FSW

2023-2024
BUDGET & OPERATING PLANS

FLORIDA SOUTHWESTERN STATE COLLEGE

Florida SouthWestern State College

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June 20, 2023

Dear Members of the Board of Trustees,

As we embark on the 2024 fiscal year, I want to take a moment to reflect on the hard work by all those who supported and championed FSW during the most recent legislative session and thank everyone, including the Trustees for the commitment, time and energy and to share our successes. I am pleased to share the positive impact their actions will have on our institution, Florida SouthWestern State College.

First of all, the Florida Legislature has recognized the importance of investing in our infrastructure as we strive to provide a conducive learning environment for our students. Through the Public Education Capital Outlay (PECO) program, we have secured significant funding for essential renovation projects. These projects will not only enhance our facilities but also support the expansion of workforce and STEM programs, as well as supplement our newly established Cybersecurity program. The details of these renovations are:

1. **Building L Renovation - Lee Campus:** We have been allocated $14.7 million to revitalize the Humanities and Fine Arts building on our Lee campus. This building, which has served us for the past 50 years, is in dire need of a facelift and repurposing. This investment will not only improve the aesthetics but also create a modern and engaging space for our students to foster their artistic and creative talents.
2. **Buildings E & F Renovation - Collier Campus**: The legislature has allocated $7.5 million to renovate buildings E and F on our Collier campus. These 30-year-old buildings require exterior resurfacing and renovation to meet the evolving needs of our students. The refurbished facilities will support the expansion of our workforce and STEM programs, catering to the demands of the job market and empowering our students for successful careers in these fields.
3. **Cybersecurity Program**: We have also been allocated $970,000 for our Cybersecurity program. This funding will enable us to develop a cutting-edge curriculum, procure the necessary technology and equipment, and provide specialized training to our students. With the growing demand for cybersecurity professionals, this program will play a vital role in equipping our students with the knowledge and skills required for this rapidly evolving field.

Additionally, the Legislature recognize the need to increase recurring operational dollars. Below are FSW's funding which will contribute significantly to the continued growth and success of our institution:

1. **New Funding Formula**: We successfully advocated for a new funding formula, which has resulted in an allocation of $3.85 million in new dollars. This formula, developed in collaboration with the Council of Presidents, will ensure a fair and equitable distribution of funds among the state's colleges and universities. The implementation of this formula reflects our commitment to fostering a supportive and efficient higher education system in Florida.
2. **Dual Enrollment & Student Success**: Recognizing the importance of dual enrollment and student success initiatives, we have been granted $2.4 million to support our accomplishments in these areas. This funding will help bridge the gap between the actual cost of instruction and what is paid by the school districts. Additionally, it will help us continue our efforts to ensure the academic and personal success of our students, promoting retention and graduation rates.
3. **Additional Operational Enhancement**: To continue to support all of our programs as well as to further bolster our commitment to workforce development and student opportunities, the legislature has allocated $5 million to FSW as an additional operational enhancement. In part, this funding will facilitate the expansion of our workforce division, potentially enabling us to offer new and innovative programs that align with the demands of the job market. By creating more opportunities for our students, we are empowering them to thrive in their chosen careers and contribute to the growth and prosperity of our state.

These additional funds allows us to move forward with several initiatives that the college has been working on over the last two years and are included in this years operating budget:

1. **Implementation of the Salary Study:** A salary study conducted by an outside agency was undertaken to address longstanding issues regarding compensation disparities within our organization. It was imperative for us to evaluate our salary scales and ensure that our dedicated employees were fairly compensated for their expertise, experience, and contributions to our institution's mission. The study encompassed a thorough analysis of market data, job evaluations, and internal equity considerations to arrive at a more equitable and competitive compensation structure.

By implementing the salary study recommendations we will be able to achieve the following:

1. *Fairness and Equity:* The implementation of the salary study will allow us to rectify salary inequities that may have emerged within our organization. By aligning compensation with industry standards and considering internal factors such as job responsibilities and performance, we have created a more equitable environment for our employees. The execution of the recommendations from the study enhances employee satisfaction, motivation, and overall morale, leading to increased productivity and retention.
2. *Retention and Recruitment:* A competitive salary structure is crucial for attracting and retaining top talent. The salary study has positioned us to offer more competitive compensation packages, making us an attractive employer in the higher education landscape. This salary structure will enable us to attract highly qualified individuals who can contribute to our institution's success and bolster our academic programs and administrative functions.
3. *Employee Engagement:* Recognizing and rewarding the hard work and dedication of our employees is vital to fostering a culture of excellence and engagement. The salary study outcomes have provided us with a framework to appropriately recognize and reward our faculty and staff, promoting a sense of value and accomplishment. This recognition, in turn, will contribute to increased employee engagement and a more positive work environment.

The additional funding from the state has allowed us to include the new pay structure, both from the salary study as well as the most recent faculty negotiations, into our budget. We view it as an investment in our most valuable resource—our employees. By prioritizing fair and competitive compensation, we are investing in the success and well-being of our faculty and staff, which ultimately translates into improved student outcomes and institutional excellence.

Moving forward, it is essential that we monitor and evaluate the effectiveness of the new salary structure regularly. This ongoing review will allow us to make necessary adjustments to ensure its continued alignment with market trends and internal factors.

2. **Reduction of Course Fees:** Over the past few years, we have undertaken a comprehensive review of course fees with the goal of reducing the financial burden on our students. As a result, we have successfully reduced the number of course fees by 25%, resulting in substantial savings for our students. This reduction amounts to over half a million dollars in savings, enabling our students to invest in their education without the additional financial strain of excessive course fees. By prioritizing affordability and accessibility, we are fostering an environment of student-centeredness and continuing our unwavering dedication to making education more affordable and attainable for all.

3. **New Positions:** In addition to the positive financial measures outlined above, I would also like to highlight the impact of the newly created positions and the positions that have been taken off hold, which were unfilled last year in order to help balance the budget. These actions demonstrate our commitment to strategically invest in our workforce and strengthen our institutional capacity. By filling these positions, we are enhancing our ability to deliver high-quality education and support services to our students. The addition of new positions allows us to expand our academic programs, increase student support services, and improve operational efficiency. Furthermore, by lifting the freeze on previously held positions, we are ensuring that our departments have the necessary staff to meet the growing demands and evolving needs of our institution. These actions reflect our dedication to providing a supportive environment for both our students and employees, fostering a culture of continuous improvement and innovation. Together, these initiatives will play a crucial role in shaping the future of Florida SouthWestern State College and solidifying our position as a leader in higher education.

In addition to our operating budget, we have several other fund types that serve distinct purposes. Each fund type plays a crucial role in fulfilling the diverse needs of our students. What follows are the main highlights of each fund:

Restricted Fund:

- The overall budget has decreased 72% over FY23 mainly due to all available HEERF (Higher Education Emergency Relief Funds) being expended
- The budget for Quick Response Training grants has decreased by $1.1M due to the close out of several grants.

Auxiliary Fund:

- Revenue is projected to be $2.2M which is $225k more than the original budget in FY23. Revenue from performances at the BB Mann Hall is estimated to be $800k, or $350k more than the FY23 budget.
- Events and facility rental revenue is projected to be 20% higher in FY24 compared to FY23.

Financial Aid Fund:

- The overall budget has decreased 1.5% compared to FY23 mainly due to a decrease in Federal Direct Loans .
- Scholarships funded through the FSW Foundation have increased 3.4% over FY23.

Plant (Project) Fund:

- Through the state's Public Education Capital Outlay FSW was appropriated:
  - $14,754,126 for the remodel/renovation of building L on the Lee Campus
  - $7,532,154 for the remodel/renovation of buildings E & F on the Collier Campus
- Multiple projects will be undertaken using capital improvement fees including the creation of a dedicated Division of Workforce space as well as the refurbishment of buildings on each of our campuses

In conclusion, the support provided by the Florida Legislature for higher education and our institution and the hard work of so many, including the Trustees is truly commendable. These investments in infrastructure, program development, and operational enhancements will undoubtedly contribute to the overall success and growth of Florida SouthWestern State College. As we move forward, I look forward to working closely with each of you to ensure the efficient and effective utilization of these resources for the betterment of our students and the community we serve.

Thank you for your unwavering dedication to our institution and your commitment to providing our students with a quality education. Together, we will continue to make a lasting impact on the lives of our students

Go Bucs!!!

Dr. Jeffery Allbritten

The Government Finance Officers Association (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.

Through a collaborative effort between multiple departments within college and the guidance of the FSW leadership team, FSW has won this award for the last two budget cycles and five times overall.

Florida SouthWestern State College was formally established in 1961 by the Florida Legislature as Edison Junior College. Edison received accreditation from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in 1966. Since this initial accreditation, the College has under gone reaffirmation in 1971, 1981, 1991, 2001, 2013 and 2022.

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. 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 2014, following the creation of the new Florida State College System, 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 since 1961. The College now offers five baccalaureate programs as well as operates two charter high schools at the Lee

EXPLORE. VISIT. APPLY.

1. Thomas Edison (Lee) Campus
8099 College Parkway
Fort Myers, FL 33919
(239) 489-9300

2. Collier Campus
7505 Grand Lely Drive
Naples, FL 34113
(239) 732-3700

3. Charlotte Campus
26300 Airport Road
Punta Gorda, FL 33950
(941) 637-5629

4. Hendry/Glades Curtis Center
1092 East Cowboy Way
LaBelle, FL 33935
(863) 674-0408

FSWCOLLEGE

FSW PROGRAMS AND DEGREES

Associate in Arts (AA) Degrees

FSW's Associate in Arts (AA) degree is the stepping stone to any bachelor's degree and career! Using your selected Academic & Career Pathway, an FSW advisor will help you tailor classes to your interests and make sure you complete any prerequisites for a bachelor's degree program at FSW or another college or university.

Specialized Degrees and Certificates

We offer specialized Associate in Science (AS) and Bachelor of Science or Bachelor of Applied Science (BS or BAS) degrees as well as workforce certifications that can land you an in-demand job or promotion!

Customize Your Program

Don't see your program here?

Our AA degree can be tailored to prepare you for any bachelor's degree program!

Associate Degree Programs

- AS Accounting Technology
- AS Architectural Design & Construction Technology
- AA Biology
- AS Business Administration & Management
- AA Business
- AS Business Analytics
- AS Civil Engineering Technology
- AA Communication
- AS Computer Programming & Analysis
- AS Criminal Justice Technology
- AA Criminal Justice
- AS Crime Scene Technology
- AS Digital Art and Multimedia Production
- AS Early Childhood Education
- AA Economics & Finance
- AA Education
- AS Emergency Medical Technology
- AA Engineering
- AA English Language & Literature

- AA Environmental Science
- AS Fire Science Technology
- AS Health Information Technology
- AA History
- AA Journalism
- AA Law/Politics
- AA Management
- AA Marketing
- AA Mathematics
- AA Music
- AS Music Production and Technology
- AS Network Systems Technology
- AS Opticianry
- AS Paralegal Studies
- AA Pre-Med/Vet
- AA Psychology
- AS Science and Engineering Technology
- AS Social and Human Services
- AA Social Work
- AS Software Engineering

Associate Degree Programs (Limited Access)

- Cardiovascular Technology
- Dental Hygiene
- Nursing (LPN Transition)
- Nursing (Entry)
- Radiologic Technology
- Respiratory Care

Bachelor Programs

- Information Security Technology
- Public Safety Administration
- Supervision and Management
- Cardiopulmonary Sciences
- Elementary Education
- Nursing

Certificate Programs

- Computer Programmer
- Computer Programming Specialist
- Crime Scene Technician
- Emergency Medical Technician
- Paramedic
- Information Technology Support Specialist
- Small Business Management
- Accounting Technology Management
- Addiction Services
- Audio Technology
- Business Development & Entrepreneurship
- Digital Forensics
- Financial Services Management
- Medical Information Coder/Biller
- Network Enterprise Administration
- Network Security

- Risk Management & Insurance Management
- Computed Tomography
- Firefighter I/II Certificate
- Digital Media/Multimedia Production
- Human Services Generalist
- Youth Development Services
- Child Development Specialization
- Preschool Specialization
- Inclusion Specialization
- Stage Technology
- Real Estate Paralegal
- Scientific Workforce Preparation

www.FSW.edu/pathways

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.

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)

FLORIDA SOUTHWESTERN STATE COLLEGE'S
STRATEGIC PLAN
2020-2023

Vision

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

Values

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

Mission

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

Strategic Directions

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

Strategic 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.

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 C.A.R.E.
Coordinate • Advocate • Respond • Empower

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.

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.

Figure 1. Strategic Directions as mapped by department/office within effectiveness plans. Source: Compliance Assist 2022-23 Effectiveness Plans

What follows are selected highlights from 2022-2023.

To the reader: Keep in mind when reviewing this report that what follows is what is practiced. In other words, just as this report was developed to provide an update on the practices at the College, so too does leadership provide opportunities regularly for all active areas of the College to embrace growth, change, and strategic implementations; a sort of update amongst itself. This is done through regularly scheduled 'College Conversations' held by Dr. Allbritten and Dr. Bilsky. The most recent 'College Conversations' were held on March 29, April 5, 6, and 12, at the Collier campus, Hendry-Glades Center, Charlotte campus, and Thomas Edison (Lee) campus, respectively. In each session, both Dr. Allbritten and Dr. Bilsky attend for a two-hour time period, allowing ample time for thorough discussion to delve deeply into topics as they arise.

One final note when reviewing this report is to consider the hardship faced by the College during the fall semester, when the 1-in-200-year hurricane, Hurricane Ian, struck the coast. With damage to the campuses of FSW, loss of property, supplies, access to supplies, and even lives in the local community, FSW was suddenly in a position of extreme adversity. Still, FSW remained steadfast in affording the standard amenities of any institution of higher learning while additionally ensuring those enrolled were supported in completing the term and continuing at FSW. Throughout these chapters the reader is encouraged to note the varying ways in which the College adapted to the conditions and supported the community by going above and beyond. Each time such an occurrence is noted, a * will be noted to signify that this was in response to Hurricane Ian.

2 EXPAND EDUCATIONAL ACCESS

2.1 ADMISSIONS

2.1.1 Webpage Updates

The Office of Admissions' priority is to facilitate both prospective and returning student applications and initial enrollment processes at the college in an efficient and professional manner to support the overall enrollment objectives of the institution. One priority for AY 2022-2023 was the updating and revising of the FSW Admissions webpage to make it easier for prospective students to navigate. An updated look at front page of the Office of Admissions' webpage is shown in the graphic below.

Figure 2. Screen capture close-up of the button options available from https://www.fsw.edu/admissions in which students can select their area of interest or importance.

2.1.2 Scholarships

Beginning with the Summer 2022 term through the Spring 2023 term, FSW students have been awarded a total of 2,775 scholarships. In total, 2,234 of these scholarships stem from either FSW or the FSW Foundation, while an additional 541 stem from external sources. A listing of all scholarships, the number of awards, and the value of those awards is shown in the table below.

	Number of Scholarships Awarded	Total Amount of Awards Accepted	Average Amount of Award Accepted
Institutional & Foundation Total	**2234**	**$2,305,581**	**$1,032**
Academic Achievement	39	$97,500	$2,500
Academic Advancement	41	$61,500	$1,500
Academic Endurance	26	$26,000	$1,000
Academic Excellence Schl	64	$160,000	$2,500
Academic Perseverance	2	$5,000	$2,500
Academic Promise Misc	1	$750	$750
Academic Promise Scholarship	59	$88,500	$1,500
Ambassador Scholars	60	$120,000	$2,000
Athletic Scholarships	527	$689,481	$1,308
Curtis Books	37	$36,500	$986
Curtis Memorial	44	$84,742	$1,926
Curtis Memorial Misc	3	$1,143	$381
Fine Arts Scholarship	45	$54,800	$1,218
First Generation Grant/Schl.	288	$144,000	$500
Florida Blue Scholarship	33	$32,495	$985
Foundation Academic Sch	154	$86,652	$563
Foundation Annual Scholarship	133	$95,926	$721
Foundation Cert. Part Time	2	$3,000	$1,500
Foundation Scholarship	21	$12,492	$595
Future Makers Program	3	$7,500	$2,500
Gerrish Scholarship	2	$2,286	$1,143
Helios Scholarship	52	$26,650	$513
Honors Scholarship	93	$69,250	$745
Lee/All District General Schl.	231	$135,611	$587
Nursing General Scholarship	128	$119,060	$930
PSAV Scholarship	1	$1,000	$1,000
PT Presidential Scholarship	7	$9,375	$1,339
PTCurtis Memorial	4	$4,347	$1,087
Sch Lee Memorial/ Tuit	20	$25,946	$1,297
Schl Francis Asbury Hendry	5	$9,167	$1,833
Schulze Family Scholarship	21	$15,750	$750
SGA Stipend	1	$800	$800
Shady Rest Foundation Scholars	81	$75,359	$930
Student Ambassador Scholarship	6	$3,000	$500
External	**541**	**$936,388**	**$1731**
American Rescue Plan	45	$63,797	$1,418
Collier Community Foundation	21	$52,129	$2,482
Community Foundation of Coll	39	$93,100	$2,387
Earn to Learn Scholarship	3	$6,000	$2,000
General Donor Scholarship	307	$562,335	$1,832
Grow Your Own Teacher Sch	7	$16,960	$2,423
Pathway Program Scholarship	11	$16,600	$1,509
Second Look Scholarship -Lee	1	$1,500	$1,500
Second Look Scholarship SWFL	5	$5,567	$1,113
Spring Return Scholarship	73	$72,000	$986
Transforming SW FL Schl.	16	$25,600	$1,600
Transforming SW FL Scholarship	13	$20,800	$1,600

Table 1. Institutional and external scholarships awarded from Summer 2022 through Spring 2023.

2.1.3 Inbound High School Students

As always, FSW receives new First-Time-In-College (FTIC) student applications who come from a wide variety of high schools and locals. As is expected, of course, the bulk of those students hail from a common set of high

schools in the Lee, Collier, Charlotte, Hendry, and Glades County School Districts. Below are the top ten most represented high schools in the Fall 2022 registered FTIC students. A review of how many applicants versus those who end up being admitted, and ultimately register with FSW for AY 2022-23 (Summer, Fall, Spring) is also shown below.

	Number of New Students Registered in Fall 2022
Lehigh Senior High	166
Palmetto Ridge High School	136
Ida S Baker High School	134
South Fort Myers High School	117
Golden Gate High School	116
Cape Coral High School	104
Lely High	98
Gulf Coast High School	96
Riverdale High	94
East Lee County High	93

Table 2. Top ten high schools by new students registered in Fall 2022 at FSW.

	Unduplicated Headcount
Applied	4542
Admitted	4056
Registered	2145

Table 3. Distribution of those applied, admitted, and registered for FSW in the last academic year (Summer 2022, Fall 2022, Spring 2023).

2.2 EARLY CHILDHOOD EDUCATION (A.S. PROGRAM)

The Early Childhood Education program is continuing to advance opportunities for students to access affordable textbooks for study. The program began AY 2022-23 with an ambitious goal of putting together Open Education Resource (OER) texts for at least eight of the 14 courses within the program. Thus far, one of the courses in the program, HSC 1421 *Health, Safety, and Nutrition for the Young Child*, is already piloting a new OER text during the Spring 2023 semester.

2.3 OPEN EDUCATIONAL RESOURCES (TEXTBOOK AFFORDABILITY)

The main focus for this group this year was the Open Educational Resources (OER) Institute that ran from July, 2022, through January, 2023. The program had 16 faculty members working on seven projects that represented four of the five schools at FSW. A link to the pressbooks directory where these projects are housed can be found here: https://fsw.pressbooks.pub/.

Figure 3. Photo taken during one of the workshops held in Fall 2022.

Looking to the future, the program hopes to expand professional development for faculty. The goal is to create a series of professional development workshops in OER that would allow faculty to build their knowledge of OER from adoption to creation. The big picture element is to have a pathway through the AA degree where students could graduate without ever having to pay for textbooks or course materials.

2.4 MATHEMATICS DEPARTMENT

In the past year the Florida Department of Education policy updates included the establishment of three math pathways in an articulation rule (6A-10.024) and in regulation. The Mathematics Department at FSW stepped up to develop a very thorough and straightforward set of pathways with the goal that increased clarity would lead to increased retention and graduation rates in the future.

The Mathematics Department worked to develop these pathways in a form that makes the most sense for the success of students. They are a collection or sequence of mathematics courses offered here at Florida SouthWestern State College. These pathways offer a clear direction to the math courses that are needed to meet the general education requirements for each of the academic and career pathways. Students can save time and money when they start in the mathematic courses to which they are best prepared for in addition to which are best suited for success in their desired academic and career goals (see Figure 4).
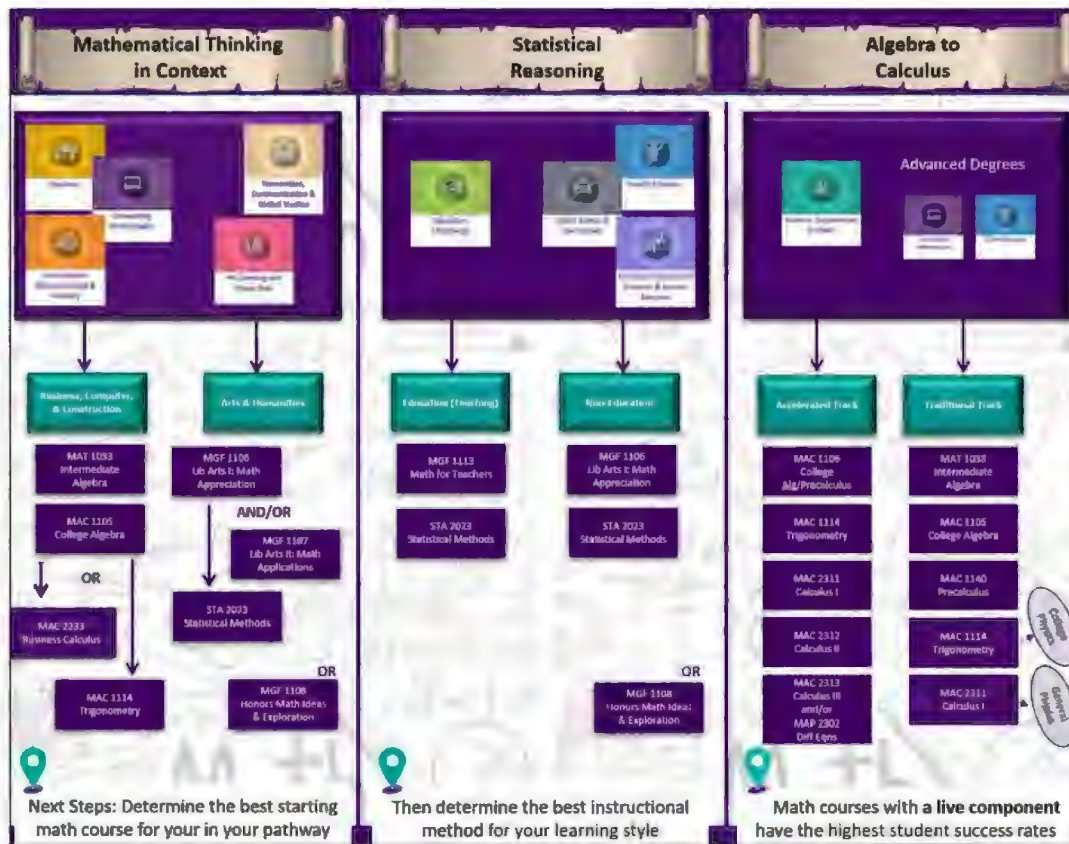
Mathematical Thinking in Context | **Statistical Reasoning** | **Algebra to Calculus**

Advanced Degrees

Mathematical Thinking in Context	Statistical Reasoning	Algebra to Calculus
Business, Computer, & Construction / Arts & Humanities	Education (Teaching) / Non-Education	Accelerated Track / Traditional Track
MAT 1033 Intermediate Algebra	MGF 1113 Math for Teachers	MAC 1105 College Alg/Precalculus · MAT 1033 Intermediate Algebra
MAC 1105 College Algebra	MGF 1106 Lib Arts I: Math Appreciation	MAC 1114 Trigonometry · MAC 1105 College Algebra
MGF 1106 Lib Arts I: Math Appreciation	STA 2023 Statistical Methods	MAC 2311 Calculus I · MAC 1140 Precalculus
AND/OR		
MGF 1107 Lib Arts II: Math Applications	STA 2023 Statistical Methods	MAC 2312 Calculus II · MAC 1114 Trigonometry
STA 2023 Statistical Methods		MAC 2313 Calculus III and/or MAP 2302 Diff Eqns · MAC 2311 Calculus I
MAC 2233 Business Calculus		
OR	OR	OR
MAC 1114 Trigonometry · MGF 1108 Honors Math Ideas & Exploration	MGF 1108 Honors Math Ideas & Exploration	College Physics / General Physics

Next Steps: Determine the best starting math course for your in your pathway | Then determine the best instructional method for your learning style | Math courses with **a live component** have the highest student success rates

Figure 4. Math pathways developed by Math Department in 2022.

Once students determine their career pathway, they can enter each of the mathematics pathways at various points depending on their academic history. Students are encouraged to start with the course best suited for them based on both academic performance and personal comfort level with the course topics. Students unsure of where to start can try questions in a study guide handed out to them, take a placement test, or talk to an advisor.

2.5   SCHOOL OF BUSINESS & TECHNOLOGY

Throughout the academic year, the school has been offering a variety of events aimed at increasing community interaction. On such series included a partnership with the United Way in which a series of events hosted in March, 2023 for free tax preparation for households earning $66,000 per year or less. These events were hosted at each FSW service location and appointments were secured via phoning the local United Way or through the United Way website (www.UnitedWayLee.org/FreeTaxPrep).

The school also hosted a career showcase with numerous businesses on the Thomas Edison (Lee) campus. The showcase offered students an opportunity to meet with representatives from those businesses and discuss career and employment opportunities.

Figure 5. A sample of some of the businesses present for the career showcase hosted in March, 2023.

In Summer, 2023, the Computer Science Department will be sponsoring a Cyber Patriots Camp in coordination with the Lee County School District. The program will host both a beginner and advanced class where FSW computer science students will serve as mentors.

3 ADVANCE A WORLD CLASS EDUCATIONAL EXPERIENCE

3.1 AASPIRE {ACCOUNTABILITY~ASSESSMENT~SPONSORED PROGRAMS~IR~EFFECTIVENESS}

3.1.1 Grants and Outreach

The Office of Sponsored Programs and Research (OSPR), a part of AASPIRE, assists faculty, staff, and administrators in grant submission and management, monitor legislation and appropriations that impact grant programs, serve as liaison with funding agencies and proposal partners, monitor completion and submission of projects and final reports on funded projects, ensure that proper documentation is maintained on all budget expenditures and that projects are actively managed and closed out according to the funding agency's guidelines/policies, and provide support for proposal routing and submissions; review submissions for compliance with formats required by agency guidelines; and monitor grant projects to assure compliance with policies for expenditures.

To support FSW faculty/staff in advancing their research, the OSPR annually sets a series of goals towards that end. For AY 2022-23, the goal was to send a minimum of 40 outreach emails/meetings to build interest in grants and/or grant awareness, jointly submit at least 10 proposals, and be awarded at least three grants. Thus far in AY 2022-23, OSPR has:

- Sent 22 outreach emails to specific FSW stakeholders based on the latest research grant announcements
- Submitted 16 grants
- Been awarded 5 grants
- Totaling $715,202

The largest of the five grants won through OSPR is the Hazmat Training Modules program (HAZMAT Train-the-trainer) funded through the US Department of Transportation and facilitated by FSW's Continuing Education, Corporate Training and External Affairs Office. This grant totaled $394,883 and was awarded on September 29, 2022 and provides funding for students to be trained and certified health and safety protocol associated with HAZMAT-related fields of employment.

FLORIDA SOUTHWESTERN STATE COLLEGE HAZMAT TRAIN-THE-TRAINER COURSE

Training of Hazardous Materials employees is critical to the success of the Hazmat system as a whole. An effective training program is crucial for Hazmat employees to ensure they are using and implement the highest level of safety in the industry.

Florida SouthWestern State College has partnered with industry experts, Hazmat Safety Consultants, LLC and the Dangerous Goods Trainers Association to develop a remote Train-the-Trainer course that blends industry knowledge and adult-learning philosophies to prepare the student to become a Hazmat Trainer. In this course the subjects covered are:

- Hazmat General Awareness and how the global system works
- How to perform a Hazmat Needs Assessment for your company
- How adults learn and how to deliver information to maximize understanding
- How to put all information together and deliver a high quality course

2023 Course Schedule
March 6, 2023 – April 16, 2023

May 1, 2023 - June 4, 2023	June 19, 2023 - July 23, 2023
August 6, 2023 - September 10, 2023	September 24, 2023 - October 22, 2023
Noveber 5, 2023 - December 3, 2023	December 17, 2023 - January 7, 2023

This class is at no cost and is free to all students

Figure 6. HAZMAT Train-the-Trainer Course flyer developed through grant awarded to FSW in 2021 and again in 2022.
https://www.fsw.edu/assets/pdf/corporatetraining/Hazmat_flyer.pdf

3.1.2 Research Expo

The annual research expo has been held every April and October/November since Spring of 2018. The research expo creates an opportunity for both FSW faculty and students to share their latest research with the FSW community.

The 2022-2023 academic year played host to the 10th and 11th research expos. The November 2022 Expo was reduced to zoom-only events as a result of Hurricane Ian. Ian forced the closing of the Lee campus to student

traffic for the remainder of the fall semester due to campus structural damage and the utilization of the campus by emergency services. In turn, this caused the cancellation of the typically 250+ attendee poster session, art exhibit, and live-in-person lectures. Below is a screen capture from Team AASPIRE's webpage which hosts archives to all FSW Research Expo events (https://www.fsw.edu/facultystaff/ospr/lecture).

November 2022 Virtual Expo

FSW International Research Expo 2022 (Day 1)

Tuesday, November 15	Presenters and Project Titles	Zoom*
9:00am – 10:00am Guest Lecture 1	Leslie Camacho, Teacher Candidate; Allison Ponto, Teacher Candidate; with Caroline Seefchak, Ph.D., Professor of Literacy: *Student Research: Diagnostic Case Study*	Zoom accessible
1:30pm – 2:30pm Guest Lecture 2	Dr. Myriam Mompoint and Nicholas Smith: *Collective Memory, Public Archives: The Florida Heritage Project*	Zoom accessible

*Click the "Zoom accessible" label for links.

FSW International Research Expo 2022 (Day 2)

Wednesday, November 16	Presenters and Project Titles	Zoom*
9:00am – 9:45am Guest Lecture 3	Professor Shimul Chowdhury. *Video and Animation by FSW Digital Arts*	Zoom accessible
10:15am – 11:15am Guest Lecture 4	Professor Jordan Donini; *Taken: A Tragic Tale of Trafficked Turtles and their Triumphant Return to the Wild*	Zoom accessible

Figure 7. Schedule of events for the Fall 2022 Int'l Research Expo.

The Spring 2022 FSW Research Expo at time of writing includes a guest lecture from the University of South Florida, a lecture from FSW Research Reassign faculty member, Dr. Elijah Pritchett, and an expected 15+ student lectures, and 30+ faculty and study posters.

