

June 7, 2022

MEMORANDUM

TO: Florida State College at Jacksonville
District Board of Trustees

FROM: John Avendano, Ph.D. 
College President

RE: June 2022 Board Agenda

Enclosed please find materials in support of the June 14, 2022, Board meeting.

All meetings of the Board will be held at the College's Advanced Technology Center, 401 West State Street, Jacksonville, FL 32202.

The Board Workshop on the topics listed below will convene from noon – 1 p.m. in Room T-140. The Board regular meeting will begin at 1 p.m., Rooms T-140 & 141.

- FSCJ DBOT Self-Evaluation Process
- College President's Evaluation Process
- SACSCOC Reaffirmation Process and FSCJ Quality Enhancement Plan (QEP)

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
June 14, 2022 – 1 p.m.
Advanced Technology Center, Rooms T-140 & 141

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. Please note that consideration of the Action Items will also constitute a public hearing under the Administrative Procedures Act. Any comments regarding the Board Rules under consideration today, should also be made at this time. 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 APRIL 12, 2022, DISTRICT BOARD OF TRUSTEES FINANCE & AUDIT COMMITTEE QUARTERLY MEETING (p. 663-664)

MINUTES OF THE APRIL 12, 2022, DISTRICT BOARD OF TRUSTEES WORKSHOP (p. 665-668)

MINUTES OF THE APRIL 12, 2022, DISTRICT BOARD OF TRUSTEES REGULAR MEETING (p. 669-686)

MINUTES OF THE MAY 17, 2022, DISTRICT BOARD OF TRUSTEES DEEP DIVE WORKSHOP – BUDGET (p. 687-689)

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. 690-697)
2. Administration: Comprehensive Safety Review for 2021-22 (p. 698)
3. Human Resources: Direct Support Organizational Personnel (p. 699)
4. Purchasing: Annual Contract Extensions (p. 700-701)
5. Finance: Delinquent Accounts (p. 702)
6. Finance: Financial Statements Audit Report for Fiscal Year Ended June 30, 2021 (p. 703)
7. Facilities: Certificate of Final Inspection for the Deerwood Center – CARES Act Air Improvements Project (p. 704)
8. Facilities: Certificate of Final Inspection for the South Campus Boiler Underground Piping Replacement Project (p. 705)

Subject: Regular Meeting
 June 14, 2022, Board Agenda
 (Continued)

ACTION ITEMS

1. Approval of Consent Agenda (p. 706)
2. Administrative Procedure Act – Board Rules, Section 1 – General Provisions, Definitions and Governance (p. 707-708)
3. Administrative Procedure Act – Board Rules, Section 10 – Educational Support Services (p. 709-711)
4. Administration: Annual Salary Index (p. 712-713)
5. Finance: Fees and Charges (p. 714)
6. Finance: Fees and Charges (p. 715-717)
7. Finance: FSCJ ACCESS Program (p. 718)
8. Finance: Fiscal Year 2021-22 Operating Budget Amendment No. 3 (p. 719-720)
9. Finance: Fiscal Year 2022-23 College Budget (p. 721)
10. Finance: Fiscal Year 2022-23 Capital Outlay Budget (p. 722-724)
11. Academic Affairs: Inactivation of Air Conditioning, Refrigeration and Heating Technology I (750 clock hours) Career Certificate Program (p. 725)
12. Academic Affairs: Inactivation of Air Conditioning, Refrigeration and Heating Technology II (600 clock hours) Career Certificate Program (p. 726)
13. Facilities: Nassau Center Spot Survey Version 2.2 Dated June 1, 2022, and Annual Capital Improvement Plan, Fiscal Year 2023-24 through Fiscal Year 2025-26 (p. 727-731)

INFORMATION ITEMS

Trustees may request discussion of the Information Items.

- A. Human Resources: Personnel Actions (p. 732-734)
- B. Purchasing: Purchase Orders Over \$195,000 (p. 735)
- C. Finance: Investment Reports for Quarter Ended March 31, 2022 (p. 736-777)

ORGANIZATION OF THE BOARD

- A. **LIAISON APPOINTMENT FOR FY 2021-22**
 1. Appointment of Liaison – FSCJ Foundation Board of Directors

REPORT OF THE BOARD CHAIR

REPORTS OF TRUSTEES

REPORT OF THE ADMINISTRATIVE AND PROFESSIONAL COLLABORATIVE
 (Report provided by Dr. Mark Boese)

REPORT OF THE CAREER EMPLOYEES COUNCIL (Written report provided by Matt Wetzel)

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

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

Subject: Regular Meeting
June 14, 2022, Board Agenda
(Continued)

NEXT MEETING

The Board will meet on Tuesday, July 12, 2022, at the College's Administrative Offices for a Deep Dive Workshop. The workshop will convene at noon in Board Room 405. The next regular meeting of the Board is scheduled for Tuesday, August 9, 2022.

ADJOURNMENT

**Florida State College at Jacksonville
District Board of Trustees
Finance & Audit Committee
Minutes of April 12, 2022, Quarterly Meeting
Advanced Technology Center, Room T-116, 10:45 a.m.**

PRESENT:

O. Wayne Young
Roderick D. Odom
John Avendano
Wanda Ford
Stephen Stanford

ABSENT:

D. Hunt Hawkins, Committee Chair

CALL TO ORDER:

College President John Avendano, Ph.D. called the Finance and Audit Committee meeting to order at 10:52 a.m. and welcomed those in attendance.

INFORMATION/
DISCUSSION:

A. FSCJ Audit Reports:

Interim Vice President of Finance & Administration Dr. Wanda Ford provided an overview of the recent financial audit report from the State of Florida's Auditor General. There were no findings. The operating revenue was \$38M. There was a decrease of \$2.1M (or 5%) attributed to the decrease in net student tuition and fees. The focus of the audit was on operating revenue and operating expenses. Operating expenses increased due to scholarships. GASB (the Governmental Accounting Standards Board) does not account for state appropriations (as operating revenue), or federal and state financial aid. Financial Aid findings from 2019 regarding return of Title IV funds identified by the College and have been corrected. The Director of Financial Aid has implemented various checks and balances to address previous issues and concerns. President Avendano updated the committee with current applications and registrations for summer as trending is up 4.5 %.

B. Discussion of
Interim Financial
Statement:

The Interim Financial Statement ending February 28, 2022 was reviewed by Associate Vice President of Administrative Services Steve Stanford. A transfer of \$15.8M to Fund 8 (Debt Retirement Fund) will be used to pay off the energy capital lease, which runs through 2037. By paying off the lease, \$1.5M annually will be eliminated as an expense (for the remaining 15 years of the lease). This option will assist in addressing the budget gap upon the expiration of the HEERF funds. Non-recurring strategic initiatives are being evaluated to determine funding availability this year, eliminating expenses for next year.

The College will submit a spending plan for a fund balance over 7%. The State requires a fund balance between 5 – 7 %. There is an initiative through the Council of Business Officers to change the fund balance requirement to 2 months of expenses.

C. Discussion of
Planned 2022 – 2023
Budget:

Interim Vice President Ford and AVP Steve Stanford discussed the deferred maintenance allocation of \$27M to be received from the State. The College's current deferred maintenance exceeds \$45M. The new allocation will focus on the most critical needs. President Avendano has challenged the Foundation to raise funds for naming rights of classrooms or refreshing other areas with recognition to the donors. HEERF funds are available through April/May 2023. Projected revenues and expenses will be based on level enrollment. There are approximately 12 – 18 employees scheduled to drop (retire), which will contribute to the number of unfilled positions. The last tuition increase was approximately 8 or 9 years ago. Florida has the 2nd lowest tuition in the nation. A vast majority of current students receive federal financial aid. PELL Grants increased a few years ago. However, costs of goods and services have steadily increased without an increase to tuition.

COMMENTS BY THE
PUBLIC:

Director of Government Relations Virginia Berg updated the committee regarding additional state allocated funding for the nursing education program. The funds can possibly increase based on completers of the nursing programs and exam pass rates. Funding for FTE has been the highest in the College system. Areas the College can ask for additional funds are in workforce development.

NEXT MEETING:

The next meeting of the Finance & Audit Committee is scheduled for Tuesday, May 17, 2022 at FSCJ's Administrative Offices, as part of the DBOT Budget Deep Dive Workshop. The Committee will meet at noon in Board Room 405.

ADJOURNMENT:

There being no further business, Finance & Audit Committee Member – Trustee Young declared the meeting adjourned at 11:38 a.m.

APPROVAL OF
MINUTES:

Committee Chair, Finance and Audit Committee

Interim Vice President of Finance and Administration

**Florida State College at Jacksonville
District Board of Trustees
Minutes of the April 12, 2022, Board Workshop
Advanced Technology Center, Room T-140, Noon**

PRESENT:

Michael M. Bell, Chair
 Laura M. DiBella, Vice Chair, Nassau County
 O. Wayne Young, Vice Chair, Duval County
 Jennifer D. Brown
 Thomas R. McGehee, Jr.
 Roderick D. Odom
 Andrew B. Shaw

ABSENT:

Shantel N. Davis
 D. Hunt Hawkins

CALL TO ORDER:

Chair Michael Bell called the meeting to order at 12:10 p.m. and welcomed those in attendance.

WELCOME/
INTRODUCTIONS:

College President John Avendano, Ph.D. welcomed all those in attendance, noting the Board had previously discussed holding workshops that focus on different programs over the course of the year. This provides staff the opportunity to share program highlights with Trustees. Today's agenda is centered on two topics, which will be presented by the College's Library and Learning Services area and the other by the Director of Government Relations.

President Avendano shared with the Board the first topic focuses on the resources the College has available to internal constituents, which are the faculty, staff and students as well as externally with the community as a whole. He introduced Provost/Vice President of Academic Affairs Dr. John Wall, and asked that he move forward with the presentation introduction, and he did so accordingly.

INFORMATION/
DISCUSSION:

A. FSCJ Archives Project:

Provost/Vice President of Academic Affairs Dr. John Wall, Executive Dean of Library Services Tom Messner and Public Services Coordinator for the Library and Learning Commons Jennifer Grey provided Trustees with an overview of FSCJ Archives Project.

Executive Dean Messner shared with the Board it was his great honor to introduce the FSCJ Archives Project and the two professionals, who have been most instrumental to its development. He recognized Public Services Coordinator Jennifer Grey and Library Technical Services Program Coordinator Madeline Sims, noting their roles and responsibilities within the FSCJ Archives Project team.

Public Services Coordinator for the Library and Learning Commons Jennifer Grey provided Trustees with an overview of the FSCJ Archive Project. The overview included information pertaining to the following:

- 2014: A Fiftieth Anniversary Origin Story
- Archives Closet, Kent Campus
- Cumberland Campus, Largest Opening Class in Community Colleges within the Nation, 1966
- 2018: The Opening of an Archive
- FSCJ College Archive – New Format
- The Digital Archive: A Full-Text Searchable One-Stop Shop for FSCJ's History
- YouTube: Highlighting 50 Years of High-Quality Productions
- Canvas Commons: Collecting the Best of FSCJ Theater, Dance and Chorale
- SharePoint: A Database's Worth of Details
- The Physical Archive: A Larger, Slightly More Organized Closet
- The Road Ahead: Becoming a Resource for Faculty, Staff, Students and Administration
- Marketing Tool, Fund Raiser, Morale Booster and Guide to the Future
- FSCJ Summer Musical Theater Experience 2012: Peter Pan

Public Services Coordinator Jennifer Grey thanked the Board for the opportunity to share and present at today's workshop, noting that each member had a small sample gift bag of archival material on a USB flash drive at their seat.

There was discussion by the Board relating to the history of the College, digital archive and the compelling story of the institution. The Board was very pleased with the project and commended Coordinator Grey and the other staff members within the FSCJ Archives Team.

B. Legislative Update:

Director of Government Relations Virginia Berg provided the Board with a brief summary of the 2022 Legislative Session. The summary included information pertaining to the following:

- Florida College System Budget Highlights
 - Additional Program Funding
 - Additional Performance Funding
 - Nursing Program Incentives
 - Deferred Maintenance
 - CAPE Incentives
 - Open Door Grant
 - Dual Enrollment
 - Student Open Access Resources
 - Florida Retirement System (FRS) Costs
 - New Formula for Florida College System (FCS)
- FSCJ Funding
 - Program
 - Performance Funding
 - Nursing Performance
 - Deferred Maintenance
- Florida College System – Passed Policy
 - SB 7044 – Postsecondary Education
 - SB 2524 – Education
 - SB 520 – Public Records and Public Meetings
- Local Delegation – Duval and Nassau Counties

There was discussion by the Board relating to the Nursing Program Incentives, Nursing Performance Funding, clinical staffing and strengthening of the nursing program.

President Avendano shared his deep appreciation for Director Berg for continuing to represent the College both locally and at the state level with the Florida Legislature. He thanked the Trustees who found time to join FSCJ in Tallahassee for the legislative session, noting those are important appointments to keep and be visible.

President Avendano discussed the College's strategy going forward relating to the legislators, to include inviting them to the institution to showcase FSCJ's vision, short/long term. He shared with Trustees he looks forward to the coming year.

COMMENTS BY THE
PUBLIC:

There were no comments made by the public.

ADJOURNMENT:

There being no further business, Chair Bell declared the meeting adjourned at 12:55 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 April 12, 2022, Regular Meeting
Advanced Technology Center, Rooms T-140 & 141, 1 p.m.**

PRESENT:

Michael M. Bell, Chair
 Laura M. DiBella, Vice Chair, Nassau County
 O. Wayne Young, Vice Chair, Duval County
 Jennifer D. Brown
 Thomas R. McGehee, Jr.
 Roderick D. Odom
 Andrew B. Shaw

ABSENT:

Shantel N. Davis
 D. Hunt Hawkins

CALL TO ORDER:

Chair Michael Bell called the meeting to order at 1:02 p.m. and welcomed those in attendance.

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. It was noted that under the Administrative Procedure Act, a public hearing would be considered as to Action Items on the agenda, and any comments regarding the Rule would be stated at that time.

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 April 12, 2022; Pages 202200517 – 551)

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 January 17, 2022, Business Dinner Meeting, on agenda pages 517 – 518; January 28, 2022, Deep Dive Workshop/Planning Meeting, on agenda pages 519 – 525; February 8, 2022, Finance & Audit Committee Quarterly Meeting, on agenda pages 526 – 528; February 8, 2022, Board Workshop, on agenda pages 529 – 532; and February 8, 2022, Regular Meeting, on agenda pages 533 – 551, and there were none.

MOTION: (McGehee – Odom) The motion was made to approve the FSCJ DBOT minutes – as a slate – from the January 17, 2022, Business Dinner Meeting, January 28, 2022, Deep Dive Workshop/Planning Meeting, February 8, 2022, Finance & Audit Committee Quarterly Meeting, February 8, 2022, Board Workshop, and February 8, 2022, Regular, as recommended.

Motion carried unanimously.

REPORT OF THE COLLEGE
 PRESIDENT:

Commencement Updates:

College President John Avendano, Ph.D. announced the College is looking forward to their in-person 2022 Commencement Ceremony being held on Thursday, May 12 at VyStar Veterans Memorial Arena. Planning is underway to make the event a memorable one for FSCJ students and their loved ones. He invited Trustees to join him at the event as this will be his first in-person ceremony at the institution. Communications regarding specific details on timing, parking and more will be forthcoming.

President Avendano shared that over the past couple of weeks, FSCJ held Grad Fest events at each campus/center location, where the soon-to-be graduates were able to pick up their caps, gowns, honors cords and more. Each event was a great success, and the graduates were grateful for the opportunity to kick off their graduation season in this unique way. He thanked all those who participated. Additionally, he thanked Vice President of Student Services Dr. Linda Herlocker and the Student Services staff along with the Chief of Communications Officer Jill Johnson and the Marketing staff for all their work with the events.

Amazon Career Choice
 Partnership:

President Avendano shared with the Board that FSCJ was selected to be an education partner for Amazon's Career Choice program, which provides their hourly employees access to any Associate in Science or bachelor's degree program. The employees can also opt to enroll in a fast-track career certificate or technical certificate program that will lead to careers in the automotive, aviation, health care and information technology industries. He noted there is even an Amazon-only patient care technician cohort program.

FSCJ is proud to partner with Amazon to support their employees' future successes through education and training for high-demand careers. It is the College's job to deliver education that is accessible and aligned with industry demand, and we are honored to work alongside Amazon to support their employees in this way.

Shantel Davis "Fortune"
 Feature:

President Avendano noted that although Trustee Shantel Davis was not in attendance today, he wished to move forward with acknowledging she was featured in the February/March edition of "Fortune" magazine. He shared it was exciting to see a spotlight on one of the College's very own, highlighting her exemplary leadership and service.

President Avendano noted in particular, one of Trustee Davis' quotes struck him for the reason that it speaks so perfectly to what the trustees' roles mean for the College and students. It says, "This is our community and the best way to build it is together."

President Avendano shared with the Board their role in FSCJ's mission is critical to the success of the institution, the students and the community as a whole. He noted he says it often, but he wanted to take the opportunity once again to thank the Trustees for all they do and congratulations to Trustee Davis for the recognition.

APC, CEC, Faculty Awards:

President Avendano noted as the Board may know each year he has the privilege of announcing the recipients of FSCJ's Administrative and Professional Collaborative, Career Employees' Council and Faculty awards. Students, faculty and staff were invited to submit their nominations and each group's selection committee chose the recipients. The recipient's names are as follows:

Distinguished Faculty Awards

- Christopher Lee, Professor of Information Technology
- Nicholas Martino, J.D., Professor of Paralegal Studies
- Dr. Dianne McAuliffe, Professor of Physical Therapy
- Marilyn Painter, Professor of English
- Dr. Jerry Santiago, Professor of Histology

Distinguished Adjunct Faculty Award

- Mallory Branco, Professor of English

Administrative and Professional Collaborative Exceptional Service and Initiative Award

- Sarah Reardon, Director of Academic and Student Achievement

Career Employees' Council Recognition of Excellence Award

- Stephanie Castro, Student Success Advisor II

As a symbol of our appreciation, full-time recipients will receive \$1,000 and our adjunct faculty recipient will receive \$500 along with incentive for professional development to attend a national conference. Additional recognition will also continue throughout the academic year.

2022 FSCJ Principals Data: President Avendano stated during a recent workshop there was discussion of the administration obtaining and sharing a copy of the Duval & Nassau Counties 2021-22 High School Data Reports with the Board. He noted that today each member had a copy of the report at their seat. Once reviewed, if Trustees had any questions to please feel free to contact him directly.

President Avendano shared some points of interest within the report are as follows:

- The Percentage Going to College
- Still a Post-COVID Year
- FSCJ as Recipient of Graduates

April Business Speaker Series: President Avendano invited Trustees to join him for the College's next Business Speaker Series event, which will be held in-person on Thursday, April 14 at 9 a.m. at the Nathan H. Wilson Center for the Arts located at South Campus. The featured speaker is Erica Dhawan, a collaboration and teamwork expert, who will present research and examples to help decode the new signals and cues that have replaced traditional body language across genders, generations and culture.

President Avendano shared that if any Trustee wished to attend to please let Board Liaison Kimberli Sodek know and she will register you for the event, noting some Trustees had already registered.

2022 FSCJ Alumni Golf Classic:

President Avendano announced on Monday, May 2, the FSCJ Alumni Association is hosting its second annual FSCJ Alumni Golf Classic. This year the event will be held at Queen's Harbour Yacht & Country Club, and benefitting FSCJ BlueWave Athletics. There will be a 9 a.m. shotgun start with reception, luncheon and awards immediately following the tournament.

President Avendano noted Trustees should have received an invitation via email with all of the information. However, to please let him know if they are interested in participating or learning more. He thanked the members who may have already registered and/or sponsored the event.

Upcoming DBOT Deep Dive
Workshop for July 12, 2022:

President Avendano announced on Tuesday, July 12, the Board will meet to hold a Deep Dive Workshop. The purpose of the workshop is to review and discuss the following topics:

- 2021-22 FSCJ DBOT Self-Evaluation Results
- College President Performance Evaluation
- 2022-23 Goals & Objectives for FSCJ President John Avendano, Ph.D.

President Avendano asked if there were any questions or comments by the Board relating to his President's Report up to this point, and there were none.

Data Dashboard:

President Avendano shared with the Board information relating to the April 2022 Data Dashboard/high-level view of the institutional data sets.

- Enrollment Dashboard I: The first dashboard is the Spring Term College Credit Enrollment report as of March 24, 2022, which shows a negative variance of 8.1% credit hours for spring 2022 over spring 2021. That enrollment number is down 36,465 credit hours when compared to the same day in the spring 2020 enrollment cycle.
- Enrollment Dashboard II: The second dashboard is the Summer Term College Credit Enrollment report as of March 24, 2022, which shows a positive variance of 7.3% credit hours for summer 2022 over summer 2021, and represents 33.1% of overall enrollment for summer 2021.
- Spotlight Dashboard I: The third dashboard is on the College's Foundation Performance Summary.
- Spotlight Dashboard II: The fourth dashboard is a spotlight on the College's Early Childhood Education Bachelor in Science, which prepares students to become educators for pre-kindergarten through third grade children.
- Spotlight Dashboard III: The fifth dashboard is a spotlight on the College's Early Childhood Management Associate in Science, which helps students prepare for careers in childcare centers.

- **Spotlight Dashboard IV:** The sixth dashboard is a spotlight on the College's Educator Preparation Institute, which is an alternate route that helps individuals who have a bachelor's degree in another field but want to become K-12 educators.
- **Finance Dashboard:** The seventh dashboard illustrates the actual revenues and expenditures compared to budget for the period ending February 28, 2022 and February 28, 2021.
- **Grants Dashboard:** The final dashboard is a snapshot of the grants that have been awarded to the College during January and February 2022, which total \$1,378,138.

STRATEGIC
 PROGRAMMATIC
 DISCUSSION:

President Avendano asked if there were any questions or comments by the Board related to the Data Dashboards and/or any other College Strategic matter at this time, and there were none.

President Avendano took a moment to welcome Amanda Thorpe, the Governor's Regional Representative, who was a guest in the audience. He extended his appreciation for her joining today's meeting.

CONSENT AGENDA:
 (Ref. Board Agenda for
 April 12, 2022; Items 1
 through 9, Pages 202200552
 – 605)

Chair Bell noted the Trustees had fully reviewed the Consent Agenda items prior to today's meeting and had the opportunity to discuss any questions and/or concerns with the College President. As a result, questions and concerns regarding agenda items were addressed and resolved in advance of the Board meeting. He then asked if there were any items the Trustees wished to remove from the Consent Agenda for individual consideration/discussion under Action Items, and there were none.

ACTION ITEMS:
 (Ref. Board Agenda for
 April 12, 2022; Items 1
 through 8, Pages 202200606
 – 617)

MOTION: (McGehee – Young) The motion was made to approve the Consent Agenda, 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, Administrative Procedure Act – Board Rules, Section 10 – Educational Support Services, on agenda pages 607 – 610.

MOTION: (McGehee – Brown) The motion was made to approve the revised Board Rule 6Hx7-10.2 – Intercollegiate Athletic Team Eligibility and Financial Assistance under Section 10 – Educational Support Services, 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, Human Resources: Award of Continuing Contracts, on agenda page 611.

MOTION: (McGehee – Young) The motion was made to approve the Award of Continuing Contracts, as recommended.

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

Motion carried unanimously.

President Avendano noted he was pleased to recognize the full-time faculty members receiving continuing contract status at today's meeting. He asked Provost and Vice President of Academic Affairs Dr. John Wall to introduce the members.

Provost/Vice President Wall thanked President Avendano for recognizing the faculty that successfully completed the application process for this year. He shared that each member had demonstrated a standard of excellence and commitment to the College and its philosophy and mission, consistent with established criteria for the award of continuing contract. He thanked all the members for their dedication to FSCJ.

Provost/Vice President Wall introduced each member and asked that they share a highlight from their teaching at FSCJ. The faculty members present did so, accordingly.

President Avendano thanked the members, noting their commitment to the institution, students and community.

The names of all the full-time faculty members receiving continuing contract status, effective with the 2022-23 faculty contract year are as follows:

- Daniel Cronrath, Professor of Political Science
- Russell Flint, Professor of Communication
- Yonas Getahun, Professor of Mathematics
- Wil Kaiser, Professor of Humanities
- Doug Kines, Professor of Biological Services

President Avendano presented the administration's recommendation on Action Item 4, Human Resources: Faculty Sabbaticals, on agenda page 612.

MOTION: (Young – Shaw) The motion was made to approve a faculty sabbatical for full-time faculty members – Lourdes Norman, Professor of Biological Sciences and Sarah Stuart, Professor of English, effective with the 2022-23 faculty contract year, as recommended.

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

Motion carried unanimously.

Provost/Vice President Wall introduced the member present at today's meeting, Professor of Biological Sciences Lourdes Norman-McKay. He asked that she provide the Board with a description of her project. Dr. Norman-McKay did so, noting she was selected for the 2022-23 cohort of Jefferson Science Fellows (JSF), an initiative of the Office of the Science and Technology Adviser to the U.S. Secretary of State.

President Avendano thanked Dr. Norman-McKay for copies of her textbooks and for lending her expertise not only in a published format but also an educational/reassuring format during the pandemic to the College community.

President Avendano presented the administration's recommendation on Action Item 5, Human Resources: Florida College System Annual Equity Update Report, on agenda page 613.

MOTION: (McGehee – Brown) The motion was made to approve the Florida College System Annual Equity Update Report, as recommended.

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

Motion carried unanimously.

President Avendano shared his appreciation for Chief Officer of Diversity, Equity and Inclusion Lisa Moore for all her work in compiling/submitting and making sure not only from a report standpoint but identifying the areas the College can continue to improve from an equity standpoint.

President Avendano presented the administration's recommendation on Action Item 6, Finance: Fees and Charges, on agenda page 614.

MOTION: (Shaw – McGehee) The motion was made to approve the Fees and Charges, 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, Finance: FSCJ ACCESS Program, on agenda page 615.

MOTION: (McGehee – DiBella) The motion was made to approve the FSCJ ACCESS Program for Summer Term 2022, as recommended.

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

Motion carried unanimously.

Prior to presenting the next item, President Avendano asked Provost/Vice President Wall to share with Trustees a brief overview of the FSCJ ACCESS Program, to include when the program was implemented and what the program has saved FSCJ students in terms of real cost.

Provost/Vice President Wall provided the Board with an overview of the FSCJ ACCESS Program, noting the pilot program was implemented 1-1/2 years ago with student savings of \$15,000, Fall Term 2021 savings of \$250,000 (today's agenda item) and a grand total savings of approximately \$650,000 since the program began. The FSCJ ACCESS Program is spearheaded by Associate Vice President of Academic Operations Dr. Richard Turner, who has been asked to do a case study by McGraw Hill as well as spoke on the project at the state-level and most recently in Chicago, IL. It is a good coming together between the College, the bookstores and some legislation of the students.

President Avendano presented the administration's recommendation on Action Item 8, Finance: Fiscal Year 2021-22 Operating Budget Amendment No. 2, on agenda pages 616 – 617.

MOTION: (Odom – McGehee) The motion was made to approve the Fiscal Year 2021-22 Operating Budget Amendment No. 2, 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 April 12, 2022; Items A – C, Pages 202200618 – 659)

Chair Bell asked the Board if there were any questions or comments related to Information Items A – C, on agenda pages 618 – 659, and there were none.

REPORT OF THE BOARD

CHAIR:

Chair Bell thanked those who were recognized during today's meeting for their outstanding contributions to the institution, students and Northeast Florida.

Additionally, Chair Bell thanked the workshop presenters, noting his excitement for the FSCJ Archives Project and the items being collected/organized. He shared, as he has in previous meetings, that FSCJ has a compelling story and strategic narrative, and as such, great things are going to happen.

REPORT OF TRUSTEES:

There were no reports provided by Trustees.

REPORT OF THE BOARD

FINANCE & AUDIT
COMMITTEE CHAIR:

On behalf of FSCJ Finance & Audit Committee Chair Hunt Hawkins, Committee Member – Trustee Wayne Young provided the Board with a summary of the April 2022 quarterly meeting, which included information regarding the Review of the recent FSCJ Audit Reports, to include information that the audit did not identify any deficiencies in internal control over financial reporting and results of the tests disclosed no instances of noncompliance; Discussion of Interim Financial Statement for the quarter ending February 28, 2022, sharing information on student fees and enrollment trends, utilization of HEERF funds, and indirect cost recovery; and the Discussion of the Planned 2022-2023 Budget, to include information on the proposed allocation of the additional state funding, decrease in enrollment and addressing the budget shortfall.

The next meeting of the Finance & Audit Committee is scheduled for Tuesday, May 17, 2022, at College's Administrative Offices as part of the DBOT Deep Dive Budget Workshop. The workshop will convene at noon in Board Room 405.

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

On behalf of FSCJ Foundation Board Liaison Shantel Davis, Executive Director of the FSCJ Foundation Cleve Warren 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. Marc 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)

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, May 17, 2022, at the College's Administrative Offices for a Budget Workshop. The workshop will convene at noon in Board Room 405. The next regular meeting of the Board is scheduled for Tuesday, June 14, 2022.

ADJOURNMENT:

There being no further business, Chair Bell declared the meeting adjourned at 2:07 p.m.

APPROVAL OF MINUTES:

Chair, District Board of Trustees

Executive Secretary, District Board of Trustees



REPORT OF THE BOARD LIAISON, TRUSTEE SHANTEL DAVIS APRIL 12, 2022

The Foundation's 2020-2021 external audit, for the fiscal year ending September 30, 2021 and prepared by the accounting firm of Dixon Hughes Goodman, was included in your Board packets today for review and acceptance in accordance with F.S. 1004.70, and in keeping with the Relationship Agreement which prescribes the operating relationship between the Foundation and the College. **"The financial statements are fairly and appropriately presented without any identified exceptions, and in compliance with generally accepted accounting principles (GAAP)."**

The February ribbon cutting and unveiling of the donor wall at the new dental hygiene clinic on North Campus was attended by a host of visitors, to include donors, Foundation Board Members, DBOT Board Chair, faculty, staff, students, and varied community interest. I commend the College's project team for a job very well done. And I applaud the contribution of the Foundation's development team, who's fundraising efforts produced \$1,000,000 towards the \$3,000,000 project objective.

