


December 3, 2019

MEMORANDUM

TO: Florida State College at Jacksonville
District Board of Trustees

FROM: John Avendano, Ph.D. 
College President

RE: December 2019 Board Agenda

Enclosed please find materials in support of the December 10, 2019 Board meeting.

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

The Board Workshop will convene from 11:30 a.m. to 1 p.m. as a joint workshop with the Nassau County School District Superintendent of Schools and members of the School Board in Room T-117. The full Board meeting will begin at 1 p.m., Room T-126.

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

Regular Meeting

A G E N D A

December 10, 2019 – 1 p.m.

Betty P. Cook Nassau Center, Room T-126

CALL TO ORDER AND PLEDGE OF ALLEGIANCE

COMMENTS BY THE PUBLIC

The District Board of Trustees welcomes comments before the Board relating to matters under the Board's consideration during today's meeting. Please note that consideration of the Action Items today will also constitute a public hearing under the Administrative Procedures Act. Any comments regarding the revised Board Rules under consideration today should also be made at this time. Those who wish to address the Board are required to complete a Public Comment Request form prior to the meeting. Requestors will be called upon by the Board Chair, and should immediately come to the podium. Comments are limited to three minutes per person, and the Board is not required to respond.

MINUTES OF THE SEPTEMBER 10, 2019, DISTRICT BOARD OF TRUSTEES FINANCE & AUDIT COMMITTEE QUARTERLY MEETING (p. 157-158)

MINUTES OF THE SEPTEMBER 10, 2019, DISTRICT BOARD OF TRUSTEES WORKSHOP (p. 159-161)

MINUTES OF THE SEPTEMBER 10, 2019, DISTRICT BOARD OF TRUSTEES REGULAR MEETING (p.162-179)

MINUTES OF THE OCTOBER 8, 2019, DISTRICT BOARD OF TRUSTEES DEEP DIVE WORKSHOP (p. 180-182)

REPORT OF THE COLLEGE PRESIDENT

CONSENT AGENDA

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

1. Purchasing: Annual Contract Extensions (p. 183)
2. Purchasing: Construction Services – Pre-Qualification of General Contractor Renewal (p. 184-185)
3. Purchasing: Construction Services – Pre-Qualification of New General Contractors (p. 186-187)
4. Purchasing: Delivery Order Contracting Services – Electrical (p. 188)
5. Purchasing: HVAC and Chiller Maintenance and Warranty Services – South Campus, Deerwood Center and Advance Technology Center (p. 189)
6. Facilities: Certificate of Final Inspection for the Wilson Center Theatrical Lighting Upgrade Project – South Campus (p. 190)

ACTION ITEMS

1. Approval of Consent Agenda (p. 191)
2. Administrative Procedure Act – Board Rules, Section 5 – Purchasing (p. 192-195)
3. Administrative Procedure Act – Board Rules, Section 9 – Instruction (p. 196-197)
4. Finance: Fees and Charges (p. 198-200)
5. Academic Affairs: Inactivation of Biomedical Engineering Technology Associate in Science (p. 201)
6. Academic Affairs: Inactivation of Paramedic Post-Secondary Adult Vocational Certification Program (p. 202)

INFORMATION ITEMS

Trustees may request discussion of the Information Items.

- A. Human Resources: Personnel Actions (p. 203-205)
- B. Purchasing: Purchase Orders Over \$195,000 (p. 206)
- C. Finance: Investment Reports for Quarter Ended September 30, 2019 (p. 207-246)

INTRODUCTION OF NEW EMPLOYEES (Group Recognition)

REPORT OF THE BOARD CHAIR

REPORT OF THE FINANCE & AUDIT COMMITTEE CHAIR

REPORT OF THE BOARD LIAISON, FSCJ FOUNDATION BOARD OF DIRECTORS

REPORTS OF TRUSTEES

REPORT OF THE ADMINISTRATIVE AND PROFESSIONAL COLLABORATIVE

(Report provided by Ms. Youlanda Henry)

REPORT OF THE CAREER EMPLOYEES COUNCIL (Written report provided by Ms. Camilla Collins)

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

REPORT OF THE STUDENT GOVERNMENT ASSOCIATION (Written provided by Ms. SeQoya Williams)

NEXT MEETING

The Board will meet on Tuesday January 14, 2020, at the College's Administrative Offices for a Deep Dive Workshop – Planning Meeting. The workshop/planning meeting will convene from 11 a.m. – 2 p.m. in Room 403A. The next regular meeting of the Board is scheduled for Tuesday, February 11, 2020, at the College's Administrative Offices.

ADJOURNMENT

**Florida State College at Jacksonville
District Board of Trustees
Finance & Audit Committee
Meeting Minutes of September 10, 2019, Quarterly Meeting
Administrative Offices, Room 104A, 10:45 a.m.**

PRESENT:

Wayne Young, DBOT Vice Chair, Duval County
 Laura DiBella, DBOT Trustee
 Hunt Hawkins, DBOT Trustee
 John Avendano, College President
 Al Little, Vice President of Business Services
 Anita Kovacs, Associate Vice President of Finance
 Steve Stanford, Executive Director of Budget, Financial Planning
 and Auxiliary Services
 Cleve Warren, Executive Director, FSCJ Foundation
 Jason Human, Client Manager, PFM Asset Management LLC
 Khalid Yasin, Director, PFM Asset Management LLC

ABSENT:

None

CALL TO ORDER:

VP Little commenced the meeting at 10:48 a.m. and welcomed those in attendance. Introductions were made for the benefit of new committee members.

**INFORMATION /
DISCUSSION:**

- A. Review of Committee Charge and Process
 Through a distributed handout, the scope and responsibilities of the Finance & Audit Committee were reviewed and summarized.
- B. Selection of Committee Chair
 A call for nominations was issued. Trustee Hawkins self-nominated as the continuing member of the Committee. All Committee members confirmed the appointment. At this time, the Committee expressed having three (3) Trustees serve is sufficient.
- C. Selection of Meeting Dates
 While there is flexibility in the scheduling of meetings, past practice is to hold a meeting in September, December, February and April. General items on the agenda at each meeting was discussed. The Committee was in agreement that meeting in these months is sufficient for now. Should additional meetings be needed, Chair Hawkins will discuss and coordinate with VP Little.
- D. Review of Annual Financial Report
 The Annual Financial Report (AFR) for fiscal year ended June 30, 2019 was distributed to those present. The information included in the AFR is prescribed by Florida Statutes and is submitted through the Division of Accounting and Auditing.

In lieu of going through the 47 pages of the AFR, pertinent information was extrapolated and provided to the Committee as separate handouts. Handouts included Summary of Net Position, Revenues and Expenditures; 2018-19 Financial Summary; Unrestricted Funds – Net Position; and 2018-19 Financial Highlights. Each handout was reviewed and discussed.

- E. Review of Financial Effect of Projected Fall Enrollment
Based on preliminary data, the College is on target with the projected financial effects from Fall enrollment.
- F. Review of Investment Performance
PFM Representatives presented an overview of the College's portfolio to include performance and asset allocation. Updates are provided verbally monthly and there is the ability for individuals to access the information online for daily updates.
- G. Invitation to Submit Suggestions for Future Topics
Any desired topics will be submitted through Chair Hawkins.

NEXT MEETING:

The next quarterly meeting of the Finance & Audit Committee will be scheduled for December 2019.

ADJOURNMENT:

There being no further business, the meeting adjourned at 11:49 a.m.

APPROVAL OF
MINUTES:

Committee Chair, Finance and Audit Committee

Vice President of Business Services

Submitted by: Ms. Janet Meigs, Administration Support Manager

**Florida State College at Jacksonville
District Board of Trustees
Minutes of the September 10, 2019, Board Workshop
Administrative Offices, Room 403A, Noon**

PRESENT:

Thomas R. McGehee, Jr., Chair
O. Wayne Young, Vice Chair, Duval County
Jennifer D. Brown
Shantel N. Davis
Laura M. DiBella
D. Hunt Hawkins
Candy T. Holloway
Thomas J. Majdanics

ABSENT:

Michael M. Bell, Vice Chair, Nassau County

CALL TO ORDER:

Chair McGehee called the meeting to order at 12:16 p.m. and welcomed those in attendance. He shared information relating to newly appointed Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) member Shantel Davis.

Additionally, Chair McGehee provided a brief overview of the role of a FSCJ DBOT member, noting within the coming weeks that Trustee Davis would be asked to attend a Trustee Orientation Session.

WELCOME:

College President John Avendano, Ph.D. welcomed all those in attendance. He shared that today's agenda was centered on the selection of workshop topics for Fiscal Year 2019-20 and professional development opportunities for Trustees.

**INFORMATION/
DISCUSSION:**

A. Discussion of 2019-20
Board Workshop
Topics – Preliminary
Review:

President Avendano provided the Board with a list of ideas to review, discuss and prioritize relating to topics of interest in which Trustees may wish to obtain additional in-depth information. Today's conversation would establish the DBOT Workshop Topics for Fiscal Year 2019-20 and expand the January 2020 DBOT Deep Dive Workshop to a retreat/planning meeting.

The January 2020 DBOT Deep Dive Workshop – Retreat/Planning Meeting agenda would encompass strategic planning, financial health, enrollment, demographics and legislative effectiveness.

The DBOT Workshop Topics for Fiscal Year 2019-20 are as follows:

1. Accreditation – Institutional & Programmatic
2. Enrollment
3. Guided Pathway
4. Legislative Updates
5. Retreat
6. Partnerships & Community Connections
7. Program Review
8. Strategic Planning Process
9. Student Services Overview
10. Where is FSCJ with Veterans & Military?

There was discussion by the Board regarding enrollment process, next tier for accreditation, community needs, tracking student success data, program review process, increasing Veterans & Military student enrollment and the knowledge and better understanding Trustees will have after the review of various topics in the coming fiscal year.

There was additional discussion by the Board regarding the DBOT Questionnaire completed in July/August 2019, and how the top priorities from the survey related to the workshop/retreat topics. There was consensus among Trustees to add the following topics to the workshop/retreat list: marketing and recruitment, organizational culture, business partnerships and workforce development, state funding/facilities, staff recruitment/retention, financial aid/affordability and strategic priorities.

B. Discussion of District
Board of Trustees
Professional
Development
Opportunities:

President Avendano provided each Trustee with a 2019 FSCJ Professional Development Catalog, noting that the College offers a number of training and organizational development courses. He stated that if any member was interested in attending a course(s) to contact the District Board of Trustees Project Coordinator Kimberli Sodek.

There was discussion by the Board regarding the 2020 AFC Trustees Commission Legislative Conference being held on January 15-16 in Tallahassee, FL. Director of Government Relations Virginia Haworth shared information regarding the upcoming conference, noting additional information will be forthcoming next month.

District Board of Trustees
Minutes of the September 10, 2019, Board Workshop
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COMMENTS BY THE
PUBLIC:

There were no comments made by the public.

ADJOURNMENT:

There being no further business, Chair McGehee declared the public meeting adjourned at 12:56 p.m.

APPROVAL OF MINUTES:

Chair, District Board of Trustees

Executive Secretary, District Board of Trustees

Submitted by: Ms. Kimberli Sodek, Secretary to the Board

**Florida State College at Jacksonville
District Board of Trustees
Minutes of the September 10, 2019, Regular Meeting
Administrative Offices, Board Room 405, 1 p.m.**

PRESENT:

Thomas R. McGehee, Jr., Chair
O. Wayne Young, Vice Chair, Duval County
Jennifer D. Brown
Shantel N. Davis
Laura M. DiBella
D. Hunt Hawkins
Candy T. Holloway
Thomas J. Majdanics

ABSENT:

Michael M. Bell, Vice Chair, Nassau County

CALL TO ORDER:

Chair McGehee called the meeting to order at 1:08 p.m. and welcomed those in attendance. He shared information relating to newly appointed Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) member Shantel Davis, noting she succeeds Palmer Clarkson and her appointment is subject to confirmation by the Florida Senate. The Board welcomed Trustee Davis.

PLEDGE:

Chair McGehee led the Pledge of Allegiance.

**COMMENTS BY THE
PUBLIC:**

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

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

MINUTES:

(Ref. Board Agenda for
August 13, 2019; Pages
202000060 – 62)

Chair McGehee asked the Board if there were any comments or recommended revisions to the minutes of the August 13, 2019, FSCJ DBOT Board Workshop, on agenda pages 60 – 62, and there were none.

MOTION: (Holloway – Hawkins) The motion was made to approve the minutes of the August 13, 2019, FSCJ DBOT Board Workshop, as recommended.

Motion carried unanimously.

MINUTES:

(Ref. Board Agenda for
August 13, 2019; Pages
202000063 – 86)

Chair McGehee asked the Board if there were any comments or recommended revisions to the minutes of the August 13, 2019, FSCJ DBOT regular meeting, on agenda pages 63 – 86, and there were none.

MOTION: (Hawkins – Young) The motion was made to approve the minutes of the August 13, 2019, FSCJ DBOT regular meeting, as recommended.

Motion carried unanimously.

REPORT OF THE COLLEGE
PRESIDENT:

Welcome New Trustee
Shantel Davis:

College President John Avendano, Ph.D. welcomed those in attendance at today's meeting. He then recognized and introduced the Board's newest Trustee, Shantel Davis.

Trustee Davis is the vice president of real estate and facilities management for CSX Transportation. She has worked for CSX Transportation since 1999 and has served in her current role since 2017. She completed the Harvard Business School Executive Leadership Development Program and was recognized among Diversity MBA Magazine's Top 100 Under 50 Emerging Leaders. She earned her bachelor's degree in communications and criminal justice from the University of North Florida and her master's degree in business administration from Jacksonville University.

On behalf of the College, President Avendano welcomed Trustee Davis to the FSCJ District Board of Trustees.

Hurricane Dorian and Its
Impact:

President Avendano provided the Board with an update on Hurricane Dorian and its impact:

- He first thanked the faculty and staff for their patience through the event of Hurricane Dorian.
- He expressed his deep appreciation for all those involved with preparing, communicating and responding to the hurricane. A special thank you to Gordon Bass, Jamey Huser, Jill Johnson and a team of many who were actively involved throughout the process.
- FSCJ responded to requests from Tallahassee and locally.
- FSCJ was a critical partner through the entire process and storm. He acknowledged the role FSCJ played in responding to and supporting our local EOC and the many response teams.

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Convocation 2019 – Reaching
New Heights:

President Avendano expressed his gratitude for his first Convocation at FSCJ:

- He thanked the Board for their attendance and support.
- He thanked the staff who prepared the South Campus facilities and grounds in preparation for the event.
- He thanked the Convocation planning team who prepared such a great event.
- He shared that he really enjoyed the day, and his hope was that it set the tone for the year.

Data Dashboard Schedule:

President Avendano shared with the Board information relating to the September 2019 Data Dashboard:

- Enrollment Dashboard: The 2019 Fall Credit Hour Enrollment Report shows a positive variance of +3.2% for fall 2019 over fall 2018. The final enrollment number was also +3,200 credit hours over the fall 2017 enrollment report.
- Spotlight Dashboard: The Annual Unduplicated Headcount and Funded Full-Time Equivalent (FTE) for Fiscal Year 2019. The final enrollment number was 44,633 or +5.15% over the previous fiscal year.
- Finance Dashboard: The Revenue and Expenditures from our Fund 1 and Fund 2 accounts.
- Grants Dashboard: A snapshot of year to date grants. President Avendano noted that FSCJ is very fortunate to have a strong Grants Department.

Legislative Visits and
Business Visits – This Past
Month:

President Avendano shared with the Board highlights from his legislative visits and business visits – this past month:

- Although he had already experienced his first hurricane and weather days, he had been out visiting with numerous legislators and business leaders in his first eight weeks at FSCJ.
- Legislative visits included meetings with Representatives Jason Fischer, Wyman Duggan and Tracie Davis. He also had the opportunity to have lunch with Senator Aaron Bean.
- As he began his second month as President of FSCJ, he was able to enjoy a brief introduction with Governor Ron DeSantis and his Chief of Staff.

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- Business visits included meetings with Aundra Wallace from JAX USA, Daniel Davis from the Chamber, Brian Wolfburg from VyStar, Bruce Ferguson from CareerSource and Jamal Sowell from Enterprise Florida.
- Media appearances with Kent Justice and This Week in Jacksonville, an interview with Max Marbut at The Daily Record, and The Editorial Board with the Times-Union.
- He had an excellent orientation at the Florida College System offices with Chancellor Kathy Hebda and her staff, along with Mike Brawer from the Association of Florida Colleges.
- Student Government Association (SGA) leadership team.

Florida College System
 Foundation Check
 Presentation:

President Avendano announced that on August 27, Florida College System Chancellor Kathy Hebda, along with their Foundation Board of Directors Chair Karen Moore and Foundation President Judy Green presented FSCJ with a check for \$46,040 for three student scholarships.

- \$5,701 of that total is to fund the Bank of America Dream Makers Scholarship, which is awarded to first generation students to cover tuition, books, fees, transportation and childcare.
- \$14,839 will go toward the Florida Blue Nursing and Allied Health Scholarship to sustain scholarship funding for students in Nursing and Allied Health Programs. This fund was established to help Florida Colleges do their part to help meet the growing need for skilled nurses and allied health professionals in the state of Florida.
- \$25,500 will go toward the Helios Education Foundation First Generation Scholarship, which is also awarded to first generation students to help them with costs associated with tuition, books and fees.

Resolution for Karen Bowling:

President Avendano stated that for the last item of his President's report he would like to recognize one of the institution's most distinguished alumni, former Board member and Chair, Karen Bowling for her years of service and commitment to FSCJ.

President Avendano invited Trustees to join him for a presentation of the Resolution once he completed reading the Resolution and at the conclusion of the video presentation.

President Avendano read Resolution 2019-1: Resolution in Recognition and Profound Appreciation of Distinguished Service by Trustee Karen E. Bowling. (Appendix A)

President Avendano invited Ms. Karen Bowling to come forward and accept the Resolution, which was being presented on behalf of the FSCJ District Board of Trustees and College. Ms. Bowling was given a standing ovation for her distinguished service to the institution.

Chair McGehee asked if there were any questions or comments by the Board regarding the President's Report. There was discussion by the Board regarding the data dashboard schedule, 2018-19 reporting year of unduplicated enrollment, enrollment trends, FTE calculations, consistent timelines and review of FTE percentage point variances.

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

CONSENT AGENDA:
(Ref. Board Agenda for
September 10, 2019; Item 1,
Page 202000087)

Chair McGehee noted the Trustees had fully reviewed the Consent Agenda item prior to today's meeting and had the opportunity to discuss any questions and/or concerns with the College President through individual Trustee conference calls, should they so desire. He then asked if Trustees wished to remove the item from the Consent Agenda for individual consideration/discussion under Action Items, and they did not.

ACTION ITEMS:
(Ref. Board Agenda for
September 10, 2019; Items 1
through 12, Pages 202000088
– 149)

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

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 2, Office of General Counsel: College President's Contract of Employment; Amendment One, on agenda pages 89 – 92.

MOTION: (Holloway – Young) The motion was made to approve the College President's Contract of Employment; Amendment One, as recommended.

Chair McGehee asked if there were any questions or comments by the Board. There was discussion by the Board regarding quantitative measures, prior review of the goals and objectives, incremental show of progress and completion dates being included within the document.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 3, Purchasing: Employee Group Plans for Health, Dental and Vision Insurance, on agenda pages 93 – 97.

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

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 4, Purchasing: Student Success Portal, on agenda page 98.

MOTION: (Holloway – DiBella) The motion was made to approve the Student Success Portal, as recommended.

Chair McGehee asked if there were any questions or comments by the Board. There was discussion by the Board regarding the timeline of implementation and the software being fully integrated with the Oracle/PeopleSoft System. The estimated timeline of implementation is the end of next year, 2020.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 5, Finance: Fees and Charges, on agenda pages 99 – 101.

MOTION: (Holloway – Hawkins) The motion was made to approve the Fees and Charges, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 6, Finance: Fiscal Year 2019-20 Capital Outlay Budget Amendment No. 1, on agenda pages 102 – 104.

MOTION: (Holloway – Hawkins) The motion was made to approve the Fiscal Year 2019-20 Capital Outlay Budget Amendment No. 1, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 7, Finance: Fiscal Year 2019-20 Operating Budget Amendment No. 1, on agenda pages 105 – 106.

MOTION: (Holloway – DiBella) The motion was made to approve the Fiscal Year 2019-20 Operating Budget Amendment No. 1, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 8, Academic Affairs: Activation of Data Science Technology Associate in Science, on agenda page 107.

MOTION: (Holloway – Hawkins) The motion was made to approve the Activation of Data Science Technology Associate in Science, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 9, Academic Affairs: Activation of Data Science Technician I in Data Science Technology Associate in Science, on agenda page 108.

MOTION: (Holloway – Young) The motion was made to approve the Activation of Data Science Technician I in Data Science Technology Associate in Science, as recommended.

Chair McGehee asked if there were any questions or comments by the Board. There was discussion by the Board regarding the degree being activated due to the needs of the community in data analysis and analytics, and the high-demand skills the program completers will acquire to pursue employment in the Information Technology career cluster field.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 10, Academic Affairs: Activation of Data Science Technician II in Data Science Technology Associate in Science, on agenda page 109.

MOTION: (Hawkins – Holloway) The motion was made to approve the Activation of Data Science Technician II in Data Science Technology Associate in Science, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 11, Academic Affairs: Activation of the Loan Originator – Mortgage Post-Secondary Adult Vocational Program, on agenda page 110.

MOTION: (Holloway – Hawkins) The motion was made to approve the Activation of the Loan Originator – Mortgage Post-Secondary Adult Vocational Program, as recommended.

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

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 12, Academic Affairs: Textbook Affordability Report, on agenda pages 111 – 149.

MOTION: (Holloway – Young) The motion was made to approve the Textbook Affordability Report, as recommended.