3.1.3 Research Conference hosted by FSW

Beginning April 2022, biology professor, Jordan Donini, of the Collier campus, approached Team AASPIRE in an effort to host a herpetology conference at FSW. Since then, the program has slowly taken shape over the course of a year up to the writing of this report. A logo has been commissioned, vendors have been approached, potential presenters and attendees have been in contact with the conference field leader, Professor Donini, and a website with funding collection for registration fees, etc., is currently being developed by FSW IT. The conference will be run for the first in September, 2023 on the Lee Campus.

Figure 8. Herpetology conference logo developed in late summer into early fall, 2022.

3.1.4 ARC Grants

The Academic Research Council (ARC) grant has been established at the College to be used by successful applicants to support scholarly projects or contributions to a culture of creativity, innovation, and intellectualism that positively impacts the learning experience of students and of the College community. In AY 2022-23, a total of five faculty were awarded research funding totaling $20,812. Those projects include:

- **Biology (Professor Jordan Donini):** Survival Rate and Home Range of Reintroduced Confiscated Freshwater Turtles After Rescue from an Illegal Poaching Ring
- **History (Dr. Brandon Jett):** The Most Murderous Civilized City in the World: Homicides in Memphis, 1917-1972
- **Humanities (Dr. Myriam Mompoint):** Florida Heritage Project: Multicultural Digital Public Humanities
- **Microbiology/Biochemistry (Dr. Michael Witty):** Important Advances for Bilins and Struvite
- **Oceanography (Dr. Michael Sauer):** Setup and Calibration of Standard Oceanographic Laboratory Equipment and Student Training in Support of Long-Term Water Quality Monitoring

While the above projects were awarded in AY 2022-23, some ARC projects awarded in previous years continue to thrive. Dr. Gerald Anzalone's microbiology students are the first group at FSW to ever successfully perform a genome editing experiment using state-of-the-art CRISPR/Cas9 technology, a project funded through ARC. The students successfully edited the genetic code of a bacterium such that they transformed a colony of blue bacteria into a colony of white bacteria by removing the gene that colors the bacteria blue and inserting a gene that colors them white.

3.2 ADVISING

3.2.1 Advising Experience Tool

The Office of Academic Advising is busy implementing an evaluation tool for students to provide feedback on their advising experience. The office is working towards creating a culture of success by using assessment in

Academic Advising that incorporates the goals and mission of our department. In addition to creating and implementing a student feedback tool, the office plans to design an assessment plan that promotes an ongoing cycle of assessment activities around this student feedback.

3.2.2 Program Maps

This is part of a continued initiative that began in AY 18/19. The Florida Guided Pathways initiative is a statewide effort at the post-secondary level designed to scale pathways to dramatically boost degree completion rates and improve the social and economic mobility of graduates. FSW is one of 11-member institutions of the Florida Pathways Institute and has committed to implementing a Pathways model. By the end of AY 2022-2023 (June 30, 2023), the office intends to finalize program maps for all FSW degree programs and the three most popular 2+2 transfer programs.

ASSOCIATE IN ARTS DEGREE
BUSINESS ADMINISTRATION PATHWAY
FLORIDA SOUTHWESTERN STATE COLLEGE

Semester 1		Credits
ENC 1101	English Composition I	3
MAT 1033	Intermediate Algebra	4
CGS 1100	Computer App for Business	3
ECO 2013	Principles of Macroeconomics	3
SLS 1515	Cornerstone Experience	3

Semester 2		Credits
ENC 1102	English Composition II	3
MAC 1105	College Algebra	3
SPC 2608	Intro to Public Speaking	3
ACG 2021	Financial Accounting	3
Natural Science	General Education Core Natural Science with Lab	3/4

Semester 3		Credits
HUM 2020	Intro to Humanities or LIT 2000 Into to Literature	3
MAC 2233	Calculus for Business/Social Science	4
MAN 2021	Management Principles	3
ACG 2071	Managerial Accounting	3
Social Science	AMH 2020 or POS 2041	3

Semester 4		Credits
Humanities	Writing Intensive Humanities	3
STA 2023	Statistical Methods 1	3
ECO 2023	Principles of Microeconomics	3
GEB 1011	Intro to Business or Any AA Elective Course	3
Natural Science	General Education Natural Science	3/4

Students must meet general education core, writing-intensive, civic literacy, and foreign language requirements as outlined in the College Catalog. Students must earn a minimum of 60 credits hours to meet graduation requirements for the A.A. degree.

BACHELOR OF SCIENCE IN MANAGEMENT
FLORIDA GULF COAST UNIVERSITY

Semester 5		Credits
MAN 3201	Organizational Theory & Change	3
MAN 3301	Human Resource Management	3
FIN 3403	Business Finance	3
MAR 3023	Introduction to Marketing	3
ISM 3011	Information Systems	3

Semester 6		Credits
SCM 3005	Supply Chain Management	3
BUL 3130	Legal & Ethical Environment of Business	3
IDS 3920	University Colloquium	3
3xxx/4xxx	Concentration Elective	3
MAN 3623	Global Org. Behavior & Ethics	3

Semester 7		Credits
3xxx/4xxx	Concentration Elective	3
GEB 3523	Critical Thinking for Business or ENC 3250 Professional Writing	3
MAN 3600	International Business	3
MAN 4441	Negotiation	3
Elective	Free Elective	Variable

Semester 8		Credits
MAN 4143	Leadership	3
MAN 4720	Integrated Management Capstone	3
GEB 4890	Business Strategy	3
Elective	Free Elective	Variable
Elective	Free Elective	Variable

Transfer students are required to complete 40 service learning hours before entering their last semester. The number of free elective credits needed to reach the total 120 credits required for the degree may vary. This map represents the pathway for the BS Management/general concentration.

Figure 9. Example of a program map developed during the ongoing mapping process in the Office of Academic Advising.

3.2.3 Transfer (2+2 Programs)

Multiple times throughout the year the Advising Office (https://www.fsw.edu/advising/transferadvising) has held transfer fairs. These events give students opportunities to connect with colleges and universities about their next

academic step following their successful completion of coursework at FSW. An example flyer from a recent event is shown below.

Figure 10. Recent Transfer Fair flyer from the 2022-23 academic year.

3.3 ATHLETICS

It has once again been a magical past nine months for FSW Athletics. The past calendar year has featured not one, but two NJCAA National Championships as the Buccaneers Softball team won their second straight title last May in Arizona while the FSW Volleyball team dominated the competition in route to their first National Championship in just their fourth year of competition last Fall.

Figure 11. FSW Volleyball team championship photo.

FSW Head Volleyball Coach Thais Baziquetto-Allen was named both the NJCAA and AVCA National Coach of the Year. FSW sophomore Barbara Koehler was named the NJCAA National Player of the Year. She is the first FSW student-athlete in any sport to have received this honor.

Figure 12. Honors reception of NJCAA and AVCA National Coach of the YEar Coach Baziquetto-Allen and NJCAA National Player of the Year, Barbara Koehler.

The FSW Men's Basketball program had a first as well as Keon Ellis signed with the Sacramento Kings and made his NBA debut in January, 2023, making him the first Florida SouthWestern State College alum to suit up in an NBA game.

Figure 13. NBA signing of FSW alum, Keon Ellis.

The FSW Bucs Baseball program also had its fair share of players enter the professional ranks last June (2022). A total of five 2022 Bucs signed deals with Major League Baseball Clubs, a new program record. The Major League organizations which signed student-athletes from FSW include the Milwaukee Brewers, Cleveland Guardians, Kansas City Royals, and Los Angeles Dodgers. Additionally, 10 student-athletes moved on to continue their career as student athletes at NCAA Division

Figure 14. FSW Baseball/Softball complex on the Thomas Edison (Lee) campus.

I institutions. Those institutions include the University of Florida, University of South Florida, Florida International University, Old Dominion University, University of Dayton, Radford University, Florida Gulf Coast University, Rutgers University, and Dallas Baptist University.

The FSW Bucs Baseball and FSW Bucs Softball teams have also had an exciting Spring 2023, playing at home on campus for the first time. This is all thanks to the brand new, all turf baseball and softball complex located adjacent to Lighthouse Commons.

3.4 CAPSTONE PROGRAM

FSW's 2022 Capstone Program is the implementation of a required transdisciplinary general education capstone course for the Associate in Arts program beginning with students entering in catalog year 2022-23. The CREATIVE Capstone course fosters transdisciplinary work through reading, writing, speaking, and graphical/visual communication, as well as helps students make connections between their general education courses and the problems they hope to solve, and the questions they hope to address, in their majors and careers through critically engaged reading and the production of projects that require writing, public speaking, and graphical/visual communication.

The CREATIVE Capstone program at FSW provides students with a structured opportunity to reflect on their general education coursework, apply their learning to new contexts, and consider how flexibility and transdisciplinary approaches are necessary to advance knowledge and solve the problems of the future.

3.5 CAREER CENTER & INTERNSHIPS

The continued goal of the Internship program through the office of Career Services is to continue working with local businesses to establish new partnerships, and to continue current ones who can create and offer new internship opportunities to fulfill the previous goal of (2-4) students to receive an internship opportunity by the end of AY 2023.

FSW's partnership with CareerSource at the Thomas Edison (Lee) Campus offers a wide array of services to students and employers.

- Career Exploration Assessments
- Selection of Major
- Resource Library and Virtual Career Tools

- JobNet Job Postings and Career Opportunities
- Job Search Skills – Resume, Cover Letters, Interviewing
- Free Job Posting for Employers
- Workshops for Students / Faculty / Staff

3.6 CENTER FOR INTERNATIONAL EDUCATION (CIE)

3.6.1 Global Distinction → COIL Program

In last year's effectiveness plan, the further development of the Global Distinction Program/Initiative led the committee to many discussions regarding key components of the initiative including Collaborative Online International Learning (COIL). CIE developed a 3-week workshop which provides faculty a better understanding of how COIL works, how to develop a successful partnership with COIL teaching partner, reflection techniques for deepening student learning, and how to help students develop their intercultural skills through online collaboration.

3.6.2 Study Abroad Programming

The Summer 2023 Study Abroad Program includes programs in Canada, France, Costa Rica, Netherlands, Italy, and Spain. These are exciting and transformative experiences for our students who actively earn credit while also engaging with the local culture of the host country. Each one of these programs is detailed below and on CIE's website at https://www.fsw.edu/internationaleducation/travelabroad.

ITALY

Italy: FSW in Italy at LdM
This program is in partnership with Istituto Lorenzo de Medici (LdM). Participants choose one of the three FSW classes below, plus one LdM course. Classes are taught in English and students live in shared apartments in Florence, Italy during June 2023. All FSW courses meet AA degree requirements.

THE 1000: Theatre Appreciation—Professor Stuart Brown (Lee campus or Live Flex)

LIT 2000: Introduction to Literature—Professor Michael Barach (Collier campus or Live Flex)

EVR 1001C: Introduction to Environmental Science—Professor Emily Porter (Collier campus or Live Flex)

Course Dates: May 15—June 28, 2023
Travel Dates: May 30—June 30, 2023

Estimated cost for Italy
$3,600.00
(plus $300.00 housing deposit)

Figure 15. Study Abroad Italy 2023.

SPAIN

Spain: Spanish Language at the International College of Seville
This program is in collaboration with the International College of Seville.

Students will travel independently to Seville for intensive Spanish coursework which is enhanced by a home stay with a Spanish host family and various cultural excursions. This program will award six credits and fulfill the FSW language requirement.

Course and Travel Dates: May 30—June 30, 2023

Estimated cost for Spain
$3,600.00

Figure 16. Study Abroad Spain 2023.

FRANCE

France: HUM 2020: Realms of Memory, Sites of Resistance: The Art of Revolution in France
France has been the birthplace of some of the most rebellious and forward-thinking art movements in history. This course will use a *City as Text* approach to study monuments, neighborhoods, art and architecture in Paris and La Dordogne. This course fulfills a core humanities credit.

Dr. Wendy Chase (Lee campus or Live Flex)
Course Dates: May 15—June 21, 2023
Travel Dates: May 27—June 9, 2023

Estimated cost for France
$2,200.00

Figure 17. Study Abroad France 2023.

NETHERLANDS

The Netherlands: IDS 2891: CREATIVE Capstone Amsterdam: The Transdisciplinary City
Explore the interconnections of history, art, philosophy, music, economics, science, religion, architecture, language and more. Create innovative, hands-on projects such as performances, art, essays, games, and recipes. Pre-requisites: 30 college credits, ENC 1101 + 1102 or SPC 1017 or 2608.

Dr. Rebeca Harris and Professor Aranthia Herren (Lee campus or Live Flex)
Course Dates: May 15—June 21, 2023
Travel Dates: June 8—June 18, 2023

Estimated cost for the Netherlands
$2,200.00

Figure 18. Study Abroad Netherlands 2023.

CANADA

Canada: HUM 2020: Nova Scotia Cultural Heritage
Explore the richness of Nova Scotia's diverse cultural heritage. Learn about the Mi'kmaq ethnic group, the French Breton settlers, the Black Loyalists, the Jamaican Maroons and the Scots-Irish Gaelic and Celtic migration. Fieldwork trips include UNESCO World Heritage Sites, colonial fortresses, museums, and more. This course fulfills a core humanities credit.

Dr. Myriam Mompoint (Lee campus or Live Flex)
Course Dates: May 15—June 21, 2023
Travel Dates: May 30—June 10, 2023

Estimated cost for Canada
$2,200.00

Figure 19. Study Abroad Canada 2023.
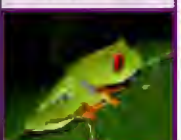
COSTA RICA

Costa Rica: IDS 2891: CREATIVE Capstone Tropical Conservation
This course provides in-depth engagement with conservation science through individual or group research. Students will design and execute a significant project, while onsite in Costa Rica. Pre-requisites: 30 college credits, ENC 1101 + 1102 or SPC 1017 or 2608.

Professor Jordan Donini and Dr. Angus Cameron (Collier + Hendry Glades or Live Flex)
Course Dates: May 15—July 21, 2023
Travel Dates: June 23—July 7, 2023

Estimated cost for Costa Rica
$1,900.00

Figure 20. Study Abroad Costa Rica 2023.

The CIE, in collaboration with the deans of the School of Health Professions, School of Pure and Applied Sciences, and SOBT are determining programs that will run in Summer 2024 that will further advance the outcome of expanding STEM and Business programs abroad.

Global Distinction Initiative

CIE is exploring further signature programs due to student interest and demand in locations such as Spain and France. In the summer of 2022, the director of International Education visited (2) programs in Seville Spain that could serve as potential partners for expanding FSW's footprint in Spain.

3.7 EXHIBITIONS & COLLECTIONS

Exhibitions and collections continue to provide FSW students, faculty, staff and the community-at-large with the highest-possible level of curated exhibitions, site-specific projects, ArtSPEAK@FSW events and on- and off-site programming. Having taken a direct hit to both the Humanities Hall roof and Bob Rauschenberg Gallery AC/climate control unit, Exhibitions and Collections has been closed on and off (even following the post-Hurricane Lee campus "re-opening") as humidity issues have plagued the exhibition space. It was only the first week of March when the six dehumidifiers placed in the area to protect art pieces were at long-last removed.

Given this difficult situation, Exhibitions and Collections has partnered with off-campus non-profit organizations to co-host events including a special ArtSPEAK@FSW film screening of "The Exquisite Moving Corpse" collective art piece with visiting artists at the Pinball Asylum http://www.rauschenberggallery.com/. And, even with sporadic closures, Exhibitions and Collections has had more than 2,000 visitors since opening our "EMC" film installation. This exhibition was the direct result of Director Jade Dellinger's invitation by the Emily Harvey Foundation/NYC to do their month-long research residency in Italy last Summer and to curate this show at their Archivio EHF Gallery in conjunction with the prestigious 2022 Venice Biennale of Art.

Figure 21. Screen capture from "The Exquisite Corpse" which features a collective art film utilizing video segments from multiple artists inspired by one another.

In the interim, Director Dellinger curated "RAUSCHENBERG: A Gift in Your Pocket" at the Bob Rauschenberg Gallery last Summer - which then travelled to the University of Kentucky Art Museum in Lexington and which is now on view at the Black Mountain College Museum + Arts Center in Asheville, NC. At the invitation of both institutions, Director Dellinger attended opening festivities and gave lectures on our Gallery-namesake and his history at FSW. He was also invited to guest curate "Don't Blame it on Zen: The Way of John Cage & Friends" last year at the BMCM+AC which provided the catalyst for an entire academic conference that I keynoted at the University of North Carolina/Asheville with John Cage Trust at Bard College Executive Director Dr. Laura Kuhn. Both these traveling exhibitions included substantial publications, and additional invitations to lecture and attend festivities as "Don't Blame it on Zen" (which includes works by Rauschenberg too) has now travelled and is on view through May at the Museum of Contemporary Art in Jacksonville, FL.

In addition, Director Dellinger has given Rauschenberg-related lectures in the last year at the invitation of the University of Leeds/UK, Subtropics XXV - New Music Festival/Miami, University of Florida/Gainesville, University of North Florida/Jacksonville, New York University/NYC, National Sculpture Factory/Cork, Ireland, Ullster University/Belfast, Ireland and elsewhere. Most recently, Director Dellinger has organized two major ArtSPEAK@FSW events - a world premiere film/video screening with Chuck "The Godfather of Music Video" Statler, who we brought in from Minneapolis, MN, and Japanese master percussionist Tatsuya Nakatani from New Mexico, who enlisted FSW students, faculty and staff to perform in his Nakatani Gong Orchestra https://www.wpteedphotography.com/INSPIRED/Events/FSW/NAKATANI-GONG-ORCHESTRA/.

Figure 22. Master percussionist Tatsuya Nakatani prepares for the Nakatani Gong Orchestra.

3.8   HONORS SCHOLAR PROGRAM

3.8.1   Improving Honors Capstone Presentations

Since the Spring semester 2014, the Honors Scholar Program has hosted and Honors Thesis Presentation event to showcase the projects our students created. In 2021, the program began requiring students to complete a capstone project, and that same year, Team AASPIRE folded the Honors Capstone Presentations into the Spring Research Expo which has boosted exposure of the program. Working closely with Honors Ambassadors, the program is

hosting a minimum of two events per term, one of which is open to the entire student body at FSW in order to cultivate a sense of community.

3.8.2   Center for Undergraduate Research and Creativity (CURC)

The official launch of the Center for Undergraduate Research and Creativity was postponed until January, 2023, as a result of Hurricane Ian. Despite this, the program is already developing concepts and recommendations to be brought to the President's desk in April, 2023, as well as already having two concrete and complete accomplishments thus far.

First, the program has trained the first cohort of four faculty and two administrators in SUNY's COIL (State University of New York's Collaborative Online International Learning) initiative. This cohort will continue their training over the summer and next fall in the hopes of offering COIL courses by spring 2024 at FSW.

And second, the program brought the first cohort of five FSW students to present their research at the Florida Undergraduate Research Association's conference along with a cohort of students and faculty from FGCU.

3.9   STUDENT ENGAGEMENT

During AY 2022-23, the Office of Student Engagement partnered with the Office of Information Technology to implement the Presence Engagement platform. This initiative allows for the creation and connection of all registered student clubs/organizations to their own page(s) on the platform for outreach, marketing and record keeping. The intent is also to launch the platform for general student use, connect any interested student-facing departments/programs to pages on the platform (e.g., Honors, International Education, Academic Advising), and ultimately allow for the assessment of student participation for all Student Engagement initiatives into the platform.

3.10 FSW FOUNDATION, HUMAN RESOURCES, AND STUDENT AFFAIRS*

In response to the impact of Hurricane Ian, the FSW Foundation launched a Relief Fund to provide one-time disaster relief to faculty, staff, and students at Florida SouthWestern State College who qualify for assistance. Contributions received for the FSW Foundation Relief Fund were made available to faculty and staff who demonstrate a need for financial assistance as the result of property damage or loss resulting directly from Hurricane Ian. This assistance program was consistent with the FSW Foundation's mission of serving and supporting Florida SouthWestern State College and was able to provide 133 faculty and staff with a total of $500,000 in support. Additionally, 500 students benefited from the project totaling an additional $500,000 in support.

4 INNOVATE ONLINE AND DISTANCE EDUCATION

4.1 REGISTRATION*

Hurricane Ian was so devastating that it caused tremendous damage to the campuses of FSW. Additionally, on the Thomas Edison (Lee) campus, the site was used by emergency services as a staging and rescue operations area. This meant that FSW was forced to both close for an extended number of days as well as, in the case of the Thomas Edison (Lee) campus, return to classes only via online classes.

Even after re-opening, the College needed to remain cognizant of the fact that many students may have been displaced from the storm, been injured, or suffered financial hardship due to closures of employment or replacement purchases. In light of this, the College responded with the support measure of creating the H22 grade. This grade effectively served as a 'do-over' in which students could report that they cannot, at this time, return to their studies due to their continued response to the damage caused by Ian. By reporting as an H22, the student could return in the spring term to re-start their college career by re-enrolling in the courses they left incomplete in the fall term at no cost. In total, there were 4626 students who took H22 grades in the Fall 2022 term. Of those 4626 students, 2964 of them, or 70%, were re-enrolled in the Spring 2023 term. Without the H22, many of these students many not have returned to their education after being set so far behind by the storm.

4.2 INFORMATION TECHNOLOGY*

In an effort to support the many students impacted by the hurricane and help them commit to continuing their studies with FSW, the College's Office of Information Technology (IT) responded in a variety of ways. The IT Department set up a response zone located on the Thomas Edison (Lee) campus where students could visit for questions and technical support. The response zone was also outfitted with strengthened Wi-Fi hotspots, allowing students to gather in the vicinity and utilize the internet, as needed.

Also, at the response zone, and thanks to the Chancellor's Office of the Florida Department of Education, 99 laptops were given away to FSW students for them to keep forever. An additional 181 loaner laptops were provided from IT storage to be utilized during this time of need. IT was also able to issue 500 hotspots for students to be able to log in and access their coursework remotely. And finally, external webcams numbering in the hundreds were issued to students for use as the College re-opened remotely following the storm.

4.3 LEARNING TECHNOLOGIES & DESIGN

The team in the Learning Technologies and Design department developed a plan during AY 2022-23 to implement a quality assurance strategy to ensure that all courses offered digitally at FSW are held to the highest standards. As a part of the plan, the team identified 76 courses which were originally developed between 2014 and 2017 as being due for review. Below is a review of the status thus far:

- Total # of courses screened/reviewed in Fall 2022: 44
  - 1/10 met QM Rubric Standards
  - 1 in review progress
  - 12 in screening process
  - 5 were ultimately discontinued
    - Identified master courses that were no longer being taught as part of the curriculum or as a digital course
  - 14 courses updated, 22 undergoing full redevelopment
- Total # of courses planned for screening/ review in Spring 2023: 24
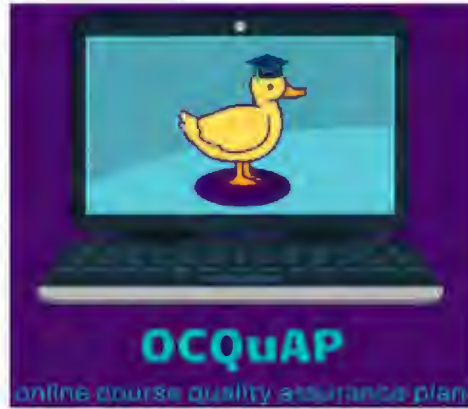
4.4 ONLINE LEARNING

A team of faculty, staff and students convened the Elevate Elearning Task Force and began meeting in Summer 2021 with a defined set of objectives and guiding principles. A subgroup of the Elevate Elearning Task Force, led by instructional designer Jillian Patch, was tasked with developing an online student readiness experience. The team was informed by the Fall 2021 Elevate Elearning Student Survey and their work culminated in a Canvas course called Level Up. Level Up includes five modules that help students to explore and master resources and strategies that foster academic success. Within the modules, students complete activities focused on topics such as, online misconceptions, navigating canvas, time management and support resources.

It was the goal of this group that by the end of AY 2022-23, the online learning team will engage students in three (3) innovate learning experiences that help students overcome barriers (motivation, time management, clarity of instructions, and mental health) to academic success reported in the Fall 2021 Elevate Elearning Survey.

FSW Level Up GOAT

Public
Created on Apr 28, 2023

G-Greatest/Growth O- of/Online A All/Academics T- Time/Team

Achievement type: Badge

Since initializing the program, 1,294 students enrolled in Level Up. Of those, 679 were awarded an FSW Level Up GOAT badge. The Online Learning office has collected a large amount of feedback on the program thus far and intends to analyze it for pathways towards improvement over the summer months in planning for the next academic year (AY 2023-24).

A preliminary review of the data so far shows that 69% of students surveyed found the activities engaging. A total of 76% of students agreed that the strategies and resources presented in Level Up would increase their academic success. And finally, 81% of students asked stated that they would recommend the program to a friend.

Another focus of Online Learning this year was that of transmodality faculty support. This focus was inspired by results of the Faculty Technology Survey administered in AY 21-22 by the Academic Technology Committee in collaboration with the Elevate Elearning Task Force.

The Elevate Elearning Task Force set out to understand and improve the student online learning experience. During that process, the task force also decided to evaluate the faculty experience throughout the process.

The results of that survey inspired this outcome which encompassed a goal that by the end of the academic year (2022-2023) the online learning team will engage faculty in three (3) innovate learning communities that promote radical creativity, flexibility, inclusive pedagogy and high-impact practices. The following graphics are some examples of Tech Champ Workshops so far distributed and a bar graph of attendance for each workshop offered.
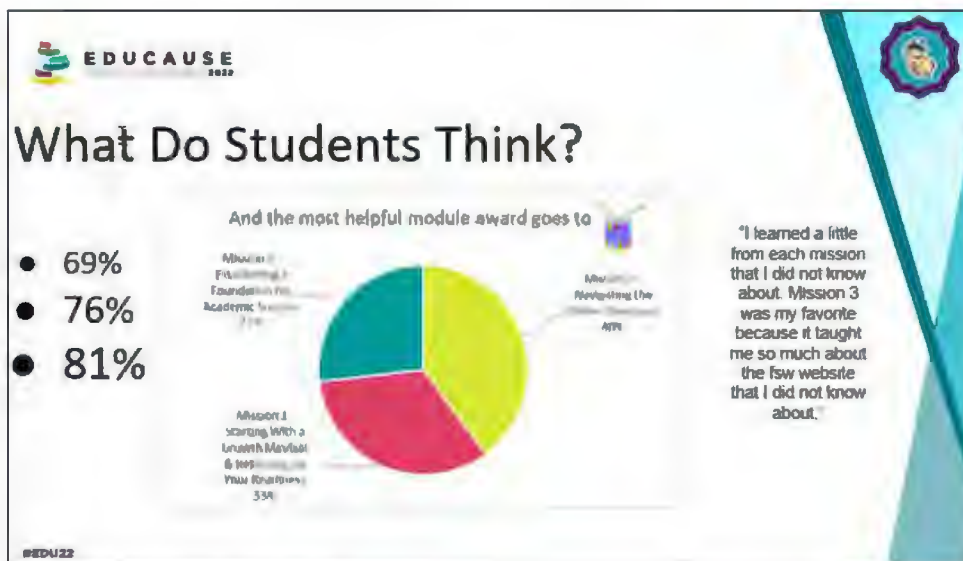
Figure 23. A look at feedback data for the Level Up program.

Figure 24. Examples of Tech Champs workshops developed within Online Learning for AY 2022-23.
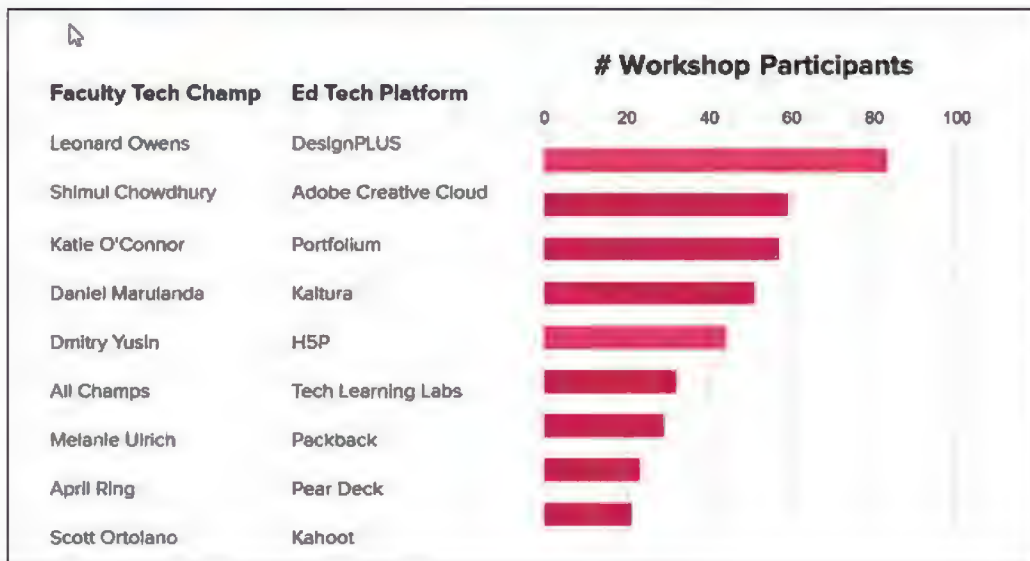
Figure 25. Workshop attendance for AY 2022-23 Tech Champs workshops.

4.5 LEARNING CENTERS

The mission of FSW's Academic Support Programs is to provide our diverse student population with the skills and strategies required to meet their learning goals and achieve academic excellence. We believe that offering supportive, non-judgmental environments focused on students' individual learning needs is the most effective way to foster their potential and empower confident independent, lifelong learners.

One area in which the Office of Academic Support is currently focusing is an ongoing data collection effort with an emphasis on professional development, retention, and marketing strategies for tutoring user profiles. Selected student attributes, such as GPA, gender, ethnicity, age, student type, and class status for those students who used college tutoring services is being studied to inform tutoring support programming and retention initiatives.
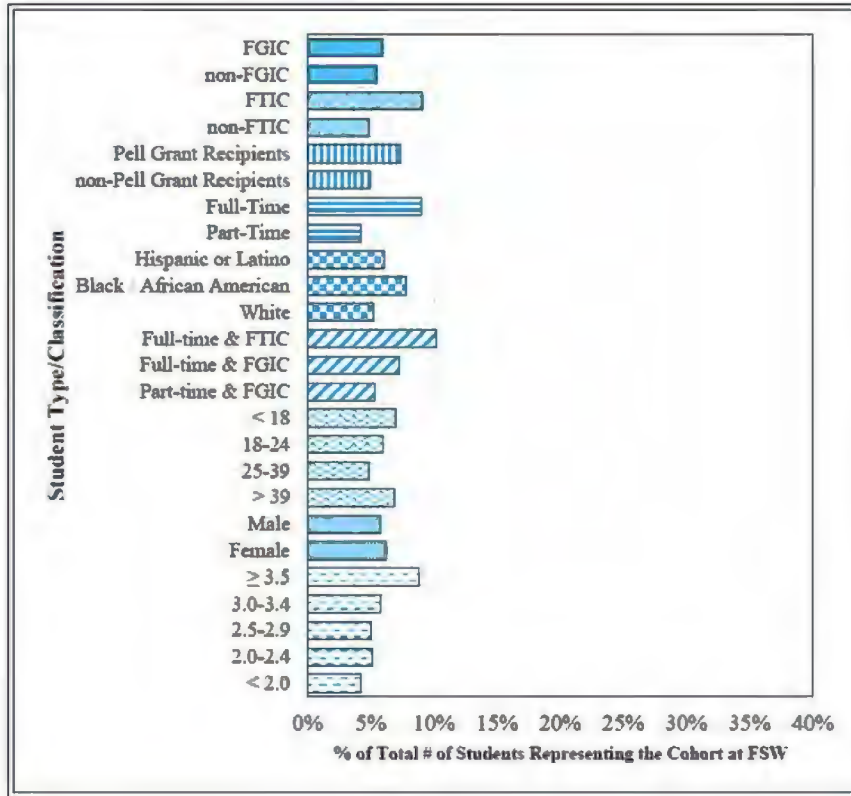
Figure 26. Example of tutoring center usage by cohort. Data like the above helps stakeholders determine which active groups within the College are most heavily taking advantage of resources. For example, in the most recent above study, provided to the Office of Academic Support by Team AASPIRE in January, 2023, the highest represented group is full-time, first-time-in-college students, where approximately 10% of all full-time, first-time-in-college students at FSW visited the tutoring center in the Fall 2022 term.

