



FSCJ DBOT Regular Meeting September 2026

September 8, 2026

FSCJ Cecil Center North, Room A-109

13550 FSCJ Cecil Drive

Jacksonville, FL, 32221

September 1, 2026

MEMORANDUM

TO: Florida State College at Jacksonville
District Board of Trustees

FROM: John Avendano, Ph.D. 
College President

RE: September 2026 Board Agenda

Enclosed are the materials for the September 8, 2026, Regular Board Meeting.

All meetings of the Board will be held at the College's Cecil Center North, located at 13550 FSCJ Cecil Drive, Jacksonville, FL 32221.

The Board Workshop will convene from noon to 1 p.m. in Room A-109 and will focus on the topics listed below. The Regular Board Meeting will begin at 1 p.m. in Room A-109.

Board Workshop Topics:

- College President's Contract of Employment – Amendment Eight
- Workforce Partnerships

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

Florida State College at Jacksonville
District Board of Trustees
Regular Meeting
AGENDA INDEX
September 8, 2026 – 1 p.m.
Cecil Center North, Room A-109

CALL TO ORDER AND PLEDGE OF ALLEGIANCE

COMMENTS BY THE PUBLIC

The District Board of Trustees welcomes public comment on matters being addressed during today's meeting. Individuals wishing to address the Board must complete a Public Comment Request Form* prior to the meeting. The Board Chair will recognize speakers, and comments are limited to three (3) minutes per person. The Board is not required to respond.

MINUTES OF THE JULY 14, 2026, DISTRICT BOARD OF TRUSTEES DEEP DIVE WORKSHOP/MEETING (p. 5-12)

MINUTES OF THE AUGUST 11, 2026, DISTRICT BOARD OF TRUSTEES WORKSHOP (p. 13-16)

MINUTES OF THE AUGUST 11, 2026, DISTRICT BOARD OF TRUSTEES REGULAR MEETING (p. 17-40)

REPORT OF THE COLLEGE PRESIDENT

STRATEGIC PROGRAMMATIC DISCUSSION

CONSENT AGENDA

Any Trustee may request that item(s) be removed from the Consent Agenda for individual consideration under Action Items.

1. Purchasing: Annual Contract Extensions (p. 41)
2. Purchasing: Engineering Consultant Continuing Contracting Services (Defined Disciplines) (p. 42-43)
3. Police and Public Safety: Active Assailant Response Plan (Implementation of HB 757, ARMOR ACT and New Rule, 6A-14.012, Florida College System Institution Safety Requirements and Monitoring) (p. 44-63)
4. Police and Public Safety: Family Reunification and Assistance Center (Implementation of HB 757, ARMOR ACT and New Rule, 6A-14.012, Florida College System Institution Safety Requirements and Monitoring) (p. 64-123)

ACTION ITEMS

1. Approval of Consent Agenda (p. 124)
2. Office of the General Counsel: College President's Contract of Employment; Amendment Eight (p. 125-129)
3. Office of General Counsel: Finance and Audit Committee of the District Board of Trustees (p. 130-132)
4. Human Resources: Collective Bargaining Agreement (Full-time Faculty) (p. 133-221)
5. Finance: Fees and Charges (Course Fees) (p. 222-227)
6. Finance: Fiscal Year 2026-27 Operating Budget Amendment No. 2 (p. 228-229)
7. Finance: Fiscal Year 2026-27 Capital Outlay Budget Amendment No. 1 (p. 230-232)
8. Finance: Fiscal Year 2026-27 Carry Forward Spending Plan (p. 233)
9. Academic Affairs: FCS Affordability and Transparency Report (p. 234-251)

INFORMATION ITEMS

Trustees may request discussion of Information Items, as needed.

- A. Human Resources: Personnel Actions (p. 252-253)
- B. Purchasing: Purchase Orders Over \$195,000 (p. 254)
- C. Finance: Investment Reports for Quarter Ended June 30, 2026 (p. 255-282)

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 (Report provided by Dr. Monica Franklin)

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

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

REPORT OF THE STUDENT GOVERNMENT ASSOCIATION (Written report provided by Amadou Seck)

NEXT MEETING

The Board will meet on Tuesday, October 13, 2026, at the College's South Campus for a Deep Dive Workshop. The workshop will convene at noon in the Lakeside Room.

The next regular meeting of the Board is scheduled for Tuesday, November 10, 2026.

ADJOURNMENT

Florida State College at Jacksonville
District Board of Trustees
Minutes of the July 14, 2026, Deep Dive Workshop
Administrative Offices, Room 403A, Noon

PRESENT:

Roderick D. Odom, Chair (via remote attendance)
Andrew B. Shaw, Vice Chair, Duval County
Virginia H. Berg
April A. Carney
Steven F. Hughes
Daniel F. Martell (via remote attendance)
Alan S. Wachs (via remote attendance)
O. Wayne Young (via remote attendance)

ABSENT:

Thomas R. McGehee, Jr.

CALL TO ORDER:

Chair Roderick Odom called the meeting to order at 12:08 p.m. and welcomed those in attendance. He acknowledged the remote attendance of Trustees Daniel Martell, Alan Wachs, and Wayne Young, as well as his own remote participation.

**WELCOME/
INTRODUCTIONS:**

College President John Avendano, Ph.D. welcomed all attendees and outlined the key topics for discussion. The workshop focused on three primary items:

1. 2025-26 Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) Self-Evaluation Results:
Presenters: President John Avendano, Ph.D. and Associate Vice President of Institutional Effectiveness Dr. Jerrett Dumouchel
2. College President Performance Evaluation:
Presenter: Chief Officer for Organizational Culture and Engagement & Interim Human Resources Officer Lisa Moore
3. 2026-27 Goals and Objectives for FSCJ President John Avendano, Ph.D.:
Presenters: President John Avendano, Ph.D. and Chief Officer for Organizational Culture and Engagement & Interim Human Resources Officer Lisa Moore

**INFORMATION/
DISCUSSION:**

**A. 2025-26 FSCJ DBOT
Self-Evaluation Results:**

Associate Vice President of Institutional Effectiveness Dr. Jerrett Dumouchel provided the Board with an overview of the DBOT's self-evaluation results. The overview included the following discussion and feedback on the Self-Evaluation Instrument, to include the following topics:

Mission and Strategy:

How Can the Board Improve FSCJ's Mission and Strategy?

- Continue collaborating with College administration, community leaders, employers, and governmental partners to ensure FSCJ remains responsive to workforce and economic development needs while evaluating new and emerging programs through a business-case framework aligned with institutional priorities and market demand.
- Increase Trustee understanding of the College's strategic priorities, operational challenges, enrollment trends, workforce needs, program performance, and financial sustainability to support informed decision-making and effective governance.
- Maintain strong Board engagement in strategic planning and institutional initiatives, including enrollment growth, student success, fundraising, marketing, and institutional advancement, while continuing to support the President's strategic goals and consider feedback from faculty and students.
- Encourage active Trustee participation in Board meetings, College events, and professional development opportunities, building upon the Board's strong level of engagement and commitment to supporting the College's mission and strategic direction.

Organization and Governance:

What are the Primary Hallmarks for Successful Board Meetings?

- Board members are well prepared, informed, and actively engaged in discussions and decision-making, with a strong focus on student success, the College's mission, and strategic priorities.
- Board meetings promote effective communication, collaboration, transparency, and thoughtful inquiry, supported by timely briefings from the President and opportunities to address questions in advance of meetings.
- Agendas are well organized and distributed in advance, meetings are conducted in accordance with Robert's Rules of Order, and Trustees maintain strong attendance and meaningful participation, contributing to efficient and productive Board deliberations.

How Can the Board Improve Its Organization and Governance?

- Trustees agreed that the Board is functioning effectively overall, with no significant governance changes needed at this time.
- Continue supporting Board effectiveness through Trustee orientation, ongoing governance education, self-assessments, and professional development opportunities, with particular emphasis on integrating and supporting newer Trustees.

- Maintain strong Trustee engagement and awareness of institutional priorities, strategic initiatives, and key operational issues to support informed decision-making and effective governance.
- Encourage Trustees to ask questions and seek clarification in advance of meetings to enhance meeting efficiency, participation, and productive deliberations.

Financial and Fiscal Oversight:

How Can the Board Improve Its Oversight of FSCJ's Finances and Fiscal Resources?

- Continue leveraging the Board's committee structure, particularly the Finance and Audit Committee, along with regular financial reporting, audits, and transparent communication to maintain strong fiscal oversight and accountability.
- Enhance Trustee understanding of financial operations through workshops, engagement with the fiscal team, and ongoing discussions regarding budgets, capital projects, long-term financial planning, funding opportunities, and emerging fiscal challenges.
- Maintain active Trustee participation in financial stewardship activities, including Board retreats, budget discussions, and collaboration with peers across the Florida College System (FCS) to share and adopt financial oversight best practices.

How Can the Board be Better Informed About the Legislative Process?

- Trustees agreed that the Board is generally well informed on legislative matters and should continue receiving timely updates, workshops, and briefings on key policy, funding, and budget issues affecting the College.
- Maintain active engagement with elected officials, the Duval legislative delegation, and other policymakers through outreach, on-campus meetings, and Board participation in legislative visits to Tallahassee to advance College priorities and strengthen understanding of the legislative process.
- Continue leveraging the expertise of the College's government affairs staff and legislative liaisons while expanding Trustee education on state funding and budget allocation processes to support informed advocacy and decision-making.

Institutional Performance:

How Can the Board Improve Its Understanding of Institutional Performance?

- Continue using Board meetings, committee meetings, workshops, performance reports, and dashboards to support informed discussions and oversight of institutional performance, strategic priorities, and key performance indicators, including enrollment, retention, graduation rates, and student success outcomes.

- Maintain benchmarking against peer institutions and review regional and national recognitions to assess effectiveness, identify best practices, and better understand comparative performance trends.
- Encourage ongoing Trustee engagement and inquiry regarding performance measures and trends, while continuing to support newer Trustees as they build familiarity with institutional metrics and accountability measures.

Board and CEO Relationship:

How Can the Board Improve Its Relationship to FSCJ's President?

- Trustees agreed that the Board–President relationship is strong and effective, characterized by trust, open communication, accessibility, and confidence in the President's leadership.
- Continue fostering transparent and consistent communication through regular updates, timely responses to Trustee questions, and opportunities for individual dialogue and engagement between the President and Board members.
- Support relationship-building through Trustee orientation, role clarification, and informal engagement opportunities that promote collaboration, mutual understanding, and effective governance.

Professional Development:

How Can the Board Increase Its Participation in Professional Development?

- Continue promoting professional development opportunities through Board workshops, retreats, conferences, training programs, and other educational resources, while ensuring Trustees are aware of and encouraged to participate in available learning opportunities.
- Expand governance education by engaging external experts and fostering collaboration with trustees from other institutions to share best practices, governance insights, and emerging higher education trends.
- Consider a more structured professional development program, particularly for new Trustees, to support orientation, ongoing learning, effective governance, and informed decision-making.

DBOT Goals/Focus for the Upcoming Year:

- Advance FSCJ's strategic priorities by driving enrollment growth, improving retention and graduation rates, and implementing initiatives that support long-term institutional success.
- Strengthen workforce and academic pathways by expanding partnerships, workforce education, trades, certifications, and degree programs aligned with regional workforce needs and student success.

- Enhance institutional visibility, advocacy, and engagement through community partnerships, legislative outreach, support for the College's capital campaign, and securing resources for key priorities, including capital and infrastructure funding.
- Promote financial sustainability and effective governance through fiscal stewardship, data-driven decision-making, performance monitoring, and ongoing Trustee development to support informed oversight and strategic leadership.

Trustees engaged in discussion regarding Board roles and responsibilities, Trustee education and professional development, relationship building, and opportunities to increase institutional knowledge. Topics included scheduling a mid-year retreat, supporting the College's mission and strategic priorities, enrollment growth, strengthening pathways from high school to college, statewide legislative priorities, and building relationships with community stakeholders and legislative leaders in both counties.

Trustees also discussed opportunities to increase awareness of the College's academic programs and workforce development efforts through effective storytelling, marketing, advocacy, and community engagement that support student success. The Trustees reached consensus to invite a representative from either the Association of Governing Boards of Universities and Colleges (AGB) or the Association of Community College Trustees (ACCT) to provide professional development at a future DBOT Deep Dive Workshop and to facilitate a refresh of the Board's self-evaluation tool.

B. College President
Performance Evaluation:

Chief Officer for Organizational Culture and Engagement & Interim Human Resources Officer Lisa Moore provided the Board with a summary of the 2025-26 College President Performance Evaluation process and results. The summary included the following information:

- Performance Evaluation Survey:
 - Seven Evaluation Categories:
 - Leadership.
 - Planning and Budgeting.
 - Board Relations.
 - External Relations.
 - Core Values.
 - Fundraising.
 - Goal Setting and Attainment.
 - Trustee ratings and comments regarding the President's performance.

- Evaluation Results:
 - Review of category ratings and scoring.
 - Discussion of aggregated evaluation results.
- Overall Evaluation Highlights:
 - Board Relations and Core Values emerged as the strongest performance areas, receiving nearly unanimous top ratings.
 - Leadership also received exceptional high marks, with Trustees consistently recognizing the President's ethical leadership, effective communication, positive influence on organizational culture, and strategic vision.
 - Key Areas Identified for Continued Focus:
 - Increasing enrollment.
 - Expanding fundraising and donor development efforts.
 - Enhancing community visibility and outreach.
 - Providing ongoing Board development opportunities, particularly for newer Trustees.
- Board Actions and Next Steps:
 - Approval of the President's evaluation.
 - Discussion of performance incentive considerations.
 - Review of the President's employment contract.
 - Overview of next steps and timeline.
 - Preparation of related agenda items for the August 2026 DBOT Regular Meeting.

Trustees engaged in discussion regarding opportunities to diversify and strengthen revenue sources, increase the visibility and awareness of the College, and expand Board engagement opportunities. Additional discussion focused on building momentum in fundraising efforts, the impact of enrollment trends and graduate outcomes, and strategies to address the anticipated enrollment cliff.

Trustees also explored opportunities for earlier intervention and engagement with K-12 students, including FSCJ educational summer camps and other initiatives designed to support successful matriculation from high school to college. Further discussion centered on strategies to promote and highlight the College's academic and workforce programs to prospective students, families, and the broader community.

Based on the evaluation summary, President Avendano received overwhelming positive ratings across all performance categories. Trustees commended his strong leadership, integrity, strategic vision, and unwavering commitment to FSCJ's mission and student success. The evaluation feedback highlighted numerous strengths and accomplishments while identifying opportunities for continued growth rather than areas of significant concern.

President Avendano thanked the Trustees for their feedback and comments regarding the evaluation and expressed his commitment to continuous personal and professional growth. He also committed to enhancing communication with the Board by providing updates every two to three weeks. In addition, he stated that he would contact each Trustee individually on the Thursday or Friday preceding Board meetings to address any questions or concerns regarding the Board packet and agenda materials.

C. 2026-27 Goals and Objectives for FSCJ
President John Avendano, Ph.D.:

President John Avendano, Ph.D. and Chief Officer for Organizational Culture and Engagement & Interim Human Resources Officer Lisa Moore provided the Board with information regarding the 2026-27 Performance Goals and Objectives for President Avendano. The proposed goals and objectives included:

- Successful transition of the College's regional accreditation process from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to the Higher Learning Commission (HLC).
- Increasing overall funded FTE enrollment.
- Increasing overall student retention and persistence rates.
- Increasing enrollment in the bachelor's degree programs.
- Increasing high school yield in Duval and Nassau counties.
- Advancing facility enhancement initiatives.
- Securing additional commitments, pledges, and gifts for the next phase of the Comprehensive Campaign.
- Increasing the number of President Circle members.

Chair Odom inquired whether there were any questions or comments from the Board regarding the presentation. The Board recognized the College's achievements during the evaluation period, including efforts to strengthen institutional pride, community engagement, and promotion of the College's programs. New Trustees expressed appreciation for the onboarding process and President Avendano's collaborative leadership style. The Board thanked President Avendano for his dedication, innovation, and service and expressed confidence in the College's continued success under his leadership.

Trustees discussed matters related to the performance incentive and employment contract and expressed strong support for the President's continued leadership. The Board also reviewed the next steps in the evaluation process, including the preparation of related agenda items for the August 2026 DBOT Regular Meeting. The anticipated agenda items included:

- Approval of the 2025-26 performance evaluation of the College President, as required by law and pursuant to the provisions of the employment contract between the Board and the President.
- Approval of the discretionary performance incentive payment to the College President based on the 2025-26 performance evaluation and assessment of established goals and objectives, as provided for in the employment contract between the Board and the President.
- Approval of an amendment to the College President's employment contract extending the contract term by one year, and revising the contract period to July 1, 2019, through June 30, 2029.

After in-depth discussion, the Trustees reached consensus to propose motions at the August 2026 DBOT Regular Meeting regarding President Avendano's 2025-26 Performance Incentive and related contract amendments. In addition, the Trustees agreed that President Avendano's 2026-27 goals and objectives would be reviewed at the August 2026 DBOT Workshop for further in-depth discussion prior to approval.

President Avendano expressed his sincere appreciation to the Trustees for their continued support and confidence in his leadership. He stated that he greatly enjoys being part of the institution and expressed his pride in the FSCJ leadership team, noting their strong commitment to the College. President Avendano also expressed his enthusiasm for working with the new Trustees and continuing to advance the College's mission in the years to come.

Chair Odom thanked the Trustees and College staff for their active participation in the workshop and for the thoughtful, in-depth discussions that contributed to productive meeting.

ADJOURNMENT:

There being no further business, Chair Odom declared the workshop adjourned at 2:09 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 August 11, 2026, Workshop
Administrative Offices, Room 403A, Noon**

PRESENT:

Roderick D. Odom, Chair
Virginia H. Berg
April A. Carney
Steven F. Hughes
Daniel F. Martell
Thomas R. McGehee, Jr.
Alan S. Wachs
O. Wayne Young

ABSENT:

Andrew B. Shaw, Vice Chair

CALL TO ORDER:

Chair Roderick Odom called the meeting to order at 12:05 p.m. and welcomed all those in attendance.

**WELCOME/
INTRODUCTIONS:**

College President John Avendano, Ph.D. welcomed all attendees and provided an overview of the workshop's purpose and agenda. He highlighted that the session would focus on two key topics:

1. Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) Governance Structure
Presenters: Board Chair Roderick Odom and President John Avendano, Ph.D.
2. 2026-27 Goals and Objectives for FSCJ President John Avendano, Ph.D.
Presenters: Board Chair Roderick Odom and President John Avendano, Ph.D.

**INFORMATION/
DISCUSSION:**

A. FSCJ DBOT Governance Structure:

President Avendano provided the Board with a brief overview of the Fiscal Year 2026-27 Governance Structure. The presentation outlined key governance activities and organizational actions to be addressed during the workshop, including:

- The upcoming election process for Board officers.
- The officers' term cycle and related leadership transitions.
- Approval of the Board's annual meeting schedule.
- Appointment of the Board's liaison to the FSCJ Foundation Board of Directors (FBOD).
- Seating of members on the Finance & Audit Committee.

President Avendano reviewed the purpose and significance of each item, emphasizing their role in supporting effective governance, maintaining Board continuity, and ensuring appropriate oversight of college operations and strategic initiatives.

1. Organization of the Board – Fiscal Year 2026-27:
 - a. Election of Board Officers:

President Avendano introduced a discussion regarding the Organization of the Board for FY 2026-27.

Trustee Thomas McGehee, Jr. presented a proposed slate of officers for consideration at the August 2026 DBOT Regular Meeting. The proposed slate included:

 - Trustee Roderick Odom to continue serving as Board Chair.
 - Trustee Dr. Andrew Shaw to continue serving as Vice Chair.

Trustees expressed consensus in support of moving forward with the proposed slate of officers for FY 2026-27.
 - b. Board’s Meeting Schedule:

President Avendano presented the proposed DBOT Meeting Schedule for FY 2026-27. He noted that the schedule features six meetings rotated across multiple FSCJ locations to showcase key facilities, programs, and institutional initiatives.

Trustees expressed consensus in support of moving forward with the proposed FY 2026-27 meeting schedule.
 - c. Liaison & Committee Appointments:

President Avendano informed the Board that Trustee April Carney had expressed her willingness to serve as the liaison to the FSCJ FBOD. As there were no other volunteers, Trustee Carney was recommended for appointment to this role.

Trustees expressed consensus in support of moving forward with the appointment of Trustee Carney as the DBOT liaison to the FSCJ FBOD for FY 2026-27.

President Avendano informed the Board that Trustees Thomas McGehee, Jr. and Wayne Young had expressed their willingness to continue serving on the Finance & Audit (F&A) Committee. Additionally, Trustees Virginia Berg, Steven Hughes, and Alan Wachs expressed their willingness to serve on the Committee. As there were no other volunteers, these five Trustees were recommended for appointment to the Committee.

Trustees expressed consensus in support of appointing Trustees Berg, Hughes, McGehee, Odom, Wachs, and Young to the F&A Committee for FY 2026-27.

Chair Odom expressed his appreciation to the Trustees for their willingness to serve as officers, committee members, and liaison to the FSCJ FBOD.

B. 2026-27 Goals and Objectives for FSCJ President John Avendano, Ph.D.:

Board Chair Roderick Odom, President John Avendano, Ph.D. and Interim Human Resources Officer & Chief Officer for Organizational Culture and Engagement Lisa Moore provided the Board with information regarding the 2026-27 Performance Goals and Objectives for FSCJ President John Avendano, Ph.D. The performance goals and objectives included:

- Proposed Performance Goals and Objectives for FY 2026-27:
 - Enrollment Goals:
 - Funded FTE.
 - High School Yield.
 - Student Success Goals:
 - Student Persistence.
 - Institutional Goals:
 - Institutional Accreditation.
 - Facility Enhancements.
 - Foundation Goals:
 - Comprehensive Campaign (Transforming Tomorrow Together).
 - President Circle Members.
 - Government Affairs:
 - Invites and FSCJ Tours for Local and Statewide Elected Officials.
- Actual Performance Goals and Objectives for FY 2025-26.
- Performance and Evaluation.
- Compensation and Comparison Data via Peer Institutions.

Chair Odom inquired whether there were any questions or comments from the Board regarding the presentation. The Board engaged in an in-depth discussion regarding the analytical breakdown of Northeast Florida high school yield, gap-year statistics, and trends in student persistence and retention. Trustees also evaluated the dual enrollment program, high school matriculation data, and methods for tracking graduation rates. Additionally, the Board inquired about comparative metrics against peer institutions, including an analysis of part-time versus full-time student ratios. The discussion further addressed strategies for student advising and success, the financial aid process, the significance of the state funding formula, and student success as it

relates to program completion. The Board also discussed student demographics, student motivations, the cost of education, completion and retention of lifelong learners, and the importance of increasing completion of FSCJ programs. Additional discussion focused on FSCJ's role in serving the community, maintaining a student-centered focus, leveraging community resources to provide information about college planning, and the growth of Career and Technical Education (CTE) certifications. Trustees discussed the impact of CTE program margins and the importance of providing the Board with additional information regarding FSCJ's programs and the services offered at its campuses and centers.

The Board then engaged in an in-depth discussion regarding President Avendano's 2025–26 Performance Goals and Objectives, as they relate to his performance incentive and Contract Amendment Eight – Exhibit Ten. The discussion included the President's major accomplishments, salary, performance incentives and benefits, as well as enrollment and salary comparisons with peer institutions.

Chair Odom stated that, due to the need for further discussion and review of the President Contract, Amendment Eight – Exhibit Ten, the item would be deferred to the September 2026 DBOT Workshop and subsequently presented for approval at the DBOT Regular Meeting.

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

The item is being deferred to the September 2026 DBOT Workshop and Regular Meeting.

President Avendano thanked the Trustees for their active engagement and participation throughout the workshop. He encouraged Trustees to contact him directly, or through Board Liaison Kimberli Sodek, with any follow-up questions, comments, or concerns regarding today's discussion.

ADJOURNMENT:

There being no further business, Chair Odom declared the workshop adjourned at 1:19 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 August 11, 2026, Regular Meeting
Administrative Offices, Board Room 405, 1 p.m.

PRESENT:

Roderick D. Odom, Chair
Virginia H. Berg
April A. Carney
Steven F. Hughes
Daniel F. Martell
Thomas R. McGehee, Jr.
Alan S. Wachs
O. Wayne Young

ABSENT:

Andrew B. Shaw, Vice Chair

CALL TO ORDER:

Chair Roderick Odom called the meeting to order at 1:24 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 and invited members of the public to address the Board regarding matters under consideration.

Chair Odom reported that no requests to speak had been received from members of the public. He then invited comments from the Trustees; none were received.

MINUTES:

(Ref. Board Agenda for August 11, 2026; Pages 5 – 53)

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 – 53 of the agenda, including:

- May 12, 2026, Deep Dive Workshop/Meeting (agenda pages 5 – 10);
- June 3, 2026, Orientation Session for Newly Appointed Trustees (agenda pages 11 – 16);
- June 8, 2026, Orientation Session for Newly Appointed Trustees (agenda pages 17 – 22);
- June 9, 2026, Workshop (agenda pages 23 – 28); and
- June 9, 2026, Regular Meeting (agenda pages 29 – 53).

MOTION: (Berg – Carney) The motion was made to approve the FSCJ DBOT meeting minutes as presented on pages 5 – 53, from the May 12, 2026, Deep Dive Workshop/Meeting; the June 3, 2026, Orientation Session for Newly Appointed Trustees; the June 8, 2026, Orientation Session for Newly Appointed Trustees; the June 9, 2026, Workshop; and the June 9, 2026, Regular Meeting, as recommended.

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

Motion carried unanimously.

REPORT OF THE COLLEGE
PRESIDENT:

Council of President's
Response to U.S. Secretary of
Education Linda McMahon's
Request:

College President John Avendano, Ph.D. shared information with the Board regarding the Council of President's Response to U.S. Secretary of Education Linda McMahon's Request:

- He advised he would email the Trustees regarding U.S. Secretary of Education Linda McMahon's request, noting the information contained in the request.

DBOT Terms of Office:

President Avendano shared information with the Board regarding the Trustees' terms of office:

- He advised he would email the Trustees a spreadsheet outlining each member's designated seat and term of office.

Upcoming College Events and
Visits:

President Avendano shared information with the Board regarding upcoming College events and visits:

1. City of Jacksonville
Proclamation:

- The City of Jacksonville will officially recognize the institution's 60th anniversary with a proclamation at the City Council meeting on Tuesday, August 25 at 5 p.m.
- Trustees were invited to attend the meeting and were asked to notify Board Liaison Kimberli Sodek if they planned to attend so that additional details could be provided.

2. Convocation:

- FSCJ Convocation 2026 will be held on Thursday, August 27, at the South Campus Gymnasium.
- A light breakfast will be served in the Café at 8:30 a.m., followed by the program at 9:30 a.m. in the Gymnasium.
- Following Convocation, Trustees and employees are invited to attend the College's 60th Anniversary Employee Luncheon, which will celebrate the conclusion of the anniversary year, highlight the events and activities held throughout the year, and recognize the faculty and staff who made them possible.

3. Foundation 60th Gala:

- The 60th Diamond Anniversary Gala is scheduled for Friday, October 2, 2026, at the Florida Blue Conference Center.
- Fundraising efforts and planning for the evening's program are well underway and progressing well.

- The response has been positive, and an additional progress report will be provided at the September 2026 Board meeting.
- Additional Gala information for Board members will be shared directly in the coming weeks.

4. Capitol Conversations:

- Representatives from FSCJ are expected to attend Capitol Conversations tomorrow at the University of North Florida (UNF). The event will feature Northeast Florida legislative delegates, including Speaker Sam Garrison and legislators who represent FSCJ and surrounding counties. The discussion will provide an opportunity to hear their perspectives on issues affecting the region.

5. Campus Visit from Ascension CEO:

- On Thursday August 20, Mr. Scott Kashman, President and CEO of Ascension Hospital, will visit the College's health care programs, including Nursing, at the North Campus.
- The team coordinated an impressive tour and experience last month for another hospital CEO, and a similar experience is anticipated for Mr. Kashman.

6. Semiconductor Lab Event:

- Trustees were reminded of the FSCJ Semiconductor Advanced Manufacturing Learning Lab Ribbon-Cutting Ceremony, scheduled for Monday, September 21, at 1:30 p.m., at the Advanced Technology Center (ATC).
- The event will provide a preview of the state-of-the-art simulation lab, which features advanced manufacturing, automated logistics, automotive technology, and the nation's first microchip manufacturing technician training program. The lab's configuration is unique in the world.
- State, industry, and local leaders have been invited to attend, and a strong turnout is anticipated.

Past College Events and Visits:

President Avendano shared information with the Board regarding past College events and visits:

1. Barbering Lab Ribbon Cutting:

- On June 23, the College hosted a ribbon-cutting ceremony to unveil the new Barbering Lab at Kent Campus. The new space will provide students with opportunities for personal and professional growth as they prepare for the required state licensing examination.
- The Barbering program was previously offered only at the North Campus. This expansion will allow the College to serve more students and extend the program to a new area of the city.

- The expansion was initiated, in part, through the efforts of an FSCJ leadership team that presented the concept during the 2024 National Association of Community College Skilled Trades competition.
- 2. CMC Steel Florida – 50th Anniversary:
 - A couple of weeks ago, Dean of Engineering Technology & Industry Dr. Doug Brauer and President Avendano had the privilege of visiting CMC Steel Florida as they celebrated their 50th anniversary.
 - Appreciation was extended to Trustee Steven Hughes for the opportunity to meet members of his team and other dignitaries associated with CMC.
- 3. Exploring Maritime:
 - Over the past few weeks, the College has had the opportunity to explore various career opportunities within the maritime industry.
 - The group visited Lambs Yacht Center, St. Johns Marine Group, and Captain Sandy from the popular show *Below Deck*.
 - The more the College explores the maritime industry, the more it becomes apparent that it offers a comprehensive range of career opportunities. Many of the components needed for maritime training are already available at FSCJ.
 - As this initiative progresses, the College will continue to explore the various career pathways and opportunities to collaborate with Duval County Public Schools (DCPS) and its maritime program.

Data Dashboard:

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

- Summer Term College Credit Enrollment:
 - Positive variance of .3% credit hours for summer 2026 over summer 2025.
 - Positive variance of 10% compared to the same day in the enrollment cycle for Summer Term 2026 relating to clock hour enrollment.
- Fall Term College Credit Enrollment:
 - Positive variance of 9% credit hours when compared to fall 2025.
 - Positive variance of 19.7% compared to the same day in enrollment cycle for Fall Term 2025 relating to clock hour enrollment.

- Annual Unduplicated Headcount:
 - For the 2026-27 reporting year the headcount was 46,023, representing a 1.9% increase from the previous year.
 - Funded full-time equivalent (FTE) enrollment also increased by 3.9% from the previous year.
- Dashboard Spotlight:
 - Athletics Program.
 - Fine & Performing Arts Programs.
- The Finance report reflects actual revenues and expenditures compared to budget for the period ending May 31, 2026, and May 31, 2025:
 - Unrestricted fund revenues were up approximately \$4.2 million compared to prior year, primarily due higher student fee revenues.
 - Expenditures were up approximately \$7.9 million, due to an increase in personnel expenses, educational data software, technology services and electricity.
 - Restricted fund revenues and expenditures reflect both student and grant activities. Revenues increased by approximately \$2.9 million, while expenditures also increased by about \$2.2 million.
- Grants Report:
 - For the 2026-27 award year, from July 1 and forward, the College has received two awards totaling \$490,000.
 - The grant writing team is developing a portfolio of grant proposals and has recently submitted additional applications, with award notifications anticipated soon.

STRATEGIC
PROGRAMMATIC
DISCUSSION:

Chair Odom inquired whether there were any questions or comments from the Board regarding President Avendano's Report, the Data Dashboard, or other College strategic matters; none were received.

CONSENT AGENDA:
(Ref. Board Agenda for August 11, 2026; No items presented.)

Chair Odom noted that there were no Consent Agenda items to be presented at today's meeting. Therefore, the Board proceeded directly to the Action Items.

ACTION ITEMS:
(Ref. Board Agenda for August 11, 2026; Items 1 through 10, Pages 54 – 72.)

President Avendano presented the administration's recommendation on Action Item 1, Administration: Board Rules – Non-Substantive Changes and Review, on agenda pages 54 – 56.

MOTION: (McGehee – Martell) The motion was made to approve the Non-substantive Changes and Review of Board Rule 6Hx7-3.3, Pay Plan, as recommended.

Chair Odom inquired 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, Human Resources: Salary Increase, on agenda page 57.

MOTION: (Carney – Young) The motion was made to approve the Salary Increase, as recommended.

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

Motion carried unanimously.

Chair Odom stated that, as Chair, he would present the next three Action Items related to President John Avendano's employment contract.

There being no objections, Chair Odom proceeded with the presentation.

Chair Odom presented the administration's recommendation on Action Item 3, Administration: Performance Evaluation – Dr. John Avendano, College President, on agenda page 58.

MOTION: (Berg – McGehee) The motion was made to approve the Performance Evaluation – Dr. John Avendano, College President, as recommended.

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

Motion carried unanimously.

Chair Odom presented the administration's recommendation on Action Item 4, Administration: Performance Incentive – Dr. John Avendano, College President, on agenda page 59.

MOTION: (McGehee – Young) The motion was made to approve the Performance Incentive – Dr. John Avendano, College President, as recommended.

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

Motion carried unanimously.

Chair Odom presented the administration's recommendation on Action Item 5, Office of General Counsel: College President's Contract of Employment; Amendment Eight, on agenda pages 60 – 63.

Chair Odom stated that, due to the need for further discussion and review, the item would be deferred to the September 2026 DBOT Workshop and subsequently presented for approval at the DBOT Regular Meeting.

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

The item was deferred to the September 2026 DBOT Workshop and Regular Meeting.

President Avendano expressed his sincere appreciation to the Board for its continued confidence and support. He stated that it is an honor to serve the institution and noted that he recently celebrated his seventh year with FSCJ. He shared that it has been a rewarding experience and thanked the Board and the entire FSCJ community for their continued support.

President Avendano presented the administration's recommendation on Action Item 6, Purchasing: Annual Contract Extensions, on agenda page 64.

Prior to the motion, Trustee Thomas McGehee, Jr. declared a conflict of interest regarding Action Item A-6 and recused himself from discussion and voting on the item (*Appendix A*).

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

Chair Odom inquired 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, Finance: Fiscal Year 2026-27 Operating Budget Amendment No. 1, on agenda pages 65 – 66.

MOTION: (McGehee – Wachs) The motion was made to approve the Fiscal Year 2026-27 Operating Budget Amendment No. 1, as recommended.

Chair Odom inquired 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 Artificial Intelligence (AI) Awareness Technical Certificate Program, on agenda page 67.

MOTION: (McGehee – Hughes) The motion was made to approve the Activation of Artificial Intelligence (AI) Awareness Technical Certificate Program, as recommended.

Chair Odom inquired 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 Artificial Intelligence (AI) Practitioner Technical Certificate Program, on agenda page 68.

MOTION: (Berg – Carney) The motion was made to approve the Activation of Artificial Intelligence (AI) Practitioner Technical Certificate Program, as recommended.

Chair Odom inquired whether there were any questions or comments from the Board. There was discussion by the Board regarding strategies for aligning unique degree paths with emerging artificial intelligence trends, focusing on workforce readiness and technological agility.

President Avendano shared members of the FSCJ leadership team recently attended the Alliance for Innovation and Transformation (AFIT) Summer Institute. He noted that the institute's curriculum focused extensively on AI, AI literacy, and AI fluency, which are increasingly demanded as core skill sets by business and industry employers.

Chair Odom inquired 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 10, Academic Affairs: The Annual Institutional Review of General Education Courses, on agenda pages 69 – 72.

MOTION: (McGehee – Hughes) The motion was made to approve the Annual Institutional Review of General Education Courses, as recommended.

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

Motion carried unanimously.

INFORMATION ITEMS:
(Ref. Board Agenda for
August 11, 2026; Items
A – C, Pages 73 – 77)

Chair Odom inquired whether there were any questions or comments from the Board regarding Information Items A – C, on agenda pages 73 – 77; none were received.

REPORT OF THE BOARD
CHAIR:

Chair Odom reported on the following matters:

- He extended his congratulations to President Avendano for his upcoming induction into the Class of 2026 National Junior College Athletic Association (NJCAA) Region 4 Hall of Fame. The induction recognizes President Avendano's Lifetime Achievement across his career as a student-athlete, coach, and higher education administrator.
- He announced that FSCJ has been recognized as a "Great College to Work For" for the third consecutive year. Notably, the College achieved the prestigious "Honor Roll" designation for 2026. Chair Odom commended the faculty, staff, and leadership present, emphasizing that maintaining this standard of workplace excellence is a significant institutional milestone.
- He noted the tangible positive environment across the institution and expressed his appreciation to all employees for their dedication to fostering a supportive organizational culture.

REPORT OF TRUSTEES:

On behalf of FSCJ Foundation Board of Directors (FBOD), Trustee Wayne Young provided the Board with an overview of the written report, highlighting the FSCJ FBOD quarter-to-quarter meetings, as well as related committee meetings, activities, and initiatives (*Appendix B*).

ORGANIZATION OF THE
BOARD:

Chair Odom turned the meeting over to President Avendano to conduct the Board's annual election of officers and to consider the proposed Board meeting schedule for Fiscal Year 2026-27.

A. Election of Officers
for Fiscal Year 2026-
27:

President Avendano advised that the Board would elect officers for the positions of Chair and Vice Chair. He then opened the floor for nominations.

Trustee Thomas McGehee, Jr. nominated the following slate of officers:

- Trustee Roderick Odom to continue serving as the officer position of Board Chair; and
- Trustee Andrew Shaw to continue serving as the officer position of Vice Chair.

MOTION: (McGehee – Young) To close nominations and approve the proposed slate of officers, as recommended.

President Avendano inquired whether there was any additional discussion on the motion; none was offered.

Motion carried unanimously.

B. Approval of Meeting
Schedule for Fiscal
Year 2026-27:

President Avendano stated that the proposed DBOT meeting schedule for Fiscal Year 2026-27 was before the Board for consideration, as reflected on pages 78 – 80 of the agenda materials.

MOTION: (McGehee – Berg) To approve the proposed FSCJ DBOT meeting schedule for Fiscal Year 2026-27, as recommended.

President Avendano inquired whether there were any questions or comments from the Board; none were received.

Motion carried unanimously.

C. Liaison &
Committee
Appointments for
Fiscal Year 2026-27:

President Avendano stated that the selection of the 2026-27 Liaison and Committee Appointments was before the Board for consideration, noting that these appointments would constitute the first two official actions of the Board Chair for Fiscal Year 2026-27.

He explained that the Board Chair would appoint one Trustee to serve as the Board Liaison to the FSCJ FBOD and five Trustees to serve on the Finance & Audit (F&A) Committee.

President Avendano then turned the meeting over to Chair Odom to proceed with the appointments.

1. Appointment of Liaison – FSCJ Foundation Board of Directors: Chair Odom appointed Trustee April Carney to serve as the Board’s Liaison to the FSCJ FBOD for Fiscal Year 2026-27.
Chair Odom extended his appreciation to Trustee Wayne Young for his dedicated service in the role during the previous months.
2. Appointment of Committee Members – Finance & Audit Committee: Chair Odom reappointed Trustees Thomas McGehee and Wayne Young, and appointed Trustees Virginia Berg, Steven Hughes, and Alan Wachs to the F&A Committee for Fiscal Year 2026-27.
Chair Odom inquired whether there were any questions or comments from the Board regarding the annual organization; none were raised. There being no further organizational business, the Organization of the Board for Fiscal Year 2026-27 was concluded.

REPORT OF THE
ADMINISTRATIVE AND
PROFESSIONAL
COLLABORATIVE:

Administrative and Professional Collaborative (APC) Chair Ashli Archer provided the Board with a written report outlining current APC initiatives and activities (*Appendix C*).

REPORT OF THE CAREER
EMPLOYEES’ COUNCIL:

Career Employees’ Council (CEC) Chair Rebecca Nelson addressed the Board and presented an overview of the written report outlining current CEC initiatives and activities (*Appendix D*).

REPORT OF THE FACULTY
SENATE:

Faculty Senate (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:

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

NEXT MEETING:

Chair Odom announced that the Board’s next regular meeting is scheduled for Tuesday, September 8, 2026, at the College’s Cecil Center North.

TOUR OF ADVANCED
TECHNOLOGY CENTER:

Chair Odom reminded the Board that a guided tour of the College’s Advanced Technology Center, specifically highlighting the Semiconductor Learning Lab and the Logistics Program would take place immediately following the conclusion of the meeting. He extended an invitation to all available Trustees to remain and participate in the tour.

ADJOURNMENT:

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

TOUR OF ADVANCED
TECHNOLOGY CENTER:

Provost/Vice President of Academic Affairs Dr. John Wall, Associate Provost of Baccalaureate, Career and Technical Education Dr. Tara Haley, and Dean of Engineering Technology and Industry Dr. Doug Brauer led a tour of the Advanced Technology Center. President Avendano, Chair Odom, and Trustees Hughes, McGehee, Wachs, and Young were in attendance. There were no decisions made, and no Board action taken during the tour. The tour convened from 2:19 – 2:59 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

FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME McGehee, Jr. Thomas R.		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Florida State College at Jacksonville District Board of Trustees	
MAILING ADDRESS 501 West State Street, Suite 408		THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:	
CITY Jacksonville	COUNTY Duval	☐ CITY ☐ COUNTY ☒ OTHER LOCAL AGENCY	
DATE ON WHICH VOTE OCCURRED August 11, 2026		NAME OF POLITICAL SUBDIVISION: Florida State College at Jacksonville	
		MY POSITION IS: ☐ ELECTIVE ☒ APPOINTIVE	

WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

* * * * *

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

* * * * *

APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)

APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Thomas R. McGehee, Jr., hereby disclose that on August 11, 20 26 :

(a) A measure came or will come before my agency which (check one or more)

- ☐ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, _____ ;
- ☐ inured to the special gain or loss of my relative, who are associated with W.W. Gay Mechanical Contractors, Inc. ;
- ☐ inured to the special gain or loss of _____, by
whom I am retained; or
- ☐ inured to the special gain or loss of _____, which
is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

Action Agenda Item A-6
Purchasing: Annual Contract Extensions
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If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

August 11, 2026

Date Filed


Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.



REPORT OF THE BOARD LIAISON, TRUSTEE WAYNE YOUNG
AUGUST 11, 2026

FBOD Second Quarter Board Meeting – June 17, 2026:

- The Foundation Board held its Second Quarter Board Meeting in 2026 on Wednesday, June 17 at FSCJ's Advanced Technology Center, Room T-140.
- There were no formal actions taken; however, there were several reports including the following:
 - The Board welcomed Professor Paul Soar, Professor of Automotive Technology. He highlighted FSCJ's leadership in autonomous vehicle technology, workforce development, industry partnerships, and innovative academic programming.
 - Committee Chairs provided their respective updates.
 - President John Avendano reported on College accomplishments, strategic initiatives, enrollment growth, workforce development, and legislative activities. He highlighted continued enrollment growth, student success, and discussed several strategic initiatives supporting the College's continued growth. He also recognized the appointment of FSCJ's five new Trustees.
 - Scott Evans, Vice President of Institutional Advancement and Executive Director of the FSCJ Foundation, provided a report on Foundation operations, campaign progress, financial management, staffing, and upcoming initiatives.
- Over the summer, the Foundation Board and staff have been working on several key initiatives, which you will be hearing more about them in the coming months. Three were highlighted as follows:
 - Major Gifts for the *Transforming Tomorrow Together Comprehensive Campaign* continue to lead the way with a new million-plus commitment from a well-known family in the FSCJ community for a capital project.
 - The Foundation anticipates a surplus above its budgeted amount for its fiscal year ending on September 30, 2026. The budget that is pending approval for 2026-27 looks even stronger with increased revenue, a reduction in operating expenses, and more dollars for institutional support to add to the Foundation's support from the endowment and other restricted gifts.

- Finally, the fundraising for the 60th Diamond Anniversary Gala coming up on October 2, 2026, is going better than expected. With less than two months to go, all sponsorships are sold out except for three tables. The 400 guests can expect a robust lineup of speakers from a variety FSCJ constituencies giving brief glimpses into FSCJ's history and a look to the future by President Avendano.
- The next quarterly meeting of the FSCJ Foundation Board of Directors will be held on Wednesday, September 2, 2026, at 11:30 a.m.

This concludes my report.



Date: August 11, 2026

To: Florida State College at Jacksonville District Board of Trustees

From: Monica Franklin, Chair, Administrative and Professional Collaborative, 2026-2027

Re: August 2026 Administrative and Professional Collaborative

Report Dear Chair Odom and Trustees:

The Administrative and Professional Collaborative (APC) is pleased to provide the following update since our last report.

The APC held its June meeting in person, during which members received a comprehensive recap of the accomplishments and ongoing initiatives of each APC task force. These task forces include:

- By-Laws & Outreach
- Events & Service
- Communications & Spotlight
- Professional Development
- Employee Benefits Advisory Council
- Sick Leave Pool

During the meeting, the newly elected APC officers were officially installed for the 2026-2027 term.

Officers:

- **Chair:** Monica Franklin
- **Chair-Elect:** Susan Mythen
- **Past Chair:** Ashli Archer
- **Secretary:** Kerri Burns

Representatives:

- **AO/URC:** Karen Acevedo, James Artley, Lori Cimino, Maggy Dartiguenave
- **Downtown Campus/ATC:** Le'Titia Parsons-Davis, Sha'Kia Riggins
- **North Campus/Nassau Center:** Brad Frick, Steven Gunter
- **Kent Campus/Cecil Center:** Jeff Hess, Patrice Williams
- **South Campus:** Phillip Delacruz, Doreen Sterling
- **Deerwood Center:** Brandi Bleak, Jody Taylor

August 2026 Administrative and Professional Collaborative Report
August 11, 2026
Page 2

In recognition of FSCJ's designation as a **Great College to Work For**, the APC has adopted the theme "**We're Great, but Let's Continue to Elevate**" for the 2026-2027 year. Under this theme, APC members have been challenged to identify college policies, procedures, and employment-related matters that can be *elevated* to further promote a collegial community focused on the effective pursuit of the College's mission and goals

These ideas and priorities will be discussed during the APC Strategic Planning Meeting scheduled for **August 6, 2026, at 8:30 a.m.**

The APC is also excited to partner with the **FSCJ Artist Series** and has reserved a block of seats for the performance of **Hamilton** on **December 5, 2026, at 2:00 p.m.** APC members, along with their family members and friends, will be invited to participate in this special event.

The next meeting of the Administrative and Professional Collaborative will be held on **August 6, 2026.**

Thank you for your continued support of the Administrative and Professional Collaborative and its efforts to enhance employee engagement, professional development, and institutional excellence.

Respectfully submitted,

Monica M. Franklin

Dean of Health Sciences
Chair, Administrative and Professional Collaborative 2026-2027



Date: August 11, 2026

To: Florida State College at Jacksonville District Board of Trustees

From: Rebecca A. Nelson, Career Employees' Council Chair, 2026-2027

Re: August 2026 Career Employees' Council Report

Chair Odom and Trustees:

In accordance with the Council's By-Laws, an open call was issued inviting Career Employees' Council (CEC) representatives to submit nominations for service on the Executive Board. No nominations were received; however, members expressed support for the continued leadership of Chair Rebecca Nelson and Vice-Chair Ronny Elmore in their respective roles. The Council is pleased to welcome Lisa Reine as Treasurer and Nicole Kent as Parliamentarian and appreciates their willingness to serve. The terms for all Executive Board members began in May 2026 and will continue through April 2027. The Council also extends its sincere gratitude to former Treasurer Brandy Williams for her dedicated service prior to accepting a position outside the College. At the time of this report, the position of Secretary remains vacant.

The Council will resume its monthly meetings for the 2026-27 academic year with a kick-off meeting on August 25, 2026. Thereafter, meetings will be held on the fourth Thursday of each month, subject to the College calendar. The meeting schedule will include Executive Board and representative sessions, as well as open forums that encourage participation from all Career employees. Additionally, the CEC has secured guest speakers for the September, October, and November sessions who will highlight their individual career pathways and discuss their role in relation to supporting academics and students. Overall, the CEC remains committed to fostering employee engagement through active participation in council activities, collaborative discussions, and volunteer initiatives that support colleagues across all campuses and centers.

As the Council prepares to launch the new academic year, it is important to address a matter of concern. The Council has become aware that some Career employees may not be receiving support to participate in Council activities or pursue leadership opportunities within the organization. While we recognize the need to maintain departmental operations and understand that workplace cultures and staffing needs may vary across departments, we believe it is essential that all employees have the opportunity to engage in shared governance, professional involvement, and leadership development.

Participation in the CEC provides valuable opportunities for employees to contribute to the College community, build meaningful connections across campuses, and advocate on behalf of their colleagues. Therefore, we respectfully encourage supervisors and leaders throughout the College to support and empower their staff members who wish to become involved in Council initiatives, volunteer efforts, or leadership roles. This includes serving as a campus representative or as a member of the Executive Board. By fostering and encouraging employee engagement, we strengthen not only the Council but also the collaborative and inclusive culture that contributes to the success of FSCJ and its employees.

Career Employees' Council Report
August 11, 2026
Page 2

In closing, I would like to extend sincere appreciation to you and your colleagues for your ongoing support of the Career Employees' Council. On behalf of the College's Career Employees, thank you to all of the Trustees for your steadfast commitment, dedicated service, and thoughtful stewardship of FSCJ. Your leadership and advocacy continue to make a meaningful impact, helping to cultivate a welcoming, inclusive, and supportive environment where employees and students can thrive.

Respectfully,

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

Rebecca A. Nelson
Career Employees' Council Chair, 2024-25, 2025-26, & 2026-27
Florida State College at Jacksonville
904-632-3274 / Rebecca.Nelson@fscj.edu



Date: August 11, 2026

To: Florida State College at Jacksonville District Board of Trustees

From: John A. Woodward, PhD

Re: August 2026 Faculty Senate Report

Chair Odom and Fellow Trustees:

The Faculty Senate remains on hiatus until late August. My colleagues are mostly still engaged in teaching, researching, or preparing for the coming semester. It is a difficult time to be a faculty member in higher education. I have had many different conversations with my colleagues and the biggest concern in the classroom has been how we deal with honesty and the ever-present and ever-devastating and -demeaning influences of generative AI.

