

November 2, 2021

MEMORANDUM

TO: Florida State College at Jacksonville
District Board of Trustees

FROM: John Avendano, Ph.D. 
College President

RE: November 2021 Board Agenda

Enclosed please find materials in support of the November 9, 2021, Board meeting.

All meetings of the Board will be held at the College's Betty P. Cook Nassau Center, 76346 William Burgess Blvd., Yulee, FL 32097.

The Board Workshop will convene from noon – 1 p.m. as a joint workshop with the Nassau County School District Superintendent of Schools and members of the School Board in Room T-126. The full Board meeting will begin at 1 p.m., Room T-126.

Should you have any questions, or if you are unable to attend one or both of the meetings, please let me know.

Florida State College at Jacksonville
District Board of Trustees
Regular Meeting
A G E N D A
November 9, 2021 – 1 p.m.
Betty P. Cook Nassau Center, Room T-126

CALL TO ORDER AND PLEDGE OF ALLEGIANCE

COMMENTS BY THE PUBLIC

The District Board of Trustees welcomes comments before the Board relating to matters under the Board's consideration during today's meeting. Those who wish to address the Board are required to complete a Public Comment Request form* prior to the meeting. Requestors will be called upon by the Board Chair. Comments are limited to three minutes per person, and the Board is not required to respond.

MINUTES OF THE SEPTEMBER 14, 2021, DISTRICT BOARD OF TRUSTEES FINANCE & AUDIT COMMITTEE QUARTERLY MEETING (p. 291-293)

MINUTES OF THE SEPTEMBER 14, 2021, DISTRICT BOARD OF TRUSTEES WORKSHOP (p. 294-296)

MINUTES OF THE SEPTEMBER 14, 2021, DISTRICT BOARD OF TRUSTEES REGULAR MEETING (p. 297-314)

MINUTES OF THE OCTOBER 12, 2021, DISTRICT BOARD OF TRUSTEES FINANCE & AUDIT COMMITTEE ORIENTATION & REFESHER MEETING (p. 315-316)

MINUTES OF THE OCTOBER 12, 2021, DISTRICT BOARD OF TRUSTEES DEEP DIVE WORKSHOP (p. 317-320)

REPORT OF THE COLLEGE PRESIDENT

STRATEGIC PROGRAMMATIC DISCUSSION

CONSENT AGENDA

Trustees may remove any item from the Consent Agenda for individual consideration under Action Items.

1. Administration: Board Rules – Non-Substantive Changes and Review (p. 321-325)
2. Purchasing: Annual Contract Extensions (p. 326)
3. Purchasing: Bookstore Management Services (p. 327-328)
4. Purchasing: Construction Services – Pre-Qualification of General Contractor Renewal (p. 329-330)
5. Purchasing: Construction Services – Pre-Qualification of New General Contractors (p. 331)
6. Facilities: Certificate of Final Inspection for the Deerwood Center Chilled Water System Re-Pipe Project (p. 332)
7. Facilities: Certificate of Final Inspection for the Kent Campus Building D Elevator (p. 333)
8. Facilities: Certificate of Final Inspection for the North Campus/Nassau Center/South Campus Camera Pathways Installation Project (p. 334)

Subject: Regular Meeting
November 9, 2021, Board Agenda
(Continued)

ACTION ITEMS

1. Approval of Consent Agenda (p. 335)
2. Administration: Annual Salary Index (p. 336-337)
3. Administration: Strategic Plan 2021-2024 (Visionary Impact Plan 2.0) and College Mission, Vision and Values (p. 338)
4. Human Resources: Faculty Sabbaticals (p. 339)
5. Human Resources: Lump Sum Payment (p. 340)
6. Finance: Fees and Charges (p. 341)
7. Finance: FSCJ ACCESS Program (p. 342-350)
8. Academic Affairs: Inactivation of Radiation Therapy Specialist Technical Certificate Program (p. 351)
9. Academic Affairs: Activation of Radiation Therapy Specialist Advanced Technical Certificate Program (p. 352)
10. Academic Affairs: Activation of Financial Technology (FinTech) Advanced Technical Certificate Program (p. 353-354)

INFORMATION ITEMS

Trustees may request discussion of the Information Items.

- A. Human Resources: Personnel Actions (p. 355-357)
- B. Purchasing: Purchase Orders Over \$195,000 (p. 358)
- C. Finance: Annual Property Inventory Report (p. 359-361)
- D. Finance: 2020-21 Annual Financial Report (p. 362-411)

REPORT OF THE BOARD CHAIR

REPORTS OF TRUSTEES

REPORT OF THE FINANCE & AUDIT COMMITTEE CHAIR

REPORT OF THE ADMINISTRATIVE AND PROFESSIONAL COLLABORATIVE

(Written report provided by Dr. Mark Boese)

REPORT OF THE CAREER EMPLOYEES COUNCIL (Report provided by Mr. Matt Wetzel)

REPORT OF THE FACULTY SENATE (Written report provided by Dr. John Woodward)

REPORT OF THE STUDENT GOVERNMENT ASSOCIATION (Written report provided by Ms. Breana White)

NEXT MEETING

The Board will meet on Friday, January 28, 2022 for a Deep Dive Workshop/Planning Meeting, beginning at 9 a.m.

The next regular meeting of the Board is scheduled for Tuesday, February 8, 2022, at the College's Administrative Offices, Board Room 405, 1 p.m.

ADJOURNMENT

* Please refer to the FSCJ DBOT webpage for procedures/information regarding "Public Comments." The FSCJ DBOT webpage may be viewed within the College's website at: <https://www.fscj.edu/dbot>.

Florida State College at Jacksonville
District Board of Trustees
Finance & Audit Committee
Minutes of September 14, 2021, Quarterly Meeting
Advanced Technology Center, Room T-116, 10:45 a.m.

PRESENT:

D. Hunt Hawkins, Committee Chair
Roderick D. Odom
O. Wayne Young
John Avendano
Stephen Stanford
Cleve Warren

ABSENT:

None

CALL TO ORDER:

College President John Avendano, Ph.D. called the Finance and Audit Committee meeting to order at 10:51 a.m. and welcomed those in attendance.

INFORMATION/
DISCUSSION:

A. Review of Committee Charge and Process

Steve Stanford, Interim Associate Vice President of Administration, read the Committee Charge and Purpose. Trustee Odom was welcomed to the committee. Trustee Odom will replace Trustee DiBella.

B. Selection of Committee Chair

Dr. Avendano led the selection for the Committee Chair for 2021-22. Trustee Hawkins self-nominated to resume duties of Committee Chair, if agreed upon. It was motioned and seconded for Trustee Hawkins to be appointed as Committee Chair. Motion unanimously carried.

C. Discussion of Interim Financial Statement & Fiscal Prognosis

Steve Stanford reviewed the interim financial statement for the period of July 1, 2021 through August 31, 2021. Financial transactions of the last two months have been within expectations. Enrollment is projecting down at 8.8% for fall. HEERF Funds allow for revenue back stop ability to recover indirect costs, lost revenue due to the COVID-19 pandemic. HEERF Funds expire on May 2022 unless a one-year extension is approved. Extension will be filed early 2022.

D. Review of Annual Financial Report Summary

Full report will be submitted to the November 2021 Board meeting for approval. Steve Stanford reminded the committee that there have not been any state appropriations for capital improvement for many years. There is currently \$40 million in deferred maintenance sent to the state. Dr. Avendano stated that during the Council of the Presidents meeting in September of this year, their focus would be on PECO funding and base funding. Conversation included various ways to aid capital funding through informal surveys, matching donations, possible local tax, and naming rights. The last State appropriation funded capital improvement project was improvements to the Commercial Vehicle Driving Operation Program.

E. Discussion of 2021-22 Budget Outlook

Indirect costs will continue to flow through Fund 1 over the next year. Dr. Avendano updated the Committee of HEERF incentives towards the students through vaccine incentives. Staff incentives include vaccine incentive and compensation incentives by completed COVID related professional development courses. The College is projected to spend all of the HEERF funds. Dr. Avendano updated the Committee that the Associate of Arts enrollment was still down, yet career and technical programs are holding steady. Hiring freeze is still in effect excluding positions that are in desperate need. Salary and benefits currently consist of 80% of expenses. Pandemic effects are being felt at all Florida College Systems Schools. Universities are also showing those effects through retention issues.

Construction labor and material fees have increased due to supply and logistical issues. Emphasis on recruiting efforts were discussed to bring enrollment up to 2019-20 levels. Trustee Young requested a refresher training of College Funds.

COMMENTS BY THE
PUBLIC:

Dr. John Wall, Provost/Vice President of Academic Affairs, addressed the Committee and shared that enrollment in the A.A. program has been exacerbated with the COVID pandemic and new emphasis is being focused on the Associate of Science programs. Health related programs are holding steady with enrollment.

NEXT MEETING:

The next meeting of the Finance & Audit Committee is scheduled for Tuesday, November 9, 2021 at FSCJ's Nassau Campus, Bldg. T. The Committee will meet at 10:45 a.m. in T-117.

ADJOURNMENT:

There being no further business, President Avendano declared the meeting adjourned at 11:47 a.m.

APPROVAL OF
MINUTES:

Committee Chair, Finance and Audit Committee

Interim Vice President of Finance and Administration

Submitted by: Shannon Oliver, Project Coordinator

Florida State College at Jacksonville
District Board of Trustees
Minutes of the September 14, 2021, Board Workshop
Advanced Technology Center, Rooms T-140 & 141, Noon

PRESENT:

Michael M. Bell, Chair
Laura M. DiBella, Vice Chair, Nassau County (via remote attendance)
O. Wayne Young, Vice Chair, Duval County
Shantel N. Davis
D. Hunt Hawkins
Thomas R. McGehee, Jr.
Roderick D. Odom

ABSENT:

Jennifer D. Brown
Andrew B. Shaw

CALL TO ORDER:

Chair Michael Bell called the meeting to order at 12:09 p.m. and welcomed those in attendance. He acknowledged the presence of Trustee Laura DiBella via remote attendance.

Prior to getting the meeting underway, College President John Avendano, Ph.D. shared the following information with the Board and meeting attendees:

He noted that throughout the pandemic, FSCJ had regularly updated their mask wearing guidance to follow the Centers for Disease Control and Prevention (CDC) guidelines as to COVID-19.

Accordingly, the College expects all faculty, staff, students and visitors to wear masks while on campus, especially indoors where social distancing cannot be maintained, regardless of vaccination status. However, as for the Board, guidelines for social distancing had been adhered to for today's meeting set-up. Therefore, Trustees may remove their masks, if they so desire.

WELCOME/
INTRODUCTIONS:

President Avendano welcomed all those in attendance, noting that today's agenda was centered on two topics. He introduced Chief Diversity, Equity and Inclusion Officer/Executive Director of Employee Relations Lisa Moore, J.D., who would provide the Board with an overview of FSCJ's 2020-21 Annual Equity Report, followed by Associate Vice President for Strategic Priorities Dr. Deborah Fontaine providing Trustees with information pertaining to the College's work with Achieving the Dream.

INFORMATION/
DISCUSSION:

A. Equity Report:

Chief Diversity, Equity and Inclusion Officer/Executive Director of Employee Relations Lisa Moore, J.D., provided the Board with an overview of FSCJ's 2020-21 Annual Equity Report. The overview included information pertaining to the following:

- Why Do We Complete the Equity Report?
- Equity Report Sections
- Section 1 – Plan Development
- Section 2 – Policy and Procedures
- Data, Analysis and Benchmarks
- Section 3 – Employment Equity Accountability
- Executive/Administrative/Managerial Positions (EAM) Report
- EAM Strategies
- Full-Time Instructional Staff Report
- Full-Time Instructional Staff Strategies
- Full-Time Instructional Staff/Continuing Contract Report
- Full-Time Instructional Staff/Continuing Contract Strategies
- Section 4 – Strategies to Overcome Underrepresentation of Students
- Section 5 – Substitution Waivers for Admissions and Course Substitutions
- Section 6 – Gender in Athletics
- Equity Report Feedback

There was a brief discussion by the Board relating to unconscious bias in hiring practices.

President Avendano noted the next topic, Achieving the Dream (ATD) is a national reform network of community colleges that the College has been actively involved with for six years. ATD focuses on improving student outcomes, promoting equity and establishing a culture of data informed decision-making. He shared that while at national conferences you will hear colleges state they are an ATD school due to the status to be among the small network. President Avendano is proud to say, FSCJ is an Achieving the Dream school.

B. Achieving the Dream: Associate Vice President for Strategic Priorities Dr. Deborah Fontaine provided the Board with a presentation of “Achieving the Dream.” The presentation included information pertaining to the following:

- Summary of Achieving the Dream (ATD)
- Institutional Capacity Assessment Tool (ICAT)
- ATD Leader College Metrics
- FSCJ is Changing the Paradigm
- Guided Pathways: The Way Forward
- What’s Different about Guided Pathways?
- How Does Guided Pathways Transform the Student Experience?
- Align Resources and Programs to Put Students First
- Guided Pathways Committee Structure

There was discussion by Trustees regarding ATD’s network of colleges, FSCJ’s Guided Pathways webpage, closing the equality gap, ATD’s focus, Year Up Program’s focus, interim metrics/data points, marketing opportunities and the implementation of Guided Pathways.

President Avendano thanked Chief DEI Officer Moore and Dr. Fontaine for their presentations.

COMMENTS BY THE PUBLIC:

There were no comments made by the public.

ADJOURNMENT:

There being no further business, Chair Bell declared the public meeting adjourned at 1:00 p.m.

APPROVAL OF MINUTES:

Chair, District Board of Trustees

Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Secretary to the Board

Florida State College at Jacksonville
District Board of Trustees
Minutes of the September 14, 2021, Regular Meeting
Advanced Technology Center, Rooms T-140 & 141, 1 p.m.

PRESENT:

Michael M. Bell, Chair
Laura M. DiBella, Vice Chair, Nassau County (via remote attendance)
O. Wayne Young, Vice Chair, Duval County
Shantel N. Davis
D. Hunt Hawkins
Thomas R. McGehee, Jr.
Roderick D. Odom
Andrew B. Shaw

ABSENT:

Jennifer D. Brown

CALL TO ORDER:

Chair Michael Bell called the meeting to order at 1:15 p.m. and welcomed those in attendance. He acknowledged the presence of Trustee Laura DiBella via remote attendance.

Prior to getting the meeting underway, Chair Bell shared the following information with the Board and meeting attendees:

He noted that throughout the pandemic the College had regularly updated their mask wearing guidance to follow the Centers for Disease Control and Prevention (CDC) guidelines as to COVID-19.

Accordingly, FSCJ expects all faculty, staff, students and visitors to wear masks while on campus, especially indoors where social distancing cannot be maintained, regardless of vaccination status. This is not a mandate but a strong expectation, in order to help ensure the health and safety of everyone on campus.

Chair Bell noted that the guidelines for social distancing had been adhered to for today's Board meeting. Therefore, Trustees may remove their masks, if they so desire.

PLEDGE:

Chair Bell led the Pledge of Allegiance.

COMMENTS BY THE PUBLIC:

Chair Bell opened the public comments segment of the meeting wherein members of the public were invited to make comments on matters before the Board's consideration.

Chair Bell advised the Board that no member of the public had requested to speak. He asked if there were any comments by the Trustees, and there were none.

MINUTES:

(Ref. Board Agenda for
 September 14, 2021; Pages
 202200181 – 213)

Chair Bell asked the Board if there were any comments or recommended revisions to the Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) minutes – as a slate – of the July 13, 2021, Deep Dive Workshop, on agenda pages 181 – 184; August 10, 2021, Board Workshop, on agenda pages 185 – 188; and August 10, 2021, Regular Meeting, on agenda pages 189 – 213, and there were none.

MOTION: (McGehee – Hawkins) The motion was made to approve the FSCJ DBOT minutes – as a slate – from the July 13, 2021, Deep Dive Workshop; August 10, 2021, Board Workshop; and August 10, 2021, Regular Meeting, as recommended.

Motion carried unanimously.

REPORT OF THE COLLEGE
 PRESIDENT:

2021 FSCJ Convocation
 Recap:

College President John Avendano, Ph.D. thanked all those who attended Convocation on August 26. He was delighted to have the opportunity to welcome back many of FSCJ's faculty and staff to campus for this annual academic year kickoff celebration.

This year the College provided a hybrid option to faculty and staff, wherein attendance could be face-to-face or in a virtual environment. During the presentations, individuals from different areas across the College provided updates and discussed current topics such as FSCJ's Student Success Management System called myGradPlan; Single Stop, which is a one-stop shop that connects students with financial assistance and local resources needed to stay focused on their academic goals; and the ongoing focus on Diversity, Equity, Inclusion and Belonging at FSCJ.

President Avendano shared his appreciation for the creativity and commitment of the faculty and staff throughout the pandemic, and how the College is prepared and well positioned for the exciting growth taking place here in our community. He is confident that this will be a wonderful school year and truly appreciates everyone's support in helping FSCJ reach its goals.

FSCJ Alumni Golf Classic
Update:

President Avendano shared with the Board that on August 25 the FSCJ Foundation hosted an FSCJ Alumni Golf Classic at The Golf Club at South Hampton. The event was held to raise funds for the FSCJ Strong program, which is dedicated to empowering FSCJ students to begin, sustain and complete their education.

President Avendano noted that while it was an incredibly hot day, everyone who participated really enjoyed themselves. He believes the College made great progress toward funding the FSCJ Strong program through this event and looks forward to other opportunities to further the impact of this program.

Additionally, he thanked Trustee Shaw for his attendance at the event as well as bringing a guest.

Vice President of Finance and
Administration Search Update:

President Avendano shared with the Board that the Executive Leadership Team, along with members of the Administrative and Professional Collaborative (APC), Career Employees' Council (CEC) and Faculty Senate, recently interviewed two individuals who were provided to the institution by the Association of Governing Boards of Universities and Colleges (AGB) Consulting team. Both interviews went well, noting one candidate stood out based on qualifications and experience. As a result, the Interim Vice President of Finance and Administration position was offered to Dr. Wanda Ford.

Dr. Ford comes to FSCJ via the CFO position at Florida A&M University. She will begin her duties on September 27, 2021, and serve in the interim capacity through for the course of the fiscal year ending June 30, 2022. The official search process for the permanent position will begin towards the end of the calendar year.

Recent Visits at Cecil:

President Avendano shared with the Board that opportunities continue to arise at and near our Cecil Center. Along with a few others from the College, he recently held a tour with some local entrepreneurs where they discussed the future of the area.

Additionally, he toured the Jinko Solar plant near FSCJ's Cecil Center. Not only did he learn about the process of putting together solar panels, but also the many opportunities to help the company find new employees, as well as potential certification programs to enhance the skills of their current employees.

President Avendano shared he was excited to be a part of the conversations and looks forward to the collaboration opportunities with new companies as they look to the area for their expansions.

Return to Campus (RTC) and
Fall Term:

President Avendano shared with the Board that the College brought the majority of staff back to campus starting August 23, noting some of his best days to date at FSCJ were the first few days of these Fall Term classes. He enjoyed the numerous opportunities to walk around the campuses and talk with students and employees.

President Avendano noted while the institution continues to navigate what is required of quarantining and dealing with matters relating to the pandemic, he feels as though FSCJ is making great strides to ensure the institution is meeting the students where and when they need the College. He shared his appreciation for everyone's cooperation and compliance when it comes to mask-wearing inside the classroom and within the hallways. The College will continue to urge people to become vaccinated and hold vaccination opportunities on campus.

President Biden's Vaccine
Mandate:

President Avendano noted as everyone might have heard, President Biden announced last week his plans for mandating the vaccine for employers who employ more than 100 employees. At this point, he is not sure about the legalities of such a mandate. However, FSCJ is paying close attention to what can or cannot be required. The Board will be updated on this issue as more information is provided within the weeks and months to come.

President Avendano asked if there were any questions or comments by the Board relating to his President's Report up to this point. There was discussion by the Board regarding Convocation and their appreciation for the "First Day of School – Return to Campus" photos and the Convocation committee.

Data Dashboard:

President Avendano shared with the Board information relating to the September 2021 Data Dashboard, noting this month begins the high-level view of institutional data sets. The College will feature various FSCJ programs for information/discussion at future Board meetings, workshops and/or Deep Dive Workshops.

- Enrollment Dashboard I: The first dashboard is the Fall Term College Credit Enrollment report as of August 24, 2021, which shows a negative variance of 10.6% credit hours for fall 2021 over fall 2020. That enrollment number is down 39,114 credit hours when compared to the same day in the fall 2019 enrollment cycle.
- Spotlight Dashboard: The second dashboard is a spotlight on the College's Community College Survey of Student Engagement (CCSSE), which was administered in 2021 Spring Term. CCSSE is a nationally recognized assessment of student engagement, which is a key indicator of learning. The comparisons are to the top-performing colleges and extra-large institutions. The focus areas of student engagement are student-faculty interaction and active and collaborative learning.
- Spotlight Dashboard: The third dashboard is a spotlight on the College's Associate in Arts (A.A.) Degree, which is the institution's largest academic program despite enrollment decline in recent years. This is the enrollment area of greatest concern. The decline in enrollment is also a national trend.
- Spotlight Dashboard: The fourth dashboard is a spotlight on the College's Associate in Science (A.S.) and Associate in Applied Science (A.A.S.) Degrees, which are designed to prepare students for careers in a variety of different areas. This area has been holding strong in enrollments.
- Spotlight Dashboard: The fifth dashboard is a spotlight on the College's Bachelor's Degrees, where growth has been steady, excluding last year's enrollment decline due to COVID-19. This area has been steady, noting it is an area of opportunity.
- Spotlight Dashboard: The sixth dashboard is a spotlight on the College's Career Certificate (C.C.) programs, which are also often referred to as "clock hour programs." These certificates prepare students for the workforce with short-term training and connects them to the professional certifications and licensing they may require. This area has shown a slight decline, but again this is an area of opportunity.

- **Spotlight Dashboard:** The seventh dashboard is a spotlight on the College's key access points, which includes information on Continuing Workforce Education (CWE) and Adult Education programs, including Adult High School (AHS), GRE preparation, Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL). The Adult Education programs were hit hardest by COVID.
- **Finance Dashboard:** The eighth dashboard illustrates the actual revenues and expenditures compared to budget for the period ending July 31, 2021 and July 31, 2020.
- **Grants Dashboard:** The final dashboard is a snapshot of the grants that have been awarded to the College in the first month of our 2021-22 fiscal year, which total \$1,145,934.

Also included is information on the two Trio Talent Search grant programs currently being led at FSCJ. The College is pleased to learn the grants have been renewed for five additional years of funding by the U.S. Department of Education.

STRATEGIC
 PROGRAMMATIC
 DISCUSSION:

President Avendano shared with the Board that beginning next month the College will feature various FSCJ programs for information/discussion, noting if Trustees wish to have a particular program(s) featured to please let him know.

There were requests for nursing and allied health programs to be part of the FSCJ programs highlighted in the coming months, especially with the growing needs in the health care industry and vaccine mandates by hospitals and clinical sites.

In reference to vaccine mandates, Provost/Vice President of Academic Affairs Dr. John Wall shared with the Board that the College does not require FSCJ students to be vaccinated, however, many of the health care facilities require students to be fully vaccinated prior to the start of their clinical rotation. There have been negotiations for exemptions and exceptions with educational partners and the process thereof.

Additionally, Chair Bell requested a future Deep Dive Workshop with the top five programs, which have the greatest opportunity for workforce needs/growth within our community/region.

CONSENT AGENDA:
(Ref. Board Agenda for
September 14, 2021; No
Consent Items)

Chair Bell shared with Trustees that there were no Consent Items on today's agenda. Therefore, the Board would move directly to the Action Item section of the agenda.

ACTION ITEMS:
(Ref. Board Agenda for
September 14, 2021; Items 1
through 7, Pages 202200214
– 244)

President Avendano presented the administration's recommendation on Action Item 1, Purchasing: Annual Contract Extensions, on agenda pages 214 – 216.

MOTION: (Davis – McGehee) The motion was made to approve the Annual Contract Extensions, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 2, Purchasing: Employee Group Plans for Health, Dental and Vision Insurance, on agenda pages 217 – 221.

MOTION: (McGehee – Hawkins) The motion was made to approve the Employee Group Plans for Health, Dental and Vision Insurance, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 3, Finance: Fiscal Year 2020-21 Operating Budget Amendment No. 3, on agenda pages 222 – 223.

MOTION: (McGehee – Young) The motion was made to approve the Fiscal Year 2020-21 Operating Budget Amendment No. 3, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 4, Finance: Fiscal Year 2021-22 Operating Budget Amendment No. 1, on agenda pages 224 – 225.

MOTION: (Hawkins – McGehee) The motion was made to approve the Fiscal Year 2021-22 Operating Budget Amendment No. 1, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 5, Finance: Fiscal Year 2021-22 Carry Forward Spending Plan, on agenda page 226.

MOTION: (Young – McGehee) The motion was made to approve the Fiscal Year 2021-22 Carry Forward Spending Plan, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 6, Finance: Fiscal Year 2021-22 Capital Outlay Budget Amendment No. 1, on agenda pages 227 – 229.

MOTION: (Davis – McGehee) The motion was made to approve the Fiscal Year 2021-22 Capital Outlay Budget Amendment No. 1, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 7, Academic Affairs: Florida College System Affordability Report, on agenda pages 230 – 244.

MOTION: (Hawkins – McGehee) The motion was made to approve the Florida College System Affordability Report, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

INFORMATION ITEMS:
 (Ref. Board Agenda for
 September 14, 2021; Items
 A – C, Pages 202200245
 – 288)

Chair Bell asked the Board if there were any questions or comments related to Information Items A – C, on agenda pages 245 – 288, and there were none.

REPORT OF THE BOARD
 CHAIR:

Chair Bell noted President Avendano often speaks of the fact the Board serves a growing region. Therefore, he recently researched the population trends/projections for FSCJ's service area and today he wished to report on his findings. By 2030, it is projected that Jacksonville will have approximately 250,000 more residents and Nassau County had a 5% growth rate last year, which translates to another 30,000 residents. Therefore, the total population trend for 2030 will be a little less than 300,000 for the overall service area. This provides a huge demographic opportunity for FSCJ. However, it is more than just about demographics, it is all the work the College is undertaking to ensure the right programs are in place, connections are being made with community members and partners and the implementation of Six Sigma.

Chair Bell thanked everyone for all their work. He noted he was very goal orientated on the College's future, and although enrollment numbers were down, he was not worried long term. He believes the College is focused on the right things and eventually the pandemic will get behind us and enrollment numbers will increase.

REPORT OF TRUSTEES:

There were no reports provided by Trustees.

REPORT OF THE BOARD
 FINANCE & AUDIT
 COMMITTEE CHAIR:

FSCJ Finance & Audit Committee Chair Hunt Hawkins provided the Board with a summary of the September 2021 quarterly meeting, which included information regarding the Committee Charge and Process, to include information on College initiatives; selection of Committee Chair, which he self-nominated and was appointed by committee members; interim Financial Statement and Fiscal Prognosis, sharing that

the first two months of 2021-22 have been within expectations and HEERF Funds allow for revenue back stop ability to recover indirect costs and lost revenue due to COVID-19 pandemic; Annual Financial Report Summary, to include information on the College's net position, operating revenues and capital appropriations; and 2021-22 Budget Outlook, noting the pandemic effects and the role the HEERF Funds assist the College.

The next meeting of the Finance & Audit Committee is scheduled for Tuesday, November 9, 2021, at FSCJ's Betty P. Cook Nassau Center. The Committee will meet at 10:45 a.m. in Room T-117.

