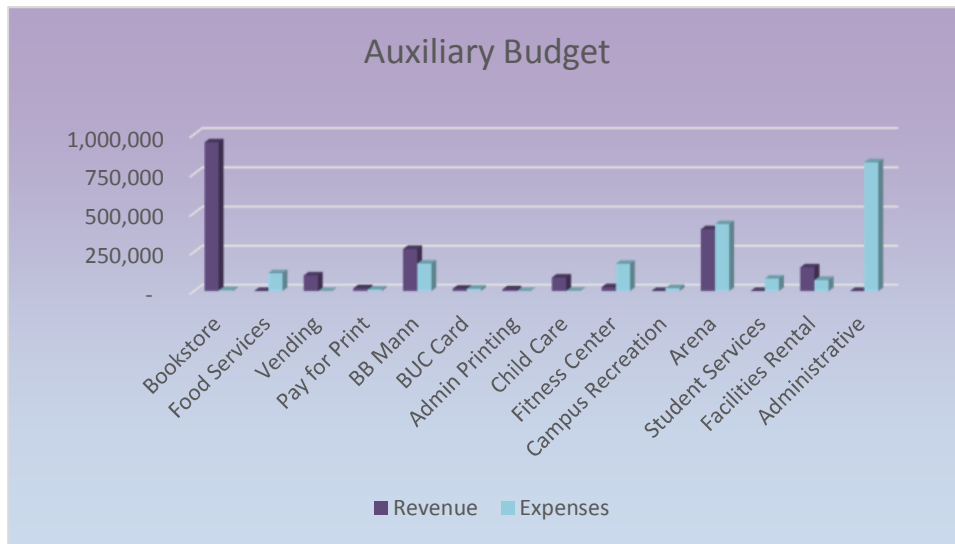


Auxiliary Fund

Fund 3: Auxiliary Fund

	2017-18 Proposed Budget	2016-17 Current Budget	2015-16 Actual Amounts	2014-15 Actual Amounts	2013-14 Actual Amounts
SOURCES OF FUNDS					
Student Fees	-	-	-	(37,000)	37,000
Gifts, Contributions, Grants & Contracts	-	-	1,220	-	-
Sales & Services	2,023,471	1,566,775	1,673,261	1,516,935	1,171,619
Transfers (from other funds)	-	6,440	-	-	-
Other Sources	-	25,000	38,225	20,625	17,960
TOTAL FUNDS AVAILABLE	2,023,471	1,598,215	1,712,706	1,500,560	1,226,579
USES OF FUNDS					
Staff Costs					
Executive & Mgt. Staff	144,815	132,190	132,305	118,524	70,460
Other Professional Staff	350,314	201,220	77,079	41,718	89,273
Tech., Clerical & Trade Staff	143,343	11,027	25,872	23,783	18,811
Instructional & Other Temp. Professionals	55,000	12,649	20,123	1,760	7,956
Student Employment	57,000	45,000	5,507	13,875	11,116
Benefits	221,872	91,760	73,962	53,300	54,105
Total Staff Costs	972,344	493,846	334,848	252,960	251,721
Current Expenses					
Travel	23,270	30,105	15,126	7,916	11,951
Operating Expenses	274,150	689,928	16,102	66,699	196,805
Rental - Facilities & Equipment	70,768	160,657	160,936	142,579	166,105
Insurance	-	2,175	774	22,795	-
Utilities	12,000	14,644	7,041	13,997	13,344
Contract Services	249,218	268,335	191,862	227,416	212,066
Transfers (to other funds)	303,050	303,050	1,300,865	340,233	360,764
Other Expenses	-	-	1,544	(4,003)	471
Total Current Expenses	932,456	1,468,895	1,694,251	817,632	961,506
Capital Expenditures					
Capital Expenditures	15,000	143,854	25,225	11,078	9,569
Total Capital Expenditures	15,000	143,854	25,225	11,078	9,569
TOTAL EXPENDITURES & TRANSFERS	1,919,800	2,106,595	2,054,324	1,081,670	1,222,796
Change in Fund Balance	103,671	(508,380)	(341,617)	418,890	3,783

	Revenue	Expenses
Bookstore	950,000	5,000
Food Services	-	114,418
Vending	100,000	-
Pay for Print	18,000	9,800
BB Mann	270,000	177,000
BUC Card	15,000	15,200
Admin Printing	10,000	-
Child Care	87,000	1,500
Fitness Center	25,000	174,994
Campus Recreation	-	18,500
Arena	396,471	429,175
Student Services	-	80,000
Facilities Rental	152,000	70,850
Administrative	-	823,363
Total	2,023,471	1,919,800





Student Financial Aid Fund

Student Financial Aid Paid - Fiscal Year 2015-16

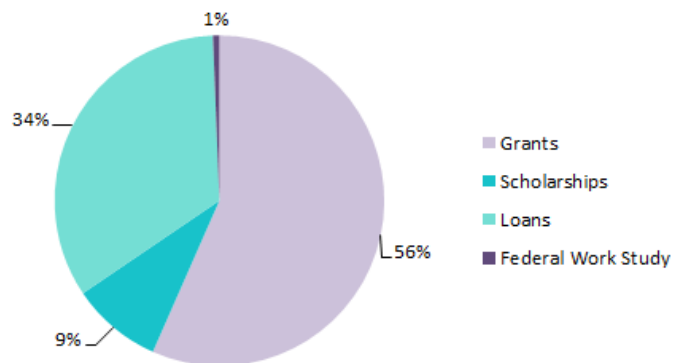
Grants	Awards	Total Amount Paid	Average Amount Paid per Award
Federal Pell Grant	6,374	\$21,829,726	\$3,425
Federal SEOG Grant	345	\$326,808	\$947
Florida Grants	507	\$848,983	\$1,675
<i>Duplicated Total Grants Awarded</i>	<i>7,226</i>	<i>\$23,005,517</i>	<i>\$3,184</i>

Scholarships	Awards	Total Amount Paid	Average Amount Paid per Award
Florida Scholarships	383	\$423,820	\$1,107
Institutional/Foundation Scholarships	1,658	\$3,196,690	\$1,928
<i>Duplicated Total Scholarships Awarded</i>	<i>2,041</i>	<i>\$3,620,510</i>	<i>\$1,774</i>

Loans	Awards	Total Amount Paid	Average Amount Paid per Award
Federal Direct Subsidized Loan	2,956	\$9,543,813	\$3,229
Federal Direct Unsubsidized Loan	1,091	\$3,712,126	\$3,402
Federal Direct Loan Parent PLUS	26	\$268,635	\$10,332
Private Loan	37	\$229,819	\$6,211
<i>Duplicated Total Loans Awarded</i>	<i>4,110</i>	<i>\$13,754,393</i>	<i>\$3,347</i>

Federal Work Study	Awards	Total Amount Paid	Average Amount Paid per Award
Federal Work Study (Unduplicated)	102	\$252,729	\$2,478

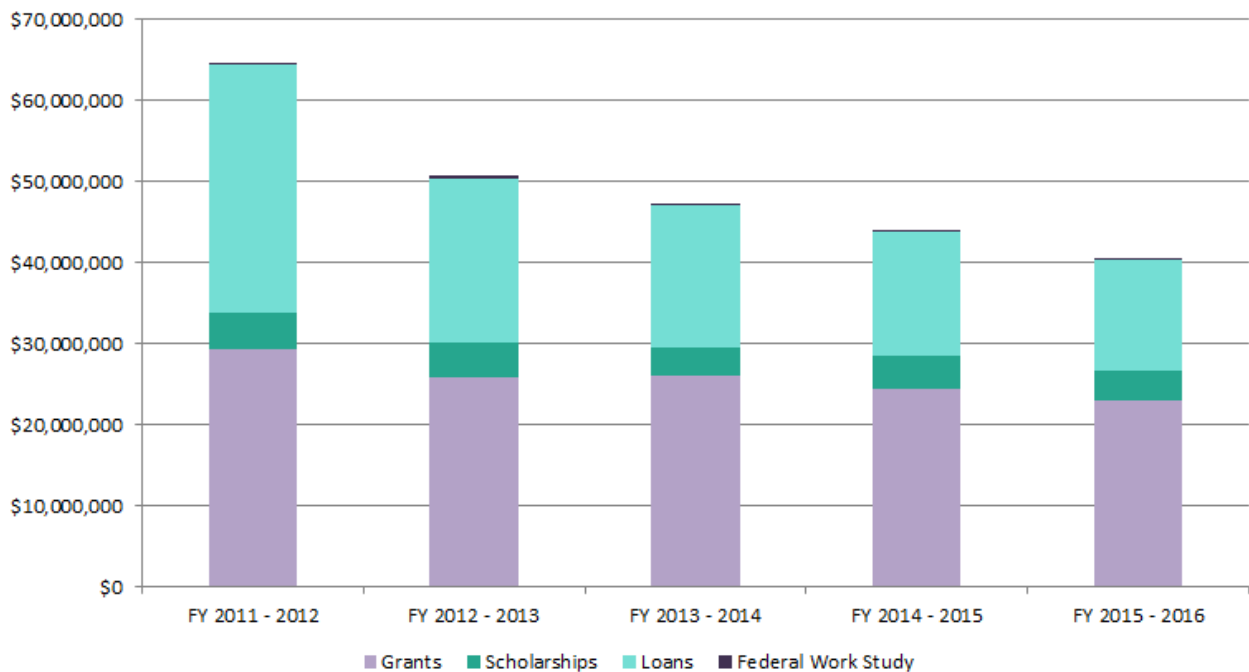
	Unduplicated Students	Total Amount Paid	Average Amount Paid per Student
Grants	6,374	\$23,005,517	\$3,609
Scholarships	1,607	\$3,620,510	\$2,253
Loans	3,364	\$13,754,393	\$4,089
Federal Work Study	102	\$252,729	\$2,478
<i>Paid Any Financial Aid</i>	<i>11,447</i>	<i>\$40,633,149</i>	<i>\$3,550</i>



Student Financial Aid Paid Fiscal Year 2015-16

<u>Total Amount Paid</u>						5 Year
	FY 2011 - 2012	FY 2012 - 2013	FY 2013 - 2014	FY 2014 - 2015	FY 2015 - 2016	% Change
Grants	\$29,251,509	\$25,823,453	\$25,980,473	\$24,392,309	\$23,005,517	-21.4%
Scholarships	\$4,451,956	\$4,244,329	\$3,487,775	\$4,014,838	\$3,620,510	-18.7%
Loans	\$30,810,545	\$20,380,477	\$17,584,472	\$15,430,365	\$13,754,393	-55.4%
Federal Work Study	\$202,697	\$216,569	\$234,220	\$244,330	\$252,729	24.7%
Total	\$64,716,707	\$50,664,828	\$47,286,940	\$44,081,842	\$40,633,149	-37.21%

<u>Unduplicated Students Paid</u>						5 Year
	FY 2011 - 2012	FY 2012 - 2013	FY 2013 - 2014	FY 2014 - 2015	FY 2015 - 2016	% Change
Grants	8,770	7,658	7,712	6,953	6,374	-27.3%
Scholarships	2,916	2,502	1,979	1,711	1,607	-44.9%
Loans	5,205	4,670	4,198	3,612	3,364	-35.4%
Federal Work Study	63	72	94	100	102	61.9%
Total Unduplicated Students Paid	11,382	9,994	9,819	8,945	11,447	0.57%





Student Financial Aid Fund

Fund 5: Financial Aid Fund

SOURCES OF FUNDS

	2017-18 Proposed Budget	2016-17 Current Budget	2015-16 Actual Amounts	2014-15 Actual Amounts	2013-14 Actual Amounts	2012-13 Actual Amounts
Student Fees	1,318,000	1,234,809	1,272,749	1,214,999	1,241,488	1,215,153
Support from State Govt.	1,316,127	1,347,675	1,406,390	1,468,839	1,872,433	2,160,969
Support from Fed. Govt.	35,918,452	40,299,371	35,298,341	40,356,624	41,781,929	45,538,733
Gifts, Contributions, Grants & Contracts	2,147,554	1,827,290	1,800,970	1,797,225	1,626,552	1,264,435
Transfers (from other funds)	-	975,991	2,626,820	3,506,767	-	140,000
Other Sources	-	767,400	6,430	(498,932)	(43,799)	7,925
TOTAL FUNDS AVAILABLE	40,700,133	46,452,536	42,411,700	47,845,522	46,478,603	50,327,215

USES OF FUNDS

Staff Costs

Student Employment	-	12,700	17,714	7,919	990	4,677
Total Staff Costs	-	12,700	17,714	7,919	990	4,677

Current Expenses

Disbursements	40,700,133	44,912,036	42,331,854	48,807,863	45,870,606	50,308,675
Transfers (to other funds)	-	1,527,800	-	-	-	-
Total Current Expenses	40,700,133	46,439,836	42,331,854	48,807,863	45,870,606	50,308,675

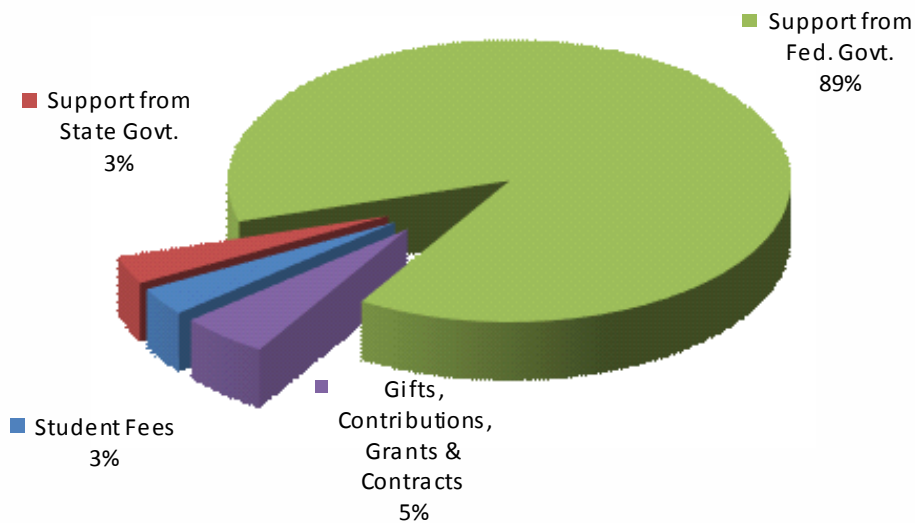
TOTAL EXPENDITURES & TRANSFERS

	40,700,133	46,452,536	42,349,568	48,815,782	45,871,596	50,313,352
Change in Fund Balance	-	-	62,132	(970,260)	607,007	13,863