Chair McGehee asked if there were any questions or comments by the Board. There was discussion by the Board regarding the timeliness of textbook adoptions, implementation of institutional policies and communication system.

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

Motion carried unanimously.

INFORMATION ITEMS:
(Ref. Board Agenda for
September 10, 2019; Items
A – C, Pages 202000150 –
154)

Chair McGehee asked the Board if there were any questions or comments related to Information Items A – C, on agenda pages 150 – 154.

Trustee Majdanics requested administration to provide information regarding Information Item B, on agenda pages 152 – 153, specifically to PO 00008704, Carnegie Communications, LLC. Chief Communications Officer Jill Johnson addressed the Board and shared that the purchase order to Carnegie Communications, LLC in the amount of \$710,000 is marketing funds spent to utilize a media buying consulting service in order to consolidate services into one supplier.

INTRODUCTION OF NEW
EMPLOYEE(S) AND/OR
APPOINTEE(S):

Chair McGehee invited any new employee(s) and/or appointee(s) to stand and be recognized. He welcomed the appointee on behalf of the District Board of Trustees.

REPORT OF THE BOARD
CHAIR:

Chair McGehee dittoed President Avendano's comments regarding Hurricane Dorian, adding it is a great business plan to ensure the College has all the proper processes in place. He commended those that were actively involved in keeping the facilities safe and running for staff and students to return. Chair McGehee reported that he recently had the honor and privilege to attend this year's Convocation, alongside fellow Trustees. He shared that he always enjoys attending the event, as it is a positive way to start the new academic year.

REPORT OF THE BOARD
FINANCE & AUDIT
COMMITTEE CHAIR:

Trustee Hawkins shared with the Board that he had been selected as Committee Chair of the Finance & Audit Committee for Fiscal Year 2019-20. He then provided the Board with a summary of the September 2019 quarterly meeting, which included information regarding the orientation of new committee members – Trustees DiBella and Young, Committee's charge, preliminary meeting dates, Annual Financial Summary and Investment Performance Report.

REPORT OF TRUSTEES:

Trustee Holloway reported that she recently had the pleasure to attend FSCJ's Convocation as well, noting she thoroughly enjoyed the event and hearing President Avendano address the faculty and staff at his first Convocation. In addition, she was proud to see FSCJ's H.O.P.E. Food Pantry had a presence at the event; the pantry allows students anonymous and free access to nonperishable food products. At the current time, FSCJ has two Food Pantry locations: Downtown Campus C-101G and South Campus F-103. She is wishful that at some point in time a pantry will be placed to the North Campus.

Trustee DiBella shared her appreciation for the College's Nassau Center facility being open for first responders to have shelter from the storm in anticipation of Hurricane Dorian.

REPORT OF THE
ADMINISTRATIVE AND
PROFESSIONAL
COLLABORATIVE (APC):

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

REPORT OF THE CAREER
EMPLOYEES COUNCIL
(CEC):

Career Employees' Council Vice Chair Camilla Collins provided the Board with a memo stating there would be no report for the month of September 2019. (Appendix C)

REPORT OF THE FACULTY
SENATE (Senate):

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

REPORT OF THE STUDENT
GOVERNMENT
ASSOCIATION (SGA):

Collegewide Student Government Association President SeQoya Williams addressed the Board and presented an overview of the written report relating to current SGA initiatives and activities. (Appendix E)

NEXT REGULAR BOARD
MEETING:

Chair McGehee announced the Board will meet on Tuesday, October 8, 2019, at the College's Administrative Offices for a Deep Dive Workshop.

District Board of Trustees
Minutes of the September 10, 2019, Regular Meeting
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ADJOURNMENT:

There being no further business, Chair McGehee declared the meeting adjourned at 2:08 p.m.

APPROVAL OF MINUTES:

Chair, District Board of Trustees

Executive Secretary, District Board of Trustees

Submitted by: Ms. Kimberli Sodek, Secretary to the Board

Florida State College at Jacksonville
District Board of Trustees and College President
Resolution 2019-1
Resolution in Recognition and Profound Appreciation of
Distinguished Service by Trustee Karen E. Bowling

WHEREAS, Karen E. Bowling faithfully and with honor, integrity and great distinction served as an invaluable member of the Florida State College at Jacksonville District Board of Trustees for eight years, and was appointed by Governor Rick Scott in August 2011; and

WHEREAS, Karen E. Bowling has provided outstanding leadership and guidance as Chair of the District Board of Trustees during the terms of 2017-18 and 2018-19; and

WHEREAS, Karen E. Bowling served as a Board member on the Florida State College at Jacksonville Foundation from 2009 to 2015, within the six years she held officer positions of Secretary in 2010, 1st Vice Chair in 2012 & 2013 and 2nd Vice Chair in 2014 & 2015; and

WHEREAS, Karen E. Bowling served as the District Board of Trustees' Liaison to the Foundation Board of Directors from August 2011 to July 2014; and

WHEREAS, Karen E. Bowling served as a member of the Finance & Audit Committee from August 2016 to July 2017; and

WHEREAS, Karen E. Bowling was an alumna of Florida Junior College; and

WHEREAS, Karen E. Bowling has always been mindful of the interests of students, staff, faculty members and the community surrounding Florida State College at Jacksonville; and

WHEREAS, Karen E. Bowling has been instrumental in overseeing the upgrade to processes and systems that better serve the institution's students in regards to enrollment, financial aid and completion; and

WHEREAS, Karen E. Bowling has over the years worked tirelessly to advance Florida State College at Jacksonville; and

WHEREAS, Karen E. Bowling is considered a GREAT friend of Florida State College at Jacksonville and the institution wishes her all the best as she continues supporting our community in tremendous ways.

NOW THEREFORE, the Florida State College at Jacksonville District Board of Trustees and College President formally acknowledge and extend their profound appreciation to Karen E. Bowling for her many years of service, her leadership and insight to Florida State College at Jacksonville.

Signed on this day 10th day of September, 2019.

Thomas R. McGehee, Jr.
Chair, District Board of Trustees

John Avendano, Ph.D.
President



Date: September 4, 2019
To: Florida State College at Jacksonville District Board of Trustees
From: Youlanda Henry
Chair, Administrative and Professional Collaborative, 2019-2020
Re: September 2019 Administrative and Professional Collaborative Report

Chair McGehee and Trustees:

Greetings from the APC! Each year when I leave the College's annual Convocation, I come away with a renewed sense of optimism and connection to the mission of FSCJ. This year was no different, and I embark upon a new academic year feeling hopeful about some of the gains that we have made and the opportunities that lie ahead in the upcoming academic year.

One of the positive trends that is worth noting is improvement in the College's enrollment. We extend our thanks to colleagues who have worked strategically to improve processes and to contribute to these gains in student enrollment. With this new momentum, we are called upon to think about how all of us--in our work in the classroom, academic support units, student services, and business and technology services-- may contribute to the continuous improvement of processes and the creation of the kind of student experience that will allow us to attract and retain students.

During his keynote address at Convocation, Dr. Avendano shared his vision of pushing FSCJ to new levels of excellence and developing key performance indicators to help us all stay focused on our progress in the accomplishment of our goals. I know that our Administrative and Professional staff share a commitment to excellence and will work diligently within our roles in the College to contribute to the accomplishment of this vision. It is also my hope that as a College, we embrace this challenge from our President as an opportunity to work as a collective in pursuit of a shared mission. We have much to learn from each other and can examine the interrelationships in our work to reach new heights and become an exemplar among colleges in our state.

As I reflect upon excellence, I would like to congratulate Ms. Robyn Reese, the College's Learning Management System Administrator, for being selected as the 2019 winner of the Administrative and Professional Collaborative Exceptional Service and Initiative Award. Ms. Reese and her team have played an integral role in helping the College to successfully transition to the new Canvas LMS. Kudos to Ms. Reese for a job well done!

In addition to receiving a call to excellence from Dr. Avendano, attendees at the Academic Plenary session during Convocation were encouraged by Provost, Dr. John Wall, to continue to work to create a vibrant academic culture at FSCJ. As we start this new academic year, we are well on our way in continuing along this trajectory. Among some of our exciting new developments are the awarding of NSF grants to support the acquisition of manufacturing technology and data science skills and the

opening of grant-supported i-Tech STEAM Labs in the North Campus and Deerwood Center Library and Learning Commons facilities that give students hands-on experience with emerging technology and career readiness training. These academic opportunities provided through grant funding will open spaces for our students to have academic experiences that will prepare them for success in a workforce that is increasingly technology-driven and that calls for data-driven decision making. We thank our A&P, Faculty, and Career colleagues who played a role in securing and coordinating these valuable grant opportunities for the College.

We extend our well-wishes to the FSCJ community as we launch a new academic year and look forward to the great work that we will accomplish together.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Youlanda Henry". The signature is written in dark ink and is positioned above the printed name and title.

Youlanda Henry
Director of Tutoring Services
Chair, Administrative and Professional Collaborative, 2019-2020



Date: September 4, 2019

To: Florida State College at Jacksonville District Board of Trustees

From: Camilla Collins, Career Employees' Council Vice-Chair

Re: September 2019 CEC Report

Chair McGehee and Trustees:

On behalf of the Career Employees' Council, there will be no written report provided for the month of September 2019.

Respectfully,

Camilla Collins

Camilla Collins
Career Employees' Council Vice-Chair
Florida State College at Jacksonville
904-357-8889 / cami.collins@fscj.edu



September, 2019

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

From: John A. Woodward, PhD

Re: September Report

Trustees:

The recent storm has disrupted the beginning of our semester. I want to thank Dr. Avendano for being decisive and proactive in cancelling classes. This has been a long and drawn out process, for sure, and it will take us some time to get back on schedule. The biggest impact will obviously be on students in the A7 session and I feel sure we will work on solutions to ease that burden on them as best we can.

Senate has yet to meet for the semester due to the storm and we have a number of items outstanding to deal with. I will address those in my next letter. I want to speak a bit here about the new semester and the general tenor I am hearing from the faculty.

We are aware there are a number of issues still to deal with at the institution. We still have broken processes. We still have decisions made without the input of faculty, even when those decisions affect faculty directly. And we are still living under the legacy of such decision-making. The administration has suffered in the past from a desire to solve all problems with single solutions, something for which the Germans have a word: "*die eierlegende Wollmilchsau*" or "the egg-laying, wool- and milk producing sow," a mythical creature capable of providing all of the essential goods for the family in one fell swoop. There is no single solution to all problems nor is there a single product to provide for all. But as human beings we have a tendency to seek those mythical solutions and to believe we have found them, especially when we do not seek outside opinions on the efficacy or viability of the solution. And this is even more so the case when the problems are systemic and process oriented. In the wake of the ERP debacle and the revelation that processes were systemically slipshod, we have an opportunity now not to rush towards these magical solutions but to systematically root out process issues, and to humanize our responses to process problems. We must focus on process improvement. But we cannot rely on some magical process to solve every issue and should not feel compelled to change processes when issues arise that problematize our established processes. In order to manage these new demands, though, we need an engaged leadership whose focus is on serving faculty and students—and more importantly on moving away from the bad practices that were our past practices and towards a world where we work as a team with a focused attention on the rules and on the relationships.

The Canvas implementation has been a good representation of how we can manage these rules and relationships, not because it has been perfect, but because it like all large-scale changes has been flawed. Working through those flaws towards better processes and solutions is where we have proven our mettle. Faculty have worked with the IT team and have developed solutions and work-arounds for functionality that is different or missing in Canvas. Workshops and one-on-one events have helped faculty understand all of the new functionality of Canvas. The disruptions have so far been minor and reparable. But we still have to deal with the legacy ERP information which, for lack of a better expression, drags us down. For instance, there is no single data pull I can make as a faculty member to bring up a spreadsheet that has

both my students' names and their email addresses. This is fixable, for sure. But the legacy of having little to no faculty feedback on the design and implementation is there. Those legacies are where we should focus some of our attention as we move forward.

All of that to say, however, that there is a general sense of a return to form among the faculty. While there is a long list of improvements that must happen, we feel invigorated and somewhat more confident.

To close, the English idiom, "there are too many cooks in the kitchen" is a very good one to remember for our institution. But we should parse it and clarify. Having too many cooks is not in and of itself a bad thing. The more there are, the more they can accomplish. But if each cook thinks the restaurant focuses on a different style of cuisine, and each goes in her own direction, chaos ensues. And it is not necessarily the case they need a 'leader' coordinating them. The idea, or in this case the cuisine, alone can be the coordination. But someone has to inform them of just what that cuisine is and make sure they stay on task, work respectfully with each other, manage their assistants with humanity, follow the established recipes, and build the clientele. And they themselves must be dedicated to that effort. We can only carry that analogy so far before it breaks down. But suffice it to say that we need focus and attention given to students and to faculty. We need support and a dedication to the faculty as those who drive the core mission of the institution. I think Dr. Avendano is the president for the job. He has already had a significant positive effect. We have a lot of very good people at the institution and they need support. They need to be empowered and they need to be treated fairly and justly.

That concludes my report to the board.

Respectfully,

A handwritten signature in blue ink, appearing to read "J. Woodward", with a long horizontal flourish extending to the right.

John Arrington Woodward, PhD

Professor of Humanities and Film Studies

Faculty Senate President

C2326B, DWC

Florida State College at Jacksonville

997-2703

john.a.woodward@fscj.edu



Date: September 4, 2019

To: Florida State College at Jacksonville District Board of Trustees

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

Re: August 2019 to September 2019 Student Government Association Report

Chair McGehee and Trustees,

The Student Government Association (SGA) is the voice of the student body at Florida State College at Jacksonville (FSCJ). Please see the following updates and accomplishments for the period of August 2019 to September 2019.

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

- On August 16th SGA Executive Board welcomed FSCJ President Dr. John Avendano at our last Summer Term Executive Board Meeting.
- On August 23rd SGA Officers joined Student Ambassadors, Student Volunteer Coordinators, and the student workers in Student Life & Leadership for the student leadership training. The training covered Interactive Team Building Activities, Sunshine Law/Public Records Requests, A.L.I.C.E. Training, How to Mitigate Risk, Time Management, Bystander Intervention and Title IX, as well as Customer Service and Professionalism.
- On August 26th-30th the SGA will joined FSCJ Athletics, Bookstore, Diversity & Social Change, Library & Learning Commons, and Student Life & Leadership in providing programming BlueWave Welcome Week. During this week students were provided greetings, directions, resources, activities, refreshments, and FSCJ branded promotional items.
- The Collegewide SGA President and Vice President will travel to the FCSSGA State President's Assembly at Pasco-Hernando State College – Porter Campus on September 20th-21st to help determine the legislative platform for the organization. The FSCJ SGA will work with FSCJ Director of Governmental and College Administration to identify potential legislative issues that affect our students.
- The SGA will collaborate with the FSCJ Criminal Justice Program to host District Judge Timothy J. Corrigan as the FSCJ Constitution Day Speaker in the Kent Campus Auditorium on Tuesday, September 17th from 11am-12pm. In addition, each campus SGA will sponsor Constitution Day Trivia and provide prizes from 12-1pm at each campus that day.
- Members of the FSCJ SGA will attend the FCSSGA Region 1 Conference at Northwest Florida State College on Friday, Oct 4th where they will receive leadership training and receive updates on legislative issues prior to traveling the Tallahassee in November.
- The SGA and FSCJ Student Conduct will partner for National Alcohol Awareness Week on October 21st-24th. Through activities and literature, students will learn how alcohol impairs their judgement and reflexes as well as how they can be a bystander to help others under the influence of alcohol.
- Members of the FCSSGA Legislative Advocacy will travel to Tallahassee, FL on November 13th-14th to meeting with legislators to advocate for the students of FSCJ.

On behalf of the student body, we extend our deepest gratitude to the District Board of Trustees and FSCJ President Dr. John Avendano for continuing to provide us the opportunity to foster such a thriving environment. Thank you for your time and all that you do for the students of FSCJ.

Sincerely,

SeQoya Williams

FSCJ Collegewide Student Government Association President

**Florida State College at Jacksonville
District Board of Trustees
Minutes of the October 8, 2019, Deep Dive Workshop
Administrative Offices, Board Room 405, Noon**

PRESENT:

Michael M. Bell, Vice Chair, Nassau County
O. Wayne Young, Vice Chair, Duval County
Jennifer D. Brown
Shantel N. Davis
Laura M. DiBella
Candy T. Holloway
Thomas J. Majdanics

ABSENT:

Thomas R. McGehee, Jr., Chair
D. Hunt Hawkins

CALL TO ORDER:

College President John Avendano, Ph.D. called the meeting to order at 12:11 p.m. and welcomed those in attendance. He shared with Trustees that Chair McGehee and Trustee Hawkins send their attendance regrets for today's meeting as both had business commitments.

INTRODUCTIONS:

President Avendano introduced Vice President of Institutional Effectiveness and Advancement Dr. Marie Gnage and Director of Resource Development Jennifer Peterson, noting they would collectively provide Trustees with a presentation on Grants at FSCJ. He shared later in the meeting that St. Johns River State College President Joe Pickens would attend to present the College with an architectural rendering of Florida Junior College (FJC) Downtown Campus artwork.

**REPORT OF THE COLLEGE
PRESIDENT:**

Prior to beginning the workshop conversation, President Avendano apprised the Board on the following subject matters:

- Security Alert – Kent Campus
- On-Point Calls w/staff
- DBOT Conference Participation
- DBOT Deep Dive Workshop – Retreat/Planning Meeting:
Tuesday, January 14, 2020
- Campus Forums – Update
- Upcoming Events:
Tuesday, October 10th ~ Business Speaker Series “Navigating Student Loan Debt”
Tuesday, December 17th ~ DBOT and Foundation Board Holiday Gathering

Additionally, President Avendano provided each Trustee with a *Trustee Quarterly*, an Association of Community College Trustee magazine.

INFORMATION/
DISCUSSION:

A. Grants at FSCJ:

Vice President Gnage and Director Peterson provided the Board with an overview of Grants at FSCJ. The overview included information pertaining to the following:

- Why Grants at FSCJ?
- Role of FSCJ Resource Development
- Current Active Grant Projects
- New Grant Awards, July 1 – September 20, 2019
- Grant Awards, July 1, 2018 – June 30, 2019
- FSCJ 5-Year Grant Award Data
- What Do Grants Fund at FSCJ?
- How Grants Impact FSCJ?
- Grant Opportunities and Trends, 2019-2020
- What Does a College Need to be Successful in Grants?
- Grant Life Cycle
- When to Apply for a Grant?
- First – Identify the Need
- What are Some Needs that You Can Identify?
- The Golden Rule
- Identifying Grant Funding Opportunities
- Design Teams
- Collaboration Partners
- What Makes a Proposal Competitive?
- Post-Award: What Happens After a Grant is Funded?
- Meeting Grant Deliverables

There was in-depth discussion by Trustees regarding specific campuses/centers that prosper from grants, an annual goal, awarding of grants, state and federal level grants, community partnerships, corporate and private foundations, region's fintech industry and the availability of grant funds for capital improvements, student advisors at centers, growing the Northwest Jacksonville teacher pipeline and the safety and security at campuses/centers.

Director Peterson shared information relating to an upcoming meeting being held on Monday, October 28 at the College's Advanced Technology Center from 1 -2:30 p.m. ~ "Let's Talk Grants with Dr. A."

B. Presentation –
Architectural
Rendering of FJC
Downtown Campus
Artwork:

President Avendano welcomed and introduced St. Johns River State College President Joe Pickens, and invited him to present the artwork to the Board.

Prior to presenting the artwork, President Pickens provided the Board with a brief summary on the finding of the architectural rendering of the FJC Downtown Campus artwork, noting the piece was found at a Goodwill Thrift Store at the Beaches. President Pickens stated the artwork deserved to be displayed at the College Downtown Campus.

President Avendano thanked St. Johns River State College President Pickens for traveling to the workshop today and for the artwork. He stated that he looked forward to many years of working together in the region.

COMMENTS BY THE
PUBLIC:

There were no comments made by the public.

ADJOURNMENT:

There being no further business, President Avendano declared the meeting adjourned at 1:44 p.m.

APPROVAL OF MINUTES:

Chair, District Board of Trustees

Executive Secretary, District Board of Trustees

Submitted by: Ms. Kimberli Sodek, Secretary to the Board

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

AGENDA ITEM NO. CA – 1.