REPORT OF THE BOARD
 LIAISON, FSCJ
 FOUNDATION BOARD OF
 DIRECTORS:

FSCJ Foundation Board Liaison Shantel Davis provided the Board with an overview of the written report relating to the FSCJ Foundation Board of Directors quarter-to-quarter Board meetings along with other committee meetings and activities. (Appendix A)

REPORT OF THE
 ADMINISTRATIVE AND
 PROFESSIONAL
 COLLABORATIVE (APC):

Administrative and Professional Collaborative Chair Dr. Mark Boese provided the Board with a written report relating to current APC initiatives and activities. (Appendix B)

REPORT OF THE CAREER
 EMPLOYEES COUNCIL
 (CEC):

Career Employees Council Chair Matt Wetzel provided the Board with a written report relating to current CEC initiatives and activities. (Appendix C)

REPORT OF THE FACULTY
 SENATE (Senate):

Faculty Senate President Dr. John Woodward addressed the Board and presented an overview of the written report relating to current Senate initiatives and activities. (Appendix D)

Trustee Davis shared her appreciation for Dr. Woodward's energy and what he presents to the Board as it culminates exactly what they wish to see.

REPORT OF THE STUDENT
 GOVERNMENT
 ASSOCIATION (SGA):

Collegewide Student Government Association President Breana White provided the Board with a written report relating to current SGA initiatives and activities. (Appendix E)

NEXT MEETING:

Chair Bell announced the Board will meet on Tuesday, October 12, 2021, at the College's North Campus for a Deep Dive Workshop. The workshop will convene at noon in Room A-236.

The next regular meeting of the Board is scheduled for Tuesday, November 9, 2021, at the College's Betty P. Cook Nassau Center.

ADJOURNMENT:

There being no further business, Chair Bell declared the meeting adjourned at 2:06 p.m.

APPROVAL OF MINUTES:

Chair, District Board of Trustees

Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Secretary to the Board



REPORT OF THE BOARD LIAISON, TRUSTEE SHANTEL DAVIS SEPTEMBER 14, 2021

I participated in my first "Regular Meeting" of the Foundation Board on Wednesday, September 1st. There was a more than ample number of the members present to deal with what was a very robust agenda.

In addition to a number of committee reports rendered by committee chairpersons, the agenda included the approval of the Foundation's 2021-22 budget, the election of its 2022-23 slate of officers, and the renewal of term limits for several of its members.

The Foundation's budget includes a projected \$5.8 million in restricted and non-restricted funds to be made available to the College for student scholarships, academic programs, and institutional support. This compares to last year's availability of \$4.5 million. The nearly 30% increase can be largely ascribed to fund raising successes for programs such as the Northeast Florida Jobs Initiative, Blue Foundation Mobile Pantry, Dental Hygiene Clinic renovation project, and various gifts to address digital literacy, financial literacy, and student emergency assistance.

In keeping with the Board's By-laws, the new slate of officers will serve 2-year terms beginning January 1, 2022, and ending December 31, 2023. The new slate of officers includes: Mr. Brian Parks, Florida Market President Ameris Bank as Chairperson; Mr. Brent Lister, President First Florida Credit Union as 1st Vice Chairperson; Ms. Valarie Hendriex-Jenkins, Vice President and Senior Community Development Officer Wells Fargo Bank as 2nd Vice Chairperson; Mr. Wilson Studstill, Senior Vice President Investments Raymond James & Associates as Treasurer; and Mr. Danny Berenberg, Managing Partner at GiftCounsel.com as Secretary.

The cohort of Board members whose 4-year terms expire on December 31, 2021 were all re-elected to additional 4-year terms which will expire on December 31, 2025.

The meeting agenda included some encouraging reports by FSCJ Foundation Major Gifts Officer Mr. Socrates River, Alumni Relations and Annual Campaigns Officer Ms. Danielle Thompson, and Artist Series Executive Director Dr. Milt Russos.

Mr. Rivers reported that \$325k of the \$1M fund raising goal for the Dental Hygiene Clinic Renovation Project was now confirmed, and a total of \$2.9 million in gifts and pledges had been received by the Foundation as of the date of the meeting.

Ms. Thompson reported a nearly 13% increase in employee and alumni giving of \$57,551 year-to-date. Movement in these numbers is reflective of the "constant contacts" being made with various constituent groups via the Alumni Relations Office.

The Alumni Relations Office also completed the inaugural FSCJ Alumni Golf Classic on August 25th held at the Golf Club at South Hampton. Major sponsors for the event included First Florida Credit Union, PFM Asset Management, Warden Construction, and Teitjen Technologies. There were more than 80 participants in the event. Net proceeds from the event benefit the FSCJ Strong Scholarship Fund.

A big shout out is due to the FSCJ Retirees Association for their volunteer participation in the event. Members of the Retirees Association are also members of the FSCJ Alumni Association.

The final publication of the Foundation 2019-20 Donor Report will be released soon. Be on the lookout for an electronic version of the report to be delivered to you via email in the next few weeks.

The Alumni Office is also in the troughs of completing plans for the Annual Power of Possible Scholarship Gala. This year's gala will be held at the Cummer Art Museum on Thursday, October 21st. The Gala will be followed by the inaugural President's Forum to be held at Epping Forest on Wednesday, November 10th. Both events will feature national speakers sponsored by local interest.

The Artist Series reported Hamilton tickets sales, 5 weeks out from the date of the show, are at 45,611 tickets. This compares to 42,121 tickets for the 5-week period ahead of the show when it was cancelled due to the advent of the pandemic in 2020. Hamilton ticket revenues of roughly \$7.5 million are up nearly \$1 million year-over-year. "The Hamilton Affect" on Artist Series net results for the 2021-22 fiscal year should have a very positive effect on the growth of the Foundation's Quasi-Endowment balances.

That concludes my report.



Date: September 8, 2021

To: Florida State at College District Board of Trustees

From: Marc Boese, Chair of the Administrative and Professional Collaborative, 2021-2022

Re: September 2021 Administrative and Professional Collaborative Report

Chair Bell and Trustees:

The Administrative and Professional Collaborative (APC) is excited to get rolling during this new academic year. Our goal is to continue to build active engagement between our members and across all areas of the College. Planning is underway for Administrative and Professional (A&P) professional learning opportunities, brown bag lunch panel discussions, events, and various networking events.

We began the year with a survey to our APC representatives to set our priorities for the year. The main themes that emerged include more Collegewide involvement, increased participation and visibility of the APC, employee advocacy, increasing student resources, and more engagement and networking opportunities. The Professional Development, Events and Service, and Communications and Spotlight task forces have been hard at work planning toward these efforts.

The Professional Development task force, led by Tara Haley, Kerri Burns, and Von Nell Baggett, has been scheduling guest speakers for our monthly meetings and quarterly brown bag lunch events for all A&Ps, including our October event featuring Jennifer Petersen to discuss our Resource Development and Grants office. Our Events and Services task force, led by Kerry Roth, Trina McCowan, and Jennifer Mullings, has been planning future A&P networking events, volunteering opportunities, Speed Networking, and promoting participation in the Heart Walk.

Our Bylaws and Outreach task force, led by Jametoria Burton, Sondra Evans, Jefferson Everett, and Karen Howard, will review and revise our APC bylaws and look for ways to expand our visibility and participation with all our A&P employees. Another critical group in increasing our visibility is our Communications and Spotlight task force, led by Robin Herriff, Karen Arlington, and Ashli Archer. This group will continue to build our APC "brand," update our website and continue to spotlight our A&P employees.

As we move forward in the year, I look forward to updating our progress on these goals and increasing our engagement in all areas of the College.

Respectfully,

Marc Boese, Ph.D.
Executive Director of Organizational Development
Administrative and Professional Collaborative Chair, 2021-2022



Date: September 8, 2021

To: Florida State College at Jacksonville District Board of Trustees

From: Matt Wetzel, Career Employees' Council Chair

Re: September 2021 Career Employees' Council Report

Chair Bell and Trustees:

The Council in partnership with the Association of Florida Colleges' (AFC) FSCJ Chapter created a team to support a local service project for the American Heart Association Heart Walk taking place on Saturday, September 11th. Our team's name is ***The Heart and Pulse of FSCJ***. The team has collectively raised over \$1,300 to date. We look forward to supporting such a special cause to our community on a monumental day and most importantly to many of us who have lost loved ones due to heart disease. We thank everyone for their continued support of the Council.

On behalf of the career employees, we express our appreciation to the District Board of Trustees for your time, effort and support that you bring to the College community, staff and our students.

Respectfully,

Matt Wetzel

Matt Wetzel
Career Employees' Council Chair 2021-22
Florida State College at Jacksonville
904-381-3707 / matt.wetzel@fscj.edu



Date: September 8, 2021

To: Florida State College at Jacksonville District Board of Trustees.

From: John A. Woodward, PhD

Re: September 2021 Faculty Senate Report

Chair Bell and Fellow Trustees:

As I said in my previous letter to the Board, I think many of us thought the pandemic was behind us and we would have a smoother semester with a more engaged on-campus culture. That has not quite worked out like we planned. Our mitigation strategy seems to have worked so far, however, and I for one am enjoying being back on campus. And I want to applaud Drs. Avendano and Wall again for working with us to prepare for the return to campus even as the pandemic took a turn for the worse over the late summer. My students have been convivial and respectful of our attempts to prevent outbreaks. I think it is clear they also want to be on campus and in the classroom. So, as someone who is vaccinated, I anticipate a semester with few interruptions and am comfortable in our ability to transition online if need be – even as we continue to grapple with questions of rigor, rapport, and honesty in the online environment.

Faculty are looking forward to some fairly big tasks this year. One of the largest is our general education review. We are tasked with re-evaluating our general education offerings and curriculum and we are in a good place to make a few connections across the College and programs. First, and perhaps most importantly, we need to engage with our Achieve the Dream partnership and see if there are ways by which we can indirectly address success gaps or questions of equity through our general education curriculum outcomes. Second, we have been tasked by the state to re-evaluate our general education requirements for our AS programs. This provides us with some ground to bridge any gaps we might discover. It will involve a lot of work, much of that from our wonderful staff in Curriculum Services, and I want to applaud them in advance.

We also continue several projects oriented towards equity and inclusion at the College – such as the Bridges grant and promoting Open Educational Resources (OER). The Bridges grant has produced the “Bridges to Student Success Certificate” program which will allow us to erode some of the interior ‘silos’ that are an unfortunate component of many academic institutions. This is part of a larger move towards making connections easier to build and sustain across the institution – connections between faculty and students and faculty and staff. It seems a simple problem, but we still struggle with being able to direct our students to the appropriate resources on campus and online. We can help students as well by lowering the costs of their education. Promoting the use of OER, and perhaps even looking into leveraging OER to create better internal products, are on our list of projects as well. OER is already saving students money on books. But some OER resources are poorly written, inconsistent, and alienating in tone or content. Our faculty are in a position to leverage those resources while building on to them with our own work. This is a still-nascent area in higher education, but an important one to explore.

Another project that will take a bit longer, I imagine, is the return of our students and academic events to campus. In my address to the faculty at our plenary session, I asked our faculty to consider being more intentional in offering events on campus. We have many truly interesting opportunities to address such questions as democracy and bodily autonomy, civic responsibility, the history of race in the south, achieving equity in society, among other pressing concerns to our civilization, and to do so in a civic and respectful fashion. Unfortunately, online discourse has not proven to be beneficial to these conversations – indeed, I think if anything it has proven to be detrimental to them. Face-to-face meetings are the only really effective means of engaging this discourse – which means bringing these discussions on campus through community-engaging events. I hope we will see more of these events and maybe even longer-term projects that will carry over into future semesters. They add to the vibrant campus culture and encourage students to think that academics and education does not end as they exit the classroom, but rather are communal and inform our very concepts of civic responsibility and duty.

That concludes my report.

Respectfully,



John Arrington Woodward, PhD
Professor of Humanities and Film Studies
Faculty Senate President
C2326B, DWC
Florida State College at Jacksonville
john.a.woodward@fscj.edu
904-997-2703



Date: September 14, 2021

To: Florida State College at Jacksonville District Board of Trustees

From: Florida State College at Jacksonville Student Government Association Executive Board

Re: September 2021 Student Government Association Report

Chair Bell and Trustees,

The Student Government Association (SGA) is the student body voice at Florida State College at Jacksonville (FSCJ). Please see the following updates and accomplishments since our last report.

Since the last report, the SGA has accomplished the following:

- During the first week of the 2021 fall term, members of the SGA participated in Welcome Week, which consisted of students, faculty, and staff greeting students, providing directions, as well as passing out information on ways to get involved in co-curricular activities, refreshments, and distributing FSCJ branded swag items. Caricature artists also provided free student illustrations during this week.
- On September 9 and September 10, the SGA hosted 9/11 Remembrance Tables where students and employees that visited the tables were provided a red, white, or blue piece of paper that they could use to write down words of thanks to first responders, veterans, and active duty service persons, as well as reflections on how 9/11 affected them. The SGA will gather the words of thanks and reflections, laminate them to poster boards, and deliver the boards to first responder stations.
- Each campus SGA donated to the 2021 Hearth Walk out of their respective Fund 6 accounts and members participated in the Riverside location walk on September 11.
- Each campus SGA will host Constitution Day Trivia on September 16 from 11-12 p.m.
- On September 17, the SGA Presidents and Vice Presidents will attend the virtual Florida College System Student Government Association (FCSSGA) Presidents Assembly. The attending officers will receive an overview of the year, attend professional development sessions, and vote to help determine the planks of the FCSSGA Legislative Platform.
- Members of the SGA have volunteered to participate in the recording of a High Impact Welcome Video as part of our new student orientation efforts.
- In-person campus tours have started back and members of the SGA have joined Student Ambassadors in showing potential students our facilities and sharing our experiences as students at FSCJ.
- The SGA will work with Duval County and Nassau County Supervisor of Elections Offices on voter registration efforts for the fall term.
- Member of the SGA will assist with carrying out Hispanic Heritage Month events during September and October as part of the History & Heritage Celebration series.
- On October 16, members of the SGA will join FSCJ staff in volunteering at the Armed Forces Half Marathon, by providing water runners as they pass the FSCJ sponsored Water Station 2, on Riverside Avenue in front of the Haskell Building.

On behalf of the student body, we extend our deepest gratitude to the District Board of Trustees and FSCJ President Dr. John Avendano for continuing to provide the SGA the opportunity to share updates and accomplishments of our students. Thank you for your time and all that you do for the students of FSCJ.

Sincerely,

Breana White

FSCJ Collegewide Student Government Association President

Florida State College at Jacksonville
District Board of Trustees
Finance & Audit Committee
Minutes of October 12, 2021, Orientation and Refresher Meeting
North Campus, Room A-209, 10:45 a.m.

PRESENT:

D. Hunt Hawkins, Committee Chair
 Michael M. Bell
 Roderick D. Odom
 O. Wayne Young
 John Avendano
 Wanda Ford
 Stephen Stanford
 Cleve Warren

ABSENT:

None

CALL TO ORDER:

College President John Avendano, Ph.D. called the Finance and Audit Committee Orientation and Refresher meeting to order at 10:45 a.m. and welcomed those in attendance.

WELCOME/
INTRODUCTIONS:

Dr. Avendano introduced Dr. Wanda Ford as the Interim Vice President of Finance and Administration to the Committee. Selected leadership were present for Professional Development which were:

- Dr. John Wall, Provost/Vice President of Academic Affairs
- Dr. Jerrett Dumouchel, Interim Vice President of Institutional Effectiveness and Advancement
- Dr. Cedrick Gibson, Associate Vice President of Workforce and Entrepreneurship
- Dr. Rich Turner, Associate Vice President of Academic Operations

INFORMATION/
DISCUSSION:A. Review of College Funds

Steve Stanford provided an in-depth review of College funds to the Trustees. The overview included information pertaining to the following:

- Fund 1 – Current Funds (Unrestricted)
- Fund 2 – Current Funds (Restricted)
- Fund 3 – Auxiliary Funds
- Fund 4 – Loan & Endowment Funds
- Fund 5 – Scholarship Funds
- Fund 6 – Agency Funds
- Fund 7 – Unexpended Plant & Renewals/Replacement Funds
- Fund 8 – Retirement of Indebtedness Funds
- Fund 9 – Investment in Plant Funds
- Annual Financial Report

Discussion included importance of lobbying our legislature for State appropriations for PECO funds, recruiting efforts to improve enrollment, and FSCJ Foundation efforts.

B. Review of HEERF Funds

Steve Stanford explained how HEERF Funds allow the College to recover lost revenue during the pandemic due to declined enrollment. HEERF allows the College to charge indirect administrative costs to certain projects funded by HEERF.

Dr. Ford explained that the College has been approved for the extension regarding the HEERF spending.

COMMENTS BY THE PUBLIC:

Dr. John Wall addressed the Committee clarifying the current minimal student debt hold is \$25 and a typical student carries a course load of 8.3 credits.

NEXT MEETING:

The next meeting of the Finance & Audit Committee is scheduled for Tuesday, November 9, 2021 at FSCJ's Nassau Campus, Bldg. T. The Committee will meet at 10:45 a.m. in T-117.

ADJOURNMENT:

There being no further business, Chair Hawkins declared the meeting adjourned at 11:50 a.m.

APPROVAL OF MINUTES:

Committee Chair, Finance and Audit Committee

Interim Vice President of Finance and Administration

Submitted by: Shannon Oliver, Project Coordinator

**Florida State College at Jacksonville
District Board of Trustees
Minutes of the October 12, 2021, Deep Dive Workshop
North Campus, Room A-236, Noon**

PRESENT:

Michael M. Bell, Chair
 Laura M. DiBella, Vice Chair, Nassau County (via remote attendance)
 O. Wayne Young, Vice Chair, Duval County
 Jennifer D. Brown
 D. Hunt Hawkins
 Thomas R. McGehee, Jr.
 Roderick D. Odom
 Andrew B. Shaw

ABSENT:

Shantel N. Davis

CALL TO ORDER:

Chair Michael Bell called the meeting to order at 12:08 p.m. and welcomed those in attendance. He acknowledged the presence of Trustee Laura DiBella via remote attendance.

Prior to getting the meeting underway, College President John Avendano, Ph.D. shared the following information with the Board and meeting attendees:

He noted that throughout the pandemic, FSCJ had regularly updated their mask wearing guidance to follow the Centers for Disease Control and Prevention (CDC) guidelines as to COVID-19.

Accordingly, the College expects all faculty, staff, students and visitors to wear masks while on campus, especially indoors where social distancing cannot be maintained, regardless of vaccination status. However, as for the Board, guidelines for social distancing had been adhered to for today's meeting set-up. Therefore, Trustees may remove their masks, if they so desire.

WELCOME/
INTRODUCTIONS:

President Avendano welcomed all those in attendance, noting that today's agenda had two deep dive topics for discussion. He introduced Associate Vice President for Strategic Priorities Dr. Deborah Fontaine, who would provide the Board with the first topic "FSCJ's 2021-2024 Strategic Plan – Visionary Impact Plan 2.0." He noted that the Plan is scheduled to be brought before the Board in November 2021 for approval and then to the DBOT Planning Meeting in January 2022. Additional discussion topics at the Planning Meeting will be the College's Master Facility Plan, Marketing Plan, Recruitment Plan and the Foundation's Campaign Plan.

He introduced Interim Vice President of Institutional Effectiveness and Advancement Dr. Jerrett Dumouchel, who would provide the Board with the second topic “FSCJ’s Economic Impact Study.”

INFORMATION/
 DISCUSSION:

A. 2021-2024 Strategic Plan – Visionary Impact Plan 2.0 (VIP 2.0): Associate Vice President for Strategic Priorities Dr. Deborah Fontaine provided the Board with a presentation of “FSCJ’s 2021-2024 Strategic Plan – Visionary Impact Plan 2.0 (VIP 2.0).” The presentation included information pertaining to the following:

- Strategic Priorities 2021-2024
- Key Performance Indicators
- Key Performance Indicators (KPIs) Reports
- Enrollment Strategic Champions
- Enrollment Overview
- Enrollment 1.1 – Clear Pathways
- Enrollment 1.2 – Strategic Enrollment Management Plan
- Enrollment 1.3 – Increase College-Going Rates
- Enrollment 1.4 – Increase Enrollment from Adult Populations
- Service Strategic Champions
- Service Overview
- Service 2.1 – Equity in Recruitment and Persistence
- Service 2.2 – Student Engagement
- Service 2.3 – Diversity, Equity, Inclusion and Belonging (DEIB) Engagement
- Success Strategic Champions
- Success Overview
- Success 3.1 – Equity-Minded Professional Learning
- Success 3.2 – Equitable Course and Program Outcomes
- Success 3.3 – Scale Best Practices
- Excellence Strategic Champions
- Excellence Overview
- Excellence 4.1 – Employee Recognition Program
- Excellence 4.2 – Invest in Internal Talent
- Excellence 4.3 – Operational Excellence
- Excellence 4.4 – Continuous Process Improvement

- Community Strategic Champions
- Community Overview
- Community 5.1 – Embed Educational Opportunities
- Community 5.2 – Expand Wrap-Around Support Services
- Community 5.3 – Experiential Learning

There was discussion by the Board relating to the population trends and growth rates, student engagement/input, Guided Pathways, Charter School participation, nationwide high school yield, DEIB events, DEIB inclusion within the Plan, priority Leaders, resignations trends, service learning models, externships, career placement offices and internship centers.

B. Economic Impact Study:

Prior to beginning the presentation Interim Vice President of Institutional Effectiveness and Advancement Dr. Jerrett Dumouchel recognized and thanked Director of Student Analytics and Research Dr. Greg Michalski for his work on the study as well as former Director of Workforce Analytics and Research Warren Webb.

Vice President Dumouchel provided the Board with a presentation on “FSCJ’s Economic Impact on Its Regional Economy.” The presentation included information pertaining to the following:

- Summary of Economic Impact Study
- Considerations While Reviewing the Study
- FSCJ’s Economic Impact on Our Service Area (FY 19)
- Major Economic Impact Areas
- Expected Income by Education Level at Career Midpoint (FSCJ Service Area; 2019)
- Credit Hour Equivalent (CHE)
- Operations Spending Impact (FY19)
- Student Spending Impact (FY19)
- Student Productivity (or Alumni) Impact (FY 19)
- FSCJ’s Total Economic Impact (FY 19)
- Cost and Benefits of Attending FSCJ (FY 19)
- Investments Analysis
- Student Investment Analysis
- Avoided Social Costs of Attending FSCJ

- Taxpayer Investment Analysis
- Community Investment Analysis
- COVID Effect
- Change in FSCJ's Economic Impact
- Elevator Speech (or Other Community Messaging)

There was discussion by Trustees relating to the operations spending impact, direct effect of payroll, elevator speech, impactful marketing plan, communications of unique degrees, investment analysis and economic security.

President Avendano thanked Dr. Fontaine and Dr. Dumouchel for their presentations.

President Avendano shared with the Board that following today's Deep Dive Workshop Trustees would be provided with a guided tour of FSCJ's Dental Clinic Renovation. The tour would be facilitated by FSCJ Dental Programs Instructional Program Manager Dr. Jeff Smith. Prior to the tour, he asked Dr. Smith to provide Trustees with program highlights and an overview of the renovations. Dr. Smith shared with the Board information on the program history, training and skills provided, program accreditation, pass rates, potential job opportunities and recent renovations.

COMMENTS BY THE
PUBLIC:

There were no comments made by the public.

ADJOURNMENT:

There being no further business, Chair Bell declared the public meeting adjourned at 1:44 p.m.

TOUR OF FSCJ DENTAL
CLINIC:

FSCJ Dental Programs Instructional Program Manager Dr. Jeff Smith led the program tour of FSCJ's Dental Clinic Renovation at North Campus. President Avendano, Chair Bell and Trustees Brown, Hawkins, McGehee, Odom, Shaw and Young were in attendance. There were no decisions made while the tour was conducted. The tour convened from 1:45 – 2:17 p.m.

APPROVAL OF MINUTES:

Chair, District Board of Trustees

Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Secretary to the Board

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. CA – 1.

Subject:	Administration: Board Rules – Non-Substantive Changes and Review
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve the non-substantive revisions to the Rules of the Board of Trustees as attached and listed below.

6Hx7-7.1 – Technology
6Hx7-13.4 – Alumni Association
6Hx7-13.5 – Public Trust and Confidence

BACKGROUND: Florida Statute 120.74 states that each agency shall review and revise its rules as often as necessary to ensure that its rules are correct and comply with statutory requirements. Additionally, each agency shall perform a formal review of its rules every two years. The College administration is committed to reviewing and updating the Rules of the Board of Trustees to properly reflect the organizational structure as well as to reflect applicable Florida Statutes and State Board of Education Rules. As part of this review, non-substantive changes are being brought to the Board's attention as consent items. Non-substantive changes primarily pertain to technical revisions such as changes to position titles, words, definitions, grammar corrections, obsolete language and changes to supporting state or federal statutes and/or rules.

RATIONALE: The changes required to Florida State College at Jacksonville Rules of the Board of Trustees referenced above are ministerial in nature and non-substantive, and are supported by current College procedures.

FISCAL NOTES: There is no economic impact as a result of this action.

	RULES OF THE BOARD OF TRUSTEES	
	NUMBER	TITLE
	6Hx7-7.1	Technology
		PAGE
		7-1

- (1) The College President shall ensure that an organizational structure and system of management for technology resources are in place in support of the College mission and goals.
- (2) Educational technology is to be a priority in all technology related planning, staffing, funding, and management.
- (3) The College President shall ensure that a technology plan is in compliance with Florida Statutes, State Board of Education Rules, and local Board Rules and is developed and published on a regular basis.
- (4) The College President shall ensure the availability of efficient administrative computing and information systems in support of College operations, management, and decision-making processes.

(General Authority: FS 1001.64, 1001.65, ~~SBE Rule 6A-14.0261~~)

(Adopted 06/23/80, Revision: 03/02/99, 05/07/02, 04/03/12, 03/11/14, Reviewed: 11/09/21)



Florida State College
at Jacksonville

RULES OF THE BOARD OF TRUSTEES

NUMBER	TITLE	PAGE
6Hx7-13.4	Alumni Association	13-4

- (1) The Florida State College at Jacksonville District Board of Trustees authorizes the establishment and support of the Florida State College at Jacksonville Alumni Association to promote the development of the College by facilitating communication between alumni and the College, by fostering the role of Alumni in support of ongoing College activities, and by encouraging in alumni the feelings of pride in a loyalty to the College.
- (2) The President of the College is authorized to cause procedures to be established for the operation of the Florida State College at Jacksonville Alumni Association in compliance with the purposes stated herein.

(General Authority: F.S. 1001.64, [1001.65](#), 1004.70, 1004.71, ~~SBE Rule 6A-14.0261~~)

(Adopted: 02/15/84, Reviewed: 06/10/14, [11/09/21](#))

	RULES OF THE BOARD OF TRUSTEES	
	NUMBER	TITLE
	6Hx7-13.5	Public Trust and Confidence
		PAGE
		13-5

- (1) The District Board of Trustees (**DBOT**) does hereby acknowledge and affirm that Florida State College at Jacksonville (**FSCJ**) belongs to the public citizens who created the College and who contribute to its operational support.
- (2) ~~The District Board of Trustees~~ **DBOT** affirms that ~~Florida State College at Jacksonville~~ **FSCJ**, a political subdivision of the State of Florida, exists to serve Duval and Nassau Counties. The particular characteristics of ~~Florida State College at Jacksonville~~ **FSCJ** with broad based goals and a comprehensive mission for northeast Florida further constitute the need for significant and substantial focus upon public ownership, understanding and support.
- (3) Pursuant to, and in furtherance of, the philosophy regarding public trust and confidence, the ~~District Board of Trustees~~ **DBOT** does authorize that the College adhere to the following commitments regarding public affairs:
 - A. Conduct all activities of and regarding the College in a responsible and responsive manner intended to earn public confidence;
 - B. Assure that the public within the district has full access to information concerning programs and services, policies, administrative procedures, and activities of the College;
 - C. Maintain an atmosphere that welcomes and nurtures public involvement and participation in College affairs;
 - D. Determine and be sensitive to public reaction to programs, services, policies, and administrative actions anticipated or now carried out in the College;
 - E. Cultivate open, professional, and effective relations with the media;
 - F. Encourage participation and involvement of College personnel in civic, cultural, and community affairs;
 - G. Maintain continuous liaison and cooperative relations with other public and private educational institutions and appropriate governmental bodies; and
 - H. Uphold standards of professional conduct and ethics.
- (4) The employees of ~~Florida State College at Jacksonville~~ **FSCJ** shall be encouraged to develop and conduct educational and support programs, services, and functions which are responsive to these identified community needs and which further and advance public trust and confidence. The College President shall be authorized to establish necessary administrative procedures for the implementation of this Rule.