In my last letter, I spoke about the importance of our profession to the development of and preservation of democracy. I referred to James Madison's well known statement that "knowledge will forever govern ignorance: and a people who mean to be their own governors, must arm themselves with the power knowledge gives." Higher education is where students can begin to "arm themselves with the power knowledge brings." However, we struggle with understanding how this knowledge can be integrated into their lives if they are not actually engaging with anything but superficial judgments based on a narrow set of incomplete and simplified information from a machine. Generative AI can and does accomplish much in the world of coding; however, in the world of human thought study after study shows that it can only cause damage. Yet its ubiquity makes it all but impossible to avoid. In reproducing information, generative AI makes 'judgments' in that it reproduces what the person asking the question wants to hear. If that involves a task, then generative AI can usually accomplish it. If it involves the ability to gather and synthesize information in order to develop an idea or to inform someone about a problem in the world, then generative AI only inhibits the actions and judgments that are needed. Democracy, however, is a political system of collective judgment. Each citizen must "arm themselves with the power of knowledge" in order to effectively govern themselves. Governance means inevitably making informed judgments.

In each of our general education disciplines, we are tasked with giving the students the skill sets needed to research, inform, and make judgments. Our task in mathematics is problem-solving, some may say. However, it is really about learning the proper logical steps towards making an accurate judgment based on the information given—not turning that entire cognitive process over to a machine. The problem is 'solved' but the solution is a measured and carefully determined judgment that results from the accurate application of a specific methodology. The student does not just learn the techniques and algorithms, they learn a methodology for making an informed judgment. "The danger is in the neatness of identifications," says Samuel Beckett in "Dante...Bruno. Vico...Joyce." This is indeed the danger, because none of this process of attaining knowledge is neat, even when it involves concrete and universal algorithms such as mathematics. The educated student must have the ability to exercise judgment, which is a key feature of education, yet also do so with the understanding that judgments are usually not final and demand a certain level of flexibility based on new information. The proper methods for exercising judgment have been found in canonical literature throughout history; however, the methodologies for exercising judgment do not necessarily rely on a mastery of the canon, especially considering that mastering a canon can take a scholar decades of proper,

August 2026 Faculty Senate Report
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almost obsessive dedication. In fact, without proper guidance, the canon itself can be one of the many “shackles of permanent immaturity” Kant mentioned in his essay on the Enlightenment: “If I have a book that thinks for me, a pastor who acts as my conscience, a physician who prescribes my diet, and so on—then I have no need to exert myself.” It is our task to give them the framework for believing in the power of reason and democracy and then applying the many methodologies for making judgments. The canon is very helpful in this, only in so far as it offers substance and meaning to the act, while also giving information about the historical and cultural information that highlights the limitations and inherent difficulties in making judgments. If it restricts the student to a narrow path and a narrow meaning or set of values, then it becomes the shackle binding them to the bench as in Plato’s “Allegory of the Cave.”

With this task of judgment, democracy all but demands a proper critical function, as well. “For nothing can be sole or whole/ that has not been rent,” as Yeats wrote in his poem “Crazy Jane Talks with the Bishop.” Criticism is the rending which allows for a whole to be made. Criticism of policies, parties, or people is the beating heart of the democratic process, yet it works more effectively when bound to properly reasoned methodologies and well-expressed values. The ability to express one’s mind well comes from a knowledge and efficacy with language and a subtle understanding of history and literature, all of which is possessed by generative AI. And yet, since generative AI has no position itself it can have no values, and the exploration of values, their rending and their making whole, is a key feature of what a student can learn through general education. Does a mathematical formula which solves a social problem at the pain and suffering of members of that same society have the same value as a solution which does not rely on mathematical reasoning? One must judge between these systems, and in order to do that one must have the basic facilities in question. This very action is the constitution of the democratic process, not having the answer but seeking it.

Generative AI can perform some of the basic functions for us that Googling used to perform: answering simple questions about facts, words, etymologies, etc. It is pervasive, ubiquitous, and will be as permanent as Google became. To try to stop it is like trying to stop the tide. We must take to heart what the Coen Brothers and Cormac McCarthy wrote for *No Country for Old Men*: “What you got ain’t nothin’ new. This country’s hard on people. You can’t stop what’s comin’. It ain’t all waitin’ on you. That’s vanity.” Perhaps it is vanity to resist the dismal tide of generative AI. Or perhaps we need a sense of vanity to preserve our democracy and protect ourselves and our students from the predators who hunt us just outside the light of the campfire. All we can hope is that we can promote the values of higher education and its gateway to Enlightenment that it has long been and will continue to be.

That concludes my report.

Respectfully,



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



Date: August 11, 2026

To: Florida State College at Jacksonville District Board of Trustees

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

Re: August 2026 Student Government Association Executive Board Report

Greetings, Chair and Trustees:

The Student Government Association (SGA) serves as the official voice of the student body at Florida State College at Jacksonville (FSCJ). Throughout the Summer 2026 semester, the newly elected SGA executive board has focused heavily on initializing internal committee governance, expanding student engagement across campuses, and establishing collaborative volunteer programs within the Jacksonville community.

Internal Governance & Leadership Transition

To kick off the new academic cycle, student leaders have actively structured internal committees to ensure operational excellence and advocacy continuity:

- **Committee Organization:** Standing collegewide committees including History & Heritage, Communication, Policy, Judicial, Finance, and Student Feedback have successfully designated leadership heads and are operating on consistent monthly assembly schedules.
- **Statewide Frameworks:** Delegation planning is underway for the upcoming Florida College System Student Government Association (FCSSGA) state conferences, beginning with the November conference at Daytona State College.
- **Executive Training:** Following preliminary transition work, the comprehensive, full-board SGA leadership training event was scheduled on Tuesday, July 21, to align new members with core institutional governance procedures.
- **Welcoming Leadership:** SGA formally welcomed the College's new Director of Student Life, Dr. Alvin Davis, establishing a strong collaborative partnership for the upcoming year.

Civic Engagement & Community Service

SGA remains dedicated to localized community action, encouraging students to engage in service alongside their academic pursuits:

- **"Strollmates" Partnership:** Showcasing our dedication to city-wide engagement, SGA successfully mobilized student volunteers for local community service initiatives via the "Strollmates" opportunity, sending 7 attendees on June 27th and doubling participation to 14 attendees on July 11th.
- **Collegewide Feedback Platform:** The Student Feedback Committee is actively drafting an expansive, online collegewide student feedback sheet designed to seamlessly gather insight from the broader student populace regarding campus infrastructure, security, and student life.

August 2026 SGA Executive Board Report
August 11, 2026
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Summer 2026 Student Engagement Highlights

SGA successfully organized and supported vibrant on-campus programming across multiple campuses and centers, drawing significant student participation:

- **Cultural Milestones:** Broad student attendance marked multiple campus celebrations, led by a highly successful Juneteenth event at Downtown Campus with 209 attendees, 64 participants at North Campus, and 65 participants at Cecil Campus. South Campus also hosted a Juneteenth Cookout drawing 67 attendees.
- **Civic Traditions:** Commemoration of Independence Day brought out exceptional turnout, including a massive 161-student event at North Campus and 46 participants at South Campus.
- **Campus Life Builders:** Interactive programs kept students connected throughout the summer terms, including a North Campus Summer Bash (98 attendees), a Deerwood Campus National Cheese Day mixer (58 attendees), a South Campus Pride Dance (11 students), and a Kent Campus Pride event (28 students).

On behalf of the entire student body, we express our sincere gratitude to the District Board of Trustees and College President Dr. John Avendano for providing the SGA with a platform to highlight our students' summer achievements and leadership growth. Thank you for your continued dedication to the students of FSCJ.

Sincerely,
Amadou Doudou Seck
FSCJ Collegewide Student Government Association President

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

AGENDA ITEM NO. CA – 1.

Subject:	Purchasing: Annual Contract Extensions
Meeting Date:	September 8, 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.	2021C-014M	Custodial, Day-Porter/ Labor & Floor Maintenance Services	4M Building Solutions, Inc.	10/01/2026	09/30/2028	3 of 5	\$5,000,000	0%
2.	2021C-01S	Custodial, Day-Porter/ Labor & Floor Maintenance Services	Southern Cleaning Services, Inc.	10/01/2026	09/30/2028	3 of 5	\$5,000,000	11%

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 – 2.

Subject:	Purchasing: Engineering Consultant Continuing Contracting Services (Defined Disciplines)
Meeting Date:	September 8, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to negotiate and enter into satisfactory indefinite quantity contracts(s) for Engineering Consultant Continuing Contracting Services for the six different engineering disciplines with the following companies:

- Civil Engineering: DCCM Infrastructure, Inc., JBrown Professional Group, Inc., and Construction and Engineering Services Consultants, Inc. (C&ES)
- Electrical, Mechanical & Energy/Commissioning Engineering: TLC Engineering Solutions, Inc., Powell & Hinkle Engineering, P.A. and SGM Engineering Inc.
- Environmental & Bldg. Envelope Moisture Engineering: UES Professional Solutions, LLC, Terracon Consultants, Inc., and GLE Associates, Inc.
- Fire Protection Engineering: Systech Fire Protection, LLC and TLC Engineering Solutions, Inc.
- GeoTechnical & Material Testing Engineering: Terracon Consultants, Inc., Meskel & Associates Engineering, LLC, and UES Professional Solutions, LLC
- Structural Engineering: IMEG Consultants Corp, G.M. Hill Engineering, Inc., Russell Rowland, Inc., and Baker Consulting & Engineering, LLC dba Baker Design Build

These companies were the top-ranked proposers for the initial term of October 1, 2026, through September 30, 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 shall have a per project maximum fee for professional services as in the defined limits of Florida Statute 287.055(g) currently not to exceed \$500,000, in which the estimated construction cost of each individual project shall not exceed \$7,725,000. Each resultant contract shall have a term period maximum expenditure not-to-exceed \$750,000.

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

BACKGROUND: The current Collegewide various engineering consultant services contracts are scheduled to expire on September 30, 2026. The number of campuses and concurrent projects requires the College to have multiple engineering consultant contracts. These firms are utilized according to their engineering specialty licensure on an “as needed” basis.

Purchasing: Engineering Consultant Continuing Contracting Services (Defined Disciplines)
(Continued)

In accord with the Consultants' Competitive Negotiation Act (CCNA) Florida Statutes, Section 287.055 College administration issued a request for qualifications (RFQ) soliciting proposals from licensed qualified engineers to provide defined services.

Forty-eight licensed engineering firms were solicited in addition to being publicly advertised in the Florida Times Union, My Florida MarketPlace, and the eBidding GetAll System. Thirty-six firms submitted qualification proposals.

A College evaluation committee completed a detailed evaluation of the thirty-six responsive qualification proposals according to the engineering discipline submitted.

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 engineers.

FISCAL NOTES: The projected annual cost is comprehended in both the College's operating budget and construction/renovation budgets.

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

AGENDA ITEM NO. CA – 3.

Subject:	Police and Public Safety: Active Assailant Response Plan (Implementation of HB 757, ARMOR ACT and New Rule, 6A-14.012, Florida College System Institution Safety Requirements and Monitoring)
Meeting Date:	September 8, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve the Active Assailant Response Plan, addendum to Annex 18 of the Comprehensive Emergency Management Plan as required by Florida Department of Education Rule 6A-14.012 and Florida Statute 1006.601, created under the Active Response and Mitigation of On-Campus Risks (ARMOR) Act.

BACKGROUND: New Rule 6A-14.012 Florida College System Institution Safety Requirements and Monitoring

- (1) The purpose of this rule is to establish requirements relating to safety, security, threat management, emergency preparedness, reporting, training, and compliance monitoring for Florida College System institutions pursuant to Sections 30.15, 943.082, 1003.25, and 1006.601, F.S.
- (2) Response Plans. Each institution's Board of Trustees must adopt the following response plans, which may be included as a clearly delineated portion of its emergency preparedness plan or as a stand-alone plan:
 - a. An active assailant response plan, which establishes procedures for immediate response to an active assailant incident that:
 - i. Requires all faculty, staff, and students to annually complete active assailant preparedness training appropriate for their role.
 - ii. Identifies specifically by position title the personnel authorized to issue emergency alerts.
 - iii. Provides procedures for evacuation, lockdown, shelter-in-place, incident command, communication, and post-incident recovery.
 - iv. Includes an emergency notification process, which at a minimum describes methods for issuing emergency notifications to the campus community on active threats and crimes considered to be a threat to students, faculty, and staff, as required by 20 U.S.C. 1092(F)(3). The process must identify all personnel responsible for issuing such emergency notifications. Notifications must be provided in a manner that is timely, that withholds the names of victims as confidential, and that will aid in the prevention of similar occurrences.

RATIONALE: To establish the creation of the Florida State College at Jacksonville Active Assailant Tactical Response Plan as an addendum to Annex 18 of the Comprehensive Emergency Management Plan, Active Theat (active shooter or with other weapon) in accordance with HB 757 and Rule 6A-14.012, Florida College System Institution Safety Requirements and Monitoring.

FISCAL NOTES: There will be no additional fiscal impact.

ANNEX 18

ACTIVE THREAT/ ASSAILANT (active shooter, other weapon, dangerous subject)

Introduction

This document is intended to set forth some, but not all, of the actions that FSCJ may take to prepare for, mitigate, respond to and recover from an incident involving an active threat in order to save lives and protect property. Additionally, it provides a format for effective and coordinated response to integrate local and state resources that may be required by the incident.

Nature of the Hazard

The U.S. Department of Homeland Police, Public Safety (DHS) defines an *active shooter* as, “an individual actively engaged in killing or attempting to kill people in a confined and populated area.” “Active threat” includes active shooter, but more broadly defines the scope of the threat to include use of weapons such as cutting weapons, explosives, vehicles for the same purpose. All of these have been involved in active threat incidents, both singularly and in combination.

DHS recognizes that historically there has been no evidence to support any pattern or method to the selection of victims in an active threat incident. These incidents are unpredictable and evolve very quickly. The average length of an active shooter incident is less than 15 minutes, which does not usually allow law enforcement time to respond and mitigate the incident. (For more information: <http://www.dhs.gov/active-shooter-preparedness>).

Purpose

The purpose of this annex is to direct actions intended to preserve life and protect property in the event of an active threat incident on any campus of FSCJ. This annex establishes an emergency organization to integrate with the locality in which the campus resides (Duval/Jacksonville or Nassau County) to provide the best emergency response and recovery during an active threat situation, by assigning responsibilities to specific entities. All essential personnel are to utilize any and all available resources when mitigating against, preparing for, responding to, and recovering from an active shooting on campus. Developed in coordination with institutional, local and state response stakeholders, this annex provides for the interoperability and integration of all outside resources which may be utilized.

Scope

This annex and all its contents apply to all FSCJ campuses to include all staff, faculty, students, visitors/ guests, departments, facilities and any other populations or persons on property owned or controlled by FSCJ. Given the sensitive nature of this hazard, only those individuals with identified roles and/or responsibilities as assigned in this annex will have access to its contents.

Assumptions

- All entities and persons with responsibilities outlined in this annex will have access to and knowledge of the college's Comprehensive Emergency Management Plan (CEMP)
- Each campus or center of FSCJ has an Emergency Response Plan specific to that location and will utilize the ICS/NIMS model for emergency response
- FSCJ has a plan and the capability to reach populations with functional needs and limited English proficiency in the event of an active threat
- All response entities for the College outlined in this annex will develop and maintain plans and procedures to fulfill their designated roles and responsibilities
- Active threat incidents are criminal in nature, and institutional procedures will be developed in coordination with local and state law enforcement and investigative agencies and departments
- The integrity of the crime scene will be maintained by limiting access, preserving evidence, document activities and personnel. FSCJ Police, Public Safety will assist local law enforcement to this end.
- Reactionary responses of individuals may be altered from normal cognitive ability based on the nature of the threat.

Concept of Operations

FSCJ's Comprehensive Emergency Management Plan is based on the idea that emergency activities and operations will begin at the institutional level and that outside assistance will be requested from Jacksonville/Duval County or Nassau County as applicable. When the College is aware of actual or potential active threat activity on any of its campuses, the College is responsible for notifying the local applicable jurisdiction of the incident.

Should an active threat incident occur on campus, the College's emergency response organizations respond to the incident scene and notifications to local authorities are made. Command and control of the incident scene is vested with the Incident Commander/Unified Command, which will be established by FSCJ Police, Public Safety and local response entities. The local emergency manager/EOC will communicate with FDEM to request any state resources on behalf of the College.

Roles and Responsibilities

An effective response to an active threat event on campus, will involve a coordinated response between FSCJ and the local government.

In the event that a determination has been made that an active threat situation exists on any FSCJ campus, the Chief of Police, Director, Public Safety shall be the point of contact for requesting local government resources once the initial call for assistance has been made. The initial notification of local law enforcement shall be made by Campus Police, Public Safety officials, the Director of Campus Operations (DCO) of the impacted campus or a member of the campus community witnessing the event.

The Incident Command/NIMS incident management system shall be utilized to provide efficient response. This will allow initial campus responders to change command once local emergency responders arrive on scene.

The College will also activate the College-wide Emergency Operations Center implementing an Area Command structure to either co-locate and/or coordinate with local emergency response entities (Unified Command). The College President or designee as the agency administrator shall oversee college-wide efforts. (See ICS/NIMS and Roles and Responsibilities discussed earlier in the CEMP)

Response Actions

Receive notification of an Active threat on campus

Campus Police, Public Safety, Local Law Enforcement, Police, Public Safety Department Communications Center shall:

- Coordinate with local law enforcement to notify campus emergency staff if the local law enforcement is notified first.
- In the event Campus Police, Public Safety is notified first, local law enforcement shall be contacted immediately followed by notification of the Chief of Police, Public Safety. The Chief of Police, Public Safety shall notify the College Emergency Management Team.

Warn campus community

Campus Police, Public Safety shall:

- Advise the college community to avoid potential danger areas.
- Issue a timely warning as required under the *Clery Act*.
- Refer to the College APM, 06-0910/CEMP pertaining to College Emergency Communication and Evacuation
- Implement ICS

Notify all essential response entities and personnel

Campus Emergency Management

- Local: Law Enforcement, Emergency Management, Fire & Rescue, or others
- Campus Police, Public Safety

Response to scene and Assess Situation

Campus Police, Public Safety or Local Law Enforcement

- The first Police, Public Safety and/or law enforcement responders to arrive communicate situation details.
- Alert local emergency responders of a potential mass casualty producing incident.
- Communications should be maintained between campus and local responders throughout the incident. This will be accomplished through a Unified Command/ICS/NIMS
- Identify the perpetrators' proximity to vulnerable populations and facilities.

- Limit access to campus except for emergency response personnel.
- Campus Police, Public Safety will assist with evacuation as applicable.

Activation of the College's Emergency Operations Center (EOC), if applicable Campus Emergency Management

- EOC begins notifications and coordination of support and resource requests

Incident Stabilization

Campus Police, Public Safety in conjunction with Local Law Enforcement

- Secure incident sites and nearby vulnerable populations and facilities

Alert campus community of further instructions and information

Campus Police, Public Safety and/or Emergency Management Team
through ICS

- Coordinate with locale emergency response entities (e.g., JSO, NCSO, Fire/Rescue) in order to maintain communications with those on campus throughout the incident.
- Make protective action decisions (evacuation/shelter-in-place, cancel classes, etc.)

Evacuations or Shelter-in-place

Refer to the College's CEMP and APM 06-0910, Emergency Communication and Evacuation

- Facilitate the evacuation of danger areas, directing individuals to pre-identified locations.

Note: Law enforcement will want to question potential witnesses, so avoid allowing individuals to leave the site before they are released by law enforcement officials.

Life Safety Operations

Local Fire/Rescue, Law Enforcement and Campus Police, Public Safety

- Conduct search and rescue, triage and transportation of injured.

Public Information

The College's Chief Communications Officer serving as the College's PIO in conjunction with the Local PIO will:

- Disseminate information to the public.
- Direct media to a safe location where briefings will be conducted.
- Direct families of students and staff that will come to campus to a location that has been identified to serve as a re-unification area.

Assess the need for a Family Reunification and Assistance Center (FRAC)

Campus Officials in coordination with Local Emergency Management may:

- If required by the incident, establish a FRAC through coordination with state/local emergency management officials.
- Refer to the FSCJ FRAC Plan

FLORIDA STATE COLLEGE AT JACKSONVILLE

RESPONSE TO ACTIVE ASSAILANT EVENTS CEMP Annex 18 Addendum

PURPOSE:

The purpose of this strategic plan is to establish guidelines for sworn and non-sworn personnel at Florida State College at Jacksonville (FSCJ) when responding to an Active Assailant Event (AAE).

DISCUSSION:

Before Special Weapons and Tactics (SWAT) concepts were developed, patrol law enforcement officers responding to AAE and other high-risk events acted with the equipment they carried and handled the matters themselves. Once SWAT teams were established, agencies trained initial responding officers to set perimeters and contain AAEs until a SWAT team arrived. This led to unacceptable delays in stopping active assailants and mitigating casualties. Law enforcement philosophy evolved and it is now recognized that containment is not the best practice; the first law enforcement officers on the scene must take immediate action to stop the threat, acting alone when necessary.

A single officer response to an AAE may be required in response to an armed individual who is actively injuring or killing people. Officers responding to these events should remain cognizant that time is of the essence because most innocent lives are lost during the first few minutes of the AAE event. It is imperative that Officers rapidly assess the situation and act quickly.

These tactics are specifically designed for occurring AAEs and situations where people are reasonably believed to have suffered life-threatening injuries because of the AAE. The tactics are **not** necessarily appropriate for barricaded persons or hostage situations when active harm toward others is not occurring or there are no people present who need to be immediately rescued because of their life-threatening injuries. Although an active assailant exhibits some of the same basic characteristics as hostage and barricaded suspects, active assailant suspects are generally quite different. Active assailant situations usually develop quickly into a deadly situation and are often concluded in a relatively short period of time. Any delay in response and action may result in the further loss of life.

The Florida State College at Jacksonville, Police and Public Safety Department is comprised of sworn law enforcement officers as well as armed security and unarmed security officers. In the event of an active assailant incident there are mutual aid agreements in place with the Jacksonville Sheriff's Office (JSO) and Nassau County Sheriff's Office (NCSO). The FSCJ Police and Public Safety department recognizes that these agencies will serve as primary responders due to our size and resource capabilities. The FSCJ Police and Public Safety Department personnel will serve as initial responders to provide immediate response to neutralize the threat and preserve life.

DEFINITIONS:

- A. Active Assailant – One or more people who participate in a life-threatening assault and demonstrate their intent to continuously or systematically kill or wound others.
- B. Active Assailant Event (AAE) – An incident where one or more Active Assailants act to harm or kill others. Such events include, but are not limited to: school shootings, workplace violence, terrorist activities, and snipers.

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RESPONSE TO ACTIVE ASSAILANT EVENTS CEMP Annex 18 Addendum

- C. Ambulance Exchange Point (AEP) – An area that is located near the Triage Post where, after triage is completed, victims are moved to for awaiting transport. The area should have easy ingress and egress and allow for staging of multiple ambulances.
- D. Coach Aaron Feis Guardian Program - The Coach Aaron Feis Guardian Program was established in 2018 through the Marjory Stoneman Douglas High School Public Safety Act. Guardians are armed personnel who aid in the prevention or abatement of active assailant incidents on school premises. They are either school employees who volunteer to serve in addition to official job duties or personnel hired for the specific purpose of serving as a school guardian.
- E. Barricaded Subject – A person who takes a position of confinement to avoid apprehension (the use or threatened use of force to resist apprehension shall have been displayed through actions or words and the officer shall have reason to believe the suspect will use force to avoid apprehension). A barricaded subject situation is not one where active deadly force is occurring or where there are victims of deadly force with life threatening injuries who need to be immediately rescued, as that is an AAE. Casualty Collection Point (CCP) – A temporary location(s) in the Warm Zone where injured victims can be quickly and safely assembled until it is feasible to move the patients to the Triage Post or another formal treatment area.
- F. Critical Incident Stress Management Team (CISM) – A multi-faceted team comprised of agency and outside personnel that includes trained mental health professionals and religious volunteers.
- G. Command Post – A post established by the Incident Commander to direct emergency operations. This may include where the Unified Command is located.
- H. Contact Team – A team formed by the first two to five law enforcement officers to arrive on scene who are capable of immediate response to an AAE. Contact Team formations are generally a “T” or diamond formation that provide 360-degree security while advancing through unsecured areas to engage an active assailant. Contact Team formations and tactics are similar to Rescue Task Force formations. Based upon the circumstances an officer shall take immediate action if they are the only person on scene. The officer shall not wait for another officer to arrive to take immediate action to stop the threat.
- I. Deceased Victim Staging Area—An area within the outer perimeter to where deceased victims are transported for identification, processing by the Medical Examiner and subsequent transportation to the Medical Examiner’s Office.
- J. Hostage Situation – Incidents involving an act or potential act of violence where an innocent person(s) is being held against their will, and may include a situation where the person is used as a bargaining tool or a “shield.”
- K. Incident Commander –The Incident Commander is solely responsible for managing the entire incident, to include: approval of the tactical plan, deployment of personnel, development of staff functions to control the incident, coordination of contributing agencies, ordering and releasing of resources, and the release of information pertaining to the incident. The Incident Commander shall be based at the Command Post.

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- L. Mobile Command Center (MCC) – A special purpose vehicle primarily designed to house the Command Post and provide communications services at the scene of emergency operations. Both Jacksonville Sheriff's Office and Nassau County Sheriff's Office have MCCs.
- M. Operational Zones:
 - 1. Zone designations are dynamic and will change as the incident develops.
 - a. Cold Zone – An area where there is no threat level and law enforcement has designated it as secure. The Command Post (including Unified Command), patient triage, treatment, and transport are organized and located in this zone.
 - b. Warm Zone – An area where there is a moderate threat level and the area has not been completely cleared. Law enforcement protection for Fire Rescue units is required to enter this area.
 - c. Hot Zone – An area where there is a high threat level. Active combat is occurring or is likely to occur in this area. EMS/ Fire Rescue personnel, with the exception of SWAT Medics, shall not operate in a Hot Zone.
 - 2. Inner Perimeter – The immediate area of containment, including the Hot Zone and Warm Zone. This area is initially staffed by patrol personnel until relieved by SWAT Team officers.
 - 3. Outer Perimeter – A control area set up outside the Inner Perimeter to restrict crowd and traffic from accessing the Inner Perimeter. It is staffed by law enforcement officers. The Outer Perimeter is located at the warm to cold interface with perimeter teams focused externally to prevent unauthorized people from breaching security.
- N. Public Information Officer (PIO) – Disseminates information to the public and media at the direction of the Sheriff, Police Chief or designee.
- O. Rescue Task Force (RTF) – A rapid medical response team that operates in the Warm Zone under the protection of law enforcement officers. These teams rapidly assess and stabilize major trauma and they extricate the injured to treatment areas or temporary staging areas, such as CCPs. Teams are minimally composed of one Paramedic, one EMT, and two law enforcement officers.
- P. Family Reunification and Assistance Center (FRAC) – A post established where victims are transported to be reunited with family and friends and for victims' family and friends to await the rescue and debriefing of victims involved in the incident. **Refer to the FSCJ Family Reunification and Assistance Center plan.**
- Q. Single Officer Response – An officer who arrives at an AAE and determines that it is necessary to respond alone to engage the active assailant and neutralize the threat. This officer will use the best information available and advance towards the threat using agency trained tactics to engage the active assailant.

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- R. Tactical Operations Commander (TOC)—An on-scene commander designated by the Incident Commander who is located in the Warm Zone and who is responsible for coordinating the single officer response and contact teams, Rescue Taskforces, and all on-scene efforts to neutralize all threats and rescue all victims. The TOC is responsible for coordinating with the SWAT commander (JSO or NCSO) to maintain all perimeters and building/premises clearing. The TOC is responsible for ensuring evidence is preserved to the greatest extent possible.
- S. Threat – A situation where anyone is engaged in an active or on-going act of violence towards others and there is risk of serious bodily injury or death.
- T. Threat Suppression – The act to stop a threat to a person by locating, isolating, capturing or applying the lawful use of appropriate force against any person posing such threat.
- U. Triage Post – A post established by emergency medical personnel to evaluate and classify injuries for the purposes of treatment and evacuation. Personnel at the Triage Post conduct the immediate sorting of patients according to type and seriousness of injury, likelihood of survival and to establish treatment and evacuation priority. The Triage Post is separate from the Causality Collection Point and the Triage Post is established in the Cold Zone.
- V. Unified Command (UC) – The integration of command personnel from responding agencies at a multi- jurisdictional or multi-agency operational event to enhance communication, planning, and logistics. Unified Commands are designed to integrate law enforcement, fire, EMS and other appropriate disciplines. Once a Unified Command is established the Agency command post and Incident Commander will be located within the Unified Command.
- W. Victim Advocate – Responsible for providing victim / witness support services. Victim Advocates will serve as the Victim Services Coordinator at an AAE and will facilitate bringing additional victim advocates and support for the victims' families.

PROCEDURE:

Objectives:

- A. Law enforcement's most important obligation is the preservation of human life.
- B. It is therefore the policy of this Agency to immediately and effectively respond to all reports of armed aggressive behavior involving acts of violence and take immediate action to stop the violence, or threat of violence and preserve life.
- C. Incidents involving active assailants are unpredictable and evolve rapidly. The immediate deployment of law enforcement officers to the incident location is essential in locating and eliminating the active assailant(s) and mitigating harm to victims.
- D. Every officer responding to an AAE shall take all action necessary to immediately stop the threat by locating, isolating, capturing, or applying lawful deadly force against any person posing an imminent

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threat to life.

- E. The decision to use deadly force must be based on the facts and circumstances known to the officer at the time the decision is made. When making the decision to use deadly force, officers shall consider the risk to innocent persons. The use of deadly force is governed by law and policy, including F.S. §§ 776.06, 782.02.
- F. Nothing in this policy prohibits any officer from taking any lawful, reasonable, and prudent action to intervene in any AAE.

Duties and Responsibilities:

A. Planning

- 1. The FSCJ Police and Public Safety Department shall obtain electronically accessible building floor plans for each campus and center, contact lists and all other pertinent information related to FSCJ facilities. Maps will be made accessible for the Jacksonville Sheriff's Office or Nassau County Sheriff's Office as applicable.

B. Communications Center Receipt of 911 call for Active Assailant

- 1. All calls received advising of an incident that appears to be, or has the potential to become an AAE, shall be dispatched immediately over the radio as soon as a location is known. Once the call taker has advised the dispatcher, he / she will continue to obtain pertinent information related to the incident. The dispatcher shall announce, "emergency traffic only," for radio traffic.
- 2. If additional calls are received, responding officers shall be notified over the radio that multiple calls are being received. This will provide situational awareness for responding personnel.
- 3. Only pertinent information related to the suspect(s) description and / or location should be relayed over the radio to responding units in order to minimize radio traffic.
- 4. The Communications Center shall ask the Incident Commander to identify the staging area location for outside agency response. If the Incident Commander has not been established then the ranking member on scene will be contacted. The Communications Center will then notify surrounding agencies of the AAE and the location of the staging area or other area to which they should respond. The Communications Center will request that other responding agencies' personnel respond only to the designated area and that they not respond directly to the scene unless requested to do so by the Incident Commander.
- 5. Once it is determined that the incident is an AAE, The FSCJ Chief of Police, will activate Mutual Aid, and designate primary staging areas for inside and outside agency personnel based upon the situation and location.

C. Training

- 1. The FSCJ Police and Public Safety Department will coordinate with the Criminal Justice Center (CJC) and JSO to establish and conduct initial, refresher, and advanced response to AAE training for all

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applicable sworn and non-sworn personnel.

2. All sworn law enforcement members will attend AAE response training regularly. The FSCJ Police and Public Safety Department will coordinate with the JSO and Criminal Justice Training Center for scheduling. Supervisors are encouraged to offer periodic reminders about appropriate tactics and responses to an AAE. This can be accomplished through roll call training and information bulletins.
3. Active Assailant training will be scenario based and conducted on a FSCJ campus or center. Training shall be in collaboration with FSCJ employees (e.g., faculty, employees, students, etc.) and the JSO or NCSO as applicable.
4. FSCJ armed and unarmed security officers and Guardians (as applicable), shall be included in AAE training.
5. An after-action report shall be completed to evaluate the response to the AAE training.
6. In addition to law enforcement and security personnel, all faculty, staff, and students are required annually complete active assailant preparedness training appropriate for their role.

D. Response

1. Upon notification of an AAE, all on-duty FSCJ law enforcement officers shall immediately respond to the scene to eliminate the threat as a single officer response or as part of a contact team. All members responding to a suspected AAE shall do so in a direct, expedient and prudent manner considering the possibility of explosives, sniper attacks or other counter assault tactics.
2. Responding officers should determine if an armed security or Guardian is on scene and notify other responding units of such. Although armed security and guardians should be involved in AAE planning and training, in the unlikely event that the armed security or guardian is unaware of his or her role in an AAE, officers should inform them as to the plan of action.
3. Officers responding to AAE must realize that a legally armed and trained, Armed Security Officer or FSCJ Guardian may already be engaging the active assailant and can be an asset in stopping the threat.

E. First Officer or Officers On-Scene

It shall be the responsibility of the first officer or officers on scene to:

1. Determine if the event requires an AAE response or other law enforcement action.
2. Initiate a Single Officer Response if necessary.
3. All officers are expected to engage and neutralize an active assailant without delay and without regard for the presence of other officers.

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4. Relay as much information as possible to responding units via radio.
5. Begin determining an initial deployment location on the scene.

F. Radio Communications

1. Radio interoperability with surrounding jurisdictions is vital in AAE responses. The FSCJ Police Department has a communications policy in place that addresses being able to reliably communicate with other responding agencies (JSO or NCSO). This includes changing to a shared radio channel or patching of two or more radio channels.
2. As part of the FSCJ Police and Public Safety training program, radio interoperability shall be tested on a periodic basis.

G. Deployment of a Single Officer Response or a Contact Team

1. The purpose of a Single Officer Response or a Contact Team is to immediately stop the threat.
2. A Single Officer Response or a Contact Team will not conduct any rescue operations that adversely affect the threat suppression response goal. Rescue Task Forces will tend to injured victims. Neither the Single Officer Response nor the Contact Team will stop until they neutralize the active assailant(s).
3. A Contact Team can be formed using multiple single officer responders who are already active inside the deployment area.
4. If not actively engaging the threat and/or once the threat is contained or eliminated, the Single Officer Response or Contact Team will update their location and progress via radio. Effort shall also be made to give locations of injured victims, casualties, suspicious or explosive devices, or any other pertinent information known to the officer or team.
5. Consideration may be given to using an Armed Security Officer or Guardian as a member of a Contact Team.

H. Movement / Clearing

1. A Single Officer Response or a Contact Team's movement past danger areas, over considerable distances, and through common areas should be done as quickly and safely as possible.
2. Officers' direction will be dictated by the stimulus. Officers should move toward the sound of gunfire, screams, or any other indicators of an active threat.
3. When officers encounter fleeing victims prior to stopping the active assailant, they should direct victims to evacuate via the path traveled by the Single Officer Response or the Contact Team, unless it has been determined that the path is no longer safe.

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4. The Single Officer Response or the Contact Team should expect to encounter:
 - a. Mass confusion
 - b. Alarms
 - c. Smoke
 - d. Fires
 - e. Sprinklers
 - f. Explosives
 - g. Seriously injured persons
 - h. Emotional extremes
 - i. Self-deploying law enforcement officers in various uniforms or attire.
5. Officers' tactics will change dramatically upon determining that a tactical room entry is necessary. Basic room entries typically require at least two officers. This is possible in a Contact Team deployment. However, in the Single Officer Response deployment a threshold assessment should be done quickly before entering the room. When appropriate, the Single Officer Response shall use appropriate tactics to clear the room without actually entering the room as an officer can clear a large percentage of an average room using these tactics and then continue to move towards the active assailant.
6. Once inside the room, movement should be directed immediately towards the active assailant. Engaging while moving and closing in on the threat is expected.
7. If a member is in fresh pursuit of the active assailant and the active assailant enters a room with potential victims, the member shall continue to pursue and eliminate the threat.
- I. Threat Suppression
 1. The Single Officer Response or Contact Team's main objective is threat suppression.
 2. If the situation changes from an AAE to a barricaded subject or hostage situation, then deploying officers should take up a close perimeter position around the area of the threat to isolate the incident and call for additional resources. However, just because active shooting has paused does not mean the incident is reclassified from an AAE to another type of situation and does not mean that tactics other than an active assailant response are appropriate. Each situation has to be evaluated on its merits and unique circumstances to determine the appropriate response.
- J. Mass Casualty Care / Rescue Task Forces

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1. The objective of the Rescue Task Force (RTF) is to assess the injured victims and extract them to the safest and most readily accessible area for treatment, which may be the Triage Post or a Casualty Collection Point. The Rescue Task Force is not formed to suppress the threat and does not operate in the Hot Zone.
 2. An RTF should be coordinated, compiled and directed via the Unified Command. The Unified Command will maintain control of and accountability for every deployed RTF because these groups are comprised of personnel from different agencies, and different disciplines, and members have various forms of expertise and training.
 3. Law enforcement officers' primary function on the Rescue Task Force is the protection of the task force itself. EMS / Fire Rescue personnel's primary function is to treat and extract the injured victims. Rescue Task Force members should stay together while searching the scene.
 4. The first EMS / Fire Rescue personnel on-scene will be deploying with the equipment that allows them to quickly integrate into an RTF with law enforcement officers.
 5. Law enforcement officers deploying into the scene who are not directly engaged with the assailant, may be assigned to RTFs with EMS / Fire Rescue personnel.
 6. The deployment location and direction of movement for an RTF should be determined based on information provided by the Single Officer Response, the Contact Team or at the direction of the Unified Command.
 7. Tactics involving the actual ingress and egress of the RTF from deployment location to its stopping point will be directed by law enforcement personnel. The RTF will not enter the Hot Zone.
 8. Once in the area of greatest and most obvious mass casualty, the RTF should begin extracting victims via appropriate means. The EMS / Fire Rescue personnel of the RTF will direct this portion of the response.
 9. EMS / Fire Rescue personnel are to provide guidance regarding victim priority. Top priority is to be given to those with the most severe injuries and risk of death.
 10. Treatment coordination and transport of the victims should be directed by EMS / Fire Rescue personnel.
- K. Inner Perimeter
1. The Inner Perimeter is a portion of the Operational Zone.
 2. The Inner Perimeter shall be posted with as many law enforcement officers as needed to prohibit access to the Warm Zone.
 3. Only properly identified law enforcement or emergency medical personnel with an operational purpose shall be allowed to enter the Inner Perimeter.

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4. Fleeing victims and witnesses shall be allowed to leave the Inner Perimeter and directed to move to either a FRAC Post or Triage Post.
5. Officers assigned to the Inner Perimeter must be aware that suspects may try to escape the scene while blending in with others who are fleeing.
6. Officers assigned to the Inner Perimeter shall remain vigilant and on post until relieved by the SWAT Team or the Incident Commander.
7. The perimeter should start larger and be reduced in size based upon the circumstances.

L. Outer Perimeter

1. The Outer Perimeter is a portion of the Operational Zone and includes the Command Post, Unified Command, Triage Post, Ambulance Exchange Post, FRAC Post (if onsite), Outside Agency Resources Staging Area, and Deceased Victim Staging Area.
2. The Command Post/Incident Commander is responsible for the Outer Perimeter.
3. The Outer Perimeter shall be staffed by as many officers or law enforcement personnel from other agencies as needed to prohibit ingress or egress of any pedestrian or vehicular traffic to any of the interior area.
4. The Outer Perimeter shall remain vigilant and on post until relieved by direction of the Incident Commander.
5. The perimeter should start larger and be reduced in size based upon the circumstances.

M. Incident Commander

1. The Incident Commander shall follow procedures established under the Incident Command protocols to include:
 - a. The first on-scene supervisor that is assuming the Incident Commander responsibility shall announce this over the radio so everyone is aware. Anytime the Incident Commander changes it shall be announced over the radio so that everyone is made aware. The Incident Commander should assign an officer to serve as the scribe. The scribe will be responsible for recording pertinent information to include but not limited to: event times, personnel assignments, personnel requests, equipment requests, and the sharing of information between posts.
 - b. Assess incident priorities
 - c. Establish the location for the Command Post
 - d. Develop and implement an incident action plan

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- e. Coordinate overall on-scene emergency activities
 - f. Confirm the notification of required resources, including but not limited to:
 - (1) Mutual Aid Resources (JSO, NCSO)
 - (2) SWAT (JSO)
 - (3) Outside Agency Resources (SAO, FBI, Fire Marshal, Bomb Squad, etc.)
 - (4) Mobile Command Center (JSO, NCSO, Florida Department of Law Enforcement)
 - (5) Victim Advocate (JSO, FBI, SAO)
 - (6) Public Information Officer
 - (7) Critical Incident Stress Management Team
 - (8) Enacting the Family Reunification and Assistance Plan (FRAC)
 - g. Immediately liaison with the JSO, or NCSO as applicable, EMS / Fire Rescue Incident Commanders and form a Unified Command. The Unified Command may be located at the already established Command Post or another mutually agreed upon location. The Incident Commander's responsibility is not affected by establishing a Unified Command and no command responsibilities are relinquished by the establishment of a Unified Command.
 - h. Determine strategic goals and tactical objectives not related to SWAT, but coordinate with SWAT
 - i. Establish a location for outside agency resources to stage
 - j. Establish a media staging area
 - k. Coordinate information that may be released to the media after receiving authorization from the Sheriff/Chief or designee.
 - l. It is paramount that the Incident Commander consider and plan for immediate needs, as well as needs during the succeeding 24-72 hours.
 - m. Identify if the situation will require a FRAC Post.
- N. Tactical Operations Commander (TOC)
- 1. The Tactical Operations Commander will be located in close proximity to the incident location and inside the inner perimeter line.
 - 2. The TOC is responsible for supervising the single officer responses/Contact Teams, Rescue Taskforces, and all on-scene efforts to neutralize active threats and rescue all victims. The TOC

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3. shall coordinate all on-scene tactical operations.
4. The TOC is responsible for coordinating with the SWAT commander to maintain the inner perimeter and ensure the systematic clearing of all buildings/premises at the AAE site.
5. The TOC will routinely and as often as practical update the Incident Commander or Unified Command regarding the progress of tactical clearing teams and other relevant information.
6. The TOC will ensure that evidence is preserved to the greatest extent possible under the circumstances.

O. Casualty Collection Point

1. The Casualty Collection Point (CCP) is not the Triage Post. A CCP or multiple CCPs may be established within the Inner Perimeter, including inside the Warm Zone, so that officers and RTFs can move the injured to the CPP for transfer to the Triage Post. All CCPs are temporary staging areas used to provide immediate life-saving treatment when feasible and facilitate patient transfer as efficiently and safely as possible.
2. Officers and RTFs operating in the Warm Zone shall establish CCPs as necessary and in the safest place(s) possible within the Warm Zone. Any officer establishing a CCP shall notify the TOC or Incident Commander of its location. The CCP's location should not interfere with any tactical operations.

P. Triage Post

1. The Triage Post shall be located inside the Outer Perimeter but as close as possible to the Inner Perimeter to facilitate patient transfer from the CCP or other areas.
2. Patients are evaluated and treated by EMS / Fire Rescue personnel at the Triage Post and prioritized for transport to the hospital.
3. The Incident Commander shall assign law enforcement officers to the Triage Post. These officers must be cognizant that suspects and / or accomplices may attempt to escape a scene by blending in as fleeing victims.
3. It is essential that Officers keep open an ingress and egress route between the Triage Post and the Ambulance Exchange Point.
4. Victims that have completed the triage process should then be moved to the Ambulance Exchange Point.
5. Victims in the Triage Post who succumb to their injuries should immediately be moved to the Deceased Victim Staging Area.

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Q. Deceased Victim Staging Area

1. The Incident Commander shall establish a Deceased Victim Staging Area when necessary.
2. The Deceased Victim Staging Area shall be inside of the Outer Perimeter.
3. Strict security of this post is necessary to protect the identity of deceased victims, respect the family of deceased victims and to ensure evidence is not lost or mishandled. All reasonable steps should be taken to prevent this area from being viewed or photographed by the public.
4. A personnel entry log shall be maintained by an officer at the Deceased Victim Staging Area.
5. The Deceased Victim Staging Area shall be staffed by an adequate number of law enforcement officers and Crime Scene Technicians (JSO, NCSO, etc.) to aid the Medical Examiner's Office in identifying and recording any recovered evidence.

R. Family Reunification and Assistance Center (FRAC)

1. The FRAC may be on or off the premises where the incident occurred depending on the nature of the incident and other operational needs.
2. If the FRAC is on the premises where the incident occurred it shall, if possible, be inside the Outer Perimeter. However, regardless of where the FRAC Post is located it shall be cordoned off and secured by officers or other law enforcement personnel.
3. At no time will members of the media be allowed in the FRAC without express approval from the Incident Commander.
4. The FRAC shall be staffed by law enforcement officers and other appropriate personnel. The College will provide personnel to assist in staffing the FRAC and be responsible for the management of the Center, including checking-in and releasing people from the Center. Officers at the FRAC shall record the identity of all persons at this location and will ensure that no minors are permitted to leave this Center unless accompanied by a parent / guardian.
5. The FRAC Commander shall release people from this Center as appropriate under the circumstances. Whether a person needs to be interviewed by investigators is a factor in determining if they should be immediately released or asked to remain. This decision should be made in consultation with a supervisor in the Investigations (e.g., JSO, NCSO, FBI, etc.). An adult who has been reunited, or a minor accompanied by a parent or guardian, will not be required to remain if they ask to leave regardless of their status as a witness. Arrangements will be made to conduct an interview at a later time.
6. It is preferable to locate the FRAC a sufficient distance from the AAE so as not to interfere with the incident and/or the post-incident investigation and crime scene processing.

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S. Staging Area

1. The Staging Area shall be inside the Outer Perimeter.
2. This location will be announced over the radio and provided to all outside responding agencies.
3. An officer initially assigned to this post shall remain there until relieved by the Incident Commander or designee, and shall record all outside agency members' names, agency, and any specialized equipment or specialized abilities (armored vehicle, SWAT team, Mobile Command Post, Bomb Squad, CISM, etc.) they have.
4. The Staging Area shall communicate all information to the Incident Commander and assignments for outside agency resources will be designated by the Incident Commander.

Equipment

- A. All on-scene law enforcement and EMS / Fire Rescue personnel shall wear a uniform or have attire with markings easily identifiable as a law enforcement or EMS / Fire Rescue personnel.
- B. Contact Teams, law enforcement personnel on Rescue Task Forces and Inner Perimeter personnel should wear approved body armor. Failure to wear body armor does not affect any law enforcement officer's duty to act and **shall not delay any immediate response**.
- C. Easily deployable personal first aid equipment is available for law enforcement officers and required for EMS / Fire Rescue personnel.
- D. All deploying officers shall have with them a law enforcement radio and a cell phone, when possible, for communication.

Overall Command and Control

- A. The Incident Commander shall have the responsibility to determine when to transition the operation from a tactical command to an investigative command.
- B. After relieving the tactical Incident Commander, the Investigative Commander shall make all decisions related to scene security needs and assign personnel to complete the investigative process.

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Reunification

- A. Florida State College at Jacksonville has a reunification plan that incorporates into the Active Assailant Policy.

Public Records Exemption

- A. This plan is exempt from public records under Florida Statutes 1004.0962 and chapter 119 as it includes tactical operations information as well as other sensitive information (e.g. Floor plans, locations of security cameras, tactical operations, etc.).

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

AGENDA ITEM NO. CA – 4.

Subject:	Police and Public Safety: Family Reunification and Assistance Center (Implementation of HB 757, ARMOR ACT and New Rule, 6A-14.012, Florida College System Institution Safety Requirements and Monitoring)
Meeting Date:	September 8, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve the Family Reunification and Assistance Center (FRAC) Plan as required by Florida Department of Education Rule 6A-14.012 and Florida Statute 1006.601, created under the Active Response and Mitigation of On-Campus Risks (ARMOR) Act.

BACKGROUND: New Rule 6A-14.012 Florida College System Institution Safety Requirements and Monitoring

- (1) The purpose of this rule is to establish requirements relating to safety, security, threat management, emergency preparedness, reporting, training, and compliance monitoring for Florida College System institutions pursuant to Sections 30.15, 943.082, 1003.25, and 1006.601, F.S.
- (2) Response Plans. Each institution's Board of Trustees must adopt the following response plans, which may be included as a clearly delineated portion of its emergency preparedness plan or as a stand-alone plan:
 - In cooperation with local law enforcement agencies and local government, a family reunification plan to reunite students and employees with their families in the event that an institution is closed or unexpectedly evacuated due to a natural or manmade disaster.

RATIONALE: To establish the creation of the Florida State College at Jacksonville Family Reunification and Assistance Plan in accordance with HB 757 and Rule 6A-14.012, Florida College System Institution Safety Requirements and Monitoring.

FISCAL NOTES: There will be no additional fiscal impact.



Family Reunification & Assistance Center Plan

April 2026

**Florida State College at
Jacksonville**

This Campus Emergency Response Plan is Confidential and Exempt from Public Record pursuant to
Florida Statute
§1004.0962

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Executive Summary

One of the most challenging consequences of natural and man-made disasters is the mass displacement of victims and the subsequent reunification of families, friends, and loved ones in addition to caring for those traumatized by the event. Following a critical incident that occurs on any of our campuses or centers, many family members and friends will self-report to the scene of the disaster, or to the closest hospital where they believe victims are being transported, in search of information.

The purpose of this Family Reunification and Assistance Plan is to provide a framework for the provision of victim information and longer-term support services to the family members and loved ones of those killed and to those injured and/or traumatized in a mass casualty or mass fatality incident occurring at Florida State College at Jacksonville (FSCJ).

The FSCJ Family Reunification and Assistance Center (FRAC) is operated under unified command principles and in close coordination with FSCJ leadership, campus police, local law enforcement, emergency management, and public safety partners. Core functions include family reunification, victim and survivor assistance, crisis counseling, medical referrals, academic and employee support services, and dissemination of verified information. Staffed by trained FSCJ personnel and partner agencies, the FRAC emphasizes trauma-informed practices, cultural sensitivity, and clear communication to reduce confusion and distress. The establishment and operation of the FRAC will serve to reinforce FSCJ's commitment to the safety, well-being, and resilience of its campus community, while supporting a structured transition from emergency response to stabilization and recovery.

