



2025-26 BUDGET & OPERATING PLANS



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June 17, 2025


Dear Trustees,

I am pleased to present the Fiscal Year 2026 Budget and Operating Plans for Florida SouthWestern State College. This year's prolonged legislative session created complexities that impacted the timing and scale of our planning efforts, however we remain optimistic about the state's long-term support for higher education. To meet the June 30 budget submission deadline, our instruction from the Florida College System was to budget on last year's allocation. We are actively monitoring updates from the state and are prepared to adapt our budgetary strategies as more definitive funding information becomes available.

Within the realities of the challenging fiscal environment, this budget reflects our unwavering commitment to student success and is aligned with our mission and priorities. To ensure fiscal stability, there is a temporary pause on hiring for vacant positions. This measure, while not ideal, enables us to maintain financial stability and direct our limited resources toward essential student services and academic operations. FSW continues to make remarkable progress in delivering on our mission to "transform the lives of our students and enhance the economic vitality of the communities we serve." Our achievements this year have been especially impactful across our mission pillars.

Highlights Include:

- **Academic Excellence:** FSW's CREATIVE Capstone Program served over 940 students across 61 sections and expanded global engagement through study abroad courses in Italy and Ireland. Over 80% of Capstone students achieved "Accomplished" or higher ratings on major assignments.
- **Athletics Leadership:** The FSW Volleyball team made NJCAA history with its third consecutive national championship, while student-athletes collectively earned a record 3.76 team GPA. Community outreach included clinics, volunteer events, and mentorship visits across Southwest Florida.
- **Workforce Innovation:** With support from the FSW Foundation, we launched the Rist Cybersecurity Institute and Frank G. Daveler Entrepreneurship Institute—two cutting-edge centers preparing students for high-demand fields. Nursing programs also expanded thanks to donor support, directly addressing regional healthcare workforce shortages.
- **Student Success and Retention:** The You Got This! Initiative improved retention and engagement through targeted academic support communications, with 87% of surveyed students reporting feeling more supported by FSW.

- 
- Equity and Access: Programs like the Saturday Scholars, Buccaneer Bound Summer Bridge, and REACT Project have extended educational opportunities to underrepresented and returning student populations.
 - Cultural and Global Engagement: We enriched campus life through the One Theme, One College initiative, exhibitions at the Bob Rauschenberg Gallery, and performances from our music and theatre students, reflecting our dedication to a vibrant, inclusive learning environment.

Our FY26 budget reflects a balance between fiscal responsibility and bold innovation – we are committed to adapting to external pressures while protecting the core of what makes FSW exceptional.

Thank you for your steadfast leadership and support. I look forward to the year ahead as we continue to transform lives through education.

Go Bucs!!

Dr. Jeffery Allbritten

Distinguished Budget Presentation Award

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 government entities 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 government entities 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 four budget cycles and seven 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 undergone 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 and Charlotte campuses.



OUR LOCATIONS

Charlotte Campus
26300 Airport Rd.
Punta Gorda, FL 33950
www.FSW.edu/charlotte

Hendry/Glades Curtis Center
1092 East Cowboy Way
LaBelle, FL 33935
www.FSW.edu/hendryglades

Collier Campus
7505 Grand Lely Dr.
Naples, FL 34113
www.FSW.edu/collier

Thomas Edison (Lee) Campus
8099 College Parkway
Fort Myers, FL 33919
www.FSW.edu/lee

FSW's 10 Academic & Career Pathways represent broad areas of interest that help you select which FSW degree or certificate will get you on the path to your career.

Associate in Arts (AA) Transfer Pathways

- | | |
|---------------------------------|-------------------------|
| ● Business | ● Criminal Justice |
| ● Economics/Finance | ● Forensic Science |
| ● Management | ● Forensic Studies |
| ● Marketing | ● Law/Politics |
| ● Software Engineering | ● Biology |
| ● Elementary Education | ● Engineering |
| ● Communication | ● Environmental Science |
| ● English Language & Literature | ● Mathematics |
| ● Humanities | ● Pre-Med/Vet/Dental |
| ● Journalism | ● History |
| ● Visual & Fine Arts | ● Psychology |
| ● Music | ● Social Work |

Associate in Science Degrees (AS)

- | | |
|--|---------------------------------------|
| ● Accounting Technology | ● Early Childhood Education |
| ● Business Administration & Management | ● Emergency Medical Services |
| ● Business Analytics | ● Fire Science Technology |
| ● Supply Chain Management | ● Digital Art & Multimedia Production |
| ● Computer Programming & Analysis | ● Music Production & Technology |
| ● Cybersecurity Operations | ● Crime Scene Technology |
| ● Network Systems Technology | ● Criminal Justice Technology |
| ● Architectural Design & Construction Technology | ● Paralegal Studies |
| ● Civil Engineering Technology | ● Science & Engineering Technology |
| | ● Social & Human Services |

Limited Access Programs

- | | |
|---------------------------------|------------------------------------|
| ● Advanced Medical Assisting | ● Medical Information Coder/Biller |
| ● Cardiovascular Technology | ● Nursing |
| ● Dental Hygiene | ● Paramedic |
| ● Emergency Medical Technician | ● Physical Therapy Assistant |
| ● Firefighter I/II (PSAV) | ● Radiologic Technology |
| ● Health Information Technology | ● Respiratory Care |
| ● Medical Assisting Specialist | |

Bachelor's Degrees

- | | |
|----------------------------------|--------------------------------|
| ● Supervision & Management | ● Cardiopulmonary Sciences |
| ● Information Systems Technology | ● Nursing |
| ● Elementary Education | ● Public Safety Administration |

Certificate Programs

- | | |
|---|--|
| ● Accounting Technology Management | ● Social Media Communications |
| ● Business Development & Entrepreneurship | ● Audio Technology |
| ● Logistics & Technology Support Specialist | ● Digital Media/Multimedia Production |
| ● Small Business Management | ● Stage Technology |
| ● Computer Programmer | ● Crime Scene Technician |
| ● Computer Programming Specialist | ● Digital Forensics |
| ● Information Technology Support Specialist | ● Homeland Security Specialist |
| ● Network Security | ● Real Estate Paralegal |
| ● Child Development Specialization | ● Risk Management & Insurance Management |
| ● Inclusion Specialization | ● Scientific Workforce Preparation |
| ● Preschool Specialization | ● Addiction Services |
| ● Computed Tomography (ATC) | ● Human Services Generalist |
| | ● Youth Development Services |

FLORIDA SOUTHWESTERN STATE COLLEGE



Business



Computing Technologies



Construction, Manufacturing & Industry



Education (Teaching)



Health Sciences



Humanities, Communication & Global Studies



Performing & Visual Arts



Public Safety & Law Studies



Science, Engineering & Math



Social and Behavioral Sciences & Human Services

Academic & Career Pathways

Florida SouthWestern State College

CUSTOMIZE YOUR PROGRAM

Don't see your program here?

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

Florida SouthWestern State College is currently 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.

FSW began the process of seeking institutional accreditation from the Higher Learning Commission (HLC) over a year ago, marking a significant milestone in the college's continued development. The HLC is one of six regional accrediting agencies in the United States recognized by the U.S. Department of Education. It accredits post-secondary institutions and applies rigorous standards to ensure academic quality, institutional integrity, and continuous improvement.

Accreditation by the HLC demonstrates that an institution meets comprehensive criteria in areas such as governance, curriculum, faculty credentials, student support services, and financial stewardship. FSW's pursuit of HLC accreditation is intended to validate the strength of its academic programs, enhance transferability of credits, and affirm the college's accountability to its students and the public.

In addition to accreditation by the SACSCOC, seven Florida SouthWestern State College programs are accredited by 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)

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

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

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

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

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

Mission

The mission of Florida SouthWestern State College is to provide affordable and exceptional academic, cultural and workforce opportunities in a supportive environment that productively transforms the lives of our students and enhances the economic vitality of the communities we serve.

Vision

Florida SouthWestern State College will be a catalyst for educational success by providing innovative open-door pathways that prepare students to be knowledgeable, skilled and productive members of their communities.

Strategic Directions

1. Expand educational opportunities

Goal #1: Work with regional partners to expand enrollment access to FSW degree and certificate programs through quality on-going avenues of communication, college readiness programs, articulation agreements and scholarships.

Goal #2: Create a data-informed and seamless enrollment pipeline and increase the percentage of high school graduates from our service area who apply and enroll.

Goal #3: Support students in goal identification and outline academic pathways to keep students on track to degree and certificate completion.

2. Advance a world-class educational experience

Goal #1: Create and enhance relevant academic and co-curricular programming that develops individuals as well-rounded scholars and educated members of society.

Goal #2: Support curricular and programmatic innovation to enhance the academic experience, facilitate transdisciplinary research and thinking, and advance student achievement.

Goal #3: Create robust student engagement programs that support student connections and promote intellectual, cultural, and civic awareness in the broader community.

Promote a culture of mental, physical and social wellness through student activities programs and events.

3. Innovate classroom and distance education delivery methods to support optimal learning experiences.

Goal #1: Engage in best practices to expand educational delivery techniques and skills to make learning broadly accessible, and responsive to best practices in higher education.

Goal #2: Identify and utilize innovative technologies and learning strategies across all educational programs to enhance academic support and achievement of learning objectives.

Goal #3: Provide on-going professional development opportunities to promote engagement with technologies and teaching techniques that bolster academic achievement.

4. Prepare students for a competitive, skilled workforce.

Goal #1: Respond to community needs for postsecondary academic education and career degree education by identifying, developing, and appropriately expanding our workforce-related curriculum and industry certification, college credit certificate, and degree options.

Goal #2: Develop and maintain relevant associate degrees, bachelor's degrees and certificates as well as articulation agreements to provide opportunities for comprehensive credential attainment that promotes employability of graduates.


Goal #3: Provide non-credit training opportunities and experiences to meet the needs of local businesses, establish internship/apprenticeship opportunities, and provide articulation bridge pathways into high demand certificate and degree programs.

5. Create a Culture Focused on Continuous Improvement

Goal #1: Engage in ongoing professional development to create a positive, welcoming and responsive college climate that attracts a world-class faculty, staff and administration focused on ensuring student success.

Goal #2: Provide support for emerging technologies that enhance learning opportunities and the timely delivery of services to all internal and external constituents.

Goal #3: Develop self-supporting community education programs that highlight FSW's comprehensive outreach and meet a broad range of interests/needs within our community.

 A comprehensive list of department (unit) plans tied to the college's strategic plans is located in the supplemental information section of this budget document.

Strategic Directions & Budget Items

| Strategic Direction | Associated FY26 Budget Item |
|--|--|
| Expand Educational Access | <ul style="list-style-type: none"> Introducing Express Terms to provide students an additional option for a schedule that fits their busy lives Programs like Saturday Scholars, REACT Project, and Buccaneer Bound Summer Bridge increased outreach and enrollment among underserved and returning adult students |
| Advance a World Class Educational Experience | <ul style="list-style-type: none"> Construction will begin on the Building L renovation, and we will complete remodels of Buildings E & F (Collier Campus) and the Nursing building (Charlotte Campus) to enhance learning environments We will continue advancing experiential learning through the CREATIVE Capstone Program and expand study abroad opportunities, preparing students for global citizenship and academic distinction |
| Innovate Online and Distance Education | <ul style="list-style-type: none"> Collaboration with certified faculty developers to create an additional 35 departmental online courses Implementing new service levels (Consultant, Collaborator, Concierge) to support faculty course development needs |
| Prepare Students for a Globally Competitive Workforce | <ul style="list-style-type: none"> Operationalize the Rist Cybersecurity Institute and expand the Frank G. Daveler Entrepreneurship Institute, giving students access to entrepreneurial and tech-driven skill-building Investments in energized learning labs and updated equipment will continue in key programs like Radiologic Technology, aligning with employer needs and industry standards |
| Create a Culture Focused on Inclusion and Continuous Improvement | <ul style="list-style-type: none"> A remodeled facility will be repurposed as the new home for Campus Public Safety Continuous improvement efforts will also focus on technology and operations, including modernizing digital services such as webform processing for academic petitions and expanding usage of FSW's Digital Commons platform for student scholarships |



COLLEGE LEADERSHIP



Julia du Plooy (Chair)
Hendry County



David Ciccarello (Vice-Chair)
Lee County



Kristina Heuser
Collier County



Eviana Martin
Lee County



Lisa Metcalfe Swinto
Lee County



William Banfield
Lee County



Dr. Tyler Patak
Lee County



Denise Murphy
Collier County

President's Executive Cabinet



Dr. Jeffery S. Allbritten, President

With over 30 years in higher education, Dr. Jeffery Allbritten has served in leadership roles at Middle Tennessee State University, Florida State College at Jacksonville, and Broward College in Fort Lauderdale. Prior to becoming FSW's fourth president, he was president of Middle Georgia State University. Since just becoming FSW's president in 2012, Dr. Allbritten has worked with college administrators on initiatives that have reestablished FSW's athletics program; secured a \$5-million-dollar gift from Suncoast Credit Union for the Suncoast Credit Union Arena; expanded FSW's international education programs by establishing university partnerships worldwide; and enhanced research opportunities for FSW faculty and students. Dr. Allbritten holds a Doctorate in Arts degree in chemistry from Middle Tennessee State University, Murfreesboro, a Master of Science degree in Mathematics and a Bachelor of Science degree in Chemistry from Murray State University, Murray, KY. As Chief Administrative Officer, Dr. Allbritten is responsible for the efficient administration of the institution and its programs. He provides vision and leadership and strategically leads every aspect of the college.



Dr. Henry Peel, Chief of Staff

Dr. Peel is responsible for facilitating strategic planning, institutional performance, and compliance with external mandates. His role provides leadership aligned with the College's mission and goals, regularly evaluating and recommending improvements to the organizational structure. He serves as a key advisor to the President, responding to inquiries, assisting with administration, and leading strategic initiatives. Additionally, Dr. Peel oversees special projects, coordinates cross-departmental efforts, and ensures the effective execution of the President's vision for the College.



Dr. Judith Bilsky, 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 for academic affairs and the registrars office.

President's Executive Cabinet



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 of Financial Services, Payroll, Financial Aid, Auxiliary Services and Budget as well as implementation of the college's information security program and cybersecurity initiatives that protect its infrastructure and data.



Dr. Ian Neuhard, Deputy Chief of Staff for Strategic Priorities

Dr. Neuhard plays a pivotal role in advancing the institution's strategic goals and initiatives by supporting the Chief of Staff in the development, implementation, and monitoring of strategic plans and projects that align with FSW's mission and vision. Additionally he oversees Student Life, Admissions and Testing Services at the college and takes a lead role in enrollment management, collaborating with various departments and stakeholders to ensure that initiatives to attract, retain, and support students throughout their academic journey are implemented and monitored.



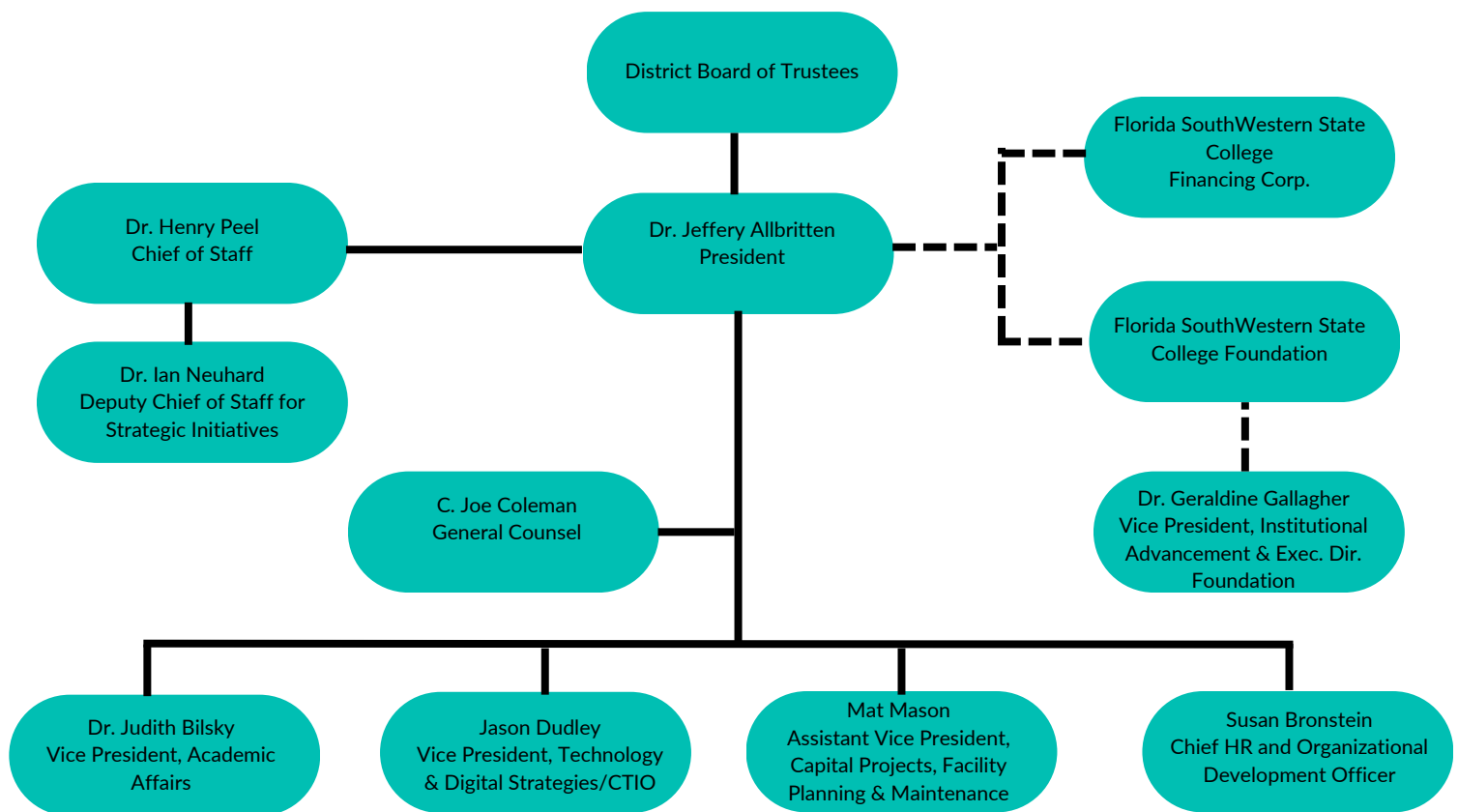
Mat Mason, Assistant Vice President, Capital Project, Facility Planning & Maintenance

Mr. Mason is responsible for overseeing the planning, design, and execution of all capital projects, ensuring that new construction and renovation projects meet institutional standards and strategic goals. Additionally, he oversees Campus Police and ensures that all maintenance operations are conducted efficiently, keeping campus buildings and grounds in optimal condition to provide a safe and conducive learning environment.

Organizational Chart

Office of the President -

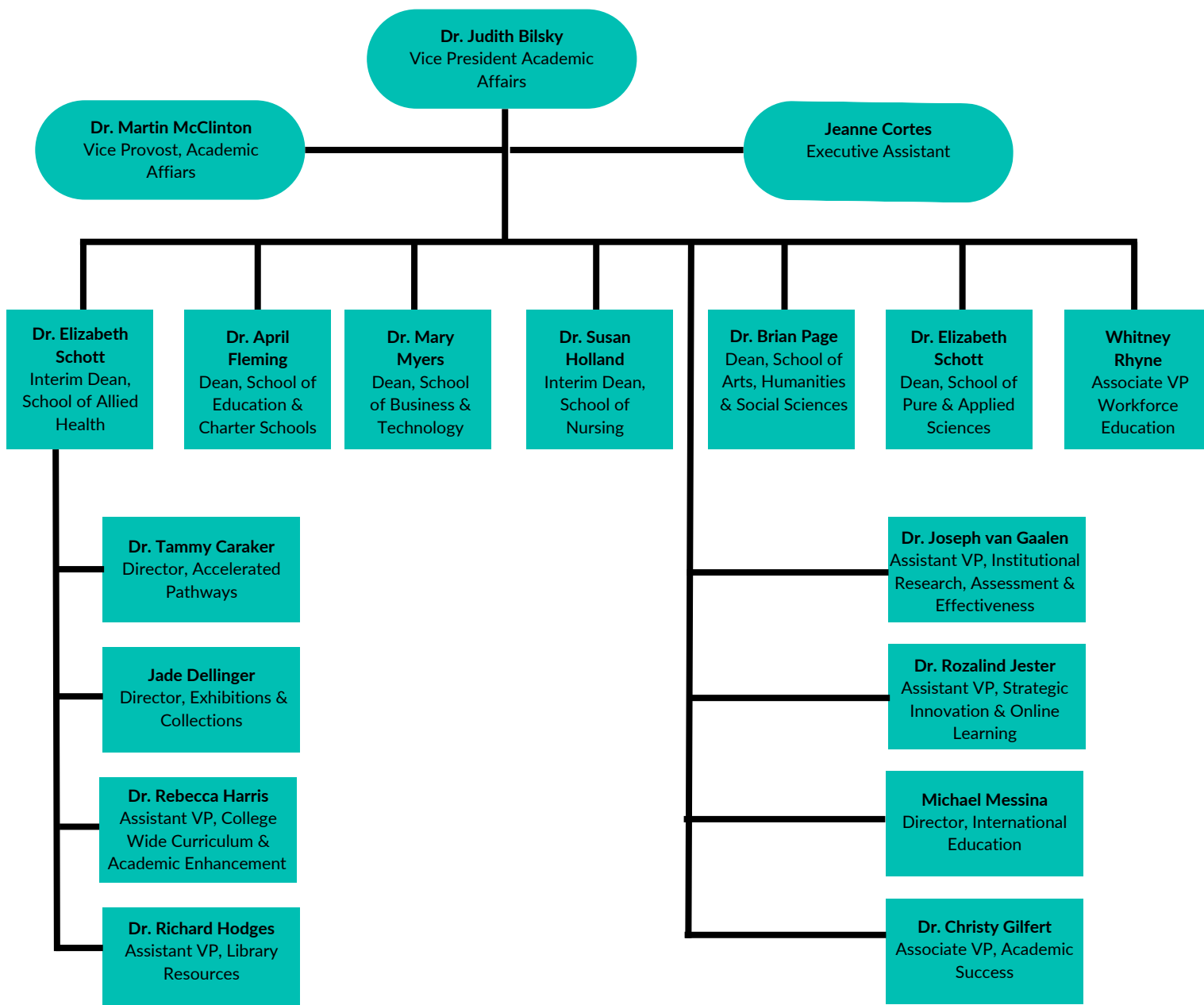
The President is authorized to perform duties and make decisions which are necessary, proper and lawful for the operation of the College. As delegated by the Board of Trustees, the President has the responsibility, authority and duties for leadership, supervision and management of the College in accordance 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, Information Technology, Human Resources and Organization Development, Facilities Planning and the Foundation. All other offices ultimately report directly to the President.



Organizational Chart

Office of the Vice President of Academic Affairs -

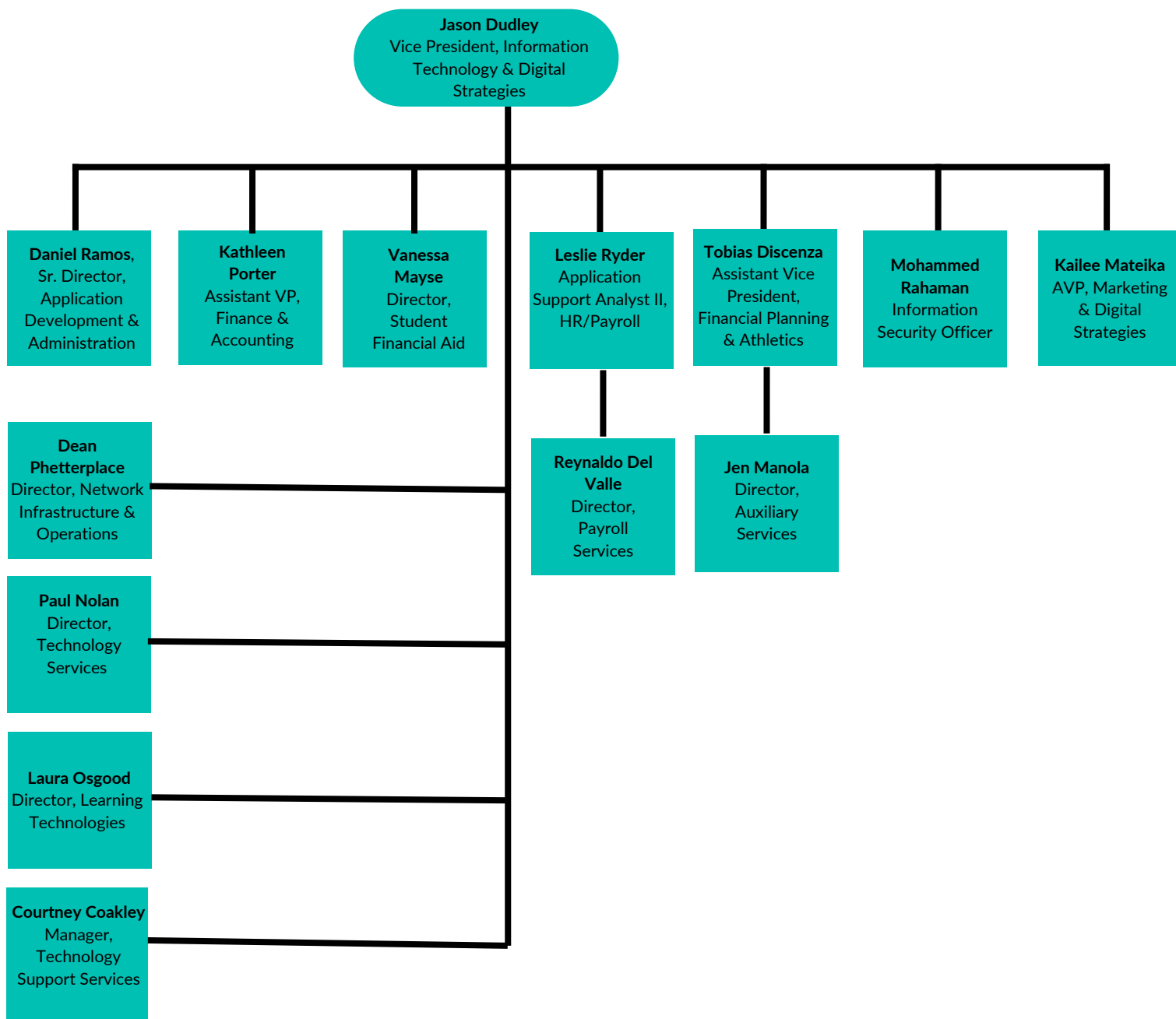
The Office of the VP, Academic Affairs provides direction and oversight to the division of Academic Affairs and is responsible for supporting faculty, overseeing curriculum, regulating academic and performance requirements, and providing leadership to the School of Business and Technology, School of Allied Health, School of Nursing, School of Pure and Applied Sciences, School of Arts, Humanities and Social Sciences, School of Education, International Education and Academic Advising



Organizational Chart

Office of the Vice President of Technology and Digital Strategies/Chief Technology and Information Officer -

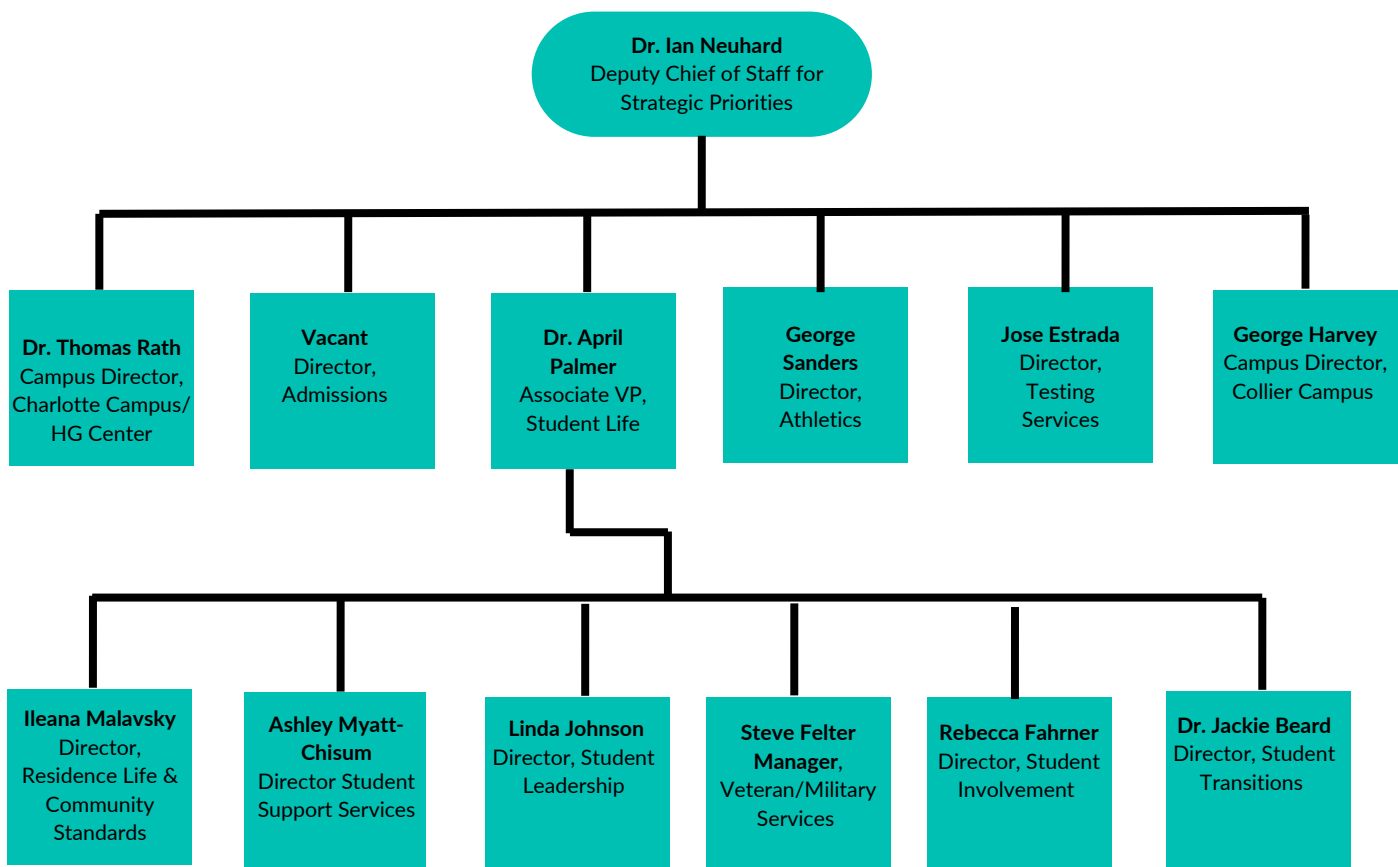
The Office of VP, Information Technology and Digital Strategies is responsible for managing and implementing technology-related initiatives and strategies, leveraging technology and digital transformation to enhance teaching, learning, student experience, cybersecurity, innovation, emerging technologies, 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.



Organizational Chart

Division of Student Affairs and Enrollment Management -

The Division of Student Affairs and Enrollment Management is responsible for establishing a dynamic, co-curricular learning environment that fosters the holistic development, progression, and success of all students. This division includes the offices of CARE and Adaptive Services, Student Leadership, Student Involvement, Student Transitions, Residence Life and Community Standards, Veteran's Services, Admissions, Testing, and Athletics.

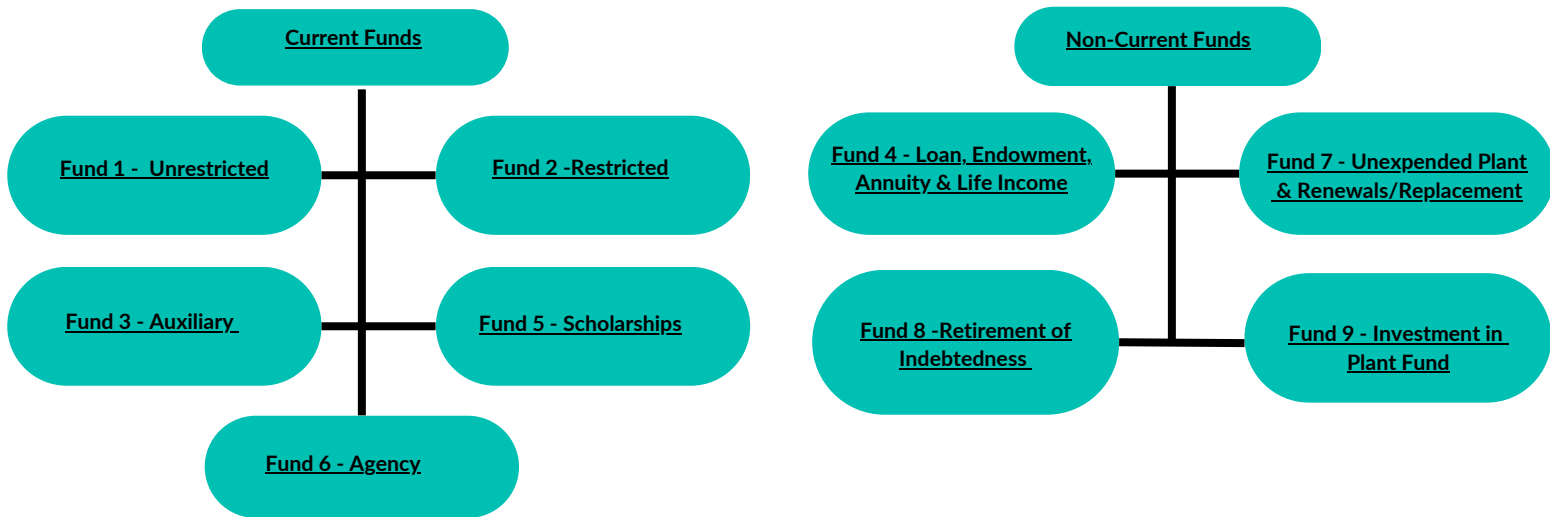




FUND, ACCOUNT & FUNCTIONAL DESCRIPTIONS

Fund Descriptions

Fund Accounting



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

Fund 1 - Current Funds - Unrestricted

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

Fund 2 - Current Funds - Restricted

As in Fund 1, this fund is used to account for those economic resources which may be used to accomplish the primary and supporting objectives of the college, however, such resources have been restricted by the donors or other outside agencies. Local Board of Trustees may not create restricted funds; the restrictions must be imposed by agencies or individuals outside the college. Examples of restricted current funds would be gifts or grants received which may be used only for specified purposes or programs.

Fund Descriptions

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 Descriptions

Fund 6 - Agency Funds

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

Fund 7 - Unexpended Plant and Renewals/Replacement Funds

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

Fund 8 - Retirement of Indebtedness Funds

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

Fund 9 - Invested in Plant Funds

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

Department Funding

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 | Fund 2 | Fund 3 | Fund 4 | Fund 5 | Fund 7 |
|---|-------------------|-----------------|----------------|-----------|--------------------|--------------|
| | Unrestricted Fund | Restricted Fund | Auxiliary Fund | Loan Fund | Financial Aid Fund | 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 | ✓ | ✓ | ✓ | | | ✓ |
| Student Financial Aid | ✓ | ✓ | | ✓ | ✓ | |
| Enterprise Application Systems | ✓ | ✓ | | | | |
| Web Services | ✓ | | | | | |
| Technology Center | ✓ | | ✓ | | | |
| Institutional Reporting & Analysis | ✓ | | ✓ | | | |
| Student Life Departments | | | | | | |
| Vice Provost-Student Affairs | ✓ | ✓ | | | | |
| Admissions | ✓ | ✓ | | | | |
| Testing Services | ✓ | ✓ | | | | |
| Student Transitions | ✓ | ✓ | | | | |
| Assistant VP, Student Life | ✓ | ✓ | | | | |
| Career Services | | ✓ | | | | |
| Adaptive Services | ✓ | ✓ | | | | |
| Student Engagement | ✓ | ✓ | | | | |
| Residence Life | ✓ | ✓ | ✓ | | | |
| Campus Director- Charlotte | ✓ | ✓ | | | | |
| Campus Director- Collier | ✓ | ✓ | | | | |
| Hendry/Glades Site | ✓ | ✓ | | | | |
| Student Services-Hendry Glades Site | ✓ | ✓ | | | | |
| Athletics | ✓ | ✓ | ✓ | | | |
| Men's Baseball | ✓ | ✓ | ✓ | | | |
| Women's Softball | ✓ | ✓ | ✓ | | | |
| Men's Basketball | ✓ | ✓ | ✓ | | | |
| Women's Basketball | ✓ | ✓ | ✓ | | | |
| Volleyball | ✓ | ✓ | ✓ | | | |

Department Funding

| Department | Fund 1 | Fund 2 | Fund 3 | Fund 4 | Fund 5 | Fund 7 |
|--|-------------------|-----------------|----------------|-----------|--------------------|--------------|
| | Unrestricted Fund | Restricted Fund | Auxiliary Fund | Loan Fund | Financial Aid Fund | Capital Fund |
| Academic Departments | | | | | | |
| FSW Online | ✓ | ✓ | | | | |
| Provost | ✓ | ✓ | | | | |
| Exhibitions & Galleries | ✓ | ✓ | | ✓ | | |
| Associate VP, Academic Success | ✓ | | | | | |
| Institutional Research, Assessment & Effectiveness | ✓ | | | | | |
| Academic Advising | ✓ | ✓ | | | | |
| Vice Provost-Academic Affairs | ✓ | ✓ | | | | |
| International Education | ✓ | ✓ | | | | |
| Registrar | ✓ | ✓ | | | | |
| 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 | ✓ | | | | | |
| 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 | ✓ | ✓ | | | | |
| College & Career Readiness | ✓ | | | | | |
| Cornerstone | ✓ | | | | | |
| School of Arts, Humanities & Social Science | ✓ | ✓ | | | | |

Account Descriptions

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.

Account Descriptions

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.

Functional Descriptions

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:

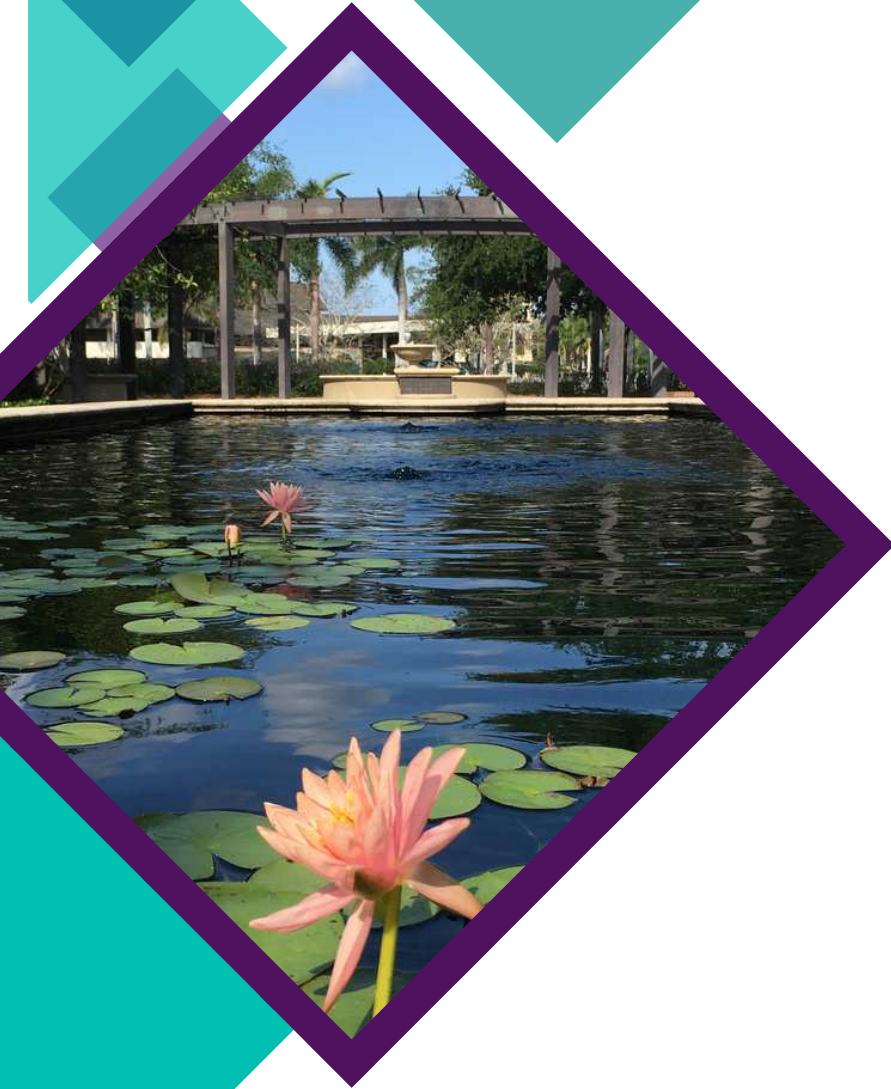
- Real Property (Land, Buildings, Construction in Progress)
- Non-capitalized Personal Property (Equipment & Supplies)
- Capitalized Personal Property (Capital Outlay)

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 2026 the beginning budget for capital expenditures within the operating budget is \$0. As departments determine their needs and funding availability during the year, we expect the budget to increase in order to purchase those items.

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

Budget Development

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.

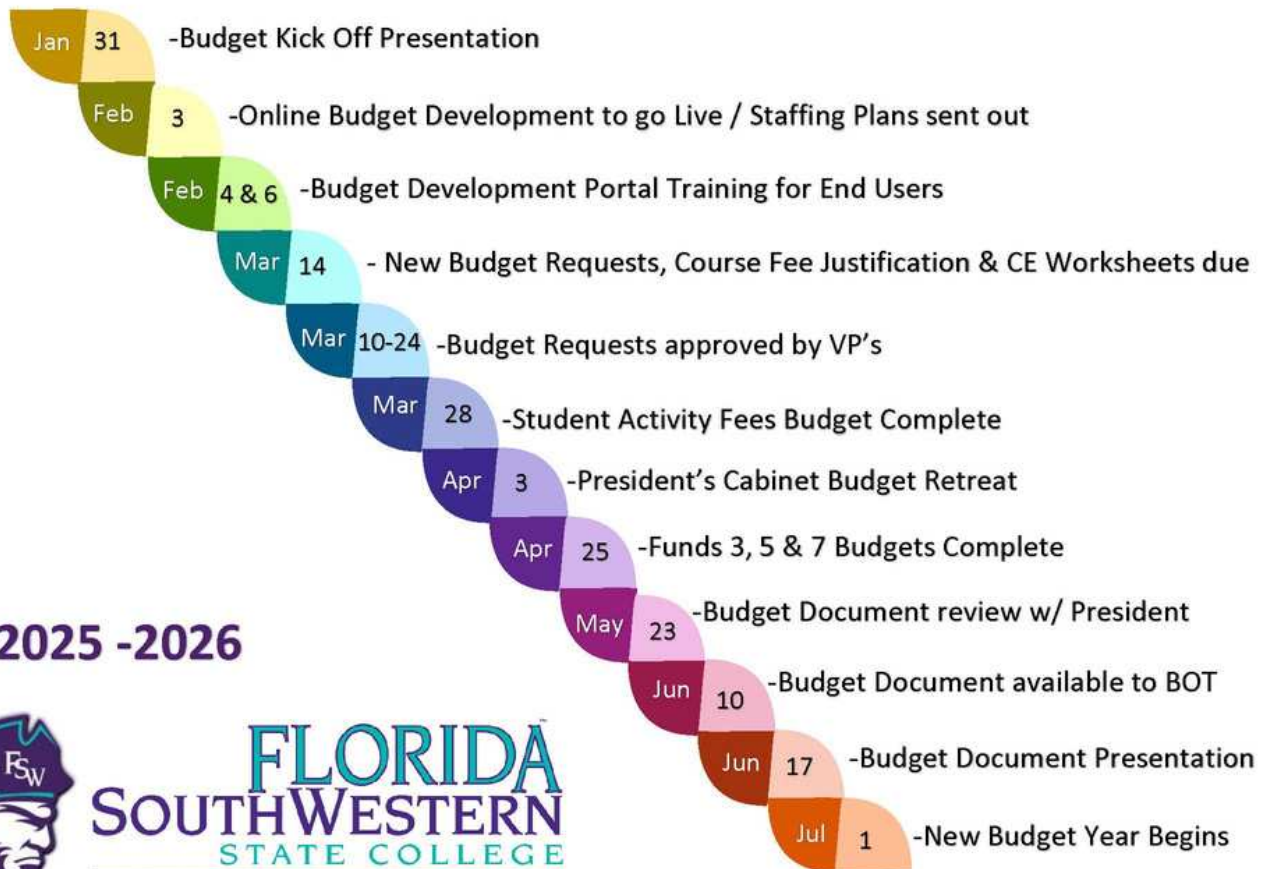
(1) The Chancellor, as designee of the Commissioner of Education, shall approve the operating budget for each community college after an examination for completeness, correctness, conformity with law and rule, State Board of Education guidelines and preparation according to accepted accounting standards. 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 2025 -2026



**FLORIDA
SOUTHWESTERN
STATE COLLEGE**
BUDGET & FINANCIAL PLANNING

Budget Amendments

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

Transfers within funds can be completed by the individual budget administrator provided the transfer is within the budget 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

| Fund Type | 2025-26 Proposed Budget | 2024-25 Original Budget | \$ Change | % Change |
|------------------------------|-------------------------------|-------------------------------|--------------------|---------------|
| Operating Fund | \$94,419,108 | \$96,633,651 | (\$2,214,543) | (2.29%) |
| Restricted Fund | \$11,131,448 | \$10,023,572 | \$1,107,876 | 11.1% |
| Auxiliary Fund | \$1,956,986 | \$1,985,889 | (\$28,903) | (1.4%) |
| Loan Fund | \$65,077 | \$72,308 | (\$7,231) | (10.0%) |
| Financial Aid Fund | \$53,030,875 | \$44,941,631 | \$7,869,244 | 17.5% |
| Plant Fund | \$37,514,358 | \$44,986,577 | (\$7,472,219) | (16.6%) |
| Total Funds Available | \$198,117,852 | \$198,643,628 | (\$745,776) | (.04%) |

Consolidated Funds

Consolidated Budget by Fund

| | Current Funds - Unrestricted | Restricted Fund | Auxiliary Fund | Loan Fund | Financial Aid Fund | Plant Fund | Grand Total |
|--|---------------------------------|-------------------|------------------|---------------|-----------------------|-------------------|--------------------|
| SOURCES OF FUNDS | | | | | | | |
| Student Fees | 32,264,981 | 2,020,586 | - | - | 1,101,450 | 3,716,641 | 39,103,658 |
| Support from State Government | 52,593,519 | 300,000 | - | - | 3,549,500 | 200,000 | 56,643,019 |
| Support from Federal Government | 107,815 | 1,676,461 | - | - | 44,829,699 | - | 46,613,975 |
| Gifts, Contributions, Grants & Contracts | 3,956,128 | 6,967,382 | - | - | 1,495,000 | - | 12,418,510 |
| Sales and Services | 836,010 | - | 2,196,800 | - | - | - | 3,032,810 |
| Other Income | 579,025 | - | - | 65,077 | - | 250,000 | 894,102 |
| Transfers | 105,000 | 167,019 | - | - | 2,055,226 | - | 2,327,245 |
| Fund Balance Transfers | 3,976,630 | - | - | - | - | 37,223,717 | 41,200,347 |
| TOTAL FUNDS AVAILABLE | 94,419,108 | 11,131,448 | 2,196,800 | 65,077 | 53,030,875 | 41,390,358 | 202,233,666 |
| USE OF FUNDS | | | | | | | |
| Staff Costs | | | | | | | |
| Executive/Admin/Managerial | 7,491,303 | 533,736 | 89,826 | - | - | 37,760 | 8,152,625 |
| Instructional Salaries | 19,846,462 | 499,261 | 287,532 | - | - | 146,234 | 20,779,489 |
| Other Professional Staff | 11,902,769 | 1,684,518 | 82,974 | - | - | 26,451 | 13,696,712 |
| Technical/Clerical Salaries | 6,720,452 | 246,071 | - | - | - | - | 6,966,523 |
| Temporary Part-Time Instruction | 5,421,565 | 71,453 | - | - | - | - | 5,493,018 |
| Student Employment | 157,575 | 565,000 | - | - | 10,500 | - | 733,075 |
| Personnel Benefits | 19,894,259 | 1,332,636 | 203,326 | - | - | 124,555 | 21,554,776 |
| Total Staff Costs | 71,434,385 | 4,932,675 | 663,658 | - | 10,500 | 335,000 | 77,376,218 |
| Current Expenses | | | | | | | |
| Travel | 676,938 | 225,455 | 2,000 | - | - | - | 904,393 |
| General Operating Expenses | 8,408,137 | 3,823,492 | 137,800 | 907 | - | 4,509,000 | 16,879,336 |
| Rental Expense | 316,757 | 14,800 | 101,500 | - | - | - | 433,057 |
| Insurance | 2,172,940 | - | - | - | - | - | 2,172,940 |
| Utilities | 2,923,943 | - | 15,000 | - | - | - | 2,938,943 |
| Contract Services | 6,561,008 | 143,300 | 706,700 | - | - | - | 7,411,008 |
| Scholarships/Waivers | 1,775,000 | - | - | - | 53,020,375 | - | 54,795,375 |
| Transfers to Other Funds | - | - | 205,000 | 64,170 | - | 4,370,358 | 4,639,528 |
| Other Expenses | - | 1,955,226 | - | - | - | - | 1,955,226 |
| Contingency | 150,000 | 1,000 | - | - | - | - | 151,000 |
| Total Current Expenses | 22,984,723 | 6,163,273 | 1,168,000 | 65,077 | 53,020,375 | 8,879,358 | 92,280,806 |
| Capital Expenditures | | | | | | | |
| Capital Expenditures | - | 35,500 | 125,328 | - | - | 28,300,000 | 28,460,828 |
| Total Capital Expenditures | - | 35,500 | 125,328 | - | - | 28,300,000 | 28,460,828 |
| TOTAL USES OF FUNDS | 94,419,108 | 11,131,448 | 1,956,986 | 65,077 | 53,030,875 | 37,514,358 | 198,117,852 |
| CHANGE IN FUND BALANCE | - | - | 239,814 | - | - | 3,876,000 | 4,115,814 |

Long-Range Financial Plans

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 | 2025-26 Proposed Budget | 2026-27 Forecast Budget | 2027-28 Forecast Budget | 2028-29 Forecast Budget |
|----------------------------------|--|--|--|--|
| Operating Fund | \$94,419,108 | \$95,363,299 | \$97,270,565 | \$99,215,976 |
| Restricted Fund | \$11,131,448 | \$9,389,560 | \$9,483,456 | \$9,578,290 |
| Auxiliary Fund | \$1,956,986 | \$2,240,736 | \$2,285,551 | \$2,331,262 |
| Loan Fund | \$65,077 | \$66,379 | \$67,706 | \$69,060 |
| Financial Aid Fund | \$53,030,875 | \$53,867,093 | \$54,944,434 | \$56,043,323 |
| Plant Fund | \$37,514,358 | \$27,690,358 | \$9,966,704 | \$6,995,618 |
| Total Funds Available | \$198,117,852 | \$188,617,424 | \$174,018,416 | \$174,233,530 |

Long-Range Financial Plans

| Budget Assumptions | 2025-26 Proposed Budget | 2026-27 Forecast Budget | 2027-28 Forecast Budget | 2028-29 Forecast Budget |
|--------------------|--|---|---|---|
| Operating Fund | Budget includes 2% enrollment increase and no change in state recurring funds | Budget includes flat enrollment and an increase of 1% in state funds. All other revenue sources remain constant over prior year. | Budget includes flat enrollment and an increase of 2% in state funds. All other revenue sources remain constant over prior year. | Budget includes flat enrollment and an increase of 2% in state funds. All other revenue sources remain constant over prior year. |
| Restricted Fund | Budget includes multiple grants from state and federal sources along with private donations | Budget assumes the WIOA, HMIT and Project SERV grants will be fully expended. All other sources of funding remain constant | Budget assumes flat enrollment and no change in grant funding due to planned increase in grant applications to offset grants expiring | Budget assumes flat enrollment and no change in grant funding due to planned increase in grant applications to offset grants expiring |
| Auxiliary Fund | Budget is up from prior year due to increased revenue from BB Mann as well as a new contract with our Bookstore provider | Budget is 2% higher than prior year with the assumption that facility rentals will continue to grow | Budget is 2% higher than prior year with the assumption that facility rentals will continue to grow | Budget is 2% 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 . | Budget includes a slight increase of 2% with the expectation that the stock market will continue to rise as inflation decreases . |
| Financial Aid Fund | Budget assumes 2% enrollment increase from prior year, \$45M of federal funds and \$3.6 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 | Budget includes a slight increase of 2% with the expectation that PELL and Foundation funds will increase |
| Plant Fund | Budget focuses on commencing or completing projects that were funded thru the state in prior years | Budget assumes the majority completion of the 2 appropriations from FY24 and 40% of FY25 appropriations will be expended | Budget assumes all PECO projects will be fully expended and no new appropriations are allocated | Budget assumes a slight increase in capital improvement fees and no new appropriations |

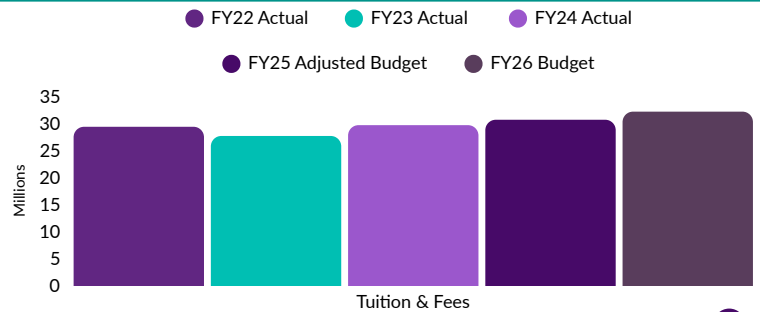


FUND I CURRENT FUNDS
UNRESTRICTED
(OPERATING FUND)

Fund 1

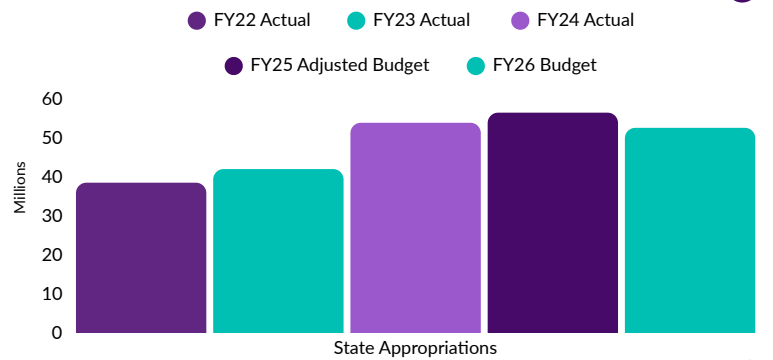
Tuition and Fees -

For FY26, the budget projects a 2% enrollment increase when compared to FY25, and a slight increase in course fee revenue. Overall student tuition and fees has a budget of \$32.2M for FY26.



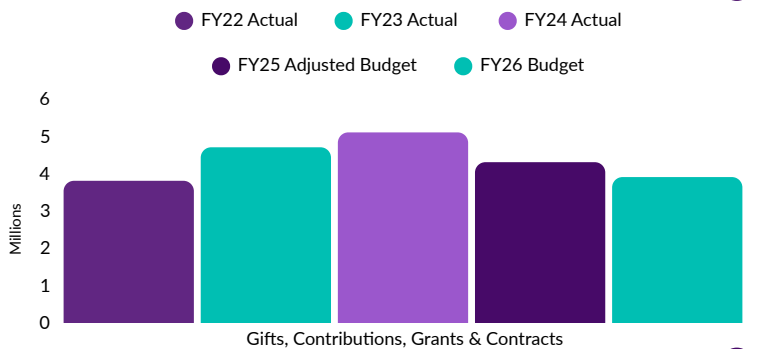
Support from State Government -

The budget for FY26 assumes the same amount of State Appropriations from FY25 excluding two non-recurring allocations, one for the Institute of Innovative & Emerging Technology (IIET) and the other to enhance our Radiologic Technology program. These two appropriations accounted for \$3.7M of the \$56.4M allocated to FSW in FY25.



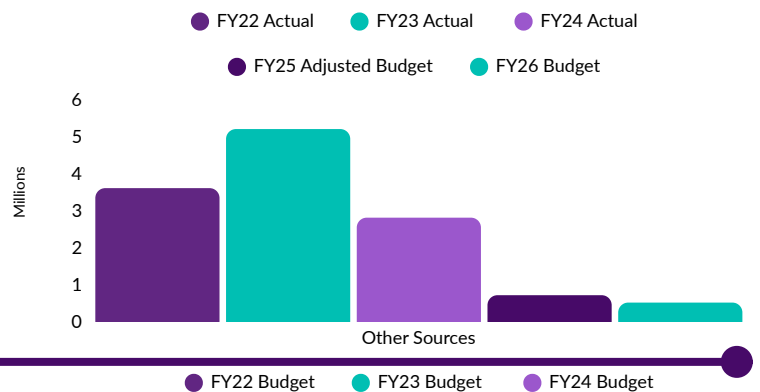
Gifts, Contributions, Grants & Contracts -

Dual enrollment continues to provide a constant revenue source for FSW although we have seen a slight decrease over the last two years. The total budget of \$4.0M includes \$2.6M from traditional DE payments from the school districts and \$1.4M from the indirect costs charged to the two FSW collegiate high schools.



