Admissions
Criteria

Admission to College Credit Programs

1. The following persons are eligible for admission to the college credit programs of Miami-Dade Community College:
   a. *Graduates from accredited high schools in the United States (Standard Diploma), persons holding a State-issued high school equivalent (GED) diploma, or home educated students who have completed a home education program- (all programs) evidenced by a signed affidavit from their parent or legal guardian, stating that the student completed a home education program;
   b. Transfer students from colleges, universities, and certain other post-secondary institutions- (all programs);
   c. *Foreign students with education equivalent to U.S. secondary school education and meeting language standards established through College policy and/or procedure- (all programs);
   d. Persons eighteen years and older who do not hold a high school diploma, high school equivalent (GED) diploma, or have a certificate of completion will be admitted under non-degree status for up to 15 credits in Associate in Science (A.S.) vocational courses.*

2. Prior to enrolling in college degree programs, all first-time-in-college students will be provided admissions counseling and are required to be tested for achievement of communication and computation competencies.

**Students scoring below established minimum levels are required to enroll in college preparatory instruction.

3. A limited number of programs have supplementary admission requirements. Applicants who have been convicted of a felony or are the subject of an arrest pertaining to a controlled substance and who wish to apply for a program that leads to licensure should confer with the regulatory/licensing agency to determine eligibility for future credentialing and practice. Applicants who are determined not eligible for licensing for any reason may apply for admission to that program but must recognize that program completion may not result in licensure or employment (consult campus admissions office).

4. Admission to special student categories (dual enrollment, early admission) is permitted when authorized by the College President.

5. Foreign students who require a student visa (F-1) must also provide the following supplementary admission documents:
   a. A minimum score of 550 on the TOEFL test. Students scoring below will be required to enroll in the English as a Second Language Program;
   b. Certificate of health and accident insurance;
   c. Statement of financial resources available to support education costs; and
   d. Evidence of completion of secondary education, or equivalent, submitted with a certified official English translation. All required information is to be submitted to the admissions office of the campus to which the application is directed 60 days in advance of the beginning of the next term.

Admission to Post-Secondary Adult Vocational (PSAV) Credit Certificate Programs

1. The following persons are eligible for admission to the Vocational Credit programs of Miami-Dade Community College:
   a. *Graduates from accredited high schools, persons holding a State-issued high school equivalent (GED) diploma, home educated students who have completed a home education program evidenced by a signed affidavit from their parents or legal guardian, stating that the student completed a home education program, or persons at least 16 years of age or older who have left high school prior to completion. Some programs may require high school completion or equivalent as a requirement of admission (consult campus admissions office).
   b. Students enrolling in a vocational credit certificate program of 450 or more contact hours are required to be tested for basic skills. All program completers must meet basic skills competencies before the Vocational Certificate is awarded.
   c. A limited number of programs have supplementary admission requirements (consult campus admissions office).
   d. Foreign students who require a student visa (M-1) must also provide the supplementary admission documents indicated in 5 above.

Note:
*Students graduating from a Florida public high school subsequent to August 1, 1987 and applying for admission to an Associate degree program must meet the specific general requirements for high school graduation as defined in Florida Statute §232.246.
**Students admitted to the College under this provision will not be given placement testing.
***Students admitted to the College within two years of graduation from high school with an earned College-Ready diploma are exempt from the Basic Skill Testing requirement.

How to Apply
Admissions Procedures and Supporting Credentials

A. The application for admission should be sent to the Admissions Office on the campus where the student plans to enroll, or submitted via the Internet at: http://mdjobplace.mdcc.edu/admission/default.jsp. The application may also be accessed at the M-DCC home page at http://www.mdcc.edu and select “Prospective Students” and
then “Online Admission.” Submit the application prior to the beginning of the term of enrollment. International students and out of state students should submit the application at least 60 days prior to the beginning of the term. A $20.00 non-refundable application fee is charged for processing a student’s first application.

B. All Florida residents must complete a Florida Residency statement to verify resident status for assessing fees and tuition. The statement is provided on the reverse side or with the application form. See “Florida Residency” information in this catalog for additional details.

C. Official transcript(s) should be sent directly from the applicant’s high school, college or other post-secondary educational institution to the Admissions office, M-DCC.

