

2021 - 2022

**BUDGET &  
OPERATING PLANS**

# Florida SouthWestern State College

## TABLE OF CONTENTS

	<b>PAGE</b>
Cover Letter.....	3
<b>Informational</b>	
About Florida SouthWestern State College.....	5
Strategic Directions.....	8
Board of Trustees.....	26
Executive Leadership.....	26
Fund Structure.....	33
Revenue/Expense Descriptions.....	36
Expense Functional Categories.....	39
Capital Assets.....	40
Budget Development and Amendments.....	42
<b>Financial</b>	
Consolidated Funds.....	45
Fund 1 - General Fund (Operating).....	49
Fund 2 - Restricted Fund.....	56
Collegiate High Schools.....	60
Fund 3 - Auxillary Fund.....	66
Loan 4 - Loan, Endowment, Annuity Fund.....	80
Fund 5 - Financial Aid Fund.....	82
Fund 7 - Plant and Capital Equipment Fund.....	86
Fund 8 - Retirement of Indebtedness Fund.....	91
Direct Support Organizations.....	93
<b>Supplemental</b>	
Community Statistics / Enrollment Trends.....	97
Tuition and Fee Schedule.....	111
Wage and Salary Schedule.....	128
Position Counts.....	157
FSW Policies.....	158
Glossary.....	171

June 15, 2021

I am please to present for approval the FY22 Budget and Operating Plans to you, our FSW District Board of Trustees. This document summarizes FSW's plan to allocate resources aligned with the strategic directions of the College.

The development of the budget begins with a set of assumptions and estimates which continue to be refined throughout the building process. Various versions of the budget are created and analyzed until the final document is prepared and brought forth for your review and approval. The \$78.5M operating revenue budget for FY22 is built on the following assumptions and estimates:

- No increase in tuition and administrative fees
- No change in enrollment levels from FY21
- An increase of \$688,572 (2.03%) in state appropriations
- Using \$3.35M of CRRSAA (Coronavirus Response and Relief Supplemental Appropriations Act) funds to offset lost revenue which occurred during the 2019-20 and 2020-21 fiscal years.

Expenditures were developed in alignment with the strategic directions of the college via the following: Continuing expenses are analyzed and new budget requests are reviewed and prioritized. Budget requests are linked to one of the five strategic directions. Other requests may be approved if they are required due to increases in variable expenditures, such as property insurance, utilities, or contractual obligations.

The operating budget supports the strategic directions of the college in the following ways:

- **Expand Educational Access:** The division of Student Affairs implemented an internal reorganization that created multiple new positions such as Enrollment Advisors and Counselors. This reorganization is designed to increase the number of new applications and enrollees and support current students to stay on track to degree completion.
- **Advance a World-Class Educational Experience:** The division of Academic Affairs implemented an internal reorganization that created three new full-time faculty positions. Additionally, 2 more full-time faculty positions were approved bringing the total to five new full-time faculty positions. The total budget for the two new faculty is \$131,412. Additionally, a 2% recurring salary increase for full-time faculty is included in the budget as previously approved in the most recent Collective Negotiations Agreement. The assignment of these faculty positions will follow the needs determined by the recently developed enrollment plan.
- **Innovate On-line and Distance Education:** The FY22 operating budget includes two new Academic Technology Specialists and one Instructional Technologist position. The budget for these positions is \$111,655.
- **Prepare Students for a Globally Competitive Workforce:** A total of \$83,119 has been designated for the new BAS in Information Systems Technology program.
- **Create a Culture Focused on Inclusion and Continuous Improvement:** The FY22 operating budget includes three new positions focused on Information Technology and three new positions in Facilities Management. The budget associated with these positions is \$299,620. Additionally, a 2% non-recurring salary increase is included in the budget for all current positions.
- The FY22 operating budget also includes the following:
  - \$129,253 for contractual increases
  - \$272,079 for property insurance increases
  - \$680,000 set aside in a reserve account to offset unexpected expenditures or enrollment declines

The result is a balanced operating budget in the amount of \$78,525,855 which is a 5.34% increase over the prior year. The commitment to our strategic directions exemplified above as well as the presentation of a balanced budget stems from the hard work and dedication of the faculty and staff of FSW. The budget represents a fiscally responsible plan with an emphasis on inspiring learning within our students and preparing them for a future beyond FSW.

In addition to the operating budget, the college prepares budgets for other funding sources. Budget development for these sources is a comprehensive process that engages the various constituent groups that the college represents. Vice President's/Provosts, department heads, faculty and students involved with budget development are guided by the strategic directions of the College. Projected revenue is provided by the Office of Budget & Financial Planning to the various groups and is followed by a collaborative process in which stakeholders discuss and put forth an associated expense budget. A few additional highlights of each fund are:

**Restricted Fund:**

- The overall budget has increased 271% over FY21 mainly due to the 2nd and 3rd rounds of HEERF (Higher Education Emergency Relief Funding).
- The budget for Quick Response Training grants has decreased by \$361k due to the expiring of active grants.

**Auxiliary Fund:**

- The COVID-19 pandemic has greatly affected the college's ability to have events with large gatherings. This has negatively impacted the financial standing of the auxiliary fund.

**Financial Aid Fund:**

- The overall budget has decreased 4.2% compare to FY21 mainly due to a decrease in Federal Direct Loans.
- Scholarships derived from the financial aid fee are down slightly due to the enrollment decrease in FY21.

**Plant (Project) Fund:**

- Through a state PECO (Public Education Capital Outlay) allocation, the college was appropriated \$6,692,157 to be used for the remodel and renovation of Building K on the Lee Campus.

The COVID-19 pandemic forced the college to not only be more fiscally conservative, it provided us an opportunity to "reimagine" how Florida SouthWestern State College provides for and supports its students, employees and community while staying true to our Mission, Vision, Values and Strategic Directions. Part of reimagining FSW is taking what we learned from remote operations and innovations and including them in our strategic planning process. While we have implemented a wide variety of alternative teaching, learning and operating methods, a few of the most significant takeaways can be seen from the following.

- Expanded technology from virtual operations has enhanced our capabilities to serve students with increased demand for access to FSW anywhere and at any time.
- Amplified virtual opportunities have helped students, faculty and staff stay connected during the pandemic.
- The ability to be agile and responsive to the global obstacles allowed us to efficiently and effectively revise and improve practices through shared governance.

As challenging as the last year has been on all FSW students, faculty, staff and our systems, we continue to find new and innovative ways to elevate the opportunities for all students. We have done this by being creative in thought as well as with our funding choices and priorities. The college remains agile and flexible to respond to the changing needs of our community.

Go Bucs!!!

Dr. Jeffery Allbritten

## About Florida SouthWestern State College

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 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/GladesCenter.

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 59 years. The College now offers five baccalaureate programs as well as operates two charter high schools at the Lee and Charlotte campuses.

Florida SouthWestern State College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate and baccalaureate degrees. Further information can be found on the college's website at [www.fsw.edu/accreditation](http://www.fsw.edu/accreditation).

In addition to accreditation by the SACSCOC, eight 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).

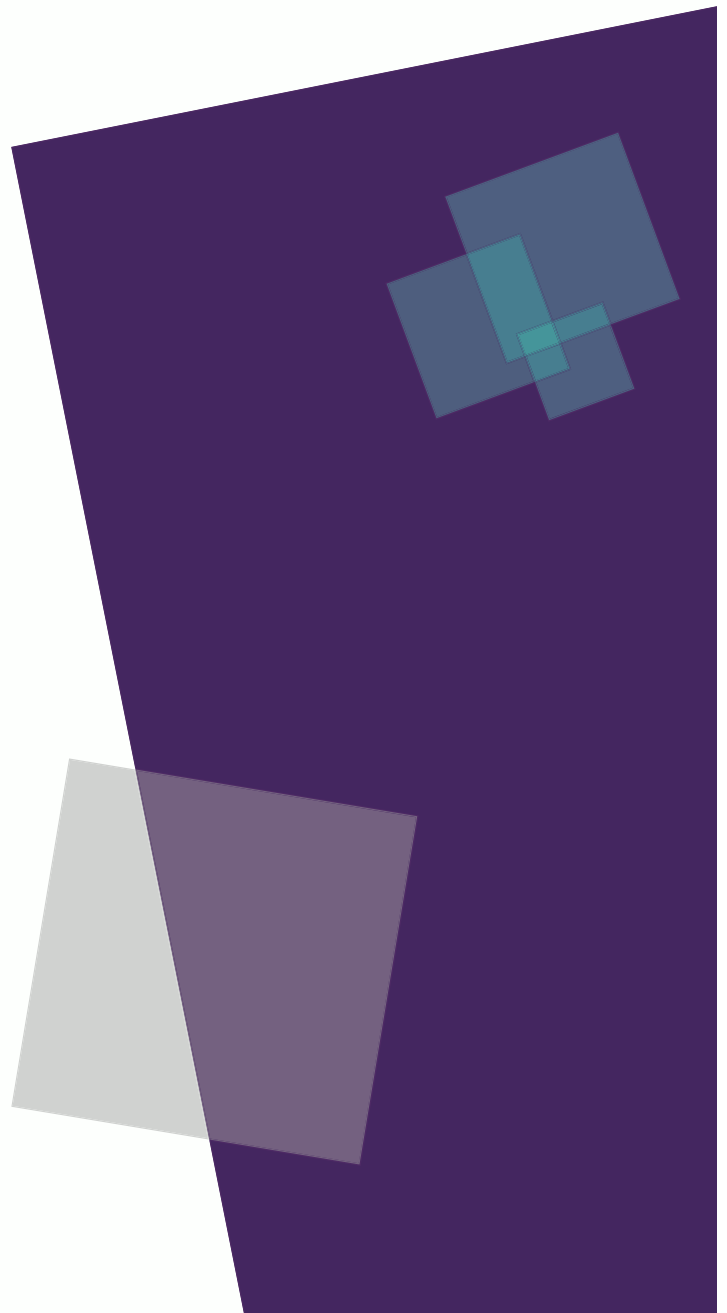
**Nursing (AS and BS):** Accreditation Commission for Education in Nursing (ACEN)

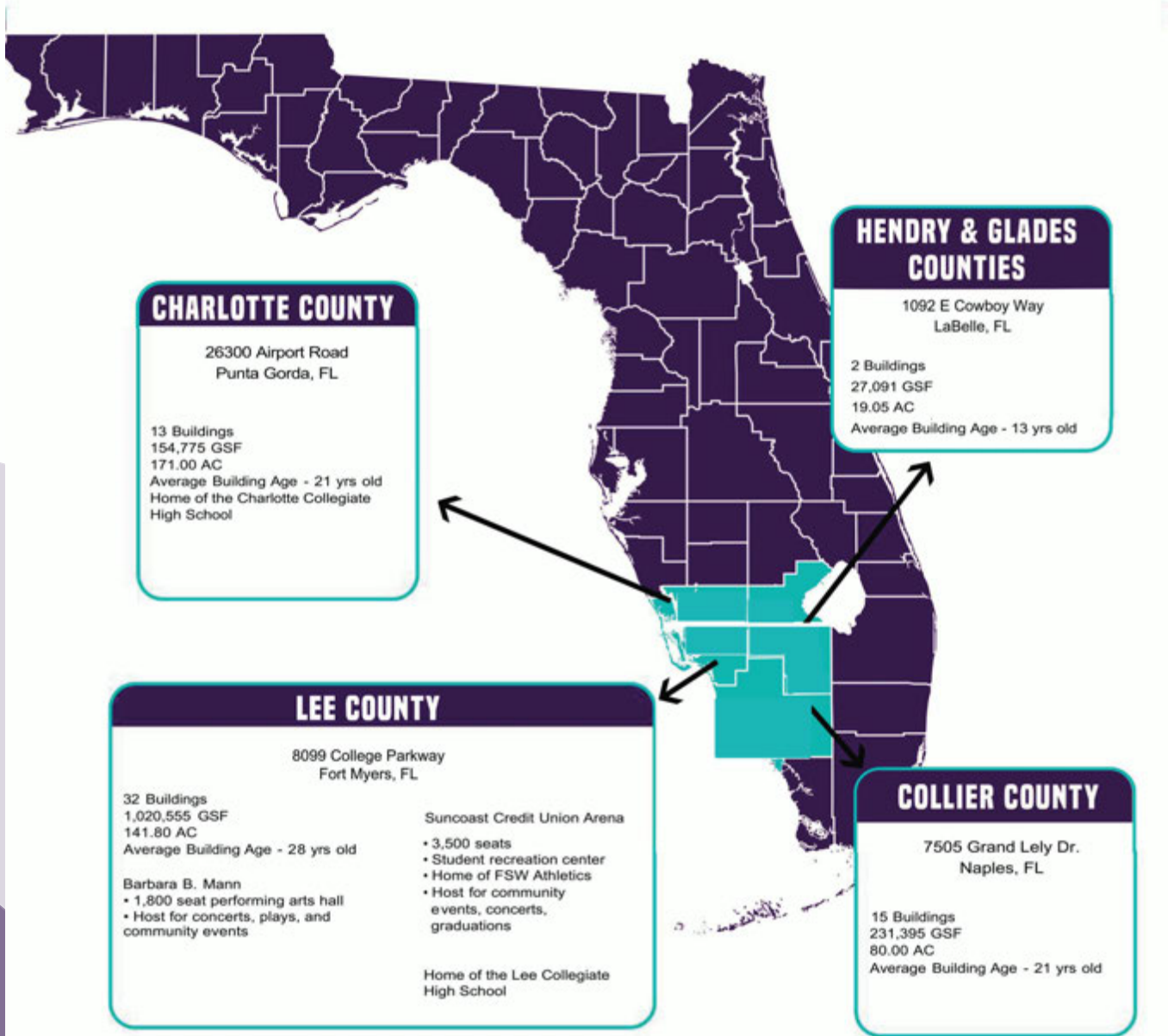
**Radiologic Technology (AS):** Joint Review Committee on Education in Radiologic Technology (JRCERT)  
**Respiratory Care (AS):** Commission on Accreditation for Respiratory Care (CoARC)

**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)





**FSW SERVING LARGEST GEOGRAPHIC REGION IN THE STATE OF FLORIDA  
 6,552 SQUARE MILES**

**DEDICATE**  
*To*  
**GRADUATE**



**FLORIDA SOUTHWESTERN STATE COLLEGE'S  
STRATEGIC PLAN  
2020-2023**

FLORIDA  
SOUTHWESTERN  
STATE COLLEGE



Florida SouthWestern State College's (FSW) Vision, Values, and Mission statements illuminate our purpose and are the foundation for our strategic planning. The mission statement reflects that the College's priority is first and foremost academic in nature, as FSW endeavors to "*inspire learning*" and "*prepare a diverse population for creative and responsible participation in a global society.*" The mission statement also ties our work to the region in which we serve as we "*serve as a leader for intellectual, economic, and cultural awareness in the community.*" This statement illuminates how our unique multi-campus system allows for one college to provide quality academic programs that support the intellectual and workforce growth of the five counties in our service area: Charlotte, Collier, Hendry, Glades and Lee. Additionally, it reflects our commitment to provide "accessible pathways" to education through dual enrollment and through innovative technologies including distance learning as realized through synchronous and asynchronous online learning.

The mission of FSW is aligned with the mission of the Florida College System as memorialized in Florida Statute 1004.65. As stated in statute, the "primary mission and responsibility of Florida College System institutions is responding to community needs for postsecondary academic education and career degree education." The statute also provides that Florida College System Institutions respond to community needs for postsecondary academic and career degree education by providing lower-level undergraduate instruction and awarding

associate degrees, providing upper-level instruction and awarding baccalaureate degrees, providing student development services, promoting economic development for the state within each Florida district, and providing dual enrollment instruction. In keeping with Florida Statute, the College mission includes teaching, learning, and workforce development.



**DEDICATE**  
*To*  
**GRADUATE**



## Strategic Planning at Florida SouthWestern State College

Florida SouthWestern State College (FSW) is committed to engaging in ongoing comprehensive, integrated, and research-based planning and evaluative processes and incorporating systematic reviews of institutional goals and outcomes consistent with our mission. All research-based planning activities are conducted under the premise that improvement results from continuous, systematic, and cyclical evaluation processes to include: (1) interaction among college-wide stakeholders, (2) SMART-based objectives and benchmarks, (3) data collection and analysis that lay the foundation for improvement decision-making, and (4) application and use of results towards improvement.

As outlined in the following pages, Florida SouthWestern State College's Strategic Plan, which encompasses Strategic Directions and Goals, is aligned with the Florida Department of Education and Florida College system mission and goals and is informed by planning and evaluation processes, assessment at the program and course level, administration of internal and nationally normed surveys, and feedback mechanisms available to faculty, staff, and students. These methods of evaluation are designed, administered, and disseminated through the shared governance of faculty and administration.

## The Path to “Dedicate to Graduate” – It began with a “Cornerstone.”

Over a two-year period beginning in August 2008, faculty, students, administrators, staff, and consultants participated in research to identify a Quality Enhancement Plan (QEP) topic that would have the greatest impact on student learning. Included in the process was a nine-month, self-study using the Foundations of Excellence® (FOE) model. As outlined in the QEP’s background, the self-study and review of institutional research revealed that the majority of the College’s degree-seeking students in academic year 2010-11 tested into one or more developmental courses, and were thereby not “college ready.” The data also showed that the institution’s three-year graduation rate had room for improvement. The historical challenge of first time in college (FTIC) student success and retention, combined with growing numbers of under-prepared students, prompted a sustained and deliberate effort to develop an improvement plan focusing on FTIC students. In April 2009, the QEP focus crystallized as a unique version of a first-year experience (FYE) course (SLS 1515, referred to as “Cornerstone”) infused with critical thinking and student success strategies. The focus is aligned with the College’s mission of inspiring learning and preparing students for responsible participation in a global society.

To achieve the goal of engendering self-reliant learners who apply critical thinking in the academic setting as well as their personal lives, the College has designed a series of professional development workshops for faculty, staff, and administrators. Training began in the summer of 2011 and continued throughout the five-year period with workshops and institutes by experts in the field including Dr. Gerald Nosich, Senior Fellow from the Foundation for Critical Thinking; Dr. Mary Stuart Hunter, Associate Vice President and Executive Director for University 101 Programs and The National Resource Center for The First-Year Experience and Students in Transition at the University of South Carolina; Dr. Sandra McGuire, Emeritus Professor, Louisiana

State University; and Dr. Mark Taylor, a licensed psychotherapist and former higher education administrator. Additionally, throughout the five-year QEP implementation period and into the present, the college continues to offer a series of workshops facilitated by internal and external trainers. Topics include Critical Thinking, Universal Design, Understanding the First-Year Student, Constructivist Pedagogy, Career Planning, Diversity on the College Campus and Beyond, and Learning Styles.

Throughout the five years of the QEP, a number of cross-divisional committees met regularly to review data to inform improvement. Annual reports were disseminated widely, discussed in stakeholder meetings and are available on the web ([www.fsw.edu/fye/qep/assessment/](http://www.fsw.edu/fye/qep/assessment/)). The academic achievement data from five-year implementation (see the QEP Impact Report [www.fsw.edu/assets/pdf/fye/assessment/QEPImpactReportfromFifth-YearInterimReport2017.pdf](http://www.fsw.edu/assets/pdf/fye/assessment/QEPImpactReportfromFifth-YearInterimReport2017.pdf)) demonstrate that SLS 1515 has had a positive effect on student learning, specifically in terms of their ability to think critically and utilize success strategies. The data affirm that SLS 1515 and ancillary FYE Programming have had a positive effect on student retention, satisfaction and engagement. Additionally, students report gaining “self-awareness” that provides clarity for academic and career planning. Through analysis of retention and graduation rates, there is a clear pattern of significant increases by course participation in both term-to-term and year-to-year retention.

## Dedicate to Graduate

Building on the success of the Cornerstone Experience and First-Year programming, on June 28, 2016, President Allbritten and the District Board of Trustees engaged in a retreat focused on Strategic Planning and the Strategic Directions for academic year 2016-2017. Their work was informed by emerging QEP data and other institutional research on student success, to include the results of a National Academic Advising Association (NACADA) consultant's report. On August 22, 2016, the President unveiled the resulting "Dedicate to Graduate" focus campaign as a broad-based initiative to further the gains we accomplished with the QEP, and aimed at decreasing the student-to-advisor ratio, building advisor accountability, improving the student support practices of all facets of the College, and developing messaging utilizing a student success-centered focus. The philosophy of "Dedicate to Graduate" was a commitment by all stakeholders to view their role as focused on supporting students in their aim to earn academic credentials. The resulting actions have engaged the entire college community in improving degree and certificate completion rates. The establishment of the *Dedicate to Graduate* (D2G) Committee in 2016 (co-led by the Provost representing the President's Cabinet, Academic and Student Affairs administrators, with faculty and staff membership) engendered a broad-based participatory process leading to goal-setting, action items, assessment and use of results that are continually shared with the President's Cabinet.

The series of D2G committee meetings with variety of stakeholders in Academic Affairs, Student Affairs, Institutional Technology, Operations, Human Resources, and Marketing and Media has decreased longstanding silos in the process of engaging in data-informed improvement. From 2016-2020, the committee work led to informed improvement in educating students about financial aid, student billing, and identifying their meta-majors at the point of admission. Collaborative work between Academic Advising and the five Academic Schools

led to the development of advising pathways for the top twenty intended majors for FSW enrollees. Also the teams engaged in cross-institutional efforts with Florida Gulf Coast University (FGCU) to establish admissions and advising 2+2 pathways for students beginning their academic studies at FSW, with the intention to transfer and complete baccalaureate degrees at FGCU. It also provided for teamwork on supporting "stop out" students to return to FSW and FGCU and complete degrees.

The results of these efforts were realized in a Memorandum of Understanding (MOU) signed by the President of each institution on September 28, 2018, and established a partnership entitled "Destination FGCU." This partnership focused on cooperative actions across both College's offices of advising, admissions, and registration supporting degree attainment of all FSW and FGCU students. Additionally, it provided specific articulation pathways and scholarship benefits for FSW Collegiate High School graduates and Honors Scholar Program graduates.

The *Destination FGCU* partnership has led to visible results in the target areas outlined in the MOU. One of the outcomes was a collaborative effort between FSW, FGCU, and the *FutureMakers Coalition* whose joint efforts led to Southwest Florida being designated a Talent Hub by Lumina Foundation in partnership with The Kresge Foundation. The designation was announced by the Lumina Foundation on January 22, 2020, and has provided funding to support local efforts to increase educational attainment, as well as establishing a Talent Hub network to transform Southwest Florida's workforce by increasing the proportion of working-age adults with college degrees, workforce certificates, industry certifications, and other high-quality credentials.

The work of *Dedicate to Graduate* (D2G) also positioned FSW to apply for and be accepted into the inaugural Florida Pathways Institute in which we work with a cohort of Florida College System institutes to develop additional pathways and

integrate them into comprehensive advising and degree attainment for students. Our cross-institutional team includes the Provost's Office, Faculty Senate leadership, and a cross-divisional team of Deans, Directors, and faculty focused on fully operationalizing the pathways model to dramatically boost completion rates and improve the social and economic mobility of graduates.

Finally, as a result of D2G efforts, we restructured Academic and Student Affairs into a single report to the Provost's Office to increase alignment of efforts and continue to increase student success through concerted efforts toward reaching the goals of increasing degree and certificate completion rates. Restructuring also involved creating a Vice Provost position to provide leadership for the Workforce programs, and have the School of Education, School of Health Professions, and the School of Business and Technology work in concert with community partners to serve the region and create articulation pathways from both vocational and academic programs into our College Credit Certificates (CCCs), Associate in Science Degrees, and through our Baccalaureate Degrees. This new leadership structure will capitalize on our work with Corporate Training and Continuing Education in order to build employer networks serving the regional workforce needs. Additionally, Online Learning which formerly report to the Chief Information Officer, was move to report to the Provost in recognition of the importance of Online Learning across all academic programs and to better support the academic focus of online course design.

Based on four years of effort and review of goal achievement, in AY 2020-2021, Dedicate to Graduate was restructured into four subcommittees: Enrollment Plan, Enrollment Process, Retention, and Culture and Communication. These committees are building on previous achievement in D2G goals, and expanding the focus to engage in long-term enrollment planning that includes a focus on

regional needs, enrollment trends, facilities planning, and resource allocation. It is also taking a more focused approach to considering the culture of the institution from both the employee and student perspective with the aim to create a positive, welcoming, and innovative environment that attracts a world-class faculty, staff, and administration focused on ensuring student success. The committees include faculty, staff, and administrators to include members of the President's Cabinet, and continue to meet regularly and report results to the President's Cabinet.



## Mission Review 2020: Renewing our efforts to Dedicate to Graduate

Every three years, the College conducts an extensive review of its mission and submits revisions for District Board of Trustees (BOT) approval through the College planning process. As part of that review, administrators and faculty leaders provide input. The lessons learned from D2G since 2016 provided a framework for how the Strategic Directions needed to be updated to better reflect the current focus of the College. In addition to the results from the work of D2G and all of the College's faculty and administrative committees, the strategic planning process continued to be informed by publications governing bodies in the State of Florida.

- Florida Department of Education 2020-2025 Strategic Plan
- Florida College System Strategic Plan 2018-2020
- The mission of the Florida College System
- The Florida Chamber's "Florida 2030: The Blue Print to Secure Florida's Future."

Also, FSW continues to review benchmark data from participation in national surveys:

- Survey for Entering Student Engagement (SENSE)
- Community College Survey of Student Engagement (CCSSE)
- Community College Faculty Survey of Student Engagement (CFSSE)
- National Initiative for Leadership and Institutional Effectiveness (NILIE) Survey

The resulting Strategic Plan process includes broad-based involvement of the District Board of Trustees, the President and his Cabinet and Executive Council, D2G, the Faculty Senate Executive Council, the Provost's Office, Institutional Research, Academic Deans, Program Directors and Faculty Chairs, and Student Government and the student body at large via surveys and focus groups. The mission of the College is published on the website and in the College Catalog.

# Vision

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

# Values

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

# 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.

---

# Strategic Directions

1. Expand educational access.
2. Advance a world-class educational experience.
3. Innovate online and distance education.
4. Prepare students for a globally competitive workforce.
5. Create a culture focused on inclusion and continuous improvement.

# Strategic Directions

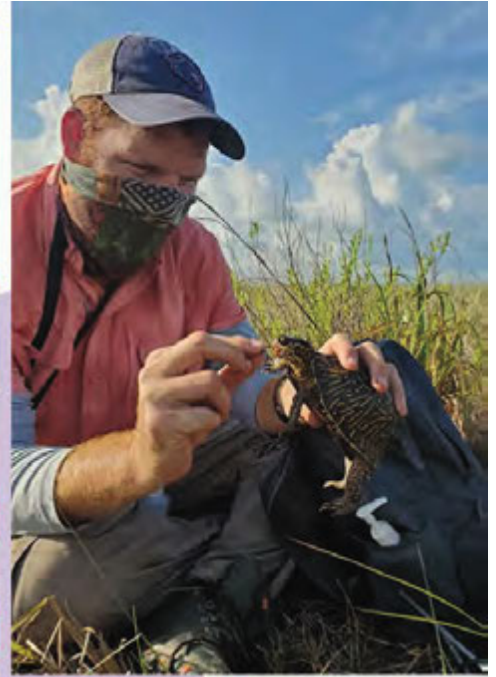
## 1. Expand educational access.

### Goals

- Work with regional partners to expand access to FSW degree and certificate programs through college readiness programs, articulation agreements, and scholarships.
- Create an intuitive and seamless enrollment pipeline and increase the percentage of high school graduates from our service district who apply and enroll.
- Support students in goal identification and outline academic pathways to keep students on track to degree and certificate completion.







# Strategic Directions

## 2. Advance a world-class educational experience.

### Goals

- Develop relevant academic and co-curricular programming that develops students as well-rounded scholars and enlightened global citizens.
- Support curricular and programmatic innovation to enhance the academic experience, facilitate transdisciplinary research and thinking, and engender student achievement.
- Create robust student engagement programs that support student connections and engender intellectual, cultural, and civic awareness in the broader community.



# Strategic Directions

## 3. Innovate online and distance education.

### Goals

- Engage in best practices to expand and innovate online and distance education to make learning accessible and responsive to global trends.
- Identify and utilize innovative technologies across all programs to enhance student access, support, and achievement of learning objectives.
- Provide enhanced professional development opportunities to support engagement with technologies that bolster academic achievement.





# Strategic Directions

## 4. Prepare students for a globally competitive workforce.

### Goals

- Respond to community needs for postsecondary academic education and career degree education by identifying, developing, and continually improving our workforce-related curriculum and the industry certification, college credit certificate, and degree options.
- Develop and maintain relevant bachelor's degrees and 2+2 articulation agreements to support baccalaureate attainment and promote employability of graduates.
- Provide non-credit training opportunities to meet the needs of local businesses, establish internship opportunities, and provide articulation pathways into certificate and degree programs.

# Strategic Directions

## 5. Create a culture focused on inclusion and continuous improvement.

### Goals

- Shape a secure environment through strategic facilities planning, campus safety initiatives, that support an inclusive campus community.
- Promote a culture of mental, physical and social wellness through programs, auxiliary services, events, and activities.
- Engage in ongoing professional development to create a positive, welcoming, and innovative environment that attracts a world-class faculty, staff, and administration focused on ensuring student success.

active  
minds



Florida SouthWestern  
State College

**BUCS** | **FSW** | **C.A.R.E.**

Coordinate • Advocate • Respond • Empower

## Institutional Planning and Evaluation

To achieve the goals tied to our Strategic Directions, Florida SouthWestern State College (FSW) engages in continuous, data-informed improvement through a strategic cycle of institutional planning and evaluation. FSW's planning and evaluation process is rooted in state statute and the regulations set forth by the Florida College System, whose mission is "to provide access to high-quality, affordable academic and career educational programs that maximize student learning and success, develop a globally competitive workforce and respond rapidly to diverse state and community needs." The process has been operationalized by the College in a way in which practice, procedure, and planning are fundamentally research-based and focused on all elements of the Florida College System mission as well as Florida SouthWestern State College's mission. These efforts are realized in an institutional planning framework that builds on the strategic plan and encompasses core stakeholders such as Academic and Student Affairs, Institutional Technology, Facilities Planning and Management, Financial Services, Marketing and Media, as well as a variety of purposeful planning processes dealing with ancillary areas such as Human Resources, Auxiliary Services, and Public Safety.

The institution's continuous systematic review process is conducted by several offices serving all units of the College. The President's Cabinet and Executive Council, and the Provost's Office provide leadership for collegewide participation in strategic planning. The College's Academic Departments and the faculty-led Academic Committees including the Curriculum Committee, the Learning Assessment Committee and the General

Education Advisory Committee set the standards for course learning objectives and assessment. These ongoing course and program level assessment and research efforts are supported offices collectively known as Team AASPIRE (Accountability, Assessment, Sponsored Programs, Institutional Research and Effectiveness). Team AASPIRE reports to the Assistant Vice President of Institutional Research, Assessment and Effectiveness, a member of the Provost's Office and includes the Office of Academic Assessment, Office of Accountability and Effectiveness, Office of Sponsored Programs and Research, and Office Institutional Research and Reporting, who oversee the collection and dissemination of information through the college-wide adopted effectiveness plan system software platform, Compliance Assist. All of the College's programs set goals aligned with the Strategic Directions and report achievement of the goals and use of results in Compliance Assist. For the academic programs, carefully structured assessments are conducted annually to inform improvement.

---

## Course-Level Assessment

[www.fsw.edu/facultystaff/assessment/courselevel](http://www.fsw.edu/facultystaff/assessment/courselevel)

At Florida SouthWestern State College, faculty engage in course-level assessment to inform improvement, measure achievement and make curricular and programmatic decisions. These studies allow for review of achievement of student learning outcomes annually, as well as comparisons of student learning outcomes for courses across sites, to include traditional, dual

enrollment, distance, and off-site locations. Additionally, these studies allow evaluation of learning objectives across learning modalities.

---

## General Education Assessment

[www.fsw.edu/facultystaff/assessment/generaleducation](http://www.fsw.edu/facultystaff/assessment/generaleducation)

During AY 2014-15, FSW initiated a revised assessment of the General Education Program. Throughout the process, the AAC&U Value Rubrics and one in-house rubric were utilized to score voluntarily submitted artifacts. Beginning in AY 2017-18, courses which were identified by faculty of that discipline as "Integral" can be

randomly selected to provide an assignment which the instructor feels is appropriate to meet that competency for General Education Assessment for that year. This random selection plan was developed by the Learning Assessment Committee (LAC). The random selection and outreach to instructors occurs in mid-to-late September of each academic year.

---

## Program-level Assessment

[www.fsw.edu/facultystaff/assessment/programreviews](http://www.fsw.edu/facultystaff/assessment/programreviews)

In order to engage in a cycle of continuous improvement, all academic programs at FSW set goals, collect data, and use the results to inform course and program improvement. Beginning AY 2014-2015 and continuing into the present, all academic programs leading to degree and certificate completion have shared a common program review template, which include enrollment, completion, progression, course data, success and satisfaction data across certificate and degree programs.

Annual unit effectiveness planning for all Colleges integrates the comprehensive results from course-level, general education, and program-level assessment action plans aligned with FSW Mission and Strategic Directions. The integrated results support decision making in the annual budget process and resource allocation for units at all levels of the institution to benefit continuous improvements.

## Continuous-Improvement-Invitation to Reimagine FSW

([www.fsw.edu/reimagine](http://www.fsw.edu/reimagine))

Strategic planning for academic programs, student support, and financial and physical resources is ongoing at FSW. As we continue to strive towards our vision, values, mission, and strategic directions, we recognized that higher education is involved in rapid change calling for innovation and collaboration. During the 2020 year, FSW, along with higher education institutions across the globe, was challenged by the COVID-19 pandemic. In April 2020, in order to establish guidelines and practices to ensure safety while maintaining academic continuity, two cross-divisional ad hoc committees were formed.

The Return to Campus Task Force, *ReConnect*, began meeting in April 2020 with the charge to develop a phased in plan to return FSW employees and students to campus. The committee was informed by federal and state re-opening decisions, Florida Department of Education (FDOE) and Florida College System (FCS) guidelines, and Center for Disease Control and Prevention (CDC) recommendations. The resulting plan outlined social distancing measures, technology and facilities considerations, as well as alternative scheduling policies and procedures. It also outlined materials and methods necessary to support telework where possible and feasible.

The Innovate Instruction Initiative (*I3*) began meeting in May 2020 with the charge to work collaboratively to review institutional data, literature on best practices, federal and state guidelines, and accreditation policies to develop guidelines and policies that allow for technological innovation in instruction. This group worked in four subcommittees to establish definitions and standards for course modalities; establish certifications and professional development to support new and existing modalities; review and acquire instructional technology for classrooms, faculty, and students; and develop a communication plan to inform the college of the new modalities and flexible course scheduling. Through these efforts, new modalities were established, related classroom

technology was purchased, faculty was engaged in additional online training and professional development sessions, and the new and existing modalities were successfully implemented in Fall 2020.

Based on the success of the rapid innovations supported by these groups and enacted by the entire college community, the President's Cabinet has invited the entire college community to become involved in a dynamic and continuous strategic planning process by reimagining FSW's programs and services within the following framework.

- Reimagine how to achieve the College's mission by responding to what students value and what they choose.
- Reimagine four sites, to include visible (clinical/practical/performance) programs, capitalizing on modalities and access, some operations moving remote. Key "live personnel" for the visible programs.
- Reimagine student engagement and student services to mirror and add value to the academic programs with the goal of accessibility and efficiency.
- Reimagine spaces to be flexible and innovative for 21st Century teaching and learning, as well as operations.
- Reimagine operations to capitalize on virtual or electronic interactions to increase with the goal of accessibility and efficiency. Reimagine the tools that provide access to all College operations.
- Reimagine our work-life interactions to capitalize on the momentum of shared purpose, agility, and flexibility.
- Elevate employees into a culture of change centered on student success and achievement. Embed a system of effective communication and solution-oriented critical dialogue.

Related dialogues are underway and will continue to inform budget and resource allocation and real-time action toward realizing the College's Mission and Strategic Directions.

--

<b><u>Strategic Direction</u></b>	<b><u>Associated FY22 Budget Item</u></b>
<b>Expand Educational Access</b>	<ul style="list-style-type: none"> <li>• Through an internal reorganization within the Student Affairs division, current positions were restructured to better support the Dedicate to Graduate (D2G) Enrollment Process Improvement Plan.</li> <li>• Continued funding through Rapid Credentialing state grants to complete specialized certificate programs</li> <li>• Presidential Scholarships provided to both need-based and merit-based students to encourage the completion of their degree or certificate program.</li> </ul>
<b>Advance a World-Class Educational Experience</b>	<ul style="list-style-type: none"> <li>• Funds set aside for the creation of a dedicated International Education Center.</li> <li>• Continued funding for the study abroad program.</li> <li>• Continued funding for the Honors Scholars program.</li> <li>• Funds to implement a student success coach program <b>(\$14,000)</b>.</li> <li>• Funds for 5 new full-time faculty positions.</li> </ul>
<b>Innovate Online and Distance Education</b>	<ul style="list-style-type: none"> <li>• Two Academic Technology Specialists Positions <b>(\$100,610)</b>.</li> <li>• One Instructional Technologist Position <b>(\$11,045)</b>.</li> <li>• Convert classrooms to allow flexible teaching methods <b>(\$2,500,000)</b>.</li> <li>• Funding for online learning certification <b>(\$247,000)</b>.</li> </ul>
<b>Prepare Students for a Globally Competitive Workforce</b>	<ul style="list-style-type: none"> <li>• Funding for the new BAS in Information Systems Technology <b>(\$83,119)</b>.</li> <li>• Funding for Director of Career Services through the Schultze grant.</li> </ul>
<b>Create a Culture Focused on Inclusion and Continuous Improvement</b>	<ul style="list-style-type: none"> <li>• 21st Century Master Plan <b>(\$75,000)</b>.</li> <li>• Upgrades to campus lighting <b>(\$75,000)</b>.</li> <li>• One Administrative Technologist position <b>(\$50,305)</b>.</li> <li>• Two Technology Support Specialist positions <b>(\$88,362)</b></li> <li>• Three Facilities focused positions <b>(\$160,953)</b>.</li> </ul>

\*The items shown above are just a small sample of how FSW is committed to achieving their strategic directions. To see a more comprehensive list please visit: [fsw.edu/researchreporting/strategicdirectionsreports](https://fsw.edu/researchreporting/strategicdirectionsreports)



The image features a large, abstract graphic design. A dark purple shape, resembling a large, curved letter 'C' or a partial circle, dominates the center. Below it is a teal shape that also curves along the bottom edge. To the right, a light purple shape overlaps the dark purple one. The text 'College Leadership' is centered within the dark purple area.

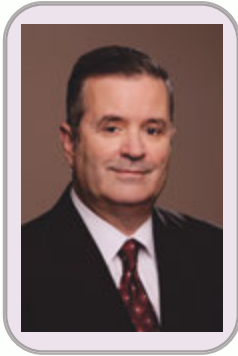
# College Leadership

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.

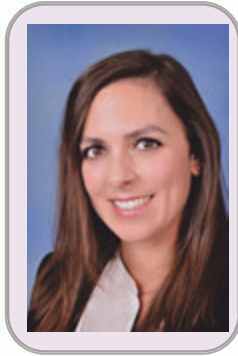
## Board of Trustees



**Danny Nix (Chair)**  
Charlotte County



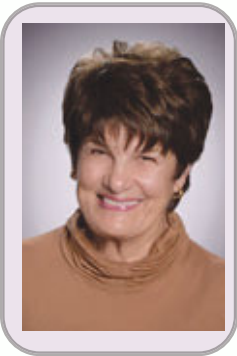
**Chris Cunningham**  
(Vice-Chair)  
Lee County



**Julia du Plooy**  
Hendry County



**Laura Perry**  
Glades County



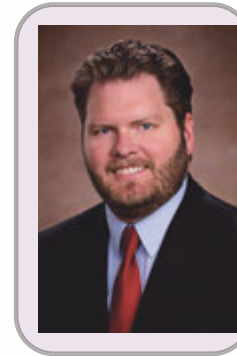
**Marjorie Starnes-Bilotti**  
Lee County



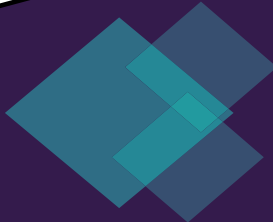
**Bruce Laishley**  
Charlotte County



**David Ciccarello**  
Lee County



**Jonathan A. Martin**  
Lee County



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



With over 30 years in higher education, Dr. Jeffery Allbritten has served in leadership roles at Middle Tennessee State University, Florida State College at Jacksonville, and Broward College in Fort Lauderdale. Prior to becoming FSW's fourth president, he was president of Middle Georgia State University.