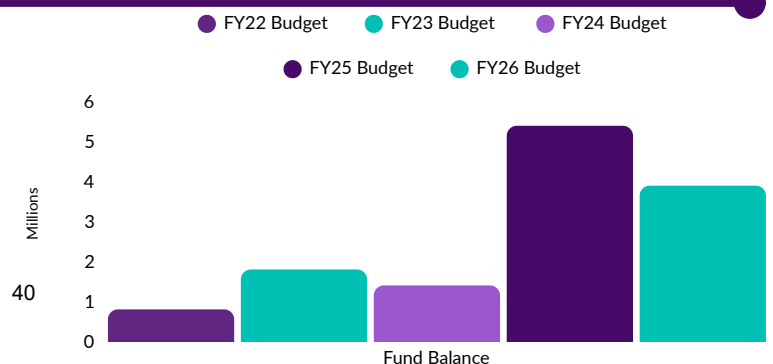
Other Sources -

The colleges' investments have performed well over the last couple of years providing an additional revenue source to the college. The FY26 budget of almost \$600k is inline with the adjusted budget for FY25.



Fund Balance -

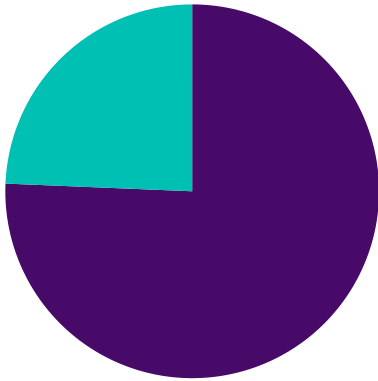
Of the \$3.9M being used from fund balance, \$250k is related to the CyberSecurity funds received from the state in FY24, \$2.1M correspond to one-time funds received in FY25 for the Institute of Emerging Technology (IIET) and to enhance our Radiologic Technology Program, and \$650K to support travel expenses in FY26. The remaining will be used to cover one-time expenses as well as course fee expenses.



Fund 1

● Personnel Expenses

● Current Expenses



Personnel -

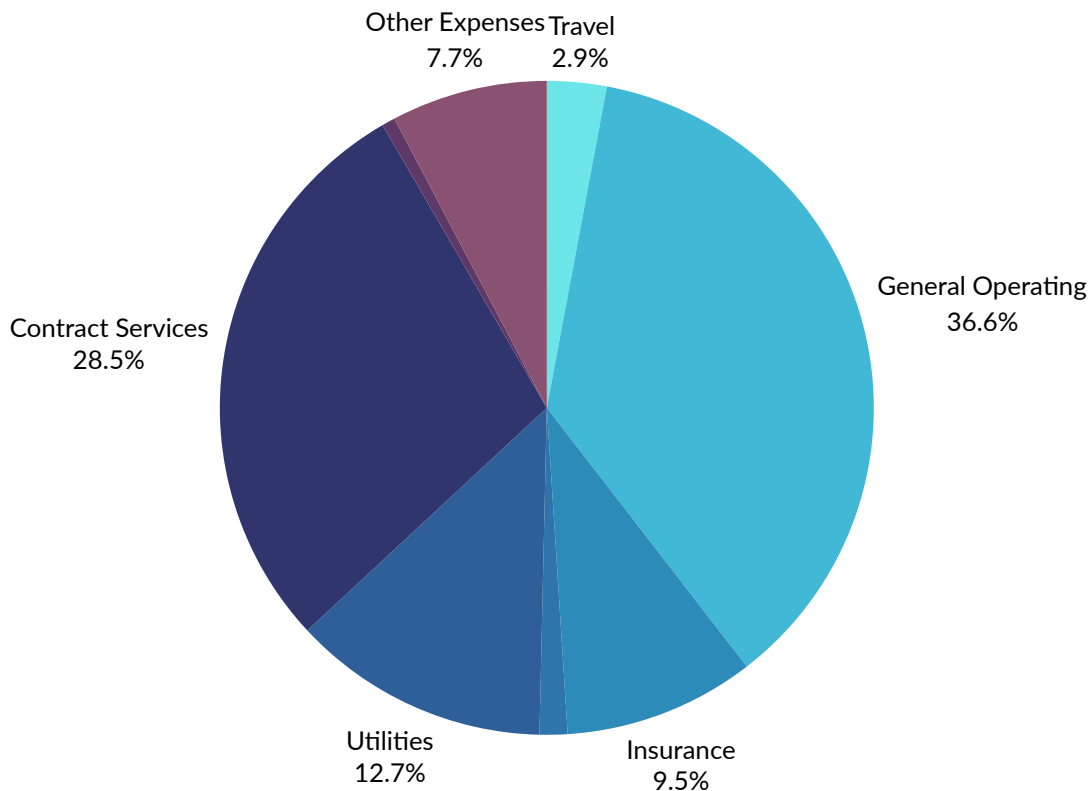
The personnel expense budget for FY26 is \$71.4M which represents 75% of the total expense budget. Included in the personnel budget are recurring increases of 2% salary for staff.

General Operating -

The budget for general operating expenses such as printing, repairs & maintenance, and supplies is \$8.4M. This category is 36.6% of the non-personnel expense budget.

Utilities

The utilities budget is \$2.92M for FY26 representing 12.7% of the non-personnel budget



Insurance

Property, Workers Compensation, Student and General Liability Insurance have a budget of \$2.1M which represents 9.5% of the budget for current expenses.

Contract Services

Contractual agreements such as custodial, grounds maintenance and technology solutions have a budget of \$6.5M for FY26.

Fund 1

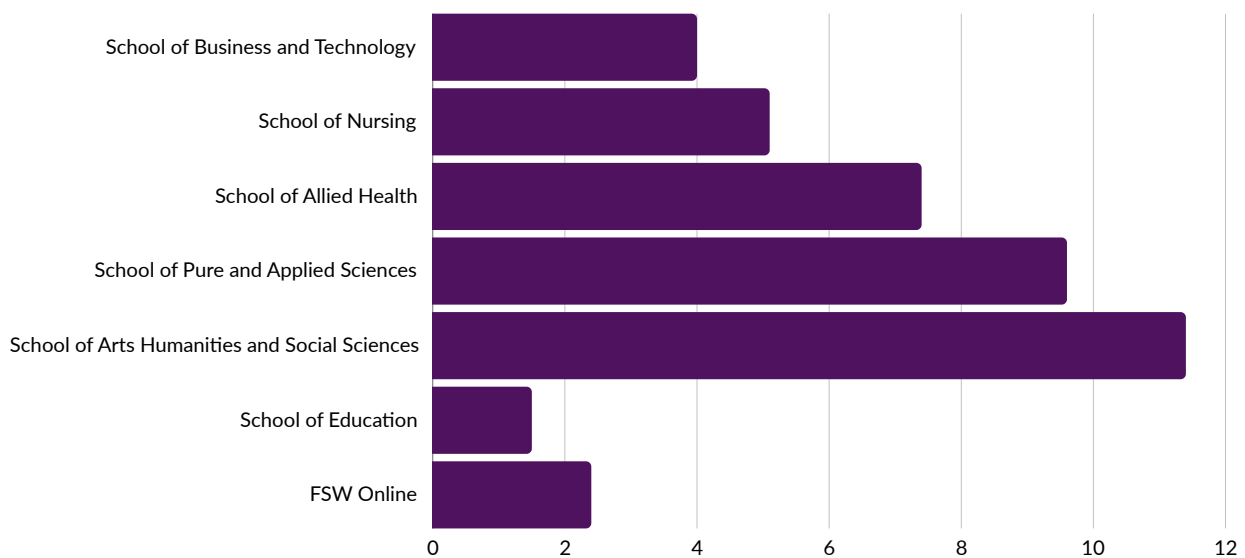
Current Funds - Unrestricted

| | 2025-26 Proposed Budget | 2024-25 Original Budget | 2023-24 Actual Amounts | 2022-23 Actual Amounts | 2021-22 Actual Amounts |
|--|----------------------------|----------------------------|---------------------------|---------------------------|---------------------------|
| SOURCES OF FUNDS | | | | | |
| Student Fees | 32,264,981 | 31,398,962 | 29,760,115 | 27,769,922 | 29,443,830 |
| Support from State Government | 52,593,519 | 56,476,021 | 53,847,585 | 41,924,954 | 38,525,313 |
| Support from Federal Government | 107,815 | 110,933 | 129,984 | 2,039,725 | 1,656,701 |
| Gifts, Contributions, Grants & Contracts | 3,956,128 | 4,061,328 | 5,106,637 | 4,769,457 | 3,848,401 |
| Sales and Services | 836,010 | 816,428 | 1,021,392 | 955,084 | 921,230 |
| Other Income | 579,025 | 696,559 | 2,849,547 | 5,258,474 | 3,642,680 |
| Transfers | 105,000 | 110,000 | 192,204 | 300,413 | 826,630 |
| Fund Balance Transfers | 3,976,630 | 2,963,420 | - | - | - |
| TOTAL FUNDS AVAILABLE | 94,419,108 | 96,633,651 | 92,907,464 | 83,018,029 | 78,864,785 |
| USE OF FUNDS | | | | | |
| Staff Costs | | | | | |
| Executive/Admin/Managerial | 7,491,303 | 6,842,110 | 7,389,099 | 7,314,108 | 6,367,505 |
| Instructional Salaries | 19,846,462 | 20,593,193 | 18,930,842 | 18,292,059 | 17,816,722 |
| Other Professional Staff | 11,902,769 | 13,974,983 | 12,633,959 | 10,736,407 | 10,445,100 |
| Technical/Clerical Salaries | 6,720,452 | 5,369,542 | 5,255,024 | 4,198,970 | 4,234,545 |
| Temporary Part-Time Instruction | 5,421,565 | 5,333,389 | 4,795,444 | 4,652,528 | 4,445,208 |
| Student Employment | 157,575 | 68,265 | 117,253 | 219,709 | 170,493 |
| Personnel Benefits | 19,894,259 | 16,876,403 | 22,219,254 | 13,688,960 | 9,269,883 |
| Total Staff Costs | 71,434,385 | 69,057,885 | 71,340,875 | 59,102,741 | 52,749,456 |
| Current Expenses | | | | | |
| Travel | 676,938 | 629,381 | 620,604 | 493,174 | 330,694 |
| General Operating Expenses | 8,408,137 | 7,719,621 | 6,024,500 | 4,588,789 | 4,286,058 |
| Rental Expense | 316,757 | 500,257 | 297,924 | 339,795 | 349,448 |
| Insurance | 2,172,940 | 2,184,540 | 1,859,923 | 1,731,653 | 1,716,716 |
| Utilities | 2,923,943 | 2,751,306 | 2,670,706 | 2,435,721 | 2,266,186 |
| Contract Services | 6,561,008 | 9,057,161 | 4,617,823 | 4,855,423 | 5,241,169 |
| Scholarships/Waivers | 1,775,000 | 1,775,000 | 1,726,262 | 1,295,315 | 1,464,974 |
| Transfers to Other Funds | - | - | 3,331,768 | 2,644,784 | 3,224,865 |
| Other Expenses | - | - | 340,080 | (18,282) | 90,901 |
| Contingency | 150,000 | 150,000 | - | - | - |
| Reserves | - | 2,000,000 | - | - | - |
| Total Current Expenses | 22,984,723 | 26,767,266 | 21,489,590 | 18,366,372 | 18,971,011 |
| Capital Expenditures | | | | | |
| Capital Expenditures | - | 808,500 | 1,177,219 | 710,548 | 311,692 |
| Total Capital Expenditures | - | 808,500 | 1,177,219 | 710,548 | 311,692 |
| TOTAL USES OF FUNDS | 94,419,108 | 96,633,651 | 94,007,684 | 78,179,661 | 72,032,159 |
| CHANGE IN FUND BALANCE | - | - | (1,100,220) | 4,838,368 | 6,832,626 |

Fund 1

Operating Fund - Budget by School

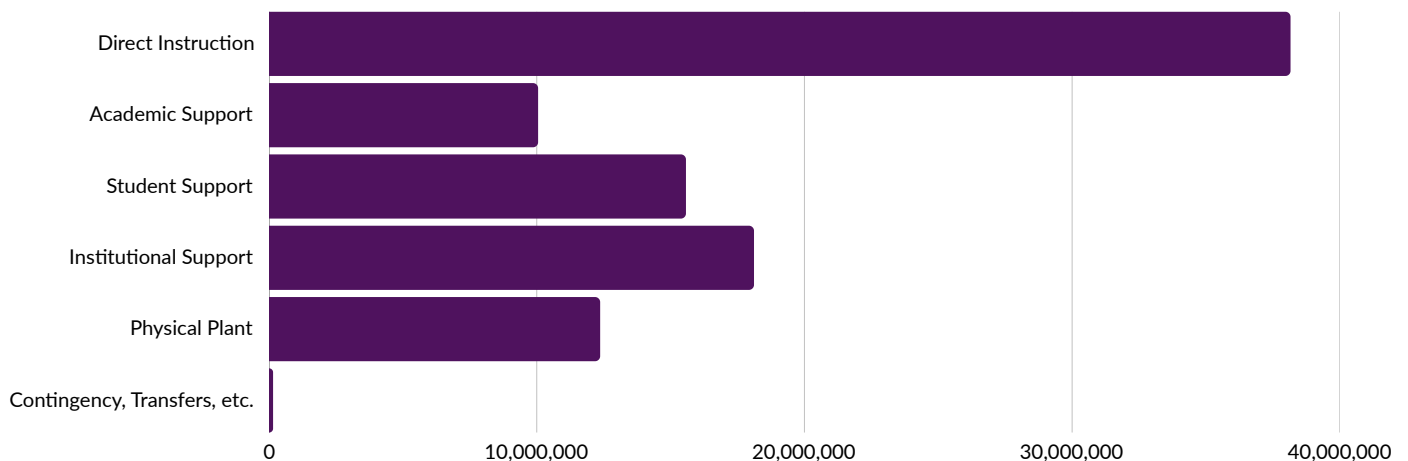
| | School of Business & Technology | School of Nursing | School of Allied Health | School of Pure and Applied Sciences | School of Arts and Humanities and Social Sciences | School of Education | FSW Online |
|---------------------------------|---------------------------------------|----------------------|----------------------------|---|---|------------------------|------------------|
| USE OF FUNDS | | | | | | | |
| Staff Costs | | | | | | | |
| Executive/Admin/Managerial | 246,984 | 225,420 | 219,300 | 229,602 | 227,352 | 227,352 | 306,069 |
| Instructional Salaries | 1,770,722 | 2,328,395 | 2,123,800 | 5,791,307 | 6,141,536 | 689,365 | - |
| Other Professional Staff | 99,399 | 141,981 | 390,796 | 48,555 | 12,800 | 32,075 | 536,125 |
| Technical/Clerical Salaries | 118,420 | 160,129 | 240,807 | 175,235 | 99,169 | 52,169 | 117,031 |
| Temporary Part-Time Instruction | 619,897 | 981,888 | 902,904 | 745,120 | 2,000,446 | 82,500 | - |
| Personnel Benefits | 794,630 | 1,072,425 | 1,144,009 | 2,449,856 | 2,780,952 | 364,961 | 372,691 |
| Total Staff Costs | 3,650,052 | 4,910,238 | 5,021,616 | 9,439,675 | 11,262,255 | 1,448,422 | 1,331,916 |
| Current Expenses | | | | | | | |
| Travel | 25,284 | 4,152 | 35,145 | 4,161 | 599 | 7,408 | - |
| General Operating Expenses | 327,627 | 177,845 | 1,825,813 | 157,637 | 177,334 | 57,115 | 1,066,856 |
| Rental Expense | - | 3,027 | 15,576 | - | 36,456 | - | - |
| Insurance | 200 | 11,056 | 7,808 | - | - | - | - |
| Utilities | - | - | 232 | 1,525 | - | - | - |
| Contract Services | 8,315 | 4,112 | 572,892 | - | 17,030 | 53,572 | 40,935 |
| Total Current Expenses | 361,426 | 200,192 | 2,457,466 | 163,323 | 231,419 | 118,095 | 1,107,791 |
| TOTAL USES OF FUNDS | 4,011,478 | 5,110,430 | 7,479,082 | 9,602,998 | 11,493,674 | 1,566,517 | 2,439,707 |
| % OF TOTAL | 9.6 % | 12.3 % | 17.9 % | 23.0 % | 27.6 % | 3.8 % | 5.9 % |



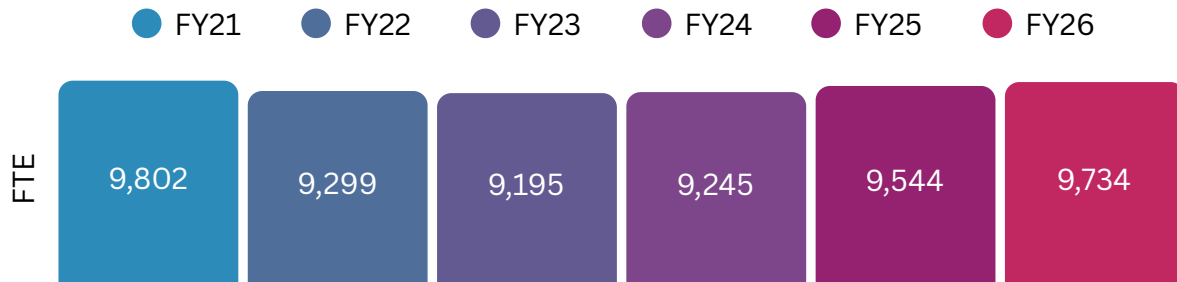
Fund 1

Operating Fund - Budget by Program

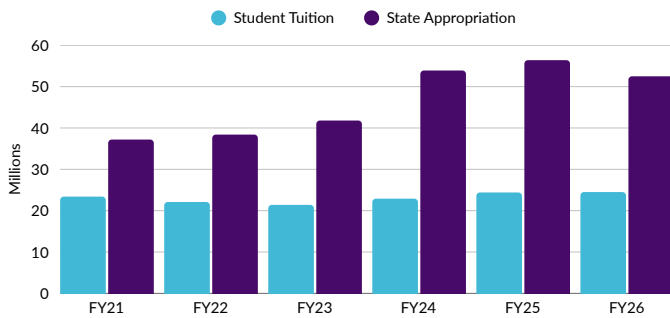
| | Direct Instruction | Academic Support | Student Support | Institutional Support | Physical Plant | Contingency, Transfers, etc. | Total |
|---------------------------------|--------------------|-------------------|-------------------|-----------------------|-------------------|------------------------------|-------------------|
| USE OF FUNDS | | | | | | | |
| Staff Costs | | | | | | | |
| Executive/Admin/Managerial | 356,278 | 2,571,058 | 1,281,524 | 2,757,342 | 525,101 | - | 7,491,303 |
| Instructional Salaries | 18,907,443 | 455,896 | 483,123 | - | - | - | 19,846,462 |
| Other Professional Staff | 466,811 | 1,696,580 | 4,301,636 | 4,938,695 | 499,047 | - | 11,902,769 |
| Technical/Clerical Salaries | 541,620 | 1,599,359 | 1,533,636 | 600,000 | 2,445,837 | - | 6,720,452 |
| Temporary Part-Time Instruction | 5,383,036 | 733 | 13,715 | 3,536 | 20,545 | - | 5,421,565 |
| Student Employment | 51,810 | - | 105,765 | - | - | - | 157,575 |
| Personnel Benefits | 7,724,302 | 2,623,908 | 3,586,032 | 4,165,382 | 1,794,635 | - | 19,894,259 |
| Total Staff Costs | 33,431,300 | 8,947,534 | 11,305,431 | 12,464,955 | 5,285,165 | - | 71,434,385 |
| Current Expenses | | | | | | | |
| Travel | 76,326 | 201,377 | 291,298 | 98,654 | 9,283 | - | 676,938 |
| General Operating Expenses | 3,874,886 | 593,100 | 1,451,423 | 1,006,115 | 1,482,613 | - | 8,408,137 |
| Rental Expense | 59,497 | 42,341 | 13,830 | 128,070 | 73,019 | - | 316,757 |
| Insurance | 19,064 | - | - | 2,153,876 | - | - | 2,172,940 |
| Utilities | 1,757 | - | - | - | 2,922,186 | - | 2,923,943 |
| Contract Services | 696,283 | 266,418 | 737,082 | 2,264,556 | 2,596,669 | - | 6,561,008 |
| Scholarships/Waivers | - | - | 1,775,000 | - | - | - | 1,775,000 |
| Contingency | - | - | - | - | - | 150,000 | 150,000 |
| Reserves | - | - | - | - | - | - | - |
| Total Current Expenses | 4,727,813 | 1,103,236 | 4,268,633 | 5,651,271 | 7,083,770 | 150,000 | 22,984,723 |
| TOTAL USES OF FUNDS | 38,159,113 | 10,050,770 | 15,574,064 | 18,116,226 | 12,368,935 | 150,000 | 94,419,108 |
| % OF TOTAL | 40.4 % | 10.6 % | 16.5 % | 19.2 % | 13.1 % | 0.2 % | 100.0 % |



Fund 1



The graph illustrates a steady recovery and growth in Full-Time Equivalent (FTE) enrollment at Florida SouthWestern State College over the past six years. After a slight decline from FY21 (9,802) to FY23 (9,195), FTE numbers began to rise again, reaching 9,544 in FY25 and a projected 9,734 in FY26. This upward trend reflects the College's ongoing efforts to enhance student engagement, retention, and access to educational opportunities.



The graph displays a comparison of revenue from student tuition and state appropriations at Florida SouthWestern State College from FY21 to FY26. Over this period, student tuition revenue remains relatively stable, hovering just above \$20 million annually. In contrast, state appropriations show a clear upward trend, rising from approximately \$35 million in FY21 to over \$50 million by FY25, before a slight dip in FY26. This pattern highlights the increasing role of state funding in supporting the College's operations, while tuition revenue remains consistent, reflecting efforts to maintain affordability for students.



The graph illustrates a steady increase in state recurring funds allocated per Full-Time Equivalent (FTE) student from FY21 through FY26. Starting at just under \$4,000 per FTE in FY21, funding has risen consistently each year, reaching over \$5,000 per FTE by FY24 and maintaining that level through FY26. This upward trend demonstrates the state's growing investment in each student's education at Florida SouthWestern State College, supporting enhanced academic services, infrastructure, and student success initiatives.

Fund 1 - Fund Balance

| | CURRENT FUNDS - UNRESTRICTED |
|---|---------------------------------|
| BEGINNING FUND BALANCE - JULY 1, 2025: | |
| ESTIMATED AFR FUND BALANCE - JUNE 30, 2025 (IF DEBIT BALANCE USE "MINUS SIGN") | 25,317,947 |
| ADD AMOUNT EXPECTED TO BE FINANCED IN FUTURE YEARS (USE PLUS SIGN) | 42,485,715 |
| TOTAL RESERVE AND UNENCUMBERED FUND BALANCE - JULY 1, 2025 | 67,803,662 |
| ADD: REVENUES | 90,337,478 |
| TRANSFERS IN | 105,000 |
| TOTAL RECEIPTS | 90,442,478 |
| TOTAL ESTIMATED AVAILABLE | 158,246,140 |
| DEDUCT: EXPENDITURES | 94,419,108 |
| TRANSFERS OUT | 0 |
| TOTAL DISBURSEMENTS | 94,419,108 |
| ESTIMATED FUND BALANCE - JUNE 30, 2026: | |
| TOTAL AVAILABLE LESS DISBURSEMENTS | 63,827,032 |
| ADD ACCRUED LEAVE EXPENSE (GLC 59300) | 0 |
| TOTAL ESTIMATED RESERVE AND UNENCUMBERED FUND BALANCE - JUNE 30, 2026 | 63,827,032 |
| LESS ESTIMATED AMOUNT EXPECTED TO BE FINANCED IN FUTURE YEARS (GLC 30800) - JUNE 30, 2026 | 42,485,715 |
| TOTAL ESTIMATED FUND BALANCE - JUNE 30, 2026 | 21,341,317 |
| ESTIMATED UNENCUMBERED FUND BALANCE - JUNE 30, 2026 (Includes GL's: 30200, 30300, 30400, 30500, 30600, 30700, 30900, and 31100) | 21,341,317 |
| PERCENT OF ESTIMATED UNENCUMBERED FUND BALANCE AS OF JUNE 30 2026, TO ESTIMATED FUNDS AVAILABLE | 13.49% |



FUND 2 CURRENT FUNDS RESTRICTED

Restricted Fund

Restricted Fund

| | 2025-26 Proposed Budget | 2024-25 Original Budget | 2023-24 Actual Amounts | 2022-23 Actual Amounts | 2021-22 Actual Amounts |
|--|----------------------------|----------------------------|---------------------------|---------------------------|---------------------------|
| SOURCES OF FUNDS | | | | | |
| Student Fees | 2,020,586 | 1,902,275 | 1,949,310 | 1,711,795 | 1,912,417 |
| Support from State Government | 300,000 | 1,907,235 | 280,239 | 1,197,982 | 983,752 |
| Support from Federal Government | 1,676,461 | 1,988,300 | 4,463,819 | 16,685,283 | 31,867,938 |
| Gifts, Contributions, Grants & Contracts | 6,967,382 | 3,881,897 | 3,181,915 | 2,584,724 | 3,408,717 |
| Other Income | - | 184,908 | 337,270 | 366,438 | 308,363 |
| Transfers | 167,019 | 158,957 | 1,444,262 | 1,675,653 | 1,213,344 |
| TOTAL FUNDS AVAILABLE | 11,131,448 | 10,023,572 | 11,656,815 | 24,221,875 | 39,694,531 |
| USE OF FUNDS | | | | | |
| Staff Costs | | | | | |
| Executive/Admin/Managerial | 533,736 | 471,810 | 333,850 | 459,402 | 151,761 |
| Instructional Salaries | 499,261 | 556,969 | 182,476 | 140,574 | 165,563 |
| Other Professional Staff | 1,684,518 | 2,216,776 | 1,542,575 | 1,544,433 | 1,518,666 |
| Technical/Clerical Salaries | 246,071 | 95,809 | 20,936 | 44,558 | 13,780 |
| Temporary Part-Time Instruction | 71,453 | 91,253 | 56,322 | 57,788 | 67,365 |
| Student Employment | 565,000 | 405,000 | 470,469 | 395,124 | 430,629 |
| Personnel Benefits | 1,332,636 | 1,185,753 | 739,665 | 695,172 | 566,351 |
| Total Staff Costs | 4,932,675 | 5,023,370 | 3,346,293 | 3,337,051 | 2,914,115 |
| Current Expenses | | | | | |
| Travel | 225,455 | 304,276 | 502,746 | 490,214 | 490,014 |
| General Operating Expenses | 3,823,492 | 3,430,305 | 1,061,226 | 6,988,467 | 4,253,950 |
| Rental Expense | 14,800 | 23,000 | 5,670 | 9,097 | 29,862 |
| Insurance | - | - | - | 1,978 | 34,985 |
| Utilities | - | - | 13,033 | 312 | 55 |
| Contract Services | 143,300 | 520,855 | 488,324 | 1,671,246 | 1,496,863 |
| Grant Participant Supp Costs | - | - | - | - | 17,260,640 |
| Scholarships/Waivers | - | - | 180,728 | 1,297,460 | 240,400 |
| Transfers to Other Funds | 1,955,226 | - | 2,833,126 | 1,969,905 | 2,983,092 |
| Other Expenses | 1,000 | 22,300 | 2,467,322 | 6,554,063 | 7,610,856 |
| Total Current Expenses | 6,163,273 | 4,300,736 | 7,552,175 | 18,982,742 | 34,400,717 |
| Capital Expenditures | | | | | |
| Capital Expenditures | 35,500 | 699,466 | 825,958 | 2,308,485 | 1,686,503 |
| Total Capital Expenditures | 35,500 | 699,466 | 825,958 | 2,308,485 | 1,686,503 |
| TOTAL USES OF FUNDS | 11,131,448 | 10,023,572 | 11,724,426 | 24,628,278 | 39,001,335 |
| CHANGE IN FUND BALANCE | 0 | 0 | (67,611) | (406,403) | 693,196 |

Restricted Fund

Federal Grants

| Title | 2025-26 Proposed Budget | 2024-25 Original Budget |
|--|-------------------------|-------------------------|
| Carl D. Perkins | \$766,461 | \$624,738 |
| Project SERV | \$60,000 | \$189,222 |
| ARPA | \$0 | \$189,964 |
| Train the Trainer - Hazardous Materials | \$0 | \$190,000 |
| Train the Trainer - Hazardous Materials #2 | \$300,000 | \$394,376 |
| College Work Study | \$550,000 | \$400,000 |
| Total Federal Grants | \$1,676,461 | \$1,988,300 |

State Grants

| Title | 2025-26 Proposed Budget | 2024-25 Original Budget |
|--|-------------------------|-------------------------|
| Workforce Innovation and Opportunity Act | \$300,000 | \$1,468,550 |
| Teacher Apprenticeship Program | \$0 | \$438,685 |
| Total State Grants | \$300,000 | \$1,907,235 |

*Amounts for 2025-26 proposed budget represent remaining funds available from grant or contract, not the initial amount awarded

Restricted Fund

Gifts, Private Grants & Contracts

| Title | 2025-26 Proposed Budget | 2024-25 Original Budget |
|--|-------------------------|-------------------------|
| Academic Improvement Trust Fund | \$199,195 | \$199,287 |
| Schulze Foundation | \$460,000 | \$100,000 |
| Financing Corporation | \$239,027 | \$184,908 |
| FSW Foundation Staff | \$899,492 | \$744,224 |
| Foundation Scholarships | \$1,955,226 | \$1,501,601 |
| Copham Family Gift (Nursing) | \$458,995 | \$440,768 |
| Rist Family Gift (Respiratory Care) | \$255,000 | \$100,000 |
| Rist Family Gift (Cybersecurity) | \$500,000 | \$400,000 |
| Sublett Family Gift (Cardiovascular Tech.) | \$90,000 | \$100,000 |
| Daveler Entrepreneurship Institute | \$720,200 | \$272,417 |
| Daveler Innovation Center | \$1,000,000 | \$0 |
| SWFL Children's Charity | \$44,000 | \$48,600 |
| Foundation Program support | \$146,247 | \$75,000 |
| Total Gifts, Private Grants & Contracts | \$6,967,382 | \$4,066,805 |

*Amounts for 2025-26 proposed budget represent remaining funds available from grant or contract, not the initial amount awarded

Restricted Fund

Student Activity Fees & Transfers

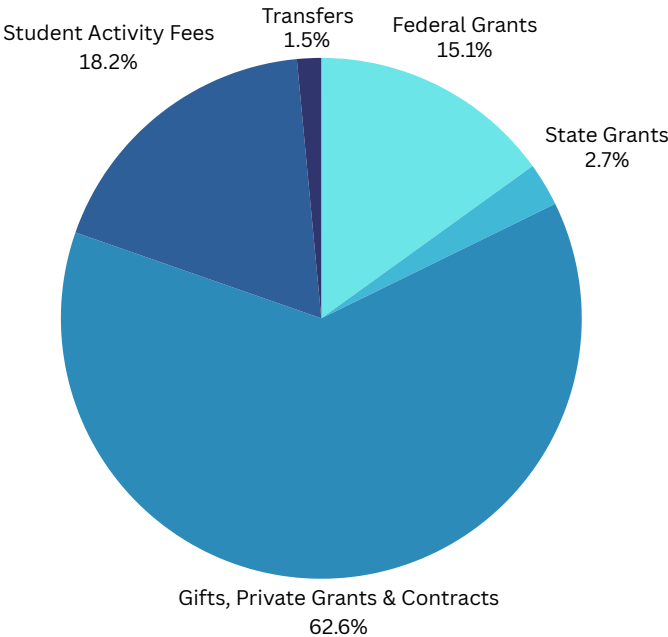
| Title | 2025-26 Proposed Budget | 2024-25 Original Budget |
|---|-------------------------|-------------------------|
| Student Engagement | \$627,176 | \$569,355 |
| Athletics | \$1,393,410 | \$1,332,920 |
| Total Student Activity fees & Transfers | \$2,020,586 | \$1,902,275 |

Transfers

| Title | 2025-26 Proposed Budget | 2024-25 Original Budget |
|---------------------------------|-------------------------|-------------------------|
| Transfers In (From Other Funds) | \$167,019 | \$158,957 |
| Total Transfers | \$167,019 | \$158,957 |

| | | |
|------------------------|--------------|--------------|
| Total Restricted Funds | \$11,131,448 | \$10,023,572 |
|------------------------|--------------|--------------|

% of Total
Restricted Budget





FUND 3 AUXILIARY FUNDS

Auxiliary Fund

Auxiliary Fund

| | 2025-26 Proposed Budget | 2024-25 Original Budget | 2023-24 Actual Amounts | 2022-23 Actual Amounts | 2021-22 Actual Amounts |
|--|----------------------------|----------------------------|---------------------------|---------------------------|---------------------------|
| SOURCES OF FUNDS | | | | | |
| Gifts, Contributions, Grants & Contracts | - | - | 4,500 | 10,000 | - |
| Sales and Services | 2,196,800 | 1,738,800 | 2,466,436 | 2,128,753 | 2,234,560 |
| Other Income | - | - | (145,980) | 946,028 | 1,780,950 |
| Transfers | - | - | 7,977 | 568,584 | 21,304 |
| Fund Balance Transfers | - | 247,089 | - | - | - |
| TOTAL FUNDS AVAILABLE | 2,196,800 | 1,985,889 | 2,332,933 | 3,653,365 | 4,036,814 |
| USE OF FUNDS | | | | | |
| Staff Costs | | | | | |
| Executive/Admin/Managerial | 89,826 | 91,217 | 87,628 | 91,052 | 78,595 |
| Other Professional Staff | 287,532 | 304,423 | 349,784 | 346,755 | 327,018 |
| Technical/Clerical Salaries | 82,974 | - | 1,140 | 207,192 | 113,952 |
| Temporary Part-Time Instruction | - | - | - | 12,540 | 5,059 |
| Other Temporary Personnel | - | - | 115,617 | 69,376 | 72,713 |
| Student Employment | - | - | 1,752 | 1,801 | 1,600 |
| Personnel Benefits | 203,326 | 136,787 | 195,542 | 251,881 | 192,231 |
| Total Staff Costs | 663,658 | 532,427 | 751,463 | 980,597 | 791,168 |
| Current Expenses | | | | | |
| Travel | 2,000 | 4,000 | 9,819 | 2,495 | 43,402 |
| General Operating Expenses | 137,800 | 191,100 | 278,616 | 227,799 | 265,281 |
| Rental Expense | 101,500 | 133,500 | 113,705 | 97,885 | 79,483 |
| Insurance | - | - | 389 | 601 | 1,696 |
| Utilities | 15,000 | 15,000 | 10,802 | 9,773 | 14,331 |
| Contract Services | 706,700 | 689,000 | 758,010 | 746,448 | 725,274 |
| Transfers to Other Funds | 205,000 | 210,000 | 222,336 | 752,178 | 227,645 |
| Other Expenses | - | - | 13,205 | 28,826 | 18,319 |
| Total Current Expenses | 1,168,000 | 1,242,600 | 1,406,882 | 1,866,005 | 1,375,431 |
| Capital Expenditures | | | | | |
| Capital Expenditures | 125,328 | 210,862 | 194,931 | 166,264 | 108,892 |
| Total Capital Expenditures | 125,328 | 210,862 | 194,931 | 166,264 | 108,892 |
| TOTAL USES OF FUNDS | 1,956,986 | 1,985,889 | 2,353,276 | 3,012,866 | 2,275,491 |
| CHANGE IN FUND BALANCE | 239,814 | - | (20,343) | 640,499 | 1,761,323 |

Auxiliary Fund

| Area | Total Revenue | Personnel Expense | Operating Expense | Total Expense | Profit/Loss |
|--------------------------------|--------------------|-------------------|--------------------|--------------------|------------------|
| Bookstore Operations | \$320,000 | \$0 | \$1,000 | \$1,000 | \$319,000 |
| BB Mann Performing Arts | \$765,000 | \$0 | \$160,000 | \$160,000 | \$605,000 |
| Food Service/Vending | \$50,000 | \$0 | \$417,000 | \$417,000 | (\$367,000) |
| Concessions | \$141,300 | \$93,176 | \$44,500 | \$137,676 | \$3,624 |
| WEPA/Admin Printing/Print Shop | \$162,000 | \$0 | \$111,828 | \$111,828 | \$50,172 |
| Arena Events | \$565,000 | \$130,576 | \$326,000 | \$456,576 | \$108,424 |
| Facility Rentals | \$153,500 | \$130,462 | \$23,000 | \$153,462 | \$38 |
| PicklePlex | \$10,000 | \$0 | \$0 | \$0 | \$10,000 |
| Cell Tower | \$30,000 | \$0 | \$0 | \$0 | \$30,000 |
| Administrative | \$0 | \$309,444 | \$210,000 | \$519,444 | (\$519,444) |
| Grand Total | \$2,196,800 | \$663,658 | \$1,293,328 | \$1,956,986 | \$239,814 |

AUXILIARY SERVICES

SUPPORTING THE FSW MISSION

Bookstore Operations **BibliU**

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

- + We now have **78 to 122** courses that offer materials utilizing the ACCESS program. Students in these courses have 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 **Canteen**

Our partnership with Canteen allows us to serve our FSW family fast, convenient food from our cafe line, Dunkin, Starbucks, or any number of vending

- + **On campus catering** helps us maximize efficiency and deliver excellent food at a great price!
- + FSW is provisioned through PepsiCo **\$8,800** annually for marketing support and a **\$30,000** sponsorship.

BUCCard-

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 pie, 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 **5,000** 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.

Print Services



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

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

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 **80** 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 **2** concessions stands to make your experience complete!

Facility Rental Rates

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 the time of reservation based on the needs of the event.

All qualified governmental/501©3 entities will receive a 25% discount off of the posted rate. FSW-sponsored events will receive a 50% discount off of the posted rate. FSW college events will receive a 75% discount off of the 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 | J-103 | 168 | 640.00 | 385.00 |

| LECTURE ROOMS | | | | |
|---------------|---------------|-------------------|----------------|--------------------------|
| Campus | Room Location | Room Max Capacity | FSW Daily Rate | FSW Rate 4 Hours or Less |
| Lee | A-105 | 94 | 425.00 | 255.00 |
| Lee | P-103 | 120 | 425.00 | 255.00 |

| MULTIPURPOSE 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 | 1,200.00 | 750.00 |
| Lee | AA-177 | 228 | 1,100.00 | 715.00 |
| Lee | J-117/118 | 60 | 550.00 | 360.00 |
| Lee | U-102 | 200 | 1,200.00 | 750.00 |

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

"Commencing on each anniversary date of a License Agreement, Licensee's annual Premises License Fee amount shall be increased by either two percent (2%) of the annual Premises License Fee paid in the preceding year or the annual increase to the Consumer Price Index (CPI), whichever is greater. As used herein, "CPI" means the Consumer Price Index for All Urban Consumers, U.S. City Average, All Items, issued by the Bureau of Labor Statistics."

Facility Rental Rates

| CLASSROOMS-ALL CAMPUSES | | |
|-------------------------|----------------|--------------------------|
| Room Max Capacity | FSW Daily Rate | FSW Rate 4 Hours or Less |
| 1 to 39 | 180.00 | 130.00 |
| 40 -49 | 250.00 | 150.00 |
| 50 - 59 | 260.00 | 160.00 |
| 60 - 79 | 270.00 | 170.00 |

| 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 |
| | FSW Daily Rate |
| Baseball/Softball Field Tournament | 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 |

| COLLEGE & UNIVERSITY PARTNERS | | | | | |
|---|---------|---------|---------|---------|---------|
| College and University Partners, approved by the Provost & Vice President of Academic Affairs, wishing to rent classroom space on a semester basis will be charged flat rates on classroom space for academic use as follows: | | | | | |
| SEMESTER RATES | | | | | |
| Class Meetings per Week | 1x/Week | 2x/Week | 3x/Week | 4x/Week | 5x/Week |
| Classrooms - up to 40 seats | 775.00 | 1550.00 | 2325.00 | 3100.00 | 3875.00 |

Facility Rental Rates



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 from 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 the 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 |
| Hospitality Suite w/Back Patio | 880.00 | 90.00 |
| First Floor Patio Only | 440.00 | 75.00 |

"Commencing on each anniversary date of a License Agreement, Licensee's annual Premises License Fee amount shall be increased by either two percent (2%) of the annual Premises License Fee paid in the preceding year or the annual increase to the Consumer Price Index (CPI), whichever is greater. As used herein, "CPI" means the Consumer Price Index for All Urban Consumers, U.S. City Average, All Items, issued by the Bureau of Labor Statistics."

Other Fees

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 | | | |
| <u>Department of Children & Families, Department of Juvenile Justice, Department of Elder Affairs Vendors and Guardian Ad Litem:</u> (examples include – day care center employees, juvenile treatment centers) | Public \$15.00 | Public \$20.00 | Public \$30.00 |
| <u>Department of Agriculture & Consumer Services:</u> (examples include – concealed weapon permit applicants, security guards) | Public \$20.00 | Public \$25.00 | Public \$35.00 |
| <u>Criminal Justice Applicants:</u> (examples include – law enforcement, corrections, correction probation officers) | \$0.00 | \$0.00 | \$0.00 |
| <u>All other applicant type required checks:</u> (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 | | | |
| <u>Employees:</u> (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 |
| <u>Volunteers:</u> (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 | | | |
| <u>Requests From General Public, Businesses, and Any Governmental or Non-Governmental Entity:</u> | \$30.00 | Federal Checks Not Allowed | Federal Checks Not Allowed |

EMS AND FIRE EQUIPMENT RENTAL FEE SCHEDULE

| BUNKER GEAR | FEE |
|--|-----------|
| Boots only | \$ 100.00 |
| Helmet only | \$ 100.00 |
| Coat and pants only | \$ 425.00 |
| Coat, pants, and helmet only | \$ 525.00 |
| Complete set (boots, coat and pants, and helmet) | \$ 625.00 |

| FIRE EQUIPMENT | FEE |
|---|-----------|
| Self-Contained Breathing Apparatus (SCBA) | \$ 350.00 |



FUND 4 LOAN & ENDOWMENT FUNDS

Loan & Endowment Fund

Loan Fund

| | 2025-26 Proposed Budget | 2024-25 Original Budget | 2023-24 Actual Amounts | 2022-23 Actual Amounts | 2021-22 Actual Amounts |
|-------------------------------|----------------------------|----------------------------|---------------------------|---------------------------|---------------------------|
| SOURCES OF FUNDS | | | | | |
| Other Income | 65,077 | 72,308 | 76,551 | 72,476 | (104,320) |
| Transfers | - | - | - | 16,861 | - |
| TOTAL FUNDS AVAILABLE | 65,077 | 72,308 | 76,551 | 89,337 | (104,320) |
| USE OF FUNDS | | | | | |
| Staff Costs | | | | | |
| Current Expenses | | | | | |
| General Operating Expenses | 907 | 1,008 | 631 | 1,008 | 1,573 |
| Transfers to Other Funds | 64,170 | 71,300 | 144,380 | 143,008 | - |
| Other Expenses | - | - | (2,486) | (17,837) | (5,759) |
| Total Current Expenses | 65,077 | 72,308 | 142,525 | 126,179 | (4,186) |
| Capital Expenditures | | | | | |
| TOTAL USES OF FUNDS | 65,077 | 72,308 | 142,525 | 126,179 | (4,186) |
| CHANGE IN FUND BALANCE | 0 | 0 | (65,974) | (36,842) | (100,134) |



FUND 5 FINANCIAL AID & SCHOLARSHIP FUNDS

Financial Aid Fund

Financial Aid Fund

| | 2025-26 Proposed Budget | 2024-25 Original Budget | 2023-24 Actual Amounts | 2022-23 Actual Amounts | 2021-22 Actual Amounts |
|--|----------------------------|----------------------------|---------------------------|---------------------------|---------------------------|
| SOURCES OF FUNDS | | | | | |
| Student Fees | 1,101,450 | 1,088,666 | 1,157,459 | 1,007,873 | 1,112,047 |
| Support from State Government | 3,549,500 | 3,651,364 | 3,847,615 | 3,511,497 | 3,451,564 |
| Support from Federal Government | 44,829,699 | 36,900,000 | 25,344,150 | 23,232,194 | 22,562,744 |
| Gifts, Contributions, Grants & Contracts | 1,495,000 | 1,700,000 | 1,077,997 | 1,059,226 | 938,964 |
| Other Income | - | - | 27,381 | 165,518 | 137,893 |
| Transfers | 2,055,226 | 1,601,601 | 3,399,424 | 2,870,096 | 3,691,833 |
| TOTAL FUNDS AVAILABLE | 53,030,875 | 44,941,631 | 34,854,026 | 31,846,404 | 31,895,045 |
| USE OF FUNDS | | | | | |
| Staff Costs | | | | | |
| Student Employment | 10,500 | 10,264 | 10,264 | 9,025 | - |
| Total Staff Costs | 10,500 | 10,264 | 10,264 | 9,025 | 0 |
| Current Expenses | | | | | |
| General Operating Expenses | - | - | - | 63,144 | 99,769 |
| Scholarships/Waivers | 53,020,375 | 44,931,367 | 32,900,413 | 30,600,111 | 29,571,770 |
| Transfers to Other Funds | - | - | 1,845,230 | 2,353,991 | 1,717,509 |
| Other Expenses | - | - | 30,105 | 40,351 | 25,668 |
| Total Current Expenses | 53,020,375 | 44,931,367 | 34,775,748 | 33,057,597 | 31,414,716 |
| TOTAL USES OF FUNDS | 53,030,875 | 44,941,631 | 34,786,012 | 33,066,622 | 31,414,716 |
| CHANGE IN FUND BALANCE | 0 | 0 | 68,014 | (1,220,218) | 480,329 |

Financial Aid Fund

Institutional Funds

| Student Financial Aid Fees | 2025-26 Proposed Budget | 2024-25 Original Budget |
|---|-------------------------|-------------------------|
| Athletics | \$600,000 | \$600,000 |
| Financial Aid Grant | \$404,998 | \$405,068 |
| SGA Stipend | \$6,000 | \$6,000 |
| Fine Arts | \$80,000 | \$70,000 |
| PSAV - Firefighter Program | \$10,452 | \$7,598 |
| Total Student Financial Aid Fees | \$1,101,450 | \$1,088,666 |

| Other Financial Aid Funds | 2025-26 Proposed Budget | 2023-24 Original Budget |
|--|-------------------------|-------------------------|
| Outside Donor Scholarships | \$650,000 | \$650,000 |
| Private Loans | \$625,000 | \$850,000 |
| Collier Community Foundation | \$220,000 | \$200,000 |
| FSW Employee/Dependent Waivers | \$100,000 | \$100,000 |
| Total Other Financial Aid Funds | \$1,595,000 | \$1,800,000 |

Financial Aid Fund

Institutional Funds

| Foundation Funds | 2025-26 Proposed Budget | 2024-25 Original Budget |
|---|-------------------------|-------------------------|
| Hendry Family Scholarships | \$34,506 | \$32,811 |
| Curtis Scholarships | \$294,588 | \$292,881 |
| Need Based Scholarships | \$376,358 | \$425,782 |
| Merit Scholarships | \$335,114 | \$289,469 |
| Nursing/Health Based Scholarships | \$145,977 | \$143,393 |
| Honors Scholars Program | \$57,596 | \$21,038 |
| Foundation Unrestricted | \$196,268 | \$197,427 |
| Mary Gerrish Scholarship - Certificates | \$61,215 | \$69,864 |
| Annually Funded Scholarships | \$360,000 | \$0 |
| EMT/Fire | \$28,604 | \$28,936 |
| Athletic Scholarships | \$65,000 | \$0 |
| Total Foundation Funds | \$1,955,226 | \$1,501,601 |
| Total Institutional Funds | \$4,651,676 | \$4,390,267 |

Financial Aid Fund

State & Federal Funds

| State Funds | 2025-26 Proposed Budget | 2024-25 Original Budget |
|---|-------------------------|-------------------------|
| Florida Bright Futures | \$625,000 | \$610,000 |
| Children of Deceased & Disable Veterans | \$70,000 | \$70,000 |
| HDGAP/Honorably Discharged Assistance Program | \$0 | \$11,100 |
| Florida Fund for Minority Teachers | \$4,000 | \$4,000 |
| Florida Work Experience Program | \$10,500 | \$10,264 |
| Florida Student Assistant Grant | \$2,650,000 | \$2,550,000 |
| First Generation Matching Grant | \$90,000 | \$96,000 |
| Workforce Innovation and Opportunity Act | \$100,000 | \$300,000 |
| Total State Funds | \$3,549,500 | \$3,651,364 |

| Federal Funds | 2025-26 Proposed Budget | 2024-25 Original Budget |
|--|-------------------------|-------------------------|
| PELL Grants | \$35,000,000 | \$30,000,000 |
| Direct Loans | \$9,300,000 | \$6,400,000 |
| Supplemental Education Opportunity Grant | \$529,699 | \$500,000 |
| Total Federal Funds | \$44,829,699 | \$36,900,000 |

| | | |
|--|---------------------|---------------------|
| Total State & Federal Funds | \$48,379,199 | \$40,551,364 |
|--|---------------------|---------------------|

From Summer 2024 through Spring 2025, Florida SouthWestern State College awarded 4,258 scholarships totaling \$3.89 million. These included 2,909 institutional and foundation scholarships worth \$2.44 million and 1,348 external scholarships totaling \$1.45 million. The overall average award was \$839.

Among institutional awards, Athletics Scholarships led with 529 awards and \$655,302 in total funding. The Financial Aid Grant was the most widely distributed, with 641 awards totaling \$331,629. The Curtis Memorial Scholarship stood out for its high individual value, averaging \$2,010 across 144 awards. Merit- and foundation-based scholarships also provided significant support, while smaller programs such as the Hendry Family and PT Presidential scholarships offered high-value awards to a limited number of students.

External scholarships had a higher average award of \$1,074. The General Donor Scholarship was the largest contributor, awarding \$647,614 to 397 students. The Open Door Grant Stipend reached 624 students, and the Collier Community Foundation distributed \$211,232 to 97 recipients, with one of the highest per-student averages at \$2,178. Other notable sources included the WIOA Grant and the American Rescue Plan.

| | <i>Number of Scholarships Awarded *</i> | <i>Total Amount of Awards Accepted</i> | <i>Average Amount of Award Accepted</i> |
|--|---|--|---|
| <i>Institutional & Foundation Total</i> | 2909 | \$2,440,382 | \$839 |
| <i>Academic Achievement</i> | 5 | \$12,500 | \$2,500 |
| <i>Academic Advancement</i> | 70 | \$105,000 | \$1,500 |
| <i>Academic Endurance</i> | 39 | \$39,000 | \$1,000 |
| <i>Academic Excellence Scholarship</i> | 11 | \$27,500 | \$2,500 |
| <i>Academic Promise Scholarship</i> | 8 | \$12,000 | \$1,500 |
| <i>Ambassador Scholars</i> | 3 | \$6,000 | \$2,000 |
| <i>Athletics Scholarships</i> | 529 | \$655,302 | \$1,239 |
| <i>Curtis Books</i> | 112 | \$102,335 | \$914 |
| <i>Curtis Memorial Miscellaneous</i> | 3 | \$2,598 | \$866 |
| <i>Curtis Memorial Scholarship</i> | 144 | \$289,369 | \$2,010 |
| <i>EMS Scholarship</i> | 26 | \$19,341 | \$744 |
| <i>Financial Aid Grant</i> | 641 | \$331,629 | \$517 |
| <i>Fine Arts Scholarship</i> | 46 | \$55,250 | \$1,201 |
| <i>First Generation Grant/Scholarship</i> | 63 | \$31,500 | \$500 |
| <i>Florida Blue Scholarship</i> | 10 | \$6,953 | \$695 |
| <i>Foundation Annual Sch Part-Time</i> | 6 | \$3,490 | \$582 |
| <i>Foundation Annual Scholarship</i> | 94 | \$68,097 | \$724 |
| <i>Foundation Certificate Scholarship</i> | 8 | \$13,118 | \$1,640 |
| <i>Foundation Scholarship</i> | 225 | \$124,373 | \$553 |
| <i>Hendry Family Scholarship</i> | 5 | \$10,300 | \$2,060 |
| <i>Honors Scholarship</i> | 83 | \$56,500 | \$681 |
| <i>Merit/General Scholarship</i> | 294 | \$170,521 | \$580 |
| <i>Nanda Trust Scholarship</i> | 8 | \$13,676 | \$1,709 |
| <i>Need/General Scholarship</i> | 266 | \$137,912 | \$518 |
| <i>Nursing/Health Scholarship</i> | 152 | \$72,988 | \$480 |
| <i>PSAV Scholarship</i> | 3 | \$3,000 | \$1,000 |
| <i>PT Presidential Scholarship</i> | 1 | \$2,500 | \$2,500 |
| <i>PT Curtis Memorial</i> | 23 | \$35,886 | \$1,560 |
| <i>Sch Lee Memorial Reim/Misc</i> | 1 | \$766 | \$766 |
| <i>Sch Lee Memorial/ Tuition</i> | 30 | \$30,979 | \$1,033 |
| <i>External</i> | 1348 | \$1,447,547 | \$1,074 |
| <i>American Rescue Plan</i> | 73 | \$110,489 | \$1,514 |
| <i>Collier Community Foundation</i> | 97 | \$211,232 | \$2,178 |
| <i>General Donor Scholarship</i> | 397 | \$647,614 | \$1,631 |
| <i>Helios Scholarship</i> | 9 | \$7,288 | \$810 |
| <i>Open Door Grant Stipend</i> | 624 | \$269,385 | \$432 |
| <i>Transforming Lee County</i> | 28 | \$21,570 | \$770 |
| <i>Transforming SWFL</i> | 17 | \$22,088 | \$1,299 |
| <i>WIOA Grant</i> | 103 | \$157,881 | \$1,533 |

Figure 5. A table of institutional and external scholarships awarded from Summer 2024 through Spring 2025.

*denotes the number of scholarships awarded, not the number of students awarded scholarships (one student may be awarded multiple scholarships).