D. High school equivalency diploma or certificate holders should provide the original document and score report (which will be returned) or an exact copy of the documents. In Florida, this certificate is the State of Florida High School Diploma. See the General Educational Development (GED) section (page 13) for additional information.

E. Failure to submit all necessary admissions credentials, transcripts or certifications will prevent registration, release of grades, transcripts or enrollment certification.

### Transfer Student Information

A transfer student’s transcript(s) becomes part of the official student permanent record. Transfer credits are accepted only from regionally accredited colleges and universities or nationally accredited institutions that participate in the Florida Course Numbering System unless a written agreement between Miami-Dade and a specific post-secondary institution has been previously approved.

Courses from previous college(s) will be evaluated after the student is admitted to M-DCC. M-DCC will determine how many, if any, of your credits will apply toward your degree here.

Credit may be granted only for courses in which grades of “D” or better have been earned. Failing grades from other colleges are computed in the student’s cumulative grade point average. A student who was on academic probation at a previous college may be admitted to Miami-Dade in a similar status. See the Standards of Academic Progress in the “Academic Regulations” section of this catalog.

College courses completed more than 10 years prior to the date of enrollment at Miami-Dade may require validation by examination. A high school transcript indicating date of graduation may be required of applicants who have completed fewer than 12 acceptable college credits or if the student is under 18 years of age.

Students who have taken courses in non-English speaking countries must have an official certified translation made of their credits and submit this translation to the Admissions Office. (See International Student Admissions section for further requirements.)

### Transient Student Information

Transient students are students who are enrolled in another college or university and are coming to M-DCC to take one or a few courses. Transient students should be advised, preferably in writing, by their own college or university concerning recommended courses to take at Miami-Dade. Prerequisite and/or co-requisite course requirements will apply to course selections. Transient non-degree students at Miami-Dade may be required to have official transcript(s) sent directly to Miami-Dade from their previous college(s).

### Non-Degree Applicants

Non-degree applicants are students who wish to take selected college courses without the intent of completing an Associate degree program. These students must fill out an application for admission and provide evidence of high school graduation. Many people attend the College because they want to upgrade their job skills, for transfer credit purposes, or for their own personal interest and enjoyment. Non-degree students who wish to enroll in a math or English course or who have earned more than 15 credits as a non-degree student are required to complete the Computerized Placement Test (CPT). If, at a later time, these students become Associate degree candidates, regular admissions procedures regarding transcript(s) requirements will apply.

### Special Admissions Categories

In each of the following categories, the regular admissions procedures apply:

A. **Dual Enrollment** - Selected high school students (11th or 12th grades) may enroll for a maximum of two courses each semester, excluding labs, up to a maximum of 24 credits each academic year. Acceptance in the Dual Enrollment program is based on the following:

1. Minimum 3.0 high school grade point average
2. Permission from the parent(s), high school guidance counselor and principal
3. A student’s expressed intent to pursue a post secondary degree
4. Successful completion of the appropriate section of the College’s CPT. Students who do not successfully complete the appropriate test will not be permitted to enroll at M-DCC until after high school graduation
5. Interview with a member of the College’s advisement/counseling staff to determine that the student has the potential to successfully complete college credit courses. A special form for parental/high school approval is provided by the Admissions Office. This form is to be submitted prior to each term of enrollment to assure continuity of appropriate approvals.

B. **Early Admission** - Academically superior high school students may attend Miami-Dade in lieu of their senior year in high school. In addition to the requirements for Dual Enrollment above, the applicant for early admission must prepare and present to a high school counselor a comprehensive educational plan justifying early admission. The College will accept for screening only those applicants who have received approval from their principal to apply for early admission.

The applicant also must have advance approval from the high school principal to apply college credits toward high school graduation. Normally, a min-
imum of 24 college credits meets the requirements for the student’s senior year and high school graduation.

A special approval form is available in the college Office of Admissions.

Readmission to the College

Submit an application for readmission and a new residency statement if:

The student was admitted for a specific term but did not enroll

The student did not attend any one of the four preceding terms

The student attended other colleges or universities since the last time enrollment at M-DCC. If so, official transcripts from those institutions will be required for degree-seeking students.

The Florida student residency was completed more than 12 months ago.

College Preparatory Courses

Degree-seeking students who have never attended college will be tested for proficiency in reading, writing and mathematics.

