



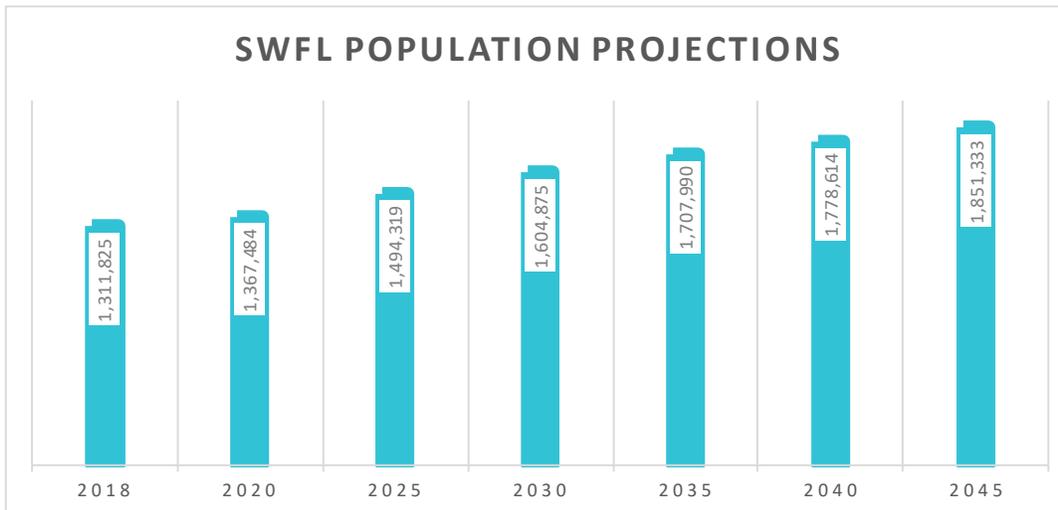
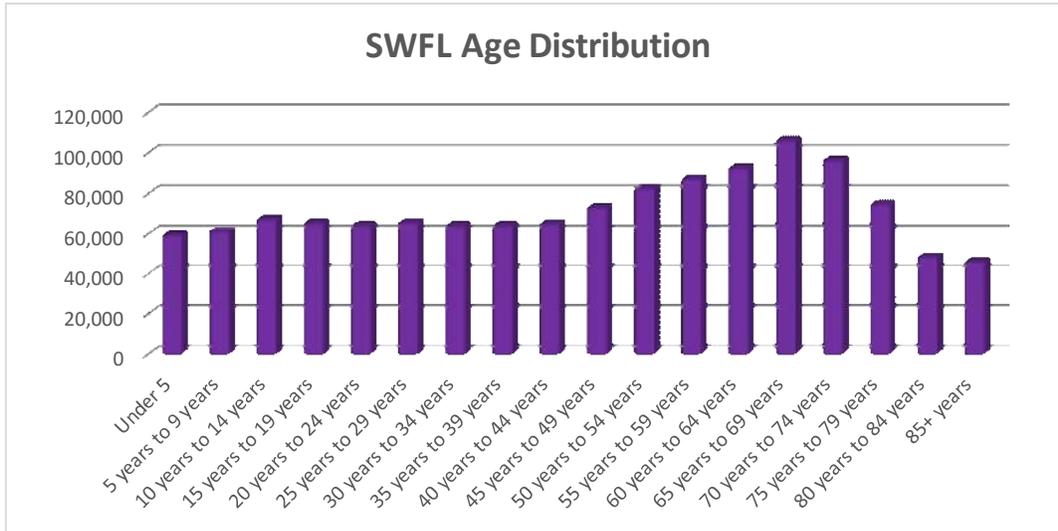
Supplemental Information

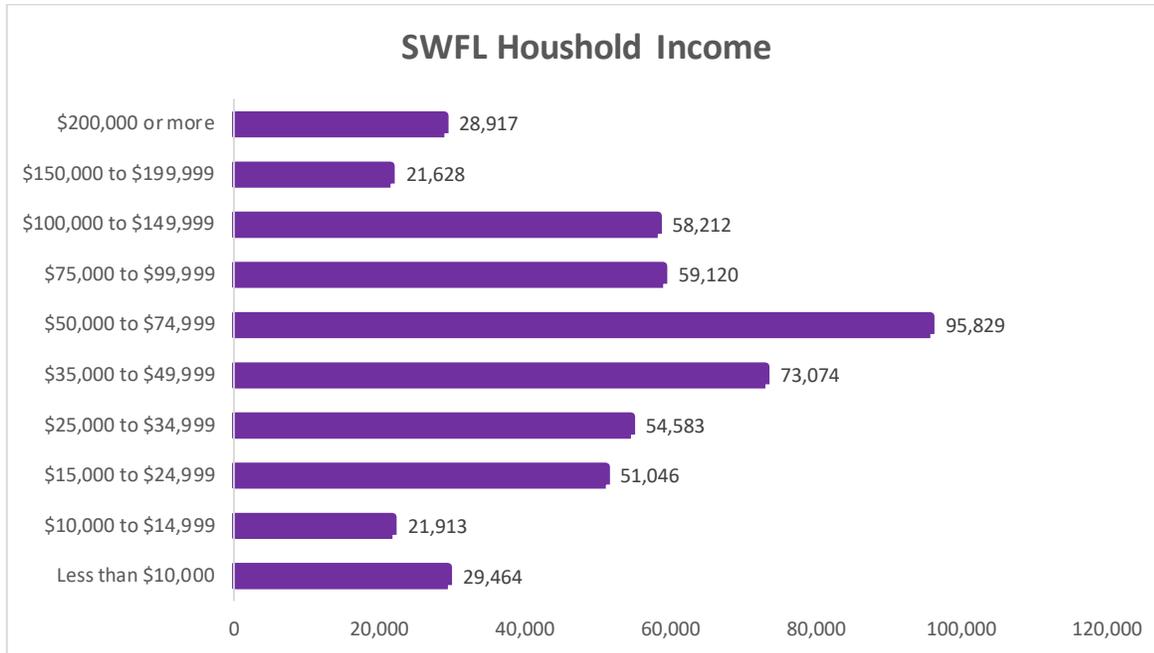
Florida SouthWestern State College

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SWFL Area Statistics





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

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

Unpacking Program Enrollments: Fall 2021

Table 1.

Florida SouthWestern State College: Top 10 Enrolled Programs

Program Title	Rank Change Fall 2020 to Fall 2021	Percent of Total Fall 2021 Enrollment*	Student Count
1. AA General Studies	=	70.9%	10426
2. AS Nursing	=	3.7%	541
3. AS Business Admin/Management	=	2.9%	425
4. BAS Supervision & Management	=	2.3%	339
5. BS Nursing	=	1.6%	240
6. BS Elementary Education	+1	1.2%	182
7. AS Science & Engineering Technology	-1	1.2%	182
8. AS Criminal Justice Technology	+1	1.2%	178
9. AS Emergency Medical Service Technology	-1	1.1%	162
10. AS Computer Prog & Analysis	=	1.0%	144

Source: AS_Student_Enrollment Summary 202210

*Fall 2021 Total Enrollment = 14,714

For the third year in a row, the Top 10 Enrolled Programs at Florida SouthWestern State College continued to be AA General Studies, AS Nursing, AS Business Administration and Management, BAS Supervision and Management, BS Elementary Education, BS Nursing, AS Science & Engineering Technology, AS Criminal Justice Technology, AS Emergency Medical Service Technology, and AS Computer Programming and Analysis. AA General Studies made up 70.9% of the total Fall 2021 enrollment with the other 9 programs making up anywhere from 1.0% to 3.7%. AA General Studies, AS Nursing, AS Business Administration and Management, BAS Supervision and Management, BS Nursing, and AS Computer Programming and Analysis maintained their rankings from the previous Fall. The AS Criminal Justice Technology and AS Emergency Medical Services Technology, and the BS Elementary Education and AS Science and Engineering Technology programs swapped ranks.

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

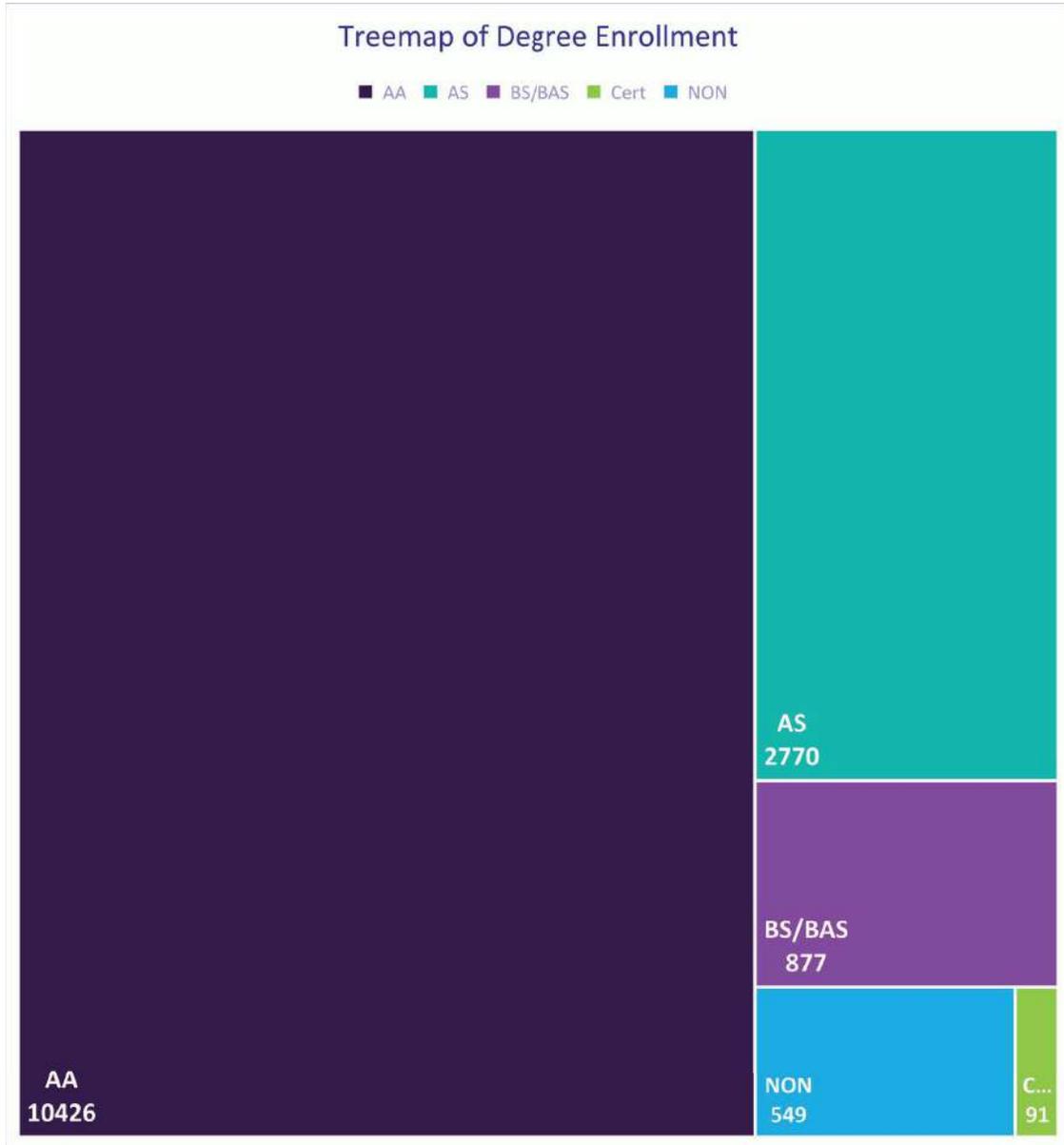


Figure 1 depicts the number of students enrolled in each type of degree, including AA, AS, BAS, BS, CCC, PSAV, PSCV, as well as Non-Degree seeking students. Associate in Arts has the largest representation with 10,426 students. All Associate in Science programs had a combined student enrollment of 2,770, while Bachelor level programs had a combined enrollment of 877. Certificate programs had a combined enrollment of 91. There were 549 students identified as non-degree seeking.

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

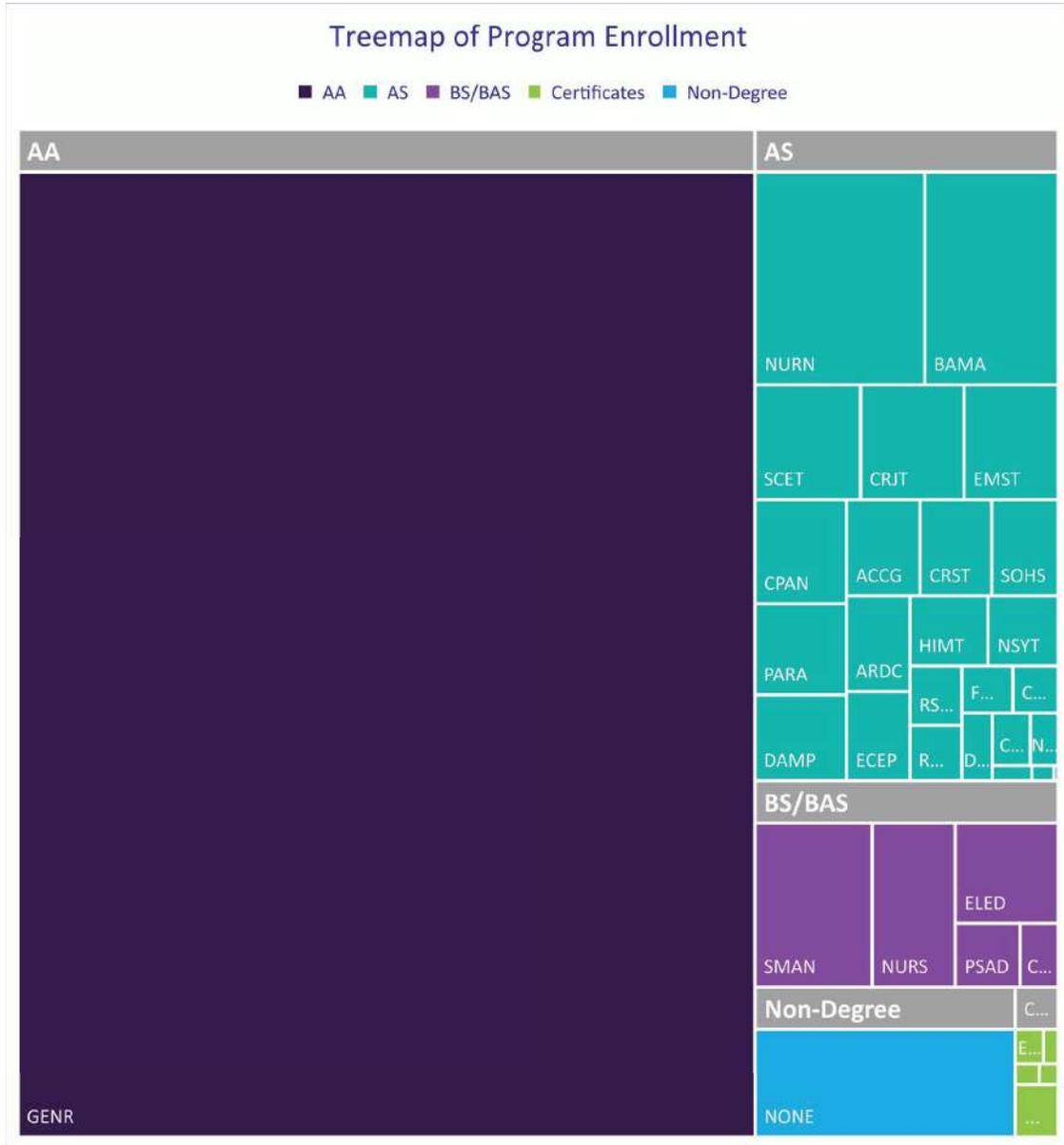


Figure 2 depicts enrollment by programs grouped by degree type. The AS program with the largest enrollment was AS Nursing with 541 students. The BAS program with the largest enrollment was BAS Supervision and Management with 339 students. The Certificate program with the largest enrollment was PSVC EMTB with 19 students.