FUND 7 UNEXPENDED PLANT AND RENEWALS & REPLACEMENT FUNDS

Fund 7 - Capital Projects

Unexpended Plant Fund

| | 2025-26 Proposed Budget | 2024-25 Original Budget | 2023-24 Actual Amounts | 2022-23 Actual Amounts | 2021-22 Actual Amounts |
|--|----------------------------|----------------------------|---------------------------|---------------------------|---------------------------|
| SOURCES OF FUNDS | | | | | |
| Student Fees | 3,716,641 | 3,612,108 | 4,003,411 | 3,487,594 | 3,840,177 |
| Support from State Government | 200,000 | 8,542,642 | 22,506,799 | 10,140,926 | 6,926,647 |
| Gifts, Contributions, Grants & Contracts | - | - | 5,566 | - | 330,633 |
| Other Income | 250,000 | 377,000 | 19,046,559 | 5,260,327 | 8,868,934 |
| Transfers | - | - | 8,999,691 | 9,196,601 | 6,686,809 |
| Fund Balance Transfers | 37,223,717 | 38,394,827 | - | - | - |
| TOTAL FUNDS AVAILABLE | 41,390,358 | 50,926,577 | 54,562,026 | 28,085,448 | 26,653,200 |
| USE OF FUNDS | | | | | |
| Staff Costs | | | | | |
| Executive/Admin/Managerial | 37,760 | - | - | 19,483 | - |
| Other Professional Staff | 146,234 | 174,635 | 140,759 | 169,499 | - |
| Technical/Clerical Salaries | 26,451 | 38,898 | 23,049 | 67,316 | - |
| Temporary Part-Time Instruction | - | - | - | 786 | - |
| Personnel Benefits | 124,555 | 79,977 | 61,081 | 86,209 | - |
| Total Staff Costs | 335,000 | 293,510 | 224,889 | 343,293 | - |
| Current Expenses | | | | | |
| General Operating Expenses | 4,509,000 | 8,180,792 | 26,928,383 | 3,185,944 | 2,803,713 |
| Rental Expense | - | - | 287,863 | 7,457 | - |
| Utilities | - | - | - | 605,180 | - |
| Contract Services | - | - | 106,869 | 290,455 | 143,244 |
| Scholarships/Waivers | - | - | 311,821 | 248,120 | 268,379 |
| Transfers to Other Funds | 4,370,358 | 5,683,353 | 5,666,716 | 6,764,343 | 4,685,037 |
| Other Expenses | - | - | 630,000 | 957,669 | 9,513,324 |
| Total Current Expenses | 8,879,358 | 13,864,145 | 33,931,652 | 12,059,168 | 17,413,697 |
| Capital Expenditures | | | | | |
| Capital Expenditures | 28,300,000 | 30,828,922 | 8,225,556 | 2,744,065 | 1,036,237 |
| Total Capital Expenditures | 28,300,000 | 30,828,922 | 8,225,556 | 2,744,065 | 1,036,237 |
| TOTAL USES OF FUNDS | 37,514,358 | 44,986,577 | 42,382,097 | 15,146,526 | 18,449,934 |
| CHANGE IN FUND BALANCE | 3,876,000 | 5,940,000 | 12,179,929 | 12,938,922 | 8,203,266 |

Fund 7 - Capital Projects

| Funding Type | Est. Beginning Fund Balance | Projected Revenue | Estimated Available Funds | Estimated Expenditures | Ending Fund Balance |
|----------------------------------|-----------------------------|--------------------|---------------------------|------------------------|---------------------|
| Local Funds | | | | | |
| Capital Improvement Fees | \$2,988,717 | \$3,716,641 | \$6,705,358 | \$4,705,358 | \$2,000,000 |
| BB Mann Funds | \$60,000 | \$250,000 | \$310,000 | \$310,000 | \$0 |
| Reserved Funds | | | | | |
| Furniture & Equipment | \$2,875,000 | \$0 | \$2,875,000 | \$1,500,000 | \$1,375,000 |
| Parking Lot Improvement | \$400,000 | \$0 | \$400,000 | \$400,000 | \$0 |
| Technology | \$1,500,000 | \$0 | \$1,500,000 | \$1,000,000 | \$500,000 |
| Campus Safety | \$1,000,000 | \$0 | \$1,000,000 | \$999,000 | \$1,000 |
| State Funds | | | | | |
| Life/Safety | \$100,000 | \$200,000 | \$300,000 | \$300,000 | \$0 |
| PECO - Building L (Lee) | \$13,500,000 | \$0 | \$13,500,000 | \$13,500,000 | \$0 |
| PECO - Building V (Lee) | \$5,600,000 | \$0 | \$5,600,000 | \$5,600,000 | \$0 |
| PECO - Building E (Charlotte) | \$2,400,000 | \$0 | \$2,400,000 | \$2,400,000 | \$0 |
| PECO - Buildings E & F (Collier) | \$6,800,000 | \$0 | \$6,800,000 | \$6,800,000 | \$0 |
| Total Funds | \$37,223,717 | \$4,166,641 | \$41,390,358 | \$37,514,358 | \$3,876,000 |

Fund 7 - Capital Projects

| Lee Campus | | | |
|--|--------------------------|---------------------|----------------------|
| Project | Capital Improvement Fees | PECO | BB Mann Facility Fee |
| Bldg S - Pump System | \$25,000 | | |
| Bldg S - Transfer Switch | \$100,000 | | |
| Building L Remodel (1) | \$1,800,000 | \$13,500,000 | |
| Building V Remodel (2) | | \$5,600,000 | |
| Fire Curtain | | | \$150,000 |
| HVAC Controls and Infrastructure Replacement | | | \$85,000 |
| PFM Project Requests | | | \$75,000 |
| Total Cost | \$1,925,000 | \$19,100,000 | \$310,000 |

| Collier Campus | | |
|----------------------------|--------------------------|--------------------|
| Project | Capital Improvement Fees | PECO |
| Exterior Door Replacements | \$80,000 | |
| Buildings E&F Remodel (1) | \$250,000 | \$6,800,000 |
| Total Cost | \$330,000 | \$6,800,000 |

| Charlotte Campus and Hendry Glades Center | | |
|---|--------------------------|--------------------|
| Project | Capital Improvement Fees | PECO |
| Building C - Replace Air Handler (PY Project) | \$110,000 | |
| Building E Remodel (2) | | \$2,400,000 |
| Flooring and Window Upgrades (HG) | \$60,000 | |
| Total Cost | \$170,000 | \$2,400,000 |

(1) FY24 PECO Appropriation
(2) FY25 PECO Appropriation

Fund 7 - Capital Projects

| District Wide | | | | | | |
|--|--------------------------|------------------|-----------------------------------|--------------------|------------------|-------------------|
| Project | Capital Improvement Fees | Parking Lot Fund | Furniture & Equipment Replacement | Technology Refresh | Security Fund | Life Safety Funds |
| Carpet and Paint Refresh | \$205,000 | | | | | |
| General Maintenance | \$700,000 | | | | | |
| FY26 Minor Budget Requests | \$26,938 | | | | | |
| Elevator Code Changes (PY Project) | | | | | | \$225,000 |
| State Requirement for Educational Facilities | | | | | | \$75,000 |
| Parking Lot Lighting & Paving | | \$400,000 | | | | |
| Additional Cameras for Campus Security | | | | | \$653,000 | |
| Technology Upgrades | | | | \$1,000,000 | | |
| Safety Improvements | | | | | \$200,000 | |
| Security Detectors | | | | | \$146,000 | |
| Furniture Refresh | | | \$1,500,000 | | | |
| Personnel Expense | \$335,000 | | | | | |
| Bond Payment | \$1,013,420 | | | | | |
| Total Cost | \$2,280,358 | \$400,000 | \$1,500,000 | \$1,000,000 | \$999,000 | \$300,000 |



RETIREMENT OF INDEBTEDNESS FUNDS

Retirement of Indebtedness

| State Board of Education Bond Payments | |
|--|-----------------------------|
| Fiscal Year | 2017-A Principal & Interest |
| 2026 | \$126,420 |
| 2027 | \$129,870 |
| 2028 | \$132,870 |
| Total | \$389,160 |

| Capital Improvement Bond Payments | |
|-----------------------------------|-----------------------------|
| Fiscal Year | 2010-A Principal & Interest |
| 2026 | \$887,000 |
| 2027 | \$887,250 |
| 2028 | \$885,750 |
| 2029 | \$887,500 |
| 2030 | \$887,250 |
| Total | \$4,434,750 |

State Board of Education Capital Outlay Bonds

\$929,000 - Series 20017A Refunding - Issued 04/27/2017. These bonds are payable in annual installments of \$62,000 - \$133,000 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)



**DIRECT SUPPORT
ORGANIZATIONS**

Florida SouthWestern College Foundation
Operating Budget by Function
For Fiscal Year April 1, 2025 - March 31, 2026

| | FY25-26 |
|--|------------------------|
| Allocation | |
| Scholarships & College Support - 4% | \$ 1,676,473.00 |
| Academic Improvement (AITF) Support - 4% | \$ 199,195.00 |
| Allocation Total | \$ 1,875,668.00 |
| Expenses | |
| Scholarship & College Support | \$ 1,676,473.00 |
| Academic Improvement (AITF) Support | \$ 199,195.00 |
| Expense Total | \$ 1,875,668.00 |

| Operating Budget by Function | |
|-------------------------------------|------------------------|
| Allocation | |
| Administrative Support - 2.75% | \$ 1,279,167.00 |
| Expenses | |
| Development | \$ 84,100.00 |
| Stewardship | \$ 50,000.00 |
| Professional Development | \$ 58,000.00 |
| Planned Giving | \$ 3,500.00 |
| Presidential Initiatives | \$ 25,000.00 |
| Events | \$ 35,000.00 |
| Alumni | \$ 29,000.00 |
| Foundation Board | \$ 8,500.00 |
| Operations | \$ 986,067.00 |
| Total Expenses | \$ 1,279,167.00 |

General Operating Budget

| <u>Revenue</u> | FY26 Budget | FY25 Budget | Difference | % Change |
|---------------------------|-------------------|-------------------|-------------------|--------------|
| High School Lease Revenue | 599,500 | 400,000 | 199,500 | 49.9% |
| Interest Income | 247,000 | 230,000 | 17,000 | 7.4% |
| Fund Balance | - | 128,000 | | 0.0% |
| Total Revenue | \$ 846,500 | \$ 758,000 | \$ 216,500 | 28.6% |

| <u>Expense</u> | | | | |
|----------------------------|-------------------|-------------------|---------------------|---------------|
| General Operating Expenses | \$ 92,000 | \$ 83,000 | \$ 9,000 | 10.8% |
| Insurance | 251,000 | 195,000 | 56,000 | 28.7% |
| Contract Services | 130,000 | 130,000 | - | 0.0% |
| Other | - | 250,000 | (250,000) | 0.0% |
| Contingency | 100,000 | 100,000 | - | 0.0% |
| Total Expense | \$ 573,000 | \$ 758,000 | \$ (185,000) | -24.4% |

| | | | | |
|--------------------------|-------------------|-------------|-------------------|--------------|
| Net Profit/(Loss) | \$ 273,500 | \$ - | \$ 401,500 | 53.0% |
|--------------------------|-------------------|-------------|-------------------|--------------|

General Operating - Fund Balance Projection for FY26:

| | |
|--------------------------------------|----------------------|
| Current Fund Balance (Approx): | \$ 10,900,165 |
| (+) Projected Revenue: | 846,500 |
| (-) Projected Budgeted Expense: | (573,000) |
| (=) Ending Fund Balance FY26: | \$ 11,173,665 |

Student Housing Budget

| Revenue | FY26 Budget | FY25 Budget | \$ Budget Difference | % Change |
|--|---------------------|---------------------|-----------------------------|-----------------|
| Rent Revenue | \$ 2,816,000 | \$ 2,658,000 | \$ 158,000 | 5.9% |
| Resident Activity Fee | 34,000 | 35,000 | (1,000) | -2.9% |
| Fines & Penalties | 9,000 | 17,000 | (8,000) | -47.1% |
| Collection Fees | 38,000 | 31,000 | 7,000 | 22.6% |
| Deposits Forfeited | 7,000 | 9,000 | (2,000) | -22.2% |
| Application Fees | 38,000 | 42,000 | (4,000) | -9.5% |
| Cleaning Fees | 43,000 | 44,000 | (1,000) | -2.3% |
| Fund Balance - Residence Activity | 9,000 | 20,000 | (11,000) | -55.0% |
| Fund Balance - Housing | - | 1,252,180 | (1,252,180) | 100.0% |
| Total Revenue | \$ 2,994,000 | \$ 4,108,180 | \$ (1,114,180) | -27.1% |
| Expense | | | | |
| General Expense | | | | |
| Travel | \$ 5,000 | \$ 5,000 | \$ - | 0.0% |
| Data & Other Communication Services | 55,156 | 42,080 | 13,076 | 31.1% |
| Rentals | 4,000 | 3,000 | 1,000 | 33.3% |
| Professional Development/Others | 3,800 | 6,600 | (2,800) | -42.4% |
| Utilities | 278,000 | 310,000 | (32,000) | -10.3% |
| Resident Activities | 43,000 | 29,000 | 14,000 | 48.3% |
| Repairs & Maintenance | 476,144 | 467,500 | 8,644 | 1.8% |
| Contract Services | 399,000 | 338,000 | 61,000 | 18.0% |
| Bad Debt Expense | 28,000 | 16,000 | 12,000 | 75.0% |
| Expense Before Contingency and Reserve: | \$ 1,292,100 | \$ 1,217,180 | \$ 74,920 | 6.2% |
| Contingency | 101,900 | 100,000 | 1,900 | 1.9% |
| Capital Reserve | 210,000 | 1,401,000 | (1,191,000) | -85.0% |
| Total Expense | \$ 1,604,000 | \$ 2,718,180 | \$ (1,114,180) | -41.0% |
| Debt Service | | | | |
| Principal | \$ 887,000 | \$ 856,645 | \$ 30,355 | 3.5% |
| Interest | 503,000 | 533,355 | (30,355) | -5.7% |
| Total Debt Service: | \$ 1,390,000 | \$ 1,390,000 | \$ - | 0.0% |
| Total Operating & Debt Service Expense: | \$ 2,994,000 | \$ 4,108,180 | \$ (1,114,180) | -27.1% |
| Net Profit/(Loss) | \$ - | \$ - | \$ - | |

Housing - Fund Balance Projection for FY26:

| | |
|--------------------------------------|---------------------|
| Current Fund Balance (Approx): | \$ 1,372,000 |
| (+) Projected Revenue: | 2,985,000 |
| (-) Projected Budgeted Expense: | (2,994,000) |
| (=) Ending Fund Balance FY26: | \$ 1,363,000 |

Capital Reserve Budget

| <u>Revenue</u> | FY26 Budget | FY25 Revised Budget | Difference | % Change |
|---------------------------------|---------------------|---------------------|---------------------|---------------|
| Transfer - Housing | \$ 210,000 | \$ 1,401,000 | \$ (1,191,000) | -85.0% |
| Fund Balance | 1,171,829 | 476,700 | \$ 695,129 | 145.8% |
| Total Revenue | \$ 1,381,829 | \$ 1,877,700 | \$ (495,871) | -26.4% |
| <u>Expense</u> | | | | |
| Furniture / Equipment Turnover | \$ 344,000 | \$ 195,000 | \$ 149,000 | 76.4% |
| Flooring Replacement | 165,000 | 156,000 | 9,000 | 5.8% |
| Landscaping | 472,829 | 901,700 | (428,871) | -47.6% |
| HVAC Replacement | 400,000 | 125,000 | 275,000 | 0.0% |
| Reserve for Chiller Replacement | - | 500,000 | (500,000) | |
| Total Expense | \$ 1,381,829 | \$ 1,877,700 | \$ (495,871) | -26.4% |
| Net Profit/(Loss) | \$ - | \$ - | \$ - | |

Housing - Fund Balance Projection for FY26:

| | |
|--|---------------------|
| Current Fund Balance (Approx): | \$ 2,839,362 |
| (+) Projected Revenue: | 210,000 |
| (-) Projected Budgeted Expense: | (1,381,829) |
| (=) Ending Fund Balance Including all Capital Expense FY26: | \$ 1,667,533 |



STUDENT TUITION & FEES

Student Tuition & Fees

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

Resident Student Fees per Credit Hour

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

| | | | | |
|---|-------------------|-------------------|-------------------|-------------------|
| Fees for Total Academic Year (30 credit hours) | \$3,340.80 | \$3,711.30 | \$2,485.44 | \$3,180.00 |
|---|-------------------|-------------------|-------------------|-------------------|

Non-Resident Student Fees per Credit Hour

| | Lower Level Credit Programs | Upper Level Credit Programs | Career Certificate & Applied Technology Diploma Programs | Continuing Workforce Education |
|--------------------------------|--------------------------------|--------------------------------|--|--------------------------------------|
| Tuition (Resident Portion) | \$81.21 | \$91.79 | \$72.03 | \$106.00 |
| Tuition (Non-Resident Portion) | \$243.79 | \$511.41 | \$216.08 | \$0.00 |
| Financial Aid Fee | \$16.25 | \$30.16 | \$28.82 | \$0.00 |
| Activity Fee | \$8.13 | \$9.18 | \$0.00 | \$0.00 |
| Capital Improvement Fee | \$65.00 | \$120.64 | \$0.00 | \$0.00 |
| Technology Fee | \$16.25 | \$30.16 | \$14.41 | \$0.00 |
| Total | \$430.63 | \$793.34 | \$331.34 | \$106.00 |

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

TESTING FEES

| | |
|--|---------|
| CLEP Administrative Fee | \$25.00 |
| Test Proctoring, Other Colleges/Universities | \$40.00 |
| Remote Placement Testing Fee | \$10.00 |
| Remote FCLE Testing Fee | \$10.00 |

CERTIFICATION FEES

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

APPLICATION FEES

| | |
|---|----------|
| Application to FSW -Non-Degree Seeking | \$30.00 |
| Application to FSW -Readmit Fee | \$30.00 |
| Application to FSW - US Citizen | \$30.00 |
| Application to FSW - Non-US Citizen | \$60.00 |
| Application Fee - Cardiovascular Technology Program | \$26.00 |
| Application Fee - Dental Hygiene Program | \$25.00 |
| Application Fee - EMS/Paramedic Program | \$25.00 |
| Application Fee - Nursing Program | \$25.00 |
| Application Fee - Nursing Baccalaureate Program | \$25.00 |
| Application Fee - Radiologic Tech. Program | \$15.00 |
| Application Fee - Respiratory Care Program | \$27.00 |
| Application Fee - Advance Medical Assisting | \$25.00 |
| Application Fee - Cardiopulmonary BS | \$25.00 |
| Application Fee - Health Information Technology | \$25.00 |
| Application Fee - Physical Therapy | \$25.00 |
| Application Fee - Social and Human Services | \$25.00 |
| Application Fee - Fire Academy | \$350.00 |

OTHER FEES

| | |
|-------------------------------------|------------------|
| Student Access/ID Fee (New) | \$30.00 |
| Student Access/ID Fee (Replacement) | \$15.00 |
| Lost Library Materials | Replacement Cost |

Laptop Kiosk Checkout - Overdue Fine \$5 per hour - \$120 maximum

Lost or Replacement Laptop Fee (replacement fee to be charged after 48 hours) \$850.00

| | |
|---|------------|
| Laptop Chargers lost or replacement fee | \$30.00 |
| MacBook Pro lost or replacement fee | \$3,000.00 |
| Magic Mouse lost or replacement fee | \$100.00 |
| Apple 140W USB-C Power Adapter lost or replacement fee | \$150.00 |
| USB-C charging cable lost or replacement fee | \$30.00 |
| Tuition Installment Plan - Process Fee (non-refundable) | \$5.00 |
| Dental Clinic Fee - Adult | \$50.00 |
| Dental Clinic Fee - Child | \$30.00 |
| Dental Clinic Periodontal Checkup - Adult | \$10.00 |
| Dental Clinic Fee - Sealant | \$5.00 |
| Distance Learning (Per Credit Hour) | \$17.00 |
| Parking Fine | \$15.00 |
| Parking Fine- Handicapped | \$50.00 |
| Parking Fee (Per Credit Hour)** | \$2.00 |

** Not applicable to FSW Online Courses

| | |
|---|---|
| Convenience Fee | 2.75% Domestic and 4.25% International |
| Return Check Fee | |
| if the face value does not exceed \$50. | \$25.00 |
| if the face value is more than \$50 but does not exceed \$300 | \$30.00 |
| if the face value is more than \$300. | \$40.00 |

**FSW Course Fee Changes
FY2026**

New Courses/Fees

| Course Number | Course Title | Current Fee | Proposed Fee | Fee Change |
|---------------|-------------------------------------|-------------|--------------|------------|
| ART 2604C | Digital Art and Animation | 0.00 | 37.00 | 37.00 |
| EMS 2601L | Paramedic Lab I (Sim Lab) | 0.00 | 125.00 | 125.00 |
| EMS 2677L | Paramedic Lab III | 0.00 | 450.00 | 450.00 |
| ENT 1021* | Innovation in Business & Entrep | 0.00 | 25.00 | 25.00 |
| ENT 1031* | Entrepren. Marketing & Sales | 0.00 | 25.00 | 25.00 |
| ENT 1501* | Fundamentals of Changemaking | 0.00 | 25.00 | 25.00 |
| ENT 2000* | Intro to Entrepreneurship | 0.00 | 25.00 | 25.00 |
| ENT 2012* | Entrepreneurship Management | 0.00 | 25.00 | 25.00 |
| ENT 2120* | Digital Marketing for Entrepreneurs | 0.00 | 25.00 | 25.00 |
| ENT 2271* | Business Genesis | 0.00 | 25.00 | 25.00 |
| ENT 2411* | Business Operations for Entrep | 0.00 | 25.00 | 25.00 |
| ENT 2612* | Creativity & Innov in Bus Env | 0.00 | 25.00 | 25.00 |
| GRA 2103C | Digital Graphic Design | 0.00 | 37.00 | 37.00 |
| HIM 1800C | Health Information Simulation | 0.00 | 73.00 | 73.00 |
| HIM 2510 | Quality Management in Healthcare | 0.00 | 25.00 | 25.00 |
| MUS 2360 | Intro to Technology in Music | 0.00 | 30.00 | 30.00 |
| MVS 1016 | Pre-Principal - Guitar | 0.00 | 100.00 | 100.00 |
| PHT 2228C* | Therapeutic Exercise II w/ Lab | 0.00 | 225.00 | 225.00 |
| PHT 2800L* | Clinical Internship I | 0.00 | 216.00 | 216.00 |
| PHT 2800L* | Clinical Internship I (Insurance) | 0.00 | 16.00 | 16.00 |
| PHT 2810* | Clinical Internship II | 0.00 | 216.00 | 216.00 |
| PHT 2810* | Clinical Internship II (Insurance) | 0.00 | 16.00 | 16.00 |
| PHT 2931* | PTA Seminar | 0.00 | 340.00 | 340.00 |
| PHT 2951C* | PTA Capstone w/ Lab | 0.00 | 225.00 | 225.00 |
| SLS 1515 | Cornerstone Experience | 0.00 | 10.00 | 10.00 |
| THE 2925 | Theatre Performance and Production | 0.00 | 10.00 | 10.00 |
| TPA 1220 | Intro to Stage Lighting | 0.00 | 10.00 | 10.00 |
| TPA 1290 | Fundamentals of Theatre Practice | 0.00 | 10.00 | 10.00 |

Eliminated Courses/Fees

| Course Number | Course Title | Current Fee | Proposed Fee | Fee Change |
|---------------|--|-------------|--------------|------------|
| CVT 1800C | Cardiovascular Pre Practicum (Sim Lab) | 130.00 | 0.00 | (130.00) |
| CVT 2842L | Cardiovascular Practicum IV | 46.00 | 0.00 | (46.00) |
| EMS 2602L | Paramedic Laboratory II (Sim Lab) | 130.00 | 0.00 | (130.00) |
| MUN 1100 | FSW Pep Band and Drum Line | 30.00 | 0.00 | (30.00) |
| MUN 1120 | Concert Band | 30.00 | 0.00 | (30.00) |
| MUN 1210 | Symphony Orchestra | 30.00 | 0.00 | (30.00) |
| MUN 1310 | College Choir | 30.00 | 0.00 | (30.00) |
| MUN 1340 | Vocal Ensemble | 30.00 | 0.00 | (30.00) |
| MUN 1410 | Instr Chamber Ens - String | 30.00 | 0.00 | (30.00) |
| MUN 1420 | Instr Chamber Ens - Woodwinds | 30.00 | 0.00 | (30.00) |
| MUN 1430 | Instr Chamber Ens - Brass | 30.00 | 0.00 | (30.00) |
| MUN 1440 | Instr Chamber Ens - Percussion | 30.00 | 0.00 | (30.00) |
| MUN 1480 | Guitar Ensemble | 30.00 | 0.00 | (30.00) |
| MUN 1481 | Jazz Guitar Ensemble | 30.00 | 0.00 | (30.00) |
| MUN 1710 | Jazz Ensemble I | 30.00 | 0.00 | (30.00) |
| MUN 2004 | Commercial Music Ensemble | 30.00 | 0.00 | (30.00) |
| MUN 2120 | Concert Band | 30.00 | 0.00 | (30.00) |
| MUN 2121 | Adv Concert Band | 30.00 | 0.00 | (30.00) |
| MUN 2122 | Concert Band | 25.00 | 0.00 | (25.00) |
| MUN 2210 | Symphony Orchestra | 30.00 | 0.00 | (30.00) |
| MUN 2211 | Adv Orchestra | 30.00 | 0.00 | (30.00) |
| MUN 2212 | Symphony Orchestra | 25.00 | 0.00 | (25.00) |
| MUN 2310 | College Choir | 30.00 | 0.00 | (30.00) |
| MUN 2317 | College Choir | 25.00 | 0.00 | (25.00) |

Eliminated Courses/Fees cont'd

| Course Number | Course Title | Current Fee | Proposed Fee | Fee Change |
|---------------|---------------------------------|-------------|--------------|------------|
| MUN 2410 | Instr Chamber Ens - String | 30.00 | 0.00 | (30.00) |
| MUN 2415 | Instr Chamber Ens - String | 25.00 | 0.00 | (25.00) |
| MUN 2420 | Instr Chamber Ens - Woodwinds | 30.00 | 0.00 | (30.00) |
| MUN 2428 | Instr Chamber Ens - Woodwinds | 25.00 | 0.00 | (25.00) |
| MUN 2430 | Instr Chamber Ens - Brass | 30.00 | 0.00 | (30.00) |
| MUN 2434 | Inst Chamber Ens - Brass | 25.00 | 0.00 | (25.00) |
| MUN 2440 | Instr Chamber Ens - Percussion | 30.00 | 0.00 | (30.00) |
| MUN 2447 | Instr Chamber Ens - Percussion | 25.00 | 0.00 | (25.00) |
| MUN 2482 | Jazz Guitar Ensemble | 30.00 | 0.00 | (30.00) |
| MUN 2490 | New Music Ensemble | 30.00 | 0.00 | (30.00) |
| MUN 2704 | Rock and Funk Ensemble | 30.00 | 0.00 | (30.00) |
| MUN 2710 | Jazz Ensemble II | 30.00 | 0.00 | (30.00) |
| MUN 2711 | Adv Jazz Ensemble | 30.00 | 0.00 | (30.00) |
| MVK 1111 | Class Piano I | 30.00 | 0.00 | (30.00) |
| MVK 1112 | Class Piano II | 30.00 | 0.00 | (30.00) |
| NUR 1511C | Mental Health Nursing (Sim Lab) | 130.00 | 0.00 | (130.00) |
| PGY 1801C | Adv Digital Photography | 34.00 | 0.00 | (34.00) |
| PGY 2404C | Photography II | 34.00 | 0.00 | (34.00) |
| TPA 1252C | Intro to Audiovisual Technology | 37.00 | 0.00 | (37.00) |

Course Fee Decreases

| Course Number | Course Title | Current Fee | Proposed Fee | Fee Change |
|---------------|---|-------------|--------------|------------|
| BSC 1005L | Intro to Biological Science | 8.00 | 5.00 | (3.00) |
| BSC 1010L | Biological Science I | 12.00 | 10.00 | (2.00) |
| BSC 1011L | Biological Science II | 12.00 | 10.00 | (2.00) |
| BSC 1084C | Anatomy and Physiology | 15.00 | 10.00 | (5.00) |
| BSC 1085C | Anatomy & Physiology I | 20.00 | 19.00 | (1.00) |
| BSC 1086C | Anatomy & Physiology II | 20.00 | 19.00 | (1.00) |
| CVT 2205 | Advanced Cardiac Care (Sim Lab) | 130.00 | 125.00 | (5.00) |
| DIG 2251C | Digital Audio I | 37.00 | 30.00 | (7.00) |
| EVR 1001C | Intro to Enviromental Science | 12.00 | 10.00 | (2.00) |
| MUM 2604C | Multi-track Mixdown Techniques | 37.00 | 30.00 | (7.00) |
| NUR 1020C | Fundamentals of Nursing | 445.00 | 375.00 | (70.00) |
| NUR 1020C | Fundamentals of Nursing I (Sim Lab) | 130.00 | 115.00 | (15.00) |
| NUR 1068C | Health Assessment | 445.00 | 375.00 | (70.00) |
| NUR 1511C | Mental Health Nursing | 445.00 | 375.00 | (70.00) |
| NUR 2211C | Adult Health Nursing I | 445.00 | 375.00 | (70.00) |
| NUR 2211C | Adult Health Nursing I (Sim Lab) | 130.00 | 115.00 | (15.00) |
| NUR 2213C | Adult Health Nursing II | 445.00 | 375.00 | (70.00) |
| NUR 2213C | Adult Health Nursing II (Sim Lab) | 130.00 | 115.00 | (15.00) |
| NUR 2310C | Pediatric Nursing | 445.00 | 375.00 | (70.00) |
| NUR 2310C | Pediatric Nursing (Sim Lab) | 130.00 | 115.00 | (15.00) |
| NUR 2420C | Maternal Nursing | 445.00 | 375.00 | (70.00) |
| NUR 2420C | Maternal Nursing (Sim Lab) | 130.00 | 115.00 | (15.00) |
| NUR 2942C | Clinical Preceptorship | 445.00 | 375.00 | (70.00) |
| OCB 1000 | The Living Ocean | 15.00 | 10.00 | (5.00) |
| OCE 1001 | Intro to Oceanography | 15.00 | 10.00 | (5.00) |
| RET 1275C | Clinical Care Techniques (Sim Lab) | 130.00 | 125.00 | (5.00) |
| RET 2234C | Respiratory Care Therapeutics (Sim Lab) | 130.00 | 125.00 | (5.00) |
| RET 2264L | Advanced Mechanical Ventilation Lab (Sim Lab) | 130.00 | 125.00 | (5.00) |
| RET 2714 | NeoNatal Pediatrics (Sim Lab) | 130.00 | 125.00 | (5.00) |

Course Fee Increases

| Course Number | Course Title | Current Fee | Proposed Fee | Fee Change |
|---------------|---|-------------|--------------|------------|
| CHM 2025L | Intro to College Chemistry I Lab | 15.00 | 21.00 | 6.00 |
| CHM 2032L | General Chemistry for Health Sciences Lab | 15.00 | 24.00 | 9.00 |
| CHM 2045L | General Chemistry I Lab | 18.00 | 24.00 | 6.00 |
| CHM 2046L | General Chemistry II Lab | 18.00 | 24.00 | 6.00 |
| EMS 2119L | Fundamentals of EMS Care Lab | 410.00 | 490.00 | 80.00 |
| EMS 2421L | EMT Practicum | 410.00 | 450.00 | 40.00 |
| EMS 2600L | Intro to Paramedics Lab | 410.00 | 450.00 | 40.00 |
| EMS 2601L | Paramedic Lab I | 410.00 | 450.00 | 40.00 |
| EMS 2602L | Paramedic Lab II | 410.00 | 450.00 | 40.00 |
| EMS 2646 | Paramedic Clinical Experience | 410.00 | 425.00 | 15.00 |
| EMS 2648 | Paramedic Field Experience | 410.00 | 425.00 | 15.00 |
| EMS 2661 | Paramedic Field Internship | 410.00 | 450.00 | 40.00 |
| FFP 0030C | Firefighter I | 850.00 | 950.00 | 100.00 |
| FFP 0031C | Firefighter II | 850.00 | 950.00 | 100.00 |
| MVB 1013 | Pre-Principal - Trombone | 50.00 | 100.00 | 50.00 |
| MVB 1014 | Pre-Principal - Baritone Horn | 50.00 | 100.00 | 50.00 |
| MVB 1015 | Pre-Principal - Tuba | 50.00 | 100.00 | 50.00 |
| MVB 1311 | Applied Music - Trumpet | 50.00 | 100.00 | 50.00 |
| MVB 1312 | Applied Music - Horn | 50.00 | 100.00 | 50.00 |
| MVB 1313 | Applied Music - Trumpet | 50.00 | 100.00 | 50.00 |
| MVB 1314 | Applied Music - Baritone Horn | 50.00 | 100.00 | 50.00 |
| MVB 1315 | Applied Music - Tuba | 50.00 | 100.00 | 50.00 |
| MVB 2321 | Applied Music - Trumpet | 50.00 | 100.00 | 50.00 |
| MVB 2322 | Applied Music - Horn | 50.00 | 100.00 | 50.00 |
| MVB 2323 | Applied Music - Trombone | 50.00 | 100.00 | 50.00 |
| MVB 2324 | Applied Music - Baritone Horn | 50.00 | 100.00 | 50.00 |
| MVB 2325 | Applied Music - Tuba | 50.00 | 100.00 | 50.00 |
| MVJ 1011 | Pre-Principal Jazz Voice | 50.00 | 100.00 | 50.00 |
| MVJ 1012 | Pre-Principal Jazz Violin | 50.00 | 100.00 | 50.00 |
| MVJ 1013 | Pre-Principal Jazz Guitar | 50.00 | 100.00 | 50.00 |
| MVJ 1014 | Pre-Principal Jazz Bass | 50.00 | 100.00 | 50.00 |
| MVJ 1015 | Pre-Principal Jazz Flute | 50.00 | 100.00 | 50.00 |
| MVJ 1016 | Pre-Principal Jazz Saxophone | 50.00 | 100.00 | 50.00 |
| MVJ 1017 | Pre-Principal Jazz Trumpet | 50.00 | 100.00 | 50.00 |
| MVJ 1018 | Pre-Principal Jazz Trombone | 50.00 | 100.00 | 50.00 |
| MVK 1011 | Pre-Principal - Piano | 50.00 | 100.00 | 50.00 |
| MVK 1012 | Pre-Principal - Harpsichord | 50.00 | 100.00 | 50.00 |
| MVK 1013 | Pre-Principal - Organ | 50.00 | 100.00 | 50.00 |
| MVK 1311 | Applied Music - Piano | 50.00 | 100.00 | 50.00 |
| MVK 1312 | Applied Music - Harpsichord | 50.00 | 100.00 | 50.00 |
| MVK 1313 | Applied Music - Organ | 50.00 | 100.00 | 50.00 |
| MVK 2321 | Applied Music - Piano | 50.00 | 100.00 | 50.00 |
| MVK 2322 | Applied Music - Harpsichord | 50.00 | 100.00 | 50.00 |
| MVK 2323 | Applied Music - Organ | 50.00 | 100.00 | 50.00 |
| MVP 1011 | Pre-Principal - Percussion | 50.00 | 100.00 | 50.00 |
| MVP 1311 | Applied Music - Percussion | 50.00 | 100.00 | 50.00 |
| MVP 2321 | Applied Music - Percussion | 50.00 | 100.00 | 50.00 |
| MVS 1011 | Pre-Principal - Violin | 50.00 | 100.00 | 50.00 |
| MVS 1012 | Pre-Principal - Viola | 50.00 | 100.00 | 50.00 |
| MVS 1013 | Pre-Principal - Cello | 50.00 | 100.00 | 50.00 |
| MVS 1014 | Pre-Principal - String Bass | 50.00 | 100.00 | 50.00 |
| MVS 1311 | Applied Music - Violin | 50.00 | 100.00 | 50.00 |
| MVS 1312 | Applied Music - Viola | 50.00 | 100.00 | 50.00 |
| MVS 1313 | Applied Music - Cello | 50.00 | 100.00 | 50.00 |
| MVS 1314 | Applied Music - String Bass | 50.00 | 100.00 | 50.00 |
| MVS 1316 | Applied Music - Guitar | 50.00 | 100.00 | 50.00 |
| MVS 2321 | Applied Music - Violin | 50.00 | 100.00 | 50.00 |

Course Fee Increases, cont'd

| Course Number | Course Title | Current Fee | Proposed Fee | Fee Change |
|----------------------|-----------------------------|--------------------|---------------------|-------------------|
| MVS 2322 | Applied Music - Viola | 50.00 | 100.00 | 50.00 |
| MVS 2323 | Applied Music - Cello | 50.00 | 100.00 | 50.00 |
| MVS 2324 | Applied Music - String Bass | 50.00 | 100.00 | 50.00 |
| MVS 2326 | Applied Music - Guitar | 50.00 | 100.00 | 50.00 |
| MVV 1011 | Pre-Principal - Voice | 50.00 | 100.00 | 50.00 |
| MVV 1311 | Applied Music - Voice | 50.00 | 100.00 | 50.00 |
| MVV 2321 | Applied Music - Voice | 50.00 | 100.00 | 50.00 |
| MVW 1011 | Pre-Principal - Flute | 50.00 | 100.00 | 50.00 |
| MVW 1012 | Pre-Principal - Oboe | 50.00 | 100.00 | 50.00 |
| MVW 1013 | Pre-Principal - Clarinet | 50.00 | 100.00 | 50.00 |
| MVW 1014 | Pre-Principal - Bassoon | 50.00 | 100.00 | 50.00 |
| MVW 1015 | Pre-Principal - Saxophone | 50.00 | 100.00 | 50.00 |
| MVW 1311 | Applied Music - Flute | 50.00 | 100.00 | 50.00 |
| MVW 1312 | Applied Music - Oboe | 50.00 | 100.00 | 50.00 |
| MVW 1313 | Applied Music - Clarinet | 50.00 | 100.00 | 50.00 |
| MVW 1314 | Applied Music - Bassoon | 50.00 | 100.00 | 50.00 |
| MVW 1315 | Applied Music - Saxophone | 50.00 | 100.00 | 50.00 |
| MVW 2321 | Applied Music - Flute | 50.00 | 100.00 | 50.00 |
| MVW 2322 | Applied Music - Oboe | 50.00 | 100.00 | 50.00 |
| MVW 2323 | Applied Music - Clarinet | 50.00 | 100.00 | 50.00 |
| MVW 2324 | Applied Music - Bassoon | 50.00 | 100.00 | 50.00 |
| MVW 2325 | Applied Music - Saxophone | 50.00 | 100.00 | 50.00 |
| NUR 1020C | Fundamentals of Nursing ATI | 307.00 | 357.00 | 50.00 |
| NUR 2211C | Adult Health Nursing I ATI | 307.00 | 357.00 | 50.00 |
| NUR 2213C | Adult Health Nursing II ATI | 307.00 | 357.00 | 50.00 |
| NUR 2420C | Maternal Nursing ATI | 307.00 | 357.00 | 50.00 |

School of Arts, Humanities and Social Sciences - Course Fees

| | | | | | | | |
|-----|-------|---|-------|-----|------|---------------------------------|-------|
| ART | 1201C | Basic Design | \$34 | MVJ | 1216 | Applied Music - Jazz Saxophone | \$50 |
| ART | 1203C | Three-dimensional Design (Sculpture) | \$34 | MVJ | 1217 | Applied Music - Jazz Trumpet | \$50 |
| ART | 1300C | Drawing I | \$34 | MVJ | 1218 | Applied Music - Jazz Trombone | \$50 |
| ART | 1301C | Drawing II | \$34 | MVJ | 1219 | Applied Music - Jazz Percussion | \$50 |
| ART | 1330C | Figure Drawing | \$34 | MVK | 1011 | Pre-Principal: Piano | \$100 |
| ART | 2012C | Media Exploration | \$34 | MVK | 1012 | Pre-Principal: Harpsichord | \$100 |
| ART | 2205C | Color Theory | \$34 | MVK | 1013 | Pre-Principal: Organ | \$100 |
| ART | 2500C | Painting I | \$34 | MVK | 1211 | Applied Music - Piano | \$50 |
| ART | 2501C | Painting II | \$34 | MVK | 1212 | Applied Music - Harpsichord | \$50 |
| ART | 2527C | Abstract Painting | \$34 | MVK | 1213 | Applied Music - Organ | \$50 |
| ART | 2600C | Intro to Digital Art | \$37 | MVK | 1311 | Applied Music - Piano | \$100 |
| ART | 2601C | Intermediate Computer Art | \$37 | MVK | 1312 | Applied Music - Harpsichord | \$100 |
| ART | 2604C | Digital Art and Animation | \$37 | MVK | 1313 | Applied Music - Organ | \$100 |
| DIG | 2100C | Web Design 1 | \$37 | MVK | 2221 | Applied Music - Piano | \$50 |
| DIG | 2205C | Basic Video Editing | \$37 | MVK | 2222 | Applied Music - Harpsichord | \$50 |
| DIG | 2251C | Digital Audio I | \$30 | MVK | 2223 | Applied Music - Organ | \$50 |
| DIG | 2280C | Digital Video and Sound | \$37 | MVK | 2321 | Applied Music - Piano | \$100 |
| DIG | 2318C | Animation Studio | \$37 | MVK | 2322 | Applied Music - Harpsichord | \$100 |
| DIG | 2626C | Artificial Intelligence | \$37 | MVK | 2323 | Applied Music - Organ | \$100 |
| DIG | 2711C | Game Design & Gameplay | \$37 | MVP | 1011 | Applied Music - Percussion | \$100 |
| DIG | 2972C | Digital Arts & Multimedia Production Capstone | \$37 | MVP | 1211 | Applied Music - Percussion | \$50 |
| FIL | 2432C | Filmmaking | \$37 | MVP | 1311 | Applied Music - Percussion | \$100 |
| GRA | 2103C | Digital Graphic Design | \$37 | MVP | 2221 | Applied Music - Percussion | \$50 |
| MUM | 2600C | Basic Audio Recording Technology | \$60 | MVP | 2321 | Applied Music - Percussion | \$100 |
| MUM | 2601C | Recording Techniques II | \$60 | MVS | 1011 | Applied Music - Violin | \$100 |
| MUM | 2604C | Multi-track Mixdown Techniques | \$30 | MVS | 1012 | Applied Music - Viola | \$100 |
| MUM | 2700 | Music Business | \$30 | MVS | 1013 | Applied Music - Cello | \$100 |
| MUN | 2022 | Laptop and Electronic Art Ensemble | \$30 | MVS | 1014 | Applied Music - String Bass | \$100 |
| MUS | 2360 | Intro to Technology in Music | \$30 | MVS | 1016 | Applied Music - Guitar | \$100 |
| MVB | 1013 | Applied Music - Trumpet | \$100 | MVS | 1211 | Applied Music - Violin | \$50 |
| MVB | 1014 | Applied Music - Baritone Horn | \$100 | MVS | 1212 | Applied Music - Viola | \$50 |
| MVB | 1015 | Applied Music - Tuba | \$100 | MVS | 1213 | Applied Music - Cello | \$50 |
| MVB | 1211 | Applied Music - Trumpet | \$50 | MVS | 1214 | Applied Music - String Bass | \$50 |
| MVB | 1212 | Applied Music - French Horn | \$50 | MVS | 1216 | Applied Music - Guitar | \$50 |
| MVB | 1213 | Applied Music - Trombone | \$50 | MVS | 1311 | Applied Music - Violin | \$50 |
| MVB | 1214 | Applied Music - Baritone Horn | \$50 | MVS | 1312 | Applied Music - Viola | \$50 |
| MVB | 1215 | Applied Music - Tuba | \$50 | MVS | 1313 | Applied Music - Cello | \$50 |
| MVB | 1311 | Applied Music - Trumpet | \$100 | MVS | 1314 | Applied Music - String Bass | \$50 |
| MVB | 1312 | Applied Music - French Horn | \$100 | MVS | 1316 | Applied Music - Guitar | \$50 |
| MVB | 1313 | Applied Music - Trumpet | \$100 | MVS | 2221 | Applied Music - Violin | \$50 |
| MVB | 1314 | Applied Music - Baritone Horn | \$100 | MVS | 2222 | Applied Music - Viola | \$50 |
| MVB | 1315 | Applied Music - Tuba | \$100 | MVS | 2223 | Applied Music - Cello | \$50 |
| MVB | 1211 | Applied Music - Trumpet | \$50 | MVS | 2224 | Applied Music - String Bass | \$50 |
| MVB | 1212 | Applied Music - French Horn | \$50 | MVS | 2226 | Applied Music - Guitar | \$50 |
| MVB | 1213 | Applied Music - Trombone | \$50 | MVS | 2321 | Applied Music - Violin | \$50 |
| MVB | 1214 | Applied Music - Baritone Horn | \$50 | MVS | 2322 | Applied Music - Viola | \$50 |
| MVB | 1215 | Applied Music - Tuba | \$50 | MVS | 2323 | Applied Music - Cello | \$50 |
| MVB | 1311 | Applied Music - Trumpet | \$100 | MVS | 2324 | Applied Music - String Bass | \$50 |
| MVB | 1312 | Applied Music - French Horn | \$100 | MVS | 2326 | Applied Music - Guitar | \$50 |
| MVB | 1313 | Applied Music - Trumpet | \$100 | MVV | 1011 | Applied Music - Voice | \$100 |
| MVB | 1314 | Applied Music - Baritone Horn | \$100 | MVV | 1211 | Applied Music - Voice | \$50 |
| MVB | 1315 | Applied Music - Tuba | \$100 | MVV | 1311 | Applied Music - Voice | \$100 |
| MVB | 2221 | Applied Music - Trumpet | \$50 | MVV | 2221 | Applied Music - Voice | \$50 |
| MVB | 2222 | Applied Music - French Horn | \$50 | MVV | 2321 | Applied Music - Voice | \$100 |
| MVB | 2223 | Applied Music - Trombone | \$50 | MVW | 1011 | Applied Music - Flute | \$100 |
| MVB | 2224 | Applied Music - Baritone Horn | \$50 | MVW | 1012 | Applied Music - Oboe | \$100 |
| MVB | 2225 | Applied Music - Tuba | \$50 | MVW | 1013 | Applied Music - Clarinet | \$100 |
| MVB | 2321 | Applied Music - Trumpet | \$100 | MVW | 1014 | Applied Music - Bassoon | \$100 |
| MVB | 2322 | Applied Music - French Horn | \$100 | MVW | 1015 | Applied Music - Saxophone | \$100 |
| MVB | 2323 | Applied Music - Trombone | \$100 | MVW | 1211 | Applied Music - Flute | \$50 |
| MVB | 2324 | Applied Music - Baritone Horn | \$100 | MVW | 1212 | Applied Music - Oboe | \$50 |
| MVB | 2325 | Applied Music - Tuba | \$100 | MVW | 1213 | Applied Music - Clarinet | \$50 |
| MVJ | 1011 | Applied Music - Jazz Piano | \$100 | MVW | 1214 | Applied Music - Bassoon | \$50 |
| MVJ | 1012 | Applied Music - Jazz Violin | \$100 | MVW | 1215 | Applied Music - Saxophone | \$50 |
| MVJ | 1013 | Applied Music - Jazz Guitar | \$100 | MVW | 1311 | Applied Music - Flute | \$100 |
| MVJ | 1014 | Applied Music - Jazz Bass | \$100 | MVW | 1312 | Applied Music - Oboe | \$100 |
| MVJ | 1015 | Applied Music - Jazz Flute | \$100 | MVW | 1313 | Applied Music - Clarinet | \$100 |
| MVJ | 1016 | Applied Music - Jazz Saxophone | \$100 | MVW | 1314 | Applied Music - Bassoon | \$100 |
| MVJ | 1017 | Applied Music - Jazz Trumpet | \$100 | MVW | 1315 | Applied Music - Saxophone | \$100 |
| MVJ | 1018 | Applied Music - Jazz Trombone | \$100 | MVW | 2221 | Applied Music - Flute | \$50 |
| MVJ | 1210 | Applied Music - Jazz Saxophone | \$50 | MVW | 2222 | Applied Music - Oboe | \$50 |
| MVJ | 1211 | Applied Music - Jazz Voice | \$50 | MVW | 2223 | Applied Music - Clarinet | \$50 |
| MVJ | 1212 | Applied Music - Jazz Violin | \$50 | MVW | 2224 | Applied Music - Bassoon | \$50 |
| MVJ | 1213 | Applied Music - Jazz Guitar | \$50 | MVW | 2225 | Applied Music - Saxophone | \$50 |
| MVJ | 1214 | Applied Music - Jazz Bass | \$50 | MVW | 2321 | Applied Music - Flute | \$100 |
| MVJ | 1215 | Applied Music - Jazz Flute | \$50 | MVW | 2322 | Applied Music - Oboe | \$100 |

School of Arts, Humanities and Social Sciences - Course Fees, cont'd

| | | | | | | | |
|-----|-------|-------------------------------------|-------|-----|------|------------------------------------|------|
| MVW | 2323 | Applied Music - Clarinet | \$100 | THE | 2925 | Theatre Performance and Production | \$10 |
| MVW | 2324 | Applied Music - Bassoon | \$100 | TPA | 1210 | Stage Craft I | \$10 |
| MVW | 2325 | Applied Music - Saxophone | \$100 | TPA | 1220 | Intro to Stage Lighting | \$10 |
| PGY | 1800C | Introduction to Digital Photography | \$34 | TPA | 1290 | Fundamentals of Theatre Practice | \$10 |
| PGY | 2401C | Photography I | \$34 | TPA | 2211 | Stage Craft II | \$10 |

School of Business and Technology - Course Fees

| | | | | | | | |
|-------|------|--------------------------------------|------|-------|------|--|------|
| BCN | 1230 | Materials & Methods of Construction | \$5 | * ENT | 1501 | Fundamentals of Changemaking | \$25 |
| BCN | 1272 | Blueprint Reading | \$5 | * ENT | 2000 | Intro to Entrepreneurship | \$25 |
| BCT | 2730 | Construction Management | \$5 | * ENT | 2012 | Entrepreneurship Management | \$25 |
| CET | 2691 | Laws & Legal Aspects of IT Security | \$10 | * ENT | 2120 | Digital Marketing for Entrepreneurs | \$25 |
| CIS | 2772 | Security Operations Center | \$10 | * ENT | 2271 | Business Genesis | \$25 |
| CJE | 1640 | Intro to Crime Scene Technology | \$5 | * ENT | 2411 | Business Operations for Entrep | \$25 |
| CJE | 2602 | Computerized Crime Scene Graphic | \$25 | * ENT | 2612 | Creativity & Innov in Bus Env | \$25 |
| CJE | 2643 | Advanced Crime Scene Technology | \$20 | ETD | 1103 | Engineering Graphics I - AutoCAD | \$10 |
| CJE | 2649 | Forensic Death Investigation | \$40 | ETD | 1320 | Computer Aided Drafting | \$10 |
| CJE | 2670 | Introduction for Forensic Science | \$10 | ETD | 1530 | Drafting & Design | \$10 |
| CJE | 2671 | Latent Fingerprint Development | \$15 | ETD | 2340 | Advanced Computer Aided Drafting | \$10 |
| CJE | 2677 | Modern Fingerprinting Technology | \$35 | GIS | 1040 | Geographic Information Systems | \$10 |
| CJE | 2770 | Crime Scene Photography | \$15 | GIS | 1045 | Geographic Information Systems Customization | \$10 |
| CTS | 1314 | Network Defense & Countermeasures II | \$10 | PLA | 2763 | Law Office Management | \$25 |
| CTS | 2317 | Countermeasures | \$10 | PLA | 2942 | Paralegal Internship-Malpractice Insurance | \$10 |
| EGS | 1001 | Intro to Engineering | \$5 | | | | |
| * ENT | 1021 | Innovation in Business & Entrep | \$25 | | | | |
| * ENT | 1031 | Entrepren. Marketing & Sales | \$25 | | | | |

School of Education - Course Fees

| | | | | | | | |
|-----|------|---|-------|-----|------|--|-------|
| CHD | 1220 | Intro to Child Development | \$15 | EME | 2040 | Intro to Educational Technology | \$15 |
| EDE | 3315 | Math in the Elementary Classroom | \$10 | LAE | 3314 | Teaching Language Arts in Elementary School | \$125 |
| EDE | 4223 | Integrated Music Art Movement | \$20 | MAE | 4310 | Teaching Math in Elementary School | \$125 |
| EDE | 4940 | Final Internship, Elementary Education | \$325 | RED | 4012 | Foundation of Literacy | \$50 |
| EDF | 2005 | Introduction to the Teaching Profession | \$15 | RED | 4519 | Diag & Intervention Reading | \$25 |
| EDF | 2085 | Introduction to Diversity for Educators | \$15 | SCE | 3310 | Teaching Science in Elementary School | \$125 |
| EDF | 3214 | Human Development and Learning | \$25 | SSE | 3313 | Teaching Social Studies in Elementary School | \$125 |
| EDG | 3410 | Classroom Mgmt & Comm | \$50 | TSL | 4080 | Second Language Acquisition and Culture | \$50 |
| EDG | 3620 | Curriculum and Instruction | \$25 | TSL | 4140 | ESOL Methods Curriculum and Assessment | \$50 |
| EDG | 4004 | Special Topics in Education I | \$15 | | | | |

School of Pure and Applied Sciences - Course Fees

| | | | | | | | |
|-----|-------|---------------------------------------|------|-----|-------|---|------|
| AST | 2002C | Astronomy | \$10 | EVR | 1001C | Intro to Environmental Science | \$10 |
| BSC | 1005L | Intro to Biological Science | \$5 | GLY | 1010C | Physical Geology | \$10 |
| BSC | 1010L | Biological Science I | \$10 | GLY | 1100C | Historical Geology | \$10 |
| BSC | 1011L | Biological Science II | \$10 | ISC | 1001C | Foundation of Interdisciplinary Science I | \$10 |
| BSC | 1051C | Environmental Biology-SW FL Eco | \$12 | MCB | 2010C | Microbiology | \$20 |
| BSC | 1084C | Anatomy & Physiology | \$10 | OCB | 1000 | The Living Ocean | \$10 |
| BSC | 1085C | Anatomy & Physiology I | \$19 | OCB | 2010L | Marine Biology Lab | \$10 |
| BSC | 1086C | Anatomy & Physiology II | \$19 | OCE | 1001 | Intro to Oceanography | \$10 |
| CHM | 1020C | Chemistry for a Sustainable Future | \$15 | OCE | 1013C | Marine Science | \$15 |
| CHM | 2025L | Intro to College Chemistry Lab | \$21 | PHY | 1007C | Physics Health Sciences Lab | \$12 |
| CHM | 2032L | General Chemistry Health Sciences Lab | \$24 | PHY | 1020C | Fundamentals of the Physical World | \$12 |
| CHM | 2045L | General Chemistry I Lab | \$24 | PHY | 2048L | General Physics I Lab | \$12 |
| CHM | 2046L | General Chemistry II Lab | \$24 | PHY | 2049L | General Physics II Lab | \$12 |
| CHM | 2210L | Organic Chemistry I Lab | \$25 | PHY | 2053L | College Physics I Lab | \$12 |
| CHM | 2211L | Organic Chemistry II Lab | \$25 | PHY | 2054L | College Physics II Lab | \$12 |
| ESC | 1000C | Intro to Earth Science | \$15 | | | | |

First Year Experience - Course Fee

| | | | |
|-----|------|------------------------|------|
| SLS | 1515 | Cornerstone Experience | \$10 |
|-----|------|------------------------|------|

* New Course

School of Allied Health - Course Fees

| | | | | | | | |
|-------|-------|--|-------|-------|-------|---|-------|
| CVT | 1800C | Cardiovascular Pre-Practicum I | \$190 | MEA | 1010C | Radiography Essentials | \$100 |
| CVT | 1800C | Cardiovascular Pre-Practicum Program Insurance | \$16 | MEA | 1206C | Clinical Office Procedures I | \$375 |
| CVT | 1801C | Cardiovascular Pre-Practicum II | \$170 | MEA | 1207C | Clinical Office Procedures II | \$180 |
| CVT | 2840L | Cardiovascular Practicum I | \$200 | MEA | 1248C | Clinical Laboratory Procedures | \$475 |
| CVT | 2840L | Cardiovascular Practicum I Insurance | \$16 | MEA | 2803L | Medical Assisting Clinical Experience | \$345 |
| CVT | 2841L | Cardiovascular Practicum II | \$135 | MEA | 2803L | Medical Assisting Clinical Experience Program Insurance | \$16 |
| CVT | 2842C | Cardiovascular Simulation Practicum I | \$170 | PHT | 1000C | PTA Principles & Procedures w/ Lab | \$225 |
| DEH | 1002L | Dental Hygiene Preclinical | \$700 | PHT | 1121C | Kinesiology/A&P for the PTA w/ Lab | \$225 |
| DEH | 1802L | Dental Hygiene II Clinical | \$700 | PHT | 1132C | Musculoskeletal Disorders/Pathology w/ Lab | \$225 |
| DEH | 2702L | Community Dental Health Lab | \$410 | PHT | 2162C | Neurological Disorders w/ Lab | \$225 |
| DEH | 2804L | Dental Hygiene III Clinical | \$700 | PHT | 2210C | Modalities w/ Lab | \$225 |
| DEH | 2806L | Dental Hygiene Program Insurance | \$16 | PHT | 2220C | Therapeutic Exercise I w/ Lab | \$225 |
| DEH | 2806L | Dental Hygiene IV Clinical | \$700 | * PHT | 2228C | Therapeutic Exercise II w/ Lab | \$225 |
| DEH | 2808L | Dental Hygiene V Clinical | \$700 | * PHT | 2800L | Clinical Internship I | \$216 |
| DES | 1020C | Dental Anatomy | \$410 | * PHT | 2800L | Clinical Internship I Program Insurance | \$16 |
| DES | 1100C | Dental Hygiene Program Insurance | \$16 | * PHT | 2810 | Clinical Internship II | \$216 |
| DES | 1100C | Dental Materials | \$410 | * PHT | 2810 | Clinical Internship II Program Insurance | \$16 |
| DES | 1200C | Dental Radiology | \$700 | * PHT | 2931 | PTA Seminar | \$340 |
| DES | 2832C | Expanded Functions Lab | \$410 | * PHT | 2951C | PTA Capstone w/ Lab | \$225 |
| EMS | 2119L | Fundamentals of EMS Care Lab | \$490 | RET | 1275C | Clinical Care Techniques | \$350 |
| EMS | 2421L | EMT Practicum Program Insurance | \$16 | RET | 1275C | Clinical Care Techniques Program Insurance | \$16 |
| EMS | 2421L | EMT Practicum | \$450 | RET | 1832L | Clinical Practicum I | \$350 |
| EMS | 2600L | Intro to Paramedic Lab | \$450 | RET | 2234C | Respiratory Therapeutics | \$350 |
| EMS | 2601L | Paramedic Laboratory I | \$450 | RET | 2254C | Respiratory Care Assessment | \$350 |
| EMS | 2602L | Paramedic Laboratory II | \$450 | RET | 2264L | Adv Mechanical Ventilation Lab | \$350 |
| EMS | 2646 | Paramedic Clinical Experience | \$425 | RET | 2874L | Clinical Practicum II | \$350 |
| EMS | 2648 | Paramedic Field Experience Program Insurance | \$16 | RET | 2874L | Clinical Practicum II Program Insurance | \$16 |
| EMS | 2648 | Paramedic Field Experience | \$425 | RET | 2875L | Clinical Practicum III | \$350 |
| EMS | 2661 | Paramedic Field Internship | \$450 | RET | 2876L | Clinical Practicum IV | \$350 |
| * EMS | 2677L | Paramedic Laboratory III | \$450 | RTE | 1804 | Radiology Practicum I | \$250 |
| FFP | 0030C | Firefighter I | \$950 | RTE | 1804 | Radiology Practicum I Program Insurance | \$16 |
| FFP | 0031C | Firefighter II | \$950 | RTE | 1814 | Radiology Practicum II | \$250 |
| HIM | 1800C | Health Information Simulation | \$73 | RTE | 1824 | Radiology Practicum III | \$250 |
| HIM | 2510 | Quality Management in Healthcare | \$25 | RTE | 2834 | Radiology Practicum IV | \$250 |
| HIM | 2940 | Health Information Technology Capstone Program Insurance | \$16 | RTE | 2834 | Radiology Practicum IV Program Insurance | \$16 |
| HIM | 2814C | Coding Office Simulation Program Insurance | \$16 | RTE | 2844 | Radiology Practicum V | \$250 |
| HUS | 2842L | Counseling Residency I Program Insurance | \$16 | RTE | 2854L | Clinical Practicum VI | \$250 |

School of Nursing - Course Fees

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|-----|-------|---|-------|-----|-------|--|-------|
| NUR | 1020C | Fundamentals of Nursing - ATI | \$357 | NUR | 2420C | Maternal Health Nursing - ATI | \$357 |
| NUR | 1020C | Fundamentals of Nursing | \$375 | NUR | 2420C | Maternal Nursing | \$375 |
| NUR | 1020C | Fundamentals of Nursing Program Insurance | \$16 | NUR | 2420C | Maternal Nursing Program Insurance | \$16 |
| NUR | 1020C | Fundamentals of Nursing - Sim Lab | \$115 | NUR | 2420C | Maternal Nursing - Sim Lab | \$115 |
| NUR | 1068C | Health Assessment | \$375 | NUR | 2942C | Clinical Preceptorship | \$375 |
| NUR | 1511C | Mental Health Nursing | \$375 | CVT | 2205 | Advanced Cardiac Care - Sim Lab | \$125 |
| NUR | 2211C | Adult Health Nursing I - ATI | \$357 | EMS | 2601L | Paramedic Laboratory I - Sim Lab | \$125 |
| NUR | 2211C | Adult Health Nursing I | \$375 | RET | 1275C | Clinical Care Techniques - Sim Lab | \$125 |
| NUR | 2211C | Adult Health Nursing I - Sim Lab | \$115 | RET | 2234C | Respiratory Therapeutics - Sim Lab | \$125 |
| NUR | 2213C | Adult Health Nursing II - ATI | \$357 | RET | 2264L | Adv Mechanical Ventilation Lab - Sim Lab | \$125 |
| NUR | 2213C | Adult Health Nursing II | \$375 | RET | 2714 | NeoNatal Pediatrics Resp Care - Sim Lab | \$125 |
| NUR | 2213C | Adult Health Nursing II - Sim Lab | \$115 | | | | |
| NUR | 2310C | Pediatric Nursing | \$375 | | | | |
| NUR | 2310C | Pediatric Nursing - Sim Lab | \$115 | | | | |

* New Course

Continuing Education Courses

Corporate Training

| | |
|--|---------------|
| Class A Drinking Water Certification Course* | \$800-\$1,800 |
| Class A Wastewater Certification Course* | \$800-\$1,800 |
| Class B Drinking Water Certification Course* | \$800-\$1,800 |
| Class B Wastewater Certification Course* | \$800-\$1,800 |
| Class C (Drinking and Waste) Certification Course* | \$800-\$1,800 |
| Leadership Series Seminar* | \$49-\$1,000 |

School of Nursing

| | |
|----------------------------|-------|
| ACLS HeartCode | \$100 |
| ACLS Instructor-New | \$600 |
| ACLS Instructor-Renewal | \$150 |
| ACLS Provider | \$145 |
| ACLS-BLS Combo | \$195 |
| ASLS Instructor-New | \$600 |
| ASLS Instructor-Renewal | \$150 |
| ASLS Provider Heartcode | \$300 |
| BLS + Stop the Bleed Combo | \$115 |
| BLS HeartCode | \$40 |
| BLS Instructor-New | \$500 |
| BLS Instructor-Renewal | \$150 |
| BLS Provider | \$70 |

School of Allied Health

| | |
|-----------------------------------|-------|
| Adult Endotracheal Intubation | \$350 |
| Neonatal Endotracheal Intubation | \$350 |
| Pediatric Endotracheal Intubation | \$350 |

Community Instruction

| | |
|-----------------------------------|---------------|
| Artful Evenings* | \$50-\$150 |
| SAT Prep Classes* | \$50-\$1,000 |
| Teen Career Pathways Summer Camp* | \$198-\$2,000 |

| | |
|--|---------|
| HeartSaver + Stop the Bleed Combo | \$125 |
| HeartSaver First Aid/AED/CPR | \$80 |
| HeartSaver First Aid/AED/CPR HeartCode | \$70 |
| HeartSaver K-12 | \$55 |
| HeartSaver K-12 + Stop the Bleed Combo | \$100 |
| HeartSaver K-12 HeartCode | \$45 |
| PALS HeartCode | \$100 |
| PALS Instructor-New | \$600 |
| PALS Instructor-Renewal | \$150 |
| PALS Provider | \$145 |
| Stop the Bleed | \$45 |
| Nurse Remedial-Refresher Course | \$1,930 |

*- Price may vary based on the course's demand/duration



WAGE & SALARY SCHEDULE

Wage & Salary Schedule



2025-2026

For Proposed Budget

July 1, 2025

Florida SouthWestern State College, an equal access institution, prohibits discrimination in its employment, programs and activities based on race, sex, gender identity, age, color, religion, national origin, ethnicity, disability, pregnancy, sexual orientation, marital status, genetic information or veteran status. Questions pertaining to educational equity, equal access or equal opportunity should be addressed to the College's Title IX Coordinator/Compliance Officer: Angie Hawke; Room N-124; 8099 College Parkway SW, Fort Myers, FL 33919; (239) 489-9051; Compliance@fsw.edu. FSW online anonymous reporting www.fsw.edu/report. Inquiries/complaints can be filed with the Title IX Coordinator/Compliance Officer online, in person, via mail, via email, or with the US Department of Education, Office of Civil Rights, Atlanta Office: 61 Forsyth St. SW Suite 19T70, Atlanta, GA 30303-8927.