In March, the Foundation concluded the Annual Employee Giving Campaign – The "I'M IN" Campaign – which set new highs for employee giving and the number of employees who gave; raising nearly \$70,000 from nearly 400 employees. Proceeds from this effort were designated largely to a pool of First-Generation Scholarship dollars that are matched on a 2:1 basis from the State of Florida's First-Generation Matching Grant Program.

The First-Generation Matching Grant Program is a need-based grant program available to degree-seeking, resident, undergraduate students who demonstrate substantial financial need, are enrolled in eligible Florida state universities and colleges, and whose parent(s) have not earned a baccalaureate or higher degree.

The "I'M IN" Campaign was a competitive effort between the campus' for the newly minted President's Cup. The Downtown Campus, led by Dr. Tara Haley; where more than 18% of its employees contributed to the campaign, was the winning team. Dr. Avendano will present the cup to Dr. Haley and the Downtown Campus team on April 29 at a pancake breakfast celebrating all contributors to the campaign.

Last week the winning team was treated to an FSCJ night out with the Jacksonville Shrimp, where Dr. Avendano, FSCJ's Most Valuable Player, was seen throwing out the first pitch.

On May 2, the Foundation's Alumni Advisory Council will host the 2nd Annual Alumni Golf Tournament; this year benefiting FSCJ BlueWave Athletic programs. The event is sponsored by Florida First Coast Credit Union, and will be played at Queen's Harbour Yacht & Country Club. All are invited to play.

Several of the foursomes in this year's tournament will include youth players from the Moore-Myers Children Fund, which is a nonprofit foundation providing financial assistance for children from underserved and underrepresented communities, using golf as a tool to teach leadership, to develop character and competitive skills, and to encourage their interest in college.

And finally, the golf tournament will be followed by the President's Forum on June 6, 2022 at Epping Forest Yacht Club. As I shared with you at our last meeting, our speaker for this event is Retired Admiral Micelle J. Howard. Admiral Howard was the first Woman to achieve the rank of four-star admiral, and was the first woman to be appointed as Vice Chief of Naval Operations (the second highest rank in the Navy). She is currently a Visiting Shapiro Professor at the Elliot School of International Affairs, George Washington University.

As you can see, there is much going on at the Foundation, all of which warrants our full participation and partnership as together we continue to address the immediate needs of our students and the College, and gear up for a forthcoming comprehensive campaign.

That concludes my report.



Date: April 6, 2022

To: Florida State College at Jacksonville District Board of Trustees

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

Re: April 2022 Administrative and Professional Collaborative Report

Chair Bell and Trustees:

The Administrative and Professional Collaborative (APC) is proud to share updates on our continued engagement with our Administrative and Professional (A&P) employees. Although the spring is busy with strategic priorities and planning for the upcoming academic year, we felt it was also essential to continue our A&P engagement efforts. The APC held campus-based meetings throughout February to share an overview of the APC, upcoming events, May elections, and how the APC can support all A&Ps. We had over one hundred employees from five separate campus meetings join us for these collaborative sessions.

On February 17, the APC held a Brown Bag professional development event with guests Cleve Warren and Danielle Thompson, from our Foundation department. They shared an overview of how the Foundation supports the success of our students. Cleve and Danielle also shared, with the over 50 A&P attendees, how the FSCJ community can contribute through the annual giving campaign. Also, on February 17, I attended the Career Employee Council (CEC) meeting to help build a more collaborative relationship with our partner shared-governance group of Career employees. I greatly anticipate growing this APC-CEC relationship to continue discussing our shared interests.

The APC also invited leaders from FSCJ to join our monthly meetings to share insight from their respective departments and discuss ongoing projects. Dr. Deb Fontaine, the Associate Vice President of Strategic Priorities, joined us for our March APC meeting to discuss the new Quality Enhancement Plan (QEP) and was able to share the process and plan moving forward. College President Dr. John Avendano joined us for our April APC meeting and provided us with updates on commencement and enrollment, and took the time to address higher-level issues like the crisis in Ukraine and refugees who may need our support. Dr. Avendano allowed us to ask questions and share thoughts and ideas on the future of FSCJ.

We plan to hold our annual APC membership nominations and elections this May, seeking eight new members, along with a Chair-Elect and Secretary. We are also planning an A&P year-end social and an APC, CEC, and Faculty Senate Recognition and Awards Reception for June. I look forward to sharing more at our next board meeting.

Respectfully,

Marc Boese, Ph.D.

Executive Director of Organizational Development

Administrative and Professional Collaborative Chair, 2021-2022



Date: April 6, 2022

To: Florida State College at Jacksonville District Board of Trustees

From: Matt Wetzel, Career Employees' Council Chair

Re: April 2022 Career Employees' Council Report

Chair Bell and Trustees:

During the February Career Employees' Council (CEC) monthly meeting, we invited Marc Boese the Administrative and Professional Collaborative (APC) Chair for a brief discussion on topics and ideas of common concern and interest. The discussion revolved around employee well-being and initiatives being discussed in VIP 2.0 meetings. Additionally, we requested all attendees to bring new members to our Council meetings to have a broader representation at our different campuses. Lastly, the APC and CEC formed an Ad Hoc committee to explore the benefits to both the College from an institutional (staff/administration and facilities) and academic (student and resources) perspective of a 36-hour workweek year-round.

In March, we had several employees, new to the Council, attend our monthly meeting to offer different ideas and perspectives. During this meeting, we added two members to the Council Board, Lorne Richardson will serve as our Vice-Chair and Cynthia Motzny will serve as the Council Secretary. The Council appreciates the dedication and commitment the employees are making to ensure our Council is vibrant and successful. We announced at our March meeting the winner of the 2022 CEC Recognition of Excellence Award, which is being awarded to Stephanie Castro. She is well-deserving of this award and a great asset to the institution and our students. Additionally, we discussed doing Road Shows and meetings at the different campuses and involving the Campus Deans in the process, to foster more employee involvement. Lastly, we discussed different fundraising opportunities including the Rose Sale at Commencement and working the concession stands at a Jumbo Shrimp game.

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

Respectfully,

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



Date: April 6, 2022

To: Florida State College at Jacksonville District Board of Trustees

From: John A. Woodward, PhD

Re: April 2022 Faculty Senate Report

Chair Bell and Fellow Trustees:

Senate has a number of items we are still working on and hope to finish before the end of the semester.

As I wrote in my previous letter, our data from the CCSSE survey has revealed a decline in the number of students who report positive interactions with faculty outside of the classroom. The faculty group meeting to discuss this data has already proposed some workshops or other material for faculty who have former military servicemen and -women in their courses. One of our members who is a former serviceman suggested that faculty are not always aware of the radical difference between the world of civilians and the world of the military with its strict hierarchy and command structure. This can impact how former servicemen and -women may feel in the presence of the instructor in the course and how comfortable they may feel asking questions, or arguing points, or submitting late material, or asking for help and extensions. More importantly, they may be more hesitant to strike up conversations with the faculty members outside of class unless the faculty has established that dynamic. We hope to pilot some workshops sometime in the Fall that might give faculty some insights into the experiences of those students.

The work of this committee is also focusing on promoting a more consistent calendar of academic events for our students and faculty to attend. There are other committees associated with the strategic plan that are working on the same front, so hopefully we will have the space and engagement in the Fall to help turn around our CCSSE data—so long as we determine strategies that work for our online students as well. And here our committee has done some excellent work. We have designed a template for a Canvas homepage that encourages faculty to put a picture and personal/professional information about themselves for those students in the online environment. This suggestion, matched with a further encouragement from the Online Advisory Committee that faculty record regular videos for their online students, will hopefully help improve this metric even for our fully online students. This effort is both about the data and improving those metrics, but also and more importantly about creating an academic atmosphere that is welcoming and encouraging at the College, as well as creating an experience for students to remember. We need these students returning as alumni, and the more positive their experience with the College the greater the chance they will turn around and donate to the Foundation, setting the stage for the careers of our future students. The more actively we work to build a better campus community, the more we build bridges into the communities of Jacksonville and the more we impact the lives of our students.

We are also working on improving our course design and implementation overall through several committees, especially in professional development offerings, through the Academic Technology Committee, and through the Online Advisory Committee. The work in these areas will impact our online and hybrid courses—since we have seen a push in the Online Advisory Committee to use our online course shells for both hybrid and “live-online” courses. The Academic Technology Committee is working on developing

better faculty support and professional develop and something akin to ‘just in time’ training for faculty at the beginning of semesters. The disruption of the pandemic and transitioning everything into the online environment forced a lot of our faculty to learn brand new skills and pedagogies for that modality. As we transition back to full on-campus presence in the Fall, we will need to preserve all of that work and continue to improve on it, even though we will no longer have the pressure of the pandemic.

Part of this effort will entail us determining how to craft a concept of rigor rooted in expected time spent on assignments inside and outside the classroom. We need to work through the literature and determine our own pedagogical expectations, and then determine how to apply them. This can be through mapping assignments more directly to outcomes—which might work better in some disciplines than in others—or determining things such as expectations for readings, time spent on discussion, intellectual exploration of topics relevant to the subject matter, and so forth. We want to continue to build an environment that rewards curiosity and intellectual exploration, and that extends into the community outside of the classroom. At the same time, we want to make sure our students have the skills to make them successful in the workplace and/or in their further education. We have to come to terms with the reality that not all positive learning experiences are directly quantifiable, and that ideas such as efficiency, mastery, or simplification can be inimical to higher education.

I cannot finish my letter without offering my sincere thanks and wishes for a happy retirement to our master theater director and teacher, Professor Ken McCulough. Ken is a living legend at the College for his work in the theater and his yearly productions at South Campus. He has impacted the lives of thousands of students both on the stage and in the audience. I have always encouraged my students to attend his plays and inevitably they return glowing with their praises for what they experienced. His work shows the importance of the arts in our lives and in the life of the community. Art educates in a way that science simply cannot. I also wish to extend my thanks to Ken for his great help in Faculty Senate, stepping up to serve as a senator for several years. Ken has always been one with a kind word of encouragement and friendship and has always brightened my day whenever we have spoken. I will miss his presence at the College and we will all greatly miss his productions. I think I speak for everyone when I wish him all the best in a long, healthy, exciting, globetrotting retirement.

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: April 6, 2022

To: Florida State College at Jacksonville District Board of Trustees

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

Re: April 2022 Student Government Association Report

Chair Bell and Trustees,

The Student Government Association (SGA) is the voice of the student body at Florida State College at Jacksonville (FSCJ). Please see the following updates and accomplishments for the months of March and April 2022.

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

- In November 2021, students voted for faculty that they would like to hear give a Last Lecture of any subject of their choosing. This spring members of the SGA were able to hear Dr. Douglas Kines (February 23), Brandon Lettow (March 2), and Dr. Dianne Fair (March 23) give their Last Lecture presentations. Students also look forward to attending Dr. Daniel Cronrath's Last Lecture on April 11.
- During the month of March 2022, all campuses and centers hosted their respective spring fling celebrations. The SGA and Campus Student Programming Boards planned events that provided students free food, games, music, and information tables with various student and community organizations to help celebrate the arrival of the spring season.
- Four members of the SGA attended the Student Activity and Service (A&S) Fee Committee Trainings on March 22 & 25. They will be joined by four other student leaders in serving on the committee and hearing funding proposals from various student clubs and areas of the College that receive A&S fee funding. The proposals will occur between April 4 and April 7. After hearing the proposals, the committee will deliberate on how the funds will be disbursed for use during the 2022-2023 academic year.
- Between March 28 and April 7, members of the SGA will participate in the Grad Fest Celebrations by cheering on students as they arrive to pick up Commencement regalia as well bachelor program and alumni information.
- Students involved in FSCJ's Experience Magazine traveled to Hillsborough Community College, Ybor Campus between March 30 and April 2 to attend the 62nd Annual Florida College System Publications Association (FCSPA) Conference and Awards Banquet to enter our literacy magazine in the competition and hear from a great lineup of professional writers and journalists.
- Members of the FSCJ Student Nursing Association will attend the National Student Nurses' Association 70th Anniversary Convention in Salt Lake City, UT between April 6 and 10. There they will attend personal and professional development workshops related to the field of nursing.
- Finally, FSCJ Kent Campus will host the Florida College System Student Government Association April Conference on April 8 and 9. The College will be represented by twelve SGA Officers. Attendees will attend workshops, vote on next year's FCSSGA student officers, and take part in the organization's annual awards ceremony.

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
Minutes of the May 17, 2022, Deep Dive Workshop – Budget
Administrative Offices, Board Room 405, Noon**

PRESENT:

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

ABSENT:

None

CALL TO ORDER:

Chair Bell called the meeting to order at 12:20 p.m. and welcomed those in attendance. He acknowledged the presence of Trustee Andrew Shaw, M.D. via remote attendance.

WELCOME/
INTRODUCTIONS:

President Avendano welcomed all those in attendance. He introduced Interim Vice President of Finance and Administration Dr. Wanda Ford and stated she would be providing Trustees with a comprehensive overview of the College's Fiscal Year 2022-23 Budget. Additionally, Associate Vice President of Administrative Services Steve Stanford was in attendance to assist with any questions or concerns that may arise throughout the workshop.

Prior to getting the meeting underway, President Avendano took a moment to recognize Ms. Sheela VanHoose, who is a partner at The Southern Group in Tallahassee, FL. He shared with Trustees that he and Ms. VanHoose met yesterday, noting they had a productive session discussing College priorities and how she and The Southern Group can help the institution move forward.

INFORMATION/
DISCUSSION:

A. 2022-23 Budget
Overview:

Vice President Ford provided the Board with a comprehensive overview of the College's proposed operating budget for 2022-23. The presentation included information pertaining to the following:

- Budget Planning Process
- Operating Fund Budget
- Financial Objectives
- Budget Overview
- 2022-23 Budget Summary

- 2022-23 Revenue Budget
- Revenue Overview, to include: Tuition & Fees, State Appropriation and Other Revenue
- Summary of State-wide Appropriations
- Current Year Budget Changes
- Supporting Initiatives
- 2022-23 Funded Supporting Initiatives, to include: myGradPlan – EAB Navigate and Quality Enhancement Plan Development
- Expense Budgets Categories, to include: Personnel Expense, Current Expenses and Equipment
- 2022-23 Expense Budget Snapshot
- 2022-23 Operating Expenditures by Type and Function
- 2021-22 End-of-Year Projected Reserves
- 2022-23 Capital Outlay Budgets

There was in-depth discussion by the Board regarding the tuition rates remaining the same (for 9th year in a row), revenue projections, projection of support given to students over 5 years, fee structure, HEERF grant funds, additional state appropriated funds, calculations and formula breakdown on the Nursing Performance Funding, hospital partnerships, May 2022 Special Legislative Session, execution/success of myGradPlan, enrollment strategies, inflation impact on enrollment, value proposition of higher education, legislative funding variables, performance measures, projected growth rate for Duval and Nassau counties, 3-5 year College projection plan, 5-10 year College Development Growth Plan and FSCJ's Capital Campaign Plan.

The Board thanked the administration for the thorough review and in-depth discussion of the College's Fiscal Year 2022-23 Budget.

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

COMMENTS BY THE PUBLIC:

There were no comments made by the public.

ADJOURNMENT:

There being no further business, Chair Bell declared the meeting adjourned at 1:17 p.m.

District Board of Trustees
Minutes of the May 17, 2022, Deep Dive Workshop – Budget
Page 3

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. C A - 1.

Subject:	Administration: Board Rules – Non-Substantive Changes and Review
Meeting Date:	June 14, 2022

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.

6Hx7-1.6 – Statements of Mission, Distinctive Values and Attributes, and Collegewide Goals
 6Hx7-4.19 – Fees, Charges and Refunds
 6Hx7-10.7 – Awards Payments to Students
 6Hx7-11.2 – Student Activities
 6Hx7-11.3 – Student Publications and Electronic Media
 6Hx7-13.2 – Institutional Relationship, Public Service and Professional Associations

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	PAGE
6Hx7-1.6	Statements of Mission, Distinctive Values and Attributes, and Collegewide Goals	1 – 16

- (1) The District Board of Trustees (DBOT) is responsible for establishing the mission, strategic vision, values and goals of the College, which shall be reflected in a Collegewide strategic plan developed by the College President and recommended to the (DBOT) for approval. The College President shall periodically review the College's mission, strategic vision, values and goals, and as necessary, the College President shall recommend updates to the College strategic plan to the (DBOT) for approval.

(General Authority: F.S. 1001.60, 1001.64, 1001.65)

(Adopted: 07/13/78. Revised 07/01/80, 02/17/87, 06/23/87, 05/27/93, 03/02/99, 08/05/03, 01/10/06, 03/07/06, 01/11/11, 08/02/11, 08/12/14, 02/10/15 Formerly 6Hx7-1.15)

(Reviewed: 04/12/16, 06/14/22)

	RULES OF THE BOARD OF TRUSTEES	
	NUMBER	TITLE
	6Hx7-4.19	Fees, Charges and Refunds
		PAGE
		4-23

- (1) The College President will develop, or cause to be developed, for District Board of Trustees (DBOT) approval, the fee structure or formula to be applied in assessing fees and charges for goods and programs delivered or provided by the College.
- (2) All fees associated with course offerings or programs shall be presented to the DBOT for approval as part of the course or program approval process.
 - A. The fees associated with course offerings or programs shall be included in the published Class Schedule and the College Curriculum and Instruction Manual.
- (3) DBOT approved fees or charges relating to testing, library fines, returned checks, I.D. card replacement, traffic violations, application fees, copying and printing and other student fees shall be included in the College catalog.
- (4) The College may impose collection fees upon persons whose accounts are in collection. The total amount of the collection fee shall not exceed the total cost to the College.
- (5) The presentation of fees and charges as provided herein implies the obligation of the individual for timely payment of same and authorizes the College President to take such actions as necessary to ensure this timely payment.
 - A. Any action taken relative to the collection and refund of fees shall be in accordance with the provisions of Florida Statutes, State Board of Education Rules and local DBOT rules.
- (6) The College President, Vice President of Finance and Administration ~~Business Services~~ or Associate Vice President of Administrative Services ~~Finance~~ may execute contracts with community or governmental agencies for scheduled payment of fees and/or charges.
- (7) The College President, Vice President of Finance and Administration ~~Business Services~~ or Associate Vice President of Administrative Services ~~Finance~~ may authorize the formal agreement for payment of any amount due the College, in a manner in keeping with statutory requirements, sound business practices and in the best interest of the College.
- (8) The DBOT may establish user fees in addition to tuition fees for courses and other instructional and non-instructional services that incur unusual costs. Unusual costs shall include, but not be limited to, additional instructional resources, specialized software or hardware, course materials, additional hours of lab usage, tutoring or clinical support, which are in excess of base costs. Background information, rationale, and the cost basis for the fee and course information shall be provided to the DBOT to support the additional charge. Such costs shall be reviewed ~~every (3) three fiscal years~~ periodically.

	RULES OF THE BOARD OF TRUSTEES		
	NUMBER	TITLE	PAGE
	6Hx7-4.19	Fees, Charges and Refunds	4-24

- (9) The College will exert all reasonable effort to collect delinquent debt. On an annual basis, the DBOT will be presented with the type and amount of receivables that are delinquent two (2) years and older. Upon approval by the DBOT, these receivables will be written off. Collection efforts will continue and the affected students will continue to be restricted from registration, graduation and release of transcript.
- (10) The College President shall establish, or cause to be established, procedures and forms to implement the provisions of this rule.

(General Authority: F.S. 1001.64, 1001.65, 1004.81, 1009.22, 1009.23, 1010.03, SBE Rule 6A-14.054)

(Adopted: 05/12/77, Revised: 06/23/80, 06/30/82, 02/16/83, 05/18/83, 09/21/83, 03/20/85, 08/06/02, 02/03/04, 08/02/11, 03/11/14, 08/12/14, 06/19/15, 06/13/17, 06/14/22 Formerly 2.22)

	RULES OF THE BOARD OF TRUSTEES	
	NUMBER	TITLE
	6Hx7-10.7	Awards Payments to Students
		PAGE
		10-8

- (1) The College President shall develop, or cause to be developed, procedures for the disbursement of student financial aid within the restrictions presented herein.
- A. Financial aid from external sources and/or College funds shall be disbursed only upon authorization from the appropriate administrator as set forth in College administrative procedures.
- B. Amounts due the College for any reason shall be deducted, to the extent possible, from awards prior to disbursement.
- C. Awards of Federal Title IV student loans to individual eligible students may be limited by the use of professional judgment, exercised by the College President or his/her designee, and as defined in Federal Regulations.
- (2) Under provisions of this Rule, grants, loans and scholarship's may be disbursed to the student on a scheduled basis through issuance of a College check, electronic funds transfer (EFT), bookstore credit, tuition and fee deferment authorized under Board Rule 6Hx7-10.9, Deferred Payment Status, or a combination of these methods, dependent upon the provisions of the law or regulations governing the award source.
- (3) Adjustments to a student's academic load may cause the student's disbursement to be adjusted and any adjustment shall be promptly recorded in the College's fiscal records.

(General Authority: F.S. 1001.64, 1001.65, 1009.22, 1009.23, 1009.40, ~~SBE Rule 6A-14.0261~~)

(Adopted: 04/14/77, Revised: 07/17/77, 06/23/80, 08/06/02, 05/03/11, 08/12/14, Reviewed 06/14/22
Formerly 2.27, 6Hx7-2.27)

	RULES OF THE BOARD OF TRUSTEES	
	NUMBER	TITLE
	6Hx7-11.2	Student Activities
		PAGE
		11-4

- (1) The College President is authorized to establish, or cause to be established, procedures for providing and controlling student activities deemed to be in the best interest of the College and its students.
- (2) Budgets for student activities and services will be submitted to the College President for approval, and expenditures will be in accordance with State Board Rule 6A-14.057, Student Activities, Board Rules and College Procedures. College procedures will require student participation in the development of the budget.
- (3) The College President is authorized to establish, or cause to be established, procedures for the approval of student organizations and clubs using the College name including student organizations and clubs funded by Student Activity Fees or College Funds. These procedures shall address the activities and conduct of these student organizations and clubs including the accounting of funds.
 - A. Any organization or club established pursuant to this Rule shall comply with applicable laws, ordinances, rules and policies. Any violation of a law, ordinance, rule or policy, on or off campus by the organization or club may result in the imposition of penalties, including the rescission of the authorization for the student organization or club to operate under the sanction of the College.

(General Authority: F.S. 1001.64, 1006.63, SBE Rule ~~6A-14.0261~~, 6A-14.057)

(Adopted: 07/01/72, Revised: 06/23/80, 12/16/81, 05/27/93, 08/05/03, 06/10/14, Reviewed 06/14/22
Formerly 6.7)

	RULES OF THE BOARD OF TRUSTEES	
	NUMBER	TITLE
	6Hx7-11.3	Student Publications and Electronic Media
		PAGE
		11-5

- (1) The College President is authorized to establish, or cause to be established, procedures for publishing a student newspaper, other publications and electronic media as deemed necessary to give proper emphasis to academic programs and student activities at the College.

(General Authority: F.S. 1001.64, 1001.65, SBE Rule ~~6A-14.0261~~, 6A-14.057)

(Adopted: 07/01/72, Revised: 06/23/80, 01/07/97, 08/07/12 Formerly 6.8)

(Reviewed 02/11/14, 06/14/22)

	RULES OF THE BOARD OF TRUSTEES		
	NUMBER	TITLE	PAGE
	6Hx7-13.2	Institutional Relationship, Public Service and Professional Associations	13-2

- (1) College employees shall be encouraged to seek and maintain relationships with those commissions, committees, chambers and agencies at the national, state, regional and local level designed to provide facility resources, financial assistance and information to assist in the assessment and improvement of the College's programs. In addition, employees may participate in those professional associations and organizations developed at the national, state, regional and local levels to promote the welfare and development of the College and its programs and services.
 - A. The College President shall establish, or cause to be established, procedures for College advancement of such commissions, committees, chambers, agencies and professional associations and organizations through the provision of institutional support services and the commitments of time by designated employees.

- (2) The College President shall establish, or cause to be established, procedures for College (institutional) memberships in associations deemed primarily beneficial to the furtherance of College goals and objectives.
 - A. Neither the College nor the Florida State College Foundation, Inc. shall expend any funds, regardless of source, to purchase membership in, or goods and services from, any organization which knowingly discriminates on the basis of race, sex, religion, or national origin.

- (3) College employees shall be encouraged to participate in professional associations and/or associations related to their individual fields. Payment of dues for individual membership shall be a personal responsibility of the individual employee. If a personal membership in an association is deemed in the best interest of the College for institutional promotional reasons, the College President or designee may approve College payment of such dues on behalf of the employee.
 - A. Within the limits of budgeted and available travel funds and approvals, an employee shall be supported for participation in meetings and conventions of the member professional group(s) and association(s).

- (4) College employees shall be encouraged to participate in such public and community service activities as may benefit the community and region directly and the College indirectly. Except as may be approved by the College President, such involvement in public and community service activities shall be outside of the normal workday.

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

(Adopted: 07/01/72, Revised: 06/23/80, 06/29/83, 11/14/84, 09/04/01, 04/07/11, 05/14/13 Formerly 7.5)
 (Reviewed 02/11/14, 06/14/22)

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

AGENDA ITEM NO. CA – 2.

Subject:	Administration: Comprehensive Safety Review for 2021-22
Meeting Date:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees approve the College's Comprehensive Safety Review for 2021-22. The full report will be available at the District Board of Trustees Meeting.

BACKGROUND: Pursuant to Florida Statute 1013.12 and the State Requirements for Educational Facilities, Chapter 5(1)(a)1 (SREF), each year the College is required to complete and submit to the Board for approval a Collegewide comprehensive safety inspection report listing safety code deficiencies. The review is conducted within the current fiscal year with a time span beginning in September 2021 and finishing in March 2022. The review encompasses all buildings, rooms and grounds of the College Campuses and Centers. During the inspection, 655 safety deficiencies were identified. The report reflects that 649 of 655 reported deficiencies have been corrected. The College's Comprehensive Safety Review for 2021-22 includes the correction or anticipated correction date and actual or estimated cost for each item.

RATIONALE: Conducting an annual comprehensive safety review of all College facilities for fire safety, casualty and sanitation is required by Florida Statute and State Requirements for Educational Facilities. The review assures the Board is informed in a timely manner of all College safety deficiencies noted. None of the safety deficiencies noted are life-threatening deficiencies which, by statute, would require the Board to withdraw the facility from use until corrected.

FISCAL NOTES: The College has utilized its operational funds to correct all deficiencies identified during the annual comprehensive fire safety, casualty and sanitation review.

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

AGENDA ITEM NO. CA – 3.

Subject:	Human Resources: Direct Support Organization Personnel
Meeting Date:	June 14, 2022

RECOMENDATION: It is recommended that the District Board of Trustees approve the Florida State College at Jacksonville Foundation's anticipated usage of College resources for Fiscal Year 2022-23 as summarized below with the understanding that the Foundation employees are required to follow the Board Policies and Administrative Procedures of the College.

BACKGROUND: As a Direct Support Organization (DSO), the Florida State College at Jacksonville Foundation (Foundation) strives to help individuals who need financial assistance in order to take advantage of educational opportunities. Personnel within the Foundation are selected in accordance with the policies and procedures of Florida State College at Jacksonville (FSCJ), and 100% of Foundation employees' time is dedicated to Foundation activities and initiatives.

Foundation employee salaries and benefits to be reimbursed to the College by the Foundation for Fiscal Year 2021-22 totals \$489,402.85. The reimbursement amount will remain at 100% for Fiscal Year 2022-23. Additionally, approximately 2,166 square feet of College facilities is dedicated for the Foundation's use.

The listing below provides the District Board of Trustees a timely notification of currently established Foundation positions.

<u>Employee</u>	<u>Job Title</u>
Jennifer Chester	Accountant IV
James Rivers	Development Officer
Robin Smith	Administrative Assistant III
Danielle Thompson	Development Officer
Cleve Warren	Executive Director of the Foundation

In addition, there are approximately 19 employees working within the Artist Series that were fully funded by their programs in 2021-22 and the same is planned for 2022-23.

FISCAL NOTES: The costs of all personnel are to be reimbursed by the Foundation in 2022-23. The use of space by Foundation and Artist Series personnel is not changing, and there is no budget impact to the College to retrofit the areas.

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

AGENDA ITEM NO. CA – 4.

Subject:	Purchasing: Annual Contract Extensions
Meeting Date:	June 14, 2022

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.	2017-32	Child Development On-Campus Services	Chappell Schools, LLC	07/01/2022	06/30/2025	1, 2, 3 of 9	n/a	3.0%
2.	2019C-17C	Grounds Care & Maintenance Services	Chad Brock Enterprises, Inc.	08/01/2022	07/31/2023	3 of 5	\$600,000	7.9%
3.	2019C-17R		Core Outdoors, Inc. DBA/ R&R Maintenance of Jax (Formerly Known as: R&R Maintenance, Inc.)	08/01/2022	07/31/2023	3 of 5	\$600,000	0%
4.	2019C-18E		<\$700,000	E Vaughan Rivers, Inc.	07/01/2022	06/30/2023	3 of 5	\$2,500,000
5.	2019C-18S	Construction Delivery Order Contracting Services	Scherer Construction of North FL, LLC	07/01/2022	06/30/2023	3 of 5	\$2,500,000	0%
6.	2019C-18W		Warden Construction Corporation	07/01/2022	06/30/2023	3 of 5	\$2,500,000	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.

