



FSCJ DBOT Regular Meeting April 2026

April 14, 2026

FSCJ Kent Campus, Room D-120


3939 Roosevelt Blvd.

Jacksonville, FL, 32205

April 7, 2026

MEMORANDUM

TO: Florida State College at Jacksonville
District Board of Trustees

FROM: John Avendano, Ph.D. 
College President

RE: April 2026 Board Agenda

Enclosed please find materials in support of the April 14, 2026, Board meeting.

All meetings of the Board will be held at the College's Kent Campus, located at 3939 Roosevelt Blvd., Jacksonville, FL 32205.

The Board Workshop on the topics listed below will convene from noon to 1 p.m. in Room D-120. The Board Meeting will begin at 1 p.m., also in Room D-120.

- Scholarships – Endowed Portfolios
- Artist Series

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

Florida State College at Jacksonville
District Board of Trustees
Regular Meeting
AGENDA INDEX
April 14, 2026 – 1 p.m.
Kent Campus, Room D-120

CALL TO ORDER AND PLEDGE OF ALLEGIANCE

COMMENTS BY THE PUBLIC

The District Board of Trustees welcomes public comments on matters being addressed during today's meeting. Please note that consideration of the Action Items will also serve as a public hearing pursuant to the Administrative Procedures Act. Any comments relating to the Board Rules scheduled for review today should be presented at this time. Individuals wishing to address the Board must complete a Public Comment Request Form* prior to the meeting. Speakers will be recognized by the Board Chair. Comments are limited to three (3) minutes per person, and the Board is not required to respond.

MINUTES OF THE JANUARY 30, 2026, DISTRICT BOARD OF TRUSTEES DEEP DIVE WORKSHOP/PLANNING MEETING (p. 5-22)

MINUTES OF THE FEBRUARY 17, 2026, DISTRICT BOARD OF TRUSTEES FINANCE & AUDIT COMMITTEE QUARTERLY MEETING (p. 23-24)

MINUTES OF THE FEBRUARY 17, 2026, DISTRICT BOARD OF TRUSTEES WORKSHOP (p. 25-28)

MINUTES OF THE FEBRUARY 17, 2026, DISTRICT BOARD OF TRUSTEES REGULAR MEETING (p. 29-47)

REPORT OF THE COLLEGE PRESIDENT

STRATEGIC PROGRAMMATIC DISCUSSION

CONSENT AGENDA

Any Trustee may remove item(s) from the Consent Agenda for individual consideration under Action Items.

1. Administration: Board Rules – Non-Substantive Changes and Review (p. 48-49)
2. Purchasing: Annual Contract Extensions (p. 50-51)
3. Purchasing: Delivery Order Contracting Services – Pressure and Window Washing Services (p. 52)
4. Purchasing: Wayfinding Monument Entrances at Various Locations at South Campus (p. 53)
5. Facilities: Certificate of Final Inspection for the Deerwood Center – Interior Stairs and Library Canopy Repairs (p. 54)

ACTION ITEMS

1. Approval of Consent Agenda (p. 55)
2. Administrative Procedure Act – Board Rules, Section 1 – General Provisions, Definitions and Governance (p. 56-57)
3. Administrative Procedure Act – Board Rules, Section 2 – Administration (p. 58-59)
4. Administrative Procedure Act – Board Rules, Section 4 – Finance (p. 60-64)
5. Administrative Procedure Act – Board Rules, Section 9 – Instruction (p. 65-66)

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6. Administration: College Mission and Vision Statements (p. 67)
7. Human Resources: Award of Continuing Contracts (p. 68)
8. Human Resources: Faculty Sabbatical (p. 69-70)
9. Finance: Direct Support Organization Checklist and Annual Audit for the Fiscal Year Ended September 30, 2025 (p. 71-110)
10. Finance: Fees and Charges (p. 111-113)
11. Finance: FSCJ ACCESS Program (p. 114)
12. Finance: Financial Statements Audit Report for Fiscal Year Ended June 30, 2025 (p. 115)
13. Finance: FSCJ's Quasi-Endowment Funds for Payment to U.S. Department of Education (p. 116)
14. Facilities: Purchase of San Jose Early College at Cecil (p. 117)

INFORMATION ITEMS

Trustees may request discussion of Information Items, as needed.

- A. Human Resources: Personnel Actions (p. 118-119)
- B. Finance: Investment Reports for Quarter Ended December 31, 2025 (p. 120)
- C. Facilities: Change Orders – Deerwood Center – Interior Stairs and Library Canopy Repairs (p. 121-122)

REPORT OF THE BOARD CHAIR

REPORTS OF TRUSTEES

REPORT OF THE FINANCE & AUDIT COMMITTEE CHAIR

REPORT OF THE BOARD LIAISON, FSCJ FOUNDATION BOARD OF DIRECTORS

REPORT OF THE ADMINISTRATIVE AND PROFESSIONAL COLLABORATIVE (Written report provided by Ashli Archer)

REPORT OF THE CAREER EMPLOYEES' COUNCIL (Written report provided by Rebecca Nelson)

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

REPORT OF THE STUDENT GOVERNMENT ASSOCIATION (Written report provided by Vlad Sadouski)

NEXT MEETING

The Board will meet on Tuesday, May 12, 2026, 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 9, 2026, at 1 p.m. at the College's Administrative Offices in Board Room 405.

ADJOURNMENT

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

**Florida State College at Jacksonville
District Board of Trustees
Minutes of the January 30, 2026, Deep Dive Workshop/Planning Meeting
Hyatt Regency Jacksonville Riverfront
River Terrace 2 and 3, 9 a.m.**

PRESENT:

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

ABSENT:

None

CALL TO ORDER:

Chair Roderick Odom called the meeting to order at 9:01 a.m. He welcomed those in attendance, including members of the Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT), FSCJ Executive Leadership Team (ELT) and FSCJ staff. He noted that members of the FSCJ Foundation Board of Directors (FBOD) would join the meeting at 11:45 a.m. for Part 2 of the session.

WELCOME REMARKS
AND MEETING
OVERVIEW:

President John Avendano, Ph.D. welcomed all attendees and expressed his appreciation for their participation in the all-day planning meeting. He thanked everyone for taking time from their busy schedules to engage in this important work.

President Avendano explained that the Planning Meeting would be conducted into two parts:

- Part 1 (9 – 11:45 a.m.)
College administration would present information to the Board relating to FSCJ’s strategic priorities.
- Part 2 (Beginning at 11:45 a.m.)
Members of the FSCJ FBOD would join the meeting for discussions focused on FSCJ’s strategies and priorities, Foundation support and the ideal state of the Foundation.

President Avendano invited open dialogue throughout the meeting, encouraging attendees to ask questions, provide comments and share their experiences.

INFORMATION/
DISCUSSION:

PART 1:

I. FSCJ Strategic
Priorities:

• Enrollment
Growth:

Vice President of Student Affairs and Enrollment Management Elliott Strickland provided attendees with an overview of the College's Enrollment Growth. The presentation included the following key areas:

- Charting a Clear Course Forward:
 - Creating a Strategic Enrollment Management (SEM) Plan at FSCJ.
 - Principle 1 – Ensuring Alignment and Awareness:
 - Ensure the Campus Community is Well-Informed.
 - Ensure Everyone is Aware of the Anatomy of College Enrollment:
 - Market Factors.
 - Market Campaign.
 - Conversion.
 - Retention Within.
 - Retention Between.
 - The Current Landscape:
 - Enrollment Shifts.
 - Student Derailment.
 - Organizational Shifts.
 - Doubting Value.
 - Principle 2 – Data-Driven Insights:
 - Strategic Plan, SEM Plan, MVV Statements.
 - Enrollment Data.
 - Environmental and Workforce Data.
 - Survey Data.
 - Ensure Everyone is Aware of FSCJ's Enrollment Trend:
 - Student Type.
 - Persistence (Fall-to-Fall).
 - Graduation Rates.
 - Opportunities – Population:
 - ❖ Millennials.
 - ❖ Veterans.

- Opportunities – Educational Attainment:
 - ❖ Duval.
 - ❖ Nassau.
 - ❖ State.
 - ❖ U.S.
- Principle 3 – Inclusive Input and Shared Vision:
 - Large Group Workshops.
 - Focus Groups.
 - Common Themes.
 - College-Wide Themes (5):
 - Theme 1: Strengthen and Simplify the Student Journey.
 - Theme 2: Invest in People, Capacity and Cross-Campus Consistency.
 - Theme 3: Modernize Technology, Systems and Processes.
 - Theme 4: Build a Culture of Belonging, Identity and Engagement.
 - Theme 5: Align Programs, Schedules and Services with Student and Workforce Needs.
- Principle 4 – Assemble and Empower the Experts:
 - SEM Steering Committee and Working Groups.
 - SME (Subject-Matter Experts).
 - Specific Goals, Timelines and Key Performance Indicators (KPI's).
- Principle 5 – Keep the Conversation Going:
 - Campus Community Involved in the Progress.
 - Newsletters, Emails, Public Forums and Town Hall Meetings.
 - Keep your Plan Nimble: Life Happens.
- Principle 6 – Celebrate:
 - Celebrate the Big and Small Wins.
 - Share Success Stories and Victories Achieved.
 - Tell and Re-Tell the Story.

There was in-depth discussion by attendees relating to FSCJ's recruitment, retention and graduation efforts, as well as broader trends influencing enrollment. Key themes included:

- Strategies to increase enrollment and invest in sustainable enrollment growth.
- National enrollment trends and the broader higher-education landscape.

- Demographic shifts affecting student pipelines.
 - The role and structure of the enrollment management function.
 - Persistence and retention comparisons with peer institutions.
 - Challenges associated with open admissions and academic readiness.
 - Student hardships impacting course completion and progression.
 - Graduation rates and opportunities to strengthen student achievement.
 - Enhancing the student journey and overall student success.
 - Ensuring cross-campus consistency in processes and student experience.
 - Increasing active recruitment efforts and refining process management.
 - Improving student opportunities and addressing challenges.
 - Strengthening alumni relations.
 - Workforce needs and alignment with workforce development priorities.
 - Strategies for marketing FSCJ and attracting prospective students.
- Excellence: Vice President of Strategic and Institutional Effectiveness Dr. Deborah Fontaine provided attendees with an overview of the College's focus on Excellence. The presentation included the following key elements:
 - ASPEN 200:
 - Recognition for Achieving High and Improving Levels of Student Success:
 - Teaching and Learning.
 - Certificate and Degree Completion.
 - Transfer and Bachelor's Attainment.
 - Workforce Success.
 - College and Program Access.
 - FSCJ Goals and Targets:
 - Certificate and Degree Completion.
 - Transfer.
 - Strategies for Continuous Improvement:
 - Strategic Enrollment Management Plan.
 - Re-Envisioning Business and Industry Leadership Teams (BILTs).

- Enhanced Program Review.
- Review of Academic Roadmaps and Scheduling Alignment.
- Dual Enrollment.
- Mission and Vision:
 - Current and Proposed Statements.

There was extensive discussion by attendees relating to FSCJ's excellence framework. Key themes included:

- Enhancing student success and improving student achievement outcomes.
- Strengthening strategic enrollment and ensuring consistency in the use of BILTs.
- Increasing opportunities for academic and community engagement through BILTs.
- Supporting degree completion and workforce success.
- Examining national trends and aligning with strategic goals.
- Embracing the responsibilities of an open-access institution.
- Expanding programmatic outreach into the community.
- Ensuring responsiveness in academic programming and alignment with workforce needs.
- Enhancing efforts to increase matriculation.
- Growing and expanding Career and Technical Education (CTE) opportunities.
- Ensuring alignment with the College's mission and vision.
- Continuing to foster a service-oriented culture.

President Avendano invited Trustees to review and provide feedback on the College's proposed Mission and Vision statements. Trustees expressed strong support for the revisions, noting:

- The proposed statements represented a significant improvement.
- The language provided a clear return to the fundamentals of the College's purpose.
- The revisions refocused the College on students.
- The statements emphasized empowering students to excel.
- The improvements were meaningful and directionally aligned with community needs.

- The statements supported the College’s capacity for growth and responsiveness to the region.

- Student Success: Provost and Vice President of Academic Affairs Dr. John Wall and Vice President of Strategic and Institutional Effectiveness Dr. Deborah Fontaine provided attendees with an overview of the College’s focus on Student Success. The presentation included the following key elements:
 - Accountability in Student Success:
 - Program Review.
 - Baccalaureate Accountability Report.
 - Program Accreditation.
 - Industry Certification Report.
 - Program Quality Audit.
 - Retention (KPIs).
 - Completion (KPIs).
 - Supporting Student Success:
 - Direct Student Support.
 - Structural Student Support.
 - Seeking Success in FSCJ Programs:
 - Program Contributions to Total Enrollment.
 - Percentage of Total Enrollment.
 - Cumulative Count of Programs, From Largest to Smallest Enrollment.
 - Evolution of Community Colleges:
 - Community College (CC) 3.0 – Unlocking Opportunity Through Focusing on Post-Completion Success:
 - CC1 – Access.
 - CC2 – Access and Completion.
 - CC3 – Access, Completion and Post-College Success.
 - Unlocking Opportunity:
 - Collaborative, National Initiative Supported by the Aspen Institute and the Community College Research Center (CCRC).
 - Goals are to:
 - Strengthen Workforce Programs.
 - Redesign Program Onboarding.
 - Strengthen Transfer and Bachelor’s Programs.
 - FSCJ 2025-26 Goals:
 - Set Wage Standards using the MIT Living Wage Calculator.

- Classify Programs by Post-Completion Opportunity.
- Gather Transfer and Bachelor's Completion Outcomes.
- Set Quantitative Goals and Aligned Strategies.
- Goals for 2026-27 and Beyond:
 - Increase the Number of Students in High Opportunity Programs.
 - Decrease the Number of Students in Low Opportunity Programs.
 - Strengthen Low Opportunity Programs.
 - Redesign Onboarding to Ensure More Students are on Medium to High-Opportunity Pathways.
 - Shrink or Eliminate General Studies (AA Students with no Academic Degree Plan on File).
 - Strengthen Pre-Health Programs.

There was discussion by attendees relating to key components of student success. Discussion topics included:

- The College's program review processes.
- Persistence and completion strategies.
- Methods to support continuous improvement across academic programs.
- Development and clarity of academic pathways.
- Enhancements to student orientation, including online onboarding processes.
- Strengthening faculty-student interaction.
- The role and structure of academic advising, including the cost of advising.
- Review of curriculum requirements.
- Alignment and clarity of program roadmaps.
- Strategies to improve overall student success.
- The use of AI tools to support student learning and engagement.
- Opportunities to improve orientation sessions.
- Considerations related to student satisfaction.
- Analysis of graduation rates.

The Board requested a report listing the ten academic programs that account for 60% of the institution's total enrollment.

Trustees also discussed the strength and performance of the College's Bachelor of Applied Science (BAS) programs, particularly the business program, and raised several key questions:

- How many students enroll at the College specifically to pursue a business degree?
- What does excellence look like within academic programming?
- Which programs represent the College's strongest areas of distinction?

- Community Engagement:

Vice President of Institutional Advancement and Executive Director of the FSCJ Foundation Scott Evans and Director of Government and Community Relations Taylor Mejia Roberts provided attendees with an overview of the College's Community Engagement initiatives. The presentation included the following key elements:

- Foundation Updates – Strategies:
 - Goal 4, Strengthen the Foundation's Capacity to Enhance Philanthropic Support:
 - Launch Comprehensive Campaign.
 - Recruit a Minimum of Five New Foundation Board Members.
 - Fill at Least Three Planned Positions on the Institutional Advancement/Foundation.
 - Goal 5. Create Meaningful Interactions Between Students, Donors and Alumni to Increase Student Engagement after Graduation:
 - Develop a Three-Year Plan to Initiate a New Approach to Alumni Relations and Conduct Alumni Events.
 - Launch a New and Annual Stewardship Program for Existing Endowed Scholarship Donors.
- Legislative Efforts:
 - Cecil Training Institute (Cecil Center North).
 - Career Connection Center (Downtown Campus).
 - Policy Priority – LINE Grant Expansion.
 - Council of Presidents Priorities.

There was discussion by attendees relating to the College's community engagement efforts and the ongoing work of the FSCJ Foundation and government and community relations. Discussion topics included:

- The Foundation staffing plan and opportunities to strengthen organizational capacity.

- Growth of the FBOD.
 - Strengthening the FBOD committees to improve governance and engagement.
 - Development of new governing, fiscal and member-related policies aligned with best-practice standards.
 - Updates to Foundation Bylaws.
 - Use of FBOD evaluation tools to support accountability and continuous improvement.
 - Campaign-related discussions, including pledges, gifts and future potential.
 - Expanding alumni engagement.
 - Review of two primary goals for 2026:
 - Strengthen the Foundation.
 - Exceed the campaign goal within five years or sooner.
 - Recognition of the significant progress made by the Foundation.
 - State-level updates on legislative priorities.
 - Review of two FSCJ priority projects seeking state appropriations for the current year:
 - Cecil Training Institute.
 - Career Connection Center.
 - Expansion of high-demand workforce training, including allied health programs.
 - Opportunities with industry matching partners.
 - Updates related to the Governor’s proposed budget.
 - Funding considerations for deferred maintenance and repair.
 - The Florida College System (FCS) Program Fund.
 - Updates regarding the state health insurance plan.
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- Service: Vice President of Finance and Administration Dr. Wanda Ford and Chief Human Resource Officer Mark Lacey provided attendees with an overview of the College’s focus on Service. The presentation included the following key elements:
 - Elevating the FSCJ Experience:
 - Full-Time Completions – Staff and Faculty:
 - Completions.

- Total Employees by Classification.
- Percentage of Employees Complete.
- Targets.
- 100% Remote Employees – In Service Area and Out of Service Area:
 - Completions.
 - Total Employees.
 - Percentage of Employees Complete.
- Updates:
 - 50 Sessions Offered.
 - Course Revised:
 - Maintained all Content and Condensed Activities.
 - Faculty Outreach:
 - Department-Specific Sessions.
 - Faculty-Only Sessions.
- Going Forward:
 - Will Offer One Session Each Month.
 - New Employees Should Complete within the First 60 Days of Employment.
 - Collaboration with Faculty Senate President to Encourage Faculty Participation.
 - Incorporating Targeted Interview Questions to Assess Service Skills in the Hiring Process.
 - Elevating the FSCJ Experience HR Newsletter Spotlight:
 - Success Stories.

There was in-depth discussion by attendees relating to the College's service initiatives, with a focus on strategies to enhance service excellence across the institution. Key discussion points included:

- Enhancing customer service across all areas of the College.
- Increasing employee engagement to better support a high-quality service culture.
- Strengthening the connection between student success and service excellence.
- Encouraging employees to go above and beyond, anticipating needs and exceeding expectations.
- Efforts to strengthen organizational culture.
- Improving the student and employee experience, including efforts toward retention and satisfaction.

- Addressing engagement challenges faced by staff and departments.
- Considerations regarding program time frames and content delivery methods.
- Developing department-specific training programs.
- Building a strong institutional culture that drives student success.
- Identifying key elements of the College's service excellence training.
- Strategies related to service recovery and managing service challenges effectively.
- Tools and approaches for evaluating customer service performance.
- Developing stronger student relations.
- Creating a service approach that consistently exceeds student expectations.
- Marketing service initiatives to faculty and staff.
- Highlighting internal success stories to reinforce positive culture change.
- Prioritizing the hiring of employees who already embody service-oriented attributes.

II. DBOT Discussion/
Direction:

President John Avendano, Ph.D. opened the discussion by inviting Trustees to engage in a forward-looking conversation about FSCJ's strategic direction for 2026. The dialogue focused on key institutional priorities and opportunities of growth, improvement and innovation. Key areas discussed included:

- Primary Focus Areas:
 - Identification of top institutional priorities for the coming years.
 - Emphasis on aligning College efforts with long-term strategic goals.
- Comprehensive Campaign:
 - Strategies to increase philanthropic support.
 - Strengthening community partnerships and donor engagement.
- Enrollment Growth:
 - Continued commitment to the BILTs workforce-aligned model.
 - Enhancements to the student experience to support retention and completion.