	Revenue	Disbursements
Fee Based Funds		
<i>STUDENT FINANCIAL AID FEES</i>	\$ 1,318,000	
Funds Received		
Athletics		600,000
Academic Promise Scholars		250,000
Baccalaureate Access Scholarship		104,000
FSW Cares Grant		40,000
FSW Summer Scholarship		32,900
PSAV		6,600
Child Care Grant		40,500
Student Government Leaders of Tomorrow		5,000
SGA Stipend		36,000
Fine Arts		100,000
Supplemental Educational Opportunity Grant Match		103,000
Total Student Financial Aid Fees	\$ 1,318,000	\$ 1,318,000
Institutional Funds		
<i>DONOR FUNDED</i>		
Funds Received	\$ 2,085,392	
Estimated Carryover Funds	92,162	
Athletics		67,162
Suncoast Credit Union Scholarship for Athletics / Match		50,000
Outside Donor Restricted Scholarships		550,000
Foundation Donor Restricted Scholarships		36,150
Foundation - Curtis Scholarships		263,000
Foundation Academic Scholarships		240,530
Foundation Need Based Scholarships		155,850
Annually Funded Scholarships		165,000
Merit Based Scholarships - Recruitment		415,400
Honors Scholars Program		104,000
College Wide - Need Based Scholarships		35,550
Mary Gerrish Scholarship - Foundation Certificates		18,000
Florida Blue Match		28,652
FL College System Foundation - Helios Scholarship		10,451
First Generation Match		37,809
Total Institutional Funds	\$ 2,177,554	\$ 2,177,554
Total Institutional/Fee Based Funds	\$ 3,495,554	\$ 3,495,554

	Revenue	Disbursements
Federal Funds		
Funds Received	\$ 35,918,452	
PELL Grants		21,800,000
Ford Direct Loans		13,500,000
College Work Study		312,433
Supplemental Education Opportunity Grant		306,019
Total Federal Funds	\$ 35,918,452	\$ 35,918,452
State Funds		
Funds Received	\$ 1,316,127	
Florida Bright Futures Scholarship Fund		350,000
First Generation Matching Grant		37,809
Florida Student Assistant Grant		928,318
Total State Funds	\$ 1,316,127	\$ 1,316,127
Total Financial Aid	\$ 40,637,971	\$ 40,637,971

FY18 Financial Aid Funds by Source





Plant and Capital Equipment Funds

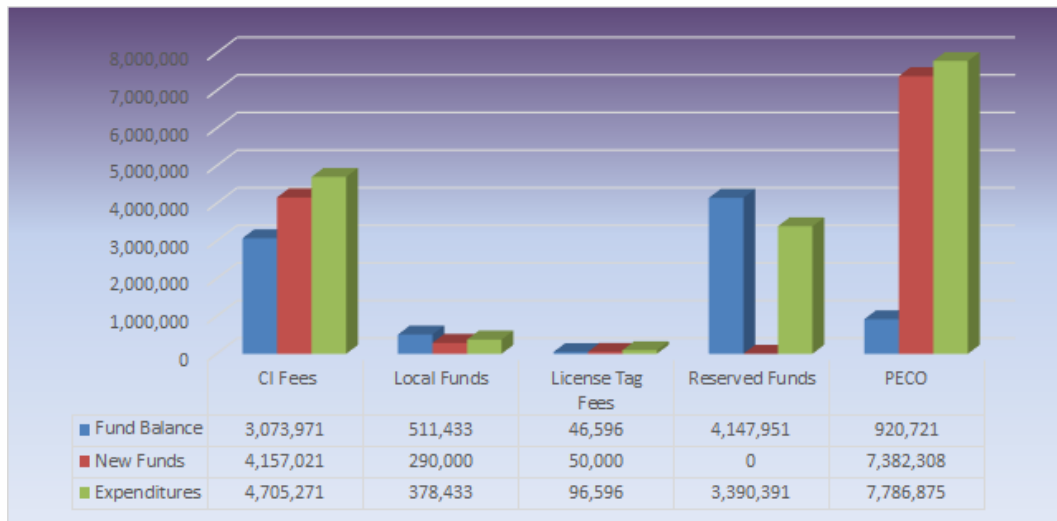
Fund 7: Plant and Capital Equipment Fund

	2017-18 Proposed Budget	2016-17 Current Budget	2015-16 Actual Amounts	2014-15 Actual Amounts	2013-14 Actual Amounts	2012-13 Actual Amounts
SOURCES OF FUNDS						
Student Fees	4,157,021	4,247,659	4,436,978	3,677,679	3,164,688	2,433,299
Support from State Govt.	7,432,308	1,567,116	614,022	6,994,961	4,176,967	2,302,177
Gifts, Contributions, Grants & Contracts	290,000	5,749,000	5,605,925	50,000	66,186	215,000
Transfers (from other funds)	6,350,000	1,319,468	13,665,588	13,399,787	25,746,324	1,111,782
Other Sources	-	320,668	309,363	345,841	316,968	332,704
Fund Balance	8,700,672	13,967,684	-	-	-	-
TOTAL FUNDS AVAILABLE	26,930,001	27,171,595	24,631,876	24,468,268	33,471,133	6,394,962
USES OF FUNDS						
Staff Costs						
Other Professional Staff	-	99,166	23,518	64,871	63,602	62,970
Tech., Clerical & Trade Staff	-	-	-	-	-	451
Benefits	-	40,174	6,717	18,793	17,841	16,499
Total Staff Costs	-	139,340	30,235	83,664	81,443	79,920
Current Expenses						
Renovation/Repairs/Maintenance	13,684,917	4,329,689	1,795,044	1,628,525	2,598,428	1,332,969
Rental - Facilities & Equipment	-	145,987	7,176	25,688	30,855	30,159
Contract Services	-	203,407	63,755	303,367	37,872	181,885
Transfers (to other funds)	6,350,000	2,929,468	10,315,588	11,198,427	5,658,109	700
Other Expenses	1,789,890	49,754	521,850	554,378	413	-
Budget Contingency	300,000	750,000	650,000	630,000	-	-
Total Current Expenses	22,124,807	8,408,306	13,353,413	14,340,385	8,325,677	1,545,713
Capital Expenditures						
Capital Expenditures	582,760	18,623,950	21,140,292	3,554,551	5,174,367	3,920,551
Total Capital Expenditures	582,760	18,623,950	21,140,292	3,554,551	5,174,367	3,920,551
TOTAL EXPENDITURES & TRANSFERS	22,707,567	27,171,596	34,523,940	17,978,600	13,581,487	5,546,184
Change in Fund Balance	4,222,434	(0)	(9,892,064)	6,489,668	19,889,646	848,778



Plant and Capital Equipment Funds

Type of Funds	Est. Beginning Fund Balance	Projected Revenue	Projected Interest	Estimated Available Funds	Estimated Expenditures	Ending Fund Balance
Capital Improvement Fees						
Capital Improvement Fees	2,493,043	4,157,021	0	6,650,064	4,124,343	2,525,721
Collier Minor Projects & District Carpet/Paint Refresh	366,177			366,177	366,177	0
Student Activities Facility	214,751	0	0	214,751	214,751	0
Local Funds						
Performing Arts Hall Agreement	423,000	290,000	0	713,000	290,000	423,000
Student Activities Facility	80,951	0	0	80,951	80,951	0
Student Activities Facility - Parking	7,482	0	0	7,482	7,482	0
License Tag Fees						
Health Life Safety	46,596	50,000	0	96,596	96,596	0
Reserved Funds						
Furniture & Equipment Replacement	1,516,257	0	0	1,516,257	850,000	666,257
Parking Lot Improvement/Repair	1,441,302	0	0	1,441,302	1,350,000	91,302
Technology Refresh/Upgrade	1,120,816	0	0	1,120,816	1,120,816	0
Student Activities Facility	69,575	0	0	69,575	69,575	0
PECO						
FY15 Remodel/Renovation	63,943	0	0	63,943	63,943	0
FY17 Remodel/Renovation	536,949	0	0	536,949	536,949	0
FY17 Maintenance/Repairs/Safety	319,829	0	0	319,829	319,829	0
FY18 Remodel/Renovation	0	6,350,000	0	6,350,000	6,350,000	0
FY18 Maintenance/Repairs/Safety	0	1,032,308	0	1,032,308	516,154	516,154
Total	8,700,672	11,879,329	0	20,580,001	16,357,567	4,222,434



Plant and Capital Equipment Funds

	Reserved Funds										Total	
	CF	Local Funds	License Tag Fees	Furniture Fund	Parking Fund	Technology Fund	Facility Fund	FY15 PECO	FY17 PECO	FY18 SOD		FY18 PECO
Estimated Fund Balance at 7/1/2017	3,073,971	511,433	46,596	1,516,257	1,441,302	1,120,816	69,575	63,943	319,829	0	0	8,706,672
Estimated New Revenue	4,157,021	290,000	50,000	0	0	0	0	0	1,032,308	6,350,000	6,350,000	11,879,329
Total Available	7,230,992	801,433	96,596	1,516,257	1,441,302	1,120,816	69,575	63,943	319,829	1,032,308	6,350,000	20,586,001
Thomas Edison (Lee) Campus												
Hendry Hall (Bldg K) HVAC, Ren/Rem of Classrooms, Flooring & Lighting		2,000								2,100,000		2,100,000
Taeni Student Services Hall (Bldg S) - Infrastructure, Ren/Rem of 1st/2nd Floor		750,000								2,000,000		2,000,000
Barbara B Mann Performing Arts Hall (Bldg M) - Ren/Rem back of house & lighting upgrades		5,000								750,000		750,000
Gresham Hall (Bldg B) - Upgrade Fire Alarm System & EMS Space Upgrades		750,000								500,000		500,000
Howard Hall (Bldg Q) - Ren/Rem										1,000,000		1,000,000
White Hall (Bldg D) - Upgrade Fire Alarm Fiber Optic Cabling												2,000
Humanities Hall (Bldg L) - Replace Roof												750,000
Campus wide - Replace/upgrade fire alarm panel communication services												5,000
Humanities Hall (Bldg L) - Replace Air Cooled Chiller and Line Loop												750,000
Barbara B Mann - Performing Arts Hall		290,000										290,000
Leonardt Hall								63,943				63,943
Student Activities Facility		214,751	80,951				69,575					365,277
Student Activities Facility (Parking/Landscaping/Walkway)			7,482									7,482
Traffic/Parking Plan Implementation				1,200,000								1,200,000
Contingency		200,000		100,000								300,000
Furniture Refresh				750,000								750,000
Collier Campus												
Collier Minor Projects		118,575										118,575
Campus wide - Replace/upgrade fire alarm panel communication services		5,000										5,000
Bldg E - renovation								516,949				516,949
Upgrade auditorium		35,000										35,000
Replace SE & NE double doors		65,000										65,000
Bldg E Replace/upgrade backflow preventor												20,000
Bldg K- Childcare Emergency Replacement of HVAC Coil		17,453						20,000				17,453
Charlotte Campus												
Campus wide - Replace/upgrade fire alarm panel communication services		5,000										5,000
Bldg E - Replace/upgrade air handler 6-2		285,000										285,000
Hendry Charles Center												
Campus wide - Replace/upgrade fire alarm panel communication services		5,000										5,000
Bldg A - Replace Roof		210,000										210,000
District Wide												
Miscellaneous Maintenance			96,596		150,000				319,829	516,154		1,082,579
District Carpet/Paint Refresh		247,602										247,602
Technology Upgrades/Refresh						1,120,816						1,120,816
Bond Payment		1,171,907										1,171,907
Surcost Loan Payment		617,983										617,983
Estimated Remaining Funds Available	2,525,721	423,000	0	666,257	91,302	0	0	0	0	516,154	0	4,222,434

PECO - Public Education Capital Outlay
 CF - Capital Improvement Fees
 SOD - Sum of Digits

As stated in the Florida Statute 1009.23, the debt limit would be created by the magnitude of the dollar stream available for the repayment of debt. The Board of Trustees has the authority to enter into short term and long term debt only as specifically provided in ss. 1009.22(6) and (9) and 1009.23(11) and (12). At the option of the Board of Trustees, bonds issued pursuant to ss. 1009.22(6) and (9) and 1009.23(11) and (12) may be secured by a combination of revenues authorized to be pledged to bonds pursuant to such subsections.

Below is a list of the College currently outstanding bonds, and the next page shows the scheduled principal and interest requirements of bonds payable for years succeeding June 30, 2017.

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

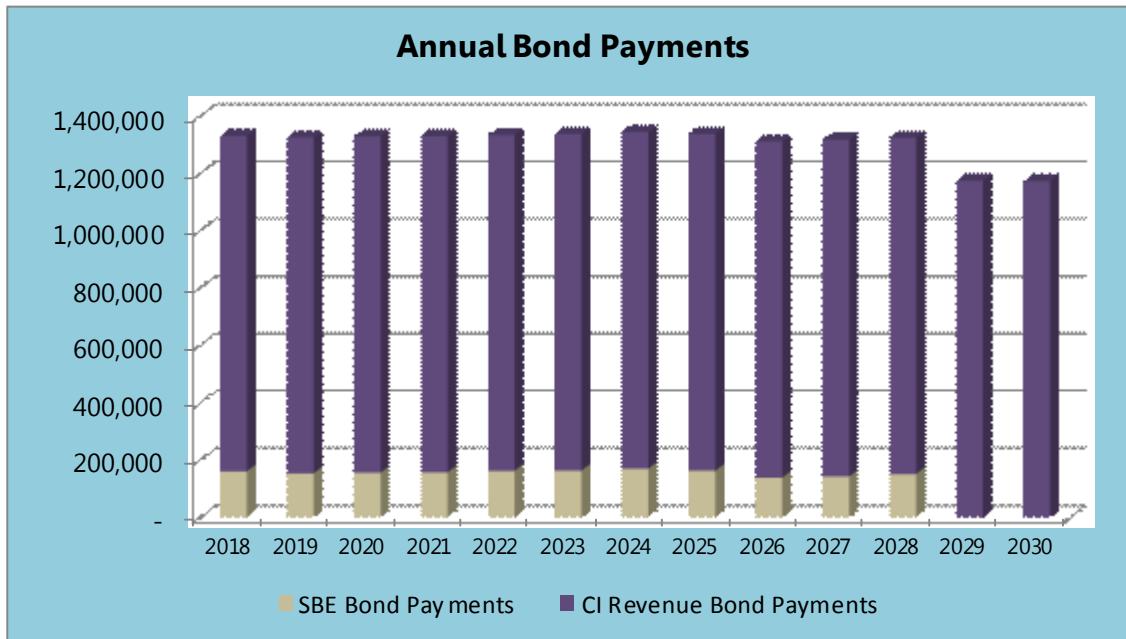
\$15,900,000 - Series 2010A - Issued 12/01/2010. These bonds are payable in annual installments of \$540,000 - \$1,175,000 for years 2011 - 2031. Interest is payable semi-annually each January 1 and July 1 at rates from 3% - 4.375%.