Subject: Purchasing: Annual Contract Extensions
(Continued)

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 – 5.

Subject:	Finance: Delinquent Accounts
Meeting Date:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees approve the write-offs of delinquent student accounts in the amount of \$687,289.

BACKGROUND: The amount requested for write-off represents delinquent receivables incurred during FY 2019-20. A breakdown of the type of accounts is below.

	<u>FY 2019-20</u>	<u>FY 2018-19</u>
Financial Aid & VA	\$587,115	\$1,099,008
Book Loans	59,961	126,926
Miscellaneous	40,213	45,364
Total	\$687,289	\$1,271,298

RATIONALE: The write-off of delinquent accounts by the College of \$25 or more, and uncollectible for two (2) or more years, is in accordance with Florida State Statute 1010.03, and Board Rule 6Hx7-4.22.

FISCAL NOTES: The College annually records bad debt expense. However, write-offs are charged to the Balance Sheet against the Allowance for Doubtful Accounts. There is no budget impact from this write-off since the allowance balance is sufficient to cover the requests.

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

AGENDA ITEM NO. CA – 6.

Subject:	Finance: Financial Statements Audit Report for Fiscal Year Ended June 30, 2021
Meeting date:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees accept the Florida Auditor General's published Audit Report No. 2022-162, entitled Financial Audit for Fiscal Year Ended June 30, 2021.

BACKGROUND: The State Auditor General conducts an annual audit of financial statements of the District Board of Trustees of Florida State College at Jacksonville pursuant to Florida Statute 11.45. The following information provides a summary of findings of the audit regarding the financial statements of the College for the fiscal year ended June 30, 2021:

- The College's financial statements were presented fairly, in all material respects, the respective financial position of Florida State College at Jacksonville and of its discretely presented component unit as of June 30, 2021, and the respective changes in financial position and cash flows, thereof for the fiscal year ended, in accordance with generally accepted accounting principles in the United States of America.
- No deficiencies in internal control over financial reporting, considered to be material weaknesses, were identified.
- The results of tests disclosed no instances of noncompliance or other matters that are required to be reported under "Government Auditing Standards."

RATIONALE: The report is to apprise the Board of activities concerning audit and control.

FISCAL NOTES: This report is presented to the Board for information and approval, and has no economic impact. A copy of the report was provided to each Board member in advance from the Office of the Auditor General. Copies of the report may be obtained by the public on written request to the Controller, Florida State College at Jacksonville, Financial Services Department.

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

AGENDA ITEM NO. CA – 7.

Subject:	Facilities: Certificate of Final Inspection for the Deerwood Center – CARES Act Air Improvements Project
Meeting Date:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees accept the Certificate of Final Inspection and authorize final payment of the Deerwood Center CARES Act Air Improvement Project to Scherer Construction of North FL, LLC.

BACKGROUND: The Board of Trustees awarded Construction Delivery Order Contracting Services to Scherer Construction of North FL, LLC perform repairs and upgrades to the HVAC system at Deerwood Center for improvement of indoor air quality (IAQ) in accordance with plans and specifications prepared by McKim & Creed, Inc. The College issued a contract to Scherer Construction of North FL, LLC with notice on award on September 15, 2021.

A Certificate of Final Inspection (CFI) for the project was executed on March 29, 2022, by the College's Facilities Management and Construction Building Code Official and the Engineer of Record, McKim & Creed, Inc. on April 11, 2022. It certifies that the Deerwood Center CARES Act Air Improvement 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 South Campus Boiler Underground Piping Replacement Project
Meeting Date:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees accept the Certificate of Final Inspection and authorize final payment of the South Campus Boiler Underground Piping Replacement Project to E. Vaughan Rivers, Inc.

BACKGROUND: The Board of Trustees awarded Construction Delivery Order Contracting Services to E. Vaughan Rivers, Inc. to replace South Campus Boiler System underground piping in accordance with plans and specifications. The College issued a contract to E. Vaughan River, Inc. with notice of award on November 3, 2021.

A Certificate of Final Inspection (CFI) for the project was executed on May 3, 2022, by the College's Facilities Management and Construction Building Code Official. The CFI certifies that the South Campus Boiler Underground Piping Replacement 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:	Administrative Procedure Act – Board Rules, Section 1 – General Provisions, Definitions and Governance
Meeting Date:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees approve the attached revisions to the following Board Rule under Section 1 – General Provisions, Definitions and Governance, effective with this action.

6Hx7-1.1 – Effective Date of Rules

BACKGROUND: The College periodically reviews Board Rules and administrative procedures for currency, accuracy, and to ensure compliance with state and federal law, as applicable. Proposed revisions to a Board Rule or an administrative procedure (APM) are reviewed through the shared governance process after the Executive Leadership Team has reviewed and approved unless the proposed changes are non-substantive.

- Edits to Board Rule 6Hx7-1.1 – Recommends modifications to the Rule to reflect appropriate clarifications and updates to College practices.

RATIONALE: Approval of this item will allow the College to use the College Seal as the logo on Board Rules and administrative procedures.

FISCAL NOTES: There is no economic impact as a result of these revisions.

	RULES OF THE BOARD OF TRUSTEES	
	NUMBER	TITLE
	6Hx7-1.1	Effective Date of Rules
		PAGE
		1 - 1

- (1) The rules for the operation and administration of Florida State College at Jacksonville are contained within the Rules of the District Board of Trustees (“Rules”). Those Rules adopted by the District Board of Trustees (DBOT) shall be effective upon ~~Board~~ DBOT approval unless otherwise specified by the ~~Board~~ DBOT.
- (2) All Board Rules will show a date of adoption specified by rule or statute. Any alternate date shall be contained in the text of the rule. All Board Rules shall indicate a date of adoption and last revision, as appropriate. These dates shall be displayed on the bottom of the last page of the Board Rule.
- (3) The College President may develop administrative procedures to implement the Rules. The administrative procedures developed to implement these Rules shall comply with all ~~F~~ederal and ~~S~~tate laws, State Board of Education Rules and ~~District Board~~ DBOT Rules.
- (4) Effective as of June 15, 2022, all Board Rules and all administrative procedures (APMs) will use the College Seal as the logo in the upper left-hand corner of the documents. Other than the change of the logo, the documents shall remain as they are currently written and approved until such time as future revisions are deemed necessary. Such change of the logo will be done within a reasonable time frame.
- (4)(5) The Rules contained herein supersede all previously published rules for the operation and administration of the College.

(General Authority: F.S. 1001.64, 1001.65)

(Adopted: 07/01/74, Revised: 06/23/80, 06/23/87, 05/13/14, 01/12/16, 06/14/22 Formerly 1.1)

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

AGENDA ITEM NO. A – 3.

Subject:	Administrative Procedure Act – Board Rules, Section 10 – Educational Support Services
Meeting Date:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees approve the attached revisions to the following Board Rules under Section 10 – Educational Support Services, effective with this action.

6Hx7-10.5 – Scholarships, Grants and Loans

6Hx7-10.9 – Deferred Payment Status

BACKGROUND: The College periodically reviews Board Rules and administrative procedures for currency, accuracy, and to ensure compliance with state and federal law, as applicable. Proposed revisions to a Board Rule or an administrative procedure (APM) are reviewed through the shared governance process after the Executive Leadership Team has reviewed and approved unless the proposed changes are non-substantive.

- Edits to Board Rule 6Hx7-10.5 – Recommends modifications to the Rule to reflect appropriate clarifications and updates to College practices.
- Edits to Board Rule 6Hx7-10.9 – Recommends modifications to the Rule to reflect appropriate clarifications and updates to College practices.

RATIONALE: Approval of this item brings the Rules up to date with Florida Statutes and State Board of Education Rules as depicted within and current College business practices.

FISCAL NOTES: There is no economic impact as a result of these revisions.

	RULES OF THE BOARD OF TRUSTEES	
	NUMBER	TITLE
	6Hx7-10.5	Scholarships, Grants and Loans
		PAGE
		10-5.1

- (1) The College President is authorized to establish and operate student scholarship, grant and loan programs utilizing funds from student financial aid fees, funds from the operation of auxiliary services and other sources.
- (2) The College President shall establish, or cause to be established, programs and procedures for the awarding of scholarships and grants in recognition of a distinctive personal accomplishment, service to the institution, special skill or as an employee benefit.
- (3) Scholarships and Grants shall be administered in accordance with guidelines established by the College. Guidelines and procedures which outline approved programs, funding limitations and student eligibility criteria will be maintained through the Office of Financial Aid.
- (4) Scholarships and Grants may be awarded to groups which are recognized by and of benefit to the College including, but not limited to:
 - A. High scholastic achievement as evidenced by grade point average in college preparatory curriculum and appropriate recommendations.
 - B. Outstanding graduate from each public and accredited senior high school in Duval and Nassau Counties.
 - C. Students with demonstrated academic progress who exhibit commitment and motivation to succeed in their program of study and career field.
 - D. Talent in one of the Co-Curricular Activities such as voice or instrumental music, drama, and Student Government Association ~~and Brain Bowl~~.
 - E. Talent in intercollegiate athletic programs.
 - F. Students with disabilities as defined by the 1973 Rehabilitation Act, Section 504 and in the Americans with Disabilities Act of 1992.
 - G. Students with special and extraordinary needs not included in one of the above categories.

(General Authority: F.S. 1001.64, 1001.65, 1009.23(8))

(Adopted 07/01/72, Revised 01/17/79, 06/23/80, 05/26/82, 06/30/82, 10/21/86, 08/18/87, 05/27/93, 03/10/15, 06/14/22 Formerly 6.4)

	RULES OF THE BOARD OF TRUSTEES	
	NUMBER	TITLE
	6Hx7-10.9	Deferred Payment Status
		PAGE
		10-10

- (1) The College President is authorized to develop, or cause to be developed, procedures for the deferment of fees, tuition, and other charges within the provisions presented herein.
- A. Payment of tuition and fees may be deferred from the first day of class up to sixty (60) days but not beyond the end of the term for those students receiving financial aid from institutional, federal or state assistance programs, when the transmittal of such aid is delayed through circumstances beyond the control of the student. Failure of the student to make timely application for financial aid shall not be a reason for granting a deferral. If the institutional, state, or federal rules or regulations require additional time, events, or documentation, additional deferment time may be granted, but not beyond the end of the term.
 - B. Veterans eligible for benefits provided pursuant to Chapters 32, 33, 34, or 35, Title 38, U.S. Code, shall, upon written request and documentation receive one deferment during each academic year for the payment of registration fees for up to sixty (60) days from the first day of classes but not beyond the end of the term. Upon request and administrative review, an additional deferment may be granted each term there is a delay in the receipt of Veterans Administration educational benefits provided the previous term's fees have been paid in full. Proof of delay must be provided before an additional deferment is granted.
 - C. Charges for tuition, fees, books and supplies may be deferred and held in accounts receivable from the last day of any registration period up to ~~sixty (60) days but not beyond~~ the end of the term for those students for whom the College has received a written authorization for payment from an approved business, industry, governmental unit, non-profit organization, or civic organization.
 1. If the sponsoring agency or organization does not render payment to the College, the sponsored students will be liable for the charges incurred on their behalf and will be billed by the College. Students will be required to render payment within 30 days of the billing date. If payment is not received, the provisions of Board Rule 6Hx7-4.22, Delinquent Accounts Receivable, will apply.

(General Authority: F.S. 1001.64, 1001.65, 1009.27, 1011.83, SBE ~~6A-14.0261~~, 6A-14.054)

(Adopted: 04/14/77, Revised 04/11/79, 06/23/80, 09/17/80, 07/01/81, 10/21/86, 05/27/93, 08/06/02, 11/12/13, 08/12/14, 06/14/22 Formerly 2.25)

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

AGENDA ITEM NO. A – 4.

Subject:	Administration: Annual Salary Index
Meeting Date:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees approve the 2022-23 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.

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

FISCAL NOTES: This item has no economic impact on the College.

2022-23 SALARY INDEXES**Career Positions**

PG	MIN	HRLY	MAX
1	\$23,173.00	\$11.59	\$32,640.00
2	\$23,173.00	\$11.59	\$34,536.00
3	\$23,173.00	\$11.59	\$36,672.00
4	\$23,173.00	\$11.59	\$38,808.00
5	\$23,173.00	\$11.59	\$40,800.00
6	\$23,712.00	\$11.86	\$42,816.00
7	\$24,864.00	\$12.43	\$45,000.00
8	\$26,352.00	\$13.18	\$47,688.00
9	\$28,200.00	\$14.10	\$51,072.00
9C	\$29,270.00	\$14.64	\$52,686.00
10	\$29,904.00	\$14.95	\$54,216.00
11	\$31,320.00	\$15.66	\$56,904.00
12	\$32,880.00	\$16.44	\$59,712.00
13	\$34,896.00	\$17.45	\$63,408.00
14	\$36,672.00	\$18.34	\$66,576.00
15	\$38,808.00	\$19.40	\$70,632.00
16	\$41,160.00	\$20.58	\$74,952.00
17	\$43,656.00	\$21.83	\$77,952.00
18	\$46,320.00	\$23.16	\$82,704.00
19	\$49,128.00	\$24.56	\$87,744.00
20	\$51,600.00	\$25.80	\$92,160.00

A&P Positions

PG	MIN	HRLY	MAX
16	\$40,512.00	\$20.26	\$74,328.00
17	\$43,008.00	\$21.50	\$77,328.00
18	\$45,672.00	\$22.84	\$82,080.00
19	\$48,480.00	\$24.24	\$87,144.00
20	\$50,952.00	\$25.48	\$91,608.00
21	\$53,544.00	\$26.77	\$96,192.00
22	\$56,256.00	\$28.13	\$100,104.00
23	\$59,088.00	\$29.54	\$105,168.00
24	\$62,184.00	\$31.09	\$110,616.00
25	\$65,976.00	\$32.99	\$116,208.00
26	\$69,336.00	\$34.67	\$123,360.00
27	\$73,584.00	\$36.79	\$130,968.00
28	\$77,328.00	\$38.66	\$137,616.00
29	\$81,264.00	\$40.63	None

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

AGENDA ITEM NO. A – 5.

Subject:	Finance: Fees and Charges
Meeting Date:	June,14 2022

RECOMMENDATION: It is recommended that the District Board of Trustees approve the following Full Cost of Instruction Fee for students taking certain repeat course enrollments at Florida State College at Jacksonville per Florida Statute 1009.285 to be effective Fall Term 2022-23.

Course Type	Current Fee	Proposed Fee
Bachelor's and Associate's College Credit Courses – Full Cost of Instruction Fee	\$225.00	\$240.00

BACKGROUND: Florida Statute 1009.285, fees for repeated enrollment in college-credit courses, provides that students enrolled in the same undergraduate college-credit course more than twice shall pay tuition at 100 percent of the full cost of instruction. The statute further indicates that calculation of the full cost of instruction shall be based upon the system wide average of the prior year's cost of undergraduate programs for Florida College System institutions. The fees being presented for the Full Cost of Instruction are taken from the 2022 Florida College System Fact book, which is the most recent system information that is available.

RATIONALE: FSCJ will stay in compliance with Florida Statute 1009.285.

FISCAL NOTES: These fees are minimal and have historically only had small variances from year to year.

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

AGENDA ITEM NO. A – 6.

Subject:	Finance: Fees and Charges
Meeting Date:	June 14, 2022

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
ATF 2305	Instrument Flight	\$8,508.00	\$8,820.00
ATF 2201	Commercial Flight 1	\$7,125.00	\$7,482.00
ATF 2202	Commercial Flight 2	\$9,083.00	\$9,494.00
ATF 2203	Commercial Flight 3	\$4,465.00	\$4,549.00
ATF 2400	Multi-Engine Flight	\$5,933.00	\$6,193.00
ATF 2500	Certified Flight Instructor	\$5,243.00	\$5,428.00

The curriculum for the courses above requires flight time for students. The recommended fees listed reflect the increase in cost of fuel from \$5.40 per gallon to \$5.90 per gallon.

Fall Term 2022

Course Number	Course	Current Fee	Recommended Fee
ACR 0001L	Air Conditioning and Refrigeration Theory Lab I	\$24.00	\$0.00
ACR 0002	Air Conditioning and Refrigeration Theory II	\$24.00	\$0.00
ACR 0002L	Air Conditioning and Refrigeration Theory Lab II	\$24.00	\$0.00
ACR 0102	Applied Electricity and Schematics	\$24.00	\$0.00
ACR 0575	Piping	\$24.00	\$0.00
ACR 0577	HVAC Controls	\$24.00	\$0.00
ACR 0578	Refrigeration Controls	\$24.00	\$0.00

ACR 0621	Applied Heating	\$24.00	\$0.00
ACR 0622	Heating Lab	\$24.00	\$0.00
CJK 0001	Introduction to Law Enforcement	\$28.00	\$0.00
CJK 0293	Overview of Law Enforcement	\$2.00	\$0.00
CJK 0392	Crossover Handgun Transition	\$75.00	\$0.00
CJK 0422	Dart Firing Stun Gun	\$45.00	\$0.00
PMT 0106	Basic Arc Welding	\$30.00	\$0.00
PMT 0108	Introduction to Welding	\$30.00	\$0.00
PMT 0122	Introduction Shielded Metal Arc Welding	\$30.00	\$0.00
PMT 0124	Advanced Welding	\$30.00	\$0.00
PMT 0134	Gas Metal Arc Welding	\$30.00	\$0.00
PMT 0135	Gas Tungsten Arc Non-Ferrous	\$30.00	\$0.00
PMT 0141	Flux Core Welding	\$30.00	\$0.00
PMT 0166	Shielded Metal Arc Pipe	\$30.00	\$0.00
PMT 0171	Gas Tungsten Arc Pipe and Tubing	\$30.00	\$0.00
STS 0010L	Surgical Technologist I Lab	\$96.00	\$0.00
STS 0012	Surgical Tech III	\$290.00	\$0.00
STS 0015L	Central Supply Technician Lab	\$96.00	\$0.00

Due to curriculum changes, it is recommended that the fees listed above be removed as the courses are no longer offered.

Fall Term 2022

Course Number	Course	Current Fee	Recommended Fee
ACR 0000L	Introduction to HVAC/R Lab	\$0.00	\$66.00
ACR 0001L	HVAC/R Fundamentals Lab	\$0.00	\$66.00
ACR 0012L	HVAC/R Service Practices Lab	\$0.00	\$66.00
ACR 0013L	HVAC/R Intermediate Service Practices Lab	\$0.00	\$66.00
ACR 0045L	HVAC/R Advanced Commercial and Industrial Service Practices Lab	\$0.00	\$66.00
PMT 0070	Welder Assistant I	\$0.00	\$86.00
PMT 0070L	Welder Assistant I Lab	\$0.00	\$86.00
PMT 0071L	Welder Assistant II Lab	\$0.00	\$86.00
PMT 0072L	Welder SMAW I Lab	\$0.00	\$86.00
PMT 0073L	Welder SMAW II Lab	\$0.00	\$86.00
PMT 0074	Welder	\$0.00	\$86.00
PMT 0074L	Welder Lab	\$0.00	\$86.00

The recommended fees listed above are requested for these new courses to ensure quality training materials, supplies, and equipment are provided to students while in the classroom. The materials purchased ensure the college program continues to offer current training and hands on instruction along with necessary safety equipment.

Fall Term 2022

Course Number	Course	Current Fee	Recommended Fee
CJK 0031	First Aid	\$29.00	\$21.00
CJK 0040	Firearms	\$364.00	\$395.00
CJK 0300	Introductions to Corrections	\$55.00	\$89.00

Law Enforcement students must use consumables during their respective training programs. The fees listed above reflect the current cost for the consumables.

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:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees approve the FSCJ ACCESS Program for Fall Term 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. Students enrolled in FSCJ ACCESS classes for Spring Term 2022 had total savings of \$231,667.

RATIONALE: 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. This will insure access to required resource material on the first day of classes to everyone in the FSCJ ACCESS 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.

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:	Finance: Fiscal Year 2021-22 Operating Budget Amendment No. 3
Meeting Date:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees approve Amendment No. 3 to the Fiscal Year 2021-22 Operating Budget.

BACKGROUND: The District Board of Trustees approved the College's Operating Budget on June 8, 2021, approved Amendment No. 1 on September 14, 2021, and Amendment No. 2 on April 12, 2022.

<u>Budget Amendment #3, FY 2021-22</u>	Current Budget	Changes	Revised Budget
<u>Opening Reserves July 1, 2021</u>			
Designated Reserve for Insurance Programs	\$ 3,830,000		\$ 3,830,000
Unrestricted Board Reserve	13,986,994	\$	13,986,994
Total Reserves	\$ 17,816,994	\$ 0	\$ 17,816,994
Tuition and Fees	\$ 47,663,842		\$ 47,663,842
State Appropriations	80,026,639		80,026,639
Other Revenue	23,913,318		23,913,318
Total Revenue	\$ 151,603,799	\$ 0	\$ 151,603,799
Total Available Funds	\$ 169,420,793	\$ 0	\$ 169,420,793
Personnel	\$ 110,484,164	-5,000,000	\$ 105,484,164
Current Expense	27,077,518		27,077,518
Transfers	17,175,910	\$	17,175,910
Equipment	2,236,516	5,000,000	7,236,516
Total Expenses	\$ 156,974,108	\$ 0	\$ 156,974,108
<u>Year-end Reserves, June 30, 2022</u>			
Designated Reserve for Insurance Programs	\$ 3,830,000		\$ 3,830,000
Unrestricted Board Reserve	11,628,354		11,628,354
Total Reserves	\$ 15,458,354	\$ 0	\$ 15,458,354
Total Expenses and Reserves	\$ 172,432,462	\$ 0	\$ 172,432,462

This amendment reduces the Personnel Expenditure Budget by \$5 million and increases the Capital Expenditure by \$5 million due to a large expense credit due to an adjustment to the College's pension liability account. This will allow FSCJ to transfer some Capital Expenses to the Operating Expenditure Budget.

Subject: Finance: Fiscal Year 2021-22 Operating Budget Amendment No. 3
(Continued)

RATIONALE: This action involves a routine annual adjustment to the Operating Budget to incorporate year-end fiscal data from the prior year, as well as other noted adjustments. State Board of Education Rule 6A-14.071 authorizes college boards to amend budgets in compliance with laws, rules, and accepted educational and fiscal principles.

FISCAL NOTES: This amendment has no net effect on the Fiscal Year 2021-22 Operating Expenditure Budget.

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

AGENDA ITEM NO. A-9.

Subject:	Finance: Fiscal Year 2022-23 College Budget
Meeting Date:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees approve the College's 2022-23 Operating Budget at \$138,340,879 as summarized below. The budget document will be available at the June 14, 2022 Board meeting for review.

<u>Revenue Budget</u>	
Tuition and Fees	\$44,475,026
State Appropriations	86,105,914
Other	<u>7,759,939</u>
Total Revenue	\$138,340,879
<u>Expense Budget</u>	
Personnel	\$109,559,412
Current Expense	27,224,600
Equipment	<u>1,556,867</u>
Total Expense	\$138,340,879
<u>Closing Balances</u>	
Designated Reserves for Insurance Programs	\$3,830,000
June 30, 2023 Unrestricted Board Reserves	<u>12,277,003</u>
Total Reserves	<u>\$16,107,003</u>

BACKGROUND: The Fiscal Year 2022-23 Operating Budget has been prepared in accordance with State Board of Education Rule 6A-14.0716, Florida Statutes 1001.64 and 1011.30, and Section 15.2 of the State Accounting Manual for Florida's Public Community Colleges.

RATIONALE: The College is required by State Board of Education Rule and Florida Statute to annually prepare its budget for approval by the District Board of Trustees and submission to the Chancellor of Florida Colleges no later than June 30, 2022. The budget was prepared using fee rates in conformity with fees authorized by the Florida Legislature.

FISCAL NOTES: The Fiscal Year 2022-23 Operating Budget is established at \$138,340,879.

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

AGENDA ITEM NO. A – 10.

Subject:	Finance: Fiscal Year 2022-23 Capital Outlay Budget
Meeting Date:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees approve the Fiscal Year 2022-23 Capital Outlay Budget.

BACKGROUND: The Fiscal Year 2022-23 Capital Outlay Budget has been prepared in accordance with State Board of Education Rule 6A-14.0716, Florida Statutes 1001.64 and 1011.30, and Section 15.2 of the State Accounting Manual for Florida's Public Community Colleges.

RATIONALE: Florida Statute 235.18 and State Board of Education Rule 6A-14.0716(6) state that as part of the official budget, community college trustees shall adopt a capital outlay budget for the capital outlay needs of the college. The proposed budget encompasses projects to address the most critical deferred maintenance projects, to expand Nursing Program facilities, and to renovate priority academic classrooms and labs. This budget shall designate the proposed capital outlay expenditures by project for the year from all fund sources.

FISCAL NOTES: The Fiscal Year 2022-23 Capital Outlay Budget is established at \$81,930,864.

2022-23 Capital Outlay Budget

<u>Total Funds by Source</u>	2022-23 Budget	2021-22 Budget
Capital Improvement Fee Budget	\$ 13,234,021	\$ 10,945,687
Capital Outlay & Debt Service (CO&DS) Budget	\$ 1,069,351	\$ 2,443,363
Transfer Fund Budget	\$ 14,976,703	\$ 13,159,485
Local Funds	\$ 14,880,721	\$ 14,569,387
Deferred Maintenance	\$ 27,329,608	\$ -
CRRSAA Grant Fund	\$ 10,440,460	\$ 12,500,000
Total Capital Outlay Budget	\$ 81,930,864	\$ 53,617,922

Project Budgets

Capital Improvement Fee Projects

Collegewide Signage	\$ 204,501	\$ 221,732
IT Infrastructure	\$ 1,803,782	\$ 1,627,407
Computer Lab Refresh	\$ 1,411,501	\$ 1,486,035
Energy Performance Upgrades	\$ 378,585	\$ 395,743
North Campus Building C Atrium Roof Repair	\$ 56,477	\$ 270,000
Building Envelope Repairs	\$ 141,129	\$ 1,188,220
HVAC Upgrades	\$ 1,026,929	\$ 1,413,243
Guaranteed Energy Performance Contract	\$ 168,955	\$ 42,244
Upgrade Science Labs Collegewide	\$ 720,000	\$ -
Dental Classrooms Renovation	\$ 411,160	\$ 100,000
Recurring Maintenance	\$ 2,839,278	\$ 2,209,361
Infrastructure Repair and Replacement	\$ 1,931,474	\$ 1,188,000
Collegewide Interior Renovations	\$ 2,140,250	\$ 803,702
Total Capital Improvement Fee Budget	\$ 13,234,021	\$ 10,945,687

Capital Outlay & Debt Service (CO&DS) Projects

Dental Classrooms Renovation	\$ -	\$ 1,341,204
Infrastructure Repair and Replacement	\$ 869,617	\$ 868,234
ADA Upgrades	\$ 199,734	\$ 233,925
Total CO&DS Budget	\$ 1,069,351	\$ 2,443,363

Transfer Funded Projects

Collegewide Signage	\$ 12,223	\$ 12,223
Classroom Technology Upgrades	\$ 1,745,870	\$ 1,147,262
Remodel for Nursing Expansion Nassau & Deerwood	\$ 1,218,610	\$ -
Emergency Hurricane Recovery	\$ 12,000,000	\$ 12,000,000
Total Transfer Funded Budget	\$ 14,976,703	\$ 13,159,485

Project Budgets**Local Funds Projects**

	2022-23 Budget	2021-22 Budget
Veterans' Center	\$ 668,508	\$ -
North Campus 3rd Floor Bldg. A Renovate/Build Out	\$ 1,575,240	\$ -
Collegewide Site Upgrades	\$ 1,035,000	\$ -
IT Maintenance Local	\$ 507,072	\$ 921,264
South Campus Water Meter Replacement	\$ 11,219	\$ 307,716
Collegewide Digital Emergency Communication	\$ 193,240	\$ 202,000
Cardiovascular Technology Relocation	\$ 247,000	\$ 250,000
Develop Five-Year Master Plan	\$ 450,000	\$ 450,000
North Campus Dental Remodel	\$ 22,936	\$ 1,058,329
Collegewide Renovations and Repairs	\$ 1,238,586	\$ 2,448,158
Emergency Interior Repairs	\$ 1,037,500	\$ 1,037,500
Emergency Classrooms Repairs	\$ 1,320,434	\$ 1,320,434
Emergency HVAC Replacement	\$ 1,500,000	\$ 1,500,000
Emergency Structural Repair	\$ 1,073,986	\$ 1,073,986
Emergency Hurricane Recovery	\$ 4,000,000	\$ 4,000,000
Total Local Fund Budget	\$ 14,880,721	\$ 14,569,387

Deferred Maintenance Projects

Deferred Maintenance Projects	\$ 27,329,608	\$ -
Total Energy Performance Budget	\$ 27,329,608	\$ -

CRRSAA Projects

CW Building Ventilation	\$ 10,440,460	\$ 12,500,000
Total CRRSAA	\$ 10,440,460	\$ 12,500,000

Total Capital Outlay Budget

\$ 81,930,864	\$ 53,617,922
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**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. A – 11.

Subject:	Academic Affairs: Inactivation of Air Conditioning, Refrigeration and Heating Technology I (750 clock hours) Career Certificate Program
Meeting Date:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees approve the inactivation of the Air Conditioning, Refrigeration and Heating Technology I (750 clock hours) Career Certificate program, effective at the end of Summer Term 2022.

BACKGROUND: The Air Conditioning, Refrigeration and Heating Technology I (750 clock hours) Career 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 Fall Term 2022 per SACSCOC guidelines.

The program was originally created as a stand-alone subset of the College's Air Conditioning, Refrigeration and Heating Technology (1350 clock hours) Career Certificate program to prepare for entry-level employment as Heating, Air Conditioning, and Refrigeration Mechanics and Installers.