Subject:	Purchasing: Annual Contract Extensions
Meeting Date:	December 10, 2019

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.	2015C-14	Roof Repair & Replacement Delivery Order Contracting Services	BBG Contracting Group, Inc.	02/01/2020	01/31/2021	6 of 6	\$1,000,000	0%
			Register Roofing & Sheet Metal, Inc. (Formerly Known As: J. Register Company, Inc.)	02/01/2020	01/31/2021	6 of 6	\$1,000,000	0%

BACKGROUND: The College solicits annual indefinite quantity contracts for various services and products used college-wide. 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: Construction Services – Pre-Qualification of General Contractor Renewal
Meeting Date:	December 10, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to renew pre-qualification of the following 26 construction general contractors for the period of January 1, 2020 through December 31, 2020 in accordance with Florida Statute 1013.46(2) and State Requirements for Educational Facilities (SREF), Chapter 4(4.1), and College Board Rule 6Hx-7-8.1 “Building and Grounds”:

Company Name	A* Maximum Dollar Value per Project	B** Maximum Dollar Value Under Contract at any one time
A ² Group, Inc.	\$10.0M	\$25.0M
ABBA Construction, Inc.	\$8.0M	\$8.0M
ACON Construction Co., Inc.	\$5.1M	\$5.1M
Allstate Construction, Inc.	\$47.1M	\$51.6M
Auld & White Constructors, LLC	\$26.2M	\$33.5M
C. C. Borden Construction, Inc.	\$3.6M	\$16.8M
CGC, Inc.	\$2.5M	\$3.8M
Charles Perry Partners, Inc.	\$77.2M	\$119.9M
Core Construction Company, Inc.	\$1.6M	\$1.6M
Crabtree Construction Co.	\$4.1M	\$11.5M
D.E. Scorpio Corp.	\$12.0M	\$12.0M
D. J. Haycock Construction Company	\$6.7M	\$6.7M
Dana B. Kenyon Company	\$31.3M	\$31.3M
Danis Construction, LLC	\$22.1M	\$22.1M
E. Vaughan Rivers, Inc.	\$21.8M	\$21.8M
General Mechanical Corporation	\$10.0M	\$20.0M
Hager Construction Company	\$3.6M	\$5.0M
Hawkins Construction, Inc.	\$51.8M	\$51.8M
KBT Contracting Corp.	\$1.5M	\$1.5M
Lasa Construction, Inc.	\$2.9M	\$5.9M
LEGO Construction Company	\$18.1M	\$21.4M
Perry-McCall Construction, Inc.	\$46.7M	\$61.6M
Sauer Incorporated	\$124.0M	\$128.5M
Scherer Construction of North Florida, LLC	\$18.6M	\$18.6M
The Haskell Company	\$41.1M	\$41.1M
Warden Construction Corp	\$3.1M	\$3.1M

Purchasing: Construction Services – Pre-Qualification of General Contractor Renewal
Continued

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

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

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

26 firms responded to the College's request for qualifications (RFQ) for pre-qualification renewals. Pursuant to SREF Chapter 4(4.1) and College Board Rule 6Hx7-8.1(4), the RFQ included an evaluation of construction contractor's professional qualifications, financial and bonding capacity, performance and past experience. The evaluation committee reviewed the submissions and recommend pre-qualification of the above 26 firms.

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

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

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

AGENDA ITEM NO. CA – 3.

Subject:	Purchasing: Construction Services – Pre-Qualification of New General Contractors
Meeting Date:	December 10, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to pre-qualify the following new construction general contractors for the period of January 1, 2020 through December 31, 2020 in accordance with Florida Statute 1013.46(2) and State Requirements for Educational Facilities (SREF), Chapter 4(4.1), and College Board Rule 6Hx-7-8.1 “Building and Grounds”:

Company Name	A* Maximum Dollar Value per Project	B** Maximum Dollar Value Under Contract at any one time
Cleveland Construction, Inc.	\$78.4M	\$78.4M
Gulf Building LLC	\$23.2M	\$150.0M
Marand Builders, Inc	\$12.6M	\$16.0M

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

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

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

Four firms responded to the College’s request for qualifications (RFQ) for contractor pre-qualification. Pursuant to SREF Chapter 4(4.1) and College Board Rule 6Hx7-8.1(4), the RFQ included an evaluation of construction contractor’s professional qualifications, references, financial and bonding capacity, performance, and past experience. The evaluation committee reviewed the submissions and recommend pre-qualification of the above three firms. The evaluation committee rejected one firm, Thomas May Construction Company, for failure to meet all the RFQ solicitation pre-qualification requirements of State Requirements for Educational Facilities (SREF), Chapter 4(4.1), and College Board Rule 6Hx-7-8.1 “Building and Grounds.”

Purchasing: Construction Services – Pre-Qualification of General Contractor Renewal
Continued

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

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

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

AGENDA ITEM NO. CA – 4.

Subject:	Purchasing: Delivery Order Contracting Services - Electrical
Meeting Date:	December 10, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to negotiate and enter into satisfactory indefinite quantity contracts for collegewide electrical delivery order contracting services with the following companies:

Kim's Electric, Inc.
The Titan Electric Group, Inc.
Vanguard Electrical Contractors, Inc.
Watson Construction Group, Inc.

These companies were the top-ranked proposers for the initial term of February 1, 2020 through January 31, 2021, with up to five additional one-year terms subject to continued need, satisfactory performance, mutually agreed to rates, same terms and conditions, and District Board of Trustees approval of extension. Each resultant contract will have an estimated amount not-to-exceed of \$75,000 per project, as well as an estimated amount not-to-exceed of \$500,000 per year.

BACKGROUND: The current collegewide electrical delivery order contracting services contracts are scheduled to expire on January 31, 2020. Multiple electrical contracts have been awarded to provide each campus the ability to assign work to different contractors during peak service or emergency situations.

College administration advertised and publicly issued a request for proposal (RFP) soliciting proposals from licensed qualified electrical contractors to provide defined services without a lapse period. The RFP solicited competitive fixed cost pricing for an initial one-year term.

Twenty-eight licensed electrical firms were solicited in addition to being publically advertising in the Florida Times Union and posted on the Florida Vendor Bid System. Four (4) firms submitted proposals plus one (1) no bid.

A College evaluation committee completed a detailed evaluation of the all four (4) responsive qualification proposals and references.

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

FISCAL NOTES: The total amount of expected use is comprehended in the College's operating budgets.

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

AGENDA ITEM NO. CA – 5.

Subject:	Purchasing: HVAC and Chiller Maintenance and Warranty Services – South Campus, Deerwood Center and Advanced Technology Center
Meeting Date:	December 10, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees authorize College administration to negotiate and enter into satisfactory indefinite quantity contracts(s) for collegewide HVAC and Chiller Maintenance and Warranty Services at South Campus, Deerwood Center, and Advanced Technology Center with the following companies:

Chiller Medic Inc. (Lots 1, 3, and 6 Chiller Units)
Thermodyne Services, Inc. (Lots 2, 4, 5 and 6 Air Handler Units)

These companies were the lowest responsive and responsible bidders for the initial term of December 10, 2019 through November 30, 2020, with up to five additional one-year terms subject to continued need, satisfactory performance, same rates, terms and conditions and District Board of Trustees approval of extension. Each resultant contract will have an estimated amount not-to-exceed of \$65,000 per project, as well as an estimated amount not-to-exceed of \$325,000 per year.

BACKGROUND: The current collegewide HVAC maintenance service contracts are scheduled to expire on November 30, 2019. There are currently multiple contracts in place by campus, whereas with this recommendation these new contracts will consolidate services.

College administration advertised and publicly issued an Invitation to Bid (ITB) soliciting proposals from licensed qualified mechanical contractors to provide defined services. The ITB solicited competitive fixed cost pricing for an initial one-year term.

Twenty-eight licensed mechanical firms were solicited in addition to being publically advertised in the Florida Times Union and posted on the Florida Vendor Bid System. Eight firms submitted proposals along with one no bid submission.

A College evaluation committee completed a detailed evaluation of the eight responsive submittals.

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

FISCAL NOTES: The total amount of expected use is comprehended in the College's operating budget.

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

AGENDA ITEM NO. CA – 6.

Subject:	Facilities: Certificate of Final Inspection for the Wilson Center Theatrical Lighting Upgrade Project - South Campus
Meeting Date:	December 10, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees approve the Certificate of Final Inspection and authorize final payment of the Wilson Center Theatrical Lighting Upgrade Project - South Campus to E. Vaughan Rivers Construction, Inc.

BACKGROUND: The theatrical lighting was installed during the original building construction in 1995 and reached the end of its service life. The system was obsolete, not energy efficient, and experiencing failures during performances.

The College selected Haddad Engineering Inc. to complete the Electrical Engineering Study and Specification Plans to upgrade the Wilson Center to a more energy efficient LED theatrical lighting and power distribution system.

The Board of Trustees awarded the Delivery Order Contracting Services to E. Vaughan Rivers Construction, Inc. for the required construction services in accordance with approved plans and specifications. The College issued a contract to E. Vaughan Rivers Construction, Inc. on June 21, 2017 for the Wilson Center Theatrical Lighting Upgrade Project - South Campus.

A Certificate of Final Inspection (CFI) for the project was executed on July 12, 2019 by the College's Facilities Management and Construction Building Code Official, Bruce Nelsen and the Engineer of Record, Haddad Engineering Inc. The CFI certifies that the Wilson Center Theatrical Lighting Upgrade Project - South Campus has been completed in accordance with the contract documents and the best construction practices.

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

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

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

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

AGENDA ITEM NO. A – 1.

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

with the exception of:

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

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Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

Item ____, Title _____, page(s) _____

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

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

AGENDA ITEM NO. A – 2.

Subject:	Administrative Procedure Act – Board Rules, Section 5 – Purchasing
Meeting Date:	December 10, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees approve the attached revisions to the following Board Rule under Section 5 – Purchasing, effective with this action.

6Hx7-5.1 – Purchasing

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

- Edits to Board Rule 6Hx7-5.1 – Recommends modifications to the Rule to reflect appropriate clarifications and updates to College practices.

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


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




RULES OF THE BOARD OF TRUSTEES

NUMBER	TITLE	PAGE
6Hx7-5.1	Purchasing	5-1

- (1) To ensure that all representatives of business and industry are given equal and adequate opportunity to supply goods and services to the College and to ensure a fair process for those who wish to do business with the College, the College President shall enact purchasing and procurement procedures consistent with Florida law, State Board of Education Rules and this Board Rule.
- (2) The College President is responsible and may further delegate responsibility for award and extension of all normal operating purchasing and contracts for the College less than the amount specified in Section 287.017 Florida Statutes for Category Five within the provisions of appropriate Florida Statutes and State Board of Education Rules.
 - A. No obligations for materials or services for use by the College, for which payment would be made from funds administered by the College, shall be permitted without the prior written approval of the College President or as further delegated by College procedure.
 - B. The College President shall be responsible for developing procedures for the control and efficient use of the procurement cards and credit card(s) by College employees. Procurement cards are to be used primarily for cost effective administration of purchases or pre-approved travel cost.
 - C. All purchasing shall be accomplished in accordance with procedures prescribed in State Board of Education Rules and good business practices including requesting the submittal of competitive offers from at least three (3) sources when purchasing services or commodities exceeding the amount as specified in Section 287.017, Florida Statutes, for Category Three. College administration shall place on the next regularly scheduled District Board of Trustees (DBOT) meeting an information item of all purchases made the prior month in excess of the amount specified in Section 287.017, Florida Statutes, for Category Four.
 - D. The College President has the authority to enter into debt financed purchases up to the Category Five threshold so long as the duration of the financing does not exceed five (5) years.
- (3) Solicitation of competitive sealed offers includes invitation to bid, request for quotes, invitation to negotiate, request for proposals or competitive sealed replies.
 - A. Competitive sealed replies are defined as the process of receiving competitive offers that were transmitted by secured electronic means. When applicable and appropriate, materials and services may be purchased without obtaining three (3) competitive offers pursuant to the following State Board Rule 6A-14.0734(2) exceptions:
 1. Educational tests, textbooks, instructional materials and equipment, films, video, discs or tape recordings or similar audio-visual materials, graphic and computer-based instructional software.

	RULES OF THE BOARD OF TRUSTEES		
	NUMBER	TITLE	PAGE
	6Hx7-5.1	Purchasing	5-2

2. Library books, reference books, periodicals, and other library materials and supplies.
 3. Purchases at the unit or contract prices established through competitive solicitations by any unit of government established by law or buying cooperatives.
 4. Food.
 5. Services or commodities available from only a single or sole source.
 6. Services or commodities purchased from a sole publisher, the owner of the copyright, the exclusive agent within the state, a governmental agency or a recognized educational institution.
 7. Professional services, including, but not limited to, artistic services, instructional services, health services, academic program reviews, lectures by individuals, attorneys, legal services, auditors and management consultants.
 8. Information technology resources defined as all forms of technology used to create, process, store, transmit, exchange and use information in various forms of voice, video and data and shall also include the personnel costs and contracts that provide direct information technology support consistent with the College's information technology plan.
 9. Single source procurements for purposes of economy or efficiency in standardization of materials or equipment.
 10. Items for resale.
- B. Purchases made from the sources designated above in section (2) and other purchases exempt from competitive offer solicitation procedures by the State Board of Education Rules may be made without DBOT pre-approval/and without regard to monetary limitations other than budgetary limitations.
- C. Professional services shall be solicited in accordance with the competitive sealed qualifications offer requirements defined in F.S. 287.055. Professional services shall include, but not be limited to, architects, engineers, landscape architects, land surveyors, design-builders and construction managers. Professional services for architects, engineers, qualifications based selection of design-builders, construction managers and land surveyors shall be selected and negotiated competitively in accordance with the provisions of Section 287.055 Florida Statutes. Substantiating information shall be submitted prior to purchase from a single source.
- D. Purchases made under College contracts or agreements which have been approved by the DBOT may be made without regard to monetary limitations other than budgetary limitations.

	RULES OF THE BOARD OF TRUSTEES		
	NUMBER	TITLE	PAGE
	6Hx7-5.1	Purchasing	5-3

- E. The College President is authorized to develop procedures to waive solicitation requirements in emergencies when there is an imminent threat to students, employees or public safety or in cases when necessary to prevent damage to the facilities caused by an unexpected circumstance.
- F. When the College solicits the submittal of competitive offers and only one responsive offer is submitted, the College may purchase such products or services under the best terms it can negotiate.
- (4) When accepting responsive offers to the College's solicitations, the College shall accept the lowest or best responsive offer. If other than the lowest or best offer meeting specifications is accepted, the College shall maintain a public record of the justification.
- (5) The College reserves the right to reject any or all offers submitted in response to the College's solicitation for purchases less than the amount specified in Section 287.017, Florida Statutes, for Category Five, and the right to solicit new offers as deemed in the College's best interest. Recommendations for awards exceeding the Category Five threshold as specified in Section 287.017, Florida Statutes, shall be approved or rejected by the DBOT.
- (6) Pursuant to Section 1010.04, Florida Statutes, before purchasing nonacademic commodities and contractual services, exceeding the amount as specified in Section 287.017 Florida Statutes, for Category Three, the College will review the purchasing agreements and state term contracts available under Section 287.056, Florida Statutes, to determine whether it is in the DBOT's economic advantage to use the agreements and contracts, subject to Federal grant restrictions where applicable.

(General Authority: F.S. 287.017, 287.055, 287.064, 287.084, 287.133, 1001.64, 1001.65, 1010.04, SBE Rule 6A-14.0734)

(Adopted 07/01/72, Revised 07/01/74, 06/23/80, 02/18/81, 06/29/83, 04/07/98, 10/06/98, 10/5/99, 11/7/00, 02/05/02, 03/01/05, 10/02/07, 09/09/14, 08/11/15, 07/01/16, 08/15/17, 12/10/19 Formerly 2.4)

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

AGENDA ITEM NO. A – 3.

Subject:	Administrative Procedure Act – Board Rules, Section 9 – Instruction
Meeting Date:	December 10, 2019

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


6Hx7-9.9 – Adjunct Instructor Work Load and Instructional Responsibilities

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

- Edits to Board Rule 6Hx7-9.9 – Recommends modifications to the Rule to reflect appropriate clarifications and updates to College practices.

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

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

	RULES OF THE BOARD OF TRUSTEES		
	NUMBER	TITLE	PAGE
	6Hx7-9.9	Adjunct Instructor Work Load and Instructional Responsibilities	9-12

- (1) Personnel employed for temporary instructional positions and for compensation at the part-time instructional hourly rate shall be considered as adjunct instructors. The College President is authorized to establish a comprehensive system of guidelines and procedures that provide for work load activities performed by adjunct faculty.
- (2) Pursuant to this Board Rule and the system established by the College President for the accounting, scheduling and verification of assigned work load activities performed by professors and adjunct faculty, each adjunct instructor shall provide instructional services at the agreed upon classroom contact hours per week and will maintain the applicable educational certifications for courses taught and maintain the same level of teaching standards as full-time faculty.
 - A. The adjunct instructor for credit-bearing courses may be assigned to a maximum of 80% the load of full-time faculty which is equivalent to 12 credit hours per term, and calculated at 27 work hours per week. Adjunct faculty will be responsible for providing appropriate time outside the class schedule for student consultation. However, Any additional employment-related duties must be kept below the total 30 work hours per week threshold. All exceptions must be authorized in advance and approved by the appropriate Vice President, Associate Provost or Associate Vice President and the Chief Human Resource Officer (CHRO).
 - B. Those adjuncts whose teaching load is calculated in clock hours are limited to 28 hours/week ~~or 130 hours/month~~. In conjunction with not exceeding 28 hours per week, clock hour adjuncts are limited to working no more than 130 hours in a calendar month. All exceptions must be authorized in advance and approved by the appropriate Vice President, Associate Provost or Associate Vice President and the CHRO.
 - C. ~~Adjunct faculty will be responsible for providing appropriate time outside the class schedule for student consultation, however total work hours must be less than 30 hours per week.~~
- (3) The College President is authorized to establish an adjunct faculty classification with guidelines and procedures.

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

(Adopted 04/24/85, Revised 04/22/86, 07/20/88, 5/27/93, 6/16/94, 8/13/13, 12/02/14, 12/10/19)

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

AGENDA ITEM NO. A – 4.

Subject:	Finance: Fees and Charges
Meeting Date:	December 10, 2019

1. **RECOMMENDATION:** It is recommended that the District Board of Trustees approve the fee change for the following courses to be effective Spring Term 2019-2020, pursuant to Board Rule 6Hx7-4.19.

Course Number	Course	Current Fee	Recommended Fee
STS1310L	Surgical Principles and Techniques Lab	\$0.00	\$39.00
STS2323L	Surgical Procedures I Lab	\$0.00	\$39.00

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

Clinical experiences are an integral part of the curriculum for many health programs so that students are able to get practical experience. Health care providers are willing to take FSCJ students but need to have personal information on health professionals in a training status for many reasons. In order to meet this need, local hospitals and health care organizations have adopted myClinicalExchange, the cost of which equals the recommended fee. myClinicalExchange is used by the local clinical facilities to place FSCJ students. The database contains the student background checks, drug screening results and other medical documentation required by the facilities.

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

FISCAL NOTES: This will have no net fiscal impact on the College, as the fee assessed to the student will cover the cost of access to the myClinicalExchange database.

Subject: Finance: Fees and Charges
(Continued)

2. **RECOMMENDATION:** It is recommended that the District Board of Trustees approve the fee change for the following course to be effective Spring Term 2019-2020, pursuant to Board Rule 6Hx7-4.19.

Course Number	Course	Current Fee	Recommended Fee
STS2944C	Surgical Technology Clinical I	\$0.00	\$290.00

BACKGROUND: The course fee listed above is designed to cover the cost of the Certified Surgical Technologist (CST) Certification exam offered by the National Board of Surgical Technologist.

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

FISCAL NOTES: This will have no net fiscal impact on the College, as the fee assessed to the student will cover the cost of the Certified Surgical Technologist (CST) Certification exam.

3. **RECOMMENDATION:** It is recommended that the District Board of Trustees approve the fee change for the following course to be effective Spring Term 2019-2020, pursuant to Board Rule 6Hx7-4.19.

Course Number	Course	Current Fee	Recommended Fee
STS2324L	Surgical Procedures II Lab	\$0.00	\$80.00

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

The course fee listed above is designed to cover the cost of CST self-assessment examinations (Form A – B) to prepare students for the CST examination.

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

FISCAL NOTES: This will have no net fiscal impact on the College, as the fee assessed to the student will cover the cost of the self-assessment examinations.

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

AGENDA ITEM NO. A – 5.

Subject:	Academic Affairs: Inactivation of Biomedical Engineering Technology Associate in Science
Meeting Date:	December 10, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees approve the inactivation of the Biomedical Engineering Technology (61 credit hours) Associate in Science degree program effective at the end of Fall Term 2019.

BACKGROUND: The Biomedical Engineering Technology Associate in Science degree program has been recommended for inactivation by the College's Curriculum Committee and approved by the Provost/Vice President of Academic Affairs. The inactivated program will have no new student enrollments beginning with the Spring Term 2020 per SACSCOC guidelines.

In response to the requirements set forth by the Florida Department of Education (FLDOE), member institutions of higher education offering a Biomedical Engineering Technology Associate in Science degree program must retire the existing curriculum and replace it with a new Biomedical Equipment Technician (60 credit hours) associate in science degree program no later than Summer Term 2021.

Beginning in the Fall Term 2019, the Biomedical Equipment Technician Associate in Science degree program will serve as the official replacement program for the inactivated Biomedical Engineering Technology Associate in Science degree program.

Therefore, it has been determined to be in the best interest of students to provide the replacement program identified by the FLDOE as an option for transfer within the College so that students may successfully complete coursework with minimal disruption and/or negative impact.

RATIONALE: Students currently enrolled in the program being inactivated have been notified by letter and email correspondence. As part of the College's curricular inventory, all courses will be offered within the replacement Biomedical Equipment Technician Associate in Science degree program; therefore, students are able to complete their coursework without disruption. No full-time faculty or other programs will be adversely affected.

FISCAL NOTES: No fiscal impact is anticipated.

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

AGENDA ITEM NO. A - 6.

Subject:	Academic Affairs: Inactivation of Paramedic Post-Secondary Adult Vocational Certificate Program
Meeting Date:	December 10, 2019

RECOMMENDATION: It is recommended that the District Board of Trustees approve the inactivation of the Paramedic (1,100 clock hours) Post-Secondary Adult Vocational certificate program effective at the end of Fall Term 2019.

BACKGROUND: The Paramedic Post-Secondary Adult Vocational certificate program has been recommended for inactivation by the College's Curriculum Committee and approved by the Provost/Vice President of Academic Affairs. The inactivated program will have no new student enrollments beginning with the Spring Term 2020 per SACSCOC guidelines.

In response to the mandate set forth by Florida Department of Education (FLDOE), the current program is authorized to be offered in the following districts only: Lake, Manatee, St. Johns and Sarasota. Further, the FLDOE has mandated that the program within the authorized counties be removed from inventory beginning with the Fall Term 2020.

Therefore, it has been determined to be in the best interest of students to inactivate the existing clock-hour program as it does not align with any FLDOE framework.

RATIONALE: Students currently enrolled in the program being inactivated have been notified by letter and email correspondence. As part of the College's curricular inventory, all courses will remain in a teach-out status and will be offered through the end of Summer Term 2020; therefore, students are able to complete their coursework without disruption. No full-time faculty or other programs will be adversely affected.