Retirement of Indebtedness Funds

Fiscal Year	SBE Bond Payments				CI Revenue Bond Payments	
	2014-B Principal & Interest	2014-A Principal & Interest	2008-A Principal & Interest	Total SBE	2010-A Principal & Interest	Total
2018	9,520.00	33,390.00	118,062.50	160,972.50	1,170,550.00	1,331,522.50
2019	1,070.00	33,240.00	119,812.50	154,122.50	1,172,750.00	1,326,872.50
2020	1,020.00	34,040.00	121,312.50	156,372.50	1,173,750.00	1,330,122.50
2021		34,740.00	122,562.50	157,302.50	1,173,550.00	1,330,852.50
2022		34,340.00	128,562.50	162,902.50	1,172,150.00	1,335,052.50
2023		34,890.00	129,062.50	163,952.50	1,174,550.00	1,338,502.50
2024		35,340.00	135,025.00	170,365.00	1,175,550.00	1,345,915.00
2025		23,690.00	139,775.00	163,465.00	1,175,150.00	1,338,615.00
2026			139,025.00	139,025.00	1,173,350.00	1,312,375.00
2027			143,025.00	143,025.00	1,175,150.00	1,318,175.00
2028			151,525.00	151,525.00	1,174,106.25	1,325,631.25
2029					1,175,118.75	1,175,118.75
2030					1,174,218.75	1,174,218.75
Grand Total	11,610.00	263,670.00	1,447,750.00	1,723,030.00	15,259,943.75	16,982,973.75

SBE = State Board of Education

CI = Capital Improvement



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 Thomas Edison (Lee) Campus. Funding for the high schools comes primarily from the Florida Education Finance Program (FEFP).



Thomas Edison (Lee) Campus High School

	2017-18 Proposed Budget	2016-17 Current Budget	2015-16 Actual Amounts	2014-15 Actual Amounts	2013-14 Actual Amounts
SOURCES OF FUNDS					
State Funding	2,412,403	2,422,866	2,201,547	2,170,134	2,045,260
Federal Funding	45,000	45,000	40,192	42,122	47,033
Capital Funding	100,000	125,000	75,979	161,528	219,531
Local Grant Funding	-	-	-	-	1,000
Food Service Sales	75,000	75,000	24,719	72,242	73,532
Miscellaneous	-	-	362	-	3,939
Fund Balance Transfers	-	42,369	4,048	2,346	4,302
TOTAL FUNDS AVAILABLE	2,632,403	2,710,235	2,346,847	2,448,372	2,394,597
USES OF FUNDS					
Staff Costs					
Instruction	569,847	630,278	593,582	555,746	535,387
Instructional Support	60,621	58,295	55,733	46,363	86,479
Administration	235,870	241,450	235,413	221,450	183,630
Benefits	278,310	276,327	206,288	232,152	229,750
Total Staff Costs	1,144,648	1,206,350	1,091,016	1,055,711	1,035,247
Current Expenses					
Travel	228,816	210,712	206,920	205,316	213,163
Operating Expenses	547,958	583,165	314,860	413,516	337,850
Rentals	103,500	128,735	128,664	128,490	100,000
Insurance	500	492	6,289	4,661	5,305
Utilities	55,000	11,576	22,815	24,551	24,731
Contract Services	430,000	446,441	395,832	368,147	359,070
Transfers Out - Indirect costs	62,481	87,336	127,025	94,582	100,266
Transfers Out - Loan Repayment	-	-	-	50,000	75,000
Transfers between funds	-	-	4,048	-	-
Other Expenses	4,500	4,000	5,194	1,080	225
Budget Contingency	10,000	5,000	-	-	-
Total Current Expenses	1,442,755	1,477,457	1,211,647	1,290,343	1,215,611
Capital Expenditures					
Capital Expenditures	45,000	26,428	-	70,587	-
Total Capital Expenditures	45,000	26,428	-	70,587	-
TOTAL EXPENDITURES & TRANSFERS	2,632,403	2,710,235	2,302,663	2,416,641	2,250,858
Change in Fund Balance	-	-	44,184	31,731	143,739



Collegiate High Schools

Thomas Edison (Lee) Campus Fiscal Year 2018 Budget

SOURCES OF FUNDS	Operating Budget	Grant Budget	Capital Outlay Budget	Total Budget
State Funding	2,412,403	-	-	2,412,403
Federal Funding	-	45,000	-	45,000
Capital Funding	-	-	100,000	100,000
Food Service Sales	-	75,000	-	75,000
TOTAL FUNDS AVAILABLE	2,412,403	120,000	100,000	2,632,403
USES OF FUNDS				
Staff Costs				
Instruction	569,847	-	-	569,847
Instructional Support	60,621	-	-	60,621
Administration	235,870	-	-	235,870
Benefits	278,310	-	-	278,310
Total Staff Costs	1,144,648	-	-	1,144,648
Current Expenses				
Travel	228,816	-	-	228,816
Operating Expenses	427,958	120,000	-	547,958
Rentals	3,500	-	100,000	103,500
Insurance	500	-	-	500
Utilities	55,000	-	-	55,000
Contract Services	430,000	-	-	430,000
Transfers Out-Indirect costs	62,481	-	-	62,481
Other Expenses	4,500	-	-	4,500
Contingency	10,000	-	-	10,000
Total Current Expenses	1,222,755	120,000	100,000	1,442,755
Capital Expenditures				
Capital Expenditures	45,000	-	-	45,000
Total Capital Expenditures	45,000	-	-	45,000
TOTAL EXPENDITURES & TRANSFERS	2,412,403	120,000	100,000	2,632,403
Projected Carryover	-	-	-	-

Charlotte Campus High School

	2017-18 Proposed Budget	2016-17 Current Budget	2015-16 Actual Amounts	2014-15 Actual Amounts	2013-14 Actual Amounts
SOURCES OF FUNDS					
State Funding	1,980,257	2,026,344	1,866,499	1,996,785	1,916,331
Federal Funding					
National School Lunch Program	35,000	35,000	48,315	28,804	61,001
Capital Funding	95,000	125,000	62,048	150,577	208,824
Local Grant Funding	-	-	-	-	3,500
Food Service Sales	65,000	65,000	25,721	58,211	64,134
Miscellaneous	-	-	108	418	2,340
Transfer from Other Funds	5,000	-	-	-	-
Fund Balance Transfers	-	-	7,318	5,048	18,917
TOTAL FUNDS AVAILABLE	2,180,257	2,251,344	2,010,009	2,239,843	2,275,047
USES OF FUNDS					
Staff Costs					
Instruction	588,351	659,643	632,482	635,136	649,650
Instructional Support	62,571	63,283	62,576	62,581	59,773
Administration	156,150	158,909	157,607	274,766	249,202
Benefits	252,459	261,479	211,166	227,289	256,712
Total Staff Costs	1,059,531	1,143,314	1,063,831	1,199,772	1,215,337
Current Expenses					
Travel	100,000	99,397	92,137	83,525	90,045
Operating Expenses	302,074	322,649	259,841	250,191	320,224
Rentals	107,000	130,800	131,137	129,000	100,000
Utilities	97,000	32,995	42,825	43,055	42,817
Contract Services	353,000	378,067	320,205	335,393	334,297
Transfers Out - Indirect costs	46,052	100,285	97,649	118,030	97,135
Transfers Out - Loan Repayment	-	-	-	50,000	50,000
Transfers between funds	5,000	-	7,318	-	-
Other Expenses	600	575	-	411	752
Budget Contingency	50,000	10,000	-	-	-
Total Current Expenses	1,060,726	1,074,768	951,112	1,009,605	1,035,270
Capital Expenditures					
Capital Expenditures	60,000	33,262	16,357	-	-
Total Capital Expenditures	60,000	33,262	16,357	-	-
TOTAL EXPENDITURES & TRANSFERS	2,180,257	2,251,344	2,031,300	2,209,377	2,250,607
Change in Fund Balance	-	-	(21,291)	30,466	24,440



Collegiate High Schools

Charlotte Campus Fiscal Year 2018 Budget

SOURCES OF FUNDS	Operating Budget	Grant Budget	Capital Outlay Budget	Total Budget
State Funding	1,980,257	-	-	1,980,257
Federal Funding	-	35,000	-	35,000
Capital Funding	-	-	95,000	95,000
Food Service Sales	-	65,000	-	65,000
Transfer from Other Funds	-	-	5,000	5,000
TOTAL FUNDS AVAILABLE	1,980,257	100,000	100,000	2,180,257
USES OF FUNDS				
Staff Costs				
Instruction	588,351	-	-	588,351
Instructional Support	62,571	-	-	62,571
Administration	156,150	-	-	156,150
Benefits	252,459	-	-	252,459
Total Staff Costs	1,059,531	-	-	1,059,531
Current Expenses				
Travel	100,000	-	-	100,000
Operating Expenses	202,074	100,000	-	302,074
Rentals	7,000	-	100,000	107,000
Utilities	97,000	-	-	97,000
Contract Services	353,000	-	-	353,000
Transfers Out-Indirect Costs	46,052	-	-	46,052
Transfers Out- Capital Funds	5,000	-	-	5,000
Other Expenses	600	-	-	600
Contingency	50,000	-	-	50,000
Total Current Expenses	860,726	100,000	100,000	1,060,726
Capital Expenditures				
Capital Expenditures	60,000	-	-	60,000
Total Capital Expenditures	60,000	-	-	60,000
TOTAL EXPENDITURES & TRANSFERS	1,980,257	100,000	100,000	2,180,257
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, 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.





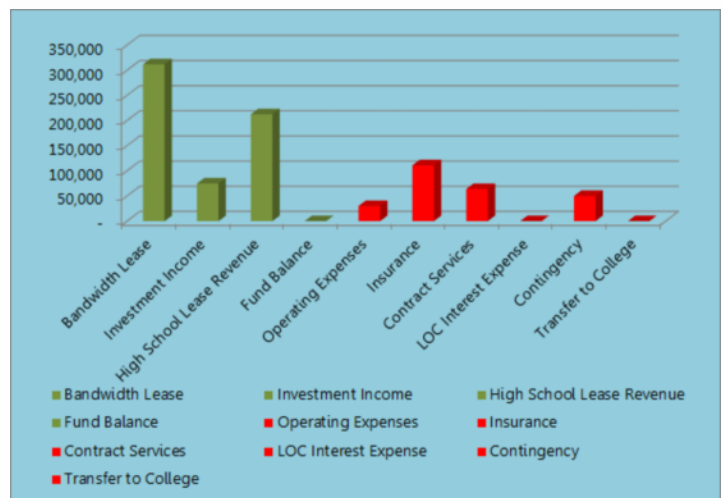
Direct Support Organizations - Financing Corporation

Student Housing Budget

SOURCES OF FUNDS	Operating
Rent Revenue	2,376,980
Resident Activity Fee	32,308
Can. Fees/Forfeited Dep/Fines	20,000
Application Fees	30,000
Miscellaneous Revenue	65,000
Fund Balance - Resident Activity	19,000
TOTAL FUNDS AVAILABLE	2,543,288
Insurance	
Travel	10,925
Utilities	172,000
Contingency	40,000
Contingency	50,000
Resident Activities	30,808
Total Current Expenses	1,034,987
Gross Profit/Loss (before debt service)	1,508,301
Debt Service	
Interest	372,704
Principal	635,597
Swap Rate	500,000
Total Expenses	1,508,301
Net Profit/Loss	-

General Operating Budget

SOURCES OF FUNDS	Operating
Bandwidth Lease	311,880
Investment Income	75,000
High School Lease Revenue	212,500
Fund Balance	-
TOTAL FUNDS AVAILABLE	599,380
USES OF FUNDS	
Operating Expenses	30,000
Insurance	111,120
Contract Services	64,000
LOC Interest Expense	-
Contingency	50,000
Transfer to College	-
Total Current Expenses	255,120
Capital Expenses	
Total Capital Expenses	-
TOTAL EXPENDITURES & TRANSFERS	255,120
Net Profit/Loss	344,260





Direct Support Organizations - Foundation

Unrestricted Funds

SOURCES OF FUNDS	2017-18 Budget	2016-17 Budget	% Change
Fund Balance:			
Operating Revenue	838,534	854,734	-2%
Endowed Scholarship Funds	92,000	95,800	-4%
Endowed Program Support Funds	17,000	15,000	13%
Non-Endowed Program Support Gifts	118,000	35,000	237%
Event Revenue	15,000	35,500	-58%
Sponsorship Admin. Fee	3,331	-	100%
Annual Fund Gifts	5,000	20,000	-75%
Annually Funded Scholarships	466,000	160,000	191%
Misc Grants	-	15,000	-100%
New Revenue:			
College Support	581,171	-	100%
Administrative Fee	22,500	-	100%
Sponsorship Admin. Fee	28,650	-	100%
TOTAL FUNDS AVAILABLE	2,187,186	1,231,034	78%
USES OF FUNDS			
Current Expenses			
Travel	12,650	14,550	-13%
Operating Expenses	132,870	141,409	-6%
Scholarships	558,000	255,800	118%
Academic Program Support	128,000	59,000	117%
Food and Food Products	72,100	129,450	-44%
Rental - Facilities & Equipment	2,200	19,050	-88%
Insurance	9,000	8,000	13%
Contract Services			
Foundation Personnel	1,000,379	379,223	164%
Audit Fees	35,000	86,000	-59%
Other Services	185,837	138,552	34%
Reserves:			
Administrative Fee	22,500	-	100%
Sponsorship Admin. Fee	28,650	-	100%
Total Current Expenses	2,187,186	1,231,034	78%

Direct Support Organizations - Foundation

Restricted Fund

SOURCES OF FUNDS	2017-18 Budget	2016-17 Budget	% Change
Fund Balance			
Restricted Scholarships	1,192,480	1,212,340	-2%
Temporarily Restricted Non-Endowed Funds	55,000	53,000	4%
Restricted Academic Program Support	218,500	238,400	-8%
Athletic Arena Campaign	279,185	5,119,600	-95%
Hendry Glades Building Campaign	79,777	960,000	100%
Operating Revenue from Investments	981,145	995,313	-1%
New Revenue			
Athletic Arena Campaign	3,120,815	3,280,400	100%
Corporate Sponsorships	241,000	-	100%
Hendry Glades Building Campaign	209,223	240,000	100%
Endowed Gifts	500,000	500,000	100%
TOTAL FUNDS AVAILABLE	6,877,125	12,599,053	-45%
USES OF FUNDS			
Current Expenses			
Scholarships	1,192,480	1,212,340	-2%
Program Support:			
School of Health Professions	23,800	29,000	-18%
School of Arts, Humanities, & Social Sciences	58,500	60,700	-4%
School of Business & Technology	24,100	25,700	-6%
School of Education	5,000	11,000	-55%
School of Pure & Applied Sciences	9,200	8,700	6%
Barbara B. Mann Performing Arts Hall	29,600	35,000	-15%
Rauschenberg Gallery	29,100	29,600	-2%
General Support	39,200	38,700	1%
Winkler Property Carrying Fees	50,000	48,000	4%
Investment Fees	196,000	196,000	0%
Contract Services			
Hendry/Glades Staff Reimb to the College	5,000	5,000	100%
Institutional Support			
Arena Funds to the College	279,185	5,119,600	100%
Hendry/Glades Building funds to the College	79,777	960,000	100%
Reserves:			
Corporate Sponsorships	241,000	-	100%
Athletic Arena	3,120,815	3,280,400	100%
Hendry/Glades Building	209,223	240,000	100%
Other endowed funds	500,000	500,000	100%
TOTAL CURRENT EXPENSES	6,091,980	11,799,740	-48%
Transfers			
Transfer to Operating Funds	785,145	799,313	-2%
Total Transfers	785,145	799,313	-2%
TOTAL EXPENDITURES & TRANSFERS	6,877,125	12,599,053	-45%



Supplemental Information

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:

TITLE: DUTIES, POWERS AND RESPONSIBILITIES OF THE PRESIDENT

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

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.