Following a comprehensive program review, it was determined that in order for students to benefit from a broad range of foundational and hands-on HVAC/R coursework, enrollment in the full (1350 clock hours) program was key to successful employment. Therefore, it has been determined to be in the best interest of students and the College to inactivate the embedded Air Conditioning, Refrigeration and Heating Technology I (750 clock hours) Career Certificate program. This decision has been fully supported by the program's Building Trades Advisory Committee and full-time faculty members.

RATIONALE: Any currently enrolled and/or past term students have been notified by letter and email correspondence of the program inactivation. As part of the College's curricular inventory, all courses within the existing program will continue to be offered within the identified parent program; therefore, students will not experience a negative impact. 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 – 12.

Subject:	Academic Affairs: Inactivation of Air Conditioning, Refrigeration and Heating Technology II (600 clock hours) Career Certificate Program
Meeting Date:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees approve the inactivation of the Air Conditioning, Refrigeration and Heating Technology II (600 clock hours) Career Certificate program, effective at the end of Summer Term 2022.

BACKGROUND: The Air Conditioning, Refrigeration and Heating Technology II (600 clock hours) Career 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 Fall Term 2022 per SACSCOC guidelines.

The program was originally created as a stand-alone subset of the College's Air Conditioning, Refrigeration and Heating Technology (1350 clock hours) Career Certificate program to provide additional training to those who previously completed the Air Conditioning, Refrigeration and Heating Technology I (750 clock hours) Career Certificate program.

Following a comprehensive program review, it was determined that in order for students to benefit from a broad range of foundational and hands-on HVAC/R coursework, enrollment in the full (1350 clock hours) program was key to successful employment. Therefore, it has been determined to be in the best interest of students and the College to inactivate the embedded Air Conditioning, Refrigeration and Heating Technology II (600 clock hours) Career Certificate program. This decision has been fully supported by the program's Building Trades Advisory Committee and full-time faculty members.

RATIONALE: Any currently enrolled and/or past term students have been notified by letter and email correspondence of the program inactivation. As part of the College's curricular inventory, all courses within the existing program will continue to be offered within the identified parent program; therefore, students will not experience a negative impact. 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 – 13.

Subject:	Facilities: Nassau Center Spot Survey Version 2.2 Dated June 1, 2022, and Annual Capital Improvement Plan, Fiscal Year 2023-24 through Fiscal Year 2025-26
Meeting Date:	June 14, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees approve the Nassau Center Spot Survey 2.2 dated June 1, 2022 and annual Capital Improvement Plan (CIP) as summarized on the attached forms for submission to the Division of Colleges. The spot survey provides additional recommendations in support of new academic program offerings at Nassau Center not previously included in FSCJ's approved 5-year educational plant survey. Board approval the Nassau Center Spot Survey will allow the survey recommendations to be added to the College's Project Priority List (PPL). A copy of the Nassau Center Spot Survey and CIP will be available for review as of the June 14, 2022 Board Meeting.

BACKGROUND: The PPL lists capital projects that may be completed, in whole or in part, from funds accruing under the provisions of Section 9(d), Article XII, of the Constitution of the State of Florida, as amended.

Such funds include:

- (a) "COBI" – capital outlay bond issue funds
- (b) "CO&DS" – capital outlay and debt service funds
- (c) "SBE" – State Board of Education bond funds
- (d) "SCOA" – School Capital Outlay Amendment funds

The project list is derived from the results of the College's 5-year Educational Plant Survey, which evaluates all spaces owned by the institution.

The CIP is an annual submission to the Division of Colleges, indicating the College's priorities for (a) maintenance, repair & renovation projects and (b) remodeling, new construction, replacement and acquisition projects. These projects are based on recommendations included in the College's PPL. The CIP is submitted to the Division of Colleges for prioritization along with the other 27 colleges' plans, and a consolidated list is presented to the next Legislature for Public Education Capital Outlay (PECO) funding.

The College's highest priorities in the CIP include maintenance/repair, renovation and remodeling projects as follows:

1. Renovation: Public Service Programs: Fire Training Academy of the South (SC), Criminal Justice Center (NC), and Public Safety (SC)
2. Remodel: Health Science Facility Remodel, Building 201, 213 North Campus
3. Maintenance/Renovation: Roofing, All Sites

Subject: Facilities: Nassau Center Spot Survey Version 2.2 Dated June 1, 2022, and Annual Capital Improvement Plan, Fiscal Year 2023-24 through Fiscal Year 2025-26 (Continued)

4. Maintenance/Renovation: Building Envelop Upgrades, All Sites
5. Maintenance/Renovation: Elevator Replacement, All Sites
6. Maintenance/Renovation: Life Safety & Security, All Sites
7. Maintenance/Renovation: HVAC Upgrades & Improvements, All Sites
8. Maintenance/Renovation: Plumbing, All Sites

A complete list can be found on the attached CIP-2 Summary document.

Approved Survey/PPL Changes

Project	Priority Ranking	Location	Description
1	A	Collegewide	Correct Deficiencies – Life, Health, Sanitation
2	A	Collegewide	Accessibility – Existing Facilities
3	A	Collegewide	Replacement of Roofs – Existing Facilities
4	A	Collegewide	Replacc/Purchase Equipment – Existing Facilities
5	A	Collegewide	Sanitation Facilities
6	A	Collegewide	Custodial Facilities
7	A	SC	Maintenance, Repairs and Renovation
8	A	NC	Maintenance, Repairs and Renovation
9	A	KC	Maintenance, Repairs and Renovation
10	A	DTC	Maintenance, Repairs and Renovation
11-Add	A	Nassau	Maintenance, Repairs and Renovation

CIP Funding Request		
	2023-24 Request	3-Year Request
Maintenance, Repair & Renovation	\$25,227,081	\$60,294,877
Remodeling, New Construction, Replacement & Acquisition	\$ 1,575,240	\$18,524,249
Total	\$26,802,321	\$78,819,126

RATIONALE: The CIP outlines the College's maintenance, repair and renovation projects and remodeling projects in order of priority based on forecasted growth in the Survey. The plan forms the basis for inclusion of these projects on the Commissioner of Education Legislative Funding Request.

FISCAL NOTES: These projects will be considered for inclusion on the Division's state-wide Legislative Budget Request and hopeful future funding through a PECO appropriation. In addition, the College Capital Outlay Plan for Fiscal Year 2023-24 identifies select projects to be completed in 2023-24 with partial funding from CO&DS, Capital Improvement Fee, or other local funds.

College:7-FLORIDA STATE COLLEGE AT
JACKSONVILLE**Survey:**

Survey : 2 Version : 2

Status:

Active Pending

COLLEGE WIDE RECOMMENDATIONS

NUMBER	DESCRIPTION	ESTIMATED COST
SR.01	Correct deficiencies relating to safety to life, health, and sanitation as identified in the comprehensive Safety Inspection Report pursuant to §4.4(1) and §5(1) SREF.	1,250,000
SR.02	Necessary modifications for the physically disabled in existing buildings recommended for continued use as provided for in §255.21 F.S.	750,000
SR.03	Replacement of roofs at existing facilities as provided in §1.2(55) SREF and §423.12 Florida Building Code.	5,000,000
SR.04	Replace or purchase of equipment for existing facilities pursuant to §1.2(55) SREF.	5,000,000
SR.05	Provide for sanitation facilities for students, staff, and the public pursuant to §5(1) SREF and §423.2 Florida Building Code.	1,500,000
SR.06	Provide for custodial facilities pursuant to §423.20 Florida Building Code.	750,000
1	1	0
Total :		14,250,000

COMMUNITY COLLEGE RECOMMENDATION DETAIL REPORT

Site 6

No:

Site Name: NASSAU CENTER

SITE RECOMMENDATIONS

NUMBER	DESCRIPTION	ESTIMATE D COST
6.001	Acquire parcels of land, with improvements, adjacent and near adjacent to Center approximately Ten (10) acres	500,000
6.002	Develop newly acquired property; approximately Ten (10) adjacent and near adjacent acres to be purchased with all necessary improvements to include utilities, roads, and water management	3,000,000
6.003	Construct 500 vehicle parking spaces with; hard surface, positive drainage, curbing, illumination, and xeriscape landscaping	1,500,000
6.004	Construct 500 vehicle parking spaces with; hard surface, positive drainage, curbing, illumination, and xeriscape landscaping	250,000
6.005	Construct completion center-wide infrastructure to include; electrical distribution, domestic and fire water service, telecommunications and systems for wireless communications, related equipment, electronic reader display, and security systems including security lighting	1,500,000
6.006	Construct completion center-wide infrastructure to include; electrical distribution, domestic and fire water service, telecommunications and systems for wireless communications, related equipment, electronic reader display, and security systems including security lighting	500,000
6.007	Construct covered walkway adjacent to and connecting groups of buildings	600,000
6.008	Renovate interior center sidewalks between buildings	500,000
6.009	Construct center-wide storm water management improvements to include; berms, underground drainage mechanisms and storm water retention areas.	1,000,000
6.010	Construct new chiller plant and complete additions to campus-wide chilled water loop with distribution piping to include; ice storage	6,000,000
6.011	Renovate center-wide, existing exterior lighting for roadways and parking lots	500,000
6.012	Renovate center-wide, existing exterior signs, maps and directories	300,000

College:7-FLORIDA STATE COLLEGE AT
JACKSONVILLE**Survey:**

Survey : 2 Version : 2

Status:

Active Pending

SITE RECOMMENDATIONS

NUMBER	DESCRIPTION	ESTIMATE D COST
6.013	Renovate existing center-wide underground utilities systems to include; water lines, sewage lines, lift stations, and site drainage; 12,000 linear feet	800,000
6.014	Renovate center-wide, existing HVAC electronic energy management systems to include fiber-optic interface	500,000
6.015	Renovate center-wide, existing energy management systems to include energy efficient windows and doors	300,000
6.016	Renovate center-wide, existing exterior walls of facilities to include; waterproofing and sealing of all caulking joints	500,000
6.017	Renovate center-wide, existing parking areas and roadways to include; resurfacing and re-striping; approximately 600,000 square feet	1,000,000
6.018	Renovate center-wide, existing telecommunications systems to include; installation of phone switch hardware/software, handsets, network backbone of cabling and inter/intra-building raceways; approximately 200,000 linear feet	600,000
6.019	Renovate center-wide, existing data-communications system to include; increased capacity servers, hubs, advanced network switching equipment, cabling backbone and inter/intra-building raceways; 200,000 linear feet	1,000,000
6.020	Renovate center-wide, existing data-communications system to include; increased capacity servers, hubs, advanced network switching equipment, cabling backbone and inter/intra-building raceways; 200,000 linear feet	300,000
6.021	Renovate center-wide, existing fire and security alarm systems to include; installation of state-of-the-art electronic monitoring, distribution, keyless entry, and reporting systems	400,000
6.022	Renovate center-wide, existing chiller water system	1,000,000
6.023	Renovate interior center access roads	3,000,000
6.026	Add a Commercial Vehicle Driving Skill Pad which will be located in green space between two existing parking lots.	500,000
NASSAU CENTER		Total : 26,050,000

NEW CONSTRUCTION / REMODEL / RENOVATE

NUMBER	DESCRIPTION	ESTIMATED COST
6.024	New Construction: Adding Physical Education (1700 NSF)	888,352
6.025	New Construction: Adding Audiovisual (1700 NSF)	888,352
6.027	Remodeling Building Number - 30, Building Name - BUILDING T : Adding Vocational Labs (20 SS), (1560 NSF), (2216 GSF); Education Technology (1560 NSF, 20 SSC) and Removing (14 SS), (1648 NSF) Room T0107A (824 NSF), Room T0107D (824 NSF)	305,704
6.028	Remodeling Building Number - 29, Building Name - BUILDING AB : Adding Vocational Labs (15 SS), (3945 NSF), (5603 GSF); Practical Nursing (LPN) (3945 NSF, 15 SSC) and Removing (66 SS), (3298 NSF) Room B0202 (1658 NSF), Room B0205 (1640 NSF)	731,797
NASSAU CENTER		Total : 2,814,205

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

INFORMATION ITEM I – A.

Subject:	Human Resources: Personnel Actions
Meeting Date:	June 14, 2022

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 June 14, 2022**

Faculty Full-Time Appointments

Burns	Todd
Chitta	Kasyapa
McGill	Michael
Murtaza	Mirza
Purificato	David
Thornton	Shemia
Warren	Benjamin

Job Title

Professor of Theatre
Professor of Biotechnology/Biomedical Sciences
Professor of Diesel Technology
Professor of Computer Information Technology
Temporary Professor of History
Professor of Practical Nursing
Professor of Welding

Change in Faculty Pay Level

Ferrari	Deborah
Henderson	Renata

New Level

Level III
Level III

Faculty Strategic Value Annuity

Veiga	Glenna
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Job Title

Professor of EAP and Spanish

A&P Full-Time Appointments

Arroyo	Phil
Aydogan	Fatih
Bartlett	Bradley
Baumann	Jacquelyn
Chester	Jennifer
Crawford	Maliaha
Daley	Olivia
Ford	Wanda
Hall	Bradford
Josey	Lakisha
Litchfield	Michael
McClain	Elizabeth
Meigs	Janet
Morgan	Jody
Powell	Emily
Robinson	Cynthia
Smith	Marisa
Walters	Robin

Job Title

Library and Learning Commons Manager
Associate Dean of Engineering & Industry
Engineer III - Network
Program Manager
Project Accounting Officer
Associate Bursar
E-Learning Multimedia Graphic Designer
Vice President of Finance and Administration
Director of Program Development
Program Manager
Associate Director of Student Success
Associate Vice President for Admissions and Records; Registrar
Interim Director of Compensation and Benefits
Engineer II - Multimedia
Bursar
Associate Director of the Center for International Education
HR Analyst
Program Manager

A&P Strategic Value Annuity

McClafferty	Sean
Smith	Jeffrey
Warren	Cleve

Job Title

Instructional Program Manager
Instructional Program Manager
Chief Investment Officer

Career Full-Time Appointments

Abbott	Annie
Barrington	Ernest
Bornhoffer	Amanda
Cenescar	Nick
Everett	Antoinette
Frank	Mary
Frazier	Valerie
Garcia	Wendy
Gonzalez	Edna
Gordon	Lester
Heil	Chelsea
Jackson	Tasheka
Johnson	Kenneth
Kimball	Kevin
Kostevicki	Wendy
Larramore	Lakayra
Lasher	Beth

Job Title

Project Coordinator
Case Manager/Career Specialist
Vision Rehabilitation Training Specialist III
Security Officer II
Project Coordinator
Academic Tutor
Security Officer I
Plant Service Worker
Student Support Coordinator
Security Officer I
Student Recruiter
Security Officer II
Call Center Representative I
Call Center Representative I
Senior Specialist
Laboratory Manager
Senior Support Specialist

**Faculty, Administrative, Professional and Career Appointments Since Previous Board Meeting
as of June 14, 2022**

Career Full-Time Appointments (cont.)

Malone	Maureen	Purchasing Specialist
Matos	Derrick	Student Engagement Advisor II
Metzgar	Michelle	Box Office and Patron Services Manager
Muller	Ernest	Senior Plant Service Worker
Nipper	Raymond	Student Services Lead Specialist
Parnell	Kifimbo	Case Manager/Career Specialist
Perrin	Christina	Project Coordinator
Reyes	Martin	Academic and Career Advisor
Robertson	Jerry	Armed Security Officer
Robinson	Crystal	Security Officer I
Rojas	Crisdiandris	Academic Department Coordinator
Sanders	Alexa	Library Assistant II
Trescot	Travis	HVAC Controls Technician
Turner	Glenn	Education and Career Lead Specialist
Twisdale	Timothy	Armed Security Officer
Yusupov	Marina	Accounts Receivable Specialist II

Career Part-Time Appointments

<u>Career Part-Time Appointments</u>		<u>Job Title</u>
Bullard	Rebecca	Program Facilitator II
Case	Justin	Academic Tutor
Colquitt	Charniela	Academic Tutor
Hill	Kasenia	Project Coordinator
Infante	Luz	Academic Tutor
Lanier	Vonette	Academic Tutor
Lippert	Judith	Senior Support Specialist
McKeon	Erich	Project Coordinator
Parker	Anthony	Security Officer II
Peralta	Conrad	Test Examiner
Smith	Terry	Project Coordinator
Stalvey	Lonya	Senior Support Specialist
Varthakavi	Holly	Program Facilitator II
Wallace	Jacquelyn	Administrative Assistant I

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

INFORMATION ITEM I – B.

Subject:	Purchasing: Purchase Orders Over \$195,000
Meeting Date:	June 14, 2022

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
PO00013320	\$227,562	Apple Computer, Inc.	Classroom Technology Refresh Program. Mac Studio: Apple M1 Max chip with 10-core CPU and 24-core GPU, 512GB SSD	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1; Sole Source Acquisition & FSCJ Strategic Technology Plan

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. These purchases were 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 \$227,562.

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

INFORMATION ITEM I – C.

Subject:	Finance: Investment Reports for Quarter Ended March 31, 2022
Meeting Date:	June 14, 2022

INFORMATION: The Investment Reports for the Surplus Fund Account (Operating Fund) and the Quasi Endowment Fund for the quarter ending March 31, 2022 are presented to the District Board of Trustees (DBOT) for information.

BACKGROUND: The investment objective of the Operating Fund is to maximize income while minimizing market rate risk, and to insure the availability of short-term liquidity to meet the cash flow needs of the College. Consistent with the DBOT approved Investment Policy Statement, the Operating Fund Portfolio is of high credit quality and invested in U.S. Treasury, Federal Agency/GSE, Federal Agency/CMO, Corporate Note, Asset-backed, Mortgage-backed, Municipal, and Supranational Securities. The Operating Fund Portfolio's quarterly total return performance of -2.29 % outperformed the benchmark performance of -2.35% by 0.06%. Over the past year, the Portfolio earned -2.65%, compared to -2.79% for the benchmark.

The College utilizes the investment management services of PFM Asset Management LLC (PFM) for intermediate term fixed income investments. As of March 31, 2022, the College had surplus funds of approximately \$34.9 million under management with PFM.

Quasi Endowment Funds are derived largely from auxiliary activities. These funds are also managed by PFM and invested in a diverse portfolio of domestic and international equities, fixed income securities and cash equivalents. The account balance as of March 31, 2022 was \$7.2 million. The Quasi Endowment Fund portfolio (the "Portfolio") returned -6.18% (net of mutual fund fees) in the 1st quarter of 2022, underperforming its policy benchmark return of -5.44% by -0.74%. Over the past year, the portfolio had a return of 4.89% outperforming its 4.34% benchmark return by 0.55%. Since the inception date of July 1, 2016, the portfolio returned 11.27%, outperforming its 10.53% benchmark by 0.74% annually. In dollar terms, the portfolio lost \$473,541 in return on investment over the quarter but gained \$334,884 over the past 12-months.

The Investment Performance Review for the quarter ending March 31, 2022 will be available at the District Board of Trustees meeting as information. The report is also reviewed at regular meetings of the District Board of Trustees Finance and Audit Committee.

RATIONALE: The sound investment of surplus funds and endowment funds can produce additional income to support the operations of the College and student financial aid programs while meeting the requirements of safety and liquidity.

FISCAL NOTES: As of March 31, 2022, the College had investment balances totaling \$42.1 million, which compares to \$42.8 million as of March 31, 2021.



Florida State College
at Jacksonville

Investment Performance Review
SURPLUS FUNDS
For the Quarter Ended March 31, 2022

Client Management Team

Scott Sweeten, BCM, CFS, Sr. Managing Consultant
Ed Polansky, Key Account Manager
Steven Alexander, CTP, CGFO, CPPT, CEC, Managing Director

PFM Asset Management LLC

225 E. Robinson Street
Orlando, FL 32801
407-648-2208

213 Market Street
Harrisburg, PA 17101-2141
717-232-2723

NOT FDIC INSURED : NO BANK GUARANTEE : MAY LOSE VALUE

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202200737

Current Market Themes



- ▶ Invasion of Ukraine impacted the economic landscape
 - ▶ Commodity prices soared, especially energy
 - ▶ Created significant geopolitical uncertainty
 - ▶ Triggered market volatility



- ▶ The U.S. economy is characterized by:
 - ▶ A strong labor market
 - ▶ Inflation at a 40-year high
 - ▶ Depressed consumer confidence



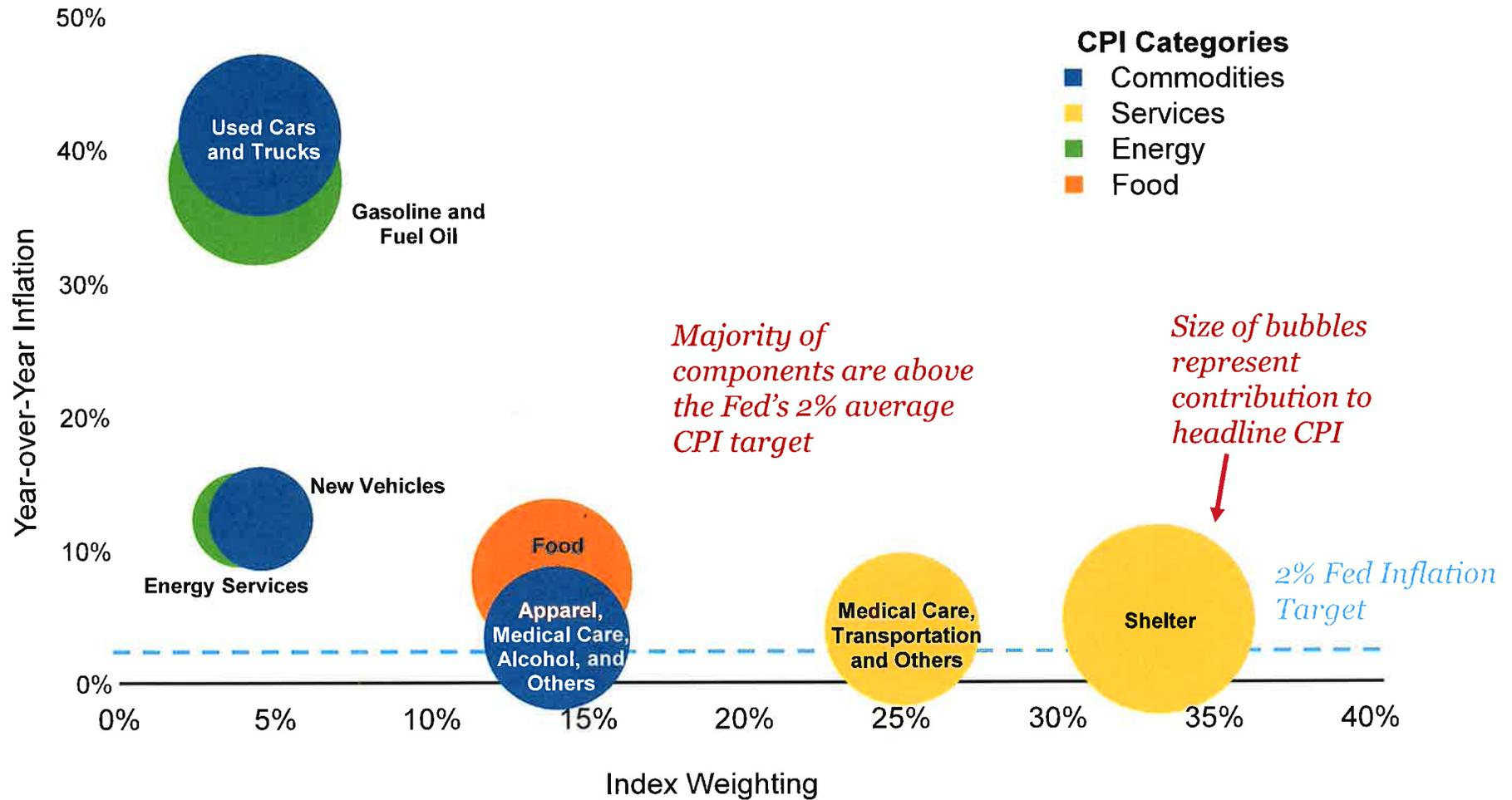
- ▶ The Federal Reserve is tightening monetary policy
 - ▶ Initiated the first of what will be many rate hikes in 2022
 - ▶ Balance sheet reduction likely to start soon



- ▶ U.S. Treasury yield curve has partially inverted
 - ▶ Yield on 2-year Treasury notes rose above the 10-year Treasury
 - ▶ One early, but imperfect warning sign for a future recession

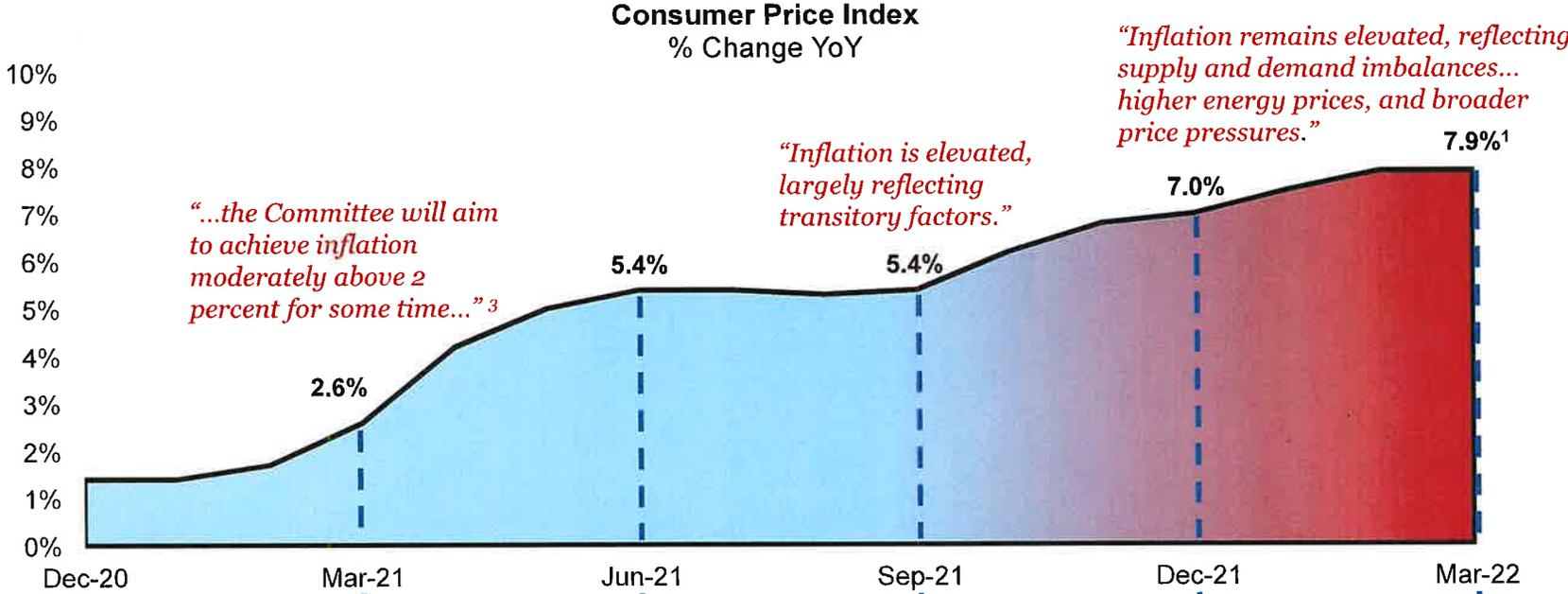
Inflation is Prevalent Throughout the Economy

CPI Components



Source: BLS. Gov, data as of February 2022.

Federal Reserve Policy Has Lagged Surging Inflation



Indicators	Mar 2021	Jun 2021	Sept 2021	Dec 2021	Mar 2022
Unemployment Rate	6.0%	5.9%	4.7%	3.9%	3.6%
2-Year Treasury Yield ¹	0.16%	0.25%	0.28%	0.73%	2.34%
Fed Projections					
# of 2022 Rate Hikes ²	0	0	0	3	7

Source: Bloomberg, data as of 4/01/2022.
 1. March's CPI is assumed to remain unchanged from February's CPI reading of 7.9%; Treasury yields are as of month-end.
 2. Calculated using the 2022 median Federal Funds rate from the FOMC Summary of Economic Projections. Assumes 0.25% rate hikes.
 3. Quotes are sourced directly from FOMC press release statements.