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

PRESIDENTIAL COMPENSATION METHODOLOGY

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

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

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

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

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

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

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

Adopted by District Board of Trustees 5/22/12

EMPLOYEE SKILLS AND COMPENSATION PHILOSOPHY

Executive Employees

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

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

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

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

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

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

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

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

Faculty

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

Faculty members must have the academic credentials needed to perform successfully in the classroom as well as the motivation and desire to help students achieve their goals. Faculty members must possess two important attributes—the knowledge of scholarship in their chosen field and the ability to communicate knowledge in a manner that best suits students’ learning styles.

In addition, faculty should be willing to represent Florida SouthWestern State College in service activities that promote the College's mission in the community.

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

Staff

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

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

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

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

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

Adopted by District Board of Trustees 4/22/08, Amended 06/27/23

WAGE AND SALARY SCHEDULE INTRODUCTION

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

Florida SouthWestern State College conducts its employment activity within the State of Florida and all employees of the College must establish and maintain legal Florida residency. All out of state applicants given a conditional offer of employment must be able to relocate and establish Florida residency within thirty (30) days from their start date of employment. Employees of the College are expected to perform their work duties and responsibilities in the State of Florida except for occasional brief and temporary pre-approved periods, either related or unrelated to College travel. Work performed in violation of this statement may be subject to discipline up to and including termination. An employee who fails to establish and/or maintain legal Florida residency for the duration of their employment with Florida SouthWestern State College may be considered to have effectively resigned and therefore separated from employment.

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

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

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

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

At the President's discretion FSW employees may receive a one-time, non-recurring payment that is not added to base salary within the fiscal year (July 1 to June 30). This payment is not a performance bonus or pay for service already rendered. The criteria for the payment is solely based on being employed at FSW. These payments are not subject to FRS deductions.

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

EXECUTIVE/ADMINISTRATOR SALARY SCHEDULE

COLLEGE EXECUTIVES

| <u>Job Code</u> | <u>Title</u> | <u>Minimum</u> |
|------------------------|--|-----------------------|
| 3620 | Associate Vice President, Academic Affairs | \$130,000.00 |
| | | |
| 3850 | Chief Human Resources & Organizational Development Officer | \$130,000.00 |
| | | |
| 1120 | Chief of Staff | \$130,000.00 |
| | | |
| 4078 | Deputy Chief of Staff for Strategic Priorities | \$130,000.00 |
| | | |
| 3909 | General Counsel | \$130,000.00 |
| | | |
| 1000 | President* | --- |
| | | |
| 4032 | Provost/Vice President, Academic Affairs | \$130,000.00 |
| | | |
| T066 | Vice President, Information Technology and Digital Strategies/Chief Technology and Innovation Officer (CTIO)/CIO | \$130,000.00 |
| | | |
| 4025 | Vice President, Institutional Advancement/Executive Director, FSW Foundation | \$130,000.00 |

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

COLLEGE ADMINISTRATORS

| Job Code | Position Title | Pay Grade | Minimum | Midpoint | Maximum |
|-----------------|---|------------------|----------------|-----------------|----------------|
| 4092 | Assistant Vice President, Capital Projects, Facility Planning and Maintenance | A126 | \$98,746.11 | \$130,838.60 | \$162,931.08 |
| 4301 | Assistant Vice President, Collegewide Curriculum and Academic Enhancement | A124 | \$89,565.63 | \$118,674.46 | \$147,783.29 |
| 4089 | Assistant Vice President, Finance and Accounting | A128 | \$108,867.59 | \$144,249.55 | \$179,631.52 |
| 4091 | Assistant Vice President, Financial Planning and Athletics | A129 | \$114,310.97 | \$151,462.03 | \$188,613.09 |
| 3797 | Assistant Vice President, Institutional Research, Assessment, and Effectiveness | A126 | \$98,746.11 | \$130,838.60 | \$162,931.08 |
| 4081 | Assistant Vice President, Library Services | A126 | \$98,746.11 | \$130,838.60 | \$162,931.08 |
| 4199 | Assistant Vice President, Marketing and Digital Strategies | A128 | \$108,867.59 | \$144,249.55 | \$179,631.52 |
| 4050 | Assistant Vice President, Strategic Innovation & Online Learning | A127 | \$103,683.42 | \$137,380.53 | \$171,077.64 |
| 4116 | Asst. Vice President, Workforce Education | A126 | \$98,746.11 | \$130,838.60 | \$162,931.08 |
| 4047 | Associate Dean, Center for Teaching and Learning Excellence (CTLE) | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 4238 | Associate Dean, School of Allied Health | A124 | \$89,565.63 | \$118,674.46 | \$147,783.29 |
| 2150 | Associate Dean, School of Arts, Humanities, and Social Sciences | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 2112 | Associate Dean, School of Business and Technology | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 4228 | Associate Dean, School of Education and Charter Schools | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 2152 | Associate Dean, School of Nursing | A124 | \$89,565.63 | \$118,674.46 | \$147,783.29 |
| 4048 | Associate Dean, School of Pure and Applied Sciences | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 4095 | Associate Vice President, Academic Success | A130 | \$120,026.51 | \$159,035.13 | \$198,043.75 |
| 4257 | Associate Vice President, Student Life | A130 | \$120,026.51 | \$159,035.13 | \$198,043.75 |
| 3765 | Campus/Center Director | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 4245 | Chief Financial Officer, FSW Foundation | A126 | \$98,746.11 | \$130,838.60 | \$162,931.08 |
| 4246 | Chief Philanthropy Officer, FSW Foundation | A124 | \$89,565.63 | \$118,674.46 | \$147,783.29 |
| 3822 | Chief of Police | A125 | \$94,043.91 | \$124,608.19 | \$155,172.46 |
| 4343 | Dean, School of Allied Health | A129 | \$114,310.97 | \$151,462.03 | \$188,613.09 |
| 2154 | Dean, School of Arts, Humanities and Social Sciences | A128 | \$108,867.59 | \$144,249.55 | \$179,631.52 |

| Job Code | Position Title | Pay Grade | Minimum | Midpoint | Maximum |
|-----------------|--|------------------|----------------|-----------------|----------------|
| 2153 | Dean, School of Business and Technology | A128 | \$108,867.59 | \$144,249.55 | \$179,631.52 |
| 2127 | Dean, School of Education and Charter Schools | A128 | \$108,867.59 | \$144,249.55 | \$179,631.52 |
| 4344 | Dean, School of Nursing | A129 | \$114,310.97 | \$151,462.03 | \$188,613.09 |
| 2100 | Dean, School of Pure & Applied Sciences | A128 | \$108,867.59 | \$144,249.55 | \$179,631.52 |
| 3617 | Director, Academic Advising | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 3764 | Director, Accelerated Pathways Programs | A120 | \$73,685.87 | \$97,633.77 | \$121,581.68 |
| 3193 | Director, Admissions | A124 | \$89,565.63 | \$118,674.46 | \$147,783.29 |
| 4117 | Director, Auxiliary Services | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 3994 | Director, Budget | A124 | \$89,565.63 | \$118,674.46 | \$147,783.29 |
| 4096 | Director, Business Operations-Athletics | A122 | \$81,238.67 | \$107,641.24 | \$134,043.80 |
| 4229 | Director, Construction Management | A122 | \$81,238.67 | \$107,641.24 | \$134,043.80 |
| 4311 | Director, Donor Stewardship Advancement and Research | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 3076 | Director, Exhibitions and Collections | A120 | \$73,685.87 | \$97,633.77 | \$121,581.68 |
| 4230 | Director, Facilities Maintenance | A122 | \$81,238.67 | \$107,641.24 | \$134,043.80 |
| 3824 | Director, Facilities Planning and Space Management | A122 | \$81,238.67 | \$107,641.24 | \$134,043.80 |
| 4028 | Director, Honors Scholar Program and Center for Undergraduate Research & Creativity (CURC) | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 4313 | Director, Institute of Innovation and Emerging Technologies | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 3438 | Director, Intercollegiate Athletics | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 3745 | Director, International Education | A120 | \$73,685.87 | \$97,633.77 | \$121,581.68 |
| 4004 | Director, Learning Technologies | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 3993 | Director, Online Teaching and Learning Experience | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 3990 | Director, Payroll Services | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 3201 | Director, Procurement Services | A120 | \$73,685.87 | \$97,633.77 | \$121,581.68 |
| 4248 | Director, Public Engagement | A122 | \$81,238.67 | \$107,647.24 | \$134,043.80 |
| 4090 | Director, Risk and Contract Management | A124 | \$89,565.63 | \$118,674.46 | \$147,783.29 |
| 4059 | Director, Strategic Planning for Corporate and Community Education | A121 | \$77,370.16 | \$102,515.46 | \$127,660.77 |
| 3222 | Director, Student Financial Aid | A124 | \$89,565.63 | \$118,674.46 | \$147,783.29 |
| 4213 | Director, Student Technology and Strategy | A122 | \$81,238.67 | \$107,641.24 | \$134,043.80 |
| 4388 | Philanthropy Officer, FSW Foundation | A123 | \$85,300.60 | \$113,023.30 | \$140,745.99 |
| 3210 | Registrar | A124 | \$89,565.63 | \$118,674.46 | \$147,783.29 |
| 4169 | SFS-Senior Associate Director, Student Financial Aid Operations | A120 | \$73,685.87 | \$97,633.77 | \$121,581.68 |

| Job Code | Position Title | Pay Grade | Minimum | Midpoint | Maximum |
|-----------------|---|------------------|----------------|-----------------|----------------|
| 3889 | SFS-Senior Associate Director, Student Financial Aid Processing | A120 | \$73,685.87 | \$97,633.77 | \$121,581.68 |
| 4198 | Sr. Director, Application Development and Administration | A130 | \$120,026.51 | \$159,035.13 | \$198,043.75 |

PROFESSIONAL AND CAREER SERVICE STAFF

Professional and career service staff positions at Florida SouthWestern State College are assigned a pay grade with corresponding salary ranges as outlined below. Employees in part-time regular positions are limited to working no more than 25 hours per week and do not receive benefits except those required by statute or regulation. Separate Pay Grade tables for IT, Campus Police, and the Collegiate High Schools are found on the pages to follow.

| Grade | Minimum | Midpoint | Maximum |
|-------|--------------|--------------|--------------|
| 101 | \$ 29,160.00 | \$ 38,637.00 | \$ 48,114.00 |
| 102 | \$ 30,618.00 | \$ 40,568.85 | \$ 50,519.70 |
| 103 | \$ 32,148.90 | \$ 42,597.29 | \$ 53,045.69 |
| 104 | \$ 33,756.35 | \$ 44,727.16 | \$ 55,697.97 |
| 105 | \$ 35,600.00 | \$ 46,963.51 | \$ 58,482.87 |
| 106 | \$ 37,216.37 | \$ 49,311.69 | \$ 61,407.01 |
| 107 | \$ 39,077.19 | \$ 51,777.28 | \$ 64,477.36 |
| 108 | \$ 41,031.05 | \$ 54,366.14 | \$ 67,701.23 |
| 109 | \$ 44,000.00 | \$ 57,084.45 | \$ 71,086.29 |
| 110 | \$ 45,236.73 | \$ 59,938.67 | \$ 74,640.61 |
| 111 | \$ 47,498.57 | \$ 62,935.60 | \$ 78,372.64 |
| 112 | \$ 49,873.50 | \$ 66,082.38 | \$ 82,291.27 |
| 113 | \$ 52,367.17 | \$ 69,386.50 | \$ 86,405.83 |
| 114 | \$ 54,985.53 | \$ 72,855.83 | \$ 90,726.12 |
| 115 | \$ 57,734.81 | \$ 76,498.62 | \$ 95,262.43 |
| 116 | \$ 60,621.55 | \$ 80,323.55 | \$100,025.55 |
| 117 | \$ 63,652.62 | \$ 84,339.73 | \$105,026.83 |
| 118 | \$ 66,835.25 | \$ 88,556.71 | \$110,278.17 |
| 119 | \$ 70,177.02 | \$ 92,984.55 | \$115,792.08 |
| 120 | \$ 73,685.87 | \$ 97,633.77 | \$121,581.68 |
| 121 | \$ 77,370.16 | \$102,515.46 | \$127,660.77 |
| 122 | \$ 81,238.67 | \$107,641.24 | \$134,043.80 |
| 123 | \$ 85,300.60 | \$113,023.30 | \$140,745.99 |
| 124 | \$ 89,565.63 | \$118,674.46 | \$147,783.29 |
| 125 | \$ 94,043.91 | \$124,608.19 | \$155,172.46 |
| 126 | \$ 98,746.11 | \$130,838.60 | \$162,931.08 |
| 127 | \$103,683.42 | \$137,380.53 | \$171,077.64 |
| 128 | \$108,867.59 | \$144,249.55 | \$179,631.52 |
| 129 | \$114,310.97 | \$151,462.03 | \$188,613.09 |
| 130 | \$120,026.51 | \$159,035.13 | \$198,043.75 |

PROFESSIONAL AND CAREER SERVICE STAFF, continued

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

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

* Salaries listed for professional and career service staff are based on a 243 duty day calendar, unless otherwise noted. Exempt employee salaries are calculated at 1,944 hours per year (243 duty days x 8 hours/day), yet the expectation for exempt employees is that work may be required beyond the 243 duty day calendar and 8 hour day. Effective July 1, 2023, full-time, non-exempt employee salaries are also calculated at 1,944 hours per year (243 duty days x 8 hours/day) and include a paid thirty (30) minute meal break. Non-exempt employees will be paid for all hours worked, and receive overtime pay for hours worked over 40 in a workweek (Monday-Sunday). Overtime for non-exempt employees requires supervisory approval.

PROFESSIONAL AND CAREER SERVICE STAFF, continued

| <u>Position Title</u> | <u>Job Code</u> | <u>FLSA</u> | <u>Pay Grade</u> | <u>Minimum</u> | <u>Maximum</u> |
|--|------------------------|--------------------|-------------------------|-----------------------|-----------------------|
| Academic Advising Desk Assistant | 4124 | NE | 103 | \$32,148.90 | \$53,045.69 |
| Access Services Assistant | 4014 | NE | 102 | \$30,618.00 | \$50,519.70 |
| Access Services Associate | 4012 | NE | 103 | \$32,148.90 | \$53,045.69 |
| Access Services Coordinator | 3918 | NE | 106 | \$37,216.37 | \$61,407.01 |
| Accountant I | 3661 | E | 110 | \$45,236.73 | \$74,640.61 |
| Accountant II | 3806 | E | 113 | \$52,367.17 | \$86,405.83 |
| Accounting Specialist | 4477 | NE | 109 | \$44,000.00 | \$71,086.29 |
| Accounts Payable Specialist I | 3660 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Accounts Payable Specialist II | 3807 | NE | 109 | \$44,000.00 | \$71,086.29 |
| Accounts Payable Supervisor | 3502 | E | 112 | \$49,873.50 | \$82,291.27 |
| Administrative Assistant | 3465 | NE | 105 | \$35,600.00 | \$58,482.87 |
| Administrative Coordinator, Operations | 3823 | E | 112 | \$49,873.50 | \$82,291.27 |
| Administrative Coordinator, Student Life | 4254 | E | 112 | \$49,873.50 | \$82,291.27 |
| Administrative Specialist, Academic Advising | 4191 | NE | 106 | \$37,216.37 | \$61,407.01 |
| Administrative Specialist, Care and Adaptive Services | 4260 | NE | 106 | \$37,216.37 | \$61,407.01 |
| Administrative Specialist, Nursing | 4333 | NE | 106 | \$37,216.37 | \$61,407.01 |
| Administrative Specialist, Office of the Registrar | 4334 | NE | 106 | \$37,216.37 | \$61,407.01 |
| Administrative Specialist, School of Business and Technology | 4325 | NE | 106 | \$37,216.37 | \$61,407.01 |
| Admissions Counselor I | 3442 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Admissions Counselor I, Recruitment | 4192 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Admission Counselor I, Selective Populations | 4196 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Admissions Counselor II | 3885 | E | 109 | \$44,000.00 | \$71,086.29 |
| Admissions Processing Specialist I | 4121 | NE | 105 | \$35,600.00 | \$58,482.87 |
| Admissions Processing Specialist II | 3752 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Assistant Bursar, Student Financial Services | 4326 | E | 117 | \$63,652.62 | \$105,026.83 |
| Assistant Coach | 3592 | E | 109 | \$44,000.00 | \$71,086.29 |
| Assistant Director, Academic Advising | 3897 | E | 116 | \$60,621.55 | \$100,025.55 |
| Assistant Director, Accounting Services | 4104 | E | 119 | \$70,177.02 | \$115,792.08 |
| Assistant Director, Auxiliary Services | 3523 | E | 114 | \$54,985.53 | \$90,726.12 |
| Assistant Director, Care and Adaptive Services | 3749 | E | 115 | \$57,734.81 | \$95,262.43 |
| Assistant Director, Financial Services | 3900 | E | 119 | \$70,177.02 | \$115,792.08 |
| Assistant Director, Library Services | 4239 | E | 116 | \$60,621.55 | \$100,025.55 |
| Assistant Director, Residence Life | 4396 | E | 114 | \$54,985.53 | \$90,726.12 |
| Assistant Director, Student Involvement | 4220 | E | 115 | \$57,734.81 | \$95,262.43 |
| Assistant Director, Student Leadership | 4730 | E | 115 | \$57,734.81 | \$95,262.43 |

| <u>Position Title</u> | <u>Job Code</u> | <u>FLSA</u> | <u>Pay Grade</u> | <u>Minimum</u> | <u>Maximum</u> |
|---|------------------------|--------------------|-------------------------|-----------------------|-----------------------|
| Assistant Director, Student Transitions | 4218 | E | 115 | \$57,734.81 | \$95,262.43 |
| Associate Access Services Coordinator-Collier | 4341 | NE | 104 | \$33,756.35 | \$55,697.97 |
| Associate Director, Academic Advising | 3439 | E | 118 | \$66,835.25 | \$110,278.17 |
| Associate Director, Auxiliary Services | 3939 | E | 116 | \$60,621.55 | \$100,025.55 |
| Associate Director, Compliance and Training (OSFA) | 4215 | E | 117 | \$63,652.62 | \$105,026.83 |
| Associate Director, Event Services | 3940 | E | 116 | \$60,621.55 | \$100,025.55 |
| Associate Registrar, Registration Operations | 4162 | E | 115 | \$57,734.81 | \$95,262.43 |
| Associate Registrar, Student Records | 3987 | E | 115 | \$57,734.81 | \$95,262.43 |
| Associate Registrar, Systems and Reporting | 3944 | E | 115 | \$57,734.81 | \$95,262.43 |
| Benefits Administrator | 4303 | E | 113 | \$52,367.17 | \$86,405.83 |
| Budget Analyst | 3331 | E | 110 | \$45,236.73 | \$74,640.61 |
| Bursar, Student Financial Services (SFS) | 3499 | E | 119 | \$70,177.02 | \$115,792.08 |
| Campus/Center Coordinator | 4252 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Campus Coordinator, Academic Advising | 4159 | E | 113 | \$52,367.17 | \$86,405.83 |
| Campus Coordinator/Instructor, College Tutoring-Collier | 4336 | E | 113 | \$52,367.17 | \$86,405.83 |
| Campus Grounds Maintenance Lead | 3941 | NE | 108 | \$41,031.05 | \$67,701.23 |
| Capital Planning & Design Manager | 4739 | E | 119 | \$70,177.02 | \$115,792.08 |
| Care Case Coordinator | 4259 | E | 109 | \$44,000.00 | \$71,086.29 |
| Career Coordinator | 4083 | E | 110 | \$45,236.73 | \$74,640.61 |
| Classification and Compensation Specialist | 3984 | E | 110 | \$45,236.73 | \$74,640.61 |
| Clinical Coordinator | 3283 | E | 111 | \$47,498.57 | \$78,372.64 |
| Clinical Coordinator, Dental Hygiene | 4041 | E | 114 | \$54,985.53 | \$90,726.12 |
| Clinical Placement Coordinator /Instructor-School of Education | 3809 | E | 116 | \$60,621.55 | \$100,025.55 |
| Communications and Promotions Coordinator, Operations Division | 4018 | E | 110 | \$45,236.73 | \$74,640.61 |
| Compensation Analyst | 3966 | E | 113 | \$52,367.17 | \$86,405.83 |
| Coordinator, Academic Affairs | 3955 | E | 109 | \$44,000.00 | \$71,086.29 |
| Coordinator, Academic Affairs-Academic Enhancement, Curriculum, Honors and Research | 4300 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Coordinator, Academic Affairs-Arts, Humanities & Social Sciences | 4233 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Coordinator, Academic Affairs-Business and Technology | 4073 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Coordinator, Academic Affairs-Pure and Applied Sciences | 4263 | NE | 107 | \$39,077.19 | \$64,477.36 |

| <u>Position Title</u> | <u>Job Code</u> | <u>FLSA</u> | <u>Pay Grade</u> | <u>Minimum</u> | <u>Maximum</u> |
|--|------------------------|--------------------|-------------------------|-----------------------|-----------------------|
| Coordinator, Academic Affairs–School of Nursing | 4348 | NE | 108 | \$41,031.05 | \$67,701.23 |
| Coordinator, Academic Student Success-Fine Arts | 4732 | E | 111 | \$47,498.57 | \$78,372.64 |
| Coordinator, Accelerated Pathways Programs-Academic Affairs | 4079 | NE | 108 | \$41,031.05 | \$67,701.23 |
| Coordinator, Accelerated Pathways Programs-Registration | 4080 | NE | 108 | \$41,031.05 | \$67,701.23 |
| Coordinator, Accountability, Effectiveness and Grants | 4157 | E | 114 | \$54,985.53 | \$90,726.12 |
| Coordinator, Admissions Operations | 4305 | E | 109 | \$44,000.00 | \$71,086.29 |
| Coordinator, Arena Events and Operations | 3714 | E | 110 | \$45,236.73 | \$74,640.61 |
| Coordinator, Assessment and Effectiveness | 4156 | E | 110 | \$45,236.73 | \$74,640.61 |
| Coordinator, Campus Events and Operations | 4118 | E | 110 | \$45,236.73 | \$74,640.61 |
| Coordinator, College Tutoring | 3689 | E | 111 | \$47,498.57 | \$78,372.64 |
| Coordinator, Community Standards | 4223 | E | 111 | \$47,498.57 | \$78,372.64 |
| Coordinator, Corporate and Community Education | 4319 | NE | 108 | \$41,031.05 | \$67,701.23 |
| Coordinator, School of Allied Health | 3960 | E | 109 | \$44,000.00 | \$71,086.29 |
| Coordinator, School of Allied Health Administration | 4163 | NE | 108 | \$41,031.05 | \$67,701.23 |
| Coordinator, Institutional Research | 3869 | E | 111 | \$47,498.57 | \$78,372.64 |
| Coordinator, Institutional Research & Reporting | 3916 | E | 112 | \$49,873.50 | \$82,291.27 |
| Coordinator, Investigative Institutional Research | 4019 | E | 113 | \$52,367.17 | \$86,405.83 |
| Coordinator, Peer Tutoring | 4243 | E | 111 | \$47,498.57 | \$78,372.64 |
| Coordinator, Recreation and Wellness | 4397 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Coordinator, Residential Support and Community Standards | 4398 | E | 109 | \$44,000.00 | \$71,086.29 |
| Coordinator, School of Education | 3810 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Coordinator, Student Leadership and Care Services | 3888 | E | 109 | \$44,000.00 | \$71,086.29 |
| Coordinator, Student Success, Intercollegiate Athletics and International Students | 4119 | E | 113 | \$52,367.17 | \$86,405.83 |
| Coordinator, Student Transitions | 4054 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Coordinator, Teacher Apprenticeship Program | 4247 | E | 118 | \$66,835.25 | \$110,278.17 |
| Coordinator, Workforce Education | 4235 | NE | 108 | \$41,031.05 | \$67,701.23 |
| Dental Clinic Assistant | 4482 | NE | 105 | \$35,600.00 | \$58,482.87 |
| Dental Clinic Manager/Instructor | 3903 | E | 118 | \$66,835.25 | \$110,278.17 |

| <u>Position Title</u> | <u>Job Code</u> | <u>FLSA</u> | <u>Pay Grade</u> | <u>Minimum</u> | <u>Maximum</u> |
|---|------------------------|--------------------|-------------------------|-----------------------|-----------------------|
| Dental Clinic Supervisor | 4103 | E | 122 | \$81,238.67 | \$134,043.80 |
| Deputy Title IX Coordinator | 4208 | E | 114 | \$54,985.53 | \$90,726.12 |
| Digital Curation Specialist | 4242 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Director, Care and Adaptive Services | 4258 | E | 120 | \$73,685.87 | \$121,581.68 |
| Director, Center of Healthcare Training and Simulation Excellence | 4022 | E | 118 | \$66,835.25 | \$110,278.17 |
| Director, Corporate Sponsorships | 3639 | E | 119 | \$70,177.02 | \$115,792.08 |
| Director, Development | 3111 | E | 119 | \$70,177.02 | \$115,792.08 |
| Director, Emergency Services | 4024 | E | 119 | \$70,177.02 | \$115,792.08 |
| Director, Marketing and Strategic Communications | 4197 | E | 121 | \$77,370.16 | \$127,660.77 |
| Director, Residence Life and Community Standards | 4395 | E | 120 | \$73,685.87 | \$121,581.68 |
| Director, Student Involvement | 4219 | E | 117 | \$63,652.62 | \$105,026.83 |
| Director, Student Leadership | 4221 | E | 117 | \$63,652.62 | \$105,026.83 |
| Director, Student Transitions | 4052 | E | 117 | \$63,652.62 | \$105,026.83 |
| Director, Testing Services | 3075 | E | 118 | \$66,835.25 | \$110,278.17 |
| Employment and Engagement Specialist I | 3826 | E | 109 | \$44,000.00 | \$71,086.29 |
| Employment and Engagement Specialist II | 4026 | E | 113 | \$52,367.17 | \$86,405.83 |
| EMS Support Specialist | 3835 | NE | 105 | \$35,600.00 | \$58,482.87 |
| Enrollment Communications and Media Strategist | 4211 | E | 112 | \$49,873.50 | \$82,291.27 |
| Enrollment Counselor | 3956 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Event Services Specialist | 3716 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Executive Assistant and Coordinator, Academic Affairs | 4310 | E | 110 | \$45,236.73 | \$74,640.61 |
| Executive Assistant/Project Coordinator | 3873 | E | 113 | \$52,367.17 | \$86,405.83 |
| Exhibitions and Collections Specialist | 3651 | E | 109 | \$44,000.00 | \$71,086.29 |
| Facilities Coordinator | 3444 | E | 111 | \$47,498.57 | \$78,372.64 |
| Facilities Planning Manager | 4231 | E | 116 | \$60,621.55 | \$100,025.55 |
| Facilities Project Manager I | 4236 | E | 116 | \$60,621.55 | \$100,025.55 |
| Facilities Project Manager II | 4237 | E | 118 | \$66,835.25 | \$110,278.17 |
| Facilities Quality Control Manager | 3947 | E | 112 | \$49,873.50 | \$82,291.27 |
| Facilities Scheduler | 3832 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Fire Academy Supervisor | 4051 | E | 117 | \$63,652.62 | \$105,026.83 |
| Fiscal Specialist II, Foundation | 3849 | E | 109 | \$44,000.00 | \$71,086.29 |
| Fixed Asset/Construction Accountant | 3992 | E | 113 | \$52,367.17 | \$86,405.83 |
| Foundation Scholarship Manager | 4312 | E | 115 | \$57,734.81 | \$95,262.43 |
| Foundation Specialist I | 4150 | NE | 105 | \$35,600.00 | \$58,482.87 |
| Foundation Specialist II | 3690 | E | 109 | \$44,000.00 | \$71,086.29 |

| <u>Position Title</u> | <u>Job Code</u> | <u>FLSA</u> | <u>Pay Grade</u> | <u>Minimum</u> | <u>Maximum</u> |
|---|------------------------|--------------------|-------------------------|-----------------------|-----------------------|
| Head Athletic Trainer* | 3762 | E | 111 | \$47,498.57 | \$78,372.64 |
| Head Coach * | 3509 | E | 113 | \$52,367.17 | \$86,405.83 |
| Human Resources Manager, Employee Relations-Title IX Coordinator-Compliance Officer | 3840 | E | 116 | \$60,621.55 | \$100,025.55 |
| Human Resources Office Manager | 4232 | E | 113 | \$52,367.17 | \$86,405.83 |
| Human Resources Specialist I | 3352 | E | 109 | \$44,000.00 | \$71,086.29 |
| Human Resources Specialist II | 3673 | E | 112 | \$49,873.50 | \$82,291.27 |
| Information Desk Assistant | 4387 | NE | 101 | \$29,160.00 | \$48,114.00 |
| Instructional Assistant | 4575 | NE | 103 | \$32,148.90 | \$53,045.69 |
| Instructional Associate I, College Tutoring | 4005 | NE | 106 | \$37,216.37 | \$61,407.01 |
| Instructional Associate II, College Tutoring | 4240 | NE | 108 | \$41,031.05 | \$67,701.23 |
| Instructional Associate III, College Tutoring | 4241 | E | 110 | \$45,236.73 | \$74,640.61 |
| Instructional Coordinator, Stage Technology and Studio Arts | 4306 | E | 112 | \$49,873.50 | \$82,291.27 |
| Integrated Library Systems Administrator | 4335 | E | 109 | \$44,000.00 | \$71,086.29 |
| Legislative and Legal Analyst | 4097 | E | 118 | \$66,835.25 | \$110,278.17 |
| Library Billing and Interlibrary Loan Associate | 3985 | NE | 103 | \$32,148.90 | \$53,045.69 |
| Maintenance Manager | 3829 | NE | 116 | \$60,621.55 | \$100,025.55 |
| Maintenance Specialist I | 3995 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Maintenance Specialist II | 3996 | NE | 110 | \$45,236.73 | \$74,640.61 |
| Manager, Creative Assets & Brand Management | 4193 | E | 118 | \$66,835.25 | \$110,278.17 |
| Manager, Veterans and Military Services | 4323 | E | 116 | \$60,621.55 | \$100,025.55 |
| Marketing and Communications Technology Specialist | 4195 | E | 112 | \$49,873.50 | \$82,291.27 |
| Marketing Specialist I | 4304 | E | 109 | \$44,000.00 | \$71,086.29 |
| Online Student Success Coach | 4309 | NE | 104 | \$33,756.35 | \$55,697.97 |
| Payroll Coordinator | 3852 | E | 113 | \$52,367.17 | \$86,405.83 |
| Payroll Specialist I | 4187 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Payroll Specialist II | 3974 | E | 109 | \$44,000.00 | \$71,086.29 |
| Procurement Specialist I | 3820 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Procurement Specialist II | 3821 | NE | 109 | \$44,000.00 | \$71,086.29 |
| Program and Clinical Coordinator, School of Nursing | 4346 | E | 120 | \$73,685.87 | \$121,581.68 |
| Program Coordinator, AMA | 4322 | E | 117 | \$63,652.62 | \$105,026.83 |
| Program Coordinator, CVT | 4386 | E | 117 | \$63,652.62 | \$105,026.83 |
| Program Coordinator, EMS** | 3789 | E | 118 | \$66,835.25 | \$110,278.17 |

| <u>Position Title</u> | <u>Job Code</u> | <u>FLSA</u> | <u>Pay Grade</u> | <u>Minimum</u> | <u>Maximum</u> |
|--|------------------------|--------------------|-------------------------|-----------------------|-----------------------|
| Program Coordinator, Physical Therapist Assistant | 4244 | E | 118 | \$66,835.25 | \$110,278.17 |
| Program Coordinator, Radiologic Technology | 4249 | E | 117 | \$63,652.62 | \$105,026.83 |
| Program Coordinator, Respiratory Care | 4064 | E | 117 | \$63,652.62 | \$105,026.83 |
| Program Coordinator, Social and Human Services | 4029 | E | 116 | \$60,621.55 | \$100,025.55 |
| Program Coordinator, Workforce Opportunities | 4225 | NE | 108 | \$41,031.05 | \$67,701.23 |
| Program Director | 3230 | E | 119 | \$70,177.02 | \$115,792.08 |
| Program Director, Advanced Medical Assisting and Medical Assisting Specialist | 4226 | E | 120 | \$73,685.87 | \$121,581.68 |
| Program Director, AS CVT | 3935 | E | 119 | \$70,177.02 | \$115,792.08 |
| Program Director, AS Nursing (ASN) | 3309 | E | 123 | \$85,300.60 | \$140,745.99 |
| Program Director, AS Radiologic Technology | 4332 | E | 120 | \$73,685.87 | \$121,581.68 |
| Program Director, BS Nursing (BSN) | 3738 | E | 120 | \$73,685.87 | \$121,581.68 |
| Program Director, Daveler Institute of Entrepreneurship | 4253 | E | 120 | \$73,685.87 | \$121,581.68 |
| Program Director, Health Information Technology and Medical Coding and Billing | 4040 | E | 120 | \$73,685.87 | \$121,581.68 |
| Program Director, Human Services | 3902 | E | 118 | \$66,835.25 | \$110,278.17 |
| Program Director, Physical Therapist Assistant | 4190 | E | 120 | \$73,685.87 | \$121,581.68 |
| Program Director, RIST Institute for Cybersecurity | 4161 | E | 119 | \$70,177.02 | \$115,792.08 |
| Program Manager, EMS | 4046 | E | 119 | \$70,177.02 | \$115,792.08 |
| Program Marketing Specialist I | 4308 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Program Specialist, Center for International Education | 3780 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Program Support Specialist | 3372 | NE | 104 | \$33,756.35 | \$55,697.97 |
| Program Support Specialist, RIST Institute for Cyber Security | 4158 | NE | 104 | \$33,756.35 | \$55,697.97 |
| Receiving and Distribution Clerk I | 3997 | NE | 105 | \$35,600.00 | \$58,482.87 |
| Receiving and Distribution Supervisor | 4171 | NE | 108 | \$41,031.05 | \$67,701.23 |
| Records Coordinator | 3683 | E | 109 | \$44,000.00 | \$71,086.29 |
| Records Specialist | 3983 | NE | 104 | \$33,756.35 | \$55,697.97 |
| Recruiting and Advising Specialist, SOE | 3625 | E | 113 | \$52,367.17 | \$86,405.83 |
| Recruitment Supervisor | 4212 | E | 112 | \$49,873.50 | \$82,291.27 |
| Registration Associate | 4391 | NE | 103 | \$32,148.90 | \$53,045.69 |

| <u>Position Title</u> | <u>Job Code</u> | <u>FLSA</u> | <u>Pay Grade</u> | <u>Minimum</u> | <u>Maximum</u> |
|--|------------------------|--------------------|-------------------------|-----------------------|-----------------------|
| Registration Specialist I | 4203 | NE | 105 | \$35,600.00 | \$58,482.87 |
| Registration Specialist II | 3659 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Science Lab Manager | 3379 | NE | 108 | \$41,031.05 | \$67,701.23 |
| Science Lab Manager II | 4167 | E | 111 | \$47,498.57 | \$78,372.64 |
| Science Lab Manager II-Charlotte/Collier | 4302 | E | 110 | \$45,236.73 | \$74,640.61 |
| Science Lab Technician | 4440 | NE | 104 | \$33,756.35 | \$55,697.97 |
| Science Lab Technician II | 4168 | NE | 106 | \$37,216.37 | \$61,407.01 |
| Senior Campus Coordinator, Academic Advising | 4038 | E | 114 | \$54,985.53 | \$90,726.12 |
| Senior Career Coordinator | 4394 | E | 113 | \$52,367.17 | \$86,405.83 |
| Senior Coordinator, Academic Affairs-Collier Campus | 4314 | E | 112 | \$49,873.50 | \$82,291.27 |
| Senior Coordinator, Academic Scheduling | 3932 | E | 112 | \$49,873.50 | \$82,291.27 |
| Senior Coordinator, Budget | 4342 | E | 117 | \$63,652.62 | \$105,026.83 |
| Senior Coordinator, College Tutoring | 3882 | E | 113 | \$52,367.17 | \$86,405.83 |
| Senior Coordinator, Curriculum and Program Planning | 4320 | E | 111 | \$47,498.57 | \$78,372.64 |
| Senior Coordinator, Retention and Student Success | 4264 | E | 112 | \$49,873.50 | \$82,291.27 |
| Senior Coordinator, Risk and Records Management | 4063 | E | 114 | \$54,985.53 | \$90,726.12 |
| Senior Coordinator, Testing Services | 3951 | E | 111 | \$47,498.57 | \$78,372.64 |
| Senior Coordinator, Workforce Education Scholarships | 4392 | E | 113 | \$52,367.17 | \$86,405.83 |
| Senior Facilities Project Manager | 4738 | E | 121 | \$77,370.16 | \$127,660.77 |
| Senior Human Resources Manager, Classification & Compensation | 3970 | E | 118 | \$66,835.25 | \$110,278.17 |
| Senior Human Resources Manager, Employee Benefits & Talent Acquisition | 3968 | E | 118 | \$66,835.25 | \$110,278.17 |
| Senior Human Resources Manager, Operations | 3967 | E | 118 | \$66,835.25 | \$110,278.17 |
| Senior Internship Coordinator | 4393 | E | 113 | \$52,367.17 | \$86,405.83 |
| Senior Staff and Digital Curation Assistant | 4340 | NE | 105 | \$35,600.00 | \$58,482.87 |
| Senior Staff Assistant | 4465 | NE | 104 | \$33,756.35 | \$55,697.97 |
| Senior Student Financial Services (SFS) Officer | 4328 | E | 112 | \$49,873.50 | \$82,291.27 |
| Senior Videographer and Content Producer | 4209 | E | 116 | \$60,621.55 | \$100,025.55 |
| SFS-Accounts Receivable Specialist II | 4330 | E | 110 | \$45,236.73 | \$74,640.61 |
| Simulation Operations Specialist I, School of Nursing | 4085 | E | 113 | \$52,367.17 | \$86,405.83 |
| Simulation Operations Specialist II, School of Nursing | 4262 | E | 115 | \$57,734.81 | \$92,262.43 |

| <u>Position Title</u> | <u>Job Code</u> | <u>FLSA</u> | <u>Pay Grade</u> | <u>Minimum</u> | <u>Maximum</u> |
|---|------------------------|--------------------|-------------------------|-----------------------|-----------------------|
| Simulation Operations Specialist III, School of Nursing | 4164 | E | 117 | \$63,652.62 | \$105,026.83 |
| Specialist, Student Involvement and Athletics | 4256 | NE | 106 | \$37,216.37 | \$61,407.01 |
| Sports Information Director | 3602 | E | 110 | \$45,236.73 | \$74,640.61 |
| Staff Assistant | 4470 | NE | 103 | \$32,148.90 | \$53,045.69 |
| Student Communications and Branding Strategist | 4210 | E | 112 | \$49,873.50 | \$82,291.27 |
| Student Financial Services Associate | 4318 | NE | 106 | \$37,216.37 | \$61,407.01 |
| Student Financial Services Specialist I | 4321 | NE | 108 | \$41,031.05 | \$67,701.23 |
| Student Financial Services Specialist II | 4329 | E | 110 | \$45,236.73 | \$74,640.61 |
| Student Financial Services Processing Supervisor | 4327 | E | 116 | \$60,621.55 | \$100,025.55 |
| Student Financial Services Supervisor | 4251 | E | 116 | \$60,621.55 | \$100,025.55 |
| Student Involvement Specialist | 4399 | NE | 106 | \$37,216.37 | \$61,407.01 |
| Student Services and Testing Operations Representative | 4390 | NE | 105 | \$35,600.00 | \$58,482.87 |
| Student Services Specialist | 4510 | NE | 104 | \$33,756.35 | \$55,697.97 |
| Student Success Advisor I | 3653 | E | 110 | \$45,236.73 | \$74,640.61 |
| Student Success Advisor I, School of Allied Health | 3701 | E | 110 | \$45,236.73 | \$74,640.61 |
| Student Success Advisor II | 3654 | E | 113 | \$52,367.17 | \$86,405.83 |
| Student Success Advisor II, Adaptive Services | 3838 | E | 113 | \$52,367.17 | \$86,405.83 |
| Student Success Advisor II, School of Allied Health | 3702 | E | 113 | \$52,367.17 | \$86,405.83 |
| Student Success Advisor II, School of Business and Technology | 3965 | E | 113 | \$52,367.17 | \$86,405.83 |
| Student Success Advisor II, School of Nursing | 4736 | E | 113 | \$52,367.17 | \$86,405.83 |
| Student Success Manager, ASN | 4234 | E | 119 | \$70,177.02 | \$115,792.08 |
| Supervisor, Facilities Maintenance and Operations | 3830 | NE | 113 | \$52,367.17 | \$86,405.83 |
| Test Proctor | 3731 | NE | 103 | \$32,148.90 | \$53,045.69 |
| Testing and Student Experience Specialist | 4389 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Testing Specialist I | 4350 | NE | 105 | \$35,600.00 | \$58,482.87 |
| Testing Specialist II | 3946 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Testing Specialist III | 4737 | E | 109 | \$44,000.00 | \$71,086.29 |
| Transfer Transcript Evaluator I | 4355 | NE | 105 | \$35,600.00 | \$58,482.87 |
| Transfer Transcript Evaluator II | 3698 | NE | 107 | \$39,077.19 | \$64,477.36 |
| Travel and P-Card Specialist | 3991 | E | 110 | \$45,236.73 | \$74,640.61 |
| Veterans and Military Services Specialist | 3880 | E | 109 | \$44,000.00 | \$71,086.29 |

| <u>Position Title</u> | <u>Job Code</u> | <u>FLSA</u> | <u>Pay Grade</u> | <u>Minimum</u> | <u>Maximum</u> |
|--|------------------------|--------------------|-------------------------|-----------------------|-----------------------|
| Veterans and Military Services Specialist II | 4324 | E | 110 | \$45,236.73 | \$74,640.61 |
| Workforce Education Grants Manager | 4331 | E | 117 | \$63,652.62 | \$105,026.83 |
| Workforce Outreach and Event Coordinator | 4307 | E | 110 | \$45,236.73 | \$74,640.61 |

* Indicates non-Administrator position on contract.

**Part-time positions that do not meet the FLSA salary threshold are non-exempt.

IT Wage and Salary Schedule

| <u>Job Title</u> | <u>Job Code</u> | <u>FLSA Status</u> | <u>Pay Grade/ Complexity</u> | <u>Developmental</u> | <u>Proficient</u> | <u>Master</u> |
|---|------------------------|---------------------------|-------------------------------------|-----------------------------|--------------------------|-----------------------|
| Application Development Specialist I | T015 | E | TB020 | \$50,000 - \$53,499 | \$53,500- \$56,999 | \$57,000 - \$60,499 |
| Application Development Specialist II | T018 | E | TB040 | \$60,500 - \$63,999 | \$64,000- \$67,499 | \$67,500- \$70,999 |
| Application Development Specialist III | T021 | E | TB050 | \$71,000 - \$74,499 | \$74,500- \$77,999 | \$78,000- \$81,999 |
| Applications Support Analyst I | T051 | E | TD030 | \$70,000 - \$73,999 | \$74,000 - \$77,999 | \$78,000 - \$81,999 |
| Applications Support Analyst II | T056 | E | TD080 | \$82,000 - \$85,999 | \$86,000- \$89,999 | \$90,000- \$93,999 |
| Applications Support Analyst III | T057 | E | TD105 | \$94,000 - \$96,999 | \$97,000 - \$100,999 | \$101,000 - \$104,999 |
| Applications Support Specialist I | T022 | E | TC010 | \$45,000 - \$48,999 | \$49,000 - \$52,999 | \$53,000 - \$57,999 |
| Applications Support Specialist II | T032 | E | TC040 | \$58,000 - \$62,999 | \$63,000 - \$65,999 | \$66,000 - \$68,999 |
| Applications Support Specialist III | T041 | E | TC070 | \$69,000 - \$72,999 | \$73,000 - \$76,999 | \$77,000 - \$79,999 |
| Applications Systems Administrator I | T046 | E | TD010 | \$60,000 - \$62,999 | \$63,000 - \$65,999 | \$66,000 - \$69,999 |
| Applications Systems Administrator II | T049 | E | TD020 | \$70,000 - \$72,999 | \$73,000 - \$75,999 | \$76,000 - \$79,999 |
| Applications Systems Administrator III | T054 | E | TD050 | \$80,000 - \$82,999 | \$83,000 - \$85,999 | \$86,000 - \$89,999 |
| Assistant Director, Academic Technology and Event Services | T073 | E | TD040 | \$70,000 - \$76,999 | \$77,000 - \$87,999 | \$88,000 - \$104,999 |
| Assistant Director, Application Development | T052 | E | TD060 | \$80,000 - \$86,999 | \$87,000- \$97,999 | \$98,000- \$109,999 |
| Assistant Director, Network Systems and Administrative Technology | T070 | E | TD060 | \$80,000 - \$86,999 | \$87,000- \$97,999 | \$98,000- \$109,999 |

| <u>Job Title</u> | <u>Job Code</u> | <u>FLSA Status</u> | <u>Pay Grade/ Complexity</u> | <u>Developmental</u> | <u>Proficient</u> | <u>Master</u> |
|---|------------------------|---------------------------|-------------------------------------|-----------------------------|--------------------------|-----------------------|
| Assistant Director, Network Systems and Operations | T072 | E | TD060 | \$80,000 - \$86,999 | \$87,000- \$97,999 | \$98,000- \$109,999 |
| Assistant Director, Student Information Systems | T068 | E | TD105 | \$94,000 - \$96,999 | \$97,000 - \$100,999 | \$101,000 - \$104,999 |
| Assistant Director, Financial Information Systems | T069 | E | TD105 | \$94,000 - \$96,999 | \$97,000 - \$100,999 | \$101,000 - \$104,999 |
| Assistant Director, Web Applications | T048 | E | TD040 | \$70,000 - \$76,999 | \$77,000- \$87,999 | \$88,000- \$104,999 |
| Coordinator, Technology Refresh | T017 | E | TB010 | \$45,000 - \$48,999 | \$49,000 - \$52,999 | \$53,000 - \$57,999 |
| Coordinator, Technology Services | T029 | E | TC010 | \$45,000 - \$48,999 | \$49,000 - \$52,999 | \$53,000 - \$57,999 |
| Coordinator, Technology Support Services | T030 | E | TC010 | \$45,000 - \$48,999 | \$49,000 - \$52,999 | \$53,000 - \$57,999 |
| Database Administrator, Lead | T058 | E | TD055 | \$80,000 - \$91,667 | \$91,668 - \$103,335 | \$103,336 - \$115,000 |
| Director, Network Infrastructure & Operations | T071 | E | TE010 | \$88,000 - \$96,999 | \$97,000 - \$105,999 | \$106,000 - \$115,000 |
| Director, Technology Services | T060 | E | TE010 | \$88,000 - \$96,999 | \$97,000 - \$105,999 | \$106,000 - \$115,000 |
| Information Security Officer | T061 | E | TE010 | \$88,000 - \$96,999 | \$97,000 - \$105,999 | \$106,000 - \$115,000 |
| Information Technology Project and Strategy Analyst | T067 | E | TB045 | \$63,000 - \$66,999 | \$70,000 - \$73,999 | \$74,000 - \$77,999 |
| Information Technology Project Manager | T053 | E | TD040 | \$70,000 - \$76,999 | \$77,000 - \$87,999 | \$88,000 - \$104,999 |
| Instructional Designer I | T024 | E | TC020 | \$49,000 - \$51,999 | \$52,000 - \$54,999 | \$55,000 - \$57,999 |
| Instructional Designer II* | T034 | E | TC040 | \$58,000 - \$62,999 | \$63,000 - \$65,999 | \$66,000 - \$68,999 |
| Instructional Designer III | T043 | E | TC070 | \$69,000 - \$72,999 | \$73,000 - \$76,999 | \$77,000 - \$79,999 |
| Instructional Technologist I | T001 | NE | TA010 | \$36,000 - \$38,999 | \$39,000 - \$41,999 | \$42,000 - \$44,999 |
| Instructional Technologist II | T006 | E | TA030 | \$45,000 - \$47,999 | \$48,000 - \$50,999 | \$51,000 - \$53,999 |

| <u>Job Title</u> | <u>Job Code</u> | <u>FLSA Status</u> | <u>Pay Grade/ Complexity</u> | <u>Developmental</u> | <u>Proficient</u> | <u>Master</u> |
|---|------------------------|---------------------------|-------------------------------------|-----------------------------|--------------------------|----------------------|
| Instructional Technologist III | T010 | E | TA050 | \$54,000 - \$56,999 | \$57,000 - \$59,999 | \$60,000 - \$62,999 |
| Manager, Technology Support Services | T065 | E | TC050 | \$58,000 - \$61,999 | \$62,000 - \$65,999 | \$66,000 - \$69,999 |
| Network Administrator I | T025 | E | TC030 | \$52,000 - \$55,999 | \$56,000 - \$59,999 | \$60,000 - \$63,999 |
| Network Administrator II | T035 | E | TC060 | \$64,000 - \$67,999 | \$68,000 - \$71,999 | \$72,000 - \$75,999 |
| Network Administrator III | T044 | E | TC073 | \$70,000 - \$75,999 | \$76,000 - \$82,999 | \$83,000 - \$87,999 |
| Network Systems Administrator I | T026 | E | TC030 | \$52,000 - \$55,999 | \$56,000 - \$59,999 | \$60,000 - \$63,999 |
| Network Systems Administrator II | T036 | E | TC060 | \$64,000 - \$67,999 | \$68,000 - \$71,999 | \$72,000 - \$75,999 |
| Network Systems Administrator III | T045 | E | TC080 | \$76,000 - \$79,999 | \$80,000 - \$83,999 | \$84,000 - \$87,999 |
| Programmer Analyst I | T047 | E | TD070 | \$82,000 - \$83,999 | \$84,000 - \$85,999 | \$86,000 - \$87,999 |
| Programmer Analyst II | T050 | E | TD090 | \$88,000 - \$89,999 | \$90,000 - \$91,999 | \$92,000 - \$93,999 |
| Programmer Analyst III | T055 | E | TD100 | \$94,000 - \$95,999 | \$96,000 - \$97,999 | \$98,000 - \$99,999 |
| Sr. Coordinator, Accessibility & LMS Administration | T038 | E | TC050 | \$58,000 - \$61,999 | \$62,000 - \$65,999 | \$66,000 - \$69,999 |
| Sr. IT Operations Coordinator | T014 | E | TA043 | \$50,000 - \$54,999 | \$55,000 - \$58,999 | \$59,000 - \$62,999 |
| Technology Services Specialist I | T003 | NE | TA010 | \$36,000 - \$38,999 | \$39,000 - \$41,999 | \$42,000 - \$44,999 |
| Technology Services Specialist II | T008 | NE | TA030 | \$45,000 - \$47,999 | \$48,000 - \$50,999 | \$51,000 - \$53,999 |
| Technology Services Specialist III | T012 | E | TA050 | \$54,000 - \$56,999 | \$57,000 - \$59,999 | \$60,000 - \$62,999 |
| Technology Support Specialist I | T004 | NE | TA010 | \$36,000 - \$38,999 | \$39,000 - \$41,999 | \$42,000 - \$44,999 |
| Technology Support Specialist II | T009 | NE | TA030 | \$45,000 - \$47,999 | \$48,000 - \$50,999 | \$51,000 - \$53,999 |
| Technology Support Specialist III | T013 | E | TA050 | \$54,000 - \$56,999 | \$57,000 - \$59,999 | \$60,000 - \$62,999 |
| Web Applications Developer I | T016 | E | TB020 | \$50,000 - \$53,499 | \$53,500 - \$56,999 | \$57,000 - \$60,499 |
| Web Applications Developer II | T019 | E | TB040 | \$60,500 - \$63,999 | \$64,000 - \$67,499 | \$67,500 - \$70,999 |

| <u>Job Title</u> | <u>Job Code</u> | <u>FLSA Status</u> | <u>Pay Grade/ Complexity</u> | <u>Developmental</u> | <u>Proficient</u> | <u>Master</u> |
|--------------------------------|------------------------|---------------------------|-------------------------------------|-----------------------------|--------------------------|----------------------|
| Web Applications Developer III | T062 | E | TB050 | \$71,000 - \$74,499 | \$74,500- \$77,999 | \$78,000- \$81,999 |

*Part-time positions that do not meet the FLSA salary threshold are non-exempt.