Since just becoming FSW's president in 2012, Dr. Allbritten has worked with college administrators on initiatives that have reestablished FSW's athletics program; secured a \$5-million-dollar gift from Suncoast Credit Union for the Suncoast Credit Union Arena; expanded FSW's international education programs by establishing university partnerships worldwide; and enhanced research opportunities for FSW faculty and students.

Dr. Allbritten holds a Doctorate in Arts degree in chemistry from Middle Tennessee State University, Murfreesboro, a Master of Science degree in mathematics and a Bachelor of Science degree in chemistry from Murray State University, Murray, Ky.

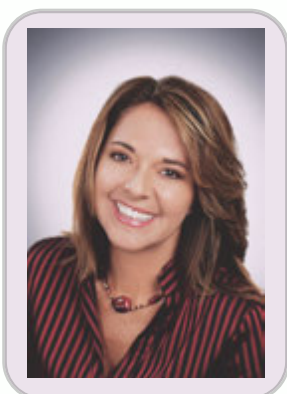
As Chief Administrative Officer, Dr. Allbritten is responsible for the efficient administration of the institution and its programs. He provides vision and leadership and strategically leads every aspect of the college.

**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.

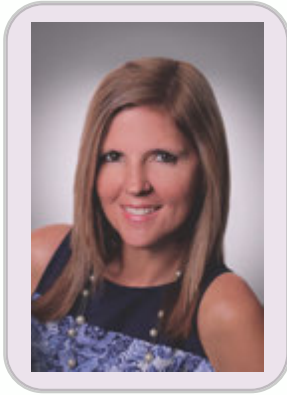


**Dr. Gina Doeble, Vice President of Operations/CFO**



Dr. Doeble serves as the College's Chief Financial Officer, and is responsible for the fiscal affairs of all college's operations. She oversees the planning, operation and evaluation of the college's non-academic programs and services. Areas under her purview include financial services, bursar's office, payroll management, auxiliary services, campus police, contracts, risk management and facilities management and construction.

## President's Cabinet

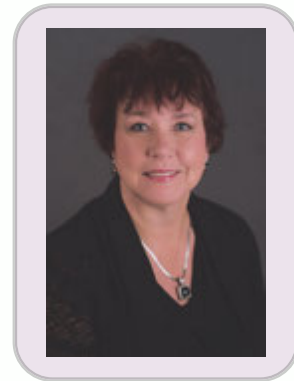


**Dr. Eileen DeLuca, Provost**

Dr. DeLuca serves as the chief academic officer and under the president is responsible for the creation and implementation of the academic priorities for the College, and for the allocation of resources that will support those priorities. Additionally, Dr. DeLuca oversees all student affairs areas including, admissions, athletics, counseling, student life, adaptive services and financial aid.

**Susan Bronstein, Chief Human Resources and Organizational Development Officer**

Ms. Bronstein oversees all aspects of the college's organizational development, human resources and diversity programs including recruitment and selection, employee relations, organizational communication, employee development, talent and succession planning and workforce analysis.

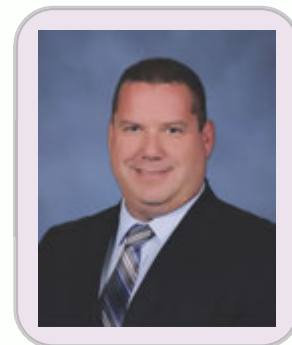


**Jason Dudley, CIO/Associate VP, IT & E-Learning**

Mr. Dudley serves as the chief information officer and under the president is responsible for the creation, development and implementation of the institutional, academic, learning, and administrative technology priorities of the College, and for the allocation of resources that will support the FSW community that use these technologies. Additionally, Mr. Dudley is responsible for the oversight and implementation of the college's information security program and cybersecurity initiatives that protect the college's infrastructure and data.

**Greg Turchetta, Executive Director, Marketing & Media**

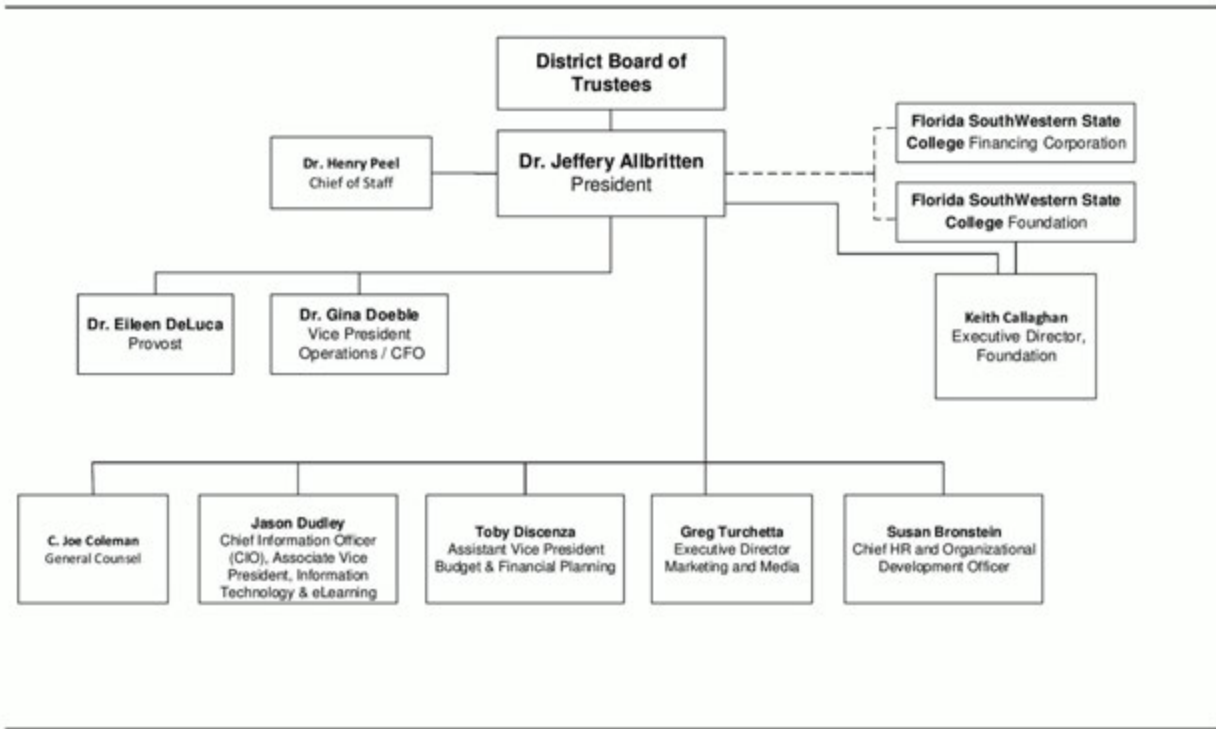
Mr. Turchetta serves as the official public information spokesperson of FSW and is responsible for communicating the strategic actions and priorities of the College.



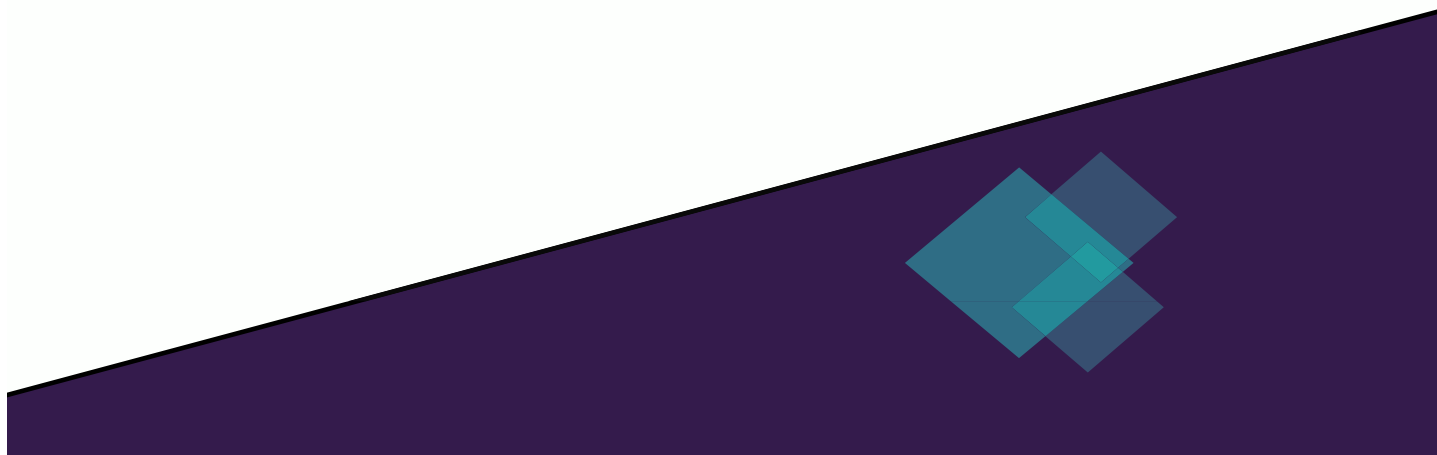
**Office of the President-**

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, Office of Budget and Financial Planning, Marketing, Information Technology, Human Resources and Organization Development and the Foundation. All other offices ultimately report directly to the President.

**Executive Leadership Organizational Chart**



May 05, 2021



**Office of the Provost-**

The Office of the Provost provides direction and oversight to the Offices of Academic and Student Affairs.

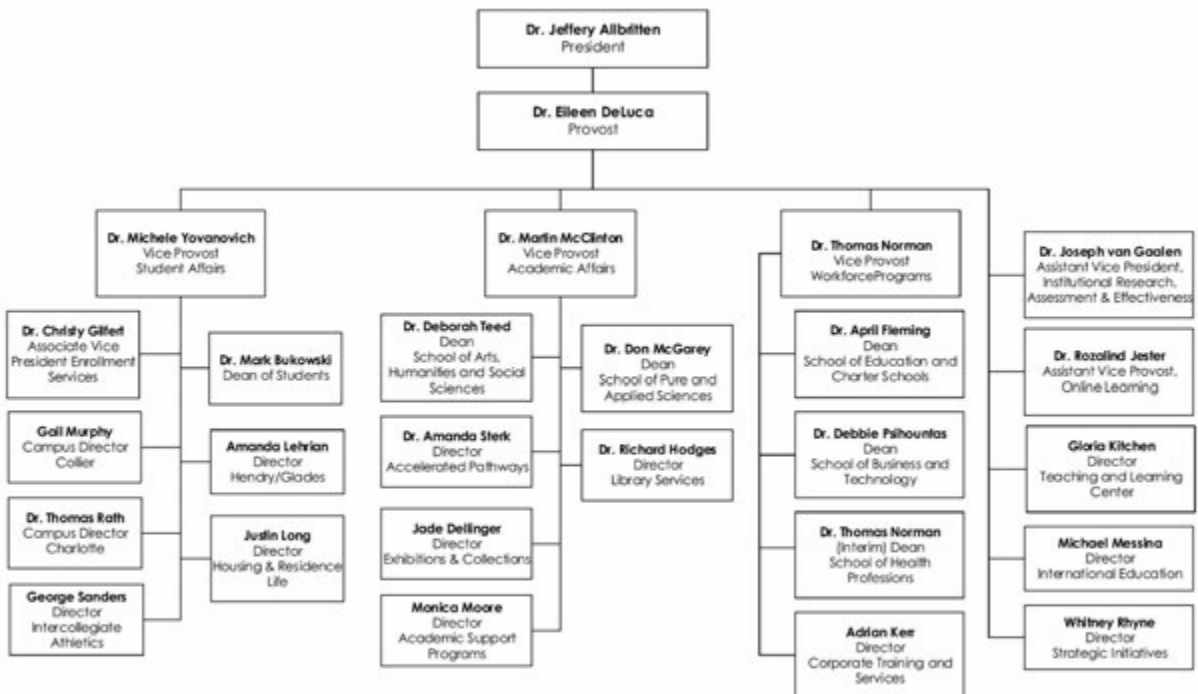
- **Office of Academic Affairs-**

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, International Education and Academic Advising.

- **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, Financial Aid, Orientation, Student Engagement, Testing, Adaptive Services, Counseling, Residence Life, and New Students Program. It also provides oversight to all Campus / Center Directors.

**Academic and Student Affairs Organizational Chart**



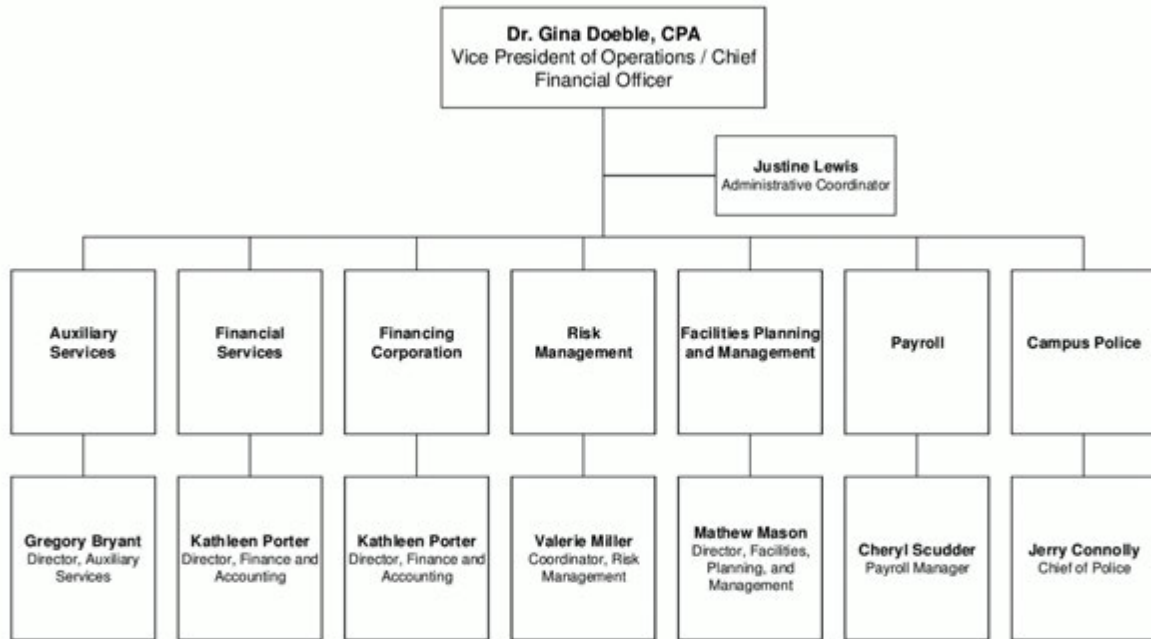
February 10, 2021



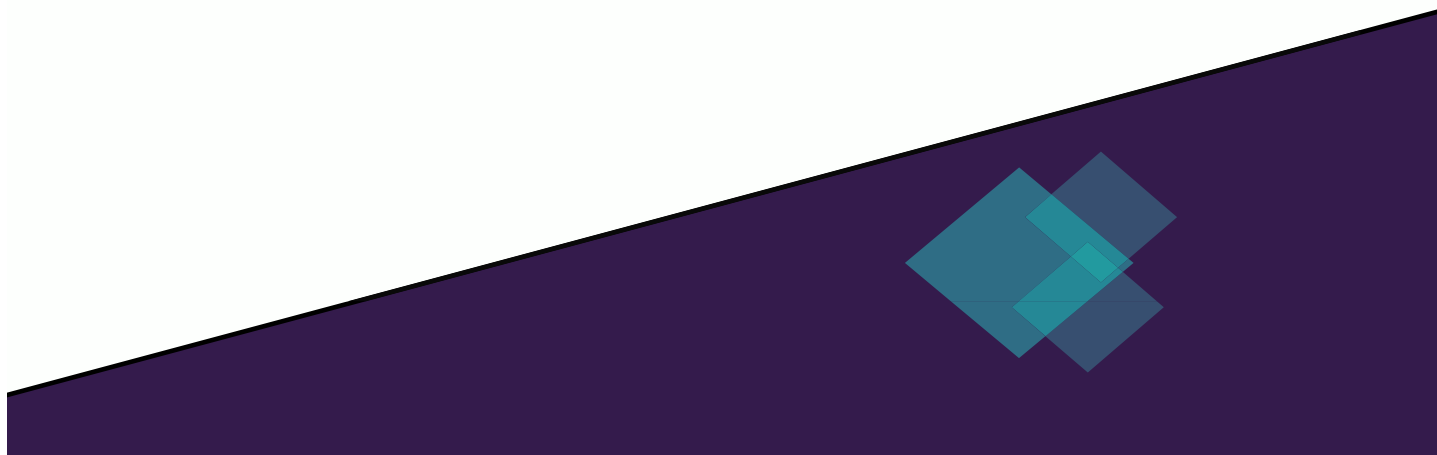
**Office of the Vice President Operations/CFO-**

The Office of the Vice President, Operations/CFO provides direction, support and oversight to operational units including Auxiliary Services, Bookstore, Food Service, Vending, Barbara B. Mann, Event Services, Financial Services, the Bursar's office, Campus Police, Facilities Management and Construction, and Payroll Management.

**Office of the Vice President of Operations / CFO Organizational Chart**



February 12, 2021

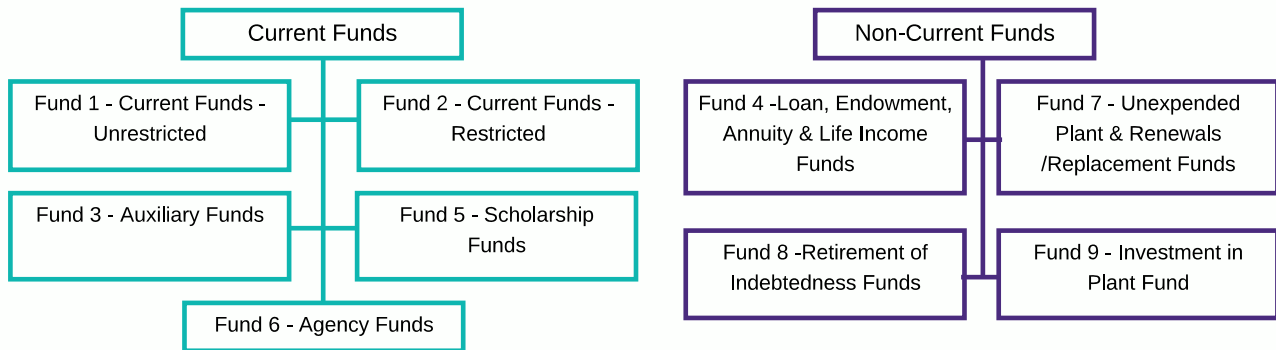


The background features a large purple shape on the left and top, a teal shape at the bottom, and a light purple semi-circle on the right side.

# Fund, Account & Functional Descriptions



## 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**

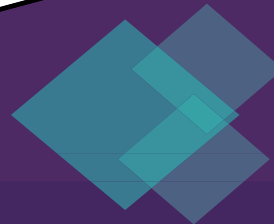
Auxiliary enterprises are established primarily to provide non - instructional services for sale to students, faculty, staff and which are intended to be self - supporting. The general public may be incidentally served by auxiliary enterprises, although that is not their primary purpose. Fees charged 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**

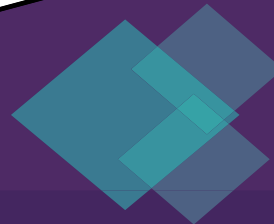
This fund is used to account for resources held by a college as custodian or fiscal agent for others, such as funds of student or staff organizations/clubs and temporary revenue/expenditure accounts which serve as clearing accounts for the college. Transactions of Agency Funds usually represent charges 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).



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 -**

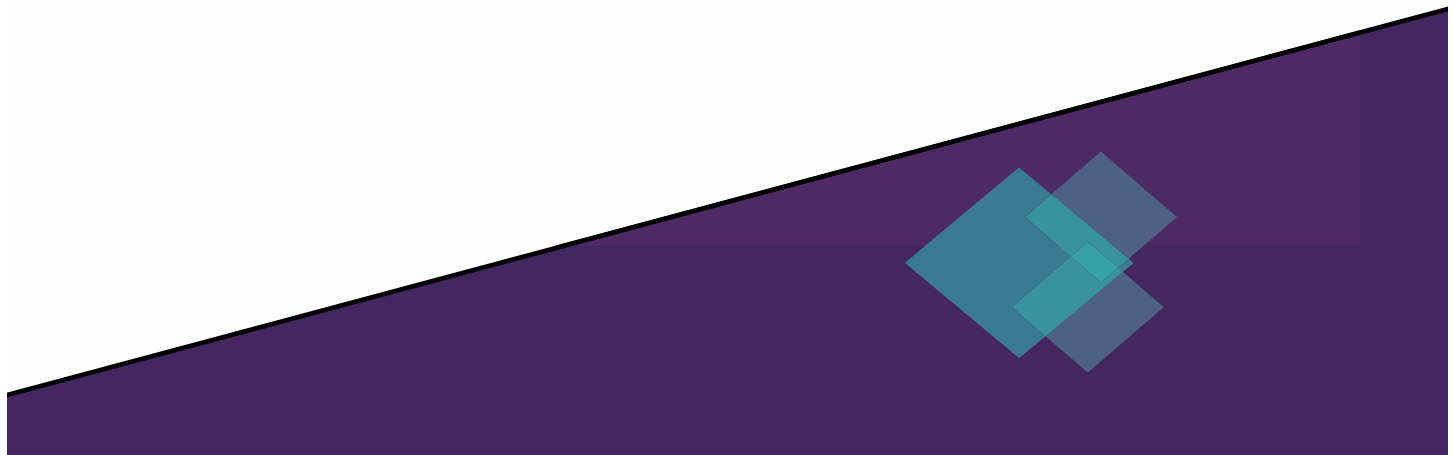
Sales and services revenue is generated primarily through the College's dental clinic which provides dentistry to over 2,000 patients each year as well as a partnership with the University of Florida. This category also includes revenues received from the agreements with the Financing Corporation.

**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, and investment gain or loss, interest earnings.



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 -**

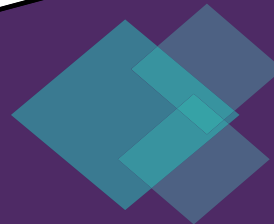
A variety of expenses including postage, telephone services, printing, professional fees, repairs and maintenance, educational materials and supplies, etc. are recorded here.

**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.

**Reserves -**

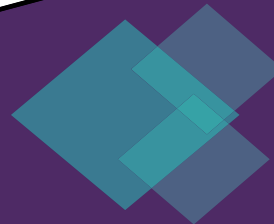
This account is used to formally set aside funds for other purposes such as technology replacement, furniture & equipment replacement, parking lot repairs or future operating needs.

**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.



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 -**

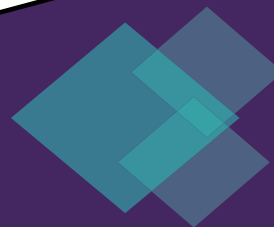
This function includes those organizational units which are responsible for the operation and maintenance of the institution's physical facilities.

**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:

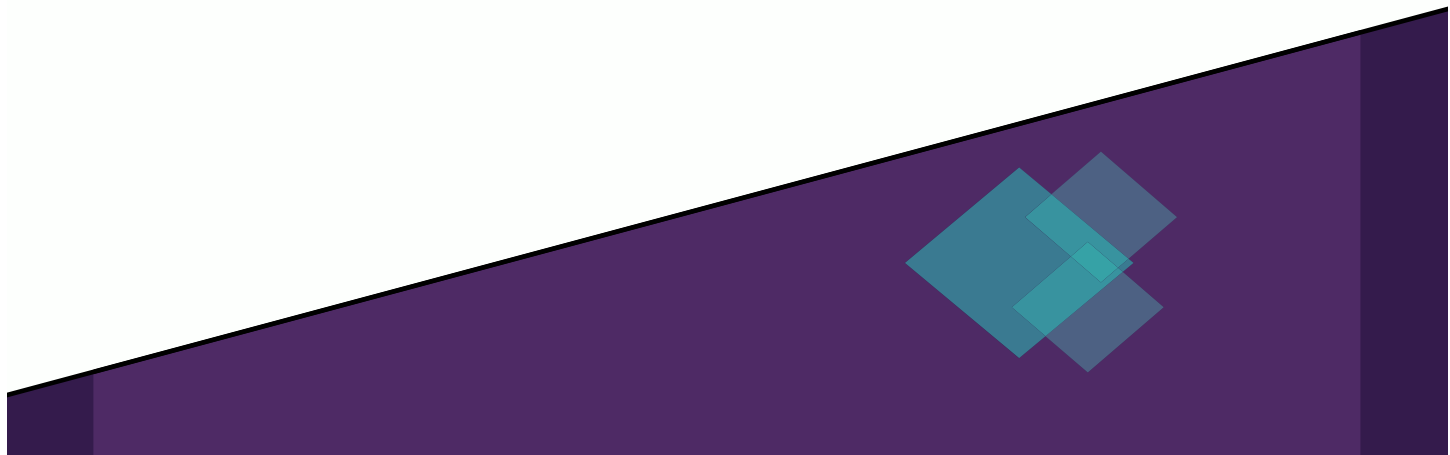
- Real Property (Land, Buildings, Construction in Progress)
- Non-capitalized Personal Property (Equipment & Supplies)
- Capitalized Personal Property (Capital Outlay)

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. 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 2022 the budget for capital expenditures within the operating budget is \$138,500 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.







# Budget Development & Amendments

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:

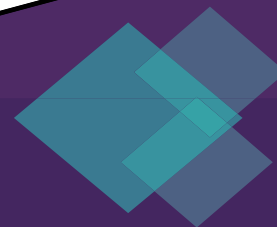
Each fiscal year, each community college shall prepare a budget in such form as prescribed by the State Board of Education for the Current Unrestricted Fund. Two copies of the budget approved by the board of trustees shall be submitted to the Chancellor, as designee of the Commissioner of Education, 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.

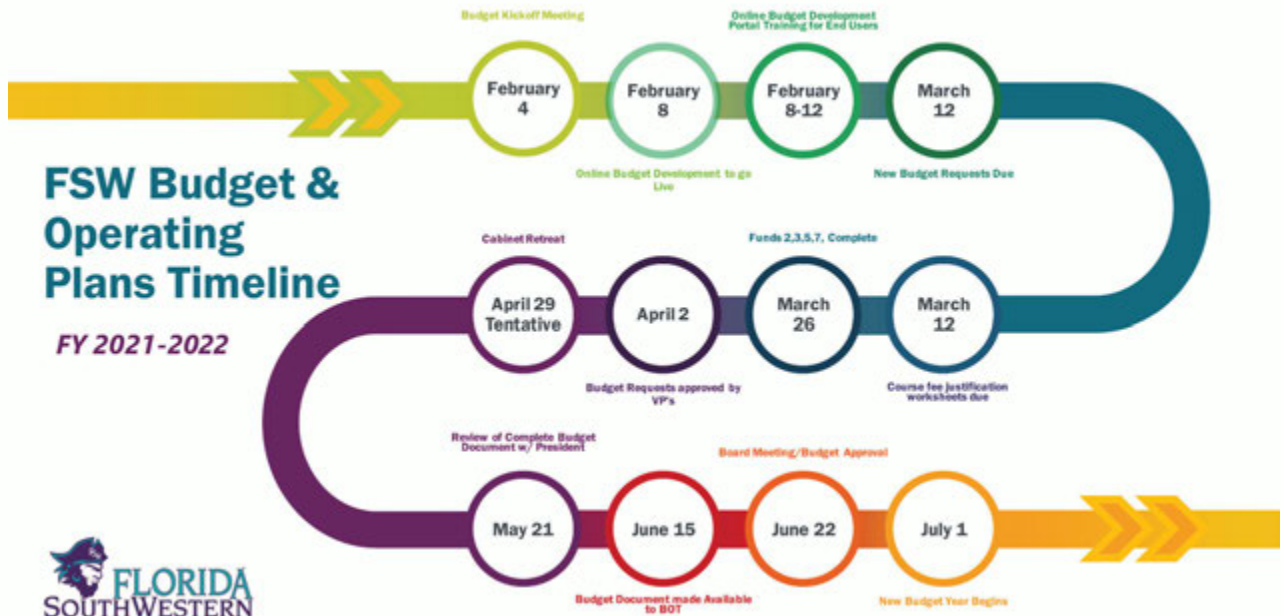
Florida SouthWestern State College uses the economic resources measurement focus and the accrual basis of accounting to prepare the annual financial statements and uses the same method of accounting to prepare the budget and operating plans. Revenues, expenses, gains, losses, assets, and liabilities 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.



# FSW Budget & Operating Plans Timeline

FY 2021-2022



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 Budget & Financial Planning 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 CFO or designee and are approved by the Board of Trustees quarterly.

b) Transfers to Other Funds: Require approval of the CFO 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 CFO or designee and are approved by the Board of Trustees quarterly.

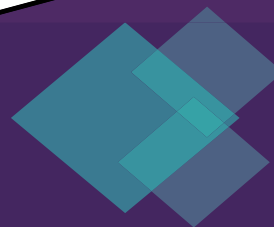
b) Transfers to Other Funds: Require approval of the CFO or designee and are approved by the Board of Trustees quarterly

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.



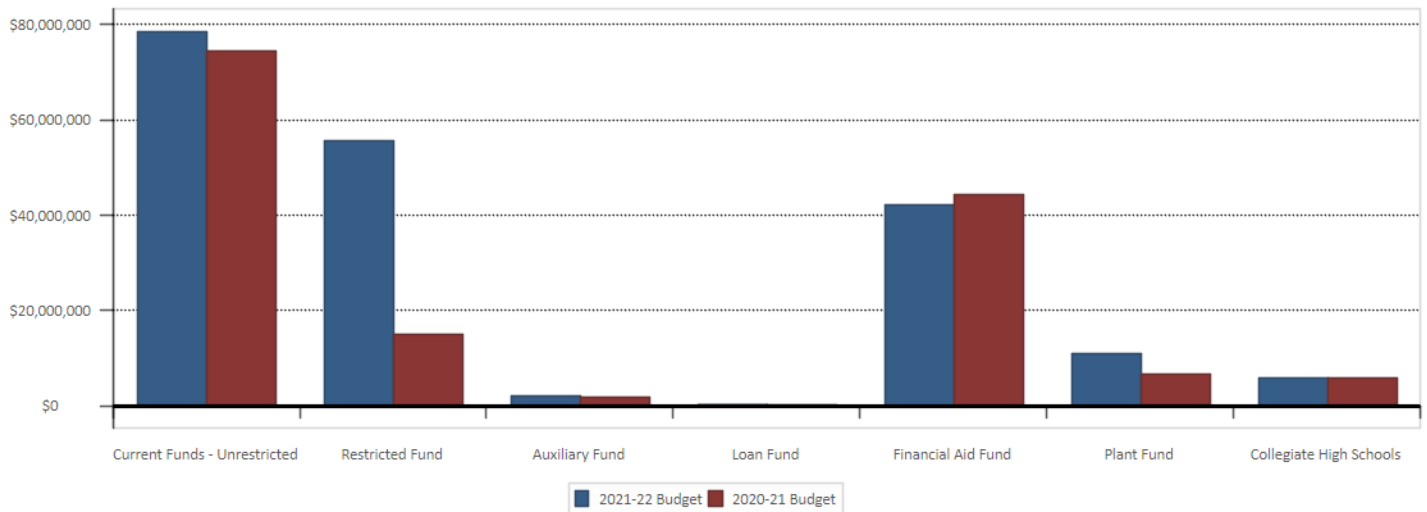


# Consolidated Funds

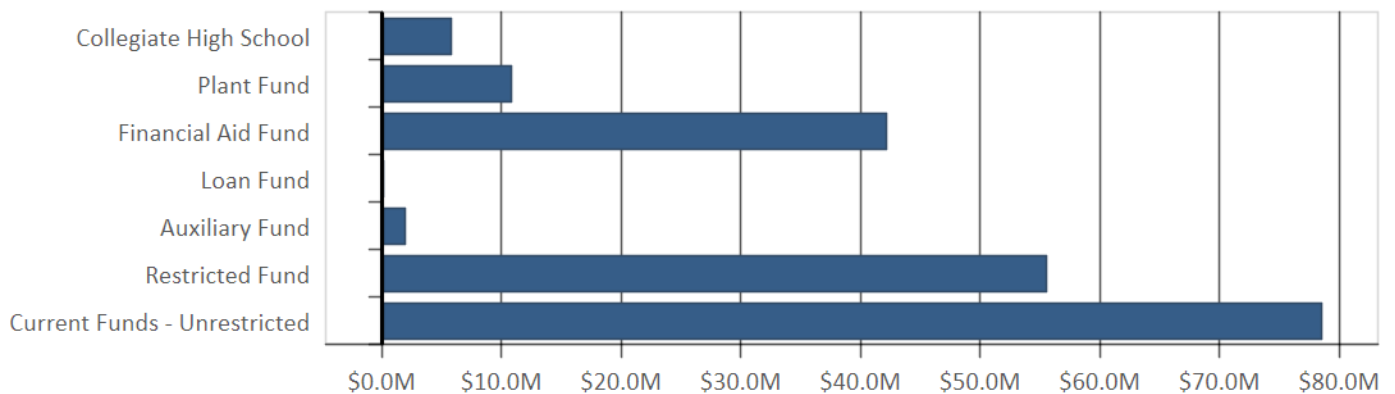
## Comparative Consolidated Budgets

	2021-22 Proposed Budget	2020-21 Original Budget	\$ Change	% Change
<b>FUND TYPE</b>				
Current Funds - Unrestricted	78,525,855	74,542,535	3,983,320	5.34 %
Restricted Fund	55,537,584	14,936,991	40,600,593	271.81 %
Auxiliary Fund	1,990,150	1,870,836	119,314	6.38 %
Loan Fund	52,402	8,000	44,402	555.03 %
Financial Aid Fund	42,120,570	44,292,735	(2,172,165)	(4.90)%
Plant Fund	10,851,764	6,566,930	4,284,834	65.25 %
<b>Subtotal</b>	<b>189,078,325</b>	<b>142,218,027</b>	<b>46,860,298</b>	<b>32.95 %</b>
Collegiate High Schools	5,810,770	5,824,000	(13,230)	(0.23)%
<b>TOTAL FUNDS AVAILABLE</b>	<b>194,889,095</b>	<b>148,042,027</b>	<b>46,847,068</b>	<b>31.64 %</b>

### Year over Year Budget Comparison



### FY22 Budget Total



## Consolidated Budget by Fund

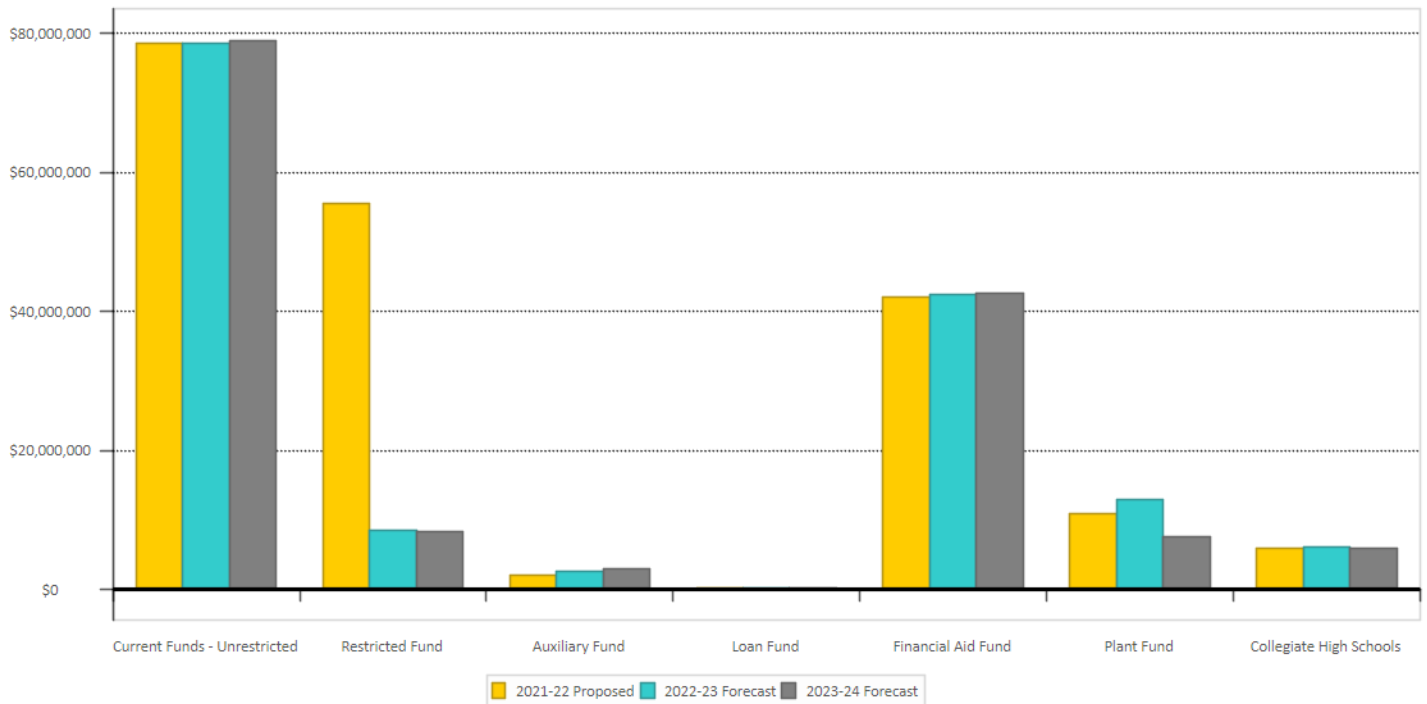
	Current Funds - Unrestricted	Restricted Fund	Auxiliary Fund	Loan Fund	Financial Aid Fund	Plant Fund	Subtotal	Collegiate High School	Grand Total
<b>SOURCES OF FUNDS</b>									
Student Fees	31,430,848	2,062,551	-	-	1,103,753	3,949,942	38,547,094	-	\$ 38,547,094
Support from State Government	37,966,424	1,267,350	-	-	3,327,000	6,862,157	49,422,931	5,690,770	55,113,701
Support from Federal Government	35,000	48,986,829	-	-	34,442,098	-	83,463,927	60,000	83,523,927
Gifts, Contributions, Grants & Contracts	3,792,564	2,916,022	-	-	1,550,000	-	8,258,586	-	8,258,586
Sales and Services	903,603	-	1,309,150	-	-	-	2,212,753	60,000	2,272,753
Other Income	3,443,418	157,014	69,507	52,402	-	459,553	4,181,894	-	4,181,894
Transfers	113,000	117,402	-	-	1,697,719	-	1,928,121	-	1,928,121
Fund Balance Transfers	840,998	30,416	611,493	-	-	10,703,979	12,186,886	-	12,186,886
<b>TOTAL FUNDS AVAILABLE</b>	<b>78,525,855</b>	<b>55,537,584</b>	<b>1,990,150</b>	<b>52,402</b>	<b>42,120,570</b>	<b>21,975,631</b>	<b>200,202,192</b>	<b>5,810,770</b>	<b>206,012,962</b>
<b>USE OF FUNDS</b>									
<b>Staff Costs</b>									
Executive/Admin/Managerial	6,246,566	245,501	87,567	-	-	-	6,579,634	-	6,579,634
Instructional Salaries	18,285,510	154,559	-	-	-	-	18,440,069	1,399,777	19,839,846
Other Professional Staff	10,958,833	1,239,164	338,191	-	-	-	12,536,188	660,088	13,196,276
Technical/Clerical Salaries	4,735,675	16,422	117,732	-	-	-	4,869,829	-	4,869,829
Temporary Part-Time Instruction	5,682,732	38,844	5,000	-	-	-	5,726,576	-	5,726,576
Student Employment	236,862	454,615	-	-	22,000	-	713,477	-	713,477
Personnel Benefits	13,596,480	773,913	204,900	-	-	-	14,575,293	701,519	15,276,812
<b>Total Staff Costs</b>	<b>59,742,658</b>	<b>2,923,018</b>	<b>753,390</b>	<b>-</b>	<b>22,000</b>	<b>-</b>	<b>63,441,066</b>	<b>2,761,384</b>	<b>66,202,450</b>
<b>Current Expenses</b>									
Travel	309,806	258,000	10,000	-	-	-	577,806	354,257	932,063
General Operating Expenses (*)	5,056,563	22,753,912	222,186	2,000	42,098,570	8,100,605	78,233,836	553,579	78,787,415
Rental Expense	405,380	15,000	215,020	-	-	-	635,400	306,300	941,700
Insurance	1,933,499	-	4,500	-	-	-	1,937,999	15,860	1,953,859
Utilities	2,257,328	3,000	10,000	-	-	-	2,270,328	66,538	2,336,866
Contract Services	5,650,421	1,496,000	490,054	-	-	-	7,636,475	211,955	7,848,430
Grant Participant Supp Costs	-	17,216,138	-	-	-	-	17,216,138	-	17,216,138
Scholarships/Waivers	2,050,000	-	-	-	-	-	2,050,000	-	2,050,000
Transfers to Other Funds	-	2,258,599	255,000	50,402	-	-	2,564,001	1,261,412	3,825,413
Other Expenses	1,700	3,938,417	-	-	-	1,575,420	5,515,537	5,000	5,520,537
Contingency	300,000	-	-	-	-	-	300,000	5,200	305,200
Reserves	680,000	-	-	-	-	1,175,739	1,855,739	254,285	2,110,024
<b>Total Current Expenses</b>	<b>18,644,697</b>	<b>47,939,066</b>	<b>1,206,760</b>	<b>52,402</b>	<b>42,098,570</b>	<b>10,851,764</b>	<b>120,793,259</b>	<b>3,034,386</b>	<b>123,827,645</b>
<b>Capital Expenditures</b>									
Capital Expenses	138,500	4,675,500	30,000	-	-	-	4,844,000	15,000	4,859,000
<b>Total Capital Expenditures</b>	<b>138,500</b>	<b>4,675,500</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,844,000</b>	<b>15,000</b>	<b>4,859,000</b>
<b>TOTAL USES OF FUNDS</b>	<b>78,525,855</b>	<b>55,537,584</b>	<b>1,990,150</b>	<b>52,402</b>	<b>42,120,570</b>	<b>10,851,764</b>	<b>189,078,325</b>	<b>5,810,770</b>	<b>194,889,095</b>
<b>CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,123,867</b>	<b>11,123,867</b>	<b>-</b>	<b>\$ 11,123,867</b>

