



**FLORIDA  
SOUTHWESTERN**  
STATE COLLEGE | **60** YEARS  
ELEVATING OPPORTUNITIES FOR ALL

SUMMARY OF  
2022 - 2023

**BUDGET &  
OPERATING PLANS**

# Florida SouthWestern State College

## TABLE OF CONTENTS

	<b>PAGE</b>
Cover Letter.....	3
GFOA Budget Award.....	5
<b>Informational</b>	
About Florida SouthWestern State College.....	6
Strategic Directions.....	8
Board of Trustees.....	26
Executive Leadership.....	27
Fund Structure.....	34
Revenue/Expense Descriptions.....	37
Expense Functional Categories.....	40
Capital Assets.....	41
Budget Development and Amendments.....	43
<b>Financial</b>	
Consolidated Funds.....	46
Fund 1 - General Fund (Operating).....	50
Fund 2 - Restricted Fund.....	57
Fund 3 - Auxillary Fund.....	60
Loan 4 - Loan, Endowment, Annuity Fund.....	68
Fund 5 - Financial Aid Fund.....	70
Fund 7 - Plant and Capital Equipment Fund.....	74
Fund 8 - Retirement of Indebtedness Fund.....	80
Direct Support Organizations.....	82
<b>Supplemental</b>	
Community Statistics / Enrollment Trends.....	87
Tuition and Fee Schedule.....	101
Wage and Salary Schedule.....	112
Position Counts.....	145
FSW Policies.....	146
Glossary.....	159

June 15, 2022

I am pleased to present for approval the FY23 Budget and Operating Plans to you, our FSW District Board of Trustees. The budget book 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 budget 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 \$81.6M operating revenue budget for FY23 contains the following assumptions and estimates:

- No increase in tuition and administrative fees
- A 4% enrollment decline from FY22
- An increase of \$3.2M (7.8%) in state appropriations
- \$4.0M of funds to be reserved for future needs

The expenditure budget is developed in alignment with the strategic directions of the college. 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 number one priority in the development of the FY23 budget focused on salaries. The college commissioned a staff salary study to be completed by Evergreen Solutions which was to look at both salary equity within our organization as well as comparable salaries outside of FSW. Understanding that the annual inflation rate in the U.S. has hit a new 40 year high in recent weeks and the consumer price index hovering around 8%, I understand the importance of providing employees of FSW a salary that is both competitive and appropriate. With that said the budget includes a 4% recurring salary increase for staff, which is the first recurring increase they have received in four years and the largest annual recurring increase since the 2011-12 fiscal year. Additionally, funds have been set aside for the purpose of implementing a portion of the findings that came out of the salary study. Faculty negotiations will commence this summer and salary increases for faculty have yet to be negotiated.

In order to provide salary increases the difficult decision was made to hold certain positions from being filled for the upcoming budget year. My leadership team did an in-depth analysis of each of their areas and determined the positions to be held.

The FY23 operating budget also includes the following:

- \$318,922 for contractual and utility increases
- 7% increase for health insurance
- \$4.0M set aside in a reserve account to offset unexpected expenditures or enrollment declines

The result is a balanced operating budget in the amount of \$81,597,242 which is a 3.9% 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:

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**Restricted Fund:**

- The overall budget has decreased 53% over FY22 mainly due to the diminishing balance of available HEERF (Higher Education Emergency Relief Funding).
- The budget for Quick Response Training grants has increased by \$592k with the addition of a large grant for NeoGenomics.

**Auxiliary Fund:**

- Revenue is projected to be \$2.0M which is \$622k more than the original budget in FY22. Events and rentals, which represent 50% of the total auxiliary budget are returning to both the Suncoast Credit Union Arena as well as the Barbara B Mann Performing Arts Hall.

**Financial Aid Fund:**

- The overall budget has decreased 13.5% compared to FY22 mainly due to a decrease in Federal Direct Loans and PELL grants.
- Scholarships derived from the financial aid fee are down slightly due to the enrollment decrease in FY23.

**Plant (Project) Fund:**

- Through the state's allocation from the federal Coronavirus State Fiscal Recover Fund FSW was appropriated \$9,983,840 for college-wide maintenance projects.

As challenging as the last couple years have 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. 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!!!

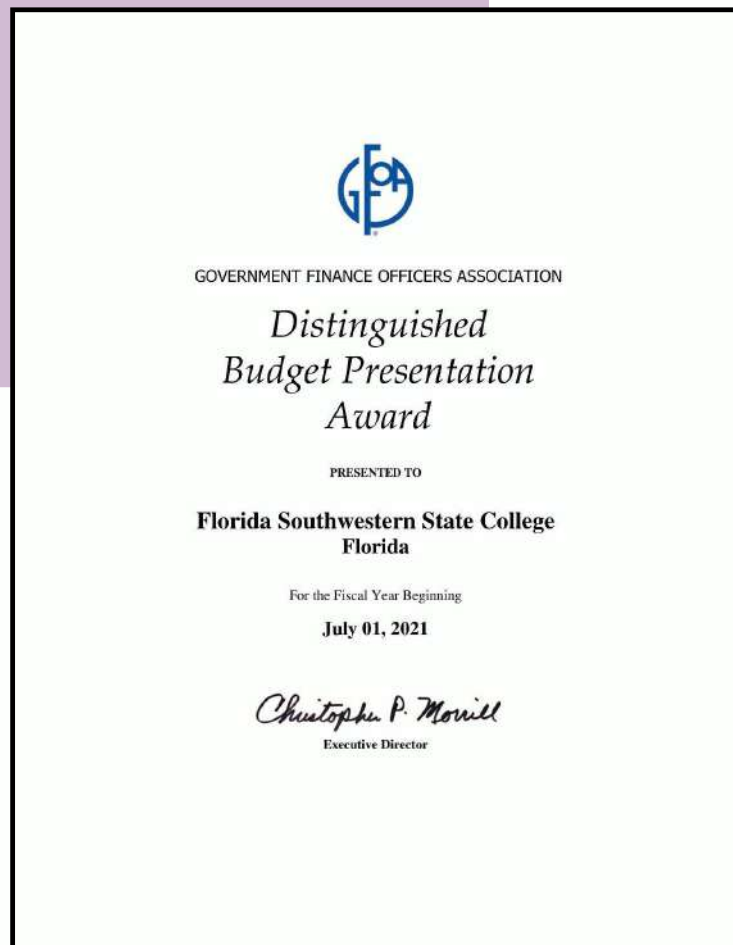
Dr. Jeffery Allbritten

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## Distinguished Budget Presentation Award Program

GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

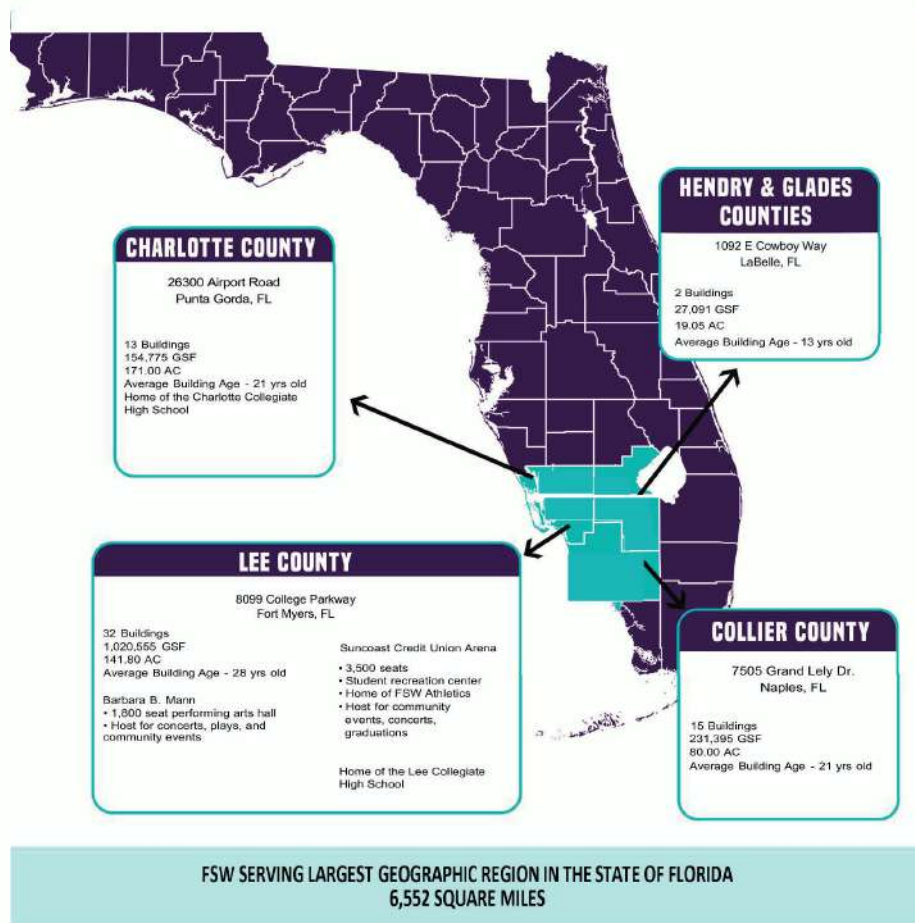
Approximately 1,800 governments, including states, cities, counties, special districts, school districts, and more have been recognized for transparency in budgeting. To earn recognition, budget documents must meet program criteria and excel as a policy document, financial plan, operations guide, and communication tool.



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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/Glades Center.



In 2001, the Florida Legislature authorized community colleges to offer limited baccalaureate degrees in areas of workforce need. Edison re-evaluated its mission statement and in 2006 enrolled 13 students into the Bachelors of Applied Science in Public Safety and Management program. In August 2008, following the creation of the new State College System and to support the College's addition of baccalaureate programs, the District Board of Trustees approved the name Edison State College. That name remained until 2014 when Edison became Florida SouthWestern State College. The mission of FSW reflects a commitment to all levels of educational attainment, our students, faculty and staff, and the community that we have served for the past 59 years. The College now offers five baccalaureate programs as well as operates two charter high schools at the Lee and Charlotte campuses.

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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)



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



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

FLORIDA  
SOUTHWESTERN  
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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.

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# 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.

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## 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.

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## 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.

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## 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.

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<b><u>Strategic Direction</u></b>	<b><u>Associated FY23 Budget Item</u></b>
<p align="center"><b>Expand Educational Access</b></p>	<ul style="list-style-type: none"> <li>• Continued funding through open door 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>
<p align="center"><b>Advance a World-Class Educational Experience</b></p>	<ul style="list-style-type: none"> <li>• Additional funding for travel related to Int'l education</li> <li>• Additional funding for the QEP Program</li> <li>• Additional funding for the Honors Scholars Program.</li> <li>• Funding for the creation of the Undergraduate Research Department</li> <li>• New Director, Honors Scholar Program and Center for Undergraduate Research and Creativity position</li> </ul>
<p align="center"><b>Innovate Online and Distance Education</b></p>	<ul style="list-style-type: none"> <li>• Continued conversion of classrooms to allow flexible teaching methods.</li> <li>• Continued implementation of Quality Matters (QM) as the standard for online course design</li> </ul>
<p align="center"><b>Prepare Students for a Globally Competitive Workforce</b></p>	<ul style="list-style-type: none"> <li>• Funding for equipment and technology related to the Cybersecurity program and other like programs.</li> </ul>
<p align="center"><b>Create a Culture Focused on Inclusion and Continuous Improvement</b></p>	<ul style="list-style-type: none"> <li>• 4% salary increase for staff.</li> <li>• Upgrades to campus lighting</li> <li>• Upgrades to campus walkways to better comply with ADA requirements.</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:

<https://www.fsw.edu/assets/pdf/researchreporting/reports/FSW%20Strategic%20Directions%20Report%202020-2021.pdf>



The image features a large, abstract graphic design. A dark purple shape, resembling a large, curved wedge or a stylized letter 'C', dominates the upper and middle portions of the frame. Below this, a teal shape follows a similar curved path. In the upper right corner, a light purple, semi-circular shape overlaps the dark purple one. The text 'College Leadership' is centered within the dark purple area in a white, sans-serif font.

# College Leadership

## Board of Trustees



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.



**From Left to Right:** Chris Cunningham (Chair), Jonathan A. Martin (Vice-Chair), Danny Nix, Julia du Plooy



**From Left to Right:** Laura Perry, Bruce Lashley, William Banfield, David Ciccarello

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## President's Cabinet



### **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.

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**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 the college's institutional research, assessment and effectiveness department.



**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.



**Dr. Michele Yovanovich, Vice President, Student Affairs**

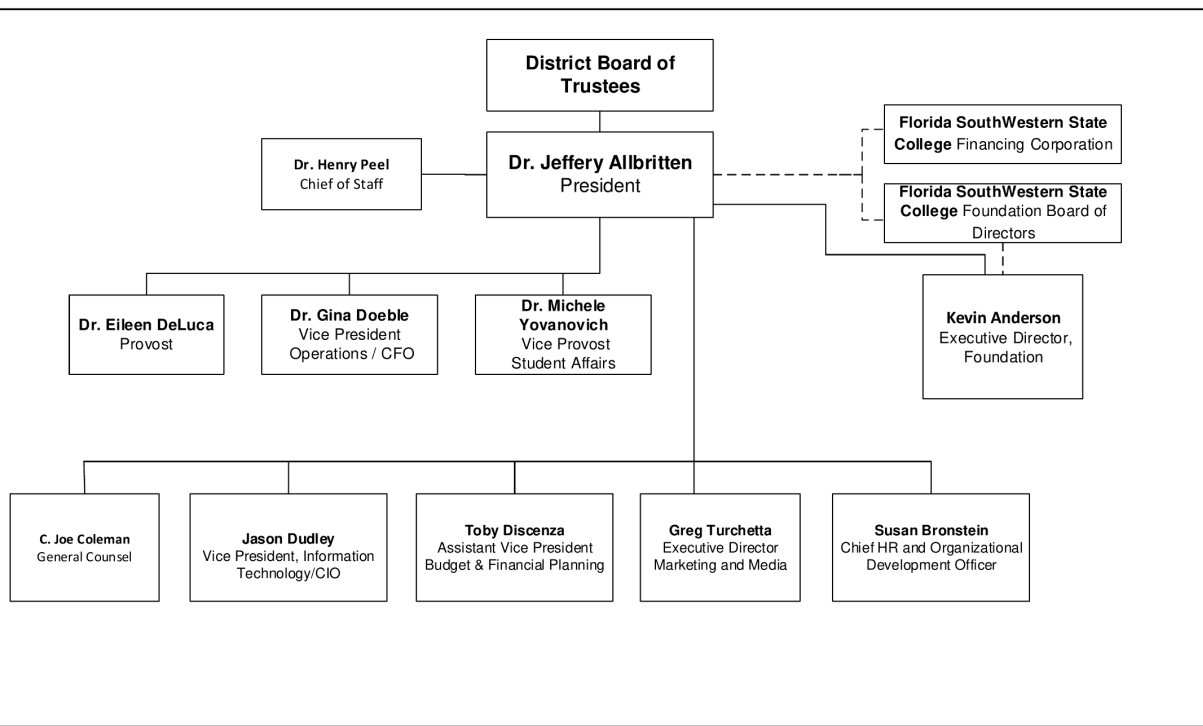
Dr. Yovanovich serves as the college's Vice President for Student Affairs, and is responsible for Student Success Services, Enrollment Services, and Athletics. Areas under her purview include Academic Advising, ADAptive Services, Admissions, Athletics, CARE Support Services, Career Services, New Student Programs, Office of the Registrar, Residential Life and Housing, Student Engagement, Student Financial Aid, Testing Services, and Veteran Services.