	RULES OF THE BOARD OF TRUSTEES		
	NUMBER	TITLE	PAGE
	6Hx7-13.5	Public Trust and Confidence	13-6

- (5) The ~~District Board of Trustees~~ **DBOT**, in furtherance of its own philosophy regarding public trust and confidence, shall make periodic appraisals of the College's full adherence to these commitments.

(General Authority: F.S. 112.313, 1001.64, 1001.65, 1004.65, ~~SBE 6A-14.0261~~)

(Adopted 02/19/86, Revised 09/02/03, 09/09/14, Reviewed: 11/09/21)

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. CA – 2.

Subject:	Purchasing: Annual Contract Extensions
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to extend the following annual contracts.

	Bid #/ File #	Title	Supplier	Extension Period		Year # of #	Estimated or Not-to- Exceed Value	Annual Change in Price
				From:	To:			
1.	2020C-07C	HVAC and Chiller Maintenance and Warranty Services – SC & DWC (Chillers Lots 1, 3 & 6)	Chiller Medic, Inc.	12/01/2021	11/30/2022	2 of 5	\$325,000	0%
2.	2020C-07T	HVAC and Chiller Maintenance and Warranty Services – SC, DWC & ATC (AHUs Lots 2, 4, 5 & 6)	Thermodyne Services, Inc.	12/01/2021	11/30/2022	2 of 5	\$325,000	0%
5.	2020C-08K	Electrical Delivery Order Contracting Services	Kim's Electric, Inc.	02/01/2022	01/31/2023	2 of 5	\$500,000	0%
6.	2020C-08T		The Titan Electric Group, Inc.	02/01/2022	01/31/2023	2 of 5	\$500,000	0%
7.	2020C-08V		Vanguard Electrical Contractors, Inc.	02/01/2022	01/31/2023	2 of 5	\$500,000	0%
8.	2020C-08W		Watson Construction Group, Inc.	02/01/2022	01/31/2023	2 of 5	\$500,000	0%

BACKGROUND: The College solicits annual indefinite quantity contracts for various services and products used Collegewide. These contract renewals are negotiated annually for optional extension terms. Each contract requires review to confirm satisfactory performance, terms, conditions and competitive renewal rates.

RATIONALE: Pursuant to State Board of Education Rule 6A-14.0734 annual indefinite quantity contracts minimize purchase costs through collective volume buying.

FISCAL NOTES: The total amount of services provided using these contracts is comprehended in the College's operating or capital budgets.

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. CA – 3.

Subject:	Purchasing: Bookstore Management Services
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to negotiate and enter into an indefinite quantity contract with Follett Higher Education Group as the top-ranked proposer to provide bookstore management services for the initial term of January 1, 2022 through December 31, 2027 with the option to extend the contract up to two (2) additional two-year terms. Renewal of contract would be based on continued need, satisfactory performance and mutually agreed to rates, terms and conditions and District Board of Trustees approval of extension.

It is further recommended College administration be authorized to formally terminate negotiations with the top-ranked proposer if a satisfactory contract cannot be negotiated and to begin negotiations with the next-ranked proposer until a satisfactory contract can be negotiated and entered into.

BACKGROUND: The District Board of Trustees, at its June 7, 2005 meeting, approved award of a bookstore management services contract with Follett College Stores, Inc. This contract will expire on June 30, 2022.

A Collegewide committee developed and publicly advertised a request for proposal (RFP) that included the following specifications that included a number of expanded bookstore management automation functionalities currently in effect or to be implemented within six months of contract award. Two firms submitted proposals.

- Commission based tenant partnership that includes student scholarships and book awards.
- Providing required and optional textbooks/course materials in sufficient quantities in a timely manner.
- Providing comprehensive textbook/course materials services to support current and future distance learning programs and online courses.
- Creating and implementing effective strategies to reduce the cost of textbooks/course materials to FSCJ students by offering a strong used textbook program, offering a comprehensive textbook rental program, offering a digital textbook/course materials program, utilizing emerging technologies, and continuing to develop creative solutions.
- Interface the College's Enterprise Resource Planning (ERP), PeopleSoft, Learning Management System (LMS), Canvas and student financial aid system.
- Textbook and Courseware management, retail sales and textbook rental services.
- Providing custom-published materials (i.e., course packs), including the securing of copyright clearances in compliance with all copyright laws, production/printing and sales.
- Third Party Curriculum, support and exam services "course content packages".

Subject: Purchasing: Bookstore Management Services
(Continued)

- General Merchandise, software and Online College Logo Store.
- Textbook Buy Back Program.
- Revamped and streamlined Book Adoption Program.
- On-site as well as on-line retails sales.
- Café, or “store within a store” concepts, to provide non-vending pre-packaged food and drink products.
- Online on demand reporting.
- Offering a broad selection of technology products to meet campus needs including laptops, software, and accessories.
- Utilizing state-of-the-art technology for Bookstore operations (e.g., point-of sale, inventory management, website, financial aid, registration integration, etc.).
- Developing and implementing an online process that interfaces with Canvas in which FSCJ students are able to purchase digital textbooks/course materials when they register for classes. This process will also guarantee the lowest possible “sell through” price.
- Developing a comprehensive marketing and promotional strategy that will assist with advancing the FSCJ brand.

A College evaluation committee completed a detailed evaluation of both responsive proposals. The committee then completed final interviews and best and final offers. After completing the final proposal evaluations, the committee recommends negotiation with Follett Higher Education Group as the top-ranked proposer.

RATIONALE: The recommendation to negotiate and enter into a satisfactory contract with Follett will provide the following commission structure to the College as well as the following annual student scholarship commitments:

Commission Thresholds Fixed for Five (5) Years		
Collegewide Total Gross Revenue less than \$6,000,000/contract year	Collegewide Total Gross Revenue between \$6,000,000 and \$10,000,000/contract year	Collegewide Total Gross Revenue in excess of \$10,000,000/contract year
13.1%	15.1%	15.1%

Scholarship Donations made annually to FSCJ				
Year 1	Year 2	Year 3	Year 4	Year 5
\$60,000	\$60,000	\$60,000	\$60,000	\$60,000

FISCAL NOTES: There are no projected costs to the College to implement this contract beyond providing continued use of the College’s five bookstores, utilities, and related facility use services.

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. CA – 4.

Subject:	Purchasing: Construction Services – Pre-Qualification of General Contractor Renewal
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to renew pre-qualification of the following 24 construction general contractors for the period of January 1, 2022 through December 31, 2022 in accordance with Florida Statute 1013.46(2) and State Requirements for Educational Facilities (SREF), Chapter 4(4.1), and College Board Rule 6Hx-7-8.1 “Building and Grounds”:

Company Name	A* Maximum Dollar Value per Project	B** Maximum Dollar Value Under Contract at Any One Time
A ² Group, Inc.	\$10.0M	\$25.0M
ACON Construction Co., Inc.	\$10.4M	\$10.4M
Allstate Construction, Inc.	\$49.3M	\$49.3M
Auld & White Constructors, LLC	\$19.6M	\$19.6M
C. C. Borden Construction, Inc.	\$8.5M	\$10.6M
CGC, Inc.	\$6.2M	\$25.1M
Charles Perry Partners, Inc.	\$175.5M	\$175.5M
D.E. Scorpio Corp.	\$50.0M	\$58.0M
Foresight Construction Group, Inc.	\$11.0M	\$11.0M
Danis Construction LLC	\$36.5M	\$36.5M
E. Vaughan Rivers, Inc.	\$22.3M	\$39.0M
Elkins Construction, LLC	\$69.0M	\$69.0M
Gulf Building LLC	\$2.1M	\$2.1M
Hawkins Construction, Inc.	\$31.4M	\$84.3M
KBT Contracting Corp.	\$4.7M	\$4.7M
LEGO Construction Company	\$18.1M	\$52.2M
Marand Builders, Inc.	\$12.6M	\$30.9M
Perry-McCall Construction, Inc.	\$74.6M	\$81.0M
Sauer Incorporated	\$123.7M	\$360.4M
Scherer Construction of North Florida, LLC	\$18.2M	\$18.2M
The Haskell Company	\$200.0M	\$528.8M
Tim Young Construction, Inc.	\$1.5M	\$8.0M
Warden Construction Corp.	\$8.9M	\$8.9M
Whitesell-Green, Inc.	\$50.0M	\$100.0M

Subject: Purchasing: Construction Services – Pre-Qualification of General Contractor Renewal ²⁰²²⁰⁰³³⁰
(Continued)

*Column A: Maximum dollar value per project is defined in SREF Chapter 4, Section 4.1(3) as the maximum value of each project can be up to twice the value of the largest project previously completed, but shall not exceed the contractor's single bonding capacity or ten (10) times the contractor's net quick asset dollar amount.

**Column B: Maximum dollar value under contract at any one time is defined in SREF Chapter 4, Section 4.1(2) as the total dollar value of work the contractor will be permitted to have under contract at any one time as determined by the contractor's aggregate bonding capacity or ten (10) times the contractor's net quick asset dollar amount.

BACKGROUND: Pursuant to State Department of Education SREF Rule and District Board of Trustees Board Rule 6Hx7-8.1, "Buildings and Grounds," the College is required to annually pre-qualify construction contractors.

24 firms responded to the College's request for qualifications (RFQ) for pre-qualification renewals. Pursuant to SREF Chapter 4(4.1) and College Board Rule 6Hx7-8.1(4), the RFQ included an evaluation of construction contractor's professional qualifications, financial and bonding capacity, performance and past experience. The evaluation committee reviewed the submissions and recommend pre-qualification of the above 24 firms.

RATIONALE: Pre-qualification of construction contractors ensures that the qualifications of construction firms bidding meet or exceed State Statutes, SREF requirements, and College Board Rule.

FISCAL NOTES: There is no fiscal impact to the College as a result of this action.

**Florida State College at Jacksonville
District Board of Trustees**

202200331

AGENDA ITEM NO. CA – 5.

Subject:	Purchasing: Construction Services – Pre-Qualification of New General Contractors
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to prequalify the following 7 new construction general contractors for the period of January 1, 2022 through December 31, 2022 in accordance with Florida Statute 1013.46(2) and State Requirements for Educational Facilities (SREF), Chapter 4(4.1), and College Board Rule 6Hx-7-8.1 “Building and Grounds”:

Company Name	A* Maximum Dollar Value per Project	B** Maximum Dollar Value Under Contract at Any One Time
A Advantage Electric, Inc.	\$1.5M	\$3.0M
ABBA Construction, Inc.	\$8.0M	\$14.0M
Cleveland Construction, Inc.	\$196.4M	\$196.4M
ShayCore Enterprises, Inc.	\$5.0M	\$7.5M
Stellar Group, Incorporation	\$75.0M	\$200.0M
Thomas May Construction Company	\$4.5M	\$4.5M
Verdex Construction, LLC	\$71.8M	\$71.8M

*Column A: Maximum dollar value per project is defined in SREF Chapter 4, Section 4.1(3) as the maximum value of each project can be up to twice the value of the largest project previously completed, but shall not exceed the contractor’s single bonding capacity or ten (10) times the contractor’s net quick asset dollar amount.

**Column B: Maximum dollar value under contract at any one time is defined in SREF Chapter 4, Section 4.1(2) as the total dollar value of work the contractor will be permitted to have under contract at any one time as determined by the contractor’s aggregate bonding capacity or ten (10) times the contractor’s net quick asset dollar amount.

BACKGROUND: Pursuant to State Department of Education SREF Rule and District Board of Trustees Board Rule 6Hx7-8.1, “Buildings and Grounds,” the College is required to annually pre-qualify construction contractors.

Eight firms responded to the College’s request for qualifications (RFQ) for pre-qualification renewals. Pursuant to SREF Chapter 4(4.1) and College Board Rule 6Hx7-8.1(4), the RFQ included an evaluation of construction contractor’s professional qualifications, financial and bonding capacity, performance and past experience. The evaluation committee reviewed the submissions and recommend pre-qualification of the above 7 firms. The evaluation committee rejected one (1) firm, Scionti Construction Group LLC, for failure to meet the RFQ solicitation pre-qualification requirement to have past experience of a minimum of two completed projects of \$1 million in State of Florida public education or of equivalent projects as a prime contractor.

RATIONALE: Pre-qualification of construction contractors ensures that the qualifications of construction firms bidding meet or exceed State Statutes, SREF requirements, and College Board Rule.

FISCAL NOTES: There is no fiscal impact to the College as a result of this action.

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. CA – 6.

Subject:	Facilities: Certificate of Final Inspection for the Deerwood Center Chilled Water System Re-Pipe Project
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees accept the Certificate of Final Inspection and authorize final payment of the Deerwood Center Chilled Water System Re-Pipe Project to Scherer Construction of North FL, LLC.

BACKGROUND: The Board of Trustees awarded Construction Delivery Order Contracting Services to Scherer Construction to re-pipe the Deerwood Center chilled water system for increased functionality and reliability in accordance with plans and specifications. The College issued a contract to Scherer Construction of North FL, LLC with notice on award on May 5, 2021.

A Certificate of Final Inspection (CFI) for the project was executed on September 16, 2021 by the College's Facilities Management and Construction Building Code Official and the Engineer of Record, Kim & McCreed. It certifies that the Deerwood Center Chilled Water System Re-Pipe Project has been completed in accordance with the contract documents and best construction practices.

RATIONALE: State Requirements for Educational Facilities Chapter 4.2(3), and District Board of Trustees Rule 6Hx7-8.5, Construction Contract Administration require the following prior to final payment for construction contracts:

“Final Payment shall not be made until Certificate of Final Inspection has been issued, the project has been completed, and the Board has accepted the project.”

FISCAL NOTES: Final payment to the contractor is subject to this acceptance and resolution of all outstanding construction items.

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. CA-7.

Subject:	Facilities: Certificate of Final Inspection for the Kent Campus Building D Elevator
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees accept the Certificate of Final Inspection and authorize final payment of the Kent Campus Building D Elevator Project to Scherer Construction.

BACKGROUND: The Board of Trustees awarded Elevator Delivery Order Contracting Services to Scherer Construction to replace Kent Campus Building D Elevator in accordance with plans and specifications. The College issued a contract to Scherer Construction with notice on award on October 19, 2020.

A Certificate of Final Inspection (CFI) for the project was executed on September 8, 2021 by the College's Facilities Management and Construction Building Code Official and the Architect of Record, KBJ – L & B Architects. It certifies that the Kent Campus Building D Elevator Project has been completed in accordance with the contract documents and best construction practices.

RATIONALE: State Requirements for Educational Facilities Chapter 4.2(3), and District Board of Trustees Rule 6Hx7-8.5, Construction Contract Administration require the following prior to final payment for construction contracts:

“Final Payment shall not be made until Certificate of Final Inspection has been issued, the project has been completed, and the Board has accepted the project.”

FISCAL NOTES: Final payment to the contractor is subject to this acceptance and resolution of all outstanding construction items.

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. CA – 8.

Subject:	Facilities: Certificate of Final Inspection for the North Campus/Nassau Center/South Campus Camera Pathways Installation Project
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees accept the Certificate of Final Inspection and authorize final payment of the North Campus, Nassau Center, and South Campus Camera Pathways Installation Project to E Vaughan Rivers, Inc.

BACKGROUND: The Board of Trustees awarded Construction Delivery Order Contracting Services to E Vaughan Rivers, Inc. to install security cameras and pathways in accordance with plans and specifications. The College issued a contract to E Vaughan Rivers, Inc. with notice on award on March 16, 2021.

A Certificate of Final Inspection (CFI) for the project was executed on August 10, 2021 by the College's Facilities Management and Construction Building Code Official and the Engineer of Record, Haddad Engineering, Inc. It certifies that the North Campus, Nassau Center, and South Campus Camera Pathways Installation Project has been completed in accordance with the contract documents and best construction practices.

RATIONALE: State Requirements for Educational Facilities Chapter 4.2(3), and District Board of Trustees Rule 6Hx7-8.5, Construction Contract Administration require the following prior to final payment for construction contracts:

“Final Payment shall not be made until Certificate of Final Inspection has been issued, the project has been completed, and the Board has accepted the project.”

FISCAL NOTES: Final payment to the contractor is subject to this acceptance and resolution of all outstanding construction items.

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. A – 1.

A. RECOMMENDATION: It is recommended that the District Board of Trustees approve the Consent Agenda as presented,

with the exception of:

Item ____, Title _____, page(s) _____

which have been removed from the Consent Agenda for individual consideration.

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. A – 2.

Subject:	Administration: Annual Salary Index
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve the revised 2021-22 Career Salary Index as part of the Pay Plan.

BACKGROUND: Pursuant to 6Hx7-3.3 of the Rules of the Board of Trustees, the administration is to develop for Board approval an annual salary index as part of the College Pay Plan. At their June 8, 2021 meeting the Board approved an annual salary index. The revised Career Salary Index will help address recruitment and retention of entry level positions at the College. The changes to the entry level positions of the Career Salary Index is targeted to be implemented December 1, 2021.

RATIONALE: The Career Salary Index establishes the minimum and maximum salary for each job description.

FISCAL NOTES: The costs of resulting salary adjustments are covered by the College's annual salary budget or from grant or auxiliary funding.

CAREER SALARY INDEX - FY 2021/22

PG	MIN SALARY	MAX SALARY	HRLY RT	SEMI-MTH	POSITION TITLE	JOB CODE	EX NE
1	\$23,173	\$32,640	\$ 11.59	\$966	CULINARY WORKER	7013	N
					DISHWASHER	7011	N
					PARA-PROFESSIONAL AIDE I	7020	N
2	\$23,173	\$34,536	\$ 11.59	\$966	DRIVER	7062	N
					PARA-PROFESSIONAL AIDE II	7028	N
3	\$23,173	\$36,672	\$ 11.59	\$966	CASHIER	7015	N
					CLERICAL SPECIALIST	7060	N
					COOK I	7105	N
					FINANCIAL ACCOUNTING INTERN	7014	N
					PLANT SERVICE WORKER	7090	N
4	\$23,173	\$38,808	\$ 11.59	\$966	SECRETARY	7145	N
					SENIOR PLANT SERVICE WORKER	7140	N
5	\$23,173	\$40,800	\$ 11.59	\$966	COOK II	7106	N
					PATRON SERVICES AGENT	7212	N
					SECURITY OFFICER I	7150	N
					WAREHOUSE CLERK I	7098	N

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. A – 3.

Subject:	Administration: Strategic Plan 2021-2024 (Visionary Impact Plan 2.0) and College Mission, Vision, and Values
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve the proposed Strategic Plan 2021-2024 (Visionary Impact Plan 2.0) and revised Mission, Vision, and Values. A copy of the Strategic Plan, Mission, Vision, and Values will be provided at the meeting.

BACKGROUND: The College underwent a new strategic planning process to set the College's future direction through 2024. The College incorporated feedback from community members, employees, and students to provide their expertise and perspectives through a variety of information-gathering activities, including surveys; faculty and staff forums; student forums; president-led community meetings and conversations; local, state, and national workforce data; and state priorities. The draft Strategic Plan, presented at the District Board of Trustees Deep Dive Workshop in October 2021, is accompanied by key performance indicators and associated targets to monitor institutional progress.

Additionally, the College reviewed and revised its Mission, Vision, and Values based on wide stakeholder input. The Mission, Vision, and Values were initially shared at the August 2021 District Board of Trustees Workshop.

RATIONALE: Approval of this framework will support implementation of the new Strategic Plan and use of strategic plan components in the budget planning process and resource allocation decisions.

FISCAL NOTES: There is no fiscal impact as a result of this item.

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. A – 4.

Subject:	Human Resources: Faculty Sabbaticals
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve a faculty sabbatical for the following full-time faculty members, effective with the 2021-22 faculty contract year.

Mark Sablow Professor of Photography/Digital Imaging

Dirk Wendtorf Professor of Humanities

BACKGROUND: At their April 14, 2020 meeting, the Board approved a faculty sabbatical for the above referenced professors effective with the 2020-21 faculty contract year. As the sabbaticals involved international travel, they were postponed in response to the COVID-19 pandemic. The faculty are now able to take advantage of the opportunity for professional growth and development, and pursue development of a program of academic study, instructional methodology, collaboration and business, research, or writing of importance that furthers the goals of the College.

Faculty Member	Brief Project Description
Mark Sablow, Professor of Photography	Street photography in “old” and “new” Bangkok.
Dirk Wendtorf, Professor of Humanities	Cross-cultural impact of military training programs for soldiers of the Royal Thai Armed Forces in Germany.

RATIONALE: Approval of these sabbaticals will enhance each professor’s ability to better prepare their students for success in their respective fields. The faculty members have met the eligibility requirements for application for faculty sabbatical and all required steps in the process were followed.

FISCAL NOTES: Pursuant to the Collective Bargaining Agreement, Article 15, while on sabbatical each professor will receive 70% of their respective 2021-22 annual base salary plus continuation of current benefits. After payment to Professors Sablow and Wendtorf and payment to provide coverage for the course sections typically taught by each professor, the College will incur a total cost of \$131.81.

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. A – 5.

Subject:	Human Resources: Lump Sum Payment
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve a one-time lump sum payment to all qualifying non-instructional full-time and regular part-time employees effective with the processing of the December 22, 2021 payroll.

BACKGROUND: In lieu of an across-the-board increase to base salaries for the current fiscal year for non-instructional employees, the recommended lump sum payment will recognize continued efforts and contributions of College employees.

The one-time lump sum gross payment will be equal to 2.5% of each eligible full-time non-instructional employee's base annual salary or \$1,250, whichever is greater, up to a maximum of \$3,750. A lump sum of \$500 will be provided to each eligible regular part-time employee. Eligible employees are those employed with the College in a full-time or regular part-time non-instructional position on September 15, 2021, and who continue to be employed in a full-time or regular part-time non-instructional position (without a break in service) on December 15, 2021.

RATIONALE: The lump sum payment is in recognition of continued efforts of the College community.

FISCAL NOTES: The economic impact will be approximately \$1,661,068.

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. A – 6.

Subject:	Finance: Fees and Charges
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve the fee change for the following courses to be effective as follow, pursuant to Board Rule 6Hx7-4.19.

BACKGROUND: Florida Statutes 1009.22(9) Workforce education postsecondary student fees and 1009.23(12) Florida College System institution student fees allow the assessment of user fees. State Board Rule 6A-14.054(6), Student Fees, provides that each board of trustees may establish user fees in addition to tuition fees for services that incur unusual costs (specialized software and equipment, equipment and software maintenance, tests, kits, materials, insurance and others). These fees shall not exceed the cost of the goods or services provided and shall only be charged to students or agencies receiving those goods or services.

Summer Term 2022

Course Number	Course	Current Fee	Recommended Fee
RTE 1814L	Radiographic Clinic II	\$36.00	\$39.00
RTE 1844L	Radiographic Clinic V	\$36.00	\$39.00

Students enrolled in the radiography program are required to do clinical rotations at local healthcare facilities. The clinical facilities use a service called myClinicalExchange, where they manage documents of students such as immunizations, CPR cards, etc. The supplier has increased the cost of the service by \$3.

RATIONALE: The District Board of Trustees is authorized under Florida Statute 1009.22 and 1009.23 to establish fees to recover costs of services provided.

FISCAL NOTES: This will have no net fiscal impact on the College.

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. A – 7.

Subject:	Finance: FSCJ ACCESS Program
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve the FSCJ ACCESS Program to be effective Spring Term 2021-2022, pursuant to Board Rule 6Hx7-4.19.

BACKGROUND: Florida Statutes 1009.22(9) Workforce education postsecondary student fees and 1009.23(12) Florida College System institution student fees allow the assessment of user fees. State Board Rule 6A-14.054(6), Student Fees, provides that each board of trustees may establish user fees in addition to tuition fees for services that incur unusual costs (specialized software and equipment, equipment and software maintenance, tests, kits, materials, insurance and others). These fees shall not exceed the cost of the goods or services provided and shall only be charged to students or agencies receiving those goods or services.

Florida Statutes allow inclusive access programs when there is documented evidence that the options reduce the cost of textbooks and course materials for students. Students enrolling in courses under this program benefit from significantly reduced textbook costs, as publishers are willing to sell for less when more students purchase the course materials. In most cases, the FSCJ ACCESS program utilizes electronic textbooks and online software. In accordance with Florida Statute 1004.085, Textbook and Instructional Materials Affordability, the FSCJ ACCESS program will utilize an opt-out approach, where students are charged for their books along with their tuition in the participating courses unless the student opts-out of the program. The additional course fees would be exactly what the bookstore provider charges for the course materials.