Students will be placed into College Preparatory courses in the subjects where scores indicate a need for this instruction. Enrollment in certain other courses may be restricted until all College Prep course(s) have been completed.

In accordance with Florida law 240.321, students may use Adult Basic Education, Adult Secondary Education, or private provider instruction as an alternative to traditional college preparatory instruction.

State law requires students to complete College Prep courses by the time 12 credits are accumulated.

State Board of Education rules limit the number of times a student can take a College Prep course. Enrollment beyond the 100 percent refund deadline is considered an “attempt,” and students can attempt a course only three times.

Contact Academic Advisement for additional information.

Eligibility for Placement Into Select College Programs and Programs Leading to Licensure

All candidates for admission to the College are accepted for enrollment as stipulated in the College ‘Admissions Policy Statement.’

However, some specialized programs, such as those offered by Medical Center Campus, have specific eligibility requirements due to enrollment limitations imposed by physical facilities, state licensure regulations and related criteria.

Students requesting placement into such programs will receive specific eligibility requirements from the divisions or departments concerned. A selection committee determines final selection for placement into these specific programs. The department chairperson provides notification of placement into these programs to each individual candidate.

Students who are not selected for a specific program are encouraged to continue their studies in other courses and programs at the College. Counseling and advisement offices will assist all such students to determine alternative educational objectives.

A limited number of programs have supplementary admissions requirements. Applicants who have been convicted of a felony and/or subjected to an arrest pertaining to a controlled substance and are applying to a program that leads to licensure may be ineligible for that license. Applicants in this situation should check with the appropriate regulatory/licensing agency to determine whether this would be the case. These students can still be admitted to the program, but need to understand that program completion may not result in licensure or employment. Additionally, there are usually other requirements for licensure, such as physical and psychological criteria, completion of unpaid internships, criminal history verification and other background checks. It is the student’s responsibility to understand and meet these requirements.

General Educational Development (GED) Tests and Diploma

Non-high school graduates are encouraged to complete their high school education by obtaining a state-issued high school diploma. This diploma permits the GED high school graduate the opportunity to select an Associate degree program from within the College curriculum.

To qualify for the issuance of a Florida GED high school diploma, the individual must be at least 18 years old, reside in Florida, and successfully complete the GED tests.

Preparation for the GED test is available at any M-DCC campus. Please contact the Community Education department. The series of five comprehensive tests covers the writing skills, social studies, science, reading skills, and mathematics. A small charge is required to take the test battery and there is an additional charge, although nominal, to repeat tests, if necessary.
Teacher Certification Information

Teachers should clear in advance with the public school Certification Office or the State Department of Education, Office of Teacher Education, Certification and Staff Development, that the courses they wish to enroll in at M-DCC will meet specific certification requirements.

College credit courses offered by Miami-Dade, as approved by the Certification Office, may be used for extension, reissuance, other vocational certificates, reinstatement of certificates, and for recency of credit. Additionally, information on courses required for general and professional preparation certification is available in the Education Department or Academic Advisement offices at each campus.

Florida Residency

Miami-Dade Community College policy concerning Florida residency requirements complies with the laws of Florida (Statute 240.1201) and State Board of Education Rule 6A-10.044 which are reprinted as follows:

240.1201. Determination of resident status for tuition purposes.

Students shall be classified as residents or non-residents for the purpose of assessing tuition fees in public community colleges and universities.

(1) As defined under this section:

(a) The term “dependent child” means any person, whether or not living with his parent(s), who is eligible to be claimed by his parent(s) as a dependent under the Federal Income Tax Code.

(b) The term “institution of higher education” means any of the constituent institutions under the jurisdiction of the State University System or the State Community College System.

(c) A “legal resident” or “resident” is a person who has maintained his residence in this state for the preceding year, has purchased a home which is occupied by him as his residence, or has established a domicile in this state pursuant to s.222.17.

(d) The term “parent” means the natural or adoptive parent or legal guardian of a dependent child.

(e) A “resident for tuition purposes” is a person who qualifies as provided in subsection (2) for the in-state tuition rate; a “non-resident for tuition purposes” is a person who does not qualify for the in-state tuition rate.

(2) (a) To qualify as a resident for tuition purposes:

1. A person or, if that person is a dependent child, his parent or parents must have established legal residence in this state and must have maintained legal residence in this state for at least 12 months immediately prior to his qualification.