Considerations

In the aftermath of a disaster, there is the potential that families, friends, and loved ones can be separated from one another amid the chaos and need a place to receive support from FSCJ. Consequently, FSCJ officials and first response entities may be required to activate a Family Reunification and Assistance Center (FRAC) to give survivors, those traumatized by the event and families of victims, a safe, central gathering place in proximity to the disaster site.

Telephone calls from family members outside the impacted area will overwhelm day-to-day College public information lines, including the FSCJ main switchboard and the Public Safety and Security phone system. FSCJ plans to encourage all affected parties to gain the latest information via the FSCJSAFE app, FSCJ website and social media channels. FSCJ will also establish a limited emergency phone bank to provide answers to specific questions and concerns. Further, FSCJ will utilize a link made available on its main website and other social media channels to enable an interested party to enter a missing person form. This form will generate an automatic reply from FSCJ and enable a dialogue to provide information as it becomes available. The link to begin this process will be provided to the public.

Following a reported mass casualty incident, many family members and other loved ones will self-report to the scene of the disaster or to the closest hospital where they believe victims are being transported, in search of information. It is anticipated that a minimum of eight to ten family members or loved ones may arrive and require information/assistance. The local Fire and Rescue Departments (Jacksonville Fire & Rescue Department and Nassau County Fire Rescue) will utilize their triage and transport functions to track the location where each patient is taken and supply a roster with this information to the FSCJ EOC via the Public Safety Command Post. This information will be entered into a records management system (ReadyOp) established by the College.

Hospital systems may independently operate their own Reunification Center necessitated by the magnitude of the incident and a surge of family members and loved-one's arriving at hospitals near the scene of the incident. FSCJ will assign appropriate staff to respond to hospitals, reconcile missing persons, and provide any assistance to victims that may be required.

Family members will have high expectations regarding:

- The rapid identification of the injured and deceased
- The return of loved ones and their belongings
- Accurate and timely information and updates

The goal is to efficiently and effectively manage these expectations while handling a myriad of tasks associated with the incident. There are times when the complexity or severity of some disasters means that access to victim information may be delayed by virtue of ongoing safety and security concerns, law enforcement investigations, a lack of adequate communications services (network and/or cellular services), and in some cases, the diminished capability to rapidly identify those that are critically injured or dead.

A possible lack of interoperable systems used for reunification among response agencies and hospital systems will contribute to the difficulty of tasks such documenting, validating, reconciling, cross-referencing, and sharing victim data. To address this need, FSCJ has provided a database in its ReadyOp system which is shared by area hospitals and Duval County public safety agencies.

Survivors will utilize social media channels to post status updates or share information that is valuable to first responders. FSCJ's ReadyOp internet-based software program will assist in the reunification process. The form to inquire about a family member/loved one may be accessed in FSCJ's ReadyOp software at <https://FSCJ.readyop.com>.

An additional form to allow an affected party to report they are safe is available through ReadyOp at <https://FSCJ.readyop.com>. A spreadsheet is available to tabulate the information being provided on either form in the ReadyOp Missing Person's tab on the top of the main menu screen. This information will be tabulated, and information provided to necessary parties (i.e. law enforcement, hospitals) by the FSCJ Emergency Management Team (EMT). The EMT will also be responsible for coordinating communications with law enforcement to the family members/loved ones who submitted an inquiry form as indicated above.

Depending on the severity of the event, national and international media outlets will descend on the incident area seeking both official and survivor and family member/loved ones' interviews. A Joint Information Center (JIC), media staging area, and call center will be needed to ensure the messaging and public information is consistent across all media platforms.

Children and adults with access and functional needs are particularly vulnerable when separated from parents and caregivers. The way these individuals are treated and supported within a FRAC can adversely affect their coping ability and capacity to trust first responders.

Crisis counseling and other mental/behavioral health services will need to be available for disaster survivors, loved ones, those traumatized by the event, and for workers providing reunification and assistance services. In addition, FSCJ Police and Public Safety personnel will need post-incident stress debriefing.

Concept of Operations

Florida State College at Jacksonville has embraced and institutionalized the National Incident Management System and the "All Hazards Approach" to crisis management. The College, specifically its Emergency Management Team (FSCJ EMT), has trained in the Incident Command System (ICS).

The College recognizes and embraces its partnerships with our first responder agencies in Duval and Nassau counties, as well as our strong relationship with the State of Florida's Division of Emergency Management. This plan is written to integrate with County response plans and emergency response protocols.

Critical to the successful implementation of this plan is the strong relationship with key response partners - the Jacksonville Sheriff's Office, Jacksonville Fire and Rescue Department, including its Emergency Preparedness Division, Nassau County Sheriff's Office, Nassau County Fire Rescue and Nassau County Emergency Management. These agencies can support FSCJ with ongoing and long-term assistance as required to operate the initial FRAC. In addition to law enforcement jurisdictional roles. The Jacksonville Office of the FBI may also provide support through its victim assistance program.

Family Reunification and Assistance Center (FRAC)

The FRAC is in a location that is established as soon as possible as a major mass casualty event unfolds.

The general functions and activities of the FRAC include:

- Collection of missing person reports and subsequent collection of ante mortem (pre-death) data, if necessary. This will be handled primarily by law enforcement and shared with the FRAC staff. Law enforcement will handle any death notifications.
- Coordinate the collection of available data from incident shelters, hospitals, or other medical treatment facilities, as well as search and rescue operations, to compare with the missing persons list to reunite families. This will be handled by the Unified Public Safety Incident Command and shared with the EOC.
- Ensure availability of psychological, spiritual, and logistical support and services to survivors, families and those traumatized by the event.
- Assist law enforcement and/or crisis counselors in their role of making initial notification to family members of victims that their loved ones might have/or have been confirmed to have been involved in the incident based on available information. The responsibility of death notifications falls exclusively with law enforcement.
- Ensure accurate information is being received in a timely and consistent manner and is only provided by qualified individuals who will control the information flow through the FRAC.
- Provide regular briefings to families and the media, through the Joint Information Center (JIC), on the progress of recovery efforts, identification of victims, the investigation, and any other areas of concern.

The FSCJ FRAC should provide the following services:

Intake Processing/ Registration Services - Guests will register and be processed by a triage team consisting of at a minimum, one representative each of FSCJ Student Support Services, medical, and counseling services. They will then be routed to the proper location in the FRAC where they can obtain appropriate services. Registration will be accomplished using FSCJ's Assistance Registration form available in ReadyOp at the following link:

<https://FSCJ.readyop.com>.

Note: This link will be used by registrants and will not show the "Admin" section. Only staff logged into ReadyOp will see that section. A QR code will also be made available to allow self-registration and will be displayed on signs immediately inside the FRAC entry doors.

The registration tables will be staffed by appropriate, FSCJ Building Emergency Coordinators who will be summoned by ReadyOp text messaging.

- Reunification Services - Services provided to locate a missing person or persons who may have been found but remain unidentified and separated from family/friends. Also, crisis support services for victim families.
- Fatality Information and Collection Services - The FRAC is designed to be the primary area where information will be collected to assist in identification of victims. Fatality Management Services will be conducted to gather ante-mortem (preceding death) information and collect DNA. This will be accomplished through and in coordination with the Duval County Medical Examiner's Office and law enforcement.
- Communication Management Services - Updates will be provided from the Emergency Operations Center (EOC) and the Public Information Officer (PIO) to FRAC personnel, which will be shared as appropriate.
- Security Services - The FRAC will be a secure facility that provides a safe environment for the families, survivors, and the staff. Law enforcement will provide security and ensure unauthorized parties such as media and curiosity seekers are not permitted to enter.

Family Reunification and Assistance Center (FRAC)

The numerous functions within the FRAC serve the needs of survivors and family members/loved ones of the deceased during the incident and should not be confused with existing victim support programs.

In past mass violence incidents, the FRAC has been described as a “one-stop-shop” where victims and their families could visit a site and receive assistance they may need from any of the represented services or organizations.

The general functions and activities of the FRAC include, but are not limited to:

- Providing psychological, spiritual, logistical, and financial support and services to survivors and families as needed.
- Providing official information on search, rescue/recovery, victim identification, and other investigation activities in the form of secure family briefings.
- Connecting families with medical examiners and/or coroners to assist with ante mortem information collection (i.e., demographic data, biological profile, medical records).
- Facilitating the return of personal effects through law enforcement (Note: Personal effects may be held for evidence by police or the investigative agency for extended periods).
- Commemorating victims, families, and the community through memorial events, monuments, and anniversaries.
- Facilitating access to and participation in criminal justice proceedings and providing referrals for legal services, as appropriate.
- Assisting families with death certificates, autopsy reports, and other documentation for legal needs and benefits.
- Maintaining security from media and other individuals not requiring the services of the FRAC

- Providing survivors and families with any needed logistical support in the form of lodging, dining, childcare, etc.

Duval County Emergency Preparedness Division (EPD) and Nassau County Emergency Management will assist with long range functions described above. Essential services provided by the FRAC include:

- Victim Services: Designated victim advocates to companion the family members or loved during their time in the FRAC
- Disaster Behavioral Health Services: Disaster behavioral health service professionals will be at the FRAC to provide psychological first aid and grief counseling to survivors, families, those traumatized by the event, first responders and FRAC staff.
- Spiritual Support Services: Multi-denominational faith-based support will be offered to assist in the aftermath.
- Personal Effects Services: Provide information about procedures for returning personal effects via law enforcement. The personal effects may be held for evidence or decontamination of biohazard.
- Day Care Services: Provided on-site or referred to an off-site day care service.
- Food Services: FRAC attendees and staff may receive food and water options for designated meals along with the availability of pre-packaged snacks. The food served will depend on availability. Attendees and staff are encouraged to bring preferred dietary items.
- Medical and Counseling Services: The FRAC will provide basic first aid. Anyone requiring specialized or full medical care will be transported to a local medical facility via EMS.

Additional non-essential services that may be offered at the FRAC include:

- Clothing/ Personal Care Services
- Financial Assistance Services
- Housing Placement Services

- Personal ID Services
- Transportation Services

The College will assist with additional services that are unique to students, faculty, and staff.

These services include, but are not limited to:

- Volunteers and Donations Services
- Academic Support Services
- Housing and Residential housing students, Support Services
- Veteran Support Services
- Financial Aid Services

Family Reunification and Assistance Plan Activation

The Family Reunification and Assistance Plan will be partially or fully activated in the aftermath of a mass fatality or mass casualty incident in which the mass displacement of victims requires assistance and reunification services.

The decision to activate the Family Reunification and Assistance Center (FRAC) is made by the EOC with Unified Command and with the approval of the Multi-Agency Coordinating Group (MAC).

The decision to request activation of the Family Reunification and Assistance Center depends on the magnitude and complexity of the incident and the demands the incident places on available resources.

The EOC, in coordination with the Incident Commander, will establish the FRAC Branch and assign a FSCJ FRAC Branch Director. Immediate staff assistance will be needed to activate the FRAC on the FSCJ campus. To accomplish this, FSCJ has Building Emergency Coordinators who can be summoned and given instructions utilizing text messaging in FSCJ's ReadyOp emergency management database.

The FSCJ EOC, in conjunction with the Unified Command, will request assistance from the Duval County Division of Emergency Preparedness (EPD) or Nassau County Emergency Management to set up and assist with staffing the FRAC per plans in place at the appropriate agency. The FSCJ FRAC Branch Director will coordinate between the FSCJ EOC and Duval/Nassau Emergency Management to assist in this implementation.

See the next page for responsibility matrix.

FSCJ Family Reunification and Assistance Center Responsibility Matrix

Task	Responsibility	Assigned To:			
Initial Notification	FSCJ	PD/Sec Communications			
Activate EMT/EOC/MAC	FSCJ EOC				
Establish Phone Bank/Reunification software	FSCJ PIO				
Establish FRAC Location	PS EMT/FSCJ EOC				
Assign FRAC Branch Director	FSCJ EOC Director				
Establish Joint Information Center	FSCJ/PS EMT/ PIOs	Jill Johnson/JIC			
Staff FRAC	FSCJ EMT/EPD	FSCJ/EPD			
Coordinate Victim Info.	PS EMT/FSCJ EMT	FSCJ EMT			
Crisis Counselling	FSCJ EMT/EPD/FBI				
FRAC Registration	FSCJ EMT				
FRAC Security	LE Branch				

JIC = Joint Information Center

PS EMT = Public Safety Incident Management

Team EPD = Duval Co. Emergency Preparedness

Division BECs = FSCJ Building Emergency

Coordinators

MAC = Multi-agency Coordinating Group (FSCJ Executive Group)

FSCJ FRAC Facility Requirements	Less than 15 Victims		15-50 Victims		50+ Victims	
	Req	#	Req	#	Req	#
Transportation Accessibility	X		X		X	
ADA (Americans with Disabilities Act) Accessibility	X		X		X	
Electricity	X		X		X	
Heat/HVAC	X		X		X	
Parking	X		X		X	
Restrooms	X		X		X	
Security Personnel	X	2	X	4	X	6
Reception Personnel (Triage)	X	3	X	3	X	3
Registration Desk Personnel	X	4	X	4	X	4
Child Care Area Personnel	X	2	X	4	X	4
Adult Care Area Personnel			X	2	X	2
Reflection Room	X		X		X	
Waiting/Common Area	X		X		X	
Team Areas and Mental Health Room	X		X		X	
Outdoor relief area for service animals	X		X		X	
General Office Supplies	X		X		X	
Laptops (FRAC Staff)	X	6	X	6	X	6
Phone Lines not including cellular	X	7	X	7	X	7
Internet connections for computers/laptops	X		X		X	
Copy Machine	X		X		X	
Wireless Connectivity	X		X		X	
Telephones (Public)	X	2	X	2	X	4
Radios	X	4	X	6	X	6
Tables	X	6	X	10	X	10
Stanchions	x	2	X	4	X	6
Privacy Rooms	X		X		X	
Information Management Database	X		X		X	
Posters/Signage	X		X		X	
EMS On-Site	X	1	X	1	X	1
Food	X		X		X	
Paper shredder	X	1	X	1	X	1

X = Required

	EOC Director/ IC
REPORTS TO:	Executive Group
DIRECT REPORTS:	
JOB DUTIES	
<i>Direct and provide support and guidance to the FSCJ Emergency Management Team (EMT) and establish the Emergency Operations Center (EOC) while serving as the EOC Director and later the FSCJ Incident Commander as the situation develops and is turned over from the PS EMT to FSCJ. Give overall direction for the establishment and operations of the Assistance & Reunification Center.</i>	
RESPONSIBILITIES	
Initial Briefing: After an emergency involving deaths and serious injuries, many family members and friends will self-report to the scene of the disaster, or to the closest hospital where they believe victims are being transported, in search of information. The Family Reunification and Assistance Center (FRAC) provides a framework for the provision of victim information and support services to the family members and loved ones of those killed and to those injured and those traumatized in a mass casualty or mass fatality incident occurring at FSCJ. The FRAC will provide a safe place for those needing support to find those services in a gathering place located in proximity to the crisis site. The FRAC is intended to address the immediate needs of the victims and families and traumatized victims. Once activated, the FRAC may operate on a 24/7 basis and will be in operation until such a time that regional and state resources can be made available for the transition to a long-term support model, if necessary. The primary responsibility of the FRAC will be assigned to the FSCJ Emergency Management Team (EMT) in coordination with the Unified Command at the incident site. Telephone calls from family members outside the impacted area will overwhelm day-to-day College public information lines, including the FSCJ main switchboard and the College Police Communications Center. FSCJ has provided an internet-based software program to assist in the reunification process. Instructions will be given to allow access to the site. FSCJ also plans to encourage all affected parties to gain the latest information via the FSCJ website and social media portals. FSCJ will also establish a limited emergency phone bank to provide answers to specific questions and concerns.	

A software program has been established to provide an orderly registration process for those entering the FRAC. This will also track individual needs. It is anticipated that a minimum of eight to ten family members or loved ones may arrive and require information/assistance. The Jacksonville Fire & Rescue Department (JFRD)/Nassau Fire Rescue will utilize their triage and transport functions to track the location where each patient is taken and supply a roster with this information.

Hospital systems may independently operate their own FRAC due to the surge of family members and loved ones arriving at hospitals near the scene of the incident. It will be essential for FSCJ high level management to visit victims in hospitals and appear at the FRAC to show support for all who seek it.

Family members will have high expectations regarding:

- The rapid identification of the injured and the deceased
- The return of loved ones and their belongings
- Accurate and timely information and updates

There are times when the complexity or severity of some disasters means that access to victim information may be delayed by virtue of ongoing safety and security concerns, a lack of adequate communications services (network and/or cellular services), and in some cases, the diminished capability to rapidly identify those that are critically injured or dead.

A possible lack of interoperable systems used for reunification among response agencies and hospital systems will contribute to the difficulty of tasks such documenting, validating, reconciling, cross- referencing, and sharing victim data. FSCJ has provided an internet-based software program to assist in the reunification process. Instructions for access will be provided within this plan.

Depending on the severity of the event, national and international media outlets will descend on the incident area seeking both official and survivor and family/loved ones' interviews.

A Joint Information Center (JIC), media staging area, and call center will be needed to ensure the messaging and public information is consistent across all media platforms.

Children and adults with access and functional needs are particularly vulnerable when separated from parents and caregivers. The way these individuals are treated and supported within the FRAC can adversely affect their coping ability and capacity to trust first responders.

Crisis counseling and other mental/behavioral health services will need to be available for disaster survivors, loved ones, and for workers providing reunification services.

Floor plans access (web based) are included in this plan to utilize appropriate facilities the affected campus or center if possible. If these sites are not suitable, FSCJ will use another Facility off-site.

Immediate:

- Read this entire Job Action Sheet.
- Obtain a full briefing of the incident.
- Coordinate all Command Staff and Section Chiefs that are required for this response and establish assistants; distribute the section packets which contain Job Action Sheets for each position and any forms pertinent to section and positions.
- Assign someone as FRAC Branch Director.
- Appoint a person to be responsible for maintaining essential day-to-day services.
- Activate the EOC. And begin the "Planning P" process.
- Conduct a tactics meeting and develop an Incident Action Plan (IAP) for a defined period, establishing priorities (Section Chiefs will communicate IAP to each section).
- Confer with Section Chiefs to identify and consider necessary services.
- Consider and assign communication responsibilities to staff, external agencies and public and media. Confirm BECs and Counseling staff have been activated via ReadyOp texts.
- Assure that contact has been established and resource information shared with relevant external agencies.

Intermediate:

- Authorize resources as needed or requested by Section Chiefs, through the Finance/Administration Section Chief.
- Designate routine briefings schedule with Section Chiefs to receive status reports and update the action plan regarding the continuance and/or termination of the action plan.
- Maintain contact with relevant agencies.
- Approve media releases submitted by the Public Information Officer (PIO).

Extended:

- Observe all staff for status and signs of stress.
- Provide for rest periods and meal periods for staff.
- Prepare end of shift report for oncoming EOC Director/Incident Commander.
- Plan for the possibility of extended operations.

	Communications Unit / Information Technology (IT)
REPORTS TO:	Logistics Section Chief
DIRECT REPORTS:	
JOB DUTIES	
<i>Organize and coordinate IT asset support to ensure functioning of internal and external communications and data-related equipment.</i>	
RESPONSIBILITIES	
Initial Briefing: After an emergency involving deaths and serious injuries, many family members and friends will self-report to the scene of the disaster, or to the closest hospital where they believe victims are being transported, in search of information. The Family Reunification and Assistance Center (FRAC) provides a framework for the provision of victim information and short-term support services to the family members and loved ones of those killed and to those injured in a mass casualty or mass fatality incident occurring at FSCJ. The FRAC is intended to address the immediate needs of the victims and families and only operates in a short-term capacity. Once activated, the FRAC may operate on a 24/7 basis and will be in operation until such a time that regional and state resources can be made available for the transition to a long-term support model, the Family Assistance Center. The primary responsibility of the FRAC will be assigned to the FSCJ Emergency Management Team (EMT) in coordination with the Unified Command at the incident site. In the aftermath of a disaster, there is the potential that families, friends, and loved ones can be separated from one another amid the chaos. Consequently, FSCJ officials and first response entities may be required to activate an FRAC to give survivors and families of victims a safe, central gathering place in proximity to the disaster site. Telephone calls from family members outside the impacted area will overwhelm day-to-day College public information lines, including the FSCJ main switchboard and the College Police Communications Center. FSCJ has provided an internet-based software program to assist in the reunification process. Instructions will be given for access within this plan. FSCJ also plans to encourage all affected parties to gain the latest information via the FSCJ website and social media portals.	

FSCJ will also establish a limited emergency phone bank to provide answers to specific questions and concerns.

It is anticipated that a minimum of eight to ten family members or loved ones may arrive and require information/assistance.

The Jacksonville Fire & Rescue Department (JFRD)/Nassau Fire Rescue will utilize their triage and transport functions to track the location where each patient is taken and supply a roster with this information. Hospital systems may independently operate their own FRAC due to the surge of family members and loved ones arriving at hospitals near the scene of the incident. It will be essential for FSCJ high level management to visit victims in hospitals and appear at the FRAC to show support for all who seek it.

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Depending on the severity of the event, national and international media outlets will descend on the incident area seeking both official and survivor and family/loved ones' interviews. A Joint Information Center (JIC), media staging area, and call center will be needed to ensure the

messaging and public information is consistent across all media platforms.

Children and adults with access and functional needs are particularly vulnerable when separated from parents and caregivers. The way these individuals are treated and supported within a FRAC can adversely affect their coping ability and capacity to trust first responders.

Crisis counseling and other mental/behavioral health services will need to be available for disaster survivors, loved ones, and for workers providing reunification services. Floor plans are included (web based) in this plan to utilize appropriate facilities on campus. If these sites are not suitable, use another Facility pre-determined will be warranted.

Immediate:

- Read this entire Job Action Sheet (JAS).
- Obtain briefing from Logistics Section Chief.
- Review Incident Action Plan (IAP) and assign specific personnel to tasks.
- Assess current status and inventory of internal and external communication resources (e.g., telephone, internet, cellphones, A-V equipment, wireless laptops, two-way radios, and make a list of work to be done.
- Establish or maintain the system for receiving communication from external agencies.
- Meet with Communication Team Unit staff to review IAP and assign specific personnel to tasks.

Intermediate:

- Maintain a log of all communication requests received and forward all new requests to Logistics Section Chief.
- Immediately report to the Logistics Section Chief issues that cannot be resolved by your unit with current resources.
- Work with IT to facilitate hardware, equipment and software installation.
- Ensure there are adequate supplies, equipment and materials to produce required results products.

Extended:

- Brief Logistics Section Chief about status of computers and communication requirements and prepare report for oncoming unit leader.
- Observe all staff for signs of stress, and report concerns to Logistics Section Chief.
- Arrange for staff rest and meal breaks coordinated with Logistics Section.
- Plan for the possibility of extended deployment.

	Executive Group
REPORTS TO:	FSCJ Board of Trustees
DIRECT REPORTS:	EOC Director/IC Liaison Section Chief
JOB DUTIES	
<i>The Executive Group will serve as a policy-level body during Assistance & Reunification Center operations, supporting resource prioritization and allocation, and enabling decision making among those responsible for managing the incident (e.g., the EOC Manager/Incident Commander and EMT). They will also provide a liaison to outside entities such as the Trustees, Board of Governors and other high-level officials that may need briefings.</i>	
RESPONSIBILITIES	
Initial Briefing: After an emergency involving deaths and serious injuries, many family members and friends will self-report to the scene of the disaster, or to the closest hospital where they believe victims are being transported, in search of information. The Family Reunification and Assistance Center (FRAC) provides a framework for the provision of victim information and short-term support services to the family members and loved ones of those killed and to those injured in a mass casualty or mass fatality incident occurring at FSCJ. The FRAC is intended to address the immediate needs of the victims and families and only operates in a short-term capacity. Once activated, the FRAC may operate on a 24/7 basis and will be in operation until such a time that regional and state resources can be made available for the transition to a long-term support model, the Family Assistance Center. The primary responsibility of the FRAC will be assigned to the FSCJ Emergency Management Team (EMT) in coordination with the Unified Command at the incident site. In the aftermath of a disaster, there is the potential that families, friends, and loved ones can be separated from one another amid the chaos. Consequently, FSCJ officials and first response entities may be required to activate a FRAC to give survivors, families and others traumatized by the event a safe, central gathering place in proximity to the incident site.	

Telephone calls from family members outside the impacted area will overwhelm day-to-day College public information lines, including the FSCJ main switchboard and the College Police Communications Center. FSCJ has provided an internet-based software program to assist in the reunification process. Instructions for accessing will be given within this plan. FSCJ also plans to encourage all affected parties to gain the latest information via the FSCJ website and social media portals. FSCJ will also establish a limited emergency phone bank to provide answers to specific questions and concerns.

It is anticipated that a minimum of eight to ten family members or loved ones may arrive and require information/assistance. The Jacksonville Fire & Rescue Department (JFRD)/Nassau Fire Rescue will utilize their triage and transport functions to track the location where each patient is taken and supply a roster with this information. Hospital systems may independently operate their own FRAC due to the surge of family members and loved ones arriving at hospitals near the scene of the incident. It will be essential for FSCJ high level management to visit victims in hospitals and appear at the FRAC to show support for all who seek it.

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Depending on the severity of the event, national and international media outlets will descend on the incident area seeking both official and survivor and family/loved ones' interviews. A Joint Information Center (JIC), media staging area, and call center will be needed to ensure the messaging and public information is consistent across all media platforms.

Children and adults with access and functional needs are particularly vulnerable when separated from parents and caregivers. The way these individuals are treated and supported within a FRAC can adversely affect their coping ability and capacity to trust first responders.

Crisis counseling and other mental/behavioral health services will need to be available for disaster survivors, loved ones, and for workers providing reunification services.

Floor plans are included (web based) in this plan to utilize on campus Facilities for the FRAC. If these sites are not suitable, the use another pre-designated facility shall be considered.

Immediate:

- Read this entire Job Action Sheet (JAS).
- Obtain briefing from the EOC Director.
- Review Incident Action Plan (IAP).

Intermediate:

- Maintain a representative available during the entire operation to offer assistance to the EOC Director as necessary.

Extended:

- Plan for the possibility of extended deployment.

	Finance/Administration Section Chief
REPORTS TO:	EOC Director
DIRECT REPORTS:	
JOB DUTIES	
<i>Monitor the utilization of financial assets and human resources. Ensure the documentation of expenditures relevant to the emergency incident. Authorize expenditures to carry out the Incident Action Plan (IAP) and ensure appropriate documentation.</i>	
RESPONSIBILITIES	
Initial Briefing: After an emergency involving deaths and serious injuries, many family members and friends will self-report to the scene of the disaster, or to the closest hospital where they believe victims are being transported, in search of information. The Family Reunification and Assistance Center (FRAC) provides a framework for the provision of victim information and short-term support services to the family members and loved ones of those killed and to those injured in a mass casualty or mass fatality incident occurring at the FSCJ. The FRAC is intended to address the immediate needs of the victims and families and only operates in a short-term capacity. Once activated, the FRAC may operate on a 24/7 basis and will be in operation until such a time that regional and state resources can be made available for the transition to a long-term support model, the Family Assistance Center. The primary responsibility of the FRAC will be assigned to the FSCJ Emergency Management Team (EMT) in coordination with the Unified Command at the incident site. In the aftermath of a disaster, there is the potential that families, friends, and loved ones can be separated from one another amid the chaos. Consequently, FSCJ officials and first response entities may be required to activate a FRAC to give survivors and families of victims a safe, central gathering place in proximity to the disaster site. Telephone calls from family members outside the impacted area will overwhelm day-to-day College public information lines, including the FSCJ main switchboard and the College Police Communications Center. FSCJ has provided an internet-based software program to assist in the reunification process. Instructions for accessing are contained this plan.	

FSCJ also plans to encourage all affected parties to gain the latest information via the FSCJ website and social media portals. FSCJ will also establish a limited emergency phone bank to provide answers to specific questions and concerns.

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A possible lack of interoperable systems used for reunification among response agencies and hospital systems will contribute to the difficulty of tasks such documenting, validating, reconciling, cross- referencing, and sharing victim data.

Survivors, when located, can be reported “safe” by using the FSCJ internet-based software program to assist in the reunification process as mentioned above.

The administrative links for the reunification and registration software to monitor the information entered is found by logging into ReadyOp and selecting the required item on the top of each page.

Depending on the severity of the event, national and international media outlets will descend on the incident area seeking both official and survivor and family/loved ones’ interviews.

A Joint Information Center (JIC), media staging area, and call center will be needed to ensure the messaging and public information is consistent across all media platforms.

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Crisis counseling and other mental/behavioral health services will need to be available for disaster survivors, loved ones, and for workers providing reunification services.

Floor plans are included (web based) in this plan to utilize the existing facilities on campus. If this site is not suitable, the use of another designated facility will be considered.

Immediate:

- Receive appointment from EOC Director. Obtain packet containing Section's Job Action Sheets.
- Read this entire Job Action Sheet and review organizational chart that has been activated.
- Obtain briefing from the EOC Director.
- Appoint Human Resource and Finance Unit Leaders.
- Inform team leaders of incident name.
- Obtain unique finance code for incident from the finance officer.
- Distribute the corresponding Job Action Sheets with incident-specific tasks.

Intermediate:

- Approve a "cost-to-date" incident financial status in agreement with the IC and summarize financial data as often as required by the nature of the incident, relative to personnel and hours worked, supplies and miscellaneous expenses including facilities and equipment.
- Obtain briefings and updates from the EOC Director as appropriate.
- Relate into financial status reports.
- Schedule planning meetings with Unit Leaders to discuss updates and termination procedures.
- Authorize utilization or diversion of financial resources.

Extended:

- Observe all staff for signs of stress.
- Provide rest periods and relief for staff. Coordinate meal breaks with Logistics Section
- Review issues with the Safety Officer.
- Coordinate response regarding staff work related issues, assignments and questions and work with Human Resources Director as appropriate.
- Coordinate injury or incident reporting procedures and protocol with Safety Officer.
- Create end of shift report for the EOC Director and the oncoming Finance/Administration Section Chief.
- Plan for the possibility of extended deployment.

	Logistics Section Chief
REPORTS TO:	EOC Director
DIRECT REPORTS:	Communications Unit and Information Technology Unit
JOB DUTIES	
<i>Organize, direct, and coordinate those operations associated with maintenance of the physical environment (Facilities), personnel deployment (movement) and provide for adequate levels of shelter and supplies to support the mission's objectives. Provide necessary transportation to support the plan.</i>	
RESPONSIBILITIES	
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Communications Center.

FSCJ has provided an internet-based software program to assist in the reunification process. Instructions for accessing are contained within this plan. FSCJ also plans to encourage all affected parties to gain the latest information via the FSCJ website and social media portals. FSCJ will also establish a limited emergency phone bank to provide answers to specific questions and concerns.

It is anticipated that a minimum of eight to ten family members or loved ones may arrive and require information/assistance. The Jacksonville Fire & Rescue Department (JFRD)/Nassau Fire Rescue will utilize their triage and transport functions to track the location where each patient is taken and supply a roster with this information. Hospital systems may independently operate their own FRAC due to the surge of family members and loved ones arriving at hospitals near the scene of the incident. It will be essential for FSCJ high level management to visit victims in hospitals and appear at the FRAC to show support for all who seek it.

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There are times when the complexity or severity of some disasters means that access to victim information may be delayed by virtue of ongoing safety and security concerns, a lack of adequate communications services (network and/or cellular services), and in some cases, the diminished capability to rapidly identify those that are critically injured or dead.

A possible lack of interoperable systems used for reunification among response agencies and hospital systems will contribute to the difficulty of tasks such documenting, validating, reconciling, cross- referencing, and sharing victim data.

Depending on the severity of the event, national and international media outlets will descend on the incident area seeking both official and survivor and family/loved ones' interviews. A Joint Information Center (JIC), media staging area, and call center will be needed to ensure the messaging and public information is consistent across all media platforms.

Children and adults with access and functional needs are particularly vulnerable when separated

from parents and caregivers. The way these individuals are treated and supported within a FRAC can adversely affect their coping ability and capacity to trust first responders.

Crisis counseling and other mental/behavioral health services will need to be available for disaster survivors, loved ones, and for workers providing reunification services.

Floor plans are included in this plan to utilize on campus facilities to set up the FRAC. If this site is not suitable, another designated facility will be utilized.

Prepare to provide necessary transportation for families of victims severely injured or deceased. Also, consider assistance with hotel arrangements and meals.

Immediate:

- Receive appointment from the EOC Director. Obtain packet containing Section's Job Action Sheets (JAS).
- Read this entire Job Action Sheet.
- Obtain briefing from IC, including Incident Action Plan (IAP).
- Brief appointed Logistics Section Unit Leaders.
- Add additional (or delete) tasks and distribute Job Action Sheets.
- Advise IC on current logistical service and support status.

Intermediate:

- Update Logistics Section staff of new developments and receive Section status reports.
- Secure areas as needed to limit unauthorized personnel access.
- Obtain information and updates regularly from unit leaders and officers; maintain status of all areas. Review transportation needs (buses).
- Review IAP and estimate section needs for next operational period or shift through Liaison Officer, initiate contact with jurisdiction's emergency services for EMS, fire, and police assistance when necessary.
- Confer with Public Information Officer (PIO) to establish areas for media personnel.
- Obtain supplies as requested by Planning or Operations Sections.
- Arrange for transportation and lodging needs of families as needed.
- Arrange for food and beverages for all people congregated in the FRAC.

Extended:

- Maintain documentation of all actions and decisions on a continual basis. Forward completed unit activity log to Planning Section Chief.
- Participate in the development and execution of demobilization and make recommendations to IC as necessary.
- Observe all staff for signs of stress, report issues to Safety Officer.
- Provide rest periods, meal breaks and relief for staff.
- Prepare end of shift report and present to oncoming EOC Director and Logistics Section Chief.
- Plan for the possibility of extended deployment.

	Operations Section Chief
REPORTS TO:	EOC Director
DIRECT REPORTS:	
JOB DUTIES	
<i>Activates and coordinates any units that may be required to achieve the goals of the Incident Action Plan (IAP). Directs the preparation of specific unit operational plans and requests and identifies and dispatches resources as necessary.</i>	
RESPONSIBILITIES	
Initial Briefing: After an emergency involving deaths and serious injuries, many family members and friends will self-report to the scene of the disaster, or to the closest hospital where they believe victims are being transported, in search of information. The Family Reunification and Assistance Center (FRAC) provides a framework for the provision of victim information and short-term support services to the family members and loved ones of those killed and to those injured in a mass casualty or mass fatality incident occurring at FSCJ. The FRAC is intended to address the immediate needs of the victims and families and only operates in a short-term capacity. Once activated, the FRAC may operate on a 24/7 basis and will be in operation until such a time that regional and state resources can be made available for the transition to a long-term support model, the Family Assistance Center. The primary responsibility of the FRAC will be assigned to the FSCJ Emergency Management Team (EMT) in coordination with the Unified Command at the incident site. In the aftermath of a disaster, there is the potential that families, friends, and loved ones can be separated from one another amid the chaos. Consequently, FSCJ officials and first response entities may be required to activate a FRAC to give survivors and families of victims a safe, central gathering place in proximity to the disaster site. Telephone calls from family members outside the impacted area will overwhelm day-to-day College public information lines, including the FSCJ main switchboard and the College Police Communications Center.	

FSCJ has provided an internet-based software program to assist in the reunification process. Instructions for accessing are contained within this plan. FSCJ also plans to encourage all affected parties to gain the latest information via the FSCJ website and social media portals. FSCJ will also establish a limited emergency phone bank to provide answers to specific questions and concerns.

It is anticipated that a minimum of eight to ten family members or loved ones may arrive and require information/assistance. The Jacksonville Fire & Rescue Department (JFRD)/Nassau Fire Rescue will utilize their triage and transport functions to track the location where each patient is taken and supply a roster with this information. Hospital systems may independently operate their own FRAC due to the surge of family members and loved ones arriving at hospitals near the scene of the incident. It will be essential for FSCJ high level management to visit victims in hospitals and appear at the FRAC to show support for all who seek it.

Family members will have high expectations regarding:

- The rapid identification of the injured and the deceased
- The return of loved ones and their belongings
- Accurate and timely information and updates

There are times when the complexity or severity of some disasters means that access to victim information may be delayed by virtue of ongoing safety and security concerns, a lack of adequate communications services (network and/or cellular services), and in some cases, the diminished capability to rapidly identify those that are critically injured or dead.

A possible lack of interoperable systems used for reunification among response agencies and hospital systems will contribute to the difficulty of tasks such documenting, validating, reconciling, cross- referencing, and sharing victim data. FSCJ has provided an internet-based software program to assist in the reunification process. Instructions for access may be found within this plan.

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Children and adults with access and functional needs are particularly vulnerable when separated

from parents and caregivers. The way these individuals are treated and supported within a FRAC can adversely affect their coping ability and capacity to trust first responders.

Crisis counseling and other mental/behavioral health services will need to be available for disaster survivors, loved ones, and for workers providing reunification services.

Floor plans are included (web based) in this plan to utilize existing facilities on campus. If this site is not suitable, the use of another designated facility will be considered.

Immediate:

- Receive appointment from the EOC Director. Obtain packet containing section's Job Action Sheets.
- Read this entire Job Action Sheet and review organizational chart.
- Obtain briefing from the EOC Director.
- Appoint Operations Section branch directors.
- Brief all Operations Section branch directors on current situation and develop an Action Plan.
- Add additional (or delete) tasks and distribute Job Action Sheets.
- Identify and report to Liaison Officer and/ or Finance/Administration Section Chief any tactical resources needed for the Incident Action Plan (IAP).
- Coordinate IT and greeter/registration needs with Logistics and Planning Section Chiefs.

Intermediate:

- Brief the EOC Director routinely on the status of the Operations Section.
- Coordinate and monitor Operations Section and available resources needed to achieve mission and request resources as needed.

Extended:

- Maintain documentations of all actions and decisions on a continual basis –forward completed unit activity log to the EOC Director.
- Observe all staff for signs of stress. Report issues to Finance/Administration Section Chief.
- Provide meal/rest periods and relief for staff. Coordinate meal requirements with Logistics Section.
- Prepare end of shift report and present to oncoming Operations Section Chief and Incident Commander.
- Plan for the possibility of extended deployment.

	Public Information & Communication Officer (PIO)
REPORTS TO:	EOC Director
DIRECT REPORTS:	
JOB DUTIES	
<i>The College spokesperson responsible for releasing information regarding the incident to the media or other agencies and the public. Only one PIO is appointed per incident operational period although assistants may be appointed as necessary.</i>	
RESPONSIBILITIES	
Initial Briefing: After an emergency involving deaths and serious injuries, many family members and friends will self-report to the scene of the disaster, or to the closest hospital where they believe victims are being transported, in search of information. The Family Reunification and Assistance Center (FRAC) provides a framework for the provision of victim information and short-term support services to the family members and loved ones of those killed and to those injured in a mass casualty or mass fatality incident occurring at FSCJ. The FRAC is intended to address the immediate needs of the victims and families and only operates in a short-term capacity. Once activated, the FRAC may operate on a 24/7 basis and will be in operation until such a time that regional and state resources can be made available for the transition to a long-term support model, the Family Assistance Center. The primary responsibility of the FRAC will be assigned to the FSCJ Emergency Management Team (EMT) in coordination with the Unified Command at the incident site. In the aftermath of a disaster, there is the potential that families, friends, and loved ones can be separated from one another amid the chaos. Consequently, FSCJ officials and first response entities may be required to activate a FRAC to give survivors and families of victims a safe, central gathering place in proximity to the disaster site. Telephone calls from family members outside the impacted area will overwhelm day-to-day College public information lines, including the FSCJ main switchboard and the College Police Communications Center.	

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Immediate:

- Receive appointment from the EOC Director.
- Read this entire Job Action Sheet and review organizational chart.
- Identify restrictions in contents of news release information from the Unified Command and EOC Director.
- Establish a Public Information area away from Unified Command Post and FRAC.
- Obtain a full briefing from the Incident Commander regarding the incident and participate in planning meetings to formulate and evaluate the Incident Action Plan (IAP).

Intermediate:

- Ensure that all news releases have the approval of the Incident Commander (IC) and County PIO.
- Coordinate with Safety Officer.
- Contact other on-scene agencies to coordinate release of information with respective PIOs.
- Inform Liaison Officer of action.
- Arrange for interviews, teleconferences, video conferences, satellite broadcasts, web site revisions, broadcast faxes, etc., upon approval by IC and County PIO.
- Monitor incident as to the need to modify or change public alerts.
- Approve initial and updated scripts for publications, mailings, interviews, hotlines and web sites.
- Direct ongoing evaluation of message contents.

Extended:

- Review progress reports from Section Chiefs as appropriate.
- Observe all staff for signs of stress. Report issues to Safety Officer. Provide meal/rest periods and relief for staff. Coordinate meals with Logistics Section.
- Prepare end of shift report and present to oncoming PIO.
- Plan for the possibility of extended deployment.

	Planning Section Chief
REPORTS TO:	EOC Director
DIRECT REPORTS:	
JOB DUTIES	
<i>Organize and direct all aspects of Planning Section operations. Ensure the distribution of critical information/data. Compile scenario/resource projections from all section chiefs and perform long range planning. Document and distribute Incident Action Plan and measure/evaluate progress.</i>	
RESPONSIBILITIES	
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Immediate:

- Receive appointment from Incident Commander. Obtain packet containing Section's Job Action Sheets.
- Read this entire Job Action Sheet.
- Obtain briefing from the EOC Director.
- Activate the Planning Section leaders and distribute Job Action Sheets.
- Brief unit leaders after meeting with the EOC Director.
- Determine data elements required by the Incident Action Plan (IAP).
- Communicate all technical support and supply needs to Logistics Section Chief.
- Collect, interpret the status and response of incident and provide reports to the EOC Director.

Intermediate:

- Assemble information in support of the IAP and/or projections related to the project.

Extended:

- Continue to receive projected activity reports from section chiefs and Planning Section at appropriate intervals.
- Maintain documentation of all actions and decisions on a continual basis, forwards completed unit activity log to Incident Commander.
- Assure all requests for plan information/status are routed/documented through the Public Information Officer (PIO).
- Observe staff for signs of stress. Report issues to Safety Officer. Provide rest periods and relief for staff.
- Prepare end of shift report and present to oncoming Planning Section Chief.
- Plan for the possibility of extended deployment.

	Registration/Staffing Director
REPORTS TO:	Finance & Administration Section Chief
DIRECT REPORTS:	Registration Desk Staff, Staffing Coordinator
JOB DUTIES	
<i>The Registration/Staffing Director will be a FSCJ administrative manager. Duties include staffing, greeting and verifying registration at the Registration Desk.</i>	
RESPONSIBILITIES	
Initial Briefing: After an emergency involving deaths and serious injuries, many family members and friends will self-report to the scene of the disaster, or to the closest hospital where they believe victims are being transported, in search of information. The Family Reunification and Assistance Center (FRAC) provides a framework for the provision of victim information and short-term support services to the family members and loved ones of those killed and to those injured in a mass casualty or mass fatality incident occurring at the College (FSCJ). The FRAC is intended to address the immediate needs of the victims and families and only operates in a short-term capacity. Once activated, the FRAC may operate on a 24/7 basis and will be in operation until such a time that regional and state resources can be made available for the transition to a long-term support model, if necessary. The primary responsibility of the FRAC will be assigned to the FSCJ Emergency Management Team (EMT) in coordination with the Public Safety Unified Command at the incident site. In the aftermath of a disaster, there is the potential that families, friends, and loved ones can be separated from one another amid the chaos. Consequently, FSCJ officials and first response entities may be required to activate a FRAC to give survivors and families of victims a safe, central gathering place in proximity to the disaster site. Telephone calls from family members outside the impacted area will overwhelm day-to-day College public information lines, including the FSCJ main switchboard and the College Police Communications Center. FSCJ has provided an internet-based software program to assist in the reunification process. Instructions for accessing are contained within this plan.	

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Immediate:

- Read entire Job Action Sheet.
- Obtain briefing from Finance & Administration Section Chief.
- Work with Finance/Administration Section Chief to ensure sufficient staffing to conduct Family Reunification operations.
- Familiarize self with registration procedures.
- Establish and staff registration desk.
- Screen and verify recipient registration.

Intermediate:

- Direct family members to appropriate briefing area.
- Arrange for break and meal periods for all staff. The Logistics Section Chief will be responsible for providing the meal services.

Extended:

- Brief incoming staff at end of shift through the Training Coordinator.
- Plan for the possibility of extended deployment.

	Safety Officer
REPORTS TO:	EOC Director
DIRECT REPORTS:	
JOB DUTIES	
<i>Develop and recommend measures for assuring personnel safety (including psychological and physical), and to assess and/or anticipate hazardous and unsafe situations.</i>	
RESPONSIBILITIES	
Initial Briefing: After an emergency involving deaths and serious injuries, many family members and friends will self-report to the scene of the disaster, or to the closest hospital where they believe victims are being transported, in search of information. The Family Reunification and Assistance Center (FRAC) provides a framework for the provision of victim information and short-term support services to the family members and loved ones of those killed and to those injured in a mass casualty or mass fatality incident occurring at (FSCJ). The FRAC is intended to address the immediate needs of the victims and families and only operates in a short-term capacity. Once activated, the FRAC may operate on a 24/7 basis and will be in operation until such a time that regional and state resources can be made available for the transition to a long-term support model, of the Family Reunification and Assistance Center. The primary responsibility of the FRAC will be assigned to the FSCJ Emergency Management Team (EMT) in coordination with the Unified Command at the incident site. In the aftermath of a disaster, there is the potential that families, friends, and loved ones can be separated from one another amid the chaos. Consequently, FSCJ officials and first response entities may be required to activate a FRAC to give survivors and families of victims a safe, central gathering place in proximity to the disaster site. Telephone calls from family members outside the impacted area will overwhelm day-to-day College public information lines, including the FSCJ main switchboard and the College Police Communications Center.	

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Floor plans are included (web based) in this plan to utilize on campus facilities. If these facilities are not suitable, use another pre-designated facility will be considered.

Immediate:

- Receive appointment from the EOC Director.
- Read this entire Job Action Sheet and review organizational chart.
- Obtain a briefing from the EOC Director.
- Review the Incident Action Plan (IAP) for safety implications.

Intermediate:

- Exercise emergency authority to stop and prevent unsafe acts.
- Keep all staff alert to the need to identify and report all hazards and unsafe conditions and ensure that all accidents involving personnel are investigated and actions and observations documented.
- Arrange with Logistics to secure areas all areas as needed to limit unauthorized access.
- Advise the Incident Commander and Section Chiefs immediately of any unsafe, hazardous situation.
- Establish routine briefings with Incident Commander.
- Establish routine briefings with Finance/Administration Section Chief and Chief Health Official.

Extended:

- Observe all staff, for signs of stress. Report issues to the EOC Director. Provide rest and meal periods coordinated with Logistics Section and relief for staff.
- Prepare end of shift report and present to oncoming Safety Officer

Security Director	
REPORTS TO:	EOC Director
DIRECT REPORTS:	
JOB DUTIES	
<i>Will be the FSCJ Chief of Police or designee.</i> <i>Develop and recommend measures for assuring personnel safety and assess and/or anticipate hazardous and unsafe situations. Provide for necessary facility and operational security and traffic control. Provide for security of lost items from incident scene.</i>	
RESPONSIBILITIES	
Initial Briefing: After an emergency involving deaths and serious injuries, many family members and friends will self-report to the scene of the disaster, or to the closest hospital where they believe victims are being transported, in search of information. The Family Reunification and Assistance Center (FRAC) provides a framework for the provision of victim information and short-term support services to the family members and loved ones of those killed and to those injured in a mass casualty or mass fatality incident occurring at the FSCJ. The FRAC is intended to address the immediate needs of the victims and families and only operates in a short-term capacity. Once activated, the FRAC may operate on a 24/7 basis and will be in operation until such a time that regional and state resources can be made available for the transition to a long-term support model, of the Family Reunification and Assistance Center. The primary responsibility of the FRAC will be assigned to the FSCJ Emergency Management Team (EMT) in coordination with the Unified Command at the incident site. In the aftermath of a disaster, there is the potential that families, friends, and loved ones can be separated from one another amid the chaos. Consequently, FSCJ officials and first response entities may be required to activate an FRAC to give survivors and families of victims a safe, central gathering place in proximity to the disaster site. Telephone calls from family members outside the impacted area will overwhelm day-to-day College public information lines, including the FSCJ main switchboard and the College Police Communications Center. FSCJ has provided an internet-based software program to assist in the reunification process. Instructions for accessing are contained	

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needed to ensure the messaging and public information is consistent across all media platforms.

An important issue is the security of lost items that were left at the incident scene in a rush to evacuate. These items must be secured in a locked storage room and returned after proper identification is presented. Be prepared to take reports of missing items and share these claims with the Risk Manager.

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Immediate:

- Read this entire Job Action Sheet and review the organizational chart.
- Obtain a briefing from the EOC Director.
- Supervise all law enforcement operations.
- Establish a secondary Command Post in the Reunification and Assistance Center.
- Review the Incident Action Plan (IAP) for safety implications.
- Initiate contact with emergency services for EMS, fire, and police assistance when necessary.
- Manage traffic control points.
- Provide registration desk security checkpoint.
- Coordinate with Parking Services staff for signage and traffic cones as needed.
- Request assistance from other law enforcement agencies as needed.

Intermediate:

- Exercise emergency authority to stop and prevent unsafe acts.
- Keep all staff alert to the need to identify and report all hazards and unsafe conditions and ensure that all accidents involving personnel are investigated and actions and observations documented.
- Arrange with Operations to secure all areas as needed to limit unauthorized access.
- Advise the EOC Director and Section Chiefs immediately of any unsafe, hazardous situation.
- Establish routine briefings with EOC Director.
- Establish routine briefings with Finance/Administration Section Chief.

Extended:

- Observe all staff, for signs of stress. Report issues to the EOC Director.
- Provide rest periods, coordinate meals with Logistics Section and relief for staff.
- Prepare end of shift report and present to oncoming Security Director.

**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) _____

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

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:	Office of General Counsel: College President’s Contract of Employment; Amendment Eight
Meeting Date:	September 8, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees discuss and take appropriate action on Amendment Eight to the College President’s Contract of Employment.