- Legislative and Advocacy Efforts:
 - Identification of legislative opportunities where advocacy can advance instructional goals.
 - Encouraging advocacy and ambassadorship to elevate FSCJ's visibility and impact.
- Resource Development:
 - Discussion of opportunities to secure new resources.
 - Prioritizing resource allocations to support key institutional objectives.
- Community and Workforce Partnerships:
 - Strengthening relationships with employers and community organizations to meet regional workforce needs.
- Academic Program Review:
 - Ongoing evaluation of program relevance, performance and labor-market alignment.
 - Review of the top ten academic programs comprising 60% of total enrollment.
- Commitment to Excellence:
 - Reaffirmation of continuous improvement across all departments and initiatives.
- Northern Coalition Acknowledgement:
 - Appreciation expressed to Board Chair Roderick Odom and Trustee Michael Bell for leadership and contributions to Northern Collation events.
- Mission Statement Review:
 - Examination and refinement of proposed updates to the Mission Statement.
- Facilities Expansion:
 - Discussion of expanding physical spaces to meet instructional and community needs.
- Strengthening Academic and Institutional Programs:
 - Focus on enhancing program quality and offerings.
 - Reinforcement of FSCJ's vision for a strong and unified institutional direction.

PART 2:

WELCOME REMARKS

President Avendano welcomed the FSCJ FBOD members and thanked them for taking time out of their schedules to attend Part 2 of the planning meeting. He asked attendees to introduce themselves and share their connection to FSCJ. Each participant provided a brief introduction in turn.

I. Review of College Strategies & Priorities:

President John Avendano, Ph.D. provided attendees with an overview of the College's current strategies and institutional priorities. The discussion highlighted the following key priorities within FSCJ's major strategic areas:

- Enrollment Growth.
- Excellence.
- Student Services.
- Community Engagement.
- Service.

There was discussion by attendees relating to the College's strategies and institutional priorities. Key discussion points included:

- Challenges students face in obtaining employment.
- Career and technical education program needs within the community.
- Program review processes.
- Unlocking opportunities for students.
- Supporting students in securing jobs.
- Strengthening connections between employers and students.

II. Foundation Support for College Priorities:

President John Avendano, Ph.D. and Vice President of Institutional Advancement and Executive Director of the FSCJ Foundation Scott Evans provided attendees with an overview of the Foundation's Support for the College's Priorities. The overview included the following key areas of focus:

- Current Ways Foundation is Supporting College Priorities:
 - Scholarships:
 - Annual and Endowed.
 - General and Restricted.
 - Program Funds and Other Endowments.

- Capital Projects and Naming Opportunities.
- Annual Operating Funds Relieving the College Budget:
 - Salary and Benefits.
 - Foundation Operations.
 - Institutional Support.
 - External Sponsorships.
- 501(C) Recipient for Grants from Private Donors (Corporations/Foundations).
- Events that Create Awareness and More Resources.
- New Ways and New Philanthropic Products:
 - Donor Recognition to Bolster Awareness:
 - H. Wade Barnes, Jr. Heritage Society.
 - 1965 Founders Circle.
 - Capital Advances for Priority Projects:
 - Cecil Field.
 - Athletics.
 - Culinary.
 - Public Funding Passthroughs to Partners.
 - Philanthropic Products and College Priorities:
 - Vision, Background, Needs, Timeline and Budget.
 - Faculty and Staff Input and Partnership in Certain Solicitations.

There was in-depth discussion by attendees relating to the Foundations' support for College priorities. Key ideas and themes from the group included:

- Cultivate faculty, staff, students and alumni to give.
- Identifying federal grant opportunities to support the new Maritime Program.
- Hosting an informational session with Chris Fisher of OCEARCH.
- Considering additional staffing needs to support future plans and initiatives.
- Remaining nimble and flexible amid changing and challenging economic conditions.
- Informing and equipping Board members so they can act with purpose.
- Assessing market interest for potential new academic programs.

- Fostering closer relationships with community leaders and business and industry partners.
- Creating more internship opportunities through alumni, with Career Services presenting to the Board.
- Utilizing the Board to help identify community needs.
- Emphasizing marketing efforts, speaker engagements and similar strategies to promote FSCJ.
- Conducting tours for Board members to strengthen understanding and engagement.
- Developing elevator speeches for Board members to support outreach and advocacy.
- Exploring weekend training options for trade programs.
- Encouraging Board members to follow FSCJ on social media and help amplify the College's message.

III. The Ideal State of the Foundation:

FSCJ FBOD Chair Michael Corrigan and Vice President of Institutional Advancement and Executive Director of the FSCJ Foundation Scott Evans provided attendees with an overview of the Ideal State of the Foundation. The overview included the following key components:

- Ideal State of the FSCJ Foundation:
 - FBOD Members Asked to Provide Feedback:
 - Strengths and Ideas for Improvement.
 - Future Focal Points within 10 Organizational Elements:
 - Culture and Board-Staff Partnership.
 - Financial and Investment Management.
 - Fundraising and Advancement Strategy.
 - Governance.
 - Legal and Compliance.
 - Marketing, Branding and Communications.
 - Organizational Structure and Staff.
 - Performance and Accountability.
 - Strategic Planning.
 - Technology and Infrastructure.

There was in-depth discussion by attendees relating to the ideal state of the Foundation. Key ideas and themes from the group included:

- Desire for additional training and information on a Board member's role in fundraising, Sunshine Law requirements and compliance related to pass-through gifts.
- Use of fundraising tools such as elevator speeches and real-life examples of students, programs and initiatives benefiting from private support.
- Recommendation for the full Board to receive an annual report from Commonfund.
- Sharing updated organizational charts for the Foundation, the College and the Boards.
- Exploration of dedicated Foundation email addresses for Board members with a special suffix, while noting potential Sunshine Law concerns.
- Creating additional opportunities, before or after meetings and at other times, for Board members to socialize and build stronger relationships.

IV. DBOT and FBOD
Discussion/Direction:

President John Avendano, Ph.D. initiated a joint discussion with the DBOT and the FBOD to gather engaged input on the members' vision and direction for FSCJ in 2026. Key ideas and themes shared by the group included:

- Encourage alumni to utilize improved technology to support outreach and fundraising efforts.
- Establishing a vision in which no graduate leaves FSCJ with debt.
- Ensuring comprehensive wrap-around support for students, including housing, job placement and assistance, and support during periods of job loss.
- Creating a community and environment where students feel a sense of belonging.
- Positioning alumni at the center of the College's long-term growth strategy.
- Building an alumni culture focused on both "friend-raising" and fundraising.
- Supporting and retaining top administrators to promote institutional stability.
- Improving the utilization of currently vacant spaces across College campuses and centers.

- Encouraging ongoing feedback and suggestions from members.
- Recognizing and valuing the unique ways each member contributes through their individual strengths and talents.
- Develop a script for board members to help initiate conversations beyond a standard elevator speech.
- Convene external industry-specific groups to share additional information about FSCJ.
- Establish a special collection of books, periodicals and other artifacts highlighting Jacksonville's history as a way to engage community members.
- Increase outreach and engagement efforts by soliciting participation from FSCJ faculty and staff.

V. Summary and Final Charge:

President John Avendano, Ph.D. shared a summary and final charge as the meeting concluded:

1. He thanked members of both the DBOT and FBOD for their thoughtful engagement, collaboration and shared commitment to FSCJ's mission.
2. He emphasized the importance of maintaining strong partnerships, internal and external, as the College continues advancing its strategic priorities.
3. He highlighted the critical role each member plays in championing FSCJ within the community, supporting student success and strengthening the institution's long-term goal.
4. As a final charge, he encouraged members to:
 - Continue serving as ambassadors for FSCJ by sharing the College's story and amplifying its impact.
 - Seek opportunities to connect prospective partners, donors and community stakeholders with the College.
 - Provide ongoing feedback, ideas and insights to help guide FSCJ's work and future direction.
 - Remain engaged in fostering a strong, vibrant alumni culture that contributes to the College's success.

President Avendano closed by reaffirming his appreciation for the group's dedication and noting that their collective leadership and advocacy will help shape FSCJ's progress and momentum as the College moves toward 2026 and beyond.

President Avendano also reminded attendees of the evaluation process for the day's session. He encouraged all members to complete and submit the survey that will be distributed within the coming week, noting that their feedback is essential in refining future meetings, strengthening collaboration and ensuring that these joint gatherings continue to provide meaningful value.

ADJOURNMENT:

There being no further business, Chair Odom declared the meeting adjourned at 3:25 p.m.

APPROVAL OF MINUTES:

Chair, District Board of Trustees

Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Administration Support Manager – Office of the College President

Florida State College at Jacksonville
District Board of Trustees
Finance & Audit Committee
Minutes of February 17, 2026, Quarterly Meeting
Administrative Offices, Room 406, 10:45 a.m.

PRESENT:

Thomas R. McGehee, Jr., Committee Chair
Roderick D. Odom
John Avendano
Wanda Ford
Stephen Stanford

ABSENT:

O. Wayne Young

PRESENTERS/INVITED
GUESTS:

Lisa Moore
Taylor Mejia Roberts
Pete Snell
Lindsey Thomas
John Wall
Richard Pengelly, PFM Asset Management

CALL TO ORDER:

College President John Avendano, Ph.D. and Finance & Audit (F&A) Committee Chair, Trustee Thomas R. McGehee, Jr. called the F&A Committee meeting to order at 10:50 a.m. and welcomed those in attendance.

INFORMATION /
DISCUSSION:

I. PFM Presentation:

Vice President of Finance and Administration Dr. Wanda Ford and Associate Vice President for Finance and Controller Lindsey Thomas introduced Richard Pengelly of PFM Asset Management. PFM Managing Director Pengelly provided an overview of the investments for the College's surplus funds and the quasi-endowment fund to the committee. The current market value of the surplus funds is approximately \$40m. The portfolio is currently outperforming the benchmarks. The market value of the quasi-endowment fund is \$9.6m as of 12/31/2025 in comparison to \$9.4m as of 10/01/2025. A new Fed Chair will be named in May 2026, which could yield 1-2 more interest rate cuts.

II. Review of February
2026 DBOT Finance
Items:

Vice President of Finance and Administration Dr. Wanda Ford and Associate Vice President for Administrative Services Steve Stanford discussed the following agenda items being presented to the Trustees:

- Fiscal Year 2025-26 Operating Budget Amendment No. 3.
- Fiscal Year 2025-26 Capital Outlay Budget Amendment No. 2.
- Administrative Procedure Act – Board Rules, Section 4 (6Hx7-4.7 – Investment of Surplus Funds)

There were no objections to these agenda items.

III. Preliminary Budget
Outlook FY 2026/27
& Discussion of
Interim Financial
Statement:

Vice President of Finance and Administration Dr. Wanda Ford and Associate Vice President for Administrative Services Steve Stanford provided a preliminary budget outlook for FY 2026/27. The estimates were based on several assumptions and showed the projected fund balance based on 3%, 5%, 7% and 10% enrollment increases. The most significant concern is the increase in the cost of the state health insurance. If the State does not provide financial support to offset the cost of State Group Insurance, and even if enrollment remains stable, the College may be unable to maintain the required 7% fund balance in future years.

The committee also received an overview of the Interim Financial Statement as of December 31, 2025. Total liabilities, deferred outflows and net position is \$64m. Student fees are trending upward, and other revenues are trending as anticipated. Expenses are also trending as projected. The estimated fund balance is 10%.

IV. Laptop Loaner
Program:

Vice President of Finance and Administration Dr. Wanda Ford and Chief Information Officer Pete Snell provided an overview on the Laptop Loaner Program. The program launched in 2020 and was initially funded through grants and federal dollars. The initiative has progressed from providing 100 laptops to 646 including 3,949 checkouts.

The program currently provides a reliable, cost-effective, high-quality pipeline of laptops to support student success. The project also provides hands-on-hardware repair and IT ticketing system experience for student workers.

NEXT MEETING:

The next meeting of the F&A Committee is scheduled for Tuesday, April 14, 2026. The Committee will meet at 10:45 a.m. at the College's Kent Campus, Room D-111.

ADJOURNMENT:

There being no further business, Committee Chair McGehee declared the meeting adjourned at 11:54 a.m.

APPROVAL OF
MINUTES:

Committee Chair, Finance and Audit Committee

Vice President of Finance and Administration

Submitted by: Shannon Oliver, Administration Support Manager – Office of Vice President of Finance and Administration

Florida State College at Jacksonville
District Board of Trustees
Minutes of the February 17, 2026, Workshop
Administrative Offices, Room 403A, Noon

PRESENT:

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

ABSENT:

None

CALL TO ORDER:

Chair Roderick Odom called the meeting to order at 12:07 p.m. and welcomed all those in attendance.

WELCOME/
INTRODUCTIONS:

College President John Avendano, Ph.D. welcomed all attendees and introduced the agenda for the workshop, which included two primary discussion items:

1. FSCJ Planning Meeting/Retreat Follow-Up:

Presented by President Avendano, this item builds upon the discussions and strategic themes identified during the Board retreat, providing an opportunity to reaffirm shared priorities and translate ideas into actionable next steps. The follow-up conversation is intended to support continued alignment between the Board and administration and to ensure that the outcomes of the retreat meaningfully inform future planning, governance, and decision-making.

2. AI at FSCJ:

Presented by Provost and Vice President of Academic Affairs, this item provides an overview of the evolving role of artificial intelligence at Florida State College at Jacksonville (FSCJ). It highlights current and emerging applications that support student success, instructional innovation, and operational efficiency. The presentation outlines guiding principles for responsible and ethical use of AI and ongoing initiatives across academic and administrative areas. This overview is intended to inform the Board, encourage thoughtful dialogue and support effective governance oversight as FSCJ continues to explore and implement AI-enabled solutions.

INFORMATION/
DISCUSSION:

A. FSCJ Planning Meeting/Retreat Follow-Up:

College President John Avendano, Ph.D., opened the discussion by asking the Board to reflect on the recent FSCJ Planning Meeting and Retreat. He encouraged Trustees to share the moments that stood out to them, the ideas that sparked energy, and any insights they believe could help shape the College's direction moving forward.

The Board agreed that the joint meeting was highly successful, noting the strong turnout, the positive venue experience, and the clear sense of synergy between Trustees and Foundation members as both leadership teams came together to advance the College. Trustees appreciated the opportunity to strengthen relationships in light of the capital campaign and emphasized that the information shared was valuable in helping Foundation members better understand the College's direction.

Trustees expressed interest in continuing joint sessions between Duval and Nassau counties, while also acknowledging that this year's high attendance was largely due to the meeting being held in Duval, which provided greater convenience. While cost remains an important factor – and a cost comparison was requested to support fiscal responsibility – Trustees underscored that convenience also carries significant value.

Additionally, Trustees highlighted the importance of providing Foundation members with tours of program areas and campuses to deepen their understanding of the College's work and impact.

President Avendano expressed his appreciation for the thoughtful discussion and noted that next year's joint gathering will include a wrap-up of the strategic plan and a summary of the comprehensive campaign to continue building on the momentum of this year's successful meeting.

B. AI at FSCJ:

Provost and Vice President of Academic Affairs Dr. John Wall provided the Board with an overview of AI at FSCJ. The overview included the following information:

- Overview of artificial intelligence at FSCJ and its relevance to higher education.
- AI at FSCJ – A Values Proposition:
 - Excellence.
 - Innovation.
 - Integrity.
 - Respect.
 - Service.
- AI at FSCJ – Setting the Stage:
 - Generative AI is being adopted more rapidly than any other technology in history:
 - Innovators.
 - Early Adopters.

- Early Majority.
- Late Majority.
- Laggards.
- AI at FSCJ – Maintaining Quality and Security:
 - Personal AI.
 - FSCJ AI (Microsoft 365 Copilot).
 - Public AI.
- AI at FSCJ – Ask Rayzor: An AI Powered Helper that Knows FSCJ.
- AI at FSCJ – Governance:
 - Input from Various Groups (Faculty, Senate, and Initial AI Advisory Committee).
 - Institutional Standards for Adoption and Use of College-Sanctioned AI (AI Governance Group).
 - Guidelines and Best Practices for the Use of AI in Teaching and Learning (AI Academic Advisory Group).
 - A Community of Practice for Sharing Applications of AI Across FSCJ (AI Users Group).
- AI at FSCJ – Usage Survey:
 - AI Confidence and Training Interest.
 - Popular AI Tools.
 - Benefits and Concerns.
 - Impact on Higher Education.
- AI at FSCJ – Selected AI Implementations Around the College:
 - Type of Implementation:
 - Professional Development (PD):
 - Five PD Courses.
 - PD Day, 01/09/2026.
 - College Curriculum:
 - Interdisciplinary AI.
 - Ask Rayzor Chatbot:
 - AI Applied to fscj.edu.
 - Course Schedule Analysis:
 - Schedule Completability.
 - AI-Integrated Class Activities and Assignments:
 - Writing Support and Critical Thinking.

Chair Odom asked whether there were any questions or comments from the Board regarding the presentation. Board members discussed several topics related to the integration of AI at FSCJ, including:

- How AI aligns with and supports the College’s mission and strategic priorities.
- The need for clear governance and guidelines for AI use.
- Training and professional development for faculty and staff.
- Security considerations.
- Assessing the quality and reliability of AI-generated information.
- Opportunities for integration of AI within academic programs.
- Strategies for effective and responsible utilization across the institution.

President Avendano expressed his appreciation to all participants for their engagement in the workshop. He encouraged the Trustees to reach out to him directly, or through Board Liaison Kimberli Sodek, with any follow-up questions or concerns related to the presentations.

ADJOURNMENT:

There being no further business, Chair Odom declared the workshop adjourned at 1:04 p.m.

APPROVAL OF MINUTES:

Chair, District Board of Trustees

Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Administration Support Manager – Office of the College President

Florida State College at Jacksonville
District Board of Trustees
Minutes of the February 17, 2026, Regular Meeting
Administrative Offices, Board Room 405, 1 p.m.

PRESENT:

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

ABSENT:

None

CALL TO ORDER:

Chair Roderick Odom called the meeting to order at 1:15 p.m. and welcomed all those in attendance.

PLEDGE:

Chair Odom led the Board and attendees in the Pledge of Allegiance.

COMMENTS BY THE PUBLIC:

Chair Odom opened the Public Comments portion of the meeting, during which members of the public were invited to address the Board on matters under its consideration. He noted that consideration of the day's action items also constituted a public hearing under the Administrative Procedures Act and advised that any comments related to the revised Board Rules should be presented at that time.

Chair Odom informed the Board that no member of the public had requested to speak. He then invited comments from the Trustees; none were offered.

MINUTES:

(Ref. Board Agenda for February 17, 2026; Pages 5 – 35)

Chair Odom noted that, in the interest of efficiency, he would entertain a motion to approve the Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) meeting minutes as presented on pages 5 – 35 of the agenda, including: the November 4, 2025, Business Dinner Meeting, on agenda pages 5 – 6; the November 12, 2025, Finance & Audit Committee Quarterly Meeting, on agenda pages 7 – 9; the November 12, 2025, Workshop, on agenda pages 10 – 12; and the November 12, 2025, Regular Meeting, on agenda pages 13 – 35.

MOTION: (McGehee – Young) The motion was made to approve the FSCJ DBOT meeting minutes as presented on pages 5 – 35, from the November 4, 2025, Business Dinner Meeting; the November 12, 2025, Finance & Audit Committee Quarterly Meeting; the November 12, 2025, Workshop; and the November 12, 2025, Regular Meeting, as recommended.

Chair Odom asked whether there were any questions or comments from the Board; none were received.

Motion carried unanimously.

REPORT OF THE COLLEGE
PRESIDENT:

President's Circle:

College President John Avendano, Ph.D. shared information with the Board regarding the President's Circle:

- The College looks forward to the FSCJ President's Circle event this evening at The River Club.
- This annual event honors the College's generous donors whose support makes its work possible.
- FSCJ will recognize select donors with special awards for their generosity and will also share additional highlights from Vice President of Institutional Advancement and Executive Director of the FSCJ Foundation Scott Evans and the Foundation.
- At last count, FSCJ has over 116 attendees, compared to approximately 72 last year.

Junior Achievement Partnership:

President Avendano shared information with the Board regarding the Junior Achievement Partnership:

- Last month, FSCJ announced a partnership with Junior Achievement to establish an Early Learning Center (ELC) at the College's Urban Resource Center through a 50-year land lease.
- Plans are underway for the state-of-the-art facility, which is projected to serve more than 30,000 students annually across the region. The ELC will bring career-connected learning to life, allowing students to run businesses, earn paychecks, manage budgets, and explore career pathways through hands-on simulations, effectively bridging classroom learning with real-world application.
- The College has enjoyed hearing the community's excitement about the partnership.
- This partnership reflects the College's commitment to serving as an educational anchor for our community.
- Construction is targeted to begin this year, with a soft opening projected for fall 2027.