202200740

Russia’s Invasion of Ukraine Impacts Global Commodity Markets, But Has Limited Impact on U.S. Economy

Russia (12th largest)

Global Production Share of Top 5 Exports	
Crude Petroleum	11%
Refined Petroleum	10%
Petroleum Gas	9%
Gold	4%
Coal Briquettes	15%

Top 5 Trading Partners	
China	15%
United Kingdom	8%
Netherlands	7%
Belarus	5%
Germany	4%

Ukraine (58th largest)

Global Production Share of Top 5 Exports	
Seed Oils	39%
Corn	12%
Wheat	9%
Iron Ore	3%
Semi-Finished Iron	12%

Top 5 Trading Partners	
China	14%
Poland	6%
Russia	6%
Turkey	5%
Egypt	4%

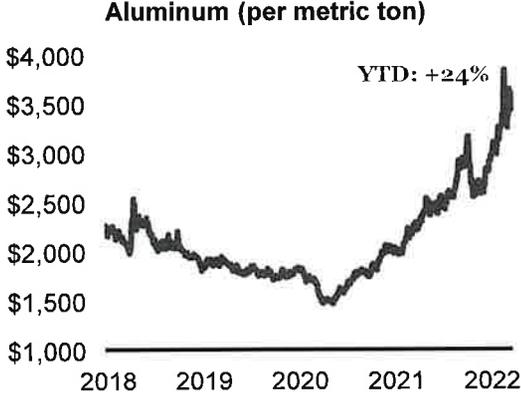
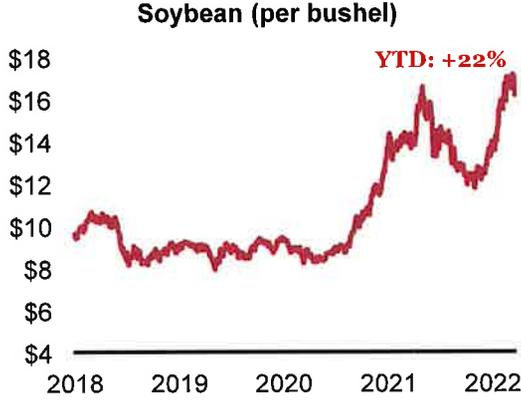
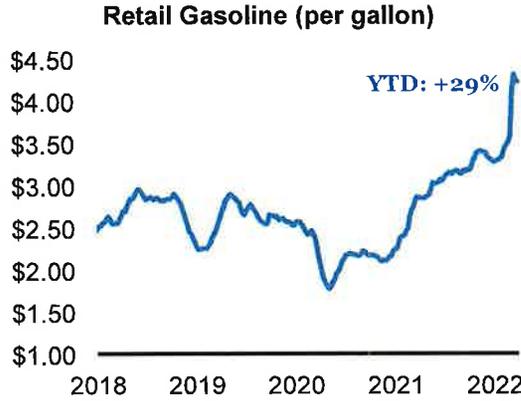
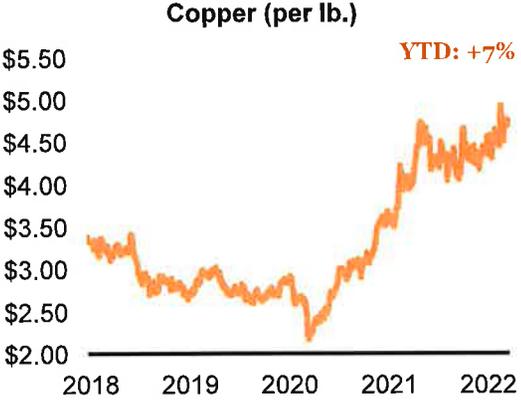
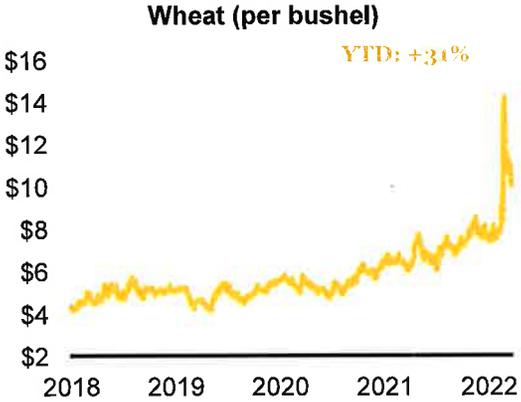
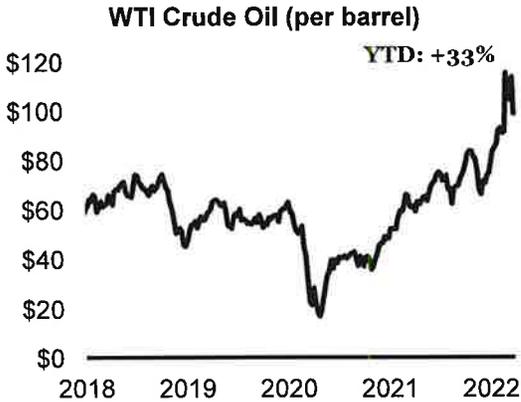
Source: Observatory of Economic Complexity (OEC); as of March 2022. Data is based on 2020 exports.

Invasion Has Put Additional Pressure on Supply Chains and Commodity Prices

Energy

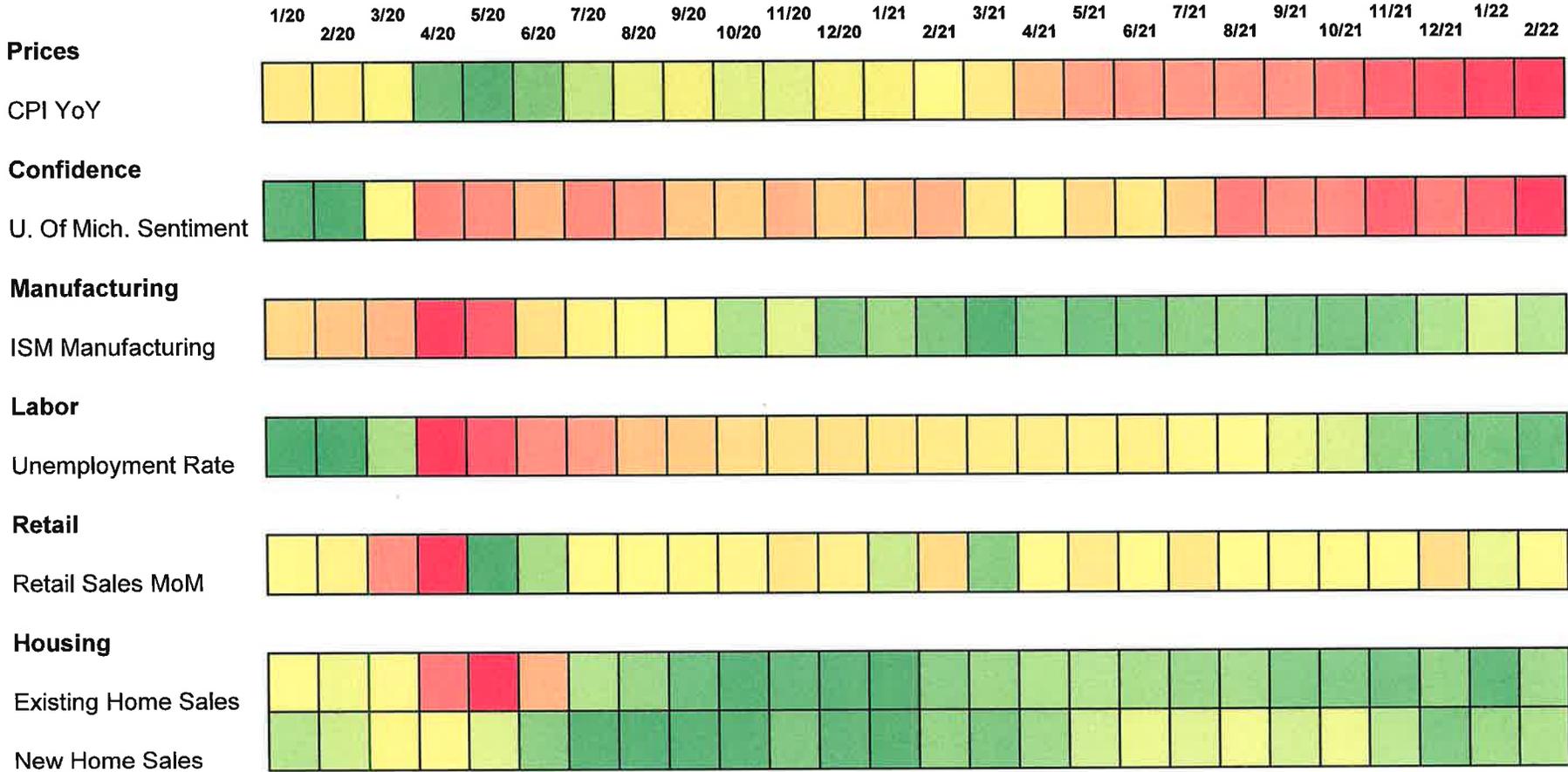
Agriculture

Industrial Metals



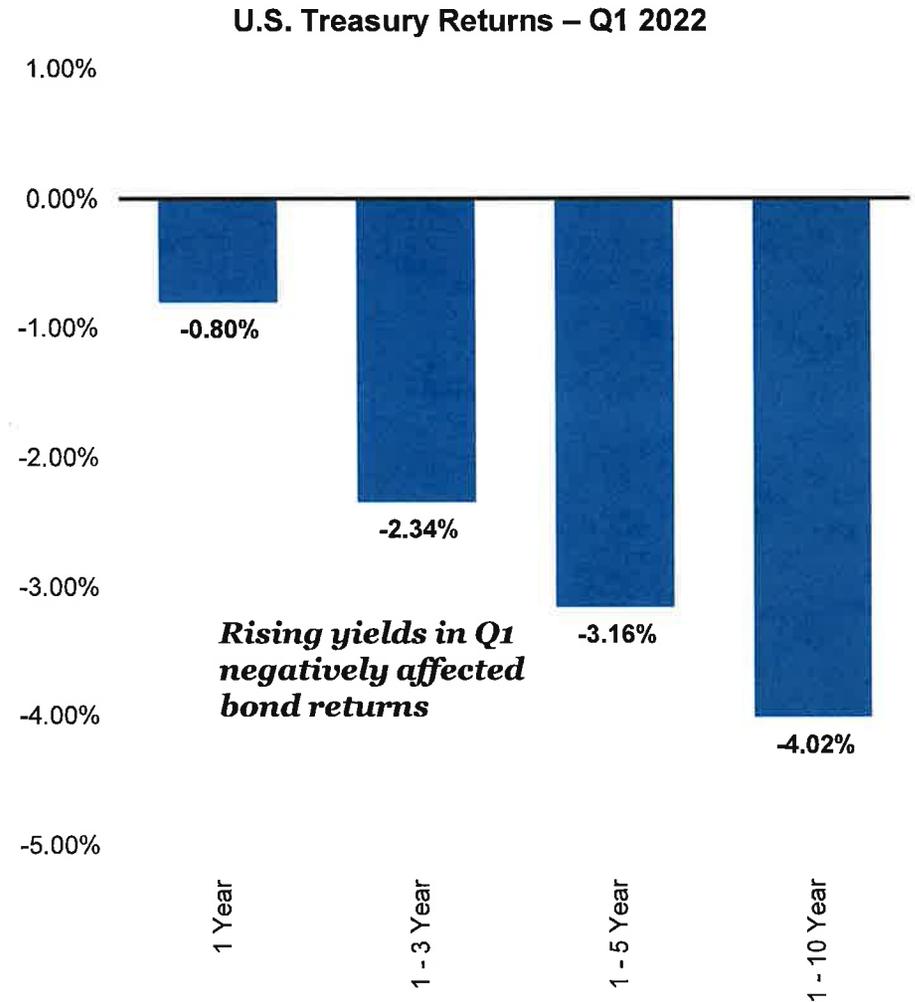
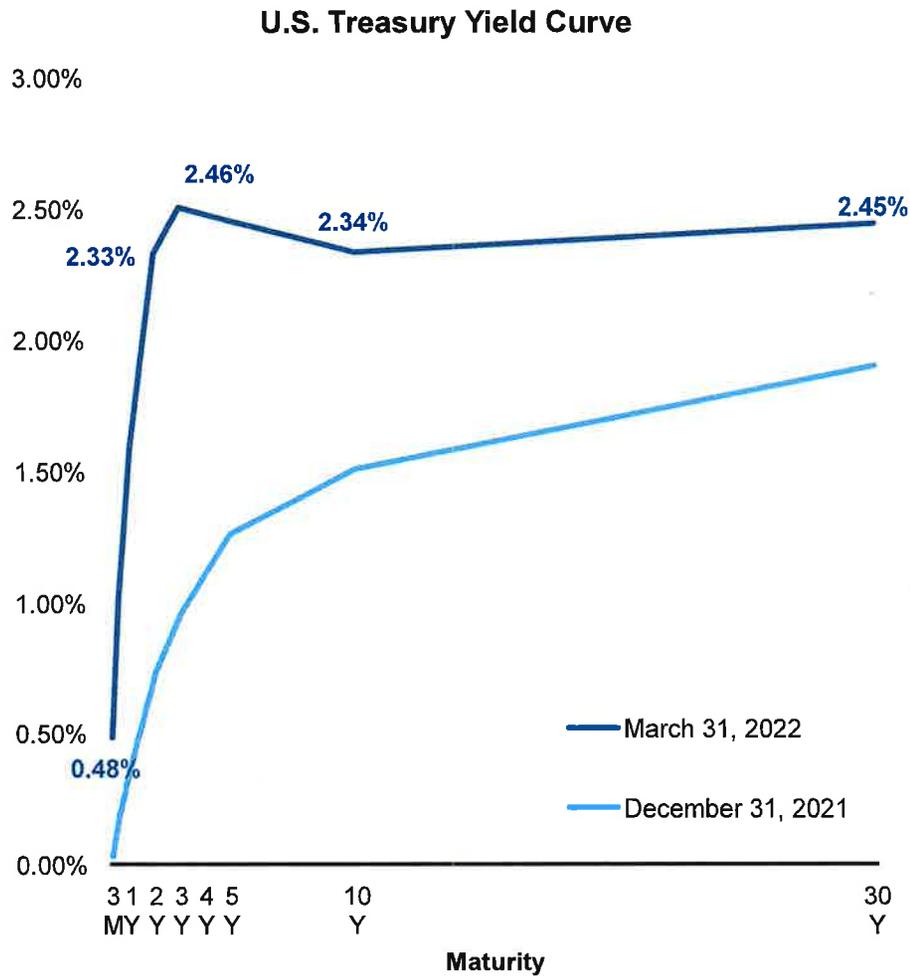
Source: Bloomberg, as of 3/31/2022.

Economic Conditions Are Mixed



Source: Bloomberg, as of 3/31/2022. *Shading is based of economic data from 2/28/2012 – 2/28/2022.

Treasury Yield Curve Partially Inverted; Sharp Rise in Yields Has Negatively Impacted Returns

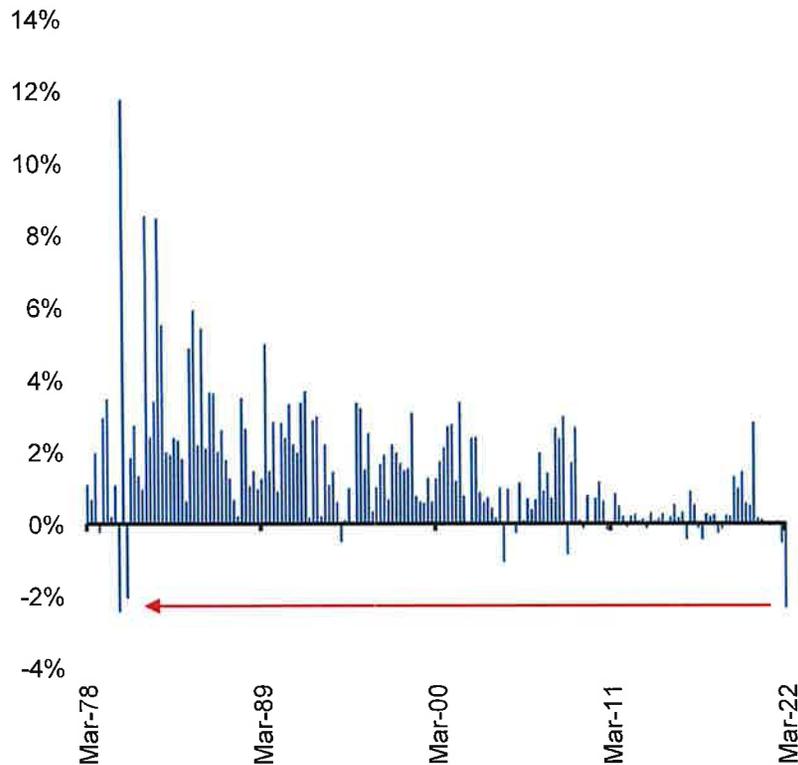


Source: Bloomberg, as of 3/31/2022.

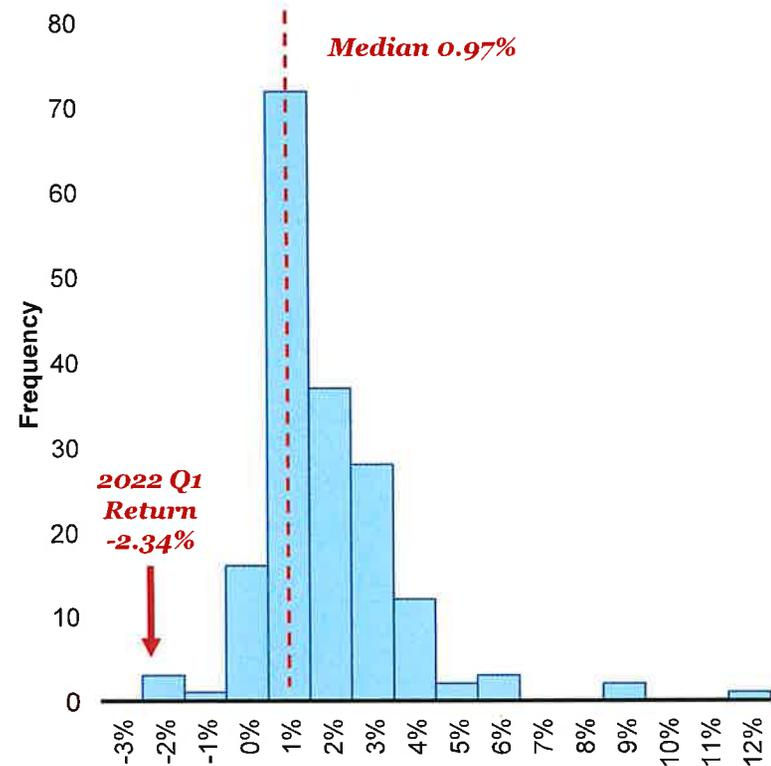
Worst Performance in Over 40 Years

ICE BofA 1-3 Year Treasury Index

Quarterly Performance
(3/31/78 - 3/31/22)



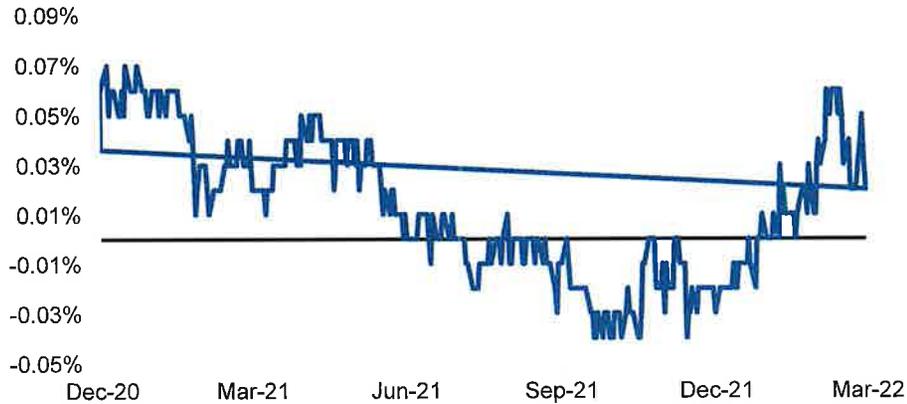
Distribution of Quarterly Returns
(3/31/78 - 3/31/22)



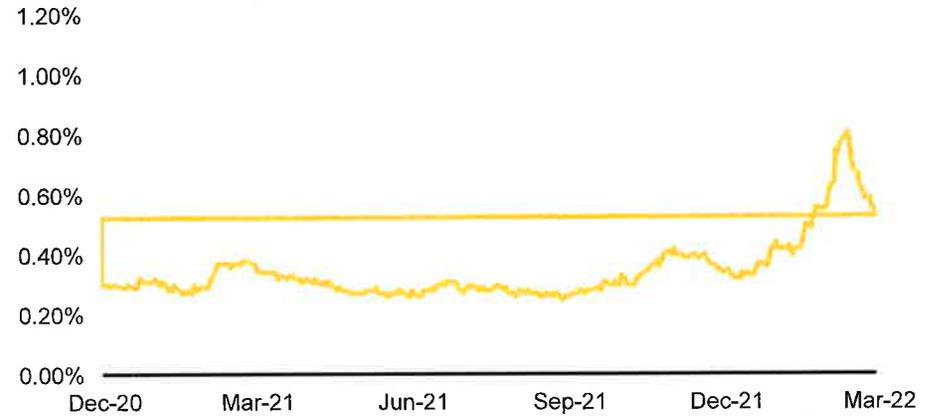
Source: Bloomberg, as of 3/31/2022.

Sector Yield Spreads Have Widened in Q1 2022

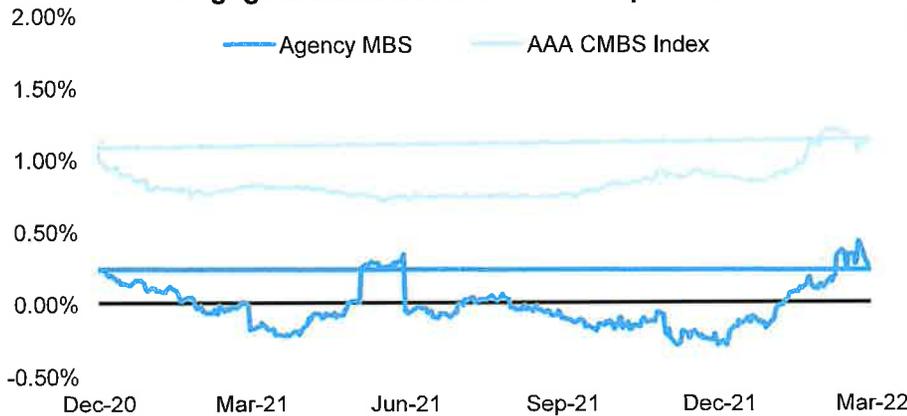
Federal Agency Yield Spreads



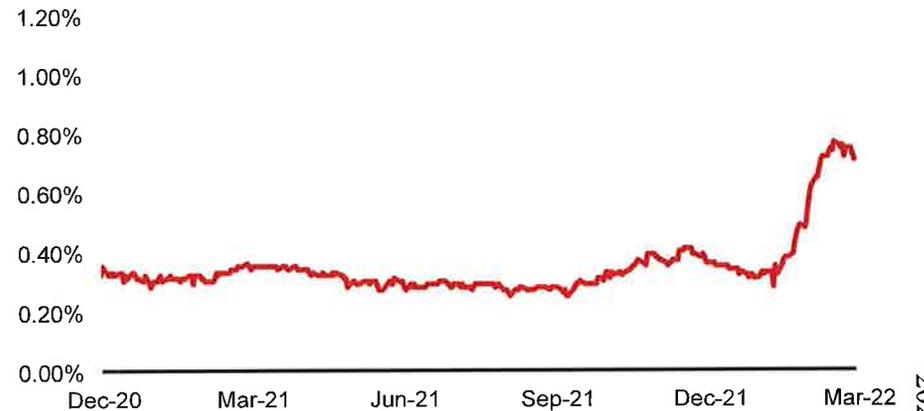
Corporate Notes A-AAA Yield Spreads



Mortgage-Backed Securities Yield Spreads



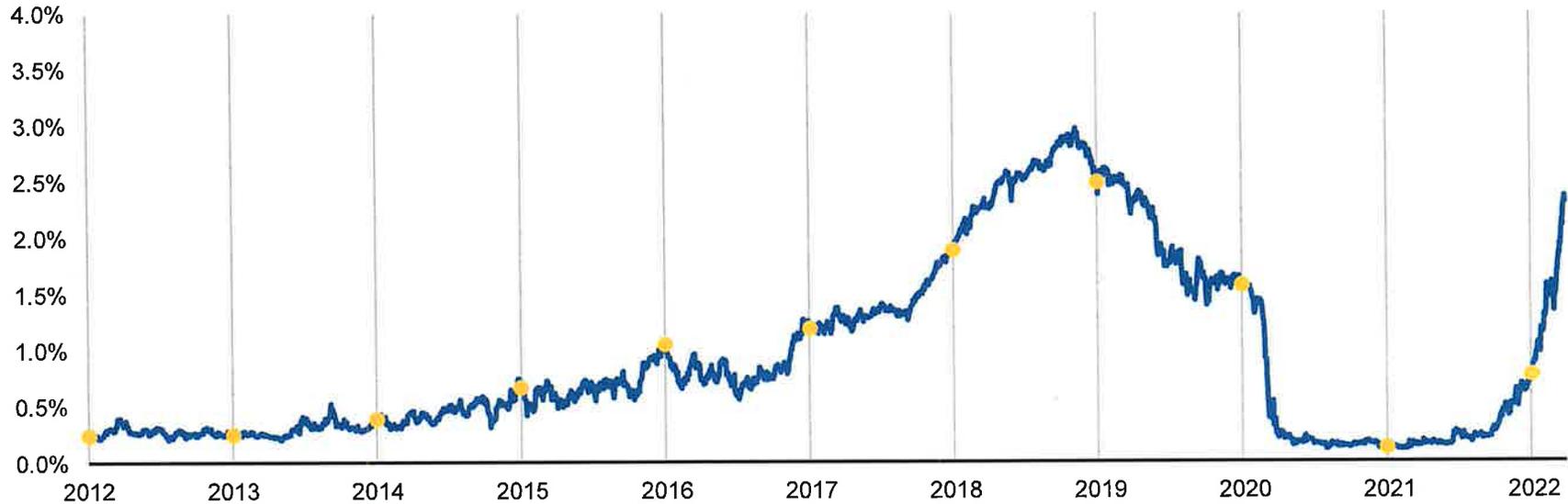
Asset-Backed Securities AAA Yield Spreads



Source: ICE BofAML 1-3 year Indices via Bloomberg, MarketAxess and PFM as of 3/31/2022. Spreads on ABS and MBS are option-adjusted spreads of 0-3 year indices based on weighted average life; spread on agencies are relative to comparable maturity Treasuries. CMBS is Commercial Mortgage-Backed Securities.

Performance Has Historically Suffered as the Fed Raised Rates

2-Year Treasury Yield

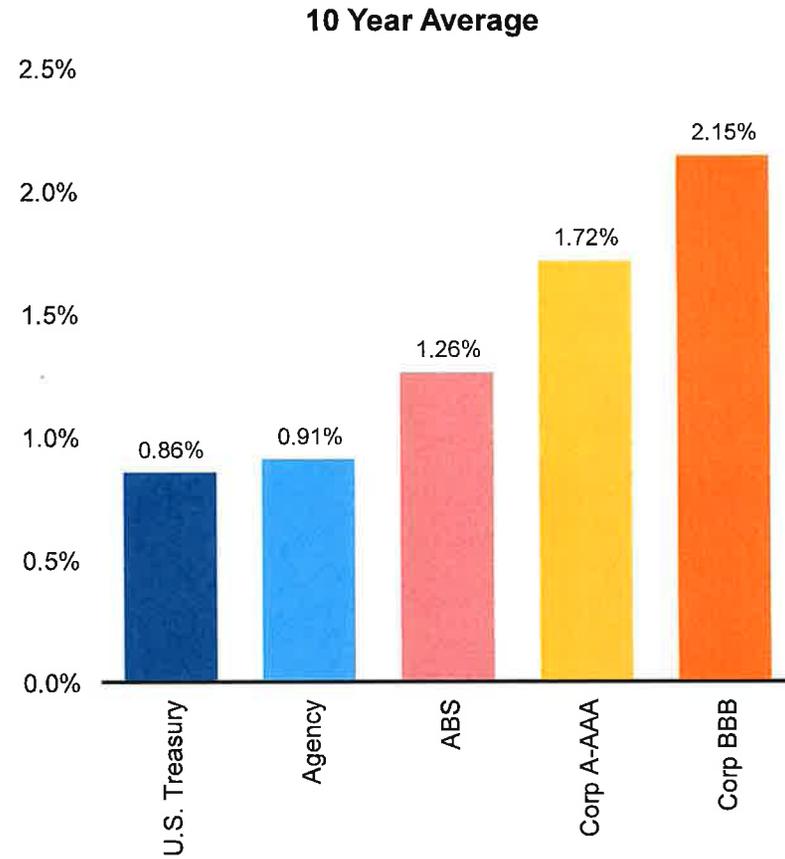
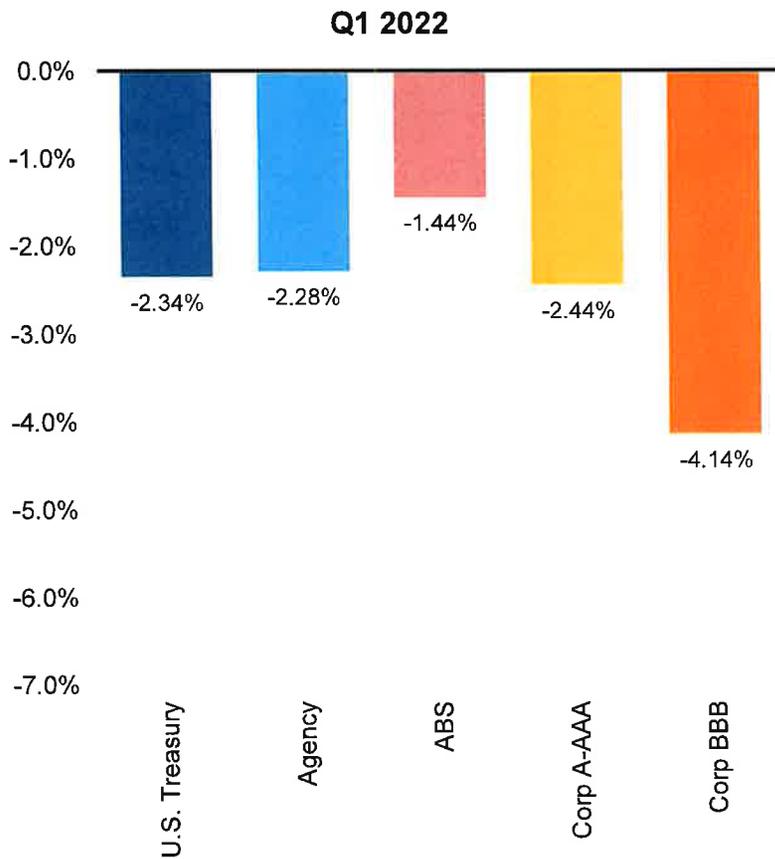


Annual Returns of the ICE BofAML 1-3 Year Treasury Index										
2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	YTD
0.43%	0.36%	0.62%	0.54%	0.89%	0.42%	1.58%	3.55%	3.10%	-0.56%	-2.34%

Source (graph): Bloomberg, data as of 3/31/2022. Source (table): ICE BofAML Indices, data as of 3/31/2022.