BACKGROUND: Pursuant to the College President’s Contract of Employment (“Contract”), the District Board of Trustees may make modifications or revisions to the Contract in conjunction with the President’s annual performance evaluation. Per the College’s President’s Contract, the goals and objectives shall be established and serve as a basis of his performance incentive and his annual evaluation. The 2026-27 goals and objectives for Dr. Avendano shall be added to the College President’s Contract of Employment.

RATIONALE: Approval of this item is within the Board’s statutory authority to evaluate, compensate and retain the College President.

FISCAL NOTES: The recommended salary is comprehended in the College’s annual salary budget.

AMENDMENT NUMBER EIGHT
CONTRACT OF EMPLOYMENT
BETWEEN
DISTRICT BOARD OF TRUSTEES OF
FLORIDA STATE COLLEGE AT JACKSONVILLE
AND
JOHN AVENDANO, PH.D.

This Amendment Number Eight (“Eighth Amendment”) is made and entered into this eighth (8th) day of September 2026 (“Eighth Amendment Effective Date”), by and between The District Board of Trustees of Florida State College at Jacksonville (the “Board” or “the Board of Trustees”), and John Avendano, Ph.D. (“Dr. Avendano” or the “College President”). The Board and Dr. Avendano are collectively referred to as “the parties.”

WHEREAS, the Board and Dr. Avendano entered into a contract of employment dated April 9, 2019 (“Contract”); and

WHEREAS, the Board and Dr. Avendano wish to amend the Contract;

NOW, THEREFORE, in consideration of the above recitals, and the mutual agreements, covenants, terms, and conditions set forth herein, the parties agree as follows:

1. Paragraph 1. shall be deleted in its entirety and replaced with the following:

The Board agrees to employ Dr. Avendano as the President of Florida State College at Jacksonville ("the College") from July 1, 2019, through June 30, 2029 ("the Term") pursuant to the terms and conditions set forth herein. The anniversary date hereafter of this Contract shall be deemed to be July 1 of each year, and the Board will review the contract annually prior to each anniversary and make such modifications to the length of the contract, the salary of the College President, or other terms and conditions as may be mutually acceptable to the parties. Dr. Avendano agrees to accept the position and perform the duties of the College President for the Term pursuant to the terms and conditions set forth herein.

2. Amendment to Paragraph 4.a.i. – Performance Incentive

Paragraph 4.a.i. shall be deleted in its entirety and replaced with the following:

i. Performance Incentive and Deferred Compensation. At the Board’s sole discretion and based upon the Board’s annual evaluation and assessment of the College President’s performance and achievement of established goals and objectives, the College President shall be eligible to receive a performance incentive of up to twenty percent (20%) of the President’s annual base salary. Any performance incentive approved by the Board shall be paid within thirty (30) days following the Board’s acceptance of Dr. Avendano’s annual evaluation and notice to Dr. Avendano of the Board’s findings. The goals and objectives applicable to Dr. Avendano’s 2026–2027 evaluation are attached hereto as **Exhibit Ten (10)**.

In addition to any performance incentive awarded pursuant to this Paragraph, the Board may, in its discretion, designate an amount of not less than Ten Thousand Dollars (\$10,000) and not more than Twenty Thousand Dollars (\$20,000) annually as **deferred compensation** for the College President. Any amount designated as deferred compensation shall not be paid to the President at the time it is awarded but shall be deferred and credited to a deferred compensation account or other arrangement established in accordance with applicable law and the College's applicable policies and procedures. The amount so deferred shall be held and accumulated, together with any additional amounts subsequently designated by the Board for deferred compensation pursuant to this Paragraph, until the President's retirement from the College.

The deferred compensation provided for in this Paragraph is in addition to, and shall not replace, reduce, offset, or otherwise affect, any other deferred compensation, retirement benefits, benefit payments, or other compensation or benefits to which the President is otherwise entitled or may become entitled under the President's employment agreement, prior amendments, Board action, applicable benefit plans, or other applicable arrangements. For the avoidance of doubt, any deferred compensation or other benefits previously established or otherwise currently applicable to the President, including any amounts or benefits identified as deferred compensation or retirement-related benefits, shall remain separate and unaffected by the deferred compensation authorized under this Paragraph unless expressly modified by a subsequent written agreement approved by the Board.

Upon the President's retirement from the College, the total amount of deferred compensation accumulated pursuant to this Paragraph shall become payable to the President in accordance with the terms of the applicable deferred compensation arrangement and applicable federal and state law. The parties intend that any deferred compensation established pursuant to this Paragraph shall be structured and administered in compliance with all applicable requirements governing deferred compensation, including applicable provisions of the Internal Revenue Code and related regulations.

3. Amendment to Paragraph 4.a.ii. – Annual Base Salary Adjustment

Paragraph 4.a.ii. shall be deleted in its entirety and replaced with the following:

ii. Annual Base Salary Adjustment.

The President's annual base salary shall not be reduced during the term of this Agreement.

For the 2026–2027 contract year, the President voluntarily waives any cost-of-living adjustment ("COLA") that would otherwise apply.

Beginning with the 2027–2028 contract year, the President and the Board shall annually consider a cost-of-living adjustment to the President's annual base salary. Any COLA shall be subject to the mutual agreement of the President and the Board and, if approved, shall become effective July 1 of the applicable contract year.

In evaluating a COLA, the parties may consider the percentage change in the Consumer Price Index for Urban Wage Earners and Clerical Workers (“CPI-W”), as published by the U.S. Bureau of Labor Statistics, measured over the twelve-month period beginning in June of the preceding calendar year and ending in May immediately preceding the July 1 effective date, together with such other factors as the Board and the President deem appropriate.

Under no circumstances shall the President’s annual base salary be adjusted to an amount less than the annual base salary in effect for the immediately preceding contract year.

4. Except as specifically amended by this Eighth Amendment, all other terms and conditions of the Contract shall remain in full force and effect and are to be performed pursuant to the terms and conditions set forth in the Contract. This Eighth Amendment is hereby made a part of and incorporated into the Contract.

IN WITNESS WHEREOF, the parties hereto have set their hands to cause this Eighth Amendment to be executed as of the Eighth Amendment Effective Date written above, with the full intent to be bound by the provisions herein.

DISTRICT BOARD OF TRUSTEES OF
FLORIDA STATE COLLEGE AT
JACKSONVILLE

Attest

By: _____
Chair, Roderick Odom

COLLEGE PRESIDENT

Attest

By: _____
John Avendano, Ph.D.

Exhibit Ten (10)
FSCJ College President
John Avendano, Ph.D.
2026-27

GOALS & OBJECTIVES	2025-26 ACTUAL	GOALS FOR 2026-27	2026-27 ACTUAL
ENROLLMENT GOALS:			
· FSCJ will increase annual FTE by 4% over 2025-26 enrollment year. (FUNDED FTE)	17,123	4% = 17,808	
· FSCJ will increase its High School Yield by 2% over 2025-26 for each school district.	DCPS 13.8% NCSD 16.9%	DCPS = 16% NCSD = 19%	
· FSCJ will increase annual FTE for Bachelor Degree Students by 3% over 2025-26 enrollment year. (Funded FTE)	1,637	3% = 1,686	
STUDENT SUCCESS GOALS:			
FSCJ will increase student persistence by 2% over 2025-26.			
· FSCJ will increase Fall 2025-to-Fall 2026 student persistence by 2% over 2025-26 rates.	58%	60%	
· FSCJ will increase Fall 2026-to-Spring 2027 student persistence by 2% over 2025-26 rates.	75%	77%	
INSTITUTIONAL GOALS:			
· FSCJ will successfully transition our institutional accreditation from SACSCOC to the Higher Learning Commission (HLC).			
· Facility Enhancements: New facility enhancements to include: 1) Open new Burn Building at the Fire Academy of the South. 2) Design and begin construction on the new Veterans Center at Kent Campus. 3) Open student coffee shop at Downtown Campus incorporating experiential learning. 4) Install monument signage at South Campus entrance.		1) Spring 2027 2) Fall 2026 3) Spring 2027 4) Spring 2027	
FOUNDATION GOALS:			
· FSCJ, through the Comprehensive Campaign (Transforming Tomorrow Together), will secure an additional \$8M in commitments, pledges, and gifts for the next phase of Campaign, July 1, 2026 - June 30, 2027. Goal will be to exceed \$21M by June 2027.	Cash and Documented Pledges: \$11,748,065 Verbal Pledges: \$1,211,500 Total: \$12,959,565	\$21M	
· FSCJ Foundation will increase the number of President Circle members by 10% over 2025-26. (June 2027)	119	131	
GOVERNMENT AFFAIRS:			
· Invite and tour new local and statewide elected officials to FSCJ.			

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

AGENDA ITEM NO. A – 3.

Subject:	Office of General Counsel: Finance and Audit Committee of the District Board of Trustees
Meeting Date:	September 8, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve the attached reviewed and updated Statement of Purpose and Responsibilities of the Finance and Audit Committee of the District Board of Trustees.

BACKGROUND: The Board is authorized by law to adopt rules and procedures related to institutional governance in order to promote orderly and efficient operations of the College and to ensure proper financial management and oversight.

RATIONALE: Approval of this item is within the Board’s statutory responsibility to provide appropriate financial accountability and oversight of the College.

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

Florida State College at Jacksonville DBOT Finance & Audit Committee
Statement of Purpose and Responsibilities

PURPOSE AND SCOPE

The Committee will assist the District Board of Trustees (“DBOT” or “Board”) in fulfilling its oversight responsibilities for the College’s financial reporting process, the system of internal control and enterprise-wide risk management, the audit process, and the process for monitoring compliance with laws and regulations and College policies.

The Committee will review and, if appropriate, discuss appropriate policies affecting financial affairs of the College. The committee will review issues with a financial impact on the College System. Recommendations from the College’s administration may be referred to the Finance & Audit Committee for review and assessment of fiscal implications.

Authority to act on all matters is reserved to the full Board and the duty of the committee is to review and inform the Board upon matters referred to it.

MEMBERSHIP AND MEETINGS

The committee shall consist of no less than three (3), but no more than five (5) Trustees. The committee meetings are open to all trustees to attend if they choose.

Committee meetings shall include appropriate administrative liaisons from the primary administrative units including, but not limited to, the Vice President of Finance and Administration and Associate Vice President of Administration.

The committee members shall appoint a committee Chair. The Chair of the committee shall perform duties in consultation with the College President. Minutes shall be taken and distributed to all Trustees.

Trustee committee members shall hold office until the appointment of their successors. Any vacancies on standing committees shall be filled by appointment of the Board Chair.

The committee shall meet quarterly prior to a regular monthly Board meeting, typically in the second or third month after the end of a fiscal quarter to allow appropriate time for the College to assemble quarterly financial statements. The committee Chair shall provide an oral summary of the meeting at the full Board meeting immediately following the committee meeting. The minutes of the meeting will be provided to the full Board at the following month’s Board meeting. A written report may also be presented at the following Board meeting if the committee Chair feels the discussions warrant information beyond what is provided in the minutes.

RESPONSIBILITIES

The committee’s responsibilities include:

1. Budget and Finance:

Review the College's legislative requests for operating and capital budgets for timely submission to the State Board of Education. Consult with the College on its operating budgets. Review on a continuing basis the financial status and needs of the College and recommend actions for securing resources.

Review the College's investment policies and recommend proposals for modification as deemed appropriate.

Consider proposals and make recommendations with respect to general business and financial issues and vet issuance of debt to be considered by the full Board.

Review and consider proposals for new fees.

Review the annual financial statements and consider whether they are complete and consistent with information known to committee members.

Review and discuss with the College administration policies with respect to risk assessment and enterprise-wide risk management.

Review and discuss with College administration the effectiveness of the College's internal control system.

2. Audit:

Review preliminary audit information submitted by the College to facilitate advance awareness of upcoming audit reports and related matters.

Review the annual Financial Statement audit with regards to the auditor's opinion letter, financial condition, and pertinent issues revealed in the Notes to the Financial Statements or Management's Discussion and Analysis (MD&A).

3. Compliance:

Review reports regarding allegations of Improper Activities and the College's investigation and resolution of such matters to fulfill the Board's oversight responsibilities and ensure compliance with applicable policies and procedures.

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

AGENDA ITEM NO. A – 4.

Subject:	Human Resources: Collective Bargaining Agreement (Full-time Faculty)
Meeting Date:	September 08, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve the successor Collective Bargaining Agreement (CBA) between the College and the United Faculty of Florida – Florida State College at Jacksonville (“Union”) effective August 16, 2026, through August 15, 2029, pending ratification by the faculty.

BACKGROUND: In preparation for the expiration of the current CBA on August 15, 2026, the College and the Union pursued an interest-based bargaining (IBB) approach in which the parties collaborate to find "win-win" solutions during negotiations. This strategy focuses on developing mutually beneficial agreements based on the interests of the parties. At times Traditional Bargaining was exercised in a respectful manner to reach agreement on certain articles. In totality, formal negotiations commenced February 20, 2026 and tentative agreement on a successor CBA was reached on August 21, 2026.

RATIONALE: The CBA for full-time faculty is recommended for approval as it will provide a continuation of many of the provisions currently in effect which have benefited our students during the previous years to include quality instruction and services; access to courses; access to faculty; and emphasis on student success. The CBA also provides for compensation increases, reflecting the College’s commitment to its faculty.

FISCAL NOTES: The estimated cost for the full implementation of the recommended agreement is approximately \$929,402 for 2026-27. This cost is comprehended in the College’s annual operating budget.

COLLECTIVE BARGAINING AGREEMENT BETWEEN
DISTRICT BOARD OF TRUSTEES OF FLORIDA STATE COLLEGE
AT JACKSONVILLE

AND

UNITED FACULTY OF FLORIDA - FLORIDA STATE COLLEGE AT
JACKSONVILLE

EFFECTIVE AUGUST 16, 2026



Florida State College
at Jacksonville



Florida State College at Jacksonville is a member of the Florida College System and is not affiliated with any other public or private university or college in Florida or elsewhere.

Florida State College at Jacksonville is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate and baccalaureate degrees. Degree-granting institutions also may offer credentials such as certificates and diplomas at approved degree levels. Questions about the accreditation of Florida State College at Jacksonville may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website (www.sacscoc.org).

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[APPENDIX F](#): FACULTY DISSIMILAR POSITION NOTIFICATION FORM

ARTICLE 1: PREAMBLE

We, the parties signing this agreement, have made a commitment to each other to rise above traditional position-based bargaining and work together in an interest-based collective bargaining process. The interest-based process enables negotiators to work together as joint problem-solvers, assumes that mutual gain is possible, and that parties should help each other achieve a positive result. This process can be the foundation for a profound improvement in how we work together, both within the framework of the issues addressed within collective bargaining, and more broadly within the college community.

We recognize that not every circumstance and situation will be anticipated in an agreement, but our guiding principles remain essentially unchanged.

1. We value relationships based on integrity, honesty, collaboration, open communication, civility and trust. Together we agree that we will not engage in behaviors that endanger these relationships.
2. We recognize that in an atmosphere of mutual collaboration, the more information we share, the more we can support the interests of each party.
3. In a rapidly changing world, we have to be responsive to the interests and needs not only of each other, but of our other stakeholders including our students and those who will employ them, the taxpayers who provide funds, our fellow workers, and the communities in which we live.
4. In an increasingly competitive environment, we must find ways to be more effective, more responsive, more accessible and more efficient.
5. To assure that we have talented faculty leading student learning in this competitive environment, we strive to provide market-competitive salaries, benefits and incentives to attract, reward and retain those who can make a difference.
6. We emphasize contribution, and we de-emphasize status.

We believe that a College is its people and as we improve how we treat each other, we improve our College and the learning environment.

ARTICLE 2: RECOGNITION

The District Board of Trustees (DBOT) of Florida State College at Jacksonville, hereinafter referred to as “the Board” or “the College,” recognizes the United Faculty of Florida - Florida State College at Jacksonville, as exclusive collective bargaining representative for those faculty members certified by the Public Employee Relations Commission in Case RC-2001-061 and Certification No. 1359, dated April 22, 2002, who are employed by the College with respect to wages, hours and other terms and conditions of employment, as follows:

INCLUDED: All full-time professional employees paid on the instructional salary schedule, including teaching faculty, librarians and counselors of students.

EXCLUDED: All administrative personnel, career employees, part-time faculty, department chairs, faculty program coordinators, managerial and confidential employees.

ARTICLE 3: GENERAL PROVISIONS

SEVERABILITY – If any provision of this Agreement or any application of this Agreement to the parties is held to be contrary to law, or State Board of Education Rules, then such provision or application shall not be deemed valid, except to the extent permitted by law or regulations. All other provisions or applications shall continue in full force and effect until termination of this Agreement.

WAIVER CLAUSE – Failure of either party to require performance by the other party of any provision herein shall in no way affect the requirements of the parties to perform at any time thereafter, nor shall any waiver of an alleged breach of any provision herein be taken or held to be a waiver of said provision thereafter.

TOTALITY OF ENTIRE AGREEMENT – The parties agree that during the negotiations which resulted in this Agreement, the Union had the unlimited right and opportunity to present demands and proposals with respect to any and all matters lawfully subject to collective bargaining, and that all of the understandings and agreements arrived at thereby are set forth in this Agreement and that it shall constitute the entire and sole agreement between the parties for its duration.

Therefore, the College and the Union during the term of this Agreement, voluntarily and unqualifiedly waive the right, and agree that the other shall not be obligated to bargain collectively with respect to any subject or matter, whether or not referred to or covered by this Agreement, even though such subject or matter may not have been within the knowledge or contemplation of the parties at the time they negotiated or signed this Agreement.

Voluntary communications between the parties shall not be considered collective bargaining as waived in this article.

ARTICLE 4: FACULTY RIGHTS

BARGAINING UNIT RIGHTS – All rights, privileges and benefits expressed in this agreement shall remain in effect for the duration of this agreement.

UNION REPRESENTATION – A faculty member who has the expectation that disciplinary action may be initiated by the College has the right to request Union representation.

NON-DISCRIMINATION FOR UNION ACTIVITIES – All full-time faculty of the College shall have the right to join or to refrain from joining the Union. Neither the College nor the Union shall discriminate against any employee covered by this Agreement because of Union membership or non-membership.

Any claim or charge of discrimination or unfair labor practice regarding Union activity may be processed through the grievance procedure provided for in this Agreement.

PERSONNEL FILES – There shall be one official personnel file for each faculty member. The official file shall be maintained in the College's Human Resources Department. No derogatory materials relating to a faculty member's conduct, service, character, or personality shall be placed in the personnel file except for materials pertaining to work performance or such other matters that may be just cause for discipline, suspension or dismissal under the laws of Florida. No anonymous letter or anonymous materials shall be placed in the personnel file. Faculty shall be notified of any derogatory materials placed in their personnel file and shall receive a copy of such pursuant to Florida statutes and any relevant rules or regulations.

Faculty members shall be permitted to examine the contents of their personnel file. Faculty members shall have the right to answer any material in their personnel file and to have that answer attached pursuant to the laws of the State of Florida.

Faculty members shall have a right to a copy of their personnel file and may request a waiver of any fees for production of the copy, which request shall not be unreasonably denied.

PARKING – Designated faculty parking shall be provided on each campus at no cost to the faculty member.

OFFICE SECURITY – The College shall safeguard the security of College property including offices, equipment and files.

RIGHT TO PRIVACY – The College shall take no action against faculty members for activities pertaining to their private or personal lives except as may otherwise be provided by statute or state board rule to that effect.

ACADEMIC FREEDOM – Academic freedom is a guiding principle for institutions of higher education that applies to the individual faculty member and to the College. Therefore, the parties affirm that faculty shall be free from arbitrary limitations on the study, investigation, and presentation of facts and ideas.

ARTICLE 5: MANAGEMENT RIGHTS

Except as limited by the specific and express terms of this Agreement, the College hereby retains and reserves unto itself all unilateral rights, powers, authority, duties, and responsibilities conferred upon or vested in it by Section 447.209, Florida Statutes, other applicable Florida and federal statutes, and State Board of Education Rules. These unilateral rights include, but are not limited to, the right to determine the purpose, mission, objectives, and policies of the College; to determine the facilities, methods, means, equipment, procedures and personnel required to conduct the College programs; to administer the personnel system of the College as specified by Florida statutes; to direct, supervise, schedule and assign the workforce; to maintain the discipline and efficiency of the faculty and operation of the College; to determine the programs and courses of instruction; to determine the College's grading system; and to take whatever actions may be necessary or appropriate to carry out the mission of the College. However, the exercise of such rights shall not preclude faculty or their representatives from raising grievances, should decisions on the above matters have the practical consequence of violating the terms and conditions of any collective bargaining agreement in force.

Pursuant to Section 1001.64, Florida Statutes, the College shall be responsible for cost-effective policy decisions appropriate to the College's mission, the implementation and maintenance of high-quality education programs within law and rules of the State Board of Education, the measurement of performance, the reporting of information, and the provision of input regarding state policy, budgeting, and education standards.

The parties agree that all customary and usual rights, powers, functions and authority possessed by the College, whether exercised or not, are vested and the College shall continue exclusively to exercise such powers, duties and responsibilities, during the period of this Agreement. In carrying out its powers, duties, and responsibilities, the College may utilize committees and/or other bodies in a consultative fashion if it so chooses, and not inconsistent with the collective bargaining agreement.

Academic freedom is a guiding principle for institutions of higher education that applies to the individual faculty member and to the College. Therefore, the parties affirm that the College can determine for itself on academic grounds, who may teach, what may be taught, how it shall be taught, and who may be admitted to study.

ARTICLE 6: UNION RIGHTS

FREEDOM OF EXPRESSION – Nothing in this Agreement shall abridge the right of any duly authorized representative of the Union to present views of the Union on issues which affect the welfare of its members.

ACCESS TO FACILITIES – The Union and its representatives shall have the right to use College facilities for meetings on a space-available basis at no charge during the hours the College is open.

U.S. MAIL DELIVERY – United States mail on which postage has been paid which is received by the College addressed to a faculty member shall be delivered unopened to the faculty member.

ACCESS TO INFORMATION – The College agrees to make available to Union officers and/or its members, information and/or records of the College, if requested and permitted pursuant to the provisions of Florida Statutes.

MEMBERSHIP ROSTER – The College will provide the Union with a list of all members of the bargaining unit, their home address, the campus and department for each individual. The list will be provided to the Union, upon request during the fall and spring terms at no cost to the union.

BOARD PACKETS – The College agrees to supply the Union President with a copy of the Board Packet in a timely manner.

OFFICIAL COMMUNICATION – The Union may post official notices on designated campus bulletin boards in faculty areas.

INTERNAL MAIL – The Union may use the College mail and e-mail services, including faculty mail boxes, for official Union communications, so long as the communication is conducted in a responsible manner.

NEW FACULTY ORIENTATION – When the College conducts a campus or collegewide new faculty orientation, UFF-FSCJ may, at its discretion, provide an information packet to be distributed with program materials provided that:

- the information packet is submitted to the College in advance for approval based upon reasonableness of volume and by an agreed upon deadline date;
- the information does not contain political information or solicitation for union membership as prohibited by F.S. 447.509; and
- the copying of the information packet will be done by the Union and will not result in any cost to the College.

RE-ASSIGNED TIME FOR UNION PRESIDENT – The College will grant the Union President a total of six (6) workload units of re-assigned time for the academic year. In consideration for this re- assigned time, the Union President will actively engage with the College's administration to further the relationship between the College and the Union in support of the institutional mission.

ARTICLE 7: DUES CHECKOFF

The College agrees to deduct bi-monthly the Union dues of those employees who individually and voluntarily certify in writing on a prescribed UFF-FSCJ Membership Form ([Appendix A](#)) that they authorize such deductions. The Union shall notify the College of the amount of dues to be deducted and shall so certify in writing. Any changes in the amount of Union dues requires thirty (30) days' notice in advance in writing to allow the College to make the necessary technical and administrative payroll changes and program adjustments.

It is understood and agreed that the College shall assess an initial administrative fee and monthly charge to achieve cost recovery in an amount to be agreed to within sixty (60) days for services performed in withholding dues and remittance to the Union. The College shall remit once each month, monies collected and a list of employees paying dues to the Union by the twenty-first (21st) day of the following month. Remittance is complete when placed in the U.S. Mail, postage prepaid.

In consideration of the College's agreement to provide the check-off of Union dues in accordance with the foregoing provisions, the Union will hold harmless and indemnify the College against any and all liability claims of any kind, which the College may incur or sustain as a result of any deduction for Union dues.

Any employee may withdraw from membership in the Union and may withdraw authorization for deduction, at any time upon written notice to the College and the Union. Upon receipt of such notification, the College shall terminate dues within thirty (30) days or as soon as practical.

As of July 1, 2023, the College is no longer permitted by Florida Statute to collect union membership dues via payroll deduction. In the event Florida Statute changes to permit the College to collect union membership dues via payroll deduction, the College would do so within 180 days upon Union request. Please refer to [Appendix A](#) for the current membership process.

ARTICLE 8: NO STRIKE AND NO WORK STOPPAGE

The Union, its officers, agents, members, and the bargaining unit employees covered by this Agreement all agree that there will be no strike, sit down, slow down, sympathy strike, picketing, employee demonstration, stoppage of work, boycott, or any other act that interferes with the College's operations or the performance of its official business, and such persons further agree that they will take appropriate affirmative action in furtherance of the commitment specified above.

Picketing, as referred to in this article, shall mean any action by way of demonstrating, which has the effect of interfering with the ingress and egress or restraining any other employee, student, or member of the public.

ARTICLE 9: DISCIPLINE

Discipline shall be for proper cause and shall be administered as follows:

- Faculty reprimands shall be administered by the supervising academic administrator and shall be for the purpose of stimulating corrective action on the part of the faculty member and preventing improper action in the future. Depending on the seriousness of the offense, reprimands may take the form of a verbal or written reprimand. If a written reprimand is administered, a copy shall be provided to the faculty member and a copy shall be submitted to the Office of Human Resources for inclusion in the faculty member's personnel file.
- A faculty member may be suspended with or without pay based upon a recommendation by the Provost/Vice President of Academic Affairs to the College President after consultation with the supervising academic administrator(s). The College President shall provide notice of the suspension to the District Board of Trustees (DBOT) and the faculty member shall be given the opportunity to present his or her version of the controversy at the next regularly scheduled meeting of the DBOT. Discipline that results in suspension without pay may be subject to arbitration provided that the non-renewal of annual contract or the awarding of continuing contract is not subject to arbitration.
- Dismissal of a faculty member shall be by recommendation of the College President to the DBOT, provided that no such faculty member may be dismissed without an opportunity to be heard at a public hearing and provided further, that the charges must be based on misconduct in office, gross insubordination, willful neglect of duty, or conviction of any crime involving moral turpitude.
- A faculty member shall have the right to have his or her union representative attend any meeting with a supervisor where disciplinary action may be taken. It is the responsibility of the faculty member to notify the union representative.
- Pursuant to the provisions of Rule 6A-14.0411, Florida Administrative Code (FAC), when the College President recommends dismissal of a faculty member under continuing contract or returns a continuing contract faculty member to an annual contract, the College President shall notify the faculty member in writing of the recommendation. Within twenty-one (21) days of receipt of the President's notice, the faculty member must file a petition with the DBOT if he or she elects one of the following: (1) public hearing consistent with the policies and procedures of the College; (2) an administrative hearing as set forth in State Board of Education Rule 6A-14.0411, FAC; or (3) the parties can mutually agree to an independent hearing procedure or other alternative dispute resolution process.

ARTICLE 10: ISSUE RESOLUTION, GRIEVANCE AND ARBITRATION PROCEDURES

STATEMENT OF INTENT FOR ISSUES RESOLUTION - The parties agree to attempt to resolve issues through a collaborative and amicable process, whenever possible, for all issues that arise, in order to foster positive relationships and create an environment of trust, respect, and mutual collaboration. There is no timeline for this interest-based conversation.

For issues that may not involve violations of the Collective Bargaining Agreement, the parties agree to address such issues responsively and to recognize interest-based problem solving as the preferred approach in doing so.

A grievance is an alleged violation of the contract. The union, the grievant and administration shall use the process below for grievances.

GRIEVANCE PROCEDURE

PURPOSE OF THE GRIEVANCE PROCEDURE – The parties agree that prompt and just settlement of grievances is of mutual concern and interest. Therefore, the parties shall first attempt to settle all grievances promptly and fairly at the point of origin. In order to achieve this, the Union and the College shall make available to one another all known relevant facts so as to enable the parties to resolve grievances and maintain harmony within the College environment.

DEFINITIONS OF THE GRIEVANCE PROCEDURE – The following definitions will be used for the grievance procedure in this Agreement:

Grievance – an alleged violation of the terms of this Agreement.

Aggrieved or Grievant – any faculty member, group of faculty members or the Union that files a grievance as defined in this article.

Faculty Member – any member of the bargaining unit.

Days, Work Days or Working Days – as used in this article, except where the term “calendar days” is used, the term shall mean the working days of Monday through Friday, when classes are regularly scheduled in accordance with the Board-approved College calendar.

Respondent – the College or the appropriate administrative official.

GRIEVANCE PROCEDURE – The Union has the right to represent the faculty member and/or be present at any step of the Grievance Procedure. All time lines shall be interpreted as the end of the specified working day. Due to the importance of processing a grievance as rapidly as possible, the number of days indicated at each level should be considered as a maximum, and reasonable effort should be made to expedite the process.

Step 1 – Informal Discussion – A grievant shall first discuss the grievance with the respondent, either directly or through the Union’s designated representative, with the objective of resolving the matter within twenty (20) days from the date of discovery. The respondent will

render a verbal decision to the faculty member within fifteen (15) days from the date the first discussion was held. In the event the respondent is not available during the twenty (20) working days following the alleged violation, the faculty member will meet with the acting supervisor and express his/her intent to pursue the informal discussion procedure.

Step 2 – Written Grievance to Respondent - If the grievance is not settled at Step 1, or if the aggrieved person is not satisfied, the grievant may file the grievance in writing to the respondent, with a copy to the Union and the Chief Human Resource Officer within ten (10) days. Within ten (10) days after receiving the Step 2 written grievance, the respondent shall submit a written response to the grievant, with a copy to the Union and the Chief Human Resource Officer.

Step 3 – Disposition of Grievance - If the grievance is not settled at Step 2, or if there is no disposition within ten (10) days after receipt of the Step 2 written grievance, the grievant may file the grievance in writing to the respondent's immediate administrative supervisor, with a copy to the Union and the Chief Human Resource Officer. Within five (5) days after receiving the Step 3 written grievance, the respondent's immediate administrative supervisor shall meet with the grievant and/or the Union's designated representative, with the objective of resolving the matter. Within five (5) days after the meeting, the respondent's immediate administrative supervisor shall submit a written decision to the grievant, with a copy to the Union and the Chief Human Resource Officer.

Step 4 – Written Appeal to the College President - If the grievance is not settled at Step 3 or if there is no disposition within five (5) days after the date of the meeting, the grievant may request that the Union file, and the Union may file a written appeal, with the College President, or designee, (with a copy to the Chief Human Resource Officer) by the tenth (10th) day following the receipt of the response under Step 3, or if no response was received, within ten (10) days of the date the response was due. Within ten (10) days following the date of filing the written grievance with the College President, the College President, or designee, will meet with the aggrieved person and the Union's designated representative(s), with the objective of resolving the matter. The College President shall have ten (10) days following the date of the meeting to submit a written disposition to the grievant through the Union's grievance chairperson, with a copy to the Chief Human Resource Officer.

ARBITRATION PROCEDURE

If the aggrieved person(s) is not satisfied with the final decision of the formal grievance process, the Union may appeal the grievance to arbitration. The decision to appeal to arbitration will be in writing, addressed to the College President, and received by the College President within twenty (20) days after receipt of the College's final action by the aggrieved person(s). Arbitration under this Agreement shall be limited to those grievances processed through the steps of the Grievance Procedure and subject to this Article. The aggrieved person(s) or the Union shall have the right to withdraw the request to seek arbitration at any time.

SELECTION OF THE ARBITRATOR – Within twenty (20) days of receipt by the President of the aggrieved person's notification to appeal to arbitration, representatives of the President and the Union shall meet for the purpose of selecting an arbitrator. If within twenty (20) days from the first date the parties meet, the parties are unable to agree on an arbitrator, the parties shall

jointly request in writing, from the Federal Mediation and Conciliation Service, a panel of five (5) arbitrators who must hold membership in the National Academy of Arbitrators. The Union shall strike the first name from the panel; the College shall strike the second name; the Union shall strike the third name; the College shall strike the fourth name; the remaining name shall be designated as the arbitrator and the Federal Mediation and Conciliation Service shall be so notified in writing by the parties.

AUTHORITY OF THE ARBITRATOR – The arbitrator shall be limited to the grievance submitted.

In the area of financial awards, the power of the arbitrator shall be limited to cases where the aggrieved person has been judged to have been discharged or suspended without cause and the arbitrator's power in such cases shall be limited to reinstatement and the amount of back pay due, if any. The arbitrator shall have no power to award continuing contract status. If the arbitrator's award includes back pay, interim earnings from other sources shall be deducted from the award. Failure to mitigate and/or laches may also be considered as a deduction or set-off.

The decision of the arbitrator, if within the limitations of his/her authority as set forth herein and in Florida Statutes shall be final and binding. The arbitrator shall not have the power to add to, subtract from, modify, or alter the provisions of this Agreement.

Arbitration shall be confined solely to the facts of the grievance and the precise issue(s) submitted for arbitration. The arbitrator shall have no authority to determine any other issue(s). The arbitrator shall refrain from issuing any statements of opinion or conclusions not essential to the determination of the issue(s) submitted. Where an administrator has made a judgment involving the exercise of discretion, the arbitrator shall not substitute the arbitrator's judgment for that of the College. If the arbitrator determines that the Agreement has been violated, the arbitrator shall direct the College to take appropriate corrective action.

The arbitrator shall only have the power to hear or arbitrate grievances which arise under the terms and during the duration of this Agreement.

CONDUCT OF THE HEARING – If it is necessary to hold arbitration proceedings during duty hours, parties to the grievance may be excused from their other College duties without loss of pay for the duration of time they are needed in the proceedings for testimony.

Each party shall have the right to present evidence, present, cross-examine and/or sequester witnesses, and submit a post-hearing brief.

DISPOSITION – The decision of the arbitrator will be made in writing to both parties at the same time. The delivery of the decision will be made by certified mail, return receipt requested.

FILES – Grievance materials will be maintained in a file designated by the President and separate from personnel files. A copy of the arbitrator's written decision shall be placed in the aggrieved person's personnel file.

PROCESSING – The filing or pendency of any grievance, or of arbitration proceedings, under this Article shall not operate to impede, preclude, or delay the College from taking the action

complained of. In no event shall any faculty member, as a result of a pending grievance, receive compensation following cessation of employment.

COSTS OF THE ARBITRATION – The parties shall share equally in the total costs of arbitration.

However, expenses for witnesses shall be borne by the party calling them.

The arbitrator shall render a decision in writing by the thirtieth (30th) day after the close of hearing. If briefs are submitted, the hearing is closed on the date set by the arbitrator for the submission of briefs. However, time limitations may be adjusted by mutual agreement between the parties.

This arbitration procedure cannot be used by the Union or any employee to dispute a decision made by the College not to renew the contract of a faculty member on annual contract, or to dispute a decision by the College not to award a continuing contract to a unit employee. Nothing in this Article will be interpreted to extend the time a faculty member has to file a petition or appeal of such adverse action under the Florida Administrative Code or other applicable time limits.

ARTICLE 11: FACULTY EVALUATION

The evaluation of faculty shall conform to the laws, rules, and regulations of the State of Florida related to full-time faculty duties and responsibilities. Faculty evaluation shall be conducted in a fair, constructive, objective manner and shall serve to maintain and improve the quality of instruction and support services in furtherance of the College's primary mission. The goal of the evaluation is to encourage and recognize excellence in faculty performance and to provide the opportunity for faculty members and their supervisors to discuss performance regularly and in a consistent manner throughout the College.

Performance Evaluation Criteria:

All faculty will be evaluated using the standard duties/responsibilities for all faculty regardless of the faculty member's assignment: teaching, librarian, or counselor. In addition, duties/responsibilities specific to the type of faculty assignment will be used as additional criteria that will provide more discrete information in the performance evaluation and feedback cycle. Refer to [Appendix B](#).

Procedures

Faculty on annual contract will be evaluated once a year. First year faculty will be evaluated during their second semester of employment.

Faculty on continuing contract will be evaluated once every three (3) years. The supervising administrator may evaluate the continuing contract faculty member more frequently if concerns arise about the faculty member's quality of instruction or methodology. Supervisors shall consult with faculty regarding perceived problems in a timely manner, as appropriate.

The supervising administrator shall use multiple sources of data, including the findings of observations, the results of the evaluation of instruction by student survey of course sections taught by the faculty member, student results, and pertinent anecdotal information to complete the current evaluation form. The supervising administrator will discuss the conclusions identified on the final evaluation form with the faculty member, will affix his or her signature and provide for the signature of the faculty member. The signature of the faculty member does not necessarily imply agreement with the evaluation. The faculty member has access to the completed evaluation form and the original will be maintained by Human Resources as a part of the faculty member's personnel file. The faculty member may include a statement, which will become a part of the evaluation.

Observations and Visits

Observations and visits for seated and online classes shall occur when the faculty member is performing regular work duties. The supervising administrator initiates at least one observation by scheduling a mutually agreeable date and time and alerting the faculty member as to the purpose of the observation.

Feedback regarding the findings of the scheduled observation shall be provided to the faculty member in a pre-scheduled conference to be held no later than ten (10) workdays following the observation. A

conference summary memo will be provided to the faculty member following the meeting and will provide a part of the basis for the overall evaluation.

Student Survey

Students will have an opportunity to complete the appropriate FSCJ Student Evaluation of Instruction (SEI) form on-line for each course section taught by his or her instructor. The individual report information and comments will be provided to the faculty member, the supervisor, and the Associate Provost/Associate Vice President/Executive Director. Report information by program and discipline will be provided to the Provost/Vice President of Academic Affairs. The final FSCJ Student Evaluation of Instruction (SEI) online form consists of the 15 questions that are attached and five (5) additional questions determined by a joint committee.

Ratings

The faculty member's performance will be measured against the performance criteria and will be rated as follows:

- Satisfactory – Responsibilities met.
- Needs Attention – Improvement is needed to meet responsibilities.

If an overall rating of Needs Attention is determined, the supervising administrator shall consult with and obtain the concurrence of the Associate Provost/Associate Vice President/Executive Director. The faculty member shall be provided an opportunity to improve his or her performance and an improvement plan shall be developed in collaboration with the faculty member's immediate supervisor. The performance improvement period shall not exceed one year following the initial Needs Attention rating or the time at which the annual contract appointment must be made.

If the overall evaluation is Satisfactory, but there are one or more standard duties/responsibilities evaluated as Needs Attention, the issue should be addressed as part of the regular interactions with the faculty member collaboratively within the next year.

Nothing in this Article is intended to preclude any due process proceeding addressing disciplinary action, as appropriate.

The results of the faculty evaluation and subsequent employment decisions shall not be subject to the grievance process.

The College administration and faculty Union will form a committee (3 people each) to have an ongoing conversation about the implementation of the tool, identify issues and bring recommendations to the bargaining team. The College administration and faculty Union will reopen bargaining this Article and Appendix B, no later than February 1, 2027.

ARTICLE 12: ISSUANCE OF ANNUAL CONTRACTS

Faculty other than those on continuing contract shall receive an annual contract using the form prescribed by the District Board of Trustees (DBOT). The annual contract shall not create the expectancy of employment beyond the term of the contract. Annual contract faculty shall be notified of non-renewal at the earliest possible date but no later than April 30th. Non-renewal of the contract shall not entitle the faculty member to the reason(s) for non-renewal or to a hearing.

Contracts are conditioned on a minimum number of students.

Payment of salary for contracts issued to full-time faculty who are employed by sponsored projects, grants, or contracts for services are conditioned on the availability of funds.

LENGTH OF ANNUAL CONTRACTS – Standard annual contracts will be the same in duration as those for faculty on continuing contract. Annual contracts on a pro rata basis may be issued. Annual contracts for practitioners may be issued. The contract lengths for both pro rata employment and practitioner employment will vary.

ARTICLE 13: CONTINUING CONTRACTS

ELIGIBILITY – *The Board shall provide a continuing contract to eligible faculty pursuant to the applicable provisions of State Board of Education Rule 6A-14.0411 and the review process specified herein. Faculty includes full-time teaching faculty, librarians and counselors.*

- A faculty member must serve at least ninety-one (91) workdays in that year to receive credit for the year.
- Effective with the 2014-15 academic year, any faculty member hired prior to August 13, 2013 will be eligible to apply for continuing contract if they have completed three (3) years of continuous satisfactory service at Florida State College at Jacksonville over the previous five (5) year period except for leave duly awarded and granted.
- Effective with the 2014-15 academic year, any faculty member hired August 14, 2013 and/or thereafter will be eligible to apply for continuing contract if they have completed five (5) years of continuous satisfactory service at Florida State College at Jacksonville over the previous seven (7) year period except for leave duly awarded and granted. A faculty member may apply after eight (8) or more years of continuous service at FSCJ as long as they meet the service criteria in the previous sentence.
- Newly hired faculty will be given credit for documented continuous satisfactory service as a current continuing contract faculty member at a regionally accredited institution of higher education for a maximum of three (3) years to be credited toward continuing contract eligibility at the College.

Continuing contract satisfactory service is defined as:

- Service that meets or exceeds the professional responsibilities that are an integral part of the faculty evaluation system.
- Professional development that contributes to the individual's professional knowledge in his or her discipline/program at the College.
- Any other representation of professional service at the College as may be appropriate.

A faculty member who has served as an administrator for more than twenty-four (24) consecutive months and was previously a continuing contract faculty member at FSCJ, upon returning to a full-time faculty primary assignment, will be granted continuing contract after two (2) years of satisfactory performance without needing to go through the procedure outlined herein.

Notwithstanding the above, a faculty member who serves in a non-instructional assignment at FSCJ for twenty-four (24) consecutive months or less and then returns to faculty shall regain their previous faculty contract status.

The movement of a faculty member from continuing contract to annual contract shall be the result of a written documented disciplinary action by the College based on a disciplinary infraction per Article 9; or the result of unsatisfactory compliance with a written performance improvement plan per Article 11 of this Agreement. A written improvement plan will include notice that continuing contract may be in jeopardy. The decision to move a faculty member from continuing contract to annual contract shall be in compliance with State Board of Education (SBE) Rule 6A-14.0411 and the faculty member shall be given reasonable notice.

The Union President will be notified within ten (10) workdays of the receipt by Human Resources of the final needs improvement plan.

For the 2014-15 academic year, a faculty member who earned continuing contract and was returned to annual contract will be eligible to re-apply for continuing contract if they have completed at least three (3) years of continuous satisfactory service during a period not in excess of five (5) years starting with their first year back on annual contract.

For the 2015-16 academic year and every year thereafter, a faculty member who earned continuing contract and was returned to annual contract will be eligible to re-apply for continuing contract if they have completed at least five (5) years of continuous satisfactory service during a period not in excess of seven (7) years starting with their first year back on annual contract.

STEPS IN CONDUCTING CONTRACT REVIEW – The review process for the application requires letters of endorsement or non-endorsement at each step in the process. If an endorser concurs with the endorsement of the applicant expressed by a subordinate, he or she may simply add his or her signature to the subordinate's letter. If the recommendation at any level is non-endorsement, the individual or committee not endorsing the application must provide specific reasons, in terms of the major criteria, for the non-endorsement. In any case, a copy of the resultant letter at each step in the process will be placed in the designated collegewide repository by the due date for each step. Non-endorsement at any step does not stop the process. The applicant and each stakeholder involved in the application review process will have access to the collegewide repository for the application cycle.

1. The applicant will electronically submit all relevant materials according to the guidelines of the Collegewide Continuing Contract Committee via the designated collegewide repository, no later than September 1st of the eligible year.
2. The immediate supervisor will review the application by September 15th, with a letter of endorsement or non- endorsement based on the consensus of the department members.
3. The dean will review the application by October 1st, with a letter of endorsement or non-endorsement.
4. The Campus Continuing Contract Committee will review the application and recommendations and may interview the candidate. The committee will add its consensus recommendation to the application materials by November 1. In the event a consensus is not reached, the recommendation shall follow majority vote. Other than the committee recommendation, the deliberations and voting of the committee shall remain confidential.

5. The Collegewide Continuing Contract Committee will review the application and recommendations and may interview the candidate at its discretion. The committee will add its consensus recommendation to the application materials by the end of the fall term. In the event a consensus is not reached, the recommendation shall follow majority vote. Other than the committee recommendation, the deliberations and voting of the committee shall remain confidential.
6. The Associate Provost/Associate Vice President/Executive Director will review the application materials and recommendations by January 31st and add a letter of endorsement or non-endorsement. The Associate Provost/Associate Vice President/Executive Director may choose to interview the candidate. The Associate Provost/Associate Vice President/Executive Director shall also provide evidence of continuing need for the position.
7. The College President, or designee, will notify the candidate of the disposition of the application by the last day of February. Successful applications will be recommended to the District Board of Trustees (DBOT) at the first Board meeting following the College President's notification. The successful candidates are subject to Article 12: Issuance of Annual Contracts and will remain in active annual contract status until Board action on continuing contracts.

In the event an applicant is not successful, the application may be re-submitted one (1) calendar year after the previous submission.

CRITERIA FOR CONTINUING CONTRACT CONSIDERATION – Faculty who have demonstrated successful performance as measured against the essential and specific responsibilities of their primary assignment, who meet the eligibility criteria within this article, and who are in positions of continuing need by the College, and who apply shall be considered for continuing contract.

COMMITTEES – Committee members will be appointed jointly by the College, the Faculty Senate and the Union from a list of faculty who have indicated an interest in serving. All committee terms of office will be for two (2) years, except the first year, when two (2) of the campus committee seats and four (4) of the collegewide committee seats will be for one (1) year terms in order to establish staggered terms for continuity. All members of the committees must be continuing contract faculty.

Each campus with full-time faculty who are on continuing contract or eligible for continuing contract will have a Campus Continuing Contract Committee. The committee will consist of five (5) campus faculty, appointed for two (2) year terms, and two (2) campus faculty appointed on a temporary basis by a senior faculty member, preferably with continuing contract from the applicant's department, to serve for the consideration of that application. In the event the applicant's department is too small to provide the two (2) temporary committee members, continuing contract faculty from other departments may be appointed. Each campus committee chair will be appointed jointly by the College, the Faculty Senate, and the Union.

The College Continuing Contract Committee will consist of 11 full-time faculty members appointed for two (2) year terms. The seats will be allocated as follows: Two (2) members each

from the Downtown Campus, North Campus/Nassau Center, Deerwood Center, South Campus and Kent Campus/Cecil Center. The Union shall appoint one member at large. The committee chair will be appointed jointly by the College, the Faculty Senate, and the Union.

The campus and collegewide committees should be appointed no later than October 1st.

DOCUMENTATION GUIDELINES – Guidelines for application documentation will be developed by the Collegewide Continuing Contract Committee with input from the Associate Provost/Associate Vice President/Executive Director. The guidelines will be reviewed annually and distributed to annual contract faculty and Academic Administrators at the end of the spring term. The documentation will be to provide evidence of the major criteria as measured by performance of the essential and specific responsibilities in the assigned faculty position during the preceding two (2) years.

ARTICLE 14: TEACHING QUALIFICATIONS

Faculty must meet and maintain the minimum credentialing qualifications in accordance with the College's institutional accrediting body. Faculty must meet and maintain the minimum credentialing qualifications in accordance with the following:

- The College's internal credentialing requirements
- Federal and State regulations
- Programmatic accreditors (as applicable)

Faculty credentialing requirements are determined through an iterative review process involving the Faculty Senate, academic administrators, and discipline faculty and is approved by the College Provost.

Faculty credentialing may not be used as a substitute for Article 18: Reduction in Force. If a change in the College's internal credentialing requirements occurs and it changes courses a full-time faculty member is credentialed to teach or prevents that individual from making load, a plan of action developed collaboratively between the administrator and faculty member will be made for continuing employment before invoking Article 18.

Official transcript(s) from all degree granting institutions must be placed on file with Human Resources before the first term of employment with the College. For faculty with transcripts from international institutions, a copy of the Foreign Evaluation Verification Letter from an approved NACES agency is also needed. The individual faculty and their supervising administrator will ensure that the minimum qualifications of the College's internal credentialing requirements are met and maintained for every course assignment.

Individuals who teach in programs that require documentation beyond transcripts from accredited institutions may be asked to provide the following:

- A copy of the non-expired State Occupational License or Industry Certification/License. Faculty required to renew their licensure to maintain compliance should do so in accordance with Article 27 Paragraph G: Reimbursement for College Required Licensure.
- A current resume/curriculum vitae including the required qualifying work experience as outlined by the College's internal credentialing requirements, verified by the supervising administrator.
- Other documentation demonstrating experience or qualifications related to their teaching.

ARTICLE 15: FACULTY SABBATICAL

The Faculty Sabbatical Program is designed to encourage full-time faculty to take advantage of opportunities for professional growth and development. The sabbatical may be awarded for development of a program of study, instructional methodology, collaboration with 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. A full semester of sabbatical is equal to 15 WLUs.

Eligibility

Any full-time faculty member on continuing contract who has not been awarded a sabbatical during the last five (5) years and who has satisfactory or better evaluations shall be eligible to apply for sabbatical.

The number of faculty on sabbatical at any time shall not exceed 5% of the total number of full-time faculty positions.

Application must be completed no later than the first Monday in February of the academic year preceding the sabbatical period.

Proposal Review Process

Initial review of sabbatical requests will be by the faculty member's immediate supervisor and appropriate dean. If approved, Faculty Sabbatical Proposals will be reviewed by the Faculty Sabbatical Review Committee. This committee will consist of nine (9) members as follows:

- Three (3) faculty members appointed by the Union;
- Three (3) administrators appointed by the Provost/Vice President of Academic Affairs in consultation with the Associate Provost/Associate Vice President/Executive Director.
- Two (2) faculty members appointed by the Faculty Senate; and
- One (1) administrator designee of the Provost/Vice President of Academic Affairs who shall serve as the Committee Chair and shall not be a voting member except as needed to break a tie.

The committee will meet by the first Monday in March and will submit its recommendations to the Associate Provost/Associate Vice President/Executive Director by the last Friday in March.