2. Every applicant for admission to an institution of higher education shall be required to make a statement as to his length of residence in the state and, further, shall establish that his presence or, if he is a dependent child, the presence of his parent or parents in the state currently is, and during the requisite 12-month qualifying period was, for the purpose of maintaining a bona fide domicile, rather than for the purpose of maintaining a mere temporary residence or abode incident to enrollment in an institution of higher education.

(b) However, with respect to a dependent child living with an adult relative other than the child’s parent, such child may qualify as a resident for tuition purposes if the adult relative is a legal resident who has maintained legal residence in this state for at least 12 months immediately prior to the child’s qualification, provided the child has resided continuously with such relative for the five years immediately prior to the child’s qualification, during which time the adult relative has exercised day-to-day care, supervision, and control of the child.

(c) The legal residence of a dependent child whose parents are divorced, separated, or otherwise living apart will be deemed to be this state if either parent is a legal resident of this state, regardless of which parent is entitled to claim, and does in fact claim, the minor as a dependent pursuant to federal individual income tax provisions.

(3) An individual shall not be classified as a resident for tuition purposes and, thus, shall not be eligible to receive the in-state tuition rate until he has provided such evidence related to legal residence and its duration as may be required by officials of the institution of higher education from which he seeks the in-state tuition rate.

(4) With respect to a dependent child, the legal residence of such individual’s parent or parents is prima facie
Any non-resident person, irrespective of sex, who marries a legal resident of this state shall be permitted to re-enroll at an institution of higher education in this state as a resident for tuition purposes without the necessity of meeting the 12-month durational requirement of this section.

The following persons shall be classified as residents for tuition purposes:

(a) Active duty members of the armed services of the United States stationed in this state, their spouses, and dependent children.

(b) Active duty members of the Armed Services of the United States and their spouses attending a public community college or university within 50 miles of the military establishment where they are stationed, if such military establishment is within a county contiguous to Florida.

(c) United States citizens living on the Isthmus of Panama, who have completed 12 consecutive months of college work at the Florida State University Panama Canal Branch, and their spouses and dependent children.

(d) Full-time instructional and administrative personnel employed by state public schools, community colleges, and institutions of higher education as defined in s.228.041, and their spouses, and dependent children.

(e) Students from Latin America and the Caribbean who receive scholarships from the federal or state government. Any student classified pursuant to this paragraph shall attend, on a full-time basis, a Florida institution of higher education.

(f) Southern Regional Education Board's Academic Common Market graduate students attending Florida's state universities.

(g) Full-time employees of state agencies or political subdivisions of the State when the student fees are paid by the state agency or political subdivision for the purpose of job-related law enforcement or corrections training.

(h) McKnight Doctoral Fellows who are United State citizens.

(i) United States citizens living outside the United States who are teaching at a Department of Defense Dependent School or in an American International School and who enroll in a Board of Regents-approved graduate level education program which leads to a Florida teaching certificate.

(j) Active duty members of the Canadian military residing or stationed in this state under the North American Air Defense (NORAD) agreement, and their spouses and dependent children, attending a public community college or university within 50 miles of the military establishment where they are stationed.

History. - s.20, ch. 83-325; s.82, ch. 84-336; s. 1, ch. 85-196; s. 5, ch. 86-139; s. 1, ch. 89-367; s. 4, ch. 89-381; s. 21, Ch. 92-321; s. 1, ch. 93-242, s.25, ch. 95-148; s.1, ch. 95-465, s. 5, ch. 95-192; s.17, ch. 96-420; s.5, ch. 98-665; s. 7, ch. 99-4; s.3, ch.99-13.
6A - 10.44
Residency for Tuition Purposes

The State Board of Community Colleges and the Board of Regents shall maintain consistent policies and practices for the classification of students as residents for tuition purposes to facilitate the transfer of students among institutions. The policies and practices may vary to accommodate differences in governance, but the determinations of classification shall be consistent to assure students of being classified the same regardless of the institution determining the classification.

1) The classification of a student as a Florida resident for tuition purposes by a public Florida community college or university shall be recognized by other public postsecondary institutions to which the student may later seek admission, unless the classification was erroneous or the student did not then qualify as a resident for tuition purposes.