Rising Rates and Wider Spreads Hurt Fixed-Income Returns in Q1

1-3 Year Indices



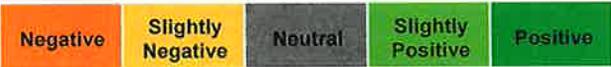
Source: ICE BofAML Indices. ABS indices are 0-3 year, based on weighted average life. As of 3/31/2022.

Fixed-Income Sector Outlook – 2Q 2022

Sector	Our Investment Preferences
COMMERCIAL PAPER / CD	
TREASURIES	
T-Bill	
T-Note	
FEDERAL AGENCIES	
Bullets	
Callables	
SUPRANATIONALS	
CORPORATES	
Financials	
Industrials	
SECURITIZED	
Asset-Backed	
Agency Mortgage-Backed	
Agency CMBS	
MUNICIPALS	

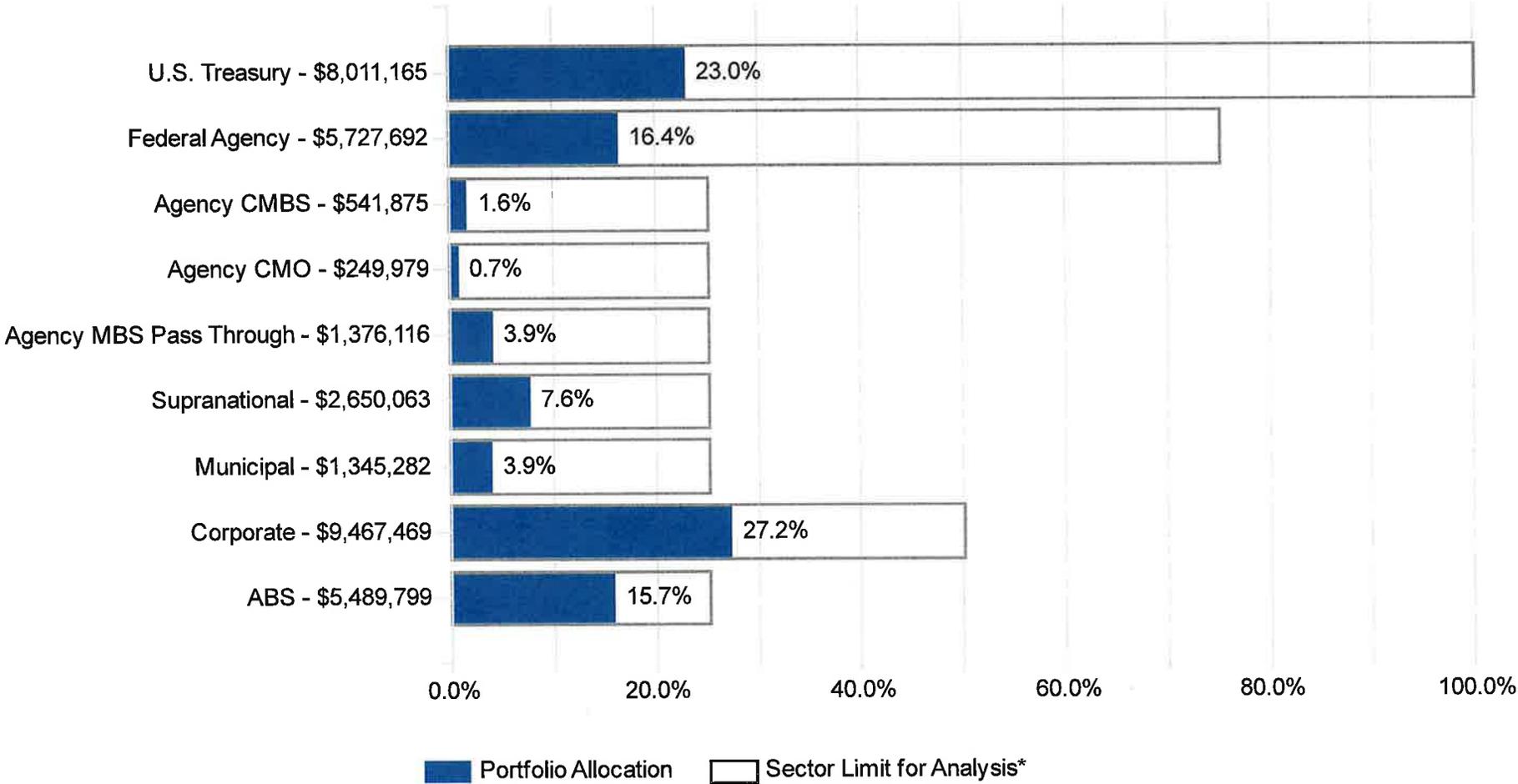
● Current outlook

○ Outlook one quarter ago



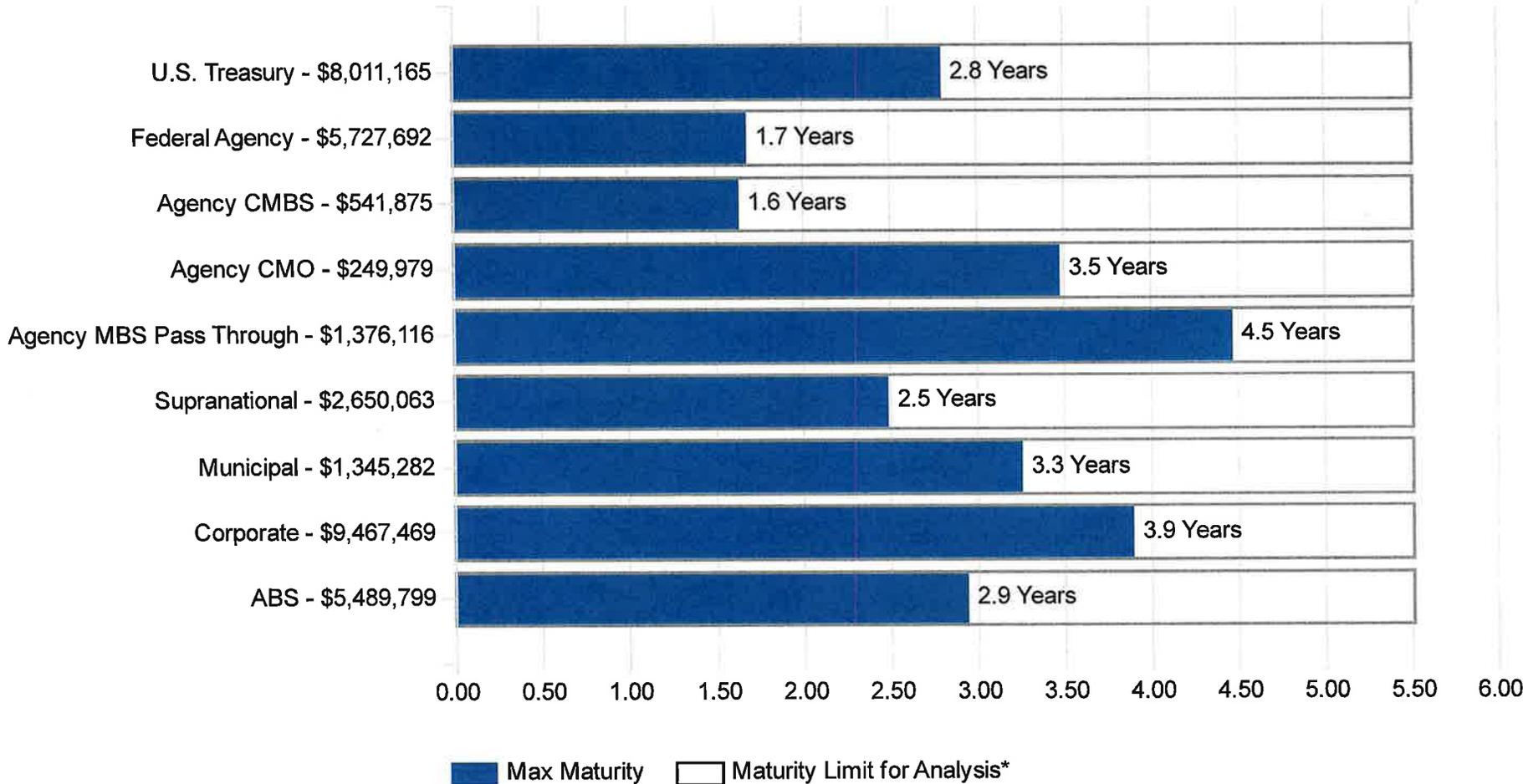
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Sector Allocation Analytics



*For informational/analytical purposes only and is not provided for compliance assurance. Includes accrued interest.
 Sector Limit for Analysis is as derived from our interpretation of your most recent Investment Policy as provided.

Max Maturity Analytics



*For informational/analytical purposes only and is not provided for compliance assurance. Includes accrued interest and excludes balances invested in overnight funds.
 *Maturity Limit for Analysis is derived from our interpretation of your most recent Investment Policy as provided.
 Mortgage-backed securities and asset-backed securities, if any, limit is based on weighted average life, if applicable. Callable securities, if any, limit is based on maturity date.*

Issuer Diversification

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
U.S. Treasury	23.0%	
UNITED STATES TREASURY	23.0%	AA / Aaa / AAA
Federal Agency	16.4%	
FANNIE MAE	5.7%	AA / Aaa / AAA
FREDDIE MAC	10.7%	AA / Aaa / AAA
Agency CMBS	1.6%	
FREDDIE MAC	1.6%	AA / Aaa / AAA
Agency CMO	0.7%	
FANNIE MAE	0.2%	AA / Aaa / AAA
FREDDIE MAC	0.5%	AA / Aaa / AAA
Agency MBS Pass Through	3.9%	
FANNIE MAE	2.4%	AA / Aaa / AAA
FREDDIE MAC	1.1%	AA / Aaa / AAA
GOVERNMENT NATIONAL MORTGAGE ASSOCIATION	0.4%	AA / Aaa / AAA
Supranational	7.6%	
AFRICAN DEVELOPMENT BANK	0.7%	AAA / Aaa / AAA
ASIAN DEVELOPMENT BANK	2.8%	AAA / Aaa / AAA
INTER-AMERICAN DEVELOPMENT BANK	2.6%	AAA / Aaa / AAA
INTL BANK OF RECONSTRUCTION AND DEV	1.4%	AAA / Aaa / AAA
Municipal	3.9%	
ARIZONA TRANSPORTATION BOARD	0.4%	AA / Aa / NR
AVONDALE SCHOOL DISTRICT	0.3%	NR / Aa / NR
CITY OF TAMPA	0.1%	AAA / Aaa / AAA
DORMITORY AUTHORITY OF NEW YORK	0.2%	AA / NR / AA
FLORIDA STATE BOARD OF ADMIN FIN CORP	0.2%	AA / Aa / AA
NEW YORK ST URBAN DEVELOPMENT CORP	1.4%	AA / Aa / AA
PRINCE GEORGES COUNTY	0.1%	AAA / Aaa / AAA

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
Municipal	3.9%	
STATE OF CONNECTICUT	0.0%	A / Aa / AA
STATE OF MINNESOTA	0.6%	AAA / Aa / AAA
STATE OF MISSISSIPPI	0.2%	AA / Aa / AA
STATE OF WASHINGTON	0.3%	AA / Aaa / AA
Corporate	27.2%	
3M COMPANY	0.3%	A / A / NR
ADOBE INC	0.3%	A / A / NR
AMAZON.COM INC	1.0%	AA / A / AA
AMERICAN EXPRESS CO	0.6%	BBB / A / A
AMERICAN HONDA FINANCE	0.7%	A / A / A
APPLE INC	0.6%	AA / Aaa / NR
ASTRAZENECA PLC	0.5%	A / A / NR
BANK OF AMERICA CO	1.5%	A / A / AA
BANK OF MONTREAL	0.8%	A / A / AA
BANK OF NOVA SCOTIA	0.7%	A / A / AA
BRISTOL-MYERS SQUIBB CO	0.3%	A / A / NR
CANADIAN IMPERIAL BANK OF COMMERCE	0.7%	A / A / AA
CATERPILLAR INC	1.0%	A / A / A
CHARLES SCHWAB	0.3%	A / A / A
CITIGROUP INC	0.7%	BBB / A / A
CREDIT SUISSE GROUP RK	0.7%	A / A / A
DEERE & COMPANY	0.6%	A / A / A
GENERAL DYNAMICS CORP	0.5%	A / A / NR
GLAXOSMITHKLINE PLC TAL	0.1%	A / A / A
GOLDMAN SACHS GROUP INC	0.7%	BBB / A / A
HOME DEPOT INC	0.1%	A / A / A

Ratings shown are calculated by assigning a numeral value to each security rating, then calculating a weighted average rating for each security type / issuer category using all available security ratings, excluding Not-Rated (NR) ratings. For security type / issuer categories where a rating from the applicable NRSRO is not available, a rating of NR is assigned. Includes accrued interest and excludes balances invested in overnight funds.

Issuer Diversification

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
Corporate	27.2%	
HONEYWELL INTERNATIONAL	0.2%	A / A / A
HSBC HOLDINGS PLC	0.6%	A / A / A
IBM CORP	0.4%	A / A / NR
JP MORGAN CHASE & CO	1.4%	A / A / AA
MERCK & CO INC	0.2%	A / A / A
MITSUBISHI UFJ FINANCIAL GROUP INC	0.7%	A / A / A
MORGAN STANLEY	0.5%	BBB / A / A
NATIONAL BANK OF CANADA	0.7%	BBB / A / A
NATIONAL RURAL UTILITIES CO FINANCE CORP	0.2%	A / A / A
PACCAR FINANCIAL CORP	0.6%	A / A / NR
PEPSICO INC	0.2%	A / A / NR
RABOBANK NEDERLAND	0.7%	A / Aa / AA
ROYAL BANK OF CANADA	0.9%	A / A / AA
STATE STREET CORPORATION	0.2%	A / A / AA
SUMITOMO MITSUI FINANCIAL GROUP INC	0.7%	A / A / NR
TARGET CORP	0.3%	A / A / A
THE BANK OF NEW YORK MELLON CORPORATION	1.6%	A / A / AA
TORONTO-DOMINION BANK	1.0%	A / A / AA
TOYOTA MOTOR CORP	0.8%	A / A / A
UNITEDHEALTH GROUP INC	0.3%	A / A / A
WELLS FARGO & COMPANY	0.6%	BBB / A / A
WESTPAC BANKING CORP	1.3%	AA / Aa / A
ABS	15.7%	
BANK OF AMERICA CO	0.1%	AAA / NR / AAA
BMW FINANCIAL SERVICES NA LLC	0.2%	AAA / Aaa / NR

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
ABS	15.7%	
BMW VEHICLE OWNER TRUST	0.1%	AAA / NR / AAA
CAPITAL ONE FINANCIAL CORP	1.3%	AAA / NR / AAA
CARMAX AUTO OWNER TRUST	1.5%	AAA / NR / AAA
CNH EQUIPMENT TRUST	0.8%	AAA / Aaa / AAA
FORD CREDIT AUTO OWNER TRUST	0.9%	AAA / Aaa / AAA
GM FINANCIAL CONSUMER AUTOMOBILE TRUST	1.1%	AAA / Aaa / AAA
GM FINANCIAL LEASINGTRUST	0.8%	AAA / Aaa / AAA
HARLEY-DAVIDSON MOTORCYCLE TRUST	0.4%	AAA / Aaa / NR
HONDA AUTO RECEIVABLES	2.0%	AAA / Aaa / AAA
HYUNDAI AUTO RECEIVABLES	1.2%	AAA / NR / AAA
JOHN DEERE OWNER TRUST	0.7%	NR / Aaa / AAA
MERCEDES-BENZ AUTO LEASE TRUST	0.1%	AAA / Aaa / AAA
MERCEDES-BENZ AUTO RECEIVABLES	0.1%	AAA / NR / AAA
NISSAN AUTO LEASE TRUST	0.2%	AAA / Aaa / NR
NISSAN AUTO RECEIVABLES	0.5%	AAA / Aaa / NR
TOYOTA MOTOR CORP	1.1%	AAA / Aaa / NR
VERIZON MASTER TRUST	0.4%	AAA / Aaa / AAA
VERIZON OWNER TRUST	1.0%	AAA / Aaa / AAA
VOLKSWAGEN OF AMERICA	0.4%	AAA / Aaa / NR
WORLD OMNI AUTO REC TRUST	0.7%	AAA / NR / AAA
Total	100.0%	

Ratings shown are calculated by assigning a numeral value to each security rating, then calculating a weighted average rating for each security type / issuer category using all available security ratings, excluding Not-Rated (NR) ratings. For security type / issuer categories where a rating from the applicable NRSRO is not available, a rating of NR is assigned. Includes accrued interest and excludes balances invested in overnight funds.

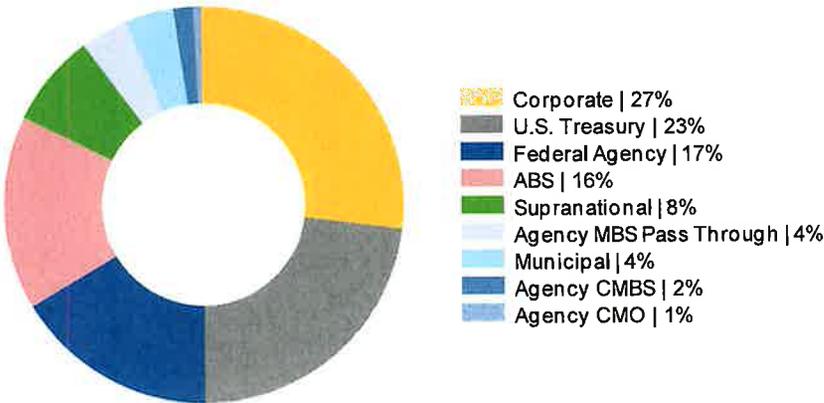
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Portfolio Snapshot - FL STATE COLLEGE AT JACKSONVILLE OP FUND¹

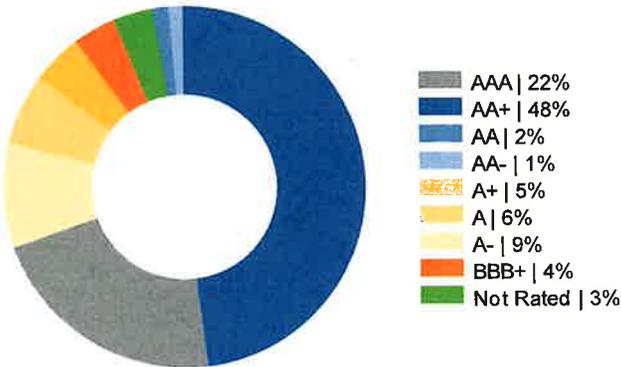
Portfolio Statistics

Total Market Value	\$34,931,399.37
Securities Sub-Total	\$34,794,782.31
Accrued Interest	\$64,659.13
Cash	\$71,957.93
Portfolio Effective Duration	1.75 years
Benchmark Effective Duration	1.80 years
Yield At Cost	0.86%
Yield At Market	2.24%
Portfolio Credit Quality	AA

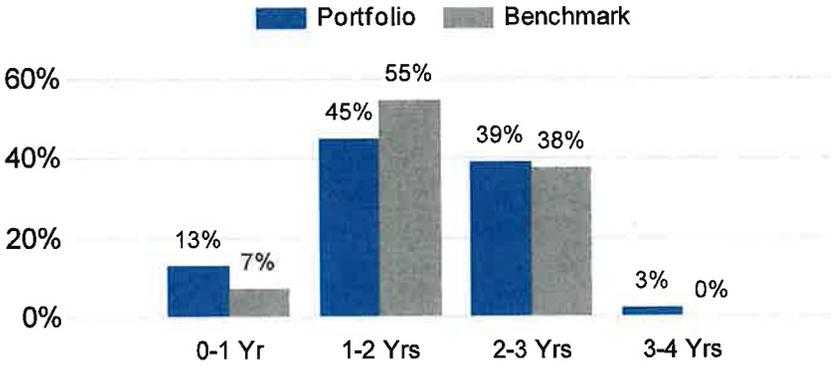
Sector Allocation



Credit Quality - S&P



Duration Distribution

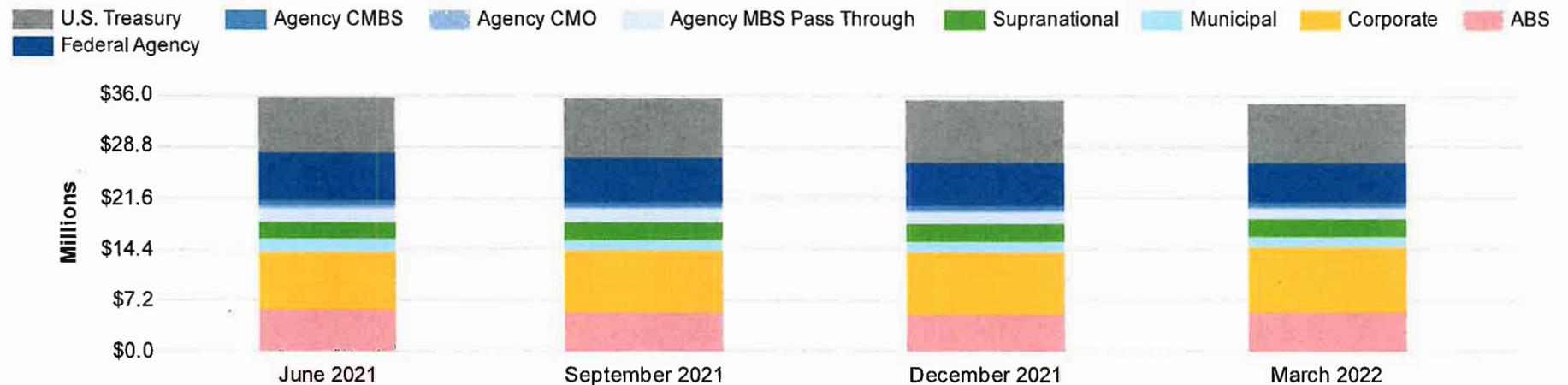


1. Yield and duration calculations exclude cash and cash equivalents. Sector allocation includes market values and accrued interests. The portfolio's benchmark is currently the ICE BofAML 1-3 Year U.S. Government/Corp A Rated and Above Index. Prior to 9/30/19 it was the ICE BofAML 1-5 Year Government/Corp A-AAA Index. Source: Bloomberg. An average of each security's credit rating was assigned a numeric value and adjusted for its relative weighting in the portfolio.

202200754

Sector Allocation Review - FL STATE COLLEGE AT JACKSONVILLE OP FUND

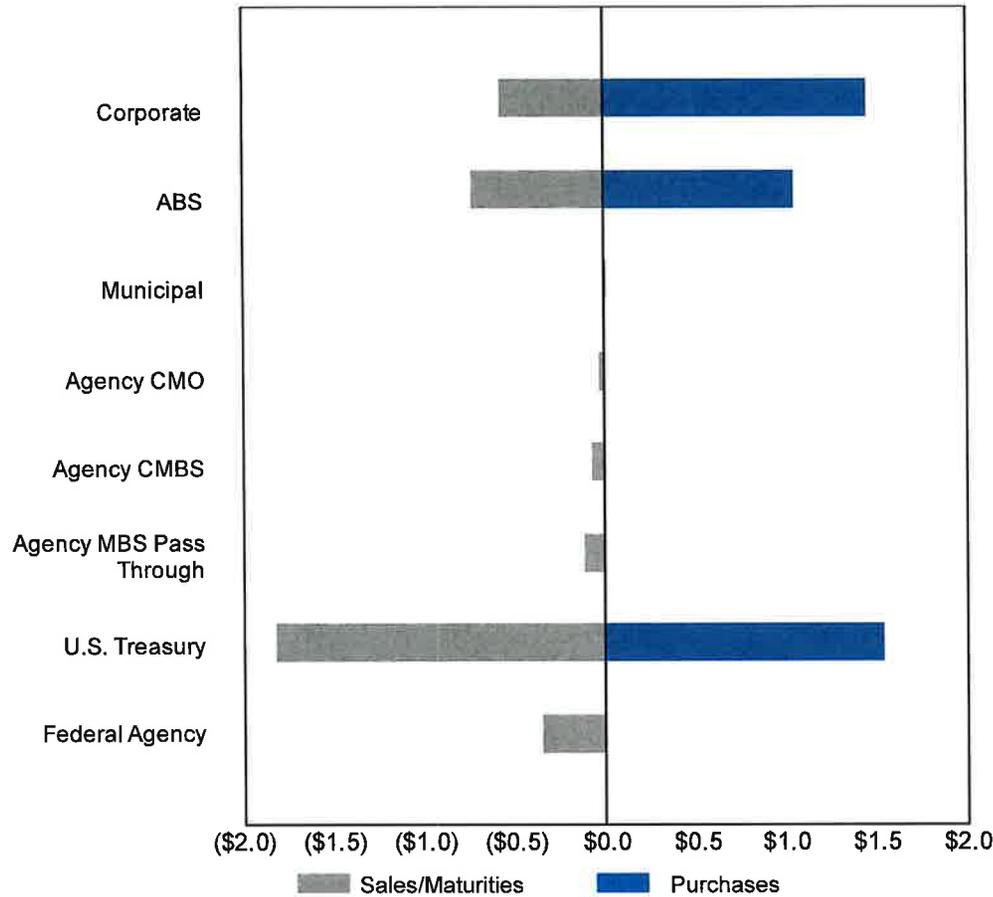
Security Type	Jun-21	% of Total	Sep-21	% of Total	Dec-21	% of Total	Mar-22	% of Total
U.S. Treasury	\$7.7	21.5%	\$8.1	22.9%	\$8.5	24.2%	\$8.0	23.0%
Federal Agency	\$6.6	18.6%	\$6.2	17.5%	\$6.2	17.5%	\$5.7	16.5%
Agency CMBS	\$0.7	2.1%	\$0.7	2.0%	\$0.6	1.8%	\$0.5	1.6%
Agency CMO	\$0.3	1.0%	\$0.3	0.9%	\$0.3	0.8%	\$0.2	0.7%
Agency MBS Pass Through	\$1.9	5.2%	\$1.7	4.8%	\$1.5	4.3%	\$1.4	3.9%
Supranational	\$2.3	6.6%	\$2.7	7.7%	\$2.7	7.7%	\$2.6	7.6%
Municipal	\$1.8	5.0%	\$1.4	3.9%	\$1.4	3.9%	\$1.3	3.9%
Corporate	\$8.3	23.2%	\$8.7	24.6%	\$8.8	24.9%	\$9.4	27.0%
ABS	\$6.0	16.8%	\$5.6	15.7%	\$5.3	14.9%	\$5.5	15.8%
Total	\$35.7	100.0%	\$35.5	100.0%	\$35.3	100.0%	\$34.8	100.0%



Market values, excluding accrued interest. Only includes fixed-income securities held within the separately managed account(s) and LGIPs managed by PFMAM. Detail may not add to total due to rounding.

Portfolio Activity - FL STATE COLLEGE AT JACKSONVILLE OP FUND

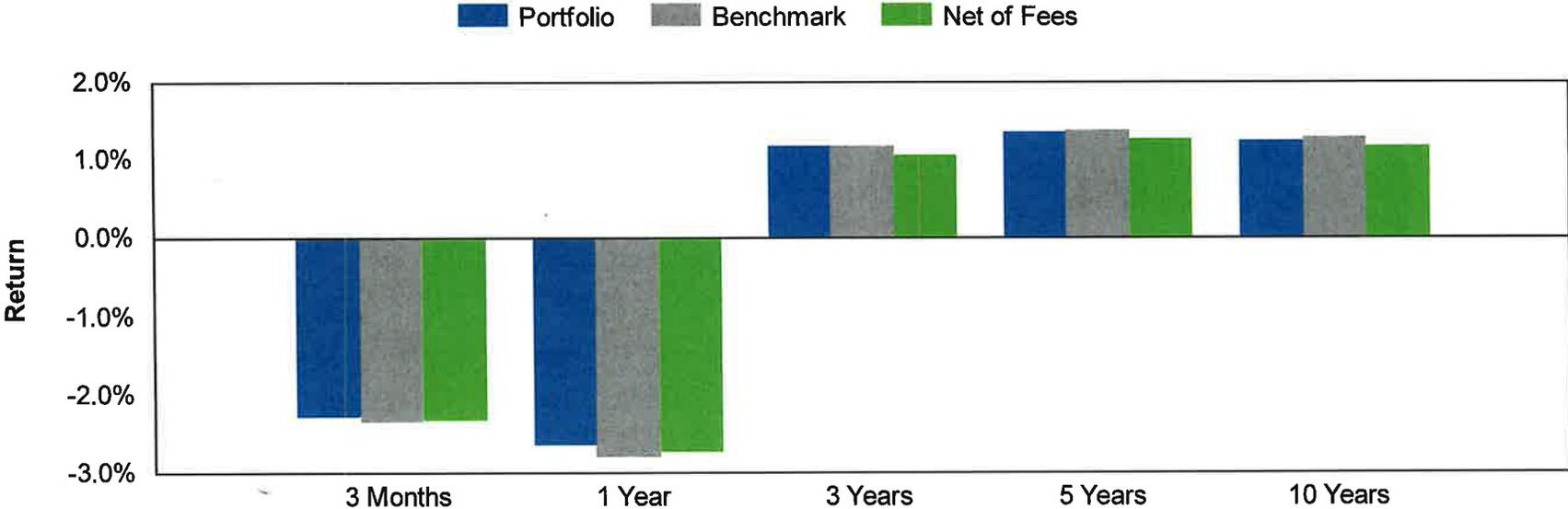
Net Activity by Sector
(\$ millions)



Sector	Net Activity
Corporate	\$879,159
ABS	\$316,828
Municipal	(\$5,050)
Agency CMO	(\$26,888)
Agency CMBS	(\$67,527)
Agency MBS Pass Through	(\$104,928)
U.S. Treasury	(\$280,777)
Federal Agency	(\$346,330)
Total Net Activity	\$364,488

Based on total proceeds (principal and accrued interest) of buys, sells, maturities, and principal paydowns. Detail may not add to total due to rounding.