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**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**

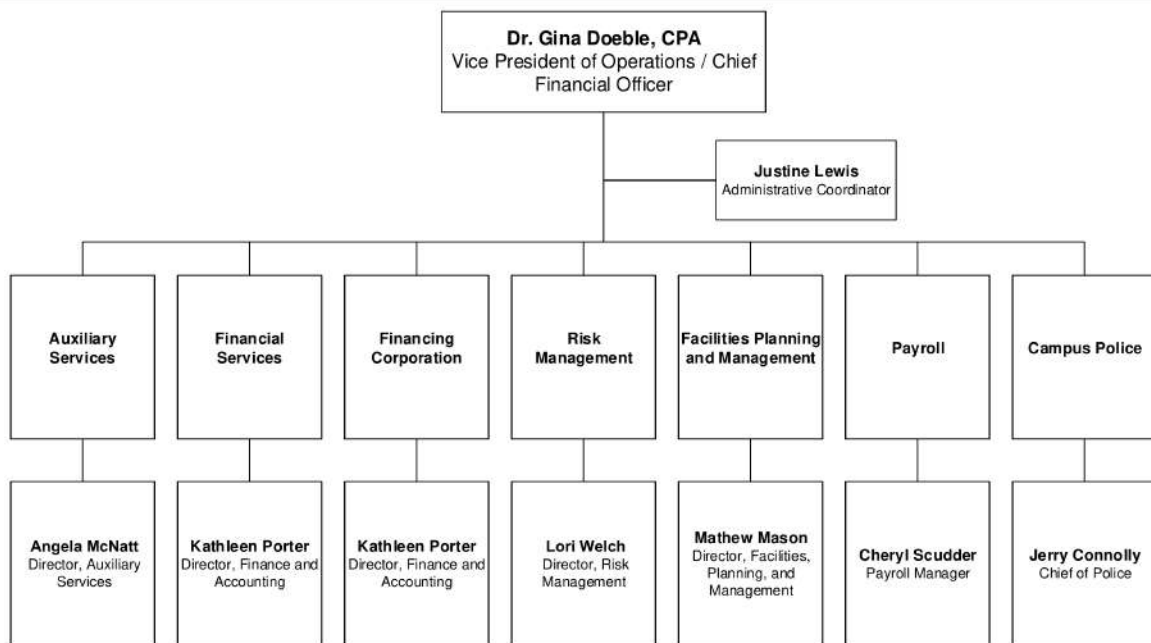


May 23, 2022

**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**



May, 2022

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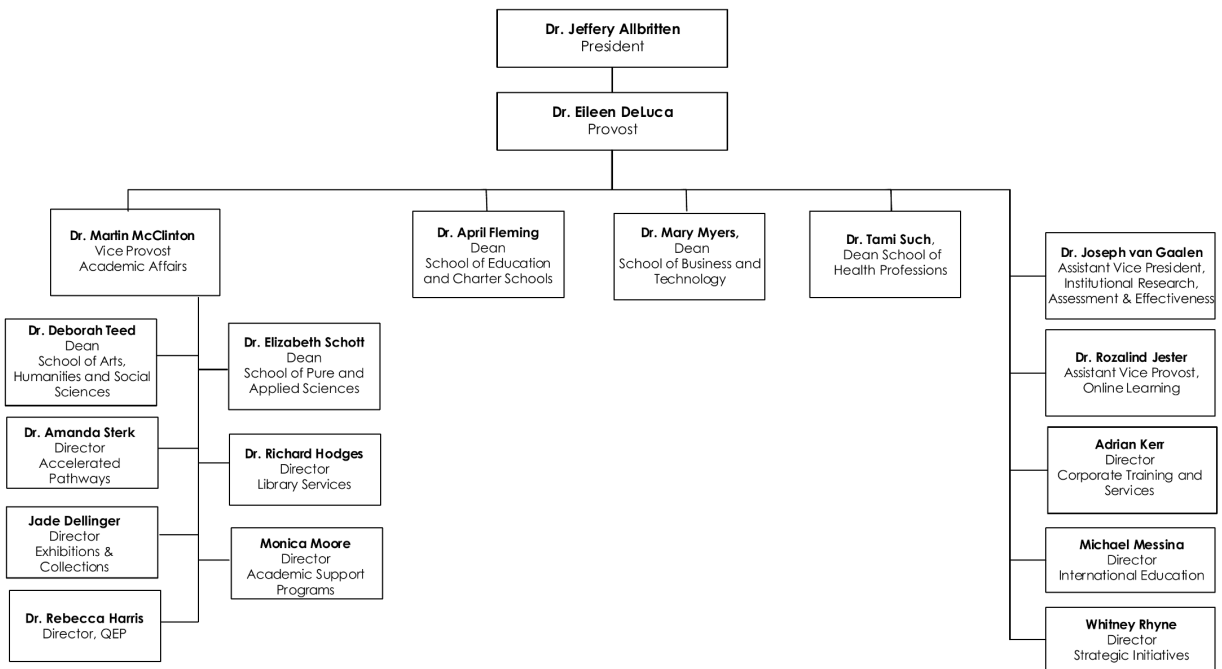
**Office of the Provost-**

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

**Academic Affairs Organizational Chart**



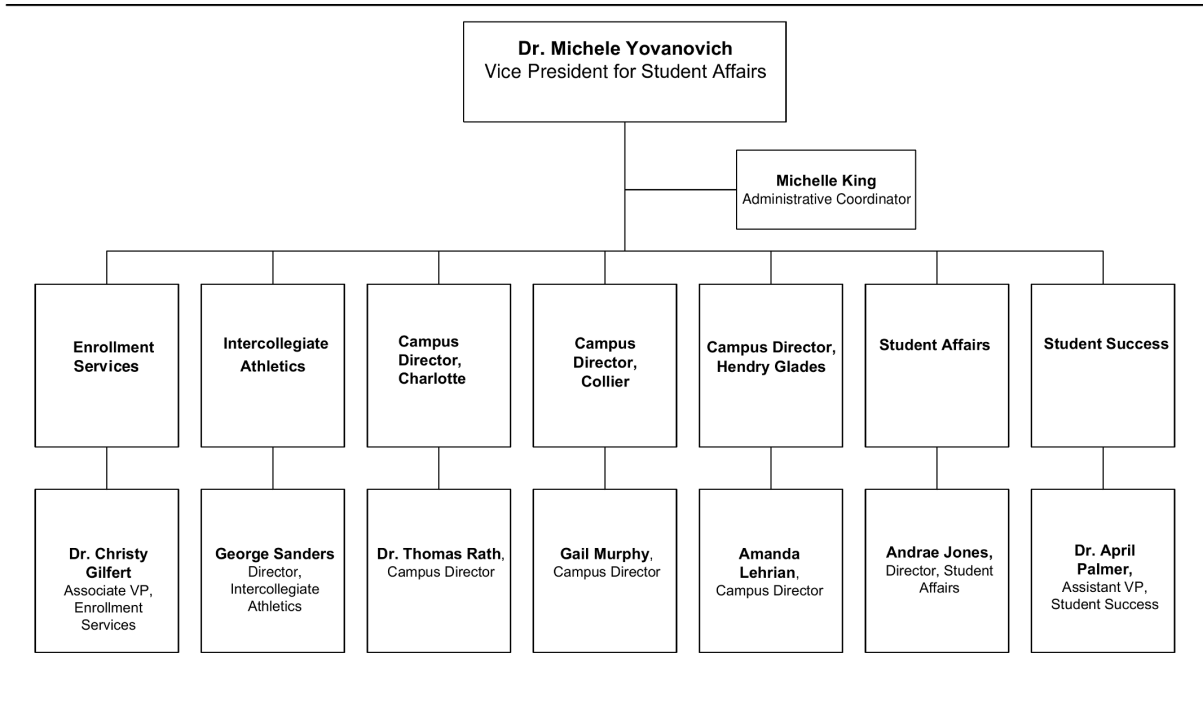
May, 2022

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**Division of Student Affairs-**

The Division 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.

**Student Affairs Organizational Chart**



May, 2022

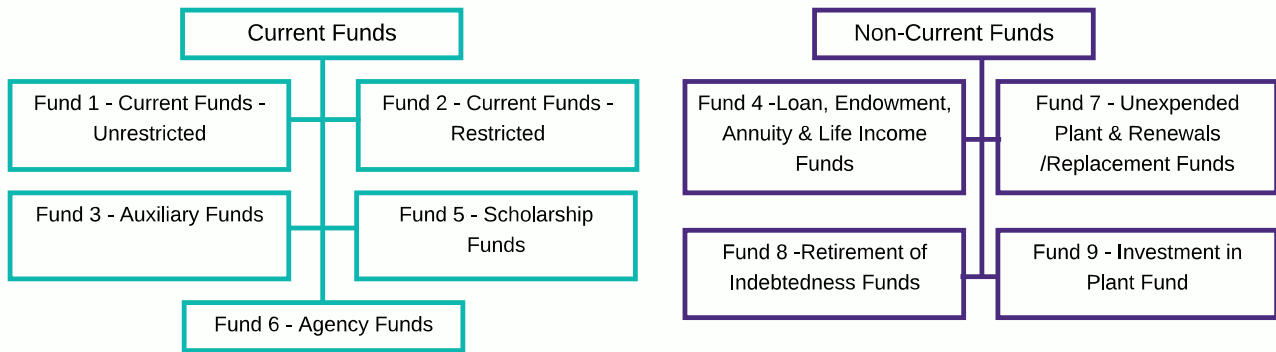
*Elevating Opportunities For All*





# 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**

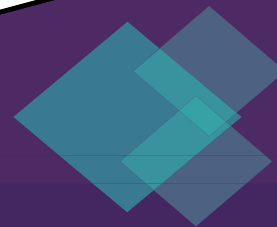
Auxiliary enterprises are established primarily to provide non - instructional services for sale to students, faculty, staff and which are intended to be self - supporting. The general public may be incidentally served by auxiliary enterprises, although that is not their primary purpose. Fees charged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

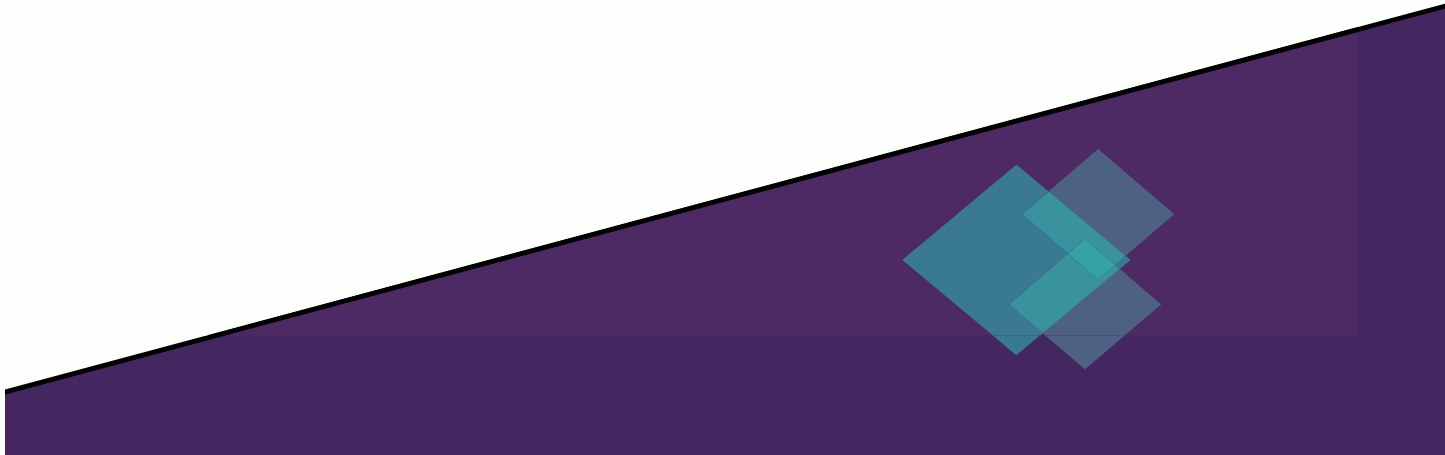
This fund is used to account for resources held by a college as custodian or fiscal agent for others, such as funds of student or staff organizations/clubs and temporary revenue/expenditure accounts which serve as clearing accounts for the college. Transactions of Agency Funds usually represent charges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

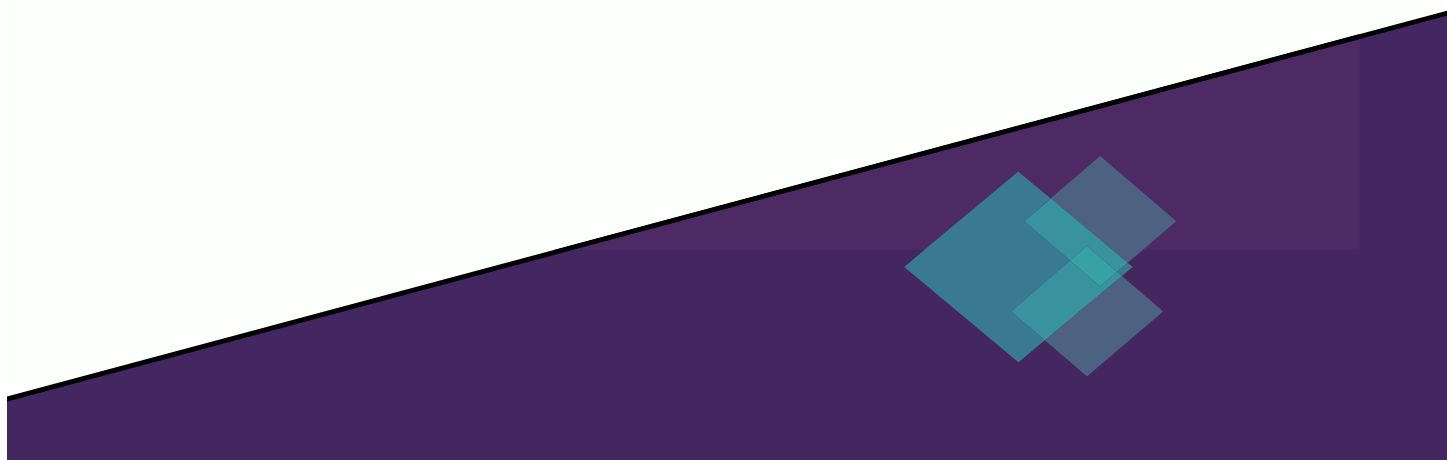
Sales and services revenue is generated primarily through the College's dental clinic which provides dentistry to over 2,000 patients each year as well as a partnership with the University of Florida. This category also includes revenues received from the agreements with the Financing Corporation.