Men's Cross Country Academic Rankings:

President Avendano shared information with the Board regarding the Men's Cross Country Academic Rankings:

- The U.S. Track & Field and Cross Country Coaches Association recently announced its NJCAA All-Academic Team and All-Academic Athlete Awards. FSCJ's men's cross country team was named the No. 1 academic-

performing team in the nation for the 2025 season, achieving the highest team grade point average among all NJCAA programs nationwide with an exceptional 3.90 GPA.

- Team members Benjamin Hale, Cole Fleming, Matt Leitheiser, Noah Blake Looney, and David Beasley each earned All-Academic Athlete honors for maintaining a GPA of 3.60 or higher while competing at the national level.

Cecil Center Update:

President Avendano shared information with the Board regarding the Cecil Center Update:

- As previously approved by the Board, the College is pursuing the purchase of property adjacent to the Cecil Center to support the expansion of workforce programs.
- Since the last meeting, the City agreed to allocate \$5m in funding to help launch the Cecil Training Institute. Combined with \$4m designated by the College, this investment will significantly expand FSCJ's capacity to deliver high-demand workforce training at the Cecil Center.
- Through Lippes Mathias, the College made an official offer to purchase the building.
- The plan is to develop the site in phases. The Institute will initially expand skilled trades programs in Welding and HVAC/R, with future phases adding advanced manufacturing and logistics. These fields have been identified by the Florida Department of Commerce and local employers as experiencing unmet and growing workforce demand in Northeast Florida.
- The Training Institute will double welding capacity – from 20 to 40 stations – addressing the current downtown program, which is operating at full capacity. The eight-month welding program, costing under \$4k, provides a direct pathway to strong wages averaging more than \$50k annually.
- Similar workforce needs exist in HVAC, where the region faces a shortage of approximately 250 installers and mechanics relative to annual openings. FSCJ's 12-month HVAC program, costing just over \$4k, will help address this gap.

- Future phases introducing logistics and advanced manufacturing programs will meet near-term workforce demands while aligning with JAXUSA’s priority industries, which are considered essential to Jacksonville’s long-term economic competitiveness.

President Avendano asked Director of Government and Community Relations Taylor Mejia Roberts to provide an update on the recent Tallahassee visit held on Monday, February 2, 2026.

Director Mejia Roberts summarized the visit, noting that the College delegation met with several key legislative leaders and staff to discuss FSCJ’s current priorities. A highlight of the visit included a meeting with Florida House Speaker Designate Sam Garrison, during which the delegation discussed matters related to the cost of health insurance, planned updates to the Cecil Center and continued support for skilled trades programs. She noted that the conversation was constructive and reinforced the importance of these initiatives to the region’s workforce and economic development needs.

Additional meetings throughout the day focused on house and senate budget proposals, including the College’s Public Education Capital Outlay (PECO) project requests. Overall, the visit was productive and provided valuable opportunities to advance the College’s advocacy efforts.

The Board expressed appreciation for the update and support for ongoing advocacy efforts.

Board Retreat Recap:

President Avendano shared information with the Board regarding the Board Retreat:

- He expressed appreciation to the Trustees for their participation in the Board Retreat held last month, noting the value of bringing everyone together for constructive dialogue, collaboration and fellowship as the College looks toward the future.
- He asked that Trustees share their feedback by completing the survey or contacting him directly.

MarCom Awards:

President Avendano shared information with the Board regarding MarCom Awards:

- He congratulated the College’s Marketing and Communications team for earning Medallion Awards from the National Council for Marketing & Public Relations

(NCMPR), the premier regional competition recognizing outstanding marcom and public relations achievements at community and technical colleges across NCMPR's seven districts.

- FSCJ received gold awards for the Gym Lobby Redesign and the "Become Irreplaceable" television advertisements, as well as a silver award for the "Become Irreplaceable" digital advertisements.
- The team also earned a 2025 National Council for Marketing & Public Relations Paragon Award in the Digital Advertisement category. The Paragon awards recognize the best creative and strategic work produced by colleges nationwide.
- Final placements – Gold, Silver, or Bronze – will be announced at the national conference scheduled for March 18–20 in Washington, D.C.

Commencement:

President Avendano shared information with the Board regarding Commencement:

- Commencement 2026 will be held on Thursday, May 7, at Vystar Veterans Memorial Arena.
- The College has secured Brian Pieninck, President and CEO of Florida Blue, as its Commencement speaker.
- A Grad Bash event is scheduled for Saturday, May 2, at the Deerwood Center. Graduates will have the opportunity to pick up honors and military cords, take photographs, connect with the alumni team, and celebrate with family and friend.
- Additional communications will be shared with further details. Trustees were encouraged to mark their calendars and join in the celebration.

Data Dashboard:

President Avendano shared information with the Board regarding the February 2026 Data Dashboard and high-level view of the institutional data sets:

- Spring Term College Credit Enrollment:
 - Positive variance of just under 3% credit hours for spring 2026 over spring 2025.
 - Positive variance of 6-1/2% to 7% compared to the same day in the enrollment cycle for Spring Term 2025 relating to clock hour enrollment.

- Two Dashboard Spotlights:
 - Six Sigma project in which the FSCJ’s PTK officers participated to help improve FSCJ’s Ask Rayzor AI bot.
 - Graduation Rates.
- Grants Report:
 - For the 2025-26 award year to date, FSCJ has received close to \$9.2m, of which \$344,554 was awarded during the current reporting period.

STRATEGIC
PROGRAMMATIC
DISCUSSION:

Chair Odom asked if there were any questions or comments from the Board related to President Avendano’s Report, Data Dashboards, or other College Strategic matters; none were received.

CONSENT AGENDA:
(Ref. Board Agenda for
February 17, 2026; Items 1
through 6, Pages 36 – 41)

Chair Odom noted that the Trustees had thoroughly reviewed the Consent Agenda items prior to the meeting and that any questions or concerns had been addressed and resolved in advance. He then asked whether any Trustee wished to remove an item from the Consent Agenda for individual consideration or discussion under Action Items; none were requested.

ACTION ITEMS:
(Ref. Board Agenda for
February 17, 2026; Items 1
through 9, Pages 42 – 84)

MOTION: (Bell – McGehee) The motion was made to approve the Consent Agenda, as recommended.

Chair Odom asked whether there were any questions or comments from the Board; none were received.

Motion carried unanimously.

President Avendano presented the administration’s recommendation on Action Item 2, Administrative Procedure Act – Board Rules, Section 4 – Finance, on agenda pages 43 – 73.

MOTION: (McGehee – Young) The motion was made to approve Board Rule 6Hx7-4.7, Investment of Surplus Funds, as recommended.

Chair Odom asked if there were any questions or comments by the Board.

Trustee Thomas McGehee, Jr. reported that the Finance & Audit (F&A) Committee had reviewed several action items on the day’s agenda. He stated that the Committee reached a consensus to provide the full Board with a brief overview and to convey their approval of the items.

As Committee Chair, Trustee McGehee shared the following information relating to Action Item A-2:

The item was discussed during the F&A meeting, noting that technology evolves rapidly, as do applicable rules and regulations. Over the past year, the Board has had the opportunity to review the rules and procedures to ensure they remain current, accurate and compliant with applicable state and federal laws. Recommendations were made to modify the rule to incorporate necessary clarifications and updates to College practices. Consequently, the rule was condensed from 29 pages to one.

The F&A Committee supports approval of this item.

Chair Odom asked whether there were any questions or comments from the Board; none were received.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 3, Human Resources: Termination – James Scott, Professor – Downtown Campus, on agenda page 74.

MOTION: (McGehee – Bell) The motion was made to approve the termination of James Scott, Professor – Downtown Campus, as recommended.

Chair Odom asked whether there were any questions or comments from the Board; none were received.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 4, Finance: Fiscal Year 2025-26 Operating Budget Amendment No. 3, on agenda pages 75 – 76.

MOTION: (Bell – McGehee) The motion was made to approve the Fiscal Year 2025-26 Operating Budget Amendment No. 3, as recommended.

Chair Odom asked if there were any questions or comments by the Board.

F&A Committee Chair McGehee shared the following information relating to Action Item A-4:

Vice President of Finance and Administration Dr. Wanda Ford and Associate Vice President of Administrative Services Steve Stanford discussed the proposed budget amendment, which requests an increase to the operating budget by \$593k. The amendment reduces the current expense budget by \$557k to allow for the transfer of \$557k in Pipeline Nursing funding for design services related to renovations of the Nursing facilities at North Campus and \$100k for the campus-wide computer refresh project.

Additionally, current expenses are increased by \$300k to provide funding for outside security services to enhance coverage and overall campus security. The amendment also increases the equipment expense budget to address higher costs for academic equipment.

The F&A Committee supports approval of this item.

Chair Odom asked whether there were any additional questions or comments from the Board; none were received.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 5, Finance: Fiscal Year 2025-26 Capital Outlay Budget Amendment No. 2, on agenda pages 77 – 79.

MOTION: (McGehee – Young) The motion was made to approve the Fiscal Year 2025-26 Capital Outlay Budget Amendment No. 2, as recommended.

Chair Odom asked if there were any questions or comments by the Board.

F&A Committee Chair McGehee shared the following information relating to Action Item A-5:

Vice President of Finance and Administration Dr. Wanda Ford and Associate Vice President of Administrative Services Steve Stanford presented the proposed amendment to increase the Capital Outlay Budget from \$47,078,362 to \$47,735,956. This adjustment reflects the addition of \$657k in funding being transferred from the operating budget for the Nursing Pipeline project and the campus-wide computer refresh initiative.

The F&A Committee supports approval of this item.

Chair Odom asked whether there were any additional questions or comments from the Board; none were received.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 6, Academic Affairs: Academic Calendar for 2026-2027, on agenda pages 80 – 81.

MOTION: (Bell – Shaw) The motion was made to approve the Academic Calendar for 2026-2027, as recommended.

Chair Odom asked whether there were any questions or comments from the Board; none were received.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 7, Academic Affairs: Inactivation of Correctional Officer Career Certificate Program, on agenda page 82.

MOTION: (McGehee – Young) The motion was made to approve the Inactivation of Correctional Officer Career Certificate Program, as recommended.

Chair Odom asked whether there were any questions or comments from the Board; none were received.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 8, Academic Affairs: Activation of Business Entrepreneurship Operations Technical Certificate Program, on agenda page 83.

MOTION: (Young – Bell) The motion was made to approve the Activation of Business Entrepreneurship Operations Technical Certificate Program, as recommended.

Chair Odom asked whether there were any questions or comments from the Board; none were received.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 9, Academic Affairs: Activation of Florida Correctional Officer (Correction Officer) Career Certificate Program, on agenda page 84.

MOTION: (McGehee – Bell) The motion was made to approve the Activation of Florida Correctional Officer (Correction Officer) Career Certificate Program, as recommended.

Chair Odom asked whether there were any questions or comments from the Board; none were received.

Motion carried unanimously.

INFORMATION ITEMS:
(Ref. Board Agenda for
February 17, 2026; Items
A – G, Pages 85 – 96)

Chair Odom asked the Board whether there were any questions or comments related to Information Items A – G, on agenda pages 85 – 96; none were received.

REPORT OF THE BOARD
CHAIR:

Chair Odom thanked everyone who had a role in organizing the 2026 FSCJ Planning Meeting and Retreat. From his perspective, the event was a tremendous success, with strong participation and discussion topics that generated meaningful, in-depth conversation. He also noted that the venue was very nice.

Chair Odom shared that he and President Avendano discussed the possibility of holding joint events with Foundation members twice a year for the duration of the Capital Campaign. The proposed joint events would convene in the late afternoon and include either a social gathering or dinner.

Chair Odom congratulated FSCJ as a whole on the recent recognitions, noting that the College is truly a jewel and expressing his belief that the Capital Campaign will be a tremendous success.

REPORT OF TRUSTEES:

There were no reports provided by Trustees.

REPORT OF THE BOARD
FINANCE & AUDIT
COMMITTEE CHAIR:

FSCJ F&A Committee Chair McGehee provided the Board with an overview of the written report from the February 2026 quarterly meeting. (Appendix A)

The next meeting of the FSCJ F&A Committee is scheduled for Tuesday, April 14, 2026, at the College's Kent Campus. The Committee will convene at 10:45 a.m. in Room D-111.

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

FSCJ Foundation Board Liaison Michael Bell provided the Board with an overview of the written report, which detailed the FSCJ Foundation Board of Directors' quarterly meetings, as well as updates on related committee meetings and activities. (Appendix B)

REPORT OF THE
ADMINISTRATIVE AND
PROFESSIONAL
COLLABORATIVE (APC):

Administrative and Professional Collaborative Chair Ashli Archer addressed the Board and presented an overview of the written report outlining current APC initiatives and activities. (Appendix C)

REPORT OF THE CAREER
EMPLOYEES' COUNCIL
(CEC):

Career Employees' Council Chair Rebecca Nelson provided the Board with a written report outlining current CEC initiatives and activities. (Appendix D)

REPORT OF THE FACULTY
SENATE (Senate):

Faculty Senate President Dr. John Woodward provided the Board with a written report outlining current Senate initiatives and activities. (Appendix E)

REPORT OF THE STUDENT
GOVERNMENT
ASSOCIATION (SGA):

Collegewide Student Government Association President Vlad Sadouski provided the Board with a written report outlining current SGA initiatives and activities. (Appendix F)

NEXT MEETING:

Chair Odom announced that the next regular meeting of the Board is scheduled for Tuesday, April 14, 2026, at 1 p.m. at the College's Kent Campus, Room D-120.

ADJOURNMENT:

There being no further business, Chair Odom declared the meeting adjourned at 1:51 p.m.

APPROVAL OF MINUTES:

Chair, District Board of Trustees

Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Administration Support Manager – Office of the College President



REPORT OF THE FINANCE & AUDIT COMMITTEE
COMMITTEE CHAIR, TRUSTEE THOMAS MCGEE, JR.
FEBRUARY 17, 2026

PFM Presentation:

Representatives from PFM Asset Management presented an overview of the investments for the College's surplus funds and the quasi-endowment fund. The current market value of the surplus funds is approximately \$40m. The portfolio is currently outperforming the benchmarks. The market value of the quasi-endowment fund is \$9.6m as of 12/31/2025 in comparison to \$9.4m as of 10/1/2025.

Preliminary Budget Outlook FY 2026/27 & Discussion of Interim Financial Statement:

Vice President of Finance and Administration Dr. Wanda Ford and Associate Vice President of Administrative Services Steve Stanford provided a preliminary budget outlook for FY 2026/27. The estimates were based on several assumptions and showed the projected fund balance based on 3%, 5%, 7% and 10% enrollment increases. The most significant concern is the increase in the cost of the state health insurance. If the State does not provide financial support to offset the cost of State Group Insurance and, even if enrollment remains stable, the College may be unable to maintain the required 7% fund balance in future years.

The committee also received an overview of the Interim Financial Statement as of December 31, 2025. Total liabilities, deferred inflows and net position is \$64m. Student fees are trending upward, and other revenues are trending as anticipated. Expenses are also trending as projected. The estimated fund balance is 10%.

Laptop Loaner Program:

Chief Information Officer Pete Snell provided an overview of the student laptop loaner program. The program launched in 2020 and was initially funded through grants and federal dollars. The initiative has progressed from providing 100 laptops to 646, including 3,929 checkouts.

The program currently provides a reliable, cost-effective, high-quality pipeline of laptops to support student success. The project also provides hands-on hardware repair and IT ticketing system experience for student workers.

This concludes my report.



REPORT OF THE BOARD LIAISON, TRUSTEE MIKE BELL
FEBRUARY 17, 2026

1. FBOD 4th Quarter Board Meeting – December 3, 2025:

- The Foundation Board held its 4th Quarter Board Meeting on Wednesday, December 3rd in the College's AO Boardroom.
- The agenda included the following respective reports:
 - Committee on Directors Report, Jeff Edwards.
 - Campaign Report, Carl Cannon.
 - Alumni Relations Committee Report, Consultant Dr. Carolyn Strickland.
 - College Update, Dr. John Avendano.
 - Executive Director Report, Scott Evans.

2. Action Items:

- The Board approved the nominations of four new members:
 - Michael Gordon (FSCJ alumnus and President of Gate Hospitality).
 - Patricia McElroy (Senior Vice President and President of the VyStar Foundation).
 - Jean Ibanez Payne (CEO and Founder of TI Verbatim Consulting).
 - Ellen Wiss (President of HOMKOR Florida, Inc.).
- The Board approved the Slate of Officers for 2026 and 2027. They are as follows:
 - Michael Corrigan, Chairman.
 - Paige Hakimian, Vice Chair.
 - Jeff Mall, Treasurer.
 - Sasha Poulos, Secretary.

3. Recognition:

The Board recognized Danny Berenberg, Bishop Rudolph McKissick, Jr. and Chris Verlander for their years of service as their terms ended.

4. Committee on Directors Report:

Committee on Directors Chair Jeff Edwards provided an update on Board composition, succession planning and plans for Board assessments and evaluation.

5. Campaign Report:

Campaign Chairman Carl Cannon reported cash and pledges as of December 3, 2025, totaled \$5.6 million with another \$700,000 in verbal pledges with much more in the pipeline of potential pledges and gifts.

6. Alumni Relations Committee Report:

Consultant Dr. Carolyn Strickland presented a three-year plan for alumni engagement to the Board. This will serve as a roadmap for the new alumni relations director once hired and the Foundation team for the next few years.

7. College Update:

President John Avendano, Ph.D. provided an update on the College to Foundation Board members noting several recent accomplishments, encouraged Foundation Board members to attend the annual retreat on January 30, 2026, and recognized members of the College leadership team in attendance at the meeting including all vice presidents from every area.

8. Executive Director Report:

Vice President of Institutional Advancement and Executive Director of the FSCJ Foundation Scott Evans provided updates on fundraising activities, programs and examples of specific gifts received recently. He shared a preview of upcoming events. He also recognized Chairman Brent Lister for his tireless efforts and contributions over the last two years as chairman.

9. Upcoming Board Meeting:

The next Foundation Board meeting is Thursday, February 26, 2026, at 11:30 a.m.

This concludes my report.



Date: February 17, 2026

To: Florida State College at Jacksonville District Board of Trustees

From: Ashli Archer, Chair of the Administrative and Professional Collaborative, 2025-2026

Re: February 2026 Administrative and Professional Collaborative Report

Dear Chair Odom and Trustees:

The Administrative and Professional Collaborative (APC) is proud to share updates since our last report.

Our January meeting was held virtually, and Dr. Avendano joined. He discussed the following College initiatives and invited questions and feedback:

- 2026 Outlook: Expected to be one of the busiest years with multiple initiatives.
- Junior Achievement Partnership: Groundbreaking for new experiential learning center downtown; opening projected Fall 2027.
- Cecil Center Expansion: Plans underway for trades programs; acknowledgment of Taylor Mejia's contributions.
- Legislative Session: Awaiting appropriations; major funding requests pending.
- Professional Basketball Partnership: Jacksonville Waves to use South Campus as home practice facility.
- Quiet Phase Campaign: Significant progress; notable \$500K donation received for Cecil project.
- Professional Development Day: Scheduled for tomorrow; robust agenda.
- Budget Update: \$8M shortfall due to state health insurance plan transition; enrollment growth projected at 4–5% for the year; legislative proposals \$70M–\$90M increase for Florida College System.
- Unlocking Opportunities Initiative: Review of academic programs based on wage and enrollment metrics; potential program adjustments.
- America 250 Celebration: Seeking ideas for partnerships/events; current proposals include debate and welding competition.

In an effort to increase connection with APC employees and colleagues, the APC Campus representatives will be scheduling campus-based meetings in March, 2026. Additionally, the Events and Service Committee has organized several gatherings for the spring semester, including a matinee show at the Alhambra Dinner Theatre in February. The Professional Development Committee will be scheduling a series of Spring Brown Bag lunches.

The APC Committee's next meeting will be on February 5, 2026.

Respectfully,

A handwritten signature in blue ink that reads "Ashli Archer".

Ashli Archer
Department Chair of Humanities
Administrative and Professional Collaborative Chair, 2025-2026



Date: February 17, 2026
To: Florida State College at Jacksonville District Board of Trustees
From: Rebecca A. Nelson, Career Employees' Council Chair
Re: February 2026 Career Employees' Council Report

Chair Odom and Trustees:

There will be no written report provided by the Career Employees' Council (CEC) this month.

Respectfully,

A handwritten signature in cursive script, appearing to read "RANelson", is written in black ink.