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

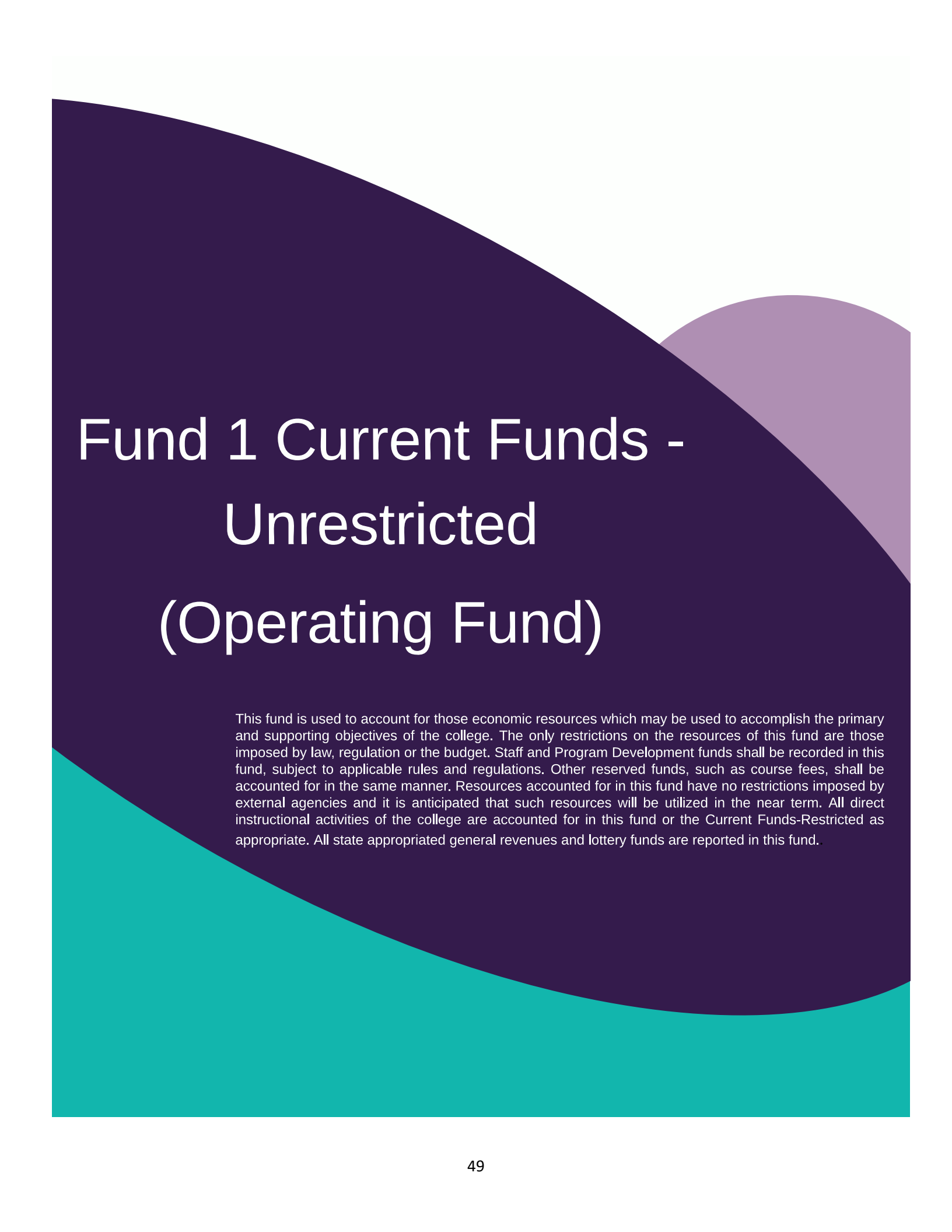
## Consolidated Budgets - Forecasts

	2021-22 Proposed Budget	2022-23 Forecast Budget	2023-24 Forecast Budget
<b>FUND TYPE</b>			
Current Funds - Unrestricted	78,525,855	78,590,596	78,979,299
Restricted Fund	55,537,584	8,415,000	8,210,001
Auxiliary Fund	1,990,150	2,637,142	2,944,608
Loan Fund	52,402	53,500	54,750
Financial Aid Fund	42,120,570	42,331,173	42,542,828
Plant Fund	10,851,764	12,925,000	7,622,157
<b>Subtotal</b>	<b>189,078,325</b>	<b>144,952,411</b>	<b>140,353,643</b>
Collegiate High Schools	5,810,770	6,156,829	5,889,954
<b>TOTAL FUNDS AVAILABLE</b>	<b>194,889,095</b>	<b>151,109,240</b>	<b>146,243,597</b>

### Year over Year Budget Comparison

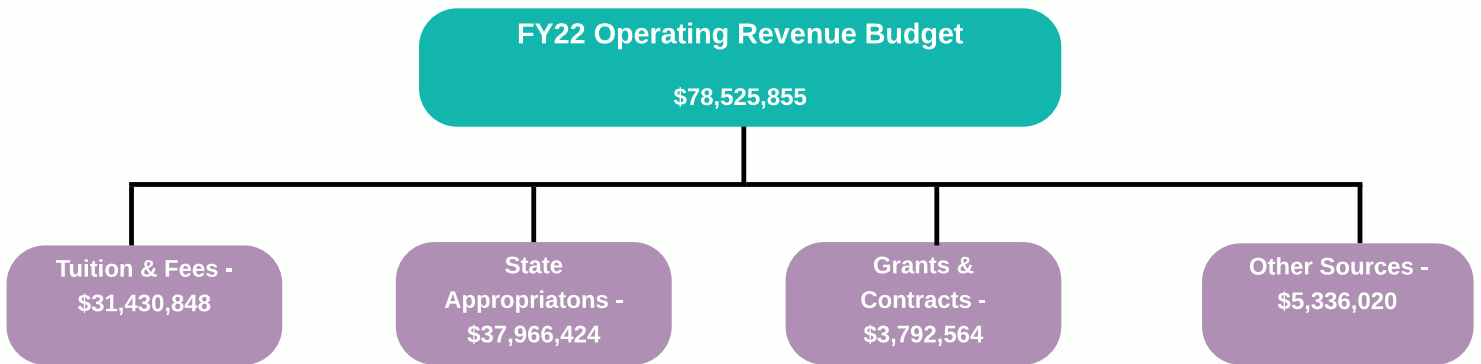






# Fund 1 Current Funds - Unrestricted (Operating Fund)

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.



▶ **Tuition and Fees**

- ▶ The budget for tuition revenue is \$24,140,889. This is based upon actual enrollment during the FY21 fiscal year. No enrollment change is budgeted for FY22.
- ▶ The budget for fee revenue is \$7,289,962. Examples of fees are technology, parking, course, application and testing.

▶ **State Appropriations**

- ▶ The state appropriated a total of \$37,624,346. This is an increase of \$688,572 or 2.03% over the FY21 appropriation.
- ▶ Additionally an amount of \$245,304 has been budgeted for industry certifications however the actual amount will not be determined until the end of FY22.

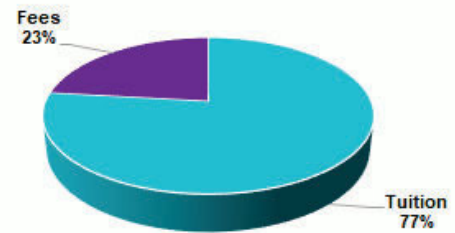
▶ **Grants and Contracts**

- ▶ Dual enrollment revenue is included in this category and is budgeted at \$2,495,619 for FY22.
- ▶ Also included is indirect cost revenue which comes from the two collegiate high schools and continuing education operations. The amount included in the budget is \$1,296,945.

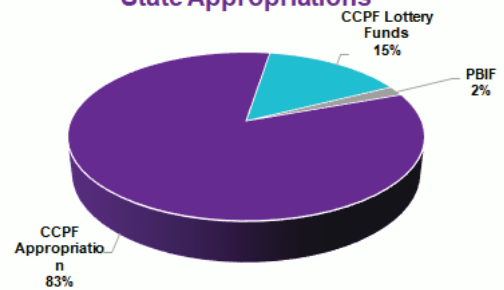
▶ **Other Sources**

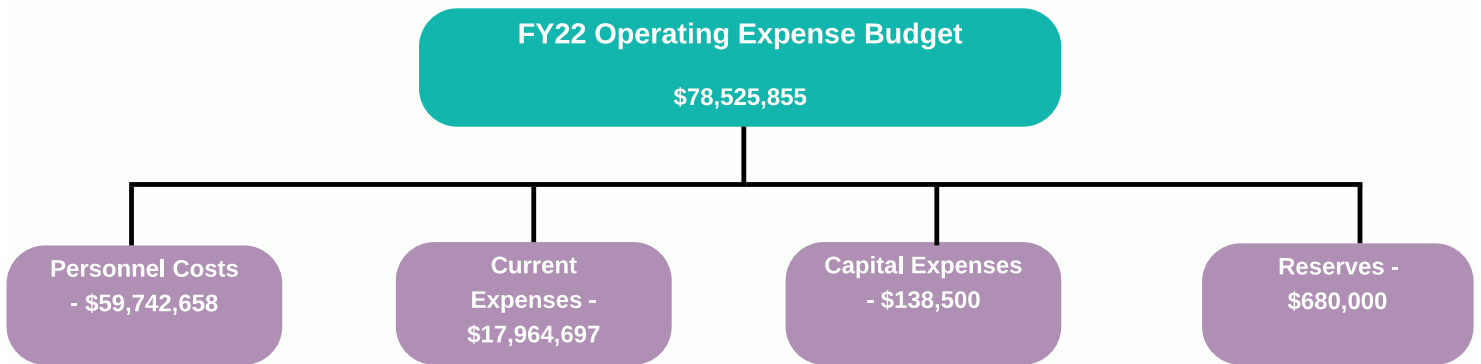
- ▶ The largest portion of this category is revenue from CRRSAA funding, which allows the college to reimburse themselves for lost revenue. The amount included in the budget is \$3,353,072.
- ▶ Interest & Dividend income of \$67,247 is projected for FY22.

**FY22 Tuition & Fee Revenue**



**State Appropriations**

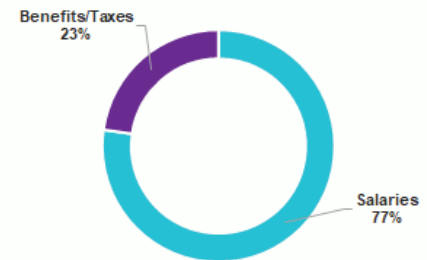




▶ **Personnel Costs**

- ▶ Salary specific expenses total \$46,146,178 and cover full-time, part-time and student employment.
- ▶ The budget for benefits and employer related taxes is \$13,596,480. Examples of these expenses are health insurance, retirement match and federal taxes.
- ▶ The Instructional Staff category is the largest, representing 31% of the total personnel budget.

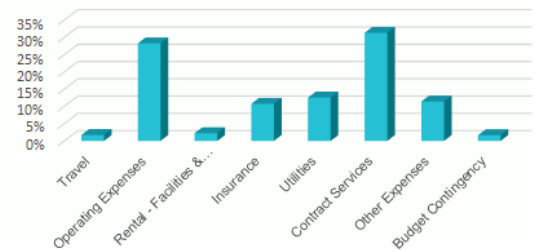
**Personnel Costs**



▶ **Current Expenses**

- ▶ The budget for operating expenses is \$17,964,697. Examples of these expenses are travel, utilities, contract services and property insurance.
- ▶ Contract services accounts for the largest portion at \$5,650,421 followed by general operating (supplies, repairs/maintenance) at \$5,056,563.
- ▶ Property insurance costs continue to increase therefore an additional 16% has been included in the budget.

**Operating Expenses**



▶ **Capital Expenses**

- ▶ A budget of \$138,500 is included for items costing in excess of \$5,000.

▶ **Reserves**

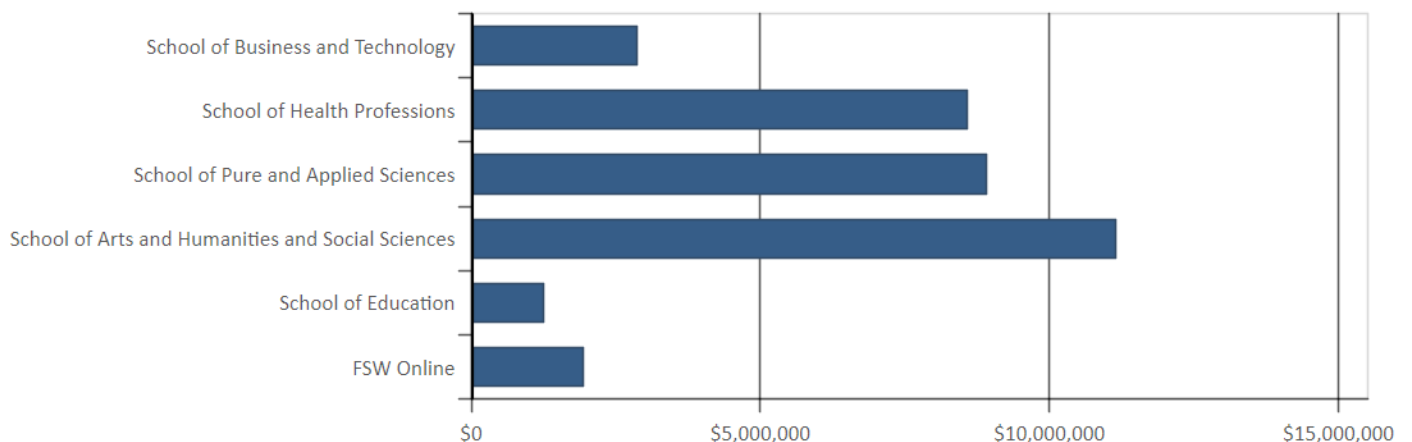
- ▶ A reserve account of \$680,000 has been set aside for future needs.

*Current Funds - Unrestricted*

	<b>2021-22 Proposed Budget</b>	<b>2020-21 Original Budget</b>	<b>2019-20 Actual Amounts</b>	<b>2018-19 Actual Amounts</b>	<b>2017-18 Actual Amounts</b>
<b>SOURCES OF FUNDS</b>					
Student Fees	31,430,848	31,412,395	33,380,215	33,756,387	34,285,713
Support from State Government	37,966,424	37,248,934	34,144,695	32,439,348	31,901,996
Support from Federal Government	35,000	35,000	262,050	64,141	35,290
Gifts, Contributions, Grants & Contracts	3,792,564	4,131,875	3,900,401	3,546,786	4,111,833
Sales and Services	903,603	903,603	880,073	634,847	592,891
Other Income	3,443,418	164,600	625,043	678,230	247,426
Transfers	113,000	113,000	109,950	154,592	447,306
Fund Balance Transfers	840,998	533,128	-	-	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>78,525,855</b>	<b>74,542,535</b>	<b>73,302,427</b>	<b>71,274,331</b>	<b>71,622,455</b>
<b>USE OF FUNDS</b>					
<b>Staff Costs</b>					
Executive/Admin/Managerial	6,246,566	6,049,986	5,757,518	5,531,694	5,281,196
Instructional Salaries	18,285,510	17,864,722	18,182,624	17,908,872	16,519,185
Other Professional Staff	10,958,833	10,243,172	10,154,695	10,263,526	9,484,766
Technical/Clerical Salaries	4,735,675	4,530,214	4,226,672	4,075,118	4,192,202
Temporary Part-Time Instruction	5,682,732	5,571,742	6,419,618	6,373,381	5,978,126
Student Employment	236,862	236,862	201,832	259,802	265,386
Personnel Benefits	13,596,480	13,097,545	16,631,029	13,391,285	13,627,356
<b>Total Staff Costs</b>	<b>59,742,658</b>	<b>57,594,243</b>	<b>61,573,988</b>	<b>57,803,678</b>	<b>55,348,217</b>
<b>Current Expenses</b>					
Travel	309,806	266,222	409,335	691,940	593,703
General Operating Expenses	5,056,563	4,390,528	3,418,014	4,173,264	4,144,792
Rental Expense	405,380	200,979	177,250	210,287	187,858
Insurance	1,933,499	1,661,420	1,151,000	907,994	845,257
Utilities	2,257,328	2,202,415	1,949,882	2,097,266	2,083,685
Contract Services	5,650,421	5,736,528	5,629,546	5,730,402	5,531,317
Scholarships/Waivers	2,050,000	2,050,000	1,861,806	1,852,186	2,102,716
Transfers to Other Funds	-	-	912,145	-	1,995,967
Other Expenses	1,700	1,700	(193,975)	759,753	231,765
Contingency	300,000	300,000	-	-	-
Reserves	680,000	-	-	-	-
<b>Total Current Expenses</b>	<b>18,644,697</b>	<b>16,809,792</b>	<b>15,315,003</b>	<b>16,423,092</b>	<b>17,717,060</b>
<b>Capital Expenditures</b>					
Capital Expenditures	138,500	138,500	216,064	326,053	1,474,230
<b>Total Capital Expenditures</b>	<b>138,500</b>	<b>138,500</b>	<b>216,064</b>	<b>326,053</b>	<b>1,474,230</b>
<b>TOTAL USES OF FUNDS</b>					
	<b>78,525,855</b>	<b>74,542,535</b>	<b>77,105,055</b>	<b>74,552,823</b>	<b>74,539,507</b>
<b>CHANGE IN FUND BALANCE</b>					
	-	-	<b>(3,802,628)</b>	<b>(3,278,492)</b>	<b>(2,917,052)</b>

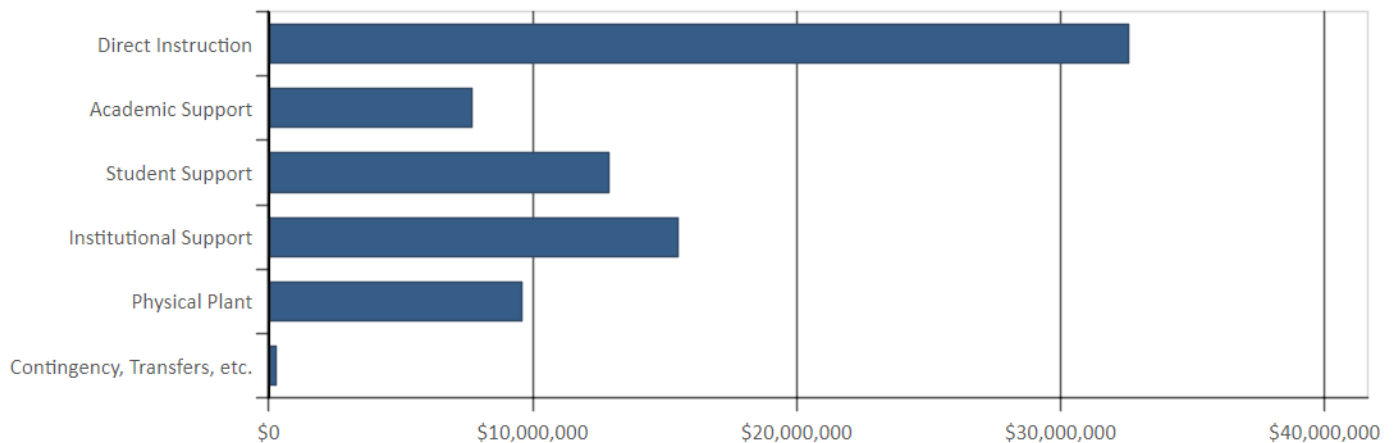
## Operating Fund - Budget by School

	School of Business and Technology	School of Health Professions	School of Pure and Applied Sciences	School of Arts and Humanities and Social Sciences	School of Education	FSW Online
<b>USE OF FUNDS</b>						
<b>Staff Costs</b>						
Executive/Admin/Managerial	225,613	225,063	122,400	217,372	112,200	103,020
Instructional Salaries	1,438,512	3,464,839	5,764,406	6,169,823	641,060	51,994
Other Professional Staff	81,815	406,586	36,312	89,035	71,201	608,704
Technical/Clerical Salaries	-	358,628	32,421	-	-	65,703
Temporary Part-Time Instruction	495,007	1,537,600	955,034	2,390,745	132,053	-
Student Employment	-	-	12,290	88,594	-	98,503
Personnel Benefits	499,345	1,383,273	1,761,017	1,958,070	230,066	268,844
<b>Total Staff Costs</b>	<b>2,740,292</b>	<b>7,375,989</b>	<b>8,683,880</b>	<b>10,913,639</b>	<b>1,186,580</b>	<b>1,196,768</b>
<b>Current Expenses</b>						
Travel	2,284	32,132	5,817	599	2,408	4,000
General Operating Expenses	116,929	1,080,566	196,370	223,395	29,320	317,762
Rental Expense	-	10,789	2,017	1,456	-	-
Insurance	200	8,360	-	-	-	-
Utilities	-	1,420	5,125	-	-	-
Contract Services	8,315	71,839	6,763	17,030	23,250	419,039
<b>Total Current Expenses</b>	<b>127,728</b>	<b>1,205,106</b>	<b>216,092</b>	<b>242,480</b>	<b>54,978</b>	<b>740,801</b>
<b>Capital Expenditures</b>						
Capital Expenses	-	-	-	-	-	7,500
<b>TOTAL USES OF FUNDS</b>	<b>2,868,020</b>	<b>8,581,095</b>	<b>8,899,972</b>	<b>11,156,119</b>	<b>1,241,558</b>	<b>1,945,069</b>
<b>% OF TOTAL</b>	<b>8.8 %</b>	<b>26.2 %</b>	<b>27.2 %</b>	<b>34.1 %</b>	<b>3.8 %</b>	<b>5.9 %</b>



## Operating Fund - Budget by Program

	Direct Instruction	Academic Support	Student Support	Institutional Support	Physical Plant	Contingency, Transfers, etc.	Total
<b>USE OF FUNDS</b>							
<b>Staff Costs</b>							
Executive/Admin/Managerial	268,374	1,882,492	1,557,496	2,348,586	189,618	-	6,246,566
Instructional Salaries	17,514,473	568,693	202,344	-	-	-	18,285,510
Other Professional Staff	375,304	1,674,993	4,241,640	3,946,178	720,718	-	10,958,833
Technical/Clerical Salaries	287,098	934,746	1,118,436	568,656	1,826,739	-	4,735,675
Temporary Part-Time Instruction	5,621,204	933	57,059	3,536	-	-	5,682,732
Student Employment	199,387	-	37,475	-	-	-	236,862
Personnel Benefits	5,540,000	1,632,537	2,563,176	2,720,537	1,140,230	-	13,596,480
<b>Total Staff Costs</b>	<b>29,805,840</b>	<b>6,694,394</b>	<b>9,777,626</b>	<b>9,587,493</b>	<b>3,877,305</b>	<b>-</b>	<b>59,742,658</b>
<b>Current Expenses</b>							
Travel	48,753	161,226	56,445	37,899	5,483	-	309,806
General Operating Expenses	2,145,349	579,304	254,848	986,911	1,090,151	-	5,056,563
Rental Expense	16,683	10,367	10,450	144,861	223,019	-	405,380
Insurance	8,560	-	-	1,924,939	-	-	1,933,499
Utilities	2,945	3,600	-	-	2,250,783	-	2,257,328
Contract Services	537,511	256,204	719,299	2,008,316	2,129,091	-	5,650,421
Scholarships/Waivers	-	-	2,050,000	-	-	-	2,050,000
Other Expenses	-	-	-	1,700	-	-	1,700
Contingency	-	-	-	-	-	300,000	300,000
Reserves	-	-	-	680,000	-	-	680,000
<b>Total Current Expenses</b>	<b>2,759,801</b>	<b>1,010,701</b>	<b>3,091,042</b>	<b>5,784,626</b>	<b>5,698,527</b>	<b>300,000</b>	<b>18,644,697</b>
<b>Capital Expenditures</b>							
Capital Expenses	17,000	-	-	121,500	-	-	138,500
<b>TOTAL USES OF FUNDS</b>	<b>32,582,641</b>	<b>7,705,095</b>	<b>12,868,668</b>	<b>15,493,619</b>	<b>9,575,832</b>	<b>300,000</b>	<b>78,525,855</b>
<b>% OF TOTAL</b>	<b>41.5 %</b>	<b>9.8 %</b>	<b>16.4 %</b>	<b>19.7 %</b>	<b>12.2 %</b>	<b>0.4 %</b>	<b>100.0 %</b>



	<b>CURRENT FUNDS - UNRESTRICTED</b>
<b>BEGINNING FUND BALANCE - JULY 1, 2021:</b>	
ESTIMATED AFR FUND BALANCE - <b>JUNE 30, 2021 (IF DEBIT BALANCE USE "MINUS SIGN")</b>	<b>8,979,040</b>
ADD AMOUNT EXPECTED TO BE FINANCED IN FUTURE YEARS (USE PLUS SIGN)	<b>33,116,144</b>
<b>TOTAL RESERVE AND UNENCUMBERED FUND BALANCE - JULY 1, 2021</b>	<b>42,095,184</b>
ADD: REVENUES	77,571,857
TRANSFERS IN	113,000
<b>TOTAL RECEIPTS</b>	<b>77,684,857</b>
<b>TOTAL ESTIMATED AVAILABLE</b>	<b>119,780,041</b>
DEDUCT: EXPENDITURES	78,525,855
TRANSFERS OUT	0
<b>TOTAL DISBURSEMENTS</b>	<b>78,525,855</b>
<b>ESTIMATED FUND BALANCE - JUNE 30, 2022:</b>	
TOTAL AVAILABLE LESS DISBURSEMENTS	41,254,186
ADD ACCRUED LEAVE EXPENSE (GLC 59300)	\$0
<b>TOTAL ESTIMATED RESERVE AND UNENCUMBERED FUND BALANCE - JUNE 30, 2022</b>	<b>41,254,186</b>
LESS ESTIMATED AMOUNT EXPECTED TO BE FINANCED IN FUTURE YEARS (GLC 30800) - <b>JUNE 30, 2022</b>	<b>33,116,144</b>
<b>TOTAL ESTIMATED FUND BALANCE - JUNE 30, 2022</b>	<b>8,138,042</b>
ESTIMATED UNENCUMBERED FUND BALANCE - <b>JUNE 30, 2022</b> (Includes GL's: 30200, 30300, 30400, 30500, 30600, 30700, 30900, and 31100)	<b>8,138,042</b>
<b>PERCENT OF ESTIMATED UNENCUMBERED FUND BALANCE AS OF JUNE 30 2022, TO ESTIMATED FUNDS AVAILABLE</b>	<b>6.8%</b>

# Fund 2 Current Funds - Restricted

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.

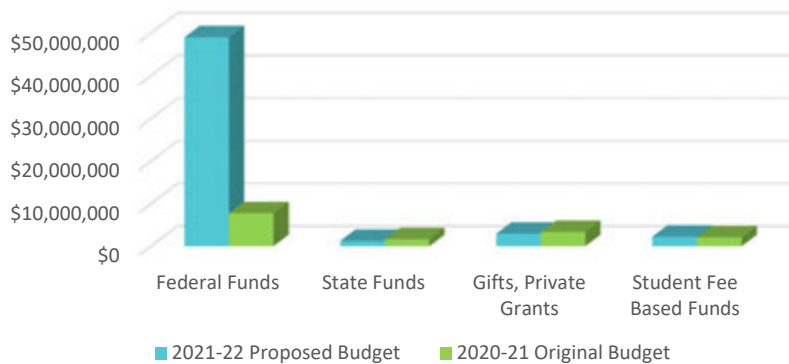


## Restricted Fund

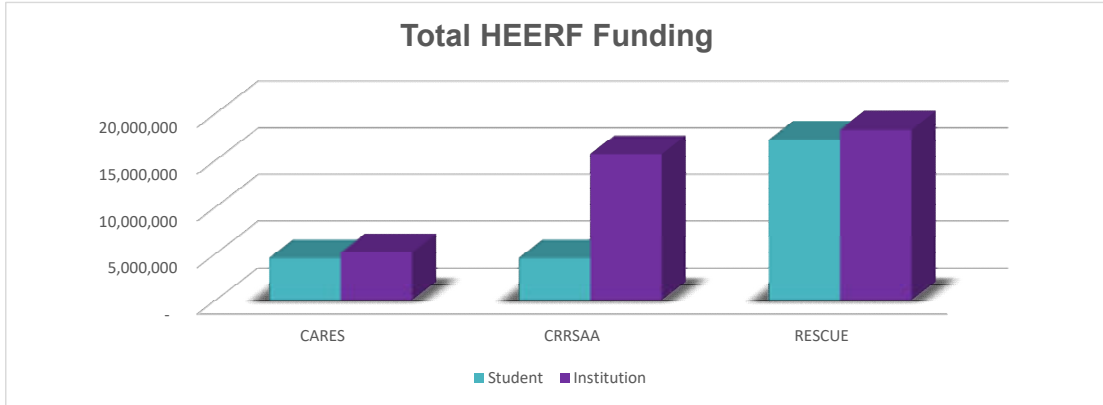
	2021-22 Proposed Budget	2020-21 Original Budget	2019-20 Actual Amounts	2018-19 Actual Amounts	2017-18 Actual Amounts
<b>SOURCES OF FUNDS</b>					
Student Fees	2,062,551	2,070,053	2,220,758	2,252,282	2,307,766
Support from State Government	1,267,350	1,628,550	1,322,580	1,796,575	1,703,528
Support from Federal Government	48,986,829	7,757,654	3,774,478	1,385,912	995,122
Gifts, Contributions, Grants & Contracts	2,916,022	3,248,063	3,158,957	1,298,973	1,163,084
Other Income	157,014	-	18,910	11,437	10,017
Transfers	117,402	116,171	820,593	235,860	295,443
Fund Balance Transfers	30,416	116,500	-	-	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>55,537,584</b>	<b>14,936,991</b>	<b>11,316,276</b>	<b>6,981,039</b>	<b>6,474,960</b>
<b>USE OF FUNDS</b>					
<b>Staff Costs</b>					
Executive/Admin/Managerial	245,501	144,746	125,467	471,717	312,487
Instructional Salaries	154,559	152,490	82,617	63,703	198,153
Other Professional Staff	1,239,164	1,708,925	1,400,256	1,140,176	1,123,776
Technical/Clerical Salaries	16,422	43,172	11,681	76,301	93,027
Temporary Part-Time Instruction	38,844	37,544	55,116	61,211	28,125
Student Employment	454,615	460,972	397,939	530,238	477,540
Personnel Benefits	773,913	670,643	500,941	455,053	540,804
<b>Total Staff Costs</b>	<b>2,923,018</b>	<b>3,218,492</b>	<b>2,574,017</b>	<b>2,798,399</b>	<b>2,773,912</b>
<b>Current Expenses</b>					
Travel	258,000	258,000	267,265	479,813	380,326
General Operating Expenses	22,753,912	5,173,481	1,144,832	891,063	750,632
Rental Expense	15,000	15,000	82,010	72,168	73,248
Insurance	-	-	49,270	-	21,015
Utilities	3,000	3,000	2,824	2,759	38
Contract Services	1,496,000	1,686,488	1,440,798	1,975,977	1,893,709
Grant Participant Supp Costs	17,216,138	2,013,099	2,109,400	-	-
Scholarships/Waivers	-	-	5,943	7,045	14,754
Transfers to Other Funds	2,258,599	2,561,779	2,434,968	77,401	309,468
Other Expenses	3,938,417	-	554,507	228,717	2
<b>Total Current Expenses</b>	<b>47,939,066</b>	<b>11,710,847</b>	<b>8,091,817</b>	<b>3,734,943</b>	<b>3,443,192</b>
<b>Capital Expenditures</b>					
Capital Expenditures	4,675,500	7,652	636,848	593,446	435,038
<b>Total Capital Expenditures</b>	<b>4,675,500</b>	<b>7,652</b>	<b>636,848</b>	<b>593,446</b>	<b>435,038</b>
<b>TOTAL USES OF FUNDS</b>	<b>55,537,584</b>	<b>14,936,991</b>	<b>11,302,682</b>	<b>7,126,788</b>	<b>6,652,142</b>
<b>CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>13,594</b>	<b>(145,749)</b>	<b>(177,182)</b>

	2021-22 Proposed Budget	2020-21 Original Budget
<b>Federal Grants</b>		
Carl D. Perkins Grant	400,995	417,678
HEERF (CARES, CRRSAA, RESCUE)	48,146,219	6,894,004
College Work Study	439,615	445,972
<b>Total Federal Funding</b>	<b>48,986,829</b>	<b>7,757,654</b>
<b>State Grants</b>		
Quick Response Training: ACI Worldwide Corp	-	536,550
Quick Response Training: Arthrex	491,400	510,825
Quick Response Training: Cigent Technology	-	110,250
Quick Response Training: Gartner	-	352,800
Quick Response Training: HERC Rentals, Inc	404,250	-
Quick Response Training: Scotlynn USA Division, Inc	371,700	118,125
<b>Total State Funding</b>	<b>1,267,350</b>	<b>1,628,550</b>
<b>Gifts, Private Grants &amp; Contracts</b>		
Academic Improvement Trust Fund	178,847	184,067
Certificate Programming - Schulze Foundation	30,416	95,000
FSW Foundation Staff	545,576	569,217
Foundation Scholarships	1,572,719	1,691,646
Foundation Program Support	618,880	803,133
<b>Total Gifts, Private Grants &amp; Contracts Funding</b>	<b>2,946,438</b>	<b>3,343,063</b>
<b>Student Activity Fees</b>		
Student Engagement	778,205	676,781
Athletics	1,441,360	1,414,772
<b>Total Student Activity Fees</b>	<b>2,219,565</b>	<b>2,091,553</b>
<b>Transfers (from other funds)</b>	<b>117,402</b>	<b>116,171</b>
<b>Total Restricted Funds</b>	<b>55,537,584</b>	<b>14,936,991</b>

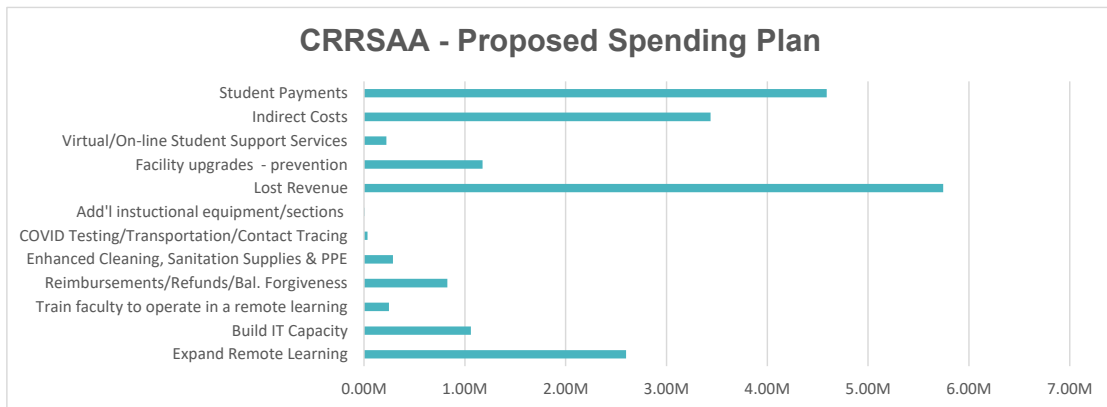
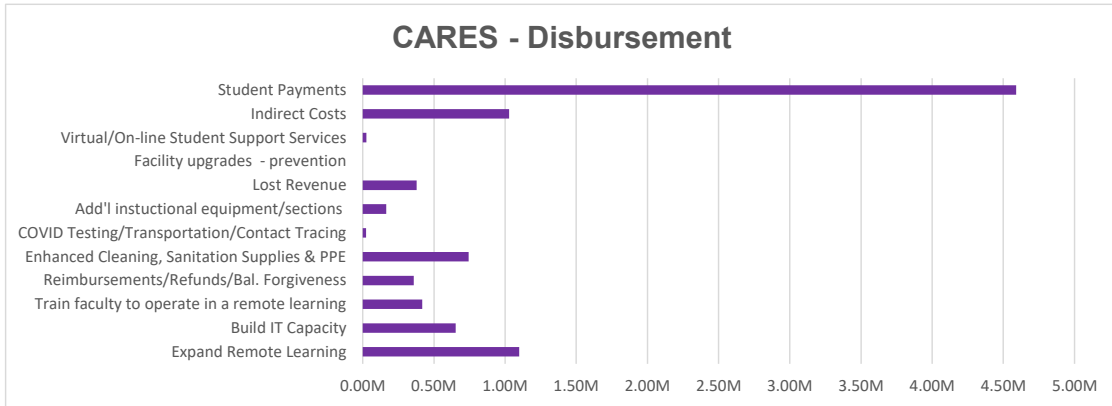
FY22 v. FY21 Budget



## Higher Education Emergency Relief Funding (HEERF)



	CARES	CRRSAA	RESCUE
<b>Student</b>	4,589,499	4,589,499	17,216,138
<b>Institution</b>	5,170,403	15,704,741	18,307,902
<b>Total</b>	<b>9,759,902</b>	<b>20,294,240</b>	<b>35,524,040</b>