Membership on this committee precludes award of a sabbatical during the year of committee membership. Recommendations of this committee will be forwarded to the Associate Provost/Associate Vice President/Executive Director where the faculty member is assigned. The Associate Provost/Associate Vice President/Executive Director recommendation will be forwarded to the Provost/Vice President of Academic Affairs for review. After review, the recommendation is forwarded to the College President. If approved, the College President will submit the names of the recommended faculty members to the District Board of Trustees at the May meeting for final approval. If the application for sabbatical is denied, the applicant will be informed in writing by the College President before the May Board meeting.

Once approved, the beginning date of the sabbatical may be moved to a later date during the same

academic year upon the request of the faculty member and with approval of his/her supervising administrator.

Selection Criteria

Criteria for the award of the sabbatical shall include:

- Support of immediate supervisor, appropriate campus dean, and Associate Provost/Associate Vice President/Executive Director
- Cost of the proposed sabbatical
- Enhancement to student learning outcomes
- Relationship to College goals
- Benefit to the College

Salary During Sabbatical

Faculty awarded a sabbatical shall receive salary at the rate of 70% of the current base salary plus continuation of current benefits. Faculty will not teach at FSCJ during their sabbatical semester(s). During non-sabbatical semester(s), faculty are eligible for overload/extra load and/or 3rd term.

Payback Procedures

Faculty accepting a sabbatical agree to continue working full-time for the College for a length of time that is twice the number of days of the sabbatical awarded.

Should the faculty member's full-time employment with the College be terminated at the initiation of the College prior to completion of the payback period, any remaining days owed to the College shall be cancelled effective the date of the faculty member's termination. Should the faculty member's full-time employment with the College be terminated for cause or at the initiation of the employee prior to completion of the payback period, payment on a pro-rated basis of salaries received during the sabbatical period shall be recovered as a debt and shall be withheld from the employee's final pay document. Should the final pay be insufficient to cover the amount of the debt, the faculty member shall remain obligated to the College for payment of the outstanding balance. Should the employee not render payment to the College for this amount, the College shall initiate appropriate collection procedures allowable under the law.

Should the faculty member fail to comply with all requirements of this Article, the faculty member shall pay back the College in full the 70% salary awarded during the sabbatical.

Should the faculty member request termination of the sabbatical before its completion, the College shall determine whether to grant or deny the request.

When a faculty member returns to the College, full salary shall be paid. Payback rules shall apply for the number of days actually on sabbatical.

Other Employment During Sabbatical

Faculty members shall not be employed from any other source during the period of the sabbatical except for approved externships related to the purpose of the sabbatical and pre-existing part-time employment.

Evaluation Procedure

Following completion of the sabbatical, the faculty member will submit a written report, which includes evaluation of the sabbatical in terms of the objectives stated in the application. This report will be submitted to the supervising administrator and Provost/Vice President of Academic Affairs within eight (8) weeks of completion of the sabbatical.

See [Appendix D](#) for application.

Sabbatical Modernization Committee

The parties agree to establish a six-person ad hoc committee with equal representation charged to make recommendations to improve the accessibility of sabbaticals by increasing the salary coverage for all or some approved sabbatical applications, keeping in mind the interests, constraints and discussions captured in bargaining session minutes and shared notes. The committee will provide a preliminary report to the Union President and Provost by October 31, 2026. By February 1, 2027, the college administration and faculty union will review this article in light of committee-provided information.

ARTICLE 16: LEAVES

Personal and Sick Leave

Personal and Sick Leave Accrual – A full-time faculty member of the College shall earn eight (8) hours of sick leave for each calendar month of employment or major fraction of a calendar month (one day more than half the actual number of days in the month) of employment. Sick Leave is cumulative from year to year.

A faculty member may use up to four (4) days (32 hours) of personal leave in any one (1) calendar year with these hours charged to accrued sick leave. Personal leave shall not be cumulative from year to year.

Faculty, counselors and librarians will be charged eight (8) hours of sick leave when a full day of scheduled hours has been used for sick or personal leave. Actual hours will be charged when a portion of a day of scheduled hours has been used for sick or personal leave.

Sick Leave Pool – Faculty may elect to participate in the College sick leave pool. Faculty having an accrual of 72 sick leave hours or more who have been employed with FSCJ for at least one full year are eligible to join this pool. Enrollment is accomplished by contributing 16 hours from the enrollee's personal sick leave account to the pool through the use of an application form. Enrollment is open annually, with an effective date of the first workday in January. Eligibility for this enrollment will be established one month prior to each effective date. To be eligible employees must meet the criteria by the first pay date in December.

Administration of Sick Leave Pool – The sick leave pool shall be administered by a Sick Leave Pool Committee. The Union shall appoint two (2) faculty members to the committee.

Terminal Leave Pay – Payment of Sick Leave Upon Retirement/Death: A full-time employee at the time of formal retirement with the State of Florida, or the employee's beneficiary, if the service is terminated by death, shall receive terminal pay based on the accumulated sick leave days credited to the employee at the time of retirement or death as follows:

- During the first three (3) years of service at the College, the daily rate of pay multiplied by 35% times the number of days of accumulated sick leave.
- During the next three (3) years of service at the College, the daily rate of pay multiplied by 40% times the number of days of accumulated sick leave.
- During the next three (3) years of service at the College, the daily rate of pay multiplied by 45% times the number of days of accumulated sick leave.
- During the tenth (10) year of service at the College, the daily rate of pay multiplied by 50% times the number of days of accumulated sick leave.
- During the next twenty (20) years of service, the daily rate of pay multiplied by 50% plus an additional 2.5% per year for each year of service beyond ten (10) years, times the number of days of accumulated sick leave.

Payment of Sick Leave Upon Separation – A full-time employee terminating his/her employment shall receive terminal pay for accumulated sick leave as follows:

- During the seventh (7), eighth (8) or ninth (9) year of service at the College, the daily rate of pay multiplied by 45% times the number of days of accumulated sick leave.
- During the tenth (10) year of service at the College, the daily rate of pay multiplied by 50% times the number of days of accumulated sick leave.
- During the next twenty (20) years of service, the daily rate of pay multiplied by 50% plus an additional 2.5% per year for each year of service beyond ten (10) years, times the number of days of accumulated sick leave.

Extended Leave Without Pay – A maximum of one (1) year leave of absence without pay may be granted due to medical necessity when other forms of personal and sick leave are exhausted; however, the Board may specifically elect to extend an individual's leave beyond the normal time frame established above. Any such extension shall be recommended by the College President.

A faculty member's request shall be responded to by the Associate Provost/Associate Vice President/Executive Director or, if applicable, the appropriate Vice President within ten (10) workdays of receipt.

Leave Without Pay for Professional Purposes – A faculty member shall submit a written request for a leave without pay for study or professional or career development purposes for up to one academic term. Application for such leave shall be made through the supervising academic administrator(s) to the Associate Provost/Associate Vice President/Executive Director by no later than midpoint of the preceding academic term. The Associate Provost/Associate Vice President/Executive Director shall approve such application provided a qualified substitute can be secured. Written notice shall be provided to the faculty member no later than fifteen (15) days prior to the start of the academic term or proposed commencement of leave date, whichever is sooner.

ARTICLE 17: TRANSFERS FOR VACANT POSITIONS

Full-time faculty members shall have the right to seek a transfer to an announced vacancy for which they meet the advertised minimum qualifications, as follows:

When a faculty vacancy becomes available and is approved to be filled through the College's standard employment processes, regularly appointed full-time faculty may apply for a transfer. If the College were to create a fully online position, regularly appointed full-time faculty have the right to apply through this Article.

Full-time faculty will be provided notice that a faculty vacancy will be advertised through the College's email system. Interested faculty must then notify the Director of Talent Acquisition or designee within ten (10) workdays by email, to include an attached updated resume/curriculum vita, if there is an interest in being considered for transfer.

Full-time faculty transfer applicants who meet the minimum qualifications for the position and who have an overall satisfactory evaluation rating on the most recent evaluation will be considered for the position before applicants to the job posting, including adjunct instructors and current temporary full-time faculty.

A transfer screening committee shall be appointed by the hiring administrator to review the request(s) for transfer. The committee shall be composed of a minimum of three (3) members, the majority of whom shall be faculty, and shall include at least one (1) faculty member from the specific discipline of the position. Adjunct instructors are not eligible to serve. The transfer screening committee chairperson shall be either the dean, senior program manager or designee. The College Provost or designee will make the recommendation for transfer or will deny the transfer request.

The College Provost or designee will notify the transfer applicant and HR in writing as to the decision to approve or deny the transfer request, within twenty (20) workdays from the initial notice of the faculty vacancy, before commencing with a screening committee as described in Article 17-A. In the event that a transfer request is denied, the written notification will include the reason for denial of the transfer request and shall state the specific criteria used to reach the decision.

ARTICLE 17-A: VACANCIES

Full-time faculty members shall serve on screening committees when faculty vacancies occur and are approved to be filled through the College's standard employment procedures.

The Faculty Senate President and the hiring administrator shall jointly select the faculty members of the screening committee.

Committees should be composed of faculty and other college staff-members. Preference to serve on a committee will be given to faculty who meet the credentialing requirements of the advertised position. In the event that there are not sufficient faculty from the specific discipline at the college to serve on the committees, representatives from advisory committees and experts in the field may be appointed as deemed appropriate by the hiring administrator. No more than one third of a committee may be non-full-time employees of the College. Newly hired faculty may be included on screening committees at their request.

The screening committee should be chaired by a faculty member. Preference to chair a committee will be given to faculty in the discipline and credentialed in the specific field of the position.

When a position is advertised, the hiring administrator shall appoint a screening committee as follows:

- A. Single Vacancy – The committee shall be composed of a minimum of five (5) members, the majority of whom shall be full-time faculty. When possible, a majority of committee members should be faculty from the discipline or similar discipline and at least two (2) faculty members of the committee shall be from the campus where the vacancy resides.
- B. Vacancies at Multiple Campuses – If there are two or more vacant positions at the same time in the same discipline and those positions are assigned to different campuses, the hiring administrators may appoint one (1) collegewide committee to fill the vacancies. That committee shall be composed of a minimum of seven (7) members, the majority of whom shall be full-time faculty. When possible, a majority of committee members should be faculty from the discipline or similar discipline and at least one (1) faculty member of the committee shall be from each of the campuses where the vacancies reside.

CLERICAL ASSISTANCE AND SUPPORT

Clerical assistance will be provided throughout the process by the office of the hiring administrator. The Office of Human Resources is available throughout the process for consultation.

RESPONSIBILITIES OF THE SCREENING COMMITTEE CHAIR

- Prepare the schedule for the interview process and notify the hiring administrator of the schedule for all interviews and visits so that they may have an opportunity to meet and interview all candidates.
- Coordinate the interview process including contacting candidates, scheduling interviews and notifying the hiring administrator.

- Collect all interview documents and provide them to the hiring administrator.

RESPONSIBILITIES OF THE HIRING ADMINISTRATOR

- Conduct a telephone check of references for applicants and notify the committee of important information.
- Assist the out of town applicant(s) with completing the reimbursement request form as appropriate insuring that all charges are properly documented with receipts.
- Forward the reimbursement requests completed by out of town interviewee(s) directly to the director of budget and payroll for approval and payment in accordance with established procedures.
- Call, email or write to all applicants brought to the college about the decision to hire or not, with the assistance of Human Resources.
- Ensure all written material is collected at the end of the process and submitted to Human Resources.

RESPONSIBILITIES OF THE SCREENING COMMITTEE

At the initial meeting, the hiring administrator conveys to the committee the instructional and academic needs of the position to be filled. Appropriate guidance will also be given at that time by a representative of the Office of Human Resources.

The screening committee:

- Establishes screening criteria to be applied before viewing applications based on the needs of the advertised position. These criteria will be stated in writing and approved by the majority of the committee members. These stated and approved criteria will be applied to all applicants.
- Develops a plan whereby they are able to assess each candidate's teaching and other relevant skills. This should include observation of instructional methods as appropriate.
- Reviews all applications received using the stated and approved criteria and develops a list of applicants recommended for interview.
- Conducts an initial interview via a telephone or video conference call if needed.
- Conducts face-to-face interviews including a teaching demonstration when appropriate. Generally, 3-4 candidates are invited for face-to-face interviews.
- Identifies strengths and weaknesses of finalists recommended for the position, and strengths and weaknesses of finalists not recommended for the position.

COMMITTEE'S RECOMMENDATION FOR HIRING

- A. Single Vacancy: At the conclusion of the screening committee interviews, the chair will recommend to the hiring administrator the most well-suited candidates for the position. The names are to be listed in alphabetical order along with a listing of the strengths and weaknesses of each candidate. No minimum or maximum number of recommended candidates is required.
- B. Multiple Vacancies: At the conclusion of the screening committee interviews, the chair will recommend to the hiring administrator(s) the most well-suited candidates for the position. The names are to be listed in alphabetical order along with a listing of the strengths and weaknesses of each candidate. No minimum or maximum number of recommended candidates is required.

Upon completion of the interview process, the committee chairperson will submit the finalist list to the hiring administrator.

If the hiring administrator does not select one of the recommended candidates, the screening committee will reconvene to examine other possibilities.

Following the examination of other possibilities with the screening committee, and in the event no recommendation to hire is made by the hiring administrator, then the search must be reopened with a new call for applicants. A new committee may be selected (which may or may not include members from the first committee).

RECOMMENDATION FOR EMPLOYMENT

Upon completion of the interviews and after receiving the recommendation from the screening committee via the chair, the hiring administrator will make the recommendation for employment to the College Provost, or designee. Upon approval, the College Provost, or designee forwards the recommendation to the Office of Human Resources. If the Chief Human Resource Officer, or designee, has concerns regarding the recommendation, he/she shall contact the College Provost, or designee to resolve the issue.

Upon completion of the process, Human Resources will notify all applicants of the college's decision to hire or not hire the candidate.

TEMPORARY APPOINTMENT(S)

In the event that the search does not result in the selection and recommendation to be hired or in situations where there is insufficient time to complete a properly constituted search process, a temporary appointment is the only alternative to fill the vacancy.

When a temporary appointment is made, notification will be made to the Union President of the appointment, as described below.

If a temporary appointment is for less than ninety-one (91) workdays during an Academic Year, the provisions below do not apply. The hiring manager is responsible for notifying the Union President in such instances.

If the temporary appointment is ninety-one (91) days or more, the appointment shall not exceed one (1) academic year. The hiring manager is responsible for notifying the Union President in such instances.

Additionally, if the temporary faculty member is appointed to another temporary appointment, in a successive academic year, the Chief Human Resource Officer will notify the Union President, along with a brief description of the circumstance(s) leading to the successive appointment with an offer to be available for a meeting to further discuss any questions or concerns.

A temporary appointment of a faculty member shall not be made for more than three (3) successive academic years.

ARTICLE 18: REDUCTION IN FORCE

18.1 Definition

A Reduction in Force (RIF) occurs when a full-time (FT) faculty position(s) is (are) eliminated with no expectation that the position(s) will return, and there are full-time faculty member(s) who are affected.

18.2 Determination of Need and Scope

The parties understand and agree that employment decisions will be made in the best interest of the students and the College. However, the parties recognize should the Board have to choose that full-time faculty position(s) need to be eliminated, the administration shall first determine which areas, academic programs, and/or disciplines shall be affected. Within those areas, academic programs, and/or disciplines, the reduction of faculty will occur in the following order based on first, credentialed to teach relevant material, and then second, on seniority, as follows:

1. Temporary Full-time Faculty
2. Annual Contract Faculty
3. Continuing Contract Faculty

When the seniority time is equal, the College will make the determination.

18.3 Process for Recall

Whenever circumstances related to available resources require the College to cut back its programs/staff, any full-time faculty who is a part of a reduction in force at the College shall complete their current contract year and, to the greatest extent possible, be notified of contract termination no later than March 31. Additionally, full-time faculty displaced by a reduction in force shall be offered the opportunity of first acceptance or refusal to return to work as specified below.

The offer of return pursuant to this rule shall continue for twelve (12) months following the displaced faculty member's termination date.

The provisions cited herein are applicable whenever a vacant position becomes available:

- which is substantially similar to the position held by the affected individual at the time of separation caused by the reduction in force, and
- for which the affected individual is qualified and credentialed.

The offer of first acceptance or refusal shall be open ten (10) workdays following the receipt of notice by certified mail with return receipt and signature to the affected individual of the position availability. If no written response is received from the affected individual within that time frame, the College shall conclude the affected individual is no longer interested in employment as provided by this rule. It shall at all times be the responsibility of the affected individual to provide the College a correct mailing address to which to forward any correspondence related hereto.

Recall shall be in reverse order with the last faculty member displaced within each area, academic programs, and/or disciplines becoming the first to be recalled.

A faculty member who is recalled to a faculty position shall be returned to the level of seniority, salary, and benefits in place at the time of termination. Additionally, the faculty member shall be entitled to any contractual salary increases provided to all faculty during the period of displacement.

If the offer provided above is refused for whatever reason, this rule shall no longer have any applicability to the affected individual's employment status at the College.

In addition to the foregoing, for a period of six (6) months following such a displaced employee's termination date, the individual displaced pursuant thereto shall be offered an interview for an opening in a position dissimilar to the individual's position eliminated in the reduction in force, provided the individual is interested and qualified and applies through the College's job application system. Additionally, the displaced employee is responsible for submitting the Faculty Dissimilar Position Notification Form (Appendix F) to Human Resources by the close date or first review date of the applicable position.

The provisions of this rule shall be applicable only to full-time faculty whose positions are not funded from categorical, sponsored, contracted or project fund sources.

18.4 Insurance Continuation

Full-time faculty who are displaced by a reduction in force and have not been offered another full-time position at the college when their faculty position ends are eligible to receive free COBRA health plan coverage per specifics noted below.

- College will pay the portion of COBRA related to employee only coverage. The outgoing faculty member will be responsible for charges related to dependent coverage. All COBRA coverage will terminate as normal if the employee fails to pay their share of costs.
- College will continue covering the noted COBRA charges for a period of up to four months (September through December).
- The outgoing faculty member must elect COBRA during the period allowed by Federal law.
- The outgoing faculty member must sign an affidavit stating they do not have current coverage under another employer-provided health care plan.
- If the outgoing faculty member begins employment with another employer and begins receiving health care coverage prior to January, the College COBRA subsidy will terminate. The outgoing faculty member is responsible for notifying the College prior to commencement of other employer coverage.

ARTICLE 19: SUBSTITUTE COVERAGE

It is the responsibility of the assigned faculty member to meet each class for the complete period and days scheduled. When personal or family illness or approved assigned duty elsewhere prevents the faculty member from meeting the scheduled class, it is the faculty member's responsibility to communicate with the supervisor and provide recommendations for a substitute and/or alternative assignment(s) for the students, whenever practical or reasonable.

Prior approval must be given by the appropriate administrator for substitute coverage.

When a full-time faculty member substitutes, the substituting faculty member shall be paid at the established substitute rate in Article 27: Compensation. The faculty member and supervising administrator will agree on the number of hours of substitution.

ARTICLE 20: TEXTBOOK SELECTION

The selection of textbooks and supplementary materials to be used are the prerogative and responsibility of the full-time faculty member and shall be determined according to departmental guidelines. The parties agree that student access to affordable high-quality textbooks and course materials is critical to the academic success of students and consistent with applicable law. The faculty and the administration are committed to the on-going development of appropriate policies, procedures and standards for the selection of textbooks and course materials to maximize student success, access and affordability.

Textbooks shall be selected by each faculty member from a list of textbooks agreed upon by the faculty.

ARTICLE 21: PROPRIETARY RIGHTS / INTELLECTUAL PROPERTY

PURPOSE – The College and the faculty have a mutual interest in establishing an environment that fosters and encourages the creativity of individual faculty members to develop and publish scholarly and creative works and educational materials. Such activities increase professional knowledge, provide creative models for students, and bring recognition to the College. In accordance with that mutual goal, the purpose of this Article is to identify ownership, uses, and rights regarding certain Intellectual Property (as defined below) that may be created by faculty members.

DEFINITIONS – The following definitions shall apply to this Article:

Intellectual Property – means any and all copyrightable materials (including all derivative works, updates, and modifications), inventions (whether patentable or not), tangible research materials, trademarks, trade names, and trade secrets. Intellectual Property includes but is not limited to, educational materials, books, textbooks, articles, dramatic and musical compositions, poetry, fictional and non-fictional narratives, works of art and design, photographs, films, video and audio recordings, computer software, web-based materials, architectural and engineering drawings, choreography, publications, compositions, discoveries, and processes.

Scholarly Work(s) – means scholarly and instructional Intellectual Property created by faculty at the College for which the intended purpose is to educate students or disseminate the results of academic research or scholarly study, such as books, articles, electronic media. Scholarly Works include but are not limited to: textbooks, class notes, classroom presentation and instructional materials, lecture notes, course handouts, overhead/Power Point© presentations, research articles, educational courseware, recordings (video or audio), computer software, photography, web based materials, publications, choreography, research monographs, paintings, drawings, sculpture, musical compositions and performances, dramatic works and performances, poetry, fiction and nonfiction, or other works of artistic expression.

Substantial College Support – means financial, personnel, or other support provided by the College to faculty members over and above the cost of the faculty member's normal: compensation, office space, technological, computer, and other College services, audio-visual services and equipment, minimal secretarial support, local telephone use, minimal office supplies, and copy services. Examples of Substantial College Support would include, but are not limited to: using College lab space for research or providing a research assistant.

Work-For-Hire – means any work specifically ordered or commissioned by the College or any materials that are developed within specific task or project of the College that is performed by a faculty member outside of the faculty member's regular instructional activities and/or for which the faculty member receives additional compensation not related to instructional activities. In such instances, the parties shall strive to agree in writing the details of the work performed, materials developed and compensation, as applicable. However, a writing is not necessary to create a Work-For-Hire. Any Scholarly Work(s) developed prior to but included within the materials developed for a specific task or projects are excluded from the definition of Work-For-Hire.

Net Revenues – means gross revenue collected minus expenses incurred in connection with the creation, commercializing and/or copyrighting or patenting of the Intellectual Property, including, but not limited to, direct costs of obtaining, securing, and marketing copyrights or patents, indirect costs, and all reasonable attorneys’ fees. For purposes of this Agreement, Net Revenues only include Net Revenues collected by the College.

SOLE OWNERSHIP BY FACULTY – The faculty member(s) shall be the sole and exclusive owner of the following Intellectual Property (s)he created, to which the College waives any and all ownership interest:

1. Any and all Intellectual Property created without Substantial Support.
2. Any and all Scholarly Work that is part of the faculty member’s instructional assignments, regardless of the degree of support provided by the College.
3. The parties acknowledge and agree that this section shall not apply to Intellectual Property created by a faculty member under a “Work-for-Hire” agreement with the College, or to Intellectual Property created by a faculty member through grant funds obtained by the College for the creation of that specific Intellectual Property.

SOLE OWNERSHIP BY THE COLLEGE – The College shall be the sole and exclusive owner of the following Intellectual Property, to which the faculty member waives any and all ownership interest:

1. Intellectual Property wherein the faculty member(s) received Substantial Support from the College (except for Scholarly Works).
2. Intellectual Property created by a faculty member through grant funds obtained by the College for the creation of that specific Intellectual Property, unless otherwise noted in the grant.
3. Intellectual Property created by a faculty member for the College as a Work- For-Hire.

USE OF INTELLECTUAL PROPERTY –

1. The College acknowledges that a faculty member owns all legal rights in the Intellectual Property (s)he owns, including the right to use, reproduce, distribute, and prepare derivative works.
2. The Faculty acknowledge that the College owns all legal rights in the Intellectual Property it owns, including the right to use, reproduce, distribute, and prepare derivative works.
3. Either Party may use Intellectual Property owned by the other Party as authorized by law (i.e., “Fair Use”).

4. For that Intellectual Property that is owned by the College, all faculty, including the creator(s), may only use such property for instructional purposes at the College, unless otherwise agreed to in writing by the College.
5. A faculty member who wishes to identify his or her relationship with the College with regard to any Intellectual Property (s)he owns shall seek prior approval in writing (e-mail included) from the Provost / Vice President of Academic Affairs. If the Provost / Vice President of Academic Affairs does not respond within thirty (30) calendar days, the request shall be deemed approved.
6. If the College wishes to use any Intellectual Property owned by a faculty member in any promotional or marketing materials of the College, the College shall seek prior approval in writing (e-mail included) from the faculty member who created the Intellectual Property. If the faculty member to whom the request was submitted does not respond within thirty (30) calendar days, the request shall be deemed approved. Likewise, the College shall honor any request by a faculty to remove the faculty member's name from any College owned Intellectual Property which is being attributed to that faculty member.
7. In the event that a faculty member includes his/her Scholarly Work within a Work-For-Hire, then unless otherwise agreed in writing, the College shall have a perpetual, royalty free license to use the Scholarly Work within the intended purpose of the Work-For-Hire.

COMPENSATION – A faculty member(s) who creates College owned Intellectual Property, shall be compensated by the College on one of the terms set forth below, which shall be agreed upon by the parties in writing. Payment of compensation under this Section shall not continue beyond the expiration of the statutory period of protection for any Intellectual Property. Prior to the monetization of any College owned Intellectual Property, the College and the faculty member(s) involved shall execute a written agreement that includes an acknowledgment identifying one of the compensation arrangements set forth below.

1. Forty percent (40%) of the Net Revenues collected by the College for each Intellectual Property created under this Article shall be set aside annually by the College and Net Revenues shall be divided equally among the faculty member creator(s) of the Intellectual Property. The faculty member co-creators may agree to an alternative distribution arrangement by providing the College with a written agreement evidencing this arrangement. The College shall have no obligation to pursue or pay uncollected Net Revenues. However, this does not preclude a faculty member from pursuing uncollected Net Revenues due to the faculty member.
2. A flat rate negotiated in advance between the College and the faculty member creator(s).

GRANT/SPONSOR SUPPORTED EFFORTS AND OTHER CONTRACTS ENTERED INTO BY THE COLLEGE – From time to time, the College may enter into grant/sponsor agreements or other agreements whereby the College is developing Intellectual Property for a customer. Ownership of Intellectual Property produced under a grant/sponsor-supported projects or other contract shall first be determined by the specific terms and conditions of the grant/sponsor agreement or contract. In the event that the grant/sponsor agreement or other contract is silent

with respect to ownership, then any Intellectual Property produced as a result of such efforts shall be owned by the College unless otherwise agreed between the College and the Faculty member(s).

ARTICLE 22: OUTSIDE EMPLOYMENT

Faculty members shall ensure that outside and self-employment must not affect the member's scheduled assignments or scheduled responsibilities at the College.

No faculty member shall claim to be an official College representative in connection with any outside employment, including self-employment or business interests. Faculty members who engage in outside employment or self-employment shall not conduct such business during duty hours, nor use any College equipment or supplies for such purposes.

Faculty members are prohibited from engaging in full-time outside employment.

ARTICLE 23: EMPLOYEE BENEFITS

The College will provide an array of benefits to faculty members within the limitations of the approved benefits program that is provided to all College employees. The benefits provided to faculty will be a part of the faculty member's annual total compensation.

Article 23: Employee Benefits can be reopened annually at the request of either the faculty union or College administration. If employee benefits are reopened, the faculty union and the College administration will begin bargaining Employee Benefits no later than January 31 of each year.

In order to determine what benefits will be most beneficial to college employees, the established Employee Benefits Advisory Committee (EBAC) shall meet regularly to review existing employee benefits and premiums and recommend benefit changes, deletions, or enhancements to existing benefits.

The EBAC will use the principles of Interest-Based Approach to ensure a fully participative and fair evaluation of all benefit options. Prior to entering a new contract for health insurance plans and benefits, a thorough evaluation process will be conducted, to include a formalized bid process, a written recommendation and evaluation from the EBAC to the Chief Human Resource Officer (CHRO) identifying the committee's preferred plan, and (if the recommendation of the EBAC is not accepted) a written justification and fiscal analysis which will be provided to the EBAC by the CHRO before a final contract for health insurance is executed.

The Union will appoint two (2) representatives to serve a two-year term. The term will begin on July 1 and will be staggered so that one (1) member will have his or her term expire each year. The Union may reappoint an existing EBAC representative when his or her term expires, at the Union's discretion.

Current benefits include the following:

Medical Insurance
Dental Insurance
Vision Insurance

Life Insurance
Long-term Disability Insurance
Employee Assistance Plan

ARTICLE 24: PROFESSIONAL DEVELOPMENT

Professional development opportunities shall be provided for faculty members and shall be based on nationally recognized best practices for teaching faculty, counselors and librarians. Professional development opportunities may be AFPD and FSCJ courses and workshops, other college and university courses and workshops, seminars, and local, state and national conferences, as approved.

Professional development will have as its goal the enhancement of the College faculty as a community of lifelong learners engaged in effective student learning and exemplary teaching.

ARTICLE 25: OTHER BENEFITS

Tuition Reimbursement – Faculty shall be reimbursed in an amount not to exceed \$5,250 per fiscal year for tuition and lab fees.

Free Tuition for Faculty, Spouses and Children – Faculty and their eligible dependents shall receive tuition reimbursement or tuition waiver for matriculation or tuition fees paid for course(s) taken at Florida State College at Jacksonville, provided:

- A. The faculty member and eligible dependents meet the admission requirements set by the Board and the faculty member and eligible dependents present a certificate of satisfactory completion of all courses taken pursuant of this rule.
- B. As an option, faculty members may execute a payroll deduction authorization form and provide related course completion information as required.

Eligible dependents shall only include the spouse and any dependent children under the age of twenty-six (26). Dependent children who are permanently disabled and who are living at home with a full-time employee are eligible at any age.

ARTICLE 26: WORKLOAD

Definition of Workload

The workload for teaching faculty will be calculated in terms of “workload units” (WLU) associated with each course in the College’s curriculum inventory and non-teaching work hours assigned per week. The workload unit value for each course assignment shall be as referenced in the master course outline developed through the College’s curriculum committee process.

The workload for non-teaching faculty shall be expressed in terms of work hours per week.

Definitions:

- **Course Release:** one course release is defined as the equivalent of 3.0 to 5.5 workload units.
- **Home Campus:** the campus/center where the faculty member was originally hired to serve or to which the faculty member was subsequently transferred.
- **Office Hours:** scheduled opportunities for interaction outside of the classroom between faculty members and students. Office hours can be held in any of the following manners: at various campus locations; in the faculty member’s office; in conference with students; in club settings or other student activities; in the library; through electronic communication; or any other way that best meets student needs as determined by the faculty member in consultation with the supervising administrator.
- **Reassigned (Release) Time:** can be offered in any amount of workload units or designated as a course release.
- **Semester:** designated as Fall, Spring, and Summer
- **Term:** any subset of the semester or academic year, generally broken into 15, 12, 7, and 4 weeks. Note that these subsets are sometimes referred to as “sessions”.

Base Workload

Full-time faculty shall be assigned a base teaching load of 30 workload units (WLUs). The base teaching load shall be comprised of two (2) semesters: fall, spring and/or summer. Full-time College faculty shall be assigned 180 days of service to include ten (10) official College holidays. Appropriate administrators will collaborate with faculty members to ensure each faculty member is assigned a workload that best meets student and institutional needs. In cases where faculty are in an overload or underload situation, banking procedures may be followed. Cumulative WLU totals of 29.5 to 29.9 will be rounded up to 30 WLUs. Courses where load is not calculated using Category B in Appendix E, count towards base workload prior to any courses that use Category B in Appendix E, for the calculation of base workload. Classes shall always be counted toward load before reassigned time. Sections that take the faculty member over base load (30 WLUs) shall be calculated at the base load rate.

New faculty hired at the start of the Fall (the first workday after the end of the summer semester) or Spring semester (the start of the Spring is the first workday back after winter break), shall be given a full annual contract’s worth of base pay. The calendar of required workdays will be determined based on the available days remaining in a contract year. Said faculty will be required to complete the expected 30 workload units over the two semesters and will have the ability to earn overload. If individuals to whom this applies choose not to teach in the summer semester, or wish to teach only a portion of the summer, they may choose to work fewer days based on the understanding that their pay

will be pro rata. In this situation those workload units accrued can be either overload or dynamically banked. When the number of days is pro rata, the same percentage of proration for workdays will be applied to WLUs for that academic year. Anything above the pro rata number of WLUs would be paid as overload. For new hires teaching only one semester their first year, contract length shall not exceed 90 days.

Adult Ed and ESOL faculty in a full-time faculty position shall be provided six (6) WLUs of reassigned (release) time as part of their base teaching load of 30 workload units (WLUs). Professional activities in which faculty participate during this time will be proposed by the faculty member and jointly agreed upon by the faculty member and the appropriate administrator. The faculty union president will be copied on each finalized reassigned time document.

Section I – Workload Variations

A. Teaching Faculty (180 days and 40 hours per week)

Full-time teaching faculty shall work a standard forty (40) hours per week on College activities. Thirty (30) hours shall be scheduled and the remaining hours will be used for College related professional activities as listed in Section III of this article.

Each teaching faculty member shall schedule thirty (30) hours which includes classroom contact hours, posted office hours available, and instructional support time.

Ten (10) office hours will be scheduled by the faculty member and approved by the supervising administrator to best meet the needs of the students. For faculty whose workload consists of more than twenty (20) classroom contact hours per semester office hours will be equal to 30 minus the classroom contact hours. Half of scheduled office hours will be on a College site or other site where the College is providing instruction, and the other half may be held in a virtual/electronic format or at an off-campus location. The supervising administrator can approve a greater number of virtual hours, not to exceed two (2) consecutive semesters. Office hours may be rescheduled as needed. When feasible, notices and/or electronic communication with students and the appropriate administrator's office will be posted in advance indicating alternate times that the faculty member will be available. If the College were to create a fully online position, all office hours may be held in a virtual/electronic format.

Professional activities in which faculty participate during the remaining hours will be determined during conferences with the appropriate administrator and evaluated annually. Reassigned time may be granted at the discretion of the supervising administrator with approval by the Provost/Vice President of Academic Affairs. It shall be the responsibility of the supervising administrator to plan a full load for all full-time faculty within the two (2) required semesters. Priority will be given to full-time faculty for load.

For Adult Ed/ESOL classes, scheduling will be reasonably constructed so that faculty are not required to teach more than four (4) consecutive hours without a break unless jointly approved by the faculty member and supervising administrator.

It is recognized that in order to build an efficient class schedule that best supports maximizing enrollment, student success, and completion, the input of faculty working collaboratively with administrators is integral to the schedule building process. The draft base load schedule per semester

shall be made available to faculty for review and feedback as soon as it is available during the semester prior to implementation/registration and prior to encoding. Upon review, faculty members and/or discipline teams may submit requests for revisions and additions for consideration by the supervising administrator or administrators. Appropriately credentialed fulltime faculty shall be given preference over adjuncts in the selection of available courses, regardless of modality for their base load and any approved overloads. Faculty members teaching synchronous (live online) online, asynchronous (traditional) online, and hybrid courses are required to complete an approved training or demonstrate proficiency in the referenced modality, preferably prior to teaching in that modality, but no later than three semesters.

B. Librarians (180 days and 40 hours per week)

Full-time librarians shall work a standard 40 hours per week on college activities. Thirty (30) hours shall be scheduled except during peak times to ensure that student needs are met. Professional activities in which faculty participate during the remaining hours will be determined during conferences with the appropriate administrator and evaluated annually. Work schedule conferences shall be held with the appropriate supervisor during the spring semester of each year and assignments made. Annual schedules shall be developed by the librarian in collaboration with and approved by the appropriate administrator to ensure that adequate coverage is provided to meet student needs. Additional weeks may be assigned based upon institutional needs as provided below. Librarians may teach classes when approved. The supervising administrator may grant up to five (5) hours of reassigned time to librarians for special projects.

C. Counselors (180 days and 40 hours per week)

Full-time counselors shall work a standard 40 hours per week on college activities. Thirty (30) hours shall be scheduled except during peak times when up to forty (40) hours may be scheduled to ensure that student needs are met. Professional activities in which faculty participate during the remaining hours will be determined during conferences with the appropriate administrator and evaluated annually. Work schedule conferences shall be held collaboratively with the appropriate supervisor prior to each semester and flexible assignments made. Annual schedules shall be developed by the counselor in collaboration with and approved by the appropriate administrator to ensure that adequate coverage is provided to meet student needs. Additional weeks may be assigned based upon institutional needs as provided below. Counselors may teach classes when approved. The supervising administrator may grant up to five (5) hours of reassigned time to counselors for special projects.

D. Special Contract Option

An extra teaching semester may be offered to teaching faculty in designated programs at a flat rate as approved in the contract. The base load for an extra semester will be 15 WLUs.

E. Extra Non-teaching Weeks

Extra non-teaching weeks may be offered to faculty when institutional need requires and as approved by the Provost/Vice President of Academic Affairs. Each non-teaching week will involve activities related to College goals. Faculty will be compensated at 2.5% of their base rate per week.

F. Convocation Week

Convocation Week shall have no more than two (2) days designated for all College, School,

and Departmental meetings and events. The remaining days will be designated as “Instructional Preparation Days,” providing faculty the opportunity to prepare for classes.

Section II - Overload

Overload assignments will be made to meet student and instruction need by mutual agreement between the appropriate administrators and faculty. A faculty member whose total workload units in a 16-week period exceed 24 requires permission from the appropriate instructional dean. Faculty members who meet their base teaching load at 30 WLUs per academic year shall not be required to accept additional class assignments that place them over 31 WLUs. A faculty member shall not be required to teach a sixth course in any given semester to fulfill base load.

Section III - Other Professional Activities for Teaching Faculty

During contract days when a teaching faculty member has no scheduled classes as part of base load, the following activities may be scheduled: program development, course development, committee and task force service, student advising and recruiting, participation in College-sponsored professional development, approved internships and professional residencies, certification training, professional meetings, tutoring, working in the learning lab, development of work-based learning agreements, in field research, and approved special projects.

Work-based Learning (Cooperative Education, Internships and Practicums)

In those courses where a faculty member places students in the work environment under the supervision of an employer and visits the students throughout the semester to ensure work-based learning is occurring, the workload unit shall be the student credit hour earned, up to 3 WLUs, for enrollments of 12 to 25. Faculty may choose to count enrollments under 12 as part of their load using the formula 0.07 times the WLU times the number of students with a minimum of one (1) WLU earned. The appropriate Vice President may designate courses with enrollments under 12 to be the student credit hour earned, up to 3 WLUs.

Sections may be combined in order to make a full course. Exceptions to this rule may occur if dictated by accreditation entities and reflected in the curriculum files.

Team Teaching

WLUs assigned to a team-taught course will be divided proportionally between or among the teaching faculty. Total WLUs may not exceed those assigned to the course through the curriculum process.

Course Combining

Combining of courses may be used to improve College efficiency and effectiveness. Combined classes shall meet the class size guidelines of a single class in the college curriculum outlines.

Combining of Course Levels

Subsequent to consultation with the faculty member, the supervising administrator may combine courses of various instructional levels as academically appropriate. If the two classes have two different

WLU values, the faculty member will be credited with the larger value. Combined courses of various instructional levels shall meet the lower class-size guidelines of a single class in the college curriculum outlines.

Pilot Courses

In the interest of innovative teaching, deviations from the three above sections (Team Teaching, Course Combining, and Combining of Course Levels) can be made for instructor assignments, workload units, class size guidelines and contact hours, with prior approval by the Provost/Vice President of Academic Affairs and Union President and in collaboration with the faculty member(s) before implementation. Approvals must be on a section-by-section basis and do not automatically carry forward.

Directed Study and Independent Study

Faculty may choose credit toward their teaching load at the rate of 0.07 times the WLU times the number of students. Faculty may have no more than ten (10) directed or independent study students per semester unless an exception is agreed upon by the faculty member and the supervising administrator. Payment shall be as per Article 27: Compensation.

Dynamic Banking

Base load for faculty will normally be completed during the fall and spring semesters. Other combinations of semesters may be used as appropriate. It shall be the responsibility of the supervising administrator to plan a full load for all full-time faculty. At the discretion of the supervisor, dynamic banking may be used to shift earned or needed WLUs to the subsequent year. The use of WLUs from one contract year that impacts upon the subsequent year will be limited to eight (8) WLUs for each faculty member.

Dynamic banking will be used as a tool to ensure optimum resource utilization and scheduling flexibility. The appropriate supervising administrator will consult with faculty members who have earned excess WLUs or have not made base load. While the preference of faculty will be given significant consideration, the load plan will ultimately be based on student need. Administrators may

bank WLUs on behalf of faculty using the following guidelines:

- A. During class scheduling for fall and spring semesters, priority will be given to full-time faculty to achieve their load obligations. During the faculty member's second semester scheduling, if a faculty member is not scheduled to meet load obligations, he or she shall have the option of teaching courses at other campuses in collaboration with the respective school/campus supervising administrator.
- B. Base load review will occur by April 1 of each year. If a faculty member has earned WLUs beyond their base load, they may, if approved:
 - Be paid for all WLUs over the maximum base load.
 - Bank the excess to reduce their load obligation in the subsequent contract year.
 - Bank WLUs taught over summer terms to reduce load obligations in the subsequent contract year.

- Banked WLUs are calculated at the base load value in Appendix E, Category B. Should the faculty member no longer be employed in a full-time faculty position for the subsequent contract year, banked WLUs will be recalculated at the overload value for payment.

C. If a faculty member has not completed base load at the end of the contract year, the following options will be utilized and a plan will be developed by the supervising administrator in consultation with the faculty member:

- Completion of WLUs during the subsequent semester.
- Completion of the required number of WLUs during the subsequent academic year.
- When options one and two cannot be implemented, salary reduction shall be calculated at the applicable WLU rate for the faculty member's base salary.
- Courses taught to remedy an underload situation are calculated at the base load value in Appendix E, Category B.

When the plan has been developed, a copy of the plan will be sent to the Associate Provost/Associate Vice President/Executive Director, the Chief Human Resource Officer and the Union President.

D. The banking of WLUs is a process that works over a three-year period. The three (3) years consist of the year the WLUs were earned or not earned and the subsequent academic year. Negative WLUs must be resolved by the end of the second academic year unless the negative banking has occurred solely as a result of course cancellations. In that case, a third academic year may be used to resolve the negative balance. Positive or negative banked hours will be used as the first hours expended toward base load requirements in the first semester of the subsequent academic year.

Workload Unit Course Values

Courses existing in the master course outline developed through the College's Curriculum Committee process and in effect at the close of the 2015-16 Spring Semester shall serve as the assignment of WLU value for each course for the duration of the term of this agreement. Courses may be added or

amended or revised during the duration of this agreement through the College's Curriculum Approval Process.

The curriculum committee may deviate from Appendix E: Partial Points Calculation provided faculty are not adversely affected in terms of workload unit.

ARTICLE 27: COMPENSATION

A. Faculty Base Salaries

1. Faculty salaries shall be based on the most current degree in the discipline or a related discipline as validated by official transcript(s) held in the individual personnel file in Human Resources, as follows:

Pay Level I	Bachelor's Degree
Pay Level II	Master's Degree
Pay Level III	Earned Doctorate or MFA

Faculty shall see a base salary increase for the following pay level changes for an advanced degree in the faculty member's discipline in accordance with the College's internal credentialing requirements. For the purposes of receiving a pay level increase, a Masters/Ed.D./D.Ed./Ph.D. in Higher Education (leadership, instruction or administration) from an accredited institution are recognized as related discipline.

Level I to Level II	8%
Level I to Level III	20%
Level II to Level III	10%

If the advanced degree is not in the faculty member's discipline as described above, Faculty shall see a base salary increase for the following pay level changes:

Level I to Level II	4%
Level I to Level III	10%
Level II to Level III	5%

The recommendation for pay level change shall be submitted for Board approval no later than the second Board of Trustees meeting after the application is turned in to the assigned dean.

Pay level changes shall be effective on the first payroll date following District Board of Trustees approval.

All Faculty employed by the College in a full-time faculty position during the 2025-26 academic year will receive a 2.0% increase to their base salary and then a \$775 non-recurring, lump sum payment for the 2026-27 academic year no later than the October 8, 2026 paycheck. The faculty member must be a College employee in a full-time faculty position at the time of Board approval to be eligible for this increase.

Additionally, the College will commit up to \$100,000 to address salary inversion. The initial application of funds dedicated to addressing salary inversion will be applied following the application of the 2% increase to base pay and the \$775 non-recurring, lump sum payment.

A full gap fill will be applied for any faculty member hired before the start of the 2026-27 AY and inverted by under \$1,000 by a more recently hired faculty member at the same or lower level and in the same program/discipline. Faculty members hired before the start of the 2026-27 AY and inverted by \$1,000 or more by a more recently hired faculty member at the same or lower level and in the same program/discipline, will receive a \$1000 increase to base pay.

Following the application of funds described in this provision, all inversion and compression data used for bargaining and making payment adjustments will be based on data no older than October 10, 2026.

The application of any remaining funds will be bargained solely for the purpose of working toward the elimination of salary inversions. Should the funds required to meet the aforementioned provision exceed \$100,000, an alternative approach will be explored.

Base salaries for teaching faculty and librarians and counselors hired after August 15, 2003, shall be based on 180 workdays per contract year.

2. Effective with the 2025-26 academic year, the initial salary placement for new faculty shall be:

Level I	\$47,550
Level II	\$51,250
Level III	\$55,800

A faculty member's base salary shall not be below the initial salary placement as described above.

New faculty may receive up to the following percentages above the minimum base salary to recognize direct, job-related college teaching or other professional experience and/or extenuating labor market conditions, if requested by the recommending administrator and verified by Human Resources as justified.

Level I	20%
Level II	20%
Level III	15%

Any application of this provision will be communicated to the UFF-FSCJ President within 30 days of acceptance of the College's offer.

B. Overload Pay

1. Overload assignments are as defined in Section II of Article 26 and begin after the 30th base workload unit taught in the academic year.
2. Payment for overload assignments will be per WLU over 30 within the academic year at the rate of \$775 per WLU, or the certified adjunct pay rate, whichever is higher. The administration may increase the overload rate for all faculty without bargaining, based

on the needs of the college.

3. Payment for overload assignments for an academic year will be made at the earliest possible date in the months of February, March, April, May, June, July and August upon confirmation of overload status.

C. Pay for Non-teaching Extra Weeks

Payment for non-teaching extra weeks will be 2.5% of base salary per week when non-teaching weeks are authorized by the administration.

D. Pay for Extra Teaching Terms

In the event that faculty are offered, and accept, an opportunity to teach 15 workload units in a third full term during a contract year, \$13,000 will be added to the faculty member's base salary for that year. Work and office hour requirements for such faculty will be the same as in other terms. Workload units will be determined under the provisions of Article 26.

E. Pay for Special Assignments

Stipends for special assignment work may be awarded at the discretion of the administration and as approved by the College President, or designee. An individual faculty member may not receive more than \$15,000 in stipends in any year. This cap does not apply to funds from a source external to FSCJ. Information on stipends (recipient, project, stipend amount, date approved, anticipated end date) will be shared with the UFF-FSCJ President once per year or upon request.

F. Reimbursement for College Required Licensure

License renewal fees for required professional licenses shall be reimbursed to eligible employees beginning August 16, 2019. A required professional license is defined as either:

1. A license that is specified in FSCJ's faculty credentialing matrices as required to meet the minimum credentialing standard for courses that are in the faculty member's primary program or discipline area. In addition to being primarily assigned to a program or discipline requiring certification, the faculty member must have taught a course under the relevant credentialing requirement at least once in the three terms prior to the license renewal deadline to qualify for reimbursement under this definition. Note, also, that licenses used in alternative credentials that are not required in the minimum credentialing standards are not eligible.
2. One that is specified as required by faculty as part of an institutional or program accreditation that the College holds at the time of the license renewal deadline.

Although license renewals can be paid and reimbursed prior to a license's renewal deadline, that deadline is the date that determines whether the renewal falls in the time window that is eligible for reimbursement. The College will reimburse fees incurred by faculty as part of the certification and

licensure renewal processes (e.g., fees for mandatory fingerprinting and background checks that are necessary to maintain credentials required for program delivery).

G. Reimbursement for Travel Expense Incurred for College-related Travel

Faculty will be reimbursed for travel expense that is incurred for college-related travel in accordance with College policy and Florida Statute 112.061.

H. Terminal Leave Pay

Terminal leave pay shall be paid pursuant to applicable Florida law and Article 16.

I. Early Pay Out

Faculty, if interested, must elect early pay out of base salary no later than the 1st day of the Fall term. Base salary will be annualized over 20 pay periods and all deductions, both involuntary and voluntary, will be adjusted accordingly. This provision expires at the end of the 2018-19 academic year. Beginning with the 2019-20 academic year, faculty will be paid on the same pay schedule as all full-time non-instructional personnel.

J. One Step Salary Incentive

Faculty shall be eligible for a one step salary incentive pursuant to Board Rule 6Hx7-3.3, Pay Plan.

K. Joint Compensation and Inversion/Compression Analysis Committee

The Administration and the Union agree to form a committee to examine the issues of:

- Salary inversion and compression
- Institution comparables for compensation, workload, etc.
- COLA feasibility

An update will be provided no later than the first bargaining session of 2027.

M. Substitute Coverage

The pay rate for substitute coverage is \$37.00 per hour.

N. Recruitment and Retention Incentive (this provision expires at the end of the 2026-27 academic year)

1. Faculty in Adult Education, ESOL and Non-Credit Career Certificate will receive a \$1,000 non-recurring, lump sum payment on the first paycheck of the academic year (September 8), so long as the faculty member teaches a minimum of 12 workload units during that academic year and is still employed at the College at the time of the non-recurring payment.
2. All Nursing faculty will receive a \$5,000 non-recurring, lump sum payment on the first

paycheck of the academic year (September 8), so long as the faculty member teaches a minimum of 12 workload units during that academic year and is still employed at the College at the time of the non-recurring payment.

ARTICLE 28: TERM OF AGREEMENT

The term of the negotiated agreement between Florida State College at Jacksonville (College) and the United Faculty of Florida – Florida State College at Jacksonville (Union) shall be from August 16, 2026 through August 15, 2029, with the exception of Article 26 (Workload) and Article 27 (Compensation). Article 26 (Workload) and Article 27 (Compensation) will be reopened no later than February 1, 2027.

Any Article can be reopened at any time by the mutual agreement of the parties.

This Agreement was ratified by the bargaining unit on August 27, 2026.

This Agreement was approved by the District Board of Trustees of Florida State College at Jacksonville on September 08, 2026.

Bargaining for the next CBA shall begin at least 120 days before the expiration of the current CBA. Bargaining shall be through an interest-based approach, and the mutually agreed to interest based bargaining training shall be completed before January 31, 2029.