FISCAL NOTES: No fiscal impact is anticipated.

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

INFORMATION ITEM I – A.

Subject:	Human Resources: Personnel Actions
Meeting Date:	December 10, 2019

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 December 10, 2019**

Faculty Full-Time Appointments

Anderson	Kasey	Temporary Professor of Culinary Management
Cason	Lea	Librarian
Wakefield	Bryce	Professor of Mathematics

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

Abbott	Elizabeth	Interim Program Manager
Basch	Fletcher	Interim Associate Director of Admissions
Brooks	Elizabeth	Assistant Director of Financial Aid
Cason	Thomas	Interim Department Chair
Colomb	Laura	Instructional Program Manager
Doublerly	Kristin	Resource Development Officer
Dunn	Allen	System Analyst - Integration and iHub
Hagenberger	Jill	E-Learning Instructional Designer
Hale	Joseph	Coach Men's/Women's Cross Country
Hare	Amber	Financial Aid Data Analyst
Herzog	Catherine	Interim Department Chair
Hicks	Alison	Interim Director of Honors Program
Hodges	Daniel	Instructional Program Manager
Murray	Kristin	Program Manager
Nickel	Angela	Financial Aid Compliance Analyst
Pence	Joseph	Assistant Director of Financial Aid
Schaefer	Barbara	Program Manager
Torres	Talani	Dean of Arts and Sciences
Waite	Deana	Director of Institutional Research

Job Title**Career Full-Time Appointments**

Aston	Leanne	Senior Support Specialist
Augustyniak	Ashley	Events Coordinator
Ayers	Elwood	Enrollment Services Coordinator
Bereguta	Oleksandra	Accounts Receivable Specialist
Blanco	Hector	Laboratory Manager
Boatwright	Dayontrese	Integrated Communications Specialist
Carpenter	John	Campus Security Officer in Charge
Chandler	Devaris	Human Resources Coordinator
Chester	Jennifer	Accountant IV
Copeland	Amy	Interim Academic Tutor
Davis-Thomas	Angela	Student Engagement Advisor II
Delgado	Echo	Project Coordinator
Dover-Jones	Shirelle	Clinical Liaison
Dye	Robert	Administrative Specialist
Dzanic	Armin	Armed Security Officer
Ehlers	Blake	Interim Project Coordinator
Evans	Craig	Armed Security Officer
Everett	Rashida	Administration Support Manager
Fernandes	Germaine	Plant Service Worker
Gallardo	Leticia	Academic Department Coordinator
Garrett	Mariessa	Artist Series Publicist
Geake	Johnathan	Call Center Representative II
Gines	Cecilia	Senior Plant Service Worker
Horowitz	Elise	Academic Department Coordinator
Jamieson Dee	Mary	Financial Aid Advisor II
Johnson	Donna	Security Officer I
Lee	Vanlist	Security Officer I
Lewis	Renee	Academic and Career Advisor
Luna	Irene	Enrollment Coach

Job Title

**Faculty, Administrative, Professional and Career Appointments Since Previous Board Meeting
as of December 10, 2019**

Career Full-Time Appointments (cont.)

Manning-Glass	Cheryl	Retention Specialist
Martin	Timothy	Library Assistant I
Mike	Johnny	Security Supervisor in Charge
Murray	Paul	Campus HVAC Facilities Manager
Oliver	Shannon	Project Coordinator
Ray	Jennifer	Assistant Call Center Manager
Redondo	Luis	Tradesworker III
Reine	Lisa	Interim Research and Reporting Project Coordinator
Rhodes	Eleanor	Financial Aid Coordinator - Verification
Rivera	Jose	Plant Service Worker
Russ	Randall	Senior Support Specialist
Sampson	Felicia	Distance Learning Assessment Specialist
Sares	Shelby	Administrative Assistant II
Sarria-Morano	Roger	Senior Support Specialist
Solomon	George	Campus Security Officer In Charge
Spies	Maria	Senior Plant Service Worker
Spry	Christine	Simulation Lab Coordinator
Stahl	Joleen	Library Assistant II
Stevenson	Seth	Senior Plant Service Worker
Sukalo	Peter	Financial Aid Advisor II
Summers	Barry	Academic Department Coordinator
Tarver	Thomas	Armed Security Officer
Velez	Dorian	Administrative Assistant II
Vint Griswold	Christine	Foundation Support Manager
Williams	Brandy	Administration Support Manager - Institutional Effectiveness
Yaun	Scott	Distance Learning Assessment Coordinator
Yertzell	Anthony	Library Manager

Career Part-Time Appointments

		<u>Job Title</u>
Abdo	Gulaid	Patron Services Agent
Delacruz	Marissa	Academic Tutor
Griffin	Murphy	Academic Tutor
Groves	Brandy	Library Assistant I
Johnson	Otis	Interim Assistant Coach - Men's Basketball
Khalifa	Nagat	Academic Tutor
Marconi	Jessica	Academic Tutor
Pietruszka	Joseph	Academic Tutor
Reynolds	Gina	Academic Tutor
Spyksma	Jean	Accompanist
Stokes	Chante	Patron Services Agent
Summers	Ronald	Test Proctor
Sutherland	Maria	Academic Tutor
Tween	Mallory	Academic Tutor
White	Louanne	Administrative Assistant I
Whitlock	Michael	Academic Tutor

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

INFORMATION ITEM I – B.

Subject:	Purchasing: Purchase Orders Over \$195,000
Meeting Date:	December 10, 2019

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
PO00008936	\$291,642	Presidio Holding Inc.	SmartNet Cisco networking equipment maintenance renewal for the period of 9/1/2019 - 8/31/2020.	SBE 6A-14.0734 & Board Rule 6Hx7-5.1 and Western States Contract Alliance (WSCA) Consortium
PO00008937	\$351,000	Century Link Communications, LLC	Century Link quickstart advanced onboarding and annual cloud services.	FSCJ 2018-09 SBE 6A-14.0734 Board Rule 6Hx7-5.1 Strategic Technology Plan and 2018-09 PeopleSoft Hosted environment Services
PO00008962	\$531,939	Oracle America Inc.	Annual Oracle Solution Support Center Licenses and Services.	SBE 6A-14.0734 & Board Rule 6Hx7-5.1 And Strategic Technology Plan exemption
PO00008963	\$340,034	Dell Marketing LP	Network protection firewall software maintenance renewal.	SBE 6A-14.0734 & Board Rule 6Hx7-5.1 and Western States Contract Alliance Consortium Contract No: WN08AGW Customer Agreement No: 43211500-WSCA-15-ACS Quote #3000028018371.1
PO00009341	\$347,354	Presidio Holding Inc.	SmartNet Cisco equipment refresh upgrades.	SBE 6A-14.0734 & Board Rule 6Hx7-5.1 and Western States Contract Alliance (WSCA) Consortium

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

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

FISCAL NOTES: These purchase orders utilized College restricted and unrestricted budgeted funds in the amount not to exceed \$1,861.969.

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

INFORMATION ITEM I – C.

Subject:	Finance: Investment Reports for Quarter Ended September 30, 2019
Meeting Date:	December 10, 2019

INFORMATION: The Investment Reports for the Surplus Fund Account (Operating Fund) and the Quasi Endowment Fund for the quarter ending September 30, 2019 are presented to the District Board of Trustees (DBOT) for information.

BACKGROUND: The investment objective of the Operating Fund is to maximize income while minimizing market rate risk, and to insure the availability of short-term liquidity to meet the cash flow needs of the College. Consistent with the DBOT approved Investment Policy Statement, the Operating Fund is invested largely in U.S. Treasury, Federal Agency/GSE, Federal Agency/CMO, high quality corporates, and mortgage backed securities with an average or effective duration of 1.82 years. The portfolio's quarterly total return performance of 0.79%, slightly underperformed its benchmark performance of 0.82% by 0.03%. Over the past year, the Portfolio earned 4.59%, versus 5.79% for the benchmark due largely to the increased weight of cash in the portfolio to provide for expected cash needs.

The College utilizes the investment management services of PFM Asset Management LLC (PFM) for intermediate term fixed income investments. As of September 30, 2019, the College had surplus funds of approximately \$34.0 million under management with PFM.

Quasi Endowment Funds are derived largely from auxiliary activities. These funds are also managed by (PFM) and invested in a diverse portfolio of domestic and international equities, fixed income securities and cash equivalents. The account balance, as of September 30, 2019, was \$5.2 million. The Quasi Endowment portfolio returned 0.61% (net of mutual fund fees) for the 3rd quarter of 2019, compared to its policy benchmark return of 0.70%. Year-to-date, the portfolio returned 15.31%, compared to 15.09% for the benchmark. Since inception on July 1, 2016, the portfolio's annual return is 9.23%, compared to the benchmark return of 9.43%. In dollar terms, the portfolio gained \$31,310 in return on investment over the quarter, and gained \$687,963 year-to-date.

The Investment Performance Review for the quarter ending September 30, 2019 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 September 30, 2019, the College had investment balances totaling \$39.2 million, which compares to \$40.7 million as of September 30, 2018. The decrease primarily results from the acquisition and implementation of the new ERP system.



Florida State College of Jacksonville
Surplus Funds



Florida State College
at Jacksonville

Investment Performance Review
For the Quarter Ended September 30, 2019

Investment Advisors

Steven Alexander, CTP, CGFO, CPPT, Managing Director
Robert Cheddar, CFA, Chief Credit Officer, Managing Director
Richard Pengelly, CFA, CTP, Director
Sean Gannon, CTP, Senior Analyst

PFM Asset Management LLC

213 Market Street
Harrisburg, PA 17101
717.232.2723
717.233.6073 fax

300 South Orange Avenue
Suite 1170
Orlando, FL 32801
407.648.2208
407.648.1323 fax

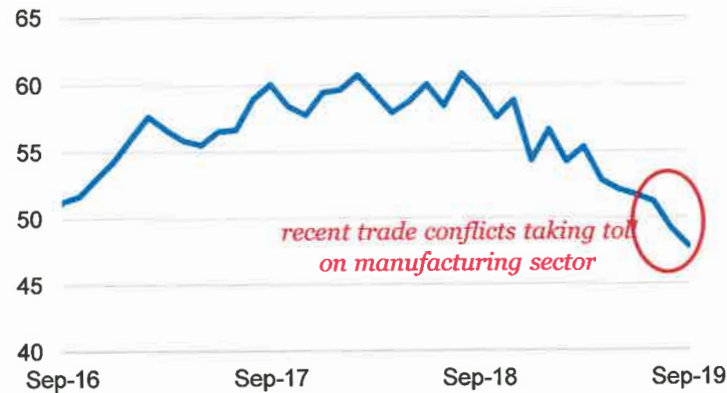
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- The College's Operating Fund Portfolio is of high credit quality and invested in U.S. Treasury, federal agency/GSE, federal agency/CMO, corporate note, and mortgage-backed securities.
- The Operating Fund Portfolio's quarterly total return performance of 0.79% underperformed the benchmark performance of 0.82% by 0.03%. Over the past year, the Portfolio earned 4.59%, versus 5.79% for the benchmark.
- Interest rates continued their decline in the third quarter in response to further weakness in manufacturing activity; the on-again, off-again trade conflict with China; and heightened recession fears for the U.S. and global economies.
- Because yields were sharply lower over the past quarter (and YTD), bond market returns have been exceptionally strong: YTD returns were around 1.75% on cash, 3-4% on shorter-duration strategies, 8.5% on the U.S. Bond Aggregate and over 12% on longer-term investment-grade credit. Diversification across sectors was generally additive, although agency mortgage-backed securities (MBS) continued to struggle on a relative basis.
- Our strategy as we enter the final quarter of 2019 is to maintain well-diversified portfolios as we seek to balance portfolio earnings potential with profit-taking in sectors that appear overly expensive. Issue selection has become increasingly important, regardless of sector, as market cross-currents have created both risks and opportunities.

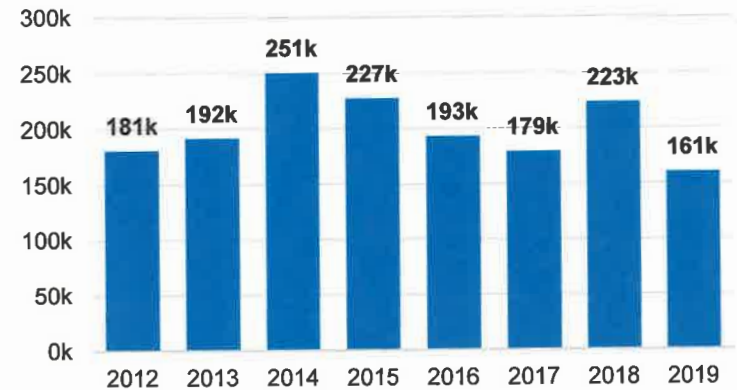
Market Indicators Mixed, but Recession Does Not Appear Imminent

Recession fears growing as manufacturing slows and job growth moderates...

ISM Manufacturing Activity Index



Average Monthly Job Growth



...but consumers remain confident and financial markets seem optimistic

Conference Board Consumer Confidence



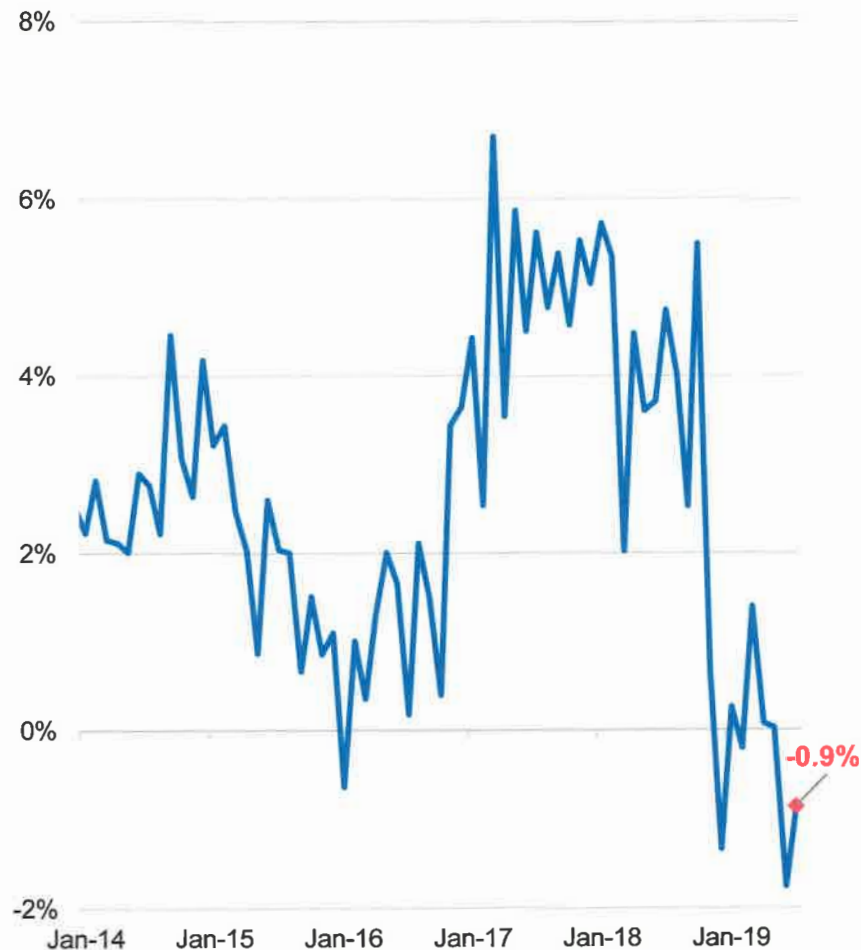
S&P 500 Price Change



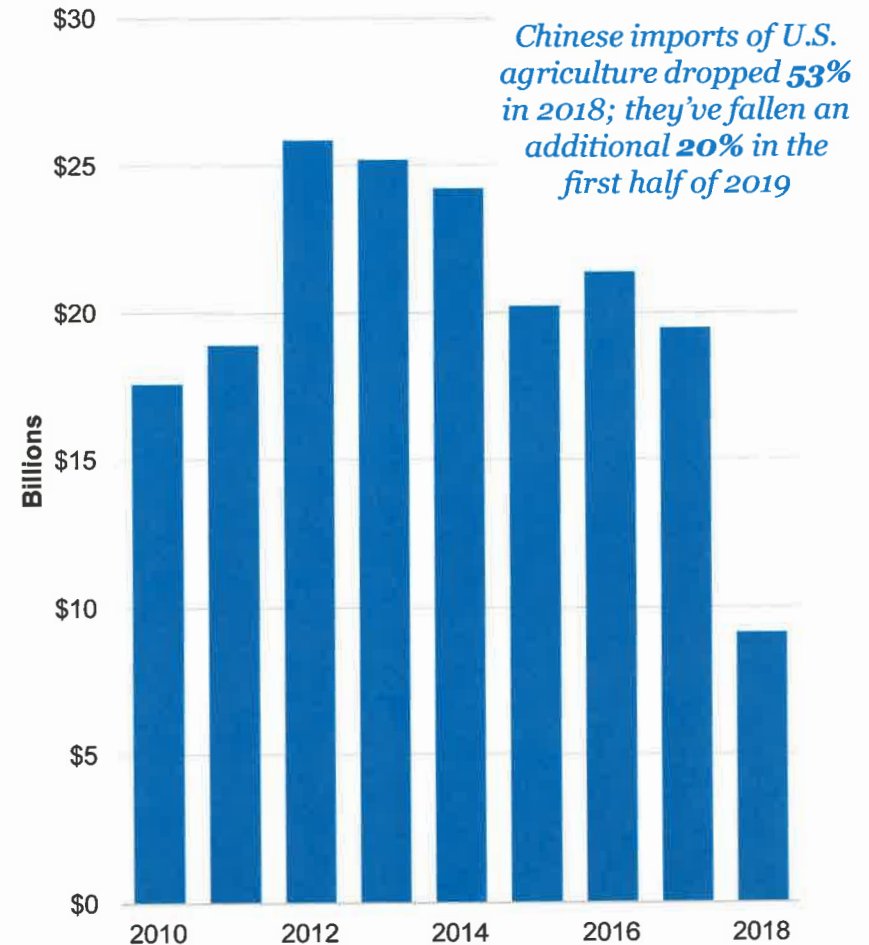
Source: Bloomberg, data available as of 9/30/19.

Tariffs Take a Toll on Global Trade Volume, Especially U.S. Agriculture

Global Trade Volume YoY



U.S. Agricultural Exports to China



Source: CPB (left); Wall Street Journal & USDA Foreign Agricultural Service (right).

The OECD Follows World Bank & IMF in Lowering Growth Projections

- The world growth outlook was cut to 2.9% for 2019, down from the 3.2% projection from 4 months ago
- This rate is the slowest pace since the global financial crisis

“The global economy has become increasingly fragile and uncertain, with growth slowing and downside risks continuing to mount.”

-OECD, 9/19/19

OECD GDP Growth Projections
September 2019

Region	2019	2020
World	2.9% ↓	3.0% ↓
U.S.	2.4% ↓	2.0% ↓
China	6.1% ↓	5.7% ↓
United Kingdom	1.0% ↓	0.9% ↓
Euro Area	1.1% ↓	1.0% ↓
Germany	0.5% ↓	0.6% ↓
France	1.3%	1.2% ↓
Italy	0.0%	0.4% ↓
Japan	1.0% ↑	0.6%
Canada	1.5% ↑	1.6% ↓

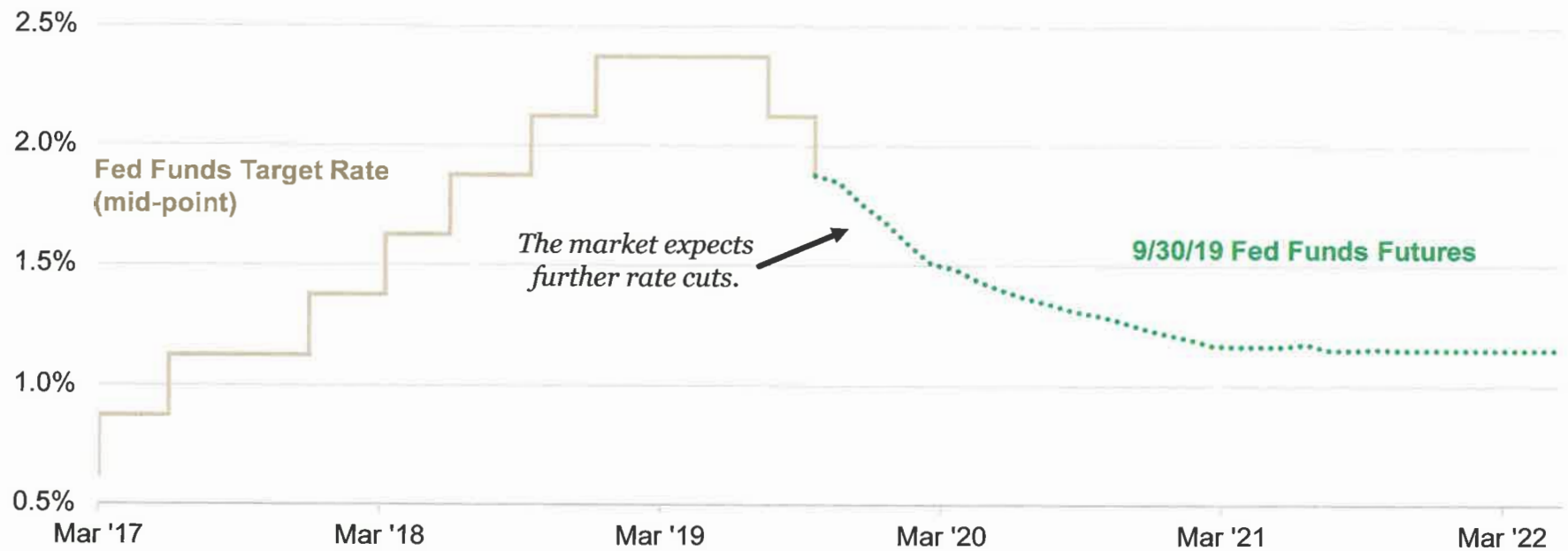
Source: The Organization for Economic Co-operation and Development. Arrows indicate change from prior projection.