5 PREPARE STUDENTS FOR A GLOBALLY COMPETITIVE WORKFORCE

5.1 CORPORATE TRAINING CENTER

FSW's Corporate Training and Professional Services department (https://www.fsw.edu/corporatetraining) tailors business solutions that promote efficiency and enhance productivity for our regional business and industry partners. With corporate training services from FSW, you can readily develop your talent from within. Once again, in the past year FSW's Corporate Training Center provided a large number of contact hours to a wide variety of courses. A review of that data for this year is shown below.

Type		Class	Undup Student	Contact Hrs /class	Total Hrs x Students
OLT	Online	Insurance CEUs	1	10	10
	Online	Insurance Customer Service (INS005)	81	40	3240
	Online	Insurance Property and Casualty (INS007)	1	200	200
	Online	Real Estate Pre-licensing (RE004)	3	63	189
	Online	Insurance Claims Adjustor (INS013)	70	40	2800
ProTrain	Online	Project Management Professional (PMP)	7	130	910
	Online	Business Management Career Prep	1	130	130
	Online	AutoCAD Fundamentals	1	144	144
	Online	Physical Therapy Technician Career Prep	1	120	120
	Online	Adobe Illustrator CC 2020	1	32	32
	Online	Paralegal Career Prep	1	120	120
	Online	Six Sigma Green Belt Exam	1	130	130
	Online	Personal Financial Literacy	1	40	40
Prominto	Online	Front End Coding	5	36	180
	Online	Back End Coding	11	36	396
	Online	Data Engineering	1	52	52
CE Health	Live (Lee)	Phlebotomy	8	126	1008
	Live (Lee)	Nurse Remedial	6	181	1086
QuickBooks	Live (Lee)	Bookkeeping	7	8	56
Modern Services	Live (Lee)	Management/Business	20	8	160
Storm Smart	Live (Lee)	Management/Business	20	8	160
CareerSource	Live (Lee)	Management/Business	20	8	160
Troyer Brothers	Live (Lee)	Management/Business	20	8	160
Totals			**288**		**11483**

Figure 27. A review of courses and coverage from the Corporate Training Center for 2022.

5.2 SCHOOL OF BUSINESS & TECHNOLOGY

In the past year a number of funding opportunities have been secured for the School of Business and Technology. FSW was awarded $125,000 from the Lee County Industrial Development Authority and $100,000 from the Elsa and Peter Soderberg Charitable Foundation. These funds support residents in earning postsecondary credentials to enhance their skillsets and meet the workforce needs of southwest Florida. In November, 2022, FSW was also awarded $1.98 million from the Workforce Innovation and Opportunity Act to provide residents of southwest Florida an expanded pathway to multiple in-demand industry certificates such as AutoCAD, CompTIA A++, and Microsoft Excel Expert.

Thanks to donations from the Rist Family, the Associate in Science in Cybersecurity Operations program is getting a strong press forward on the competition. The FSW School of Business and Technology is currently completely remodeling the entire Building K on the Lee Campus with a $6 million building renovation centered upon the vision established with this funding. The new facility will offer expanded Computer Science Labs, Cybersecurity Labs, student study and meeting areas, and Cybersecurity War Rooms.

Figure 28. Mock-up photo of the new 'War Room' in which the department, in addition to classes, will hold cyber competitions.

Figure 29. Mock-up photo of a new student lounge where students will be able to work together on projects, discuss career options, and develop thinking and networking among faculty and their peers.

The School of Business and Technology's Computer Science department has also been hard at work developing badges for students to earn on their way through their academic pathway. By completing varied collections of courses, credentials, or certifications, students can earn these badges on their way to their degree or certificate to provide them with specializations that will make them stronger candidates when pursuing their chosen profession.

Figure 30. Selection of badges available within the Computer Science Program.

In a fall term stunted by Hurricane Ian, the new AS Cybersecurity Operations program already has 55 students enrolled as of February 2023. Students in Hardware and Software classes are going to have the opportunity to enroll in free bootcamps through InfoSEC Institute to achieve CompTIA A+ certification. The program offered their first cyber class in Spring 2023, Laws and Legal Aspects of IT Security. There will be an additional two new classes in fall: Network Defense and Countermeasures I and Disaster Recovery and Incident Response. This will be followed by a further two new classes in the next spring (Spring 2024) which will include Network Defense and Countermeasures II and Security Operations Center. That will complete our 13 core classes.

5.3   EMS PROGRAM (EMT, FIREFIGHTER, & PARAMEDIC)

The Emergency Medical Services (EMS) department continues to prepare students for careers as Firefighters, EMTs, and Paramedics. In the Fall 2022 term, alone, the program celebrated the successful graduation of 60 EMT students, 41 Firefighter students, and 17 Paramedic students. In total, the Paramedic students completed over

1200 hours of training, the Firefighter students completed 492 hours of training, and the EMT students completed a total of 300 hours of training. Throughout the training process, program leadership has continued to provide outreach opportunities to the community in a continuous effort to attract future students to FSW's valuable community safety programs.

Figure 31. Firefighter graduating class in the Fall of 2022.

Figure 32. Collier County FSW Firefighter Fair.

5.4 HUMAN SERVICES

The mission of the Social and Human Services program is to provide the highest quality education to future and current Human Service Professionals by providing a learning environment that supports the development of

culturally competent, compassionate, and accountable professionals. Our program prepares graduates who are dedicated to the autonomy, dignity, and diversity of the people they serve.

During AY 2022-23, program leadership was able to collaborate with the University of West Florida and Saint Leo University and develop articulation agreements for our AS students to go into their Social Work bachelor's program. Additionally, the program made updates to the Fall 2022 catalog removing prerequisites in HUS courses that were creating barriers for students and keeping them from progressing in a timely manner.

6 CREATE A CULTURE FOCUSED ON INCLUSION AND CONTINUOUS IMPROVEMENT

6.1 CAMPUS DIRECTORS

6.1.1 Charlotte Campus

Last year, an analysis of local enrollment and demographic data indicated that traditional college-age student feeders will not provide needed enrollment stabilization as there is not enough yield from that population. Charlotte Fall 2021 percentage of headcount and full-time equivalent enrollment on Charlotte significant improved year over year (30.2% and 21%, respectively), mitigating the immediate need to address expansion of student cohorts, this outcome and its associated outcomes will be pursued again in order to assist in sustainable enrollment growth on the Charlotte Campus.

Based on previous work, this year the Charlotte Campus Director set a goal that by the end of March 2023, the Charlotte Campus Director will have created and implemented a program to provide targeted and expanded enrollment management services for local (Charlotte County Florida) residents between the ages of 25-54. The program will consist of:

- cataloged data sources about this population and the creation of a database of contact information of these residents
- partnering with key Student Affairs and other College offices to create a marketing plan and coordination of Admissions and campus services
- providing a one-stop suite of services, coordinated by the Campus Director, educational pathway assessment, Career Coach and academic advising, referral to internal or external educational services and programs, and guidance through FSW matriculation for the targeted population

Thus far, the third of these is already in progress. The Charlotte Campus director has scheduled a pilot program of Career Coach to be implemented during the spring term. Additionally, during the March Open House, a personalized assessment of work experience, training, and other credentials was offered.

6.1.2 Collier Campus

The Collier Campus Director is continuing an expansion Collier public schools dual enrollment outreach which began in AY 2021-22. The work from last year helped establish a baseline of outreach activities both in number and type for consideration in expanded activities in AY 2022-23. In response to that work, for AY 2022-23, the Campus Director intended to increase the level of dual enrollment outreach activities by 5% as measured against the AY 21-22 baseline report.

Since setting these goals, Collier staff have made 18 visits to high schools and local agencies in an effort to draw community attention and interest in the great many opportunities locally at FSW. The campus has also hosted an all-day professional development day for both the high school and middle school counselors to boost awareness which can then be translated from counselor to student in the local school system. On March 24, 2023, 350 seniors who received an Instant Decision Day acceptance were invited to visit the campus to see all that FSW can offer them.

6.2 CARE SERVICES

Care Services has partnered with the JED foundation to collaborate on a 4-year mental health strategic plan. The JED foundation is a nonprofit that protects emotional health and prevents suicide for our nation's teens and young adults, giving them the skills and support they need to thrive today and tomorrow.

Care Services has partnered with the Regents of the University of Michigan to distribute the Healthy Minds Survey to students. The Healthy Minds Survey for students will provide some concrete information about student attitudes and perceptions regarding mental health on campus. (HMS) emphasizes understanding help-seeking behavior, examining stigma, knowledge, and other potential barriers to mental health service utilization.

The Healthy Minds Network survey research provides a detailed look at the prevalence of mental health outcomes, knowledge and attitudes about mental health and service utilization. In collaboration with the JED foundation, The JED foundation will use the collective data from the HMS to provide a full feedback report for our review, and ultimately, collaborate on a 4-year mental health strategic plan for Florida SouthWestern State College. The JED foundation campus visit is scheduled for the month of April.

Care Services has launched the Satisfaction Survey for Reporters, Students of Concerns and the Care Pantry. Care Services has implemented three new surveys that is designed to capture data regarding the satisfaction of services and care pantry items provided to FSW students.

Care Services was instrumental in facilitating the allocation of $500 million to FSW students impacted by Hurricane Ian. Care Services collaborated with the Marquette Men's Basketball Team. The Marquette Men's Basketball Team is currently a top 10 Men's basketball program in the country. They supported Care Services and also volunteered in our Care Pantry with unloading and stocking donations that we provided to students after Hurricane Ian.

Figure 33. FSW Men's Basketball Team volunteers stocking donations in the FSW Care Pantry.

Care Services continues to receive donations and collaborate with community partners. Below are photos from a food drive that was coordinated along with the Collegiate High School for FSW Students.

Figure 34. Food drive photos coordinated with FSW Collegiate High School.

Care Services supported the 2nd annual Adult Learners' Resource Fair. During the Adult Learners' Resource Fair Care Services provided resources to non-traditional students while providing bookbags and school supplies to their families. Adult learners are students who work full-time, have dependents, are veterans, or began college at age 22 or older. Most often, these students will not list college as their number one priority because they have family and work responsibilities that take precedence. In addition, they often cannot attend activities during the regular work week or even in the evenings because of those same demands.

Figure 35. 2nd Annual Adult Learners Resource Fair.

Care Services hosted QPR Training on the Collier Campus in collaboration with the David Lawrence Center. QPR training provided faculty and staff with the basic knowledge of how to Question, Persuade and Refer students who are suicidal. The QPR mission is to reduce suicidal behaviors and save lives by providing innovative, practical and proven suicide prevention.

Figure 36. QPR Training in collaboration with the David Lawrence Center.

Care Services hosted the Disaster Relief Fair on all FSW campuses in coordination with various agencies such as Health & Social Services (HHS) U.S. Small Business Administration (SBA) and the Federal Emergency Management Agency (FEMA).

Figure 37. Disaster Relief Fair at the Lee Campus.

Care Services is currently collaborating with the Gulf Coast Partnership and the Charlotte County Youth Action Board. The goal is to work as a collective coalition to improve access to education and housing for young people experiencing homelessness and housing instability. Some agencies that are involved are Virginia B. Andes Volunteer Community Clinic, Charlotte County Schools, Gulf Coast Partnership and Catholic Charities just to name a few. The meeting is held once a month at the Charlotte County Family Services Center in Port Charlotte.

Care Services is diligently working on finalizing an MOU with the Center for Progress and Excellence. CPE offers a mobile crisis unit that responds to suicidal/homicidal ideation, mental health- related crisis that do not

specifically relate to suicidal thoughts or plans (e.g. self-harming, anxiety attacks, psychosis, etc.,) Services are available 24 hours per day, 7 days a week including holidays and weekends. Services are available to Circuit 20 (Lee, Collier, Hendry, Glades, and Charlotte County).

Care Services has submitted a $297,000 grant proposal to the DOE. The Project SERV grant is for Local education agencies (LEAs) and institutions of higher education (IHEs) that have experienced a traumatic event of such magnitude as to severely disrupt the teaching and learning environment. Result of the grant are currently pending.

6.3 RUSH LIBRARIES

The FSW Rush Libraries regularly hosts film viewing and discussion events led by faculty with expertise in the topics associated with the film. The goal of the film series is to provide a connection to real world events and artistic representations of them with keen support from topic experts in order to understand, reflect, and interpret the manner in which the films convey the material.

Most recently, on February 28, 2023, the Rush Library Film Series presented "Just Mercy" starring Michael B. Jordan, about a Harvard educated lawyer, Bryan Stevenson, who focuses his career on defending the rights of those wrongly condemned or who were not afforded proper representation. The film discussion was led by Dr. Brian Page, Associate Dean of the School of Arts, Humanities, and Social Sciences, and former history professor where he spoke about the ideas and concerns raised by the film and answered questions from viewers in the audience.

In addition to the film series, FSW Libraries continues to support academic efforts in a variety of ways. Shortly before the start of the fall 2022 semester, library administration, staff, and librarians gathered at the Rush Library on the Lee Campus to take part in a S.O.A.R. (Strengths, Opportunities, Aspirations, Resources) evaluation. Divided into three groups, each group spent time brainstorming and identifying the various parts of S.O.A.R. All groups were then brought together to report out on their findings. As expected, while there were similarities, there were differences between the findings of the three groups. The exercise proved to be a positive experience, and yielded some very interesting perceptions.

- Strengths: Participants felt the library offers excellent student focused customer service in a creative, team-oriented atmosphere. Many see the FSW Libraries as an "Innovation Hub" with excellent librarians who foster and empower scholarship.
- Opportunities: There are several areas of untapped opportunity. These areas include, expanding outreach to internal and external stakeholders, providing office hours in the residence hall on the Lee Campus, greater involvement and recognition in state, national, and international organizations, and the creation of maker's spaces, and gaming spaces.
- Aspirations: The three campus's and Hendry-Glades Center locations offer excellent facilities, but there is room for improvement of those facilities. Cited were the creation of a Rush Learning Commons,

additional study rooms at all locations, the rebuilding of a print collection with a focus on relevance, the continued strengthening of the association between librarians and teaching faculty, and the development of a digital scholarly communications presence to house archival materials and to host student and faculty journals and other scholarly works.

- Resources: Participants were asked to identify what they see as current resources, and what additional resources would be needed to accomplish the desired aspirations. They identified creativity, accessibility and college-wide support as current resources (assets). Resources needed to accomplish future endeavors included expanded access to professional development, aggressive pursuit of grant funding, and partnership building.

6.4 SENSE SURVEY (COLLABORATIVE EFFORT OF TEAM AASPIRE AND STUDENT AFFAIRS)

The Survey of Entering Student Engagement (SENSE) helps community colleges discover why some entering students persist and succeed and others do not. FSW has been utilizing the SENSE for well over a decade now to help understand and react to ongoing trends within the student population and programs available. In the most recent study, conducted in September, 2022, FSW compared strongly with similar sized institutions also utilizing the SENSE survey. FSW students reported they worked collaboratively in classrooms at a rate nearly 10%-points higher than similar-sized colleges (bar denoted '19g' on right of figure).
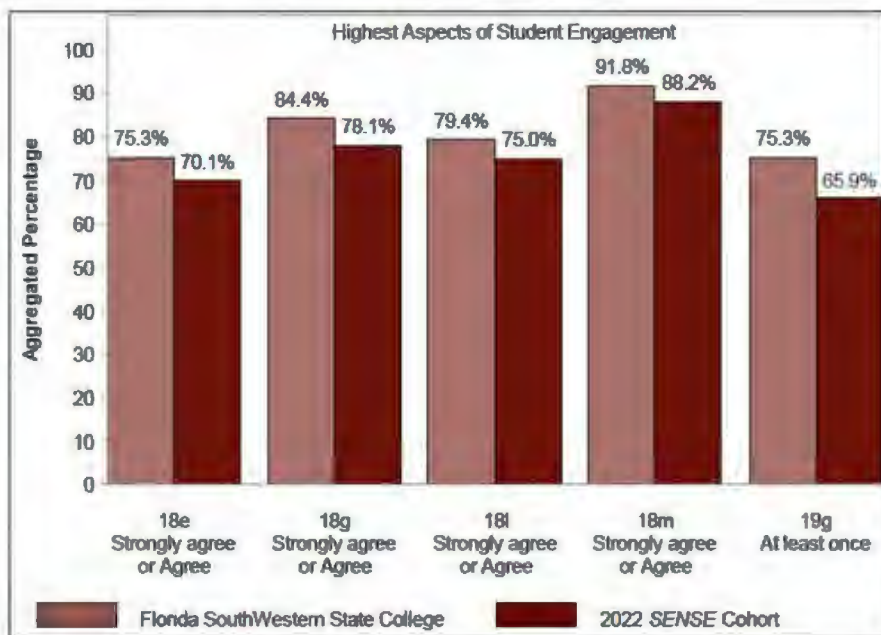
Figure 38. Strongest reported aspects of FSW via the SENSE survey. Question 18e asked students whether they agree with the statement "An advisor helped me to select a course of study, program, or major." Question 18g "An advisor helped me to identify the courses I needed to take during my first semester/quarter." Question 18l "All instructors clearly explained academic and student support services available at this college." Question 18m "All instructors clearly explained course grading policies." Question 19g "Worked with other students on a project or assignment during class."

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Program/Unit	Item Title	Mission Statement	End Date	Assessment Method
1. EXPAND EDUCATIONAL ACCESS				
Academic Support Program	FSW Student User Profile for Tutoring Services Attributes Collection	Selected student attributes, such as G.P.A., gender, ethnicity, age student type, and class status for those students who used college tutoring services will be collected nd reviewed to inform tutoring support programming and retention initiatives.	6/30/23	Office of Institutional Research, Assessment, and Effectiveness will compile a set of baseline attributes from student usage of tutoring services for math, writing/speech, and peer tutoring.
Academic Support Program	Student User Perceptions of Tutoring (Academic Support)– Impact on Learning	Students will indicate a positive perception of the impact of college tutoring services in terms of understanding assignments, level of confidence, and improvements to their academic success at a level of 85% or higher.	6/30/23	As measured by a Likert scale from the fall and spring semester surveys of student user perceptions regarding the impact of tutoring on learning as provided by college tutoring services in Academic Support.
Certificate-Childhood Development Specialization	OPO 1 - Enrollment	Identify students that are registered for classes in AY 2022-2023 and majoring in AS ECE who have completed 30 of 36 credits towards the Child Development CCC.	6/30/23	A report of students who have completed 30 credits of the required courses in ECE will serve as an assessment of this objective.
Certificate-Inclusion Specialization	OPO 1 - Enrollment	Identify students that are registered for classes in AY 2022-2023 and majoring in AS ECE who have completed 9 of 12 credits towards the Inclusion Specialization CCC.	6/30/23	A list of students who have completed 9 of the 12 credits required in the Inclusion Specialization CCC.
Certificate-Preschool Specialization	OPO 1 - Enrollment	Identify students that are registered for classes in AY 2022-2023 and majoring in AS ECE who have completed 9 of 12 credits towards the Preschool Specialization CCC.	6/30/23	A list of students who have completed 9 of the 12 required credits.
Dedicate to Graduate	Headcount (Enrollment)	By the end of the Fall 2022 drop/add period we will have a 5% increase in enrollment as compared to fall 2021.	6/30/23	Compare enrollment at drop/add Fall 2022 with enrollment at drop/add Fall 2021.
Dedicate to Graduate	Headcount (Demographics)	By the end of the fall 2022 drop/add period we will have a headcount/enrollment demographic which is representative of the service area population as identified by U.S. Census data.	6/30/23	Fall 2022 enrollment following drop/add date compared with service area population as identified by U.S. Census data.
Foundation	Obtain three gifts of $250K or greater	Foundation Gift officers will cultivate current and potential constituents to lead towards a gift of $250K or greater by the end of the FY2022-23.	6/30/23	The Foundation will determine success by meeting with donors to cultivate their relationship, interest and support of FSW State College with the ultimate goal of acquiring a donation of $250K or greater. This will be documented in the Raiser's Edge database Actions and Gifts tabs.
Foundation	Obtain one planned gift for a Presidential priority	The Foundation staff will contact donors capable and interested in making a planned gift to the college to make a commitment on one of the college President's priorities by the end of the FY2022-23.	6/30/23	The Foundation will assess its success and use the college President's 2022 top priorities to contact donors who have shown a past interest in related areas of support. All documentation will be held in the Raiser's Edge database Actions and Gifts tabs.
Foundation	Increase Private Philanthropy by 5%	President's top funding priorities, including the ballpark campaign and hurricane Ian disaster relief will be the focus of gift solicitation. All forms of current and deferred giving methods will be prioritized in order to achieve this goal by 6/30/23.	6/30/23	The Foundation will calculate all of the current gifts pledged and received then compare to prior year. The 7/1/21-6/30/22 list is attached.
Admissions	Enhance Prospective Student Communications	The Office of Admissions will partner with Information Technology to implement the applicant communication plan in CRM Recruit.	6/30/23	The Office of Admissions will create an applicant communication plan to be implemented in Recruit.
Admissions	Review and update the FSW Admissions website	By June 30, 2023 the Office of Admissions will partner with Information Technology to revise the Admissions website to be better organized and easier for prospective students to navigate.	6/30/23	To obtain feedback from a prospective student focus group on the organization and ease of navigation of the Admissions website.
Campus Directors	Continued Expansion of Collier Collier Public Schools Dual Enrollment Outreach	By the end AY 2022-2023, we will increase the level of dual enrollment outreach activities by 5% as measured against the AY 21-22 baseline report.	6/30/23	We are planning to keep records of the attendance at all of our events. Throughout the year we will be utilizing surveys at targeted events. A report which includes the total number of activities, and attendance number, will be generated by June, 1 2023.
AS - Digital Art & Multimedia Production	Digital Arts Events	Events create opportunities for our faculty and our students to share things they are working on. It is the people in our program that do the best job at attracting new students. When we have more opportunities for students to share their work, there are more opportunities for potential students to find out about the program.	6/30/23	Last year, we had one student hosted event and one off-site event. This year, we want to increase the number of both those types: increase the number of student-hosted digital events and increase the number of off-site or publicly attended events. Documentation for attendance and/or event types will be provided.
Dedicate to Graduate	Retention	By the end of the spring 2023 semester will have a 1% increase in overall one-term retention rates of FTFT Associate-seeking freshmen.	6/30/23	Comparison of one-term retention rates of FTFT Associate-seeking freshmen from Fall 2021 cohort to Fall 2022 cohort.
Academic Advising	Finalize program maps for all FSW degree programs	By the end of AY 2022-2023 (June 30, 2023), we will finalize Program Maps for all FSW degree programs and the three most popular 2+2 transfer programs.	6/30/23	Finalized Program Maps for all FSW degree programs.
Testing	Revamping Testing Services Website	Testing Services will revamp its website. IT will implement the final revision of webpages by end of May 31st, 2023.	6/30/23	The following webpages will be modified: "View Test Scores" Home page "Placement Testing Registration" "Contact Testing Services" Trigonometry By-pass card College-Level Communication and Computation Placement Testing Information Resolving Assessment Hold The following webpages will be created: Resolving the Assessment Hold Alternative Assessments
Humanities Department	HUM 2235: Renaissance to Enlightenment	A preliminary OER textbook will be created in the Fall of 2022 through the OER Institute sponsored by FSW. This resource will loosen the publishing house's tether to college programing, and allow for a more global and interactive resource to be created.	6/30/23	A usable OER text will be created with corresponding activities and assessments by the end of the Spring semester 2023.

Program/Unit	Item Title	Mission Statement	End Date	Assessment Method
Humanities Department	HUM 2020: Introduction to the Humanities	The groundwork will be laid for a preliminary OER textbook to be created beginning in the 2023-2024 academic year. This resource will loosen the publishing house's tether to college programing, and allow for a more global and interactive resource to be created.	6/30/23	Materials and concepts will be organized by the LAC of the Humanities Department to forward the creation of more structured OER materials for this course.
Humanities Department	HUM 2250: Romanticism to the Present	The groundwork will be laid for a preliminary OER textbook to be created beginning in the 2023-2024 academic year. This resource will loosen the publishing house's tether to college programing, and allow for a more global and interactive resource to be created.	6/30/23	Materials and concepts will be organized by the LAC of the Humanities Department to forward the creation of more structured OER materials for this course.
Division of Libraries	Development of an FSW Digital Commons	Smart: This goal capitalizes on the intellectual strengths of our faculty and students by providing an avenue for publication of their output. Measurable: It will be measured by the number of materials placed on the new online platform. Applicable: Creation of a scholarly communications platform inspires and promotes academic scholarship. Realistic: Very much so... the platform is free to FSW, and it is Timely in that whether it is where in-house OER materials are kept or a showplace for academic and student scholarship a scholarly communications presence has become a part of the higher education landscape.	6/30/23	by the end of the 2021-2022 academic year, Dr. Richard Hodges, Director of Library Services, Peter Van Leeuwen, Library Digital Initiatives and Scholarly Communications Manager, Professor Arenthia Herren, OER Librarian and Chair of the Libraries, and Professor Jane Charles, Information Literacy and Assessment Librarian will assess this outcome based on the progress made towards the goals to establish a publication for students and a publication for faculty and staff. The following benchmarks must be met: Secure a contract with BePress.com Create mission and vision statements encompassing the entire Digital Commons program Establish two (2) editorial boards: one (1) for student works and one (1) for faculty works Establish the Office of Editor The assessment method is dependent on the establishment of a presence on a digital platform. The platform to be used is Islandora 1.1.0, which is hosted by the Florida Virtual Library (FLVC). Currently, FLVC is testing the upgraded platform to ensure it is free of glitches before inviting FSW and other new members to develop sites and add content. Once the platform is available FSW Libraries will develop a shell in which to host online scholarship developed by students, staff, and faculty. Assessing the success of this goal will focus on stages of development, such as the creation of a web presence, promotion of the service, the addition of content, and the number of submissions and publications.
Career Center & Internships	CAREER SERVICES BROCHURE	At the end of June 2023, the ultimate goal is that at least 3,000 FSW students would have received a Career Services Brochure. The Career Center is also planning to begin distribution of the same brochure to at least 1,000 High School students (100 juniors and 100 seniors in each of the 12 of Lee County School District's Career Academy High Schools). The brochure has been created as a way to educate FSW students on "career readiness." This includes information on the location of FSW's Career Center, as well as how to reach the Director and Career Services Specialist. Brochures will be printed and disseminated to each of the above listed campuses to reach a total number of 6,700 students between all four campuses.	6/30/23	The objective is to primarily disseminate information through a Career Services Brochure on all FSW campuses. Assessment will be measured by creating a brochure that reaches all races and nationalities across all of FSW's campuses (Lee, Charlotte, Collier and Hendry counties). The primary goal is to diversify the reading of the brochure into two different languages (initially): English and Spanish. Later, the office of Career Services would like to include the language of Creole to reach our Haitian students in the FSW community. This outcome would be that the majority of cultures are represented on campuses and will be able to read and understand the career services that are available to them at the College. The ultimate goal of the brochure design is to: Promote self-belief, career exploration, and the skills needed to achieve their dreams in a global workforce arena; Provide information and links that students will need in an effort to have the assistance students need in developing their own career pathway through meaningful work in a global society; and Print enough brochures to provide to students during orientation, or whenever feasible at the beginning of the school year for each of the four campuses during the Fall semester. Include contact information for the office of Career Services in order for students to reach FSW's office of Career Services and the Career center to learn about the services and opportunities that are provided to students; and disseminate the brochure
AASPIRE (Assessment, Accountability, Sponsored Programs, Institutional Research, Effectiveness)	Grants	To support FSW faculty/staff in advancing their research, the OSPR will send a minimum of 40 outreach emails/meetings to build interest in grants and/or grant awareness, will jointly submit 10 proposals, and be awarded at least three grants.	6/30/23	Tally of outreach emails/meeting schedules (with example NOFA) Tally of proposals submitted (with example submission BO-52) Tally of awards (with example award notification)
Athletics	Student-athletes and Civic Responsibility	By end of 2022-23, our students and staff will have participated in multiple events that help enhance their civic responsibility and duties as a citizen.	6/30/23	Report the number of events that were attended and number of service hours performed by each team.
Athletics	Assist with the new/revised launch of the Bucs Club	At the end of the current academic year, we will have actual members in the Bucs Club, which is a fund-raising initiative for the Athletic Department in partnership with the Foundation.	6/30/23	Assess the number of members and amounts raised during the 2021-22 academic year.