Florida State College at Jacksonville

**United Faculty of Florida –
Florida State College at Jacksonville**

Chair of the District Board of Trustees

President

College President

Vice President

APPENDIX ‘A’



United Faculty of Florida UFF-FSCJ Membership Form

All full-time faculty at Florida State College at Jacksonville are eligible to join our faculty union. The Membership Agreement reminds faculty that **membership is voluntary**.

Joining the Union has three parts:

1. Completing the [online application](#). Anyone with questions about the online enrollment can contact UFF directly at 850-224-8220 or uff@fsloridaea.org or UFF-FSCJ at ufffscj@gmail.com.
2. Submitting e-dues information (UFF-FSCJ, UFF, and FEA will not have access to any of your bank information; they will only receive your dues payments.) The College presently has no oversight regarding dues payments. **Rather than contacting FSCJ's HR or payroll teams about how to manage the union dues process, please reach out to your union leaders with questions.**
3. E-signing an Employee Organization Membership Authorization Form (MAF), the format and wording of which is governed by the **Public Employees Relations Commission (PERC)**. *An example of a MAF is at the end of this appendix.* The State of Florida requires that all three pages of the signed MAF are kept on file as part of the annual union recertification process. Once you complete the online membership application (step 1 above), a UFF-FSCJ representative will send you a pre-filled MAF to e-sign.



eDues is safe, secure, easy and takes most members less than 5 minutes to set-up!

Enroll with FastTrack: It's as easy as 1-2-3!

Questions? Need more help? Contact UFF at 850-224-8220 or uff@floridaea.org

Member Portal | Florida Education

https://feacms.floridaea.org/portal/fasttrack/105/form

LOCAL UNION/CHAPTER CONTACT
United Faculty of Florida
850-224-8220

Select Language

Personal Information

Who are you? *
Teacher / Instructional

First Name *

Last Name *

FEA uses Plaid, a well-known account verification system (used by companies like Venmo) that links consumer bank accounts securely with applications. In the following steps you will allow Plaid to connect your bank account to your union's bank account. **Note that your local union and FEA will not have access to any of your bank information; they will only receive your dues payments.**

Member Portal | Florida Education

https://feacms.floridaea.org/portal/fasttrack/105/form

Select Language

Account Information

Personal Email Address *

Password *

12 Characters One Number

Confirm password *

One Letter One Symbol

Membership Agreement

I would like to signup for payments using the following payment schedule

Bank ACH - 20 (FY 2023-2024)

Read the following agreement carefully:

CANCEL SUBMIT

STEP 1:

Create your eDues account

In the **Account Information** section in the middle of the form you will create an account for use in the eDues portal.

To do so, enter your home – not work – email address and create a password.

For security, your password must be **12 characters** and include at least:

- one letter,
- one number and
- one symbol.

Once you've completed and signed the bottom of the FastTrack form (using your mouse or finger) click the **Submit** button to begin linking your bank account.

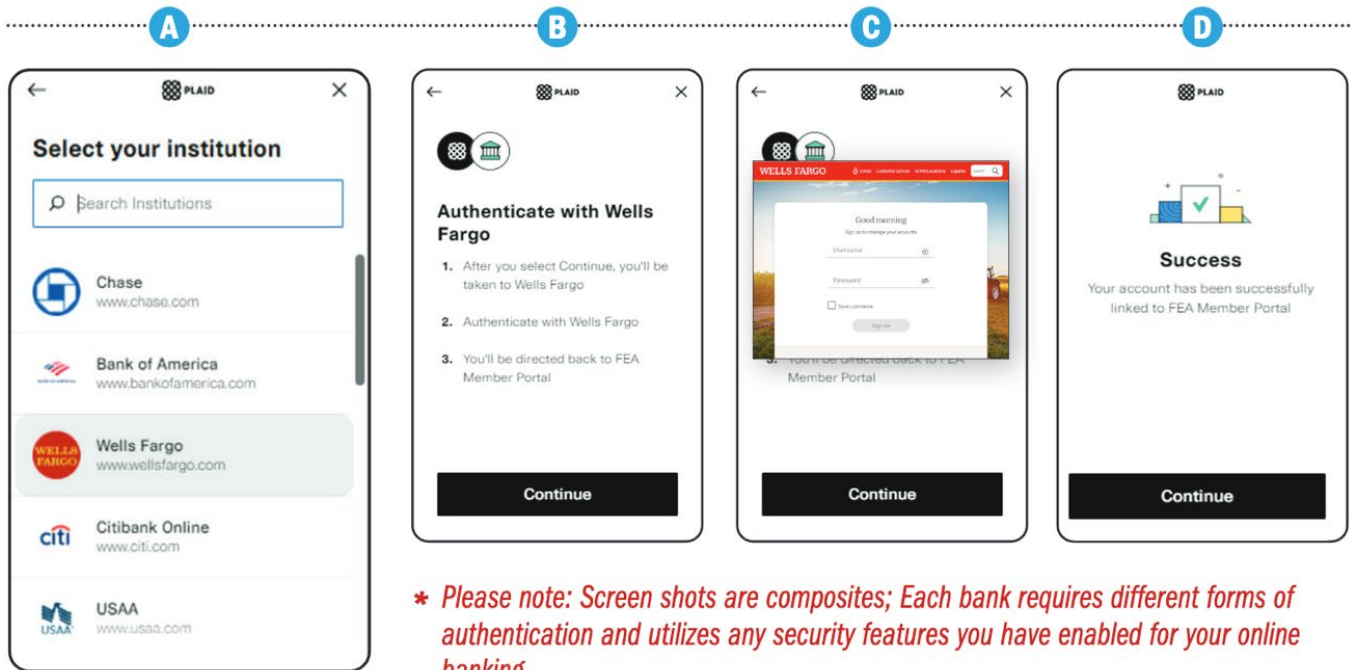
STEP 2

Link your bank account

Follow the step-by-step on-screen instructions to **link your bank account** using one of 2 easy methods:

Method 1 (quickest)

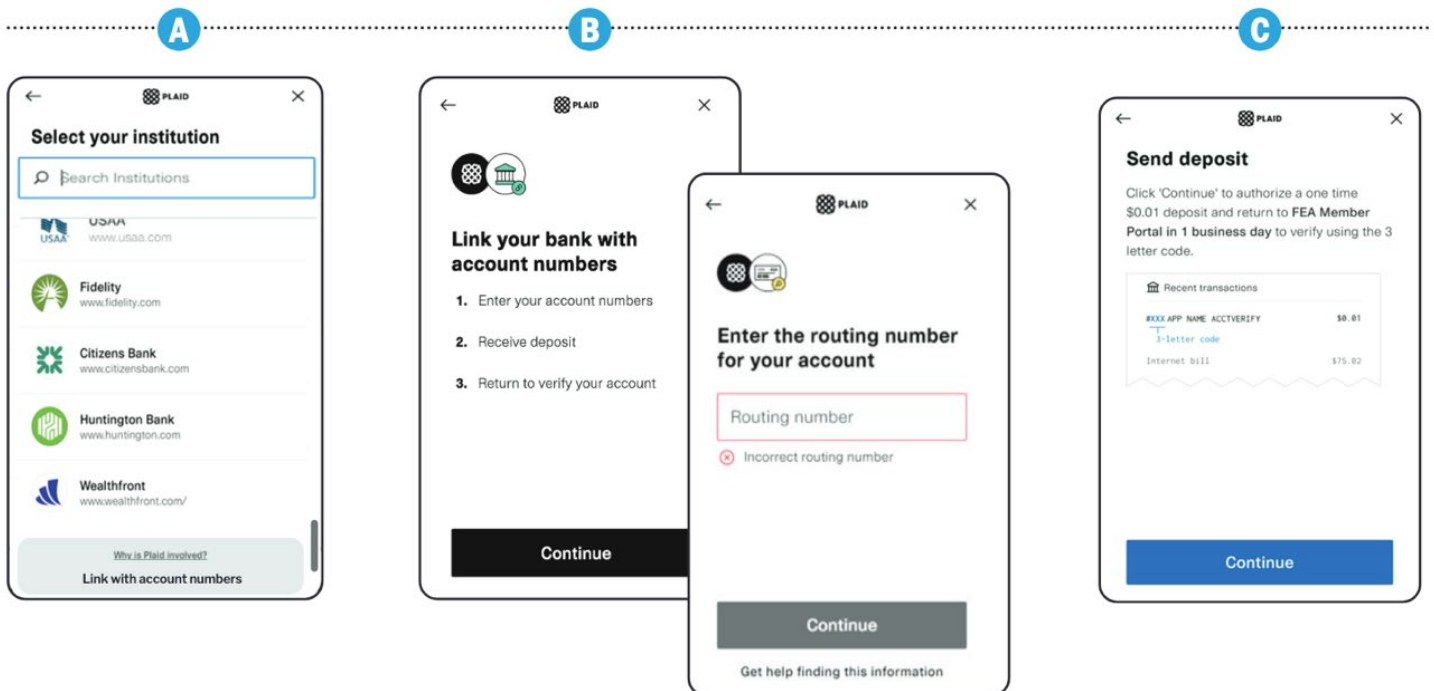
- A** Find and select your bank in the searchable list and follow the on-screen prompts.
- B** After clicking continue a new window will open and you will be prompted to log into your bank.
- C** Follow the prompts from your bank to connect your account to the Plaid system.
(Note: each bank's process is slightly different.)
- D** You're all done! Proceed to Step 4 on the back of this handout.



IMPORTANT NOTE! Method 2 involves two steps separated by up to 72 hours. If you do not complete the 2nd step your enrollment is not finalized and you are not yet a union member!

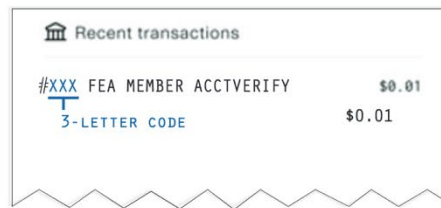
Method 2 (Part 1)

- A** Scroll to the bottom of the list and select **Link with account numbers**.
- B** You will then be prompted to enter your bank's routing number and your bank account number (checking or savings).
- C** **Critical final step:** Verify your account info with a \$0.01 micro-deposit you receive from Plaid.
- See detailed micro-deposit instructions on the next page →**

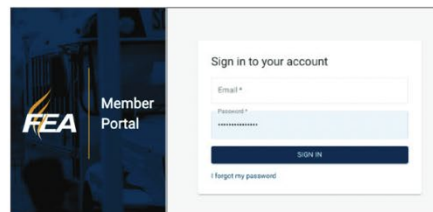


Method 2 (Part 2: Confirming Your Microdeposit)

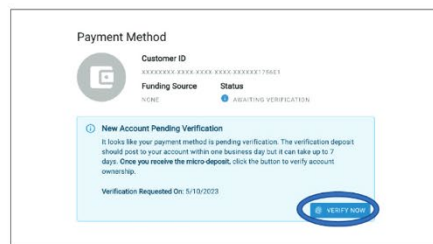
- A** Find the \$0.01 deposit in your bank account (this can take up to 72 hours after you sign up.) Find the three-letter code next to the # and write it down.



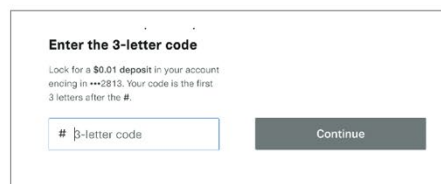
- B** Return to the membership portal at <https://portal.floridaaea.org> and log into your account using the password you created in Step 1 (on the front page)



- C** Click on the **Verify Now** button.



- D** Enter the three letter code you wrote down from the microdeposit in your bank account (Step A, above) and press continue. You're done!

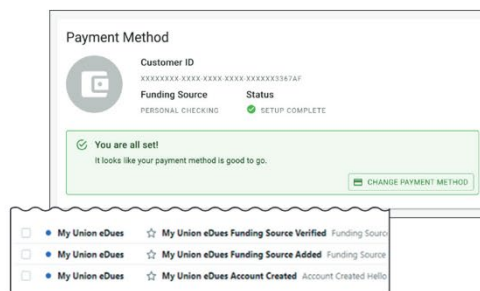


STEP 3:

You're now enrolled in eDues!

You will know the process is successful when you see the green box in your member portal.

You will also receive a series of confirmation emails as you go through the processes with PLAID, your banking institution, and the FEA Member Portal.



Employee Organization Membership Authorization Form

(PERC FORM 2023-1.101, Incorporated in R. 60CC-1.101, Effective July 1, 2023)

Exemptions from this form are provided in section 447.301(1)(b)6., Florida Statutes, as amended by chapter 2023-35, section 1, Laws of Florida.

Please type or print legibly.

PART A – EMPLOYEE ORGANIZATION INFORMATION

NAME OF EMPLOYEE ORGANIZATION:

UNITED FACULTY OF FLORIDA - FLORIDA STATE COLLEGE AT JACKSONVILLE (UFF-FSCJ)

PERC REGISTRATION NUMBER: OR- 1986 - 098

DATE OF LAST ORDER GRANTING REGISTRATION (mo/day/year): 02 / 08 / 2024

INITIATION FEE (if none, state zero): \$ zero

DUES (write amount in applicable blank): WEEKLY: BIWEEKLY: MONTHLY: ANNUALLY: 1% of salary

OFFICER/EMPLOYEE COMPENSATION: List the salaries, allowances, and other direct or indirect disbursements, exceeding \$10,000.00 in the aggregate, paid by the employee organization and any affiliates to the **five highest compensated individuals**, as reported on the last PERC registration or renewal application. If fewer than five individuals are reported, indicate "N/A" on any remaining blank lines.

Name of Officer or Employee	Salary	Allowances	Other direct or indirect disbursements (incl. reimbursed expenses)
N/A	\$N/A	\$N/A	\$N/A
N/A	\$N/A	\$N/A	\$N/A
N/A	\$N/A	\$N/A	\$N/A
N/A	\$N/A	\$N/A	\$N/A
N/A	\$N/A	\$N/A	\$N/A

PART B – EMPLOYEE INFORMATION

THE EMPLOYEE MUST PERSONALLY SIGN AND COMPLETE THE DATE OF SIGNATURE

NAME OF EMPLOYEE (First Name Middle Name Last Name):

XXXXXXXXXX

NAME OF PUBLIC EMPLOYER:

Board of Trustees of Florida State College at Jacksonville

NAME OF AGENCY: If the Agency is the same as the Public Employer, check here: ☒

N/A

CLASS TITLE: Faculty

CLASS CODE: D01 If not applicable, check here: ☐

By my signature below, I represent that I desire to be a member of the above-named employee organization.

Signature of Employee

Date of Signature

THE STATE OF FLORIDA WANTS YOU TO KNOW THE FOLLOWING:

The State of Florida is a right-to-work state. Membership or non-membership in a labor union is not required as a condition of employment, and union membership and payment of union dues and assessments are voluntary. Each person has the right to join and pay dues to a labor union or to refrain from joining and paying dues to a labor union. No employee may be discriminated against in any manner for joining and financially supporting a labor union or for refusing to join or financially support a labor union.

INSTRUCTIONS FOR COMPLETING FORM 2023-1.101

INTRODUCTION: Every line must be completed. The employee organization, public employee, or another person assisting the employee may complete any portion of the form with accurate information as reflected in the organization's most recent registration or renewal application filed with the Public Employees Relations Commission (PERC). The employee must personally sign and date the form after all other blanks are completed. The completed form must be delivered to the employee organization identified on the form. Exemptions from this form are provided in section 447.301(1)(b)6., Florida Statutes, as amended by chapter 2023-35, section 1, Laws of Florida.

PART A – EMPLOYEE ORGANIZATION INFORMATION:

Name of Employee Organization: The official name of the employee organization as it is registered with PERC.

PERC Registration Number: The registration number (also referred to as "case number") assigned to the employee organization by PERC upon the granting of a registration application.

Date of Last Order Granting Registration: The date of PERC's most recent order granting or renewing the registration of the employee organization.

Initiation Fee: The actual amount of any initiation fee as it is required to be paid, as of the date the public employee signs the form. If none, state zero.

Dues: In the appropriate blank, provide the monthly, bi-weekly, weekly, or annual dues, as of the date the public employee signs the form.

Officer/Employee Compensation: This information must be the same as what is reported in the employee organization's most recent annual registration or renewal application filed with PERC. Only provide information on the five highest compensated individuals listed on that application, if any. Insert "N/A" on any empty line if fewer than five individuals are listed.

- **Allowances:** Regular compensation to an officer or employee of the organization to cover expenses related to service to the organization.
- **Other direct or indirect disbursements:** All other amounts paid to the organization's officer or employee, including reimbursed expenses, from the organization and any other employee organization affiliated with it, or with which it is affiliated, or which is affiliated with the same national or international employee organization.

PART B – EMPLOYEE INFORMATION:

Name of Employee: The name of the “public employee,” as defined in section 447.203(3), Florida Statutes, who desires to be a member of an employee organization that is either (1) certified to represent a bargaining unit that includes the public employee, or (2) seeking to become a certified bargaining agent for a prospective bargaining unit that includes the public employee.

Name of Public Employer: The public employer is one of the following, depending upon the type of public employment:

Public Employer	Type of Employment
Governor	State agency employee belonging to a statewide bargaining unit, and Correctional Education Program employees
Board of Trustees (specify university)	State University employee (includes New College)
Board of Trustees (specify college)	Community College employee
District School Board (specify county)	School District employee
Board of Trustees of the Florida School for the Deaf and the Blind	Florida School for the Deaf and the Blind academic and academic administrative personnel
Political Subdivision or Agency thereof (specify subdivision)	County, Municipality, Special District, or other political subdivision employee

Name of Agency: The state agency, or the political subdivision’s agency, department, or other sub-unit that actually employs the public employee, if different from the listed “public employer.” If the agency is the same as the “public employer,” check the box to indicate this.

Class Title: The classification applicable to the employee appearing in the bargaining unit definition in PERC’s most recent Certification Order, if any. If there is not an active bargaining unit certification applicable to the employee, the employee should list the class title assigned by the employer.

Class Code: The code, if any, assigned by the employer to the employee’s classification. If there is no class code, check the box next to “Not Applicable.”

APPENDIX ‘B’

Evaluation of Faculty

Per the Collective Bargaining Agreement (CBA) between the District Board of Trustees of Florida State College at Jacksonville and United Faculty of Florida–Florida State College at Jacksonville (effective August 16, 2023): Faculty evaluation shall be conducted in a fair, constructive, objective manner and shall serve to maintain and improve the quality of instruction and support services in furtherance of the College’s primary mission.

FSCJ’s Mission Statement:

Florida State College at Jacksonville provides an equitable, high quality, success-driven learning experience for our diverse community of students.

Intentionality Statement:

The faculty evaluation is intended to foster a culture of continuous improvement, development, and growth. This evaluation tool is divided into two sections. The first section covers standard duties, which span teaching and expertise-driven activities, and other complementary responsibilities that contribute to the College’s mission. The second part of the evaluation tool is a formative section intended to consider more nuanced work faculty undertake.

Part I: Standard Duties/Responsibilities

(The order of the listed standard duties/responsibilities is not necessarily reflective of their level of importance)

Section Instructions:

- Satisfactory: Select “satisfactory” for items that are satisfactorily met. Comments are not required to substantiate a “satisfactory” designation.
- Needs Attention: Select “needs attention” for items that need attention. If any item is marked as “Needs Attention”, then comments that outline recommendations for improvement will be provided in the box. Recommendations for improvement MUST be written in such a way that both parties can objectively determine that the faculty member took corrective action. Any recommendations for improvement should be addressable in one year or less of the applicable evaluation.

Standard Duties/Responsibilities for all Faculty

1. Fulfills workload requirements as specified in the CBA, Article 26: Workload.
2. Maintains an approved work schedule on file with the supervisor.
3. Maintains required college and student records in appropriate format (as applicable by employee role).
4. Maintains documentation and reporting standards in accordance with third-party accrediting bodies and/or compliance regulations (as applicable).
5. Follows college policies and procedures.
6. Assists in the implementation of college-wide and/or discipline/departments goals.
7. While fulfilling work-related duties, maintains professional interactions with stakeholders.
8. Follows procedures for the custody and use of college property, including classroom and office equipment (as applicable).
9. Exhibits timely response to supervisor communications (as applicable based on contract workdays).
10. Engages in ongoing curriculum development in specific courses and/or programs (as applicable).
11. Follows safety protocols/procedures for course, discipline and/or location where students receive instruction (e.g., appropriate personal protective equipment, equipment safety, laboratory/kitchen safety, automotive/aviation/off-site safety, general classroom/library safety, etc.)
12. Contributes to student success and retention activities.

13. Uses student feedback to improve instruction, when appropriate.
14. Routinely meets required institutional deadlines.
15. Collaboratively engages in Part II of this evaluation tool.

Standard Duties/Responsibilities for Teaching Faculty

1. Follows procedures for responding to action items and policies detailed in accommodation memos that originate from FSCJ Student Support Services.
2. Follows college policies related to developing and submitting course syllabi.
3. When applicable, participates in departmental selection of instructional materials as outlined in the CBA.

Standard Duties/Responsibilities for Faculty Counselors

1. Provides a broad range of counseling services designed to enhance student success.
2. Provides students with a broad range of intervention and retention services designed to enhance student success.
3. Consults with other faculty, College staff, community resources, and students to support student development goals.
4. Develops up-to-date materials, procedures, training, and resources to support and improve College, campus, and student development goals and operations.

Standard Duties/Responsibilities for Faculty Librarians

1. Provides instruction on library resources through various modalities, and helps students to find, evaluate, and use information.
2. Prepares and updates library resources and instructional activities for access and use by the college community.
3. Curates the library collection using allocated funds to support teaching and learning, and to fulfill program and institutional accreditation requirements.
4. Builds and maintains partnerships to enrich resource sharing and integrate library services.

Supervisor Summative Comments

NOTE: The rationale for including this comment area is to clarify if a situation is habitual or rare (not reflective of the faculty member's overarching performance). Supervisors are encouraged to provide summative comments highlighting the positive work or service in which the faculty member has been involved.

Overall Rating

(Overall rating pertains to Part I of the evaluation, including completion of Part II.)

NOTE: Having every item in the Standard Duties/Responsibilities (Part I of this evaluation tool) marked as "satisfactory" does not necessarily mean the faculty member would have an overall satisfactory evaluation. Likewise, having "needs attention" marked in any part of this basic section does not necessarily preclude the faculty member from achieving an overall satisfactory evaluation.

Part II. Formative Section

Summary of Activities (Informational Only)

In bullet-point or narrative format, the faculty member will summarize/highlight activities they have engaged in since their last evaluation. Faculty are further encouraged to define which pillar(s) (Teaching, Professional Development, and Service) they consider addressed by a given activity—remembering that one activity may address more than one pillar.

Formative Planning Section

The formative evaluation consists of two parts: (1) A reflection on goals outlined in the prior evaluation period*; and (2) A proposed plan of activity for the upcoming evaluation period. The proposed plan of activity must align with one or more of the three foundational pillars: Teaching, Professional Development, and Service. Emphasis within or across these pillars can vary based on the individual's career stage and College/Program needs. Faculty should contribute to the institution's mission in ways that align with their roles, interests, and goals. The depth and breadth of activity associated with a given pillar can vary, and one activity could address multiple/all pillars.

Innovation requires risk tolerance. Considering progress toward a goal rather than punitive action for unmet goals is what encourages innovation. Faculty and supervisors will collaborate on reviewing what went well and foster space for development and progress toward goals—or revision of goals where useful.

NOTE: Faculty engaging in the evaluation tool for the first time (e.g., new faculty and faculty cycling onto this new evaluation tool from the prior tool) will not have a “prior year plan” to review.

IIA. Reflection on the Plan Developed in your Prior Evaluation.

IIB. Proposed Plan of Activity for the Upcoming Evaluation Period

The faculty member will propose a plan of activity for the upcoming evaluation period in at least one of the three pillars: Teaching, Professional Development, and Service. A given activity may address more than one pillar and activities need not be new—they could be a continuance of effort(s) and/or activities from the prior evaluation period.

Optional Supervisor Comments for Part II.

Formative Section Examples

Teaching, Professional Development, and Service serve as the three essential pillars for evaluating faculty performance, fostering reflection, and promoting growth. The focus within these pillars may shift depending on an individual's career stage and the specific needs of the College or program.

Essential Pillar activities may include, but are not limited to, professional development related to the faculty's field of expertise, teaching methodologies, pedagogy and andragogy, educational innovations, classroom technologies, and other related experiences should enhance teaching and support the growth of meaningful, engaged work at the College.

The following are examples of activities that align with these foundational pillars. Please keep in mind that this list is not exhaustive; rather, it aims to inspire faculty to consider a wide range of activities connected to these pillars. Also, the order in which they appear is not indicative of their importance/value. Additionally, some activities may be substantial enough to be relevant across multiple pillar areas.

Possible items to address may include, but are not limited to:

Teaching activities:

- engaging in new or teaching new courses;
- teaching or counseling techniques used which seem particularly effective;
- use of technology to enhance the pedagogical process;
- enhancing, measuring, and/or improving student outcomes;
- meaningful positive interactions with students;
- promotion of the library to faculty and students;
- student success workshops and other presentations;
- acquiring library material, and response to library users' informational needs;
- response to student counseling needs;
- utilizing student feedback to enhance course design.

Learning Experiences:

- graduate or professional development coursework;
- continuing education related to license or certifications;
- learning simulations;
- self-study;
- industry visits/tours;
- industry or discipline-related certifications;
- workshops;
- conferences;
- festivals related to the discipline;
- participation in professional organizations;
- sabbatical projects.

Publications and Presentations:

- pedagogical or content-related material;
- artistic works including but not limited to choreography, art exhibitions or commissions, musical compositions;
- discipline conference presentations;

- supporting student performances and exhibits.

Other Creative Productions:

- discipline related blogs;
- discipline related podcasts;
- discipline related video channels;
- discipline related performance;
- other new or emerging media.

Residencies:

- guest speaking or teaching engagements;
- fieldwork;
- workshops;
- temporary or part-time work in the faculty's field of expertise.

College or Department related:

- committee work;
- service with UFF-FSCJ;
- service with Faculty Senate;
- course and program development;
- subject matter expert (Ex: Mentoring);
- workshop development;
- student club sponsorship;
- BILT/Advisory Committee participation;
- connection with industry or employer;
- representing College or Department at community events;
- program accreditation;
- review of educational material;
- review of educational equipment;
- interaction with colleagues (i.e., mentoring, sharing materials, examples of collegiality, etc.);
- other College-related activities;
- Be principal in curriculum change and writing documents;
- Be principal in implementing department wide enhancement, such as publisher or Center for eLearning creation;
- Engagement with the community; recruitment; scholarship coordination; clinical coordination.

FSCJ Student Evaluation of Instruction (SEI)

Response Categories:

- A) Strongly Agree
- B) Agree
- C) No Opinion
- D) Disagree
- E) Strongly Disagree

1. My professor presented the subject matter clearly.
2. My professor displayed enthusiasm when teaching.
3. My professor had a style of presentation which encouraged me to learn.
4. My professor taught his/her stated course objectives.
5. My professor was open to questions or comments when they were appropriate.
6. My professor was available to help me during POSTED office hours.
7. My professor explained what was expected of me.
8. My professor provided written course policies.
9. My professor provided feedback on all my work quickly enough to benefit me.
10. I would recommend this professor to another student.
11. My professor clearly explained how I was to be graded at the beginning of the course.
12. My professor used methods of evaluation that were clearly related to the objectives in the course.
13. My professor showed concern for my educational needs.
14. My professor treats students with respect.
15. My professor's use of technology enhanced my learning.
16. My professor's use of Discussion Board contributed to my learning.
17. My professor responded to my questions in a timely fashion.
18. My professor encouraged student-to-student interaction.
19. I was satisfied with the availability of course materials and library resources provided by my professor.
20. My professor taught the course so that I felt actively involved in my learning or in what I was learning.

PERFORMANCE IMPROVEMENT PLAN FOR FULL-TIME FACULTY

In compliance with *Article 11: Faculty Evaluation* of the Collective Bargaining Agreement, Faculty who receive an overall evaluation rating of Needs Attention shall be provided an opportunity to improve his or her performance through the development of a Performance Improvement Plan. The performance improvement period shall not exceed one semester following the initial Needs Attention rating or the time at which the annual contract appointment must be made. Recommendations for improvement **MUST** be written in such a way that both parties can objectively determine that the faculty member took corrective action.

PERFORMANCE TO BE IMPROVED	ACTION PLAN

By signing below, it is confirmed that the development of this Performance Improvement Plan was a collaborative effort. This fully signed document will be forwarded to the Chief Human Resource Officer, or designee, who, in turn, will generate a notification to the Union President that a Performance Improvement Plan has been submitted.

Faculty Member

Date

Faculty Supervisor

Date

Submission of a finalized Performance Improvement Plan for a faculty member on continuing contract is considered notification that their continuing contract status may be in jeopardy.

APPENDIX ‘C’

BEST PRACTICES

The following is a brief summary of the Seven Principles of Good Practice in Undergraduate Education as compiled in a study supported by the American Association of Higher Education, the Education commission of the States, and The Johnson Foundation.

1. Good Practice Encourages Student-Faculty Contact

Frequent student-faculty contact in and out of classes is the most important factor in student motivation and involvement. Faculty concern helps students get through rough times and keep on working. Knowing a few faculty members well enhances students' intellectual commitment and encourages them to think about their own values and future plans.

2. Good Practice Encourages Cooperation Among Students

Learning is enhanced when it is more like a team effort than a solo race. Good learning, like good work, is collaborative and social, not competitive and isolated. Working with others often increases involvement in learning. Sharing one's own ideas and responding to others' reactions improves thinking and deepens understanding.

3. Good Practice Encourages Active Learning

Learning is not a spectator sport. Students do not learn much sitting in classes listening to teachers, memorizing pre-packaged assignments and spitting out answers. They must talk about what they are learning, write about it, relate it to past experiences, and apply it to their daily lives. They must make what they learn part of themselves.

4. Good Practice Gives Prompt Feedback

Knowing what you know and don't know focuses learning. Students need appropriate feedback on performance to benefit from courses. In getting started, students need help in assessing existing knowledge and competence. In classes, students need frequent opportunities to perform and receive suggestions for improvement. At various points during college, and at the end, students need changes to reflect on what they have learned, what they still need to know, and how to assess themselves.

5. Good Practice Emphasizes Time on Task

Time plus energy equals learning. There is no substitute for time on task. Learning to use one's time well is critical for students and professionals alike. Students need help in learning effective time management. Allocating realistic amounts of time means effective learning for students and effective teaching for faculty. How an institution defines time expectations for students, faculty, administrators, and other professional staff can establish the basis for high performance for all.

6. Good Practice Communicates High Expectations

Expect more and you will get it. High expectations are important for everyone – for the poorly prepared, for those unwilling to exert themselves, and for the bright and well-motivated. Expecting students to perform well becomes a self-fulfilling prophecy when teachers and institutions hold high expectations of themselves and make extra efforts.

7. Good Practice Respects Diverse Talents and Ways of Learning

There are many roads to learning. People bring different talents and styles of learning to college. Brilliant students in the seminar room may be all thumbs in the lab or art studio. Students rich in hands-on experience may not do so well with theory. Students need the opportunity to show their talents and learn in ways that work for them. Then they can be pushed to learning in new ways that do not come so easily.

APPENDIX ‘D’

FACULTY SABBATICAL PROGRAM APPLICATION

Instructions:

1. Complete this application. Type or **word process** all responses.
2. Obtain the signature of the Payroll Director.
3. Submit this application to the immediate supervisor by the first Monday in February.

Name: _____
Last First Middle PID

Campus/Center: _____

Department: _____ Position: _____

Phone/Email: _____

Sabbatical requested to begin on: _____ and end on: _____
First day of term Last day of term

Complete this section only if you have previously been granted a sabbatical.

Dates of last sabbatical granted: _____ through _____
Month/Year Month/Year

Major purpose of sabbatical was: _____
Study Writing / Externship

Other: (describe)

Program Objectives: Explain briefly using the selection criteria.

1. The objectives of your sabbatical.

*If your objective is a program of study at a university, include courses to be taken and college to be attended along with supportive documentation.

*If your objective is writing/publishing, include a description of the work proposed/in progress. If your proposal is externship or collaboration with business, include supportive detail of the objectives, benefit to the program, students, and compensation proposal.

*If your proposal does not fall into either of these categories, include sufficient supportive detail along with your objectives.

2. How your sabbatical relates to your current position at the College.
3. How your sabbatical will be of benefit to FSCJ.

Attach separate sheets as needed.

Budget: To determine funding needed to grant the sabbatical, the following budget information must be provided. Forward pages 1 and 3 of this application to the Payroll Department, AO, Room 306E.

1. Faculty Name: _____

2. Faculty Position Title: _____

3. Position Code: _____

_____ 4. Faculty's current base annual salary plus benefits

_____ 5. 70% of faculty's current base annual salary plus 26%

_____ 6. Subtract line 5 from line 4 to determine funds available for replacement faculty

_____ 7. Cost for replacement of faculty member on sabbatical is either
(a) cost of replacement by adjunct faculty, or (b) cost of replacement by temporary full-time faculty appointment

_____ 8. Salary funds available in operational budget if faculty is on sabbatical

Payroll Director

Date

Faculty Member's Work Assignment (to be completed by immediate supervisor)

Describe faculty member's normal on campus work assignment during period of requested sabbatical.

Describe how the faculty member's on campus normal work assignment will be handled during the sabbatical period.

Proposal Acknowledgement and Support: The following signatures and dates must be obtained to complete the application process.

_____ I support the proposed sabbatical
_____ Resubmit with changes
_____ I do not support the proposed sabbatical

Immediate Supervisor	Date
----------------------	------

_____ I support the proposed sabbatical
_____ Resubmit with changes
_____ I do not support the proposed sabbatical

Appropriate Dean	Date
------------------	------

Committee Recommendation

Signatures of Committee Members	Date
---------------------------------	------

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

_____ I support the proposed sabbatical
_____ Resubmit with changes
_____ I do not support the proposed sabbatical

Associate Provost/Associate Vice President/Executive Director	Date
---	------

ACTION OF COLLEGE PRESIDENT:

Approved: _____ Date: _____ Disapproved: _____ Date: _____

Signature: _____

APPENDIX ‘E’

Appendix E
PARTIAL POINTS CALCULATION
Workload Units (WLU) calculation

Category A: LECTURE COURSES

College-credit courses where contact hours (per week, 16-week term) equal credit hours

$$1 \text{ contact hour} = 1 \text{ WLU}$$

Example: AMH 2010: 3 contact hours/week = 3 WLU

Category B: LAB COURSES

College-credit courses where contact hours (per week, 16-week term) do not equal credit hours In these cases, there is a lab/clinical activity that affects WLU values for the course.

$$1 \text{ lecture hour} = 1 \text{ WLU}$$

LOAD VALUE BY GENERAL LABORATORY TYPE

Each preparation laboratory contact hour point	=	1.0 WLU
Each supervised laboratory contact hour point	=	1.0 WLU
Each clinical/laboratory (dental hygiene, respiratory therapy, physical therapy) contact point hour	=	1.0 WLU
Each unsupervised foreign language point	=	0.0 WLU
Each physical education activity contact hour point	=	1.0 WLU
Each rehearsal contact hour point	=	1.0 WLU
Each studio or seminar contact hour point	=	1.0 WLU
Each lecture/laboratory combination contact hour point	=	1.0 WLU

(Applied music courses that meet for .5 contact hour (30 minutes) will be assigned .5 of a workload unit point per student for each 30 minutes of instruction. In addition, applied music courses that meet for 1 contact hour will be assigned 1.0 workload unit point per student.)

SAMPLE LOAD VALUE BY DISCIPLINARY LAB TYPE

Culinary Arts Labs	=	1.0 (preparation)
Dental (DEH)	=	1.0 (clinical/practice lab)
Emergency Medical Services (EMS)	=	1.0 (preparation lab/clinical)
Information Technology (CGS, CTS)	=	1.0 (administratively assigned)*
Music (with the term “Applied”)	=	0.5 per 0.5 contact hour/per student; 1.0 per contact hour/per student
Music (with the term “Class”)	=	1 to 1
Nursing (NUR)	=	1.0 (lab)
Nursing (NUR)	=	1.0 (clinical)
Physical Education (Activity)	=	1.0
Physical Education (Performance-based labs)	=	1 to 1
Respiratory	=	1.0 (clinical/lab)
Sciences	=	1.0 (special type of preparation lab)
Aviation (AMT,ATF)	=	1.0

Category C: INTERNSHIPS AND PRACTICUMS

Internships and practicums are calculated based on the number of students. Generally, a Load Value of 3 is calculated for classes with 12 or more students. If under 12 students, the Dean may offer a stipend calculated at .07 times the appropriate overload rate (up to 3 workload units) times the number of students.

Category D: LOAD VALUE FOR NON-CREDIT COURSES

Area of Study	Total Course Contact Hours per Term (<i>where applicable</i>)	Faculty Workload Units	Formula
Adult Ed	64	2.56 (WLU) per course	No formula, 2.56 standard administratively assigned (WLU) for Adult Ed
ESOL	96 150	3.84 (WLU) per course 6.0 (WLU) per course	No formula, standard administratively assigned (WLU) [150 contact hours and 6.0 WLUs for ELL 0101, 0102, 0103, 0117, 0217, 0317, 0417, 0517, 0617, 0627, 0717, 0817, 0827; the other 23 ESOL Courses are 96 contact hours and 3.84 WLUs]
Career Certificate	Variable	Formula for (WLU)	Contact hours divided by 25 for faculty (WLU)
Continuing Workforce Education	Variable	Formula for (WLU)	Contacts hours divided by 25 for faculty (WLU)

APPENDIX ‘F’

Faculty Dissimilar Position Notification Form

In accordance with Article 18, Reduction in Force, of our Faculty Collective Bargaining Agreement:

...for period of six (6) months following such a displaced employee's termination date, the individual

displaced pursuant thereto shall be offered an interview for an opening in a position dissimilar to the

individual's position eliminated in the Reduction in Force, provided the individual is interested, qualified and applies through the College's job application system. Additionally, the displaced employee is responsible for submitting the Faculty Dissimilar Position Notification Form to Human Resources by the close date or first review date of the applicable position.

The provisions of this rule shall be applicable only to full-time faculty whose positions are not funded from categorical, sponsored, contracted or project fund sources.

Directions:

This form must be completed and submitted as an attachment to employment@fscj.edu each time you have successfully submitted your online job application to an open FSCJ position dissimilar to your eliminated position.

Your online job application must be submitted prior to the specified Review/Close date of the open position.

Submitting this Reduction in Force Preference form does not guarantee that you will be selected for your desired position(s).

Reduction in Force Termination Date: _____

Applicant Information:

Name:

Dissimilar Job Application Information: (complete and submit another Faculty Dissimilar Position Notification Form for each additional job application to employment@fscj.edu)

Job Title:	Job Posting ID #:	Date of Successfully Submitted Application:	Review/Close Date of Position:

Signature: _____

Date: _____

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

AGENDA ITEM NO. A – 5.

Subject:	Finance: Fees and Charges (Course Fees)
Meeting Date:	September 8, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve the fee changes for the following courses to be effective Spring Term 2026-27, 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.

Spring Term 2026-27 [Career Certificate Lab Fees – 404401000000]

Course Number	Course	Current Fee	Recommended Fee
PMT0145	Flux Core Welding (115953)	\$30.00	\$0.00

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

Spring Term 2026-27 [CWE Course Fees – 402506300140]

Course Number	Course	Current Fee	Recommended Fee
TIS0161	QuickBooks Pro (119692)	\$399.00	\$0.00

The above CWE Course Fee is being removed as part of a review of the course catalog that revealed the associated course is no longer active, rendering the fee no longer valid. The removal of this fee ensures that our fee structure remains current, accurate, and aligned with our active course offerings.

Spring Term 2026-27 [Credit Course Insurance Fees – 404130000000]

Course Number	Course	Current Fee	Recommended Fee
BCN1210L	Construct Material Lab (103128)	\$4.00	\$0.00

The above Credit Course Insurance Fee is being removed as part of a review of the course catalog that revealed the associated course is no longer active, rendering the fee no longer valid. The removal of this fee ensures that our fee structure remains current, accurate, and aligned with our active course offerings.

Subject: Finance: Fees and Charges
(Continued)

Spring Term 2026-27 [Career Certificate Insurance Fees – 404430000000]

Course Number	Course	Current Fee	Recommended Fee
COS0001	Basic Cosmetology (106238)	\$4.00	\$0.00
COS0001L	Cosmetology Phase I Lab (121561)	\$4.00	\$0.00
COS0007	Inter Cosmetology (106239)	\$4.00	\$0.00
COS0007L	Cosmetology Phase II Lab (121562)	\$4.00	\$0.00
COS0008	Adv. Cosmetology (106240)	\$4.00	\$0.00
COS0008L	Cosmetology Phase III Lab (121563)	\$4.00	\$0.00
STS0010L	Surgical Technologist I Lab (119403)	\$4.00	\$0.00
STS0011L	Surgical Technologist II Lab (119405)	\$4.00	\$0.00
STS0012L	Surgical Technologist III Lab (119407)	\$4.00	\$0.00
STS0015L	Central Supply Technician Lab/Clinical (119409)	\$4.00	\$0.00

The above Career Certificate Insurance 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.

Spring Term 2026-27 [Credit Course Kit Fees – 404110700001]

Course Number	Course	Current Fee	Recommended Fee
NUR1008C	Transition to Professional Nursing (115297)	\$563.00	\$712.00
NUR1020C	Nursing Concepts: Health and Wellness Across the Lifespan I (115298)	\$563.00	\$712.00
NUR1025C	Health-Illness Concepts Across the Lifespan II (115302)	\$564.00	\$712.00
NUR1411C	Nursing Care of the Family Across the Lifespan (115316)	\$564.00	\$712.00
NUR1460C	Health-Illness Concepts Across the Lifespan I (115317)	\$564.00	\$712.00
NUR2243C	Nursing Concepts: Families in Crisis-Complex Health Problems I (115333)	\$564.00	\$712.00

The above Nursing ASN program Credit Course Kit Fees, for incoming cohorts, are being modified to reflect the consolidation of the program kits and testing services under a single provider, Wolters Kluwer, following the expiration of the previous testing contract with ExamSoft. The fee change is necessary to align with the per-student rate quoted by Wolters Kluwer Health, Inc.

Subject: Finance: Fees and Charges
(Continued)

Spring Term 2026-27 [Course Testing Fees – 350409201000]

Course Number	Course	Current Fee	Recommended Fee
NUR1008C	Transition to Professional Nursing (115297)	\$77.00	\$0.00
NUR1020C	Nursing Concepts: Health and Wellness Across the Lifespan I (115298)	\$39.00	\$0.00
NUR1023C	Health-Illness Concepts Across the Lifespan I (115301)	\$39.00	\$0.00
NUR1025C	Health-Illness Concepts Across the Lifespan II (115302)	\$38.00	\$0.00
NUR1212C	Health Alterations Across the Lifespan I (115314)	\$77.00	\$0.00
NUR1411C	Nursing Care of the Family Across the Lifespan (115316)	\$77.00	\$0.00
NUR1460C	Health-Illness Concepts Across the Lifespan I (115317)	\$77.00	\$0.00
NUR1521C	Psychiatric/Mental Health Nursing (115320)	\$77.00	\$0.00
NUR2214C	Health Alterations Across the Lifespan II (115329)	\$38.00	\$0.00
NUR2242C	Nursing Concepts: Families in Crisis-Complex Health Problems II (115332)	\$77.00	\$0.00
NUR2243C	Nursing Concepts: Families in Crisis-Complex Health Problems I (115333)	\$77.00	\$0.00
NUR2960	NCLEX Review (115352)	\$77.00	\$0.00

The above Nursing ASN program Testing Fees, for incoming cohorts, are being removed as a reflection of the expiration of the previous testing contract with ExamSoft and the consolidation of the program kits and testing services under a single provider, Wolters Kluwer. The fee change is necessary to align with the per-student rate quoted by Wolters Kluwer Health, Inc.

Spring Term 2026-27 [Credit Course Lab Fees – 404101000000]

Course Number	Course	Current Fee	Recommended Fee
AMT1751C	AMT General I (101699)	\$256.00	\$351.00
AMT1752C	AMT General II (101700)	\$248.00	\$351.00
AMT1761L	AMT Airframe I Lab (121446)	\$217.00	\$0.00
AMT1761C	Aviation Maintenance Technology Airframe I (101703)	\$0.00	\$351.00
AMT1762L	AMT Airframe II Lab (121447)	\$559.00	\$0.00
AMT1762C	Aviation Maintenance Technology Airframe II (101704)	\$0.00	\$351.00
AMT1763L	AMT Airframe III Lab (121448)	\$229.00	\$0.00
AMT1763C	Aviation Maintenance Technology Airframe III (101705)	\$0.00	\$351.00

Subject: Finance: Fees and Charges
(Continued)

AMT1764L	AMT Airframe IV Lab (121449)	\$176.00	\$0.00
AMT1764C	Aviation Maintenance Technology Airframe IV (101706)	\$0.00	\$351.00
AMT1771L	AMT Powerplant I Lab (121450)	\$156.00	\$0.00
AMT1771C	Aviation Maintenance Technology Powerplant I (101707)	\$0.00	\$351.00
AMT1772L	AMT Powerplant Lab II (121451)	\$132.00	\$0.00
AMT1772C	Aviation Maintenance Technology Powerplant II (101708)	\$0.00	\$351.00
AMT1773L	AMT Powerplant III Lab (121452)	\$160.00	\$0.00
AMT1773C	Aviation Maintenance Technology Powerplant III (101709)	\$0.00	\$351.00
AMT1774L	AMT Powerplant IV Lab (121453)	\$143.00	\$0.00
AMT1774C	Aviation Maintenance Technology Powerplant IV (101710)	\$0.00	\$351.00

The above Aviation Maintenance program Credit Course Lab Fee modifications provide a technical correction to ensure precise alignment between course catalog identifiers and their associated fees, while also adjusting the fee amounts to reflect current instructional costs and enrollment data. This administrative update ensures that fees are accurately applied to the intended instructional programs and maintain a responsible cost recovery model.

Summer Term 2025-26 [Credit Course Lab Fees – 404101000000]

Course Number	Course	Current Fee	Recommended Fee
AST1002L	Astronomy Lab (102918)	\$13.00	\$0.00
BOT1010C	Botany (104620)	\$13.00	\$2.00
BSC1005L	Biology Lab (104658)	\$13.00	\$18.00
BSC2010C	Principles of Biology I (104667)	\$13.00	\$18.00
BSC2011C	Principles of Biology II (104668)	\$13.00	\$16.00
BSC2020C	Human Biology (104669)	\$13.00	\$0.00
BSC2085C	Human Anatomy & Physiology I (104673)	\$13.00	\$12.00
BSC2086C	Human Anatomy & Physiology II (104674)	\$13.00	\$9.00
CHM1025C	Introduction to General Chemistry (105708)	\$13.00	\$22.00
CHM1032C	Principles of General Chemistry (105711)	\$13.00	\$34.00
CHM2045C	General Chemistry and Qualitative Analysis I (105718)	\$13.00	\$33.00
CHM2046C	General Chemistry and Qualitative Analysis II (105719)	\$13.00	\$50.00
CHM2210C	Organic Chemistry I (105723)	\$13.00	\$30.00
CHM2211C	Organic Chemistry II (105724)	\$13.00	\$57.00
ESC1000L	Earth and Space Science Lab (109389)	\$13.00	\$2.00

Subject: Finance: Fees and Charges
(Continued)

GLY1010C	Physical Geology and Lab (110922)	\$13.00	\$0.00
MCB2010C	Microbiology (113675)	\$85.00	\$55.00
OCB2000C	Fundamentals of Marine Biology (115378)	\$13.00	\$0.00
OCE2001L	Oceanography Lab (115387)	\$13.00	\$0.00
PHY1020C	Physics for Liberal Arts with Lab (115883)	\$13.00	\$5.00
PHY2048C	Physics I with Calculus (115884)	\$13.00	\$13.00
PHY2049C	Physics II With Calculus (115885)	\$13.00	\$8.00
PHY2053C	General Physics I (115886)	\$13.00	\$15.00
PHY2054C	General Physics II (115887)	\$13.00	\$11.00
ZOO1010C	General Zoology (120117)	\$13.00	\$8.00

The Natural Sciences program has historically charged a user fee to recover the costs of essential supplies. The above Credit Course Lab Fees have been recalculated to align with current expenses and enrollment numbers. The College's bulk purchasing of these supplies provides cost efficiency, benefiting students financially while maintaining the quality of their learning experience.

Summer Term 2025-26 [Credit Course Equipment Usage Fee – 404103000000]

Course Number	Course	Current Fee	Recommended Fee
HIM1110	Health Data Concepts (111807)	\$0	\$49.00
HIM1224C	Basic ICD Coding and Lab (111809)	\$0	\$48.00
HIM1511	Healthcare Informatics Project Management (120691)	\$0	\$49.00
HIM2111	Health Information Systems and Electronic Health Record (111821)	\$0	\$128.00
HIM2285C	Adv ICD Coding & Lab (111827)	\$0	\$49.00

The above Health Information Management program Credit Course Equipment Usage Fees provide students with required access to specialized healthcare simulation and technology platforms, including a 12-month subscription to EHR Go Educational Electronic Health Record System (\$128) and a multi-term license for AHIMA VLab (\$195 split across 4 courses). These tools utilize realistic patient cases and simulated labs to deliver simulation-based learning and prepare students for the complex clinical and technological demands of the healthcare workforce.

Spring Term 2026-27 [Career Certificate Kit Fees – 404407000000]

Course Number	Course	Current Fee	Recommended Fee
COS0160C	Barbering 1A with Lab (122384)	\$401.00	\$767.00

The Barbering program requires students to use specialized kits containing essential products and tools necessary for hands-on training. These kits are purchased in bulk by the College and are funded through designated student fees. The above Career Certificate Kit Fee change is necessary to align with the per-kit rate quoted by Burmax Company.