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

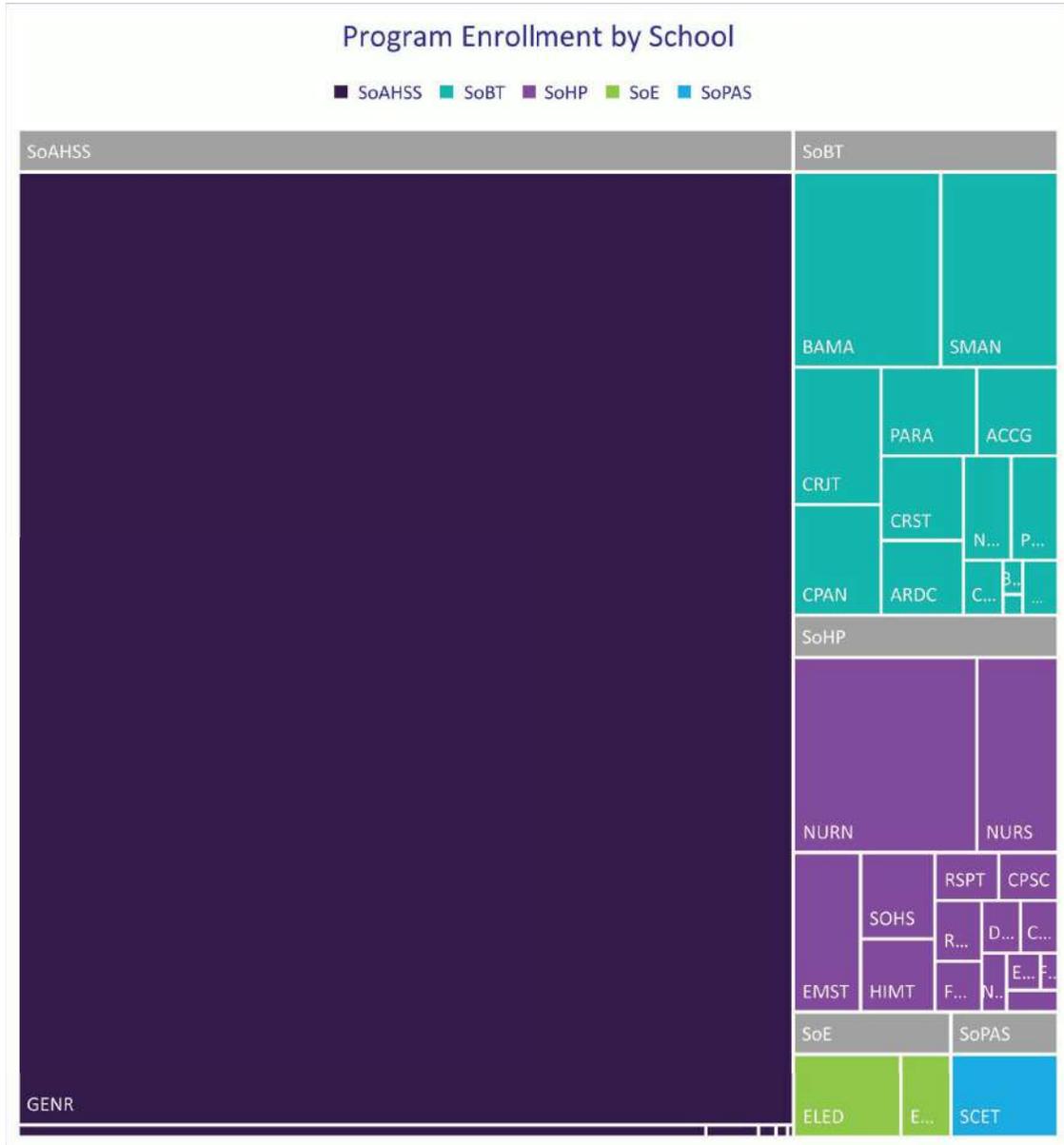


Figure 3 depicts program enrollment by school. The School of Arts Humanities and Social Sciences had the highest enrollment with a total of 10,559 students. The School of Business and Technology came in second highest with 1,737 students. The School of Health Professions had a total enrollment of 1,419 students, The School of Education had 267 students, and The School of Pure and Applied Sciences had 182 students.

Figure 4a.
Florida SouthWestern State College: Treemap of Program Enrollments by Opportunity Category

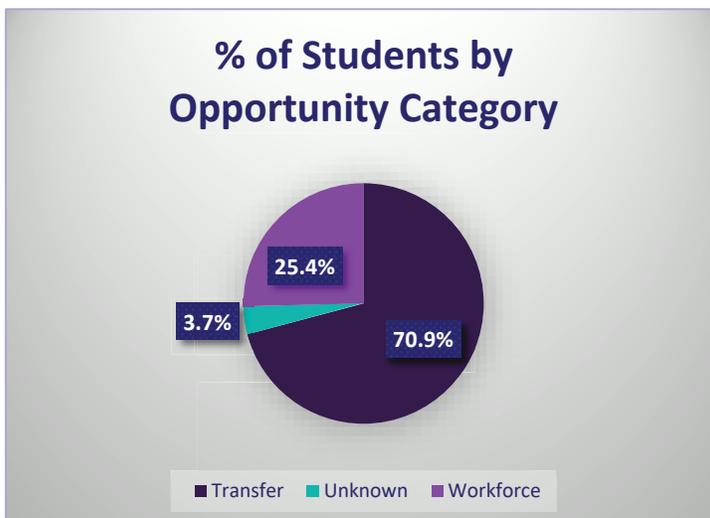
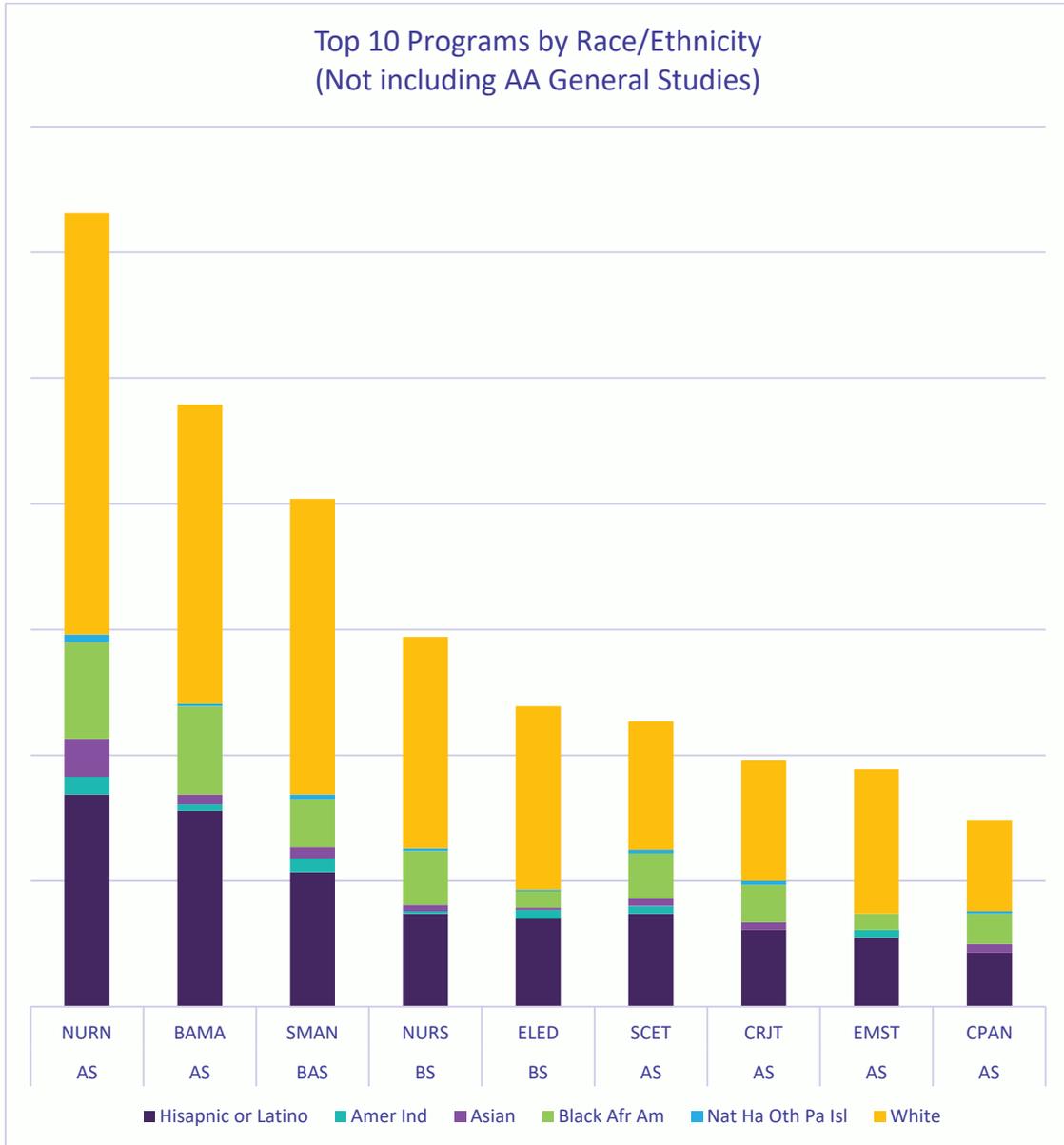


Figure 4b

Figures 4a. and 4b. depict student enrollment by opportunity category. 10,426 or 70.9% of students were enrolled in a transfer degree program. A total of 3,738 or 25.4% of students were enrolled in workforce degree programs. 549 or 3.7% of students were categorized as unknown due to their non-degree seeking status.

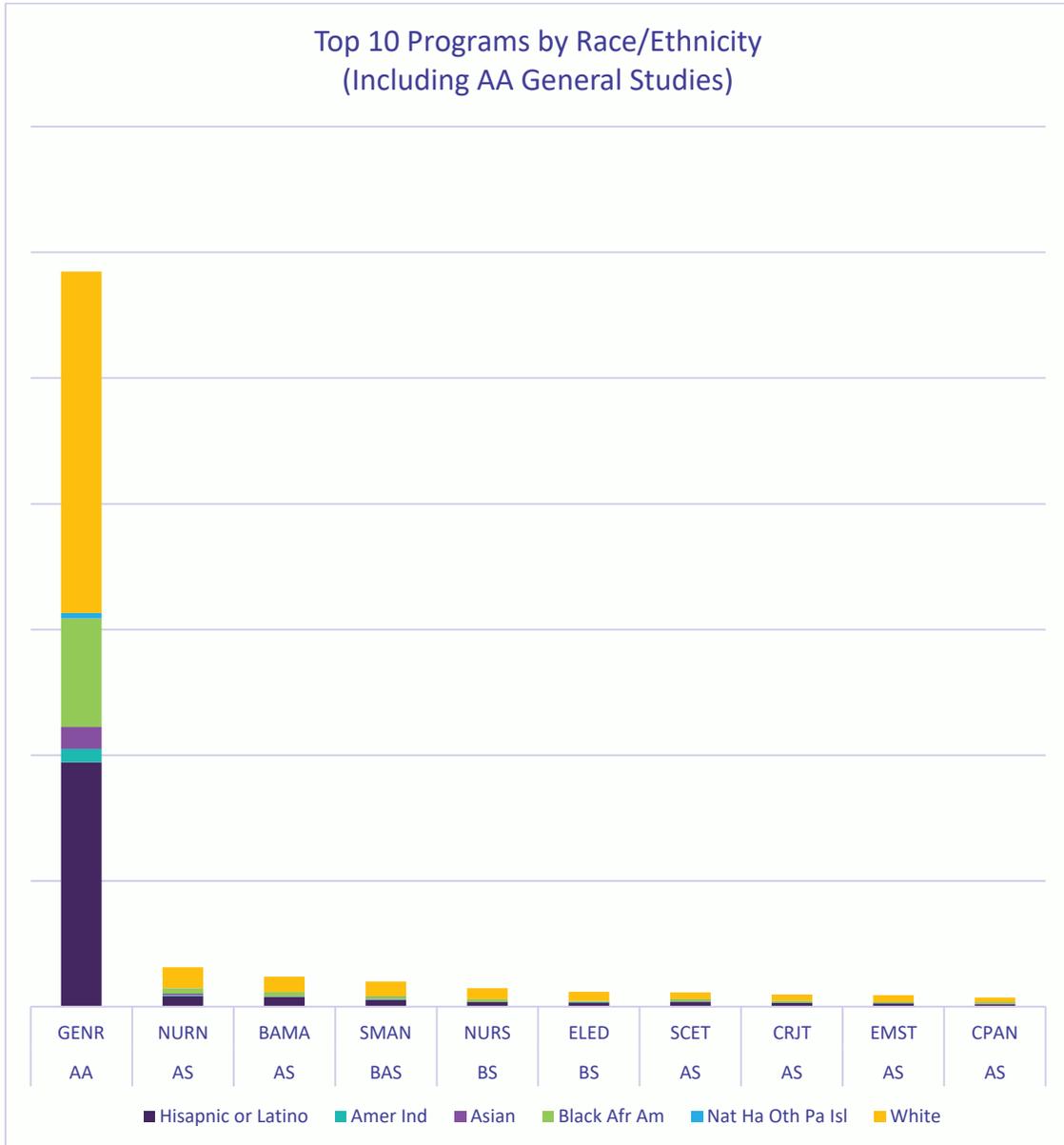
Figure 5a.
 Florida SouthWestern State College: Top 10 Programs by Race/Ethnicity (Headcount)



**Does not include AA General Education*

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

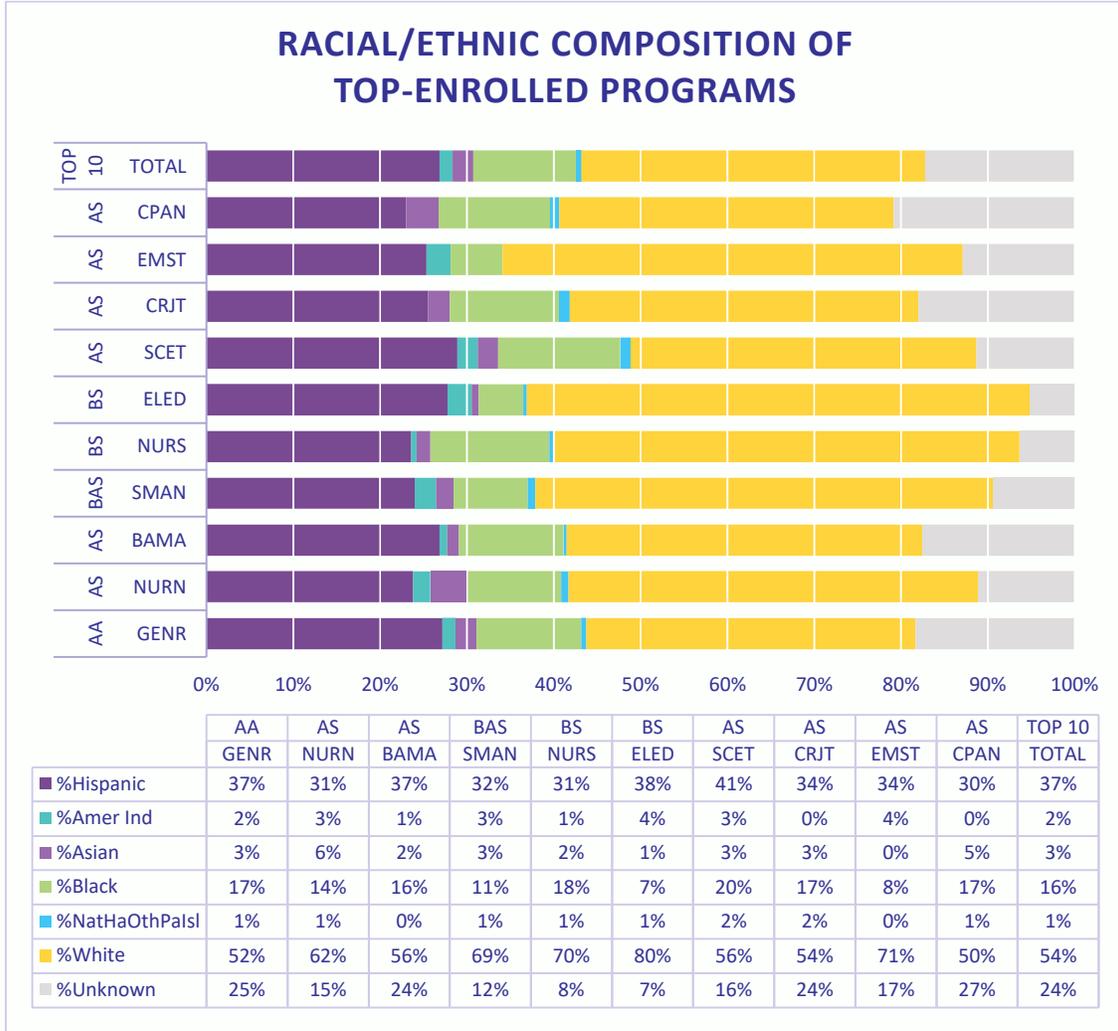
Figure 5b.
 Florida SouthWestern State College: Top 10 Programs by Race/Ethnicity (Headcount)



**Including AA General Education*

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

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



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

Figure 6 depicts the percentage of each ethnicity/race that make up the total student enrollment. The overall percentages of the Top 10 programs combined can be found at the top of the chart and the right of the table. This percentage can be used to compare the percentages of each program to determine if an ethnicity or race is underrepresented in a specific program. For example, 16% of students enrolled in the Top 10 programs are black. Individual programs that have less than 16% black students are AS Nursing, BAS Supervision and Management, BS Elementary Education, and AS Emergency Medical Service Technology.