Portfolio Performance



Market Value Basis Earnings	3 Months	1 Year	3 Years	5 Years	10 Years
Interest Earned ²	\$81,547	\$353,640	\$1,685,041	\$3,366,368	\$7,720,314
Change in Market Value	(\$899,551)	(\$1,302,803)	(\$449,675)	(\$944,972)	(\$2,239,902)
Total Dollar Return	(\$818,004)	(\$949,163)	\$1,235,366	\$2,421,396	\$5,480,412
Total Return³					
Portfolio	-2.29%	-2.65%	1.18%	1.36%	1.26%
Benchmark ⁴	-2.35%	-2.79%	1.18%	1.40%	1.29%
Basis Point Fee	0.02%	0.09%	0.09%	0.09%	0.08%
Net of Fee Return	-2.31%	-2.74%	1.08%	1.28%	1.18%

1. The lesser of 10 years or since inception is shown. Since inception returns for periods one year or less are not shown. Performance inception date is June 30, 2006.
 2. Interest earned calculated as the ending accrued interest less beginning accrued interest, plus net interest activity.
 3. Returns for periods one year or less are presented on a periodic basis. Returns for periods greater than one year are presented on an annualized basis.
 4. The portfolio's benchmark is currently the ICE BofAML 1-3 Year U.S. Government/Corp A Rated and Above Index. Prior to 9/30/19 it was the ICE BofAML 1-5 Year Government/Corp A-AAA Index. Source: Bloomberg.

Important Disclosures

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It is not possible to invest directly in an index. The index returns shown throughout this material do not represent the results of actual trading of investor assets. Third-party providers maintain the indices shown and calculate the index levels and performance shown or discussed. Index returns do not reflect payment of any sales charges or fees an investor would pay to purchase the securities they represent. The imposition of these fees and charges would cause investment performance to be lower than the performance shown.

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Florida State College
at Jacksonville

Investment Performance Review
QUASI ENDOWMENT FUNDS
For the Quarter Ended March 31, 2022

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202200759

Executive Summary

The Florida State College at Jacksonville Quasi Endowment Fund portfolio (the “Portfolio”) returned -6.18% (net of mutual fund fees) in the 1st quarter of 2022, underperforming its policy benchmark return of -5.44% by -0.74%. Over the past year, the portfolio had a return of 4.89% outperforming its 4.34% benchmark return by 0.55%. Since the inception date of July 1, 2016, the portfolio returned 11.27%, outperforming its 10.53% benchmark by 0.74% annually. In dollar terms, the portfolio lost \$473,541 in return on investment over the quarter but gained \$334,884 over the past 12-months.

The S&P 500 Index (S&P) posted a negative return of -4.60% for the quarter, due to sharp selloffs in January and February despite a rally in March. International markets, as measured by the MSCI ACWI ex-U.S. Index, underperformed their U.S. counterparts, returning -5.44% for the quarter. The U.S. bond market represented by the Bloomberg U.S. Aggregate (Aggregate) Index was sharply negative in the first quarter with a 5.93% loss. This was the worst quarterly performance for the Aggregate since the third quarter of 1980 as the markets began to reflect anticipated interest rate hikes by the Fed.

Economic conditions during Q1 were characterized by Coronavirus cases declining from the pandemic high but remaining elevated, strong job growth, rising wages amid higher prices, weak consumer confidence, and the first of what will be many rate hikes in 2022. Inflation continues to be the focal point of investors and consumers. It started the quarter at 40-year highs, with headline consumer price index(CPI) surging to 7.5% in January and ending the quarter even higher, with March’s headline CPI jumping to 8.5% YoY. Global supply chains are once again vulnerable up as new COVID-19 lockdowns in China and the Russian invasion of Ukraine persist. Currently, the portfolio is well-diversified and in line with the institution’s long-term goals and objectives.



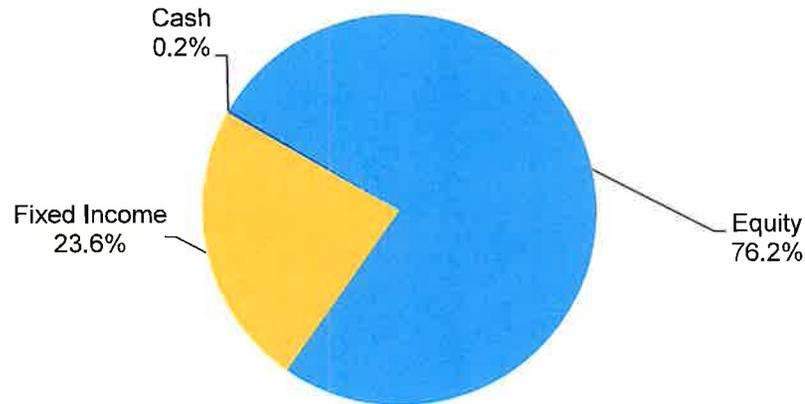
Aggregate Asset Allocation

Florida State College at Jacksonville Quasi Endowment Fund
 PFMAM Managed Funds: Aggregate Asset Allocation as of March 31, 2022

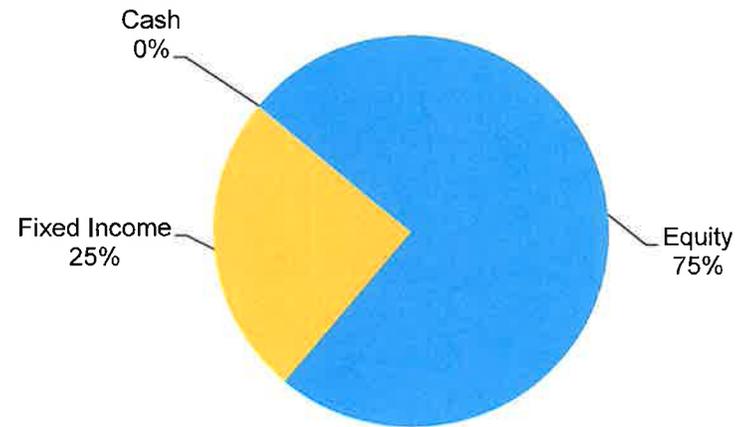
Current Asset Allocation		
Asset Class	Market Value	Pct (%)
Cash	16,672	0.2%
Equity	5,475,972	76.2%
Fixed Income	1,695,388	23.6%
Total	7,188,034	100.0%

Target Asset Allocation			
Asset Class	Market Value	Target (%)	Range
Cash		0%	0% - 20%
Equity	5,391,026	75%	70% - 80%
Fixed Income	1,797,009	25%	20% - 30%
Total	7,188,034	100%	

Current Asset Allocation



Target Asset Allocation



Asset Allocation & Performance

	Allocation		Performance(%)						
	Market Value (\$)	%	1 Quarter	Year To Date	1 Year	3 Years	5 Years	Since Inception	Inception Date
Total Fund	7,188,034	100.00	-6.18	-6.18	4.89	13.00	11.15	11.27	07/01/2016
Blended Benchmark			-5.44	-5.44	4.34	11.47	10.00	10.53	07/01/2016
Domestic Equity	3,809,611	53.00							
PFM Multi-Manager Domestic Equity Fund	3,494,158	48.61	-5.19	-5.19	11.60	17.92	N/A	23.64	10/01/2020
<i>Russell 3000 Index</i>			-5.28	-5.28	11.92	18.24	15.40	23.05	10/01/2020
Vanguard Total Stock Market ETF - 60.0%			-5.45	-5.45	11.67	18.14	15.36	22.94	10/01/2020
<i>Russell 3000 Index</i>			-5.28	-5.28	11.92	18.24	15.40	23.05	10/01/2020
Vaughan Nelson Select - 12.6% (^)			-2.40	-2.40	25.86	23.64	N/A	33.39	10/01/2020
Nuance All Cap Value - 5.9% (^)			1.08	1.08	8.90	14.29	N/A	23.23	10/01/2020
<i>Russell 3000 Index</i>			-5.28	-5.28	11.92	18.24	15.40	23.05	10/01/2020
Aristotle Atlantic Core Equity - 8.1%(^)			-6.83	-6.83	N/A	N/A	N/A	-4.01	11/01/2021
<i>Russell 3000 Index</i>			-5.28	-5.28	11.92	18.24	15.40	-3.05	11/01/2021
Champlain Mid Cap Core - 8.9% (^)			-10.68	-10.68	8.20	17.15	N/A	21.06	10/01/2020
<i>S&P MidCap 400</i>			-4.88	-4.88	4.59	14.14	11.10	29.64	10/01/2020
Jacobs Levy Small Cap - 4.0% (^)			-4.30	-4.30	8.89	N/A	N/A	48.66	10/01/2020
<i>S&P SmallCap 600</i>			-5.62	-5.62	1.23	13.58	10.89	35.18	10/01/2020
Cohen & Steers Inst Realty Shares	158,020	2.20	-5.95	-5.95	23.42	14.02	12.02	23.42	04/01/2021
Principal RE Securities Inst Fund	157,434	2.19	-5.19	-5.19	23.75	12.68	11.53	23.75	04/01/2021
<i>MSCI US REIT Index</i>			-4.06	-4.06	26.20	11.14	9.65	26.20	04/01/2021
International Equity	1,666,361	23.18							
PFM Multi-Manager International Equity Fund	1,666,361	23.18	-9.88	-9.88	-4.23	7.35	N/A	10.14	10/01/2020
<i>MSCI AC World ex USA (Net)</i>			-5.44	-5.44	-1.48	7.51	6.76	12.49	10/01/2020
iShares Core MSCI Total Int'l Stock ETF - 27.4%			-6.30	-6.30	-2.06	7.66	6.87	12.42	10/01/2020
<i>MSCI AC World ex USA (Net)</i>			-5.44	-5.44	-1.48	7.51	6.76	12.49	10/01/2020
WCM Focused Growth International - 15.2% (^)			-16.25	-16.25	-0.91	N/A	N/A	10.86	10/01/2020
<i>MSCI AC World ex USA (Net)</i>			-5.44	-5.44	-1.48	7.51	6.76	12.49	10/01/2020
Ninety One Int'l Dynamic Equity - 13.0% (^)			-10.39	-10.39	N/A	N/A	N/A	-6.86	12/01/2021
<i>MSCI AC World ex USA (Net)</i>			-5.44	-5.44	-1.48	7.51	6.76	5.25	02/01/1994

Returns are net of mutual fund fees and are expressed as percentages.

(^) Performance information is gross of fees and reflects sleeve level information (not specific to this client/investor). It is provided by sub-advisers of the PFM Multi-Manager Equity Fund, PFM Multi-Manager International Equity Fund and PFM Multi-Manager Fixed-Income Fund.

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Asset Allocation & Performance

	Allocation		Performance(%)						
	Market Value (\$)	%	1 Quarter	Year To Date	1 Year	3 Years	5 Years	Since Inception	Inception Date
Acadian Non-U.S. Equity - 13.6% (^)			-5.16	-5.16	2.98	N/A	N/A	15.56	10/01/2020
<i>MSCI EAFE (net)</i>			-5.91	-5.91	1.16	7.78	6.72	13.85	10/01/2020
Aristotle International Equity - 13.9% (^)			-10.28	-10.28	12.06	13.20	N/A	24.36	10/01/2020
<i>MSCI EAFE (net)</i>			-5.91	-5.91	1.16	7.78	6.72	13.85	10/01/2020
Artisan International Small-Mid - 1.6%			-12.71	-12.71	-7.99	12.77	11.66	-6.85	02/01/2021
<i>MSCI AC World ex USA Smid Cap Index (Net)</i>			-6.63	-6.63	-1.31	8.54	7.03	2.75	02/01/2021
Kayne Anderson International Small Cap - 4.6% (^)			-16.37	-16.37	N/A	N/A	N/A	-13.42	05/01/2021
<i>MSCI AC World ex USA Small Cap (Net)</i>			-6.52	-6.52	0.03	10.22	7.89	-4.36	05/01/2021
Schroders Global Emerging Markets - 10.4% (^)			-8.30	-8.30	-14.45	N/A	N/A	6.28	10/01/2020
<i>MSCI EM (net)</i>			-6.97	-6.97	-11.37	4.94	5.98	5.60	10/01/2020
Fixed Income	1,695,388	23.59							
PFM Multi-Manager Fixed-Income Fund	1,366,857	19.02	-5.64	-5.64	-3.69	2.15	N/A	-3.09	10/01/2020
<i>Blmbg. U.S. Aggregate</i>			-5.93	-5.93	-4.15	1.69	2.14	-4.56	10/01/2020
PGIM Core Fixed - 36.7% (^)			-6.30	-6.30	-3.84	2.39	N/A	-3.93	10/01/2020
TIAA Core Fixed - 34.4% (^)			-5.93	-5.93	-3.86	2.70	N/A	-3.51	10/01/2020
<i>Blmbg. U.S. Aggregate</i>			-5.93	-5.93	-4.15	1.69	2.14	-4.56	10/01/2020
iShares Core U.S. Aggregate Bond ETF - 0.1%			-5.86	-5.86	-4.18	1.63	2.10	-4.93	05/01/2021
<i>Blmbg. U.S. Aggregate</i>			-5.93	-5.93	-4.15	1.69	2.14	-4.90	05/01/2021
PineBridge IG Credit - 4.5% (^)			-7.37	-7.37	-3.77	5.12	N/A	-2.58	10/01/2020
<i>Blmbg. U.S. Credit Index</i>			-7.42	-7.42	-4.16	2.81	3.18	-3.95	10/01/2020
Brown Bros. Harriman Structured - 9.2% (^)			-2.02	-2.02	-0.02	2.61	N/A	1.60	10/01/2020
<i>ICE BofAML Asset-Bckd Fxd & Flting Rate AA-BBB Idx</i>			-3.45	-3.45	-2.60	1.66	2.49	-0.05	10/01/2020
iShares JP Morgan USD Emging Mkts Bd ETF - 2.0%			-9.17	-9.17	-6.33	0.21	1.54	-4.11	10/01/2020
<i>JPM EMBI Global Diversified</i>			-10.02	-10.02	-7.44	0.01	1.69	-4.39	10/01/2020
MFS Emerging Markets Debt - 2.1%			-7.94	-7.94	-6.26	1.49	2.23	N/A	04/01/2022
<i>JPM EMBI Global Diversified</i>			-10.02	-10.02	-7.44	0.01	1.69	N/A	04/01/2022
SPDR Blackstone Senior Loan ETF - 4.9%			-0.67	-0.67	2.46	4.12	3.72	-0.78	02/01/2022
<i>Credit Suisse Leveraged Loan Index</i>			-0.10	-0.10	3.22	4.10	4.05	-0.46	02/01/2022

Returns are net of mutual fund fees and are expressed as percentages.

(^*) Performance information is gross of fees and reflects sleeve level information (not specific to this client/investor). It is provided by sub-advisers of the PFM Multi-Manager Equity Fund, PFM Multi-Manager International Equity Fund and PFM Multi-Manager Fixed-Income Fund.

202200763

	QTD	YTD	1 Year	3 Years	5 Years	7 Years	10 Years
DOMESTIC EQUITY							
S&P 500	-4.60%	-4.60%	15.65%	18.92%	15.99%	14.01%	14.64%
Russell 3000 Index	-5.28%	-5.28%	11.92%	18.24%	15.40%	13.38%	14.28%
Russell 1000 Value Index	-0.74%	-0.74%	11.67%	13.02%	10.29%	9.73%	11.70%
Russell 1000 Growth Index	-9.04%	-9.04%	14.98%	23.60%	20.88%	17.34%	17.04%
Russell Midcap Index	-5.68%	-5.68%	6.92%	14.89%	12.62%	10.68%	12.85%
Russell 2500 Index	-5.82%	-5.82%	0.34%	13.79%	11.57%	9.99%	12.09%
Russell 2000 Value Index	-2.40%	-2.40%	3.32%	12.73%	8.57%	8.77%	10.54%
Russell 2000 Index	-7.53%	-7.53%	-5.79%	11.74%	9.74%	8.87%	11.04%
Russell 2000 Growth Index	-12.63%	-12.63%	-14.33%	9.88%	10.33%	8.52%	11.21%
INTERNATIONAL EQUITY							
MSCI EAFE (net)	-5.91%	-5.91%	1.16%	7.78%	6.72%	5.11%	6.27%
MSCI AC World Index (Net)	-5.36%	-5.36%	7.28%	13.75%	11.64%	9.67%	10.00%
MSCI AC World ex USA (Net)	-5.44%	-5.44%	-1.48%	7.51%	6.76%	5.19%	5.55%
MSCI AC World ex USA Small Cap (Net)	-6.52%	-6.52%	0.03%	10.22%	7.89%	7.24%	7.28%
MSCI EM (Net)	-6.97%	-6.97%	-11.37%	4.94%	5.98%	4.69%	3.36%
ALTERNATIVES							
FTSE NAREIT Equity REIT Index	-3.89%	-3.89%	26.45%	11.11%	9.62%	7.99%	9.81%
FTSE EPRA/NAREIT Developed Index	-3.79%	-3.79%	15.35%	6.39%	7.49%	5.76%	7.83%
Bloomberg Commodity Index Total Return	25.55%	25.55%	49.25%	16.12%	9.00%	4.33%	-0.70%
FIXED INCOME							
Blmbg. Barc. U.S. Aggregate	-5.93%	-5.93%	-4.15%	1.69%	2.14%	1.87%	2.24%
Blmbg. Barc. U.S. Government/Credit	-6.33%	-6.33%	-3.85%	2.12%	2.44%	2.07%	2.45%
Blmbg. Barc. Intermed. U.S. Government/Credit	-4.51%	-4.51%	-4.10%	1.50%	1.81%	1.65%	1.85%
Blmbg. Barc. U.S. Treasury: 1-3 Year	-2.51%	-2.51%	-3.05%	0.84%	1.04%	0.91%	0.84%
Blmbg. Barc. U.S. Corp: High Yield	-4.84%	-4.84%	-0.66%	4.58%	4.69%	5.03%	5.75%
Credit Suisse Leveraged Loan index	-0.10%	-0.10%	3.22%	4.10%	4.05%	4.09%	4.47%
ICE BofAML Global High Yield Constrained (USD)	-6.02%	-6.02%	-4.70%	3.15%	3.85%	4.54%	5.07%
Blmbg. Barc. Global Aggregate Ex USD	-6.15%	-6.15%	-7.89%	-0.19%	1.27%	1.26%	0.06%
JPM EMBI Global Diversified	-10.02%	-10.02%	-7.44%	0.01%	1.69%	3.05%	3.74%
CASH EQUIVALENT							
90 Day U.S. Treasury Bill	0.04%	0.04%	0.06%	0.81%	1.13%	0.86%	0.62%

Source: Investment Metrics. Returns are expressed as percentages. Please refer to the last page of this document for important disclosures relating to this material.

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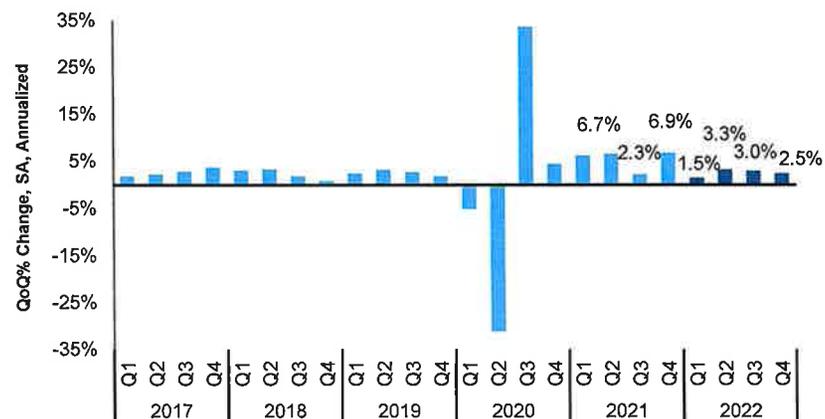
THE ECONOMY

► The Russian invasion of Ukraine in late February has not only wrought destruction in Ukraine, but its ripple effects across the world economy were felt during the quarter as well. The conflict is expected to knock off an estimated \$1 trillion off the world's economy and add 3% to global inflation this year, according to the UK's National Institute of Economic and Social Research. Sanctions from the U.S., EU, and other nations have been utilized as an attempt to pressure Russia into peace talks, but in today's globalized economy sanctions are rarely ever free of cost. With Russia standing as the world's 11th largest economy, removing it from the global financial system will almost certainly cause collateral damage. Already some of this damage has been seen as energy prices have risen sharply and other markets, such as wheat and nickel, have seen jumps because of the conflict.

► The U.S. labor market added an average of 562,000 jobs per month in the first quarter, making March the 11th straight month of job gains in excess of 400,000 jobs. Wages continued to climb, up 5.6% year-over-year (YoY). Initial jobless claims fell to its lowest level since 1968 during the last week of the quarter at 166,000, 23,000 lower than pre-COVID levels. The labor force participation rate also rose, up slightly from 61.9% to 62.4%, and March saw the unemployment rate continuing to fall, down to 3.6% from 3.8% in February. Both rates are just short of pre-COVID levels when labor force participation was 63.3% at unemployment was at 3.5%.

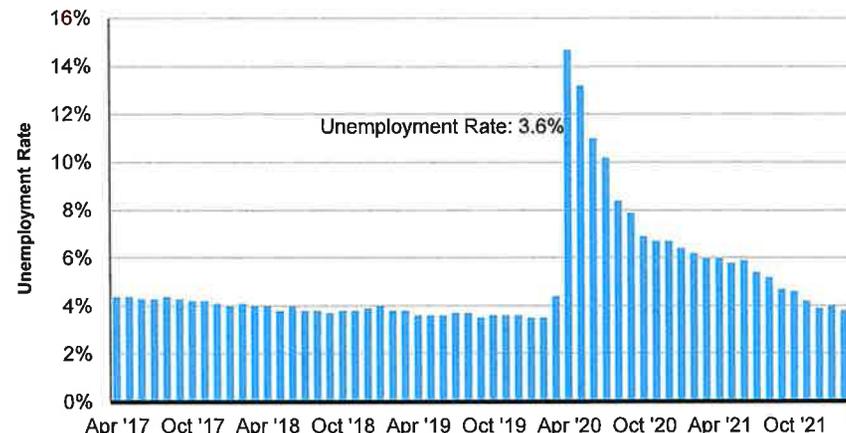
► Inflation continues to be the focal point of investors and the economy. It started the quarter at 40-year highs, with headline consumer price index (CPI) surging to 7.5% in January and ending the quarter even higher, with March's headline CPI jumping to 8.5% YoY. This quarter-end measurement captured the impact of the war between Russia and Ukraine driving up food and energy prices. Core CPI (excluding food and energy) for March rose 6.5%, while food alone rose 8.8% YoY and energy rose a whopping 32%. Headline inflation for the EU in March also jumped, breaking records once again at 7.5% as energy prices, food prices and supply bottlenecks increasingly put pressure on the economy.

U.S. Real GDP Growth
Seasonally Adjusted (SA)



Source: Bloomberg. Light blue bars indicate actual numbers; dark blue bars indicate forecasted estimates.

Monthly Unemployment Rate



Source: Bloomberg.

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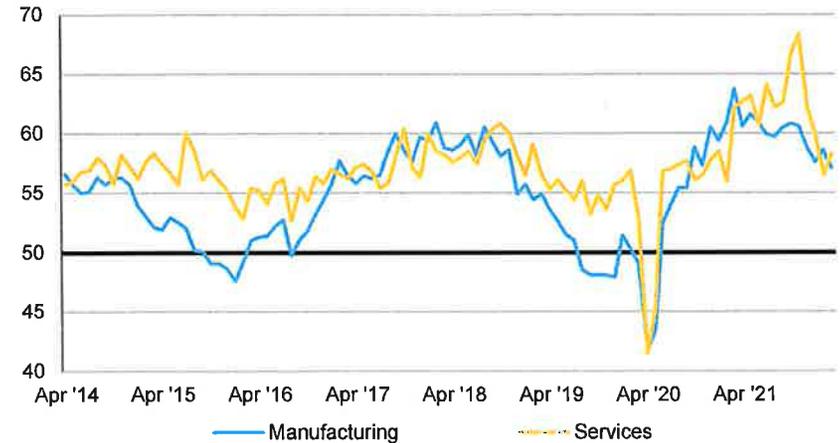
WHAT WE'RE WATCHING

► Global supply chains are once again backed up as new COVID-19 lockdowns in China have led to blocked shipments and closed factories. At the same time, the Russia and Ukraine war and its related sanctions closed off trade and limited the supply of many of their exports. The combined impact of the war on wheat and fertilizer has also risen because Russia and Ukraine make up just over 25% of the world's wheat exports. Russia is the world's No. 1 exporter of nitrogen fertilizer and No. 2 in phosphorus and potassium fertilizers. With Green Markets North America's fertilizer-price index rising 42% since the invasion began and Ukraine banning the export of grains, food prices have started to rise. The increased prices are expected to hit the hardest in low- and middle-income households, which could have an impact on consumption trends going forward.

► Consumer spending, which accounts for more than two-thirds of U.S. economic activity, has shown some signs of weakening. Growth slowed sharply in February, with spending increases of 0.2%, down from a revised 2.7% rate in January. Economists currently estimate consumers are sitting on about \$2.3 trillion in excess savings, which should somewhat cushion consumption even as prices increase. The savings rate, however, has now fallen from the pandemic highs, landing at 6.3% in February, lower than the pre-COVID rate of 7.3% in December 2019. How long those savings will continue to boost spending remains to be seen, and some are even watching for signs of a recession, though current economic projections point to a point GDP growth.

► Due to the increasing pressures of inflation, the Federal Reserve (Fed) had a hawkish pivot in the first quarter. After confirming that they no longer believed that inflation was "transitory," the Fed ended its bond-buying program and hiked the Federal Funds Rate in March. The EU is expected to finally begin to raise interest rates to combat higher inflation, while traders in the U.S. are currently pricing in a more than 75% chance of the Fed raising rates at its next meeting by 50 basis points (bps). With the Fed's decision to simultaneously raise rates and lower their balance sheet, we are watching how investors react, remaining cognizant of a possible "taper tantrum," a surge in bond yields as a result of the Fed's tapering.

ISM Manufacturing & Services PMI



Source: Bloomberg.

Federal Funds Target Rate



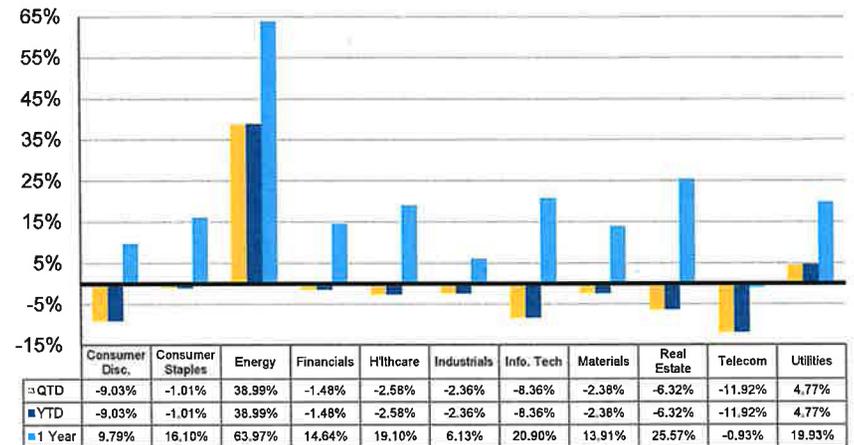
Source: Bloomberg.

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DOMESTIC EQUITY

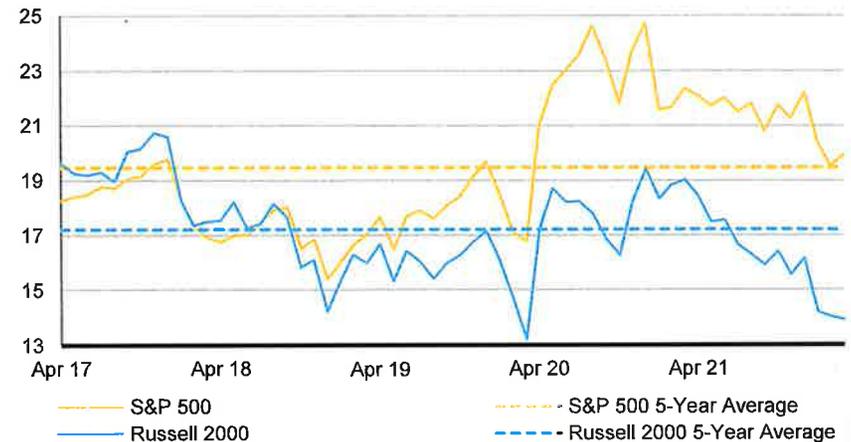
- ▶ The S&P 500 Index (S&P) posted a negative return of -4.60% for the quarter, despite a rally in March following the sharp selloff in January and February.
- ▶ Within S&P 500, nine out of the 11 sectors returned negative returns for the quarter. Communication Services (-11.92%), Consumer Discretionary (-9.03%) and Information Technology (-8.36%) were the worst-performing sectors, as surging inflation and rising interest rates impacted investor sentiment around richly valued sectors. Energy (+38.99%) was the best-performing sector, with the Russia and Ukraine war putting upward pressure on energy prices.
- ▶ Value stocks, as represented by the Russell 1000 Value Index, returned -0.74% outperforming growth stocks, as represented by the Russell 1000 Growth Index, which returned -9.04%.
- ▶ Small-caps, as represented by the Russell 2000 Index, returned -7.53% during the quarter, lagging mid- and large-caps. The Russell Midcap and Russell 1000 indices returned -5.68% and -5.13%, respectively.
- ▶ According to FactSet Earnings Insight, as of April 1, 2022, the expected earnings growth rate for the S&P for the quarter is 4.7%

S&P 500 Index Performance by Sector
Periods Ended March 31, 2022



Source: Bloomberg.