2) Once a student has been classified by a public institution, institutions to which the student may transfer are not required to re-evaluate the classification unless inconsistent information suggests that an erroneous classification was made or the student’s situation has changed.

3) Changes the State Board of Community Colleges and the Board of Regents intend to make in the policies and practices for the classification of students as residents for tuition purposes shall be filed with the Articulation Coordinating Committee.

4) Non-U.S. citizens such as permanent residents, parolees, asylees, refugees, or other permanent status persons (e.g., conditional permanent residents and temporary residents), who have applied to and have been approved by the U.S. Immigration and Naturalization Service with no date certain for departure shall be considered eligible to establish Florida residency for tuition purposes. In addition, non-immigrants holding one of the following visas shall be considered eligible to establish Florida residency for tuition purposes. Persons in visa categories not listed herein shall be considered ineligible to establish Florida residency for tuition purposes:

   (a) Visa category A - Government official.
   (b) Visa category E - Treaty trader or investor.
   (c) Visa category G - Representative of international organization.
   (d) Visa category H-1 - Temporary worker performing professional nursing services or in a specialty occupation.
   (e) Visa category H-4 - Only if spouse or child of alien classified H-1.
   (f) Visa category I - Foreign information media representative.
   (g) Visa category K - Fiance, fiancee, or a child of United States citizen(s).
   (h) Visa category L - Intracompany transferee (including spouse or child).
   (i) Visa category N - Parent or child of alien accorded special immigrant status.
   (j) Visa category O-1 - Workers of “extraordinary” ability in the sciences, arts, education, business, or athletics.
   (k) Visa category O-3 - Only if spouse or child of O-1 alien.
   (l) Visa category R - Religious workers.
   (m) Visa category NATO 1-7 - Representatives and employees of NATO and their families.

5) Non-U.S. citizens who fall within the following categories shall also be considered eligible to establish Florida residency for tuition purposes:

   (a) Citizens of Micronesia.
   (b) Citizens of the Marshall Islands.
   (c) Beneficiaries of the Family Unity Program.
   (d) Individuals granted temporary protected status.
   (e) Individuals granted withholding of deportation status.
   (f) Individuals granted suspension of deportation status or cancellation of removal.
   (g) Individuals granted a stay of deportation status.
   (h) Individuals granted deferred action status.
   (i) Individuals granted deferred enforced departure status.
   (j) Applicants for adjustment of status.
   (k) Asylum applicants with INS receipt or Immigration Court stamp.


International Student Admissions

Admission - Miami-Dade Community College is authorized under United States Federal Law, Immigration and Nationality Act, Section (101)(a)(15) (F or M) to enroll non-immigrant alien students. These students are required to follow the regular admission procedures, provide a TOEFL (Test of English as a Foreign Language) score, if not a non-native speaker, or alternative English Placement Test, a certificate of health and accident insurance, statement of financial resources to support education costs, and request a Certificate of Eligibility (Form I-20 A-B) from the College.

Registration and placement into courses and programs is dependent on English language proficiency, advisement and counseling, assessment/placement testing and course or program requirements. Academic transcript(s) of secondary school, college, university, technical, and other postsecondary schools attended must be certified as official. Transcript(s) in languages other than English must include official certified English translations, authentic verifying statements, and signatures.

Deadlines - International applicants should apply at least six months prior to enrollment at the college. International mail, transcript verifications, international money transfers, consular appointments, travel and housing arrangements, and advisement/testing requirements all take a great deal of time and may cause delays. Applications for admission, including all admissions credentials and TOEFL test scores (if applicable), must be received at least 60 days prior to the start of the term in which the applicant plans to enroll. International applicants unable to complete the required admission and registration procedures prior to the beginning of classes for the approved term of enrollment will have to wait for the next term to begin studies at Miami-Dade. Students who arrive after the first week of classes for the approved term of enrollment may be required to delay their enrollment until the next term. In such cases, a new Certificate of Eligibility (Form I-20 A-B) may be required to clear visa and/or U.S. Immigration requirements. The request for a new I-20 A-B must be initiated by the student.

International students should plan to take the TOEFL at least six months prior
to the intended term of enrollment at Miami-Dade in order to assure the official test score report is received at least 60 days before the beginning of the term. The Test of English as a Foreign Language (TOEFL) is usually administered several times each year at centers in most countries of the world. Information and application forms for TOEFL may be obtained from international centers, by writing to TOEFL, Box 899, Princeton, NJ 08541, USA, or by visiting their Web site at http://www.toefl.org.