Table 2.
Florida SouthWestern State College: Information on Top Enrolled Programs (Headcount)

Degree/ Major	Total Student Count	Average Age	Average GPA	Count of GENDER F	Count of FGIC	Count of PELL	Count of FTIC
AA	10426	21	2.8	6835	3984	3392	2139
GENR	10426	21	2.8	6835	3984	3392	2139
AS	1630	26	2.9	951	894	640	257
NURN	541	29	3.4	443	293	216	7
BAMA	425	24	2.4	212	241	173	121
SCET	182	24	2.9	123	95	77	22
CRJT	178	25	2.7	78	97	66	46
EMST	162	24	2.8	69	95	47	33
CPAN	144	24	2.5	26	73	61	28
BAS	339	30	3.0	221	189	126	5
SMAN	339	30	3.0	221	189	126	5
BS	422	28	3.3	373	229	156	
NURS	240	30	3.3	211	133	56	
ELED	182	26	3.3	162	96	100	
Grand Total	12819	22	2.8	8380	5296	4314	2401

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

Table 3.
Florida SouthWestern State College: Information on Top Enrolled Programs (Percentage)

Program Title	Stud. Count	% Black	% Hispanic	% White	% Female	% PELL	% FTIC	% FGIC
1. AA General Studies	10426	17%	37%	52%	66%	33%	21%	38%
2. AS Nursing	541	14%	31%	62%	82%	40%	1%	54%
3. AS Business Admin/Management	425	16%	37%	56%	50%	41%	28%	57%
4. BAS Supervision & Management	339	11%	32%	69%	65%	37%	1%	56%
5. BS Nursing	240	18%	31%	70%	88%	23%	0%	55%
6. BS Elementary Education	182	7%	38%	80%	68%	42%	12%	52%
7. AS Science & Engineering Technology	182	20%	41%	56%	89%	55%	0%	53%
8. AS Criminal Justice Technology	178	17%	34%	54%	44%	37%	26%	54%
9. AS Emergency Medical Service Technology	162	8%	34%	71%	43%	29%	20%	59%
10. AS Computer Prog & Analysis	144	17%	30%	50%	18%	42%	19%	51%

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

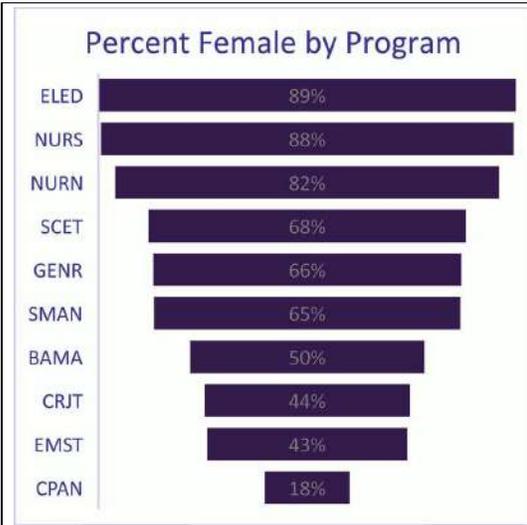


Figure 7a.
Florida SouthWestern State College:
Percent Female by Program

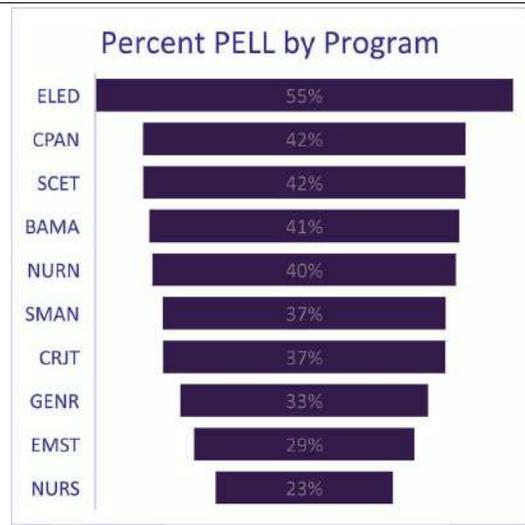


Figure 7b.
Florida SouthWestern State College:
Percent PELL by Program

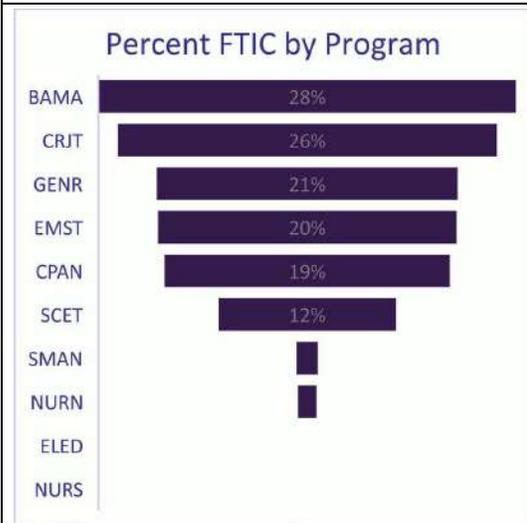


Figure 7c.
Florida SouthWestern State College:
Percent FTIC by Program

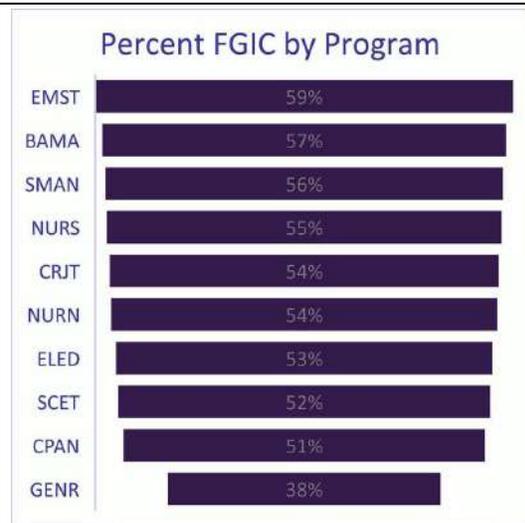


Figure 7d.
Florida SouthWestern State College:
Percent FGIC by Program

Figures 7a.-7d. shows the percentage of students enrolled in each of the Top 10 programs, with BS Elementary Education having the highest percentage of female students at 89% and PELL recipients at 55%. AS Business Administration and Management has the highest percentage of first time in college students. AS Emergency Medical Services Technology has the highest percentage of first generation in college students.

Figure 8.
Florida SouthWestern State College: Top Enrolled Programs Fall 2020 v. Fall 2021

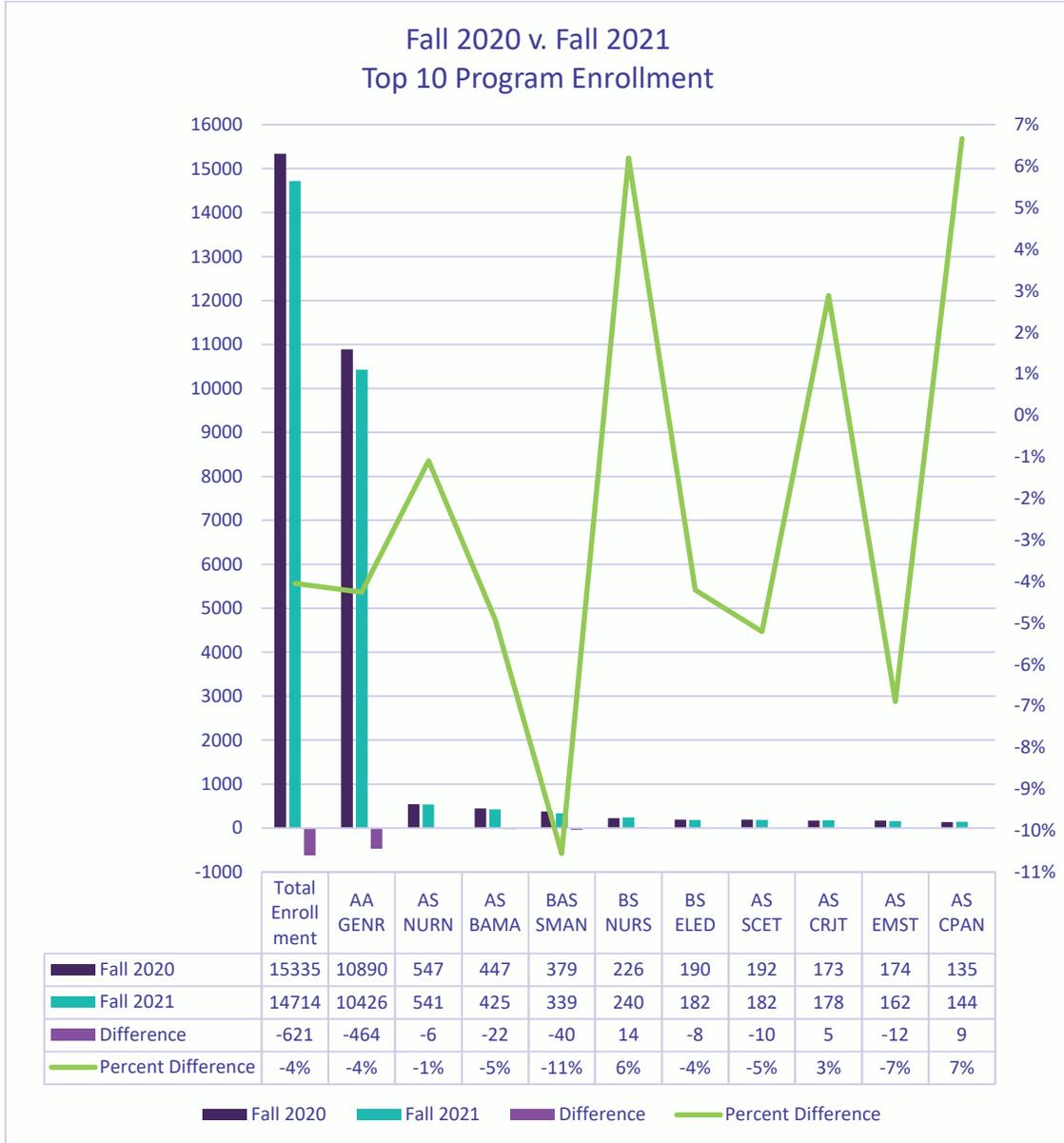


Figure 8 depicts a comparison of the Top 10 enrolled programs in Fall 2020 to those in Fall 2021. Overall, Florida SouthWestern State College had an 4% decrease in enrollment. The largest decrease was in BAS Supervision and Management with an 11% drop in enrollment. The largest increase was in AS Computer Programming and Analysis with a 7% increase in enrollment.



Tuition and Fees

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

Resident Student Fees per Credit Hour

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

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

	Lower Level Credit Programs	Upper Level Credit Programs	Career Certificate & Applied Technology 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
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Fees

TESTING FEES

CLEP Administrative Fee	\$25.00
Placement Test, Other FL Colleges/Universities	\$25.00
Test Proctoring, Other Colleges/Universities	\$40.00

CERTIFICATION FEES

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

APPLICATION FEES

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

OTHER FEES

Student Access/ID Fee (New)	\$30.00
Student Access/ID Fee (Replacement)	\$15.00
Short-Term Loan Application Fee (non-refundable)	\$20.00
Tuition Installment Plan - Process Fee (non-refundable)	\$5.00
Dental Clinic Fee - Adult	\$50.00
Dental Clinic Fee - Child	\$30.00
Dental Clinic Periodontal Checkup - Adult	\$10.00
Dental Clinic Fee - Sealant	\$5.00
Distance Learning (Per Credit Hour)	\$15.00
Parking Fine	\$15.00
Parking Fine- Handicapped	\$50.00
Parking Fee (Per Credit Hour)**	\$2.00
** Not applicable to FSW Online Courses	
Convenience Fee	\$6.00
Transcript Request (each)	\$5.00
Return Check Fee	\$30.00
Lost Library Materials	Replacement Cost
Laptop Kiosk Checkout - Overdue Fine	\$5/hour (up to \$120 max)
Lost or Replacement Laptop Fee (charged after 48 hours)	\$850

School of Health Professions

CVT	1800L	Cardiovascular Pre Practicum I	\$75.00	EMS	2648	Paramedic Field Experience - Prog Insurance	\$10.00
CVT	1801L	Cardiovascular Pre Practicum II	\$75.00	EMS	2648	Paramedic Field Experience	\$225.00
CVT	1800L	Cardiovascular Prepracticum Program Insurance	\$10.00	FFP	0030C	Firefighter I Minimum Standards	\$850.00
CVT	2420C	Invasive Cardiology I	\$40.00	FFP	0031C	Firefighter I Minimum Standards	\$850.00
* CVT	2805C	Cardiovascular Intervention Pre-Practicum	\$58.00	NUR	2244L	Complex Health Prob Clinical	\$400.00
CVT	2840L	Cardiovascular Technology Program Insurance	\$10.00	NUR	2244L	Complex Health Prob Clinical - (Sim Lab)	\$65.00
CVT	2840L	Cardiovascular Practicum II	\$40.00	NUR	2941L	Clinical Preceptorship	\$400.00
CVT	2841L	Cardiovascular Practicum III	\$40.00	RET	1275C	Clinical Care Techniques - Program Insurance	\$10.00
* CVT	2842L	Cardiovascular Practicum IV	\$46.00	RET	1275C	Clinical Care Techniques	\$275.00
DEH	1002L	Dental Hygiene Preclinical	\$410.00	* RET	1275C	Clinical Care Techniques (Sim Lab)	\$65.00
DEH	1802L	Dental Hygiene II Clinical	\$410.00	RET	1832L	Clinical Practicum I	\$325.00
DEH	2702L	Community Dental Health Lab	\$410.00	* RET	2234C	Respiratory Care I	\$200.00
DEH	2804L	Dental Hygiene III Clinical	\$410.00	* RET	2234C	Respiratory Care I (Sim Lab)	\$65.00
DEH	2806L	Dental Hygiene Program Insurance	\$10.00	RET	2254C	Respiratory Care Therapeutics	\$200.00
DEH	2806L	Dental Hygiene IV Clinical	\$410.00	RET	2264L	Respiratory Care II	\$150.00
DEH	2808L	Dental Hygiene V Clinical	\$410.00	RET	2264L	Respiratory Care II - (Sim Lab)	\$65.00
DES	1020C	Dental Anatomy	\$410.00	RET	2714	NeoNatal Pediatrics (Sim Lab)	\$65.00
DES	1100C	Dental Hygiene Program Insurance	\$10.00	RET	2874L	Clinical Practicum II	\$560.00
DES	1100C	Dental Materials	\$410.00	RET	2874L	Respiratory Care Program Insurance	\$10.00
DES	1200C	Dental Radiology	\$410.00	RET	2875L	Clinical Practicum III	\$575.00
DES	2832C	Expanded Functions Lab	\$410.00	RET	2876L	Clinical Practicum IV	\$200.00
EMS	2661	Paramedic Field Internship	\$225.00	RTE	1503L	Radiographic Positioning I Lab	\$200.00
EMS	2119L	Fundamentals of EMS Care Lab	\$340.00	RTE	1503L	Radiologic Tech. Program Insurance	\$10.00
EMS	2421	EMT Practicum Insurance	\$10.00	RTE	1804	Radiology Practicum I	\$200.00
EMS	2421L	EMT Practicum	\$340.00	RTE	1814	Radiology Practicum II	\$200.00
EMS	2600L	Intro to Paramedics Lab	\$275.00	RTE	1824	Radiologic Tech. Program Insurance	\$10.00
EMS	2601L	Paramedic Lab I	\$375.00	RTE	1824	Radiology Practicum III	\$200.00
EMS	2602L	Paramedic Laboratory II	\$375.00	RTE	2834	Radiology Practicum IV	\$200.00
EMS	2602L	Paramedic Laboratory II - (Sim Lab)	\$65.00	RTE	2844	Radiology Practicum V	\$200.00
EMS	2646	Paramedic Clinical Experience	\$225.00				