Subject: Finance: Fees and Charges
(Continued)

Summer Term 2025-26 [Credit Course Lab Fees – 404101000000]

Course Number	Course	Current Fee	Recommended Fee
CVT2420C	Invasive Cardiology I w/Lab (106422)	\$35.00	\$53.00
CVT2421C	Invasive Cardiology II w/Lab (106423)	\$35.00	\$53.00
CVT2840L	Cardiovascular Practicum I (106428)	\$18.00	\$116.00
CVT2841L	Cardiovascular Practicum II (106429)	\$18.00	\$116.00
CVT2842L	Cardiovascular Practicum III (106430)	\$18.00	\$116.00

The Cardiovascular Technology program has historically charged a user fee to recover the costs of essential supplies. The above Credit Course Lab Fees have been recalculated to align with current expenses and enrollment numbers. The College's bulk purchasing of these supplies provides cost efficiency, benefiting students financially while maintaining the quality of their learning experience.

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 – 6.

Subject:	Finance: Fiscal Year 2026-27 Operating Budget Amendment No. 2
Meeting Date:	September 8, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve Amendment No. 2 to the Fiscal Year 2026-27 Operating Budget.

BACKGROUND: The District Board of Trustees approved the College's Operating Budget on June 9, 2021, and Amendment No. 1 was approved on August 11, 2026. This budget amendment adjusts the beginning reserve to actual June 30, 2026, balance, increases expenses for salary adjustments and transferring funds to Capital Outlay Budget.

<u>Budget Amendment #2, FY 2026-27</u>		Current Budget		Changes		Revised Budget
<u>Opening Reserves July 1, 2026</u>						
Designated Reserve for Insurance	\$	3,830,000			\$	3,830,000
Unrestricted Board Reserve		15,684,613		5,249,942		20,934,555
Total Reserves	\$	19,514,613	\$	5,249,942	\$	24,764,555
Tuition and Fees	\$	59,444,968			\$	59,444,968
State Appropriations		95,580,274				95,580,274
Other Revenue		4,047,035				4,047,035
Total Revenue	\$	159,072,277	\$	0	\$	159,072,277
Total Available Funds	\$	178,586,890	\$	5,249,942	\$	183,836,832
Personnel	\$	126,866,966	\$	1,083,288	\$	127,950,254
Current Expense		31,676,032		400,000		32,076,032
Transfers		2,000,000		1,998,710		3,998,710
Equipment		1,882,542				1,882,542
Total Expenses	\$	162,425,540	\$	3,481,998	\$	165,907,538
<u>Year-end Reserves, June 30, 2027</u>						
Designated Reserve for Insurance	\$	3,830,000			\$	3,830,000
Unrestricted Board Reserve		15,684,613	\$	1,767,944		17,452,557
Total Reserves	\$	19,514,613	\$	1,767,944	\$	21,282,557
Total Expenses and Reserves	\$	181,940,153	\$	5,249,942	\$	187,190,095

Subject: Finance: Fiscal Year 2026-27 Operating Budget Amendment No. 2
(continued)

This amendment increases the beginning reserves by \$5,249,942. This amendment increases the Personnel Expense Budget by \$1,083,288 and Current Expense Budget by \$400,000. The increase in expenses will allow for salary increases for both Full-Time Faculty and Staff and for adjustments to the Faculty Collective Bargaining Agreement.

This amendment also transfers \$1,998,710 from the 2026-27 Operating Budget to the 2026-27 Capital Outlay Budget outlined in the 2026-27 Carry Forward Spending Plan.

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

FISCAL NOTES: This Amendment increases the 2026-27 Operating Expenditure Budget from \$162,425,540 to \$165,907,538.

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

AGENDA ITEM NO. A – 7.

Subject:	Finance: Fiscal Year 2026-27 Capital Outlay Budget Amendment No. 1
Meeting Date:	September 8, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve Amendment No. 1 to the Fiscal Year 2026-27 Capital Outlay Budget.

BACKGROUND: The Capital Outlay Budget was approved on June 9, 2026.

RATIONALE: Florida Statute 235.18 and State Board of Education Rule 6A-14.0716(6) state that as part of the official budget, community college trustees shall adopt a capital outlay budget for the capital outlay needs of the College. This budget shall designate the proposed capital outlay expenditures by project for the year from all fund sources.

FISCAL NOTES: This increases the Fiscal Year 2026-27 Capital Outlay Budget from \$48,477,094 to \$50,263,412.

2026-27 Capital Outlay Budget

	2026-27 Budget	2026-27 Amended Budget
<u>Total Funds by Source</u>		
Capital Improvement Fee Budget	\$ 8,958,474	\$ 8,078,392
Capital Outlay & Debt Service (CO&DS) Budget	\$ 1,799,769	\$ 1,267,639
Transfer Fund Budget	\$ 15,153,703	\$ 17,225,195
Local Funds	\$ 12,065,148	\$ 11,708,366
Public Education Capital Outlay (PECO) Budget	\$ 2,000,000	\$ 1,983,820
Funded from Foundation	\$ -	\$ 1,500,000
Local Government Funds Budget	\$ 8,500,000	\$ 8,500,000
Total Capital Outlay Budget	\$ 48,477,094	\$ 50,263,412

Project Budgets

Capital Improvement Fee Projects

North Campus Nursing Remodel Design Services	\$ 51,950	\$ 51,950
Campus Hardening Deerwood Center	\$ -	\$ 774,936
Collegewide Life Safety Upgrades	\$ 755,311	\$ 482,940
Collegewide Classroom Tech Upgrades	\$ 552,279	\$ 170,123
Collegewide Site Upgrades	\$ 128,863	\$ 46,338
Collegewide Signage	\$ 862,576	\$ 614,988
IT Infrastructure	\$ 2,110,588	\$ 1,686,078
Computer Lab Refresh	\$ 1,291,652	\$ 1,136,209
Upgrade Science Labs Collegewide	\$ 87,997	\$ 62,762
Building Envelope Repairs	\$ 9,283	\$ 8,561
Recurring Maintenance	\$ 2,916,371	\$ 2,865,883
Collegewide Interior Upgrades	\$ 113,396	\$ 99,415
Collegewide Interior Renovations	\$ 78,208	\$ 78,208
Total Capital Improvement Fee Budget	\$ 8,958,474	\$ 8,078,392

Capital Outlay & Debt Service (CO&DS) Projects

Replace Fire Alarm Panels at Downtown, South & North	\$ 626,510	\$ 369,728
Replace Boiler Downtown	\$ 364,064	\$ 363,240
Replace Chiller Cecil Center	\$ 275,000	\$ 11,779
Replace Alarm & Annunciation System Downtown	\$ 325,000	\$ 286,680
ADA Upgrades	\$ 209,194	\$ 236,212
Total CO&DS Budget	\$ 1,799,769	\$ 1,267,639

Transfer Funded Projects

Fire College Renovations	\$ 950,260	\$ 990,971
Deferred Maintenance Projects Collegewide	\$ -	\$ 1,789,160
Cecil Training Hub Renovations	\$ -	\$ 209,550
Collegewide Signage	\$ 312,223	\$ 300,000
North Campus Nursing Remodel	\$ 1,170,781	\$ 1,171,012
Collegewide Classroom Tech Upgrades	\$ 600,000	\$ 650,000
Classroom Computer Upgrades	\$ 100,000	\$ 100,000
Collegewide Renovations	\$ 20,438	\$ 14,502
Emergency Hurricane Recovery	\$ 12,000,000	\$ 12,000,000
Total Transfer Funded	\$ 15,153,703	\$ 17,225,195

Project Budgets**Local Funds Projects**

	2026-27 Budget	2026-27 Amended Budget
Purchase Property for Cecil Training Hub	\$ 4,000,000	\$ 4,017,015
Design Services Cecil Training Hub	\$ -	\$ 450,000
Collegewide Campus Upgrades & Renovations	\$ 535,897	\$ 391,894
South Campus Veterans' Center	\$ 1,344	\$ -
Design Services for Administrative Office Relocation	\$ 19,357	\$ 14,610
South Campus Bldg. N Boiler Replacement	\$ 270,000	\$ 167,889
HVAC Upgrades & Improvements	\$ 117,412	\$ 115,062
South Campus Gym Bleacher Upgrades	\$ 16,250	\$ -
Develop Five-Year Master Plan	\$ 15,959	\$ 15,959
Collegewide Renovations and Repairs	\$ 184,944	\$ 98,966
Sale of Main Street Property	\$ 600,000	\$ 132,985
Emergency HVAC Replacement	\$ 1,230,000	\$ 1,230,000
Emergency Structural Repair	\$ 1,073,986	\$ 1,073,986
Emergency Hurricane Recovery	\$ 4,000,000	\$ 4,000,000
Total Local Fund Budget	\$ 12,065,148	\$ 11,708,366

Public Education Capital Outlay (PECO) Projects

Fire Academy Burn Building	\$ 2,000,000	\$ 1,983,820
Total Public Education Capital Outlay (PECO)	\$ 2,000,000	\$ 1,983,820

Foundation Funded Projects

Vet Centers Remodel & Renovation Four Campuses	\$ -	\$ 1,500,000
Total Public Foundation Funded Projects	\$ -	\$ 1,500,000

Local Government Funded Projects

Purchase Property for Cecil Training Institute	\$ 5,000,000	\$ 5,000,000
Fire College Burn Building	\$ 3,500,000	\$ 3,500,000
Total Local Government Funded Projects	\$ 8,500,000	\$ 8,500,000

Total Capital Outlay Budget

\$ 48,477,094	\$ 50,263,412
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**Florida State College at Jacksonville
District Board of Trustees**

AGENDA ITEM NO. A – 8.

Subject:	Finance: Fiscal Year 2026-27 Carry Forward Spending Plan
Meeting Date:	September 8, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve the 2026-27 Carry Forward Spending Plan.

BACKGROUND: Each Florida College System institution with a final Full Time Equivalence (FTE) of 15,000 or more the prior fiscal year is required to maintain a minimum carry forward balance of 7 percent in operating funds. The College's FTE the prior fiscal year was more than 15,000, and the College's operating fund balance on June 30, 2026, is 13.61%. The College proposes a spending plan to use the excess carry forward funds of \$12,027,609 to fund additional costs of State Group Health Insurance, critical deferred maintenance projects at several campuses, and for remodels at Cecil Center, Downtown Campus, North Campus and Nassau Center.

RATIONALE: Florida Statute 1013.841 states that if a Florida College System Institute fails to maintain a 5 percent balance in operating funds or exceeds a fund balance of 7 percent, the institution shall submit a spending plan to be approved by the District Board of Trustees by September 30, 2026, and submitted to the Florida Department of Education by November 15, 2026.

FISCAL NOTES: This action will reduce the College's 2026-27 Year Ending Operating Fund Balance by an estimated \$12,027,609.

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

AGENDA ITEM NO. A – 9.

Subject:	Academic Affairs: FSC Affordability and Transparency Report
Meeting Date:	September 8, 2026

RECOMMENDATION: It is recommended that the District Board of Trustees approve the attached FCS Affordability and Transparency Report for submission to the Florida Department of Education.

BACKGROUND: By September 30th of each year, the Board of Trustees of each institution in the Florida College System must submit a report to the Chancellor which details information about tuition costs as compared to prior year, various fees as compared to prior year, selection processes, cost variance, initiatives to reduce textbook and instructional material costs, the timeliness of textbook adoptions, syllabus submission compliance, and institutional financial aid policies and programs that promoted affordability. The report was developed according to a template provided by the Division of Florida Colleges.

RATIONALE: Approval of this item will allow submission of the required report as prescribed in s.1004.084 and 1004.085, Florida Statutes (F.S.).

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

MEMORANDUM

DATE: August 24, 2026

TO: College President Dr. John Avendano and Members of the College's District Board of Trustees

FROM: Dr. John Wall, Provost/Vice President of Academic Affairs

SUBJECT: Florida State College at Jacksonville's 2026 FCS Affordability and Transparency Report

In accordance with sections (ss.) 1004.084 and 1004.085, Florida Statutes (F.S.), the District Board of Trustees of all Florida College System institutions are required to report to the Florida College System Chancellor the factors that influence college affordability initiatives and the selection of textbook and instructional materials by September 30th. The annual Florida College System Affordability and Transparency Report reflects a legislative commitment to ensuring maximum college affordability and transparency for Florida College System students.

The 2026 Florida College System Affordability Report template requires that Florida College System institutions provide the following information:

- A comparison of tuition versus the prior year;
- A comparison of various fees versus the prior year;
- The selection process for textbook and instructional materials;
- Policies involving the adoption of required and recommended textbooks and instructional materials;
- Policies and initiatives implemented that were designed to reduce the cost of textbooks and instructional materials;
- Policies implemented regarding the posting of textbook and instructional materials;
- The number and percentage of course sections, by semester, that were not able to meet the textbook and instructional material posting deadlines for 2026 reporting year, including Fall 2025 and Spring 2026;
- Steps taken to make course materials selection searchable and downloadable;
- Identification of no-cost OER and no-textbook course sections;
- Specific institutional financial aid policies or programs that promoted affordability;
- Policies and procedures around posting course syllabi for all credit bearing courses 45 days prior to the first day of class.

Enclosed herein is Florida State College at Jacksonville's 2026 Florida College System Affordability and Transparency Report, collaboratively prepared by staff members representing all units of senior college leadership.

The report appendices contain the following supporting evidence:

- Appendix A: Collective Bargaining Agreement, Article 20: Textbook Selection
- Appendix B: Administrative Procedural Manual 09-0701: Textbook Affordability and Instructional Material Adoption

Upon your approval, the report will be submitted electronically (via the provided link) to the Florida College System office.

Please let us know if we can furnish any additional information about Florida State College at Jacksonville's 2026 Florida College System Affordability and Transparency Report, and we will gladly do so.

Thank you.

College Affordability And Transparency

Institution Contact Information

1. College Name
Florida State College at Jacksonville

2. Contact Information

Name	Rich Turner
Title	Associate Vice President of Academics Operations
Email Address	Rich.Turner@fscj.edu

Tuition and Fees

3. Did your institution reduce or hold tuition flat over the prior year?

☒ Yes

☐ No

If you answered "no," provide a short description (100 words or less) of how the decision to increase tuition was made. Specify the amounts and identify the estimated number of students impacted.

[Click or tap here to enter text.](#)

4. Did your institution reduce or hold administrative fees flat over the prior year? Administrative fees include financial aid, capital improvement, student activity and service, and technology.

☒ Yes

☐ No

If you answered "no," provide a short description (100 words or less) of how the decision to increase administrative fees was made. Specify the amounts and identify the estimated number of students impacted.

5. Did your institution eliminate administrative fees over the prior year?

☐ Yes

☒ No

If you answered "yes," provide a short description (100 words or less) of how the decision to eliminate fees was made. Specify the amounts and identify the estimated number of students impacted.

[Click or tap here to enter text.](#)

6. Did your institution reduce or hold user fees flat over the prior year? (e.g., laboratory, distance learning, parking, etc.)

☒ Yes

☐ No

If you answered “no,” provide a short description (100 words or less) of how the decision to increase user fees was made. Specify the amounts and identify the estimated number of students impacted.

7. Did your institution eliminate user fees over the prior year?

☐ Yes

☒ No

If you answered “yes,” provide a short description (100 words or less) of how the decision to eliminate fees was made. Specify the amounts and identify the estimated number of students impacted.

Instructional Material Affordability

Policies and Strategies

8. Please provide a brief update on your institution's established policies for instructors or departments regarding adequate notice provided to bookstores on the adoption of required and recommended textbooks and instructional materials.

The College in working in concert with BibliU conducts a three term look back on all faculty assignments and if a faculty member has taught the same class, their most recent adoption is rolled forward. The College, working with BibliU, opens the textbook adoption process for each term no later than 91 days prior to the start of each term with a goal of being 95% compliant on all textbook adoptions at 75 days prior to the start of each term. Once the adoption window is open, faculty have the opportunity to review and modify adoptions as needed. Academic Operations works closely with Academic Deans and Faculty to reach the target of 95% compliance 75 days before the term/session starts. During the runup to the 75 day point, Academic Operations sends frequent reminders to faculty as well as frequent status updates to Academic Administrators. Academic Administrators follow-up with instructors as necessary to ensure 95% compliance 75 days prior to the start of the term/session. Once a faculty member completes the adoption process, that data is transferred via BibliU back into the myFSCJ portal where students can easily view all adopted materials, different modalities the materials are available in, and used options (when applicable and available). The unique ISBN is also displayed, allowing students to search for other sources for their textbook needs. The College has also added to myFSCJ the ability for students to search for classes that are in the FSCJ ACCESS program as well as classes that have zero textbook costs associated with the class.

9. Describe your institution’s selection process for textbook and instructional materials for high-enrollment courses, defined as the top 10 courses with the highest course enrollments.

The selection process for all textbook and instructional materials, including those for general education courses and other high-enrollment courses as well as those with a wide cost variance, is codified in Florida State College at Jacksonville's Collective Bargaining Agreement (CBA), Article 20: Textbook Selection (see Appendix A). The CBA is available on the College’s internal website and is also widely disseminated to faculty and academic administrators, who follow the process as described in Article 20 and summarized herein:

"The selection of textbooks and supplementary materials to be used is the prerogative and responsibility of the full-time faculty member and shall be determined according to departmental guidelines. The parties agree that student access to affordable high-quality textbooks and course materials is critical to the academic success of students and consistent with applicable law."

10. Identify specific institutional policies or initiatives designed to reduce the cost of textbooks and instructional materials. Select all that apply.
- ☒ Required adoption of Open Educational Resources (OER) (new language added)
 - ☒ Required usage of digital textbooks and learning objects (new language added)
 - ☒ Textbook affordability committees or reviewers
 - ☒ Mechanisms to assist in buying, renting, selling, and sharing textbooks and instructional materials
 - ☒ Program(s) with no textbook costs
 - ☐ Faculty grants for development of textbooks
 - ☐ Bulk textbook purchasing
 - ☐ Offering students opt-in provisions for the purchase of materials
 - ☒ Offering students opt-out provisions for the purchase of materials
 - ☒ Consideration of the length of time that textbooks and instructional materials remain in use
 - ☐ Course-wide adoption, specifically for high-enrollment general education courses
 - ☐ Other (please specify):

Forty-Five (45) Day Posting Requirement

11. Describe the policies implemented regarding the posting of textbook and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class.

Florida State College at Jacksonville has codified its policies pursuant to section 1004.085(6), Florida Statutes (F.S.), in Administrative Procedure Manual (APM) 09-0701, *Textbook Affordability and Instructional Material Adoption* (see Appendix B). To support timely adoptions, ensure the availability of requested materials, and maximize the availability of used textbooks, faculty members are expected to submit their required e-adoptions through the BibliU Adoption platform no later 75 days before the start of each term. While adoptions may be submitted earlier, the process must be completed no fewer than 45 days before the first day of class. To further enhance institutional effectiveness, the College has established a process targeting 95% compliance with adoption deadlines at least 75 days before the start of each term. Once faculty submit their adoptions, BibliU transfers the information to the myFSCJ portal, where students can conveniently view all required course materials, available purchasing and access options, and, when applicable, both new and used textbook choices. The unique ISBN for each adopted textbook is also displayed, enabling students to compare options and search for materials through other sources. In addition, myFSCJ allows students to identify courses participating in the FSCJ ACCESS program as well as courses designated as having zero textbook costs, helping students make informed enrollment decisions and manage educational expenses more effectively.

12. Report the number and the total percentage of courses and course sections, including OER and no-cost* sections, that were not able to meet the textbook and instructional materials posting deadline for the terms below. Please specify how many sections there were with and without allowable exceptions.

Reporting Requirements	Fall 2025	Spring 2026
<i>Total Number of Course Sections</i>	3219	3390
<i>Number/Percentage of Course Sections Able to Meet 45-Day Deadline</i>	2,949/91.6%	3,241/95.6%
<i>Number/Percentage of Course Sections Not Able to Meet 45-Day Deadline <u>with</u> an Allowable Exception</i>	173/5.4%	97/2.9%
<i>Number/Percentage of Course Sections Not Able to Meet 45-Day Deadline <u>without</u> an Allowable Exception</i>	97/3.0%	52/1.5%

*A “No-Cost Section” could be a section that does not require textbooks or instructional materials or a section that utilizes no-cost OER.

Searchable Textbooks and Instructional Materials List

13. Indicate whether your institution made the list of textbooks and instructional materials searchable by the required components for this reporting cycle by answering Yes or No.

Required Components	Yes/No
<i>Course subject</i>	Yes
<i>Course number</i>	Yes
<i>Course title</i>	Yes
<i>Name of the instructor of the course</i>	Yes
<i>Title of each assigned textbook or instructional material</i>	Yes
<i>Each author of an assigned textbook or instructional material</i>	Yes

If any component of your institution’s list was not searchable or was missing a required component, please provide a brief explanation and identify activities to come into compliance.

Downloadable Textbooks and Instructional Materials List

14. Describe how your institution made the list of textbooks and instructional materials easily downloadable by current and prospective students.

The College created links to the materials on the Academics landing page of the Florida State College at Jacksonville webpage. The page is public-facing and does not require any type of login or password to access.

Icon for No-Cost OER and No-Textbook Course Sections

15. Indicate how your institution implemented the use of an icon to indicate the status of course sections where no textbook is required or no-cost OER are used. Check all that apply.
- ☐ Through Zero Textbook Cost Indicator developed by the Florida Postsecondary Academic Library Network.
 - ☐ Through the bookstore website (vendor or college-managed).
 - ☐ Through the course registration system.
 - ☒ Other (please specify): Click or tap here to enter text.

If your institution did not implement an icon, please provide a brief explanation and identify activities to come into compliance.

FSCJ currently utilizes a Class Attribute and a Class Note to inform students of class sections where no textbook is required or no-cost OER is used. Zero textbook cost course sections are displayed on the online class search with the following Class Attribute: "No Textbook Purchase Required." Additionally, zero textbook course sections display the following Class Note: "No textbook purchase is required for this course" on FSCJ's class search and registration system. FSCJ students have the ability to search for specific course sections associated with the "No Textbook Purchase Required" attribute. When students click on the "Course Materials" link of zero textbook course sections, the BibliU site displays appropriate notes to indicate the adoption of free materials. Classes that do not require a textbook purchase or are zero textbook cost are also identified in the syllabus for each particular class. FSCJ continues to explore the possibility of creating an icon, such as the ZTC indicator developed by the Florida Postsecondary Academic Library Network, in the college's local class search and registration system.

By using the Class Attribute and a Class Note indicating class sections where no textbook is required or where no-cost OER is used, FSCJ can track cost savings for students enrolled in these sections.

Financial Aid Policies that Promote Affordability

16. Identify specific institutional financial aid policies or programs that promote affordability. Check all that apply.
- ☒ Targeted aid to students close to completing (including Last Mile)
 - ☒ Targeted aid to students who were in need, but not eligible for Pell Grants
 - ☒ Emergency student aid fund for students in emergency financial situations with unplanned costs
 - ☒ Single online scholarship application management system for all institutional scholarships

- ☒ Partnerships with community-based organizations
- ☐ Other (please specify): [Click or tap here to enter text.](#)

Textbook and Instructional Materials List Five-Year (5) Posting Requirement

17. Indicate whether your institution updated and posted the list of required and recommended textbooks for the preceding five (5) academic years by September 1, 2026, by answering Yes or No.

Preceding 5 Academic Years	Yes/No
2020-21	Yes
2021-22	Yes
2022-23	Yes
2023-24	Yes
2024-25	Yes

If your institution did not publish the textbooks and instructional materials list for all of the preceding five (5) academic years, please provide a brief explanation and identify activities to come into compliance.

18. Indicate whether the list of required and recommended textbooks for the preceding five (5) academic years included all of the required components by answering Yes or No.

Required Components	Yes/No
Course subject	Yes
Course number	Yes
Course title	Yes
Name of the instructor of the course	Yes
Title of each assigned textbook or instructional material	Yes
Each author of an assigned textbook or instructional material	Yes

If your institution did not include all of the required components, please provide a brief explanation and identify activities to come into compliance.

19. Please provide the URL where the five-year textbooks and instructional materials list(s) are posted.

<https://www.fscj.edu/i%27m-looking-for/class-schedules>

Other Affordability Strategies

20. Provide any additional information about any innovative or new affordability strategies. Optional.

In the Spring term 2021 the College launched FSCJ ACCESS, an opt-out, inclusive ACCESS program with Follett. Since the initial launch, the program has continued to expand. In the Fall term 2025 the College had 1,428 classes in the program with 27,369 duplicated enrollments. In the Spring term of 2026, the College had 1,475 classes in the program with 29,226 duplicated enrollments.

For the Fall Term 2025 and Spring Term 2026 the College had 1,137 sections where there was zero textbook cost associated with the class. By using the Class Attribute and a Class Note indicating class sections where no textbook is required or no-cost OER is used, FSCJ is now able to track cost savings to students enrolled in these sections. Using \$100 as the average textbook cost, during Fall term 2025, the College had 531 sections with 10,933 duplicated enrollments which resulted in \$1,093,300 in total textbook cost savings. In Spring term 2026 the College had 606 sections with 12,452 duplicated enrollments which resulted in \$1,245,200 in total textbook cost savings. To improve textbook affordability, two of FSCJ's top enrolled classes use coursewide adoption of OER materials.

FSCJ offers a Zero Textbook Cost Micro-Credential. The micro-credential is comprised of an asynchronous workshop (1 hour) and a synchronous workshop (2 hour): Our asynchronous workshop, "PD 3901 Open Educational Resources (OER)"; A very brief introduction is a pre-requisite to the live online workshop, "PD 1860 Identifying, Finding, and Adopting ZTC Materials." In addition, self-paced professional development modules, created by the Academy for Teaching and Learning on OER use and development are available to support ongoing faculty engagement.

FSCJ library participated in the creation of a statewide training program for Adapting Open Educational Resources which includes an open textbook, modules, and certification. The team presented at the FLVC Bootcamp training in March 2026. The team continues to work on the project and has started developing the Author Open Educational resources training.

In January 2025, FSCJ joined the FLVC OER Open Publishing Program. As of August 2025, FSCJ is one of six Florida state colleges and universities collaborating on this project. Since joining the program, FSCJ has contributed eight OER textbooks to the Open FL Pressbooks catalog. These OER textbooks are publicly available and can be used and adapted by other institutions under the Creative Commons license CC-BY.

FSCJ also collaborated as part of a statewide team and created OER training modules. The first series, focused on the topic of Adopting Open Educational Resources, is now available through Open FL. FSCJ continues to contribute to this committee and is currently collaborating to develop the next section on adapting OER.

General Education Course Syllabi 45 Day Posting Requirements and Material Transparency

Note: The following questions are based on the updated rule requirements passed by the State Board of Education on November 13, 2025. These new requirements will go into full effect for the 2026-2027 academic year; however, we are preemptively asking about compliance. Incomplete responses to these do not imply that an institution is not in compliance.

21. What procedures do you have in place to ensure that course syllabi for credit-bearing courses are posted forty-five days before the first day of class?

The instructors assigned to teach one or more classes in the upcoming semester receive regular email reminders from the institution about the deadlines to publish their syllabi forty-five days before the first day of class. The Simple Syllabus platform provides a report showing the status of each course syllabus, whether it has not been started, is in progress, or has been published. The course administrators receive regular reports listing the courses and instructors for which syllabi have not been posted in the period leading up to the deadline. The course administrators frequently remind the instructors of the requirement to post syllabi forty-five days before the first day of class. Course administrators receive a list of courses for which syllabi have not been posted by the forty-five day deadline to immediately contact the associated instructors.

22. What procedures are in place to review the syllabi to ensure that they contain the following requirements listed in Rule 6a-14.92(4)(a) Florida Administrative Code (F.A.C.): (1) the course curriculum (2) the goals, objectives and student expectation of the course (3) the required and recommended textbooks and instructional materials (4) student assignments, including at minimum, the assignment title, a brief narrative description of the assignment and, if applicable, any required readings and (5) an explanation of how student performance will be measured and evaluated?

The Simple Syllabus platform requires faculty to complete all required fields in order to publish their syllabus. Those required fields include all the requirements listed in Rule 6a-14.92(4)(a). Per Administrative Procedural Manual (APM) 09-0201, "Supervisors shall be responsible for reviewing course syllabi to ascertain consistency with the official course descriptions, learning outcomes and the major topics contained in the official course outlines." Also, per APM 09-0201, "Supervisors shall notify a faculty member before the first day of the session, if practicable, but no later than the second week of an instructional session, if a syllabus as submitted does not meet requirements. Faculty members must correct all deficiencies, resubmit the syllabus to the supervisor and disseminate the corrected syllabus within a reasonable time."

23. Are all the syllabi for credit-bearing courses publicly posted? If the answer is no, please explain why.

☒ Yes

☐ No

24. Please list the URL where all course syllabi are posted:

<https://syllabus.fscj.edu/>

25. If any courses are exempt from the syllabi requirements because they are individualized (e.g. independent studies, internships, performance-based classes), please list them here:

N/A

26. If any credit-bearing courses are exempted from one or more of the syllabi requirements for any other reason, please list those courses as well as the reason for the exemption:

N/A

27. Do all the syllabi for credit-bearing courses not listed in questions #25 and #26 comply with the syllabi requirements listed in Rule 6a-14.92(4)(a) F.A.C.?

☒ Yes

☐ No



2026 FLORIDA COLLEGE SYSTEM AFFORDABILITY and TRANSPARENCY REPORT:

APPENDICES

APPENDIX A:
Collective Bargaining Agreement, Article 20:
Textbook Selection

ARTICLE 20: TEXTBOOK SELECTION

The selection of textbooks and supplementary materials to be used are the prerogative and responsibility of the full-time faculty member and shall be determined according to departmental guidelines. The parties agree that student access to affordable high-quality textbooks and course materials is critical to the academic success of students and consistent with applicable law. The faculty and the administration are committed to the on-going development of appropriate policies, procedures and standards for the selection of textbooks and course materials to maximize student success, access and affordability. A committee, with equal representation from the Union and the Administration, shall be jointly established to annually develop non-binding recommendations addressing textbook affordability, inclusive of concerns that arise in the State audit process ensuring the Committee utilizes the State audit report. The initial meeting of this committee shall be no later than November 1, 2021 with recommendations delivered to the Provost and the President of the Faculty Senate by the end of each academic year.

Textbooks to be used for a non-sequential, college credit course shall be selected by each faculty member from a list of textbooks agreed upon by the faculty.

In the interests of students, academic departments or discipline shall agree upon texts to be used collegewide in sequential* courses using the following procedure:

- Faculty within each department or discipline representing each campus shall serve on a collegewide committee to select by majority vote one textbook to be used in each course in the sequence.
- An accompanying list of supplemental texts and ancillary instructional materials may be selected by each faculty in addition to the course text, to meet the needs of the particular discipline.

Textbooks selected by the collegewide committee will be used for a minimum period of two (2) years unless the collegewide committee determines that a shorter period is appropriate, on a case-by-case basis.

The list of selected textbooks will be submitted by the established deadline or the textbooks in current use will be reordered.

* A sequential course is a course as defined by the collegewide committee.

APPENDIX B:

Administrative Procedural Manual 09-0701:

Textbook Affordability and

Instructional Material Adoption

	ADMINISTRATIVE PROCEDURE MANUAL		
	SECTION TITLE	NUMBER	PAGE
	TEXTBOOK AFFORDABILITY AND INSTRUCTIONAL MATERIAL ADOPTION	09-0701	1 OF 2
	BASED ON BOARD OF TRUSTEES' RULE AND TITLE	DATE REVISED	
	6Hx7-9.1 Curriculum	March 13, 2024	

Purpose

The purpose of this procedure is to describe the processes the College uses to comply with Section 1004.085, Florida Statutes and State Board Rule 6A-14.092(3) "Textbook and Course Material Affordability and Transparency", relative to textbook affordability and the adoption of student textbooks and other instructional material.

Procedure

- A. A private corporation under a management contract, which the College awards on a periodic competitive Request for Proposal (RFP) basis, operates the bookstores at each Florida State College at Jacksonville (FSCJ) campus and the Deerwood Center.
- B. Each faculty member must submit an electronic adoption that includes the author, title, publisher, edition, and ISBN. The faculty member must also indicate whether procurement of the text and materials by the student is required or optional. In some cases, (e.g., to execute a departmental adoption, to meet a statutory deadline), the appropriate Academic Department staff may submit the adoption on behalf of the assigned faculty member.
- C. Pursuant to Section 1004.085(4), Florida Statutes and State Board Rule 6A-14.092(3) "Textbook and Course Materials Affordability and Transparency", the person submitting the adoption must submit and maintain, for record, before each instructional material adoption is finalized, an electronically submitted adoption certification for each class section attesting:
 1. That all textbooks and other instructional items adopted will be used, particularly each individual item sold as part of a bundled package, and
 2. They have evaluated the extent to which a new edition differs significantly and substantively from earlier versions, and confirmed there is significant academic value of changing to a new edition or earlier versions are no longer available from the publisher.
- D. To ensure adoptions are made with sufficient lead time to confirm availability of requested materials and ensure maximum availability of used textbooks the faculty member must submit the required electronic adoption via the instructional material adoption portal, 75 days prior to the start of each session or as soon as is practicable for late added sections.
- E. College faculty members shall ensure full compliance with the restrictions defined in Section 1004.085, Florida Statutes.
- F. Pursuant to Section 1004.085, Florida Statutes, the contracted bookstore shall prominently post to their website, as early as feasible, but not less than forty-five (45) days prior to the first day of the class, a list of each textbook required for each class offered by the College during the upcoming term.

	ADMINISTRATIVE PROCEDURE MANUAL		
	SECTION TITLE	NUMBER	PAGE
	TEXTBOOK AFFORDABILITY AND INSTRUCTIONAL MATERIAL ADOPTION	09-0701	2 OF 2
	BASED ON BOARD OF TRUSTEES' RULE AND TITLE	DATE REVISED	
	6Hx7-9.1 Curriculum	March 13, 2024	

The listing shall include the ISBN, title, author(s), publishers, edition number, copyright date, published date, retail price(s), or indicate that a section has either a no instructional materials requested or that no-cost open education resources have been adopted.

- G. College faculty and academic departments are requested to participate in the development, adaptation, and review of open-access textbooks, and in particular, open access textbooks for high-demand general education courses.

REFERENCES: F.S. 1001.64, 1001.65, 1004.085, SBE Rule 6A-14.092

Adopted Date: May 1, 1981

Revision Date: July 14, 1986, February 5, 2013, February 3, 2015, August 31, 2016, March 13, 2024

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

INFORMATION ITEM NO. I – A.

Subject:	Human Resources: Personnel Actions
Meeting Date:	September 8, 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 September 8, 2026**

Faculty Full-Time Appointments

Bonnet	Tyler	Professor of Humanities
Gammans	Jennifer	Professor of Human Services
Henley	Leonard	Professor Commercial Driving
Jones	James	Professor Commercial Driving
McKay	Andrew	Professor of Reading
Parkhurst	Roy	Professor of Humanities
Petersen	David	Temporary Professor of Mathematics
Renbarger	Nicolette	Professor of Interior Design
Vogel	Kenneth	Professor of Building Trades

Job Title

A&P Full-Time Appointments

Southerland	Toni	Program Manager
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Job Title

Career Full-Time Appointments

Allah	Ahkiah	Student Success Navigator
Blaylock	Juliette	Accounts Payable Specialist II
Condurelis	Angela	Student Financial Services Coordinator
Fisher	Brittani	Administration Support Manager
Greene	Beverly	Contact Center Representative II
Guibbert	Catherine	Student Success Navigator
Ivory	Ronnie	Vocational Evaluator II
Kasper	Jason	Tradesworker Specialist
Manning	Cordell	Central Services Coordinator
Mincey	Asia	Administrative Assistant I
Petrey	Ronald	Tradesworker Specialist
Rahim	Kayla	Administrative Assistant I
Rosian	Madelyn	Student Financial Services Coordinator
Smith	Joshua	Student Success Navigator
Stuart	Alexis	Multimedia Content Developer
Thomas	Shynees	Security Officer

Job Title

Career Part-Time Appointments

Nesbitt	Jalen	Interim Assistant Coach Men's Basketball
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Job Title

*Salary is calculated based on anticipated budget for the sport.

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

INFORMATION ITEM NO. I – B.

Subject:	Purchasing: Purchase Orders Over \$195,000
Meeting Date:	September 8, 2026

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

Contract/ PO No.	Total	Supplier	Description	Authority
PO00019890	\$444,802	Instructure Inc.	Canvas-Learning Management System (LMS) Renewal	Purchase Authority 19: SBE 6A-14.0734(2)(g) & Board Rule 6Hx7-5.1 2021-05 FSCJ's Approved Technology Plan.
PO00019878	\$212,041	Wolters Kluwer Health, Inc.	Nursing Assessment Products & Services	Purchase Authority: SBE 6A-14.0734 (2)(a) & Board Rule 6Hx7-5.1; Wolters Kluwer Health Inc. WKH, Master Subscription Agreement.

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

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

FISCAL NOTES: These purchase orders utilize College restricted and unrestricted budgeted funds in the amount not to exceed \$656,843.

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

INFORMATION ITEM NO. I – C.

Subject:	Finance: Investment Reports for Quarter Ended June 30, 2026
Meeting Date:	September 8, 2026

INFORMATION: The Investment Reports for the Surplus Fund Account (Operating Fund) and the Quasi Endowment Fund for the quarter ending June 30, 2026, 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 0.57% outperformed the benchmark performance of 0.45%. Over the past year, the Portfolio's total return was 3.41%, compared to 3.08% for the benchmark.

The College utilizes the investment management services of PFM Asset Management LLC (PFM) for intermediate term fixed income investments. As of June 30, 2026, the College had surplus funds of approximately \$40.4 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 June 30, 2026, was \$10.1 million. The Quasi Endowment Fund portfolio (the "Portfolio") returned 11.16% (net of mutual fund fees) over the 2nd Quarter of 2026, compared to its policy benchmark return of 11.43%. Over the past 12 months, the Portfolio returned 17.75% compared to 19.23% for the benchmark. However, since the inception date of July 1, 2016, the Portfolio's 10.45% annual rate of return is in line with the 10.48% benchmark. In dollar terms, the Portfolio gained \$1,570,044 over the past 12 months.

The Investment Performance Review for the quarter ending June 30, 2026, will be available at the District Board of Trustees meeting as information. The report is also reviewed at regular meetings of the District Board of Trustees Finance and Audit Committee.

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

FISCAL NOTES: As of June 30, 2026, the College had investment balances totaling \$50.5 million, which compares to \$48.0 million as of June 30, 2025.



FLORIDA STATE COLLEGE AT JACKSONVILLE

Investment Board Report For the Quarter Ended June 30, 2026

Client Management Team		PFM Asset Management
		A division of U.S. Bancorp Asset Management, Inc
Datnilza Metz, CTP, Institutional Sales and Relationship Manager	225 East Robinson Street	213 Market Street
Richard Pengelly, CFA, CIMA, CTP, Managing Director	Suite 250	Harrisburg, PA 17101-2141
	Orlando, FL 32801	717-232-2723
	689-263-8906	

Current Market Themes



- ▶ U.S. growth remains resilient as AI-driven investment offsets a moderating consumer
 - ▶ Headline inflation may be at or near its peak as the energy shock fades, though flare-ups in the Middle East conflict and potential delayed passthroughs to core inflation remain key risks
 - ▶ The labor market is in balance, though real wage growth remains modest
 - ▶ AI investment continues to drive growth while fueling inflation in tech-related categories



- ▶ The Federal Reserve (Fed) left policy rates unchanged at 3.50-3.75%
 - ▶ New Fed Chair Kevin Warsh stressed restoring price stability
 - ▶ Forward guidance was removed to refocus markets on economic fundamentals and incoming data rather than the Fed's policy response
 - ▶ Nine participants projected a 2026 rate hike though Warsh did not submit projections



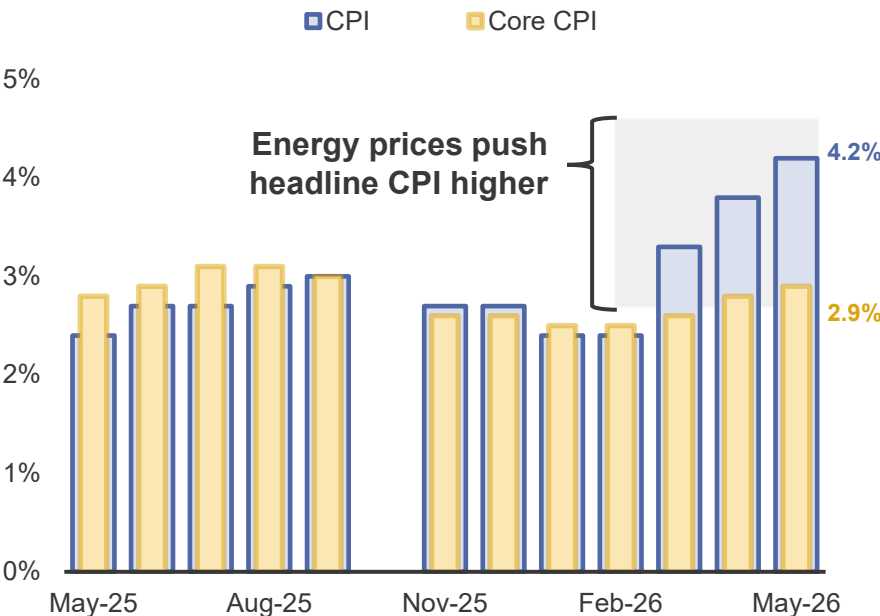
- ▶ Treasury yields moved higher on a more hawkish Fed
 - ▶ Given current pricing of Fed rate hikes, we continue to find value in the front end
 - ▶ Longer-term rates face two-sided risks from inflation and growth dynamics
 - ▶ Credit spreads remain tight as resilient growth, stable labor conditions, and strong demand outweigh valuation concerns

Source: Details on market themes and economic indicators provided throughout the body of the presentation. Bloomberg Finance L.P., as of June 30, 2026.

Implications of the Energy Shock

- Higher energy costs lift headline inflation but the Fed remains attentive to broader passthroughs to core goods and services
 - Oil prices ended the quarter near pre-conflict levels after peaking in April
 - Headline inflation may be at or near peak as energy supply normalizes
 - Fed remains focused on long-run inflation expectations

Consumer Price Index
Year-over-Year Change



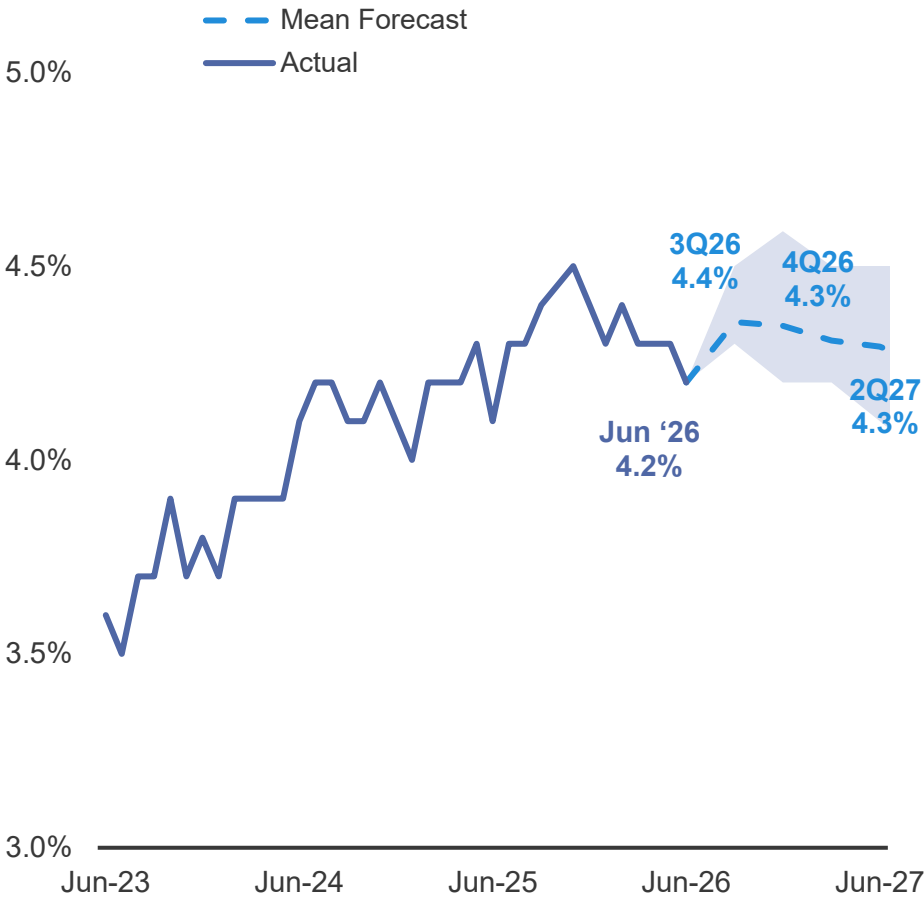
Forward Inflation Expectations
June 30, 2025 to June 30, 2026



Source: Bloomberg Finance L.P. and Bureau of Labor Statistics. CPI as of May 2026. Market implied inflation expectations shown using 1-year and 5-year inflation swaps as of June 30, 2026.

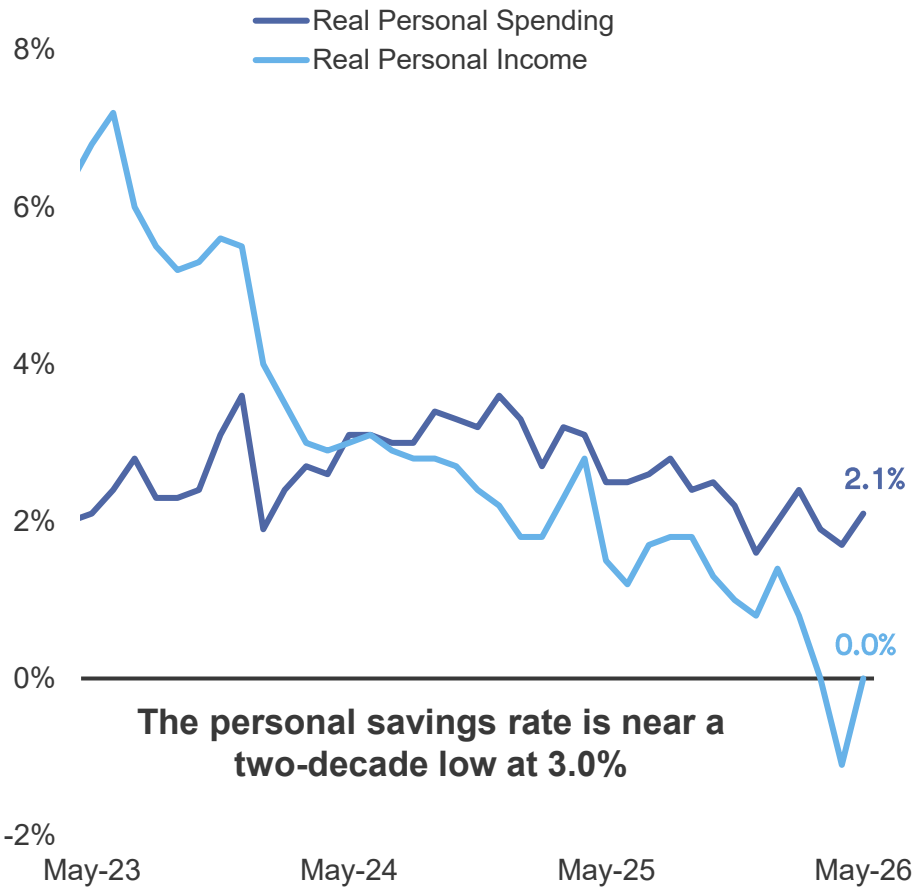
Labor Market Remains Balanced But Purchasing Power Erodes

Unemployment Rate



Real Spending & Income

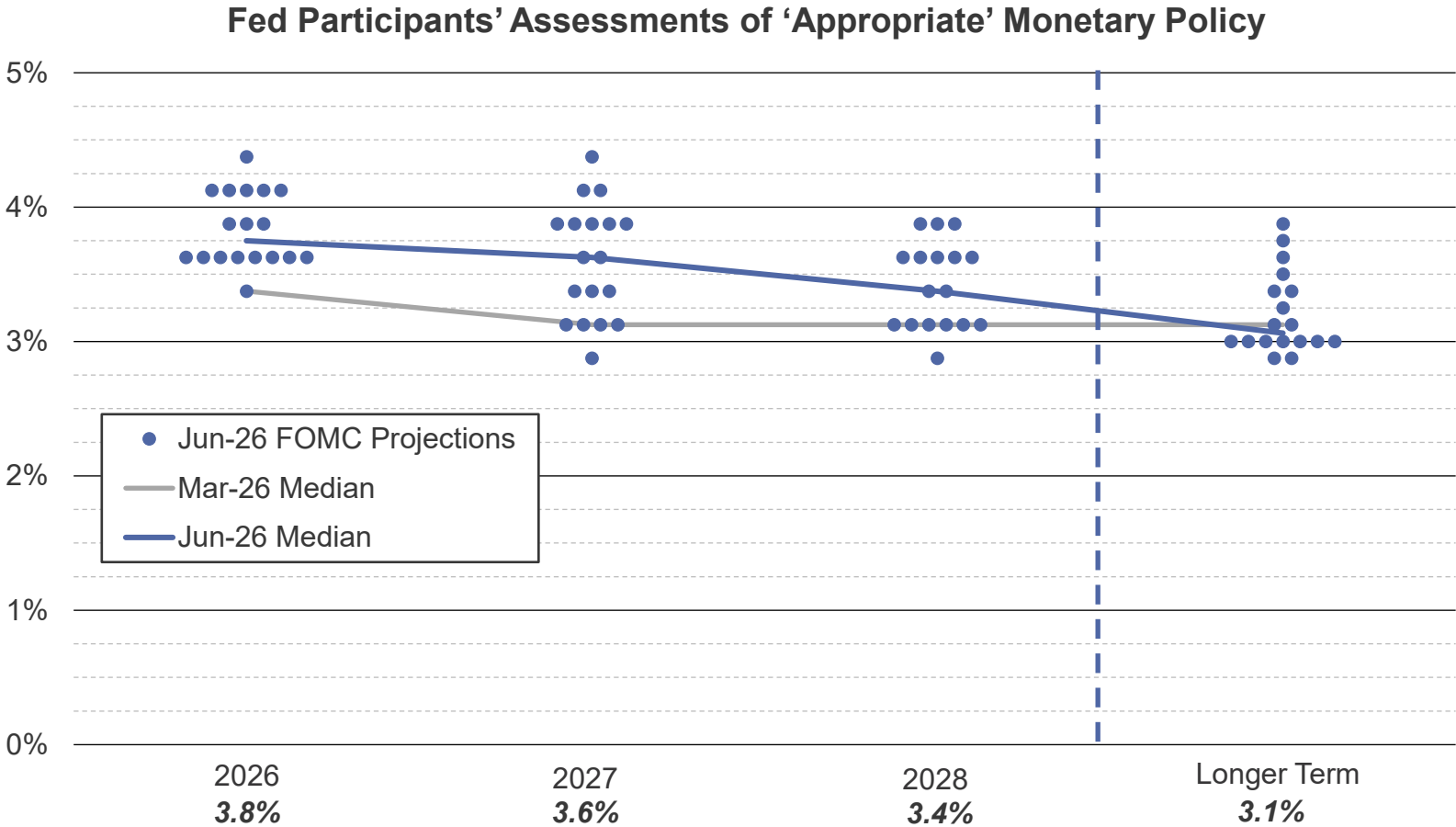
Year-Over-Year Change



Source: Bloomberg Finance L.P. and Bureau of Economic Analysis as of May 2026. Bureau of Labor Statistics as of June 2026. Survey responses after June 26, 2026, included in mean and forecast range. Shading represents the central 80% of the forecasts.