# Collegiate High Schools

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

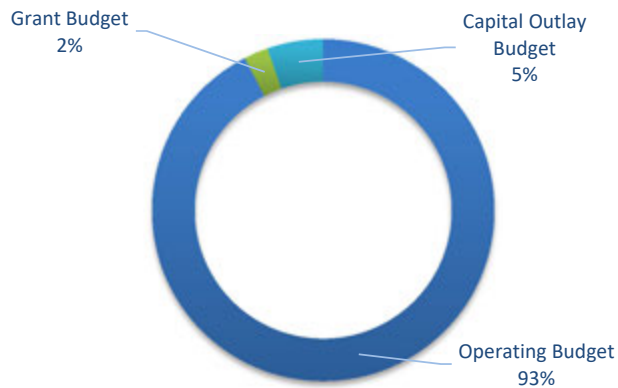
## Lee Campus High School

	2021-22 Proposed Budget	2020-21 Original Budget	2019-20 Actual Amounts	2018-19 Actual Amounts	2017-18 Actual Amounts
<b>SOURCES OF FUNDS</b>					
State Funding	2,617,600	2,784,000	2,593,466	2,477,472	2,457,899
Federal Funding	30,000	30,000	24,816	33,733	48,278
Capital Funding	150,000	140,000	197,663	194,189	288,553
Local Grant Funding	-	-	30,000	30,000	27,500
Food Service Sales	35,000	35,000	17,466	27,820	21,843
Transfers from Other Funds	-	-	9,098	-	2,081
Miscellaneous	-	-	6,924	10,326	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>2,832,600</b>	<b>2,989,000</b>	<b>2,879,433</b>	<b>2,773,540</b>	<b>2,846,154</b>
<b>USES OF FUNDS</b>					
<b>Staff Costs</b>					
Instruction	633,889	593,898	626,636	652,757	649,407
Instructional Support	116,361	109,156	115,281	55,603	48,399
Administration	233,762	238,440	253,048	273,325	246,291
Benefits	345,019	328,062	286,329	320,593	320,391
<b>Total Staff Costs</b>	<b>1,329,031</b>	<b>1,269,556</b>	<b>1,281,294</b>	<b>1,302,278</b>	<b>1,264,488</b>
<b>Current Expenses</b>					
Travel	267,814	228,543	147,678	227,258	204,116
Operating Expenses	257,924	357,010	269,386	317,293	359,700
Rentals	153,300	142,916	125,140	103,283	102,550
Insurance	8,553	8,385	2,795	-	-
Utilities	24,500	25,000	22,313	24,273	24,103
Contract Services	102,356	100,350	525,126	462,983	450,135
Transfers Out - Indirect costs	675,122	779,983	128,774	93,964	80,599
Transfers between funds	-	-	9,098	9,371	2,081
Other Expenses	-	10,000	(16,616)	(138)	10,073
Budget Contingency	4,000	57,257	-	-	-
<b>Total Current Expenses</b>	<b>1,493,569</b>	<b>1,709,444</b>	<b>1,213,694</b>	<b>1,238,286</b>	<b>1,233,357</b>
<b>Capital Expenditures</b>					
Capital Expenditures	10,000	10,000	5,308	12,352	17,638
<b>Total Capital Expenditures</b>	<b>10,000</b>	<b>10,000</b>	<b>5,308</b>	<b>12,352</b>	<b>17,638</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>2,832,600</b>	<b>2,989,000</b>	<b>2,500,296</b>	<b>2,552,916</b>	<b>2,515,483</b>
<b>Change in Fund Balance</b>	<b>-</b>	<b>-</b>	<b>379,137</b>	<b>220,624</b>	<b>330,671</b>

**Florida SouthWestern Collegiate High School - Lee Campus  
Fiscal Year 2022 Budget**

<b>SOURCES OF FUNDS</b>	Operating Budget	Grant Budget	Capital Outlay Budget	Total Budget
State Funding	2,617,600	-	-	2,617,600
Federal Funding	-	30,000	-	30,000
Capital Funding	-	-	150,000	150,000
Food Service Sales	-	35,000	-	35,000
<b>TOTAL FUNDS AVAILABLE</b>	<b>2,617,600</b>	<b>65,000</b>	<b>150,000</b>	<b>2,832,600</b>
<b>USES OF FUNDS</b>				
<b>Staff Costs</b>				
Instruction	633,889	-	-	633,889
Instructional Support	116,361	-	-	116,361
Administration	233,762	-	-	233,762
Benefits	345,019	-	-	345,019
<b>Total Staff Costs</b>	<b>1,329,031</b>	<b>-</b>	<b>-</b>	<b>1,329,031</b>
<b>Current Expenses</b>				
Travel	267,814	-	-	267,814
Operating Expenses	192,924	65,000	-	257,924
Rentals	3,300	-	150,000	153,300
Insurance	8,553	-	-	8,553
Utilities	24,500	-	-	24,500
Contract Services	102,356	-	-	102,356
Contingency	4,000	-	-	4,000
Dual Enrollment Costs/Indirect Costs	675,122	-	-	675,122
<b>Total Current Expenses</b>	<b>1,278,569</b>	<b>65,000</b>	<b>150,000</b>	<b>1,493,569</b>
<b>Capital Expenditures</b>				
Capital Expenditures	10,000	-	-	10,000
<b>Total Capital Expenditures</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>10,000</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>2,617,600</b>	<b>65,000</b>	<b>150,000</b>	<b>2,832,600</b>
<b>Projected Carryover</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Lee Collegiate HS Budget**



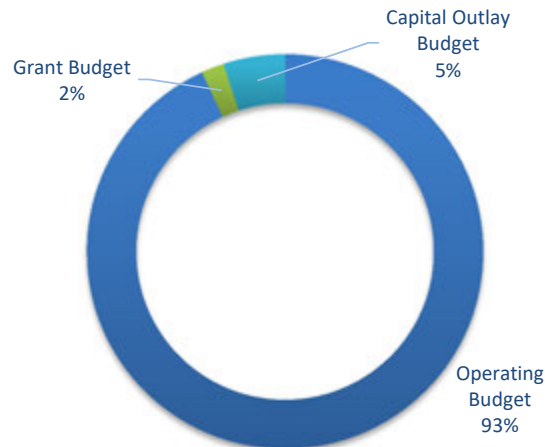
## Charlotte Campus High School

	2021-22 Proposed Budget	2020-21 Original Budget	2019-20 Actual Amounts	2018-19 Actual Amounts	2017-18 Actual Amounts
<b>SOURCES OF FUNDS</b>					
State Funding	2,773,170	2,650,000	2,679,260	2,456,764	2,248,410
Federal Funding	30,000	30,000	27,759	29,173	39,324
Capital Funding	150,000	140,000	178,340	169,193	449,371
Food Service Sales	25,000	25,000	22,007	21,209	23,843
Transfer from Other Funds	-	-	6,136	7,107	48,509
Other Sources	-	-	(182,497)	-	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>2,978,170</b>	<b>2,845,000</b>	<b>2,731,005</b>	<b>2,683,446</b>	<b>2,809,457</b>
<b>USES OF FUNDS</b>					
<b>Staff Costs</b>					
Instruction	765,888	719,895	718,662	658,648	640,772
Instructional Support	136,055	126,462	128,971	68,002	65,673
Administration	173,910	171,852	177,353	165,634	185,806
Benefits	356,500	335,768	294,933	310,989	349,690
<b>Total Staff Costs</b>	<b>1,432,353</b>	<b>1,353,977</b>	<b>1,319,919</b>	<b>1,203,273</b>	<b>1,241,941</b>
<b>Current Expenses</b>					
Travel	86,443	86,284	79,574	81,109	87,714
Operating Expenses	295,655	309,314	307,138	310,733	329,756
Rentals	153,000	147,511	125,000	108,143	106,880
Insurance	7,307	7,200	2,388	-	-
Utilities	42,038	41,213	36,403	40,837	41,589
Contract Services	109,599	107,450	479,503	466,421	432,355
Transfers Out - Indirect costs	586,290	591,336	203,180	56,619	52,896
Transfers out - Capital Funds	-	-	-	-	42,162
Transfers between funds	-	-	6,136	7,107	6,347
Other Expenses	5,000	-	220	1,546	(81,651)
Budget Reserve	254,285	145,715	-	-	-
Contingency	1,200	50,000	-	-	-
<b>Total Current Expenses</b>	<b>1,540,817</b>	<b>1,486,023</b>	<b>1,239,542</b>	<b>1,072,516</b>	<b>1,018,048</b>
<b>Capital Expenditures</b>					
Capital Expenditures	5,000	5,000	26,321	6,064	2,115
<b>Total Capital Expenditures</b>	<b>5,000</b>	<b>5,000</b>	<b>26,321</b>	<b>6,064</b>	<b>2,115</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>2,978,170</b>	<b>2,845,000</b>	<b>2,585,782</b>	<b>2,281,853</b>	<b>2,262,104</b>
<b>Change in Fund Balance</b>	<b>-</b>	<b>-</b>	<b>145,223</b>	<b>401,593</b>	<b>547,353</b>

**Florida SouthWestern Collegiate High School - Charlotte Campus  
Fiscal Year 2022 Budget**

<b>SOURCES OF FUNDS</b>	<b>Operating Budget</b>	<b>Grant Budget</b>	<b>Capital Outlay Budget</b>	<b>Total Budget</b>
State Funding	2,773,170	-	-	2,773,170
Federal Funding	-	30,000	-	30,000
Capital Funding	-	-	150,000	150,000
Food Service Sales	-	25,000	-	25,000
<b>TOTAL FUNDS AVAILABLE</b>	<b>2,773,170</b>	<b>55,000</b>	<b>150,000</b>	<b>2,978,170</b>
<b>USES OF FUNDS</b>				
Staff Costs				
Instruction	765,888	-	-	765,888
Instructional Support	136,055	-	-	136,055
Administration	173,910	-	-	173,910
Benefits	356,500	-	-	356,500
<b>Total Staff Costs</b>	<b>1,432,353</b>	<b>-</b>	<b>-</b>	<b>1,432,353</b>
<b>Current Expenses</b>				
Travel	86,443	-	-	86,443
Operating Expenses	240,655	55,000	-	295,655
Rentals	3,000	-	150,000	153,000
Insurance	7,307	-	-	7,307
Utilities	42,038	-	-	42,038
Contract Services	109,599	-	-	109,599
Other Expenses	5,000	-	-	5,000
Reserve	254,285	-	-	254,285
Contingency	1,200	-	-	1,200
Dual Enrollment Costs/Indirect Cost	586,290	-	-	586,290
<b>Total Current Expenses</b>	<b>1,335,817</b>	<b>55,000</b>	<b>150,000</b>	<b>1,540,817</b>
<b>Capital Expenditures</b>				
Capital Expenditures	5,000	-	-	5,000
<b>Total Capital Expenditures</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>5,000</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>2,773,170</b>	<b>55,000</b>	<b>150,000</b>	<b>2,978,170</b>
<b>Projected Carryover</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Charlotte Collegiate HS Budget**





## Collegiate High Schools Fees for 2021-2022

<u>Fees</u>	<u>Amount</u>
Lunch Charge - Full Pay	\$4.10
Lunch Charge - Reduced	\$.40
Textbook Replacement Fee	Replacement Cost
Equipment Repair or Replacement Fee	Repair or Replacement Cost
ID Card Replacement	\$5.00

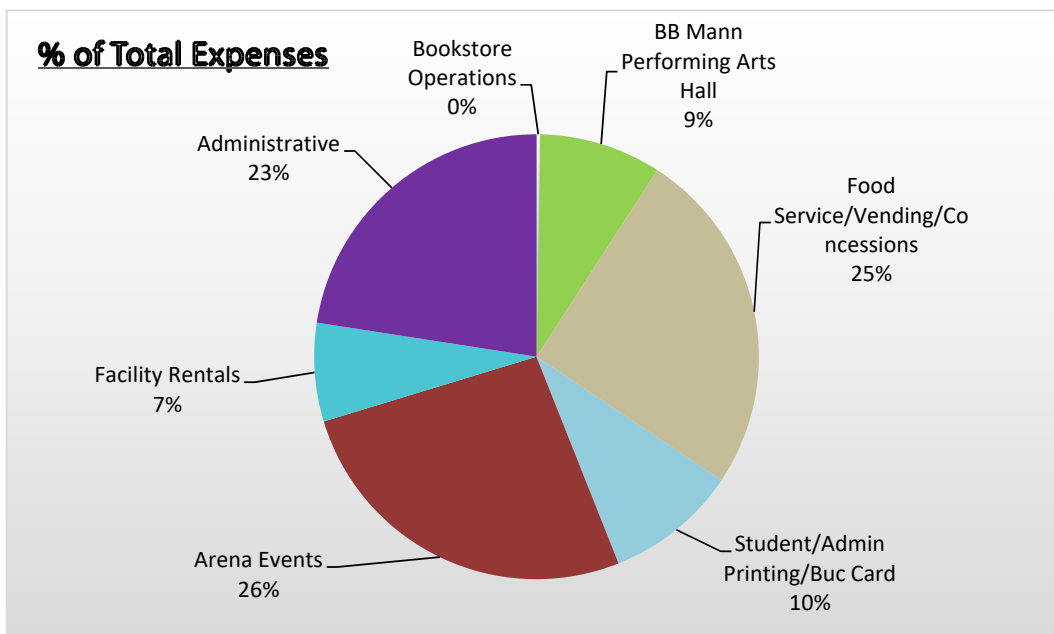
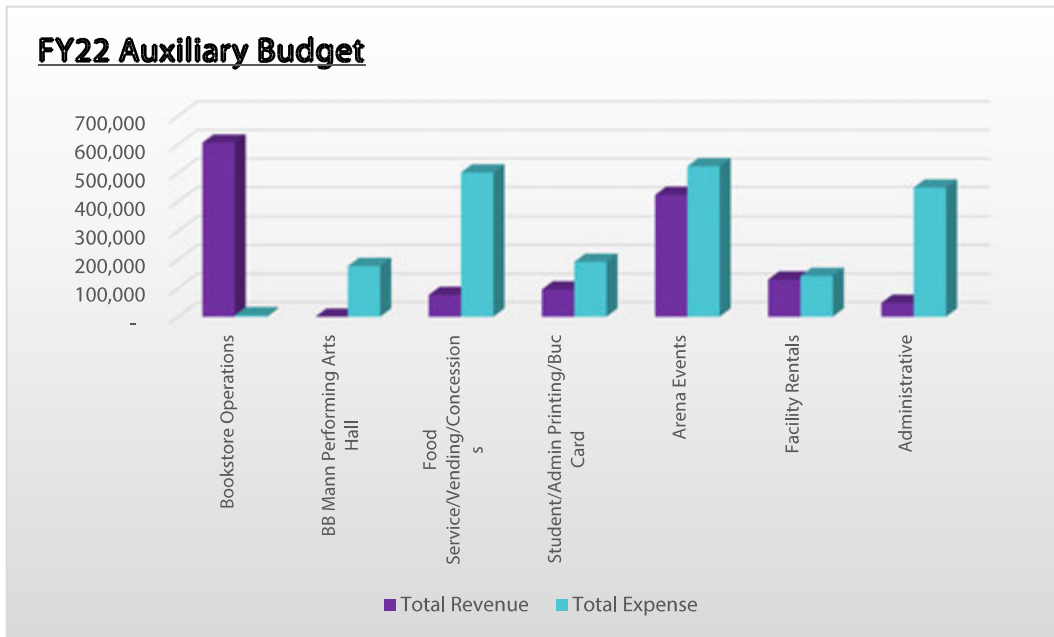
# Fund 3 Auxiliary Services

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.

## Auxiliary Fund

	2021-22 Proposed Budget	2020-21 Original Budget	2019-20 Actual Amounts	2018-19 Actual Amounts	2017-18 Actual Amounts
<b>SOURCES OF FUNDS</b>					
Gifts, Contributions, Grants & Contracts	-	-	-	40,950	50,000
Sales and Services	1,309,150	1,769,017	2,077,220	2,819,299	1,721,943
Other Income	69,507	21,407	53,811	578,034	302,825
Transfers	-	-	173,298	382,752	292,359
Fund Balance Transfers	611,493	80,412	-	-	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>1,990,150</b>	<b>1,870,836</b>	<b>2,304,329</b>	<b>3,821,035</b>	<b>2,367,127</b>
<b>USE OF FUNDS</b>					
<b>Staff Costs</b>					
Executive/Admin/Managerial	87,567	85,850	86,708	148,307	144,813
Other Professional Staff	338,191	282,769	271,749	248,646	331,234
Technical/Clerical Salaries	117,732	190,517	172,427	135,372	146,585
Temporary Part-Time Instruction	5,000	26,000	41,379	34,382	59,075
Student Employment	-	-	14,299	21,697	46,843
Personnel Benefits	204,900	204,316	166,662	177,438	205,065
<b>Total Staff Costs</b>	<b>753,390</b>	<b>789,452</b>	<b>753,224</b>	<b>765,842</b>	<b>933,615</b>
<b>Current Expenses</b>					
Travel	10,000	-	17,810	23,276	20,024
General Operating Expenses	222,186	255,576	110,133	174,072	234,074
Rental Expense	215,020	152,123	179,872	281,580	281,703
Insurance	4,500	4,500	2,000	49,550	29,064
Utilities	10,000	12,000	9,099	12,714	10,389
Contract Services	490,054	372,185	649,412	595,959	328,901
Grant Participant Supp Costs	-	-	-	(579)	-
Transfers to Other Funds	255,000	255,000	457,481	649,502	1,086,203
Other Expenses	-	-	735	2,219	312,225
<b>Total Current Expenses</b>	<b>1,206,760</b>	<b>1,051,384</b>	<b>1,426,542</b>	<b>1,788,293</b>	<b>2,302,583</b>
<b>Capital Expenditures</b>					
Capital Expenditures	30,000	30,000	97,786	37,704	84,681
<b>Total Capital Expenditures</b>	<b>30,000</b>	<b>30,000</b>	<b>97,786</b>	<b>37,704</b>	<b>84,681</b>
<b>TOTAL USES OF FUNDS</b>	<b>1,990,150</b>	<b>1,870,836</b>	<b>2,277,552</b>	<b>2,591,839</b>	<b>3,320,879</b>
<b>CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>26,777</b>	<b>1,229,196</b>	<b>(953,752)</b>

	FY22 Projected Budget				FY21 Original Budget	
	Total Revenue	Personnel Expense	Operating Expense	Total Expense	Total Revenue	Total Expense
Bookstore Operations	606,500	-	5,000	5,000	660,000	5,000
BB Mann Performing Arts Hall	-	-	177,000	177,000	375,000	177,000
Food Service/Vending/Concessions	76,000	125,344	376,631	501,975	200,000	446,936
Student/Admin Printing/Buc Card	95,000	-	191,600	191,600	187,800	130,600
Arena Events	423,157	344,429	179,000	523,429	239,414	518,870
Facility Rentals	129,900	99,472	43,000	142,472	128,210	50,937
Administrative	48,100	184,145	264,529	448,674	-	541,493
<b>FY22 Total</b>	<b>1,378,657</b>	<b>753,390</b>	<b>1,236,760</b>	<b>1,990,150</b>	<b>1,790,424</b>	<b>1,870,836</b>
Prior Year Fund Balance	611,493	-	-	-	80,412	-
<b>Grand Total</b>	<b>1,990,150</b>	<b>753,390</b>	<b>1,236,760</b>	<b>1,990,150</b>	<b>1,870,836</b>	<b>1,870,836</b>



## Contracted Services

### Bookstore Operations

#### Follett Higher Education Group

FSW contracts with Follett Higher Education Group for the operation of Bookstore Services..

- Course materials, including textbook rental
- Full-service website
- FSW & spirit wear merchandise sales
- Graduation merchandise

Contract Term	Financial Terms
July 1, 2020 - June 30, 2023	15% up to \$4M 16% \$4M to \$6M 17% over \$6M 3 Year Agreement: \$600,000 per year \$60,000 renewal payment



### FSWBucGear.com

#### Follett | Advanced Online

FSWBucGear.com is the online storefront for FSW merchandise. The items featured on this website are in addition to the items found in the brick-and-mortar stores. Featured items on this website include golf accessories, gift ideas, and broader offerings of apparel brands.

Contract Term	Financial Terms
Amendment to Follett Contract	15% commission on the retail price at which product is sold

### Dining Services

#### Metz Culinary Management

- 5 operations on 3 campuses
- FSW Collegiate High School lunch programs
- Full-service catering

Contract Term	Financial Terms
December 1, 2018 - December 1, 2023	Annual fee of \$35,000 for administration and supervision and \$35,000 for management



## Self Operated



### Administrative Printing

Auxiliary Services manages the college's administrative printing program. This 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 printer and replacing them with more cost-effective multi-function devices
- Educating faculty and staff on more economical ways to print: duplex, B&W, scan and email vs. print, etc.

### Suncoast Credit Union Arena

Auxiliary Services manages and operates the Suncoast Credit Union Arena. Professional Facilities Management, Inc. is the College's exclusive promoter for concerts, comedy shows, etc. The types of events hosted at the arena are:

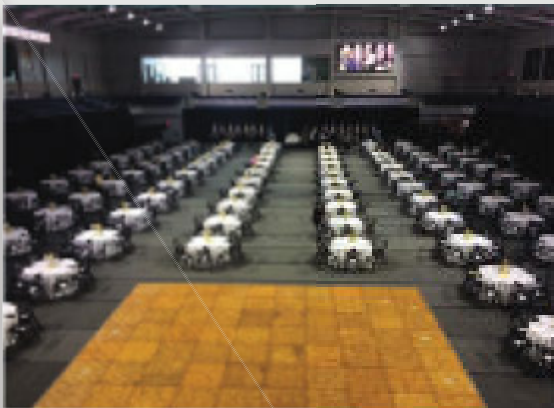
- Bridal Expo
- Campus Rec & Intramural Sports
- City of Palms Basketball Tournament
- Rocket Mortgage Fort Myers Tip-Off
- High School Graduations
- FSW Commencement
- Home and Garden Shows
- Madisen's Match



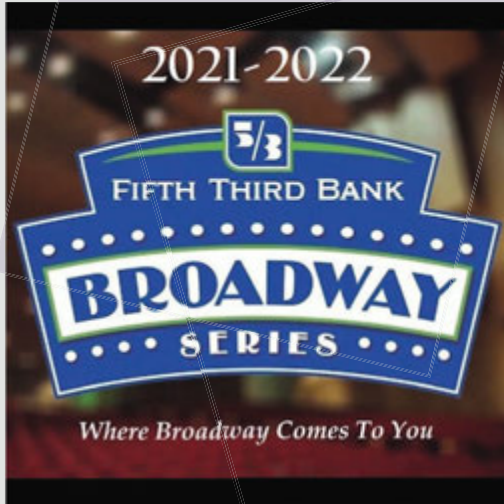
### Facility Rentals, Central Scheduling, Events & Conference Services

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

- Scheduling of space for all college events outside of academic classes
- Rental of facilities by outside organizations
- Daily & residential conference services
- FSW athletic & academic camps



## Contracted Services



### 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"> <li>• \$160,000 management fee paid by FSW</li> <li>• 40% net profit received</li> <li>• \$2.00 per ticket for capital improvements</li> </ul>

Contract Term	Financial Terms
August 2016 - August 2023	<ul style="list-style-type: none"> <li>• Annual payment of \$65,000 to FSW for pouring rights</li> <li>• 35% commission on all beverage vending</li> <li>• \$2.00/case rebate on all 24-pk packaged product by FSW, BBMann, Dining Services and Suncoast Arena</li> <li>• \$1.00/case rebate on all 12-pk packaged product purchased by FSW, BBMann, Dining Services and Suncoast Arena</li> <li>• \$20,000 annually for marketing support</li> <li>• \$3,500 annually in Gatorade side-line support</li> <li>• \$1,000 annually in Sustainability support</li> </ul>



### Beverage Vending Services

#### *Pepsi Beverage Company*

The College contracts with PepsiCo to provide college-wide vending and Pepsi products. In August 2016, FSW entered into an exclusive pouring rights contract with PepsiCo.

### 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



## Self Operated

### BUC Card

The BUC Card is the FSW student, faculty, staff, and affiliate ID card system. The BUC Card Office prints badges for summer camps, EMS, Fire, Nursing, IT, and Arena dual-credential needs. The BUC Card is used for door access to secure areas and housing. The BUC Card is a declining balance card that can hold funds for use at the bookstore, dining facilities, and WEPA print kiosks. Online Photo Submissions are now accepted. The BUC Card is also used for entry into the following areas and events:

- Library Card
- Student Engagement Events
- Entry into FSW Athletic Events
- Access to Financial Aid Funds at Bookstore
- Administrative Printing for Staff
- Access to the Fitness Center



### 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 CLC in re-gards to the branding and merchandising of goods bearing the FSW trademarks and logos.

Contract Term	Financial Terms
July 1, 2021 - June 30, 2022	24% - 27% commission depending on product

### Student Printing

#### *WEPA, Inc.*

Students have access to printing college wide at 16 strategically placed kiosks; 11 standard kiosks and 5 wheelchair-accessible kiosks. WEPA offers cloud printing from anywhere, including home computer, laptop, USB, and IOS and Android devices.





## FACILITY RENTAL RATES & GUIDELINES

### LEE CAMPUS

Area	Private Rate	Government/501c3 Organizations
<b>Multi-Purpose Spaces</b>		
AA-177	\$880	\$440
U-102	\$1100	\$550
J-117/118	\$550	\$275
Cafeteria (S Building)*	\$330	\$165
Glass Room (S Building Cafeteria)	\$110	\$55
Cafeteria (High School)*	\$330	\$165
Conference Rooms	\$110	\$55
<b>Auditoriums</b>		
Rush Auditorium	\$550	\$275
Rush Auditorium Lobby	\$220	\$110
<b>Lecture Halls</b>		
Walker Hall A-105	\$220	\$110
Areca Hall P-103	\$220	\$110
Hendry Hall K-143	\$220	\$110
<b>Outdoor Spaces</b>		
The Lawn	\$330	\$165
Recreation Field	\$330	\$165
Inspiration Garden	\$330	\$165
Bell Tower	\$220	\$110
The Breezeway	\$330	\$165
Picnic Area	\$110	\$55
Basketball Court	\$44/hr.	\$22/hr.
Sand Volleyball Court	\$44/hr.	\$22/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
<b>Multi-Purpose Spaces</b>		
J-103	\$440	\$220
J-104	\$440	\$220
M-201	\$770	\$385
N-148	\$770	\$385
Cafeteria*	\$110	\$55
Conference Room	\$110	\$55
<b>Auditoriums</b>		
Auditorium	\$770	\$385
<b>Outdoor Spaces</b>		
The Lawn	\$440	\$240
Courtyard	\$330	\$165
The Breezeway	\$330	\$165
Rooftop Garden	\$440	\$220

*\*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
<b>Multi-Purpose Spaces</b>		
O-117	\$220	\$165
Cafeteria*	\$165	\$55
Conference Room	\$165	\$55
<b>Auditoriums</b>		
Auditorium	\$770	\$385
Auditorium Lobby	\$165	\$55
<b>Outdoor Spaces</b>		
Observatory	\$440	\$220
Picnic Area	\$165	\$55
POPS Field	\$660	\$330
Bell Tower	\$220	\$110
The Bowl	\$330	\$165
The Breezeway	\$110	\$55
Tennis Courts (per court)	\$44/hr.	\$22/hr.
Volleyball Court	\$44/hr.	\$22/hr.
Basketball Court	\$44/hr.	\$22/hr.
Racquetball Court	\$22/hr.	\$11/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
<b>Multi-Purpose Spaces</b>		
<b>A-119</b>	\$220	\$110
<b>Conference Room</b>	\$110	\$55
<b>Community Room</b>	\$220	\$110
<b>Outdoor Spaces</b>		
<b>Outdoor Area</b>	\$330	\$165

### 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
<b>Classrooms up to 39 seats</b>	\$44/hr.	\$22/hr.
<b>Classrooms up to 49 Seats</b>	\$66/hr.	\$33/hr.
<b>Classrooms 50+ Seats</b>	\$110/hr.	\$55/hr.
<b>Computer or Science Lab</b>	\$220/hr.	\$110/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:

<b>SEMESTER RATE</b>					
<i>Class meetings per week:</i>	1X / Week	2X / Week	3X / Week	4X / Week	5X / Week
Classroom – up to 40 seats	\$770	\$1540	\$2,310	\$3080	\$3,850
Computer Lab	\$1,320	\$2,640	\$3,960	\$5280	\$6,600

### 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	\$110.00
Parking Lot up to 175 spaces	\$192.50
Parking Lot up to 250 spaces	\$275.00
Parking Lot up to 325 spaces	\$357.50
Parking Lot 326+ spaces	\$550.00



**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*
<b>Main Floor</b>	\$6,600	\$4,950
<b>Hospitality Pavilion &amp; Patio</b>		
Up to Four Hours	\$440	\$330
Full Day	\$880	\$660
<b>1<sup>st</sup> Floor Patio</b>		
Up to Four Hours	\$220	\$165
Full Day	\$440	\$330

*\*Due to the College's Basketball Season, discounted pricing will not be available August 16<sup>th</sup> 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

## GENERAL RENTAL CONDITIONS AND ADDITIONAL SERVICES

### INCLUDED IN FACILITY RENTAL RATE

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.

Events hosted while the college is officially closed, require prior approval from the Director of Auxiliary Services and will incur additional service fees which will be outlined on your event quote.

### 5K EVENTS

The College restricts the number of 5K Walks/Races on it's campuses due to the disruption of regular campus activities. All 5K events require the approval of the Director of Auxiliary Services. Rates start at a minimum of \$1100 and are quoted based on the needs and requirements of the event.

### EQUIPMENT RENTAL

ALL event rental equipment, i.e. tents, chairs, tables, linens, foliage, staged, lighting, etc. MUST be coordinated through Event Services. Should rented equipment arrive to any College facility that has not been coordinated through Event Services, Events Services reserves the right to turn the item(s) away. Equipment that is rented and not removed IMMEDIATELY following the event will result in additional charges for the removal of the said equipment. Unauthorized rental equipment can result in scheduling privileges being revoked.

### OVERTIME

For events closing later than 12 midnight, an additional charge of \$200.00 per hour or a fraction thereof will be charged for events held in the Arena.

### EVENT COORDINATOR

An event coordinator will be assigned to your event upon return of a signed lease. Your coordinator will be in contact with you to assist you with arrangements and outline services available for a successful event.

### MULTIPLE MEETING DISCOUNT

The College will offer a discounted rate for customers who schedule and contract for multiple events on the same Facility Use Agreement within a six (6) month timeframe. Direct Service Fees will not be discounted and the events must be scheduled at least one (1) month in advance of the first scheduled event.

Multiple Events means distinct events held on separate dates through the determined timeframe. One event which spans multiple days (i.e. two day conference) does not qualify as multiple events.

\*\* Multiple Meeting Discounts do not apply in the Suncoast Credit Union Arena\*\*

### MOVE-IN AND MOVE-OUT

There are no additional charges for pre-event set up by the organization provided it is on the same day of the event. If move-in or move-out occur a day prior or post event date will be charged at 50% of the full day rate.

For the Suncoast Credit Union Arena, any move-in/move-out days prior to or post the event date will be charged at \$1,500 per day.

### LICENSING AGREEMENT

All requests for rental of space will be considered **tentative** until a licensing agreement is signed and insurance certificate are received.

Tentative dates will be held until another person/organization requests the dates, Event Services will call the first hold and send out a contract immediately, giving that person 10 days to return the signed contract. If they do not return the contract within that time period, the second hold will be given the date.

#### **EVENT ADVERTISING**

Organizations may not advertise events until a licensing agreement has been signed by both parties.

#### **INSURANCE**

Organizations must provide proof of insurance to our risk management department. The requirements to be met are: The Certificate Holder and Additional Insured shall be known as:

District Board of Trustees

Florida SouthWestern State College

Attn: Risk Management

Fort Myers, Florida 33919

Comprehensive General Liability Insurance

\$1,000,000 Bodily Injury

\$1,000,000 Personal Injury Liability

\$1,000,000 Property Damage Each Occurance

\$1,000,000 Damage to Rented Premises

\$200,000/\$300,000 Auto Liability

Please be sure to include the following statement in the Description Box: 'The certificate holder is included as the additional insured.'

The proof of insurance is required in order to complete the agreement.

If your organization is not able to supply proof of insurance that meets these requirements, the insurance can be purchased through our TULIP program. Instruction on how to purchase this insurance is listed on our website at <http://www.fsw.edu/facilityrentals>.

The College reserves the right to require additional insurance coverage and coverage limits.

#### **FOOD AND BEVERAGE SERVICES**

The College provides full-service catering on site. No food or beverages may be brought onto the premises without prior permission from the Director of Auxiliary Services. If approval is granted for the use of an outside caterer, the room must be cleaned up after each event by the contracted caterer, or a charge will be given to the licensee. The catering service hired by the licensee must have a business license, insurance, and follow all health regulations and rules. There are no cooking facilities available.

The College is currently under an exclusive contract with Pepsi. All beverages served or sold at events held on campus must be Pepsi products.

#### **ALCOHOL**

Prior approval must be obtained in order to serve alcoholic beverages at organized and properly scheduled programs or activities held on College premises. Any person, group or organization seeking permission to serve alcoholic beverages on College premises shall file the Application for Serving Alcohol with the Auxiliary Services Office. The sale of alcohol at events, i.e. cash bars, should be arranged and contracted through the College's current Food Service vendor. Please refer to College Operating Procedure 04-0603 Use of Alcoholic Beverages.

#### **SECURITY**

The College maintains control of all building security, using uniform police and off duty police during events. All licensees are responsible for complete security within exhibit areas, meeting rooms, and other areas to be used by licensee. Licensee may be required to provide security in licensed areas from the initial occupancy until completion of move-out, depending on type of event. The College shall have final approval of security requirements for all events conducted within its facilities.

**FREIGHT DELIVERIES**

The College cannot accept freight shipments for exhibitors of licensees. All shipments delivered for the event must occur during the scheduled move-in.

**COPYRIGHT FEES**

Any and all ASCAP, BMI, SESAC or other copyright fees applicable to an event will be the full responsibility of the licensee. The user will make payment of the fees directly to the applicable copyright agency.

**VEHICLES**

Vehicles are not permitted inside College facilities without prior approval of the Director of Auxiliary Services.

**SMOKING**

Florida SouthWestern State College has a vital interest in maintaining a safe and healthy environment for our College Community. To this end, the College is a smoke-free and tobacco-free campus.

**DAMAGE & LOSS**

All individuals using College facilities are expected to take reasonable steps to ensure proper care of the buildings and equipment. Accidental damage, repair, and replacement costs are the responsibility of the sponsoring organization. Intentional misuse, vandalism, defacing and/or destruction of College facilities, and/or equipment will result in the organizations loss of facility use privileges and may result in proper legal action that may include replacement costs.

Property of Florida SouthWestern State College (i.e. furniture, paintings, sculptures, displays, flags, etc.) may not be moved or removed from the facility without prior approval from Campus Reservations.

**DECORATIONS**

Event Services must approve the location of decorations, banners and/or signs. Existing signage cannot be covered or otherwise obstructed. Decorations, signs, banners, etc. cannot be nailed, tacked, stapled, taped or otherwise fastened to ceilings, walls, doors, windows, painted surfaces, columns or directional signs of campus. All decorations must be flame retardant.

- Glitter, confetti, latex balloons and/or water filled items are prohibited.
- Decorations that might pose a fire hazard are prohibited.
- Extension cords will not be used to provide power unless approved by Event Services.
- All decorations and materials must be removed by the sponsoring organization immediately following the event. Failure to do so will result in the items being discarded and additional custodial charges.
- The client will be billed for any damage to surfaces and/or any cleaning requirements as a result of decorations.

**EVACUATION PROCEDURES**

Individuals are to comply with the facility manager or Campus Public Safety representative at all times. Facility users will be notified of an emergency or threat to safety by alarm, the building staff or Campus Public Safety. If necessary, the facilities will be evacuated in a calm and orderly fashion. In case of evacuation, all persons are to remain outside the building until they are instructed to return by the building staff or Campus Public Safety.



# Fund 4 Loan & Endowment Fund

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 loans 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.