School of Pure and Applied Sciences

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

School of Education

CHD	1120	Infant/Toddler Development	\$5.00
CHD	1134	Management of Early Childhood Learning	\$5.00
CHD	1135	Understanding Young Children	\$5.00
CHD	1220	Intro to Child Development	\$5.00
CHD	1332	Creative Experiences for the Young Child	\$15.00
CHD	2324	Early Childhood Language Arts/Reading	\$5.00
EDE	3315	Math in the Elementary Classroom	\$10.00
EDE	4223	Integrated Music Art Movement	\$10.00
EDE	4940	Final Internship, Elementary Education	\$300.00
EDF	2005	Introduction to the Teaching Profession	\$10.00
EDF	2085	Introduction to Diversity for Educators	\$10.00
EDF	3214	Human Development and Learning	\$5.00
EDG	3410	Classroom Mgmt & Comm	\$5.00
EDG	3620	Curriculum and Instruction	\$25.00
EEC	1000	Foundations in Early Childhood Education	\$5.00
EEC	1003	Introduction to School Age Child Care	\$5.00
EEC	1202	Principles of Early Childhood	\$5.00
EEC	1603	Positive Guidance Behavior Management	\$5.00
EEC	1946	Early Childhood Practicum	\$25.00
EEC	1947	Early Childhood Practicum II	\$25.00
EEC	2521	Administration of Child Care Centers	\$20.00
EEX	1013	Special Needs in Early Childhood	\$5.00
EME	2040	Intro to Educational Technology	\$5.00
RED	4519	Diag & Intervention Reading	\$25.00

School of Arts, Humanities and Social Sciences

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

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

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

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

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

School of Business and Technology

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

*Denotes Revised Fee

Course Fee Changes
Effective July 1, 2022

Eliminated Courses/Fees

Course Number	Course Title	Current Fee	Proposed Fee	Fee Change
CVT 2421C	Invasive Cardiology II	\$40	\$0	(\$40)
EDE 4226C	Integrated Social Science, Lang. Arts, Literature	\$100	\$0	(\$100)
EDE 4304C	Integrated Math and Science	\$100	\$0	(\$100)
HIM 1000	Intro to Health Info Management	\$50	\$0	(\$50)
HIM 2253	Basic CPT-4 Coding	\$50	\$0	(\$50)
HIM 2724	Basic ICD-10 Coding	\$50	\$0	(\$50)
HIM 2729	Advanced Coding and Reimbursement	\$50	\$0	(\$50)
HIM 2813	Professional Practice Experience II	\$50	\$0	(\$50)
HIM 2940	Professional Practice Experience III	\$20	\$0	(\$20)
HUS 2905	Directed Individual Study	\$155	\$0	(\$155)
LAE 3324C	Middle Grades Practicum I: Composition	\$69	\$0	(\$69)
LAE 3326C	Middle Grades Practicum II: Literature	\$69	\$0	(\$69)
LAE 4940	Internship in Middle Grades Language Arts	\$300	\$0	(\$300)
MAE 3320C	Teach MS Math w/Practicum	\$65	\$0	(\$65)
MAE 3321	Teaching Geometry in Middle School w/Practicum	\$69	\$0	(\$69)
MAE 3823C	Teaching Algebra in Middle School w/Practicum	\$69	\$0	(\$69)
MAE 4330C	Special Methods Teaching High School Math	\$69	\$0	(\$69)
MAE 4940	Final Internship, Secondary Education Math	\$300	\$0	(\$300)
MAE 4943	Internship: Middle Grades Mathematics Education	\$300	\$0	(\$300)
NUR 1020L	Health & Wellness Clinical	\$400	\$0	(\$400)
NUR 1020L	Health & Wellness Clinical - (Sim Lab)	\$65	\$0	(\$65)
NUR 1025L	Health & Wellness Practicum	\$400	\$0	(\$400)
NUR 1025L	Health & Wellness Practicum - (Sim Lab)	\$65	\$0	(\$65)
NUR 1034L	Health to Illness Clinical	\$400	\$0	(\$400)
NUR 1034L	Health to Illness Clinical - (Sim Lab)	\$65	\$0	(\$65)
NUR 1214L	Health to Illness Practicum	\$400	\$0	(\$400)
NUR 1214L	Health to Illness Practicum - (Sim Lab)	\$65	\$0	(\$65)
NUR 2033L	Health Alterations Clinical	\$400	\$0	(\$400)
NUR 2033L	Health Alterations Clinical - (Sim Lab)	\$65	\$0	(\$65)
NUR 2440L	Child & Women's Health Clinic	\$400	\$0	(\$400)
NUR 2440L	Child & Women's Health Clinic - (Sim Lab)	\$65	\$0	(\$65)
SCE 3320C	Spec Methods Teaching Middle School Science	\$69	\$0	(\$69)
SCE 3326C	Special Methods Teaching High School Science	\$69	\$0	(\$69)
SCE 3362C	Methods Teach HS Sci W Pract	\$69	\$0	(\$69)
SCE 3420C	Teach Physical Science in Mid School w/Practicum	\$69	\$0	(\$69)
SCE 4940	Final Internship Secondary Education Biology	\$300	\$0	(\$300)
SCE 4943	Internship: Middle Grades Science Education	\$300	\$0	(\$300)

Course Fee Decreases

Course Number	Course Title	Current Fee	Proposed Fee	Fee Change
CVT 2805C	Cardiovascular Intervention Pre-Practicum	\$75	\$58	(\$17)
CVT 2842L	Cardiovascular Practicum IV	\$75	\$46	(\$29)
RET 2876L	Clinical Practicum IV	\$450	\$200	(\$250)
RET 2874L	Clinical Practicum II	\$700	\$560	(\$140)
RET 2875L	Clinical Practicum III	\$700	\$575	(\$125)

Wage & Salary Schedule

2022-2023



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/Equity Officer: Lauren Frasser; Room K-242; 8099 College Parkway SW, Fort Myers, FL 33919; (239) 489-9253; Equity@fsw.edu. FSW online anonymous reporting www.fsw.edu/report. Inquiries/complaints can be filed with the Title IX Coordinator/Equity 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, and who are excited about providing excellent educational experiences for Florida SouthWestern State College students.

Staff

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

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

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

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

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

Adopted by District Board of Trustees 4/22/08

WAGE AND SALARY SCHEDULE INTRODUCTION

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

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

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

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

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

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

EXECUTIVE/ADMINISTRATOR SALARY SCHEDULE

Executives

Job Code	Title	Minimum
3850	Chief Human Resources & Organizational Development Officer	\$112,472.00
1120	Chief of Staff	\$112,472.00
3858	Executive Director, FSW Foundation	\$112,472.00
3936	Executive Director, Marketing and Media	\$112,472.00
3909	General Counsel and Government Relations Liaison	\$112,472.00
1000	President*	---
3771	Provost	\$112,472.00
3958	Vice President, Information Technology/Chief Information Officer (CIO)	\$112,472.00
4025	Vice President, Institutional Advancement and Executive Director of the FSW Foundation	\$112,472.00
3912	Vice President of Operations/Chief Financial Officer	\$112,472.00
4007	Vice President, Student Affairs	\$112,472.00
3772	Vice Provost, Academic Affairs	\$112,472.00
3877	Vice Provost, Workforce Programs	\$112,472.00

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

College Administrators

Job Code	Title	Minimum	Maximum
4008	Associate Vice President, Enrollment Services	\$95,000.00	\$145,800.00
3867	Senior Director, Development & Major Gifts	\$95,000.00	\$145,800.00
3778	Assistant Vice President, Budget & Financial Planning	\$90,000.00	\$145,800.00
3797	Assistant Vice President, Institutional Research, Assessment, and Effectiveness	\$90,000.00	\$145,800.00
4009	Assistant Vice President, Student Success	\$90,000.00	\$145,800.00
3914	Assistant Vice Provost, Online Learning	\$90,000.00	\$145,800.00
3765	Campus Director	\$90,000.00	\$145,800.00
3822	Chief of Police	\$85,000.00	\$139,944.00
2154	Dean, School of Arts, Humanities and Social Sciences	\$85,000.00	\$139,944.00
2153	Dean, School of Business and Technology	\$85,000.00	\$139,944.00
2127	Dean, School of Education and Charter Schools	\$85,000.00	\$139,944.00
2106	Dean, School of Health Professions	\$85,000.00	\$139,944.00
2100	Dean, School of Pure and Applied Sciences	\$85,000.00	\$139,944.00
T063	Director, Application Development and Administration	\$85,000.00	\$139,944.00
3088	Director, Auxiliary Services	\$85,000.00	\$139,944.00
3828	Director, Facilities Management and Construction	\$85,000.00	\$139,944.00
3782	Director, Finance and Accounting	\$85,000.00	\$139,944.00
2315	Director, Hendry/Glades Center	\$85,000.00	\$139,944.00
3990	Director, Payroll Services	\$85,000.00	\$139,944.00
3988	Executive Director, Continuing Professional Education	\$85,000.00	\$139,944.00
3210	Registrar	\$85,000.00	\$139,944.00
2151	Associate Dean, Nursing Programs	\$80,000.00	\$131,712.00
3617	Director, Academic Advising	\$80,000.00	\$131,712.00
3193	Director, Admissions	\$80,000.00	\$131,712.00

Job Code	Title	Minimum	Maximum
4004	Director, Learning Technologies	\$80,000.00	\$131,712.00
3993	Director, Online Teaching and Learning Experience	\$80,000.00	\$131,712.00
3222	Director, Student Financial Aid	\$80,000.00	\$131,712.00
3994	Director, Budget	\$75,000.00	\$123,480.00
4028	Director, Honors Scholar Program and Center for Undergraduate Research & Creativity (CURC)	\$75,000.00	\$123,480.00
3859	Director, Library Services	\$75,000.00	\$123,480.00
3945	Director, Quality Enhancement Plan (QEP)	\$75,000.00	\$123,480.00
3718	Director, Strategic Initiatives	\$75,000.00	\$123,480.00
2150	Associate Dean, Arts, Humanities, and Social Sciences	\$70,000.00	\$115,248.00
3819	Chief Development Officer, Foundation	\$70,000.00	\$115,248.00
3818	Chief Operations Officer, Foundation	\$70,000.00	\$115,248.00
2140	Director, Housing and Residence Life	\$70,000.00	\$115,248.00
3667	Director, Student Engagement and Retention Initiatives	\$70,000.00	\$115,248.00
4006	Sr. Director, Health Professions Administration and Simulation Education	\$70,000.00	\$115,248.00
2112	Associate Dean, School of Business and Technology	\$65,000.00	\$107,016.00
3745	Director, International Education	\$65,000.00	\$107,016.00
3813	Director, Marketing and Media	\$65,000.00	\$107,016.00
3964	Director, Risk Management	\$65,000.00	\$107,016.00
3957	Director, Student Affairs	\$65,000.00	\$107,016.00
3889	Senior Associate Director, SFA	\$65,000.00	\$107,016.00
3396	Director, Academic Support Programs	\$60,000.00	\$98,784.00
3764	Director, Accelerated Pathways Programs	\$60,000.00	\$98,784.00
4016	Director, CARE Services	\$60,000.00	\$98,784.00
3076	Director, Exhibitions and Collections	\$60,000.00	\$98,784.00
3201	Director, Procurement Services	\$60,000.00	\$98,784.00

PROFESSIONAL AND CAREER SERVICE STAFF

Professional and career service staff positions at Florida SouthWestern State College are assigned a pay grade with corresponding salary ranges as outlined below. *Employees in part-time regular positions are limited to working no more than 25 hours per week and do not receive benefits except those required by statute or regulation.

Pay Grade	Minimum	Midpoint	Maximum
30	\$60,000.00	\$78,000.00	\$98,784.00
29	\$55,879.41	\$72,643.24	\$91,999.87
28	\$52,716.42	\$68,531.35	\$86,792.31
27	\$50,206.12	\$65,267.95	\$82,659.34
26	\$47,815.35	\$62,159.96	\$78,723.19
25	\$45,538.43	\$59,199.96	\$74,974.46
24	\$43,369.93	\$56,380.91	\$71,404.26
23	\$41,304.70	\$53,696.11	\$68,004.05
22	\$39,337.81	\$51,139.15	\$64,765.76
21	\$37,464.58	\$48,703.95	\$61,681.68
20	\$35,568.00	\$46,384.72	\$58,744.46
19	\$33,981.48	\$44,175.92	\$55,947.10
18	\$32,363.31	\$42,072.31	\$53,282.96
17	\$30,822.20	\$40,068.86	\$50,745.67
16	\$29,354.48	\$38,160.77	\$48,329.21
15	\$27,956.64	\$36,343.64	\$46,027.82
14	\$26,300.00	\$34,190.00	\$42,477.12
13	\$25,150.00	\$32,695.00	\$39,760.56
12	\$24,150.00	\$31,395.00	\$36,220.80

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

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

* Salaries listed for professional and career service staff are based on a 243 duty day calendar, unless otherwise noted. Exempt employee salaries are calculated at 1,944 hours per year (243 duty days x 8 hours/day), yet the expectation for exempt employees is that work may be required beyond the 243 duty day calendar and 8 hour day. Non-exempt employee salaries are 1,822.5 hours per year (243 duty days x 7.5 hours/day). Non-exempt employees will be paid for all hours worked and receive overtime pay for hours worked over 40 in a workweek (Monday-Sunday). Overtime for non-exempt employees requires supervisory approval.

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Access Services Assistant	4014	NE	14	\$26,300.00	\$42,477.12
Access Services Associate	4012	NE	15	\$27,956.64	\$46,027.82
Access Services Coordinator	3918	E	22	\$39,337.81	\$64,765.76
Accountant I	3661	E	20	\$35,568.00	\$58,744.46
Accountant II	3806	E	24	\$43,369.93	\$71,404.26
Accounting Specialist	4477	NE	19	\$33,981.48	\$55,947.10
Accounts Payable Specialist I	3660	NE	16	\$29,354.48	\$48,329.21
Accounts Payable Specialist II	3807	NE	18	\$32,363.31	\$53,282.96
Accounts Payable Supervisor	3502	E	23	\$41,304.70	\$68,004.05
Accounts Receivable Collections Specialist****	3775	E	19	\$33,981.48	\$55,947.10
Accounts Receivable Specialist I	3727	NE	16	\$29,354.48	\$48,329.21
Accounts Receivable Specialist II****	3726	E	18	\$32,363.31	\$53,282.96
Accreditation Manager	3908	NE	23B	\$47,798.40	\$63,104.08
Administrative Assistant****	3465	E	16	\$29,354.48	\$48,329.21
Administrative Coordinator, Academic Affairs	3800	E	25	\$45,538.43	\$74,974.46
Administrative Coordinator, Operations & Contracts	3823	E	25	\$45,538.43	\$74,974.46
Administrative Coordinator, Student Affairs	3681	E	25	\$45,538.43	\$74,974.46
Administrative Coordinator, Workforce Programs	3398	E	25	\$45,538.43	\$74,974.46
Admissions Counselor I	3442	E	20	\$35,568.00	\$58,744.46
Admissions Counselor II	3885	E	22	\$39,337.81	\$64,765.76
Admissions Processing Specialist I	4121	NE	14	\$26,300.00	\$42,477.12
Admissions Processing Specialist II	3752	NE	16	\$29,354.48	\$48,329.21
Admissions Processing Supervisor	3976	E	22	\$39,337.81	\$64,765.76
Adult Learner Services Coordinator	3950	E	26	\$47,815.35	\$78,723.19
Assistant Bursar, Student Account Services	3524	E	23	\$41,304.70	\$68,004.05