Rebecca A. Nelson
Career Employees' Council Chair
Florida State College at Jacksonville
904-632-3274 / Rebecca.Nelson@fscj.edu



Date: February 17, 2026

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

From: John A. Woodward, PhD

Re: February 2026 Faculty Senate Report

Chair Odom and Fellow Trustees:

The faculty remain at a crossroads determining the best route to take on this long road of academic rigor and generative AI. Our initial statement from 2024 helped provide some guidance. Its purpose, however, was to present the broadest boundaries for the faculty, allowing them to determine on a discipline or program level how to best approach the questions surrounding the use of generative AI. The feedback from our colleagues was that the boundaries were too vague, however. In December of last year, we amended the document to include the following:

January 2026 Clarifications:

The Senate offers the following clarifications as amendments to the statement above:

1. Full-time and adjunct faculty (henceforward known as “Faculty”) should make every effort to deter students from using generative AI in a way that “replaces the academic skills and/or processes required to know, understand, and demonstrate the material, methods, techniques, and/or practices of the course, whether that be in the workforce or in an academic area”; and
2. Faculty should make every effort to deter students from using generative AI in a way that “supplant(s) the necessary memorization of facts, algorithms, and methods/processes essential to knowing and understanding the material of the course;” and
3. Faculty should be mindful of the severe limitations of AI-checking software when determining a grade for an assignment; and
4. Faculty should be respectful of Senate’s position, and should be mindful, even considering their extensive academic freedoms, that other faculty may liberally allow, narrowly regulate, or strictly forbid the use of generative AI in their courses; and
5. Faculty should consider using but should not solely rely on TurnItIn or any other AI-checker in order to determine if generative AI has been used by a student—remembering that these checkers are not perfectly accurate; and
6. Faculty should be clear in how generative AI will be permitted or restricted in their course, although they must not be bound to that decision as each incident might entail a unique response; and
7. Faculty should be aware of the ethical and legal implications of using generative AI, including the implications to intellectual property and the possibility of addiction and other potential threats to a student’s mental health.

While AI may prove to be a useful tool to supplement standard research methodologies, AI should not be the primary author of assignments given to students by an instructor, nor should it be the primary authority used by students to complete their assignments.

February 2026 Faculty Senate Report
February 17, 2026
Page 2

The Senate is trying to address several questions with these amendments. The first concern is the pedagogical and ethical concern, namely that faculty have to take it as their individual responsibility to ensure that students are not misusing AI in their course. It is the individual faculty member's responsibility to determine the best course of action. The second is that detection software is not infallible and should never be used solely to determine the grade of a student unless there is other compelling evidence, especially the quality of the submission. We also wanted to stress that we cannot ever expect a 'one-size-fits-all' solution for the issue of AI even within departments and programs. In other words, different faculty will work on different approaches that may include a high level of use or no allowed use whatsoever, so long as the faculty remember the core tenets in 1) and 2). We wanted to make sure faculty were being clear in their syllabi about how AI would be allowed or would not be allowed. And finally we wanted to make sure faculty were very mindful of the ethical, legal, and pedagogical questions surrounding AI so they do not use it blindly.

The Senate is continuously engaged in the issues online testing; however, it seems as though we do finally have a technical solution to the problem. We now have a two camera system which, once functional again, will allow faculty to more readily confirm that students are being honest in completing their assignments. Moreover, we are close to possibly piloting a software solution for writing, as well. I hope to report more on that in a future letter.

Finally, I would like to mention Alexandr Solzhenitsyn who was expelled from the Soviet Union on February 13, 1974. Solzhenitsyn's critique of the Gulag, a system of prison camps for the 'socially undesirable,' as well as his firsthand accounts of life in them, helped turn the tide against tacit acceptance of Soviet authoritarianism in Europe and elsewhere. When states outlaw dissent and free speech, then all those who speak freely will be outlaws.

As always, we deeply appreciate all of your support for our College and thank you for your service on the Board.

That concludes my report.

Respectfully,

A handwritten signature in blue ink, appearing to read "J. Woodward".

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: February 17, 2026

To: Florida State College at Jacksonville District Board of Trustees

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

Re: February 2026 Student Government Association Executive Board Report

Greetings, Chair Odom 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. All the programming shared is led by students and for all students.

Since the last report, the SGA would like to share the following:

- During the first week of December, all campuses hosted Stress Relief Week, where students could take a break from academics and enjoy a cozy vibe with winter-themed activities.
- During the 12th – 15th of December, all campuses hosted Welcome Back Week, where the College welcomed new and returning students.
- On January 20th, Kent Campus hosted Club Rush, where a wide variety of student organizations and clubs were introduced to students.
- On January 21st, North Campus hosted a Student Mixer where students connected across academic programs through interactive activities.
- On February 9th – 11th, FSCJ SGA representatives will go to the FCSSGA Conference in Tallahassee.
- From January 27th to February 4th, Downtown, North, South Campuses, and Deerwood Center will host Club Rush, where students will have a chance to get to know about different clubs and organizations across the College.
- On February 19th – 20th, danceWORKS presents the 29th annual Spring Dance Concert.

On behalf of the student body, we would like to thank the District Board of Trustees and College 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,
Vlad (Uladzislau) Sadouski
FSCJ Collegewide Student Government Association President

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

AGENDA ITEM NO. CA – 1.

Subject:	Administration: Board Rules – Non-Substantive Changes and Review
Meeting Date:	April 14, 2026

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

6Hx7-10.3 – Student Registration

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. 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 Rule 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
6Hx7-10.3	Student Registration	10-3

- (1) All Florida State College at Jacksonville (FSCJ/College) registration processes, including dates to register, add/drop courses, withdrawal and any other ~~policies~~ guidelines associated with registration (advanced registration, late registration) will be outlined in the current official College Catalog, published in the official College Calendar and on the official College website.

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

(Adopted 04/14/15, Revised 02/11/20)

(Reviewed 04/14/26)

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

AGENDA ITEM NO. CA – 2.

Subject:	Purchasing: Annual Contract Extensions
Meeting Date:	April 14, 2026

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.	2022C-12F	Painting Delivery Order Contracting Services	Kept Companies, Inc.	05/01/2026	04/30/2027	4 of 5	\$1,000,000	0%
2.	2022C-12P	Painting Delivery Order Contracting Services	Painting Unlimited Contractors, Inc.	05/01/2026	04/30/2027	4 of 5	\$1,000,000	0%
3.	2022C-12Q	Painting Delivery Order Contracting Services	Quick Painting Group Corp.	05/01/2026	04/30/2027	4 of 5	\$1,000,000	0%
4.	2022C-13C	Construction \$700K - \$4M Delivery Order/Job Order Contracting Services	C.C. Borden Construction, Inc.	05/01/2026	04/30/2027	4 of 5	\$15,000,000	0%
5.	2022C-13E	Construction \$700K - \$4M Delivery Order/Job Order Contracting Services	E. Vaughan Rivers, Inc.	05/01/2026	04/30/2027	4 of 5	\$15,000,000	0%

Subject: Purchasing: Annual Contract Extensions
(Continued)

	Bid #/ File #	Title	Supplier	Extension Period		Year # of #	Estimated or Not-to- Exceed Value	Annual Change in Price
				From:	To:			
6.	2022C-13W	Construction \$700K - \$4M Delivery Order/Job Order Contracting Services	Warden Construction Corporation	05/01/2026	04/30/2027	4 of 5	\$15,000,000	0%
7.	2025C-13E	Plumbing Delivery Order/Job Order Contracting Services	Eagerton Plumbing Company, Inc.	06/01/2026	05/31/2027	1 of 5	\$500,000	0%
8.	2025C-13T	Plumbing Delivery Order/Job Order Contracting Services	Turner Plumbing Company, Inc.	06/01/2026	05/31/2027	1 of 5	\$500,000	0%

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

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

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

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

AGENDA ITEM NO. CA – 3.

Subject:	Purchasing: Delivery Order Contracting Services – Pressure and Window Washing Services
Meeting Date:	April 14, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to negotiate and enter into satisfactory indefinite quantity contract(s) for Collegewide pressure washing and window washing delivery order contracting services with the following companies:

Blue Edonis LLC
Midlands Pressure Wash Services, LLC
Kept Companies
Wilson Exterior Cleaning
D&A Building Services, Inc.

These companies were the top-ranked proposers for the initial term of June 1, 2026, through May 31, 2027, with up to five additional one-year terms subject to continued need, satisfactory performance, mutually agreed to rates, same terms and conditions, and District Board of Trustees approval of extension. Each resultant contract will have an estimated amount not-to-exceed of \$75,000 per project, as well as an estimated amount not-to-exceed of \$325,000 per term period.

BACKGROUND: The current Collegewide pressure and window washing job order contracting services contracts are scheduled to expire on May 31, 2026. Multiple pressure washing and window cleaning contracts have been awarded to provide each campus with the ability to assign work to different contractors during peak service or emergencies.

The College administration advertised and publicly issued a request for proposal (RFP) soliciting proposals from qualified pressure and window washing contractors to provide defined services. The RFP solicited competitive fixed cost pricing for an initial one-year term.

Fifty-One Florida licensed pressure washing and window cleaning contracting firms were solicited, in addition to being publicly advertised in the Florida Times Union and posted on the My Florida MarketPlace and the eBidding GetAll System. Nine firms submitted a proposal. A College evaluation committee completed a detailed evaluation of the seven proposals.

RATIONALE: Pursuant to State Board Rule 6A-14.0734, indefinite quantity contracts minimize purchase costs through collective volume buying. The recommendation of award of contract(s) to the top-ranked proposers will cost-effectively provide the College with access to qualified, experienced licensed contractor(s).

FISCAL NOTES: The total amount is comprehended in the College’s operating budgets.

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

AGENDA ITEM NO. CA – 4.

Subject:	Purchasing: Wayfinding Monument Entrances at Various Locations at South Campus
Meeting Date:	April 14, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to enter into a satisfactory construction contract in the amount not to exceed \$900,595 with E. Vaughn Rivers, Inc. as the responsive low bidder meeting the construction documents for the Wayfinding Monument Entrances at Various Locations at South Campus.

BACKGROUND: Prosser/Prime AE was hired in 2024 to develop a signage and wayfinding concept design that provides a sense of arrival and clear directional communications to better guide students, staff, faculty and community at FSCJ’s multiple locations. Primary and Secondary ID signs define main and alternate entrances. Whereas, pedestrian, vehicular, building identification, campus maps and vehicular digital wayfinding identify buildings, academic programs, student services, student activities, non-academic operations, etc. on campus. Our new entrances use Florida friendly landscaping and Florida native materials.

South Campus was selected to be first location to roll out phased implementation of new signage and wayfinding concept design. FSCJ would build new primary and select secondary entrance monuments including landscaping first. Pedestrian wayfinding, vehicular wayfinding, vehicular digital wayfinding, building identification, campus maps and entrance monument at Huffman Road would be future phases allowing coordination with key master plan projects such as student housing, new campus loop road & roundabout, etc.

Faced with the challenges described above the College selected Atlantic Engineering Services to engineer the original concept design drawings and specifications and issue construction documents for this project based on their extensive experience in civil and structural engineering projects.

A formal Invitation to Bid solicitation was issued to 31 licensed general contracting firms. As required by the State Requirements for Educational Facilities Section 4.1, the solicitation was also posted on the Florida’s MyFloridaMarketPlace Bidding System and published in the Florida Times Union. Eight firms submitted cost bids, and one firm submitted a No Bids on February 26, 2026. E. Vaughn Rivers, Inc. is recommended as the successful low bidder for meeting the qualifications and contracting experience.

RATIONALE: Authorization to award this contract to the responsive low bidder meeting specifications is pursuant to State Board Rule 6A-14.0734 and will allow the project to proceed as scheduled.

FISCAL NOTES: The required funding will come from Fund 1 Transfer funds and Capital Improvement Fee funds as approved in the Capital Outlay Budget.

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

AGENDA ITEM NO. CA – 5.

Subject:	Facilities: Certificate of Final Inspection for the Deerwood Center – Interior Stairs and Library Canopy Repairs
Meeting Date:	April 14, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees accept the Certificate of Final Inspection and authorize final payment of the Deerwood Center – Interior Stairs and Library Canopy Repairs Project to E. Vaughan Rivers, Inc.

BACKGROUND: The Board of Trustees awarded Contracting Services to E. Vaughan Rivers, Inc. for the Deerwood Center – Interior Stairs and Library Canopy Repairs Project in accordance with plans and specifications developed by TTV Architects, Inc. The College issued the contract to E. Vaughan Rivers, Inc. on May 20, 2025.

A Certificate of Final Inspection (CFI) for the project was executed on March 3, 2026, by the College’s Facilities Management & Construction Building Code Official and the Engineer/Architect of Record, TTV Architects, Inc. It certifies that the Deerwood Center – Interior Stairs and Library Canopy Repairs 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.

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

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

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Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

The item(s) above has 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:	April 14, 2026

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.

6Hx7-1.3 – District Board of Trustees Self-Evaluation

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 Executive Leadership Team has reviewed and approved unless the proposed changes are non-substantive.

- Edits to Board Rule 6Hx7-1.3 – Recommends modifications to the Rule to reflect appropriate clarifications and updates to College practices.

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

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



RULES OF THE BOARD OF TRUSTEES

NUMBER	TITLE	PAGE
6Hx7-1.3	District Board of Trustees Self-Evaluation	1-3

- (1) As self-evaluations are a best practice for governing boards and a requirement for institutional accreditation by the ~~Southern Association of Colleges and Schools, Commission on Colleges (SACSCOC)~~, it is imperative for the District Board of Trustees (DBOT) to conduct a self-evaluation to help the DBOT review its actions, evaluate its effectiveness and ensure the priorities of the DBOT and the mission of Florida State College at Jacksonville ([FSCJ](#)) remain aligned. The DBOT will conduct a self-evaluation on an annual basis. The College President, as Secretary to the DBOT, will facilitate this self-evaluation process.

(General Authority: F.S. 1001.64, ~~SACSCOC Principles of Accreditation~~)

(Adopted 06/09/2020, [Revised 04/14/26](#))

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

AGENDA ITEM NO. A – 3.

Subject:	Administrative Procedure Act – Board Rules, Section 2 – Administration
Meeting Date:	April 14, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve the attached revisions to the following Board Rule under Section 2 – Administration, effective with this action.


6Hx7-2.24 – Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act

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 Executive Leadership Team has reviewed and approved unless the proposed changes are non-substantive.

- Edits to Board Rule 6Hx7-2.24 – Recommends modifications to the Rule to update the title and general authority to align with the new title and legal citation of the Act.

RATIONALE: Approval of this item brings the Rule up to date with federal and state 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
	6Hx7-2.24	Jeanne Clery <u>Campus Safety Act (Clery Act)</u> Disclosure of Campus Security Policy and Campus Crime Statistics Act
		PAGE
		2 - 38

- (1) ~~The Florida State College at Jacksonville (FSCJ/College)~~ shall comply with the provisions of the ~~Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, originally known as the Crime Awareness and Campus Security Act of 1990~~ Jeanne Clery Campus Safety Act (Clery Act), codified in Section 485(f) of the Higher Education Act (HEA), as amended from time to time, and other applicable laws pertaining to College safety and security practices.
- (2) In order to ensure compliance with the provisions of the subject Act the College President shall develop and distribute appropriate procedures to address the provisions of the Act.

(General Authority: Jeanne Clery Campus Safety Act (Clery Act), Section 485(f) of the Higher Education Act (HEA), F.S. 1001.64, 1001.65, ~~Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, 20 U.S.C. 1092~~)

(Adopted 10/20/92, Revised 12/11/07, 02/10/15, 04/14/26)
 (Reviewed 04/08/14, 06/14/16, 11/10/20)

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

AGENDA ITEM NO. A – 4.

Subject:	Administrative Procedure Act – Board Rules, Section 4 – Finance
Meeting Date:	April 14, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve the attached revisions to the following Board Rule under Section 4 – Finance, effective with this action.

6Hx7-4.25 – Endowment Funds and Funds Functioning as Endowment Funds

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 Executive Leadership Team has reviewed and approved unless the proposed changes are non-substantive.

- Edits to Board Rule 6Hx7-4.25 – Recommends modifications to the Rule to reflect appropriate clarifications and updates to College practices.

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

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



RULES OF THE BOARD OF TRUSTEES

NUMBER	TITLE	PAGE
6Hx7-4.25	Endowment Funds and Funds Functioning as Endowment Funds	4-41

- (1) The District Board of Trustees (DBOT) of Florida State College at Jacksonville (FSCJ/College) shall approve a policy statement for the administration and investment of Endowment Funds and Funds Functioning as Endowment Funds.
- (2) The policy shall be consistent with Florida Statutes and Rules as promulgated by the State Board of Education.
- (3) The College President is authorized to accept Endowment Funds or Funds Functioning as Endowment Funds to support student financial assistance and other purposes as approved by the DBOT.
- (4) The source of Endowment Funds and Funds Functioning as Endowment Funds ~~shall~~ may include, but not be limited to, Auxiliary Fund Commissions, Fines and Penalty Fees, Financial Aid Fees, Short Term Loan Funds, Unexpended Grant Funds, Endowment Earnings and other miscellaneous contributions.
- (5) Endowment Funds and Funds Functioning as Endowment Funds shall be accepted or established by the College without restriction, or only when the restriction placed on such funds is in support of College student financial aid assistance programs, or in support of other programs as approved by the DBOT.
- (6) Endowment Funds and Funds Functioning as Endowment Funds may be perpetual and indefinite in nature:
 - A. Endowment Funds may be dissolved only upon the expressed permission of the donor or as the result of a predetermined condition in the gift agreement and Funds Functioning as Endowment Funds may only be dissolved by expressed action of the DBOT.
- (7) The Vice President of ~~Business Services~~ Finance and Administration and the College's ~~Chief Investment Officer, together with the Chief Business Affairs Officer~~ Associate Vice President (AVP) of Finance and Controller and the ~~Director of Budgeting and Financial Planning~~ AVP of Administrative Services shall constitute the College Investment Committee (the Committee).
- (8) The ~~Chief Investment Officer~~ AVP of Finance and Controller shall be principally responsible for making day-to-day investment decisions in accordance with the Investment Policy and shall annually complete not less than eight (8) hours of continuing education in subjects or courses related to investment practices and products
- (9) The ~~Chief Investment Officer~~ AVP of Finance and Controller shall submit an annual investment report to the College President and the DBOT.
- (10) Notwithstanding (8) above, the DBOT shall periodically select and approve, and the College may engage, an Investment Manager who may be responsible for all or certain activities associated



RULES OF THE BOARD OF TRUSTEES

NUMBER	TITLE	PAGE
6Hx7-4.25	Endowment Funds and Funds Functioning as Endowment Funds	4-42

with the management of the portfolio and shall advise, monitor and build the Fund based on the *Prudent Man Rule*; invest funds as would a person of prudence, i.e. with discretion, care and intelligence.

(11) Endowment Investment Policy:

- A. The investment objective for Endowment Funds is to achieve a target rate of return of 5% plus the inflation rate as measured over a five-year period to preserve the spending power of the Fund. To achieve its investment objectives, the College Endowment Funds shall be allocated among a number of asset classes. These asset classes may include: Cash and cash equivalents, Domestic equity, Domestic fixed income, International equity and International fixed income.
- B. The general policy shall be to diversify investments among both equity and fixed income securities so as to provide a balance that will enhance total return while avoiding undue risk concentration in any single asset class or investment category. The Investment Manager(s) should monitor the total portfolio to ensure that risk and return levels are appropriately balanced as per accepted prudent practices. An Investment Consultant may be utilized to assist the College in selection and evaluation of Investment Manager(s).

(12) Target Asset Mix Table:

Asset Class	Minimum	Target	Maximum
Equities	70 percent	75 percent	80 percent
Fixed Income	20 percent	25 percent	30 percent
Cash and equivalents	0 percent	0 percent	10 percent

A. Equity Securities:

- 1. The Investment Manager(s) should maintain the equity portion of the portfolio at a risk level roughly equivalent to that of the equity market as a whole, over an annualized moving three-and five-year time period. Equity holdings shall generally be restricted to readily marketable securities of corporations that are actively traded on the major stock exchanges. If portions of the equity portfolio are assigned to Investment Managers, those portions of the portfolio should be managed to the risk levels and appropriate benchmarks for those securities. International equity investments of similar quality and marketability will be permitted in the total equity position. Real Estate Investment Trust securities may be included in the domestic equity portfolio.
- 2. Decisions as to individual security selection, number of industries and holdings, current income levels and turnover are left to the selected Investment Manager(s), subject to the standards of fiduciary prudence. However, no single major industry shall represent more



RULES OF THE BOARD OF TRUSTEES

NUMBER	TITLE	PAGE
6Hx7-4.25	Endowment Funds and Funds Functioning as Endowment Funds	4-43

than 20 percent of the total market value of the investments, and no single security shall represent more than 5 percent of the total market value of the investments.