*Loan Fund*

	<b>2021-22 Proposed Budget</b>	<b>2020-21 Original Budget</b>	<b>2019-20 Actual Amounts</b>	<b>2018-19 Actual Amounts</b>	<b>2017-18 Actual Amounts</b>
<b>SOURCES OF FUNDS</b>					
Other Income	52,402	15,600	67,487	51,621	50,828
<b>USE OF FUNDS</b>					
<b>Staff Costs</b>					
<b>Current Expenses</b>					
General Operating Expenses	2,000	2,000	2,568	2,559	2,618
Transfers to Other Funds	50,402	6,000	15,671	65,193	22,691
Other Expenses	-	-	(3,310)	(10,448)	(10,035)
<b>Total Current Expenses</b>	<b>52,402</b>	<b>8,000</b>	<b>14,929</b>	<b>57,304</b>	<b>15,274</b>
<b>Capital Expenditures</b>					
<b>TOTAL USES OF FUNDS</b>					
	<b>52,402</b>	<b>8,000</b>	<b>14,929</b>	<b>57,304</b>	<b>15,274</b>
<b>CHANGE IN FUND BALANCE</b>					
	-	7,600	52,558	(5,683)	35,554



# Fund 5 Financial Aid Scholarship Fund

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 there to

## Financial Aid Fund

	2021-22 Proposed Budget	2020-21 Original Budget	2019-20 Actual Amounts	2018-19 Actual Amounts	2017-18 Actual Amounts
<b>SOURCES OF FUNDS</b>					
Student Fees	1,103,753	1,137,733	1,285,081	1,295,757	1,332,756
Support from State Government	3,327,000	3,244,332	3,525,857	3,648,914	3,101,925
Support from Federal Government	34,442,098	36,456,024	26,682,983	25,639,187	25,578,273
Gifts, Contributions, Grants & Contracts	1,550,000	1,550,000	956,415	2,238,016	2,664,963
Other Income	-	-	7,045	6,725	7,460
Transfers	1,697,719	1,816,646	5,374,749	3,232,599	4,655,049
Fund Balance Transfers	-	88,000	-	-	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>42,120,570</b>	<b>44,292,735</b>	<b>37,832,130</b>	<b>36,061,198</b>	<b>37,340,426</b>
<b>USE OF FUNDS</b>					
<b>Staff Costs</b>					
Student Employment	22,000	21,234	20,806	21,017	21,741
<b>Current Expenses</b>					
General Operating Expenses	42,098,570	44,271,501	34,765	31,950	-
Scholarships/Waivers	-	-	34,097,662	32,814,058	32,392,501
Transfers to Other Funds	-	-	3,554,871	3,213,708	4,616,564
<b>Total Current Expenses</b>	<b>42,098,570</b>	<b>44,271,501</b>	<b>37,687,298</b>	<b>36,059,716</b>	<b>37,009,065</b>
<b>Capital Expenditures</b>					
<b>TOTAL USES OF FUNDS</b>	<b>42,120,570</b>	<b>44,292,735</b>	<b>37,708,104</b>	<b>36,080,733</b>	<b>37,030,806</b>
<b>CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>124,026</b>	<b>(19,535)</b>	<b>309,620</b>

2021-22      2020-21  
Proposed Budget    Original Budget

**Fee Based Funds**

**STUDENT FINANCIAL AID FEES**

Athletics	600,000	600,000
Academic Promise Scholars	100,000	210,000
Academic Advancement Scholarship	75,000	100,000
Endurance Scholarship	30,000	50,000
FSW Summer Scholarship	180,076	-
Financial Aid Grant	20,000	80,733
PSAV	3,677	2,000
SGA Stipend	15,000	15,000
Fine Arts	80,000	80,000
<b>Total Student Financial Aid Fees</b>	<b>\$ 1,103,753</b>	<b>\$ 1,137,733</b>

**Institutional Funds**

**FOUNDATION FUNDS**

**Prior Year Carryover Funds**

Athletic Scholarships	-	88,000
-----------------------	---	--------

**Institutional Scholarships**

Recruitment Scholarships	438,910	365,618
Mary Gerrish Scholarship - Foundation Certificates	30,000	30,000
Honors Scholars Program	81,291	88,491
Athletic Scholarships	-	90,000

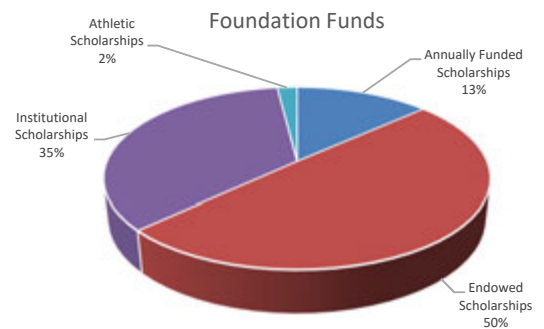
**Endowed Scholarships**

Curtis Scholarships	257,477	267,608
Merit Based Scholarships	253,698	276,844
Need Based Scholarships	197,052	202,946
Unrestricted	33,535	33,453
Donor Restricted Scholarships	39,621	40,686

**Annually Funded Scholarships**

General Scholarships	210,000	236,800
Athletic Scholarships	31,135	59,200

<b>Total Foundation Funds</b>	<b>\$ 1,572,719</b>	<b>\$ 1,779,646</b>
-------------------------------	---------------------	---------------------

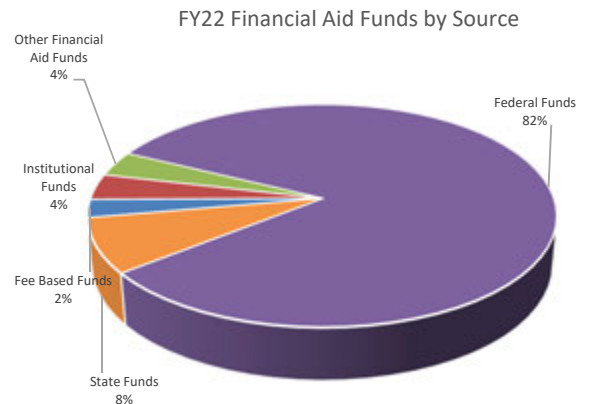


**Other Financial Aid Funds**

Outside Donor Scholarships	750,000	750,000
Private Loans	800,000	800,000
<b>Total Other Financial Aid Funds</b>	<b>\$ 1,550,000</b>	<b>\$ 1,550,000</b>

**Federal Funds**

PELL Grants	26,000,000	26,000,000
Direct Loans	8,000,000	10,000,000
Supplemental Education Opportunity Grant	\$ 442,098	456,024
<b>Total Federal Funds</b>	<b>\$ 34,442,098</b>	<b>\$ 36,456,024</b>



**State Funds**

Florida Bright Futures and Centralized programs	600,000	524,483
Children of Deceased and Disabled Veterans	35,000	31,917
Florida Fund for Minority Teachers	12,000	12,000
Florida Work Experience Program	22,000	21,234
Florida Student Assistant Grant	2,570,000	2,565,922
First Generation Matching Grant	88,000	88,776
<b>Total State Funds</b>	<b>\$ 3,327,000</b>	<b>\$ 3,244,332</b>

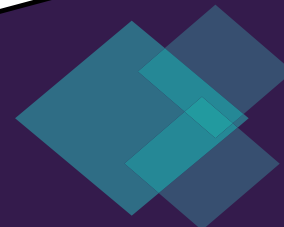
**Transfer from other Funds**

Employee/Dependent Waivers (fund 3)	125,000	125,000
-------------------------------------	---------	---------

<b>Total Financial Aid</b>	<b>\$ 42,120,570</b>	<b>\$ 44,292,735</b>
----------------------------	----------------------	----------------------

### Financial Aid Management Report - Financial Aid Paid

	2020-21		2019-20		2018-19		1-Yr % Change		2-Yr % Change	
	Students	Aid Paid	Students	Aid Paid	Students	Aid Paid	Students	Aid Paid	Students	Aid Paid
<b>Total Financial Aid Paid</b>	<b>8558</b>	<b>\$38,941,326</b>	<b>8649</b>	<b>\$42,923,716</b>	<b>8462</b>	<b>\$41,533,372</b>	<b>-1.1%</b>	<b>-9.3%</b>	<b>1.1%</b>	<b>-6.2%</b>
Pell	6234	\$21,637,128	6637	\$24,228,374	6546	\$23,072,407	-6.1%	-10.7%	-4.8%	-6.2%
FL Scholarship/ Grant	2310	\$3,471,296	2034	\$3,117,138	2001	\$3,108,898	13.6%	11.4%	15.4%	11.7%
Institutional - Financial Aid Fee Funded	289	\$931,698	297	\$1,027,367	315	\$1,103,206	-2.7%	-9.3%	-8.3%	-15.5%
Other Institutional/ Foundation Aid	1200	\$1,935,189	1253	\$1,595,341	1323	\$1,594,021	-4.2%	21.3%	-9.3%	21.4%
Subsidized Loans	1917	\$5,429,683	2233	\$6,611,271	2286	\$6,736,179	-14.2%	-17.9%	-16.1%	-19.4%
Unsubsidized Loans	918	\$2,735,829	984	\$3,029,834	1019	\$2,991,281	-6.7%	-9.7%	-9.9%	-8.5%
Parent PLUS Loans	25	\$208,699	33	\$314,208	28	\$283,796	-24.2%	-33.6%	-10.7%	-26.5%
Other Aid*	1291	\$2,591,803	1741	\$3,000,183	1158	\$2,643,584	-25.8%	-13.6%	11.5%	-2.0%





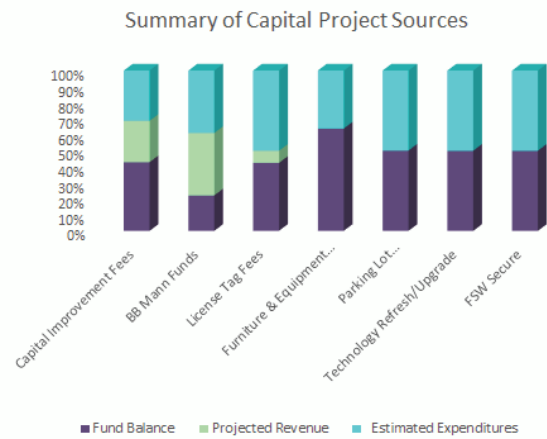
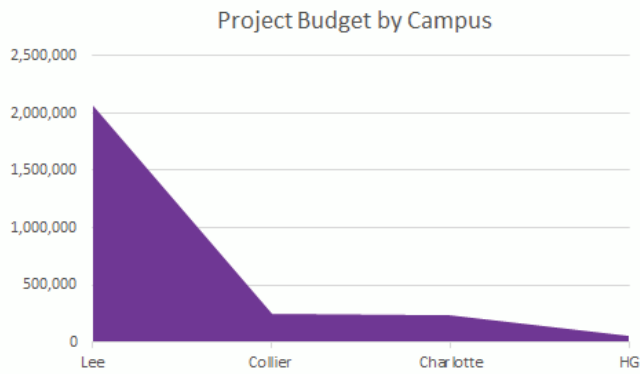
# Fund 7 Unexpended Plant and Renewals & Replacement Fund

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.

## Unexpended Plant Fund

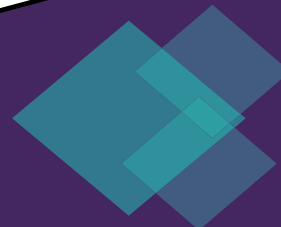
	2021-22 Proposed Budget	2020-21 Original Budget	2019-20 Actual Amounts	2018-19 Actual Amounts	2017-18 Actual Amounts
<b>SOURCES OF FUNDS</b>					
Student Fees	3,949,942	4,157,729	4,459,345	4,493,929	4,617,424
Support from State Government	6,862,157	50,000	289,789	2,093,855	7,666,108
Gifts, Contributions, Grants & Contracts	-	-	-	173,720	200,665
Other Income	459,553	210,000	509,017	543,424	655,132
Transfers	-	-	5,904,969	8,005,686	12,782,910
Fund Balance Transfers	10,703,979	8,480,568	-	-	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>21,975,631</b>	<b>12,898,297</b>	<b>11,163,120</b>	<b>15,310,614</b>	<b>25,922,239</b>
<b>USE OF FUNDS</b>					
<b>Staff Costs</b>					
Executive/Admin/Managerial	-	-	-	-	8,204
Other Professional Staff	-	-	-	-	10,102
Technical/Clerical Salaries	-	-	-	-	29,106
Temporary Part-Time Instruction	-	-	-	-	960
Personnel Benefits	-	-	-	-	15,606
<b>Total Staff Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>63,978</b>
<b>Current Expenses</b>					
Travel	-	-	-	-	36
General Operating Expenses	8,100,605	4,582,500	3,766,276	2,837,681	3,635,288
Rental Expense	-	-	234,118	279,661	138,037
Insurance	-	-	5,481	-	-
Utilities	-	-	-	-	5,522
Contract Services	-	-	442,469	1,268,969	93,560
Scholarships/Waivers	-	-	351,223	360,811	351,301
Transfers to Other Funds	-	-	5,820,197	8,814,661	7,966,417
Other Expenses	1,575,420	1,984,430	190,854	1,183,905	1,086,276
Reserves	1,175,739	-	-	-	-
<b>Total Current Expenses</b>	<b>10,851,764</b>	<b>6,566,930</b>	<b>10,810,618</b>	<b>14,745,688</b>	<b>13,276,437</b>
<b>Capital Expenditures</b>					
Capital Expenditures	-	-	4,897,185	4,789,318	1,108,367
<b>Total Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>4,897,185</b>	<b>4,789,318</b>	<b>1,108,367</b>
<b>TOTAL USES OF FUNDS</b>	<b>10,851,764</b>	<b>6,566,930</b>	<b>15,707,803</b>	<b>19,535,006</b>	<b>14,448,782</b>
<b>CHANGE IN FUND BALANCE</b>	<b>11,123,867</b>	<b>6,331,367</b>	<b>(4,544,683)</b>	<b>(4,224,392)</b>	<b>11,473,457</b>

Type of Funds	Est. Beginning Fund Balance	Projected Revenue	Estimated Available Funds	Estimated Expenditures	Ending Fund Balance
<b>Local Funds</b>					
Capital Improvement Fees	6,773,636	4,409,495	11,183,131	7,982,664	3,200,467
BBMANN Funds	119,292	0	119,292	70,000	49,292
License Tag Fees	463,141	170,000	633,141	435,000	198,141
<b>Reserved Funds</b>					
Furniture & Equipment Replacement	1,517,883	0	1,517,883	614,100	903,783
Parking Lot Improvement/Repair	250,000	0	250,000	245,000	5,000
Technology Refresh/Upgrade	1,380,027	0	1,380,027	800,000	580,027
Campus Safety	200,000	0	200,000	105,000	95,000
<b>Public Education Capital Outlay (PECO)</b>					
Remodel/Renovation - Bldg K	0	6,692,157	6,692,157	600,000	6,092,157
<b>Total Funds</b>	<b>10,703,979</b>	<b>11,271,652</b>	<b>21,975,631</b>	<b>10,851,764</b>	<b>11,123,867</b>



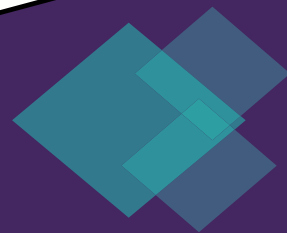


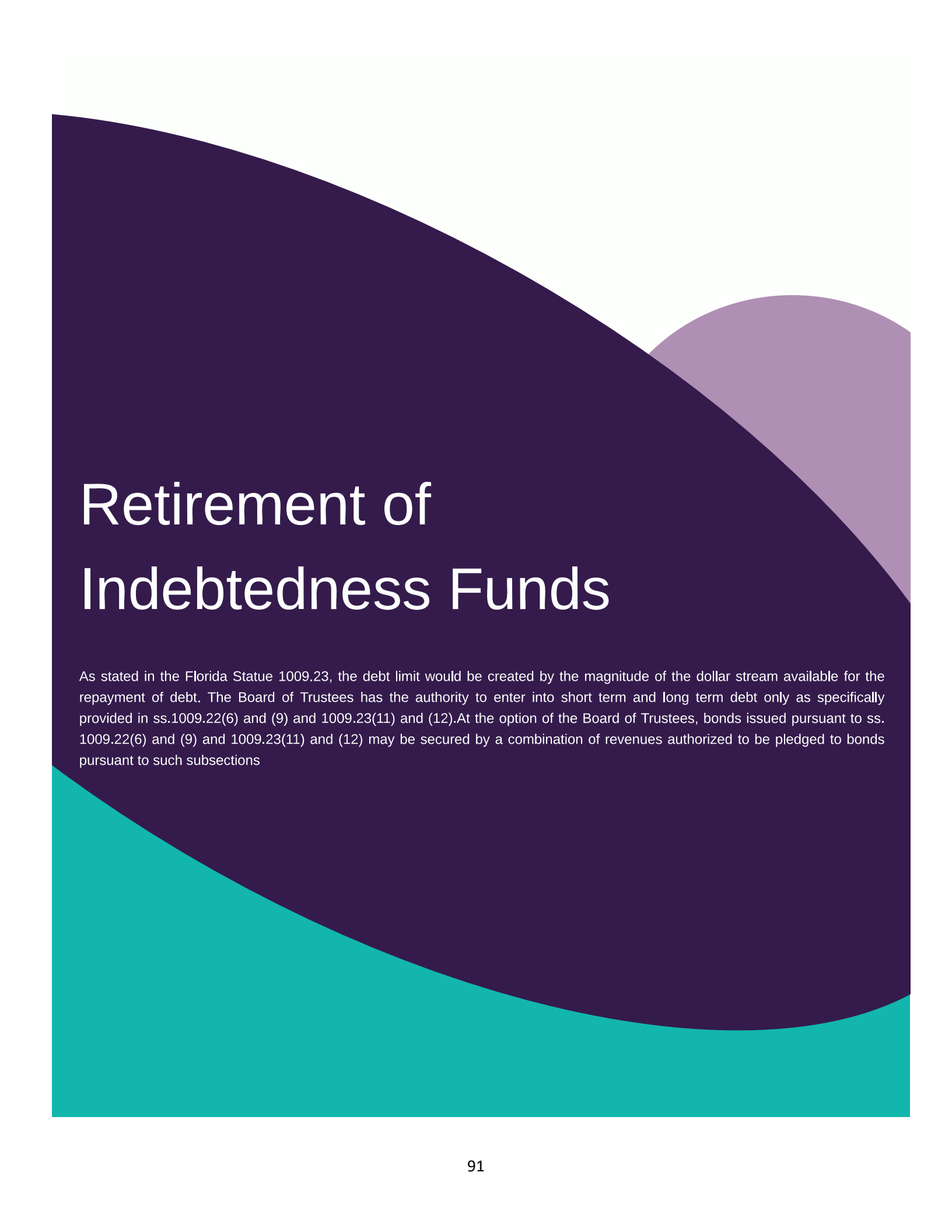
	Capital Improvement Fees	BBMANN	License Tag Fees	PECO
Estimated Fund Balance at 7/1/2021	6,773,636	119,292	463,141	0
Estimated New Revenue	4,409,495	0	170,000	6,692,157
<b>Total Available</b>	<b>11,183,131</b>	<b>119,292</b>	<b>633,141</b>	<b>6,692,157</b>
<b>Lee Campus</b>				
Bldg A - Building automation system (temp control)	140,000			
Bldg O - Air handler replacement	90,000			
Bldg I - Building I 1st Floor Remodel	1,250,000			
Bldg J - Library carpet refresh	185,000			
Bldg N - HR Suite Conversion	250,000			
Bldg N - Payroll Remodel	75,000			
Bldg DD - Chiller Replacement	475,000			
Prior Year Project Completions	31,673			
DOE Civil Rights audit results for ADA compliance			75,000	
BB Mann - Women's Restroom/Box Office Reno		15,000		
BB Mann - Draining Reconfiguration		25,000		
BB Mann - West Door Replacement		30,000		
Bldg K - Renovation				600,000
<b>Collier Campus</b>				
Chiller Replacement	100,000			
Trellis repairs and painting	55,000			
Bldg N - Lighting upgrades (LED)	25,000			
Walkway roof replacements	125,000			
Prior Year Project Completions	21,348			
Café	600,000			
<b>Charlotte Campus</b>				
Chiller Replacement	250,000			
Refresh Charlotte Restrooms	75,000			
Prior Year Project Completions	2,360			
<b>Hendry Glades Center</b>				
Women's Restroom Renovation	50,000			
<b>College Wide</b>				
Carpet & Paint Refresh	400,000			
Miscellaneous Budget Requests	281,222			
Exterior lighting upgrades			250,000	
Campus Health and Safety			60,000	
2021 SREF Inspection Items			50,000	
Campus Maintenance	749,902			
Bond Payment	1,172,750			
Suncoast Loan Payment	402,670			
Bond Debt Reserve	1,175,739			
<b>Total Estimated Expenditures</b>	<b>7,982,664</b>	<b>70,000</b>	<b>435,000</b>	<b>600,000</b>
<b>Estimated Remaining Funds Available</b>	<b>3,200,467</b>	<b>49,292</b>	<b>198,141</b>	<b>6,092,157</b>



**Reserved Funds**

	Furniture Fund	Parking Fund	Technology Fund	Campus Safety Fund
Estimated Fund Balance at 7/1/2021	1,517,883	250,000	1,380,027	200,000
Estimated New Revenue	0	0	0	0
<b>Total Available</b>	<b>1,517,883</b>	<b>250,000</b>	<b>1,380,027</b>	<b>200,000</b>
<b>Lee Campus</b>				
Wayfinding Phase 3		100,000		
District Wide Door Card Readers				65,000
Summerlin Entrance Safety Barrier				40,000
<b>Collier Campus</b>				
Wayfinding Phase 2		50,000		
<b>Charlotte Campus</b>				
Wayfinding Phase 2		50,000		
<b>Hendry Glades</b>				
HG Parking Lot Repair and Resurface		45,000		
<b>College Wide</b>				
Miscellaneous Budget Requests	211,100			
Furniture Refresh	403,000			
Technology Refresh			800,000	
<b>Total Estimated Expenditures</b>	<b>614,100</b>	<b>245,000</b>	<b>800,000</b>	<b>105,000</b>
<b>Estimated Remaining Funds Available</b>	<b>903,783</b>	<b>5,000</b>	<b>580,027</b>	<b>95,000</b>





# Retirement of Indebtedness Funds

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

**State Board of Education Capital Outlay Bonds**

\$267,000 - Series 2014A Refunding - Issued 05/22/2014. These bonds are payable in annual installments of \$7,000 - \$33,000 for years 2015 - 2025. Interest is payable semi-annually each January 1 and July 1 at rates from 2% - 5%. (Used to remodel buildings on Lee & Collier campuses)

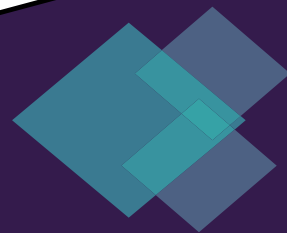
\$929,000 - Series 20017A Refunding - Issued 04/27/2017. These bonds are payable in annual installments of \$62,000 - \$129,000 for years 2018 - 2028. Interest is payable semi-annually each January 1 and July 1 at rates from 3% - 5%. (Used for construction of Building U, Lee Campus, remodel of Building A, Collier Campus and construction of cold water storage, Collier Campus)

**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%. (Used to construct Buildings U & T on Lee campus)

Fiscal Year	SBE Bond Payments			Payments	
	2014-A Principal & Interest	2017-A (Refunded 2008-A) Principal & Interest	Total SBE	2010-A Principal & Interest	Total
2022	34,340	113,670	148,010	1,172,150	1,320,160
2023	34,890	116,670	151,560	1,174,550	1,326,110
2024	35,340	120,320	155,660	1,175,550	1,331,210
2025	23,690	123,570	147,260	1,175,150	1,322,410
2026		126,420	126,420	1,173,350	1,299,770
2027		129,870	129,870	1,175,150	1,305,020
2028		132,870	132,870	1,174,106	1,306,976
2029				1,175,119	1,175,119
2030				1,174,219	1,174,219
<b>Grand Total</b>	<b>128,260</b>	<b>863,390</b>	<b>991,650</b>	<b>10,569,344</b>	<b>11,560,994</b>

SBE = State Board of Education  
CI = Capital Improvement





# 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.

## FINANCING CORPORATION

### General Operating Budget

<b>SOURCES OF FUNDS</b>	<u>Operating</u>
Bandwidth Lease	358,656
Investment Income	76,000
High School Lease Revenue	300,000
<b>TOTAL FUNDS AVAILABLE</b>	<b>734,656</b>
<hr/>	
<b>USES OF FUNDS</b>	
Operating Expenses	14,000
Insurance	140,194
Contract Services	132,000
Patent	20,500
Contingency	100,000
<b>Total Current Expenses</b>	<b>406,694</b>
<hr/>	
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>406,694</b>
<hr/>	
<b>Net Profit/Loss</b>	<b>327,962</b>

### Capital Reserve Budget

<b>SOURCES OF FUNDS</b>	
Transfer - Housing	200,000
Fund Balance	54,854
<b>TOTAL FUNDS AVAILABLE</b>	<b>254,854</b>
<hr/>	
<b>USES OF FUNDS</b>	
Furniture/Equipment Turnover	79,354
Suite VCT Replacement	108,500
Remodeling & Landscaping Project	67,000
<b>TOTAL EXPENSE</b>	<b>254,854</b>
<hr/>	
<b>Net Profit/Loss</b>	<b>-</b>

### Student Housing Budget

<b>SOURCES OF FUNDS</b>	<u>Operating</u>
Rent Revenue	2,055,166
Resident Activity Fee	26,000
Fines & Penalties	2,000
Collection Fees	23,000
Deposits Forfeited	15,000
Application Fees	42,000
Cleaning Fees	33,000
Fund Balance - Residence Activity	17,000
Fund Balance - Housing	499,001
<b>TOTAL FUNDS AVAILABLE</b>	<b>2,712,167</b>
<hr/>	
<b>USES OF FUNDS</b>	
General Expense	
Travel	12,000
Data & Other Communication Services	24,000
Rental / Others	10,260
Utilities	202,630
Resident Activities	22,000
Repairs & Maintenance	404,222
Contract Services	299,400
Bad Debt Expense	47,000
Contingency	100,000
Capital Reserve	200,000
<b>Total Current Expenses</b>	<b>1,321,512</b>
<hr/>	
<b>Debt Service</b>	
Interest	603,147
Principal	787,508
<b>Total Expenses</b>	<b>1,390,655</b>
<hr/>	
<b>Total Operating &amp; Debt Service</b>	<b>2,712,167</b>

**FSW FOUNDATION CONSOLIDATED FUNDS**

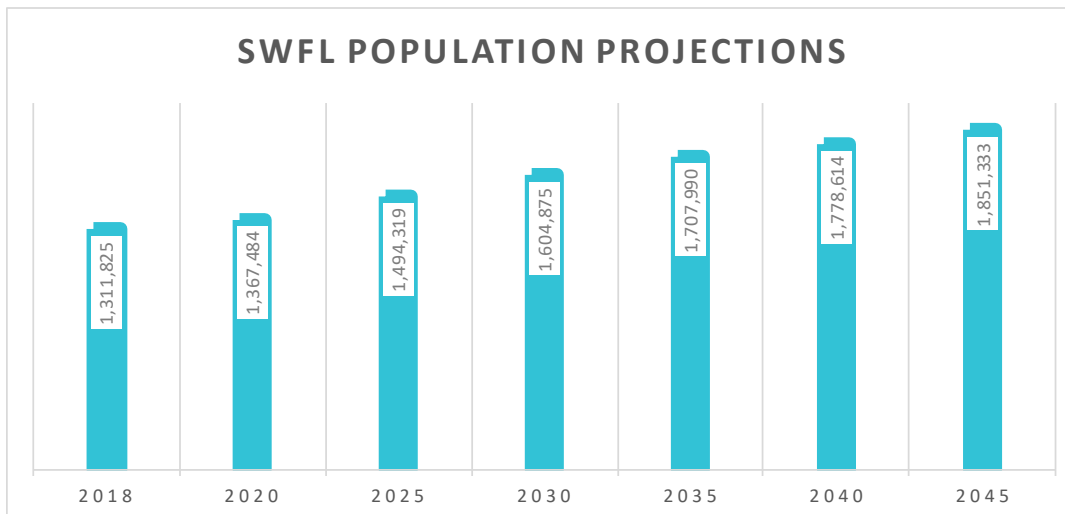
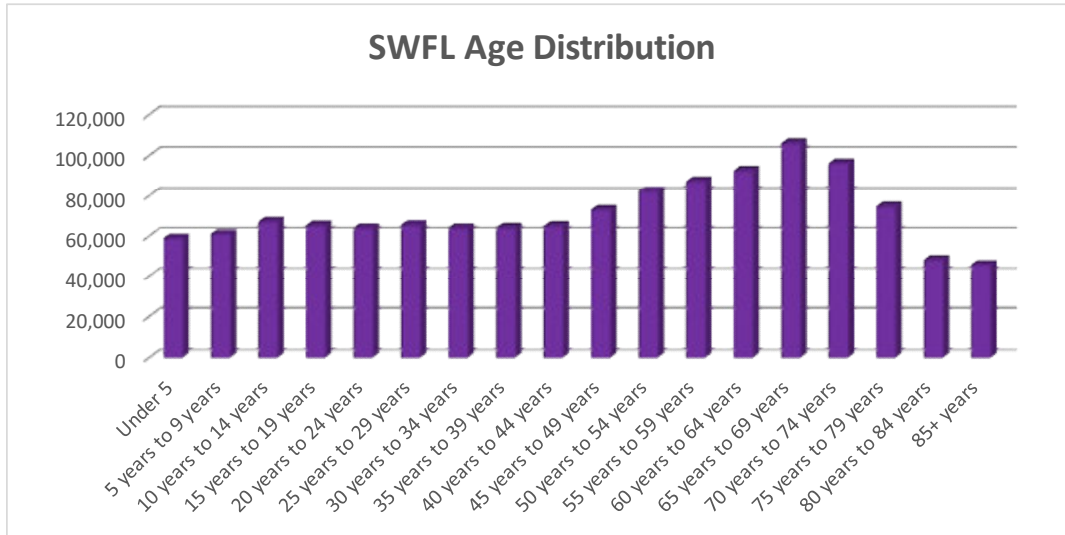
<b>SOURCES OF FUNDS</b>	<b>Unrestricted</b>	<b>Restricted</b>	<b>Grand Total</b>
<b>Operating Funds</b>			
Temporary Restricted Endowment Draw for Admin Expenses	\$ 848,104		\$ 848,104
Unrestricted Endowment Draw for Admin Expenses	51,881		51,881
Administrative Fee on non-endowed donations	9,000		9,000
College Support	569,217		569,217
Interest earned non-endowed funds	12,000		12,000
<b>Total Operating Funds</b>	<b>1,490,707</b>		<b>1,490,707</b>
<b>New Gifts</b>			
Program Support Gifts	444,000	50,000	494,000
Endowed Scholarship Gifts		304,595	304,595
Non-Endowed Scholarship Gifts	250,000		250,000
Corporate Sponsor ships	65,000		65,000
Event Revenue	55,000		55,000
Sponsorship Administrative Fee			
Annual Fund Gifts	5,000		5,000
<b>Toto/ New Gifts</b>	<b>819,000</b>	<b>354,595</b>	<b>1,173,595</b>
<b>Other Funds</b>			
Investment Income and Market Value Increase	175,000	2,885,000	3,060,000
<b>Total Other Funds</b>	<b>175,000</b>	<b>2,885,000</b>	<b>3,060,000</b>
<b>TOTAL REVENUE SOURCES</b>	<b>\$2,484,202</b>	<b>\$3,239,595</b>	<b>\$5,723,797</b>
<b>USES OF FUNDS</b>			
<b>Operating Expenses</b>			
Travel	\$ 19,150		\$ 19,150
Operating Expenses	67,400	\$260,000	327,400
Insurance	18,000		18,000
Rental - Facilities & Equipment	12,000		12,000
Contract Services:			
Foundation Personnel/Reimbursement	1,116,072		1,116,072
Other Contracted Services	57,952		57,952
Food and Food Products	65,566		65,566
Other Expenses	15,700		15,700
Audit Services	35,000		35,000
Increase to Operating Reserve	77,200		77,200
International Travel	40,000		40,000
<b>Total Operating Expenses</b>	<b>1,524,040</b>	<b>260,000</b>	<b>1,784,040</b>
<b>Non-Operating Expenses</b>			
Scholarships (based on 4.0 draw from endowment and other donations)	337,892	1,331,763	1,669,655
Program Support (based on 4.0% draw from endowment)		178,847	178,847
Other Program Support	589,880	29,000	618,880
Fundraising Expenses	24,850	40,000	64,850
<b>Reserves:</b>			
Annual Fund contributions	5,000		5,000
Sponsorship Admin. Fee	1,500		1,500
Increase to Endowments	1,040	500,000	501,040
<b>Total Non-Operating Expenses</b>	<b>960,162</b>	<b>2,079,610</b>	<b>3,039,772</b>
<b>Total Current Expenses</b>	<b>\$2,484,202</b>	<b>\$2,339,610</b>	<b>\$4,823,812</b>
<b>Transfers</b>			
Transfer to Operating Funds for Admin Expenses		899,985	899,985
<b>Total Transfers</b>		<b>899,985</b>	<b>899,985</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$2,484,202</b>	<b>\$3,239,595</b>	<b>\$5,723,797</b>



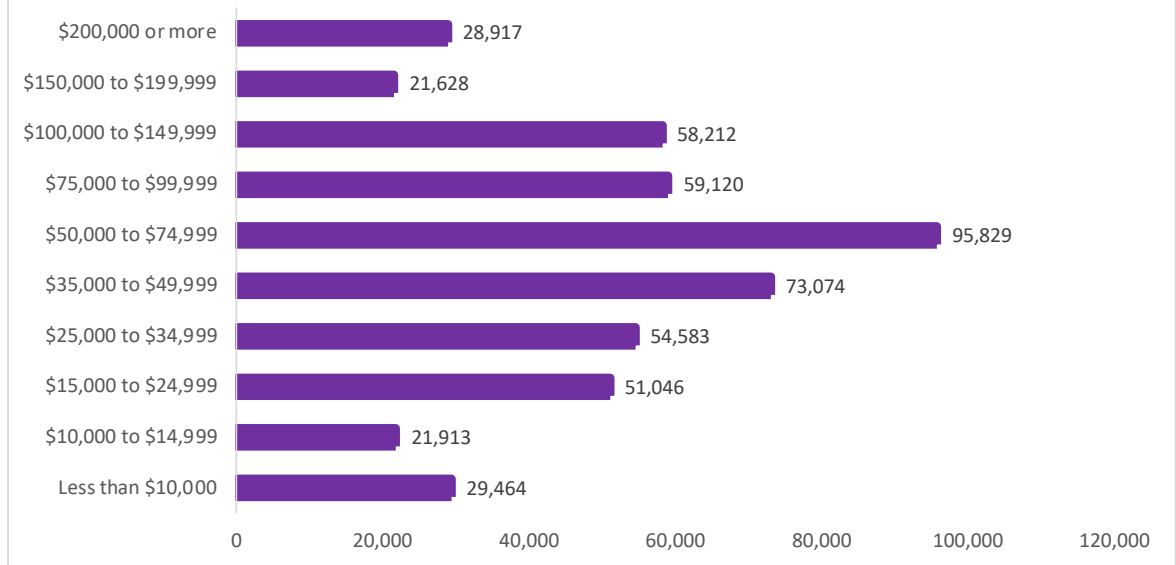
# Supplemental Information



## SWFL Area Statistics



### SWFL Household Income



Note: Graphics above reflects most recent data available (2017).  
 Source: American Community Survey 5-Year Estimates, U.S. Census Bureau

Top 25 Employers in SWFL					
Rank	Company Name	Employment	Rank	Company Name	Employment
1	Lee Health	13,595	14	OF 'RQDCY	2,447
2	Lee County School District	12,936	15	City of Cape Coral	2,253
3	Lee County Local Government	9,038	16	US Sugar	2,100
4	Publix Super Market	8,728	17	Home Depot	2,040
5	NCH Healthcare System	7,017	18	Winn-Dixie	1,994
6	Walmart	6,516	19	Hope Hospice	1,768
7	Collier County School District	5,604	20	Ritz Carlton-Naples	1,450
8	Collier County Local Government	5,119	21	Florida SouthWestern State College	1,441
9	Florida Gulf Coast University	3,430	22	Gartner, Inc.	1,200
10	Bayfront Health	3,060	23	Walgreens	1,191
11	Charlotte County School District	2,553	24	City of Naples	1,169
12	Arthrex, Inc.	2,500	25	Target	1,150
13	Charlotte County Local Government	2,464			

## Unpacking Program Enrollments: Fall 2020

Table 1.

Florida SouthWestern State College: Top 10 Enrolled Programs

Program Title	Rank Change Fall 2019 to Fall 2020	Percent of Total Fall 2020 Enrollment	Student Count
1. AA General Studies	=	71.1%	10890
2. AS Nursing	=	3.6%	547
3. AS Business Admin/Management	+1	2.9%	447
4. BAS Supervision & Management	-1	2.5%	379
5. BS Nursing	=	1.5%	226
6. AS Science & Engineering Technology	+2	1.3%	192
7. BS Elementary Education	+2	1.2%	190
8. AS Emergency Medical Service Technology	-1	1.1%	174
9. AS Criminal Justice Technology	-3	1.1%	173
10. AS Computer Prog & Analysis	=	0.9%	135

Source: IR Big Build Primary Major File 2021\_01\_14\_202110

\*Fall 2020 Total Enrollment = 15,321

For the second year in a row, the Top 10 Enrolled Programs at Florida SouthWestern State College continued to be AA General Studies, AS Nursing, AS Business Administration and Management, BAS Supervision and Management, BS Nursing, AS Science & Engineering Technology, BS Elementary Education, AS Emergency Medical Service Technology, AS Criminal Justice Technology, and AS Computer Programming and Analysis. AA General Studies made up 71.1% of the total Fall 2020 enrollment with the other 9 programs making up anywhere from .9% to 3.6%. AA General Studies, AS Nursing, BS Nursing, and AS Computer Programming and Analysis maintained their rankings from the previous Fall. AS Business Administration and Management and BAS Supervision and Management programs swapped ranks. AS Emergency Medical Service and Technology fell one spot and AS Criminal Justice Technology fell three spots. Both AS Science and Engineering Technology and BS Elementary Education programs moved up in rank by two.

Figure 1.  
 Florida SouthWestern State College: Treemap of Degree Program Enrollments

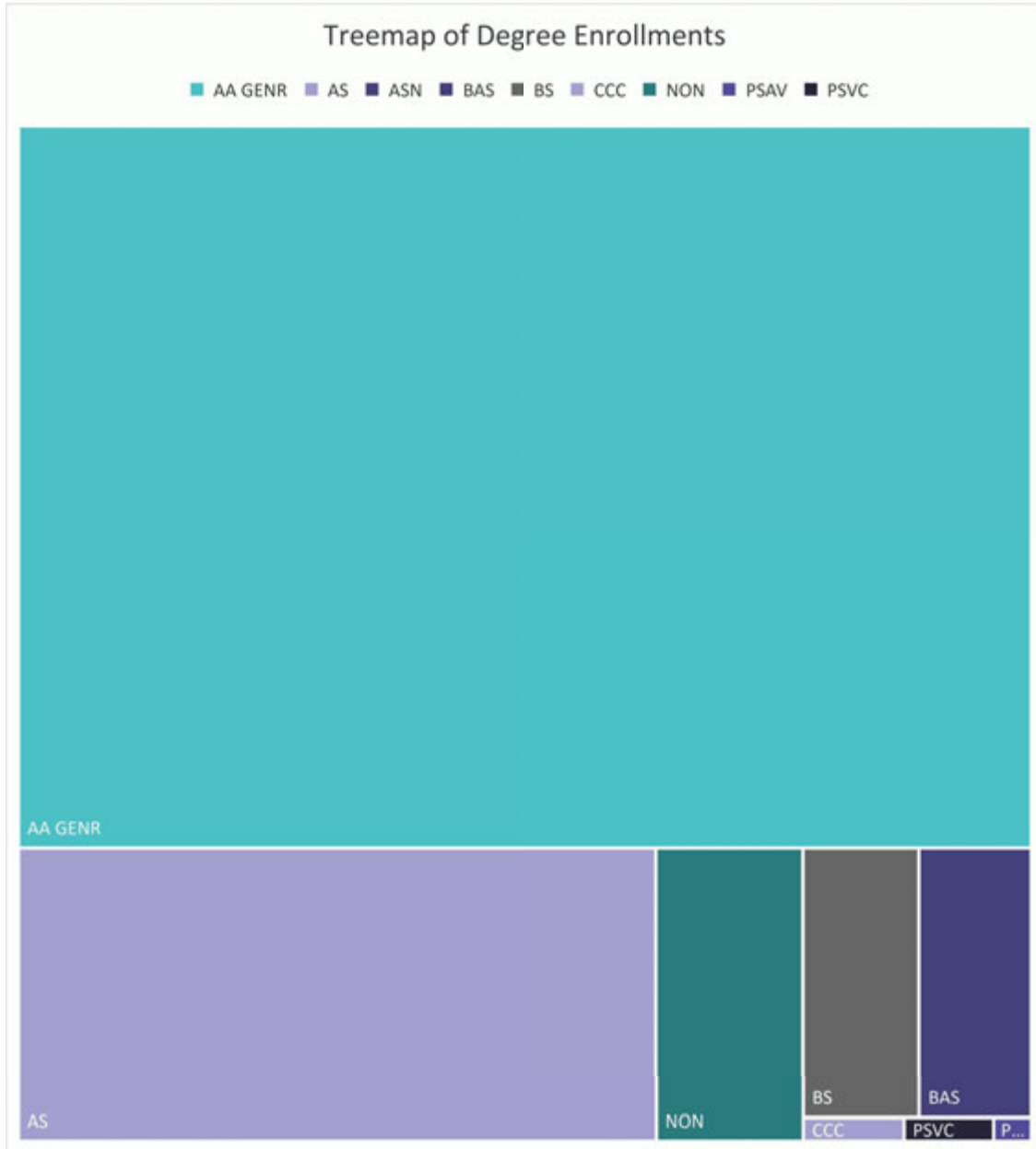


Figure 1 depicts the number of students enrolled in each type of degree, including AA, AS, BAS, BS, CCC, PSAV, PSCV, as well as Non-Degree seeking students. Associate in Arts has the largest representation with 10,890 students. All Associate in Science programs had a combined student enrollment of 2,791, while Bachelor level programs had a combined enrollment of 919. Certificate programs had a combined enrollment of 79. There were 642 students identified as non-degree seeking.