**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 -**

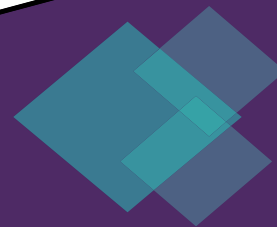
A variety of expenses including postage, telephone services, printing, professional fees, repairs and maintenance, educational materials and supplies, etc. are recorded here.

**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 -**

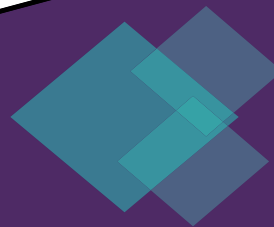
This account is used to formally set aside funds for other purposes such as technology replacement, furniture & equipment replacement, parking lot repairs or future operating needs.

**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 -**

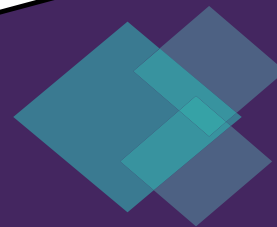
This function includes those organizational units which are responsible for the operation and maintenance of the institution's physical facilities.

**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 2023 the budget for capital expenditures within the operating budget is \$34,000 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:

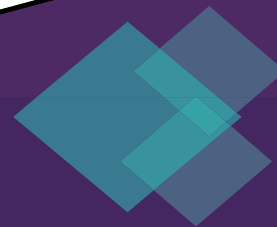
Each fiscal year, each community college shall prepare a budget in such form as prescribed by the State Board of Education for the Current Unrestricted Fund. Two copies of the budget approved by the board of trustees shall be submitted to the Chancellor, as designee of the Commissioner of Education,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

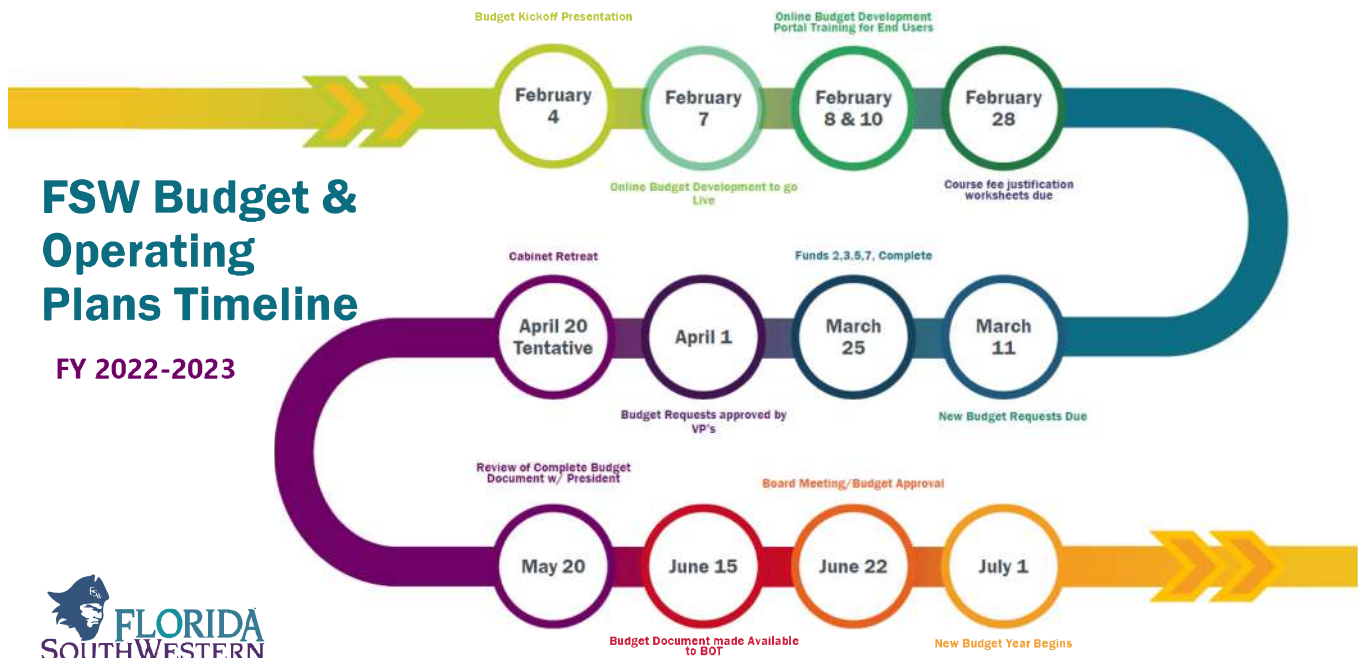
Florida SouthWestern State College uses the economic resources measurement focus and the accrual basis of accounting to prepare the annual financial statements and uses the same method of accounting to prepare the budget and operating plans. Revenues, expenses, gains, losses, assets, and liabilities 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 2022-2023



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.

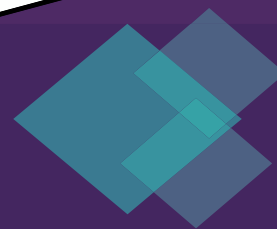
b) Transfers to Other Funds: Require approval of the CFO or designee and are approved by the Board of Trustees quarterly

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.



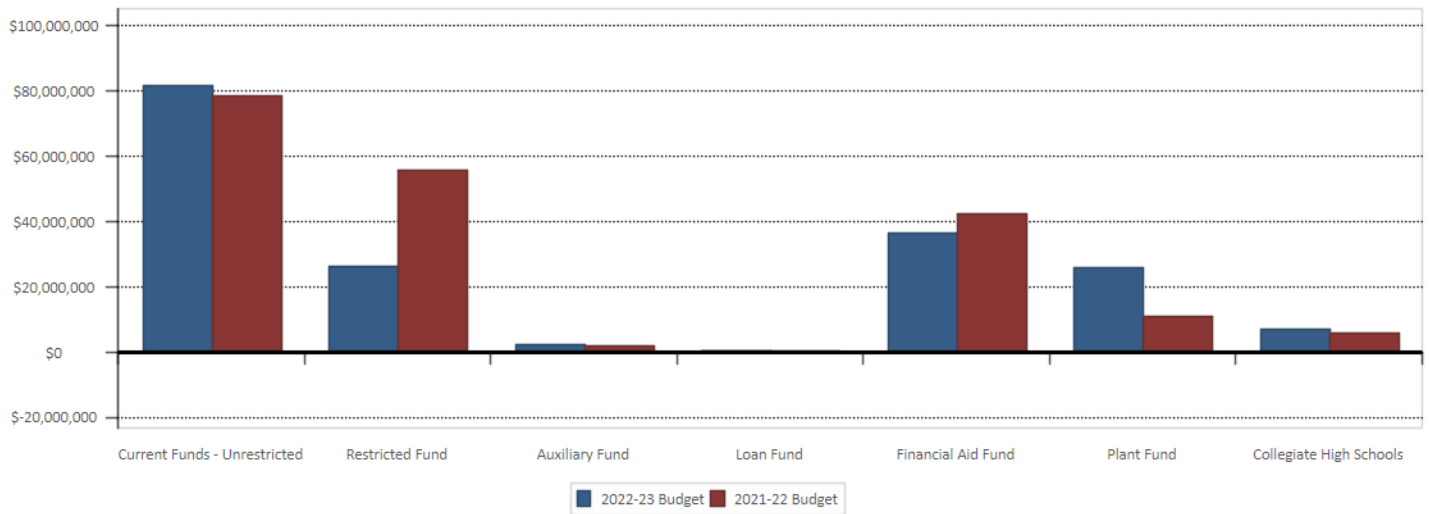
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# Consolidated Funds

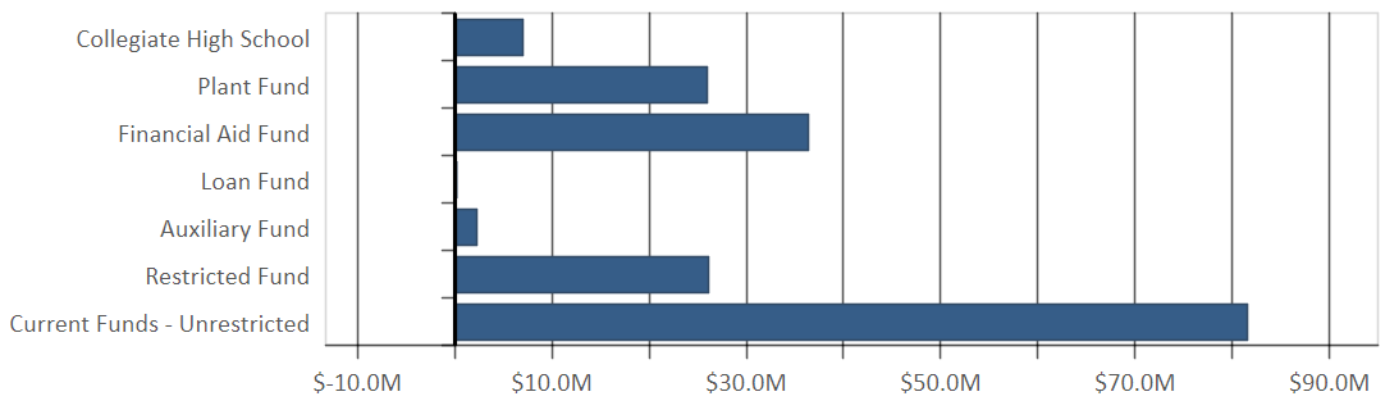
## Comparative Consolidated Budgets

	2022-23 Proposed Budget	2021-22 Original Budget	\$ Change	% Change
<b>FUND TYPE</b>				
Current Funds - Unrestricted	81,597,242	78,525,855	3,071,387	3.91 %
Restricted Fund	26,164,036	55,537,584	(29,373,548)	(52.89)%
Auxiliary Fund	2,268,839	1,990,150	278,689	14.00 %
Loan Fund	130,225	52,402	77,823	148.51 %
Financial Aid Fund	36,390,492	42,120,570	(5,730,078)	(13.60)%
Plant Fund	25,975,506	10,851,764	15,123,742	139.37 %
<b>Subtotal</b>	<b>172,526,340</b>	<b>189,078,325</b>	<b>(16,551,985)</b>	<b>(8.75)%</b>
Collegiate High Schools	7,048,984	5,810,770	1,238,214	21.31 %
<b>TOTAL FUNDS AVAILABLE</b>	<b>179,575,324</b>	<b>194,889,095</b>	<b>(15,313,771)</b>	<b>(7.86)%</b>

### Year over Year Budget Comparison



### FY23 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	28,631,576	1,835,702	-	-	987,697	4,018,081	35,473,056	-	\$ 35,473,056
Support from State Government	41,195,304	1,859,911	-	-	3,276,519	10,133,840	56,465,574	6,350,984	62,816,558
Support from Federal Government	4,662,264	19,342,953	-	-	29,228,668	-	53,233,885	698,000	53,931,885
Gifts, Contributions, Grants & Contracts	4,296,108	2,868,165	-	-	1,075,000	-	8,239,273	-	8,239,273
Sales and Services	924,228	-	1,982,476	-	-	-	2,906,704	-	2,906,704
Other Income	(27,844)	-	18,500	130,225	-	-	120,881	-	120,881
Transfers	113,000	179,725	-	-	1,822,608	-	2,115,333	-	2,115,333
Fund Balance Transfers	1,802,606	77,580	267,863	-	-	17,080,921	19,228,970	-	19,228,970
<b>TOTAL FUNDS AVAILABLE</b>	<b>81,597,242</b>	<b>26,164,036</b>	<b>2,268,839</b>	<b>130,225</b>	<b>36,390,492</b>	<b>31,232,842</b>	<b>177,783,676</b>	<b>7,048,984</b>	<b>184,832,660</b>
<b>USE OF FUNDS</b>									
<b>Staff Costs</b>									
Executive/Admin/Managerial	6,684,713	352,138	88,400	-	-	-	7,125,251	-	7,125,251
Instructional Salaries	18,492,159	283,054	-	-	-	-	18,775,213	1,521,417	20,296,630
Other Professional Staff	10,691,488	1,341,458	351,849	-	-	171,506	12,556,301	823,379	13,379,680
Technical/Clerical Salaries	4,344,714	16,744	163,320	-	-	-	4,524,778	-	4,524,778
Temporary Part-Time Instruction	5,069,638	59,642	78,822	-	-	-	5,208,102	-	5,208,102
Student Employment	123,165	420,378	-	-	11,501	-	555,044	-	555,044
Personnel Benefits	13,253,423	622,098	232,674	-	-	65,097	14,173,292	804,250	14,977,542
<b>Total Staff Costs</b>	<b>58,659,300</b>	<b>3,095,512</b>	<b>915,065</b>	<b>-</b>	<b>11,501</b>	<b>236,603</b>	<b>62,917,981</b>	<b>3,149,046</b>	<b>66,067,027</b>
<b>Current Expenses</b>									
Travel	385,128	235,019	13,000	-	-	-	633,147	349,000	982,147
General Operating Expenses (*)	5,152,001	19,062,554	184,200	2,000	36,378,991	20,982,285	81,762,031	645,447	82,407,478
Rental Expense	406,278	15,000	213,520	-	-	-	634,798	405,866	1,040,664
Insurance	1,934,599	-	-	-	-	-	1,934,599	16,124	1,950,723
Utilities	2,377,320	3,000	10,000	-	-	-	2,390,320	67,868	2,458,188
Contract Services	5,862,616	1,943,843	595,054	-	-	-	8,401,513	218,100	8,619,613
Scholarships/Waivers	2,050,000	-	-	-	-	-	2,050,000	-	2,050,000
Transfers to Other Funds	-	1,749,108	259,000	128,225	-	-	2,136,333	1,543,558	3,679,891
Other Expenses	-	-	-	-	-	-	-	250	250
Contingency	150,000	50,000	-	-	-	-	200,000	18,000	218,000
Reserves	4,586,000	-	-	-	-	-	4,586,000	627,725	5,213,725
<b>Total Current Expenses</b>	<b>22,903,942</b>	<b>23,058,524</b>	<b>1,274,774</b>	<b>130,225</b>	<b>36,378,991</b>	<b>20,982,285</b>	<b>104,728,741</b>	<b>3,891,938</b>	<b>108,620,679</b>
<b>Capital Expenditures</b>									
Capital Expenses	34,000	10,000	79,000	-	-	-	123,000	8,000	131,000
Building & Fixed Equipment	-	-	-	-	-	4,756,618	4,756,618	-	4,756,618
<b>Total Capital Expenditures</b>	<b>34,000</b>	<b>10,000</b>	<b>79,000</b>	<b>-</b>	<b>-</b>	<b>4,756,618</b>	<b>4,879,618</b>	<b>8,000</b>	<b>4,887,618</b>
<b>TOTAL USES OF FUNDS</b>	<b>81,597,242</b>	<b>26,164,036</b>	<b>2,268,839</b>	<b>130,225</b>	<b>36,390,492</b>	<b>25,975,506</b>	<b>172,526,340</b>	<b>7,048,984</b>	<b>179,575,324</b>
<b>CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,257,336</b>	<b>5,257,336</b>	<b>-</b>	<b>\$ 5,257,336</b>