P/E Ratios of Major Stock Indices*



Source: Bloomberg.

*P/E ratios are calculated based on one-year forward estimates and adjusted to include only positive earnings results for consistency.

202200767

NON-U.S. EQUITY

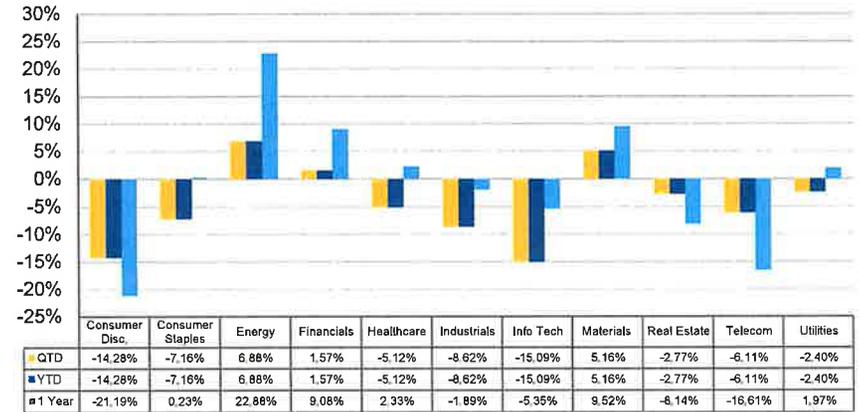
► Equity markets outside the United States, as measured by the MSCI ACWI ex-U.S. Index, underperformed their U.S. counterparts, returning -5.44% for the quarter. Three of the 11 sectors posted positive returns for the quarter. Energy was the best-performing sector returning 6.88%, while Information Technology was the worst-performing sector returning -15.09%.

► Emerging markets (EM), as represented by MSCI Emerging Market Index, underperformed Developed ex-U.S. Markets, represented by the MSCI EAFE Index, returning -6.97% versus -5.91% for the quarter. MSCI China detracted with a quarterly return of -14.19%. Regulatory concerns, along with the resurgence of COVID-19 cases and lockdowns in China, led to negative investor sentiment around China.

► Value stocks strongly outperformed growth stocks for the quarter across the International Equity Markets. MSCI AC World ex-USA Value returned 0.13% versus MSCI AC World ex-USA Growth -10.77%.

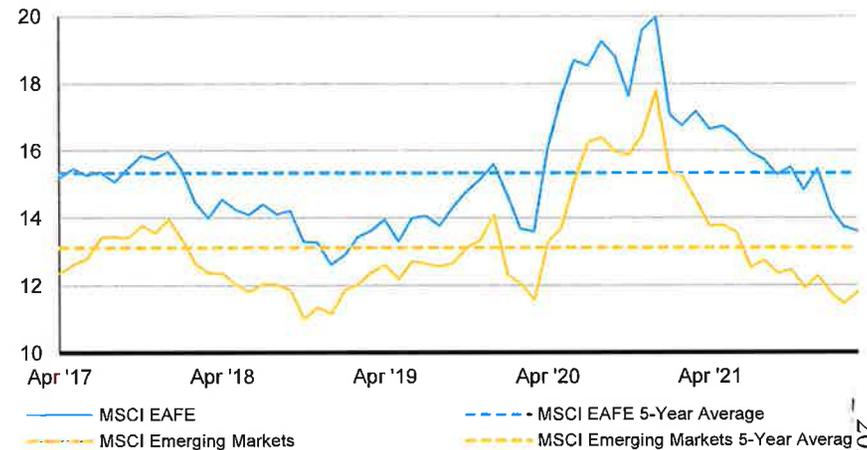
► Small-caps, as represented by MSCI ACWI ex-U.S. Small Cap Index, underperformed within the international equity markets, returning -6.52%.

MSCI ACWI ex-U.S. Sectors
Periods Ended March 31, 2022



Source: Bloomberg.

P/E Ratios of MSCI Equity Indices*



Source: Bloomberg.

*P/E ratios are calculated based on one-year forward estimates and adjusted to include only positive earnings results for consistency.

202200768

FIXED INCOME

► The U.S. bond market represented by the Bloomberg U.S. Aggregate (Aggregate) Index was sharply negative in the first quarter with a 5.93% loss. This was the worst quarterly performance for the Aggregate since the third quarter of 1980.

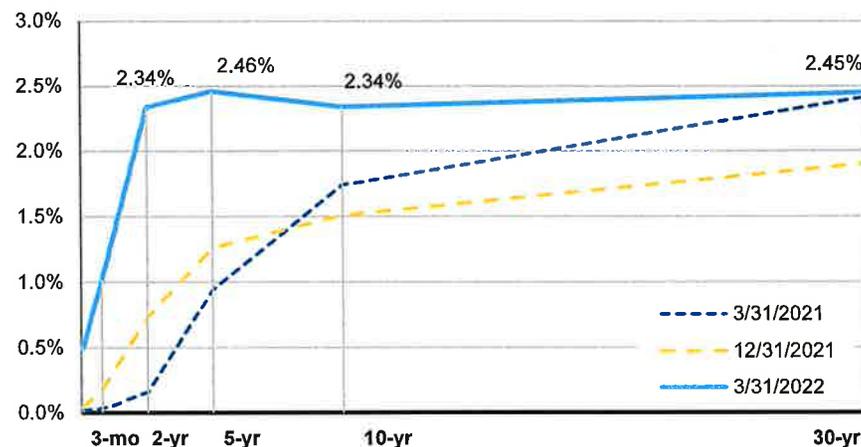
► The treasury market sold off as the market adjusted to a more hawkish tone from the Fed, and more implied rate hikes to occur this year. The 2- and 5-year Treasuries rose about 151 and 123 bps, respectively. Further out, the curve yields grew by smaller increments but still notable amounts as the 10-year (+76bps) and the 30-year (+55 bps) leading to curve flattening. The Bloomberg U.S. Treasury Index lost 5.58% in the quarter.

► Corporate credit was sharply negative as the Bloomberg U.S. Corporate Index, with its high duration, lost 7.69 % while high yield bonds, as represented by the Bloomberg U.S. Corporate High Yield (HY) Index, sold off 4.84%. Credit spreads widened in these areas by +31 and +36bps, respectively. Within HY, results were again strongest in the single B-rated area.

► The fixed-rate mortgage market, as measured by the Bloomberg U.S. Mortgage-Backed Securities (MBS) Index, had another weak quarter, down 4.97%. Duration extension was a factor as consumers are being priced out of a hot housing market while mortgage rates increased. On the commercial side, the Bloomberg U.S. Agency CMBS Index fell 6.41%.

► Emerging market USD sovereign bonds, as represented by the JP Morgan EMBI Global Diversified Index, were down 10.02% as Russia’s invasion of Ukraine roiled markets as well as the duration aspect. Russia and Belarus were removed from the JP Morgan indices at quarter-end. Those three countries led to a steep selloff of the Europe sub-index.

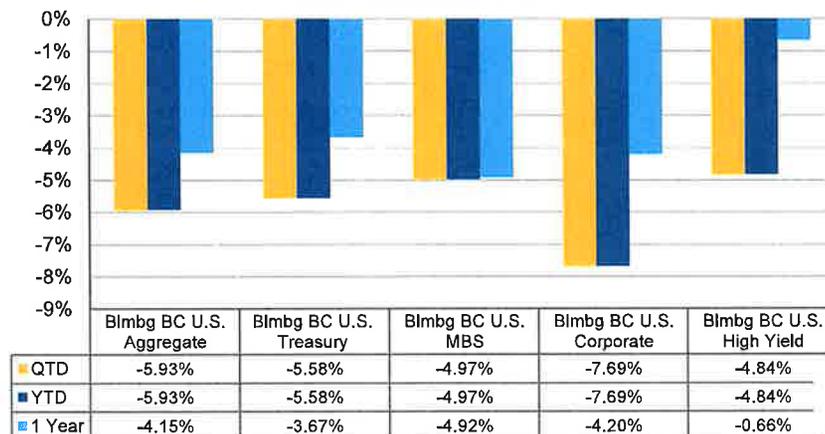
U.S. Treasury Yield Curve



Source: Bloomberg.

Returns for Fixed-Income Segments

Periods Ended March 31, 2022



Source: Bloomberg. "Blmbg BC" is Bloomberg Barclays.

202200769

ALTERNATIVES

▶ REITs, as measured by the FTSE NAREIT Equity REITs Index, fell 3.89% in the first quarter of 2022, compared to a strong 16.31% return in the prior quarter. Only three major sectors posted positive returns during the first quarter. The gains were led by the Lodging/Resorts and Healthcare sectors, which posted returns of 6.89% and 5.37%, respectively. Data Centers, which had been a robust sector over the past year, fell 13.63% and was the worst performer during the quarter.

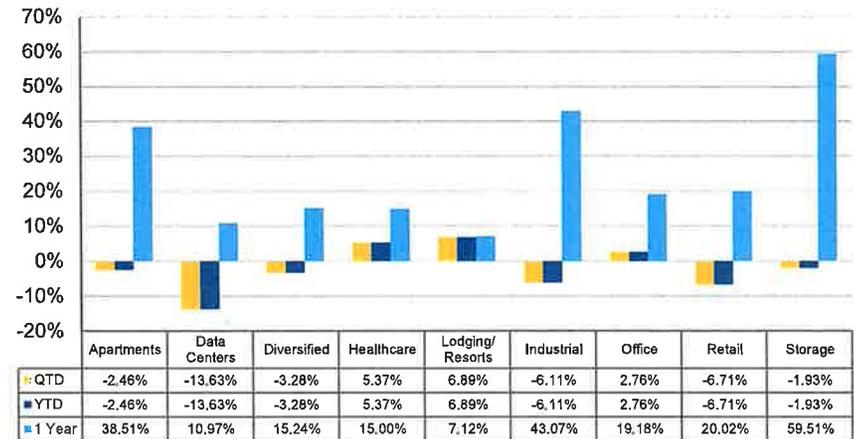
▶ Commodity futures, represented by the Bloomberg Commodity Total Return Index, gained 25.55% in the first quarter of 2022. The U.S. Dollar Index (DXY) gained 2.76% over the same period. Gold spot price finished the quarter at \$1,937.44 per ounce, a 5.92% gain over the period. As a result of energy supply concerns, the West Texas Intermediate (WTI) Crude Oil spot price increased 33.33% from \$75.21 to \$100.28 per barrel during the first quarter of 2022.

▶ Hedge fund returns were mixed in the first quarter of 2022, with the HFRI Fund Weighted Composite Index returning -0.30%. During the same period, the HFRI Macro (Total) Index gained 7.71%. The HFRI Equity Hedge (Total) Index and the HFRI Fund of Funds Index returned -3.86% and -2.70%, respectively.

▶ Private real estate, as measured by the NCREIF Property Index, gained 6.15% in the final quarter of 2021, resulting in a 17.70% return over the last twelve-month period. Industrial properties continued to be the top-performing sector, with a total return of 13.34% in the fourth quarter, comprised of 0.92% in income return and 12.42% in appreciation return. Office properties were the worst performers, although the sector still posted a positive total return of 1.68%, comprised of 1.06% in income return and 0.63% in appreciation return.

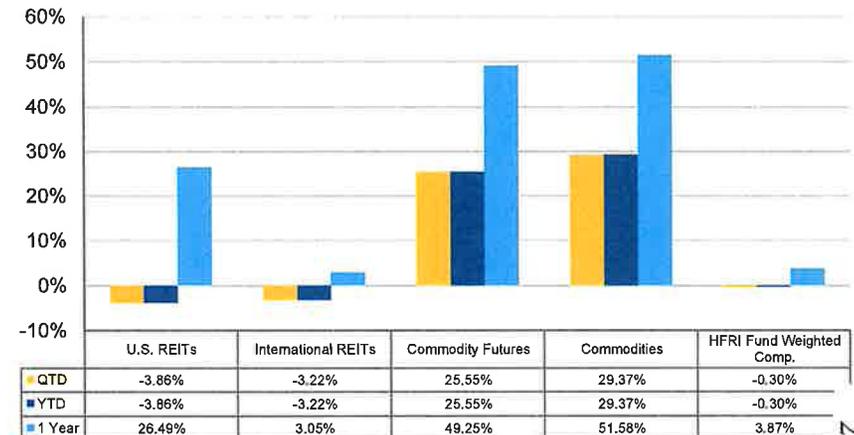
▶ In the fourth quarter of 2021, private capital fundraising was led by private equity funds, which closed on \$90 billion, followed by \$53 billion raised by private debt funds, \$40 billion raised by real assets funds, and \$37 billion raised by private real estate funds. Global private equity dry powder, which accounts for the bulk of private capital dry powder, remains near all-time highs at \$1.78 trillion as of February 2022. According to Cambridge Associates, U.S. private equity generated a return of 22.86% for the 5 years ended Q3 2021. According to Cliffwater Direct Lending Index, U.S. middle market loans, a proxy for private debt, generated a return of 8.76% for the 5 years ended Q4 2021.

FTSE NAREIT Sectors
Periods Ended March 31, 2022



Source: Bloomberg.

Returns for Alternative Assets
Periods Ended March 31, 2022



Sources: Bloomberg and Hedge Fund Research, Inc.

202200770

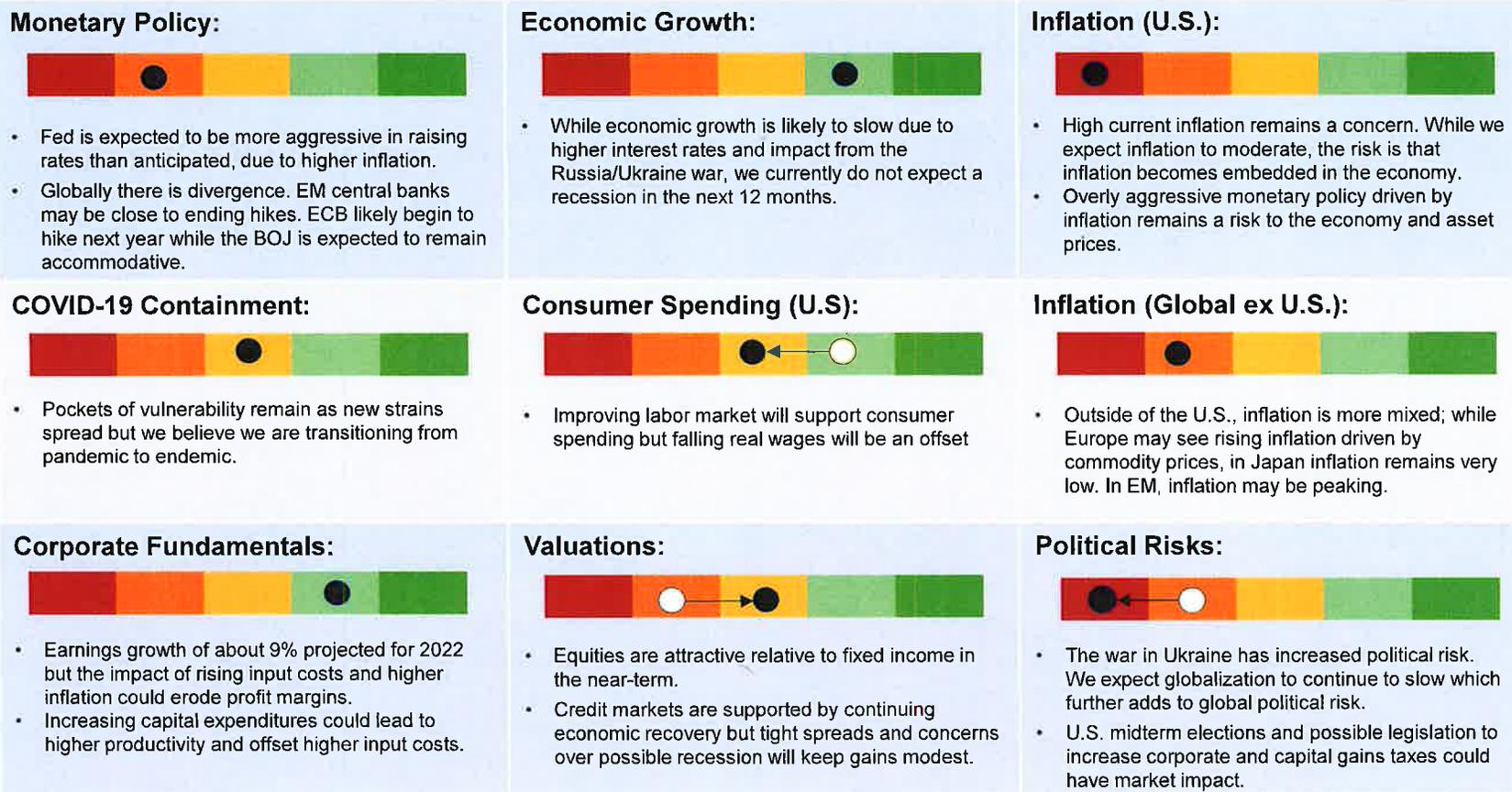
Investment Strategy Overview

Asset Class	Our Q2 2022 Investment Outlook	Comments
U.S. Equities		<ul style="list-style-type: none"> We expect equities to outperform fixed income in the near-term but with higher volatility due to concerns over inflation and Fed tightening. Possible pressure on corporate profit margin is a risk if companies cannot pass along higher input material and labor costs. Valuations for small- and mid-caps look attractive supported by earnings growth and domestically oriented revenue exposure.
Large-Caps		
Mid-Caps		
Small-Caps		
Non-U.S. Equities		<ul style="list-style-type: none"> International equities continue to trade at a discount to U.S. equities, but concerns over outlook for European economies given their higher dependence on Russian imports keeps us cautious. EM equities ex-China trade at a discount to both developed markets and long-term averages and are a possible opportunity as visibility improves. International small-caps provide exposure to local revenue streams and may add value over the long-term.
Developed Markets		
Emerging Markets		
International Small-Caps		
Fixed Income		<ul style="list-style-type: none"> Interest rates have moved up as the Fed begins tightening. Rates are likely to rise further impacting fixed income returns negatively. Corporate spreads have widened slightly but credit markets remain attractive relative to interest rate sensitive fixed income due to strong corporate fundamentals.
Long-Duration, Interest Rate-Sensitive Sectors		
Credit-Sensitive Sectors		
Alternatives		<ul style="list-style-type: none"> Reasonable valuations and income potential that acts as inflation-hedge are positives for real estate. Private equity strategies can complement multi-asset class portfolios in the context of continuing economic recovery Private debt strategies especially those that focus on distressed and special situations can further diversify a fixed income portfolio in a low rate environment. Select hedge fund strategies managed by talented managers may provide some benefit in the current market environment of increased volatility.
Real Estate		
Private Equity		
Private Debt		
Hedge Funds		

● Current outlook ○ Outlook one quarter ago



Factors to Consider Over the Next 6-12 Months



202200772

Comparative Performance

	2021	2020	2019	2018	2017
Total Fund	16.48	18.24	23.80	-6.00	18.52
<i>Blended Benchmark</i>	<i>13.80</i>	<i>15.47</i>	<i>22.90</i>	<i>-6.13</i>	<i>18.03</i>
Domestic Equity					
PFM Multi-Manager Domestic Equity Fund	26.28	20.05	29.70	N/A	N/A
<i>Russell 3000 Index</i>	<i>25.66</i>	<i>20.89</i>	<i>31.02</i>	<i>-5.24</i>	<i>21.13</i>
Vanguard Total Stock Market ETF - 60.0%	25.72	20.95	30.80	-5.13	21.16
<i>Russell 3000 Index</i>	<i>25.66</i>	<i>20.89</i>	<i>31.02</i>	<i>-5.24</i>	<i>21.13</i>
Vaughan Nelson Select - 12.6% (^)	41.05	20.01	29.17	N/A	N/A
Nuance All Cap Value - 5.9% (^)	15.15	9.69	31.33	N/A	N/A
Aristotle Atlantic Core Equity - 8.1%(^)	N/A	N/A	N/A	N/A	N/A
<i>Russell 3000 Index</i>	<i>25.66</i>	<i>20.89</i>	<i>31.02</i>	<i>-5.24</i>	<i>21.13</i>
Champlain Mid Cap Core - 8.9% (^)	25.95	30.51	27.82	N/A	N/A
<i>S&P MidCap 400</i>	<i>24.76</i>	<i>13.66</i>	<i>26.20</i>	<i>-11.08</i>	<i>16.24</i>
Jacobs Levy Small Cap - 4.0% (^)	39.61	18.81	N/A	N/A	N/A
<i>S&P SmallCap 600</i>	<i>26.82</i>	<i>11.29</i>	<i>22.78</i>	<i>-8.48</i>	<i>13.23</i>
Cohen & Steers Inst Realty Shares	42.47	-2.57	33.01	-3.99	7.45
Principal RE Securities Inst Fund	39.64	-3.23	31.13	-4.31	9.03
<i>MSCI US REIT Index</i>	<i>43.06</i>	<i>-7.57</i>	<i>25.84</i>	<i>-4.57</i>	<i>5.07</i>
International Equity					
PFM Multi-Manager International Equity Fund	9.38	13.74	21.23	N/A	N/A
<i>MSCI AC World ex USA (Net)</i>	<i>7.82</i>	<i>10.65</i>	<i>21.51</i>	<i>-14.20</i>	<i>27.19</i>
iShares Core MSCI Total Int'l Stock ETF - 27.4%	8.52	11.14	21.85	-14.55	28.08
WCM Focused Growth International - 15.2% (^)	18.78	32.21	N/A	N/A	N/A
Ninety One Int'l Dynamic Equity - 13.0% (^)	N/A	N/A	N/A	N/A	N/A
<i>MSCI AC World ex USA (Net)</i>	<i>7.82</i>	<i>10.65</i>	<i>21.51</i>	<i>-14.20</i>	<i>27.19</i>
Acadian Non-U.S. Equity - 13.6% (^)	14.31	11.10	N/A	N/A	N/A
Aristotle International Equity - 13.9% (^)	29.24	10.14	25.45	N/A	N/A
<i>MSCI EAFE (net)</i>	<i>11.26</i>	<i>7.82</i>	<i>22.01</i>	<i>-13.79</i>	<i>25.03</i>
Artisan International Small-Mid - 1.6%	3.97	33.31	36.66	-16.75	33.61
<i>MSCI AC World ex USA Smid Cap Index (Net)</i>	<i>10.16</i>	<i>12.01</i>	<i>22.36</i>	<i>-17.06</i>	<i>30.35</i>

Returns are net of mutual fund fees and are expressed as percentages.

(^) Performance information is gross of fees and reflects sleeve level information (not specific to this client/investor). It is provided by sub-advisers of the PFM Multi-Manager Equity Fund, PFM Multi-Manager International Equity Fund and PFM Multi-Manager Fixed-Income Fund.

202200773

Comparative Performance

	2021	2020	2019	2018	2017
Kayne Anderson International Small Cap - 4.6% (^)	N/A	N/A	N/A	N/A	N/A
MSCI AC World ex USA Small Cap (Net)	12.93	14.24	22.42	-18.20	31.65
Schroders Global Emerging Markets - 10.4% (^)	-3.38	27.26	N/A	N/A	N/A
MSCI EM (net)	-2.54	18.31	18.44	-14.58	37.28
Fixed Income					
PFM Multi-Manager Fixed-Income Fund	-0.85	7.86	9.56	N/A	N/A
Blmbg. U.S. Aggregate	-1.55	7.51	8.72	0.01	3.54
PGIM Core Fixed - 36.7% (^)	-0.98	9.01	9.65	N/A	N/A
TIAA Core Fixed - 34.4% (^)	-0.91	9.44	9.59	N/A	N/A
iShares Core U.S. Aggregate Bond ETF - 0.1%	-1.67	7.42	8.68	-0.05	3.53
Blmbg. U.S. Aggregate	-1.55	7.51	8.72	0.01	3.54
PineBridge IG Credit - 4.5% (^)	0.02	14.54	15.48	N/A	N/A
Blmbg. U.S. Credit Index	-1.08	9.35	13.80	-2.11	6.18
Brown Bros. Harriman Structured - 9.2% (^)	3.01	3.42	5.07	N/A	N/A
ICE BofAML Asset-Bckd Fxd & Fltng Rate AA-BBB Idx	1.75	3.94	4.31	3.16	4.53
iShares JP Morgan USD Emging Mkts Bd ETF - 2.0%	-2.45	5.48	15.57	-5.67	9.98
MFS Emerging Markets Debt - 2.1%	-2.30	8.11	14.17	-4.91	9.63
JPM EMBI Global Diversified	-1.80	5.26	15.04	-4.26	10.26
SPDR Blackstone Senior Loan ETF - 4.9%	4.91	2.73	9.33	-0.25	3.61
Credit Suisse Leveraged Loan Index	5.40	2.78	8.17	1.14	4.25
Brandywine Global High Yield - 2.8%	5.50	13.92	15.56	1.27	10.48
Blmbg. Ba to B U.S. High Yield	4.71	7.78	15.18	-1.86	6.92
MainStay MacKay High Yield Corp Bond Fund - 2.9%	5.35	5.28	13.03	-1.34	6.79
ICE BofAML High Yield Master II	5.35	6.17	14.41	-2.27	7.48
Invesco Opt Yield Diversified Commodity	41.88	-7.89	11.62	-13.20	5.29
PIMCO Commodity Real Return Strategy	33.48	0.82	12.27	-13.77	2.70
Bloomberg Commodity Index Total Return	27.11	-3.12	7.69	-11.25	1.70
iShares Preferred and Income Securities ETF	7.09	7.94	15.62	-4.77	8.33
ICE Exchange-Listed Preferred & Hybrid Secs	7.75	8.58	18.45	N/A	N/A
Cash Equivalents					
Goldman Sachs FS Government Fund	0.03	0.30	1.97	1.59	0.62

Returns are net of mutual fund fees and are expressed as percentages.

(^*) Performance information is gross of fees and reflects sleeve level information (not specific to this client/investor). It is provided by sub-advisers of the PFM Multi-Manager Equity Fund, PFM Multi-Manager International Equity Fund and PFM Multi-Manager Fixed-Income Fund.

202200774

Account Reconciliation

QTR

	Market Value As of 01/01/2022	Net Flows	Return On Investment	Market Value As of 03/31/2022
Total Fund	7,661,574	-	(473,541)	7,188,034

YTD

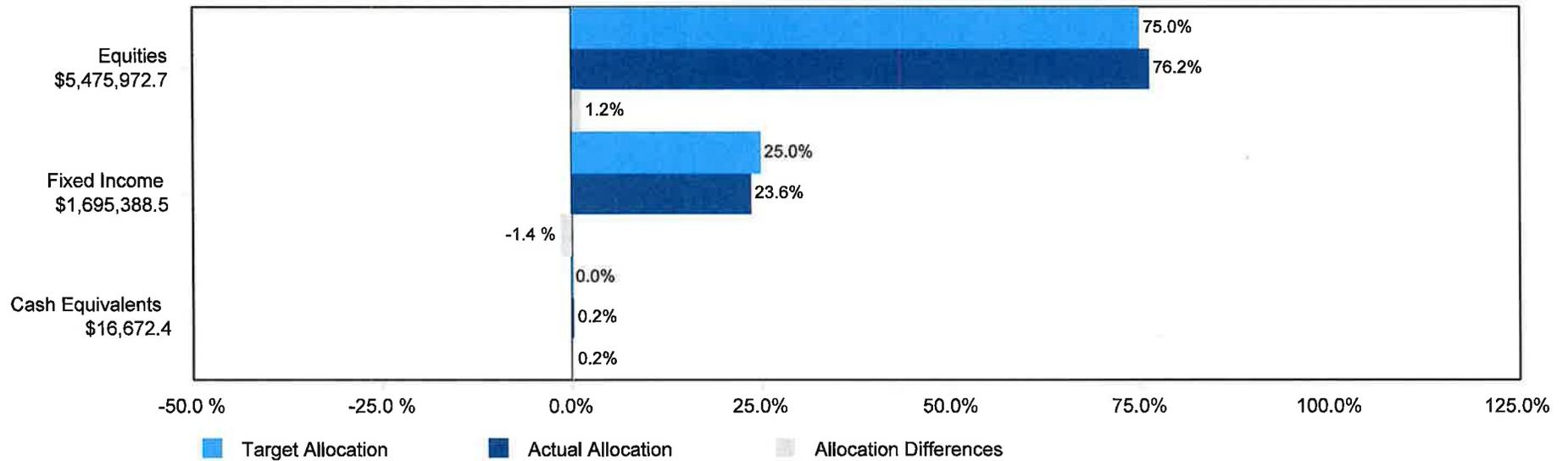
	Market Value As of 01/01/2022	Net Flows	Return On Investment	Market Value As of 03/31/2022
Total Fund	7,661,574	-	(473,541)	7,188,034

1 Year

	Market Value As of 04/01/2021	Net Flows	Return On Investment	Market Value As of 03/31/2022
Total Fund	6,853,149	-	334,884	7,188,034

Asset Allocation Summary

	Asset Allocation (%)	Target Allocation (%)	Minimum Allocation (%)	Maximum Allocation (%)	Differences (%)
Total Fund	100.0	100.0	N/A	N/A	0.0
Equities	76.2	75.0	70.0	80.0	1.2
Fixed Income	23.6	25.0	20.0	30.0	-1.4
Cash Equivalents	0.2	0.0	0.0	10.0	0.2



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