The Spring 2022 FSCJ ACCESS program will reduce the cost of textbooks as summarized in the following table:

Course #	Title of Course Material	Publisher	ISBN	Format	National Retail	FSCJ ACCESS Price
ACG 2450	Computerized Accounting with QuickBooks online version (Connect)	MCG - McGraw-Hill	9781264108107	Connect	175.50	105.25
ACG 2450	Computerized Accounting with QuickBooks	MCG - McGraw-Hill	9781264108121	eBook	147.50	43.75
ACG 2450	Computer ACCTG QUICKBOOKS 2021, desktop version (Connect)	MCG - McGraw-Hill	9781264069187	Connect	175.50	87.50
ACG 2450	Computer ACCTG QUICKBOOKS 2021, desktop version	MCG - McGraw-Hill	9781264069217	eBook	138.50	43.75

Course #	Title of Course Material	Publisher	ISBN	Format	National Retail	FSCJ ACCESS Price
AER 1081	Revel for Automotive Technology - Access Card	PH - Pearson	9780135580066	Revel	120.00	100.00
AMH 2092	From Slavery to Freedom (Connect)	MCG - McGraw-Hill	9781259951770	Connect	106.75	64.00
AMH 2092	From Slavery to Freedom	MCG - McGraw-Hill	9781259951756	eBook	74.75	43.75
AMH 2093	From Slavery to Freedom (Connect)	MCG - McGraw-Hill	9781259951770	Connect	106.75	64.00
AMH 2093	From Slavery to Freedom	MCG - McGraw-Hill	9781259951756	eBook	74.75	43.75
APA 2501	Payroll Accounting 2021 (Connect)	MCG - McGraw-Hill	9781260481204	Connect	175.50	87.50
APA 2501	Payroll Accounting 2021	MCG - McGraw-Hill	9781260481310	eBook	177.75	43.75
ARH 2000	Living with Art (Connect)	MCG - McGraw-Hill	9781260363869	Connect	120.00	72.00
ARH 2000	Living with Art	MCG - McGraw-Hill	9781260363449	eBook	299.25	43.75
BSC 1005	Essentials of Biology (Connect)	MCG - McGraw-Hill	9781260779981	Connect	120.00	72.00
BSC 1005	Essentials of Biology	MCG - McGraw-Hill	9781260780031	eBook	277.50	43.75
BSC 2010C	Principles of Biology (Connect)	MCG - McGraw-Hill	9781260708288	Connect	180.00	68.00
BSC 2010C	Principles of Biology	MCG - McGraw-Hill	9781260708370	eBook	304.50	43.75
BUL 2131	Legal Environment of Business: Managerial (Connect)	MCG - McGraw-Hill	9781264086580	Connect	162.75	87.50
BUL 2131	Legal Environment of Business: Managerial	MCG - McGraw-Hill	9781264086634	eBook	471.75	43.75
CGS 1060C	Illustrated Microsoft Office 365 & Office 2019 Introductory	CENG - Cengage Learning	9780357119655	MindTap	160.00	105.00
CGS 1060C	Illustrated Microsoft Office 365 & Office 2019 Introductory	CENG - Cengage Learning	9780357119723	eBook	66.75	43.75
CHM 1020	Liberal Arts Chemistry	MCG - McGraw-Hill	9781264247899	Connect	126.75	76.00
CHM 1020	General, Organic, & Biological Chemistry	MCG - McGraw-Hill	9781264248032	Connect	395.75	43.75
CHM 1025C	General, Organic, & Biological Chemistry (Connect)	MCG - McGraw-Hill	9781264247899	Connect	126.75	76.00
CHM 1025C	General, Organic, & Biological Chemistry	MCG - McGraw-Hill	9781264248032	eBook	397.75	43.75
CHM 1032C	General, Organic, & Biological Chemistry (Connect)	MCG - McGraw-Hill	9781264247899	Connect	126.75	76.00

Subject: Finance: FSCJ ACCESS Program
(Continued)

202200344

Course #	Title of Course Material	Publisher	ISBN	Format	National Retail	FSCJ ACCESS Price
CHM 1032C	General, Organic, & Biological Chemistry	MCG - McGraw-Hill	9781264248032	eBook	395.75	43.75
CHM 2210C	Organic Chemistry (Connect)	MCG - McGraw-Hill	97812660475593	Connect	177.50	106.40
CHM 2210C	General, Organic, & Biological Chemistry	MCG - McGraw-Hill	9781264248032	eBook	395.75	43.75
CTS 1154	A Guide to Computer User Support for Help Desk and Support Specialists	CENG - Cengage Learning	9781305445727	eBook	53.50	35.00
CTS 1120C	CompTIA Security+ Guide to Network Security Fundamentals	CENG - Cengage Learning	9780357424506	eBook	60.00	39.50
CTS 1120C	CompTIA Security+ Guide to Network Security Fundamentals	CENG - Cengage Learning	9780357424414	MindTap	133.50	87.50
DEP 2004	A Topical Approach to Life-Span Development (Connect)	MCG - McGraw-Hill	9781260500370	Connect	120.00	72.00
DEP 2004	A Topical Approach to Life-Span Development	MCG - McGraw-Hill	9781260500424	eBook	320.00	43.75
DEP 2004	Experience Human Development (Connect)	MCG - McGraw-Hill	9781260788693	Connect	120.00	72.00
DEP 2004	Experience Human Development	MCG - McGraw-Hill	9781260788716	eBook	319.25	43.75
DEP 2004	Essen of Life-Span Development	MCG - McGraw-Hill	9781260808667	eBook	356.50	43.75
DEP 2004	Essen of Life-Span Development (Connect)	MCG - McGraw-Hill	9781260529814	Connect	120.00	72.00
ECO 2013	Macroeconomics (Connect)	MCG - McGraw-Hill	9781264112487	Connect	142.75	85.75
ECO 2013	Macroeconomics	MCG - McGraw-Hill	9781264112517	eBook	353.50	43.75
ECO 2013	MyLab Economics with Pearson eText - Access Card - for Foundations of Macroeconomics	PH - Pearson	9780135893739	MyLab	120.00	100.00
ECO 2013	Foundations of Macroeconomics	PH - Pearson	9780135893807	eBook	80.00	31.00
ECO 2023	Microeconomics	MCG - McGraw-Hill	9781264111749	eBook	353.50	43.75
ECO 2023	MyLab Economics with Pearson eText - Access Card - for Foundations of Microeconomics	PH - Pearson	9780135917558	MyLab	120.00	100.00

Subject: Finance: FSCJ ACCESS Program
(Continued)

202200345

Course #	Title of Course Material	Publisher	ISBN	Format	National Retail	FSCJ ACCESS Price
ECO 2023	Foundations of Microeconomics	PH - Pearson	9780135917527	eBook	80.00	31.00
ECO 2023	Microeconomics (Connect)	MCG - McGraw-Hill	9781264111701	Connect	142.50	85.75
EDG 2940	Week by Week: Plans for Documenting Children's Development	CENG - Cengage Learning	9781305854857	eBook	53.50	35.00
EDG 2940	Week by Week: Plans for Documenting Children's Development	CENG - Cengage Learning	9781305638204	MindTap	106.75	70.00
EDG 2941	Student Teaching: Early Childhood Practicum Guide	CENG - Cengage Learning	9781111791148	eBook	53.50	35.00
EEC 1001	Beginnings & Beyond Foundations in Early Childhood Education	CENG - Cengage Learning	9781305854871	eBook	53.50	35.00
EEC 1001	Beginnings & Beyond Foundations in Early Childhood Education	CENG - Cengage Learning	9781305636378	MindTap	106.75	70.00
EEC 1200	Creative Activities and Curriculum for Young Children	CENG - Cengage Learning	9781285965611	eBook	53.50	35.00
EEC 1200	Creative Activities and Curriculum for Young Children	CENG - Cengage Learning	9781305638358	MindTap	106.75	70.00
EEC 1202	Math & Science for Young Children	CENG - Cengage Learning	9781305686373	eBook	53.50	35.00
EEC 1202	Math & Science for Young Children	CENG - Cengage Learning	9781305392045	MindTap	106.75	70.00
EEC 2523	Developing and Administering a Child Care and Education Program	CENG - Cengage Learning	9781305687721	eBook	53.50	35.00
EEC 2523	Developing and Administering a Child Care and Education Program	CENG - Cengage Learning	9781305388970	MindTap	106.75	70.00
FIN 2000	Basic Finance: An Introduction to Financial Institutions, Investments, and Management	CENG - Cengage Learning	9781337670265	eBook	66.75	43.75
FIN 2000	MindTap Finance for Mayo's Basic Finance: An Introduction to Financial Institutions, Investments, and Management, 12th Edition	CENG - Cengage Learning	9780357044278	MindTap	186.75	122.50
FIN 3400	Foundations of Financial Management (Connect)	MCG - McGraw-Hill	9781260835427	Connect	93.50	87.50

Subject: Finance: FSCJ ACCESS Program
(Continued)

202200346

Course #	Title of Course Material	Publisher	ISBN	Format	National Retail	FSCJ ACCESS Price
FIN 3400	Foundations of Financial Management	MCG - McGraw-Hill	9781260464900	eBook	238.00	43.75
GEB 3213	Business Communication (Connect)	MCG - McGraw-Hill	9781264294091	Connect	93.50	87.50
GEB 3213	Business Communication	MCG - McGraw-Hill	9781264109081	eBook	214.75	43.75
GEB 3213	Business Communication: In Person, In Print, Online	CENG - Cengage Learning	9781285981338	eBook	60.00	39.50
GEB 3213	Business Communication: In Person, In Print, Online	CENG - Cengage Learning	9781305856196	eBook	60.00	39.50
GEB 3213	Business Communication: In Person, In Print, Online	CENG - Cengage Learning	9781305630277	MindTap	133.50	87.50
GEB 3214	Business Communication: In Person, In Print, Online	CENG - Cengage Learning	9781305856196	eBook	60.00	39.50
GEB 3214	Business Communication: In Person, In Print, Online	CENG - Cengage Learning	9781305630277	MindTap	133.50	87.50
HFT 1000	Revel for Introduction to Hospitality -- Access Card	PH - Pearson	9780135214367	Revel	106.75	90.00
HFT 1000	Introduction to Hospitality	PH - Pearson	9780135209974	eBook	60.00	31.00
HSC 1531	MyLab Medical Terminology with Pearson eText -- Access Card -- Medical Terminology: A Living Language	PH - Pearson	9780134713472	MyLab	113.50	95.00
HSC 1531	Medical Terminology: A Living Language	PH - Pearson	9780134817873	eBook	60.00	31.00
HUS 3105	An Introduction to Human Services	CENG - Cengage Learning	9781337671262	eBook	53.50	35.00
HUS 3105	An Introduction to Human Services	CENG - Cengage Learning	9781337567121	MindTap	106.75	70.00
HUS 3201	MindTap Social Work for Zastrow/Hessenauer's Empowerment Series: Social Work with Groups: Comprehensive Practice and Self-Care, 10th Edition	CENG - Cengage Learning	9781337568913	MindTap	106.75	70.00
HUS 3201	Social Work with Groups: Comprehensive Practice and Self-Care, 10th Edition	CENG - Cengage Learning	9781337670715	eBook	53.50	35.00
HUS 3304	Developing Helping Skills: A Step-by-Step Approach to Competency	CENG - Cengage Learning	9781337514989	eBook	53.50	35.00
HUS 3304	Developing Helping Skills: A Step-by-Step Approach to Competency	CENG - Cengage Learning	9781337280105	MindTap	106.75	70.00

Course #	Title of Course Material	Publisher	ISBN	Format	National Retail	FSCJ ACCESS Price
HUS 3574	Aging & the Life Course (Connect)	MCG - McGraw-Hill	9781264169795	Connect	100.00	60.00
HUS 3574	Aging & the Life Course	MCG - McGraw-Hill	9781264169818	eBook	350.75	43.75
HUS 4321	Generalist Case Management	CENG - Cengage Learning	9781337515665	eBook	53.50	35.00
HUS 4321	Generalist Case Management	CENG - Cengage Learning	9781337283977	MindTap	106.75	70.00
HUS 4442	MindTap Counseling for Doweiko's Concepts of Chemical Dependency, 10th Edition	CENG - Cengage Learning	9781337563475	MindTap	106.75	70.00
HUS 4442	Concepts of Chemical Dependency, 10th Edition	CENG - Cengage Learning	9781337670487	eBook	53.50	35.00
HUS 4945	Human Services Internship	CENG - Cengage Learning	9781305537484	eBook	53.50	35.00
IDS 1107	On Course: Strategies for Creating Success in College, Career, and Life	CENG - Cengage Learning	9780357022764	eBook	53.50	35.00
IDS 1107	MindTap for Downing/Brennan's On Course: Strategies for Creating Success in College, Career, and Life, 9th Edition	CENG - Cengage Learning	9780357022757	MindTap	80.00	52.50
INP 1390	Human Relations (Connect)	MCG - McGraw-Hill	9781260140071	Connect	166.75	100.00
INP 1390	Human Relations	MCG - McGraw-Hill	9781260140149	eBook	227.75	43.75
INP 1390	Human Relations (Connect)	MCG - McGraw-Hill	9781264071036	Connect	166.75	100.00
INP 1390	Human Relations	MCG - McGraw-Hill	9781264071081	eBook	101.50	43.75
ISM 3014	A Guide to Customer Service Skills for the Service Desk Professional	CENG - Cengage Learning	9781305445871	eBook	53.50	35.00
MAC 1105	Standalone for Collegiate Math (11-week Access Card)	MCG - McGraw-Hill	9781259612916	ALEKS	80.00	56.25
MAC 1105	Standalone for Collegiate Math (18-week Access Card)	MCG - McGraw-Hill	9781259722172	ALEKS	132.00	93.00
MAC 1105	ALEKS 360 AC COLL ALG 18-week	MCG - McGraw-Hill	9781259722172	ALEKS	132.00	93.00
MAC 1105	ALEKS 360 AC 11-week access	MCG - McGraw-Hill	9781259722158	ALEKS	106.75	75.00
MAC 2311	Calculus: Early Transcendental Functions	CENG - Cengage Learning	9781337670388	eBook	60.00	39.50

Course #	Title of Course Material	Publisher	ISBN	Format	National Retail	FSCJ ACCESS Price
MAC 2311	Calculus: Early Transcendental Functions	CENG - Cengage Learning	9781337631860	WebAssign	133.50	87.50
MAN 4162	Customer Service (Connect)	MCG - McGraw-Hill	9781264041398	Connect	93.50	87.50
MAN 4162	Customer Service	MCG - McGraw-Hill	9781260157505	eBook	145.00	43.75
MAN 4504	Operations Management (Connect)	MCG - McGraw-Hill	9781266222061	Connect	93.50	87.50
MAN 4504	Operations Management	MCG - McGraw-Hill	9781260718447	eBook	209.50	43.75
MAR 3023	Essentials of Marketing (Connect)	MCG - McGraw-Hill	9781260736823	Connect	166.75	87.50
MAR 3023	Essentials of Marketing	MCG - McGraw-Hill	9781260736885	eBook	256.50	43.75
MAT 0018	ALEKS 360 AC 11W BAS COLL MATH	MCG - McGraw-Hill	9781259225239	ALEKS	106.75	75.00
MAT 0018	ALEKS 360 AC 18W BAS COLL MATH	MCG - McGraw-Hill	9781259225215	ALEKS	132.00	93.00
MAT 0028	ALEKS 360 Access Card (11-weeks) - Beginning & Intermediate Algebra	MCG - McGraw-Hill	9781259936425	ALEKS	106.75	75.00
MAT 0028	ALEKS 360 Access Card (18-weeks) - Beginning & Intermediate Algebra	MCG - McGraw-Hill	9781259936432	ALEKS	132.00	93.00
MAT 1033	ALEKS 360 Online Access for Beginning & Intermediate Algebra (11-weeks)	MCG - McGraw-Hill	9781259936425	ALEKS	106.75	75.00
MAT 1033	ALEKS 360 Online Access for Beginning & Intermediate Algebra (18-weeks)	MCG - McGraw-Hill	9781259936432	ALEKS	132.00	93.00
MAT 1033	MyLab Math with Pearson eText -- 18 Week Standalone Access Card -- for Beginning & Intermediate Algebra with Integrated Review	PH - Pearson	9780135834725	MyLab	86.75	70.00
MAT 1033	MyLab Math with Pearson eText -- 18-week Standalone Access Card -- for Intermediate Algebra	PH - Pearson	9780135835357	MyLab	86.75	70.00
MGF 1106	Collegiate Math (ALEKS StandAlone Access Card-18 weeks)	MCG - McGraw-Hill	9781259620294	ALEKS	108.00	76.00
MGF 1106	ALEKS 360 Online Access (11 weeks) for Math in Our World	MCG - McGraw-Hill	9781260389722	ALEKS	106.75	75.00

Subject: Finance: FSCJ ACCESS Program
(Continued)

Course #	Title of Course Material	Publisher	ISBN	Format	National Retail	FSCJ ACCESS Price
MGF 1106	Collegiate Math (ALEKS 360 Access Card-18-weeks)	MCG - McGraw-Hill	9781260389739	ALEKS	132.00	93.00
MGF 1107	Standalone for Collegiate Math (11-week Access Card)	MCG - McGraw-Hill	9781259612916	ALEKS	80.00	56.25
MGF 1107	Collegiate Math (ALEKS StandAlone Access Card-18-weeks)	MCG - McGraw-Hill	9781259620294	ALEKS	108.00	76.00
MGF 1107	ALEKS 360 Online Access (11-weeks) for Math in Our World	MCG - McGraw-Hill	9781260389722	ALEKS	106.75	75.00
MGF 1107	Collegiate Math (ALEKS 360 Access Card-18-weeks)	MCG - McGraw-Hill	9781260389739	ALEKS	132.00	93.00
NUR 3805	Professional Nursing Practice	PH - Pearson	9780133595581	eBook	60.00	31.00
PLA 2273	Tort Law	CENG - Cengage Learning	9781305537576	eBook	60.00	39.50
PLA 2273	Tort Law	CENG - Cengage Learning	9781305254534	MindTap	133.50	87.50
POS 2041	American Government	PH - Pearson	9780205974993	eBook	60.00	31.00
PSY 1012	Experience Psychology	MCG - McGraw-Hill	9781260154955	Connect	120.00	72.00
PSY 1012	Experience Psychology	MCG - McGraw-Hill	9781260155013	eBook	192.00	43.75
PSY 1012	The Science of Psychology: An Appreciative View	MCG - McGraw-Hill	9781259765445	eBook	240.00	43.75
PSY 1012	The Science of Psychology: An Appreciative View	MCG - McGraw-Hill	9781260500561	Connect	120.00	72.00
PSY 1012	The Science of Psychology: An Appreciative View	MCG - McGraw-Hill	9781260500622	eBook	256.00	43.75
REA 17	MindTap English, 1 term (6 months) Instant Access for Carter's Mindscapes: Critical Reading Skills and Strategies	CENG - Cengage Learning	9781285515427	MindTap	66.75	43.75
REA 17	Carter's Mindscapes: Critical Reading Skills and Strategies	CENG - Cengage Learning	9781285630786	eBook	53.50	35.00
REA 22	MindTap English, 1 term (6 months) Instant Access for Carter's Mindscapes: Critical Reading Skills and Strategies	CENG - Cengage Learning	9781285515427	MindTap	66.75	43.75
REA 22	Carter's Mindscapes: Critical Reading Skills and Strategies	CENG - Cengage Learning	9781285630786	eBook	53.50	35.00

Course #	Title of Course Material	Publisher	ISBN	Format	National Retail	FSCJ ACCESS Price
SOP 2772	Human Sexuality: Diversity in Contemporary America	MCG - McGraw-Hill	9781260153675	Connect	120.00	72.00
SOP 2772	Human Sexuality: Diversity in Contemporary America	MCG - McGraw-Hill	9781260153729	eBook	240.00	43.75
SPC 2065	Communicating at Work (Connect)	MCG - McGraw-Hill	9781260095487	Connect	120.00	72.00
SPC 2065	Communicating at Work	MCG - McGraw-Hill	9781260154030	eBook	120.00	43.75
SPC 2608	The Art of Public Speaking	MCG - McGraw-Hill	9780077797560	Connect	120.00	72.00
SPC 2608	The Art of Public Speaking	MCG - McGraw-Hill	9780077797669	eBook	162.40	43.75
STA 2023	ALEKS 360 Online Access (11 weeks) for Elementary Statistics: A Step by Step Approach	MCG - McGraw-Hill	9781260041873	ALEKS	106.75	75.00
STA 2023	ALEKS 360 Online Access (18 weeks) for Elementary Statistics: A Step by Step Approach	MCG - McGraw-Hill	9781260041880	ALEKS	132.00	92.81
SYG 2000	Sociology in Modules (Connect)	MCG - McGraw-Hill	9781260399196	Connect	106.75	64.00
SYG 2000	Sociology in Modules	MCG - McGraw-Hill	9781260399271	eBook	232.00	43.75
TAX 2000	McGraw-Hill's Taxation of Individuals 2022 Edition	MCG - McGraw-Hill	9781264369034	eBook	257.25	43.75
TAX 2000	Taxation of Individuals 2022 Edition (Connect)	MCG - McGraw-Hill	9781264368950	Connect	182.75	87.50

RATIONALE: FSCJ implemented a pilot program Spring Term 2020-2021, Summer Term 2021 and Fall Term 2021-2022, which student course materials were provided digitally to all students enrolled in FSCJ ACCESS classes. FSCJ will continue the pilot program for Spring Term 2021-2022. This will insure access to required resource material on the first day of classes to everyone in the class and will provide course materials at lower costs. This will guarantee the lowest cost to students because the College is able to secure a below competitive market rate for the material by purchasing in bulk.

The bookstore is able to provide course materials at lower costs due to volume and contractual arrangements with publishers that allow for the lowest cost for course materials when an inclusive access program is employed.

FISCAL NOTES: This will have no net fiscal impact on the College.

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. A – 8.

Subject:	Academic Affairs: Inactivation of Radiation Therapy Specialist Technical Certificate Program
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve the inactivation of the Radiation Therapy Specialist (43 credit hours) Technical Certificate program embedded within the Associate in Science degree program in Radiation Therapy, effective at the end of Fall Term 2021.

BACKGROUND: The Radiation Therapy Specialist (43 credit hours) Technical Certificate program has been recommended for inactivation by the College's Curriculum Committee and approved by the Provost/Vice President of Academic Affairs. The inactivated program will have no new student enrollments beginning with the Spring Term 2022 per SACSCOC guidelines.

In response to the requirements set forth by the Florida Department of Education (FLDOE) curriculum frameworks, students are required to hold an Associate in Science degree in either Radiography or Nuclear Medicine as part of the program admission criteria. Because of the Associate in Science degree requirement for admission, the existing Radiation Therapy Specialist (43 credit hours) Technical Certificate program type must be inactivated and replaced with a new Radiation Therapy Specialist (43 credit hours) Advanced Technical Certificate program type. While the current program type is being inactivated, all current coursework will remain unchanged and offered in the new replacement program.

Following a comprehensive program review, it was determined that there are currently no active students enrolled in the inactivated Radiation Therapy Specialist (43 credit hours) Technical Certificate program. Further, it was noted that the last cohort of students started in the program in the Spring Term 2020 and completed the program curriculum within the Technical Certificate credential at the end of Fall Term 2020 with final graduation ceremonies held in the Spring Term 2021 due to COVID restrictions.

RATIONALE: There are currently no active students enrolled; however, past term students have been notified by letter and email correspondence. As part of the College's curricular inventory, all courses within the existing program will continue to be offered as part of the College's current inventory within the replacement Radiation Therapy Specialist (43 credit hours) Advanced Technical Certificate program. Neither full-time faculty nor other programs will be adversely affected.

FISCAL NOTES: No fiscal impact is anticipated.

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. A – 9.

Subject:	Academic Affairs: Activation of Radiation Therapy Specialist Advanced Technical Certificate Program
Meeting Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve the activation of the Radiation Therapy Specialist (43 credits) Advanced Technical Certificate program embedded within the Associate in Science degree program in Radiation Therapy, effective Spring Term 2022.

BACKGROUND: The Radiation Therapy Specialist (43 credit hours) Advanced Technical Certificate program has been recommended for activation by the College's Curriculum Committee and approved by the Provost/Vice President of Academic Affairs. The activated program will have new student enrollments beginning with the Spring Term 2022.

In response to the requirements set forth by the Florida Department of Education (FLDOE) curriculum frameworks, students are required to hold an Associate in Science degree in either Radiography or Nuclear Medicine as part of the program admission criteria. Because of the Associate in Science degree requirement for admission, the existing Radiation Therapy Specialist (43 credit hours) Technical Certificate program type must be inactivated and replaced with a new Radiation Therapy Specialist (43 credit hours) Advanced Technical Certificate.

Beginning in the Spring Term 2022, the Radiation Therapy Specialist (43 credit hours) Advanced Technical Certificate program will serve as the official replacement program for the inactivated Radiation Therapy Specialist (43 credit hours) Technical Certificate program.

Embedding certificates has proven to be an effective retention and progression methodology. Implementation of an Advanced Technical Certificate also provides transferability of credits and makes the program more accessible. The faculty and staff view this certificate as a further method of preparing students for distinctive success with their academic, career and personal goals.

RATIONALE: The College currently offers the corresponding Associate in Science degree program in Radiation Therapy, which is included as part of the FLDOE Health Science career cluster. It is anticipated that the implementation of this Advanced Technical Certificate program will provide graduates with occupation-specific skills that contribute to their ongoing academic knowledge, higher-order reasoning, problem-solving abilities and general employability skills.

FISCAL NOTES: The financial impact of this program is comprehended in the College's budget.

**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. A – 10.

Subject:	Academic Affairs: Activation of Financial Technology (FinTech) Advanced Technical Certificate Program
Date:	November 9, 2021

RECOMMENDATION: It is recommended that the District Board of Trustees approve a new Financial Technology (FinTech) (24 credit hours) Advanced Technical Certificate program embedded within the Bachelor of Science degree program in Information Systems Technology, effective Fall Term 2022.

BACKGROUND: The Financial Technology (FinTech) (24 credit hours) Advanced Technical Certificate program has been recommended for activation by the College's Curriculum Committee and approved by the Provost/Vice President of Academic Affairs. The activated program will have new student enrollments beginning with the Fall Term 2022.

The new Financial Technology (FinTech) (24 credit hours) Advanced Technical Certificate program has been developed in response to the Northeast Florida FinTech Initiative grant requirements. Students who currently hold an Associate in Arts or Associate in Science degree or higher may enroll in the program as a stand-alone option or complete the coursework as part of the Financial Technology concentration within the existing Bachelor of Science degree program in Information Systems Technology.

The program offers a sequence of courses that provide coherent and rigorous content along with challenging academic standards and relevant technical knowledge and skills needed to prepare students for further education within the Finance career cluster. The curriculum is designed to provide students with specific competencies that establish a foundation for a successful financial-services or FinTech-related career. The program is suitable for professionals who recently entered banking from other industries and management trainees who desire a broader understanding of financial technology. The curriculum provides technical skill proficiency and includes competency-based applied learning that contributes to students' academic knowledge, higher-order reasoning, problem-solving skills, work attitudes, general employability skills, technical skills and occupation-specific skills.

Program graduates acquire high-demand skills that they can use to pursue employment as financial analysts, data analysts and other FinTech-related professionals in a variety of financial services or business banking environments. Additionally, the program curriculum provides supplemental training and preparation for students previously or currently employed in management and supervisory occupations who wish to further enhance their existing skill set within the Financial Services career cluster.

Subject: Academic Affairs: Activation of Financial Technology (FinTech) Advanced Technical Certificate Program
(Continued)

Embedding certificates has proven to be an effective retention and progression methodology. Implementation of an Advanced Technical Certificate also provides transferability of credits and makes the program more accessible. The faculty and staff view this certificate as a further method of educating students in order to prepare them for distinctive success in their academic, career and personal goals.

RATIONALE: It is anticipated that the implementation of this Advanced Technical Certificate program will provide graduates with occupation-specific skills that contribute to their ongoing academic knowledge, higher-order reasoning, problem-solving abilities and general employability skills.

FISCAL NOTES: The financial impact of this program is comprehended in the College's budget.

**Florida State College at Jacksonville
District Board of Trustees**

INFORMATION ITEM I – A.

Subject:	Human Resources: Personnel Actions
Meeting Date:	November 9, 2021

INFORMATION: The Personnel Actions since the previous Board Meeting are presented to the District Board of Trustees for information.

BACKGROUND: This listing provides the District Board of Trustees a timely notification of all recently hired personnel.

FISCAL NOTES: The costs of all personnel actions are covered by the College's annual salary budget or from grant or auxiliary funding.