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

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

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.

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.

In accordance with Section 218.415 (16), Florida Statutes, investments shall be limited to fixed income securities selected from the following types: Sector	Sector Maximum (%)	Per Issuer Maximum (%)	Minimum Ratings Requirement¹	Maximum Maturity
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% ⁴	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% ²	5% ³	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% ⁴	N/A	5.50Years Avg. Life ⁵
Asset-Backed Securities (ABS)	25%	5%	Highest ST or LT Rating (A-1+/P-1, AAA/Aaa, or equivalent)	5.50 Years Avg. Life ⁵
Non-Negotiable Certificate of Deposit and Savings Accounts	50%	25%	None, if fully collateralized.	2 Years
Commercial Paper (CP)	50% ²	5% ³	Highest ST Rating Category (A-1/P-1, or equivalent)	270 Days
Bankers' Acceptances (BAs)	10% ²	5% ³	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: Sector	Sector Maximum (%)	Per Issuer Maximum (%)	Minimum Ratings Requirement¹	Maximum Maturity
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Notes:

¹ Rating by at least one Nationally Recognized Statistical Ratings Organization (“NRSRO”). ST=Short-term; LT=Long-term.

² Maximum allocation to all corporate and bank credit instruments is 50% combined.

³ 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.

⁴ Maximum exposure to any one Federal agency, including the combined holdings of Agency debt and Agency MBS, is 40%.

⁵ 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.

* 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).

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: "AAAm" and "AAm." 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.

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.



Resident Student Fees per Credit Hour

	Lower Level Credit Programs	Upper Level Credit Programs	Career Certificate & Applied Technology Diploma Programs	Continuing Workforce Education
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
Total	\$111.36	\$123.71	\$82.85	\$106.00

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

	Lower Level Credit Programs	Upper Level Credit Programs	Career Certificate & Applied Technology	Continuing Workforce Education
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	\$65.00	\$120.64	\$0.00	\$0.00
Technology Fee	\$16.25	\$30.16	\$14.41	\$0.00
Total	\$430.63	\$793.34	\$331.34	\$106.00

Fees for Total Academic Year (30 credit hours)	\$12,918.90	\$23,800.20	\$9,940.25	\$3,180.00
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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

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
Application Fee - EMS/Paramedic Program	\$15.00
Application Fee - Nursing Program	\$15.00
Application Fee - Radiologic Tech. Program	\$15.00
Application Fee - Respiratory Care Program	\$15.00
Application Fee - Fire Academy	\$325.00

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
Dental Clinic Fee - Sealant	\$5.00
Distance Learning (Per Credit Hour)	\$15.00
Parking Fine	\$15.00
Parking Fine- Handicapped	\$50.00
Parking Fee (Per Credit Hour)**	\$2.00
** Not applicable to FSW Online Courses	
Convenience Fee	\$6.00
Transcript Request (each)	\$5.00
Return Check Fee	\$30.00
Late Registration/payment fee	\$75.00

School of Business and Technology

ACG 1001	Accounting I	\$15.00	CTS 2142	Introduction to Project Management	\$20.00
ACG 2011	Financial Accounting II	\$15.00	CTS 2306	Configuring Windows	\$20.00
ACG 2021	Financial Accounting	\$15.00	CTS 2307	Windows Management	\$20.00
ACG 2450	Accounting Software Applications	\$20.00	CTS 2321	Linux Internet Servers	\$20.00
ACG 2071	Managerial Accounting	\$15.00	CTS 2334	Microsoft Windows Servers	\$20.00
ACG 2500	Govt & Non for Profit Accounting	\$15.00	CTS 2339	Microsoft Server Exchange	\$20.00
ACG 2930	Special Topics / Capstone - Accounting	\$30.00	CTS 2346	Microsoft Windows Server Administration	\$20.00
ACG 3024	Accounting for Non-Accounting Majors	\$20.00	CTS 2392	Configuring Advanced Windows Servers	\$20.00
ACG 3074	Managerial Accounting/Non-Accounting Major	\$20.00	CTS 2655	Internet Working w/ Cisco Routers	\$20.00
ACG 3113	Intermediate Accounting II	\$20.00	CTS 4408	Database Administration	\$15.00
ACG 3341	Cost Accounting	\$20.00	EET 1084C	Introduction to Electronics	\$25.00
ACG 3401	Accounting Information Systems	\$20.00	EGS 1001	Intro to Engineering	\$5.00
ACG 3632	Auditing Theory & Application	\$20.00	ENT 3003	Entrepreneurship I	\$10.00
ACG 4123	Intermediate Accounting III	\$20.00	ENT 3172	Special Role of Franchising	\$20.00
BCN 1040	Intro to Sustainability in Constr	\$5.00	ENT 4004	Entrepreneurship II	\$10.00
BCN 1230C	Materials & Methods of Construction	\$5.00	ETD 1103C	Engineering Graphics I - AutoCAD	\$10.00
BCN 1272	Blueprint Reading	\$5.00	ETD 1320	Computer Aided Drafting	\$10.00
BCN 2710	Construction Procedures	\$5.00	ETD 1530	Drafting & Design	\$10.00
BCT 1760	Building Codes	\$5.00	ETD 2340	Advanced Computer Aided Drafting	\$10.00
BCT 2708	Advanced Construction Project Mgmt	\$5.00	ETD 2930	Special Topics / Capstone - Engineering	\$20.00
BCT 2730	Construction Management	\$5.00	ETI 1110C	Intro to Quality Assurance	\$25.00
BUL 2241	Business Law	\$25.00	ETI 1420C	MFG Processes and Materials	\$25.00
CAP 2140	Digital Forensics I	\$20.00	ETI 1701	Industrial Safety	\$25.00
CAP 2141	Digital Forensics II	\$20.00	ETM 1010	Measurement & Instrumentation	\$25.00
CGS 1000	Data Processing Concepts	\$15.00	FIN 2001	Business Finance	\$15.00
CGS 1100	Microcomputer Skills	\$15.00	FIN 2100	Personal Finance	\$15.00
CGS 2108	Computer Applications with Flowcharting	\$15.00	FIN 3400	Financial Management I	\$20.00
CGS 2135	Introduction to Computer Forensics	\$20.00	FIN 3414	Financial Management II	\$20.00
CGS 2260	Computer Hardware & Software Maint.	\$40.00	GEB 2930	Special Topics / Capstone - Business	\$35.00
CGS 2511	Adv Spreadsheet Computing	\$15.00	GIS 1040	Geographic Information Systems	\$20.00
CGS 2811	Disaster Recover/Incident Resp	\$15.00	GIS 1045	Geo. Info. Systems Customization	\$20.00
CGS 4183	Web Design for E-Commerce	\$15.00	ISM 4153	Enterprise Information Systems	\$15.00
CIS 2321	Data Systems & Management	\$20.00	ISM 4220	Distrib Information Systems	\$10.00
CIS 4891	Senior Capstone Project	\$10.00	ISM 4323	Infor Security Policy Admin	\$10.00
CJE 1640	Intro to Crime Scene Technology	\$5.00	MAN 3081	Intro to E-Business	\$10.00
CJE 2602	Computerized Crime Scene Graphic	\$25.00	MAN 3864	Managing Family Business	\$10.00
CJE 2643C	Advanced Crime Scene Technology	\$20.00	MAN 4441	Negotiation	\$10.00
CJE 2649	Forensic Death Investigation	\$40.00	MAN 4570	Retail Logistics Management	\$10.00
CJE 2670	Introduction for Forensic Science	\$10.00	MAN 4723	Strategic Management Capstone	\$30.00
CJE 2671	Latent Fingerprint Development	\$15.00	MAN 4915	Management Capstone	\$30.00
CJE 2677	Modern Fingerprinting Technology	\$35.00	MAR 3231	Retailing Management I	\$10.00
CJE 2711	Criminal Justice Capstone	\$20.00	MAR 3232	Retailing Management II	\$10.00
CJE 2770C	Crime Scene Photography	\$15.00	MAR 3860	Salesmanship & Cust Rel Mgmt	\$10.00
CJL 2610	Courtroom Presentation of Scientific Evidence	\$5.00	MTB 1103	Business Mathematics	\$15.00
CNT 1000	Networking Essentials	\$20.00	PLA 1003	Intro to Paralegal Studies	\$25.00
CNT 1512	Wireless Network Administration	\$20.00	PLA 1103	Legal Research & Writing I	\$25.00
CNT 3504	Networks & Distrib Processing	\$15.00	PLA 2114	Legal Research & Writing II	\$25.00
CNT 4514	Wireless Network/Portable Devices	\$15.00	PLA 2200	Litigation	\$25.00
CNT 4524	Mobile Security	\$15.00	PLA 2202	Torts	\$25.00
COP 1000	Intro to Computer Programming - Visual Basic	\$20.00	PLA 2600	Wills, Trusts & Probate Admin	\$25.00
COP 1224	Programming with C++	\$20.00	PLA 2610	Real Estate Law & Property	\$25.00
COP 1822	Internet Programming - HTML	\$15.00	PLA 2763	Law Office Management	\$25.00
COP 2171	Visual Basic Programming	\$20.00	PLA 2800	Family Law	\$25.00
COP 2228	Advanced C++	\$20.00	PLA 2880	Construction Law	\$25.00
COP 2360	C# Programming I	\$15.00	PLA 2942	Paralegal Internship-Malpractice Insurance	\$10.00
COP 2362	C# Programming II	\$15.00	PLA 2930	Special Topics / Capstone - Paralegal	\$25.00
COP 2700	Database Programming	\$20.00	RMI 2001	Prin of Risk Management	\$15.00
COP 2800	JAVA Programming	\$15.00	SUR 1100C	Surveying	\$10.00
COP 2823	Adv Microsoft Web Development	\$15.00	SUR 2140C	Advanced Surveying	\$10.00
COP 2830	Internet Programming - HTML II	\$15.00	TAX 2000	Federal Tax Accounting I	\$15.00
CTS 1131	A+ Hardware	\$20.00	TAX 2010	Federal Tax Accounting II	\$15.00
CTS 1133	A+ Software	\$20.00	TAX 2401	Trusts, Estates and Gifts	\$15.00
CTS 2120	Computer & Network Security (Security +)	\$20.00			

School of Arts, Humanities and Social Sciences

* ART 1201C	Basic Design	\$34.00	MVK 2321	Applied Music - Piano	\$100.00
* ART 1203C	Three-dimensional Design (Sculpture)	\$34.00	MVK 2322	Applied Music - Harpsichord	\$100.00
* ART 1300C	Drawing I	\$34.00	MVK 2323	Applied Music - Organ	\$100.00
* ART 1301C	Drawing II	\$34.00	MVP 1211	Applied Music - Percussion	\$50.00
* ART 1330C	Figure Drawing	\$34.00	MVP 1311	Applied Music - Percussion	\$100.00
* ART 2012C	Media Exploration	\$34.00	MVP 2221	Applied Music - Percussion	\$50.00
* ART 2205C	Color Theory	\$34.00	MVP 2321	Applied Music - Percussion	\$100.00
* ART 2500C	Painting I	\$34.00	MVS 1212	Applied Music - Viola	\$50.00
* ART 2501C	Painting II	\$34.00	MVS 1213	Applied Music - Cello	\$50.00
* ART 2527C	Abstract Painting	\$34.00	MVS 1214	Applied Music - String Bass	\$50.00
* ART 2750C	Ceramics I	\$34.00	MVS 1216	Applied Music - Guitar	\$50.00
* ART 2751C	Ceramics II	\$34.00	MVS 1311	Applied Music - Violin	\$100.00
* AST 2002C	Astronomy	\$34.00	MVS 1312	Applied Music - Viola	\$100.00
CRW 2001	Creative Writing	\$35.00	MVS 1313	Applied Music - Cello	\$50.00
CRW 2002	Creative Writing II	\$35.00	MVS 1314	Applied Music - String Bass	\$100.00
* DIG 2251C	Digital Audio I	\$47.00	MVS 1316	Applied Music - Guitar	\$100.00
* DIG 2280C	Digital Video and Sound	\$47.00	MVS 2221	Applied Music - Violin	\$50.00
* DIG 2284C	Advance Digital Video and Sound	\$47.00	MVS 2222	Applied Music - Viola	\$50.00
* DIG 2205C	Basic Video Editing	\$47.00	MVS 2223	Applied Music - Cello	\$50.00
ENC 0022	Writing for College Success	\$55.00	MVS 2224	Applied Music - String Bass	\$50.00
ENC 1101	Composition I	\$35.00	MVS 2226	Applied Music - Guitar	\$50.00
ENC 1102	Composition II	\$35.00	MVS 2321	Applied Music - Violin	\$100.00
* FRE 1120	Elementary French I	\$10.00	MVS 2322	Applied Music - Viola	\$100.00
* FRE 1121	Elementary French II	\$10.00	MVS 2323	Applied Music - Cello	\$100.00
* GER 1120	German I	\$10.00	MVS 2324	Applied Music - String Bass	\$100.00
* GER 1121	German II	\$10.00	MVS 2326	Applied Music - Guitar	\$100.00
* HUM 2211	Humanities – Ancient World Through Medieval	\$10.00	MVS 1211	Applied Music - Violin	\$50.00
* HUM 2235	Humanities – Renaissance Through Age of Reason	\$10.00	MVV 1211	Applied Music - Voice	\$50.00
* HUM 2250	Humanities – Romantic To Present	\$10.00	MVV 1311	Applied Music - Voice	\$100.00
* HUM 2930	Humanities – Great Human Question	\$10.00	MVV 2221	Applied Music - Voice	\$50.00
* MUM 2600C	Basic Audio Recording Technology	\$47.00	MVV 2321	Applied Music - Voice	\$100.00
* MUM 2601C	Recording Techniques II	\$47.00	MVW 1211	Applied Music - Flute	\$50.00
* MUM 2604C	Multi-track Mixdown Techniques	\$47.00	MVW 1212	Applied Music - Oboe	\$50.00
MVB 1211	Applied Music - Trumpet	\$50.00	MVW 1213	Applied Music - Clarinet	\$50.00
MVB 1212	Applied Music - Horn	\$50.00	MVW 1214	Applied Music - Bassoon	\$50.00
MVB 1213	Applied Music - Trombone	\$50.00	MVW 1215	Applied Music - Saxophone	\$50.00
MVB 1214	Applied Music - Baritone Horn	\$50.00	MVW 1311	Applied Music - Flute	\$100.00
MVB 1215	Applied Music - Tuba	\$50.00	MVW 1312	Applied Music - Oboe	\$100.00
MVB 1311	Applied Music - Trumpet	\$100.00	MVW 1313	Applied Music - Clarinet	\$100.00
MVB 1312	Applied Music - Horn	\$100.00	MVW 1314	Applied Music - Bassoon	\$100.00
MVB 1313	Applied Music - Trumpet	\$100.00	MVW 1315	Applied Music - Saxophone	\$100.00
MVB 1314	Applied Music - Baritone Horn	\$100.00	MVW 2221	Applied Music - Flute	\$50.00
MVB 1315	Applied Music - Tuba	\$100.00	MVW 2222	Applied Music - Oboe	\$50.00
MVB 2221	Applied Music - Trumpet	\$50.00	MVW 2223	Applied Music - Clarinet	\$50.00
MVB 2222	Applied Music - Horn	\$50.00	MVW 2224	Applied Music - Bassoon	\$50.00
MVB 2223	Applied Music - Trombone	\$50.00	MVW 2225	Applied Music - Saxophone	\$50.00
MVB 2224	Applied Music - Baritone Horn	\$50.00	MVW 2321	Applied Music - Flute	\$100.00
MVB 2225	Applied Music - Tuba	\$50.00	MVW 2322	Applied Music - Oboe	\$100.00
MVB 2321	Applied Music - Trumpet	\$100.00	MVW 2323	Applied Music - Clarinet	\$100.00
MVB 2322	Applied Music - Horn	\$100.00	MVW 2324	Applied Music - Bassoon	\$100.00
MVB 2323	Applied Music - Trombone	\$100.00	MVW 2325	Applied Music - Saxophone	\$100.00
MVB 2324	Applied Music - Baritone Horn	\$100.00	* PGY 1800C	Introduction to Digital Photography	\$34.00
MVB 2325	Applied Music - Tuba	\$100.00	* PGY 1801C	Advanced Digital Photo	\$34.00
MVK 1211	Applied Music - Piano	\$50.00	* PGY 2401C	Photography I	\$34.00
MVK 1212	Applied Music - Harpsichord	\$50.00	* PGY 2404C	Photography II	\$34.00
MVK 1213	Applied Music - Organ	\$50.00	* SPC 1017	Fundamentals of Speech Communications	\$18.00
MVK 1311	Applied Music - Piano	\$100.00	* SPC 2608	Intro to Public Speaking	\$18.00
MVK 1312	Applied Music - Harpsichord	\$100.00	* SPN 1120	Beginning Spanish I	\$10.00
MVK 1313	Applied Music - Organ	\$100.00	* SPN 1121	Beginning Spanish II	\$10.00
MVK 2221	Applied Music - Piano	\$50.00	* WOH 1012	History of World Civilization to 1500	\$10.00
MVK 2222	Applied Music - Harpsichord	\$50.00	* WOH 1023	History of World Civilization 1500 - 1815	\$10.00
MVK 2223	Applied Music - Organ	\$50.00	* WOH 1030	History of World Civilization 1815 - Present	\$10.00