Athletic Coaches – Performance Incentive Plan

PURPOSE:

In accordance with the FSW Performance Incentive Plan and in an effort to reward exceptional work performance when compared to similar institutions, the following plan is designed to incentivize and motivate coaches to consistently demonstrate excellence in their coaching responsibilities, foster the growth and development of student-athletes, and contribute to the overall success of our athletic program.

INCENTIVES:

| COACH TYPE | QUALIFY FOR NATIONALS W/O STATE CHAMPIONSHIP | STATE CHAMPIONS | NATIONAL CHAMPIONS |
|---------------------------|---|------------------------|---------------------------|
| Head Coach | \$1,000 | \$2,000 | \$4,000 |
| Assistant Coach | \$400 | \$800 | \$1,200 |
| Volunteer Assistant Coach | \$250 | \$500 | \$750 |

GUIDELINES:

- All performance incentive payments will be non-recurring.
- If performance incentive payments are earned, payments shall be made no later than thirty (30) days following the end of the respective teams' season.
- Performance incentive payments shall be made only to the coach earning the payment and cannot be shared or otherwise modified from the plan above.

Campus Police Wage and Salary Schedule

| <u>Job Title</u> | <u>Job Code</u> | <u>FLSA Status</u> | <u>Pay Grade</u> | <u>Minimum</u> | <u>Maximum</u> |
|--|------------------------|---------------------------|-------------------------|-----------------------|-----------------------|
| Administrative | | | | | |
| Accreditation Manager* | 3908 | NE | CA030 | \$60,000.00 | \$99,000.00 |
| Campus Police Coordinator | 3878 | NE | CA020 | \$46,000.00 | \$75,900.00 |
| Campus Police Systems Specialist* | 4077 | NE | CA010 | \$41,700.00 | \$68,805.00 |
| Technicians | | | | | |
| Community Service Technician* | 4160 | NE | CT034 | \$34,646.00 | \$57,165.90 |
| Sworn Officers | | | | | |
| Campus Police Officer/School Resource Officer (SRO)* | 4155 | NE | CP010 | \$47,000.00 | \$77,550.00 |
| Chief of Police | 3822 | E/College Administrator | A125 | \$94,043.91 | \$155,172.46 |
| Deputy Chief | 3792 | E | CP040 | \$84,007.00 | \$138,611.55 |
| Lieutenant | 3504 | E | CP030 | \$75,299.00 | \$124,243.35 |
| Sergeant* | 3326 | NE | CP020 | \$60,000.00 | \$99,000.00 |
| Training Sergeant* | 4217 | NE | CP020 | \$60,000.00 | \$99,000.00 |

* Indicates 40 hour per week/2,080 hour per year position/bi-weekly pay cycle/shift differential.

FULL-TIME FACULTY

A. New Faculty Nine-Month Contract Salary for Semesters Fall and Spring (for those Faculty whose Full-Time Contracts began on or after July 1, 2024):

| Degree | Base |
|--|-------------|
| Bachelor's Degree | \$49,845.19 |
| Master's Degree | \$51,976.01 |
| Master's Degree plus 30 approved Semester Hours beyond Master's or 45 approved | \$54,104.89 |
| Master's Degree plus 60 approved Semester Hours beyond Master's or 90 approved Quarter Hours or MFA when it is a terminal degree within field. | \$58,365.53 |
| Doctorate | \$59,643.90 |

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

1. The faculty member is placed on one of the five schedules above according to academic degree earned. The degree used for placement on the schedule must normally be in the subject area to be taught, with the approval of the Academic Dean/Supervising Administrator and Provost/Vice President, Academic Affairs.
2. \$200 is allowed an incoming faculty member for each year of verifiable teaching experience (10 years maximum), and this total is added to the base on the appropriate schedule.

Returning Instructional and Library Faculty Nine-Month Contract for Semesters Fall and Spring

B. For Those Full-Time Faculty Returning for the Fall 2024 Semester

For 2024-2025, returning faculty member's contracted salary for nine (9) months (exclusive of any supplemental, substitute, overload, or unique or special contracts for instructional support services above and beyond the faculty member's usual contracted services to the College) will be increased by 4% on current salary (2023-24 rate). This is effective 7/1/24 for library faculty and 8/12/24 for instructional faculty. In addition, all faculty will receive a 2% non-recurring (calculated on the new 2024-25 pay rate) paid no later than August 31, 2024.

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

FULL-TIME FACULTY, continued

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

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

D. Library Faculty and Counselors Assigned to A Basic Contract of 208 Duty Days:

For **2024-2025**, the Library Faculty member's 2024-2025 contracted salary for two hundred and eight (208) duty days (exclusive of any supplemental, substitute, overload, unique or special contracts for instructional support services above and beyond the faculty member's usual contracted services to the College) will be calculated as 208 x the average daily rate of pay for the 2023-2024 contract. This amount will be increased by 4% on the (2023-24 rate) beginning July 1, 2024. In addition, all faculty will receive a 2% non-recurring (calculated on the new 2024-25 pay rate) paid no later than August 31, 2024.

New Library Faculty and Counselors hired on or after 8/12/24 are assigned a Basic Contract of 166 Duty Days.

E. Salaries for Full-Time Instructors Used as Substitutes and for Supplemental Instructional Hours (Effective 7/1/2023)

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

| Degree | Per Contact Hour |
|---------------|-------------------------|
| Bachelor's | \$37.93 |
| Master's | \$40.10 |
| Master's+ 30 | \$42.27 |
| Master's+ 60 | \$44.55 |
| Doctorate | \$46.75 |

FULL-TIME FACULTY, continued

F. Overload Pay (Effective 7/1/24)

Full-time professors are paid for additional teaching beyond their normal contractual commitments during a regular semester, and for all Summer A, Summer B or a Summer A and B combination full-semester teaching on a per-instructional hour basis. The amount of pay is determined by (a) the degree held by the professor, and (b) the number of instructional hours of the additional teaching, as determined in Section 8.1.4 of this Agreement.

| Degree | Per Instructional |
|---------------|--------------------------|
| Bachelor's | \$722 |
| Master's | \$825 |
| Master's+ 30 | \$841 |
| Master's+ 60 | \$855 |
| Doctorate | \$891 |

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

G. Individualized Study (Effective 7/1/24)

Full-time professors will be paid \$125 per credit hour per student for Individualized Study. A maximum of \$4,500 is permitted per semester for a faculty member. Two (2) independent studies per term, with a maximum of six (6) students per section. (Note: \$200 will be paid to faculty who have only one (1) credit hour for a semester of individualized study.

H. Faculty Senate President

Effective the 2023-24 academic year, the Faculty Senate President receives three (3) contact hours of reassigned time in both Fall and Spring Semesters.

I. Online Course Development Payment

The following is done in collaboration and agreement between the Academic Dean/Supervising Administrator, department chair, and faculty member:

1. The College will pay faculty who have completed the QM Peer Review Certification Course a stipend of \$300 for each QM Peer Review of FSW courses they complete.
2. The College will pay faculty a \$1,000 stipend for the rights to distribute a departmental course that passes the FSW internal quality review.
3. The College will pay faculty who further develop a departmental course to receive Quality Matters certification an additional stipend of \$500.

PART-TIME INSTRUCTIONAL FACULTY

A. SALARIES FOR PART-TIME CREDIT INSTRUCTORS

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

Per Assigned Load Hour
\$825.00*

Total Salary for 3-Hour Course
\$2,475*

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

\$ 54.68 per contact hour

B. SALARIES FOR SUBSTITUTE INSTRUCTORS

\$40.63 per contact hour

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

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

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

Example: The scheduled course taught meets 2 times per week for 16 weeks = 32 sessions. Each class is 75 minutes. The contract amount is \$2,475.00. The faculty member taught 21 sessions.

- 1) Total minutes scheduled for this course are 32 sessions x 75 minutes = 2,400 minutes
- 2) Total minutes faculty member taught is 21 sessions x 75 minutes = 1,575 minutes
- 3) $1,575 \div 2,400 = 65.6\%$
- 4) The faculty member would be paid $\$2,475.00 \times .656 = \$1,623.60$

D. SUBSTITUTES FOR ABOVE COURSES ARE PAID AS FOLLOWS:

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

E. AUTHORIZED REASSIGNMENTS

Adjunct faculty members may be reassigned or released from a course(s) in order to perform curriculum development, instructional supervision, student services, or other related work other than classroom instruction. These activities are compensated in accordance with Section A, number 1 of this Section. The specific terms and conditions of these special contracts will be determined by the College in view of program or service needs and delineated in a special contract letter to the Adjunct faculty member. *Effective Fall 2018.*

PART-TIME INSTRUCTIONAL FACULTY, continued

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

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

FLORIDA SOUTHWESTERN STATE COLLEGIATE HIGH SCHOOL

Wage and Salary Schedule 2025-2026

Compensation Schedule

High School Principal (243 duty days) – 6500 (Lee)/6300 (Charlotte)

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

| <u>Grade</u> | <u>Minimum</u> | <u>Midpoint</u> | <u>Maximum</u> |
|--------------|----------------|-----------------|----------------|
| A126 | \$98,746.11 | \$130,838.60 | \$162,931.08 |

Classroom Teacher (196 duty days) – 6503 (Lee)/6303 (Charlotte)

School Counselor (211 duty days) – 6502 (Lee)/6302 (Charlotte)

Career Specialist (211 duty days) - 3847 (Charlotte)

A Classroom Teacher, School Counselor, or Career Specialist's salary will be placed in a range based on their previous effective teaching experience and in consideration of the local host district. Pay and benefits will be delivered based on current College processes and procedures. The Career Specialist and School Counselor compensation will be prorated to account for the additional duty days required (211 duty days). These positions require a valid teaching certification (or eligibility to be certified), and are annual contract positions.

| <u>Minimum</u> | <u>Midpoint</u> | <u>Maximum</u> |
|----------------|-----------------|----------------|
| \$48,250.00 | \$ 63,931.25 | \$ 79,612.50 |

Credit for prior teaching service will determine starting salary.

Professional and Career Service Staff

| <u>Job Title</u> | <u>Job Code</u> | <u>FLSA</u> | <u>Pay Grade</u> | <u>Minimum</u> | <u>Maximum</u> |
|--|----------------------------|-------------|------------------|----------------|----------------|
| Coordinator, High School Operations | 6526 (Lee)/ 4733 (Char) | E | 110 | \$45,236.73 | \$74,640.61 |
| Registration and Information Specialist | 3872 (Lee)/ 4010 (Char) | NE | 107 | \$39,077.19 | \$64,477.36 |
| Senior Registration and Information Specialist | 4734 (Lee)/ 4735 (Char) | E | 109 | \$44,000.00 | \$71,086.29 |
| Staff Assistant | 4099 (Lee)/ 4045 (Char) | NE | 103 | \$32,148.90 | \$53,045.69 |

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

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

| | <u>Per Class/Per Semester</u> |
|-------------------|-------------------------------|
| Bachelor's Degree | \$2,500.00 |
| Master's Degree | \$2,750.00 |
| Doctorate Degree | \$3,000.00 |

Substitutes

Each school shall maintain a list of qualified substitute teachers who have been hired through the appropriate College Human Resource procedures and have been fingerprinted at FSW's Fort Myers campus location. Long-term substitute teachers can be hired at the higher rate for openings that require, in advance, more than ten (10) consecutive days of teaching. On the 11th consecutive day of teaching, or if the position changes to long-term assignment, a substitute teacher's pay is increased to the long-term rate.

District substitute teacher wages are used as a guide in setting our rates. Rates should be updated annually to remain competitive in the region.

| | |
|-------------------------|------------------|
| Short-term substitution | \$18.00 per hour |
| Long-term substitution | \$25.00 per hour |

Supplemental Compensation

Major Club Sponsor

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

\$1,000.00 max/semester*

Academic/Service Club Sponsor

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

\$750.00 max/semester*

Supplemental Compensation, continued

Special Project Club Advisor

A special project club advisor works with students less than one (1) day per week, and meets for a defined purpose such as completing a project, participating in an academic competition, or completing another dedicated task.

\$400.00 max/semester*

*May be prorated for partial semester service.

Professional Academic Services

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

Homebound/Hospital Instruction

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

Coordinator, Safety and Student Discipline

This supplemental position is the Principal's designee charged with managing student behavior and school operations as related to safety and security. The Coordinator is responsible for management of student discipline and issuing consequences for situations including but not limited to tardiness, excessive absenteeism, classroom disruptions, peer conflicts, and other alleged violations of the school's code of conduct. Serves as an available point of contact for teachers, parents, and/or other stakeholders. This position coordinates with school administration, the SRO, and other appropriate entities as various situations require. Staffs and supervises before school, lunchtime, and/or after school detentions as needed. Maintains appropriate records and preparing reports such as discipline referrals, safety drill reports, and other required documentation. Payment for these services will be calculated using the hourly rate equivalent from the employee's base salary and the number of hours spent completing the service(s).

Supplemental Compensation, continued

Advanced Degrees

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

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

Staff Development or Student Supervision

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

Covering During a Planning Period

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

Salary Increases

Salary increase recommendations are influenced by the individual's annual evaluation and changes in Florida Education Finance Program (FEFP) aid levels. Section 1012.34, F.S., requires that schools implement personnel evaluations that include a contribution from student performance on standardized test as well as other subjective factors. 101.22, F.S. further requires that there be differentiated raises based on these final personnel evaluation ratings. Personnel are evaluated by their supervisor before leaving for the summer and based upon the early fall availability of student performance data, final performance evaluations are finalized.

Principals may prepare a memo recommending salary increases and submit to the Provost/Vice President of Academic Affairs for review by June 1st. Approved compensation changes will take effect on July 1st for employees on annual contract, or August 1st for employees on 10-month contracts. Only instructional staff are eligible for performance-based raises following the schedule below. Actual rates may vary from year to year based on FEFP, Principal's recommendations, and/or other College-wide factors. The value of a salary increase for a teacher rated as "highly effective" must be at least 50% more than the value established for teachers rated as "effective."

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

Salary Increases, continued

Recurring Salary Increases from external funding for High School Personnel

If increases for high school staff and/or classroom teachers are explicitly included as a directive thru FEFP funding or local (county) initiatives, the high school staff and/or teachers will receive the increase in a method that follows the intent of the directive.

Examples:

- External funding is specifically for "Teacher Salary Increases"
- External funding is provided as a categorical through the FEFP such as the Teacher Salary Increase Allocation.

In this instance, the classroom teachers would receive the increase allocated, while staff of the high school will not receive an increase. However, if College staff were given an increase, then the high school staff would receive the same % increase and type of increase (recurring vs. non-recurring) as College staff.

External Funding is provided for "Teacher and High School Staff Salary Increases":

In this instance, the high school staff and classroom teachers would receive the increase allocated, but will not also receive an increase given by the College. However, if the increase from FEFP or a local initiative is less than what is granted by the College for that same fiscal year, high school staff and/or classroom teachers would receive the difference resulting in their total increase being equal to the increase offered by the College. For example, high school staff and teachers receive a 1% increase from FEFP; however, in the same fiscal year, the College has granted a 2% increase. The 1% difference would be paid to HS staff and teachers.

Recurring Salary Increases when there is no external funding for High School Personnel

If increases for high school staff and/or classroom teachers are not explicitly included as a directive thru FEFP funding or local initiatives, the high school staff and teachers should receive the same increase approved for College professional and career staff.

Non-recurring payments

In the event a one-time, non-recurring payment is given to College staff, the high school staff and teachers will also receive the same amount in any fiscal year unless a non-recurring payment has already been provided or is planned to be provided to high school teachers and staff through other high school funding sources (excluding school recognition awards, Best and Brightest awards, Florida Teachers Lead Program).

OPS TEMPORARY POSITIONS

Temporary and On-Call OPS positions are established to meet a workload of a temporary, casual or seasonal nature and are filled on an as-needed basis. Hours scheduled on an as-needed basis only, determined by the type of assignment, the location, or by the availability of the employee. Employees in temporary OPS positions are limited to working no more than 25 hours per week. The College does not guarantee a specific length of employment, or a set number of hours per week. Temporary OPS positions do not receive benefits except those required by statute or regulation. *Note: Minimum wage will change to \$14 per hour effective September 30, 2025.*

| <u>Job Code</u> | <u>Title</u> | <u>Minimum Rate</u> |
|--|---|-------------------------------|
| 9092A | OPS College Temp | Varies |
| 3633A | Assistant Coach, Intercollegiate Athletics | Varies; Nominal Fee Volunteer |
| 9092A | Athletic Trainer, Intercollegiate Athletics | Varies |
| 3632A | Camp Coach, Intercollegiate Athletics | Varies; Nominal Fee Volunteer |
| 9094A 9106A 9108A | Non-Student Assistants Event Services Staff Intramural Official Intramural Scorekeeper | \$13.00 |
| 9110A 9109A | Bartender Intramural Supervisor | \$13.00 |
| 9103A | Peak Partner (On-Call) | \$13.00 |
| 9090A | Audio Visual Technician | \$13.00 |
| PROCT | Test Proctor | \$13.00 |
| 9099A | FSW Blackbeard Mascot | \$15.00 |
| 4106A | Instructor, Firefighter Program | \$28.00 |
| 9096A | Public Safety Detail Assignment | \$45.00 |
| 9106A 9107A 9097A | Human Resources - Professional Development Instructor Personal Trainer (non-student) Group Fitness Instructor | Varies |
| 8100A 8103A 8104A 8104A 8105A 8101A 8100A 9202A 9203A 9094A | Student Assistants Student Assistant, Events DJ, Athletics Event Services Staff Fitness Center Attendant I (student) Fitness Center Attendant II (student) Intramural Official (student) Intramural Scorekeeper (student) Work Study FSWCHS Student Assistant (CharlotteCampus) FSWCHS Student Assistant (Thomas Edison Campus) Concession Stand Worker/Supervisor | \$13.00 |

| | | |
|----------------|---|---|
| 8100D | Student Assistant Student Peer Mentor | \$13.15 |
| 8100A 8101C | Student Assistant Bartender, Event Services Intramural Supervisor | \$13.00 |
| 8101E 8102E | Student Assistant Group Fitness Instructor Personal Trainer | \$13.00 |
| 8102A | Student Assistant Peer Tutor, College Tutoring | \$13.00 |
| 8100F | Student Assistant FSW Blackbeard Mascot | \$15.00 |
| 4101A | Clinical Associate, CVT 1-3 Years Experience 3-6 Years Experience 6 or More Years Experience | \$31.00 \$33.00 \$35.00 |
| 4101A | Clinical Associate, Dental Hygiene Bachelors Degree required | \$34.00 |
| 3597A | Clinical Associate, EMS Associate's Degree Bachelor's Degree Master's Degree | \$28.00 \$30.00 \$31.00 |
| 4101A | Clinical Associate, Nursing ASN Degree with 3-5 Years Experience ASN Degree with >5 Years Experience BSN Degree MSN Degree Doctorate Degree | \$32.00 \$34.00 \$36.00 \$38.00 \$40.00 |
| 4101A | Clinical Associate, PTA ASPTA with 1-3 years Experience ASPTA with 3-5 years Experience PTA, BS in related field PTA, MSN in related field PTA Doctorate in related field | \$34.00 \$35.00 \$37.00 \$38.00 \$40.00 |
| 4101A | Clinical Associate, PT BS in Physical Therapy MS in Physical Therapy (MSPT) Doctorate in Physical Therapy (DPT) | \$45.00 \$48.00 \$50.00 |

NON-CREDIT INSTRUCTION

A. CONTINUING WORKFORCE EDUCATION INSTRUCTION

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

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

BENEFITS SCHEDULE

1. **RETIREMENT:** Florida SouthWestern State College employees participate in the Florida Retirement System. Eligible employees may elect to withdraw from the Florida Retirement System and participate in an optional retirement program. Contributions will be made to the FRS by eligible employees and the College, as provided in the FRS membership guidelines, statutes, policies and/or rules.
2. **MEDICAL INSURANCE:** The College offers eligible employees the opportunity to participate in the State Group Insurance Program Employees may choose to cover themselves (\$50/month) or enroll in family coverage (a total of \$180/month).
3. **LIFE INSURANCE:** A \$25,000 term life and accidental death/dismemberment policy is provided for all full-time Florida SouthWestern State College employees. This coverage is purchased by the College at a cost of approximately \$50.00 per year per employee. The employee may purchase additional supplemental term life insurance.
4. **LONG-TERM DISABILITY INSURANCE:** The College will pay 100% of the premium for all full-time employees. Standard Insurance Company provides coverage. The employee may purchase short-term disability insurance.
5. **VOLUNTARY DEFERRED COMPENSATION PLAN:** 403(b) Match Plan – For non-faculty full time employees, the College will match up to 3% of the employee's salary if the employee is contributing an equal portion to the annuity program.
6. **VACATION LEAVE:** Full-time Professional and Career Service staff with 0-60 months of service earns 12 days' vacation leave each year (one day per month). The rate increases to 15 days per year for employees with 61-120 months of service, and 18 days per year for employees with 121 months or more. Full-time administrators earn 24 days per year and executives earn 48 days per year.

Full-time staff members who have more than 44 unused vacation days will automatically receive payment for up to five (5) unused vacation days by the end of January of the following year. To receive the maximum vacation day payout a staff member needs to have a minimum of 49 unused vacation days as of December 31st of each year.

For College Administrators, unused vacation days as of December 31 of each year, in excess of 44 up to 51, will automatically roll into the Bencor National Plan (401(a) qualified retirement plan) for administrators. Additional unused vacation days after 51 days, up to a maximum of 10 unused vacation days will automatically be paid to the employee by the end of January of the following year. To receive the maximum vacation day payout a staff member needs to have a minimum of 61 unused vacation days as of December 31st of each year.

BENEFITS SCHEDULE, continued

7. **SICK LEAVE:** All full-time employees accrue one day of sick leave per month of service (given they have worked the majority of the month). This leave may accumulate from year to year. Sick leave may also be approved for illness or death of an immediate member of the family or household, or other close relative.
8. **PERSONAL LEAVE:** Eligible Employees are entitled to use four (4) days of sick leave as personal leave days during each fiscal year, which is charged to the employee's unused sick leave. Personal leave days do not accumulate from year to year.
9. **HOLIDAYS:** The College observes most national holidays as non-duty days. Please consult the duty day calendar for specific observed holidays.

10. EDUCATION BENEFITS:

Tuition Scholarships allow eligible employees or dependents (as defined by policy) to take some Florida SouthWestern State College credit classes per college operating policy. The scholarship may also apply to employees taking some non-credit classes.

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

11. **ALTERNATIVE PLAN TO SOCIAL SECURITY:** The Alternate Plan to Social Security is provided to adjunct instructors (both credit and non-credit), substitute instructors, clinical associates/fire academy instructors, clinical supervisors, clinical assistants and nursing preceptors. These employees must contribute 7.5% of salary to purchase tax sheltered annuities in lieu of contributing 6.2% to Social Security.

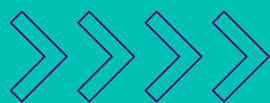
*Additional benefits may be available at the employee's expense.



STRATEGIC DIRECTIONS REPORT

2024-2025

Collected and edited by Dr.
Joseph F. van Gaalen and
Emmaline Blikstad



FSW STRATEGIC DIRECTIONS

2020-2025 STRATEGIC PLAN

Mission Review 2020: Renewing Our Efforts to Dedicate to Graduate—Updated 2023

Approximately every three years, the College conducts an extensive review of its mission and submits revisions for District Board of Trustees (BOT) approval through the College planning process. As part of that review, administrators and faculty leaders provide input. The lessons learned from the 2016 Dedicate to Graduate initiative provided a framework for how the Strategic Directions needed to be updated to better reflect the current focus of the College. The strategic planning process continued to be informed by publications of governing bodies in the State of Florida and benchmark data from national surveys. In response to the pandemic of 2020, leadership determined a stay of course for an additional two years, through 2025, to more effectively fulfill the directives set in order at the onset of the campaign.

VISION

Florida SouthWestern State College will be a catalyst for educational success by providing innovative open-door pathways that prepare students to be knowledgeable, skilled and productive members of their communities.

VALUES

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

MISSION

The mission of Florida SouthWestern State College is to provide affordable and exceptional academic, cultural and workforce opportunities in a supportive environment that productively transforms the lives of our students and enhances the economic vitality of the communities we serve.

MISSION PILLARS

The following buttons represent seven pillars of FSW's mission. A brief explanation of each pillar is included next to each button. Though the Strategic Directions Report aligns departments, programs, and initiatives to Strategic Directions, the buttons help identify ways that these entities fulfill FSW's mission.



The Academic Opportunities button represents departments, programs, and initiatives that create outstanding academic opportunities for students. These opportunities include creating new programs, updating curriculum and teaching technologies, and engaging students in learning outside of the classroom.



The Affordable Education button represents FSW initiatives that support affordable education. FSW embodies affordable education as the institution has not raised tuition in over ten years. Because of this college-wide focus on affordable education, the button is only included below for finance-related departments.



The Cultural Experiences button represents FSW initiatives that create exceptional cultural experiences. These experiences include study abroad opportunities, record-breaking athletic competitions, honors curriculum, and student art, theatre, and music performances.



The Economic Vitality button represents FSW initiatives that enhance the economic vitality of the local community. Because many FSW graduates stay in the local community, this button is reserved for departments and schools that are explicitly tied to local workforce needs.



The Supportive Environment button represents FSW initiatives that create a supportive environment for FSW students, staff, faculty, and administrators. Examples of creating a supportive environment include academic and career pathways for students, the FSW Care Pantry, student success initiatives, and the Safe Escort Patrol Service (SEPS).



The Transform Lives button represents FSW initiatives that embody FSW's overall mission to transform the lives of students. Transforming lives is the why behind every FSW department, program, and initiative. For that reason, the Transforming Lives button is utilized below for initiatives that demonstrate multiple pillars of FSW's mission.



The Workforce Opportunities button represents FSW initiatives that create exceptional workforce opportunities for FSW students. Opportunities to engage in the local workforce include audio technology internships, career-focused programs in health sciences, and nursing clinical and preceptor experiences.

STRATEGIC DIRECTIONS

1. **Expand educational access**
2. **Advance a world-class educational experience**
3. **Innovate classroom and distance education delivery methods to support optimal learning experiences**
4. **Prepare students for a competitive, skilled workforce**
5. **Create a culture focused on continuous improvement**

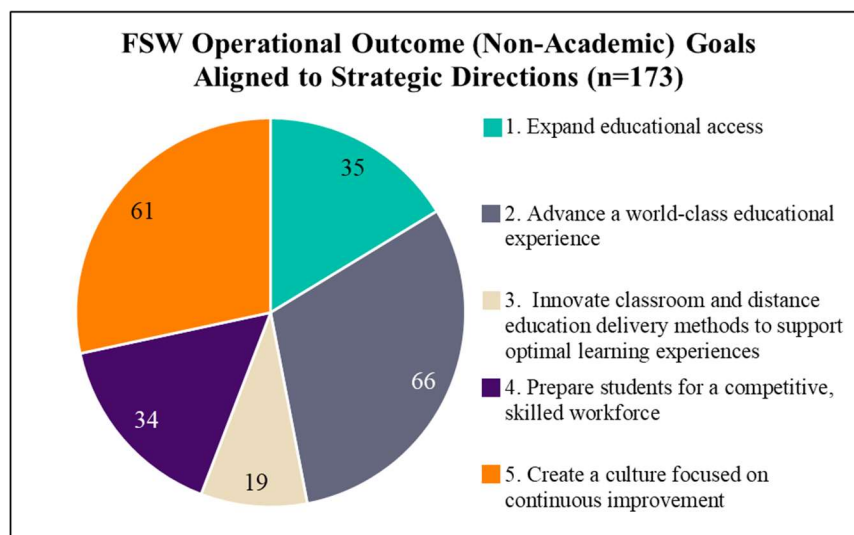


Figure 1. A graph depicting the number of Effectiveness Plan goals in AY 2024-2025 that are aligned to each Strategic Direction.

The following Strategic Directions Report serves to highlight College practices, programs, and departments that align with FSW's Strategic Directions. However, before examining the granular ways in which the College embraces growth, change, and strategic implementation, it is important to highlight the ways FSW leadership also embraces these traits. In October 2024, President Dr. Jeffery Allbritten and Provost/Vice President of Academic Affairs Dr. Judith Bilsky hosted College Conversations, a series of townhall meetings with the College to engage with faculty and staff on current concerns, successes, and other topics of interest. As FSW pursues Higher Learning Commission (HLC) accreditation, leadership has taken time to engage the College in events focused on the mission, supportive pillars, and Strategic Directions of the College as well as reflect on and celebrate the many ways FSW is committed to its students, staff, and faculty. FSW leadership hosted a Lunch and Learn event in September 2024, a Gratitude Challenge in October 2024, the annual State of the College event in February 2025, and the HLC Prep session in February 2025. These events involved the FSW community in important College-wide developments and fostered transparency between leadership, faculty, and staff.



Figure 2. The logo for the Gratitude Challenge, an opportunity to celebrate the incredible faculty and staff at FSW.

Another way that leadership embraces growth, change, and strategic implementation is the use of SENSE and CCSSE surveys to assess institutional practices and student engagement. Administered by Team AASPIRE, the Survey of Entering Student Engagement (SENSE) collects data on students' critical early experiences in college and aids FSW in identifying areas for improvement. The Community College Survey of Student Engagement (CCSSE) asks students about their college experiences and assesses student engagement. FSW leadership has identified these two surveys as valuable methods for taking a pulse of the College and continuously improving the institution for FSW students. These surveys are conducted on a biannual basis and date back to 2012.

The following Strategic Directions Report serves as a snapshot of the many projects and achievements across the institutions' wide variety of departments. As such, it is important to keep in mind that some projects are complete, while others are in progress at the time of writing. Throughout these chapters, the reader is encouraged to note the varying ways in which the College evolves and adapts throughout a given academic year in support of FSW students and the larger community.

2 EXPAND EDUCATIONAL ACCESS

2.1 ADMISSIONS



2.1.1 Inbound High School Students

FSW receives new First Time in College (FTIC) applications from students who come from a wide variety of high schools and locations. However, 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 for FTIC student in Fall 2024. Shown below is also a headcount of new high school graduates from the five-county area who applied, were admitted, and registered at FSW for AY 2024-25 (Summer, Fall, Spring).

| Rank | High School | Number of New Students Registered in Fall 2024 | Rank change from Fall 2023 |
|------|-------------------------------------|--|----------------------------|
| 1 | <i>Lehigh Senior High School</i> | 136 | = |
| 2 | <i>Gulf Coast High School</i> | 126 | 4 |
| 3 | <i>Ida S Baker High School</i> | 124 | = |
| 4 | <i>Palmetto Ridge High School</i> | 114 | -2 |
| 5 | <i>South Fort Myers High School</i> | 108 | = |
| 6 | <i>Naples High School</i> | 102 | * |
| 7 | <i>Immokalee High School</i> | 100 | * |
| 8 | <i>Cape Coral High School</i> | 100 | -1 |
| 9 | <i>Riverdale High School</i> | 96 | * |
| 10 | <i>Mariner High School</i> | 96 | -2 |

Figure 3. A table of the top ten high schools by new students registered at FSW in Fall 2024. *denoted that the high school was not previously ranked in the top 10.

| | Unduplicated Headcount | Percent Difference from Fall 2023 |
|-------------------|------------------------|-----------------------------------|
| <i>Applied</i> | 5288 | 19.9% |
| <i>Admitted</i> | 4782 | 19.2% |
| <i>Registered</i> | 2426 | 20.9% |

Figure 4. A table that shows the distribution of local high school graduates who applied, were admitted, and registered at FSW in the last academic year (Summer 2024, Fall 2024, Spring 2025).

2.1.2 Scholarships

From Summer 2024 through Spring 2025, FSW students have been awarded a total of 4,257 scholarships. In total, 2,909 of these scholarships stem from either FSW or the FSW Foundation, while an additional 1,348 are funded from external sources. A listing of all scholarships, the number of awards, and the value of those awards is shown in the table below.

| | <i>Number of Scholarships Awarded*</i> | <i>Total Amount of Awards Accepted</i> | <i>Average Amount of Award Accepted</i> |
|--|--|--|---|
| <i>Institutional & Foundation Total</i> | 2909 | \$2,440,382 | \$839 |
| <i>Academic Achievement</i> | 5 | \$12,500 | \$2,500 |
| <i>Academic Advancement</i> | 70 | \$105,000 | \$1,500 |
| <i>Academic Endurance</i> | 39 | \$39,000 | \$1,000 |
| <i>Academic Excellence Scholarship</i> | 11 | \$27,500 | \$2,500 |
| <i>Academic Promise Scholarship</i> | 8 | \$12,000 | \$1,500 |
| <i>Ambassador Scholars</i> | 3 | \$6,000 | \$2,000 |
| <i>Athletics Scholarships</i> | 529 | \$655,302 | \$1,239 |
| <i>Curtis Books</i> | 112 | \$102,335 | \$914 |
| <i>Curtis Memorial Miscellaneous</i> | 3 | \$2,598 | \$866 |
| <i>Curtis Memorial Scholarship</i> | 144 | \$289,369 | \$2,010 |
| <i>EMS Scholarship</i> | 26 | \$19,341 | \$744 |
| <i>Financial Aid Grant</i> | 641 | \$331,629 | \$517 |
| <i>Fine Arts Scholarship</i> | 46 | \$55,250 | \$1,201 |
| <i>First Generation Grant/Scholarship.</i> | 63 | \$31,500 | \$500 |
| <i>Florida Blue Scholarship</i> | 10 | \$6,953 | \$695 |
| <i>Foundation Annual Sch Part-Time</i> | 6 | \$3,490 | \$582 |
| <i>Foundation Annual Scholarship</i> | 94 | \$68,097 | \$724 |
| <i>Foundation Certificate Scholarship.</i> | 8 | \$13,118 | \$1,640 |
| <i>Foundation Scholarship</i> | 225 | \$124,373 | \$553 |
| <i>Hendry Family Scholarship</i> | 5 | \$10,300 | \$2,060 |
| <i>Honors Scholarship</i> | 83 | \$56,500 | \$681 |
| <i>Merit/General Scholarship</i> | 294 | \$170,521 | \$580 |
| <i>Nanda Trust Scholarship</i> | 8 | \$13,676 | \$1,709 |
| <i>Need/General Scholarship</i> | 266 | \$137,912 | \$518 |
| <i>Nursing/Health Scholarship</i> | 152 | \$72,988 | \$480 |
| <i>PSAV Scholarship</i> | 3 | \$3,000 | \$1,000 |
| <i>PT Presidential Scholarship</i> | 1 | \$2,500 | \$2,500 |
| <i>PT Curtis Memorial</i> | 23 | \$35,886 | \$1,560 |
| <i>Sch Lee Memorial Reim/Misc</i> | 1 | \$766 | \$766 |
| <i>Sch Lee Memorial/ Tuition</i> | 30 | \$30,979 | \$1,033 |
| <i>External</i> | 1348 | \$1,447,547 | \$1,074 |
| <i>American Rescue Plan</i> | 73 | \$110,489 | \$1,514 |
| <i>Collier Community Foundation</i> | 97 | \$211,232 | \$2,178 |
| <i>General Donor Scholarship</i> | 397 | \$647,614 | \$1,631 |
| <i>Helios Scholarship</i> | 9 | \$7,288 | \$810 |
| <i>Open Door Grant Stipend</i> | 624 | \$269,385 | \$432 |
| <i>Transforming Lee County</i> | 28 | \$21,570 | \$770 |
| <i>Transforming SWFL</i> | 17 | \$22,088 | \$1,299 |
| <i>WIOA Grant</i> | 103 | \$157,881 | \$1,533 |

Figure 5. A table of institutional and external scholarships awarded from Summer 2024 through Spring 2025.

*denotes the number of scholarships awarded, not the number of students awarded scholarships (one student may be awarded multiple scholarships).

2.2 CHARLOTTE COLLEGIATE HIGH SCHOOL

Charlotte Collegiate High School is expanding educational access by providing high school students the opportunity to earn their Associate in Arts (AA) degree by the time they complete their high school diploma. Last school year, the collegiate high school had 84 graduates, with 62 of them received their AA degree along the way. All 2023-2024 graduates had over 15 college credits earned while in high school. Charlotte Collegiate High School has been a top performing school within the state, earning the School of Excellence distinction for its students' high performance on state administered assessments. In the 2023-2024 school year, FSWC Charlotte students outperformed district and state averages in Algebra I, Geometry, Biology, U.S. History, and Reading. The high scores in state assessments contributed to the school ranking as an "A" school by the Florida Department of Education. In addition to high state assessment scores, FSWC Charlotte students have continued to perform higher than the state and national averages on the ACT and SAT for the past six years.



Figure 6. The Charlotte Collegiate High School logo.

Charlotte Collegiate High School continues to improve as the school seeks accreditation status from Cognia and gathers feedback from students, parents, and staff. The collegiate high school just received an accreditation review from Cognia, a non-profit organization devoted to evaluating school quality and providing actionable ideas for continuous improvement. While the school waits for its final accreditation status in March, they received positive feedback from Cognia that the school "fosters a culture of respect and collaboration through various initiatives and programs" and that the culture contributes to "a positive and productive school environment." Survey data from students, parents, and staff also demonstrates Charlotte Collegiate High School's dedication to excellence and continuous improvement. Students consistently describe FSWC as a place of learning and understanding, parents describe their interactions with FSWC staff as respectful, supportive, helpful, and comfortable, and teachers' responses consistently mirror the school's core values: relationships, empowerment, community engagement, integrity, and resilience. The quality education students receive, paired with the accelerated pathway to the AA degree, demonstrate Charlotte Collegiate High School's commitment to broaden educational access as the school continues to strive for excellence.

2.3 FSW COLLEGIATE HIGH SCHOOL-LEE

FSW Collegiate High School-Lee, like Charlotte Collegiate High School, expands education opportunities by providing high school students the opportunity to earn their Associate in Arts (AA) degree by the time they complete their high school diploma. Since the school's opening in 2013, the high school has graduated over 1,000 students. Over the same span of time, 853 of these graduates earned an AA degree simultaneously. The school has documented over 59 million dollars in tuition saved and scholarships offered. In addition to these impressive numbers, FSW Collegiate High School-Lee continues to be a high performing school. The Lee Collegiate High School, like the Charlotte Collegiate High School, has earned the School of Excellence distinction for all five years of the state's accountability system, and ranked third of 33 Schools of Excellence school who have earned the distinction for five years. In the 2023-2024 school year, the school tested higher in English language arts, mathematics, and biology than state and county averages, sometimes as much as 45% higher than the state average. FSW Collegiate High School-Lee is expanding education opportunities to Lee county students by offering both a high-quality education and an accelerated pathway to the AA degree.



2.4 FSW FOUNDATION

FSW Foundation provides student scholarships and program support to expand educational access at FSW. In the past five years, FSW Foundation provided \$10 million in private scholarships for students who could not otherwise afford college and another \$4.8 million in program support. Program support can include a variety of items such as equipment, software, licensing exam fees, and cohort expansion. During the academic year 2023-2024, the foundation received \$3.9 million in contributions and gifts, with \$1.4 million available in scholarship funding.



In the past year, FSW Foundation donors helped the College create and launch the Rist Cybersecurity Institute and the Frank G. Daveler Entrepreneurship Institute, expand AS Nursing enrollment and support the Care Pantry. The new institutes offer students degrees and learning opportunities that prepare them to be knowledgeable, skilled members of the local workforce. A generous gift from the Copham Family Foundation is expanding the AS Nursing cohort, preparing more nurses for the workforce and helping address nursing shortages in the local community. An additional gift and other community support funded additional supplies for the Care Pantry, which is a resource for FSW students facing food insecurity.

Generous donors also accelerated workforce entry by removing financial barriers for health professions students. Donations covered the costly out-of-pocket fees associated with preparing, applying, and sitting for the required state licensing exam for all AS Nursing students and other out-of-pocket fees for aspiring firefighters, EMTs and dental hygienists. Other philanthropy is completing a low-fidelity pediatric lab that will assist student learning and the continuing education needs of the local healthcare community.

Bank of America named FSW Foundation its 2024 Neighborhood Champion in Southwest Florida for advancing economic mobility and workforce opportunities in the five counties region. FSW Foundation was awarded a \$50,000 grant, plus leadership training, in recognition of being a Neighborhood Champion. The grant will go into a pool for students and can supplement an academic scholarship or students' out-of-pocket expenses.

2.5 REACT PROJECT

The Re-Enrollment And Completion Trial (REACT) Project expands educational access by supporting former students in completing their degrees. The project was launching in Summer 2025 and represents a partnership between FSW, Manpower Demonstration Research Corporation (MDRC), and the University of Florida. This U.S. Department of Education- and Helios-funded research study targets students who are within 15 credits of completing their associate degree and meet specific eligibility criteria. The program combines full coverage of in-state tuition with comprehensive student services, including required initial advising and ongoing support from a dedicated REACT advisor. As both a student support initiative and research study, REACT aims to increase the enrollment and completion rates of returning students while providing valuable insights into effective strategies for degree completion among near-completer students.



2.6 SATURDAY SCHOLARS PROGRAM

The Saturday Scholars Program fulfilled its initial mission of providing flexible educational opportunities through Saturday course offerings, particularly benefiting working professionals and diverse student populations. The program effectively served both full-time and part-time students, with 42% full-time and 58% part-time enrollment in Fall 2024. The program has particularly succeeded in attracting Health Sciences pathway students and Business pathway students, reflecting its appeal to career-focused learners.



Student and faculty feedback from Fall 2024 highlighted both the program's strengths and opportunities for improvement. While students valued the schedule flexibility, citing it as fitting their personal and work schedules, concerns emerged about the condensed mini-term format and challenges with the accelerated pace of

learning. Building on lessons learned from the Saturday Scholars Program, FSW will transition to a new "Saturday Start Program" model in 2025. This redesigned approach combines the benefits of in-person Saturday classes with online coursework during a student's first semester, creating a more flexible and accessible pathway to college success. The program will shift from mini-term to full-term course delivery, allowing students more time to engage with course material, develop deeper understanding, and build stronger foundations for academic success. This evolution responds to student needs while maintaining the program's commitment to student success.

2.7 SCHOOL OF ARTS, HUMANITIES AND SOCIAL SCIENCES

The School of Arts, Humanities and Social Sciences is expanding educational access with the new CCC Social Media Communication program. This certificate focuses on developing media literacy skills for communication in print, television, the internet, and social media. The program began in Fall 2024 with an inaugural class of nine. School leadership is optimistic for more enrollment as the program becomes more established.



2.8 SCHOOL OF BUSINESS & TECHNOLOGY

Throughout the academic year, the School of Business and Technology (SoBT) has offered a diverse array of events aimed at fostering community interaction. One such initiative is a partnership with the United Way, culminating in a series of events held in March 2025 to provide free tax preparation services for households earning \$66,000 per year or less. These events are held at each FSW service location. Appointments can be scheduled by contacting the local United Way or through their website (www.UnitedWayLee.org/FreeTaxPrep). SoBT Professor William Van Glabek ensures that all volunteers receive training and coordinates the tax preparation days.

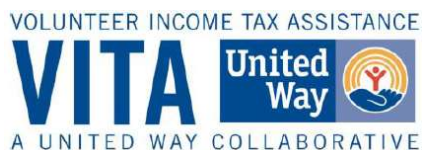


Figure 7. The logo for the Volunteer Income Tax Assistance with United Way.

The School of Business and Technology is expanding educational access by opening new workforce programs. Two new programs opened in AY 2024-2025: AS Supply Chain Management and CCC Logistics and Transportation Management. The inaugural enrollment in the new AS Supply Chain Management program was seven students in Fall 2024, but that number has increased to 11 students as of February 2025. The School of Business and Technology is also excited to offer a new AS

Entrepreneurship program. This new program features nine specialized entrepreneurship courses and combines classroom instruction, hands-on lab work, and real-world field experiences, ensuring students can apply theoretical concepts in practical settings. The AS Entrepreneurship program will be launched in Fall 2025.

Newer programs in the School of Business and Technology continue to expand. There were 163 students enrolled in the AS Cybersecurity Operations program in Fall 2024, which is a 56% increase from Fall 2023. The AS Business Analytics program had 50 students enrolled in Fall 2024, which is a 47% increase from Fall 2023. The BAS Information Systems Technology program had its first graduate in Spring 2024 and had an enrollment of 126 students in Fall 2024. This constitutes a 48% growth in the program from Fall 2023. The School of Business and Technology expands educational access to student interested in workforce programs, as demonstrated by the growing enrollment in these programs.

2.9 SCHOOL OF NURSING

The School of Nursing, recently reorganized into its own school as it continues to grow, expanded educational access by adding a second cohort of students to the AS Nursing program. Thanks to the generosity of the Copham Family Foundation, the AS Nursing program now has two daytime cohorts



with 36 students each and an evening/weekend cohort of 24 students on the Lee campus. There are also AS Nursing students on the Collier and Charlotte campuses. The additional cohort on the Lee campus expands student access to nursing education and helps prepare more nurses for the workforce.

2.10 SUMMER BRIDGE PROGRAM

The Buccaneer Bound Summer Bridge program expands educational access by supporting new First-Time in College (FTIC) students. The program demonstrated strong success in Summer 2024, serving 36 students across the Lee and Collier campus. Academic performance metrics from Summer 2024 were encouraging, with 67% of students achieving a college GPA of 3.5 or higher post-program. The program showed strong retention, with 94% of participants registered for Fall 2024 classes. Course success rates were 88.9% across all program courses, significantly higher than comparable mini-term courses. Student survey feedback indicated high satisfaction, with participants particularly valuing the program's scholarship support, small class sizes, and comprehensive academic resources.



The program also maintained strong student engagement through workshops and support services, with students attending more than 75% of workshops achieving a 93.1% success rate. Both the Lee and Collier campus showed strong outcomes, with the Lee campus achieving a 97.2% success rate and the Collier campus achieving an 80.6% success rate. The positive results from the Summer Bridge Program demonstrate the program's focus on academic success while also expanding educational access for FTIC students.

2.11 YOU GOT THIS! RETENTION AND SUCCESS INITIATIVE

The You Got This! Retention and Success Initiative is a campaign designed to improve student success and retention through strategic, data-informed communication interventions, thereby supporting student success and educational access. The initiative was launched in Fall 2024 as a targeted communication and support campaign initially focusing on students enrolled in MAT 1033 and MGF 1130. The program delivered timely support resources through multiple channels including emails, Canvas pop-ups, and instructional videos. Student feedback indicated strong engagement, with 57% of surveyed students noticing the communications and 88% of those students regularly engaging with the content. The initiative proved particularly effective in connecting students with academic support services, with 46% of respondents utilizing recommended resources such as tutoring services. Most notably, 87% of students reported feeling more supported by the College as a result of these communications.



Building on these early successes, the program is expanding in Fall 2025 to target additional high-enrollment and gateway courses such as ENC 1101. The initiative continues to evolve based on student feedback, with enhanced focus on time management support, test anxiety resources, and streamlined access to tutoring services. The You Got This! Retention and Success Initiative is devoted to helping students thrive in their educational goals.

3 ADVANCE A WORLD-CLASS EDUCATIONAL EXPERIENCE

3.1 AASPIRE {ACCOUNTABILITY~ASSESSMENT~SPONSORED PROGRAMS~INSTITUTIONAL RESEARCH~EFFECTIVENESS}



3.1.1 ARC Grants

The Academic Research Council (ARC) grant has been established at the College to engage faculty in the support of scholarly student projects that positively contribute to a culture of creativity, innovation, and intellectualism. In AY 2024-2025, a total of five faculty were awarded research funding totaling \$25,299.30. The projects include:

- **Biology (Professor Amanda Zirzow):** Isolation and characterization of soil-derived *Streptomyces* species for novel antibiotic activity
- **Anatomy and Physiology (Dr. Gerald Anzalone):** CRISPR, PCR, and gel electrophoresis as POGIL in microbiology
- **Microbiology/Biochemistry (Dr. Michael Witty):** Biofilms in wild type *Bacillus* species
- **Humanities (Dr. Myriam Mompoint):** Florida Heritage Project: Making Florida Home podcast series
- **Natural Science (Dr. Michael Sauer):** Digitalization of the Orr Mineral and Rock Collection

More information about ARC can be found at www.fsw.edu/facultystaff/ospr/arcgrant.

3.1.2 Effectiveness Coordinators

Academic year 2024-2025 marked FSW's second full academic year since the formation of the Effectiveness Coordinators (EC Group). The EC Group is a lean 7-faculty member team, led by Assistant Vice President of Institutional Research, Assessment and Effectiveness, Dr. Joseph F. van Gaalen, designed to liaise the assessment office with academic departments, in addition to completing effectiveness plans and organizing assessment activities. More information about the Effectiveness Coordinators can be found at www.fsw.edu/facultystaff/assessment/effectivenesscoordinators.

This year, the EC group developed, ran, and analyzed a survey of faculty regarding general education assessment. The purpose of the survey was to gauge faculty awareness and use of the FSW rubrics designed for college-wide measurement of general education competencies. Results found that 46% of faculty use the FSW rubrics for competency measures at some point in their classes, a moderate success given that the rubrics were created between 2017 and 2020. Additionally, it was found that the most commonly used rubric was the 'Communicate' rubric, followed by a surprise result, the 'Analyze' rubric, a competency typical for art, film, or music classes. More information about general education assessment and the assessment review cycle can be found at www.fsw.edu/facultystaff/assessment/generaleducation.

3.1.3 Grants and Outreach

The Office of Sponsored Programs and Research (OSPR) assists faculty, staff, and administrators in grant submission and management by supporting the grant process from proposal writing to project completion and reporting. The office tracks legislation and appropriations that impact grant programs, serves as liaison with funding agencies and proposal partners, monitors the completion and submission of projects and final reports on funded projects, ensures that proper documentation is maintained on all budget expenditures, verifies that projects are actively managed and closed out according to the funding agency's policies, and provides support for proposal routing and submissions. The office also reviews submissions for compliance with agency guidelines and policies for expenditures. OSPR is a part of AASPIRE and is led by Dr. Joseph F. van Gaalen. More information regarding the Office of Sponsored Programs and Research can be found at www.fsw.edu/facultystaff/ospr.

To support FSW faculty and staff in advancing their research, OSPR annually sets a series of goals towards that end. For AY 2023-2024, OSPR had the below bulleted tally. For 2024-25, OSPR has incorporated a more hands-on approach to outreach with departments to help better guide outreach emails in the future.

- Sent 40 outreach emails to specific FSW stakeholders based on the latest research grant announcements
- Submitted 9 grants
- Been awarded 5 grants
- Facilitated \$282,741 in grant money

3.2 ACADEMIC ADVISING

3.2.1 Academic and Career Pathway Program Maps

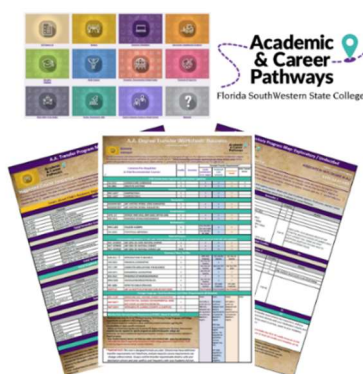


Figure 8. A logo for Academic Advising's Academic and Career Pathways.

The Office of Academic Advising has continued to expand and enhance the Guided Pathways initiative, which began in 2018 as part of a statewide effort to increase degree completion rates and improve graduates' social and economic mobility. In 2024-2025, new Program Maps were introduced to better align with the evolving needs of students and their career goals. A key addition was the new "Exploratory" Program Map, designed to help undecided students explore different career areas and majors, ensuring they make informed decisions. The initiative was also rebranded as "Academic & Career Pathways" to help students gain a clearer understanding of the initiative's purpose.

To better aid students in tracking their degree progress, Academic Advising redesigned all existing Program Maps into a functional, easy-to-use checklist format. The new format aligns students with their intended major or career goal. Because the majority of FSW students who continue their education do so at Florida Gulf Coast University (FGCU), Academic Advising partnered with FGCU to align FSW Program Maps with pre-requisites for some of FGCU's most popular majors. At least two additional universities' pre-requisites were also included to ensure that students have clear pathways to a variety of further education opportunities. Additionally, Academic Advising standardized the style, format and branding of all Program Maps for Associate in Science and bachelor's degrees in health sciences, allowing students to easily understand the requirements and transitions between pathways.

3.2.2 Wednesday/Thursday Drop-In Advising Initiative

In response to evolving student needs, the Office of Academic Advising made significant operational changes in 2024 to improve accessibility and support for students. Historically, students had to book pre-scheduled advising appointments, with drop-in services available only during peak registration periods. However, after reviewing data, it became clear that a greater capacity for student support was needed, and that students were increasingly seeking drop-in opportunities rather than scheduling appointments in advance.

To address the need for more drop-in advising opportunities, Academic Advising overhauled the advising model in April 2024, offering drop-in advising on Wednesdays and Thursdays throughout the year at all locations and across all departments. Students can now access advising on-demand—whether in-person or remotely—without needing any appointment. This initiative was a coordinated effort among all FSW schools and led to a 9% increase in



Figure 9. A flyer for Academic Advising's new drop-in advising on Wednesdays and Thursdays.

advising traffic in 2024 compared to the previous year. This change complements the increased availability of phone, live chat, and email advising, further enhancing Academic Advising's ability to serve students at their convenience. In this way, Academic Advising is proactively addressing student needs and advancing a world-class educational experience for FSW students.

3.3 ATHLETICS

FSW Athletics advances a world-class educational experience through its robust athletics programs in baseball, men's basketball, women's basketball, softball, and volleyball. Beyond the field/court, the department continuously attracts, develops, and graduates student-athletes who grow academically, socially, and professionally during their time at FSW. FSW Athletics had a busy year winning championships, setting new bars in the classroom, and spending time bettering the local community.



The 2024-2025 athletics season started with a bang as the FSW Volleyball team made NJCAA history by becoming the first team in Division I history to win three consecutive National Championships. The Bucs went 26-1, making them 84-3 in the past three seasons, while winning their fifth straight Citrus Conference Championship, their third straight FCSAA State Championship, and ultimately their third straight NJCAA National Championship. Once again, the Bucs clinched the title on ESPN+ against arch rival Miami Dade College. Bucs Head Coach Thais Baziquetto-Allen was named the NJCAA National Coach of the Year for the third straight year while Julija Grubisic Cabo ran the gamut of awards as she was named Citrus Conference, FCSAA, and NJCAA National Player of the Year. The Bucs were equally as impressive in the classroom where they posted a program record 3.76 team GPA this fall and will have multiple players up for CSC Academic All-American consideration later this year.



Figure 10. A picture of the 2024 NJCAA volleyball champions, the FSW Buccaneers.



Figure 11. A picture of former Bucs basketball player, Keon Ellis, playing in an NBA game. Photo by Eakin Howard/Getty Images.

The Bucs Basketball teams continue to put on a show for fans in Suncoast Credit Union Arena. The men's basketball program continues to be a stepping stone to the Division I level. Seven players from the 2023-2024 squad signed at the next level, giving FSW 16 players in Division I this season. An additional 18 former Buccaneers are currently playing professional basketball around the world, including 2020 FSW graduate Keon Ellis, who has established himself as a star in the NBA with the Sacramento Kings. The women's basketball team rocketed into the Top 25 of the National Rankings this season under new Head Coach Jamie Fisher. The women's team started the season with a 21-4 overall record and a 15-1 record in Citrus Conference play.