Program/Unit	Item Title	Mission Statement	End Date	Assessment Method
Division of Libraries	Development of a Peer Technology and Research Consultants program	This outcome supports several of the SMART features. Specific: It focuses on the training of work-study students to provide peer library support. Measurable: Results will be measured by documenting the number of meeting sessions the Peer Consultants have with other students, and the nature of those sessions. It is applicable: The use of Peer Consultants in libraries is a best practice throughout academia. Some students prefer talking with another student rather than a librarian. Realistic and Timely: The creation of a program such as this requires no additional funding. Librarians, staff and library administration develop a training regimen for the students and trainers to follow. The timing of this program aligns with the increased demands on librarians as the Embedded program continues to grow.	6/30/23	In collaboration with the Director of Library Services, Dr. Richard Hodges, OER Librarian and Chair of the Libraries, Professor Arenthia Herren, and the Information Literacy & Assessment Librarian, Professor Jane Charles, the Library Digital Initiatives and Scholarly Communications Manager, Peter Van Leeuwen, will directly oversee the new program and train work-study students, who will track the number of consultations they provide and the specific inquiries. The program will begin with a pilot program by hiring 2 student consultants for the Lee Campus Rush Library. Progress will be tracked through regularly held meetings facilitated by Mr Van Leeuwen during which work-study students will provide feedback about their consultation experiences and frequency. Mr. Van Leeuwen will develop a training manual based on these discussions. While the number of sessions may prove significant, the content of the sessions will be of more interest to librarians and library administration. The content of the sessions will aid in the ongoing development of a training regimen for future students.
Athletics	Academic Performance	At the end of the 2022-23 academic year (June 2022), the participating student-athletes will have a combined GPA of at least a 2.90 and will have passed at least 90% of the coursework they complete.	6/30/23	At the end of the Spring term, grades will be pulled from each participant and the cumulative total will be calculated to determine if the goal was met.
AS-Early Childhood Education	OPO 3 - Eight Courses using OER	By May 1, 2023 at least eight courses in the AS in ECE will use Open Educational Resources.	6/30/23	The textbook orders for spring 2023 and fall 2023 will include at least eight courses using OER within the AS in ECE.
Web Services	Improve CMS Accessibility	Web Services will pull the CMS rendering pipeline into the main website rendering pipeline, which is highly accessible, by February 30, 2023. We will utilize SiteImprove suggestions, in-house experts, and advancing technology standards to ensure that the content rendered by the CMS is as accessible as possible.	6/30/23	SiteImprove reports and screenshots
Communications and Public Information	Departmental Collaboration	Engage in 1 or more meetings by June 30, 2023 with each of the following departments to strengthen partnerships, develop relationships, and determine collaborative projects: Information Technology Web Team, Auxiliary, all marketing professionals across the college, Admissions, Institutional Research, TLC, Workforce Education, FSW Online and Foundation	6/30/23	Assessment will be completed by evaluating Outlook calendar items and meeting notes to determine if at least 1 meeting took place.
Certificate-Childhood Development Specialization	OPO 2 - Open Educational Resources for HSC 1421	HSC 1421 will be taught using OER by Spring 2023.	6/30/23	Offering a redeveloped HSC 1421 using OER in spring 2023 will serve as the assessment of this objective.
Certificate-Inclusion Specialization	OPO 2 - Completion	A list of students who have completed EEC 1603, EEX 1013, CHD 1332, and EDF 2085 will be generated by June 30, 2023.	6/30/23	A list of students for Fall 2022 and Spring 2023 that have completed the following courses: Certificate Requirements: 12 credits CHD 1332 – Creative Experiences for the Young Child 3 credits 5 hour field placement EEC 1603 - Positive Guidance and Behavior Management 3 credits 10 hour field placement EEX 1013 - Special Needs in Early Childhood Education 3 credits 10 hour field placement EDF 2085 – Introduction to Diversity for Educators - (I) 3 credits 5 hour field placement required
Registrar	Graduation	By May 2023, the Office of the Registrar will increase the total number of AS Early Childhood Education certificates awarded in Spring 2023 due to outreach and manual tracking.	6/30/23	In February 2023, the Office of the Registrar will utilize Banner reporting to identify all students currently enrolled in the AS in Early Childhood Education degree. This information will be sent to the Advising staff in the School of Education. The Advisor in the School of Education will perform outreach to encourage students to declare college credit certificates embedded within the AS degree.
Campus Directors	HG BS of Ed. Program and Scholarship	Re-launch first year offerings for a cohort of BS of Elementary Education program (with a minimum goal of 7 for enrollment). Work with K-12 to identify and support local employees. Create funding sources for students.	6/30/23	Track number of students in the program. Track amount of funding secured and dispersed.
Communications and Public Information	Investigate the Adoption of a Virtual Viewbook	Collaborate with Admissions by June 30, 2023 to explore digital visual/video viewbooks to improve the prospective student experience and reduce the cost of printing.	6/30/23	Assessment will be performed by producing evidence of meetings and documents from vendors.

Program/Unit	Item Title	Mission Statement	End Date	Assessment Method
Residence Life	Addressing Student Barriers to Financial Clearance/Success	By the end of AY 2022/2023, The Office of Housing & Residence Life will collaborate with the Office of Financial Aid to create and implement residential programming initiatives that will provide residential students an understanding of student barriers to financial clearance/success as well as to how to be financially successful while attending College as a residential student.	6/30/23	By 10/7/2022 meet with the Office of Financial Aid to to begin collaboration and planning for financial literacy programs for residential students. By 11/10/2022 at least one financial literacy programming event will occur in LightHouse Commons by the Office of Financial Aid that will address financial student barriers and how to be financially successful as a residential college student. By 11/17/2022 residents that participated in the event on 11/10/2022 will be sent a brief survey on their participation and what they would like to see going forward regarding financial literacy events in LightHouse Commons. By the end of February 2023, another financial literacy programming event will occur in LightHouse Commons by the Office of Financial Aid that will address being prepared, financially, for the next upcoming academic year as well as how to be financially successful as a residential college student By March 2023, residents that participated in the event in February 2023 will be sent a brief survey on their participation and what they would like to see going forward regarding financial literacy events in LightHouse Commons.
Registrar	Transfer Transcript Evaluations	By June 2023, a priority evaluation process which focuses on the admitted students who are most likely to register will be identified, developed, and implemented.	6/30/23	IDENTIFICATION OF PRIORITY GROUPS The Office of the Registrar will review best practices for transcript evaluation, will hold discussions with peers across the state, and will hold discussions with other FSW departments regarding types of incoming student transcripts that merit gaining priority to develop a list of priority groups.
Student Financial Aid	Increase FAFSA submissions for new, Veteran, and returning students	By August 18, 2023, through FAFSA completion workshops and partnership activities with Admissions and FutureMakers, the Office of Student Financial Aid will increase 2023/2024 FAFSA submissions by 2% as compared to same day FAFSA submissions for 2022/2023.	6/30/23	Execution of FAFSA completion workshops
Student Financial Aid	Cross train staff in all areas	By August 1, 2023, the Office of Student Financial Aid's leadership team will develop a plan for cross training and create the related training modules.	6/30/23	Development of a finalized plan for cross training.
Campus Directors	Charlotte Campus Enrollment Expansion Targeting Ages 25-54	By the end of March 2023, the Charlotte Campus Director will have created and implemented a program to provide targeted and expanded enrollment management services for local (Charlotte County Florida) residents between the ages of 25-54. This program will consist of: (1) by the end of February 2023, cataloged data sources about this population and the creation of a database of contact information of these residents; (2) by the end of February 2023, partnering with key Student Affairs and other College offices to create a marketing plan and coordination of Admissions and campus services; and (3) by the beginning of March 2023 providing a one-stop suite of services, coordinated by the Campus Director, educational pathway assessment, CareerCoach and academic advising, referral to internal or external educational services and programs, and guidance through FSW matriculation for the targeted population.	6/30/23	The outcome and plans within the outcome will be measured in the following way: By the end of February 2023: Creation of a catalog of data sources (e.g., census data, EQO information, public records, or vendor resources) about this population housed electronically with the Charlotte Campus Director and on the shared Student Affairs local disk. Creation of a database of contact information of these residents housed electronically with the Charlotte Campus Director and on the shared Student Affairs local shared drive. By the end of February 2023: Potential creation of a joint Charlotte Campus, Marketing, and Admissions targeted population marketing plan housed electronically with the Charlotte Campus Director and on the shared Student Affairs local disk. By March 2023 and during implementation: Recorded Charlotte Information Desk tracking and sign-in sheets for one-stop suite service use Recorded tracking of participant contacts, service(s) use, referrals, and narrative information utilizing a spreadsheet housed electronically with the Charlotte Campus Director and on the shared Student Affairs local disk. A brief Qualtrics satisfaction and academic program need survey after the provision of services. By September 2023 - Monitoring and detailing Charlotte campus enrollment information for Fall 2023, disaggregated by this age cohort, focused on any potential enrollment increase and matriculation trends. Furthermore, documentation of established monthly meetings with each

Program/Unit	Item Title	Mission Statement	End Date	Assessment Method
2. ADVANCE A WORLD-CLASS EDUCATIONAL EXPERIENCE				
AASPIRE (Assessment, Accountability, Sponsored Programs, Institutional Research, Effectiveness)	Research Expo	By the end of AY 2022-2023, Team AASPIRE (specifically the Office of Sponsored Programs) will hold the 10th and 11th Research Expos in November, 2022, and April, 2023, and gauge impact to FSW Faculty leading research with increased attendance and presenter participation from April 2022 event.	6/30/23	Participation data for FSW Int'l Research Expo in November, 2022: Report on the amount of students, faculty, and staff participating/presenting. The goal is that the event will include 15-17 poster presenters, five lecturers, an art exhibition, and an overall attendance of greater than 750 spanning a two-day event.
Exhibitions and Collections	To increase collaborative partnerships (Local, National and International)	Although hampered once again by the on-going pandemic and Hurricane Ian-related damage and campus closure, by June 30th, 2023, Exhibitions and Collections department will make every effort to match or exceed the number of curated programs at the Bob Rauschenberg Gallery (or offsite through community partners).	6/30/23	To continuing furthering this goal in AY2022-23, we will keep track of all collaborative efforts moving forward, and make every effort to advance projects that could prove mutually beneficial and/or that provide opportunities for student recruitment and heightened visibility for the College. Internal and external collaborative partnerships will be assessed through partnership contracts/agreements documentation; email communications; lecture/exhibition flyers, materials, handouts, and pictures.
Exhibitions and Collections	Increase Grants & Sponsorships	By the end of AY 2022-23, Exhibitions and Collections will work with the Office of Sponsored Programs to maintain or increase (as necessary) funding opportunities, grants and/or sponsorships to supplement support for programming.	6/30/23	All applications will be documented moving forward and successful efforts to raise grant funding will be noted.
Exhibitions and Collections	Increase donations of art & artifacts	By the end of AY 2022-23 we will endeavor to entice gifts or artwork by our Gallery namesake and others.	6/30/23	Documentation of acquisitions/gifts.
Faculty Development (Teaching and Learning Center)	Re-Branding of the TLC	The associate dean of the TLC will create an AdHoc Committee for the spring 2023 to begin working on rebranding of the TLC.	6/30/23	The meeting minutes and agendas will be used to document the meeting. Also, the launching of the CTLE new website.
General Education	General Education Professional Development	By the end of AY 2022-23, the LAC will have developed and held workshops on competencies from AY 2021-22 and AY 2022-23.	6/30/23	Measurement. Number and details of workshops developed to enhance understanding of the eight GenEd competencies to include: Workshop topic/materials Dates in which workshops are held Attendance of workshops
General Education	QEP/Capstone (ACAP) OO 1A	Increase access to high impact practices and transparency about academic and systems thinking for students in the Associate of Arts program at an open-enrollment institution.	6/30/23	Number of faculty trained to teach the capstone course: 40 Faculty trained by Spring 2024 to teach the capstone course.
General Education	QEP/Capstone (ACAP) OO 1B	Increase access to high impact practices and transparency about academic and systems thinking for students in the Associate of Arts program at an open-enrollment institution.	6/30/23	Attendance at co-curricular events: Establish a baseline during year AY 22-23 for sponsored Library and Capstone-designated events. Improve year-over-year on the baseline (AY 22-23) for students with more than 30 credit hours, with a 7% overall increase by AY 2026-2027.
General Education	QEP/Capstone (ACAP) OO 1C	Increase access to high impact practices and transparency about academic and systems thinking for students in the Associate of Arts program at an open-enrollment institution.	6/30/23	Number of Capstone-certified faculty attending or presenting at national and international conferences: 5 Capstone-certified faculty attend or present at conferences each year related to the QEP/Capstone.
General Education	QEP/Capstone (ACAP) OO 2A	Provide opportunities for student research to develop students' research knowledge practices and communication skills.	6/30/23	Course-level assessment of student achievement of the student learning outcomes using the Capstone Rubric for the four required assignments: Students achieve the course-level assessment benchmarks on the Capstone rubric by 2027; no statistically significant difference in performance between modalities or by site.
General Education	QEP/Capstone (ACAP) OO 2B	Provide opportunities for student research to develop students' research knowledge practices and communication skills.	6/30/23	Embedded faculty librarians: Librarians are embedded in every section of IDS 2891; all FSW faculty librarians are embedded in at least one section by Spring 2024.
General Education	QEP/Capstone (ACAP) OO 2C	Provide opportunities for student research to develop students' research knowledge practices and communication skills.	6/30/23	Number of workshops and events held by FSW Libraries open to all students, faculty, and staff: 10 Workshops or Library Events per year, beginning in AY 2022-23. By 2027, 10 thematic transdisciplinary research guides available via the FSW Libraries website.
General Education	QEP/Capstone (ACAP) OO 3A	Provide a culminating and synthesizing experience for the students' general education coursework.	6/30/23	AA Completer Survey: By 2027, 5% increase in student rating "Greatly increased" from baseline data on questions 1, 2, 4, 8, and 10. (Historical average through Spring 2023 of A.A. Completer Survey data).
General Education	QEP/Capstone (ACAP) OO 3B	Provide a culminating and synthesizing experience for the students' general education coursework.	6/30/23	Number of Capstone-designated field trips and co-curricular experiences: By AY 2023-2024, 5 Capstone-designated field trips or co-curricular experiences offered per academic year.

Program/Unit	Item Title	Mission Statement:	End Date	Assessment Method
General Education	QEP/Capstone (ACAP) OO 4A	Encourage and increase the practice of integrative and applied learning.	6/30/23	Course-level assessment of student achievement of the student learning outcomes using the Capstone Rubric for the four required assignments: Students achieve the course-level assessment benchmarks on the Capstone rubric by 2027; no statistically significant difference in performance between modalities or by site.
General Education	QEP/Capstone (ACAP) OO 4B	Encourage and increase the practice of integrative and applied learning.	6/30/23	Number of sections of IDS 2891 that are team-taught, service learning, or otherwise designated integrative learning: By Summer 2025, 3% of sections offered yearly are team-taught, service learning, travel-abroad, or otherwise designated integrative learning.
General Education	QEP/Capstone (ACAP) OO 5A	Foster broad knowledge of human cultures and the natural world.	6/30/23	Course-level assessment of student achievement of the student learning outcomes using the Capstone Rubric for the four required assignments: Students achieve the course-level assessment benchmarks on the Capstone rubric by 2027; no statistically significant difference in performance between modalities or by site.
General Education	QEP/Capstone (ACAP) OO 5B	Foster broad knowledge of human cultures and the natural world.	6/30/23	Results of the CCSSE and FSW-created surveys: By 2027, achieve parity with the comparative "extra-large college" weighted mean scores on questions 4i, 4q, 5b, and 9c. The CCSSE survey will run at FSW in 2023, 2025, and 2027 Additional supplemental survey instruments on high impact practices (HIPS) developed by FSW will drill down into the results of the CCSSE for further information.
General Education	QEP/Capstone (ACAP) OO 5C	Foster broad knowledge of human cultures and the natural world.	6/30/23	Number of Capstone-designated field trips and co-curricular experiences: By AY 2023-2024, 5 Capstone-designated field trips or co-curricular experiences offered per academic year.
QEP Creative Capstone	Increase Access to HIPs	By end of 2022-23, 10 sections per year in pilot year will be offered and three workshops offered for faculty and staff. Additionally, by Spring 2024, 40 faculty will be trained to teach the Capstone course.	6/30/23	Number of sections offered. Number of faculty trained to teach the capstone course. Number of workshops for all FSW faculty offered through the Teaching and Learning Center related to the QEP.
AS - Digital Art & Multimedia Production	Maker Space Creation	By the start of the Fall 2023 semester, we will gather the resources and planning needs to provide a maker space location for students to explore and apply the skills they are learning in their classes in a community-oriented space.	6/30/23	By the start of Fall 2023, we will have a the plans and resources for a designated room for the maker space and the first technological equipment in that space.
AS - Digital Art & Multimedia Production	Student Access to Software at a Distance and in the Classroom	It is important that students have access to industry standard equipment. This year we are focusing on hardware, in conjunction with the maker space. By June 30th, 2022, we will accumulate a catalog of student materials and also a system for checking out those materials and a secure spot to house the materials that can be checked out.	6/30/23	Inventory list and/or screenshot of checkout station and/or documentation of checkout procedures.
Certificate - Stage Technology	Insure the continuation of the Certificate Program by hiring faculty	In consultation with Dean Teed and Dana Rose we will determine the viability of this certificate program by June 30 of 2022.	6/30/23	Meeting notes, or email
Student Engagement	Presence Software Implementation	During the AY 21-22, the Office of Student Engagement will partner with the Office of Information Technology to implement the Presence Engagement platform. This initiative will include: - Creating and connecting all registered student clubs/organizations to their own page(s) on the platform for outreach, marketing and record keeping (December, 2021) – Launching the platform for general student use (January, 2021) – Creating and connecting any interested student-facing departments/programs to pages on the platform; ex. Honors, International Education, Academic Advising (April, 2022) - Rolling all assessment and student participation tracking for all Student Engagement initiatives into the platform (May 2022)	6/30/23	By October 1st, 2022 all active registered student organizations (RSO) will have a page on Presence By January 1st, 2023 we will have pages for 15 student-facing departments/programs on the platform. By January 1st, 2023 we will use the analytics function to create student profiles and conduct assessment & outreach to promote involvement
Academic Advising	Advising Syllabus	By the end of the 22/23 AY (June 30th, 2023), the Office of Academic Advising will have completed the development of an advising syllabus that is informed by NACADA, students, advisors, and other key stakeholders.	6/30/23	A finalized advising syllabus with clearly defined learning outcomes for students at milestone meetings.
Testing	Drafting of Testing Services Handbook	By August 11, 2023, Testing Services will improve student satisfaction with the testing experience by creating a handbook on procedures and processes which standardizes customer service and improves the student experience.	6/30/23	Creation of the handbook with each staff member writing a section. The first draft version of the handbook was created November 18, 2022. Table of contents and Chapter One, General Description of Operations. Staff submitted sections about (files attached): EAP Process and Instructions Unofficial Transcript Evaluation
International Education	1. Develop strategic plans on advancing the COIL initiative	In AY 2022/2023, COIL committee members will be full trained by the COIL Organization and will have established plans to implement, grow, and sustain FSW's first COIL program for AY 2023/2024.	6/30/23	Assessment of the initiative will include confirmed completion of the COIL training program as well as an action plan for its implementation.

Program/Unit	Item Title	Mission Statement	End Date	Assessment Method
Community Standards and Student Media	Establish Compass Media Board	By June 2023, we will have an established board of at least 7 members as we enter into the 23-24 AY.	6/30/23	Meeting minutes and a screenshot of the roster via Bucs Corner
International Education	2. Continued expansion of STEM & Business Study Abroad Options - Year 2	IN AY 2022/2023, the Center for International Education in collaboration with the deans of the School of Health Professions, School of Pure and Applied Sciences, and SOBT will have determined programs that will run in Summer 2024 that will further advance the outcome of expanding STEM and Business programs abroad.	6/30/23	Program offerings that reflect Business & STEM in 2024. Established partner program offering service-learning for health professions.
Career Center & Internships	Internship Programs	At the end of June 2023, baseline number of at least 6-8 FSW students would have experienced an internship opportunity through various employers in the fields of Health professions, School of Business and Technology, School of Pure and Applied Sciences, as well as the School of Education. After students have completed these internship programs and also have received jobs upon graduation, the foundation would have been laid with business establishments within the community to lay the ground work for continuous internship and employment opportunities for placement in the workforce for FSW students!	6/30/23	The Career Services Assessment of accomplishing this goal will be evidenced by the fulfillment of student placement into internships and jobs with local businesses. This evidence will include: (1) An strategic or Annual Report of Career Services achievements; (or) (2) an email from a Faculty member, student, or the employer; (3) an announcement from the BUC Bulletin or other marketing sources which highlights achievements of FSW students in obtaining internships and/or job opportunities within their career path.
Student Engagement	Enhanced Opportunities for Student Involvement through Greek organizations	During the AY22-23, the Office of Student Engagement will increase the number of Greek organizations to three (3). This will include: - Identifying organizations that fit our student population and institutional values - Navigating the required chartering process(es) - Recruit and train faculty/staff advisors for the organizations - Working with student leaders and organization advisors to ensure sustainability via recruitment and succession planning	6/30/23	By June 2023, there will be an increase in the number of Greek organizations from 1 to 3. By June 2023, new advisors will be recruited and trained for each new active Greek organization By June 2023, there will be at least 3 students from each campus/center registered as members of these Greek organizations
Adaptive Services	Satisfaction Survey	Beginning November 2022, the Satisfaction Survey will be included in email signatures of all OAS team members, Semester Reminder emails, Bucs Corner, and a QR code will be created and displayed in the office to determine effectiveness of the services provided and level of satisfaction. Data will be reviewed at the end of Fall 2022 and Spring 2023 to determine areas of improvement.	6/30/23	A Qualtrics survey was created to provide to students via a link in our Semester Reminder email, in email signatures, a link on Bucs Corner, and a QR code in office. To encourage student to complete the survey, we will offer an incentive by randomly drawing from the responses at the end of Fall 2022 and Spring 2023.
Adaptive Services	Delta Alpha Pi	By Spring 2023, Delta Alpha Pi International Honor Society chapter will be inducted to FSW to recognize high achieving students with disabilities, to celebrate and support academic achievements, leadership, and advocacy. FSW will host the 198th Chapter, Theta Zeta	6/30/23	The application and letter of intent, along with the application fee, will be provided to Edith Miller in Fall 2022 with a Spring 2023 initiation ceremony including installation of officers. Once official letter of acceptance is received, invite letter to eligible students will be created and provided via email along with DAPi flyer. Ceremony/Induction of officers will be scheduled for March 2 on the Thomas Edison campus in Fort Myers.
Community Standards and Student Media	Revise Academic Misconduct Hearing Process	By June 2023, a new flow chart and process will be created for the hearing process of cases involving Academic misconduct.	6/30/23	Screenshot of newly created flowchart Compiling data provided via Academic Misconduct reports and providing findings to Deans and the Academic Standards Committee to provide proper training protocol for the future.
Residence Life	Addressing Mental Health issues in Housing Residents	By the end of AY 2022/2023, The Office of Housing & Residence Life will collaborate with the CARE Services Office to create and implement residential programming initiatives that will provide residential students an understanding of the mental health barriers they could experience and how to cope and manage those barriers while attending College as a residential student.	6/30/23	By 10/21/2022 meet with representatives from the CARE Services Office to begin collaboration and planning for programs that address mental health barriers for residential college students. By 11/18/2022 at least one mental health programming event will occur in LightHouse Commons by the CARE Services Office that will address mental health barriers and how to cope and manage them to be successful as a residential college student. By the end of January 2023, at least one mental health programming event will occur in LightHouse Commons by the CARE Services Office that will address mental health barriers and how to cope and manage them to be successful as a residential college student. By the end of February 2023, all LHC residents will be surveyed, with the assistance of the college's Assessment Office, in a overall student residential satisfaction survey which will include questions regarding mental health and its programming. By 5/15/2023, results from the residential satisfaction survey will be analyzed and a plan for related programming will be further developed and/or enhanced for use in AY 2023-2024.

Program/Unit	Item Title	Mission Statement	End Date	Assessment Method
Residence Life	Lighthouse Commons Mentoring Program	By the end of the AY 2022-2023, The Office of Housing & Residence Life will further identify academic characteristics of residence life students in need of a mentor in FSW's Anchors Mentorship Initiative to further develop this planned mentor program/initiative for residential college students.	6/30/23	By August 2022 the Director of Housing & Residence Life will note interest to continue membership into the FSW Anchors Mentorship Initiative. During the Fall 2022 semester the Director of Housing & Residence Life will participate in the FSW Anchors Mentorship Initiative to gain a better understanding of best practices to implement in the residential college student program By 6/1/2022, based on experience participating in the FSW Anchors Mentorship Initiative, the Director of Housing & Residence Life will develop an initial draft resident college student mentor program to be implemented for the AY 2023-2024.
Academic Advising	Evaluation tool for students to provide feedback on their advising experience	By the end of the 22/23 AY (June 30th, 2023), the Office of Academic Advising will have a completed evaluation tool for students to provide feedback on their advising experience and a plan to collect baseline data and disseminate results.	6/30/23	A finalized student assessment tool.
Registrar	Registration Services	By August 25, 2023, baseline average wait times will be established for students seeking in-person services from the Office of the Registrar during the peak enrollment months of January 2023 and August 2023 (up to the first day of class - August 21, 2023).	6/30/23	Data will be reviewed through QLESS reporting to determine the average wait time for the month of January 2023 and the month of August 2023 up to the first day of class (Aug. 21, 2023). Data will be compared to January and August 2022.
Auxiliary Services	Increase Campus Engagement Through Interdepartmental Coordination	The Auxiliary Services FY23 can use targeted Pepsi marketing campaigns to increase campus engagement. Auxiliary Services can work with Student Engagement and Athletics to designate event opportunities. This increase of engagement can be measured by event attendance comparative to previous years. This objective is applicable and timely as student engagement is a strong indicator of student retention; this is very important as FSW is still rebounding from previous declination of registrations.	6/30/23	Success can be measured by increased attendance of athletics events comparative to previous years by using ticket sales as metric Success can be measured by increased attendance of student engagement events comparative to previous years by using headcount as metric
Risk Management	Elevated Collaboration with International Education Department to Ensure Proper Risk Responses During Travel Abroad	Risk Management will have completed critical steps to ensure it has processes in place to meet its duty of care obligations to protect its employees and students during international travel.	6/30/23	Together with the International Education Department, Risk Management will complete a tabletop exercise which will communicate, educate and train stakeholders in the risks associated with higher education travel abroad. Success will be measured by the implementation and understanding of responsive procedures to both natural and human-made travel risks.

Program/Unit	Item Title	Mission Statement	End Date	Assessment Method
3. INNOVATE ONLINE AND DISTANCE EDUCATION				
AVP Online Learning	Online Course Quality Assurance	By the end of AY 21-22, FSW will increase the number of QM certified courses to 15 and apply for the Online Teaching Support program certification for all online programs.	6/30/23	This will be assessed by: FSW administrators, Rozalind Jester and Laura Osgood, will complete the "Preparing for Program Reviews" Quality Matters workshop in order to serve as Program Liaisons. Evidence of the submitted application.
AVP Online Learning	Online Student Support	In AY 22-23 the online learning team will engage students in three (3) innovative learning experiences that help students overcome barriers (motivation, time management, clarity of instructions, and mental health) to academic success reported in the Fall 2021 Elevate Elearning Survey.	6/30/23	This will be assessed by using Level Up data: The number of students enrolled in Level Up. The number of students that earned a "G.O.A.T" badge. Student survey data from students that have completed Level Up.
AVP Online Learning	Transmodality Faculty Support	In AY 22-23 the online learning team will engage faculty in three (3) innovate learning communities that promote radical creativity, flexibility, inclusive pedagogy and high-impact practices.	6/30/23	This goal will be assessed by attendance and participation in: Faculty Technology Champions workshops. FSW Online Ed Tech Toolkits Asynchronous Microsoft Teams communities (e.g. What the Flex?, FSW Online Faculty, Online Course Development teams).
BS-Cardiopulmonary Science	5 year review for RET 4034	FSW has implemented Quality Matters for online courses. This course was created before this program went into effect. Online courses are also required to have a 5 year review. This course would qualify for both. After the review and update, the course will meet Quality Matters.	6/30/23	Redevelop Master course to meet Quality Matters Criteria.
BS-Nursing	RN-to-BSN Graduate Survey responses	BSN Graduate Survey Returns will be at 35-45% return, of those sent for 2022-23 AY.	6/30/23	BSN Graduate surveys will be sent Nov. 22, Feb. 2023 and Jun. 2023 and return percentage will be compared to number sent.
Dedicate to Graduate	Online Quality Assurance	By the end of Fall 2022, FSW apply for the Online Teaching Support program certification for all online programs.	6/30/23	This will be assessed by: FSW administrators, Rozalind Jester and Laura Osgood, will complete the "Preparing for Program Reviews" Quality Matters workshop in order to serve as Program Liaisons. Evidence of the submitted application.
Application Development & Integration	New FSW portal	By the end of June 30, 2023, Application Development will implement a new modern staff/student portal that allows us to integrate all of our existing platforms into one seamless experience for users.	6/30/23	A screenshot of the new portal will be provided.
Application Development & Integration	New FSW Mobile App	By the end of June 30, 2023, Application Development will develop and deploy a new FSW mobile app that integrates with the new FSW portal being co-developed.	6/30/23	A screenshot of the new mobile app will be provided.
Application Development & Integration	Develop new integrations to cloud providers	By the end of June 30, 2023, Application Development will develop new integrations to our Google and Microsoft 365 cloud providers to replace the integration currently being provided by our soon to be replaced FSW portal.	6/30/23	Screenshots will be provided of the new integration functionality.
Information Security	Security awareness training-ongoing	By the end of AY 2021-2022, percentage of employees who fail the 'phishing test' our risk score is at around 40% which is fine compare to other college using the Knowbe4 platform tool. But we are trying to be at 30% next year	6/30/23	We test employees quarterly using our phishing campaign to see how well our awareness training working. report attached.
Learning Technologies and Design	Course Development Request Form Revision	The course development request form in TDX will be modified to reflect changes in the course development process resulting from changes in the CNA, by June 30, 2023.	6/30/23	Printout or screenshot of the new course development request form.
Learning Technologies and Design	Course Development Templates	The Instructional Design team will update Canvas course development templates for all instructional modalities and create a base template for all empty Canvas course shells utilizing DesignPlus, and will review all templates for QM compliance by June 30, 2023.	6/30/23	Screenshots of DesignPlus elements from the Canvas course development templates.
Learning Technologies and Design	Course Development Project Plans	The course development project plans will be reviewed and revised to reflect changes in the CNA and resulting change in the course development process, and the Online Course Quality Assurance Plan, by June 30, 2023.	6/30/23	Printouts or screenshots of the new version of each revised plan, A-E
Learning Technologies and Design	Online Course Quality Assurance Plan Implementation	The 77 master courses identified for review in AY 2022-2023 with be either retired, reviewed, or redeveloped by June 30, 2023.	6/30/23	Review schedule and tracking sheet for the 77 AY 22-23 courses. https://docs.google.com/spreadsheets/d/1yEalxS6179kHCaV1RZob64DJZDGfDnNTz3X3uWR68a0/edit?usp=sharing
Web Services	CMS Implementation Phase 2	Web Services will implement single sign-on and related features including but not limited to user permissions and attribution within the CMS system by June 2023	6/30/23	The CMS user interface displays and is aware of the logged in user and the changes that they make, correctly attributing every change to the correct user.