**Readmission** - Readmission to the College for the international student requires submitting a new application for admission, new official transcripts of postsecondary education attempted since last attendance at Miami-Dade, statement of financial resources to support education costs and a request for a Certificate of Eligibility (Form I-20 A-B). Transcript(s) in languages other than English shall include official certified English translations, authentic verifying statements, and signatures.

**English Language Requirements** - Miami-Dade Community College courses are taught in the English language. The College will provide English language training for students who have insufficient English language skills. English language test scores determine placement into college courses. Although no international students will be denied admission because of their TOEFL score, submission of a TOEFL score or alternative testing for non-native speakers is required to complete the admissions process. Students with TOEFL scores (or an equivalent score on other standardized tests) of 550 or higher are eligible to take the Basic Skills Assessment Test, to determine placement in courses leading to an Associate degree. Alternative placement tests will be administered to students without TOEFL scores or with scores below 550. Students requiring English language training may need to attend additional semesters at the College in order to complete all associate degree requirements.

**Financial Requirements** - All international students must have sufficient funds to pay full college matriculation and non-resident fees, textbooks, living expenses, transportation expenses, and other incidental expenses while attending college in the United States. Financial requirements are included with the application for admissions form. Documentary evidence of means of financial support must be provided to the College to be issued a Certificate of Eligibility (Form I-20 A-B). This evidence is also required by the American Embassy or Consulate when applying for a student visa to enter the United States.

Students must have these funds available when they register for classes each term. College financial aid is not available to students on visa. See the “Fees” section in this catalog for details concerning matriculation, non-resident, and other fee requirements.

**Employment** - Visa students in the United States are not allowed to be employed outside the College, unless permission has been granted by the United States Immigration Services.

**Health and Accident Insurance Certificate** - Visa students must provide to the College, in advance of the intended term of enrollment, a certificate indicating that the student is covered by standard health and accident insurance for a minimum of 12 months. This insurance coverage must continue for the entire period of enrollment at the College.

**Duration of Status** - International students on a visa are admitted to the United States for the entire time estimated for them to complete their approved program of study. Students must fulfill the following conditions to maintain Duration of Status: pursue a full course of study at the educational institution they are authorized to attend, make normal progress, keep a current
International visa students who wish to transfer to another school in the same educational program must request a new Form I-20 A-B from the school to which they plan to transfer. That institution will notify Immigration of the student’s intent to transfer to a new school. A student who transfers schools without completing this process is considered to be out of status.

**Passport Validity** - International students on a visa must have and maintain in their possession at all times a current passport valid for a period of not less than six (6) months into the future. It is the student’s responsibility to meet this requirement.

**Full-Time Enrollment** - Non-immigrant alien students on visa are required by United States Immigration regulations to be enrolled full-time. The student should make satisfactory progress in their approved program each term, otherwise the continuation of study on a student visa may be jeopardized and the Certificate of Eligibility (Form I-20 A-B) rescinded. See Standards of Academic Progress in “Academic Regulations” section.

**United States Department of Justice, Immigration and Naturalization Service Laws and Regulations** - It is the student’s responsibility to comply with all non-immigrant alien requirements as stated under the United States laws under Section 101(a)(15)(F) of the Immigration and Nationality Act. The College is required to report to the Immigration Office non-immigrant alien students who:
1. Do not register at the College at the time expected
2. Do not carry a full course of studies
3. Do not attend classes to the extent normally required
4. Become employed without authorization
5. Terminate their attendance at the College.

**Special Fees for International Students** may apply, in addition to course and other student fees.

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**Fees and Refunds**

**A. Registration Fees - College Credit Courses**

1. **Florida Residents**
   - Matriculation and Safety . . . . . . . $42.70 per credit
   - Service Fees** $8.60 per credit
   - Total . . . . . . . . . . . . . . . . . $51.30 per credit

2. **Non-Florida Residents**
   - Tuition and Matriculation and Safety . . . . . . . $159.10 per credit
   - Service Fees** $20.05 per credit
   - Total . . . . . . . . . . . . . . . . . $179.15 per credit

*See “Florida Residency” section for definitions

** Service fee includes the following fees: student services, scholarship, capital improvement and technology.