School of Pure and Applied Sciences

* BSC 1005L	General Biology Laboratory	\$32.00	* MAC 2233	Calculus for Business and Social Sciences I	\$30.00
* BSC 1050	Environmental Biology: Our Global Environment	\$20.00	* MAC 2311	Calculus with Analytic Geometry I	\$30.00
* BSC 1010L	Biological Science I Laboratory	\$32.00	* MAC 2312	Calculus with Analytic Geometry II	\$30.00
* BSC 1011L	Biological Science II Laboratory	\$32.00	* MAC 2313	Calculus with Analytic Geometry III	\$30.00
* BSC 1051C	Environmental Biology: Southwest FL Ecosystem	\$32.00	* MAP 2302	Differential Equations	\$30.00
* BSC 1084C	Anatomy and Physiology	\$32.00	MAT 0057	Mathematics for College Success	\$55.00
* BSC 1085C	Anatomy & Physiology I	\$32.00	* MAT 1033	Intermediate Algebra	\$30.00
* BSC 1086C	Anatomy & Physiology II	\$32.00	* MCB 2010C	Microbiology	\$32.00
* CHM 2025L	Intro to College Chemistry Lab	\$35.00	* MGF 1106	Mathematics for Liberal Arts I	\$30.00
* CHM 2032L	General Chemistry for Health Sciences Lab	\$35.00	* MGF 1107	Mathematics for Liberal Arts II	\$30.00
* CHM 2045L	General Chemistry I Lab	\$65.00	* MTG 3212	College Geometry	\$30.00
* CHM 2046L	General Chemistry II Lab	\$65.00	* OCB 1000	The Living Ocean	\$30.00
* CHM 2210L	Organic Chemistry I Lab	\$93.00	* OCB 2010L	Marine Biology Lab	\$32.00
* CHM 2211L	Organic Chemistry II Lab	\$92.00	* OCE 1001	Introduction to Oceanography	\$30.00
* ESC 1000C	Introduction to Earth Science	\$32.00	PCB 3023C	Cell Biology	\$27.00
* EVR 1001C	Introduction to Environmental Science	\$32.00	PCB 3043C	General Ecology with Lab	\$27.00
* GLY 1010C	Physical Geology	\$33.00	PCB 3063C	Genetics	\$27.00
* GLY 1100C	Historical Geology	\$33.00	* PHY 1007L	Physics Health Science Laboratory	\$33.00
* ISC 1001C	Foundation of Interdisciplinary Science I	\$30.00	* PHY 1020C	Fundamentals of the Physical World	\$33.00
* ISC 1002C	Foundation of Interdisciplinary Science II	\$30.00	* PHY 2048L	General Physics I Lab	\$41.00
* MAC 1105	College Algebra	\$30.00	* PHY 2049L	General Physics II Lab	\$41.00
* MAC 1106	Combined College Algebra/Precalculus	\$30.00	* PHY 2053L	College Physics I Lab	\$41.00
* MAC 1114	Trigonometry	\$30.00	* PHY 2054L	College Physics II Lab	\$41.00
* MAC 1140	Precalculus Algebra	\$30.00	* STA 2023	Introduction to Statistics	\$30.00
* MAC 1147	Precalculus Algebra/Trigonometry	\$30.00			

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	LAE 3342C	Middle Grades Practicum I: Composition	\$69.00
CHD 2324	Early Childhood Language Arts/Reading	\$5.00	LAE 3326C	Middle Grades Practicum II: Literature	\$69.00
EDE 3315	Math in the Elementary Classroom	\$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
EEC 1000	Foundations in Early Childhood Education	\$5.00	SCE 3420C	Teach Physical Science in Mid School w/Practicum	\$69.00
EEC 1003	Introduction to School Age Child Care	\$5.00	SCE 3326C	Special Methods Teaching High School Science	\$69.00
EEC 1202	Principles of Early Childhood	\$5.00	SCE 4940	Final Internship Secondary Education Biology	\$300.00
EEC 1603	Positive Guidance Behavior Management	\$5.00	SCE 4943	Internship: Middle Grades Science Education	\$300.00
EEC 1946	Early Childhood Practicum	\$25.00			

School of Health Professions

CVT	1800L	Cardiovascular Pre Practicum I	\$75.00	NUR	1020L	Health & Wellness Clinical - (Sim Lab)	\$65.00
CVT	1801L	Cardiovascular Pre Practicum II	\$75.00	NUR	1025L	Health & Wellness Practicum	\$300.00
CVT	1800L	Cardiovascular Prepracticum Program Insurance	\$10.00	NUR	1034L	Health to Illness Clinical	\$300.00
CVT	2420C	Invasive Cardiology I	\$40.00	NUR	1034L	Health to Illness Clinical - (Sim Lab)	\$65.00
CVT	2421C	Invasive Cardiology II	\$40.00	NUR	1211L	Adult Nursing I Clinical	\$300.00
CVT	2805C	Cardiovascular Intervention Pre-Practicum	\$75.00	NUR	1211L	Adult Nursing I Clinical (Sim Lab)	\$65.00
CVT	2840L	Cardiovascular Technology Program Insurance	\$10.00	NUR	1214L	Health to Illness Practicum	\$300.00
CVT	2840L	Cardiovascular Practicum II	\$40.00	NUR	2033L	Health Alterations Clinical	\$300.00
CVT	2841L	Cardiovascular Practicum III	\$40.00	NUR	2033L	Health Alterations Clinical - (Sim Lab)	\$65.00
CVT	2842L	Cardiovascular Practicum IV	\$75.00	NUR	2244L	Complex Health Prob Clinical	\$300.00
DEH	1002L	Dental Hygiene Preclinical	\$410.00	NUR	2244L	Complex Health Prob Clinical - (Sim Lab)	\$65.00
DEH	1802L	Dental Hygiene II Clinical	\$410.00	NUR	2260L	Advanced Adult Nursing II Clinical	\$300.00
DEH	2702L	Community Dental Health Lab	\$240.00	NUR	2260L	Advanced Adult Nursing II Clinical (Sim Lab)	\$65.00
DEH	2804L	Dental Hygiene III Clinical	\$410.00	NUR	2310	Nursing Program Insurance	\$10.00
DEH	2806	Dental Hygiene Program Insurance	\$10.00	NUR	2310L	Pediatric Nursing Clinical	\$300.00
DEH	2806L	Dental Hygiene IV Clinical	\$410.00	NUR	2310L	Pediatric Nursing Clinical (Sim Lab)	\$65.00
DEH	2808L	Dental Hygiene V Clinical	\$410.00	NUR	2424L	Maternal Nursing Concepts Clinical	\$300.00
DES	1020C	Dental Anatomy	\$340.00	NUR	2424L	Maternal Nursing Concepts Clinical (Sim Lab)	\$65.00
DES	1100C	Dental Hygiene Program Insurance	\$10.00	NUR	2440L	Child & Women's Health Clinic	\$300.00
DES	1100C	Dental Materials	\$410.00	NUR	2440L	Child & Women's Health Clinic - (Sim Lab)	\$65.00
DES	1200C	Dental Radiology	\$410.00	NUR	2520L	Mental Health Nursing Clinical	\$300.00
DES	2832C	Expanded Functions Lab	\$240.00	NUR	2941L	Clinical Preceptorship	\$200.00
EMS	2661	Paramedic Field Internship	\$225.00	RET	1275C	Clinical Care Techniques - Program Insurance	\$10.00
EMS	2677L	Paramedic Laboratory III	\$375.00	RET	1275C	Clinical Care Techniques	\$350.00
EMS	2677L	Paramedic Laboratory III - (Sim Lab)	\$65.00	RET	1275C	Clinical Care Techniques (Sim Lab)	\$65.00
EMS	2119L	Fundamentals of EMS Care Lab	\$275.00	RET	1832L	Clinical Practicum I	\$400.00
EMS	2119L	Fundamentals of EMS Care - (Sim Lab)	\$65.00	RET	1832L	Clinical Practicum I (Sim Lab)	\$65.00
EMS	2421	EMT Practicum Insurance	\$10.00	RET	2234C	Respiratory Care I	\$200.00
EMS	2601L	Paramedic Laboratory I	\$375.00	RET	2234C	Respiratory Care I (Sim Lab)	\$65.00
EMS	2601L	Paramedic Laboratory I - (Sim Lab)	\$65.00	RET	2254C	Respiratory Care Therapeutics	\$200.00
EMS	2602L	Paramedic Laboratory II	\$375.00	RET	2264C	Respiratory Care II	\$250.00
EMS	2602L	Paramedic Laboratory II - (Sim Lab)	\$65.00	RET	2714	NeoNatal Pediatrics (Sim Lab)	\$65.00
EMS	2646	Paramedic Clinical Experience	\$225.00	RET	2874L	Clinical Practicum II	\$850.00
EMS	2648	Paramedic Field Experience - Prog Insurance	\$10.00	RET	2874L	Respiratory Care Program Insurance	\$10.00
EMS	2648	Paramedic Field Experience	\$225.00	RET	2875L	Clinical Practicum III	\$850.00
FFP	0010C	Firefighter I Minimum Standards	\$850.00	RET	2876L	Clinical Practicum IV	\$650.00
FFP	0020C	Firefighter I Minimum Standards	\$850.00	RTE	1503L	Radiographic Positioning I Lab	\$200.00
FFP	1304	Fire Apparatus Operations	\$40.00	RTE	1503L	Radiologic Tech. Program Insurance	\$10.00
HIM	2724	Basic ICD-10 Coding	\$50.00	RTE	1804	Radiology Practicum I	\$200.00
HIM	2253	Basic CPT-4 Coding	\$50.00	RTE	1814	Radiology Practicum II	\$200.00
HIM	2283	Advanced Coding and Reimbursement	\$50.00	RTE	1824	Radiologic Tech. Program Insurance	\$10.00
HIM	2813	Professional Practice Experience II	\$50.00	RTE	1824	Radiology Practicum III	\$200.00
HIM	2940	Professional Practice Experience III	\$20.00	RTE	2834	Radiology Practicum IV	\$200.00
NUR	1020	Health & Wellness Across Lifespan - Prog Insurance	\$10.00	RTE	2844	Radiology Practicum V	\$200.00
NUR	1020L	Health & Wellness Clinical	\$200.00				

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	\$30.00
EAP	0440	Writing Learning Assistance	\$40.00				

* Denotes New or Revised Fee



Course Fees con't

Course Fee Changes Effective July 1, 2017

New Courses

Course Number	Course Title	Projected Enrollment	Current Fee	Proposed Fee	Impact
BSC1005L	General Biology Laboratory	800	\$0	\$32	\$25,600
BSC1050	Environmental Biology: Our Global Environment	33	\$0	\$20	\$660
OCB1000	The Living Ocean	225	\$0	\$30	\$6,750
OCE 1001	Introduction to Oceanography	219	\$0	\$30	\$6,570
					\$39,580

Eliminated Courses

Course Number	Course Title	Projected Enrollment	Current Fee	Proposed Fee	Impact
BSC1050C	Environmental Biology: Our Global Environment	33	\$42	\$0	(\$1,386)
OCB1000C	The Living Ocean	225	\$45	\$0	(\$10,125)
OCE 1001C	Introduction to Oceanography	219	\$45	\$0	(\$9,855)
PGY2410C	Photography II	0	\$35	\$0	\$0
HUM2510	Humanities through the Arts	0	\$5	\$0	\$0
					(\$21,366)