**Faculty, Administrative, Professional and Career Appointments Since Previous Board Meeting
as of November 9, 2021**

Faculty Full-Time Appointments

Alter	Rebecca	Professor of Nursing - Pediatrics and Maternity
Doggett	Matthew	Professor of Speech/Director of Forensics
Lacinski	Elizabeth	Professor of Nursing - Pediatrics and Maternity
Lee	Regina	Professor of Surgical Services
Manuel	Lopest	Professor of Nursing
O'Steen	Savannah	Professor of Radiography
Steffes	Wendy	Professor of Nursing -Pediatrics and Maternity
Turner	Allison	Temporary Professor of Business

Job Title**A&P Full-Time Appointments**

Abbott	Elizabeth	Interim Director of Program Development
Artley	James	Associate Director of Student Conduct
Bowman	Johnny	Director of Program Development
Carpenter	Michael	Interim Director, Fire Academy of the South
Finch	Lauren	Director of Campus/Center Enrollment and Student Services
Ford	Wanda	Interim Vice President of Finance and Administration
Horowitz	Elise	Department Chair
Jenkins	Carla	Director of Campus/Center Enrollment and Student Services
Levius	Jan	Interim Associate Director of Academic Advising Services
McLauchlan	Kelly	E-Learning Instructional Designer
Roy	Linda	Dean of Nursing
Spears	Oksana	Interim Library and Learning Commons Manager
Thomas	William	Engineer I - Client Support

Job Title**Career Full-Time Appointments**

Anderson	Jennifer	Enrollment Coach
Aston	Leanne	Assistant Box Office Coordinator
Bess	Beth	Administrative Assistant I
Brock	Michael	Journeyman
Brown	Marcellus	Armed Security Officer
Calnese	Sherman	Armed Security Officer
Collins	Trend	Student Recruiter
Delacruz	Daynah	Library Assistant I
Dumerlus	Sendy	Enrollment Coach
Dunwoody	Kermit	Security Officer II
Elmore	Ronny	Laboratory Manager
Gilpin	Ashley	Library Assistant I
Goodwin	Laura	Interim Case Manager/Career Specialist
Greene	Laurence	Interim Project Coordinator
Groves	Brandy	Library Assistant II
Harris	Virginia	Box Office Specialist
Hart	Clair	Interim Project Coordinator
Henderson	Damion	Security Officer I
Hernandez	Luis	Integrated System Specialist
Hibbard	Corey	Call Center Representative I
Higingbotham	Jeremiah	Advisor II
Jackson	Christopher	Campus HVAC Facilities Manager
Kruse	Derek	Tradesworker III
Lopez	Gabrielle	Business Office Specialist II
Luna	Irene	Student Success Advisor I
Marquez-Lopez	Nalix	Plant Service Worker
Mossuto	Vicky	Box Office Assistant
Nickel	Alexandra	Business Office Specialist II
Raval	Rishi	Call Center Representative I
Reyes	Martin	Interim Case Manager/Career Specialist
Rodriguez	Alberto	Student Records Coordinator

Job Title

**Faculty, Administrative, Professional and Career Appointments Since Previous Board Meeting
as of November 9, 2021**

Career Full-Time Appointments (cont.)

Samuels	Sonya	Accountant IV
Spiller	Shana	Business Office Specialist II
Stahl	Joleen	Program Advisor
Tafaoa	Noelle	Purchasing Contracts Coordinator
Towery	Emily	Student Services Lead Specialist
Young	Alyssa	Call Center Representative I

Job Title**Career Part-Time Appointments**

Alhajjar	Mohammed	Test Proctor
Carmo	Solange	Laboratory Manager
Covington	Jocelyn	Student Success Advisor I
Dunkley	Nicole	Clerical Specialist
Graham	Ruby	Test Proctor
Hoover	Adrian	Academic Tutor
Hughes	Deborah	Clerical Specialist
Mitchell	Tatyana	Test Proctor
Richardson	Tedesha	Administrative Assistant I
Rodriguez	Alejandra	Academic Tutor
Smith	Joshua	Academic Tutor
Swint	Jessica	Resident Director
Vienrich	Aida	Academic Tutor
Weber	Kathleen	Academic Tutor
Wilson	Dylan	Academic Tutor

Job Title

**Florida State College at Jacksonville
District Board of Trustees**

INFORMATION ITEM I – B.

Subject:	Purchasing: Purchase Orders Over \$195,000
Meeting Date:	November 9, 2021

INFORMATION: The following information is provided to the District Board of Trustees pursuant to Board Rule 6Hx7-5.1 for purchases greater than \$195,000.

Contract/ PO No.	Total	Supplier	Description	Authority
PO00012478	\$941,600	ERP Analysts, Inc.	PeopleSoft Content Migration, Hosting and Managed Services	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1; Strategic Technology Plan; FSCJ Contract 2018-04
PO00012384	\$196,000	Giddens Security Corporation	Security Guard Services	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1; Florida State Term Contract No. 92121500-20-1

BACKGROUND: Board Rule 6Hx7-5.1 requires submittal of an information item listing purchase orders greater than \$195,000 that were purchased in accordance with State Board of Education (SBE) and College Board Rules.

RATIONALE: This listing provides the District Board of Trustees an opportunity to review all College purchases \$195,000 or greater. This purchase was made within State of Florida purchasing guidelines, State Contracts and the College procurement procedures.

FISCAL NOTES: These purchase orders utilized College restricted and unrestricted budgeted funds in the amount not to exceed \$1,137,600.

**Florida State College at Jacksonville
District Board of Trustees**

INFORMATION ITEM I – C.

Subject:	Finance: Annual Property Inventory Report
Meeting Date:	November 9, 2021

INFORMATION: The College's annual property inventory report for the period ending June 30, 2021 is presented to the District Board of Trustees for information.

BACKGROUND: The District Board of Trustees is authorized to adopt rules, procedures and policies regarding College property by Florida Statute 1001.64(4) (b) and is charged with the responsibility for control of College owned tangible personal property by Section 1001.64(5) Florida Statutes. Tangible personal property is defined as assets that are moveable with a useful life greater than one year and non-consumable. A physical inventory of all College owned tangible personal property is conducted annually.

Board Rule 6Hx7-4.15(2), Safeguarding and Disposition of Property, indicates that property on the College inventory with a net book value of five thousand dollars (\$5,000.00) shall first be declared surplus to the needs of the College or declared cannibalized, lost, stolen, damaged or missing-at-inventory by the Vice President of Business Services or Associate Vice President of Finance. During Fiscal Year 2020-21, none of the assets surveyed for disposal had a net book value of \$5,000 or more. Board Rule 6Hx7-4.15(2) requires the College to submit to the Board an annual property report information agenda item including deletion of property with a net book value of less than five thousand dollars (\$5,000) in accordance with Sections 274.05 and 274.06 of the Florida Statutes.

RATIONALE: The results of the College's physical inventory of tangible personal property for the period ending June 30, 2021 are shown in the attached chart. The College has \$39,395,445.38 (at original acquisition cost) in total assets with \$12,573.92 (0.032 percent) reported as unable to be located, lost, or stolen. There were not any capitalized assets that had a net book value of \$5,000 or more.

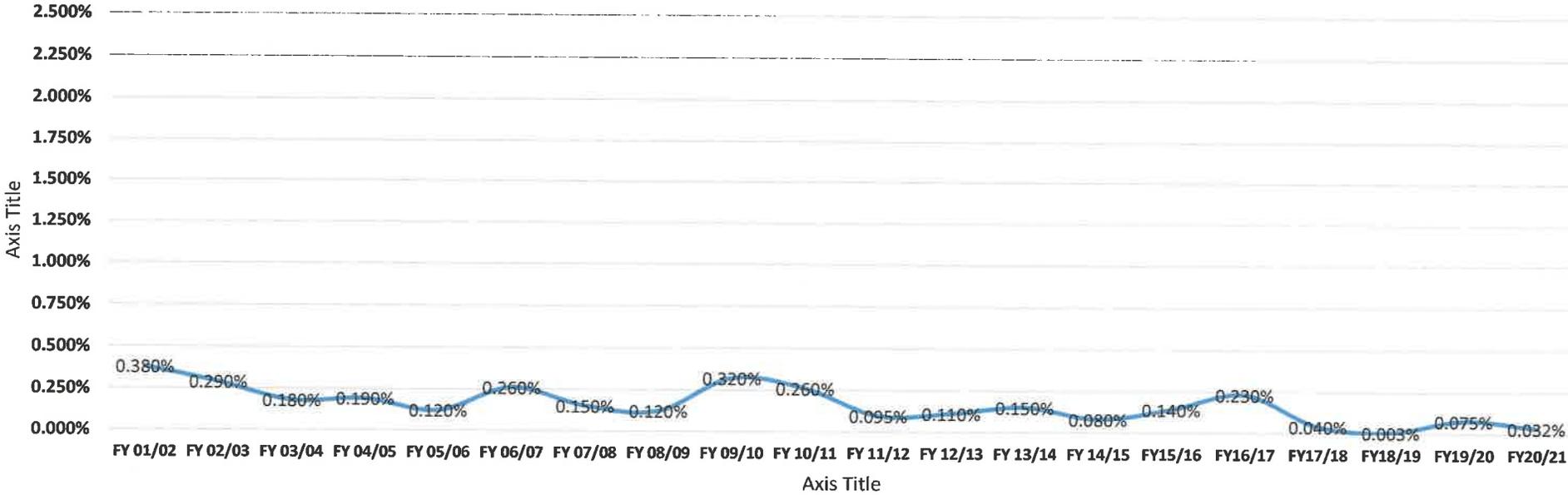
The attached chart of missing property from 2002 to 2021 indicates the College inventory process is stable and demonstrates excellent control with twenty consecutive years with better than 99.6% accuracy. For fiscal year 2021 accuracy was at 99.9%.

FISCAL NOTES: There is no fiscal impact as a result of this item.

Subject: Finance: Annual Property Inventory Report
(Continued)

	Items Valued		Items Valued		Total	
	Less Than \$5,000		More Than \$5,000			
	# of Assets	Acquisition \$ Value	# of Assets	Acquisition \$ Value	# of Assets	Acquisition \$ Value
Lost/Unable to locate	6	10,711.92	0	-	6	10,711.92
Stolen	1	1,862.00	0	-	1	1,862.00
Subtotal/Deletions	7	\$ 12,573.92	0	\$ -	7	\$ 12,573.92
Damaged/Destroyed/ Obsolete/Worn Out	51	44,785.84	1	9,388.75	52	54,174.59
Returned to Agency	0	-	0	-	0	-
Cannibalized	0	-	1	77,593.50	1	77,593.50
Subtotal/Deletions	51	\$ 44,785.84	2	\$ 86,982.25	53	\$ 131,768.09
Trade in	88	-	0	-	88	-
Recycled	175	204,934.11	9	197,220.90	184	402,155.01
Donated	1	3,249.00	0	-	1	3,249.00
Sold	8	25,279.07	10	105,395.91	18	130,674.98
Other	0	-	0	-	0	-
Subtotal/Deletions	272	\$ 233,462.18	19	\$ 302,616.81	291	\$ 536,078.99
Total Deletions	330	\$ 290,821.94	21	\$ 389,599.06	B₁ 351	B \$ 680,421.00
Reinstated	0	-	0	-	0	-
Total Reinstatements	0	-	0	-	C₁ 0	C -
Acquisitions FY20	306	\$ 390,733.90	160	\$ 3,109,606.51	D₁ 466	D \$ 3,500,340.41
Ending Inventory 6/30/21					E₁ 5,266	E \$ 39,395,445.38

Overall College Physical Inventory Analysis of Tangible Personal Property by Year (% of Acquisition Value of Unable to Locate or Stolen)



**Florida State College at Jacksonville
District Board of Trustees**

INFORMATION ITEM I – D.

Subject:	Finance: 2020-21 Annual Financial Report
Meeting Date:	November 9, 2021

INFORMATION: The 2020-21 Annual Financial Report (AFR) is presented to the District Board of Trustees for information.

BACKGROUND: Florida Statute 1010.02, Financial Accounting Expenditures, provides that all funds accruing to a state college be received, accounted for, and expended in accordance with State Board of Education Administrative Rules, and shall be presented to the District Board of Trustees on an annual basis. The report consists of three basic financial statements: the Statement of Net Position; the Statement of Revenues, Expenses, and Changes in Net Position; and the Statement of Cash Flows and related notes.

REPRODUCTIONS: Copies of the AFR will be made available to members of the general public upon request.

RATIONALE: State Board of Education Rules 6A-14.0261 and 6A-14.072 provides authority and direction for the annual submission of the AFR to the Department of Education.

FISCAL NOTES: The College's assets and deferred outflows of resources totaled \$330.8 million at June 30, 2021. This balance reflects a \$6.7 million, or 2.1 percent, increase as compared to the 2019-20 fiscal year. Assets increased by \$3.5 million primarily due to an increase in cash and investments of \$13.7 million and a decrease of \$10.6 million in net capital assets due to depreciation expenses exceeding capital asset additions. Deferred outflows of resources increased by \$2.9 million due to pension activity during the 2020-21 year. The College's liabilities and deferred inflows of resources increased by \$12.2 million, or 8.8 percent, totaling \$150.6 million at June 30, 2021, resulting primarily from a \$13.4 million increase in net pension liability. As a result, the College's net position decreased by \$5.4 million, resulting in a year-end balance of \$180.3 million.

The College's operating revenues totaled \$38.9 million for the 2020-21 fiscal year, representing a 5.1 percent decrease compared to the 2019-20 fiscal year due mainly to a \$2.1 million decrease in net student tuition and fees. Operating expenses totaled \$209.6 million for the 2020-21 fiscal year, representing an increase of 2.6 percent as compared to the 2019-20 fiscal year due mainly to a \$10.6 million increase in contractual services and a decrease of \$4.1 million in scholarships and waivers.

MANAGEMENT'S DISCUSSION AND ANALYSIS

Management's discussion and analysis (MD&A) provides an overview of the financial position and activities of the College for the fiscal year ended June 30, 2021, and should be read in conjunction with the financial statements and notes thereto. The MD&A, and financial statements and notes thereto, are the responsibility of College management. The MD&A contains financial activity of the College for the fiscal years ended June 30, 2021, and June 30, 2020.

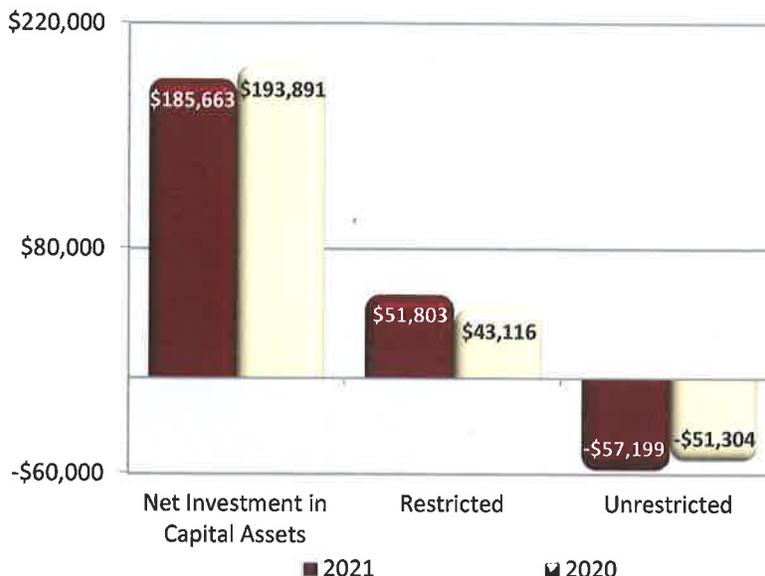
FINANCIAL HIGHLIGHTS

The College's assets and deferred outflows of resources totaled \$330.8 million at June 30, 2021. This balance reflects a \$6.7 million, or 2.1 percent, increase as compared to the 2019-20 fiscal year. Assets increased by \$3.5 million primarily due to an increase in cash and investments of \$13.7 million and a decrease of \$10.6 million in net capital assets due to depreciation expenses exceeding capital asset additions. Deferred outflows of resources increased by \$2.9 million due to pension activity during the 2020-21 year. The College's liabilities and deferred inflows of resources increased by \$12.2 million, or 8.8 percent, totaling \$150.6 million at June 30, 2021, resulting primarily from a \$13.4 million increase in net pension liability. As a result, the College's net position decreased by \$5.4 million, resulting in a year-end balance of \$180.3 million.

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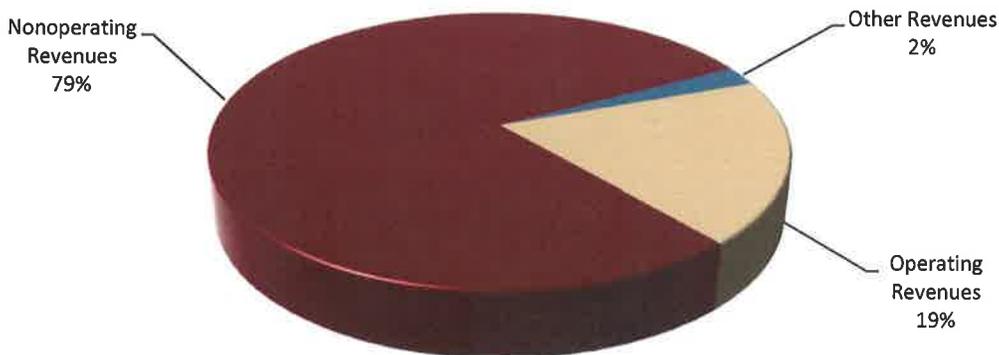
Net position represents the residual interest in the College's assets and deferred outflows of resources after deducting liabilities and deferred inflows of resources. The College's comparative total net position by category for the fiscal years ended June 30, 2021, and June 30, 2020, is shown in the following graph:

**Net Position
(In Thousands)**



The following chart provides a graphical presentation of College revenues by category for the 2020-21 fiscal year:

**Total Revenues
2020-21 Fiscal Year**



OVERVIEW OF FINANCIAL STATEMENTS

Pursuant to Governmental Accounting Standards Board (GASB) Statement No. 35, the College’s financial report consists of three basic financial statements: the statement of net position; the statement of revenues, expenses, and changes in net position; and the statement of cash flows. The financial statements, and notes thereto, encompass the College and its component unit, Florida State College at Jacksonville Foundation, Inc. (Foundation). Based on the application of the criteria for determining

Florida State College at Jacksonville ▲ Financial Statements ▲ For the Fiscal Year Ended June 30, 2021

component units, the Foundation is included within the College reporting entity as a discretely presented component unit.

This MD&A focuses on the College, excluding the discretely presented component unit. MD&A information for the Foundation is included in its separately issued audit report.

The Statement of Net Position

The statement of net position reflects the assets, deferred outflows of resources, liabilities, and deferred inflows of resources of the College, using the accrual basis of accounting, and presents the financial position of the College at a specified time. Assets, plus deferred outflows of resources, less liabilities, less deferred inflows of resources, equals net position, which is one indicator of the College's current financial condition. The changes in net position that occur over time indicate improvement or deterioration in the College's financial condition.

The following summarizes the College's assets, deferred outflows of resources, liabilities, deferred inflows of resources, and net position at June 30:

Condensed Statement of Net Position at June 30
(In Thousands)

	<u>2021</u>	<u>2020</u>
Assets		
Current Assets	\$ 48,345	\$ 45,867
Capital Assets, Net	203,396	214,047
Other Noncurrent Assets	<u>51,982</u>	<u>39,969</u>
Total Assets	<u>303,723</u>	<u>299,883</u>
Deferred Outflows of Resources	<u>27,117</u>	<u>24,183</u>
Liabilities		
Current Liabilities	32,416	29,149
Noncurrent Liabilities	<u>112,338</u>	<u>98,936</u>
Total Liabilities	<u>144,754</u>	<u>128,085</u>
Deferred Inflows of Resources	<u>5,818</u>	<u>10,278</u>
Net Position		
Net Investment in Capital Assets	185,663	193,891
Restricted	51,803	43,116
Unrestricted	<u>(57,199)</u>	<u>(51,304)</u>
Total Net Position	<u>\$ 180,267</u>	<u>\$ 185,703</u>

Total assets increased \$3.5 million primarily from an increase in cash and investments of \$13.7 million and a decrease of \$10.6 million in net capital assets due to depreciation expenses exceeding capital asset additions. Deferred outflows of resources increased \$2.9 million and deferred inflows of resources decreased \$4.5 million primarily due to pension activity during the 2020-2021 fiscal year. Total liabilities increased \$16.7 million primarily due to an increase in the pension liabilities. The College's ending net position decreased \$5.4 million, or 2.9 percent.

Florida State College at Jacksonville ▲ Financial Statements ▲ For the Fiscal Year Ended June 30, 2021

The Statement of Revenues, Expenses, and Changes in Net Position

The statement of revenues, expenses, and changes in net position presents the College's revenue and expense activity, categorized as operating and nonoperating. Revenues and expenses are recognized when earned or incurred, regardless of when cash is received or paid.

The following summarizes the College's activity for the 2020-21 and 2019-20 fiscal years:

**Condensed Statement of Revenues, Expenses, and Changes in Net Position
For the Fiscal Years**

(In Thousands)

	<u>2020-21</u>	<u>2019-20</u>
Operating Revenues	\$ 38,927	\$ 40,976
Less, Operating Expenses	<u>209,637</u>	<u>204,375</u>
Operating Loss	(170,710)	(163,399)
Net Nonoperating Revenues	<u>160,670</u>	<u>144,214</u>
Loss Before Other Revenues	(10,040)	(19,185)
Other Revenues	<u>4,604</u>	<u>5,876</u>
Net Decrease In Net Position	<u>(5,436)</u>	<u>(13,309)</u>
Net Position, Beginning of Year	185,703	199,012
Net Position, End of Year	<u>\$ 180,267</u>	<u>\$ 185,703</u>

Operating Revenues

GASB Statement No. 35 categorizes revenues as either operating or nonoperating. Operating revenues generally result from exchange transactions where each of the parties to the transaction either gives or receives something of equal or similar value.

The following summarizes the operating revenues by source that were used to fund operating activities for the 2020-21 and 2019-20 fiscal years:

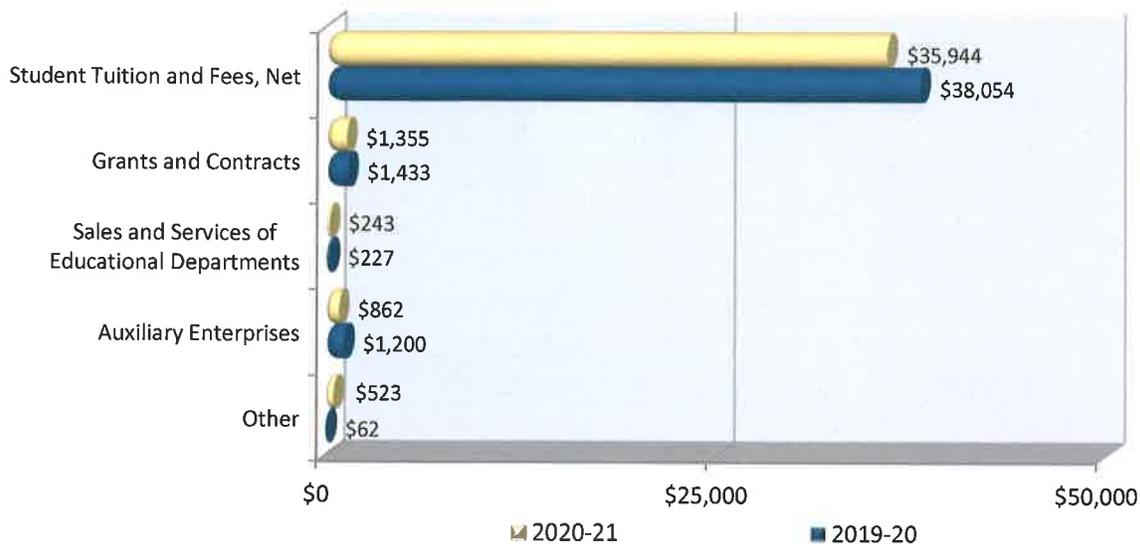
**Operating Revenues
For the Fiscal Years**

(In Thousands)

	<u>2020-21</u>	<u>2019-20</u>
Student Tuition and Fees, Net	\$ 35,944	\$ 38,054
Grants and Contracts	1,355	1,433
Sales and Services of Educational Departments	243	227
Auxiliary Enterprises	862	1,200
Other	<u>523</u>	<u>62</u>
Total Operating Revenues	<u>\$ 38,927</u>	<u>\$ 40,976</u>

The following chart presents the College's operating revenues for the 2020-21 and 2019-20 fiscal years:

Operating Revenues
(In Thousands)



College operating revenues decreased \$2.1 million or 5 percent. This can be primarily attributed to a decrease in net student tuition and fees totaling \$2.1 million.

Operating Expenses

Expenses are categorized as operating or nonoperating. The majority of the College's expenses are operating expenses as defined by GASB Statement No. 35. GASB gives financial reporting entities the choice of reporting operating expenses in the functional or natural classifications. The College has chosen to report the expenses in their natural classification on the statement of revenues, expenses, and changes in net position and has displayed the functional classification in the notes to financial statements.

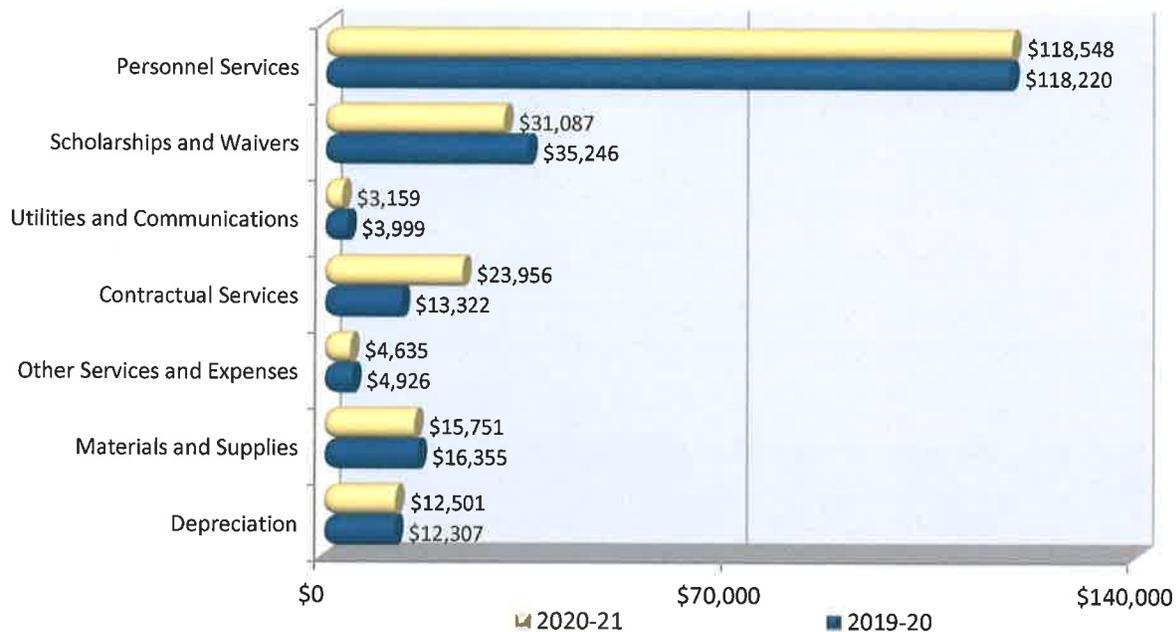
The following summarizes operating expenses by natural classification for the 2020-21 and 2019-20 fiscal years:

Operating Expenses
For the Fiscal Years
(In Thousands)

	<u>2020-21</u>	<u>2019-20</u>
Personnel Services	\$ 118,548	\$ 118,220
Scholarships and Waivers	31,087	35,246
Utilities and Communications	3,159	3,999
Contractual Services	23,956	13,322
Other Services and Expenses	4,635	4,926
Materials and Supplies	15,751	16,355
Depreciation	12,501	12,307
Total Operating Expenses	<u>\$ 209,637</u>	<u>\$ 204,375</u>

The following chart presents the College's operating expenses for the 2020-21 and 2019-20 fiscal years:

Operating Expenses (In Thousands)



College operating expenses increased by \$5.3 million, or 2.6 percent, primarily as a result of increases in contractual services of \$10.6 million and a decrease of \$4.1 million in scholarships and waivers. The increase in contractual services was due primarily to an increase in grant participant support costs related to the Federal Higher Education Emergency Relief Funds (HEERF). The decrease in scholarships and waivers correlates to reduced enrollment.