202000212

The Federal Reserve Cut Rates in July and September



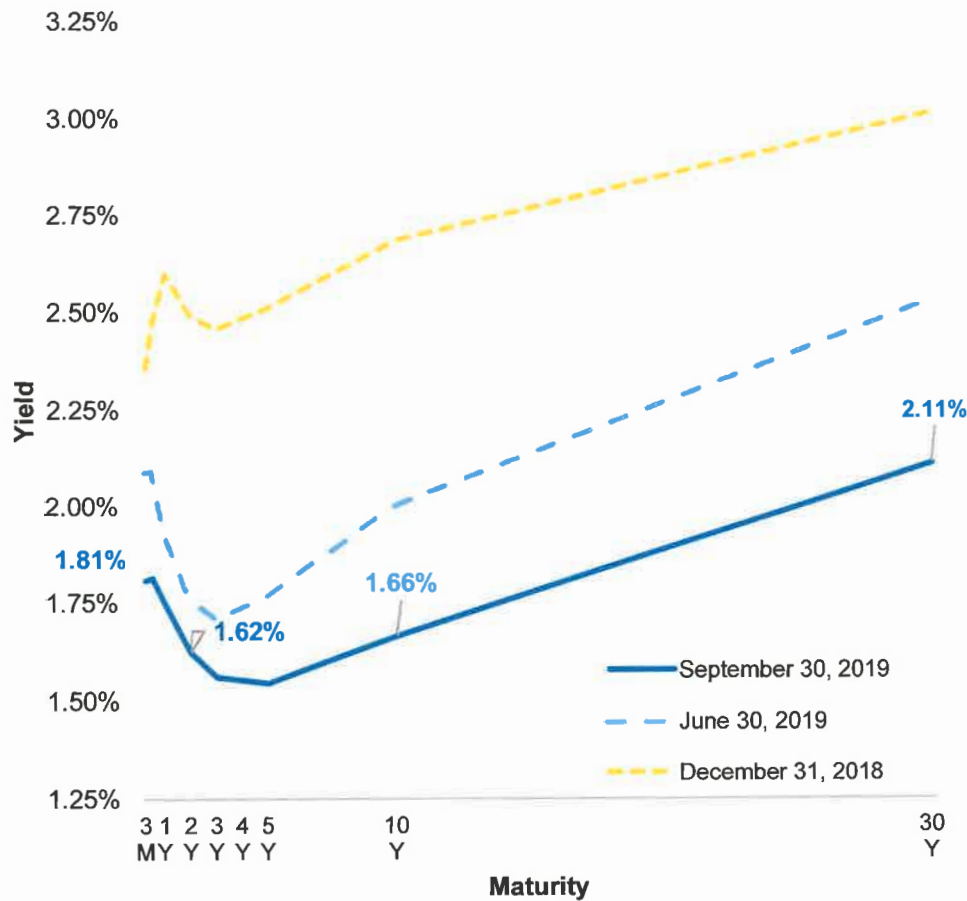
The Fed cited “...weak global growth ...trade policy uncertainty ...and muted inflation...”



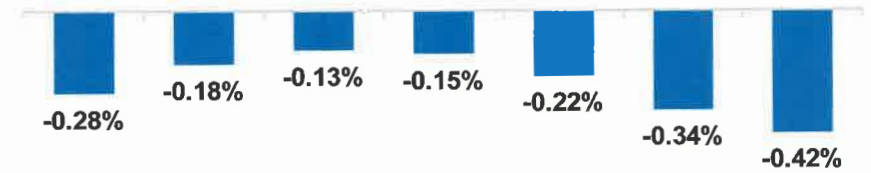
Source: Federal Reserve and Bloomberg.

Yields Continued to Decline in the Third Quarter

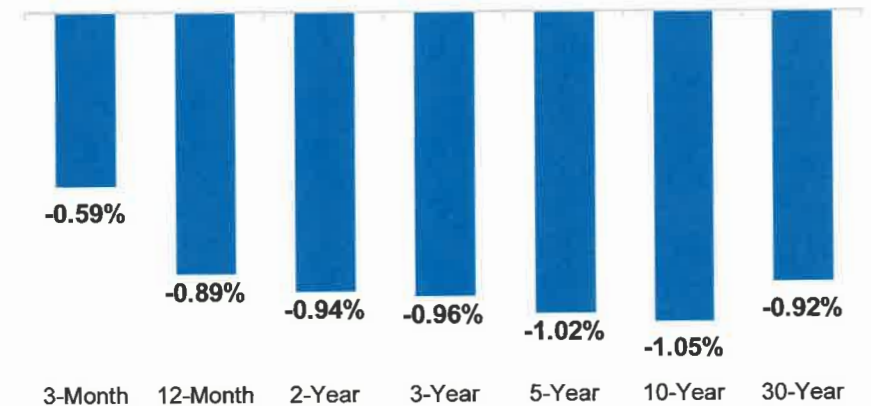
U.S. Treasury Yield Curve



Q3 Change in Yield



YTD Change in Yield

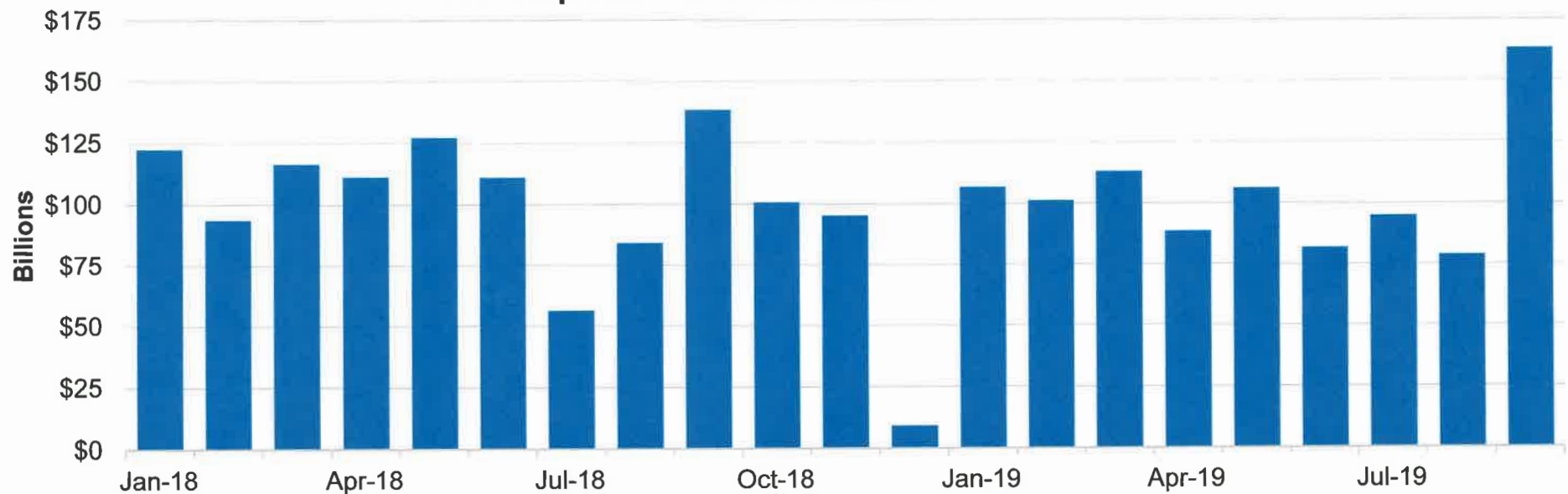


Source: Bloomberg, as of 9/30/2019.

Corporate Issuance Surges in September

- After a slow start to the quarter, investment grade corporate issuance broke records in September
 - \$163 billion issued in September
 - 3rd busiest month on record
 - The first week of September was the busiest single week on record
- Spreads tightened as demand was high to meet the surge in supply

U.S. Corporate Investment Grade Issuance



Source: SIFMA, as of September 2019.

202000215

Fixed-Income Sector Outlook – October 2019

Sector	Our Investment Preferences	Comments
COMMERCIAL PAPER / CD		<ul style="list-style-type: none"> CP/negotiable CD spreads are near historic tight, though securities appear cheap relative to corporate notes.
TREASURIES		
T-Bill		<ul style="list-style-type: none"> Treasury bill supply is expected to increase by over \$100 billion during the fourth quarter.
T-Note		<ul style="list-style-type: none"> The Treasury yield curve remains inverted, providing little opportunities to benefit from roll-down.
FEDERAL AGENCIES		
Bullets		<ul style="list-style-type: none"> Federal agency spreads remain near historic tight. Treasuries continue to be attractive relative to agencies.
Callables		<ul style="list-style-type: none"> Callables have been underperforming duration-matched bullets as redemption activity has been elevated, especially in short lock-out structures.
SUPRANATIONALS		<ul style="list-style-type: none"> Spreads remain near historical tight; Treasuries have better value. There may be opportunities to sell at single digit yield spreads before a possible demand-side technical decay into year-end.
CORPORATES		
Financials		<ul style="list-style-type: none"> Tighter credit spreads and a cloudy economic outlook have reduced the attractiveness of the corporate sector.
Industrials		<ul style="list-style-type: none"> Steady demand from foreign investors and a lower interest rate environment, supported by recent FOMC action, are both positives for the sector.
SECURITIZED		
Asset-Backed		<ul style="list-style-type: none"> The AAA-rated ABS sector offers a defensive outlet to credit exposure but has tightened to near multi-year tight.
Agency Mortgage-Backed		<ul style="list-style-type: none"> As interest rates have fallen and supply has increased, MBS spreads have widened significantly to a more historic norm. We view this as an buying opportunity.
Agency CMBS		<ul style="list-style-type: none"> Agency CMBS are an attractive alternative to other government sectors due to their incremental income potential.
MUNICIPALS		<ul style="list-style-type: none"> The low interest rate environment should spur refunding activity and increase taxable municipal supply.

● Current outlook

○ Outlook one month ago

Negative

Slightly Negative

Neutral

Slightly Positive

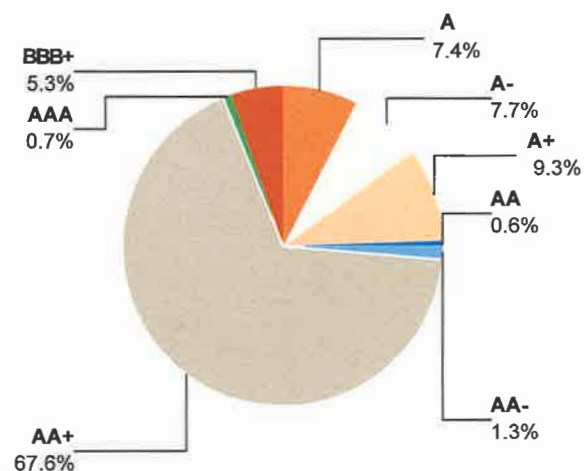
Positive

Portfolio Statistics

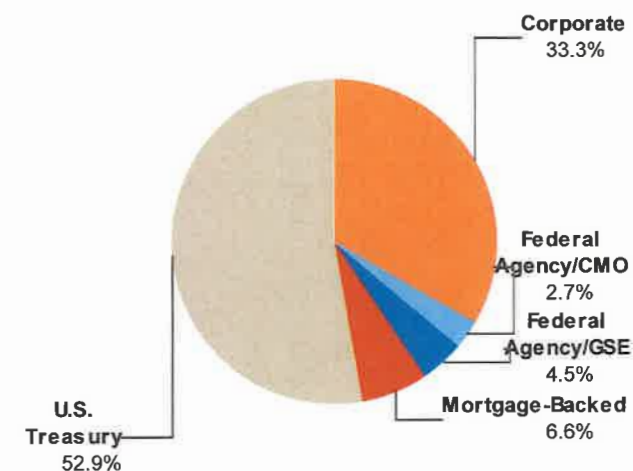
As of September 30, 2019

Par Value:	\$33,830,294
Total Market Value:	\$37,433,614
Security Market Value:	\$34,068,905
Accrued Interest:	\$152,174
Cash:	\$3,212,536
Amortized Cost:	\$34,018,866
Yield at Market:	1.90%
Yield at Cost:	1.90%
Effective Duration:	1.82 Years
Duration to Worst:	2.09 Years
Average Maturity:	2.68 Years
Average Credit: *	AA

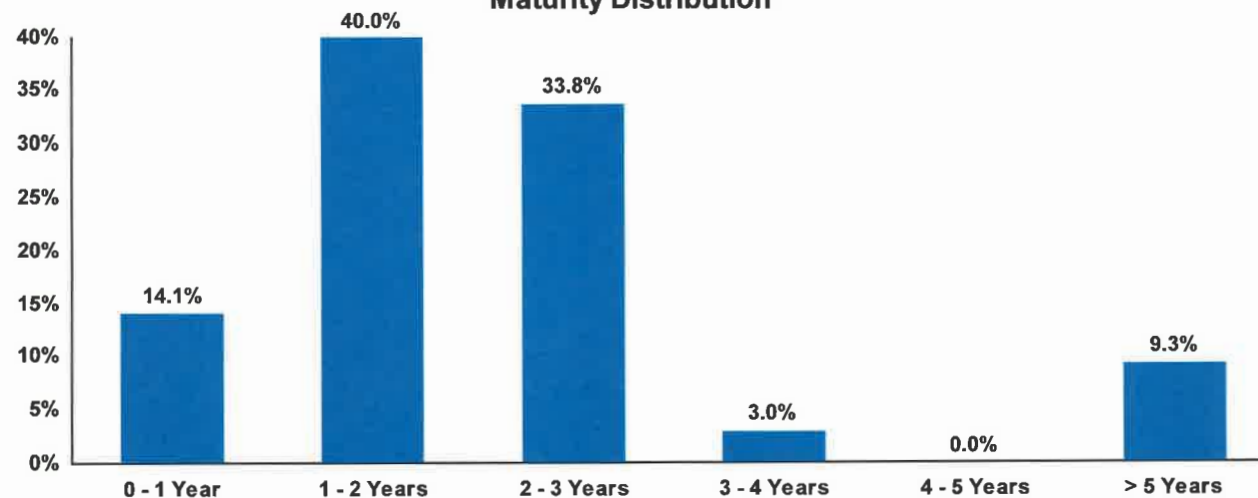
Credit Quality (S&P Ratings)



Sector Allocation



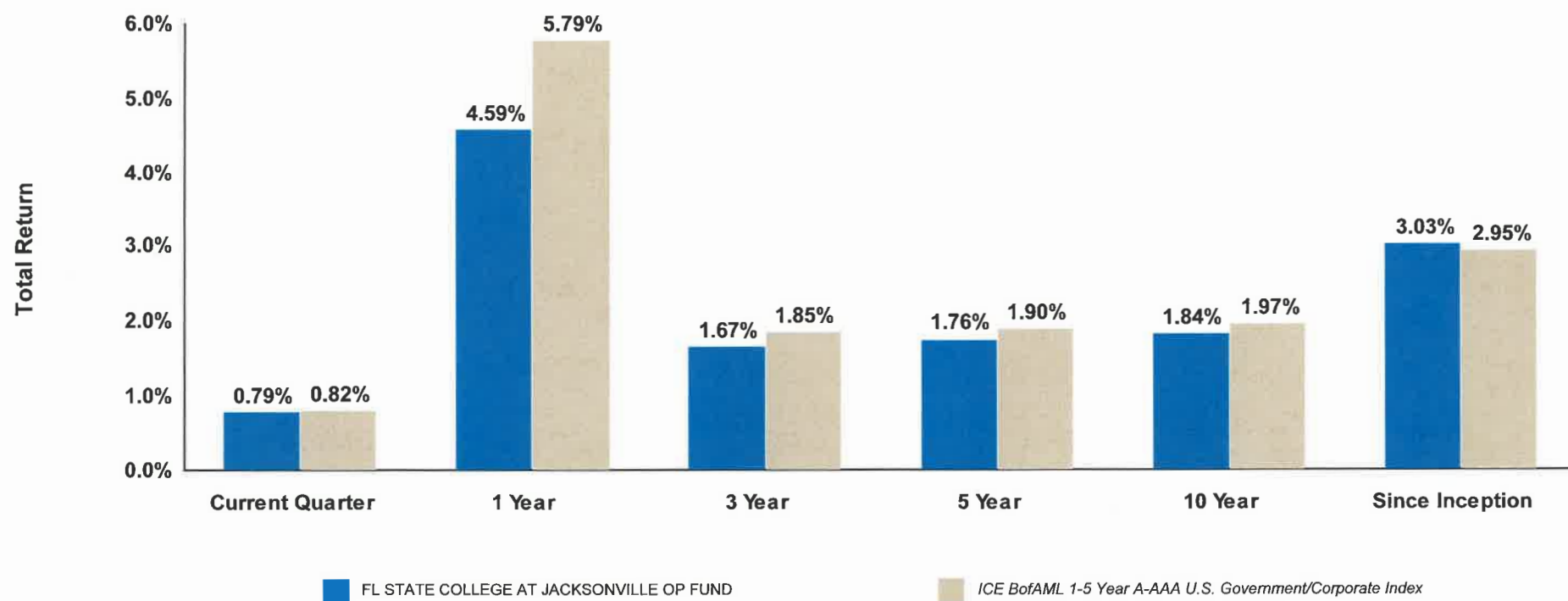
Maturity Distribution



* An average of each security's credit rating assigned a numeric value and adjusted for its relative weighting in the portfolio.

Portfolio Performance (Total Return)

Portfolio/Benchmark	Effective Duration	Current Quarter	Annualized Return				
			1 Year	3 Year	5 Year	10 Year	Since Inception (06/30/06) **
FL STATE COLLEGE AT JACKSONVILLE OP FUND	1.82	0.79%	4.59%	1.67%	1.76%	1.84%	3.03%
ICE BofAML 1-5 Year A-AAA U.S. Government/Corporate Index	2.53	0.82%	5.79%	1.85%	1.90%	1.97%	2.95%
Difference		-0.03%	-1.20%	-0.18%	-0.14%	-0.13%	0.08%



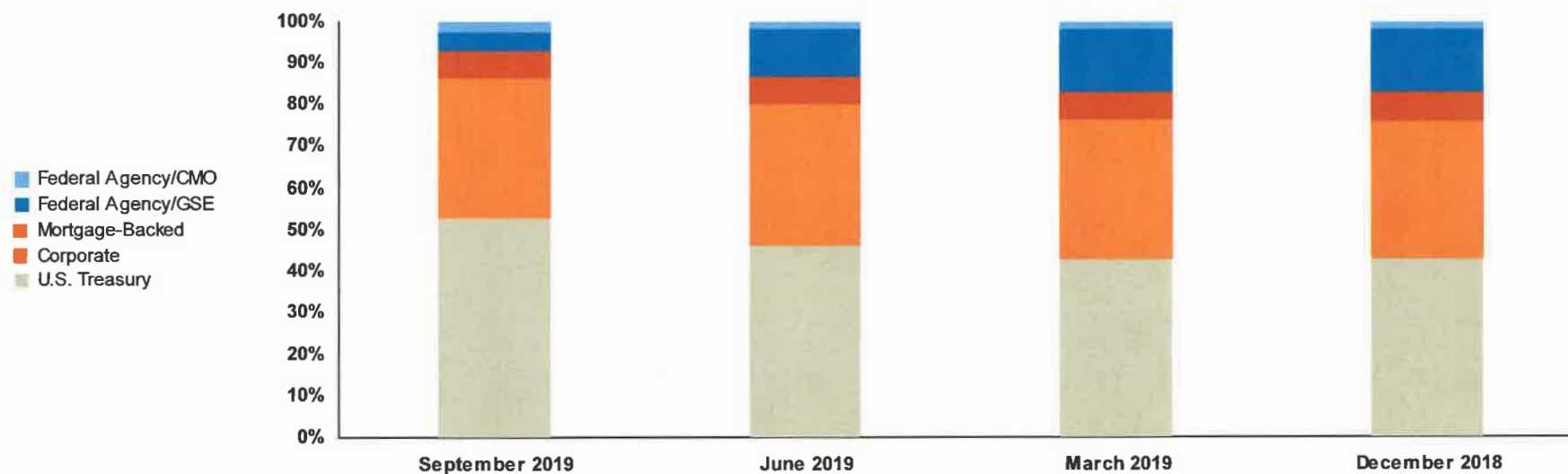
Portfolio performance is gross of fees unless otherwise indicated. **Since Inception performance is not shown for periods less than one year.