Program/Unit	Item Title	Mission Statement	End Date	Assessment Method
Auxiliary Services	Maximize GET App User Experience	Auxiliary Services specific FY23 goal is to educate all Buc Card users on GET App capabilities and promote usage for initiating new/replacement ID's and direct loading of funds by the user onto the app. We can measure usage based upon GET internal metrics for new registrants to the app. A secondary measurement is seeing the number of submissions coming through the GET App versus previous years email/walk in requests for IDs. Goal is applicable and realistic in that we gain a more integrated user experience with less touchpoints through various systems and platforms for the user. It is also applicable and realistic from a Buc Card production standpoint in that all data is housed and processed in one single system. Objective is timely in that there is a larger goal of mobile credentialing in the future and is a prerequisite to moving toward that goal.	6/30/23	Success can be measured by number of submissions produced through GET app vs previous online photo submission process Success can be measured by number of deposit transactions produced through GET app Proof of concept can lead to surveying of student experience
Web Services	Continue Leveraging SiteImprove	Web Services will utilize SiteImprove suggestions to maintain the accessibility score to at least the education industry average on the www.fsw.edu website by June 30, 2023.	6/30/23	SiteImprove Reports

Program/Unit	Item Title	Mission Statement	End Date	Assessment Method
4. PREPARE STUDENTS FOR A GLOBALLY COMPETITIVE WORKFORCE				
AS - Music Production & Technology	Course Faculty Coverage	To ensure the new AS program is stable and efficient, the program needs to hire an additional adjunct personnel to cover the need for expanding course sections.	6/30/23	Hiring of an additional adjunct personnel to cover the need for expanding course sections.
AS - Music Production & Technology	Additional sound reinforcement equipment for the performing / studio recording ensembles.	To ensure the audio technology AS Music Production and Technology degree program is able to provide hands on experience with recording equipment and real world scenarios, by the end of AY 2022-23, the program needs to purchase additional recording, performance, and monitoring equipment.	6/30/23	The purchase of additional recording, performance, and monitoring equipment.
AS - Music Production & Technology	Develop the new internship program for AS Music Production and Technology students	To ensure the students of the new AS in Music Production and Technology degree have an opportunity to participate in a real world workforce opportunity to give them on the job experience in the music industry.	6/30/23	The creation of a "Audio Technology Internship" course which will count as a variable credit course and applicable toward the AS in Music Production and Technology degree.
Certificate - Stage Technology	Stage a fall production despite campus closure due to hurricane Ian	The Stage Technology will adapt to campus closures due to Hurricane Ian and work with local community organizations to continue to provide a performance production experience for the students during their Fall semester. The production will additionally provide community outreach programming from FSW for the community during a time of recovery from the hurricane.	6/30/23	Marketing and/or pictures from the production
Certificate-Audio Technology	Course Faculty Coverage	To ensure the new AS program is stable and efficient, the program needs to hire an additional adjunct personnel to cover the need for expanding course sections.	6/30/23	Hiring of an additional adjunct personnel to cover the need for expanding course sections.
Certificate-Audio Technology	Additional sound reinforcement equipment for the performing / studio recording ensembles.	To ensure the Audio Technology CCC program is able to provide hands on experience with recording equipment and real world scenarios, by the end of AY 2022-23, the program needs to purchase additional recording, performance, and monitoring equipment.	6/30/23	The purchase of additional recording, performance, and monitoring equipment
Certificate-Audio Technology	Develop the new internship program for Audio Technology CCC students	To ensure the students of the new AS in Music Production and Technology degree have an opportunity to participate in a real world workforce opportunity to give them on the job experience in the music industry.	6/30/23	The creation of a "Audio Technology Internship" course which will count as a variable credit course and applicable toward the AS in Music Production and Technology degree.
AS-Early Childhood Education	OPO 1 - Add CHD 1120 to AS	By March 15, 2023 CHD 1120 Infant and Toddler Programs will be added as a required course in the AS in ECE through presentation to the Curriculum Committee	6/30/23	Minutes from the Curriculum Committee verifying approval of the addition of CHD 1120 to the AS in ECE will serve as the criteria for success.
AS-Early Childhood Education	OPO 2 - Infant Toddler Field Placements	By May 1, 2023 Charlotte, Collier, Hendry, and Glades County Schools will have agreed to allow infant/toddler field placements in their districts.	6/30/23	Emails from the field placement coordinator verifying agreement by each school district to include infant and toddler placements will serve as evidence of completion of this objective.
AS-Cardiovascular Technology	National RCIS Certification	By the end of the Summer A, 2022 semester, at least 80% of the 2021 graduates of the AS-Cardiovascular Technology program will have successfully completed the RCIS national certification exam. This also reflects the CAAHEP/JRC-CVT programmatic Accreditation Threshold for National Certification.	6/30/23	Access the Cardiovascular Credentialing International (CCI) database and student results for the RCIS exam. At least 80% of the 2023 AS-CVT graduates will successfully complete the RCIS exam within 12 months of graduation, by June 30, 2023.
AS-Dental Hygiene	Goal #9: Clinical Instruction Feedback	By the end of the 2022-2023 academic years, the AS, Dental Hygiene Class of 2023 will rank the faculty clinical instruction as of Most-of-the-time to Always with their satisfaction with clinical instruction as measured by the SOS and Clinical Faculty Surveys.	6/30/23	Faculty Clinical Survey: By the end of AY 2022-2023, the program will maintain an overall instructional ranking of >90% for all faculty clinic survey categories.
AS-Respiratory Care	Positive Placement	By the end of the Summer A, 2023 semester, at least 75% of the 2022 graduates of the AS-Respiratory Care program will be positively placed (working in the RC profession, continuing their education, or serving in the military). This also reflects the CoARC programmatic Accreditation Threshold for positive placement.	6/30/23	Survey the graduates and employers to determine the number working in the RC profession, continuing their education, or serving in the military, within twelve months of graduation, by June 30, 2023. The expectation is that at least 75% of the 2022 AS-RC graduates will be positively placed.
AS-Respiratory Care	Attrition/Retention improvement with change of admissions criteria	Admissions criteria point system was altered for AY 2022-2023. This is to investigate if students with healthcare/hospital or military backgrounds improve the number of students that complete the program. Students are asked to participate in an in person interview after submitting an application to the program. Only the top candidates are invited for an interview. The program intends to accept 30 students for each fall semester. The candidate's invitation was previously based on overall GPA, math/science GPA, college experience, and the Watson Glaser exam. For the AY 2022-2023 admissions cohort, additional points were added for military, hospital or medical experience. These questions are asked in the application process.	6/28/24	Compare admissions from previous years to the next 3 years admissions criteria in: successful completion of RET 1024 progression from first year to second year completion of the program

Program/Unit	Item Title	Mission Statement:	End Date	Assessment Method
Career Certificate-Firefighter I/II	Retaining eligible students from PAT through the first week of class	During the 2022-23 academic year, we will have no more than (6) students drop Fire I that successfully passed the Physical Ability Test, before attending the first week of class.	6/30/23	Success of this goal will be assessed by comparing the list of students who successfully pass the Physical Ability Test with the first week of attendance verification. We will determine who decided not to continue in Fire I within the first week. Our success will be that less than (6) students drop. We strongly believe that by encouraging students to view a video of what is expected during the Physical Ability Test and creating a guide on how to prepare will positively influence this number.
Certificate-Paramedic	Completion Rate	The 22-23 Paramedic cohort will maintain a 90% retention rate from Fall 2022 to June 2022. We began the cohort with 41 students. The information collected from this outcome will assist the program in understanding if its recruitment processes are encouraging retention. In turn, we will utilize student counseling methods and resource referral to encourage retention.	6/30/23	We will assess student retention by comparing student attendance from Fall 2022 to that of Summer 2023.
AS-Radiologic Technology	Certification Pass Rate	Following the completion of the program in the summer 2023 semester, an average of 90% of graduates will pass the ARRT certifying examination on the first attempt over a five-year period.	6/30/23	Following the completion of the program in the summer 2023 semester, an average of 90% of graduates will pass the ARRT certifying examination on the first attempt over a five-year period.
Certificate - Stage Technology	Current student needs	We identified all the students currently enrolled in the courses that make up this certificate program. Of those 5 students only 1 intended to complete the program. We were able to offer that student the one remaining course need to complete the program in the fall semester of 2022.	6/30/23	This outcome will be assessed by whether the student receives the certificate in stage technology at the end of the fall semester.
Community Standards and Student Media	Establish Student Community Standards Board	By June 2023, we will have had at least 5 cases heard through this entity and have an established board as we enter the 23-24 AY.	6/30/23	Meeting minutes, screenshot of the roster on Bucs Corner.

Program/Unit	Item Title	Mission Statement	End Date	Assessment Method
3. CREATE A CULTURE FOCUSED ON INCLUSION AND CONTINUOUS IMPROVEMENT				
AASPIRE (Assessment, Accountability, Sponsored Programs, Institutional Research, Effectiveness)	Efficiency in Faculty Credentialing	The Office of Accountability & Effectiveness will provide further support and improvements to the faculty credentialing process with the goal of maintaining the return rate at or below 23% via interdepartmental workshops with Human Resources and exploration of improvement in workflow communications by June 30th, 2023.	6/30/23	Interdepartmental brainstorming sessions will be held to further generate ideas for maintaining and increasing efficiency in Faculty Credentialing.
AASPIRE (Assessment, Accountability, Sponsored Programs, Institutional Research, Effectiveness)	Substantive Change Scaffolding Consistency	By the end of the current AY22-23 planning cycle the Office of Accountability will have determined alignment of current SACSCOC substantive change procedures with whichever upcoming accrediting body is selected by college leadership and will utilize current awareness procedures such as the annual workshop, guiding templates for substantive change, and/or biannual email notifications to communicate any alignment procedure changes as necessary.	6/30/23	In anticipation of organizing alignment of current substantive procedures, the Office of Accountability will refine implementation of & maintain consistent tracking records for each step of the Substantive Change Process including: Initial communications Declaration of rise to notification, prospectus needed, or not a substantive change type Template distribution and letter or prospectus drafting Internal signatures Submission to SACSCOC Response(s) from SACSCOC Sample copy of tracking records will be provided
Faculty Development (Teaching and Learning Center)	International Perspective	The TLC Associate Dean will meet (during 22-23) with AUM to help develop at least two workshops/speaker series for 23-24 to help faculty learn about different cultures, religions, and expand their world views.	6/30/23	The minutes of those meetings, and the tentative scheduling of future workshops. PD workshop completers surveys will be analyzed for effectiveness.
Honors Scholar Program	Honors initiatives an campus	Honors will host a minimum of four extra-curricular events during this academic year. At least two of these events will be service-learning opportunities open to the entire student body.	6/30/23	We will know we have accomplished our goals if we host at least 4 events; 2 of which include students who are not members of the Honors Scholar Program.
Honors Scholar Program	Updating Honors handbook	We will create a new HSP handbook with accurate and up-to-date information regarding the capstone project requirements, funding guidelines, articulation agreements, and graduation requirements.	6/30/23	We will know this goal has been met when the product is finished and shared with the Honors community.
Certificate-Inclusion Specialization	OPO 3 - Satisfaction	Student Satisfaction in EEX 1013 will exceed 80% for spring 2023 for questions 7-15.	6/30/23	Results from the Student Opinion Surveys for EEX 1013 in the spring will be used as the assessment of this objective.
Certificate-Preschool Specialization	OPO 2 - Satisfaction with CHD 1220	Student Satisfaction as understood from results of the Student Opinion Survey's questions 7-15 will exceed 80% for CHD 1220 Introduction to Child Development.	6/30/23	SOS for all sections of CHD 1220 during AY 2022-2023.
Budget & Financial Planning	Archibus: Space Planning and Facility Management System	The Department of Budget and Financial Planning, by June 2023, will complete the uploading of Lee Campus drawings in Archibus, a cloud-based space planning, and facility management software solution. During FY 2022-23, Budget and Financial Planning will oversee the data updates to Archibus modules: Space Planning and Personnel.	6/30/23	The Archibus implementation will be 100% complete by June 2023. Lee Campus data will be imported into the system to analyze, highlight, and report patterns that affect organizational strategies, performance, and sustainability of college assets.
Budget & Financial Planning	Archibus: Asset Management / Furniture Surplus	The Department of Budget and Financial Planning, by June 2023, will determine the feasibility of upgrading Archibus to include the Asset Management module, a cloud-based asset management tool, and a furniture surplus web page. During FY 2022-23, Budget and Financial Planning will oversee the feasibility study to develop an asset management tool and project a timeline for the initiative's completion.	6/30/23	The Archibus Asset Management / Furniture Surplus feasibility study will be 100% complete by June 2023. Project recommendations are to be presented and include the initiative's timeline for implementation.
Budget & Financial Planning	Podio Implementation for Office Furniture Assessment Plan	The Department of Budget and Financial Planning, by June 2023, will collect office condition data for Lee, Collier, and Hendry Glades. The condition assessment will be analyzed to determine projected needs for fiscal years 2023-25.	6/30/23	The Office Furniture Assessment Plan will be 100% complete by June 2023. The analysis and recommendations will be presented, and funding will be requested for office updates/replacements during the FY2023-24 budget process.
Human Resources	Agile Performance Training for New Employees	By June 30, 2023, Melissa Raney will work with Nancy Schumacher in the Office of Information Technology to ensure the canvas course for Agile Performance Management is up and running for new hires and working effectively.	6/30/23	Human Resources will work with Nancy Schumacher, Instructional Designer, to complete the online training and open it up for new hires.
Human Resources	Work with Deans to Streamline Adjunct Postings	HR's Talent Acquisition team will work directly with the Deans of each school to eliminate class-specific adjunct postings so that there will be less confusion for applicants. Talent Acquisition will post one job posting per campus per school and grant access in our ATS, SilkRoad so that candidates may be reviewed and hired faster. The goal is to have this in place by the fall 2022 semester.	6/30/23	We will identify job postings that are stale by walking with the hiring managers. We will remove those postings and streamline this process by having a total of 20 adjunct job postings, one per school per campus.
Human Resources	Implementation of Wage and Salary Study Recommendations	A new FSW Wage and Salary Schedule will be developed and implemented by June 30, 2023 as allowed by budgetary constraints.	6/30/23	Copy of the new Wage and Salary Schedule.
Human Resources	New Title IX Training for Incoming Students	IT has identified the issue with the training, and our project is on the queue for correcting the technical issues. Once the issue has been ameliorated, the training will be sent to all incoming students. Title IX Coordinator will host live training with Cornerstone classes in the Spring 2023 term to create interactive training for new students.	6/30/23	Assessments will come in the form of reports of completion that Roz Lester will create.

Program/Unit	Item Title	Mission Statement	End Date	Assessment Method
Adaptive Services	Emotional Support Animal Policy and Procedure	In collaborative efforts between ADAptive Services and LightHouse Commons team members, an Emotional Support Animal policy and procedures will be posted by June 2023. The LightHouse Commons contract/agreement will be reviewed and updated accordingly. In an effort to utilize best practices recognized by AHEAD (Association of Higher Education and Disabilities), "Fantastic Beasts" online class hosted by Dr. Jane Jarrow was purchased. Both ADAptive Services and LightHouse Commons team members attended daily from October 10, 2021 to November 23, 2021. Information shared with the class was reviewed, and forms generated to best serve FSW students.	6/30/23	Once the policy and procedures (COP) for "Emotional Support Animals" and the updated LightHouse Commons agreement are approved, both will be posted on LHC and OAS webpages so that the process can begin at either department. Each time a collaborative meeting is held, notes will be uploaded as evidence. OAS will check in on the progress of the outcome on November 1st, February 1st, and April 1st. The completion of this outcome will be measured by the following method: The policy/procedures will be submitted and implemented by being posted on the OAS and LHC websites and uploaded as evidence. The policy/procedures has been sent back for revisions. The revised documents have been uploaded as evidence.
Adaptive Services	CAS Self-Assessment	By June 2022, CAS sections 1, 2, and 3, (Council for the Advancement of Standards in Higher Education) Disability Resources and Services self-assessment will be performed in order to determine areas of improvement in serving our students. We will utilize the results of the assessment for future planning.	6/30/23	The CAS self-assessment will be conducted by utilizing the CAS standards for Disability Resources and Services and the self-assessment guide. The self-assessment will be guided by the Vice Provost of Student Affairs and the Charlotte Campus Director. Over the course of AY 2021-2022, three parts of the CAS Standards and Guidelines will be review and completed, Part 1 - Mission Part 2 - Programs and Services Part 3 - Student Learning, Development, and Success The completion of the outcome will be measured by the self-assessment tools provided in the guide and uploaded as evidence.
CARE Services	FSW Students Recognizing and Self-Referring for Support	By the end of academic year 2023 students will recognize mental health issues that may threaten their success with FSW courses or degree programs and self-refer to Care Services for support or assistance.	6/30/23	The outcome will be assessed by disaggregating the data from the Care Services Student Report Form in which the students are required to use to self-identify and complete for support. Survey results will also be disaggregated.
CARE Services	FSW Faculty, Staff and Administrators Recognizing and Referring Students of Concern	By the end of academic year 2023 FSW Faculty, Staff and Administrators will be able to recognize students of concern who are struggling with life issues or mental health issues that may pose a threat to their success with FSW courses or programs of study and refer students to Care Services for support.	6/30/23	The outcome will be assessed by disaggregating the the data from the Care Services Report Form in which Faculty, Staff and Administrators are required to use when referring students of concern.
CARE Services	Established Memorandum of Understanding (MOU)	By the end of academic year 2023 Care Services will have at least one established MOU with an organization whose goal is to ensure that vulnerable populations in our community have access to services to help improve their quality of life and develop skills that will assist in achieving both short and long-term goals.	6/30/23	This outcome will be assessed by the successful establishment of an MOU by an organization that provides crisis intervention and promotes students quality of life.
Admissions	Develop operational manuals for the Office of Admissions	The following manuals will be completed and reviewed by staff in the Office of Admissions no later than 6/30/23: Department Policies & Procedures, Recruitment, and Front Desk.	6/30/23	Department Policies & Procedures manual will be completed and verified as reviewed by every staff member in Office of Admissions.
Student Financial Aid	Improve the Award Offer Communication	Effective with the first award cycle of the 23/24 year, SFA will implement a new award offer which will reduce the number of calls, emails, chats, and office visits to the financial aid office as compared to the same time last year through August 18.	6/30/23	Implementation of the new award offer communication.
Testing	FSW Technologies Training for Staff Members	To ensure Testing Services staff have baseline knowledge in Microsoft Word and Excel as measured by the Microsoft Certification exams for Word and Excel, training will be completed, and the certification exams passed by June 30, 2023.	8/30/23	Staff members using the GMetrix platform will complete the Word 2019 (MO-100) online course which will take 26 hours and the Excel 2019 Associate (MO-200) online course which will take 18 hours.
Auxiliary Services	Grow On Campus Printing Operations	The Auxiliary Services FY23 objective is to offer a wider range of print products on campus at a competitive price to both internal and external clients due to the addition of more versatile printing equipment. This objective is measurable when we review previously outsourced items against products we can now produce in house. With the ever increasing pressures on budgets given the current global circumstances, this objective is both applicable and timely as it will allow users a better price point for their products.	6/30/23	Success can be measured through number of jobs outsourced compared to previous years Success can be measured through survey of customer experience
Campus Police Department	Active Shooter/Assailant Tabletop Exercises Collegewide	All designated supervisors shall attend Active Shooter/Assailant Tabletop exercise training by June 30th, 2023.	6/30/23	Training record will be provided.
Campus Police Department	Advanced Technological Implementations	Purchase and implement technology by June 30th, 2023.	6/30/23	Provide paid invoices (contracts) and training record.
Facilities Planning and Maintenance	Capital Improvement Kickoffs	Implement kickoff of all planned capital improvement projects before the end of the 23 fiscal year.	6/30/23	Documentation of kickoff for all planned capital improvement projects.
Facilities Planning and Maintenance	Improve average number of open maintenance tickets	Successfully respond and close out all maintenance tickets regularly keeping no more than an average of 35 open at any given time.	6/30/23	Provide reports of average number of tickets open.

Program/Unit	Item Title	Mission Statement	End Date	Assessment Method
Financial Services & Bursar's Office	Cashless Campus	To transition all locations/departments currently accepting or disbursing cash to new options, and centralize cash transactions to only the cashier office or an online electronic alternative.	6/30/23	Implement HomeTown Ticketing at the collegiate high schools to include a method for students/parents to pay for school lunches online and receive a QR code that can be scanned from a phone app as a method of payment at point of sale. Utilizing this system will ensure a 100% cashless process. HomeTown Ticketing will be expanded to college use in areas such as athletics for collection of payment for sports camps and study abroad for payment from students for travel expenses. This will eliminate collection of all cash in these areas, and improve payment process for both students and college staff as payment would now be handled via an online electronic process. Migrate athletics away from all cash use for athletic team travel by utilizing new travel/meal cards that will be issued to authorized athletic staff when traveling. This change will eliminate the use of cash distribution to athletic staff or students. Eliminate petty cash funds. Pcards will be encouraged for all staff who make frequent purchases, and check requests will continue to be offered as needed to reimburse staff for purchases made on behalf of the college.
Financial Services & Bursar's Office	Develop access to Financial Services forms and approval processes via existing college TDX system	During this year Financial Services will utilize the existing TDX system and transition away from current workflow system for items such as inventory forms, purchase order increase/decrease, and invoice approval for payment. This change will provide one online locations that all staff will utilize in order to access needed forms or make requests that involve the Financial Services Office. Once entered, all items will be tracked as to their status, items will route to the appropriate staff member for review, approval or completion, and additional follow-up can be done as needed.	6/30/23	This is a multi-year transition as forms can be developed in conjunction with IT. Each service will be tested from start to finish of process needed. Once implementation of a particular service has occurred a supervisor will monitor the workflow to insure timely processing, make necessary updates an corrections, and make new recommendations. Quarterly reviews will be done to document and measure usage, and annual reviews will be done to make sure the most current information is available to staff.
Financial Services & Bursar's Office	Implement online bid procurement process.	FSW will join BidNet, a free online service, in order to post bid opportunities available at the college. Utilizing this service will streamline all aspects of the bid procurement process, by eliminating need for FSW to advertise for submission, service allows for electronic submission by vendors, bid questions/responses are handled on the website providing better transparency and documentation, and online posting widens the field of potential vendors creating a better pool of vendors available for selection teams.	6/30/23	Discuss process with colleges currently utilizing the service to learn best practices and avoid pitfalls. Coordinate with FSW IT department to secure resources needed to modify current procurement webpage, and link to outside vendor webpage. Contact BidNet and establish service and other necessary processes. Educate current vendors of FSW and encourage them to join BidNet for future bid opportunities. Vendors will be survey on their experience using the process. Procurement to evaluate each stage of submission process and ease of use for FSW staff and vendors who submit. Modify and adjust process as needed.
Payroll Services	Exempt leave	By June 30, 2023 leave reporting should be fully functional for exempt staff.	6/30/23	Employees leave taken will be adjusted automatically when we run the process to report leave and it will no longer show on paystub. Manual entry of leave will be reduced by at least 95%. This will also contribute to a reduction in our cost for printing /paper.
Payroll Services	Implementing Bi-weekly pay schedule for Non-exempt employees.	The removal of duty day calculations for non-exempt employees and initiating a 1950 work schedule by June 2023.	6/30/23	Employees will be paid over 26 pay periods instead of 24 and an 75 hour work schedule.
Payroll Services	Implement online timesheet for non-exempt employees.	To have web time on line time entry access for all non exempt employees by June 30, 2023.	6/30/23	Non- exempt employees no longer use the paper timesheet and it reduces manual entries, logging and scanning of timecards that Payroll staff currently performs.
Risk Management	Elevate the Safety Committee's mission to become a collaborative, highly effective Strategic Risk Team	The Safety Committee will be re-branded into the Strategic Risk Team which will, through risk surveys and College-wide representation, prioritize and address key exposures that may impact the College.	6/30/23	The Strategic Risk Team will follow the 5 Steps of Risk Management to develop a strategic decision-making process in addressing the College's risk exposures. A structured workplan in which the team identifies risk, analyzes each risk, prioritizes risks, develops and executes reasonable solutions to treat or mitigate a risk, and then monitors and reviews the effectiveness of the Team's solutions will be used to measure its success.

Program/Unit	Item Title	Mission Statement	End Date	Assessment Method
Risk Management	College faculty and staff are engaged in risk control efforts.	By the end of FY 2022-23, College faculty and staff will be involved in risk control as a result of distribution and completion of bi-annual risk surveys. A successful risk control program will be developed by engaging the entire college and capturing a variety of exposure concerns as measured by the number of survey participants and the risks specifically listed in the surveys.	6/30/23	How engaged the College faculty and staff are in risk control efforts will be measured by the number of completed surveys and the completion of subjective responses contained therein. To elicit as much engagement as possible, 1-2 formal email announcements of the survey ("calls to action") will be distributed prior to its launch. The announcement(s) will speak directly to employees, relay its purpose and importance, and explain the benefits of employee participation. While the survey is open, 1-2 reminders will be emailed requesting faculty and staff participation. Easy-to-find links to the survey will be placed in the reminder emails. Risk Management will measure and compare the number of completed surveys semester-over-semester and adjust/develop engagement methods as needed to increase participation.
Certificate-Emergency Medical Technician	Application Improvement	During the 22-23 academic year, we are implementing google sheets to track and store the progress of our EMT applications. Our goal is to provide timely updates to students regarding their application within the process. We will use the phasing in of this new tracking tool to determine how quick we can process each applicant and determine where applicants are getting stuck in the process. Moving forward, we will be able to develop a goal around this process.	6/30/23	We will submit a copy of the google sheet at the conclusion of the academic year.
Information Security	User migration to VPN remote access- New outcome	We have FortiClient presently and we are working on another vpn for easier access for users and will be completed by end of 2023	6/30/23	We will have users do 2 knowbe4 training for certificate on secure remote work.
Network & Infrastructure	Implement Zoom Phone for all users	continuing issues and end of manufacturer support for decaying, existing phone system drove us to realize a new solution that would accommodate typical phone use as well as remote workers without another million dollar investment.	6/30/23	Review existing phone system functionality and requirements to identify newer and less expensive technology and alternatives to on premise phone systems
Network & Infrastructure	Modify ISP	FSW forward facing internet service (ISP) needs to be increased and improved to accommodate the growing needs of the college business process and student learning requirements.	6/30/23	Review current bandwith utilization and network outage metrics to purchase increased bandwith and modify the edge network for greater throughput and reliability.
Technology User Services	Improve Athletic Technology Capability	By the end of AY 2022-23, we will determine areas of the technology experience at the arena that need improvement with respect to procedures or equipment.	6/30/23	The method for assessment will be to use a quick survey of the arena patron when they attend the arena for events that utilize our technology services there.
Technology User Services	FLEXible Classroom Technology Upgrades	Our goal is to by FY ending June 2023, to have 100% of our classrooms converted over to the new classroom standard that will support the varied modalities and needs of the College.	6/30/23	The method to assess the completion with be to count the total converted of the intended classrooms to convert.

Strategic Direction	Associated FY24 Budget Item
Expand Educational Access	- Through a $1M donation, the Nursing program will expand by 144 students over the next 4 years - Development of an AS in Supply Chain/Logistics - Reduced/eliminated 25% of course fees
Advance a World Class Educational Experience	- Special appropriation of $970,000 for Cybersecurity equipment - Additional 5 full-time faculty lines - Continued funding for International Education, Undergraduate Research and the Honors Scholar Program
Innovate Online and Distance Education	- Continued conversion of classrooms to allow for flexible teaching methods - Implementation of strategies and technologies such as Study Space, Level Up and Group Me that prioritize the student experience and increasing student success regardless of location
Prepare Students for a Globally Competitive Workforce	- Creation of a dedicated Workforce & Technical Education department - Remodel of the School of Business & Technology building to include cutting edge technology
Create a Culture Focused on Inclusion and Continuous Improvement	- Implementation of the salary study recommendations to over 80% of staff positions - Deployment of an endpoint security solution to combat cyberattacks

College Leadership

Board of Trustees

74

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, Senior Vice President /COO

Dr. Doeble serves as the College's Chief Operating Officer in which she works closely with the President to ensure organizational compliance as well as to provide leadership and guidance across the college in order to implement strategic initiatives and ensure efficient and effective operations. In addition, she is responsible for legislative affairs as well as the fiscal affairs of all the 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, financial aid, veteran affairs, auxiliary services, campus police, contracts, and risk management.

Jason Dudley, Vice President Technology & Digital Strategies/CTIO

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 as well as admissions, testing and enrollment communications

Dr. Judith Bilsky, Interim Vice President of Academic Affairs

Dr. Bilsky serves as the chief academic officer and is responsible for providing leadership and integrity in the areas of academic program development, curriculum, evidence-based research and organizational effectiveness. Additionally, Dr. Bilsky promotes shared governance and develops and oversees academic policies and instructional delivery in support of the College's vision, as well as being responsible academic affairs and the registrars office.
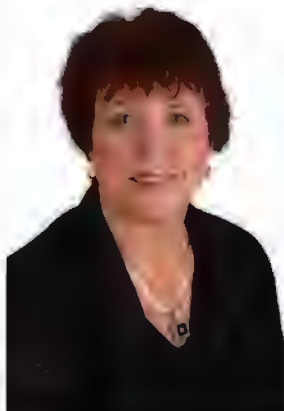
Susan Bronstein, Chief Human Resources and Organizational Development Officer

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

Dr. Michele Yovanovich, Vice President, Student Life & Director of Collier Campus

As the Vice President of Student Life, Dr. Yovanovich assumes a vital role in fostering a vibrant and supportive campus environment by taking the lead in creating meaningful opportunities for students to connect, collaborate, and thrive. She oversees residence life, student conduct, Bucs C.A.R.E., adaptive services, as well as the judicial process. Additionally, as Collier Campus Director she will be focusing on creating a Center for First Generation Students.

Dr. Geraldine Gallagher, Vice President of Institutional Advancement/Foundation Executive Director

Dr. Gallagher is responsible for the creation of plans, execution of strategies and supervision of the philanthropic support for the programs of FSW. She works to identify, cultivate, solicit and steward donors to the college. In addition she oversee the strategy and execution of the College's campaigns and giving programs and managers all aspect related to advancement, development and fundraising.

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

District Board of Trustees

Florida SouthWestern State College Financing Corporation

Dr. Henry Peel — Chief of Staff

Dr. Jeffery Allbritten — President

Florida SouthWestern State College Foundation Board of Directors

Dr. Judith Bilsky — Interim Vice President, Academic Affairs

Dr. Gina Doeble — Senior Vice President and Chief Operating Officer

Jason Dudley — Vice President, Technology & Digital Strategies/CTIO

Kailea Matelka — Interim Executive Director, Marketing and Media

Dr. Geraldine Gallagher — Vice President Institutional Advancement & Exec. Dir. Foundation

C. Joe Coleman — General Counsel

Dr. Michelle Yovanovich — Vice President, Student Life

Toby Discenza — Assistant Vice President, Financial Planning & Athletics

Mat Mason — Assistant Vice President, Capital Projects, Facility Planning & Maintenance

Susan Bronstein — Chief HR and Organizational Development Officer

June 2023

Office of the Senior Vice President / Chief Operating Officer-

The Office of the Senior Vice President/COO 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, Financial Aid, and Payroll Management. In addition the SVP/COO is responsible for legislative affairs and ensuring organizational compliance.