Nonoperating Revenues and Expenses

Certain revenue sources that the College relies on to provide funding for operations, including State noncapital appropriations, Federal and State student financial aid, certain gifts and grants, and investment income, are defined by GASB as nonoperating. Nonoperating expenses include capital financing costs and other costs related to capital assets. The following summarizes the College's nonoperating revenues and expenses for the 2020-21 and 2019-20 fiscal years:

**Nonoperating Revenues (Expenses)
For the Fiscal Years
(In Thousands)**

	<u>2020-21</u>	<u>2019-20</u>
State Noncapital Appropriations	\$ 79,769	\$ 79,374
Federal and State Student Financial Aid	55,433	51,074
Gifts and Grants	23,662	12,190
Investment Income	2,135	2,257
Other Nonoperating Revenues	5	14
Gain or (Loss) on Disposal of Capital Assets	255	(81)
Interest on Capital Asset-Related Debt	(589)	(614)
Net Nonoperating Revenues	<u>\$ 160,670</u>	<u>\$ 144,214</u>

The \$16.4 million increase in net nonoperating revenues was primarily due to an increase in Gifts and Grants of \$11.5 million and an increase in Federal and State Student Financial Aid of \$4.4 million.

Other Revenues

This category is composed of State capital appropriations and capital grants, contracts, gifts, and fees. The following summarizes the College's other revenues for the 2020-21 and 2019-20 fiscal years:

**Other Revenues
For the Fiscal Years
(In Thousands)**

	<u>2020-21</u>	<u>2019-20</u>
State Capital Appropriations	\$ 498	\$ 1,112
Capital Grants, Contracts, Gifts, and Fees	4,106	4,764
Total	<u>\$ 4,604</u>	<u>\$ 5,876</u>

State capital appropriations decreased \$614 thousand due to the reduction in appropriations from State License Tags.

The Statement of Cash Flows

The statement of cash flows provides information about the College's financial results by reporting the major sources and uses of cash and cash equivalents. This statement will assist in evaluating the College's ability to generate net cash flows, its ability to meet its financial obligations as they come due, and its need for external financing. Cash flows from operating activities show the net cash used by the operating activities of the College. Cash flows from capital financing activities include all plant funds and related long-term debt activities. Cash flows from investing activities show the net source and use of cash related to purchasing or selling investments, and earning income on those investments. Cash flows from noncapital financing activities include those activities not covered in other sections.

Florida State College at Jacksonville ▲ Financial Statements ▲ For the Fiscal Year Ended June 30, 2021

The following summarizes the College's cash flows for the 2020-21 and 2019-20 fiscal years:

Condensed Statement of Cash Flows		
For the Fiscal Years		
(In Thousands)		
	<u>2020-21</u>	<u>2019-20</u>
Cash Provided (Used) by:		
Operating Activities	\$ (148,684)	\$ (142,602)
Noncapital Financing Activities	158,840	142,630
Capital and Related Financing Activities	2,811	(94)
Investing Activities	(1,295)	4,816
Net Increase in Cash and Cash Equivalents	11,672	4,750
Cash and Cash Equivalents, Beginning of Year	<u>35,572</u>	<u>30,822</u>
Cash and Cash Equivalents, End of Year	\$ 47,244	\$ 35,572

Major sources of funds came from State noncapital appropriations (\$79.8 million), Federal and State student financial aid (\$55.4 million), Federal Direct Student Loan program receipts (\$33.7 million), net student tuition and fees (\$35.6 million), and noncapital gifts and grants received for other than capital or endowment purposes (\$23.7 million). Major uses of funds were for payments to employees and for employee benefits (\$111.3 million), Federal Direct Student Loan program disbursement to students (\$33.7 million), payments to suppliers (\$42.8 million), and payments for scholarships (\$31.1 million).

The College's overall cash and cash equivalents increased \$11.7 million, or 32.8 percent, as compared to the prior fiscal year due mainly to an increase of \$11.5 million in gifts and grants received for other than capital or endowment purchases. The federal government allocated funds to the college under the Higher Education Emergency Relief Fund (HEERF) to provide funding to prevent, prepare for, and respond to the coronavirus.

<p>CAPITAL ASSETS, CAPITAL EXPENSES AND COMMITMENTS, AND DEBT ADMINISTRATION</p>

Capital Assets

At June 30, 2021, the College had \$428.1 million in capital assets, less accumulated depreciation of \$224.7 million, for net capital assets of \$203.4 million. Depreciation charges for the current fiscal year totaled \$12.5 million. The following table summarizes the College's capital assets, net of accumulated depreciation, at June 30:

Capital Assets, Net at June 30

(In Thousands)

	<u>2021</u>	<u>2020</u>
Land	\$ 8,221	\$ 12,000
Capitalized Collections	89	89
Computer Software Licenses	2,827	2,827
Construction in Progress	21,367	19,617
Buildings	153,201	159,768
Other Structures and Improvements	2,184	2,534
Furniture, Machinery, and Equipment	4,130	3,569
Computer Software	11,377	13,643
Capital Assets, Net	<u>\$203,396</u>	<u>\$214,047</u>

State appropriations together with local funds are expected to finance the construction, maintenance, renovation, and remodeling of facilities. Additional information about the College's capital assets is presented in the notes to financial statements.

Capital Expenses and Commitments

Major capital expenses through June 30, 2021, were incurred for energy management facility upgrade projects pursuant to a capital lease and the renovation of the dental lab. The College's construction commitment for these improvements at June 30, 2021, are as follows:

	<u>Amount</u> <u>(In Thousands)</u>
Total Committed	\$ 21,625
Completed to Date	<u>(20,229)</u>
Balance Committed	<u>\$ 1,396</u>

Additional information about the College's contractual commitments are presented in the notes to financial statements.

Debt Administration

As of June 30, 2021, the College had \$18.1 million in outstanding long-term debt as compared to \$18.9 million as of June 30, 2020. The outstanding long-term debt was for a capital lease payable for energy management facility upgrade projects. Additional information related to the College's long-term debt is presented in the notes to the financial statements.

ECONOMIC FACTORS THAT WILL AFFECT THE FUTURE

The College's economic condition is closely tied to that of the State of Florida. Because of limited economic growth and increased demand for State resources, only a modest increase in State funding is anticipated in the 2021-22 fiscal year. While the College maintains significant financial resources to offset the potential revenue loss supplemented by Federal Higher Education Emergency Relief funds (HEERF), it will also be adjusting current year budgets in planning for future fiscal years.

REQUESTS FOR INFORMATION

Questions concerning information provided in the MD&A or other required supplementary information, and financial statements and notes thereto, or requests for additional financial information should be addressed to the Controller, Florida State College at Jacksonville, 501 West State Street, Jacksonville, Florida 32202.

BASIC FINANCIAL STATEMENTS

FLORIDA STATE COLLEGE AT JACKSONVILLE
A Component Unit of the State of Florida
Statement of Net Position

June 30, 2021

	College	Component Unit
ASSETS		
Current Assets:		
Cash and Cash Equivalents	\$ 21,678,819	\$ 1,468,093
Restricted Cash and Cash Equivalents	16,989,808	-
Accounts Receivable, Net	5,015,693	-
Pledges Receivable, Net	-	697,088
Notes Receivable, Net	196,059	-
Due from Other Governmental Agencies	2,377,948	-
Due from College	-	8,228,966
Inventories	7,360	-
Prepaid Expenses	2,078,903	98,045
Total Current Assets	48,344,590	10,492,192
Noncurrent Assets:		
Restricted Cash and Cash Equivalents	8,576,018	-
Investments	5,100,703	56,886,780
Restricted Investments	38,095,147	-
Prepaid Expenses	209,729	-
Pledges Receivable, Net	-	573,143
Depreciable Capital Assets, Net	170,891,468	-
Nondepreciable Capital Assets	32,504,570	23,675
Total Noncurrent Assets	255,377,635	57,483,598
TOTAL ASSETS	303,722,225	67,975,790
DEFERRED OUTFLOWS OF RESOURCES		
Other Postemployment Benefits	617,990	-
Pensions	26,498,733	-
TOTAL DEFERRED OUTFLOWS OF RESOURCES	27,116,723	-
LIABILITIES		
Current Liabilities:		
Accounts Payable	5,831,833	-
Salary and Payroll Taxes Payable	7,091,281	-
Retainage Payable	912,417	-
Due to College	-	617,613
Due to Component Unit	9,464,248	-
Unearned Revenue	2,115,806	9,270,170
Estimated Insurance Claims Payable	122,789	-
Deposits Held for Others	595,875	91,691
Long-Term Liabilities - Current Portion:		
Capital Lease Payable	1,457,470	-
Special Termination Benefits Payable	90,052	-
Compensated Absences Payable	4,366,841	-
Other Postemployment Benefits Payable	117,695	-
Net Pension Liability	249,696	-
Total Current Liabilities	32,416,003	9,979,474

Florida State College at Jacksonville ▲ Financial Statements ▲ For the Fiscal Year Ended June 30, 2021

	<u>College</u>	<u>Component Unit</u>
LIABILITIES (Continued)		
Noncurrent Liabilities:		
Notes Payable	60,000	
Capital Lease Payable	16,613,595	-
Special Termination Benefits Payable	12,361	-
Compensated Absences Payable	12,086,727	-
Other Postemployment Benefits Payable	2,595,988	-
Net Pension Liability	80,969,191	-
Total Noncurrent Liabilities	<u>112,337,862</u>	<u>-</u>
TOTAL LIABILITIES	<u>144,753,865</u>	<u>9,979,474</u>
DEFERRED INFLOWS OF RESOURCES		
Other Postemployment Benefits Payable	125,689	-
Pensions	5,692,720	-
TOTAL DEFERRED INFLOWS OF RESOURCES	<u>5,818,409</u>	<u>-</u>
NET POSITION		
Net Investment in Capital Assets	185,662,614	-
Restricted:		
Nonexpendable:		
Endowment	-	26,312,399
Expendable:		
Endowment	-	2,147,014
Grants and Loans	10,124,721	-
Scholarships	942,057	-
Capital Projects	39,278,526	-
Debt Service	1,457,470	-
Unrestricted	<u>(57,198,714)</u>	<u>29,536,903</u>
TOTAL NET POSITION	<u>\$ 180,266,674</u>	<u>\$ 57,996,316</u>

The accompanying notes to financial statements are an integral part of this statement.

Florida State College at Jacksonville ▲ Financial Statements ▲ For the Fiscal Year Ended June 30, 2021

FLORIDA STATE COLLEGE AT JACKSONVILLE
A Component Unit of the State of Florida
Statement of Revenues, Expenses, and Changes in Net Position
For the Fiscal Year Ended June 30, 2021

	<u>College</u>	<u>Component Unit</u>
REVENUES		
Operating Revenues:		
Student Tuition and Fees, Net of Scholarship Allowances of \$15,198,829	\$ 35,944,160	\$ -
State and Local Grants and Contracts	1,057,915	-
Nongovernmental Grants and Contracts	296,942	-
Sales and Services of Educational Departments	243,016	-
Auxiliary Enterprises	862,009	7,736,079
Other Operating Revenues	522,729	4,000
Total Operating Revenues	<u>38,926,771</u>	<u>7,740,079</u>
EXPENSES		
Operating Expenses:		
Personnel Services	118,548,273	1,403,191
Scholarships and Waivers	31,087,832	768,885
Utilities and Communications	3,158,529	-
Contractual Services	23,955,560	6,763,771
Other Services and Expenses	4,634,641	989,862
Materials and Supplies	15,750,852	412,185
Depreciation	12,501,301	-
Total Operating Expenses	<u>209,636,988</u>	<u>10,337,894</u>
Operating Loss	<u>(170,710,217)</u>	<u>(2,597,815)</u>
NONOPERATING REVENUES (EXPENSES)		
State Noncapital Appropriations	79,769,206	-
Federal and State Student Financial Aid	55,432,952	-
Gifts and Grants	23,662,418	1,166,152
Investment Income	2,134,482	2,744,306
Other Nonoperating Revenues	5,196	-
Gain on Disposal of Capital Assets	254,640	-
Interest on Capital Asset-Related Debt	(588,587)	-
Net Nonoperating Revenues	<u>160,670,307</u>	<u>3,910,458</u>
Income (Loss) Before Other Revenues	<u>(10,039,910)</u>	<u>1,312,643</u>
State Capital Appropriations	498,400	-
Capital Grants, Contracts, Gifts, and Fees	4,105,593	-
Additions to Endowments	-	99,107
Total Other Revenues	<u>4,603,993</u>	<u>99,107</u>
Increase (Decrease) in Net Position	<u>(5,435,917)</u>	<u>1,411,750</u>
Net Position, Beginning of Year	<u>185,702,591</u>	<u>56,584,566</u>
Net Position, End of Year	<u>\$ 180,266,674</u>	<u>\$ 57,996,316</u>

The accompanying notes to financial statements are an integral part of this statement.

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FLORIDA STATE COLLEGE AT JACKSONVILLE
A Component Unit of the State of Florida
Statement of Cash Flows
For the Fiscal Year Ended June 30, 2021

	<u>College</u>
CASH FLOWS FROM OPERATING ACTIVITIES	
Student Tuition and Fees, Net	\$ 35,628,139
Grants and Contracts	2,317,980
Payments to Suppliers	(42,829,405)
Payments for Utilities and Communications	(3,158,529)
Payments to Employees	(85,272,821)
Payments for Employee Benefits	(26,028,394)
Payments for Scholarships	(31,066,052)
Loans Issued to Students	(3,399,191)
Collection on Loans to Students	3,519,587
Auxiliary Enterprises	871,180
Sales and Services of Educational Departments	243,016
Other Receipts	490,809
Net Cash Used by Operating Activities	<u>(148,683,681)</u>
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES	
State Noncapital Appropriations	79,769,206
Federal and State Student Financial Aid	55,412,631
Federal Direct Loan Program Receipts	33,675,554
Federal Direct Loan Program Disbursements	(33,679,316)
Gifts and Grants Received for Other Than Capital or Endowment Purposes	23,662,418
Net Cash Provided by Noncapital Financing Activities	<u>158,840,493</u>
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES	
Proceeds from Capital Debt	60,000
State Capital Appropriations	1,878,101
Capital Grants and Gifts	4,105,593
Proceeds from Sale of Capital Assets	5,196
Purchases of Capital Assets	(1,861,114)
Principal Paid on Capital Debt and Leases	(788,546)
Interest Paid on Capital Debt and Leases	(588,587)
Net Cash Used by Capital and Related Financing Activities	<u>2,810,643</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
Proceeds from Sales and Maturities of Investments	32,202,305
Purchases of Investments	(35,631,444)
Investment Income	2,134,482
Net Cash Provided by Investing Activities	<u>(1,294,657)</u>
Net Increase in Cash and Cash Equivalents	11,672,798
Cash and Cash Equivalents, Beginning of Year	35,571,847
Cash and Cash Equivalents, End of Year	<u>\$ 47,244,645</u>

	<u>College</u>
RECONCILIATION OF OPERATING LOSS TO NET CASH USED BY OPERATING ACTIVITIES	
Operating Loss	\$ (170,710,217)
Adjustments to Reconcile Operating Loss to Net Cash Used by Operating Activities:	
Depreciation Expense	12,501,301
Changes in Assets, Liabilities, Deferred Outflows of Resources, and Deferred Inflows of Resources:	
Receivables, Net	(371,166)
Notes Receivable	120,396
Due from Other Governmental Agencies	(664,455)
Inventories	6,008
Prepaid Expenses	165,348
Accounts Payable	3,024,249
Salary and Payroll Taxes Payable	124,151
Unearned Revenue	29,717
Estimated Insurance Claims Payable	(64,977)
Deposits Held for Others	(31,920)
Special Termination Benefits Payable	16,582
Compensated Absences Payable	1,070,666
Other Postemployment Benefits Payable	246,276
Net Pension Liability	13,248,569
Deferred Outflows of Resources Related to Other Postemployment Benefits	(72,306)
Deferred Inflows of Resources Related to Other Postemployment Benefits	(21,754)
Deferred Outflows of Resources Related to Pensions	(2,861,849)
Deferred Inflows of Resources Related to Pensions	(4,438,300)
NET CASH USED BY OPERATING ACTIVITIES	<u>\$ (148,683,681)</u>
SUPPLEMENTAL DISCLOSURE OF NONCASH INVESTING AND CAPITAL FINANCING ACTIVITIES	
Unrealized gains on investments were recognized as an increase to investment income on the statement of revenues, expenses, and changes in net position, but are not cash transactions for the statement of cash flows.	\$ 329,087

The accompanying notes to financial statements are an integral part of this statement.

NOTES TO FINANCIAL STATEMENTS

1. Summary of Significant Accounting

Reporting Entity. The governing body of Florida State College at Jacksonville, a component unit of the State of Florida, is the College Board of Trustees. The Board of Trustees constitutes a corporation and is composed of nine members appointed by the Governor and confirmed by the Senate. The Board of Trustees is under the general direction and control of the Florida Department of Education, Division of Florida Colleges, and is governed by State law and State Board of Education (SBE) rules. However, the Board of Trustees is directly responsible for the day-to-day operations and control of the College within the framework of applicable State laws and SBE rules. The College serves Duval and Nassau Counties.

Criteria for defining the reporting entity are identified and described in the Governmental Accounting Standards Board's (GASB) *Codification of Governmental Accounting and Financial Reporting Standards*, Sections 2100 and 2600. These criteria were used to evaluate potential component units for which the Board of Trustees is financially accountable and other organizations for which the nature and significance of their relationship with the Board of Trustees are such that exclusion would cause the College's financial statements to be misleading. Based on the application of these criteria, the College is a component unit of the State of Florida, and its financial balances and activities are reported in the State's Comprehensive Annual Financial Report by discrete presentation.

Discretely Presented Component Unit. Based on the application of the criteria for determining component units, the Florida State College at Jacksonville Foundation, Inc. (Foundation), a legally separate entity, is included within the College's reporting entity as a discretely presented component unit and is governed by a separate board.

The Foundation is also a direct-support organization, as defined in Section 1004.70, Florida Statutes, and although legally separate from the College, is financially accountable to the College. The Foundation is managed independently, outside the College's budgeting process, and its powers generally are vested in a governing board pursuant to various State statutes. The Foundation receives, holds, invests, and administers property, and makes expenditures to or for the benefit of the College.

The Foundation is audited by other auditors pursuant to Section 1004.70(6), Florida Statutes. The Foundation's audited financial statements are available to the public and can be obtained from the Executive Director, Florida State College at Jacksonville Foundation, Inc., 501 West State Street, Jacksonville, Florida 32202. The financial data reported on the accompanying financial statements was derived from the Foundation's audited financial statements for the fiscal year ended September 30, 2020.

Basis of Presentation. The College's accounting policies conform with accounting principles generally accepted in the United States of America applicable to public colleges and universities as prescribed by GASB. The National Association of College and University Business Officers (NACUBO) also provides the College with recommendations prescribed in accordance with generally accepted accounting principles promulgated by GASB and the Financial Accounting Standards Board (FASB). GASB allows public colleges various reporting options. The College has elected to report as an entity engaged in only business-type activities. This election requires the adoption of the accrual basis of accounting and entitywide reporting including the following components:

- Management's Discussion and Analysis
- Basic Financial Statements:
 - Statement of Net Position
 - Statement of Revenues, Expenses, and Changes in Net Position
 - Statement of Cash Flows
 - Notes to Financial Statements
- Other Required Supplementary Information

Measurement Focus and Basis of Accounting. Basis of accounting refers to when revenues, expenses, assets, deferred outflows of resources, liabilities, and deferred inflows of resources are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the measurement focus applied. The College's financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. Revenues, expenses, gains, losses, assets, deferred outflows of resources, liabilities, and deferred inflows of resources resulting from exchange and exchange-like transactions are recognized when the exchange takes place. Revenues, expenses, gains, losses, assets, deferred outflows of resources, liabilities, and deferred inflows of resources resulting from nonexchange activities are generally recognized when all applicable eligibility requirements, including time requirements, are met. The College follows GASB standards of accounting and financial reporting.

The College's component unit uses the economic resources measurement focus and accrual basis of accounting whereby revenues are recognized when earned and expenses are recognized when incurred, and follows GASB standards of accounting and financial reporting.

Significant interdepartmental sales between auxiliary service departments and other institutional departments have been accounted for as reductions of expenses and not revenues of those departments.

The College's principal operating activity is instruction. Operating revenues and expenses generally include all fiscal transactions directly related to instruction as well as administration, academic support, student services, physical plant operations, and depreciation of capital assets. Nonoperating revenues include State noncapital appropriations, Federal and State student financial aid, and investment income (net of unrealized gains or losses on investments). Interest on capital asset-related debt is a nonoperating expense. Other revenues generally include revenues for capital construction projects.

The statement of net position is presented in a classified format to distinguish between current and noncurrent assets and liabilities. When both restricted and unrestricted resources are available to fund certain programs, it is the College's policy to first apply the restricted resources to such programs followed by the use of the unrestricted resources.

The statement of revenues, expenses, and changes in net position is presented by major sources and is reported net of tuition scholarship allowances. Tuition scholarship allowances are the difference between the stated charge for goods and services provided by the College and the amount that is actually paid by the student or the third-party making payment on behalf of the student. The College's accounting system identifies the specific amounts paid for tuition and fees from students and third parties (e.g., financial aid,

scholarships, etc.). To the extent that third-party resources are used to pay student charges, the College records a scholarship allowance against tuition and fee revenue.

The statement of cash flows is presented using the direct method in compliance with GASB Statement No. 9, *Reporting Cash Flows of Proprietary and Nonexpendable Trust Funds and Governmental Entities That Use Proprietary Fund Accounting*.

Cash and Cash Equivalents. The amount reported as cash and cash equivalents consists of cash on hand, cash in demand accounts, and cash with the State Board of Administration (SBA) Florida PRIME investment pool. For reporting cash flows, the College considers all highly liquid investments with original maturities of 3 months or less to be cash equivalents. Under this definition, the College considers amounts invested in the SBA Florida PRIME investment pool to be cash equivalents.

College cash deposits are held in banks qualified as public depositories under Florida law. All such deposits are insured by Federal depository insurance, up to specified limits, or collateralized with securities held in Florida's multiple financial institution collateral pool required by Chapter 280, Florida Statutes. Cash and cash equivalents that are externally restricted to make debt service payments, maintain sinking or reserve funds, or to purchase or construct capital or other restricted assets are classified as restricted.

At June 30, 2021, the College reported as cash equivalents \$20,132,570 in the Florida PRIME investment pool administered by the SBA pursuant to Section 218.405, Florida Statutes. The College's investments in the Florida PRIME investment pool, which the SBA indicates is a Securities and Exchange Commission Rule 2a7-like external investment pool, are similar to money market funds in which shares are owned in the fund rather than the underlying investments. The Florida PRIME investment pool carried a credit rating of AAAM by Standard & Poor's and had a weighted-average days to maturity (WAM) of 50 days as of June 30, 2021. A portfolio's WAM reflects the average maturity in days based on final maturity or reset date, in the case of floating-rate instruments. WAM measures the sensitivity of the Florida PRIME investment pool to interest rate changes. The investments in the Florida PRIME investment pool are reported at amortized cost.

Section 218.409(8)(a), Florida Statutes, provides that "the principal, and any part thereof, of each account constituting the trust fund is subject to payment at any time from the moneys in the trust fund. However, the executive director may, in good faith, on the occurrence of an event that has a material impact on liquidity or operations of the trust fund, for 48 hours limit contributions to or withdrawals from the trust fund to ensure that the Board [State Board of Administration] can invest moneys entrusted to it in exercising its fiduciary responsibility. Such action must be immediately disclosed to all participants, the trustees, the Joint Legislative Auditing Committee, and the Investment Advisory Council. The trustees shall convene an emergency meeting as soon as practicable from the time the executive director has instituted such measures and review the necessity of those measures. If the trustees are unable to convene an emergency meeting before the expiration of the 48-hour moratorium on contributions and withdrawals, the moratorium may be extended by the executive director until the trustees are able to meet to review the necessity for the moratorium. If the trustees agree with such measures, the trustees shall vote to continue the measures for up to an additional 15 days. The trustees must convene and vote to continue any such measures before the expiration of the time limit set, but in no case may the time

Florida State College at Jacksonville ▲ Financial Statements ▲ For the Fiscal Year Ended June 30, 2021

limit set by the trustees exceed 15 days.” As of June 30, 2021, there were no redemption fees or maximum transaction amounts, or any other requirements that serve to limit a participant’s daily access to 100 percent of their account value.

At June 30, 2021, the College reported restricted cash and cash equivalents totaling \$1,717,176 held in escrow for the acquisition and installation of equipment related to an energy performance contract. These funds are held in trust by an escrow agent in a money market fund with a credit rating of AAAM and Aaa-mf by Standard & Poor’s and Moody’s Investors Service, respectively, and had a weighted-average days to maturity of 33 days.

Cash and Cash Equivalents – Discretely Presented Component Unit. The amount reported for the Foundation as cash and cash equivalents consists of cash in bank demand deposit accounts.

Custodial Credit Risk. Custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, the Foundation will not be able to recover deposits. The Foundation’s cash deposits with the bank are insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000 for each interest-bearing account. At September 30, 2020, the Foundation’s cash and cash equivalents totaled \$1,468,093, and the Foundation had deposits of \$220,400 in excess of the FDIC limit.

Capital Assets. College capital assets consist of land, artwork, construction in progress, computer software licenses and computer software, buildings, other structures and improvements, and furniture, machinery, and equipment. These assets are capitalized and recorded at cost at the date of acquisition or at acquisition value at the date received in the case of gifts and purchases of State surplus property. Additions, improvements, and other outlays that significantly extend the useful life of an asset are capitalized. Other costs incurred for repairs and maintenance are expensed as incurred. The College has a capitalization threshold of \$5,000 for tangible personal property and \$65,000 for buildings and other structures and improvements. Depreciation is computed on the straight-line basis over the following estimated useful lives:

- Buildings – 40 years
- Other Structures and Improvements – 10 years
- Computer Software – 10 years
- Furniture, Machinery, and Equipment:
 - Computer Equipment – 3 years
 - Vehicles, Office Machines, and Educational Equipment – 5 years
 - Furniture – 7 years

Noncurrent Liabilities. Noncurrent liabilities include notes payable, capital lease payable, special termination benefits payable, compensated absences payable, other postemployment benefits payable, and net pension liabilities that are not scheduled to be paid within the next fiscal year.

Pensions. For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net positions of the Florida Retirement System (FRS) defined benefit plan and the Health Insurance Subsidy (HIS) defined benefit plan and additions to/deductions from the FRS and HIS fiduciary net

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positions have been determined on the same basis as they are reported by the FRS and the HIS plans. Benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with benefit terms. Investments are reported at fair value.

2. Deficit Net Position in Individual Funds

The College reported an unrestricted net position which included a deficit in the current funds - unrestricted, as shown below.