Proposed Course Fee Increases

Course Number	Course Title	Projected Enrollment	Current Fee	Proposed Fee	Impact
ART1330C	Figure Drawing	8	\$0	\$34	\$272
ART2012C	Media Exploration	13	\$0	\$34	\$442
ART2205C	Color Theory	47	\$0	\$34	\$1,598
ART2500C	Painting I	11	\$0	\$34	\$374
ART2501C	Painting II	8	\$0	\$34	\$272
ART2527C	Abstract Painting	11	\$0	\$34	\$374
AST2002C	Astronomy	190	\$0	\$34	\$6,460
CHM2045L	General Chemistry I Lab	395	\$55	\$65	\$3,950
CHM2046L	General Chemistry II Lab	193	\$55	\$65	\$1,930
CHM2210L	Organic Chemistry I Lab	104	\$55	\$93	\$3,952
CHM2211L	Organic Chemistry II Lab	47	\$55	\$92	\$1,739
DIG2251C	Digital Audio I	36	\$0	\$47	\$1,692
DIG2280C	Digital Video and Sound	36	\$0	\$47	\$1,692
DIG2284C	Advance Digital Video and Sound	24	\$0	\$47	\$1,128
DIGC2205C	Basic Video Editing	36	\$0	\$47	\$1,692
ESC1000C	Introduction to Earth Science	56	\$0	\$32	\$1,792
EVR1001C	Introduction to Environmental Science	413	\$0	\$32	\$13,216
GLY1010C	Physical Geology	28	\$0	\$33	\$924
GLY1100C	Historical Geology	28	\$0	\$33	\$924
HUM2211	Studies in Humanities: Ancient World through the Medieval Period	564	\$5	\$10	\$2,820
HUM2235	Studies in Humanities: Renaissance through the Age of Reason	469	\$5	\$10	\$2,345
HUM2250	Studies in Humanities: The Romantic Era to the Present	551	\$5	\$10	\$2,755
HUM2930	Studies in Humanities: Great Human Questions	75	\$5	\$10	\$375
MUM2600C	Basic Audio Recording Technology	36	\$0	\$47	\$1,692
MUM2601C	Recording Techniques II	24	\$0	\$47	\$1,128
MUM2604C	Multi-track Mixdown Techniques	24	\$0	\$47	\$1,128
PGY1800C	Introduction to Digital Photography	85	\$0	\$34	\$2,890
PGY1801C	Advanced Digital Photo	8	\$0	\$34	\$272
PHY1007L	Physics Health Science Laboratory	104	\$0	\$33	\$3,432
PHY1020C	Fundamentals of the Physical World	101	\$0	\$33	\$3,333
WOH1012	History of World Civilization to 1500	552	\$5	\$10	\$2,760
WOH1023	History of World Civilization 1500 - 1815	522	\$5	\$10	\$2,610
WOH1030	History of World Civilization 1815 - Present	1,154	\$5	\$10	\$5,770
					\$77,733



Course Fees con't

Course Fee Changes Effective July 1, 2017

Proposed Course Fee Decreases

Course Number	Course Title	Projected Enrollment	Current Fee	Proposed Fee	Impact
ART1201C	Basic Design	51	\$35	\$34	(\$51)
ART1203C	Three-Dimensional Design (Sculpture)	10	\$35	\$34	(\$10)
ART1300C	Drawing I	120	\$35	\$34	(\$120)
ART1301C	Drawing II	25	\$35	\$34	(\$25)
ART2750C	Ceramics I	126	\$35	\$34	(\$126)
ART2751C	Ceramics II	20	\$35	\$34	(\$20)
BSC1010L	Biological Science I Laboratory	1,578	\$42	\$32	(\$15,780)
BSC1011L	Biological Science II Laboratory	316	\$42	\$32	(\$3,160)
BSC1051C	Environmental Biology: Southwest Florida Ecosystem	204	\$42	\$32	(\$2,040)
BSC1084C	Anatomy and Physiology	172	\$42	\$32	(\$1,720)
BSC1085C	Anatomy and Physiology I	2,087	\$42	\$32	(\$20,870)
BSC1086C	Anatomy and Physiology II	1,904	\$42	\$32	(\$19,040)
CHM2025L	Introduction to College Chemistry Laboratory	689	\$55	\$35	(\$13,780)
CHM2032L	General Chemistry for the Health Sciences Lab	91	\$55	\$35	(\$1,820)
FRE1120	Elementary French I	68	\$15	\$10	(\$340)
FRE1121	Elementary French II	48	\$15	\$10	(\$240)
GER1120	Elementary German I	0	\$15	\$10	\$0
GER1121	Elementary German II	0	\$15	\$10	\$0
ISC1001C	Foundations of Interdisciplinary Science I	270	\$55	\$30	(\$6,750)
ISC1002C	Foundations of Interdisciplinary Science II	34	\$55	\$30	(\$850)
MAC1105	College Algebra	3,080	\$35	\$30	(\$15,400)
MAC1114	Trigonometry	494	\$35	\$30	(\$2,470)
MAC1140	Pre-Calculus Algebra	649	\$35	\$30	(\$3,245)
MAC1147	Pre-Calculus Algebra / Trigonometry	71	\$35	\$30	(\$355)
MAC2233	Calculus for Business and Social Sciences I	283	\$35	\$30	(\$1,415)
MAC2311	Calculus with Analytic Geometry I	290	\$35	\$30	(\$1,450)
MAC2312	Calculus with Analytic Geometry II	144	\$35	\$30	(\$720)
MAC2313	Calculus with Analytic Geometry III	62	\$35	\$30	(\$310)
MAC 1106	Combined College Algebra / Pre-Calculus	22	\$35	\$30	(\$110)
MAP2302	Differential Equations I	46	\$35	\$30	(\$230)
MAT1033	Intermediate Algebra	3,465	\$35	\$30	(\$17,325)
MCB2010C	Microbiology	845	\$42	\$32	(\$8,450)
MGF1106	Mathematics for Liberal Arts I	646	\$35	\$30	(\$3,230)
MGF1107	Mathematics for Liberal Arts II	261	\$35	\$30	(\$1,305)
MTG3212	College Geometry	0	\$35	\$30	\$0
OCB2010L	Marine Biology Laboratory	9	\$42	\$32	(\$90)
PGY2401C	Photography I	71	\$35	\$34	(\$71)
PGY2404C	Photography II	9	\$35	\$34	(\$9)
PHY2048L	General Physics I Laboratory	88	\$55	\$41	(\$1,232)
PHY2049L	General Physics II Laboratory	50	\$55	\$41	(\$700)
PHY2053L	College Physics I Laboratory	79	\$55	\$41	(\$1,106)
PHY2054L	College Physics II Laboratory	52	\$55	\$41	(\$728)
SLS1515	Cornerstone Experience	4,872	\$40	\$30	(\$48,720)
SPC1017	Fundamentals of Speech Communication	1,920	\$20	\$18	(\$3,840)
SPC2608	Introduction to Public Speaking	488	\$20	\$18	(\$976)
SPN1120	Beginning Spanish I	440	\$15	\$10	(\$2,200)
SPN1121	Beginning Spanish II	228	\$15	\$10	(\$1,140)
STA2023	Statistical Methods I	1,997	\$35	\$30	(\$9,985)
					(\$213,554)
Overall Impact					(\$117,607)



Schedule of Facility Use and Fees

FACILITY RENTAL RATES & GUIDELINES

THOMAS EDISON CAMPUS

Area	Private Rate	Government/501c3 Organizations	FSW Mission Related
Multi-Purpose Spaces			
AA-177	\$800	\$400	\$200
U-102	\$1000	\$500	\$250
J-117/118	\$500	\$250	\$125
Cafeteria (S Building)*	\$300	\$150	\$75
Glass Room (S Building Cafeteria)	\$100	\$50	\$25
Cafeteria (High School)*	\$300	\$150	\$75
Conference Rooms	\$100	\$50	\$25
Auditoriums			
Rush Auditorium	\$500	\$250	\$125
Rush Auditorium Lobby	\$200	\$100	\$50
Lecture Halls			
Walker Hall A-105	\$200	\$100	\$25
Areca Hall P-103	\$200	\$100	\$25
Hendry Hall K-143	\$200	\$100	\$25
Outdoor Spaces			
The Lawn	\$300	\$150	\$75
Recreation Field	\$300	\$150	\$75
Inspiration Garden	\$300	\$150	\$75
Bell Tower	\$200	\$100	\$25
The Breezeway	\$300	\$150	\$75
Picnic Area	\$100	\$50	\$25
Basketball Court	\$40/hr.	\$20/hr.	\$10/hr.
Sand Volleyball Court	\$40/hr.	\$20/hr.	\$10/hr.

*Not available during operating hours and requires prior approval from the Director of Auxiliary Services.

Rates are discounted 50% for use up to four hours. This does not include the Suncoast Credit Union Arena or Barbara B. Mann Performing Arts Hall.

COLLIER CAMPUS

Area	Private Rate	Government/501c3 Organizations	FSW Mission Related
Multi-Purpose Spaces			
J-103	\$400	\$200	\$100
J-104	\$400	\$200	\$100
M-201	\$700	\$350	\$175
N-148	\$700	\$350	\$175
Cafeteria*	\$100	\$50	\$25
Conference Room	\$100	\$50	\$25
Auditoriums			
Auditorium	\$700	\$350	\$175
Outdoor Spaces			
The Lawn	\$400	\$200	\$100
Courtyard	\$300	\$150	\$75
The Breezeway	\$300	\$150	\$75
Rooftop Garden	\$400	\$200	\$100

*Not available during operating hours and requires prior approval from the Director of Auxiliary Services.

Rates are discounted 50% for use up to four hours. This does not include the Suncoast Credit Union Arena or Barbara B. Mann Performing Arts Hall.

CHARLOTTE CAMPUS

Area	Private Rate	Government/501c3 Organizations	FSW Mission Related
Multi-Purpose Spaces			
O-117	\$200	\$100	\$50
Cafeteria*	\$100	\$50	\$25
Conference Room	\$100	\$50	\$25
Auditoriums			
Auditorium	\$700	\$350	\$175
Auditorium Lobby	\$100	\$50	\$25
Outdoor Spaces			
Observatory	\$400	\$200	\$100
Picnic Area	\$100	\$50	\$25
POPS Field	\$600	\$300	\$150
Bell Tower	\$200	\$100	\$50
The Bowl	\$300	\$150	\$75
The Breezeway	\$100	\$50	\$25
Tennis Courts (per court)	\$40/hr.	\$20/hr.	\$10/hr.
Volleyball Court	\$40/hr.	\$20/hr.	\$10/hr.
Basketball Court	\$40/hr.	\$20/hr.	\$10/hr.
Racquetball Court	\$20/hr.	\$10/hr.	\$5/hr.

*Not available during operating hours and requires prior approval from the Director of Auxiliary Services.

Rates are discounted 50% for use up to four hours. This does not include the Suncoast Credit Union Arena or Barbara B. Mann Performing Arts Hall.

HENDRY/GLADES CENTER

Area	Private Rate	Government/501c3 Organizations	FSW Mission Related
Multi-Purpose Spaces			
A-119	\$200	\$100	\$50
Conference Room	\$100	\$50	\$25
Community Room	\$200	\$100	\$50
Outdoor Spaces			
Outdoor Area	\$300	\$150	\$75

CLASSROOMS & LABS

Classrooms, Computer Labs and Science Labs can only be scheduled once academic schedule for the requested semester has been completed. Computer Labs and Science Labs require FSW staff be present. These areas are scheduled on an hourly basis and pricing is as follows:

CLASSROOMS	Private Rate	Government/501c3 Organizations	FSW Mission Related
Classrooms up to 39 seats	\$40/hr.	\$20/hr.	\$10/hr.
Classrooms up to 49 Seats	\$60/hr.	\$30/hr.	\$15/hr.
Classrooms 50+ Seats	\$100/hr.	\$50/hr.	\$25/hr.
Computer or Science Lab	\$200/hr.	\$100/hr.	\$50/hr.

COLLEGE & UNIVERSITY PARTNERS

College and University Partners, approved by the Provost & Vice President of Academic Affairs, wishing to rent classroom space on a semester basis will be charged flat rates on classroom space for academic use as follows:

SEMESTER RATE					
<i>Class meetings per week:</i>	1X / Week	2X / Week	3X / Week	4X / Week	5X / Week
Classroom – up to 40 seats	\$700	\$1400	\$2,100	\$2,800	\$3,500
Computer Lab	\$1,200	\$2,400	\$3,600	\$4,800	\$6,000

PARKING AND PARKING LOTS

All event attendees are provided surface parking on campus on a first come first serve basis. Exclusive use of a parking lot requires prior approval from the Director of Auxiliary Services and are charged at the below rates.

PARKING LOT SIZE	RATE
Parking Lot up to 100 spaces	\$100.00
Parking Lot up to 175 spaces	\$175.00
Parking Lot up to 250 spaces	\$250.00
Parking Lot up to 325 spaces	\$325.00
Parking Lot 326+ spaces	\$500.00



Schedule of Facility Use and Fees



Suncoast
Credit Union Arena

SUNCOAST CREDIT UNION ARENA

The Suncoast Credit Union Arena is jointly managed by the College and Professional Facilities Management Inc. The organization that coordinates events held in the Arena is determined depending on the event and/or organization hosting the event. Flat show rentals are priced as listed below. Due to the unique nature of the Arena, pricing is subject to change and College and/or PFM reserve the right to negotiate pricing.

Area	Private Rate	Government/501c3 Organizations*	FSW Mission Related*
Main Floor	\$6,000	\$4,500	\$3,000
Hospitality Pavilion & Patio			
Up to Four Hours	\$400	\$300	\$200
Full Day	\$800	\$600	\$400
1st Floor Patio			
Up to Four Hours	\$200	\$150	\$100
Full Day	\$400	\$300	\$200

**Due to the College’s Basketball Season, discounted pricing will not be available August 16th through the second week of March. All rentals during that time period will be at the Private Rate only.*

** Rates include one normal set-up, heat and/or air conditioning, normal lighting, and water as installed on the premises. Rates do not include additional services provided to support an event such as additional utility costs, room set up changes, audio/visual equipment not readily available in room, mowing, equipment rental, ant control, custodial services, security services, etc. Estimates will be provided at time of reservation based on the needs of the event.*



BARBARA B. MANN PERFORMING ARTS HALL

The College contracts the management of the Barbara B. Mann Performing Arts Hall. Outside Organizations wishing to rent this facility can contact the Barbara B. Mann directly at:

Phone: (239) 481-4849
Toll Free: (800) 440-7469
Email: info@bbmannpah.com

Charter School System Fees for 2017-2018

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 - Thomas Edison Campus

Lunch Charge - Full Pay	\$4.00
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 State College is committed to providing an educational and working environment free from discrimination and harassment. 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, pregnancy, 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 Title IX/Equity Officer (239) 489-9051.



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 College 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 and committed to Florida SouthWestern State College for the long term.

The executive staff shall have well defined performance goals 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 perform successfully 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.

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, note 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 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 Faculty Federation (FSW-FF) "...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 FSW-FF.

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 has the authority to establish compensation and make adjustments in the staffing, as he deems necessary for carrying out the mission of the College.