3. The Investment Manager(s) is prohibited from buying securities on margin, borrowing money or pledging assets, or trading uncovered options, commodities or currencies. The Investment Manager(s) is also restricted from investing in private placements and restricted stock unless otherwise permitted in writing by the DBOT. It is expected that no assets will be invested in securities whose issuers are or are reasonably expected to become insolvent, or who otherwise have filed a petition under any state or federal bankruptcy or similar statute.
4. Investments in equity securities should be managed actively to pursue market opportunities with the objective of meeting or exceeding the results of the equity market as represented by the annualized returns of the appropriate standardized market index or blend of indices which match the portfolio asset allocations, (e.g., Standard and Poor's 500 Index, Russell 2000, Morgan Stanley MSCI non-U.S. index, etc.) over an annualized moving three- and five-year time period.
5. Within the above guidelines and restrictions, the Investment Manager(s) will have complete discretion over the timing and selection of equity securities.

B. Fixed Income Securities:

1. The purpose of fixed income investments, both domestic and international, is to provide diversification, and a predictable and dependent source of current income. It is expected that fixed income investments will not be totally dedicated to the long-term bond market, but will be flexibly allocated among maturities of different lengths according to interest rate prospects.
2. Investments in fixed income securities should be managed actively to pursue opportunities presented by changes in interest rates, credit ratings and maturity premiums, with the objective of meeting or exceeding the results of the fixed income market as represented by the annualized returns of the appropriate standardized market index or blend of indices which match the portfolio asset allocations (e.g., Lehman Brothers Aggregate Bond Index, Merrill Lynch High Yield Master II Index, etc.) over an annualized moving three- and five-year time period. If portions of the fixed income portfolio are assigned to subordinate investment managers, those portions of the portfolio should be managed to the risk levels and appropriate benchmarks for those securities.
3. The Investment Manager(s) may select from appropriately liquid preferred stocks, corporate debt securities and obligations of the U. S. Government and its agencies. These investments will be subject to the following limitations:
 - a. No issues may be purchased with more than 30 years to maturity.
 - b. Investments of a single issuer, with the exception of the U. S. Government and its agencies, may not exceed 5 percent of the total market value of the investments.



RULES OF THE BOARD OF TRUSTEES

NUMBER	TITLE	PAGE
6Hx7-4.25	Endowment Funds and Funds Functioning as Endowment Funds	4-44

- c. No more than 15 percent of the corporate debt securities in the fixed income portfolio may be rated below-investment grade.
- d. Within the fixed income component, the Investment Manager(s) is prohibited from investing in private placements and fixed income or interest rate futures.
- e. Within the above guidelines and restrictions, the Manager(s) has complete discretion over the timing and selection of fixed income securities.

(13) Spending Policy:

- A. The target rate of expendable funds from the Endowment Fund shall be five percent (5%) annually to support College student financial aid programs. Rates differing from this target rate may be approved by the DBOT as part of the annual budget approval process.

(General Authority: F.S. 215.47, 1001.64, SBE Rule 6A-14.0765, Florida Accounting Manual, (FAM) Sec. 4 (C), Uniform Prudent Management of Institutional Funds Act (UPMIFA) 2006)

(Adopted: 03/21/84, Revised: 03/07/06, 02/11/14, 08/11/15, 04/14/26)

(Reviewed: 04/12/16)

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

AGENDA ITEM NO. A – 5.

Subject:	Administrative Procedure Act – Board Rules, Section 9 – Instruction
Meeting Date:	April 14, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve the attached revisions to the following Board Rule under Section 9 – Instruction, effective with this action.

6Hx7-9.2 – Distance Education

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 procedures (APM) are reviewed through the shared governance process after Executive Leadership Team has reviewed and approved unless the proposed changes are non-substantive.

- Edits to Board Rule 6Hx7-9.2 – Recommends modifications to the Rule to reflect appropriate clarifications and updates to College practices.

RATIONALE: Approval of this item brings the Rule 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	PAGE
6Hx7-9.2	Distance Education	9-2

- (1) To meet the workforce and educational needs of Florida State College at Jacksonville's (FSCJ) service area, teaching and learning must be accessible and flexible, as well as and offer quality and value. The District Board of Trustees (DBOT) affirms that students will have the opportunity to participate in meaningful and structured distance education experiences that involve regular and substantive interactions between students and instructors.
- (2) Distance education at FSCJ shall comply with the definition, requirements and standards of the ~~Higher Education Opportunity Act 2008 (HEOA)~~ Distance Education and Innovation regulations of 2020, Family Education Rights and Privacy Act (FERPA), ~~the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Principles of Accreditation and~~ the College's institutional accreditor, Florida Statutes, and requirements of any other regulating bodies and programmatic accreditation agencies.
- (3) The College President is authorized to establish necessary administrative procedures for the implementation of this Rule.

(General Authority: 85 FR 54742, Family Education Rights and Privacy Act (FERPA), ~~Higher Education Opportunity Act—2008 (HEOA)~~, F.S. 1001.64, 1001.65, 1011.81, ~~Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)~~)

(Adopted 08/11/2020, Revised 04/14/26)

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

AGENDA ITEM NO. A – 6.

Subject:	Administration: College Mission and Vision Statements
Meeting Date:	April 14, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve the College’s proposed revised Mission and Vision statements.

Mission: Florida State College at Jacksonville empowers students to achieve their goals by providing exceptional learning experiences that promote intellectual growth, civic engagement, and workforce connections.

Vision: To serve as a catalyst to transform lives, elevate communities, and inspire generations through the power of education.

BACKGROUND: The College underwent a review of its Mission and Vision statements. Incorporating feedback by the College community and District Board of Trustees, the drafts were presented at the District Board of Trustees Planning Meeting/Retreat in January 2026.

RATIONALE: Approval of these statements more clearly articulate the College’s role and commitment to its students and community.

FISCAL NOTES: There is no fiscal impact from this item.

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

AGENDA ITEM NO. A – 7.

Subject:	Human Resources: Award of Continuing Contracts
Meeting Date:	April 14, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve continuing contract status for the following full-time faculty members, effective with the 2026-27 faculty contract year.

<u>Name</u>	<u>Title</u>
Dr. Susan Amburgey	Professor of Logistics
Amber Arroyo	Librarian
Gerald Hilgenberg	Professor of Computer Information Technology and Cyber Security
Killy Kim	Professor of Mathematics
Dr. Debidatta Mahapatra	Professor of Political Science
Bryce Wakefield	Professor of Mathematics

BACKGROUND: Pursuant to State Board of Education Rule 6A-14.0411, *Employment Contracts for Full-Time Faculty*, the Board shall provide a continuing contract to eligible instructional employees who meet the established minimum requirements.

Article 13, *Continuing Contracts*, of the Collective Bargaining Agreement (CBA) between The District Board of Trustees of Florida State College at Jacksonville and the United Faculty of Florida – Florida State College at Jacksonville stipulates the guidelines, criteria and process for application.

RATIONALE: These faculty members have demonstrated a standard of excellence and commitment to the College, its philosophy and mission, consistent with established criteria for the award of continuing contract.

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

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

AGENDA ITEM NO. A – 8.

Subject:	Human Resources: Faculty Sabbatical
Meeting Date:	April 14, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve a faculty sabbatical for the following full-time faculty members, effective with the 2026-27 faculty contract year.

Audrey Antee	Professor of Communications
Alfred Kenric Mulzet	Professor of Mathematics
Laura Jeffries	Professor of English

BACKGROUND: The Faculty Sabbatical Program is designed to encourage full-time faculty to take advantage of opportunities for professional growth and development, and may be awarded for development of a program of academic study, instructional methodology, collaboration and business, research, or writing of importance that furthers the goals of the College. The sabbatical may vary in length from one semester to one full contract year.

Faculty Member	Brief Project Description
Audrey Antee, Professor of Communications	<p>Professor of Communications and Director of the Academy for Teaching and Learning Audrey Antee has proposed a two-semester sabbatical to research and develop an interdisciplinary Center for Objective Reasoning and Evaluation (CORE) in response to the challenges posed by generative AI, widespread misinformation, and increasingly polarized discourse. The project focuses on creating an institutional framework that moves beyond traditional critical-thinking instruction to emphasize practical skills such as identifying AI-generated fabrications, evaluating expert authority, and engaging in ethical, evidence-based communication. Over the sabbatical period, she will conduct extensive research, develop faculty and student certification programs, and work with Student Life, Curriculum & Instruction, Library and Tutoring Services, FSCJ Online, and other stakeholders to build a coordinated approach to strengthening critical thinking and information literacy across the College. The goal is to design a fully developed institute that supports FSCJ’s mission by equipping students and faculty to navigate an increasingly complex digital information landscape.</p> <p>Sabbatical Period: Fall 2026 and Spring 2027 terms</p>
Alfred Kenric Mulzet, Professor of Mathematics	<p>Professor of Mathematics Alfred Kenric Mulzet has proposed a one-semester sabbatical in Fall 2026 to pursue onsite research in Cairo and Alexandria, Egypt, focused on the historical foundations of mathematics. Drawing on existing academic contacts with ties to the Library of Alexandria, the project involves examining historical documents available only in Alexandria and studying the intellectual legacies of Euclid and Hypatia, scholars whose contributions continue to shape modern geometry, philosophy, astronomy, and mathematics instruction at FSCJ. The sabbatical will also allow for visits to archaeological sites connected to ancient mathematics and engagement with students and faculty in Egypt to observe different pedagogical approaches. Insights from this experience will be incorporated</p>

Subject: Human Resources: Faculty Sabbaticals
(Continued)

	<p>into FSCJ courses such as MGF1106 and MGF1107, enriching student learning with historical, cultural, and global perspectives, while supporting broader professional growth through international academic collaboration.</p> <p>Sabbatical Period: Fall 2026 term</p>
<p>Laura Jeffries, Professor of English</p>	<p>Professor of English Laura Jeffries has proposed a one-semester sabbatical in Fall 2026 to support participation in a two-year fellowship with the American Association of University Professors (AAUP), which includes contributing to the AAUP’s academic freedom column, preparing a long-form research report, coordinating working groups and stakeholder sessions, and producing public-facing scholarship such as op-eds and podcast contributions. The fellowship offers an opportunity to elevate the often-underrepresented perspectives of state and community college faculty in national discussions of higher education, while also providing specialized training in research and public scholarship not available through regular teaching duties. If not awarded the fellowship, the sabbatical would be used to complete an academic book project currently in development with an editor from the University of Georgia Press, with a full draft targeted for December 2026. This sabbatical would provide essential time for advancing multiple research and writing projects and would be the first such leave in a 22-year teaching career at FSCJ.</p> <p>Sabbatical Period: Fall 2026 term</p>

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

FISCAL NOTES: Pursuant to the Collective Bargaining Agreement, Article 15, while on sabbatical the professor will receive 70% of their respective 2026-27 annual base salary plus continuation of current benefits. The reduced pay to the faculty members will cover the cost of adjunct or overload for their normal load with an inconsequential effect on College finances.

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

AGENDA ITEM NO. A – 9.

Subject:	Finance: Direct Support Organization Checklist and Annual Audit for the Fiscal Year Ended September 30, 2025
Meeting Date:	April 14, 2026

RECOMMENDATION: The annual financial audit for Florida State College at Jacksonville Foundation, Inc. for the fiscal year ended September 30, 2025, and the attached audit checklist, is submitted to the District Board of Trustees for review pursuant to F.S. 1004.70(6).

BACKGROUND: The Foundation must submit its annual financial audit for review to the Office of the Auditor General, the State Board of Education, and the Florida State College at Jacksonville District Board of Trustees within 9 months of its fiscal year end.

The audit was prepared by Forvis Mazars, LLP in accordance with rules adopted by the Auditor General pursuant to s. 11.45(8). In the opinion of the auditor, “the annual financial audit of the Foundation presents fairly, in all material respects, the financial position of the Foundation as of September 30, 2025, and the changes in its financial position and its cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.”

MANAGEMENT DISCUSSION AND ANALYSIS: The increase in net assets for fiscal year 2025 is largely due to investments market value and pledges receivable.

The 11% increase in investments from \$84.1 million to \$93.2 million is due to an increase in the fair value of certain endowed assets during the year ending September 30, 2025,

RATIONALE: Submission and review of the Foundation’s annual financial audit and audit checklist to the District Board of Trustees follows F.S. 1004.70(6).

FISCAL NOTES: There is no fiscal impact to the College associated with acceptance of the audit.

DIRECT-SUPPORT ORGANIZATIONS (DSO) AUDIT REVIEW CHECK LIST

DSO NAME: Florida State College at Jacksonville Foundation, Inc.

Beginning October 1, 2024 and Ending September 30, 2025

COLLEGE PRESIDENT’S RESPONSE TO DSO AUDIT:

1. In accordance with Section 1004.70(2), Florida Statutes (F.S.), did the chair of the board of trustees appoint a representative to the board of directors and the executive committee of each direct-support organization established under section 1004.70, Florida Statutes?

YES NO

NAME OF APPOINTEE: Michael M. Bell

2. In accordance with section 1004.70(2), F.S., did the president or the president’s designee serve on the board of directors and the executive committee of the college’s direct-support organization?

YES NO

NAME OF APPOINTEE: NONE

3. In accordance with section 1004.70(4)(c), F.S., did the board of trustees approve all transactions or agreements between one direct support organization and another direct support organization?

YES NO N/A

4. In accordance with section 1004.70(4)(e), F.S., did the board of trustees authorize all debt, including lease-purchase agreements, incurred by the direct-support organization? (Authorization for approval of short-term loans and lease-purchase agreements for a term of not more than five years, including renewals, extensions, and refundings, for goods, materials, equipment, and services may be delegated by the board of trustees to the board of directors of the direct-support organization. Trustees shall evaluate proposals for debt according to guidelines issued by the Division of Florida Colleges. Revenues of the Florida College System institution may not be pledged to debt issued by direct-support organizations.)

YES NO N/A

5. In accordance with section 1004.70(5), F.S., did this direct-support organization submit to the board of trustees a copy of its Internal Revenue Service (IRS) Letter of Continuance dated March 28, 2019 – which affirms the issuance of a determination letter in August 1973 recognizing the Foundation as tax-exempt under IRC Section 501(c)(3), and its IRS Return of Organization Exempt from Income Tax form (Form 990).

YES NO

6. Did the board of trustees review the following issues and accept the annual audit?
- A. College support of direct-support organization's operating expenses.
 - B. Annual change in the direct-support organization's net assets.
 - C. Direct-support organization's ability to cover indebtedness (both current and projected).
 - D. Direct-support organization's internal controls.
 - E. Direct-support organization's compliance with Florida Statute.

YES NO

7. If the direct-support organization expended \$500,000 or more in federal awards during the fiscal year, was an independent federal single audit performed as required pursuant to the *Single Audit Act Amendments of 1996 (Section 7502 (a)(1)(A))*; *OMB Circular A-133 (Part 3, Section M)*; the *Florida Single Audit Act (F.S. 215.97 (2)(a))*; or other applicable federal and state law?

YES NO N/A

Florida State College at Jacksonville

PRESIDENT (SIGNATURE)

DATE

Dr. John Avendano

(Print Name)

CHAIRMAN, BOARD OF TRUSTEES (SIGNATURE)

DATE

Roderick Odom

(Print Name)

Please attach this checklist to the audit and return to:

The Florida College System Office
Florida Department of Education
325 West Gaines Street, Suite #1224
Tallahassee, FL 32399-0400
flaudgen_localgovt@aud.state



Florida State College at Jacksonville Foundation, Inc.

Independent Auditor's Report and Financial Statements

September 30, 2025 and 2024

Florida State College at Jacksonville Foundation, Inc.
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September 30, 2025 and 2024

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Independent Auditor's Report

Board of Directors
Florida State College at Jacksonville Foundation, Inc.
Jacksonville, Florida

Opinion

We have audited the financial statements of Florida State College at Jacksonville Foundation, Inc. (Foundation), which comprise the statements of financial position as of September 30, 2025 and 2024, and the related statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as of September 30, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Foundation and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern within one year after the date that these financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Forvis Mazars, LLP

**Jacksonville, Florida
April 2, 2026**

Florida State College at Jacksonville Foundation
Statements of Financial Position
September 30, 2025 and 2024

	<u>2025</u>	<u>2024</u>
ASSETS		
Cash	\$ 1,860,333	\$ 4,664,635
Restricted cash	103,185	100,577
Due from Florida State College at Jacksonville	4,032,807	4,577,414
Prepaid expenses and other assets	468,807	548,627
Investments	93,249,373	84,177,476
Contributions receivable, net	1,042,879	35,351
Artwork	23,675	23,675
Total Assets	<u>\$ 100,781,059</u>	<u>\$ 94,127,755</u>
LIABILITIES AND NET ASSETS		
Liabilities		
Due to Florida State College at Jacksonville	\$ 697,727	\$ 967,307
Deferred revenue	-	35,351
Deferred revenue - Artist Series	3,916,743	4,370,630
Funds held as agency endowments	103,185	100,577
Total Liabilities	<u>4,717,655</u>	<u>5,473,865</u>
Net Assets		
Without donor restrictions	52,059,059	46,788,540
With donor restrictions	44,004,345	41,865,350
Total Net Assets	<u>96,063,404</u>	<u>88,653,890</u>
Total Liabilities and Net Assets	<u>\$ 100,781,059</u>	<u>\$ 94,127,755</u>

Florida State College at Jacksonville Foundation
Statements of Activities
Years Ended September 30, 2025 and 2024

	2025			2024		
	Without Restrictions	With Donor Restrictions	Total	Without Restrictions	With Donor Restrictions	Total
Revenues, Gains, and Other Support						
Contributions	\$ 549,871	\$ 2,707,786	\$ 3,257,657	\$ 515,837	\$ 1,952,431	\$ 2,468,268
Contributions of nonfinancial assets	-	-	-	2,942	-	2,942
Grant revenue	-	-	-	104,627	-	104,627
Gross special events revenue	9,701,741	-	9,701,741	10,000,680	-	10,000,680
Less cost of direct benefits to donors	(9,671,925)	-	(9,671,925)	(9,221,485)	-	(9,221,485)
Net special events revenue	29,816	-	29,816	779,195	-	779,195
Net investment return	5,792,396	3,778,069	9,570,465	9,865,619	7,162,944	17,028,563
Net assets released from restrictions	4,346,860	(4,346,860)	-	2,917,655	(2,917,655)	-
Total Revenues, Gains, and Other Support	10,718,943	2,138,995	12,857,938	14,185,875	6,197,720	20,383,595
Expenses						
Scholarships and programs	3,520,478	-	3,520,478	3,143,259	-	3,143,259
Management and general	750,441	-	750,441	670,185	-	670,185
Fundraising	1,177,505	-	1,177,505	419,237	-	419,237
Total Expenses	5,448,424	-	5,448,424	4,232,681	-	4,232,681
Change in Net Assets	5,270,519	2,138,995	7,409,514	9,953,194	6,197,720	16,150,914
Net Assets, Beginning of Year	46,788,540	41,865,350	88,653,890	36,835,346	35,667,630	72,502,976
Net Assets, End of Year	\$ 52,059,059	\$ 44,004,345	\$ 96,063,404	\$ 46,788,540	\$ 41,865,350	\$ 88,653,890

Florida State College at Jacksonville Foundation
Statements of Functional Expenses
Years Ended September 30, 2025 and 2024

	September 30, 2025				
	Support Services				Total
	Program Services	Management and General	Fundraising	Total Support Services	
Salaries and benefits	\$ -	\$ 481,717	\$ 1,788,929	\$ 2,270,646	\$ 2,270,646
Accounting and legal fees	-	126,381	-	126,381	126,381
Database and research	-	44,223	44,223	88,446	88,446
Donor development	-	-	532,762	532,762	532,762
Foundation operations	-	42,970	96,061	139,031	139,031
Professional development	-	7,365	7,365	14,730	14,730
Travel and relocation	-	2,145	37,393	39,538	39,538
Scholarships and programs	3,520,478	-	-	-	3,520,478
Contractual services	-	45,000	8,061,148	8,106,148	8,106,148
Merchant fees	-	-	262,225	262,225	262,225
Postage	-	-	12,579	12,579	12,579
Printing	-	640	6,745	7,385	7,385
Total expenses by function	3,520,478	750,441	10,849,430	11,599,871	15,120,349
Expenses included with revenues on the statement of activities					
Cost of direct benefits to donors	-	-	(9,671,925)	(9,671,925)	(9,671,925)
Total expenses included in the expense section on the statement of activities	\$ 3,520,478	\$ 750,441	\$ 1,177,505	\$ 1,927,946	\$ 5,448,424