Office of the Senior Vice President / COO Organizational Chart

Dr. Gina Doeble, CPA
Senior Vice President / Chief Operating Officer

Justine Lewis
Administrative Coordinator

Auxiliary Services	Financial Services	Financing Corporation	Risk Management	Financial Aid & Veterans Affairs	Payroll	Campus Police
Angela McNatt Director, Auxiliary Services	**Kathleen Porter** Assistant VP, Finance and Accounting	**Kathleen Porter** Assistant VP, Finance and Accounting	**Lori Welch** Director, Risk Management	**Vanessa Mayse** Director, Student Financial Aid	**Cheryl Scudder** Payroll Manager	**Jerry Connolly** Chief of Police

June, 2023

Office of the Vice President of Technology and Digital Strategies/ Chief Technology and Informatoin Officer-
The Office of VP, Information Technology and Digital Strategies is responsible for managing and implementing technology-related initiatives and strategies, leveraging technology and digital transformation to enhance teaching, learning, student experience, cybersecurity, innovation, emerging technologies, and administrative processes. The office is responsible to ensure that technology and enrollment strategies are fully integrated and aligned with the institution's overall missions and goals.
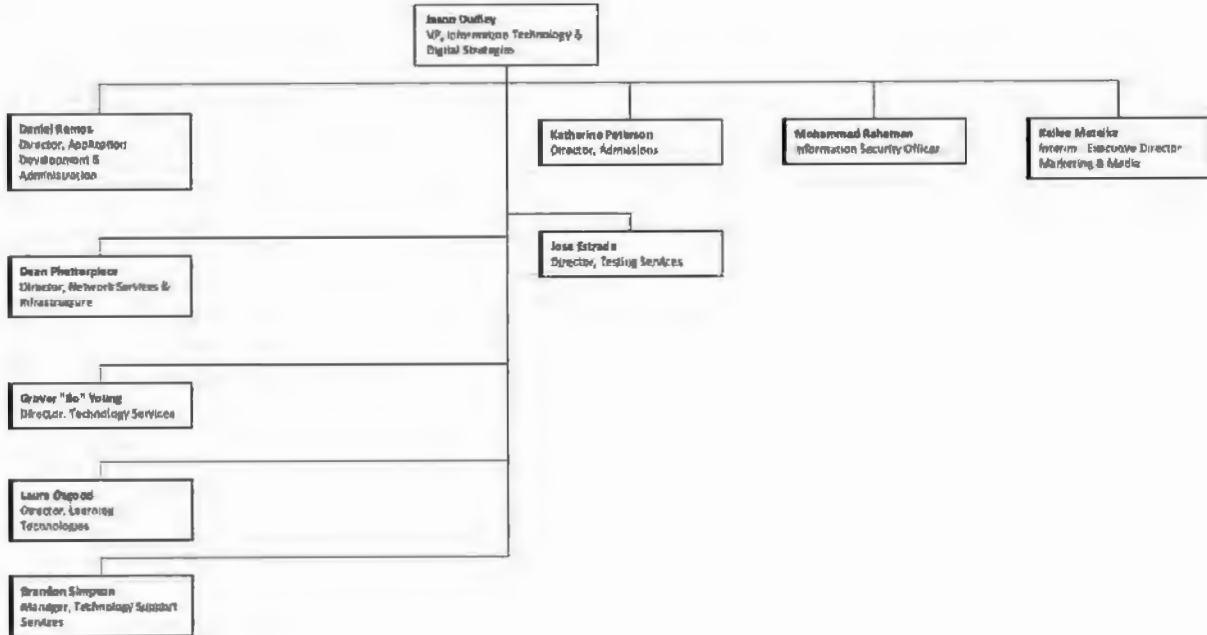
Office of the Vice President of Academic Affairs-
The Office of the VP, Academic Affairs provides direction and oversight to the division of Academic Affairs.

• **Office of VP, Academic Affairs-**
The Office of VP, 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.
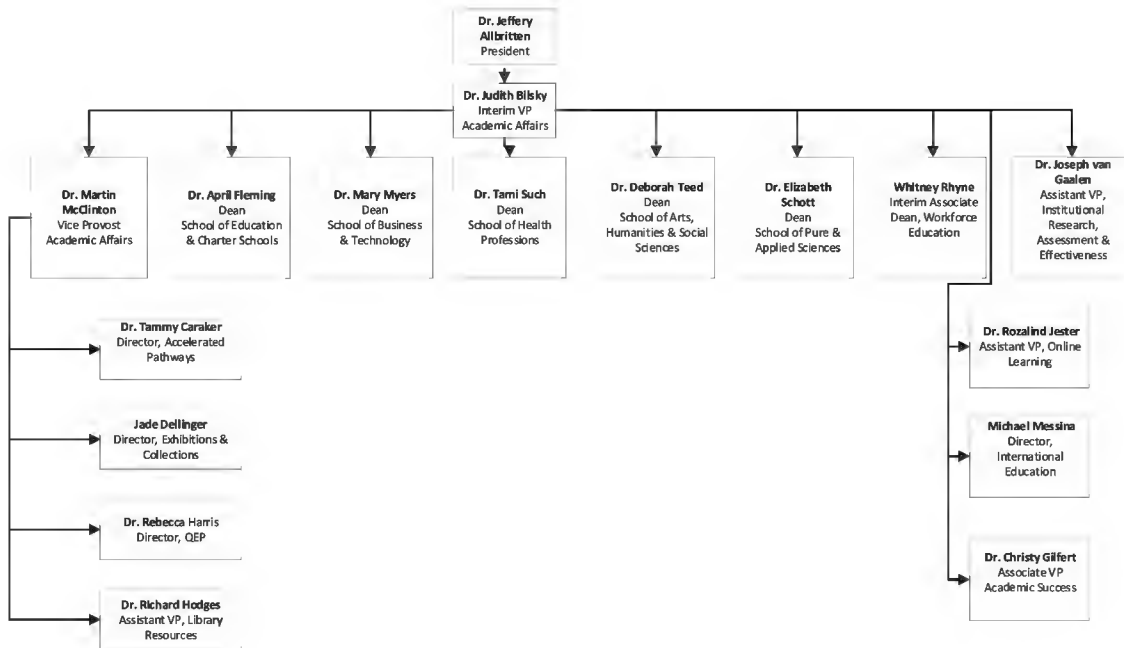
Division of Student Life-

The Division of Student Life is responsible for enhancing the overall learning experience of the students. Areas under the direction of this office are Orientation, Student Engagement, Student Conduct, Adaptive Services, Counseling, Residence Life, and New Students Program. It also provides oversight to all Campus / Center Directors.
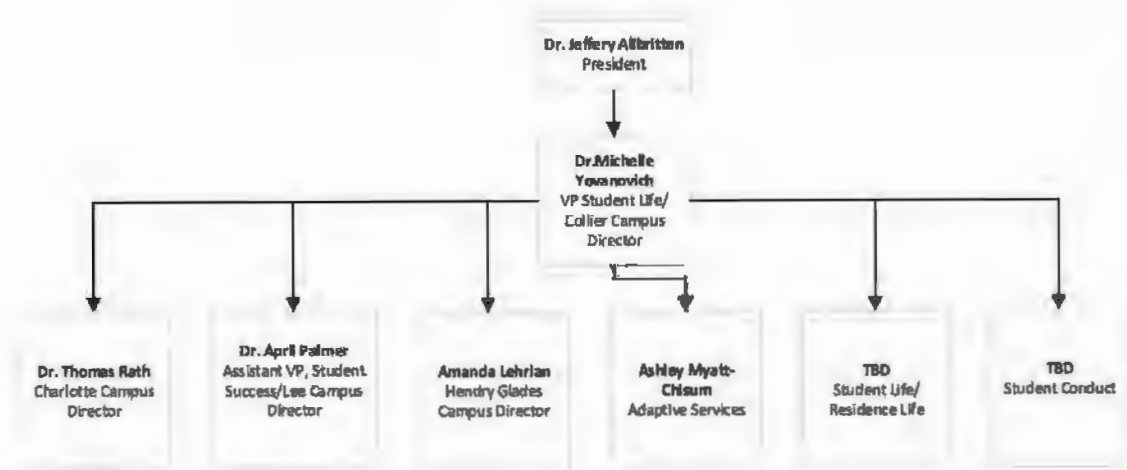
Fund, Account & Functional Descriptions

Fund Accounting

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                    ┌─────────────────────┐              ┌─────────────────────┐
                    │   Current Funds     │              │  Non-Current Funds  │
                    └─────────────────────┘              └─────────────────────┘
   ┌──────────────────┐  ┌──────────────────┐   ┌──────────────────────┐  ┌──────────────────────┐
   │ Fund 1 - Current │  │ Fund 2 - Current │   │ Fund 4 -Loan,        │  │ Fund 7 - Unexpended  │
   │ Funds -          │  │ Funds -          │   │ Endowment, Annuity & │  │ Plant & Renewals     │
   │ Unrestricted     │  │ Restricted       │   │ Life Income Funds    │  │ /Replacement Funds   │
   └──────────────────┘  └──────────────────┘   └──────────────────────┘  └──────────────────────┘
   ┌──────────────────┐  ┌──────────────────┐   ┌──────────────────────┐  ┌──────────────────────┐
   │ Fund 3 -         │  │ Fund 5 -         │   │ Fund 8 -Retirement of│  │ Fund 9 - Investment  │
   │ Auxiliary Funds  │  │ Scholarship Funds│   │ Indebtedness Funds   │  │ in Plant Fund        │
   └──────────────────┘  └──────────────────┘   └──────────────────────┘  └──────────────────────┘
              ┌──────────────────────┐
              │ Fund 6 - Agency Funds│
              └──────────────────────┘
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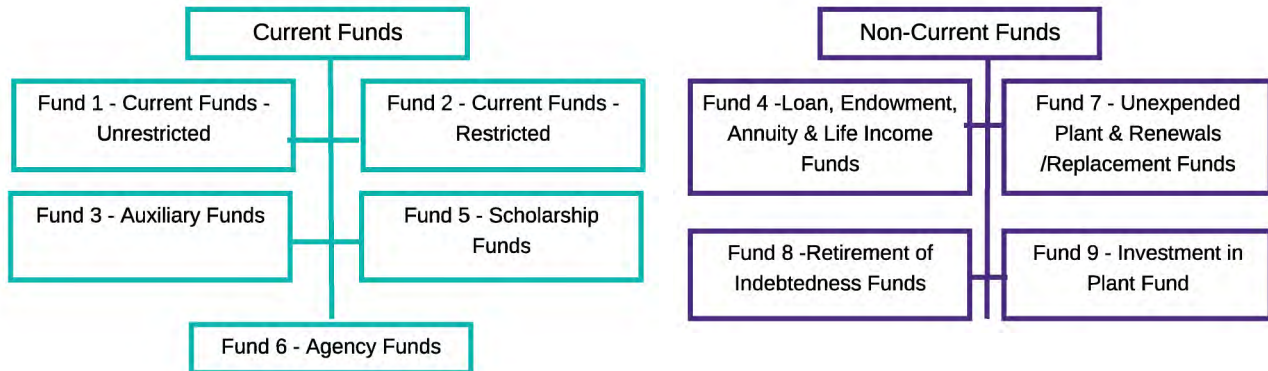
The colleges utilize fund accounting which is a system by which resources are allocated to and accounted for as a separate entity (fund) according to the purpose for which resources may be used in accordance with limitations, regulations or restrictions imposed by sources outside the institution or the 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).

The majority of department budgets are held within the unrestricted fund however other fund types are utilized in a manner that is consistent with the intended use of the respective fund. The table below shows what funds may be used to fund department expenses.

Department	Fund 1 Unrestricted Fund	Fund 2 Restricted Fund	Fund 3 Auxiliary Fund	Fund 4 Loan Fund	Fund 5 Financial Aid Fund	Fund 7 Capital Fund
Administrative Departments						
Office of the President	✓	✓				
Foundation & Alumni Relations	✓	✓	✓			
General Counsel	✓					
Studio FSW	✓	✓				
District Board of Trustees	✓					
Budget and Financial Planning	✓					
Facilities Planning/Space Management	✓					✓
Human Resources Department	✓	✓				
Contracts & Risk Management	✓					✓
Administrative Services	✓	✓	✓			
SACSCOC - Operations	✓					
Financial Services	✓					
Payroll Services	✓					
Auxiliary Services	✓	✓	✓			✓
District Facilities Planning & Management	✓	✓				✓
Facilities Management	✓	✓	✓			✓
Construction Projects		✓				✓
Bursar	✓					
Campus Police	✓	✓	✓			
Facilities Management CHA	✓					
Facilities Management COL	✓					
Facilities Management HG	✓					
Technical Support Services	✓	✓	✓			✓
Enterprise Application Systems	✓	✓				
Web Services	✓					
Technology Center	✓		✓			
Institutional Reporting & Analysis	✓		✓			
Academic Departments						
FSW Online	✓	✓				
Provost	✓	✓				
Exhibitions & Galleries	✓	✓			✓	
Institutional Research, Assessment & Effectiveness	✓					
Vice Provost-Academic Affairs	✓	✓				
International Education	✓	✓				
Honors Program	✓	✓				
Professional Development Center	✓	✓				
Undergraduate Research	✓					
Academic Support	✓	✓				
Division of Libraries	✓	✓				
Vice Provost-Workforce Programs	✓	✓				
Workforce Education	✓	✓				
Continuing Education-Corporate Training	✓	✓				
School of Health Professions Administration	✓	✓				
Nursing	✓	✓				
Health Information Technology	✓					
Cardiovascular Technology	✓	✓				
Radiologic Rechnology	✓					
Respiratory Care	✓	✓				
Dental	✓	✓				
Physical Therapist Assistant	✓					
Human Services	✓					

Department	Fund 1 Unrestricted Fund	Fund 2 Restricted Fund	Fund 3 Auxiliary Fund	Fund 4 Loan Fund	Fund 5 Financial Aid Fund	Fund 7 Capital Fund
EMS	✓					
Fire Science	✓	✓	✓			
Health Simulation Lab	✓	✓				
Nursing-Baccalaureate Program	✓					
BS Cardiopulmonary	✓					
CE-School of Health Professions	✓	✓				
CE-Phlebotomy	✓					
Nursing CHA		✓				
Nursing COL		✓				
School of Business & Technology	✓	✓				
School of Education Administration	✓	✓				
School of Education	✓	✓				
Early Childhood	✓	✓				
School of Pure & Applied Sciences	✓	✓				
School of Arts, Humanities & Social Science	✓	✓				
College & Career Readiness	✓					
Cornerstone	✓					
School of Arts, Humanities & Social Science	✓	✓				
Student Affairs Departments						
Student Financial Aid	✓	✓		✓	✓	
Athletics	✓	✓	✓			
Men's Baseball	✓	✓	✓			
Women's Softball	✓	✓	✓			
Men's Basketball	✓	✓	✓			
Women's Basketball	✓	✓	✓			
Volleyball	✓	✓	✓			
Registrar	✓	✓				
Academic Advising	✓	✓				
Vice Provost-Student Affairs	✓	✓				
Associate VP, Enrollment Management	✓					
Admissions	✓	✓				
Testing Services	✓	✓				
Student Transitions	✓	✓				
Assistant VP, Student Success	✓	✓				
Career Services		✓				
Adaptive Services	✓	✓				
Student Life	✓	✓				
Residence Life	✓	✓	✓			
Campus Director- Charlotte	✓	✓				
Campus Director- Collier	✓	✓				
Hendry/Glades Site	✓	✓				
Student Services-Hendry Glades Site	✓	✓				

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 2024 the budget for capital expenditures within the operating budget is $1,077,500. FSW received a special appropriation of $970,000 to help fund the equipment and technological needs of our new Cybersecurity program. Additionally, funds can be moved to a capital budget account should the need to purchase such items arise throughout the year.

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 2023-2024

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 administrators department(s) and does not involve salary categories. If the transfer does involve either of these circumstances the budget administrator must contact the Office of Budget & Financial Planning to prepare and process the transfer.

Transfers between funds must adhere to the following:

1. Fund 1 Operating Fund -

a) Transfers from fund balance: Require approval of the CFO or designee and are approved by the Board of Trustees quarterly.

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

2. Fund 3 Auxiliary Fund–

a) Transfers from fund balance: Require approval of the CFO or designee and are approved by the Board of Trustees quarterly.

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

3. Fund 7 – Unexpended Plant Funds. Transfers out of Fund 7 are not allowed except as permitted by State Board Rule 6A-14.0715

4. Fund 8 - Debt Service Funds. Transfers to other funds are not permitted.

5. Restricted Funds (i.e. Funds 2,4,5,6,9). These funds are by definition restricted to a particular use and may not be transferred to another fund or otherwise expended unless it is to meet the terms of the restricted use.

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

Consolidated Funds

Comparative Consolidated Budgets

	2023-24 Proposed Budget	2022-23 Original Budget	$ Change	% Change
FUND TYPE				
Current Funds - Unrestricted	90,247,283	81,597,242	8,650,041	10.60 %
Restricted Fund	10,798,514	26,164,036	(15,365,522)	(58.73)%
Auxiliary Fund	2,178,113	2,268,839	(90,726)	(4.00)%
Loan Fund	70,214	130,225	(60,011)	(46.08)%
Financial Aid Fund	36,101,294	36,390,492	(289,198)	(0.79)%
Plant Fund	27,141,439	25,975,506	1,165,933	4.49 %
Subtotal	**166,536,857**	**172,526,340**	**(5,989,483)**	**(3.47)%**
Collegiate High Schools	7,002,789	7,048,984	-	- %
TOTAL FUNDS AVAILABLE	**173,539,646**	**179,575,324**	**(5,989,483)**	**(3.34)%**

Year over Year Budget Comparison
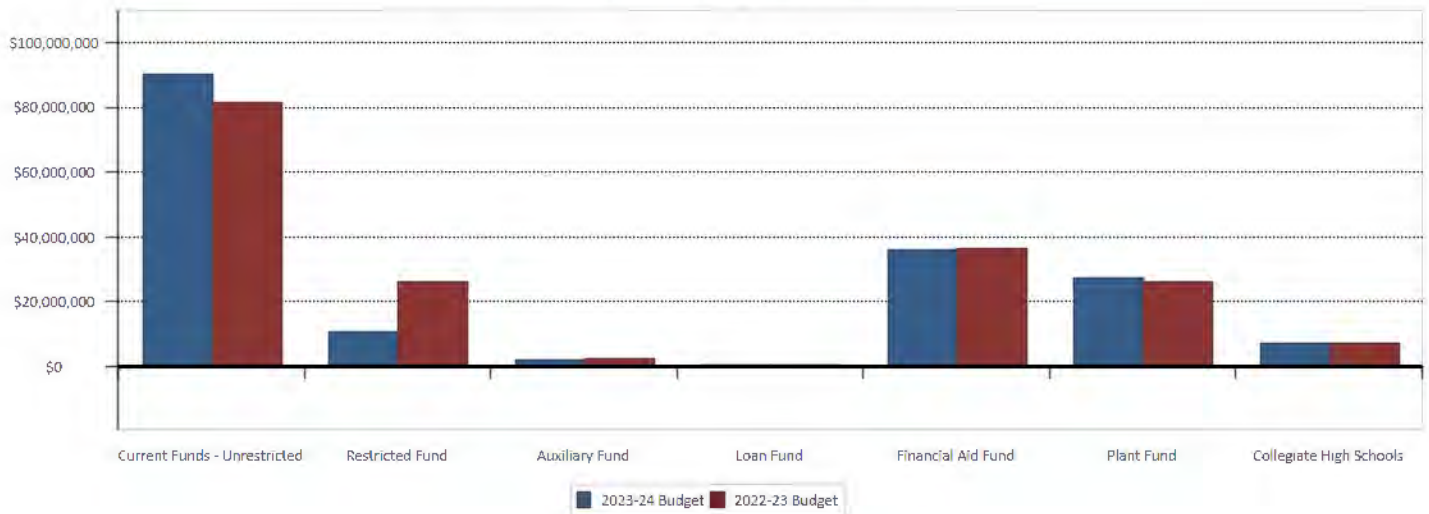
FY24 Budget Total
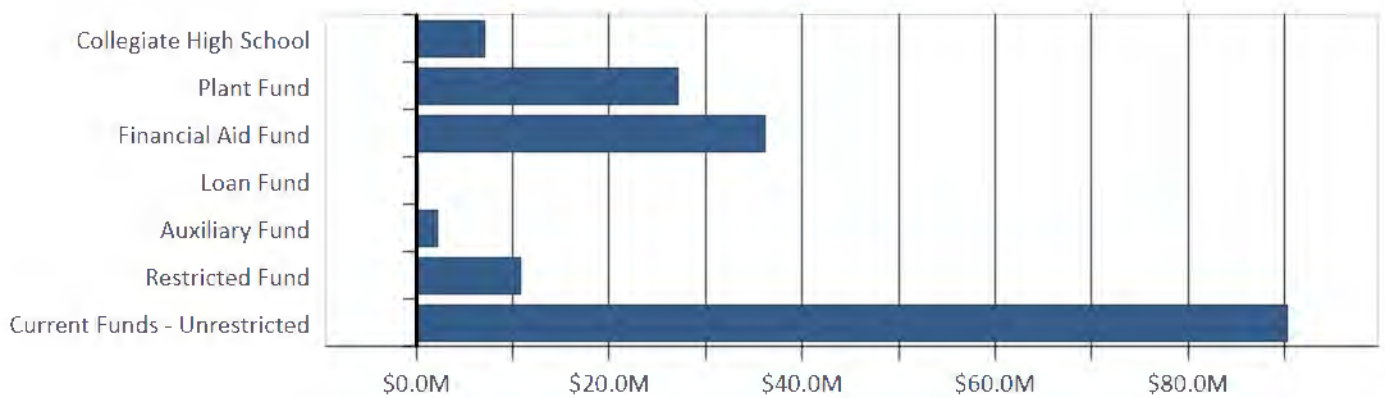
Consolidated Budget by Fund

	Current Funds - Unrestricted	Restricted Fund	Auxiliary Fund	Loan Fund	Financial Aid Fund	Plant Fund	Subtotal	Collegiate High School	Grand Total
SOURCES OF FUNDS									
Student Fees	28,628,633	1,894,709	-	-	1,058,538	3,511,118	35,092,998	-	$ 35,092,998
Support from State Government	53,951,643	2,336,325	-	-	3,699,979	22,486,280	82,474,227	6,425,965	88,900,192
Support from Federal Government	76,264	2,327,558	-	-	28,238,219	-	30,642,041	576,824	31,218,865
Gifts, Contributions, Grants & Contracts	4,654,602	4,050,740	-	-	1,250,000	-	9,955,342	-	9,955,342
Sales and Services	938,428	-	2,223,163	-	-	-	3,161,591	-	3,161,591
Other Income	472,792	-	18,500	70,214	-	405,000	966,506	-	966,506
Transfers	113,000	189,182	-	-	1,854,558	-	2,156,740	-	2,156,740
Fund Balance Transfers	1,411,921	-	-	-	-	27,697,790	29,109,711	-	29,109,711
TOTAL FUNDS AVAILABLE	**90,247,283**	**10,798,514**	**2,241,663**	**70,214**	**36,101,294**	**54,100,188**	**193,559,156**	**7,002,789**	**200,561,945**
USE OF FUNDS									
Staff Costs									
Executive/Admin/Managerial	7,023,938	416,093	91,052	-	-	-	7,531,083	-	7,531,083
Instructional Salaries	19,550,955	317,249	-	-	-	-	19,868,204	1,682,506	21,550,710
Other Professional Staff	12,542,148	1,854,766	371,483	-	-	162,394	14,930,791	725,975	15,656,766
Technical/Clerical Salaries	5,408,944	51,312	-	-	-	18,945	5,479,201	-	5,479,201
Temporary Part-Time Instruction	5,264,296	60,890	80,000	-	-	-	5,405,186	-	5,405,186
Student Employment	154,765	492,940	5,000	-	9,026	-	661,731	-	661,731
Personnel Benefits	15,648,870	796,177	164,144	-	-	67,583	16,676,774	864,221	17,540,995
Total Staff Costs	**65,593,916**	**3,989,427**	**711,679**	**-**	**9,026**	**248,922**	**70,552,970**	**3,272,702**	**73,825,672**
Current Expenses									
Travel	186,493	277,519	6,000	-	-	-	470,012	334,000	804,012
General Operating Expenses (*)	5,605,397	4,471,067	249,864	1,750	36,092,268	15,110,815	61,531,161	752,274	62,283,435
Rental Expense	417,894	41,000	103,250	-	-	-	562,144	406,000	968,144
Insurance	2,053,536	-	-	-	-	-	2,053,536	21,000	2,074,536
Utilities	2,482,906	3,000	34,250	-	-	-	2,520,156	70,000	2,590,156
Contract Services	6,588,563	1,146,501	676,070	-	-	-	8,411,134	245,000	8,656,134
Scholarships/Waivers	1,825,000	-	-	-	-	-	1,825,000	-	1,825,000
Transfers to Other Funds	159,313	55,000	259,000	68,464	-	5,253,209	5,794,986	1,561,728	7,356,714
Contingency	150,000	-	-	-	-	-	150,000	-	150,000
Reserves	4,106,765	-	-	-	-	-	4,106,765	340,085	4,446,850
Total Current Expenses	**23,575,867**	**5,994,087**	**1,328,434**	**70,214**	**36,092,268**	**20,364,024**	**87,424,894**	**3,730,087**	**91,154,981**
Capital Expenditures									
Capital Expenses	1,077,500	815,000	138,000	-	-	6,528,493	8,558,993	-	8,558,993
Total Capital Expenditures	**1,077,500**	**815,000**	**138,000**	**-**	**-**	**6,528,493**	**8,558,993**	**-**	**8,558,993**
TOTAL USES OF FUNDS	**90,247,283**	**10,798,514**	**2,178,113**	**70,214**	**36,101,294**	**27,141,439**	**166,536,857**	**7,002,789**	**173,539,646**
CHANGE IN FUND BALANCE	**-**	**-**	**63,550**	**-**	**-**	**26,958,749**	**27,022,299**	**-**	**$ 27,022,299**

(*) This line consists of disbursments for Financial Aid Fund and Renovation/Repairs/Maintenance for Unexpended Plant Fund.
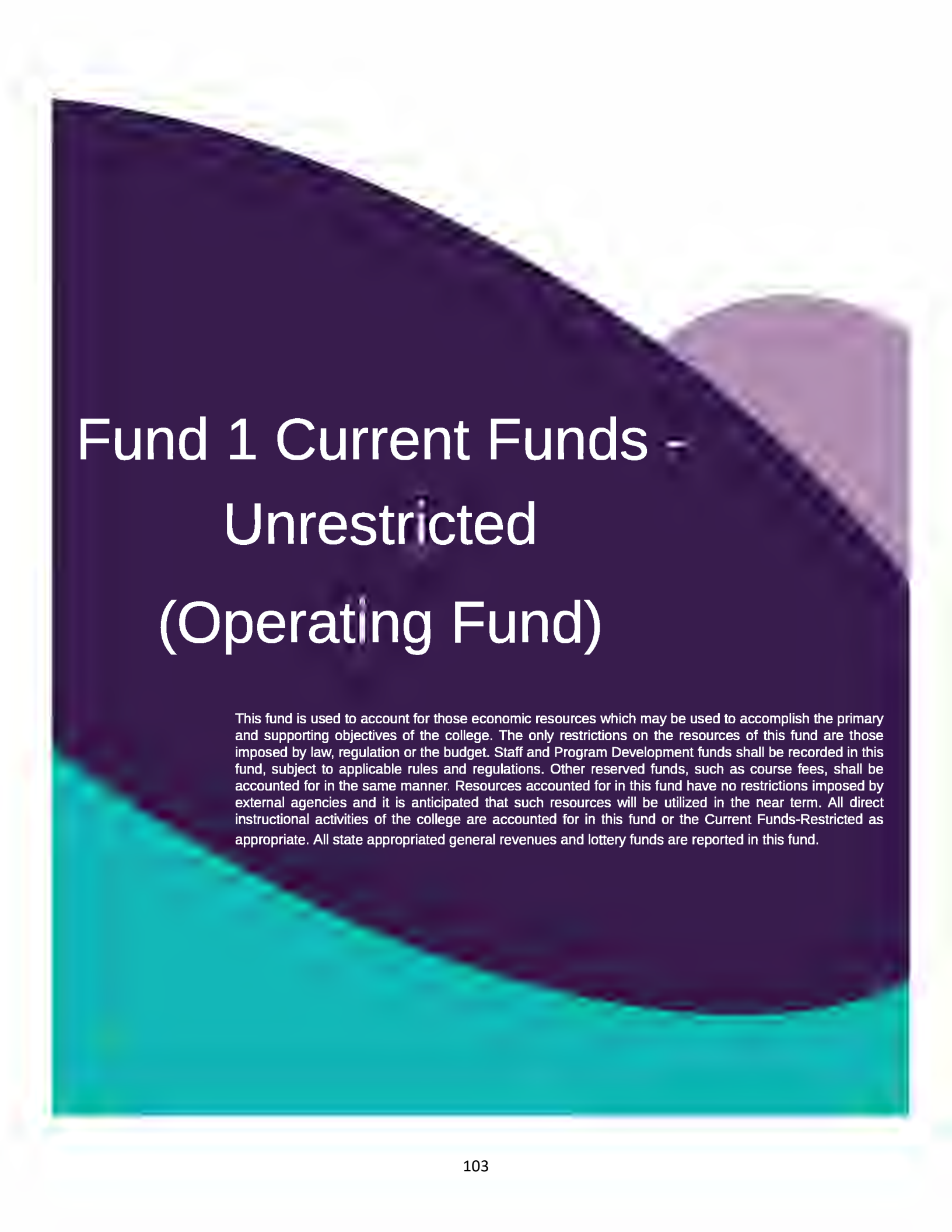
Our long-range financial plans are designed to support and align with our strategic goals by providing a framework for financial sustainability and growth. These financial projections are meant to provide a preliminary view of what our budgets may look like in future years. By integrating our strategic goals into our financial plans, we can prioritize investments in areas such as infrastructure, technology, faculty development, and student support services. This allows us to allocate funds in a way that directly contributes to the achievement of our strategic objectives, whether it's expanding academic programs, improving facilities or enhancing student experiences. Additionally, our long-range financial plans help us assess potential risks and opportunities, ensure fiscal responsibility, and make informed decisions that will drive our institution's financial health and overall success.

It is important to note that Fluctuations in the Florida legislature's appropriations to FSW can have a significant impact on the college's budgets, requiring careful financial planning and potentially necessitating adjustments in areas such as staffing, program offerings, and facility maintenance

Fund Type	2023-24 Proposed Budget	2024-25 Forecast Budget	2025-26 Forecast Budget
Operating Fund	90,247,283	92,262,789	93,201,668
Restricted Fund	10,798,514	9,193,514	9,069,958
Auxiliary Fund	2,178,113	2,243,456	2,378,180
Loan Fund	70,214	71,618	73,051
Financial Aid	36,101,294	36,823,320	37,559,786
Plant Fund	27,141,439	21,450,000	17,150,000
Total Funds Available	**166,536,857**	**162,044,697**	**159,432,643**

Budget Assumptions	2023-24 Proposed Budget	2024-25 Forecast Budget	2025-26 Forecast Budget
Operating Fund	Budget includes a projected enrollment decline of 3% and an additional $12M of state funds	Budget includes a projected enrollment decline of 2% and an additional $3.5M of state funds. All other revenue sources remain constant over prior year.	Budget includes a projected enrollment decline of 2% and an additional $1.5M of state funds. All other revenue sources remain constant over prior year.
Restricted Fund	Budget includes funds from WIOA grant and one QRT grant as well as a slight reduction in funds from the Foundation	Budget assumes the WIOA and QRT grants will be fully expended. All other sources of funding remain constant	Budget assumes a 2% decline in enrollment impacting the student activity fees portion of the budget
Auxiliary Fund	Budget is relatively flat from prior year	Budget is 3% higher than prior year with the assumption that facility rentals will continue to grow	Budget is 3% higher than prior year with the assumption that facility rentals will continue to grow
Loan Fund	This budget comes from the income derived from an endowment.	Budget includes a slight increase of 2% with the expectation that the stock market will continue to rise as inflation decreases .	Budget includes a slight increase of 2% with the expectation that the stock market will continue to rise as inflation decreases
Financial Aid	Budget includes a projected enrollment decline of 3%, $28M of federal funds and $3.3 of state funds	Budget includes a slight increase of 2% with the expectation that PELL and Foundation funds will increase	Budget includes a slight increase of 2% with the expectation that PELL and Foundation funds will increase
Plant Fund	Budget includes $22M of new appropriated funds	Budget assumes the 2 appropriations from FY24 will be 70% expended and a new appropriation of $7M will be allocated for FY26	Budget assumes the 2 appropriations from FY24 will be fully expended and the new appropriation from FY24 will be partially expended

Fund 1 Current Funds - Unrestricted

(Operating Fund)

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

Tuition and Fees –

For FY24, the budget includes a 3% enrollment decline and a reduction in course fee revenue due to the elimination of 25% of all course fees. Since FY19 tuition and fee revenue has decreased 15% mainly due to impacts from COVID and Hurricane Ian.