<u>Fund</u>	<u>Net Position</u>
Current Funds - Unrestricted	\$ (60,329,465)
Auxiliary Funds	<u>3,130,751</u>
Total	<u>\$ (57,198,714)</u>

This deficit can be attributed to the full recognition of long-term liabilities (i.e., compensated absences payable, other postemployment benefits payable, special termination benefits payable, and net pension liabilities) in the current unrestricted funds that are expected to be paid over time and financed by future appropriations. The following table shows the items comprising the difference between the College's ending net position before amount to be funded by future State appropriations and the College's ending unrestricted net position:

Total Unrestricted Net Position Before Recognition of Long-Term Liabilities, Deferred Outflows of Resources, and Deferred Inflows of Resources	\$ 21,991,523
Amount Expected to be Financed in Future Years:	
Net Pension Liability and Related Deferred Outflows of Resources and Deferred Inflows of Resources	\$ (60,412,874)
Compensated Absences Payable	(16,453,568)
Net Postemployment Benefits and Related Deferred Outflows of Resources and Deferred Inflows of Resources	(2,221,382)
Special Termination Benefits Payable	<u>(102,413)</u>
Total Amount Expected to be Financed in Future Years	<u>(79,190,237)</u>
Total Unrestricted Net Position	<u>\$ (57,198,714)</u>

3. Investments

The Board of Trustees has adopted a written investment policy providing that surplus funds of the College shall be invested in those institutions and instruments permitted under the provisions of Florida Statutes. Section 218.415(16), Florida Statutes, authorizes the College to invest in the Florida PRIME investment pool administered by the State Board of Administration (SBA); Securities and Exchange Commission registered money market funds with the highest credit quality rating from a nationally recognized rating agency; interest-bearing time deposits and savings accounts in qualified public depositories, as defined by Section 280.02, Florida Statutes; direct obligations of the United States Treasury; obligations of Federal agencies and instrumentalities; securities of, or interests in, certain open-end or closed-end management type investment companies; and other investments approved by the Board of Trustees as

Florida State College at Jacksonville ▲ Financial Statements ▲ For the Fiscal Year Ended June 30, 2021

authorized by law. State Board of Education (SBE) Rule 6A-14.0765(3), Florida Administrative Code, provides that College loan, endowment, annuity, and life income funds may also be invested pursuant to Section 215.47, Florida Statutes. Investments authorized by Section 215.47, Florida Statutes, include bonds, notes, commercial paper, and various other types of investments.

Investments set aside to make debt service payments, maintain sinking or reserve funds, or to purchase or construct capital assets are classified as restricted.

Fair Value Measurement. The College and Foundation categorize fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted prices in active markets for identical assets, Level 2 inputs are significant other observable inputs, and Level 3 inputs are significant unobservable inputs.

All of the College's recurring fair value measurements as of June 30, 2021, are valued using quoted market prices (Level 1 inputs), with the exception of corporate bonds and notes which are valued using a matrix pricing model (Level 2 inputs).

The College's investments at June 30, 2021, are reported as follows:

	Amount	Fair Value Measurements Using		
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Investments by fair value level				
United States Treasury Securities	\$ 7,693,597	\$ 7,693,597	\$ -	\$ -
Obligations of United States Government Agencies and Instrumentalities	9,581,054	9,581,054	-	-
Bonds and Notes	18,440,050	-	18,440,050	-
Mutual Funds				
Equities	5,468,711	5,468,711	-	-
Bonds	1,798,770	-	1,798,770	-
Total investments by fair value level	\$ 42,982,182	\$ 22,743,362	\$ 20,238,820	\$ -
Investments measured at amortized cost				
Money Market Funds	213,668			
Total investments measured at fair value	\$ 43,195,850			

College Investments

The College's investments at June 30, 2021, all of which are managed by a contracted investment management firm, include \$7,285,233 of endowment fund investments and \$35,910,617 of other College investments. The following risks apply to these investments:

Interest Rate Risk: Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. The College's investment policy limits investments of current operating funds to maturities no longer than 24 months and investments of non-operating funds to maturities no longer than 5.5 years. The policy also provides that the maximum maturity of an individual security will not be greater than 5.5 years, and the effective duration of the portfolio will not be greater than 3 years. At

Florida State College at Jacksonville ▲ Financial Statements ▲ For the Fiscal Year Ended June 30, 2021

June 30, 2021, the College had \$17,274,651 in obligations of the United States Government and its agencies, with various call dates with final maturity dates between January 2022 and April 2041, having a weighted-average maturity of 1.98 years. Also, at June 30, 2021, the College had \$18,440,050 in corporate securities, with various call dates with final maturity dates between March 2022 and May 2027, with weighted-average maturities of 2.29 years, and \$213,688 in money markets funds, with an average maturity of 44 days. The overall weighted-average life of the other College investments portfolio was 3.00 years as of June 30, 2021.

Credit Risk: Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. The College's investment policy addresses credit risk through the authorization of the following types of investments:

- United States Treasury and Government Guaranteed – United States Treasury obligations and obligations the principal and interest of which are backed or guaranteed by the full faith and credit of the United States Government.
- Federal Agency/Government-Sponsored Enterprise (GSE) – Debt obligations, participations or other instruments issued or fully guaranteed by any United States Federal agency, instrumentality, or GSE.
- Supranationals – United States dollar denominated debt obligations of government multilateral organizations where the United States is a shareholder and voting member.
- Corporates – United States dollar denominated corporate notes, bonds, or other debt obligations issued or guaranteed by a domestic or foreign corporation, financial institution, non-profit or other entity.
- Municipals – Obligations, including both taxable and tax-exempt, issued or guaranteed by any State, territory or possession of the United States, political subdivision, public corporation, authority, agency board, instrumentality, or other unit of local government of any State or territory.
- Agency Mortgage-Backed Securities – Mortgage-backed securities, backed by residential, multi-family or commercial mortgages, that are issued or fully guaranteed as to principal and interest by a United States Federal agency or GSE, including but not limited to pass-throughs, collateralized mortgage obligations, and Real Estate Mortgage Investment Conduits.
- Asset-Backed Securities – Asset-backed securities whose underlying collateral consists of loans, leases or receivables, including, but not limited to, auto loans and leases, credit card receivables, student loans, equipment loans and leases, or home-equity loans.
- Non-Negotiable Certificate of Deposit and Savings Accounts – Non-negotiable interest-bearing time certificates of deposit, or savings accounts in banks organized under Florida laws or in national banks organized under United States laws and doing business in Florida, provided that any such deposits are secured by the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes.
- Commercial Paper – United States dollar denominated commercial paper issued or guaranteed by a domestic or foreign corporation, company, financial institution, trust or other entity, including both unsecured debt and asset-backed programs.
- Bankers' Acceptances – Bankers' acceptances issued, drawn on or guaranteed by a United States bank or United States branch of a foreign bank.
- Repurchase agreements meeting the requirements specified in the investment policy.

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- Money Market Funds – Shares in open-end and no-load money market mutual funds, provided such funds are registered under the Investment Company Act of 1940 and operate in accordance with Rule 2a-7 of the Act.
- Local Government Investment Pools – State, local government, or privately sponsored investment pools that are authorized pursuant to State law.

United States Government obligations are not considered to have credit risk. As of June 30, 2021, the College's investments in Federal agency obligations are rated AA+ and corporate debt securities are rated from BBB+ to AA+ by Standard & Poor's.

Custodial Credit Risk: Custodial credit risk is the risk that, in the event of the failure of the counterparty to a transaction, the College will not be able to recover the value of investments or collateral securities that are in the possession of an outside party. Investments purchased on behalf of the College pursuant to Section 218.415, Florida Statutes, must be properly earmarked and (1) if registered with the issuer or its agents, the investment must be immediately placed for safekeeping in a location that protects the College's interest in the security; (2) if in a book-entry form, the investment must be held for the credit of the College by a depository chartered by the Federal Government, the State, or any other State or territory of the United States, that has a branch or principal place of business in this State, or by a national association organized and existing under the laws of the United States that is authorized to accept and execute trusts and which is doing business in this State, and must be kept by the depository in an account separate and apart from the assets of the financial institution; or (3) if physically issued to the holder but not registered with the issuer or its agents, must be immediately placed for safekeeping in a secured vault. The College's investments of \$17,274,651 in United States Treasury Securities and obligations of United States Government agencies, and \$18,440,050 in corporate debt securities, are held by the safekeeping agent in the name of the College.

Concentration of Credit Risk: Concentration of credit risk is the risk of loss attributed to the magnitude of a government's investment in a single issuer. The College's investment policy provides that a maximum of 5 to 40 percent of the portfolio may be invested in securities of a single issuer, depending on the type of authorized investment. The policy also establishes maximum percentages for each type of authorized investment ranging from 10 to 50 percent of the investment portfolio. However, United States Treasury Securities are not subject to these limitations.

Discretely Presented Component Unit Investments

The College's Foundation categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. The Foundation's investments in the Commonfund equity, fixed income, and commodities funds represent shares of commingled external investment pools, and are valued based on the Foundation's proportionate share of the underlying net asset value of the investment pools as reported by the investment manager (Level 2 inputs). There is little or no observable market data for determining the valuation of the Foundation's investments in the Commonfund private equity funds and artwork investments (Level 3 inputs). Artwork is valued at fair value on the date of donation.

Investments held by the Foundation at September 30, 2020, are reported at fair value as follows:

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	Amount	Fair Value Measurements Using		
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Investments by fair value level				
Commonfund:				
Equity Funds	\$ 40,059,852	\$ -	\$ 40,059,852	\$ -
Fixed Income Funds	8,363,733	-	8,363,733	-
Commodity Funds	574,943	-	574,943	-
Private Equity Funds (1)	7,791,801	-	-	7,791,801
Artwork	23,675	-	-	23,675
Total investments by fair value level	\$ 56,814,004	\$ -	\$ 48,998,528	\$ 7,815,476
Investments measured at amortized cost				
Money Market Funds	96,451			
Total investments measured at fair value	\$ 56,910,455			

(1) The Foundation's investments in the Commonfund private equity funds contain various subscription agreements with the fund manager that requires the Foundation to provide capital contributions when requested. As of September 30, 2020, the Foundation had total capital commitment subscriptions of \$10,900,000, cumulative capital calls totaled \$9,011,625, leaving future capital commitments of \$1,888,375. Capital contributions are due from time to time without notice in varying amounts and the Foundation anticipates being able to meet its future capital commitment obligations.

Interest Rate Risk: Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. The Foundation's investment policy does not specifically limit debt obligation maturities. However, as a means of managing the Foundation's exposure to fair value losses arising from increasing interest rates, the policy provides for diversifying fixed-income investments among maturities according to interest rate prospects. At September 30, 2020, the Foundation had investments of \$8,363,733 in two fixed income funds, totaling \$2,318,855 and \$6,044,878, respectively, with weighted-average lives of 2.4 and 7.9 years, respectively.

Credit Risk: Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. The Foundation's investment policy provides that no more than 15 percent of the corporate debt securities in the fixed-income portfolio may be rated below investment-grade. As of September 30, 2020, the Foundation's investments in fixed income funds are rated AA and A by Standard & Poor's.

Custodial Credit Risk: Custodial credit risk is the risk that, in the event of the failure of the counterparty, the Foundation will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. The Foundation's investment policy does not address custodial credit risk.

Concentration of Credit Risk: Concentration of credit risk is the risk of loss attributed to the magnitude of a government's investment in a single issuer. The Foundation's investment policy provides that the maximum amount invested in the securities of a single issuer may not exceed 5 percent of the total investments. Securities issued by the United States government and its agencies are not subject to this limitation.

4. Accounts Receivable

Accounts receivable totaling \$5,015,693 represent amounts for student fee deferrals, various student services provided by the College, unused credit memos, and contract and grant reimbursements due from third parties. The accounts receivable are reported net of a \$601,864 allowance for doubtful accounts.

5. Notes Receivable

Notes receivable represent student loans made under the College's short-term loan program of \$196,059. Notes receivable are reported net of a \$45,786 allowance for doubtful notes.

6. Due From Other Governmental Agencies

The \$2,381,047 due from other governmental agencies primarily consists of \$2,319,601 of grants and contracts receivable.

7. Due From/To Component Unit/College

The \$9,464,248 reported as due to component unit consists of Foundation Artist Series program ticket sales of \$10,205,123.77 for 2021-22 fiscal year Artist Series productions as of June 30, 2021, reduced by the \$740,876 for reimbursement of scholarships, salary supplements, 2020-21 Artist Series program expenditures greater than revenues, and other expenses owed to the College as of that date. The \$8,228,966 reported as due from College consists of ticket sales in excess of expenses for the Foundation Artist Series program as of September 30, 2020. The \$617,613 reported as due to the College consists mainly of amounts that the Foundation owed to the College for reimbursement of scholarship expenses, program support and certain personnel costs as of September 30, 2020. The College's financial statements are reported for the fiscal year ended June 30, 2021, and the component unit's financial statements are reported for the fiscal year ended September 30, 2020. Accordingly, amounts reported by the College as due from and to component unit on the statement of position do not agree with amounts reported by the component unit as due from and to the College.

8. Capital Assets

Capital assets activity for the fiscal year ended June 30, 2021, is shown in the following table:

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<u>Description</u>	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending Balance</u>
Nondepreciable Capital Assets:				
Land	\$ 11,999,674	\$ -	\$ 3,778,360	\$ 8,221,314
Artwork	88,600	-	-	88,600
Computer Software Licenses	2,827,259	-	-	2,827,259
Construction in Progress (1)	19,618,299	1,757,598	8,500	21,367,397
Total Nondepreciable Capital Assets	\$ 34,533,832	\$ 1,757,598	\$ 3,786,860	\$ 32,504,570
Depreciable Capital Assets:				
Buildings	\$ 330,169,974	\$ 769,611	\$ -	\$ 330,939,585
Other Structures and Improvements	8,457,269	-	-	8,457,269
Furniture, Machinery, and Equipment	30,854,688	3,109,607	389,599	33,574,696
Computer Software	22,659,051	-	-	22,659,051
Total Depreciable Capital Assets	392,140,982	3,879,218	389,599	395,630,601
Less, Accumulated Depreciation:				
Buildings	170,402,379	7,336,532	-	177,738,911
Other Structures and Improvements	5,923,584	349,762	-	6,273,346
Furniture, Machinery, and Equipment	27,285,273	2,549,102	389,599	29,444,776
Computer Software	9,016,195	2,265,905	-	11,282,100
Total Accumulated Depreciation	212,627,431	12,501,301	389,599	224,739,133
Total Depreciable Capital Assets, Net	\$ 179,513,551	\$ (8,622,083)	\$ -	\$ 170,891,468

(1) Construction in progress at June 30, 2021, includes \$19,570,052 for energy management facility upgrade projects that will be reported as assets under capital lease when completed. See Notes 10. and 13.

9. Unearned Revenue

Unearned revenue at June 30, 2021, includes amounts received by the College for grants and contracts, student tuition and fees, auxiliary revenues, and scholarships that have not been earned.

<u>Description</u>	<u>Amount</u>
Grants and Contracts	\$ 1,286,083
Student Tuition and Fees	611,580
Auxiliary Revenues	190,817
Scholarships	27,326
Total Unearned Revenue	\$ 2,115,806

10. Long-Term Liabilities

Long-term liabilities activity for the fiscal year ended June 30, 2021, is shown in the following table:

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<u>Description</u>	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending Balance</u>	<u>Current Portion</u>
Notes Payable	\$ -	\$ 60,000	\$ -	\$ 60,000	
Capital Lease Payable	18,859,611	-	788,546	18,071,065	1,457,470
Special Termination Benefits Payable	85,831	16,582	-	102,413	90,052
Compensated Absences Payable	15,382,902	5,827,142	4,756,476	16,453,568	4,366,841
Other Postemployment Benefits Payable	2,467,407	353,131	106,855	2,713,683	117,695
Net Pension Liability	67,970,318	14,332,049	1,083,480	81,218,887	249,696
Total Long-Term Liabilities	\$ 104,766,069	\$ 20,588,904	\$ 6,735,357	\$ 118,619,616	\$ 6,281,754

Note Payable. On September 25, 2020, the College borrowed \$60,000, at a stated interest rate of 0% percent, to assist with the costs associated with the operation of student housing. The note matures on June 30, 2024, at which time payment of principal is due in full. The note contains a provision that, in an event of default, outstanding amounts become immediately due.

Capital Lease Payable. The College entered into a master financing arrangement with a financing company on May 5, 2017, characterized as an equipment lease purchase agreement, to provide up to \$25 million in capital lease financing for energy management facility upgrade projects under the provisions of Section 1013.23, Florida Statutes, at an interest rate of 3.17 percent. Under this arrangement, the College obtained financing in two phases for certain energy management facility upgrade projects. The College received \$11,021,191 (Phase I) and 8,539,023 (Phase II) on May 5, 2017, and December 27, 2017, respectively. The funding was to provide for energy management facility upgrade projects, and Phase I and Phase II lease payments are due quarterly to February 2037 and December 2035, respectively. Future minimum capital lease payments under the agreement and the present value of the minimum payments as of June 30, 2021, are as follows:

<u>Fiscal Year Ending June 30</u>	<u>Amount</u>
2022	\$ 1,457,470
2023	1,497,995
2024	1,518,585
2025	1,539,695
2026	1,441,790
2027 and thereafter	15,476,395
Total Minimum Payments	22,931,930
Less, Amount Representing Interest	(4,860,866)
Present Value of Minimum Payments	\$ 18,071,064

Special Termination Benefits Payable. Effective July 1, 2004, the Board of Trustees established a severance pay plan that is available to certain College administrative employees. The plan provides that once certain eligibility guidelines are met, benefit day credits of one-half to one full day are accrued for each month of service payable at various percentages in conjunction with the employee's daily rate of pay at the time of separation. The severance pay plan benefit is not available to an eligible employee until the date of separation from the College and must be paid as a one-time lump-sum payment. At June 30, 2021, a liability for accrued plan benefits of \$102,412 for four employees was reported by the College as Special Termination Benefits Payable.

Compensated Absences Payable. College employees may accrue annual and sick leave based on length of service, subject to certain limitations regarding the amount that will be paid upon termination. The College reports a liability for the accrued leave; however, State noncapital appropriations fund only the portion of accrued leave that is used or paid in the current fiscal year. Although the College expects the liability to be funded primarily from future appropriations, generally accepted —accounting principles do not permit the recording of a receivable in anticipation of future appropriations. At June 30, 2021, the estimated liability for compensated absences, which includes the College's share of the Florida Retirement System and FICA contributions, totaled \$16,453,568. The current portion of the compensated absences liability, \$4,366,841, is the amount expected to be paid in the coming fiscal year and represents the College's estimate of leave payments plus benefits for leave used, retirements, separations, and Deferred Retirement Option Program (DROP) participants during the 2021-22 fiscal year based on an average of actual payments over the previous 7 years.

Other Postemployment Benefits Payable. The College follows GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*, for other postemployment benefits administered by the Florida College System Risk Management Consortium (Consortium).

General Information about the OPEB Plan

Plan Description. The Other Postemployment Benefits Plan (OPEB Plan) is a single-employer defined benefit plan administered by the Consortium that provides OPEB for all employees who satisfy the College's retirement eligibility provisions. Pursuant to the provisions of Section 112.0801, Florida Statutes, former employees who retire from the College are eligible to participate in the College's health and hospitalization plan for medical and prescription drug coverage. The College subsidizes the premium rates paid by retirees by allowing them to participate in the OPEB Plan at reduced or blended group (implicitly subsidized) premium rates for both active and retired employees. These rates provide an implicit subsidy for retirees because, on an actuarial basis, their current and future claims are expected to result in higher costs to the OPEB Plan on average than those of active employees. The College does not offer any explicit subsidies for retiree coverage. Retirees are required to enroll in the Federal Medicare (Medicare) program for their primary coverage as soon as they are eligible. The OPEB Plan contribution requirements and benefit terms of the College and the OPEB Plan members are established and may be amended by action from the Board. No assets are accumulated in a trust that meet the criteria in paragraph 4 of GASB Statement No. 75.

Benefits Provided. The OPEB Plan provides healthcare benefits for retirees and their dependents. The OPEB Plan only provides an implicit subsidy as described above.

Employees Covered by Benefit Terms. At June 30, 2019, the following employees were covered by the benefit terms:

Inactive Employees or Beneficiaries Currently Receiving Benefits	59
Drop Members	68
Active Employees	1,259
Total	1,386

Total OPEB Liability

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The College's total OPEB liability of \$2,713,683 was measured as of June 30, 2020, and was determined by an actuarial valuation roll forward as of June 30, 2019.

Actuarial Assumptions and Other Inputs. The total OPEB liability in the June 30, 2019, actuarial valuation was determined using the following actuarial assumptions and other inputs, applied to all periods included in the measurement, unless otherwise specified:

Inflation	2.40 percent
Real Wage Growth	0.85 percent
Wage Inflation	3.25 percent
Salary increases	
Regular Employees	3.40 - 7.80 percent
Senior Management	4.10 - 8.20 percent
Municipal Bond Index Rate	
Prior Measurement Date	3.50 percent
Measurement Date	2.21 percent
Healthcare cost trend rates	Pre-Medicare
Pre-Medicare	7.00 percent for 2019, decreasing to an ultimate rate of 4.60 percent by 2026
Medicare	5.00 percent for 2019, decreasing to an ultimate rate of 4.60 percent by 2021

The discount rate was based on the Bond Buyer General Obligation 20-year Municipal Bond Index.

Mortality rates were based on the RP-2014 mortality tables, with adjustments for FRS experience and generational mortality improvements using Scale MP-2014.

The demographic actuarial assumptions for retirement, disability incidence, withdrawal, and salary increases used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the period July 1, 2013 through June 30, 2018, adopted by the FRS.

The remaining actuarial assumptions (e.g., initial per capita costs, health care cost trends, rate of plan participation, rates of plan election, etc.) used in the June 30, 2019 valuation were based on a review of recent plan experience done concurrently with the June 30, 2019 valuation.

Changes in the Total OPEB Liability

	Amount
Balance at 6/30/20	\$ 2,467,407
Changes for the year:	
Service Cost	138,873
Interest	89,366
Differences Between Expected and Actual Experience	-
Changes in Assumptions or Other Inputs	124,892
Benefit Payments	<u>(106,855)</u>
Net Changes	<u>246,276</u>
Balance at 6/30/21	<u>\$ 2,713,683</u>

Changes of assumptions and other inputs since the prior measurement date are as follows:

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- The discount rate changed from 3.50 percent in 2019 to 2.21 percent in 2020.
- The healthcare cost trend rates decreased for pre-Medicare and Medicare medical and prescription drugs from 7.5 percent for 2017 decreasing to 5 percent by 2023 and 5.5 percent for 2017 decreasing to 5 percent by 2020, to 7 percent for 2019 decreasing to 4.6 percent by 2026 and 5 percent for 2019 decreasing to 4.6 percent by 2021, respectively.
- Changes in the anticipated plan participation are based on a review of recent plan experience.

Sensitivity of the Total OPEB Liability to Changes in the Discount Rate. The following table presents the total OPEB liability of the College, as well as what the College's total OPEB liability would be if it were calculated using a discount rate that is 1 percentage point lower (1.21 percent) or 1 percentage point higher (3.21 percent) than the current rate:

	<u>1% Decrease (1.21%)</u>	<u>Current Discount Rate (2.21%)</u>	<u>1% Increase (3.21%)</u>
Total OPEB liability	\$3,187,513	\$2,713,683	\$2,343,291

Sensitivity of the Total OPEB Liability to Changes in the Healthcare Cost Trend Rates. The following table presents the total OPEB liability of the College, as well as what the College's total OPEB liability would be if it were calculated using healthcare cost trend rates that are 1 percentage point lower or 1 percentage point higher than the current healthcare cost trend rates:

	<u>1% Decrease</u>	<u>Healthcare Cost Trend Rates</u>	<u>1% Increase</u>
Total OPEB liability	\$2,231,800	\$2,713,683	\$3,364,670

OPEB Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB

For the fiscal year ended June 30, 2021, the College recognized OPEB expense of \$269,911. At June 30, 2021, the College reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

<u>Description</u>	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Differences between expected and actual experience	\$ 41,620	\$ -
Change of assumptions or other inputs	458,675	125,689
Transactions subsequent to the measurement date	117,695	-
Total	<u>\$ 617,990</u>	<u>\$ 125,689</u>

Of the total amount reported as deferred outflows of resources related to OPEB, \$117,695 resulting from benefits paid subsequent to the measurement date and before the end of the fiscal year will be included as a reduction of the total OPEB liability in the year ended June 30, 2022. Other amounts reported as

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deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense as follows:

<u>Fiscal Year Ending June 30</u>	<u>Amount</u>
2022	\$ 41,672
2023	41,672
2024	41,672
2025	41,672
2026	41,672
Thereafter	<u>166,246</u>
Total	<u>\$ 374,606</u>

Net Pension Liability. As a participating employer in the FRS, the College recognizes its proportionate share of the collective net pension liabilities of the FRS cost-sharing multiple-employer defined benefit plans. As of June 30, 2021, the College's proportionate share of the net pension liabilities totaled \$81,218,887. Note 11. includes a complete discussion of defined benefit pension plans.

11. Retirement Plans – Defined Benefit Pension Plans

General Information about the Florida Retirement System (FRS)

The FRS was created in Chapter 121, Florida Statutes, to provide a defined benefit pension plan for participating public employees. The FRS was amended in 1998 to add the Deferred Retirement Option Program (DROP) under the defined benefit plan and amended in 2000 to provide a defined contribution plan alternative to the defined benefit plan for FRS members effective July 1, 2002. This integrated defined contribution pension plan is the FRS Investment Plan. Chapter 121, Florida Statutes, also provides for nonintegrated, optional retirement programs in lieu of the FRS to certain members of the Senior Management Service Class employed by the State and faculty and specified employees of State colleges. Chapter 112, Florida Statutes, established the HIS Program, a cost-sharing multiple-employer defined benefit pension plan to assist retired members of any State-administered retirement system in paying the costs of health insurance.

Essentially all regular employees of the College are eligible to enroll as members of the State-administered FRS. Provisions relating to the FRS are established by Chapters 121 and 122, Florida Statutes; Chapter 112, Part IV, Florida Statutes; Chapter 238, Florida Statutes; and FRS Rules, Chapter 60S, Florida Administrative Code; wherein eligibility, contributions, and benefits are defined and described in detail. Such provisions may be amended at any time by further action from the Florida Legislature. The FRS is a single retirement system administered by the Florida Department of Management Services, Division of Retirement, and consists of two cost-sharing multiple-employer defined benefit plans and other nonintegrated programs. A comprehensive annual financial report of the FRS, which includes its financial statements, required supplementary information, actuarial report, and other relevant information, is available from the Florida Department of Management Services Web site (www.dms.myflorida.com).

The College's FRS and HIS pension expense totaled \$12,483,926 for the fiscal year ended June 30, 2021.

FRS Pension Plan

Plan Description. The FRS Pension Plan (Plan) is a cost-sharing multiple-employer defined benefit pension plan, with a DROP for eligible employees. The general classes of membership are as follows:

- *Regular Class* – Members of the FRS who do not qualify for membership in the other classes.
- *Senior Management Service Class (SMSC)* – Members in senior management level positions.

Employees enrolled in the Plan prior to July 1, 2011, vest at 6 years of creditable service and employees enrolled in the Plan on or after July 1, 2011, vest at 8 years of creditable service. All vested members, enrolled prior to July 1, 2011, are eligible for normal retirement benefits at age 62 or at any age after 30 years of creditable service. All members enrolled in the Plan on or after July 1, 2011, once vested, are eligible for normal retirement benefits at age 65 or any time after 33 years of creditable service. Employees enrolled in the Plan may include up to 4 years of credit for military service toward creditable service. The Plan also includes an early retirement provision; however, there is a benefit reduction for each year a member retires before his or her normal retirement date. The Plan provides retirement, disability, death benefits, and annual cost-of-living adjustments to eligible participants.

The DROP, subject to provisions of Section 121.091, Florida Statutes, permits employees eligible for normal retirement under the Plan to defer receipt of monthly benefit payments while continuing employment with an FRS-participating employer. An employee may participate in DROP for a period not to exceed 60 months after electing to participate. During the period of DROP participation, deferred monthly benefits are held in the FRS Trust Fund and accrue interest. The net pension liability does not include amounts for DROP participants, as these members are considered retired and are not accruing additional pension benefits.