	September 30, 2024				
	Support Services				Total
	Program Services	Management and General	Fundraising	Total Support Services	
Salaries and benefits	\$ 113,515	\$ 379,920	\$ 1,588,915	\$ 1,968,835	\$ 2,082,350
Accounting and legal fees	-	51,114	-	51,114	51,114
Database and research	-	111,935	-	111,935	111,935
Donor development	-	-	109,228	109,228	109,228
Foundation operations	-	118,063	-	118,063	118,063
Professional development	-	6,119	-	6,119	6,119
Travel and relocation	-	3,034	34,114	37,148	37,148
Scholarships and programs	3,029,744	-	-	-	3,029,744
Contractual services	-	-	7,688,452	7,688,452	7,688,452
Merchant fees	-	-	196,929	196,929	196,929
Postage	-	-	18,151	18,151	18,151
Printing	-	-	4,933	4,933	4,933
Total expenses by function	3,143,259	670,185	9,640,722	10,310,907	13,454,166
Expenses included with revenues on the statement of activities					
Cost of direct benefits to donors	-	-	(9,221,485)	(9,221,485)	(9,221,485)
Total expenses included in the expense section on the statement of activities	\$ 3,143,259	\$ 670,185	\$ 419,237	\$ 1,089,422	\$ 4,232,681

Florida State College at Jacksonville Foundation
Statements of Cash Flows
Years Ended September 30, 2025 and 2024

	<u>2025</u>	<u>2024</u>
Operating Activities		
Change in net assets	\$ 7,409,514	\$ 16,150,914
Items not requiring (providing) cash		
Net realized and unrealized gains on investments	(9,014,235)	(16,060,144)
Contributions received restricted for long-term investment	(167,475)	(149,004)
Changes in		
Funds held as agency endowments	2,608	-
Due to/from Florida State College at Jacksonville	275,027	(538,034)
Prepaid expenses and other assets	79,820	(129,586)
Contributions receivable	(1,007,528)	60,054
Deferred revenue	(489,238)	286,536
Net Cash Used in Operating Activities	<u>(2,911,507)</u>	<u>(379,264)</u>
Investing Activities		
Proceeds from disposition of investments	103,015,135	12,063,409
Purchases of investments	(103,072,797)	(12,698,792)
Net Cash Used in Investing Activities	<u>(57,662)</u>	<u>(635,383)</u>
Financing Activities		
Proceeds from contributions restricted for long-term investment	167,475	149,004
Net Cash Provided by Financing Activities	<u>167,475</u>	<u>149,004</u>
Cash and Restricted Cash		
Decrease	(2,801,694)	(865,643)
Beginning of year	4,765,212	5,630,855
End of Year	<u>\$ 1,963,518</u>	<u>\$ 4,765,212</u>
Reconciliation of Cash and Restricted Cash to the Statement of Financial Position		
Cash	\$ 1,860,333	\$ 4,664,635
Restricted cash	103,185	100,577
Total Cash and Restricted Cash	<u>\$ 1,963,518</u>	<u>\$ 4,765,212</u>

Note 1. Nature of Operations and Summary of Significant Accounting Policies

Nature of Operations

The Florida State College at Jacksonville Foundation, Inc. (Foundation) is a not-for-profit corporation organized as a direct-support organization, as defined in Section 1004.70 of the Florida Statutes, and a component unit of the Florida State College at Jacksonville (College). The Foundation provides financial support for the benefit of the students and programs of the College.

Revenue and support are received primarily from individuals and businesses, most of whom are located in northeast Florida. The Foundation also derives financial resources from the FSCJ Artist Series (Artist Series) program which operates as a fundraising component of the Foundation and College. The Artist Series is a presenter of performing arts events and shows in northeast Florida and supports the College's performing arts efforts including the Scholarship Endowment Fund. The Fund supports performing arts students, as well as other students, attending Florida State College at Jacksonville.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues, expenses, gains, losses, and other changes in net assets during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents

The Foundation considers all liquid investments with original maturities of three months or less to be cash equivalents. Uninvested cash and cash equivalents included in investment accounts, including endowment accounts, are not considered to be cash and cash equivalents. At September 30, 2025 and 2024, there were no cash equivalents.

At September 30, 2025, the Foundation's cash accounts exceeded federally insured limits by approximately \$957,000.

Investments

The Foundation measures securities at fair value. Investments in private equity funds and hedge funds are recorded at net asset value (NAV), as a practical expedient, to determine fair value of the investments.

Net Investment Return

Investment return includes dividend, interest, and other investment income; realized and unrealized gains and losses on investments carried at fair value; and realized gains and losses on other investments, less external and direct internal investment expenses. Gains and losses on the sale of securities are recorded on the trade date and are determined using the specific identification method.

Investment return that is initially restricted by donor stipulation and for which the restriction will be satisfied in the same year is included in net assets without donor restrictions. Other investment return is reflected in the statements of activities with or without donor restrictions based upon the existence and nature of any donor or legally imposed restrictions.

Florida State College at Jacksonville Foundation, Inc.
Notes to Financial Statements
September 30, 2025 and 2024

The Foundation maintains pooled investment accounts for its endowments. Investment income and realized and unrealized gains and losses from securities in the pooled investment accounts are allocated monthly to the individual endowments based on the relationship of the fair value of the interest of each endowment to the total fair value of the pooled investments accounts, as adjusted for additions to or deductions from those accounts.

Deferred Revenue

Revenue from ticket sales for the Artist Series is deferred and recognized over the periods to which the tickets relate.

Net Assets

Net assets, revenues, gains and losses are classified based on the existence or absence of donor restrictions.

Net assets without donor restrictions are available for use in general operations and not subject to donor restrictions. The governing board has designated, from net assets without donor restrictions, net assets for board-designated endowments.

Net assets with donor restrictions are subject to donor restrictions. Some restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity.

Contributions

Contributions are provided to the Foundation either with or without restrictions placed on the gift by the donor. Revenues and net assets are separately reported to reflect the nature of those gifts – with or without donor restrictions. The value recorded for each contribution is recognized as follows:

<u>Nature of the Gift</u>	<u>Value Recognized</u>
Conditional gifts, with or without restrictions Gifts that depend on the Foundation overcoming a donor imposed barrier to be entitled to the fund	Not recognized until the gift becomes unconditional, i.e. the donor-imposed barrier is met
Unconditional gifts, with or without restriction Received at date of gift – cash and other assets	Fair value
Received at date of gift – property, Equipment, and long-lived assets	Estimated fair value
Expected to be collected within one year	Net realizable value
Collected in future years	Initially reported at fair value determined using the discounted present value of estimated future cash flows technique

In addition to the amount initially recognized, revenue for unconditional gifts to be collected in future years is also recognized each year as the present-value discount is amortized using the level-yield method.

Florida State College at Jacksonville Foundation, Inc.
Notes to Financial Statements
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When a donor stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions. Absent explicit donor stipulations for the period of time that long-lived assets must be held, expirations of restrictions for gifts of land, buildings, equipment, and other long-lived assets are reported when those assets are placed in service.

Gifts and investment income that are originally restricted by the donor and for which the restriction is met in the same time period the gift is received are recorded as revenue with donor restrictions and then released from restriction.

Conditional contributions and investment income having donor stipulations which are satisfied in the period the gift is received and the investment income is earned are recorded as revenue with donor restrictions and then released from restriction.

Income Taxes

The Foundation is exempt from income taxes under Section 501 of the Internal Revenue Code and a similar provision of state law. However, the Foundation is subject to federal income tax on any unrelated business taxable income.

The Foundation files tax returns in the U.S. federal jurisdiction.

Functional Allocation of Expenses

The costs of supporting the various programs and other activities have been summarized on a functional basis in the statements of activities. The statements of functional expenses present the natural classification detail of expenses by function. Certain costs have been allocated among the program, management and general and fundraising categories based on percentage of direct costs and other methods.

Reclassifications

Certain reclassifications have been made to the 2024 financial statements to conform to the 2025 financial statement presentation. These reclassifications had no effect on change in net assets.

Note 2. Contributions Receivable

Contributions receivable with donor restriction consist of the following as of September 30, 2025.

Due within one year	\$	281,500
Due within one to five years		<u>866,000</u>
		1,147,500
Less unamortized discount		<u>(104,621)</u>
		<u>\$ 1,042,879</u>

The discount rate was 3.53% for 2025.

Florida State College at Jacksonville Foundation, Inc.
Notes to Financial Statements
September 30, 2025 and 2024

Note 3. Net Assets

Net Assets with Donor Restrictions

Net assets with donor restrictions are restricted for the following purposes at September 30:

	<u>2025</u>	<u>2024</u>
Subject to expenditure for specified purpose		
Scholarships		
College program support	\$ 1,512,621	\$ 1,451,968
	<u>5,262,926</u>	<u>5,646,991</u>
	<u>6,775,547</u>	<u>7,098,959</u>
Endowments		
Subject to NFP endowment spending policy and appropriation		
Scholarships	29,648,640	27,618,314
College program support	<u>7,580,158</u>	<u>7,148,077</u>
Total endowments	<u>37,228,798</u>	<u>34,766,391</u>
	<u>\$ 44,004,345</u>	<u>\$ 41,865,350</u>

Net Assets without Donor Restrictions

Net assets without donor restrictions have been designated for the following purposes at September 30:

	<u>2025</u>	<u>2024</u>
Undesignated	\$ 3,597,651	\$ 1,456,442
Designated by the Board for endowment	<u>48,461,408</u>	<u>45,332,098</u>
Net assets without donor restrictions	<u>\$ 52,059,059</u>	<u>\$ 46,788,540</u>

Florida State College at Jacksonville Foundation, Inc.
Notes to Financial Statements
September 30, 2025 and 2024

Net Assets Released from Restrictions

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purposes or by occurrence of other events specified by donors.

	<u>2025</u>	<u>2024</u>
Satisfaction of purpose restrictions		
Scholarships	\$ 389,171	\$ 375,832
College program support	<u>2,432,873</u>	<u>1,261,312</u>
	<u>2,822,044</u>	<u>1,637,144</u>
Restricted purpose spending-rate distributions and appropriations		
Scholarships	1,250,308	1,079,626
College program support	<u>274,508</u>	<u>200,885</u>
	<u>1,524,816</u>	<u>1,280,511</u>
	<u>\$ 4,346,860</u>	<u>\$ 2,917,655</u>

Note 4. Endowment

The Foundation’s governing body is subject to the State of Florida Prudent Management of Institutional Funds Act (FPMIFA). As a result, the Foundation classifies amounts in its donor-restricted endowment funds as net assets with donor restrictions because those net assets are time restricted until the governing body appropriates such amounts for expenditures. Most of those net assets also are subject to purpose restrictions that must be met before being reclassified as net assets without donor restrictions.

Additionally, in accordance with FPMIFA, the Foundation considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- Duration and preservation of the fund
- Purposes of the Foundation and the fund
- General economic conditions
- Possible effect of inflation and deflation
- Expected total return from investment income and appreciation or depreciation of investments
- Other resources of the Foundation
- Investment policies of the Foundation

The Foundation’s endowment consists of approximately 130 individual funds established for a variety of purposes. The endowment includes both donor-restricted endowment funds and funds designated by the governing body to function as endowments (board-designated endowment funds). As required by accounting principles generally accepted in the United States of America (GAAP), net assets associated with endowment funds, including board-designated endowment funds, are classified and reported based on the existence or absence of donor-imposed restrictions.

Florida State College at Jacksonville Foundation, Inc.
Notes to Financial Statements
September 30, 2025 and 2024

The composition of net assets by type of endowment fund was the following at September 30:

	2025		Total
	Without Donor Restrictions	With Donor Restrictions	
Board-designated endowment funds	\$ 48,461,408	\$ -	\$ 48,461,408
Donor-restricted endowment funds			
Original donor-restricted gift amount and amounts required to be maintained in perpetuity by donor	-	19,942,955	19,901,276
Accumulated investment gains	-	<u>17,285,843</u>	<u>17,327,522</u>
Total endowment funds	<u>\$ 48,461,408</u>	<u>\$ 37,228,798</u>	<u>\$ 85,690,206</u>
	2024		Total
	Without Donor Restrictions	With Donor Restrictions	
Board-designated endowment funds	\$ 45,332,098	\$ -	\$ 45,332,098
Donor-restricted endowment funds			
Original donor-restricted gift amount and amounts required to be maintained in perpetuity by donor	-	19,775,480	19,775,480
Accumulated investment gains	-	<u>14,990,911</u>	<u>14,990,911</u>
Total endowment funds	<u>\$ 45,332,098</u>	<u>\$ 34,766,391</u>	<u>\$ 80,098,489</u>

Change in endowment net assets were as follows for the years ended September 30:

	2025		Total
	Without Donor Restrictions	With Donor Restrictions	
Endowment net assets, beginning of year	\$ 45,332,098	\$ 34,766,391	\$ 80,098,489
Investment return, net	5,585,044	3,778,069	9,404,792
Contributions	5,000	167,475	130,796
Approximation of endowment assets for expenditures	-	(1,483,137)	(1,483,137)
Other changes			
Distribution of board designation of endowment funds	<u>(2,460,734)</u>	-	<u>(2,460,734)</u>
Endowment net assets, end of year	<u>\$ 48,461,408</u>	<u>\$ 37,228,798</u>	<u>\$ 85,690,206</u>

Florida State College at Jacksonville Foundation, Inc.
Notes to Financial Statements
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	Without Donor Restrictions	2024 With Donor Restrictions	Total
Endowment net assets, beginning of year	\$ 36,365,169	\$ 28,811,231	\$ 65,176,400
Investment return, net	9,495,581	7,195,562	16,691,143
Contributions	-	149,004	149,004
Approximation of endowment assets for expenditures	-	(1,389,406)	(1,389,406)
Other changes			
Distribution of board designation of endowment funds	<u>(528,652)</u>	<u>-</u>	<u>(528,652)</u>
Endowment net assets, end of year	<u>\$ 45,332,098</u>	<u>\$ 34,766,391</u>	<u>\$ 80,098,489</u>

Investment and Spending Policies

The Foundation has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs and other items supported by its endowment while seeking to maintain the purchasing power of the endowment. Endowment assets include those assets of donor-restricted endowment funds the Foundation must hold in perpetuity or for donor-specified periods, as well as those of board-designated endowment funds. Under the Foundation’s policies, endowment assets are invested in a manner that is intended to produce results that exceed long term inflation trends while assuming a lower level of investment risk. The Foundation expects its endowment funds to provide an average rate of return of approximately 6% annually over time. Actual returns in any given year may vary from this amount.

To satisfy its long-term rate of return objectives, the Foundation relies on a total return strategy in which investment returns are achieved through both current yield (investment income such as dividends and interest) and capital appreciation (both realized and unrealized). The Foundation targets a diversified asset allocation that places a greater emphasis on equity-based investments to achieve its long-term return objectives within prudent risk constraints.

The Foundation has a spending policy of appropriating for expenditure each year 6% of its endowment fund’s investment return available for spending in the prior year. In establishing this policy, the Foundation considered the long-term expected return on its endowment. Accordingly, over the long term, the Foundation expects the current spending policy to allow its endowment to grow annually. This is consistent with the Foundation’s objective to maintain the purchasing power of endowment assets held in perpetuity or for a specified term, as well as to provide additional real growth through new gifts and investment return.

Underwater Endowments

The governing body of the Foundation has interpreted FPMIFA as not requiring the maintenance of purchasing power of the original gift amount contributed to an endowment fund, unless a donor stipulates the contrary. As a result of this interpretation, when reviewing its donor-restricted endowment funds, the Foundation considers a fund to be underwater if the fair value of the fund is less than the sum of:

- The original value of initial and subsequent gift amounts donated to the fund, and
- Any accumulations to the fund that are required to be maintained in perpetuity in accordance with the direction of the applicable donor gift instrument

The Foundation has interpreted FPMIFA to permit spending from underwater funds in accordance with the prudent measures required under the law. As of September 30, 2025 and 2024, there are no underwater endowments.

Florida State College at Jacksonville Foundation, Inc.
Notes to Financial Statements
September 30, 2025 and 2024

Note 5. Liquidity and Availability

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of September 30 comprise the following:

	<u>2025</u>	<u>2024</u>
Total financial assets	\$ <u>100,185,392</u>	\$ <u>93,454,876</u>
Donor-imposed restrictions		
Restricted funds	6,775,547	7,098,959
Endowments	<u>37,228,798</u>	<u>34,766,391</u>
Net financial assets after donor-imposed restrictions	<u>44,004,345</u>	<u>41,865,350</u>
Internal designations		
Board-advised funds	<u>48,461,408</u>	<u>45,332,098</u>
Financial assets available to meet cash needs for general Expenditure within one year	<u>\$ 7,719,639</u>	<u>\$ 6,257,428</u>

The Foundation receives significant contributions restricted by donors and considers contributions restricted for programs which are ongoing, major, and central to its annual operations to be available to meet cash needs for general expenditures.

The Foundation’s endowment funds consist of donor-restricted endowments and funds designated by the Board as endowments. Income from donor-restricted endowments is restricted for specific purposes, with the exception of the amounts available for general use. Donor-restricted endowment funds are not available for general expenditure.

As of September 30, 2025 and 2024, the board-designated endowment of \$48,461,408 and \$45,332,098, respectively, is subject to an annual spending rate of 6%, as described in Note 3. Although the Foundation does not intend to spend from this board-designated endowment (other than amounts appropriated for general expenditure as part of the Board’s annual budget approval and appropriation), these amounts could be made available if necessary.

Note 6. Related-Party Transactions

The Foundation and the College are related parties that are not financially interrelated organizations. The College authorizes the Foundation to solicit contributions on its behalf. In the absence of donor restrictions, the Foundation has discretionary control over the amounts and timing of its distributions to the College.

In connection with an arrangement between the College and Foundation, the College also employs certain employees whose services are related to the Artist Series performing arts activities on behalf of the Foundation. Other costs and expenses related to the Artist Series may also be incurred by the College. Artist Series personnel costs totaled \$1,320,461 and \$1,278,846 for the years ended September 30, 2025 and 2024, respectively. None of these expenses were provided in-kind by the College. As of September 30, 2025 and 2024, amounts due to the College related to these expenses.

Florida State College at Jacksonville Foundation, Inc.
Notes to Financial Statements
September 30, 2025 and 2024

At September 30, 2025 and 2024, amounts due from the College, primarily related to Artist Series ticket sales for shows and events that occurred during the reporting period and advance ticket sales collected by the College for shows to be performed after the statement of financial position date. At the end of the College's fiscal June 30 reporting period, an accounting of the Artist Series revenue and expense activities is prepared by the College, and any residual funds, net of Artist Series event expenses paid by the College, are remitted to the Foundation.