Tuition & Student Fees
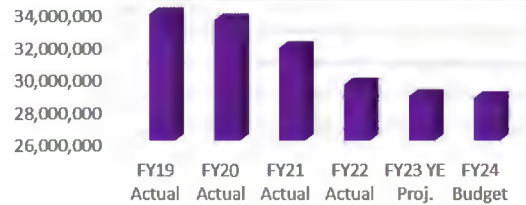
Support from State Government

The budget for FY24 includes the largest amount of funding from the state ever seen by FSW. A year over year increase of 29% ($12M) will be used to offset losses of tuition and fees. Since FY19 state appropriations have increased $21M.

Support from State Govt.
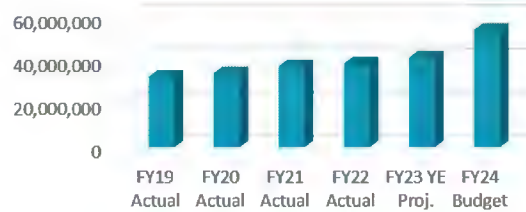
Gifts, Contributions, Grants and Contracts

Dual enrollment continues to provide a constant revenue source for FSW. The total budget of $4.6M includes $3.0M from traditional DE payments from the school districts and $1.6M from the indirect costs charged to the two FSW collegiate high schools.

Gifts, Contributions, Grants & Contracts
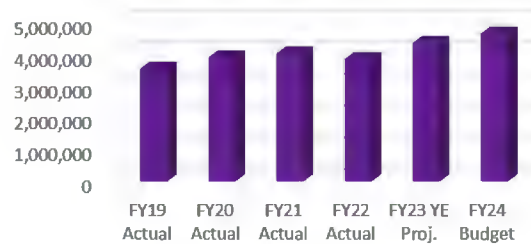
Other Sources

Revenue derived from other sources such as investment income, fines and penalties and miscellaneous sources has decreased 90% due to the full usage of HEERF funds. Over the prior two years we have recorded lost revenue due to COVID however with those funds expended we are unable to record any further revenue.

Other Sources
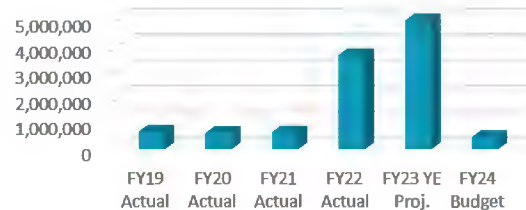
FTE Trend
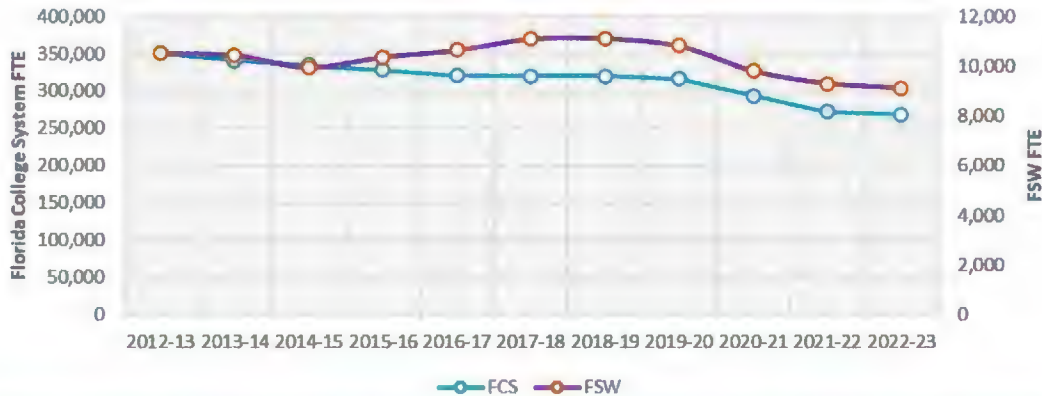
Over the past ten years there has been a net decrease in student enrollment, however FSW has performed slightly better than the overall college system. Although there has been a decrease since FY19 of 2,275 FTE (20%) we have seen a leveling off of the decline over the last two years. The FY24 budget includes a further decline in enrollment of 3% however we see this as a conservative budgeting approach and are hopeful enrollment will at a minimum maintain the same level as FY23.

Student Funding vs. State Funding

State Funding per FTE
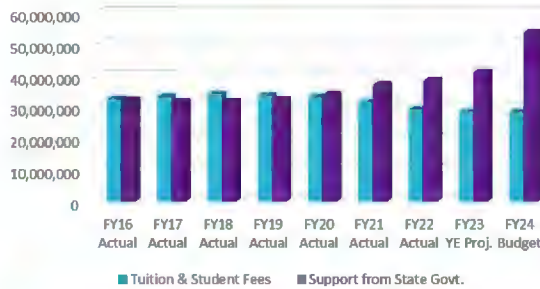
The majority of the operating funds comes from students, via tuition and fees and from the state through either recurring or non-recurring appropriations. In FY16 those two funding sources were equal however over the last four years the trend has shifted to the state providing the majority of the funds. This is due in part to declining enrollment but a large portion is due to the state providing additional funding to FSW. In FY23 we saw a 7% increase in state funding while we are expecting a 29% increase in FY24.
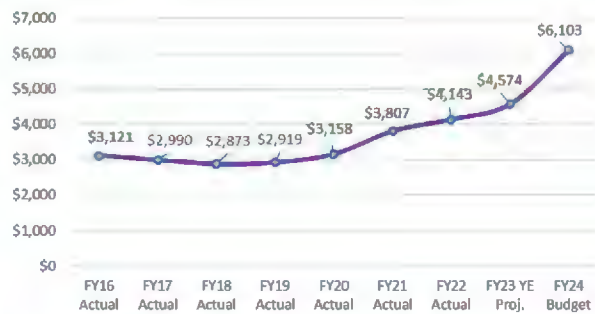
State funding per FTE has steadily been increasing over the last several years. Although enrollment has declined by 15% since FY16 which has contributed to the increase, appropriations from the state of Florida have been increasing at a much higher rate. Since FY16 state funding for operating needs has increased 67% which has allowed the institution to successfully mitigate the impact of the enrollment declines, ensuring the continuity of operations and stability of our program and services.

FLORIDA
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STATE COLLEGE

Personnel -

The personnel expense budget is $65.59M for FY24. This portion of the budget is 73% of the total expense budget. Included in the budget for FY24 is the implementation of the salary study recommendations, multiple new positions/positions removed from hold, allowances for recurring and non-recurring increases and increases in retirement and health insurance rates.

Personnel Expenses
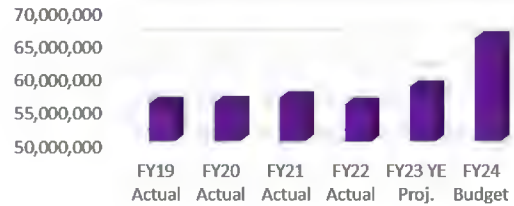
General Operating -

The budget for general operating expenses such as printing and supplies is $5.40M. This category is 6% of the overall expense budget.

General Operating

Utilities -

The utilities budget is $2.48M for FY24. This is an 8% increase over the FY23 projection due in part to increased costs passed on by the providers as well as increased usage due in part to more courses being taught in the classrooms rather than online.

Utilities

Contract Services

Contractual agreements such as custodial, grounds maintenance and technology solutions have a budget of $6.58M for FY24. This is a 10% increase over FY23. Contract services is 7% of the overall expense budget.

Contract Services
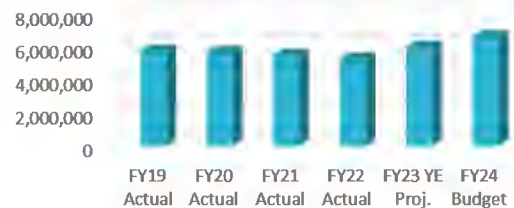
Current Funds - Unrestricted

	2023-24 Proposed Budget	2022-23 Original Budget	2021-22 Actual Amounts	2020-21 Actual Amounts	2019-20 Actual Amounts
SOURCES OF FUNDS					
Student Fees	28,628,633	28,631,576	29,443,830	31,676,758	33,380,215
Support from State Government	53,951,643	41,195,304	38,525,313	37,320,489	34,144,695
Support from Federal Government	76,264	4,662,264	1,656,701	1,199,121	262,050
Gifts, Contributions, Grants & Contracts	4,654,602	4,296,108	3,848,401	4,024,168	3,900,401
Sales and Services	938,428	924,228	921,230	937,517	880,073
Other Income	472,792	(27,844)	3,642,680	655,884	625,043
Transfers	113,000	113,000	826,630	154,982	109,950
Fund Balance Transfers	1,411,921	1,802,606	-	-	-
TOTAL FUNDS AVAILABLE	**90,247,283**	**81,597,242**	**78,864,785**	**75,968,919**	**73,302,427**
USE OF FUNDS					
Staff Costs					
Executive/Admin/Managerial	7,023,938	6,684,713	6,367,505	6,629,630	5,757,518
Instructional Salaries	19,550,955	18,492,159	17,816,722	18,376,130	18,182,624
Other Professional Staff	12,542,148	10,691,488	10,445,100	9,985,263	10,154,695
Technical/Clerical Salaries	5,408,944	4,344,714	4,234,545	4,304,344	4,226,672
Temporary Part-Time Instruction	5,264,296	5,069,638	4,445,208	4,819,252	6,419,618
Student Employment	154,765	123,165	170,493	146,221	201,832
Personnel Benefits	15,648,870	13,253,423	9,269,883	16,787,542	16,631,029
Total Staff Costs	**65,593,916**	**58,659,300**	**52,749,456**	**61,048,382**	**61,573,988**
Current Expenses					
Travel	186,493	385,128	330,694	57,300	409,335
General Operating Expenses	5,605,397	5,152,001	4,286,058	3,947,716	3,418,014
Rental Expense	417,894	406,278	349,448	429,038	177,250
Insurance	2,053,536	1,934,599	1,716,716	1,794,986	1,151,000
Utilities	2,482,906	2,377,320	2,266,186	1,905,700	1,949,882
Contract Services	6,588,563	5,862,616	5,241,169	5,459,806	5,629,546
Scholarships/Waivers	1,825,000	2,050,000	1,464,974	1,573,647	1,861,806
Transfers to Other Funds	159,313	-	3,224,865	3,105,805	912,145
Other Expenses	-	-	90,901	(328,276)	(193,975)
Contingency	150,000	150,000	-	-	-
Reserves	4,106,765	4,586,000	-	-	-
Total Current Expenses	**23,575,867**	**22,903,942**	**18,971,011**	**17,945,722**	**15,315,003**
Capital Expenditures					
Capital Expenditures	1,077,500	34,000	311,692	623,211	216,064
Total Capital Expenditures	**1,077,500**	**34,000**	**311,692**	**623,211**	**216,064**
TOTAL USES OF FUNDS	**90,247,283**	**81,597,242**	**72,032,159**	**79,617,315**	**77,105,055**
CHANGE IN FUND BALANCE	**-**	**-**	**6,832,626**	**(3,648,396)**	**(3,802,628)**

	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
USE OF FUNDS						
Staff Costs						
Executive/Admin/Managerial	233,563	342,465	221,244	236,628	126,402	281,297
Instructional Salaries	1,699,736	3,862,547	5,728,286	6,442,911	744,462	-
Other Professional Staff	116,490	874,269	45,318	140,589	80,186	581,086
Technical/Clerical Salaries	34,164	264,580	76,666	-	-	37,492
Temporary Part-Time Instruction	538,146	1,565,156	778,486	2,124,671	89,926	-
Student Employment	-	-	9,290	8,000	-	-
Personnel Benefits	652,028	1,690,266	1,863,663	2,150,606	270,901	308,456
Total Staff Costs	**3,274,127**	**8,599,283**	**8,722,953**	**11,103,405**	**1,311,877**	**1,208,331**
Current Expenses						
Travel	10,000	9,500	-	-	5,000	5,000
General Operating Expenses	75,604	1,503,178	145,157	202,510	27,535	513,676
Rental Expense	-	8,603	2,017	1,456	-	-
Insurance	200	9,460	-	-	-	-
Utilities	-	232	5,125	-	-	-
Contract Services	8,315	294,761	6,763	17,030	40,442	615,934
Total Current Expenses	**94,119**	**1,825,734**	**159,062**	**220,996**	**72,977**	**1,134,610**
Capital Expenditures						
Capital Expenses	970,000	100,000	-	-	-	7,500
TOTAL USES OF FUNDS	**4,338,246**	**10,525,017**	**8,882,015**	**11,324,401**	**1,384,854**	**2,350,441**
% OF TOTAL	**11.9 %**	**28.9 %**	**24.4 %**	**31.1 %**	**3.8 %**	**6.4 %**
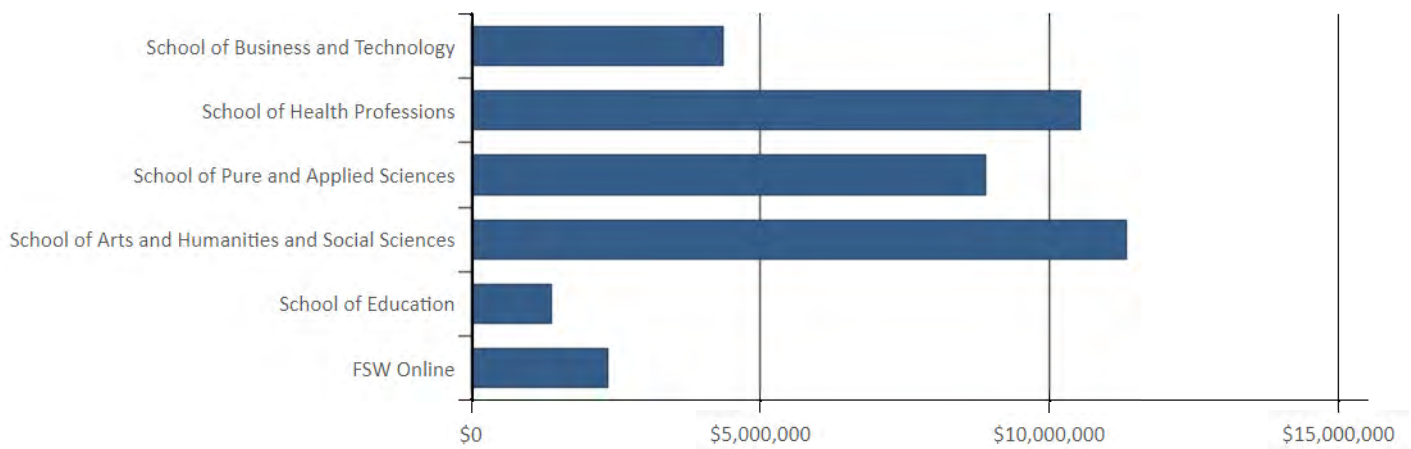
Operating Fund - Budget by Program

	Direct Instruction	Academic Support	Student Support	Institutional Support	Physical Plant	Contingency, Transfers, etc.	Total
USE OF FUNDS							
Staff Costs							
Executive/Admin/Managerial	285,310	2,279,895	1,620,743	2,630,820	207,170	-	7,023,938
Instructional Salaries	18,483,466	509,058	558,431	-	-	-	19,550,955
Other Professional Staff	848,152	1,935,591	4,795,449	4,471,967	490,989	-	12,542,148
Technical/Clerical Salaries	298,970	978,947	979,972	638,837	2,512,218	-	5,408,944
Temporary Part-Time Instruction	5,151,781	733	39,715	3,536	68,531	-	5,264,296
Student Employment	17,290	-	137,475	-	-	-	154,765
Personnel Benefits	6,184,242	2,001,428	2,891,325	3,207,201	1,364,674	-	15,648,870
Total Staff Costs	**31,269,211**	**7,705,652**	**11,023,110**	**10,952,361**	**4,643,582**	**-**	**65,593,916**
Current Expenses							
Travel	49,815	70,528	65,400	750	-	-	186,493
General Operating Expenses	2,553,422	599,215	320,214	995,871	1,136,675	-	5,605,397
Rental Expense	14,497	46,358	10,950	123,070	223,019	-	417,894
Insurance	9,660	-	-	2,043,876	-	-	2,053,536
Utilities	1,757	3,600	-	-	2,477,549	-	2,482,906
Contract Services	986,425	283,963	700,799	2,237,395	2,379,981	-	6,588,563
Scholarships/Waivers	-	-	1,825,000	-	-	-	1,825,000
Mandatory Transfers Out	-	-	-	159,313	-	-	159,313
Contingency	-	-	-	-	-	150,000	150,000
Reserves	-	-	-	-	-	4,106,765	4,106,765
Total Current Expenses	**3,615,576**	**1,003,664**	**2,922,363**	**5,560,275**	**6,217,224**	**4,256,765**	**23,575,867**
Capital Expenditures							
Capital Expenses	1,077,500	-	-	-	-	-	1,077,500
TOTAL USES OF FUNDS	**35,962,287**	**8,709,316**	**13,945,473**	**16,512,636**	**10,860,806**	**4,256,765**	**90,247,283**
% OF TOTAL	**39.8 %**	**9.7 %**	**15.5 %**	**18.3 %**	**12.0 %**	**4.7 %**	**100.0 %**
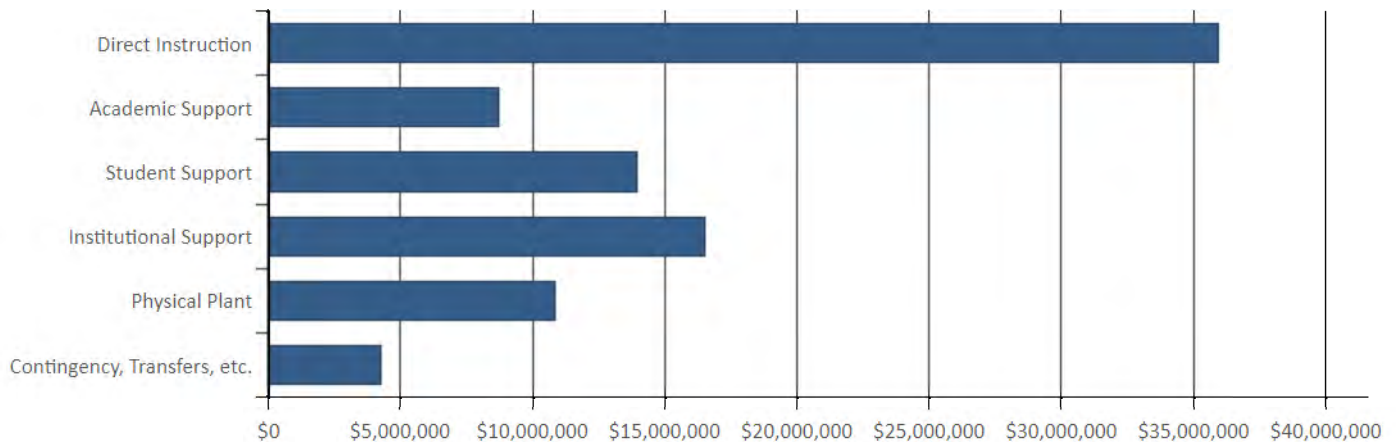
Fund 1 - Fund Balance

	CURRENT FUNDS - UNRESTRICTED
BEGINNING FUND BALANCE - JULY 1, 2023:	
ESTIMATED AFR FUND BALANCE - JUNE 30, 2023 (*IF DEBIT BALANCE USE "MINUS SIGN"*)	15,614,902
ADD AMOUNT EXPECTED TO BE FINANCED IN FUTURE YEARS (*USE PLUS SIGN*)	39,704,628
TOTAL RESERVE AND UNENCUMBERED FUND BALANCE JULY 1, 2023	55,319,530
ADD: REVENUES	88,722,362
TRANSFERS IN	113,000
TOTAL RECEIPTS	88,835,362
TOTAL ESTIMATED AVAILABLE	144,154,892
DEDUCT EXPENDITURES	90,087,970
TRANSFERS OUT	159,313
TOTAL DISBURSEMENTS	90,247,283
ESTIMATED FUND BALANCE - JUNE 30, 2024:	
TOTAL AVAILABLE LESS DISBURSEMENTS	53,907,609
ADD ACCRUED LEAVE EXPENSE (GLC 59300)	0
TOTAL ESTIMATED RESERVE AND UNENCUMBERED FUND BALANCE - JUNE 30, 2024	53,907,609
LESS ESTIMATED AMOUNT EXPECTED TO BE FINANCED IN FUTURE YEARS (GLC 30800) **JUNE 30, 2024**	39,704,628
TOTAL ESTIMATED FUND BALANCE - JUNE 30, 2024	14,202,981
ESTIMATED UNENCUMBERED FUND BALANCE - JUNE 30, 2024	14,202,981
(Includes GL's: 30200, 30300, 30400, 30500, 30600, 30700, 30900, and 31100)	
PERCENT OF ESTIMATED UNENCUMBERED FUND BALANCE AS OF JUNE 30 2024, TO ESTIMATED FUNDS AVAILABLE	9.85%

Senate Bill 72 - Each Florida College System institution with a final FTE less than 15,000 for the prior year that retains a state operating fund carry forward balance in excess of the 5 percent minimum shall submit a spending plan for its excess carry forward balance. The spending plan shall be submitted to the institution's board of trustees for approval by September 30, 2020, and each September 30th thereafter. The State Board of Education shall review and publish each Florida College System institution's carry forward spending plan by November 15, 2020, and each November 15th thereafter.

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

	2023-24 Proposed Budget	2022-23 Original Budget	2021-22 Actual Amounts	2020-21 Actual Amounts	2019-20 Actual Amounts
SOURCES OF FUNDS					
Student Fees	1,894,709	1,835,702	1,912,417	2,076,277	2,220,758
Support from State Government	2,336,325	1,859,911	983,752	1,057,875	1,322,580
Support from Federal Government	2,327,558	19,342,953	31,867,938	7,539,447	3,774,478
Gifts, Contributions, Grants & Contracts	4,050,740	2,868,165	3,408,717	3,101,341	3,158,957
Other Income	-	-	308,363	6,418	18,910
Transfers	189,182	179,725	1,213,344	703,069	820,593
Fund Balance Transfers	-	77,580	-	-	-
TOTAL FUNDS AVAILABLE	**10,798,514**	**26,164,036**	**39,694,531**	**14,484,427**	**11,316,276**
USE OF FUNDS					
Staff Costs					
Executive/Admin/Managerial	416,093	352,138	151,761	175,869	125,467
Instructional Salaries	317,249	283,054	165,563	163,966	82,617
Other Professional Staff	1,854,766	1,341,458	1,518,666	1,666,046	1,400,256
Technical/Clerical Salaries	51,312	16,744	13,780	17,872	11,681
Temporary Part-Time Instruction	60,890	59,642	67,365	59,352	55,116
Student Employment	492,940	420,378	430,629	211,036	397,939
Personnel Benefits	796,177	622,098	566,351	587,241	500,941
Total Staff Costs	**3,989,427**	**3,095,512**	**2,914,115**	**2,881,382**	**2,574,017**
Current Expenses					
Travel	277,519	235,019	490,014	232,056	267,265
General Operating Expenses	4,471,067	19,062,554	4,253,950	2,740,230	1,144,832
Rental Expense	41,000	15,000	29,862	50,115	82,010
Insurance	-	-	34,985	35,245	49,270
Utilities	3,000	3,000	55	9,004	2,824
Contract Services	1,146,501	1,943,843	1,496,863	1,463,151	1,440,798
Grant Participant Supp Costs	-	-	17,260,640	2,480,099	2,109,400
Scholarships/Waivers	-	-	240,400	363,000	5,943
Transfers to Other Funds	55,000	1,749,108	2,983,092	2,646,316	2,434,968
Other Expenses	-	-	7,610,856	(176,809)	554,507
Contingency	-	50,000	-	-	-
Total Current Expenses	**5,994,087**	**23,058,524**	**34,400,717**	**9,842,407**	**8,091,817**
Capital Expenditures					
Capital Expenditures	815,000	10,000	1,686,503	1,471,967	636,848
Total Capital Expenditures	**815,000**	**10,000**	**1,686,503**	**1,471,967**	**636,848**
TOTAL USES OF FUNDS	**10,798,514**	**26,164,036**	**39,001,335**	**14,195,756**	**11,302,682**
CHANGE IN FUND BALANCE	**-**	**-**	**693,196**	**288,671**	**13,594**

	2023-24 Proposed Budget	2022-23 Original Budget
Federal Grants		
Carl D. Perkins Grant	551,232	346,375
Open Door Grant	79,000	300,000
ARPA Grant	622,870	337,500
Train the Trainer – Hazardous Materials	202,140	–
Train the Trainer – Hazardous Materials – 2nd Allocation	394,376	–
HEERF (CARES, CRRSAA, RESCUE)	–	17,953,700
College Work Study	477,940	405,378
Total Federal Funding	**2,327,558**	**19,342,953**
State Grants		
Workforce Innovation and Opportunity Act – WIOA	1,605,000	–
Quick Response Training: NeoGenomics	–	1,092,000
Quick Response Training: Gartner	–	523,688
Quick Response Training: HERC Rentals, Inc	–	244,223
Quick Response Training: Scotlynn USA Division, Inc	731,325	–
Total State Funding	**2,336,325**	**1,859,911**
Gifts, Private Grants & Contracts		
Academic Improvement Trust Fund	191,762	184,118
Certificate Programming – Schulze Foundation	100,000	285,051
FSW Foundation Staff	660,970	601,388
Foundation Scholarships	1,729,558	1,697,608
Copham Family Gift – Nursing Program	258,450	–
Rist Gift – Respiratory Care Program	100,000	–
Rist Gift – Cyber Security Program	600,000	–
Sublett Gift – Cardiovascular Tech Program	200,000	–
SWFL Children's Charity	135,000	–
Foundation Program Support	75,000	100,000
Total Gifts, Private Grants & Contracts Funding	**4,050,740**	**2,868,165**
Student Activity Fees		
Student Engagement	554,709	524,634
Athletics	1,340,000	1,311,068
Total Student Activity Fees	**1,894,709**	**1,835,702**
Transfers (from other funds)	**189,182**	**179,725**
Fund Balance Transfers		**77,580**
Total Restricted Funds	**10,798,514**	**26,164,036**

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   Service departments are those established to serve other departments of the institution and not to serve faculty, staff or the general public.

Auxiliary Fund

	2023-24 Proposed Budget	2022-23 Original Budget	2021-22 Actual Amounts	2020-21 Actual Amounts	2019-20 Actual Amounts
SOURCES OF FUNDS					
Sales and Services	2,223,163	1,982,476	2,234,560	1,371,293	2,077,220
Other Income	18,500	18,500	1,780,950	356,082	53,811
Transfers	-	-	21,304	28,365	173,298
Fund Balance Transfers	-	267,863	-	-	-
TOTAL FUNDS AVAILABLE	**2,241,663**	**2,268,839**	**4,036,814**	**1,755,740**	**2,304,329**
USE OF FUNDS					
Staff Costs					
Executive/Admin/Managerial	91,052	88,400	78,595	88,425	86,708
Other Professional Staff	371,483	351,849	327,018	297,741	271,749
Technical/Clerical Salaries	-	163,320	113,952	150,258	172,427
Temporary Part-Time Instruction	80,000	78,822	5,059	2,655	41,379
Other Temporary Personnel	-	-	72,713	-	-
Student Employment	5,000	-	1,600	216	14,299
Personnel Benefits	164,144	232,674	192,231	168,434	166,662
Total Staff Costs	**711,679**	**915,065**	**791,168**	**707,729**	**753,224**
Current Expenses					
Travel	6,000	13,000	43,402	437	17,810
General Operating Expenses	249,864	184,200	265,281	180,960	110,133
Rental Expense	103,250	213,520	79,483	156,832	179,872
Insurance	-	-	1,696	2,124	2,000
Utilities	34,250	10,000	14,331	9,417	9,099
Contract Services	676,070	595,054	725,274	623,448	649,412
Transfers to Other Funds	259,000	259,000	227,645	182,796	457,481
Other Expenses	-	-	18,319	-	735
Total Current Expenses	**1,328,434**	**1,274,774**	**1,375,431**	**1,156,014**	**1,426,542**
Capital Expenditures					
Capital Expenditures	138,000	79,000	108,892	20,656	97,786
Total Capital Expenditures	**138,000**	**79,000**	**108,892**	**20,656**	**97,786**
TOTAL USES OF FUNDS	**2,178,113**	**2,268,839**	**2,275,491**	**1,884,399**	**2,277,552**
CHANGE IN FUND BALANCE	**63,550**	**-**	**1,761,323**	**(128,659)**	**26,777**

	FY24 Projected Budget					FY23 Original Budget		
	Total Revenue	Personnel Expense	Operating Expense	Total Expense	Revenue (-) Expense	Total Revenue	Total Expense	Revenue (-) Expense
Bookstore Operations	300,000	–	3,000	3,000	297,000	606,500	5,000	601,500
BB Mann Performing Arts Hall	800,000	–	180,000	180,000	620,000	450,000	180,000	270,000
Food Service/Vending	64,000	42,140	539,910	582,050	(518,050)	52,500	532,320	(479,820)
Concessions	150,000	117,813	51,470	169,283	(19,283)	131,313	126,173	5,140
Student/Admin Printing/Buc Card	172,463	-	169,554	169,554	2,909	147,463	144,554	2,909
Arena Events	561,000	203,242	211,500	414,742	146,258	516,000	660,807	(144,807)
Facility Rentals	177,200	112,740	54,000	166,740	10,460	97,200	149,230	(52,030)
PicklePlex	17,000	-	10,000	10,000	7,000	-	-	-
Administrative	-	235,744	247,000	482,744	(482,744)	-	470,755	(470,755)
Total	**2,241,663**	**711,679**	**1,466,434**	**2,178,113**	**63,550**	**2,000,976**	**2,268,839**	**(267,863)**
Prior Year Fund Balance	-	-	-	-	-	267,863	-	267,863
Grand Total	**2,241,663**	**711,679**	**1,466,434**	**2,178,113**	**63,550**	**2,268,839**	**2,268,839**	**-**

FY24 Auxiliary Budget
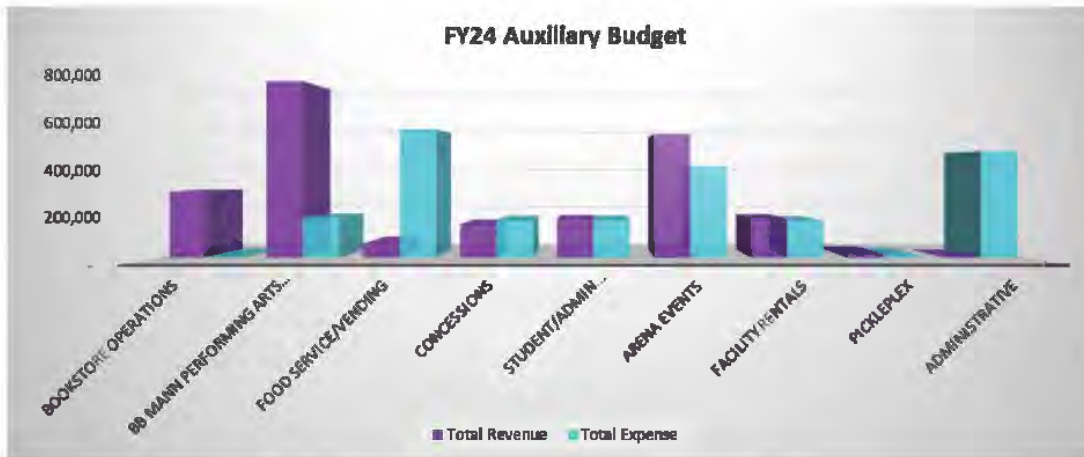
% of Total Expenses
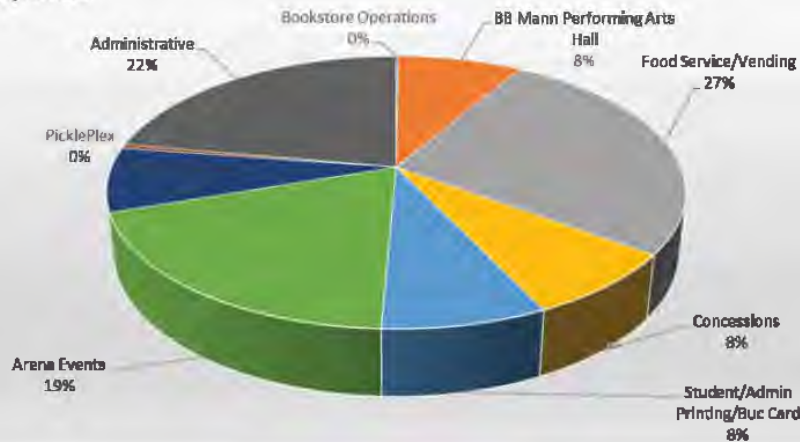
AUXILIARY SERVICES

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!