EXECUTIVE/ADMINISTRATOR SALARY SCHEDULE

Executives

Job Code	Title	Minimum Salary
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.*

College Administrators

Job Code	Title	Minimum	Maximum
3620	Associate Vice President, Academic Affairs	\$95,000.00	\$149,800.00
2134	Assistant Vice President, Enrollment and Student Success	\$90,000.00	\$145,800.00
2145	Assistant Vice President, Financial Services	\$90,000.00	\$145,800.00
3671	Assistant Vice President, Institutional Advancement/Executive Director, Foundation	\$90,000.00	\$145,800.00
3449	Chief Information Officer	\$85,000.00	\$139,944.00
2154	Dean, School of Arts, Humanities and Social Sciences	\$85,000.00	\$139,944.00
2153	Dean, School of Business and Technology	\$85,000.00	\$139,944.00
2127	Dean, School of Education and 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
3088	Director, Auxiliary Services	\$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
3210	Registrar	\$85,000.00	\$139,944.00
2139	Campus Dean, Student Affairs and Academic Services	\$80,000.00	\$131,712.00
3617	Director, Academic Advising, Career and Transfer Services	\$80,000.00	\$131,712.00
3190	Director, Facilities Planning and Maintenance	\$80,000.00	\$131,712.00
3438	Director, Intercollegiate Athletics	\$75,000.00	\$123,480.00
2150	Associate Dean, Arts and Sciences	\$70,000.00	\$115,248.00
3655	Dean of Students (Student Ombudsman)	\$70,000.00	\$115,248.00
3033	Director, Communications and Public Information Officer	\$70,000.00	\$115,248.00
2140	Director, Housing and Residence Life	\$70,000.00	\$115,248.00
2112	Associate Dean, Cardiopulmonary and Emergency Care	\$65,000.00	\$107,016.00
2151	Associate Dean, Nursing Programs	\$65,000.00	\$107,016.00
2152	Associate Dean, School of Business and Technology	\$65,000.00	\$107,016.00
3193	Director, Admissions	\$65,000.00	\$107,016.00
3668	Director, Enrollment Management Systems, Marketing and Communications	\$65,000.00	\$107,016.00
3649	Director, Risk and Counsel	\$65,000.00	\$107,016.00
3667	Director, Student Engagement	\$65,000.00	\$107,016.00
3222	Director, Student Financial Aid	\$65,000.00	\$107,016.00
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
3076	Director, Exhibitions and Collections	\$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
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

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.

Pay Grade	Minimum	Midpoint	Maximum
30	\$60,000.00	\$78,000.00	\$98,784.00
29	\$55,879.41	\$72,643.24	\$91,999.87
28	\$52,716.42	\$68,531.35	\$86,792.31
27	\$50,206.12	\$65,267.95	\$82,659.34
26	\$47,815.35	\$62,159.96	\$78,723.19
25	\$45,538.43	\$59,199.96	\$74,974.46
24	\$43,369.93	\$56,380.91	\$71,404.26
23	\$41,304.70	\$53,696.11	\$68,004.05
22	\$39,337.81	\$51,139.15	\$64,765.76
21	\$37,464.58	\$48,703.95	\$61,681.68
20	\$35,680.55	\$46,384.72	\$58,744.46
19	\$33,981.48	\$44,175.92	\$55,947.10
18	\$32,363.31	\$42,072.31	\$53,282.96
17	\$30,822.20	\$40,068.86	\$50,745.67
16	\$29,354.48	\$38,160.77	\$48,329.21
15	\$27,956.64	\$36,343.64	\$46,027.82
14	\$26,300.00	\$34,190.00	\$42,477.12
13	\$25,150.00	\$32,695.00	\$39,760.56
12	\$24,150.00	\$31,395.00	\$36,220.80

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

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Academic Assessment Analyst	3684	E	21	\$37,464.58	\$61,681.68
Academic Support Center Specialist	3622	NE	17	\$30,822.20	\$50,745.67
Accountant I	3661	NE	20	\$35,680.55	\$58,744.46
Accounts Payable Specialist	3660	NE	16	\$29,354.48	\$48,329.21
Accounts Receivable Specialist	4480	NE	16	\$29,354.48	\$48,329.21
Adaptive Services Specialist	3412	E	16	\$29,354.48	\$48,329.21
Administrative Assistant	3465	E	16	\$29,354.48	\$48,329.21
Administrative Coordinator	3681	E	25	\$45,538.43	\$74,974.46
Admissions Associate	3707	NE	14	\$26,300.00	\$42,477.12
Admissions Counselor	3442	E	17	\$30,822.20	\$50,745.67
Admissions Processing Specialist	4121	NE	14	\$26,300.00	\$42,477.12
Applications Support Specialist	3545	E	25	\$45,538.43	\$74,974.46
Assistant Athletic Director, Sports Medicine and Compliance	3601	E	30	\$60,000.00	\$98,784.00
Assistant Bursar, Cash Operations Management	3603	E	23	\$41,304.70	\$68,004.05
Assistant Bursar, Student Account Services	3524	E	23	\$41,304.70	\$68,004.05
Assistant Coach	3592	E	22	\$39,337.81	\$64,765.76
Assistant Director, Auxiliary Services	3253	E	28	\$52,716.42	\$86,792.31
Assistant Director, Campus Student Engagement	3611	E	23	\$41,304.70	\$68,004.05
Assistant Director, Communication, Outreach, and Compliance	3646	E	27	\$50,206.12	\$82,659.34
Assistant Director, Customer Service, Training, and Technology	3645	E	27	\$50,206.12	\$82,659.34
Assistant Director, Employee Services	3585	E	30	\$60,000.00	\$98,784.00
Assistant Director, Event Services	3712	E	28	\$52,716.42	\$86,792.31
Assistant Director, Institutional Research	3433	E	27	\$50,206.12	\$82,659.34
Associate Director, Academic Advising, Career and Transfer Services	3656	E	30	\$60,000.00	\$98,784.00
Associate Director, Admissions Evaluation and Processing	3574	E	26	\$47,815.35	\$78,723.19
Associate Director, Recruitment Operations	3669	E	26	\$47,815.35	\$78,723.19
Associate Director, Student Engagement	3687	E	26	\$47,815.35	\$78,723.19
Associate Director, Student Financial Aid	3436	E	30	\$60,000.00	\$98,784.00
Associate Registrar, Graduation and Registration	3658	E	25	\$45,538.43	\$74,974.46
Auxiliary Services Associate	3583	NE	15	\$27,956.64	\$46,027.82
Auxiliary Services Marketing Coordinator	3635	E	23	\$41,304.70	\$68,004.05

Wage and Salary Schedule

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Budget Analyst	3331	E	19	\$33,981.48	\$55,947.10
Bursar	3499	E	28	\$52,716.42	\$86,792.31
Cashier	4585	NE	13	\$25,150.00	\$39,760.56
Clinical Coordinator	3283	E	24	\$43,369.93	\$71,404.26
Clinical Coordinator, Nursing	3581	E	23	\$41,304.70	\$68,004.05
Clinical Coordinator, Simulation Education	3711	E	25	\$45,538.43	\$74,974.46
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	30	\$60,000.00	\$98,784.00
Coordinator, Academic Affairs	3565	E	20	\$35,680.55	\$58,744.46
Coordinator, Academic Support Programs	3689	E	20	\$35,680.55	\$58,744.46
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	23	\$41,304.70	\$68,004.05
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, Arena Events and Operations	3714	E	23	\$41,304.70	\$68,004.05
Coordinator, Auxiliary Services	3464	E	23	\$41,304.70	\$68,004.05
Coordinator, Campus Student Engagement	3612	E	20	\$35,680.55	\$58,744.46
Coordinator, Campus Technology	3590	E	19	\$33,981.48	\$55,947.10
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, Employee Benefits	3085	E	24	\$43,369.93	\$71,404.26
Coordinator, Event Services	3634	E	23	\$41,304.70	\$68,004.05
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, Fitness and Wellness	3638	E	24	\$43,369.93	\$71,404.26
Coordinator, Graphic Design	3032	E	23	\$41,304.70	\$68,004.05
Coordinator, High School Operations	6526	E	20	\$35,680.55	\$58,744.46
Coordinator, Housing and Residence Life	3670	E	18	\$32,363.31	\$53,282.96
Coordinator, International Study Abroad Program	3630	E	19	\$33,981.48	\$55,947.10

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Coordinator, Legal and Risk	3562	E	22	\$39,337.81	\$64,765.76
Coordinator, Library Circulation Services	3084	E	19	\$33,981.48	\$55,947.10
Coordinator, Marketing and Communications	3666	E	23	\$41,304.70	\$68,004.05
Coordinator, Organization and Staff Development	3598	E	23	\$41,304.70	\$68,004.05
Coordinator, Plant Operations	3400	E	21	\$37,464.58	\$61,681.68
Coordinator, Retention and Student Success	3249	E	23	\$41,304.70	\$68,004.05
Coordinator, Scholarship Administration	3680	E	25	\$45,538.43	\$74,974.46
Coordinator, Student Information Systems	3363	E	29	\$55,879.41	\$91,999.87
Coordinator, Student Rights and Responsibilities	3616	E	20	\$35,680.55	\$58,744.46
Coordinator, Technology Center	3109	E	23	\$41,304.70	\$68,004.05
Coordinator, Technology Event Services	3650	E	21	\$37,464.58	\$61,681.68
Coordinator, Veterans Affairs	3462	E	21	\$37,464.58	\$61,681.68
Coordinator, Web Application Development	3694	E	28	\$52,716.42	\$86,792.31
Coordinator, Web Design and Content	3693	E	25	\$45,538.43	\$74,974.46
Coordinator, Xcel-IT Program	3505	E	23	\$41,304.70	\$68,004.05
Curriculum and Catalog Systems Officer	3604	NE	22	\$39,337.81	\$64,765.76
Database Administrator, Lead	3510	E	29	\$55,879.41	\$91,999.87
Degree Audit System Specialist	3528	NE	20	\$35,680.55	\$58,744.46
Dental Clinic Assistant	4482	NE	14	\$26,300.00	\$42,477.12
Dental Clinic Supervisor	4103	E	30	\$60,000.00	\$98,784.00
Design Support Associate	3575	NE	15	\$27,956.64	\$46,027.82
Desktop Support Technician	4452	NE	14	\$26,300.00	\$42,477.12
Director, Academic Assessment	3618	E	30	\$60,000.00	\$98,784.00
Director, Adaptive Services	3466	E	30	\$60,000.00	\$98,784.00
Director, Application Development and Integration	3477	E	30	\$60,000.00	\$98,784.00
Director, Budget	3663	E	28	\$52,716.42	\$86,792.31
Director, Corporate Sponsorships	3639	E	29	\$55,879.41	\$91,999.87
Director, Development	3111	E	26	\$47,815.35	\$78,723.19
Director, Donor Relations and Event Management	3591	E	27	\$50,206.12	\$82,659.34
Director, Faculty and Student Research	3629	E	27	\$50,206.12	\$82,659.34
Director, Instructional Design and Development	3308	E	29	\$55,879.41	\$91,999.87
Director, Network Systems and Infrastructure	3487	E	30	\$60,000.00	\$98,784.00

Wage and Salary Schedule

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Director of Records	3533	E	25	\$45,538.43	\$74,974.46
Director, Professional Development and Training	3284	E	29	\$55,879.41	\$91,999.87
Director, Simulation Education	3273	E	25	\$45,538.43	\$74,974.46
Director, Technology User Services	3476	E	29	\$55,879.41	\$91,999.87
Director, Testing Services	3075	E	26	\$47,815.35	\$78,723.19
eLearning Operations Specialist	3695	E	16	\$29,354.48	\$48,329.21
Electronic Information Accessibility Coordinator	3699	E	29	\$55, 879.41	\$91, 999.87
Employment Advisor	3708	E	21	\$37,464.58	\$61,681.68
Employment and Social Media Specialist	3709	E	23	\$41,304.70	68,004.05
Employee Services Associate	3596	NE	16	\$29,354.48	\$48,329.21
Executive Assistant	3460	E	18	\$32,363.31	\$53,282.96
Exhibitions and Collections Specialist	3651	E	18	\$32,363.31	\$53,282.96
Facilities CAD Specialist	3643	E	17	\$30,822.20	\$50,745.67
Facilities Coordinator	3444	E	18	\$32,363.31	\$53,282.96
Facilities 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 I	4404	NE	13	\$25,150.00	\$39,760.56
Financial Aid Assistant II	3648	NE	15	\$27,956.64	\$46,027.82
Financial Aid Specialist I	4337	NE	20	\$35,680.55	\$58,744.46
Financial Aid Specialist II	3644	E	22	\$39,337.81	\$64,765.76
Fiscal Specialist	4477	NE	17	\$30,822.20	\$50,745.67
Fitness and Intramural Specialist	3715	E	19	\$33,981.48	\$55,947.10
Fixed Asset Specialist	3469	E	16	\$29,354.48	\$48,329.21
Foundation Specialist I	4150	E	16	\$29,354.48	\$48,329.21
Foundation Specialist II	3690	E	19	\$33,981.48	\$55,947.10
Head Coach **	3509	E	28	\$52,716.42	\$86,792.31
Horticulturist	4142	NE	15	\$27,956.64	\$46,027.82
Human Resources Associate	4370	NE	16	\$29,354.48	\$48,329.21
Human Resources Manager, Classification and Compensation	3636	E	25	\$45,538.43	\$74,974.46
Human Resources Manager, Operations	3641	E	25	\$45,538.43	\$74,974.46
Human Resources Manager, Talent Acquisition	3640	E	25	\$45,538.43	\$74,974.46
Human Resources Specialist I	3352	E	20	\$35,680.55	\$58,744.46
Human Resources Specialist II	3673	E	22	\$39,337.81	\$64,765.76

Wage and Salary Schedule

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Information Security Officer	3332	E	29	\$55,879.41	\$91,999.87
Institutional Research Analyst I	3426	E	20	\$35,680.55	\$58,744.46
Institutional Research Analyst II	3652	E	23	\$41,304.70	\$68,004.05
Instructional Assistant	4575	NE	14	\$26,300.00	\$42,477.12
Instructional Designer	3286	E	24	\$43,369.93	\$71,404.26
Library Assistant	4380	NE	14	\$26,300.00	\$42,477.12
Library Associate	4102	NE	16	\$29,354.48	\$48,329.21
Lieutenant, Public Safety	3504	E	25	\$45,538.43	\$74,974.46
Maintenance Mechanic	4365	NE	14	\$26,300.00	\$42,477.12
Maintenance Technician I	4140	NE	15	\$27,956.64	\$46,027.82
Maintenance Technician II	3443	NE	17	\$30,822.20	\$50,745.67
Manager, Facilities Maintenance and Operations	3345	E	29	\$55,879.41	\$91,999.87
Manager, Grants Administration and Development	3573	E	22	\$39,337.81	\$64,765.76
Network Administrator II	3543	E	28	\$52,716.42	\$86,792.31
Network Infrastructure Technician	3703	E	21	\$37,464.58	\$61,681.68
Network Manager	3339	E	29	\$55,879.41	\$91,999.87
Nursing Support Specialist	4206	NE	15	\$27,956.64	\$46,027.82
Office Assistant	4473	NE	12	\$24,150.00	\$36,220.80
Officer, Public Safety ***	4155	NE	17	\$32,873.04	\$50,745.67
Operations Specialist, SOE	3697	E	18	\$32,363.31	\$53,282.96
Payroll Assistant	3672	NE	14	\$26,300.00	\$42,477.12
Payroll Associate	3665	NE	16	\$29,354.48	\$48,329.21
Payroll Manager	3587	E	25	\$45,538.43	\$74,974.46
Payroll Specialist	4187	NE	20	\$35,680.55	\$58,744.46
Portal Systems Administrator	3704	E	23	\$41,304.70	\$68,004.05
Procurement Specialist	4476	NE	16	\$29,354.48	\$48,329.21
Program Director	3230	E	29	\$55,879.41	\$91,999.87
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 Support Specialist	3372	E	17	\$30,822.20	\$50,745.67
Programmer/ Data Analyst	3034	E	21	\$37,464.58	\$61,681.68