Figure 2.  
 Florida SouthWestern State College: Treemap of Program Enrollments by Degree Type

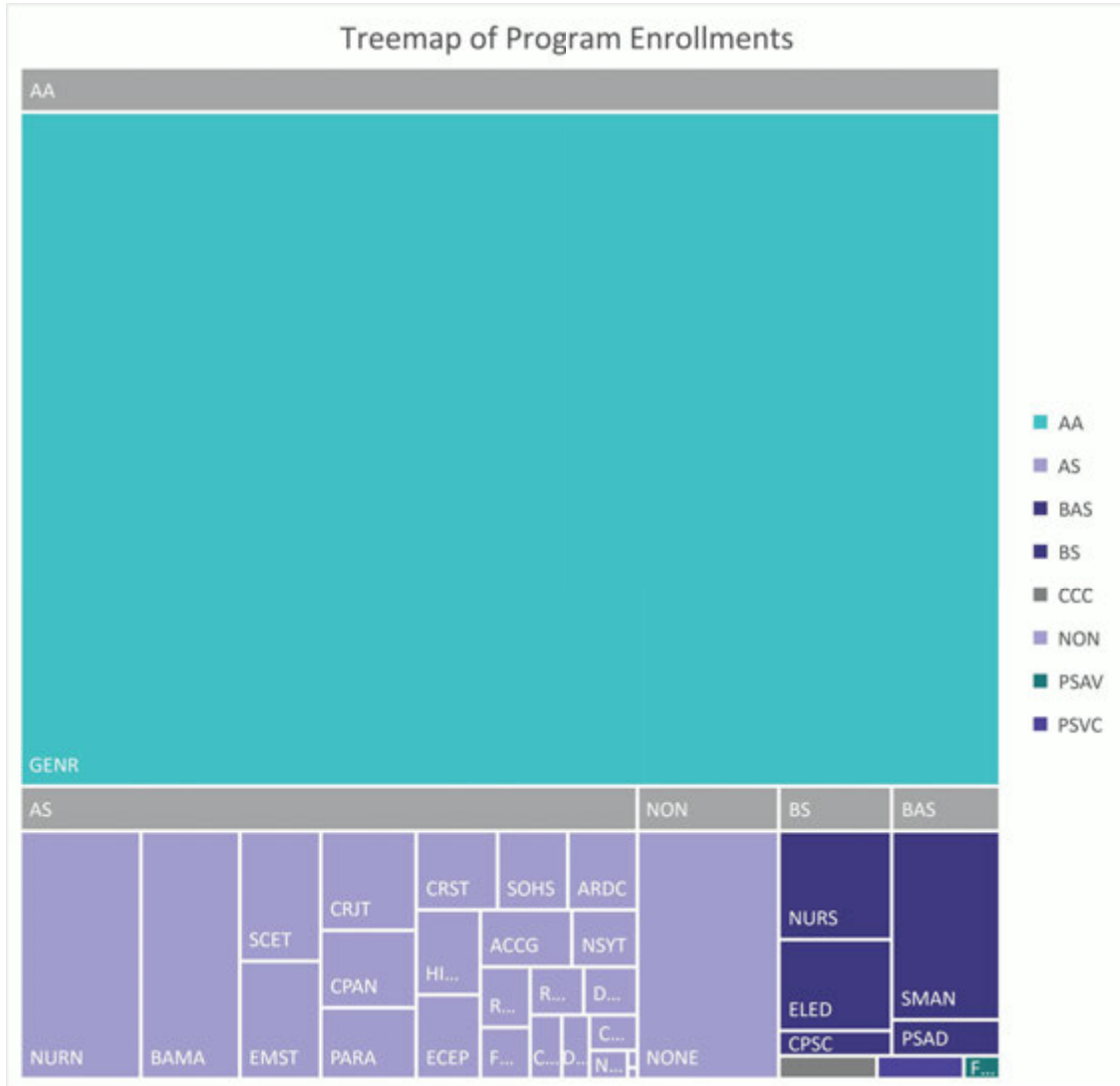


Figure 2 depicts enrollment by programs grouped by degree type. The AS program with the largest enrollment was AS Nursing with 547 students. The BS program with the largest enrollment was BS Nursing with 226 students. The BAS program with the largest enrollment was BAS Supervision and Management with 379 students.

Figure 3.  
 Florida SouthWestern State College: Treemap of Program Enrollments by School

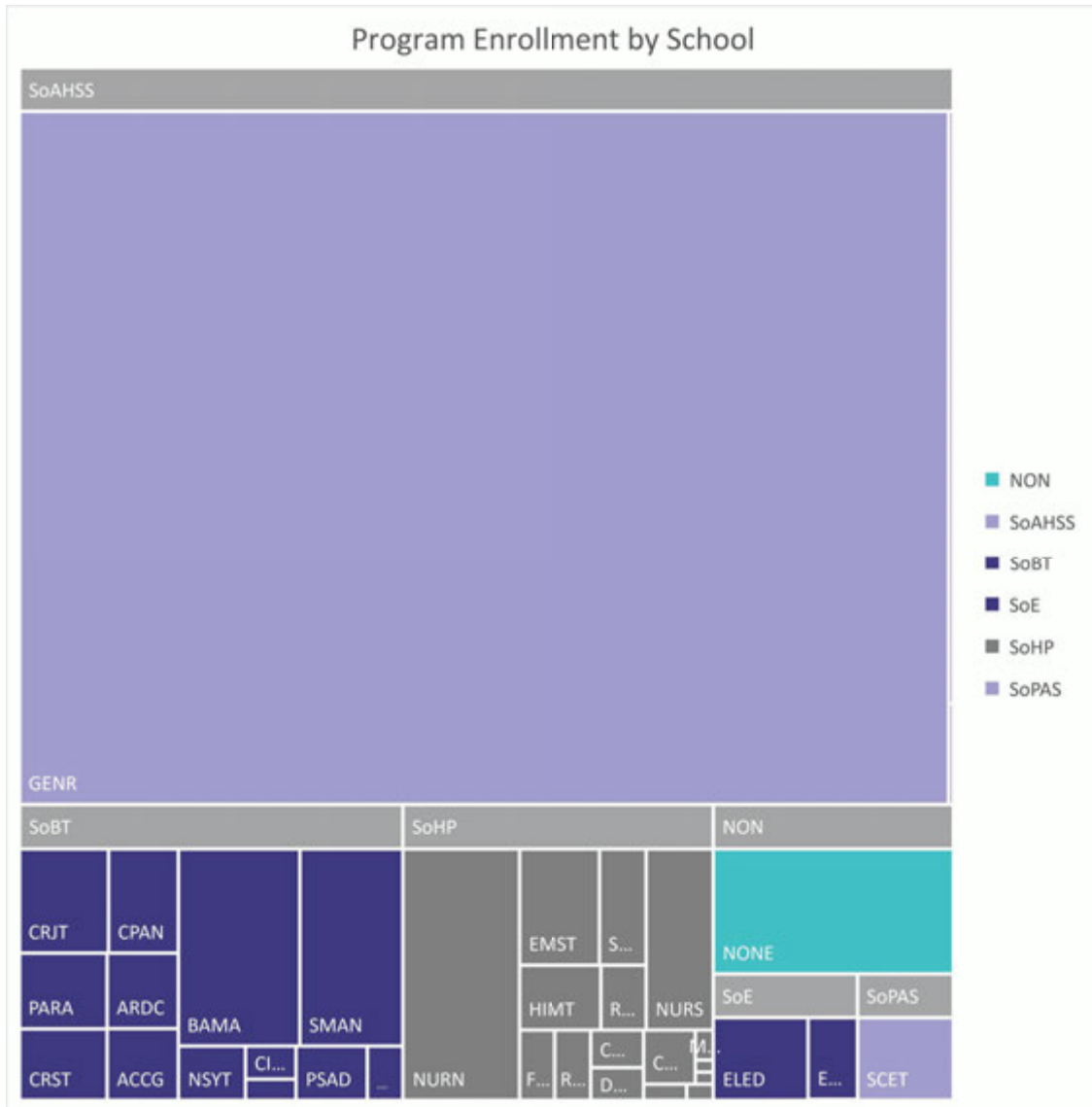
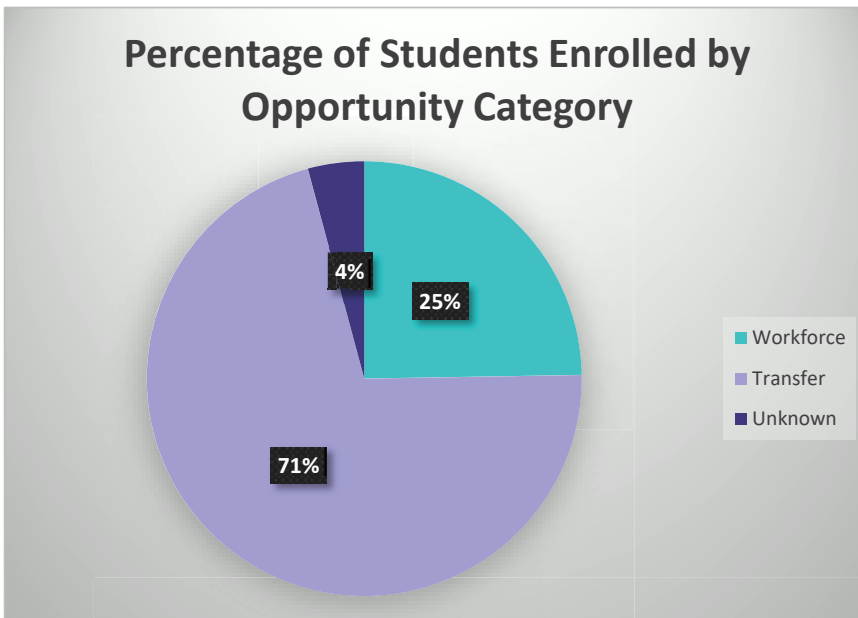
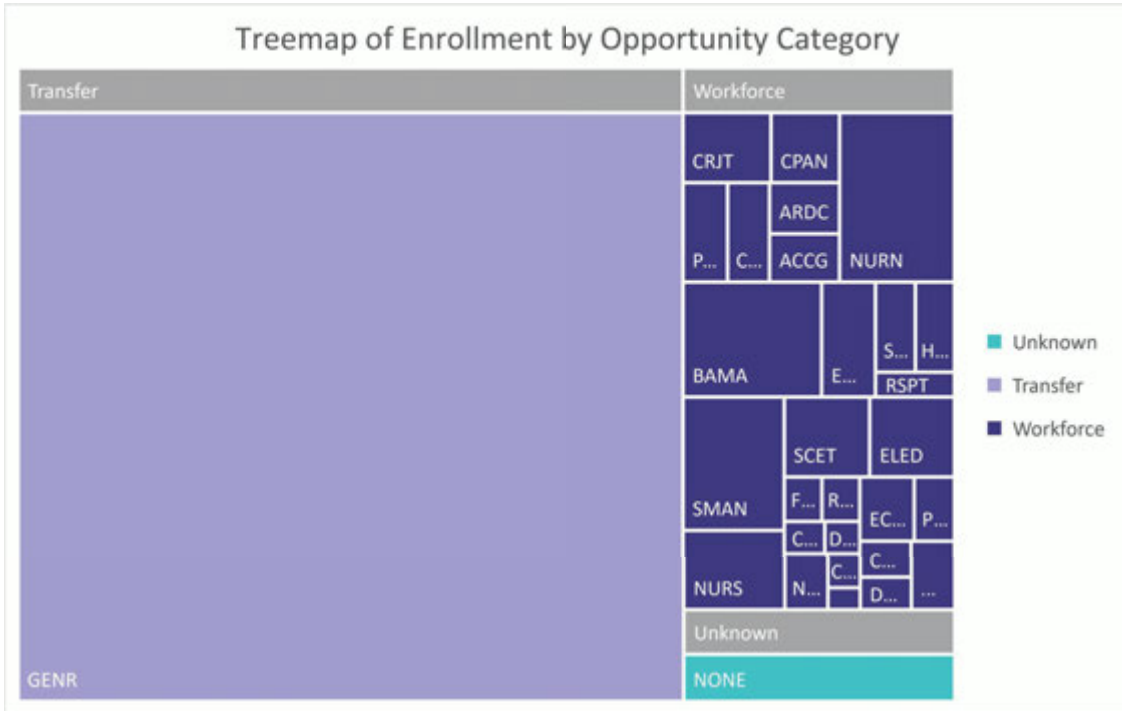


Figure 3 depicts program enrollment by school. The School of Arts Humanities and Social Sciences had the highest enrollment with a total of 10,945 students. The School of Business and Technology came in second highest with 1,797 students. The School of Health Professions had a total enrollment of 1,456 students, The School of Education had 289 students, and The School of Pure and Applied Sciences had 192 students.

Figure 4a.

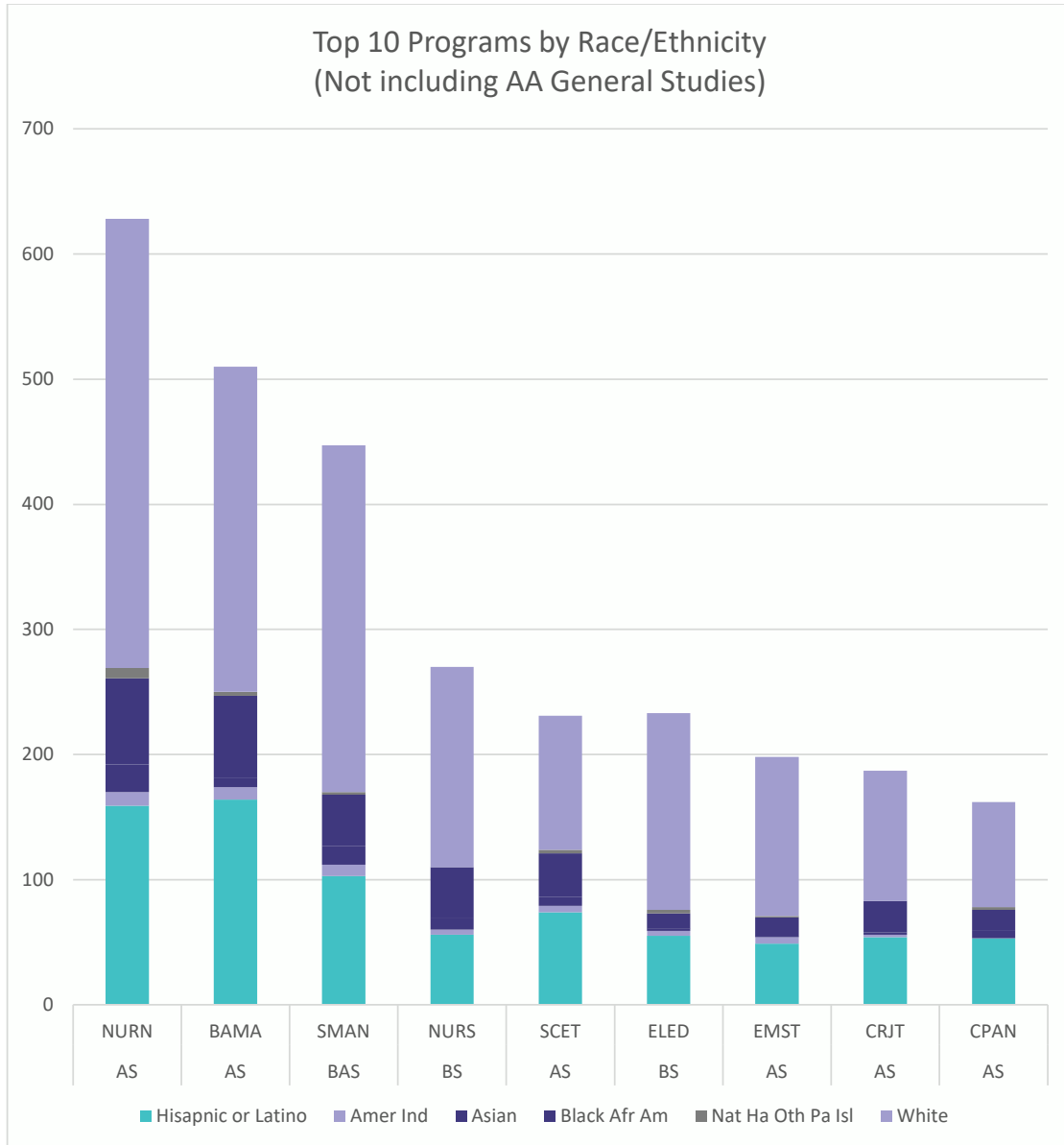
Florida SouthWestern State College: Treemap of Program Enrollments by Opportunity Category



Figures 4a. and 4b. depict student enrollment by opportunity category. 10,890 or 71.1% of students were enrolled in a transfer degree program. A total of 3,789 or 24.7% of students were enrolled in workforce degree programs. 642 or 4.2% of students were categorized as unknown due to their non-degree seeking status.

Figure 5a.

Florida SouthWestern State College: Top 10 Programs by Race/Ethnicity (Headcount)



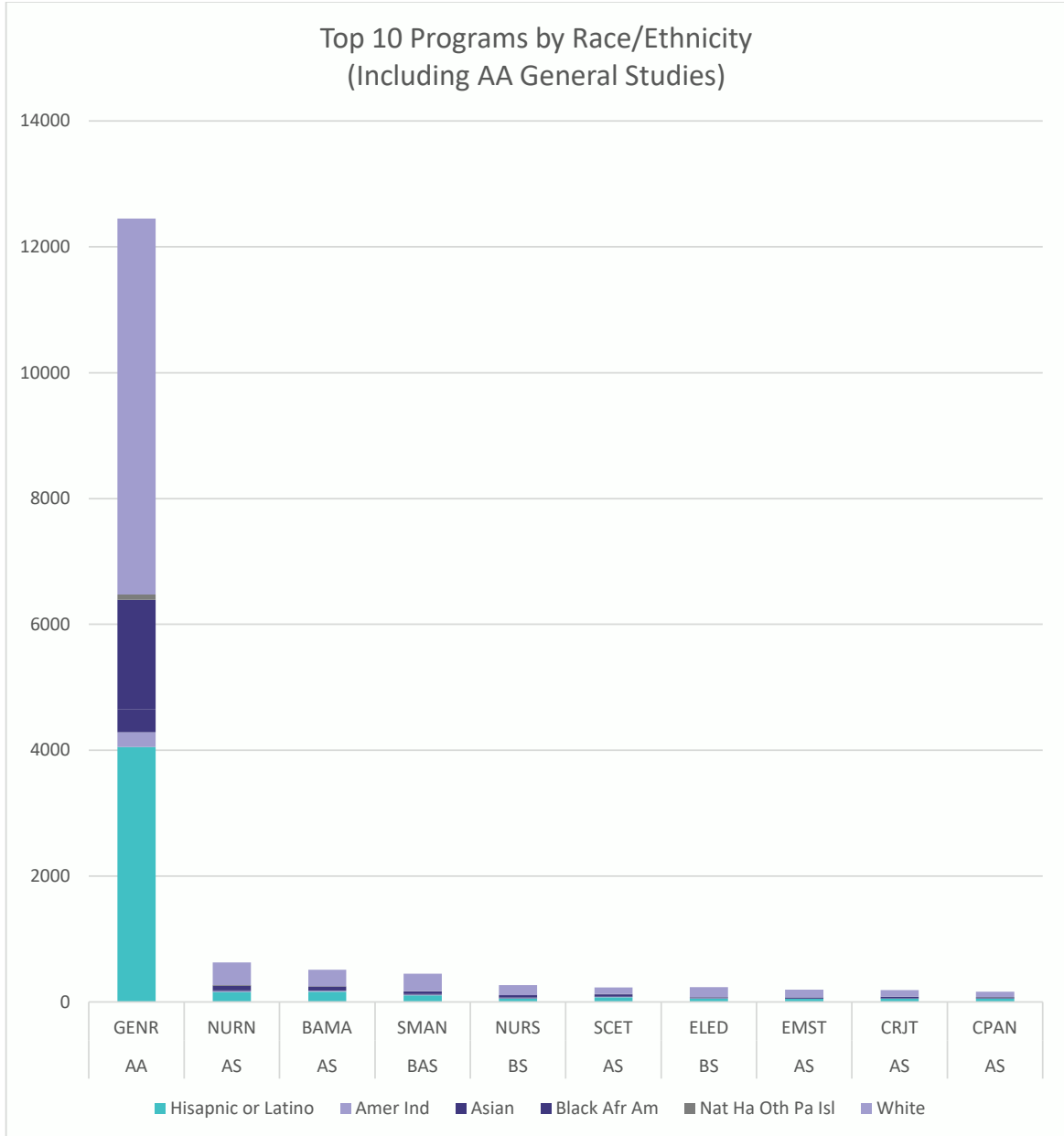
*\*Does not include AA General Education*

Figures 5a and 5b depict the number of students in the Top 10 enrolled programs by race and ethnicity. White students have the highest enrollment in all ten programs. Students that identified as Hispanic or Latino have the second highest enrollment. Black students have the third highest enrollment.



Figure 5b.

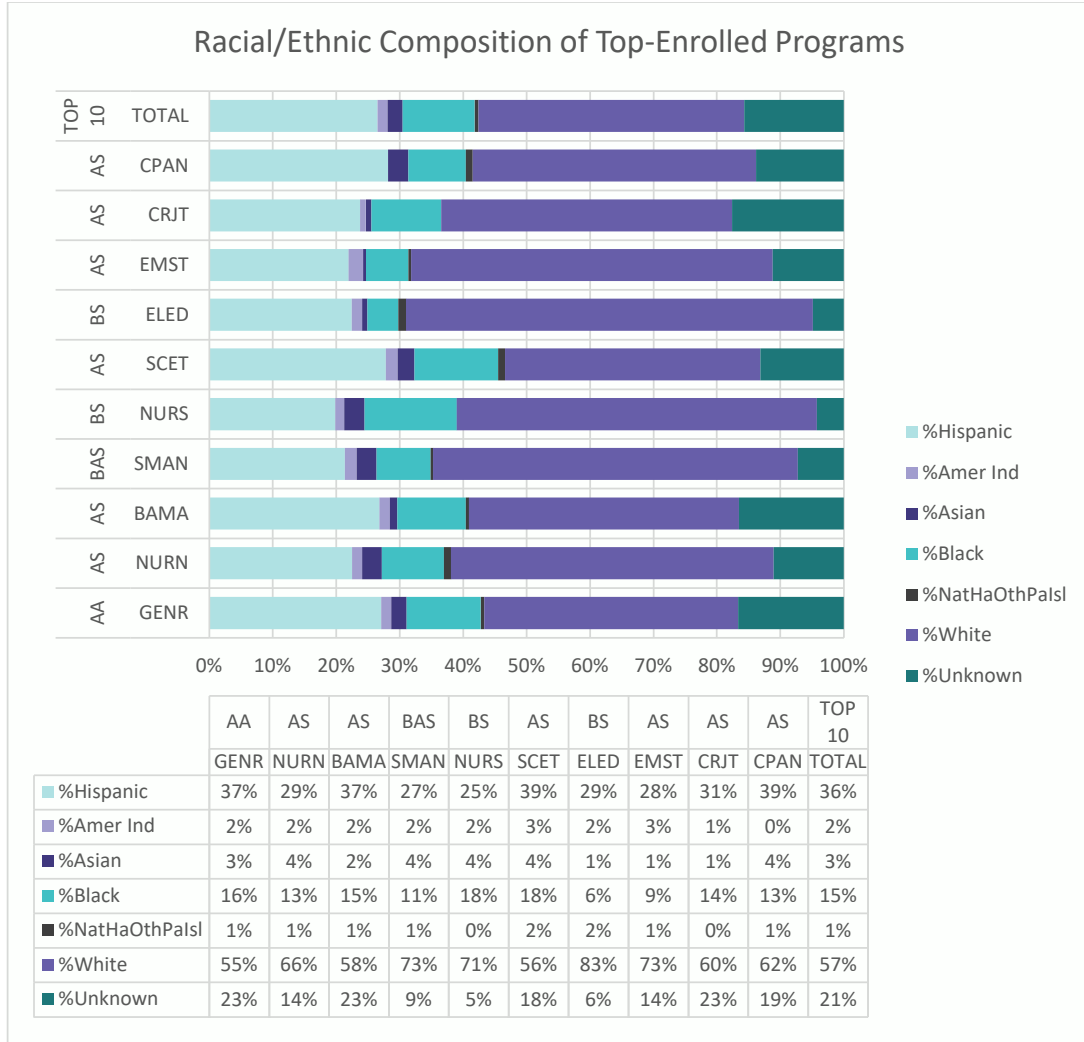
Florida SouthWestern State College: Top 10 Programs by Race/Ethnicity (Headcount)



*\*Including AA General Education*

*\*Note: Total program count could exceed total number of students enrolled in the program due to students reporting both ethnicity (Hispanic/Not Hispanic) and race (Amer Ind, Asian, Black, NatHaOthPaIsl, White, or Unknown/Not Reported).*

Figure 6.  
Florida SouthWestern State College: Racial/Ethnic Composition of Top Enrolled Programs



*\*Note: Total program percentages exceed 100% due to students reporting both ethnicity (Hispanic/Not Hispanic) and race (Amer Ind, Asian, Black, NatHaOthPalsl, White, or Unknown/Not Reported).*

Figure 6 depicts the percentage of each ethnicity/race that make up the total student enrollment. The overall percentages of the Top 10 programs combined can be found at the top of the chart and the right of the table. This percentage can be used to compare the percentages of each program to determine if an ethnicity or race is underrepresented in a specific program. For example, 15% of students enrolled in the Top 10 programs are black. Individual programs that have less than 15% black students are AS Nursing, BAS Supervision and Management, BS Elementary Education, AS Emergency Medical Service Technology, AS Criminal Justice Technology, and AS Computer Programming and Analysis.

Table 2.

Florida SouthWestern State College: Information on Top Enrolled Programs (Headcount)

Row Labels	Total Student Count	Average of AGE_DURING_TERM	Average of Overall_GPA	Count of GENDER F	Count of FGIC	Count of PELL	Count of FTIC
<b>AA</b>	<b>10890</b>	<b>21</b>	<b>2.8</b>	<b>7242</b>	<b>3951</b>	<b>3588</b>	<b>2148</b>
GENR	10890	21	2.8	7242	3951	3588	2148
<b>AS</b>	<b>1668</b>	<b>26</b>	<b>2.9</b>	<b>958</b>	<b>850</b>	<b>648</b>	<b>302</b>
BAMA	447	25	2.5	228	221	188	130
CPAN	135	24	2.7	17	65	58	39
CRJT	173	25	2.7	77	79	73	47
EMST	174	23	2.6	68	83	46	45
NURN	547	28	3.4	443	303	203	4
SCET	192	24	2.9	125	99	80	37
<b>BAS</b>	<b>379</b>	<b>30</b>	<b>3.1</b>	<b>246</b>	<b>203</b>	<b>135</b>	<b>1</b>
SMAN	379	30	3.1	246	203	135	1
<b>BS</b>	<b>416</b>	<b>29</b>	<b>3.3</b>	<b>356</b>	<b>219</b>	<b>151</b>	<b>3</b>
ELED	190	27	3.3	166	103	98	3
NURS	226	31	3.4	190	116	53	
<b>Grand Total</b>	<b>13353</b>	<b>22</b>	<b>2.8</b>	<b>8802</b>	<b>5223</b>	<b>4522</b>	<b>2454</b>

The data located in Table 2 is a count of the number of students in each of the Top 10 enrolled programs. The table also includes the average age and GPA of students in each program, as well as the number of students in each program that are female (F), first generation in college (FGIC), recipient of a Pell grant (PELL), and first time in college (FTIC).

Table 3.

Florida SouthWestern State College: Information on Top Enrolled Programs (Percentage)

Program Title	Stud. Count	% Black	% Hispanic	% White	% Female	% PELL	% FTIC	% FGIC
1. AA General Studies	10890	16%	37%	55%	67%	33%	20%	36%
2. AS Nursing	547	13%	29%	66%	81%	37%	1%	55%
3. AS Business Admin/Management	447	15%	37%	58%	51%	42%	29%	49%
4. BAS Supervision & Management	379	11%	27%	73%	65%	36%	0%	54%
5. BS Nursing	226	18%	25%	71%	84%	23%	0%	51%
6. AS Science & Engineering Technology	192	18%	39%	56%	65%	42%	19%	52%
7. BS Elementary Education	190	6%	29%	83%	87%	52%	2%	54%
8. AS Emergency Medical Service Technology	174	9%	28%	73%	39%	26%	26%	48%
9. AS Criminal Justice Technology	173	14%	31%	60%	45%	42%	27%	46%
10. AS Computer Prog & Analysis	135	13%	39%	62%	13%	43%	29%	48%

The data located in Table 3 contains student demographics for the Top 10 enrolled programs. The table includes a count of the number of students in each of the Top 10 enrolled programs, as well as the percentage of students in each program that are black, white, Hispanic, female, first generation in college (FGIC), recipient of a Pell grant (PELL), and first time in college (FTIC).

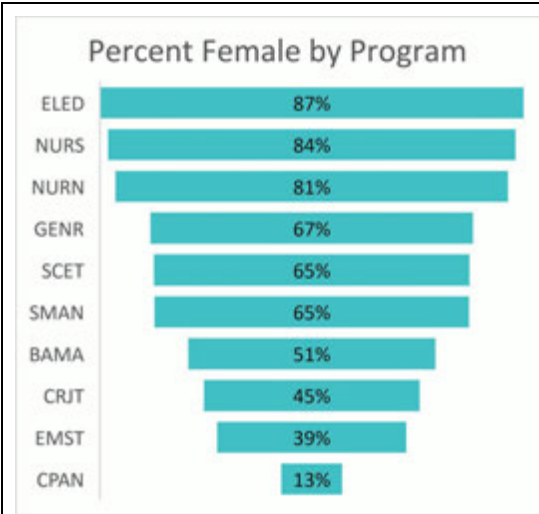


Figure 7a.  
Florida SouthWestern State College:  
Percent Female by Program

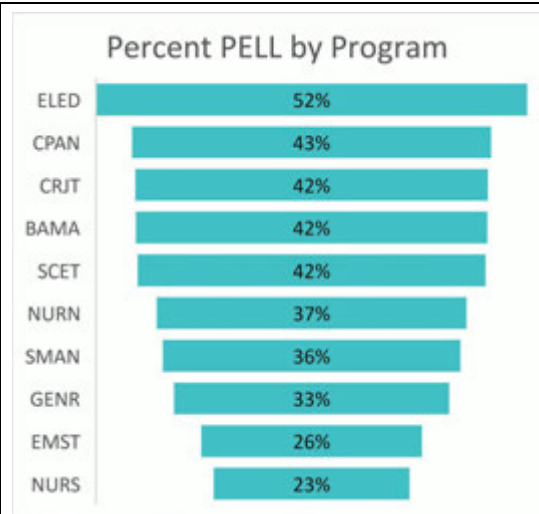


Figure 7b.  
Florida SouthWestern State College:  
Percent PELL by Program

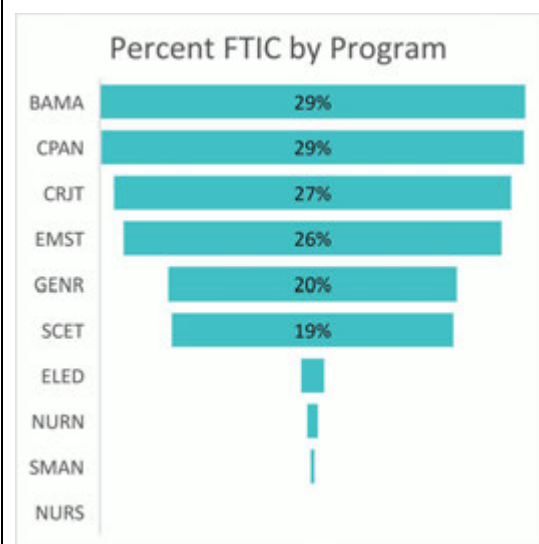


Figure 7c.  
Florida SouthWestern State College:  
Percent FTIC by Program

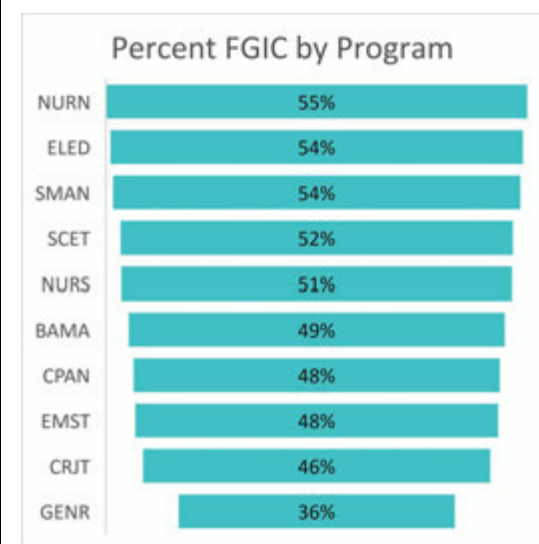


Figure 7d.  
Florida SouthWestern State College:  
Percent FGIC by Program

Figures 7a.-7d. shows the percentage of students enrolled in each of the Top 10 programs, with BS Elementary Education having the highest percentage of female students at 87% and PELL recipients at 52%. AS Business Administration and Management has the highest percentage of first time in college students. AS Nursing has the highest percentage of first generation in college students.

Figure 8.

Florida SouthWestern State College: Top Enrolled Programs Fall 2019 v. Fall 2020

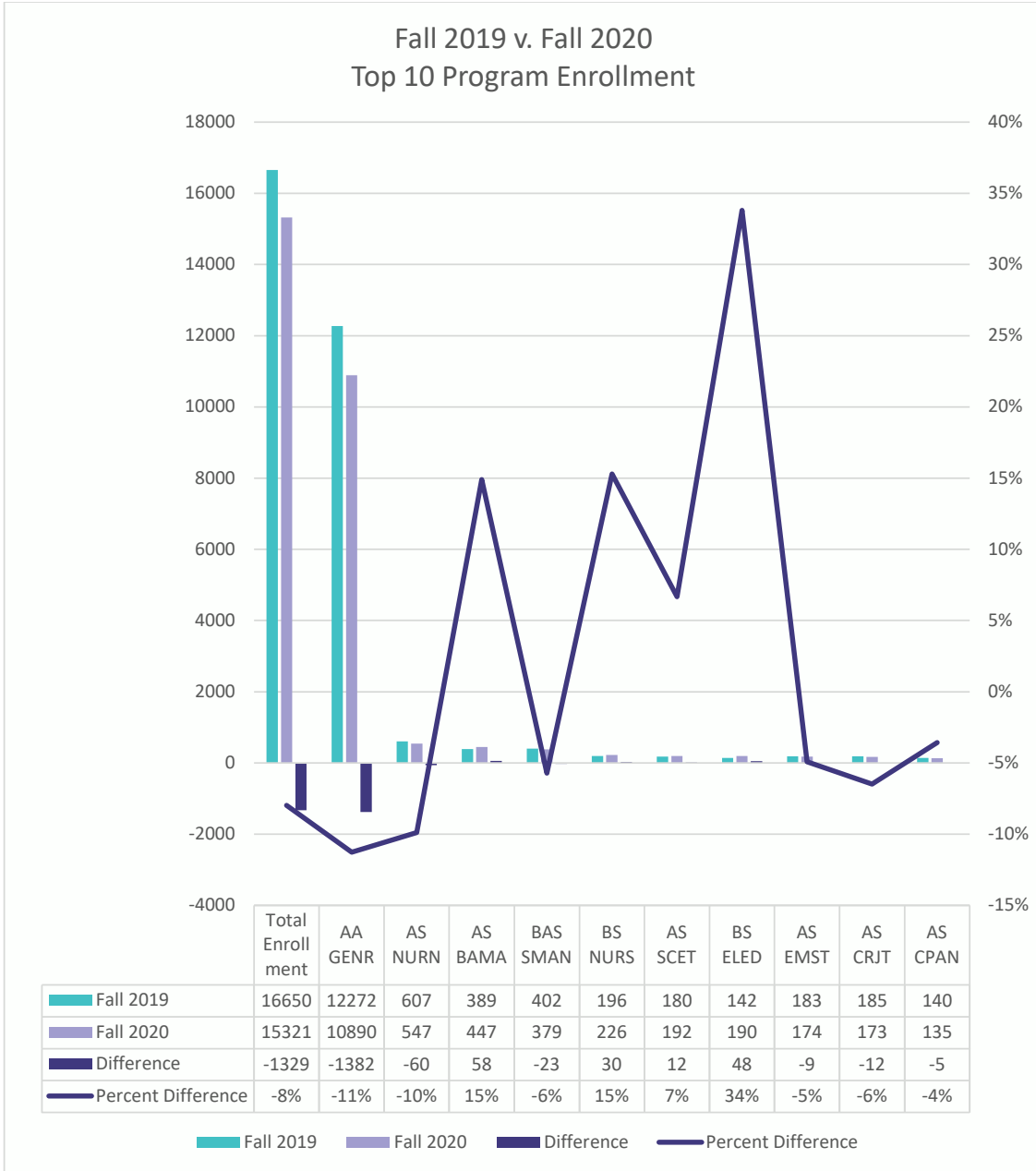


Figure 8 depicts a comparison of the Top 10 enrolled programs in Fall 2019 to those in Fall 2020. Overall, Florida SouthWestern State College had an 8% decrease in enrollment. The largest decrease was in AA General Studies with an 11% drop in enrollment. The largest increase was in BS Elementary Education with a 34% increase in enrollment.

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.