Portfolio Earnings*Quarter-Ended September 30, 2019*

	Market Value Basis	Accrual (Amortized Cost) Basis
Beginning Value (06/30/2019)	\$32,931,218.38	\$32,975,719.23
Net Purchases/Sales	\$1,068,757.63	\$1,068,757.63
Change in Value	\$68,929.28	(\$25,611.35)
Ending Value (09/30/2019)	\$34,068,905.29	\$34,018,865.51
Interest Earned	\$189,667.14	\$189,667.14
Portfolio Earnings	\$258,596.42	\$164,055.79

Sector Allocation

Sector	September 30, 2019		June 30, 2019		March 31, 2019		December 31, 2018	
	MV (\$MM)	% of Total	MV (\$MM)	% of Total	MV (\$MM)	% of Total	MV (\$MM)	% of Total
U.S. Treasury	18.0	52.9%	15.2	46.1%	15.0	43.1%	15.0	42.9%
Corporate	11.3	33.3%	11.2	34.0%	11.7	33.5%	11.6	33.2%
Mortgage-Backed	2.3	6.6%	2.2	6.7%	2.3	6.6%	2.4	6.9%
Federal Agency/GSE	1.5	4.5%	3.8	11.4%	5.3	15.0%	5.2	15.0%
Federal Agency/CMO	0.9	2.7%	0.6	1.8%	0.6	1.8%	0.7	2.0%
Total	\$34.1	100.0%	\$32.9	100.0%	\$34.9	100.0%	\$34.8	100.0%

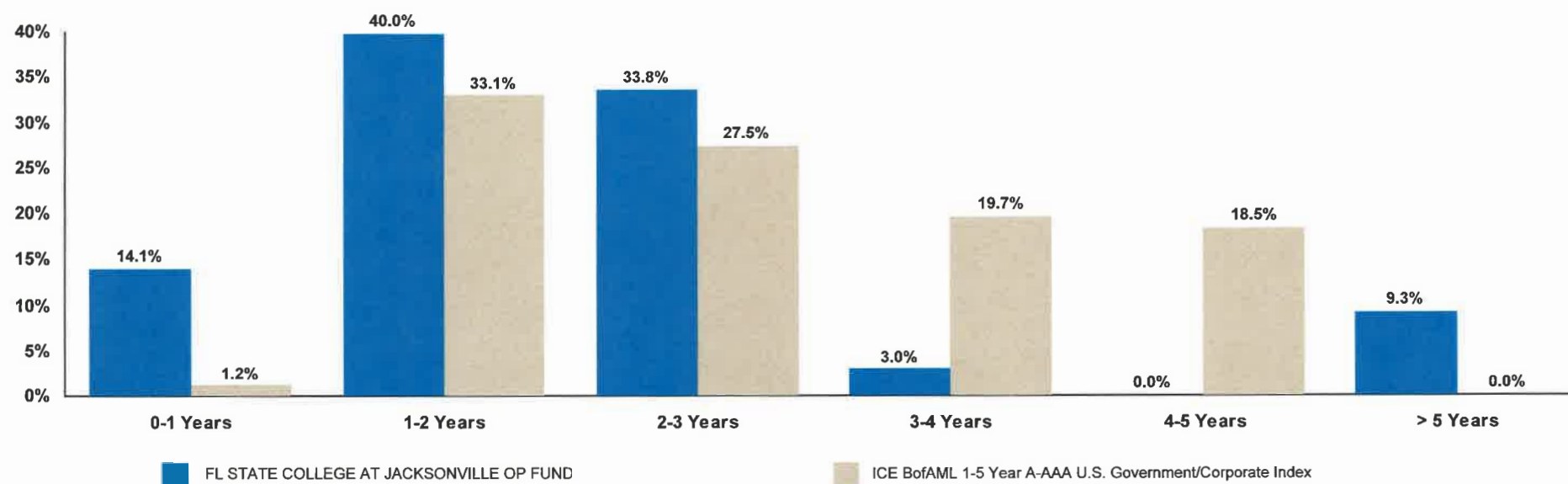


Detail may not add to total due to rounding.

Maturity Distribution

As of September 30, 2019

Portfolio/Benchmark	Yield at Market	Average Maturity	0-1 Years	1-2 Years	2-3 Years	3-4 Years	4-5 Years	>5 Years
FL STATE COLLEGE AT JACKSONVILLE OP FUND	1.90%	2.68 yrs	14.1%	40.0%	33.8%	3.0%	0.0%	9.3%
ICE BofAML 1-5 Year A-AAA U.S. Government/Corporate Index	1.75%	2.74 yrs	1.2%	33.1%	27.5%	19.7%	18.5%	0.0%

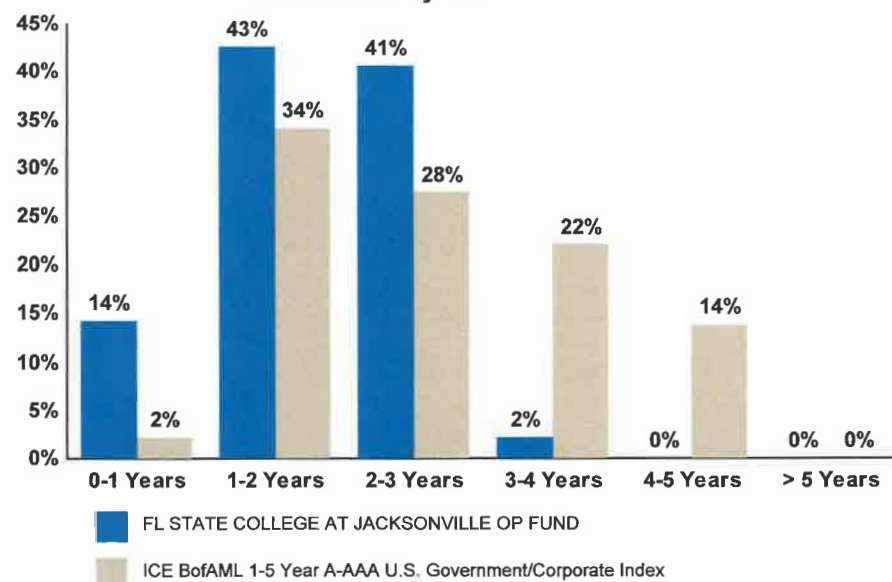


Duration Distribution

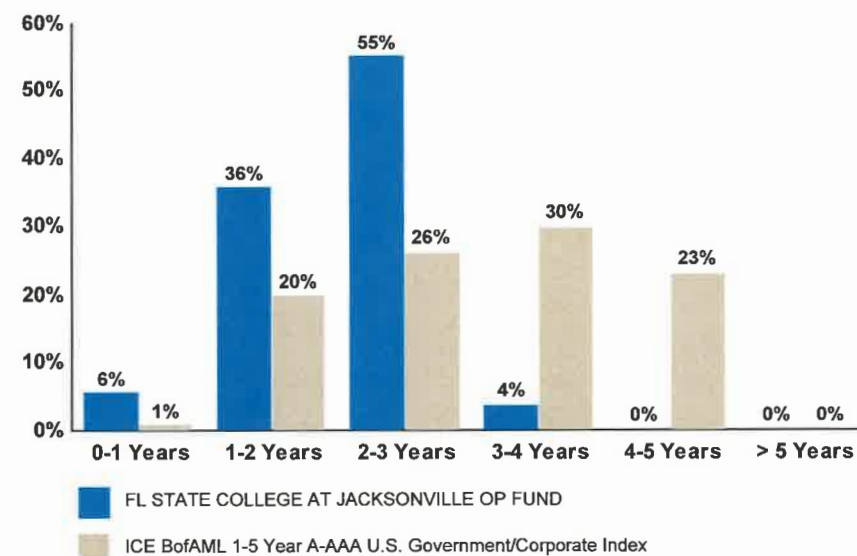
As of September 30, 2019

Portfolio / Benchmark	Effective Duration	0-1 YEARS	1-2 YEARS	2-3 YEARS	3-4 YEARS	4-5 YEARS	> 5 YEARS
FL STATE COLLEGE AT JACKSONVILLE OP FUND	1.82	14.3%	42.8%	40.7%	2.2%	0.0%	0.0%
ICE BofAML 1-5 Year A-AAA U.S. Government/Corporate Index	2.53	2.2%	34.2%	27.6%	22.2%	13.9%	0.0%

Distribution by Effective Duration

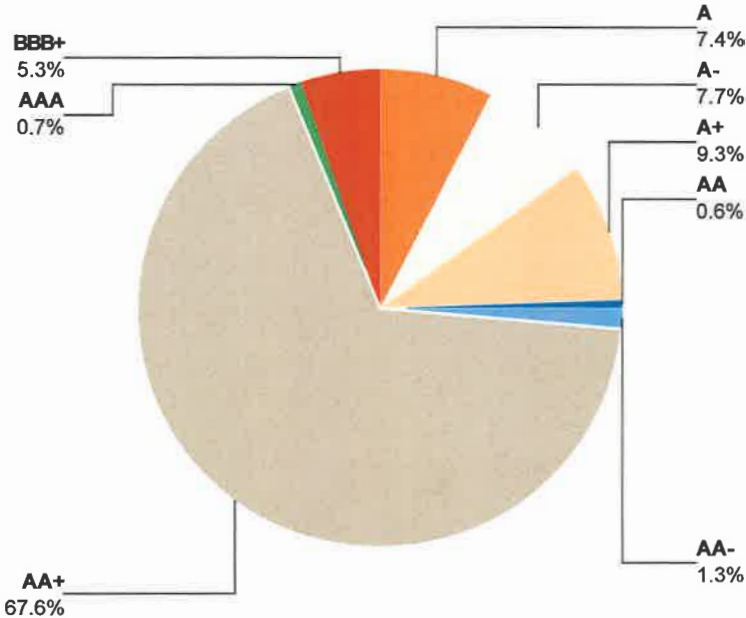


Contribution to Portfolio Duration

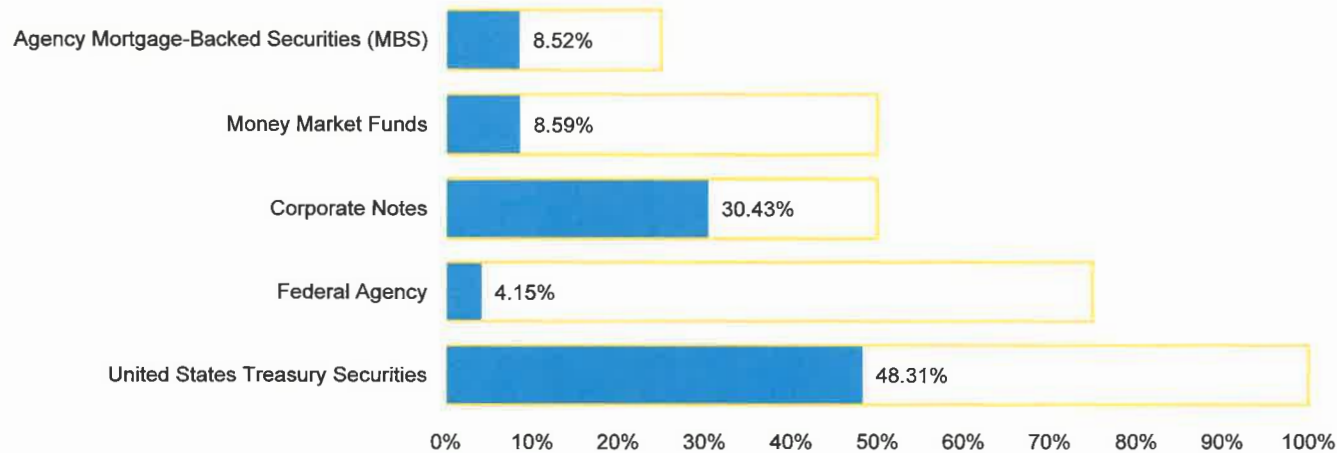


Credit Quality
As of September 30, 2019

S&P Rating	Market Value (\$)	% of Portfolio
AA+	\$23,023,875	67.6%
A+	\$3,184,779	9.4%
A-	\$2,625,038	7.7%
A	\$2,511,992	7.4%
BBB+	\$1,816,558	5.3%
AA-	\$450,923	1.3%
AAA	\$253,431	0.7%
AA	\$202,310	0.6%
Totals	\$34,068,905	100.0%



Detail may not add to total due to rounding.



Security Type	Amortized Cost (Includes Interest)	Allocation Percentage	Permitted by Policy	In Compliance
United States Treasury Securities	18,059,580.61	48.31%	100%	Yes
Federal Agency	1,550,759.99	4.15%	75%	Yes
Supranationals	-	-	25%	Yes
Corporate Notes	11,373,956.79	30.43%	50%	Yes
Agency Mortgage-Backed Securities (MBS)	3,186,741.76	8.52%	25%	Yes
Certificates of Deposit and Savings Accounts	-	-	50%	Yes
Commercial Paper	-	-	50%	Yes
Repurchase Agreements	-	-	40%	Yes
Money Market Funds	3,212,535.52	8.59%	50%	Yes
Intergovernmental Pools	-	-	50%	Yes

End of month trade-date amortized cost of portfolio holdings, including accrued interest.

IMPORTANT DISCLOSURES

This material is based on information obtained from sources generally believed to be reliable and available to the public; however, PFM Asset Management LLC cannot guarantee its accuracy, completeness or suitability. This material is for general information purposes only and is not intended to provide specific advice or a specific recommendation. All statements as to what will or may happen under certain circumstances are based on assumptions, some, but not all of which, are noted in the presentation. 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. Past performance does not necessarily reflect and is not a guaranty of future results. The information contained in this presentation is not an offer to purchase or sell any securities.

- Market values that include accrued interest are derived from closing bid prices as of the last business day of the month as supplied by Interactive Data, Bloomberg, or Telerate. Where prices are not available from generally recognized sources, the securities are priced using a yield based matrix system to arrive at an estimated market value.
- 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.
- Bank of America/Merrill Lynch 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.



Florida State College of Jacksonville Quasi Endowment Fund

FSCJ

Florida State College
at Jacksonville

Investment Performance Review For the Quarter Ended September 30, 2019

Client Management Team

Steven Alexander, CTP, CGFO, CPPT, Managing Director
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Richard Pengelly, CFA, CTP, Director
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Executive Summary

The Florida State College at Jacksonville (the “College”) Quasi Endowment Fund portfolio returned 0.61% (net of mutual fund fees) in the 3rd quarter of 2019, compared to its policy benchmark return of 0.70%. Year-to-date, the portfolio returned 15.31%, compared to 15.09% for the benchmark. Since inception on July 1, 2016, the portfolio’s annual return is 9.23%, compared to the benchmark return of 9.43%. In dollar terms, the portfolio gained \$31,310 in return on investment over the quarter, and gained \$687,963 year-to-date. The decision to overweight small-cap equities has not benefited the portfolio this quarter, but is intended to help cushion equity exposure from trade war uncertainties given small companies derive a much lower share of their revenues from trade compared to large caps.

The S&P 500 Index (S&P) posted a return of 1.7%, in a quarter marked by an increase in volatility arising due to concerns around global slowdown as well as trade issues between the U.S. and China. The Fed cut rates twice this quarter, which is seen as a positive tailwind to equity markets. The broad equity markets outside of the United States, as measured by the MSCI ACWI ex U.S. Index, continued to lag their domestic equity counterparts and returned -1.80% for the third quarter with developed non-U.S. equity faring better than emerging markets. The fixed income market, as measured by the Bloomberg-Barclays U.S. Aggregate Index, returned 2.27% for the quarter.

Currently, the portfolio is slightly overweight to equities by approximately 4.4%, and underweight in fixed income by approximately 4.7%, considering we continue to remain constructive on equities in a low interest rate environment. Despite growing risks, we do not expect a recession over the next 6-months. The College’s portfolio continues to be invested in compliance with its investment policy statement guidelines with a focus on the long-term preservation and growth of purchasing power.



Executive Summary

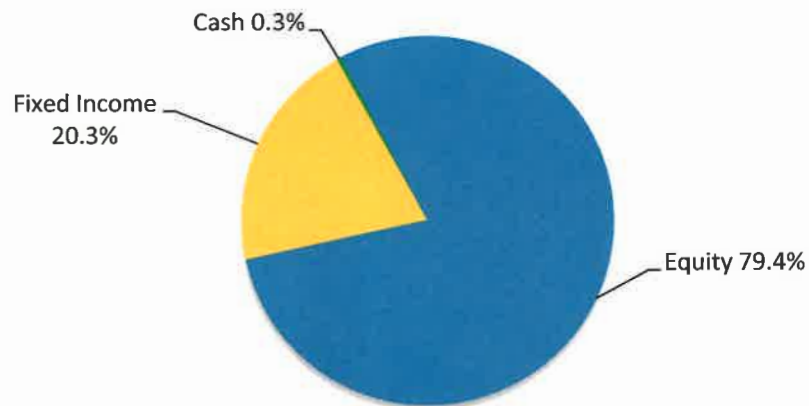
Current Asset Allocation

Asset Class	Market Value	Pct (%)
Cash	\$18,096	0.3%
Equity	4,111,672	79.4%
Fixed Income	1,051,678	20.3%
Total	\$5,181,447	100.0%

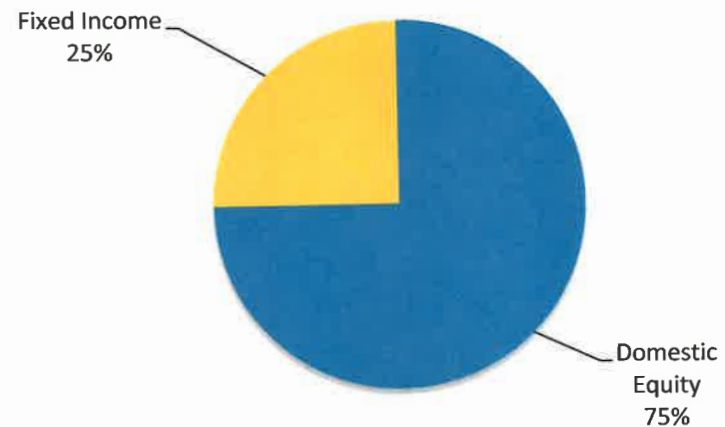
Target Asset Allocation

Asset Class	Market Value	Pct (%)	Range
Cash	\$0	0%	0% - 20%
Domestic Equity	3,886,085	75%	70%-80%
Fixed Income	1,295,362	25%	20%-30%
Total	\$5,181,447	100%	

Current Asset Allocation



Target Asset Allocation



THE ECONOMY

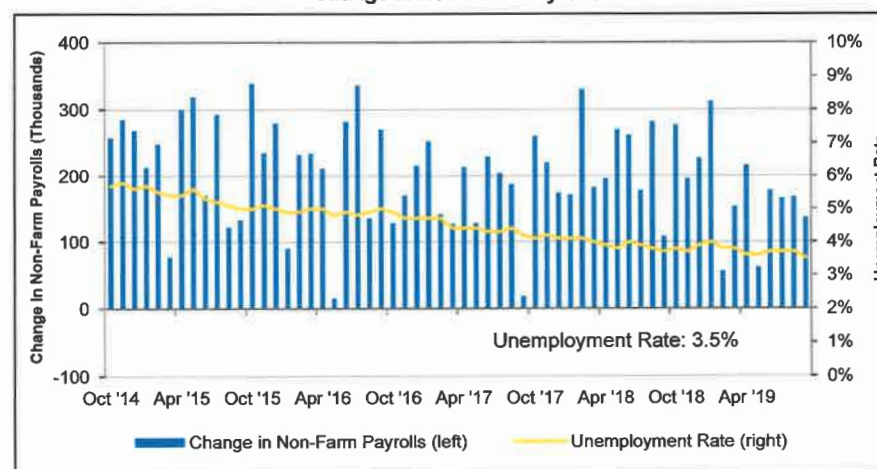
- In line with slowing growth expectations, U.S. Gross Domestic Product (GDP) for the third quarter of 2019 is projected to grow at an annual rate of 1.9% according to the Federal Reserve Bank of Atlanta GDPNow Forecast. This is down slightly from 2.0% in the second quarter of 2019.
- The U.S. labor market added 136,000 jobs in September, and July and August payrolls were revised up by a combined 45,000 for an average of 157,000 new jobs per month in the quarter. The unemployment rate dropped to 3.5% during the last month of the quarter, the lowest rate in 50 years. Hourly earnings rose a seasonally adjusted 2.9% from September 2018, down from 3.2% in the first two months of the quarter, but still higher than inflation. The labor-force participation rate held steady at 63.2%.
- U.S. manufacturing data was mixed in September, with contradictory readings from two major purchasing managers' index (PMI) surveys. The Institute for Supply Management (ISM) factory index slipped to 47.8 from 49.1 the previous month, while the IHS Markit U.S. Manufacturing PMI rose slightly to 51.1 from 50.3 in August. However, ISM and IHS Markit surveys agreed that the Services sector, which represents nearly 80% of the economy, is still expanding albeit at a slower rate than the previous two months.
- Inflation saw an uptick in the third quarter of 2019, although readings remain under the Federal Reserve's (Fed) 2% target. The core personal consumption expenditures (PCE) price index, the Fed's preferred measure of inflation, rose 1.8% over the 12 months ending in August 2019.
- The global economy in 2019 is set to grow at the slowest pace since the financial crisis according to the Organization for Economic Cooperation and Development (OECD). The OECD forecasts growth of 2.9% compared with earlier estimates of 4% for the year. The primary issue driving the downgraded forecast is continued uncertainty surrounding trade tensions highlighted by U.S. and China trade negotiations and Brexit.

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



Source: Bloomberg. Blue bars indicate actual numbers; taupe bars indicate forecasted estimates.

Change in Non-Farm Payrolls



Source: Bloomberg.