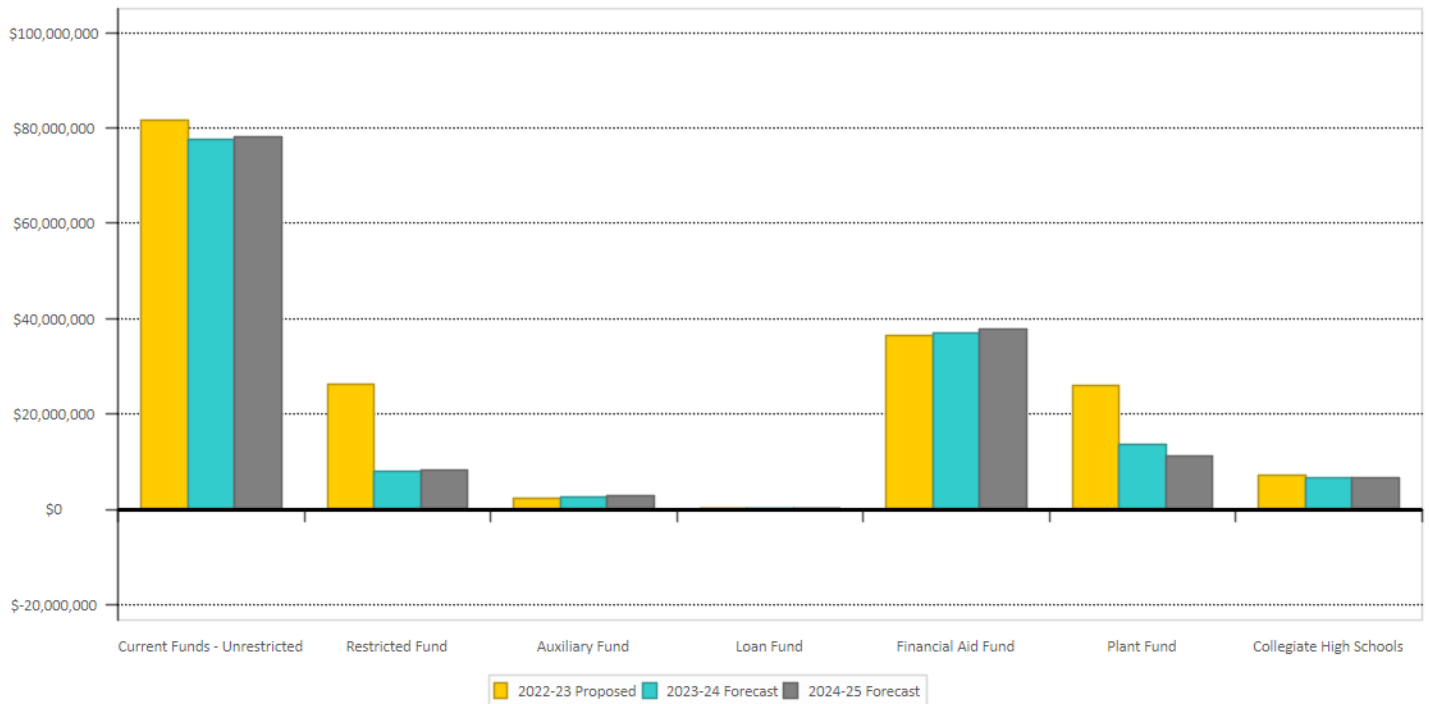
(\*) This line consists of disbursements for Financial Aid Fund and Renovation/Repairs/Maintenance for Unexpended Plant Fund.

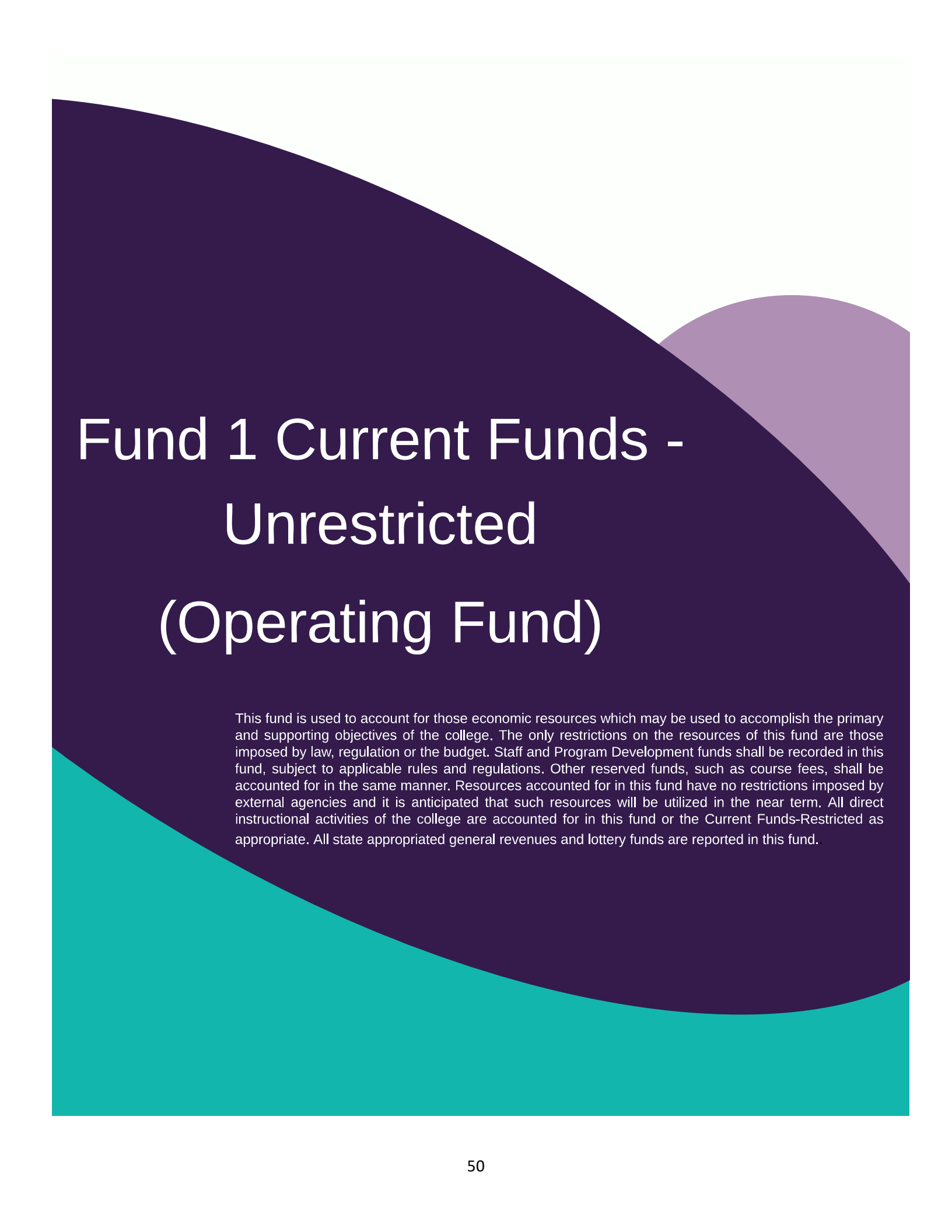


## Consolidated Budgets - Forecasts

	2022-23 Proposed Budget	2023-24 Forecast Budget	2024-25 Forecast Budget
<b>FUND TYPE</b>			
Current Funds - Unrestricted	81,597,242	77,642,842	78,023,195
Restricted Fund	26,164,036	7,989,410	8,149,199
Auxiliary Fund	2,268,839	2,495,724	2,745,297
Loan Fund	130,225	76,935	78,474
Financial Aid Fund	36,390,492	37,129,803	37,872,169
Plant Fund	25,975,506	13,550,001	11,100,001
<b>Subtotal</b>	<b>172,526,340</b>	<b>138,884,715</b>	<b>137,968,335</b>
Collegiate High Schools	7,048,984	6,478,004	6,607,564
<b>TOTAL FUNDS AVAILABLE</b>	<b>179,575,324</b>	<b>145,362,719</b>	<b>144,575,899</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.

# FY23 Operating Revenue Budget

**Tuition and Fees:**

- \* The budget for tuition and fee revenue is \$22,829,650. This is based upon actual enrollment during the FY22 fiscal year and an estimated 4% enrollment decline for FY23.
- \* The budget for fee revenue is \$5,801,926. Examples of fees are technology, parking, course, application and testing.

**State Appropriations:**

- \* The state appropriated a total of \$40,870,000. This is an increase of \$3,245,654 or 8.6% over the FY22 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 FY23.

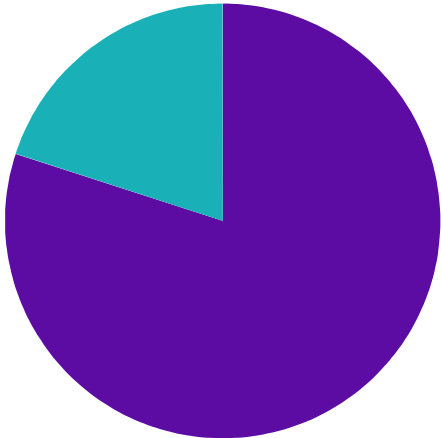
\$81,597,242

**Grants and Contracts:**

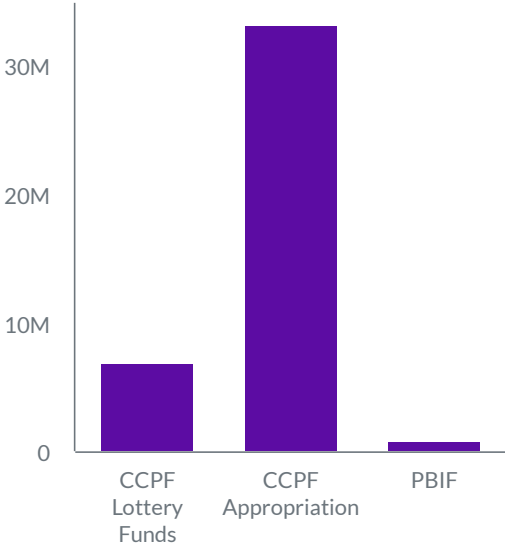
- \* Dual enrollment revenue is included in this category and is budgeted at \$2,691,188.
- \* Also included is indirect cost revenue which comes from the two collegiate high schools and continuing education operations. The amount included in the budget is \$1,604,920.

**Other Sources & Fund Balance**

- \* A projected loss of interest & dividend income of \$27,844 is included.
- \* \$1,802,606 from fund balance is being utilized and is derived from lapsed funds from course/testing/application fees and unused operating budgets from FY22.



■ Tuition (80%) ■ Fees (20%)



# FY23 Operating Expense Budget

**Personnel Costs:**

- \* Salary specific expenses total \$45,405,877 and cover full-time, part-time and student employment.
- \* The budget for benefits and employer related taxes is \$13,253,423. Examples of these expenses are health insurance, retirement match and federal taxes.

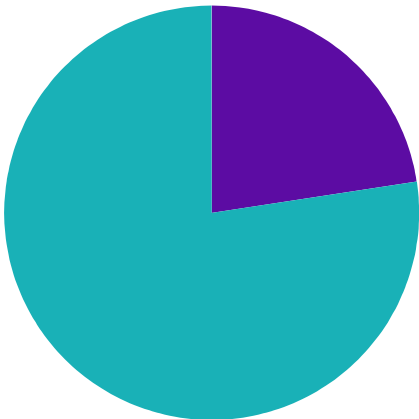
**Current Expenses:**

- \* The budget for operating expenses is \$22,937,942.
- \* Contract services accounts for the largest portion at \$5,862,616 followed by general operating (supplies, repairs/maintenance) at \$4,183,453.

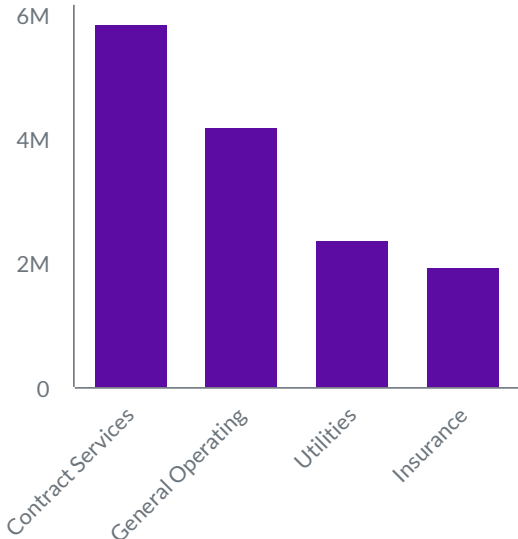
**\$81,597,242**

**Reserves:**

- \* A budget of \$4,586,000 has been set aside for future needs.