<b>Resident Student Fees per Credit Hour</b>				
	<b>Lower Level Credit Programs</b>	<b>Upper Level Credit Programs</b>	<b>Career Certificate &amp; Applied Technology Diploma Programs</b>	<b>Continuing Workforce Education</b>
Tuition	\$81.21	\$91.79	\$72.03	\$106.00
Financial Aid Fee	\$4.07	\$4.59	\$7.21	\$0.00
Activity Fee	\$8.13	\$9.18	\$0.00	\$0.00
Capital Improvement Fee	\$13.88	\$13.56	\$0.00	\$0.00
Technology Fee	\$4.07	\$4.59	\$3.61	\$0.00
<b>Total</b>	<b>\$111.36</b>	<b>\$123.71</b>	<b>\$82.85</b>	<b>\$106.00</b>
<b>Fees for Total Academic Year (30 credit hours)</b>	<b>\$3,340.80</b>	<b>\$3,711.30</b>	<b>\$2,485.44</b>	<b>\$3,180.00</b>

<b>Non-Resident Student Fees per Credit Hour</b>				
	<b>Lower Level Credit Programs</b>	<b>Upper Level Credit Programs</b>	<b>Career Certificate &amp; Applied Technology Diploma Programs</b>	<b>Continuing Workforce Education</b>
Tuition (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
<b>Total</b>	<b>\$430.63</b>	<b>\$793.34</b>	<b>\$331.34</b>	<b>\$106.00</b>
<b>Fees for Total Academic Year (30 credit hours)</b>	<b>\$12,918.90</b>	<b>\$23,800.20</b>	<b>\$9,940.25</b>	<b>\$3,180.00</b>

## 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 -on-Degree Seeking	\$30.00
Application to FSW - US Citizen	\$30.00
Application to FSW - Non-US Citizen	\$60.00
Application Fee - Cardiovascular Technology Program	\$26.00
Application Fee - Dental Hygiene Program	\$15.00
Application Fee - EMS/Paramedic Program	\$15.00
Application Fee - Nursing Program	\$25.00
Application Fee - Nursing Baccalaureate Program	\$25.00
Application Fee - Radiologic Tech. Program	\$15.00
Application Fee - Respiratory Care Program	\$27.00
Application Fee - Fire Academy	\$325.00

### **OTHER FEES**

Student Access/ID Fee (New)	\$30.00
Student Access/ID Fee (Replacement)	\$15.00
Short-Term Loan Application Fee (non-refundable)	\$20.00
Tuition Installment Plan - Process Fee (non-refundable)	\$5.00
Dental Clinic Fee - Adult	\$50.00
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
Lost Library Materials	Replacement Cost
Laptop Kiosk Checkout - Overdue Fine	\$5/hour (up to \$120 max)
Lost or Replacement Laptop Fee (charged after 48 hours)	\$850



## School of Health Professions

CVT	1800L	Cardiovascular Pre Practicum I	\$75.00	NUR	1020L	Health & Wellness Across Lifespan - Prog Insurance	\$10.00
CVT	1801L	Cardiovascular Pre Practicum II	\$75.00	NUR	1020L	Health & Wellness Clinical	\$400.00
CVT	1800L	Cardiovascular Prepracticum Program Insurance	\$10.00	NUR	1020L	Health & Wellness Clinical - (Sim Lab)	\$65.00
CVT	2420C	Invasive Cardiology I	\$40.00	NUR	1025L	Health & Wellness Practicum	\$400.00
CVT	2421C	Invasive Cardiology II	\$40.00	NUR	1025L	Health & Wellness Practicum - (Sim Lab)	\$65.00
CVT	2805C	Cardiovascular Intervention Pre-Practicum	\$75.00	NUR	1034L	Health to Illness Clinical	\$400.00
CVT	2840L	Cardiovascular Technology Program Insurance	\$10.00	NUR	1034L	Health to Illness Clinical - (Sim Lab)	\$65.00
CVT	2840L	Cardiovascular Practicum II	\$40.00	NUR	1214L	Health to Illness Practicum	\$400.00
CVT	2841L	Cardiovascular Practicum III	\$40.00	NUR	1214L	Health to Illness Practicum - (Sim Lab)	\$65.00
CVT	2842L	Cardiovascular Practicum IV	\$75.00	NUR	2033L	Health Alterations Clinical	\$400.00
DEH	1002L	Dental Hygiene Preclinical	\$410.00	NUR	2033L	Health Alterations Clinical - (Sim Lab)	\$65.00
DEH	1802L	Dental Hygiene II Clinical	\$410.00	NUR	2033L	Nursing Program Insurance	\$10.00
DEH	2702L	Community Dental Health Lab	\$410.00	NUR	2244L	Complex Health Prob Clinical	\$400.00
DEH	2804L	Dental Hygiene III Clinical	\$410.00	NUR	2244L	Complex Health Prob Clinical - (Sim Lab)	\$65.00
DEH	2806L	Dental Hygiene Program Insurance	\$10.00	NUR	2440L	Child & Women's Health Clinic	\$400.00
DEH	2806L	Dental Hygiene IV Clinical	\$410.00	NUR	2440L	Child & Women's Health Clinic - (Sim Lab)	\$65.00
DEH	2808L	Dental Hygiene V Clinical	\$410.00	NUR	2941L	Clinical Preceptorship	\$400.00
DES	1020C	Dental Anatomy	\$410.00	RET	1275C	Clinical Care Techniques - Program Insurance	\$10.00
DES	1100C	Dental Hygiene Program Insurance	\$10.00	RET	1275C	Clinical Care Techniques	\$275.00
DES	1100C	Dental Materials	\$410.00	RET	1275C	Clinical Care Techniques (Sim Lab)	\$65.00
DES	1200C	Dental Radiology	\$410.00	RET	1832L	Clinical Practicum I	\$325.00
DES	2832C	Expanded Functions Lab	\$410.00	RET	2234C	Respiratory Care I	\$200.00
EMS	2661	Paramedic Field Internship	\$225.00	RET	2234C	Respiratory Care I (Sim Lab)	\$65.00
* EMS	2119L	Fundamentals of EMS Care Lab	\$340.00	RET	2254C	Respiratory Care Therapeutics	\$200.00
EMS	2421	EMT Practicum Insurance	\$10.00	RET	2264L	Respiratory Care II	\$150.00
* EMS	2421L	EMT Practicum	\$340.00	RET	2264L	Respiratory Care II - (Sim Lab)	\$65.00
* EMS	2600L	Intro to Paramedics Lab	\$275.00	RET	2714	NeoNatal Pediatrics (Sim Lab)	\$65.00
* EMS	2601L	Paramedic Lab I	\$375.00	RET	2874L	Clinical Practicum II	\$700.00
EMS	2602L	Paramedic Laboratory II	\$375.00	RET	2874L	Respiratory Care Program Insurance	\$10.00
EMS	2602L	Paramedic Laboratory II - (Sim Lab)	\$65.00	RET	2875L	Clinical Practicum III	\$700.00
EMS	2646	Paramedic Clinical Experience	\$225.00	RET	2876L	Clinical Practicum IV	\$450.00
EMS	2648	Paramedic Field Experience - Prog Insurance	\$10.00	RTE	1503L	Radiographic Positioning I Lab	\$200.00
EMS	2648	Paramedic Field Experience	\$225.00	RTE	1503L	Radiologic Tech. Program Insurance	\$10.00
FFP	0010C	Firefighter I Minimum Standards	\$850.00	RTE	1804	Radiology Practicum I	\$200.00
FFP	0020C	Firefighter I Minimum Standards	\$850.00	RTE	1814	Radiology Practicum II	\$200.00
* HIM	1000	Intro to Health Info Management	\$50.00	RTE	1824	Radiologic Tech. Program Insurance	\$10.00
HIM	2724	Basic ICD-10 Coding	\$50.00	RTE	1824	Radiology Practicum III	\$200.00
HIM	2253	Basic CPT-4 Coding	\$50.00	RTE	2834	Radiology Practicum IV	\$200.00
HIM	2729	Advanced Coding and Reimbursement	\$50.00	RTE	2844	Radiology Practicum V	\$200.00
HIM	2813	Professional Practice Experience II	\$50.00				
HIM	2940	Professional Practice Experience III	\$20.00				
HUS	2905	Directed Individual Study	\$155.00				

## School of Pure and Applied Sciences

BSC 1005L	General Biology Laboratory	\$25.00	MAC 1147	Precalculus Algebra/Trigonometry	\$30.00
BSC 1010L	Biological Science I Laboratory	\$32.00	MAC 2233	Calculus for Business and Social Sciences I	\$30.00
BSC 1011L	Biological Science II Laboratory	\$32.00	MAC 2311	Calculus with Analytic Geometry I	\$30.00
BSC 1051C	Environmental Biology: Southwest FL Ecosystem	\$32.00	MAC 2312	Calculus with Analytic Geometry II	\$30.00
BSC 1084C	Anatomy and Physiology	\$32.00	MAC 2313	Calculus with Analytic Geometry III	\$30.00
BSC 1085C	Anatomy & Physiology I	\$32.00	MAP 2302	Differential Equations	\$30.00
BSC 1086C	Anatomy & Physiology II	\$32.00	MAT 0057	Mathematics for College Success	\$30.00
CHM 2025L	Intro to College Chemistry Lab	\$35.00	MAT 1033	Intermediate Algebra	\$30.00
CHM 2032L	General Chemistry for Health Sciences Lab	\$35.00	*MCB 2010C	Microbiology	\$50.00
CHM 2045L	General Chemistry I Lab	\$65.00	MGF 1106	Mathematics for Liberal Arts I	\$30.00
CHM 2046L	General Chemistry II Lab	\$65.00	MGF 1107	Mathematics for Liberal Arts II	\$30.00
CHM 2210L	Organic Chemistry I Lab	\$93.00	OCB 1000	The Living Ocean	\$15.00
CHM 2211L	Organic Chemistry II Lab	\$92.00	OCB 1013C	Marine Science	\$32.00
ESC 1000C	Introduction to Earth Science	\$32.00	OCB 2010L	Marine Biology Lab	\$32.00
EVR 1001C	Introduction to Environmental Science	\$32.00	OCE 1001	Introduction to Oceanography	\$15.00
GLY 1010C	Physical Geology	\$33.00	PHY 1007L	Physics Health Science Laboratory	\$33.00
GLY 1100C	Historical Geology	\$33.00	PHY 1020C	Fundamentals of the Physical World	\$33.00
ISC 1001C	Foundation of Interdisciplinary Science I	\$30.00	PHY 2048L	General Physics I Lab	\$41.00
ISC 1002C	Foundation of Interdisciplinary Science II	\$30.00	PHY 2049L	General Physics II Lab	\$41.00
MAC 1105	College Algebra	\$30.00	PHY 2053L	College Physics I Lab	\$41.00
MAC 1106	Combined College Algebra/Precalculus	\$30.00	PHY 2054L	College Physics II Lab	\$41.00
MAC 1114	Trigonometry	\$30.00	STA 2023	Introduction to Statistics	\$30.00
MAC 1140	Precalculus Algebra	\$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 Arts, Humanities and Social Sciences

ART	1201C	Basic Design	\$34.00	* MVJ	1011	Applied Music - Jazz Piano	\$25.00
ART	1203C	Three-dimensional Design (Sculpture)	\$34.00	* MVJ	1012	Applied Music - Jazz Violin	\$25.00
ART	1300C	Drawing I	\$34.00	* MVJ	1013	Applied Music - Jazz Guitar	\$25.00
ART	1301C	Drawing II	\$34.00	* MVJ	1014	Applied Music - Jazz Bass	\$25.00
ART	1330C	Figure Drawing	\$34.00	* MVJ	1015	Applied Music - Jazz Flute	\$25.00
ART	2012C	Media Exploration	\$34.00	* MVJ	1016	Applied Music - Jazz Saxophone	\$25.00
ART	2205C	Color Theory	\$34.00	* MVJ	1017	Applied Music - Jazz Trumpet	\$25.00
ART	2500C	Painting I	\$34.00	* MVJ	1018	Applied Music - Jazz Trombone	\$25.00
ART	2501C	Painting II	\$34.00	* MVJ	1210	Applied Music - Jazz Saxophone	\$25.00
ART	2527C	Abstract Painting	\$34.00	* MVJ	1211	Applied Music - Jazz Voice	\$25.00
ART	2600C	Intro to Digital Art	\$37.00	* MVJ	1212	Applied Music - Jazz Violin	\$25.00
* ART	2601C	Intermediate Computer Art	\$37.00	* MVJ	1213	Applied Music - Jazz Guitar	\$25.00
ART	2616C	Digital Art & Animation	\$37.00	* MVJ	1214	Applied Music - Jazz Bass	\$25.00
ART	2750C	Ceramics I	\$34.00	* MVJ	1215	Applied Music - Jazz Flute	\$25.00
ART	2751C	Ceramics II	\$34.00	* MVJ	1216	Applied Music - Jazz Saxophone	\$25.00
AST	2002C	Astronomy	\$34.00	* MVJ	1217	Applied Music - Jazz Trumpet	\$25.00
CRW	2001	Creative Writing	\$35.00	* MVJ	1218	Applied Music - Jazz Trombone	\$25.00
CRW	2002	Creative Writing II	\$35.00	* MVJ	1219	Applied Music - Jazz Percussion	\$25.00
DIG	2118C	Digital Graphic Design	\$37.00	* MVK	1011	Pre-Principal: Piano	\$25.00
DIG	2100C	Web Design 1	\$37.00	* MVK	1012	Pre-Principal: Harpsichord	\$25.00
DIG	2251C	Digital Audio I	\$37.00	* MVK	1013	Pre-Principal: Organ	\$25.00
DIG	2280C	Digital Video and Sound	\$37.00	MVK	1211	Applied Music - Piano	\$25.00
DIG	2284C	Advance Digital Video and Sound	\$37.00	MVK	1212	Applied Music - Harpsichord	\$25.00
DIG	2205C	Basic Video Editing	\$37.00	MVK	1213	Applied Music - Organ	\$25.00
* DIG	2318C	Animation Studio	\$37.00	MVK	1311	Applied Music - Piano	\$25.00
* DIG	2626C	Artificial Intelligence	\$37.00	MVK	1312	Applied Music - Harpsichord	\$25.00
* DIG	2711C	Game Design & Gameplay	\$37.00	MVK	1313	Applied Music - Organ	\$25.00
* DIG	2972C	Digital Arts & Multimedia Production Capstone	\$37.00	MVK	2221	Applied Music - Piano	\$25.00
EAP	0200	Speech/Listening Learning Assistance	\$40.00	MVK	2222	Applied Music - Harpsichord	\$25.00
EAP	0220	Reading Learning Assistance	\$40.00	MVK	2223	Applied Music - Organ	\$25.00
EAP	0240	Writing Learning Assistance	\$40.00	MVK	2321	Applied Music - Piano	\$25.00
EAP	0260	Grammar Learning Assistance	\$40.00	MVK	2322	Applied Music - Harpsichord	\$25.00
EAP	0300	Speech/Listening Learning Assistance	\$40.00	MVK	2323	Applied Music - Organ	\$25.00
EAP	0320	Reading Learning Assistance	\$40.00	MVP	1011	Applied Music - Percussion	\$25.00
EAP	0340	Writing Learning Assistance	\$40.00	* MVP	1211	Applied Music - Percussion	\$25.00
EAP	0360	Grammar Learning Assistance	\$40.00	MVP	1311	Applied Music - Percussion	\$25.00
EAP	0400	Speech/Listening Learning Assistance	\$40.00	MVP	2221	Applied Music - Percussion	\$25.00
EAP	0420	Reading Learning Assistance	\$40.00	MVP	2321	Applied Music - Percussion	\$25.00
EAP	0440	Writing Learning Assistance	\$40.00	MVS	1011	Applied Music-- Violin	\$25.00
EAP	0460	Grammar Learning Assistance	\$40.00	* MVS	1012	Applied Music - Viola	\$25.00
EAP	1500	Speech/Listening Learning Assistance	\$50.00	* MVS	1013	Applied Music - Cello	\$25.00
EAP	1520	Reading Learning Assistance	\$50.00	* MVS	1014	Applied Music - String Bass	\$25.00
EAP	1540	Writing Learning Assistance	\$50.00	* MVS	1212	Applied Music - Viola	\$25.00
EAP	1560	Grammar Learning Assistance	\$50.00	MVS	1213	Applied Music - Cello	\$25.00

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

EAP	1640	English Academic Writing	\$50.00	MVS	1311	Applied Music - Violin	\$25.00
EAP	1600	English Academic Speech/Listening	\$50.00	MVS	1214	Applied Music - String Bass	\$25.00
EAP	1620	English Academic Reading	\$50.00	MVS	1216	Applied Music - Guitar	\$25.00
ENC	0022	Writing for College Success	\$55.00	MVS	1312	Applied Music - Viola	\$25.00
ENC	1101	Composition I	\$35.00	MVS	1313	Applied Music - Cello	\$25.00
ENC	1102	Composition II	\$35.00	MVS	1314	Applied Music - String Bass	\$25.00
* FIL	2432C	Filmmaking	\$37.00	MVS	1316	Applied Music - Guitar	\$25.00
MUM	2600C	Basic Audio Recording Technology	\$37.00	MVS	2221	Applied Music - Violin	\$25.00
MUM	2601C	Recording Techniques II	\$37.00	MVS	2222	Applied Music - Viola	\$25.00
MUM	2604C	Multi-track Mixdown Techniques	\$37.00	MVS	2223	Applied Music - Cello	\$25.00
* MUN	1100	Pep Band	\$25.00	MVS	2224	Applied Music - String Bass	\$25.00
* MUN	1120	Concert Band	\$25.00	MVS	2226	Applied Music - Guitar	\$25.00
* MUN	1210	Symphony Orchestra	\$25.00	MVS	2321	Applied Music - Violin	\$25.00
* MUN	1310	College Choir	\$25.00	MVS	2322	Applied Music - Viola	\$25.00
* MUN	1340	Vocal Ensemble	\$25.00	MVS	2323	Applied Music - Cello	\$25.00
* MUN	1410	Chamber Ensemble: String	\$25.00	MVS	2324	Applied Music - String Bass	\$25.00
* MUN	1420	Chamber Ensemble: Woodwinds	\$25.00	MVS	2326	Applied Music - Guitar	\$25.00
* MUN	1430	Chamber Ensemble: Brass	\$25.00	MVS	1211	Applied Music - Violin	\$25.00
* MUN	1440	Chamber Ensemble: Percussion	\$25.00	MVV	1011	Applied Music - Voice	\$25.00
* MUN	1480	Guitar Ensemble	\$25.00	* MVV	1211	Applied Music - Voice	\$25.00
* MUN	1481	Jazz Guitar Ensemble	\$25.00	MVV	1311	Applied Music - Voice	\$25.00
* MUN	1710	Jazz Ensemble I	\$25.00	MVV	2221	Applied Music - Voice	\$25.00
* MUN	2004	Commercial Music Ensemble	\$25.00	MVV	2321	Applied Music - Voice	\$25.00
* MUN	2120	Concert Band	\$25.00	MVW	1011	Applied Music - Flute	\$25.00
* MUN	2121	Advanced Concert Band	\$25.00	* MVW	1012	Applied Music - Oboe	\$25.00
* MUN	2210	Symphony Orchestra	\$25.00	* MVW	1013	Applied Music - Clarinet	\$25.00
* MUN	2211	Advanced Orchestra	\$25.00	* MVW	1014	Applied Music - Bassoon	\$25.00
* MUN	2310	College Choir	\$25.00	* MVW	1015	Applied Music - Saxophone	\$25.00
* MUN	2410	Chamber Orchestra -- String	\$25.00	* MVW	1211	Applied Music - Flute	\$25.00
* MUN	2420	Chamber Orchestra -- Woodwinds	\$25.00	MVW	1212	Applied Music - Oboe	\$25.00
* MUN	2430	Chamber Orchestra - Brass	\$25.00	MVW	1213	Applied Music - Clarinet	\$25.00
* MUN	2440	Chamber Orchestra - Percussion	\$25.00	MVW	1214	Applied Music - Bassoon	\$25.00
* MUN	2482	Jazz Guitar Ensemble	\$25.00	MVW	1215	Applied Music - Saxophone	\$25.00
* MUN	2490	New Music Ensemble	\$25.00	MVW	1311	Applied Music - Flute	\$25.00
* MUN	2704	Rock and Funk Ensemble	\$25.00	MVW	1312	Applied Music - Oboe	\$25.00
* MUN	2710	Jazz Ensemble II	\$25.00	MVW	1313	Applied Music - Clarinet	\$25.00
* MUN	2711	Advanced Jazz Ensemble	\$25.00	MVW	1314	Applied Music - Bassoon	\$25.00
MVB	1211	Applied Music - Trumpet	\$25.00	MVW	1315	Applied Music - Saxophone	\$25.00
MVB	1212	Applied Music - Horn	\$25.00	MVW	2221	Applied Music - Flute	\$25.00
MVB	1213	Applied Music - Trombone	\$25.00	MVW	2222	Applied Music - Oboe	\$25.00
MVB	1214	Applied Music - Baritone Horn	\$25.00	MVW	2223	Applied Music - Clarinet	\$25.00
MVB	1215	Applied Music - Tuba	\$25.00	MVW	2224	Applied Music - Bassoon	\$25.00

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

MVB	1311	Applied Music - Trumpet	\$25.00	MVW	2225	Applied Music - Saxophone	\$25.00
MVB	1312	Applied Music - Horn	\$25.00	MVW	2321	Applied Music - Flute	\$25.00
MVB	1313	Applied Music - Trumpet	\$25.00	MVW	2322	Applied Music - Oboe	\$25.00
MVB	1314	Applied Music - Baritone Horn	\$25.00	MVW	2323	Applied Music - Clarinet	\$25.00
MVB	1315	Applied Music - Tuba	\$25.00	MVW	2324	Applied Music - Bassoon	\$25.00
MVB	2221	Applied Music - Trumpet	\$25.00	MVW	2325	Applied Music - Saxophone	\$25.00
MVB	2222	Applied Music - Horn	\$25.00	PGY	1800C	Introduction to Digital Photography	\$34.00
MVB	2223	Applied Music - Trombone	\$25.00	PGY	1801C	Advanced Digital Photo	\$34.00
MVB	2224	Applied Music - Baritone Horn	\$25.00	PGY	2401C	Photography I	\$34.00
MVB	2225	Applied Music - Tuba	\$25.00	PGY	2404C	Photography II	\$34.00
MVB	2321	Applied Music - Trumpet	\$25.00	SLS	1515	Cornerstone Experience	\$30.00
MVB	2322	Applied Music - Horn	\$25.00	SPC	1017	Fundamentals of Speech Communications	\$18.00
MVB	2323	Applied Music - Trombone	\$25.00	SPC	2608	Intro to Public Speaking	\$18.00
MVB	2324	Applied Music - Baritone Horn	\$25.00	*TPA	1252C	Intro to Audiovisual Technology	\$37.00
MVB	2325	Applied Music - Tuba	\$25.00	WOH	1012	History of World Civilization to 1500	\$10.00
* MVB	1013	Applied Music - Trumpet	\$25.00	WOH	1023	History of World Civilization 1500 - 1815	\$10.00
* MVB	1014	Applied Music - Baritone Horn	\$25.00	WOH	1030	History of World Civilization 1815 - Presen	\$10.00
* MVB	1015	Applied Music - Tuba	\$25.00				

## School of Business and Technology

BCN	1040	Intro to Sustainability in Constr	\$5.00	ETD	1530	Drafting & Design	\$10.00
BCN	1230	Materials & Methods of Construction	\$5.00	ETD	2340	Advanced Computer Aided Drafting	\$10.00
BCN	1272	Blueprint Reading	\$5.00	ETD	2930	Special Topics / Capstone - Engineering	\$20.00
BCN	2710	Construction Procedures	\$5.00	PLA	1003	Intro to Paralegal Studies	\$25.00
BCT	1760	Building Codes	\$5.00	PLA	1103	Legal Research & Writing I	\$25.00
BCT	2730	Construction Management	\$5.00	PLA	2114	Legal Research & Writing II	\$25.00
BUL	2241	Business Law	\$25.00	PLA	2200	Litigation	\$25.00
CJE	1640	Intro to Crime Scene Technology	\$5.00	PLA	2202	Torts	\$25.00
CJE	2602	Computerized Crime Scene Graphic	\$25.00	PLA	2600	Wills, Trusts & Probate Admin	\$25.00
CJE	2643	Advanced Crime Scene Technology	\$20.00	PLA	2610	Real Estate Law & Property	\$25.00
CJE	2649	Forensic Death Investigation	\$40.00	PLA	2763	Law Office Management	\$25.00
CJE	2670	Introduction for Forensic Science	\$10.00	PLA	2800	Family Law	\$25.00
CJE	2671	Latent Fingerprint Development	\$15.00	PLA	2880	Construction Law	\$25.00
CJE	2677	Modern Fingerprinting Technology	\$35.00	PLA	2942	Paralegal Internship-Malpractice Insurance	\$10.00
CJE	2770	Crime Scene Photography	\$15.00	PLA	2930	Special Topics / Capstone - Paralegal	\$25.00
EGS	1001	Intro to Engineering	\$5.00	SUR	1100	Surveying	\$10.00
ETD	1103	Engineering Graphics I - AutoCAD	\$10.00	SUR	2140	Advanced Surveying	\$10.00
ETD	1320	Computer Aided Drafting	\$10.00				

## Summary of Course Fee Changes

Effective July 1, 2021

### Course Fee Increases

#### School of Arts, Humanities and Social Sciences

<u>Course Number</u>	<u>Course Title</u>	<u>Current Fee</u>	<u>Proposed Fee</u>
DIG 2318C	Animation Studio	\$0	\$37
DIG 2626C	Artificial Intelligence	\$0	\$37
DIG 2711C	Game Design & Gameplay	\$0	\$37
DIG 2972C	Digitals Arts & Multimedia Production Capstone	\$0	\$37
FIL 2432C	Filmmaking	\$0	\$37
ART 2601C	Intermediate Computer Art	\$0	\$37
TPA 1252C	Intro to Audiovisual Technology	\$0	\$37
MVJ 1011	Applied Music - Jazz Piano	\$0	\$25
MVJ 1012	Applied Music - Jazz Violin	\$0	\$25
MVJ 1013	Applied Music - Jazz Guitar	\$0	\$25
MVJ 1014	Applied Music - Jazz Bass	\$0	\$25
MVJ 1015	Applied Music - Jazz Flute	\$0	\$25
MVJ 1016	Applied Music - Jazz Saxophone	\$0	\$25
MVJ 1017	Applied Music - Jazz Trumpet	\$0	\$25
MVJ 1018	Applied Music - Jazz Trombone	\$0	\$25
MVJ 1210	Applied Music - Jazz Saxophone	\$0	\$25
MVJ 1211	Applied Music - Jazz Voice	\$0	\$25
MVJ 1212	Applied Music - Jazz Violin	\$0	\$25
MVJ 1213	Applied Music - Jazz Guitar	\$0	\$25
MVJ 1214	Applied Music - Jazz Bass	\$0	\$25
MVJ 1215	Applied Music - Jazz Flute	\$0	\$25
MVJ 1216	Applied Music - Jazz Saxophone	\$0	\$25
MVJ 1217	Applied Music - Jazz Trumpet	\$0	\$25
MVJ 1218	Applied Music - Jazz Trombone	\$0	\$25
MVJ 1219	Applied Music - Jazz Percussion	\$0	\$25
MVB 1013	Applied Music - Trumpet	\$0	\$25
MVB 1014	Applied Music - Baritone Horn	\$0	\$25
MVB 1015	Applied Music - Tuba	\$0	\$25
MVS 1011	Applied Music-- Violin	\$0	\$25



<b>Course Number</b>	<b>Course Title</b>	<b>Current Fee</b>	<b>Proposed Fee</b>
MVS 1012	Applied Music - Viola	\$0	\$25
MVS 1013	Applied Music - Cello	\$0	\$25
MVS 1014	Applied Music - String Bass	\$0	\$25
MVV 1011	Applied Music - Voice	\$0	\$25
MVW 1011	Applied Music - Flute	\$0	\$25
MVW 1012	Applied Music - Oboe	\$0	\$25
MVW 1013	Applied Music - Clarinet	\$0	\$25
MVW 1014	Applied Music - Bassoon	\$0	\$25
MVW 1015	Applied Music - Saxophone	\$0	\$25
MVP 1011	Applied Music - Percussion	\$0	\$25
MUN 1100	Pep Band	\$0	\$25
MUN 1120	Concert Band	\$0	\$25
MUN 1210	Symphony Orchestra	\$0	\$25
MUN 1310	College Choir	\$0	\$25
MUN 1340	Vocal Ensemble	\$0	\$25
MUN 1410	Chamber Ensemble: String	\$0	\$25
MUN 1420	Chamber Ensemble: Woodwinds	\$0	\$25
MUN 1430	Chamber Ensemble: Brass	\$0	\$25
MUN 1440	Chamber Ensemble: Percussion	\$0	\$25
MUN 1480	Guitar Ensemble	\$0	\$25
MUN 1481	Jazz Guitar Ensemble	\$0	\$25
MUN 1710	Jazz Ensemble I	\$0	\$25
MUN 2004	Commercial Music Ensemble	\$0	\$25
MUN 2120	Concert Band	\$0	\$25
MUN 2121	Advanced Concert Band	\$0	\$25
MUN 2210	Symphony Orchestra	\$0	\$25
MUN 2211	Advanced Orchestra	\$0	\$25
MUN 2310	College Choir	\$0	\$25
MUN 2410	Chamber Orchestra -- String	\$0	\$25
MUN 2420	Chamber Orchestra – Woodwinds	\$0	\$25
MUN 2430	Chamber Orchestra - Brass	\$0	\$25
MUN 2440	Chamber Orchestra - Percussion	\$0	\$25

<b>Course Number</b>	<b>Course Title</b>	<b>Current Fee</b>	<b>Proposed Fee</b>
MUN 2482	Jazz Guitar Ensemble	\$0	\$25
MUN 2490	New Music Ensemble	\$0	\$25
MUN 2704	Rock and Funk Ensemble	\$0	\$25
MUN 2710	Jazz Ensemble II	\$0	\$25
MUN 2711	Advanced Jazz Ensemble	\$0	\$25
MVK 1011	Pre-Principal: Piano	\$0	\$25
MVK 1012	Pre-Principal: Harpsichord	\$0	\$25
MVK 1013	Pre-Principal: Organ	\$0	\$25

### **School of Health Professions**

<b>Course Number</b>	<b>Course Title</b>	<b>Current Fee</b>	<b>Proposed Fee</b>
HIM 1000	Intro to Health Info Management	\$0	\$50
EMS 2421L	EMT Practicum	\$0	\$340
EMS 2600L	Intro to Paramedics Lab	\$0	\$275
EMS 2601L	Paramedic Lab I	\$0	\$375
EMS 2119L	Fundamentals of EMS Care Lab	\$275	\$340

### **School of Pure & Applied Sciences**

<b>Course Number</b>	<b>Course Title</b>	<b>Current Fee</b>	<b>Proposed Fee</b>
MCB 2010C	Microbiology	\$32	\$50

### **Course Fee Decreases**

### **School of Arts, Humanities & Social Sciences**

<b>Course Number</b>	<b>Course Title</b>	<b>Current Fee</b>	<b>Proposed Fee</b>
DIG 2205C	Basic Video Editing	\$47	\$37
DIG 2251C	Digital Audio I	\$47	\$37
DIG 2280C	Digital Video & Sound	\$47	\$37
DIG 2284C	Adv. Digital Video & Sound	\$47	\$37
MUM 2600C	Basic Audio Recording Technology	\$47	\$37
MUM 2601C	Recording Techniques II	\$47	\$37
MUM 2604C	Multi-track Mixdown Techniques	\$47	\$37

<b>Course Number</b>	<b>Course Title</b>	<b>Current Fee</b>	<b>Proposed Fee</b>
ART 2600C	Introduction to Digital Art	\$47	\$37
ART 2616C	Digital Art and Animation	\$47	\$37
DIG 2118C	Digital Graphic Design	\$47	\$37
DIG 2100C	Web Design I	\$47	\$37
MVB 1311	Applied Music - Trumpet	\$100	\$25
MVB 1312	Applied Music - Horn	\$100	\$25
MVB 1313	Applied Music - Trombone	\$100	\$25
MVB 1314	Applied Music - Baritone Horn	\$100	\$25
MVB 1315	Applied Music - Tuba	\$100	\$25
MVB 2321	Applied Music - Trumpet	\$100	\$25
MVB 2322	Applied Music - Horn	\$100	\$25
MVB 2323	Applied Music - Trombone	\$100	\$25
MVB 2324	Applied Music - Baritone Horn	\$100	\$25
MVB 2325	Applied Music - Tuba	\$100	\$25
MVK 1311	Applied Music - Piano	\$100	\$25
MVK 1312	Applied Music – Harpsichord	\$100	\$25
MVK 1313	Applied Music - Organ	\$100	\$25
MVK 2321	Applied Music - Piano	\$100	\$25
MVK 2322	Applied Music - Harpsichord	\$100	\$25
MVK 2323	Applied Music - Organ	\$100	\$25
MVS 1311	Applied Music - Violin	\$100	\$25
MVS 1312	Applied Music - Viola	\$100	\$25
MVS 1314	Applied Music - String Bass	\$100	\$25
MVS 1316	Applied Music - Guitar	\$100	\$25
MVS 2321	Applied Music - Violin	\$100	\$25
MVS 2322	Applied Music - Viola	\$100	\$25
MVS 2323	Applied Music - Cello	\$100	\$25
MVW 1311	Applied Music - Flute	\$100	\$25
MVW 1312	Applied Music - Oboe	\$100	\$25
MVW 1313	Applied Music - Clarinet	\$100	\$25
MVW 1314	Applied Music - Bassoon	\$100	\$25
MVW 1315	Applied Music - Saxophone	\$100	\$25

<b>Course Number</b>	<b>Course Title</b>	<b>Current Fee</b>	<b>Proposed Fee</b>
MVW 2321	Applied Music - Flute	\$100	\$25
MVW 2322	Applied Music - Oboe	\$100	\$25
MVW 2323	Applied Music - Clarinet	\$100	\$25
MVW 2324	Applied Music - Bassoon	\$100	\$25
MVW 2325	Applied Music - Saxophone	\$100	\$25
MVP 1311	Applied Music - Percussion	\$100	\$25
MVP 2321	Applied Music - Percussion	\$100	\$25
MVB 1211	Applied Music - Trumpet	\$50	\$25
MVB 1212	Applied Music - Horn	\$50	\$25
MVB 1213	Applied Music - Trombone	\$50	\$25
MVB 1214	Applied Music - Baritone Horn	\$50	\$25
MVB 1215	Applied Music - Tuba	\$50	\$25
MVB 2221	Applied Music - Trumpet	\$50	\$25
MVB 2222	Applied Music - Horn	\$50	\$25
MVB 2223	Applied Music - Trombone	\$50	\$25
MVB 2224	Applied Music - Baritone Horn	\$50	\$25
MVB 2225	Applied Music - Tuba	\$50	\$25
MVK 1211	Applied Music - Piano	\$50	\$25
MVK 1212	Applied Music - Harpsichord	\$50	\$25
MVK 1213	Applied Music - Organ	\$50	\$25
MVK 2221	Applied Music - Piano	\$50	\$25
MVK 2222	Applied Music - Harpsichord	\$50	\$25
MVK 2223	Applied Music - Organ	\$50	\$25
MVS 1211	Applied Music - Violin	\$50	\$25
MVS 1212	Applied Music - Viola	\$50	\$25
MVS 1213	Applied Music - Cello	\$50	\$25
MVS 1214	Applied Music - String Bass	\$50	\$25
MVS 1216	Applied Music - Guitar	\$50	\$25
MVS 1313	Applied Music - Cello	\$50	\$25
MVS 2221	Applied Music - Violin	\$50	\$25
MVS 2222	Applied Music - Viola	\$50	\$25
MVS 2223	Applied Music - Cello	\$50	\$25

<b>Course Number</b>	<b>Course Title</b>	<b>Current Fee</b>	<b>Proposed Fee</b>
MVS 2224	Applied Music - String Bass	\$50	\$25
MVS 2226	Applied Music - Guitar	\$50	\$25
MVV 1211	Applied Music - Voice	\$50	\$25
MVV 2221	Applied Music - Voice	\$50	\$25
MVW 1211	Applied Music - Flute	\$50	\$25
MVW 1212	Applied Music - Oboe	\$50	\$25
MVW 1213	Applied Music – Clarinet	\$50	\$25
MVW 1214	Applied Music - Bassoon	\$50	\$25
MVW 1215	Applied Music - Saxophone	\$50	\$25
MVW 2221	Applied Music - Flute	\$50	\$25
MVW 2222	Applied Music - Oboe	\$50	\$25
MVW 2223	Applied Music - Clarinet	\$50	\$25
MVW 2224	Applied Music - Bassoon	\$50	\$25
MVW 2225	Applied Music - Saxophone	\$50	\$25
MVP 1211	Applied Music - Percussion	\$50	\$25
MVP 2221	Applied Music - Percussion	\$50	\$25

#### **School of Pure & Applied Sciences**

<b>Course Number</b>	<b>Course Title</b>	<b>Current Fee</b>	<b>Proposed Fee</b>
BSC 1005L	Intro to Biological Science	\$32	\$25

#### **School of Health Professions**

<b>Course Number</b>	<b>Course Title</b>	<b>Current Fee</b>	<b>Proposed Fee</b>
FFP 1304	Fire Apparatus Operations	\$40	\$0
EMS 2119L	Fundamentals of EMS Care – Sim Lab	\$65	\$0

#### **School of Business & Technology**

<b>Course Number</b>	<b>Course Title</b>	<b>Current Fee</b>	<b>Proposed Fee</b>
ACG 2930	Special Topics/ Capstone - Accounting	\$30	\$0
GEB 2930	Special Topics/ Capstone - Business	\$35	\$0
ACG 3024	Accounting for Non-Accounting Majors	\$20	\$0
ACG 3074	Managerial Accounting/N on-Accounting Major	\$20	\$0

<b>Course Number</b>	<b>Course Title</b>	<b>Current Fee</b>	<b>Proposed Fee</b>
ACG 3113	Intermediate Accounting II	\$20	\$0
ACG 3341	Cost Accounting	\$20	\$0
ACG 3401	Accounting Information Systems	\$20	\$0
ACG 3632	Auditing Theory & Application	\$20	\$0
ACG 4123	Intermediate Accounting III	\$20	\$0
ENT 3003	Entrepreneurship I	\$10	\$0
ENT 3172	Special Role of Franchising	\$20	\$0
ENT 4004	Entrepreneurship II	\$10	\$0
FIN 3400	Financial Management I	\$20	\$0
FIN 3414	Financial Management II	\$20	\$0
MAN 3081	Intro to E-Business	\$10	\$0
MAN 3864	Managing Family Business	\$10	\$0
MAN 4441	Negotiation	\$10	\$0
MAN 4570	Retail Logistics Management	\$10	\$0
MAN 4723	Strategic Management Capstone	\$30	\$0
MAN 4915	Management Capstone	\$30	\$0
MAR 3231	Retailing Management I	\$10	\$0
MAR 3232	Retailing Management II	\$10	\$0
MAR 3860	Salesmanship & Customer Relationship Mgmt.	\$10	\$0
CAP 2140	Digital Forensics I	\$20	\$0
CGS 4183	Web Design for E-commerce	\$15	\$0
CIS 4891	Senior Capstone Project	\$10	\$0
CNT 3504	Networks & Distrib Processing	\$15	\$0
CNT 4514	Wireless Network/Portable Devices	\$15	\$0
CNT 4524	Mobile Security	\$15	\$0
CTS 4408	Database Administration	\$15	\$0
ISM 4153	Enterprise Information Systems	\$15	\$0
ISM 4220	Distrib Information Systems	\$10	\$0
ISM 4323	Information Security Policy Admin	\$10	\$0
CJE 2711	Criminal Justice Capstone	\$20	\$0
CJL 26 10	Courtroom Presentation of Scientific Evidence	\$5	\$0
BCT 2708	Advanced Construction Project Mgmt	\$5	\$0

<b>Course Number</b>	<b>Course Title</b>	<b>Current Fee</b>	<b>Proposed Fee</b>
EET 1084	Introduction to Electronics	\$25	\$0
ETI 1110	Intro to Quality Assurance	\$25	\$0
ETI 1420	MFG Processes and Materials	\$25	\$0
ETI 1701	Industrial Safety	\$25	\$0
ETM 1010	Measurement & Instrumentation	\$25	\$0
GIS 1040	Geographic Information Systems	\$20	\$0
GIS 1045	Geo. Info. Systems Customization	\$20	\$0

# Wage & Salary Schedule

2021-2022



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.

Florida SouthWestern State College  
Office of Human Resources  
8099 College Parkway  
Fort Myers, FL 33919  
(239) 489-9293



## 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 established high and low end of the salary range is 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, and the 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

## **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, pregnancy, 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

<b>Job Code</b>	<b>Title</b>	<b>Minimum</b>
1000	President*	---
1120	Chief of Staff	\$112,472.00
3771	Provost	\$112,472.00
3912	Vice President of Operations/Chief Financial Officer	\$112,472.00
3772	Vice Provost, Academic Affairs	\$112,472.00
3773	Vice Provost, Student Affairs	\$112,472.00
3877	Vice Provost, Workforce Programs	\$112,472.00
3850	Chief Human Resources & Organizational Development Officer	\$112,472.00
3907	Chief Information Officer (CIO)/Associate VP, IT & eLearning	\$112,472.00
3909	General Counsel and Government Relations Liaison	\$112,472.00
3858	Executive Director, FSW Foundation	\$112,472.00
3936	Executive Director, Marketing and Media	\$112,472.00

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

**College Administrators**

<b>Job Code</b>	<b>Title</b>	<b>Minimum</b>	<b>Maximum</b>
3915	Associate Vice Provost, Enrollment Services	\$95,000.00	\$145,800.00
3867	Senior Director, Development & Major Gifts	\$95,000.00	\$145,800.00
3827	Assistant Vice President, Budget & Financial Planning	\$90,000.00	\$145,800.00
3797	Assistant Vice President, Institutional Research, Assessment, and Effectiveness	\$90,000.00	\$145,480.00
3914	Assistant Vice Provost, Online Learning	\$90,000.00	\$145,800.00
3938	Assistant Vice Provost, Student Success	\$90,000.00	\$145,800.00
3765	Campus Director	\$90,000.00	\$145,800.00
3822	Chief of Police	\$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
3828	Director, Facilities Management and Construction	\$85,000.00	\$139,944.00
3782	Director, Finance and Accounting	\$85,000.00	\$139,944.00
2315	Director, Hendry/Glades Center	\$85,000.00	\$139,944.00
3210	Registrar	\$85,000.00	\$139,944.00
3929	Director, Application Development and Administration	\$85,000.00	\$139,944.00
3617	Director, Academic Advising	\$80,000.00	\$131,712.00
3222	Director, Student Financial Aid	\$80,000.00	\$131,712.00
3732	Director, eLearning	\$75,000.00	\$123,480.00
3438	Director, Intercollegiate Athletics	\$75,000.00	\$123,480.00
3859	Director, Library Services	\$75,000.00	\$123,480.00
3945	Director, Quality Enhancement Plan (QEP)	\$75,000.00	\$123,480.00
2150	Associate Dean, Arts, Humanities, and Social Sciences	\$70,000.00	\$115,248.00

<b>Job Code</b>	<b>Title</b>	<b>Minimum</b>	<b>Maximum</b>
2151	Associate Dean, Nursing Programs	\$70,000.00	\$115,248.00
2112	Associate Dean, Health Professions	\$70,000.00	\$115,248.00
3815	Chief Development Officer, Foundation	\$70,000.00	\$115,248.00
3818	Chief Operations Officer, Foundation	\$70,000.00	\$115,248.00
2140	Director, Housing and Residence Life	\$70,000.00	\$115,248.00
2112	Associate Dean, School of Business and Technology	\$65,000.00	\$107,016.00
3193	Director, Admissions	\$65,000.00	\$107,016.00
3933	Director, Exploratory Institutional Research	\$65,000.00	\$107,016.00
3745	Director, International Education	\$65,000.00	\$107,016.00
3813	Director, Marketing and Media	\$65,000.00	\$107,016.00
3718	Director, Strategic Initiatives	\$65,000.00	\$107,016.00
3667	Director, Student Engagement	\$65,000.00	\$107,016.00
3889	Senior Associate Director, SFA	\$65,000.00	\$107,016.00
3396	Director, Academic Support Programs	\$60,000.00	\$98,784.00
3764	Director, Accelerated Pathways Programs	\$60,000.00	\$98,784.00
3076	Director, Exhibitions and Collections	\$60,000.00	\$98,784.00
2143	Director, Corporate Training and Services	\$55,000.00	\$90,552.00
3851	Director, Corporate Training and Services, School of Health Professions	\$55,000.00	\$90,552.00
3201	Director, Procurement Services	\$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	\$35,568.00	\$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 workweek (Monday-Sunday). Overtime for non-exempt employees requires supervisory approval.