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Assistant Coach	3592	E	22	\$39,337.81	\$64,765.76
Assistant Director, Academic Advising	3897	E	27	\$50,206.12	\$82,659.34
Assistant Director, Accounting Services	4104	E	30	\$60,000.00	\$98,784.00
Assistant Director, Adaptive Services	3749	E	26	\$47,815.35	\$78,723.19
Assistant Director, Auxiliary Services	3523	E	28	\$52,716.42	\$86,792.31
Assistant Director, Campus Student Engagement	3611	E	23	\$41,304.70	\$68,004.05
Assistant Director, Event Services	3712	E	28	\$52,716.42	\$86,792.31
Assistant Director, Financial Services	3900	E	30	\$60,000.00	\$98,784.00
Assistant Registrar	3979	E	24	\$43,369.93	\$71,404.26
Associate Access Services Coordinator	3919	NE	16	\$29,354.48	\$48,329.21
Associate Director, Academic Advising	3439	E	29	\$55,879.41	\$91,999.87
Associate Director, Admissions	3272	E	26	\$47,815.35	\$78,723.19
Associate Director, Auxiliary Services	3939	E	30	\$60,000.00	\$98,784.00
Associate Director, Campus Operations, Student Financial Aid	3890	E	30	\$60,000.00	\$98,784.00
Associate Director, Community Standards and Residence Education	3977	E	28	\$52,716.42	\$86,792.31
Associate Director, Enrollment Communications and Systems	3954	E	28	\$52,716.42	\$86,792.31
Associate Director, Event Services	3940	E	30	\$60,000.00	\$98,784.00
Associate Director, New Student Programming	3843	E	28	\$52,716.42	\$86,792.31
Associate Registrar, Student Records	3987	E	25	\$45,538.43	\$74,974.46
Associate Registrar, Systems and Reporting	3944	E	25	\$45,538.43	\$74,974.46
Athletic Trainer	3905	E	22	\$39,337.81	\$64,765.76
Budget Analyst	3331	E	22	\$39,337.81	\$64,765.76
Bursar	3499	E	30	\$60,000.00	\$98,784.00
Campus Grounds Maintenance Lead	3941	NE	19	\$33,981.48	\$55,947.10
Campus Police Coordinator	3878	NE	18	\$32,363.31	\$53,282.96

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Campus Police Officer /School Resource Officer (SRO)***	4155	NE	20B	\$41,350.40	\$59,779.88
Capital Planning & Design Specialist	3844	E	29	\$55,879.41	\$91,999.87
Captain, Public Safety	3792	E	30	\$60,000.00	\$98,784.00
CARE Coordinator	4013	E	26	\$47,815.35	\$78,723.19
Career Services Specialist	4021	NE	18	\$32,363.31	\$53,282.96
Classification and Compensation Specialist	3984	E	22	\$39,337.81	\$64,765.76
Clinical Coordinator	3283	E	24	\$43,369.93	\$71,404.26
Clinical Coordinator, Nursing*	3581	E	26	\$47,815.35	\$78,723.19
Clinical Coordinator I, Nursing Simulation*	3906	E	26	\$47,815.35	\$78,723.19
Clinical Instructor/Placement Coordinator (School of Education)	3809	E	29	\$55,879.41	\$91,999.87
Clinical/Simulation Coordinator, CVT*	3978	E	26	\$47,815.35	\$78,723.19
Communications and Promotions Coordinator, Operations Division	4018	E	23	\$41,304.70	\$68,004.05
Community Service Technician***	4160	NE	14B	\$30,139.20	\$45,314.64
Compensation Analyst	3966	E	23	\$41,304.70	\$68,004.05
Construction Manager/Building Official	3112	E	30	\$60,000.00	\$98,784.00
Continuing Professional Education Coordinator, Workforce Programs****	3972	E	17	\$30,822.20	\$50,745.67
Controller, Foundation	3886	E	30	\$60,000.00	\$98,784.00
Coordinator, Academic Affairs	3955	E	23	\$41,304.70	\$68,004.05
Coordinator, Academic Affairs – Collier Campus	3565	E	20	\$35,568.00	\$58,744.46
Coordinator, Academic Support Programs	3689	E	20	\$35,568.00	\$58,744.46
Coordinator, Admissions Outreach Communications and Systems	3952	E	24	\$43,369.93	\$71,404.26
Coordinator, Arena Events and Operations	3714	E	23	\$41,304.70	\$68,004.05
Coordinator, Assessment, Accountability and Effectiveness	3746	E	24	\$43,369.93	\$71,404.26
Coordinator, Business Services and Student Success for Intercollegiate Athletics	4017	E	25	\$45,538.43	\$74,974.46
Coordinator, Campus Experience	3953	E	24	\$43,369.93	\$71,404.26

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Coordinator, Campus Student Engagement	3612	E	20	\$35,568.00	\$58,744.46
Coordinator, Firefighter Program	3406	E	25	\$45,538.43	\$74,974.46
Coordinator, Fitness and Campus Recreation	3713	E	23	\$41,304.70	\$68,004.05
Coordinator, Grants and Assessments	3868	E	24	\$43,369.93	\$71,404.26
Coordinator, Health Professions	3960	E	22	\$39,337.81	\$64,765.76
Coordinator, Housing and Residence Life	3670	E	20	\$35,568.00	\$58,744.46
Coordinator, Institutional Research	3869	E	24	\$43,369.93	\$71,404.26
Coordinator, Institutional Research & Reporting	3916	E	25	\$45,538.43	\$74,974.46
Coordinator, Investigative Institutional Research	4019	E	24	\$43,369.93	\$71,404.26
Coordinator, New Student Programming	3842	E	22	\$39,337.81	\$64,765.76
Coordinator, Retention and Student Success	3249	E	23	\$41,304.70	\$68,004.05
Coordinator, School of Education****	3810	E	19	\$33,981.48	\$55,947.10
Coordinator, Veterans and Military Services	3881	E	25	\$45,538.43	\$74,974.46
Coord., Workforce Initiatives	3934	E	23	\$41,304.70	\$68,004.05
Corporate Training and Simulation Coordinator, Health Professions	4023	E	20	\$35,568.00	\$58,744.46
Dental Clinic Assistant	4482	NE	14	\$26,300.00	\$42,477.12
Dental Clinic Manager/Instructor	3903	E	24	\$43,369.93	\$71,404.26
Dental Clinic Supervisor	4103	E	30	\$60,000.00	\$98,784.00
Director, Adaptive Services	3466	E	30	\$60,000.00	\$98,784.00
Director, Career Services and Internship	3895	E	26	\$47,815.35	\$78,723.19
Director, Corporate Sponsorships	3639	E	24	\$43,369.93	\$71,404.26
Director, Corporate Training & Simulation Education, School of Health Professions	4022	E	30	\$60,000.00	\$98,784.00
Director, Development	3111	E	26	\$47,815.35	\$78,723.19
Director, Emergency Services	4024	E	30	\$60,000.00	\$98,784.00
Director, Facilities Planning and Space Management	3824	E	30	\$60,000.00	\$98,784.00

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Director, Teaching and Learning Center	3761	E	30	\$60,000.00	\$98,784.00
Director, Testing Services	3075	E	30	\$60,000.00	\$98,784.00
Electronic Resources Coordinator	3971	E	21	\$37,464.58	\$61,681.68
Employment and Engagement Specialist	3826	E	21	\$37,464.58	\$61,681.68
Employment and Engagement Specialist II	4026	E	24	\$43,369.93	\$71,404.26
Employee Relations/Deputy Title IX Coordinator	3980	E	25	\$45,538.43	\$74,974.46
EMS Support Specialist	3835	NE	16	\$29,354.48	\$48,329.21
Event Services Specialist	3716	E	20	\$35,568.00	\$58,774.46
Executive Assistant****	3460	E	18	\$32,363.31	\$53,282.96
Executive Assistant/Project Coordinator	3873	E	26	\$47,815.35	\$78,723.19
Exhibitions and Collections Specialist****	3651	E	18	\$32,363.31	\$53,282.96
Facilities Coordinator	3444	E	22	\$39,337.81	\$64,765.76
Facilities Quality Control Manager	3947	E	24	\$43,369.93	\$71,404.26
Facilities Scheduler	3832	NE	19	\$33,981.48	\$55,947.10
Financial Aid Assistant I	4404	NE	13	\$25,150.00	\$39,760.56
Financial Aid Assistant II	3648	NE	15	\$27,956.64	\$46,027.82
Financial Aid Operations Officer	4015	NE	16	\$29,354.48	\$48,329.21
Financial Aid Specialist I	4337	NE	20	\$35,568.00	\$58,744.46
Financial Aid Specialist II	3644	E	22	\$39,337.81	\$64,765.76
Financial/Business Analyst	3854	E	23	\$41,304.70	\$68,004.05
Fiscal Specialist II, Foundation****	3849	E	19	\$33,981.48	\$55,947.10
Fitness and Intramural Specialist	3715	E	20	\$35,568.00	\$58,744.46
Fixed Asset/Construction Accountant	3992	E	24	\$43,369.93	\$71,404.26
Foundation Specialist I****	4150	E	16	\$29,354.48	\$48,329.21
Foundation Specialist II****	3690	E	19	\$33,981.48	\$55,947.10
Graphic Design Coordinator, Marketing and Media	3817	E	23	\$41,304.70	\$68,004.05

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Head Athletic Trainer**	3762	E	24	\$43,369.93	\$71,404.26
Head Coach **	3509	E	Varies	\$40,000.00	\$85,000.00
Human Resources Representative, Operations	3395	NE	17	\$30,822.20	\$50,745.67
Human Resources Specialist I	3352	E	20	\$35,568.00	\$58,774.46
Human Resources Specialist II	3673	E	22	\$39,337.81	\$64,765.76
Information Desk Associate	3911	NE	15	\$27,956.64	\$46,027.82
Instructional Assistant	4575	NE	14	\$26,300.00	\$42,477.12
Library Billing and Intralibrary Loan Associate	3985	NE	15	\$27,956.64	\$46,027.82
Library eReserves Associate	4011	NE	15	\$27,956.64	\$46,027.82
Library Technology Systems Specialist	3734	NE	19	\$33,981.48	\$55,947.10
Lieutenant, Public Safety	3504	E	28	\$52,716.42	\$86,792.31
Maintenance Manager	3829	E	29	\$55,879.41	\$91,999.87
Maintenance Specialist I	3995	NE	19	\$33,981.48	\$55,947.10
Maintenance Specialist II	3996	E	22	\$39,337.81	\$64,765.76
Manager, Facilities and Small Projects	3831	E	29	\$55,879.41	\$91,999.87
Marketing and Communications Coordinator, Student Affairs	3921	E	23	\$41,304.70	\$68,004.05
Media Coordinator, Marketing and Media	3815	E	23	\$41,304.70	\$68,004.05
Office Assistant	4473	NE	12	\$24,150.00	\$36,220.80
Operations Associate, Teaching and Learning Center	3787	NE	13	\$25,150.00	\$39,760.56
Payroll Specialist I	4187	NE	20	\$35,568.00	\$58,744.46
Payroll Specialist II	3974	E	22	\$39,337.81	\$64,765.76
Payroll Supervisor	3975	E	24	\$43,369.93	\$71,404.26
Procurement Specialist I	3820	NE	17	\$30,822.20	\$50,745.67
Procurement Specialist II	3821	NE	19	\$33,981.48	\$55,947.10
Program Coordinator	4029	E	30	\$60,000.00	\$98,784.00
Program Coordinator, EMS	3789	E	30	\$60,000.00	\$98,784.00

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Program Director	3230	E	29	\$55,879.41	\$91,999.87
Program Director, AS CVT	3935	E	30	\$60,000.00	\$98,784.00
Program Director, BSN	3738	E	30	\$60,000.00	\$98,784.00
Program Director, Human Services	3902	E	29	\$55,879.41	\$91,999.87
Program Specialist, Center for International Education	3780	E	20	\$35,568.00	\$58,744.46
Program Support Specialist	3372	NE	17	\$30,822.20	\$50,745.67
Receiving and Distribution Clerk I	3997	NE	14	\$26,300.00	\$42,477.12
Receiving and Distribution Supervisor*	4171	E	20	\$35,568.00	\$58,744.46
Records Coordinator	3683	E	22	\$39,337.81	\$64,765.76
Records Specialist	3983	NE	14	\$26,300.00	\$42,477.12
Recruiting and Advising Specialist, SOE	3625	E	26	\$47,815.35	\$78,723.19
Registration and Information Specialist, FSWCHS-Lee	3872	E	20	\$35,568.00	\$58,744.46
Registration and Information Specialist, FSWCHS-Charlotte	4010	E	20	\$35,568.00	\$58,744.46
Registration Manager	3943	E	22	\$39,337.81	\$64,765.76
Registration Specialist I	4203	NE	14	\$26,300.00	\$42,477.12
Registration Specialist II	3659	NE	18	\$32,363.31	\$53,282.96
Residence Life Specialist	3073	NE	14	\$26,300.00	\$42,477.12
School Counselor, FSWCHS	6302/6502	E	25	\$45,538.43	\$74,974.46
Science Lab Manager	3379	E	20	\$35,568.00	\$58,744.46
Science Lab Technician	4440	NE	16	\$29,354.48	\$48,329.21
Senior Coordinator, Academic Scheduling	3932	E	25	\$45,538.43	\$74,974.46
Senior Coordinator, Academic Support Programs	3882	E	24	\$43,369.93	\$71,404.26
Senior Coordinator, International Student Services	3805	E	26	\$47,815.35	\$78,723.19
Senior Coordinator, Testing Services	3951	E	23	\$41,304.70	\$68,004.05
Senior Director, Development	3388	E	30	\$60,000.00	\$98,784.00
Senior Financial Aid Officer	3891	E	24	\$43,369.93	\$71,404.26

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Senior Financial Aid Officer, Athletics, Scholarships, and State Programs	3802	E	25	\$45,538.43	\$74,974.46
Senior Foundation Specialist	3766	E	21	\$37,464.58	\$61,681.68
Senior Human Resources Manager, Classification & Compensation	3970	E	27	\$50,206.12	\$82,659.34
Senior Human Resources Manager, Employee Benefits & Talent Acquisition	3968	E	27	\$50,206.12	\$82,659.34
Senior Human Resources Manager, Operations	3967	E	27	\$50,206.12	\$82,659.34
Senior Information Desk Associate	3887	NE	16	\$29,354.48	\$48,329.21
Senior Staff Assistant	4465	NE	15	\$27,956.64	\$46,027.82
Sergeant, Public Safety ***	3326	NE	23B	\$47,798.40	\$63,104.08
Simulation Technology Specialist*	3839	E	25	\$45,538.43	\$74,974.46
Sports Information Director	3602	E	22	\$39,337.81	\$64,765.76
Staff Assistant	4470	NE	14	\$26,300.00	\$42,477.12
Student Account Services Supervisor	3776	E	21	\$37,464.58	\$61,681.68
Student Account Specialist	3774	NE	15	\$27,956.64	\$46,027.82
Student Engagement and CARE Services Coordinator	3888	E	22	\$39,337.81	\$64,765.76
Student Services and Testing Representative	3595	NE	14	\$26,300.00	\$42,477.12
Student Services Specialist	4510	NE	14	\$26,300.00	\$42,477.12
Student Success Advisor I	3653	E	23	\$41,304.70	\$68,004.05
Student Success Advisor II	3654	E	26	\$47,815.35	\$78,723.19
Student Success Advisor II, Adaptive Services	3838	E	26	\$47,815.35	\$78,723.19
Student Success Advisor II, Intercollegiate Athletics	3674	E	26	\$47,815.35	\$78,723.19
Student Success Advisor II, International	3696	E	26	\$47,815.35	\$78,723.19
Student Success Advisor II, School of Business and Technology	3965	E	26	\$47,815.35	\$78,723.19
Student Success Advisor I, School of Health Professions	3701	E	23	\$41,304.70	\$68,004.05

Job Title	Job Code	FLSA	Pay Grade	Minimum	Maximum
Student Success Advisor II, School of Health Professions	3702	E	26	\$47,815.35	\$78,723.19
Student Support Specialist, Hendry Glades Center	3794	E	22	\$39,337.81	\$64,765.76
Supervisor, Facilities Maintenance (Collier)	3833	E	21	\$37,464.58	\$61,681.68
Supervisor, Facilities Maintenance and Operations (Charlotte and HGC)	3830	E	23	\$41,304.70	\$68,004.05
Test Proctor	3731	NE	12	\$24,150.00	\$36,220.80
Test Proctor, Outreach	3998	NE	12	\$24,150.00	\$36,220.80
Testing Specialist I	4350	NE	14	\$26,300.00	\$42,477.12
Testing Specialist II	3946	NE	17	\$30,822.20	\$50,745.67
Title IX Coordinator/Equity Officer	3529	E	25	\$45,538.43	\$74,974.46
Transfer Transcript Evaluator I	4355	NE	15	\$27,956.64	\$46,027.82
Transfer Transcript Evaluator II	3698	NE	17	\$30,822.20	\$50,745.67
Travel and P-Card Specialist	3991	E	20	\$35,568.00	\$58,744.46
Veterans and Military Services Specialist	3880	E	20	\$35,568.00	\$58,744.46
Videographer/Graphic Designer/Storyteller	3845	E	24	\$43,369.93	\$71,404.26