■ Salaries (77.41%)  
■ Benefits/Taxes (22.59%)

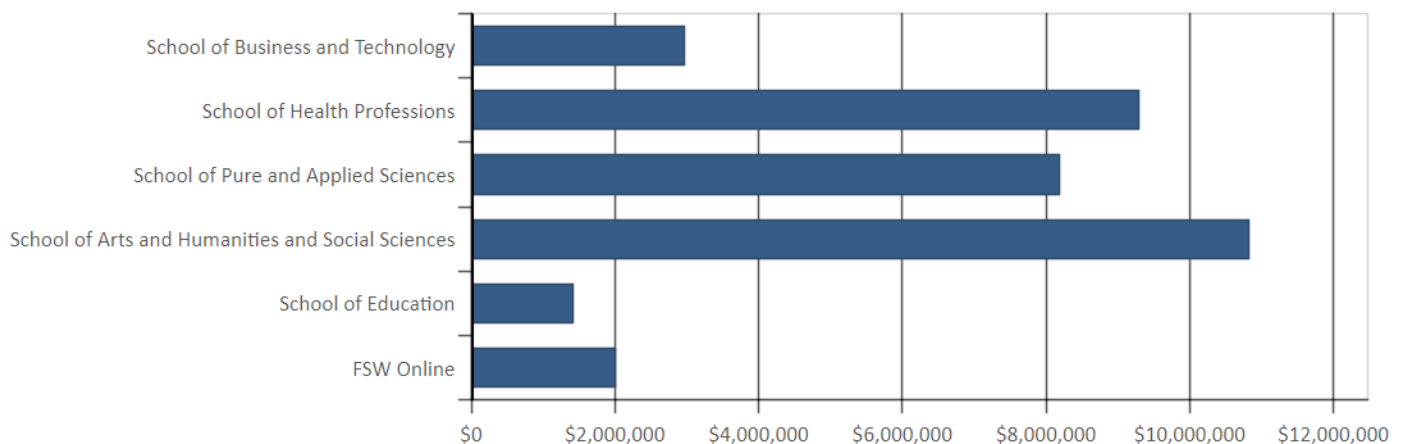


*Current Funds - Unrestricted*

	2022-23	2021-22	2020-21	2019-20	2018-19
	Proposed Budget	Original Budget	Actual Amounts	Actual Amounts	Actual Amounts
<b>SOURCES OF FUNDS</b>					
Student Fees	28,631,576	31,430,848	31,676,758	33,380,215	33,756,387
Support from State Government	41,195,304	37,966,424	37,320,489	34,144,695	32,439,348
Support from Federal Government	4,662,264	35,000	1,199,121	262,050	64,141
Gifts, Contributions, Grants & Contracts	4,296,108	3,792,564	4,024,168	3,900,401	3,546,786
Sales and Services	924,228	903,603	937,517	880,073	634,847
Other Income	(27,844)	3,443,418	655,884	625,043	678,230
Transfers	113,000	113,000	154,982	109,950	154,592
Fund Balance Transfers	1,802,606	840,998	-	-	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>81,597,242</b>	<b>78,525,855</b>	<b>75,968,919</b>	<b>73,302,427</b>	<b>71,274,331</b>
<b>USE OF FUNDS</b>					
<b>Staff Costs</b>					
Executive/Admin/Managerial	6,684,713	6,246,566	6,629,630	5,757,518	5,531,694
Instructional Salaries	18,492,159	18,285,510	18,376,130	18,182,624	17,908,872
Other Professional Staff	10,691,488	10,958,833	9,985,263	10,154,695	10,263,526
Technical/Clerical Salaries	4,344,714	4,735,675	4,304,344	4,226,672	4,075,118
Temporary Part-Time Instruction	5,069,638	5,682,732	4,819,252	6,419,618	6,373,381
Student Employment	123,165	236,862	146,221	201,832	259,802
Personnel Benefits	13,253,423	13,596,480	16,787,542	16,631,029	13,391,285
<b>Total Staff Costs</b>	<b>58,659,300</b>	<b>59,742,658</b>	<b>61,048,382</b>	<b>61,573,988</b>	<b>57,803,678</b>
<b>Current Expenses</b>					
Travel	385,128	309,806	57,300	409,335	691,940
General Operating Expenses	5,152,001	5,056,563	3,947,716	3,418,014	4,173,264
Rental Expense	406,278	405,380	429,038	177,250	210,287
Insurance	1,934,599	1,933,499	1,794,986	1,151,000	907,994
Utilities	2,377,320	2,257,328	1,905,700	1,949,882	2,097,266
Contract Services	5,862,616	5,650,421	5,459,806	5,629,546	5,730,402
Scholarships/Waivers	2,050,000	2,050,000	1,573,647	1,861,806	1,852,186
Transfers to Other Funds	-	-	3,105,805	912,145	-
Other Expenses	-	1,700	(328,276)	(193,975)	759,753
Contingency	150,000	300,000	-	-	-
Reserves	4,586,000	680,000	-	-	-
<b>Total Current Expenses</b>	<b>22,903,942</b>	<b>18,644,697</b>	<b>17,945,722</b>	<b>15,315,003</b>	<b>16,423,092</b>
<b>Capital Expenditures</b>					
Capital Expenditures	34,000	138,500	623,211	216,064	326,053
<b>Total Capital Expenditures</b>	<b>34,000</b>	<b>138,500</b>	<b>623,211</b>	<b>216,064</b>	<b>326,053</b>
<b>TOTAL USES OF FUNDS</b>	<b>81,597,242</b>	<b>78,525,855</b>	<b>79,617,315</b>	<b>77,105,055</b>	<b>74,552,823</b>
<b>CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>(3,648,396)</b>	<b>(3,802,628)</b>	<b>(3,278,492)</b>

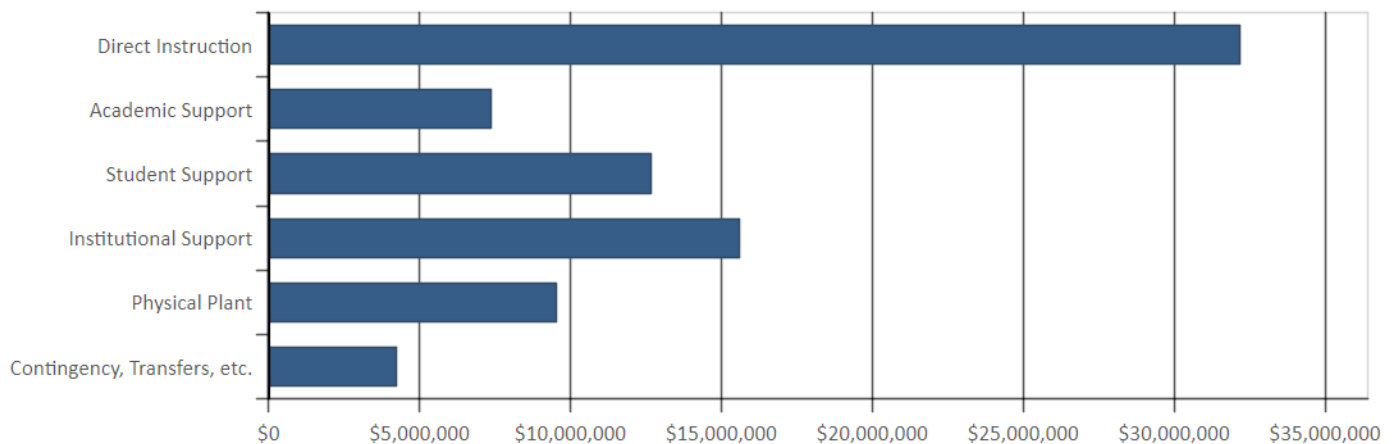
## Operating Fund - Budget by School

	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	222,893	329,290	124,800	229,736	122,720	271,440
Instructional Salaries	1,574,810	3,543,296	5,434,475	6,304,595	738,918	-
Other Professional Staff	69,830	562,356	37,023	127,773	72,475	545,160
Technical/Clerical Salaries	32,055	269,740	67,552	-	-	36,400
Temporary Part-Time Instruction	435,413	1,664,110	744,065	1,972,611	96,543	-
Student Employment	-	-	12,290	73,400	-	-
Personnel Benefits	538,604	1,450,380	1,638,754	1,946,690	252,524	274,105
<b>Total Staff Costs</b>	<b>2,873,605</b>	<b>7,819,172</b>	<b>8,058,959</b>	<b>10,654,805</b>	<b>1,283,180</b>	<b>1,127,105</b>
<b>Current Expenses</b>						
Travel	-	15,750	-	-	-	4,000
General Operating Expenses	86,138	1,322,912	119,925	140,470	69,327	257,300
Rental Expense	-	11,187	2,017	1,456	-	-
Insurance	200	9,460	-	-	-	-
Utilities	-	232	5,125	-	-	-
Contract Services	8,315	77,839	6,763	17,030	60,259	605,934
<b>Total Current Expenses</b>	<b>94,653</b>	<b>1,437,380</b>	<b>133,830</b>	<b>158,956</b>	<b>129,586</b>	<b>867,234</b>
<b>Capital Expenditures</b>						
Capital Expenses	-	26,500	-	-	-	7,500
<b>TOTAL USES OF FUNDS</b>	<b>2,968,258</b>	<b>9,283,052</b>	<b>8,192,789</b>	<b>10,813,761</b>	<b>1,412,766</b>	<b>2,001,839</b>
<b>% OF TOTAL</b>	<b>9.1 %</b>	<b>28.4 %</b>	<b>25.1 %</b>	<b>33.1 %</b>	<b>4.3 %</b>	<b>6.1 %</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	248,618	1,976,012	1,614,919	2,644,028	201,136	-	6,684,713
Instructional Salaries	17,576,560	539,235	376,364	-	-	-	18,492,159
Other Professional Staff	519,964	1,494,497	4,057,188	3,972,078	647,761	-	10,691,488
Technical/Clerical Salaries	327,620	757,279	992,221	555,956	1,711,638	-	4,344,714
Temporary Part-Time Instruction	4,956,923	933	39,715	3,536	68,531	-	5,069,638
Student Employment	85,690	-	37,475	-	-	-	123,165
Personnel Benefits	5,478,883	1,523,004	2,471,901	2,733,604	1,046,031	-	13,253,423
<b>Total Staff Costs</b>	<b>29,194,258</b>	<b>6,290,960</b>	<b>9,589,783</b>	<b>9,909,202</b>	<b>3,675,097</b>	<b>-</b>	<b>58,659,300</b>
<b>Current Expenses</b>							
Travel	77,350	58,028	49,750	200,000	-	-	385,128
General Operating Expenses	2,076,061	683,030	280,364	975,871	1,136,675	-	5,152,001
Rental Expense	17,081	46,358	10,950	108,870	223,019	-	406,278
Insurance	9,660	-	-	1,924,939	-	-	1,934,599
Utilities	1,757	3,600	-	-	2,371,963	-	2,377,320
Contract Services	770,520	283,963	700,799	1,982,353	2,124,981	-	5,862,616
Scholarships/Waivers	-	-	2,050,000	-	-	-	2,050,000
Contingency	-	-	-	-	-	150,000	150,000
Reserves	-	-	-	500,000	-	4,086,000	4,586,000
<b>Total Current Expenses</b>	<b>2,952,429</b>	<b>1,074,979</b>	<b>3,091,863</b>	<b>5,692,033</b>	<b>5,856,638</b>	<b>4,236,000</b>	<b>22,903,942</b>
<b>Capital Expenditures</b>							
Capital Expenses	34,000	-	-	-	-	-	34,000
<b>TOTAL USES OF FUNDS</b>	<b>32,180,687</b>	<b>7,365,939</b>	<b>12,681,646</b>	<b>15,601,235</b>	<b>9,531,735</b>	<b>4,236,000</b>	<b>81,597,242</b>
<b>% OF TOTAL</b>	<b>39.4 %</b>	<b>9.0 %</b>	<b>15.5 %</b>	<b>19.1 %</b>	<b>11.7 %</b>	<b>5.2 %</b>	<b>100.0 %</b>



**EXHIBIT A  
THE FLORIDA COLLEGE SYSTEM  
COLLEGE OPERATING BUDGET  
ANNUAL BUDGET SUMMARY  
FISCAL YEAR 2022-23**

**COLLEGE:** Florida SouthWestern State College

	<b>CURRENT FUNDS - UNRESTRICTED</b>
<b>BEGINNING FUND BALANCE - JULY 1, 2022:</b>	
ESTIMATED AFR FUND BALANCE - JUNE 30, 2022 (IF DEBIT BALANCE USE "MINUS SIGN" )	\$14,760,725
ADD AMOUNT EXPECTED TO BE FINANCED IN FUTURE YEARS ( USE PLUS SIGN )	42,575,644
TOTAL RESERVE AND UNENCUMBERED FUND BALANCE - JULY 1, 2022	\$57,336,369
ADD: REVENUES	\$79,681,636
TRANSFERS IN	\$113,000
TOTAL RECEIPTS	\$79,794,636
<b>TOTAL ESTIMATED AVAILABE</b>	<b>\$137,131,005</b>
DEDUCT: EXPENDITUES	\$81,597,242
TRANSFERS OUT	\$0
<b>TOTAL DISBURSEMENTS</b>	<b>\$81,597,242</b>
<b>ESTIMATED FUND BALANCE - JUNE 30, 2023:</b>	
TOTAL AVAILABLE LESS DISBURSEMENTS	\$55,533,763
ADD ACCRUED LEAVE EXPENSE (GLC 59300)	\$0
TOTAL ESTIMATED RESEVE AND UNENCUMBERED FUND BALANCE - JUNE 30, 2023	\$55,533,763
LESS ESTIMATED AMOUNT EXPECTED TO BE FINANCED IN FUTURE YEARS (GLC 30800) - JUNE 30, 2023	\$42,575,644
<b>TOTAL ESTIMATED FUND BALANCE - JUNE 30, 2023</b>	<b>\$12,958,119</b>
ESTIMATED UNENCUMBERED FUND BALANCE - JUNE 30, 2023	\$12,958,119
(Includes GL's: 30200, 30300, 30400, 30500, 30600, 30700, 30900, and 31100)	
<b>PERCENT OF ESTIMATED UNENCUMBERED FUND BALANCE AS OF JUNE 30, 2023, TO ESTIMATED FUNDS AVAILABLE</b>	<b>9.45%</b>



# Fund 2 Current Funds - Restricted

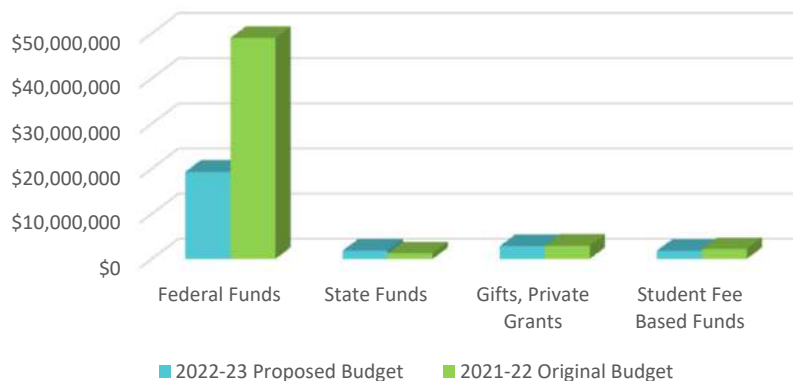
This fund is used to account for those economic resources which may be used to accomplish the primary and supporting objectives of the college. The only restrictions on the resources of this fund are those imposed by law, regulation or the budget. Staff and Program Development funds shall be recorded 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