The Latest Fed “Dot Plot”

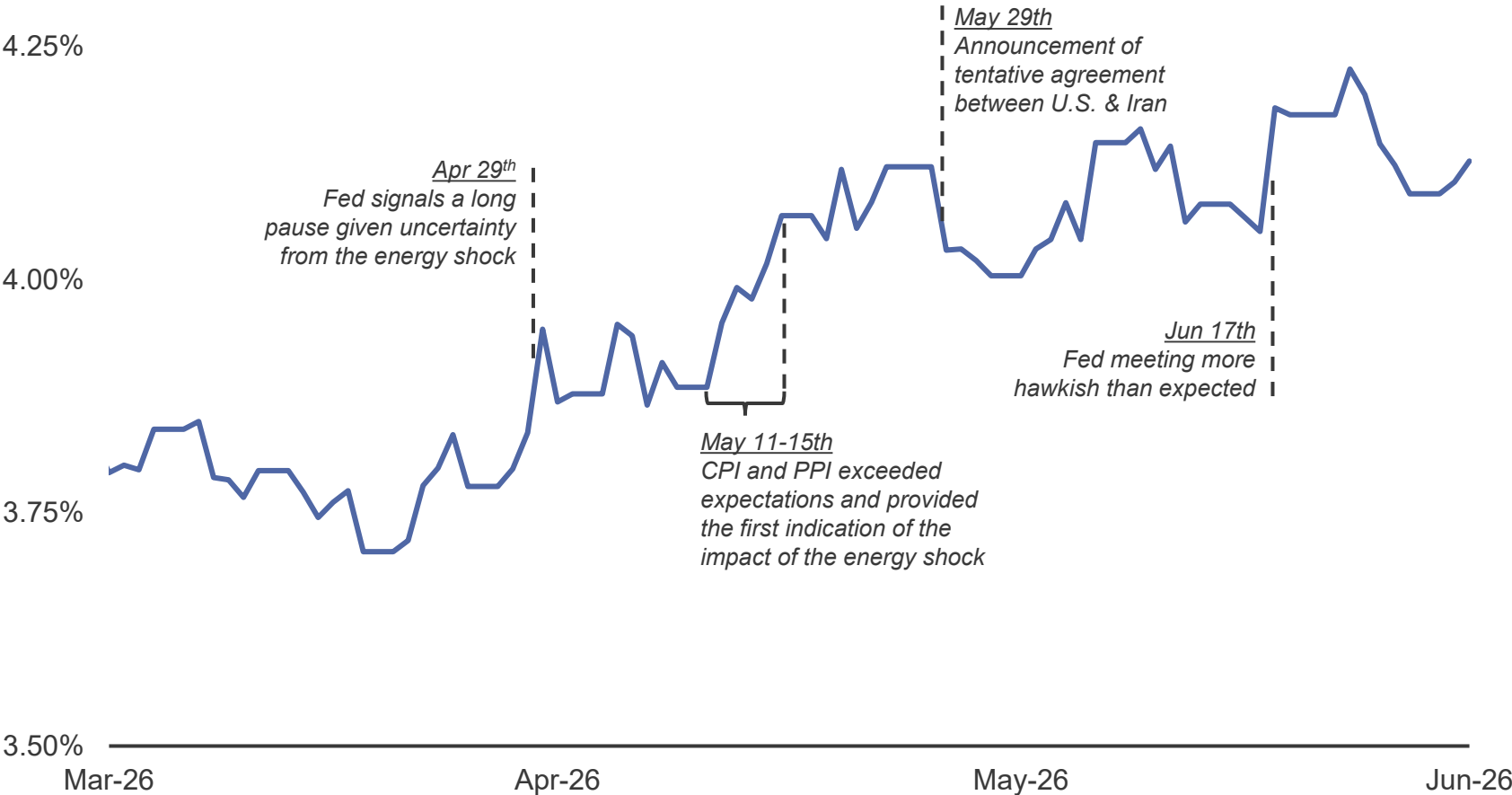
The Fed acknowledged inflation remained above the 2% target. However, it noted economic growth is expanding at a solid pace while the unemployment rate has remained little changed.



Source: Federal Reserve; Bloomberg Finance L.P. Individual dots represent each Fed member's judgement of the midpoint of the appropriate target range for the federal funds rate at each year-end. As of June 17, 2026.

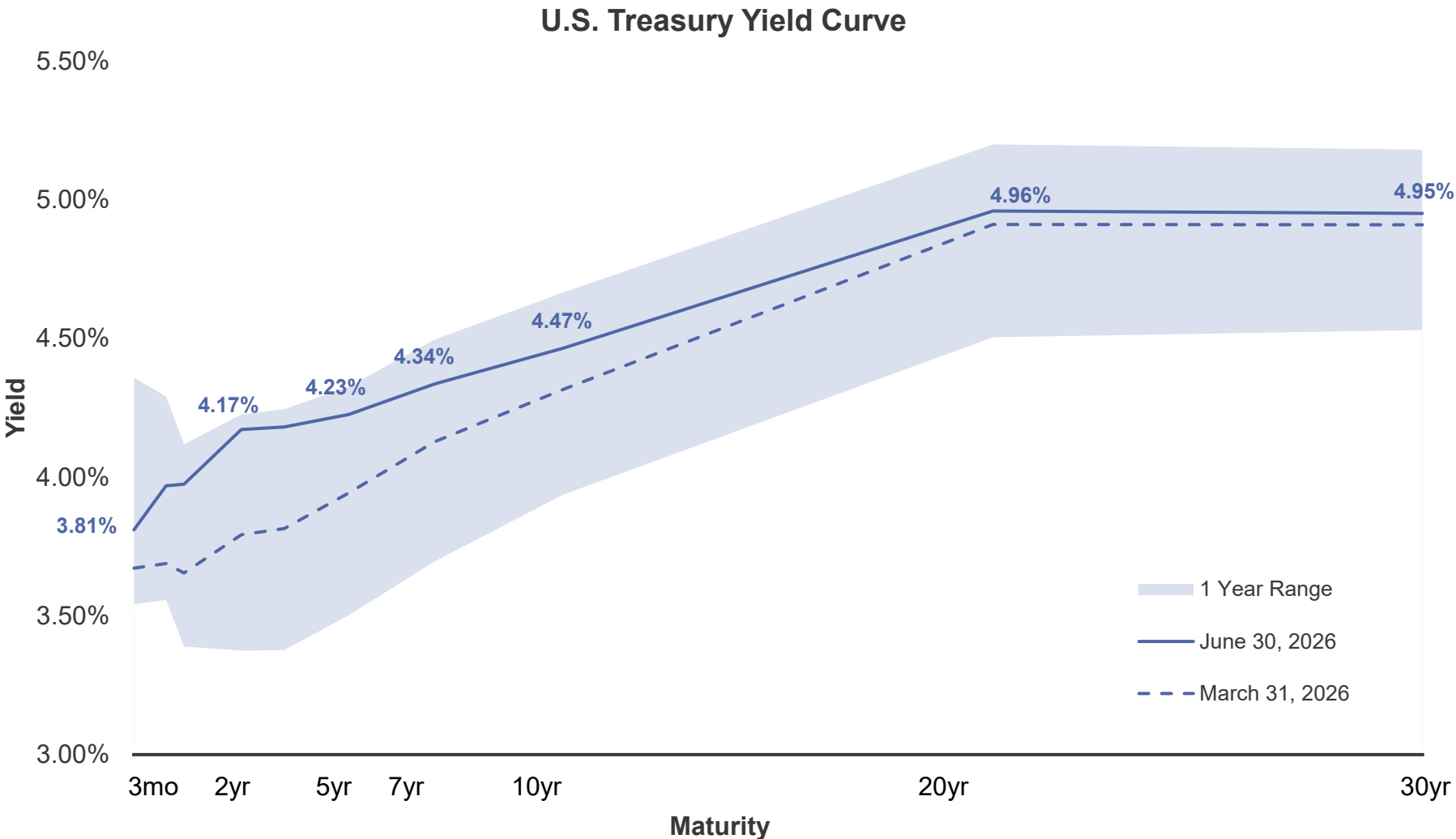
2-Year Treasury Yield Moves Higher

2-Year U.S. Treasury Yield March 31, 2026 – June 30, 2026



Source: Bloomberg Finance L.P., as of June 30, 2026.

Treasury Yields Rise Across the Curve



Source: Bloomberg Finance L.P., as of June 30, 2026.

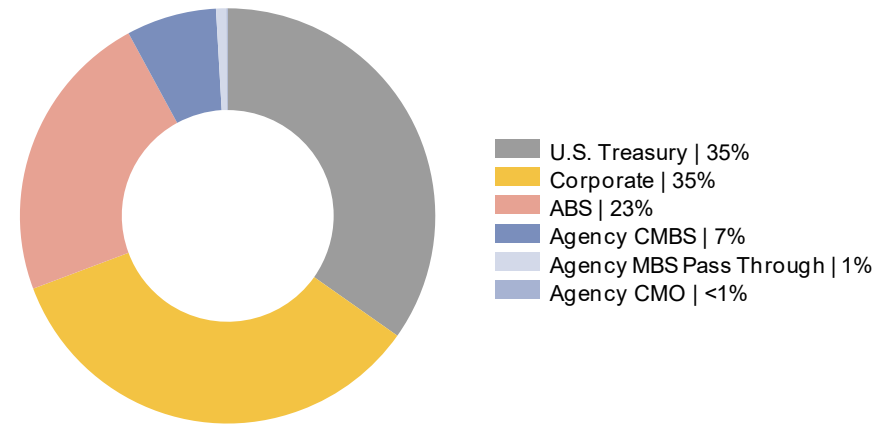
Account Summary

Portfolio Snapshot - FL STATE COLLEGE AT JACKSONVILLE OP FUN¹

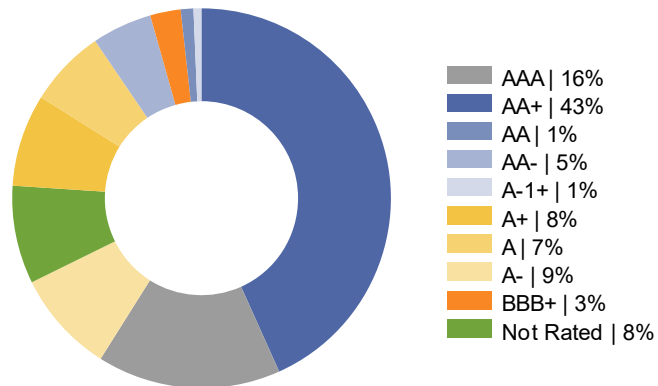
Portfolio Statistics

Total Market Value	\$40,380,833.29
Securities Sub-Total	\$39,906,330.99
Accrued Interest	\$312,450.50
Cash	\$162,051.80
Portfolio Effective Duration	1.78 years
Benchmark Effective Duration	1.76 years
Yield At Cost	4.13%
Yield At Market	4.33%
Portfolio Credit Quality	AA

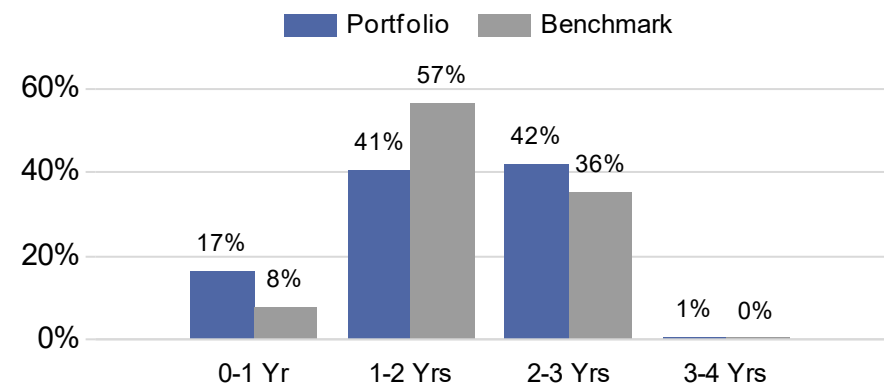
Sector Allocation



Credit Quality - S&P



Duration Distribution

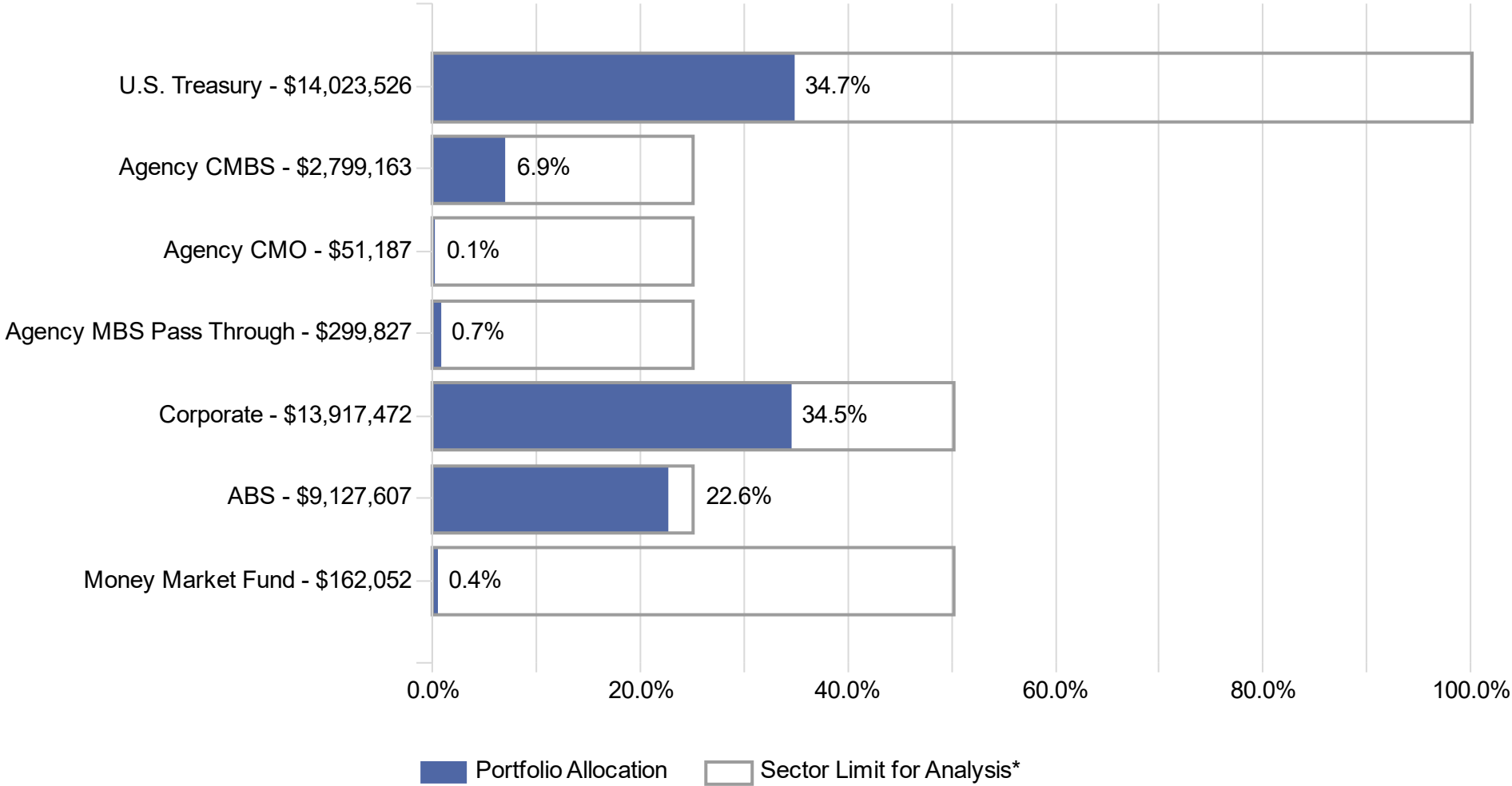


1. Yield and duration calculations exclude cash and cash equivalents. Sector allocation includes market values and accrued interest.

The portfolio's benchmark is currently the ICE BofA 1-3 Year U.S. Government/Corp A Rated and Above Index. Prior to 9/30/19 it was the ICE BofA 1-5 Year Government/Corp A-AAA Index. Source: Bloomberg Financial LP.

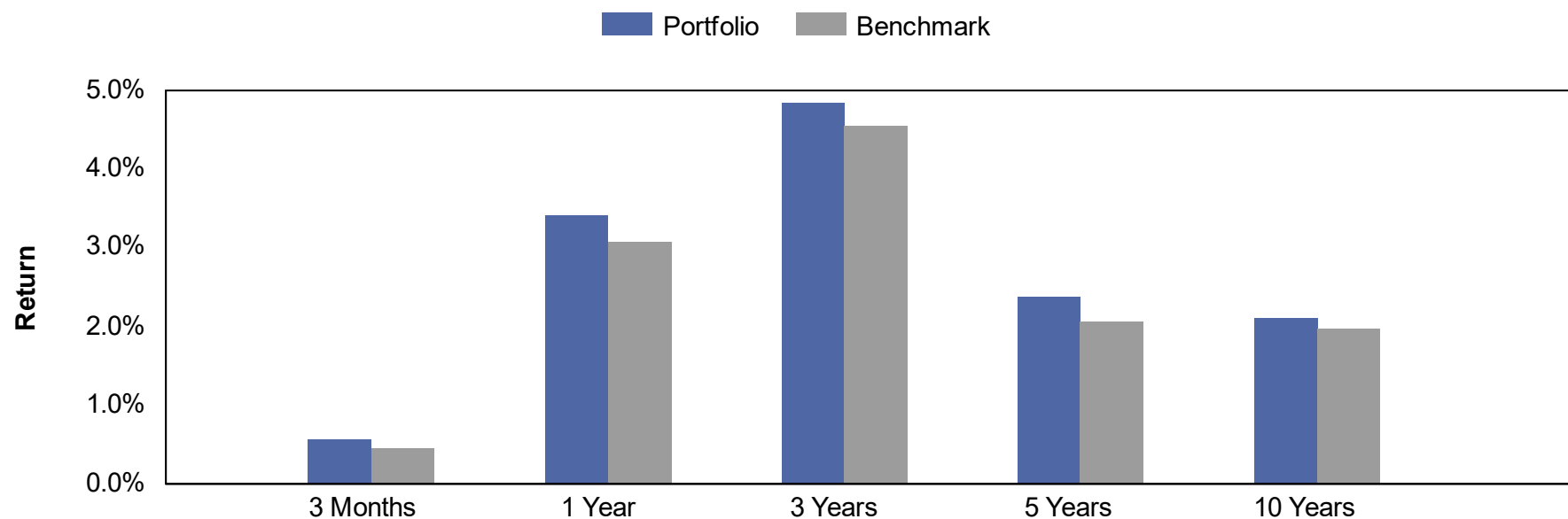
An average of each security's credit rating was assigned a numeric value and adjusted for its relative weighting in the portfolio.

Sector Allocation Analytics



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

Portfolio Performance



Market Value Basis Earnings	3 Months	1 Year	3 Years	5 Years	10 Years
Interest Earned ²	\$401,449	\$1,623,706	\$4,553,266	\$5,591,375	\$9,362,244
Change in Market Value	(\$174,003)	(\$290,756)	\$781,820	(\$1,120,524)	(\$1,727,798)
Total Dollar Return	\$227,446	\$1,332,950	\$5,335,086	\$4,470,851	\$7,634,446
Total Return³					
Portfolio	0.57%	3.41%	4.84%	2.37%	2.11%
Benchmark ⁴	0.45%	3.08%	4.55%	2.07%	1.96%

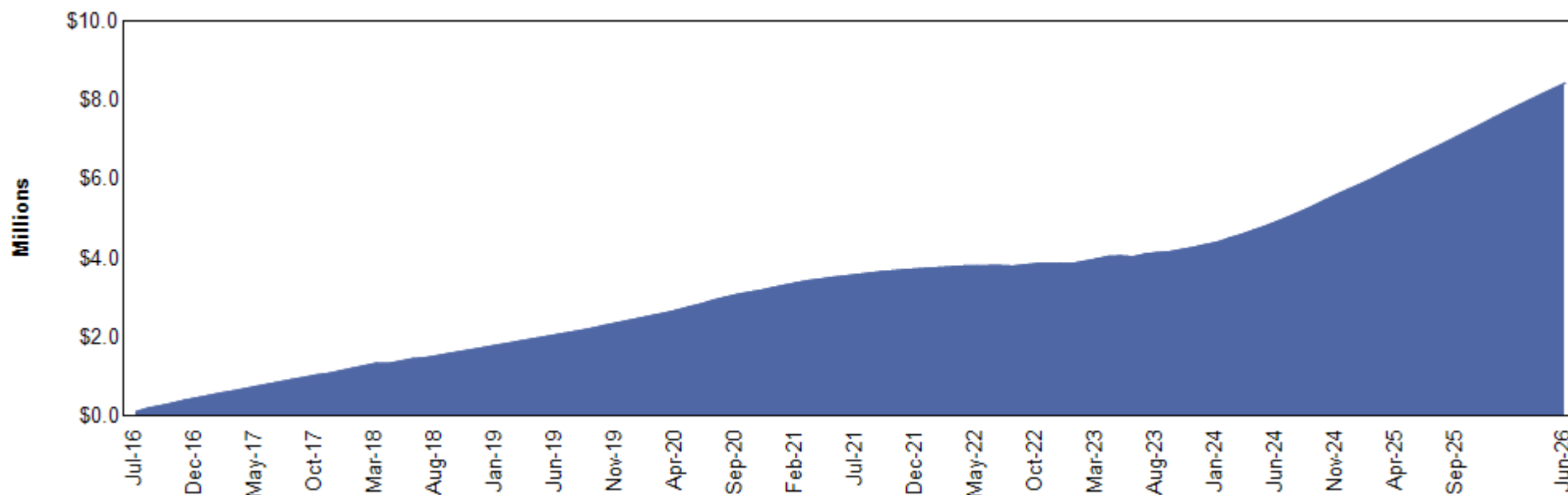
1. The lesser of 10 years or since inception is shown. Since inception returns for periods one year or less are not shown. Performance inception date is June 30, 2006.

2. Interest earned calculated as the ending accrued interest less beginning accrued interest, plus net interest activity.

3. Returns for periods one year or less are presented on a periodic basis. Returns for periods greater than one year are presented on an annualized basis.

4. The portfolio's benchmark is currently the ICE BofA 1-3 Year U.S. Government/Corp A Rated and Above Index. Prior to 9/30/19 it was the ICE BofA 1-5 Year Government/Corp A-AAA Index. Source: Bloomberg Financial LP.

Accrual Basis Earnings - FL STATE COLLEGE AT JACKSONVILLE OP FUN



Accrual Basis Earnings	3 Months	1 Year	3 Years	5 Year	10 Year ¹
Interest Earned ²	\$401,449	\$1,623,706	\$4,553,266	\$5,591,375	\$9,362,244
Realized Gains / (Losses) ³	\$19,250	\$124,744	(\$282,139)	(\$748,875)	(\$362,086)
Change in Amortized Cost	\$11,342	\$50,289	\$126,197	\$42,720	(\$564,650)
Total Earnings	\$432,040	\$1,798,739	\$4,397,323	\$4,885,219	\$8,435,508

1. The lesser of 10 years or since inception is shown. Performance inception date is June 30, 2006.

2. Interest earned calculated as the ending accrued interest less beginning accrued interest, plus net interest activity.

3. Realized gains / (losses) are shown on an amortized cost basis.

Important Disclosures

This material is for general information purposes only and is not intended to provide specific advice or a specific recommendation, as it was prepared without regard to any specific objectives or financial circumstances.

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

The views expressed within this material constitute the perspective and judgment of PFMAM at the time of distribution and are subject to change. Any forecast, projection, or prediction of the market, the economy, economic trends, and equity or fixed-income markets are based upon certain assumptions and current opinion as of the date of issue and are also subject to change. Some, but not all assumptions are noted in the report. Assumptions may or may not be proven correct as actual events occur, and results may depend on events outside of your or our control. Changes in assumptions may have a material effect on results. Opinions and data presented are not necessarily indicative of future events or expected performance.

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- In accordance with generally accepted accounting principles, information is presented on a trade date basis; forward settling purchases are included in the monthly balances, and forward settling sales are excluded.
- Performance is presented in accordance with the CFA Institute's Global Investment Performance Standards (GIPS). Unless otherwise noted, performance is shown gross of fees. Quarterly returns are presented on an unannualized basis. Returns for periods greater than one year are presented on an annualized basis. **Past performance is not indicative of future returns.**
- ICE Bank of America Indices provided by Bloomberg Financial Markets.
- Money market fund/cash balances are included in performance and duration computations.
- Standard & Poor's is the source of the credit ratings. Distribution of credit rating is exclusive of money market fund/LGIP holdings.
- Callable securities in the portfolio are included in the maturity distribution analysis to their stated maturity date, although, they may be called prior to maturity.
- MBS maturities are represented by expected average life.

Glossary

- **Accrued Interest:** Interest that is due on a bond or other fixed income security since the last interest payment was made.
- **Agencies:** Federal agency securities and/or Government-sponsored enterprises.
- **Amortized Cost:** The original cost of the principal of the security is adjusted for the amount of the periodic reduction of any discount or premium from the purchase date until the date of the report. Discount or premium with respect to short-term securities (those with less than one year to maturity at time of issuance) is amortized on a straight line basis. Such discount or premium with respect to longer-term securities is amortized using the constant yield basis.
- **Asset-Backed Security:** A financial instrument collateralized by an underlying pool of assets – usually ones that generate a cash flow from debt, such as loans, leases, credit card balances, and receivables.
- **Bankers' Acceptance:** A draft or bill of exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill as well as the insurer.
- **Commercial Paper:** An unsecured obligation issued by a corporation or bank to finance its short-term credit needs, such as accounts receivable and inventory.
- **Contribution to Total Return:** The weight of each individual security multiplied by its return, then summed for each sector to determine how much each sector added or subtracted from the overall portfolio performance.
- **Effective Duration:** A measure of the sensitivity of a security's price to a change in interest rates, stated in years.
- **Effective Yield:** The total yield an investor receives in relation to the nominal yield or coupon of a bond. Effective yield takes into account the power of compounding on investment returns, while nominal yield does not.
- **FDIC:** Federal Deposit Insurance Corporation. A federal agency that insures bank deposits to a specified amount.
- **Interest Rate:** Interest per year divided by principal amount and expressed as a percentage.
- **Market Value:** The value that would be received or paid for an investment in an orderly transaction between market participants at the measurement date.
- **Maturity:** The date upon which the principal or stated value of an investment becomes due and payable.
- **Negotiable Certificates of Deposit:** A CD with a very large denomination, usually \$1 million or more, that can be traded in secondary markets.
- **Par Value:** The nominal dollar face amount of a security.
- **Pass-through Security:** A security representing pooled debt obligations that passes income from debtors to its shareholders. The most common type is the mortgage-backed security.

Glossary

- Repurchase Agreements: A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date.
- Settle Date: The date on which the transaction is settled and monies/securities are exchanged. If the settle date of the transaction (i.e., coupon payments and maturity proceeds) occurs on a non-business day, the funds are exchanged on the next business day.
- Supranational: A multinational union or association in which member countries cede authority and sovereignty on at least some internal matters to the group, whose decisions are binding on its members.
- Trade Date: The date on which the transaction occurred; however, the final consummation of the security transaction and payment has not yet taken place.
- Unsettled Trade: A trade which has been executed; however, the final consummation of the security transaction and payment has not yet taken place.
- U.S. Treasury: The department of the U.S. government that issues Treasury securities.
- Yield: The rate of return based on the current market value, the annual interest receipts, maturity value, and the time period remaining until maturity, stated as a percentage on an annualized basis.
- YTM at Cost: The yield to maturity at cost is the expected rate of return based on the original cost, the annual interest receipts, maturity value, and the time period from purchase date to maturity, stated as a percentage on an annualized basis.
- YTM at Market: The yield to maturity at market is the rate of return based on the current market value, the annual interest receipts, maturity value, and the time period remaining until maturity, stated as a percentage on an annualized basis.



Florida State College at Jacksonville Quasi Endowment Fund

Investment Performance Review For the Quarter Ended June 30, 2026

Client Management Team	PFM Asset Management A division of U.S. Bancorp Asset Management, Inc.	
Richard Pengelly, CFA, CIMA®, CTP, Managing Director Datnilza Metz, Institutional Sales & Relationship Manager	225 E. Robinson St. Suite 250 Orlando, FL 32801 407-406-5766	1735 Market Street 43rd Floor Philadelphia, PA 19103

Executive Summary

The Florida State College at Jacksonville Quasi Endowment Fund portfolio (the “Portfolio”) returned 11.16% (net of mutual fund fees) over the 2nd quarter of 2026, compared to its policy benchmark return of 11.43%. Over the past 12-months, the portfolio returned 17.75% compared to 19.23% for the benchmark. However, since the inception date of July 1, 2016, the portfolio’s 10.45% annual rate of return is in line with the 10.48% benchmark. In dollar terms, the portfolio gained \$1,570,044 over the past 12 months.

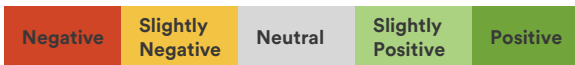
Domestic equity, as measured by the S&P 500 Index and the Russell 3000 Index, posted returns for the quarter at 15.20% and 15.44%, respectively. International equity markets also posted strong gains in the second quarter. The MSCI AC World ex USA Index returned 14.5% for the quarter and 13.7% year to date. Developed ex-U.S. markets, represented by the MSCI EAFE Index, returned 10.8% for the quarter and 9.4% year to date. Emerging markets, represented by the MSCI Emerging Markets Index, returned 24.1% for the quarter and 23.8% year-to-date. The trailing one-year period return is 27.66%. The U.S. bond market represented by the Bloomberg U.S. Aggregate Index (Aggregate) returned 0.7% over the quarter. The one-year return for the U.S. Aggregate Index is 3.79%

Consumer sentiment recovered from its May low but finished below its March level, with the University of Michigan Survey of Consumers, at 49.5 in June. Manufacturing and services indicators were also in expansionary territory at quarter-end, with the ISM U.S. PMI surveys reporting of 53.3 and 54.0, respectively. The conflict with Iran and the disrupted Middle Eastern oil supplies have been major market drags since the effective closure of the Strait of Hormuz. Energy alone drove more than 60% of May’s headline inflation, however an interim peace deal brokered in June prompted a sharp pullback in oil prices.

Investment Strategy Overview

Asset Class	Our Q3 2026 Investment Outlook	Comments
U.S. Equities		- The U.S.-Iran conflict has largely been resolved following the signing of an MoU, though some uncertainty remains and could affect energy prices and the inflation outlook, thereby impacting risk assets. - Underlying fundamentals remain supportive of positive equity returns, with corporate earnings expected to grow at a high double-digit pace. - Equity market broadening and strong earnings growth led us to modestly overweight domestic small caps in Q1, prior to the U.S.-Iran conflict. The subsequent recovery in valuations led us to close the overweight position and realign portfolios with strategic targets.
Large-Caps		
Small-Caps		
Non-U.S. Equities		- Several major central banks outside the U.S. have begun raising rates in response to near-term inflation pressures. At the same time, relatively attractive valuations and strong earnings growth provide a cushion against rising inflation expectations. - Emerging markets have been strong performers this year, driven by a rally in semiconductor-related companies, particularly in Korea and Taiwan. Earnings and profit margin estimates for EM equities continue to improve, while valuations remain attractive. However, a concentrated return profile, potential Fed rate hikes, and geopolitical uncertainty lead us to maintain an equal-weight allocation.
Developed Markets		
Emerging Markets		
Fixed Income		- The Fed remains on hold, with its June projections signaling a more hawkish stance. Future rate decisions will be dependent on inflation moving closer to 2%, as energy-related pressures ease. Increased uncertainty around the rate path is expected to weigh on risk assets. - Absolute yield levels remain attractive, while credit spreads are near historical lows. Returns are expected to be driven primarily by yield/carry rather than price appreciation. Strong profit margins, continued issuance, ongoing share buybacks, and active M&A activity point to a healthy corporate environment that remains supportive of credit spreads. - We remain neutral across both duration and credit sectors.
Core Bonds		
Investment Grade Credit		
High Yield Credit		
Diversifying Assets		- Listed REITs recovered more strongly than listed infrastructure in Q2 as the economic resilience narrative gained traction. However, the long-duration and rate-sensitive nature of both asset classes leads us to maintain a neutral stance. - In addition to providing diversified sources of return, improving sentiment around AI continues to support data center and utility buildout, creating a favorable tailwind for listed real assets.
Listed Real Estate		
Listed Global Infrastructure		

● Current outlook ○ Outlook one quarter ago



The view expressed within this material constitute the perspective and judgment of PFM Asset Management, a division of U.S. Bancorp Asset Management, Inc., at the time of distribution (June 30, 2026) and are subject to change.

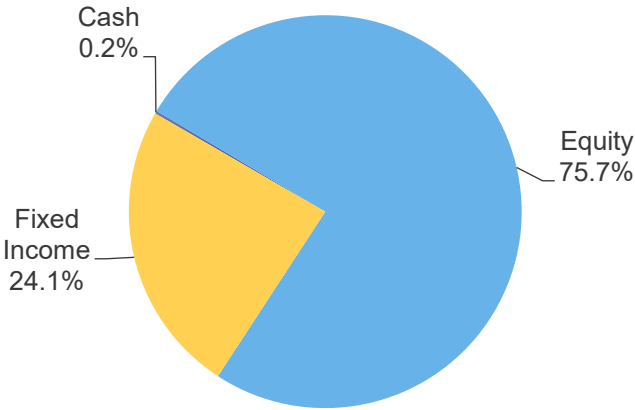
Aggregate Asset Allocation

Florida State College at Jacksonville Quasi Endowment Fund
PFMAM Managed Funds: Aggregate Asset Allocation as of June 30, 2026

Current Asset Allocation

Asset Class	Market Value	Pct (%)
Cash	19,925	0.2%
Equity	7,678,903	75.7%
Fixed Income	2,449,887	24.1%
Total	10,148,715	100.0%

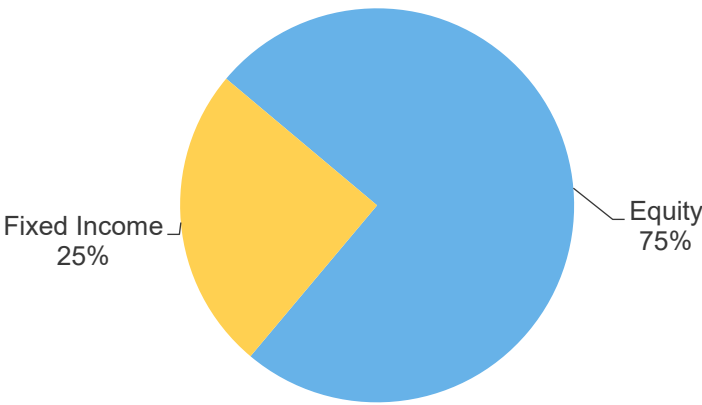
Current Asset Allocation



Target Asset Allocation

Asset Class	Market Value	Target (%)	Range
Cash		0%	0% - 20%
Equity	7,611,536	75%	70% - 80%
Fixed Income	2,537,179	25%	20% - 30%
Total	10,148,715	100%	

Target Asset Allocation



Asset Allocation & Performance

	Allocation		Performance(%)							
	Market Value (\$)	%	1 Quarter	Year To Date	1 Year	3 Years	5 Years	7 Years	Since Inception	Inception Date
Total Fund	10,148,715	100.00	11.16	8.90	17.75	15.04	7.61	10.73	10.45	07/01/2016
Blended Benchmark			11.43	9.15	19.23	15.92	8.45	10.68	10.48	
Domestic Equity	5,017,225	49.44								
First American Multi-Manager Domestic Equity Fund	5,017,225	49.44	15.44	10.36	22.36	19.01	11.14	14.51	15.13	10/01/2020
<i>Russell 3000 Index</i>			15.43	10.86	22.81	20.35	12.30	15.51	16.09	
Schwab US Large-Cap ETF - 39.9%			15.08	10.04	21.67	20.52	12.70	15.83	19.74	06/01/2024
<i>Russell 1000 Index</i>			15.13	10.32	22.01	20.47	12.66	15.79	19.84	
Lazard US Equity Enhanced - 24.7% (^)			N/A	N/A	N/A	N/A	N/A	N/A	N/A	07/01/2026
<i>Russell 1000 Index</i>			15.13	10.32	22.01	20.47	12.66	15.79	N/A	
Aristotle Atlantic Core Equity - 15.1% (^)			14.57	9.88	21.92	21.76	N/A	N/A	11.72	11/01/2021
<i>Russell 1000 Index (since 8/1/24, Russell 3000 prior)</i>			15.13	10.32	22.01	20.38	12.32	15.52	11.70	
Putnam US Core Equity - 14.9% (^)			13.21	7.56	21.10	N/A	N/A	N/A	14.64	12/01/2024
<i>Russell 1000 Index</i>			15.13	10.32	22.01	20.47	12.66	15.79	15.64	
Osterweis Small Cap Growth - 2.7% (^)			36.53	30.67	N/A	N/A	N/A	N/A	30.53	12/01/2025
<i>Russell 2000 Growth Index</i>			25.71	22.18	38.74	18.44	5.57	10.82	20.61	
PIMCO RAE US Small Cap - 2.5%			19.74	20.98	36.87	21.52	11.92	16.39	35.73	08/01/2025
<i>Russell 2000 Value Index</i>			17.19	22.99	43.01	18.73	8.23	11.36	40.52	
International Equity	2,661,679	26.23								
First American Multi-Manager International Equity Fund	2,661,679	26.23	12.39	13.29	22.17	17.52	7.06	9.25	10.78	10/01/2020
<i>MSCI AC World ex USA (Net)</i>			14.49	13.68	27.66	18.82	8.79	10.16	12.28	
WCM Focused International Equity - 15.1% (^)			18.28	17.54	13.97	17.16	7.24	N/A	11.35	10/01/2020
<i>MSCI AC World ex USA (Net)</i>			14.49	13.68	27.66	18.82	8.79	10.16	12.28	
Ninety One Int'l Dynamic Equity - 14.9% (^)			11.91	11.36	18.67	18.67	N/A	N/A	9.46	12/01/2021
<i>MSCI AC World ex USA (Net)</i>			14.49	13.68	27.66	18.82	8.79	10.16	10.89	
Acadian Non-U.S. Equity - 7.6% (^)			12.94	11.23	24.19	21.99	11.38	N/A	14.68	10/01/2020
<i>MSCI EAFE (net)</i>			10.82	9.44	20.23	16.44	9.05	9.90	12.29	
Schwab International Equity ETF - 40.4%			14.77	15.06	29.35	19.39	10.32	11.29	22.01	09/01/2024
<i>MSCI EAFE (net)</i>			10.82	9.44	20.23	16.44	9.05	9.90	16.92	
Schwab Emerging Markets Equity ETF - 12.9%			11.93	9.27	22.93	16.98	4.80	7.70	19.87	09/01/2024
<i>MSCI EM (net)</i>			24.05	23.85	43.51	23.03	7.20	9.82	30.25	
Pzena Emerging Markets Value - 4.2% (^)			-0.45	N/A	N/A	N/A	N/A	N/A	-8.04	02/01/2026
Driehaus Emerging Markets Growth - 4.4%			24.67	29.38	49.77	23.84	7.72	11.54	18.04	02/01/2026
<i>MSCI EM (net)</i>			24.05	23.85	43.51	23.03	7.20	9.82	13.77	

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

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

Asset Allocation & Performance

	Allocation		Performance(%)							
	Market Value (\$)	%	1 Quarter	Year To Date	1 Year	3 Years	5 Years	7 Years	Since Inception	Inception Date
Fixed Income	2,449,887	24.14								
First American Multi-Manager Fixed Income Fund	2,449,887	24.14	0.76	0.74	3.98	4.75	0.51	1.71	0.64	10/01/2020
<i>Blmbg. U.S. Aggregate</i>			0.67	0.62	3.79	4.16	0.08	1.22	-0.09	
PGIM Core Fixed - 35.7% (^)			0.84	0.87	4.43	5.02	0.53	1.84	0.50	10/01/2020
TIAA Core Fixed - 35.9% (^)			1.12	1.21	4.98	5.26	0.58	2.05	0.63	10/01/2020
<i>Blmbg. U.S. Aggregate</i>			0.67	0.62	3.79	4.16	0.08	1.22	-0.09	
USBAM Core Fixed - 9.9% (^)			0.60	0.73	N/A	N/A	N/A	N/A	1.23	11/01/2025
<i>Blmbg. U.S. Aggregate</i>			0.67	0.62	3.79	4.16	0.08	1.22	1.09	
iShares Core U.S. Aggregate Bond ETF - 5.4%			0.67	0.71	3.80	4.16	0.09	1.20	0.28	05/01/2021
<i>Blmbg. U.S. Aggregate</i>			0.67	0.62	3.79	4.16	0.08	1.22	0.28	
iShares 10-20 Year Treasury Bond ETF - 1.4%			0.78	0.59	3.18	0.98	-4.08	-1.94	2.72	03/01/2024
<i>ICE U.S. Treasury 10-20 Year Bond Index</i>			0.81	0.64	3.30	1.05	-4.06	-1.90	2.81	
PineBridge IG Credit - 4.9% (^)			1.44	0.95	4.62	5.76	0.49	2.96	1.04	10/01/2020
<i>Blmbg. U.S. Credit Index</i>			1.33	0.85	4.34	5.19	0.38	1.95	0.59	
Brown Bros. Harriman Structured - 6.5% (^)			1.08	1.73	4.06	7.07	4.15	3.98	4.23	10/01/2020
<i>ICE BofA ABS Fxd & Flting Rate AA-BBB Idx</i>			1.08	1.63	4.42	6.62	3.25	3.32	3.45	
Cash Equivalents	19,925	0.20								
Goldman Sachs FS Government Fund	19,925	0.20	0.84	1.70	3.70	4.46	3.42	2.60	2.57	12/01/2018
<i>ICE BofA 3 Month U.S. T-Bill</i>			0.88	1.74	3.84	4.64	3.52	2.75	2.73	

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

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

Comparative Performance

	2025	2024	2023	2022	2021	2020	2019
Total Fund	17.19	12.56	16.49	-18.00	16.48	18.24	23.80
<i>Blended Benchmark</i>	<i>18.50</i>	<i>13.11</i>	<i>18.00</i>	<i>-16.57</i>	<i>13.80</i>	<i>15.47</i>	<i>22.90</i>
Domestic Equity							
First American Multi-Manager Domestic Equity Fund	16.92	21.53	22.05	-18.97	26.28	20.05	29.70
<i>Russell 3000 Index</i>	<i>17.15</i>	<i>23.81</i>	<i>25.96</i>	<i>-19.21</i>	<i>25.66</i>	<i>20.89</i>	<i>31.02</i>
Schwab US Large-Cap ETF - 39.9%	17.42	24.90	26.86	-19.44	26.74	20.90	31.40
<i>Russell 1000 Index</i>	<i>17.37</i>	<i>24.51</i>	<i>26.53</i>	<i>-19.13</i>	<i>26.45</i>	<i>20.96</i>	<i>31.43</i>
Lazard US Equity Enhanced - 24.7% (^)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<i>Russell 1000 Index</i>	<i>17.37</i>	<i>24.51</i>	<i>26.53</i>	<i>-19.13</i>	<i>26.45</i>	<i>20.96</i>	<i>31.43</i>
Aristotle Atlantic Core Equity - 10.2% (^)	19.50	27.91	23.37	-21.43	N/A	N/A	N/A
<i>Russell 1000 Index (since 8/1/24, Russell 3000 prior)</i>	<i>17.37</i>	<i>24.26</i>	<i>25.96</i>	<i>-19.21</i>	<i>25.66</i>	<i>20.89</i>	<i>31.02</i>
Putnam US Core Equity - 14.9% (^)	18.09	N/A	N/A	N/A	N/A	N/A	N/A
<i>Russell 1000 Index</i>	<i>17.37</i>	<i>24.51</i>	<i>26.53</i>	<i>-19.13</i>	<i>26.45</i>	<i>20.96</i>	<i>31.43</i>
Osterweis Small Cap Growth - 2.7% (^)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<i>Russell 2000 Growth Index</i>	<i>13.01</i>	<i>15.15</i>	<i>18.66</i>	<i>-26.36</i>	<i>2.83</i>	<i>34.63</i>	<i>28.48</i>
PIMCO RAE US Small Cap - 2.5%	6.29	22.08	20.06	-4.64	40.37	6.88	20.22
<i>Russell 2000 Value Index</i>	<i>12.59</i>	<i>8.05</i>	<i>14.65</i>	<i>-14.48</i>	<i>28.27</i>	<i>4.63</i>	<i>22.39</i>
International Equity							
First American Multi-Manager International Equity Fund	29.51	5.41	14.63	-20.79	9.38	13.74	21.23
<i>MSCI AC World ex USA (Net)</i>	<i>32.39</i>	<i>5.53</i>	<i>15.62</i>	<i>-16.00</i>	<i>7.82</i>	<i>10.65</i>	<i>21.51</i>
WCM Focused International Equity - 15.1% (^)	22.28	9.11	18.14	-28.14	18.78	32.21	N/A
Ninety One Int'l Dynamic Equity - 14.9% (^)	31.31	9.21	13.61	-19.77	N/A	N/A	N/A
<i>MSCI AC World ex USA (Net)</i>	<i>32.39</i>	<i>5.53</i>	<i>15.62</i>	<i>-16.00</i>	<i>7.82</i>	<i>10.65</i>	<i>21.51</i>
Acadian Non-U.S. Equity - 7.6% (^)	35.11	10.43	15.37	-12.37	14.31	11.10	N/A
Schwab International Equity ETF - 40.4%	34.47	3.46	18.28	-14.90	11.42	9.86	22.15
<i>MSCI EAFE (net)</i>	<i>31.22</i>	<i>3.82</i>	<i>18.24</i>	<i>-14.45</i>	<i>11.26</i>	<i>7.82</i>	<i>22.01</i>
Schwab Emerging Markets Equity ETF - 12.9%	25.85	11.59	7.96	-17.10	-0.72	14.77	19.95
<i>MSCI EM (net)</i>	<i>33.57</i>	<i>7.50</i>	<i>9.83</i>	<i>-20.09</i>	<i>-2.54</i>	<i>18.31</i>	<i>18.42</i>
Pzena Emerging Markets Value - 4.2% (^)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Driehaus Emerging Markets Growth - 4.4%	30.22	7.69	11.45	-22.35	-1.69	27.62	25.60
<i>MSCI EM (net)</i>	<i>33.57</i>	<i>7.50</i>	<i>9.83</i>	<i>-20.09</i>	<i>-2.54</i>	<i>18.31</i>	<i>18.42</i>

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

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

Comparative Performance

	2025	2024	2023	2022	2021	2020	2019
Fixed Income							
First American Multi-Manager Fixed Income Fund	7.04	2.57	6.70	-13.06	-0.85	7.86	9.56
<i>Blmbg. U.S. Aggregate</i>	7.30	1.25	5.53	-13.01	-1.55	7.51	8.72
PGIM Core Fixed - 35.7% (^)	7.82	2.33	6.70	-13.76	-0.98	9.01	9.65
TIAA Core Fixed - 35.9% (^)	8.13	2.82	6.35	-14.23	-0.64	9.76	9.59
USBAM Core Fixed - 9.9% (^)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
iShares Core U.S. Aggregate Bond ETF - 5.4%	7.19	1.37	5.59	-13.06	-1.67	7.42	8.68
<i>Blmbg. U.S. Aggregate</i>	7.30	1.25	5.53	-13.01	-1.55	7.51	8.72
iShares 10-20 Year Treasury Bond ETF - 1.4%	6.39	-4.00	3.97	-25.44	-5.33	13.60	10.83
<i>ICE U.S. Treasury 10-20 Year Bond Index</i>	6.53	-3.98	3.32	-25.20	-5.00	13.56	N/A
PineBridge IG Credit - 4.9% (^)	8.17	2.61	8.40	-15.83	0.02	14.54	15.48
<i>Blmbg. U.S. Credit Index</i>	7.83	2.03	8.18	-15.26	-1.08	9.35	13.80
Brown Bros. Harriman Structured - 6.5% (^)	6.26	8.26	7.90	-3.87	3.01	3.42	5.07
<i>ICE BofA ABS Fxd & Flting Rate AA-BBB Idx</i>	6.22	7.29	8.23	-6.33	1.77	3.94	4.31
Cash Equivalents							
Goldman Sachs FS Government Fund	4.05	5.02	4.88	1.46	0.03	0.30	1.97
<i>ICE BofA 3 Month U.S. T-Bill</i>	4.18	5.25	5.02	1.46	0.05	0.67	2.28

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

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Account Reconciliation

QTR

	Market Value As of 04/01/2026	Net Flows	Return On Investment	Market Value As of 06/30/2026
Total Fund	9,458,189	(350,000)	1,040,526	10,148,715

YTD

	Market Value As of 01/01/2026	Net Flows	Return On Investment	Market Value As of 06/30/2026
Total Fund	9,654,323	(350,000)	844,392	10,148,715

1 Year

	Market Value As of 07/01/2025	Net Flows	Return On Investment	Market Value As of 06/30/2026
Total Fund	8,928,671	(350,000)	1,570,044	10,148,715

IMPORTANT DISCLOSURES

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

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IMPORTANT DISCLOSURES

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