<b>Job Title</b>	<b>Job Code</b>	<b>FLSA</b>	<b>Pay Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Access Services Coordinator	3918	E	22	\$39,337.81	\$64,765.76
Accountant I	3661	E	20	\$35,568.00	\$58,744.46
Accountant II	3806	E	24	\$43,369.93	\$71,404.26
Accounts Payable Specialist I	3660	NE	16	\$29,354.48	\$48,329.21
Accounts Payable Specialist II	3807	NE	18	\$32,363.31	\$53,282.96
Accounts Payable Supervisor	3502	E	23	\$41,304.70	\$68,004.05
Accounts Receivable Collections Specialist****	3775	E	19	\$33,981.48	\$55,947.10
Accounts Receivable Specialist I	3727	NE	16	\$29,354.48	\$48,329.21
Accounts Receivable Specialist II****	3726	E	18	\$32,363.31	\$53,282.96
Administrative Assistant****	3465	E	16	\$29,354.48	\$48,329.21
Administrative Coordinator, Academic Affairs	3800	E	25	\$45,538.43	\$74,974.46
Administrative Coordinator, Administrative Services	3823	E	25	\$45,538.43	\$74,974.46
Administrative Coordinator, Student Affairs	3681	E	25	\$45,538.43	\$74,974.46
Administrative Coordinator, Workforce Programs	3398	E	25	\$45,538.43	\$74,974.46
Admissions Counselor	3442	E	20	\$35,568.00	\$58,744.46
Admissions Counselor II	3885	E	22	\$39,337.81	\$64,765.76
Admissions Processing Specialist I	4121	NE	14	\$26,300.00	\$42,477.12
Admissions Processing Specialist II	3752	NE	16	\$29,354.48	\$48,329.21
Adult Learner Services Coordinator	3950	E	26	\$47,815.35	\$78,723.19
Advising Operations Specialist	3825	E	20	\$35,568.00	\$58,744.46
Application Development Specialist	3582	E	23	\$41,304.70	\$68,004.05
Application Support Analyst	3926	E	27	\$50,206.12	\$82,659.34
Applications Support Specialist	3545	E	25	\$45,538.43	\$74,974.46
Application Support & Security Analyst	3930	E	27	\$50,206.12	\$82,659.34
Applications Systems Administrator	3339	E	29	\$55,879.41	\$91,999.87
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 Dean of Students	3781	E	28	\$52,716.42	\$86,792.31
Assistant Director, Academic Advising	3897	E	29	\$55,879.41	\$91,999.87
Assistant Director, Accounting Services	4104	E	30	\$60,000.00	\$98,784.00
Assistant Director, Adaptive Services	3749	E	26	\$47,815.35	\$78,723.19
Assistant Director, Application Development	3860	E	29	\$55,879.41	\$91,999.87
Assistant Director, Auxiliary Services	3523	E	28	\$52,716.42	\$86,792.31
Assistant Director, Campus Student Engagement	3611	E	23	\$41,304.70	\$68,004.05
Assistant Director, Financial Services	3900	E	30	\$60,000.00	\$98,784.00
Assistant Director, Web Application	3924	E	28	\$52,716.42	\$86,792.31
Assistant Instructional Designer****	3287	E	16	\$29,354.48	\$48,329.21
Associate Access Services Coordinator	3919	NE	16	\$29,354.48	\$48,329.21
Associate Director, Academic Advising, Career and Transfer Services	3656	E	30	\$60,000.00	\$98,784.00

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Associate Director, Admissions	3272	E	26	\$47,815.35	\$78,723.19
Associate Director, Auxiliary Services	3939	E	30	\$60,000.00	\$98,784.00
Associate Director, Event Services	3940	E	30	\$60,000.00	\$98,784.00
Associate Director, New Student Planning	3843	E	28	\$52,716.42	\$86,792.31
Associate Director, Recruitment Operations	3669	E	26	\$47,815.35	\$78,723.19
Associate Director, Campus Operations, Student Financial Aid	3890	E	30	\$60,000.00	\$98,784.00
Associate Director, Student Financial Aid, Compliance and Training	3795	E	30	\$60,000.00	\$98,784.00
Associate Registrar	3944	E	25	\$45,538.43	\$74,974.46
Athletic Trainer	3905	E	22	\$39,337.81	\$64,765.76
Auxiliary Services Marketing Coordinator	3635	E	23	\$41,304.70	\$68,004.05
Auxiliary Services Specialist	4483	E	20	\$35,568.00	\$50,745.67
Budget Analyst****	3331	E	19	\$33,981.48	\$55,947.10
Bursar	3499	E	28	\$52,716.42	\$86,792.31
Business Coordinator, Auxiliary Services	3949	E	23	\$41,304.70	\$68,004.05
Campus Grounds Maintenance Lead	3941	NE	19	\$33,981.48	\$55,947.10
Campus Police Coordinator	3878	NE	18	\$32,363.31	\$53,282.96
Campus Police Officer / School Resource Officer (SRO)***	4155	NE	20B	\$41,350.40	\$59,779.88
Capital Planning & Design Specialist	3844	E	29	\$55,879.41	\$91,999.87
CARE Counselor	3948	E	27	\$50,206.12	\$82,659.34
Captain, Public Safety	3792	E	30	\$60,000.00	\$98,784.00
Clinical Coordinator	3283	E	24	\$43,369.93	\$71,404.26
Clinical Coordinator, Nursing*	3581	E	26	\$47,815.35	\$78,723.19
Clinical Coordinator I, Nursing Simulation *	3906	E	26	\$47,815.35	\$78,723.19
Clinical Instructor/ Placement Coordinator (School of Education)	3809	E	29	\$55,879.41	\$91,999.87
Community Service Technician***	4160	NE	14B	\$30,139.20	\$45,314.64
Construction Manager/Building Official	3112	E	30	\$60,000.00	\$86,792.31
Continuing Education Coordinator, Health Professions****	3576	E	17	\$30,822.20	\$50,745.67
Continuing Education Specialist	3729	NE	16	\$29,354.48	\$48,329.21
Controller, Foundation	3886	E	30	\$60,000.00	\$98,784.00
Coordinator, Academic Affairs – Collier Campus	3565	E	20	\$35,568.00	\$58,744.46
Coordinator, Academic Support Programs	3689	E	20	\$35,568.00	\$58,744.46
Coordinator, Accessibility & LMS Administration	3931	E	25	\$45,538.43	\$74,974.46
Coordinator, Admissions Outreach Communications and Systems	3952	E	24	\$43,369.93	\$71,404.26
Coordinator, Arena Events and Operations	3714	E	23	\$41,304.70	\$68,004.05
Coordinator, Assessment, Accountability and Effectiveness	3746	E	24	\$43,369.93	\$71,404.26
Coordinator, Campus Experience	3953	E	24	\$43,369.93	\$71,404.26
Coordinator, Campus Student Engagement	3612	E	20	\$35,568.00	\$58,744.46
Coordinator, Campus Technology****	3590	E	19	\$33,981.48	\$55,947.10

<b>Job Title</b>	<b>Job Code</b>	<b>FLSA</b>	<b>Pay Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Coordinator, Collegiate High School Technology	3747	E	23	\$41,304.70	\$68,004.05
Coordinator, Curriculum and Catalog Systems	3784	E	24	\$43,369.93	\$71,404.26
Coordinator, Event Services	3634	E	23	\$41,304.70	\$68,004.05
Coordinator, Firefighter Program	3406	E	25	\$45,538.43	\$74,974.46
Coordinator, Fitness and Campus Recreation	3713	E	23	\$41,304.70	\$68,004.05
Coordinator, Grants and Assessments	3868	E	24	\$43,369.93	\$71,404.26
Coordinator, Hendry Glades Center Technology	3836	E	22	\$39,337.81	\$64,765.76
Coordinator, Housing and Residence Life	3670	E	20	\$35,568.00	\$58,744.46
Coordinator, Institutional Research	3869	E	24	\$43,369.93	\$71,404.26
Coordinator, Institutional Research & Reporting	3916	E	25	\$45,538.43	\$74,974.46
Coordinator, Instructional Design	3740	E	28	\$52,716.42	\$86,792.31
Coordinator, New Student Programming	3842	E	22	\$39,337.81	\$64,765.76
Coordinator, Retention and Student Success	3249	E	23	\$41,304.70	\$68,004.05
Coordinator, Risk Management and Records	3913	E	22	\$39,337.81	\$64,765.76
Coordinator, School of Education****	3810	E	19	\$33,981.48	\$55,947.10
Coordinator, Sponsorship Activation and Social Media Relations	3855	E	26	\$47,815.35	\$78,723.19
Coordinator, Student Affairs	3517	E	22	\$39,337.81	\$64,765.76
Coordinator, Student Information Systems	3363	E	29	\$55,879.41	\$91,999.87
Coordinator, Technology Refresh	3837	E	22	\$39,337.81	\$64,765.76
Coordinator, Testing Services****	3730	E	19	\$33,981.48	\$55,947.10
Coordinator, Veterans and Military Affairs	3881	E	24	\$43,369.93	\$71,404.26
Coordinator, Web Application Development	3694	E	28	\$52,716.42	\$86,792.31
CRM Systems Analyst	3756	E	28	\$52,716.42	\$86,792.31
Database Administrator, Lead	3510	E	29	\$55,879.41	\$91,999.87
Degree Audit System Specialist	3528	NE	20	\$35,568.00	\$58,744.46
Dental Clinic Assistant	4482	NE	14	\$26,300.00	\$42,477.12
Dental Clinic Manager/Instructor	3903	E	24	\$43,369.93	\$71,404.26
Dental Clinic Supervisor	4103	E	30	\$60,000.00	\$98,784.00
Director, Adaptive Services	3466	E	30	\$60,000.00	\$98,784.00
Director, Budget	3663	E	30	\$60,000.00	\$98,784.00
Director, Career Services and Internship	3895	E	26	\$47,815.35	\$78,723.19
Director, Corporate Sponsorships	3639	E	24	\$43,369.93	\$71,404.26
Director, Development	3111	E	26	\$47,815.35	\$78,723.19
Director, Facilities Planning and Space Management	3824	E	30	\$60,000.00	\$98,784.00
Director, Network Systems and Infrastructure	3487	E	30	\$60,000.00	\$98,784.00
Director of Records	3533	E	25	\$45,538.43	\$74,974.46
Director, Simulation Education	3273	E	30	\$60,000.00	\$98,784.00
Director, Teaching and Learning Center	3761	E	30	\$60,000.00	\$98,784.00
Director, Technology Services	3863	E	30	\$60,000.00	\$98,784.00
Director, Testing Services	3075	E	30	\$60,000.00	\$98,784.00
Electronic Resources Specialist	3917	NE	19	\$33,981.48	\$55,947.10

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Employee and Engagement Specialist	3826	E	21	\$37,464.58	\$61,681.68
Employment and Social Media Specialist	3709	E	23	\$41,304.70	\$68,004.05
EMS Support Specialist	3835	NE	16	\$29,354.48	\$48,329.21
Executive Assistant****	3460	E	18	\$32,363.31	\$53,282.96
Executive Assistant/Project Coordinator	3873	E	26	\$47,815.35	\$78,723.19
Exhibitions and Collections Specialist****	3651	E	18	\$32,363.31	\$53,282.96
Facilities Coordinator	3444	E	22	\$39,337.81	\$64,765.76
Facilities Scheduler	3832	NE	18	\$32,363.31	\$53,282.96
Facilities Quality Control Manager	3947	E	24	\$43,369.93	\$71,404.26
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	\$35,568.00	\$58,744.46
Financial Aid Specialist II	3644	E	22	\$39,337.81	\$64,765.76
Financial/Business Analyst	3854	E	23	\$41,304.70	\$68,004.05
Fiscal Specialist	4477	NE	18	\$32,363.31	\$53,282.96
Fiscal Specialist, Foundation	3755	NE	17	\$30,822.20	\$50,745.67
Fiscal Specialist II, Foundation****	3849	E	19	\$33,981.48	\$55,947.10
Fitness and Intramural Specialist	3715	E	20	\$35,568.00	\$58,744.46
Fixed Asset Specialist	3469	NE	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
Graphic Design Coordinator, Marketing and Media	3817	E	23	\$41,304.70	\$68,004.05
Head Athletic Trainer**	3762	E	24	\$43,369.93	\$71,404.26
Head Coach **	3509	E	Varies	\$40,000.00	\$85,000.00
Health Professions Support Specialist	3884	NE	17	\$30,822.20	\$50,745.67
Human Resources Manager, Classification and Compensation	3636	E	25	\$45,538.43	\$74,974.46
Human Resources Manager, Employee Benefits	3506	E	25	\$45,538.43	\$74,974.46
Human Resources, Manager, Employee Relations/Title IX Coordinator/Equity	3840	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 Representative, Classification and Compensation****	3395	E	17	\$30,822.20	\$50,745.67
Human Resources Representative, Classification and Operations	3395	NE	17	\$30,822.20	\$50,745.67
Human Resources Specialist I	3352	E	20	\$35,568.00	\$58,774.46
Human Resources Specialist II	3673	E	22	\$39,337.81	\$64,765.76
Information Desk Associate	3911	NE	15	\$27,956.64	\$46,027.82
Information Security Officer	3332	E	29	\$55,879.41	\$91,999.87
Information Technology Operations Coordinator	3811	E	22	\$39,337.81	\$64,765.76
Instructional Assistant	4575	NE	14	\$26,300.00	\$42,477.12
Instructional Designer	3286	E	24	\$43,369.93	\$71,404.26
Instructional Designer, Quality Assurance	3927	E	25	\$45,538.43	\$74,974.46
Institutional Research Analyst I	3426	E	20	\$35,568.00	\$58,744.46

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Instructional Technologist I	3741	NE	18	\$32,363.31	\$53,282.96
Instructional Technologist II	3760	E	21	\$37,464.58	\$61,681.68
Instructional Technologist III	3862	E	23	\$41,304.70	\$68,004.05
Investigator, Equal Opportunity Programs	3841	E	22	\$39,337.81	\$64,765.76
IT Operations Coordinator	3811	E	22	\$39,337.81	\$64,765.76
IT Project Manager	3864	E	28	\$52,716.42	\$86,792.31
Library Assistant	4380	NE	14	\$26,300.00	\$42,477.12
Library Technology Systems Specialist	3734	NE	17	\$30,822.20	\$50,745.67
Lieutenant, Public Safety	3504	E	28	\$52,716.42	\$86,792.31
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, Academic & Event Technology	3865	E	26	\$47,815.35	\$78,723.19
Manager, Administrative & System Technology	3866	E	26	\$47,815.35	\$78,723.19
Manager, Facilities and Small Projects	3831	E	29	\$55,879.41	\$91,999.87
Manager, Technology Support Services	3870	E	26	\$47,815.35	\$78,723.19
Marketing and Communications Coordinator, Student Affairs	3921	E	23	\$41,304.70	\$68,004.05
Marketing and Technology Coordinator, TLC	3910	E	23	\$41,304.70	\$68,004.05
Media Coordinator, Marketing and Media	3815	E	23	\$41,304.70	\$68,004.05
Network Administrator I	3743	E	25	\$45,538.43	\$74,974.46
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 Systems Administrator I	3922	E	25	\$45,538.43	\$74,974.46
Network Systems Administrator II	3706	E	28	\$52,716.42	\$86,792.31
Network Technician	3540	E	21	\$37,464.58	\$61,681.68
Network Technician – Wireless	3846	NE	19	\$33,981.48	\$55,947.10
Nursing Support Specialist	4206	E	20	\$35,568.00	\$58,744.46
Office Assistant	4473	NE	12	\$24,150.00	\$36,220.80
Online Learning Analyst	3942	E	23	\$41,304.70	\$68,004.05
Operations Associate, Teaching and Learning Center	3787	NE	13	\$25,150.00	\$39,760.56
Payroll Coordinator	3852	E	23	\$41,304.70	\$68,004.05
Payroll Manager	3587	E	27	\$50,206.12	\$82,659.34
Payroll Specialist I	4187	NE	20	\$35,568.00	\$58,744.46
Procurement Specialist I	3820	NE	17	\$30,822.20	\$50,745.67
Procurement Specialist II	3821	NE	19	\$33,981.48	\$55,947.10
Program Coordinator, EMS	3789	E	30	\$60,000.00	\$98,784.00
Program Director	3230	E	29	\$55,879.41	\$91,999.87
Program Director, AS CVT	3935	E	30	\$60,000.00	\$98,784.00
Program Director, BSN	3738	E	30	\$60,000.00	\$98,784.00
Program Director, Human Services	3902	E	29	\$55,879.41	\$91,999.87
Program Director, Nursing	3738	E	30	\$60,000.00	\$98,784.00
Program Specialist, Center for International Education	3780	E	20	\$35,568.00	\$58,744.46
Project Coordinator	3461	E	22	\$39,337.81	\$64,765.76
Purchasing Card Specialist****	3207	E	19	\$33,981.48	\$55,947.10

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Receiving and Distribution Clerk	4500	NE	12	\$24,150.00	\$36,220.80
Receiving and Distribution Supervisor*	4171	E	20	\$35,568.00	\$58,744.46
Records and Articulation Coordinator	3683	E	22	\$39,337.81	\$64,765.76
Records Assistant	3785	NE	12	\$24,150.00	\$36,220.80
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 and Information Specialist, FSWCHS	3872	E	20	\$35,568.00	\$58,744.46
Registration Manager	3943	E	22	\$39,337.81	\$64,765.76
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	NE	14	\$26,300.00	\$42,477.12
School Counselor, FSWCHS	6302/6502	E	25	\$45,538.43	\$74,974.46
Science Lab Manager	3379	E	20	\$35,568.00	\$58,744.46
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, Academic Advising	3898	E	28	\$52,716.42	\$86,798.31
Senior Coordinator, Academic Scheduling	3932	E	25	\$45,538.43	\$74,974.46
Senior Coordinator, Academic Support Programs	3882	E	24	\$43,369.93	\$71,404.26
Senior Coordinator, International Student Services	3805	E	26	\$47,815.35	\$78,723.19
Senior Coordinator, Testing Services	3951	E	22	\$39,337.81	\$64,765.76
Senior Director, Development	3388	E	30	\$60,000.00	\$98,784.00
Senior Financial Aid Officer	3750	E	24	\$43,369.93	\$71,404.26
Senior Financial Aid Officer, Athletics, Scholarships, and State Programs	3802	E	25	\$45,538.43	\$74,974.46
Senior Financial Aid Officer, Campus Lead	3647	E	24	\$43,369.93	\$71,404.26
Senior Financial Aid Officer, Communication and Outreach	3725	E	24	\$43,369.93	\$71,404.26
Senior Financial Aid Officer, Federal Programs and Operations	3899	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, Training and Compliance	3891	E	24	\$43,369.93	\$71,404.26
Senior Foundation Specialist	3766	E	21	\$37,464.58	\$61,681.68
Senior Information Desk Associate	3887	NE	16	\$29,354.48	\$48,329.21
Senior Programmer Analyst	3361	E	28	\$52,716.42	\$86,792.31
Senior Staff Assistant	4465	NE	15	\$27,956.64	\$46,027.82
Sergeant, Public Safety ***	3326	NE	23B	\$47,798.40	\$63,104.08
Simulation Technology Specialist*	3839	E	25	\$45,538.43	\$74,974.46
Social Media Coordinator, Marketing and Media	3814	E	23	\$41,304.70	\$68,004.05
Sports Information Director	3602	E	22	\$39,337.81	\$64,765.76
Staff Assistant	4470	NE	14	\$26,300.00	\$42,477.12
Student Account Services Supervisor	3776	E	21	\$37,464.58	\$61,681.68
Student Account Specialist	3774	NE	15	\$27,956.64	\$46,027.82

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Student Employment and Operations Specialist	3904	E	21	\$37,464.58	\$61,681.68
Student Engagement and CARE Services Coordinator	3888	E	22	\$39,337.81	\$67,765.76
Student Services and Testing Representative	3595	NE	14	\$26,300.00	\$42,477.12
Student Services Specialist	4510	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	3677	E	23	\$41,304.70	\$68,004.05
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, Adaptive Services	3838	E	26	\$47,815.35	\$78,723.19
Student Success Advisor II, Intercollegiate Athletics	3674	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
Student Support Specialist, Hendry Glades Center	3794	E	22	\$39,337.81	\$64,765.76
Supervisor, Facilities Maintenance (Collier)	3833	E	21	\$37,464.58	\$61,681.68
Supervisor, Facilities Maintenance and Operations (Charlotte and HGC)	3830	E	23	\$41,304.70	\$68,004.05
Switchboard Operator	4589	NE	12	\$24,150.00	\$36,220.80
Technology Event Services Specialist	3607	NE	17	\$30,822.20	\$50,745.67
Technology Services Specialist	3871	NE	17	\$30,822.20	\$50,745.67
Technology Services Specialist II	3879	NE	19	\$33,981.48	\$55,947.10
Technology Support Services	3861	NE	17	\$30,822.20	\$50,745.67
Test Proctor	3731	NE	12	\$24,150.00	\$36,220.80
Testing Specialist I	4350	NE	14	\$26,300.00	\$42,477.12
Testing Specialist II	3946	NE	17	\$30,822.20	\$50,745.67
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
Veterans and Military Affairs Specialist	3880	E	20	\$35,568.00	\$58,744.46
Videographer/Graphic Designer	3845	E	24	\$43,369.93	\$71,404.26
Web Applications Developer	3334	E	21	\$37,464.58	\$61,681.68
Zone Maintenance Manager	3829	E	29	\$55,879.41	\$91,999.87
Zone Maintenance Specialist I	3753	NE	18	\$32,363.31	\$53,282.96
Zone Maintenance Specialist II	3834	E	21	\$37,464.58	\$61,681.68

\*Indicates 10.5-month position

\*\*Indicates non-Administrator position on contract

\*\*\* Indicates 40 hour per week/2,080 hour per year position; bi-weekly pay cycle

\*\*\*\* Indicates if salary exceeds FLSA salary threshold of \$35,568 position is exempt

**FLORIDA SOUTHWESTERN STATE  
COLLEGIATE HIGH SCHOOL**

**Wage and Salary Schedule  
2021-2022**

**Compensation Schedule**

**High School Principal (243 duty days)**

The Principal will be compensated in alignment with existing College policies and procedures. This is an administrator on annual contract position.

Minimum Salary      \$81,000.00

**High School Classroom Teachers and Career Specialist, Charlotte Campus  
(196 duty days)**

A teacher's salary will be placed in a range based on their previous effective teaching experience and in consideration of the local host district. Pay and benefits will be delivered based on current College processes and procedures. This position requires a valid teaching certification and is an annual contract position.

Tier 1 (0-5 years of effective teaching experience)	Minimum Salary	\$47,500.00
Tier 2 (6-10 years of effective teaching experience)	Minimum Salary	\$49,500.00
Tier 3 (11+ years of effective teaching experience)	Minimum Salary	\$52,000.00

**High School Counselor (211 duty days)**

High School Counselors will receive an initial annual salary based on number of qualifying years of effective service and in consideration of the local host district. Pay will be delivered based on current College processes and procedures and Guidance Counselors will receive an equivalent benefit package as Teachers. This is a non-administrator on annual contract position.

Minimum Salary      \$47,500.00

**High School Registration and Information Specialist (243 duty days)**

The Registration and Information Specialist shall be compensated in alignment with existing College policies and procedures.

Minimum Salary      \$33,981.48

**High School Student Support Assistant (243 duty 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 duty days)**

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

Minimum Salary      \$24,150.00



**Compensation Schedule, continued**

**High School Administrative Assistant (243 duty 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 duty days)**

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

Minimum Salary      \$26,300.00

**High School Student Supervision Specialist (243 duty days)**

The Student Supervision Specialist shall be compensated in alignment with existing College Policies and Procedures.

Minimum Salary      \$27,956.64

**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 Classroom 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

Teachers may be compensated for teaching during their planning period at a daily rate of \$27.77 for each occurrence per semester with the Principal’s prior approval.

**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 11<sup>th</sup> 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, continued

### Major Club Sponsor

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

\$800.00 max/semester\*

### Academic/Service Club Sponsor

An academic/service club sponsor is working with students after school more than one day a week, sometimes in the evening and sometimes on weekends. An academic club is an outgrowth of the academic program.

These clubs stem from a desire of both teacher and students to explore issues and concepts in greater depth or in a different framework than the classroom. Service clubs are designed to provide opportunities for students to be of service to their school or to their community.

\$400.00 max/semester\*

### Special Interest Club Advisor

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

\$200.00 max/semester\*

\*May be prorated for partial semester service.

### Staff Development or Student Supervision

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

### Professional Academic Services

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

### 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.

## Supplemental Compensation, continued

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

## 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 1<sup>st</sup>. Approved compensation changes will take effect on July 1<sup>st</sup> for employees on annual contract, or August 1<sup>st</sup> 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.

<b>Job Code</b>	<b>Title</b>	<b>Minimum Rate</b>
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
3920	Campus Police Officer Recruit	\$17.82
	<b>Non-Student Assistants</b>	
9094A	Event Services Staff	\$8.65
9106A	Intramural Official	
9108A	Intramural Scorekeeper	
9110A	Bartender	\$9.00
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	\$22.00 (Varies by Department)
4180A	Clinical Associate, Dental Hygiene/ Radiology Tech	
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
9106A	Human Resources - Professional Development Instructor	Varies

<b>Job Code</b>	<b>Title</b>	<b>Minimum Rate</b>
	<b>Student Assistants</b>	
8100A	Student Assistant	
8103A	Event Services Staff	
8104A	Fitness Center Attendant I (student)	
8104A	Fitness Center Attendant II (student)	\$8.65
8105A	Intramural Official (student)	
8101A	Intramural Scorekeeper (student)	
8100A	Work Study	
9203A	FSWCHS Student Assistant (Thomas Edison Campus)	
9094A	Concession Stand Worker/Supervisor	
	<b>Student Assistant</b>	
8100A	Peer Advisor	\$8.65
8100D	Student Peer Mentor	
	<b>Student Assistant</b>	
8100A	Bartender, Event Services	\$9.09
8101C	Intramural Supervisor	
8102A	Academic Support Peer Tutor	
	<b>Student Assistant</b>	
8101E	Group Fitness Instructor	\$12.00
8102E	Personal Trainer	
	<b>Student Assistant</b>	
8100F	FSW Blackbeard Mascot	\$15.00
8200A	Student Resident Advisor	Stipend

**APPENDIX B - WAGE and SALARY SCHEDULE  
FLORIDA SOUTHWESTERN STATE COLLEGE WAGE and SALARY SCHEDULE**

**FULL-TIME FACULTY**

**A. New Faculty Nine-Month Contract Salary for Semesters Fall and Spring (for those Faculty whose Full-Time Contracts began on or after August 16, 2016):**

<b>Degree</b>	<b>Base Salary</b>
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 Academic Dean/Supervising Administrator 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**

**A. For Those Full-Time Faculty Returning for the Fall 2019 Semester**

For 2019-2020, 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 3% on current salary effective August 12, 2019.

**For Those Full-Time Faculty Returning for the Fall 2020 Semester**

For 2020-2021, 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 August 12, 2020.

### For Those Full-Time Faculty Returning for the Fall 2021 Semester

For 2021-2022, 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 12, 2021.

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 Academic Dean/Supervising Administrator 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 Academic Dean/Supervising Administrator 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).

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

**For 2019-2020**, the Library Faculty member's 2019-2020 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 2018-2019 contract. This amount will also be increased by 3% on current salary effective July 1, 2019.

**For 2020-2021**, the Library Faculty member's 2020-2021 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 2019-2020 contract. This amount will also be increased by 2% on current salary effective July 1, 2020.

**For 2021-2022**, the Library Faculty member's 2021-2022 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 2020-2021 contract. This amount will also be increased by 2% on current salary effective July 1, 2021.

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).

- E. Salaries for Full-Time Instructors Used as Substitutes and for Supplemental Instructional Hours (Effective 8/16/19)** If the assignment leads to the instructor becoming a substitute for 50% or more of the class sessions, prorated overload pay rather than substitute pay would apply.

<b>Degree</b>	<b>Per Contact Hour</b>
Bachelor's	\$33.87
Master's	\$35.81
Master's+ 30	\$37.74
Master's+ 60	\$39.78
Doctorate	\$41.74

**F. 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.

<b>Degree</b>	<b>Per Instructional Hour</b>
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.

**G. Individualized Study (Effective 8/16/19)**

Full-time professors will be paid \$125 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.

- H. Research or Thesis Advisor:** The Research or Thesis Advisor will be paid \$350 per student for the semester during which he/she is overseeing the research/thesis project.

- I. 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.

- J. 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.



**K. 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.

**L. 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.

**M. Online Course Development Payment** – the following is done in collaboration and agreement between the Academic Dean/Supervising Administrator, department chair, and faculty member:

1. Faculty will be given 1 credit of reassigned time for completing DEV 101.
2. Faculty will be paid \$400 for completing the QM Peer Review Certification Course.
3. Faculty who complete the QM Peer Review Certification Course will receive a stipend of \$300 for each QM Peer Review they complete in their discipline.
4. Faculty will be given reassigned time for the development of a master course (1 credit of reassigned time for each course credit).
5. Faculty who develop master courses that received High Quality designation from Quality Matters will receive an additional stipend of \$500.
6. Faculty who complete DEV 101 may develop master courses using OER. These courses will receive an additional stipend of \$500.

**N. 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.

**O. Dues Deduction** – The College will deduct and remit dues to the Union when authorized on the form included in Appendix A to this Agreement. Such authorization is revocable by the bargaining unit member upon thirty (30) days' notice in writing to both the College and the Union. Authorization for deduction must be received by the College ten (10) working days prior to the payroll payment date.

## PART-TIME INSTRUCTIONAL FACULTY

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

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

Per Assigned Load Hour  
\$775.00\*

Total Salary for 3-Hour Course  
\$2,325\*

2. 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.

\$48.44 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 \$2,325.00. The faculty member taught 21 sessions.

1) Total minutes scheduled for this course are 32 sessions x 75 minutes = 2,400 minutes

2) Total minutes faculty member taught is 21 sessions x 75 minutes = 1,575 minutes

3)  $1,575 \div 2,400 = 65.6\%$

4) The faculty member would be paid  $\$2,325.00 \times .656 = \$1,525.20$

### 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.

\*Effective Fall 2018

### 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.
1. **MEDICAL INSURANCE:** The College pays 100% of the premium for all full-time employees for two of three plans, with employees contributing for employee only coverage for a premium plan. Florida Blue provides coverage. Dependent coverage is available at the employees' cost on all medical plans.
2. **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 \$25.00 per year per employee. The employee may purchase additional supplemental term life insurance.
3. **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.
4. **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.
5. **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.
6. **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.
7. **PERSONAL LEAVE:** Employees are entitled to use four (4) 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.
8. **HOLIDAYS:** The College observes most national holidays as non-duty days.
9. **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.

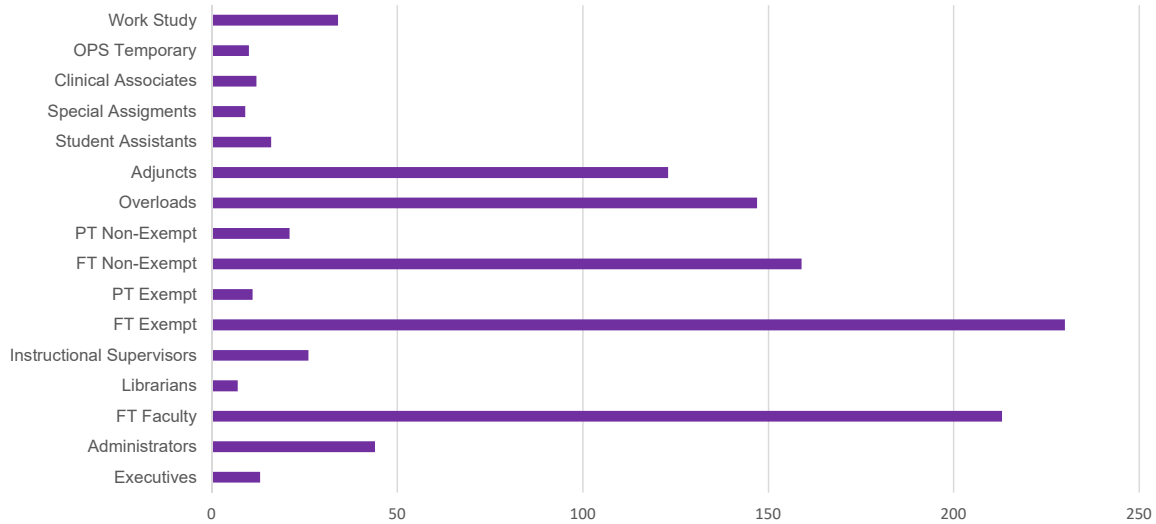
**Tuition Reimbursement** pays a designated amount for eligible regular status, full time employee's coursework at another accredited institution (as defined by policy). Tuition reimbursement is based on the availability of funds during each fiscal year.
10. **ALTERNATIVE PLAN TO SOCIAL SECURITY:** The 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.

Types and # of Positions Included in Budget

Category	FY20	FY21	FY22	Explanation of Differences
Executives	8	13	13	Since FY20, (2) brand new executive level positions were created, (1) position was reestablished and (2) administrator level positions were reclassified to executive level
Administrators	46	43	44	Reclassifications to executive
FT Faculty	208	208	213	Through an internal reorganization within the Academic Affairs area, (3) new faculty lines were created, and (2) additional positions were included in the budget
Librarians	8	7	7	Elimination of (1) position
Instructional Supervisors	30	29	26	Academic Affairs reorganization
FT Exempt	235	224	230	Additional maintenance positions added in FY22
PT Exempt	8	9	11	Academic/Student Affairs reorganization
FT Non-Exempt	151	162	159	Academic/Student Affairs reorganization
PT Non-Exempt	24	29	21	Academic/Student Affairs reorganization
Overloads	132	143	147	Additional full time faculty require more overload positions
Adjuncts	122	122	123	
Student Assistants	19	14	16	
Special Assignments	9	11	9	Depending on need changes occur
Clinical Associates	13	12	12	
OPS Temporary	13	11	10	Depending on need changes occur
Work Study	34	34	34	

# of Positions Budgeted



# Financial Policies and Operating Procedures

Florida SouthWestern State College has established multiple policies which require Board of Trustees approval as well as operating procedures which are reviewed and approved by the President's Cabinet.

All policies and operating procedures can be found at: [fsw.edu/board](http://fsw.edu/board)

**District Board of Trustees, Florida SouthWestern State College**

**General Information**

- Board of Trustee Members
- Board of Trustees Policies
- Florida SouthWestern State College Operating Budgets
- Collective Negotiations Agreement 2019-2022
- MOU - Coordinators 2019-2022
- MOU - Office Hours Fall 2021
- MOU - Scheduling 2019-2022
- MOU - Online Development 2019-2022
- MOU - Curriculum Committee 2019-2022
- MOU - Office Hours 2020-2021
- Collective Negotiations Agreement 2016-2019
- MOU - Department Chairs 2016-2019
- Collective Negotiations Agreement 2013-2016
- Collective Negotiations Agreement 2010-2013
- Collective Negotiations Agreement 2007-2010

**Meeting Information**

- Meeting Schedules, Minutes & Agendas

**Fiscal Policies**

Policy #	Title	Approved
4-01	Purchasing Contracts	8/23/05
4-02	Bank Depositories	8/23/05
4-03	Collection Of Funds	8/23/05
4-04	Refunds	8/23/05
4-05	Petty Cash And Change Funds	8/23/05
4-06	Use Of Funds From Auxiliary Enterprises	2/27/18
4-07	Receipt Of Property Donated As Gifts Or Bequests	9/23/08
4-08	Sale Of Surplus College Property	8/23/05
4-09	Travel And Per Diem	8/23/05
4-10	Delinquent Accounts	12/7/17
4-11	Student Fees	8/23/05
4-12	Learning Resource Center Charges	8/23/05
4-13	Use of Facsimile Signatures	1/27/15
4-14	Electronic Transfer of Funds	7/23/13

**Policy Title:** Florida Southwestern State College Investment Policy  
**Policy Number:** 6Hx6:1.06

**Specific Authority:**  
Florida Statute 218.415  
Florida Administrative Code 6A-14.0765

**Policy Approved:** 02/26/08; 02/18/09; 11/24/09; 06/26/12; 01/27/15; 04/24/18

---

**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 Operating Procedure 04-0706, as it may be amended from time to time. 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.

This portion left intentionally blank

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

In accordance with Section 218.415 (16), Florida Statutes, investments shall be limited to fixed income securities selected from the following types: <b>Sector</b>	<b>Sector Maximum (%)</b>	<b>Per Issuer Maximum (%)</b>	<b>Minimum Ratings Requirement<sup>1</sup></b>	<b>Maximum Maturity</b>
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

**Notes:**

- <sup>1</sup> Rating by at least one Nationally Recognized Statistical Ratings Organization ("NRSRO"). ST=Short-term; LT=Long-term.
- <sup>2</sup> Maximum allocation to all corporate and bank credit instruments is 50% combined.
- <sup>3</sup> Maximum across all permitted investment sectors (excluding Treasuries, U.S. Federal Agencies, Agency MBS, Non-Negotiable CD's, Savings Accounts, Repos, Mutual Funds, LGIPs, and Florida Prime) is 5% combined per issuer.
- <sup>4</sup> Maximum exposure to any one Federal agency, including the combined holdings of Agency debt and Agency MBS, is 40%.
- <sup>5</sup> The maturity limit for MBS and ABS is based on the expected average life at time of purchase, measured using Bloomberg or other industry standard methods.
- \* 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.

## 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.

**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.

<b>Acronym</b>	<b>Description</b>
AA	Associate in Arts Degree
AAA	Rate for lowest risk of default securities
AAAm	Money Market Fund rating category
AAm	Money Market Fund rating category
ADA	Americans with Disabilities Act
AIMR	Association of Investment Management and Research
AS	Associate in Science Degree
AY	Academic Year
B&W	Black and White
BAS	Bachelor of Applied Science Degree
BBMANN	Barbara B. Mann Performing Arts Hall Funds
BS	Bachelor of Science Degree
CAAHEP	Commission on Accreditation of Allied Health Education Programs
CARES	The Coronavirus Aid, Relief, and Economic Security Act
CCC	College Credit Certificates
CCPF	Community College Program Funding
CFR	Code of Federal Regulation
CI	Capital Improvement
CLC	Collegiate Licensing Company
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
CRRSAA	The Coronavirus Response and Relief Supplemental Appropriations Act
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 Statute
FSEOG	Federal Supplemental Educational Opportunity Grant
FSW	Florida SouthWestern State College
FSW-FF	Florida SouthWestern State College Faculty Federation
FT	Full Time
FTE	Full Time Equivalents
FY	Fiscal Year
FYE	Fist Year Experience
GAA	General Appropriation Act
GASB	Governmental Accounting Standards Board
HEERF	Higher Education Emergency Relief
HOPE	Helping Others Pursue Education
HVAC	Heating, Ventilating and Air Conditioning
ID	Identification
IEP	Individualized Education Program
IO	Interest Only
IT	Information Technology
JROTC	Junior Reserve Officer Training Corps
LED	Light-emitting diode
LGIP30D	Local Government Investment Pool All 30 Day rate
LIBOR	London Interbank Offered Rate
Mgt	Management
NE	Non-Exempt for overtime provisions
NSLP	National School Lunch Program
OPS	Other Professional Services
PECO	Public Education Capital Outlay
PELL	Originally known as Basic Educational Opportunity Grant, named after U.S. Senator Claiborne Pell
PO	Principal Only
PSAV	Post-Secondary Adult Vocational
PT	Part Time
QEP	Quality Enhancement Plan
RESCUE	The American Rescue Plan
SACSCOC	Southern Association of Colleges and Schools Commission on Colleges
SBE	State Board of Education
SGA	Student Government Association
SOD	Sum of Digits (maintenance, repairs and services)
SREF	State Requirements for Educational Facilities
SS	State Statute