	2022-23	2021-22	2020-21	2019-20	2018-19
	Proposed Budget	Original Budget	Actual Amounts	Actual Amounts	Actual Amounts
<b>SOURCES OF FUNDS</b>					
Student Fees	1,835,702	2,062,551	2,076,277	2,220,758	2,252,282
Support from State Government	1,859,911	1,267,350	1,057,875	1,322,580	1,796,575
Support from Federal Government	19,342,953	48,986,829	7,539,447	3,774,478	1,385,912
Gifts, Contributions, Grants & Contracts	2,868,165	2,916,022	3,101,341	3,158,957	1,298,973
Other Income	-	157,014	6,418	18,910	11,437
Transfers	179,725	117,402	703,069	820,593	235,860
Fund Balance Transfers	77,580	30,416	-	-	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>26,164,036</b>	<b>55,537,584</b>	<b>14,484,427</b>	<b>11,316,276</b>	<b>6,981,039</b>
<b>USE OF FUNDS</b>					
<b>Staff Costs</b>					
Executive/Admin/Managerial	352,138	245,501	175,869	125,467	471,717
Instructional Salaries	283,054	154,559	163,966	82,617	63,703
Other Professional Staff	1,341,458	1,239,164	1,666,046	1,400,256	1,140,176
Technical/Clerical Salaries	16,744	16,422	17,872	11,681	76,301
Temporary Part-Time Instruction	59,642	38,844	59,352	55,116	61,211
Student Employment	420,378	454,615	211,036	397,939	530,238
Personnel Benefits	622,098	773,913	587,241	500,941	455,053
<b>Total Staff Costs</b>	<b>3,095,512</b>	<b>2,923,018</b>	<b>2,881,382</b>	<b>2,574,017</b>	<b>2,798,399</b>
<b>Current Expenses</b>					
Travel	235,019	258,000	232,056	267,265	479,813
General Operating Expenses	19,062,554	22,753,912	2,740,230	1,144,832	891,063
Rental Expense	15,000	15,000	50,115	82,010	72,168
Insurance	-	-	35,245	49,270	-
Utilities	3,000	3,000	9,004	2,824	2,759
Contract Services	1,943,843	1,496,000	1,463,151	1,440,798	1,975,977
Grant Participant Supp Costs	-	17,216,138	2,480,099	2,109,400	-
Scholarships/Waivers	-	-	363,000	5,943	7,045
Transfers to Other Funds	1,749,108	2,258,599	2,646,316	2,434,968	77,401
Other Expenses	-	3,938,417	(176,809)	554,507	228,717
Contingency	50,000	-	-	-	-
<b>Total Current Expenses</b>	<b>23,058,524</b>	<b>47,939,066</b>	<b>9,842,407</b>	<b>8,091,817</b>	<b>3,734,943</b>
<b>Capital Expenditures</b>					
Capital Expenditures	10,000	4,675,500	1,471,967	636,848	593,446
<b>Total Capital Expenditures</b>	<b>10,000</b>	<b>4,675,500</b>	<b>1,471,967</b>	<b>636,848</b>	<b>593,446</b>
<b>TOTAL USES OF FUNDS</b>	<b>26,164,036</b>	<b>55,537,584</b>	<b>14,195,756</b>	<b>11,302,682</b>	<b>7,126,788</b>
<b>CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>288,671</b>	<b>13,594</b>	<b>(145,749)</b>

	2022-23 Proposed Budget	2021-22 Original Budget
<b>Federal Grants</b>		
Carl D. Perkins Grant	346,375	400,995
Open Door Grant	300,000	-
ARPA Grant	337,500	-
HEERF (CARES, CRRSAA, RESCUE)	17,953,700	48,146,219
College Work Study	405,378	439,615
<b>Total Federal Funding</b>	<b>19,342,953</b>	<b>48,986,829</b>
<b>State Grants</b>		
Quick Response Training: Arthrex	-	491,400
Quick Response Training: NeoGenomics	1,092,000	-
Quick Response Training: Gartner	523,688	-
Quick Response Training: HERC Rentals, Inc	244,223	404,250
Quick Response Training: Scotlynn USA Division, Inc	-	371,700
<b>Total State Funding</b>	<b>1,859,911</b>	<b>1,267,350</b>
<b>Gifts, Private Grants &amp; Contracts</b>		
Academic Improvement Trust Fund	184,118	178,847
Certificate Programming - Schulze Foundation	285,051	30,416
FSW Foundation Staff	601,388	545,576
Foundation Scholarships	1,697,608	1,572,719
Foundation Program Support	100,000	618,880
<b>Total Gifts, Private Grants &amp; Contracts Funding</b>	<b>2,868,165</b>	<b>2,946,438</b>
<b>Student Activity Fees</b>		
Student Engagement	524,634	778,205
Athletics	1,311,068	1,441,360
<b>Total Student Activity Fees</b>	<b>1,835,702</b>	<b>2,219,565</b>
<b>Transfers (from other funds)</b>	<b>179,725</b>	<b>117,402</b>
<b>Fund Balance Transfers</b>	<b>77,580</b>	<b>-</b>
<b>Total Restricted Funds</b>	<b>26,164,036</b>	<b>55,537,584</b>

FY23 v. FY22 Budget



# Fund 3 Auxiliary Services

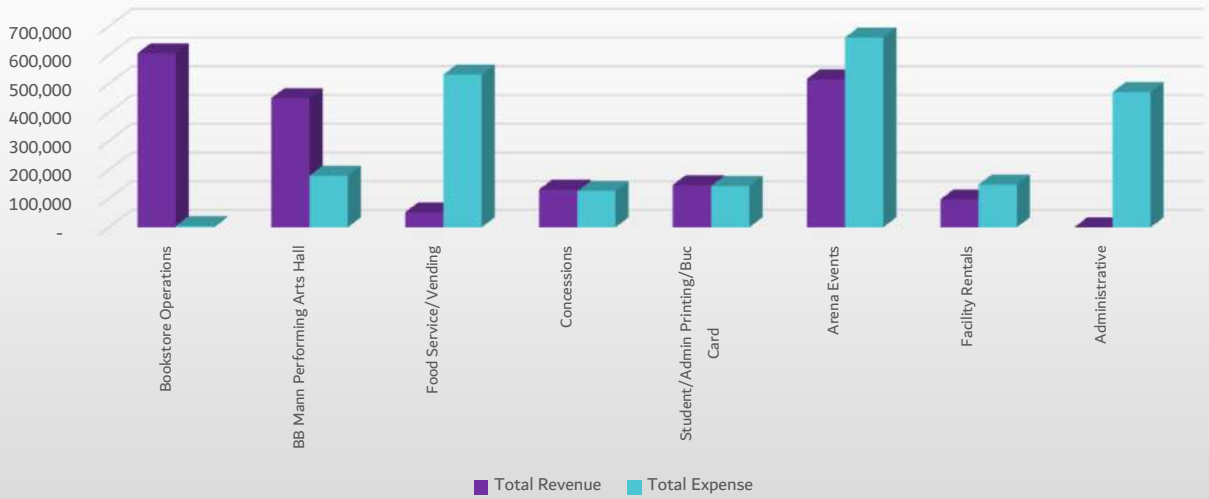
Auxiliary enterprises are established primarily to provide non - instructional services for sale to students, faculty, staff and which are intended to be self - supporting. The general public may be incidentally served by auxiliary enterprises, although that is not their primary purpose. Fees charged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

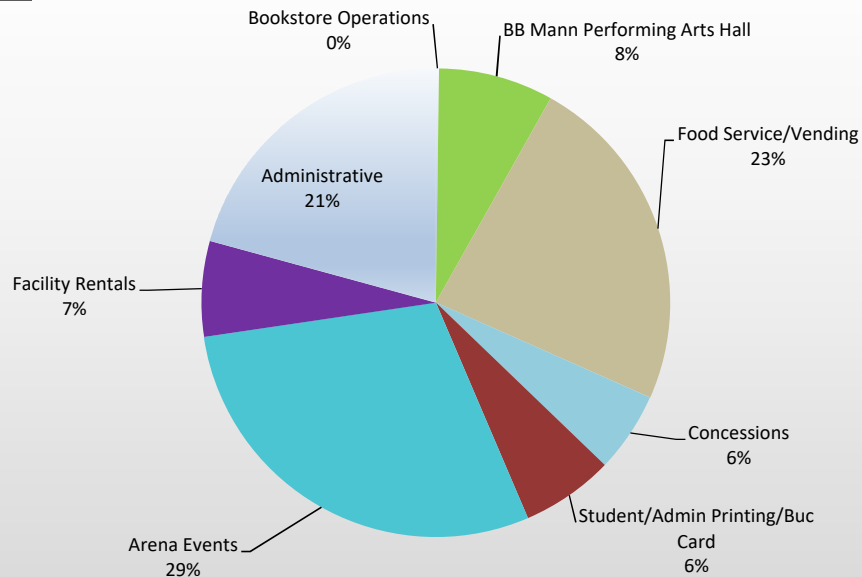
	2022-23	2021-22	2020-21	2019-20	2018-19
	Proposed Budget	Original Budget	Actual Amounts	Actual Amounts	Actual Amounts
<b>SOURCES OF FUNDS</b>					
Gifts, Contributions, Grants & Contracts	-	-	-	-	40,950
Sales and Services	1,982,476	1,309,150	1,371,293	2,077,220	2,819,299
Other Income	18,500	69,507	356,082	53,811	578,034
Transfers	-	-	28,365	173,298	382,752
Fund Balance Transfers	267,863	611,493	-	-	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>2,268,839</b>	<b>1,990,150</b>	<b>1,755,740</b>	<b>2,304,329</b>	<b>3,821,035</b>
<b>USE OF FUNDS</b>					
<b>Staff Costs</b>					
Executive/Admin/Managerial	88,400	87,567	88,425	86,708	148,307
Other Professional Staff	351,849	338,191	297,741	271,749	248,646
Technical/Clerical Salaries	163,320	117,732	150,258	172,427	135,372
Temporary Part-Time Instruction	78,822	5,000	2,655	41,379	34,382
Student Employment	-	-	216	14,299	21,697
Personnel Benefits	232,674	204,900	168,434	166,662	177,438
<b>Total Staff Costs</b>	<b>915,065</b>	<b>753,390</b>	<b>707,729</b>	<b>753,224</b>	<b>765,842</b>
<b>Current Expenses</b>					
Travel	13,000	10,000	437	17,810	23,276
General Operating Expenses	184,200	222,186	180,960	110,133	174,072
Rental Expense	213,520	215,020	156,832	179,872	281,580
Insurance	-	4,500	2,124	2,000	49,550
Utilities	10,000	10,000	9,417	9,099	12,714
Contract Services	595,054	490,054	623,448	649,412	595,959
Grant Participant Supp Costs	-	-	-	-	(579)
Transfers to Other Funds	259,000	255,000	182,796	457,481	649,502
Other Expenses	-	-	-	735	2,219
<b>Total Current Expenses</b>	<b>1,274,774</b>	<b>1,206,760</b>	<b>1,156,014</b>	<b>1,426,542</b>	<b>1,788,293</b>
<b>Capital Expenditures</b>					
Capital Expenditures	79,000	30,000	20,656	97,786	37,704
<b>Total Capital Expenditures</b>	<b>79,000</b>	<b>30,000</b>	<b>20,656</b>	<b>97,786</b>	<b>37,704</b>
<b>TOTAL USES OF FUNDS</b>	<b>2,268,839</b>	<b>1,990,150</b>	<b>1,884,399</b>	<b>2,277,552</b>	<b>2,591,839</b>
<b>CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>(128,659)</b>	<b>26,777</b>	<b>1,229,196</b>

	FY23 Projected Budget				FY22 Original Budget	
	Total Revenue	Personnel Expense	Operating Expense	Total Expense	Total Revenue	Total Expense
Bookstore Operations	606,500	-	5,000	5,000	606,500	5,000
BB Mann Performing Arts Hall	450,000	-	180,000	180,000	-	177,000
Food Service/Vending	52,500	40,200	492,120	532,320	38,000	423,894
Concessions	131,313	105,573	20,600	126,173	38,000	78,081
Student/Admin Printing/Buc Card	147,463	-	144,554	144,554	95,000	191,600
Arena Events	516,000	439,407	221,400	660,807	423,157	523,429
Facility Rentals	97,200	106,130	43,100	149,230	129,900	142,472
Administrative	-	223,755	247,000	470,755	48,100	448,674
<b>Total</b>	<b>2,000,976</b>	<b>915,065</b>	<b>1,353,774</b>	<b>2,268,839</b>	<b>1,378,657</b>	<b>1,990,150</b>
Prior Year Fund Balance	267,863	-	-	-	611,493	-
<b>Grand Total</b>	<b>2,268,839</b>	<b>915,065</b>	<b>1,353,774</b>	<b>2,268,839</b>	<b>1,990,150</b>	<b>1,990,150</b>

### FY23 Auxiliary Budget



### % of Total Expenses



# AUXILIARY SERVICES

## SUPPORTING THE FSW MISSION

### Bookstore Operations



From sweatshirts branded in FSW pride to digital textbooks loaded into Canvas, Follett strives to make the bookstore a wonderful customer experience!

- ➡ 2,888 students in the Fall and Spring semester saw textbook savings of over \$210,000 through the ACCESS program. The ACCESS program saves students 50 percent over the classic text book fee. That's over 3,800 classes across 34 courses!

### Dining and Vending Services

From micro markets to traditional food services, vending to catering, our food management vendor, Canteen, can do it all!

- ➡ On campus catering helps us maximize efficiency and deliver excellent food at a great price point.
- ➡ With 25 vending machines across all campuses including student housing, there's always time for a quick pick me up!

Always on the leading edge of the newest trends coming to market, PepsiCo is here to bring the fun!

- ➡ Over 40 vending machines can be found throughout all FSW campuses and the arena for our thirsty patrons.
- ➡ As part of PepsiCo's Hello Goodness line, we're able to provide healthier options to quench any thirst!
- ➡ FSW is provisioned with \$20,000 annually for marketing support.



### Printing Services



Through contracted agreements with RICOH as well as WEPA, the college is able to manage equipment and services for administrative and student printing at the touch of a button.

- ➡ Through RICOH lease to purchase, FSW has the latest and greatest in printing equipment.
- ➡ Students can print from anywhere on campus with contactless integration to their BUC Card as part of our WEPA services!

## Arena Events and Concessions

Supporting over **60** events ranging from business exhibitions to tournaments, concerts, graduations, and athletics practices, the arena has proven to be the venue of choice.

- ➡ The arena is outfitted with two concessions stands and over **30** menu items to make your experience complete!



## Central and Facility Scheduling



Ensuring the right classes are in the right locations to meet instructor and student needs is no easy feat – especially when trying to also provide locations for our many patrons to host conferences and festivities!

- ➡ With over **3,120** events and classes scheduled annually, Central and Facility Scheduling works hard to provide all the resources and locations our faculty, students, staff, and clients may need to create memorable moments!

## BUC Card

The BUC Card is the FSW campus credential for students, staff, faculty, and affiliates. The physical card is used for door access, purchases, printing, and testing. There are BUC Card print operations taking place at **four** of the FSW campuses.

- ➡ The BUC Card Office is on track to produce over **4,500** BUC Cards this fiscal year.



## Trademark Licensing & Branding



The FSW Trademark Office manages and defends the usage of **60** marks and brands to ensure the protection of our reputation and maintain our high standards.

- ➡ The Office issues Trademark License Agreements for production printing and marketing logo usage, and utilizes CLC for branded apparel and promotional items.





## FACILITY RENTAL RATES

Posted rates are for facility rental only. Additional charges for security, IT, janitorial, tables, chairs, and other incidentals may apply. Estimates will be provided at time of reservation based on the needs of the event.

All qualified governmental/501©3 entities will receive 25% discounting off of posted rate. FSW sponsored events will receive 50% discounting off of posted rate. FSW college events will receive 75% discounting off of posted rate.