Note 7. Disclosures About Fair Value of Assets

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at the measurement date. Fair value measurements must maximize the use of observable inputs and minimize the use of unobservable inputs. The hierarchy comprises three levels of inputs that may be used to measure fair value:

- Level 1** Quoted prices in active markets for identical assets

- Level 2** Observable inputs other than Level 1 prices, such as quoted prices for similar assets, quoted prices in markets that are not active, or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets

- Level 3** Unobservable inputs supported by little or no market activity and that are significant to the fair value of the assets

Recurring Measurements

The following tables present the fair value measurements of assets recognized in the accompanying statement of financial position measured at fair value on a recurring basis and the level within the fair value hierarchy in which the fair value measurements fall at September 30:

Florida State College at Jacksonville Foundation, Inc.
Notes to Financial Statements
September 30, 2025 and 2024

Asset Class	2025				
	Total Value	Fair Value Measurements Using			Investments Measured at NAV ^(A)
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	
Assets					
Investments					
Money market funds	\$ 779,441	\$ 779,441	\$ -	\$ -	\$ -
Certificates of deposit	484,158	-	484,158	-	-
Mutual funds					
Equity securities	1,847,792	1,847,792	-	-	-
Bond funds	871,961	871,961	-	-	-
Exchange traded funds	901,269	901,269	-	-	-
Alternative investments					
Multi-strategy hedge funds	56,009,906	-	-	-	56,009,906
Natural resource funds	952,318	-	-	-	952,318
Private equity funds	8,245,652	-	-	-	8,245,652
Fixed income funds	17,679,922	-	-	-	17,679,922
Real estate funds	5,279,954	-	-	-	5,279,954
Total assets	<u>\$ 93,052,373</u>	<u>\$ 3,621,022</u>	<u>\$ 484,158</u>	<u>\$ -</u>	<u>\$ 88,167,752</u>

Florida State College at Jacksonville Foundation, Inc.
Notes to Financial Statements
September 30, 2025 and 2024

<u>Asset Class</u>	2024				
	<u>Total Value</u>	<u>Fair Value Measurements Using</u>			<u>Investments Measured at NAV^(A)</u>
<u>Quoted Prices in Active Markets for Identical Assets (Level 1)</u>		<u>Significant Other Observable Inputs (Level 2)</u>	<u>Significant Unobservable Inputs (Level 3)</u>		
Assets					
Investments					
Money market funds	\$ 110,343	\$ 110,343	\$ -	\$ -	\$ -
Mutual funds					
Equity securities	7,887,807	7,887,807	-	-	-
Bond funds	4,509,687	4,509,687	-	-	-
Exchange traded funds	818,741	818,741	-	-	-
Alternative investments					
Multi-strategy hedge funds	62,122,388	-	-	-	62,122,388
Natural resource funds	1,086,758	-	-	-	1,086,758
Private equity funds	<u>7,641,752</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,641,752</u>
Total assets	<u>\$ 84,177,476</u>	<u>\$ 13,326,578</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 70,850,898</u>

(A) Certain investments that are measured at fair value using the net asset value per share (or its equivalent) practical expedient have not been classified in the fair value hierarchy. The fair value amounts included above are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the statements of financial position.

Following is a description of the valuation methodologies and inputs used for assets and liabilities measured at fair value on a recurring basis and recognized in the accompanying statement of financial position, as well as the general classification of such assets and liabilities pursuant to the valuation hierarchy. There have been no significant changes in the valuation techniques during the year ended September 30, 2025.

Florida State College at Jacksonville Foundation, Inc.
Notes to Financial Statements
September 30, 2025 and 2024

Investments

Where quoted market prices are available in an active market, securities are classified within Level 1 of the valuation hierarchy. If quoted market prices are not available, then fair values are estimated by using quoted prices of securities with similar characteristics or independent asset pricing services and pricing models, the inputs of which are market-based or independently sourced market parameters, including, but not limited to, yield curves, interest rates, volatilities, prepayments, defaults, cumulative loss projections, and cash flows. Such securities are classified in Level 2 of the valuation hierarchy. In certain cases where Level 1 or Level 2 inputs are not available, securities are classified within Level 3 of the hierarchy. There were no Level 3 investments as of September 30, 2025.

Alternative Investments

Investments in certain entities measured at fair value using the net asset value per share as a practical expedient consist of the following:

	2025			
	<u>Fair Value</u>	<u>Unfunded Commitment</u>	<u>Redemption Frequency</u>	<u>Redemption Period Notice</u>
Private equity funds ^(A)	\$ 8,245,652	\$ 1,530,500	Not permitted	Not permitted
Natural resources funds ^(B)	952,318	98,750	Not permitted	Not permitted
Multi-strategy hedge funds ^(C)	56,009,906	799,999	Weekly/monthly	One week/ month
Fixed income funds ^(D)	17,679,922	-	Weekly/monthly	One week/ month
Real estate funds ^(E)	<u>5,279,954</u>	<u>9,700,000</u>	Not permitted/ weekly	Not permitted/ one month
	<u>\$ 88,167,752</u>	<u>\$ 12,129,249</u>		
	2024			
	<u>Fair Value</u>	<u>Unfunded Commitment</u>	<u>Redemption Frequency</u>	<u>Redemption Period Notice</u>
Private equity funds ^(A)	\$ 7,641,752	\$ 2,041,925	Not permitted	Not permitted
Natural resources funds ^(B)	1,086,758	124,375	Not permitted	Not permitted
Multi-strategy hedge funds ^(C)	<u>62,122,388</u>	<u>799,999</u>	Weekly/monthly	One week/ month
	<u>\$ 70,850,898</u>	<u>\$ 2,966,299</u>		

(A) This class includes investments in private equity hedge funds opportunities. For all investments, a gate has been imposed by the hedge fund manager, and no redemptions are currently permitted. The fair values of the investments in this class have been estimated using the net asset value per share of the investments.

(B) This class includes investments in hedge funds that invest in oil, gas, and natural resource assets on a global basis. For all investments, a gate has been imposed by the hedge fund manager, and no redemptions are currently permitted. The fair values of the investments in this class have been estimated using the net asset value per share of the investments.

- (C) This class includes investments in hedge funds that pursue multiple strategies to diversify risks and reduce volatility. The fair values of the investments in this class have been estimated using the net asset value per share of the investments.
- (D) This class includes investments in hedge funds that invest fixed income securities. Management of the hedge funds has the ability to shift investments. The fair values of the investments in this class have been estimated using the net asset value per share of the investments.
- (E) This class includes several real estate. The fair values of the investments in this class have been estimated using the net asset value per share of the investments. Investments representing approximately 12% of the value of the investments in this class cannot be redeemed because no redemptions are currently permitted.

Note 8. Significant Estimates and Concentrations

Accounting principles generally accepted in the United States of America require disclosure of certain significant estimates and current vulnerabilities due to certain concentrations. Those matters include the following:

Contributions

Approximately 52% contributions were received from three donors in 2025.

Investments

The Foundation invests in various investment securities. Investment securities are exposed to various risks such as interest rate, market, and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the accompanying statements of financial position.

Note 9. Subsequent Events

Subsequent events have been evaluated through April 2, 2026 which is the date the financial statements were available to be issued.

Forvis Mazars Report to the Board of Directors

Florida State College at Jacksonville Foundation, Inc.

Results of the 2025 Financial Statement Audit, Including Required Communications

September 30, 2025

Required Communications Regarding Our Audit Strategy & Approach (AU-C 260)

Overview & Responsibilities

Matter	Discussion
Scope of Our Audit	This report covers audit results related to your financial statements: <ul style="list-style-type: none">• As of and for the year ended September 30, 2025.• Conducted in accordance with our contract dated October 2, 2025.
Our Responsibilities	Forvis Mazars is responsible for forming and expressing an opinion about whether the financial statements that have been prepared by management, with the oversight of those charged with governance, are prepared in accordance with accounting principles generally accepted in the United States of America (GAAP).
Audit Scope & Inherent Limitations to Reasonable Assurance	An audit performed in accordance with auditing standards generally accepted in the United States of America (GAAS) is designed to obtain reasonable, rather than absolute, assurance about the financial statements. The scope of our audit tests was established in relation to the financial statements taken as a whole and did not include a detailed audit of all transactions.
Extent of Our Communication	In addition to areas of interest and noting prior communications made during other phases of the engagement, this report includes communications required in accordance with GAAS that are relevant to the responsibilities of those charged with governance in overseeing the financial reporting process, including audit approach, results, and internal control. The standards do not require the auditor to design procedures for the purpose of identifying other matters to be communicated with those charged with governance.
Independence	The engagement team, others in our firm, as appropriate, and our firm, have complied with all relevant ethical requirements regarding independence.
Your Responsibilities	Our audit does not relieve management or those charged with governance of your responsibilities. Your responsibilities and ours are further referenced in our contract.

Matter	Discussion
Distribution Restriction	<p>This communication is intended solely for the information and use of the following and is not intended to be, and should not be, used by anyone other than these specified parties:</p> <ul style="list-style-type: none"> The Board of Trustees, Finance Committee, and Management

Qualitative Aspects of Significant Accounting Policies & Practices

Significant Accounting Policies

Significant accounting policies are described in Note 1 of the audited financial statements.

With respect to new accounting standards adopted during the year, we call to your attention the following topics detailed in the following pages:

- No matters are reportable

Unusual Policies or Methods

With respect to significant unusual accounting policies or accounting methods used for significant unusual transactions (significant transactions outside the normal course of business or that otherwise appear to be unusual due to their timing, size, or nature), we noted the following:

- No matters are reportable

Alternative Accounting Treatments

We had discussions with management regarding alternative accounting treatments within GAAP for policies and practices for material items, including recognition, measurement, and disclosure considerations related to the accounting for specific transactions as well as general accounting policies, as follows:

- No matters are reportable

Management Judgments & Accounting Estimates

Accounting estimates are an integral part of financial statement preparation by management, based on its judgments. Significant areas of such estimates for which we are prepared to discuss management’s estimation process and our procedures for testing the reasonableness of those estimates include:

- Valuation of investments

Financial Statement Disclosures

The following areas involve particularly sensitive financial statement disclosures for which we are prepared to discuss the issues involved and related judgments made in formulating those disclosures:

- Determination of fair values
- Related parties
- Endowments

Our Judgment About the Quality of the Entity's Accounting Principles

During the course of the audit, we made the following observations regarding the Entity's application of accounting principles:

- No matters are reportable

Adjustments Identified by Audit

During the course of any audit, an auditor may propose adjustments to financial statement amounts. Management evaluates our proposals and records those adjustments that, in its judgment, are required to prevent the financial statements from being materially misstated.

A misstatement is a difference between the amount, classification, presentation, or disclosure of a reported financial statement item and that which is required for the item to be presented fairly in accordance with the applicable financial reporting framework.

Proposed & Recorded Adjustments

Auditor-proposed and management-recorded entries include the following:

- \$433,333 entry to adjust Artist series income to confirmed amounts by the College

Uncorrected Misstatements

Some adjustments proposed were **not recorded** because their effect is not currently considered material. We request that all identified misstatements be corrected.

Uncorrected misstatements that were determined by management to be immaterial, both individually and in the aggregate, but more than trivial to the financial statements as a whole are listed below.

While these uncorrected misstatements were deemed to be immaterial to the current-period financial statements, it is possible that the impact of these uncorrected misstatements, or matters underlying these uncorrected misstatements, could potentially cause future-period financial statements to be materially misstated.

Current-Period Uncorrected Misstatements

- \$386,362 - to account for the difference in valuation of investments according to Commonfund and our valuation specialist Harvest.
- \$1,411,200 - to adjust releases so that ending net assets with donor restrictions ties to the tracking spreadsheet

Prior-Period Uncorrected Misstatements

- Prior period impact of due from FSCJ (\$727,982) - adjusted after the audit for FY24
- Prior period impact from PMK Pledge \$310,873

Other Required Communications

Other Material Communications

Listed below are other material communications between management and us related to the audit:

- Management representation letter (see Attachments)

We orally communicated to management other deficiencies in internal control identified during our audit that are not considered material weaknesses or significant deficiencies.

Required Communications Regarding Internal Control (AU-C 265)

Consideration of Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements of Florida State College at Jacksonville Foundation, Inc. as of and for the year ended September 30, 2025, in accordance with GAAS, we considered the Entity's internal control over financial reporting (internal control).

This consideration served as a basis for designing audit procedures that are appropriate in the circumstance for the purpose of expressing our opinion on the financial statements.

However, this consideration was **not** for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

Accordingly, we do not express an opinion on the effectiveness of the Entity's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraphs and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit, we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

This communication is intended solely for the information and use of the following and is not intended to be, and should not be, used by anyone other than these specified parties:

- The Board of Trustees, Finance Committee, and Management

Categorizing Deficiencies by Severity

Deficiency

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis.



Significant Deficiency

A significant deficiency is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.



Material Weakness

A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that material misstatements of the Entity's financial statements will not be prevented or detected and corrected on a timely basis.



Identified Deficiencies

During the audit, we identified certain deficiencies in internal control that we consider to be significant deficiencies. We did not identify deficiencies in internal control that we consider to be material weaknesses, but we did identify further deficiencies in internal control that were verbally communicated to management.

Significant Deficiencies

- Many organizations similar to the size of the Foundation employ a small accounting staff and have difficulty in segregating duties to the point at which there is no risk of misappropriation or error. These conflicts provide opportunities for misappropriation of cash or errors to be recorded in the financial statement. Management must evaluate the risk to determine if responsibilities can be re-assigned to further segregate duties.

However, when that option does not exist, management must weigh the cost and benefit of hiring additional personnel. It was further noted that individual journal entries are not reviewed and reconciliations and calculations for significant financial statement line items are not reviewed on a detailed basis.

We suggest management implement processes and procedures or system limitations to appropriately segregate the various duties noted above to mitigate the risk of misappropriation of assets. Additionally, while the financial statements are reviewed on a monthly basis, we suggest management implement a process of detailed review of journal entries and reconciliations to ensure such entries and calculations are appropriate.

Attachments

Management Representation Letter (Attachment A)

As a material communication with management, included herein is a copy of the representation letter provided by management at the conclusion of our engagement.



Attachment A

Management Representation Letter

Representation of:

Florida State College at Jacksonville Foundation, Inc.
501 W State St.
Jacksonville, FL 32202

Provided to:

Forvis Mazars, LLP

Certified Public Accountants
245 Riverside Avenue, Suite 410
Jacksonville, FL 32202

The undersigned ("We") are providing this letter in connection with Forvis Mazars' audit of our financial statements as of and for the years ended September 30, 2025 and 2024.

Our representations are current and effective as of the date of Forvis Mazars' report: April 2, 2026.

Our engagement with Forvis Mazars is based on our contract for services dated: October 2, 2025.

Our Responsibility & Consideration of Material Matters

We confirm that we are responsible for the fair presentation of the financial statements subject to Forvis Mazars' report in conformity with accounting principles generally accepted in the United States of America.

We are also responsible for adopting sound accounting policies; establishing and maintaining effective internal control over financial reporting, operations, and compliance; and preventing and detecting fraud.

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

Confirmation of Matters Specific to the Subject Matter of Forvis Mazars' Report

We confirm, to the best of our knowledge and belief, the following:

Broad Matters

1. We have fulfilled our responsibilities, as set out in the terms of our contract, for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America.
2. We acknowledge our responsibility for the design, implementation, and maintenance of:
 - a. Internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
 - b. Internal control to prevent and detect fraud.

3. We have provided you with:
 - a. Access to all information of which we are aware that is relevant to the preparation and fair presentation of the financial statements, such as financial records and related data, documentation, and other matters.
 - b. Additional information that you have requested from us for the purpose of the audit.
 - c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
 - d. All minutes of Board of Directors meetings, held through the date of this letter or summaries of actions of recent meetings for which minutes have not yet been prepared. All unsigned copies of minutes provided to you are copies of our original minutes approved by the board, if applicable, and maintained as part of our records.
 - e. All significant contracts and grants.
4. We have disclosed to you all instances in which artificial intelligence (AI) systems or tools were used related to financial reporting, internal controls, and other processes relevant to the financial statements. We acknowledge our responsibility for the design, implementation, and maintenance of internal controls related to the use of AI.
5. We have responded fully and truthfully to all your inquiries.

Misappropriation, Misstatements, & Fraud

6. We have informed you of all current risks of a material amount that are not adequately prevented or detected by our procedures with respect to:
 - a. Misappropriation of assets.
 - b. Misrepresented or misstated assets, liabilities, or net assets.
7. We have no knowledge of fraud or suspected fraud affecting the entity involving:
 - a. Management or employees who have significant roles in internal control over financial reporting, or
 - b. Others when the fraud could have a material effect on the financial statements.
8. We have no knowledge of any allegations of fraud or suspected fraud affecting the entity received in communications from employees, former employees, customers, analysts, SEC or other regulators, suppliers, or others.
9. We have assessed the risk that the financial statements may be materially misstated as a result of fraud and disclosed to you any such risk identified.

Ongoing Operations

10. We have evaluated whether there are conditions or events known or reasonably knowable, considered in the aggregate, that raise substantial doubt about the entity's ability to continue as a going concern within one year of the date of this letter without consideration of potential mitigating effects of management's plans not yet fully implemented and concluded substantial doubt does not exist.

Related Parties

11. We have disclosed to you the identity of all of the entity's related parties and all the related-party relationships of which we are aware. The entity has not entered into any new agreements with a related party or modified terms related to an existing related-party transaction during the year under audit, or as of the date of this letter. Further, we do not have any existing or ongoing agreements with related parties that are still in effect as of the date of this letter.
12. We understand that the term related party refers to:
 - Affiliates
 - Management and members of their immediate families
 - Any other party with which the entity may deal if one party can significantly influence the management or operating policies of the other to an extent that one of the transacting parties might be prevented from fully pursuing its own separate interests.

Another party is also a related party if it can significantly influence the management or operating policies of the transacting parties or if it has an ownership interest in one of the transacting parties and can significantly influence the other to an extent that one or more of the transacting parties might be prevented from fully pursuing its own separate interests.

The term affiliate refers to a party that directly or indirectly controls, or is controlled by, or is under common control with, the entity.

Litigation, Laws, Rulings & Regulations

13. We are not aware of any pending or threatened litigation or claims whose effects should be considered when preparing the financial statements. We have not sought or received attorney's services related to pending or threatened litigation or claims during or subsequent to the audit period. Also, we are not aware of any litigation or claims, pending or threatened, for which legal counsel should be sought.
14. We have no knowledge of communications, other than those specifically disclosed, from regulatory agencies, governmental representatives, employees, or others concerning investigations or allegations of noncompliance with laws and regulations, deficiencies in financial reporting practices, or other matters that could have a material adverse effect on the financial statements.
15. We have disclosed to you all known instances of violations or noncompliance or possible violations or suspected noncompliance with laws and regulations whose effects should be considered when preparing financial statements or as a basis for recording a loss contingency.
16. We have no reason to believe the entity owes any penalties or payments under the Employer Shared Responsibility Provisions of the *Patient Protection and Affordable Care Act*, nor have we received any correspondence from the IRS or other agencies indicating such payments may be due.
17. We have not been designated as a potentially responsible party (PRP or equivalent status) by the Environmental Protection Agency (EPA) or other cognizant regulatory agency with authority to enforce environmental laws and regulations.

Nonattest Services

18. You have provided nonattest services, including the following, during the period of this engagement:
- Preparing a draft of the financial statements and related notes
 - Assistance with preparation of tax returns
19. With respect to these services:
- a. We have designated a qualified management-level individual to be responsible and accountable for overseeing the nonattest services.
 - b. We have established and monitored the performance of the nonattest services to ensure they meet our objectives.
 - c. We have made any and all decisions involving management functions with respect to the nonattest services and accept full responsibility for such decisions.
 - d. We have evaluated the adequacy of the services performed and any findings that resulted.
 - e. We have established and maintained internal controls, including monitoring ongoing activities.
 - f. When we receive final deliverables from you, we will store those deliverables in information systems controlled by us. We have taken responsibility for maintaining internal control over these deliverables.

Financial Statements & Reports

20. We have reviewed and approved a draft of the financial statements and related notes referred to above, which you prepared in connection with your audit of our financial statements. We acknowledge that we are responsible for the fair presentation of the financial statements and related notes.
21. We do not issue an annual report, nor do we have plans to issue an annual report at this time.

Transactions, Records, & Adjustments

22. All transactions have been recorded in the accounting records and are reflected in the financial statements.
23. We have everything we need to keep our books and records.
24. We have disclosed any significant unusual transactions the entity has entered into during the period, including the nature, terms, and business purpose of those transactions.
25. We are in agreement with the adjusting journal entries you have proposed, and they have been posted to the entity's accounts.

26. We believe the effects of the uncorrected financial statement misstatement(s) and omitted disclosures summarized in the attached schedule and aggregated by you during the current engagement are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

We understand that, depending on both the nature of the uncorrected misstatement(s) and the federal and state income tax rules applicable thereto, each uncorrected misstatement may or may not be taken into account for purposes of determining our federal and/or state taxable income and any income tax liability for the current year.

Nonprofit Accounting & Disclosure Matters

27. Adequate provisions and allowances have been accrued for any material losses from uncollectible pledges.
28. We have identified to you any activities conducted having both fund-raising and program or management and general components (joint activities) and have allocated the costs of any joint activities in accordance with the provisions of FASB ASC 958-720-45.
29. We are an entity exempt from income tax under Section 501(c) of the Internal Revenue Code and a similar provision of state law and, except as disclosed in the financial statements, there are no activities that would jeopardize our tax-exempt status or subject us to income tax on unrelated business income or excise tax on prohibited transactions and events.