Benefits Provided. Benefits under the Plan are computed on the basis of age and/or years of service, average final compensation, and service credit. Credit for each year of service is expressed as a percentage of the average final compensation. For members initially enrolled before July 1, 2011, the average final compensation is the average of the 5 highest fiscal years' earnings; for members initially enrolled on or after July 1, 2011, the average final compensation is the average of the 8 highest fiscal years' earnings. The total percentage value of the benefit received is determined by calculating the total value of all service, which is based on retirement plan and/or the class to which the member belonged when the service credit was earned. Members are eligible for in-line-of-duty or regular disability and survivors' benefits. The following table shows the percentage value for each year of service credit earned:

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<u>Class, Initial Enrollment, and Retirement Age/Years of Service</u>	<u>% Value</u>
Regular Class members initially enrolled before July 1, 2011	
Retirement up to age 62 or up to 30 years of service	1.60
Retirement at age 63 or with 31 years of service	1.63
Retirement at age 64 or with 32 years of service	1.65
Retirement at age 65 or with 33 or more years of service	1.68
Regular Class members initially enrolled on or after July 1, 2011	
Retirement up to age 65 or up to 33 years of service	1.60
Retirement at age 66 or with 34 years of service	1.63
Retirement at age 67 or with 35 years of service	1.65
Retirement at age 68 or with 36 or more years of service	1.68
Senior Management Service Class	2.00

As provided in Section 121.101, Florida Statutes, if the member was initially enrolled in the Plan before July 1, 2011, and all service credit was accrued before July 1, 2011, the annual cost-of-living adjustment is 3 percent per year. If the member was initially enrolled before July 1, 2011, and has service credit on or after July 1, 2011, there is an individually calculated cost-of-living adjustment. The annual cost-of-living adjustment is a proportion of 3 percent determined by dividing the sum of the pre-July 2011 service credit by the total service credit at retirement multiplied by 3 percent. Plan members initially enrolled on or after July 1, 2011, will not have a cost-of-living adjustment after retirement.

Contributions. The Florida Legislature establishes contribution rates for participating employers and employees. Contribution rates during the 2020-21 fiscal year were:

<u>Class</u>	<u>Percent of Gross Salary</u>	
	<u>Employee</u>	<u>Employer (1)</u>
FRS, Regular	3.00	10.00
FRS, Senior Management Service	3.00	27.29
Deferred Retirement Option Program (applicable to members from all of the above classes)	0.00	16.98
FRS, Reemployed Retiree	(2)	(2)

(1) Employer rates include 1.66 percent for the postemployment health insurance subsidy. Also, employer rates, other than for DROP participants, include 0.06 percent for administrative costs of the Investment Plan.

(2) Contribution rates are dependent upon retirement class in which reemployed.

The College's contributions to the Plan totaled \$5,180,491 for the fiscal year ended June 30, 2021.

Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions. At June 30, 2021, the College reported a liability of \$57,267,306 for its proportionate share of the net pension liability. The net pension liability was measured as of June 30, 2020, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of July 1, 2020. The College's proportionate share of the net pension liability was based on the College's 2019-20 fiscal year contributions relative to the total 2019-20 fiscal year contributions of all participating members. At June 30, 2020, the College's proportionate share was

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0.132130501 percent, which was a decrease of 0.001419552 percent from its proportionate share measured as of June 30, 2019.

For the fiscal year ended June 30, 2021, the College recognized pension expense of \$11,011,132. In addition, the College reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

<u>Description</u>	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Differences between expected and actual experience	\$ 2,191,736	\$ -
Change of assumptions	10,367,204	-
Net difference between projected and actual earnings on FRS Plan investments	3,409,750	-
Changes in proportion and differences between College FRS contributions and proportionate share of contributions	277,611	2,602,440
College FRS contributions subsequent to the measurement date	5,180,491	-
Total	<u>\$ 21,426,792</u>	<u>\$ 2,602,440</u>

The deferred outflows of resources totaling \$5,180,491, resulting from College contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability in the fiscal year ending June 30, 2022. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

<u>Fiscal Year Ending June 30</u>	<u>Amount</u>
2022	\$ 2,341,368
2023	4,580,403
2024	3,964,246
2025	2,289,373
2026	468,472
Thereafter	-
Total	<u>\$ 13,643,862</u>

Actuarial Assumptions. The total pension liability in the July 1, 2020, actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation	2.40 percent
Salary increases	3.25 percent, average, including inflation
Investment rate of return	6.80 percent, net of pension plan investment expense, including inflation

Mortality rates were based on the PUB-2010 base table, projected generationally with Scale MP-2018.

The actuarial assumptions used in the July 1, 2020, valuation were based on the results of an actuarial experience study for the period July 1, 2013, through June 30, 2018.

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The long-term expected rate of return on pension plan investments was not based on historical returns, but instead is based on a forward-looking capital market economic model. The allocation policy's description of each asset class was used to map the target allocation to the asset classes shown below. Each asset class assumption is based on a consistent set of underlying assumptions, and includes an adjustment for the inflation assumption. The target allocation and best estimates of arithmetic and geometric real rates of return for each major asset class are summarized in the following table:

<u>Asset Class</u>	<u>Target Allocation (1)</u>	<u>Annual Arithmetic Return</u>	<u>Compound Annual (Geometric) Return</u>	<u>Standard Deviation</u>
Cash	1.0%	2.2%	2.2%	1.2%
Fixed Income	19.0%	3.0%	2.9%	3.5%
Global Equity	54.2%	8.0%	6.7%	17.1%
Real Estate (Property)	10.3%	6.4%	5.8%	11.7%
Private Equity	11.1%	10.8%	8.1%	25.7%
Strategic Investments	4.4%	5.5%	5.3%	6.9%
Total	100%			
Assumed inflation - Mean			2.4%	1.7%

(1) As outlined in the Plan's investment policy.

Discount Rate. The discount rate used to measure the total pension liability was 6.80 percent. The Plan's fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees. Therefore, the discount rate for calculating the total pension liability is equal to the long-term expected rate of return. The discount rate used in the 2020 valuation was updated from 6.90 percent to 6.80 percent.

Sensitivity of the College's Proportionate Share of the Net Pension Liability to Changes in the Discount Rate. The following presents the College's proportionate share of the net pension liability calculated using the discount rate of 6.80 percent, as well as what the College's proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1 percentage point lower (5.80 percent) or 1 percentage point higher (7.80 percent) than the current rate:

	<u>1% Decrease (5.80%)</u>	<u>Current Discount Rate (6.80%)</u>	<u>1% Increase (7.80%)</u>
College's proportionate share of the net pension liability	\$91,446,264	\$57,267,306	\$28,720,892

Pension Plan Fiduciary Net Position. Detailed information about the Plan's fiduciary net position is available in the separately issued FRS Pension Plan and Other State Administered Systems Comprehensive Annual Financial Report.

Payables to the Pension Plan. At June 30, 2021, the College reported a payable of \$687,096 for the outstanding amount of contributions to the Plan required for the fiscal year ended June 30, 2021.

HIS Pension Plan

Plan Description. The HIS Pension Plan (HIS Plan) is a cost-sharing multiple-employer defined benefit pension plan established under Section 112.363, Florida Statutes, and may be amended by the Florida Legislature at any time. The benefit is a monthly payment to assist retirees of State-administered retirement systems in paying their health insurance costs and is administered by the Florida Department of Management Services, Division of Retirement.

Benefits Provided. For the fiscal year ended June 30, 2021, eligible retirees and beneficiaries received a monthly HIS payment of \$5 for each year of creditable service completed at the time of retirement with a minimum HIS payment of \$30 and a maximum HIS payment of \$150 per month, pursuant to Section 112.363, Florida Statutes. To be eligible to receive a HIS benefit, a retiree under a State-administered retirement system must provide proof of health insurance coverage, which can include Medicare.

Contributions. The HIS Plan is funded by required contributions from FRS participating employers as set by the Florida Legislature. Employer contributions are a percentage of gross compensation for all active FRS members. For the fiscal year ended June 30, 2021, the contribution rate was 1.66 percent of payroll pursuant to Section 112.363, Florida Statutes. The College contributed 100 percent of its statutorily required contributions for the current and preceding 3 years. HIS Plan contributions are deposited in a separate trust fund from which HIS payments are authorized. HIS Plan benefits are not guaranteed and are subject to annual legislative appropriation. In the event the legislative appropriation or available funds fail to provide full subsidy benefits to all participants, benefits may be reduced or canceled.

The College's contributions to the HIS Plan totaled \$1,140,553 for the fiscal year ended June 30, 2021.

Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions. At June 30, 2021, the College reported a net pension liability of \$23,951,581 for its proportionate share of the net pension liability. The current portion of the net pension liability is the College's proportionate share of benefit payments expected to be paid within 1 year, net of the College's proportionate share of the HIS Plan's fiduciary net position available to pay that amount. The net pension liability was measured as of June 30, 2020, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of July 1, 2020. The College's proportionate share of the net pension liability was based on the College's 2019-20 fiscal year contributions relative to the total 2019-20 fiscal year contributions of all participating members. At June 30, 2020, the College's proportionate share was 0.196166265 percent, which was a decrease of 0.000254688 percent from its proportionate share measured as of June 30, 2019.

For the fiscal year ended June 30, 2021, the College recognized pension expense of \$1,472,794. In addition, the College reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

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<u>Description</u>	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Differences between expected and actual experience	\$ 979,765	\$ (18,477)
Change of assumptions	2,575,477	(1,392,691)
Net difference between projected and actual earnings on HIS Plan investments	19,123	-
Changes in proportion and differences between College HIS contributions and proportionate share of HIS contributions	357,022	(1,679,112)
College contributions subsequent to the measurement date	1,140,553	-
Total	\$ 5,071,940	\$ (3,090,280)

The deferred outflows of resources totaling \$1,140,553, resulting from College contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability in the fiscal year ending June 30, 2022. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

<u>Fiscal Year Ending June 30</u>	<u>Amount</u>
2022	\$ 152,753
2023	98,361
2024	(45,273)
2025	65,236
2026	259,343
Thereafter	310,687
Total	\$ 841,107

Actuarial Assumptions. The total pension liability at July 1, 2020, actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation	2.40 percent
Salary Increases	3.25 percent, average, including inflation
Municipal bond rate	2.21 percent

Mortality rates were based on the Generational PUB-2010 with Projection Scale MP-2018.

While an experience study had not been completed for the HIS Plan, the actuarial assumptions that determined the total pension liability for the HIS Plan were based on certain results of the most recent experience study for the FRS Plan.

Discount Rate. The discount rate used to measure the total pension liability was 2.21 percent. In general, the discount rate for calculating the total pension liability is equal to the single rate equivalent to discounting at the long-term expected rate of return for benefit payments prior to the projected depletion date. Because the HIS benefit is essentially funded on a pay-as-you-go basis, the depletion date is considered to be immediate, and the single equivalent discount rate is equal to the municipal bond rate selected by the plan sponsor. The Bond Buyer General Obligation 20-Bond Municipal Bond Index was

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adopted as the applicable municipal bond index. The discount rate used in the 2020 valuation was updated from 3.50 percent to 2.21 percent.

Sensitivity of the College's Proportionate Share of the Net Pension Liability to Changes in the Discount Rate. The following presents the College's proportionate share of the net pension liability calculated using the discount rate of 2.21 percent, as well as what the College's proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1 percentage point lower (1.21 percent) or 1 percentage point higher (3.21 percent) than the current rate:

	<u>1% Decrease (1.21%)</u>	<u>Current Discount Rate (2.21%)</u>	<u>1% Increase (3.21%)</u>
College's proportionate share of the net pension liability	\$27,686,959	\$23,951,581	\$20,894,186

Pension Plan Fiduciary Net Position. Detailed information about the HIS Plan's fiduciary net position is available in the separately issued FRS Pension Plan and Other State Administered Systems Comprehensive Annual Financial Report.

Payables to the Pension Plan. At June 30, 2021, the College reported a payable of \$151,775 for the outstanding amount of contributions to the HIS Plan required for the fiscal year ended June 30, 2021.

12. Retirement Plans – Defined Contribution Pension Plans

FRS Investment Plan. The SBA administers the defined contribution plan officially titled the FRS Investment Plan (Investment Plan). The Investment Plan is reported in the SBA's annual financial statements and in the State's Comprehensive Annual Financial Report.

As provided in Section 121.4501, Florida Statutes, eligible FRS members may elect to participate in the Investment Plan in lieu of the FRS defined benefit plan. College employees already participating in the State College System Optional Retirement Program or DROP are not eligible to participate in the Investment Plan. Employer and employee contributions are defined by law, but the ultimate benefit depends in part on the performance of investment funds. Service retirement benefits are based upon the value of the member's account upon retirement. Benefit terms, including contribution requirements, are established and may be amended by the Florida Legislature. The Investment Plan is funded with the same employer and employee contributions rates, that are based on salary and membership class (Regular Class, Senior Management Service Class, etc.), as the FRS defined benefit plan. Contributions are directed to individual member accounts and the individual members allocate contributions and account balances among various approved investment choices. Costs of administering the Investment Plan, including the FRS Financial Guidance Program, are funded through an employer contribution of 0.06 percent of payroll and by forfeited benefits of Investment Plan members. Allocations to the Investment Plan member accounts during the 2020-21 fiscal year were as follows:

<u>Class</u>	<u>Percent of Gross Compensation</u>
FRS, Regular	6.30
FRS, Senior Management Service	7.67

For all membership classes, employees are immediately vested in their own contributions and are vested after 1 year of service for employer contributions and investment earnings regardless of membership class. If an accumulated benefit obligation for service credit originally earned under the FRS Pension Plan is transferred to the Investment Plan, the member must have the years of service required for FRS Pension Plan vesting (including the service credit represented by the transferred funds) to be vested for these funds and the earnings on the funds. Nonvested employer contributions are placed in a suspense account for up to 5 years. If the employee returns to FRS-covered employment within the 5-year period, the employee will regain control over their account. If the employee does not return within the 5-year period, the employee will forfeit the accumulated account balance. For the fiscal year ended June 30, 2020, the information for the amount of forfeitures was unavailable from the SBA; however, management believes that these amounts, if any, would be immaterial to the College.

After termination and applying to receive benefits, the member may roll over vested funds to another qualified plan, structure a periodic payment under the Investment Plan, receive a lump-sum distribution, leave the funds invested for future distribution, or any combination of these options. Disability coverage is provided in which the member may either transfer the account balance to the FRS Pension Plan when approved for disability retirement to receive guaranteed lifetime monthly benefits under the FRS Pension Plan, or remain in the Investment Plan and rely upon that account balance for retirement income.

The College's Investment Plan pension expense totaled \$1,443,789 for the fiscal year ended June 30, 2021.

State College System Optional Retirement Program. Section 1012.875, Florida Statutes, provides for an Optional Retirement Program (Program) for eligible college instructors and administrators. The Program is designed to aid colleges in recruiting employees by offering more portability to employees not expected to remain in the FRS for 8 or more years.

The Program is a defined contribution plan, which provides full and immediate vesting of all contributions submitted to the participating companies on behalf of the participant. Employees in eligible positions can make an irrevocable election to participate in the Program, rather than the FRS, and purchase retirement and death benefits through contracts provided by certain insurance carriers. The employing college contributes 5.15 percent of the participant's salary to the participant's account, 3.44 percent to cover the unfunded actuarial liability of the FRS pension plan, for a total of 8.59 percent, and employees contribute 3 percent of the employee's salary. Additionally, the employee may contribute, by payroll deduction, an amount not to exceed the percentage contributed by the college to the participant's annuity account. The contributions are invested in the company or companies selected by the participant to create a fund for the purchase of annuities at retirement.

The College's contributions to the Program totaled \$539,726 and employee contributions totaled \$190,183 for the 2020-21 fiscal year.

13. Construction Commitment

The College has two significant construction commitments at June 30, 2021. The College entered into a contract for energy management facility upgrade projects under the provisions of Section 1013.23, Florida Statutes. The project commitment was \$19,692,598 with \$19,570,052 completed to date and \$122,546 committed at June 30, 2021. The second commitment is for the renovation of the dental lab with a project commitment of \$1,932,177 with \$658,797 completed to date and \$1,273,380 committed at June 30, 2021.

14. Risk Management Programs

The College is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The College provided coverage for these risks primarily through the Florida College System Risk Management Consortium (Consortium), a self-insured program and commercially purchased insurance

Consortium. The College provided coverage for health and hospitalization through the Consortium which was created under authority of Section 1001.64(27), Florida Statutes, by the boards of trustees of the Florida public colleges for the purpose of joining a cooperative effort to develop, implement, and participate in a coordinated Statewide College risk management program. The Consortium is self-sustaining through member assessments (premiums) and purchases excess insurance through commercial companies for claims in excess of specified amounts.

Self-Insured Program. The Board has established an individual self-insured program to provide workers' compensation coverage for its employees. The College's liability was limited by excess reinsurance to \$500,000 per insured person for the 2020-21 fiscal year. The program administrator has been approved by the Florida Office of Insurance Regulation. An actuarial review has determined a present value of estimated outstanding losses, including incurred but not reported claims, in the amount of \$122,789 discounted at a rate of 3 percent at June 30, 2021.

The following schedule represents the changes in claims liability for the current and prior years for the College's self-insured program:

<u>Fiscal Year</u>	<u>Beginning of Fiscal Year</u>	<u>Claims and Changes in Estimates</u>	<u>Claims Payments</u>	<u>End of Fiscal Year</u>
2018-19	\$ 336,228	\$ (75,878)	\$ (72,584)	\$ 187,766
2019-20	187,766	53,885	(118,862)	122,789

Settled claims arising from the risks associated with the self-insured programs have not exceeded coverage (assessed premiums) in any of the past 3 fiscal years.

Commercially Purchased Insurance. The College's insurance coverage for property, boiler and machinery, general liability, automobile liability, aircraft, builder's risk, flood, athletic, cyber security, employee faithful performance, employee benefits coverages, and errors and omissions was obtained through commercially purchased insurance. The College has also reserved \$3.8 million of its unrestricted net position, and \$16 million of its restricted for capital projects net position, in recognition of its property

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damage deductibles and related operating and property damage costs that may be incurred in the event of a natural disaster.

Settled claims arising from these risks have not exceeded coverage in any of the past three fiscal years.

15. Functional Distribution of Operating Expenses

The functional classification of an operating expense (instruction, academic support, etc.) is assigned to a department based on the nature of the activity, which represents the material portion of the activity attributable to the department. For example, activities of an academic department for which the primary departmental function is instruction may include some activities other than direct instruction such as public service. However, when the primary mission of the department consists of instructional program elements, all expenses of the department are reported under the instruction classification. The operating expenses on the statement of revenues, expenses, and changes in net position are presented by natural classifications. The following are those same expenses presented in functional classifications as recommended by NACUBO:

<u>Functional Classification</u>	<u>Amount</u>
Instruction	\$ 58,745,746
Academic Support	27,406,468
Student Services	32,153,482
Institutional Support	27,706,551
Operation and Maintenance of Plant	19,297,683
Scholarships and Waivers	31,091,881
Depreciation	12,501,301
Auxiliary Enterprises	733,876
Total Operating Expenses	\$ 209,636,988

OTHER REQUIRED SUPPLEMENTARY INFORMATION**Schedule of Changes in the College's Total
Other Postemployment Benefits Liability and Related Ratios**

	<u>2020</u>	<u>2019</u>	<u>2018</u>
Total OPEB Liability			
Service cost	\$ 138,873	\$ 105,470	\$ 108,399
Interest	89,366	71,931	66,777
Difference between expected and actual experience	-	52,734	-
Changes of assumptions or other inputs	124,892	437,783	(71,323)
Benefit Payments	<u>(106,855)</u>	<u>(117,274)</u>	<u>(124,583)</u>
Net change in total OPEB liability	246,276	550,644	(20,730)
Total OPEB Liability - beginning, as Restated	<u>2,467,407</u>	<u>1,916,763</u>	<u>1,937,493</u>
Total OPEB Liability - ending	<u>\$ 2,713,683</u>	<u>\$ 2,467,407</u>	<u>\$ 1,916,763</u>
Covered-Employee Payroll	\$ 62,780,073	\$ 62,780,073	\$ 70,217,223
Total OPEB Liability as a percentage of covered-employee payroll	4.32%	3.93%	2.73%

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**Schedule of the College's Proportionate Share of the Net Pension Liability –
Florida Retirement System Pension Plan**

	<u>2020 (1)</u>	<u>2019 (1)</u>	<u>2018 (1)</u>	<u>2017 (1)</u>
College's proportion of the FRS net pension liability	0.132130501%	0.133550053%	0.138990080%	0.146378500%
College's proportionate share of the FRS net pension liability	\$ 57,267,306	\$ 45,991,523	\$ 41,864,533	\$ 43,297,778
College's covered payroll (2)	\$ 74,442,982	\$ 72,860,705	\$ 74,107,379	\$ 76,248,123
College's proportionate share of the FRS net pension liability as a percentage of its covered payroll	76.93%	63.12%	56.49%	56.79%
FRS Plan fiduciary net position as a percentage of the FRS total pension liability	78.85%	82.61%	84.26%	83.89%

(1) The amounts presented for each fiscal year were determined as of June 30.

(2) Covered payroll includes defined benefit plan actives, investment plan members, State college system optional retirement plan members, and members in DROP because total employer contributions are determined on a uniform basis (blended rate) as required by Part III of Chapter 121, Florida Statutes.

Schedule of College Contributions – Florida Retirement System Pension Plan

	<u>2021 (1)</u>	<u>2020 (1)</u>	<u>2019 (1)</u>	<u>2018 (1)</u>
Contractually required FRS contribution	\$ 5,180,491	\$ 4,177,700	\$ 4,570,423	\$ 4,014,652
FRS contributions in relation to the contractually required contribution	<u>(5,180,491)</u>	<u>(4,177,700)</u>	<u>(4,570,423)</u>	<u>(4,014,652)</u>
FRS contribution deficiency (excess)	\$ -	\$ -	\$ -	\$ -
College's covered payroll (2)	\$ 74,878,474	\$ 74,442,982	\$ 72,860,705	\$ 74,107,379
FRS contributions as a percentage of covered payroll	6.92%	5.61%	6.27%	5.42%

(1) The amounts presented for each fiscal year were determined as of June 30.

(2) Covered payroll includes defined benefit plan actives, investment plan members, State college system optional retirement plan members, and members in DROP because total employer contributions are determined on a uniform basis (blended rate) as required by Part III of Chapter 121, Florida Statutes.

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<u>2016 (1)</u>	<u>2015 (1)</u>	<u>2014 (1)</u>	<u>2013 (1)</u>
0.141601614%	0.166822668%	0.176456970%	0.164149500%
\$ 35,754,519	\$ 21,547,385	\$ 10,766,471	\$ 28,257,435
\$ 71,270,974	\$ 75,901,140	\$ 79,318,686	\$ 78,081,652
50.17%	28.39%	13.57%	36.19%
84.88%	92.00%	96.09%	88.54%

<u>2017 (1)</u>	<u>2016 (1)</u>	<u>2015 (1)</u>	<u>2014 (1)</u>
\$ 3,857,239	\$ 3,290,587	\$ 4,067,278	\$ 3,865,156
<u>(3,857,239)</u>	<u>(3,290,587)</u>	<u>(4,067,278)</u>	<u>(3,865,156)</u>
\$ -	\$ -	\$ -	\$ -
\$ 76,248,123	\$ 71,270,974	\$ 75,901,140	\$ 79,318,686
5.06%	4.62%	5.36%	4.87%

**Schedule of the College's Proportionate Share of the Net Pension Liability –
Health Insurance Subsidy Pension Plan**

	<u>2020 (1)</u>	<u>2019 (1)</u>	<u>2018 (1)</u>	<u>2017 (1)</u>
College's proportion of the HIS net pension liability	0.196166265%	0.196420953%	0.202801487%	0.212974381%
College's proportionate share of the HIS net pension liability	\$ 23,951,581	\$ 21,977,539	\$ 21,464,737	\$ 22,772,203
College's covered payroll (2)	\$ 68,049,331	\$ 65,882,789	\$ 66,406,582	\$ 68,558,800
College's proportionate share of the HIS net pension liability as a percentage of its covered payroll	35.20%	33.36%	32.32%	33.22%
HIS Plan fiduciary net position as a percentage of the HIS total pension liability	3.00%	2.63%	2.15%	1.64%

(1) The amounts presented for each fiscal year were determined as of June 30.

(2) Covered payroll includes defined benefit plan actives, investment plan members, and members in DROP.

Schedule of College Contributions – Health Insurance Subsidy Pension Plan

	<u>2021 (1)</u>	<u>2020 (1)</u>	<u>2019 (1)</u>	<u>2018 (1)</u>
Contractually required HIS contribution	\$ 1,140,553	\$ 1,129,619	\$ 1,093,653	\$ 1,102,349
HIS contributions in relation to the contractually required HIS contribution	<u>(1,140,553)</u>	<u>(1,129,619)</u>	<u>(1,093,653)</u>	<u>(1,102,349)</u>
HIS contribution deficiency (excess)	\$ -	\$ -	\$ -	\$ -
College's covered payroll (2)	\$ 68,707,984	\$ 68,049,331	\$ 65,882,789	\$ 66,406,582
HIS contributions as a percentage of covered payroll	1.66%	1.66%	1.66%	1.66%

(1) The amounts presented for each fiscal year were determined as of June 30.

(2) Covered payroll includes defined benefit plan actives, investment plan members, and members in DROP.

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<u>2016 (1)</u>	<u>2015 (1)</u>	<u>2014 (1)</u>	<u>2013 (1)</u>
0.204816018%	0.219895113%	0.228590620%	0.234015258%
\$ 23,870,458	\$ 22,425,843	\$ 21,373,781	\$ 20,374,105
\$ 62,713,460	\$ 66,169,173	\$ 68,596,419	\$ 66,703,252
38.06%	33.89%	31.16%	30.54%
0.97%	0.50%	0.99%	1.78%

<u>2017 (1)</u>	<u>2016 (1)</u>	<u>2015 (1)</u>	<u>2014 (1)</u>
\$ 1,138,076	\$ 1,041,043	\$ 840,576	\$ 783,075
<u>(1,138,076)</u>	<u>(1,041,043)</u>	<u>(840,576)</u>	<u>(783,075)</u>
\$ -	\$ -	\$ -	\$ -
\$ 68,558,800	\$ 62,713,460	\$ 66,169,173	\$ 68,596,419
1.66%	1.66%	1.27%	1.14%

NOTES TO REQUIRED SUPPLEMENTARY INFORMATION

1. Schedule of Changes in the College's Total Other Postemployment Benefits Liability and Related Ratios

No assets are accumulated in a trust that meet the criteria in paragraph 4 of GASB Statement No. 75 to pay related benefits.

Changes of Assumptions. Changes of assumptions and other since the prior measurement date are as follows:

- The discount rate changed from 3.50 percent in 2019 to 2.21 percent in 2020.
- The healthcare cost trend rates decreased for pre-Medicare and Medicare medical and prescription drugs from 7.5 percent for 2017 decreasing to 5 percent by 2023 and 5.5 percent for 2017 decreasing to 5 percent by 2020, to 7 percent for 2019 decreasing to 4.6 percent by 2026 and 5 percent for 2019 decreasing to 4.6 percent by 2021, respectively.
- Changes in the anticipated plan participation are based on a review of recent plan experience.

2. Schedule of Net Pension Liability and Schedule of Contributions – Florida Retirement System Pension Plan

Changes of Assumptions. The long-term expected rate of return was decreased from 6.90 percent to 6.80 percent, and the active member mortality assumption was updated. Mortality rates were based on the PUB-2010 base table projected generationally with Scale MP-2018 instead of the Generational RP-2000 with Projection Scale BB tables used in the prior year.

3. Schedule of Net Pension Liability and Schedule of Contributions – Health Insurance Subsidy Pension Plan

Changes of Assumptions. The municipal rate used to determine total pension liability decreased from 3.50 percent to 2.21 percent.