AUDITORIUMS				
Campus	Room Location	Room Max Capacity	FSW Daily Rate	FSW Rate 4 Hours or Less
Charlotte	O-124	280	895.00	535.00
Collier	B-101	240	770.00	460.00
Lee	A-105	94	425.00	255.00
Lee	J-103	168	640.00	385.00
Lee	K-143	122	425.00	255.00
Lee	P-103	120	425.00	255.00

MULTI PURPOSE ROOMS				
Campus	Room Location	Room Max Capacity	FSW Daily Rate	FSW Rate 4 Hours or Less
Charlotte	O-117	48	470.00	305.00
Collier	J-103	80	550.00	360.00
Collier	J-104	40	470.00	305.00
Collier	M-201	112	770.00	500.00
Collier	N-148	115	770.00	500.00
Hendry Glades	A-119	200	1,100.00	715.00
Lee	AA-177	228	1,100.00	715.00
Lee	J-117/118	60	550.00	360.00
Lee	U-102	200	1,100.00	715.00

DINING HALLS				
Campus	Room Location	Room Max Capacity	FSW Daily Rate	FSW Rate 4 Hours or Less
Charlotte	O-112	150	640.00	305.00
Charlotte	O-112B Lanai	42	470.00	415.00
Collier	C-101	150	640.00	415.00
Lee	Dining Hall	220	640.00	415.00
Lee	Glass Room	42	470.00	305.00

**COMPUTER / SCIENCE LABS - ALL CAMPUSES**

<b>FSW Hourly Rate</b>
220.00

**CLASSROOMS - ALL CAMPUSES**

<b>Room Max Capacity</b>	<b>FSW Daily Rate</b>	<b>FSW Rate 4 Hours or Less</b>
1 to 39	170.00	110.00
40 - 49	215.00	140.00
50 - 59	215.00	140.00
60 - 79	215.00	140.00
80 - 299	400.00	260.00
300+	400.00	260.00

**CONFERENCE ROOMS - ALL**

<b>FSW Daily Rate</b>	<b>FSW Rate 4 Hours or Less</b>
110.00	70.00

**OUTDOOR ATHLETICS - ALL CAMPUSES**

<b>Location</b>	<b>FSW Hourly Rate</b>
Sand Volleyball Court	45.00
Outdoor Basketball Court	45.00
Racquetball Court	45.00
Tennis Court	45.00
Baseball/Softball Field	45.00
Baseball/Softball Field Tournament Daily Rate	350.00

**PARKING LOTS - ALL CAMPUSES**

<b>Lot Capacity</b>	<b>FSW Daily Rate</b>
1 to 100	215.00
101 to 175	315.00
176 to 250	365.00
251 to 325	425.00
326+	550.00



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. Due to the unique nature of the Arena, pricing is subject to change and College and/or PFM reserve the right to negotiate pricing.

Due to the College's Basketball Season, discounted pricing will not be available August 16th through March 15<sup>th</sup>. All rentals during that time period will be at the posted rate only. Additional charges for security, IT, janitorial, tables, chairs, and other incidentals may apply. Estimates will be provided at time of reservation based on the needs of the event.

<b>ARENA</b>		
<b>Location</b>	<b>FSW Daily Rate</b>	<b>FSW Hourly Rate</b>
All locations excluding Hospitality Suite, box holder suites, and first floor patio	6,660.00	660.00
Hospitality Suite w/Back Patio	880.00	90.00
First Floor Patio Only	440.00	75.00



# 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>2022-23 Proposed Budget</b>	<b>2021-22 Original Budget</b>	<b>2020-21 Actual Amounts</b>	<b>2019-20 Actual Amounts</b>	<b>2018-19 Actual Amounts</b>
<b>SOURCES OF FUNDS</b>					
Other Income	130,225	52,402	185,288	67,487	51,621
<b>USE OF FUNDS</b>					
<b>Staff Costs</b>					
<b>Current Expenses</b>					
General Operating Expenses	2,000	2,000	1,043	2,568	2,559
Transfers to Other Funds	128,225	50,402	-	15,671	65,193
Other Expenses	-	-	6,011	(3,310)	(10,448)
<b>Total Current Expenses</b>	<b>130,225</b>	<b>52,402</b>	<b>7,054</b>	<b>14,929</b>	<b>57,304</b>
<b>Capital Expenditures</b>					
<b>TOTAL USES OF FUNDS</b>					
	<b>130,225</b>	<b>52,402</b>	<b>7,054</b>	<b>14,929</b>	<b>57,304</b>
<b>CHANGE IN FUND BALANCE</b>					
	-	-	178,234	52,558	(5,683)

# 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*

	<b>2022-23</b>	<b>2021-22</b>	<b>2020-21</b>	<b>2019-20</b>	<b>2018-19</b>
	<b>Proposed Budget</b>	<b>Original Budget</b>	<b>Actual Amounts</b>	<b>Actual Amounts</b>	<b>Actual Amounts</b>
<b>SOURCES OF FUNDS</b>					
Student Fees	987,697	1,103,753	1,179,646	1,285,081	1,295,757
Support from State Government	3,276,519	3,327,000	3,437,169	3,525,857	3,648,914
Support from Federal Government	29,228,668	34,442,098	23,135,305	26,682,983	25,639,187
Gifts, Contributions, Grants & Contracts	1,075,000	1,550,000	1,110,125	956,415	2,238,016
Other Income	-	-	1,225	7,045	6,725
Transfers	1,822,608	1,697,719	3,841,159	5,374,749	3,232,599
<b>TOTAL FUNDS AVAILABLE</b>	<b>36,390,492</b>	<b>42,120,570</b>	<b>32,704,629</b>	<b>37,832,130</b>	<b>36,061,198</b>
<b>USE OF FUNDS</b>					
<b>Staff Costs</b>					
Student Employment	11,501	22,000	10,564	20,806	21,017
<b>Current Expenses</b>					
General Operating Expenses	36,378,991	42,098,570	2,130	34,765	31,950
Scholarships/Waivers	-	-	30,462,541	34,097,662	32,814,058
Transfers to Other Funds	-	-	1,830,959	3,554,871	3,213,708
<b>Total Current Expenses</b>	<b>36,378,991</b>	<b>42,098,570</b>	<b>32,295,630</b>	<b>37,687,298</b>	<b>36,059,716</b>
<b>Capital Expenditures</b>					
<b>TOTAL USES OF FUNDS</b>	<b>36,390,492</b>	<b>42,120,570</b>	<b>32,306,194</b>	<b>37,708,104</b>	<b>36,080,733</b>
<b>CHANGE IN FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>398,435</b>	<b>124,026</b>	<b>(19,535)</b>

	2022-23 Proposed Budget	2021-22 Original Budget
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**Fee Based Funds**

**STUDENT FINANCIAL AID FEES**

Athletics	600,000	600,000
Academic Promise Scholars	150,000	100,000
Academic Advancement Scholarship	80,000	75,000
Endurance Scholarship	40,000	30,000
FSW Summer Scholarship	-	180,076
Financial Aid Grant	44,589	20,000
PSAV	7,108	3,677
SGA Stipend	6,000	15,000
Fine Arts	60,000	80,000
<b>Total Student Financial Aid Fees</b>	<b>\$ 987,697</b>	<b>\$ 1,103,753</b>

**Institutional Funds**

**FOUNDATION FUNDS**

**Institutional Scholarships**

Recruitment Scholarships	453,320	438,910
Mary Gerrish Scholarship - Foundation Certificates	15,000	30,000
Honors Scholars Program	83,483	81,291

**Endowed Scholarships**

Curtis Scholarships	264,995	257,477
Merit Based Scholarships	271,850	253,698
Need Based Scholarships	204,504	197,052
Unrestricted	50,317	33,535
Hendry Family Scholarships	29,064	-
Donor Restricted Scholarships	-	39,621

**Annually Funded Scholarships**

General Scholarships	250,000	210,000
Athletic Scholarships	75,075	31,135

<b>Total Foundation Funds</b>	<b>\$ 1,697,608</b>	<b>\$ 1,572,719</b>
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**Other Financial Aid Funds**

Outside Donor Scholarships	600,000	750,000
Private Loans	475,000	800,000

<b>Total Other Financial Aid Funds</b>	<b>\$ 1,075,000</b>	<b>\$ 1,550,000</b>
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**Federal Funds**

PELL Grants	22,000,000	26,000,000
Direct Loans	6,800,000	8,000,000
Supplemental Education Opportunity Grant	\$ 428,668	442,098

<b>Total Federal Funds</b>	<b>\$ 29,228,668</b>	<b>\$ 34,442,098</b>
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**State Funds**

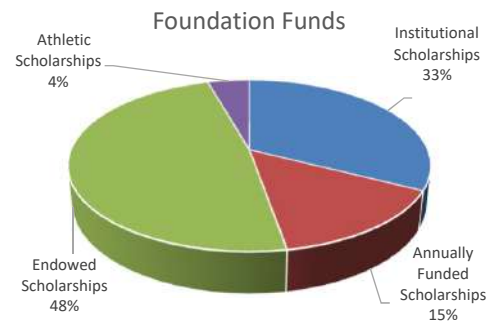
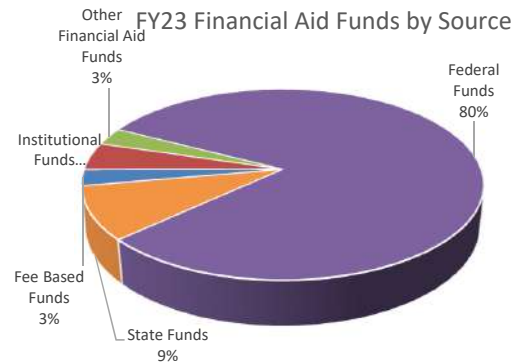
Florida Bright Futures and Centralized programs	525,000	600,000
Children of Deceased and Disabled Veterans	60,560	35,000
Florida Fund for Minority Teachers	8,000	12,000
Florida Work Experience Program	11,501	22,000
HDGAP/Honorably Discharged Assistance Program	22,150	-
Florida Student Assistant Grant	2,553,627	2,570,000
Rosewood Family Scholarship	1,547	-
FFSS/Florida Farm Worker Student Scholarship	2,784	-
First Generation Matching Grant	91,350	88,000

<b>Total State Funds</b>	<b>\$ 3,276,519</b>	<b>\$ 3,327,000</b>
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**Transfer from other Funds**

Employee/Dependent Waivers (fund 3)	125,000	125,000
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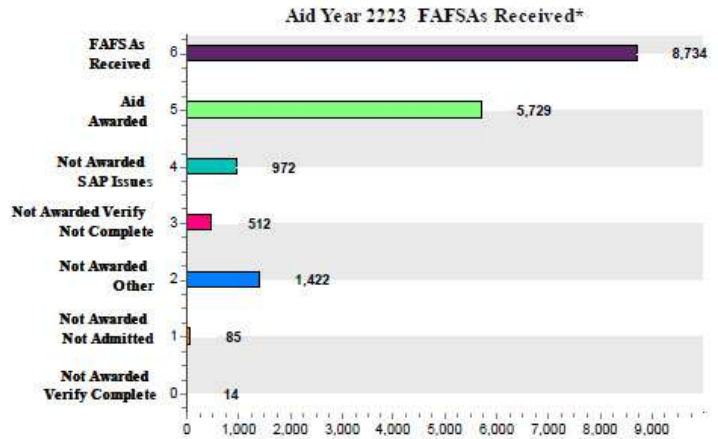
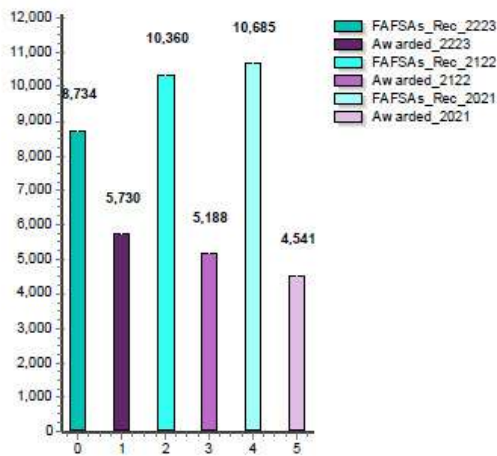
<b>Total Financial Aid</b>	<b>\$ 36,390,492</b>	<b>\$ 42,120,570</b>
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## Financial Aid Processing Report

	2022-23			2021-22			2020-21			1-Yr % Change		2-Yr % Change	
	FAFSAs Received	Awards Processed	%	FAFSAs Received	Awards Processed	%	FAFSAs Received	Awards Processed	%	FAFSAs Received	Awards Processed	FAFSAs Received	Awards Processed
4/25/2022	7716	1164	15.1%	9237	4135	44.8%	9307	3591	38.6%	-16.5%	-71.9%	-17.1%	-67.6%
5/2/2022	8040	1247	15.5%	9531	4312	45.2%	9656	3850	39.9%	-15.6%	-71.1%	-16.7%	-67.6%
5/9/2022	8447	1263	15.0%	9812	4760	48.5%	10048	4186	41.7%	-13.9%	-73.5%	-15.9%	-69.8%
5/16/2022	8734	5468	62.6%	10095	4928	48.8%	10407	4364	41.9%	-13.5%	11.0%	-16.1%	25.3%
5/23/2022	8734	5730	65.6%	10360	5188	50.1%	10685	4541	42.5%	-15.7%	10.4%	-18.3%	26.2%



No FAFSA Completed but Aid Awarded - 1  
 \*Students could be included in more than one not awarded population, but are assigned using tiers: 1. Not Admitted, 2. SAP Issues, 3. Verify Not Complete, 4. Verify Complete, & 5. Other



# Fund 7 Unexpended Plant and Renewals & Replacement Fund

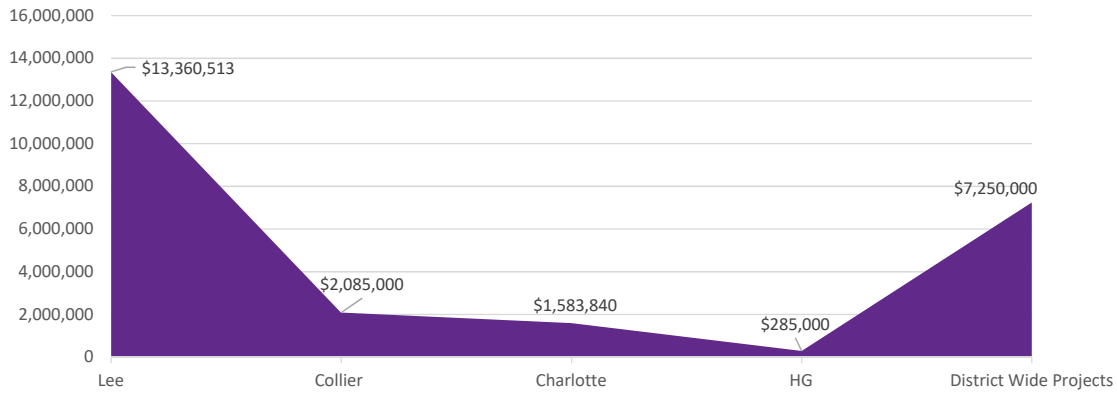
This fund is used to account for resources that are available for the acquisition or construction of physical property to be used for institution purposes and resources designated for the major repair and/or replacement of institutional property, as well as associated liabilities. Appropriated funds 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