*Indicates 10.5-month position

**Indicates non-Administrator position on contract

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

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

IT Wage and Salary Schedule

Job Title	Job Code	Pay Grade/ Complexity*	FLSA	Developmental	Proficient	Master
Application Development Specialist I	T015	TB010	E	\$37,000 - \$38,999	\$39,000 - \$40,999	\$41,000 - \$42,999
Application Development Specialist II	T018	TB030	E	\$43,000 - \$44,999	\$45,000 - \$46,999	\$47,000 - \$48,999
Application Development Specialist III	T021	TB050	E	\$49,000 - \$50,999	\$51,000 - \$52,999	\$53,000 - \$54,999
Application Support Analyst I	T051	TD040	E	\$70,000 - \$73,999	\$74,000 - \$77,999	\$78,000 - \$81,999
Application Support Analyst II	T056	TD070	E	\$82,000 - \$85,999	\$86,000 - \$89,999	\$89,999 - \$93,999
Application Support Analyst III	T057	TD080	E	\$94,000 - \$96,999	\$97,000 - \$100,999	\$101,000 - \$104,999
Applications Support Specialist I	T022	TC010	E	\$45,000 - \$48,999	\$49,000 - \$52,999	\$53,000 - \$56,999
Applications Support Specialist II	T032	TC040	E	\$57,000 - \$60,999	\$61,000 - \$64,999	\$65,000 - \$68,999
Applications Support Specialist III	T041	TC060	E	\$69,000 - \$72,999	\$73,000 - \$76,999	\$77,000 - \$79,999
Applications Systems Administrator I	T046	TD010	E	\$60,000 - \$62,999	\$63,000 - \$65,999	\$66,000 - \$69,999
Applications Systems Administrator II	T049	TD030	E	\$70,000 - \$72,999	\$73,000 - \$75,999	\$76,000 - \$79,999
Applications Systems Administrator III	T054	TD060	E	\$80,000 - \$82,999	\$83,000 - \$85,999	\$86,000 - \$89,999
Assistant Director, Application Development	T052	TD050	E	\$70,000 - \$76,999	\$77,000 - \$87,999	\$88,000 - \$104,999
Assistant Director, Technology Services	T031	TC030	E	\$55,000 - \$57,999	\$58,000 - \$69,999	\$70,000 - \$84,999
Assistant Director, Web Applications	T048	TD020	E	\$60,000 - \$65,999	\$66,000 - \$74,999	\$75,000 - \$89,999
Coordinator, Accessibility & LMS Administration	T028	TC020	E	\$45,000 - \$48,999	\$49,000 - \$52,999	\$53,000 - \$57,999
Coordinator, Instructional Design	T027	TC020	E	\$45,000 - \$48,999	\$49,000 - \$52,999	\$53,000 - \$57,999
Coordinator, Technology Refresh	T017	TB020	E	\$37,000 - \$39,999	\$40,000 - \$42,999	\$43,000 - \$45,999
Coordinator, Technology Services	T029	TC020	E	\$45,000 - \$48,999	\$49,000 - \$52,999	\$53,000 - \$57,999

Job Title	Job Code	Pay Grade/ Complexity*	FLSA	Developmental	Proficient	Master
Coordinator, Technology Support Services	T030	TC020	E	\$45,000 - \$48,999	\$49,000 - \$52,999	\$53,000 - \$57,999
Database Administrator, Lead	T058	TE010	E	\$80,000 - \$91,667	\$91,668 - \$103,335	\$103,336 - \$115,000
Digital Communications Technology Analyst I	T023	TC010	E	\$45,000 - \$48,999	\$49,000 - \$52,999	\$53,000 - \$56,999
Digital Communications Technology Analyst II	T033	TC040	E	\$57,000 - \$60,999	\$61,000 - \$64,999	\$65,000 - \$68,999
Digital Technology Communications Analyst III	T042	TC060	E	\$69,000 - \$72,999	\$73,000 - \$76,999	\$77,000 - \$79,999
Director, Network Systems & Infrastructure	T059	TE010	E	\$80,000 - \$91,667	\$91,668 - \$103,335	\$103,336 - \$115,000
Director, Technology Services	T060	TE010	E	\$80,000 - \$91,667	\$91,668 - \$103,335	\$103,336 - \$115,000
Information Security Officer	T061	TE010	E	\$80,000 - \$91,667	\$91,668 - \$103,335	\$103,336 - \$115,000
Instructional Designer I	T024	TC010	E	\$45,000 - \$48,999	\$49,000 - \$52,999	\$53,000 - \$56,999
Instructional Designer II	T034	TC040	E	\$57,000 - \$60,999	\$61,000 - \$64,999	\$65,000 - \$68,999
Instructional Designer III	T043	TC060	E	\$69,000 - \$72,999	\$73,000 - \$76,999	\$77,000 - \$79,999
Instructional Technologist I	T001	TA010	NE	\$35,000 - \$37,199	\$37,200 - \$39,399	\$39,400 - \$41,699
Instructional Technologist II	T006	TA030	E	\$41,700 - \$43,999	\$44,000 - \$46,499	\$46,500 - \$48,999
Instructional Technologist III	T010	TA040	E	\$49,000 - \$50,499	\$50,500 - \$52,999	\$53,000 - \$54,999
IT Operations Coordinator	T005	TA020	E	\$35,600 - \$39,499	\$40,000 - \$44,999	\$45,000-\$49,999
IT Project Manager	T053	TD050	E	\$70,000 - \$76,999	\$77,000 - \$87,999	\$88,000 - \$104,999
Manager, Technology Support Services	T065	TC025	E	\$50,000 - \$53,999	\$54,000 - \$59,999	\$60,000 - \$65,999
Network Administrator I	T025	TC010	E	\$45,000 - \$48,999	\$49,000 - \$52,999	\$53,000 - \$56,999
Network Administrator II	T035	TC040	E	\$57,000 - \$60,999	\$61,000 - \$64,999	\$65,000 - \$68,999
Network Administrator III	T044	TC060	E	\$69,000 - \$72,999	\$73,000 - \$76,999	\$77,000 - \$79,999
Network Systems Administrator I	T026	TC010	E	\$45,000 - \$48,999	\$49,000 - \$52,999	\$53,000 - \$56,999
Network Systems Administrator II	T036	TC040	E	\$57,000 - \$60,999	\$61,000 - \$64,999	\$65,000 - \$68,999
Network Systems Administrator III	T045	TC060	E	\$69,000 - \$72,999	\$73,000 - \$76,999	\$77,000 - \$79,999
Network Technician I	T002	TA015	E	\$35,600 - \$37,199	\$37,200 - \$39,399	\$39,400 - \$41,699

Job Title	Job Code	Pay Grade/ Complexity*	FLSA	Developmental	Proficient	Master
Network Technician II	T007	TA030	E	\$41,700 - \$43,999	\$44,000 - \$46,499	\$46,500 - \$48,999
Network Technician III	T011	TA040	E	\$49,000 - \$50,499	\$50,500 - \$52,999	\$53,000 - \$54,999
Programmer Analyst I	T047	TD010	E	\$60,000 - \$62,999	\$63,000 - \$65,999	\$66,000 - \$69,999
Programmer Analyst II	T050	TD030	E	\$70,000 - \$72,999	\$73,000 - \$75,999	\$76,000 - \$79,999
Programmer Analyst III	T055	TD060	E	\$80,000 - \$82,999	\$83,000 - \$85,999	\$86,000 - \$89,999
Sr. Coordinator, Accessibility & LMS Administration	T038	TC050	E	\$58,000 - \$61,999	\$62,000 - \$65,999	\$66,000 - \$69,999
Sr. Coordinator, Instructional Design	T037	TC050	E	\$58,000 - \$61,999	\$62,000 - \$65,999	\$66,000 - \$69,999
Sr. Coordinator, Technology Refresh	T020	TB040	E	\$46,000 - \$49,999	\$50,000 - \$52,999	\$53,000 - \$54,999
Sr. Coordinator, Technology Services	T039	TC050	E	\$58,000 - \$61,999	\$62,000 - \$65,999	\$66,000 - \$69,999
Sr. Coordinator, Technology Support Services	T040	TC050	E	\$58,000 - \$61,999	\$62,000 - \$65,999	\$66,000 - \$69,999
Sr. IT Operations Coordinator	T014	TA060	E	\$50,000 - \$54,999	\$55,000 - \$58,999	\$59,000 - \$62,999
Technology Services Specialist I	T003	TA010	NE	\$35,000 - \$37,199	\$37,200 - \$39,399	\$39,400 - \$41,699
Technology Services Specialist II	T008	TA030	NE	\$41,700 - \$43,999	\$44,000 - \$46,499	\$46,500 - \$48,999
Technology Services Specialist III	T012	TA050	E	\$49,000 - \$50,499	\$50,500 - \$52,999	\$53,000 - \$54,999
Technology Support Specialist I	T004	TA010	NE	\$35,000 - \$37,199	\$37,200 - \$39,399	\$39,400 - \$41,699
Technology Support Specialist II	T009	TA030	NE	\$41,700 - \$43,999	\$44,000 - \$46,499	\$46,500 - \$48,999
Technology Support Specialist III	T013	TA050	E	\$49,000 - \$50,499	\$50,500 - \$52,999	\$53,000 - \$54,999
Web Applications Developer I	T016	TB010	E	\$37,000 - \$38,999	\$39,000 - \$40,999	\$41,000 - \$42,999
Web Applications Developer II	T019	TB030	E	\$43,000 - \$44,999	\$45,000 - \$46,999	\$47,000 - \$48,999
Web Applications Developer III	T062	TB050	E	\$49,000 - \$50,999	\$51,000-\$52,999	\$53,000 - \$54,999

**FLORIDA SOUTHWESTERN STATE
COLLEGIATE HIGH SCHOOL**

**Wage and Salary Schedule
2022-2023**

Compensation Schedule

High School Principal (243 duty days)

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

Minimum Salary \$81,000.00

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

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

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

High School Counselor (211 duty days)

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

Minimum Salary \$47,500.00

High School Registration and Information Specialist (243 duty days)

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

Minimum Salary \$33,981.48

High School Student Support Assistant (243 duty days)

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

Minimum Salary \$26,300.00

High School Office Assistant (243 duty days)

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

Minimum Salary \$24,150.00

Compensation Schedule, continued

High School Administrative Assistant (243 duty days)

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

Minimum Salary \$29,354.48

High School Staff Assistant (243 duty days)

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

Minimum Salary \$26,300.00

High School Student Supervision Specialist (243 duty days)

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

Minimum Salary \$27,956.64

High School Student Assistant

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

See FSW College Compensation Plan

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

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

	<u>Per Class/Per Semester</u>
Bachelor’s Degree	\$2,250.00
Master’s Degree	\$2,500.00
Doctorate Degree	\$2,750.00

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

Substitutes

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

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

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

Supplemental Compensation

Major Club Sponsor

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

\$800.00 max/semester*

Academic/Service Club Sponsor

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

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

\$400.00 max/semester*

Special Interest Club Advisor

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

\$200.00 max/semester*

*May be prorated for partial semester service.

Staff Development or Student Supervision

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

Professional Academic Services

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

Homebound/Hospital Instruction

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

Advanced Degrees

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

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

Salary Increases

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

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

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

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":

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 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.

Job Code	Title	Minimum Rate
9092A	OPS College Temp	Varies
3633A	Assistant Coach, Intercollegiate Athletics	Varies; Nominal Fee Volunteer
9092A	Athletic Trainer, Intercollegiate Athletics	Varies
3632A	Camp Coach, Intercollegiate Athletics	Varies; Nominal Fee Volunteer
3920	Campus Police Officer Recruit	\$17.82
	Non-Student Assistants	\$10.00
9094A	Event Services Staff	
9106A	Intramural Official	
9108A	Intramural Scorekeeper	
9110A	Bartender	\$10.00
9109A	Intramural Supervisor	
9103A	Peak Partner (On-Call)	\$10.00
9107A	Personal Trainer (non-student)	\$12.00
9097A	Group Fitness Instructor	
PROCT	Test Proctor	\$12.50
9099A	FSW Blackbeard Mascot	\$15.00
4101A	Clinical Associate	\$22.00 (Varies by Department)
4180A	Clinical Associate, Dental Hygiene/ Radiology Tech	
4181A	Clinical Associate, Program/Nursing/Respiratory Care	
3597A	Clinical Associate, EMS	\$25.00
4106A	Instructor, Firefighter Program	\$25.00
9096A	Public Safety Detail Assignment	\$40.00
9106A	Human Resources - Professional Development Instructor	Varies
	Student Assistants	\$10.00
8100A	Student Assistant	
8103A	Event Services Staff	
8104A	Fitness Center Attendant I (student)	
8104A	Fitness Center Attendant II (student)	
8105A	Intramural Official (student)	
8101A	Intramural Scorekeeper (student)	
8100A	Work Study	
9203A	FSWCHS Student Assistant (Thomas Edison Campus)	
9094A	Concession Stand Worker/Supervisor	
	Student Assistant	\$11.15
8100A	Peer Advisor	
8100D	Student Peer Mentor	
	Student Assistant	\$12.00
8100A	Bartender, Event Services	
8101C	Intramural Supervisor	
8102A	Academic Support Peer Tutor	
	Student Assistant	\$12.00
8101E	Group Fitness Instructor	
8102E	Personal Trainer	
	Student Assistant	\$15.00
8100F	FSW Blackbeard Mascot	
8200A	Student Resident Advisor	Stipend

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

FULL-TIME FACULTY

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

Degree	Base Salary
Bachelor's Degree	\$46,770.06
Master's Degree	\$48,769.42
Master's Degree plus 30 approved Semester Hours beyond Master's or 45 approved Quarter Hours	\$50,766.96
Master's Degree plus 60 approved Semester Hours beyond Master's or 90 approved Quarter Hours or MFA when it is a terminal degree within field.	\$54,764.75
Doctorate	\$55,964.25

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

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

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

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

For 2019-2020, returning faculty member's contracted salary for nine (9) months (exclusive of any supplemental, substitute, overload, or unique or special contracts for instructional support services above and beyond the faculty member's usual contracted services to the College) will be increased by 3% on current salary effective August 12, 2019.

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

For 2020-2021, returning faculty member's contracted salary for nine (9) months (exclusive of any supplemental, substitute, overload, or unique or special contracts for instructional support services above and beyond the faculty member's usual contracted services to the College) will be increased by 2% on current salary August 12, 2020.

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

For 2021-2022, returning faculty member's contracted salary for nine (9) months (exclusive of any supplemental, substitute, overload, or unique or special contracts for instructional support services above and beyond the faculty member's usual contracted services to the College) will be increased by 2% on current salary effective August 12, 2021.

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

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

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

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

For 2019-2020, the Library Faculty member's 2019-2020 contracted salary for two hundred and eight (208) duty days (exclusive of any supplemental, substitute, overload, unique or special contracts for instructional support services above and beyond the faculty member's usual contracted services to the College) will be calculated as 208 x the average daily rate of pay for the 2018-2019 contract. This amount will also be increased by 3% on current salary effective July 1, 2019.

For 2020-2021, the Library Faculty member's 2020-2021 contracted salary for two hundred and eight (208) duty days (exclusive of any supplemental, substitute, overload, unique or special contracts for instructional support services above and beyond the faculty member's usual contracted services to the College) will be calculated as 208 x the average daily rate of pay for the 2019-2020 contract. This amount will also be increased by 2% on current salary effective July 1, 2020.

For 2021-2022, the Library Faculty member's 2021-2022 contracted salary for two hundred and eight (208) duty days (exclusive of any supplemental, substitute, overload, unique or special contracts for instructional support services above and beyond the faculty member's usual contracted services to the College) will be calculated as 208 x the average daily rate of pay for the 2020-2021 contract. This amount will also be increased by 2% on current salary effective July 1, 2021.

New Library Faculty and Counselors Assigned a Basic Contract of 208 Days

Salary Schedule Amount from Appendix B, Section A divided by 166 duty days (a daily rate of pay) x the total number of duty days to be worked (208 duty days).

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

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

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

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

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

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

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

Full-time professors will be paid \$125 per contact hour per student for Individualized Study. A maximum of \$2,400, is permitted per semester for a faculty member. (Note: \$200 will be paid to faculty who have only one (1) contact hour for a semester of individualized study.

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

I. Standing Committee Chairs - receive three (3) contact hours of reassigned time or overload pay equivalent to three (3) contact hours in both Fall and Spring Semesters. The respective Chairs may also receive 3 contact hours overload pay for work in the summer sessions.