WHAT WE'RE WATCHING

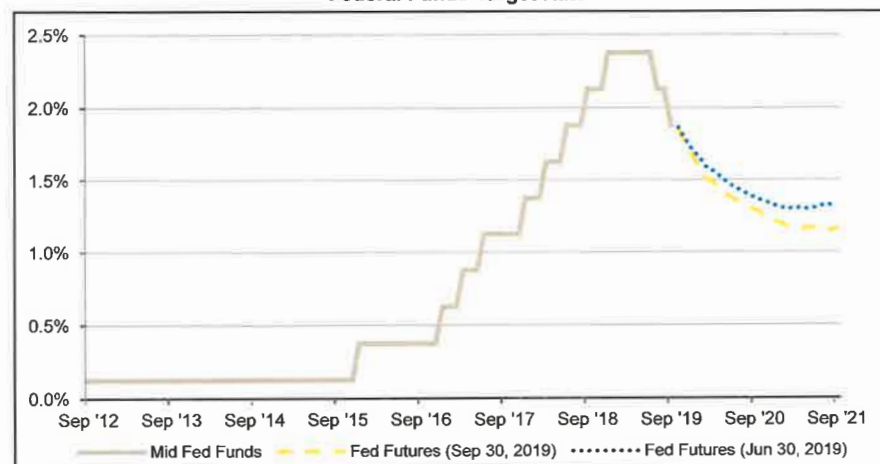
- Uncertainty surrounding the U.S. and China trade talks, and to a lesser degree Brexit, dominate the outlook for the fourth quarter of 2019. U.S. officials are set to resume negotiations with their Chinese counterparts in October, days before 30% tariffs are imposed on \$250 billion worth of Chinese goods as scheduled by the White House. Investors are hopeful of some resolution, although a broad trade deal is unexpected.
- In Europe, UK Prime Minister Boris Johnson has vowed to deliver Brexit by October 31, 2019. However, challenges in parliament to Johnson's approach have likely limited his options to reaching a deal by October 19, 2019, or requesting an extension from the European Union (EU). Recent developments indicate a deal may be nearly impossible because of firm demands on both sides pertaining to the Irish border, the most controversial element of negotiations thus far.
- Policy stimulus is ramping up with central banks around the world cutting interest rates. The European Central Bank (ECB) restarted Quantitative Easing (QE) in September and extended negative interest rates. China has continued its aggressive fiscal and monetary stimulus with cuts to banks' reserve ratios and the largest tax cuts in the country's history. Similar moves are being made by emerging central banks, with interest rate moves across a group of 37 developing economies showing net cuts each month of the third quarter.
- The Fed twice voted to decrease its benchmark interest rate by 0.25% in the third quarter, making a cut for the first time since the financial crisis. The Fed Funds target range now stands at 2.00%-2.25%. The Fed will make another decision on rates at its October 29-30 meeting. Investors have ramped up their expectations of a rate cut in October following the release of mixed economic data at the end of the third quarter. The market implied probability of a quarter-percentage point reduction sometime during the fourth quarter is over 90% in early October.

ISM Manufacturing & Services PMI



Source: Bloomberg.

Federal Funds Target Rate



Source: Bloomberg.

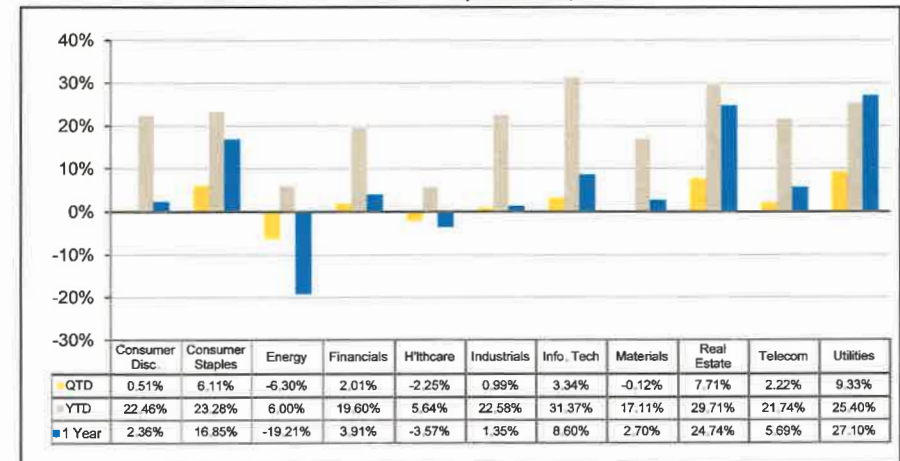
QUARTERLY MARKET SUMMARY

DOMESTIC EQUITY

- The S&P 500 Index (S&P) posted a return of 1.7%, in a quarter marked by an increase in volatility arising due to concerns around global slowdown as well as trade issues between the U.S. and China. The Fed cut rates twice this quarter, which is seen as a positive tailwind to equity markets.
- Within the S&P, Utilities and Real Estate were the best performing sectors, returning 9.3% and 7.7% respectively, as investors chased dividend-yielding stocks for yield in light of lower rates. Energy was the worst performing sector, returning -6.3%, as the uncertainty of global demand and geopolitical risks weighed on the sector.
- Value stocks, as represented by the Russell 1000 Value Index, returned 1.4% and slightly underperformed Growth stocks, as represented by the Russell 1000 Growth Index, which returned 1.5%. During the month of September, Value stocks outperformed Growth stocks, resulting in outperformance of Value stocks within mid- and small-caps.
- Small-caps, as represented by the Russell 2000 Index, returned -2.4% during the quarter and lagged mid- and large-caps. Large-caps were the best performers for the quarter returning 1.4%, as represented by Russell 1000 Index, followed by mid-caps that returned 0.5%, as represented by the Russell Mid-Cap Index.
- For the quarter, according to FactSet Earnings Insight (as of October 4, 2019), the expected earnings growth for the third quarter of 2019 for the S&P 500 is -4.1%. This marks another quarter of expected decline in earnings growth following the negative earnings growth reported for the first and second quarters of 2019. The estimated revenue growth for the third quarter remains positive at 2.8%.

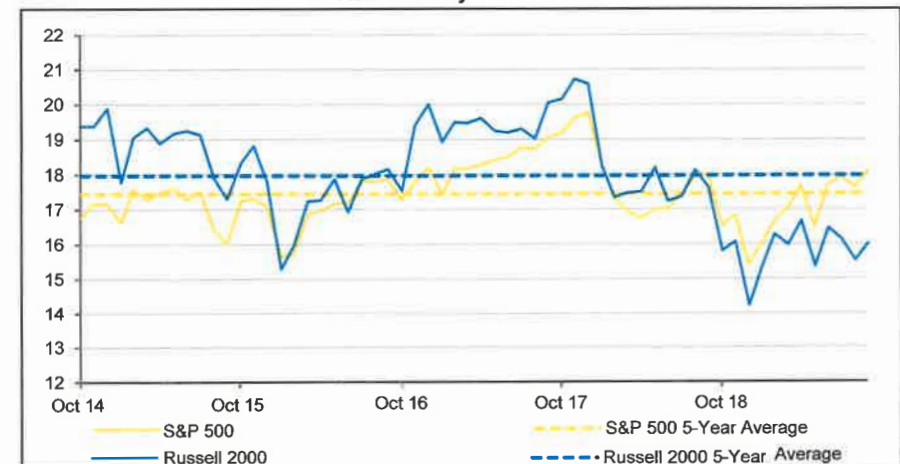
S&P 500 Index Performance by Sector

Periods Ended September 30, 2019



Source: Bloomberg.

P/E Ratios of Major Stock Indices*



Source: Bloomberg.

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

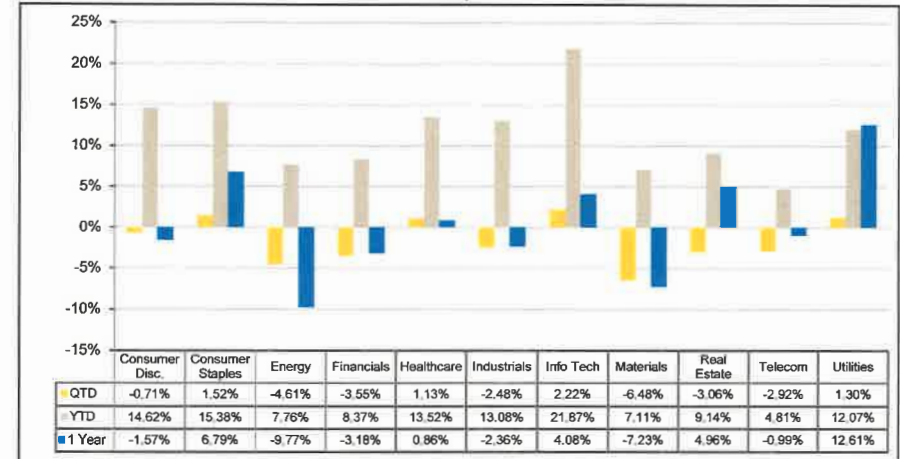


QUARTERLY MARKET SUMMARY

NON-U.S. EQUITY

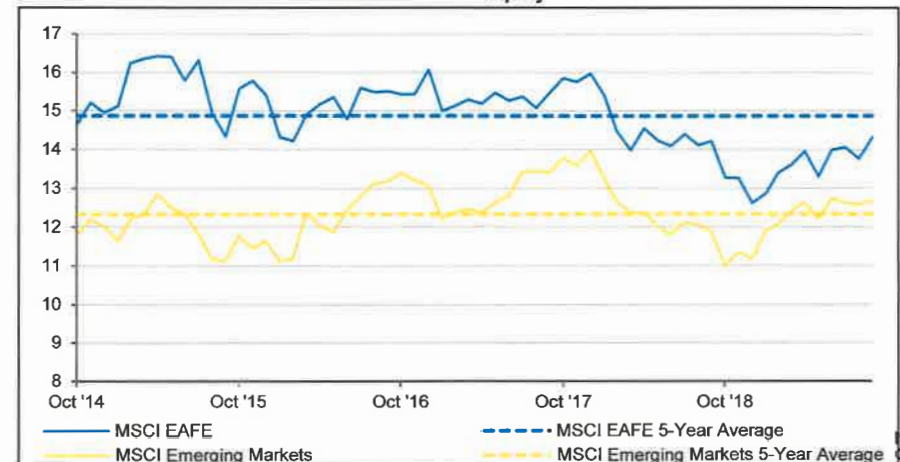
- Markets outside of the United States, as measured by the MSCI ACWI ex U.S. Index, lagged their domestic equity counterparts and returned -1.80% for the third quarter. Seven out of the 11 sectors returned negative returns with Materials leading the way at -6.5%, and followed by Energy and Financials returning -4.6% and -3.6%, respectively. Information Technology and Consumer Staples were the best performers returning 2.2% and 1.5%, respectively.
- Emerging markets, as represented by MSCI Emerging Market Index, lagged behind Developed ex U.S. markets, represented by MSCI EAFE Index, returning -4.3% versus -1.1% for the quarter. Emerging Market EMEA (Europe, Middle East and Africa) was the worst performer returning -7.0%, while Japan performed the best, returning 3.1%.
- Weak economic data coming out of Eurozone and China along with concerns of global slowdown have been headwinds to the performance of international equities this quarter. Recent strengthening of the U.S. dollar has also been a headwind to international equity performance.
- The ECB announced that it would restart the quantitative easing measures that it ended in December 2018. In addition, the ECB also announced a further rate cut of 10 basis points (bps) bringing the deposit rate to -0.5%. These actions are expected to stimulate economic growth in the Eurozone area where inflation has remained below ECB's target and its largest member, Germany, is heading into a recession.

MSCI ACWI ex-U.S. Sectors
Periods Ended September 30, 2019



Source: Bloomberg.

P/E Ratios of MSCI Equity Indices*



Source: Bloomberg.

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

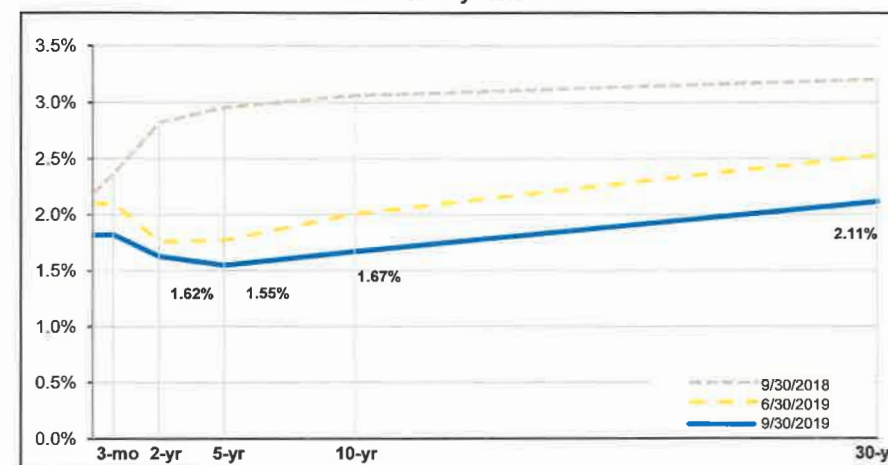


QUARTERLY MARKET SUMMARY

FIXED INCOME

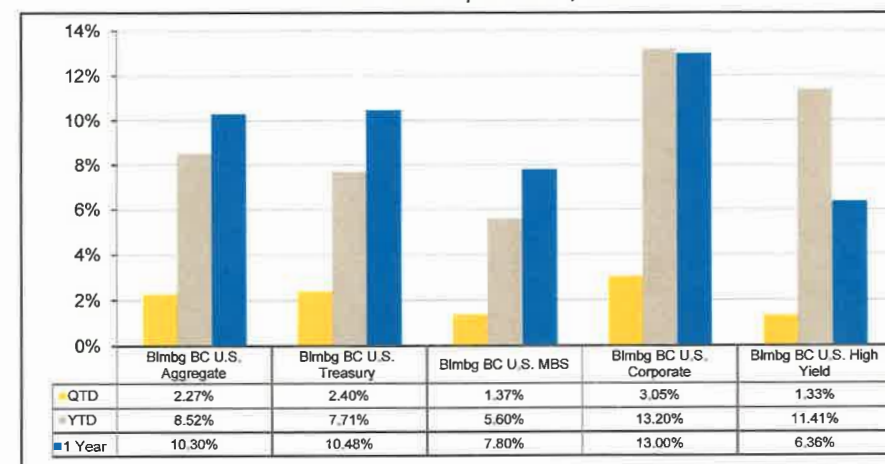
- The U.S. bond market, represented by the Bloomberg Barclays U.S. Aggregate (Aggregate) Index, rose 2.3% in the third quarter.
- Rates fell sharply during the quarter, particularly in August, on heightened concerns regarding the state of the economy and trade war impact. The front end dropped 0.3% on three- and six-month bills while 10 and 30 year maturity yields declined 0.3% and 0.4%, respectively.
- Investment-grade (IG) corporate spreads remained flat during the quarter. The Bloomberg Barclays U.S. Corporate Index rose 3.1%, bringing a year-to-date return just over 13%. High yield bonds, as represented by the Bloomberg Barclays U.S. Corporate High Yield (HY) Index, also performed well at 1.3% but lagged IG counterparts as CCC-rated continued to drag on returns. The Barclays index covering that quality was actually negative for the quarter at -1.8%.
- The fixed-rate mortgage market, as measured by the Bloomberg Barclays U.S. Mortgage-Backed Securities (MBS) Index, gained 1.4%, while the Bloomberg Barclays U.S. Agency CMBS Index (measuring commercial MBS) gained 1.8%.
- Global bond markets were generally positive during the quarter, with much of the gains coming from emerging markets. Emerging market USD sovereign bonds, as represented by the JP Morgan EMBI Global Diversified index, rose 1.5%.

U.S. Treasury Yield Curve



Source: Bloomberg.

Returns for Fixed-Income Segments
Periods Ended September 30, 2019



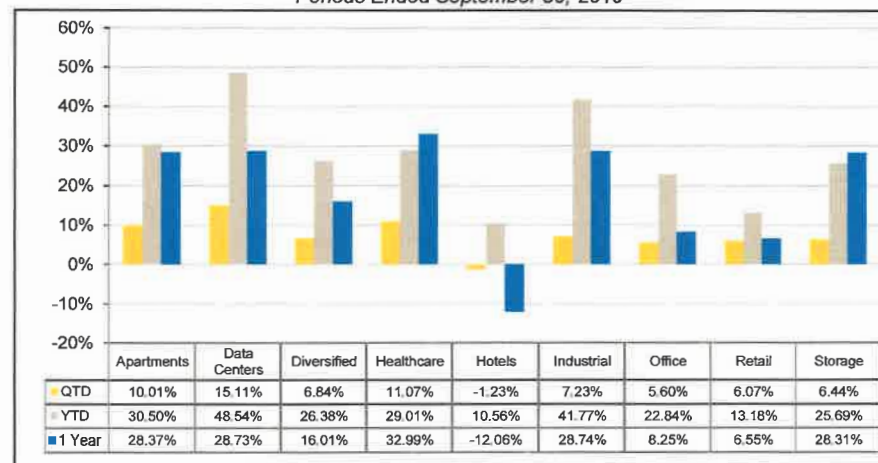
Source: Bloomberg. "Blmbg BC" is Bloomberg Barclays.



ALTERNATIVES

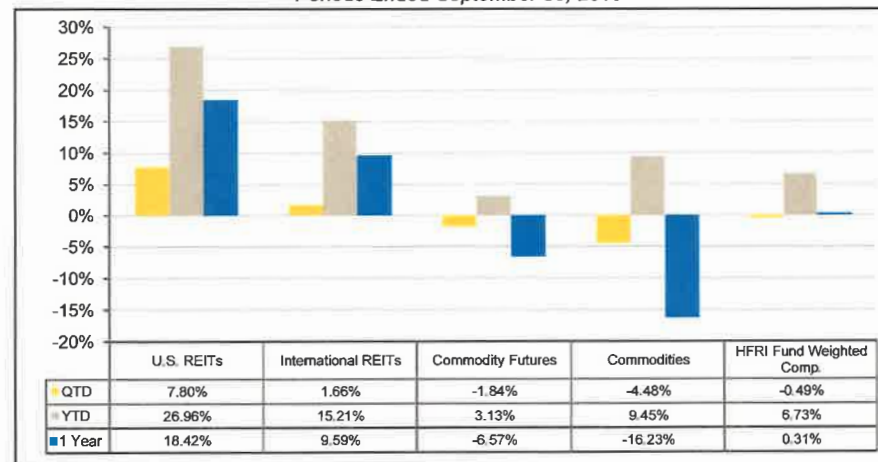
- REITs, as measured by the FTSE NAREIT Equity REITs Index, returned 7.8% in the third quarter, extending year-to-date gains to 27.0% as of the end of the quarter. Sector returns were largely positive with eight of nine sectors posting gains. Data Centers, Healthcare, and Apartments generated the strongest returns of 15.1%, 11.1%, and 10.0% respectively. Hotels was the only sector to post a loss over the quarter, returning -1.2%.
- Private real estate, as measured by the NCREIF Property Index, generated a total return of 1.5% in the second quarter, down from the 1.8% return generated during the first quarter. Industrial properties continue to be the top performing sector with a return of 3.4%. Retail properties continue to struggle with a return of -0.1% in the second quarter, down from 1.7% the previous quarter.
- Hedge funds generated negative returns in the third quarter with the HFRI Fund Weighted Composite Index returning -0.5%. The HFRI Equity Hedge (Total) Index returned -1.1% and the HFRI Fund of Funds Index returned -1.1%. Although HFRI Macro (Total) Index generated a positive return of 1.5%.
- In the second quarter, private equity funds led private capital fundraising by closing on \$109 billion, followed by \$29 billion by private real estate funds, \$25 billion raised by private debt funds, and \$19 billion raised by infrastructure funds. Private equity dry powder, which accounts for the bulk of private capital dry powder, has reached \$1.24 trillion in the second quarter. As of September 2018, private equity funds generated an average one-year initial rate of return (IRR) of 18.2% IRR and a five-year IRR of 15.5%. Over those same time periods, private debt generated 7.9% and 7.7%, respectively.
- Commodity futures, represented by the Bloomberg Commodity Total Return Index, returned -1.8% in the third quarter, extending negative returns after the -1.2% return in the second quarter. The U.S. Dollar Index (DXY), posted a gain of 3.4% in the third quarter, following a loss of 1.2% in second quarter. Gold spot price ended the quarter at \$1,472 per ounce, up from \$1,409 per ounce at the end of the second quarter. The strength of the U.S. dollar has had the large negative impact on the spot performance of soft commodities, while trade tensions between the U.S. and China have had a positive impact on precious metals prices. West Texas Intermediate (WTI) Crude Oil spot price ended the quarter at \$54.07, down from \$58.20 at the end of the second quarter primarily due to strong supply and lowering global growth expectations.

FTSE NAREIT Sectors
Periods Ended September 30, 2019



Source: Bloomberg.

Returns for Alternative Assets
Periods Ended September 30, 2019



Sources: Bloomberg and Hedge Fund Research, Inc.



QUARTERLY MARKET SUMMARY

Investment Strategy Overview

For the Fourth Quarter 2019

Asset Class	Our Investment Preferences (Q4 2019)	Comments
U.S. EQUITIES		
Large-Caps		<ul style="list-style-type: none"> Dovish stance by Federal Reserve and strong consumer sentiment continue to be tailwinds while slowdown in manufacturing activity and global growth expectations are headwinds. We expect accommodative monetary policy will be supportive of equity valuations. U.S. – China trade talk progress continues to impact near-term sentiment. Lesser exposure to international economies and more favorable valuations support our overweight of U.S. mid- and small-cap equities.
Mid-Caps		
Small-Caps		
NON-U.S. EQUITIES		
Developed Markets		<ul style="list-style-type: none"> International equities continue to trade at a discount to U.S. equities. While we believe this discount is warranted due to slower growth expectations and higher risks, we see them as attractive relative to fixed income assets. Trade tensions, slowing China economic growth and higher risks coupled with attractive valuations leads us to retain a neutral view on emerging market equities.
Emerging Markets		
International Small-Caps		
FIXED INCOME		
Long Duration, Interest-Rate-Sensitive Sectors		<ul style="list-style-type: none"> Fed's recent rate cuts have been supportive of longer duration assets. Globally too, major central banks continue to align with accommodative monetary policy stance. While we continue to overweight credit in the context of continued economic growth, we are less positive on future growth given the recent tightening and low levels of spreads.
Credit-Sensitive Sectors		
ALTERNATIVES		
Real Estate		<ul style="list-style-type: none"> Lower level of interest rates is positive for REITs but they have been trading at a premium. Private equity funds carefully selected may provide higher returns relative to public markets, but the overall PE industry faces headwinds from the significant growth in assets under management and number of firms. Select private debt strategies look attractive as they provide income with lower risk than private equity, while floating rates hedge against rising rates. Select hedge fund strategies managed by talented managers may provide some benefit in a market environment of higher overall valuations and volatility. We remain cautious on the overall hedge fund universe.
Private Equity		
Private Debt		
Hedge Funds		










● Current outlook ○ Outlook one quarter ago

Negative Slightly Negative Neutral Slightly Positive Positive



QUARTERLY MARKET SUMMARY

Factors to Consider Over the Next 6-12 Months For the Fourth Quarter 2019

Central Banks:  <ul style="list-style-type: none"> Fed is expected to remain accommodative with one more rate cut this year ECB has announced plans for further quantitative easing 	Economic Growth (U.S.):  <ul style="list-style-type: none"> Slowdown in manufacturing activity but consumer spending is still strong Q3 2019: Expected GDP growth rate of 1.5% - 2% No imminent recession expected 	Economic Growth (Global):  <ul style="list-style-type: none"> Global growth expectations continue to be revised downwards by impact of China's slowdown and increase in trade frictions
Trade Tensions:  <ul style="list-style-type: none"> Increasing uncertainty with U.S. – China trade talks continues to have a negative impact on market sentiment 	Consumer Confidence (U.S.):  <ul style="list-style-type: none"> Consumer spending and confidence continue to be strong Labor markets and wage growth continue to be supportive of growth 	Inflation (U.S.):  <ul style="list-style-type: none"> Range-bound inflation is supportive of risk assets Globally too, inflation remains subdued
Corporate Fundamentals:  <ul style="list-style-type: none"> High cash levels, strong buyback activity and higher profit margins point to strong corporate fundamentals 	Interest Rates:  <ul style="list-style-type: none"> Rise in negative-yielding debt raises concern around long term growth prospects 	Geopolitics:  <ul style="list-style-type: none"> Rising tensions with Iran could flare up into a global risk Impeachment enquiry in the U.S., Brexit and protests in Hong Kong are adding to market uncertainty

Stance
Unfavorable to
Risk Assets



Favorable
to Risk
Assets

The view expressed within this material constitute the perspective and judgment of PFM Asset Management LLC at the time of distribution (9/30/2019) and are subject to change.