On the diamond, the Bucs Baseball and Softball teams started the Spring season strong. After dropping their season opener, the Bucs rolled off 13 straight wins, matching their longest winning streak in program history while earning a #4 national ranking. The Bucs have continued to send players to the next level, whether NCAA Division I or the professional ranks. Fourteen players from the 2024 squad signed at NCAA Division I institutions, a new program record, while the Bucs hold the distinction of having more players drafted into Major League Baseball (MLB) organizations than any non-NCAA Division I school in the county in the past four MLB drafts. Bucs Softball started the year with a perfect 14-0 heading into Citrus Conference play. Last year, the Bucs finished 7th at the NJCAA World Series, which was the fourth straight trip to the World Series—a new program record.



Figure 12. A picture of Carlos Rodriguez, a former Bucs baseball player, who now plays for the MLB team, the Milwaukee Brewers.



Figure 13. A picture of FSW volleyball players visiting residents of a local retirement community.

The Bucs broke records in the classroom, as well. In 2023-2024, FSW student-athletes held a combined 3.28 GPA, FSW Athletics' highest ever combined GPA. FSW student-athletes also passed 97.2% of the credits they took. Four teams were named to the NJCAA Academic Teams of the Year list with the Bucs Volleyball Team earning their sixth straight AVCA Team Academic Award.

Bucs student-athletes and coaches continued their tradition of being active in the Southwest Florida community. Bucs teams hosted clinics for a number of groups including LARC, The

Boys and Girls Club, and the Cal Ripken Foundation. They volunteered at community events such as the Greek Fest, the Naples Half-Marathon, as well as campus events like the 5K Glow Run and FSW Foundation Golf Tournament. Teams also visited retirement communities to play games and spend time with residents and took time to clean up local beaches after holiday weekends. FSW Athletics' continued community engagement, paired with their athletic and academic excellence, advance a world-class educational experience for student-athletes and the larger FSW community.

3.4 CAPSTONE PROGRAM

Florida SouthWestern State College's CREATIVE Capstone program demonstrated remarkable success and growth during the 2023-2024 academic year. The courses in the program, required for the completion of an AA degree, focus on research, integrative learning, and transdisciplinary thinking. The program significantly advancing its mission to provide students with transformative educational experiences that bridge general education learning with real-world applications via student designed projects. The program served over 940 students across 61 course sections, offering a variety of learning environments including traditional classroom, online, and study abroad experiences.



One achievement was the expansion of faculty expertise, with over 50 instructors now certified to teach the Capstone course. This growing cadre of educators participated in enhanced professional development opportunities, including a newly designed Summer Institute certification program and monthly collaborative sessions. The program's commitment to teaching excellence was further evidenced by the creation of a comprehensive faculty handbook and the successful implementation of a Canvas-based resource repository containing assignments, rubrics, and best practices.

Student achievement data demonstrated consistently strong performance across all learning outcomes. Over 80% of students achieved "Accomplished" or higher ratings on major assignments, showcasing their mastery of critical research, communication, and analytical skills. The Research Project component was particularly successful, with students demonstrating exceptional ability to integrate diverse perspectives and apply interdisciplinary approaches to complex problems.

The program's commitment to innovative teaching and learning was exemplified through several new initiatives. Two study abroad sections were offered in Ireland and Florence, Italy, in Summer 2024, providing students with immersive international learning experiences. Additionally, pilot sections featuring "Service-Learning" and "Maker" emphases were launched, representing 6% of total offerings dedicated to specialized integrative learning experiences. These innovations demonstrate the program's dedication to providing a variety of high-impact educational practices.

The CREATIVE Capstone's co-curricular programming flourished through the continued successful implementation of Cornerstone-to-Capstone Connections Week events in both Fall and Spring semesters. These events featured community partner fairs, lectures, panels, and field trips that enhanced students' learning experiences beyond the classroom. The Behind the Research lecture series continued to thrive, hosting four events that explored topics ranging from art curation to Florida environmental history, connecting students with expert perspectives across disciplines.



Figure 15. A picture of students participating in a cooking class. The class was part of Dr. Alessandro Cesarano's study abroad section to Italy in Summer 2024.

providing diverse, engaging learning experiences that prepare students for future academic and professional challenges.

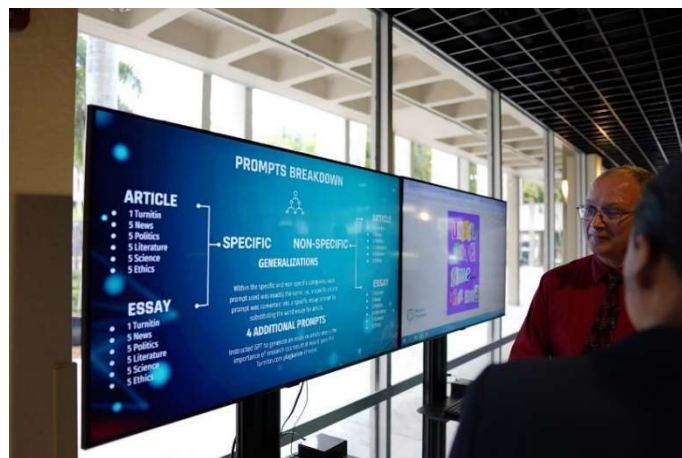


Figure 14. A picture from the Innovative Thinking Showcase, held as part of the Research Expo, in April 2024.

Library integration remains a crucial component of the program's success, with embedded librarians supporting every Capstone section. Student surveys revealed significant improvements in research confidence, with notable increases in students' ability to use library databases (86% proficiency), develop research questions (84% proficiency), and make connections between sources (88% proficiency). The library's micro-workshop series served 198 students through 50 specialized research skills sessions.

Looking ahead, the program continues to evolve and innovate. Faculty are exploring new specialized sections incorporating college archives, historical role-playing exercises, and "Wicked Problems" courses. These developments reflect the program's commitment to

The Be CREATIVE professional development series has emerged as a particularly innovative faculty development initiative. In six targeted workshop sessions, the series aligns directly with the foundational principles of the Capstone course: DESIGN, PREPARE, CREATE, COMMUNICATE, and REFLECT. This structured approach encourages faculty to implement high-impact practices and student-centered pedagogy not only in the Capstone course, but also across their general education teaching. Faculty who complete at least four sessions earn the "CREATIVE Champion" professional development badge in Canvas. Seven faculty members achieving this distinction in 2023-2024. The success of this professional development program has led to its continuation into the 2024-2025 academic year, further strengthening the college's commitment to innovative teaching practices and continuous professional development.

The CREATIVE Capstone program stands as a model of educational innovation, successfully combining rigorous academic standards with practical application and meaningful student engagement. The program continues to evolve and innovate, ensuring students develop the critical thinking, research, and communication skills essential for success in their future academic and professional endeavors. Through its comprehensive approach to student learning, faculty development, and community engagement, the program continues to fulfill its mission of transforming students' educational experiences and preparing them for success in an increasingly complex world.

3.5 CARE AND ADAPTIVE SERVICES

Care and Adaptive Services provides a world-class educational experience by ensuring students have the wellness resources and support they need to succeed. The department has enhanced their support by maintaining affiliation with the Delta Alpha Pi International Honor Society, hosting Mental Health First Aid training sessions, establishing new community partnerships, organizing events for students, and supporting students through the Care Pantry. By combining education, awareness, and community-building, Care and Adaptive Services remains dedicated to increasing student success and well-being while advancing a supportive academic experience.



Figure 16. A picture of students participating in a Yoga and Meditation event on the Collier campus.

Care and Adaptive Services partners with external entities to provide the support and resources FSW students need to succeed. Care and Adaptive Services continues to be a member of the Delta Alpha Pi International Honor Society, Theta Zeta Chapter. This national society celebrates and supports the academic achievements of students with disabilities. Care and Adaptive Services also established three new community partnerships this year. The department partnered with Community Cooperative for food support and wellness initiatives, Centerstone for mental health and wellness, and Park Royal for mental health support services. These partnerships with external entities further strengthen the department's commitment to student support.

Care and Adaptive Services supports mental health and overall wellbeing by hosting Mental Health First Aid training sessions, organizing events, and launching a social media campaign. Care and Adaptive Services will be hosting the first Mental Health First Aid training sessions to faculty and staff in April 2025, and plans to host two more training events by Fall 2025. The department organizes impactful events such as “Stock the Pantry” drives, motivational speakers, and wellness events that include Yoga and Meditation and Paint and Sips. These initiatives create opportunities for students to engage in meaningful conversations about well-being while fostering a supportive environment. Additionally, Care and Adaptive Services have launched Mental Health Monday Tips and World Awareness Days social media



Figure 17. A picture of a monthly wellness event featuring community partners.



Figure 18. A picture of full donation bins for Care Pantry after a recent supply drive.

campaigns to extend mental health advocacy beyond campus events. These efforts ensure that students have continued access to valuable wellness resources and support.

The Care Pantry, another outreach of Care and Adaptive Services, has been thriving with increased student engagement and new partnerships. In 2024, 2,993 students visited the Care Pantry—over an 180% increase in students from 2023. As of February 4, 647 students have visited the Care Pantry in 2025. The Harry Chapin Food Bank continues monthly deliveries to the Care Pantry, and the support from community members, community partners, FSW Athletics, and the FSW Foundation make a huge impact on the pantry. The increased student engagement with, and community support of, the Care Pantry illustrates the importance of the resource to FSW students.

3.6 CENTER FOR INTERNATIONAL EDUCATION (CIE)

3.6.1 New Online Study Abroad Application and Payment System

The Center for International Education, in collaboration with FSW’s Office of Information Technology, has created a new online application for study abroad. The new form is connected to each student’s portal, making it easily navigable. International Education has also updated the payment system for study abroad. Once a student is admitted to their study abroad program, they can make direct payments online, thus eliminating the need to come to campus with checks, money orders, and cash.



3.6.2 Partnership with the Technical University of Berlin (New!)

In November 2024, the director of International Education and faculty from the School of Business and Technology conducted a site visit at the Technical University of Berlin. The goal of the site visit was to develop a partnership focused on business and entrepreneurship. Recently, Dr. Allbritten and the Director of the TU Berlin Summer and Winter School signed a Memorandum of Understanding (MOU) solidifying the partnership.

3.6.3 Service Learning

The School of Education, in collaboration with the Center for International Education and the internationally focused global provider, Classport Inc., will launch its inaugural service learning study abroad program this March. Elementary Education majors will experience classrooms in an international context while also

fulfilling state-mandated community service hours for education majors. The study abroad experience occurs over Spring Break.

3.6.4 Study Abroad Programming

The 2025 Study Abroad Programs include locations in Costa Rica, France, Germany, Ireland, Italy, and Spain. These exciting and transformative experiences grant students the opportunity both to earn credit and to engage with the local culture of the host country. Each one of these programs is detailed below and on CIE's website at www.fsw.edu/internationaleducation/travelabroad.

Study Abroad in Spain



Estimated Cost: \$4,000

Intensive Spanish Language at the International College of Seville

Travel independently to the International College of Seville for intensive Spanish language classes. Satisfy your foreign language requirement, or take upper-level Spanish classes.

This one-month program includes two classes of Beginner, Intermediate or Advanced Spanish, earning a total of six credits, (placement test required). Your learning will be enhanced with local cultural activities including a live Flamenco dance show and weekend trips to nearby cities.

Choose between living with a Spanish host family or a shared apartment with other students.






Course Dates: June 2-26, 2025

What's Included

- Tuition for two Spanish classes
- Accommodations
- Travel and Entrance tickets to excursions
- Three meals per day
- International travel health insurance

Contact us for more information:
international.education@fsw.edu
239-985-3417
Lee Campus I-114

Travel Dates: May 28 - June 27, 2025

What's Not Included

- Roundtrip Airfare
- Books
- Personal spending money
- Visa (if needed by non-US passport holders)

Apply by Monday, March 3, 2025
fsw.edu/internationaleducation

FSW is an equal access, equal opportunity organization. More: www.fsw.edu/equality.

Study Abroad in Italy



Estimated Cost: \$4,000

Includes \$300.00 Refundable Housing Deposit

Earn 6-7 credits by choosing one class from the LdM summer catalog (to be provided), plus this FSW class:

CCJ 1020: Introduction to American Criminal Justice - Italian Criminal Justice
3 credits

Dr. Brian O'Reilly - Lee Campus or Remote Zoom

Have you ever wondered why everyone loves stories about organized crime, corruption, extortion and violent crimes? This program will expose the student to the intricacies of the American and Italian Criminal Justice Systems. We will immerse ourselves in the fascinating components of these systems as we delve into such topics as the origins and influence of the Mafia, the proliferation of organized crime and public corruption, the portrayal of the criminal justice system in both American and Italian mass media, the examination of the Amanda Knox case, and the exploration of the serial killer known as the "Monster of Florence."






Course Dates: May 12 - June 25, 2025

What's Included

- Tuition for LdM class
- Round trip airfare
- Shared accommodations
- Entrance tickets to excursions
- International travel health insurance

Contact us for more information:
international.education@fsw.edu
239-985-3417
Lee Campus I-114

Travel Dates: May 28 - June 26, 2025

What's Not Included

- Tuition for FSW class
- Books
- Personal spending money and all meals
- Visa (if needed by non-US passport holders)

Apply by Monday, March 3, 2025
fsw.edu/internationaleducation

FSW is an equal access, equal opportunity organization. More: www.fsw.edu/equality.

Study Abroad in Costa Rica



Estimated Cost: \$2,800

BSC 1005: Survey of Biology
Conservation and Biodiversity in the Tropics

3 Credits - Natural Science Core Class
Professor Jordan Donini & Dr. Angus Cameron
Collier Campus or Remote Zoom

This course focuses on biodiversity and research methods in conservation biology. Basic biological concepts shall be introduced through case studies, and research methodologies before students develop their own research proposals prior to traveling. Students will be hosted in Costa Rica by "Turtle Love," a grassroots science-driven conservation organization located near Tortuguero National park that is actively involved with the community of the nearby town of Paraismina to engage in sea turtle conservation efforts. While there, students will carry out their research projects, and engage in service learning activities with Turtle Love. Upon our return to Florida, students will complete and present their finished research projects.



Course Dates: May 12 - July 5, 2025

What's Included

- Round trip airfare
- Shared accommodations
- Service learning and community activities
- Breakfast, lunch, and dinner daily
- International travel health insurance

Contact us for more information:
international.education@fsw.edu
239-985-3417
Lee Campus I-114

Travel Dates: June 9 - June 22, 2025

What's Not Included

- Tuition for FSW class
- Books
- Personal spending money
- Visa (if needed by non-US passport holders)

Apply by Monday, March 3, 2025
fsw.edu/internationaleducation

FSW is an equal access, equal opportunity organization. More: www.fsw.edu/equity.

Study Abroad in Spain



Estimated Cost: \$2,900

IDS 2891: CREATIVE Capstone in Spain

3 credits - Graduation Requirement (Pre-requisites: Students must have earned at least 30 college credits and have taken ENC 1101 and 1102. SPC 1017 or 2608 could replace ENC 1102).

Dr. Katharine O'Connor - Lee Campus or Remote Zoom

Spain is a place where many cultures, languages, and customs come together. This experiential learning opportunity will provide students with an education that extends well outside the four walls of a traditional classroom. Within this class, students will plan, formulate and execute a research project that uses their interests and favorite things through the lens of Spain. Students will go far beyond the tourist attractions to gain a deeper understanding of Spanish culture to create their Capstone project. Students will explore art, history, music, literature, science, entertainment, architecture, food and so much more!



Course Dates: May 12 - June 18, 2025

What's Included

- Round trip airfare
- Shared accommodations
- Entrance tickets to excursions
- Breakfast daily
- International travel health insurance

Contact us for more information:
international.education@fsw.edu
239-985-3417
Lee Campus I-114

Travel Dates: June 1 - June 14, 2025

What's Not Included

- Tuition for FSW class
- Books
- Personal spending money
- Visa (if needed by non-US passport holders)

Apply by Monday, March 3, 2025
fsw.edu/internationaleducation

FSW is an equal access, equal opportunity organization. More: www.fsw.edu/equity.

Study Abroad in Germany



Estimated Cost: \$2,500

ENT 2271: Launching Your Business
Open to all students across the FSW academic community
Professor Adam Davis (SOBT Faculty Advisor)

**FLORIDA
SOUTHWESTERN
STATE COLLEGE**
CENTER FOR INTERNATIONAL EDUCATION

The FSW in Germany at the Technical University of Berlin is a 3-credit 4-week immersive experience in entrepreneurship/business designed to teach students how to grow a start-up idea through business development including how to pitch to investors. The course includes lectures, case studies, and individual and group work designed to enhance and elevate students' skills and knowledge in the areas of business development.

Students will enroll directly in the Startup course offered through TU Berlin, and will be guided by an FSW faculty member. Credits will be earned for ENT 2271. Apartment-style accommodations will be provided and cultural programming will be designed to enhance the academic component while immersing students in the history and culture of Berlin. Students will travel to Berlin independently.



Course Dates: July 7 - August 15, 2025

What's Included:

- StartUp Crash Course at TU Berlin
- Accommodations
- Cultural Programming
- International travel health insurance

Contact us for more information:
international.education@fsw.edu
239-985-3417
Lee Campus I-114

Travel Dates: July 19 - August 16, 2025

What's Not Included:

- Round-Trip Airfare & Ground Transfers
- Books
- All meals
- Personal spending money
- Visa (if needed by non-US passport holders)

Apply by Thursday, April 3, 2025
fsw.edu/internationaleducation

FSW is an equal access, equal opportunity organization. More: www.fsw.edu/equity.

Study Abroad in Italy



Estimated Cost: \$4,000

Includes \$300.00 Refundable Housing Deposit
Earn 6-7 credits by choosing one class from the LdM summer catalog (to be provided), plus this FSW class:

CPO 2001: Comparative Politics and the Legacy of Florence

3 credits - Social Science class

Dr. Bruno Baltodano - Lee Campus or Remote Zoom

Explore the ways in which the Medici family shaped our understanding of republic, democracy and the good society. This class will introduce students to the complexity of Italian politics, with a focus on the use of political power, culture, the arts and institutions in nation-building.

Program Highlights: Cultural activities and guided museum tours in Florence.

Florence as your "classroom" as we explore a country with very different culture, social profile, political history and geographic characteristics. Classes taught at Istituto Lorenzo de' Medici in Florence.



Course Dates: May 12 - June 25, 2025

What's Included

- Tuition for LdM class
- Round trip airfare
- Shared accommodations
- Entrance tickets to excursions
- International travel health insurance

Contact us for more information:
international.education@fsw.edu
239-985-3417
Lee Campus I-114

Travel Dates: May 28 - June 26, 2025

What's Not Included

- Tuition for FSW class
- Books
- Personal spending money and all meals
- Visa (if needed by non-US passport holders)

Apply by Monday, March 3, 2025
fsw.edu/internationaleducation

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Study Abroad in France



Estimated Cost: \$2,900

HUM 2020: Unforgettable France: Memory, Identity, Cultural History

3 Credits - Humanities Core Class/Writing Intensive
Dr. Myriam Mompoin & Dr. Wendy Chase
Lee Campus or Remote Zoom

How do places and historical sites shape the memories that define a nation? France has a legacy that captures the imagination. From King Louis XIV's palace to the slave ports of Nantes, from the Eiffel Tower to the WWII Allies' landings on Normandy's beaches, France's historical legacy has impacted the world. This course will explore cultural history, visiting memorable sites in Paris, the iconic capital city, with excursions to Versailles, Nantes, and D-Day in Caen, Normandy. Students will experience how arts, place, and history converge in spaces that bridge the past and contemporary understandings of it.



Course Dates: May 12 - June 18, 2025

What's Included

- Round trip airfare
- Shared accommodations
- Entrance tickets to excursions
- Breakfast daily
- International travel health insurance

Contact us for more information:
international.education@fsw.edu
239-985-3417
Lee Campus I-114

Travel Dates: June 1 - June 12, 2025

What's Not Included

- Tuition for FSW class
- Books
- Personal spending money
- Visa (if needed by non-US passport holders)

Apply by Monday, March 3, 2025
fsw.edu/internationaleducation

FSW is an equal access, equal opportunity organization. More: www.fsw.edu/equity.

Study Abroad in Spain



Estimated Cost: \$2,900

SPN 2930: Special Topics in Spanish Culture: Iberian Histories, Languages and Traditions

3 credits - Elective
Dr. Philip Allen - Lee Campus or Remote Zoom

Did you know that there are four official languages of Spain? Would it surprise you to learn that the first poems committed to paper in a Romance language were written in Arabic and Hebrew scripts? This course examines how modern Spain, with its distinct regional personalities, has been molded from centuries of conflict and coexistence among peoples from many different backgrounds.

Participate in lively, interactive classes to learn about the history and customs of Spain, then experience the beauty and complexity of the histories, languages, and cultures of this fascinating country for yourself in the Summer of 2025! Our class will visit Madrid, Salamanca, Oviedo and Bilbao.



Course Dates: May 12 - June 18, 2025

What's Included

- Round trip airfare
- Shared accommodations
- Entrance tickets to excursions
- Breakfast daily
- International travel health insurance

Contact us for more information:
international.education@fsw.edu
239-985-3417
Lee Campus I-114

Travel Dates: June 1 - June 14, 2025

What's Not Included

- Tuition for FSW class
- Books
- Personal spending money
- Visa (if needed by non-US passport holders)

Apply by Monday, March 3, 2025
fsw.edu/internationaleducation

FSW is an equal access, equal opportunity organization. More: www.fsw.edu/equity.

Study Abroad in Italy



Estimated Cost: \$4,000

Includes \$300.00 Refundable Housing Deposit
Earn 6-7 credits by choosing one class from the LdM summer catalog (to be provided), plus this FSW class:

LIT 2000: Introduction to Literature

3 credits - Humanities Core Class/Writing Intensive
Dr. Jill Hummel - Lee Campus or Remote Zoom

If history is "what happened" to a people, then art is how those same people expressed and engaged with "what happened." Florence, Italy, through its history and literature, provides us a prolific setting for the study of such a juncture between art and ideas. This course will look at the various socio-political landscapes of Florence in conversation with assorted literary and philosophical writings from Machiavelli's Renaissance texts to the 21st century Post-Modern plays of Dacia Maraini. Through this study of the intertwining between Florence's political moments and the literary voices that captured them, we can explore and gain a better understanding of not just this particular place and era, but also offer us a more multi-dimensional understanding of our own.



Course Dates: May 12 - June 25, 2025

What's Included

- Tuition for LdM class
- Round trip airfare
- Shared accommodations
- Entrance tickets to excursions
- International travel health insurance

Contact us for more information:
international.education@fsw.edu
239-985-3417
Lee Campus I-114

Travel Dates: May 28 - June 26, 2025

What's Not Included

- Tuition for FSW class
- Books
- Personal spending money and all meals
- Visa (if needed by non-US passport holders)

Apply by Monday, March 3, 2025
fsw.edu/internationaleducation

FSW is an equal access, equal opportunity organization. More: www.fsw.edu/equity.

Education and Service Learning in Ireland



Estimated Cost: \$2,250

Eligibility Requirements:

Open only to B.S., Elementary Education students enrolled in EDE 4940 (final internship) or Practicum II-level coursework at the time of travel.

Dr. Anne Angstrom

The Florida SouthWestern State College education program is a 10-night 11-day program visiting Ireland's east, midlands and west coast. Based in Ireland's capital, Dublin, the program introduces students to the Irish education system with primary school-based field experience. In addition, the program will include community-based service-learning experiences in Dublin. Students will participate in organized school and classroom visits, service-learning opportunities, and cultural experiences.



Pre-Travel Seminar Dates TBD

What's Included

- Round trip airfare
- Shared accommodations
- Breakfast daily
- Entrance tickets to excursions
- International travel health insurance

Contact us for more information:
international.education@fsw.edu
239-985-3417
Lee Campus I-114

Travel Dates: March 12-23, 2025

What's Not Included

- Books
- Lunch & dinner
- Personal spending money
- Visa (if needed by non-US passport holders)

Apply by Friday, December 6, 2024
fsw.edu/internationaleducation

FSW is an equal access, equal opportunity organization. More: www.fsw.edu/equity.



3.7 EXHIBITIONS & COLLECTIONS

Exhibitions and Collections strives to foster a world-class educational experience. Exhibitions and Collections consistently provides, entices, and engages 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. The department oversees the protection, maintenance, and presentation of the College's permanent holdings of high-value artworks and artifacts and is responsible for the operations of three open-to-the-public museum spaces on the Lee campus. These spaces are The Bob Rauschenberg Gallery, Richard & Julia Rush Collection and The Museum of Medical History. With the

passing of long-time patron Julia Rush in 2022, Exhibitions and Collections has worked with FSW Foundation to establish a Richard & Julia Rush Endowment. This endowment will sponsor all future ArtSPEAK@FSW events and has already sponsored award-winning and best-selling authors – most recently, “The Poet Laureate of the New York Underground,” Victor Bockris.

In the last year, the Bob Rauschenberg Gallery partnered with Florida Gulf Coast University's Art Galleries to present a major retrospective of the late, Florida-based, African-American self-taught painter, Purvis Young. The exhibition, titled “Purvis Young put Honey in the Sky,” featured more than 75 original works in a site-specific and



Figure 19. A picture from the "Purvis Young put Honey in the Sky" exhibition at the Bob Rauschenberg Gallery at FSW.

immersive installation that drew thousands of visitors. The exhibition became a catalyst for ArtSPEAK@FSW lectures and events with celebrated author G. Neri in February 2024, and renowned scholar Gary Monroe in June 2024.

From August 19th through December 7th, 2024, the Bob Rauschenberg Gallery curated and premiered “William S. BURROUGHS & Laurie ANDERSON: Language is a Virus.” This groundbreaking exhibition explored the concept of language as a transformative force, a carrier of ideas, and a potential weapon, as envisioned by the late literary giant William S. Burroughs and the pioneering multimedia storyteller and artist Laurie Anderson. Featuring never-before-seen original shotgun- and bowling-ball canon-blasted paintings, works on paper, unique manuscripts/publications, personal artifacts, and handwritten lyrics, this was the first exhibition to pair and present these influential and iconoclastic artist-friends and collaborators. While presenting “Language is a Virus,” Exhibitions & Collections hosted an ArtSPEAK@FSW events with scholar Dr. S.E. Gontarski in September 2024, Dr. S. Alexander Reed in September 2024, and Steven Jenkins, Director of the Bob Dylan Center in Tulsa, OK, in November 2024.



Figure 20. A picture from the "William S. BURROUGHS & Laurie ANDERSON: Language is a Virus" exhibition at the Bob Rauschenberg Gallery at FSW.

In conjunction with the Gallery's 2023 “DEVO 5-0: The Beginning Was the End – A Fiftieth Anniversary Tribute to The De-Evolution Band” exhibition, Exhibitions & Collections Director Jade Dellinger co-authored “The

Beginning Was the End: DEVO in Ohio,” published with The University of Akron Press. As interest in this project and critical acclaim for the book has reached international audiences, Red Star Publishing in Rome has recently begun to pursue translation and design of an Italian-language edition to be released in coming months. With on-going efforts to celebrate Gallery namesake Bob Rauschenberg’s 2025 birth centenary, Dellinger has been invited in coming months to give Rauschenberg-related lectures at the John & Mable Ringling Museum of Art in Sarasota, Big Arts in Sanibel and elsewhere. He has also been asked to co-author a new hardbound monograph, “RAUSCHENBERG in Florida,” in collaboration with the University of South Florida Contemporary Art Museum. The monograph is to be released this year.

Currently, Exhibitions and Collections is busy with preparations for the two-year closure and major renovation of the Bob Rauschenberg Gallery in Humanities Hall—Building L—on the Lee Campus. In April or May, the department will open the Bob Rauschenberg Gallery ANNEX space to continue programming of exhibitions and related events. This space will be located in the J-118 Library Lobby. Transition to the new space is underway with converting the new exhibition space, packing, wrapping, and safely transporting offices, fragile art, and artifacts into their new, temporary home.

By the end of Spring 2025, Exhibitions & Collections will be finalizing seven newly-curated and site-specific installations in the renovated Gulf Coast Medical Center. These temporary installations will utilize items from FSW’s Museum of Medical History. This project is the effort of more than four years work and has been possible thanks to the generous support of the Lee Health Foundation.

3.8 FSW LEADERSHIP ACADEMY



Figure 21. The FSW Leadership Academy logo.

The FSW Leadership Academy, facilitated by the team of Deputy Chief of Staff for Strategic Priorities, Dr. Ian Neuhard, Chief Human Resources and Organizational Development Officer, Susan Bronstein, and Provost/Vice President of Academic Affairs, Dr. Judith Bilsky, is designed for



FSW personnel who are interested in developing leadership skills and exploring the art and dynamics of higher education leadership. The academy is a year-long program that employs different presenters, panelists, and case studies to hone and inform participants’ leadership skills. The academy performs individualized assessments of exemplary leadership practices, such as modeling the way, inspiring a shared vision, challenging the process, enabling other to act, and encouraging the heart. The FSW Leadership Academy is in its second year. A participant from last year’s Leadership Academy, Dr. Anne Angstrom, applies what she learned in the academy in her new role as Associate Dean of the School of Education. The FSW Leadership Academy invests in rising leaders across FSW, which, in turn, invests in the longevity and strength of the College. From this strong leadership and strong College comes the natural advancement of a world-class educational experience.

3.9 HONORS SCHOLAR PROGRAM

3.9.1 Expanding at Collier and Hendry Glades

The Honor Scholar Program is increasing its presence on all campuses to extend the program’s educational experience. The program currently has 162 students across all campuses in 2024-2025 (Summer, Fall, Spring). The program has added sections of Composition II and Introduction to Literature on the Collier campus, and faculty at the Hendry Glades Center are in the process of designing an Honors seminar for Hendry Glades students. The expanded presence of the Honors Scholar Program at the two locations demonstrates the program’s goal to advance a world-class educational experience to students.



3.9.2 Honors in Action

Advancing a world-class education experience to students involves faculty sharing their experiences to help each other become better educators. The Honors Scholar Program recognizes this and, through the Center for Teaching Excellence, has offered two “Honors in Action” professional development sessions in Fall 2024 aimed at sharing experiences. One professional development session, offered on September 27, 2024, focused on adapting non-honors courses to an Honors pedagogical practice while the other session, held on October 25, 2024, focused on the best practices for team-teaching.

3.9.3 The Center for Undergraduate Research and Creativity (CURC)

The Center for Undergraduate Research is hosting the 2025 Research Expo, an event designed to showcase research across FSW. The Expo will display research from 52 honors students and several student projects from CREATIVE Capstone courses. Three guest speakers and performers are also engaged to present at the Research Expo.

3.10 MARKETING AND STRATEGIC COMMUNICATIONS

Marketing and Strategic Communications, led by Assistant Vice President Kailee Mateika, continues to promote academic partnerships and enhance program marketing efforts. Since July 1, 2024, Canva for Campus users has increased by 47%, with faculty and staff creating 2,882 approved, branded designs. The department provided 35 individual training sessions on Canva and brand standards, ensuring promotional materials are consistent with the College’s marketing identity. To further enhance partnerships with academic leadership, Marketing and Strategic Communications hired two Program Marketing Specialists who coordinate with faculty and school programs over marketing materials. Through these efforts, the department continues to supply high-quality marketing that promotes FSW’s mission and supports a world-class educational experience.



3.11 ONE THEME, ONE COLLEGE



Figure 22. A picture from OTOC's Roundtable Discussion: The Changing World of Florida SouthWestern State College, held on October 2, 2024.

One Theme, One College (OTOC) provides a common intellectual experience for all members of the FSW community, supporting a world-class education experience. Each year, the One Theme, One College committee selects one theme to explore as a College that pulls in ideas, stories, and insights from the variety of disciplines and programs at FSW. In recognition of the shifting world, the One Theme, One College committee selected the theme of “Our Changing Worlds” to explore during academic year 2024-2025. Screenwriter Matt Lopez shared “Screenwriting in the Age of A.I.” in September 2024, while Dr. Jeffery Allbritten, Dr. Ian Neuhard, and Dr. Rebecca Harris discussed major changes in higher education and at FSW in a roundtable



discussion in October 2024. OTOC screened the film, *Her*, in November 2024, and held a panel discussion about the film on both the Lee and Charlotte campus. OTOC has also partnered with CREATIVE Capstone to bring Dr. Sid Dobrin, an English Professor at the University of Florida, to FSW for a discussion about AI and higher education. OTOC has also put together a roundtable with LaBelle Mayor Julie Wilkins, Hendry County Commissioner Ramon Iglesias, and Director of the Hendry County Economic Development Council Keitha

Daniels to discuss the changing world of LaBelle and Hendry County. In addition to these events, OTOC has also collaborated with Library Services to curate a selection of books that relate to the theme of “Our Changing World,” allowing students the opportunity to further engage with the theme. These events and initiatives highlight OTOC’s commitment to providing intellectual experiences to FSW students and thereby advancing a world-class education experience.

3.12 SCHOOL OF ARTS, HUMANITIES AND SOCIAL SCIENCES



Figure 23. A picture of FSW students acting in "Twelfth Night," which was performed in November 2024.

The School of Arts, Humanities and Social Sciences provides a world-class education experience for students by producing concerts, art exhibitions, and theatre productions to showcase student talent. The school produced a Fall Concert Series in Fall 2024 that included Choir, a Jazz Ensemble, a Concert Band and Orchestra, and a Rock Ensemble. The Concert Series, held each Fall and Spring, not only provides students with the opportunity to perform, but the free events also enrich the cultural life of the community. The School of Arts, Humanities and Social Sciences hosted the theatre production of William Shakespeare’s “Twelfth Night.” The student-

performed play was presented in November 2024, in the Black Box Theatre. Students had the opportunity to showcase their artwork at “Bootcamp: An Immersive Experience in Contemporary Art.” The student art exhibition was displayed at Big Arts, Sanibel, in June 2024, and allows students to explore the world around them through visual interpretation. Another outlet for student talent and creativity is *Illuminations*. *Illuminations* is an annual literature and art journal at FSW where students from across FSW can publish their fiction, creative nonfiction, poetry, and art. These creative outlets support student talent and enhance the cultural scene of the local community.

The School of Arts, Humanities and Social Sciences further provides a world-class education experience for students by encouraging faculty research. Dr. Michael McGowan, Professor of Philosophy, recently edited a book, *Speaking Words of Wisdom: The Beatles and Religion* (Penn State University Press, 2024). Dr. Myriam Mompont, Professor of Humanities, is working on a forthcoming book publication with Liverpool University Press. The book is entitled, *Televising Transnational Trauma: Visions and Versions of Slavery in the Americas*, and is set to release in May 2025. The recent faculty scholarship demonstrates faculty’s continued engagement with their discipline, encouraging further engagement in the classroom. This fosters a world-class educational experience for students.



Figure 24. A picture of FSW students performing in the Fall 2024 Jazz Ensemble.

3.13 SCHOOL OF BUSINESS AND TECHNOLOGY



Figure 23. Brian and Kim Rist pose with Dr. Jeffery Allbritten by the new Rist Institute of Cybersecurity and Information Technology.

The School of Business and Technology is advancing a 21st century and beyond educational experience through the opening of two new institutes in the recently renovated Building K on the Lee campus. Among the updated classrooms, offices, and study spaces in Building K are two new, exciting institutes: the Rist Institute of Cybersecurity and Information Technology and the Frank G. Daveler Entrepreneurship Institute. During the Building K Open House on January 23, 2025, Brian and Kim Rist from the Rist Family Foundation were honored for their donation to the Rist Institute of Cybersecurity and Information



Technology. The new institute features a state-of-the-art cyber range, showcasing FSW's partnership with Sim Spaces. Lee Rossey, the Chief Technology Officer and Co-Founder of Sim Spaces, brought a team from Sim Spaces to the open house to support the partnership.

The Frank G. Daveler Entrepreneurship Institute was created thanks to the generous donation of West McCann and Susan McManus. Both West McCann and Susan McManus were honored for their donation during the Building K Open House. Dr. Peter Ocsody, the new program director of the Daveler Institute of Entrepreneurship, and Professor Adam Davis showcased the curriculum and philosophy for the AS Entrepreneurship program at the Open House. Both institutes will significantly enhance the opportunities and learning experiences of FSW students, better preparing them to meet the technology and business needs of the community and join a competitive workforce.



Figure 24. West McCann and Susan McManus pose with Dr. Jeffery Allbritten and Dr. Mary Myers during the Building K Open House.

3.14 SCHOOL OF NURSING

The School of Nursing is advancing an outstanding educational experience by furnishing clinical and preceptor experiences to nursing students and offering the Nurse Remedial Program. The school offers clinical and preceptor experiences in acute care settings to AS Nursing students. These internship experiences bridge between students' formal education and employment, better preparing them for employment in the medical field. The school also offers the Nurse Remedial Program to assist nurses who were unsuccessful on the NCLEX exam or who have been out of practice for an extended period of time. The program provides classroom and clinical experiences that helps individuals succeed in gaining employment, thereby reducing the critical nursing shortage.



3.15 SCHOOL OF PURE AND APPLIED SCIENCE

The School of Pure and Applied Sciences at Florida SouthWestern State College is advancing an ever-expanding educational experience by actively engaging students through numerous educational field trips, faculty projects, and hands-on experiences. A major highlight for the school was the successful hosting of their Second Annual Herpeton Conference in September 2024. The conference attracted



participants from 30 institutions including 45 students from across the state, leading to the conference being renamed as the Florida Herpeton Conference. The school has been active in student engagement through various activities, including faculty-led research projects such as the digitization of the Orr Mineral and Rock Collection, biofilm studies, and antibiotic research. Students have participated in numerous field trips to locations like wastewater treatment plants, Estero Bay Preserve, and Naples Botanical Gardens. A particularly exciting opportunity was the Biology 2 faculty-led trip to the marine lab in Key Largo where students received hands-on experience with Florida's biodiversity.

The school also engages students through a math competition, international education opportunities, and community events. Twenty-five FSW students participated in a mathematics competition, secured fifth in the Southeast region and first in the state of Florida. The school has expanded its international education initiatives, building partnerships with Turtle Love in Costa Rica and offering science classes as part of FSW's international education program. Additionally, the Charlotte Observatory continues to offer free monthly public sessions from September through May, with upcoming sessions scheduled for April 25 and May 23, 2025. The scope of student engagement initiatives and hand-on learning geared towards STEM students advances a world-class education experience for FSW students.

3.16 STUDENT LEADERSHIP



Figure 25. A picture of students and advisors during the chartering ceremony for FSW's chapter of Alpha Phi Omega.



Student Leadership, which is under the umbrella of the Office of Student Engagement, aims to equip students in identifying their leadership capacities through self-awareness, collaboration, and service. Student Leadership has worked hard to establish a chapter of Alpha Phi Omega at FSW in support of their leadership goals. Alpha Phi Omega is built on leadership, friendship, and service, aligning closely with Student Leadership's mission. In

November 2024, FSW became a chartered member of Alpha Phi Omega and has a chapter name of Alpha Theta Omicron. The FSW chapter has 34 student members and seven advisors. During the process of becoming a chartered member, students served over 420 hours, engaged in 17 service projects, collected items and money for donation to various organizations, held 18 fellowship events, and participated in five leadership development opportunities. The emphasis on student leadership and community service aligns with Student Leadership's mission and advances a world-class education experience for FSW students.

3.17 TESTING SERVICES

The screenshot shows the 'Score Report Submission' form for Florida Southwestern State College. The form has a purple header with the college's name and logo. Below the header, there are navigation links: 'Testing Home', 'Other Services', and 'Knowledge Base'. The main section is titled 'Score Report Submission' and contains several input fields and checkboxes. The 'Select School County or Type' field has a dropdown menu. Below it, there is a note: 'Please select the score report being submitted (you may select more than one test score to submit)'. A 'Please Note' section states: 'Test scores are valid for 2 years per FL State Legislation 6A-10.0315'. A link is provided: 'For a complete list of scores and score cut-offs, please visit: FSW Score Tables'. The 'How many student submissions?' field has a dropdown menu. The 'Student Score Report Submission Details' section includes fields for 'Student First Name', 'Student Last Name', 'Student Date of Birth', and 'Student FSW Student ID #'. Below these fields are checkboxes for various tests: ACT, PSAT / Pre-ACT, HSE1B, ALEXB PPL (math only), SAT Digital SAT, Accuplacer Next-Generation (P/E, R/T), Classic Learning Test (CLT), OEDB, TABC™, and EOC Assessments (Algebra 1 and Geometry only). At the bottom, there is a 'Score report file to upload (MB size limit per a file, 10 Files Max)' section with a 'Select Files...' button. A large purple button labeled 'Submit Test Scores' is at the very bottom.

Figure 26. A picture of Testing Services' new Online Score Submission Form.

developed a new form for high school counselors to submit scores for students seeking to enroll in Accelerated Pathways/Dual Enrollment program. The new form, implemented in the TDX platform, allows staff to track score submissions and improve processing time. These updates and ongoing efforts to improve significantly contribute to the effectiveness and quality of the department's services and advance a world-class educational experience for students.

Testing Services provides optimal testing conditions by maintaining a comfortable, secure testing site and adhering to the standards set by the National College Testing Association (NCTA) across all FSW locations. As part of their commitment to advance a world-class educational experience, Testing Services continues to update their handbook. The handbook provides a framework for staff to interact with students, as well as a reference to prioritize concurrent tasks. The handbook also supports the department's continued membership with NCTA. Testing Services, in conjunction with FSW's IT department,



4 INNOVATE CLASSROOM AND DISTANCE EDUCATION DELIVERY METHODS TO SUPPORT OPTIMAL LEARNING EXPERIENCES

4.1 EARLY CHILDHOOD EDUCATION (AS PROGRAM)

The Early Childhood Education (ECE) program continues to support optimal learning experiences by innovating the program's online courses. As the program's courses continue to progress through the five-year review cycle, courses up for review are submitted for Quality Matters (QM) certification in addition to receiving normal course updates. QM certification is a certification process designed for improving online learning and requires both internal and external review for successful completion. The ECE program has submitted three courses for QM certification this academic year and plans to obtain QM certification for all core courses in the program as the courses come up for review. By seeking QM certification, the ECE program demonstrates its commitment to innovating distance education for its students.



4.2 LEARNING TECHNOLOGIES

Learning Technologies is committed to innovating classroom and distance education by supporting faculty in their quest to create high-quality online courses. In collaboration with faculty developers, Learning Technologies' team of six Instructional Designers developed 25 departmental online courses for Fall 2024, 23 courses for Spring 2025, and is currently working on 14 courses for Summer 2025 and 21 for Fall 2025. Learning Technologies, together with Online Learning, implemented Quality Matters (QM) course certifications to ensure online course quality. Thirty-nine online courses have already been QM certified, which is the most QM certified courses of any FCS institution. An additional 19 courses are up for internal or external review to become QM certified. To further support faculty, Learning Technologies will be offering the QM Improving Your Online Course (IYOC) free of charge to FSW faculty teaching Blended, Live Online, or Live Flex modalities. The course will be facilitated by two Instructional Designers who completed the IYOC Facilitator training this year.



**23 QM CERTIFIED
PEER REVIEWERS**

- 6 Instructional Designers
- 7 Faculty Coordinators
- 10 Faculty

Figure 27. An infographic outlining the number of QM peer reviewers at FSW.

the Online Course Design Student Feedback Survey in Fall 2024. Results from the survey are driving changes in design improvements, such as adding module progress indicators and making assignment directions clearer. The new levels of service and the student survey demonstrate Learning Technology's commitment to innovate distance education for FSW students.

4.3 NURSING (AS AND BS PROGRAM)

The AS Nursing and BS Nursing program are innovating distance education by evaluating all nursing courses for Quality Matters (QM). AS Nursing faculty are presently working with Instructional Designers to innovate Canvas shells for consistency throughout the curriculum. The BS Nursing



program is a fully-online RN-to-BSN degree completion program, making it an ideal program for QM alignment. BS Nursing program courses have been evaluated for Quality Matters and were aligned to meet the standards.

4.4 ONLINE LEARNING

Online Learning is committed to providing students and faculty with the resources and support they need to achieve their academic and professional goals. Online Learning has been advancing that commitment through Quality Matters (QM) course certifications, a new Online Student Advisory Board, an Online Teaching Handbook, the FSW Online Symposium, and a Discord server for students. The department is led by Assistant Vice President of Strategic Innovation and Online Learning, Dr. Rozalind Jester.



Online Learning, together with Learning Technologies, is on-track for certifying 50 courses through Quality Matters (QM) certification by the end of academic year 2024-2025. The department currently has 39 QM certified courses, with another three actively in review and 16 more in the queue. QM certification ensures the course has met standards of online course design and furthers FSW's goal to innovate distance education delivery methods. In addition to certifying individual courses, Online Learning, Learning Technologies, and Dr. Brian O'Reilly recently hit a milestone: all the core courses of the AS Criminal Justice Technology program have been QM certified. This accomplishment allows Online Learning to pursue the next QM institution-level certification for Program Design, getting FSW one step closer to the goal of being listed as an Exemplary Program. Applications for other QM-institutional level certifications have been submitted.

Online Learning created a new Online Student Advisory Board to engage FSW students in the innovation of online learning. The advisory board is an official registered student organization at FSW as of January 2025, and is actively recruiting students to join. Feedback from the Online Student Advisory Board will help guide decisions about distance education.

To streamline and update the faculty certification course, Online Learning created a new FSW Online Teaching Handbook. The handbook is designed as a practical resource for professors to learn best practices in online teaching. The handbook will serve as the framework for updating the faculty online teaching certification course, which is currently being redesigned.

Online Learning is innovating classroom and distance education by hosting an online symposium. The symposium, entitled "FSW Online Symposium: The Art of Humanizing Online Education," is scheduled for June 12, 2025, and will explore innovative strategies for achieving excellence in online learning. The event will showcase best practices and equip participants with actionable tools and strategies for asynchronous online teaching.

In Fall 2024, Online Learning launched a Discord server for students to further support students and innovate student technologies. Discord is an instant messaging app that can run Discord servers—virtual spaces for chats and voice channels. Membership and activity in the FSW Discord server has increased over time; the server has over 200 members and over 2,000 messages since it was launched. Online Learning has also collaborated with FSW Athletics, peer mentors, and Student Engagement to stream live events on Discord.

5 PREPARE STUDENTS FOR A COMPETITIVE, SKILLED WORKFORCE

5.1 MUSIC PRODUCTION AND TECHNOLOGY (AS PROGRAM) AND AUDIO TECHNOLOGY (CERTIFICATE PROGRAM)



The AS Music Production and Technology program and CCC Audio Technology program prepare students for the workforce by providing real-world internships and experiences to the students enrolled in the programs. Students enrolled in either program are given the opportunity to intern at local sound production businesses. The programs added two new internship opportunities this year, one with Techtronics, a regional sound production company based in Fort Myers, and another with Encore Events, a global event production corporation. These internships provide students with on-the-job experience in the music industry, helping these students transition into the workforce after graduation. In addition to internships, students enrolled in AS Music Production and Technology or CCC Audio Technology have also mixed, produced, as well as performed in, the FSW Rock Ensembles concert at the Barbara B. Mann in Fall 2024. Students will have the opportunity to do so again in Spring 2025. These opportunities and internships give students hands-on opportunities to apply their learning and engage with real-world scenarios, preparing them for a competitive, skilled workforce.

5.2 SCHOOL OF ALLIED HEALTH



The School of Allied Health is devoted to delivering high-quality, innovative, evidence-based, and patient-centered healthcare and social and human services education that prepares students for a competitive, skilled workforce. The School of Allied Health is a new school consisting of all of the programs offered in the old School of Health Professions, except for nursing, which now comprises its own unique school. Below are exciting updates for select programs and departments in the school.

5.2.1 AS Dental Hygiene



The AS Dental Hygiene program prepares students for the workforce by providing the educational training needed to become a licensed dental hygienist. The program is known for exceptional licensure and completion rates, noted below, community service, and strong preparation for the workforce. The following outline some of the program's highlights.

The longevity and quality of the AS Dental Hygiene program strongly prepare students for the workforce and further education. In May 2025, the AS Dental Hygiene program will graduate its 30th class. Over the past 29 years, the program has held a 99.3% pass rate on the National Board Dental Hygiene Examination and a 92% program completion rate. The exceptional licensure and completion rates not only prepare students for the workforce, but also for further education. Four former dental hygiene graduates have already advanced their degree to become dentists in the community, and an additional former graduate entered dental school in the 2024-2025 academic year. These former graduates-turned-dentists now employ FSW dental hygiene graduates.

The AS Dental Hygiene program further prepares students for the workforce by engaging students in a variety of community services. Dental Hygiene students provide educational presentations and oral health activities for recipients of the Women, Infant and Children State program, nursing staff at Cypress Cove, residents at the Buckingham Exceptional Student Center, and VPK and elementary school children in designated Lee County Schools. AS Dental Hygiene students assist local ENTs in providing free oral cancer screenings to the community once a year. The AS Dental Hygiene program also hosts community activities. In November 2024, 22 Light House Commons Residents received a free cleaning by Dental Hygiene students. This event will be held on an

annual basis in the Fall semester. Each year, the program also hosts Give Kids A Smile, which provides free cleanings, exams, radiographs, fluoride treatments, and sealants to children 17 or younger. This year's event was held on Saturday, March 1, 2025. The dedication to community service demonstrates the AS Dental Hygiene's engagement with the local community and provides valuable learning experiences for Dental Hygiene students to take into the workforce.

5.2.2 AS Physical Therapist Assistant

The AS Physical Therapist Assistant (PTA) program is designed to provide students with the entry-level skills and knowledge necessary to enter the workforce as a Physical Therapist Assistant. The program is an acquisition from the recently-closed Hodges University and is accredited by the Commission on Accreditation in Physical Therapy Education (CAPTE). Core PTA courses began in Spring 2025 on the Charlotte campus. The new program can be completed in 14 months, ensuring students learn the necessary skills before quickly entering the workforce.



5.2.3 AS Respiratory Care, AS Cardiovascular Technology, and BS Cardiopulmonary Science

The AS Respiratory Care program, AS Cardiovascular Technology program, and BS Cardiopulmonary Sciences program continue to prepare students for a competitive, skilled workforce. The AS Respiratory Care program prepares students to become Registered Respiratory Therapists (RRT) and has held a 100% licensure pass rate for four of the last five academic years. In fact, the program is nationally recognized for its high licensure pass rate for nine years in a row. The AS Cardiovascular Technology program prepares students to become credentialed as a Registered Cardiovascular Invasive Specialist (RCIS). The program also boasts a high licensure pass rate with 100% of program graduates passing the national licensure exam for the past eight academic years. Most graduates of the AS Respiratory Care program and AS Cardiovascular Technology program stay local for employment and all are employed.



The BS Cardiopulmonary Sciences program allows RRT and RCIS to continue their education and earn a bachelor's degree, helping them advance their careers in the workforce. Many graduates of the BS program utilize their degree to move into management or make other industry advancements. Some graduates have continued their education to become physicians, physician assistants, anesthesia assistants, or cardiovascular perfusionists. The AS Respiratory Care, AS Cardiovascular Technology and BS Cardiopulmonary Sciences program all offer the quality education needed to prepare students for a competitive, skilled workforce.

In addition to the providing a quality education, the AS Cardiovascular Technology program is expanding to offer a non-invasive program in addition to the invasive one presently offered. The new Non-invasive Cardiac Technology program recently received SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) approval, a massive milestone for opening the program. This new program will help meet the medical needs of the Southwest Florida community and prepare students for the workforce.

5.2.4 Emergency Services

The department of Emergency Services equips students with the ability to comprehend, apply, and evaluate critical emergency response information and respond in a technically skilled and professional manner to effectively safeguard the lives and property of the communities they serve. The department encircles three certificate programs and two Associate in Science degrees focused on emergency medical services, fire science, and firefighting. Emergency Services prepares students for a competitive, skilled workforce by supporting student success on the Physical Ability Test, fostering excellent in firefighting, and expanding opportunities for aspiring fire officers.



Emergency Services implemented an orientation for new firefighter applicants as a strategy for improving student success rates on the Physical Ability Test (PAT). The orientation, held in December 2024, served to establish the program expectations and provide the requirements of the Physical Ability Test, thanks to a new video created by the department. In January 2025, firefighter applicants participated in the PAT, which had a 90% success rate for all student who took the test. Because the group of students who took the Physical Ability Test was so large, Emergency Services partnered with the Immokalee Fire Department and the City of Naples to operate three aerial ladders. This partnership served an essential role in the PAT since all 69 students who attempted the PAT were required to climb a 90-foot aerial ladder raised at a 75-degree angle. The high success rate in the PAT ensures student preparation for the rigorous training they will receive in the Firefighter I/II certificate program.



Figure 28. A picture of the three aerial ladders set up for the January 2025 Physical Ability Test.



Figure 29. A picture of the Firefighter I/II graduating class of Fall 2024.

Firefighter I/II graduates from Fall 2024 demonstrated their strong preparation for the workforce on their state practical exam. In January 2025, Fall 2024 firefighter graduates participated in their state practical exam. Of the 45 students who attempted the test, 44 students passed—a remarkable

achievement. This is especially impactful given that the graduating class was one of the largest to date. State proctors of the exam expressed how impressed they were with the quality of FSW's firefighter students. The impressive state practical exam results showcase the solid educational foundation FSW's Firefighter I/II program provides for firefighters entering the workforce.

Emergency Services is further preparing students for the workforce by expanding opportunities for aspiring fire officers. A new Fire Officer Supervisor certificate is planning to be launched in Fall 2025 and will encompass key areas of fire officer supervision, leadership, management, strategic planning, and emergency response coordination. The program is designed to provide a focused, educational experience that aligns with the AS Fire Science Technology degree and prepares students for the Fire Officer I certification. The certificate would allow students to complete necessary coursework without enrolling in the full AS degree, allowing flexibility for working professionals who want to advance their careers in fire service. In addition to the new certificate, Emergency Services created two Fire Officer articulation agreements that grant college credit towards state-issued certifications. These agreements provide firefighters who complete certification coursework through private agencies or department instructions with a direct pathway towards degree completion. The Fire Officer articulation agreements encourage continued education, reduce redundancy in training, and enhance professional development opportunities within the fire service field. The new certificate program and articulation agreements

expands educational opportunities for aspiring fire officers and prepares students for greater responsibility in their careers.

5.2.5 Medical Assisting

The department of Medical Assisting educates and prepares medical assistants, who play a vital role in providing quality healthcare to the local community. The department launched two new programs in Fall 2024: AS Advanced Medical Assisting and CCC Medical Assisting Specialist. The AS program had an inaugural enrollment of nine students in Fall 2024 and the CCC program had two students enrolled in Fall 2024, a strong start considering that both programs are limited access. Both programs are offered on the Charlotte campus and respond to growing healthcare needs in the local community.



5.2.6 Social and Human Services



Figure 30. A picture of students petting the dog, Chip, a familiar face in the department of Social and Human Services.

The department of Social and Human Services is preparing students for a competitive, skilled workforce by offering a redeveloped course aimed at career readiness, offering more in-person courses, and coordinating peer support groups for optimal student experiences. Social and Human Services is excited to offer the redeveloped HUS 2315 Behavior Modification course this Fall. This course is now designed to help students complete the training requirements for a Registered Behavior Technician (RBT). Students who receive the RBT certification can enter the workforce immediately while still working on their AS Social and Human Services degree. This course is open to any student at FSW. To further prepare students for the workforce, the department is offering more in-person courses this academic year and is organizing peer support groups in conjunction with Student Services.



The extra emphasis on student support will aid Social and Human Services students in completing their courses, graduating, and entering the workforce as educated professionals.

5.3 SCHOOL OF NURSING

The School of Nursing is preparing students for a competitive, skilled workforce by equipping graduates with the knowledge and confidence to success in today's evolving healthcare industry. The school offers two degrees, AS Nursing and BS Nursing, both accredited by Accreditation Commission for Education in Nursing. In 2024, the AS Nursing program had an impressive 94.5% pass rate on the NCLEX, the national nursing licensure exam. The 2024 Florida average for NCLEX was 75.2%. This notable pass rate is the best in 14 years of tracked results for the program and demonstrates the school's dedication to preparing students for the workforce.



5.4 WORKFORCE EDUCATION

The Division of Workforce Education supports overarching workforce initiatives at FSW in all six academic schools. The Career Connection Center, Office of Corporate and Community Education, and Workforce Education Grants and Scholarships report through the Division, which is under the umbrella of Academic Affairs. The Division of Workforce Education has responsibility for stewardship of, and reporting for, \$2,301,000 in grants and \$550,000 in external donor funding in partnership with FSW's Foundation



during academic year 2024-2025. The largest grant operationalized within the Division this year is a \$876,000 Carl G. Perkins Grant supporting career and technical programs at FSW.

5.4.1 Digital Badges

In addition to the Bookkeeping, QuickBooks Ready, and Risk Management and Insurance launched last year, this academic year, FSW has launched new language badges to include Italian Language, French Language I and II, and Spanish Language I & II. The newly launched badges help students demonstrate their language proficiency skills, helping students articulate their skills and experiences through their resumes and enhancing employability opportunities. Additional information about Workforce Education badges and stackable credentials can be found at www.fsw.edu/workforce/stackable.