J. Assessment Coordinators - receive a \$1,500 stipend for the academic year to assist with departmental assessments. Duties to be determined by the Academic Dean/Supervising Administrator.

- K. Faculty Senate President** - (effective the 2017-18 academic year) receives six (6) contact hours of reassigned time or overload pay equivalent to six (6) contact hours in both Fall and Spring Semesters.
- L. Faculty Senate Vice-President** – (effective the 2017-18 academic year) receives three (3) contact hours of reassigned time or overload pay equivalent to three (3) contact hours in both Fall and Spring Semesters.
- M. Online Course Development Payment** – the following is done in collaboration and agreement between the Academic Dean/Supervising Administrator, department chair, and faculty member:
1. Faculty will be given 1 credit of reassigned time for completing DEV 101.
 2. Faculty will be paid \$400 for completing the QM Peer Review Certification Course.
 3. Faculty who complete the QM Peer Review Certification Course will receive a stipend of \$300 for each QM Peer Review they complete in their discipline.
 4. Faculty will be given reassigned time for the development of a master course (1 credit of reassigned time for each course credit).
 5. Faculty who develop master courses that received High Quality designation from Quality Matters will receive an additional stipend of \$500.
 6. Faculty who complete DEV 101 may develop master courses using OER. These courses will receive an additional stipend of \$500.
- N. Student Organization Advisors** – Faculty who serve in the role of advisor for a student organization that is a chapter of a directly affiliated with a state-wide or national organization shall receive a \$500 stipend per academic year.
- O. Dues Deduction** – The College will deduct and remit dues to the Union when authorized on the form included in Appendix A to this Agreement. Such authorization is revocable by the bargaining unit member upon thirty (30) days' notice in writing to both the College and the Union. Authorization for deduction must be received by the College ten (10) working days prior to the payroll payment date.

PART-TIME INSTRUCTIONAL FACULTY

A. SALARIES FOR PART-TIME CREDIT INSTRUCTORS

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

Per Assigned Load Hour
\$775.00*

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

2. The College may also wish to contract with part-time instructors for periods shorter than a full term. Such contracts will be based on the actual number of contact hours to be worked.
\$48.44 per contact hour

B. SALARIES FOR SUBSTITUTE INSTRUCTORS

\$36.00 per contact hour

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

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

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

Example: The scheduled course taught meets 2 times per week for 16 weeks = 32 sessions. Each class is 75 minutes.

The contract amount is \$2,325.00. The faculty member taught 21 sessions.

- 1) Total minutes scheduled for this course are 32 sessions x 75 minutes = 2,400 minutes
- 2) Total minutes faculty member taught is 21 sessions x 75 minutes = 1,575 minutes
- 3) $1,575 \div 2,400 = 65.6\%$
- 4) The faculty member would be paid $\$2,325.00 \times .656 = \$1,525.20$

D. SUBSTITUTES FOR ABOVE COURSES ARE PAID AS FOLLOWS:

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

E. AUTHORIZED REASSIGNMENTS

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

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

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

NON-CREDIT INSTRUCTION

A. CONTINUING WORKFORCE EDUCATION INSTRUCTION

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

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

B. SPECIAL FEES FOR FLORIDA SOUTHWESTERN STATE COLLEGE STANDARDIZED TEST PREPARATION AND ADMINISTRATION

1. Special fees may be paid to persons selected by an appropriate administrator to administer Florida SouthWestern State College standardized testing sessions during non-duty hours.

The fee schedule for such special fees for Fair Labor Standards Act (FLSA) exempt employees will be as follows:

Room Supervisor	\$14.50 per hour
Proctor	\$12.50 per hour

The fee schedule for such special fees for FLSA non-exempt employees will be in accordance with the overtime compensation laws specified in the Fair Labor Standards Act.

The appropriate administrator will assign specific duties and responsibilities of Room Supervisors and Proctors to the persons selected in accordance with the particular test(s) to be administered.

2. CLAST Review Instructor \$26.00 per contact hour

BENEFITS SCHEDULE

1. **RETIREMENT:** Florida SouthWestern State College employees participate in the Florida Retirement System. Eligible employees may elect to withdraw from the Florida Retirement System and participate in an optional retirement program. Contributions will be made to the FRS by eligible employees and the College, as provided in the FRS membership guidelines, statutes, policies and/or rules.
1. **MEDICAL INSURANCE:** The College pays 100% of the premium for all full-time employees for two of three plans, with employees contributing for employee only coverage for a premium plan. Florida Blue provides coverage. Dependent coverage is available at the employees' cost on all medical plans.
2. **LIFE INSURANCE:** A \$15,000 term life and accidental death/dismemberment policy is provided for all full-time Florida SouthWestern State College employees. This coverage is purchased by the College at a cost of approximately \$25.00 per year per employee. The employee may purchase additional supplemental term life insurance.
3. **LONG-TERM DISABILITY INSURANCE:** The College will pay 100% of the premium for all full-time employees. Standard Insurance Company provides coverage. The employee may purchase short-term disability insurance.
4. **VOLUNTARY DEFERRED COMPENSATION PLAN:** 403(b) Match Plan – For non-faculty full time employees, the College will match up to 3% of the employee's salary if the employee is contributing an equal portion to the annuity program.
5. **VACATION LEAVE:** Full-time Professional and Career Service staff with 0-60 months of service earns 12 days' vacation leave each year (one day per month). The rate increases to 15 days per year for employees with 61-120 months of service, and 18 days per year for employees with 121 months or more. Full-time administrators earn 24 days per year and executives earn 30 days per year.
6. **SICK LEAVE:** All full-time employees accrue one day of sick leave per month of service (given they have worked the majority of the month). This leave may accumulate from year to year. Sick leave may also be approved for illness or death of an immediate member of the family or household, or other close relative.
7. **PERSONAL LEAVE:** Employees are entitled to use four (4) days of sick leave as personal leave days during each fiscal year, which may be charged to the employee's unused sick leave. Personal leave days do not accumulate from year to year.
8. **HOLIDAYS:** The College observes most national holidays as non-duty days.
9. **EDUCATION BENEFITS:**

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

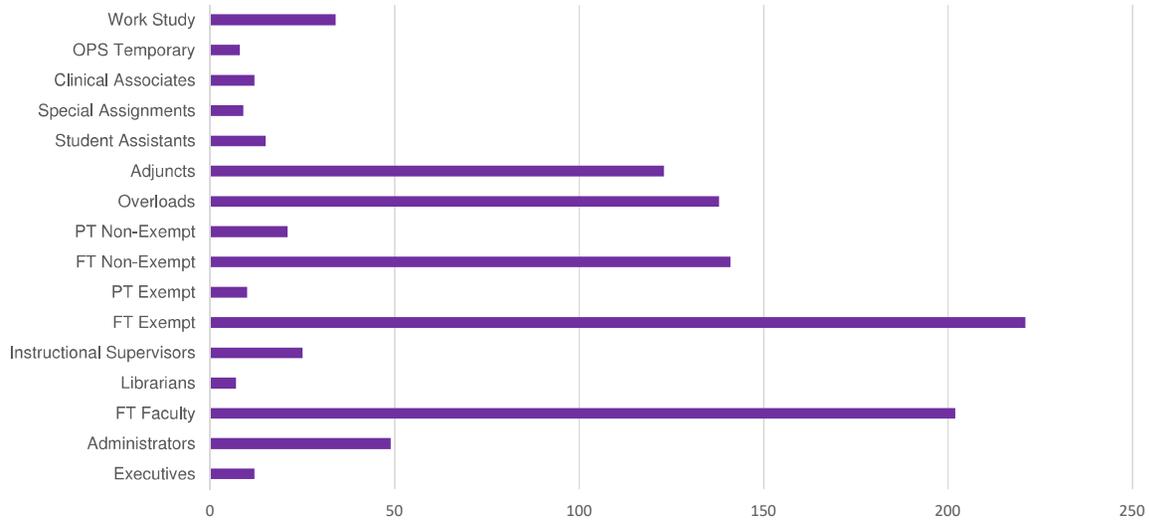
Tuition Reimbursement pays a designated amount for eligible regular status, full time employee's coursework at another accredited institution (as defined by policy). Tuition reimbursement is based on the availability of funds during each fiscal year.
10. **ALTERNATIVE PLAN TO SOCIAL SECURITY:** The Alternate Plan to Social Security is provided to adjunct instructors (both credit and non-credit), substitute instructors, clinical associates/fire academy instructors, clinical supervisors, clinical assistants and nursing preceptors. These employees contribute 7.5% of salary to purchase tax sheltered annuities instead of contributing 6.2% to Social Security.

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

Types and # of Positions Included in Budget

Category	FY21	FY22	FY23	Explanation of Differences
Executives	13	13	12	(1) Executive position eliminated in FY23 after retirement
Administrators	43	44	49	(1) New position approved for FY23 and (4) positions reclassified from FT Exempt
FT Faculty	208	213	202	Through an internal reorganization within the Academic Affairs area, (3) faculty lines were eliminated, and (8) positions were placed on hold due to enrollment decline
Librarians	7	7	7	
Instructional Supervisors	29	26	25	(1) position on hold for FY23
FT Exempt	224	230	221	Reclassifications from internal reorganizations and budget hold for one year
PT Exempt	9	11	10	(1) position eliminated through an internal reorganization within Student Affairs
FT Non-Exempt	162	159	141	Reclassifications from internal reorganizations and budget hold for one year
PT Non-Exempt	29	21	21	
Overloads	143	147	138	Funding distributed among fewer disciplines due to decrease in enrollment
Adjuncts	122	123	123	
Student Assistants	14	16	15	Funding combined from two positions to one
Special Assignments	11	9	9	Depending on need changes occur
Clinical Associates	12	12	12	
OPS Temporary	11	10	8	Depending on need changes occur
Work Study	34	34	34	

of Positions Budgeted



Financial Policies and Operating Procedures

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

All policies and operating procedures can be found at: fsw.edu/board

District Board of Trustees, Florida SouthWestern State College

General Information

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

Meeting Information

- Meeting Schedules, Minutes & Agendas

Board of Trustees Policies

Fiscal Policies

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

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

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

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

Policy:

I. PURPOSE

The purpose of this Investment Policy (hereinafter "Policy") is to set forth the investment objectives and parameters for the management of the funds of the Florida SouthWestern State College District Board of Trustees, (hereinafter the "College"). This Policy is designed to ensure the prudent management of surplus funds, the availability of surplus funds when needed, and an investment return competitive with comparable funds and financial market indices.

II. SCOPE AND GENERAL GUIDELINES

- A. This Investment Policy applies to the surplus funds, in excess of those required to meet current expenses ("Fund") managed by the Investment Manager ("Manager"), for the benefit of the Florida SouthWestern State College District Board of Trustees.
- B. Management of the Fund shall be in accordance with Chapter 218.415, FS, State Board of Education rule 6A-14.0765, and Florida SouthWestern State College policy.
- C. Subject to the limitations provided above and throughout the Investment Policy, the Investment Manager shall have managerial discretion in terms of asset mix, security selection and timing of transactions.

III. INVESTMENT OBJECTIVES

Safety of Principal

The foremost objective of this investment program is the safety of the principal of those funds within the portfolios. Investment transactions shall seek to keep capital losses at a minimum, whether they are from securities defaults or erosion of market value. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

Maintenance of Liquidity

The portfolios shall be managed in such a manner that funds are available to meet reasonably anticipated cash flow requirements in an orderly manner. Periodic cash flow analyses will be completed in order to ensure that the portfolios are positioned to provide sufficient liquidity.

Return on Investment

The portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. However, return is attempted through active management where the adviser utilizes a total return strategy (which includes both realized and unrealized gains and losses in the portfolio). This total return strategy seeks to increase the value of the portfolio through reinvestment of income and capital gains. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Despite this, an Investment Manager(s) may trade to recognize a loss from time to time to achieve a perceived relative value based on its potential to enhance the total return of the portfolio.

IV. DELEGATION OF AUTHORITY

Responsibility for the administration of the investment program is hereby delegated to the Vice President Administrative Services, who shall maintain an Investment Procedures and Internal Controls Manual based on this Policy. The Vice President Administrative Services shall be responsible for monitoring internal controls, administrative controls and to regulate the activities of the College's staff involved with the investment program. The College may employ an Investment Manager(s) to assist in managing some of the College's surplus funds. Such Investment Manager(s) must be registered under the Investment Advisers Act of 1940.

V. PRUDENCE AND ETHICAL STANDARDS

The standard of prudence to be used by investment officials shall be the "Prudent Person" standard and shall be applied in the context of managing the overall investment program. Investment officers acting in accordance with written procedures and this investment Policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectation are reported to the Board of Trustees in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this Policy. The "Prudent Person" rule states the following:

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.

While the standard of prudence to be used by investment officials who are officers or employees is the "Prudent Person" standard, any person or firm hired or retained to invest, monitor, or advise concerning these assets shall be held to the higher standard of "Prudent Expert". The standard shall be that in investing and reinvesting moneys and in acquiring,

retaining, managing, and disposing of investments of these funds, the contractor shall exercise: the judgment, care, skill, prudence, and diligence under the circumstances then prevailing, which persons of prudence, discretion, and intelligence, acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims by diversifying the investments of the funds, so as to minimize the risk, considering the probable income as well as the probable safety of their capital.

VI. ETHICS AND CONFLICTS OF INTEREST

Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Also, employees involved in the investment process shall disclose any material financial interests in financial institutions that conduct business with the College, and they shall further disclose any material personal financial/investment positions that could be related to the performance of the College's investment program.

VII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES

The Vice President Administrative Services will establish a system of internal controls as described in College Operating Procedure 04-0706, as it may be amended from time to time. The internal controls will be reviewed by Independent Auditors as part of any financial audit periodically required to ensure compliance with policies and procedures. The controls will be designed to prevent losses of public funds arising from fraud, employee error, and misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees and officers of the College.

VIII. RISK AND DIVERSIFICATION

Investments held shall be diversified to the extent practicable to control the risk of loss resulting from over concentration of assets in a specific duration, issuer, instrument, dealer or bank through which financial instruments are bought and sold. Diversification strategies shall be reviewed and revised quarterly by the Vice President Administrative Services.

IX. CONTINUING EDUCATION

The Vice President Administrative Services, management designee and/or appropriate staff shall annually complete eight (8) hours of continuing education in subjects or courses of study related to investment practices and products.

X. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

The Investment Manager will maintain an approved list of investment institutions and dealers for the purchase and sale of securities. The Investment Manager is responsible for establishing and maintaining the approved list.

XI. MATURITY AND LIQUIDITY REQUIREMENTS

The Fund shall be constructed in such a manner as to provide sufficient liquidity to pay obligations as they come due. To the extent possible, investment maturities will be matched with known cash needs and anticipated cash-flow requirements, but in no event shall exceed five and a half (5.50) years.

XII. COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

After the Investment Manager(s) has determined the approximate maturity date based on cash flow needs provided by the College and market conditions and has analyzed and selected one or more optimal types of investments, a minimum of three (3) Qualified Institutions and/or Primary Dealers must be contacted and asked to provide bids/offers on securities in questions. Bids will be held in confidence until the bid deemed to best meet the investment objectives is determined and selected.

However, if obtaining bids/offers are not feasible and appropriate, securities may be purchased utilizing the comparison to current market price method on an exception basis. Acceptable current market price providers include, but are not limited to:

- A. Telerate Information System
- B. Bloomberg Information Systems
- C. Wall Street Journal or a comparable nationally recognized financial publication providing daily market pricing
- D. Daily market pricing provided by the College's custodian or their correspondent institutions

Investment Manager(s) shall utilize the competitive bid process to select the securities to be purchased or sold. Selection by comparison to a current market price, as indicated above, shall only be utilized when, in judgment of the Investment Manager(s), competitive bidding would inhibit the selection process.

Examples of when this method may be used include:

- A. When time constraints due to unusual circumstances preclude the use of the competitive bidding process
- B. When no active market exists for the issue being traded due to the age or depth of the issue
- C. When a security is unique to a single dealer, for example, a private placement
- D. When the transaction involves new issues or issues in the "when issued" market

Overnight sweep investments or repurchase agreements will not be bid, but may be placed with the College's depository bank relating to the demand account for which the sweep investments or repurchase agreement was purchased.

XIII. AUTHORIZED INVESTMENTS AND PORTFOLIO COMPOSITION

Investments should be made subject to the cash flow needs and such cash flows are subject to revisions as market conditions and the College's needs change. However, when the invested funds are needed in whole or in part for the purpose originally intended or for more optimal investments, the Investment Manager(s) may sell the investment at the then-prevailing market price and place the proceeds into the proper account at the College's custodian.