Asset Allocation & Performance

	Allocation		Performance(%)						
	Market Value (\$)	%	1 Quarter	Year To Date	1 Year	3 Years	5 Years	Since Inception	Inception Date
Total Fund	5,181,447	100.00	0.61	15.31	2.71	8.98	N/A	9.23	07/01/2016
Blended Benchmark			0.70	15.09	3.97	8.80	N/A	9.43	07/01/2016
Domestic Equity	2,881,407	55.61							
Vanguard Total Stock Market Index	2,269,638	43.80	1.09	20.00	2.88	12.81	10.42	13.26	07/01/2016
Russell 3000 Index			1.16	20.09	2.92	12.83	10.44	13.28	07/01/2016
Jensen Quality Growth Fund	249,256	4.81	1.76	19.46	7.47	15.24	13.55	4.37	04/01/2019
S&P 500			1.70	20.55	4.25	13.39	10.84	6.08	04/01/2019
iShares Core S&P Mid Cap ETF	234,388	4.52	-0.09	17.83	-2.55	9.32	8.82	2.94	04/01/2019
S&P MidCap 400			-0.09	17.87	-2.49	9.38	8.88	2.96	04/01/2019
iShares Core S&P Small-Cap ETF	128,125	2.47	-0.20	13.45	-9.35	9.32	9.87	-2.99	06/01/2018
S&P SmallCap 600			-0.20	13.46	-9.34	9.33	9.89	-3.01	06/01/2018
International Equity	1,230,266	23.74							
Vanguard Total International Stock Index	385,993	7.45	-1.60	11.46	-1.56	6.06	3.16	6.06	10/01/2016
MSCI AC World ex USA (Net)			-1.80	11.56	-1.23	6.33	2.90	6.33	10/01/2016
Vanguard International Value	250,383	4.83	-1.25	10.69	-2.60	6.18	2.22	7.62	07/01/2016
J. O. Hambro International Select	311,066	6.00	-3.96	10.65	-3.31	5.35	4.85	7.27	07/01/2016
MSCI AC World ex USA (Net)			-1.80	11.56	-1.23	6.33	2.90	8.03	07/01/2016
Invesco Oppenheimer Int'l Small-Mid Company	158,130	3.05	-2.87	15.56	-3.98	11.16	10.91	12.71	07/01/2016
MSCI AC World ex USA Smid Cap Index (Net)			-1.47	10.96	-4.54	5.03	3.90	7.01	07/01/2016
Hartford Schroders Emerging Markets Equity	124,693	2.41	-2.68	9.80	0.05	7.44	3.75	-6.43	03/01/2018
MSCI EM (net)			-4.25	5.90	-2.02	5.97	2.33	-8.06	03/01/2018
Fixed Income	1,051,677	20.30							
Baird Core Plus	315,991	6.10	2.32	9.53	10.53	3.64	3.97	3.71	07/01/2016
Blmbg. Barc. U.S. Aggregate			2.27	8.52	10.30	2.92	3.38	2.84	07/01/2016
DoubleLine Core Fixed Income I	310,108	5.98	1.48	7.65	8.29	3.22	3.63	3.64	09/01/2017
PGIM Total Return	315,956	6.10	2.58	10.43	11.83	4.09	4.28	4.71	09/01/2017
Blmbg. Barc. U.S. Aggregate			2.27	8.52	10.30	2.92	3.38	3.96	09/01/2017
iShares Interm-Term Corporate Bond ETF	109,411	2.11	2.55	12.90	13.23	4.46	4.04	N/A	10/01/2019
ICE BofAML U.S. Corp 5-10 Year Index			2.56	12.86	13.27	4.40	4.86	N/A	10/01/2019
Vanguard Interm-Term Invest. Grade	211	0.00	N/A	N/A	N/A	N/A	N/A	N/A	07/01/2016
Blmbg. Barc. U.S. Credit 5-10 Year Index			2.47	12.57	13.12	4.21	4.70	4.27	07/01/2016
Cash Equivalents	18,096	0.35							
Goldman Sachs FS Government Fund	18,096	0.35	0.50	1.58	2.09	1.28	0.79	1.92	11/01/2018

Returns are net of mutual fund fees.

Returns are expressed as percentages.

Blended Benchmark: See historical hybrid composition page for details.



Comparative Performance

	2018	2017	2016	2015	2014	2013	2012
Total Fund	-6.00	18.52	N/A	N/A	N/A	N/A	N/A
Blended Benchmark	-6.13	18.03	N/A	N/A	N/A	N/A	N/A
Domestic Equity							
Vanguard Total Stock Market Index	-5.17	21.17	12.66	0.39	12.56	33.52	16.38
Russell 3000 Index	-5.24	21.13	12.74	0.48	12.56	33.55	16.42
Jensen Quality Growth Fund	2.44	23.56	12.29	1.80	11.98	32.63	13.90
S&P 500	-4.38	21.83	11.96	1.38	13.69	32.39	16.00
iShares Core S&P Mid Cap ETF	-11.14	16.19	20.63	-2.23	9.64	33.40	17.76
S&P MidCap 400	-11.08	16.24	20.74	-2.18	9.77	33.50	17.88
iShares Core S&P Small-Cap ETF	-8.43	13.20	26.49	-2.00	5.67	41.36	16.28
S&P SmallCap 600	-8.48	13.23	26.56	-1.97	5.76	41.31	16.33
International Equity							
Vanguard Total International Stock Index	-14.43	27.55	4.67	-4.26	-4.17	15.14	18.21
Vanguard International Value	-14.52	27.96	4.46	-6.44	-6.69	22.15	20.18
J. O. Hambro International Select	-8.27	22.89	5.20	-4.05	5.35	38.21	15.48
MSCI AC World ex USA (Net)	-14.20	27.19	4.50	-5.66	-3.87	15.29	16.83
Invesco Oppenheimer Int'l Small-Mid Company	-9.25	38.30	-0.24	15.15	0.38	45.26	23.17
MSCI AC World ex USA Smid Cap Index (Net)	-17.06	30.35	3.57	0.44	-3.05	17.79	17.98
Hartford Schroders Emerging Markets Equity	-15.56	40.87	10.41	-12.68	-4.61	-2.28	21.73
MSCI EM (net)	-14.58	37.28	11.19	-14.92	-2.19	-2.60	18.23
Fixed Income							
Baird Core Plus	-0.51	4.65	4.73	0.14	6.59	-1.32	7.95
DoubleLine Core Fixed Income I	-0.02	4.66	4.11	0.63	6.86	-1.20	8.15
PGIM Total Return	-0.98	6.33	4.54	-0.30	6.80	-1.17	9.59
Blmbg. Barc. U.S. Aggregate	0.01	3.54	2.65	0.55	5.97	-2.02	4.21
iShares Interm-Term Corporate Bond ETF	-0.52	3.50	3.37	0.68	3.89	-0.39	7.81
ICE BofAML U.S. Corp 5-10 Year Index	-1.67	5.90	5.79	0.78	7.44	-1.65	12.40
Cash Equivalents							
Goldman Sachs FS Government Fund	1.59	0.62	0.14	0.01	0.01	0.01	0.01

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



Account Reconciliation

QTR

	Market Value As of 07/01/2019	Net Flows	Return On Investment	Market Value As of 09/30/2019
Total Fund	5,150,137	-	31,310	5,181,447

YTD

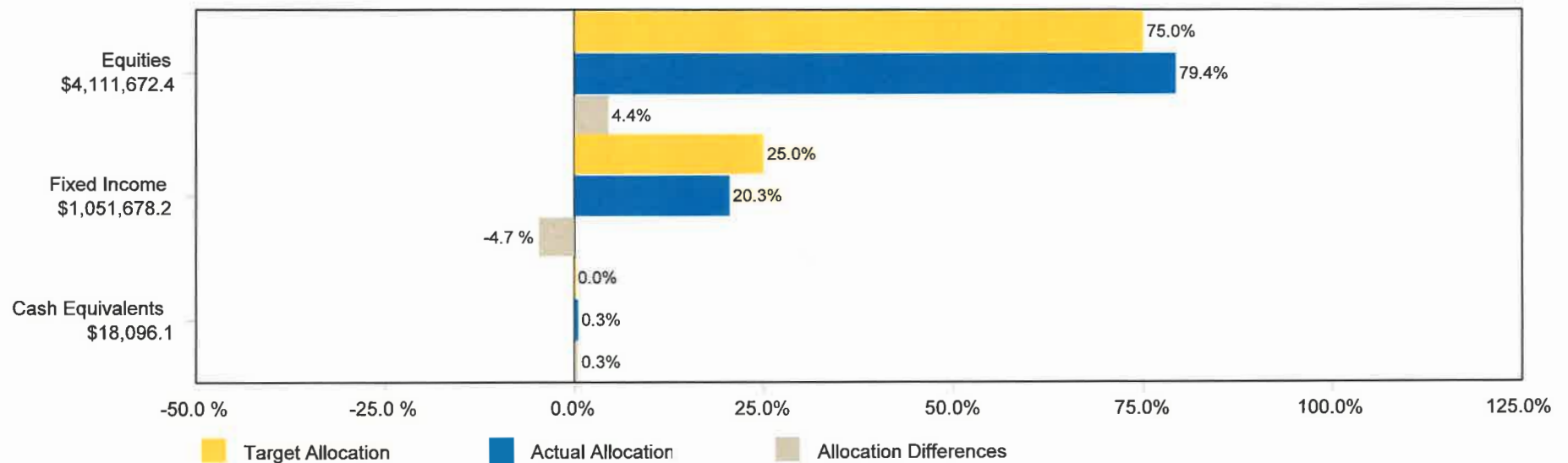
	Market Value As of 01/01/2019	Net Flows	Return On Investment	Market Value As of 09/30/2019
Total Fund	4,493,484	-	687,963	5,181,447

1 Year

	Market Value As of 10/01/2018	Net Flows	Return On Investment	Market Value As of 09/30/2019
Total Fund	5,044,319	882	136,246	5,181,447

Asset Allocation Summary

	Asset Allocation (%)	Target Allocation (%)	Minimum Allocation (%)	Maximum Allocation (%)	Differences (%)
Total Fund	100.0	100.0	N/A	N/A	0.0
Equities	79.4	75.0	70.0	80.0	4.4
Fixed Income	20.3	25.0	20.0	30.0	-4.7
Cash Equivalents	0.3	0.0	0.0	10.0	0.3



• Vanguard Total Stock Market Index

- **Management:** Gerard C. O'Reilly has managed the Fund since its inception in 1994. Walter Nejman has been co-portfolio manager for the fund since 2016. They have been in the investment management industry since 1992 and 2008, respectively.
- **Objective:** The Fund seeks to track the performance of a benchmark index that measures the investment return of the overall stock market.
- **Strategy:** The Fund employs a "passive management" – or indexing – investment approach designed to track the performance and characteristics of the CRSP US Total Market Index. These key characteristics include industry weightings and market capitalization, as well as certain financial measures, such as price/earnings ratio and dividend yield.

• Jensen Quality Growth Fund

- **Management:** The fund is managed by an investment committee comprised of Eric Shoenstein, Rob McIver, Allen Bond, Kurt Havnaer, Kevin Walkush, and Adam Calamar. All members of the investment committee have been working together for over 10 years.
- **Objective:** The Fund seeks outperformance relative to the S&P 500 through a concentrated, fundamental, bottom-up portfolio.
- **Strategy:** The team invests in companies that have strong competitive advantages, high quality balance sheets, and are trading at a discount to the team's assessment of fair value. The key characteristic within the strategy is the initial screen. The team screens for companies that are able to generate ROE of greater than 15% for each of the last 10 years.

• iShares Core S&P Mid-Cap ETF

- **Management:** BlackRock Fund Advisors: Rachel Aguirre (2018), Diane Hsiung (2008), Jennifer Hsui (2012), Alan Mason (2016), Greg Savage (2008), and Amy Whitelaw (2018)
- **Objective:** The Fund seeks to replicate the performance of the S&P MidCap 400 Index.
- **Strategy:** The Fund employs a "passive management" – or indexing – investment approach designed to track the performance and characteristics of the S&P MidCap 400 Index. These key characteristics include industry weightings and market capitalization, as well as certain financial measures, such as price/earnings ratio and dividend yield. S&P MidCap 400 Index is a float adjusted market cap weighted index consisting of US midcapitalization companies.

• iShares Core S&P Small Cap ETF

- **Management:** BlackRock Fund Advisors: Diane Hsiung (since 2008), Jennifer Hsui (since 2012), Alan Mason (since 2016) and Greg Savage (since 2008)
- **Objective:** The Fund seeks to replicate the performance of S&P SmallCap 600 Index.
- **Strategy:** The Fund employs a "passive management" – or indexing – investment approach designed to track the performance and characteristics of the S&P SmallCap 600 Index. These key characteristics include industry weightings and market capitalization, as well as certain financial measures, such as price/earnings ratio and dividend yield. S&P SmallCap 600 Index is a float adjusted market cap weighted index consisting of US smaller capitalization companies.

202000241



• Vanguard Total International Stock Index

- **Management:** The Fund is co-managed by Michael Perre and Christine Franquin. Mr. Perre has advised the Fund since 2008 and Ms. Franquin has advised the fund since 2017. They have been in the investment industry since 1990 and 2000, respectively.
- **Objective:** The Fund seeks to track the performance of a benchmark index that measures the investment return of stocks across all market capitalizations issued by companies domiciled in both emerging markets and developed markets outside the United States.
- **Strategy:** The Fund employs a “passive management” – or indexing – investment approach that seeks to track the investment performance of the FTSE Global All Cap ex U.S. Index, an unmanaged benchmark representing stocks from global developed and emerging markets, excluding the United States, across the market capitalization spectrum.

• Vanguard International Value

- **Management:** Sub-advised by ARGA, Edinburgh Partners, and Lazard since 2012, 2008, and 2010, respectively.
- **Objective:** The Fund seeks capital appreciation
- **Strategy:** By combining elements of deep value, traditional value, and relative value investing, the Fund is expected to temper some of the cyclicity that is inherent in value investing, while retaining exposure to the alpha generation capabilities of all three sub-styles. In addition, the Fund provides access to the three underlying strategies that are otherwise not available to mutual fund investors. The Fund is designed to give total international equity exposure, including both developed and emerging markets.

• J O Hambro International Select

- **Management:** The fund is co-managed by Christopher Lees and Nudgem Richyal. Both the senior fund managers joined the firm in 2008, having previously worked together at Baring Asset Management.
- **Objective:** The fund managers aim to exploit market anomalies via an investment process that combines both top-down and bottom-up research.
- **Strategy:** The fund managers target multiple sources of performance, looking for stocks, sectors, and countries with rising earnings estimates, rising or high and sustainable return on equity, appropriate valuation, and attractive mean reversion and momentum characteristics. They evaluate the correlation between each stock and its sector or country in order to avoid buying “good stocks in bad neighborhoods”. A ruthless sell discipline is employed, whereby a stock is immediately sold to zero weight when its fundamentals or technicals deteriorate, or when there is contagion from deteriorating fundamentals or technicals in a stock’s sector or country.



● Invesco Oppenheimer International Small-Mid Company Fund

- **Management:** Frank Jennings has taken over as portfolio manager for this fund effective the end of September, 2018. Mr. Jennings has managed a global small-mid cap strategy at Oppenheimer since 1995, and has on two previous occasions held portfolio management responsibilities for the International Small-Mid Company fund. He has over forty years of experience in the investment management industry.
- **Objective:** The Fund seeks capital appreciation.
- **Strategy:** The Fund invests primarily in small- and mid-cap companies domiciled outside the U.S. that offer opportunities for growth. Rigorous, fundamental analysis is employed to identify future leaders that operate in industries driven by structural growth and high barriers to entry. The Fund seeks companies with meaningful competitive advantages such as technological leadership, intellectual property, strong brands, or industries favoring natural monopolies. Oppenheimer's Global Equity Team uses several secular growth themes as a way to focus attention on certain segments of the global marketplace, which they refer to as MANTRA (Mass Affluence, New Technology, Restructuring and Aging).

● Hartford Schroders Emerging Markets Equity

- **Management:** The fund is managed by a team of five portfolio managers led by Tom Wilson, Schroders' Head of Emerging Markets Equity. He has worked at Schroders since 2001 and has been involved with emerging markets equities at Schroders since 2004.
- **Objective:** The Fund seeks capital appreciation.
- **Strategy:** The Fund employs an actively managed approach that combines fundamental, bottom-up stock research with a quantitative country allocation process. Country rankings are prepared through evaluation of valuation, growth, currency, momentum, and interest rates. Stock level research targets a core universe of the most liquid stocks in the emerging markets universe, utilizing a relative value approach for stocks across the growth/value spectrum without any systematic style bias. Comprehensive risk controls are employed to keep factor exposures in check and constrain strategy-level tracking error to moderate levels.



● Baird Core Plus

- **Management:** The Fund has been managed by a team of six portfolio managers since its inception in 2000. The most senior trio of the management team has been working together for over 30 years. In May 2019 three more were promoted to portfolio manager.
- **Objective:** The Fund seeks to maximize long-term total return and achieve an annual return that exceeds its benchmark.
- **Strategy:** The Fund normally invests at least 80% of assets in the following types of U.S. dollar-denominated debt securities: U.S. government, U.S. government agencies, asset-backed and mortgage-backed obligations of U.S. issuers and corporate debt of U.S. and foreign issuers. It invests primarily in investment-grade debt securities, but can invest up to 20% of net assets in non-investment grade securities.

● DoubleLine Core Fixed

- **Management:** Jeff Gundlach, CEO/CIO of DoubleLine Capital has been managing the Fund since 2010. Jeff Sherman, Deputy CIO, has co-managed the Fund since 2016.
- **Objective:** The Fund seeks to maximize current income and total return.
- **Strategy:** The Fund may invest in fixed income securities of any credit quality including up to a third of its net assets in junk bonds, bank loans and assignments rated below investment grade or unrated but determined by the Adviser to be of comparable quality, and credit default swaps of companies in the high yield universe. The Fund may also invest a portion of its net assets in fixed income instruments issued or guaranteed by companies, financial institutions and government entities in emerging market countries. The Fund may pursue its investment objective and obtain exposures to some or all of the asset classes described above by investing in other investment companies, including, ETFs and investment companies sponsored or managed by the Adviser and its affiliates. In managing the Fund's investments, under normal market conditions, the portfolio manager intends to seek to construct an investment portfolio with a weighted average effective duration of no less than two years and no more than eight years.

● PGIM Total Return

- **Management:** Senior portfolio managers Michael Collins (since 2009), Rich Piccirillo (2012) and Greg Peters (2014) have managed the Fund joined by Chief Investment Strategist Robert Tipp (2002). PGIM Fixed Income is the primary public fixed-income asset management unit of PGIM, a wholly-owned subsidiary of Prudential Financial, Inc.
- **Objective:** The Fund seeks total return by investing in a diversified portfolio of bonds from multiple fixed income sectors.
- **Strategy:** The Fund allocates assets among different debt securities, including (but not limited to) US Government securities, mortgage-related and asset-backed securities, corporate debt securities and foreign securities. The Fund may invest up to 30% of its investable assets in high risk, below investment-grade securities having a rating of not lower than CCC. The Fund may invest up to 30% of its investable assets in foreign debt securities. The Fund has the flexibility to allocate its investments across different sectors of the fixed-income securities markets at varying duration. Up to 25% may be expressed through various derivative strategies.



• **iShares Intermediate Corporate Bond**

- **Management:** The Fund is managed by James Mauro and Scott Radell of BlackRock Fund Advisors
- **Objective:** The Fund seeks to replicate performance and characteristics of ICE BofAML 5-10 Yr Corporate Index
- **Strategy:** The Fund seeks to track the investment results of the ICE BofAML 5-10 Year US Corporate Index which measures the performance of investment-grade corporate bonds of both U.S. and non-U.S. issuers that are U.S. dollar denominated and publicly issued in the U.S. domestic market and have a remaining maturity of greater than or equal to five years and less than ten years

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

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