5.4.2 Career Connection Center

The Career Connection Center, housed with FSW's Division of Workforce Education, is dedicated to supporting students and alumni throughout their career development journeys. The center is a member of the National Association of Colleges and Employers (NACE) and the National Career Development Association. Career Connection Center services encompass three primary areas: career exploration, development, and connection.

Career exploration resources available through the Career Connection Center include the Career Coach assessments, selection of a major, personality inventories, and a resource library. In partnership with EMSI, FSW provides the Career Coach assessment free of charge for everyone in the region. The Career Coach assessment allows individuals to take a career assessment, investigate careers, browse academic programs, build a resume, and map civilian careers from military occupations.



Figure 31. The Career Connections Center logo.

To foster career development, the Career Connection Center conducts regular workshops covering resumes, interviewing skills, networking, job search strategies, and personal branding. The Career Connection Lecture Series is a hallmark of the center, bringing key business leaders from top regional employers to campus. This series allows participants to gain insights from experts about fields, industries, or organizations they may not have considered. The Career Connection Center hosted eight lectures this academic year, with events held in September, October, November, and February. The Center also offers individual career coaching to current students and alumni.

In support of the third pillar of career connection, Career Connection highlights seventeen internship courses where students can apply academic knowledge in real-world professional settings. FSW facilitates connections to careers and employment opportunities through a Part-time Job and Internship Fair in the Fall and Career Fair Week each Spring. In February 2025, FSW's Career Connection Center hosted an Internship Showcase event featuring current student interns and opening the door to future internship opportunities for FSW students. Additional information about FSW's Career Connection Center can be found at www.fsw.edu/careers.

5.4.3 Corporate and Community Education

The Office of Corporate and Community Education provides non-credit programming for business and community members. The office provided customized business solutions that promote efficiency and enhance productivity for regional business and industry partners. With corporate training services from FSW, businesses and organizations can readily develop and promote talent from within their current organization.

The Office of Corporate and Community Education continues to partner with the Department of Transportation on an HMIT Grant. The HMIT Grant provides Hazmat Train-the-Trainer courses and monthly topical lectures at no cost to participants. More information can be found at www.fsw.edu/ce.

6 CREATE A CULTURE FOCUSED ON CONTINUOUS IMPROVEMENT

6.1 ACADEMIC AFFAIRS

In an effort to create a culture focused on continuous improvement, Academic Affairs leads a Shared Governance Forum, aimed at providing guidance to leadership through shared ideas and collaborative discussion. The forum consists of 15 faculty, 15 administrative staff members, and 10 students across the College who meet monthly via Zoom to discuss topics of mutual interest. These topics range from online learning options, regular and substantive interactions (RSI) with students, student enrollment, professional development needs, and more. Feedback gleaned from the Shared Governance Forum better inform leadership, resulting in continuous improvement.



6.2 ACADEMIC SUCCESS

Academic Success, the department responsible for Cornerstone Experience, is focused on continuous improvement by redesigning the Cornerstone curriculum. In collaboration with Capstone faculty, Cornerstone faculty are revising the freshmen course to personalize learning, emphasize project-based learning and prepare students for the kind of academic research required in Capstone. Each student who takes the Cornerstone Experience course will develop individualized plans for academic, personal, and career development and will conduct research and engage with campus resources to foster development in each area. Academic Success plans to pilot the new curriculum in academic year 2025-2026. These changes to Cornerstone demonstrate Academic Success's dedication to continuous improvement.



6.3 CAMPUS POLICE

FSW Campus Police advances a culture focused on continuous improvement by achieving accreditation through the Commission on Florida Accreditation (CFA) Law Enforcement Assessment on June 20, 2024. Accreditation in law enforcement, much like in higher education, is



Figure 32. The badge from the Commission on Florida Accreditation indicating FSW Campus Police's accredited status.

a critical step towards ensuring that the campus police department and dedicated employees meet professional standards, including the safety and well-being of officers. Accreditation is a prestigious recognition that signifies professionalism, excellence, and competence within the department, and will place the campus police on par with county and Florida University police departments. The accreditation reflects FSW Campus Police's commitment to upholding the highest standards and building trust and confidence with the FSW community. This commitment ensures that the department creates and advances a culture focused on continuous improvement.

FSW Campus Police continues to improve safety precautions with the deployment of ZeroEyes on all four FSW campuses. ZeroEyes is an AI-based gun detection video analytics platform that holds the U.S. Department of Homeland Security SAFETY Act Designation. The deployment of ZeroEyes is designed to mitigate gun-related violence on campus, protecting the thousands of students, faculty, and staff who frequent FSW campuses. ZeroEyes' AI gun detection and intelligent situational awareness software layers onto existing digital security cameras, reducing the need for more equipment. If a gun is identified, images are instantly shared with the ZeroEyes Operations Center, which is staffed 24/7/365 by specially trained military and law enforcement veterans. If these experts determine that the

threat is valid, they dispatch alerts and actionable intelligence — including visual description, gun type, and last known location — to Campus Police as quickly as 3 to 5 seconds from detection. ZeroEyes gun detection adds another layer of protection for the FSW community and demonstrates FSW Campus Police’s commitment to continuous improvement.

FSW Campus Police offers Safe Escort Patrol Service (SEPS) as an additional way to protect the FSW community. SEPS provides free, safe passage for students, faculty, staff and visitors who need to cross an FSW campus after dark. SEPS is available 24 hours a day. Any individual that requests an escort from their vehicle is instructed to stay in their vehicle with the doors locked until the police officer/CST personnel arrives. In addition, any individual that requests an escort from a campus building is instructed to remain inside until the police officer/CST personnel arrives. FSW Campus Police prioritizes the safety of students, faculty, staff, and visitors through SEPS and continues to improve the ways in which the department serves the FSW community.

6.4 CHARLOTTE CAMPUS



Figure 33. A picture of the new AMA exam room on the Charlotte campus.

After a significant, concerted campaign—“Destination Charlotte”—to expand academic programming on the Charlotte campus, the Charlotte campus welcomed inaugural classes in Physical Therapy Assistant (PTA), Advance Medical Assistant (AMA), and Supply Chain Management (SCM). The AS PTA program was awarded full accreditation in November 2024, by the Commission on Accreditation in Physical Therapy Education (CAPTE). Renovations to the AMA classroom and clinical space were completed in January 2025. Charlotte County organizations, such as Charlotte County Economic Development Partnership, Charlotte County Economic Development Office, local chambers of commerce, and other entities, are highly enthused and incredibly supportive of the new offerings. The programs have also bolstered campus headcount and FTE and contributed to richer and deeper, predominantly adult, student representation and involvement. All three programs provide the opportunity for lucrative careers after completion and fulfill many local industry employment needs.

The Charlotte campus has also expanded course offerings, including, but not limited to, Drawing, Theater Appreciation, Acting I, Introduction to Human Services, and expanded honors classes. This effort exemplifies FSW’s commitment to increase the variety of offerings on the Charlotte campus and further serve student academic pathways. Furthermore, in Summer B 2025, the Charlotte campus will join the Buccaneer Bound Summer Bridge Program, a 6-week academic experience for First Time in College (FTIC) students that provides a head start on their college education.

Campus leadership has maintained and expanded outreach and representation on local community boards, advisory committees, and economic organizations. This includes continued board membership in Charlotte County Economic Development Partnership, Charlotte County Technical College Airframe and Powerplant Program Advisory Board, Charlotte County Economic Development Office Entrepreneurial Support Organization, Charlotte County School’s Business



Figure 34. A picture of the inaugural PTA class on the Charlotte campus.

Advisory Committee, and FutureMakers Charlotte Action Team. Campus leadership coordinated a data-focused presentation to the Charlotte chapter of the American Association of University Women in January 2025. The Charlotte Campus Director was also appointed as Vice Chair of the Early Learning Coalition of Florida Heartland's Board of Directors.

6.5 COLLIER CAMPUS

The Collier campus continues to improve by expanding services and learning spaces to students, hosting the Buccaneer Bound Summer Bridge Program, and connecting to the local community through events, trainings, presentations, and tours. In AY 2024-2025, the Collier campus welcomed a Care and Adaptive Services Coordinator and a Career Services Coordinator, increasing the footprint of FSW's wellness and career resources on the Collier campus. The campus has also hosted Career Fairs to further connect students with career resources. The Collier campus library installed two new sound chairs which provide the opportunity for students to study in a semi-quiet learning space. In addition to expanding services and learning spaces, the Collier campus, in conjunction with the Lee campus, hosted the Buccaneer Bound Summer Bridge program in Summer 2024. This program focused on first year students and was designed to improve academic coursework, personalize support, and immerse students in all the campus has to offer.



The Collier campus continues to connect to the local community through events, trainings, presentations, and tours. The Collier campus hosted campus visits from Grace Place for Children and Families, Champion for Learning of Collier County, NAACP of Collier County, Boys and Girls Club of Collier County, Collier County Public Schools, the Education Foundation of Collier County, StarAbility. Gulf Coast Charter Academy, and the Naples Children and Education Foundation (NCEF)/FGCU Daycare Center. The campus also hosted the Champions for Learning student presentations, NCEF Leadership Academy, and a Trick or Treating event with FGCU Daycare Center. Thanks to FSW's Corporate Training, the Collier campus also offers CPR training to the community. Campus leadership has presented to various community organizations including the Lorenzo Walker Technology College GED program, Literacy Volunteers of Collier County, and the Guadalupe Center in Immokalee. These events, trainings, presentations, and tours exhibit the Collier campus' continued commitment to, and engage with, the local community.

6.6 DIGITAL ARTS AND MULTIMEDIA PRODUCTION (AS PROGRAM)

The AS Digital Arts and Multimedia Production program is advancing a culture focused on continuous improvement by creating an inventory of program assets, an expansion "wish list," and establishing classroom safety policies for the Digital Arts lab. The program developed a detailed inventory to document existing program items such as cameras, audio technology, monitors, drawing tablets, and various technology. The program also created a "wish list" of needed items that was approved by the Dean and IT and purchased. The lists not only organize and document learning items, but they also ensure proper stewardship of College resources. The new program inventory will enhance learning and enrichment opportunities for both students and professors in the Digital Arts program. The program also established safety guidelines for the Digital Arts lab that ensure consistent and fair usage of the lab. The safety policies and guidelines will help professors and students with the proper handling of equipment, preventing item damage and personal injury. The new inventory and safety policies for the Digital Arts program demonstrate the program's commitment to continuous improvement.



6.7 FSW LIBRARY

FSW Library continues to update and grow as the department contributes to the enrichment and intellectual viability of the FSW community. The department created a digital commons platform,



established an anatomy lab on the Charlotte campus, and increased engagement with tutoring services. These developments strengthen the academic support of the FSW community and creates a culture of continuous improvement.

In July 2024, FSW Library began working with Elsevier, one of the world's premier providers of research databases for academics, healthcare providers, and governments, in the implementation of their Digital Commons platform. The Digital Commons platform allows FSW Library to create a web presence for the presentation and preservation of archival materials reflecting the history of FSW, special collections, student scholarship, and faculty scholarship. Student scholarship will include Capstone and Honors projects. Data storage within the Elsevier platform is unlimited and is not restricted to textual materials, allowing FSW Library to host, and store indefinitely, projects using video, audio, text, or a combination of formats. This platform is used by several Florida universities and has recently been adopted by Florida College System libraries. To ensure college-wide participation, an Advisory Committee for the Digital Commons has been established. The new Digital Commons improves the archival processes of the College.



Figure 35. A picture of a mockup of FSW's Digital Commons page.

In support of new health care programs recently established at the Charlotte campus, FSW Library completed the installation of an Anatomy Lab inside the Vernon Peeples Library. With the establishment of the Anatomy Lab at Charlotte, FSW Library now provides Anatomy Labs within the libraries at the Lee, Charlotte, and Collier campuses. These labs replicate resources found within the health care and applied sciences areas. The new Anatomy Lab supports FSW students and demonstrates FSW Library's commitment to continuous improvement.

The Spring 2024 and Fall 2024 semesters maintained strong student satisfaction in tutoring throughout the College. Student satisfaction surveys for both semesters reflected a high overall satisfaction rate, with 60% of students indicating they were very satisfied with services and 38% indicating they were satisfied. The greatest increase in satisfaction and usage was in Peer Tutoring. Approximately a third of respondents who said they used FSW Tutoring Services in 2024 chose Peer Tutoring and reported a 65% satisfaction rate, on average. The strong student satisfaction ratings illustrate FSW Library's dedication to quality and continuous improvement.

6.8 HENDRY/GLADES CURTIS CENTER



Figure 36. A picture of the new covered walkway at the Hendry/Glades Curtis Center.

The Hendry/Glades Curtis Center continues its rural outreach by customizing Instant Decision Days (IDDs), updating facilities around the Center, and expanding its community connections.

During IDD, students from LaBelle High School and Clewiston High School are bused to the Center and have the opportunity to engage with all things FSW. These high school students can apply to FSW for free, submit transcripts, verify Florida residency, take steps for securing financial aid, meet with academic advisors, learn about academic programs and pathways, take part in Career Coach career assessment, and experience student engagement at FSW. For the first time, Moore Haven High School will host an IDD.

Facilities improvements have also taken place at the Hendry/Glades Curtis Center. The improvements include new flooring in the main (A) building,



new painting and carpeting in the Library, a resurfaced basketball court, and a covered walkway from the A to C Building (faculty offices). A significant addition to the Center is the Live Connection Hub, a location that provides students live video access to personnel in Admissions, the Bursar's Office (Cashier), and Financial Aid when offices are open.

As with the Charlotte campus, center leadership has expanded community outreach and representation on local community boards, advisory committees, and economic organizations. This includes participation in the FutureMakers City of LaBelle Team for the National League of Cities/Council for Adult and Experiential Learning grant for increasing post-secondary access, which has a team membership including FutureMakers, Hendry County Schools, FGCU, City of LaBelle, and the Director of Hendry County Economic Development Council. The Center Director is also a member of the FutureMakers Hendry/Glades Team for a CivicLab grant for building rural community systems in Hendry and Glades Counties. Center leadership also meets with county and city officials and hosts visitors and community partners at the Center. Community partners recently hosted at the Hendry/Glades Curtis Center include United Way, Boys and Girls Club, and most recently, area 4-H student leaders.



Figure 37. A picture of the Hendry Glades Library, which was recently repainted and re-carpeted.

6.9 REGISTRAR

The Office of the Registrar, under the umbrella of Academic Affairs, maintains accurate student records, implements faculty decisions concerning curriculum, enforces academic policies, and processes petitions for exceptions to these policies. To better help students more easily and conveniently submit requests relating to their official academic records, the Office of the Registrar has converted several paper forms to online webforms, collaborated with other departments to better capture self-identified graduates, and updated and expanded the transfer course equivalency database. These updates enhance the department's efficiency and commitment to continuous improvement.



The Office of the Registrar has updated many of its paper-based or PDF forms to online webforms. Because students are required to complete forms when they request nearly any action regarding their official academic record, the department worked with IT to convert many of its forms to online webforms with fillable fields. Extensive effort went into designing and testing the forms, but the result is a system that is faster, more reliable, trackable, and more seamless for students and staff members. A list of converted forms includes the Academic Second Chance Petition, the Late Drop or Withdraw Petition, the Multiple Attempt Surcharge Waiver ("Reduction of Fees") Petition, the Official Academic Petition, the Effective Catalog Adjustment Request Form, the Change of Major Form, the Change of Student Data Request Form, and the Registration Form. Forms currently being redesigned and tested are the Preferred Name Form, Degree Verification Form, and the Cross-Enrollment Form.

The Office of the Registrar collaborated with other departments to better capture self-identified graduates. The department runs auto-graduation after each term, which automatically captures students who have met the requirements for graduation. However, students with unique circumstances are not always captured in the auto-graduation process, delaying their graduation if the students do not self-report. To better capture these self-identified graduates, the Registrar implemented new steps of collaboration with the Associate Vice President of Academic Success and Academic Advising to vet and track graduates. The new process has increased the number of graduates identified and credentials awarded while decreasing the amount of staff resources invested in student record review.

The Office of the Registrar updated and expanded the transfer course equivalency database to further ensure student record accuracy. FSW's student information system contains transfer equivalencies that aid transfer transcript evaluators assess incoming transfer coursework from other accredited postsecondary institutions. As curriculum evolves and changes are made to courses, these transfer equivalencies may become outdated. To build upon the accuracy and scope of these equivalencies, the Office of the Registrar identified and removed outdated equivalencies and added new ones. The updates increase the speed of evaluators and ensure consistency, accuracy, and fairness in external course evaluations.

6.10 SCHOOL OF ARTS, HUMANITIES AND SOCIAL SCIENCES

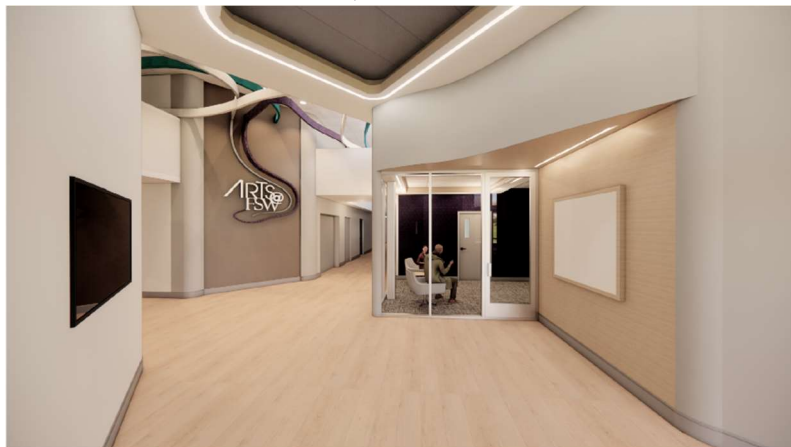


Figure 38. A rendering of the proposed new entry to Building L. Construction on the building is set to commence in Summer 2025.

The School of Arts, Humanities and Social Sciences is creating a culture of continuous improvement by improving their Arts @ FSW website and renovating Building L on the Lee campus. The school collaborated with Marketing to produce a new Arts @ FSW webpage, streamlining information for FSW's visual arts, music, and theatre. The updated webpage can be found at www.fsw.edu/artsfsw. The school is also anticipating the renovation of Building L on the Lee campus. The Florida legislation appropriated FSW over \$14 million to renovate Building L—



Humanities Hall—after the building received damage from Hurricane Ian in Fall 2022. Renovations are scheduled to begin in Summer 2025 and will provide much-needed updates to labs, classrooms, and faculty offices. The remodeled building is also proposing to provide a dedicated recording studio once it is completed, particularly benefitting students in the CCC Audio Technology program and AS Music Production and Technology program. The new website and upcoming renovations demonstrate the School of Arts, Humanities and Social Sciences' dedication to continuous improvement.

6.11 STRATEGIC ENROLLMENT MANAGEMENT (SEM) TEAM

The Strategic Enrollment Management (SEM) team, led by Deputy Chief of Staff for Strategic Priorities, Dr. Ian Neuhard, is focused on continuous improvement by leading efforts to increase enrollment and streamline student processing. Ten SEM priorities have been developed and endorsed by over 30 key leaders and stakeholders across the college. Focal elements for the team include increasing Fall-to-Spring and Spring-to-Summer retention, decreasing DFW rates in high-impact courses, decreasing accumulation of excess credits for graduating students, and increasing use of high-impact practices. Increasing enrollment has also taken the form of creating new academic programs at FSW. Six new academic programs have been launched at FSW in AY 2024-2025, and as of February 2025, 41 students claim these programs as their primary major.



6.12 STUDENT INVOLVEMENT

Student Involvement, under the umbrella of the Office of Student Engagement, aims to inspire learning through co-curricular programs that instills valuable life lessons to students and prepares them for participation within society. If an effort to continuously improve their co-curricular



programs, Student Involvement has set a goal to expand wellness programs from the Lee campus to all campuses. By collaborating with campus leaders and Care Services, Student Involvement has already hosted a combined six wellness events on Collier, Charlotte, and Hendry Glades and has another three events planned in February, one on each campus. The department has already met and exceeded their goal of having at least 25 students participate on each campus, with 55 students participating on the Charlotte campus alone. Student Involvement has also launched Strava, an online wellness community, to further extend their wellness programs to more students. Fourteen students have already enrolled in Strava since its implementation in August, and the department is optimistic for more engagement as the platform becomes more well-known on campus. In these ways, Student Involvement is continuously improving its programming to meet the needs of FSW's student body.

6.13 STUDENT TRANSITIONS



Figure 39. A picture of students and Student Transitions staff at the First-Generation Day at the Hendry/Glades Curtis Center. The event was held on each campus in November 2024.

Student Transitions aims to connect, support, and engage students through enhanced student support services, programs, and resources, making students' transition into college a truly enriching experience. Student Transitions recently identified key staff and faculty to be a part of the new First-Generation Advisory Group, a group established to enhance support services and initiatives tailored for first-generation students. Student Transitions relies on national trends, research, and institutional data to establish the group and these trends will guide the group's actions and decision-making. A major highlight this year was the success of First-Generation Day, which took place across all campuses on November 4–8, 2024.

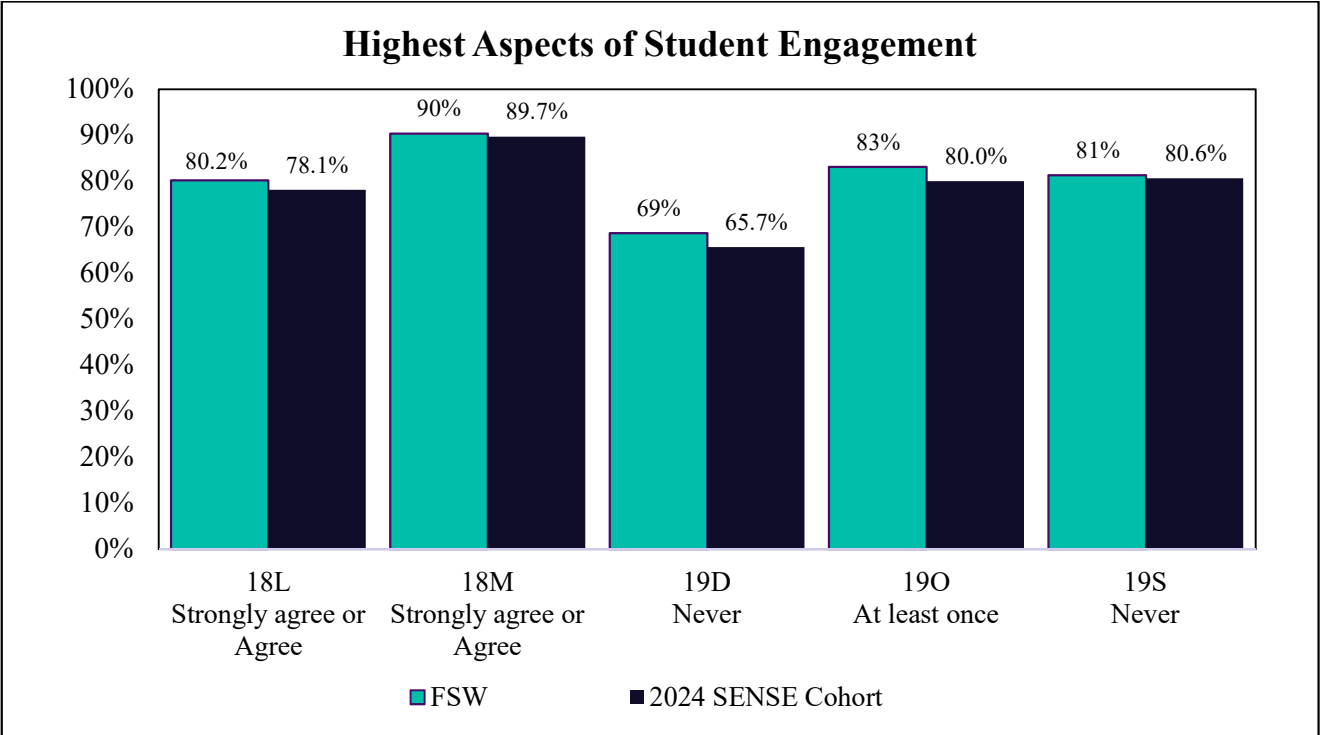
The event succeeded in drawing large crowds of students and celebrating FSW's first-generation-in-college students. Interviews with first-generation students captured student testimonials and shed insight into their experiences as the first person in their families to attend college. Student interviews from First-Generation Day were created into a video which can be watched from the FSW YouTube webpage, www.youtube.com/@FLSouthWesternStateCollege. The First-Generation Day event was also recognized and shared nationally by First-Gen Forward from the National Association of Student Personnel Administrators. The First-Generation Advisory group will build on the success accomplished this year to guide the Office of Student Transitions in promoting student success.

6.14 SENSE

During the Fall 2024 semester, Florida SouthWestern State College participated in the national survey research project, the Survey of Entering Student Engagement (SENSE). Administered around the fourth and fifth class weeks of the Fall academic term (September 9-20), this survey focused on institutional practices and student behaviors in the earliest weeks of college. Understanding students' earliest experiences can help the College enhance student learning, retention, and success. Survey data was collected,



analyzed, and reported back to the College, further supporting the institution’s efforts to understand critical, early student experience and to improve practices in ways that will increase student success.



| Item | Benchmark |
|---|-----------------------------------|
| 18L. All instructors clearly explained academic and student support services available at this college. | Academic & Social Support Network |
| 18M. All instructors clearly explained course grading policies. | Academic & Social Support Network |
| 19D. Frequency: Not turn in an assignment. | Academic & Social Support Network |
| 19O. Frequency: Received prompt written or oral feedback from instructors on your performance. | Academic & Social Support Network |
| 19S. Frequency: Skipped class. | Academic & Social Support Network |

Figure 40. A graph and table of FSW’s 2024 SENSE results demonstrating FSW’s highest aspects of student engagement.

6.15 THE CENTER FOR TEACHING AND LEARNING EXCELLENCE

The Center for Teaching and Learning Excellence (CTLE) provides professional development programs, services, and resources to all faculty and staff at FSW. In an effort to improve learning opportunities for faculty and staff, CTLE has begun hosting an annual conference. The First Annual FSW Conference was held in June 2023, and successive conferences have been planned each June. On June 6–7, 2024, CTLE hosted the Second Annual FSW Conference focused on transformative horizons. After a keynote address from Dr. Jeffrey Allbritten, the conference held 14 sessions ranging from evidence-based teaching strategies and technology learning labs to library services and a panel discussion for new department chairs. Building on the success of the first two conferences, CTLE is excited to host the Third Annual FSW Conference on June 3–6, 2025. The upcoming conference’s theme is Navigating Change: Innovation, Impact, and the Future of Teaching in a Shifting World. The conferences demonstrate CTLE’s efforts to create a culture of continuous improvement and learning for staff and faculty.



6.16 VETERAN SERVICES



Figure 41. A badge for Veteran Service's Green Zone Training.

Veteran Services strives for continuous improvement by advancing a culture where veteran students and their families feel appreciated for their service to the country. One way the department is advancing this culture is by rolling out Green Zone Training for Fall 2025. Green Zone Training will be offered to staff and faculty so that FSW can better understand military affiliated students' experiences and leverage resources to better serve those students. Veteran Services has also hosted events and professional development opportunities to educate faculty, staff, and students on military culture, thereby advancing a culture of appreciation and understanding for military affiliated students. Due in part to these initiatives, FSW was recognized as a Military Friendly School for 2023 and 2024 (silver status). Veteran Services thus continues to improve while advancing a supportive environment for veterans and their families.



| EXPAND EDUCATIONAL ACCESS | | |
|---|---|---|
| Name of Unit | Item Title | Mission Statement |
| AASPIRE (Assessment, Accountability, Sponsored Programs, Institutional Research, Effectiveness) | Assist with the new/revised launch of the Bucs Club; Student-athletes and Civic Responsibility | 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. |
| AS-Early Childhood Education | Nine Courses using OER | By May 1, 2023 at least nine courses in the AS in ECE will use Open Educational Resources. |
| Academic Advising | Continue developing Guided Pathways Program Maps for FSW degree programs | By the end of AY 2023-2024 (June 30, 2024), we will finalize program maps for at least 5 additional FSW degree programs, complete an audit and editorial update of existing program maps, improve the clarity and uniformity of existing program maps, and advance development of at least 3 additional 2+2 program maps with FGCU. |
| Academic Advising | Design and implementation of Saturday cohort advising model | During the Fall semester, create and deliver a new comprehensive onboarding and academic advising experience for Saturday cohort students, to be delivered during the Spring semester. |
| Accelerated Programs | Update Articulation Agreements with School Districts and Private Schools | By the end of April, I will have completed a review of the Public School Articulation Agreements and Private School Articulation Agreements to update based on new state rules and school/district feedback. |
| Admissions | Enrollment Pipeline Analytics: Implementation of Dynamic Student Tracking Reports; Implement texting functionality to communicate with prospective students | By June 2024, the Admissions department will work with IT to implement and utilize a texting platform to provide transactional messaging to prospective students resulting in improved communication efficiency and student engagement throughout the enrollment funnel. |
| BS-Elementary Education | B.S., Elementary Education Teacher Apprenticeship Program Courses Revision | The School of Education ELED faculty will revise eleven courses in the BS ELED program during Spring 2024 for online implementation for the Teacher Apprenticeship Program, which begins Summer B 2024. |
| Certificate-Childhood Development Specialization | EEC 1202 using OER | EEC 1202 will be taught using OER by spring 2024. |
| Charlotte Collegiate High School | OPO 2: Enhanced Digital Marketing | During the 2023-24 school year, FSWC Charlotte will utilize a variety of digital marketing platforms to communicate with our stakeholders and prospective students that includes Facebook, Instagram, Twitter, Canva, and Hometown Ticketing. |
| Communications and Public Information | Create Brand Kit in New Graphics Templating Software (Canva); Establish Brand Guidelines | Establish a basic brand kit within Canva before June 30, 2024. |
| Communications and Public Information | Program Marketing Collaboration | Regular meetings with academic leadership (Deans and AVP, Workforce) to discuss program marketing efforts will be established by June 30, 2024. |
| Financial Planning and Athletics | Grants | At the end of the current academic year, we will have increased members in the Bucs Club, which is a fund-raising initiative for the Athletic Department in partnership with the Foundation. |
| Financial Planning and Athletics | Academic Performance | At the end of the 2023-24 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. |
| Foundation | Acquire Five New Major Gifts; Increase Average Gift of Donors <\$50,000; Increase Donor Retention | Foundation Gift Officers will cultivate constituents and apply for grants to acquire five new donations greater than \$50,000 by the end of FY 2023-2024. |
| Lee Collegiate High School | Year 3 - Class of 2025 Retention | Study the overall attrition rate from enrolling as a freshmen in Fall 2021 to graduating as a senior in Spring 2025 to establish a cohort baseline by June 30, 2025. |
| Registrar | Cross Training of Staff in Processing Positions | By April 15, 2024, the Records and Graduation functional areas will determine the average turnaround timeframe for incoming transcripts (via all platforms) from arrival date to evaluation completion date, resulting in reportable data for further evaluation process improvements. |
| Residence Life & Community Standards | Residence Life: Development of a Residential Education Model | By the end of AY 2023-2024, Residence Life will create a residential education model with 3 specific learning goals and outcomes to intentionally guide programmatic and student support efforts in supporting the wholistic development of residents. |
| Residence Life & Community Standards | Building the Foundation: Staffing Success for Student Transitions | By the end of AY 2023/2024, Residence Life will partner with the Transitions office to partner and incorporate the already established Anchors program at FSW into LightHouse Commons through the create a Living Learning Community (LLC) specifically for First Generation students apart of the Anchors program. |
| Student Financial Aid | Improved Communication to Students; Increase Outreach | By the end of the 2023-2024 FY, we will improve communications from Banner's basic functionality to more comprehensive communication from BCM. |
| Student Financial Aid | Records and Reporting: Incoming Transcript Processing Turnaround Time; Registration and Assistant Registrar: Creating a Test Environment for Training | The current recruiting of 2 Associate Level positions and 2 senior officer positions will allow the Office of Student Financial Aid to effectively implement the cross training plan. |

| Name of Unit | Item Title | Mission Statement |
|---|---|---|
| Student Transitions {New Student Programming} | Residence Life: Development of First Generation LLC | By the end of the 2023-2024 Academic Year (AY), solidify the Office of Student Transitions by successfully hiring and onboarding an Assistant Director and a Coordinator, forming the foundation of the Student Transitions team. |
| Testing | Revamping Testing Services website | Testing Services will revamp its website. |
| ADVANCE A WORLD-CLASS EDUCATIONAL EXPERIENCE | | |
| AASPIRE (Assessment, Accountability, Sponsored Programs, Institutional Research, Effectiveness) | Assist with the new/revised launch of the Bucs Club; Student-athletes and Civic Responsibility | 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. |
| AASPIRE (Assessment, Accountability, Sponsored Programs, Institutional Research, Effectiveness) | First-Generation Living-Learning Communities | By the end of AY 2023-24, all of Team AASPIRE will have gone to, or be scheduled to go to a conference, workshop, or in-depth webinar to update their skillsets for their respective areas. |
| AS-Dental Hygiene | Presence Software Implementation | By the end of the 2023-2024 academic years, the AS, Dental Hygiene Class of 2024 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. |
| AS-Early Childhood Education | Unifying Themes | By December 1, 2023 CHD 1120 Infant and Toddler Programs will be approved as a required course in the AS in ECE by the Curriculum Committee. |
| Academic Advising | Continue developing Guided Pathways Program Maps for FSW degree programs | By the end of AY 2023-2024 (June 30, 2024), we will finalize program maps for at least 5 additional FSW degree programs, complete an audit and editorial update of existing program maps, improve the clarity and uniformity of existing program maps, and advance development of at least 3 additional 2+2 program maps with FGCU. |
| Academic Advising | Design and implementation of Saturday cohort advising model | During the Fall semester, create and deliver a new comprehensive onboarding and academic advising experience for Saturday cohort students, to be delivered during the Spring semester. |
| Academic Advising | Evaluation tool for students to provide feedback on their advising experience | By the end of the 23/24 AY (June 30th, 2024), 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. |
| Academic Success | College faculty and staff are engaged in risk control efforts.; Identification of Multi-Level College-wide Risk Exposures | By the end of the 2023/2024 AY, the SLS survey will be evaluated and revamped as necessary. |
| Accelerated Programs | Update Articulation Agreements with School Districts and Private Schools | By the end of April, I will have completed a review of the Public School Articulation Agreements and Private School Articulation Agreements to update based on new state rules and school/district feedback. |
| Accelerated Programs | Obtain Microsoft 365 Licensing for all areas of FSW; Purchase and install new condensers for data center. | FSW Accelerated Pathways Office in conjunction with Office of Advising will develop regular and timely communication to students to be send 2x annually. |
| Auxiliary Services | HUM 2235: Renaissance through the Enlightenment | Auxiliary Services would like to find out if students are able to have a more convenient dining experience if they are able to order ahead. |
| BS-Elementary Education | B.S., Elementary Education Teacher Apprenticeship Program Courses Revision | The School of Education ELED faculty will revise eleven courses in the BS ELED program during Spring 2024 for online implementation for the Teacher Apprenticeship Program, which begins Summer B 2024. |
| BS-Elementary Education | Cooperating Teacher Certification Trainings; Cooperating Teacher Certification Trainings: Evaluative Feedback Tool | An evaluative feedback tool will be created that aligns with the FSW evaluation rubric performance criteria. |
| Care and Adaptive Services | Refining the Honors Curriculum; Spring Research Expo | In collaboration with the Delta Alpha Pi International Honor Society, whose advisors are Adaptive Services team members, a peer mentor program will be created by June 2024 to increase the academic success and retention rates of students with disabilities. |
| Care and Adaptive Services | Community Awareness | In collaboration with various departments, AS will create four events to promote and increase awareness of services provided and resources available by June 2024. |
| Certificate - Digital Media/Multimedia Production | 14 initiatives, including: Capstone (ACAP) OO 1A; Capstone (ACAP) OO 1B; etc. | The number and general attendance of departmental events will be tracked during the AY 2023-2024 to set the baseline for further soft-marketing of the programs available at FSW. |
| Certificate - Stage Technology | Development of Bachelor of Science Degree in Digital Arts; Increase Department Visibility with the Community | The number and general attendance of departmental events will be tracked during the AY 2023-2024 to set the baseline for further soft-marketing of the programs available at FSW. |
| Communications and Public Information | Create Brand Kit in New Graphics Templating Software (Canva); Establish Brand Guidelines | Establish a basic brand kit within Canva before June 30, 2024. |
| Communications and Public Information | Program Marketing Collaboration | Regular meetings with academic leadership (Deans and AVP, Workforce) to discuss program marketing efforts will be established by June 30, 2024. |

| Name of Unit | Item Title | Mission Statement |
|---|---|--|
| Division of Libraries and Tutoring Centers | FSW Libraries will increase awareness throughout the FSW community of its high quality resources, tutoring, and research instruction. | This move will involve the physical inclusion of tutoring personnel inside the FSW Library locations. |
| Exhibitions and Collections | Implementation of Quality-of-Service Initiatives: Chatbot & TDX; Updating Testing Services Handbook | By the end of AY 2023-24 we will endeavor to entice gifts or artwork by our Gallery namesake and others as appropriate. |
| Faculty Development (CTLE) | FSW Conference 2; Workshop Effectiveness | CTLE will host FSW 2nd Annual Conference Summer 2024 The CTLE will evaluate the effectiveness of select PD sessions using the survey with 80% or better effectiveness. |
| Financial Planning and Athletics | Grants | At the end of the current academic year, we will have increased members in the Bucs Club, which is a fund-raising initiative for the Athletic Department in partnership with the Foundation. |
| Financial Planning and Athletics | Academic Performance | At the end of the 2023-24 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. |
| Fine Arts Department | Increase donations of art & artifacts; Increase number and amount of grants and sponsorships; To increase collaborative partnerships (Local, National, & International) | The BS in Digital Arts program will be a new offering for FSW. |
| General Education | Increase Department Visibility within the Community | By the end of AY 2023-24, the LAC or EC Group will have put together a plan for professional development cycles and platforms of delivery. |
| Honors Scholar Program | Increase Department Visibility within the Community | Students will train in how to digitize paper archives and generate accurate metadata to be shared on an outward-facing database. |
| Humanities Department | Peer Mentor Program | A course map will be created for HUM 2235 during the 2023-2024 academic year. |
| Humanities Department | Continued expansion of under-represented study abroad programs: STEM, service learning, business, and education | A list of themes unifying courses HUM2020, HUM2211, HUM2235, and HUM2250 will be created through collaborative process. |
| International Education | Continued Development of the COIL Initiative - Launching the COIL Course | By the end of AY 23/24, the Center for International Education will have launched its first-ever COIL course with a selected international institution and students will have earned a digital badge for successful completion. |
| International Education | Add CHD 1120 to AS as a required course | In AY 2023/2024, the Center for International Education will have presented study-abroad options outside the traditional areas of humanities, languages, and social sciences. |
| Network Services | GET Mobile Ordering Platform for Dining Services | Obtain a quote for licensing that will migrate FSW to current M365 A5 licensing. |
| Risk Management | Communication with students regarding Advising and Degree Planning | A college-wide risk assessment will identify organizational risks in the areas of finance, compliance, and operations which will optimize informed decision-making and establish preventive and corrective measures to reduce the likelihood of risks occurring or at least mitigate their negative financial impact. |
| Risk Management | Improved Inter-departmental Collaboration in Contract Management Handling | Risk Management will improve contract handling with the implementation of an integrated, intuitive contract management system this Spring. |
| Student Financial Aid | Improved Communication to Students; Increase Outreach | By the end of the 2023-2024 FY, we will improve communications from Banner's basic functionality to more comprehensive communication from BCM. |
| Student Involvement | SLS Survey Revamp | During the AY 23-24, the Office of Student Involvement will partner with the Office of Information Technology to implement the Presence Engagement platform. |
| Student Involvement | First Generation Student Engagement; Wellness Curriculum Implementation | During the AY 23-24, the Office of Student Involvement will partner with SLS Classes to implement a Wellness Curriculum that focuses on the 8 dimensions of Wellness. |
| Student Leadership & Student Media | Enhance Opportunities for Leadership Development thru Greek Organizations; Leadership Consultations; Revitalization of Student Media | During the AY 23-24, Student Leadership will implement and promote one-on-one Leadership Consultations to encourage engagement with campus leadership opportunities. |
| Student Transitions {New Student Programming} | Goal #9: Clinical Instruction Feedback | By the end of the 2023-2024 Academic Year (AY), collaborate with the Associate Director of Residence Life and Community Standards to commence the development of Living-Learning Communities (LLCs) within housing, specifically designed to enhance community building, academic support, and leadership opportunities for first-generation students. |
| Testing | Revamping Testing Services website | Testing Services will revamp its website. |
| Testing | Updating Staff Skillsets | By June 30, 2024, 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. |

| Name of Unit | Item Title | Mission Statement |
|---|---|---|
| INNOVATE CLASSROOM & DISTANCE EDUCATION DELIVERY METHODS | | |
| AS-Early Childhood Education | Nine Courses using OER | By May 1, 2023 at least nine courses in the AS in ECE will use Open Educational Resources. |
| AS-Respiratory Care | Retention/Attrition after CVT program removed from courses | The incoming 2023 cohorts will have separate courses. |
| AVP Online Learning | AI based website search | By the end of AY 22-23, FSW will increase the number of QM-certified courses to 25 and complete the review process for the QM Online Teaching Support program certification for all online programs. |
| Accelerated Programs | Update Articulation Agreements with School Districts and Private Schools | By the end of April, I will have completed a review of the Public School Articulation Agreements and Private School Articulation Agreements to update based on new state rules and school/district feedback. |
| Application Development & Integration | AI Policy Creation | By the end of June 30, 2024, Application Development will develop and implement a new website search functionality that utilizes AI technology to allow our web resources to be more discoverable to all users. |
| Application Development & Integration | Online Course Quality Assurance Plan Implementation | By the end of June 30, 2024, Application Development will implement an integration with our LMS system to allow financial aid students to automatically have their attendance verified for financial aid purposes. |
| BS-Elementary Education | B.S., Elementary Education Teacher Apprenticeship Program Courses Revision | The School of Education ELED faculty will revise eleven courses in the BS ELED program during Spring 2024 for online implementation for the Teacher Apprenticeship Program, which begins Summer B 2024. |
| Certificate-Childhood Development Specialization | EEC 1202 using OER | EEC 1202 will be taught using OER by spring 2024. |
| Division of Libraries and Tutoring Centers | FSW Libraries will increase awareness throughout the FSW community of its high quality resources, tutoring, and research instruction. | This move will involve the physical inclusion of tutoring personnel inside the FSW Library locations. |
| English Department | Continue Leveraging SiteImprove | By the end of the 2023-2024AY, the survey will be administered and the results will be used to shape the adjunct experience, with an eye toward instructor satisfaction and professional support. |
| Fine Arts Department | AI Policy Creation | A preliminary set of policies governing the use of AI in the Humanities classes will be created. |
| Humanities Department | New outcome Employee training; Security awareness training- ongoing | A preliminary set of policies governing the use of AI in the Humanities classes will be created. |
| Information Security | Online Course Quality Assurance; Online Student Support; Transmodality Faculty Support | By the end of AY 23-24, we will be using the Knowbe4 portal from our vendor to create new phishing campaigns to mimic real life scenario for users. |
| International Education | Continued Development of the COIL Initiative - Launching the COIL Course | By the end of AY 23/24, the Center for International Education will have launched its first-ever COIL course with a selected international institution and students will have earned a digital badge for successful completion. |
| Learning Technologies and Design | Online Course Design - Student & Faculty Feedback; QM 7th Edition Rubric | 100% of FSW QM role holders will complete the QM 7th edition rubric update workshop by January 5, 2024. |
| Learning Technologies and Design | Dual Enrollment Survey | 100% of courses originally developed in 2017-2019 will be reviewed using the QM 7th edition rubric by June 30, 2024. |
| Student Transitions {New Student Programming} | Cultivating Academic Success: HyFlex Study Space (Flex Space) | By the end of the 2023-2024 Academic Year (AY), collaborate with the Director of Online Learning and the instructional design team to establish a HyFlex space (student hall) aimed at enhancing academic achievement, addressing course-related questions, and acquiring academic success strategies, ensuring its operational functionality and active utilization by students. |
| Web Services | Automatic Attendance Verification for Financial Aid | 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, 2024. |
| PREPARE STUDENT FOR A COMPETITIVE, SKILLED WORKFORCE | | |
| AASPIRE (Assessment, Accountability, Sponsored Programs, Institutional Research, Effectiveness) | Assist with the new/revised launch of the Bucs Club; Student-athletes and Civic Responsibility | 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. |
| AS - Music Production & Technology | Completion | To ensure that students pursuing the new AS in Music Production and Technology degree have an opportunity to participate in real-world workforce experiences, providing them with on-the-job experience in the music industry. |
| AS-Cardiovascular Technology | Paramedic Student Retention | At least 70% of AS-CVT 2023 graduates will be positively placed within twelve months of graduation by June 20, 2024. |
| AS-Early Childhood Education | Unifying Themes | By December 1, 2023 CHD 1120 Infant and Toddler Programs will be approved as a required course in the AS in ECE by the Curriculum Committee. |

| Name of Unit | Item Title | Mission Statement |
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| AS-Radiologic Technology | Additional Audio Technology full time faculty coverage; Additional sound reinforcement equipment for the performing / studio recording ensembles.; Develop the new internship program for Audio Technology CCC and AS Music Production and Technology students | Following the completion of the program in the summer 2024 semester, an average of 90% of graduates will pass the ARRT certifying examination on the first attempt over a five-year period. |
| AS-Respiratory Care | Retention/Attrition after CVT program removed from courses | The incoming 2023 cohorts will have separate courses. |
| AS-Respiratory Care | Completion | This is to investigate if students with healthcare/hospital or military backgrounds improve the number of students that complete the program. |
| Accelerated Programs | Update Articulation Agreements with School Districts and Private Schools | By the end of April, I will have completed a review of the Public School Articulation Agreements and Private School Articulation Agreements to update based on new state rules and school/district feedback. |
| BS-Elementary Education | B.S., Elementary Education Teacher Apprenticeship Program Courses Revision | The School of Education ELED faculty will revise eleven courses in the BS ELED program during Spring 2024 for online implementation for the Teacher Apprenticeship Program, which begins Summer B 2024. |
| BS-Elementary Education | Cooperating Teacher Certification Trainings; Cooperating Teacher Certification Trainings: Evaluative Feedback Tool | An evaluative feedback tool will be created that aligns with the FSW evaluation rubric performance criteria. |
| Career Certificate-Firefighter I/II | EMT Enrollment | During the 2023-24 academic year, we will have no more than (10) students drop Fire I who successfully passed the Physical Ability Test, within the first week of classes. |
| Certificate-Audio Technology | Increase FSW Global Effectiveness | 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 2023-24, the program needs to purchase additional recording, performance, and monitoring equipment. |
| Certificate-Emergency Medical Technician | Retaining eligible students from PAT through the first week of class | Our goal is to ensure we have at least 144 EMT students enrolled for the 23-24 academic year utilizing Fall, Spring, and Summer semesters. |
| Certificate-Inclusion Specialization | Attrition/Retention improvement with change of admissions criteria; Positive Placement | One student will be identified as completing the Inclusion Specialization CCC by May 3, 2024. |
| Certificate-Paramedic | Certification Pass Rate | The 23-24 Paramedic cohort will maintain an 85% retention rate from Fall 2023 to June 2023. |
| Certificate-Preschool Specialization | National RCIS Certification; Positive Placement | Five students will be identified as completing the Preschool Specialization CCC. |
| Communications and Public Information | Create Brand Kit in New Graphics Templating Software (Canva); Establish Brand Guidelines | Establish a basic brand kit within Canva before June 30, 2024. |
| Division of Libraries and Tutoring Centers | FSW Libraries will increase awareness throughout the FSW community of its high quality resources, tutoring, and research instruction. | This move will involve the physical inclusion of tutoring personnel inside the FSW Library locations. |
| Faculty Development (CTLE) | Additional Audio Technology full time faculty coverage; Additional sound reinforcement equipment for the performing / studio recording ensembles.; Develop the new internship program for AS Music Production and Technology students | By the end of June 2024, we will develop a schedule for a faculty led program to AUM. |
| Financial Planning and Athletics | Grants | At the end of the current academic year, we will have increased members in the Bucs Club, which is a fund-raising initiative for the Athletic Department in partnership with the Foundation. |
| Humanities Department | Continued expansion of under-represented study abroad programs: STEM, service learning, business, and education | A list of themes unifying courses HUM2020, HUM2211, HUM2235, and HUM2250 will be created through collaborative process. |
| International Education | Continued Development of the COIL Initiative - Launching the COIL Course | By the end of AY 23/24, the Center for International Education will have launched its first-ever COIL course with a selected international institution and students will have earned a digital badge for successful completion. |
| International Education | Add CHD 1120 to AS as a required course | In AY 2023/2024, the Center for International Education will have presented study-abroad options outside the traditional areas of humanities, languages, and social sciences. |
| Residence Life & Community Standards | Residence Life: Development of a Residential Education Model | By the end of AY 2023-2024, Residence Life will create a residential education model with 3 specific learning goals and outcomes to intentionally guide programmatic and student support efforts in supporting the wholistic development of residents. |
| Student Leadership & Student Media | Enhance Opportunities for Leadership Development thru Greek Organizations; Leadership Consultations; Revitalization of Student Media | During the AY 23-24, Student Leadership will implement and promote one-on-one Leadership Consultations to encourage engagement with campus leadership opportunities. |

| Name of Unit | Item Title | Mission Statement |
|---|--|--|
| CREATE A CULTURE FOCUSED ON CONTINUOUS IMPROVEMENT | | |
| AASPIRE (Assessment, Accountability, Sponsored Programs, Institutional Research, Effectiveness) | Assist with the new/revised launch of the Bucs Club; Student-athletes and Civic Responsibility | 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. |
| AASPIRE (Assessment, Accountability, Sponsored Programs, Institutional Research, Effectiveness) | 5 initiatives, including: Classification/Compensation - Career Ladder Planning Pilot; HR Operations and Organizational Development will Increase Participation for the Agile Performance Management Training Course.; etc. | By the end of AY 2023-24, Team AASPIRE's Office of Accountability will hold workshops with Deans and Dean supporting roles regarding FQF origination and how to avoid updating FQFs in the future. |
| Academic Advising | Design and implementation of Saturday cohort advising model | During the Fall semester, create and deliver a new comprehensive onboarding and academic advising experience for Saturday cohort students, to be delivered during the Spring semester. |
| Academic Advising | Evaluation tool for students to provide feedback on their advising experience | By the end of the 23/24 AY (June 30th, 2024), 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. |
| Accelerated Programs | Update Articulation Agreements with School Districts and Private Schools | By the end of April, I will have completed a review of the Public School Articulation Agreements and Private School Articulation Agreements to update based on new state rules and school/district feedback. |
| Accelerated Programs | Honors Initiatives on campus | By the end of the AY, I will have participated in atleast 3 Dual Enrollment related workshops/conferences. |
| Application Development & Integration | Online Course Quality Assurance Plan Implementation | By the end of June 30, 2024, Application Development will implement an integration with our LMS system to allow financial aid students to automatically have their attendance verified for financial aid purposes. |
| Application Development & Integration | Cashless Campus; Check Scanning; Expanded Student Access to Student Financial Information | By the end of June 30, 2024, Application Development will implement the Banner Proxy Access functionality in our ERP system. |
| Auxiliary Services | Foundation Reimbursement Process | For items produced at Auxiliary Services, designs will be reviewed against brand standards and COPs. |
| BS-Elementary Education | Cooperating Teacher Certification Trainings; Cooperating Teacher Certification Trainings: Evaluative Feedback Tool | An evaluative feedback tool will be created that aligns with the FSW evaluation rubric performance criteria. |
| Campus Police Department | CMMS for Maintenance Management; Master Planning Facility Condition Analysis and Capital Renewal Program; Professional Development: Strengthening Core Knowledge and Project Management Skills | Establish a training sergeant position by the end of the AY 2023-24, including a description of the position and opening for applicants to apply. |
| Care and Adaptive Services | Community Awareness | In collaboration with various departments, AS will create four events to promote and increase awareness of services provided and resources available by June 2024. |
| Care and Adaptive Services | Campus Works Payroll Process Review; Exempt Leave; Online Timesheet for Non-Exempt Staff | Due to previous unsuccessful attempts to obtain student satisfaction data through surveys, AS will work with Team AASPIRE to utilize focus groups for data collection by June 2024. |
| Communications and Public Information | Create Brand Kit in New Graphics Templating Software (Canva); Establish Brand Guidelines | Establish a basic brand kit within Canva before June 30, 2024. |
| Communications and Public Information | Program Marketing Collaboration | Regular meetings with academic leadership (Deans and AVP, Workforce) to discuss program marketing efforts will be established by June 30, 2024. |
| Division of Libraries and Tutoring Centers | FSW Libraries will increase awareness throughout the FSW community of its high quality resources, tutoring, and research instruction. | This move will involve the physical inclusion of tutoring personnel inside the FSW Library locations. |
| English Department | Continue Leveraging SitelImprove | By the end of the 2023-2024AY, the survey will be administered and the results will be used to shape the adjunct experience, with an eye toward instructor satisfaction and professional support. |
| Facilities Planning and Maintenance | Advanced Technological Implementations program; FSWPD Training Sergeant Proposed New Position | Reduce equipment failures and downtime, and increase safety. |
| Financial Planning and Athletics | Grants | At the end of the current academic year, we will have increased members in the Bucs Club, which is a fund-raising initiative for the Athletic Department in partnership with the Foundation. |
| Financial Planning and Athletics | Academic Performance | At the end of the 2023-24 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. |
| Financial Planning and Athletics | Faculty Credentialing Improvements | With the new Administration and Finance leadership at the FSW Foundation, the transfer of funds to the College changed from advanced payments to a reimbursement method resulting in duplicate actions at the department level and at the Budget Office as well. |

| Name of Unit | Item Title | Mission Statement |
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| Financial Services & Bursar's Office | Reinforce FSW Brand Recognition; Stimulate Campus Facilities Rentals | Form a blended student environment with Financial Aid in order to provide better communication to students regarding their student financial accounts. |
| Honors Scholar Program | Banner Proxy Access | The Honors Scholar Program will host 6 extracurricular activities in the AY 2023-24. |
| Human Resources | Attend Dual Enrollment Training and Workshops | By June 30, 2024, Operations and Organizational Development will meet, discuss, and plan ways to increase the participation for the Agile Performance Management training course. |
| Learning Technologies and Design | Dual Enrollment Survey | 100% of courses originally developed in 2017-2019 will be reviewed using the QM 7th edition rubric by June 30, 2024. |
| Payroll Services | Assessment | Conduct a comprehensive review of payroll processing aimed to identify short and long-term opportunities to improve. |
| Registrar | Cross Training of Staff in Processing Positions | By April 15, 2024, the Records and Graduation functional areas will determine the average turnaround timeframe for incoming transcripts (via all platforms) from arrival date to evaluation completion date, resulting in reportable data for further evaluation process improvements. |
| Residence Life & Community Standards | Residence Life: Development of a Residential Education Model | By the end of AY 2023-2024, Residence Life will create a residential education model with 3 specific learning goals and outcomes to intentionally guide programmatic and student support efforts in supporting the wholistic development of residents. |
| Residence Life & Community Standards | Building the Foundation: Staffing Success for Student Transitions | By the end of AY 2023/2024, Residence Life will partner with the Transitions office to partner and incorporate the already established Anchors program at FSW into LightHouse Commons through the create a Living Learning Community (LLC) specifically for First Generation students apart of the Anchors program. |
| Residence Life & Community Standards | Community Standards: Revision of Sanctioning Process; Residence Life & Community Standards: Assessing Effectiveness of Community Standards Process within LightHouse Commons | By the end of AY 2023-2024, the sanctioning matrix currently being utilize within Community Standards will be benchmarked among other colleges and re-evaluated to determine if the current sanctions are effective in both holding a student accountable and supporting their development. |
| Risk Management | Improved Inter-departmental Collaboration in Contract Management Handling | Risk Management will improve contract handling with the implementation of an integrated, intuitive contract management system this Spring. |
| Student Financial Aid | Improved Communication to Students; Increase Outreach | By the end of the 2023-2024 FY, we will improve communications from Banner's basic functionality to more comprehensive communication from BCM. |
| Student Financial Aid | Records and Reporting: Incoming Transcript Processing Turnaround Time; Registration and Assistant Registrar: Creating a Test Environment for Training | The current recruiting of 2 Associate Level positions and 2 senior officer positions will allow the Office of Student Financial Aid to effectively implement the cross training plan. |
| Student Involvement | First Generation Student Engagement; Wellness Curriculum Implementation | During the AY 23-24, the Office of Student Involvement will partner with SLS Classes to implement a Wellness Curriculum that focuses on the 8 dimensions of Wellness. |
| Student Leadership & Student Media | Enhance Opportunities for Leadership Development thru Greek Organizations; Leadership Consultations; Revitalization of Student Media | During the AY 23-24, Student Leadership will implement and promote one-on-one Leadership Consultations to encourage engagement with campus leadership opportunities. |
| Student Transitions {New Student Programming} | Residence Life: Development of First Generation LLC | By the end of the 2023-2024 Academic Year (AY), solidify the Office of Student Transitions by successfully hiring and onboarding an Assistant Director and a Coordinator, forming the foundation of the Student Transitions team. |
| Web Services | Automatic Attendance Verification for Financial Aid | 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, 2024. |



SUPPLEMENTAL INFORMATION

DATA & STATISTICS

GENERAL STATISTICS AND DEMOGRAPHICS

Students Population Information

Student population information, as measured by Fall terms, is posted annually to FSW's Institutional Research website located at www.fsw.edu/researchreporting/generalstatisticsanddemographics. The contents are displayed below for convenience.

| | Fall 2019 | Fall 2020 | Fall 2021 | Fall 2022 | Fall 2023 | Fall 2024 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| Headcount | 16,672 | 15,335 | 14,714 | 14,386 | 13,860 | 14,358 |
| Full-Time/Part-Time | | | | | | |
| Full-Time | 38.0% | 39.4% | 37.5% | 38.5% | 38.9% | 37.0% |
| Part-Time | 62.0% | 60.6% | 62.5% | 61.5% | 61.1% | 63.0% |
| Gender | | | | | | |
| Male | 36.4% | 34.2% | 34.8% | 35.8% | 36.3% | 36.3% |
| Female | 63.5% | 65.7% | 65.0% | 63.8% | 63.3% | 63.3% |
| Unknown Gender | 0.1% | 0.1% | 0.2% | 0.3% | 0.5% | 0.4% |
| Race/Ethnicity | | | | | | |
| White | 42.2% | 40.6% | 38.3% | 36.2% | 34.4% | 33.0% |
| Hispanic/Latino | 34.8% | 35.4% | 36.2% | 36.8% | 38.2% | 40.0% |
| Black/African American | 12.1% | 12.3% | 12.9% | 12.7% | 12.9% | 12.6% |
| Asian | 2.1% | 2.1% | 2.2% | 2.2% | 2.4% | 2.2% |
| American Indian/Native Alaskan | 0.4% | 0.3% | 0.3% | 0.3% | 0.4% | 0.5% |
| Native Hawaiian/Other Pacific Islander | 0.2% | 0.2% | 0.2% | 0.2% | 0.1% | 0.2% |
| Two or More | 2.3% | 2.5% | 2.6% | 2.7% | 2.5% | 2.6% |
| Not Reported | 5.8% | 6.6% | 7.3% | 8.8% | 9.2% | 8.9% |
| Age | | | | | | |
| 24 Years Old or Younger | 76.6% | 75.5% | 76.0% | 79.2% | 79.0% | 78.7% |
| Older than 24 Years | 23.4% | 24.5% | 24.0% | 20.8% | 21.0% | 21.3% |
| Student Credit Hour Production Percentages by Campus | | | | | | |
| Lee Campus | 51.1% | 23.1% | 29.8% | 32.7% | 35.2% | 36.4% |
| Collier Campus | 18.3% | 8.6% | 11.6% | 12.4% | 15.1% | 12.8% |
| Charlotte Campus | 7.6% | 4.0% | 3.9% | 4.6% | 5.4% | 5.1% |
| Hendry/Glades Center | 3.1% | 3.0% | 3.4% | 4.0% | 3.6% | 3.5% |
| FSW Online | 19.9% | 61.3% | 51.3% | 46.2% | 40.8% | 42.2% |
| Student Credit Hour Production Percentages by Dual Enrollment | | | | | | |
| Dual Enrolled | 20.6% | 19.1% | 19.9% | 22.6% | 20.0% | 18.6% |
| Not Dual Enrolled | 79.4% | 80.9% | 80.1% | 77.4% | 80.0% | 81.4% |
| Other Student Demographics | | | | | | |
| Pell Grant | 32.0% | 31.3% | 31.9% | 31.9% | 32.2% | 34.7% |
| First Time in College | 20.1% | 19.3% | 20.0% | 21.5% | 22.1% | 22.1% |
| First Generation in College | 46.6% | 45.8% | 47.4% | 42.6% | 40.5% | 37.0% |
| Veteran | 1.5% | 1.2% | 1.2% | 1.0% | 1.1% | 1.2% |

Figure 42. Student population information by Fall term for the most recent six years.