Wage and Salary Schedule

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
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	\$28,051.92	\$42,477.12
Public Safety Technician II ***	4122	NE	16	\$31,317.84	\$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
Records and Articulation Coordinator	3683	E	22	\$39,337.81	\$64,765.76
Recruiting and Advising Specialist, SOE	3625	E	26	\$47,815.35	\$78,723.19
Registrar Operations Officer	3657	NE	16	\$29,354.48	\$48,329.21
Registration Specialist I	4203	NE	14	\$26,300.00	\$42,477.12
Registration Specialist II	3659	NE	18	\$32,363.31	\$53,282.96
Reports Coordinator/Programmer	3206	E	28	\$52,716.42	\$86,792.31
Residence Life Specialist	3073	E	14	\$26,300.00	\$42,477.12
Science Lab Manager/Instructor	3679	E	26	\$47,815.35	\$78,723.19
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 Financial Aid Officer, Campus Lead	3647	E	24	\$43,369.93	\$71,404.26
Senior Financial Aid Officer, Community and Outreach	3725	E	24	\$43,369.93	\$71,404.26
Senior Financial Aid Officer, Grant Programs	3721	E	24	\$43,369.93	\$71,404.26
Senior Financial Aid Officer, Loans and Banner Support	3722	E	24	\$43,369.93	\$71,404.26
Senior Financial Aid Officer, Scholarships, Athletics and Work Study	3723	E	24	\$43,369.93	\$71,404.26
Senior Financial Aid Officer, Verification	3724	E	24	\$43,369.93	\$71,404.26
Senior Programmer Analyst	3361	E	28	\$52,716.42	\$86,792.31
Senior Research Analyst, School of Education	3626	E	27	\$50,206.12	\$82,659.34
Senior Staff Assistant	4465	NE	15	\$27,956.64	\$46,027.82
Sergeant, Public Safety ***	3326	NE	20	\$38,058.00	\$58,744.46
Short-Term Employment Programs Specialist	3688	E	21	\$37,464.58	\$61,681.68

Wage and Salary Schedule

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Sports Information Director	3602	E	22	\$39,377.81	\$64,765.76
Staff Assistant	4470	NE	14	\$26,300.00	\$42,477.12
Student Engagement Associate	3686	NE	15	\$27,956.64	\$46,027.82
Student Enrollment Specialist, Trade Adjustment Assistance (TAA) Program	3508	E	17	\$30,822.20	\$50,745.67
Student Services and Campus Engagement Specialist	3631	NE	16	\$29,354.48	\$48,329.21
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 Success Advisor I	3653	E	23	\$41,304.70	\$68,004.05
Student Success Advisor I, Intercollegiate Athletics	3674	E	26	\$47,815.35	\$78,723.19
Student Success Advisor I, School of Health Professions	3701	E	23	\$41,304.70	\$68,004.05
Student Success Advisor II	3654	E	26	\$47,815.35	\$78,723.19
Student Success Advisor II, International	3696	E	26	\$47,815.35	\$78,723.19
Student Success Advisor II, School of Health Professions	3702	E	26	\$47,815.35	\$78,723.19
Switchboard Operator	4589	NE	12	\$24,150.00	\$36,220.80
Technology Coordinator, Collegiate High School Campus	3447	E	19	\$33,981.48	\$55,947.10
Technology User Services Specialist	3608	NE	17	\$30,822.20	\$50,745.67
Testing Specialist	4350	NE	14	\$26,300.00	\$42,477.12
Third Party Process Analyst	3501	E	19	\$33,981.48	\$55,947.10
Title IX Coordinator/Equity Officer	3529	E	25	\$45,538.43	\$74,974.46
Transfer Transcript Evaluator I	4355	NE	15	\$27,956.64	\$46,027.82
Transfer Transcript Evaluator II	3698	NE	17	\$30,822.20	\$50,745.67
Travel Specialist	3662	NE	16	\$29,354.48	\$48,329.21
User Support Analyst	3500	E	29	\$55,879.41	\$91,999.87
Web Applications Developer	3334	E	21	\$37,464.58	\$61,681.68

*Indicates 10.5 month position

**Indicates non-Administrator position on contract

***Indicates 40 hour per week position



Wage and Salary Schedule

FLORIDA SOUTHWESTERN STATE COLLEGIATE HIGH SCHOOL

2017-2018

Compensation Schedule for Instructional Positions

Instructional positions require a valid teaching certification.

High School Instructional Faculty (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

High 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

High School Administrators

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

Compensation Schedule for Non-Instructional Positions

Non-instructional positions do not require a valid teaching certification.

High School Operations Coordinator (243 days)

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

Minimum Salary \$35,680.55



Wage and Salary Schedule

High School Administrative Assistant (243 days)

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

Minimum Salary \$29,354.48

High School Staff Assistant (243 days)

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

Minimum Salary \$26,300.00

High School 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

High School Office Assistant (243 days)

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

Minimum Salary \$24,150.00

High School Student Assistant

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

See FSW College Compensation Plan

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. Long-term substitute teachers can be hired at the higher rate for openings that require, in advance, more than 10 consecutive days of teaching. On the 11th consecutive day of teaching, or if the position changes to long-term assignment, a substitute teacher's pay is increased to the long-term rate. District substitute teacher wages are used as a guide in setting our rates. Rates should be updated annually to remain competitive in the region.

Short-term substitution	\$14.50 per hour
Long-term substitution	\$19.50 per hour

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 Ila 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).

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



Wage and Salary Schedule

Salary Increases

Salary increases are based on the individual’s annual evaluation and changes in Florida Education Finance Program aid levels. Section 1012.34, F.S., requires that schools implement personnel evaluations that include a contribution from student performance on standardized test as well as other subjective factors.

101.22, F.S. further requires that there be differentiated raises based on these final personnel evaluation ratings. Personnel are evaluated by their supervisor before leaving for the summer and based upon the early fall availability of student performance data, final performance evaluations are finalized.

Principals prepare a memo recommending salary increases and submit to the Provost for review by June 1st. Approved compensation changes will take effect on July 1st for employees on annual contract, or August 1st for employees on 10-month contracts. Only instructional staff are eligible for performance-based raises following the schedule below.

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	

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 scheduled on an as-needed basis only, determined by the type of assignment, the location, or by the availability of the employee. Employees in temporary OPS positions are limited to working no more than 25 hours per week. The College does not guarantee 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.

Job Code	Title	Minimum Rate
9092A	OPS College Temp	Varies
3633A	Assistant Coach, Intercollegiate Athletics	Varies; Nominal Fee Volunteer
9092A	Athletic Trainer, Intercollegiate Athletics	Varies
3632A	Camp Coach, Intercollegiate Athletics	Varies; Nominal Fee Volunteer
	Non-Student Assistants	
9094A	Event Services Staff	
9106A	Intramural Official	\$8.30
9108A	Intramural Scorekeeper	
9109A	Intramural Supervisor	
9103A	Peak Partner (On-Call)	\$10.00
9107A	Personal Trainer (non-student)	\$12.00
9097A	Group Fitness Instructor	
PROCT	Test Proctor	\$12.50
9099A	FSW Blackbeard Mascot	\$15.00
4101A	Clinical Associate	
4180A	Clinical Associate, Dental Hygiene/ Radiology Tech	\$22.00 (Varies by Department)
4181A	Clinical Associate, Program/Nursing/Respiratory Care	
3597A	Clinical Associate, EMS	\$25.00
4106A	Instructor, Firefighter Program	\$25.00
9096A	Public Safety Detail Assignment	\$40.00
	Student Assistants	
8100A	Event Services Staff	
8103A	Fitness Center Attendant (student)	
8100A	Intramural Official (student)	\$8.30
8101A	Intramural Scorekeeper (student)	
8102A	Tutor	
8100A	Work Study	
9203A	FSWCHS Student Assistant (Thomas Edison Campus)	
	Student Assistant	
8100A	Peer Advisor	\$8.55
8100D	Student Peer Mentor	



APPENDIX B

WAGE and SALARY SCHEDULE FLORIDA SOUTHWESTERN STATE COLLEGE

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, 2016):**

Degree	Base Salary
Bachelor's Degree	\$ 46,770.06
Master's Degree	\$ 48,769.42
Master's Degree plus 30 approved Semester Hours beyond Master's or 45 approved Quarter Hours	\$ 50,766.96
Master's Degree plus 60 approved Semester Hours beyond Master's or 90 approved Quarter Hours or MFA when it is a terminal degree within field.	\$ 54,764.75
Doctorate	\$ 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 Dean and Provost.
2. \$200 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 Full-Time Faculty Returning for the Fall 2016 Semester**

For 2016-2017, 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 2% on current salary effective August 16, 2016.

For Those Full-Time Faculty Returning for the Fall 2017 Semester

For 2017-2018, 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 a minimum of 1% on current salary plus 1% one-time payment effective August 16, 2017.

For Those Full-Time Faculty Returning for the Fall 2018 Semester

For 2018-2019, 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 a minimum of 1% on current salary plus 1% one-time payment effective August 16, 2018.

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

C. Changes in Current Placement for Faculty on the Salary Schedule

Verification of hours and changes in schedule placement must be approved by the Dean and Provost 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 Dean and Provost for placement on Schedule III (Master's degree plus 30 graduate semester hours) and Schedule IV (Master's degree plus 60 graduate semester hours).

A. Library Faculty And Counselors Assigned To A Basic Contract of 208 Duty Days :

For 2016-2017, the Library Faculty member's 2015-2016 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 calculated as 208 x the average daily rate of pay for the 2015-2016 contract. This amount will also be increased by 2% effective July 1, 2016.

For 2017-2018, the Library Faculty member's 2016-2017 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 calculated as 208 x the average daily rate of pay for the 2016-2017 contract. This amount will also be increased by a minimum of 1% effective July 1, 2017 plus a one-time payment of 1%.

For 2018-2019, the Library Faculty member's 2017-2018 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 calculated as 208 x the average daily rate of pay for the 2017-2018 contract. This amount will also be increased by a minimum of 1% effective July 1, 2018 plus a one-time payment of 1%.

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 (Effective 8/16/16)** If the assignment leads to the instructor becoming a substitute for 50% or more of the class sessions, pro-rated overload pay rather than substitute pay would apply.

Degree	Per Contact Hour
Bachelor's	\$32.88
Master's	\$34.77
Master's+ 30	\$36.64
Master's+ 60	\$38.62
Doctorate	\$40.52

G. Overload Pay (Effective 8/16/16)

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 Section 8.1.4 of this Agreement.

Degree	Per Instructional Hour
Bachelor's	\$722
Master's	\$807
Master's+ 30	\$841
Master's+ 60	\$855
Doctorate	\$891

* 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. Individualized Study (Effective 8/16/16)

Full-time professors will be paid \$100 per contact hour per student for Individualized Study. A maximum of \$2,400, is permitted per semester for a faculty member. (Note: \$200 will be paid to faculty who have only one (1) contact hour for a semester of individualized study.

- I. **Research or Thesis Advisor:** The Research or Thesis Advisor will be paid \$300 per student for the semester during which he/she is overseeing the research/thesis project.
- J. **Standing Committee Chairs** - receive three (3) contact hours of reassigned time or overload pay equivalent to three (3) contact hours in both Fall and Spring Semesters. The respective Chairs may also receive 3 contact hours overload pay for work in the summer sessions.
- K. **Assessment Coordinators** - receive a \$1,500 stipend for the academic year to assist with departmental assessments. Duties to be determined by the Academic Dean/Supervising Administrator.
- L. **Faculty Senate President** - (effective the 2017-18 academic year) receives six (6) contact hours of reassigned time or overload pay equivalent to six (6) contact hours in both Fall and Spring Semesters.

- M. **Faculty Senate Vice-President** – (effective the 2017-18 academic year) receives three (3) contact hours of reassigned time or overload pay equivalent to three (3) contact hours in both Fall and Spring Semesters.
- N. **Online Course Development Payment** – payment for online course development shall be up to \$2,400 per course.
- O. **Student Organization Advisors** – Faculty who serve in the role of advisor for a student organization that is a chapter of a directly affiliated with a state-wide or national organization shall receive a \$500 stipend per academic year.

PART-TIME INSTRUCTIONAL FACULTY

A. SALARIES FOR PART-TIME CREDIT INSTRUCTORS

- 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.

<u>Per Assigned Load Hour</u>	<u>Total Salary for 3-Hour Course</u>
\$750.00	\$2,250.00

- The College may also wish to contract with part-time instructors for periods 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 scheduled course taught meets 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.

- Total minutes scheduled for this course are 32 sessions x 75 minutes = 2,400 minutes
- Total minutes faculty member taught is 21 sessions x 75 minutes = 1,575 minutes
- $1,575 \div 2,400 = 65.6\%$
- 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.

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

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. Florida Blue provides coverage. 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. The employee may purchase additional supplemental term life insurance.
4. **LONG-TERM DISABILITY INSURANCE:** The College will pay 100% of the premium for all full-time employees. Standard Insurance Company provides coverage. The employee may purchase short-term disability insurance.
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 accumulate 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:** The College observes most national holidays as non-duty days.



Wage and Salary Schedule

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.

<u>Acronym</u>	<u>Description</u>
AA	Associate in Arts Degree
AAA	Rate for lowest risk of default securities
AAA _m	Money Market Fund rating category
A _m	Money Market Fund rating category
ABS	Securities evolved out of MBS securities and created from the pooling of non-mortgage assets.
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
CFR	Code of Federal Regulation
CI	Capital Improvement
CLEP	College Level Examination Program
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
FS	Florida Statutes
FSEOG	Federal Supplemental Educational Opportunity Grant
FSW	Florida SouthWestern State College
FSW-FF	Florida SouthWestern 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
GSE	Government Sponsored Enterprise
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
MBS	Securities created from the pooling of mortgages, and then sold to interested investors.
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
SIFMA	Securities Industry and Financial Markets Association
SOD	Sum of Digits (maintenance, repairs and services)
SS	State Statute
SREF	State Requirements for Educational Facilities
TAACCT	Trade Adjustment Assistance Community College and Career Training Program
YMCA	Young Men's Christian Association

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.

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 1st to June 30th.

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.

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.