➡ We now have **75** courses that offer materials utilizing the ACCESS program. **3,688** students had their materials ready and available on day one through Canvas with just one click of a mouse at a **savings of 18%** less than the national average cost!

Dining and Vending Services

Our partnership with Canteen allows us to serve our FSW family fast, convenient food from our café line, Dunkin, Starbucks, or any number of vending and micro market options.

➡ **On campus catering** helps us maximize efficiency and deliver excellent food at a great price!

➡ FSW is provisioned through PepsiCo **$20,000** annually for marketing support.

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. Choose your perfect pic, send your request via email, and we'll have it to you in a flash!

➡ 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.

The Print Shop and FSW Creative Studios

Fiscal year 2023 saw the reinvigoration of The Print Shop along with the development of FSW Creative Studios.

- By utilizing The Print Shop, departments are able to realize a **savings of 20%** on average compared to outside vendors.

- FSW Creative Studios works together with **departments to design** promotional materials, signs, and more bringing the FSW message to the masses!

Print Services

RICOH imagine. change   **wēpa** print anxy

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!

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.

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!

FLORIDA SOUTHWESTERN STATE COLLEGE

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

FSW Hourly Rate
220.00

CLASSROOMS - ALL CAMPUSES

Room Max Capacity	FSW Daily Rate	FSW Rate 4 Hours or Less
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

FSW Daily Rate	FSW Rate 4 Hours or Less
110.00	70.00

OUTDOOR ATHLETICS - ALL CAMPUSES

Location	FSW Hourly Rate
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

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

FLORIDA SOUTHWESTERN STATE COLLEGE   Suncoast Credit Union Arena

The Suncoast Credit Union Arena is jointly managed by the College and Professional Facilities Management Inc. The organization that coordinates events held in the Arena is determined depending on the event and/or organization hosting the event. 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 15th. 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.

ARENA		
Location	FSW Daily Rate	FSW Hourly Rate
All locations excluding Hospitality Suite, box holder suites, and first floor patio	6,660.00	660.00
Court Only - 3 Hour Minimum	-	200.00
Hospitality Suite w/Back Patio	880.00	90.00
First Floor Patio Only	440.00	75.00

CRIMINAL HISTORY RECORD CHECK FEE SCHEDULE

**Please note the FBI no longer accepts hard card fingerprint submissions and the fees referenced below are for electronic fingerprint submissions only. Also, the fees listed are not inclusive of any applicable retention fees.

CUSTOMER TYPE	STATE FEE	FEDERAL FEE	STATE + FEDERAL FEES
Applicant / Licensees — Required Checks			
Department of Children & Families, Department of Juvenile Justice, Department of Elder Affairs Vendors and Guardian Ad Litem: (examples include – day care center employees, juvenile treatment centers)	Public $15.00	Public $20.00	Public $30.00
Department of Agriculture & Consumer Services: (examples include – concealed weapon permit applicants, security guards)	Public $20.00	Public $25.00	Public $35.00
Criminal Justice Applicants: (examples include – law enforcement, corrections, correction probation officers)	$0.00	$0.00	$0.00
All other applicant type required checks: (examples include – realtors, insurance agents, school employees, Florida Bar applicants, foster care, doctors, nursing home employees)	Public FSW Students $30.00	Public FSW Students $20.00	Public FSW Students $45.00
Volunteer and Employee Criminal History System (VECHS) — Allowed Checks			
Employees: (employees of a qualified entity that provides care to children, elderly or disabled persons —that are not specifically required under the applicant groups above)	FSW Employees $0.00	FSW Employees $0.00	FSW Employees $0.00
Volunteers: (volunteers of a qualified entity that provides care to children, elderly or disabled persons —that are not specifically required under the applicant groups above)	FSW Volunteers $25.00	FSW Volunteers $20.00	FSW Volunteers $35.00
Public Record Checks — Allowed Checks			
Requests From General Public, Businesses, and Any Governmental or Non-Governmental Entity:	$30.00	Federal Checks Not Allowed	Federal Checks Not Allowed

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

	2023-24 Proposed Budget	2022-23 Original Budget	2021-22 Actual Amounts	2020-21 Actual Amounts	2019-20 Actual Amounts
SOURCES OF FUNDS					
Other Income	70,214	130,225	(104,320)	185,288	67,487
USE OF FUNDS					
Staff Costs					
Current Expenses					
General Operating Expenses	1,750	2,000	1,573	1,043	2,568
Transfers to Other Funds	68,464	128,225	-	-	15,671
Other Expenses	-	-	(5,759)	6,011	(3,310)
Total Current Expenses	**70,214**	**130,225**	**(4,186)**	**7,054**	**14,929**
Capital Expenditures					
TOTAL USES OF FUNDS	**70,214**	**130,225**	**(4,186)**	**7,054**	**14,929**
CHANGE IN FUND BALANCE	**-**	**-**	**(100,134)**	**178,234**	**52,558**

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

	2023-24 Proposed Budget	2022-23 Original Budget	2021-22 Actual Amounts	2020-21 Actual Amounts	2019-20 Actual Amounts
SOURCES OF FUNDS					
Student Fees	1,058,538	987,697	1,112,047	1,179,646	1,285,081
Support from State Government	3,699,979	3,276,519	3,451,564	3,437,169	3,525,857
Support from Federal Government	28,238,219	29,228,668	22,562,744	23,135,305	26,682,983
Gifts, Contributions, Grants & Contracts	1,250,000	1,075,000	938,964	1,110,125	956,415
Other Income	-	-	137,893	1,225	7,045
Transfers	1,854,558	1,822,608	3,691,833	3,841,159	5,374,749
TOTAL FUNDS AVAILABLE	**36,101,294**	**36,390,492**	**31,895,045**	**32,704,629**	**37,832,130**
USE OF FUNDS					
Staff Costs					
Student Employment	9,026	11,501	-	10,564	20,806
Current Expenses					
General Operating Expenses	36,092,268	36,378,991	99,769	2,130	34,765
Scholarships/Waivers	-	-	29,571,770	30,462,541	34,097,662
Transfers to Other Funds	-	-	1,717,509	1,830,959	3,554,871
Other Expenses	-	-	25,668	-	-
Total Current Expenses	**36,092,268**	**36,378,991**	**31,414,716**	**32,295,630**	**37,687,298**
Capital Expenditures					
TOTAL USES OF FUNDS	**36,101,294**	**36,390,492**	**31,414,716**	**32,306,194**	**37,708,104**
CHANGE IN FUND BALANCE	**-**	**-**	**480,329**	**398,435**	**124,026**

FINANCIAL AID FUNDS		2023-24 Proposed Budget		2022-23 Original Budget
Fee Based Funds				
STUDENT FINANCIAL AID FEES				
Athletics		600,000		600,000
Academic Promise Scholars		150,000		150,000
Academic Advancement Scholarship		80,000		80,000
Endurance Scholarship		40,000		40,000
Financial Aid Grant		107,038		44,589
PSAV		5,500		7,108
SGA Stipend		6,000		6,000
Fine Arts		70,000		60,000
Total Student Financial Aid Fees	$	1,058,538	$	987,697
Institutional Funds				
FOUNDATION FUNDS				
Institutional Scholarships				
Recruitment Scholarships		473,139		453,320
Mary Gerrish Scholarship - Foundation Certificates		68,828		15,000
Honors Scholars Program		59,495		83,483
Endowed Scholarships				
Curtis Scholarships		275,874		264,995
Merit Based Scholarships		127,558		271,850
Merit-Nursing/Health Based Scholarships		123,968		
Need Based Scholarships		144,422		204,504
Foundation EMS Scholarship		27,705		-
Unrestricted		98,513		50,317
Hendry Family Scholarships		30,056		29,064
Annually Funded Scholarships				
General Scholarships		250,000		250,000
Athletic Scholarships		50,000		75,075
Total Foundation Funds	$	1,729,558	$	1,697,608
Other Financial Aid Funds				
Outside Donor Scholarships		600,000		600,000
Private Loans		650,000		475,000
Total Other Financial Aid Funds	$	1,250,000	$	1,075,000
Federal Funds				
PELL Grants		22,000,000		22,000,000
Direct Loans		5,781,912		6,800,000
Supplemental Education Opportunity Grant	$	456,307		428,668
Total Federal Funds	$	28,238,219	$	29,228,668
State Funds				
Florida Bright Futures and Centralized programs		525,000		525,000
Children of Deceased and Disabled Veterans		75,320		60,560
Florida Fund for Minority Teachers		6,000		8,000
Florida Work Experience Program		9,026		11,501
HDGAP/Honorably Discharged Assistance Program		20,300		22,150
Florida Student Assistant Grant		2,586,450		2,553,627
Rosewood Family Scholarship		0		1,547
FFSS/Florida Farm Worker Student Scholarship		3,340		2,784
First Generation Matching Grant		99,543		91,350
Workforce Innovation and Opportunity Act - WIOA		375,000		-
Total State Funds	$	3,699,979	$	3,276,519
Transfer from other Funds				
Employee/Dependent Waivers (fund 3)		125,000		125,000
Total Financial Aid	$	36,101,294	$	36,390,492

	Number of Scholarships Awarded	Total Amount of Awards Accepted	Average Amount of Award Accepted
Institutional & Foundation Total	**2234**	**$2,305,581**	**$1,032**
Academic Achievement	39	$97,500	$2,500
Academic Advancement	41	$61,500	$1,500
Academic Endurance	26	$26,000	$1,000
Academic Excellence Schl	64	$160,000	$2,500
Academic Perseverance	2	$5,000	$2,500
Academic Promise Misc	1	$750	$750
Academic Promise Scholarship	59	$88,500	$1,500
Ambassador Scholars	60	$120,000	$2,000
Athletic Scholarships	527	$689,481	$1,308
Curtis Books	37	$36,500	$986
Curtis Memorial	44	$84,742	$1,926
Curtis Memorial Misc	3	$1,143	$381
Fine Arts Scholarship	45	$54,800	$1,218
First Generation Grant/Schl.	288	$144,000	$500
Florida Blue Scholarship	33	$32,495	$985
Foundation Academic Sch	154	$86,652	$563
Foundation Annual Scholarship	133	$95,926	$721
Foundation Cert. Part Time	2	$3,000	$1,500
Foundation Scholarship	21	$12,492	$595
Future Makers Program	3	$7,500	$2,500
Gerrish Scholarship	2	$2,286	$1,143
Helios Scholarship	52	$26,650	$513
Honors Scholarship	93	$69,250	$745
Lee/All District General Schl.	231	$135,611	$587
Nursing General Scholarship	128	$119,060	$930
PSAV Scholarship	1	$1,000	$1,000
PT Presidential Scholarship	7	$9,375	$1,339
PT Curtis Memorial	4	$4,347	$1,087
Sch Lee Memorial/ Tuit	20	$25,946	$1,297
Schl Francis Asbury Hendry	5	$9,167	$1,833
Schulze Family Scholarship	21	$15,750	$750
SGA Stipend	1	$800	$800
Shady Rest Foundation Scholars	81	$75,359	$930
Student Ambassador Scholarship	6	$3,000	$500
External	**541**	**$936,388**	**$1731**
American Rescue Plan	45	$63,797	$1,418
Collier Community Foundation	21	$52,129	$2,482
Community Foundation of Coll	39	$93,100	$2,387
Earn to Learn Scholarship	3	$6,000	$2,000
General Donor Scholarship	307	$562,335	$1,832
Grow Your Own Teacher Sch	7	$16,960	$2,423
Pathway Program Scholarship	11	$16,600	$1,509
Second Look Scholarship -Lee	1	$1,500	$1,500
Second Look Scholarship SWFL	5	$5,567	$1,113
Spring Return Scholarship	73	$72,000	$986
Transforming SW FL Schl.	16	$25,600	$1,600
Transforming SW FL Scholarship	13	$20,800	$1,600

Table 1 Institutional and external scholarships awarded from Summer 2022 through Spring 2023

Financial Aid Processing Report

	2023-24			2022-23			2021-22			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
4/27/2023	7885	9	0.1%	8018	1099	13.7%	9336	4134	44.3%	-1.7%	-99.2%	-15.5%	-99.8%
5/4/2023	8252	10	0.1%	8449	1104	13.1%	9630	4311	44.8%	-2.3%	-99.1%	-14.3%	-99.8%
5/11/2023	8710	29	0.3%	8809	4852	55.1%	9888	4763	48.2%	-1.1%	-99.4%	-11.9%	-99.4%
5/18/2023	9150	5531	60.4%	9093	5085	55.9%	10183	4929	48.4%	0.6%	8.8%	-10.1%	12.2%
5/25/2023	9300	6027	64.8%	9348	5156	55.2%	10433	5195	49.8%	-0.5%	16.9%	-10.9%	16.0%

Aid Year 2324 FAFSAs Received*
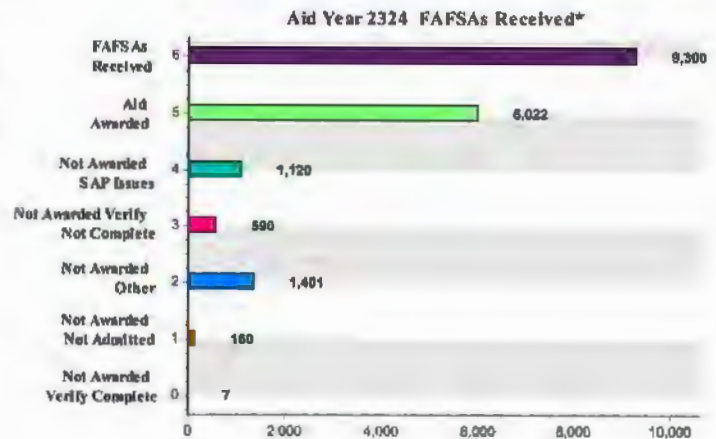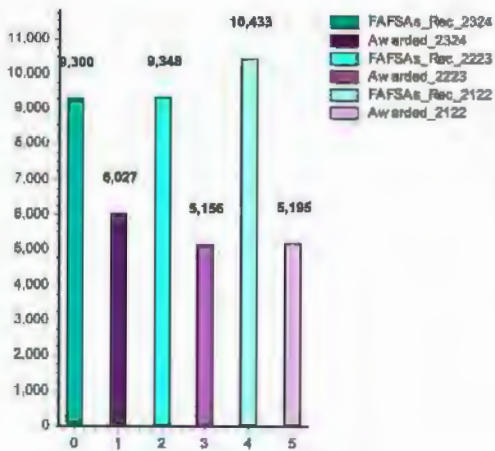
No FAFSA Completed but Aid Awarded - 5

*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

	2023-24 Proposed Budget	2022-23 Original Budget	2021-22 Actual Amounts	2020-21 Actual Amounts	2019-20 Actual Amounts
SOURCES OF FUNDS					
Student Fees	3,511,118	4,018,081	3,840,177	4,062,181	4,459,345
Support from State Government	22,486,280	10,133,840	6,926,647	162,317	289,789
Gifts, Contributions, Grants & Contracts	-	-	330,633	-	-
Other Income	405,000	-	8,868,934	6,840	509,017
Transfers	-	-	6,686,809	8,357,760	5,904,969
Fund Balance Transfers	27,697,790	17,080,921	-	-	-
TOTAL FUNDS AVAILABLE	**54,100,188**	**31,232,842**	**26,653,200**	**12,589,098**	**11,163,120**
USE OF FUNDS					
Staff Costs					
Other Professional Staff	162,394	171,506	-	-	-
Technical/Clerical Salaries	18,945	-	-	-	-
Personnel Benefits	67,583	65,097	-	-	-
Total Staff Costs	**248,922**	**236,603**	**-**	**-**	**-**
Current Expenses					
General Operating Expenses	15,110,815	20,982,285	2,803,713	2,547,429	3,766,276
Rental Expense	-	-	-	138,038	234,118
Insurance	-	-	-	-	5,481
Contract Services	-	-	143,244	101,124	442,469
Scholarships/Waivers	-	-	268,379	280,869	351,223
Transfers to Other Funds	5,253,209	-	4,685,037	6,119,186	5,820,197
Other Expenses	-	-	9,513,324	1,203,766	190,854
Total Current Expenses	**20,364,024**	**20,982,285**	**17,413,697**	**10,390,412**	**10,810,618**
Capital Expenditures					
Capital Expenditures	6,528,493	4,756,618	1,036,237	674,553	4,897,185
Total Capital Expenditures	**6,528,493**	**4,756,618**	**1,036,237**	**674,553**	**4,897,185**
TOTAL USES OF FUNDS	**27,141,439**	**25,975,506**	**18,449,934**	**11,064,965**	**15,707,803**
CHANGE IN FUND BALANCE	**26,958,749**	**5,257,336**	**8,203,266**	**1,524,133**	**(4,544,683)**

Type of Funds	Est. Beginning Fund Balance	Projected Revenue	Estimated Available Funds	Estimated Expenditures	Ending Fund Balance
Local Funds					
Capital Improvement Fees	3,991,013	3,511,118	7,502,131	5,502,131	2,000,000
BBMANN Funds	943,895	405,000	1,348,895	1,345,975	2,920
Reserved Funds					
Furniture & Equipment Replacement	3,496,113	0	3,496,113	1,750,000	1,746,113
Parking Lot Improvement/Repair	393,262	0	393,262	106,000	287,262
Technology Refresh/Upgrade	2,373,724	0	2,373,724	1,000,000	1,373,724
Campus Safety	398,552	0	398,552	250,000	148,552
State Funds					
State Funding Deferred Maintenance	9,983,840	0	9,983,840	9,983,840	0
Life/Safety Funds	488,898	200,000	688,898	675,000	13,898
PECO - Remodel/Renovation Bldg K (Lee)	5,628,493	0	5,628,493	5,628,493	0
PECO Remodel/Renovation Bldg L (Lee)	0	14,754,126	14,754,126	500,000	14,254,126
PECO Remodel/Renovation - Bldgs E&F (Collier)	0	7,532,154	7,532,154	400,000	7,132,154
Total Funds	**27,697,790**	**26,402,398**	**54,100,188**	**27,141,439**	**26,958,749**

Cost of Projects by Campus

Lee Campus				
Project	**Capital Improvement Fees**	**State Funding Deferred Maintenance**	**PECO**	**BB Mann Facility Fee**
Lee Bldg G Restroom and Kitchen Upgrades (PY Project)	$350,000			
Lee Bldg S 1st floor Restroom Refresh (PY Project)	$300,000			
Lee Bldg A Dental Air Replacement (PY Project)	$750,000			
Building N - Suite Remodel	$675,000			
Building O - Faculty Offices	$85,000			
Building F - Maintenance	$25,000			
Building K - Remodel	$182,843			
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		
Lee - Building K Remodel			$5,628,493	
Lee - Building L Remodel			$500,000	
Restroom/Box Office Renovation				$1,345,975
NOPQ Breezeway Walkway Upgrades				
Total Cost	**$2,367,843**	**$4,510,000**	**$6,128,493**	**$1,345,975**

Collier Campus				
Project	**Capital Improvement Fees**	**State Funding Deferred Maintenance**	**PECO**	**Parking Lot Fund**
Collier Bldg N Cabinet Refreshment (PY Project)	$40,000			
Building M Breakroom Drain Upgrades	$32,000			
Building C&H Refresh	$300,000			
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	$400,000	
Parking Lot Upgrades				$100,000
Monument Sign Light Upgrades				$6,000
Total Cost	**$372,000**	**$1,670,000**	**$400,000**	**$106,000**

Charlotte Campus		
Project	Capital Improvement Fees	State Funding Deferred Maintenance
Bldg O Restroom Upgrade (PY Project)	$125,000	
Building C - Replace AHU	$52,000	
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
Total Cost	$177,000	$1,303,840

Hendry Glades Center		
Project	Capital Improvement Fees	State Funding Deferred Maintenance
Aluminum Covered Walkways between A-C	$100,000	
Air handler replacement		$200,000
Total Cost	$100,000	$200,000

	College Wide					
Project	Capital Improvement Fees	State Funding Deferred Maintenance	Furniture and Equipment Replacement	Technology Refresh - Upgrades	Security Fund	Life Safety Funds
District Window Treatment Replacements (PY Project)	$30,000					
Carpet and Paint Refresh Projects	$400,000					
General Maintenance	$625,000					
FY24 Minor Budget Requests	$139,206					
Salary/Fringe	$248,922					
Bond Payment	$1,042,160					
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		$600,000				
Police critical response building software and infrastructure		$150,000				
Furniture Refresh			$1,750,000			
Technology Refresh				$1,000,000		
Safety Improvements					$250,000	
Wayfinding						$225,000
SREF						$50,000
Garaventa Auditorium Lift						$30,000
District Card Reader Installation						$70,000
Elevator Code Changes						$150,000
Total Cost	$2,485,288	$2,300,000	$1,750,000	$1,000,000	$250,000	$525,000

In accordance with FL Statute 1001.03 (18.) reserved funds for specific projects are to be deposited into an escrow in an amount equal to 0.5% of the total value of the building for future maintenance. This requirement would be most likely linked to new construction. All of the projects listed for FY24 are either remodel, renovation or maintenance projects therefore the funding for the operations of the physical assets is already held within the operating budget. These types of projects projects have the potential to lower operating costs for an institution like ours in several ways. First, by upgrading outdated systems, such as HVAC, lighting, and plumbing, we can improve energy efficiency, resulting in reduced utility expenses over time. Newer, more efficient equipment and technologies require less energy to operate, leading to long-term cost savings. Additionally, renovations can optimize space utilization and layout, allowing for better workflow and potentially reducing staffing needs or maximizing existing resources. By creating more functional and efficient spaces, we can streamline operations, reduce waste, and potentially lower maintenance and repair costs. Furthermore, renovations can enhance the overall safety and security of our facilities, potentially reducing insurance premiums and mitigating risk. By investing in strategic remodel and renovation projects, we can not only improve the quality of our facilities but also generate long-term cost savings that positively impact our operational budget.

Retirement of Indebtedness Funds

As stated in the Florida Statue 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)

	SBE Bond Payments			CI Revenue Bond Payments	
Fiscal Year	2014-A Principal & Interest	2017-A (Refunded 2008-A)Principal & Interest	Total SBE	2010-A Principal & Interest	Total
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
Grand Total	93,920.00	749,720.00	843,640.00	7,092,750.00	7,936,390.00

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.

Florida SouthWestern College Foundation
Operating Budget by Function
For Fiscal Year April 1, 2023 - March 31, 2024

	Budgeted 22-23	Proposed 23-24
Revenue		
Administrative Support - 2.75%	$ 1,137,480.00	$ 1,197,674.00
Scholarships - 4%	$ 1,372,533.00	$ 1,429,558.00
Academic Improvement (AITF) Support - 4%	$ 184,118.00	$ 191,762.00
Foundation Education Excellence (FEE) Award	$ 100,000.00	$ 75,000.00
Revenue Total	$ 2,794,131.00	$ 2,893,994.00
Expenses		
Scholarship	$ 1,372,533.00	$ 1,429,558.00
Academic Improvement (AITF) Support	$ 184,118.00	$ 191,762.00
Foundation Education Excellence (FEE) Award	$ 100,000.00	$ 75,000.00
Development	$ 65,000.00	$ 82,600.00
Stewardship	$ 50,000.00	$ 50,000.00
Professional Development	$ 20,000.00	$ 25,000.00
Planned Giving	$ 3,000.00	$ 3,500.00
Athletics	$ 3,000.00	$ 3,000.00
Presidential Initiatives	$ 25,000.00	$ 25,000.00
Events	$ 20,000.00	$ 20,000.00
Alumni	$ 2,000.00	$ 19,000.00
Foundation Board	$ 5,000.00	$ 8,500.00
Operations	$ 944,480.00	$ 961,074.00
Total Expenses	$ 2,794,131.00	$ 2,893,994.00
Total Budgeted Increase		3.5%

General Operating Budget

Revenue	FY24 Budget	Revised FY23 Budget	Difference	% Change
Bandwidth Lease	$ –	$ 29,888	$ (29,888)	-100.0%
High School Lease Revenue	400,000	375,000	25,000	6.7%
Investment Income	112,000	105,060	6,940	6.6%
Transfer In – Broadband Sale	–	6,333,000	(6,333,000)	-100.0%
Transfer In – Baseball Softball Field		869,367		
Total Revenue	$ 512,000	$ 7,712,315	$ (6,330,948)	-82.1%

Expense				
General Operating Expenses	$ 52,000	$ 39,525	$ 12,475	31.6%
Insurance	186,000	161,620	24,380	15.1%
Contract Services	130,000	130,000	0	0.0%
Transfer Out - Baseball - Softball Field	–	3,900,000	(3,900,000)	-100.0%
Contingency	100,000	100,000	0	0.0%
Total Expense	$ 468,000	$ 4,331,145	$ (3,863,145)	-89.2%

| **Net Profit/(Loss)** | $ 44,000 | $ 3,381,170 | $ (2,467,803) | 7.1% |

General Operating - Fund Balance Projection for FY24:

Current Fund Balance (Approx):	$ 10,454,933
(+) Projected Revenue:	512,000
(-) Projected Budgeted Expense:	(468,000)
(=) Ending Fund Balance FY24:	$ 10,498,933

The $10,454,933 Includes:
$1.64M in checking account
$7.32M in invesment
$1.49M from Wrinkler Property Sale

Student Housing Budget

Revenue		FY24 Budget		FY23 Budget		Difference	% Change
Rent Revenue	$	2,654,000	$	2,576,210	$	77,790	3.0%
Resident Activity Fee		32,000		31,000		1,000	3.2%
Fines & Penalties		14,000		12,000		2,000	16.7%
Collection Fees		23,000		23,000		-	0.0%
Deposits Forfeited		11,000		13,000		(2,000)	-15.4%
Application Fees		44,000		41,000		3,000	7.3%
Cleaning Fees		40,000		39,000		1,000	2.6%
Fund Balance - Residence Activity		31,000		26,000		5,000	19.2%
Fund Balance - Housing		1,000,000		-		1,000,000	100.0%
Total Revenue	$	**3,849,000**	$	**2,761,210**	$	**1,087,790**	**39.4%**
Expense							
General Expense							
Travel	$	4,000	$	4,000	$	-	0.0%
Data & Other Communication Services		24,000		24,000		-	0.0%
Rentals		3,000		2,760		240	8.7%
Professional Development/Others		11,700		5,800		5,900	101.7%
Utilities		270,000		246,720		23,280	9.4%
Resident Activities		29,000		33,000		(4,000)	-12.1%
Repairs & Maintenance		366,700		333,500		33,200	10.0%
Contract Services		310,800		301,860		8,940	3.0%
Bad Debt Expense		12,000		20,000		(8,000)	-40.0%
Expense Before Contingency and Reserve:	$	**1,031,200**	$	**971,640**	$	**59,560**	**6.1%**
Contingency		100,000		197,570		(97,570)	-49.4%
Capital Reserve		1,325,800		200,000		1,125,800	562.9%
Total Expense	$	**2,457,000**	$	**1,369,210**	$	**1,087,790**	**79.4%**
Debt Service							
Principal	$	839,000	$	812,000	$	27,000	3.3%
Interest		553,000		580,000		(27,000)	-4.7%
Total Debt Service:	$	**1,392,000**	$	**1,392,000**	$	**-**	**0.0%**
Total Operating & Debt Service Expense:	$	**3,849,000**	$	**2,761,210**	$	**1,087,790**	**39.4%**
Net Profit/(Loss)	$	**-**	$	**-**	$	**-**	

Housing - Fund Balance Projection for FY24:

Current Fund Balance (Approx):	$	3,217,065
(+) Projected Revenue:		2,818,000
(-) Projected Budgeted Expense:		(3,849,000)
(=) Ending Fund Balance FY24:	$	**2,186,065**

Capital Reserve Budget

Revenue	FY24 Budget	FY23 Budget	Difference	% Change
Transfer - Housing	$ 1,325,800	$ 200,000	$ 1,125,800	562.9%
Fund Balance	476,700	498,000	(21,300)	-4.3%
Total Revenue	**$ 1,802,500**	**$ 698,000**	**$ 1,104,500**	**158.2%**
Expense				
Furniture / Equipment Turnover	$ 113,525	$ 68,525	$ 45,000	65.7%
Flooring Replacement	145,000	125,000	20,000	16.0%
Landscaping	476,700	498,000	(21,300)	-4.3%
Total Expense	**$ 735,225**	**$ 691,525**	**$ 43,700**	**6.3%**
Net Profit/(Loss)	**$ 1,067,275**	**$ 6,475**	**$ 1,060,800**	

Housing - Fund Balance Projection for FY24:

Current Fund Balance (Approx):	$	841,514
(+) Projected Revenue:		1,200,000
(-) Projected Budgeted Expense:		(735,225)
(=) Ending Fund Balance FY24:	**$**	**1,306,289**