The following are the investment requirements and allocation limits on security types, issuers, and maturities as established by the College. The Vice President Administrative Services and/or Investment Manager(s) shall have the option to further restrict investment percentages from time to time based on market conditions, risk and diversification investment strategies. The percentage allocations requirements for investment types and issuers are calculated based on the original cost of each investment at the time of purchase. Investments not listed in this Policy are prohibited.

In the event of a ratings downgrade of a security, the Investment Manager(s) shall notify the Vice President Administrative Services within five business days of such a decline in the required rating. The Investment Manager(s) and the Vice President Administrative Services will review the individual facts and circumstances of the situation and determine an appropriate course of action.

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In accordance with Section 218.415 (16), Florida Statutes, investments shall be limited to fixed income securities selected from the following types: Sector	Sector Maximum (%)	Per Issuer Maximum (%)	Minimum Ratings Requirement¹	Maximum Maturity
U.S. Treasury	100%	100%	N/A	5.50 Years
Other U.S. Government Guaranteed		10%		
Federal Agency/GSE: FNMA, FHLMC, FHLB, FFCB	75%	40% ⁴	N/A	5.50 Years
Federal Agency/GSE other than those above		10%		
Supranationals where U.S. is a shareholder and voting member	25%	10%	Highest ST or LT Rating (A-1+/P-1, AAA/Aaa, or equivalent)	5.50 Years
Corporates	50% ²	5% ³	Three Highest LT Rating Categories (A-/A3 or equivalent)	5.50 Years
Municipals	25%	5%	Highest ST or Three Highest LT Rating Categories (SP-1/MIG 1, A-/A3, or equivalent)	5.50 Years
Agency Mortgage-Backed Securities (MBS)	25%	40% ⁴	N/A	5.50 Years Avg. Life ⁵
Asset-Backed Securities (ABS)	25%	5%	Highest ST or LT Rating (A-1+/P-1, AAA/Aaa, or equivalent)	5.50 Years Avg. Life ⁵
Non-Negotiable Certificate of Deposit and Savings Accounts	50%	25%	None, if fully collateralized.	2 Years
Commercial Paper (CP)	50% ²	5% ³	Highest ST Rating Category (A-1/P-1, or equivalent)	270 Days
Bankers' Acceptances (BAs)	10% ²	5% ³	Highest ST Rating Category (A-1/P-1, or equivalent)	180 Days
Repurchase Agreements (Repo or RP)	40%	20%	Highest Counterparty Rating Category (A-1/P-1, or equivalent)	1 Year
Money Market Funds (MMFs)	100%	25%	Highest Fund Rating by all NRSROs who rate the fund (AAAm/Aaa-mf, or equivalent)	N/A
Fixed-Income Mutual Funds	20%	20%	Subject to specific review and approval by governing body	N/A

In accordance with Section 218.415 (16), Florida Statutes, investments shall be limited to fixed income securities selected from the following types: Sector	Sector Maximum (%)	Per Issuer Maximum (%)	Minimum Ratings Requirement¹	Maximum Maturity
Intergovernmental Pools (LGIPs)	100%	50%	Highest Fund Quality and Volatility Rating Categories by all NRSROs, if rated (AAAm/AAAf, S1, or equivalent)	N/A
Florida Local Government Surplus Funds Trust Funds ("Florida Prime")	25%	N/A	Highest Fund Rating by all NRSROs who rate the fund (AAAm/Aaa-mf, or equivalent)	N/A

Notes:

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

1. **U.S. Treasury** - U.S. Treasury obligations and obligations the principal and interest of which are backed by the full faith and credit of the U.S. Government.
2. **Federal Agency/GSE** - Debt obligations, participations or other instruments issued or fully guaranteed by any U.S. Federal agency, instrumentality or government-sponsored enterprise (GSE).
3. **Supranationals** – Debt obligations issued by multi-national financial organizations of which the U.S. is a shareholder and voting member, and which are denominated in U.S. dollars.
4. **Corporates** - Investment-grade corporate notes or bonds available for purchase in the U.S. and issued or guaranteed by a domestic corporation or financial institution.
5. **Municipals** - Investment-grade municipal debt obligations, whether taxable or tax-exempt, issued or guaranteed by a U.S. state or local government, agency, authority, municipality, subdivision or other municipal entity.
6. **Agency Mortgage Backed Securities** - Mortgage-backed securities (MBS), backed by residential, multi-family or commercial mortgages, that are fully guaranteed as to principal and interest by a U.S. Federal agency or government sponsored enterprise, including but not limited to pass-throughs, collateralized mortgage obligations (CMOs) and REMICs.

7. **Asset-Backed Securities** - Asset-backed securities (ABS) whose underlying collateral consists of loans, leases or receivables, such as auto loans/leases, credit card receivables, student loans, equipment loans/leases, or home-equity loans.
8. **Non-Negotiable Certificate of Deposit and Savings Accounts** - Non-negotiable interest bearing time certificates of deposit, or savings accounts in banks organized under the laws of this state or in national banks organized under the laws of the United States and doing business in this state, provided that any such deposits are secured by the Florida Security for Public Deposits Act, Chapter 280, FS.
9. **Commercial Paper** - Commercial paper available for purchase in the U.S. and issued or guaranteed by a domestic corporation, company, financial institution or trust, including both unsecured debt and asset-backed programs.
10. **Bankers' Acceptances** - Bankers' acceptances issued, drawn on, or guaranteed by a U.S. bank or U.S. branch of a foreign bank.
11. **Repurchase Agreements** - Repurchase agreements (Repo or RP) that meet the following requirements:
 - a. Must be governed by a signed SIFMA Master Repurchase Agreement.
 - b. Must use a third party custodian to hold collateral, and may be of deliverable or tri-party form.
 - c. Acceptable collateral includes only securities that are direct obligations of, or that are fully guaranteed by, the United States or any agency of the United States, or U.S. Agency-backed mortgage related securities.
 - d. Collateral must at all times have a current market value of at least 102% of the current value of the principal and accrued interest of the agreement.
 - e. Final term of the agreement must be 1 year or less.
12. **Money Market Funds** - Shares in open-end and no-load money market funds, provided such funds are registered under the Investment Company Act of 1940, seek to maintain a \$1.00 net asset value, and operate in accordance with 17 CFR §270.2a-7.

A thorough investigation of any money market fund is required prior to investing, and on an annual basis. Attachment B is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool/fund. A current prospectus must be obtained.

13. **Fixed-Income Mutual Funds** - Shares in fixed-income mutual funds, but only after review and approval by the governing body.
14. **Local Government Investment Pools** – Intergovernmental, local government or state-sponsored investment pools that are authorized pursuant to the Florida Interlocal Cooperation Act, as provided in s. 163.01, FS.

A thorough investigation of any intergovernmental investment pool is required prior to investing, and on an annual basis. Attachment B is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool/fund. A current prospectus must be obtained.

15. **The Florida Local Government Surplus Funds Trust Funds (“Florida Prime”)** A thorough investigation of the Florida Prime is required prior to investing, and on an annual basis. Attachment B is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool/fund. A current prospectus or portfolio report must be obtained.

Portfolio Limits and Other Specifications

1. All investments must be denominated in U.S. dollars.
2. All limits and rating requirements apply at time of purchase.
3. Ratings requirements are for any one Nationally Recognized Statistical Ratings Organization (“NRSRO”).
4. Maturity and average life are measured from settlement date.
5. The maximum maturity (or average life for MBS/ABS) from settlement of any investment is five and a half (5.50) years.
6. The minimum credit quality of any investment in the portfolio is A-/A3 long-term, or A-1/P-1 short-term, or its equivalent, by one NRSRO.
7. The maximum effective duration of the aggregate portfolio is three (3) years.
8. The maximum investment in any issuer (excluding U.S. Treasuries, U.S. Federal Agencies, Agency MBS, Non-Negotiable CD’s, Savings Accounts, Repos, Mutual Funds, LGIPs, and Florida Prime) across all permitted investment types cannot exceed 5 percent.
9. Investment in callable, step-up callable and puttable securities is permitted.
10. Investment in variable-rate and floating-rate securities is permitted.
11. Subordinated, secured and covered debt is permitted if it meets the ratings requirements for the sector.
12. Zero coupon issues and strips are permitted, except for MBS.
13. Treasury TIPS are permitted.
14. Should a security fall below the minimum credit rating requirement dictated by this policy, the Investment Advisor will notify the College.
15. **The following are NOT PERMITTED:**
 - a. Reverse repurchase agreements
 - b. Floating rate securities whose coupon floats inversely to an index or whose coupon is determined based upon more than one index
 - c. Tranches of Collateralized Mortgage Obligations (CMO) which receive only the interest or principal from the underlying mortgage securities; commonly referred to as “IO’s” and “PO’s”
 - d. Derivatives and other securities whose future coupon may be suspended because of the movement of interest rates or an index. The only exceptions allowed are (1)

“plain vanilla” floating rate notes which would have their coupon rate of interest directly linked to a published interest rate index such as LIBOR or U.S. Treasury Bills and (2) other authorized investments specifically listed above which, by the most strict interpretation, may be considered a derivative (e.g. AAA-rated Asset-Backed and Mortgage-Backed Securities).

- e. Any financial institution or company domiciled in the United States, or foreign subsidiary of a company domiciled in the United States, which directly or through a United States or foreign subsidiary makes any loan, extends credit of any kind or character, advances funds in any manner, or purchases or trades any goods or services with Cuba, the government of Cuba, or any company doing business in Cuba in violation of federal law.
- f. Any financial institution or company domiciled outside of the United States if the President of the United States has applied sanctions against the foreign country in which the institution or company is domiciled pursuant to Sec. 4 of the Cuban Democracy Act of 1992.
- g. Derivatives (other than callables, and traditional floating or variable-rate instruments)
- h. Futures and options
- i. Convertible debt
- j. Equities
- k. Mutual funds, other than money market funds, unless specifically approved by the governing body
- l. Mortgage-backed Interest-only (I/Os) and principal-only (P/Os) structures
- m. Inverse floating-rate instruments
- n. Leveraged floating-rate instruments
- o. Currency, equity or index-linked notes or other structures that could return less than par at maturity
- p. Range notes
- q. Use of leverage
- r. Short sales

XIV. PERFORMANCE MEASUREMENT

In order to assist in the evaluation of the portfolios' performance, the College will use performance benchmarks for short-term and long-term portfolios. The use of benchmarks will allow the College to measure its returns against other investors in the same markets.

- A. The short-term investment portfolio shall be evaluated in comparison with the weighted average return (net book value rate of return) of the Standard and Poor's Rated GIP Index/Government Index's gross of fees average yield for the last 30 days. The Standard & Poor's GIP Index/Government Index represents Government Investment Pools that maintain a stable net asset value of \$1 per share with a weighted average maturity of 60 days and is rated in Standard & Poor's two highest money market fund rating categories: "AAAm" and "AAm." Investments of current operating funds shall have maturities of no longer than twelve (12) months.

- B. Investment performance of funds designated as core funds (or “Investment Portfolio”) and other non-operating funds that have a longer-term investment horizon will be compared to the Bank of America Merrill Lynch 1-3 Year U.S. Treasury Note Index or the Bank of America Merrill Lynch 1-5 Year U.S. Treasury Note Index, and the portfolio’s total rate of return will be compared to the appropriate benchmark. The appropriate index will have a duration and asset mix that approximates the portfolios and will be utilized as a benchmark to be compared to the portfolios’ total rate of return.

XV. REPORTING

Unless otherwise indicated, the following are the responsibilities expected of the Investment Manager:

- A. Monthly reporting of holdings and transactions occurring in the Fund to the Florida SouthWestern State College. This report is to include at least (1) all assets held by the Fund by class/type, book value, approximate market value, income earned, accrued income and (2) all transactions occurring in the Fund during the month.
- B. Quarterly reporting of the Fund’s performance. The Investment Manager will report the Fund’s total rate of return, which reflects the true earnings of the Fund and incorporates cash flows, changes in market value and income earned to the Florida SouthWestern State College. The report will also include:
 - a) Recent market conditions, economic developments and anticipated investment conditions.
 - b) The investment strategies employed in the most recent quarter.
 - c) A description of all securities held in investment portfolios at month-end.
 - d) The total rate of return for the quarter, year-to-date and prior twelve (12) month period versus appropriate benchmarks.

Any areas of the Policy concern warranting possible revisions to current or planned investment strategies. The market values presented in these reports will be consistent with accounting guidelines in GASB Statement 31 and future GASB Statements.

- C. Calculation of the Fund’s total rate of return will comply with the performance measurement standards in accordance with The CFA Institute’s Global Investment Performance Standards (GIPS).

XVI. THIRD-PARTY CUSTODIAL AGREEMENTS

All securities purchased by Florida SouthWestern State College or by its approved Investment Manager under this Policy shall be properly designated as an asset of the College and held in safe keeping by a third party custodial bank or other third party custodial institution. A third party custodian is defined as any bank depository chartered by the Federal Government, the State of Florida, or any other state or territory of the United

States which has a branch or principal place of business in the State of Florida, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in the State of Florida. Certificates of deposits will be placed in the provider's safekeeping department for the term of the deposit.

If a bank or trust company serves in the capacity of Investment Manager, said bank or trust company could also perform required custodial and reporting services. No withdrawal of securities, in whole or in part, shall be made from safekeeping except by those designated within the Investment Management and Custodial Agreement between the Custodian and the College.

The custodian shall provide the Vice President Administrative Services or designee with safekeeping statements that provide detail information on the securities held by the custodian. On a monthly basis, the custodian will also provide reports that list all securities held for the College, the book value of holdings and the market value as of month-end.

Security transactions between a broker/dealer and the custodian involving the purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction. Securities held as collateral shall be held free and clear of any liens.

XVII. MASTER REPURCHASE AGREEMENT

All approved institutions and dealers transacting repurchase agreements are to execute and perform as stated in the Securities Industry and Financial Markets Association (SIFMA) master repurchase agreement and all transactions are to adhere to the requirements of the SIFMA master repurchase agreement.

Glossary of Terms

Academic Support

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

Account

A descriptive heading under which similar financial transactions are grouped.

Accrual Basis

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

Adjunct Professor

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

Banner

An enterprise system designed for higher education. FSW utilizes Banner for students, finance, financial aid and human resources/payroll.

Bond

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

BUC Card

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

Budget Adjustment

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

Capital Budget

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

Capital Outlay

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

Compliance Assist

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

Contingency

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

Consumer Price Index

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

Credit Hour

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

Debt Service Funds

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

Endowment Fund

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

Exempt Employees

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

First Year Experience

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

Capital Outlay

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

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Fiscal Year

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

Fringe Benefits

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

Full Time Equivalent (FTE)

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

Fund

An income source established for the purpose of carrying on specific activities, or attaining certain objectives, in accordance with special regulations, restrictions or limitations. The terms and conditions established by this income source and/or the college must be complied with in making expenses against the particular account.

Fund Accounting

A method of accounting that separates and tracks financial transactions to meet restrictions and reporting requirements imposed by funding sources and/or the college.

Fund Balance

The balance remaining in each fund account representing the funds available for unforeseen occurrences, such as revenue shortfalls and unanticipated expenses as well as for future use as the restrictions governing the fund allows.

General Fund

This fund is used to account for all transactions not required to be accounted for in another fund, and is used for all general purpose operating activities of the college.

Grant

Monetary award, usually from the federal or state government, restricted to use for a specific purpose. Each specific grant should be set up as a fund and accounted for separately using a complete group of self-balancing accounts.

Investment Income

Income or revenue derived from investments in securities or other properties in which money is held, either temporarily or permanently, in expectation of obtaining revenues.

Non-Exempt Employees

Employees who are subject to all Fair Labor Standards Act (FLSA) provisions of overtime.

OPS Employment

Other Personal Services (OPS) employment is a temporary employer/employee relationship used solely for accomplishing short term or intermittent tasks.

Plant Funds

Funds to be used for the construction, alteration or purchase of physical property of the college.

Restricted Fund

The restricted fund is used to account for funds that have restrictions on their use. The purpose of the funds is determined by the donors or sponsoring agency. The revenues for the restricted fund come largely from federal Grants/Contracts, State of Florida Grants/Contracts, Local Grants/Contracts and Private Gifts/Grants. Each specific Grant is accounted for separately using a complete group of self-balancing accounts.

Retention

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

Supplies and Services

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

State Appropriations

Revenue received by the College from the State of Florida.

Student Tuition and Fees

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

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