Resources

A tally of resources available to FSW in each academic year is posted annually to FSW's Institutional Research website located at www.fsw.edu/researchreporting/generalstatisticsanddemographics. The contents are displayed below for convenience.

| | AY 2019- 2020 | AY 2020- 2021 | AY 2021- 2022 | AY 2022- 2023 | AY 2023- 2024 |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|
| Full Time* | 270 | 264 | 279 | 284 | 273 |
| Full Time Faculty | 217 | 207 | 209 | 216 | 210 |
| Full Time Staff Who Teach | 53 | 57 | 70 | 68 | 63 |
| Part Time Faculty | 418 | 370 | 315 | 339 | 291 |
| Total Faculty | 688 | 634 | 594 | 623 | 564 |
| Full Time Admin/Staff | 482 | 437 | 493 | 463 | 476 |
| Part Time Admin/Staff | 620 | 447 | 550 | 516 | 537 |
| Total Admin/Staff | 1102 | 884 | 1043 | 979 | 1013 |

Figure 43. Resources available to FSW by year. *Full-Time is defined as Full-Time Faculty + Full-Time Staff that Teach.

Programs

A tally of programs offered at FSW in each academic year is posted annually to FSW's Institutional Research website located at www.fsw.edu/researchreporting/generalstatisticsanddemographics. The contents are displayed below for convenience.

| Academic Year | Number of Bachelor Programs | Number of Associate Programs | Number of Certificates | Total Number of Programs |
|---------------|-----------------------------------|------------------------------------|---------------------------|-----------------------------|
| 2019-2020 | 5 | 22 | 30 | 57 |
| 2020-2021 | 5 | 22 | 30 | 57 |
| 2021-2022 | 5 | 24 | 28 | 57 |
| 2022-2023 | 6 | 26 | 29 | 61 |
| 2023-2024 | 6 | 25 | 29 | 60 |
| 2024-2025 | 6 | 28 | 29 | 63 |

Figure 44. Number of programs offered by academic year.

ENROLLMENT

Student enrollment by term is posted each term to FSW's Institutional Research webpage located at www.fsw.edu/researchreporting/enrollment. The contents of the webpage are displayed before for convenience.

Headcount

The following graphs outline unduplicated enrollment headcounts for Fall, Spring, and Summer terms since academic year 2013-2014. The ranges of each graph are zoomed in to better differentiate fluctuations in enrollment.

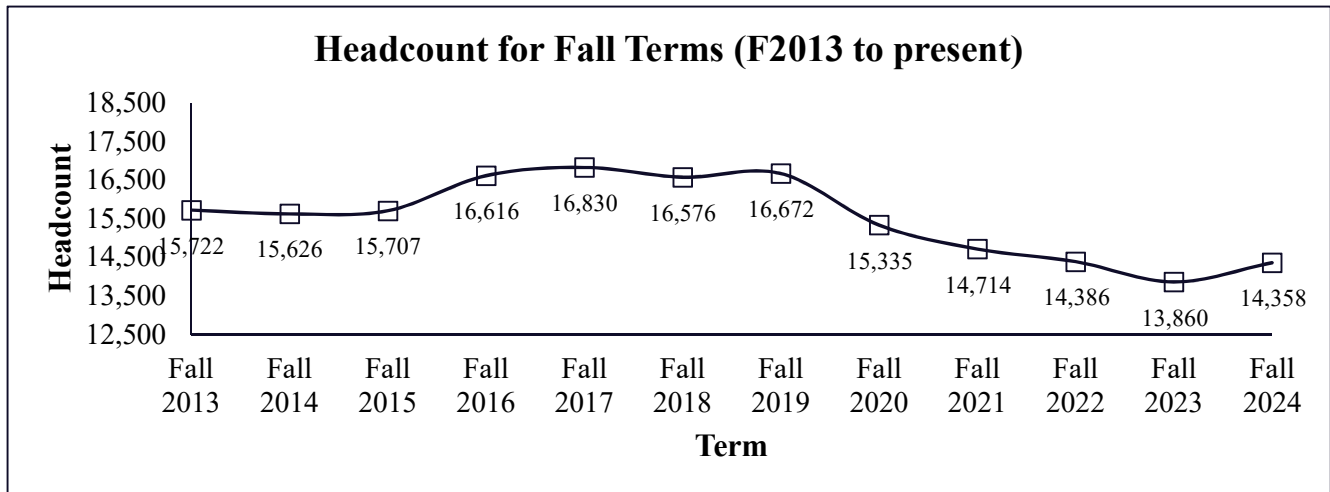


Figure 45. A graph of Fall enrollment since 2013.

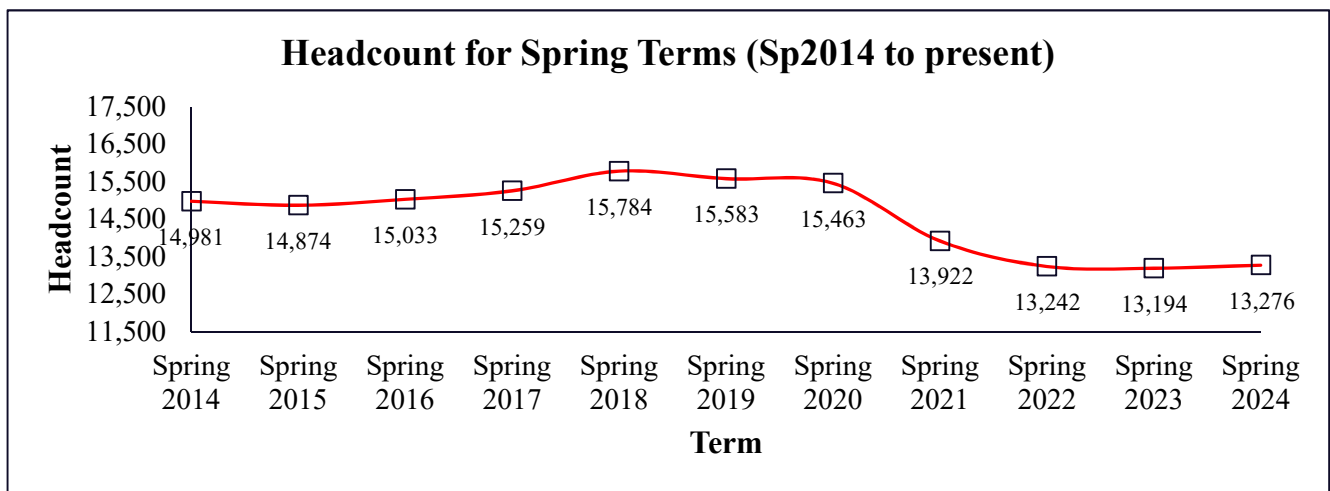


Figure 46. A graph of Spring enrollment since 2014.

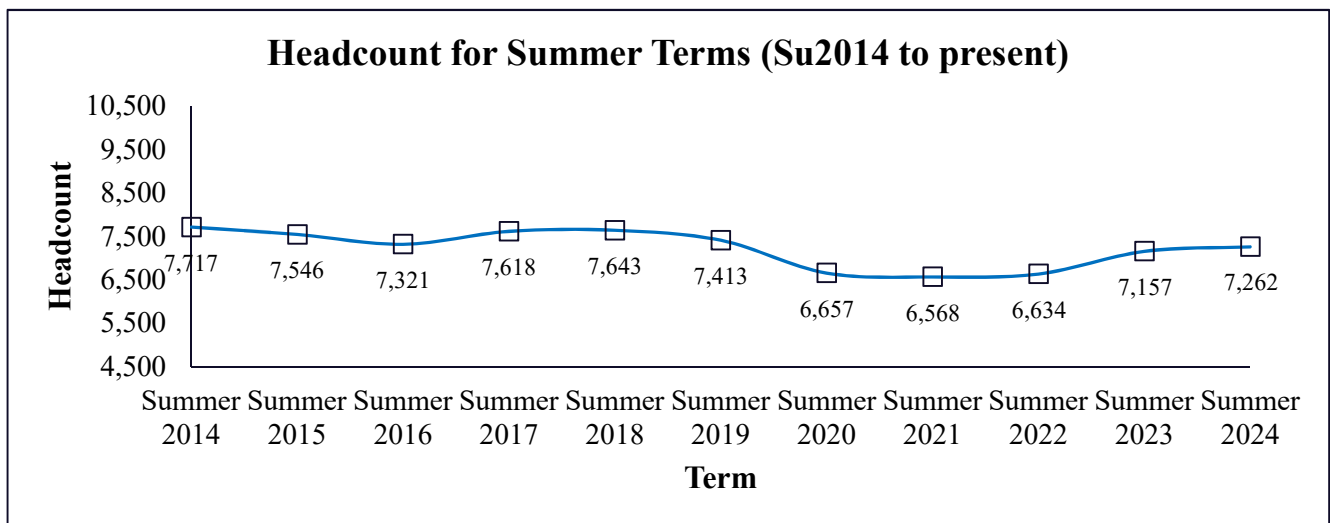


Figure 47. A graph of Summer enrollment since 2014.

FTE

The following graphs outline Full-Time Equivalency (FTE) for Fall, Spring, and Summer terms since academic year 2013-2014.

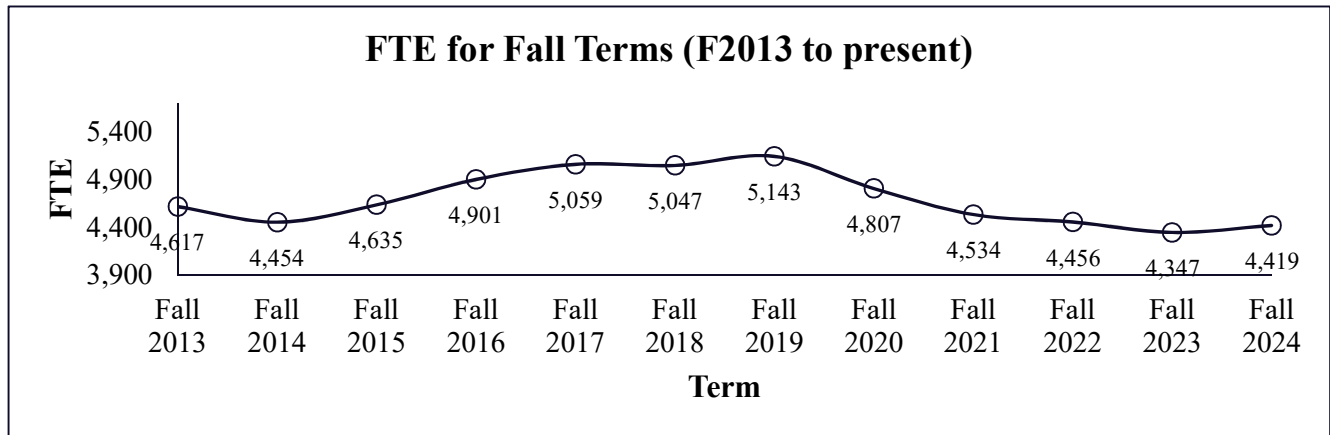


Figure 48. A graph of Fall FTE since 2013.

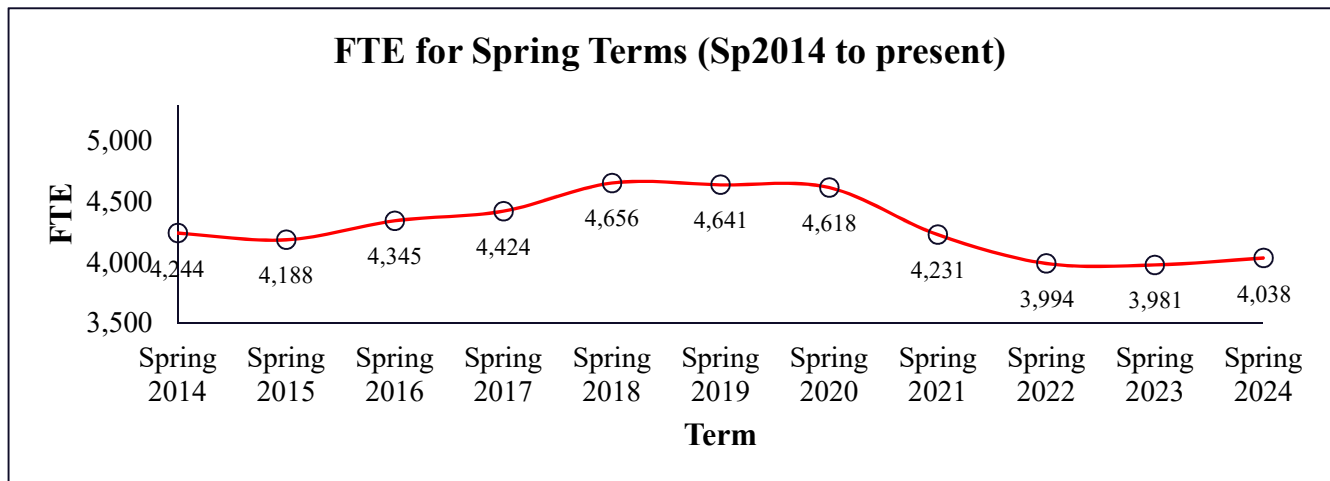


Figure 49. A graph of Spring FTE since 2014.

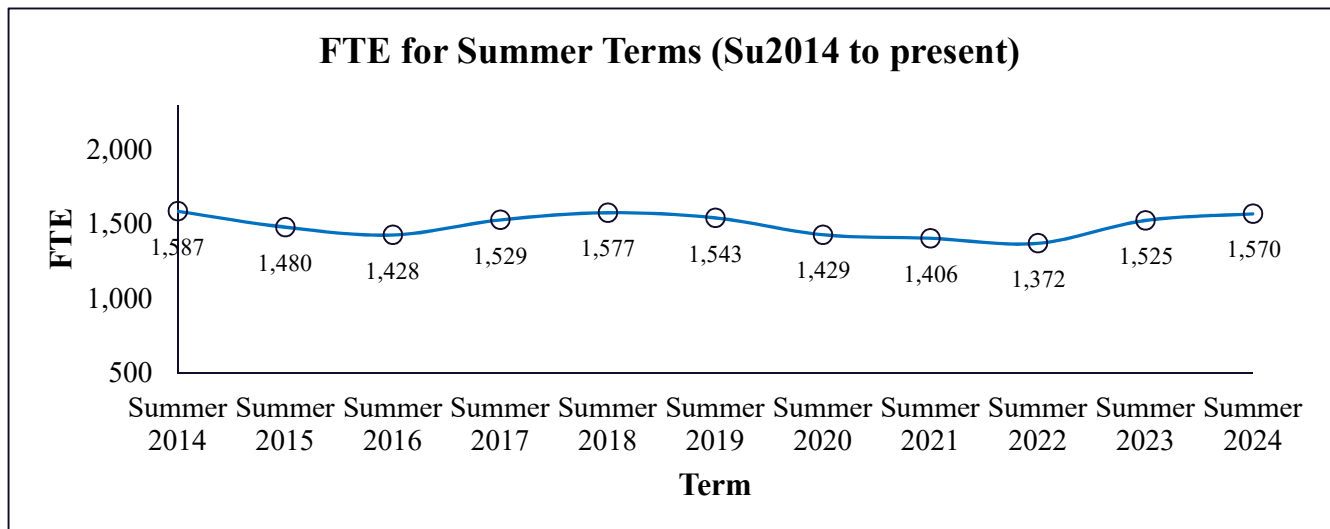


Figure 50. A graph of Summer FTE since 2014.

Historical Enrollment

The following graph shows the historical Fall enrollment from the opening of the College in 1962 to the present (2024).

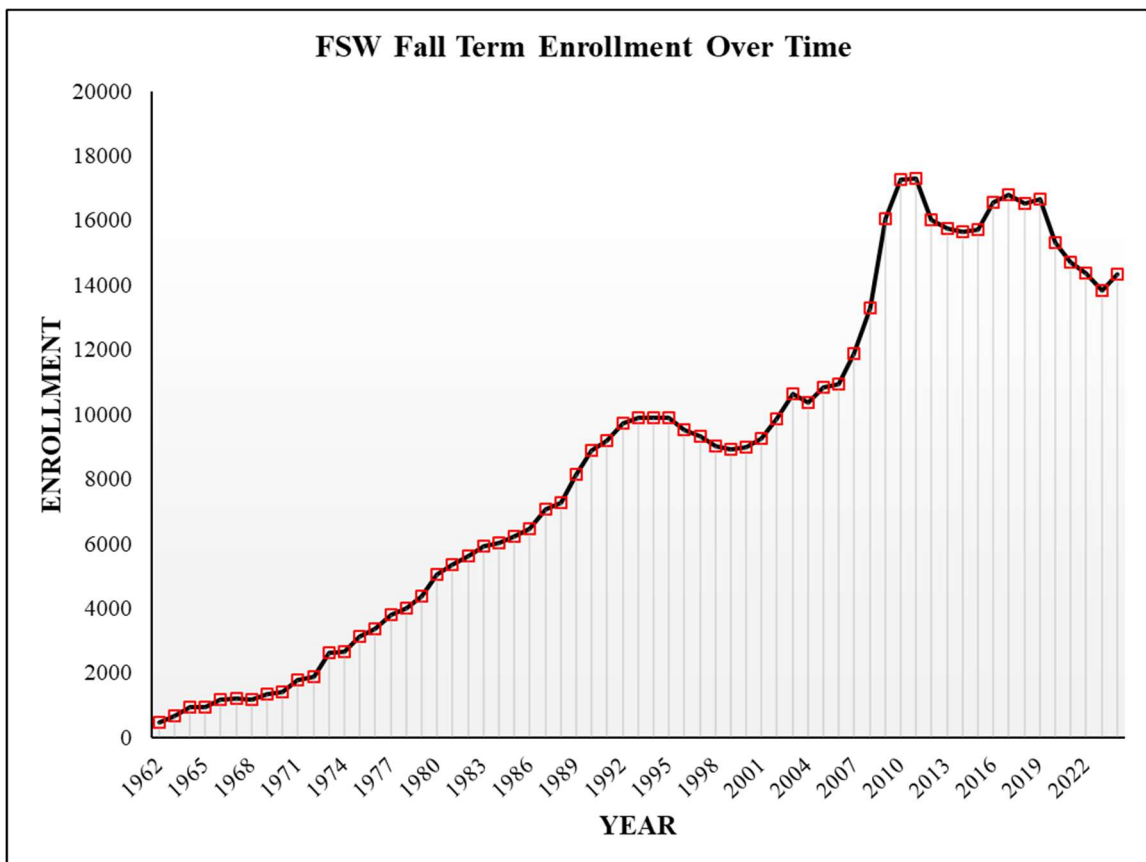


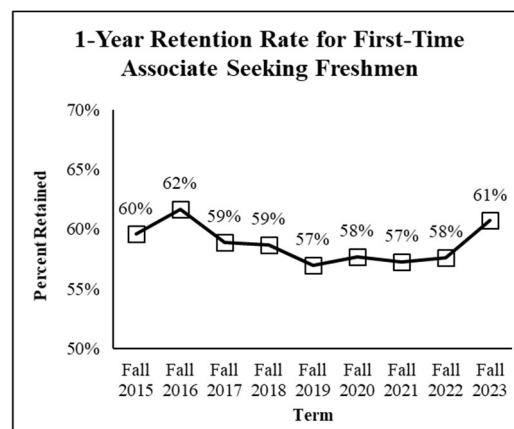
Figure 51. A graph that displays FSW's Fall enrollment from 1962 to 2024.

RETENTION

Retention data, as measured by Fall terms, is posted annually to FSW's Institutional Research website, located at www.fsw.edu/researchreporting/retention. The contents are displayed below for convenience.

| | Cohort | Retained (n) | Retained (%) |
|-----------|--------|--------------|--------------|
| Fall 2015 | 2966 | 1769 | 59.6% |
| Fall 2016 | 3227 | 1990 | 61.7% |
| Fall 2017 | 3399 | 2003 | 58.9% |
| Fall 2018 | 3182 | 1869 | 58.7% |
| Fall 2019 | 3291 | 1875 | 57.0% |
| Fall 2020 | 2729 | 1575 | 57.7% |
| Fall 2021 | 2872 | 1646 | 57.3% |
| Fall 2022 | 3008 | 1734 | 57.6% |
| Fall 2023 | 2999 | 1821 | 60.7% |

Figure 52. A table and graph of 1-Year retention for First-Time Associate Seeking Freshmen.



| | Cohort | Retained (n) | Retained (%) |
|------------------|--------|--------------|--------------|
| Fall 2015 | 2966 | 1389 | 46.8% |
| Fall 2016 | 3227 | 1498 | 46.4% |
| Fall 2017 | 3399 | 1565 | 46.0% |
| Fall 2018 | 3182 | 1483 | 46.6% |
| Fall 2019 | 3291 | 1431 | 43.5% |
| Fall 2020 | 2729 | 1181 | 43.3% |
| Fall 2021 | 2872 | 1237 | 43.1% |
| Fall 2022 | 3008 | 1352 | 44.9% |

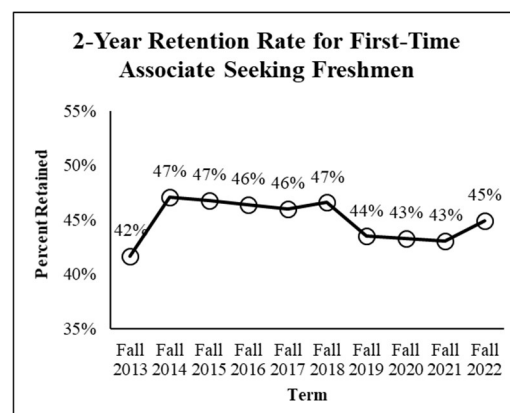


Figure 53. A table and graph of 2-Year retention for First-Time Associate Seeking Freshmen.

GRADUATION

Graduation data as measured by academic year is posted annually to FSW's Institutional Research website, located at www.fsw.edu/researchreporting/graduation. The contents are displayed below for convenience.

| Academic Year | Bachelor's Degrees Conferred | Associates Degrees Conferred | Certificates Conferred |
|------------------|------------------------------|------------------------------|------------------------|
| 2019-2020 | 366 | 2,562 | 275 |
| 2020-2021 | 404 | 2,390 | 445 |
| 2021-2022 | 347 | 2,157 | 291 |
| 2022-2023 | 274 | 2,012 | 320 |
| 2023-2024 | 298 | 2,074 | 928 |

Figure 54. A table of the degrees and certificates conferred by year.

| | Cohort | Graduated (n) | Graduated (%) |
|------------------|--------|---------------|---------------|
| Fall 2013 | 1810 | 444 | 24.5% |
| Fall 2014 | 1880 | 546 | 29.0% |
| Fall 2015 | 1870 | 598 | 32.0% |
| Fall 2016 | 2079 | 692 | 33.3% |
| Fall 2017 | 2081 | 725 | 34.8% |
| Fall 2018 | 1977 | 631 | 31.9% |
| Fall 2019 | 2074 | 590 | 28.4% |
| Fall 2020 | 1850 | 560 | 30.3% |
| Fall 2021 | 1797 | 470 | 26.2% |

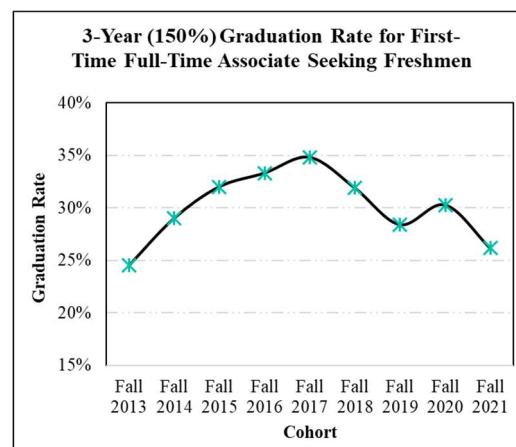


Figure 55. A table and graph of 3-Year graduation rates for First-Time Full-Time Associate Seeking Freshman. The Fall 2021 cohort is the most recent available because it refers to the cohort starting term, which would complete in Summer 2024.

LICENSURE

Licensure pass rates, as recorded by the individual programs requiring professional licenses, are monitored by FSW's Team AASPIRE and posted at www.fsw.edu/researchreporting/licensure. The contents are displayed below for convenience.

| | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|
| AS Cardiovascular Technology | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| AS Dental Hygiene | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| AS Nursing | 85% | 82% | 82% | 80% | 76% | 80% | 72% | 70% |
| AS Radiologic Technology | 98% | 100% | 100% | 100% | 100% | 98% | 98% | 100% |
| AS Respiratory Care | 100% | 95% | 84% | 100% | 100% | 100% | 100% | 92% |
| CCC Emergency Medical Technician | 87% | 82% | 84% | 86% | 90% | 84% | 88% | 61% |
| CCC Paramedic | 95% | 98% | 84% | 92% | 88% | 82% | 97% | 64% |
| Fire Fighter I/II Career Certificate | 100% | 92% | 96% | 93% | 89% | 96% | 91% | 88% |

Figure 56. A table of licensure pass rates for select FSW programs.

| | FTCE Elementary Education K-6 | FTCE General Knowledge | FTCE Professional Education |
|----------------|-------------------------------------|------------------------------|-----------------------------------|
| 2009-10 | 100% | 100% | 100% |
| 2010-11 | 100% | 100% | 100% |
| 2011-12 | 100% | 100% | 100% |
| 2012-13 | 100% | 100% | 100% |
| 2013-14 | 100% | 100% | 100% |
| 2014-15 | 100% | 100% | 100% |
| 2015-16 | 100% | 100% | 100% |
| 2016-17 | ** | 100% | 100% |
| 2017-18 | ** | ** | ** |
| 2018-19 | 100% | 100% | 100% |
| 2019-20 | 100% | 100% | 100% |
| 2020-21 | 88% | 98% | 91% |
| 2021-22 | 100% | 100% | 100% |

Figure 57. A table of Florida Teacher Certification Examinations (FTCE) pass rates for BS Elementary Education graduates. ** = No data available. Please note that the data comes from the U.S. Department of Education's published Title II Report, which are two years in arrears.

EMPLOYMENT

Job placement rates, as recorded by the Florida Education & Training Placement Information Program (FETPIP), are monitored by FSW's Team AASPIRE and posted at www.fsw.edu/researchreporting/employment.

When reviewing these data, it is important to remember the following points:

1. FETPIP data is recorded by the State of Florida and is reported approximately 18 months following a typical graduation period (Spring term). As a result, the most up-to-date data for Spring 2025, the time of writing for this report, is AY 2022-23.
2. FETPIP data utilizes information recorded by the State of Florida. This means that actual job placement rate may be higher than recorded. If a graduate is employed outside of the State of Florida, the graduate's employment is not reported to FETPIP and is thus not counted, potentially lowering a program's job placement rate.

3. While some programs at FSW track their program's job placement rate, the tracking process can be very difficult to accomplish and is not universal. For that reason, only FETPIP job placement rates are reported here for consistency.

| | <i>AY 17-18</i> | <i>AY 18-19</i> | <i>AY 19-20</i> | <i>AY 20-21</i> | <i>AY 21-22</i> | <i>AY 22-23</i> |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <i>School of Education</i> | | | | | | |
| <i>BS Elementary Education</i> | 96% | 97% | 95% | 95% | 92% | 84% |
| <i>AS Early Childhood Education</i> | 71% | 91% | 72% | 85% | * | * |

Figure 58. A table of job placement rate by program for the School of Education.

*Unreported by FETPIP due to sample fewer than 10.

~ No data available

| | <i>AY 17-18</i> | <i>AY 18-19</i> | <i>AY 19-20</i> | <i>AY 20-21</i> | <i>AY 21-22</i> | <i>AY 22-23</i> |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <i>School of Business & Technology</i> | | | | | | |
| <i>BS Public Safety Administration</i> | 86% | 76% | 82% | 96% | 86% | 90% |
| <i>BS Supervision & Management</i> | 83% | 72% | 82% | 81% | 78% | 79% |
| <i>AS Accounting Technology</i> | 100% | * | 75% | 77% | 91% | 87% |
| <i>AS Architectural Design & Construction</i> | 75% | 50% | 78% | 80% | * | * |
| <i>AS Business Administration</i> | 86% | 72% | 71% | 71% | 78% | 69% |
| <i>AS Civil Engineering Technology</i> | 100% | 100% | * | * | * | * |
| <i>AS Computer Programming & Analysis</i> | 92% | 85% | * | 63% | 60% | 81% |
| <i>AS Criminal Justice Technology</i> | 94% | 88% | * | 69% | 84% | 88% |
| <i>AS Crime Scene Technology</i> | 50% | 75% | * | 69% | 65% | 75% |
| <i>AS Cybersecurity Operations</i> | ~ | ~ | ~ | ~ | ~ | ~ |
| <i>AS Network Systems Technology</i> | 100% | 85% | * | * | 86% | * |
| <i>AS Paralegal Studies</i> | 75% | 88% | 67% | 92% | 82% | 92% |
| <i>CCC Accounting Technology Management</i> | * | 100% | * | * | * | * |
| <i>CCC Business Development & Entrepreneurship</i> | 100% | 33% | * | 85% | * | * |
| <i>CCC Computer Programmer</i> | 100% | 100% | * | * | * | * |
| <i>CCC Computer Programming Specialist</i> | 100% | 80% | * | * | * | * |
| <i>CCC Crime Scene Technology</i> | * | 100% | * | 100% | * | * |
| <i>CCC Digital Forensics</i> | ~ | ~ | ~ | ~ | ~ | ~ |
| <i>CCC Financial Services Management</i> | * | * | * | ~ | ~ | ~ |
| <i>CCC Homeland Security Specialist</i> | ~ | ~ | ~ | ~ | ~ | ~ |
| <i>CCC IT Support Specialist</i> | 92% | 100% | * | 77% | 91% | * |
| <i>CCC Network Enterprises Administration</i> | 100% | * | * | * | * | ~ |
| <i>CCC Network Security</i> | 100% | 100% | * | * | * | * |
| <i>CCC Real Estate Paralegal</i> | ~ | ~ | ~ | ~ | ~ | ~ |
| <i>CCC Risk Management & Insurance Management</i> | ~ | ~ | ~ | ~ | * | ~ |
| <i>CCC Small Business Management</i> | 88% | 50% | * | 67% | 83% | * |

Figure 59. A table of job placement rates by program for the School of Business and Technology

*Unreported by FETPIP due to sample fewer than 10.

~ No data available.

| | <i>AY 17- 18</i> | <i>AY 18- 19</i> | <i>AY 19- 20</i> | <i>AY 20- 21</i> | <i>AY 21- 22</i> | <i>AY 22- 23</i> |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <i>School of Allied Health</i> | | | | | | |
| <i>BS Cardiopulmonary Sciences</i> | 80% | 100% | 100% | 79% | 80% | * |
| <i>AS Cardiovascular Technology</i> | 100% | 100% | 87% | * | * | * |
| <i>AS Dental Hygiene</i> | 83% | 94% | 88% | 94% | 79% | 94% |
| <i>AS Emergency Medical Services</i> | 100% | 97% | 100% | 100% | 96% | 100% |
| <i>AS Fire Science Technology</i> | 100% | 100% | * | * | * | * |
| <i>AS Health Information Technology</i> | 83% | 67% | * | * | * | * |
| <i>AS Radiologic Technology</i> | 87% | 89% | 95% | 95% | 95% | 95% |
| <i>AS Respiratory Care</i> | 95% | 89% | 94% | 92% | 93% | 95% |
| <i>AS Social & Human Services</i> | 100% | 25% | * | * | * | * |
| <i>CCC Addiction Services</i> | * | 100% | * | * | * | * |
| <i>CCC Emergency Medical Technician</i> | 87% | 88% | 69% | 88% | 95% | 91% |
| <i>CCC Human Services Generalist</i> | * | * | * | * | * | * |
| <i>CCC Medical Information Coder/Biller</i> | * | * | * | * | 86% | * |
| <i>CCC Paramedic</i> | 100% | 97% | 96% | 100% | 93% | 100% |
| <i>CCC Youth Development Services</i> | * | * | * | * | ~ | ~ |
| <i>Fire Fighter I/II Career Certificate</i> | 93% | 83% | 85% | 78% | 91% | 87% |

Figure 60. A table of job placement rates by program for the School of Allied Health. Job placement may also be tracked by individual program leadership, but FETPIP rates are reported here for consistency.

*Unreported by FETPIP due to sample fewer than 10.

~ No data available.

| | <i>AY 17- 18</i> | <i>AY 18- 19</i> | <i>AY 19- 20</i> | <i>AY 20- 21</i> | <i>AY 21- 22</i> | <i>AY 22- 23</i> |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <i>School of Nursing</i> | | | | | | |
| <i>BS Nursing</i> | 91% | 84% | 88% | 83% | 86% | 87% |
| <i>AS Nursing</i> | 86% | 89% | 89% | 91% | 87% | 87% |

Figure 61. A table of job placement rates by program for the School of Nursing.

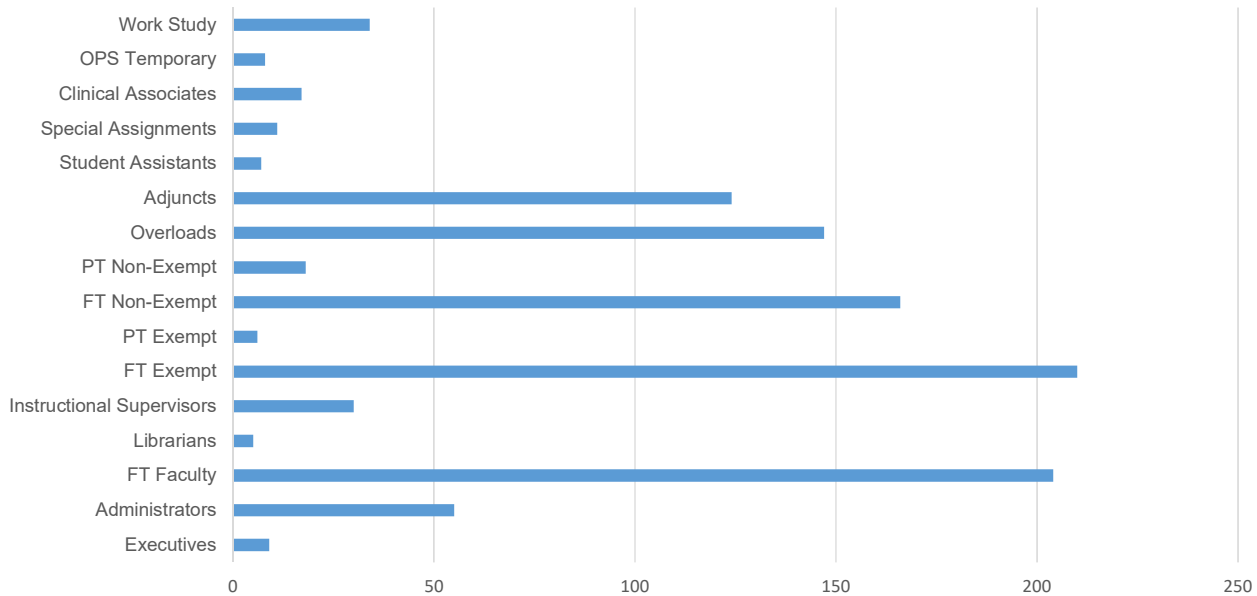
| | <i>Employed</i> | <i>Continuing Education</i> | <i>Continuing Education & Employed</i> | <i>Continuing Education OR Employed</i> |
|---------------|-----------------|-----------------------------|--|---|
| <i>AA</i> | 64% | 68% | 45% | 88% |
| <i>AS</i> | 84% | 33% | 28% | 89% |
| <i>BS/BAS</i> | 84% | 9% | 7% | 85% |

Figure 62. A table of 2022-2023 graduates found either employed, continuing education, or both in 2023-2024.

Types and # of Positions Included in Budget

| Category | FY24 | FY25 | FY26 | Explanation of Differences |
|---------------------------|------|------|------|---|
| Executives | 12 | 10 | 9 | (1) Position was eliminated |
| Administrators | 51 | 49 | 55 | (4) from FT Exempt (1) Position on hold (2) New positions (1) Release from hold |
| FT Faculty | 208 | 211 | 204 | (8) Released from FY25 hold (4) Stayed on hold from FY25 (9) additional positions placed on budget hold for FY26 (2) Funded from TAP Grant Expired |
| Librarians | 6 | 6 | 5 | (1) Position placed on budget hold |
| Instructional Supervisors | 26 | 32 | 30 | (2) Positions placed on budget hold |
| FT Exempt | 236 | 261 | 210 | (6) New Positions (11) Positions placed on budget hold (4) Eliminated positions (38) Reclassified to Non-Exempt (4) Reclassified to Administrators |
| PT Exempt | 10 | 8 | 6 | (2) Positions Eliminated |
| FT Non-Exempt | 143 | 141 | 166 | (38) Reclassified from FT Exempt (12) placed on budget hold (2) Reclassified to PT Non-Exempt (1) Reclassified from PT Non-Exempt (1) Eliminated (1) New position |
| PT Non-Exempt | 18 | 16 | 18 | (2) placed on budget hold (3) New positions (2) Reclassification from FT Non-Exempt (1) reclassified to FT Non-Exempt |
| Overloads | 138 | 145 | 147 | Depending on need changes occur |
| Adjuncts | 123 | 122 | 124 | Depending on need changes occur |
| Student Assistants | 16 | 7 | 7 | |
| Special Assignments | 11 | 13 | 11 | Depending on need changes occur |
| Clinical Associates | 12 | 15 | 17 | Depending on need changes occur |
| OPS Temporary | 8 | 9 | 8 | Depending on need changes occur |
| Work Study | 34 | 34 | 34 | |

of Positions Budgeted



Policies and Procedures

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

All board policies can be found at: www.fsw.edu/board

All college operating procedures can be found at: www.fsw.edu/adminservices/cop

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Future Students New Students

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By using the navigation boxes to the left, you may view all procedures within each volume by clicking on the appropriate area and referring to the resulting page.

| Recent Policies Updates/Approvals: | Policies Under Review/Development/Adoption/Amendment: | Repealed BOTs: |
|--|--|-------------------------------|
| The following procedures were approved by the Dist. Board of Trustees: | <ul style="list-style-type: none">2.01 College Property Control2.16 Unmanned Aircraft System (Drone) Operations | 4.08 Sale of Surplus Property |

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College Operating Procedures

Welcome to the Florida SouthWestern State College Policies and Procedures

College Operating Procedures (COP) at Florida SouthWestern State College are procedures for faculty, staff, and members of the college community, ensuring consistency, compliance with laws and policies, and the establishment of proper internal controls. COPs are developed to ensure consistent application across various college functions, aligning with Board-approved policies, and complying with federal, state, and local laws. They establish standards for behavior and operations within the college community.

COPs provide a framework and standards for how faculty, staff, and the broader college community should conduct themselves. They serve as a resource for interpreting various workplace situations, including job performance, decision-making, interpersonal interactions, and business operations management.

Approved COPs are centrally maintained within the Office of the Senior Vice President of Operations/Chief Operating Officer. The College Operating Procedure Manual is made available on the college's website, organized by major divisions for easy access. Accessibility standards, such as ADA compliance, are adhered to in formatting. COPs are reviewed bi-annually.

The Office of Operations Administrative Coordinator is responsible for maintaining consistency in these procedures, ensuring adherence across the college. This role also involves updating procedures as needed, addressing discrepancies, and providing guidance on interpretation and implementation.

Overall, COPs play a crucial role in promoting consistency, compliance, and effective management within Florida SouthWestern State College. They serve as a valuable resource for all members of the college community, helping to establish behavior and decision-making in various contexts.

By using the navigation boxes to the left, you may view all procedures within each volume by clicking on the appropriate area and referring to the resulting page.

Office of the President

General Counsel -

The Office of the General Counsel at FSW provides legal services and advice to support the college's mission. This department is responsible for managing legal matters, ensuring compliance with federal and state laws, and advising on policy and procedural issues to protect the college's legal interests.

Contracts and Risk Management -

The Contracts and Risk Management department at FSW is responsible for overseeing the execution and administration of contracts and ensuring the college's compliance with insurance requirements. This department works to minimize the college's exposure to risk by implementing loss-prevention programs and managing insurance policies through the Florida College System Risk Management Consortium. They provide guidance and training to various departments on loss control and insurance requirements.

Legislative Affairs -

The Legislative Affairs department at FSW is responsible for monitoring and engaging with legislative activities that impact the college. This department works to advocate for the college's interests at the local, state, and federal levels. It involves coordinating with lawmakers, analyzing proposed legislation, and ensuring that the college complies with all relevant laws and regulations. Additionally, the department collaborates with other administrative units within the college to assess the potential impact of legislative changes and to develop strategies to address these impacts effectively.

Foundation -

The FSW Foundation supports the college by raising funds and managing assets to enhance educational programs and provide scholarships. The Foundation fosters relationships with alumni, donors, and the community to secure resources that benefit the students and the institution.

Human Resources -

The Human Resources department at FSW is responsible for managing employee-related services and programs. This includes recruitment, employee relations, benefits administration, professional development, and compliance with labor laws. The department ensures a positive and productive work environment, supporting the college's mission and strategic goals.

Facilities Planning -

Facilities Planning at FSW involves developing and managing the college's physical infrastructure. This includes planning new construction projects, renovating existing facilities, and ensuring that the college's spaces meet the needs of students, faculty, and staff. The department also focuses on maintaining a safe and efficient campus environment.

Campus Police -

The Campus Police department ensures the safety and security of the FSW community. They provide law enforcement services, safety education, and emergency response to maintain a secure environment for students, faculty, staff, and visitors.

Office of Information Technology & Operations

Marketing & Media -

The Marketing & Media department at FSW is responsible for promoting the college through various media channels. This department manages the college's brand, creates marketing materials, and oversees communication strategies to engage current and prospective students, alumni, and the broader community.

Web Services -

Web Services at FSW develops and maintains the college's online presence, ensuring that the website is user-friendly, accessible, and up-to-date. This includes managing web applications, supporting online content, and providing technical assistance to enhance the digital experience for users.

Enterprise Application Systems -

The Enterprise Application Systems team is responsible for the implementation and maintenance of the college's enterprise software systems. This includes managing applications that support administrative functions, academic services, and other critical operations to ensure seamless integration and efficient workflows.

Technology Support Services -

Technology Support Services provides essential technical support to the FSW community. This includes troubleshooting hardware and software issues, assisting with the use of classroom technology, and ensuring that all technological resources are functioning effectively to support teaching and learning.

FSW Online -

FSW Online offers a range of online learning opportunities, enabling students to pursue their education flexibly and conveniently. This department supports online course development, provides resources for online students, and ensures that online programs meet high standards of quality and accessibility.

Financial Services, Budget & Payroll -

The Financial Services department is tasked with managing the college's financial operations, including budgeting, financial analysis, and compliance with financial regulations. They support the college by providing accurate and timely financial information and services to ensure sound fiscal management and accurate and timely compensation. Additionally they manage payroll records, handle deductions, ensure compliance with federal and state regulations and address payroll inquiries and support employees with payroll-related issues.

Auxiliary Services -

Auxiliary Services provides essential support services that enhance the college experience for students, faculty, and staff. This includes managing campus facilities, dining services, and other on-campus services that contribute to the overall operational efficiency of the college.

Bursar -

The Bursar's Office handles all student billing and payments, including tuition and fees. They provide financial services to students, manage accounts receivable, and ensure that all financial transactions related to student accounts are processed accurately and efficiently.

Financial Aid -

The Financial Aid department assists students in securing the financial resources needed to fund their education. They manage scholarships, grants, and loan programs, providing guidance and support to help students understand their financial aid options and responsibilities.

Office of Academic Affairs

Registrar -

The Office of the Registrar at FSW is responsible for maintaining the academic records of all current and former students. This department assists students with registration, evaluates external transcripts for transfer credit, manages the grading process, issues official transcripts, and oversees graduation and the awarding of degrees and certificates. The Registrar's Office also ensures compliance with student records privacy laws.

Academic Advising -

The Academic Advising department at FSW provides guidance to students on course selection, degree requirements, and academic planning. Advisors help students navigate their academic programs, develop educational goals, and stay on track for graduation. They offer resources and support to enhance students' academic success and career planning.

Institutional Research, Assessment, and Effectiveness -

The Institutional Research, Assessment, and Effectiveness department supports FSW's mission by providing data analysis, assessment, and evaluation services. This department ensures that institutional practices are aligned with the college's strategic goals and accreditation standards. They gather and analyze data to inform decision-making and improve institutional effectiveness.

International Education -

The International Education department at FSW offers programs and services that promote global awareness and intercultural understanding. This includes supporting international students, facilitating study abroad opportunities, and providing resources for faculty and students to engage in international educational experiences.

Honors Program -

The Honors Program at FSW provides academically motivated students with enhanced learning opportunities, including specialized courses, research projects, and community service activities. The program is designed to challenge students and prepare them for advanced academic and professional pursuits.

Professional Development Center -

The Professional Development Center at FSW offers resources and training opportunities for faculty and staff to enhance their professional skills and effectiveness. This includes workshops, seminars, and other programs aimed at promoting continuous learning and development within the college community.

Academic Support -

The Academic Support department provides a range of services to help students succeed academically. This includes tutoring, study skills workshops, and other resources designed to support students in their coursework and improve their academic performance.

Division of Libraries -

The Division of Libraries at FSW offers a wealth of resources and services to support the research and educational needs of students and faculty. This includes access to books, journals, databases, and other materials, as well as research assistance and instructional services to enhance information literacy.

Office of Academic Affairs

Workforce Education -

The Workforce Education department at FSW provides programs and courses designed to meet the needs of the local labor market. This includes vocational training, certification programs, and continuing education opportunities that prepare students for careers in various industries.

Continuing Education -

Continuing Education at FSW offers non-credit courses and programs for personal and professional development. These programs are designed to meet the needs of adult learners and provide opportunities for lifelong learning in various fields.

School of Allied Health -

The School of Allied Health offers a variety of programs designed to prepare students for careers in healthcare. This includes physical therapy, health information technology, radiologic technology, and other allied health programs that provide the skills and knowledge needed for professional success.

School of Nursing -

The School of Nursing prepares students for careers in healthcare through high-quality instruction, hands-on clinical experience, and advanced simulation labs. Offering both associate and bachelor's degree pathways, the program supports student success and meets regional workforce needs with a strong focus on practical skills and professional growth.

School of Business & Technology -

The School of Business & Technology provides programs that prepare students for careers in business, information technology, and related fields. This includes degree and certificate programs that offer practical skills and knowledge relevant to today's job market.

School of Education -

The School of Education at FSW offers programs that prepare students for careers in teaching and education administration. This includes early childhood education, elementary education, and other programs designed to develop skilled educators who can make a positive impact in schools and communities.

School of Pure and Applied Sciences -

The School of Pure and Applied Sciences provides programs in fields such as biology, chemistry, physics, and mathematics. These programs offer a strong foundation in the sciences and prepare students for careers in research, industry, and education.

School of Arts, Humanities, and Social Sciences -

The School of Arts, Humanities, and Social Sciences at FSW offers programs in disciplines such as history, literature, philosophy, sociology, and psychology. These programs provide a broad education that fosters critical thinking, creativity, and cultural awareness.

Office of Student Affairs

CARE Services -

CARE Services at FSW focuses on the holistic development and wellness of students. This department provides support for emotional, social, physical, and intellectual challenges students may face. CARE Services connects students with campus resources and community partners, addresses behavioral concerns, and promotes campus safety through a multidisciplinary team approach.

Student Leadership -

The Student Leadership department at FSW offers programs and initiatives designed to develop leadership skills among students. This includes organizing events, workshops, and activities that foster leadership qualities and provide students with opportunities to take on leadership roles within the college community.

Student Involvement -

Student Involvement at FSW encourages students to engage in campus life through participation in clubs, organizations, and various events. This department aims to enhance the student experience by providing opportunities for social interaction, personal growth, and community building.

Admissions -

The Admissions department at FSW facilitates the enrollment process for new students. This department provides information on admissions requirements, assists with application procedures, and supports prospective students through their transition to college life, ensuring a smooth and welcoming introduction to FSW.

Athletics -

The Athletics Department at FSW supports student-athletes by providing opportunities to compete at a high level while pursuing academic and personal success. The department offers comprehensive support services, access to quality coaching and facilities, and promotes leadership, teamwork, and community engagement. Through its programs, FSW Athletics contributes to campus life and fosters a culture of excellence both on and off the field.

Adaptive Services -

The Office of Adaptive Services at FSW supports students with disabilities by providing accommodations and services to ensure equal access to educational opportunities. This includes offering assistive technologies, coordinating with faculty, and providing individualized support to help students achieve academic success.

Student Transitions -

The Student Transitions department assists students in adjusting to college life, particularly during key transition periods such as the first year or transfer into the college. This department provides orientation programs, support services, and resources to help students integrate into the college community and succeed academically.

Residence Life -

The Residence Life department at FSW manages on-campus housing and creates a supportive living environment for students. This includes organizing residential programs, providing resources for academic and personal growth, and fostering a sense of community among residents.

Testing Services -

FSW's Testing Services provides secure, professional testing environments to support student success and academic integrity. The department offers placement testing, proctored exams, certification assessments, and accommodations for students with documented needs—ensuring access and equity across all campuses.

Glossary of Terms

Academic Support

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

Account

A descriptive heading under which similar financial transactions are grouped.

Accrual Basis

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

Adjunct Professor

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

Bond

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

BUC Card

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

Budget Adjustment

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

Capital Budget

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

Capital Outlay

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

Compliance Assist

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

Contingency

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

Consumer Price Index

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

Credit Hour

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

Glossary of Terms

Debt Service Funds

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

Endowment Fund

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

Exempt Employees

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

First Year Experience

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

Fiscal Year

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

Fringe Benefits

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

Full Time Equivalent (FTE)

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

Restricted Fund

The restricted fund is used to account for funds that have restrictions on their use. The purpose of the funds is determined by the donors or sponsoring agency. The revenues for the restricted fund come largely from federal Grants/Contracts, State of Florida Grants/Contracts, Local Grants/Contracts and Private Gifts/Grants.

Retention

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

Supplies and Services

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

State Appropriations

Revenue received by the College from the State of Florida.

Student Tuition and Fees

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

Glossary of Terms

| <u>Acronym</u> | <u>Description</u> |
|----------------|---|
| AA | Associate in Arts Degree |
| AAA | Rate for lowest risk of default securities |
| AAAm | Money Market Fund rating category |
| AAm | Money Market Fund rating category |
| ADA | Americans with Disabilities Act |
| AIMR | Association of Investment Management and Research |
| AS | Associate in Science Degree |
| AY | Academic Year |
| B&W | Black and White |
| BAS | Bachelor of Applied Science Degree |
| BBMANN | Barbara B. Mann Performing Arts Hall Funds |
| BS | Bachelor of Science Degree |
| CAAHEP | Commission on Accreditation of Allied Health Education Programs College |
| CCC | Credit Certificates |
| CCPF | Community College Program Funding |
| CFR | Code of Federal Regulation |
| CI | Capital Improvement |
| CLC | Collegiate Licensing Company |
| CLEP | College Level Examination Program |
| CMO | College Mortgage Obligation |
| CoAEMSP | Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions |
| CPI | Consumer Price Index |
| CUPA | College and University Professional Association of Human Resources |
| EIFS | Exterior Insulation Finishing System |
| EMS | Emergency Medical Services |
| FEFP | Florida Education Finance Program |
| FLSA | Florida Labor Standards |
| FRS | Florida Retirement System |
| FS | Florida Statute |
| FSEOG | Federal Supplemental Educational Opportunity Grant |
| FSW | Florida SouthWestern State College |
| FSW-FF | Florida SouthWestern State College Faculty Federation |
| FT | Full Time |
| FTE | Full Time Equivalents |
| FY | Fiscal Year |
| FYE | First Year Experience |
| GAA | General Appropriation Act |
| GASB | Governmental Accounting Standards Board |
| HEERF | Higher Education Emergency Relief |
| HOPE | Helping Others Pursue Education |
| HVAC | Heating, Ventilating and Air Conditioning |
| IEP | Individualized Education Program |
| IO | Interest Only |
| IT | Information Technology |
| JROTC | Junior Reserve Officer Training Corps |

Glossary of Terms

| <u>Acronym</u> | <u>Description</u> |
|----------------|--|
| LED | Light-emitting diode |
| LGIP30D | Local Government Investment Pool All 30 Day rate |
| LIBOR | London Interbank Offered Rate |
| Mgt | Management |
| NE | Non-Exempt for overtime provisions |
| OPS | Other Professional Services |
| PECO | Public Education Capital Outlay |
| PELL | Originally known as Basic Educational Opportunity Grant, named after U.S. Senator Claiborne Pell |
| PO | Principal Only |
| PSAV | Post-Secondary Adult Vocational |
| PT | Part Time |
| QEP | Quality Enhancement Plan |
| SACSCOC | Southern Association of Colleges and Schools Commission on Colleges |
| SBE | State Board of Education |
| SGA | Student Government Association |
| SOD | Sum of Digits (maintenance, repairs and services) |
| SREF | State Requirements for Educational Facilities |
| SS | State Statute |