	2022-23	2021-22	2020-21	2019-20	2018-19
	Proposed Budget	Original Budget	Actual Amounts	Actual Amounts	Actual Amounts
<b>SOURCES OF FUNDS</b>					
Student Fees	4,018,081	3,949,942	4,062,181	4,459,345	4,493,929
Support from State Government	10,133,840	6,862,157	162,317	289,789	2,093,855
Gifts, Contributions, Grants & Contracts	-	-	-	-	173,720
Other Income	-	459,553	6,840	509,017	543,424
Transfers	-	-	8,357,760	5,904,969	8,005,686
Fund Balance Transfers	17,080,921	10,703,979	-	-	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>31,232,842</b>	<b>21,975,631</b>	<b>12,589,098</b>	<b>11,163,120</b>	<b>15,310,614</b>
<b>USE OF FUNDS</b>					
<b>Staff Costs</b>					
Other Professional Staff	171,506	-	-	-	-
Personnel Benefits	65,097	-	-	-	-
<b>Total Staff Costs</b>	<b>236,603</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Current Expenses</b>					
General Operating Expenses	20,982,285	8,100,605	2,547,429	3,766,276	2,837,681
Rental Expense	-	-	138,038	234,118	279,661
Insurance	-	-	-	5,481	-
Contract Services	-	-	101,124	442,469	1,268,969
Scholarships/Waivers	-	-	280,869	351,223	360,811
Transfers to Other Funds	-	-	6,119,186	5,820,197	8,814,661
Other Expenses	-	1,575,420	1,203,766	190,854	1,183,905
Reserves	-	1,175,739	-	-	-
<b>Total Current Expenses</b>	<b>20,982,285</b>	<b>10,851,764</b>	<b>10,390,412</b>	<b>10,810,618</b>	<b>14,745,688</b>
<b>Capital Expenditures</b>					
Capital Expenditures	4,756,618	-	674,553	4,897,185	4,789,318
<b>Total Capital Expenditures</b>	<b>4,756,618</b>	<b>-</b>	<b>674,553</b>	<b>4,897,185</b>	<b>4,789,318</b>
<b>TOTAL USES OF FUNDS</b>	<b>25,975,506</b>	<b>10,851,764</b>	<b>11,064,965</b>	<b>15,707,803</b>	<b>19,535,006</b>
<b>CHANGE IN FUND BALANCE</b>	<b>5,257,336</b>	<b>11,123,867</b>	<b>1,524,133</b>	<b>(4,544,683)</b>	<b>(4,224,392)</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	5,630,127	4,018,081	9,648,208	6,691,153	2,957,055
BBMANN Funds	943,895	0	943,895	943,895	0
<b>Reserved Funds</b>					
Furniture & Equipment Replacement	2,760,156	0	2,760,156	1,750,000	1,010,156
Parking Lot Improvement/Repair	315,341	0	315,341	275,000	40,341
Technology Refresh/Upgrade	1,684,354	0	1,684,354	1,000,000	684,354
Campus Safety	326,854	0	326,854	250,000	76,854
<b>State Funds</b>					
State Funding Deferred Maintenance	0	9,983,840	9,983,840	9,983,840	0
License Tag Fees	450,000	150,000	600,000	325,000	275,000
PECO - Remodel/Renovation - Bldg K	4,970,194	0	4,970,194	4,756,618	213,576
<b>Total Funds</b>	<b>17,080,921</b>	<b>14,151,921</b>	<b>31,232,842</b>	<b>25,975,506</b>	<b>5,257,336</b>

Project Budgets by Campus



**Capital Projects - Local Funds**


	Capital Improvement Fees	BBMANN
Estimated Fund Balance at 7/1/2022	5,630,127	943,895
Estimated New Revenue	4,018,081	0
<b>Total Available</b>	<b>9,648,208</b>	<b>943,895</b>
<b>Lee Campus</b>		
Lee Café floor upgrade	275,000	
Bldg G - restroom and kitchenette upgrades	250,000	
Bldg S - 1st floor restroom refresh	200,000	
Bldg I - 1st floor auxiliary suite	500,000	
Bldg A - dental air replacement	600,000	
Bldg V - campus police move (reserve)	400,000	
Bldg X - service elevator	300,000	
Bldg X - service sink plumbing	25,000	
Bldg N - HR Suite	600,000	
BB Mann - Air handler replacement		75,000
BB Mann - Roof repairs		50,000
BB Mann - Remodel Women's restroom and boxoffice		650,000
Arena stage storage		125,000
PFM initiatives		43,895
<b>Collier Campus</b>		
Café and student dining flooring upgrade	105,000	
Café upgrade to micromarket	150,000	
Bldg N - cabinet replacement	40,000	
Gutter repair / replacements	15,000	
Exotic plant removal	30,000	
Storefront door replacements Bldg A,B,C,D	75,000	
<b>Charlotte Campus</b>		
Café upgrade to micromarket	150,000	
Duct smoke detector replacement	30,000	
Bldg O - restroom upgrade / refresh	100,000	
<b>Hendry Glades Center</b>		
Bldg A - men's restroom upgrade	85,000	
<b>College Wide</b>		
Building mechanical / electrical unforeseen major equipment replacements	250,000	
Carpet and paint refresh projects	300,000	
Card reader installation	70,000	
Window treatment replacements	30,000	
FY23 budget project requests	700,000	
Salary/Fringe	236,603	
Bond Payment	1,174,550	
<b>Total Estimated Expenditures</b>	<b>6,691,153</b>	<b>943,895</b>
<b>Estimated Remaining Funds Available</b>	<b>2,957,055</b>	<b>0</b>

**Capital Projects - State Funds**

	State Funding Deferred Maintenance	License Tag Fees	PECO
Estimated Fund Balance at 7/1/2022	0	450,000	4,970,194
Estimated New Revenue	9,983,840	150,000	0
<b>Total Available</b>	<b>9,983,840</b>	<b>600,000</b>	<b>4,970,194</b>
<b>Lee Campus</b>			
West plant chiller and cooling tower replacement	1,500,000		
Bldg M - (6) air handlers replacement	450,000		
Bldg G - data center air handlers	200,000		
Bldg L - roof replacement	800,000		
Bldg V - secure police facility	25,000		
Bldg V - air handler replacement	75,000		
Bldg C,M - roof replacement	275,000		
Bldgs NOPQ VAV box replacement	125,000		
Parking lot lighting	800,000		
Bldg O - Air Handler replacement	260,000		
Bldg K - remodel			4,756,618
<b>Collier Campus</b>			
Chiller replacement	125,000		
Collier roof replacement	250,000		
Bldg I - electrical panel replacement	175,000		
Bldg G EIFS repairs	800,000		
Fire alarm panel upgrade Bldg B, J, G	160,000		
Bldg I - emergency generator	160,000		
<b>Charlotte Campus</b>			
Chiller replacement	300,000		
Fire alarm replacement	360,000		
Bldg E,O Air Handler replacement	375,000		
Bldg K server room AC unit	18,840		
Multiple roof replacements	250,000		
<b>Hendry Glades Center</b>			
Air handler replacement	200,000		
<b>College Wide</b>			
Parking lot repairs / sealing / striping	1,250,000		
Walkway upgrades, sidewalks and patios	150,000		
College wide tree removal and trimming for life safety lighting	150,000		
District wide exterior lighting upgrades based on engineer safety assessment.	600,000		
Police critical response building software and infrastructure	150,000		
Wayfinding		225,000	
SREF inspections		50,000	
Campus health and safety		50,000	
<b>Total Estimated Expenditures</b>	<b>9,983,840</b>	<b>325,000</b>	<b>4,756,618</b>
<b>Estimated Remaining Funds Available</b>	<b>0</b>	<b>275,000</b>	<b>213,576</b>

**Capital Projects - Reserved Funds**

	Furniture Fund	Parking Fund	Technology Fund	Campus Safety Fund
Estimated Fund Balance at 7/1/2022	2,760,156	315,341	1,684,354	326,854
Estimated New Revenue	0	0	0	0
<b>Total Available</b>	<b>2,760,156</b>	<b>315,341</b>	<b>1,684,354</b>	<b>326,854</b>
<b>College Wide</b>				
Café furniture refresh	250,000			
Furniture Refresh	1,000,000			
Bldg K furniture	500,000			
Technology Refresh			1,000,000	
Safety Improvements				250,000
Parking repairs		50,000		
Wayfinding		200,000		
Parking block removal		25,000		
<b>Total Estimated Expenditures</b>	<b>1,750,000</b>	<b>275,000</b>	<b>1,000,000</b>	<b>250,000</b>
<b>Estimated Remaining Funds Available</b>	<b>1,010,156</b>	<b>40,341</b>	<b>684,354</b>	<b>76,854</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			CI Revenue Bond Payments	Total
	2014-A Principal & Interest	2017-A (Refunded 2008- A)Principal & Interest	Total SBE	2010-A Principal & Interest	
2023	34,890.00	116,670.00	151,560.00	886,500.00	1,038,060.00
2024	35,340.00	120,320.00	155,660.00	886,500.00	1,042,160.00
2025	23,690.00	123,570.00	147,260.00	885,000.00	1,032,260.00
2026		126,420.00	126,420.00	887,000.00	1,013,420.00
2027		129,870.00	129,870.00	887,250.00	1,017,120.00
2028		132,870.00	132,870.00	885,750.00	1,018,620.00
2029				887,500.00	887,500.00
2030				887,250.00	887,250.00
<b>Grand Total</b>	<b>93,920.00</b>	<b>749,720.00</b>	<b>843,640.00</b>	<b>7,092,750.00</b>	<b>7,936,390.00</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.

### General Operating Budget

<u>Revenue</u>	FY23 Budget	FY22 Budget	Difference	% Change
Bandwidth Lease	\$ 59,776	\$ 358,656	\$ (298,880)	-83.3%
High School Lease Revenue	375,000	300,000	75,000	25.0%
Investment Income	105,060	76,000	29,060	38.2%
Transfer In - Broadband Sale	4,200,000	-	4,200,000	100.0%
Fund Balance	-	872,038	(872,038)	-100.0%
<b>Total Revenue</b>	<b>\$ 4,739,836</b>	<b>\$ 1,606,694</b>	<b>\$ 3,133,142</b>	<b>195.0%</b>

<u>Expense</u>	FY23 Budget	FY22 Budget	Difference	% Change
General Operating Expenses	\$ 39,525	\$ 39,655	\$ (130)	-0.3%
Insurance	161,620	140,539	21,081	15.0%
Contract Services	130,000	106,000	24,000	22.6%
Patent	-	20,500	(20,500)	-100.0%
Miscellaneous / Baseball - Softball Field	-	1,200,000	(1,200,000)	-100.0%
Contingency	100,000	100,000	0	0.0%
<b>Total Expense</b>	<b>\$ 431,145</b>	<b>\$ 1,606,694</b>	<b>\$ (1,175,549)</b>	<b>-73.2%</b>

<b>Net Profit/(Loss)</b>	<b>\$ 4,308,691</b>	<b>\$ -</b>	<b>\$ 4,308,691</b>	<b>268.2%</b>
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**Housing - Fund Balance Projection for FY23:**

Current Fund Balance (Approx):	\$ 5,555,406
(+) Projected Revenue:	4,739,836
(-) Projected Budgeted Expense:	(431,145)
<b>(=) Ending Fund Balance FY23:</b>	<b>\$ 9,864,097</b>

\* Note: investment balance as of January 31, 2022: \$4,916,963.25 is included in the \$5,555,406 fund balance.

**Student Housing Budget**

<u>Revenue</u>	FY23 Budget	FY22 Budget	Difference	% Change
Rent Revenue	\$ 2,576,210	\$ 2,055,166	\$ 521,044	25.4%
Resident Activity Fee	31,000	26,000	5,000	19.2%
Fines & Penalties	12,000	2,000	10,000	500.0%
Collection Fees	23,000	23,000	-	0.0%
Deposits Forfeited	13,000	15,000	(2,000)	-13.3%
Application Fees	41,000	42,000	(1,000)	-2.4%
Cleaning Fees	39,000	33,000	6,000	18.2%
Fund Balance - Residence Activity	26,000	17,000	9,000	52.9%
Fund Balance - Housing	-	499,001	(499,001)	-100.0%
<b>Total Revenue</b>	<b>\$ 2,761,210</b>	<b>\$ 2,712,167</b>	<b>\$ 49,043</b>	<b>1.8%</b>
<b>Expense</b>				
<b>General Expense</b>				
Travel	\$4,000	\$ 12,000	\$ (8,000)	-66.7%
Data & Other Communication Services	24,000	24,000	-	0.0%
Rentals	2,760	2,760	-	0.0%
Professional Development	5,800	7,400	(1,600)	-21.6%
Utilities	246,720	202,730	43,990	21.7%
Resident Activities	33,000	22,000	11,000	50.0%
Repairs & Maintenance	333,500	404,222	(70,722)	-17.5%
Contract Services	301,860	299,400	2,460	0.8%
Bad Debt Expense	\$20,000	47,000	(27,000)	-57.4%
<b>Expense Before Contingency and Reserve:</b>	<b>\$ 971,640</b>	<b>\$ 1,021,512</b>	<b>\$ (49,872)</b>	<b>-4.9%</b>
Contingency	197,570	100,000	97,570	97.6%
Capital Reserve	200,000	200,000	-	0.0%
<b>Total Expense</b>	<b>\$ 1,369,210</b>	<b>\$ 1,321,512</b>	<b>\$ 47,698</b>	<b>3.6%</b>
<b>Debt Service</b>				
Principal	812,000	787,508	24,492	3.1%
Interest	580,000	603,147	(23,147)	-3.8%
<b>Total Debt Service:</b>	<b>\$ 1,392,000</b>	<b>\$ 1,390,655</b>	<b>\$ 1,345</b>	<b>0.1%</b>
<b>Total Operating &amp; Debt Service Expense:</b>	<b>\$ 2,761,210</b>	<b>\$ 2,712,167</b>	<b>\$ 49,043</b>	<b>1.8%</b>
<b>Net Profit/(Loss)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**Housing - Fund Balance Projection for FY23:**

Current Fund Balance (Approx):	\$ 2,717,489
(+) Projected Revenue:	2,735,210
(-) Projected Budgeted Expense:	(2,761,210)
<b>(=) Ending Fund Balance FY23:</b>	<b>\$ 2,691,489</b>



FY22-23 Foundation Budget

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Funding Sources:	
Admin Support from Invested Funds - 2.75%	1,137,480.00
Scholarship/Program Support/AITF - 4%	1,556,651.00
FEE Award	100,000.00
	2,794,131.00
Use of Funding	
Scholarship/Program Support	1,372,533.00
Academic Improvement (AITF) Support	184,118.00
Foundation Personnel Salary	600,000.00
Foundation Operations	462,480.00
FEE Award	100,000.00
Special Allocations:	
1 Staff Training	20,000.00
2 Lunch & Learn with Deans	5,000.00
3 Special Initiatives	50,000.00
Total Uses	2,794,131.00

Additional Information/Notes:

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- College provides additional salary support of approximately \$570,000.
- FEE Award - Foundation Educational Excellence Award - Awarded to Faculty/Staff for educational projects they design (via an application/selection process).