Accounting & Disclosure

30. All transactions entered into by the entity are final. We are not aware of any unrecorded transactions, side agreements or other arrangements (either written or oral) that are in place.
31. Except as reflected in the financial statements, there are no:
- a. Plans or intentions that may materially affect carrying values or classifications of assets, liabilities, or net assets.
 - b. Material transactions omitted or improperly recorded in the financial records.
 - c. Material unasserted claims or assessments that are probable of assertion or other gain/loss contingencies requiring accrual or disclosure in accordance with Accounting Standards Codification (ASC) Topic 450, *Contingencies*, including those arising from environmental remediation obligations.
 - d. Events occurring subsequent to the balance sheet date through the date of this letter, which is the date the financial statements were available to be issued, requiring adjustment or disclosure in the financial statements.
 - e. Agreements to purchase assets previously sold.
 - f. Arrangements with financial institutions involving compensating balances or other arrangements involving restrictions on cash balances, lines of credit, or similar arrangements.
 - g. Guarantees, whether written or oral, under which the entity is contingently liable.
32. Except as disclosed in the financial statements, the entity has:
- a. Satisfactory title to all recorded assets, and those assets are not subject to any liens, pledges, or other encumbrances.

- b. Complied with all aspects of contractual agreements, for which noncompliance would materially affect the financial statements.

Revenue, Accounts Receivable, & Inventory

33. Adequate provisions, allowances, or other adjustments in basis have been recorded for any material losses from:
 - a. Uncollectible receivables.

Estimates

34. We have identified all accounting estimates that could be material to the financial statements and we confirm the appropriateness of the methods and the consistency in their application, the accuracy and completeness of data, and the reasonableness of significant assumptions used by us in making the accounting estimates, including those measured at fair value reported in the financial statements.
35. Significant estimates that may be subject to a material change in the near term have been properly disclosed in the financial statements. We understand that "near term" means the period within one year of the date of the financial statements. In addition, we have no knowledge of concentrations, which refer to volumes of investments, existing at the date of the financial statements that would make the entity vulnerable to the risk of severe impact in the near term that have not been properly disclosed in the financial statements.


R. Scott Evans (Apr 2, 2025 15:05:14 EDT)

Scott Evans, Executive Director

Attachment:
Schedule of Uncorrected Misstatements

Florida State College at Jacksonville Foundation, Inc.
Schedule of Uncorrected Misstatements and Omitted Disclosures, as applicable
As of and for the Year Ended September 30, 2025

Summary of Misstatements in the Financial Statements

Description	Debit (Credit) Required to Correct the Financial Statements					Change in Net Assets
	Assets	Liabilities	Net Assets	Revenue	Expenses	
Unrecorded misstatements - factual	386,362	-	(386,362)	(386,362)	-	(386,362)
Unrecorded misstatements - projected	-	-	-	-	-	-
Unrecorded misstatements - judgmental	-	-	-	-	-	-
Total uncorrected misstatements (Iron Curtain)	386,362	-	(386,362)	(386,362)	-	(386,362)
Impact of correcting prior period misstatements in prior periods (From Prior Period Table Below)				417,109	-	417,109
Total uncorrected misstatements, assuming prior year misstatements were corrected in prior periods (Rollover)				(803,471)	-	(803,471)

Financial Statement Impact

	Debit (Credit)			
	As Reported	Misstatements	Subsequent to Misstatements	% Change
Total Assets	100,781,059	386,362	101,167,421	0.38 %
Total Liabilities	(4,717,655)	-	(4,717,655)	- %
Net Assets	(96,063,404)	(386,362)	(96,449,766)	0.40 %
Revenues	(12,857,938)	(803,471)	(13,661,409)	6.25 %
Expenses	5,448,424	-	5,448,424	- %
Change in Net Assets	(7,409,514)	(803,471)	(8,212,985)	10.84 %

Uncorrected misstatements from prior periods

Prior Period Uncorrected Misstatement (debit/credit from prior year)	Assets	Liabilities	Net Assets	Revenue	Expenses	Change in Net Assets
To record remaining impact of the PMK pledge	310,873	-	-	(310,873)	-	(310,873)
Proposed entry to record the impact to revenue and net assets for truing up the due to/from balance to the confirmation	-	-	(727,982)	727,982	-	727,982
Total pre tax Income Statement				417,109	-	417,109
Total pre tax Balance Sheet	310,873	-	(727,982)			

Unrecorded Misstatements Detail

Account Number	Account Name	Financial Statement Line	Debit	Credit	Description
	Releases	Releases of Net Assets with Donor Restriction	1,411,200	-	Additional releases disclosed in the financial statements related to final clean up of unallocated funds.
	Releases	Releases of Net Assets without Donor Restriction	-	1,411,200	

Florida State College at Jacksonville Foundation, Inc.

Year End: September 30, 2025

Unrecorded misstatements - factual

Date: 10/1/2024 To 9/30/2025

Number	Date	Name	Account No	Debit	Credit	Recurrence	Misstatement
AJE3	9/30/2025	1% Admin Fee REVENUE 4% Allowance & 1% Admin	01-430-4205		-1,411,200.00		
AJE3	9/30/2025	FEE on Quasi Non Endowed	03-550-5570	1,411,200.00			
<p>Proposed Adjustment for additional releases in the statement of activities and related notes for ending restricted net assets to tie to the system.</p>							
PAJE2	9/30/2025	Commonfund Invstmnts Marketable & Non Marketable	02-130-1307	386,362.00			
PAJE2	9/30/2025	Gain / (loss) in market value of investments	02-430-4202		-386,362.00		
<p>Entry to record the difference in client Vs. Harvest value</p>							
				1,797,562.00	-1,797,562.00		
<p>Net Income (Loss) 7,795,876.00</p>							

4/2/2026

2:36 PM

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

AGENDA ITEM NO. A – 10.

Subject:	Finance: Fees and Charges (Course Fees)
Meeting Date:	April 14, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve the fee changes for the following courses to be effective Summer Term 2025-26, 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. 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 2025-26 [Credit Course Lab Fees – 404101000000]

Course Number	Course	Current Fee	Recommended Fee
AMT1761L	Aviation Maintenance Technology Airframe I (101703)	\$217.00	\$0.00
AMT1762L	Aviation Maintenance Technology Airframe II (101704)	\$559.00	\$0.00
AMT1763L	Aviation Maintenance Technology Airframe III (101705)	\$229.00	\$0.00
AMT1764L	Aviation Maintenance Technology Airframe IV (101706)	\$176.00	\$0.00
AMT1771L	Aviation Maintenance Technology Powerplant I (101707)	\$156.00	\$0.00
AMT1772L	Aviation Maintenance Technology Powerplant II (101708)	\$132.00	\$0.00
AMT1773L	Aviation Maintenance Technology Powerplant III (101709)	\$160.00	\$0.00
AMT1774L	Aviation Maintenance Technology Powerplant IV (101710)	\$143.00	\$0.00

The above Credit Course Lab Fees are being removed as part of a review of the course catalog that revealed the associated courses are no longer active, rendering the fees no longer valid. The removal of these fees ensures that our fee structure remains current, accurate, and aligned with our active course offerings.

Subject: Finance: Fees and Charges
(Continued)

Summer Term 2025-26 [Career Certificate Lab Fees – 404401000000]

Course Number	Course	Current Fee	Recommended Fee
AMT0125C	Air Coat Sfty Env Rg (101661)	\$150.00	\$0.00
AMT0126C	Aircraft Coating Tch (101662)	\$182.00	\$0.00
AMT0133C	Arcft Surf Prep Tech (101668)	\$262.00	\$0.00
AMT0701	General 1 (101670)	\$146.00	\$0.00
AMT0702	General 2 (101671)	\$159.00	\$0.00
AMT0703	General 3 (101672)	\$196.00	\$0.00
AMT0704	General 4 (101673)	\$255.00	\$0.00
AMT0712	Airframe 1 (101676)	\$351.00	\$0.00
AMT0713	Airframe 2 (101677)	\$324.00	\$0.00
AMT0714	Airframe 3 (101678)	\$190.00	\$0.00
AMT0717	Airframe 4 (101679)	\$177.00	\$0.00
AMT0821	Powerplant 1 (101685)	\$170.00	\$0.00
AMT0822	Powerplant 2 (101686)	\$166.00	\$0.00
AMT0823	Powerplant 3 (101687)	\$165.00	\$0.00
AMT0824	Powerplant 4 (101688)	\$169.00	\$0.00
ARR0020	Estimator (101830)	\$40.00	\$0.00
ARR0100	Trim and Tinting (101832)	\$40.00	\$0.00
ARR0111	Automotive Welding (101833)	\$40.00	\$0.00
ARR0180	Custom Painting (101835)	\$40.00	\$0.00
ARR0271	BAS Automotive Glass (101838)	\$40.00	\$0.00
ARR0273	Adv Auto Glss/Shtmtl (101840)	\$40.00	\$0.00
ARR0291	BAS Auto Body Repair (101843)	\$40.00	\$0.00
ARR0292	Adv Auto Body/Panel (101845)	\$40.00	\$0.00
ARR0351	Frame Straightening (101855)	\$40.00	\$0.00
ARR0412	Adv Auto Painting (101861)	\$40.00	\$0.00
ARR0610	Detailer (101865)	\$40.00	\$0.00
DIM0101	Diesel Engine Mechanic (108646)	\$35.00	\$0.00
DIM0102	Diesel Electrical/Electronics (108647)	\$35.00	\$0.00
DIM0103	Diesel Preventative Maintenance (108648)	\$35.00	\$0.00
DIM0104	Diesel Engine Technician (108649)	\$35.00	\$0.00
DIM0105	Diesel Brakes Technician (108650)	\$35.00	\$0.00
DIM0106	Diesel HVAC (108651)	\$35.00	\$0.00
DIM0107	Diesel Steering & Suspension (108652)	\$35.00	\$0.00

Subject: Finance: Fees and Charges
(Continued)

DIM0108	Diesel Drivetrain Technician (108653)	\$35.00	\$0.00
DIM0109	Diesel Hydraulics Technician (108654)	\$35.00	\$0.00
HMV0100	Food Preparation (111867)	\$75.00	\$0.00
HMV0170	Cook, Restaurant (111871)	\$75.00	\$0.00

The above Career Certificate Lab Fees are being removed as part of a review of the course catalog that revealed the associated courses are no longer active, rendering the fees no longer valid. The removal of these fees ensures that our fee structure remains current, accurate, and aligned with our active course offerings.

Summer Term 2025-26 [Career Certificate Material Fee – 404407000000]

Course Number	Course	Current Fee	Recommended Fee
FFP0010	Fire Fighter I (110172)	\$189.00	\$0.00

The above Career Certificate Material Fees are being removed as part of a review of the course catalog that revealed the associated courses are no longer active, rendering the fees no longer valid. The removal of these fees ensures that our fee structure remains current, accurate, and aligned with our active course offerings.

Summer Term 2025-26 [Course Testing Fee – 350409201000]

Course Number	Course	Current Fee	Recommended Fee
CJK0001	Intro to Law Enforcement (105836)	\$55.00	\$0.00

The above Course Testing Fees are being removed as part of a review of the course catalog that revealed the associated courses are no longer active, rendering the fees no longer valid. The removal of these fees ensures that our fee structure remains current, accurate, and aligned with our active course offerings.

Summer Term 2025-26 [Credit Course Material Fee – 404107000000]

Course Number	Course	Current Fee	Recommended Fee
TPP2110	Acting I (119842)	\$18.00	\$21.00
TPP2111	Acting II (119843)	\$18.00	\$21.00

A user fee is assessed for Acting courses to cover essential production and instructional expenses. These costs include script and performance licensing, costume design and maintenance, archival photography, and performance fees. This fee has been recalculated to align with current costs and enrollment numbers.

RATIONALE: The District Board of Trustees is authorized under Florida Statutes 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 – 11.

Subject:	Finance: FSCJ ACCESS Program
Meeting Date:	April 14, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve the FSCJ ACCESS Program for Summer Term 2026, 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 Fall Term 2025 had total savings of \$474,057.

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 ensure 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 – 12.

Subject:	Finance: Financial Statements Audit Report for Fiscal Year Ended June 30, 2025
Meeting Date:	April 14, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees accept the Florida Auditor General’s published Audit Report No. 2026-075, entitled Financial Audit for Fiscal Year Ended June 30, 2025.

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, 2025:

- 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, 2025, 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 AVP Finance and Controller, Florida State College at Jacksonville, Financial Services Department.

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

AGENDA ITEM NO. A – 13.

Subject:	Finance: FSCJ’s Quasi-Endowment Funds for Payment to U.S. Department of Education
Meeting Date:	April 14, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve the use for the College’s quasi-endowment funds to cover a payment to the U.S. Department of Education for federal funds that were disbursed to fraudulent student accounts.

BACKGROUND: The College has identified irregularities in certain financial aid applications that have resulted in a fraud investigation. Through an internal review, 34 student applications that were disbursed financial aid have been identified as potentially suspicious indicating possible fraud.

This type of financial aid fraud has been reported at institutions nationwide and often involves coordinated misuse of personal information. A police report has been filed, and the matter has been referred to the Federal Bureau of Investigation (FBI) for further investigation. In addition, the Financial Aid Office has submitted a report to the Office of the Inspector General regarding the 34 student payments suspected to be fraudulent.

The College is recommending authorization to use FSCJ’s quasi-endowment funds to repay the U.S. Department of Education for financial aid funds disbursed to these accounts, in an amount not to exceed \$350,000. The final repayment amount cannot be determined at this time and will be contingent upon confirmation of the fraudulent accounts by the FBI or the Office of the Inspector General.

RATIONALE: The College’s quasi-endowment funds were established to 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 February 28, 2026, the College had \$9.99 million invested in FSCJ’s Quasi-Endowment Fund.

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

AGENDA ITEM NO. A – 14.

Subject:	Facilities: Purchase of San Jose Early College at Cecil
Meeting Date:	April 14, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College Administration to negotiate and execute a contract to purchase the San Jose Early College at Cecil charter school building, located at 13520 FSCJ Cecil Drive, for an amount not to exceed \$9,000,000.

BACKGROUND: In November 2025, the College obtained two formal appraisals from CBRE Valuation & Advisory Services and Moody Williams Appraisal Group, which determined the average “As-Is” Leasehold Market Value to be \$11,650,000.

RATIONALE: The acquisition of the 43,506 square-foot facility at the Cecil Center North site will advance the College’s strategic growth priorities and increase capacity for future workforce programs and student services.

FISCAL NOTES: A Request for Legislative (Back-of-Bill) Authorization was submitted to the Florida Department of Education on October 14, 2025, to acquire facilities on “FSCJ Cecil Center – Site 8,” described as the “San Jose Early College at Cecil Center Charter School,” and to construct, remodel, or renovate space for FSCJ’s workforce training programs using local funds.

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

INFORMATION ITEM NO. I – A.

Subject:	Human Resources: Personnel Actions
Meeting Date:	April 14, 2026

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 April 14, 2026**

Faculty Full-Time Appointments

Crooks	Stacy
Love	Jamie
Lombard	Colleen

Job Title

Professor of Nursing
 Professor of Radiography
 Professor of Nursing

A&P Full-Time Appointments

Cherry	Krystle
Colee	Jacob
Grey	Jennifer
Larson	Lynn
Richardson	Donna
Thomas	William

Job Title

Project Account Officer
 Assessment and Certification Center Manager
 Library Coordinator Senior
 Director of Program Development
 Associate Dean of Operations
 Director of Client Support

Career Reclassifications

Barclay	Clarissa
Bush	Brittney

Academic and Career Advisor
 Academic and Career Advisor

Career Full-Time Appointments

Crumpler	Michael
Hughes	Tonya
Davis	Dawn
Sell	Jonathon
Trescot	Megan
Van Sise	Amanda

Job Title

Security Officer
 Plant Service Worker
 Plant Service Worker
 Senior Security Officer
 Risk Management Specialist
 Simulation Lab Technician

Career Part-Time Appointments

Dittman	Anna
Warren	Cleve
Crane	Altress
Rich	Abigael
Martinez	Alejandra
Kenney	Daniel

Job Title

Library Assistant
 Director of Advancement Relations
 Program Coordinator
 Academic Tutor
 Academic Tutor
 Law Enforcement Training Coordinator

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

INFORMATION ITEM NO. I – B.

Subject:	Finance: Investment Reports for Quarter Ended December 31, 2025
Meeting Date:	April 14, 2026

INFORMATION: The Investment Reports for the Surplus Fund Account (Operating Fund) and the Quasi Endowment Fund for the quarter ending December 31, 2025, 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 ensure 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 1.15% exceeded the benchmark performance of 1.13%. Over the past year, the Portfolio’s total return was 5.52%, compared to 5.22% for the benchmark.

The College utilizes the investment management services of PFM Asset Management LLC (PFM) for intermediate term fixed income investments. As of December 31, 2025, the College had surplus funds of approximately \$40.0 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 December 31, 2025 was \$9.7 million. The Quasi Endowment Fund portfolio (the “Portfolio”) returned 2.17% (net of mutual fund fees) over the 4th Quarter of 2025, compared to its policy benchmark return of 2.77%. Over the past year, the Portfolio returned 17.19%, compared to 18.50% for the benchmark. Since the inception date of July 1, 2016, the Portfolio’s 10.04% annual rate of return matched the benchmark’s return. In dollar terms, the Portfolio gained \$205,482 in return on investment over the quarter and gained \$1,416,230 over the past 12-months.

The Investment Performance Review for the quarter ending December 31, 2025, 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 program while meeting the requirements of safety and liquidity.

FISCAL NOTES: As of December 31, 2025, the College had investment balances totaling \$49.7 million, which compares to \$46.1 million as of December 31, 2024.

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

INFORMATION ITEM NO. I – C.

Subject:	Facilities: Change Orders – Deerwood Center – Interior Stairs and Library Canopy Repairs
Meeting Date:	April 14, 2026

INFORMATION: The change orders listed below are presented to the District Board of Trustees for information.

BACKGROUND: Board Rule 6Hx7-8.2 states the following: “The College President or Vice President of Finance and Administration may authorize individual construction or professional service change orders in the name of the Board when such changes involve no change in cost, a decrease in cost, or an increase in cost not to exceed an amount as shown in the table below. The College President shall submit an information item to the District Board of Trustees confirming action on change orders greater than \$25,000. The processing of change orders shall be in accordance with Section 1013.48 of the Florida Statutes and State Board of Education Rules.”

Contract Value	Maximum change Order Authority
Less than \$500,000	\$50,000
\$500,000 or greater	\$100,000

Vendor	C.O.#	Amount
<u>Deerwood Center:</u> Change orders issued to E. Vaughan Rivers, Inc. for the original contract dated May 20, 2025, for the Deerwood Center – Interior Stairs and Library Canopy Repairs Project in accordance with FSCJ RFP # 2022C-13E.		
E. Vaughan Rivers, Inc. Original Contract Amount: \$ 1,060,202.13		
<ul style="list-style-type: none"> No Monetary Change: Change Order #1 issued for AIA CO #1 as defined on Line #1 for time extension only with No Monetary change, project remains at \$1,060,202.13 per PO CO Authorization from WF & MB email dated 8/13/2025. 	CO #1 AIA CO #1	\$0.00
<ul style="list-style-type: none"> Increase: Change Order #2 issued for AIA CO #2 as defined on Line #1 for additional scope of work. Project increased by \$9,314.85 increasing total project amount from \$1,060,202.13 to \$1,069,516.98 per PO CO Authorization from WF & MB email dated 9/25/2025. 	CO #2 AIA CO # 2	\$9,314.85
<ul style="list-style-type: none"> Decrease: Change Order #3 issued for AIA CO #3 as defined on PO Line #1 for Change in scope of work. Project decreased by \$511.07 decreasing 	CO #3 AIA CO # 3	(\$511.07)

Subject: Facilities: Change Orders – Deerwood Center – Interior Stairs and Library Canopy
Repairs
(Continued)

Vendor	C.O.#	Amount
<p>total project amount from \$1,069,516.98 to \$1,069,005.91 per PO CO Authorization from WF & MB email dated 11/18/2025.</p> <ul style="list-style-type: none"> No Monetary Change: Change Order #4 issued for AIA CO #4 as defined on PO Line #1 for time extension and handrail approval. No monetary change. Project remains \$1,069,005.91 per PO CO Authorization from WF & MB email dated 1/28/2026. <p>E. Vaughan Rivers, Inc. Final Contract Amount: \$ 1,069,005.91</p>	<p>CO #4 AIA CO #4</p>	<p>\$0.00</p>

RATIONALE: To advise the Board of monetary changes to the construction contracts.

FISCAL NOTES: The following change orders are included for informational purposes only. The changes are comprehended in the approved project budgets.